

**MINUTES
MIDWESTERN STATE UNIVERSITY
BOARD OF REGENTS**

**Executive Committee
November 7, 2013**

The Executive Committee of the Board of Regents, Midwestern State University, met in the J. S. Bridwell Board Room, Hardin Administration Building, Wichita Falls, Texas, at 1:40 p.m., Thursday, November 7, 2013. Executive Committee members in attendance were Mr. Shawn Hessing, Chairman; Mr. Mike Bernhardt, Vice Chairman; Mr. Kenny Bryant, Secretary; and Ms. Jane Carnes, Member-at-Large. Other regents attending the meeting were Mr. Charles Engelman, Dr. Lynwood Givens, Mr. Jeff Gregg, Mr. Sam Sanchez, and Student Regent Shelby Davis.

Administrative staff members present included Dr. Jesse W. Rogers, President; Dr. Betty Stewart, Provost and Vice President for Academic Affairs; Dr. Marilyn Fowlé, Vice President for Business Affairs and Finance; Dr. Keith Lamb, Vice President for Student Affairs and Enrollment Management; Dr. Howard Farrell, Vice President for University Advancement and Public Affairs; and Dr. Robert Clark, Vice President for Administration and Institutional Effectiveness. Other university personnel attending the meeting included Dr. Deborah Garrison, Associate Vice President for Academic Affairs and Dean of the Graduate School; Mr. Kyle Owen, Associate Vice President for Facilities Services; and Mr. Matt Park, Associate Vice President for Student Affairs and Dean of Students. Additional university personnel attending the meeting were Dr. David Carlston, Chairman of the Faculty Senate; Mr. Dirk Welch, Chairman of the Staff Senate; Mr. Charlie Carr, Director of Athletics; Mr. Barry Macha, General Counsel; Ms. Dawn Fisher, Interim Director of Human Resources; Ms. Gail Ferguson, Controller; Mr. Chris Stovall, Associate Controller; Ms. Valarie Maxwell, Director of Budget and Management; Ms. Julie Gaynor, Director of Marketing and Public Information; Ms. Cindy Ashlock, Executive Assistant to the President; and Ms. Debbie Barrow, Director of Board and Government Relations. Representing the Student Government Association (SGA) were Ms. Leona Sandiford, Vice President, and Ms. Heather Baker, Observer. Representing the news media were Ms. Ann Work, reporter for the *Times Record News*, and Ms. Mechell Dixon and Mr. Jake Van Donge, KFDX-TV III. Individuals attending the first part of the meeting were Mr. Craig Hopkins, Secord & Lebow Architects; Ms. Pam Scott, Sports Plan Studio; and campus planners Mr. Doug Abraham and Mr. Chris Rice.

Chairman Hessing called the meeting to order at 1:40 p.m.

Reading and Approval of Minutes

14-04. The minutes of the Executive Committee meeting August 8, 2013 were approved by the committee as presented.

Strategic Plan and Campus Master Plan Update

14-05. Mr. Hessing reported that during the August meeting the board discussed the university's need to refocus on its strategic plan, including the development of a campus master plan.

He stated that the board also discussed the university's anticipated enrollment growth and the importance of planning the campus for the next ten to twenty years. He indicated that Dr. Rogers would bring the board up to date on the work the administration had been doing in this regard, followed by a presentation by Dr. Fowlé and campus planners who have been looking at the campus. A copy of the power point presentation is shown as Attachment 1.

Dr. Rogers reported that the university's strategic plan deals with everything from faculty and staff needs and welfare to academic programming, equipment, and athletics needs for the university. He added that the campus master plan is something that addresses the physical aspects of the university and ties in with the university's strategic plan. He reported that he, the vice presidents, and other administrators generally begin each academic year with a planning retreat. The group met this year for two days to discuss the university's strategic plan and the university's plans and needs for the future. He reported on the six strategic plan goals and indicated that the specific wording would likely be modified. He stated that the goals dealt with the following areas:

- a. Increasing enrollment, promoting student success, and improving the student experience.
- b. Strengthening the academic quality and reputation of the institution.
- c. Expanding, diversifying, and maximizing university resources.
- d. Improving faculty and staff compensation, recognition, and support.
- e. Increasing the visibility and awareness of the university to alumni, friends of the university, and local, regional, and state communities.
- f. Expanding and upgrading university facilities and technology to enhance the university's educational programs.

Dr. Rogers reported that work would begin during the next several months to involve the university community in determining strategies and actions necessary to meet the university goals.

Dr. Rogers noted that as the administration discussed physical facility needs on campus, three immediate primary goals were recognized: a Tuition Revenue Bond (TRB) request for the 2015 legislative session, consideration of the need for additional housing, and a determination regarding the location and cost of a baseball stadium on campus to determine whether it is feasible to move forward with the addition of this sport. With regard to the TRB request, the administration identified a number of facility needs that could possibly be included in the request. He mentioned that while the library and information technology needs remain, growth in the health sciences may require a new facility. Additionally, needs in the sciences and education must also be addressed, as well as planning for the Christ Academy facility, a police station, and parking. Dr. Rogers stated that the university may need to do a comprehensive master plan, but at this time it is important to address these immediate needs and begin to address future needs.

Dr. Fowlé reported that when she came to MSU she found that the university had a plan for facility construction and renovation but that a comprehensive master plan to look at

growth patterns and long-term future needs was not in place. She stated that as the administration and board began considering the addition of baseball and the possible construction of a baseball stadium on campus, it became apparent that an athletic master plan was needed. Given the additional needs for the TRB request and additional housing, as well as encouragement by the board chair in August, the administration began to address campus master plan needs. Dr. Fowlé reviewed the slide that showed why institutions should have a campus master plan. She reported that while it requires a great deal of work, cooperation, and coordination, it was worth the effort. She then introduced master planner and architect Chris Rice and he introduced the other individuals who had been working with the university on this planning effort (Slide five).

Mr. Rice complimented the university on the style of architecture and brickwork that had been maintained over time. He also noted that the "front lawn" of the university on Taft Boulevard was very impressive. He discussed the quadrangle and the landscaping needs on the campus. Slide nine showed the campus grid and Mr. Rice commented that this grid would allow for smart campus growth. Mr. Rice then presented the campus organization map indicating the location of academic, residential/student life, and athletic/recreation space on the campus. He indicated that these are the base diagrams that master planners use as they begin thinking about where and how the campus should grow.

Mr. Abraham then discussed benchmarking and programming. He noted that as Mr. Rice goes through the planning of the physical plant and buildings, he would work in the background putting the numbers behind each of the growth areas. He reported that he would meet with Dr. Stewart and the deans in the coming weeks to learn about the growth patterns of the university. He stated that part of the discussion would include learning which institutions throughout the state each of the colleges consider to be their peers so that the college's benchmarks can be determined appropriately. Slide 13 showed a map of the institutions the Texas Higher Education Coordinating Board (THECB) has designated as MSU's peer institutions. Mr. Abraham noted that he had done some preliminary benchmarking against the data available for these institutions. He added that the list would be refined on a college level and also on a university level. He noted that they would use the survey data and project the overall space need. This would inform their work with the university to establish a 10-year implementation strategy to address the overall master plan.

The next part of the slide presentation dealt with athletics planning considerations. Ms. Scott reported that her firm and Secord & Lebow were initially hired by the university to help with the planning for adding a baseball program and facility. She stated that baseball would add 35 new athletes to the athletics program. As part of this planning process, they reviewed the current athletics space and indicated some areas of concern that should be considered with regard to future athletics planning. She noted that while the university has wonderful locker room and other facilities for athletes, the space for athletic training and strength and conditioning is lacking somewhat. She indicated that space in these areas needs to be increased to accommodate current and future athletes. Ms. Scott reported that the football coach offices are currently in inadequate space. She

stated that the football team also needs meeting room space. Another area that needs to be considered is technological visibility. She noted that Mr. Carr was working to address infrastructure issues in this regard. Ms. Scott also mentioned the athletic fields. She stated that because of the city's current drought situation, it was important to look at the university's fields.

Ms. Scott reported that while nothing had been decided, the proposed baseball field was placed in the area to the east of the Wellness Center for the purpose of this study. She stated that the ball park as presented would provide 560 seats with expansion possible. The slides presented drawings of the field, the concession area, restrooms, and media space. Slide 21 also presented a drawing of the clubhouse, to include offices and a locker room. Ms. Scott mentioned that as they were working on the project they thought that if baseball was going to be on the south side of the campus, an ancillary athletic training room was needed. She added that in this plan athletic training could be set up temporarily in the clubhouse lounge. She noted that there needed to be consideration for the possibility of a larger athletic training room and that more study would need to be accomplished.

Ms. Scott explained that they considered six different locations for the facility. Among the criteria for the site was that the ball park had to fit, it had to be a safe location, and other program space could not be lost owing to the construction of the ball park. Slide 26 showed site preparation costs of \$1.675 million and Ms. Scott noted that the total included the cost of relocating two soccer practice fields. The next slide presented the estimated construction cost of \$4.209 million. She added that this would provide a really nice yet minimal ball park.

Dr. Rogers concluded the presentation with remarks regarding past planning activities. He stated that approximately three years ago he proposed a campus revitalization plan that would require the university to borrow against its Higher Education Assistance Funds (HEAF). He noted that since that time he and the vice presidents had determined that a better strategy would be to use the yearly HEAF allocation for current needs, including technology and teaching equipment. Additionally it was agreed that \$500,000 of HEAF would be set aside each year to save money for some of the identified master plan projects. Dr. Rogers added that someday soon MSU would need a comprehensive plan, but for the time being a campus master plan must be developed that addresses MSU's priorities.

With regard to baseball, Dr. Rogers commented that the administration was given the information it had requested, which was the estimated cost for a ball park. He noted that the administration needed to do some value engineering, talk about the site more, and raise additional money if the university was going add a baseball program and ball park.

Mr. Hessing noted that during the last two or three board meetings the board had discussed baseball and charged the administration with creating strategies as to how MSU should grow and change in the future. He stated that the presentation was the result of the administration's planning sessions and preliminary meetings with the planners. Mr.

Hessing suggested that the Board of Regents have some type of work session prior to the February board meeting to provide significant time and opportunity to receive and discuss information regarding master planning that will be forthcoming. Dr. Rogers noted that the administration had accelerated its planning at the board's encouragement, but that the planning was also accelerated owing to the baseball issue, anticipated enrollment growth, and the need to have a TRB plan by the summer of 2014.

Mr. Sanchez noted that the board previously looked at a structured schedule of renovation and construction efforts on campus and that Mr. Owen presented updated information regarding these projects at each board meeting. He asked what would happen with those projects. Dr. Rogers responded that the projects would be accomplished as funds became available. Mr. Sanchez asked about the projects that were funded through donations for those specific projects. Dr. Rogers stated that the projects the board previously approved were being accomplished at the present time. These included the McCoy building addition, the Museum renovation, the Dalquest Research Station, and razing buildings and constructing parking lots. Mr. Hessing added that the projects that had not yet been approved by the board would be considered at a future time.

Mr. Sanchez stated that if the increased size of the freshman class continues, the campus may experience stressors very quickly. He expressed his concern that the university was pulling back on needed projects. Dr. Rogers responded that it was important to look at the campus as a whole and assured Mr. Sanchez that the process would be moved along to address growth concerns. Mr. Hessing noted that the board had previously pulled back on the possibility of adding housing owing to the two years of declining enrollment. He stated that it was time to thoroughly review the campus needs and the potential growth to determine the next steps that should be taken.

Mr. Bernhardt asked Dr. Rogers when the TRB request would be brought to the board for approval. Dr. Rogers responded that the legislative request would need to be submitted to the state in August and the recommendation to the board would likely be presented in May. Mr. Hessing asked if the board would receive a preliminary look in February as to what was being considered. Dr. Rogers responded that the board would discuss the matter in February. Dr. Fowlé added that once the decision was made regarding the TRB request, an architectural firm would need to be hired to provide preliminary planning and cost estimates. Mr. Bernhardt expressed concern that the board would be asked to approve the TRB in May without having had an opportunity to fully evaluate the proposal. Mr. Hessing stated that a special meeting might be needed to ensure the board has an opportunity to review the project before being asked for approval. Mr. Bernhardt indicated that he wanted it made clear that this was not a "rubber stamp" board. Ms. Barrow added that many times in the past the board has met in the summer to finalize plans for the legislative request. She noted that this would be a possibility if planning and approval were not completed in May.

Dr. Givens expressed concern that the board had yet to discuss and decide whether some of these things need to be done and whether a baseball field should be placed where it was recommended. Mr. Hessing responded that the discussion regarding if, when, and

where baseball would be added would be delayed until Dr. Rogers and Dr. Farrell have time to raise funds for this purpose. He added that the board would have to decide if this was the direction the institution should pursue. Dr. Givens stated that it sounded as if a plan would be presented in February and he was still questioning whether or not it was a good move for the institution to make. He stated that his second concern was that planning for additional housing might be premature given that until the fall of 2013 the university had experienced two years of declining enrollment. Mr. Hessing reported that this was the reasoning behind scheduling a work session for the Board of Regents prior to the February board meeting. He stated that it was important that the board have as much time as necessary to understand what is needed for the campus in the near to distant future. He noted that these were important decisions that would require a great deal of thought and discussion.

Dr. Rogers stated that additional review and planning is necessary before a recommendation on housing is made. Dr. Givens asked if possible new housing could affect a TRB funded building. Dr. Rogers stated that it would not because housing would be paid for with revenue from room rentals and funding for a TRB would come from the State of Texas. He added that the university could not move forward with baseball until funding is available. He stated that it was important to know what a ball park would cost and where it would be placed so that he could be more specific with donors and hopefully increase donations for this purpose. He reported that master planning was important to ensure that a building or a field is not placed in a location that would be better suited for another function in the future. Dr. Givens stated that he would like to see options for the placement of the baseball field so that the board could fully review the costs for each option.

Mr. Hessing asked that the administration develop a projected timeline so that the board could have an idea of what to anticipate with the master planning and major project approval.

Recess

The board meeting recessed at 3:00 p.m. The meeting resumed at 3:15 p.m.

Campus Condition Index

14-06. Mr. Hessing noted that in the past the board received the MP2 and MP4 reports each year as required by the THECB. He added that recent legislation required changes to these reports and the new reports were included in the agenda document for the board's review. Mr. Owen reported that the MP2 report provided information on deferred maintenance that needed to be addressed in the future, while the MP4 report presented information regarding deferred maintenance that was accomplished during the previous fiscal year. He explained that the first page of the attachment in the agenda was a summary that was provided by the THECB. He stated that the significant information provided is the cost of identified deferred maintenance totaling \$16 million. He noted that the THECB looks at this number to be certain that the institution's deferred maintenance totals less than five percent of the replacement value of the campus. MSU's replacement value is \$561 million and deferred maintenance totals approximately three percent. The second attachment in

provided the deferred maintenance list for FY 14-18. Mr. Owen pointed out that the projects shown on the first 1 ½ pages of this list were those that are scheduled to be addressed in the current fiscal year. Mrs. Carnes asked if the university carried insurance that would cover hail damage. Mr. Owen responded that the university carries insurance on some of the facilities, but the deductible is \$100,000. Dr. Rogers explained that insurance coverage on state university campuses varies a great deal. He added that with state-owned buildings it has been generally understood that they would be covered by the state in the event of a natural disaster or total loss. Dr. Fowlé reported that after 2002 and some of the devastating hurricanes that hit south Texas, the state began encouraging state agencies to purchase insurance. She indicated that MSU has insured those facilities that are required to be insured and has also insured those buildings that would cause a major hardship if they were not on line. Mrs. Carnes asked if the board or university would be culpable if an injury occurred as a result of a project on the list that is shown as a health hazard not being accomplished. Dr. Rogers responded that identified health and safety issues are addressed as quickly as possible. Mr. Macha added that the institution has some immunity through the state but that it would depend on the circumstances and the situation. Dr. Rogers noted that the institution budgets approximately \$1.2 million each year for deferred maintenance projects.

This item was presented as information only and no action was necessary.

Construction Update

14-07. Mr. Hessing reported that information regarding major construction projects and an update on smaller projects was included in the agenda document. Mr. Owen reviewed this information. There being no questions, Mr. Hessing noted that the item was presented as a point of information only.

Dalquest Desert Research Station

14-08. Mr. Hessing noted that the administration was seeking authorization to work with the chairman of the board to select a design-build team and issue a contract for design-build services for this project not to exceed \$150,000. Mr. Owen reported that the project was initially bid to require a pre-engineered building on the site. Upon further consideration the administration determined that transportation would be a challenge and another option was needed. It was agreed that instead of installing a large pre-engineered building on the site, a small building (approximately 660 square feet) could be built, along with the infrastructure that could be used for larger buildings in the future. A Request for Qualifications was issued for a design-build team to construct this smaller building. Mr. Owen reported that submissions were expected during the next few weeks. He added that a design-build contracting delivery method was pursued for this project in order to better utilize regional design and construction techniques needed for the remote area of west Texas in which the station is located.

Mr. Bernhardt moved approval of this item as presented. Mr. Bryant seconded the motion and it was approved.

Wichita Falls Museum of Art at MSU Statement of Support and Museum Collections Management Policy

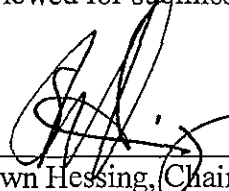
14-09. Mr. Hessing noted that board approval of the Statement of Support and Collections Management Policy shown in the agenda was required as part of the American Alliance of Museum accreditation process. Dr. Rogers indicated his support of the board approving these documents. He added that the university and museum currently operates in accordance with these standards.

Mrs. Carnes moved approval of these items as presented. Mr. Bryant seconded the motion and it was approved.

Adjournment

The Executive Committee discussion concluded at 3:35 p.m.

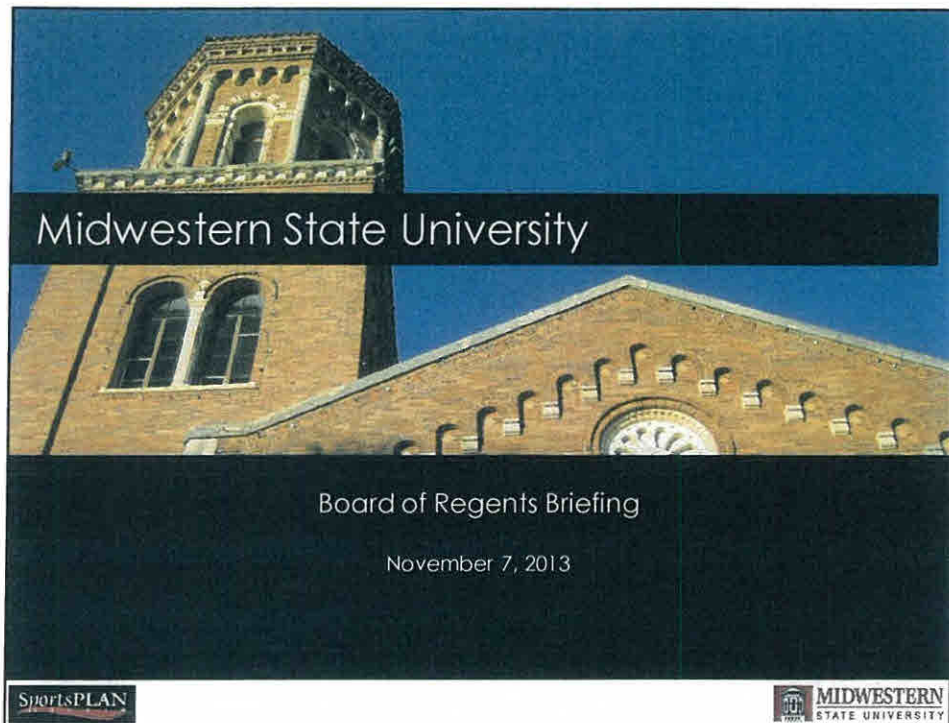
Reviewed for submission:



Shawn Hessing, Chairman
Midwestern State University
Board of Regents Executive Committee

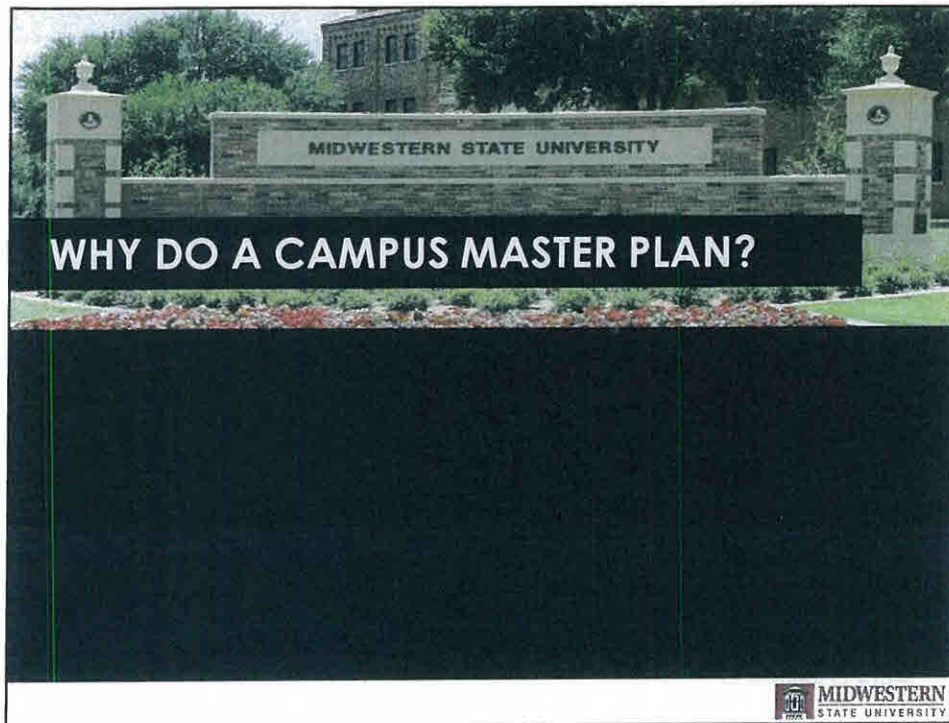
ATTACHMENT:

1. Campus Master Plan Presentation



UNIVERSITY PLANNING – PRESIDENT ROGERS

- LOCAL ADMINISTRATIVE RETREAT
 - Reviewed Strategic Plan framework and university needs
 - Determined priorities
- PRIMARY GOALS
 - Tuition Revenue Bond (TRB) request - *Legislative Appropriations Request (LAR) – submission due July 2014 for January 2015 Session*
 - Housing/Dining/Greek Life
 - Baseball Field Location
- SECONDARY GOALS
 - Athletic Master plan (fields, facilities & coaches' offices)
 - Library: Consolidation/Re-Purposed Uses
 - Christ Academy: Potential Uses
 - Police Department & Vehicles: Location
 - Parking: Consolidation/Redistribution/Parking Garage?
 - Landscape and campus beautification
 - May lead to a comprehensive master plan effort



WHY DO A CAMPUS MASTER PLAN? – DR. FOWLÉ

- Plan for growth so every dollar spent supports the institution's mission
- Integrate near term needs with long term vision
- Allow for growth in an efficient & attractive manner
- Be a good neighbor and community contributor
- Raise our aspirations
- Attract and retain the best & brightest:
faculty, staff & students, etc.
- Create awareness, generate support, and raise funds
- Chart an implementation path

CHRISTOPHER RICE, AIA

- Practicing Architecture for 25 years
- Licensed in Washington DC & Maryland
- Master Planned over 35 campuses since 1998
- Over 125 Projects Implemented

DOUGLAS ABRAHAM, LEED AP^{BD+C}

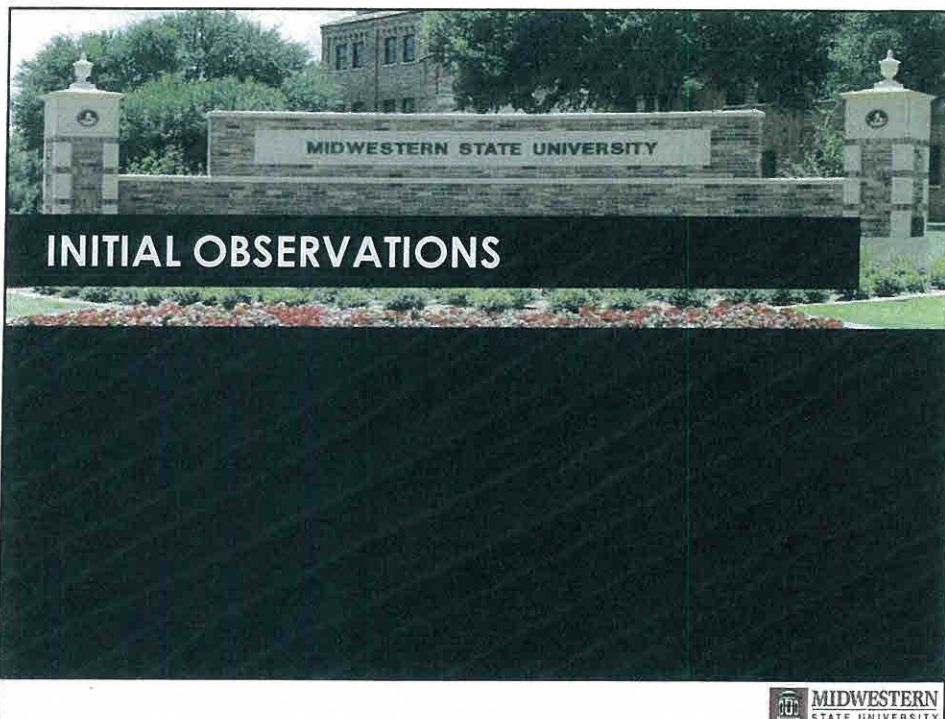
- Planning higher education projects for 22+ years
- Leadership in Energy & Environmental Design accredited professional
- Planned over 250 building and master planning projects
- Planned over 100 higher education projects

CRAIG HOPKINS, AIA SECORD & LEBOW

- Partner, Project Manager, & IT/CADD Manager for Secord & Lebow Architects.
- Has been the Designer on projects all across the state for federal, state, municipal, ISD, private and commercial Clients.
- Will provide a local presence as he has worked in Wichita Falls for 15+ years.
- Has been the DoR, or worked with the DoR, on 170 projects in Wichita Falls alone, including the Miracle League – Field of Dreams, Cypress Water Treatment Plant, Rolling Meadows, and multiple projects for MSU.

PAM SCOTT, AIA SportsPLAN

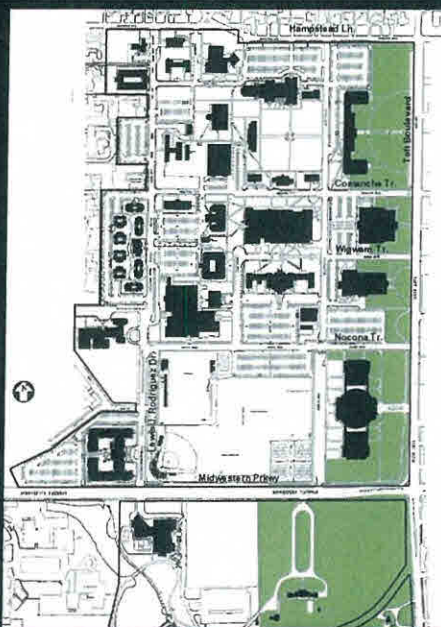
- President and Founder of Sports Plan Studio
- Specializing in Athletic Rec and design for 28 years.
- Over 34 master planning projects
- Highly regarded for contributions to campus planning decisions



ARRIVAL SEQUENCE:

Image of the Campus

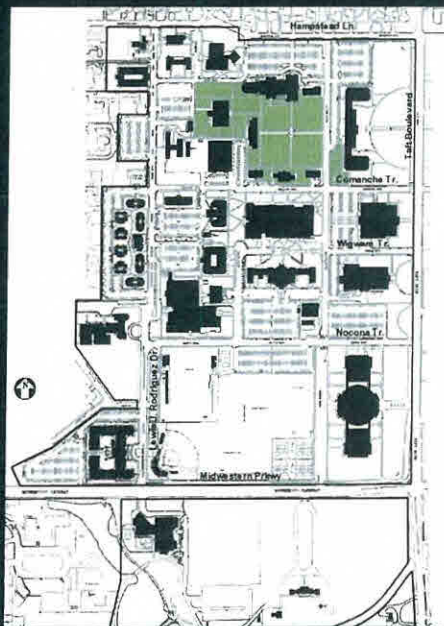
1. What a wonderful campus with huge potential
2. Amazing arrival sequence to campus
3. "Front Lawn"



HISTORIC CORE

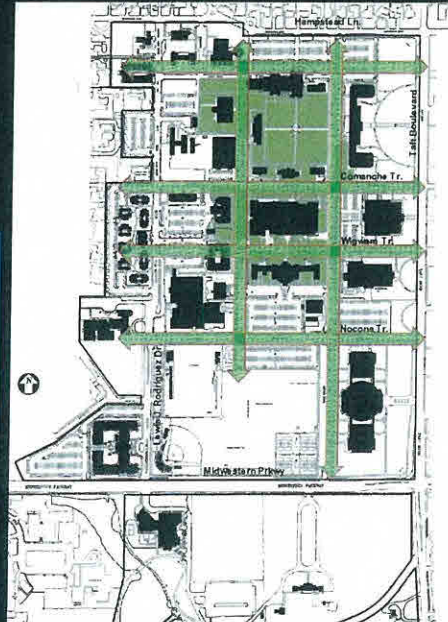
Campus Quadrangle

1. Only Quad / Open Space
2. Needs edge definition with landscaping
3. Overall - additional landscaping is needed to better connect open space network



CONNECTING THE CAMPUS

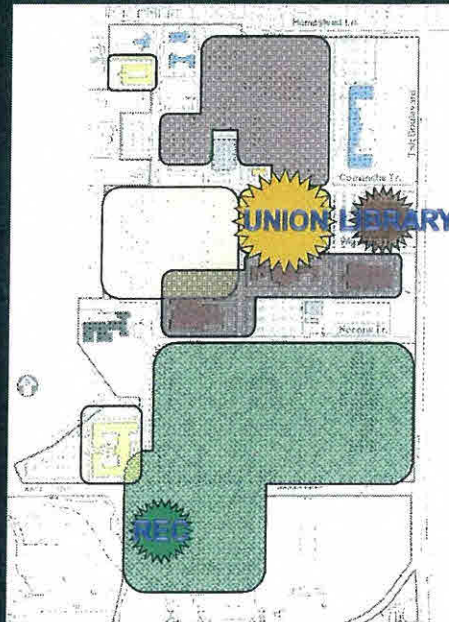
1. Campus Grid allows for “smart campus growth” for long range maximum potential of land-use
2. Pedestrian Open Space Connections

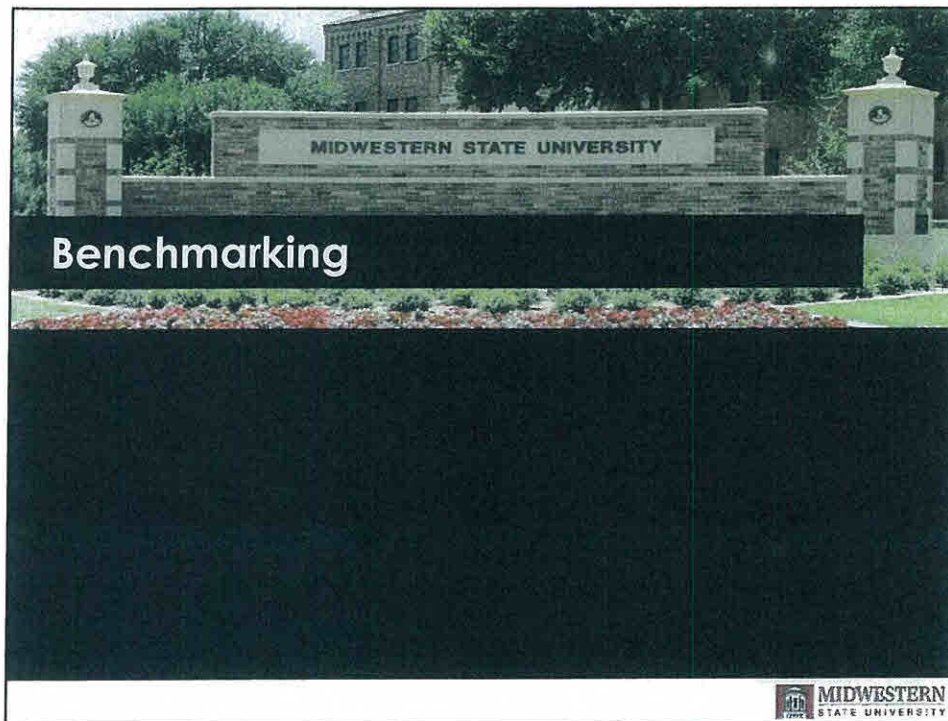


CAMPUS ORGANIZATION

Building / Area Land Uses:

- Academic
- Residential / Student Life
- Athletic & Recreation



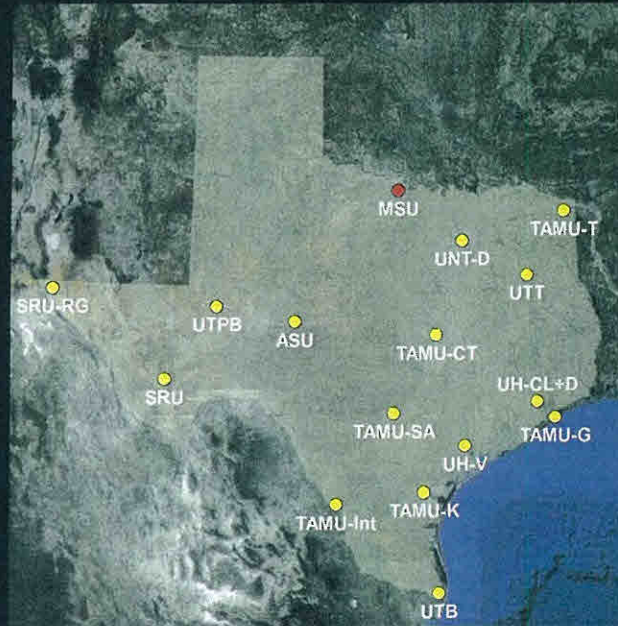


WHY DO IT?

☐ Peer Benchmarking:

- Who does MSU compare best with, or should compare with, based on future projections?
- How does MSU provide, or should provide, space to better compare with institutions it competes for students?
- Who does each MSU college compare with or should compare with?
- How does each MSU college provide, or should provide, space to better compare with other colleges it competes for students?

PEER GROUP (based on the THECB)



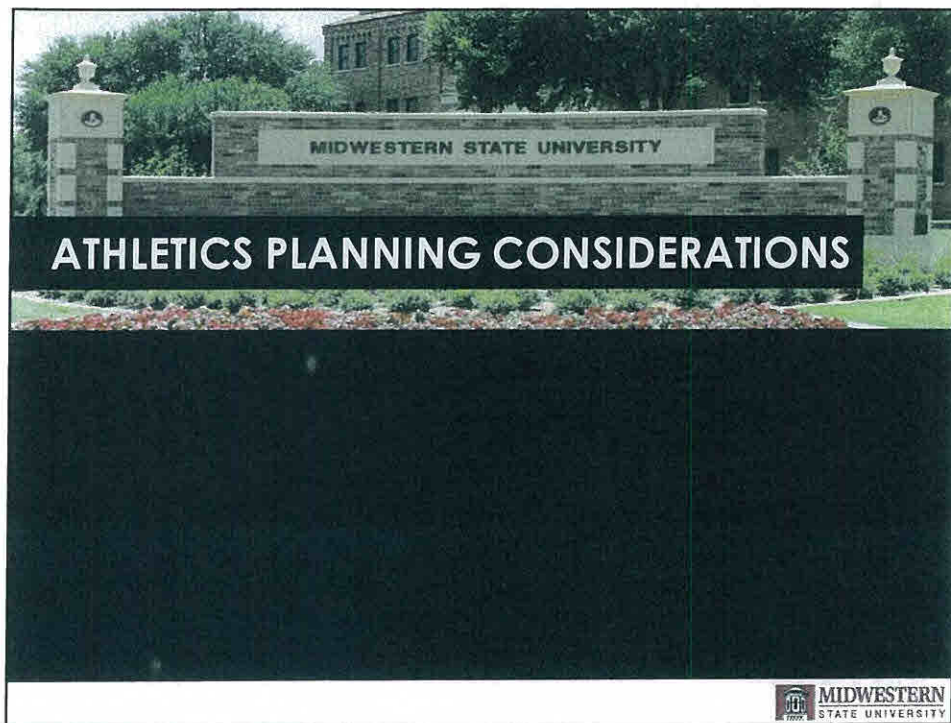
NEXT STEPS

☐ College Interviews:

- Surveys will be reviewed that establish growth goals for each college and department.
- Interviews will be held with each college to verify the survey data, discuss overall growth aspirations/needs and determine who the peer institutions should be.
- Benchmark each college with the peers identified and adjust if appropriate.

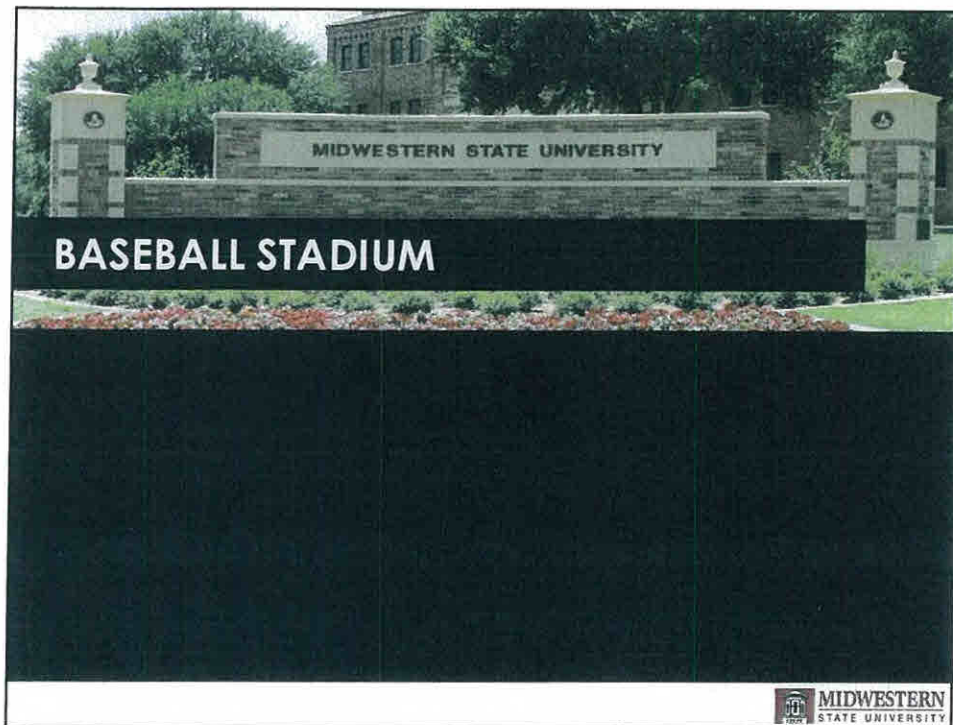
☐ Space Projections:

- Using the survey data, project the overall MSU space need using the THECB space model.
- Using the peer data for the university and each college individually, project the MSU space need on a sq.ft./FTSE basis.
- Establish where the greatest space needs are either from an existing need or from projected enrollment.
- Working with the MSU staff, establish the 10-year implementation strategy that will inform the overall master plan



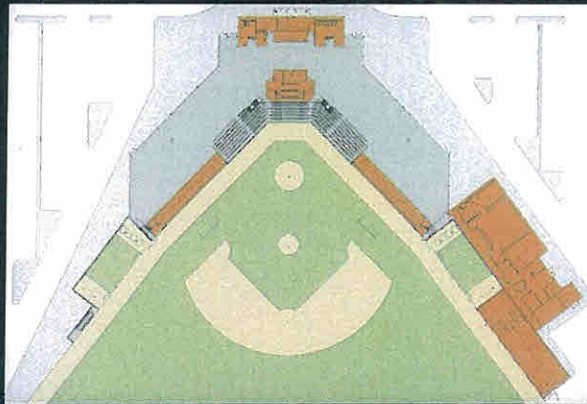
ATHLETICS PLANNING CONSIDERATIONS

- Athletic Training
- Strength and Conditioning
- Football Offices/Meeting Rooms
- Technological Visibility
- Fields
 - Natural grass
 - Artificial turf



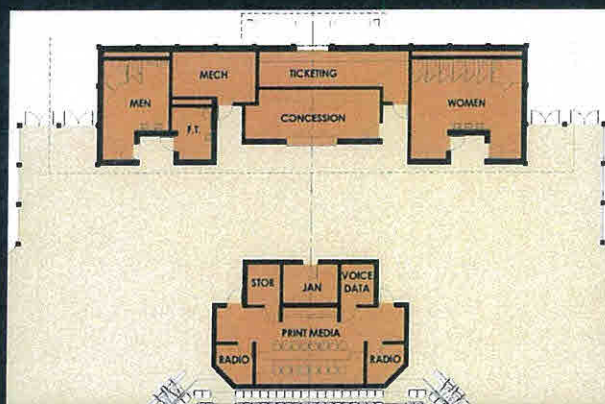
BASEBALL PARK

- 560 seats
- Generous concourse
- Expansion possible
- Athlete support



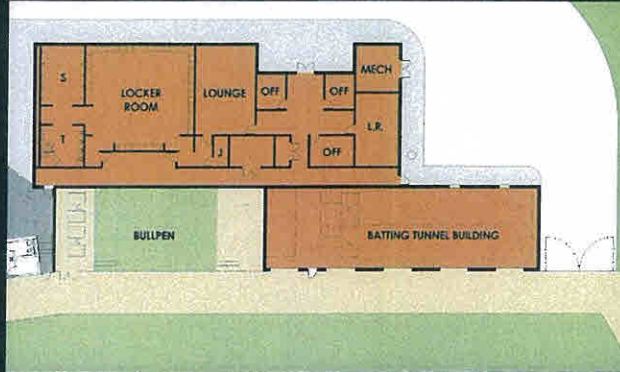
BASEBALL PARK

- Toilets
- Concessions
- Ticketing
- Press
- Entries



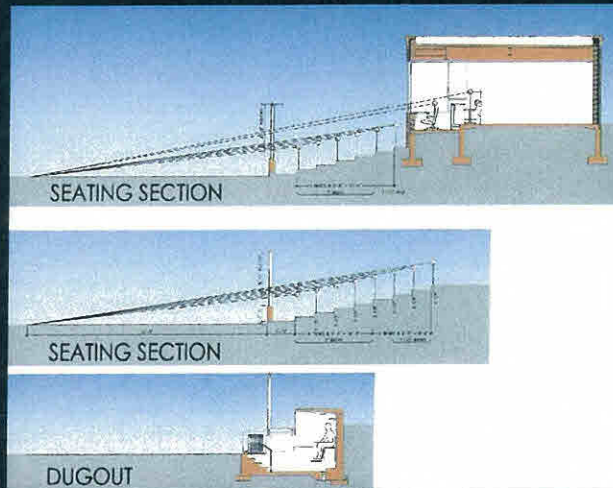
BASEBALL PARK

- Mustang
- Clubhouse
- Coaches' Offices
- Coaches' Locker Room
- Batting Cage
- Dugout Access



BASEBALL PARK

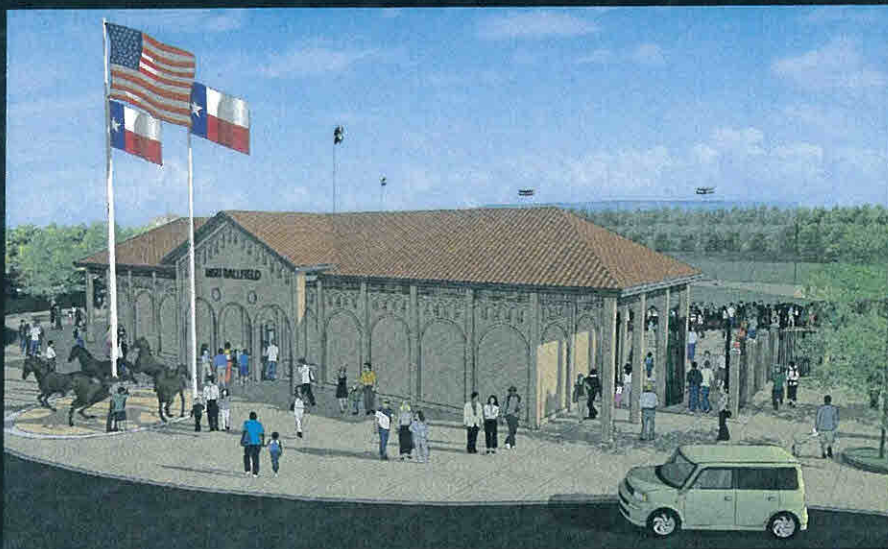
- Sightlines
- Depressed dugouts
- Berm seating



BASEBALL PARK



BASEBALL PARK



BASEBALL PARK



BASEBALL PARK

Site Preparation Costs

Clear alternate site	\$100,000
Replace two soccer fields	\$600,000
Infrastructure modifications	\$45,000
Replace existing parking	\$780,000
Pave maintenance access road	\$60,000
<u>Domestic/well water infrastructure</u>	<u>\$90,000</u>
TOTAL	\$1,675,000

BASEBALL PARK

Baseball Construction Costs

Site Work and Infrastructure	\$621,000
Baseball Field	\$472,000
Dugouts	\$242,000
Seating	\$130,000
Spectator Amenities Building	\$715,000
Press Building	\$227,000
Sound System and Communications	\$50,000
<u>Clubhouse</u>	<u>\$1,752,000</u>
TOTAL	\$4,209,000

NEXT STEPS – PRESIDENT ROGERS

- STRATEGIC PLAN
 - Work with campus community to develop strategies, implementation schedule, and assessment.
 - An update will be provided in February.
- CAMPUS MASTER PLAN
 - Work with campus planners and return to the Board of Regents in February with their findings and ideas.
 - Will likely schedule a work session to discuss the plan.
- ATHLETICS/BASEBALL
 - Follow up on athletics planning considerations.
 - Value engineer baseball stadium project.
 - Continue to raise money.

**MINUTES
MIDWESTERN STATE UNIVERSITY
BOARD OF REGENTS**

**Academic and Student Affairs Committee
November 7, 2013**

The Academic and Student Affairs Committee of the Board of Regents, Midwestern State University, met in regular session in the J. S. Bridwell Board Room, Hardin Administration Building, Wichita Falls, Texas, at 3:35 p.m., Thursday, November 7, 2013. Academic and Student Affairs Committee members in attendance were Dr. Lynwood Givens, Chairman; Mr. Kenny Bryant; and Mr. Sam Sanchez. Other regents attending the meeting were Mr. Mike Bernhardt, Ms. Jane Carnes, Mr. Charles Engelman, Mr. Jeff Gregg, Mr. Shawn Hessing, and Student Regent Shelby Davis.

Administrative staff members present included Dr. Jesse W. Rogers, President; Dr. Betty Stewart, Provost and Vice President for Academic Affairs; Dr. Marilyn Fowlé, Vice President for Business Affairs and Finance; Dr. Keith Lamb, Vice President for Student Affairs and Enrollment Management; Dr. Howard Farrell, Vice President for University Advancement and Public Affairs; and Dr. Robert Clark, Vice President for Administration and Institutional Effectiveness. Other university personnel attending the meeting included Dr. Deborah Garrison, Associate Vice President for Academic Affairs and Dean of the Graduate School; Mr. Kyle Owen, Associate Vice President for Facilities Services; and Mr. Matt Park, Associate Vice President for Student Affairs and Dean of Students. Additional university personnel attending the meeting were Dr. David Carlston, Chairman of the Faculty Senate; Mr. Dirk Welch, Chairman of the Staff Senate; Mr. Charlie Carr, Director of Athletics; Mr. Barry Macha, General Counsel; Ms. Dawn Fisher, Interim Director of Human Resources; Ms. Gail Ferguson, Controller; Mr. Chris Stovall, Associate Controller; Ms. Valarie Maxwell, Director of Budget and Management; Ms. Julie Gaynor, Director of Marketing and Public Information; Ms. Cindy Ashlock, Executive Assistant to the President; and Ms. Debbie Barrow, Director of Board and Government Relations. Representing the Student Government Association (SGA) were Ms. Leona Sandiford, Vice President, and Ms. Heather Baker, Observer. Representing the news media was Ms. Ann Work, reporter for the *Times Record News*. Also attending the meeting was Mr. David Dowler, Principal and Vice President with Luther King Capital Management.

Chairman Givens called the meeting to order at 3:35 p.m.

Reading and Approval of Minutes

14-10. The minutes of the Academic and Student Affairs Committee meeting August 8, 2013, were approved by the committee as presented.

Faculty Report

14-11. Dr. David Carlston, Chairman of the MSU Faculty Senate, thanked the board for the opportunity to present information to them. He reported that the board previously received the results of a faculty survey that was conducted during the spring, 2013. He stated that the survey indicated problems with faculty morale in four areas. These areas

were compensation, communication and leadership, technology in the classroom, and tenure and promotion. He reported that the administration is working with the Senate to address these areas of concern. He noted that the Senate is in the process of creating a standing Committee on Committees. This committee is intended to assist the Senate in tracking and participating in meetings of the various campus committees. He added that the Senate is also working to create a Faculty Senate handbook to help bring consistency to the organization. He stated that the Senate is also reaching out to the various areas of the campus and vice presidents have presented information to the Senate regarding their areas of responsibility. Dr. Carlston reported his hope that results of the survey that will be repeated during the spring, 2014, would reflect the efforts of the Senate and the administration.

Staff Report

14-12. Mr. Dirk Welch, Chairman of the MSU Staff Senate, reported on the following.

- a. In August, Dr. Keith Lamb was the special guest speaker and he provided the Staff Senate with information regarding the university's enrollment efforts.
- b. The following individuals were elected to serve as the 2013-2014 Faculty Senate Executive Committee: Mr. Welch was re-elected as Chairman; Dr. Michael Mills, Vice Chairman; Ms. Reagan Foster, Secretary-Treasurer; and Ms. Angie Reay, Parliamentarian.
- c. In September, Jenny Denning, manager of the university bookstore, was the special guest speaker. Ms. Denning shared with the Senate the changes that faculty, staff, students, and campus offices will see under the new Follett contract.
- d. Three staff members were recognized as recipients of the "You Make a Difference Award." These recipients were Julie Allison with Facilities Services, Mary Keber with Housing and Dining Services, and Kevin Bazner in Student Development and Orientation.
- e. In October, special guest speakers were Dr. Rogers and Dr. Fowlé who presented information on the university budget, the strategic plan, and the campus master planning process.
- f. This fall the Staff Senate offered two scholarships to MSU staff members. The recipients were Edith Zeisloft from the Career Management Center and Testing Services and Anna Daugherty from the Business Office.

Student Government Report

14-13. Dr. Givens noted that the report would be given by Student Government Association (SGA) Vice President, Leona Sandiford. Ms. Sandiford presented the following information.

- a. During the first week in October the SGA officers attended the American Student Government Association (ASGA) summit in Washington, D.C. The MSU officers returned to campus well motivated and enthusiastic.
- b. A new award has been established to recognize faculty, staff, and student government senators. Students nominate and vote on individuals through the SGA website.
- c. In an attempt to promote cooperation among student organizations, the SGA plans to implement an organization award during the spring, 2014.
- d. The SGA recycling initiative is working well. Recycling bins have been placed in housing and will soon be in the Clark Student Center.
- e. The hydration stations have been placed in designated areas throughout the campus. The station in the Clark Student Center has saved approximately 7,000 water bottles.

Ms. Sandiford expressed appreciation to the Board of Regents for their assistance to the students and the SGA.

Athletics Report

14-14. Mr. Charlie Carr, Director of Athletics, presented information regarding athletics at MSU.

- a. All of the MSU teams are in contention for post-season play.
- b. The basketball season begins soon and the men's and women's teams are both ranked in the top 10.
- c. The athletics department is working with the Mass Communication Department to live stream MSU athletics contests online. The streaming of basketball games will be attempted first.
- d. The final football game will be military appreciation day. Additionally, former administrators who worked during the last 25 years to reestablish football at MSU will be honored during the halftime of the game.

Enrollment Reports – Fall 2013

14-15. Dr. Givens asked Dr. Lamb to comment on the fall enrollment report that was presented in the agenda document. Dr. Lamb reported that fall enrollment was down .78% when compared to the fall 2012. He added that semester credit hour production was up slightly. He noted that with the exception of the beginning freshmen, which grew by 33%, each of the classifications experienced a decline owing to the smaller recruiting classes during the last few years.

Dr. Rogers asked Dr. Lamb about enrollment expectations for the fall 2014. Dr. Lamb responded that while it was very early and it was impossible to know how many students would actually matriculate, applications are up 33% when compared to the same time last year. Mrs. Carnes indicated that she would be interested in learning more about the freshman class, specifically how they learned about MSU and their reasons for attending. Dr. Lamb indicated that he was working on developing a profile of the freshman class that would include reasons they chose MSU. He added that the top two reasons thus far have been academic reputation of the institution and cost of attendance. Dr. Lamb noted that the university participates in the Higher Education Research Institutes freshman survey. Incoming freshmen students take this survey during the summer orientation program. One month into the fall semester, 70% of the incoming freshmen took a follow-up survey. Information gleaned from these surveys will help the administration know more about students' expectations as well as how the university is meeting these expectations early in the fall semester. Dr. Rogers noted that this report would be forwarded to the Board of Regents.

Mr. Sanchez asked Dr. Lamb if there were things in the enrollment management plan that he would like to change. Dr. Lamb responded that they have continually tweaked the plan. He noted that the 2013 student search primarily targeted students in Texas who lived north of Abilene. He added that 38% of the incoming class came from the Dallas-Fort Worth area. Surprisingly, 5% of the class came from Houston and the university's student search did not extend to Houston. In the current year the university expanded its search to the remainder of the state and specifically targeted Houston, Austin, and San Antonio. Dr. Lamb added that the scholarship program is also being analyzed to determine the return on the investment. Dr. Rogers asked how many students were being contacted this year compared to the previous year. Dr. Lamb responded that 50,000 students were in MSU's prospect base during 2013. The current prospect list totals approximately 80,000 students and will likely increase to 100,000.

Mrs. Carnes asked about the Chinese students who are attending MSU. Dr. Lamb responded that 20 students from China are enrolled in credit courses and a few more students are taking intensive English classes in the hopes of matriculating to credit courses in the future. He stated that he anticipated 35-40 credit bearing students to be enrolled at this time next year. Dr. Lamb added that the university has a fairly unique program on campus with 10 high school students from the Shanghai area living on campus and attending local high schools. He noted that this was an outreach effort and the administration hoped that the students would eventually matriculate to Midwestern State University as credit bearing students. Mrs. Carnes asked if Dr. Lamb anticipated ventures into other countries. Dr. Lamb responded that there appeared to be opportunities in South Korea. He added that the university is seeing some return from Saudi Arabia where MSU is listed as a preferred school on the Ministry of Education's website. He stated that the university is also in the preliminary stages of developing an exchange agreement with a university in Taipei.

Mr. Bernhardt asked Dr. Lamb if he had looked at projections of growth for the university. Dr. Lamb noted that he had looked at a linear projection model. He stated

that if one assumes small linear growth in beginning freshmen, very small growth in transfer students, flat enrollment in graduate programs, and normal attrition and class transition rates, enrollment in the fall of 2018 would be 6,700-6,800 students. Mr. Bernhardt indicated that he wanted to challenge the administration by throwing out the idea of 10,000 students in 2022, which will be MSU's 100 year anniversary. He added that the catch-phrase for such a goal could be "10 in 22." He encouraged the administration to think about this as a possible goal.

Dr. Givens reported that students from the high school he works at tour a number of universities each year, including MSU during Mustangs Rally. These students report that MSU staff and faculty treat them very well and they have a wonderful campus experience.

December 2013 Graduating Class

14-16. Dr. Givens reported that the administration recommended approval of the list of candidates for December 2013 graduation as corrected. Dr. Givens reported that 521 students are on the list compared to 518 in 2012. Mr. Sanchez moved approval of this item as presented. Mr. Bryant seconded the motion and it was approved.

Approval of 2014-2015/2015-2016 Academic Calendars

14-17. Dr. Givens reported that the administration recommended approval of the proposed academic calendars for the next two years. Dr. Stewart reported that the proposed calendars were similar to previous calendars with the exception of the spring of 2016. She noted that MSU's spring break is generally scheduled for the third week of March, but because of the date of Easter in 2016 it was recommended that spring break be moved to the fourth week in March. In so doing, the spring break and Easter holidays would be combined during that spring only.

Mr. Bryant moved approval of this item as presented. Mr. Sanchez seconded the motion and it was approved.

Policy Manual Change – Faculty Grievance Procedure

14-18. Dr. Givens reported that a policy change was recommended to bring Policy 3.143, Faculty Grievance Procedure, in line with current law. Dr. Stewart noted that following review of this policy by the university's General Counsel, it was recommended that this change be made.

Mr. Bryant moved approval of this item as presented. Mr. Sanchez seconded the motion and it was approved.

Faculty Leave Without Compensation

14-19. Dr. Givens noted that the board would consider this item in Executive Session later in the meeting.

Recess

The committee meeting recessed at 4:05 p.m. Mr. Hessing noted that the committee would reconvene later in the day.

Executive Session

Mr. Hessing announced that the Board of Regents would go into closed session as allowed by the Texas Government Code Chapter 551, Section 551.074, Personnel Matters, to consider Item 14-19 (Faculty Leave Without Compensation). The closed session was properly announced at 5:19 p.m. Mr. Hessing, Mr. Bernhardt, Mr. Bryant, Mrs. Carnes, Mr. Engelman, Dr. Givens, Mr. Gregg, Mr. Sanchez, Ms. Davis, Dr. Rogers, Dr. Stewart, Dr. Fowlé, Dr. Lamb, Dr. Clark, Dr. Farrell, Mr. Macha, and Ms. Barrow remained for the discussion.

Open Meeting Resumes

The closed session ended at 5:25 p.m. with an announcement by Mr. Hessing that no action was taken during the Executive Session. The open meeting resumed at 5:26 p.m.

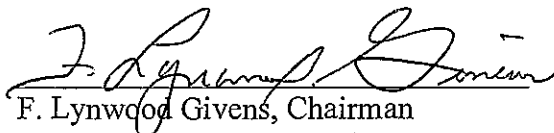
Faculty Leave Without Compensation

14-19. Dr. Givens moved that the board approve a one-semester leave of absence without compensation during the spring 2014 semester for Dr. Sugumaran Narayanan, Assistant Professor of Political Science. Mr. Bryant seconded the motion and it was approved.

Adjournment

There being no further business, the Academic and Student Affairs Committee discussion concluded at 5:27 p.m.

Reviewed for submission:



F. Lynwood Givens, Chairman
Midwestern State University

Board of Regents Academic & Student Affairs Committee

**MINUTES
MIDWESTERN STATE UNIVERSITY
BOARD OF REGENTS**

**Finance Committee
November 7, 2013**

The Finance Committee of the Board of Regents, Midwestern State University, met in regular session in the J. S. Bridwell Board Room, Hardin Administration Building, Wichita Falls, Texas, at 4:05 p.m., Thursday, November 7, 2013. Committee members in attendance were Mr. Mike Bernhardt, Chairman; Ms. Jane Carnes; Mr. Charles Engelman; and Mr. Jeff Gregg. Other regents attending the meeting were Mr. Kenny Bryant, Dr. Lynwood Givens, Mr. Shawn Hessing, Mr. Sam Sanchez, and Student Regent Shelby Davis.

Administrative staff members present included Dr. Jesse W. Rogers, President; Dr. Betty Stewart, Provost and Vice President for Academic Affairs; Dr. Marilyn Fowlé, Vice President for Business Affairs and Finance; Dr. Keith Lamb, Vice President for Student Affairs and Enrollment Management; Dr. Howard Farrell, Vice President for University Advancement and Public Affairs; and Dr. Robert Clark, Vice President for Administration and Institutional Effectiveness. Other university personnel attending the meeting included Dr. Deborah Garrison, Associate Vice President for Academic Affairs and Dean of the Graduate School; Mr. Kyle Owen, Associate Vice President for Facilities Services; and Mr. Matt Park, Associate Vice President for Student Affairs and Dean of Students. Additional university personnel attending the meeting were Dr. David Carlston, Chairman of the Faculty Senate; Mr. Dirk Welch, Chairman of the Staff Senate; Mr. Charlie Carr, Director of Athletics; Mr. Barry Macha, General Counsel; Ms. Dawn Fisher, Interim Director of Human Resources; Ms. Gail Ferguson, Controller; Mr. Chris Stovall, Associate Controller; Ms. Valarie Maxwell, Director of Budget and Management; Ms. Julie Gaynor, Director of Marketing and Public Information; Ms. Cindy Ashlock, Executive Assistant to the President; and Ms. Debbie Barrow, Director of Board and Government Relations. Representing the Student Government Association (SGA) were Ms. Leona Sandiford, Vice President, and Ms. Heather Baker, Observer. Representing the news media was Ms. Ann Work, reporter for the *Times Record News*. Also attending the meeting was Mr. David Dowler, Principal and Vice President with Luther King Capital Management.

Chairman Bernhardt called the meeting to order at 4:05 p.m.

Reading and Approval of Minutes

14-20. The minutes of the Finance Committee meeting August 8, 2013, were approved by the committee as presented.

Summaries of Financial Support 9/1/12 - 8/31/13 and 9/1/13 - 10/10/13

14-21. Mr. Bernhardt noted that these reports were presented in the agenda document. He asked Mrs. Carnes to highlight some of the major gifts received since the last meeting of the board. Mrs. Carnes presented the following information.

- a. Mr. Stephen Mabie pledged \$12,000 during the next four years to add to the Louie Huffman Scholarship Endowment.
- b. Mr. Richard Clampitt contributed \$5,000 for engineering scholarships with a \$5,000 match from ConocoPhillips.
- c. Ms. Elizabeth Hawley donated \$25,000 to the Bourland Hawley scholarship fund. This fund provides scholarships to students with financial need who major in various academic areas to include English, Spanish, and mathematics.
- d. The Hotter 'N Hell Hundred organization contributed \$15,000 to support the MSU Cycling Team.
- e. Willowbend Investments Inc. donated \$10,000 to the Mustangs Athletic Club to support the Cross Country team.
- f. Mr. Al Guinn contributed \$100,000 for the Walsh and Watts Business Endowment, \$25,000 for basketball, and \$15,000 for the Laing/Guinn Challenge to match new and lapsed donors to the Annual Fund.
- g. The Mass Communication Department received a donation of \$25,000 from Mr. Chris Hunnewell, a 2001 graduate.
- h. Fentress Foundation contributed \$10,000 to the Museum for the construction of the outdoor pavilion.
- i. Mr. and Mrs. Joe Prothro donated \$10,000 for the Akin Music Series and the Perkins-Prothro Foundation contributed \$30,000 as a matching gift.
- j. Mr. and Mrs. Jim McCoy contributed \$100,000 for engineering scholarships.

Mrs. Carnes noted that a list of names and addresses was in each regent's folder and regents were encouraged to write thank you notes to those assigned to them and any others they would choose. She added that in August the regents discussed writing thank you notes to students who work the Phone-a-thon. She stated that a list of these students and their addresses was also included in the folders. She expressed her appreciation to the regents for writing thank you notes.

Mr. Bernhardt acknowledged Jane and Peyton Carnes for their pledge of \$280,000 during the next four years to support scholarships for 10 outstanding freshmen students each year. He expressed appreciation to the Carnes for their generosity.

Review and Acceptance of Financial Report

14-22. Mr. Bernhardt presented the administration's recommendation of the July, 2013, Financial Report for acceptance. He noted that Dr. Fowlé would provide information regarding this report as well as preliminary information regarding the August 2013 end of year report and the FY 14 budget outlook. Dr. Fowlé reported that the university ended FY 13 very well. She noted that the \$700,000 payout for the individuals who participated in the Voluntary Separation Program was paid in FY 13 although it was not originally budgeted. She added that the university was still able to finish the year with an additional \$1.1 million in net assets, current funds decreased by only \$115,000, and current restricted funds ended the year with a \$4 million increase. She stated that she was very pleased with the year-end results and that the Annual Financial Report would be forwarded to the board when it is completed. With regard to FY 14, Dr. Fowlé reported that enrollment projections were on target.

Mr. Engelman moved acceptance of the financial report as presented. Mr. Gregg seconded the motion and it was approved.

Redwine Quasi-Endowment Fund Report – FY 2013

14-23. Mr. Bernhardt noted that the yearly report of income and expenditures from the Redwine Fund during the last fiscal year was presented in the agenda document. He expressed appreciation to Mr. David Dowler from Luther King Capital Management for attending the meeting to present an update on the fund.

Mr. Dowler presented information to the board as outlined in Attachment 1. He reported that his firm had worked with MSU for three years. He stated that since he visited with the board one year ago, his firm had opened an office in San Antonio, in addition to the office in Ft. Worth. Mr. Dowler added that he would bring an associate with him when he reports to the board in 2014. He stated that he and others in the firm are training and mentoring younger partners as an investment in the future of the firm.

Mr. Dowler reported that Texas is the 13th largest producer of oil and gas in the world. He added his firm's thinking that Texas will likely have an economic boom for ten years with much of it related to the Eagle Ford Shale and energy industry. He noted that while the economic recovery since 2009 has been the weakest since the depression, it has been gradual and steady. He added that inflation had been moderate and was not an area of major concern. Consumer net worth and the stock market are at an all-time high. He stated that much of the recovery is predicated on something the Federal Reserve has done which is called Quantitative Easing (QE). He explained that QE is basically repressed interest rates and in 2014 the country will face the tapering of QE, which has the potential for significantly upsetting the bond market. He noted that there are indeed risks in 2014.

Mr. Dowler then reviewed the university's portfolio. He reported that as of October 31, the market value of the Redwine Fund was \$10.878 million with \$163,995 in income generation. The fund was made up of 71.8% in common stocks, 27.2% in fixed income funds, and .9% in cash.

Mr. Engelman asked Mr. Dowler if he felt comfortable with the university's investment policy or if it should be changed to allow additional investments in equities. Mr. Dowler responded that the university's asset allocation policy was reasonable, particularly when compared to the other non-profit organizations with which his firm works. He added that bonds are not making money but they mitigate the volatility of the market. Mr. Dowler reported that Luther King attempts to buy stocks from companies that have above-average profitability on a sustained basis as measured by a return on shareholders' equity.

Mr. Sanchez asked Mr. Dowler if there was any action he would recommend the Board of Regents consider to give Luther King flexibility in responding to significant trends in the market. Mr. Dowler indicated that there are few non-profits that use an asset allocation of greater than 70% in equities. He added that some of the non-profits have moved into dividend aristocrats, which are firms that have increased their dividend payouts for 25 consecutive years. Mr. Engelman stated that Luther King offers alternative investments but they are not included in MSU's investment policy owing to the complexity of the agreement that was proposed. He stated that this was perhaps something that should be considered. Mr. Dowler responded that he appreciated the liquidity and flexibility of the current investment allocation of the MSU Redwine Funds. He stated that funds placed in private equity or alternative investments were less liquid.

There being no further discussion, Mr. Bernhardt reported that this item was presented as a point of information only.

Investment Report

14-24. Mr. Bernhardt asked Dr. Fowlé to comment on the fourth quarter FY 2013 investment report. Dr. Fowlé reported that the university held \$32 million in cash at the end of August and received a return of .82%. She noted that Mr. Dowler discussed the Redwine Fund and that the university's endowments with American National Bank were up 7.8%. She added that the university transferred \$18 million to Texas A&M University System in October as part of the agreement approved in August. She stated that an additional amount of funds would be transferred to A&M in January.

Mr. Gregg moved the board accept this report as presented. Mr. Engelman seconded the motion and it was approved.

FY 2012-2013 Item \$50,000 & Under

14-25. Mr. Bernhardt noted that one budget change was presented for ratification. Mrs. Carnes moved approval of this item as presented. Mr. Engelman seconded the motion and it was approved.

Review of Personnel Reports and Salary/Title/Position Changes in FY 13 and 14 Budgets

14-26 & 27. Mr. Bernhardt noted that these reports were presented in the agenda document for review and ratification. Dr. Rogers reviewed the various personnel changes as presented.

Mr. Engelman moved the board ratify these changes as presented. Mr. Gregg seconded the motion and it was approved.

Bus Purchase Recommendation

14-28. Dr. Rogers reminded the board that a gift during FY 13 made it possible for the university to purchase a new bus for university travel. He stated that a second bus is needed. Dr. Fowlé reported that a second bus would save the university \$20,000-\$30,000 in lease costs. She noted that funds were available for this purchase owing to the sale of the old university bus and cars, insurance settlements from hail damage, and a rebate on auxiliary utilities. Mr. Bernhardt reported that he had visited with Dr. Fowlé regarding the option of buying versus leasing and she fully addressed his concerns. He added that he was in support of this action.

Mrs. Carnes moved approval of this item as presented. Mr. Engelman seconded the motion and it was approved.

Proposed Fee – Non-Course Based Option (NCBO) Courses

14-29. Mr. Bernhardt noted that an explanation of these new required courses was presented in the agenda. He indicated that the administration was recommending the initiation of an administrative fee of \$150 per student enrolled in each of these courses. He asked Dr. Stewart to comment on this item. Dr. Stewart noted that in order for a student to take a course in mathematics, English or writing at MSU the student must pass a test or be approved as college-ready. If a student is deficient in one of these areas because of a test score or ACT/SAT they must enroll in a developmental course. In an effort to provide an option for students who are deficient by only one or two points, the legislature has determined that universities must offer a Non-Course Based Option (NCBO) for these students so that they can become college ready. While this NCBO was legislatively mandated, no funds were appropriated to assist with the costs involved. Dr. Rogers reported that the funds generated by the fee would be used to compensate the instructors of record for their work related to the offering of these courses.

Mr. Gregg moved approval of this item as presented. Mrs. Carnes seconded the motion.

Mr. Hessing asked if the \$150 fee would be charged for the NCBO course only. Dr. Stewart responded that it would be charged only for the NCBO course. Mr. Gregg asked if the students would retake the placement test after completing the NCBO. Dr. Stewart responded that upon completion of the NCBO, students would take the assessment test. Students scoring high enough would move into college level work; students who did not achieve a passing score would be placed in development courses. She added that the NCBO's would be offered at the beginning of each long semester and would last six to eight weeks. Mr. Gregg asked to confirm that the university would not make money from this new fee. Dr. Stewart confirmed his statement.

There being no further discussion, the motion was approved.

Grant Development Services

14-30. Mr. Hessing noted that Dr. Rogers recently communicated with the board about the need to consider outsourcing grant development services for the university. Dr. Rogers

reported that the current year budget included an investment of funds to support the enrollment management plan, faculty and staff salary increases, and increased student scholarships. He noted that grant development is another area that will require an investment of funds. He stated that such action would ultimately increase the quality of education provided by MSU. He reported that he was not making a recommendation at this time because budget details and a source of funds have yet to be identified.

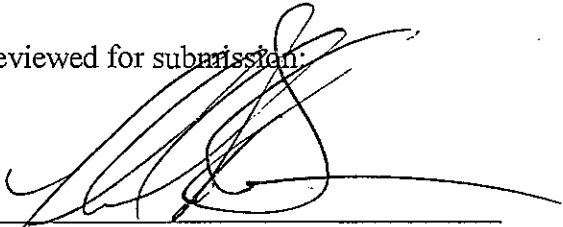
Dr. Stewart noted that she had an opportunity during the summer to meet with representatives of McAllister and Quinn, a firm that supports grant writing. She indicated that this firm specializes in work with small and medium sized universities, including work with other COPLAC schools. She stated that this firm would work with the faculty and staff to help MSU be more competitive in the grant environment.

Mr. Engelman asked about the cost of the service. Dr. Stewart responded that the cost of working with this particular firm was \$8,000 per month and required a two year commitment. Dr. Rogers indicated that he would work to pull the resources together to invest in this opportunity. Mr. Hessing asked if the board needed to take action at this time. Dr. Rogers indicated that no action was necessary at this time but that he would keep the board informed regarding his efforts to identify funding. Mr. Gregg asked if the board should pass a motion stating that if funds become available the administration could move forward prior to the February board meeting. Mr. Hessing asked Ms. Barrow to work with Mr. Gregg on the wording of a motion that could be considered during Friday's meeting.

Adjournment

The Finance Committee discussion concluded at 5:05 p.m.

Reviewed for submission:



Michael Bernhardt, Chairman
Midwestern State University
Board of Regents Finance Committee

ATTACHMENT:

1. Luther King Redwine Fund Information

MIDWESTERN STATE UNIVERSITY
NOVEMBER 7, 2013
LUTHER KING CAPITAL MANAGEMENT REVIEW

- I. The Firm
- II. The Economy
 - A. Gradually improving business cycle: housing, autos, jobs, consumer confidence, consumer net worth, strong balance sheets and earnings of corporations, stock market
 - B. Economic environment: low inflation, low interest rates, federal deficit decrease
 - C. Energy industry
 - D. Headwinds
 - 1. **Washington D.C.: debt ceiling , continuing resolution, QE tapering**
 - 2. Interest rate movement: housing and corollary impact, business conditions and consumer confidence, emerging markets weakness, **interconnectedness**
 - 3. International uncertainties: China's slowing growth, Eurozone financial stability, hot spots (Syria, Iran, Libya, Egypt)
 - E. Other Factors
 - 1. Strengthening U.S. Dollar
 - 2. Abenomics
- III. Capital Markets
 - A. Fixed Income
 - B. Equity: S/D, valuation
- IV. Portfolio Review

**MINUTES
MIDWESTERN STATE UNIVERSITY
BOARD OF REGENTS**

**Audit, Compliance, and Management Review Committee
November 7, 2013**

The Audit, Compliance, and Management Review Committee of the Board of Regents, Midwestern State University, met in regular session in the J. S. Bridwell Board Room, Hardin Administration Building, Wichita Falls, Texas, at 5:05 p.m., Thursday, November 7, 2013. Committee members in attendance were Mr. Sam Sanchez, Chairman; Mr. Charles Engelman; and Mr. Jeff Gregg. Other regents attending the meeting were Mr. Mike Bernhardt, Mr. Kenny Bryant, Mrs. Jane Carnes, Dr. Lynwood Givens, Mr. Shawn Hessing, and Student Regent Shelby Davis.

Administrative staff members present included Dr. Jesse W. Rogers, President; Dr. Betty Stewart, Provost and Vice President for Academic Affairs; Dr. Marilyn Fowlé, Vice President for Business Affairs and Finance; Dr. Keith Lamb, Vice President for Student Affairs and Enrollment Management; Dr. Howard Farrell, Vice President for University Advancement and Public Affairs; and Dr. Robert Clark, Vice President for Administration and Institutional Effectiveness. Other university personnel attending the meeting included Dr. Deborah Garrison, Associate Vice President for Academic Affairs and Dean of the Graduate School; Mr. Kyle Owen, Associate Vice President for Facilities Services; and Mr. Matt Park, Associate Vice President for Student Affairs and Dean of Students. Additional university personnel attending the meeting were Dr. David Carlston, Chairman of the Faculty Senate; Mr. Dirk Welch, Chairman of the Staff Senate; Mr. Charlie Carr, Director of Athletics; Mr. Barry Macha, General Counsel; Ms. Dawn Fisher, Interim Director of Human Resources; Ms. Gail Ferguson, Controller; Mr. Chris Stovall, Associate Controller; Ms. Valarie Maxwell, Director of Budget and Management; Ms. Julie Gaynor, Director of Marketing and Public Information; Ms. Cindy Ashlock, Executive Assistant to the President; and Ms. Debbie Barrow, Director of Board and Government Relations. Representing the Student Government Association (SGA) were Ms. Leona Sandiford, Vice President, and Ms. Heather Baker, Observer.

Chairman Sanchez called the meeting to order at 5:05 p.m.

Reading and Approval of Minutes

14-31. The minutes of the Audit, Compliance, and Management Review Committee meeting August 8, 2013, were approved as presented.

Audit Activities

14-32. Mr. Sanchez asked Dr. Fowlé to bring the board up to date on the university's search for an internal auditor. Dr. Fowlé reported that the search committee (made up of Dr. Fowlé, Dr. Terry Patton, Ms. Gail Ferguson, and Ms. Debbie Barrow) would interview two potential candidates for the position during the next week. She stated that if either or both of the individuals meet the committee's satisfaction, the individuals will be referred to the

president for consideration. Dr. Rogers stated that he would forward the resumes of these individuals to the Board of Regents for review.

Contract Management Activities and Contract Authorization

14-33. Mr. Macha reported that 93 contracts were processed during the last quarter. He commended Steve Shelley and Tracy Nichols for their work in this regard. He noted that training for the campus at large was accomplished in August and specialized training for departments and colleges would be provided as needed and requested.

Legislative Compliance Update

14-34. Mr. Sanchez reported that information was presented in the agenda regarding House Bill 12. He asked Mr. Macha to bring the board up to date on the requirements of this legislation. Mr. Macha referred to the analysis that was included in the agenda. He noted the information that must be posted on the university's website. He stated that he was working with Dr. Fowlé, Dawn Fisher, and Debbie Barrow to ensure compliance. With regard to the second item on the list, he reported that the Board of Regents had previously adopted policies that adequately addressed the requirements (MSU Policies 3.314i and 4.134d). The third section detailed requirements that the MSU Foundation and the MSU Charitable Trust must meet if they provide funds to the university for the purpose of a salary supplement. He noted that he had provided this information to both entities and they are aware of the requirements. The second page of the analysis outlined the university's reporting requirements to the state auditor and the legislature. He added that the reports would be provided on forms that will be developed by the State Auditor.

Mr. Gregg asked if outside funding was used to provide salary supplements to any MSU employees. Dr. Rogers responded in the negative. Mr. Hessing asked if there was anything the Board of Regents needed to discuss with the boards of the Trust and the Foundation regarding this legislation. Mr. Macha responded that there was nothing more to be done with regard to House Bill 12.

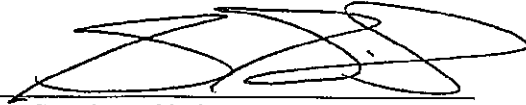
Mr. Sanchez asked Ms. Barrow to discuss the university's compliance with other legislation. Ms. Barrow reported that the university received \$270,000 from the State of Texas as a supplemental appropriation to cover a small portion of the Hazelwood exemption funds. She noted that equipment would soon be installed in the Board Room so that Board of Regents meetings could be streamed live on the internet beginning in 2014. She added that House Bill 5 changed the requirements for high school graduation. The university will address any required changes to admissions policies after rules are determined by the Texas Education Agency and the State Board of Education.

Mr. Sanchez asked if the changes made to university policies following the situation at Penn State were in place. Ms. Fisher responded that all employees, including faculty, staff, students, and temporary workers, now receive on-line training. Mr. Sanchez asked about the percentage of completion. Ms. Fisher responded that 100% of faculty, staff, and individuals who work with camps are trained.

Adjournment

The Audit, Compliance, and Management Review Committee discussion concluded at 5:18 p.m.

Reviewed for submission:

A handwritten signature in black ink, appearing to be 'Sam Sanchez', written over a horizontal line.

Sam Sanchez, Chairman
Midwestern State University
Board of Regents Audit, Compliance, and
Management Review Committee

**MINUTES
MIDWESTERN STATE UNIVERSITY
BOARD OF REGENTS
November 7, 2013**

The Board of Regents, Midwestern State University, met in regular session in the J. S. Bridwell Board Room of the Hardin Administration Building at 1:30 p.m., November 7, 2013. Regents in attendance were Mr. Shawn Hessing, Chairman; Mr. Mike Bernhardt, Vice Chairman; Mr. Kenny Bryant, Secretary; Ms. Jane Carnes; Mr. Charles Engelman; Dr. Lynwood Givens; Mr. Jeff Gregg; Mr. Sam Sanchez; and Student Regent Shelby Davis.

Administrative staff members present included Dr. Jesse W. Rogers, President; Dr. Betty Stewart, Provost and Vice President for Academic Affairs; Dr. Marilyn Fowlé, Vice President for Business Affairs and Finance; Dr. Keith Lamb, Vice President for Student Affairs and Enrollment Management; Dr. Howard Farrell, Vice President for University Advancement and Public Affairs; and Dr. Robert Clark, Vice President for Administration and Institutional Effectiveness. Other university personnel attending the meeting included Dr. Deborah Garrison, Associate Vice President for Academic Affairs and Dean of the Graduate School; Mr. Kyle Owen, Associate Vice President for Facilities Services; and Mr. Matt Park, Associate Vice President for Student Affairs and Dean of Students. Additional university personnel attending the meeting were Dr. David Carlston, Chairman of the Faculty Senate; Mr. Dirk Welch, Chairman of the Staff Senate; Mr. Charlie Carr, Director of Athletics; Mr. Barry Macha, General Counsel; Ms. Dawn Fisher, Interim Director of Human Resources; Ms. Gail Ferguson, Controller; Mr. Chris Stovall, Associate Controller; Ms. Valarie Maxwell, Director of Budget and Management; Ms. Julie Gaynor, Director of Marketing and Public Information; Ms. Cindy Ashlock, Executive Assistant to the President; and Ms. Debbie Barrow, Director of Board and Government Relations. Representing the Student Government Association (SGA) were Ms. Leona Sandiford, Vice President, and Ms. Heather Baker, Observer. Representing the news media were Ms. Ann Work, reporter for the *Times Record News*, and Ms. Mechell Dixon and Mr. Jake Van Donge, KFDX-TV III. Others attending the meeting were Mr. Craig Hopkins, Secord & Lebow Architects; Ms. Pam Scott, Sports Plan Studio; and campus planners, Mr. Doug Abraham and Mr. Chris Rice.

Chairman Hessing called the meeting to order at 1:30 p.m. and Ms. Gaynor introduced the guests.

Opening Comments

Mr. Hessing reported that Mrs. Burks was involved with a trial in Ft. Worth and was unable to attend the meeting in person. He noted that she would attempt to connect by telephone if possible. He asked Dr. Fowlé to make a special introduction. Dr. Fowlé noted that Ms. Gail Ferguson, university Controller, was retiring at the end of January and that this would be her last board meeting. Dr. Fowlé reported that Mr. Chris Stovall, Associate Controller, would move into Ms. Ferguson's position. She noted that Mr. Stovall had been with the university for eight years. He has earned the BBA in finance and another BBA in accounting. Additionally, he has an MBA and has passed two sections of the CPA. Dr. Rogers noted that Chris is dependable and hardworking and the university is fortunate to have him as an employee. He added that Gail is

one of the hardest working people he has known and that she is totally dedicated to her job. He indicated that she would be missed and thanked her for her work. Mr. Hessing added his thanks to Gail for her service.

Public Comment

Mr. Hessing stated that in accordance with Board of Regents By-Laws, MSU Policy 2.22, members of the public are invited to address the Midwestern State University Board of Regents through written and oral testimony. He noted that no one had signed up to speak.

Discussion of Higher Education Issues

14-01. Mr. Hessing stated that this item was placed on the agenda to provide an opportunity for the board to discuss trends in higher education. He reported that he did not see anything at the forefront of higher education news that had not been previously discussed by the MSU Board of Regents. Dr. Rogers expressed agreement.

Naming Opportunities

14-02. Mr. Hessing noted that the administration was recommending the naming of the former Gallery 5 of the Wichita Falls Museum of Art at Midwestern State University the "Mac and Connie Cannedy Hall." He asked Dr. Rogers to comment on this recommendation.

Dr. Rogers stated that Mr. Cannedy served 12 years on the Board of Regents and served eight years as chairman of the board. He noted that Mac and Connie are both graduates of Midwestern State University. He added that Mr. Cannedy chairs or serves on three charitable foundations in Wichita Falls, those being the Bryant Edwards Foundation, the J. S. Bridwell Foundation, and the Fain Foundation. Contributions from these foundations were instrumental in providing funding to upgrade the Museum. He recommended the naming of this hall in honor of Mac and Connie Cannedy.

Mr. Bryant moved approval of this item as presented. Mr. Bernhardt seconded the motion and it was approved.

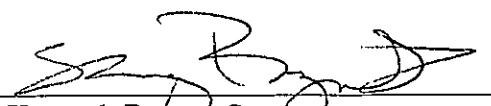
Executive Session

14-03. Mr. Hessing reported that an executive session was not necessary at this time and that it would be held later in the day during regular committee business.

Adjournment

The meeting adjourned at 1:40 p.m.

Reviewed for submission:



J. Kenneth Bryant, Secretary
Midwestern State University
Board of Regents

**MINUTES
BOARD OF REGENTS
MIDWESTERN STATE UNIVERSITY
November 8, 2013**

The Board of Regents, Midwestern State University, met in regular session in the J. S. Bridwell Board Room, Hardin Administration Building, Wichita Falls, Texas, at 9:00 a.m., Friday, November 8, 2013. Regents in attendance were Mr. Shawn Hessing, Chairman; Mr. Mike Bernhardt, Vice Chairman; Mr. Kenny Bryant, Secretary; Mrs. Tiffany Burks (via teleconference connection); Mr. Charles Engelman; Dr. Lynwood Givens; Mr. Jeff Gregg; Mr. Sam Sanchez; and Student Regent Shelby Davis.

Administrative staff members present included Dr. Jesse W. Rogers, President; Dr. Betty Stewart, Provost and Vice President for Academic Affairs; Dr. Marilyn Fowlé, Vice President for Business Affairs and Finance; Dr. Keith Lamb, Vice President for Student Affairs and Enrollment Management; Dr. Howard Farrell, Vice President for University Advancement and Public Affairs; and Dr. Robert Clark, Vice President for Administration and Institutional Effectiveness. Other university personnel attending the meeting included Dr. Deborah Garrison, Associate Vice President for Academic Affairs and Graduate Dean; Mr. Matthew Park, Associate Vice President for Student Affairs; Mr. Charlie Carr, Director of Athletics; Mr. Barry Macha, General Counsel; Ms. Dawn Fisher, Interim Director of Human Resources; Ms. Gail Ferguson, Controller; Mr. Chris Stovall, Associate Controller; Ms. Valarie Maxwell, Director of Budget and Management; Dr. David Carlston, incoming Faculty Senate Chairman; Mr. Dirk Welch, Chairman of the MSU Staff Senate; Mr. Bradley Borton, Assistant Director of Admissions; Ms. Julie Gaynor, Director of Marketing and Public Information; Ms. Cindy Ashlock, Executive Assistant to the President; and Ms. Debbie Barrow, Director of Board and Government Relations. Representing the news media was Ms. Ann Work, *Times Record News*.

Chairman Hessing called the meeting to order at 9:00 a.m. and Ms. Gaynor introduced the guests.

Opening Comments

Mr. Hessing welcomed everyone to the meeting and thanked them for their participation, discussion, and action at the committee meetings Thursday.

Public Comment

Mr. Hessing stated that in accordance with the Board of Regents By-Laws, MSU Policy 2.22, members of the public are invited to address the Board of Regents through written and oral testimony. He noted that no one had signed up to speak during this time.

Reading and Approval of Minutes

14-35 & 36. Minutes of the Board of Regents meetings August 8 and 9, 2013, were approved as presented.

Executive Committee Report

Mr. Hessing noted the items presented at the Executive Committee meeting for committee approval and information only. Information concerning these items may be found in the minutes of the Executive Committee meeting held November 7, 2013.

Item Presented for Committee Approval Only

- 14-04. Committee Minutes

Items Presented for Information Only

- 14-05. Strategic Plan and Campus Master Plan Update
14-06. Campus Condition Index
14-07. Construction Update

Executive Committee Consent Agenda

Mr. Hessing recommended the following items approved by the Executive Committee and placed on the Consent Agenda for the board's consideration.

- 14-08. Dalquest Desert Research Station – authorized the administration to work with the chairman of the board to select a design-build team and issue a contract for design-build services not to exceed \$150,000.
14-09. Wichita Falls Museum of Art at MSU Statement of Support and Collections Management Policy – approved this statement and policy as presented.

Mr. Hessing asked if there were items any member wanted to remove from the Consent Agenda. There being none, Mr. Bernhardt seconded Mr. Hessing's motion to approve the Consent Agenda as presented. The motion was approved.

Academic and Student Affairs Committee Report

Dr. Givens noted the items presented at the Academic and Student Affairs Committee meeting for committee approval and information only. Information concerning these items can be found in the minutes of the committee meeting held November 7, 2013.

Item Presented for Committee Approval Only

- 14-10. Committee Minutes

Items Presented for Information Only

- 14-11. Faculty Report
14-12. Staff Report
14-13. Student Government Report
14-14. Athletics Report
14-15. Enrollment Report – Fall 2013

Academic and Student Affairs Committee Consent Agenda

Dr. Givens recommended the following items that were approved by the Academic and Student Affairs Committee and placed on the Consent Agenda for the board's consideration.

- 14-16. December 2013 Graduating Class – approved the list as presented.
- 14-17. Approval of 2014-2015/2015-2016 Academic Calendars – approved the calendars as presented.
- 14-18. *Policy Manual* Change – Faculty Grievance Procedure – ratified the policy change as presented.
- 14-19. Faculty Leave Without Compensation – approved a one semester leave of absence without compensation during the spring 2014 semester for Dr. Sugumaran Narayanan, Assistant Professor of Political Science.

Mr. Hessing asked if there were items any member wanted to remove from the Consent Agenda. There being none, Mr. Sanchez seconded Dr. Givens' motion to approve the Consent Agenda as presented. The motion was approved.

Finance Committee Report

Mr. Bernhardt noted the items presented at the Finance Committee meeting for committee approval, information only, and discussed with no action taken. Information concerning these items can be found in the minutes of the Finance Committee meeting held November 7, 2013.

Item Presented for Committee Approval Only

- 14-20. Committee Minutes

Items Presented for Information Only

- 14-21. Summaries of Financial Support
- 14-23. Redwine Quasi-Endowment Fund Report – FY 2013

Item Discussed with No Action Taken

- 14-30. Grant Development Services

Finance Committee Consent Agenda

Mr. Bernhardt recommended the following items approved by the Finance Committee and placed on the Consent Agenda for the board's consideration.

- 14-22. Financial Report – accepted the monthly financial report for July, 2013.
- 14-24. Investment Report – accepted the fourth quarter 2013 Investment Report.
- 14-25. FY 2013 Item \$50,000 & Under – ratified the budget change as presented.

- 14-26. Personnel Reports and Changes in 2012-2013 Budget – ratified the changes as presented.
- 14-27. Personnel Reports and Changes in 2013-2014 Budget – ratified the changes as presented.
- 14-28. Bus Purchase Recommendation – authorized the administration to proceed with the purchase of a new bus as presented.
- 14-29. Proposed Fee – Non-Course Based Option Courses – authorized the initiation of an administrative fee for each student enrolled in each of these courses as presented.

Mr. Hessing asked if there were items any member wanted to remove from the Consent Agenda. There being none, Mr. Sanchez seconded Mr. Bernhardt's motion to approve the Consent Agenda as presented. The motion was approved.

Investment Report

- 14-23. Mr. Sanchez asked if he could make a comment regarding this item. He stated that after listening to Mr. Dowler's report and thinking about it overnight, he thought it would be in the university's best interest to ask Mr. Dowler and his team to explore options that might exist in relation to the funds the university has invested in bonds. He noted that Mr. Dowler had expressed concern with regard to bonds not performing well in the next year. Mr. Bernhardt asked Dr. Fowlé to communicate with Mr. Dowler and ask for his recommendations regarding the allocation of MSU's investments with Luther King. Mr. Hessing expressed agreement with this action. He commented that while bonds are not as strong as the equity markets at the current time, Mr. Dowler reported that part of the reason the university's funds were invested in bonds was to offset the volatility associated with the equity markets. Mr. Hessing asked Dr. Fowlé to provide information and any recommendations to the board prior to the February meeting.

Grant Development Services

- 14-30. Mr. Hessing noted that during Thursday's meetings the board received information regarding the university's needs in the area of grant development. A possible contract with an outside firm was discussed that would require a commitment of \$8,000 each month, or total of \$192,000 during a two-year period. He stated that the administration had not yet identified a specific source of funds necessary to move forward with this program.

Mr. Gregg moved that the board express its support for the hiring of a firm to provide consulting services in the area of grant development. He further moved that the board authorize the university to move forward with this contract as soon as funding can be identified, whether currently budgeted funds or new external funds. He stated that this authorization would be made with the understanding that the use of current year funds should be within the president's current budget increase limit, and that the board would be notified of the funds used for this purpose during FY 14. Mr. Gregg finally moved that this matter be given high priority for funding in the FY 15 budget, should funding not become available in the current year. Mr. Bernhardt seconded the motion and it was approved.

Audit, Compliance, and Management Review Committee Report

Mr. Sanchez noted the items presented at the Audit, Compliance, and Management Review Committee meeting for committee approval and information only. Additional information concerning these items can be found in the minutes of the committee meeting held November 7, 2013.

Item Presented for Committee Approval Only

- 14-31. Committee Minutes

Items Presented for Information Only

- 14-32. Audit Activities
- 14-33. Contract Management Activities and Contract Authorization
- 14-34. Legislative Compliance Update

Other Business

Ad Hoc Committee for Presidential Performance and Compensation Review

- 14-37. Mr. Hessing asked Mrs. Burks, Mrs. Carnes, and Mr. Sanchez to serve on this committee, with Mrs. Burks serving as chair. He noted that the committee would present its report and any recommendations to the board in February. He asked Dr. Rogers to submit his self-evaluation to the Board of Regents at least three weeks prior to the February board meeting.

President's Report and Discussion

- 14-38. Dr. Rogers presented information on the following topics.

- A. University Dashboard – Dr. Rogers presented the latest MSU Dashboard (see Attachment 1) for the board's review. He stated that MSU and all other state institutions are held accountable for certain performance measures. He noted that while standard reports are required by accrediting agencies, as well as various governmental bodies, universities have also developed individual Dashboards in an effort to focus on specific indicators and targets. In reviewing this document he discussed the following specific areas.
1. Item 2a – First Time Student Retention Rate – the figure for FY 13 was 71% and the target for FY 15 is 75%.
 2. Item 2f – First Time Student Four-Year Graduation Rate – the university's four-year graduation rate has increased from 11.8% in FY 09 to 21.4% in FY 13. Dr. Rogers added that the only students included in these numbers are those who begin at the institution as first-time, full-time freshmen.
 3. Item 2g – First Time Student Six-Year Graduation Rate – the six year rate was 30.6% in 2008 and increased to 44.5% in FY 13. Dr. Rogers noted that he was

pleased with this progress. Dr. Givens asked if the 44.5% included the 21.4% who graduated in four years. Dr. Rogers responded that it did. Dr. Givens expressed his concern that students graduating from high school are not prepared for college.

4. Items 2i and 2j – Certification Exam Pass Rates in Education and Nursing - the first time pass rate on the teacher certification examination is 94% and the first time pass rate in nursing is 83%.
 5. Item 2k – Number of Degrees Awarded to At-Risk Students – 959 of the 1,303 students who graduated from MSU in FY 13 were considered at-risk when they enrolled. Dr. Rogers noted that this was an excellent record.
 6. Item 3c – Student/Faculty Ratio – in 2008 MSU's student to faculty ratio was 19:1 while the current ratio is 16.8 to 1. He noted that while this is a great number for students and faculty, it is difficult to finance. This is a number that will increase as enrollment increases. He added that the administration and board would need to determine the appropriate number of faculty required to maintain a reasonable ratio. Dr. Givens asked how the responsibility of increasing the student to faculty ratio from 16:1 to 19:1 is levied upon the faculty. He noted that a good professor attracts students and asked if this was accounted for in faculty performance reviews. Dr. Rogers responded that all faculty are evaluated by their students each year. Dr. Givens asked if faculty were required to reach a specific target. Dr. Rogers responded that in terms of numbers of students taught, faculty did not have targets to meet. He added that it would not be appropriate owing to the size of the university and the diversity of courses taught. As an example, he noted that when he was a professor he might teach 205 general chemistry students one year and teach only 10 students in thermodynamics the next year. His ratio would vary from semester to semester and year to year. Dr. Rogers added that the university had avoided making drastic cuts in faculty positions during the enrollment decline. He stated that it was important for the university to move toward the 19:1 ratio. Ms. Davis commented that the low student to faculty ratio was a selling point to prospective students. She added that she appreciated the small classes and the one-on-one access the students have to faculty.
 7. Item 3d – Administrative Cost Rate – this is the ratio of the cost of the administration divided by the total budget of the university. Dr. Rogers added that this number has remained at approximately 10% for a number of years.
 8. Item 4b – Total Endowment – Dr. Rogers reported that he was pleased with the growth of the university's endowments from \$44.58 million in 2008 to \$58.4 million in FY 12. He noted that the number for FY 13 was not yet available, but that it would show another increase.
- B. Texas Higher Education Coordinating Board (THECB) Update – Dr. Rogers reported on some of the recent changes in the operation and duties of the THECB. These changes came about following the Sunset Review of the THECB as well as legislative changes that were made during the 2013 session. He stated that the THECB would no longer oversee the building of campus facilities, although the university would

continue to report on space utilization. Additionally, the THECB no longer has the authority to force an institution to discontinue offering academic programs. The responsibility of review of academic programs will now fall solely on the university's Board of Regents. Dr. Rogers added that legislation was also passed that required the THECB to engage in negotiated rulemaking. He stated that he had been asked to serve on the negotiated rulemaking committee dealing with compliance monitoring.

C. Tuition and Fees – Dr. Rogers reported on the legislative requirement that the university offer a guaranteed tuition program beginning in the fall 2014. He asked Dr. Fowlé to talk about this new requirement. Dr. Fowlé reported that beginning in the fall 2014 the university must offer entering students the option of participating in a program of fixed or guaranteed tuition for four years. She stated that there are differing opinions among universities as to whether the legislation requires fixed fees as well. She noted that the University of Texas at Dallas (UTD) currently offers a guaranteed tuition and fee plan in which all students must participate. She added that UTD's tuition and fees are currently the highest in the state. In contrast, the University of Texas at El Paso offers an optional guaranteed tuition and fee program in which few students have elected to participate. Dr. Fowlé reported that it is unclear as to how universities will offer the guaranteed program and what rates will be offered. She noted that the Texas A&M University System is planning to make its program mandatory for all students. She added that Texas A&M University was also planning to offer a differential tuition rate for each academic college. Mr. Hessing stated that offering multiple options will increase the difficulty and cost of keeping up with the appropriate billing for each student. Mr. Engelman asked if students would be required to pay for all four years at one time. Dr. Rogers responded that they would not.

D. Information Technology (IT) Update – Dr. Rogers asked Dr. Clark to provide an update on current IT projects. Dr. Clark reported that the IT area is now fully staffed, following the loss of a key person in the spring and two employees retiring through the Voluntary Separation Program. He noted that a number of projects are being accomplished throughout the campus relating to wireless technology. He reported that work in and around Bridwell Hall, Beawood Hall, and O'Donohoe Hall has been completed. He stated that extensive work was required in the Hardin Administration Building and the Fain Fine Arts Center owing to the structure of the buildings. He added that IT personnel continuously survey the campus to determine any weak wireless locations that need to be addressed.

Dr. Clark noted that work continues to upgrade classroom technology. He noted that upgrades have been completed in the West College of Education and the Dillard College of Business. He stated that eight additional classroom upgrades would be completed during FY 14. He added that 72 computers were replaced in computer labs throughout the campus.

Dr. Clark reported on future needs and concerns. He stated that when the telephone system upgrade was accomplished, adequate space was not available in Memorial Hall for all of the equipment. As a result, some of the equipment remains in the basement of the Hardin Administration Building. Dr. Clark mentioned that a transformer was needed to maintain the telephone system in the event of a power loss.

He added that a new version of the Banner hardware would be in place in 2014 and would require upgrades to the system and a great deal of staff training. He stated that funds were available for the hardware but that staffing issues may need to be addressed during the next budget cycle.

Mr. Bernhardt expressed concern that the visitor's wireless sign-on was not user friendly. He stated that he had to go through three pages before he could log on to the university's wireless on his iPhone. He added that when he was ready to log on, the large banner cut off the space where he could type in his name. He commented that he did not understand why visitors were required to register in order to use the university's internet. Dr. Clark responded that state law requires the university to require a log in. He stated that it was a security issue. Mr. Bernhardt commented that he understood the security requirement, but asked that it be reviewed and simplified if possible. Dr. Clark responded that the IT staff would look into the matter.

Ms. Davis asked if there were any updates scheduled for the portal. She reported that students using the portal from their iPad or iPhone have difficulty getting into the Blackboard or D2L applications. Dr. Clark responded that part of the Banner conversion would require an update for the portal. He added that he would follow up on these challenges.

- E. Admissions Presentation – Dr. Lamb reported that the board had been very supportive of the university's efforts to reach and interact with prospective students. He stated that the presentation would show the board how the Ellucian Recruiter Customer Relationship Module is used to more easily interact and track the large pool of prospective students. He introduced Mr. Brad Borton, Assistant Director of Admissions, to make the presentation. Mr. Borton reported that the Admissions Office had worked with this computer program since May. He noted that prior to this time, if the admissions officers needed a new list of prospective students, assistance would be sought from IT programmers. Through Recruiter, admissions officers can search and develop lists without any outside assistance. Additionally, the program provides an instant snapshot of a student's vital information to include test scores, intended major, biographical information, and the officer assigned to that individual student. Mr. Borton reported that this program allows the Admissions Office to manage territories so that all recruiters share the workload equally. This helps ensure that all prospects are contacted on a regular basis. The Recruiter program also provides information regarding the yield on applications and enrollment from the various regions of the state and nation. Mr. Borton noted that over time, this information will be extremely helpful to the university.

Students are first entered in the Recruiter system as a prospect. The student records are maintained and tracked through Recruiter until the student enrolls, at which time the student's information is moved to the Banner system. Admissions officers can track students' test scores, determine if they have submitted the Free Application for Federal Student Aid (FAFSA), and review contacts with the students. He added that when an admissions officer logs into the system he automatically sees the list of active prospects for which he is responsible. The database currently includes 61,000 prospects.

Mr. Borton stated that he utilizes the Advanced Find feature a great deal. This is the feature that allows him to run reports or put together mailings from his office. He added that Recruiter includes a communication tool called Exact Target. He stated that in the past an admissions officer could send mass e-mails to prospective students but he would have to limit the number he sent at one time. For example, an e-mail to 10,000 students would have to be broken into several e-mails sent to less than 250 students at one time. He noted that it took additional man-hours to monitor the process. Mr. Borton reported that with Recruiter a template can be created and the message can be sent via mail or e-mail. Recruiter provides reports showing how many students open the e-mail, how many delete the e-mail, how many click on hyperlinks within the e-mail, and how many respond to the e-mail. He added that another useful feature that is available allows admissions officers to send e-mails to students when they are on campus for events. Such an e-mail could thank the student for being on campus and also send them a survey to complete. He stated that Recruiter is not only a tool for contacting prospective students, but is also a tool for collecting data. He noted that this data is very important as the Admissions Office works to make the best and most informed decisions. He expressed appreciation to the Board of Regents for approving the funding to purchase this product.

- F. Dr. Rogers reported that Graham Purcell's family had given MSU his papers from the time he was in Congress through the time he was a judge. He stated that the papers were being archived and he expressed his intention that the MSU Press would publish a book on Mr. Purcell and his time in Washington, D.C. He stated that Mr. Purcell had a rich and productive life and that the university was honored that his family chose to give his papers to MSU.

Executive Session

14-39. There being nothing to discuss in executive session, no action was necessary.

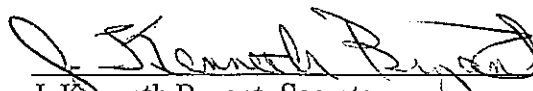
Closing Comments

Mr. Hessing thanked the regents for their participation in the meetings. He reminded the board that graduation would be held December 14 and all regents are invited to participate. He added that the next regular board meetings would be held February 13 and 14.

Adjournment

There being no further business, the meeting was adjourned at 10:25 a.m.

I, J. Kenneth Bryant, the fully appointed and qualified Secretary of the Midwestern State University Board of Regents, 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 8, 2013.


J. Kenneth Bryant, Secretary

ATTACHMENT:

1. MSU Dashboard

Midwestern State University Dashboard Indicator and Projections

Updated for November 2013 Board of Regents Meeting

1. Student Access	Annual Performance					Target
	Base Year (2008-2009)	2011-2012	2012-2013	2013-2014	2014-2015	
1.a. Total Enrollment (Headcount)	6,093	6,182	5,916	5,870	6,050	
2 FTE Enrollment (based on FT +1/3 PT)	4,819	4,850	4,618	4,605	4,646	
1.b. Percent of Students Receiving Pell Grant	24.6%	34.4%	32.30%		40%	
1.c. Number of Community College Transfer Students Enrolled	1,952	2,307	2,237		2,489	
1.d. Percentage of Hispanic students enrolled	9.20%	11.70%	12.30%	13.90%	14%	
1.e. Percentage of African American students enrolled	12.70%	11.50%	12.20%	12.90%	12%	
1.f. Online and Distance Education (courses offered per year)	367	518	637		700	
1.g. Distance Education Only (unduplicated, full year)	966	1,252	1,279		1,481	
2. Student Success	Base Year (2008-2009)	2011-2012	2012-2013	2013-2014	2014-2015	
2.a. First Time Student Retention Rate (First year)	74.90%	68.20%	71.00%	68.28%	75%	
2.b. First Time Student Retention Rate (Second year)	61.00%	54.20%	54.18%	56.40%	61%	
2.c. Transfer Student Retention Rate (First Year)	73.10%	69.40%	67.60%	68.30%	75%	
2.d. Course Completion Rate (Fall)	94.80%	95.20%	96.10%		96%	
2.e. Degree Efficiency Attainment ((AA*2+BA*4)/Fall FTE)	92.61%	96.04%	95.82%		96%	
2.f. First Time Student Graduation Rate (Four Year, Based on 4 year Cohort)	11.80%	17.60%	21.39%		24%	
2.g. First Time Student Graduation Rate (Six Year)	30.60%	40.03%	44.49%		47%	
2.h. Transfer Student Graduation Rate (Four Year)	50.80%	45.60%	49.03%		50%	
2.i. Pass Rate on Certification Exam - Education	87.60%	89.90%	94.00%		91%	
2.j. Pass Rate on Certification Exam - Nursing	73.48%	82.90%	83.57%		90%	
2.k. Number of Degrees Awarded to At-Risk Students	814	851	959		885	
2.l. Number of Degrees Awarded in STEM Fields	91	82	102		90	
2.m. Number of Degrees Awarded in Health Science Fields	371	395	428		414	
2.n. Total Degrees Awarded (Total)	1,220	1,339	1,303		1,451	
3. Operational Effectiveness	Base Year (2008-2009)	2011-2012	2012-2013	2013-2014	2014-2015	
3.a. State Appropriations per FTE Student	\$4,934.68	\$4,368.39	\$4,581.03			
3.b. Total Expenditures per FTE Student	\$15,860.17	\$17,485.43	\$19,308.83			
3.c. Student /Faculty Ratio (Using CDS FTE/Faculty FTE for Fall)	19.0	17.5	16.8		19	
3.d. Administrative Cost Rate (as percent of operating budget)	10.33%	9.10%	10.44%		9%	
3.e. Average SCH to Bachelor's degree (reported by CB, stopped in 2012)	146.87	145.25	145		143	
3.f. Average Semester to Bachelor's degree (From CB - 2012)	10.75	10.60	9.90		10	
4. Competitive Resources	Base Year (2008-2009)	2011-2012	2012-2013	2013-2014	2014-2015	
4.a. Total Annual Giving (AFR reported)	\$14,010,481	\$11,943,187	\$9,749,807		\$8,000,000	
4.b. Total Endowment (university-held, Foundation, Charitable Trust)	\$44,588,397	\$58,450,539	\$62,297,156		\$65,000,000	
4.c. Alumni Giving Rate	8%	5.50%	6.60%		6.5%	

*Gray shaded areas will not be updated until the end of the fiscal year.