

- AGB Conflict of Interest with Guidelines on Compelling Benefit
- Open Meetings/Open Records Law
 - Your Duty Under the Law (Open Records/Open Meetings)
 - Managing Government Records (Public Records Law)
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 - Reporting and Resources
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advance of the Board meeting. It is believed proceeding in this fashion will help make the Board even more effective and efficient. Dr. Davies provided confirmation that eBoard books will continue to be released two weeks prior to an upcoming meeting and he will be even more diligent in holding the administrative team to this standard.

Board members were asked to use caution regarding information requests and making those directly to staff members. Depending on the information being requested, producing the data could unintentionally become quite burdensome. To the degree reasonable, any such information requests should be funneled through the Chair of each respective Board Committee who will then share the information request with the President. The intent is not to stifle dialogue or limit questions from Board members but to coordinate such requests in a more structured manner.

Discussion occurred regarding whether telephone conversations were better methods of communication versus email and Chair Williams reminded the Board that any correspondence – email, phone communication or texts regarding University incidents – no matter how benign – would be subject to discovery and litigation and could eventually appear in depositions and court records.

Discussion occurred regarding the monthly newsletters provided to the Board and whether they provide the type of information needed. If Board members have suggestions related to how this communication could be more effective, they were asked to share those ideas with the President. Regents must have a level of comfort they are receiving enough information and the right type of information from the President. It was stated that the weekly collection of newspaper articles sent out by Secretary Hunt are particularly helpful in providing information about what is occurring on the Murray State campus and Murray area. Consensus was reached that the Board would rather have too much information than not enough. Individual members can then make a determination of how to utilize any information provided. Dr. Davies provided assurance that if there is a high probability a particular story will be reported by the press and released through mass media, he will do his best to inform the Board prior to the story breaking, although this is not always possible given the speed with which information is shared electronically. If he is unable to inform the Board about a news story prior to it breaking, all should understand this is unintentional and often unavoidable.

Chair Williams indicated this type of communication is situational in nature and to be more structured Regents were encouraged to utilize the President's Office to obtain such information whenever feasible. The Regents put Vice Presidents and others in a difficult position by asking them directly for information or requesting an action, especially in difficult situations where the answers may be illusive or premature or could result in major policy issues and litigation. When situational issues arise, Board members were asked to go through the President's Office as a general rule to allow the President to coordinate the release of information. The Board must be mindful to not unintentionally place staff in an impossible situation, generally speaking. Ms. Wood reminded the Board that the three constituency Regents are on campus every single day and the administration and this governing body should take advantage of that fact. She encouraged the Board to ask her how students feel in regard to specific issues because she talks to students every single day and sees how they react to various situations. She will be honest with the Board about how students feel and it is important to share that knowledge not only because there is a lot to be gained by the administration but because Regents should keep this information in mind when making decisions that affect students. The same is true for the Faculty and Staff Regents. Agreement was reached that Regents should make sure they are aware of University activities happening in their own communities and take on the responsibility of playing a role in those events by being visible and helping recruit students. Dr. Davies asked Regents to let him know if there are events in their communities which would present recruitment opportunities so he can coordinate Murray State's presence in the area through Enrollment Management. Proceeding in this fashion would be in lieu of the Regent calling Mr. Dietz directly and is an excellent example of the President determining how such an opportunity fits within the overall recruitment strategy for the University. Likewise, if the University is sponsoring an event within a particular community, Regents should be made aware so they can participate. Regents can have a significant impact on enrollment from their own communities and utilizing such opportunities in a coordinated fashion will make them even more beneficial.

Consent Agenda

Discussion occurred regarding the feasibility of utilizing a consent agenda which represents a

Incident Response Protocols

Chief Herring presented a report on overall emergency operations at the University and incident response protocols with the following highlights:

The Federal Emergency Management Agency (FEMA) defines an incident 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.

Common teams include:

Incident Command System – standardized approach to managing incidents by pre-defining roles and processes

Incident Commander – person assigned command responsibility over the incident response

Field Command Post – location near the incident established where Incident Command is established

Emergency Operations Center (EOC) – coordination point for information and resources needed to support operations at the Field Command Post. The Murray State Police Department is the location for the Emergency Operations Center for both the University and the county.

Unified Command – joint management of an incident by multiple agencies with jurisdiction over an incident

The four phases of critical incident response include:

Crisis Phase – characterized by a rush to the scene, gridlock and panic. This phase usually lasts between zero to 60 seconds with an emphasis on stabilizing the scene, limiting the growth of the incident and ensuring citizen and responder safety.

Scene Management Phase – characterized by continued potential danger, arrival of crowds, resources and media. This phase can last one hour to several days with an emphasis on establishing an organized decision-making process with the Incident Command System.

Executive Management Phase – occurs when size, scope and seriousness is beyond the ability to control at the scene. This phase typically lasts

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Level V – Catastrophic event falling under the direction of FEMA. The Emergency Operations Center would be one of many under the coordination of Area Command.

The Executive Management Team – President and executive staff – are responsible for providing the overall guidance for the University’s response to an incident, making policy decisions regarding campus closures, facilitating interactions with the Board of Regents and community partners, planning for financial implications of the incident and looking past the immediate incident to future needs and the recovery stage.

The Emergency Operations Team – Chief of Police and other key personnel at the University, such as Facilities Management, Procurement, Finance, Environmental Safety and Health, Communications, housing and Human Resources, are responsible for providing significant operational needs, requesting and directing resources to the emergency, ensuring the safety of responders and citizens, responding to requests for assistance related to the event and providing regular and timely information to the Public Information Officer and the Executive Management Team.

During an incident, police radios and cell phones are the primary tools used by emergency responders and the Field Command Post and the EOC has phones permanently located at various work stations. Communications to the campus community will be provided by email, text messages, social media (including the Murray State webpage) and local media. Regents were reminded that the President and the Chair of th

Dr. Davies reported that based on information from AGB regarding best practices related to protocols in an emergency situation for individuals serving as members of a university Board and to ensure that there are clear lines of communication between the Regents and the President, information was provided in the eBoard book on appropriate Emergency Communication Protocols for Level I through Level V incidents on campus. During any situation

Chair Williams stated that in the last couple of weeks two alleged assaults on campus were reported and the administration provided information to the Board in a timely manner because these incidents

The AGB Statement of Conflict of Interest references that this extends beyond just financial transactions and could include issues such as hiring decisions. For example, by statute, an employee cannot have a relative serving on the Board and the statute defines what constitutes a relative. The exception is if the relative is already an employee when the individual becomes a Regent. The basic concept is the Board cannot serve two masters.

Chair Williams indicated that the larger issues related to conflict of interest are transactions and the employment of relatives but these are generally not difficult to identify. It is the more mundane issues that can lead to issues for a Regent and management. There are situations where small conflicts of interest can cross lines and all should be mindful of this fact. The Board must be diligent to not put staff in a difficult situation even unintentionally. Mr. Rall confirmed that if Regents ask employees for information or to perform a certain task the individual may not be aware of the statute and that they could possibly be in violation of statute by honoring the request. Most employees will honor the Regent's request thinking they are doing the right thing. Such requests do put an immense amount of pressure on employees who do not feel they can deny the request. It is unfair to put an employee in such a situation, even unintentionally. Chair Williams indicated that the best way for the Board to handle such requests from staff is to channel them through the President's Office. If the request can be honored the President will interface with the right individuals who can provide the information. If the request cannot be honored then the President will be the one to inform the Regent. Staff members have the Board's permission to indicate they will need to talk with the President before honoring any such request should it inadvertently be made to them directly. Standard protocol should be for such requests to be directed through the President's Office.

As a result of conversations which occurred last year, it was also determined that it is the best policy for Board members not to try to intervene with a staff member or the Vice Presidents on behalf of a student or prospective student. If parents make a request to a Board member the Regent should indicate the best they can do is share the information with the President to handle and should not try to intervene directly. Consensus was reached that Regents serving as a reference for students or potential employees could cause undue influence in the decision-making process whether it be for scholarships, employment on campus, class scheduling or in other situations.

Confirmation was provided that the mere fact a Regent serves on the Board of another non-profit entity that has no connection to Murray State does not create a conflict of interest.

Open Meetings/Open Records Law

Mr. Rall reported if a quorum of the Board is together and discusses public business that would represent a violation of the Open Meetings Law unless notice of the meeting has been provided 24 hours in advance. The example of the Graves County Board of Education returning from a trip to Frankfort in the same vehicle and discussing business during the trip was cited. A quorum of the Board is considered to be a "meeting" if any issues which may come before the Board for a decision are discussed and for Murray State this constitutes six Regents. The most detrimental thing about an Open Meetings issue is the associated publicity because the implication is the Board is not properly conducting its business. The key component of the Graves County Board of Education example is there was a quorum in a very innocuous setting but public business was discussed, resulting in an Open Meetings violation.

The less than quorum meeting can also occur inadvertently. Six Regents constitutes a quorum for the entire Murray State Board and if one Regent starts talking to five other Regents with the intent to evade the Open Meetings Act in the discussion of public business then this can also be a violation. It was confirmed that it is difficult for the Attorney General to determine intent. A possibility of there being a quorum of the Board committees must be taken into consideration because they are created by the Board and are considered to be public agencies subject to the provisions of the Open Meetings Act. If a quorum of a committee discusses business not related to that particular c

Hunt who serves as the Custodian of Records for the University and knows how to handle such requests. The University is required to respond to Open Records Requests within three business days. It is possible to request a time extension but the University must have a very good reason for doing so. The University receives a large volume of Open Records Requests and most are mundane in nature – such as a request for athletic contracts. There have been requests received regarding larger issues, such as the JH Richmond event, and it is essential those be handled properly. There could be significant fines associated with willful non-compliance with Open Records Law.

Dr. Davies reported that he has reluctantly accepted a letter from Mr. Rall indicating his intent to retire from Murray State, effective June 30, 2018. Appreciation was expressed to Mr. Rall for his service to the University. Chair Williams congratulated Mr. Rall and indicated the Board wishes him well and thanks him for his service to the University.

The University does not represent the alleged victim or respondent and cannot coerce anyone into filing a complaint or dissuade them from filing said complaint. Generally speaking, the alleged victim is trying to determine how they can return to some sense of having control over what is occurring. Confirmation was also provided that staff are in place to help students navigate the process and alleged victims are contacted at numerous stages of the process to ensure they are receiving needed assistance. Students are informed University staff do not serve in an advocacy role because that duty falls under the responsibility of the campus Women's Center. Title IX staff must remain objective in terms of gathering facts and conducting the investigation.

Discussion occurred regarding an individual who has been sexually assaulted but decides not to report the incident to police. The concern is the effect this could potentially have on the University if the individual decides to file a complaint at a later date. Mrs. Duffy confirmed if a Board member or a member of the University community becomes aware of such a situation they are required to report it to the Title IX Coordinator who will then reach out to the alleged victim. If the alleged victim does not want anyone else to know what occurred they cannot be forced into making an official police report. The law provides for such an occurrence and a copy of the University's Grievance Procedures will be provided to the Board.

By law, the University does not have the authority to report such incidents against the wishes of the alleged victim. Information provided in the eBoard book outlines that under the Clery Act, members of the University community have a duty under federal law to report crimes to the Murray State Police Department. Their report to police will be statistical in nature to include the date, time and place of the incident, but not the identity of the victim-survivor. The University is relying on the wishes of the victim and cannot dictate to that individual what process they will follow. The University can provide as many opportunities as possible to allow the individual to move forward in the best way given their particular situation. The alleged victim is provided with information on all available resources and surrounded by individuals who can help them make the best decision for them personally in a given circumstance.

It was agreed that the Board will be provided with access to the Title IX training that all faculty, staff and students are required to complete annually.

Family Educational Rights and Privacy Act

Information regarding the Family Educational Rights and Privacy Act (FERPA) was included in the eBoard book. Ms. Roberts reported that FERPA is a federal law enacted to protect the privacy of all students – not just college students but those in elementary, middle and high school. The difference is from the moment a student begins their first college-level class rights transfer from the parent to the student and the fact that the person has not reached the age of 18 does not factor into this transition. If a student is in high school but is taking a college class, parents must request permission from the student to have access to or receive communication regarding what is considered to be information that is confidential in nature. The law places information into two categories – directory and non-directory information. The institution is required to annually notify all students of their rights and what is considered directory information and that which is considered non-directory information. This information is published on the website year round and is made available on the student's myGate portal and on Canvas – the course management system. Directory information is usually considered to be information that would be harmless to the student if released – such as email address, honors or degrees received and whether they are enrolled in college. Non-directory information which must be kept private includes classes in which the student is enrolled, grades received and any disciplinary actions taken. Board members may be approached by prospective, current or former students or their families requesting information to try to influence schedules, scholarships or things of that nature but it is best for such requests to be handled by the President.

There are exceptions to FERPA law but those are very much defined and only certain information can be released or discussed without the written permission of the student. This permission must be obtained for each piece of information released. Potential litigation or disciplinary matters could come before the Board regarding a student and any information obtained during that process would most likely be considered non-directory in nature and must be kept private and cannot be discussed outside of the purview of the Board meetings. Confirmation was provided that students must give permission, in writing, for their transcripts to

be released and those will be sent directly only to the address the student provides. Student rights exist until they are deceased and the protection of their privacy at all times is essential.

For students who have been admitted to the University or are in the process of applying but their first class has not yet started, discussions can still occur with their parents and this is helpful for financial aid and payment purposes. Once the first day of classes has started – unless the student has signed a Consent to Release Information Form which is offered online – no further information can be released. FERPA guidelines provide the University with a choice related to the type of information which can be released but at Murray State student privacy is protected at all costs. Although the University receives requests for such information, and federal law would allow, no lists or other data is provided to off-campus companies or agencies.

There are provisions for the disclosure of information to public health and trained medical professionals and parents related to a student's health and safety in an emergency situation but only if knowledge of the information is necessary to protect the health and safety of the individual. The question was raised regarding whether sexual assault would fall under this category and it was agreed this represents a fine line. If, allegedly as the result of such an incident, a student is performing poorly in class this would not warrant an emergency situation and information cannot be released to a parent. If the student is being subjected to terroristic threatening or is suicidal, individual decisions would need to be made in those particular circumstances.

House Bill 15 – Board Orientation

House Bill 15 was passed by the Governor during the last legislative session. This legislation requires the Council on Postsecondary Education to ensure newly-

Studies, Nursing, Animal and Veterinary Technology, Business Administration and Elementary Education.

Survey results show that students have very high expectations in terms of how they will perform at Murray State. An overwhelming majority – 97 percent – expect to earn A’s and B’s and 96 percent believe they will graduate from Murray State. A very large percentage – 96 percent – believe they will graduate in five to five and a half years, although the national average for public universities is 59 percent graduating within six years. The University’s most recent graduation rate is 48.5 percent which is very positive for a Kentucky regional university. Seventy-two percent of students indicated they will always be prepared for class and a significant percentage stated they will never skip class – both are positive trends.

In response to whether there are any conclusions which can be drawn from this data to assist with recruitment, Dr. Wezner indicated this analysis can be undertaken comparing out-of-state versus in-state students and their responses will vary. This information has been analyzed in previous years and even broken down by county to know what students expect based on their high school experiences. Compared to previous years, this year’s surveyed students seemed to be more realistic about what they expect college to be and have stronger academic backgrounds in terms of having taken more advanced placement classes and completed more dual credit courses. These students have had more college-level experiences prior to their arrival on campus than previous classes.

Chair Williams reiterated the importance of the Board asking for and receiving the type of information needed to fulfill its responsibility. There are obvious examples of the importance of receiving such information and one pertains to recent events at another university in the state which have occurred over the last two to three years. There were very fine individuals serving on various Boards for that particular institution but for some reason they did not receive, ask for or demand information needed to meet their fiduciary responsibilities and this has been well established given recently-released reports. All on the Murray State Board were asked to ensure the right questions are being asked and Regents are receiving the type of information necessary to move this institution forward. He is not suggesting that anything other than a healthy circumstance exists at Murray State but all should be cognizant of their role as members of the Board. There are procedures, processes, policies and checks and balances in place to ensure things which have occurred at other universities do not occur at Murray State. Regents must be diligent in asking the right questions and ensuring they are receiving sufficient and necessary information to fulfill the fiduciary responsibilities of this Board. All are fortunate the President agrees with this philosophy and is willing to have conversations in this regard. Agreement was reached that the Internal Auditor plays a valuable role in this process as well.

The Board adjourned for lunch at 12:25 p.m.

Chair Williams reconvened the Annual Advance at 1:05 p.m.

Electrical Project Update

David Burdette, Interim Chief Facilities Officer and Kevin Jones, Energy Optimization Manager presented the following:

Slightly over one year ago the Energy Optimization Manager position was created with an overall goal of determining how to save money. Mr. Jones is charged with reviewing how the institution uses energy and what can be done more efficiently. He is also in charge of the Electrical Grid Study being undertaken to address challenges the University has faced recently. This work involves Facilities Management staff as well as outside contractors.

The Board was previously briefed on electrical system challenges but information will be provided on how the institution can move forward in this regard. Murray State takes in a 69,000-volts delivery at the Central Plant Substation and that is transformed down and distributed throughout campus. The University owns and is responsible for everything beyond that delivery point. There are two 18-mega volt amp transformers at the substation which are owned by the University and have recently been rebuilt. All other components within the substation represent equipment from the 1970s or earlier vintage while also being the protective equipment for both the transformers and the remainder of the electrical distribution system.

This past year work has been undertaken to begin to replace the controlling equipment in the substation to update it to newer technology which will provide for both better control of the system and some “eyes” into what is occurring within the system. Moving forward, a schedule or project list must be developed to address issues which must be remedied.

In 1999 the University conducted an electrical study and that has been reviewed. Unfortunately, no further work has been undertaken since the study was conducted. Work to develop a new comprehensive study is currently underway.

As this work progresses, necessary replacements and repairs will be undertaken utilizing a phased approach. Phase I has already begun and work continues to map out and fully understand what the University currently has in terms of its electrical system physically and load-wise and how much electricity is actually utilized. Both components must be understood before any attempt can be made to fix existing issues. A high-voltage qualified contractor is assisting with the mapping exercise and that information will be provided to an engineering consultant to develop an electrical system model. Once this work has been completed simulations can be utilized to determine how the system would be affected given various events. This will help provide an understanding of areas within the system that are deficient and will result in the eventual development of a listing of projects which must be addressed.

Along with this work, a coordination study is being conducted to ensure things are working in the right order and the system is being protected as best it can be for now. Following this work better decisions can be made in terms of what is needed. Over time electrical systems change when

Strategic Plan Reassessment Discussion

Dr. Fister provided an update on the four Strategic Plan pillars: Academic Excellence; Student Success; Research, Scholarship and Creative Activities and Community Engagement. A Connections document was provided in the eBoard book outlining the Murray State goal to recruit, retain and graduate students to help them achieve their goals. The Board, the campus community and the extended community must provide assistance in this effort. Enrollment and budget are critical factors in helping to advance the Strategic Plan but performance funding is the next element which must be considered. The University actually entered the performance funding arena three years ago but is just now feeling the effects.

Information has been provided on the Strategic Plan reassessment which is the current phase the University is addressing. The implementation and operationalization phases have ended and reassessment is now the focus (one year earlier than that originally proposed). The Board should be aware that each November the Strategic Plan Executive Team and the Initiative Chairs provide an update and for this year will include all 63 goals and measures. It is understood that some current metrics may not exist the following year dependent on decisions made by this Board. A timeline for this work was also provided for the Executive Team and the Initiative Chairs so all are aware of expectations.

Information provided in the eBoard book includes the assessment undertaken by the Initiative Chairs and this has been reviewed by the Executive Team. A survey was distributed to the campus community for their input on measures to keep, eliminate or change. Nine of the measures have been completed. Some of these measures have continuing effects so a decision must be made whether those remain part of the Strategic Plan. One measure is to conduct a comprehensive study to ensure fair and competitive compensation for faculty and staff and this will be addressed by the Board tomorrow.

There are 18 items that are to be omitted which means they may go under a different strategy or metric or a determination made that they simply cannot be continued.

within the 18-county service region. When 90 percent of the county is not racially diverse it is difficult to include that metric and associate it with scholarship dollars. Another metric is for the graduation rate to be 58 percent by 2022. All must be mindful that there are currently students in the system who were enrolled under a less stringent admissions policy and this is part of the reason for the University's current graduation rate. The change in admission standards was included in the Strategic Plan and that work has now been completed. It is believed this will allow the graduation rate metric to increase significantly and progress is being observed in this regard. There are many specific measures to help the University be as aspirational as possible while also being realistic. Confirmation was provided that there are also recruitment metrics within the Academic Excellence pillar.

University Finances Discussion

Ms. Dudley provided a report on long-term financial trends for the University. In terms of Education and General Funds (excluding auxiliaries), a graph was presented showing budgeted revenues and expenditures for the period FY08 to FY18. For FY18, expenditures totaled \$110.9 million and \$133.7 million has been budgeted for current year. Trend lines for revenues which include appropriations, net tuition and fees and other revenues were presented and are performing as expected. Overall, appropriations are decreasing, tuition and fees are increasing and other revenues (\$11 million) remained rather flat over this period of time.

Information was provided on Education and General Fund Full-Time Equivalents (FTEs) for

constant. Unrestricted net asset reserves are negative because of the large pension liability the University carries but the trend has improved each year due to large one-time savings. The recommended ratio for reserves is to last 40 percent of the year so the University is meeting the recommended rate proposed by experts. The viability ratio (debt) presented indicates the ad

than those who do not but consideration must also be given to the quality and value of the accommodation and these represent strategic and financial issues for the University.

Enrollment Strategies Discussion

Dr. Davies reported that nationally enrollment is a topic of concern for comprehensive, regional-based universities like Murray State. Enrollment fluctuations, a shrinking market, unpredictability, increased competition on multiple fronts and the overall perception of whether higher education is even worth pursuing are all adding to the discussion points for such universities.

A report was prepared by the Chronicle of Higher Education and two other national bodies last year found that 45 percent of comprehensive universities missed at least one of their enrollment marks – either enrollment numbers or enrollment revenue – and 30 percent missed their mark with both. It is believed these percentages will significantly increase when the report is issued for this year.

From 2002 to 2010 Murray State was averaging 1,300 new freshmen per year and 550-600 transfer students and total undergraduate enrollment was in the low 8,000's. The University had a very solid academic reputation, good retention numbers and was nationally ranked. In 2009 the Council on Postsecondary Education issued a charge to all universities in the Commonwealth to significantly increase enrollment. That charge was taken up at Murray State through the 12 x 12 campaign – to have 12,000 students by 2012. During this time the focus very much became geared toward just getting students in the door. Academic standards were maintained but more students were admitted conditionally during this time and the initiative to increase enrollment worked. In 2010 there were 1,390 new freshmen which increased to 1,536 in 2011 and 1,626 in 2012. During this period Murray State also made the national scene through athletics and played in two NCAA games in 2009-10, had another two-game win in the NCAA in 2011-12 and had 16 games broadcast on national television. This type of exposure clearly had a significant impact on enrollment.

Shortly thereafter, new freshman enrollment began to decline from 1,581 in 2013 to 1,508 in 2014 and 1,468 in 2015. Other issues which were occurring during this time included the increased need for remedial courses, a decline in retention and persistence rates and a decline in the University's academic reputation as evidenced by *U.S. News & World Report* rankings. Even with the different academic standards, the yield rates in terms of the number of students who applied and actually matriculated went down. The yield rate also significantly declined in terms of top-end students. In 2014 and 2015 the University administration, including the Board of Regents, robustly discussed the future direction for Murray State, including whether a philosophy of student counts should be maintained or if a focus should be placed on academic rigor and quality.

As part of this work, the Maguire Study was undertaken and represented an analysis of the University's market and potential and consideration was given to how that related to the Strategic Plan for the institution. Students were also surveyed about their impressions of Murray State and what opportunities they believed the institution could provide. An entire year was spent discussing what the appropriate future direction for Murray State should be. As a result, in 2015 the number of exemptions provided for conditionally-admitted students was tightened and the open enrollment standards were changed. A review of what academic standards should be for incoming students was also undertaken as part of this work. The former Chair of this Board – Deno Curris – emphasized incredibly well that he felt it was important to strengthen academic quality and encourage a stronger effort toward achieving academic excellence. He firmly believed that the University's strongest support group of students – which the Maguire Study called the "eager beavers" – represented the primary market of students for the University even though they had average or slightly below average ACT scores. Dr. Curris also pointed out that the National Survey of Student Engagement revealed the academic rigor of classes at Murray State was slipping. At that time, Dr. Curris provided recommendations and the University is currently undertaking some of those initiatives, including providing extensive undergraduate research opportunities and experiential learning, requiring rigorous pre-tenure and tenure requirements for faculty, designing a compensation system with a strong performance component and implementing a selective admissions policy which strives to admit those students who are capable of succeeding at Murray State. Research and statistics show that students who

require three remedial courses have a very difficult time succeeding at this University. Efforts must be geared toward maintaining academic rigor, increasing standards and emphasizing academic excellence.

At the end of 2015 the new admissions standards were solidified and implemented and were utilized for the first time in 2016. As a result, the freshman class increased from 1,468 to 1,502 and there was also a 7 percent increase in applications. The yield declined slightly from the previous year but remained within the normal range of 30 percent. A new scholarship grid was also instituted and discussions continue on defining the appropriate discount structure. The Honors College had been created and there was a more robust recruitment effort in this area. In 2016, even with a higher freshman class, overall enrollment declined. The higher freshman classes from previous years are still working their way through the system and while some have graduated, many have not persisted to graduation. In 2014 over 100 Mid-Continent students were enrolled at Murray State when that institution went under. Some graduated but others were not academically prepared for the rigors of Murray State. The size of the freshman class is a leading indicator but all must keep in mind that enrollment runs on five to six-year cycles. There have been declining freshman classes for three consecutive years but it is believed this trend has been reversed and retention numbers are higher.

In the current year 2017, applications were up by 5 percent and the number of students enrolling and attending Summer Orientation led all to believe the University was on a solid course through June. The institution was well within a yield range of 28 to 30 percent and a prediction of 1,550 to 1,650 new freshmen was solid. The no show and cancellation rates for Summer Orientation sessions were down this year compared to last year. In July and August the number of students indicating their intent to attend Summer Orientation was about the same as the previous year but, in reality, there ended up being 111 no shows and the number of walk-ups was very minor. This represented a significant shift and the potential yield went from 30 percent

percent of students indicated they chose to attend Murray State because of the scholarship package offered. In addition, the effect of the JH Richmond incident cannot be underestimated.

The University collected 5,550 more applications this year than last year but has historically been successful in this area. The issue is actual yield rates, specifically with regard to Tier II students and efforts must be redirected toward this population. Encouraging prospective students to move from the admitted stage to the enrolled student may require changes in the current scholarship grid and consideration must be given to how to provide scholarships to talent that falls outside of the academic grid. This would include students with leadership skills and those who have participated in other types of activities.

It is also known that there are other outside influences which affect the University's yield – particularly in regard to Tier IV and maybe even Tier II students – and includes the free community college effort that is now state-wide in the Commonwealth. The University must take into consideration current economic and political conditions. Higher education is economically inverse and the economy is getting better and this is influencing the various tiers. The University must also take its market into consideration. As a whole, enrollment in the community college system is down 27 percent – West Kentucky Community and Technical College (-16 percent), Henderson Community College (-38 percent), Hopkinsville Community College (-35 percent) and Madisonville Community College (-3.5 percent). Within these community college enrollments, the number of students pursuing university-bound programs has also decreased, although total college going rates are up slightly in the United States. According to the student-based National Clearinghouse, in Kentucky enrollment has been down consecutively over the past three years by 4.3 percent, 1.6 percent and 1.1 percent. This means the University is competing within a shrinking market with increased competition. For this reason, the University must rethink how to communicate more effectively with prospective

population. It is believed this is due to the politics of the day, including some countries that have stopped sending their students to the United States to pursue higher education. There are opportunities with regard to international students but the University must be very strategic with efforts in this regard.

Although Murray State has a very traditional campus mindset, consideration must be given to developing more online program opportunities as ways of delivering courses to meet the needs of contemporary students and nontraditional adult learners – not just to earn degrees but to complete certificate programs and receive credentialing. Specifically with regard to graduate programs, a way to create more flexible scheduling must be identified, so interested students can enter a cohort every eight weeks instead of every 16 weeks.

Consensus was reached that as part of this work consideration should be given to increasing the University's budget related to marketing efforts. Clarification was provided that current recruitment publications are funded by Enrollment Management and not the marketing unit. The recruitment process has changed from ten years ago and now represents one built on relationships. Various initiatives must be considered to facilitate such connections and efforts are currently underway to identify different means of accomplishing this work. The number of high school graduates in the 18-county service region represents a declining market and the University must find ways to expand its footprint into Missouri, Illinois, Indiana and Ohio. As the academic rigor and mission are reinforced the University must also redefine its peers and this opportunity is evident through what has been accomplished with Tier I students but this will not occur overnight. Agreement was also reached that prospective students and their parents should better understand the scholarship grid and how it will help their student not only in the first two years but throughout their collegiate career at Murray State.

Dr. Davies reported that this year's enrollment will be down from last year and, while the situation is still fluid, it is believed overall numbers will be down between 400 and 500 students. Enrollment in graduate programs is also down by roughly 200 students. These enrollment declines mean the University will have a revenue deficit of approximately \$4 million. Mr. Dietz reported that, as of this same time last year, total enrollment is 9,747 students versus 10,175 last year. Additional information was provided for enrollment broken out by undergraduate and graduate students. The numbers will continue to fluctuate daily until they are locked in to the CPE on October 25. The actual conversion to dollars depended to a great degree is still fluid.

One-third of overall first-time freshman enrollment and approximately one-half of the transfer class at Murray State come from the University's 18-county service region. Recruiters primarily concentrate within a 200-mile radius of Murray State but extend as far as Chicago. The majority of students electing to attend Murray State come from within a 200-mile radius and that should remain the focus. Confirmation was provided that personal recruiter visits are also made in Louisville, Lexington, Nashville, Evansville and St. Louis. Confirmation was provided that students in certain clubs and organizations are recruited and many times they visit campus. Current students are also becoming more involved with recruitment in their former high schools because this social influencer has been shown to be very positive. Teachers can also play a major role in this regard and should be utilized to an even greater extent.

Dr. Davies indicated that the second semester of the sophomore year is when students are no longer considered "new" but they are not yet close enough to their major or to graduation to be able to make those connections. Peggy Whaley, Assistant Director of Student Engagement and Success, reported that these sophomore students are facing the same challenges as freshman students, including homesickness, test anxiety, struggling in at least two courses, on-campus social aspects and not making connections even in their residential colleges and not being confident about finances. Efforts are underway to determine how to increase the retention rates for sophomore students by providing the support and resources needed for them to persist. A suggestion was made for scholarships to be increased for successful sophomore college students but Dr. Davies clarified that the scholarship grid is for four years and is applicable to sophomore students. Sophomores are not typically eligible for a scholarship within a major. This must be addressed because it can represent a loss of opportunity especially when during their freshman year they received freshman and Foundation scholarships but they have not yet made it to the junior year where they will be eligible for scholarships within their major. Declaring a major also factors into the low retention rate as does re-evaluating the major originally selected if they determine it is not the right path for them personally. Mrs. Whaley confirmed that the student's ability to ask for help and fear of failure is overriding their ability to utilize available resources.

Many students in Tiers I and II are matriculating from high school settings in which they were the leaders on their campus and in the classroom. Also, 52 percent of the freshman class are first-generation students who are being placed in a different environment with much higher standards and rigor. Receiving a 'C' on a paper is not uncommon in college but these first-generation students have never received that grade before and this can be difficult for them to handle. Having structures in place to address the needs of such students is critical. They must also learn that criticism and feedback can be positive and they must have a growth mindset and

priorities aligned but, given time constraints, Dr. Davies provided highlights which resulted from the President's Executive Council Advance. The five identified key success factors or themes which should be considered are:

1. Enrollment – A team is being convened by Mr. Dietz to discuss the traditional student market which pertains to those students who matriculate from high school to Murray State. Recruitment and retention initiatives will be addressed in terms of the number of transfer students, advising and effective recruitment of Tier I, II and III students. The emphasis will remain on academic rigor and enhanced strategic diversity. A great deal of discussion will occur on how to tie academics not to someone's first job but to a career because of technology, etc. Enrollment is key success factor #1 because it drives everything else.
2. Contemporary Learners – These are adult learners (formerly referred to as nontraditional Students) and consideration must be given to how online programs are offered and the manner in which regional postsecondary education centers are utilized throughout the state. Programming for contemporary learners must be competency based and provide flexibility in terms of calendars – a thought process related to time and space – and consideration will be given to start dates for various programs to be more accommodating for an individual working a year-round full-time job. This represents an entirely new market of individuals who need a college degree but will not be able to travel to a physical location to earn that credential. In terms of market availability, contemporary learners represent one of the largest markets in the United States and it is being “tapped” through very nontraditional means. Western Governors University was cited as an example.
3. Lifelong Learners – Addressing these needs of lifelong learners involves taking the

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