

February 2016

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Board of Regents, Murray State University

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**Minutes of the Quarterly Board of Regents Meeting and Committee Meetings  
Murray State University  
February 26, 2016**

**Call to Order/Roll Call**

The Board of Regents (BOR) of Murray State University (MSU) met on Friday, February 26, 2016, in Quarterly and Committee Session in the *Jesse Stuart Room* in Pogue Library on the main campus of Murray State University. Chair Harry Lee Waterfield II called the meeting to order at 8:30 a.m. and welcomed those present.

The roll was called and the following members were present: Clinton Combs, Sharon Green, Susan Guess, Martin Jacobs, Daniel Kemp, Jerry Rhoads, Phil Schooley, Jenny Sewell, Jerry Sue Thornton, Harry Lee Waterfield II and Stephen Williams. Absent: none.

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

**AGENDA**

**Roll Call**

**Secretary Hunt**

**Minutes of the Quarterly Board of Regents Meeting and Committee Meetings  
December 11, 2015\***

**Nonprofit Leadership Studies – Board of Regents –  
Self-Assessment Project (For Information Only)**

**Distinguished Visiting  
Professor – Bob Long**

**Public Participation**

**Chair Waterfield**

**Report of the Chair**

**Chair Waterfield**

**Report of the Constituency Regents**

**Regent Jacobs  
Regent Schooley  
Regent Combs**

**Report of the President**

**President Davies**

**Commonwealth Budget Update (For Information Only)**

**President Davies  
Vice President Dudley**

**Risk Management Update (For Information Only)**

**Vice President Dudley**

**Report of the Treasurer\*  
(Quarterly Financial and Investment Reports)**

**Vice President Dudley**

**Strategic Plan Update (For Information Only)**

**Renee Fister  
Tim Todd  
Bob Jackson**

**Closed Session**

**Chair Waterfield**

- A. Pending/Proposed Litigation**
- B. Appointment/Discipline/Dismissal of an Individual**

## Committee Reports/Recommendations

- A. Academic Excellence and Scholarly Activities **Regent Thornton**  
1) New Degree Program – Master of Science in Athletic Training\*  
2) *Professor Emeritus of Biology Designation\**
- B. Audit and Compliance **Regent Kemp**  
1) Minutes of the Special Board of Regents Audit and Compliance Committee Meeting – February 16, 2016\*  
2) Audit Engagement Letter\*
- C. Buildings and Grounds **Regent Green**  
1) Major Projects Update (For Information Only)
- D. Enrollment Management and Student Success **Regent Sewell**  
1) Preliminary Spring 2016 Enrollment and Fall 2016 Undergraduate Freshmen and Transfer Applications Update (For Information Only)  
2) Retention Update/Spring 2016 Persistence Rate Update (For Information Only)
- E. Finance **Regent Williams**  
1) Feasibility Study – New Athletic Center and Indoor Hitting Facility\*  
2) Personal Services Contracts\*  
3) Personal Services Contracts – Schedule of Expenditures (For Information Only)  
4) Facilities and Technology Projects Fund Designation\*  
5) Annual Lease Report\*
- F. Legislative and Economic Development **Regent Rhoads**  
1) Legislative and Economic Development Update (For Information Only)  
2) Small Business Development Center/Kentucky Innovation Network Update (For Information Only)
- G. Marketing and Community Engagement **Regent Guess**  
1) Office of Marketing and Outreach Update (For Information Only)

**NOTE:** Full Board action will follow Committee action.

### Policy Change\*

- A. Continued Suspension of Applicable Language – *Policy V B – Kentucky Teachers’ Retirement System (KTRS)/Optional Retirement Program (ORP)* **President Davies/  
Interim Provost Todd**

### Personnel Changes\*

- President Davies**  
A. *Memorandum of Understanding* with the Council on Postsecondary Education  
B. Two-Year Faculty Transitional Retirement Contract  
C. Athletic Contract Renewals  
1. Head Women’s Soccer Coach  
2. Head Women’s Volleyball Coach  
3. Assistant Football Coach  
D. Salary Roster  
E. 2016-17 Faculty Sabbatical Leaves  
F. 2016-17 Faculty Leave of Absence Without Pay  
G. 2016-17 Staff Leaves of Absence Without Pay

### Supplemental Materials (For Information Only)

- President Davies**  
A. *News Beyond Campus*  
B. Campus Major Projects Update – Quarterly Status Report  
C. Sponsored Programs – Grants and Contracts Report

### Other Business

## **Adjournment**

**(\*Requires Board of Regents Action)**

### **Moment of Silence, observed**

Chair Waterfield welcomed the attendees and asked all to observe a moment of silence in remembrance of several individuals who have passed away over the last couple of months but were very integral to Murray State University and the Murray community:

- Elena Curris – the daughter of former Regent and Chair Constantine Curris who passed away very unexpectedly in December
- Sid Easley – former Regent who passed away after an extended battle with cancer
- Bennie Purcell – Tennis Coach
- Dr. Kit Wesler – Director of the Mid-America Remote Sensing Center, Director of the Archeology Lab, Professor of Geosciences and Dr. Renae Duncan’s husband
- Bill Wells – former Mayor, City of Murray
- Dr. Lowell Latto – retired Murray State Professor of Educational Studies, Leadership and Counseling
- Two Murray State University students

A moment of silence was observed and Chair Waterfield expressed appreciation to the attendees for their cooperation and participation.

### **Minutes of the Quarterly Board of Regents Meeting and Committee Meetings on December 11, 2015, approved**

Mr. Williams moved that the Minutes of Quarterly Board of Regents Meeting and Committee Meetings on December 11, 2015, be approved as submitted. Mrs. Guess seconded and the motion carried unanimously.

### **Nonprofit Leadership Studies – Self-Assessment Project Update, received**

Dr. Davies reported that during the Board Advance discussion occurred about one of the most important functions of a Board which is to evaluate itself to determine whether it is living up to its standards and identify those things it is doing extremely well and those areas where it could improve. Various ways to undertake this work were discussed and a determination was made to utilize the University’s nationally-recognized Nonprofit Leadership Studies Program led by Distinguished Professor Bob Long who would guide the Board self-assessment effort. A modest update on this project was provided to the Board at the December Meeting and the report being presented today represents a more in-depth discussion regarding the Board self-assessment tool.

Dr. Long thanked the Board for this opportunity. Students majoring in the Nonprofit Leadership Studies Program introduced themselves as follows:

- Taylor Hoffmeister, Junior from Waterloo, Illinois
- Ashley Dumas, Senior from Owensboro, Kentucky
- Madelyn Hogrebe, Senior from St. Louis, Missouri
- Monika Sauer, Senior from St. Charles, Missouri
- Brett Eisenhauer, Sophomore from Mahomet, Illinois

The students are here today to present to the Board but also to hear the Board’s perspective on the work being undertaken and bring that information back to the classroom. The class undertaking this work has 28 students – two-third undergraduate students and one-third graduate students, as courses in Nonprofit Leadership are often combined due to faculty bandwidth. In December the Board approved the proposed stages for the Board Self-Assessment Project. The first stage – Design – was completed within the first month of the semester and the class is ready to move into the next stage – Interview. There is a need for the class to talk to a few Regents to test some of the questions that the team will be asking and receive Board counsel on those questions before moving into the design of the actual questionnaire. In terms of a group this size, the field best practice is to have one of the constituency Regents and three of the other Regents participate in this portion of the process. All Board members indicated their willingness to be in the pool of those willing to complete the survey – if their name is randomly drawn for that purpose.

Ms. Hoffmeister indicated that the class is seeking input in various areas to help focus the questions which will be developed for the survey. Those areas include the following:

- Board Orientation and Development
- Financial Development
- Assessment and Evaluation
- Board and Committee Meetings
- Board Roles and Responsibilities
- Policy Making Practices
- President-Board Relations
- Internal Board Relations
- External Relations Practices
- Transparency

These areas were identified from the Board-approved Roles, Duties and Responsibilities document which was provided to the class. The Board members were asked whether these areas are the ones they would like for the class to focus on in conducting the survey stage of their work. Dr. Thornton asked whether it would be appropriate to add the culture of the Board to the list provided. Agreement was reached that the list provided is representative of what the class needs to focus on during the survey portion of their work and the element of Board culture could certainly be added. The class will develop a set of questions which will be utilized during the Interview stage reflective of these focus areas. The survey will be completed in early April and will enter into the Analysis stage by the end of the semester. Following the Survey and Analysis stages, Dr. Long will prepare a report in advance of the August meeting of the Board.

Agreement was reached indicating this represents a logical flow for the process and confirmation was provided that work is on schedule. This project has been woven into the course curriculum to enable the Analysis stage to be completed by the end of April and there are no foreseeable concerns with meeting this target deadline. Once the report is provided to Board members, if for any reason they would like Dr. Long to be present at the August meeting he would certainly be available. Confirmation was provided that the interviews which will be conducted with the randomly chosen Regent participants will involve Dr. Long and two Nonprofit Leadership students. Dr. Long expressed appreciation to the Board for providing an opportunity for Nonprofit Leadership Studies students to participate in real and important work as part of their curriculum.

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

### **Public Participation**

Chair Waterfield reported there were no signees for the Public Participation portion of the meeting.

### **Report of the Chair, received**

Chair Waterfield's remarks focused on how well he thinks the President and staff are handling the budget crisis which has been proposed in Frankfort. In particular, Dr. Davies has kept the University Community up-to-date on what is occurring and he has made it very clear on several occasions that the budget situation is very serious. If the budget is passed as currently proposed, this will create considerable issues on the Murray State campus that must be dealt with and, in response, Dr. Davies has established a Budget Task Force that consists of two different committees – one to address academic matters and one to review support/service functions at the University. This work is being conducted in preparation for what could develop with regard to the state budget. Although the budget may not pass as currently proposed, there still could be cuts that would be difficult to absorb. The University must be prepared to take action one way or the other as soon as the final budget scenario is known.

Drs. Davies and Jackson, Ms. Dudley, Mr. Smith and others are meeting regularly in Frankfort. Most recently, Dr. Davies and Ms. Dudley presented before the House Review Budget Subcommittee on Education and they did an excellent job representing Murray State. The other University Presidents have also been asked to make similar presentations. The entire Board agreed that it is proper to keep everyone in the University Community up-to-date on what is occurring in Frankfort with regard to the budget situation. The state has serious issues and the

pension fund has been looming on the horizon for the Legislature for several years, although very little has been done to address the situation. The new Governor has decided to try to address the pension issue all at once and every section of state government will be involved and affected – the state universities in particular. It is important for President Davies to continue to keep everyone up-to-date and appreciation was expressed to him for keeping the entire Board informed and engaged. The Board supports the President 100 percent and it is hoped the University arises out of this situation not too badly beaten up and bruised. This is probably one of the most important issues that has faced the postsecondary education system in Kentucky in generations. A great deal of discussion today will focus on the budget situation, where the University currently stands and the next steps to be taken.

The Presidential Lecture took place on February 8, 2016, and featured Keynote Speaker Martin Luther King III. This annual event was held as part of the University's 60<sup>th</sup> Anniversary of Integration on the Murray State campus. Mr. King was very easy to talk to and delivered a tremendous Presidential Lecture to students, faculty, staff, community members and visitors from throughout the region. Mr. King seemed to be very knowledgeable about the Murray State campus and it is believed he has a relative who at some point attended college here.

### **Report of the President, received**

Dr. Davies reported the following good news:

- Yesterday the Murray State Rifle Team took first place in the Ohio Valley Conference (OVC) Championships and ranked second in the National Collegiate Athletic Association (NCAA) rankings as of February 1, 2016. In the NCAA Qualifier, the Rifle Team beat No. 8 Nebraska by almost 50 points. The 2016 NCAA Rifle Selection Show occurred on February 25 and Murray State will play in Akron, Ohio, March 11-12 in the NCAA Championships.
- As mentioned, Martin Luther King III was the 2016 Presidential Lecture Keynote Speaker. He was an amazing individual to bring to campus and appreciation was expressed to Regent Combs as President of the Student Government Association for that organization's help in making this event a success. In a recent *Racer Nation* article, Chair Waterfield was interviewed regarding the 60<sup>th</sup> Anniversary of Integration at Murray State and the contributions that his father made to the Kentucky Civil Rights Act while serving as the state's Lieutenant Governor. The Presidential Lecture events included a press conference, photo opportunities, an amazing Lecture that broached many topics and a reception where Mr. King stayed well into the night to meet with students.
- Hairspray was performed with eloquence during the annual Campus Lights production. Weather conditions forced the cancellation of the performance scheduled on Friday evening but the other two performances were filled to capacity and were terrific. Campus Lights has been a tradition on the Murray State campus since 1936 with stellar performances occurring throughout its 80-year history. The event is sponsored by the College of Humanities and Fine Arts, Department of Music, Sigma Iota and Phi Mu Alpha. Campus Lights is a 100 percent student-run musical production and is the longest standing tradition on the Murray State campus.
- The Glass Menagerie, a Tennessee Williams' play directed by Theatre Professor Lissa Graham, involved 67 students, faculty and staff in a dramatic play of an American family from St. Louis during the 1930s. There were actually only four actors in the entire production and they did a variety of activities to achieve a dream-like atmosphere.
- Dr. Todd Hill, Associate Professor of Music, was chosen as the Kentucky Music Educator Association College and University Teacher of the Year. Dr. Hill is one of only three Professors from Murray State who have been awarded this honor. Dr. Pam Wurgler, Chair of the Department of Music, and John Fannin, Associate Professor of Music and Assistant Director-Band, were the two previous recipients.
- Dr. Susan Edington, Assistant Professor of Early Childhood and Elementary Education and Site Coordinator for the Master of Arts Program in Madisonville, was appointed to the Kentucky Board of Education.
- Murray State senior Bryan Powell, a French major and philosophy minor and McNair Scholar from Mayfield, Kentucky, is a semi-finalist for the prestigious Fulbright Scholar Program which is a national exchange program sponsored by the United States government.
- Murray State junior Max Crofton, Music Education major, won the collegiate division of the Paducah Symphony Concerto Competition – and he plays the tuba. Max will perform as a soloist with the Paducah Symphony during the next fiscal year. The Racer family will be in attendance to support Max during this performance.
- The Admitted Student Open House held on February 4 represented the largest ever with 533 students participating (compared to approximately 480 last year). Later that week Presidential Scholar interviews were held (February 6) and this group represented the largest ever with 203 top-achieving students participating (compared to 176 last year). This is evidence that just by talking about the

rigor and relevance of programs, the excellence of work being undertaken at Murray State and putting words into action through the Mission Statement the University has experienced significant increases.

- The leading indicator for enrollment for next year is the number of students who have applied and been admitted to Murray State. This represents the first year and first class with the new freshmen admission standards under the tiered system which has been implemented. Tier 1 is the higher academic achieving students and Tier 4 represents students who meet the expectations of being admitted to Murray State but require one or two remedial courses. An upgrade in academic standards and the academic quality of students within a two to three-year horizon is expected.
- As of this past Monday, within the freshmen application pool for Fall 2016, 44.4 percent of admitted students fall within Tier 1. The number of student applications has increased even more significantly but the number of students who were denied admission has also increased. Also, 57.6 percent of freshmen students fall within Tier 1 and Tier 2. Tier 1 represents those students with at least an ACT of 23 or SAT of 1070 who meet all other admission requirements. Tier 2 represents those students with at least an ACT of 18 or SAT of 820 who meet all other admission requirements. Tiers 1 and 2 have no developmental needs. In Tier 3 (25.3 percent of admitted), the ACT/SAT is the same as Tier 2 but allows for one developmental requirement while meeting all other admission requirements. Tiers 1 through 3 represent baccalaureate degree-seeking students. Tier 4 (17.1 percent of admitted), is pre-baccalaureate with an ACT of at least 18 and SAT of at least 870 with developmental needs of zero to three courses and does not satisfy pre-college curriculum or ranked in top half for 3.0 cumulative grade point average. Overall 4,508 students have been admitted and last year at this time the number was closer to 2,500. Of those admitted, 2,001 students are in Tier 1; 597 are in Tier 2; 1,141 are in Tier 3 and 769 students are in Tier 4. This illustrates that the number of students in Tier 1 alone exceeds the combined number of students in Tiers 3 and 4. High quality and high caliber students are choosing to apply to Murray State and are being admitted. The challenge now is to ensure these students do attend Murray State.
- Murray State University's vision is to be the best student-centered University in the nation and, in these uncertain budgetary times, we will continue to make that our message. A Budget Task Force has been organized to determine how every aspect of the budget ties into the mission and vision of the University. This process will involve collecting information in collaboration with the three constituency bodies – Faculty Senate, Staff Congress and Student Government Association (SGA) – as all work to identify avenues which will allow the institution to continue to provide the best education for our students with a balance of functionality and quality. Challenges the University faces with regard to the budget include a decrease in Spring enrollment, reduction in state appropriation, increased proportion of the state pension debt, overtime pay and market-appropriate tuition.
- On February 18 he presented before the Legislative Budget Review Subcommittee regarding the effect the proposed budget cuts would have on the University. As part of an advocacy campaign, faculty, staff and students have contacted legislators on their own in an attempt to make a difference.
- In order to present the Board with tuition information, in concert with the legislative budget and Council on Postsecondary Education (CPE) conversations, a Special Meeting of the Board of Regents will be called – likely on May 13.
- In the near future the University's graduation rates will be released publicly and will show that those rates have declined slightly. This information has been discussed over the past 18 months and should not be surprising. Other information reported included:
  - Graduation rate for the 2009 cohort is 48.5 percent. The University's cohort size has increased from 960 in 1995 to 1,368 in 2009 but the number of graduates has not increased at the same rate. There was a shift in methodology in 2007 from IPEDS that required the University to include undeclared students in the cohort.
  - The 2009 cohort has 27 percent of students admitted with conditions/restrictions, compared to 23 percent in the 2007 and 2008 cohorts. Similarly, 2010 and 2011 cohorts have 26 percent and 28 percent admitted, respectively. In 2012 the cohort returned to 23 percent. The graduation rate for students requiring remediation in multiple subjects is 28.4 percent.
  - In the 2009 cohort 39 percent of students are in the low-income category (compared to 43 percent in 2010 and 42 percent in 2011). The graduation rate of low-income is 38.4 percent. Targeted efforts are being utilized to increase the graduation rate for this population.
  - The graduation rate for underrepresented minorities is 36.5 percent. There will continue to be greater efforts in regard to increasing graduation rates, including targeted programs and other initiatives for underrepresented minorities and other students so that the graduation rate increases.
  - The graduation rate for students who earn at least a 2.5 grade point average in their first Fall semester is 68.4 percent. If students are underrepresented and still earned at least a 2.5 GPA in the first Fall semester, the graduation rate was 50.6 percent (an increase of the general underprepared group of at least 12 percent).
  - It was surprising to discover that students who changed majors more frequently had a higher graduation rate. For example, those students who declared two majors had a 63 percent six-year graduation rate and they also had a higher five-year graduation rate at 54 percent.
  - With the increase in participation in the Admitted Student Open House, the Presidential Scholars Interviews and the overall academic quality of the student body, the University's graduation rate will

increase but that could take some time. The overall academic quality of the student body is increasing due to the change in admission requirements, in conjunction with the new scholarship model, and the administration continues to work to identify very specific ways to increase the academic quality of these students even further. The University has aggressively altered scholarship criteria and has moved to a percentage of tuition rather than a fixed rate. This is one of the main reasons for the strong admittance rate of high school students at the high end of the academic scale.

- The new tuition model has been rolled out and discussed across campus with many different entities, including shared governing boards and interested groups. The response to the new model has been very positive. No one wants tuition to go up but all understand the rationale and benefit of tuition increases as well as the opportunities it presents to help offset a decline in state appropriation and to make the institution more sustainable in the long run.

At Saturday's upcoming basketball game the achievements of student athletes will be recognized and highlights will include:

- There are approximately 450 student-athletes. Of those, 213 student athletes were named to the Dean's List between the Spring 15 and Fall 15 semesters.
- Seventy-eight student athletes earned a perfect 4.0 grade point average between Spring 15 and Fall 15 semesters.
- Chi Alpha Sigma, the National Student-Athlete Honors Society, inducted 26 new student-athletes.
- Three student-athletes were recognized as Arthur Ashe Junior Sports Scholars.
- 122 student athletes were named to the Ohio Valley Conference Commissioner's Honor Roll.
- There were 18 Ohio Valley Conference Medal of Honor winners.
- There were three CoSida Academic All-District winners and 3 CoSida Academic All-Americans.
- Men's Cross Country and Women's Tennis teams each received the Ohio Valley Conference Team Academic Achievement Award.
- Eleven Softball student athletes were honored by the National Fastpitch Coaches Association as All-America Scholar-Athletes.
- Five Rifle student athletes received the Collegiate Rifle Coaches Association Scholastic All-American Award.
- The Men's and Women's Cross Country Teams and the Track Team were all three named to the U.S. Track and Field and Cross Country Coaches Association All-Academic Teams.
- Women's Golf had four student athletes named to the National Golf Coaches All Scholar Golf Team.
- Ten Racer Athletics teams had a perfect Academic Performance Rate score of 1,000, including Rifle, Volleyball, Men's and Women's Tennis, Men's and Women's Golf, Soccer, Softball, Men's Cross-Country and Baseball.

OVC Medal of Honor winners include:

- Men's Cross-Country – Neil Yockey
- Football – Carson Beyer, Bill Rose
- Women's Golf – Moa Folke, Sophie Hillier, Jacke Van Meter
- Rifle – Ryan Limpus
- Soccer – Julie Mooney
- Softball – Mallory Richardson, Jessica Twaddle, Mallory Young
- Women's Tennis – Nancy Karaky
- Women's Track and Field – Chleo Legrand, Rebekah Priddy, Kimmy Siebert
- Volleyball – Audrey Lewis
- Men's Basketball – Jonathan Fairell
- Men's Tennis – Aleks Mitric

### **Reports of the Constituency Regents, received**

#### **Faculty Regent**

Dr. Jacobs expressed appreciation to each of the Deans for information they provided for his report and presented the following:

#### **University Libraries**

- Dr. Jacobs reported that during his 16 years as a school teacher and school administrator he has learned that the Library is an essential place which impacts the learning community, the University and beyond. The Libraries added Digital Commons, a platform where the University can host digital content for Murray State research and scholarship. This repository will host student and faculty publications, including Honors College theses, Scholars Week presentations, Posters-at-the-Capitol and peer-reviewed articles. The research and scholarship content created by Murray State will be harvested into the Kentucky Digital Commons which will be made available to citizens of the Commonwealth of Kentucky and beyond.



- Wrather Museum will host three traveling exhibits this Spring, made possible by partnerships with the Department of Art and Design, the Clara Eagle Gallery, the Kentucky Historical Society and the Fort Donelson National Battlefield.
  - *Discovering Kentucky's Abraham Lincoln*, on loan from the Kentucky Historical Society and presented in collaboration with Fort Donelson National Battlefield. This five-panel exhibit is tentatively scheduled for display February 2-March 12, 2016, and illustrates Lincoln's ties to his native state.
  - *Art for the People: Work Progress Administration (WPA) and the New Deal Programs in Kentucky and Beyond* is scheduled for February 19-April 12, 2016. In conjunction with the Clara M. Eagle Gallery, Wrather Museum will display artifacts from the collections of Pogue Library and Wrather that exhibit University and local community participation in the WPA.
  - *The War Between the States* is tentatively scheduled for March 10-May 14, 2016. Richard J. LeFevre's Civil War Series presents the history of Civil War without bias through works on paper that depict 32 of the war's most significant battles.
- Collectively, Library faculty are members of nine national committees and serve as Chair on four of those. In the 2015-16 academic year, Library faculty have contributed to the profession and to broader scholarship with numerous presentations and publications on the regional, national and international scale.

#### Regional Academic Outreach

- Dr. Jacobs reported that he has been traveling to the University's satellite campuses to teach classes for over 22 years. Numbers are not where all would like for them to be but that is primarily due to a limited number of faculty and staff in these locations. Those individuals who work on the satellite campuses do a wonderful job. In Fall 2015, Regional Academic course enrollments increased 7 percent over the previous Fall Semester, for a total of 8,402 course enrollments.
- Fall 2015 course enrollments at the *Paducah Regional Campus* have increased 4 percent over the past two years. The second Master of Business Administration cohort began in Fall 2015 with 15 enrollments and even more students began the program in Spring 2016. A new student association of Social Work has been formed in Paducah and the Paducah chapter of the Kentucky Education Association Student Program received recognition for the "Outstanding Read Across America Project." Their long-time adviser – Pam Matlock, Site Coordinator and Lecturer in the Department of Adolescent, Career and Special Education-Paducah – won "Outstanding Chapter Advisor in Kentucky."
- With regard to the *Madisonville Regional Campus*, Madisonville Community College, in partnership with Murray State University, met the 25 percent funding requirement (\$5 million) to qualify for \$15 million in agency bonds to construct the Madisonville Postsecondary Education Building as part of Governor Steve Beshear's *Build Smart Campaign*. The bidding process will take place in late Winter and the construction process for the Kentucky Community and Technical College System facility should be on track to begin in late Spring 2016. As mentioned earlier by President Davies, the leadership of colleague Dr. Susan Eddington in Madisonville is very much appreciated.
- Fall 2015 course enrollments at the *Hopkinsville Regional Campus* have increased 14 percent over the past two years. Planning is nearing completion to finish the upper-level north wing of the Hopkinsville building. The plan calls for additional classrooms, a dedicated student lounge, additional restrooms and faculty support areas to accommodate full-time and adjunct faculty who teach at the *Hopkinsville Regional Campus*.
- Fall 2015 course enrollments at the *Henderson Regional Campus* have increased 20 percent over the past two years although the aggregation number of students being served is relatively small.
- Fall 2015 course enrollments in online learning classes have increased 37 percent over the last two years. In Fall 2015, the Master of Science in Nonprofit Leadership Studies and the Master of Science in Organizational Communication were offered online for the first time.
- In the Community College, of the 125 developmental students who took an alternative instructional format class (accelerated, online, enhanced, hybrid), 72 percent passed their class.
- Murray State's Department of ROTC recently participated in two events during Fall – a cadet competition in November – the Ranger Challenge – and the German Armed Proficiency Badge Competition in Toledo, Ohio, in October. Seven cadets participated in the competition and the badge is one of the most sought-after awards a cadet can achieve. Murray State cadets brought home four gold badges, two silver badges and one bronze badge.
- Murray State's ROTC also moved from an agreement with Western Kentucky University to the University of Tennessee-Martin to strengthen the relationship between the host and affiliate institutions to recruit the best and brightest cadets from these areas.

#### Arthur J. Bauernfeind College of Business (AJBCOB)

- The AJBCOB prides itself on achievements on many fronts which have taken place, and continue to take place, within the six departments as well as through outreach centers.
- The undergraduate programs in Advertising, Journalism, Public Relations and Television Production had a successful accreditation review. The Site Team found the programs in compliance with all

standards and recommend continuing accreditation through the Accrediting Council for Education in Journalism and Mass Communications (ACEJMC) when that Council meets in May 2016.

- Faculty and student accomplishments include:
  - Dr. Bob Pilgrim, Associate Professor of Computer Science, has been awarded a patent for a device used to see through fog. His invention could have a large impact on both the aviation and hunting industries. In places like Alaska, for example, small, line of sight aircraft could benefit from the invention because pilots will be able to see the runway on a foggy day.
  - Dr. Sandy Miles, Professor of Management, Marketing and Business Administration, was recently recognized as an Academic Fellow by the Chartered Institute of Personnel Development in London, England, for her contributions to the human resources field at the local, national and international levels. Dr. Miles was unanimously voted to lead 22 countries in the development of international human resources standards on recruitment.
  - Shuai Jiang, a 2004 Computer Science graduate, is the Chief Executive Officer and founder of Enchantin, the company that makes uCella which is a self-installable, weather and tamper resistant device that is equipped with an IPS touchscreen, HD cameras, Wi-Fi and Bluetooth modules and a smart electronic locking system. Its intuitive interface and elegant design allow delivery drivers to make package drop-offs and pick-ups efficiently and securely.
  - Business students in the Human Resource Management track had a pass rate of 83 percent on the National Assurances of Learning Exam for Human Resource students, compared to a 61 percent national average.
  - The Department of Accounting won the first annual Bauernfeind Cup for having the most peer-reviewed publications of any department in the AJBCOB. This competition was initiated as part of the college's efforts to increase faculty scholarly productivity.
  - Accounting student Sydney (Tori) Meyer was recognized as the Outstanding Senior Woman at the Fall 2015 Commencement ceremony.
- Much of the work of the University is undertaken right in the classroom but a great deal of work is also undertaken which benefits the region. An example is the Small Business Development Center which, under Director Chris Wooldridge, seeks to strengthen the region's economic health through the delivery of high quality, in-depth and hands-on business consulting to western Kentucky and the 18-county footprint of the University and had impressive results during 2011 to 2015. These include capital generation for area businesses totaling \$23.3 million; 96 business starts; 313 jobs created; 1,512 clients served and 2,305 attendees who participated in a total of 179 training events.
- Another entity which benefits the region is the Kentucky Innovation Network (KIN). Under Director Loretta Daniel, the KIN is one of 14 offices in a statewide network providing assistance to entrepreneurs starting businesses as well as existing companies that are growing and expanding. In fiscal year 2015, the Murray office assisted client companies to raise over \$7.3 million in funding and created 96 new jobs in the region.

## College of Education and Human Services

### Department of Adolescent, Career and Special Education

- The Department of Adolescent, Career and Special Education serves several programs, including middle and secondary education, special education, career and technical education and provides assistance to health education programs. Faculty, staff and alumni accomplishments include:
  - Dr. Ajay Das, Assistant Professor, participated in a Study Abroad for Murray State students and took six students to India during winter break, representing the first ever such program offered to Murray State students. He also presented at the Learning Disabilities Association of America Conference in Orlando, Florida, earlier this month.
  - Dr. Jamie Mahoney, Assistant Professor, will present "Using Technology to Differentiate for Students with Disabilities" at the National Council for Exceptional Children Conference in St. Louis, Missouri, in April.
  - Dr. Kimberly Stormer, Assistant Professor, will be taking three groups of students to present their research at the Kentucky Council of Teachers of English Conference. A travel grant provided by the Office of Undergraduate Research and Scholarly Activities provided the students with this opportunity.
  - Dr. Renee Campoy, Professor, will present at the American Educational Research Association Conference in Washington, DC, in April. She will be presenting with Dr. Yuejin Xu, Associate Professor of Educational Studies, Leadership and Counseling, on Video Learning for the Charlotte Danielson Framework of Teaching.
  - Garris Stroud, a Middle School Education student, won the State Poetry contest which is administered through the Kentucky Council of Teachers of English.
  - Murray State alumnae Kelly Teague was named Kentucky Special Educator Teacher of the Year for 2015 at the 50<sup>th</sup> Annual Kentucky Exceptional Children's Conference in November 2015. Ms. Teague is a graduate of the Madisonville 2+2 campus Learning and Behavior Disorders/Elementary Program.

### Center for Communication Disorders

- The graduate program in Speech-Language Pathology reported 100 percent employment for its 28 graduates and a 100 percent pass rate for the Praxis Exam in Speech-Language Pathology.
- The site visit for the graduate program in Speech-Language Pathology is scheduled for March 7-8, 2016. A four-person team will meet with faculty, staff and the administration and will tour the facilities and campus and complete a records review. The program is accredited on an eight-year cycle and must reapply each year in August. The program is awarded accreditation by the Council on Academic Accreditation in Audiology and Speech-Language Pathology of the American Speech-Language and Hearing Association.

### Community Leadership and Human Services

- Dr. Katy Hancock, Assistant Professor, authored “Community Policing within Campus Law Enforcement Agencies” in *Police Practice and Research* (2015).
- Dr. Daniel Hepworth, Assistant Professor, authored “Trends and Influences of Al Qaeda in Iraq during Operation Iraqi Freedom” in the *Journal of Policing, Intelligence and Counter Terrorism* (2015).
- Dr. Peter Weber, Assistant Professor and Director of Nonprofit Leadership Studies, co-authored the following: Peter C. Weber (first author) and Gregory Witkowski. “Philanthropic Disruptions: Changing Nonprofit Education for an Engaged Society” in the *Journal of Public Affairs Education* (2016).
- Dr. Roger Weis, Professor, co-authored the following textbook: Weis, R. and Muller, S. (2015) – *Leading and Managing Nonprofit Organizations* (2<sup>nd</sup> edition).
- Dr. Kala Chakradhar, Associate Professor, co-authored “Multigenerational Perceptions of the Academic Work Environment in Higher Education in the United States,” written by Professors Kelly A. Kleinhans, Kala Chakradhar, Susan Muller (former faculty member) and Paula Waddill, Chair of the Department of Psychology. The article appeared in the July 2015 issue of *Higher Education: The International Journal of Higher Education Research*.
- Drs. Long, Weber, Hepworth, Hancock, Chakradhar and Dr. Paul Lucko, Associate Professor and Dr. Peggy Pittman-Munke, Associate Professor, made scholarly presentations at professional conferences during 2015.
- Dr. Long served as the 2015 Duvall Leader in Residence and spent one week presenting University and community programs on nonprofit sector development, philanthropic strategies and community collaboration (Center for Leadership Development, University of Kentucky, Lexington, Kentucky). He also received the 2015 *President’s Award for Diversity and Inclusion* from Murray State University and the 2015 Excellence in Service to Students Award from the National Society for Leadership and Success.
- Dr. Weber received a research grant (\$950) from the Ruth Lilly Archives Research Award (IUPUI).

### Early Childhood and Elementary Education

- Dr. Jeanetta Riley, Associate Professor, was asked by the Director of Murray Head Start to help begin the writing process for a new grant involving the philosophy of the Reggio Approach. The grant proposal was successful, resulting in the awarding of funds to support the Early Childhood Education program, “Preschool/Head Start Indoor Environmental Investigations: Using a Reggio-Emilia Approach to Learning” which involves implementation of a Reggio-Emilia approach in Murray’s Head Start classrooms. Dr. Riley attended Reggio-Emilia training in Italy last summer and is now bringing those strategies to Kentucky colleagues.
- The “Mitten Tree of Love” Drive is being held to collect new mittens for children (grades K-12) in Murray and Calloway County. The inspiration behind this initiative comes from “The Mitten Tree,” a story written by Murray State alumnus Stephanie Brown. This donation drive is being sponsored by the Murray Area Council of the International Reading Association and the Alpha Upsilon Alpha Reading Honors Society.
- Dr. David Allen, Director of the Center for Environmental Education, is hosting Kantaro Tabiraki, visiting researcher and Ph.D. student at Tokyo University of Agriculture and Technology. Mr. Tabiraki’s research is investigating the development of wetlands education in the United States and developing a proposal for improvement for wetlands education in Japan. Dr. Allen has developed an ongoing partnership with environmental educators throughout Japan.
- Dr. Lynn Patterson, Associate Professor and Dr. Xu were awarded approximately \$200,000 for the 2015 Kentucky Department of Education Mathematics and Science Partnership grant program to train mathematics teachers to fluently use the Metamorphosis Teaching Learning Community (TLC) approach to building numeracy. Through the side-by-side co-teaching model and intensive training and in-class support, teachers and administrators will develop an understanding of the TLC approach to building numeracy; design and connect standards-based lessons using Kentucky’s Core Academic Standards, Academic Expectations and Core Content for Assessment and encourage students to analyze their own mathematical thinking by thinking like a mathematician rather than merely following procedures. Their project entitled *Supporting Strategies for Building Numeracy in Grades*

K-3 will benefit over 30 mathematics teachers from East Calloway, North Calloway, Southwest Calloway and Murray elementary schools.

- Dr. Sharon Gill, Professor, was granted a Sabbatical Leave for Fall 2015 for the purpose of writing a book on beginning reading instruction. During the Sabbatical she wrote two book proposals and five chapters on her book and completed an article that has been submitted to a major journal in her field. She also had two articles published – one in *Young Children*, a journal of the National Association for the Education of Young Children which is a professional organization with over 70,000 members, and the other in the *New England Reading Association Journal*. Dr. Gill plans to complete the book manuscript this year.
- The Murray Area Council of the International Reading Association is recognized in the organization's latest publication for the local chapter's good works in a piece titled "Lounging with Literacy" (*Literacy Today*).

### Educational Studies, Leadership and Counseling

- Dr. Marty Dunham, Professor, is currently completing the first version of a new adaptive behavior instrument called the Dunham Functional Living Scale which is designed to help mental health professionals better understand the nature and extent of the limitations of the clientele.
- Dr. Brian Bourke, Assistant Professor, has been asked to serve on a research and scholarship committee for the National Association of Campus Activities. His role is to provide a faculty perspective for graduate preparation programs. He was also invited to participate in a research project examining social media activity associated with the 2015 NASPA Annual Conference (student affairs leadership) and the dataset consists of over 10,000 items to be analyzed.
- Dr. Ben Littlepage, Assistant Professor, completed three presentations at the 2015 Kentucky Academic Advising Association Conference in September 2015: Using Transformative Learning as a Model to Advise First-Time Adult Learners; Promoting Social Integration through Developmental Advising and A Professional Development Model for Faculty Advisors. Five graduate students from the Master of Arts in Postsecondary Education Administration (PSE) Program who are currently enrolled in Dr. Littlepage's class – PSE 760 – Organization and Operations in Postsecondary Education – were introduced as follows: Christina Moody (Murray, KY), Kelsey Bogard (Memphis, TN), Katie Coats (St. Louis, MO), Allen Kirk (Salem, KY) and Matthew Hicks (Florence, KY). Four of these five students will be graduating in May 2016 but are here today to observe firsthand how a governing Board works.
- Dr. Kristin Douglas, Assistant Professor, is contributing to a book encyclopedia of theory in counseling and psychotherapy and co-presented at the counseling state conference with a Murray State student – Lisa Robin – in October. Dr. Douglas has also completed a chapter in a book about supervision in counseling, *Group Work Experts Share Their Favorite Supervision Activities*.
- Dr. Alan Bakes, Associate Professor, and Dr. Rebecca Pender Baum, Assistant Professor, will continue their work on a collaborate grant – *Family Support Project*. Dr. Pender Baum accepted the "honorable mention" for the Dr. Daya Singh Sandhu Research and Innovations in Counseling Award at the Kentucky Counseling Association Conference in November. This represents a collaborate College of Education and Human Services grant involving Drs. Bakes and Pender Baum, as well as Assistant Professors Karen Coulter and Sharon Hart.
- Other highlights included:
  - Drs. Douglas and Pender Baum presented at the Kentucky Counseling Association Conference in November.
  - Dr. Echo Wu, Assistant Professor, is pursuing research efforts with Graduate Assistant Yuchen Liu that focus on the differences in student engagement of university students in the United States compared to students in China.
  - Dr. Long presented at the Kentucky Rural Health Association Conference and provided a three-day workshop at the Brushy Fork Institute Conference.
  - Dr. Teresa Clark and Randy Wilson, Assistant Professors, presented a concurrent session called "Bridging Silos for P-20 Pathways" at the Kentucky Academy of Technology Education Conference held in Bowling Green, Kentucky, in September. They also presented a concurrent session at the Mid-South Educational Research Association Conference in Lafayette, Louisiana, in November 2015. Dr. Clark and Dr. Landon Clark, Assistant Professor, presented a concurrent session on an article they have written on competency-based education at the National Conference of the Council on Adult and Experiential Learning in Baltimore, Maryland, in November. Dr. Teresa Clark has also been asked to serve as a reviewer for the *Journal of Competency-Based Education*.
  - Dr. Larry Allen, Assistant Professor, facilitated the vision and mission statement development for Bardstown City Schools and Calvert City Elementary during the 2015 Fall Semester.
  - Dr. Johan Koren, Associate Professor, presented "Standouts or Sore Thumbs: Advocacy as Conversation" at the Kentucky Library Association/Kentucky Association for School Librarians Fall Conference in September 2015.
  - Dr. Xu was awarded a *Committee on Institutional Studies and Research* grant for the Spring 2016 Semester.

- Dr. Bourke was elected as Chair-Elect for the Advancement Committee of the national Student Affairs Assessment Leaders group. He was also selected to Chair the Marketing and Social Media Committee for the College Student Educators International Midwest Annual Conference and was part of a successful webinar panel for the Association of College Unions.
- Drs. Teresa Clark and Ben Littlepage presented at the National Institute for the Study of Transfer Students Conference in Atlanta – with Human Development and Leadership alumnus Logan Stout, Murray State Transfer Coordinator.

### Teacher Education Services

- Teacher Education Services is the administrative arm of the Murray State Teacher Education Program.
- In 2015, Dr. Alesa Walker received the annual Award for Distinguished Service to Educator Preparation in Kentucky by the Kentucky Association of Colleges for Teacher Education.
- Murray State currently has 140 student teachers compared to approximately 70 student teachers during the Fall 2015 Semester. This latest number includes the first Library Media teacher since that program recently re-opened. As of the Fall 2015 Semester, there are 398 students currently admitted into teacher education.

### Teacher Quality Institute

- The Teacher Quality Institute (TQI) has continued with several transitional programs and worked on new initiatives this year. Under the guidance of the new Director, Dr. Robert Lyons and Coordinator Kem Cothran, traditional programs have been updated to be more effective and new programs are near implementation.
- The Teacher Quality Institute is playing a more active role in classes taught in the high schools. In Fall 2015, EDU 104 was taught in five high schools face-to-face (68 students) with support from TQI staff. TQI staff visited each high school at least three times during the semester to talk with students and offer suggestions to teachers. EDU 104 was also taught by TQI staff online to four high schools (9 students) and in Spring 2016 seven high schools will be taking part in the online class. A total of 91 high school students took part in the EDU 104 class this year.
- In October 2015, a conference for high school students – *Educators Rising* – was held on the Murray State campus. Students from 13 regional schools considering teaching as a career attended a day devoted to the profession of teaching. The 175 students had an opportunity to hear keynote speakers, attend breakout sessions and participate in seven competitions available.
- The Alternative Route to Certification Program continues to help place qualified individuals in high-need areas as teachers. The program has evolved over time and is known throughout the region as an exemplar program. For the 2015-16 school year, 48 teachers are enrolled in the program. Students participating in the program are mentored by teachers and administrators in the district as well as Murray State personnel. The success of this program is a result of continuous collaboration among the College of Education and Human Services, TQI and the school districts.
- The College and Career Readiness Summit held in June 2015 offered 110 sessions and five training sessions for 466 regional teachers featuring several distinguished presenters. Planning for the 2016 College and Career Readiness Summit – to be held June 14-15, 2016 – is well underway and will welcome other nationally-known presenters to campus.
- TQI is taking necessary steps to implement a Professional Development School (PDS) pilot in Fall 2016. The PDS model will provide students with a richer, more realistic teaching experience. The pilot will begin with a small number of middle school pre-service teachers and at this time contacts are being made with local districts, principals and middle school pre-service teachers in order to begin the pilot year and align the model with national standards that now exist for accreditation.

### Kentucky Academy of Technology Education (KATE)

- Professional development sessions for all faculty, staff and students in the College of Education and Human Services will be continuing and a link to pertinent dates for the remainder of February was provided.
- Professional development Memorandum of Understanding will be taking place with Calloway, Union and Webster counties this semester. These trainings have the potential to reach over 750 K-12 teachers in Region 1.
- A “Google Apps for Education” mini-conference will be held at Christian County Middle School on March 8, 2016, from 9 a.m. to 3:30 p.m. An all-day professional development event for Webster County was held on February 15 and six Lego Robotics day camps will be held over the summer.
- Ginny Kelley, Web Resources Coordinator, was recently recognized for participating in Girls Who Code, a national movement aimed at providing computer science experiences/education to girls in grades 6 through 12.
- At the upcoming Kentucky Society for Technology Education presentations, KATE will lead nine sessions over three days and offer an informational booth. KATE staff have also been accepted for two sessions during the International Society for Technology in Education presentations.

- The Instruction Innovation Studio is ready for early College of Education and Human Services faculty adopters. The Studio represents the college's own in-house instructional video recording studio and will provide educators with access to space in which to record instructional practice through multiple cameras and set-ups, with or without a live audience.

#### Jones College of Science, Engineering and Technology

- Visible progress has been made on the new \$32 million Engineering and Physics Building on the *Gene Wells Ray Science Campus* and the facility will be ready for occupancy in Spring 2017.
- The college has appointed two new *Jesse D. Jones Endowed Professors* – Dr. Terry Derting in Biological Sciences and Dr. Maeve McCarthy in Mathematics and Statistics. These two outstanding faculty members have been recognized for their teaching effectiveness, scholarly productivity and engagement with campus and professional constituencies.
- Dr. Alexey Arkov, Professor of Biological Sciences, has been named Coordinator of the National Institutes of Health/Kentucky Biomedical Research Infrastructure Network.
- Dr. Donald Adongo, Associate Professor of Mathematics and Statistics, instructed a new course in “Industrial Mathematics,” an experiential course allowing students to work with local industry professionals on real-world projects. The course was part of a grant secured by Dr. Renee Fister to provide preparation for industrial careers in mathematics.
- The Murray State Department of Occupational Safety and Health (OSH) won the 2015 Outstanding Student Section Award from the American Society of Safety Engineers, bringing national recognition to the program. OSH students received over \$130,000 in scholarship awards from industrial partners, as well as over \$52,800 in National Institute of Safety and Health grant tuition assistance.
- In the Department of Chemistry, Dr. Kevin Miller, Associate Professor, received the Presidential Research Award for 2015-16 and Dr. Bommanna Loganathan, Professor, coordinated the dedication of Kentucky's first National Historic Chemical Landmark in Eddyville, Kentucky, and on the Murray State campus. The landmark status recognized William Kelly's iron and steel-making process, which formed the foundation for America's industrial revolution. Dr. Terry McCreary, Professor, published a new edition of his textbook, *Chemistry for Changing Times*.
- The Department of Geosciences awarded its first certificates in Geographic Information Science, benefitting students in Biology, Business, Agriculture, Engineering and Computer Science. Dr. Tony Ortmann and students, in cooperation with the Archaeological Conservancy, completed a second year of excavation at the Backusburg Native American site.
- The Institute of Engineering received a \$250,000 donation from the Karen Squires family in honor of their father and former Murray State faculty member Bob Jones. A team of three students took third place at the national championship in the Parker-Hannifin Chainless Challenge engineering vehicle competition in Irvine, California. Associate Professors Rudy Ottway and Jamie Rogers have developed an MSU Rapid Prototyping Engineering Center to support regional manufacturing and engineering products development.
- The Center for Telecommunications Systems Management \$173,000 contract with the National Institute for Homeland Security to develop security risk management courses has been fully executed.

#### Hutson School of Agriculture (HSOA)

- Fall 2015 enrollment topped 1,000 students and the HSOA has experienced a 55 percent increase in enrollment since 2005 and a 52 percent increase in student credit hours generated since 2009.
- A new, online Master of Science in Agriculture Program was initiated, leading to a 17 percent increase in graduate program enrollment from Fall 2015 to Spring 2016.
- There has been continued growth in the Racer Academy of Agriculture High School Dual Credit Program with a 15 percent increase in enrollment in Fall 2015 (452 students) and over 80 schools participating in the initiative.
- The 3<sup>rd</sup> Annual Future Farmers of America All-Region Stars Banquet recognized 38 students from the 18-county service region for significant achievement and over \$54,750 was awarded in potential scholarships.
- The 12<sup>th</sup> Annual Fall on the Farm Agritourism event attracted over 1,200 elementary students and over 1,000 community members to campus over a three-day period.
- The 12<sup>th</sup> Annual Soybean Promotion Day on January 19, 2016, involved 195 area farmers and numerous Murray State students.
- The 2<sup>nd</sup> Annual Hutson Harvest Gala at the Murray State Arboretum with over 75 community members and friends in attendance. Over \$7,500 was raised in support of students and the Arboretum.
- The 29<sup>th</sup> Annual Agricultural Career Fair involved 36 companies in attendance and 280 student participants.

#### School of Nursing and Health Professions

- Nutrition, Dietetics and Food Management faculty have partnered with the Murray-Calloway County Community Garden. As a course assessment, students enrolled in NTN 412 – Community Nutrition – will develop an educational packet for distribution at the local Farmer's Market.

- Theatre students partner each Spring Semester with NTN 350 – Nutrition Counseling Education students – for simulated interviewing and counseling sessions and this represents yet another collaborative initiative.
- The first cohort of the Madisonville Community College Blended Bachelor of Science in Nursing Program will graduate in May with associate degrees and continue on at Murray State to earn the Bachelor of Science in Nursing.
- The nationally- recognized *Jonas Scholar*, Anna Bushong, a Doctor of Nursing Practice family nurse practitioner student, participated in the Jonas Educational Summit in Washington, D.C. Her project has been to start a Rural Health Students' Association on the Murray State campus.
- Over 65 BSN students annually travel to Memphis, Tennessee, to spend 34 clinical hours taking care of patients at St. Jude Children's Research Hospital. BSN students work with the American Cancer Society to provide cancer prevention education to over 600 individuals each year.

#### College of Humanities and Fine Arts (CHFA)

- The college is committed to providing quality educational experiences for Murray State students. These opportunities range from exposure for audience members to cultural events to true experiential activities in which students are applying knowledge and skills in "real world" situations, such as performances and presentations. During Fall 2015 the CHFA sponsored over 140 events (film screenings and lectures, student performances, readings and exhibitions, concerts, recitals, exhibits, workshops, presentations and productions), reaching a total of approximately 32,000 individuals.
- To further support experiential learning efforts, three faculty members in the departments of English and Philosophy and History hold Golden Key Fellowships to develop internship programs. With that Golden Key Fellowship, Associate Professor of English and Racer Center Director Dr. Josh Adair has created a certified writing consultant program. Three interns were trained during Fall 2015 and they are currently consulting with clients at the Racer Writing Center.
- Students in the College of Humanities and Fine Arts have been active at national conferences with presentations at venues such as the Phi Alpha Theta National Biennial Convention (history) in Orlando, Florida; the Mid-Atlantic Pop Culture Association Conference in Philadelphia, Pennsylvania; the AIGA National Conference (graphic design) in New Orleans, Louisiana and the Society for Personality and Social Psychology Conference in San Diego, California.
- The Mock Trial Team competed in a regional tournament in Murfreesboro, Tennessee. Students also perform and compete nationally in numerous Murray State music ensembles.
- Bryant Powell, a senior majoring in French and minoring in Philosophy, was recently named a semi-finalist for a prestigious Fulbright Award. If successful, he will be only the second Murray State student in recent history to receive this honor.
- A chart showing all Fall 2015 events was also provided, capturing the highlights and accomplishments of this college and its students.

Dr. Jacobs added that during these sobering times in terms of the state budget situation, it is beneficial for all to see the kind of work that is being undertaken at Murray State because this places the institution in a good place to advocate for funding that is necessary to carry out the mission of the University.

Chair Waterfield thanked Dr. Jacobs for a very informative, encouraging and complimentary report. Mrs. Sewell added that according to the funding cycles that are being presented in the state these reports could be very important to Murray State to prove the University's accomplishments.

#### Staff Regent

Mr. Schooley recognized Nancy Strong, Administrative Assistant in the College of Education and Human Services, for her passion for teaching others how to communicate with and support the Deaf community. She has worked diligently since 2001 to offer American Sign Language (ASL) classes on the Murray State campus. She has developed multiple ASL course syllabi through the University's Academic Council curricular adoption process and has addressed the challenge of finding qualified ASL instructors in this region. Ms. Strong's work has truly been extraordinary and she was asked to come forward and President Davies presented her with a Racer Pride Pin in recognition of her efforts.

Chair Waterfield recognized and welcomed Karen Bearden, Chair of the Kentucky State University Board of Regents, who just joined the meeting.

Mr. Schooley asked the following members of the Staff Congress Executive Committee to come forward: John Young, Administrative Assistant I, Telecommunications Systems Management; Laura Lohr, Administrative Assistant I, University Libraries and Staff Congress President and

Jessica Evans, Coordinator of Institutional Assessment and Staff Congress Treasurer. The Executive Committee presented the following:

- Staff Congress has been busy over the past year raising funds for the Marie Jones Textbook Scholarship through selling photos with Santa Claus at the Children's Christmas Party (raised \$210), a silent auction at the Staff Holiday Reception (raised \$251.50) and working one of the concession stands at a home basketball game (raised \$275). With these funds, \$736.50 has been added to the previous balance for the book scholarship which now totals \$1,891.25 (before awarding Spring 2016 scholarships). The Marie Jones Textbook Scholarship is available to all eligible full-time and part-time staff members for up to \$250 for anyone taking classes at Murray State University. The Spring 2016 scholarship winners are Xulong Peng, a staff member in the Watershed Studies Institute and Connor Wagner, dependent of Mindy Wagner who is an Administrative Assistant in the Office of Branding, Marketing and Communication. Each award winner received a \$250 scholarship.
- Staff Congress is comprised of 30 staff members who come from three different employment categories – Secretary/Clerical, General/Facilities Management and Executive/Managerial/Professional (salaried employees). All members are elected by employees from within their own employment category. There is also an At-Large group for employees who choose to seek election campus-wide and not just within their respective classification.
- Staff employees are eligible to run for Staff Congress after one year of continuous employment and are elected for a three-year term. Staff Congress members are eligible to run for re-election and their terms are staggered so that one-third of the members is up for election each year. Employees within higher administration are not eligible to run for Staff Congress.
- Staff Congress elections are upcoming and Candidacy Intent Forms will be sent out mid-March with a filing deadline of mid-April. There will be three days of online voting April 26-28. At the May Staff Congress meeting, official election results will be announced. The calendar for the 2016 Staff Congress elections was provided, along with a list of current membership (year term ends included). Officer elections are held in June each year for President, Vice President and Treasurer for a term of one year. These individuals are eligible to run for office again but can only serve two consecutive terms for any one office. The Staff Regent serves as an ex-officio member of both Staff Congress and the Executive Committee. In addition to committees within Staff Congress, members are also appointed to University-wide committees as necessary.
- The Faculty/Staff Leadership Council meets with Dr. Davies on a semi-regular basis so that the officers of both Faculty Senate and Staff Congress are able to get together and meet with the President to talk about what is happening on campus, express opinions and keep him informed of employee concerns across campus.
- Appreciation was expressed to all members of the Executive Committee as well as to all other members of Staff Congress for their efforts.
- Since establishing the online Staff Perspective Survey, 50 percent of the surveys were filled out and returned. After making some revisions and utilizing Survey Monkey, this year's survey was originally sent to 1,014 staff members. There were 51 invalid email addresses and 31 employees opted out of taking the survey. This amounted to a total of 932 staff eventually receiving the survey. Approximately six weeks allowed for 507 staff to respond (54.4 percent response rate). The percentage of responses was up from the previous year but the number of surveys sent out was again lower than in previous years.
- The survey is divided into four sections. The first section asked general questions to determine demographics of the staff member taking the survey. The second section asked questions about the staff member's impression of Staff Congress. The third section is weighted on a scale of one to four with one representing strongly disagree and four representing strongly agree. The section contains 17 specific questions in three categories: overall institutional impression, staffing/work environment and benefits/pay/recognition. A place for comments was provided at the end of each section. Based on the responses to the survey, there was almost identical representation of the employees by years of service as there has been for the past two years with, again, the majority of 42.4 percent coming from employees with ten years or more of service.
- Among the four employment categories, administrative assistant/clerical and executive/managerial/professional provided the most responses with 409 (80.7 percent). The majority of all respondents were full-time employees (96.5 percent) and when asked if working conditions were better, about the same or worse compared to one year ago, the majority (81.9 percent) said they were the same or better which was up from last year (78 percent).
- Of the 17 questions, the two that staff agreed most strongly with this year were: 1) The President does a good job of communicating major developments (92 percent) and 2) The President can be trusted to be straightforward and honest (90.6 percent). The one question that Murray State staff most strongly disagreed with again this year was: 1) Raises are given adequately and fairly for job performance. One different question that was added this year to the Overall Institutional Impression Category which was agreed with strongly is: 1) I am aware of and have knowledge of the President's Strategic Plan (87.2 percent).
- Individual comments were collected from five categories as well as three specific questions listed at the end of the survey and a completed list of these comments has been included in the full report.



Although comments varied from category to category, two comments were common in all areas: 1) The need for increased wages and 2) The cost of health insurance.

- Appreciation was expressed to Facilities Management, Dining Services, Public Safety and all others involved in taking care of Murray State students during the brief winter storm.

## **Student Regent**

Mr. Combs reported the following:

- The *Hutson School of Agriculture* Career Fair was held on February 2, 2016. The event was organized by the *HSOA* Leadership Council with 26 agriculture companies participating and 280 agriculture students attending.
- Agriculture Appreciation Week was held November 16-18, 2015, and included several components including the Drive to Feed Tour (fed over 500 individuals), the Agriculture Animal Panel discussion, “Farmland” documentary movie screening, free student cookout and Agriculture information sessions. As part of one of the demonstrations they also had an actual cow on the pedestrian mall.
- *HSOA* student achievements included:
  - The 2016 recipients of the Sigma Alpha sorority DuPont Pioneer Leadership Seminar Scholarship are Jan Beyke and Melissa Schenk.
  - The Agribusiness Club “Toys for Tots” Toy Drive collected over 1,000 toys and donated \$1,600 to area resource centers.
  - The Crops Team competed at the National Collegiate Crops contests in Chicago, Illinois, where Jay Green took 10<sup>th</sup> place overall and 8<sup>th</sup> place in grain handling and also in Kansas City, Kansas, where the team placed 4<sup>th</sup> in Grain Grading and Jay Green placed 7<sup>th</sup> in Grain Grading and Haden Smith placed 10<sup>th</sup> in Grain Grading.
  - Maggie Nawa was awarded a Research Scholars Fellowship.
  - Luke King was named as one of the Outstanding Seniors for December 2015 Commencement. Luke is also a Student Government Association executive officer and Senator in previous years and has worked in the Center for Student Involvement.
  - The *HSOA* chartered a Collegiate Farm Bureau Chapter in cooperation with Kentucky Farm Bureau.
  - The Horticulture Club competed at the Southern Regional American Society of Horticulture Science Conference and earned 1<sup>st</sup> place Club Share, 1<sup>st</sup> place Greenhouse Floral and Foliage, 3<sup>rd</sup> place Woody Ornamentals and 3<sup>rd</sup> place overall. Students Landon Gibbs, Dakota Moore and Kevin Goheen also received individual placings.
- The College of Education and Human Services Dean’s Office formed a 2015-16 Dean’s Student Advisory Committee comprised of student representatives.
- Department of Adolescent, Career and Special Education highlights included:
  - Garris Stroud, Middle School Education student, won the state poetry contest presented by the Kentucky Council of Teachers of English and Kelly Teague, Murray State alumna, was named Kentucky Special Education Teacher of the Year 2015 at the 50<sup>th</sup> Annual Kentucky Exceptional Children’s Conference in November 2015. Ms. Teague is a graduate of the Madisonville campus 2+2 Learning Behavior Disorders/Elementary Program.
  - Jacob Walker, a first-year graduate student in Speech-Language Pathology (Center for Communication Disorders), was awarded the Kentucky Speech and Hearing Association’s prestigious Steckol and Stanley Awards for academic achievement and service.
- Department of Community Leadership and Human Services highlights included:
  - Ray Chumbler, Nonprofit Leadership Studies major and Spring 2015 graduate, received an award from the Kentucky Autism Training Center this past Fall. He also received the Outstanding Service Award in the field of Special Education.
  - Nonprofit Leadership students raised money for the Angel Fund (Santa Project). The money raised helped nearly 1,000 in Murray and Calloway County with clothing needs and provided educational toys for disadvantaged children.
- Department of Early Childhood and Elementary Education highlights included:
  - The KEA Visibility Committee recently selected eight members of the KEA Student Program to receive scholarships.
  - The following students presented at the Fall Kentucky Council for Teachers of Mathematics on October 10, 2015, along with Dr. Lynn Patterson, Associate Professor, Early Childhood and Elementary Education: Emily Bruns, Laurent Janeaux and Brandon Newton.
- Department of Educational Studies, Leadership and Counseling Highlights included:
  - Jasmine Young (a School Counseling student) developed and received a grant for the BRAVE Program. She did a new interview with WPSD and the program was highlighted in Racer Nation.
  - Lisa Robin Sanford (a Clinical Mental Health Counseling student) co-presented at the Counseling state conference with Dr. Kristin Douglas, Assistant Professor, Educational Studies, Leadership and Counseling in October.
- Highlights from the College of Humanities and Fine Arts included:

- Art majors met iconic American photographer Art Shay at the Ann Nathan Gallery in Chicago, Illinois. In Fall 2015, six art majors held their Bachelor of Fine Arts student shows.
- Five History students gave national conference presentations. History majors Logan Brown and Tracey Newport discussed their work with peers from other institutions during the Phi Alpha Theta National Biennial Convention in Orlando, Florida, in January 2016.
- Department of Theatre students performed “Anansi the Spider” on campus which attracted approximately 2,000 from area schools. In its 70<sup>th</sup> year, Campus Lights featured *Hairspray*, which was chosen to celebrate Murray State’s 60<sup>th</sup> year of desegregation. Kelsey Bogard was asked to stand and be recognized for serving as the lead actor in the production and for doing an excellent job.
- Slide Advantage was featured at the National Association for Music Educators Conference in Nashville, Tennessee, in October 2015. This year’s Racer Band is 244 members strong and the Festival of Champions hosted 4,000 visitors to the Murray State campus.
- Psychology major David Crittendon presented his research at the Society for Personality and Social Psychology Conference in San Diego, California.
- Bryant Powell, French major and Philosophy minor, is a semi-finalist for the prestigious Fulbright Award.
- Students Kate Post, Marissa Wilson and Emily Fountain visited Glastonbury Tor during their London Summer Abroad Program.
- Overall, 55 College of Humanities and Fine Arts students studied abroad in 15 countries during Summer, Fall and Winter terms in 2015.
- Evan Ditty, Coordinator of Greek Life and Student Leadership Programs, supplied the following updates:
  - There are 25 students enrolled in two leadership programs and applications are currently being accepted from freshmen for the Fall cohort.
  - A new Registered Student Organization Officer Transition Program has been planned for April 2016.
  - In Fall 2015 there were a total of 1,405 members (16 percent of the undergraduate student body) involved in Greek organizations which includes a total of 414 new members. Greek organizations had a semester 3.05 grade point average (GPA) compared to a 2.98 GPA for the entire campus.
  - In Spring 2016 over 80 women registered for recruitment for 21 openings, all of which have been filled.
- Student Government Association (SGA) highlights included:
  - In mid-December Mr. Combs met with the government relations team to begin developing a plan for SGA advocacy efforts. As a result, Racers in Action Day was developed and three of four separate sessions involving a letter/email writing campaign (and also a petition) have been held. To this point the initiative has resulted in over 150 letters being written reaching over 25 different Kentucky legislators, including the Governor. As of February 18 there are 3,417 signatures on the SGA petition.
  - Voter registration tables were also made available to students, resulting in over 20 new registrations through party and location changes.
  - Photos were presented of the SGA team with Martin Luther King III and the two Students of the Month – Robert Gomez and Connor Moore.
  - SGA recently held a Blood Drive competition against Austin Peay State University and the Murray State community – students, faculty, staff and community members – far outperformed its competitor by donating about 21.6 gallons of blood over two days. A similar competition will be held against Belmont in the near future. Chair Waterfield indicated this is an important initiative and if students learn to donate now they will continue that practice throughout their lifetime.
  - The Campus Activities Board offered a programming event where on Valentine’s Day Murray State student Eric Overmeyer provided piano serenades. Anyone could stop by and request a specific song for their significant other.
  - The Wax Hands event was popular with students where they could dip their hand in wax to produce a replica of their hand.
  - Activities associated with SGA elections are beginning with a filing deadline of this coming Monday, followed by two weeks of campaigning, voting on March 14 and 15 and the results announced on the 16<sup>th</sup>.

Appreciation was expressed to each of the Deans for their assistance in preparing this report. Mr. Combs also thanked all of the SGA Senators and other branches of the Student Government Association and indicated all should be proud of their efforts over the past year. Membership in SGA numbers approximately 70 students and these are individuals not only involved in student government but they are also involved in a large number of other activities on and off campus. A listing of all accomplishments within the College of Education and Human Services is located in the eBoard book.

Chair Waterfield thanked the constituency Regents for their reports today and indicated they seem to be the best reports the Board has received because everything contained within the reports was so positive. Appreciation was expressed from the entire Board for the excellent reports provided by the constituency Regents and for the hard work that is occurring all across campus.

### **Adjournment**

The Board of Regents adjourned for a break beginning at 10:03 a.m. Chair Waterfield reconvened the Board of Regents Quarterly and Committee Meetings at 10:20 a.m. and reported all members were present.

### **Commonwealth Budget Update, received**

Dr. Davies indicated that in terms of the three reports delivered by the constituency Regents, he was struck by Chair Waterfield's comments about the good work taking place at Murray State University and the amazing connection between faculty and students and their commitment to research at this institution. They truly have a connection to inspired teaching and learning. Dedicated staff are also moving this University forward in many ways and students are coming to Murray State seeking opportunities to achieve their dreams and aspirations, knowing they literally come to the University to have their skills improved and honed but, more importantly, to find their talents so that they will be able to move forward and not just get their "first job" but to create a career that will span four or five decades. They will discover a career that will be full of aspirations and dreams and will take them into the future in jobs they have not even thought about or jobs that may not have even been invented yet. The constituency Regent reports when taken together are truly inspirational and very powerful because they represent what Murray State University is all about – what an undergraduate education should be. It is impressive that the accomplishments that have been achieved in these three reports follow eight years of budget reductions – years in which the University's costs have significantly increased because of inflation and certain investments. Costs have also continued to increase due to unfunded mandates put forward to the institution from the state in various formats. This includes a nearly 15 percent budget reduction plus another 15 percent of other reductions the University was required to make due to increased costs and what the institution has been able to still achieve is indeed inspirational. Dr. Davies understands the direct comment from staff regarding wages and know this sentiment is also echoed by the faculty. This is one area where the administration needs to continue to work on and do an even better job addressing. Unfortunately, when the University is facing the challenges that have been put before it this creates a new sense of dynamics and tension and a new set of prioritization to move forward. In the past month since the Governor's recommendations have been made public, the outpouring of support from the faculty, staff, students, community members and businesses alike has been just as inspirational. This involves not only words of support but a grasping and understanding of the situation and the willingness to take direct action. Appreciation was expressed to all involved in these efforts.

As the University community thinks about this budget, it is important to put these discussions in context and in real numbers. It is being proposed that over the next four to five months the University will be required to reduce its budget (one-time accounting) during this fiscal year by 4.5 percent (\$2,161,100). At the beginning of the new fiscal year, again, in a mere four to five months, the University will incur a permanent reduction in its state appropriation of 9 percent (\$4,322,200). This will take the base funding appropriation for the institution which is currently at \$48,025,100 to \$43,702,900. In the second year of the biennium, the University's budget will be reduced by one-third (\$14,533,100) to be put into a pool where each institution will have an opportunity to earn those monies back in the form of performance funding metrics which have not been fully vetted at this particular time and most likely will be based on metrics that are already "cast in stone." This includes graduation rates and the number of graduates. An institution cannot change its graduation rate in one single year – it takes four to five years to change that rate. The University does have some very interesting challenges with the state proposal. In responding to the proposal, a very aggressive legislative lobbying campaign has started. Legislative alerts have been issued and the students have done an amazing job starting their own online petition which has received close to 4,000 signatures to date. The letters and emails resulting from that campaign are making a difference and while in Frankfort University representatives are receiving consistent feedback from legislators across the Commonwealth.

Yesterday Posters-at-the-Capitol was held in Frankfort and represents an initiative started by Murray State University that is now embraced by all public universities and community colleges

across the state. Murray State had 18 students present their work, along with other students from across the Commonwealth, by displaying their research and associated activities. Outside the Rotunda where Posters-at-the-Capitol was held, Murray State students, again with other students from across the Commonwealth, held their own civil march to stress how these proposed budget reductions (disinvestment from the state) would affect their future and their education.

The University is working with Chambers of Commerce and Mayors from across the area to press the need of expressing the impact proposed budget cuts will have on the Commonwealth of Kentucky and the state colleges and universities. This disinvestment in higher education is severe and for Murray State would result in over \$10 million decrease in state appropriations. There is no university that will be able to absorb these cuts without reducing and/or eliminating programs and services and having a workforce – faculty and staff – that is smaller than it is today. There is no university that can say it will be able to absorb the cuts through attrition or through “tightening the belt.” For Murray State specifically, and in talking with colleagues about the disinvestment in higher education, there will be no aspect of the University that will be unaffected. Every aspect of the University will feel this disinvestment by the state. Ever since he has been at Murray State – all the University Presidents have been told by legislators that the group needs to be united and have one voice. In talking to the House Budget Review Committee last week the universities are talking with one voice – and that is to eliminate or mitigate the proposed reductions of investment and to push back on the performance funding metrics.

Last year the Center on Budget and Policy Priorities issued a report about various states that are continuing to disinvest in higher education and Kentucky is, unfortunately, leading that list. The report further outlines the associated impact of disinvestment and discusses the impact of tuition increases. It does limit the number of students who are given the opportunity for a higher education and totally puts it out of reach for others. The report also outlines the economic impact of disinvesting in higher education now but also in the future. For Murray State, these reductions alone – within the 18-county service region – represents an economic loss of over \$54 million in lost jobs and opportunities. When considering the impact on Murray State, the disinvestment in higher education will affect the region as well. Dr. Davies read the following statement from the author of the report, Michael Mitchell, which is specific to Kentucky, “A thriving economy of the future requires college-educated workers. For the sake of its future prosperity, Kentucky should start, must start, reinvesting in its colleges and universities now.” This was written over one year ago and Dr. Davies would harken to hear what Mr. Mitchell would say today with the proposed disinvestment in higher education that is being discussed in Frankfort. All are working diligently and creatively to address these challenges.

Dr. Davies indicated that the institution is also working – with the help of Representatives Kenny Imes and Rick Rand – to segment off one important part for Murray State – the Breathitt Veterinary Center (BVC). The University invests \$3.6 million annually for the BVC out of the Education and General Fund. Considering the proposed disinvestment in higher education, the University intends to move forward with a proposal that would separate that entity out so that it receives its own investment from the state. The BVC is a very important educational tool but it does not issue credentials, credits or degrees. It represents a regional service that is very important and it is proper for the BVC to be situated with Murray State University. The BVC serves not only the region but also the entire Commonwealth and even nationally. The economic impact of this facility is, indeed, immense. One request being advanced is to have the Breathitt Veterinary Center funded strictly and specifically through Murray State with a special appropriation. Efforts are underway to be able to make this change which would help the institution significantly in this process. This is not a silver bullet but is simply one element that will move the University forward.

Dr. Davies expressed appreciation to the students specifically for their help and dedication throughout this process. Their voices are very loud and it has been important for those voices to be heard. Legislators expect that the President will talk with them but having Murray State students from all different locations throughout Kentucky go to Frankfort and visit with legislators is important. Appreciation was also expressed to the faculty of Murray State for their support and efforts in writing letters – moving forward this has been instrumental. The citizens of Murray and the region have also been absolutely superb. As he presented to the House Budget Subcommittee on Postsecondary Education last week, it was impressive to have the County Commissioners, Chamber of Commerce Presidents and other citizens from Murray,

Hopkinsville, Paducah, Madisonville and Owensboro all in the audience supporting Murray State and that also spoke volumes.

The House currently has a budget and they are doing what representatives do in working very hard to protect the investment in higher education. They are very passionate about the future of this state and want to be able to find room in the budget to not have the disinvestment as stated. This represents only one part of the process, however. Once the Senate and Governor receive the budget it is unknown where that will then lead. Current thinking is to plan for the worst and hope for the best. The administration is proceeding in this fashion not only in light of the disinvestment from the state but also because the institution is also dealing with other very important cost pressures, including pension contribution increases. It is interesting, ironic, coincidental and disheartening that a disinvestment in higher education is being made to help fix a pension problem but the universities are also the only state agencies that had a separate bill sent to them to increase their pension contributions – \$1.3 million for Murray State alone for the next biennia. To Dr. Davies' knowledge, no other state agency had that same separate bill sent to them.

The University is also facing some interesting challenges with the proposed changes to the Fair Labor Standards Act with regard to exempt and non-exempt employees. The institution is also facing minimum wage challenges and increased utility costs. Not only is the University dealing with the disinvestment from the state but it is also facing a significant increase in its own cost structure. The University will persevere and will continue to remain focused on its vision of being the best student-centered university in America. The University will not diminish its aspirations nor its passion for serving students and continuing to have Murray State students live their dreams and be able to create their own futures. The University is planning for a greatly reduced budget, however, and that is a must. As the institution progresses through this process there are two significant elements with which it must work. The first is the short-term 4.5 percent rescission (\$2.1 million) which must be discovered out of this year's budget. The University operates on quarterly allotments from state appropriations. Murray State operates – even with its annual budget – in a cycle which is not the same as that for “normal” businesses. Most of the University's costs are associated and allocated within the first part of the year and most revenue is achieved during the first part of the year. To have a 4.5 percent rescission with only four months remaining in the budget year is very difficult for any business but specifically for an industry or organization like higher education and, specifically, Murray State. The administration has considered and reviewed how the University could deal with this short-term issue and this work includes a study of vacancy credits – those positions that have not been rehired. A hiring pause has been instituted and while the institution cannot freeze all hires, some of those positions can be pushed back with a start date of July 1 if necessary. Searches have been both delayed and suspended and this will provide vacancy credits that the institution will be able to apply toward the \$2.1 million. Work is also underway with all units, departments and colleges for the carryforwards from this fiscal year. Expenditure review is being undertaken so the institution can utilize carryforwards to help meet the budget rescission. Each of the Vice Presidents and major Directors have also identified one-time savings. While these monies can be used to help meet the \$2.1 million rescission, this also means programs, services or opportunities that colleges, units and departments were saving those funds for will now not receive the needed investment or it will be greatly delayed. The University will identify the \$2.1 million as requested and although it will not be easy it is hoped this can be accomplished in a manner that will not impinge the vision which has been set forth for the institution.

The University must be strategic for the long-term in order to address the 9 percent disinvestment in higher education by the state. A focus must be placed on where the institution wants to be two to ten years from now and the vision of being the best student-centered institution in America will guide this work. The University will not falter from this vision and will not diminish its aspirations but must do things differently. Last year a robust, rigorous and challenging Strategic Plan was developed that stretches the institution and moves the University forward in many ways and this was done intentionally. In large part, Dr. Davies is very grateful that the strategic planning process was undertaken because it allows the University to now move forward strategically. The Strategic Plan must also be reviewed to determine what the key factors are that all must focus on in the next two years to maintain the vision of being the best student-centered university in America. The eBoard books contained a revised agenda for the Strategic Plan. It is still robust, aggressive and ambitious with a focus on student success – retention, graduation and recruitment rates; transfer students; attracting students from metro

areas in the Commonwealth to Murray State; maintaining a student-centered basis and experiential learning. This also sends the message that the University will maintain a focus on academic rigor and all will continue to think about how to attract high-achieving students. This does not mean Murray State becomes an elite university and only accepts students with a 28 or higher ACT score. The institution is looking at those students who are ready, capable and have the skills and talent to meet the rigorous needs of the undergraduate experience at Murray State University and that they will be successful. This work includes developing pathways for those students who need some assistance but it would not be in the institution's best interest to accept students simply to increase enrollment numbers. The University must accept the right students who will progress and be able to accept the rigors and challenges at Murray State. The University has also set the standard that faculty and student research is expected to continue. The standard has also been set that programs will remain relevant and will meet the needs of the region and the Commonwealth and provide students with very strong connections to their career and livelihood – not just to their first job. These are the standards that are set forth in the revised strategic focus given the disinvestment from the state.

To reach this point, two Task Forces have been established. One is the Academic Task Force which is being led by Interim Provost Tim Todd and supported by the Deans, the Faculty Regent, the Faculty Senate President and the Co-Chairs of the Chair's Council. The Support Task Force is being led by Vice President Jackie Dudley and is supported by the Vice Presidents from Student Affairs and Marketing and Outreach. This Task Force includes the Staff Regent, the Staff Congress President and Student Regent and the Athletic Director. The mission and goal of these two Task Forces is to create a budgeting framework that will be based on strategic decisions and will support and achieve the vision of Murray State focusing on the institution's core values so that the University is not adversely positioned for future budget models, including performance funding. The core values include the importance of the undergraduate education – the basics of teaching and learning supported through scholarship and creative activities and research to focus in on our University Community and to be academically centered towards rigor and quality with a focus that larger is not always better – it is about having the right students and faculty to move the University forward. Key priorities are recruitment and retention, academic quality, student success toward graduation, commitment to a well-grounded and well-rounded educational experience with relevance to the University's region and a strong blending of curricular and co-curricular activities.

The two Task Forces have been asked to analyze all of the programs, activities and services within these two areas as they relate to internal and external demand, revenues and costs, size and scope, the impact on mission and goal attainment, the opportunities for growth and quality drivers. The Task Forces have been charged with thinking of a continuum of those items – activities and programs – that would be deemed as mission critical and not only need to remain and not change but maybe even be invested in the support the University's vision of being the best student-centered University in America. Moving down the continuum for consideration, the next will be programs that are very important that may be done a little differently and may need a small amount of investment but are important to maintain. Important programs to offer will be identified that could be streamlined, reduced, altered or restructured so such efforts are not carried out as robustly as in the past but still maintained. In light of the fiscal realities with limited resources due to the disinvestment by the state, the programs that would no longer be offered would be identified. Some of these types of programs could also be completely reconfigured so that they are different and would support the University in very different ways. These are very difficult decisions and this will not be easy because this work involves changing the face of Murray State while maintaining the University's commitment to its vision. This means a reduction in the University's workforce and programs. These two Task Forces will provide recommendations, insights and wisdom to the Presidents and Vice Presidents. Ultimately, the President will present a budget to the Board of Regents for approval. The role of the President is to make these recommendations while the role of both Task Forces is to provide advice, wisdom and guidance.

In addition, by definition, there are very smart individuals on campus and they are not just looking at budget contractions and just because the state is disinvesting in the University that does not mean Murray State will be disinvesting in others. The Task Forces have been asked to think about the University's own paradigms, practices, policies and procedures and now is the time to determine what fundamentally needs to change – what the University currently does that can be done differently – while maintaining focus but doing so with less resources – so that the

institution can reinvent itself. What the University does best – what drives our resources and makes us the best university we know – must also be identified. All options are being studied, including investing and thinking about those programs that will advance the University. Partnerships are also being considered in terms of whether now is the time to act to build upon the University's strong foundation to move forward. Universities morph and change and grow stronger but the state disinvestment in higher education will change Murray State. By thinking strategically and for the long-term, decisions will need to be made about what the institution will offer to students to drive their future and aspirations and make them proud Racers. All are committed to protecting those items which are mission critical and making changes that need to be made to live within the changing constraints of the new fiscal reality which is being put in front of the University.

These are difficult times and there is a sense of anxiety on campus. There is also a sense of optimism and hope. Some significant changes must be made but Dr. Davies will not shy away from that. The University will be smaller and will have to do things differently. Murray State prides itself on very small class size but that will need to be reviewed and consideration should be given to having slightly larger classes. As the institution moves through this process, Dr. Davies commits to the Task Forces to give them the freedom, data and resources needed to make any necessary recommendations. The administration must also have the freedom to make some very difficult decisions and, in doing so, he commits to the University Community to be as open and transparent as possible while realizing we are dealing with our friends, comrades and our colleagues as the University looks to the future and determines how to maintain student success and a robust faculty to support that student success – one that is committed to teaching and learning, that brings forward scholarly and research activities to support it and a staff that is unyieldingly committed to the success of this institution. This will be a challenging process and it will not be easy for the institution.

The University is currently dealing with a very fluid environment but Dr. Davies pledges to the University Community to provide as much communication as possible although he is still dealing with a lot of unknowns. Regardless of what the disinvestment may be, the University will not have a great deal of time to respond to that action which is why the work of the Task Forces should continue to provide that flexibility. Once the budget is finalized and sent to the Governor, the University will have a much better sense of where it stands and yet, even then, the Governor has an almighty pen. Once it is known what the University is dealing with, a University Hall meeting will be held and communications will continue in an effort to be as open and transparent as possible. As Dr. Davies indicated to the Task Forces, he is available at all times to answer questions and provide insight and guidance and verify or nullify rumors. Everyone associated with Murray State is in this together and will work together. All will be focused on the University's vision and will be committed to student success and being student centered – although the institution will be different.

Mr. Kemp inquired about the timing associated with the \$2.1 million rescission this year and Dr. Davies indicated that one option Governor Bevin has provided to the universities is that, while this funding will be taken out of this year's fiscal year budget allocation, the repayment of that funding can occur over a slightly longer period and can even be carried into the next fiscal year. Vice President Dudley is mapping and projecting as much as possible to earmark funds for this purpose. Legislatively speaking, there are a lot of interesting steps yet to occur and the state must have a budget by April 15 or the Legislature will be forced to adjourn without a budget – which would be disastrous for the state.

Mr. Rhoads indicated the two University Budget Task Forces must undertake contingency planning on a hypothetical basis with the realization that there will be some degree of cuts eminent on the horizon. The Task Forces will not be able to target specific cuts because the situation currently remains in a state of flux. This contingency scenario could also occur in the event the Legislature does not approve a budget and the University must utilize a continuation budget based on what is currently in place. Continuation budgets have been utilized in the past but it is less likely this will occur now than it was before due to the leadership change. Dr. Davies indicated that the interesting challenge is, unlike other universities, Murray State is not enacting across-the-board cuts and is not giving the various units a specific budget cut number. This does present an interesting ambiguity in planning. If it is known in advance a budget must be reduced by 'x' that provides an opportunity to plan for the reduction. Murray State does not have that flexibility or contingency plan. This is why the University is, as a whole, looking at a

wide open strategic planning and budgeting process. This is why a spectrum has been created that does not name programs that will be reduced or the savings that will be incurred but instead determines where programs are in effect and are achieving the institution's goals. Once it is known what the disinvestment by the state will be, along with potential and more specific cost increases, this will give the institution the flexibility to develop a contingency plan. This will also enable the University to continue its planning process moving forward, although in a different way so that all will have a much clearer sense of those elements about mission critical areas in order to make the appropriate investment decisions.

Dr. Davies asked the Task Forces to not operate in isolation and if the Support Team takes one action it should consider the effect of that action on the Academic Team and vice versa. The Task Force Teams are working in tandem. Monthly meetings have been scheduled to determine where progress is being made and undertake any necessary discussions. As the new fiscal year approaches and more information becomes available and clarity develops, the University will be able to respond to the budget situation accordingly. Currently the institution is in the mode of preparing for the worst and hoping for the best.

Chair Waterfield indicated that the one good thing which might result from current budget discussions is if the University does not get hit at the worst now the administration is at least planning for it and will get hit sometime in the next two years. It is just a matter of when. The work currently being undertaken enables the University to plan for such cuts over time. Dr. Davies indicated this is a good point and those undertaking the work do not see it as a mere cost-cutting exercise because that would not prepare the University for the future. This represents a strategic planning process that will be based on timing while also considering the paradigms that the institution holds true. He received an email from a faculty member passionately discussing the feasibility of offering three-year degrees. This idea will be presented to the Academic Task Force and can be added to the discussion and, although it cannot be implemented immediately, it does have long-term implications. There are several such arguments being brought forward and each of those will be considered.

Mrs. Sewell indicated that the information that has been put forward is very thoughtful and she appreciates the forthrightness Dr. Davies has provided. While no one is happy about the budget – all are determined to work to make it happen. Dr. Davies complimented the Vice Presidents and Deans, as well as all others involved in this process, because they are committed to undertaking this work and understand its importance. Great initiatives are taking place within the colleges and such opportunities continue to grow while there has not been an increase in operating budgets in years. While all are creative, the latest budget scenarios will stretch the institution. By maintaining its focus and vision the University will be able to make the necessary decisions and adjustments to move forward. He is excited about the future of the institution because of what it has already been able to achieve. It is hoped legislators are thinking closely about the disinvestment in higher education. Legislators have an immense issue on their hands and are making decisions but the University Presidents are trying to convey the importance of making an investment in higher education because this can lead to greater opportunities later. It is hoped that message is being heard.

Dr. Thornton asked whether consideration has been given to the effect letters from the Board members to the legislators might have and whether proceeding in this fashion would be beneficial. Regents have a vested interest in higher education and represent citizens who are providing their best opinions and views. Dr. Davies confirmed that Regents have been actively participating in various meetings and initiatives, as appropriate, to serve as advocates for Murray State. Mr. Williams indicated that while the debate continues in the Legislature and, whether there is an earlier rather than a later passing of the budget, as that debate continues over an unknown period of time the only responsible thing for management to do is be deliberate on how it reacts to the situation. All must be prepared for the worst while working diligently to ensure a better scenario.

Dr. Davies indicated as this process unfolds it is his job to keep the Board apprised and aware in terms of what is occurring in Frankfort. It is his feeling that the Board supports the action being proposed here and the direction in which the administration is heading. Potentially – due to the disinvestment in higher education by the state – the Board will be presented with a budget that includes reductions, eliminations, structural changes and investments in other areas. Ultimately, the budget will have a very different look. Mr. Williams recognized Ms. Dudley and expressed



appreciation for a tremendous job preparing all of the information necessary for this discussion and for work that is being undertaken to address these challenges. Work is only as good as the information it is based upon and really good work is being undertaken to understand the landscape in order to be able to access various options. He applauds the work Dr. Davies, the Vice President, the Deans and others are undertaking. This represents hard work that is uncomfortable and while no one wants to undertake such work it is the only responsible thing the administration can do. It is extremely important for this Board to support these efforts because deep and programmatic changes will be necessary and the leadership must be united in leading this campus throughout the process so Murray State can be the success in the future it has been in the past with a continued focus on the vision and mission of the institution.

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

### **Risk Management Update, received**

Ms. Dudley reported that information was included in the eBoard books regarding changes in risk management since the report provided at the December 11, 2015, Quarterly Board of Regents Meeting. Highlighted changes in risk included:

- Financial – The performance funding, state funding and pension risk components have all moved from the medium risk to the highest level risk.
- Academics – Proposed legislation known as the State Authorization Reciprocity Agreement (SARA) indicates that not every college or university can offer online classes in every state. This is an issue the CPE has been studying for some time and it was understood they would assume the management of this issue for all Kentucky state universities. It now seems there is a movement by the CPE to push this effort back to each school. Legal costs of such licensing are high and may be recurring. The University is currently exploring all options. This risk has now been added to the graph to allow the administration to monitor it.

Ms. Dudley added that risk management changes were also reflected on the bubble charts provided. Any risk area that changed is identified with red around the outside of the affected bubble. This report was presented for informational purposes only and required no action.

(See Attachment #1)

### **Report of the Treasurer, accepted**

Ms. Dudley reported the following with regard to the quarterly unaudited Financial and Investment Reports for the period of July 1, 2015, through December 31, 2015:

- The bulk of the University's revenue from the Fall and Spring semesters has been received as of December 2015 but the institution has six months of expenditures yet to cover. Such expenses include salaries and fringe benefits which are challenges the University will face before knowing how it will end the fiscal year financially.
- With regard to the tuition and discount schedule, Spring Semester budget and actual gross tuition indicate the University is not where it had hoped to be as of December in order to meet the Spring tuition budget. The semester started a bit later than normal this year which resulted in larger revenues being received in January as opposed to December. As of the end of January, a \$5 million shortfall is expected in gross tuition and fees. This total is offset by discounts and it is expected the institution will meet its Summer I revenue budget (\$3.4 million). If the Summer I budget is met, there will then be an expected \$1.6 million to \$2 million shortfall at the end of the year. This information was shared with the Board at the December Quarterly Meeting. The University will hopefully remain on track but it is currently unknown how Summer I will perform. The reference to the \$5 million overall shortfall does not include Summer I revenue. If the University receives Summer I revenue and meets budget, that will help the institution bounce back and hopefully be within the \$2 million range. This shortfall would be covered by contingency funding that was budgeted for this year. It is early in the process and it is still unknown how the Spring Semester will finish, especially since enrollment projections were not met. Enrollment declined for a number of reasons, which will be discussed during the Enrollment Management Report, but will be very close to projection. Dealing with this situation, along with having to identify \$2.1 million (4.5 percent rescission), presents quite a challenge and all are attempting to react by monitoring all expenditures closely for the remainder of the year, including curtailing large expenditures.
- In response to a question regarding when the University receives its state appropriation, it was indicated that the appropriation is received every quarter and is proportionalized, not equally throughout the year but frontloaded, and the institution draws a portion each month until the state allotment runs out. At that point the University utilizes its own money – tuition and fee monies. The draws are proportionalized throughout the year and the University cannot withdraw all state monies at

one time. In response to whether the \$2.1 million shortfall in state funding will be withheld in the last quarter, it was reported that the Governor's Office has provided the universities with the flexibility to spread this rescission out over the next fiscal year. The plan is to proportionalize the decrease as the institution receives its monthly draw from the state throughout the year next year. Confirmation was provided that this compounds for next year and due to decreased enrollment will present a very difficult situation.

- The Statement of Net Position represents the balance sheet for the institution and the major fluxes include cash being up significantly as of December 2015 compared to December 2014. Bonds were sold during this period for Franklin Hall and that is the primary reason for the cash increase on the balance sheet. Accounts receivables are down which coincides with the fact that school started later and all of the University's receivables have not yet been recorded. This amount will eventually increase. Capital assets are \$200 million this year compared to \$175 million at this point last year due primarily to the new buildings which are going up as the institution begins to capitalize those expenditures as they are incurred. There are some significant fluctuations in the balance sheet due to the debt for Franklin Hall as well as the capital projects for Breathitt Veterinary Center and the Engineering and Physics Building.
- With regard to unrestricted net assets, the Board understands these are one-time, and not recurring, dollars. In terms of net position, working capital is \$31.9 million. This is a large number which has been reserved and represents the institution's receivables from tuition, fees, housing and dining plans and inventory. Oftentimes it is easy to look at unrestricted net assets and think there are large reserves but that is not the case because many of these reserves are already committed for various purposes. Working capital represents a large portion of the University's restricted net assets and cannot be spent on other items.
- The Education and General Fund represents funding the institution operates on every day and is what is being impacted by the state budget situation. Currently, the University has a net position of \$42.4 million for 2015-16 and last year the net position at this point was \$44.9 million. Both numbers are positive but this year the institution is down by \$2.5 million primarily due to the enrollment decrease which impacts tuition and fees. The University does have positive gains but so far those are less than last year.
- Auxiliaries are relatively the same compared to last year, representing a positive gain and net assets of \$12.4 million. Last December auxiliaries had a positive gain of \$14 million. Again, a decrease in enrollment has an impact on housing and dining and even though both numbers are positive, this year's number is less than it was at this point last year.

Mr. Williams indicated that some of the financial implications of the administration's strategic decisions over the last 18 months are now coming to fruition on top of the more recent budget challenges the institution is facing. This certainly compounds the challenge but also illustrates the importance of remaining on course with strategic decisions as progress is made to address such challenges. This is not a time for the institution to reverse course strategically and doing so would not be in the University's best interest.

Mr. Williams moved that the Board of Regents, upon the recommendation of the President of the University, accept the quarterly unaudited Financial and Investment Reports for the period of July 1, 2015, through December 31, 2015, as presented. Mrs. Guess seconded and the motion carried unanimously.

(See Attachment #2)

### **Closed Session, convened**

Chair Waterfield solicited a motion that the Board of Regents go into Closed Session pursuant to Kentucky Revised Statute (KRS) 61.810(1)(f) to discuss matters which might lead to the discipline or dismissal of an employee or employees and pursuant to KRS 61.810(1)(k) to discuss a matter required by federal law – 20 USC 1232g – to be discussed in private; and also go into Closed Session pursuant to KRS 61.810(1)(c) to discuss litigation pending against and proposed by the University. Mr. Williams so moved. Mr. Kemp seconded and the motion carried.

President Davies, Secretary Hunt, Ms. Dudley, Ms. Gordon, Mr. Rall, Dr. Fister and Mrs. Saxon were asked to remain in the meeting room.

Closed Session began at 11:30 a.m.

### **Open Session, reconvened**

Chair Waterfield solicited a motion for the Board of Regents to reconvene in Open Session. Mr. Williams so moved, seconded by Mr. Combs, and the motion carried. Open Session began at 12:59 p.m. Chair Waterfield reported that the Board of Regents took no action during Closed Session.

### **Litigation Action, authorized**

Chair Waterfield solicited a motion that the President be authorized, after consultation with counsel and on behalf of the Board of Regents and Murray State University, to initiate litigation and to resolve litigation or matters which might lead to litigation if he deems that to be in the best interests of the Board and the University. Mr. Williams so moved. Dr. Thornton seconded and the roll was called with the following voting: Mr. Combs, yes; Ms. Green, yes; Mrs. Guess, yes; Dr. Jacobs, yes; Mr. Kemp, yes; Mr. Rhoads, yes; Mr. Schooley, yes; Mrs. Sewell, yes; Dr. Thornton, yes; Mr. Williams, yes; and Mr. Waterfield, yes. The motion carried unanimously.

### **Adjournment**

The Board adjourned for lunch at 1 p.m. and is expected to reconvene at approximately 1:30 p.m.

### **Reconvene**

Chair Waterfield reconvened the Quarterly Board of Regents Meeting and Committee Meetings at 1:42 p.m. and reported all members were present.

### **Strategic Plan Update, received**

Drs. Todd, Fister and Jackson reported the following:

- The Office of Marketing and Outreach has developed a video but in the interest of time it will be sent separately to the Board instead of being shown today.
- The Strategic Plan funding proposals have been carefully analyzed with Dr. Davies and funding was allotted for certain initiatives within Academic Affairs. In order to enhance academic rankings, funding was set aside to hire a Graduate Assistant to assist with data collection and analysis to identify improvement options. To assist with partnering with high schools to increase the college-going rate of students in the 18-county service region, funds have been reallocated to provide for current dual credit needs. An update will be provided later on the retention initiative but there was an accrual of \$7,000 to hire a Kentucky resident Graduate Assistant to work for one year to assist with retention of students with junior and senior status (utilizing experiential learning) which will ultimately affect graduation rates.
- The Freshman Success courses provide orientation sessions to discuss goal setting and time management, study skills, financial literacy, Title IX training, soft skills and other success mechanisms (\$12,000).
- The Whitney Scholars proposal allows the University to host 25 rising seniors in the Whitney Scholars Program for 12 days in the summer. These students will take classes in four academic areas, learn about college preparation and thrive on Murray State's campus. These are rising seniors who have been in this program for four years and Murray State will see them last and show them the glory of this University.
- Approximately \$95,000 to \$100,000 has been allocated to the Pathways to Success Program to help connect with the new admission standards to provide structured help to grant pathways for academic success. Students to be enrolled in the Pathways to Success Program are those in the Tier IV category who either need remediation or do not satisfy one or more of the admission criteria.
- Work continues to enhance academic quality through targeted mailings to regional schools in the South for peer ranking impact in *USNews*. This work is being undertaken by Dr. King; the Marketing and Outreach Office; Dr. Kelley Wezner, Director of Institutional Effectiveness and others. Ideas are also being developed in terms of optimal class size for Murray State.
- The National Collegiate Athletic Association Academic Progress Rate (APR) for each Murray State sport was above the established multi-year rate threshold (930) with the lowest score for Murray State coming in at 965 and the highest score noted as a perfect 1,000. This indicates that great things are happening with regard to APR scores at Murray State and this is one goal contained within the Strategic Plan that is currently being met.
- The University's total fundraising efforts, as of December 31, increased by 23 percent over the previous year and this will be increased even further due to additional funding opportunities which are in the best interest of the University. Agilon software is being utilized to develop reporting evaluations to better gauge the average conversion rate of asks.

- In terms of work toward increasing the number of transfer students, Fall 2016 numbers are running 25 percent above last year.
- The Economic Impact Study process is currently well underway and faculty and staff data has already been compiled and is being analyzed. The student data is currently being obtained. Dr. Gil Mathis, *Professor Emeritus of Economics*, will present the results to the Board sometime this summer.
- In order to measure and enhance the number of cultural, creative and athletic activities offered at Murray State, a progress report of events from July 1 to December 31, 2015, was presented. The University is noted as one that provides service to the local communities and a total of 196 events or activities were offered with over 135,000 attendees. These were not just athletic-related events but instead represented activities associated with all cultural aspects of this institution. This information has not been available before now but having it is beneficial in helping to determine what the University offers for the region as well as the local community.
- The quote for today is, “Quality is not an act, it is a habit.” Murray State University is about quality and that is not going to change. The University’s focus will remain on quality although the face of the institution may change.
- The Strategic Plan includes 64 initiatives which have now been tailored down into 20 initiatives and this will affect how the University operates in the future.
- Appreciation was expressed to the Board for their support and backing for all initiatives moving forward.

Chair Waterfield expressed appreciation to not only the President but to the presenters today for their positive attitude in terms of how to address and look forward to the future while thinking in terms of the budget issues the University is facing.

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

### **Committee Reports/Recommendations**

#### **Academic Excellence and Scholarly Activities Committee**

**Jerry Sue Thornton, Chair**  
**Clinton Combs**  
**Martin Jacobs**  
**Phil Schooley**  
**Stephen Williams**

Dr. Thornton called the Academic Excellence and Scholarly Activities Committee to order at 1:50 p.m. and reported all other members were present.

#### **New Degree Program – Master of Science in Athletic Training, approved**

Dr. Todd reported all are excited about the new Master of Science in Athletic Training. Dr. Pervine helped facilitate this program through the Council on Postsecondary Education and Dean Marcia Hobbs, School of Nursing and Health Professions, had a strong hand in this work as well. The key faculty member for this project is Dr. Kristan Erdmann, Assistant Professor of Applied Health Sciences, was recognized for her efforts.

Dr. Thornton indicated that all are seeing on the national scene more and more requirements for the master’s degree beyond the baccalaureate degree and Murray State has certainly been a leader in moving forward with the creation of master’s-level programs and the efforts of those who worked on this particular Master of Science degree were applauded.

On behalf of the Academic Excellence and Scholarly Activities Committee, Mr. Williams moved that the Board of Regents, upon the recommendation of the President of the University, approve the proposal from the University Academic Council for a new degree program – Master of Science in Athletic Training. Mr. Schooley seconded and the motion carried.

#### **Professor Emeritus of Biology Designation, approved**

Dr. Todd reported that Dr. Leon Duobinis-Gray, Associate Professor of Biological Sciences, has been an outstanding faculty member in Biological Sciences and is very well respected within the department, college and the University. Dean Steve Cobb, *JCSET*, indicated that Dr. Gray has served Murray State faithfully for 28 years in the Department of Biological Sciences and is held in very high esteem by students and peers alike. Upon his retirement, Dr. Gray expressed his

desire to maintain affiliation with the department so that he can continue to mentor students, assist them in research experiences and continue to write grants and all would like to extend this professional courtesy to Dr. Gray.

On behalf of the Academic Excellence and Scholarly Activities Committee, Mr. Williams moved that the Board of Regents, upon the recommendation of the President of the University, approve the designation of the honorary title of *Professor Emeritus of Biology* to Dr. Leon Duobinis-Gray upon his retirement from Murray State University, effective January 1, 2016. Mr. Combs seconded and the motion carried.

### **Adjournment**

The Academic Excellence and Scholarly Activities Committee adjourned at 1:53 p.m.

### **Academic Excellence and Scholarly Activities Committee – Full Board Action**

#### **New Degree Program – Master of Science in Athletic Training, approved**

On behalf of the Academic Excellence and Scholarly Activities Committee, Dr. Thornton moved that the Board of Regents, upon the recommendation of the President of the University, approve the proposal from the University Academic Council for a new degree program – Master of Science in Athletic Training. Mr. Schooley seconded and the roll was called with the following voting: Mr. Combs, yes; Ms. Green, yes; Mrs. Guess, yes; Dr. Jacobs, yes; Mr. Kemp, yes; Mr. Rhoads, yes; Mr. Schooley, yes; Mrs. Sewell, yes; Dr. Thornton, yes; Mr. Williams, yes; and Mr. Waterfield, yes. The motion carried unanimously.

#### **Professor Emeritus of Biology Designation, approved**

On behalf of the Academic Excellence and Scholarly Activities Committee, Dr. Thornton moved that the Board of Regents, upon the recommendation of the President of the University, approve the designation of the honorary title of *Professor Emeritus of Biology* to Dr. Leon Duobinis-Gray upon his retirement from Murray State University, effective January 1, 2016. Dr. Jacobs seconded and the motion carried unanimously.

### **Audit and Compliance Committee**

**Daniel Kemp**

**Susan Guess**

**Jenny Sewell**

**Harry Lee Waterfield II**

Mr. Kemp called the Audit and Compliance Committee to order at 1:54 p.m. and reported all other members were present.

#### **Minutes of the Special Board of Regents Audit and Compliance Committee Meeting on February 16, 2016, approved**

On behalf of the Audit and Compliance Committee, Mrs. Guess moved that the Board of Regents approve the minutes of the Special Board of Regents Audit and Compliance Committee Meeting on February 16, 2016, as presented. Mrs. Sewell seconded and the motion carried.

#### **Audit Engagement Letter, approved**

On behalf of the Audit and Compliance Committee, Mrs. Sewell moved that the Board of Regents, upon the recommendation of the President of the University, approve the engagement letter for the June 30, 2016, audit by RubinBrown as presented. Mrs. Guess seconded and the motion carried.

### **Adjournment**

The Audit and Compliance Committee adjourned at 1:55 p.m.

## **Audit and Compliance Committee – Full Board Action**

### **Minutes of the Special Board of Regents Audit and Compliance Committee Meeting on February 16, 2016, approved**

On behalf of the Audit and Compliance Committee, Mr. Kemp moved that the Board of Regents approve the minutes of the Special Board of Regents Audit and Compliance Committee Meeting on February 16, 2016, as presented. Dr. Thornton seconded and the motion carried unanimously.

### **Audit Engagement Letter, approved**

On behalf of the Audit and Compliance Committee, Mr. Kemp moved that the Board of Regents, upon the recommendation of the President of the University, approve the engagement letter for the June 30, 2016, audit by RubinBrown as presented. Mrs. Guess seconded and the roll was called with the following voting: Mr. Combs, yes; Ms. Green, yes; Mrs. Guess, yes; Dr. Jacobs, yes; Mr. Kemp, yes; Mr. Rhoads, yes; Mr. Schooley, yes; Mrs. Sewell, yes; Dr. Thornton, yes; Mr. Williams, yes; and Mr. Waterfield, yes. The motion carried unanimously.

(See Attachment #3)

## **Buildings and Grounds Committee**

**Sharon Green  
Clinton Combs  
Daniel Kemp  
Jerry Rhoads  
Phil Schooley**

Ms. Green called the Buildings and Grounds Committee to order at 1:57 p.m. and reported all other members were present.

### **Major Projects Update, received**

Jason Youngblood, Assistant Director for Facilities Design and Construction, reported the following:

- Construction of the Engineering and Physics Building is currently on schedule and within budget. There have been some weather delays but progress is continuing.
- The Franklin Hall project continues to be within budget although some weather delays have been experienced and requests have been received from contractors for time extensions. The facility is still scheduled for completion and student move-in in August.
- The Breathitt Veterinary Center (BVC) project continues to be within budget although some weather delays have been and continue to be experienced and requests have been received from contractors for time extensions. The move-in schedule for this facility may be pushed back to late summer but work will continue with BVC staff to ensure optimal transition into the new facility.
- The entire Board – or individual members – can tour these facilities as convenient and Mr. Youngblood indicated he would make himself available for such tours at the convenience of the Board. The Franklin Hall and BVC projects could be toured in May/June and the Engineering and Physics Building could be toured in December as the facility is transitioning for Spring 2017 classes. Board members were encouraged to schedule any such tours through Ms. Hunt who would then work with Mr. Youngblood. Chair Waterfield indicated that discussion has occurred about holding the summer Board Advance Meeting at the new, state-of-the-art Breathitt Veterinary Center depending on the completion status of the facility at that time.
- Bids to complete the Hopkinsville Regional Campus facility shell space were received this past Tuesday and are currently being evaluated. The project appears to be within budget and is still scheduled for completion in time for Fall 2016 classes.
- Although the University is not intimately involved in the construction process with the Madisonville Regional Campus facility, the institution continues to monitor the project. Mr. Rhoads indicated that it is anticipated the actual groundbreaking will be held in late March. A lot of modifications from the original plan were required utilizing the \$300,000 available for this purpose. Murray State will occupy 50 percent of the building and Madisonville has entered into a 20-year lease with the University.

Mr. Burdette reported the following:

- Appreciation was expressed to Mr. Youngblood and his staff who are doing a remarkable job managing three major construction projects. In addition, at any one time more than 150 other projects are also being monitored and managed, including roof replacement, deferred maintenance and classroom improvement.
- The proposed budget rescission will mean that less money will be expended within the local community to purchase building materials and supplies for the building construction currently underway. In the overall state budget there are no state-authorized projects or bonding authority which represents yet another substantial economic impact to the local community.
- In regard to the Chemistry and Biology buildings, he, along with Ms. Dudley and Mr. Youngblood, met last week with Ken Hunt, Owner, of A&K Construction and Chris Chivetta, Partner, Hastings and Chivetta and reached an agreement that the Chemistry Building will be fixed properly which will involve repair, renovation and replacement. The goal is to have this work completed by December 2016. Twelve professionals within the organic labs in the Chemistry Building are working to ensure that the fume hoods continue to work successfully throughout the remainder of the semester.

Mr. Combs expressed appreciation to Mr. Burdette and Mr. Youngblood for their dedication to students. If a student makes him aware of something that needs to be fixed across campus, he can call either of these two individuals to make sure the repair is made, if at all possible, or place it on the schedule for future repair, if necessary.

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

### **Adjournment**

The Buildings and Grounds Committee adjourned at 2:05 p.m.

### **Enrollment Management and Student Success Committee**

**Jenny Sewell  
Clinton Combs  
Sharon Green  
Phil Schooley**

Mrs. Sewell called the Enrollment Management and Student Success Committee to order at 2:06 p.m. and reported all other members were present.

### **Preliminary Spring 2016 Enrollment and Fall 2016 Undergraduate Freshmen and Transfer Applications Update, received**

Mr. Dietz reported the following:

- The figures being reported today are preliminary as final enrollment numbers are not “locked in” to the CPE until March 25.
- The Spring 2016 Semester has been challenging in terms of enrollment trending down from last year by about 4 percent (approximately 400 students).
- Winter Term numbers are included in Spring enrollment counts and presents students with an opportunity to take classes over Christmas Break. In terms of this past Winter Term, the University was down by approximately 30 students who chose not to pursue that opportunity. This represents the first time in four years that the number of students taking classes during the Winter Term decreased.
- First-time freshmen enrollment usually numbers around 40 to 80 students each Spring Semester. Preliminary numbers indicated that first-time freshmen enrollment is down by 12 students from last year.
- There are a total of 236 transfer students enrolled for the Spring Semester, compared to 264 in Spring 2015. The University is seeing a decline in transfer students across the state and also in southern Illinois.
- First-time graduate student enrollment is relatively flat (down three students).
- Spring enrollment issues include:
  - Approximately 50 students were purged due to nonpayment.
  - Approximately 100 more students graduated in Fall 2015 than in Fall 2014.
  - Approximately 100-120 fewer freshmen are in the pipeline over the past few years due to smaller entering freshmen classes. In 2015 an upward trend in the number of high school seniors is being experienced in the South, including Kentucky and Tennessee, but this population is decreasing in the Midwest states (Missouri, Indiana and Illinois).

- There were approximately 130 fewer transfer students in Fall 2015.
- Approximately 130 students from international countries are no longer available to return to Murray State due to government sponsorships ending. Additionally, capacity issues in certain academic programs prevented students from enrolling and the University reduced its acceptance of international exchange students. An effort is currently being made to balance and adjust the exchange program which is currently in place at the University.
- The Fall 2016 Undergraduate Application Report for Admission is trending well ahead of Fall 2015. Freshmen applications are up 30 percent, freshmen acceptances are up 27 percent, transfer applications are up 23 percent and transfer acceptances are up 13 percent.
- The changes which have been made to the scholarship and tuition model and the freshmen admission criteria have been received well and all are pleased with the response.
- The Board was cautioned that the information presented represents applications and these students still have to be enrolled. The registration process for Summer Orientation has begun and numbers are already up in that area as well.
- Historically, the percentage of students who are accepted and actually enroll is around 30 to 40 percent. The target is to admit 1,318 freshmen for the Fall Semester and the University is currently well within that target. In response to a question regarding how this affects occupancy in the residential colleges, Dr. Robertson reported that the new Franklin Hall will be online by that time and the old Franklin and old Richmond halls could be used as back-up if needed.

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

### **Retention Update/Spring 2016 Persistence Rate Update, received**

Dr. Robertson reported that recruitment is certainly one part of the process but retention comes into play as efforts are undertaken to retain students at Murray State University and efforts are extended to help students persist and be successful toward graduation. The Retention Office has been somewhat reorganized this year and Ben Stinnett has served as Interim Director of Retention Services. Mr. Stinnett reported the following:

- A snapshot of Spring 2016 persistence rates was provided, illustrating the following:
  - 89 percent of new freshmen returned (1,307 out of 1,468) and this number is reported to the CPE.
  - 73 percent of other freshmen returned (353 out of 483) and this represents a high risk concern for the University because these are students who entered the University and are in their second year but are not reaching the sophomore classification.
  - 91 percent of sophomores returned (1,286 out of 1,412).
  - 94 percent of junior returned (1,706 out of 1,813).
  - 92 percent of seniors returned (1,900 out of 2,074) and this number is also reported to the CPE.
- Overall for the entire University, the Spring Semester persistence rate was 90.7 percent compared to 89.8 percent last year. There are fewer students in the pipeline but the University is persisting those students at a higher rate than the year before.
- First-time freshmen retention (89 percent) is up 2.1 percent from last year (86.9 percent). The Retention Office uses the Mapworks Program which allows for several different reports to be produced. One of those reports identified the top five issues for first-year students as follows:
  - Homesick (separation) – 53 percent – Compared to other institutions, Murray State students report that they are less homesick and are very satisfied with the University and this is one of the major predictors of retention. Although this percentage could be considered high, it also includes students who are simply missing their mom and/or dad.
  - Test anxiety – 37 percent
  - Struggling in at least two courses – 27 percent
  - Plan to study five hours or fewer a week – 26 percent
  - Low social engagement – 21 percent
- Campaigns specifically geared toward addressing each of these retention areas are being employed. If concerns are expressed via Mapworks about test anxiety, the program allows staff to collect the names of the students so they can be contacted and directed to the appropriate individual who can help them handle their particular situation.
- The 2.0 Club Campaign was adopted in an effort to provide more attention to students earning below a 2.0 grade point average and to help create an action plan for improvement moving forward.
- There will also be a campaign geared toward those students who did not successfully complete the transitions course. It is known that for students who fail their transitions course – Introduction to Campus – their retention rate is about 33 percent and their average GPA is 1.0. A great deal of research is currently taking place in this area and many individuals are working to determine how best to help these students because this represents a great risk indicator for the institution. This applied to approximately 200 students during Fall 2015 who either withdrew or failed the transitions course. Students who fail this course are either not attending or not working with the instructor and are not



submitting homework. If students cannot perform well in these three areas in the transitions course they will likely not be successful in any other course.

- Mapworks trainings are being conducted and five sessions with faculty were recently concluded. Since trainings have been started, the Retention Office has received 120 referrals on students and is projected to have approximately 1,500 referrals this academic year. These represent faculty members reaching out to the office to take action to help students.
- Motivational Monday events will be held as well as a Mapworks Risk Indicator Campaign in relation to students and their rate of persisting. Targeted messages will be sent to these students regarding tutoring, counseling and other support services.
- Another goal for the office is to increase one-on-one meetings. The goal for February was to have 40 face-to-face meetings and during the first week 39 individual meetings were held. Students have been very thankful that the office reached out to them because they knew they were having issues but did not know where to seek help.
- The Finish Strong Campaign represents an effort to follow-up with every student to indicate a continued willingness to provide assistance if necessary.
- The Retention Office changed its strategy with regard to the Recapture Campaign and is now contacting students – who are eligible to register for classes but have not yet done so – based on holds and classification. These students were not only encouraged to enroll but specific information was provided that pertained to the particular reason for the hold on their account. Four separate communications were distributed over the break, with one focused specifically on the first-year student. This work is also being coordinated with advisors within academic departments and first-year students have been called. There were 611 students who registered during the campaign (192 were freshmen).

Dr. Robertson added that in terms of retention one of the most important things is to show that someone cares. Members of the Retention Office reaching out to students sends a very positive message and this work also occurs within the individual residential colleges.

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

### **Adjournment**

The Enrollment Management and Student Success Committee adjourned at 2:26 p.m.

#### **Finance Committee**

**Stephen Williams**  
**Martin Jacobs**  
**Jerry Rhoads**  
**Jerry Sue Thornton**

Mr. Williams called the Finance Committee to order at 2:26 p.m. and reported all other members were present.

### **Feasibility Study – New Athletic Center and Indoor Hitting Facility, approved**

Mr. Ward indicated that approval is being requested to enter into a feasibility study for a new athletic center to move offices from underneath Stewart Stadium where there are considerable issues with deferred maintenance and leaks, etc. This study will be similar to the one done for the Basketball Practice Facility and will provide conceptual designs and financial data that can be presented to prospective donors. This will help prepare for the next Capital Campaign. All of the funds being utilized have been raised by the Athletic Department (gifts) and the work will be undertaken with sensitivity to the current budget situation. If the Board approves the request today, Mr. Ward will then seek approval from the President to begin the process at the appropriate time.

On behalf of the Finance Committee, Dr. Jacobs moved that the Board of Regents, upon the recommendation of the President of the University, approve the expenditure of up to \$60,000 for the feasibility study and conceptual design of a new Athletic Center and Indoor Hitting Facility. An A&E firm will be secured through Procurement via the standard Request for Proposals process. The funding source for the study is private, unrestricted gifts already secured by Athletics. Dr. Thornton seconded and the motion carried.

### **Personal Services Contracts, approved**

Mr. Williams reported that the Board of Regents Delegation of Authority Item #11 stipulates that the Board will "...approve all Personal Services Contracts totaling more than \$50,000. In addition, the Board will be notified of all Personal Services Contracts between \$10,000 and \$50,000 before they are submitted to the Legislative Research Commission. Upon review, individual Board members may request these be held for approval at the next Board meeting."

Ms. Dudley indicated that the project the Board just approved for the athletic center is the first project on the listing of Personal Services Contracts.

On behalf of the Finance Committee, Dr. Thornton moved that the Board of Regents, upon the recommendation of the President of the University, approve the Personal Services Contracts listing provided to the Board per requirements of the Delegation of Authority (Item #11). Dr. Jacobs seconded and the motion carried.

### **Personal Services Contracts – Schedule of Expenditures, received**

Mr. Williams indicated the Board received a listing of all Personal Services Contracts which have been executed since the last Board of Regents meeting. This listing is also included in the Quarterly Financial and Investment Reports. There were no questions from the Board on the Schedule of Expenditures presented.

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

### **Facility and Technology Projects Fund Designation, designated**

Mr. Williams reported that the Board of Regents Delegation of Authority Item #20 states that "...prior to moving forward, all projects costing over \$200,000 and up to the threshold denoted by Kentucky statute should be reviewed by the Board Chair and President and a determination made in terms of those projects requiring further Board approval." Two schedules listing projects initiated since the last Board report were provided in the eBoard book as follows:

- 1) Projects with estimated costs of \$200,000 or less
- 2) Projects with estimated costs of over \$200,000, which were reviewed by the Board Chair and President

On behalf of the Finance Committee, Dr. Thornton moved that the Board of Regents, upon the recommendation of the President of the University, designate funding as outlined for the projects provided to the Board. Dr. Jacobs seconded and the motion carried.

### **Annual Lease Report, accepted**

Mr. Williams reported that the Board of Regents Delegation of Authority Item #16 states that the Board of Regents will "Approve University real property and facilities' leases under which 1) the University is the lessee if the annual rental is in excess of \$100,000 or 2) the University is the lessor of University real property or facilities and the lease has a non-cancellable term exceeding one year. No additional approval will be required if an approved lease is renewed pursuant to the same terms and conditions but the Board will be advised of any such renewal. The listing of all leases will be provided to the Board annually. The Board will also approve the granting of permanent easements which could adversely impact University operations."

On behalf of the Finance Committee, Dr. Jacobs moved that the Board of Regents, upon the recommendation of the President of the University, accept the Annual Lease Report as presented. Dr. Thornton seconded and the motion carried.

### **Adjournment**

The Finance Committee adjourned at 2:30 p.m.

## **Finance Committee – Full Board Action**

### **Feasibility Study – New Athletic Center and Indoor Hitting Facility, approved**

On behalf of the Finance Committee, Mr. Williams moved that the Board of Regents, upon the recommendation of the President of the University, approve the expenditure of up to \$60,000 for the feasibility study and conceptual design of a new Athletic Center and Indoor Hitting Facility. An A&E firm will be secured through Procurement via the standard Request for Proposals process. The funding source for the study is private, unrestricted gifts already secured by Athletics. Mr. Combs seconded and the roll was called with the following voting: Mr. Combs, yes; Ms. Green, yes; Mrs. Guess, yes; Dr. Jacobs, yes; Mr. Kemp, yes; Mr. Rhoads, yes; Mr. Schooley, yes; Mrs. Sewell, yes; Dr. Thornton, yes; Mr. Williams, yes; and Mr. Waterfield, yes. The motion carried unanimously.

### **Personal Services Contracts, approved**

On behalf of the Finance Committee, Mr. Williams moved that the Board of Regents, upon the recommendation of the President of the University, approve the Personal Services Contracts as listed in the attached document per requirements of the Delegation of Authority (Item #11). Mrs. Sewell seconded and the roll was called with the following voting: Mr. Combs, yes; Ms. Green, yes; Mrs. Guess, yes; Dr. Jacobs, yes; Mr. Kemp, yes; Mr. Rhoads, yes; Mr. Schooley, yes; Mrs. Sewell, yes; Dr. Thornton, yes; Mr. Williams, yes; and Mr. Waterfield, yes. The motion carried unanimously.

(See Attachment #4)

### **Facility and Technology Projects Fund Designation, designated**

On behalf of the Finance Committee, Mr. Williams moved that the Board of Regents, upon the recommendation of the President of the University, designate the funding as outlined for the projects on the attached listings. Mrs. Sewell seconded and the roll was called with the following voting: Mr. Combs, yes; Ms. Green, yes; Mrs. Guess, yes; Dr. Jacobs, yes; Mr. Kemp, yes; Mr. Rhoads, yes; Mr. Schooley, yes; Mrs. Sewell, yes; Dr. Thornton, yes; Mr. Williams, yes; and Mr. Waterfield, yes. The motion carried unanimously.

(See Attachments #5 and #6)

### **Annual Lease Report, accepted**

On behalf of the Finance Committee, Mr. Williams moved that the Board of Regents, upon the recommendation of the President of the University, accept the Annual Lease Report as presented. Mr. Rhoads seconded and the roll was called with the following voting: Mr. Combs, yes; Ms. Green, yes; Mrs. Guess, yes; Dr. Jacobs, yes; Mr. Kemp, yes; Mr. Rhoads, yes; Mr. Schooley, yes; Mrs. Sewell, yes; Dr. Thornton, yes; Mr. Williams, yes; and Mr. Waterfield, yes. The motion carried unanimously.

(See Attachment #7)

## **Legislative and Economic Development Committee**

**Jerry Rhoads  
Susan Guess  
Daniel Kemp  
Jenny Sewell  
Harry Lee Waterfield II  
Stephen Williams**

Mr. Rhoads called the Legislative and Economic Development Committee to order at 2:36 p.m. and reported all other members were present.

## **Legislative and Economic Development Update, received**

Mr. Rhoads indicated that a Legislative Update Summary was provided in the eBoard book and encouraged his fellow Regents to review and familiarize themselves with the information provided in the event they are asked questions. The Governor's proposed budget has a long way to go before being finalized and there are several additional steps which must occur before there is a finalized budget. It is unclear when the House will release their budget but it would be surprising if that occurs before mid-March. This process is very political in nature and four special House elections will occur on March 8. It is unclear how this will impact the timing of the delivery of the budget to the Senate. Positive information has been received that several influential House leaders are not pleased with the Governor's proposals in terms of higher education and that there will be some serious changes made. This is certainly the hope of all higher education institutions. While the University must prepare for the worst, as Dr. Davies has appropriately done through contingency planning, the process still has a long way to go. Once out of the House, the budget must go to the Senate for revisions and will then end up in a Conference Committee. The final budget will be finalized in the waning days of the Session in a joint House and Senate Conference Committee. The budget will then go to the Governor who can line item various aspects contained within the budget. The final result will not be known until the Session is over and the Governor has acted.

In regard to performance funding, based on information provided by CPE contacts and the University's work with that body, all were originally under the belief that this might only apply to new money. The Governor's proposed budget made it very clear that he wants to phase in performance-based funding on a one-third, one-third and one-third basis over the next several years. This would make Kentucky the only state in the United States to have 100 percent performance-based funding. In Mr. Rhoads' judgment, this is not going to happen and performance-based funding still has a long way to go. The scary part about the performance funding proposal is that no metrics or criteria which the universities will be measured have yet been developed.

Mr. Rhoads recently spent an entire day with Dr. Davies, Dr. Jackson, Mr. Smith and lobbyist Ronny Pryor in Frankfort. These individuals comprise an excellent advocacy team unmatched by any in Frankfort. They have a great deal of experience, many good contacts have been made and a great deal of goodwill has been created over the years. Mr. Pryor is a very experienced hand, has a number of clients and is a Murray State graduate. He has a very strong loyalty to Murray State, beyond providing professional services to the University, and feels he has a personal stake in the success of this institution. During the day spent in Frankfort a good case was made for several initiatives, including separate line-item funding for the Breathitt Veterinary Center (beyond the bare bones that is included in the current budget) to recognize the fact that this is a separate and distinct service being performed – not just as an academic function of the University but serving the at-large public on a statewide basis. This option has been shared with the agricultural community; Representative Tom McKee, Chairman of the House Standing Committee on Agriculture and Small Business as well as with others.

As part of the performance funding initiative, the Governor has included a funding proposal which gives Western Kentucky University a total increase of \$5.2 million and Northern Kentucky University a total increase of \$10.7 million, respectively, in total funding over the next two fiscal years. This was included in the Governor's proposed budget but also has a long way to go. It is unknown how far this proposal will advance which is why University representatives must closely follow the issue.

The University got ahead of the curve with its website and Legislative Action Alert – "Racers in Action." The team and tech staff were commended for putting this initiative together rather quickly. It has been very effective in terms of generating knowledge and resulting in contacts with legislators from faculty, staff, students, alumni and from Board members.

Mr. Combs reported that in mid-December he contacted Murray State students serving on SGA, including the Governmental Relations Chair. Ellen Adkisson holds that seat and is actually a Student Intern with the Legislative Research Commission who is currently representing Murray State in Frankfort. She is a very talented young lady and has a Vice Chair here on campus – Christian Barnes. All met via conference call to develop a plan to address the state budget situation because advocacy on behalf of the students is a key mission of the Student Government

Association. A determination was made to host events on campus to not only educate stakeholders on the budget concerns but also to encourage action by asking them to contact their legislator, the Governor and other policymakers. This was anticipated to have a longer lasting impact and provide students with more “bang for their buck” by allowing them to contact legislators. This initiative eventually developed into the *Racers in Action Day* and has been held three times (between 10 a.m. to 2 p.m. in the Curris Center) and the idea of holding yet another one has been considered. The goal was to have 50 letters as the end result from each event. Once students started to realize the impact this proposal could have not only on students now but future students in Kentucky, they became passionate very quickly. It is expected there will be 150 letters resulting from this initiative and between 25 and 30 different legislators throughout the state were receiving these letters at last check. Another portion of this work involved implementing a petition drive to respond to the proposed budget cuts that have been circling around social media and in other outlets among internal and external stakeholders. Thousands of individuals signed the petition thus far and it has been delivered to all members of the General Assembly. This has helped SGA reach areas – such as alumni and faculty and staff members – that may not have been reached through the *Racers in Action Day* in the Curris Center, including individuals from other parts of the country who signed the petition encouraging the legislature to restore funding to higher education in Kentucky.

The initial plan for SGA was to not send students to Frankfort because such an initiative could quickly get expensive and is difficult to coordinate. All were pleased when a group of students in the College of Humanities and Fine Arts started to develop the *March for Education* that was held yesterday in Frankfort. This was developed as a grassroots effort amongst students and the SGA, as well as the University, did not provide any funding for the initiative. It truly represented a group of students who were concerned and wanted to go to Frankfort to voice their concerns. Mr. Combs met with one of the leaders of the group to offer the support of SGA as well as his connections with SGA Presidents at other universities. Further illustrating the level of dedication of our students, approximately 60 Murray State students traveled to Frankfort and joined students from the other universities – with a total of approximately 200 students participating. This was interesting to see from a grassroots perspective and these students were also able to raise funds from individuals who were sympathetic to the cost of the trip and the students’ limited budgets. Mr. Rhoads indicated he has been on the receiving end of such initiatives and some of the most effective email and letters have come from actual students because they are the ones who would be directly impacted by rising tuition costs which would certainly result from state budget cutting. Dr. Jacobs provided assurance that faculty members are taking part in this work as well through the Faculty Senate and he applauds their work. Mr. Schooley confirmed that Staff Congress is also working to prepare a letter which addresses concerns associated with the state budget cuts. Mr. Rhoads expressed appreciation for all that is being done to address the state budget crisis.

A list of key bills being watched closely by the University was provided in the eBoard book. Mr. Smith confirmed that Murray State follows all legislative bills that could potentially affect the University but the list provided highlighted those bills which have arisen to the top of the radar. Other than the budget bill which is obviously the most vital, updates were provided on the following:

- Senate Bill 75 (sponsored by Senator Dan Seum) – legislation that would freeze tuition at the public postsecondary education institutions to the 2015-16 tuition level for four years. The Senate Education Committee was not able to take action on this bill due to a lack of support.
- Senate Bill 265 (sponsored by Representative Larry Clark) – legislation which gives the entire higher education community the flexibility to fund capital construction projects using restricted funds, agency funds or a combination of those funds, along with private funds. This bill has been very positive for higher education by allowing an institution’s own restricted funds to be utilized to pay for University capital construction projects. This bill has passed the House and is currently sitting in the Senate.
- House Bill 278 (sponsored by Speaker Greg Stumbo) – minimum wage bill that has been moving this Session which would raise the state minimum wage to \$8.20 per hour on August 1, 2016, \$9.15 per hour on July 1, 2017 and \$10.10 per hour on July 1, 2018. This bill had quite a bit of traction at the beginning of the Session but there has been no movement over the past four weeks. The bill has been sitting in the House Appropriations and Revenue Committee.
- Various tuition waiver bills have been filed this Session, with only a few poised to actually pass. The Legislative Research Commission does not foresee these waivers applying to a large number of students across the Commonwealth. Currently, no tuition bills have passed both Chambers.

Mr. Smith further reported that Murray State's legislative team has been extremely active in Frankfort and the Board should be very pleased with the leadership provided by President Davies and Regent Rhoads in terms of the University's legislative agenda. Meetings have been held with numerous legislators and number well over the 24 that he was immediately able to identify on the President's calendar. Appreciation was also expressed to Dr. Jackson for his leadership in this legislative effort. All Senate and House education meetings have been closely monitored, particularly the Budget Review Subcommittee on Postsecondary Education. As Dr. Davies mentioned earlier, he and Vice President Dudley presented to that Subcommittee and both did a great job representing Murray State and discussing the impact these budget cuts would have on the University. In terms of visits with legislators, a focus had been placed on meeting with those from the 18-county service region, particularly members of House and Senate Leadership, and covering both sides of the aisle. Once the House has completed the budget it will be sent to the Senate. As such, the University's focus next will be finishing up with the House and then undertaking an aggressive push in working with Senate Leadership on their budget.

Dr. Jackson reported that the Breathitt Veterinary Center represents a new facility currently under construction. In the past Murray State has looked at the feasibility of designating the funding for BVC that is contained in the University's budget. Ms. Dudley has been instrumental in determining how much it costs the University to operate BVC which will allow the institution to seek a special appropriation or line-item specifically for BVC. Breathitt is not subject to performance funding and has a statewide mission and all are working diligently to gain traction on this proposal, although that work is a long way from being completed. Even if the work is not completed during this Legislative Session it will continue in the future. Slightly over \$3 million of the University's appropriation is used for the Breathitt Veterinary Center – a very unique statewide facility.

Dr. Jackson indicated with regard to performance funding that there are approximately 34 states with a performance funding model. This represents the toughest piece of the Governor's budget proposal and it is expected to be changed significantly in the House. Moving to 100 percent performance-based funding is not entirely realistic because for those states that have performance funding it ranges from 5 to 25 percent for the most part. Moving to 100 percent performance-based funding would be extremely difficult and it would be all but impossible to develop a budget if this were the case. Most states with performance funding also have some type of stop gap mechanism. For example, in Ohio a university cannot lose more than 2 to 3 percent in any given year. This is the type of detail that is currently unknown and needs to be decided.

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

### **Small Business Development Center/Kentucky Innovation Network Update, received**

Dr. Todd reported that under the leadership of President Davies this University primarily has two economic development engines. One of those is the Small Business Development Center (SBDC), led by District Director Chris Wooldridge. The other is the Kentucky Innovation Network (KIN), led by Director Loretta Daniel.

Ms. Daniel reported the following:

- The Kentucky Innovation Network was born out of the Kentucky Innovation Act of 2000. The KIN was formed to focus on innovation-based economic development. This means the office is focused on entrepreneurs and those businesses that are based on new ideas, concepts, inventions and technology while also assisting existing businesses that are growing significantly and are expecting to have continued growth. Most of the companies the KIN works with are not the traditional local retail or service companies but instead they are ones that are going to be looking for more national and international markets.
- The KIN also exists to develop an entrepreneurial culture in the state and all services are offered at no cost to those companies that give assistance.
- Funding for the KIN is provided through the Cabinet for Economic Development. All offices have a local partner and for her operation that partner is Murray State University, with the KIN being housed under the *Bauernfeind College of Business*.
- A statewide network map was provided illustrating the location of the 13 KIN offices across the state. All of the offices collectively provide services to all 120 counties in the state. Her service region includes ten counties within the western region: Graves, Marshall, Calloway, Lyon, Trigg, Caldwell, Christian, Hopkins, Todd and Muhlenberg.

- During the 2014-15 fiscal year, the KIN network assisted over 800 clients across the state. Those clients reported that they created 1,103 new full-time jobs at an average salary of \$50,912. They also reported that they have over 9,000 individuals employed at their companies and have raised \$123 million in private investments made in client companies – amounting to slightly over \$1 billion in capital raised across the state since this program started in 2000. Over 17,000 hours of education, training and workshops were also offered to help with entrepreneurial cultural development.
- Work is underway with entrepreneurs and businesses to help them develop ideas and their companies. The process which is utilized for this purpose is known as the ABC's of Business Development. She works with individuals to help them undertake an assessment and identify their intellectual property – where they currently are, what they need and where there are gaps. The next stage involves business development to identify how the KIN can help fill any such gaps and provide the businesses or entrepreneurs with access to services they may need from outside service providers. Assistance is also provided to formulate business plans, business models, strategic marketing models and supply chain development – whatever the needs are to fill any gap. The final stage is capitalization which identifies how the KIN can help these individuals access the funding needed to launch or grow their business.
- KIN provides a lot of different ways to access programs and the Kentucky Cabinet for Workforce Development has one of the most robust portfolios of programs to help entrepreneurs and small businesses from any state in the country. There are federal and state grant programs, incentive programs and investment funds. The KIN works with businesses and entrepreneurs to help them determine what they need and the services they would qualify for in order to give them access to needed expertise.
- A key focus for KIN has been the Kentucky Angel Investors which focuses primarily in the investment capital market. There is a Kentucky Angel Investors network and active investors across the state, as well as active investors within the region. Work is currently underway to develop a network for the western end of the state.
- Murray State also has a Business Incubator in Heritage Hall with approximately 1,000 square feet of space dedicated as an area where these start-up companies can be located and rent. The companies can remain in the space for three years which gives them time to develop their business and ensure it is stable and ready to move out into the community as a company that is able to pay rent and be a contributing member of the community. All available space is currently filled with three tenants.
- The KIN also works with faculty and staff who are conducting research and in the past has worked with the Telecommunications Systems Management Program when they were developing the Mitoc invention that was licensed out of the University. More recently, the KIN has been working with a faculty member in the *Jones College of Science, Engineering and Technology* who is researching a waterproof battery and helped him secure a \$75,000 Kentucky Commercialization Fund Grant a few months ago. Work continues with that individual to fulfill the grant and then hopefully take his research out into the marketplace.
- KIN also works with West Kentucky AgBioworks which represents an initiative involving work with three of the academic colleges – *Bauernfeind College of Business*, *Jones College of SET* and the *Hutson School of Agriculture*. Appreciation was expressed for the cooperation of the three Deans involved in this collaborative work. A mobile Bio Burner unit is located at the Equine Center that provides students with a hands-on learning experience. Faculty and student research is also being conducted around this initiative, as well as the regional outreach this initiative provides.
- The KIN participates in the Idea State U State Business Plan Competition which is a statewide competition among college students from any institution of higher education to compete for funding for business plans. Several Murray State students have won at this competition.
- For the fourth year, The Next Big Thing! – a regional innovation competition – has been held on the Murray State campus for area high schools (freshmen to senior) throughout the 20-county region. This has been a very successful program and the students work within their schools and KIN has worked with teachers to help them to have an experiential way to teach concepts. KIN works with a number of engineering and business classes and, while the work actually takes place in the high school classroom, the students are brought back to the Murray State campus twice per year. The first time is for an Accelerator Day in the Fall where the students are mentored and taught entrepreneur concepts. They then return to campus in April for The Next Big Thing! competition. This year 240 students from eight different high schools throughout the region will be participating in the competition. The teachers love this program and say that it is the only place they get this type of learning into the hands of their students. All Regents were invited to attend on April 15.
- In regard to the entrepreneurial culture, networking events and business competitions are held throughout the region. The Regional Entrepreneur Conference is coming up and will be held in Hopkinsville. These activities are always taking place throughout the region in an effort to work with local communities to develop the entrepreneurial culture.

In response to a question, Ms. Daniel indicated she has not yet been made aware of any cuts which will be made to the program due to the state budget situation. The Cabinet for Economic Development has been very supportive of the KIN Program and the results it has been achieving. A few years ago when the Cabinet started focusing on the KIN Program, its importance and

elevating it within the Cabinet, Kentucky has risen in state rankings from 44<sup>th</sup> to 4<sup>th</sup> as far as entrepreneurial activity which illustrates the difference the state is making in this arena. More will be known about the budget situation within the coming months but the KIN program has not been told to expect cuts at this point.

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

Mr. Wooldridge reported the following with regard to the Murray State University Small Business Development Center (SBDC):

- The SBDC was started at Murray State University in 1991 and provides confidential, personalized consultation on client's specific situation. Services are provided to both start-up and existing businesses from a traditional standpoint. The SBDC engages with a number of different types of businesses that are looking for more traditional support, including starting, growing and managing a business.
- The mission of the SBDC is to strengthen the regions' economic health and support academic growth through the delivery of high-quality, in-depth and hands-on consulting and training services to prospective and existing traditional businesses which will lead to the creation of wealth and jobs. The SBDC attempts to create an environment that encourages success and growth in both academic and economic development areas.
- The SBDC is funded through a cooperative agreement between Murray State and the U.S. Small Business Administration and all services are offered at no or low cost. The Murray SBDC is part of the Kentucky Small Business Development Center Network – the network of all SBDCs throughout the state.
- Services provided range from assisting with business and marketing plan development to the more complex with the overall goal of creating jobs and wealth within the region. Other services include industry and market research (through the *AJBCOB*), feasibility study, cash flow plan, financial statement analysis and turnaround assistance. Business plans tend to be the highest demand service. As part of the turnaround assistance program, the SBDC also works with companies that are struggling and in 2008-09 the Center worked with a large number of businesses. The benefit of having this as a service delivery item is the SBDC was able to help save some businesses that otherwise would not have been saved which helped keep those jobs and associated economics in the region.
- The SBDC service region covers 24 counties and three Purchase Area Development Districts (Purchase, Pennyrite and Green River). The Center reaches all of these counties and employees work diligently to identify existing businesses as well as potential businesses which will have an academic and economic impact on the region.
- The SBDC is fully accredited by the American SBDC as required by the U.S. Small Business Administration. The Center receives accreditation every four years and is currently engaged in that process. Everything is being reviewed by the accreditation team – from financials to performance to delivery models to outreach to impact.
- Results over a five-year period include:
  - \$23,294,000 in capital generation throughout the 24 counties within the SBDC engagement
  - 1,512 clients
  - Over 8,313 consulting hours with clients
  - Approximately 179 training events with over 2,000 attendees
- Through the training programs the SBDC has been able to equip individuals within the region who are both starting businesses or have existing businesses and are seeking training to enhance their skills.
- Results over a one-year period include:
  - \$6.2 million in capitalization
  - 277 clients
  - 1,500 hours of direct consulting
  - 29 training events with over 478 attendees
- These results illustrate the significant impact of the SBDC over just the past year. Improvements are being experienced in capitalization and loans and equity generation since 2008. This is very positive and has revealed some great trends.
- SBDC clients include the Kentucky Association for Economic Development and the Kentucky Innovation Network, working closely with Ms. Daniel as well as with the Area Development Directors in Paducah and Owensboro. Other strategic partnerships include the World Trade Center of Kentucky, Kentucky Automotive Association Delta Regional Authority, Chambers of Commerce, Main Street Association, Area Development Districts, EntrePaducah, West Kentucky Regional Chamber Alliance and C-Link.
- "Grow Kentucky" is a statewide program and, in conjunction with the Kentucky SBDC Network, represents an economic gardening approach to this work which involves looking at local businesses to determine how to grow those companies. This program will provide strategic information and analysis customized to the needs of a particular business. Specialists assist a company in four key areas: strategic market research, geographic information systems, search engine optimization and social media marketing.



- In response to a request to expand upon the funding component of the SBDC, Mr. Wooldridge indicated that approximately one-half of funding comes from the U.S. Small Business Administration and the remainder is provided by the University. It was confirmed that the SBDC does not receive any funding from the state other than what is provided to the University and there has been some reduction in funding over the last several years. In addition to budget reductions, there have been increases in operating expenditures. In light of this, the impact of the SBDC speaks very highly to the dedicated team undertaking this work. SBDC staff have received numerous production and performance awards through the state association, including multiple consultants with over \$1 million in annual capital production and they continue to receive statewide recognitions.

A request was made for an explanation regarding the legislative update provided earlier and the increases for Western and Northern which are included in the Governor's budget. Dr. Davies indicated that if one considers only the state appropriation per FTE there does appear to be a difference in level between Western and Northern and the other Kentucky universities. He does not believe this is the accurate way to look at revenue per student. Total revenue per student, especially for comprehensive institutions, is the state appropriation plus net tuition and if this element is taken into consideration there is no significant difference between the five universities. When the Governor put forward his budget plan he did not take into consideration the mitigating efforts and the adjustments for Western and Northern are still included in the current proposed budget. Mr. Rhoads added that there is also no requirement contained within the budget that either Western or Northern rollback their tuition to the level of the other universities and their tuition rates will remain significantly higher than Murray State's. For 15 to 20 years these two institutions have made the same argument but have also used that argument to increase tuition at a much higher rate and they have been allowed to do so. They are now using the identical argument to lobby for even more increases but now based on state appropriation per FTE. The proverbial saying, "You can't have your cake and eat it too," is not the case in this situation.

Chair Waterfield reported that at the Advance last year, upon the President's recommendation, the Board decided to change its committee structure to include a Legislative and Economic Development Committee. Considering discussions today, and really over the past year in particular, the formation of this Committee has proved to be a very important and good decision on the part of the Board.

A question was asked whether other states and universities have the same type of center for small business development initiatives and Mr. Wooldridge confirmed that to be the case although they do not necessarily follow the same type of structure in other states. There are SBDCs throughout the nation and every state maintains some type of presence with the SBDC Association. This presence is typically maintained through a university setting or in association with economic development.

### **Adjournment**

The Legislative and Economic Development Committee adjourned at 3:23 p.m.

### **Marketing and Community Engagement Committee**

**Susan Guess  
Sharon Green  
Martin Jacobs  
Jerry Sue Thornton  
Harry Lee Waterfield II**

Mrs. Guess called the Marketing and Community Engagement Committee to order at 3:23 p.m. and reported all other members were present.

### **Office of Marketing and Outreach Update, received**

Dr. King introduced Shawn Touney who became the new Director of Communications at the University at the beginning of February. Mr. Touney brings more than ten years of experience in the marketing and public relations industry to Murray State. He does not come from higher education but brings incredible experience and energy and will be a great fit for the creative

team. He has a Master of Science in Sport Management and a Bachelor of Arts in Journalism. Appreciation was expressed to Dr. Jackson for providing assistance with the search.

Dr. King presented the following:

- Holiday Campaign highlights include:
  - This represented the University’s first Integrated Marketing Communication Campaign. The Campaign ran December 7-31, 2015, and included every unit across campus, as well as on the regional campuses. When the Campaign was rolled out, it appeared on every social media platform. This represented a good trial run for what a strategic Marketing Plan should look like.
  - The Campaign was designed to raise awareness about the value of giving as well as to raise scholarship dollars. During the month of December, the Racer Holidays website generated 3,971 webpage views from 2,554 unique users, meaning that if an individual visited the site more than once they were only counted once.
  - The Campaign was set up on a four-week request with the first week being targeted at student giving and Marketing and Outreach partnered with SGA for “Dunker’s Challenge.” The email open rates for the targeted groups over this four-week period were incredible: students (33 percent), faculty/staff (48 percent), alumni (17 percent) and athletics/Library (17 percent).
  - Social Media represented a first attempt at a University-wide crowdfunding campaign. On its Facebook and Twitter accounts the University has the potential to reach over 3 million people. This represents the University’s network and all these individuals follow the University on those two platforms. If someone is a friend on the University’s social media network and shares the University’s Facebook page this involves not only that individual but all followers they are inter-related with and this number could potentially reach over 3 million people. There were a total of 12,015 interactions which means people actually engaged in the Campaign – they either shared it, liked it or commented on it. A series of videos regarding favorite holiday traditions of faculty, staff and students were produced to go with the Campaign. During the month of December alone, the University’s Youtube channel had 25,372 views of these videos. This represents a 567 percent increase over December of 2014.
  - The Holiday Campaign raised \$19,391 which equates to 30 scholarships and study spaces. There were a total of 178 donors (87 new donors and 91 previous donors). An effort was made with the Campaign to show that every gift matters. This provided an opportunity to reach out to new donors and to also reach out to a targeted group of donors between the ages of 25 and 40 who want to be able to give and see an immediate return on their investment. These scholarships will be issued next Fall, meaning the scholarship will go immediately into the students’ hands and help benefit them.
- A major goal for this year is to develop a Marketing Plan and the process of collecting marketing research for this purpose has been started. This semester student focus groups have been held with current students – three focus groups have been held so far and two more are scheduled. These student focus groups are centered around particular groups of students such as athletes, leaders, students who are actively engaged in recruitment for the institution, residential college students and Honors College students.
- Constituent surveys have been sent out to alumni, current students, faculty, staff, prospective students, parents of current students and public educators (mainly high school Guidance Counselors, Principals and Superintendents in the 18-county service region) and 4,384 surveys have been returned as of February 23. The survey closes on February 29. In terms of a breakdown on where feedback is coming from, alumni are obviously the largest group solicited for response but the current student response rate has been phenomenal. Several students have commented on how active the Student Government Association has been in this process and feedback from current students will be invaluable.
- A brand already exists on the Murray State campus and it is Dr. King’s job to determine what that brand is and how it differentiates Murray State from other institutions so that the University can better position the campus and really tell the story that is going to attract the right student to this institution.
- While a great deal of work still remains related to deciphering the data, a top-level assessment reveals that several preliminary brand attributes have presented themselves, including home, homey, community, a sense of home (among alumni and current students), tradition, legacy, a sense of pride, longstanding pride and generations of Murray State graduates attending this University. The brand attributes will be prioritized in order of where they rank among the groups surveyed and that will lead to a discussion about messaging.

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

### **Adjournment**

The Marketing and Community Engagement Committee adjourned at 3:46 p.m.

**Policy Change – Continued Suspension of Applicable Language – Policy V B – Kentucky Teachers’ Retirement System (KTRS)/Optional Retirement Program (ORP), approved**

Dr. Davies reported that last year the Board approved an Early Retirement Program for faculty. It has operated for one year and approximately six faculty members have taken advantage of the program basically giving them a transition to go to 42 percent of their time and to begin a Retirement Transition Program for either one or two years. Discussion occurred at the December Board meeting regarding this topic and at that time a decision was made that the University would not proceed in this fashion. In light of the state’s disinvestment in higher education, however, the administration wanted to offer this option to faculty one more time as the University works to address its own budget reductions. This could represent a mechanism for individuals thinking about retirement to take the step in that direction.

Dr. Jacobs indicated that he has supported the Faculty Transition Program but was not thinking of himself in December when he made a comment regarding continuing this option for faculty. He will be considering this option over the next few months and for that reason, and in all good consciousness, he will recuse himself from the vote.

Mr. Williams moved that the Board of Regents, upon the recommendation of the President of the University, approve continued suspension of language in Murray State University’s *Policy V B – Kentucky Teachers’ Retirement System (KTRS)/Optional Retirement Program (ORP)* - related to “participation in the step-down/early retirement program eliminates/voids eligibility for this benefit” for qualified employees participating in the Faculty Transitional Retirement Program, from December 15, 2015, to April 1, 2016. Dr. Thornton seconded and the roll was called with the following voting: Mr. Combs, yes; Ms. Green, yes; Mrs. Guess, yes; Mr. Kemp, yes; Mr. Rhoads, yes; Mr. Schooley, yes; Mrs. Sewell, yes; Dr. Thornton, yes; Mr. Williams, yes; and Mr. Waterfield, yes. As stated earlier, Dr. Jacobs recused himself from the vote. The motion carried.

**Personnel Changes**

**Memorandum of Understanding with the Council on Postsecondary Education, approved**

Dr. Davies reported that a *Memorandum of Understanding* with the CPE is being presented to the Board for approval for Professor Jay Morgan. Dr. Morgan is “on loan” with the CPE and that entity is handling their process a bit differently this time around. Such agreements were on an annual basis and they are now on a biennia (two year *Memorandum of Understanding*). The CPE pays for Dr. Morgan’s salary and benefits while he is working there and if he decides to come back to Murray State at some point in the future he can do so and return to his position as a faculty member in the *Hutson School of Agriculture* and also the College of Education and Human Services. This does not create a “break in service” for retirement purposes.

Mr. Williams moved that the Board of Regents, upon the recommendation of the President of the University, approve the attached *Memorandum of Understanding* between Murray State University and the Council on Postsecondary Education as it pertains to Dr. Jay Morgan for the biennial period commencing July 1, 2016, and extending through June 30, 2018. Upon Dr. Morgan’s return to Murray State University, he will retain tenure and the rank of full Professor of Agricultural Science in the *Hutson School of Agriculture*, as well as a joint appointment in the Department of Educational Studies, Leadership and Counseling in the College of Education and Human Services, at his retreat salary as included in the University Budget. Mr. Rhoads seconded and the roll was called with the following voting: Mr. Combs, yes; Ms. Green, yes; Mrs. Guess, yes; Dr. Jacobs, yes; Mr. Kemp, yes; Mr. Rhoads, yes; Mr. Schooley, yes; Mrs. Sewell, yes; Dr. Thornton, yes; Mr. Williams, yes; and Mr. Waterfield, yes. The motion carried unanimously.

(See Attachment #8)

**Two-Year Faculty Transitional Retirement Contract, approved**

Mr. Williams moved that the Board of Regents, upon the recommendation of the President of the University, approve a two-year Faculty Transitional Retirement Contract with an effective date of July 1, 2016, for Professor Winfield Rose in the Department of Political Science and Sociology. Mr. Kemp seconded and the roll was called with the following voting: Mr. Combs,

yes; Ms. Green, yes; Mrs. Guess, yes; Dr. Jacobs, yes; Mr. Kemp, yes; Mr. Rhoads, yes; Mr. Schooley, yes; Mrs. Sewell, yes; Dr. Thornton, yes; Mr. Williams, yes; and Mr. Waterfield, yes. The motion carried unanimously.

Dr. Davies indicated that Dr. Rose has been an outstanding Professor at Murray State University for many, many years and all wish him well during this transition to retirement.

### **Athletic Contract Renewals, approved**

Dr. Davies reported that three athletic contracts have been provided to the Board for approval. It is customary to provide multi-year contracts to Men's Basketball and Football and Women's Basketball. Due to the outstanding success of Head Women's Soccer Coach Jeremy Groves, his outstanding commitment to student athletes and the championship records that he holds, it is his pleasure, based upon the recommendation of Athletic Director Allen Ward, to recommend to the Board of Regents a three-year contract for Coach Groves.

#### **Head Women's Soccer Coach**

Mr. Williams moved that the Board of Regents, upon the recommendation of the President of the University, approve the continued employment of Jeremy Groves as Head Women's Soccer Coach, effective January 1, 2016, through December 31, 2018, at a minimum annual salary of \$54,480 and pursuant to such other terms and conditions, including terms and conditions for contract extension, as determined by the University President to be in the best interest of Murray State University. Mrs. Sewell seconded and the roll was called with the following voting: Mr. Combs, yes; Ms. Green, yes; Mrs. Guess, yes; Dr. Jacobs, yes; Mr. Kemp, yes; Mr. Rhoads, yes; Mr. Schooley, yes; Mrs. Sewell, yes; Dr. Thornton, yes; Mr. Williams, yes; and Mr. Waterfield, yes. The motion carried unanimously.

#### **Head Women's Volleyball Coach**

Dr. Davies reported that the Women's Volleyball Team has had an outstanding tenure under the direction of Head Coach David Schwepker. Coach Schwepker not only supports his athletes on the court but also as students. Volleyball is one sport that continually has multiple individuals with 4.0 grade point averages. This group of young ladies represents Murray State University very well. It is his honor, based upon the recommendation of Athletic Director Allen Ward, to recommend to the Board of Regents a three-year contract for Coach Schwepker.

Mr. Rhoads moved that the Board of Regents, upon the recommendation of the President of the University, approve the continued employment of David Schwepker as Head Women's Volleyball Coach, effective January 1, 2016, through December 31, 2018, at a minimum annual salary of \$45,000 (also receives \$11,633 for teaching) and pursuant to such other terms and conditions, including terms and conditions for contract extension, as determined by the University President to be in the best interest of Murray State University. Mr. Williams seconded and the roll was called with the following voting: Mr. Combs, yes; Ms. Green, yes; Mrs. Guess, yes; Dr. Jacobs, yes; Mr. Kemp, yes; Mr. Rhoads, yes; Mr. Schooley, yes; Mrs. Sewell, yes; Dr. Thornton, yes; Mr. Williams, yes; and Mr. Waterfield, yes. The motion carried unanimously.

#### **Assistant Football Coach**

Dr. Davies reported that this represents a one-year contract and while typically the Board does not approve one-year contracts, given the nature of athletic coaching a different approach is being implemented with regard to vacation time and payout that does not follow "normal University policy." Coaches by nature have a very different time set and time range and the proposed change reflects the work of coaches and their associated vacation time. It does not allow the Coach to rollover vacation time. Mr. Ward reported that General Counsel Rall has done a great job over the years allowing Athletics to make improvements to important clauses contained within contracts for coaches. Coach contracts are no longer subject to across-the-board University raises and are strictly performance and merit based. This represents the next important step and is a common practice across the country. Coaches do not accrue vacation nor do they carry it over so it does not have any cash value when they leave the University. There are also very positive financial implications for the University which will result from making this change.

Mr. Williams moved that the Board of Regents, upon the recommendation of the President of the University, approve the employment contract for Jacob Johnson, Assistant Football Coach, effective February 15, 2016, through December 31, 2016, at a pro-rated salary of \$55,000 and pursuant to the terms and conditions set forth in the agreement. In addition, the President (or his designee) is authorized to use this employment contract, or one with additional or modified provisions deemed by the President to be in the best interests of the University, in negotiations in the future with assistant football coaches. These agreements will be submitted to the Board of Regents for final approval. Mrs. Guess seconded and the roll was called with the following voting: Mr. Combs, yes; Ms. Green, yes; Mrs. Guess, yes; Dr. Jacobs, yes; Mr. Kemp, yes; Mr. Rhoads, yes; Mr. Schooley, yes; Mrs. Sewell, yes; Dr. Thornton, yes; Mr. Williams, yes; and Mr. Waterfield, yes. The motion carried unanimously.

**Salary Roster, approved**

Mr. Williams moved that the Board of Regents, upon the recommendation of the President of the University, approve the Salary Roster as of December 31, 2015, which includes new employment, retirement, resignations and terminations. Mrs. Guess seconded and the roll was called with the following voting: Mr. Combs, yes; Ms. Green, yes; Mrs. Guess, yes; Dr. Jacobs, yes; Mr. Kemp, yes; Mr. Rhoads, yes; Mr. Schooley, yes; Mrs. Sewell, yes; Dr. Thornton, yes; Mr. Williams, yes; and Mr. Waterfield, yes. The motion carried unanimously.

**2016-17 Faculty Sabbatical Leaves, approved**

Dr. Davies reported it is his honor to recommend to the Board eight faculty members for Sabbatical Leaves. These requests have been recommended for approval by the department, college, Provost and the President. This represents an arduous and rigorous process that is reflective of their proposed research agenda. These individuals must report what they will achieve and how they will achieve it, as well as a reflection of what they have achieved over the respective timeframe. The faculty being proposed for Sabbatical Leaves are amazing individuals and outstanding contributors to the University as teachers and scholars. Dr. Davies hates to see them leave the University for any period of time but each and every one of the faculty members being recommended for Sabbatical Leaves are very deserving.

Dr. Jacobs moved that the Board of Regents, upon the recommendation of the President of the University, grant the requests for sabbatical leaves for the individuals and periods indicated below:

<b><u>NAME/DEPARTMENT</u></b>	<b><u>EFFECTIVE</u></b>	<b><u>SALARY</u></b>
<b>CARRIE JERRELL</b> , English and Philosophy	1/1/17-5/15/17	full salary / 1 semester
<b>JUYOUNG SONG</b> , English and Philosophy	8/15/16-5/15/17	half salary / 2 semesters
<b>PAUL WALKER</b> , English and Philosophy	8/15/16-5/15/17	half salary / 2 semesters
<b>WILLIAM MULLIGAN</b> , History	1/1/17-5/15/17	full salary / 1 semester
<b>MICHAEL D’AMBROSIO</b> , Music	1/1/17-5/15/17	full salary / 1 semester
<b>SUGURU NAKAMURA</b> , Biological Sciences	8/15/16-12/31/16	full salary / 1 semester
<b>JOHN (TED) PORTER</b> , Mathematics and Statistics	1/1/17-5/15/17	full salary / 1 semester
<b>TIMOTHY SCHROEDER</b> , Mathematics and Statistics	8/15/16-12/31/16	full salary / 1 semester

Mr. Williams seconded and the roll was called with the following voting: Mr. Combs, yes; Ms. Green, yes; Mrs. Guess, yes; Dr. Jacobs, yes; Mr. Kemp, yes; Mr. Rhoads, yes; Mr. Schooley, yes; Mrs. Sewell, yes; Dr. Thornton, yes; Mr. Williams, yes; and Mr. Waterfield, yes. The motion carried unanimously.

**2016-17 Faculty Leave of Absence Without Pay, approved**

Mr. Williams moved that the Board of Regents, upon the recommendation of the President of the University, grant a request for Leave of Absence Without Pay for Dr. Joshua Easterling, Assistant Professor in the Department of English and Philosophy, for the period August 15, 2016, through May 15, 2017. Mrs. Sewell seconded and the motion carried unanimously.

## **2016-17 Staff Leaves of Absence Without Pay, approved**

Mr. Williams moved that the Board of Regents, upon the recommendation of the President of the University, approve the Staff Leaves of Absence Without Pay that have been processed as of January 22, 2016, as listed below:

<u>Name</u>	<u>Department</u>	<u>Effective Date</u>
Mary Coleman	University Parking	1/4/2016-5/31/2016*
David Dunaway	Facilities Management	11/6/2015-11/6/2015
Jacob Harms	Facilities Management	10/23/2015-10/24/2015
Jeremiah Garland	Facilities Management	10/16/2015-10/16/2015
Gary Gassam	Facilities Management	10/21/2015-10/25/2015
Austin Jetton	Facilities Management	10/15/2015-10/17/2015
Kristopher Johnson	Bursars Office	11/9/2015-11/13/2015
Justin Lamb	University Store	10/23/2015-11/30/2015
Leanna Linn McClure	Registrar	11/2/2015-12/3/2015
Christopher Pritchett	Facilities Management	9/10/2015-9/10/2015
Homer Pritchett	Facilities Management	7/13/2015-12/31/2015
Amanda Rice	Bursars Office	11/10/2015-11/16/2015
Anita Ross	Dining Services	10/27/2015-11/16/2015
Brittney Stinnett	Campus Recreation and Wellness	12/4/2015-12/17/2015
Andy Stone	Facilities Management	10/19/2015-10/30/2015
		11/9/2015-11/9/2015
Brenda Thompson	Facilities Management	10/13/2015-10/14/2015
Stephanie Totty	Dean-Bauernfeind College of Business	11/9/2015-12/11/2015
Eddie Young	Facilities Management	9/21/2015-9/30/2015
		10/5/2015-10/9/2015
		10/26/2015-10/27/2015
		10/30/2015-10/30/2015

\*Intermittent Leave

Mrs. Sewell seconded and the motion carried unanimously.

### **Supplemental Materials**

Board members were reminded that the following supplemental materials were provided in the eBoard book:

- 1) *News Beyond Campus*
- 2) Campus Major Projects Update – Quarterly Status Report
- 3) Sponsored Programs – Grants and Contracts Report

These reports were provided for informational purposes only and required no action.

### **Other Business**

Dr. Davies reported that a Special Meeting of the Board of Regents will be held on Friday, May 13, 2016, to discuss the University Budget, specifically tuition and mandatory fees. That meeting will begin at 10 a.m. in the *Jesse Stuart Room* in Pogue Library and Regents should plan to be on campus for at least two hours.

### **Adjournment**

There being no further business to come before the Board, Mr. Williams moved that the Quarterly Board of Regents Meeting and Committee Meetings adjourn. Mr. Kemp seconded and the motion carried unanimously. Adjournment was at 4 p.m.

  
\_\_\_\_\_  
Secretary

  
\_\_\_\_\_  
Chair

**(This page intentionally left blank to allow for inclusion of attachments.)**