

**Minutes of the Board of Regents Annual Retreat
Murray State University
September 12, 2024**

Call to Order

The Murray State University (MSU) Board of Regents (BOR) met for their annual Retreat on Thursday, September 12, 2024, in Heritage Hall – Hall of Benefactors – on the Murray State University campus. Chair Leon Owens called the meeting to order at 9:37 a.m. and welcomed those joining the meeting in person and via Livestream. Secretary Hunt called the roll and the following Regents were present: Virginia Gray, Brendan Hawkins, David Meinschein, G. L. Ovey, Leon Owens, Matt Price, Melony Shemberger, Tom Waldrop and David Wilson. Absent: Vice Chair Robbie Fitch and Regent Emily Roark.

Also present were President Robert L (Bob) Jackson; Senior Executive Coordinator for the President, Coordinator for Board Relations and Secretary for the Board of Regents. The meeting was held in a hybrid format with participants joining via Zoom and in person. The meeting was held in a hybrid format with participants joining via Zoom and in person. The meeting was held in a hybrid format with participants joining via Zoom and in person.

- e. Office of Institutional Diversity, Equity and Access **IDEA Exec. Dir. Cami Duffy**
(IDEA) and Title IX Overview
- Nondiscrimination and Title IX – Federal Civil Right Law and Council on Postsecondary Education (CPE) Diversity Plan
 - Violence Against Women Act (VAWA) Reporting and Resources Brochure
 - Campus Resources

President’s Office

President Bob Jackson

- a. Delegation of Authority Overview
 - o Current Delegation of Authority (August 2023)
- b. 2020 – 2025 Strategic Plan
- c. University Advancement Update
- d. Racer Athletics
 - Racer Athletics Update
 - The Inside Track: National Collegiate Athletic Association Rules for Alumni, Fans and Friends of Racer Athletics

Student Affairs and Enrollment Management

**VP for Student Affairs & Enroll.
Mgt. Don Robertson/Asst. VP
for Enroll. Mgt. Roslyn White**

- a. EAB Update
- b. Enrollment Management and Student Success and Health Services/Mental Health Services Update

Academic Affairs

Provost Tim Todd

- a. Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) Accreditation Update
- b. Quality Enhancement Plan Update
- c. Regional Campuses Updates
 - *Paducah Regional Campus*
 - *Hopkinsville Regional Campus*
 - *Madisonville Regional Campus*
 - *Henderson Regional Campus*
 - Ft. Campbell
- d. Academic Program Review Update
- e. Partnership with University of Louisville – School of Medicine Update
- f. 2020-25 Strategic Plan Key Metrics and Action Steps/Scorecard Update

Break for Lunch (approx. 12 noon)

Reconvene (approx. 1 p.m.)

Finance and Administrative Services

- a. Information Security Report in Compliance with Gramm-Leach-Bliley Act (GLBA)
- b. Facilities Management Update

**IS Director Brian Purcell/Info.
Security Officer Duane Dycus
Dir. Fac. Mgt. Jason Youngblood**

2023-24 Staff Perspective Survey Update

Chair Leon Owens

Other Business

Chair Leon Owens

Adjournment

Chair Leon Owens

Report of the President, received

President Jackson provided an update with the following highlights:

- Ø The University Presidents have been discussing the agenda for the next Legislative Session for public higher education institutions, including a legislative proposal to be sent to the Council on Postsecondary Education (CPE) and submitted to the Legislature. The Performance Funding Work Group (PFWG) is part of this work. Last year the PFWG submitted changes to the Performance Funding Model and those were implemented by the General Assembly. Work has started this year to review all components of the Performance Funding Model and recommend necessary changes. Substantial changes made during the last Legislative Session benefitted Murray State to the point where the University received the largest performance funding percentage increase of any of its colleagues – 53 percent. Murray State received approximately \$4.75 million from the performance

universities. This second feasibility study relative to a School of Veterinary Medicine at Murray State is being conducted by Deloitte. Representative Mary Beth Imes has already prefiled a Bill Request (BR 232) which is the enabling language providing for a School of Veterinary Medicine. MSU will do everything possible to advance this initiative in the months ahead, especially given its importance to the region and state. A Veterinary Sciences building at Murray State has already been funded and a great deal of work helped secure this initiative during the last week of the Legislative Session. All are grateful to the members of the House and Senate who made this possible.

- Ø An update will be provided on the \$100 million centennial campaign and progress being made in this regard, as well as a proposed naming, and appreciation was expressed to Chair Owens for his generosity and leadership in this regard. Thousands of alumni and friends have donated generously to support this University.
- Ø An update will be provided in regard to Athletics and initiatives which are underway in that area. Student-athletes have also maintained a 3.0 grade point average or higher for 39 semesters. This is higher than the all-campus average and no other university is able to make this statement. The landscape for Athletics is changing rapidly and updates will be provided in this regard.
- Ø Murray State should always be looking ahead for what is next. A new partnership has been established between Murray State and the University of Louisville School of Medicine to facilitate local students earning medical degrees. A pre-med 2+2 or other appropriate model will be utilized to establish this medical school initiative, or at least some type of University of Louisville School of Medicine presence on the Murray State campus. This collaboration will help students and the region with the goal of addressing the physician shortage in far western Kentucky and the remainder of the state. It is hoped there can be a *Memorandum of Understanding* ready for Board consideration at the December Quarterly Meeting.

Kentucky Open Meetings/Open Records Laws Updates, received

Kentucky Open Records and Meetings Acts: A guide for the public and public agencies (June 2022)

General Counsel Miller provided an overview of the Kentucky Open Records and Open Meetings Acts that were included in the eBoard book and highlighted the following:

- Ø The Kentucky Open Meetings Act is the statute most applicable to this Board. The statute says that all meetings of a quorum of the Board constitutes a meeting and for this body that is six members discussing public business. Any such meeting is required to be open to the public and notice must be provided so individuals have an opportunity to attend. Open Meetings Act requirements have been followed at Murray State in the past and there are no issues in this regard. A quorum also applies to Committees of the Board. If there is a quorum of Committee

- Ø Secretary Hunt serves as the University's Custodian of Records and responds to Open Records Requests, working in conjunction with the General Counsel Office. Hundreds of Open Records Requests are handled each year, some of which are very time consuming. The University has five days to respond to an Open Records Request or ask for additional time to collect the requested information.
- Ø The Managing Government Records – A Cooperative Undertaking document was also included in the eBoard book. It is of utmost importance for the University to have a policy in place in regard to managing government records and be able to demonstrate it follows that policy.

General Counsel/Legal Matters Overview, received

URM six-year graduation rate, LI six-year graduation rate, URM degrees, LI degrees and workforce diversity (faculty and staff leadership). These same components are used for each public university in Kentucky. There is both a numerical portion (18 points) and a qualitative (narrative) portion (18 points) – 36 total points – the institution can earn. The University spends a great deal of time on the narrative portion of this work to speak in ways the numbers cannot. Almost every entity on campus is asked to tell their story and conversations are held with different student groups and those are folded into what is reported to the CPE to better tell the Racer story and efforts that are currently underway. This is part of the reason why Title IX training is mandatory because the University wants to ensure no individual is discriminated against based upon a particular class as that is not part of the Racer experience.

Ø Title IX training also features principles of non-discrimination and all Murray State employees are required to co-4(x)TJ0.46 ry entitploye es mandanc

outcomes they hope to achieve as an organization.

Student Affairs and Enrollment Management Update, received

Vice President Robertson introduced Marcellus Creighton, Senior Strategic Leader and Evangelina Galvan, Account Manager – EAB Consultants who presented the following:

- Ø Marcellus has worked for EAB for five years. Prior to coming to EAB he worked in college admissions at his Alma Mater Virginia Tech and he also worked at a small, private liberal arts institution. Evan indicated she has been with EAB for two years in January and is tasked with working with the marketing team.
- Ø EAB works with the University in three important areas. The first is enrollment outcomes and maximizing yield and strategies in this regard were outlined, particularly those encouraging prospective students to submit their applications. This work is undertaken two years out to cultivate interest.
- Ø The modality of ways students and parents are finding information about colleges was presented. Chief amongst those are campus visits, specific college websites, web searches, family and friends and counselors, in addition to other means. This information was provided comparing how students

options. If the student indicated they were not attending Murray State, EAB followed up with a specific survey designed to gather intel on those factors which influenced their decision not to attend MSU, what school they did choose to attend and why. Students were asked to rank the reasons why they chose to attend another institution and among the reasons why students chose not to attend Murray State, 26 percent related to cost and this is actually lower than the majority of schools EAB works with and cost factors at those institutions are in the 50 to 60 percentile. In terms of the value proposition, students and parents want a school that is going to be cost efficient, provide good aid and provide a good return on investment. This means that Murray State effectively communicates cost and that cost is not typically a barrier for students who are interested in coming to MSU. Reasons students chose other institutions include school location and this is why visits to campus are so important for Murray State. Cost of attendance is also a highly-

- Ø Coordinator of Domestic Graduate Enrollment Matt Jones is currently out recruiting so Vice President Robertson reported on recent travel and events which have taken place, recruitment plan principles and digital marketing. These initiatives and others have resulted in total graduate headcount and credit hours being up over the last two years. Confirmation was provided that three years remain on the contract with Academic Partnerships and Coordinator Jones is able to recruit for all graduate programs.
- Ø Assistant Vice President of the Institute for International Studies Dr. Guangming Zou is very well known internationally and leads this effort for Murray State. Assistant Vice President Zou reported

sessions. Students are provided with information so they know where the different resources are located on campus, office hours and available services.

- Ø Director Trzepacz outlined campus outreach efforts, including attendance at faculty meetings for all six academic colleges to introduce TimelyCare and remind faculty about on-campus mental health resources. Counseling staff also spoke at the Blue and Gold Convocation, conducted a panel at the Faculty Breakfast and attended Transitions classes and Resident Adviser programs. The Green Bandana Program was also outlined as part of the Quality Enhancement Plan. Mental health first aid classes will continue to be offered and conversations will continue with faculty, staff and students on

the purpose of the venue with multi-event spaces while creating a transformational experience for game day and leaning into entertainment avenues. A rendering was provided showing a view from the President's Box illustrating LED ribbon boards, courtside Dunker Club space with super suites which will generate significant recurring revenue. Unique cycles of premium seating will be created above the Dunker Club with much more comfortable seating. A rendering of the Dunker Club was also shown and a philosophy of efficient and functional was utilized in developing this space so it is reflective of Racer Nation and Murray State University. Athletics will continue to innovate on campus to attract additional businesses and individuals from the region. This will also provide an opportunity for businesses to entertain during Murray State games because right now that scenario is not possible. Condition or shell space will also be provided to eventually build out one of the largest spaces dedicated specifically for basketball. Consideration will be given to developing areas that provide room for organizational growth to match peers in the MVC as well as meet Murray State aspirations.

- Ø A chart of renovation projected revenue – return on investment – was presented and outlined and included the overall anticipated impact of making these changes. Now that this information has been made public it will be shared more widely with the fan base and other stakeholders. A survey will be distributed soon to obtain feedback on what is being proposed for the CFSB Center renovations and potential that exists for the future. Game day concessions, premium parking lot spaces and LED ribbon board revenue projections were also provided. Updated branding opportunities for the outside of the CFSB Center, as well as other Athletic venues, are also being considered.
- Ø Future modeling opportunities are being considered. Athletics must continue to lean forward in the NIL space as it exists in the current setup today. The University will begin matching its peers in the conversation of providing priority points for our fans who participate by donating or partnering in the NIL space – one point for every \$100. The Excellence Fund also represents a vision for Racer Athletics. This would be funded by premium seating or per seat donation revenues that will be tax deductible like traditional contributions to support revenue share opportunities. Alston Academic Incentive donations and traditional NIL/multi-media rights sponsorships are part of these conversations.
- Ø There is no doubt that student-athletes are the most visible individuals on campus and in the community and they are essentially brand ambassadors. Their impact on the Murray State brand

Academic Affairs

Southern Association of Colleges and Schools Commission on Colleges Accreditation Update

Senior Associate Provost Pervine, University Liaison to the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) and a SACSCOC Board member at the regional level for the southeast, reported that Murray State recently went through its on-site visit with SACSCOC. Their visit to campus resulted in no recommendations being made which is a significant achievement. The Annual SACS Conference which will be held on December 10, 2024, will be when the official vote is taken to reaffirm Murray State University's institutional accreditation.

Next steps in the process include preparation of the Fifth-Year Interim Report and the Quality Enhancement Plan (QEP) Impact Report which are due March 1, 2030. The QEP is a critical component of this process. This represents the third QEP for Murray State; the first related to writing and the second was focused on experiential learning. This third QEP in particular is critical because it addresses mental health issues which are a significant challenge today.

Advice to the Board from SACS publications includes exercising fiduciary oversight of the institution. This is where a lot of Boards get into trouble. Some universities are struggling financially and oftentimes this is because the Boards of those institutions do not realize this is their reality until it is brought to light. It is incumbent upon this Board to make sure it is continuing to exercise fiduciary responsibility. This includes listening to the reports provided by Senior Vice President Dudley and others and asking a lot of questions. Advice also includes conducting a regular review of the institution's mission (every five years) and ensuring there is a clear and appropriate distinction between the policy-making function of the Board and the respective responsibilities of the administration to administer and implement policy.

The University has been successful with regard to SACSCOC over the years because there is institutional buy-in at Murray State. Accreditation has been important to the membership of this Board, as well as proceeding Boards, and this body sets that expectation. The Board is encouraged to continue to support the concept of accreditation.

President Jackson expressed appreciation to Senior Associate Provost Pervine for all he has done over the years to ensure a successful SACSCOC accreditation process, as well as his work in other areas. He has done an excellent job and will be missed upon retirement.

Quality Enhancement Plan

Dr. Jamie Rogers, Professor and Director of the School of Engineering and Dr. Alyx Shultz, Department Head, Agricultural Science provided an update on the Quality Enhancement Plan. Drs. Rogers and Shultz indicated that the implementation phase of the QEP is currently underway and has two main goals. The first pertains to the culture on campus – letting students, faculty and staff know the importance of mental health and connecting them with appropriate resources. One such initiative being utilized is placing yard signs across campus promoting the QEP and available mental health resources. The second goal of the QEP is determining how to start fostering emotional intelligence in these students. The significant program released this year is the Green Bandana Project whereby students will be identified and trained in the fundamentals of mental health. Green Bandana students will also assist with connecting other students who need these services to the appropriate mental health resources. These students will wear a green bandana and/or stickers on their backpacks to identify them as resources for other students to utilize and help direct them to the assistance they need.

President Jackson expressed appreciation to Drs. Rogers and Shultz for their work in regard to the QEP as they have done an excellent job.

Provost Todd indicated that Assistant Provost Ireland and Director Whaley served as Co-Chairs of the _____ that was put in place by President Jackson. Assistant Provost Ireland reported that in January the *Commission* was charged with reviewing all processes and procedures in place at the institution which could potentially serve as

barriers to retention. The team worked throughout the spring semester and was comprised of representatives from Academic Affairs, Student Affairs and many of the functional areas, such as the Registrar's Office, as well as from other operating units. Throughout the spring semester the group brainstormed and looked at policies, procedures and processes that could serve as barriers to retention and graduation. This represented a lengthy process which involved many discussions regarding barriers which may exist that the University has no control over. Near the end of the spring semester the *Commission* mapped out a "to do" list. These areas included those with lower impact/lower effort significance, high impact/lower effort suggestions and high impact/high efforts to determine where impact could be made for students. Initiatives which involve lower effort and will require less cultural or institutional change to make an impact occur for students include offering a course in the last five-week part of the term to assist students who need another three-hour course after the second half semester part of the term begins and increasing academic connections at Great Beginnings. Approximately 22 students registered for the course offered. Based on analysis which has been undertaken, it has been determined that these students were much better off having taken the course. High impact or higher effort initiatives involve those that will require multiple years of effort and changes which will affect institutional culture. One such example is the preferred communication method and making sure it meets student needs and how they are accessing information and an application has been developed accordingly. These identified challenges were also mapped out by function and vice presidential areas which would oversee the necessary work. The work being undertaken represents a beginning but it is expected that positive results will be seen with regard to the overall graduation rate for the University. The *Commission* will conclude its work at the end of the academic year but efforts will continue to implement suggestions provided.

Next year, the larger projects that the University hopes to tackle include developing trainings for Academic Advisors that result in earning a certificate/badge and exploring peer mentorship opportunities. Both initiatives were outlined.

President Jackson reported that this work is vitalTJETp1 0 0 11inw0.0000091v0our d0 6.1 T/F3 10 g0 GreW*nB7

Strategic Plan

Associate Provost Fister reported that beginning in 2025 a comprehensive Strategic Plan review with recommendations will occur. A Strategic Plan synopsis was provided with highlights and action steps for each of the five pillars. A Strategic Plan scorecard was provided with 27 categories. Only three categories are in yellow, meaning they are still in process, but 90 percent or above are in green which means the goals have been reached or exceeded. Academic Excellence areas to be covered include faculty and staff salaries based on the Evergreen Study and adjusting course/program offerings to best meet student needs. Student Success areas include the Road Scholars program, the Presidential Grant Initiative for Recruitment and Retention and professional advising. With regard to Knowledge to Benefit Society, ways to increase support for tenure-track/tenured faculty engaging in scholarly activities will be considered, in addition to enhancing the faculty/staff work-life balance. The Quality of Life in the Region pillar will focus on increased fundraising from private resources. Performance funding will also continue to be monitored. Murray State received a 54 percent increase in performance funding – the highest in the Commonwealth. As a result of the work of the Performance Funding Work Group, recommendations for 2024 were implemented into law by the Kentucky General Assembly and resulted in this positive outcome for Murray State.

Adjournment

The Annual Board of Regents Retreat adjourned for a break at 3:6bk0t0 G[rly a)5(c)4(ti)-13(vit)-3(ies w)3(il)-3(

that they are locked out of the system and need help resetting their password. They are also indicating they changed their cell phone number and need to update that in the system as well. If those changes are erroneously made, the individual could fully take over an entire account. In many cases these individuals are prepared and have done their research and know what department employees are in, who they work for and can provide correct answers to verification questions such as date of birth, address and, in many cases, social security number. Once these individuals request a password reset and a phone number change in Duo, they are able to access an employee's account. As multi-authentication systems have been put into place and staff have become more aware, these bad actors are having to resort to trying to trick the Service Desk staff in order to gain access to employee accounts. Service Desk personnel have a stressful job in that they must be helpful but they also have to follow established verification procedures. Phone number changes in the future will require a photo ID or permission from a supervisor or academic adviser. Confirmation was provided that nationally there has been an increase in the number of artificial intelligence attacks and plans are being made accordingly because it is only a matter of time before this starts occurring at Murray State.

- Ø Another way to improve the University's defenses is through Duo Verified Push – which in some instances is called number matching. Currently when individuals receive a Duo Push, they are just accepting it and are not paying attention to the location it comes from, and it could originate from another country. In the future, individuals will also be required to type in a number. A phased roll out is to be completed by all faculty and staff by the end of fall 2024. A bad actor would now have to convince an employee in some other way to not only press approve on their phone but also enter in the three-digit code they are seeing on their side. This represents an extra step and will be a minor inconvenience.
- Ø Multiple phishing simulation emails are sent to employees through the year as well. Last year a total of 819 such emails were sent and 58 employees submitted their username/password, resulting in a total failure rate of 7 percent. This represents a major improvement from 13 percent the previous year and the goal is to reach under 5 percent. In addition, the phishing simulations sent this year were a lot more convincing and well-designed than those sent in previous years. This proves that the training being provided is working.
- Ø The University hired an entity to try to hack the University as part of penetration testing efforts. The vendor provided a report on how they were able to gain access and the information the University received has been extremely valuable. The third-party vendor conducted an internal network pentest of the University's environment to identify vulnerabilities and weaknesses in security. They were tasked with obtaining the highest level of account credentials, beginning with a basic student account on one computer in the network. After receiving the report, the University is currently mediating

Hancock Biological Station HVAC; Biology Building mechanical improvements and CFSB Center building generator projects are all in progress. The White Hall hydronic piping

expanding the ability to use course waivers. The Wellness Center benefit was brought up consistently during work-life balance conversations and strengthening that benefit would be helpful. Staff also felt as though sometimes they are not truly appreciated, especially due to cuts and reductions that have occurred. One of the main goals of the work of Staff Congress is to identify ways to help staff feel more appreciated. The employee-supervisor role was also a key theme which emerged from the results of the survey. It is believed supervisor training needs to continue and training for staff on better ways to do their jobs should be developed.

- Ø The Staff Perspective Survey is anonymous and, as a result, individuals feel free to say whatever it is they want to say. The negative to anonymity is that it is unclear which areas house the situations that are of concern to those staff members. Comments were made about the toxicity of the work environment, favoritism and nepotism in certain departments and hostile environments. All responses received were provided to the Board.
- Ø Another major theme which emerged from the Staff Perspective Study related to remote and flexible work options. Some staff believe a more consistent option is needed for remote work or they would like to see implementation of a flexible work schedule through the summer as an example. There were numerous comments received about weather closures and concerns about safety and particularly the idea that some staff are required to be on campus and if they cannot make it they must use a vacation day while their fellow employees who are not deemed essential still receive weather pay even though they do not come to campus. There is perceived inequity in this regard.
- Ø The final major theme which emerged relates to working conditions. As the Facilities Management report just highlighted, the administration is working to address some of these concerns through renovations and replacements. The issue raised by staff most was primarily focused on the inability to regulate heat and air conditioning in some buildings. Also mentioned was the physical structure of the building itself. Staff are looking for short-term solutions which might improve their working conditions until larger projects can be completed by Facilities Management. In some cases, the work that needs to be done is providing more education and having conversations in this regard and determining how to work with the appropriate agencies to make changes happen.
- Ø The goal of Staff Congress is always to work with the Board of Regents and the administration to make sure there is two-way communication and making sure all are working to protect and better staff. Staff provide a vital role in making campus life what it is for students and families and they should be provided with the best work environment possible so they can continue to undertake this work.
- Ø Another Staff Perspective Survey will be administered in January 2025. All appreciate the opportunity to present the concerns of staff to the Board of Regents and administration.

Regent Wilson reported that he has been a member of Staff Congress for the last ten years. There was a Retreat held recently and the current Staff Congress membership is one of the most engaged groups he has been involved with. They all want to do something to better staff and Murray State. He appreciates the work they have put in and what they are going to be able to accomplish for staff this year.

Chair Owens reported that he read each one of the staff comments in the Staff Perspective Survey report provided to the Board. It is concerning to him that some individuals said their work environment was toxic. He asked whether that individual or individuals contacted their supervisor or another person in authority because being anonymous is one thing but if a staff member feels that they are in an environment they think is unhealthy, the only way that can be corrected is to make individuals who are in a position to correct the situation aware. Regent Wilson reminded the Board that Title IX training is required to be completed by all employees and outlines the requirements in this regard and where to seek assistance. All must also work to ensure perception and reality are as close together as possible. Human Resources is involved in this work to ensure staff know that office is a resource and will do something if made aware of a harmful environment.

Chair Owens expressed appreciation to Staff Congress leadership for taking time to present to the Board today.

Other Business/Adjournment

A handwritten signature in blue ink on a light blue background. The signature appears to be "Chair Owens".A handwritten signature in blue ink on a yellow background. The signature appears to be "Regent Wilson".