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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
August 25, 2017**

Call to Order/Roll Call

The Board of Regents (BOR) of Murray State University (MSU) met on Friday, August 25, 2017, in Quarterly and Committee Session in the *Jesse Stuart Room* in Pogue Library on the main campus of Murray State University. Chair Stephen Williams called the meeting to order at 8:30 a.m. and welcomed those present.

The roll was called and the following members were present: Walter Bumphus, Katherine Farmer, Sharon Green, Susan Guess, Daniel Kemp, Jerry Rhoads, Lisa Rudolph, Phil Schooley, Don Tharpe, Stephen Williams and Tori Wood. 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; Mark Arant, 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 University Advancement; Bob Jackson, President, Murray State Foundation and Director of Planned Giving; Allen Ward, Athletic Director; Fred Dietz, Associate Vice President for Enrollment Management; Renee Fister, Chief of Staff; John Rall, General Counsel; Joyce Gordon, Director of Human Resources; Michelle Saxon, Internal Auditor; David Burdette, Interim Chief Facilities Officer; the Collegiate Deans and members of the faculty, staff, students, news media and visitors.

AGENDA

Roll Call	Secretary Jill Hunt
Swearing-in Ceremony – Dr. Don I. Tharpe and Ms. Tori L. Wood	Police Chief Jamie Herring
Election of Vice Chair and Secretary	Chair Steve Williams
Minutes of the Quarterly Meeting and Committee Meetings of the Board of Regents June 9, 2017*	Chair Steve Williams
Public Participation	Chair Steve Williams
JH Richmond Hall Incident Review	President Robert Davies
Murray State University Board of Regents Emergency Communications Protocol Endorsement*	Chair Steve Williams
Report of the Chair	Chair Steve Williams
Report of the President	President Robert Davies
Report of the Constituency Regents	Regent Katherine Farmer Regent Phil Schooley Regent Tori Wood
Report of the Treasurer* (Quarterly Financial and Investment Reports)	Vice President Jackie Dudley
Closed Session	Chair Steve Williams
a. Pursuant to Kentucky Revised Statute 61.810(1)(f) – To discuss matters which might lead to the appointment, discipline or dismissal of an individual employee	

Committee Reports/Recommendations

- A. Academic Excellence and Scholarly Activities Regent Walter Bumphus
- 1) Center for Letters, Arts and Social Sciences and Murray State University Local Government Service Center Update (For Information Only)
 - 2) Provost and Vice President for Academic Affairs Overview and Initial Perceptions (For Information Only)
 - 3) Academic Administrative Appointment – Interim Chair, Department of Art and Design – Associate Professor Christopher Lavery (For Information Only)
- B. Audit and Compliance Regent Don Tharpe
- 1) Office of Internal Audit – Internal Audit Annual Report – Fiscal Year 2017 (For Information Only)
 - 2) Internal Audit Charter Revision*
 - 3) Office of Internal Audit – Annual Audit Plan for Fiscal Year 2018*
- C. Buildings and Grounds Regent Sharon Green
- 1) Disposition of Structure – 912 Waldrop (Building #0093)*
 - 2) Disposition of Structure – O.B. Springer Hall (Building #0024)*
 - 3) Energy Savings Company Project Statement*
- D. Enrollment Management and Student Success Regent Lisa Rudolph
- 1) Fall 2017 Undergraduate Enrollment Update (For Information Only)
 - 2) Student Retention/Recapture Campaign Update (For Information Only)
 - 3) Name Change – Office of Veterans Affairs to Office for Veteran and Military Student Success (For Information Only)
- E. Finance Regent Daniel Kemp
- 1) National Collegiate Athletic Association (NCAA) Division I Academic-Based Revenue Distribution*
 - 2) Six-Year Capital Plan and Biennial Capital Budget Request*
 - 3) Projects Approved by the Board Chair*
 - 4) Personal Services Contracts – Schedule of Expenditures (For Information Only)
 - 5) Compensation Study Update (For Information Only)
- F. Legislative and Economic Development Regent Jerry Rhoads
- 1) Legislative and Governmental Affairs Update (For Information Only)
- G. Marketing and Community Engagement Regent Susan Guess
- 1) University Advancement Update (For Information Only)

NOTE: Full Board action will follow Committee action.

(*Requires Board of Regents Action)

- Murray State University Diversity Plan** Exec. Dir. – Instit. Diversity, Equity & Access Cami Duffy
- Strategic Planning Update (For Information Only) Chief of Staff Renee Fister
- Health Services Review Update (For Information Only) Vice Presidents Jackie Dudley and Don Robertson
- Personnel Changes President Robert Davies
- A. Salary Roster*
 - B. Head Rifle Coach Contract Extension – Alan Lollar*
 - C. Staff Leaves of Absence Without Pay*
- National Collegiate Athletic Association/Ohio Valley Conference Governing Board Certification Consent and Affirmation of Athletics' Mission Statement* Regent Phil Schooley

Supplemental Materials

President Robert Davies

- A. Quarterly Risk Management Report (For Information Only)
- B. Status Report – Campus Major Projects Update (For Information Only)
- C. Sponsored Programs – Grants and Contracts Report (For Information Only)

Other Business

Adjournment

(*Requires Board of Regents Action)

Swearing-In Ceremony – Don I. Tharpe and Tori L. Wood

In keeping with Section 164.321 of *Kentucky Revised Statutes (KRS)*, Governor Matt Bevin, on July 13, 2017, appointed Don I. Tharpe of Nicholasville, Kentucky, as a member of the Murray State University Board of Regents. Dr. Tharpe shall serve for a term ending June 30, 2023. Dr. Tharpe replaces Mrs. Jenny Beshear Sewell whose term had expired.

The students of Murray State University elected Tori L. Wood to serve as Student Regent in March 2017. Her term as Student Regent will be July 1, 2017, through June 30, 2018. Ms. Wood is from Benton, Kentucky, and is pursuing a Bachelor of Science in Public Relations and a minor in Graphic Communications Technology.

Jamie Herring, Murray State University Police Chief and Director of Public Safety and Emergency Management, administered the Oath of Office to Dr. Tharpe and Ms. Wood.

Chair Williams congratulated and welcomed the two new Regents to the Board. All appreciate their willingness to serve the University in this regard and the Board looks forward to working with these individuals.

Officers for 2017-18 – Vice Chair and Secretary, elected

Chair Williams reported that in accordance with the *Bylaws* of the Board of Regents all officers are elected annually at the Spring Quarterly Meeting and shall serve for one year, commencing July 1 following their election, and a separate election will be conducted to elect each of the officers: Chair, Vice Chair and Secretary. This action occurred at the June 9, 2017, Quarterly Meeting with the following results: Stephen Williams, Chair; Susan Guess, Vice Chair and Jill Hunt, Secretary.

Kentucky Revised Statute 164.330 stipulates that an election for Vice Chair and Secretary shall be held at the organizational meeting required within 30 days of the appointment of a new member. In order to address this statutory requirement, the Vice Chair and Secretary will be elected again today.

Chair Williams declared that nominations for Vice Chair of the Board of Regents are in order. In accordance with the *Bylaws* of the Board each member will be recognized for the purpose of making a nomination. The Secretary called the roll for nominations for Vice Chair of the Board of Regents and Dr. Bumphus nominated Susan Guess. All other Regents passed. It was indicated that there being only one nomination for Vice Chair, Susan Guess is elected Vice Chair by majority consent, according to the *Bylaws* of the Murray State University Board of Regents.

Chair Williams opened the floor for nominations for Secretary. The Secretary called the roll for nominations for Secretary to the Board of Regents. Dr. Bumphus nominated Jill Hunt. All other Regents passed. Chair Williams indicated there being only one nomination for Secretary, Jill Hunt is elected Secretary by majority consent, according to the *Bylaws* of the Murray State University Board of Regents.

Minutes of the Quarterly Meeting and Committee Meetings of the Board of Regents on June 9, 2017, approved

Mr. Kemp moved that the minutes of the Quarterly Meeting and Committee Meetings of the Board of Regents on June 9, 2017, be approved as submitted. Ms. Farmer seconded and the motion carried unanimously.

Public Participation

Chair Williams announced that there were no individuals signed up for the Public Participation portion of the agenda.

JH Richmond Incident Review, received

Chief Jamie Herring gave a presentation which outlined the emergency operations response to the June 28, 2017, incident at JH Richmond Residence Hall. According to the Federal Emergency Management Association, an incident is defined as an occurrence caused by either human or natural phenomena that requires response actions to prevent or minimize loss of life or damage to property and/or the environment. A critical incident is an extraordinary event that places lives and property in danger and requires the commitment and coordination of numerous resources to bring about a successful conclusion.

Information was provided on commonly-used terms in emergency situations and four phases of critical incident response were outlined. Those include the Critical Phase which occurs within the first 60 minutes and emphasis is on scene stabilization and ensuring citizen and responder safety. The second phase is Scene Management which begins within one hour and can last up to several days with a focus on establishing organized decision-making processes with the Incident Command System (represents a standardized approach to managing incidents by pre-defining roles and processes). Executive Management represents the third phase and occurs when incident size, scope and seriousness is beyond the ability to control at the scene. The emphasis in this phase is to establish an Emergency Operations Center (the coordination point for information and resources needed to support operations at the Field Command Post which is the location near the incident where Incident Command is established) and fully expanded Incident Control System organization. The fourth phase is Termination with an emphasis on bringing about a smooth transition to normal operations, preparing for the next event and maintaining the physical and psychological well-being of organizational members.

The four main reasons for an Emergency Operations Plan are mitigation, preparedness, response and recovery. The Board was reassured that all four elements are included in Murray State's current plan. Additional information was presented on levels of emergency and plan activation, roles and responsibilities of the Executive Management Team and Emergency Operations Team and how communications are handled during an incident. This included the accomplishment of seven critical tasks: establish control and communications, identify the "Danger Zone," establish the inner perimeter, establish the outer perimeter, establish the on-site Command Post, establish a Staging Area and identifying and requesting additional resources. This was accomplished by Police Department staff and area law enforcement and emergency responders – all within twelve minutes.

Dr. King reported on crisis communications which were utilized following the JH Richmond incident such as assembling the Communications Response Team, providing media briefings, establishing call lines to receive parent calls, emailing parents of camp participants on campus, emailing campus and alumni, launching a parent/student "Frequently Asked Questions" site and sending emails to prospective and current students. Assurance was provided that a media analysis was undertaken pertaining to news and social coverage of the event. In such a crisis the focus of the Communications Response Team is on three key areas: public relations/media relations, social media monitoring and response and launching a dedicated emergency website which continuously provides the most up-to-date information. Confirmation was provided that although the Communications Response Team is small, all individuals are cross-trained in the three areas just mentioned and at any given point there are two individuals on campus who can handle any one of these three key areas. The goal for all communications which was distributed was to ensure individuals felt secure. An effort was then made to manage the message to ensure

accurate information was being provided and reported in a responsible and responsive manner. The number one goal was the safety and security of the campus community.

Mr. Burdette reported that approximately 50 Facilities Management employees responded to the initial request for assistance within one hour following the JH Richmond incident and all pledged to do whatever necessary to restore campus in time for Fall 2017 classes to begin. Old Richmond Hall at the time of the incident was being utilized for storage but the immediate decision was made to convert that facility so it was functional, clean and ready for students to occupy by Move-In Day (five-week timeframe). This was accomplished with a great deal of team effort from across campus. Eight buildings in total suffered damage as a result of this incident and it is incredible all were repaired in time for the beginning of classes.

Dr. Robertson reported that support was provided for camp participants through their associated leaders – including the Governor’s Scholars, Commonwealth Honors Academy, Adventures in Math and Science and others – to ensure they had necessary supplies for the students’ care and welfare. The Curris Center was established as a base for students and four Counselors from the Counseling Center provided services on-site. Immediate contact was made with the injured student and a staff member accompanied him to the local hospital. The Institute for International Studies staff contacted international students who had very recently arrived on campus to participate in the English as a Second Language Program and also reached out to partner schools that had students/faculty on campus. Continuous contact was maintained with the leadership of Residence Life, email communications were sent to students to keep them updated and return phone calls were made to concerned parents. Meals were also provided by Dining Services in the Thoroughbred Room for all students until Winslow Dining Hall reopened on August 9. Over 40 faculty and staff assisted 70 students with moving their belongings out of Hester College and into White College. For the Fall semester, students who lived in JH Richmond had to be assigned other accommodations and, where feasible, their living location preferences were taken into consideration. All students desiring housing on campus were provided with a room assignment. As the new semester began, counseling services were provided as needed for returning students experiencing delayed emotional reactions.

Dr. Davies provided assurance to the Board that efforts are continually being undertaken to ensure the safety and security of campus. Emergency protocols are consistently refined and discussions occur regarding the lines of communication so all understand their role in an emergency situation. This work is taken very seriously throughout the entire year and the Emergency Protocol Plan is discussed often – always with students in mind. This incident reminded all that community is contained within the individuals who strive to help others in times of need, as well as at all times, to ensure they can reach their full potential. The spirit of community was readily identifiable throughout this entire event and even afterwards.

Dr. Davies reported that consideration has been given to the potential impact of this event related to enrollment but that is difficult to actually quantify. To what extent the incident affected enrollment is not immediately identifiable. This represents an event in the history of Murray State University that defines and refines the sense of community and pride. The incident may have had an effect on the freshman class this year but it also highlighted the sense of community spirit that defines this institution which is important and reassuring to both parents and students. Appreciation was expressed to all who provided assistance associated with this unfortunate circumstance, especially Ms. Dudley who was the Officer in Charge on the scene.

Chair Williams indicated all want answers to what happened but it is crucial for those answers to be based on facts. The investigative process will likely take longer than anyone would like but it is critically important this work be done thoroughly and comprehensively and be fact-based. Confirmation was provided that the JH Richmond scene remains under the jurisdiction of the State Fire Marshall and all indications are that it will be several months before it is known exactly how the incident occurred. It will also take a great deal of time to determine the specific course of action to be taken regarding the future of JH Richmond.

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

Murray State University Board of Regents Emergency Communications Protocol, endorsed

Dr. Davies presented the Board Emergency Communications Protocol for endorsement. This represents the practice the University has been following but official action needs to be taken to ensure all are aware of protocols which are in place.

Mrs. Guess moved that the Board of Regents, upon the recommendation of the President of the University, endorse the Murray State University Board of Regents Emergency Communications Protocol, effective August 25, 2017. Mr. Schooley seconded and the motion carried unanimously.

(See Attachment #1)

Report of the Chair, received

Chair Williams reported that the Board of Regents Annual Advance was held at Miller Memorial Golf Course yesterday and discussions were productive in terms of identifying University priorities. Appreciation was expressed to all who participated in the Advance.

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

Report of the President, received

Dr. Davies reported that a listing of significant accomplishments for the University since the last Board meeting was provided in the eBoard book. Highlights of the President's Report included officially welcoming Dr. Mark Arant as Provost and Vice President for Academic Affairs and David Balthrop as the new Dean of the College of Humanities and Fine Arts. Faculty Development Center Director Firm Faith Watson and Associate Provost for Undergraduate Education Renae Duncan were congratulated for a successful and intensive Faculty Summit to mark the official return of faculty to campus. The Summit focused on intentional teaching strategies to engage students in critical and progressive learning. The event featured two nationally-known speakers who provided excellent examples and ideas for faculty to pursue. The Summit was extremely well received by both current and new faculty.

Congratulations was expressed to the College of Education and Human Services for successfully navigating the Education Professional Standards Board (EPSB) accreditation process. The audit accreditation committee found no areas for improvement and will submit a recommendation to the EPSB Board for full state reaccreditation for another seven years.

Appreciation was expressed to all members of the Board for the outstanding Advance yesterday. Five key success factors were identified that will be priorities over the next five years in order to move the University forward. These include Enrollment, Contemporary Learners, Lifelong Learning, Program and Process Innovation and Resource Alignment. Enrollment efforts pertain not only to freshman recruitment but also retention. There must be program expansion to accommodate contemporary learners and partnerships with local organizations and businesses must be formed to address the needs associated with lifelong learning. Academic program development must be continually undertaken to ensure the University remains contemporary and relevant in this area. Consideration must also be given to streamlining processes to remove potential barriers. Resource alignment and reallocation work must be undertaken with the Strategic Plan and the strategic direction of the University.

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

(See Attachment #2)

Reports of the Constituency Regents, received

Faculty Regent

Ms. Farmer highlighted recent events or programs on campus led by talented faculty and staff who have taken advantage of the opportunity afforded at Murray State University for student

achievement, scholarship, community engagement and experiential learning. This included faculty-led programs that bring high school students to campus for summer college experiences such as the 17th annual Commonwealth Honors Academy, a three-week academic and personal growth program for gifted high school students between their junior and senior year and the Governor's Scholars Program (352 students and visiting faculty) which provides academic and personal growth through the balance of a strong liberal arts program with a full co-curricular and residential life experience.

The Purchase Area Health Education Center Rural Community Health Scholars Program was also highlighted. This summer program introduced seven pre-medical students to the need for health and medical professionals in rural communities. Eligible student participants must be from the Purchase counties of Ballard, Calloway, Carlisle, Crittenden, Fulton, Graves, Hickman, Livingston, Lyon, Marshall, McCracken or Trigg and are chosen based on their interest in rural health care. As part of these efforts, students spent one day per week shadowing at a rural hospital, became First Aid and Cardio-Pulmonary Resuscitation certified for healthcare professionals and conducted a mini wellness camp for elementary school students as part of a community service project. The students conducted group research projects on three rural topics: Prevalence and Basis of Domestic Violence in Rural Regions of the United States, Medical Response Times and their Effect on Prehospital Care and Potential Health Issues with Usage of Agricultural Chemicals.

To mark the beginning of the Fall Semester, faculty participated in the Faculty Summit to learn about student success, student demographics and enhanced teaching methods and student success issues. Apart from the keynote speakers, over 20 faculty and staff led engaging breakout sessions on student success issues and teaching methods. At the Summit opening breakfast, the President's Cup winner was announced. The President's Cup recognizes the academic unit with the highest percentage of membership giving back to the University. Third place went to the School of Nursing and Health Professions, second place to the *Hutson School of Agriculture* and the University Libraries placed first.

Campus events surrounding the Eclipse were sponsored by the College of Education and Human Services; *Jones College of Science, Engineering and Technology (JCSET)* and the College of Humanities and Fine Arts and included faculty-led panel sessions focusing on the science behind the Eclipse and how best to participate in the event, the financial impact of the Eclipse to the region and a photography session on how to photograph the Eclipse. On the day of the Eclipse a watch party was held on the College of Education and Human Services and *JCSET* lawn. This report was presented for informational purposes only and required no action.

Staff Regent

Mr. Schooley reported that 2017 Governor's Scholars Program participants were very appreciative to Murray State staff following the JH Richmond incident and were pleased with how the University community calmly assessed, rallied and responded to the needs of students as well as visitors to campus.

Information was presented on Staff Congress membership for 2017-18 which highlighted the organization's officers – John Young, President; Jessica Evans, Vice President and Laura Lohr, Treasurer.

The annual Staff Recognition Day was held on August 8, 2017, and featured eight Staff Excellence Award winners, Years of Service Awards recipients, staff retirees during 2016-17 and the President's Cup Administrative Winners (Office of the Provost, 3rd place; Office of the President, 2nd place and University Advancement, 1st place with a 61 percent participation rate) with total donations amounting to over \$100,000 this year.

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

Student Regent

Ms. Wood reported that the Student Government Association (SGA) recently passed timely Resolutions. The first supports the amendment of regularly-scheduled classes that interfered with the Solar Eclipse on August 21, 2017. Although the University made the decision not to

cancel classes, the SGA wanted to show support to faculty who allowed their students to observe the Eclipse while using the class period for a unique learning opportunity. The SGA also passed a Resolution in support of the “Student Body Presidents for the University of Virginia” document signed by student body Presidents across the United States supporting the importance of diversity and inclusion on University campuses.

The annual event at the beginning of the school year featuring hypnotist Tom Deluca was again successful. Photographs of the Solar Eclipse Watch Party were also provided and illustrated the large number of students attending the event.

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

President Davies commended President Wood for her willingness to sign the “Student Body Presidents for the University of Virginia” document as it represented a noble gesture.

Report of the Treasurer – Quarterly Financial and Investment Reports, accepted

Ms. Dudley presented the final unaudited Quarterly Financial and Investment Reports for the year and highlighted the following:

- For the fiscal year just ended (FY17) the net tuition and fee budget was \$76.8 million. The year ended with actual net revenues of \$73.6 million which is \$3.2 million short of budget. This shortfall was anticipated and has been discussed with the Board throughout the year due to the decline in enrollment. The \$2 million contingency approved last year will cover two-thirds of this deficit.
- The University met 96 percent of budget for FY17 and 98 percent of budget for FY16. Although there was a decline in revenue, the University still met 96 percent of budget projections. The University had a 36 percent discount rate for FY17 and 34.8 percent in FY16. As anticipated, the discount rate is increasing due to the change in the tuition model which has been implemented. The first-year class last Fall had a discount rate of approximately 40 percent. As additional classes enter the University under the new tuition model, the discount rate will increase from 36 percent closer to 40 percent, unless other changes are made.
- Information was provided on the University’s current budget, without the pension adjustment, and was divided into revenues and expenses. Actual performance without the pension adjustment amounted to a \$10 million increase institutionally in net position (revenue over expenditures). The University was required to book \$20.9 million of additional expenditures at year end due to the increase in the state’s pension liability. This additional expense is over what the University is required to contribute as an employer to the pension system each payroll period. Confirmation was provided that the \$20.9 million figure is derived from audited financial statements from the pension systems that have been reviewed by the University’s external auditors – Dean Dorton. With the pension adjustment, the University will record a negative \$10.8 million in terms of Education and General Funds for the end of the year. This figure does not represent cash flow but it does impact the University’s net assets.
- Institutionally, several one-time budget events occurred throughout the year. The University received close to \$1 million back from the state from the rollback in the prior year. There was also significant funding remaining from overtime budgeted last year for the Fair Labor Standards Act (FLSA) budget. The federal administration did not adopt all aspects of the FLSA which amounted to some savings for the University. Approximately \$1 million was gained this year in bad debt expense. Bad debt expenses is increasing due to the economic situation in the country. Due to a change in collection procedures – including utilizing the State Department for Collections more – the University was able to make this one-time adjustment but it is not believed the trend will continue. Several departmental renovation projects were closed and any remaining funds were returned to the appropriate source. There was also some reserve funding available due to fringe benefits not being utilized due to vacancies. These one-time adjustments total approximately \$7 million and will help fund the pension impact.

Mr. Kemp 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, 2016, through June 30, 2017, as presented. Mrs. Guess seconded and the motion carried unanimously.

(See Attachment #3)

Mr. Kemp reported he asked Vice President Dudley to email the financial reports included in the eBoard book to the Board so they can be printed making them easier to read.

Adjournment

The Board of Regents adjourned for a break beginning at 9:55 a.m.

Reconvene

Chair Williams reconvened the Quarterly Board of Regents Meeting and Committee Meetings at 10:13 a.m. and reported all members were present.

Academic Excellence and Scholarly Activities Committee

Walter Bumphus – Chair
Katherine Farmer
Susan Guess
Lisa Rudolph
Tori Wood

Center for Letters, Arts and Social Sciences and Murray State University Local Government Service Center Update (For Information Only), received

Dr. Arant provided the Board of Regents with an update on the proposed Center for Letters, Arts and Social Sciences (CLASS) and the Murray State University Local Government Service Center. CLASS is designed to enhance awareness of the fine arts and social sciences and will lay the foundation for curricular review in the next year with a pilot year of operation to begin in Fall 2018. Students participating in this program will not necessarily be humanities or social sciences majors and could come from across campus. This is especially important for majors entering the medical field because hospitals are looking for more well-rounded potential employees. CLASS has the potential to change the way general studies are handled at Murray State and will allow for high-quality and high-impact practices in the general education program. The Local Government Services Center is currently connecting with potential local partners for commitment letters which will provide internship opportunities for students.

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

Provost and Vice President for Academic Affairs Overview and Initial Perceptions Report (For Information Only), received

Dr. Arant presented his initial perceptions and visions for the growth of Academic Affairs at Murray State University and outlined initiatives where discussions with pertinent individuals have begun, including premiere undergraduate programs, graduate programs, University Studies curriculum, faculty recruitment and retention, new student audiences and dual credit programs. Highlights included:

- Current examples of growth areas in premier undergraduate programs at Murray State include Agriculture, Engineering and Nursing and Health Professions. The University is also fully committed to increasing its rankings, not in terms of numerical landmarks but related to impacting students in every facet of their life once they enter the institution. This will help the University retain students and improve upon its reputation for academic quality and integrity.
- A key strategic initiative resulting from the President's Executive Council Advance in August included opportunities which should be considered for contemporary and life-long learners. There are amazing opportunities within the Murray State service area because the University has the ability to reach 18 counties in Kentucky in which this institution can make a significant impact. There are also opportunities to connect with life-long learners past graduation. This population will become an even larger part of the University's market segment. There are opportunities for new academic emphases, new directions for the regional campuses and new programs of study so the University is connecting with these students much more effectively.
- Graduate programs have historically performed well at Murray State and there are many continuing and new initiatives occurring with regard to this population. All doctoral programs are currently meeting enrollment goals. Consideration is being given to different delivery methods for graduate programs. Challenges the University is facing related to graduate education include declining international enrollment (50 percent decrease in the past three years), decreasing full-time enrollment, ensuring marketable tuition rates and declining federal support for research. Dr. Davies added that consideration is being given to differential tuition between graduate programs while remaining financially prudent.

- The University has opportunities, including the potential to restructure what is currently being done in terms of academic offerings. Consideration is being given to new strategies that will help students work their way through a program more quickly and developing new academic emphases.
- For the University Studies Curriculum, an effort is being made to apply high-impact practices inside and outside the classroom, incorporate soft skill instruction and undertake a review of developmental and math pathways. The same ideas that recruit and retain students also work for faculty and an effort must be made to ensure students are effectively challenged toward their potential. If students feel invested they will remain at the University and they will graduate.
- The University must develop new student audiences. This will include the Murray campus; regional campuses; transfer opportunities and online, international and graduate students. Significant changes must be made in terms of online offerings. Murray State is known for its personal interaction with students and this connection must somehow be incorporated into online learning.
- Dual credit opportunities represent an avenue for phenomenal growth by allowing students to have access to higher education. Dual credit opportunities are becoming an expectation of families because they present a way for them to afford college. This also represents a tremendous recruiting opportunity. Once a student completes a dual credit course they know they have access to and are capable of completing a college-level course. Diversity enrichment which results from dual credit enrollment is incredible. Challenges related to dual credit programs include the maturity level of students, expectations, equitable experiences and funding. Dr. Bumphus added that 20 percent of enrollment in community colleges nationally fall into the dual credit arena.

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

Academic Administrative Appointments Report – Interim Chair, Department of Art and Design – Associate Professor Christopher Lavery (For Information Only), received

Dr. Arant reported that Associate Professor Christopher Lavery has been appointed as Interim Chair of the Department of Art and Design. This appointment has the support of the College of Humanities and Fine Arts and the Provost and Vice President for Academic Affairs.

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

Audit and Compliance Committee

Don Tharpe – Chair
Susan Guess
Stephen Williams

Dr. Tharpe called the Audit and Compliance Committee meeting to order at 10:37 a.m. and reported all members were present.

Internal Auditor Annual Report – Fiscal Year 2017 (For Information Only), received

Mrs. Saxon reported that Internal Audit completed 17 audits, conducted three investigations and 19 reports were issued containing seven findings and 15 recommendations related to governance, risk management and mitigation of risks and increased governance over operations. This year 50 percent of the Internal Auditor’s work was focused on investigations.

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

(See Attachment #4)

Internal Audit Charter Revision, approved

Mrs. Saxon reported the Internal Audit Charter is a formal document that defines the internal audit activity’s purpose, authority and responsibility. It also establishes the internal audit activity’s position within the University, authorizes access to records, personnel and physical properties relevant to the performance of engagements and defines the scope of internal audit activities. Standards for the internal audit profession are set by the Institute of Internal Auditors. The Internal Audit Charter was originally approved by the Board of Regents on March 13, 1993. The Board has since approved revisions during the September 7, 2012, and August 28, 2014, meetings. A review of the current Internal Audit Charter was necessary to ensure that it reflected the revised Institute of Internal Auditors standards and the model Charter issued by that body was utilized as a guide.

On behalf of the Audit and Compliance Committee, Mrs. Guess moved that the Board of Regents, upon the recommendation of the President of the University, approve the revised Internal Audit Charter for Murray State University as submitted and in compliance with standards for the internal audit profession established by the Institute of Internal Auditors. Mr. Williams seconded and the motion carried.

Full Board Action – Internal Audit Charter Revision, approved

On behalf of the Audit and Compliance Committee, Dr. Tharpe moved that the Board of Regents, upon the recommendation of the President of the University, approve the revised Internal Audit Charter for Murray State University as submitted and in compliance with standards for the internal audit profession established by the Institute of Internal Auditors. Mrs. Rudolph seconded and the motion carried unanimously.

(See Attachment #5)

Office of Internal Audit – Annual Audit Plan for Fiscal Year 2018, approved

Mrs. Saxon reported that the Annual Audit Plan represents a description of the audit activities that are to be completed by the Office of Internal Audit during the fiscal year. The Audit Plan is developed each year by the Internal Auditor with input from the President of the University. The Audit Plan details work to be performed in seven areas: Internal Reviews, Compliance Reviews, Operational Reviews, Follow-Up Projects, Audit Assistance, Internal Audit Department Projects and Unplanned Projects.

On behalf of the Audit and Compliance Committee, Mrs. Guess moved that the Board of Regents, upon the recommendation of the President of the University, approve the Office of Internal Audit – Annual Audit Plan for Fiscal Year 2018. Mr. Williams seconded and the motion carried.

Full Board Action – Office of Internal Audit – Annual Audit Plan for Fiscal Year 2018, approved

On behalf of the Audit and Compliance Committee, Dr. Tharpe moved that the Board of Regents, upon the recommendation of the President of the University, approve the Office of Internal Audit – Annual Audit Plan for Fiscal Year 2018. Mrs. Rudolph seconded and the motion carried unanimously.

(See Attachment #6)

Adjournment

The Audit and Compliance Committee adjourned at 10:48 a.m.

Buildings and Grounds Committee

Sharon Green – Chair
Daniel Kemp
Jerry Rhoads
Phil Schooley
Tori Wood

Ms. Green called the Buildings and Grounds Committee meeting to order at 10:48 a.m. and reported all members were present.

Disposition of Structure – 912 Waldrop (Building #0093), approved

Ms. Dudley reported that the house located at 912 Waldrop was acquired in 1965 and contains approximately 1,397 square feet. Due to the deterioration of the house and the cost necessary for remediation, it is recommended that the structure be razed. The proposed use of the space will be for green space.

On behalf of the Buildings and Grounds Committee, Mr. Schooley moved that the Board of Regents, upon the recommendation of the President of the University, approve the Resolution

and Order as presented authorizing the disposition of the structure located at 912 Waldrop (Building #0093). Mr. Kemp seconded and the motion carried.

Full Board Action – Disposition of Structure – 912 Waldrop (Building #0093), approved

On behalf of the Buildings and Grounds Committee, Ms. Green moved that the Board of Regents, upon the recommendation of the President of the University, approve the attached Resolution and Order authorizing the disposition of the structure located at 912 Waldrop (Building #0093). Mr. Kemp seconded and the roll was called with the following voting: Dr. Bumphus, yes; Ms. Farmer, yes; Ms. Green, yes; Mrs. Guess, yes; Mr. Kemp, yes; Mr. Rhoads, yes; Mrs. Rudolph, yes; Mr. Schooley, yes; Dr. Tharpe, yes; Ms. Wood, yes and Mr. Williams, yes. The motion carried unanimously.

(See Attachment #7)

Disposition of Structure – O.B. Springer Hall (Building #0024), approved

Ms. Dudley reported that O.B. Springer Hall was acquired in 1964 and contains approximately 55,342 square feet. Due to the deterioration of the building and the cost necessary for remediation, the Board of Regents approved the closure of the building on June 9, 2017. It is recommended that the structure be razed. The proposed use of the space will be for green space and reserved for potential residence hall replacement. The Board was cautioned that a great deal of planning must be done before the facility can actually be razed.

On behalf of the Buildings and Grounds Committee, Mr. Kemp moved that the Board of Regents, upon the recommendation of the President of the University, approve the Resolution and Order as presented authorizing the disposition of the structure known as O.B. Springer Hall (Building #0024). Mr. Schooley seconded and the motion carried.

Full Board Action – Disposition of Structure – O.B. Springer Hall (Building #0024), approved

On behalf of the Buildings and Grounds Committee, Ms. Green moved that the Board of Regents, upon the recommendation of the President of the University, approve the attached Resolution and Order authorizing the disposition of the structure known as O.B. Springer Hall (Building #0024). Mr. Kemp seconded and the roll was called with the following voting: Dr. Bumphus, yes; Ms. Farmer, yes; Ms. Green, yes; Mrs. Guess, yes; Mr. Kemp, yes; Mr. Rhoads, yes; Mrs. Rudolph, yes; Mr. Schooley, yes; Dr. Tharpe, yes; Ms. Wood, yes and Mr. Williams, yes. The motion carried unanimously.

(See Attachment #8)

Energy Savings Company Project Statement, approved

Mr. Burdette reported that at the June 9, 2017, Quarterly Meeting the Board was provided with information about an Energy Savings Company (ESCO) and the fact that the University was reviewing the possibility of issuing a Request for Proposal (RFP) to identify and partner with an Energy Services Company. This RFP would be issued with the intention of procuring a Phase II Energy Savings Performance Contract (ESPC). Such a contract is expected to help address the increasing challenges in deferred maintenance, aging infrastructure and student/faculty expectations for a healthy and sustainable campus environment. The 2016-18 Commonwealth Capital Budget authorizes an ESPC and the energy company would carry all the risk – meaning the University would carry none of the risk.

An ESPC uses guaranteed savings realized through the execution of Energy Conservation Measures (ECM's) to fund the cost of the improvement themselves. The improvements are financed over a pre-determined term, usually 15-20 years. The guaranteed savings are then used to pay the debt service. A few of the campus-wide improvements that Murray State University is expecting to pursue are upgraded interior/exterior LED lighting, HVAC upgrades/improvements, water conservation measures and sustainability initiatives in the form of student and faculty engagement and upgraded infrastructure. This procurement method is widely used throughout the country and specifically in Kentucky where institutions such as the University of Louisville,

Eastern Kentucky University, Northern Kentucky University, University of Kentucky and Morehead State University have all executed projects in recent years.

On behalf of the Buildings and Grounds Committee, Mr. Kemp moved that the Board of Regents, upon the recommendation of the President of the University, approve an Energy Savings Performance Contract, if successfully negotiated by the President and the University. Mr. Schooley seconded and the motion carried.

Full Board Action – Energy Savings Company Project Statement, approved

On behalf of the Buildings and Grounds Committee, Ms. Green moved that the Board of Regents, upon the recommendation of the President of the University, approve an Energy Savings Performance Contract, if successfully negotiated by the President and the University. Mrs. Guess seconded and the roll was called with the following voting: Dr. Bumphus, yes; Ms. Farmer, yes; Ms. Green, yes; Mrs. Guess, yes; Mr. Kemp, yes; Mr. Rhoads, yes; Mrs. Rudolph, yes; Mr. Schooley, yes; Dr. Tharpe, yes; Ms. Wood, yes and Mr. Williams, yes. The motion carried unanimously.

Adjournment

The Buildings and Grounds Committee adjourned at 10:59 a.m.

Marketing and Community Engagement Committee

Susan Guess – Chair
Sharon Green
Phil Schooley
Stephen Williams
Tori Wood

Mrs. Guess called the Marketing and Community Engagement Committee to order at 11 a.m. and reported all members were present.

University Advancement Update (For Information Only), received

Dr. King provided an update on University Advancement initiatives as follows:

- Summer activities (including Town & Gown Community Concerts, Summer New Student Send-Offs and the Kindness Walk) were held in Owensboro, Trigg County, St. Louis, Dallas, Louisville, Paducah and Hopkinsville. Many of these events were hosted in conjunction with the Office of Recruitment and in some cases Murray State alumni covered the total cost of an event.
- The University surpassed its fundraising goal of \$6.09 million (5 percent increase in giving over FY16) and raised \$7.2 million this last fiscal year. This occurred from more than 5,800 donors and from 14,000 gifts (1,000 from faculty and staff). The funds raised will be utilized for scholarships (\$1.6 million), academic program support (\$2.6 million) and the Engineering and Physics Building (\$1.9 million).
- The overall University giving goal for FY18 has been set at \$6.6 million (5 percent increase over FY16 or \$5.8 million).
- FY18 Office of Development goals include the University's goals of a \$5 million ongoing initiative for the Engineering and Physics Building, Honors College scholarships and program support, EDGE – Office of Experiential Education – support, student scholarships, Presidential Lecture naming opportunity and college/unit goals.
- The report related to marketing initiatives focused on the top two priorities for the University – create/support institutional enrollment initiatives and branding/solidifying identity and defining niche markets. Last year key areas for growth with particular audiences were identified and initiatives have been implemented – such as a new website, messaging to students and parents, direct mail pieces and the launch of a new family website last Spring – to increase the return on investment for these populations.
- This year focus will be placed on transfer recruitment, specifically traditional freshmen from the 18-county service region and an effort must be made to communicate with these individuals in an effective manner. Program-specific marketing will also be considered to target particular audiences and separate marketing plans will be developed for those populations. The focus on transfer students includes Racer VIP which involves a “ticket” being sent to potential transfer students interested in attending Murray State University.

- A commitment has also been made to market auxiliary efforts – specifically housing and dining – to ensure students are aware of the full college experience that is available to them and encourage their participation.
- A focused effort has been placed on identifying student experiences with experiential education opportunities and highlighting such initiatives in recruitment publications. Students are eager to share their Murray State story and this is highly impactful on potential students.
- As requested, an update was provided on traditional advertising which is being utilized, although advertising by this means is quite expensive.

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

Adjournment

The Marketing and Community Engagement Committee adjourned at 11:16 a.m.

Legislative and Economic Development Committee

Jerry Rhoads – Chair
Daniel Kemp
Lisa Rudolph
Don Tharpe
Stephen Williams

Mr. Rhoads called the Legislative and Economic Development Committee to order at 11:17 a.m. and reported all members were present.

Legislative and Governmental Affairs Update (For Information Only), received

Jordan Smith, Director for Governmental Relations, reported that through the interim Legislative Session Murray State has had a strong and active presence in Frankfort and highlighted the following:

- Dr. Davies testified on July 18, 2017, at the Capital Planning Advisory Committee meeting to discuss capital renewal/deferred maintenance needs for Murray State University.
- The Legislative Research Commission’s Internship Program has once again selected a Murray State student to serve during the upcoming budget session. Daren Tindle is a Biology major and Political Science minor from Hancock County.
- Murray State has taken the lead in opposing the teacher certification requirement bills (Senate Bill 80 and House Bill 152) which emerged during the last Legislative Session that would no longer require teachers to receive a master’s degree in order to maintain teaching certification. It is expected these bills will re-emerge in the 2018 Session.
- The State Budget Director has indicated that major concerns such as the pension system, forecasted revenue shortfalls and the need for higher education to be more entrepreneurial (yet protect programs) will continue throughout the 2018 Session.
- Murray State has been encouraged to focus on core academics which will help in terms of performance funding and to keep advocating for key institutional priorities – such as infrastructure needs.
- The Governor is expected to call a Special Session in mid-October regarding the state pension crisis – although mixed signals are being received in this regard. There does not appear to be any movement toward a tax reform session at this time.

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

Adjournment

The Legislative and Economic Development Committee adjourned at 11:30 a.m.

Closed Session, convened

Chair Williams solicited a motion that the Board of Regents go into Closed Session pursuant to Kentucky Revised Statute 61.810(1)(f) to discuss matters which might lead to the discipline or dismissal of an employee or employees. Mr. Rhoads so moved. Ms. Green seconded and the motion carried unanimously.

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

Closed Session began at 11:30 a.m.

At approximately 11:45 a.m. everyone was asked to leave the meeting room except for members of the Board of Regents.

Open Session, reconvened

Chair Williams solicited a motion for the Board of Regents to reconvene in Open Session. Mrs. Rudolph so moved, seconded by Mrs. Guess, and the motion carried unanimously. Open Session began at 12:32 p.m. Chair Williams reported that the Board of Regents took no final action during Closed Session.

Presidential Performance Review Process

Report of the Chair, accepted

Chair Williams reported that the Board received updates on personnel issues during Closed Session.

Chair Williams also reported that in accordance with the policy and procedure approved by the Board of Regents in 2008, as Chair, he has completed the Chair's findings and recommendations in regard to the annual performance evaluation of the President, based on feedback from the Board of Regents as well as his own assessment, and in consideration of the President's self-assessment. The evaluation included a review of the President's Position Description, Roles and Responsibilities, Principle Duties, Opportunities and Expectations of Leadership and Qualifications and Qualities. More specifically, the areas of evaluation included, but were not limited to, the following areas of performance:

- Academic and Administrative Leadership Teams
- Strategic Planning and Execution
- Financial Management
- Preparing for Performance Funding
- Enrollment
- Experiential Learning Initiative
- Marketing
- Legislative and Political Relations
- External Relations
- Internal and Constituency Relations
- Communications and Transparency
- Title IX program policies and procedures
- Fundraising
- Facilities and Infrastructure
- Management of Extraordinary events

Chair Williams indicated that, while it has been a challenging year for Murray State University as it has for most higher education institutions in Kentucky and beyond, under the leadership of Dr. Davies, the institution has weathered those challenges responsibly. Further, the University has made significant progress on several key strategic and programmatic fronts and has continued to make responsible decisions for the long-term success of Murray State. The institution is better positioned for the next several years than it was just one year ago in a number of areas. It is believed that Dr. Davies and his staff, in accordance with Board direction and oversight, are developing and executing strategic operating plans to address challenges. Both the Board and Dr. Davies are acutely aware of the various concerns voiced by faculty, staff and/or students in these challenging times and are committed to addressing those concerns to the best of the Board's abilities.

Chair Williams further reported that there are always opportunities for improvement in personal leadership effectiveness and Dr. Davies has been very receptive to the feedback provided from the evaluation process and he has already begun to address that feedback.

In summary, the Board of Regents of Murray State University commends Dr. Davies for his excellent overall performance for 2016-17 under increasingly challenging circumstances. This University continues to be fortunate to have Dr. Davies as President and the Board will continue to work with him in addressing the opportunities and challenges of this great University.

Mr. Rhoads moved that the Board of Regents accept the Report of the Chair of the Board as it pertains to the President's annual evaluation as presented. Mrs. Guess seconded and the motion carried unanimously.

Presidential Contract Revisions, accepted

Chair Williams indicated that the second part of his report outlines the following Board of Regents' items related to the President's contract:

1. Term: Amend Dr. Davies contract to extend his contract through June 30, 2021.
2. Base Compensation: The Board acknowledged that the base salary of the President is next to the bottom of the salaries of the state public universities, that the Board is concerned about this and avows its desire, as soon as feasible, to reposition that salary to be more in line with Murray State's peer group universities. However, at this time, the Board concurs with Dr. Davies' request that his base salary increase should be limited to the compensation adjustments of the overall faculty/staff of 1 percent, effective July 1, 2017.
3. Deferred compensation: Amend contract to increase deferred compensation from the current rate of 10 percent of salary to 15 percent for the year 2017-18 and to 20 percent beginning in 2018-19.
4. Performance-based incentive compensation: Amend contract to provide for performance-based incentive compensation opportunity, whereby the Board would annually determine certain strategic and/or financial performance goals, and if those goals are achieved, as determined and approved by the Board, there would be the opportunity for payout of up to 15 percent of base salary. The Chair and Vice Chair will make recommendations to the full Board regarding appropriate goals and criteria, in consultation with the President, for any such potential incentive compensation. The determination of any payout for the prior performance year would be determined annually by the Board in consideration of the recommendation by the Chair and Vice Chair.
5. Compensation/Benefits review: Over the next few months, the Chair and Vice Chair, in coordination with the President's Office, will have completed a comparative study of total compensation and benefits of the Presidents of Kentucky's public universities and shall report that information to the full Board.
6. Tuition/fee waiver: Amend contract to include that full tuition and mandatory fees will be waived for Miss Katie Davies as long as she is an undergraduate or graduate student at Murray State in good standing and making progress toward a degree. (Footnote for clarification: This waiver shall be "off the top" of total tuition/mandatory fees making her still eligible to apply potential external funds, e.g. "KEES" toward the balance of her costs.
7. Spouse travel: Amend contract to increase reimbursement of spouse travel (when for benefit of Murray State University) from \$5,000 to \$10,000.
8. Housing: It is recognized that Oakhurst serves as the home of the President as well as a facility for many University events. It was built in 1918 and is recognized as an important Murray State historical facility. However, it is quite aged and in need of modernization. It may be appropriate to authorize and direct that a complete facility assessment of Oakhurst be made and reported to the Board. Also, a study of what other Kentucky and regional public universities are doing regarding housing for their Presidents could be helpful. It should be clarified that any discussion regarding housing assessment is being initiated by the Board and has not been requested by Dr. Davies. It should also be noted that Dr. Davies has indicated a desire to continue to honor his contractual commitment to live on campus at Oakhurst, if feasible for the University.
9. Contract review: Over the next few months, the Chair and Vice Chair will undertake a review of President Davies' contract to determine if there are any provisions which need clarification or refinement and, if so, present any such recommendations to the Board.

Mr. Kemp moved that the Board of Regents accept the recommended changes to the President's Contract of Employment as presented above. Dr. Bumphus seconded and the motion carried unanimously.

Adjournment

The Board of Regents adjourned for lunch at 12:40 p.m.

Reconvene

Chair Williams reconvened the Quarterly Board of Regents Meeting and Committee Meetings at 1:35 p.m.

Governor's Conference on Postsecondary Education Trusteeship Information, received

Dr. Davies reminded the Board that the Governor's Conference on Postsecondary Education Trusteeship would be held on September 11-12, 2017. The conference is open to all Board members – not just newly-elected or appointed members. Per recent legislative action, new Regents are required to attend a training session within one year of their appointment. Attending the Governor's Conference will satisfy that requirement (three sessions). If they have not already done so, Board members were urged to contact Secretary Hunt to let her know their attendance plans.

Dr. Davies also reported that the Murray State Racers will face-off against Auburn University at home on December 19.

Enrollment Management and Student Success Committee

Lisa Rudolph – Chair
Walter Bumphus
Katherine Farmer
Sharon Green
Don Tharpe

Mrs. Rudolph called the Enrollment Management and Student Success Committee to order at 1:36 p.m. and reported all members were present.

Fall 2017 Undergraduate Enrollment Update (For Information Only), received

Mr. Dietz provided a preliminary report on Fall 2017 undergraduate enrollment with the following highlights:

- Official enrollment numbers are not locked in to the Council on Postsecondary Education until October 25. The numbers being reported are as of Day 4, although as of today the University is on Day 8.
- For Fall 2017, first-time freshmen number 1,445 (decline of 3.8 percent from Fall 2016) and dual credit enrollment includes 203 students (compared to 195 in Fall 2016) but this is also the strongest freshman class academically at Murray State, with an average ACT score over 24, more students in the top 10, 15, 25 and 50 percent of their high school class and an overall grade point average of 3.0 or higher for 85 percent of the class. This represents a remarkable increase in quality over the past few years and it has certainly helped with retention.
- Dual credit enrollment has fluctuated significantly and is currently over 800 students. It is anticipated there will be approximately 1,000 dual credit students at the time of CPE reporting.
- Preliminary first-time transfer enrollment is 490 students which is down 9.8 percent from Fall 2016. It is anticipated there will be approximately 600 first-time transfer students by October 25. Aggressive initiatives have been undertaken this year to increase the number of transfer students by working more closely with the regional campuses and the University being more collaborative with its partners throughout the state.
- Overall, undergraduate enrollment is 7,693 compared to 8,062 in Fall 2016 (4.6 percent decline). This number has also changed significantly as of Day 8 – down by 2 percent. Preliminary first-time graduate enrollment is down approximately 7 percent but Dr. Arant earlier identified opportunities Academic Affairs is pursuing related to this population moving forward. Overall graduate enrollment is 1,181 compared to 1,365 in Fall 2016 (13.5 percent decrease).
- Several factors are affecting enrollment and those include the significant decline in international enrollment. The University has lost approximately 300 international students over the past three years and that affects graduate enrollment as well as traditional undergraduate students.
- As of Day 8, overall enrollment is down 3.5 percent compared to last year but this changes daily. Final numbers will be reported at the December Board meeting.

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

Student Retention/Recapture Campaign Update (For Information Only), received

Dr. Robertson reported the following:

- The University's current retention rate is holding steady at 75 percent. Information was provided on retention by classification – new freshmen through seniors. Two categories upon which focus will be placed are other freshmen (62 percent) and sophomores (84 percent).
- The first-time transfer student retention rate is 76 percent but an emphasis will be placed on the first-time freshmen transfer student retention rate which is 63 percent. There is also significant concern with regard to the senior transfer student retention rate of 59 percent.
- The Recapture Campaign targets those individuals eligible to register for classes but have not. A progressive strategy is being utilized to follow up with these students to determine how the University can help them. On April 24 there were 1,532 undergraduate students who had not registered and, as of August 7, that number is 703. This means that 54.1 percent of undergraduate students contacted have now registered for the Fall Semester. There were more females than males who had not registered but the University also has a larger female population.
- The Recapture Campaign also targets graduate students and on April 24 there were 632 who had not registered. As of August 7, that number is 245. This means that 61.2 percent of the graduate students contacted have now registered for the Fall Semester.
- Recapture Campaign efforts in July 2017 included the Directors within Athletics, Honors College, international students, multicultural students, Student Disability Services and Student Support Services contacting their students. Communication was also sent to undergraduate and graduate students who had not indicated their registration intentions and to parents/family of students academically eligible to register, may or may not have holds and are under the age of 23. Personal phone calls were made by 23 staff members and faculty to 354 students who did not respond to the initial communication. Dr. Davies also sent an email to this group of students. An email was sent by the Office of Student Engagement and Success to 262 undergraduate students who could not be reached by phone or received a voicemail and those who plan to register reminding them of the registration deadlines and payment plan options.
- Upcoming strategies for Fall 2017 include the formation of the *President's Commission on Student Success* that will begin working on issues related to retention, persistence and student success. A small team will also be gathered to explore sophomore focus group information and develop recommendations. A plan will be developed to connect with and assist "other freshmen." In addition, a monthly newsletter will be sent to faculty and staff regarding student success, retention and Mapworks usage. Finally, Racer Market will be held on September 28 to allow students to receive assistance with areas of improvement identified on their Mapworks survey and explore majors, areas and minors.
- Family Weekend will be held September 22-24, 2017, and a link was provided for additional information.

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

Name Change – Office of Veterans Affairs to Office for Veteran and Military Student Success (For Information Only)

Dr. Robertson reported that to better encompass and highlight all student services, Veterans Affairs benefits, counseling and student-centered operations of the current Office of Veterans Affairs, a name change to the Office for Veteran and Military Student Success is being proposed. The office provides support and a wide array of services to veterans, active duty military members, spouses and dependents. The office name change and the move of the physical office to Student Affairs within the Office of Student Engagement and Success embraces all of the available services and has the goal of success for Murray State veteran and military students. The name change further promotes a proactive, student-centered office for the between 250 to 300 veteran students (includes spouses and children).

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

Adjournment

The Enrollment Management and Student Success Committee adjourned at 1:54 p.m.

Finance Committee

Daniel Kemp – Chair
Walter Bumphus
Katherine Farmer
Jerry Rhoads
Phil Schooley

Mr. Kemp called the Finance Committee to order at 1:55 p.m. and reported all members were present.

National Collegiate Athletic Association (NCAA) Division I Academic-Based Revenue Distribution, approved

Dr. Davies and Mr. Ward reported that the University received a one-time distribution of funds from the National Collegiate Athletic Association to directly support student-athletes through academic support, life skills and career programs. The Board previously approved the establishment of a Quasi-Endowment with the funds being invested and managed by Murray State. After receipt of information at the Ohio Valley Conference Spring Meetings regarding the new NCAA Academic-Based Revenue Distribution, it has been determined that the University will benefit significantly by strategically using these funds over a five-year period to ensure eligibility for this significant new revenue source. The funds will be used to provide additional summer school and post-eligibility aid to student-athletes to enhance the Academic Progress Rate, Graduation Success Rate and Federal Graduation Rate directly tied to the new NCAA Academic-Based Revenue Distribution beginning in 2020. The University will be required to meet one of three specific criteria to be eligible for the distribution and it is likely conferences will also mandate specific criteria to qualify for this new revenue distribution.

On behalf of the Finance Committee, Ms. Farmer moved that the Board of Regents, upon the recommendation of the President of the University, rescind the establishment of the Quasi-Endowment approved on February 24, 2017, and approve the recommendation to expend these funds according to National Collegiate Athletic Association guidelines, beginning in 2017-18. Mr. Rhoads seconded and the motion carried.

Full Board Action – National Collegiate Athletic Association (NCAA) Division I Academic-Based Revenue Distribution, approved

On behalf of the Finance Committee, Mr. Kemp moved that the Board of Regents, upon the recommendation of the President of the University, rescind the establishment of the Quasi-Endowment approved on February 24, 2017, and approve the recommendation to expend these funds according to National Collegiate Athletic Association guidelines, beginning in 2017-18. Mrs. Rudolph seconded and the roll was called with the following voting: Dr. Bumphus, yes; Ms. Farmer, yes; Ms. Green, yes; Mrs. Guess, yes; Mr. Kemp, yes; Mr. Rhoads, yes; Mrs. Rudolph, yes; Mr. Schooley, yes; Dr. Tharpe, yes; Ms. Wood, yes and Mr. Williams, yes. The motion carried unanimously.

Six-Year Capital Plan and Biennial Budget Request, approved

Dr. Davies and Ms. Dudley reported that based upon preliminary discussions, the Six-Year Capital Plan was initially submitted to the Capital Planning Advisory Board and the Council on Postsecondary Education on April 15, 2017. The full 2018-24 Six-Year Capital Plan is now being submitted to the Board of Regents for approval. The Six-Year Capital Plan is separated by source of requested state funding: General Fund, Non-General Fund and Agency Bond Fund. The items in the 2018-20 section of the Six-Year Capital Plan will constitute the University's Biennial Capital Budget Request for 2018-20. The University's number one request this year is funding to address infrastructure needs and this includes upgrading and replacing portions of an aging and failing electrical system, replacing the campus steam generation and distribution system with a more energy-efficient system and upgrading or replacing various education and general building systems exceeding more than 90 percent of their useful life. A listing of General Fund capital projects was provided and for 2018-20 includes seven items, 2020-22 outlines eight projects and 2022-24 includes nine items, all listed in priority order by biennium. These listings will change when they are brought back to the Board in two years.

A listing of Non-General Fund capital projects provided for 2018-20 includes 11 items, 2020-22 outlines five projects and 2022-24 includes two items, all listed in priority order by biennium. These represent projects the University is requesting permission to undertake but is not asking for state funds in order to accomplish the work. Many of the projects are routinely on this listing such as purchasing land and making repairs simply as contingency items because projects over \$1 million in scope must be authorized through the state legislative budget process. Some projects were grouped together and a pool dollar amount assigned to provide greater flexibility and reflect how other universities in the state are proceeding.

A listing of Agency Bonds capital projects provided for 2018-20 includes 11 items, 2020-22 outlines five projects and 2022-24 includes two items, all in priority order by biennium. The University is requesting authorization from the state to sell bonds to finance the completion of these projects. According to the Housing Master Plan all have been following, the renovation of White Hall is the priority project listed for 2018-20, although this may not materialize. If the renovation does not come to fruition, the University will go back to the Capital Projects Committee in Frankfort and request a modification of the request, effective July 1, 2018, or the second year of the biennium.

Confirmation was provided that all projects contained on the listings submitted represent needs and not wants and were compiled in light of the fiscal conditions of the state. When these documents were presented to the Capital Planning Advisory Board and the CPE, Murray State University was commended for being fiscally responsible and aware of the state's financial situation.

On behalf of the Finance Committee, Mr. Rhoads moved that the Board of Regents, upon the recommendation of the President of the University, approve the 2018-24 Six-Year Capital Plan and the Capital Budget Requests for the 2018-20 State Biennial Budget as updated. Ms. Farmer seconded and the motion carried.

Full Board Action – Six-Year Capital Plan and Biennial Budget Request, approved

On behalf of the Finance Committee, Mr. Kemp moved that the Board of Regents, upon the recommendation of the President of the University, approve the 2018-24 Six-Year Capital Plan and the Capital Budget Requests for the 2018-20 State Biennial Budget as updated. Mrs. Guess seconded and the roll was called with the following voting: Dr. Bumphus, yes; Ms. Farmer, yes; Ms. Green, yes; Mrs. Guess, yes; Mr. Kemp, yes; Mr. Rhoads, yes; Mrs. Rudolph, yes; Mr. Schooley, yes; Dr. Tharpe, yes; Ms. Wood, yes and Mr. Williams, yes. The motion carried unanimously.

(See Attachments #9, #10 and #11)

Projects Approved by the Board Chair, designated funding

Dr. Davies and Ms. Dudley reported 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." The first schedule included in the eBoard book listed projects with estimated costs of \$200,000 or less. The second schedule presented contains projects with estimated costs of over \$200,000 which were reviewed by the Board Chair and President. The reports provided to the Board now contain information relative to total project scope and current funding approval for a particular project. This information illustrates the magnitude of the project but also assures the Board they have seen the project before as evidenced by the current designated funding approval. In terms of projects costing less than \$200,000, the Board is being asked to approve the designation of a total of slightly over \$1 million for these specific projects which were separated by funding source.

On behalf of the Finance Committee, Mr. Rhoads 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 listings provided. Dr. Bumphus seconded and the motion carried.

Full Board Action – Projects Approved by the Board Chair, designated

On behalf of the Finance Committee, Mr. Kemp 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. Guess seconded and the roll was called with the following voting: Dr. Bumphus, yes; Ms. Farmer, yes; Ms. Green, yes; Mrs. Guess, yes; Mr. Kemp, yes; Mr. Rhoads, yes; Mrs. Rudolph, yes; Mr. Schooley, yes; Dr. Tharpe, yes; Ms. Wood, yes and Mr. Williams, yes. The motion carried.

(See Attachments #12 and #13)

Personal Services Contracts – Schedule of Expenditures (For Information Only), received

Ms. Dudley reported that a listing of Personal Services Contracts – Schedule of Expenditures was provided in the eBoard book and represents those contracts greater than \$10,000 and price contracts for personal services that have been approved by the State Government Contract Review Committee. There has been a considerable amount of personnel turnover in the Dining Services operation and one Personal Services Contract will be to hire a search firm to identify appropriate culinary staff in the area capable of filling the vacant position.

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

Compensation Study Update (For Information Only), received

Dr. Davies reminded the Board that the Strategic Plan includes undertaking a comprehensive study of salaries for faculty and staff, not only to look at base pay for employees but also the potential implementation of a merit pay system. Sibson Consulting has been engaged to undertake this work and representatives were on campus June 20-21, 2017, to meet with multiple stakeholders relative to Murray State University's compensation review. Last week Sibson Consulting presented a philosophy statement draft to President's Executive Council that included interim goals and targets which will likely be fine-tuned during the process. This work will include a review of comparison markets for the compensation study and this information will be shared with the shared governance bodies and compensation study work continues. Ms. Dudley confirmed that funding for the consultant is included in the budget.

Ms. Gordon reported that there are nine phases associated with the Compensation Study process and work is currently in the third phase. A Human Resources Project Team is providing assistance to Sibson Consulting and Provost Arant has been included in the process because he will address the faculty aspect of this work. During their visit to campus Sibson Consulting met with the Academic Council, Vice Presidents, Deans, Faculty Senate and Staff Congress. They received feedback from all associated stakeholders and have used that information to begin to frame the University's compensation philosophy and that information has been shared to this point with the President's Executive Council. One recurring theme that emerged from these discussions with stakeholders was the desire for a pay-for-performance system but this has been difficult to accomplish given the budget situation in recent years. Without exception, there was an expression of gratitude that the University was moving forward with this initiative.

The first stage of this work will involve the Provost working with faculty. Human Resources will then undertake this work with staff leadership. All are working diligently to ensure this process is as transparent as possible. The goal is to have work completed with the faculty group so that any necessary changes can be included in the budget process for Spring 2018. Work will then begin to address the exempt staff population because that group has not had a formal compensation review. All were reminded that in 2010 a compensation review was undertaken for non-exempt (hourly) staff. There are a number of avenues individuals can use to provide feedback and all are encouraged to share their thoughts. Human Resources is providing guidance and structure but this represents an institutional project that will assist with recruiting new talent and retaining current faculty and staff. Confirmation was provided that the University will continue to set priorities and phase-in any necessary budgetary changes over time. An important part of this work will be for Murray State to benchmark itself against other like universities throughout the region and the country and Sibson is undertaking the work necessary to identify those peer groups. All institutions are facing similar pressure points and budget constraints as Murray State. This work will also allow the University to bring the compensation

for various positions into equitable alignment with like positions at other institutions over a period of time.

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

Adjournment

The Finance Committee adjourned at 2:31 p.m.

Murray State University Diversity Plan, approved

Dr. Davies reported that the Council on Postsecondary Education requires each of the universities to have a *Diversity Plan* and that body has set forth numerous metrics which must be met. Murray State's goal is to have a University community that is free, open and very inclusive and not just related to the diversity predominant metrics of race, color and creed. Murray State is focusing its diversity efforts in a much more holistic and strategic effort so students can compete on a global scale.

Ms. Duffy reported that in 1982, the Council on Higher Education developed the *Commonwealth of Kentucky Higher Education Desegregation Plan* in response to the United States Department of Education Office for Civil Rights finding that "the Commonwealth of Kentucky, in violation of Title VI of the Civil Rights Act of 1964, has failed to eliminate the vestiges of its former de jure racially dual system of public higher education."

For the next 25 plus years, the CPE focused the *Desegregation Plan* and its subsequent revisions on increasing the enrollment and success of African-American students and the number of African-American employees on campus and enhancing Kentucky State University, with later versions also focusing on improving campus climate. To provide oversight on *Desegregation Plan* implementation and ensure that diversity initiatives were a priority on Kentucky's public college and university campuses, the CPE created the Committee on Equal Opportunities which annually reviews institutional progress on implementation of the state's Diversity Plan and makes recommendations for equal opportunities policy improvements to the Council.

In December 2008 the Office of Civil Rights notified the Governor of the Commonwealth of Kentucky that the state had come into compliance with Title VI of the Civil Rights Act of 1964 and was released from its 25-year partnership agreement. As a result, the Commonwealth shifted from remedial planning and began to pursue access and equity through the *Diversity Plan* concept. In 2010 the CPE adopted the *Kentucky Postsecondary Education Policy and Framework for Institution Diversity Plan Development* or the *Statewide Policy*. This policy and initial plan reached maturity in 2015 which served as the driver for the work the Council on Postsecondary Education has been undertaking to revisit the second iteration of the *Plan* to help move the universities forward.

Institutions were given a timeline for this work and that information was included in the eBoard book. Murray State spent 2015 and 2016 preparing the *Murray State University Diversity Plan* (the *Plan*) which was also provided to the Board. After several reviews by the CPE and the eventual successful review by the Committee on Equal Opportunities in July 2017, the *Plan* was approved. The CPE statewide policy set forth the structural guidelines for the University's *Plan* which has been prepared and is structured under the areas of opportunity, success and impact. Those areas provide for a review of student body diversity, retention, graduation rates, degrees conferred, workforce diversity and campus climate. In addition, the *Plan* development has involved partnerships and discussions with wide representation from the University community from the student level to executive leadership. The iteration of the *Diversity Plan* presented is tied to the statewide and institutional strategic plans to underscore its importance at both the institutional and state levels. This *Plan* is also fluid and sensitive to budgetary challenges being faced by the University and the Commonwealth. Following Board approval, the University will begin rolling out the *Plan* to its respective units, through Vice Presidential leadership, and will capture data for the initial assessment.

Ms. Wood moved that the Board of Regents, upon the recommendation of the President of the University, approve the proposed *Murray State University Diversity Plan* in principle as submitted, with the proviso that all recommended specific action steps be subject to regular

University review and approval processes relative to programmatic planning, operating and capital budgets (depending on available resources). The administration is further directed to develop a plan of implementation consistent with the University's standard operating procedures and provide to the Board of Regents a progress report of implementation no less than annually. Ms. Green seconded and the motion carried unanimously.

(See Attachment #14)

Strategic Plan Update (For Information Only), received

Dr. Fister reported that the strategic planning funding group met and agreed to fund 18 projects totaling \$124,000. Faculty and staff were astute in terms of spending and only utilized \$113,000 of the amount allocated. The monies have been used to provide direct opportunities to over 2,100 students and indirect opportunities to over 3,000 students. A Peer Education Program represented a \$650 project affecting 800 students and involved six different campus groups. The Racer Writing Center provided opportunities for students and represented a \$7,500 project that served 152 additional students in the Spring Semester and 21 additional students during the summer. Three additional consultants were hired for the Spring Semester and one consultant was hired for the summer to provide opportunities for student participants to improve their writing skills. The Nursing Mentoring Program was granted \$4,410 and 100 percent of nursing students participating in the mentoring program passed the Registered Nurse Licensure Exam on the first attempt. This is important in that it is a component considered in the reaccreditation process. The Agriculture Internship Program was granted \$500 and 289 students attended the Internship Fair. Selected potential interns had informal interviews with 35 agriculture professionals. There were 214 student participants in a panel discussion, exam competition, math activities and awards during the Math Day competition. Students came from 11 different high schools in the region. As a result of a generous donor gift, it is hoped 100 additional students will be able to participate in the event next year from four additional schools.

For the Strategic Plan reassessment, November 1, 2017, is the deadline for all facilitators to submit their goals with narrative of how they achieved those goals last year. They will also be submitting their goals for next year. There are currently 63 initiatives included in the Strategic Plan. Taking into consideration performance funding, enrollment, budget and other needs for the University, strategic planning work must be even more strategic and practical. The reassessment work will lessen the number of initiatives to 24 but will not represent a new Strategic Plan. Dean of University Libraries Ashley Ireland has agreed to replace Dina Byars as the Chair of the Academic Excellence pillar.

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

Health Services Review Update (For Information Only), received

Dr. Robertson and Ms. Dudley provided an update to the Board of Regents on the status of the Health Services Request for Proposals (RFP) and additional review which has been conducted to date. The Request for Proposals has now been finalized and this work utilized guidance provided by the American Health Association. The Health Services Committee reviewed the RFP on August 17 and provided feedback. The RFP was mailed out to vendors on August 23 and the deadline for vendors to submit proposals back to the University is September 15. At that time the American Health Association consultant will review the proposals and identify strengths and weaknesses. The Health Services Committee will also have an opportunity to review the proposals. Once this review has been completed, selected vendors will be invited to campus during the week of October 9-13. A decision regarding the direction the University should proceed will then be made, hopefully by October 25. While on campus the vendors will make presentations to the Health Services Committee, the Insurance and Benefits Committee, students appointed by the Student Government Association and the entire campus community. The campus community will be allowed to submit questions and are being asked to provide those in advance of the visits so all vendors are asked the same questions to allow for a fair evaluation. Those in attendance will be asked to fill out an evaluation to provide feedback on the various vendors. The Health Services Committee will have a follow-up meeting with each vendor following the respective campus visit.

Confirmation was provided that the RFP provides background information on current University health services operations; students and faculty and staff who are served. Vendors were asked to provide information about the scope of services they are able to provide. Minimum expectations have been provided in the RFP in terms of essential services and from that the vendors can provide information on the depth and breadth of services they are able to offer, along with an explanation of how those operations would be funded. The University's primary focus is on health services for students but it has been indicated that services for faculty and staff should also be considered. The RFP also included a request for the vendors to provide their transition plan in the event the University decides to utilize an outside vendor.

The University Town Hall Meeting to discuss the Health Services Review will be held on September 14, 2017, beginning at 11 a.m. in Freed Curd Auditorium.

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

Personnel Changes, approved

Salary Roster

Mrs. Guess moved that the Board of Regents, upon the recommendation of the President of the University, approve the Salary Roster as of June 30, 2017, which includes new employment, retirements, resignations and terminations. Mrs. Rudolph seconded and the roll was called with the following voting: Dr. Bumphus, yes; Ms. Farmer, yes; Ms. Green, yes; Mrs. Guess, yes; Mr. Kemp, yes; Mr. Rhoads, yes; Mrs. Rudolph, yes; Mr. Schooley, yes; Dr. Tharpe, yes; Ms. Wood, yes and Mr. Williams, yes. The motion carried unanimously.

(See Attachment #15)

Head Rifle Coach Contract Extension – Alan Lollar

Mrs. Guess moved that the Board of Regents, upon the recommendation of the President of the University, approve the employment contract for Alan Lollar as Head Rifle Coach pursuant to the terms and conditions in the agreement, including terms and conditions for contract extension as determined by the University President to be in the best interest of Murray State University. Ms. Wood seconded and the roll was called with the following voting: Dr. Bumphus, yes; Ms. Farmer, yes; Ms. Green, yes; Mrs. Guess, yes; Mr. Kemp, yes; Mr. Rhoads, yes; Mrs. Rudolph, yes; Mr. Schooley, yes; Dr. Tharpe, yes; Ms. Wood, yes and Mr. Williams, yes. The motion carried unanimously.

(See Attachment #16)

Staff Leaves of Absence without Pay

Mrs. Guess 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 August 4, 2017, as listed below:

<u>Name</u>	<u>Department</u>	<u>Effective Date</u>
Linda Adams	Facilities Management	05/05/2017-07/31/2017
Michael Cochran	Facilities Management	04/03/2017-04/07/2017
Rhonda Ferguson	Dining and Racer Hospitality Services	05/04/2017-06/12/2017
Leigh Ann Harcourt	Dining and Racer Hospitality Services	03/27/2017-04/19/2017
Rebecca Lilly	University Libraries	04/10/2017-04/13/2017*
Christopher Pritchett	Facilities Management	04/03/2017-04/04/2017
Heather Stewart	Facilities Management	04/03/2017-04/04/2017
Terry Stalls	Facilities Management	04/10/2017-04/11/2017
Terry Stalls	Facilities Management	01/19/2017-06/18/2017
Brian Truskey	Dining and Racer Hospitality Services	04/11/2017-04/12/2017
Brian Truskey	Dining and Racer Hospitality Services	04/17/2017-04/18/2017

*Intermittent Leave

Mr. Schooley seconded and the motion carried unanimously.

Ohio Valley Conference Governing Board Certification, approved

Dr. Davies reported that each year, as required by the National Collegiate Athletic Association and administered by the Ohio Valley Conference, the Board of Regents is asked to consent that the authority for the administration of the Athletics Program is delegated to the Chief Executive Officer. In addition, the Board is asked to review and affirm the Mission Statement for the Department of Athletics.

Mr. Schooley moved that the Board of Regents, upon the recommendation of the President of the University, consent to the Ohio Valley Conference Governing Board Certification for Academic Year 2017-18 and affirm its support of the Athletics' Mission Statement as presented. Mrs. Guess seconded and the motion carried unanimously.

(See Attachments #16 and #17)

Supplemental Materials

Regents were provided with supplemental quarterly reports in the eBoard book, including the Quarterly Risk Management Report Changes; Status Report – Campus Major Projects Update and Sponsored Programs – Grants and Contracts Report. The Litigation Status Report was provided in a separate, confidential eBoard book. These reports were provided for informational purposes only and required no Board action.

Chair Williams again expressed welcome to the two new Regents and appreciation to the entire Board for its full engagement and collegiality at the Annual Advance yesterday and today's Quarterly Meeting. Appreciation was also expressed to the Vice Presidents, Deans and all support staff for making the necessary preparations to allow the Board to be efficient and productive in its work. This Board is here to support the University and its students. Moving forward the Board will utilize a consent agenda to address those routine items that do not require discussion. The goal in saving time proceeding in this fashion is to allow the Board to dedicate its focus on those issues related to programs and services for students, not just deal with the business of academia.

Other Business/Adjournment

There being no further business to come before the Board, Chair Williams announced that the Board of Regents Quarterly and Committee Meetings stand in adjournment. Adjournment was at 2:56 p.m.

Secretary



Chair

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