

**Minutes of the Board of Regents Annual Retreat
Murray State University
September 2, 2021**

Call to Order

The Murray State University (MSU) Board of Regents (BOR) met for their annual Retreat on Thursday, September 2, 2021, in Heritage Hall Hall of Benefactors on the Murray State University campus. Chair Eric Crigler called the meeting to order at 8:38 a.m. and welcomed those joining the meeting in person and via livestream. The roll was called and the following Board members were present: Sam Aguiar, Eric Crigler, Robbie Fitch, Virginia Gray, Leon Owens, Ian Puckett, Lisa Rudolph, Melony Shemberger, Don Tharpe and Tom Waldrop. Absent: none.

Also present were Robert L (Bob) Jackson, President; Jill Hunt, Senior Executive Coordinator for the President, Coordinator for Board Relations and Secretary to the Board of Regents; Tim Todd, 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 and Enrollment Management; Bob Pervine, Associate Provost; Ashley Ireland, Interim Assistant Provost; Rob Miller, General Counsel; Shawn Touney, Executive Director for Marketing and Communication; Jordan Smith, Executive Director of Governmental and Institutional Relations; Cami Duffy, Executive Director for Institutional Diversity, Equity and Access (IDEA)/Title IX Coordinator; Kevin Saal, Director of Athletics; Courtney Hixon, Interim Director of Human Resources and Tracy Roberts, Registrar and members of the faculty, staff, students, news media and visitors. These individuals were also provided access to the meeting via livestream.

AGENDA

<u>Call to Order</u>	Chair Eric Crigler
<u>Welcome and Agenda Review</u>	Chair Eric Crigler
<u>Report of the President</u>	President Bob Jackson
<u>Kentucky Open Meetings/Open Records Laws</u> Attorney General Advisory The Kentucky Open Records and Open Meetings Act: A guide for the public and public agencies (June 2021)	General Counsel Rob Miller

the first Board of Regents meeting since the passing of Phil Schooley who was never about himself but instead focused on always moving the University forward and this was appreciated by all.

Report of the President

Dr. Jackson welcomed those joining the meeting and reported that the semester is off to a good start with the work of the Vice Presidents, General Counsel Miller and others, especially faculty, staff and students, and their efforts are sincerely appreciated. He also appreciates the Student Government Association, under the leadership of Regent Puckett, for passing a Resolution last week encouraging 80 percent of the student body to be vaccinated as quickly as possible.

The University lost several individuals in the last year, notably long-time Regent Phil Schooley, who served this Board for twelve years and will be dearly missed. Professor Tim Johnston in the Arthur J. Bauernfeind College of Business passed away this past year, as did a number of retired Professors, and Regent Owens recently lost a close family member. Pete Waldrop also passed away recently there was not a bigger Racer supporter in the world and he will be sorely missed.

doing. MSU, as a state institution, is part of that framework and has an obligation to the campus community and other Kentucky residents who seek information. The University must work with these individuals to provide the information being requested, unless there is an exception. The Kentucky resident terminology is new and represents a statutory change. The Legislature has now defined what constitutes a Kentucky resident and there are seven ways individuals can seek records under the Open Records Act, such as living in the state, owning a business in Kentucky, owning

regular or special meeting. A special meeting can be called by the Chair of the Board or any two members.

Ø Closed Session may occur as long as notice is given during the regular meeting regarding the nature

how to measure compelling interest was also included in the materials provided. It would be rare for a Board member to have a conflict or apparent conflict and still participate in a decision but there are ways it could be allowable.

The undue influence provision is broader than a true conflict of interest. The Board should not only look at conflict of interest but also any issue where a Board member is not being compatible with their fiduciary duty for the benefit of family, friends or associates. Something as simple as a phone call a Regent makes

directory information but does not require it to do so. How this is handled is at the discretion of each institution.

prohibition of sex discrimination in hiring, admissions

reliance on financial aid and the ability to repay that debt over time has made students more cautious than they were pre-pandemic. AP has been surprised in terms of how the market has performed but are looking forward to students returning to college to meet the growth that was agreed upon with the University. Regent Shemberger indicated that she teaches one of these online programs and can confirm the reach has definitely expanded and there has been growth.

- Ø Summer enrollment numbers are not included in the data presented. There are now six different start schedules for programs to begin and timelines for completion have been shortened for dedicated students. Other students are deciding to take a break. Students are pursuing these options because their life circumstances have changed and some could choose to pursue a more traditional path. It is early in the AP agreement to have any data on those who might become graduates of Murray State from the first start date but this will be monitored closely. Provost Todd expressed appreciation to faculty taking part in this initiative.

Gray and Associates and Internal Review Process

Provost Todd reported the following:

- Ø The CPE contracted with Gray and Associates 18 to 24 months ago which produced a tremendous amount of data with regard to the need for academic programs, the transition and the review process in terms of new programs and those that needed to be sunset. The CPE then began to train the eight public universities in Kentucky to utilize the data produced from the research conducted by Gray and Associates for program review.
- Ø In addition to the AP entity and data set, the University utilizes two additional data sets with regard to program review. Registrar Roberts produces a report on credit hours generated each semester. The report not only includes data on credit hour generation but also faculty loads and enrollment numbers across all curriculum, colleges and courses. Executive Director of Strategic Enrollment Management Renee Fister prepares pivot table reports utilizing data from Gray and Associates and Registrar

added that this process is in its infancy and faculty will become more and more involved. Regent Shemberger stated that faculty cannot propose new programs if they do not know what the requirements are relative to Gray and Associates data and suggested faculty development workshops be held to further educate faculty about this process. It would be helpful for faculty to have guidelines to follow to effectively be part of this process. Provost Todd reported that all Deans and Chairs attended the two-day workshop but having an individual license for every faculty member at their laptop is not feasible due to cost. If faculty have a proposal, resources at the Provost, Dean and Chair levels will help determine whether it can be advanced. Confirmation was provided that additional information will be provided to faculty on where to access these resources as this process moves forward.

- Ø Of the 31 programs that have been eliminated, Associate Provost Pervine indicated the majority were suspended due to low enrollment. For some programs there was not sufficient faculty expertise to continue to offer them. Some individual programs were eliminated because a full-blown online

- Ø There are approximately 20 full-time staff in the Office of Branding, Marketing and Communication (BMC). Each area under the umbrella of BMC supports full-scale marketing, advertising and branding efforts for the University, including Printing Services for graphic design. The staff leading the five different areas have over 90 years of combined experience. They have a passion for Murray State and for what they do and many are alumni of this institution. BMC attempts to be the best full-scale service unit it can be and works with every area on campus to help with website enhancement and developing social media campaigns. Relationships matter as part of this process and are valued.
- Ø The unit strives to remain well-versed on marketing strategies and best practices which change constantly. The goal is to help units across campus meet their goals as well as institutional goals. The BMC team was thanked publicly not only for what they do each day but who they are and their willingness to accomplish any task at hand.
- Ø Enrollment support is the primary focus of the BMC unit and not a day passes where staff are not working with Vice President Robertson and the Enrollment Management team relative to all student classifications. A great deal of marketing is focused on reaching prospective students and their families and encouraging them to schedule a visit and learn more about Murray State.
- Ø BMC also works closely with Director Peggy Whaley and the Student Engagement and Success team on marketing and messaging from a retention standpoint.
- Ø BMC works in coordination with academic programs and marketing specific periods relative to the academic calendar all for the greater good of enrollment growth.
- Ø As marketers, BMC has a lot of tools in the toolbox, including social media, videos, print mailings, design pieces and public relations campaigns.
- Ø Two visuals were provided relative to the revamping process for _____ which started in 2018 and was completed in February 2020. _____ as undertaken to develop one that is more impactful, recruitment centered and a unifier across campus. This work involved concept testing and engaging students and different constituencies for their feedback. As the concept developed, We Are Racers emerged as an effective and unifying brand.
- Ø Printing Services is led by Manager Tobie Tubbs and that unit has been successful in terms of significant revenue and growth on campus through the full-scale, on-campus printing department. They can produce retractable banners, postcards, yard signs, programs, invitations for events and the unit continues to seek out new and innovative options to offer to campus.
- Ø Racer Restart represents a central website developed due to the pandemic. Information regarding campus COVID-19 updates, guidelines and vaccine information can be found in this one location. Appreciation was expressed to Executive Director Smith who serves as a Racer Safe and Healthy Ambassador and plays an integral role in ensuring the Racer Safe and Healthy website remains current in terms of state and federal guidelines and campus protocols. Melissa Shown, Graphic Design Manager, developed the logo for the Racer Safe and Healthy campaign.
- Ø Appreciation was expressed to Jeremy McKeel, Digital Media Manager, as many events during 2020 were changed to a virtual format such as Commencement and Senior Breakfast and this unit successfully met the challenge every time.
- Ø _____ -Grammed College Campus in Kentuc which is a testament to the work of Jennifer Cline, Associate BMC Director.
- Ø The unit is working to address continued growth in social and media advertising as well as undertaking a website redesign project the largest in six years. BMC is also involved with the upcoming Centennial Celebration.
- Ø Appreciation was expressed to the entire team for what they do.

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- Ø Major events during the year include Homecoming Weekend and Distinguished Alumni Weekend. Next year this list will include the Centennial Celebration.
- Ø Lifetime memberships have recently been re-established for the MSU Alumni Association and there are opportunities for single and family memberships.
- Ø This fiscal year an entirely new process has been created to solicit and onboard members of the Board of Governors.
- Ø Over the past year the office pivoted and did not panic in transitioning typically in-person events into the virtual realm. Hundreds of alumni participated in these events and the virtual format also attracted alumni from across the globe.

- Ø The Campus Master Plan includes information on campus architecture, including the original style, modern influences and the new Georgian style that was started in the early 2000s. Campus was broken down into multiple precincts such as campus circulation, parking and safety (pedestrian and vehicular conflicts) and a map was provided showing those locations. The city has completed work to install the speed tables on 16th Street and this has improved campus safety. The same concern regarding pedestrian and vehicular conflicts was included in the 1966 plan and measures were put in place to address issues in the respective locations at that time. The Campus Master Plan also includes site amenities such as lighting, landscaping, gateways and signage.
- Ø Outlying projects include residential campus housing, tennis court relocation, CFSB Center roadway extension, Racer Walk (to connect the south campus to the athletic areas on the north side of campus), Chestnut Street pedestrian bridge (revamping per the rendering provided), Woods Park development, Curris Center parking expansion, Athletics Master Plan and landscape focus areas. The landscape focus areas include the education loop and a map was provided showing those locations. The goal of this work is to enhance the beauty of campus, eliminate pedestrian and vehicular conflicts and tie the area to the central core, the Quad.

Executive Director of Auxiliary Services David Looney reported the following with regard to the Residential Campus Master Plan:

- Ø Work was intentionally focused on attracting undergraduate students and three areas were identified on campus. Area I

Campus Master Plan (Athletics)

Director of Athletics Kevin Saal highlighted the following:

- Ø The Athletics facilities master planning 15-month process began in June 2019. The parameters or guiding principles for this process included that it would be inclusive in terms of multiple units on campus and all Head Coaches. As the needs assessment of current facilities was undertaken, consideration was given to where they needed to be realistically from a player development and recruiting perspective.
- Ø Two architects were involved in the process Ross Tarrant of Lexington, Kentucky, and HNTB Corporation, a national company from Kansas City, Missouri. This process was completed in August 2020 but the results were not shared at that time due to the pandemic. Plans have also been discussed internally and externally among the campus community.
- Ø As of the first week of August the methodology on the Athletics Facility Master Plan has been released on a per facility basis and feedback has been positive. This is an ambitious undertaking but also provides a plan and vision for Murray State athletics. The actual route that will be taken cannot

residential inventory. New housing projects will be funded through balance sheet management methods.

- Ø Campus housing currently has a two-year live-in requirement and Springer Hall which was recently decommissioned is not included in the data presented. T

which should be the focus of a P3 partnership structure. With the new construction that has been undertaken, the University is on the right pathway but still has gaps that need to be closed. Demand for apartment-style housing is approximately double of what is currently available. Vice President Dudley added that the University will primarily focus efforts toward options in Hart, Regents and White halls. This presents an opportunity to increase the full-suite housing stock to get closer to meeting demand. Confirmation was provided that efforts will be undertaken to ensure housing on campus remains accessible.

- Ø Confirmation was provided that the focus of this work is that enrollment drives demand but a supply of good housing also increases enrollment in terms of recruitment and retention efforts.
- Ø President Jackson reported that legislatively the University must have approval for public-private partnerships as well as bond renovations to any housing units on campus. Murray State has dual approval relative to renovation of current facilities with institutional money and also has P3 authorization for a total of \$90 million for housing and dining, with approximately \$66 million for housing alone.
- Ø Ms. Martin reported that P3 partnerships are really about transferring risk. Three such transfers were outlined, including project delivery (design, construction, budget, schedule, site and technical design errors), financing (credit rating, balance sheet management and debt capacity) and operating and management (residential programming, occupancy, custodial and facility maintenance and asset management). The more control the University maintains, the more risk it will incur and P3 partnerships can run the spectrum relative to control and the associated types of spaces. The University desires to maintain some control but transfer as much of the risk as possible in order to realize the benefits of a P3 partnership.
- Ø There are many different types of public-private partnerships. Traditional partnerships are where the University owns, operates and finances housing. This is how Murray State has addressed housing up until this point. The opposite end of the spectrum includes off-campus housing that is privately owned, operated and financed. In the middle are public-private partnerships such as the 501c3 non-profit foundation (tax exempt) and this is what has been done at most universities in Kentucky seeking a P3 arrangement. These are 501c3 owned, operations vary and they are financed through a ground lease where the university still maintains control of the land. 501c3 partnerships can be university affiliated/operated or national/private operated. Concessionaire public-private partnerships are university owned, privately operated and developer financed. Equity public-private partnerships are developer owned, privately operated and financed through a ground lease and are subject to taxes. Most developers that submitted a P3 proposal last year were 501c3 foundation configurations. Brailsford and Dunlavey is helping the University evaluate the different P3 options to identify which type would fit Murray State best.
- Ø A state of the industry report was provided for public-private partnerships which included the number of housing P3s and the average closing value by year. Data on the structure of housing P3s by year was presented. Data was also provided on housing P3s by institution type by year and by region (2014-2020).
- Ø Next step recommendations include replacement of outdated housing facilities to provide a more consistent student experience for first- and second-year students, enhancement of residential neighborhood amenities, alignment of housing stock with student demand by reconciling unit types and selection of an experienced partner to maximize risk transfer and speed to market. A schedule of next steps was provided and in order to open a new residence hall in fall 2023, the University must have the building delivered by July. A Request for Proposals needs to be provided to developers within the next two months in order to meet the desired completion date. Based on conversations with management and others, a 501c3 foundation public-private partnership would allow the University to shift most, but not all, of the control to a developer. This way the University can maintain its current residential college model and also be involved in the planning process. Confirmation was provided that the survey asked students how they participate in the residential college system and campus activities and whether the residential college model needs to be adapted will be a factor in any final decisions made. It is possible now although in relatively few housing units on campus for students to move up to a different type of living arrangement but within the same facility. The institution must determine whether it wants to maintain designated locations for first- and second-year students or whether they be allowed to move to more community-based housing arrangements should they be offered. President Jackson added that College Courts is not currently part of the residential college system but is in need of the most repairs and enhancements and represents a good opportunity for a P3 partnership. Regents and White have the lowest occupancy rates and needs in those facilities must also be addressed. Housing is vitally important to every aspect of Murray State University and must be done right. It is hoped the University will have a developer and will be able to present a plan at the December Quarterly Meeting. Housing is the immediate need but P3 partnerships can also be pursued for academic buildings and athletic facilities but the right partner is key to being able to accomplish this work.

Adjournment

The Board adjourned for a break at 2:50 p.m.

Reconvene

Chair Crigler reconvened the Annual Board of Regents Retreat at 3:08 p.m.

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- Ø Phase II work on the Waterfield Library HVAC system is scheduled to start in April 2022, with completion by the end of July 2022 or before the start of the fall semester.
- Ø Additional projects on the bond schedule include building automation systems and electrical switch replacements. These projects have not been scheduled because funds are still being identified and the University wants to ensure it has enough to cover the cost due to construction market rate fluctuations. Delivery schedules for materials that have

(LEAD) program involves current undergraduate URM students serving as Student Ambassadors for Racer Days, the MSU2U event, Admitted Student Weekend, etc. The LEAD team will also participate in all bus-in events and those areas where focus will be placed were outlined. The University hosts an Admitted Student Weekend every year and a banquet has been planned for URM students with a goal of encouraging them to complete the Racer Orientation process.

- Ø The theme is the same with transfer students and that is to get them on campus. This will enable these students to see campus life in a meaningful way through various campus events, including Transfer Day at Stewart Stadium. Transfer students do not necessarily have the same culture and experience as seniors in high school and transfer-focused events must be offered in this regard. A series of on-site application events are held locally for students who cannot come to campus and nationally for online events. MSU faculty are also being paired with community college partners with a focus on the transfer student so they can hear from an expert in their respective fields. A secondary method utilized is the train the trainer to recruiter experience. Lunch and Learn events were offered with community college advisors and included care packages and Showcase Day.

Dan Lavit, Executive Director of the Center for Adult and Regional Education, reported the following:

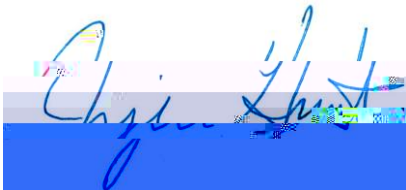
- Ø The regional campuses primarily service adult and non-traditional student populations. These students are place and time bound to the communities in which they live. They would not be the type of student to make a life change to take classes on campus on a daily or weekly basis. These students are primarily degree completers, meaning that they receive the first two years of their education at the local community college and then from Murray State for the final two years. Some students are enrolled in graduate programs that are exclusive to a specific regional campus and examples were outlined.
- Ø Recruitment for adult and non-traditional students does not follow a typical recruitment cycle and staff at the regional campuses are currently recruiting for second-half semester fall 2021 courses with an October start date. The regional campuses have a year-round recruitment schedule which is very much dependent on the relationships the University has with its community college partners in those communities Henderson, Madisonville, Hopkinsville, Ft. Campbell and Paducah. Over the last five academic years there have been gradual enrollment increases at each of the regional campuses up until this past year when there was abrupt enrollment growth due, in large part, to students living at home and taking classes in those communities, online or via ZOOM. Enrollment for fall 2021 is down from fall 2020 but is up over fall 2019 and upward growth continues at each of the regional campuses.
- Ø Recent recruitment activities include engagement in the second round of the stop-out campaign and efforts in that regard were outlined. The University is also engaged in recapture campaigns, same-day admission events at the community colleges and continuing conversations with community college partners to determine how Murray State can be more present on those campuses.
- Ø Over the past year, dual credit has been centralized under the Center for Adult and Regional Education with pathways for opportunities to complete a degree at Murray State. Lisa Schmidt, Coordinator of Adult Student Programs, is leading these efforts. Enrollment in Racer Academy is dependent on relationships that have been formed with high school Guidance Counselors, Principals, teachers and students. The dual mission with Racer Academy is to increase enrollment in dual credit courses but also encourage these students to attend Murray State when they graduate from high school. Racer Academy enrollment is down over this time last year by approximately 9 percent. Second-half semester courses are now being provided as part of dual credit offerings to assist in this regard. Counties that send high school students to campus on a weekly basis were highlighted. Dual credit is ~~at~~ **credit is at** campus for students at this time as a result of the pandemic because they are being more purposeful relative to the courses they take.

Matt Jones, Coordinator of Domestic Graduate Recruitment and Retention, highlighted the following:

- Ø Domestic graduate recruitment events, social media marketing and communication enhancement plans were outlined.
- Ø Face-to-

- Ø There has also been an increase in traffic from the student and faculty profiles that are provided on various social media accounts. One such interaction was highlighted and its significance noted. This work will also continue moving forward.
- Ø An education campaign is also being developed for current students. Currently, 435 of the 1,640 enrolled graduate students earned an undergraduate degree at Murray State. Confirmation was provided that consideration is being given to the fact that standardized testing is often a barrier for

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