

September 2013

2013-09-05

Board of Regents, Murray State University

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**Minutes of the Special Meeting of the Board of Regents
Annual Planning Retreat and Work Session
Murray State University
September 5, 2013**

The Murray State University (MSU) Board of Regents (BOR) met in Special Session for the Annual Planning Retreat and Work Session on Thursday, September 5, 2013, at Miller Memorial Golf Course located at 2814 Pottertown Road in Murray, Kentucky.

Call to Order/Roll Call

Chair Curris called the meeting to order at 9 a.m. and reported all members of the Board were present with the exception of Stephen Williams who could not attend due to unexpected difficulties with his company in Louisville, Kentucky. Regent Jenny Sewell has been delayed.

Also present were Thomas I. Miller, Interim President; Jill Hunt, Senior Executive Coordinator for the President, Coordinator for Board Relations and Secretary to the Board of Regents; Jackie Dudley, Interim Vice President for Finance and Administrative Services and Treasurer to the Board of Regents; Jay Morgan, Provost and Vice President for Academic Affairs; Don Robertson, Vice President for Student Affairs; Jim Carter, Vice President for Institutional Advancement; Bob Jackson, President, MSU Foundation and Associate Vice President for Institutional Advancement; Kim Oatman, Chief Facilities Officer; Deans Tim Todd (*Arthur J. Bauernfeind College of Business –AJBCOB*), David Whaley (College of Education), Ted Brown (College of Humanities and Fine Arts), Susan Muller (College of Health Sciences and Human Services), Steve Cobb (*Jesse D. Jones College of Science, Engineering and Technology – CSET*), Tony Brannon (*Hutson School of Agriculture – HSOA*), Brian Van Horn (Center for Continuing Education and Academic Outreach – CEAO), Marcia Hobbs (School of Nursing – SON) and Adam Murray (University Libraries) and members of the news media.

AGENDA

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| 1. Roll Call | |
| 2. Welcome and Agenda Review | Chair Curris |
| 3. The President’s Agenda: Priorities for 2013-14 | President Miller |
| 4. Discussion of Academic Priorities for 2013-14 | Provost Morgan |
| 5. National Council for Teacher Quality Report: MSU’s Low Rating | Dean Whaley |
| 6. Academic Planning for the MSU Paducah Regional Campus | Provost Morgan |
| 7. Inside Institutional Rankings | Dean Emeritus Bryan |
| 8. Discussion of Desired Student Profile | Regent Green |
| 9. Discussion of University Libraries – Options | Dean Murray/Chief
Facilities Officer
Oatman |
| 10. Attributes Sought in New President | Regent Williams |
| 11. 2013-14 Association of Governing Boards (AGB) <i>Statement of Conflict of Interest</i> – Pledge | Chair Curris |
| 12. Final Thoughts and Adjournment | Chair Curris |

The President's Agenda: Priorities for 2013-14, outlined

Chair Curris indicated it is important for the Board and the President to be on the same page in terms of priorities outlined for the University. The following was outlined:

- Chair Curris earlier indicated he did not want “slippage” in the University’s rankings to occur under Dr. Miller’s watch. Dr. Miller immediately became concerned about rankings and began asking whether there is consistency in the information the University receives and distributes to different groups and whether that effort is coordinated by one person or several but there did not appear to be a clear answer. Dean Emeritus Phil Bryan compiles data and sends information to *U.S. News and World Report* but beyond that little information was known as to how this process occurs. A committee chaired by Dr. Jackson has been appointed to ensure the University is consistent in providing data to ensure accuracy emanating from a central source.
- The Board identified reinforcing relationships as an important area to address and letters have been sent to all Superintendents and Legislators indicating Dr. Miller will visit with each of them individually to determine how MSU can improve and further meet the needs of its service region. This process continues and meetings have taken place with not only the Superintendents and Legislators but leaders at the two-year institutions and several Mayors and County Judge-Executives to provide reassurance Murray State is a great institution and will continue to be dedicated to providing service to the region. Meetings have taken place with Paducah leadership as well as leadership in Smithland and Madisonville and other locations. These relationships are important and take time to cultivate but it is desirable for the President to undertake this work. He has indicated he will meet with any individuals desiring to meet with him and it is believed this work will pay dividends in the future. Each individual he met with received a hand-written note expressing appreciation for taking time to meet and many positive comments have resulted.
- He has attended Student Government Association, Staff Congress and Faculty Senate meetings as well as meetings held by other campus groups. Issues which have been identified include Superintendent concerns about the University’s presence on their campuses. MSU representatives indicate they are allowed to visit schools only during the lunch period and a need for coordination of activities exists because all must be aware of when University representatives will visit these schools and who will be visiting. Other concerns which have been expressed are the need for additional dual credit offerings and making scholarships competitive with other universities in terms of what is being provided for high school and transfer students. There is also a need for additional upper-class and graduate course offerings. In every priority area identified where additional work is needed a committee or task force has been appointed to address those issues. West Kentucky Community and Technical College (WKCTC) has a high presence on high school campuses, offers a number of online courses, teaches classes live on those campuses and is doing an overall great job which helps that entity recruit those students. WKCTC tuition is approximately one-half of MSU tuition and online course offering are also less expensive. An Enrollment Management Committee has been appointed to address this issue and identify areas where the University must perform better.
- Chair Curris indicated Dr. Miller’s work reaching out to Superintendents, Principals and the community and technical colleges is excellent. A basic principle exists in marketing that one either has a brand or a commodity. If there is a brand cost is not as significant. If an entity is seen as a commodity then the lowest cost carries impact. All must bear in mind for the long-run that as the Murray State brand is built and becomes identifiable students will be less concerned with cost and Murray State cannot thrive if it is viewed as a commodity. Dr. Miller agreed branding is important and made that point yesterday during a Council on Postsecondary Education (CPE) meeting.
- Dr. Miller’s life has centered on teaching at Murray State, he is a financial person and a Certified Public Accountant. He tries to be honest, open and transparent and the record will reveal that is how he has conducted himself. He wants to provide students with the best possible experience at this University. This must be undertaken in an effective financial manner that utilizes resources in the best way possible. Communication (internal and external) must be open and transparent but the function of each person at the institution must also be understood and this work includes branding and similar initiatives. His priorities relate first to students and then to all things affecting students, including recruitment, retention, courses offered, housing, financial aid and job placement. A chart was presented on competitor tuition and Murray State tuition is very low, an indication the University is already competitive in this arena.
- Enrollment projection information was provided and indicates a decline has started for 2014-15, with only a 1 percent increase, indicating enrollment is flat. The student population from the 18-county service region will be relatively flat and a better strategy to recruit these students must be developed. It was indicated MSU has decreased in terms of the percentage of students in the top 25 percent of their class it attracts and the institution must perform better throughout the region in this area.
- Information was provided on the District Report Card which represents information reported by the CPE for schools in the University’s 18-county service region. The latest information available from 2011-12 shows a total number of students choosing to attend college in Kentucky (2,166 students) with MSU successfully attracting 634 students (29.3 percent). This does not represent a positive percentage for the University because Murray State is the only public institution in this area and improvements must be implemented. The Enrollment Management Committee will review available

information and determine what needs to be done to attract more students. MSU wants to be the “University of Choice” for students in the 18-county service region and this information has been shared with area Superintendents. If MSU undertakes appropriate initiatives it will attract more students.

- Fred Dietz, Executive Director for Enrollment Management, is responsible for recruitment of undergraduate students, the Deans are charged with offering graduate programs in their colleges and are responsible for graduate student recruitment and Dr. Van Horn is charged with recruitment of transfer students. These efforts must be coordinated and represent one component the Enrollment Management Committee will undertake. The latest enrollment comparison figures presented illustrate the University is up 76 students overall compared to last year. Through the *Racer Academy* students can pay \$150 and take online courses in the high schools. The University increased by 217 students through participation in the *Racer Academy* and this number is included in the overall total increase of 76 students, indicating “real” enrollment is down. The University is in good shape in terms of reserves but there is concern these monies will not be sustained considering the direction enrollment is headed and the need exists for improved recruitment efforts.
- The CPE reviews enrollment but also retention and the University has improved significantly in this area. A committee has been appointed to address this priority and identify feasible solutions which can be implemented. Provost Morgan is reviewing additional course offerings and the former *Roads Scholars Program* which carried a large impact within the 18-county region to determine whether reinstatement of that program is feasible. The University has implemented new scholarships through the MSU Foundation to attract additional students from the 18-county service region. An *Excellence Scholarship* is now being offered to two students in each high school for an additional \$1,000 award above other scholarships, as well as a \$500 housing scholarship. It is hoped this initiative will attract more students within the top 25 percent of their high school class. The *Teen Leader Scholarship* is funded through the Foundation and will provide five \$2,000 scholarships for high school juniors and seniors who come to campus and work with WKMS-FM Radio Station and this scholarship effort will affect 125 to 150 students within the region. U.S. President Barack Obama has developed a plan to examine how schools are performing and award monies based on this information. The *Racer Promise Scholarship* guarantees the University will pay a student’s tuition for eight semesters if that student meets certain requirements. These scholarships will be targeted for low-income individuals who must also qualify for Pell Grants, meaning the University will use federal and state funding to pay for the initiative. Any difference in cost will be covered by reducing regional tuition discounts in areas that are not currently productive. This represents a solid plan and is believed to meet federal criteria which will result in increased funding. Clarification was provided that *Racer Promise* scholarships are reserved for students attempting college for the first time. Confirmation was provided that discussion has also occurred about transfer scholarships which the community colleges have clearly identified as a need.
- Information on financial efficiencies and student mix was provided considering the total number of students enrolled at Murray State. Information was then broken down by the number of students from different states and international students (student mix). Gross tuition (revenue) resulting from student enrollment from each state and from international students was also provided (with discounts), resulting in net tuition for Murray State’s student mix. Additional revenue is needed and this model allows for the development of a different mix or target of students so a decision can be made in terms of those areas where recruitment needs to be increased and an identification of other areas where efforts may be falling short. Over the past two months some decisions have already been made based on this model. In terms of programs offered on the Paducah Regional Campus, Provost Morgan has undertaken work to determine whether new faculty will be necessary and the associated cost. Based on this information a determination can be made in terms of how many students will be needed to generate sufficient tuition to cover costs and a final decision made whether this model is feasible.
- Discussion has taken place in terms of scholarships to allow students with an identified grade point average and ACT score to receive a certain amount of scholarship monies. Western Kentucky University (WKU) and the University of Louisville (UofL) currently offer more scholarships than Murray State in its own service region and consideration is being given to how the University can increase the amount of scholarship dollars provided to these students. A committee has reviewed the issue of programmatic offerings in Paducah and a determination made that for certain programs too many new students will be required to cover costs and it is not realistic the University will be able to recruit the required number of new students. Transfer students represent a large population and in terms of scholarships for this group MSU must undertake a great deal of work. Transfer students are currently offered \$1,000 in the Fall semester and \$1,000 in the Spring semester (\$2,000 total). WKU offers \$8,000 (\$2,000 per semester) for two years. Review was undertaken to determine whether Murray State can offer additional scholarships to these students and a decision was made the University would not be able to recruit the number of students necessary to pay for such an increase. Assurance was provided that informed decisions are being made based on the University’s actual situation.
- Information on the University’s current budget was provided and illustrates gross tuition revenue of \$96 million. Included is a projected 1.5 percent enrollment increase which represents a central budget assumption. Overall enrollment numbers are up but have increased through online enrollment. This

is a concern because the entire budget is based on a 1.5 percent enrollment increase. The University has reserves but a budget cannot be balanced utilizing reserves and there must be sufficient revenues from state funding and tuition to have a balanced budget. To offset the recent deficit, savings from the University's contingency fund were utilized and included parking revenues from the Curris Center which will not be realized this year – meaning even more reserves will be utilized than earmarked for this purpose. The administration was conservative and under budgeted in the last two budget years and the University will likely make budget (considering a budget utilizing reserves) and this does not represent good planning. The original proposal submitted was that revenue would be based on a 2 percent enrollment increase and Finance Committee Chair Steve Williams advised the Board to be conservative and budget for a 1.5 percent increase which represented sound advice. This will be another tight budget year and all hope reserves will not have to be utilized to simply meet budget. Reserves exist but would allow the University to pay expenses for only 113 days which is what a bonding agency takes into consideration. The University administration and the Board must be smart and make good decisions and all agree it is not wise to use reserves for recurring expenses.

- Information on the President's Discretionary Fund was provided and Dr. Miller confirmed that immediately after assuming the presidency individuals approached him requesting a portion of this funding. The Discretionary Fund represents reserves and utilizing those funds means reserves are being used to cover operating expenses and this is not a healthy operating model. A great deal of discretionary funding was committed for various initiatives before Dr. Miller assumed the presidency, including the Murray Transit System, the consultant group to identify potential students and the salary for a recruiter and travel. Dr. Miller was surprised to learn \$36,000 is being utilized to pay the salary for an Illinois recruiter (plus \$11,500 for travel expenses) while it has been difficult to determine who supervises that individual. Dr. Robertson reported this individual is assigned to the Undergraduate Admissions Office and while most reporting is handled remotely contacts with Illinois schools have been established. Work is underway to determine the amount of tuition received from a particular state, how much that tuition has been discounted and the amount of scholarships being provided. A new President will be coming in next year and it is important for a solid budget to be in place. This will require difficult decisions because reserves should not be used to balance the budget and the Board, Vice Presidents and Deans must be aware of this situation.
- Drs. Miller and Jackson attended a CPE meeting yesterday and data was presented indicating the University received \$48 million in state appropriations this year as opposed to \$54 million in previous year. Northern Kentucky University (NKU) and Western Kentucky University (WKU) have grown significantly but MSU currently receives more base funding than NKU. The NKU President has made the argument that his university is growing and base appropriations as currently administered are unrealistic, represent a poor model and should be reviewed. There is movement by the CPE to undertake this work and if MSU is not performing to the best of its ability in terms of enrollment, retention and graduation rates financial consequences could be related to performance funding. It is believed the CPE recommendation to the Legislature in terms of the allocation of additional monies to the universities will be based on performance, specifically graduation rates.
- Dr. Miller remains concerned about communication and has always indicated to parents if their child attends Murray State they will be provided with a safe environment, competent advising, qualified professors who can provide students with the best possible education and the University will assist students in finding a job. Job placement is an important part of this process which is why he has talked with Mayors, Judge-Executives and individuals in economic development to assist in placement efforts. He recently asked if a parent brings their child to campus and wants them to work what office they would go to for assistance. It was reported they would need to go to each department to inquire whether there are any openings. This is not acceptable and there should be a central location where students can identify available jobs on campus. There should also be a listing of available co-op opportunities and internships to better serve students. A Budget Task Force will also be appointed to identify additional cost savings and potential ways to increase revenue.
- As this work is undertaken and initiatives such as the *Roads Scholars* are reviewed consideration should be given to a brand which existed several years ago, "Murray State – Kentucky's Public Ivy" which is what MSU strives for. Dr. Miller agreed and indicated there are many additional initiatives he has considered although those may not have been discussed today. The University must market its brand, cannot remain a "hidden gem" and must shine and tell its story as part of the branding process.
- Kentucky does not have significant funding to devote toward degree completion and the question was asked whether the President has sensed there might be a shift in the future from a focus on enrollment to a focus on completion in terms of funding because this has occurred to some extent in other states. Dr. Miller confirmed the CPE wants to develop a funding formula based on desired performance indicators and has indicated the metrics which will be used in the future include enrollment, retention and graduation rates. Chair Curris indicated President Miller has outlined after two months those emphasis areas to be addressed over the next year and asked whether this Board feels comfortable with these priorities. The President must have a full understanding of whether the Board supports the identified focus areas. If Regents have different thoughts those should be shared so presidential priorities can be modified accordingly. A Regent indicated support of the outlined priorities but suggested increasing the University's marketing budget to advance the desired brand. In unfavorable economic times marketing is not where the University needs to make cuts because it cannot be assumed everyone knows what those closest to the University know. The marketing budget for NKU

and WKCTC are considerably higher than Murray State's budget and this is crucial because recruitment through marketing extends beyond the 18-county service region. Confirmation was provided that Dr. Miller's priorities in terms of the Board of Regents' *Strategic Directions Statement* mirror what the Board has indicated is desirable. It was further acknowledged Murray State needs to determine its brand so that message can be distributed to attract students.

- Consensus was reached that additional work needs to occur with transfer students and the community colleges. In Florida there are ten public universities and one institution – the University of Central Florida – receives over 30 percent of transfer students from state community colleges. That one institution attracts over 30 percent of transfer students because those students have been made a priority and there is distinctive programming in place. Murray State is surrounded by community colleges and this has not changed in 40 years. The University is in a better position than virtually any other Kentucky institution to attract community college students. Murray State alumnus Dr. Walter Bumphus is head of the American Association of Community Colleges, was an instructor at Murray State several years ago and headed up the community college system in Louisiana. A Regent on this Board is one of the longest-serving and most successful community college presidents in the country and is a distinguished alumna of this institution. She has never been contacted by anyone at the University to ask for advice or counsel based on her experiences in terms of additional initiatives Murray State could undertake. When the University has access to this level of expertise, alumni who are in positions to be helpful should be asked for advice in terms of best practices throughout the country and what MSU can do to be more attractive to community college students. He agrees with Dr. Miller's establishment of task forces to identify solutions while engaging the talents of many across campus. A Regent stated this work will cost money and the source of funding is a concern. The Board looks forward to a report from Dr. Miller in terms of recommendations arising from the work of these various task forces to identify the direction in which MSU should be moving.
- A Regent indicated the President is involved with both internal and external constituencies and it is believed Dr. Miller is placing the appropriate emphasis on communication with external constituencies while relying on his management team to address internal matters. This is an attribute which should be considered for the next President.

Mrs. Sewell joined the meeting at 10:07 a.m. and Chair Curris reported Dr. Miller's priority presentation had concluded and he would provide an update during the break but the Board has indicated overall support for priorities identified by President Miller.

Academic Priorities for 2013-14, outlined

Dr. Morgan reported the following:

- Academic priorities for this year were developed through meetings with various individuals and units on campus as well as with members of the Board and many are synonymous with President Miller's priorities. Throughout this process an attempt was made to link with a number of different areas and agencies, including the University's vision and mission, the Board's *Strategic Directions Statement*, the CPE, numerous accrediting agencies and general demographics for the region.
- The lifeblood of MSU depends on the upcoming reaffirmation of institutional accreditation by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) in terms of quality, accreditation and planning. This process must be successfully navigated or it will be detrimental to the University in the future. The University's Self-Study was completed and submitted this week with the expectation positive comments will result.
- The new Quality Enhancement Plan (QEP) will be released in March and pertains to experiential learning. The QEP must be affirmed by the SACSCOC team visiting campus in March 2014. As the University approaches its 100-year anniversary in 2022, an effort has been made to ensure a broad-based plan is in place that contains academic input with which individuals on campus can identify. To accomplish this work the "MSU 100" group was formed to chart an academic vision for Murray State for the growth and management of the University leading into the 100-year anniversary. "MSU 100" included faculty, staff and administrators and followed a model of shared governance and resulting information will be distributed more widely this Spring.
- There is a desire to add one or two new academic accreditations over the coming years to increase the strength and esteem individuals have for the University. There is also a desire to advance new programs to refresh the academic curriculum with a particular focus on forward-looking programs to attract a variety of students as well as others that may assist with rankings and performance measures. The Board will receive a presentation tomorrow on the Doctorate of Education which contains a STEM component with a pre-K-12 Administration and Postsecondary Education focal point. They will also be asked to approve the Master of Arts in Postsecondary Education. The Doctorate of Education would represent the second doctoral degree in the University's academic inventory and although other universities across the state have Ed.D. programs Murray State has focused efforts on a niche market with the degree focused on the STEM component in pre-K-12 education. A Doctorate of Arts is in the early planning stages and a white paper is being prepared to determine how this program could be structured. Also being considered is a Master of Science in Sustainability Science and the Master of Science in Economic Development. A conscious effort is being made to modify

three existing graduate programs by moving the Master of Science in Occupational Safety and Health Administration (OSHA) to an online cohort to provide both on- and off-campus cohorts. The well-established OSHA program has received recognition in the region and an effort is being made to advance toward national recognition where the University can capture students from a variety of areas not in its geographical area. The Master of Science in Public Administration (MPA) was an extremely strong program ten to 15 years ago and represented a large cohort from Ft. Campbell. This program has dwindled over time and faculty and administrators in that area have moved the MPA to an online program beginning this Fall and are offering an online cohort as well as an on-campus cohort. An almost immediate uptick in that program has resulted. The goal is to capture city managers, governmental workers and military personnel who cannot physically travel to the MSU main campus. Several different emphases for the Master of Business Administration in the *AJB College of Business* are also being considered.

- Undergraduate program work has been geared toward the Paducah Campus and other regional centers with a continued emphasis on initiatives for those regional campuses and providing a connection to the community colleges for transfer students. Community Health and Supply Chain Logistics are two programs slated to be delivered on the Paducah campus beginning in Fall 2014 and will also be available on the main campus (via ITV). The University currently offers Career and Technical Education but an effort is being made to revive this program and work is underway with the CPE to reinstitute the graduate program in Career and Technical Education. Health Information Administration, Hospitality Management and two minors are being proposed and it is hoped those will come before the Board as early as December. A conscientious effort is being made to revise and refresh the University's curriculum to attract additional students.
- An effort is being made to increase the strength of the faculty through "top hires." Often the University misses out on hiring top quality faculty candidates because it is not willing or able to pay the extra \$2,000 to \$3,000 it would take to attract those individuals to Murray State. In many areas the second or third best candidate has been chosen because the University has not been willing to take the extra step necessary to attract top quality candidates. These hires have turned out well in most instances but if the University puts forth extra effort it would likely be able to attract some top hires. In response to a question about how significant this problem is, Dr. Morgan indicated it represents a moderate issue isolated to certain discipline areas. Dr. Fister reported this issue exists in the College of SET, specifically the Department of Mathematics and Statistics. Individuals are hired in anticipation they will earn the appropriate degree but once the individual receives that degree they tend to leave the University after only one year. These individuals fill a specific niche – such as statistics or math education – and in order to attract and retain these individuals additional money must be provided. Many have indicated a desire to stay at Murray State but were offered \$20,000 more to teach and conduct research at another institution. She supports this recommendation although it does create a diversity of how people are paid. It is known in her department that the University must pay more money to attract and hire individuals with the requisite degree. In response to a question regarding the extent to which the University pursues alumni who are faculty members at other institutions to attempt to lure them back to MSU, Dr. Morgan indicated over the years Murray State has tried to foster MSU alumni but there is not an aggregated effort to identify those who have left the area. Individuals who want to return to Murray do so for family reasons or because they grew up and attended school here. These individuals naturally come back to the University and it does not have to actively seek them out – although it is never detrimental to make such individuals aware of vacant positions on campus. In response to a question regarding what the resume of a top hire would look like, Dr. Morgan indicated approximately 22 percent of the faculty at Murray State are classified as Lecturers and it would be desirable to move this to less than 20 percent. Having a high number of Lecturers hurts the University in a variety of rankings and it would be highly desirable for these individuals to possess a terminal degree in their particular discipline and have teaching experience from other universities. One issue MSU has in terms of attracting individuals away from another university – absent any connection to the institution – is the fact Murray State cannot afford to pay what some other universities are already paying these individuals. This prevents MSU from being able to attract experienced talent into the faculty body. If the University could meet an individual's salary – or even a portion of that salary – those individuals might begin to consider making the move because of other advantages associated with returning. Individuals with significant research experience are also desirable in terms of dollars they would help generate for the University but it often takes a significant amount of time to cultivate this population. If the University hires someone out of graduate school they may be a very exciting teacher but it takes a number of years for their research component to rise to the desired level. Providing extra dollars to hire these individuals affects the University's bottom line but doing so could be considered an investment toward attracting external dollars in the long run.
- There is a desire for MSU professional staff with proper teaching credentials to transition into partial teaching roles. There are many qualified staff at Murray State and there is a shortage of faculty. The University is constantly hiring adjuncts and often cannot identify sufficient adjuncts to teach in certain areas. The process is underway to review a number of professional staff across a variety of areas to determine individuals who may be qualified to teach a night class or late afternoon course.
- Adjunct teaching hours are being adjusted down in accordance with a health care mandate through Obama Care. Through discussions with Human Resources and Ms. Dudley it is believed Obama Care

– with regard to this particular mandate – will become effective in January 2015 and all adjunct teaching loads will be reduced to nine credit hours which will significantly affect some areas, specifically English, because a large number of instructors in that department teach more courses than full-time faculty. In response to a question regarding the cost of including health care for full-time adjuncts, Dr. Morgan estimated this would affect approximately 15 to 20 individuals currently teaching above 12 credit hours. Chair Curris asked that this element be reviewed and the associated cost determined because while he applauds the effort being made to hold down costs, people need health insurance and this should be considered. The cost to the University in terms of losing “top flight” individuals who are teaching a full course load must be weighed against any realized savings from not offering health insurance. This is not necessarily a decision the Board would make but the issue should be reviewed so a reasonable judgment can be reached. The administration agreed to review this particular area in further detail to develop an accurate cost-benefit analysis.

- A review and update of faculty overload policies is also underway in an effort to further increase efficiencies. Currently there is a 20 percent cap (on academic year salary) and if a lower-paid Lecturer has a salary of \$35,000 they can reach the 20 percent cap relatively quickly by teaching a Fall and Spring overload or a very large web course with higher compensation. Some talented Lecturers want to teach additional courses and it would be desirable for the University to foster these individuals, which is why consideration is being given to increasing the allowable overload percentage to keep these individuals in the classroom and prevent having to hire additional adjuncts or Lecturers.
- In terms of regional and online education, in addition to programming on the Paducah Regional Campus, consideration has been given to modifying semesters at the regional centers. For Fall 2014 the University is exploring the establishment of three five-week semesters. Competitors already offer this option and the demographic of students who are slightly older, working professionals and part-time students prefers to take these courses in segments instead of the traditional six, nine or 12 hours in one full 16-week segment or two eight-week segments. They would prefer to complete one three-hour course at a time so if a life situation presents itself they can make a “clean break” and handle the issue without having to worry about completing a course. It is hoped this will allow the University to be competitive, particularly at the new Paducah Regional Campus.
- There is a desire to enhance the University’s online category. Currently 15 to 16 percent of all courses are delivered online. Competitors – including MSU’s sister institutions across the state – are in the 18 percent category and are moving higher. Murray State needs to move to 18 percent, possibly to 19 to 20 percent, to remain at the pace other institutions are pursuing. Dr. Van Horn, as well as others, support this model and have made good strides over the past couple of years. In response to a question regarding how a determination is made in terms of which courses should be offered online, Dr. Morgan indicated it depends on the faculty member and whether the course can be effectively delivered by this means. It would be extremely difficult to deliver a microbiology course online due to the high laboratory component required. MSU has some very entrepreneurial faculty members who want to try different initiatives to push the boundaries of delivery systems and those individuals are willing to try new initiatives to find alternatives to the traditional in-class delivery model. Some courses – just by the nature of those courses – lend themselves particularly well to online delivery. In response to a question regarding whether there is a way to determine demand for online delivery, Dr. Morgan indicated there is not a way to formally gauge demand and often this represents a trial and error process. Departments have been asked to identify two to three courses they believe would meet these needs and attract students and 75 percent of those courses are expected to “make” and those that do not will be dropped. In response to a question regarding whether students are being surveyed to determine what their interests are, Dr. Van Horn reported online students complete the same course evaluations as other students but work to specifically ascertain their particular interests is not undertaken. Confirmation was reached that gathering this information could prove beneficial and consideration would be given to instituting this suggestion.
- Work is underway to update the University’s articulation and transfer agreements not only with KCTCS but with a variety of community colleges within the University’s delivery area. Many agreements represent “handshake agreements” entered into many years ago. There is currently a high need to smooth out the transition process with the goal of having this work completed by next Spring.
- Work is underway to expand course offerings at the regional campuses through face-to-face course offerings as well as those delivered via ITV in an effort to push out the University’s delivery models. A Regent indicated Lindsey Wilson College recently ran an advertisement in the Paducah Sun and expressed concern about how that could affect Murray State. Dr. Morgan indicated the two programs being advertised represent graduate and undergraduate degrees in education and both programs are already offered by Murray State. It is his understanding this represents an initiative Lindsey Wilson offers at other campuses but agreed further investigation is warranted. Confirmation was provided that the Lindsey Wilson program offerings have been in place for a number of years but the institution has just recently started advertising. Dr. Van Horn confirmed Lindsey Wilson has been working with the area community colleges in that graduate and undergraduate degree program for some number of years. The advertisement read as though the program was new but it actually represents a program which has been in place for a number of years. In response to a Regent question regarding whether an examination has been undertaken in terms of the mix of entry-level courses offered at the regional university sites to provide a sense of students who would be attracted to those programs, Dr. Morgan

indicated by virtue of the CPE and others Murray State cannot deliver courses less than a junior level at its regional centers. Typically courses offered at the regional centers are at the 300-level and above and this information is included in the transfer agreements.

- In terms of international education, consideration is being given to refining the international studies budgetary and organizational structure. Although teaching these courses results in a profit, a review of operations and budgets must be undertaken. This will not involve new money but a re-categorization of areas within that unit. The second initiative underway is identifying a location in Asia to act as a sister program to Regensburg. University representatives have traveled in all parts of Asia undertaking recruitment efforts and trying to establish programs. It is now time for the University to identify – while continuing recruitment efforts – programmatic locations. A focus must then be directed toward one particular area to build a sister program to Regensburg. The larger vision would be to have a location in Asia, a location in Regensburg and eventually a location in Latin America that gives the University a three-continent presence to begin to push out on international programming.
- With regard to rankings, branding and signature programs, meetings have taken place with Dean Emeritus Bryan who has provided information on how the University's rankings are compiled. The academic component contained within these rankings is very strong in terms of the percentages the University must meet to push rankings out. A couple of areas have been identified where the University can improve so the rankings are more favorable to the institution and this work will continue. The University will also begin to strategically market programs with regional and national appeal, including Occupational Safety and Health and Accounting, to move these programs into the national realm. The MSU Honors Program currently has a low completion rate (20th percentile) but the program must be stringent, rigorous and demanding. Compared to honors programs at sister institutions, Murray State's program is not performing up to standard and changes are required. Once the SACS reaffirmation of institutional accreditation process has concluded work may begin to identify signature programs after other initiatives have been accomplished. In response to a question regarding the Honors Program and how MSU compares to other universities in terms of cost, Dr. Morgan reported he does not have the exact numbers but knows MSU employs less staff than other institutions and likely has less resources dedicated to this program, especially considering changes made during the last budget planning and review process.
- In terms of productivity, efficiency and metrics, a broad-based approach is being taken with regard to academics and lowering the number of required credits to degree. Academic programs require 120 credit hours but MSU students (on average) graduate with 140 hours. This represents 20 credit hours more than required, postpones graduation rates, increases student debt and causes a variety of other system issues. This occurs in part due to transfer agreements not being solid at this point and students bringing in a high number of credit hours from the community colleges (70 to 100 hours). Some higher-populated on-campus traditional programs also have a high number of credits to degree. Advising is important in this process but there are also programs which do not allow electives, representing a "straight line" curriculum. If a student changes majors two to three times it can cost that student one additional year at MSU. Efforts to lower the number of credits to degree will continue.
- In regard to increased faculty efficiency per student credit hour, a review of all faculty is taking place to ensure they are teaching an adequate course load and those courses are populated with enough students to cover cost. The University's current faculty to student ratio is 1:15 or 1:16 and the ratio at peer institutions is 1:17 to 1:19. It is believed MSU can shift this ratio by one or two students while not drastically affecting the academic or instructional climate.
- In terms of enrollment, consideration is being given to a balanced number of *Racer Academy* course offerings which represents a high growth area, although final dividends are not yet known. Additional English and Public Speaking sections and full-time faculty are needed because these courses are being taught by a high number of adjuncts. Student enrollment in general needs to increase and it is known there are some issues associated with graduate tuition rates among public school teachers. The University is losing teachers to lesser-cost online providers and work is underway to review this issue.

The Board adjourned for a break beginning at 10:50 a.m. Chair Curris reconvened the Special Session of the Board of Regents Annual Planning Retreat and Work Session at 11 a.m.

National Council for Teacher Quality Report, received

Dean Whaley reported the following:

- A 2013 review of teacher education programs was conducted by the National Council for Teacher Quality (NCTQ), an independent Washington-based "think tank" focused on teacher education reform with a self-proclaimed purpose to provide an alternative national voice to existing teacher organizations and build a case for a comprehensive reform agenda that would challenge the current structure and regulation of the profession.
- In March 2011, the President, Provost and Dean of Education of every public institution in Kentucky (except WKU), the CPE President, the Executive Director of the Education Professional Standards

Board (EPSB) and the President of the Association of Independent Kentucky Colleges and Universities, wrote NCTQ protesting its efforts to rank and then rate teacher education programs. The intent was not to dispute the NCTQ findings but to indicate the methodology used to arrive at those ratings should be consistent. The fact remains that Murray State's ratings were in the lower one-third among the eight public institutions that prepare teacher candidates in Kentucky.

- Nationally, 594 elementary programs were rated by NCTQ and 50 percent were rated at one star or less (out of four stars). Of the 606 secondary programs rated, 65 percent received two stars or less. MSU received overall ratings that do not reflect well on the institution, students, faculty, the Board and University programs. The Board desires to know if these ratings accurately reflect the quality of Murray State programs and asked to be informed of any actions being taken to improve the University's ratings for the next review in June 2014.
- Data reviewed by NCTQ was submitted over two years ago as part of an Open Records Act Request and ratings were based solely on input data with no consideration given to outcomes. MSU elementary and secondary education programs were rated lower than other state institutions in the areas of student teaching and classroom management. Student teaching issues included the number of visits which student teacher supervisors at that time were credited with making and the level of involvement in selecting cooperating teachers. With regard to classroom management it has now been learned from NCTQ that coursework instruction and practice by MSU students in classroom management prior to student teaching was not counted (discredited). Classroom management ratings from NCTQ are based on whether the evaluation instrument for student teachers uses NCTQ-appropriate criteria addressing classroom management. The University's student teaching evaluation instrument is currently being revised to reflect NCTQ language. It appears as though the position of the College of Education was, at the time of the initial information request, to passively comply rather than pursue a tactical and aggressive engagement with NCTQ, especially since the gold standard for teacher education has always focused on achieving state (EPSB) and national accreditation (National Council for Accreditation of Teacher Education – NCATE). Murray State's program has been NCATE-approved since its inception in 1954. NCATE and EPSB both require an extensive self-study, ample input and output data and a comprehensive on-site visit by state and national teams. At the time of NCTQ data collection, the College of Education was in transition and was searching for a new Dean which may have distracted from the response submitted to the NCTQ request.
- Ratings MSU ultimately received and the posting of those ratings on the *U.S. News and World Report* online site has necessitated the University making changes in terms of how it responds to future reviews. A committee comprised of faculty and practitioners has been convened – under the direction of the Assistant Dean of the College of Education and under the close watch of Dean Whaley – to review every document the college received from NCTQ to ensure there is a more informed understanding of the information they are seeking and, based on this informed approach, modifying where possible (without losing fidelity of program documents) course syllabi, textbook selection, etc. This committee has been charged with setting aside traditional operating norms currently in place – collaboration, trust and cooperation – and engaging in more tactical and aggressive work.
- Dean Whaley has contacted NCTQ on two separate occasions to indicate the University will voluntarily resubmit new documentation for the 2014 review (due December 1) and will request guidance before doing so. He met with EPSB Executive Director Robert Brown to directly review University NCTQ outcomes and explore the Kentucky Administrative Regulations (KAR) to determine how the college can better comply with NCTQ expectations. He has communicated the 2013 results to faculty and staff on multiple occasions and has requested assistance in formulating the college response. He has also communicated with every Superintendent in the West Kentucky Educational Cooperative about the University's NCTQ ratings, what they mean and how the college plans to address this in the future. This initiative will continue to be one of his highest priorities and confirmation was provided this represents the first time NCTQ has undertaken this evaluation.
- Chair Curris expressed appreciation for the constructive approach Dean Whaley has taken to address the NCTQ issue and for outlining how the college has responded. To be ranked seventh among the eight public universities in Kentucky is not welcome news for Murray State. When reviewing institutions similar to MSU in surrounding states – Eastern Illinois, Southern Illinois University (SIU), SIU-Edwardsville, Missouri State, Southeast Missouri State University, University of Tennessee-Martin, Austin Peay, Tennessee Tech, Tennessee State and Middle Tennessee – all ranked above Murray State and this is embarrassing. It is especially embarrassing for a university that prides itself on and extols high rankings. The NCTQ is a conservative group that is critical of teacher education programs but it is recognized as a legitimate organization which receives funding from the Bill and Melinda Gates Foundation, the Kauffman Foundation, the Joyce Foundation and the Carnegie Corporation. President Miller, Provost Morgan and Dean Whaley inherited this issue from their predecessors and the constructive approach which has been taken is appreciated. Work should occur to identify four-star programs comparable to Murray State and a team sent to those locations to determine whether best practices have been implemented that would be beneficial to MSU. Weaknesses must be identified but it is more productive to study institutions performing in ways that are being applauded to determine what MSU can learn from those institutions. This ranking is unacceptable and for the next cycle the institution must perform better. This Board will support efforts to make substantive changes as needed to restore the University's reputation. Murray State was founded as a Normal School and the education of teachers is its "heart and soul." Ruby Smith,

Don Hunter, Hugh Noffsinger and a host of others basically built this program and the Board would want Dean Whaley to make whatever changes are necessary. It is not up to this Board to determine the changes that are needed but all should understand any necessary changes will be supported. The reputation of this University and its strength is built on three pillars: strength of academic programs (excellence in academics), student-centered university (more than any other Kentucky public university) and a genuine commitment to serving the people of the region and promoting the quality of life throughout west Kentucky. There must be excellence in academics because students will not attend a University with substandard programs and in order for MSU to have access to resources which are helpful to the region it must have high quality faculty which represent the basic core. Mediocrity is not an option at Murray State and if the institution cannot be top flight in what it does it should get out of that particular business. To paraphrase Garrison Keillor: "At Murray State the faculty excel, students achieve and all programs are above the average." Consensus was reached that the Board would receive a follow-up report on this situation either three or six months from now in terms of how issues relative to the NCTQ report have been addressed. Although the next ratings may not be available at that time, the Board would be comforted in knowing how strongly and effectively Dean Whaley, his leadership team and faculty have engaged in the process.

- Dr. Fister reported the University is in the top 40 percent for elementary and graduate education programs in comparison to benchmark institutions. All should bear in mind that NCTQ provided no scoring rubric prior to information being submitted, no indication of how the information would be evaluated and no exit information was utilized in the evaluation process. The state licensing examination pass rate for Murray State students is high and 82 percent are placed within their first year. Superintendents in the 18-county service region agree the University is doing a good job. Dean Whaley and his faculty have made a concerted effort to make a difference. NCTQ represents one group and if another group undertakes a rankings study with equally significant ideas the result could be different. Some concepts utilized by NCTQ were counter to those required by the state of Kentucky and state and national accreditation guidelines, as well as requirements of the various accrediting bodies, must be followed. In response to a question regarding how other institutions balanced the state and national requirements, Dr. Fister cited as an example that the catalog indicates an initial meeting with student teachers should be held, followed by four additional meetings, for a total of five meetings. The University received a zero ranking on this rubric and an indication was made that the institution did not meet the five meeting requirement due to NCTQ interpretation of the language. If the language had been interpreted differently data would have been counted differently and this would have increased the University's ranking. There is some question about how the information submitted was interpreted and when a zero is averaged in it makes a significant difference.
- Mr. Schooley reported NCTQ requires a 24 ACT score while the University requires a 21 ACT score. Dean Whaley confirmed one NCTQ standard was based on selectivity and at the time of data collection, KAR stated all Kentucky teacher education programs would require a 2.5 grade point average (GPA) and an ACT score of 21. NCTQ requires a 3.0 GPA and if an individual does not meet this standard the expectation is they would have an ACT score of 24 or above. NCTQ has as one of its indicators teacher candidates being among the top half of the student population. Chair Curris reported among the eight public institutions MSU has the third highest ACT score and what has been outlined could explain how the University fared on that particular dimension but it also raises a question as to the type of student MSU is attracting into teacher education in comparison to peer institutions. Mr. Schooley has worked extensively with the Teacher Education Program and his experience has been that the skills the College of Education provides to students for use in the classroom places them far above graduates from other universities. When MSU students enter into student teaching they are ready to teach. Dean Whaley reported the College of Education has undertaken a critical analysis of its students and knows the average GPA is 3.36, there is a 92 percent pass rate for the PRAXIS exam (on the first attempt) and the average ACT score for students admitted into the Teacher Education Program is 24.5. Although all feel confident in these students, there is much work which must occur in terms of knowing who MSU students are and working in cooperation with state agencies to determine the effectiveness of students once they become teachers in the field. Assurance was provided this work is currently underway and Chair Curris indicated he is comforted by this last statement and the data provided is in line with that of the entire institution.

Academic Planning for the MSU Paducah Regional Campus, discussed

Provost Morgan provided a Strategic Plan overview for the new MSU Paducah Regional Campus with the following highlights:

- At the May meeting the Board requested a comprehensive Strategic Plan be developed primarily for the University's Paducah Regional Campus and the plan being presented is reflective of that request.
- Many individuals participated in a team-oriented effort over the summer to review the different facets associated with the new Paducah Regional Campus and the current Memorandum of Understanding (MOU). An effort has also been made to present the opportunities and challenges management identified throughout this process.

- An effort was made to identify the demographics for students the University would be moving from the current campus to the new campus but also students MSU wants to attract to ensure all efforts are directed from this point forward toward maximizing student success. Students (and their backgrounds) from a number of Kentucky counties were identified (Ballard, Carlisle, McCracken and Livingston) as well as from areas in Southern Illinois and Southeast Missouri. It was discovered most come from lower to middle income families and most derive from industries such as health/education, utilities/transportation, manufacturing/construction and agriculture. The region is above average in terms of the number of citizens possessing associate degrees but there is a high need for baccalaureate and graduate degrees. Currently one-third of high school students attend through the West Kentucky Community and Technical College System (WKCTCS), with 20 percent advancing to a four-year college. A marked increase in students aged 25 to 44 is evident.
- Utilizing these demographics and a wealth of others an attempt was made to determine how the University could adapt the Paducah Campus moving forward to maximize student success. There is an increased awareness of financial aid facilitation and a determination made that a mix of online, hybrid and traditional courses offered late in the afternoon and during the evening were needed. Also needed was increased cooperation with WKCTCS and the regional community colleges in 2+2 programs (particularly in southern Illinois) better transfer and articulation agreements; a high presence of bachelor's and master's level programs; evening food availability and a laptop and wireless enabled campus for this transient group. It was also determined there is an expectation these students will be part-time, taking one to two courses per semester on a year-round basis, and a need exists to offer a variety of short timeframe courses as well as the traditional semester-long courses. The University is attempting to meet this need by shortening 16- and eight-week semesters to three five-week semesters for Fall and Spring.
- The plan was broken down into a number of notable areas in accordance with the highlights of the MOU. Goals for the Paducah Campus indicated it would represent a regional campus that would supplement the educational core of the main campus in Murray while increasing educational attainment in Paducah and nearby counties. There was also a desire to expand the University's service reach into southern Illinois, southeast Missouri and southern Indiana and undertake further work with WKCTCS to meet current and future demographic and employment demands of the service region. The MSU-Paducah MOU included partnerships with WKCTCS, financial stability/project financing, areas of academic focus and degree offerings, faculty, enrollment, cooperative efforts and securing private funds.
- Mr. Oatman reported construction for the Paducah Regional Campus began last summer with Phase I site work. The MOU was signed in May 2011 and the design process began in January 2012. Phase I construction concluded in November 2012 when the building construction phase began. The facility is approximately 75 to 80 percent complete and the University is on schedule for full completion by November 2013.
- The facility includes nine classrooms, one large lecture hall, three laboratories and office space. The MOU approved in 2011 represented a \$10 million project and the construction contract was for \$8,066,200. At this point only one change order has been necessary in the amount of \$21,000 which will likely be increased by another \$20,000 to \$40,000. Even with a contingency, approximately \$80,000 in available funding is projected to remain and can be utilized for furnishings and equipment. Current plans include furniture being delivered at the beginning of December with the goal of completing the facility by December 13. An Open House has tentatively been planned for December 5, but all should understand some work may still be underway, and January 7, 2014, has been targeted as the date for the Grand Opening. It is anticipated the facility will open for Spring term classes on January 13, 2014, followed by a one-year warranty period and project close out. Peck Flannery Gream Warren architects and A&K Construction have worked well with Murray State staff to limit cost overruns. Chair Curris reported that at the time furnishings for this facility were discussed the backup plan was for some furniture and equipment in the current *Crisp Center* to be utilized and inquired to what degree the University would be relying on using existing furniture and equipment. Mr. Oatman's understanding is none of the current furnishings or equipment would be utilized and this will be discussed in further detail shortly. There will likely be \$80,000 remaining from construction that can be used to meet this need, in addition to gifts that will allow for the purchase of new furnishings.
- Chair Curris asked if all are satisfied the technology available in the facility will facilitate the educational process and the University is where it wants to be in terms of desired technology. Mr. Oatman indicated this to be the case with five interactive television (ITV) classrooms with the most cutting-edge equipment available. There is also a fully-outfitted computer classroom/laboratory and the entire facility will be wireless with a relatively sophisticated security system. Dr. Van Horn confirmed the facility will be state-of-the-art and will produce opportunities beyond Paducah on the other regional campuses through the use of ITV technology because the same networks are already in place at each of the four regional campuses. A plan is in place to pre-purchase one or two new ITV units to be used at the *Crisp Center* this Fall but eventually moved to the new facility.

Ms. Dudley reported the following:

- Three models were reviewed in terms of project financing and included implementation of the MOU as written and a determination was made that it would not be financially feasible to implement all

requests contained in the MOU at one time because the University would not be able to break even on the number of students required to make a profit over a four-year cycle. The model being presented to the Board includes all programs in the MOU plus Criminal Justice, Nursing and Youth and Nonprofit Leadership programs. This model would also include a full-time Director to manage the new facility.

- A summary of costs, including debt (administrative and instructional), was provided and actual budget numbers for the past fiscal year were reviewed and were estimated for 2013-14. Using 2013-14 for the base year, over the next four years an increase in cost to the University was provided (\$682,000 over a four-year period). The increase from tuition and fees over this same four-year period was estimated to be \$698,874 based on the curriculum structure being proposed. These estimates are dependent on enrollment and utilizing 2013-14 as the base year, projected face-to-face headcount (for the three programs utilizing a 1.5 percent growth factor) is 1,156, online enrollment is 837 and *Racer Academy* enrollment is 35 for a total of 2,028 students in the first year. During the Spring/Summer term 2014 all existing and regularly-planned courses will be moved to the new site. During Fall 2014 and Spring 2015 new programs/courses will be offered and for Fall 2015/Spring 2016 and beyond new programs/courses will be moved to Paducah as identified. Confirmation was provided that the model being discussed will eventually be employed at all regional campus sites and expenditures and revenues at the other sites have been identified and tracked for a number of years. Target enrollment has not been used to determine the associated revenue, those courses which could be added to boost revenue or to identify underperforming programs.
- Chair Curris asked whether the programs which were configured to make this initiative profitable – or at least not financially draining – are reflective of those envisioned as being necessary for the Paducah area. Provost Morgan reported the MOU identified six program areas which were needed. Some programmatic areas are very specific while others are broad-based but the administration ensured those six programs were included in what would be offered at the Paducah Regional Campus. There was no accurate way to conduct a supply and demand study on each individual program so the basic impetus was to follow the MOU. The model being presented includes low cost, high return program such as YNL, Nursing and Criminal Justice in order for the model to balance while offering three different programs for which there is market demand. Dr. Miller reported he and Dr. Morgan met with Barbara Veazey, President of the West Kentucky Community and Technical College, who identified program needs and the University is responding to that indication. Chair Curris asked if the Occupational Therapy Program which is being left out of these proposed offerings was specifically included in the MOU and Dr. Morgan responded a Physical Therapy program was included in the MOU but the University does not currently have authority to offer that program and it would represent “a tall climb” both financially and politically to establish that program. An option for a sister program was chosen instead and the decision was made to push the program further out beyond the four-year model to ensure adequate cash flow but the ability to offer the program at some future point remains as a goal.
- Ms. Dudley reported the objective was to reach the 2,000 enrollment mark and the mix of enrollment considered (face-to-face, online and the *Racer Academy*) represents the types of enrollment which are included in the 2,000 student number (over four years). In response to a Regent question regarding whether all are confident a 300 student increase in 2014-15 will be realized, Dr. Morgan reported for all courses to be offered in Paducah a minimum course load was placed on each faculty member teaching those courses and this represents an extremely conservative model. It is anticipated the initial student increase could be even greater.
- The MOU requires the University to offer programs and not just courses and for 2013-14 there is a significant expense associated with moving these programs to Paducah. The Nursing Program has been delayed until 2015-16 or 2016-17 because it was not specifically identified in the MOU. There was a desire to have as many specific MOU programs developed in 2014-15 as possible.
- During Spring/Summer 2014 all existing courses will be moved to the new site (“soft term”). A determination was made that it would be in the best interest of the University not to try to implement significant new programs or courses during this period as final touches are made to the new facility. Fall 2014/Spring 2015 will represent the first significant increase for new programs/courses offered in Paducah. During Fall 2015/Spring 2016 and beyond new programs/courses will be moved to Paducah as identified.
- McCracken County enrollment trends are tracked by face-to-face, online only, face-to-face plus special population and face-to-face plus special population plus online delivery modes. For students tracked and participating in the online only delivery mode the group of McCracken County students enrolled in online courses was disaggregated and illustrates enrollment in this delivery model has increased from 538 in 2009-10 to 837 in 2012-13. Face-to-face numbers plus special populations, including *Racer Academy*, engineering students and student teachers (headcount in the Paducah and McCracken County market but not traditional individuals seated in a course) plus online enrollment amounts to approximately 2,000 identified students.
- The face-to-face population represents 1,156 to 2,000 students and in the prior model presented an effort was made to move this number as close to 2,000 as possible. It is not known whether this model can be moved significantly above 2,000. This may be possible in future years but during the four-year estimate provided it is believed enrollment can reach 1,900 and explains why consideration was given to the number of students serviced by online courses. If the Board stringently indicates the

University must reach 2,000 face-to-face students, it should provide a directive to the administration to pull back on some online course offerings in order to increase face-to-face offerings. It would be desirable for the Board to provide the opportunity to utilize face-to-face and special populations but consideration should also be given to online courses. In response to an indication this represents an increase of approximately 300 students and whether the same situation is being experienced at all regional campuses, Dr. Morgan reported work to the extent undertaken with the Paducah Campus has not been undertaken in the other regional campus markets. Dr. Miller asked that consideration be given to reviewing where the University fits in terms of these other regional markets and agreement was reached MSU enrollment numbers at all the extended campus sites could be improved.

- The definition of full-time and part-time duplicated headcount enrollment includes traditional, hybrid and ITV sending and receiving courses. The University may position and structure an ITV course in Paducah back to the main campus as well as the other regional campuses or an instructor in Murray may ITV to Paducah and the other regional campuses. Special populations were defined earlier and a recommendation is being made for the University to be allowed to count all these populations in reaching the desired 2,000 student enrollment number.
- Historical enrollment data was presented which illustrates the relative targets the University will attempt to reach. There is a construction transition year and the University does not believe it will have significant growth in the Paducah market during this period. An approximate increase of 300 students is anticipated during the first major expansion if all proceeds according to plan and another increase in enrollment is expected for the second year. One challenge which may occur on the main campus is a decrease in enrollment. As the University begins to push the boundaries of Paducah and offer additional courses and programs, it is estimated some students will retract from the main campus and solely be serviced through the Paducah campus (or the other regional campuses). As the University strives to reach 1,900 to 2,000 students in Paducah as many as 350 students could exit the main campus and be retained solely at the Paducah campus. Dr. Van Horn indicated the goal is for all students to have an opportunity to come to the main campus and receive a traditional college experience but the regional campuses were never intended to offer the traditional college experience. It is unknown whether enrollment will decrease on the main campus and the way the University attempts to keep this from happening is by offering “value added” student services and clubs and organizations that exist on the main campus but to a lesser degree on the extended campuses. This represents a conservative approach but the regional campus mission is to serve non-traditional students and that will continue to be the mission unless the administration is instructed otherwise.
- In terms of staffing and personnel, the University plans to move all current personnel to the new facility with one individual backfilling temporary oversight of the current Paducah campus until the Board and President determine that individual’s future role.
- In terms of student support services in Paducah, work has taken place with Dr. Robertson and staff to identify needs. High on the list is ensuring students in that market – and all regional markets – have access to financial aid (transfer, returning and new students). Some services are currently offered at the other regional campus sites but the plan being presented today addresses only those services on the Paducah Campus. As student numbers increase, there is an accreditation requirement that student support services also increase.
- Work has occurred with Mr. Dietz in terms of an item specifically included in the MOU related to developmental funds which must be utilized for Paducah scholarships and a plan to address this requirement will be developed shortly. The MOU calls for two separate groups – one to oversee the “grander” scale and one to consider issues related to academics and assessment. The administration felt it would be better to work with one centralized group with four Murray State-oriented members and four members from the Paducah and McCracken County area. Dr. Fister expressed concern that a faculty and staff member were not included on the Committee. A meeting with this group is expected to take place before February 1 of each calendar year to remain in compliance with the MOU. The University has recommended this group first assemble in late Spring 2014 (or early summer) because there must be ample time to open the new campus, transition staff and let students get settled before the group begins meeting on a regular basis.
- Dr. Jackson indicated during late spring and early summer a determination was made that approximately \$790,000 for furnishings and equipment would be needed for the Paducah facility and that will in large part be provided through private funds. Drs. Miller and Jackson visited with Harry Crisp who, along with his family, provided a gift to the institution to be used for needs in this facility and tomorrow specific naming opportunities for this gift – as well as others – will be presented to the Board. The Crisp family gift will provide for furnishings and equipment for this facility and additional funds from the Crisp family, and other private gifts, will be used to endow a scholarship fund to be held in the MSU Foundation which will solely be used for students at the Paducah Regional Campus. A few large gifts have been made for this initiative and appreciation was expressed to Regent Guess who has been tenacious in securing funding from prominent companies in the area, including CSI, Inc. which made a \$100,000 commitment toward this initiative. The CSI gift will be used to fund the scholarship endowment.
- Bacon Farmer Workman – a major engineering firm with offices in several states – made a commitment to this initiative as did John and Vivian Williams – CSI founders. A *Legacy Plaza* will be located in front of the building between the columns leading into the main entrance and a naming opportunity in regard to this initiative will be presented to the Board tomorrow. Approximately 500

legacy bricks will be available for purchase as an additional fundraising effort and in late October a specific campaign will be advanced to accomplish this purpose. Regent Guess, Paducah community leader Sandra Wilson and other alumni will lead this initiative in McCracken County. Approximately 1,200 alumni will be targeted for a \$1,000 gift to be paid over a four to five year period to establish the scholarship endowment at an appropriate level to meet its critical importance toward increasing enrollment over time. This same model has been used on a number of the other regional campuses with great success. Private funds needed to date have been secured and funding for furnishings and equipment has been identified but the University's current legislative commitment prohibited the institution from advancing beyond this. The ultimate goal is to create a \$1 million endowment to offer approximately \$40,000 per year based on the current spending cap being used in the Foundation for scholarship support for the Paducah Regional Campus. Many scholarships offered will represent partial scholarships and guidelines will be outlined as the process moves forward.

- Dr. Morgan reported the University could face a number of challenges which may require attention from time to time. Some challenges may be costly but the University will also receive a return on its investment and data on such challenges has been provided to the Board. Information on a number of items the Regents may wish to consider at some future time was also provided, including reaching general consensus on the best model to be utilized, a definition of enrollment count and an administrative plan for faculty and staff to identify the model that will produce the best outcome (ultimately determined by the President and the Board).
- Mr. Johnson reported that in meetings with Dr. Miller and the community college presidents it was indicated they are moving away from ITV because it represents an outdated technology. In response to whether research has been undertaken to identify a replacement technology for ITV, Dr. Morgan reported the University is attempting to address this issue in a number of ways – face-to-face, ITV and online – but presently ITV provides the capability to service students in more than one location. Faculty teaching in Paducah via ITV would also be expected to teach those courses via ITV at the other regional campuses in Ft. Campbell, Hopkinsville, Madisonville and Henderson. The University heavily utilizes ITV even though some are moving away from this technology. A number of platforms used to deliver online courses are available but the University does not want to hinge all growth on online courses because that technology does not “put people in seats.” This is important because not every learner is comfortable with an online platform and an attempt is being made to provide a triangulation of face-to-face, ITV and online platforms to capture as many learners as possible. Dr. Van Horn added that some of the community colleges may be moving away from ITV but there are a multitude of different software programs and technologies which can be used to deliver coursework and ITV allows students to participate from a localized site. In addition to ITV, online is where most of the community colleges are headed with distance learning technology but due to specific needs at MSU interactive television as a delivery model continues to be utilized. MSU has only spent 25 to 35 percent of what its colleagues (sister institutions in Kentucky) have spent on ITV. Those institutions are not only continuing to use ITV but are growing that technology.

Dr. Curris indicated Dr. Morgan responded well to the Board's charge to develop a detailed plan for the Paducah Regional Campus. As plans are modified – and the Board realizes assumptions have been presented today – all must be flexible to adaptations in that plan. The information presented charts out where the University wants to go and represents excellent work. The presentations given were helpful in terms of how the Board will choose to proceed. He believes hiring a full-time Director for the Paducah Regional Campus would represent a positive step because the University has already reached the point where it needs an individual in Paducah to undertake this work. This will be especially important as an attempt is made to market Murray State while interacting with various constituencies. This represents a critical appointment and the Board must ensure the appropriate individual is identified and appointed as soon as feasibly possible.

Adjournment

The Board adjourned for lunch at 12:20 p.m. Chair Curris reconvened the Special Session of the Board of Regents Annual Planning Retreat and Work Session at 1:25 p.m.

Inside Institutional Rankings Presentation, received

Dean Emeritus Phil Bryan presented the following:

- Some critics have indicated *U.S. News & World Report* is too exclusive and is used to deal only with those with wealth and fame and higher education should not be ranked although that is part of today's culture. *U.S. News* believes the rankings provide professional admission counselors with information for parents and students. *Wikipedia* also ranks U.S. colleges in a number of categories but money definitely plays a part in surveys and rankings.
- Some complacency has taken place at MSU over the last several years in terms of rankings and there has not been a person on campus who is an advocate of this process. A committee has now been

formed to address this issue but must move quickly because the first report is due by December 1. The remaining surveys are to be completed and submitted in January, February and March. Concerns previously expressed by this Board are legitimate and the timing is perfect to address those issues.

- President Barack Obama has suggested there should be measurable quality in higher education and this includes affordability. Congress is expected to use these rankings to determine how much federal financial aid should be provided to each school and the goal is to have the ranking system in place by 2015. Belmont University's President stated, "Raising our ranking to be in the top five of *U.S. News Best Colleges* represents a key element in our vision for 2015." Arizona State tied the President's salary to an increase in *U.S. News* rankings.
- In the early 1980s the Council on Higher Education – now the Council on Postsecondary Education – visited Murray State to discuss the pre-college curriculum and student preparation and at that time a focus was beginning to be placed on guidelines for admissions. In 1982-83 the University decided a review of how students were performing needed to be undertaken. Every student's focus area was reviewed to determine how they performed on the ACT, high school class ranking, grades in current courses, grade point average and whether they graduated. After reviewing this information the Board approved new admission standards in 1989. If students met all of the University's standards they were classified as baccalaureate students. If students did not meet all standards they were given associate status meaning they would be required to pass 24 hours of degree credit before being allowed to take 300-level courses and in 1993 Murray State began to appear in the *U.S. News* rankings and has maintained this stature for 24 years.
- Information was provided on surveys in which the University participates including *The College Board*. Students taking advantage of advanced placement courses in high school are able to earn degree credit through a college-level examination program. This will be the first survey to be addressed in December. Other ranking surveys include *Wintergreen*, *Peterson Financial Aid* and *Peterson's Guide*. For many years he received the *Kiplinger Survey* but suddenly stopped receiving it although Murray State still appeared in their rankings. He noticed *Peterson's Guide* asked some of the same questions as *Kiplinger* meaning they had outsourced and purchased information from *Peterson's*. The committee must review the types of questions being asked to determine whether something can be done to enhance the University's rankings. *Princeton Review* has a good ranking system but they also rank the "party schools" and "jock schools." *Barron's* reviews everything from the best hospital to the best vehicle and provides many different guides for purchase.
- The *U.S. News* survey contains over 650 questions – many requiring multiple responses – with a large part of the information being completed by Student Financial Aid and the Vice President for Finance and Administrative Services. When reviewing the various surveys one should read the methodology being used in order to understand the results. *Forbes* surveys five areas, including student satisfaction (a number is assigned over which MSU has no control), postgraduate success (includes listing of alumni in *Who's Who in America*, salaries of alumni from *Payscale.com* but it is unknown how they are collecting MSU data), student debt, four-year graduation rate and academic success (nationally-competitive student awards and number of alumni receiving Ph.D.'s which MSU has not been tracking). Sixty percent of information reviewed by *Forbes* represents information the University cannot control.
- Experience has shown the same questionnaires can use two different sets of data – either provided by the University or from unknown sources. As a result, in 2005-06 a decision was made for all surveys to be routed through the Registrar's Office instead of almost 20 individuals on campus independently submitting information. Campus data collection is important because when parents go online to search for information they can be sure the information provided is correct which can help determine whether Murray State is a good fit for their student. Surveys are particularly important to international students because they cannot visit the Murray campus and it is known this student population extensively utilizes rankings publications.
- *U.S. News & World Report* has six ranking categories, including academic reputation (25 percent of final ranking), student selectivity (15 percent), faculty resources (20 percent), graduation and retention rates (25 percent), financial resources (10 percent) and alumni giving (5 percent). *U.S. News* has outsourced to a firm that sends three questionnaires to Murray State with one going to the President, one to the Provost and the third to Admissions. All colleges in Murray State's region are ranked (plus some private schools) and this represents how MSU receives its academic reputation ranking. For "big" national universities the questionnaires are sent to high school counselors because the process does not represent a "regional" undertaking. There are differences in the types of questionnaires sent out and that information is available for Regent review. In terms of graduation and retention rates, Murray State has always performed well. In 1990 Congress passed the *Student Right to Know Act* and if students wanted to know a university's graduation rate it was required for that information to be provided.
- After receiving numerous complaints *U.S. News* did some "tweaking" to their ranking system. There were originally four quartiles but that was changed to tiers and MSU has consistently appeared in the top tier. A move was then made to include the top 50 out of 300 schools, with another move two years ago to include the top 75 schools. When considering students who have graduated in four, five and six years (and all students who graduated) information must be reported on how many received Pell Grants, how many were on Stafford Loans and the remainder. This component will likely come into play in the future.

- *U.S. News* does not understand Murray State's out-of-state tuition rates. The surveys which are being completed request in-state, out-of-state and international tuition. Some have a dropdown menu where the rates for individual states can be added and because only so many letters are allowed MSU generally indicates they will need to be contacted for exact tuition figures. As *U.S. News* was checking MSU figures they reviewed the information submitted to Washington for IPEDS and the Department of Education which lists \$18,000 for out-of-state tuition which is not an adequate reflection.
- The 2010 edition of *U.S. News* was released in 2009 and contains 2008 data. Next Tuesday the latest edition of *U.S. News* will be released and represents the 2014 edition coming out in 2013 with 2012 data. Information was provided on the number of students enrolled at Murray State who ranked in the top 25 percent of their class from 2002 to 2010 (representing 2008 data and also the first year Banner was in place (and there are issues associated with implementing a new system). The Registrar would provide a list of baccalaureate degree students and in 2003 a move was made to conditional and unconditional admission and from there the change was made to unconditional admission. All ACT scores, grade point averages and rank in class were reviewed to compile information to determine a students' class rank. Banner information was first utilized in 2011 and pulled information for conditional and unconditional students which resulted in a large drop. This is part of the reason the new committee has been formed to ensure all numbers provided are being developed by the same guidelines to take advantage of all the good things occurring at Murray State. The number originally provided would have been much higher if it had not included conditional students. Only 80 of the schools the University received information from in 2012 ranked. In 2006-07 this figure was closer to 90 percent and Jefferson County schools stopped ranking approximately six years ago but the University attempts to recruit approximately 120 students from the Jefferson County area (includes parochial students). This represents a significant number of individuals who were not included in the University's rankings at that time. In response to a Regent question regarding whether all universities in the state are following the same guidelines, Dean Bryan reported some are and some are not and several schools are even moving in another direction. Confirmation was provided that as the University moved to the Banner system the way information was interpreted made a significant difference in the rankings.
- With regard to the 2014 edition of *U.S. News*, the University will be down slightly in terms of full-time faculty (from 89 to 88 percent), the number of classes with 19 students or under decreased slightly and the four-year retention average decreased from 72 to 71 percent but these areas represent only 12 percent of the total score. The four-year average for MSU graduation rates increased from 51 to 53 percent (representing 27.5 percent of the score), freshmen in the top 25 percent of their class increased slightly and the acceptance rate is down but this is positive. MSU admitted 88 percent of students (down from 89) but if another institution admits 50 percent of students it receives a higher ranking because it is deemed to be more exclusive so the decrease for MSU is actually positive. MSU previously ranked 20th, 25th and 22nd among all regional universities and it is believed will be ranked close to 25th this year. In 2013 the University's academic reputation increased from 3.0 to 3.2 but this represents 2011 data which is when Murray State was the "ESPN sweetheart."
- Dean Bryan is comfortable under Dr. Miller's guidance the committee which has been formed (working with the Board) that any necessary changes in this process will be identified and made.

Dr. Miller reported graduation rates will be down fairly significantly for 2012-13 and this will impact the University in the next couple of years and asked whether there is a way to offset this impact by making progress in other areas. Dean Bryan reported Registrar Tracy Roberts has worked with a number of individuals across the state and has suggestions which will be proposed and reviewed by the committee. The Board expressed appreciation to Dean Bryan for a helpful and informative presentation.

Desired Student Profile, discussed

Ms. Green indicated the Board must make a determination about the desired Murray State student profile and this information must be conveyed to recruiters for the University. Current MSU admission standards include a pre-college curriculum, ranked in top one-half of the high school class or a cumulative 3.0 grade point average or an ACT score of 18 or above or an SAT score of 870. Students must meet two out of three criteria to be admitted unconditionally but students can also be admitted with conditions. Regent and administration comments included:

- The process utilized for admission appeals is different for Kentucky students than for out-of-state students and this must be reviewed because it does not represent a fair situation. A variety of reasons could exist for why a student does not test well and these individuals must be made aware they have the option of taking the residual ACT to determine whether test taking is the issue.
- The University is required to offer a large volume of remedial courses while only a finite number of students are able to take those courses. If a Kentucky student is denied admission they do not have access to an appeals process because they did not meet the initial conditions. If an out-of-state student is denied admission they do have access to an appeals process and can be conditionally

admitted. Data should be provided in terms of how many students are required to take one to two remediation courses. Calloway County and Murray High students have an average ACT math score of 19 but in order to be able to take the first math course on campus that counts toward their degree they must have a 20 ACT score on the math component based on state requirements or will be required to take remediation courses. A determination should be made whether this helps the University meet the educational needs of students in the 18-county service region.

- If a student is suspended for a semester because their GPA falls below the threshold they can appeal the suspension to the Academic Appeals Board and request they be allowed to return to the University in a future semester. Approximately three years ago an increase in appeals occurred and it was discovered these students had initial ACT scores of 12, 13 and 14 but were still admitted. When the Committee inquired why these students were admitted, the only response received was the University was required to meet the CPE's 12x12 mandate (12,000 students by 2012). This set those students up for failure and they were eventually lost in the process. Students requiring remedial math education must take three courses before they can even enroll in a math class that counts toward graduation and the same holds true for English classes. An inquiry was made whether the University is admitting students it should not be admitting and some indicated that could be the case. A question was asked how these students are completing a pre-college curriculum with a 3.0 GPA in high school but are not prepared for Murray State. Some students enter Murray State with 15 and 16 ACT scores and cannot be placed anywhere other than in remedial courses. Students can challenge their ACT score by taking various tests during Summer Orientation or at the start of the semester and are made aware of this option but it is up to them whether they take advantage of the opportunity.
- In response to a question about how admission requirements for the University are determined, Provost Morgan indicated state mandates must be met but the University also has the ability to determine what level it wants to adopt above thresholds provided by the state. Confirmation was reached if the institution admits weaker students more issues will exist with graduation rates, retention, development of additional student services to meet needs and increased cost. Austin Peay State University (APSU) does not provide remedial courses and students must take those courses at Hopkinsville Community College (HCC). Once remedial courses are completed these students can return to Austin Peay, creating a direct pipeline from HCC to APSU even though Murray State has a facility located in Hopkinsville. Hopkinsville is growing at a faster pace than any other city in Kentucky. During a meeting with the presidential search consultants the President of the Veteran Student Organization indicated when soldiers come back from war Austin Peay, Western Kentucky and HCC are all present but Murray State is not present recruiting and outlining available opportunities. Agreement was reached the University is hindered by only being able to offer master's-level programs at Ft. Campbell while Austin Peay can offer baccalaureate-level programs but this results from an agreement which has been in place for some time. Consensus was reached this represents an area which should be reviewed. Christian, Todd and Trigg counties are realizing growth as a result of growth in the Ft. Campbell and Clarksville area and the agreement in place is negatively affecting the University. It is believed MSU is not pursuing these students as aggressively as it should and this area represents a great deal of potential. The MSU facility is located on the south side of Hopkinsville and there is some perception it is empty because the second floor has not been completed. The fact remains that Murray State already has a building in Hopkinsville – the Kentucky city realizing the highest growth – and it is not acceptable for the institution not to be growing in that location.
- This Fall Drs. Morgan and Van Horn and Slone Cansler, Director of the MSU Hopkinsville Campus, have started the *Thoroughbred Academy* for students in that area and the *Racer Academy* for Trigg, Todd and Christian county schools. An estimated 60 students are expected to take *Racer Academy* courses at that campus but because the second floor of the Hopkinsville campus has not been completed available classroom space will be limited. Dr. Miller met with the Superintendents in Christian and Trigg counties and they support the *Thoroughbred Academy*. There are 56 high school students from Christian County and 20 high school students from Trigg County taking courses for college credit on the Murray campus in Hopkinsville. Similar initiatives must be continued to attract these high school students. An indication was made that when the Hopkinsville facility was originally constructed students were told they would take two years of community college courses and then two years at the MSU Hopkinsville campus to earn a college degree. This model is being followed in Paducah and all must be cautious the same situation does not occur. Dr. Miller reported meetings have taken place with leaders in that community who indicated to MSU administrators the classes which are needed to attract transfer students. The courses being taught in Paducah must also be offered in Hopkinsville and at the other regional campus sites.
- Chair Curris indicated it would be helpful at the December Quarterly Meeting for the Regional Services Committee to meet to discuss this issue further, particularly for Hopkinsville and Madisonville. At one university in New Jersey a relationship was developed with a local community college to attract those transfer students but not completing degrees (adversely affecting the graduation rate). The University was under a lot of pressure to eliminate remedial coursework – which represents a movement across the country – and a relationship was developed for those students who wanted to come to the University but needed remedial education to enroll for one year at the community college. At the end of the year those students would come back to the main campus for their second year and once they completed a second year they had earned an Associate of Arts or

Associate of Science degree which helped improve the graduation rate while at the same time preparing these students to advance and earn the baccalaureate degree. This represented a win/win situation for both parties and illustrates there are creative initiatives which can be undertaken to accomplish this work. A study of similar initiatives taking place across the country should occur so Murray State can analyze how it is currently proceeding. All were asked to be aware that in terms of graduation rates some students are not graduating because they are being accepted into pharmacy school or vet school and are leaving a year early. This is positive although it reflects negatively on the University's graduation rate.

- The University has limited resources and must determine how best to expend those resources. Community colleges have as a large part of their mission offering remedial courses and significant revenue is dedicated for that purpose. Partnerships can allow the University to not expend resources for remedial education but reap the benefits from students who progress. Some students do not progress to the level of being able to pursue a baccalaureate degree but the University could adopt the idea it will not give up on students who for whatever reason are behind in starting college or are not college ready. One program implemented at Cuyahoga Community College involved Kent State, Cleveland State and the University of Akron. The program provided early admission for students wanting to attend a four-year college but could not meet the requisite ACT or SAT scores for admission. The University agreed to accept those students provisionally, advise them to attend the community college and guaranteed if they met a set of requirements they would not have to reapply to the University. If students do not meet requirements at the community college level they simply would not be admitted at the college level. There are creative ways to capture the interest of these students so when they succeed they do not have to go elsewhere to college.
- Dr. Miller reported WKU has formed the Gatton Academy and receives funding from the state to pay for an initiative where high school juniors with significantly high ACT scores can attend the Academy for their last two years of high school and graduate with two years (60 hours) of college credit. This type of work is also occurring with John A. Logan College in Illinois. Murray State is simply not going after transfer students the way it should and it is hoped the Enrollment Management Committee will identify creative and unique ways to address this population.
- A statement was made that the University pays a substantial fee for a program to identify high-achieving high school students and if Murray State faculty, staff and students could have direct contact with those identified students this could represent an additional "personal touch" to convince them to choose MSU because they would know upfront they will be provided not only with scholarship money but opportunities for conducting research, making contacts and attending conferences. It was reported Washington University begins recruiting high aptitude students when they are in 7th grade, does not wait until the junior year of high school to begin the process and Murray State should identify these students earlier in the process. Mr. Dietz has provided assurance this work now starts with a student's freshman year of high school but had not previously been undertaken.
- Currently if a student attends Madisonville Community College and pays \$300 for certain courses, once that student completes their two-year degree, they are able to take those identified courses at Western for the same \$300 and are not charged the "regular" university rate.
- It is believed Murray State is not adequately recruiting its own students for graduate school.
- Consensus was reached that Murray State should be extreme in all recruitment efforts because the number of potential high schools has naturally decreased. It was reported that at one point an MSU employee was assigned the responsibility for researching how close a student was to completing an undergraduate degree and those individuals would be contacted to discuss whether they were interested in attending graduate school. Confirmation was provided this work still occurs in some degree programs and a belief was stated if faculty want to keep their job it is up to them to recruit students. All University employees must adopt a personal approach to this process to make the University more successful.
- Discussion must also occur on the optimal size of the Murray State student body although the goal for some time has been 12,000 students. If the University wants to grow it must seek out regional students but also expand. The University should bring in Ron Crouch who studies demographics and can provide statistics on the school-age population. Over the years there have been dramatic changes and the area from the Tradewater River at Dawson Springs moving west is in a birth dearth that is now affecting area colleges. For MSU to be economically viable it must address this issue (not only as a university but as a region) and if the institution pursues these students they may choose to remain in the area if jobs are available. A book by Patrick Carr and Maria Kefalas, entitled *Hallowing Out the Middle: The Rural Brain Drain and What It Means to America*, indicates rural America is fighting for its life and kids are moving to other locations because they have been told there are no opportunities in this area. All should look in the mirror and realize it is their job to educate and keep youth in the area by providing them with opportunities they are seeking.
- Dr. Miller agrees with everything being discussed but the University must also develop the appropriate productivity level for faculty and Dr. Morgan is undertaking this work. The University must identify fixed costs, capacity of residential colleges, productivity of faculty to service the student population and revenue required to accomplish this objective. This information can be obtained but it could take some time to collect all necessary data to develop an "ideal number." All agree eventually the University will reach an enrollment plateau and that level must be determined. It

was indicated Murray State's current size is such that students do not get lost on campus and can become involved and make close friends and there is some belief the University should remain at this level. Dr. Miller indicated to the CPE that, as much as possible with low tuition, the highest quality education in Kentucky and with little funding from the state Murray State at some point will not be able to continue to grow each year. The institution must have dedicated faculty and staff and use the skills of its best people to interact with potential students and the best faculty must be assigned teaching responsibilities to accomplish desired goals.

- Quality is more important than quantity and there seems to be something "magical" about a five figure enrollment number (10,000) and while 12,000 students may generate more revenue (depending on the mix) it is believed there is a limit to the University's optimal size. Demographics, history and facilities all support the idea Murray State will likely never have 20,000 students. Agreement was reached the University must find its niche and define what makes the institution distinctive so students choose to attend college at MSU. Confirmation was provided in terms of infrastructure the University can support between 10,000 to 12,000 students but the City of Murray also could not handle a number of students above this level.
- The American Association of State Colleges and Universities (AASCU) conducted a study and determined Murray State was one of 12 schools with an improved graduation rate. The Board has indicated when the telephone rings it should be answered and should not go to voice mail unless absolutely necessary. It has also been reported students have called the institution seeking information on a particular program and those calls were never returned. A much better job must be done working with all potential students, including those with 12 to 15 ACT scores, even if the University has to attract this population through the community colleges. This institution must educate people in western Kentucky and those individuals must be provided with job opportunities. Standards in education are increasing but there does not seem to be enough communication between the University and the community colleges to allow for the capture of all students. It is Murray State's responsibility, as much as it is the responsibility of economic development leaders, to answer student's educational needs and provide opportunities to secure a job.
- This discussion relates back to branding and the University should decide how it will market its brand and determine its image because it has reached the point where rebranding is necessary. Additional opportunities must be provided at the community college level and the institution must do a better job of getting those students to the University once they have gained the necessary skills. Kentucky is one of nine or 11 states with more individuals on disability or welfare than are working. Discussion must occur with regard to scholarships and whether there is a desire to provide assistance to students from the 18-county service region or whether those resources should be dedicated toward out-of-state students paying higher tuition. At one point MSU had in place a committee that determined where scholarship dollars were assigned and Dr. Miller provided assurance this work continues and is led by Christian Cruce, Associate Director for Scholarships. As former Director of the MSU Foundation he knows that 90 percent of available scholarship dollars is restricted (for western Kentucky) which means a great deal of scholarships are provided for students in the 18-county service region. A concern was expressed that a number of scholarships are available for freshmen, juniors and seniors but not for sophomores and this population needs to be addressed. The Pullen Scholarship for agriculture majors attracts a large number of freshmen but is then geared toward high-achieving juniors and seniors which does not leave a great deal of available funding for sophomores and this occurs with a number of different scholarships in other areas.
- A suggestion was made to review tuition for the different regional states because some could be astonished at the variation. Students from selected counties in Alabama are charged \$4,206, Illinois (\$6,384), Indiana (\$4,794), Missouri (\$4,248), Ohio (\$4,473), Tennessee (\$3,639) and Kentucky (\$3,522) and if students do not live in one of these seven states tuition is \$9,582. It is not understood why different tuition rates are charged when it costs the institution the same amount to educate a student from Alabama as it does to educate a student from Illinois. Dr. Miller reported these rates are based on average tuition in the student's home state and it is less expensive for these students to attend Murray State than it is for them to attend an institution in their home state. The CPE reported yesterday it plans to begin allocating funding based on graduation rates for Kentucky residents. MSU's charge is not to educate students from other states but to educate Kentucky students within its 18-county service region. It was cautioned that one component of obtaining a college education is having a diverse student population.
- The President of WKU is now indicating students must have a certain ACT score and if any remedial work is necessary they are required to attend a junior college first and then transfer to WKU and out-of-state students who generate higher tuition are being utilized to generate any lost revenue. In response to a question about where the student base population for WKU comes from, confirmation was provided this institution receives a large number of students from Tennessee but has over 2,000 students at its satellite campus in Glasgow, Kentucky. Dr. Miller reported Western's enrollment is down in its 18-county service region but this is being addressed through scholarships. Western has made a concerted effort to raise its profile which is one reason why many top students that may have otherwise chosen Murray State are attending WKU.
- This conversation is worthy of continuation and the Board has not reached any final conclusions and in the future more time should be focused exclusively on this issue. Dr. Curris indicated at the December meeting an outline of the direction Dr. Miller and the administration believe the University

should be moving in terms of size, composition and financial aid should be provided. This conversation can be reconvened and the Board can have before it some thoughts the administration has developed in this area. Confirmation was reached that this information should address access and success, how the University can help students who may not be college ready and an examination undertaken in terms of where collaborations and partnerships exist.

University Library Presentation, received

Mrs. Buchanon reported all realize issues need to be addressed in current Library facilities. A team was formed comprised of Dr. Miller, Mr. Oatman and Dean of University Libraries Adam Murray to study associated issues and develop options to address identified Library needs.

Mr. Murray expressed appreciation to the Board for the opportunity to address issues which have been identified over the last few years for Waterfield Library and present a menu of options (directional guideposts) for different directions the University could pursue to address known issues related to Library facilities. The following was reported:

- The Waterfield Student Center was built in the 1950s and was renovated in the 1970s to serve as a Library. Former Regent Bill Adams helped with the renovation and often referenced the fact that the floors at Waterfield Library were never upgraded to withstand the pressure of serving as a Library holding books and this has remained a concern as an effort has been made to reshape Waterfield to meet modern needs. A footprint of the 1957 Student Union Building was provided and an indication made that many of the structures present then exist today and an addition was added during the 1976 renovation process. During the renovation the front lobby was added and offices were rearranged, but infrastructure needs that existed then exist today which has led to some issues that have been cited by a number of different external groups.
- The renovation of Waterfield Library was first included in the 2004-10 Six-Year Capital Plan and if the University had been able to follow that plan renovation of the facility would have been approved by the Board in 2003. Ten years have passed since the acknowledgement of the plan and issues which existed at that time. Ten years ago also marks the last time the University underwent the SACS reaccreditation process and citations were associated with that visit – some of which have been addressed and some which have not – and the University is now approaching another SACS reaccreditation visit. In a presentation at the Board Retreat last summer a report on how libraries have evolved was presented. Libraries not only provide collections but represent a facility that serves as a service location for academic support services that is open for numerous hours and functions to provide services for groups of students as well as the individual student. A Library must accommodate many different needs and encourage student engagement. A model known as “learning commons” has been implemented either through renovation or new construction at many different types of institutions over a ten-year span. This is not a new concept and information was provided on how this type of approach has been implemented at those institutions.
- An effort has been made to meet needs within the current Waterfield Library facility, including 24-hour service during exam week and offering extended hours throughout the semester. Students need a place to go on weekends and after hours when the academic buildings are not open. As the student body has changed and grown they are finding a lack of places to meet. An effort has been made to provide more seating in Waterfield and this work has been undertaken closely with the Fire Marshal. An effort has also been made to improve and provide greater access to collections and increased academic support services, including the creation of the *Writing Center* and *Oral Communication Center* which were made possible through the generosity of Dr. Jesse Jones. In terms of remediation these centers directly support English 105 and Composition 161 courses, representing foundational general education courses.
- Initiatives undertaken have paid off in terms of student use and a 12-year chart of door counts in Waterfield was provided indicating numbers have continued to grow and this past year the Library welcomed 560,000 visitors. Ten years ago when SACS conducted its last reaccreditation visit the Library had approximately 220,000 annual visitors. A question is often asked about how many visitors are coming in to buy a cup of coffee and leaving so Mr. Murray references usage to counterbalance that notion. Last year alone there were over 2 million database searches and this number continues to grow by about one-half of a million each year representing an area where the Library is aligning with student needs and students are taking advantage of those services. In terms of books and media checked out and available through eMedia, that number is close to 75,000 but overall the University is bucking national trends in terms of actual book checkout and has remained relatively stable in this area. Reference questions answered at the physical desk remain around 11,000 questions which means students are coming into the Library and engaging with the resources being provided. The University Library has become a “hub” on campus.
- Waterfield Library has one of the largest computer labs on campus and work occurs with Information Systems to determine the number of unique users logging into these computers. The Library is consistently attracting three-fourths of the student population during some point in an academic year. This information not only pertains to PCs in computer labs but the Library also offers a fleet of approximately 50 laptop computers that are consistently checked out with the circulation number for

laptop computers being around 30,000 last year. Personal observations reveal that while some students are checking Facebook a majority are working on papers and engaging academically. Confirmation was provided that iPads and Chromebooks are also available to be checked out in an effort to serve students academically. Many Murray State students cannot afford a laptop and an effort is made to provide those individuals with equipment needed to complete their academic work.

- Outside entities have cited issues associated with Waterfield Library and SACS has a Library standard that references the adequate provision of academic library facilities. During the last SACS visit several areas were cited, including electrical capacity and associated liabilities, Americans with Disabilities Act compliance, structural issues, the fact that the building is not engineered to support what it does support and HVAC equipment issues. Although some renovations have been undertaken other issues remain.
- Mr. Oatman reported the CPE hired a national firm – VFA, Inc. – to study all Kentucky institutions to determine a facility index for each university. That study was conducted at Murray State in 2007 and the FCI for Waterfield Library was determined to be 58 percent which is high compared to 18 percent at the benchmarks. At Dr. Fister's request additional research was undertaken and Murray State was actually highest among the state universities included in the study. The FCI is determined by considering the cost of renewal needs, including equipment replacement, new roofs and everything needed inside the building divided by the replacement cost for the facility. It has been determined by SACS and VFA that Waterfield Library is one of the worst facilities on the Murray State campus.
- There is 100,000 square feet in Waterfield Library and by current code there is capacity for 2,100 individuals but that includes the book stack area and code only allows for a certain number of people to be in that location. Currently 600 seats are provided in Waterfield but average occupancy seating at any given time exceeds current available seating within the building. During the exam period students will actually sit on the floor representing an issue which is obviously visible upon entering the Library. Potential options to address needs which exist in Waterfield Library have been compiled based on known issues within that facility, including classroom issues identified in the Campus Master Plan and computing issues identified by external groups and through internal observations.
- An inquiry was made whether consideration has been given to gradual changes which escalate as funding becomes available, and Mr. Oatman reported the University is currently addressing issues as funding becomes available but the \$2 million estimate which has been provided represents the minimum amount necessary to upgrade electrical systems and mitigate liability because circuits are currently overloaded and there are constant issues associated with the systems. The minimal renovation being proposed includes electrical systems and HVAC for the full span of the entire building (101,000 square feet). Some areas are worse than others but the addition added in the 1970s is now considered old and the connection between the two buildings is problematic. A new roof has been added and vertical surfaces have been waterproofed but problems remain and a comprehensive structural remedy is required.
- The first option presented represents a gradual step to be undertaken to address ADA issues, in accordance with SACS requirements, and does not involve facelift options for the facility. The other options presented include this necessary internal work but also adding square footage to address identified space needs. The fourth option represents a major renovation to address all system needs, a new interior to make the Library a more collegiate facility and adding approximately 20,000 square feet to address additional space issues. The last two options represent new construction which have already been discussed in detail but have generally been determined to be a stretch in terms of feasible options.
- Dr. Miller reported the \$2 million in repairs to Waterfield Library must occur but this is not sufficient for students. In every option presented \$2 million must be spent to make necessary repairs. Donor Art Bauernfeind provided money to the University and various initiatives have taken place in regard to the Library but \$1 million remains in that fund. These funds can be used to match gifts from donors and he would like to establish a short campaign to raise an additional \$2 million, for a total of \$3 million, to immediately undertake basic repairs which are necessary. Pogue Library is experiencing the same problems as Waterfield and \$1 million could be used to address repairs in that facility. If \$1 million for Pogue and \$2 million for Waterfield were designated to assist with these basic repairs his recommendation would be to direct Dr. Jackson to begin a campaign immediately. Additional options can be considered once this necessary work has taken place. Capital projects already presented to the state include the Engineering and Physics Building for the Science Campus (first priority) and BVC (second priority) but the University can move forward on its own to address Library needs. Agreement was reached the Board would consider the issue and make a decision at the December meeting in terms of which option to pursue. Mr. Oatman indicated the \$69 million Library project is currently included in the Capital Plan which has been submitted to the state and November 1 is the deadline to make any changes. He asked for clarification that the Board is directing the \$2-\$3 million campaign be undertaken in anticipation that one of the presented options would be included in the Capital Plan in two years. Chair Curris indicated the administration does not need Board approval to address maintenance issues and the Board will defer to the administration's decision in terms of any maintenance issues which need to be addressed. Mr. Oatman added the University could spend \$600,000 (statutory limitation) which would enable repair work to begin immediately but advancing beyond that amount would require the University to secure additional state approval. Chair Curris suggested the University receive approval from the state for

the amount it needs to complete all projects to avoid having to request additional funding at a later event (essentially circumventing the regulations). Consensus was reached there are no issues associated with starting a fundraising campaign for this purpose.

- Chair Curris indicated Option #3 which is also included in Option #4 includes four technology-enhanced lecture halls and asked why lecture halls in the Library are being considered. Mr. Murray reported the Library receives many requests from faculty to schedule classes throughout the semester in the Library. Professors are teaching research-oriented courses and they like the notion of having their class meet within the Library. Many requests are also received from student groups to use the Library's classroom space after hours when many academic buildings are closed and there is limited availability in the Curris Center. An effort is made to make Wrather Auditorium available as much as possible but that represents one auditorium. These represent two different demands and growing the number of classrooms needed by 60 to 80 seats in each in a tiered environment (plus the demand the Library is encountering from students for spaces to meet) seemed to be a logical place for these classrooms to be located to help throughout the academic semester and also provide a space that is already open for students and other groups to meet. Chair Curris presumes – as a stalwart librarian and advocate of learning commons – all would be disappointed if Dean Murray did not feel this way. A totally new facility would provide the opportunity for space configurations different than renovations with an expansion. It is important to know if four classrooms are not provided (10,000 square feet) or just two (5,000 square feet) are provided how that square footage would best be utilized. Mr. Murray reported other libraries have included a digital media production service center to provide an area that allows students to create videos and to help them become not only consumers of information but also publishers. This space could also be utilized to provide centralized tutoring because other academic services are already being provided within the facility. There are numerous academic service options that could be considered. Chair Curris indicated he raises the question because the University was informed the CPE concluded it had excess space on campus although this may not represent ideal space suited to the needs of the institution. In considering utilizing space in the Library for classrooms it might be possible for those to be located in other facilities not currently being used on campus. If there is a limited amount of space which can be added to a new Library the best uses for that space must be determined, particularly because a full building replacement – which would be ideal – likely will not be feasible. Mrs. Buchanon reported universities which have recently undertaken this work in their libraries include Cuyahoga Community College and Clemson and those institutions should be studied. Mr. Murray reported many of the services being proposed are consistent with what is being done at other universities and include learning commons and technology-enhanced study rooms to allow interaction among students. Agreement was reached that writing centers and tutoring represent a consistent need. Dr. Thornton indicated a Learning Resource Center was added to the Library at Cuyahoga Community College for students who did not have access to computers which allowed them to go into a technical learning center and take distance learning courses on their own time. Students are now coming to campus to take distance learning courses in the Library based on individual work schedules.
- A question was asked regarding how many students come to campus with their own computers and Mr. Murray indicated studies on computing and information technology have been conducted and the national trend indicates students no longer own a personal computer. Most are bringing some other type of device to college – including tablets and laptops – and for those who cannot afford to bring such devices there is a very high reliance on equipment provided by the University. The Library must design its services around the notion that most students do not access services from a personal computer while providing an infrastructure to access resources from a variety of sources.
- When considering necessary renovations, including roof, HVAC and electrical system replacement, a \$2 million dollar figure has been provided with the word “minimum.” A \$3 million figure has been provided with \$1 million being used to address similar needs in Pogue Library. The question was asked if the \$2 million figure is the minimum what is desirable in terms of upgrading systems and making those changes in the current facility which need to be made. Mr. Oatman reported VFA determined with regard to the FCI calculation \$15 million was needed in 2007 (although that figure may be high) and it is projected necessary work can be accomplished for \$10 million which would result in a good renovation of systems and the addition of an elevator in the current building footprint. Clarification was provided that the \$9 million figure provided was for the proposed expansion for a total of \$19 million (19,000 square feet). Mr. Oatman reported a \$2 million renovation would be disruptive because it would involve going inside walls and above ceilings for duct work and adding new conduits. An effort could be made over the course of a summer to complete as much of this demolition work as possible and an effort made to segregate areas to complete the renovation over the course of one year. Confirmation was provided it is possible to undertake this work without having to close the Library for an entire year.
- In response to a question regarding whether some segments of the Library could be moved to unused space in other buildings Mr. Oatman reported that while the CPE has reported space numbers he is unsure where the surplus space is located other than in Woods Hall which would not be suitable for this purpose. It is possible other academic facilities could remain open later to address needs as the Library renovation is undertaken. Confirmation was provided that a contract to undertake this work at night could be negotiated but would generally cost a great deal more and Mr. Murray reported this would not work because the Library is utilized even more during the evening hours. Mr. Oatman

believes there is enough room to relocate some of the books and build a soundproof wall and keep half of an area open but it would be ideal to undertake a majority of this work during the summer when the Library is not as heavily populated.

- Mr. Oatman distributed a portion of the Campus Master Plan illustrating where the new \$69 million Library facility was proposed to be located and site options for a smaller annex of 19,000 to 20,000 square feet were also provided. If funding is provided to complete the Engineering and Physics Building and those programs are moved out of Blackburn Science, it would be feasible to relocate International Programs, which currently occupy Woods Hall, to Blackburn. He is concerned an addition of 9,000 to 10,000 square feet would be too small and would represent an appendage to the current facility, potentially detracting from the architectural design of the Library. Mr. Murray reported efforts have been made over the past several years to make Waterfield as high tech of a center as possible to support technologies people are bringing into the facility and any conversation about an addition must take technology needs into consideration. It was indicated Lowry Annex houses the Community College, Honors Program, Transfer Center, remedial classroom space and is not currently considered to be part of Pogue Library.
- Dr. Miller indicated the University must always be in campaign mode and he sees no reason why a campaign to raise funds for Library renovations cannot begin immediately. If the University has matching funds this makes it somewhat easier to attract donors. The University can undertake a campaign to raise money without a final decision from the Board because it is known private monies will eventually be needed for the Library. Chair Curris indicated he does not see any reason why the Board cannot make this decision at the December meeting.
- It was indicated that before today the only option which had been discussed was a new \$69 million facility and the Board had not been presented with other options to address needs in Waterfield Library. All agree the Library has significant needs and work must take place to address those needs and options were presented today to address at least some part of those needs. Appreciation was expressed to Mr. Murray, Mr. Oatman and Provost Morgan for their work to advance this effort. Appreciation was also expressed to Regents Johnson, Schooley and Fister for representing the Board well on campus.

Dr. Miller departed at 3:45 p.m. to attend the Hutson School of Agriculture Arboretum Dedication.

Presidential Search Report, received

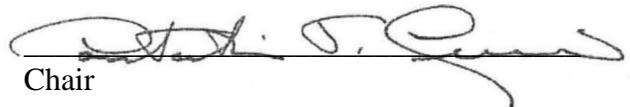
Mr. Waterfield reported a meeting of the Presidential Search Committee was held yesterday and Committee members received a presentation from Witt/Kieffer consultants. Discussion centered on whether an open or closed presidential search process should be undertaken. Good discussion occurred on the topic and the faculty representative expressed concerns about a closed search process and those issues were addressed in the final resolution approved. Consensus was reached that the Board should make the final decision on the type of process to be undertaken. The direction the Search Committee would recommend does not represent a process as closed as the search firm would desire but represents a compromise. Dr. Fister expressed concern on behalf of her constituency about candidates being brought to campus and faculty not being included in the process of meeting with and talking to those individuals. People want to have transparency and do not want to entrust her to ask questions they want to ask. An indication was made that in Kentucky the option to conduct a closed process remains which is why the consultants desired to undertake this discussion. They wanted to ascertain how much the Search Committee wanted to outline for the candidates so they would know in advance at what juncture the “town hall” meeting would take place and would have this knowledge before submitting their application for the presidency. Following considerable discussion agreement was reached the search process would not be totally closed. Consensus was reached that all candidate names would not be released, only the names of finalists visiting campus would be made public and this information would be provided to candidates from the beginning. The consultants provided a timeframe of either February or March for a Board meeting in conjunction with candidate visits to campus. The consultants indicated February would be too early for this to occur and March would work much better. Chair Curris indicated an attempt is being made to schedule the Quarterly meeting at the same time the finalists will be on campus so the Board is provided with an opportunity to interview those individuals. The consultants have met individually with the Regents, as well as others on campus and throughout the region, to determine the desired attributes the next President of Murray State will possess.

Chair Curris reported the Board adopted a Presidential Search Policy at the May meeting for the final two to four candidates to be brought to campus and this would represent an open process. In order to change the process, the Board would be required to vote differently in public session

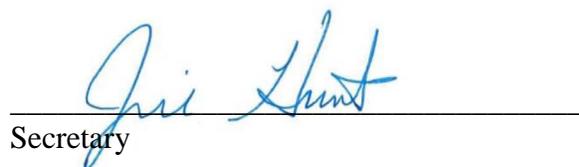
but judging from Board comments today such a change would not be supported. The consultants will be advised the Board wishes to continue with an open search process. He currently participates in consultant work and indicates an open approach is utilized for two main reasons. The first is that transparency is important and if the Board wants the Committee to honor confidentiality up until the time finalists to visit campus are identified that can certainly be done. The key issue is once names become public and individuals visit campus the Board must make a decision as quickly as possible. A candidate willing to go through some public exposure is desirable but once this occurs individuals on campus begin calling colleagues at institutions where these candidates are or have been employed to gain more information. During the time period in which this occurs those individuals obtain more information than any consultants can ever obtain and the campus should be involved in this process. Confirmation was provided the President's contract would represent a public document and the Board reached consensus it would adhere to the process as originally approved. The Search Committee will conduct confidential interviews and determine those individuals who will visit campus and this information will be conveyed to the Board. At that point the Board will establish a schedule for candidate visits. Once the Board has interviewed candidates it would go into Closed Session to discuss a ranking of those candidates. The Board would then authorize an individual – most likely the Chair of the Presidential Search Committee – to negotiate with the leading candidate so that when the Board convenes in Public Session it can make an appointment. It is most important to ensure the period from the time names go public to when a decision is announced be short so candidates are not continuing to receive criticism from their home campus. The idea of introducing one person to the campus after a decision has been made does not fit with the selection process and it is an undesirable façade. Mrs. Sewell expressed appreciation to all serving on the Search Committee because this undertaking represents a great deal of work.

Adjournment

The Special Session of the Board of Regents Annual Planning Retreat and Work Session adjourned at 4:10 p.m.



Chair



Secretary

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