

### 3.11 Physical Resources

#### 3.11.1 The institution exercises appropriate control over all its physical resources. (Control of physical resources)

##### Narrative

##### **Murray State University is in compliance with Comprehensive Standard 3.11.1.**

The Murray State University[1] (MSU) Office of Facilities Management[2], with assistance from other University units as defined below, is the University unit responsible for operating and maintaining the physical facilities so that the needs of the educational programs, other support services, and mission-related activities can be efficiently and effectively met. The Office of Facilities Management is a support service organization responsible for planning, construction, renovation, maintenance, and operation of facilities, utilities, grounds, custodial, transportation, and other services. The goal is to provide these services consistent with MSU's standards and the level of funding provided by the Commonwealth of Kentucky and other sources.

The Office of Facilities Management is a unit of Finance and Administrative Services and falls under the responsibility of the Office of the Vice President for Finance and Administrative Services[3] (VPFAS), who reports directly to the President of the University. The Chief Facilities Officer[4] reports to the VPFAS and also has an informal reporting relationship to the President on matters related to planning, design, and construction of MSU's physical facilities. The Chief Facilities Officer manages five sub-units, including Building and Equipment Maintenance, Facilities Finance and Administration Services, Grounds Maintenance and Building Services, Transportation Services, and Facilities Design and Construction. These can be seen in the Office of Facilities Management organizational chart[5]. The MSU Organizational Chart[6] and the organizational chart for the Office of the Vice President for Finance and Administrative Services[7] are attached.

##### **Qualified Administrators and Staff Empowered to Management Functions**

A team of qualified and experienced professionals manages the Office of Facilities Management. The Chief Facilities Officer must hold a baccalaureate degree in engineering or other related field and preferably holds a master's-level degree in engineering, business administration, or public administration. The Chief Facilities Officer is also preferably licensed as a professional engineer. This position requires a minimum of 10 years of experience in the management of facilities or physical plants. The current Chief Facilities Officer holds these required and preferred credentials.

The managers of each sub-unit under the Chief Facilities Officer must have a baccalaureate degree in an educational area related to the position and a minimum of eight years of experience in the field. The job descriptions may be viewed on the Human Resources webpage[8] for Exempt and Non-Exempt personnel. The sub-unit managers either have assistant directors, foremen, or supervisors reporting directly to them in carrying out the day-to-day operations and managing the 190 departmental employees. The Chief Facilities Officer and sub-unit directors hold weekly meetings to coordinate the effective and efficient operations of the University facilities and to ensure that proper control of its physical resources is accomplished.

In exercising the appropriate control over all of its physical resources, the staff of the Office of Facilities Management utilize the current University policies and procedures. The *MSU Personnel Policies and Procedures Manual*[9] is utilized for all human resources-related matters, while the Capital Construction Policies and Procedures[10] are followed for matters related to improvement of the physical resources on campus. Various other policies and procedures--such as those related to accounting, procurement, and public safety--are often referred to and may be viewed at Procedures Central[11]. Many forms are also utilized by the Office of Facilities Management staff and may be viewed at Forms Central[12].

## Fiduciary Control

Since its inception as a state-funded normal school in 1922, MSU has been under the fiduciary control of the Commonwealth of Kentucky. As such, MSU is held accountable to the Commonwealth on all matters, including those related to physical resources. The University employs an Internal Auditor who monitors and assesses the University assets, inventory, revenues, expenditures, and procedures. MSU also contracts with a third-party external auditor for annual financial review. For detailed information regarding financial resources, reference SACSCOC Comprehensive Standards 3.10.1-3.10.4.

In 1998, MSU adopted administrative regulations regarding capital construction allowing the implementation of Kentucky House Bill 622, referred to as the University Management Bill. This implementation allows the delegation of authority from the Commonwealth to the University for the management of its own capital projects. The capital construction tasks now managed by MSU employees include architectural and engineering solicitation and contracting, construction procurement, bidding, and construction administration. The unit within the Office of Facilities Management charged with capital construction oversight and management is Facilities Design and Construction[13]. Facilities Design and Construction follows the Capital Construction Policies and Procedures as it carries out the capital improvements of the University. MSU must also comply with the Kentucky Model Procurement Code[14] in all purchasing and contracting. The Office of Procurement Services is the unit charged with ensuring compliance with state procurement codes as it relates to the purchase of resources, personal services contracting, and construction contracting.

## Control of Physical Resources

MSU's Office of Procurement Services is the unit charged with keeping accurate and current records of the main campus and extended campus inventory, including all tangible non-expendable property with a value of \$500 or more. When such property is purchased, a blue and silver MSU inventory tag[15] is affixed on the ordering department's inventory. The Office of Procurement Services is also notified of the purchase of items which will increase the value of existing property by \$500 or more. All tangible, non-expendable property with a value at or above \$500 purchased through inter-account or by credit card form is reported to the Office of Procurement Services on an Asset Information Form[16], as found on Forms Central. All tangible, non-expendable property donated to the University is not accepted until a Notification of Proposed In-Kind Gift Donation[17] is filled out and signed by the proper administrative personnel. Complete details of inventory control may be viewed on the Office of Procurement Services webpage[18].

The Office of Procurement Services is also responsible for asset disposal and as such is required to evaluate all surplus property. University departments report surplus items[19] to the Office of Procurement Service's Property Services Coordinator, and the property is picked up, stored in a warehouse, and made available to other departments on campus on a no-charge basis. MSU disposes of items which are no longer required for the operation of the University by public auction, by sealed-bid, or by sending the items to Surplus Property Division in Frankfort, Kentucky. Surplus material and equipment represent an investment in materials originally procured through the Office of Procurement Services with state funding.

Other units of the University have responsibility for tracking their own specialty inventories. Some of these specialty inventories include, but are not limited to, the Office of Facilities Management, the University Libraries[20], and the Clara M. Eagle Art Gallery[21]. These specialty inventories are all audited by the University Internal Auditor annually and by external auditors periodically.

With assistance from the Office of Facilities Management, Property Services is the unit responsible for keeping inventory of capitalized equipment and facilities. The *MSU Fact Book*[22] provides general information on the major physical facilities, while the Physical Resource Inventory[23] document provides a detailed inventory of all the institutional facilities including the MSU main campus and the five regional campuses. A more detailed summary of the educational, general, and residential facilities is included in SACSCOC Comprehensive Standard 3.11.3.

## Physical Control over Regional Campuses and Sites

Each MSU regional campus site has an assigned administrator authorized to ensure that proper control is attained and to carry out University policies and procedures. A listing of the regional campuses/sites with the authorized administrators is as follows:

- Hopkinsville Regional Campus[24] – Director reports to the Dean of the Center for Continuing Education and Academic Outreach
- Paducah Regional Campus[25] – Director reports to the Dean of the Center for Continuing Education and Academic Outreach (the dean is currently also the director)
- Madisonville Regional Facility[26] – Coordinator reports to the Dean of the Center for Continuing Education and Academic Outreach
- Henderson Regional Facility[27] – Coordinator reports to the Dean of the Center for Continuing Education and Academic Outreach
- Fort Campbell Regional Facility[28] – Coordinator reports to the Dean of the Center for Continuing Education and Academic Outreach
- North Farm[29] – Manager of Farm Operations reports to the Dean of the Hutson School of Agriculture
- West Farm[30] – Manager of Farm Operations reports to the Dean of the Hutson School of Agriculture
- Pullen Farm[31] – Manager of Farm Operations reports to the Dean of the Hutson School of Agriculture
- Garrett Farm – Manager of Farm Operations reports to the Dean of the Hutson School of Agriculture
- Breathitt Veterinary Center[32] – Director reports to the Dean of the Hutson School of Agriculture
- Hancock Biological Station[33] – Director reports to the Chair of the Department of Biological Sciences

## Maintenance of Physical Resources

To maintain and improve the facilities in a manner consistent with its educational mission, MSU employs 190 staff in the Office of Facilities Management for the following types of regular operations: carpentry, paint, plaster, automotive services, masonry, locksmith, glass, HVAC (heating, ventilation, and air conditioning), chiller maintenance, electrical, elevator maintenance, plumbing, steam, mechanical maintenance, welding, grounds services, waste removal activities, heavy equipment construction and hauling, recycling, housekeeping services, planning design, construction and construction administration, and administrative support.

Outsourced services--such as architectural and engineering design, maintenance contracting, and construction contracting--are sometimes needed to properly meet the needs of the growing and changing main campus and regional campuses. These services are procured by MSU Office of Procurement Services[34] and managed by the Office of Facilities Management.

The Office of Facilities Management supports the regional campuses/sites in varying degrees, based on facility arrangements. The Office of Facilities Management handles most of the work orders for plumbing, HVAC, electrical, carpentry, and painting at the regional campuses in Paducah and Hopkinsville, Kentucky. Contractors are used for roofing repair and other special needs that may arise.

The Breathitt Veterinary Center in Hopkinsville, Kentucky employs its own Maintenance Manager and staff, who handle routine maintenance issues, with major work orders or project requests handled by the Office of Facilities Management. The Madisonville, Henderson, and Fort Campbell, Kentucky, regional sites are housed within other community college or military facilities; accordingly, all maintenance is performed as a part of lease agreements.

Routine work orders and preventative maintenance are accomplished through a prescriptive use of a work order management system (AiM by Assetworks[35]). Each weekly, monthly, quarterly, and annual preventative maintenance work order describes maintenance items that must be accomplished to keep

equipment in good working order and fulfill code-required life safety inspections and testing. Routine work orders are received from main campus departments and extended campuses via AiM on-line requests, phone, email, or facsimile. Student housing work orders are processed through Resident Directors and the Office of Housing[36] prior to being submitted to the Office of Facilities Management. In Fiscal Year 2011-2012, Facilities Management completed 15,186 corrective work orders and 3,972 preventative maintenance work orders.

The AiM work order management system provides an opportunity to obtain customer service feedback through surveys that are sent out to work order requestors. Every 10th work order requestor is automatically sent an email with a questionnaire which includes questions about efficiency, response time, and customer service. The results of the surveys are reported to the Chief Facilities Officer monthly, or more often if urgent issues arise. The Chief Facilities Officer and directors meet weekly to discuss the campus projects and survey results. Any customer service issues that need to be addressed are discussed at this meeting, and a plan of action for correction is required.

Over the course of a 10-year cycle (2002-2011), MSU has spent \$17,721,434 on deferred maintenance, resulting in an average annual expenditure of \$1,772,143. National Association of College and University Business Officers[37]/Association of Physical Plant Administrators[38] (NACUBO/APPA) standards recommend capital renewal investments in the amount of 1.5% to 3.0% of the replacement value. With a replacement value of \$762,730,671 for facilities at MSU, this deferred maintenance expenditure represents 0.23% of the replacement value. MSU prioritizes the needs, and the critical ones are addressed first. MSU consistently requests additional funding from the Commonwealth of Kentucky to cover the deferred maintenance shortfall. The annual budget for routine and preventative maintenance for all the main and extended campus buildings and grounds is \$9,858,252. This maintenance budget includes labor costs. These maintenance expenditures have helped to ensure that the campus facilities are continually being maintained and improved in order to remain in the good condition category or higher.

## **Risk Assessment**

The University insures property through the Commonwealth of Kentucky, who reinsures with a private carrier. Annual inspections are conducted of high value buildings on the main campus and regional campuses; inspections are coordinated through the Office of Procurement Services with input from the Office of Environmental Safety and Health[39]. Upon completion of the inspections, professional consultants complete a Property Risk Assessment[40]. When the assessment reports include Risk Improvement Recommendations[41], these recommendations are submitted to the appropriate campus department, which is generally the Office of Facilities Management. The Office of Environmental Safety and Health is responsible for following up to ensure that the recommended changes are either made or added to the list of projects for requested funding. The University insures most MSU buildings at their replacement costs.

## **Planning for Future Physical Resource Needs**

Planning for the University facilities is accomplished through multiple processes and outlined in various documents. The broad strategic direction for the University is determined from the strategic imperatives which are addressed in the MSU Comprehensive Plan[42]. The strategic imperatives are Excellence in Quality, Outreach with Partnerships, and Innovation for Impact. The Campus Master Plan[43] then draws from the broad goals of the Comprehensive Plan and defines a framework to guide physical plant and space utilization on campus. The Campus Master Plan defines a system--consistent with the University's mission and strategic plans--for land acquisition, space utilization, facility locations, parking, vehicular traffic, pedestrian circulation, campus services, utilities, landscaping, and signage. MSU generally updates the Campus Master Plan every five years, with the most recent completed in February 2013.

The Campus Master Plan is prepared by professional planning consultants under the direction of the Vice President for Finance and Administrative Services and the Chief Facilities Officer and includes input from the president, vice presidents, deans, and directors. Other specific reviewers of the Campus

Master Plan include the Chief Information Officer (to determine the sufficiency of the on- and off-campus technological infrastructure) and the Dean of the Center for Continuing Education and Academic Outreach (to review facility plans related to distance and correspondence education programming). The Campus Master Plan is submitted[44] to the President and the MSU Board of Regents for approval prior to adoption.

The Six-Year Capital Plan[45] is updated and submitted to the Commonwealth of Kentucky biennially. The most recent Six-Year Capital Plan was completed September 2012. This two year cycle of capital needs evaluation allows the academic deans and administrative heads to provide information about their current facility needs and to determine the appropriateness and sufficiency of the facilities they utilize for their departments and programs. The Six-Year Capital Plan follows the general guidelines of the Campus Master Plan.

Conclusively, Murray State University demonstrates compliance with Comprehensive Standard 3.11.1 of the Commission of Colleges, which states that the institution exercises appropriate control over all its physical resources. The University has ample administrative and staff structure to monitor and control its physical resources, including fiduciary control of physical resources, and to control its five regional campuses. The University also has appropriate control over risk assessment and long-term facilities planning.

## Evidence

- [1] [Murray State University on the Web](#)
- [2] [Office of Facilities Management](#)
- [3] [Office of the Vice President for Finance and Administrative Services](#)
- [4] [Facilities Mgt-Chief Facilities Officer and Director for Facilities Design and Construction 07.26.12](#)
- [5] [FM Org Chart](#)
- [6] [12-13 Org Chart-Chief Facilities Officer](#)
- [7] [12-13 Org Chart-VP Finance Organization](#)
- [8] [Human Resources Jobs Central](#)
- [9] [Murray State University \\_ MSU Personnel Policies and Procedures Manual](#)
- [10] [Capital Construction Policies - Jan 22 2010](#)
- [11] [Procedures Central](#)
- [12] [Forms Central](#)
- [13] [Facilities Design and Construction](#)
- [14] [Kentucky Revised Statutes Commonwealth Model Procurement Code](#)
- [15] [Inventory Tag](#)
- [16] [Asset Information Form](#)
- [17] [Notification of Proposed Gift In Kind Donation](#)
- [18] [Inventory Control](#)
- [19] [Request for the Acquisition of Surplus Items](#)
- [20] [Murray State University Libraries](#)
- [21] [Clara M. Eagle Gallery](#)
- [22] [11-12 Fact Book-Major Physical Facilities](#)
- [23] [Physical Resource Inventory](#)
- [24] [Hopkinsville Regional Campus](#)
- [25] [Paducah Regional Campus](#)
- [26] [Madisonville Regional Campus](#)

- [27] [Henderson Regional Campus](#)
- [28] [Fort Campbell Regional Site](#)
- [29] [North Farm Complex](#)
- [30] [West Farm Complex](#)
- [31] [Mabel G. & J. Stanley Pullen Farm](#)
- [32] [Breathitt Veterinary Center](#)
- [33] [Hancock Biological Station \(HBS\)](#)
- [34] [Office of Procurement Services](#)
- [35] [AiM by AssetWORKS](#)
- [36] [Housing](#)
- [37] [National Association of College and University Business Officers \(NACUBO\)](#)
- [38] [Association of Physical Plant Administrators \(APPA\)](#)
- [39] [Office of Environmental Safety and Health](#)
- [40] [Property Risk Assessment](#)
- [41] [Risk Improvement Recommendations](#)
- [42] [University Comprehensive Plan](#)
- [43] [2013 Master Plan](#)
- [44] [June 7, 2013 BOR Agenda](#)
- [45] [Six Year Capital Plan](#)



**3.11.2** The institution takes reasonable steps to provide a healthy, safe, and secure environment for all members of the campus community. (Institutional environment)

### Narrative

**Murray State University is in compliance with Comprehensive Standard 3.11.2.**

Murray State University[1] (MSU) takes reasonable steps in policy, procedure, and practice to provide a healthy, safe, and secure environment for its campus communities. The following University Policies demonstrate safety coverage relative to faculty, staff, students, and guests:

*MSU Board of Regents Policy Manual*

- 3.10: Building Coordinator Program[2]
- 2.15.1: Use of Outside Areas by Non-University Groups and Individuals[3]
- 2.21: Sexual Harassment Policy[4]
- 2.22: Drug-Free Campus/Drug-Free Workplace Policy[5]
- 2.22.1: Smoking[6]
- 2.23: Americans with Disabilities Act (ADA)[7]
- 2.24: Sexual Assault[8]
- 5.3: Code of Conduct[9]
- 5.4: Policy on Disruptive Activities[10]
- 5.7: Disciplinary Proceedings[11]
- 5.9: Insurance--International Students[12]
- 5.11: Antihazing[13]

*MSU Faculty Handbook*

- 2.13.7: Biomedical and Hazardous Waste Disposal[14]

*MSU Student Life Handbook and Policies*

- Statement on Hazing[15]
- Noise and Quiet Hours Policy[16]
- Emergency Procedures[17]
- Safety and Security[18]
- Housing Regulations[19]

Furthermore, the Office of Environmental Safety and Health has established several safety training opportunities[20] for core training and job-specific training. All MSU employees must complete core training upon employment at the institution and may complete job-specific training, dependent upon the position of employment.

### Administrative Responsibility

Administrative responsibility for the safety and security of the campus environment lies primarily within the Office of the Vice President for Finance and Administrative Services, the Office of the Provost and Vice President for Academic Affairs, and the Office of the Vice President for Student Affairs. Within the Office of the Vice President for Finance and Administrative Services, the Office of Public Safety and Emergency Management[21]--also known as the University Police Department--is the primary unit responsible for ensuring that the University environment is healthy, safe, and secure.

The MSU Office of Facilities Management[22] works closely with the MSU Office of Public Safety and Emergency Management to inspect the facilities and grounds to ensure safety and security. The University lists these individuals as University security authorities[23].

## Organizational Budgets, Structure, and Staffing Qualifications

The MSU Office of Public Safety and Emergency Management has the listed employees and budget [24]. Other office budgets include Overtime Public Safety[25], Public Safety Supplemental[26], University Parking[27], Emergency Management[28], Building Coordinators[29], and Parking Maintenance[30].

The MSU Office of Public Safety and Emergency Management is a unit of Finance and Administrative Services[31] and lies under the responsibility of the Vice President for Finance and Administrative Services[32] (VPFAS), who reports directly to the President of the University. The Director and Chief of Police[33] reports to the VPFAS and manages five subordinates or sub-units, including the Lieutenant of Investigations, the Captain of Operations, the Captain of Administration and Parking, the Supervisor of Telecommunications, and the Assistant Director of Emergency Management and Environmental Safety and Health. The MSU Office of Environmental Safety and Health[34] falls under the direction of the Associate Director of Emergency Management. The Murray State University Organizational Chart [35] and the Organizational Chart for the Vice President for Finance and Administrative Services[36] are attached.

A team of qualified and experienced professionals manages the MSU Office of Public Safety and Emergency Management. The Director and Chief of Police must hold a baccalaureate degree in criminal justice, police administration, or related field and is preferred to have a master's-level degree. This position also requires a minimum of five years of experience in law enforcement management, preferably with university police departments. The current Director and Chief of Police holds these required and preferred credentials.

The managers of each sub-unit under the Director and Chief of Police must hold a baccalaureate degree in an educational area related to the position and a minimum of five years of experience in the field. The Associate Director of Emergency Management and the Office of Environmental Safety and Health must hold a baccalaureate degree in occupational safety and health or a closely related field and is preferred to have a master's-level degree. This position also requires a minimum of five years of related experience.

### Accreditation

The MSU Office of Public Safety and Emergency Management is accredited[37] through the Kentucky Association of Chiefs of Police Law Enforcement[38] (KACPLE) accreditation program. The accreditation process is on a five-year cycle, and the MSU accreditation was last received[39] in 2012. The KACPLE commented that “the Murray State University Police Department was exemplary” in its accreditation.

### Annual Security Reports, Public Disclosure, and Applicable Laws

MSU publishes the Campus Security Report and Fire Safety Report[40] annually and hosts all applicable information on its public webpage. This report includes a crime log[41] and emergency reporting for the MSU main campus and all regional campuses. It also includes safety and security information such as University escort services, emergency call boxes, security reviews, crime prevention education, alcohol and drug awareness education, crime stoppers, and University-oriented policing. MSU reports this information regularly to all campus users, as illustrated in a notice of campus crime log email[42].

MSU is also in compliance with the Michael Minger Act[43], which requires all Kentucky Postsecondary Institutions to make certain disclosures concerning policies, crime on campus, and fire on campus. A listing of reports and policies made available to the University and the public follows:

- Crime Reporting Policy and Procedure[44]
- Reporting Crime and Emergencies[45]
- Security and Access to Campus Facilities[46]



- Security in Residential Areas[\[47\]](#)
- Law Enforcement Authority and Inter-agency Relationships[\[48\]](#)
- Security and Safety Information[\[49\]](#)
- Drug-Free Campus/Drug-Free Workplace Policy[\[50\]](#)
- Sexual Offenses Policy Statement[\[51\]](#)
- Wetterling Act Compliance[\[52\]](#)
- Emergency Response, Evacuation and Notification[\[53\]](#)
- Missing Student Policy[\[54\]](#)
- Fire Safety Report[\[55\]](#)
- Phone Numbers to Remember[\[56\]](#)
- Murray Campus Table 1- Crimes Reported to Law Enforcement[\[57\]](#)
- Murray Campus Table 2- Attempted Crimes Reported to Law Enforcement[\[58\]](#)
- Murray Campus Table 3- Crimes Reported to Non-Law Enforcement[\[59\]](#)
- Breathitt Veterinary Center Campus Table 1- Crimes Reported to Law Enforcement[\[60\]](#)
- Breathitt Veterinary Center Campus Table 2- Attempted Crimes Reported to Law Enforcement[\[61\]](#)
- Breathitt Veterinary Center Campus Table 3- Crimes Reported to Non-Law Enforcement[\[62\]](#)
- Henderson Regional Campus Table 1- Crimes Reported to Law Enforcement[\[63\]](#)
- Henderson Regional Campus Table 2- Attempted Crimes Reported to Law Enforcement[\[64\]](#)
- Henderson Regional Campus Table 3- Crimes Reported to Non-Law Enforcement[\[65\]](#)
- Hopkinsville Regional Campus Table 1- Crimes Reported to Law Enforcement[\[66\]](#)
- Hopkinsville Regional Campus Table 2- Attempted Crimes Reported to Law Enforcement[\[67\]](#)
- Hopkinsville Regional Campus Table 3- Crimes Reported to Non-Law Enforcement[\[68\]](#)
- Madisonville Regional Campus Table 1- Crimes Reported to Law Enforcement[\[69\]](#)
- Madisonville Regional Campus Table 2- Attempted Crimes Reported to Law Enforcement[\[70\]](#)
- Madisonville Regional Campus Table 3- Crimes Reported to Non-Law Enforcement[\[71\]](#)
- Paducah Regional Campus Table 1- Crimes Reported to Law Enforcement[\[72\]](#)
- Paducah Regional Campus Table 2- Attempted Crimes Reported to Law Enforcement[\[73\]](#)
- Paducah Regional Campus Table 3- Crimes Reported to Non-Law Enforcement[\[74\]](#)
- Fort Campbell Regional Campus Table 1- Crimes Reported to Law Enforcement[\[75\]](#)
- Fort Campbell Regional Campus Table 2- Attempted Crimes Reported to Law Enforcement[\[76\]](#)
- Fort Campbell Regional Campus Table 3- Crimes Reported to Non-Law Enforcement[\[77\]](#)

## Policies and Procedures

In exercising its duty to keep the University healthy, safe, and secure, the staff members of the Office of Public Safety and Emergency Management utilize all current University policies and procedures. The MSU Personnel Policies and Procedures Manual[\[78\]](#) is utilized for all human resources-related matters while the MSU Public Safety Policy Manual[\[79\]](#) is followed for departmental matters. Various other policies and procedures, such as those related to accounting and procurement, are often referred to and may be viewed at MSU Procedures Central[\[80\]](#). The Office of Facilities Management staff members utilize many forms that may be viewed at MSU Forms Central[\[81\]](#).

## Management of Potential Risks and Crisis

The Building Coordinator's Program[\[82\]](#) is the primary means for educating and training the MSU main campus and regional campus personnel of potential risks or crisis. This program is designed to train the campus community of faculty, staff, and students on the emergency procedures in the event of fire, severe weather, earthquake, evacuation, threat of harm, gunshots heard, and acts of terrorism. The training program is customized to each building with an online presentation and handout materials for future reference. Various plans related to University health, safety, and security are described in detail below.

### *Campus Safety Plan*

MSU has been designated as a Safe Community[\[83\]](#) by the National Safety Council[\[84\]](#). The University safety planning is accomplished through a variety of departments and programs. The Building

Coordinator's Program is used for educating and training the main campus and extended campus leaders of potential safety risks or crisis. Safety training is accomplished by classroom and online options.

MSU's policy, as noted in the Personnel Policies and Procedures Manual (Policy Number VI D – Safety Compliance[85]), is to provide a safe working environment for all employees. When an unsafe condition is observed, supervisors must promptly investigate. If the supervisor finds that an unsafe condition exists, he or she recommends that corrective measures be taken. Supervisors must also instruct workers in their area of the laws, rules, and regulations referred to in this section.

MSU encourages every employee to take an active role in insuring a safe working environment. Employees must report[86] unsafe conditions to the respective supervisor immediately so that corrective measures may be taken. No employee shall knowingly or negligently violate these laws or regulations.

The Office of Facilities Management oversees the construction and maintenance of University facilities. The Office of Facilities Management staff and the Office of Environmental Safety and Health staff make frequent inspections of construction sites and of the campuses in general in order to assess and correct any real or potential health or safety risks. Safety inspection reports[87] are on file in the Office of Environmental Safety and Health. Construction site safety reports[88] are on file in the Office of Facilities Design and Construction. Written safety programs[89] that comply with federal, state, and University guidelines are required of all outsourced contractors. Safety training is also required of all outsourced contractors working on any of the campuses.

#### *Safety at Regional Campuses*

The Office of Public Safety and Emergency Management personnel make regular visits to the regional campuses as required to address their particular safety needs. All regional campus employees are trained and instructed to call 911 in the event of an emergency. The Office of Public Safety and Emergency Management works with the local law enforcement officials in the regional campus communities to ensure that safety plans and procedures are properly coordinated. When the Office of Public Safety and Emergency Management receives reports of potential safety issues from the regional campuses, local law enforcement or emergency officials are contacted if needed to ensure campus safety. When the Office of Facilities Management receives work orders from the regional campuses related to life safety, those work orders are given the highest priority for repair or replacement, just as they are on the main campus. Regional campus employees receive the same safety training as the main campus employees. The plans, procedures, and policies for campus safety relate and apply directly to the regional campuses as well as to the main campus.

#### *Emergency and Disaster/Crisis Management Plan*

Emergency and Disaster/Crisis Management Planning is in compliance with the National Incident Management System[90] (NIMS). A written plan[91] meeting the Emergency Support Function (ESF) format exists for the University. Additionally, more than 25 employees have completed the IS-100 and IS-200 training programs. MSU has a state-of-the-art Emergency Operation Center[92] with emergency power and redundant communication systems located in the Public Safety Building.

The Emergency and Crisis Plan was tested during a winter/ice storm in 2009 when the Emergency Operation Center was activated. Although electrical service and telephone service to the entire MSU main campus was disrupted for three days, the campus was kept safe and secure through the work of the Emergency Operation Center. MSU also acted as an Emergency Operation Center for the entire city of Murray and county of Calloway.

In the event of a campus emergency or crisis, the University utilizes an outdoor warning system for broad scale notification. The voice-over IP phone system is also utilized along with text messaging[93] to notify the University community of impending or potential danger. The University tests this system regularly, as demonstrated with the attached notification email[94].

### *Severe Weather Plan*

MSU follows severe weather procedures and protocol[95] recommended by the Federal Emergency Management Agency[96]. Notification to the University community of a severe weather event is performed by the MSU website[97], text messaging[93], and internal and external siren warning systems. MSU's Office of Public Safety and Emergency Management works closely with the National Weather Service[98] and local emergency management officials to relay accurate and timely notifications when it becomes necessary.

### *Facility Evacuation Plan*

Facility Evacuation Plans[99] are carried out primarily through the Building Coordinator Program. This program trains the University community on the emergency evacuation procedures in the event of fire, severe weather, earthquake, evacuation, threat of harm, gunshots heard, and acts of terrorism. The training program is customized to each building with an online presentation and handout materials[100] for future reference.

### *Safety Training Plan*

New Hire Safety Orientation[101] is a program designed to train employees to understand emergency procedures to follow as well as chemical safety, back safety, blood borne pathogen protocol, fire extinguisher use, personal protective equipment, driver safety, radiation safety, and asbestos awareness. The MSU Office of Environmental Safety and Health conducts this program.

Housing Fire Safety Training[102] is a program that provides training for resident directors and resident advisors on specific life-safety equipment in their particular buildings. Emphasis is given to the employees' role in helping to assure a fire-safe environment. Fire drills are conducted in conjunction with this training, and resident directors and advisors exercise their roles during a fire emergency simulation. The Office of Public Safety and Emergency Management also routinely speaks to groups and organizations within the University about the safety of the public.

### *Harassment*

MSU is committed to fostering a safe working environment which is free from harassment. Sexual harassment is in direct conflict with this commitment and will not be tolerated. The MSU Personnel Policies and Procedure Manual, Policy Number VI.I[103], addresses sexual harassment; the goal of the policy is both preventive and remedial. The accomplishment of these goals is the responsibility of the entire University community, and each employee must attest that they have reviewed the MSU Sexual Harassment Policy[104] upon initial employment. The University Director of the Office of Equal Opportunity[105] is designated by policy to receive complaints of sexual harassment and act accordingly. Retaliation against any individual making a complaint, inquiry, or report of a known violation is expressly prohibited by policy.

### *Risk Assessment*

The University insures property through the Commonwealth of Kentucky, who reinsures with a private carrier. Annual inspections are conducted of high value buildings on the MSU main campus and regional campuses. These inspections are coordinated through the Office of Procurement, with input from the Office of Environmental Safety and Health. Upon completion of the inspections, professional consultants complete a Property Risk Assessment[106]. When the assessment reports include Risk Improvement Recommendations[107], these recommendations are submitted to the appropriate campus department which is generally the Office of Facilities Management. The Office of Environmental Safety and Health is the department responsible for following up to ensure that the recommended changes are either made or added to the list of projects for requested funding.

Most MSU buildings are insured at the replacement costs, and MSU maintains a liability insurance policy[108] for both the general University and its two associated foundations.

### *Health Services*

MSU Health Services'[109] mission is to maintain, improve, and promote optimal wellness of the University community so that its members may achieve their academic, professional, and personal goals. The staff members are committed to enhancing the educational process by removing or modifying health-related barriers to academic, professional, and social activities; educating individuals regarding lifestyle choices and their impact on health and wellness; educating individuals to make informed decisions about health-related concerns and to be informed healthcare consumers; and promoting optimal wellness in all dimensions of the individual's life.

Enrolled students who have paid tuition and mandatory fees, as well as full-time faculty and staff, are eligible to visit Health Services. Part-time faculty and staff may use Health Services for blood pressure screening. Any University community member, including regional campus students, may call the Health Line[110] for health/wellness information or for referrals to a local physician or to a physician in the locale of a regional campus.

Professional nurses screen and assess clients of MSU Health Services. Clients may receive treatment by the nurse, based on orders from the physician, or be referred directly to the nurse practitioner or physician, depending on the nature of the visit. The nurse practitioner is on campus daily during clinic hours, and a physician is on campus six hours per week but is available to the nurses by phone when not on campus. The client may be referred to the physician's private office as necessary.

MSU Health Services offers the following services to the University community:

- Physical assessment for illness or injury
- Treatment of illness and minor injury
- First aid - Crutches are available on a loan basis
- Referrals as needed
- Laboratory services – Health Services has an on-campus CLIA-certified lab for moderately complex procedures including complete blood counts, urinalysis, rapid strep screens, urine colony counts, pregnancy tests, and sexually transmitted infection testing. Additional, fee-based testing may be ordered through an independent lab service that provides tests that Health Services is not able to do on campus.
- Evaluation of health risks
- Health Promotion
- Health Education

MSU Health Services does not have an immunization program. Clients who need immunizations are referred to the Calloway County Health Department[111] for those immunizations that are considered standard by the United States Center for Disease Control and Prevention[112]. MSU Health Services is fully committed to protecting the privacy of patient information. Medical records are strictly confidential, and no medical information is released without the client's written consent[113], except as required by law.

### *Proximity to Local Healthcare Services*

For health services not offered by MSU, Murray-Calloway County Hospital[114] is located less than four minutes away from the MSU main campus. The Murray-Calloway County Hospital is accredited by the Joint Commission on Accreditation of Healthcare Organizations and Kentucky Health Facilities and Health Services[115]. The hospital houses 378 beds with a staff of 1,000 employees, including a variety of physicians representing 26 medical specialties.

### *Wellness and Health Programs*

The MSU Racer Wellness Incentive Plan[\[116\]](#), designed by the Office of Human Resources[\[117\]](#), helps employees reach and maintain a healthier lifestyle. The program's goal is to help employees develop many new health habits and learn how to control the risk of disease. The Racer Wellness Incentive Plan offers employees cash rewards for attaining certain levels of health improvements. The University also offers internet links[\[118\]](#) to various health-related websites that may help employees answer questions about health issues. Employees may also send an email to the Office of Human Resources with any health-related questions or if they would like to have any health-related internet links added to the webpage.

### *University Counseling Services*

MSU University Counseling Services[\[119\]](#) are offered to currently enrolled students on a limited basis. Counseling Services employ a short-term model of psychotherapy that emphasizes resolving problems that may prevent students from doing their best at MSU. Long term mental health therapy is not offered; however, trained MSU staff can assist students in obtaining referrals to providers of social work, counseling, psychological, and psychiatric services for this purpose. Similarly, Counseling Services will refer students who may require medical evaluation for initial scripts or refills for prescription medications used in the treatment of mental illness to area medical providers. Students enrolled at the regional campus locations have access to similar counseling through special video service links to the counselors at the MSU main campus.

### *Occupational Safety and Health*

Occupational Safety and Health requirements provide a framework not only for staying compliant with state and federal health and safety laws but also for providing education to the public about safety and health. The MSU Office of Environmental Safety and Health works closely with University departments to advance and support a safe and healthful environment at the MSU main campus and at all regional campuses. The Office of Environmental Safety and Health works to meet this goal through surveys[\[120\]](#), consultation, teaching, advising, and environmental assessments[\[121\]](#). As the University's liaison, the Office of Environmental Safety and Health works with outside regulatory agencies and organizations to address applicable safety and health standards.

### *Air Quality Compliance*

Air quality compliance is closely monitored by the MSU Office of Environmental Safety and Health. Through the Air Quality Assessment Program[\[122\]](#), the Office of Environmental Safety and Health investigates all complaints[\[123\]](#) about indoor air quality. Working with the Office of Facilities Management's Environmental Department, complaints are investigated and inspections are completed in an attempt to locate the source of the problem. Inspections ensure that the building's heating and cooling systems are functioning properly. The Office of Environmental Safety and Health works to correct any problems through repairs or upgrades to the building and by education of building users.

### *Storm Water Management Plan*

Storm water drainage systems located on the MSU main campus are directly interconnected to the City of Murray drainage systems, thus Storm Water Management Planning is a joint venture between the two entities. MSU has created many storm water containment systems, both above ground and below, to reduce the rate at which water is introduced to the city's storm water system. MSU has contributed to the quality of the storm water by moving stock fences away from creeks, constructing storm water quality units at parking lots, and controlling storm water runoff from campus construction projects. The marking of storm water intakes, which alerts the public not to disregard items that go into the storm water system, is an ongoing process. MSU also provides teaching and education resources for the community in the area of storm water awareness through various programs, including its Environmental Resource Center.



### *Groundwater Pollution Prevention and Spill Prevention Plan*

MSU is required, under the Clean Water Act[124], to prepare a Spill Prevention Control and Countermeasures Plan[125]. Electrical substations that must comply are located in three areas of the MSU main campus. This plan addresses spill prevention control and countermeasures in the event of potential releases from these three large oil-filled electrical transformers. The requirements of the Clean Water Act also mandate a control and countermeasures plan for an ethanol fueling station on the MSU main campus.

Conclusively, Murray State University demonstrates compliance with Comprehensive Standard 3.11.2 of the Commission of Colleges, which states that the institution takes reasonable steps to provide a healthy, safe, and secure environment for all members of the campus community. The University provides appropriate staffing, resources, and programs to provide an environment that is healthy and secure. The University complies with all local, state, and federal requirements and is vigilant in complying with its own policies and procedures. The Office of Public Safety and Emergency Management is accredited through its respective association and holds periodic training for its staff and others. Furthermore, the University maintains appropriate liability insurance policies on its entities and associated foundations and was recently designated as a Safe Community and University by the National Safety Council.

### **Evidence**

- [1] [Murray State University on the Web](#)
- [2] [BOR Policy Manual 3.10](#)
- [3] [BOR Policy Manual 2.15.1](#)
- [4] [BOR Policy Manual 2.21](#)
- [5] [BOR Policy Manual 2.22](#)
- [6] [BOR Policy Manual 2.22.1](#)
- [7] [BOR Policy Manual 2.23](#)
- [8] [BOR Policy Manual 2.24](#)
- [9] [BOR Policy Manual 5.3](#)
- [10] [BOR Policy Manual 5.4](#)
- [11] [BOR Policy Manual 5.7](#)
- [12] [BOR Policy Manual 5.9](#)
- [13] [BOR Policy Manual 5.11](#)
- [14] [MSU Faculty Handbook 2.13.7](#)
- [15] [Student Life Handbook and Policies-Statement on Hazing](#)
- [16] [Student Life Handbook and Policies-Noise and Quiet Hours](#)
- [17] [Student Life Handbook and Policies-Emergency Procedures](#)
- [18] [Student Life Handbook and Policies-Safety and Security](#)
- [19] [Student Life Handbook and Policies-Housing Regulations](#)
- [20] [Safety Programs and Training](#)
- [21] [Office of Public Safety and Emergency Management](#)
- [22] [Office of Facilities Management](#)
- [23] [Campus Security Authorities](#)
- [24] [12-13 University Budget-Public Safety Employees and Budget](#)
- [25] [12-13 University Budget-Overtime Public Safety](#)
- [26] [12-13 University Budget-Public Safety Supplemental](#)



- [27] [12-13 University Budget-University Parking](#)
- [28] [12-13 University Budget-Emergency Management](#)
- [29] [12-13 University Budget-Building Coordinators](#)
- [30] [12-13 University Budget-Parking Maintenance](#)
- [31] [Office of the Vice President for Finance and Administrative Services](#)
- [32] [Vice President for Finance and Administrative Services Job Description](#)
- [33] [Chief of Police and Director of Public Safety and Emergency Management 07.26.12](#)
- [34] [Office of Environmental Safety and Health](#)
- [35] [12-13 Org Chart-Final](#)
- [36] [12-13 Org Chart-VP Finance Organization](#)
- [37] [MSU KACPLE Accreditation](#)
- [38] [Kentucky Association of Chiefs of Police Law Enforcement](#)
- [39] [KACPLE accreditation](#)
- [40] [Annual Campus Security and Fire Reports](#)
- [41] [Crime Log](#)
- [42] [Notice of Crime Log Email](#)
- [43] [Michael Minger Act](#)
- [44] [Crime Reporting Policy and Procedure](#)
- [45] [Reporting Crime and Emergencies](#)
- [46] [Security and Access to Campus Facilities](#)
- [47] [Security in Residential Areas](#)
- [48] [Law Enforcement Authority and Inter-agency Relationships](#)
- [49] [Security and Safety Information](#)
- [50] [Drug-Free Campus\\_Drug-Free Workplace Policy](#)
- [51] [Sexual Offenses Policy Statement](#)
- [52] [Wetterling Act Compliance](#)
- [53] [Emergency Response, Evacuation and Notification](#)
- [54] [Missing Student Policy](#)
- [55] [Fire Safety Report](#)
- [56] [Phone Numbers to Remember](#)
- [57] [Table 1-Crimes Reported by Law Enforcement Officials-Murray Campus](#)
- [58] [Table 2- Criminal Attempts Reported by Law Enforcement Officials- Murray Campus](#)
- [59] [Table 3- Crimes Reported by Non-Law Enforcement Officials- Murray Campus](#)
- [60] [Table 1- Crimes Reported by Law Enforcement Officials- Breathitt Veterinary Center Regional Campus](#)
- [61] [Table 2- Criminal Attempts Reported by Law Enforcement Officials- Breathitt Veterinary Center Regional Campus](#)
- [62] [Table 3- Crimes Reported by Non-Law Enforcement Officials- Breathitt Veterinary Center Regional Campus](#)
- [63] [Table 1- Crimes Reported by Law Enforcement Officials- Henderson Regional Campus](#)
- [64] [Table 2- Criminal Attempts Reported by Law Enforcement Officials- Henderson Regional Campus](#)
- [65] [Table 3- Crimes Reported by Non-Law Enforcement Officials- Henderson Regional Campus](#)

- [66] [Table 1- Crimes Reported by Law Enforcement Officials- Hopkinsville Regional Campus](#)
- [67] [Table 2- Criminal Attempts Reported by Law Enforcement Officials- Hopkinsville Regional Campus](#)
- [68] [Table 3- Crimes Reported by Non-Law Enforcement Officials- Hopkinsville Regional Campus](#)
- [69] [Table 1- Crimes Reported by Law Enforcement Officials- Madisonville Regional Campus](#)
- [70] [Table 2- Criminal Attempts Reported by Law Enforcement Officials- Madisonville Regional Campus](#)
- [71] [Table 3- Crimes Reported by Non-Law Enforcement Officials- Madisonville Regional Campus](#)
- [72] [Table 1- Crimes Reported by Law Enforcement Officials- Paducah Regional Campus](#)
- [73] [Table 2- Criminal Attempts Reported by Law Enforcement Officials- Paducah Regional Campus](#)
- [74] [Table 3- Crimes Reported by Non-Law Enforcement Officials- Paducah Regional Campus](#)
- [75] [Table 1- Crimes Reported by Law Enforcement Officials- Fort Campbell Regional Campus](#)
- [76] [Table 2- Criminal Attempts Reported by Law Enforcement Officials- Fort Campbell Regional Campus](#)
- [77] [Table 3- Crimes Reported by Non-Law Enforcement Officials- Fort Campbell Regional Campus](#)
- [78] [Murray State University \\_ MSU Personnel Policies and Procedures Manual](#)
- [79] [Public Safety Policy Manual](#)
- [80] [Procedures Central](#)
- [81] [Forms Central](#)
- [82] [Building Coordinator Program](#)
- [83] [National Safety Council designates Murray State University a Safe Community](#)
- [84] [National Safety Council](#)
- [85] [Personnel Policies and Procedures Manual-VI D](#)
- [86] [Personnel Policies and Procedures Manual-VI D-2](#)
- [87] [Inspection Report 10](#)
- [88] [MSU ESH Construction Inspection Info](#)
- [89] [Written Safety Program-Fall Protection](#)
- [90] [National Incident Management System](#)
- [91] [Emergency Operations Plan](#)
- [92] [Emergency Ops Center 2009 Ice Storm](#)
- [93] [Text Message Warning Alert Signup](#)
- [94] [Emergency Notification Systems Testing Email](#)
- [95] [Tornado and Severe Weather Procedures](#)
- [96] [Federal Emergency Management Agency](#)
- [97] [Murray State University \\_ Emergency Alerts](#)
- [98] [National Weather Service](#)
- [99] [Facility Evacuation Plans](#)
- [100] [Wells Hall Evacuation Training Presentation and Handouts](#)
- [101] [New Hire Safety Orientation](#)
- [102] [Housing Training](#)
- [103] [PPPM Sexual Harassment](#)
- [104] [Sexual Harassment Policy](#)
- [105] [Office of Equal Opportunity](#)

- [106] [Property Risk Assessment](#)
- [107] [Risk Improvement Recommendations](#)
- [108] [General Liability Policy 12-13 Peel & Holland](#)
- [109] [Health Services](#)
- [110] [Health line](#)
- [111] [Calloway County Health Department](#)
- [112] [Centers for Disease Control and Prevention](#)
- [113] [Health Services Client Written Consent Form](#)
- [114] [Murray-Calloway County Hospital](#)
- [115] [Joint Commission on Accreditation of Healthcare Organizations](#)
- [116] [Racer Wellness Incentive Plan](#)
- [117] [Office of Human Resources](#)
- [118] [Healthy Life Tools Internet Resources](#)
- [119] [Office of University Counseling Services](#)
- [120] [FM Performance Survey Questions](#)
- [121] [Environmental Screening Report](#)
- [122] [Air Quality Assessment Program](#)
- [123] [Indoor Air Quality Investigation and Recommendation](#)
- [124] [Clean Water Act](#)
- [125] [Spill Control and Prevention Countermeasures](#)

- 3.11.3** The institution operates and maintains physical facilities, both on and off campus, that appropriately serve the needs of the institution's educational programs, support services, and other mission-related activities. (Physical facilities)

## Narrative

### **Murray State University is in compliance with Comprehensive Standard 3.11.3.**

Murray State University[1] (MSU) maintains physical facilities, both on and off campus, that meet the needs of the University and fulfill its mission statement[2]. The University main campus is located in Murray, Kentucky, and MSU's five regional campuses are located in Paducah, Hopkinsville, Henderson, Madisonville, and Fort Campbell, Kentucky to assist in fulfilling the overall University mission to the service region[3].

The MSU main campus encompasses 261 acres located in the city limits of Murray, Calloway County, Kentucky, and includes approximately 3.45 million square feet of academic, research, residential, and administrative space in 90 major and minor buildings. Other physical resources located in Murray, Calloway County, include four farms, totaling 613 acres and 251,128 square feet of building space. Off-campus facilities total 471 acres, with 222,666 square feet of academic, research, and administrative spaces located in Hopkinsville, Henderson, Madisonville, Paducah, and Fort Campbell, Kentucky. Other off-campus specialty facilities include Breathitt Veterinary Center[4] in Hopkinsville, Kentucky, and the Hancock Biological Station[5] in rural Murray, Calloway County, Kentucky.

The MSU Fact Book[6] provides general information on the main campus facilities, while the Physical Resource Inventory[7] provides a detailed inventory of all the institutional facilities including the main campus and regional campuses.

### **The Office of Facilities Management**

The Office of Facilities Management[8] is the University unit responsible for operating and maintaining physical facilities so that the needs of the educational programs, other support services, and mission-related activities can be efficiently and effectively met. The Office of Facilities Management is a support service organization responsible for the planning, construction, renovation, maintenance, and operation of facilities, utilities, grounds, custodial, transportation, and other services. The goal is to provide these services consistent with MSU's standards and the level of funding provided by the Commonwealth of Kentucky and other sources.

The Office of Facilities Management is a unit reporting to Finance and Administrative Services and to the Vice President for Finance and Administrative Services[9] (VPFAS), who reports directly to the President of the University. The Chief Facilities Officer[10] reports to the VPFAS[11] and also has an informal reporting relationship to the President on matters related to planning, design, and construction of MSU's physical facilities. The Chief Facilities Officer manages five units, including Building and Equipment Maintenance, Facilities Finance and Administration Services, Grounds Maintenance and Building Services, Transportation Services, and Facilities Design and Construction. These reporting relationships can be viewed on the Facilities Management Organizational Chart[12]. University facility planning is accomplished through the Facilities Design and Construction unit with oversight from the Chief Facilities Officer.

### **Planning for Physical Resources**

Planning for the University facilities is accomplished through multiple processes and outlined in various documents. The broad strategic direction for the University is determined from the strategic imperatives which are addressed in the MSU Comprehensive Plan[13]. The Campus Master Plan[14] then draws from the broad goals of the Comprehensive Plan and defines a framework to guide physical plant and space utilization both on- and off-campus. The Campus Master Plan defines a system--consistent with the University's mission and strategic plans--for land acquisition, space utilization, facility locations, parking, vehicular traffic, pedestrian circulation, campus services, utilities, landscaping, and signage.

The Campus Master Plan is generally updated every five years, with the most recent completed in February 2013.

Professional planning consultants prepare the Campus Master Plan under the direction of the Vice President for Finance and Administrative Services and the Chief Facilities Officer; the Campus Master Plan includes input from the President, Vice Presidents, and the Academic Deans and Directors. Other specific reviewers of the Campus Master Plan include the Chief Information Officer (to determine the sufficiency of the on- and off-campus technological infrastructure) and the Dean of the Center for Continuing Education and Academic Outreach (for review of facility plans related to distance and correspondence education programming). The Campus Master Plan is submitted<sup>[15]</sup> to the President and the MSU Board of Regents for approval prior to adoption.

MSU updates and submits the Six-Year Capital Plan<sup>[16]</sup> to the Commonwealth of Kentucky biennially. The most recent Six-Year Capital Plan was completed September 2013. This two-year cycle of capital needs evaluation allows the academic deans and administrative heads to provide information about their current facility needs and determine the appropriateness and sufficiency of the facilities they utilize for their departments and programs. The Six-Year Capital Plan follows the general guidelines set forth in the Campus Master Plan.

### **Maintenance of Physical Resources**

To maintain and improve facilities in a manner consistent with its educational mission, MSU employs 190 staff in the Office of Facilities Management for the following types of regular operations: carpentry, paint, plaster, automotive services, masonry, locksmith, glass, HVAC (heating, ventilation, and air conditioning), chiller maintenance, electrical, elevator maintenance, plumbing, steam, mechanical maintenance, welding, grounds services, waste removal activities, heavy equipment construction and hauling, recycling, housekeeping services, planning design, construction and construction administration, and administrative support.

Outsourced services, such as architectural and engineering design, maintenance contracting, and construction contracting, are sometimes needed to properly meet the needs of the growing and changing main campus and regional campuses. These services are procured by the MSU Office of Procurement Services<sup>[17]</sup> and managed by the Office of Facilities Management.

The Office of Facilities Management supports the regional campuses and sites in varying degrees, based on facility arrangements. The Office of Facilities Management handles most of the work orders for plumbing, HVAC, electrical, carpentry, and painting at the regional campuses in Paducah and Hopkinsville, Kentucky. Contractors are used for roofing repair and other special needs that may arise.

The Breathitt Veterinary Center in Hopkinsville, Kentucky employs its own Maintenance Manager and staff who handle routine maintenance issues, with major work order or project requests being handled by the Office of Facilities Management. The Madisonville, Henderson, and Fort Campbell, Kentucky regional sites are housed within other community college or military facilities; accordingly, all maintenance is performed as a part of lease agreements.

Routine work orders and preventative maintenance is accomplished through a prescriptive use of a new work order management system (AiM by Assetworks<sup>[18]</sup>). Each weekly, monthly, quarterly, and annual preventative maintenance work order describes maintenance items that must be accomplished to keep equipment in good working order and fulfill code-required life safety inspections and testing. Routine work orders are received from main campus departments and regional campuses via AiM on-line requests, phone, email, or facsimile. Student housing work orders are processed through Resident Directors and the Office of Housing<sup>[19]</sup> prior to being submitted to the Office of Facilities Management. In Fiscal Year (FY) 2011-2012, the Office of Facilities Management completed 15,152 corrective work orders and 3,972 preventative maintenance work orders.

The new work order management system provides an opportunity to obtain customer service feedback through surveys that are sent out to work order requestors. Every tenth work order requestor is

automatically sent an email with a questionnaire[20] including questions about the efficiency, response time, and customer service. The results of the surveys are reported to the Chief Facilities Officer monthly or more often if urgent issues arise. The Chief Facilities Officer and Facilities Management directors meet weekly to discuss University projects and survey results. Any customer service issues that need to be addressed are discussed at this meeting, and a plan of action for correction is required.

Over the course of a 10-year cycle (2002-2011), MSU has spent \$17,721,434 on deferred maintenance resulting in an average annual expenditure of \$1,772,143. National Association of College and University Business Officers[21]/Association of Physical Plant Administrators[22] (NACUBO/APPA) standards recommend capital renewal investments in the amount of 1.5% to 3.0% of the replacement value. With a replacement value of \$762,730,671 for facilities at MSU, this deferred maintenance expenditure represents 0.23% of the replacement value. MSU prioritizes needs, and the critical ones are addressed first. MSU consistently requests additional funding from the Commonwealth of Kentucky to cover the deferred maintenance shortfall. The annual budget for routine and preventative maintenance for all the main and regional campus buildings and grounds is currently \$9,858,252. This maintenance budget includes labor costs. These maintenance expenditures help to ensure that the campus facilities are continually being maintained and improved in order to remain in the good condition category or higher.

### **Appropriate Physical Facilities for Educational Program Needs (Please Note: Video links in this section may take several minutes to load)**

Educational program needs are accomplished through the Office of the Provost and Vice President for Academic Affairs[23] (PVPAA).

#### ***Provost and Vice President for Academic Affairs***

The oversight of the Provost and Vice President for Academic Affairs includes five academic colleges, two academic schools, the University Libraries, and the Center for Continuing Education and Academic Outreach.

The following section provides the specific physical facility information about each college/school demonstrating that the physical resources are not only adequate, but that they are appropriate for meeting the educational program needs of the University. SACSCOC Core Requirement 2.11.2 provides information demonstrating that the University has adequate facilities to support its mission.

#### ***Arthur J. Bauernfeind College of Business[24]***

The Arthur J. Bauernfeind College of Business[25] is housed primarily in Arthur J. Bauernfeind Business Building North and Business Building South, but many other facilities across campus are utilized to meet the educational needs of this college. A listing of facilities used by this college on the main campus includes the following:

<b>Building</b>	<b>Assignable Square Footage</b>
Arthur J. Bauernfeind Business Building	57,676
Wilson Hall	28,730
Doyle Fine Arts	6,953
Industry and Technology	1,406
Business and Research	5,521
<b>Total Square Footage</b>	<b>100,286</b>



Through the MSU Small Business Development Center[26], the Arthur J. Bauernfeind College of Business also has a presence at the regional campus sites in Paducah and Hopkinsville, Kentucky. The Master of Business Administration and the Master of Science in Organizational Communication cohort programs also utilize the facilities at the regional sites in Paducah, Henderson, Hopkinsville, and Madisonville, Kentucky.

In 2001, the Arthur J. Bauernfeind Business Building underwent a significant renovation and addition totaling \$1.0 million. This project included the addition of 4,600 square feet of office space, classroom space, exterior window replacement, interior finishes, and exterior site improvements. The State Farm Financial Services Resource Center[27] was recently developed in the Arthur J. Bauernfeind Business Building North. It includes a mock board room and student work stations equipped with computers and Internet teleconferencing technology. A real-time stock ticker also displays trading data that allow students to monitor active trades.

Other recent or planned improvements to the Arthur J. Bauernfeind Business Building include a 40-student trading room, relocation of interactive television[28] (ITV) rooms, and renovation of the Department of Accounting[29].

#### *College of Education[30]*

The College of Education[31] is housed in Alexander Hall and has 104,000 gross square feet on two full floors and a partial basement including offices, classrooms, and computer laboratories. Alexander Hall underwent a \$7 million addition and renovation in 2000, allowing the majority of the College of Education departments and programs to be located under one roof on the main campus. Classrooms in this state-of-the-art facility are configured to support instructional technology, with networked teacher and student workstations, Smartboards and Symposiums, document cameras, and mounted LCD projectors.

The College of Education utilizes other facilities on and off the main campus that meet the specific needs of its departments. Some examples include the Ruby Simpson Child Development Center, utilized for early childhood teacher development; the Carr Health Building, utilized for the Health and Physical Education programs; and the Environmental Education program, which rents facilities from the United States Forest Service at Land Between the Lakes[32] for environmental classes. MSU students are also placed for student teaching and practicums in Pre-Kindergarten through 12<sup>th</sup> grade school facilities across the service region and in the Jefferson County, Kentucky, school district.

The College of Education also utilizes the off-campus facilities and ITV services in Paducah, Hopkinsville, Madisonville, and Henderson, Kentucky, regional campus sites. With the College of Education, 2 + 2 Education Programs also utilize the regional campus sites. A listing of facilities used by this college on the main campus includes the following:

<b>Building</b>	<b>Assignable Square Footage</b>
Woods Hall	2,147
Child Development-Ruby Simpson	2,840
Wells Hall	2,151
Alexander Hall	53,689
<b>Total Square Footage</b>	<b>60,827</b>

#### *College of Health Sciences and Human Services[33]*

The College of Health Sciences and Human Services[34] utilizes various spaces on the main campus. The dean and administrative staff offices are located in the Oakley Applied Science Building [35], but many other facilities across campus are utilized to meet the educational needs of the college.

In 2001, the College of Health Sciences and Human Services completed a \$2 million renovation of Carr Health Building, which included improvement of accessible routes, a new elevator, new classroom finishes, and a new HVAC system. A listing of facilities used by this college on the main campus includes the following:

Building	Assignable Square Footage
Oakley Applied Science	18,138
Carr Health	53,026
Alexander Hall	6,699
Industry and Technology	16,915
<b>Total Square Footage</b>	<b>94,778</b>

*College of Humanities and Fine Arts*[\[36\]](#)

The College of Humanities and Fine Arts[\[37\]](#) utilizes various spaces on the main campus. The dean and administrative staff offices are located in Faculty Hall, but many other facilities across campus are utilized to meet the educational needs of this college. A listing of facilities used by this college on the main campus includes the following:

Building	Assignable Square Footage
Woods Hall	4,042
Visual Arts	12,730
Fine Arts-Old	36,814
Lovett Auditorium	5,824
Wilson Hall	1,397
Wells Hall	9,765
Faculty Hall	44,777
Fine Arts-Doyle	58,104
<b>Total Square Footage</b>	<b>173,453</b>

MSU's theatre and art gallery facilities greatly enhance the educational mission of the College of Humanities and Fine Arts. Theatre facilities include the Robert E. Johnson Theatre, a 40 foot wide by 40 foot deep proscenium theatre that seats 344; the Actors Studio Theatre, a 60-seat black box theatre fully equipped with stage lighting and sound systems; and Lovett Auditorium[\[38\]](#), which seats 1,200.

Art display facilities include the Clara M. Eagle Gallery[\[39\]](#), which is a multi-level exhibition space housed in Price Doyle Fine Arts. This gallery is home to two national juried shows: the Magic Silver is the biennial photography competition, now in its 28th year, and the Kentucky National is open to all media, with an emphasis on new media. In addition to temporary shows, 1,200 artworks in the permanent collection, from photography to sculpture, provide a visual library for research.

The Wrather West Kentucky Museum[\[40\]](#) is also a prominent location for art display in the region. Its primary mission is to highlight and promote an understanding of the social, cultural, and economic development of West Kentucky and the Jackson Purchase Region through acquisitions, exhibits, and special programs. Permanent and changing exhibits are open to the public at no charge.

### *College of Science, Engineering and Technology*[\[41\]](#)

The College of Science, Engineering and Technology[\[42\]](#) utilizes various spaces on the MSU main campus. The dean and administrative staff offices are located in the Martha Layne Collins Center for Industry and Technology (Industry and Technology), but many other facilities across campus are utilized to meet the educational needs of this college. A listing of facilities used by this college on the main campus includes the following:

<b>Building</b>	<b>Assignable Square Footage</b>
Blackburn Science Building	62,592
Faculty Hall	14,586
Industry and Technology	53,687
Biological Sciences	45,926
Jesse D. Jones Hall	40,685
<b>Total Square Footage</b>	<b>217,476</b>

The most recent additions to the MSU main campus are the 120,000 gross square foot, state-of-the-art Biology Building and the Jesse D. Jones Chemistry Building. The complex includes modern classrooms, instructional laboratories, research laboratories for faculty and students, a science library, and office/conference space for the College of Science, Engineering and Technology's academic units. MSU has requested funds for the third phase of the Science Campus, which will house the engineering physics program, and has marked this project request first on the prioritized list of capital projects in the MSU Six-Year Capital Plan.

The Industry and Technology Building, constructed in 1990, houses the College of Science, Engineering and Technology, as well as the MSU Office of Information Systems[\[43\]](#). The College of Science, Engineering and Technology has demonstration and research laboratories in robotics, electronics, hydraulics, fluid mechanics, rapid prototyping, advanced manufacturing processes, and telecommunications, along with extensive computer graphics facilities, maintained in the Martha Layne Collins Industry and Technology Building and the Blackburn Science Building.

The Center for Telecommunications Systems Management[\[44\]](#) has developed the Man Portable Tactical Operations Center, a portable unit used to assist in emergency management and disaster relief operations, with several versions of this instrumentation having been produced and offered commercially. The Center for Telecommunications Systems Management also hosts the Cybercave, [\[45\]](#) a telecommunications and computer laboratory used as an outreach facility for summer camps and workshops targeting middle school and high school students and their teachers.

### *Hutson School of Agriculture*[\[46\]](#)

The Hutson School of Agriculture[\[47\]](#) utilizes various facilities and space on the MSU main campus and farms. The dean and administrative staff offices are located in the Oakley Applied Science Building, but many other facilities across campus are utilized to meet the educational needs of this school. A listing of facilities used by Hutson School of Agriculture includes the following:

<b>Building</b>	<b>Assignable Square Footage</b>
Oakley Applied Science	21,621
Howton Agri Engineering	6,144
Carman Pavilion	12,301
Expo Center	69,549

Breathitt Veterinary Center	33,536
Equine Instruction Facility	36,888
Farm Buildings	125,683
<b>Total Square Footage</b>	<b>305,722</b>

#### *School of Nursing*[\[48\]](#)

The School of Nursing[\[49\]](#) is housed in Mason Hall, a 34,000 square foot classroom, office, and laboratory building constructed in 1967. The assignable square footage is listed below:

<b>Building</b>	<b>Assignable Square Footage</b>
Mason Hall	20,005
<b>Total Square Footage</b>	<b>20,005</b>

The building has undergone major renovations over the years and is entirely devoted to nursing classes, offices, and laboratories. The building contains all nursing classrooms and laboratories, an ITV distance education classroom with seating for 40 students, a 32-seat computer laboratory, and a 250-seat auditorium. The auditorium is named after Ruth E. Cole, the founder of the nursing program at Murray State University and a benefactor of the School of Nursing. One of the more prominent features of the building is the SIMS Laboratory, which provides students with state-of-the-art simulation equipment that greatly enhances the nursing experience. Other recent structural improvements include roof replacement, HVAC upgrades, high efficiency lighting upgrades, and improvement for handicap accessibility. The building meets safety and security guidelines and is equipped with a fire alarm and automatic suppression system.

The new Doctor of Nursing Practice[\[50\]](#) (DNP) program will be taught via on-site and web instruction; therefore, additional physical space was not required for the program. The clinical core of courses currently exists and will utilize those existing spaces.

Space for the clinical courses is adequate; the DNP-Nurse Anesthesia Specialization courses will be taught at Baptist Health Madisonville (formerly Trover Health System) facilities in Madisonville, Kentucky and St. Claire Medical Center in Morehead, Kentucky.

The facilities at Baptist Health Madisonville[\[51\]](#) in Madisonville, Kentucky and St. Claire Regional Medical Center[\[52\]](#) in Morehead, Kentucky include classrooms, auditoriums, ITV classrooms, a simulations laboratory, computer laboratories, and student lounges. All computers in the laboratories include Microsoft Office and Internet access, and all classrooms contain projectors needed to display presentations. Students have access to 12 laptop computers at the Baptist Health Madisonville site and 6 laptop computers at the St. Claire Medical Center site. In addition, new web cams were purchased for both computer labs at Baptist Health Madisonville and St. Claire Medical Center for the use of *Tegrity*[\[53\]](#), an interactive student authentication software system, which was implemented in Fall 2012. The students also have distance access to MSU's Libraries, as well as a medical library, at both clinical/hospital locations.

The clinical facilities at Baptist Health Madisonville include 10 operating room suites, three endoscopy suites, two obstetrical suites, an interventional radiology suite, and a cardiac catheterization suite. The clinical facilities at St. Claire Medical Center include six operating room suites and one obstetrical suite.

#### *Center for Continuing Education and Academic Outreach*[\[54\]](#)

The Center for Continuing Education and Academic Outreach[\[55\]](#) (CEAO) utilizes various spaces on the MSU main campus and all regional campuses. The dean and administrative staff offices are located in Sparks Hall, but many other facilities are utilized to meet the educational needs of this

center. A listing of facilities used by CEAO on the MSU main campus includes the following:

Building	Assignable Square Footage
Blackburn Science Building	5,344
Lowry Center	17,399
Wells Hall	1,811
Sparks Hall	3,214
Industry and Technology	2,096
<b>Total Square Footage</b>	<b>29,864</b>

The CEAO manages all correspondence classes from its main campus location in Sparks Hall. Students taking correspondence classes utilize myGate<sup>[56]</sup> and email for registration and administrative tasks. All academic correspondence is mailed to and from students.

MSU's regional campus operations at Paducah, Madisonville, and Hopkinsville, Kentucky offer ITV connections to the MSU main campus, which are used by MSU faculty to teach distance education students in combination with the main campus classes. The CEAO also manages all of these regional sites and ITV programs. In addition to video conferencing rooms, MSU also has a Polycom RMX 1520 bridge that is capable of high definition video conferencing. The RMX is responsible for connecting multiple rooms together so that users at multiple sites can hear and see each other. The RSS 4000 provides the ability to record video conferences so that users may watch the video conference as a streaming video after the conference has ended. Therefore, if students miss a meeting or class, they can watch the video later and have access to the information given. Because of its highly technological equipment and configuration, MSU is able to not only hold video conferences that include rooms within our own network, but also with outside entities. MSU students, faculty, and staff regularly hold video conferences with numerous other state universities, government entities, and entities overseas.

A brief description of each of the regional facilities demonstrating that the technological infrastructure is sufficient for the distance and correspondence education programming is as follows:

#### *Hopkinsville Regional Campus<sup>[57]</sup>*

The Hopkinsville, Kentucky regional campus is situated on 75.89 acres with more than 39,000 square feet of academic and administrative space in two buildings approximately 50 miles east of Murray, Kentucky. This regional campus was formed in 1999 with the purchase of the land and an historic farm home that was used for temporary office space before the building construction was complete. The main building construction was completed in 2002 and consists primarily of classrooms, offices, ITV labs, and computer labs. The facility includes four ITV labs. Currently, about 5,000 square feet of unfinished space exists in the new building, and about 4,000 square feet in the farm home may be used in the future as need arises.

#### *Paducah Regional Campus<sup>[58]</sup>*

The Paducah, Kentucky regional campus facilities are currently located at the Crisp Center on the south side of Paducah, Kentucky, about 50 miles northwest of Murray, Kentucky. This facility includes a 95,000-square-foot building that consists of approximately 19,000 square feet of educational space and 76,000 square feet of warehouse space. The educational space includes classrooms, offices, computer labs, and four ITV labs. These facilities are situated on 7.55 acres and are being leased from the University of Kentucky. In 2008, MSU purchased 23.26 acres of land fronting on Interstate 24 in the central part of Paducah for the purpose of relocating its educational facilities and forming the new Paducah regional campus. The 42,000-square-foot building is currently under construction and

scheduled for grand opening in Spring 2014. The new facility will include classrooms, computer laboratory, science laboratories, ITV labs, a student lounge, and administrative offices. This facility is the first new building on any of the campuses that is LEED-certified.

#### *Madisonville Regional Facility*[\[59\]](#)

The Madisonville, Kentucky regional facility is located on the Madisonville Community College campus in Madisonville, Kentucky, about 90 miles northeast of Murray. Approximately 2,500 square feet of space is designated for MSU offices, ITV laboratories, and classroom space, but additional classrooms are available for MSU's use if scheduled in advance. Four ITV labs are available for MSU's use in this facility.

In 2007, funding was obtained to complete design of a 63,000-square-foot educational facility on the campus of Madisonville Community College for the joint use of the community college and MSU. This project is listed as one of MSU's top priorities in the Six-Year Capital Funding requests.

#### *Henderson Regional Facility*[\[60\]](#)

The Henderson, Kentucky regional facility is located on the Henderson Community College campus, about 120 miles northeast of Murray, Kentucky. Approximately 2,800 square feet of space is designated for MSU office and classroom space, but additional classrooms are available for MSU's use if scheduled in advance. Four ITV laboratories are available for MSU's use in this facility.

#### *Fort Campbell Regional Site* [\[61\]](#)

The Fort Campbell Regional site is located within the Fort Campbell U.S. Army Education Center on the military installation in Fort Campbell, Kentucky, located approximately 50 miles southeast of Murray, Kentucky. Approximately 1,900 square feet of space is designated for MSU office and classroom space, but additional classrooms are available for MSU's use if scheduled in advance.

#### *University Libraries Facilities*[\[62\]](#)

The primary library facilities[\[63\]](#) on the main (Murray) campus include the Harry Lee Waterfield Library (Waterfield) and the Forrest C. Pogue Library (Pogue).

Waterfield Library has an occupancy rating of nearly 700 and houses the University's circulating collection, reference resources, government documents, and periodicals. The building usually sees between 2,000 and 3,500 visitors per day – roughly one quarter of the student population. The library holds nearly half a million volumes of books and approximately 34,000 volumes of media items. As a selective depository for United States documents, Waterfield Library contains nearly 250,000 items in the government documents collection. The periodicals collection contains more than 1,600 active journal and newspaper subscriptions, many of which are also available electronically. More than 30 laptop computers equipped with wireless networking are available for use in the library, providing access to the library's electronic catalog and electronic resources, as well as the Internet and University intranets. Nearly 60 desktop computers are available in the main lobby. The space is furnished with sofas, tables for group and individual study, and a coffee bar.

Pogue Library houses the University archives, genealogical materials, and local interest materials, as well as the James O. Overby Law Library[\[64\]](#). Pogue is listed on the National Register of Historic Places[\[65\]](#).

The library facilities were in need of improvement, as noted in the last SACSCOC accreditation review. In an effort to address these deficiencies, the University made a total of \$2 million in improvements (approximately \$1.9 million in Waterfield Library) to address immediate needs. A Facility Condition Assessment & Space Study Project[\[66\]](#)--conducted by Vanderweil Facility Advisors, Inc.[\[67\]](#)



and submitted in 2008 to the Kentucky Council on Postsecondary Education[68]--noted the costs of the required improvements to the library facilities and made it feasible to consider construction of a new facility.

To address these needs, University President Dr. Randy Dunn commissioned a New Library Task Force[69] in October 2008. This task force, comprised of student representatives, faculty, staff, library employees, and alumni, was charged[70] with researching modern library facilities, identifying best practices and future trends, and assessing the needs of MSU regarding library facilities. The New Library Task Force conducted interviews and site visits of existing academic library facilities, consulted with engineers, and completed a conceptual design[71] and report[72]. A final report was prepared for the MSU Board of Regents, and a Capital Budget request[73] was made to the CPE, which to date has not been funded. As such, the University continues to list a new library facility as a high priority in the Six-Year Capital Plan.

### **Appropriate Physical Facilities for Support Service and Mission-Related Needs**

Support services and other on- and off-campus mission-related activities of the University are accomplished through the Vice Presidential Offices of Finance and Administrative Services[74] (VPFAS), Student Affairs[75] (VPSA), and Institutional Advancement[76] (VPIA).

#### ***Vice President for Finance and Administrative Services***

The VPFAS area includes six subordinate offices: Accounting and Financial Services[77], Facilities Management[8], Fiscal Planning and Analysis[78], Human Resources[79], Information Systems[43], Procurement Services[17], and Public Safety and Emergency Management[80].

The VPFAS sub-unit spaces include the following:

<b>Sub-Unit</b>	<b>Building</b>	<b>Assignable Square Footage</b>
VP Finance and Administrative Services	Sparks Hall, 3rd Floor	1,944
Accounting and Financial Services	Sparks Hall, 2nd Floor	5,038
Bursar	Sparks Hall, 1st Floor	1,633
Facilities Management	Facilities Management Complex	83,223
Fiscal Planning and Analysis	Sparks Hall, 2nd Floor	162
Human Resources	Sparks Hall, 4th Floor	3,563
Information Systems	Industry and Technology Building	10,199
	General Services Building, 1st Floor	2,627
	Oakley Applied Science, 3N	6,646
Procurement Services	General Services Building	31,645
Public Safety and Emergency Management	Public Safety Building	8,965
<b>Total Square Footage</b>		<b>155,645</b>

The 8,300-square-foot Public Safety and Emergency Management Building was the most recent construction project completed in the VPFAS area. Completed in 2008, this new facility has become a

central command center for the community and region during emergencies. The Office of Public Safety and Emergency Management ensures the safety and security of the MSU community and properties.

The 4.5 acre Facilities Management Complex is sited on the north portion of campus and is entirely fenced in for limited access. The Facilities Management Complex includes administrative office space and maintenance shops in six separate buildings.

Information Systems and Telecommunications facilities are housed in the Martha Layne Collins Industry and Technology Building and the General Services Building, respectively. Both facilities have a 400-kilowatt electric generator and multiple uninterruptible power sources for emergencies. Through Information Systems, MSU offers a wide range of technology including supported computer labs and wireless Internet connectivity throughout the campus. Many classrooms have Smartboard technology, which enhances the student learning experience. MSU's Center for Teaching, Learning and Technology[81] (CTLT) is housed in Oakley Applied Sciences and maintains an E-Study Center for Blackboard access, as well as a Help Desk Hotline[82] for technical assistance. CTLT maintains and supports the Blackboard course management system[83] used in traditional delivery classrooms as well as serving as the backbone of online class and program offerings.

In Fall 2010, MSU upgraded system hardware, increasing redundancy and decreasing the likelihood of outages. The physical location of the hardware has been moved to a secure data center in the Center for Rural Development[84] at Somerset, Kentucky, which monitors it continuously. This center has recently added redundant Internet connections that greatly reduce the possibilities of an outage due to fiber optic cuts or other unexpected disruptions in service.

MSU's long-term plan is to connect the campus to Desktop Virtualization where mobile computer units would be used to access University software and the Internet, thus eliminating the need for personal computers.

### ***Vice President for Student Affairs***

The VPSA area includes multiple subordinate offices: Judicial Affairs, Dining Services[85], Housing/Residential Life[19], Career Services[86], Intercollegiate Sports and Recreation[87], University Store[88], Wellness Center[89], Postal Services[90], Counseling[91] and Testing[92], Student Life/Curris Center[93], Student Support Services[94], and Enrollment Management[95].

The VPSA sub-unit spaces include the following:

<b>Sub-Unit</b>	<b>Building</b>	<b>Assignable Square Footage</b>
Judicial Affairs	Ordway Hall	3,750
Dining Services	Thoroughbred Room	16,655
	Winslow Dining Hall	26,649
	Waterfield Library	1,352
	Arthur J. Bauernfeind Business Building	1,352
	Hart Hall	2,262
Housing/Student Life	Stewart Stadium	1,973
Housing Complex	10 Residence Halls, 12 Apartments	602,199
Career Services	Oakley Applied Sciences	3,879
Intercollegiate Sports	Wellness Center	1,088
University Bookstore	Curris Center	13,513

Wellness Center	Susan B. Bauernfeind Wellness and Recreation Center	64,911
Postal Services	Curris Center	1,605
Counseling and Testing	Oakley Applied Sciences	5,144
Student Life	Curris Center	4,735
Student Support Services	Wells Hall	3,852
Enrollment Management	Curris Center	7,095
<b>Total Occupied Space</b>	<b>Main (Murray) Campus</b>	<b>761,984</b>

The Curris Center is a 128,000-square-foot facility that includes the following programs and services: Dining Services, Thoroughbred Cafeteria, Dunker's Deli, University Bookstore, Sugar Cube Snack Shop, University Postal Services, theatre, ballrooms, meeting rooms, and TV Lounge. This building also houses the Marvin Mills Multi-Cultural Center, the Student Government Association Offices, and the Office of Enrollment Services. The Curris Center is located in the center of the MSU main campus and is the thriving hub for many University activities.

The Susan E. Bauernfeind Student Recreation and Wellness Center<sup>[89]</sup> contributes to the quality of the MSU experience, enhances personal development, and provides opportunities for cultural and social interaction. The Susan E. Bauernfeind Student Recreation and Wellness Center includes the following:

- Three full-size basketball courts with hardwood floors
- Aerobics studio with hardwood floor, mirrors, ballet bar, and sound system
- Free weights, selectorized machines and cardio workout equipment featuring treadmills, elliptical trainers, cross trainers, bikes, steppers, and rowing machines
- Swimming pool, featuring lap pool, leisure pool area, whirlpool, vortex, and water bench
- Two racquetball courts
- Lounge area with Internet access and televisions
- Men's and women's locker rooms
- 1/11 mile walking/jogging track
- Multipurpose room available for meetings, classes, and workout sessions
- Various recreational equipment, including canoes and camping gear, available for rent

MSU is one of the first public universities in the United States with a successful, comprehensive residential college program. All residence halls at MSU are located on the main campus and follow the Oxbridge model of residential colleges.

MSU offers both residential colleges<sup>[96]</sup> and apartment housing on the MSU main campus. The total housing capacity is 2,913 students. In Fall 2011, 97% of the available residential colleges were occupied. All residential colleges receive 24-hour emergency maintenance and public safety service. Within the two newest residence halls, Lee Clark and James Richmond, 20% of the beds use the suite-style community format. University-wide, halls generally have one bathroom per four beds. The new residential colleges foster a learning environment outside of the main campus and include large meeting rooms to encourage group activity. In addition to the two new residential colleges, the eight others are Elizabeth College, Franklin College, Hart College, Hester College, Regents College, Old Richmond College, Springer College, and White College. In 2011-2012, Elizabeth College was taken out of service for a year to be fully renovated. Elizabeth College is the first renovated building on campus that is LEED certified.

Apartment housing, known as College Courts<sup>[97]</sup>, consists of 12 apartment buildings with 12 apartments each. College Courts includes separate outdoor facility areas with playgrounds and close proximity parking. These units provide housing to married couples, families, and students with children.

MSU Dining Services is responsible for a variety of dining locations serving the needs of the students and the public:

- *Winslow Dining Hall* has the seating capacity of 628 and lies within the main residential dining location in the residential complex.
- *Thoroughbred Dining Room*, located on the second floor of the Curris Center, offers professionally prepared foods for purchase on an a la carte basis.
- *Fast Track* convenience store is located on the north side of Winslow Dining Hall
- *Thoroughbred Café*, located on the first floor of Hart College, offers Starbucks Coffee and pastries.
- *Sugar Cube*, located on the second floor of the Curris Center, offers desserts and pastries.
- *Dunkers Deli*, located on the second floor of the Curris Center, makes sandwiches to order.
- *Starbooks*, located at Waterfield Library, and *Business Express*, located on the second floor of the Business Building, are Dining Services Food Carts offering snacks and small meals.

### ***Vice President for Institutional Advancement***

The VPIA area includes six subordinate offices: Alumni Affairs[98], Institutional Advancement[76], CFSB Center[99], WKMS[100], West Kentucky Wrather Museum[40], and Communications[101].

The VPIA sub-unit spaces include the following:

<b>Sub-Unit</b>	<b>Building</b>	<b>Assignable Square Footage</b>
Alumni Affairs	Sid Easley Alumni Affairs Building	3,167
Institutional Advancement	Heritage Hall	5,054
CFSB Center	CFSB Center	103,024
Publications	General Services Building	11,251
WKMS Radio	Fine Arts-Doyle	3,822
Wrather WK Museum	Wrather Hall	16,911
Communications	Sparks Hall, 4th Floor	1,601
<b>Total Occupied Space</b>	<b>Main (Murray) Campus</b>	<b>144,830</b>

The Sid Easley Alumni Affairs Building was completed in 2002 and includes meeting rooms and administrative offices.

The Office of Development[102] is housed in Heritage Hall. The \$1,378,000 construction project included the finishing out of 10,000 square feet of administrative office space and a 2,400-square-foot Hall of Benefactors. The Hall of Benefactors features displays and kiosks honoring MSU's distinguished alumni and generous donors and includes a 100-person meeting room and 20-person board-level conference room.

The CFSB Center is a multi-purpose facility with indoor courts and an events center with seating capacity of 9,594. The facility is used for basketball games, University events, boat shows, home shows, concerts, and other special events for the service region.

WKMS is a non-commercial, educational FM radio station licensed to Murray State University. The station broadcasts in analog FM stereo and HD Digital on 91.3 MHz, with 100,000 watts analog and 1,000 watts digital, from antennas nearly 600 feet above average terrain, and streams these signals at [www.wkms.org](http://www.wkms.org). The station also operates translators 92.5 FM Paducah, 105.1 FM Madisonville, KY, and 99.5 FM Paris, Tennessee. In 2010, WKMS installed repeater services 90.9 FM WKMD and WKMD HD1 and HD2, Madisonville, Kentucky, as well as 89.5 FM WKMT for Fulton, Kentucky, and

Martin, and Union City, Tennessee. WKMS has emergency auxiliary transmitters at its tower on the site of the former Mont, Kentucky, in Land Between the Lakes, and at its studios on the 8th floor of Price Doyle Fine Arts Center located on the Murray State University main campus.

The Wrather West Kentucky Museum was the first permanent building constructed on the MSU campus and was placed on the National Registrar of Historic Places in 1975. The facility was extensively renovated and dedicated as the Wrather West Kentucky Museum in 1982. Its primary mission is to highlight and promote an understanding of the social, cultural, and economic development of West Kentucky and the Jackson Purchase through acquisitions, exhibits, and special programs.

### **Assessments and Surveys from Faculty, Staff, and Students**

The Office of Facilities Management has a formal process of assessing the services it delivers to the University community and of determining if the physical facilities are adequate to meet the needs of the students, faculty, and staff. The assessment process provides valuable feedback so that appropriate corrections and improvements can be made. The assessments occur in three primary areas: Maintenance and Administrative, Design and Construction, and Transportation Services. The mission statements and expected outcomes are listed below, and the detailed assessment surveys and results are available in the Facilities Management assessments[\[103\]](#) document.

#### *Office of Facilities Management Maintenance and Administrative Unit Assessment*

The mission of the Office of Facilities Management Maintenance and Administrative unit is to utilize available funding, resources, and personnel to maintain all campus buildings, grounds, and infrastructure to provide a suitable educational environment for the students, faculty, and staff.

Proposed outcomes include the following:

- Outcome 1: Work order requests for needed facility repairs and improvements are responded to in a timely manner.
- Outcome 2: Facilities Management employees exhibit professional attitudes when they render services to the University community.
- Outcome 3: Facilities Management keeps utility usage and expenditures within allowable budget limits while meeting University needs.

For the fiscal year ending June 30, 2012, the Office of Facilities Management measured Outcome 1 with the following results:

For FY 2011-2012, the Office of Facilities Management completed 15,152 work orders, with employees completing 8,982, each within a three-day period (59.2%). The target was to have 70% of the work orders completed each within a three-day period. FY 2011-2012 survey results for customer satisfaction regarding the timeliness of work order responses indicate the following responses on a Likert-type scale with 1 being the least timely and 5 being the most timely:

<b>Response</b>	<b>Percentage</b>
1	3.75%
2	2.50%
3	3.75%
4	16.25%
5	73.75%
<b>Total</b>	<b>100.00%</b>

Therefore, 90% of the responses received a 4 or higher. The target was to have 80% or more of the responses for this question returned at 4 or higher.

With regard to the three-day turnaround time for work orders, Facilities Management leaders took measures to improve this to within the target goal of 70%. One of the improvements implemented on February 17, 2012, was to provide electronic tablets to the field crews for on-site work order processing. The use of tablets increased the number of work orders completed within three days from 55% (prior to February 17, 2012) to 68% (after February 17, 2012). Therefore, the results of the data played a significant role in decreasing the overall work order response time.

#### *Office of Facilities Management Design and Construction Unit Assessment*

The mission of the Office of Facilities Management Design and Construction unit is to utilize available funding, resources, and personnel to plan, design, and administer construction of all new campus buildings, all grounds and infrastructure improvements, and all major renovations to provide a suitable educational environment for the growing needs of students, faculty, and staff.

Proposed outcomes include the following:

- Outcome 1: Facilities Management Design and Construction designs and completes project requests from the administration and the campus community for major renovations and capital construction projects in a timely fashion.
- Outcome 2: Facilities Management Design and Construction negotiates contracts with qualified architectural and engineering design services for major renovations and capital construction projects.
- Outcome 3: Facilities Management Design and Construction designs and completes project requests from the administration and the campus community for major renovations and capital construction projects in a cost efficient manner.

For the fiscal year ending June 30, 2012, the Office of Facilities Management measured Outcome 2 with the following results:

FY 2011-2012 survey results for customer satisfaction regarding design quality indicate the following responses on a Likert scale with 1 being that design was to the lowest standard and 5 being that design was to the highest standard:

<b>Response</b>	<b>Percentage</b>
1	0%
2	0%
3	0%
4	67%
5	33%
<b>Total</b>	<b>100%</b>

Therefore, 100% of the responses were level 4 or higher. The target was to have 80% or more of the responses for this question returned at level 4 or higher.

MSU utilizes a rigorous process of evaluating and selecting architectural and engineering consultants for its projects. The process includes issuance of a request for proposals (RFP), evaluation and ranking of all proposals, shortlisting to the top three firms for interviews, evaluation and ranking of the top three



firms, then negotiating a fee with the top-ranked firm. If the University cannot successfully negotiate with the top firm, it will move to the second-ranked firm and the third-ranked firm if necessary to ensure that the highest quality design firm is procured within the allowable budget.

#### *Office of Facilities Management Transportation Services Unit Assessment*

The mission of the Office of Facilities Management Transportation Services unit is to utilize available funding, resources, and personnel to purchase, assign, and maintain all campus operational fleet vehicles and rental fleet vehicles to provide faculty, staff, and campus organizations with an adequate and safe means of transportation.

Proposed outcomes include the following:

- Outcome 1: Facilities Management Transportation Services efficiently fulfills rental vehicle requests from the University community.
- Outcome 2: Facilities Management Transportation Services provides preventative maintenance for operational and rental fleet vehicles in a timely manner.
- Outcome 3: The campus community is provided with clean and safe rental and operational vehicles.

For the fiscal year ending June 30, 2012, the Office of Facilities Management measured Outcome 1 with the following results:

For FY 2011-2012, Transportation Services assigned 2,923 total vehicle rentals, of which only 28 rentals went to outside vendors because the preferred vehicle type was not available. Therefore, 99.04% of the time, the preferred rental fleet vehicle was available. This percentage is above the target of 95%.

FY 2011-2012 survey results for customer satisfaction regarding the coordination and effectiveness of assigning rental fleet vehicles indicate that the average response was 4.85 on a Likert scale of 1 to 5 (with 1 being not well coordinated and 5 being very well coordinated). Twenty-six responses were received for the fiscal year, with 25 responses of 5 and one response of 1. Therefore, 96.15% of the responses were level 4 or higher. The target was to have 95% or more of the responses for this question return at 4 or higher.

#### *Student Housing Survey*

Another instrument used by the Office of Facilities Management to gather information and feedback regarding facilities is the Student Housing Survey<sup>[104]</sup>. This annual survey of housing students includes various questions about the condition of the facilities and the quality of services.

Below are typical questions from the survey and corresponding results from 2011-2012.

Q. 18-1) The hallways, stairways, and public areas in my college are usually clean.

Strongly Agree	37.68%
Agree	40.97%
Neutral	12.32%
Disagree	6.48%
Strongly Disagree	2.10%
Not Applicable	0.46%
<b>Total</b>	<b>100.00%</b>

Q. 18-2) My room was clean when I moved in.

Strongly Agree	41.33%
Agree	41.61%
Neutral	8.58%
Disagree	4.20%
Strongly Disagree	3.56%
Not Applicable	0.73%
<b>Total</b>	<b>100.00%</b>

Q. 18-3) I know what to do when I have a maintenance problem.

Strongly Agree	43.34%
Agree	39.78%
Neutral	8.94%
Disagree	5.20%
Strongly Disagree	2.10%
Not Applicable	0.64%
<b>Total</b>	<b>100.00%</b>

Q. 19) How would you rate the general response time to maintenance requests in your room?

Very Fast	10.22%
Fast	35.85%
Neutral	36.04%
Slow	12.04%
Very Slow	5.84%
<b>Total</b>	<b>100.00%</b>

The Office of Facilities Management uses feedback from all of these surveys and assessments to address the adequacy of the University's physical facilities and to make appropriate improvements.

Conclusively, Murray State University demonstrates compliance with Comprehensive Standard 3.11.3 of the Commission of Colleges, which states that the institution operates and maintains physical facilities, both on and off campus, that appropriately serve the needs of the institution's educational programs, support services, and other mission-related activities. The University demonstrates ample physical facility square footage, as well as appropriate facilities, to house related academic and non-academic programs for both on- and off-campus programs/services.

#### Evidence

- [1] [Murray State University on the Web](#)
- [2] [2012-2013 Academic Bulletin-Mission](#)
- [3] [MSU Service Region](#)
- [4] [Breathitt Veterinary Center](#)

- [5] [Hancock Biological Station \(HBS\)](#)
- [6] [11-12 Fact Book-Major Physical Facilities](#)
- [7] [Physical Resource Inventory](#)
- [8] [Office of Facilities Management](#)
- [9] [Vice President for Finance and Administrative Services Job Description](#)
- [10] [Facilities Mgt-Chief Facilities Officer and Director for Facilities Design and Construction 07.26.12](#)
- [11] [12-13 Org Chart-VP Finance Organization](#)
- [12] [FM Org Chart](#)
- [13] [University Comprehensive Plan](#)
- [14] [2013 Master Plan](#)
- [15] [June 7, 2013 BOR Agenda](#)
- [16] [Six Year Capital Plan](#)
- [17] [Office of Procurement Services](#)
- [18] [AiM by AssetWORKS](#)
- [19] [Housing](#)
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