







county service region have been purchased in an effort to begin cultivating this population earlier and getting the students into the University system which serves as the basis of all recruitment processes moving forward. This same process is utilized for transfer students. The University has been much more aggressive in identifying transfer students at the community colleges who

challenges



have to fill out one application to apply for multiple scholarships. Once they are matched to a particular scholarship the award notification is sent. Donors are also asked to take into account that for them the most important thing is to see their donation benefit and support students and the most effective way to accomplish this is for them to utilize a scholarship committee that is already in existence. When external committees are utilized it can be complicated coordinating schedules. Dr. Jackson confirmed that the Foundation is using the same process that has been utilized for the last many years for awarding

be very aggressive and proactive and be an active manager to set high standards and put strategies in place to make those occur.

Dr. King reported that in June 2016 the Board approved the Marketing Plan for Murray State



for information. The website is clearly designed for prospective students at the freshman level and if they are unsure what degree they would like to pursue they can type in a profession, such as doctor, and it will reveal related fields that might be of interest. The website also makes it easier for prospective students to determine whether Murray State offers a degree in their area of interest and will allow them to explore all available options in that regard. They will also be able to compare academic programs and acquire additional information if there is a program which peaks their interest. The web pages also have very specific “calls to action” to either request a visit, request information or apply. Previously the request for information link required students to set up an account that automatically fed into the Admissions database but that requirement has now been removed because students were not actually setting up an account because at that point they were not ready to commit. This past Spring, working with some niche programs, the team has tested different requests for information forms to determine what the return rate is for 15 questions (30 percent) or five questions (70 percent). A request is being made only for the information that is absolutely needed to follow up with interested students.

Dr. Davies reported that the changed admission standards initiated in 2016 represent a discussion point. In 2014-15 the Maguire and Associates study looked at the brand perception for Murray State. Very specific findings resulted from this study and the University was significantly encouraged to enhance academic quality and value. Murray State was known as having good value but was also known as one of the cheapest universities and not necessarily the best. Maguire also stressed the importance of creating strategic niches based on academic quality and value and doing so would be necessary to compete in new markets (recognizing that the 18-county market would be declining). Mr. Dietz and Associate Provost for Undergraduate Education Renae Duncan undertook an in-depth review of key data indicators for success and discovered that students who needed two and three or more remedial courses were not successful at Murray State. This was also linked to an ACT score of 17. If a student has an ACT of 17 or below, their probability of success is greatly diminished. It is through this data application that the new admission standards were proposed. The new requirements included an ACT score of 18 or higher and a 3.0 GPA. As part of this process, admission Tiers I – IV were developed to target potential students but also develop communication flows through the recruitment process to increase yield. This also allowed students to be placed in the proper category where their progress and success could be tracked and measured. Information was included in the eBoard book related to yield and retention by tier for the first class under the new admission tiers in Fall 2016 as well as the Fall 2017 class. In Fall 2016 there were 5,530 students admitted (applied) with an acceptance rate of 85 percent and the all new freshman cohort was 1,502 (27 percent yield). For Fall 2017 there were 6,067 students admitted and the all new freshman cohort was 1,443 (24 percent yield). The national yield average is 22 percent for all types of institutions. It was agreed that information will be provided in terms of how Murray State compares to the other state institutions. The University was trending for enrollment to be higher but due to summer melt students who said they were coming to Murray State did not materialize. Tier I includes the top academic students and there was a 34 percent yield last year and a 33 percent yield for the current year in this category and the retention rates were 82 percent and 85 percent, respectively. Tier II includes “regular admits” and had a yield of 29 percent in 2016 and 23 percent in 2017. For this group, students who chose not to attend Murray State indicated that other institutions were offering a scholarship in the amount of approximately \$1,000 and this is why the Dean’s Scholarship of \$1,500 has now been instituted at Murray State for all freshman students entering the University in Tier II for the upcoming year. The Dean’s Scholarship has been extremely well received in the 18-county service region. The retention rate for Tier II students in 2016 was 77 percent and in 2017 was 73 percent. These students are being contacted to determine why they are not coming back to Murray State and if the reason is financial in nature micro-grants will be offered. The Dean’s Scholarship was not yet available when this group entered Murray State. The retention rate for students admitted into Tier IV is much less than that for the other tiers and

Undergraduate Admissions – Transfer Center, researched admission requirements at the various universities and believes the composite admission index is being used to provide flexibility for some institutions to make decisions “behind the scenes” and not having to have published admission standards. It was discovered that although some universities are publishing an ACT score of 18 as the minimum they have continued to admit students with lower scores. Confirmation was provided that Murray State is not simply turning students away if they do not have an 18 ACT and a 3.0 GPA and those individuals are being provided with information on how to appeal the admission decision and other options. Many Principals and Guidance Counselors have

but has now been extended so if students meet the criteria they will receive the scholarship. Transfer students are required to participate in an orientation session prior to coming to campus. Currently the number of students who have committed to participate in one of these sessions is trending up. Transfer students typically apply to fewer schools than freshman students so when they make a commitment to attend an orientation session that is a strong indicator of their intent. Cancellations for transfer students who pay for an orientation session will be fewer than those for freshman students.

Ms. Dudley confirmed that the University's discount rate has increased over the last five years. Five years ago the discount rate was 35 percent and with the new cohort that started in Fall 2016 the discount rate has increased to 42 percent. The amount of discounts on the average is increasing. Historically Murray State has been on the higher side in terms of the overall discount rate when compared to other universities in the state. Chair Williams asked whether this is a subject the Board needs to address. Dr. Davies indicated that one key element of the Maguire study is for the University to be able to offer scholarships and the academic grid that has been implemented represents a very powerful tool in this regard. Compared to competitors, Murray State is providing more in terms of scholarship amounts and additional detailed information will be provided to the Board. It is believed the University needs to continue the same scholarship level.

Dr. Arant reported that last Fall 670 students were not admitted to Murray State. In an effort to reclaim these students who did not meet the initial admission requirements, the team has developed the AccelerateU! Program to build a momentum starter for these students. Current data and trends were utilized in developing this program. These students will come to the Murray State campus and spend one year taking both WKCTC and Murray State courses. These students will live in the residential colleges and become fully acclimated to the environment of Murray State while receiving the tools they need to be successful at a four-year institution. The added benefit is that these students will also be earning college credit in the process – and by the time they finish the program they will have a minimum of 24 credit hours with the ability to matriculate to Murray State the following year. Current research shows that the ACT score alone is not a good predictor of college success. One of the greatest predictors is the high school grade point average and that is why many schools are moving to a combination admission calculation. The more quickly a student can acclimate to an institution the more likely it is they will be successful. This is why students who live on campus have a higher graduation success rate than those who do not.

It was stated that in some cases students who were turned away from Murray State were accepted by other institutions. In response to whether these institutions 1) had the same admission standards as Murray State but augmented those with special resources to help students get up to speed to be successful or 2) had lower admission standards and offered special resources, Dr. Arant responded in the affirmative for both scenarios. All agreed this represents an important consideration for the *Commission* to discuss because one represents a policy issue and the other concerns resources and programs. Consideration may also need to be given to whether the policy issue should be addressed in the future in terms of how the University can best serve the region and students in terms of how to capture them and ensure they are successful. In the University's pathways Tier IV, the success rate for these students was approximately 48 percent in 2017 and 42 percent in 2018 and is trending downward. The AccelerateU! Program will help illustrate how to enhance the success rate for these students. A student success plan had previously been set up but was not implemented due to lack of resources. An information session for Accelerate U! was held recently and as a result there are 28 students enrolled in the program.

It was suggested that specific efforts need to be geared toward reaching the underrepresented, minority and low income student populations. This must involve the Guidance Counselors so they know the resources the University can offer and will encourage their students to attend college. Many of these students are the first in their family to attend college and they must be provided with the resources necessary to be successful. Other universities already have targeted programs in place to help these students and the University should consider investigating programs at these institutions. Agreement was reached that this represents a best practice which should be considered although this will require additional resources. Dr. Davies confirmed that a Task Force has been established to work specifically with students in these populations and Ms. Whaley and S.G. Carthell, Senior Director of Diversity Initiatives, are assisting with this effort.

Ms. Whaley reported on the Recapture Campaign. Once registration ends for the Fall Semester a list of students who are academically eligible but have not yet registered is produced. That information is shared weekly or bi-weekly with the Deans, Chairs, academic advisors, Student Support Services, Honors College, Athletics and Multicultural Affairs so those programs can follow up with their students. In terms of overall undergraduate students, on April 16 there were 1,710 students who had not registered for classes. As of May 15 that number is down to 956 students who have not registered which represents a 44 percent change. For graduate students, there were 672 students who had not registered for classes and that number is now at 416 students (30 percent change). This very much represents a collaborative team effort and provides individualized attention to the students. Two volunteer students and a Graduate Assistant will work over the summer in an effort for the Office of Student Engagement and Success to be even more aggressive in contacting students who have not registered for classes. Ms. Dudley added that the GPA for students to continue to receive merit awards has been lowered from 3.5 to 3.0 so that will assist with efforts to retain these students by providing an extra level of financial aid and assisting with retention rates.

In terms of Murray State's key competitors, Dr. Davies indicated the universities that are mentioned most often by prospective students are Centre, Bellarmine, the University of Kentucky and the University of Louisville. ACT data the University receives is also typically sent to these four schools as well as Western Kentucky University and Eastern. Southeast Missouri State University and the University of Tennessee-Martin (agriculture) are also mentioned frequently.

In terms of whether advertising will be done statewide for the *Racer Promise*, Dr. King reported that promotion began as soon as the initiative was approved. Dr. Davies added that an Op Ed piece appeared in the Paducah Sun and the Lane Report also highlighted the initiative. A message has also been sent to all high school Guidance Counselors throughout the entire state.

### International Enrollment

Dr. Robertson reported that there are currently specific challenges associated with international recruitment. There were two large groups of international students studying at Murray State – Saudi Arabian and Brazilian students on government-sponsored scholarships. Saudi Arabian student enrollment peaked in 2013 with 313 students. The number of Brazilian students peaked at 45 in 2015. Brazilian scholarships have been eliminated completely and the number of Saudi Arabian scholarships has been decreasing each year. As of this Fall there are no new government-sponsored Saudi Arabian scholarships. Another major challenge with regard to international recruitment is the current political climate in the United States. There is the perception that the U.S. is not as welcoming in terms of international students compared to Canada, Australia, Great Britain and New Zealand. According to the State Department, the number of student visas that have been issued to the U.S. have decreased by 17 percent compared to last year. It has been much more difficult for students to get visas to come to the United States in comparison to other countries. There has also been a significant decrease in the number of students coming from India. In 2015 Murray State had 208 students from India and this past year there were only 63. Efforts are geared toward identifying new ways to offset these decreases.

Positive initiatives include the restructuring of graduate tuition because the University was simply not competitive in this arena and was pricing itself out of the international market. The new graduate tuition model puts the University back in the game and has been very well received as it has been promoted and there will be limited positive impact for the Fall Semester. An undergraduate tuition grid that is similar to what is in place for domestic student tuition has also been created for international students. High-achieving international students can now qualify for a scholarship (based on TOEFL score and GPA) whereas in the past they could not and this is being well received in international markets. Murray State also has a number of international partner schools. If students from those schools want to attend Murray State they will receive a \$5,000 scholarship. Dr. Robertson just returned from a visit to three major universities in China and it is likely this new initiative will result in some additional international students attending Murray State this Fall.

The University currently has an opportunity to develop two significant partnerships – one with Shandong Technology and Business University and the other with Qingdao University. Shandong University is aggressively pursuing a partnership with the Murray State *Bauernfeind College of Business*, particularly related to Finance and Accounting majors. Shandong has a cohort of 150 students in the first year and 150 students in each subsequent year. Murray State would teach one-third of classes during the Summer and Winter terms and work continues to finalize the establishment of this program. Shandong University would like to have the program in place by January 2019 and Murray State is working with the Southern Association of Colleges and Schools to prepare the prospectus needed for approval to offer this partnership agreement. The Qingdao University partnership involves the

Dean Dave Whaley, College of Education and Human Services, reported that for quite a while the University's Teacher Leader Program has been the means by which teachers have pursued the master's degree needed to achieve Rank II status. Over the last couple of years, through legislation and Education Professional Standards Board (EPSB) changes, the master's degree requirement associated with the Teacher Leader Program has been eliminated and now what is









estimates for 2018-19 included in the eBoard book represents a culmination of all the various factors discussed earlier today. The budget projections which have been made are based on the change in students (incremental students). It was indicated that there will be 436 new graduate students but the incremental change is 106 above last year and that is what the projections are based upon – increases or decreases in class size. The schedule provided is also based on an undergraduate discount rate of 42 percent and a graduate discount rate of 15 percent and these discount rates were utilized to calculate net tuition.

An increase of 57 first-time freshman students has been projected and those were divided out by resident (40) and non-resident (17) students. An increase of 42 first-time transfer students has been projected and those were also divided out by resident (34) and non-resident (8) students. The continuing column represents retention or returning students and even though retention rates have improved the starting cohorts were smaller. This is why a decline of 198 full-time undergraduate students has been projected – resident (139) and non-resident (59). Other includes students who are not seeking degrees and an increase of 37 non-resident students has been projected. The total undergraduate decrease from an incremental standpoint is 62 students based on the numbers just outlined. The total graduate student incremental decrease is 56 students.

Details will be presented in the Budget Executive Summary provided to the Board in June but projections have been very conservative (lower revenue by \$7 million net). The FY19 budget will contain an \$11.5 million decrease in gross tuition and mandatory fees.

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

Chair Williams reported that the Board would go into Closed Session, which includes lunch, and no action is anticipated to be taken by the Board following Closed Session.

Chair Williams solicited a motion for the Board to go into Closed Session pursuant to Kentucky Revised Statute 61.810(1)(f) for the purpose of discussions or hearings which might lead to the appointment, discipline or dismissal of an individual employee, member or student. Mrs. Guess so moved. Mr. Kemp seconded and the motion carried. Closed Session began at 12:36 p.m.

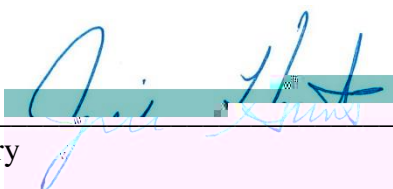
**Reconvene**


Chair Williams solicited a motion for the Board to reconvene in Open Session. Dr. Tharpe so moved. Mr. Rhoads seconded and the motion carried. Open Session began at 4:03 p.m.

Chair Williams reported that no action was taken during Closed Session.

**Adjournment**

There being no further business to come before the Board, Mr. Kemp moved that the Board of Regents adjourn. Mrs. Guess seconded and the motion carried. Adjournment was at 4:04 p.m.

  
Secretary



**(The remainder of this page intentionally left blank.)**