

**MINUTES
BOARD OF REGENTS
MIDWESTERN STATE UNIVERSITY
November 7, 2019**

The Board of Regents, Midwestern State University, met in regular session on the Midwestern State University campus in the J. S. Bridwell Board Room, Hardin Administration Building, Wichita Falls, Texas, at 10:30 a.m., Thursday, November 7, 2019.

Individuals in attendance were as follows:

Regents: Mr. Caven Crosnoe, Chairman
Ms. Nancy Marks, Vice Chair
Ms. Tiffany Burks, Secretary (during portions of the meeting via teleconference)
Mr. Warren Ayres
Mr. Tony Fidelie
Mr. Oku Okeke
Mr. Shawn Hessing
Dr. Shelley Sweatt
Mr. Andrew Wolf, Student Regent

University Administration: President Suzanne Shipley
Provost and Vice President for Academic Affairs James Johnston
Vice President for Administration and Finance Beth Reissenweber
Vice President for Student Affairs Keith Lamb
Vice President for Enrollment Management Fred Dietz
Vice President for University Advancement and Public Affairs
Tony Vidmar
Associate Vice President for Facilities Services Kyle Owen
Director of Athletics Kyle Williams
General Counsel Barry Macha
Chief Audit Executive Leigh Kidwell
Controller Chris Stovall
Director of Outreach and Distance Education Pam Morgan Davis
Director of Marketing and Public Information Julie Gaynor
PC/Network Services Technician Richard Elliott
Director of Board and Government Relations Debbie Barrow

Governance Representatives: Dr. David Carlston, Faculty Senate Chairman
Ms. Reagan Foster, Staff Senate Chair
Ms. Kerdell Cuffey, Student Government Association President
(attended to give her report after the lunch break)

Media Representatives: Ms. Bridget Reilly, Photography Editor, *The Wichitan*
Ms. Jeri Moore, Business Manager, *The Wichitan*
Ms. Claire Kowalick, Reporter, Wichita Falls *Times Record News*

Vice Chair Marks reported that Chairman Crosnoe had asked her to convene and chair the meeting as he was regaining his strength following surgery. Per a duly posted notice and there being a quorum present, Acting Chair Marks called the meeting to order at 10:30 a.m.

Opening Comments

Acting Chair Marks welcomed everyone to the meeting. She reported that Regent Pang and Regent Burks would be unable to attend the meeting in person but added that Regent Burks would join the meeting by phone as she could depending on her trial schedule.

Special Introductions

Provost Johnston introduced Ms. Tracee Robertson, new Director of the Wichita Falls Museum of Art at Midwestern State University, and President Shipley introduced Dr. Beth Reissenweber, new Vice President for Administration and Finance.

Public Comment

Acting Chair Marks reported that no one signed up to provide public comment.

Reading and Approval of Minutes

20-01. The Board of Regents approved the minutes of the August 1, 2019 Board of Regents meeting as presented.

Real Property and Gifts or Donations

20-02 & 03. Acting Chair Marks reported that these items would be considered later in the meeting during Executive Session.

Faculty Report

20-04. Dr. David Carlston, Faculty Senate Chairman, provided information on behalf of the faculty. He noted the dedication of the faculty and their desire to make a difference in the lives of the students. He stated that faculty had participated in new initiatives intended to help with retention efforts such as expanded orientation and mid-term grade reports and that they were excited to see the return on these investments. Dr. Carlston reported that a Task Force was looking at Faculty Workload and expressed hope that the results would be used in the review of the Promotion and Tenure Policy. He expressed appreciation to the president and administration for working to find ways to acknowledge faculty efforts on an annual basis.

Staff Report

20-05. Ms. Reagan Foster, newly elected Chair of the Staff Senate, reported that the Staff Senate appreciated the role of shared governance at MSU and valued the opportunity to place staff representatives on key university councils and committees. She shared the Staff Senate goals for the year as follows: 1) Continue communication with all staff to help them feel like they are a part of all that is going on at MSU, 2) Ensure that all staff recognizes and appreciates their individual roles as they relate to student success and retention, and 3) Strive to improve employee satisfaction in all areas of the university.

Student Government Report

20-06. Acting Chair Marks noted that SGA President Kerdell Cuffy was taking a test and would present her report later in the day.

Athletics Report

20-07. Athletics Director Williams noted that the Athletics Report was provided in the Board Book, and he was available to answer any questions. This item was presented as a point of information only.

Enrollment Management Report

20-08. Vice President Dietz briefly reviewed the information provided in the Board Book regarding fall enrollment. He noted specifically the three percent improvement in freshmen retention and the large first-time, full-time undergraduate class enrolling in the fall. In response to questions about initiatives planned to address enrollment, Vice President Dietz reported that President Shipley convened a Cabinet Retreat to discuss initiatives for the spring and fall 2020. He mentioned that the administration is looking at additional programming and initiatives, to include purchasing new retention software and more core courses online in the summer.

D2L (Desire2Learn) Presentation

20-09. Provost Johnston reported that D2L is the learning management system that MSU has used to deliver and interact with students in face-to-face, hybrid, and online courses since 2011. Dr. Pam Morgan Davis provided a brief live demonstration of D2L, noting that it is an intuitive, mobile-friendly program. During the discussion, it was noted that an online D2L orientation is available, and every student who is a first-time D2L user is enrolled in this online course. Additionally, it was mentioned that the administration would look into whether D2L should be included in new Student Orientation.

Mustangs Guarantee Program

20-10. Vice President Dietz reported that the Mustangs Guarantee Program was established at MSU in 2010 and noted the program requirements that were outlined in the Board Book. He reviewed the recommended changes that would align the program with the Federal Department of Education requirements. He noted that 70 students participated in the Mustangs Guarantee Program in the fall.

Regent Ayres moved approval of changes to the program effective with the fall 2020 as follows:

- A. Change the minimum full-time requirement from 15 credit hours to 12 credit hours, which aligns with the Federal Department of Education minimum full-time requirements.
- B. Change the time allowed for eligibility in the program from four academic years to five academic years, which aligns with the Federal Department of Education requirements.

Regent Crosnoe seconded the motion and it was approved.

December 2019 Graduating Class

20-11. The administration recommended approval of the list of candidates for December 2019 graduation, as presented in the Board Book. Acting Chair Marks reported 530 students were on the list compared with 519 in 2018. Regent Sweatt moved approval of the list of candidates as presented. Regent Hessing seconded the motion and it was approved.

Office Hours for Faculty

20-12. President Shipley reviewed the information provided in the Board Book and presented the administration's request to suspend the current 10-office hour requirement temporarily in favor of five hours, with the understanding that the policy (3.144) would be revisited after one year. She noted this would allow the administration to receive feedback from the students and faculty.

Regent Hessing moved approval of this item. Regent Ayres seconded the motion and it was approved. Board members commented that the matter should also be reviewed to determine if it needs to be a Board policy or if it should be left to the discretion of the administration.

Addition of Academic Degree Program – Master of Arts in Biology with Biomedical Emphasis

20-13. Provost Johnston reviewed the information provided in the Board Book related to this proposed new degree program. He noted that MSU also offers a traditional master's degree in biology with a research focus and a thesis expectation. He stated that this program might appeal to students who are interested in applying for medical school or nurse practice but did not go through a pre-med program in their undergraduate degree work. He added that the degree might also appeal to MSU's international population.

Regent Sweatt moved approval of this new degree program as presented. Regent Fidelie seconded the motion and it was approved.

Textbook and Courseware Affordability and Access Program

20-14. Vice President Lamb reviewed the information provided in the Board Book regarding the pilot Textbook and Courseware Affordability and Access Program that was currently underway. He noted that this program was an effort to address the escalating cost of courseware materials. The administration recommended the continued implementation of the program for other applicable courses at MSU Texas. This would allow other faculty who have an interest in participating in the program with certain courses to have the opportunity. He noted that this would not be a requirement of the faculty.

Regent Ayres moved approval of this item as presented. Regent Hessing seconded the motion and it was approved.

Wichita Falls Museum of Art at Midwestern State University Advisory Board

20-15. Each year the Board of Regents must approve individuals to serve on the Museum Advisory Board. The following individuals were recommended for reappointment.

Ms. Lynn Moran (Reappointment) (2019-2022)
Ms. Lola Pitzer (Reappointment) (2019-2022)
Dr. Jesse Rogers (Reappointment) (2019-2022)

Regent Sweatt moved approval of these individuals to serve on the Museum Advisory Board. Regent Ayres seconded the motion and it was approved.

Emeritus Status – Staff

20-16. Acting Chair Marks noted that this item would be considered later in the meeting.

Summaries of Financial Support and Comprehensive Campaign Update

20-17. Regent Ayres highlighted gifts received since the last meeting of the Board of Regents. Vice President Vidmar reviewed the summaries of financial support that were presented in the Board Book. This item was presented as a point of information only.

University Branding Efforts

20-18. Director of Marketing and Public Information Julie Gaynor provided information on university branding efforts, reviewing the information provided in the Board Book. She noted that two slides were added after the Book was distributed (see Attachment 1) regarding the digital marketing campaign. She reviewed the information, noting this campaign was key in reaching today's prospective students and their families. Her report also included her department's efforts concerning licensing, and soon to be announced social media rankings by *U.S. News and World Report*. She complimented the team of people in her office for the great work they do on behalf of the university. Acting Chair Marks and Regent Ayres commended Ms. Gaynor for their work and the presentation.

Legacy Walk Recommendations

20-19. Vice President Vidmar reviewed the history of the university's Legacy Walk and presented the administration's recommendation to include Peyton and Jane Carnes, and Robert L. and Beverly Bolin (Posthumously) in Legacy Walk, as outlined in the Board Book.

There being no discussion, Regent Ayres moved approval of this item as presented. Regent Crosnoe seconded the motion and it was approved.

Quasi-Endowment Fund Reports – FY 2019

20-20. Regent Ayres noted that reports regarding two Board-established quasi-endowment funds, the Frank and Nancy Harvey Student Development Fund and the Redwine Fund, were presented in the Board Book for the Board's review and information only. These reports were presented without discussion.

Recess

The meeting recessed for lunch at 11:50 a.m. and resumed at 12:50 p.m.

Student Government Report

20-06. Student Government Association (SGA) President Kerdell Cuffy provided information regarding SGA activities in the fall. She reported that SGA was involved with many activities at the beginning of the semester, including co-hosting the President's Picnic at Sikes House, and the iLead Student Leadership Conference. October was busy with Homecoming activities, and SGA sponsored the Purple Wings display for Domestic Violence Awareness Month. The SGA is working to maintain positive and accessible communication with the student body and recently established "#STANGGANG FRIDAYS" to enhance pride and spirit by encouraging students to wear maroon and gold on Fridays. November activities will include partnering with the Global Education Office to host activities called "Around the World in Three Days." She noted that students remain supportive of the possibility of a fall break.

Financial Report

20-21. The July 2019 Financial Report was accepted upon a motion by Regent Ayres and second by Regent Sweatt. Vice President Reissenweber then presented FY 19 Financial Results preliminary information in advance of the final annual report, which the Board would receive later in the month. This presentation is shown as Attachment 2. Dr. Reissenweber thanked Controller Chris Stovall and his team for their work in preparing the financial reports and for his collaboration today in the presentation. She noted that the presentation included Net Income Results, Assets and Liabilities, and comments on the Net Position. She concluded that overall, the financial position of the university remains on a positive trajectory with solid net tuition and fee revenue growth and prudent expense management.

Investment Report

20-22. The Board accepted the fourth quarter FY 19 investment report upon a motion by Regent Ayres and second by Regent Crosnoe.

Salary/Title/Position Changes in FY 19 and FY 20 Budgets

20-23 & 24. The Board Book included reports of personnel changes in July, August, and September 2019 that were presented for information only. The new one-half time position approved by the President and Board Chairman, and salary, title, and position changes presented were ratified upon a motion by Regent Ayres and a second by Regent Crosnoe.

Tier 2 International Tuition

20-25. Vice President Lamb reviewed the information in the Board Book regarding the three different tuition categories available for MSU international students. He noted that when the Board approved Tier 2 in 2007, the program included a cap of 150 on the number of students who could utilize the Tier 2 tuition rate. Dr. Lamb noted that owing to the success of the program through international student growth, largely from developing countries with students who cannot afford Tier 3 tuition, the administration recommended the removal of the cap on the number of Tier 2 students.

Following discussion regarding the tuition rates charged to international students, the motion to remove the cap on the number of Tier 2 students was approved upon a motion by Regent Ayres and second by Regent Crosnoe.

Construction Update

20-26. The Board Book included several reports on current construction projects for the Regents' information. Associate Vice President Owen reviewed the photographs of current projects, as shown in the Board Book. He noted that one slide had been added since the Board Book was published to show the latest architectural rendering of the new Facilities Building (see Attachment 3). Questions were raised regarding whether brick would be included in the design of the fence around the new Facilities Building at the corner of Hampstead Boulevard and Louis J. Rodriguez Drive. It was noted that the current budget did not include brick in the fence design.

MSU Deferred Maintenance Reports – Campus Condition Index

20-27. Regent Ayres reported that the Texas Education Code (Section 61.05821) requires the reporting of deferred maintenance information to the Texas Higher Education Coordinating Board (THECB) and the university's governing board each year. These reports were presented as a point of information and were accepted without discussion.

Sikes Lake Weir Removal

20-28. Regents Ayres noted that during the August 2019 Board of Regents meeting, discussion regarding the City of Wichita Falls' proposal to remove the concrete weir used to separate the north and south areas of Sikes Lake was tabled to allow the administration time to obtain updated cost estimates for dredging the two areas of the lake. Vice President Reissenweber reviewed the information provided in the Board Book regarding the updated estimate to dredge the north lake of \$1,819,600, with the south lake at \$4,399,900, for a total cost estimate, in 2019 dollars, of \$6,159,500. She also discussed briefly the funding that was required when the lake was dredged approximately 20 years ago. She noted that because of the significant cost and the university's inability to fund such a project, the administration determined it best to recommend postponing any removal of the weir at this time to allow further review. There was no further discussion, and no action was required.

Compliance Update

20-29. The Compliance Update was included in the Board Book as a point of information and was presented without discussion.

Internal Audit Update

20-30. The Internal Audit Update was included in the Board Book as a point of information and was presented without discussion.

Internal Audit Annual Report

20-31. Chief Audit Executive Leigh Kidwell presented the FY 19 Annual Internal Audit Report for approval. She noted that the annual report is the report card for the activities of her

office. The report was approved following a motion by Regent Hessing and a second by Regent Ayres.

Public Funds Investment Act Audit Report 20-01

20-32. Ms. Kidwell presented information regarding the Public Funds Investment Act Audit Report, which was included in the Board Book. She noted this item must be performed every two years, and no issues were found. Regent Fidelie moved acceptance of the report as presented. Regent Hessing seconded the motion and it was approved.

Office of Internal Audits Charter

20-33. The revised Office of Internal Audits Charter was included in the Board Book and was presented for the Board's approval. Ms. Kidwell reviewed the key changes in the charter. Regent Crosnoe moved approval of the document as presented. Regent Ayres seconded the motion and it was approved.

Modification of Midwestern State University Organization Chart

20-34. Acting Chair Marks noted that the new MSU organization chart reflected changes made related to various international offices at Midwestern State University as outlined in the Board Book. This item was presented as a point of information and was accepted without discussion.

Statement of Expectations of the Members of the Board of Regents

20-35. Acting Chair Marks reported that in August, Mr. Macha reported that the new *Bylaws of the Midwestern State University Board of Regents* required the Board to approve a *Statement of Expectations of the Members of the Board of Regents*. A draft of the document was presented to the Board for review in August and the document was included in the November Board Book for approval. Mr. Macha noted that this document was a good tool to use to ensure that the Board individually and collectively meet the expectations that have been set. He reviewed key points within the document, noting that these expectations were based on best practices and would be reviewed every two years. In response to questions regarding how Board members not fulfilling expectations would be addressed, Mr. Macha noted that regular Board member assessment and open communication was necessary.

Following this discussion, Regent Hessing moved approval of this statement of expectations as presented. Regent Sweatt seconded the motion and it was approved.

Rules and Regulations of Midwestern State University

20-36. Acting Chair Marks reported that the administration had begun the process of organizing the documents that are considered MSU rules and regulations. She noted that as part of the process and with the purchase of new policy management software, the administration proposed revising the format of the *MSU Policies and Procedures Manual*. Mr. Macha reviewed the Rules and Regulations document presented in the Board Book and the new format of the *Policy Manual*.

Regent Sweatt moved approval of this item as presented. Regent Hessing seconded the motion and it was approved.

Proposed New and Revised Policies – MSU Policies and Procedures Manual

20-37. Mr. Macha presented new policies and policy revisions as outlined in the Board Book to the following:

- A. Policy UPP 2-510 (formerly 3.146) Protection of Human Subjects in Research
- B. NEW Policy UPP 2-515 Protection of Animals in Research
- C. Policy 3.317 (Academic Emeritus Status – Faculty and Administration) and Policy 3.318 (Staff Emeritus Status)
- D. NEW Policy UPP 3-420 Reporting Abuse and Neglect of Child, Elder, or Disabled Person
- E. NEW Policy UPP 3-470 Chemical Safety

Regent Hessing moved approval of these proposed new and revised policies as presented. Regent Sweatt seconded the motion and it was approved.

University Leadership Report

20-38. President Shipley first reviewed the MSU Dashboard that was presented in the Board Book, focusing on the Residential University Experience, Student Success, Operational Effectiveness, and Competitive Resources sections. She reported that the total endowment at the end of the fiscal year was not available when the Board Book was printed. A copy of the updated Dashboard was distributed, showing the total endowment of \$88,692,000 (see Attachment 4).

President Shipley then reported on the recent Association of Governing Boards President’s Council Meeting in Washington, D.C. She noted that the meeting focused on forecasts for higher education in terms of financial management analytics, data management, risk management, and technology.

Acting Chair Marks noted that an article by President Shipley appeared in the latest edition of *Trusteeship* magazine, published by the Association of Governing Boards, and a copy was included in each member’s folder (see Attachment 5).

Executive Session

20-39. Acting Chair Marks announced that the Board of Regents would go into Executive Session to discuss Items 20-02 (Real Property), 20-03 (Gifts and Donations), 20-16 (Emeritus Status – Staff), 20-39A (Consultation with Attorney), 20-39D (Personnel Matters), as allowed by the Texas Government Code Sections 551.071, .072, .073, and .074. The Executive Session began at 2:25 p.m. Individuals remaining for the complete session were Regents Crosnoe, Marks, Sweatt, Hessing, Ayres, Fidelie, Okeke, and Wolf, President Shipley, Mr. Macha, and Ms. Barrow. The Executive Session concluded at 3:38 p.m.

Open Meeting

The open meeting resumed at 3:42 p.m. Acting Chair Marks reported that the closed session was complete; the only items discussed were the items announced, and no votes were taken.

Real Property

20-02. Regent Fidelie moved that the Board of Regents authorize the President to work with the Chairman of the Board of Regents to purchase the real property located at 2733 Midwestern Parkway in Wichita Falls, Texas (the “2733 Property”), with the purchase price not to exceed the independent appraised value of the property and further authorize the Chairman and/or the President to execute any necessary contracts, affidavits, agreements, deeds, or other documents on behalf of the Board as necessary to conclude such transactions.

Regent Ayres seconded the motion and it was approved.

Gifts or Donations

20-03. Regent Hessing moved that the Board of Regents approve the gift agreement in connection with and subject to the university’s purchase of the real property situated at 2733 Midwestern Parkway in Wichita Falls, Texas 76308 (Board item 20-02).

Regent Okeke seconded the motion and it was approved.

Gifts or Donations

20-03. Regent Sweatt moved that the Board of Regents authorize the President to work with the Chairman of the Board of Regents to accept and finalize a gift of 0.021 acres of land out of a 1.043 acre tract adjacent to the university (3405 Glenwood) and authorize the Chairman of the Board and/or the President to execute any necessary contracts, affidavits, agreements, deeds, or other documents on behalf of the Board as necessary to conclude such transaction.

Regent Ayres seconded the motion and it was approved.

Emeritus Status - Staff

20-16. Regent Okeke moved that Mr. Doug Elder, who served as Head Men’s Soccer Coach for 18 years, be granted emeritus status from MSU. Regent Sweatt seconded the motion and it was approved.

Closing Comments

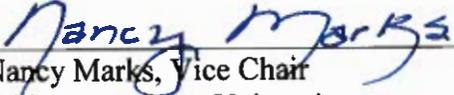
Acting Chair Marks thanked the Regents for their participation in the meeting. She noted that the next regular meeting of the Board would be Thursday, February 13, in Wichita Falls.

Adjournment

There being no further business, the meeting adjourned at 3:45 p.m.

I, Nancy Marks, the fully appointed and qualified Vice Chair of the Midwestern State University Board of Regents, and Acting Chair for this meeting, hereby certify that the

above and foregoing is a true and correct copy of the minutes of the Midwestern State University Board of Regents meeting November 7, 2019.



Nancy Marks, Vice Chair
Midwestern State University
Board of Regents

ATTACHMENTS:

1. University Branding Presentation – Additional Slides (Digital Marketing Campaign)
2. FY 19 Annual Financial Report Results Presentation
3. Construction Update Presentation – Additional Slide (Facilities Shop Rendering)
4. Updated Dashboard
5. President Shipley’s Article in *Trusteeship* Magazine

Digital Marketing Campaign

Short-term Spring 2020 enrollment campaign

Geofencing of select community colleges to promote online completion degrees

Long-term integrated digital campaign (September 2019-August 2020)

The following strategies will be implemented throughout the year targeting traditional and nontraditional students:

- YouTube/True View
- Over the Top TV/Connected TV
- Branded Content
- Pay Per Click/Search Engine Marketing
- Social Optimization
- Retargeting
- High impact online display ads

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Digital Marketing Campaign Early Results

SEM results from October 7 through November 6

19,652 impressions

2,070 clicks

85 leads

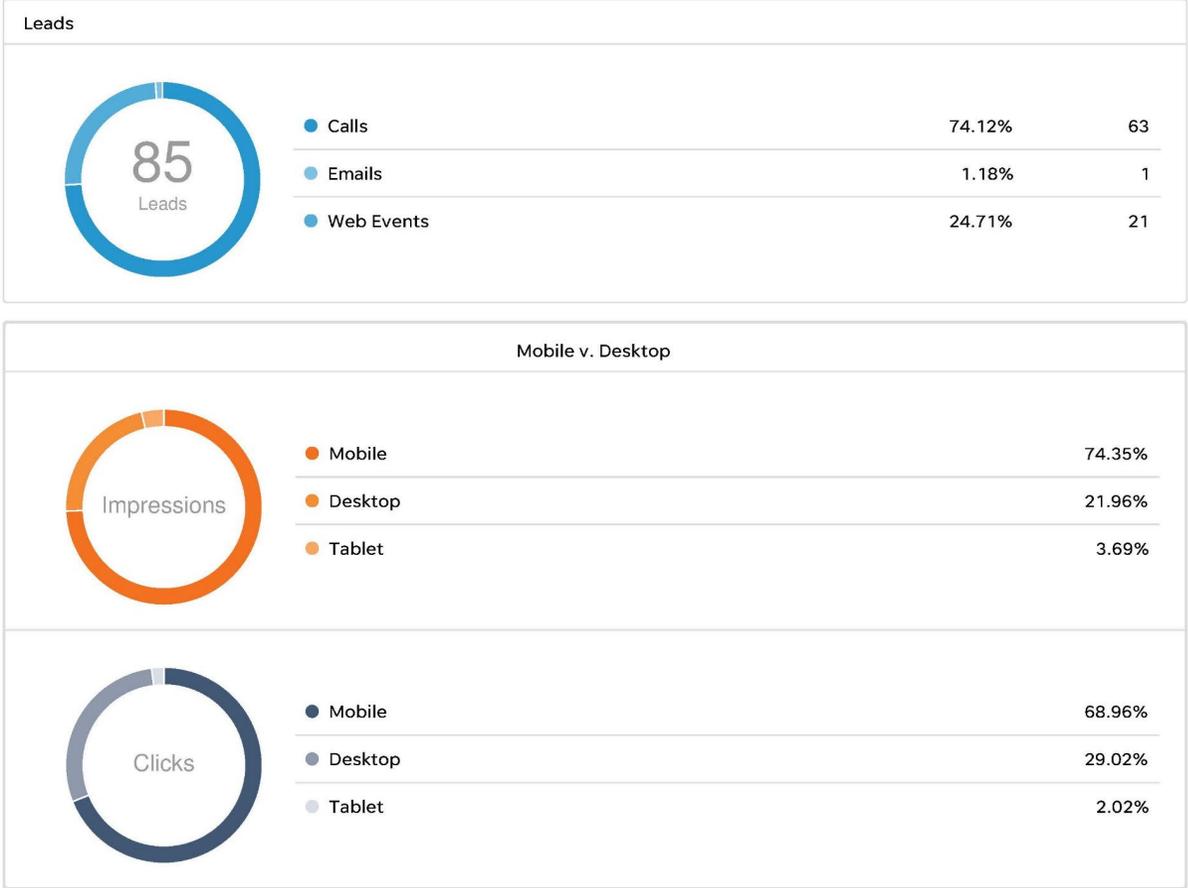
Click through rate (CTR) is 10.53%

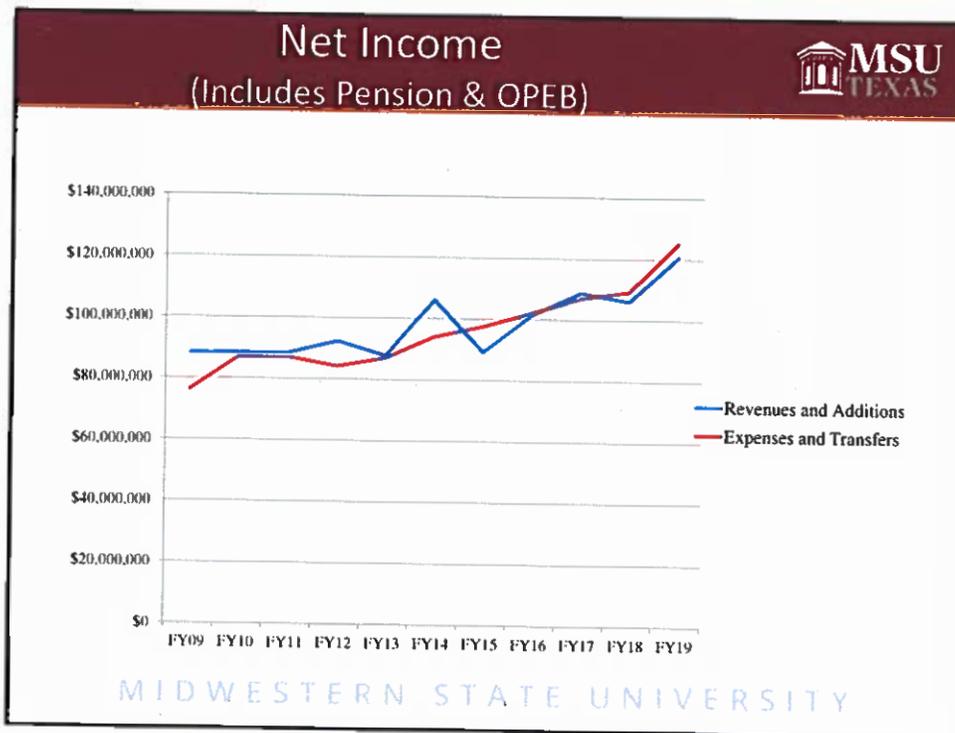
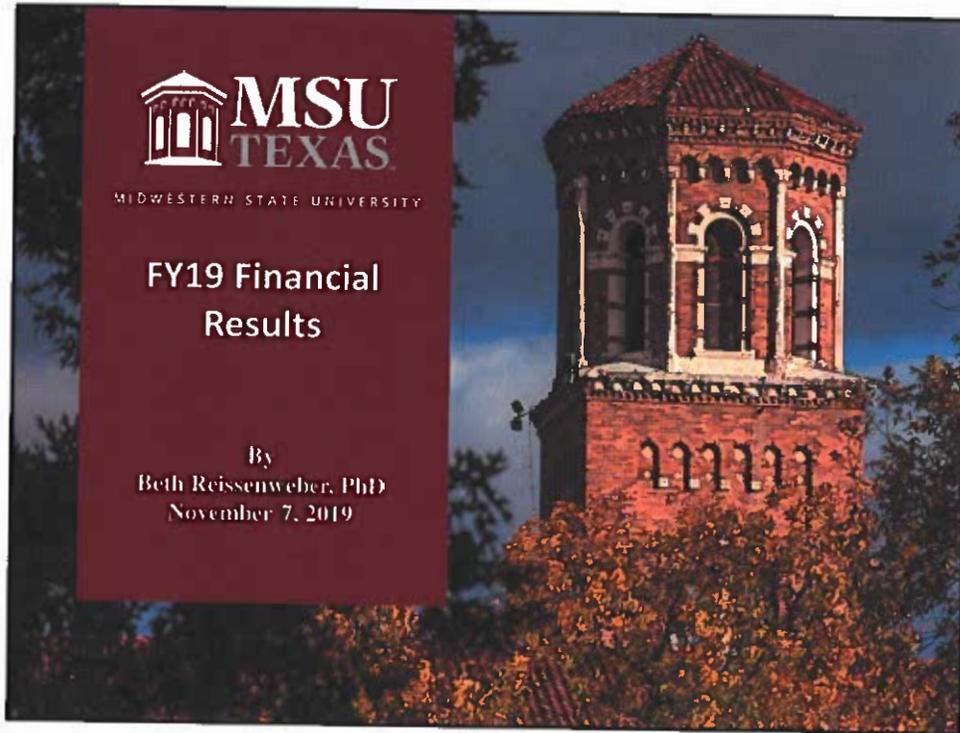
The national CTR is 3.78%

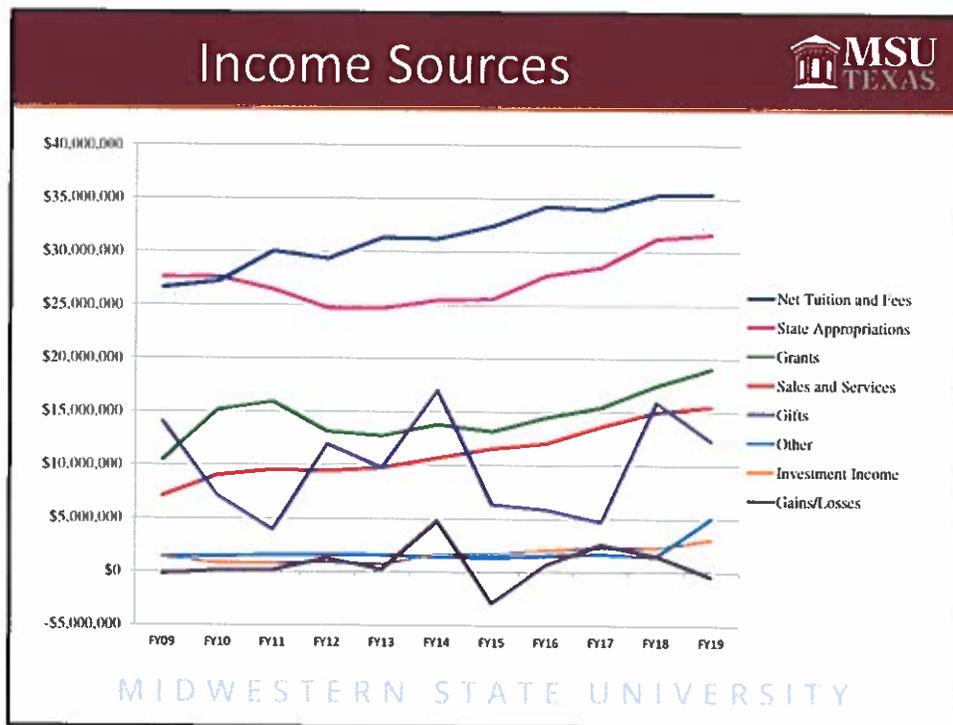
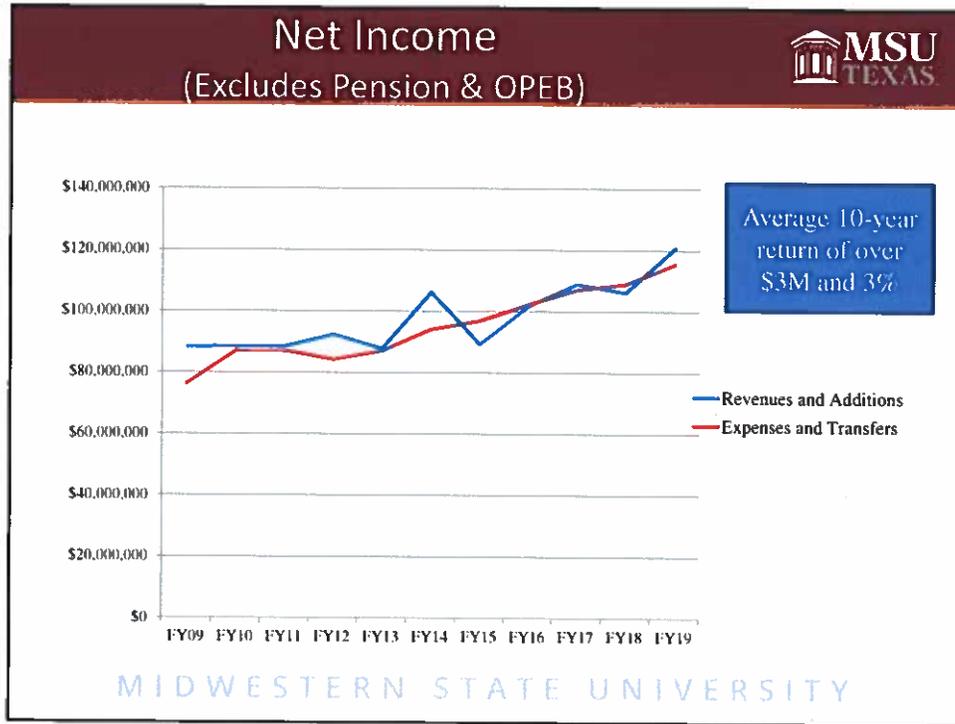
Spring 2020 Geofencing results October 18 through November 6

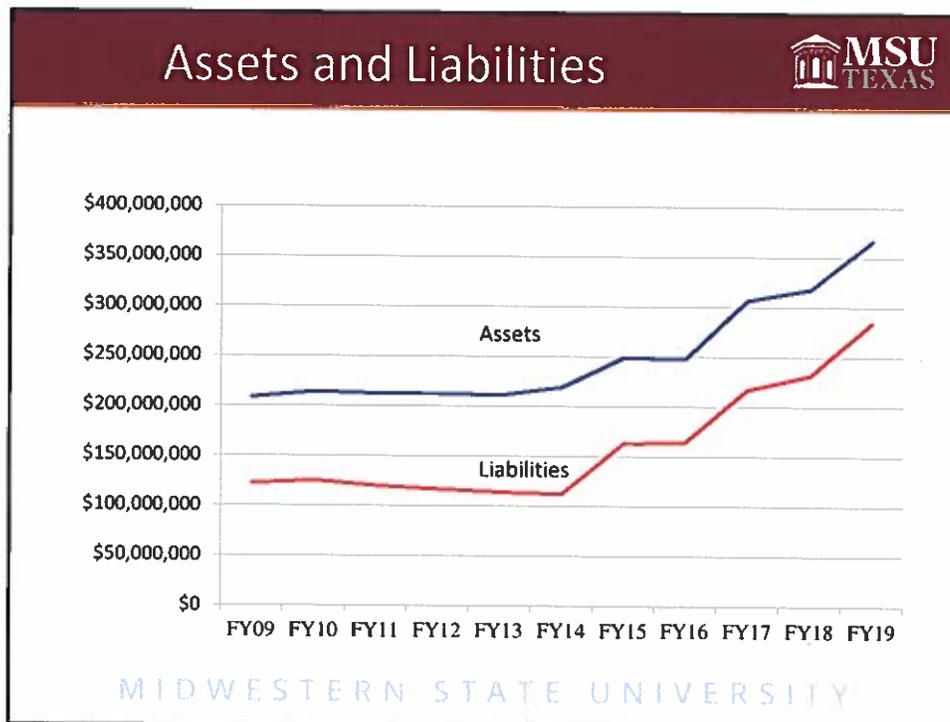
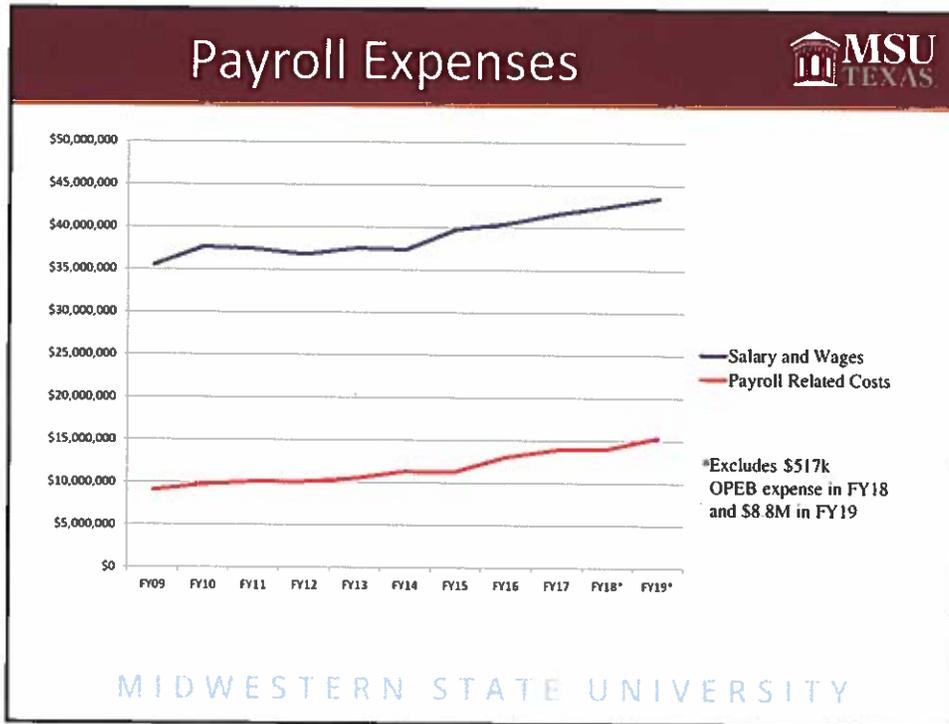
140,563 impressions

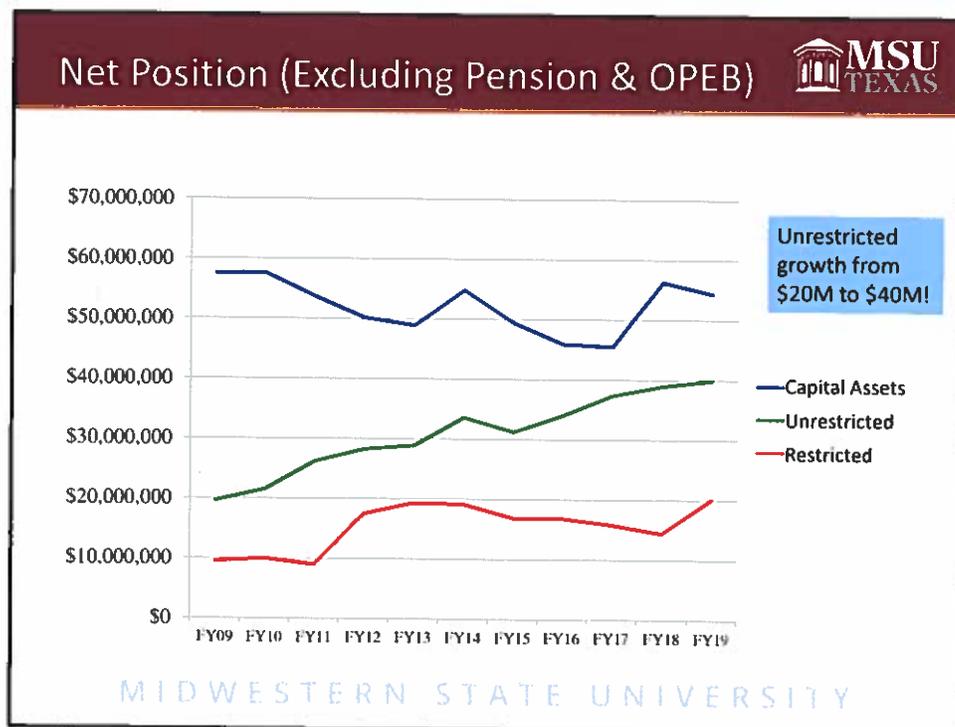
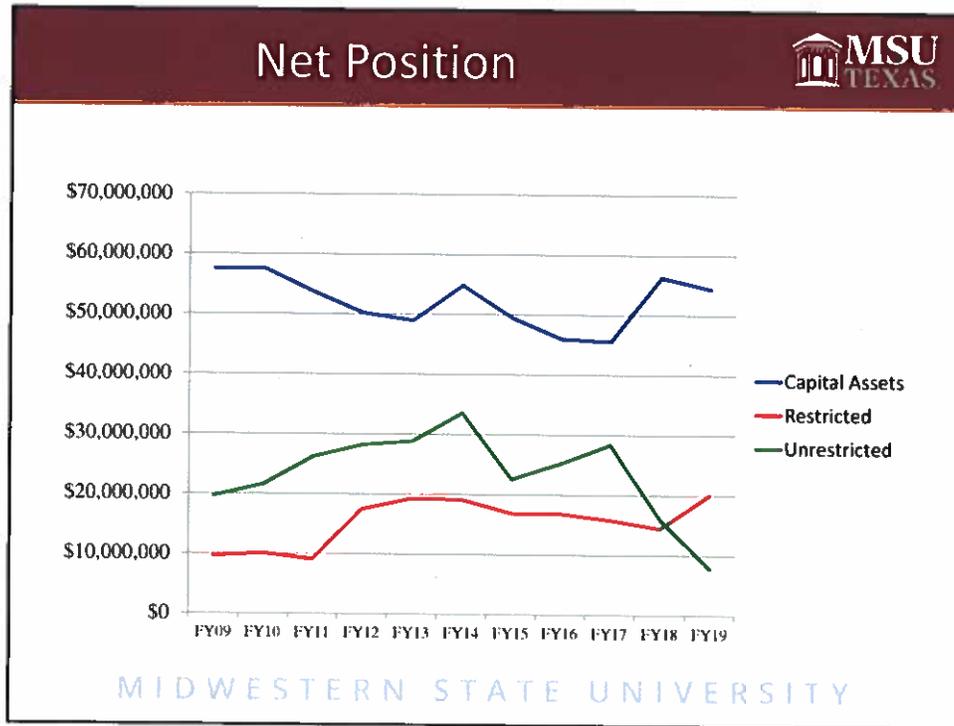
216 clicks and views











Summary



- 1) Overall, the financial position remains on a positive trajectory with solid net tuition and fee revenue growth, and prudent expense management.
- 2) Significant positive gains in auxiliary sales with more students living and dining on campus.
- 3) Important investments in facilities such as the transformative Centennial Hall and Moffett Library renovations provide improved teaching and learning spaces for students, faculty and the MSU community.
- 4) With the tremendous success with the ongoing Boundless Opportunities campaign, including significant faculty and staff participation, MSU Texas is on the move.



Go Mustangs!

MIDWESTERN STATE UNIVERSITY



Facilities Services Shops Building:



Midwestern State University Dashboard
Board of Regents - November 2019 - UPDATED

A. Enrollment	2016-17	2017-18	2018-19	2019-20	2020-21 Target	COPLAC Median
1. Total headcount enrollment	6,064	6,080	6,102	5,969	6,130	3,506
2. Fall undergraduate enrollment	5,319	5,330	5,372	5,226	5,350	3,300
3. Fall first-time, full-time undergraduates	734	814	889	859	860	559
4. Fall undergraduate transfer enrollment	628	630	669	546	600	n/a
5. Fall semester credit hours taken through Flower Mound	n/a	561	1,949	2,250	2,300	n/a
6. Fall graduate headcount enrollment	745	750	730	743	780	209
7. Fall total semester credit hours generated	69,744	70,546	71,432	69,428	71,645	n/a
8. Percent of fall undergraduate students receiving pell grants	36.96%	40.2%	38.9%	37.7%	40.0%	n/a
9. Percent of undergraduate Hispanic students enrolled in fall	16.5%	19.3%	20.5%	20.5%	21.0%	6.0%
10. Percent of undergraduate black students enrolled in fall	14.3%	14.5%	14.8%	14.5%	14.8%	5.0%
11. The number of distance education course sections offered per year	750	864	998		1100	n/a
12. Fall semester credit hours generated by distance education	12,454	13605	16,765	16,785	17,000	n/a
B. Residential University Experience	2016-17	2017-18	2018-19	2019-20	2020-21	COPLAC
1. Number of students living in campus run facilities for fall semester	1,500	1566	1,643	1,616	1,650	1,319
2. Number of undergraduate students participating in a learning community during their first fall semester	319	325	286	186	250	n/a
3. Number of undergraduate students participating in EURECA	287	295	284		300	n/a
4. Percent of lower level undergraduate semester credit hours taught by tenure or tenure track faculty during the fall semester	57.5%	63.0%	61.2%	59.0%	63.0%	n/a
5. Number of undergraduate students participating in study abroad	78	115	143		150	n/a
C. Student Success	2016-17	2017-18	2018-19	2019-20	2020-21	COPLAC
1. Retention rate for first-time, full-time students	70.5%	66.8%	64.6%	67.4%	69.0%	73.0%
2. Retention to the second fall for first-time, full-time students	55.3%	57.7%	51.4%	52.2%	55.0%	n/a
3. Four year graduation rate for first-time, full-time students	20.2%	20.8%	22.3%	23.8%	25.0%	39.0%
4. Six year graduation rate for first-time, full-time students	41.4%	44.5%	42.1%	45.6%	47.0%	54.0%
5. Six year graduation rate for transfer students	48.2%	50.9%	50.9%	50.0%	51.0%	n/a
6. Total degrees awarded in the academic year	1309	1409	1452		1400	730
7. Baccalaureate degrees awarded in the academic year	1083	1166	1201		1160	719
8. Master's degrees awarded in the academic year	226	243	251		240	53
9. Number of undergraduate degrees awarded in STEM fields	114	143	121		130	n/a
10. Number of undergraduate degrees awarded in health science fields	390	371	434		446	n/a
D. Operational Effectiveness	2016-17	2017-18	2018-19	2019-20	2020-21	COPLAC
1. State appropriations per full time equivalent students	\$4,802	\$5,194	\$5,424		\$5,225	n/a
2. Total expenditures per full time equivalent student	\$21,905	\$20,856	\$23,972		\$23,000	n/a
3. Student to faculty ratio	17.9	18.0	18.0	18.1	18.0	14.0
4. Administrative cost as percent of operating budget	8.10%	7.31%	7.43%		8.00%	n/a
5. Average semester credit hours earned by those awarded a bachelor's degree	146.3	144.6	143.8		143.0	n/a
6. Average undergraduate student debt for graduates who started at MSU	\$29,398	\$26,891	\$29,335		\$29,000	n/a
E. Competitive Resources	2016-17	2017-18	2018-19	2019-20	2020-21	COPLAC
1. Total new gifts and commitments	\$6,792,671	\$15,913,359	\$12,284,323		\$7 million	n/a
2. Total university endowment at the end of the fiscal year.	\$73,817,341	\$80,942,000	\$88,692,107		\$90 million	\$25 million
3. Amount of competitive state and federal grants received	\$455,504	\$493,848	\$1,551,979		\$500,000	n/a

The gray shaded areas are tabulated at end of fiscal year.

Student Need at a Turning Point

By Suzanne Shipley // Volume 27, Number 6 // November/December 2019

FOCUS ON THE PRESIDENCY

Despite our progress in democratizing higher education, it seems that racial and economic disparities are persisting and even increasing; these disparities will define the course of future generations. Clearly, it is time for us as presidents and boards to turn our attention to low-income and first-generation students—who they are on our campus, how we are serving them, and what connections we could be making to help them complete their educations. In addition to carefully controlling our costs, we must better manage the effect of educational expenses on our most vulnerable students.

Without widespread change, we see ahead an unwelcome stratification of American society due to the expense of higher education and rising postgraduation debt. As recognized in 2018 by the Lumina Foundation, traditional financial aid cannot today match the demand for support that the ever-increasing population of low-income students has brought to American higher education. Lumina's report, *Beyond Financial Aid*, points out one particularly compelling indicator: "The average Pell Grant today covers only 33 percent of the cost of attending a public four-year college as compared to roughly 73 percent in 1980." Research by the Brookings Institution in the report *Black-White Disparity in Student Loan Debt* shows clearly that this stratification is racial as well as economic and that loan indebtedness is twice as likely for low- to middle-income black students as it is for white students.

At our university in Texas we know that those same disparities apply in great measure to first-generation students, a population on the rise in our state. At Midwestern State University we began an experiment two years ago to interrupt and redirect the downward trajectory for first-generation students. We configured a program that would provide cost-free education for four years to students in the estimated family income range of \$50,000 to \$120,000. Students were selected on the basis of a competitive application process configured by a committee of student affairs staff. Forty students are now in that program, and the retention and graduation results for their cohort far exceed average student performance and especially performance for first-generation students. This experiment, funded by a grant from a generous foundation, shows the power of freeing students from the cost of higher education. These students will graduate debt free, and they have been able to focus exclusively on their education rather than divide their time and energies between the workplace and the classroom. In addition to the financial support, programming is designed specifically to prepare them to navigate higher education, participate in campus events, prepare for leadership and service roles in the community, engage in international study, and select a career. This programming alongside regular monitoring of academic progress has resulted in retention levels above 90 percent in this second year of the scholarship.

We have had less success with our long-standing tuition-free guarantee to students with an estimated family income under \$50,000. It was only when we began partnering with the local branch of a national charity that we saw an increase in students enrolling via this program. They needed the transportation,

child care, and other necessities that our traditional form of student aid could not provide. Our local charity was well equipped to provide this support. Public and private universities have long offered donor-supported scholarships to defray the cost of tuition, but now direct connections between giving and college debt are emerging, as is our awareness of student hunger and homelessness. Colleges and universities are adding food pantries, clothes closets, and ride shares. Such critical items, earlier hidden or viewed as insignificant or incidental costs, clearly contribute to higher persistence and graduation rates among low-income students.

As board members and presidents struggle with decisions affecting the cost of college attendance, we must also expand support for our present demographic: the growing percentage of low-income and first-generation students.

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