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Board of Regents, Murray State University

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Special Board of Regents Meeting – Annual Planning Retreat and Work Session
Murray State University
Thursday, September 6, 2012
Frances E. Miller Memorial Golf Course Conference Room

The Board of Regents (BOR) of Murray State University (MSU) met on Thursday, September 6, 2012, in special session for the Annual Planning Retreat and Work Session in the Frances E. Miller Memorial Golf Course Conference Room located at 2814 Pottertown Road in Murray, Kentucky.

Roll Call

Chair Constantine Curris called the meeting to order at 9:05 a.m. The roll was called and the following members were present: Marilyn Buchanon, Constantine Curris, Susan Guess, Jeremiah Johnson, Jack Rose, Phil Schooley, Jenny Sewell, Harry Lee Waterfield II and Stephen Williams. Absent: Sharon Green and Jerry Sue Thornton.

Others present were Randy J. Dunn, President; Jill Hunt, Senior Executive Coordinator for the President, Coordinator for Board Relations and Secretary to the Board of Regents; Bonnie Higginson, Provost and Vice President for Academic Affairs and Joshua Jacobs, Chief of Staff.

AGENDA

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| 1. <u>Roll Call</u> | Dr. Curris |
| 2. <u>Chair's Overview and Issues</u> | Dr. Curris |
| 3. <u>Deans' Collegiate Unit Presentations</u> | Deans |
| 4. <u>President's Report on Key Operational and Planning Areas</u> | Dr. Dunn |
| 5. <u>BOR Communications</u> | Dr. Curris |
| 6. <u>Regents' Issues</u> | Dr. Curris |
| 7. <u>Final Thoughts and Adjournment</u> | Dr. Curris |

Deans' Collegiate Unit Presentations, received

Dr. Dunn reported the Board indicated it would be desirable to receive presentations from each of the University Deans. A two-page summary for each academic college was included in the meeting notebook and any supplemental materials were also provided.

College of Health Sciences and Human Services (HSHS)

Dr. Dunn introduced Dean Susan Muller who gave a PowerPoint presentation with the following highlights:

- Upon her arrival at MSU the College of HSHS was comprised of distinct groups of faculty and staff located in five different campus buildings. A needs assessment was undertaken over a period of eight months with participation from the various constituencies within the college and university-wide.
- The Board of Regents approved the reorganization of the college at the June meeting which resulted in the creation of two new departments – Community Leadership and Human Services (CLHS) and Applied Health Sciences (AHS). Cosmetic renovations have been undertaken where necessary and additional combination classroom/lab space has been created.
- Programs within the college eligible for accreditation have already received accreditation with the exception of the Exercise Science Program. That program is now scheduled for accreditation review by the Committee on Accreditation of Allied Health Education Programs and a site visit will likely occur this semester with final accreditation approval expected in spring 2013.
- Kitchens for the Dietetics and Food Management Program have been updated to accommodate classroom and practical workspace and the student lounge in Carr Health has been remodeled.
- Conversations have taken place with Jerry Penner, Chief Executive Officer for the Murray-Calloway County Hospital, in terms of how to strengthen the relationship between Murray State (particularly the College of Health Sciences and Human Services) and the hospital. As a result, a Murray-Calloway County Wellness Consortium has been formed with county health care providers. A

decision has been made to pursue three different tracks – services for children, services for adults and continuing education for health care providers. Dr. Muller will co-chair the Wellness Consortium and a multi-disciplinary academic conference is scheduled for April 2013 and will include presenters from the various disciplines to discuss continuing education opportunities. Continuing medical credits for physicians and nurses will be offered. A keynote speaker has been secured and the event will be open to the community. Funding for this project will likely come from grants which have been submitted with the goal for the initiative to become an annual event.

- Efforts have been undertaken to enhance communication across the departments within the college, including the weekly *HSHS Update* which is used to communicate with faculty so they are a more cohesive unit.
- Increasing enrollment through new program offerings has been discussed. The Bachelor of Science in Community Health is being considered because it requires limited resources and many of the required courses are already in place and could be offered with assistance from the College of Education and the Center for Continuing Education and Academic Outreach. The goal is to allow for lateral movement among programs once students determine the direction in which they want to proceed which will assist with retention efforts. The Bachelor of Science in Health Information Administration and the Master of Science in Human Services (substance abuse prevention focus) have also been considered.
- Other ideas utilized to improve recruitment efforts include producing videos which capture the essence of each major, expanding the Student Ambassador Program, updating recruitment brochures and implementing technology updates.
- In order to increase productivity, establishing collaboration on research projects is encouraged with each faculty member's area of expertise being made available throughout the entire college. Faculty development efforts are underway and at least one workshop will be offered each semester, including resilience and protective factors (strategies to improve collegiality), assessment (differentiating level of performance) and writing across the curriculum (discipline-specific writing).
- Efforts have been increased to secure external funding and identify grants for college-wide projects, collaborative research and community outreach.

Concern was expressed that when the College of Health Sciences and Human Services was formed in 2000 the original vision involved primarily training occupational and physical therapists – and although these programs can be expensive in terms of faculty and laboratory equipment – this was not mentioned during the presentation although the need for such professionals remains high. Dr. Muller indicated Paducah would be an excellent campus on which to offer physical and/or occupational therapy programs if the University had sufficient resources to do so. An opinion was expressed that the collaborative efforts being proposed with the local hospital will not take the University into the future in terms of growing the institution (although they are necessary). Medical centers in Murray, Mayfield, Paducah and Madisonville present opportunities which have not yet been developed and at some point those areas should be considered. Dr. Dunn reported Western Kentucky University offers a Physical Therapy Program and whether an opportunity for collaboration exists would need to be investigated. Eastern Kentucky University offers an Occupational Therapy Program and it is assumed either one or both of these programs are offered by the University of Kentucky and the University of Louisville. A significant investment of resources must be provided upfront for trained faculty and adequate laboratory facilities to be able to offer these programs but all must realize it may be several years before any payback is realized. This discussion has not taken place in great detail but if there is an opportunity for future investment targeted toward health care fields or health occupations those would include baccalaureate programs in radiography, respiratory therapy and things of that nature which represent areas where the University could have an opportunity for enrollment growth in terms of offering distinctive programming. Dr. Muller added duplication of programs within the state must be considered because this provides constraints on the ability to pursue certain programs. The number of students accepted into these programs would be limited and a determination would have to be made regarding whether the numbers would be feasible for these programs to be successful.

College of Education (COE)

Dean David Whaley reported the following:

- Since arriving on campus the college has rewritten its Mission Statement as follows: The mission of the College of Education is to prepare high quality educators and leaders for a diverse and changing society through innovative and collaborative partnerships because these represent key components of how the college plans to take on the future.
- The college has the typical programs one would expect to find in a College of Education: inter-disciplinary early childhood education, elementary education, middle school education, secondary education and P-12 certifications. The college offers career and technical education in the areas of

business, education, family and consumer sciences, engineering and technology education, health and physical education and training in special education with a focus on learning behavior disorders. Graduate program degrees include the Master of Arts and the Master of Science in Education and the Educational Specialist in Education Administration or Counseling. Within the Master of Arts in Education focus has been placed on the traditional programs of elementary and secondary education. The Human Leadership and Development Program within the Master of Science presents tremendous potential in terms of attracting students to the graduate program. The mission includes not only the preparation of teachers but also principals and superintendents. A great deal of credit goes to Dr. Rose for being a successful leader in the School Superintendent Program and for serving as Director of the Center for School Safety.

- The current impact of the College of Education comes from expansive programming which goes beyond the boundaries of the Murray campus with extended campus sites in Hopkinsville, Paducah, Henderson, Madisonville and Ft. Campbell offering elementary and middle school education. The Paducah site also offers early childhood education and the Ft. Campbell site offers the Master of Science in Human Development and Leadership. The Madisonville program has approximately 40 seniors and 34 juniors, illustrating the impact of MSU programs in that area.
- Determining the economic impact of the college is challenging because it involves working with human beings – teachers and students – who spend a great deal of time in the public schools as unpaid interns. One way the college assesses the current impact of MSU programs by reviewing what students actually do when they are in the public and private schools. Very few simply observe and are instead becoming involved in small group discussions with students, singular teaching activities, student teaching and a variety of active engagement activities as teachers, principals and administrators. Last year over 8,000 placements were made (with some students having multiple placements) for a total of approximately 53,314 service hours in the field. This number multiplied by the \$7.25 minimum wage amounts to \$386,527 in savings for the 28 school districts where Murray State places students.
- The college maintains a strong vision in terms of dual enrollment programs and continued promotion of offering dual credit courses is needed. Dual credit courses were provided in a number of high schools and during 2010-11 there were 111 high school students enrolled in dual credit courses.
- The college awarded almost \$200,000 in scholarships for 2012-13.
- The college maintains several partnerships, including the NASA Aerospace Education Services Project (provides professional development to pre-service and in-service teachers in the west Kentucky region), workshops on effective classroom management for faculty and administrators in Brazil and the Teacher Quality Institute.
- Appreciation was expressed to Provost Higginson for her efforts in initiating the placement of student teachers in Belize on a semester basis. Faculty member Pam Matlock was invited by the Minister of Education to travel to Belize and present classroom management workshops for teachers.
- The college hosts a number of summer camps, including Robotics camp for students in grades K-12 using LEGO® robotics kits (167 attendees in 2012). The Center for Gifted Studies sponsors a Summer Challenge camp for gifted students in grades 6-9 (52 participants in 2012).
- College of Education graduate accomplishments include:
 - Donna Crouch – Principal of Graves County Gateway Academy High School selected to serve on the Board of Directors of the Kentucky Association of School Administrators
 - Keri Dowdy – Graves County elementary teacher selected as the 2012 Kentucky Science Teachers Association Elementary Science Teacher of the Year
 - Dr. Tom Shelton – Daviess County Superintendent selected as the Kentucky Association of School Administrators 2011 Superintendent of the Year
 - Dale Faughn – Selected as a College of Education 2011 Outstanding Educator
 - Dr. Barbara Herndon Vick – Posthumously selected as a College of Education 2011 Outstanding Educator
- Total undergraduate enrollment over the past three years has remained relatively stable but there is potential for considerable growth. Graduate enrollment numbers have increased by 169 students over this same period due in large part to the innovative Human Development and Leadership master's degree.
- The College has 13 full professors, five associate professors, 22 assistant professors and ten lecturers. The large number of assistant professors presents both an opportunity and a challenge. These individuals were brought to campus as assistant professors on the tenure track and the college is responsible for providing them with a platform to achieve success as professors which includes implementing nurturing and mentoring programs and collaborations.
- Work is taking place to establish organizational clarity within the college. The new vision statement will provide direction for the COE as the center of excellence for education in the region. All within the college, as well as stakeholders and constituencies, fully understand the commitment to this particular vision and what becoming a center of excellence entails. Innovation continues to be a driving force within the college and pertains to coursework, quality of students, efficiency, effectiveness and accountability.
- Many opportunities exist to establish partnerships – not only in private and public educational settings – but also within the business industry. Meetings have been held with local hospital officials to

determine how the College of Education can be more involved with Murray-Calloway County Hospital.

- A statement was made that teachers and administrators are provided with little information which would allow them to address bullying. The Governor has focused on this issue and perhaps Murray State could become a leader in this area. Discussions have occurred regarding the college hosting a conference to address school bullying but this information must also be integrated within curriculum and practice as students enter the school systems.
- In response to an inquiry regarding whether it is known why individuals go elsewhere to obtain an education degree, Dr. Whaley indicated a disproportionate number of students from western Kentucky enter MSU teacher preparation programs but this is positive. In terms of the ability to recruit new students, the college must maintain a regional focus and elevate visibility. In building for the future new ways to attract students must be identified so individuals do not choose to attend college at other public or private institutions. Dr. Dunn reported market penetration for existing teachers in the 18-county service region obtaining degrees from MSU is between 70 and 80 percent. Although there is no data on education majors who do not declare MSU as their college of choice and where they have attended college instead, generally it is likely those students chose to attend other regional schools. Dr. Rose reported MSU has penetrated its market area effectively by offering 2 + 2 programs and helping individuals who could not attend college any other way – particularly in Madisonville, to some degree in Paducah and to a lesser degree in Hopkinsville and Henderson. Dr. Dunn indicated the Madisonville campus has been helped a great deal by the Badgett scholarships which support approximately 25 teacher education majors.
- In response to a question regarding the strengths of the Iowa State University teacher education program that would be appropriate for Murray State, Dr. Whaley indicated Iowa State is a Research I institution and one of the strengths of the education program is every faculty member is a researcher and is undertaking basic or applied research. He is compelled to place this concept before MSU education faculty so they understand through collaboration a research-oriented group of individuals can be established although the current level and quality of teaching within the COE is outstanding.

College of Humanities and Fine Arts (HFA)

Dean Ted Brown reported the following:

- The college is comprised of three fine arts departments – Music, Art and Design and Theatre; two social science departments – Psychology and Government, Law and International Affairs and three humanities departments – English and Philosophy, Modern Languages and History. The college houses the liberal arts program (65 to 70 majors).
- MSU established the first Japanese major in the Commonwealth, with UK developing the second, and it is expected these will be the only two approved programs within the state in the foreseeable future. The majority of incoming Japanese majors are from the Lexington and Louisville area which serves as an indication that the quality of Murray State's Japanese program is becoming known or at least holds an equal footing with UK and MSU graduates are doing very well in terms of placement. Japan is by far the largest international employer, more than twice as many companies are Japanese-affiliated (largely within the automotive industry) and a great number of other businesses and industries are partially Japanese-owned or affiliated in some way. Almost one-half of international company jobs in the Commonwealth are with Japanese-affiliated companies.
- Tomorrow the BOR Academic Affairs Committee will consider the new business focus track for the Music Business major. The major has been offered for several years but the current track is for serious music students who must audition in order to be accepted into the program. The new track will be more broadly business based and instead of being music focused with some business required it will be business focused with some music required. The excitement this major has generated will likely attract a large number of students and the program fits well with the current major.
- The college plays a central role in both the University Studies Program and the Honors Program. Of the required courses all students must take, three of four courses are housed within HFA, meaning it serves each student at Murray State more than once. Out of 21 Honors Seminars offered this fall, 19 were taught by HFA faculty. As enrollment increases all must keep in mind the University resources necessary to provide required courses. It takes \$20,000 to provide eight additional sections of English Composition for 200 new students and this figure includes utilizing adjuncts to teach additional sections. Dr. Higginson indicated the number of adjuncts being utilized in some programs will be reviewed during the budget review process but the University is in good stead in terms of meeting Southern Association of Colleges and Schools faculty standards. The University Studies Program is one of the crown jewels of the University and it is extremely desirable to maintain that status.
- The Low-Residency Master of Fine Arts (MFA) in Creative Writing has been in existence for several years and enjoys a growing national reputation, recently being ranked 20th among such programs in the U.S. by *Poets & Writers* magazine. Students participating in the program are on campus for two intensive residencies (9-10 days each) – one being held in July and the other in January. The remainder of the time they are in their home cities working on their writing skills while also communicating with mentors online. Students pay online fees to take these courses making it a

revenue positive program for the University. The program is attractive nationwide and can continue to grow if additional resources can be secured.

- The Teaching English to Speakers of Other Languages (TESOL) Program enjoys higher national and international recognition than any other program within the college and is one of the best TESOL programs in the U.S. Program Director Sue Sroda was selected by the State Department to travel to Iraq to talk to teachers there as well as in other locations because she has the reputation of being one of the best presenters. This major has already grown ten times in size and can grow as much as is desirable due to high demand. Participants include individuals from the U.S. desiring to teach English in other countries as well as those from other countries wanting to teach English in their home countries. International students pay substantial tuition and the program generates a large amount of online revenue. Graduate TESOL is the only program within the college offered completely online.
- The MFA and TESOL programs are poised for growth and will further enhance the national reputation of MSU. An undergraduate in-house TESOL Program has been underway for just this year but is anticipated to be a popular program with a limited number of courses being offered online.
- Over the last three years 60 to 70 percent of Commonwealth Honors Academy (CHA) students are estimated to enroll at Murray State. The Governor's Scholars Program (GSP) has not been able to compete with CHA because it is a more complementary program but the percentage of students from the GSP enrolling at the University could be increased. Confirmation was provided that a high percentage of CHA students are from within the institution's 18-county service region.
- Mr. Waterfield reported that a \$60 million Discovery Park is being built in Union City by the Kirkland Foundation and will offer historic teachings and interactive displays for high school and elementary students. Dr. Brown agreed to investigate the feasibility of Murray State participating in the endeavor. Most departments within the college have implemented a one-hour engagement course which requires students to have at least 25 hours of hands-on, discipline-related activity outside of the classroom (within the community and region). For teachers this will involve student teaching but for other students the Discovery Park could provide practical experience.

School of Nursing

Dean Marcia Hobbs reported the following:

- If students follow the recommended program for the undergraduate Bachelor of Science in Nursing (BSN) they will be admitted at the end of the freshman year and begin nursing courses during the sophomore year. This represents a secondary admission process based on grade point average.
- A change was recently made to the BSN Program where students are now required to take six semesters of nursing courses. The first class just completed the new curriculum and 94 percent passed the NCLEX-RN exam. This is a unique program where students begin patient care early – in their very first course by practicing on each other – so by the time they enter their second semester they are doing clinical care (not simulated although that is utilized to some degree) of patients. This necessitates faculty being in place which is required not only by the facilities but also by Kentucky law. The University can by law only have ten students participating at one time and, depending on the facility, this number could be even lower which affects the number of faculty and adjuncts necessary. Murray State BSN students are among a small number of nursing program students allowed at St. Jude Children's Research Hospital for hands-on clinical experience.
- MSU serves the entire region with over 200 clinical contracts – both graduate and undergraduate – and while work is not undertaken in Illinois it is in St. Louis if students are monitored by a Registered Nurse (RN) mentor. The majority of participants in the BSN program are younger high school students but some nontraditional students and those desiring a second degree are enrolled.
- The RN to BSN Program will be offered 100 percent online beginning this fall, representing the trend for RN to BSN programs. The program is predominately regional and a small number of out-of-state students are accepted because these students represent a feeder system for the graduate program.
- A national initiative – “80/20” – is underway with the goal of 80 percent of RNs being prepared at the baccalaureate level by 2020. To address this initiative a new Coordinator for the School of Nursing has been hired and, with Dr. Dunn's assistance, students from Southeast Illinois Community College are entering the MSU program, representing another area for potential growth.
- The School of Nursing graduate program consists of the master's program and the new Doctor of Nursing Practice (DNP). This fall 13 students are enrolled in the DNP Program, representing a combination of post-master's students and BSN to DNP program participants. Murray State is the only regional university that took the step of moving from the BSN to the DNP. One reason the number of students participating in the program is lower is because the University was unable to admit its anesthetist class which would represent 18 additional full-time students entering that cohort each fall. These students could not be admitted this fall because a doctorally prepared CRNA could not be identified. The MSU application has been resubmitted and the accrediting body meets again in October but if the University has not hired a CRNA by the end of September its application will be withdrawn.

- Trover Health Systems has supported MSU since 1993, representing a collaborative program where the University pays Trover approximately \$80,000 per year to support one faculty position. Data indicates 90 percent of program graduates remain in Kentucky.
- The Family Nurse Practitioner Program (FNP) is also offered but no students have been admitted into the Clinical Nurse Practice/Nurse Educator program due to funding and prioritization given to the DNP and undergraduate anesthesia program. The FNP program has intentionally been kept small with participants being predominately from Kentucky. Eight to twelve students are admitted each year which is dependent on where clinical sites are located because MSU students are allowed to undertake clinicals where they are physically located. Accreditation standards indicate one faculty member can supervise only six to seven students in addition to their regular teaching load. There is room for growth with several FNPs on faculty but MSU must be careful not to flood the market so students are hired and accreditation requirements are met.

College of Science, Engineering and Technology (CSET)

Dean Steve Cobb reported the following:

- Academic programs within SET are strong and the college enjoys a good reputation not only at the state level but regionally and nationally and is beginning to experience some international renown for faculty and programs.
- Six academic departments are housed in the college, including Biological Sciences, Chemistry, Engineering and Physics, Geosciences, Industrial and Engineering Technology and Mathematics and Statistics. Each department offers individual degree programs but a great deal of overlap and interdisciplinary study takes place between the departments.
- The college houses the Watershed Studies Institute (former Center for Reservoir Research) which was established approximately 25 years ago and is one of the statewide centers of excellence that has been successful in attracting interdisciplinary scientific research. Several related laboratories include Hancock Biological Station, Mid-America Remote Sensing Center and the Chemical Services Lab.
- In 2011-12 the college granted 245 degrees (185 undergraduate and 60 masters of science) and for Fall 2012 there are approximately 350 incoming freshman for a total enrollment of 1,200 to 1,300.
- Credit hours generated/scheduled for Fall 2011 were 27,357 (up 1.7 percent from last year) and 28,559 for Fall 2012 (up 2.3 percent to date). Every student attending Murray State will undertake a significant portion of their coursework through the CSET.
- Grant activity is a measure of research activity and during fiscal year 2011 the college submitted almost \$10 million in grant proposals. Faculty members are actively encouraged to engage in securing external funding. The college has already been notified it has been awarded \$569,000 for July and August as a result of proposals submitted last year. The yield rate for grants varies and grant activity is a good indicator in terms of how much the college is stretching its boundaries. When applying for grant funding from the state earmarked for the regional institutions the process is not highly competitive. When the college approaches the larger agencies it has not been successful with in the past to attempt to build relationships, yield rates will go down although this represents an investment in the future and persistence could lead to future returns. Faculty do not ignore the potential for internal grant money from the Committee on Institutional Studies and Research (CISR) and brought in slightly below \$29,000 in internal research funds, representing approximately one-half of the CISR budget.
- Faculty and staff are attentive to opportunities for outreach in the region and community and the college can account for more than 21,000 contacts with prospective students (primarily K-12) during 2010-11.
- CSET points of pride include:
 - Biological Sciences – Associate Professor Alexey Arkov was selected for a National Science Foundation (NSF) Career Award – the first MSU faculty member to receive this award which is given to junior faculty exemplifying the role of teacher-scholar through outstanding research and education.
 - Chemistry – Professor Bommanna Loganathan received recognition as the Top Cited Author for 2007-11 by ELSEVIER scientific publishing house in the Netherlands.
 - Engineering and Physics – Graduating seniors received a 100 percent pass rate (national average is 72 percent) on the 2011-12 National Fundamentals of Engineering Examination. This is the first exam a graduate must pass in order to become licensed as a professional engineer in the U.S. The MSU Engineering and Physics degree program is unique because it is one of fewer than 20 such accredited programs in the nation and is the only free-standing, accredited engineering program at a regional Kentucky university. The department also partners with the engineering programs in Paducah, Kentucky, and this year the Outstanding Engineering faculty member from Paducah’s engineering program – Dr. Jamie Rogers – is an MSU faculty member. Murray State faculty teach over one-half of the upper-level courses in the Paducah engineering program.
 - Geosciences – Professor Kit Wesler, Associate Professor Lara Homsey, Assistant Professor Anthony Ortmann and Adjunct Lori Roe are serving on the Editorial Board of the new *Journal of Kentucky Archaeology*. The department also partnered with the U.S. Geological Survey to install a stream gauge on Clarks River to collect river flow data.

- Industrial and Engineering Technology – The Interior Design Program received full accreditation for an additional five-year period. The department received NSF funding to create a partnership with two-year institutions in multiple states for the development of web-based instruction in electromechanical engineering technology and advanced manufacturing.
 - Mathematics and Statistics – Professors Renee Fister and Maeve McCarthy were featured in a video produced by the International Society for Industrial and Applied Mathematics that will be distributed internationally.
 - Telecommunications Systems Management – Named “Undergraduate Program of the Year” for 2012 by the International Telecommunication Education and Research Association.
- Current collegiate activities include the creation of a terrain modeling laboratory in the Department of Geosciences which involves a stream table for river and hydroscience research and education and provides a high level of engagement through teaching, research and student project applications in hydrology, river and watershed ecology, fluid mechanics, environmental/civil engineering design, math modeling of open channel flows/erosion and terrain mapping.
 - The CSET partners with the Arthur J. Bauernfeind College of Business (AJB-COB) and the Hutson School of Agriculture (HSOA) on biomass research. A new alternative energy field demonstration laboratory has been installed at the HSOA which is fueled by solid biomass, including recyclable paper, wood chips, pallets, crop stover and energy crops. This provides potential for instruction and research in combustion science, thermal energy transfer, fuel chemistry, identification of energy crops, math modeling of energy conversion and process scaling, electricity generation, optimization of fuel size and geometry, optimization of fuel preparation, storage and supply, HVAC applications, emission control and sustainability. The most applicable areas of science, engineering and technology are where science overlaps into other areas such as business, health care and agriculture because this is where future jobs will be.
 - Major initiatives include faculty engagement in partnerships with K-12 schools throughout the region, including *Project Lead the Way* (engineering preparation curriculum). Senate Bill 1 pertains to college preparedness and the MSU Department of Mathematics and Statistics determined it could help the local high schools by providing curriculum materials to assist with college-level preparedness. Schools in the river counties represent the largest group participating in the program. The Chemistry Department continues to host a regional scholarship competition and the college is a member of the Kentucky Girls STEM (science, technology, engineering and mathematics) Collaborative. Special Projects Coordinator Carrie Cox represents the college in this initiative which is especially important because females are underrepresented in the physical sciences.
 - Plans are underway for an electromechanical engineering technology expansion in the future through the development of online curricular modules which were initially delivered to Madisonville Community College but will be extended to Paducah and other sites. NSF funding places Murray State at the hub of a multi-state network of two-year “leader” programs to help determine how to meet the needs of local manufacturers. A Wildlife Conservation Leadership Academy is offered through the college representing a one-week immersive summer experience in wildlife and fisheries biology for top high school students selected from a national pool.
 - The decision has been made to open a new concentration area in Telecommunications Systems Management – Health Information Systems – to prepare qualified professionals to meet the demand electronic medical records management has created. This work will take place with cooperation between the colleges of SET, AJB-COB and Health Sciences and Human Services.
 - Operations Research is an area which mirrors many industrial engineering or logistics programs and is an extension of current programs in applied mathematics. The potential exists to complement the AJB-COB proposed logistics program that is being considered for Paducah with specific emphasis on applications to the maritime industry.
 - All are very grateful that the third building for the Science Complex has remained the Board’s number one priority.

University Libraries

Dean Adam Murray reported the following:

- Over the past five years a concerted effort has been made to reinvent the Library as a strong service ethic unit which has resulted in a phenomenal increase in use and how the University libraries are perceived across campus.
- Libraries are being used across the spectrum now more than ever before for teaching core research and providing services to support all areas of the University. Much of this success is due not only to embracing new digital technologies but maintaining legacy systems, resources and services so a complete and flexible range of services can be provided for students, faculty and staff.
- Evolving technology has changed the way individuals interact with information and libraries must change in response. Apple iPhones receive 7 billion push notifications every day which means people are expecting information to come to them based on their preferences and needs. The Pew Study recently revealed nearly one-fourth of American adults read an eBook in the last year and 46 percent now use smartphones, regardless of their demographic group, which allows people to access information no matter where they are located. Google has reported that globally the population

currently creates as much data in two days as was previously created in all of human history through 2003.

- Information consumers expect access to content regardless of where they are or what device they are using and they are unconcerned about how the information needed is stored, meaning a move away from books and journals is occurring. Users expect information to be delivered to them seamlessly regardless of the storage mechanism. Technology now allows smart libraries – like Murray State’s – to provide seamless access to relevant information on demand and instantly at the point of need.
- The three elements of the mission of the University libraries are teaching, collections and access and facilities. The Library is a teaching component of the University and there are several methods by which Library instruction is taught. A three-credit-hour course is offered and has been accepted as a University Studies general elective to help incoming freshmen in particular learn how to navigate the information environment in order to complete their assignments and conduct research. Instruction sessions are also offered at the request of faculty in each of the different colleges. These instruction sessions are course-specific and sometimes assignment-specific on how students can conduct research. The Information Desk located in Waterfield Library provides one-on-one consultations with students on a voluntary basis and assistance is provided in-person or through texts, online chat, email or by telephone. The number of instruction sessions faculty request the Library to teach increased from 88 in 2006-07 (reaching 2,378 students) to 313 in 2011-12 (reaching 6,876 students). One-on-one interactions with students through the Information Desk increased from 10,701 in 2006-07 to 18,223 in 2011-12.
- The demonstrated impact of teaching within the University Libraries indicates that student outcomes for these courses are aligned with the competencies for information literacy set forth by the Association of College and Research Libraries.
- Teaching is not limited to the physical campus and since 2008 tailored instruction has been provided for 464 regional campus students and 576 ITV students.
- Collections represent the more traditional element of libraries with MSU having 146 databases which equals approximately 32,000 scholarly journals, 4,600 direct or packaged scholarly journal subscriptions (90 percent available electronically) and nearly 500,000 volumes in the physical collection (limited only by building size). Online and delivered materials directly support distance education, the regional campuses and online students. Work is underway to digitize the rare and one-of-a-kind items housed in Pogue Library. Over 55,000 digital items can be found in the institutional archive but access, especially with technology and the ability to deliver information instantly to any device, allows the Library to significantly broaden the amount of data and research which can be made available. Database use has increased from 585,939 in 2006-07 to 1,982,045 in 2011-12.
- Library collections are utilized by faculty and students while abroad with website and online resources having been accessed from 153 different countries since 2008. Physical Library items are accessed at a steady and increasing rate which is contrary to national trends.
- The MSU libraries belong to five large library consortia (and many smaller ones) and the savings generated by these memberships allows for a significant broadening of access through the Kentucky Virtual Library and the Federation of Kentucky Academic Libraries.
- New resources are added as degree programs change and 35 new or upgraded databases have been added since 2009. In the future instead of purchasing a single journal subscription for thousands of dollars individual journal articles can be purchased at the point of need. This was trialed with the College of SET and worked tremendously well and is now being expanded to the entire University. The Library is considering additional vendors as more publishers are beginning to embrace this “pay-per-view” model. This change included eBooks which are also being considered.
- Libraries have evolved to become learning destinations rather than a way-stop. Based on retention efforts, students who study and learn together tend to succeed and a design philosophy named “Learning Commons” has emerged. The idea behind this is to be mindful of the different ways students study and learn and matching support services to build on those needs.
- In order to meet student needs the Library offers 24-hour service (working with the Student Government Association – SGA) which has been phenomenally successful. SGA also requested extended hours during the morning and afternoon and in response the Library now opens at 7 a.m. until very late in the evening. More seating, silent areas and group seating stations are being offered to accommodate the different ways in which students learn.
- The Racer Writing Center and the Racer Oral Communication Center are housed in the Library.
- This past year the Library hosted 566,292 visitors with 3,900 people routinely visiting Waterfield Library per day.
- The Library offers the largest computer lab on campus and last year there were 171,000 logins and 7,044 unique users, representing 82 percent of on-campus residents logging in. Fifty laptops are available for checkout and were utilized over 35,000 times last year alone. The Library also provides iPads, Kindles and Nooks.
- In a digital era the mission of the University libraries has evolved to encompass teaching, collections/access and the facility as a learning environment. Embracing these changes has made the libraries a vibrant element of academic life at MSU, helping retain students through a strong academic support service ethic. The libraries can continue supporting the teaching, research and service missions of the University by capitalizing on the changing nature of information use and new business models.

- The Library has aggressively been weeding its collections which has attributed to the increased demand for the physical book. Some areas of the collection were out-of-date, especially in the sciences, and it was not economical to maintain those collections. As the physical collection has been reduced it has been replaced with known industry lists of high quality materials deemed essential for academic libraries to purchase and very high circulation is associated with these materials. They represent what faculty are reading and where they pull additional reading assignments from.
- When the economy is down library usage goes up.

Dr. Curris provided assurance that Board discussions with the President have recognized Library facility needs that must be met and this represents one issue the Buildings and Grounds Committee will review this year in terms of available options.

Continuing Education and Academic Outreach (CEAO)

Dean Brian Van Horn reported the following:

- An *Annual Report* was provided to the Board highlighting Continuing Education and Academic Outreach successes. Online courses and degree programs are now being offered by public and proprietary universities and others. In 1998 it was recognized that MSU was behind in terms of online offerings and degree courses. Work began to determine how to address online program offerings while maintaining the quality MSU has been recognized for nationally.
- In terms of online course offerings, 107 new courses were offered in 2011-12. Deans Van Horn and Murray must work with every other Dean to ensure the units are successful and can take outreach to the area. The academic deans have taken the initiative to increase and expand online offerings and as a result 467 courses were offered online in fall, winter, spring and summer last year, representing a significant increase over just two years ago.
- A revenue sharing model was developed to address the cost of providing online courses. The University receives base tuition for courses taught on campus (currently \$285 per undergraduate credit hour and \$433 per graduate credit hour). If a student elects to take the same class online it will cost 30 percent more (\$359 per undergraduate credit hour and \$551 per graduate credit hour). All must remember that even though students express concern about the increased cost of taking online courses they do not have to spend money to drive to campus and online courses offer them the flexibility to work in their current location while taking classes. Money generated through online course offerings is utilized to pay faculty who teach those courses and approximately 80 percent of online courses are taught as an overload and when compared to other institutions MSU courses are taught mainly by faculty with a Ph.D. or Ed.D. (not by adjuncts). Faculty are teaching these courses outside of their normal work responsibilities so although more is being paid for teaching the online courses the quality aspect is being maintained which is positive in terms of meeting accreditation standards.
- In 2008-09 CEAO generated \$5,237,000 in tuition revenue from online courses and three years later produced \$9,778,000 in tuition revenue, representing one of the major successes of this unit over the past few years.
- The University of Louisville is the most expensive in the state in terms of online courses (\$460 per undergraduate credit hour) with Western Kentucky University (WKU) charging \$424 per undergraduate credit hour. MSU online course tuition is the second lowest among the state universities. Mid-Continent charges \$325 per undergraduate credit hour but the quality of Murray State online course offerings is significantly greater. Mid-Continent also charges students a \$40 technology fee plus \$35 to \$40 more per course and MSU does not charge these fees. When these fees are added in MSU is actually less expensive than Mid-Continent. It costs more to offer online courses the way the University is currently structuring them but MSU still remains among the lowest in the state in terms of the cost for online courses. If the University did not offer these online courses to the thousands of students who demand them another institution would.
- Many students taking online courses are from Murray and Calloway County but the majority of students come from elsewhere, both within the 18-county service region and from across the United States. If MSU did not offer online courses the institution would not be able to reach these students.
- The Bachelor of Integrated Studies (BIS) degree has been in existence over the last 20 to 30 years and is a degree completion program. Statistics from across Kentucky illustrate many individuals have some college but no degree and the BIS provides an opportunity to take the courses needed to complete an area of emphasis. Students must have 60 hours of prior college experience to be admitted into the BIS. The BIS is not designed to attract the 18-year-old student but is geared toward the 30 to 70 year olds who did not complete a degree.
- In the last four years 1,065 new students have enrolled in the BIS program. One full-time BIS Coordinator is on staff and with assistance from each of the colleges that individual runs the program. Almost all individuals working within CEAO have been assigned BIS advisees, including Dean Van Horn. The BIS degree represents the same quality as any other Murray State degree.
- Students within CEAO rarely figure into the six-year graduation rate so they do not help MSU with that metric. Individuals in their 70s and beyond have come back and fulfilled their lifelong dream of completing a college degree – a quality academic degree from MSU.

- The number of students in the BIS program has tripled over the last three years through the aggressive efforts of staff within Continuing Education and Academic Outreach. The BIS is a large degree program that is run efficiently with assistance provided by all academic units.
- Other successes include:
 - 8.16 percent enrollment growth in continuing education last year
 - Transfer Center actively recruiting veterans – 17 percent last year over the prior year – and offering a transfer student orientation session
 - First ever winter term offered this year – accomplished through online learning (24 courses)
 - Became a “Yellow Ribbon School” – a United States Army designation given only to those schools most friendly to veterans
 - The ROTC Program left Murray State in the mid-90s but was brought back in the early 2000s and housed under CEAO. This is not a stand-alone program and falls under the umbrella of WKU.
 - In 2008 CEAO took over the Health Care Administration field of study and has developed it into a very successful program. Every year between 15 and 25 students earn the BIS degree with a field of study in Health Care Administration. Trover Clinic is well represented in this group, as is Henderson, Paducah and Marshall County. CEAO looks forward to partnering with other academic units to build the new Health Care Administration program and continue the success which has already been evidenced.
 - CEAO offers non-credit activities although the volume has been reduced because the various units are now undertaking different aspects of this work. CEAO alone – with a half-time staff member – attracted over 900 students to MSU this summer to experience University life. These students participated in a range of activities from band to robotics camps. Often this represents the first experience students have with MSU and it is important for that experience to be positive.
 - Eleven non-traditional students won awards over the last year at either the state or local level.
 - The Training Resource Center works with foster and adoptive parent groups across the state – not only in the 18-county service region – and had approximately 5,000 participants this past year. The unit brings in slightly over \$1.1 million in grants to the University every year.
 - The Community College is an important component of the University because it allows students to be conditionally admitted but once they take any needed developmental courses they become fully admitted.
 - Tentative off-campus enrollments at the extended campus sites are: Madisonville (787), Paducah (644) Hopkinsville (369) and Henderson (165) for a total (with some other students added in) of 2,586 for 2012 but this number will increase somewhat. Final total enrollment for 2011 at the off-campus sites was 2,674. The reported numbers do not include online students, only those physically going to the off-campus site. Some other universities actually report online student numbers based on whether students have a zip code within an area from which the institution draws students.
 - Assurance was provided that the Registrar’s Office has resolved initial issues with scheduling winter term students.
 - Positive incentives which have been provided for online course development are beginning to pay off and all involved were commended for their work.

Arthur J. Bauernfeind College of Business (AJB-COB)

Dean Tim Todd reported the following:

- The college is comprised of six academic departments: Accounting, Computer Science/Information Systems, Economics and Finance, Journalism and Mass Communications, Organizational Communication and Management, Marketing and Business Administration.
- Total undergraduate enrollment for 2010 was 1,354 students with 1,432 students enrolled for 2011. Graduate enrollment numbers have trended upward since 2008 (370 students) to 446 master’s degree students in 2012.
- Chair Don Chamberlain, Accounting, has been selected to receive the 2012 KPMP Mentoring Award from the American Accounting Association Gender Issues and Work-Life Balance Section for his significant mentoring of women in the accounting profession.
- Four students within the college participated in the State Business Plan competition in Lexington and two MSU students won second place with one presenting to the Innovation and Commercialization Center Board.
- Since the inception of the Racer Oral Communication Center in October 2010, with funding assistance provided by Dr. Jesse Jones, 400 students have been served. The Debate Union works with middle and high school students throughout the region, hosts two residential college debates each year and a national tournament that students from Clemson, Alabama, Northwestern, Ohio State, Florida and other Kentucky comprehensive universities have attended.
- Recent data (2006-10) from the National Association of State Boards of Accountancy indicates that MSU Department of Accounting graduates had the highest Certified Public Accountant exam pass rate of any public university in Kentucky. The department’s professional accounting society – Beta Alpha Psi – received a “Superior Chapter” rating for student participation in professional activities and programs for the 25th consecutive year.

- Regents Professor Emeritus Gary Brockway, Management, Marketing and Business Administration, has been recognized by *eSchool Media* magazine for his work with Total Course Solution in the basic MSU marketing course.
- The AJB-COB gathered data over the past year plus on a potential logistics and supply chain major.
- MSU has the largest Master of Business Administration program in Kentucky (294 students).
- The accelerated Organizational Communication master's degree outreach program was started in Hopkinsville in 2008 with 20 graduates. In May 2010 the degree was moved to Paducah resulting in 19 graduates, with 11 students completing the program in December 2011.
- The Accelerated Professional Master of Business Administration was started in Madisonville in May 2010 and produced 19 graduates. In May 2012 the degree was moved to Henderson, resulting in 20 graduates, and then to Paducah in August 2012 with 40 students currently enrolled.
- Professor Sandy Miles, Management, Marketing and Business Administration, was one of four individuals in Kentucky to pass the Global Professional in Human Resource Management examination which led to the Society for Human Resource Management sanctioning the AJB-COB curriculum.
- The Arthur J. Bauernfeind College of Business Ribbon Cutting will be held on October 12, 2012.
- The University's Small Business Development centers in Murray, Paducah, Owensboro and Hopkinsville have over \$2.5 million in approved loans, over \$325,000 in equity injections, approximately \$10,000,000 in loans under consideration, eight new businesses with three more in the process of opening, over 234 clients counseled and numerous training sessions conducted throughout west Kentucky.
- The Regional Business and Innovation Center helps entrepreneurs start successful businesses to create jobs and for fiscal year 2011-12 assisted 39 companies creating 62 new jobs with an average salary of over \$45,000 (\$63,000 for technology jobs), creating revenue over \$20 million with payback of state funding (through taxes) averaging 11 months. Since the beginning of the program 520 new jobs have been created with revenue over \$137 million and raised capital over \$32 million.
- Working with the College of Science, Engineering and Technology, the Program of Distinction in Telecommunications Systems Management – the Mobile Information and Telecom Operations Center – was developed. Collaboration between the two colleges has resulted in the first royalty payment to MSU from a product license.
- Working with the Hutson School of Agriculture and the CSET, the AJB-COB provided information on the activities of West Kentucky AgBioworks and released the West Kentucky Bio-Energy Commercialization Opportunity Report.
- Working with the College of Education, the Center for Economic Education continued its work with elementary and secondary school teachers to incorporate economics into their curriculum.
- Faculty in each of the six departments within the AJB-COB are active and maintain their academic qualifications by publishing in peer-reviewed journals – which is mandated by the college's two accrediting agencies – the Association to Advance Collegiate Schools of Business and the Accrediting Council on Education in Journalism and Mass Communications.
- The *Journal of Business and Management Landscapes*, a new business professional journal, will be published this semester. Professor Michael Bokeno, Organizational Communication, will serve as Editor of the 100 percent online journal that will consider conventional or emerging areas of business and management from any theoretical or paradigmatic perspective.
- Forty students are enrolled in the Paducah MBA which began in August, producing a \$400,000 revenue stream for the University.

Adjournment

The special Board of Regents Meeting – Annual Planning Retreat and Work Session – adjourned for lunch beginning at 12:45 p.m.

Reconvene

Chair Curris reconvened the special Board of Regents Meeting – Annual Planning Retreat and Work Session – at 1:35 p.m.

Hutson School of Agriculture (HSOA)

In addition to showing a video of a presentation by James Comer, Kentucky Commissioner of Agriculture, praising the MSU Hutson School of Agriculture and indicating it is the best program in the state, Dean Tony Brannon also reported:

- The Hutson School of Agriculture was established through the University reorganization in 2000 and houses academic programs, Breathitt Veterinary Center (BVC), William “Bill” Cherry Agricultural Exposition Center and farm laboratories.
- Three departments were created in 2004 – Agricultural Science, Animal/Equine Science and Veterinary/Pre-Veterinary Medicine – and each area has a Department Head instead of a Chair.

- The HSOA became the first named unit at Murray State in 2010 with the donation of the new University farm.
- Student highlights include:
 - Beck Mosbacher – Outstanding Senior Woman
 - Agricultural Leadership Council named Student Organization of the Year
 - Collegiate 4-H named Most Improved Club of the Year
 - Five students named 1st Team Academic All-American in Equestrian
 - Six students qualified for the National Competition in the Intercollegiate Horse Show Association
 - Two Rodeo students qualified for National Finals
- Faculty highlights include:
 - Associate Professor Iin Handayani, Agronomy, received the Board of Regents Teaching Excellence Award and was named GATRA “Woman of the Year in Technology.”
 - Professor Ramesh Gupta, Breathitt Veterinary Center, released a textbook, served as guest editor of *Toxicology and Applied Pharmacology Journal* and published 18 additional journal articles.
 - Associate Professor Bill DeWees, Veterinary Technology/Pre-Vet, received *Health Matters for Students* Mentor of the Year honor.
 - Associate Professor Pat Williams, Horticulture, received the J. Creighton Miller, Jr. Distinguished Educator Award for the Southern Region of the American Society of Horticultural Science.
- Program highlights include:
 - BVC – processed over 24,000 diagnostic cases and conducted over 175,000 individual tests
 - Cherry Expo Center – hosted over 30,000 visitors and competitors during 33 revenue events
 - International Study Abroad – nine students and three faculty travelled to Hungary and Austria
 - Development – over \$350,000 raised in outright and in-kind gifts, concluded ACRES campaign which raised over \$2.1 million, continued Hutson Farm development and dedicated the Bill and Merry Garrett Center
 - Hosted the Institute for Future Agriculture Leaders/Governor’s Scholars Program – Agribusiness and Biotech emphasis – for the best and brightest agriculture juniors throughout the state
- 2012 enrollment in the Hutson School of Agriculture includes 212 freshmen from Kentucky (60 percent), Tennessee (11 percent), Illinois (9 percent), Indiana (6 percent) and Missouri (5 percent). Estimated total enrollment for 2012 is 864 students with the potential for an additional 200 Racer Academy students to further increase enrollment.
- Freshman enrollment numbers have historically been strong and continue to increase substantially. Total numbers have remained consistent and enrollment surpasses that of each of the institution’s benchmarks. The MSU Hutson School of Agriculture has the 7th highest enrollment in agriculture among all U.S. land-grant universities, a designation provided by the American Association of State Colleges of Agriculture and Renewable Resources. The HSOA has 100 percent capacity in undergraduate classes with 2,655 available seats and 2,657 students.
- The Racer Academy includes schools that are not just located in the Murray State 18-county service region with 26 schools (164 students) currently participating in the initiative. Four introductory courses are offered through the Racer Academy which presents a tremendous recruiting opportunity. The HSOA recently received a \$136,000 grant from the U.S. Department of Agriculture to partially support this program over the next two years.
- A signature program in the HSOA is the baccalaureate in Veterinary Technology – Equine (accredited by the American Veterinary Medical Association). Only 21 baccalaureate veterinary technology (equine) degree programs are offered in the United States. In Kentucky the degree program is offered by only two institutions – Murray State and Morehead. The equine portion of this program represents an Olympic/collegiate sport in equestrian and MSU has the only Rodeo Program in Kentucky (50 student members). There are 102 stalls available for students bringing their own horse to campus and currently 76 students utilize that opportunity. The program enjoys a great deal of industry support through various donations and attracts many out-of-state students. Governor Steve Beshear recently announced a new Veterinary Technology Program at Owensboro Community and Technical College (OCTC) utilizing nearly \$500,000 in coal severance funding to aid with program development. OCTC will be the first community college in the state to offer an accredited veterinary technology program.
- Survey data shows that among overall freshmen entering the HSOA 40 percent expressed an interest in Veterinary Technology, 52 percent in Pre-Vet, 42 percent in Equine and 22 percent in Rodeo. Out-of-state freshmen statistics illustrate a 40 percent interest in Veterinary Technology, 52 percent in Pre-Vet, 52 percent in Equine and 24 percent in Rodeo.
- The program would not be experiencing growth if jobs were not available to graduates and according to *Kentucky Occupation Outlook to 2018*, veterinarians are the second fastest growing Kentucky occupation generally requiring a graduate or professional degree, representing over a 34 percent growth rate. Veterinary Technologists or Technicians are the fastest growing Kentucky occupation generally requiring an associate’s degree or postsecondary vocational training with a 38 percent growth rate expected by 2018.
- The West Kentucky AgBioworks Regional Business Innovation Center represents a collaborative effort between the Hutson School of Agriculture, Arthur J. Bauernfeind College of Business, the College of Science, Engineering and Technology and Memphis BioWorks.

- Future opportunities include the need for more Racer Academy faculty and a budget to support personnel and travel. The Racer Academy provides a potentially unlimited growth opportunity and is the HSOA feeder system. There is also an opportunity to institutionalize the U.S. Department of Agriculture grant. The Institute for Future Agricultural Leaders is funded by Kentucky Farm Bureau and dedicated scholarship opportunities the program could provide would allow the HSOA to attract even more students. The Veterinary Technology and Pre-Vet signature programs cost more to offer but there is greater demand for these programs than space to accommodate students. The opportunity exists to develop a cohort of graduate assistants to help teach labs in these programs which would allow some of the newest graduates to remain with the program for another year but also provide for implementation of a certificate program in Veterinary Hospital Management and other specialties. There are currently 11 different specialties in veterinary technology which the HSOA could be specializing in to take it beyond the associate degree level and provide another opportunity for students. Consideration should be given to differential tuition pricing or another means of supporting the program.
- Challenges with the Equine Program include the capacity of the barns, classes and personnel but it also offers great marketing and branding opportunities. Out-of-state tuition waivers for Rodeo students represent a need within the HSOA. Challenges with West Kentucky AgBioworks include the fact that it provides an expanded focus but no personnel are designated to offer the program. Opportunities include the establishment of the office with a Director, finalizing grants and securing new ones, completion of the BioEnergy Demonstration Center, growing the BioEnergy Corps/Farmer Network, BioBurner Installation/Testing for Garrett Center and business development for BioEnergy.
- Approximately 10 percent of students return to the farm to work but most are entering the field of AgBusiness, working for a few years, and then going back to farms with an average of 2,500 acres. Approximately 35 percent of HSOA students come from a rural farm background and many Pre-Vet students come to Murray State from larger metropolitan areas.
- In response to whether Kentucky could support a veterinarian school, Dr. Brannon indicated Murray State came close to securing one several years ago but it would be extremely expensive to operate. Currently the majority of MSU graduates attend veterinary school at Auburn at an in-state tuition rate and it is more economical to let that university educate Murray State Pre-Vet students.
- In response to future economic opportunities in horticulture, Dr. Brannon reported the Arboretum was developed at Murray State and significant opportunities exist to continue development within areas of growth in horticulture, turf management, nurseries, floriculture and landscaping.
- In response to whether the Hutson School of Agriculture is involved with opportunities in the field of beef processing, Dr. Brannon provided assurance that this is part of the Strategic Plan but regulations associated with such programs are extremely limiting and a great deal of “not in my backyard” mentality exists. The same applies to growing hemp – a crop with an industrial use that presents some opportunities for universities to be involved in research – because legal issues currently exist which would prohibit growing this crop.
- Urbanization has presented an issue in terms of less and less land being available to grow crops and feed the population but Dr. Brannon added that the American farmer has always stepped up to this challenge. Monsanto is predicting that by 2020 the average corn yield will be 335 bushels per acre and the genetics are there for this to be feasible.

President’s Report

Paducah Project Update, received

Kim Oatman, Chief Facilities Officer, provided photographs of the MSU property in Paducah, Kentucky, to show Regents work which has taken place to date at the site as part of Phase I pertaining to road construction and site preparation. Phase I is scheduled for completion by November 4 and Phase II will begin and will include constructing the building and paving the parking lot. Bids will open on Phase II during October so that phase can start when Phase I ends (with construction expected to take approximately one year). The Phase I bid which was accepted came in at about \$150,000 under budget for the site work portion of the project. Bids will open in early October for Phase II so final numbers will not be known until that time although staff are currently working on providing an estimate. The previous estimate for Phase II was \$8.1 million but the Board also approved utilizing an additional \$200,000 should bids be higher than expected. Drawings for the building are currently in Mr. Oatman’s office and are being reviewed by the respective University units. Once drawings are 90 percent complete they are sent to Frankfort and that has already been done due to the amount of time necessary for projects to be cued up and reviewed. Within the next two to three weeks the drawings will likely be reviewed and when bids are opened the University should have an idea where Frankfort officials stand in terms of approval. The facility is anticipated to open in Spring 2014.

In response to a question regarding the lease-purchase arrangement with the University of Kentucky for the Crisp Center, Dr. Dunn indicated the University is currently in its 9th year of

the 15-year agreement. Dr. Curris reported he received a commitment from the Governor that the lease payment MSU is currently paying which was incorporated into the University's base budget at the time this agreement was made many years ago will continue to be added to the University's base budget and would be applicable to the new building.

Dr. Dunn indicated the Board also requested an update on program development in Paducah. Two programs being proposed are the Bachelor of Science in Business in Transportation and the Bachelor of Science in Health Information Administration. The University has an obligation under the agreement with the City of Paducah and McCracken County to meet and confer with named individuals in the Paducah community on program development. Staff worked over the past year to determine the appropriate program offerings for that area. All extant programs currently offered at the Crisp Center will be housed in the new Paducah facility with programming options remaining intact. The University does want to identify new degree programs that would be developed with support from the Paducah community to be responsive to workforce needs while also meeting the Murray State test for new programs. Work was undertaken with the Deans and two program openings became apparent where there was capacity and opportunity – at least in a preliminary sense – that would be responsive to the needs of the Paducah community in terms of labor force development. Background information and rationale for those two programs was provided. The Bachelor of Science in Health Information Administration would represent a hybrid program involving Health Management in the College of Health Sciences and Human Services and Telecommunications Systems Management. Northern Kentucky University has been a leader in “health informatics” and has had great support and subscription to the point it has become a signature program for that institution. The Bachelor of Science in Business in Transportation would involve at least two prongs – Logistics and Supply Chain Management and Marine Management/Marine Studies tying into the river industries headquartered in Paducah and McCracken County. University representatives will meet with Paducah leadership early in the spring semester – as per the agreement – to secure approval to move forward with two degree programs which will be submitted for Board approval. One challenge with the Marine Management/Marine Studies program – an associate degree the community college offers – is the fact that it is an applied associate degree. Some issues are associated with taking an applied associate degree and turning it into a baccalaureate degree but it is believed there is a way to navigate this element and that work is moving forward. Both programs would be available for all students although initially they would be housed in the Paducah facility with consideration eventually being given to extending those programs to the main Murray campus if warranted as subscription grows.

Budget Planning and Review Team (BPR) Process and Progress Report, received

Dr. Dunn reported the kick-off meeting for the Budget Planning and Review Teams was held on August 30, 2012. The three constituency Regents attended and a copy of the PowerPoint was provided for the Board. The meeting included all twelve budget review teams to encourage them to consider logistics in their different operations and provide an idea of how these groups would proceed with the work they have been tasked with undertaking. An overview of the process was provided and information given on how to set metrics. Over the summer the teams were populated and have been collecting data since that time. They are well aware of the tight timeframe in which to accomplish their work but feedback from those involved has been positive. A website was established for this process and contains information which is continually updated. Dr. Rose reported the Faculty Senate met earlier this week and the President seems positive about the process and was grateful for being allowed to name representatives to serve on these teams with no “administrative stacking” of the committees. There is always anxiety involved when looking at how to save money and cut budgets but at this point there is also a ray of hope about the potential for this process to work. Appreciation has been expressed for Board action which provided a cushion in terms of this year's budget. What did not play well – certainly with the faculty – is what they saw a couple of campuses do which seemed to be more of a knee jerk reaction to the budget situation at their own institutions. Credit has been given to this Board for allowing operating reserves to be used to meet budget and allow time for this review work to take place over the course of the next year.

In response to a statement that it might be helpful for the Budget Review Teams to have a figure to work toward, Dr. Dunn indicated the operating reserves utilized to make budget this year set a floor for the amount needed but reaching this figure covers the past year's budget and only gets the University back to where it started. Opportunities for program growth must be identified,

future salaries and benefits considered and work of this nature must occur. If the approach is to simply reach a certain figure then budgets could be cut by a certain percentage to meet that target. All institutional underbrush must be examined and budget teams were provided with tools to undertake this work but were not instructed to use any certain rubric. Dr. Rose attends all Faculty Senate meetings and although faculty have stressed over the past year about the difficult economic situation facing the University, it is his belief they understand the issue at hand. Mr. Schooley indicated staff understand the budget situation as well and have accepted this review process. Dr. Dunn reported the Board would be provided with a streamlined list of recommendations with a short rationale and associated savings once budget review work has been completed.

Impact of Vote for Package Alcohol Sales on Murray State, discussed

Dr. Dunn has discussed package alcohol sales with General Counsel John Rall who has indicated until the Murray City Council passes an ordinance pertaining to alcohol sales he is hesitant to render an opinion on the subject because he does not see a need to undertake a great deal of work preparing an update until he is able to read the ordinance (expected to be issued in approximately two weeks). Once the ordinance has been passed it will trigger some questions for Murray State. The University has been considering – through the catering unit – moving forward with applying for a liquor license. That unit not only caters events where donors might be involved (campus fundraisers) but also accepts business external to the University (wedding receptions, etc.) where requests have been made for alcohol to be provided. If the catering unit successfully secured a liquor license it could respond to such customer requests. The plan had been to move forward for seeking the license but that has been put on hold until the City Council ordinance is passed. Assuming nothing will be contained within the ordinance which creates difficulty for the University, catering services would move forward in seeking a liquor license.

A review process is already in place at the University to handle requests for alcohol to be served at an event on campus. Such requests are reviewed by the President for approval or denial on an event-by-event basis. If the request is from an external customer – and such requests continue to grow in number – further review of internal procedures may become necessary. If catering services accepts an external customer requesting alcohol be sold at an event, then internal processes must be determined to ensure this service is provided in a way that does not tarnish the MSU brand and does not subject it to undue risk. The main question which will come before the Board is whether a selected group of events housed on the campus exist where the sale of alcohol would be allowed. Short of a policy change, the day-to-day life of the campus will not be that different in terms of the ability to sell alcohol. The question before this Board is whether at certain events, likely at the CFSB Center and the Expo Center, where there would be the opportunity to sell alcohol at a University venue but for an event not related to the University, whether that will be allowed. The revenue associated with doing so must also be taken into consideration.

Dr. Curris indicated if there is a strong sentiment among the Board all need to be aware of that sentiment and if recommendations need to be made to ensure the ordinance adopted permits the University to proceed how it wants in terms of alcohol, it is better for this to be known now as opposed to after the ordinance is completed. Consensus was reached that the Board does not favor the sale of alcoholic beverages at Murray State events. Additional comments included:

- If the University can secure a license so it is legal to sell alcohol at limited events where it is appropriate to do so, it should pursue this avenue but should not move past these specific events.
- A concert being held in one of the University's facilities was specifically mentioned. If a contractor rents a facility from MSU but requests beer be sold at their event, at some point the issue of whether alcohol sales are allowed needs to be addressed and a determination made as to whether the University collects profits from alcohol sales or if the Board is against selling alcohol at any event, meaning if it is a necessary part of the contract then the University will forego hosting the event.
- All should take into consideration what would be required on the University's part if the decision is made to allow alcohol sales at certain events. If approval is given to sell alcohol at concerts then questions will begin to arise regarding why it cannot be sold at sporting events and other on campus activities.
- All should bear in mind that facilities at other institutions may not be owned by the University and that is how they legally provide alcohol sales. Murray State University owns its facilities and would be forced to handle any repercussions associated with the sale of alcohol.
- An outside organization may want to hold an event in a campus facility and serve alcohol but they are still targeting the campus audience and in the event of a catastrophe when that makes the headlines no one will care that the lease was signed by an outside organization because the event was held on

University property and the institution let it happen. In such instances the University would have at least a moral, if not legal, responsibility.

- The University would be required to purchase Dram Shop insurance so profits from sales would need to be relatively high in order to cover the insurance cost.
- Consensus was reached that alcohol sales should not be allowed at any campus event in which the public is invited regardless of the facility in which that event is held. The University should also limit its involvement in the issue.
- Consensus was reached that all are comfortable with the situation where an off-campus group uses a campus facility for an event (not open to the public) and they want to serve wine with dinner or cocktails beforehand and are willing to pay the catering unit to provide this service. The College of Humanities and Fine Arts and the Athletic “Sneakers & Scholarships” have been allowed to hire outside vendors to sell alcohol at fundraising events because the University was not able to provide this service. The policy question remains whether the catering unit should secure a license to sell alcohol, under restricted criteria and for limited invitees, when the request is made as part of a private event such as those just mentioned. Catering is losing out on hosting events where it can provide the food but does not have a license to serve alcohol because the two cannot be separated. Numerous large events are currently being held and catering is losing revenue produced from such events.
- The University must ensure it has the option under the City ordinance to apply for a license if at some point it desires to do so. Consensus was reached that catering should not pursue obtaining a license to sell alcohol at this point but if it eventually does use should be restricted to private events.

eBooks Update, received

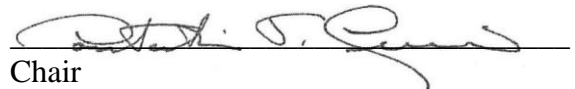
Dr. Jacobs reported a Request for Proposals has been issued and a review of vendors is currently underway. The committee comprised of Dr. Jacobs, Ms. Hunt and Regents Johnson, Schooley and Rose received two web demonstrations earlier this week and negotiations will begin next week with the top vendor.

Operational Updates on Previous Issues Raised by BOR/Regents

Due to time constraints Dr. Dunn indicated an update on the remaining operational issues identified by Board would be prepared and forwarded to all Regents.

Adjournment

The special Board of Regents Meeting – Annual Planning Retreat and Work Session – adjourned at 3:45 p.m.


Chair


Secretary