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Board of Regents, Murray State University

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**Minutes of the Special Board of Regents Meeting
Murray State University
Friday, April 11, 2008
8:30 a.m. – Jesse Stuart Room – Pogue Library**

The Board of Regents of Murray State University met on Friday, April 11, 2008, in special session in the Jesse Stuart Room of Pogue Library on the main campus of Murray State University. The meeting was called to order at 8:40 a.m. by Chair Alan Stout.

1. Roll Call

The roll was called and the following members were present: William Adams, Marilyn Buchanon, Beverly Ford, Peg Hays, Eric King, Jay Morgan, Jeff Taylor, Gina Winchester and Alan Stout. Absent: Laxmaiah Manchikanti and Vickie Travis.

Others present were Randy J. Dunn, President; Jill Hunt Lovett, Coordinator for Board Relations, Executive Assistant to the President and Secretary to the Board of Regents; Tom Denton, Vice President for Finance and Administrative Services and Treasurer of the Board of Regents; Gary Brockway, Provost and Vice President for Academic Affairs; Jim Carter, Vice President for Institutional Advancement; Don Robertson, Vice President for Student Affairs; John Rall, University Counsel; and members of the faculty, staff, students, news media and visitors.

**AGENDA
SPECIAL MEETING OF THE BOARD OF REGENTS
Murray State University
Jesse Stuart Room, Pogue Library
Friday, April 11, 2008
8:30 a.m.**

1. Roll Call

2. 2008-09 Tuition, Fees and Rates*

- a. Tuition and Mandatory Fees**
- b. Food Service Rates**
- c. Housing Rates**

3. 2008-09 Budget Preparation Guidelines*

4. Adjournment

(*Indicates Board Action Item)

Chair Stout reported that the BOR packets contain everything previously sent electronically and comments from the Student Forum have been added and were not provided electronically. Dr. Dunn reported that there have been no changes in the recommendations or attached materials. For 2008-09 he is recommending a 9 percent increase in tuition and mandatory fees, a 2.5 percent increase for dining services and an 8 percent increase in housing rates.

Dr. Dunn added that three arbitrary figures were chosen when projecting revenues for tuition and mandatory fee increases and those figures include 0, 6 and 9 percent. He reminded the Board they are not limited to these three percentages and could take action on any number along the continuum. A scenario for 0 percent was included because a tuition freeze has been mentioned by Regents and others around the Commonwealth and he wanted all to be aware of the impact on the University budget if a 0 percent tuition increase is approved. Dr. Dunn reported that the 6 percent increase in tuition and fees was included because it represents the rate the Council on Postsecondary Education (CPE) assumed last fall when preparing budget recommendations for

the Commonwealth. The CPE assumed the University would have around a 6 percent increase in tuition and fees along with a \$3.7 million increase to state appropriations. Following the legislative session the CPE was faced with a \$3.1 million decrease in year-to-year state appropriations instead of the anticipated \$3.7 million increase. Given these considerations a 9 percent increase in tuition and mandatory fees was also reviewed and is referred to as the "breakeven budget." Dr. Dunn clarified even with the breakeven budget there will still be cuts and cost containment measures because there are a number of initiatives not accounted for in the 9 percent assumption, including priority spending and salary increases.

Dr. Dunn reported that the first PowerPoint slide is the latest *Kiplinger's* cover where Murray State's "best value" designation is highlighted and which illustrates there are competing values around pricing and quality. The University is at a critical transition point regarding this year's state appropriation and the budget environment in balancing the competing interests of price and quality. It will be difficult to accomplish what the Board would like to accomplish in terms of suppressing a price increase while continuing to pursue the ivy quality that Murray State is known for. Dr. Dunn believes a 9 percent increase in tuition and mandatory fees achieves the balance between pricing and quality. Mr. Denton presented a PowerPoint presentation outlining proposed 2008-09 tuition and mandatory fee rates. He provided an overview of state appropriations for the last 10 years and stated that beginning in 2002-03 there were several years with reductions in state appropriations. Appropriations between 2007-08 and 2008-09 decreased from \$56.1 million to \$52.9 million, representing a \$3.125 million cut that the University must address.

(See Attachment #1)

Mr. Denton stated that there are a number of selected tuition increase factors for 2008-09, including a state appropriation reduction of \$3,125,000, need-based scholarships of \$200,000 and international scholarships of \$986,800. The amount allocated for scholarships will increase as tuition increases and the total scholarship figure represents adding approximately \$1 million in order to double international enrollment over a five-year period. If the University is successful, within three years enough net tuition would be recovered to break even and beyond that three-year period there would be an increase in the bottom line. Other tuition increase factors include tuition waivers of \$1,071,100, fixed costs for utilities of \$250,000 (representing a 5 percent increase) and health insurance costs of \$621,400. Mr. Denton reported the University has a \$7.7 million health insurance program and employees contribute only 19 percent of that amount. An additional factor affecting the tuition increase includes two priority items previously discussed, WKMS-FM Repeater Tower System (\$116,000) and Elluminate Web Conferencing (\$41,000). Dr. Dunn stated that one component of the budget development process includes an examination of each vice presidential area. All units on campus submit budget requests through the appropriate vice president and for the past two years those requests have amounted to approximately \$5 million. The additional requests have not yet been addressed and the only two priority items Dr. Dunn has approved to move forward are those outlined above. Dr. Dunn added that the 9 percent increase does not take into consideration additional unit requests.

Mr. Denton presented information regarding annual tuition, mandatory fees and housing for 2007-08 comparing Murray State University to the other Kentucky regional universities. MSU is the next to lowest institution with \$8,454 total cost for tuition, fees and housing. Mr. Denton presented the same information for MSU's benchmark institutions in the four-region state area. Murray State again compares very favorably with the group at \$5,418 in tuition and fees.

Mr. Denton provided a budget summary comparing the difference in total expenditures and net deficits assuming the 0, 6 and 9 percent tuition increases but reminded the Board that the numbers presented do not include vice presidential area priorities, salary increases or expenditure cuts. At a 0 percent increase the University would be down \$4 million before expenses, including costs and other cuts. A 6 percent increase would amount to a deficit of \$1.2 million and a 9 percent increase would bring the University to the breakeven point. An additional budget summary was presented outlining fixed and committed institutional priorities of \$1,740,000 for 2008-09. Those costs include the staff (hourly) compensation enhancement; minimum wage increase for students; equity, promotions, awards, college heads and other; retirement and FICA; health insurance; utilities; WKMS repeater tower improvements and other mandatory increases.

Dr. Robertson reported that auxiliary operations include the Bookstore, Housing and Food Services and all three areas are completely self-supporting and do not receive any state funding. Revenue is derived through book sales, housing fees and meal plan rates and is used to cover expenditures that include staff salaries, fringe benefits, student wages, maintenance and repair, supplies and commodities, utilities, telecommunications, institutional support, capital and equipment upgrades and bond payments. A 3.5 percent increase is being proposed in Food Services and Dining plans for the upcoming year and that increase will range from \$41 to \$46 per semester depending on the plan chosen and will generate revenue of approximately \$219,000. A majority of the revenue will be used to cover food cost increases which are predicted to rise between 4 and 6 percent during 2008-09 and utility costs which are expected to increase by 5 percent. Dr. Robertson indicated in order to attract more student employees that Food Services offers a more competitive hourly rate and that will increase by 25 cents per hour for students who consistently work in the Food Services operation.

Dr. Robertson stated that historically the basic 10 meal plan included 170 meals per semester and will now be increased to 180 meals at a cost increase of \$41. When students return to campus on Sunday following a holiday or semester break the first meal offered will now start on Sunday evening as opposed to starting on Monday. Dr. Robertson reported that with the rate increases there are basically four plans geared toward residential students and indicated the goal has been to make the plans more valuable and increase flexibility. There are no longer plans where students are limited to a certain number of meals per week but instead there are a total number of meals available per semester. The 125 block plan provides students with much more flexibility regarding meals in Winslow Dining Hall and the 250 block plan utilizes flex dollars which can be used in any eating establishment on campus. The meal plans are geared toward encouraging more commuter students to use eating facilities on campus and all plans are flex dollar plans which can be used in any food service operation on campus similar to using cash and meals can be purchased in any denomination in the Winslow Dining Hall. An additional flex dollar plan (the copper plan) has been added where the student pays for a particular plan and has the flexibility to use those dollars anytime throughout the semester. Students also receive bonus dollars and the amount varies depending on the plan purchased.

Dr. Robertson presented food service rate comparisons and indicated that most of the regional universities have not set their rates for next year so Murray State is comparing its proposed 2008-09 rates with the 2007-08 rates for other universities. With the new rates MSU ranks slightly above the middle of the group even before the other schools increase their rates. An 8 percent room rate increase is being proposed and factors considered in that recommendation included an increase of \$330,000 in debt service which covers one-half the increase for building and bonding for Franklin College. Additional factors affecting the room rate increase are a \$152,000 increase in minimum wage for student staff, \$34,650 increase for additional staff to check student ID's as security is tightened in the residential colleges, 5 percent increase in utilities, \$43,000 additional increase for ResNet technology upgrades and \$830,000 in student housing scholarships.

Dr. Robertson reported that the standard rate for a double room in 2008-09 would increase \$121 from \$1,518 to \$1,639 and the private room rate would increase \$193 from \$2,429 to \$2,622. For the 2009 five-week summer session the double room rate would increase \$34 from \$425 to \$459 and the private room rate would increase \$54 from \$680 to \$734. The standard residential college rate of \$500 would continue to apply for residents of Clark College in addition to a \$121 increase for a double room from \$2,018 to \$2,139 and a \$193 increase for a private room from \$3,229 to \$3,422. No increase is being proposed for College Courts and a one bedroom apartment would remain at \$423 per month and a two bedroom apartment would remain at \$487 per month. Dr. Robertson stated other universities have not yet set their housing rates for 2008-09 but a comparison between MSU's proposed 2008-09 housing rates and the 2007-08 rates for the other regional institutions shows the University continues to rank favorably.

Mr. Denton presented 2007-08 tuition and fees information indicating that MSU ranks toward the lower end of the group at \$5,418 and illustrated where a 6 percent and 9 percent increase would place MSU in that comparison. Murray State would continue to rank in the middle even though the chart does not show the increase in tuition and fees for the other institutions. Mr. Denton presented preliminary tuition and fee increase estimates from the other Kentucky public universities as follows: Eastern Kentucky (7.5 to 8.5 percent increase in tuition plus \$100 charge per credit hour above 16 hours), Kentucky State (8 to 8.5 percent), Morehead State (9 percent),

Northern Kentucky (9.6 percent), University of Kentucky (9 percent), University of Louisville (9 percent) and Western Kentucky (9 percent).

Dr. Dunn indicated that it is a critical time for Murray State to determine what it wants to be as an institution of higher education. He understands the history of the University in attempting to keep tuition increases reasonable and be mindful of the impact on students in setting rates and fees. When studying what other institutions have done, he does not believe it has created a disparate impact or negative outcome on the ongoing development and vibrancy of their campus. Dr. Dunn stated that increases over a five-year period have been studied for each of the campuses and Western and Northern in particular have been very aggressive on pricing and some of the concerns that would be expected to play out on those campuses have not developed. The increase in cost has not diminished enrollment and has not affected the ability to attract students to campus but instead enrollment has increased and the additional tuition has provided resources for those campuses to move forward.

Dr. Dunn stated administrators will make work whatever decision the Board makes but indicated he is concerned as the University moves forward the comparison group will change and Murray State will no longer be competing with Western Kentucky but rather Morehead State. The Board is making decisions about the institution with regard to teaching and learning, services, recruitment, marketing and retention and Dr. Dunn feels the “public ivy” discussion should be set aside. Higher education institutions cannot remain static and MSU should attempt to move into a range of institutions that are viewed as being similarly situated, including Miami of Ohio, Indiana University of Pennsylvania, Portland State University, the University of Wisconsin campuses, Eau Claire and Lacrosse in particular, and Truman State University in Missouri. If MSU’s driving value is low cost then that will place us in a different class to that includes institutions such as Panhandle State, Henderson State University, Murray State College in Oklahoma, Plymouth State University and Delta State University. Dr. Dunn reported that Kentucky’s other regional university presidents have indicated they will increase tuition and fees and if the Board elects to approve the increase as proposed Murray State’s standing in the Commonwealth will remain relatively unchanged and even with a 9 percent increase MSU would remain in the bottom quartile.

Dr. Dunn stated that Ms. Hays earlier expressed concern that there are three core constituent groups at the University (faculty, staff and students) and questioned why the burden is being placed solely on the students. The quality of a Murray State education supports pricing in the mid range and even with a 9 percent tuition and mandatory fee increase the University remains below that level. Cuts will still be necessary and he reminded the Board that potential faculty and staff might choose Murray State based on the assumption of certain parameters and cited the example that the University attempts to maintain an 80/20 split between the University and employee with regard to health insurance costs.

Dr. Dunn reported that overall operations at the University are being examined in an effort to determine a feasible set of cuts and to this point the work has been undertaken on the assumption of a breakeven budget. A working list of approximately \$2 million in cuts has been prepared but identifying any such cuts at this point would create chaos and would adversely affect members of the Board with various groups calling individual Regents asking them to lobby for a particular program or service. Dr. Dunn believes the 9 percent tuition increase is fully justified and if the Board approves less than that the budget will need to be re-examined to identify even more cuts. These additional cuts would change the life of the MSU campus in terms of services offered and what the Regents are accustomed to seeing on campus. Dr. Dunn stated that the University will make whatever decision the Board makes work but the Regents must understand the implications associated with the different options that have been proposed.

Chair Stout stated that he would open the floor for discussion following a short break. The break began at 9:35 a.m. and ended at 9:45 a.m. Chair Stout reconvened the meeting and asked everyone to take this opportunity to share their opinions. Chair Stout also introduced Johnathan Thompson from the Council on Postsecondary Education and welcomed him to campus.

Judge Taylor asked what enrollment number is associated with the budget projections that have been presented and Mr. Denton replied the budget projections were made assuming a flat enrollment projection which is consistent with budgeting practices over the last couple of years.

Mr. Adams asked how much revenue would be generated by the tuition increase and Mr. Denton stated that on a gross basis if tuition increases by 9 percent that would amount to an increase from \$67.1 million to \$72.8 million representing a \$5.7 million total increase. Mr. Denton reminded the Board that the University is only collecting the net tuition side which increases from \$40.7 million to \$44.1 million for a total increase of \$3.4 million. Mr. Adams asked what the gross tuition amount is for this budget period and Mr. Denton replied that amount is \$67.1 million. Ms. Hays clarified that only \$1 million is gained between the 6 percent and 9 percent tuition increase and Mr. Denton indicated the gain would be \$1.2 million and that each 1 percent increase between 6 and 9 percent would amount to approximately \$330,000.

Mr. Adams questioned whether tuition discounts are flexible and Dr. Dunn replied that is at the purview of the Board to determine. He added if a long-term strategy is to adjust discounts from an optimal standpoint the Board needs to issue a directive to undertake that type of adjustment and work would need to begin to address the change six to nine months out. He stated there would be danger to undertaking this initiative with allowing time to review the numbers and determine what the potential impact would be but the issue is certainly open for future discussion. Mr. Adams indicated it concerns him the University is giving away 33 percent of tuition and Dr. Dunn stated that is done to sustain current enrollment and he is much more worried about the impact on enrollment from the perspective of adjusting regional discounts than he is about a 9 percent tuition and mandatory fees increase.

Mr. Adams cautioned that Murray State's market area must also be considered when discussing the role of the state universities and benchmarks institutions. He believes the University's market area is completely different from that of the other regional universities. For the benefit of Mr. Thompson from the CPE, Mr. Adams explained that MSU does things differently and its programs are more expensive than other universities and he believes there should be some value enhancement for schools such as Murray State that are not centrally located. It should be recognized that Murray State is different and the students are different and in order to meet the double the numbers mandate the University will ultimately be forced to go after another type of student.

Mr. Denton reported that 95 percent of out-of-state students come from the four-state area. Mr. Adams asked if 78 percent of MSU students are from Kentucky and Mr. Denton indicated that to be the case. Mr. Denton stated he does not know what the elasticity of demand would be if the University raised net tuition 30 percent for regional state students or what the result would be on enrollment. If tuition is raised by a significant amount he believes some sort of change will be noticeable but further study would be required to truly determine the full impact. Dr. Dunn reported the CPE is allowing regional students to be counted as they relate to degree production and he feels that represents at least an acknowledgement on behalf of the CPE that they understand MSU draws from a regional audience and in order to meet the CPE numbers it will need to be allowed to count those students. Dr. Dunn stated this argument is bolstered by a study which illustrated incoming students to Kentucky who attend college stay at a rate of approximately 60 percent and this represents good immigration strategy for the Commonwealth. Mr. Adams agrees the University should continue to nurture those students from the surrounding states but that he is not the strongest advocate for tuition waivers for international students.

Ms. Hays asked for clarification regarding the reduction of Kentucky Educational Excellence Scholarship (KEES) money and Dr. Dunn indicated that the understanding with KEES is that if given funding it will be close to being able to maintain at the current level for next year. The KEES Scholarship will not change but in actuality that pays very little for the typical student's costs. At an earlier point a larger concern focused on access to loan dollars for students given the state of the bond market. Student lenders sell bonds and from the proceeds are able to lend money to students. As was mentioned during the CPE presidents meeting, there will be a federal fix to that situation because all states are facing the same scenario. The KEES piece should remain relatively neutral for next year and students will not suffer significant funding losses. Dr. Dunn reported with regard to the Pell grants there is a national push to increase the amount to \$5,100 indicating federal knowledge that as there is an increase in pricing Pell grants for the neediest students should also increase.

Ms. Hays asked why a large amount of subsidy dollars is attached to some scholarships, for example, almost \$1 million in student housing scholarships, and asked whether some of the housing costs could be shifted so as to not be detrimental to those students receiving the benefit.

She is a small business owner and has been required to change her way of doing business but was able to do so without changing the level of service provided to the customer. Ms. Hays stated it is unfortunate that there are issues the Board should be able to talk about but cannot because of the constituency situation. Dr. Robertson indicated the amount of housing scholarships is slowly declining and at one point a full housing scholarship was offered but has now been reduced to \$500 to \$1,000 to be applied toward housing costs as a way of supplementing the scholarship budget and make MSU more competitive with other schools. A significant amount of those housing scholarships is being provided to students who attend the Commonwealth Honors Academy and subsequently enroll at Murray State. Dr. Robertson stated that the University is working to reduce that number because it realizes revenue must be available to offset increases.

Ms. Hays asked if a student has money left on their meal plan at the end of the semester whether that becomes university money, transfers to the next semester or if the money is refunded. Dr. Robertson indicated that the money remains with the University but if money is put into declining balance it will carry over to the following semester in an effort to provide more flexibility to students. If the money remains with the University it is referred to as a missed meal factor and actually helps keep rates down. Mrs. Buchanon asked whether the student workers in Food Services are Murray State students or if they are from the high schools. Dr. Robertson reported that there would not be many high school students but during the summer months there are some students who come from other schools.

Mr. Adams asked if the University was at 100 percent capacity with regard to housing and Dr. Robertson reported there is full occupancy in the fall but that decreases somewhat during the spring with mid-year graduation. Mr. David Wilson, Director of Housing, indicated that housing occupancy decreases by approximately 400 students in the spring but in the fall housing occupancy is around 98 percent. Mr. Adams asked if the University is beginning to price itself out of the market compared to off-campus housing rates and Dr. Robertson stated the University is very conscious of the cost of off-campus housing and that is one reason why an aggressive approach is taken regarding new housing facilities on campus. Cost depends a great deal on the type of housing being considered and students often only look at rent and do not take other expenses into consideration. Mr. Adams asked if MSU was at the high or low end of the rent spectrum and Dr. Robertson reported MSU is in the middle and added that the customer service aspect of living on campus is stressed in an attempt to encourage more students to remain in campus housing facilities.

Mrs. Buchanon stated the University requires students to live in the residential colleges during their first two years of college and asked what is being done to enforce that requirement. Dr. Robertson replied that the University's policy regarding this housing requirement is outlined to students and if they do not live on campus they must complete a housing exemption form that must be signed by the parents and notarized. If someone is discovered to be living off-campus in violation of the University's policy they will be approached but he agreed that some parents are willing to falsify their notarized statements. Mr. King added that Murray State's housing facilities are nice in comparison to dormitories located at Eastern Kentucky and Northern Kentucky Universities. He stated that students pride themselves on receiving a quality education but also value having quality housing facilities available on campus that are competitive with alternatives available off campus.

Ms. Hays asked how many credit hours per semester the typical student takes and Dr. Dunn reported that number to be 15.5 hours. She inquired as to what the outcome would be if an additional charge was applied to any hours above 15. Dr. Dunn stated the exact outcome is unknown but reminded her that the issue has been examined briefly and the decision was made to discontinue discussion at this time. One of the reasons for that decision is the required CPE tuition application under that model was so difficult and complex the administration simply gave up on it even though there was possibly some merit to studying the issue. Trying to implement the change this year and provide sufficient data to the CPE would be too difficult to accomplish. Western Kentucky examined the issue and also decided to discontinue discussion for now. Eastern Kentucky decided to charge an extra \$100 per credit hour above 16 hours. Dr. Dunn indicated that Morehead State is studying the issue and their progress would be reviewed over the next year. The second factor influencing the decision is that the University was not going to be able to do both a tuition increase and a per credit hour increase over a certain number of hours. Even if the proposal passed the Board it would most likely not have received approval

from the CPE. Dr. Dunn stated the University needs to keep pushing to get that rate more in the middle range and that there is enough elasticity in MSU's pricing to do so. This may be examined as an alternative for next year and is the model currently used by Kentucky's Community and Technical Colleges.

Mr. Adams stated that MSU compares itself to the regional universities in Kentucky and is next to the bottom in regard to price. He feels this is a good place to be from the evaluation and comparison perspective of the legislature and CPE but added that in an effort to be efficient the University is penalized and even though the percentage increase at MSU may be the same as other institutions when it is viewed in terms of real dollars MSU loses out. Mr. Adams stated there should be other comparisons that will assist in Murray State's evaluation. He indicated that competition in MSU'S market area is really Austin Peay, Southeast Missouri, the University of Tennessee-Martin and Southern Illinois-Carbondale but MSU is higher in cost compared to those universities and that must taken into consideration instead of continuing compare MSU to other regional universities in Kentucky. Dr. Dunn agrees that this issue is another concern that should be reviewed. Judge Taylor asked what percentage of Murray State students are on some type of aid and Mr. Denton reported that this applies to 70 percent of MSU students.

Motion to Approve 9 Percent Increase in Tuition and Mandatory Fees, discussed

Dr. Morgan stated it is unfortunate that the state budget environment has shifted and forced the University to charge an increased fee for services. The University budget covers over 10,000 students and more than 1,000 faculty and staff and it is a balancing act to maintain student welfare, overall student enrollment and faculty and staff attraction, retention, morale on campus and in the classroom, programmatic issues and quality and physical space. Dr. Morgan reported that when he breaks down the 0, 6 and 9 percent, the 9 percent figure may seem high but amounts to a \$4 increase per instructional day, the increase in semester food cost amounts to less than a pack of crackers per day and the increase in room rent on an annualized basis is a \$10 a month increase. He feels it is helpful to break down the overall cost and it seems more reasonable when viewed on a per day basis. He believes that while students will bear more of the cost faculty and staff are also going to share some of the burden as well in that most likely there will be little or no employee raises. With the increase in the cost of living, utilities and family costs, faculty and staff are bearing 5 percent or more of the burden. Dr. Morgan feels the University has been forced to approve an increase in tuition given the current state budget situation. Dr. Morgan cautioned that decisions the University makes over the next couple of weeks must include serious cost containment measures and limited reductions in order to be financially responsible. Dr. Morgan moved that the Board of Regents, upon the recommendation of the President of the University, approve a 9 percent tuition and mandatory fees increase for 2008-09. Mrs. Winchester seconded and discussion followed.

Mrs. Buchanon stated that she appreciates Dr. Morgan's comments but the cost of higher education in the Commonwealth and the United States has increased faster than the rate of inflation, the consumer price index and families and students are now being forced to borrow more money to attend college than over the last ten years, perhaps twice as much as before, even taking into consideration grants and student aid. Livingston County is a relatively poor county in the state of Kentucky and there are students who start to fill out an application to MSU and before they even reach the financial aid application portion of the applications their parents have already suffered sticker shock and that is a major concern to her. She mentioned former Regent Wells Lovett who constantly stressed administrative costs at MSU must be examined because they are very high. She stated in a recent article in the Washington Post Bill Poole, who is immediate past president of the Federal Reserve Bank and serves on the Webster College Board, reported that administrative costs are growing faster than any other segment of a university's budget. Murray State should review the issue because there are many administrative expenses and new administrators continue to be hired with high salaries. A review of the number of administrators, their salaries and workloads should be undertaken and the University should not assume it is going to cover the shortfall by placing the burden solely on students. Ms. Hays appreciates what has been brought to the table on behalf of the various constituencies but has great difficulty putting the entire burden on students. A \$4 per day increase is being placed on students but faculty and staff are not suffering a pay decrease and both groups are facing a 5 percent cost of living increase. Students earn less and she has great difficulty viewing the issue as only amounting to the price of a pack of crackers. She requested that MSU determine how to more equitably distribute the cost across all constituencies at the University.

Mrs. Buchanon stated that if the Board approves everything being proposed, including housing, food and tuition and fees, it would amount to a 17 to 20 percent increase and that would be hard for her to digest. Ms. Hays stated that she views tuition, housing and food as separate issues, but when the Board votes they are tied together and the largest impact remains on one constituency – the students. She is troubled that discussion has not taken place regarding the flat enrollment increase at the University over the last five years and if the University could increase enrollment by a couple hundred students it would be well on the way to recovering any loss of funds.

Dr. Dunn stated that these two points raise some interesting issues and reminded the Board that administrative costs do not only include administrative salaries but all costs within a category of expenditure. The University must increase enrollment so that administrative costs can be distributed over a sufficient number of students. The University has capacity to serve 11,000 to 12,000 students and is undertaking work with the goal of increasing enrollment to 12,000 students. This will allow the University to spread out costs over a larger number of students and lower some of the percentages and will also enable efficiencies in the system as Mrs. Buchanon and Ms. Hays referenced, including administrative costs, instructional costs as well as other across-the-board costs. The CPE expects the University to accomplish this with the double the numbers goal and the Board will see something soon with regard to that initiative.

Dr. Dunn indicated he is not insensitive to current administrators and invited the Board to share specific examples. He stated the Associate Vice President position in Facilities Management will not be filled within the current budget environment. There is a vacant Assistant Vice President position within Dr. Robertson's area and that will be filled but at a lower level. Mrs. Catherine Sivills was hired as an Assistant Vice President because the University had no public relations officer and this was actually a backfill on a position for an individual who was making significantly more than Mrs. Sivills. Mrs. Winchester came on board on the basis of a categorical grant and general fund money is not used for her salary. He indicated in regard to the President's Office he is willing to talk about that situation as well in terms of overall costs that have historically been attached to the office over some period of years. He stated he has added two staff members but it is also the case that staff positions for Oakhurst have been cut and were not filled over the last year even though they remained in the budget. Dr. Dunn reported there are a number of areas where in the end it comes out even and he feels very comfortable about any issue there. He does believe the administration is being prudent in its response knowing that the University must continue to operate and part of the difficulty is determining how to increase enrollment to help spread out costs and lower MSU's per pupil costs. Dr. Dunn reported that one reason MSU has difficulty receiving state appropriated money is because on a per pupil basis the University looks rich. Murray State has the capacity to accept additional students and if they are spread out across different majors within the University then the potential is there to increase enrollment by 1,800 students, resulting in lower per pupil costs and putting the University in a better position with the CPE when a funding recommendation is presented. Mrs. Buchanon's comment is correct but part of the issue is what the University needs to take care of regarding changes in enrollment. Mrs. Buchanon indicated her comment regarding administrative costs did not pertain to any one particular area within the University and referred to the fact that there are vice presidents, associate vice presidents and assistant vice presidents. Dr. Dunn reported that there are fewer than when he first came to Murray State but his point is that he is attentive to the issue.

Judge Taylor asked Mr. King what the student's perspective is on the tuition issue. Mr. King reported that from a student's perspective they simply do not want to discuss an increase in tuition. There are students who have recently become part of the budgeting process for the University and they are, therefore, more informed and this was evidenced through questions asked during the Student Forum. He believes there are really two opinions on this issue. The first is that a tuition increase means more money out of the pockets of either the student or their parents. The second is that students do not want to see their programs cut and do not want to see quality diminished in any fashion. Most students feel that the quality of a Murray State education is the most important value and it has effectively been announced throughout the Commonwealth that MSU provides a quality education with a reasonable price tag attached to that value. Mr. King feels it is time to look internally to determine what can be done to increase enrollment and decrease costs. Students know that a tuition increase of 9 percent equates to a substantial increase per semester but also do not want to see programs cut. There are those students on campus who feel a slight increase to tuition is favorable in order to maintain the

quality of education on campus and there are those students who feel a tuition increase would create a financial burden for them. He stated he is curious to see what the Board feels is reasonable in terms of percentage increase and the values they think should be adopted whether it be quality first and affordability second or vice versa.

Motion to Approve a 6 Percent Increase in Tuition and Mandatory Fees, discussed

Judge Taylor indicated that Mr. King's question is a good one and he has been asking the same thing since he became a member of the Board. Murray State provides a quality education and has done so for many years in large part because the University's outstanding faculty and staff attract quality students. While he is not sure how that quality should be categorized, it is something MSU is known for. Judge Taylor reported that during a recent conversation with a school superintendent he discovered Murray State applicants are reviewed first for teaching positions because the school system recognizes the historical quality of teachers who graduate from MSU. He is not fond of the ivy branding because the University is already known as a quality regional university. Judge Taylor stated that he could not afford to go to college today given current levels of tuition and that concerns him when he thinks about the number of students who would also be left behind. He feels that everyone should have an opportunity to obtain an education and advance themselves in life. The University's approach should be that it offers something of value that encourages students to attend college at Murray State but that education is also affordable. He views tuition as a tax on the students and the parents but the University's budget has been cut substantially and that creates an unusual situation for this year although he does not believe this situation will resolve itself in the near future considering the national economy. The Board has a duty to figure out how the University maintains its current services and at the same time attract more students. If enrollment is increased by 1,000 students at this year's tuition rate that would amount to \$5.4 million new dollars which would cover budget losses for the year. This issue must be approached from the perspective of administrators, alumni, faculty, staff and students in the recruitment process. The University's growth rate over the past five years has essentially been 0 and that is a serious issue that needs to be addressed because the capacity is there to accommodate more students. Judge Taylor stated that given the unusual budget situation this year he would support a 6 percent increase in tuition and mandatory fees and moved to amend the current recommendation on the floor to read a 6 percent tuition and mandatory fees increase. Mr. Adams seconded and discussion followed.

Mrs. Ford asked if efforts are underway to recruit more students and Dr. Dunn indicated that an issues management team has been working on campus since early in fall of 2007 to address the issue. The Board will see some announcements within the next week regarding changes and new practices to advance the University to the goal of 12,000 students by 2012.

Chair Stout indicated that he appreciates everyone's comments and the work undertaken by the administration in preparing for today's meeting. He knows that the Board has looked very hard at this issue and the University is in a very difficult budget environment. He recently spoke to the Board about the double the numbers mandate from the CPE and the impact that has on the Commonwealth. The ultimate goal to increase the quality of life not only for the Commonwealth but for the region as well and to continue to increase tuition as a result of state budget cuts flies in the face of the mandate to double the number of baccalaureate degree holders in the Commonwealth. In order to accomplish that goal education should be made more accessible but the current climate makes earning a college education more inaccessible. Chair Stout stated that while demographics may be different at some of the other regional universities, there are similarities and some regional universities are experiencing growth and apparently have not been affected by the more dramatic tuition increases. He feels that growth is coming from those institutions that have been thinking "outside the box," as Murray State has been doing, and looking at the importance of the extended campuses in making education more accessible through those campuses must be reviewed.

Chair Stout stated he is very concerned personally and professionally regarding Mrs. Buchanon's comment with regard to the rate of graduates coming out of an institution of higher education heavily laden with student loan debt. Board members are stewards of the University and that stewardship requires them to look at not only the immediate but the long-term future of the institution to maintain program excellence. With the current economic environment and cuts that are being considered, it is inevitable that a tuition increase must be considered to prohibit dramatic cuts to programs and will ultimately result in a decrease in quality. Chair Stout

indicated he is pleased the issue of increasing enrollment has surfaced because it has concerned him for the last five years that the University is known as one of the best in the country but is stagnant in terms of enrollment growth. He fully embraces Dr. Dunn's goal of increasing enrollment to 12,000 students by 2012 and that will go a long way to meet the CPE mandate.

Chair Stout reported that he approached the meeting today prepared to support a 9 percent increase in tuition and mandatory fees and would still support such an increase. A Tuition Task Force, chaired by Judge Taylor, is in place and Mr. Stout requested that this group meet to discuss the issue before it is reviewed by the Board in 2009-10. The Task Force should fully review the entire methodology involved in the process. He asked that the Tuition Task Force be empowered to study this issue in depth because while he can support a 9 percent increase this year he would be hard pressed to do so next year. He would ask that the Task Force report to the full Board before considering this issue again next year and perhaps offer alternative approaches. He stated that it does have to stop somewhere and he does not know what the appropriate point is but over the past five years the Board has incrementally increased tuition. It is a difficult balancing act and he supports maintaining excellence and quality with the 9 percent tuition increase but with the caveat that next year the issue would be revisited.

Judge Taylor stated in terms of the 6 percent tuition increase the message he would like to send to students and parents is that the burden of the budget cut will be shared by the entire University through cost containment and promotion of enrollment growth. If there is a 6 percent increase in tuition and the number of students increased by 200 the University would almost be able to meet the almost \$1.2 million shortfall. This would convey to parents and current and prospective students throughout the Commonwealth that Murray State is holding costs down while continuing to provide the best education for the dollar in Kentucky.

Mrs. Buchanon asked Mr. Denton for the tuition increase percentage total over the last five years and Chair Stout provided the following numbers: 13.3 percent in 2003, 15.9 percent in 2004, 11.1 percent in 2005, 12.9 percent in 2006 and 8.4 percent in 2007. Mrs. Winchester asked for clarification regarding the 6 percent increase in tuition, the predicted \$1.2 million shortfall and additional \$2 million in cuts and asked if realistically \$3.2 million is being referred to here. Dr. Dunn stated that at a 6 percent tuition increase the first order of business would be to cover the \$1.2 million shortfall through cost containment and then cover salary increases or other priority areas.

Mrs. Winchester stated it was obvious during the Student Forum that students were concerned about losing services, technology and equipment, faculty and staff and programs and asked whether that could potentially happen at the 6 percent tuition increase level. Dr. Dunn indicated that would be feasible but teaching and learning are the core of what the University is about with the next outer ring being a set of services to students and beyond that services to the region and reported that any cuts will affect the outer ring and not the inner core. He stated that is why he does not favor across-the-board cuts and does not believe it is the way to manage a large scale complex organization. Cuts must be selective and he would follow that approach no matter what tuition percentage increase is approved. When the final list of cuts is presented to the Regents, they will be able to determine how well the University administration identified those things fall on the outer ring. The approach Dr. Dunn intends to take with regard to cuts will be to first identify those cuts as President he has authority to make unilaterally and which do not require Board action. Secondly, he will identify those cuts which require Board approval. Following campus forums to share information and obtain feedback, Dr. Dunn will provide the list of cuts that he has authority to effectuate and there will also be a list of cuts that the Board must act on and together they comprise the overall list of cuts for the University. Discussion will most likely take place at the May 16, 2008, quarterly meeting and if the Board votes to accept Dr. Dunn's recommendation then the item will be cut but if the Board votes to the contrary the item will be maintained. Mr. Denton and Mr. Prestfeldt will then incorporate all changes into the budget and have ready to mail to the Board prior to the May 30, 2008, special call meeting.

Motion to Approve 0 Percent Increase in Tuition and Mandatory Fees, discussed

Mrs. Buchanon stated that she has voted for tuition increases several times but has never voted for an increase given the state of the current economy. She calculated the tuition increase figures provided earlier and stated that since 2003 tuition has been raised 41.6 percent and at some point the Board must indicate that it will not continue to raise tuition. She asked to go on record as

saying that at some point someone just has to say “no” and stand up for the families of west Kentucky. On that basis, Mrs. Buchanon asked that the motion be amended to read 0 percent increase in tuition and mandatory fees for 2008-09. Chair Stout stated that he has a motion to amend the amendment to modify agenda 2.a. to read a 0 percent increase in tuition and mandatory fees. Mrs. Ford seconded and discussion followed.

Ms. Hays provided clarification that only 12 to 15 students attended the Student Forum so the information that has been presented represents a very small portion of the student population. The Board must discuss how to cut costs without sacrificing programs and perhaps approach the issue from a different perspective. She believes there are some things that can be done that will result in significant savings, but at this point it would be too close to too many people and for now will leave it alone but hopes it will be examined. She would like a result of this process to be an economic stimulus package for MSU as a financial reward to the students and an incentive for prospective students to attend with the goal of ultimately increasing enrollment. She indicated that increasing enrollment is crucial and in five years the University has not accomplished that objective. She feels that like many governmental institutions the University gets top heavy with more individuals providing a similar service with fewer people receiving the benefit and the University must examine this issue considering what Murray State’s tuition increases have been since 2003. Mrs. Hays stated she came to the meeting today fully prepared to vote for 0 increase in tuition and mandatory fees but there may be a compromise between 0 and 6 percent.

Dr. Dunn asked Mrs. Buchanon to present Murray State’s tuition increase percentage again and she indicated the University’s percentage was 41.6 percent. Dr. Dunn reported that for the same period Western Kentucky increased tuition by approximately 71.1 percent; Morehead, 62 percent; Eastern Kentucky, 70 percent and Northern Kentucky, 65 percent. Dr. Dunn reported that by increasing tuition some of the institutions reinvested that money toward accomplishing incentives and that increased enrollment. WKU’s enrollment has grown despite a 71 percent increase in tuition through substantially increasing institutionally-based aid.

Dr. Morgan indicated that he would like to speak to the motion to amend the amendment to read 0 percent tuition increase. He believes that tuition has historically been raised over the past five to ten years to the correct degree. He agrees with Mrs. Buchanon’s analogy and believes Judge Taylor’s motion to amend the amendment to read 6 percent tuition increase is probably what is warranted for 2008-09. Dr. Morgan stated that Murray State is a large organization and is similar to a battleship in that it cannot be turned on a dime and its direction certainly should not be changed one month prior to budget adoption. Dr. Morgan stated that he will not vote for a 9 percent increase in tuition next year but will vote for the increase this year because he does not think radical shifts should be made suddenly and time is needed to trend and a Task Force should be formed to study the issue so as changes can be made in a way that they are absorbed as to not affect the University’s client, the student. Dr. Morgan agrees with the 0 percent increase in tuition, he agrees with the 6 percent, and he agrees with anything in between but is voting for a 9 percent tuition increase and because he does not believe the battleship can be turned in a month or two and it takes time and requires study. Dr. Morgan continued by saying he hopes the President and administrative staff come back periodically throughout the year to report their progress on evaluating this function and indicate whether they feel making this change is possible without harming Murray State students and the educational structure of west Kentucky. He thinks all comments from Board members regarding cost containment and looking at a vigorous renewed recruitment effort are 100 percent valid and transformational change at Murray State must be examined.

Mrs. Buchanon asked that Chair Stout add the tuition increase figures again because Mr. Adams pointed out that she made an error in her addition. Dr. Dunn indicated the total is 61.6 percent and Mrs. Buchanon asked that the record show Murray State has raised tuition from 2003 to 2007 by 61.6 percent and apologized for her error.

The Board took a short break beginning at 11:20 a.m. Mr. Stout reconvened the meeting at 11:35 a.m. and indicated one Regent has requested the opportunity to comment. Another Regent has requested permission to make another amendment and Chair Stout indicated that he would allow no more than three amendments to be on the table at one time.

Motion to Amend 9 Percent Tuition and Mandatory Fees Increase to 0 Percent, failed

Dr. Morgan stated that his comment relates to the 6 percent tuition increase amendment by Judge Taylor and asked that he be allowed to comment after the Board votes on the 0 percent amendment to the recommendation. Chair Stout called for a roll call vote on the second amendment to the motion to change the language of agenda item 2.a. from 9 percent tuition and mandatory fees increase to insert 0 percent. He reminded the Regents that they are voting on the second amendment and voting yes will be a vote in support of changing the 9 percent tuition and mandatory fees increase to 0 percent. The roll was called with the following voting: Mr. Adams, no; Mrs. Buchanon, yes; Mrs. Ford, yes; Ms. Hays, yes; Mr. King, no; Dr. Morgan, no; Judge Taylor, no; Mrs. Winchester, no; Mr. Stout, no. The amendment failed by a vote of 6 to 3.

Chair Stout indicated that further consideration would be given to the first amendment to the motion to amend agenda item 2.a. from a 9 percent increase in tuition and mandatory fees to 6 percent. Dr. Morgan asked that he be allowed to make his comments at this time and stated that as the maker of the original motion and after talking to other Board members, he hopes they understand his argument regarding the time needed for the University to transition so students are not adversely affected. Dr. Morgan indicated he is prepared to support Judge Taylor's amendment to a 6 percent tuition increase. Chair Stout stated that he previously announced his support for a 9 percent increase in tuition and mandatory fees but because that is not the sentiment of the Board he is prepared to support a 6 percent increase. Mr. King stated as Student Regent he is trying to determine what is most relevant for the institution but from a student's perspective is not in favor of the 9 percent increase.

Motion to Amend 9 Percent Tuition and Mandatory Fees Increase to 4.5 Percent, failed

Ms. Hays inquired as to whether she could make another motion and Chair Stout indicated he would accept a motion to amend. In the spirit of compromise, Ms. Hays moved to amend the motion to read 4.5 percent increase in tuition and mandatory fees for 2008-09. Mr. Stout stated a motion has been made for a second amendment to agenda item 2.a. for a 4.5 percent tuition and mandatory fees increase and called for a second. Mrs. Buchanon seconded.

Chair Stout asked if there was discussion and stated that the model of a 6 percent tuition and mandatory fee increase is what has been examined by the University administration and is the level he would support. Mrs. Winchester indicated that she voted no to the 0 percent increase because not increasing tuition at all will move the institution backwards. The administration has done a good job of presenting the three different tuition levels and will support a 6 percent tuition increase but nothing more. Mr. Stout called for a roll call vote for the second amendment on the floor to amend agenda item 2.a. to change the 9 percent tuition and mandatory fee increase to 4.5 percent. The roll was called with the following voting: Mr. Adams, no; Mrs. Buchanon, yes; Mrs. Ford, yes; Ms. Hays, yes; Mr. King, yes; Dr. Morgan, no; Judge Taylor, no; Mrs. Winchester, no; and Mr. Stout, no. The second amendment failed by a vote of 5 to 4.

Motion to Amend 9 Percent Tuition and Mandatory Fees Increase to 6 Percent, approved

Chair Stout stated that a vote would be taken on the amended motion for agenda item 2.a. to change the 9 percent tuition and mandatory fee increase to 6 percent. The roll was called with the following voting: Mr. Adams, yes; Mrs. Buchanon, no; Mrs. Ford, no; Ms. Hays, no; Mr. King, yes; Dr. Morgan, yes; Judge Taylor, yes; Mrs. Winchester, yes; and Chair Stout, yes. The amendment to the motion carried by a vote of 6 to 3.

Motion to Approve 6 Percent Increase in Tuition and Mandatory Fees, approved

Chair Stout called for a roll call vote on the motion as amended, agenda item 2.a. which now reads 6 percent increase in tuition and mandatory fees. The roll was called with the following voting: Mr. Adams, yes; Mrs. Buchanon, no; Mrs. Ford, no; Ms. Hays, no; Mr. King, yes; Dr. Morgan, yes; Judge Taylor, yes; Mrs. Winchester, yes; and Chair Stout, yes. The motion as amended carried by a vote of 6 to 3.

Motion to Approve 3.5 Percent Increase in Residential Meal Plans, approved

Chair Stout indicated that he would consider a motion regarding food service rates as proposed in agenda item 2.b. Mr. Adams moved that the Board of Regents, upon the recommendation of the President of the University, approve a base rate increase of 3.5 percent above 2007-08 rates for all Residential Meal Plans and approve all meal plans for 2008-09. Mr. King seconded and the roll was called with the following voting: Mr. Adams, yes; Mrs. Buchanon, no; Mrs. Ford, yes; Ms. Hays, yes; Mr. King, yes; Dr. Morgan, yes; Judge Taylor, yes; Mrs. Winchester, yes; and Chair Stout, yes. Motion carried by a vote of 8 to 1.

Motion to Approve 8 Percent Increase in Standard Residential College Room Base Rate, discussed

Chair Stout indicated that he would consider a motion regarding housing rates as proposed in agenda item 2.c. Mrs. Winchester moved that the Board of Regents, upon the recommendation of the President of the University, approve a standard residential college room base rate increase of 8 percent for residential colleges and approve all housing rates for 2008-09. After hesitation, Judge Taylor seconded and discussion followed.

Motion to Amend 8 Percent Increase in Standard Residential College Room Base Rate to 5 Percent, died

Ms. Hays stated with the hesitancy of the Board to second the motion she would propose to amend the recommendation to a 5 percent increase. Chair Stout indicated there is a motion to amend agenda item 2.c. to change the standard residential college base room rate from 8 percent to 5 percent. The motion to amend died for lack of a second.

Motion to Approve 8 Percent Increase in Standard Residential College Room Base Rate, approved

The roll was called on agenda item 2.c. as presented with the following voting: Mr. Adams, yes; Mrs. Buchanon, no; Mrs. Ford, yes; Ms. Hays, no; Mr. King, yes; Dr. Morgan, yes; Judge Taylor, yes; Mrs. Winchester, yes; and Chair Stout, yes. Motion carried by a vote of 7 to 2.

2008-09 Budget Preparation Guidelines, approved

Chair Stout stated he would consider a motion regarding agenda item 3, *Budget Preparation Guidelines* for 2008-09. Dr. Dunn reported that each year the Board is presented with an authority document for budget preparation which provides general parameters and guidelines for budget preparation. Mr. Denton indicated that Board action today will allow him to use these guidelines to move forward. Chair Stout asked whether any action taken by the Board today has a negative impact on this document and if the document needed to be modified in any way. Mr. Denton stated there is no need to modify the document because the language used is fairly flexible. Mr. Stout indicated that all Board members have had an opportunity to review the *Budget Preparation Guidelines* and asked for a motion. Dr. Morgan moved that the Board of Regents, upon the recommendation of the President of the University, approve the *Budget Preparation Guidelines* as presented in the attached document. Ms. Hays seconded and discussion followed.

(See Attachment #2)

Mr. Adams requested if there is minimal amount of salary increase those at the bottom end of the pay scale receive that increase. Mr. Denton stated that the salary guidelines include a reference to \$50,000 which will be used to enhance the salaries of the lowest paid employees. Dr. Dunn asked if Mr. Adams is saying that salary increases should not be across-the-board. Mr. Adams confirmed that to be correct and Dr. Dunn indicated that at this point what recommendation will be presented to the Board is unknown.

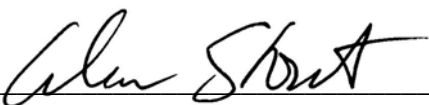
Dr. Dunn and Mr. Denton asked for clarification from the Board and specific parameters. Dr. Dunn anticipates that on the levels being discussed an across-the-board raise is warranted because trying to get into merit on the miniscule percentage that may be available would be

extremely difficult. Mr. Adams indicated that he is not talking about merit pay but rather differential and understands the current budget situation may prohibit any raises. He is not saying he will vote against what may be proposed. Dr. Dunn stated if this is the sentiment of the Board it would be helpful for University administrators to know at what level and whether the Board wants a certain percentage to go to everyone making annualized under \$50,000 or whether the Board has something else in mind. Dr. Dunn indicated at this point the administration is shooting in the dark and will end up with five amendments to motions at the quarterly meeting in May 2008. Mr. Denton clarified that the general salary pool is what is being discussed and Dr. Dunn agreed. Mr. Denton cautioned that the University is starting at a negative \$1.2 million and any potential raises would be extremely small. Mr. Adams indicated if a number is required he would say \$45,000 to \$50,000.


Dr. Dunn indicated that at this point if the Board wishes to give guidance they should do so and the administration will review the request of the Board and make a recommendation. Mr. Adams indicated he offered the suggestion purely as guidance and does not know what the appropriate number should be. Ms. Hays seconded and the roll was called with the following voting: Mr. Adams, yes; Mrs. Buchanon, yes; Mrs. Ford, yes; Ms. Hays, yes; Mr. King, yes; Dr. Morgan, yes; Judge Taylor, yes; Mrs. Winchester, yes; and Chair Stout, yes. Motion carried.

Adjournment

Chair Stout stated that there were no other items of business for the special call meeting of the Murray State University Board of Regents and asked for a motion to adjourn. Judge Taylor moved, seconded by Mr. Adams, that the special call Board of Regents meeting adjourn. Adjournment was at 11:50 a.m.



Chair



Secretary

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