

**MINUTES
MIDWESTERN STATE UNIVERSITY
BOARD OF REGENTS**

August 7, 2014

The Board of Regents, Midwestern State University, met in regular session in the J. S. Bridwell Board Room of the Hardin Administration Building at 9:00 a.m., August 7, 2014. Regents in attendance were Mr. Shawn Hessing, Chairman; Mr. Mike Bernhardt, Vice Chairman; Mr. Kenny Bryant, Secretary; Ms. Tiffany Burks; Mr. R. Caven Crosnoe; Dr. Lynwood Givens; Mr. Jeff Gregg; Ms. Nancy Marks; Mr. Sam Sanchez; and Student Regent Jesse Brown.

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. Bob 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. Matthew 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; Mr. Mike Taylor, Internal Auditor; Ms. Dawn Fisher, Director of Human Resources; Mr. Chris Stovall, 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. Also attending the meeting were campus planners, Mr. Doug Abraham and Mr. Chris Rice. Representing the Student Government Association (SGA) was President Rebecca Stogner. Representing the news media was Ms. Ann Work, reporter for the *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 new Student Regent Jesse Brown and asked him to tell the board about himself. Mr. Brown stated that he is a junior at MSU and is double majoring in criminal justice and business. He graduated from Alvord High School. During his time at MSU he has been a Supplemental Instructor and is also a two term president of the MSU Kappa Alpha Order. Mr. Hessing indicated that the board looked forward to working with him and welcomed him to service on the Board of Regents.

Mr. Hessing stated that the meeting was being streamed live on the internet and asked everyone to silence their cell phones. He asked everyone to be aware that side discussions around the table or the room are distracting as the microphones are highly sensitive.

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

14-129. Mr. Hessing stated that this item provided an opportunity for the board to discuss issues and trends in higher education. He indicated that he did not have anything in particular to discuss at this time. Dr. Rogers commented that in all of his years in higher education he had not seen a time when higher education was under more scrutiny than now for reasons such as student safety, the efficiency with which campuses are run, how courses are delivered, and the cost of higher education.

Resolution of Appreciation

14-130. Mr. Hessing noted that a copy of a resolution of appreciation for Shelby Davis was previously sent to each board member for review. Mr. Bernhardt moved approval of this resolution as presented. Mrs. Marks seconded the motion and it was approved (see Attachment 1). Mr. Hessing thanked Ms. Davis for her service to the Board of Regents and the university as Student Regent.

Board of Regents Executive Committee Member-At-Large Election

14-131. Mr. Hessing reported that in May he appointed a nominating committee to recommend an individual to serve as a member-at-large of the Executive Committee. He asked Mr. Bernhardt to present the committee's report. Mr. Bernhardt reported that the nominating committee consisting of Mrs. Burks, Mr. Gregg, and himself met to bring the board a nominee for the vacant position on the Executive Committee. On behalf of the committee, he recommended Tiffany Burks be elected to the position. Mr. Gregg seconded the motion and the motion was approved, with Mrs. Burks abstaining from the vote.

Campus Facilities Implementation Plan

14-132. Mr. Hessing reported that master planners Chris Rice and Doug Abraham had worked during the last 10 months to help the university develop a guide for campus development. He noted that the report that would be presented was the result of this work with the campus community. He stated that the board would be asked to approve some of the short-term projects. Additionally, longer-term ideas and concepts would be presented for information and discussion.

Dr. Rogers stated that he and members of the administration had reviewed the master planners' presentation and indicated his hope that the board would find it useful, informative, and exciting. He presented his opinion that this plan accomplished the institution's initial, short-term goals regarding the need for student housing and the capital construction project to recommend to the legislature. The board previously authorized the administration to pursue legislative funding for new facilities for the College of Health Sciences and Human Services. He stated that the board would be asked to consider an action item later in the day regarding the need for additional on-

campus student housing. Dr. Rogers mentioned another benefit of the campus plan study was the recommendation of the planners regarding closing streets, moving sidewalks, moving parking lots, and adding campus landscaping that will enhance the beauty and convenience of the campus.

Dr. Rogers noted that this plan will need to be discussed with faculty, staff, and students, and that the board will receive regular reports and updates. He added that later in the meeting Dr. Clark would present the university's Strategic and Action Plan. He commented that the Strategic Plan would address everything from projected growth and new academic programs, to the overall needs of the faculty, staff, and students. He added that the administration would need to crosswalk from the Strategic Plan to this Campus Facilities Plan. This coordination between the plans will allow the building of facilities that are needed to accomplish the goals and strategies that are included in the Strategic Plan.

Dr. Rogers reported that the administration would develop a "Top Ten List" for the university. He stated that this list would include academic needs which will affect decisions regarding existing buildings and laboratories. He noted that this would be a good exercise for the administration to go through and that the list would hopefully be complete in November.

Dr. Rogers stated that prior to Mr. Rice's portion of the presentation, Dr. Lamb would discuss enrollment projections and Dr. Stewart would discuss some of the new academic programs that are being considered (see Attachment 2).

Dr. Lamb presented a slide regarding enrollment (Slide 3). This information showed the increase in beginning freshmen and transfer students in the fall 2013 and the anticipated numbers for the fall 2014. The percentage of students in campus housing was shown to have increased to 41% of full-time undergraduate students in the fall 2014. The data projected enrollment of 7,000 students by the fall of 2022, with 46% of full-time undergraduates living in campus housing. He noted that future plans for the university should meet the needs of a residential campus. Mr. Hessing asked how many beds were currently on campus. Dr. Lamb responded that there are 1,320 beds and it appears the university will be short by up to 300 during the fall 2014. Mr. Hessing commented that 800 additional beds would be needed by the fall of 2022.

Dr. Stewart stated that while enrollment in the health sciences programs would continue to increase, the growth would not be in isolation. She stated that this growth would cause an increased demand in all of the general education core courses that would be needed to support these students. She added that the university should look at interdisciplinary programs of study. Dr. Stewart shared ideas for possible future academic programs (Slides 4-6). Dr. Stewart added that the deans would like to see a centralized Student Learning Center that would house academic support services for MSU students, such as the Writing Center and tutoring activities. She stated that MSU is recruiting and hiring highly qualified faculty who hold terminal degrees from some of the most prestigious universities in the nation. She indicated that she would like to give

the faculty an opportunity to help shape the future of the academic programs at MSU. Mr. Hessing asked how much of the new programming could be done online. He indicated interest in MSU taking its academic offerings to the next level online. Dr. Rogers responded that some of the new programs would likely be carried to distance students. He added his philosophy that distance education programs should be those that can be delivered effectively online and those that will be offered to experienced learners. Dr. Clark added that he is continually talking with Dr. Stewart to see what courses are feasible for online offerings and what kind of support services are needed for distance education offerings. Dr. Rogers added that MSU's adult completion program is now available completely online.

Mr. Hessing noted that as a part of the "Top Ten List" he wanted to see where funds would be spent. He added that if, for example, the information technology infrastructure is not capable of carrying additional online content, the infrastructure should be upgraded. He stated that the "Top Ten List" would aid the university in determining where major funds will be needed during the next five or more years. He indicated that he wanted to see what the cost would be by category. In this way the administration and board can ensure that funds are being spent most effectively.

Dr. Givens asked if Dr. Stewart's list was in priority order. Dr. Stewart responded that it was not. Dr. Givens asked if they would be prioritized according to student interest or other factors. Dr. Stewart responded that student interest would be taken into consideration and noted that the programs mentioned are currently being offered successfully at other universities. She added that today's high school graduates are looking for more specific majors and fields of study.

Mr. Rice then discussed the remainder of the presentation. He reviewed the 2014 timetable (Slides 7-8) and thanked the administration and the board for trusting him and Mr. Abraham with this project. He reported that their contract with the university would end following this meeting. He added that he and Mr. Abraham started a new company, Vispiro (see [Attachment 3](#)). Mr. Rice reviewed the projects underway and the broad goals and vision of the campus plan (Slides 9-11).

Mr. Rice reviewed the Near-Term Implementation Plan (Slides 12-15) to include a new residence hall, landscaping southwest of the Clark Student Center, and the new College of Health Sciences and Human Services (HSHS) buildings. He reported that the board would be asked to approve the residence hall project and site later in the meeting. He added that the landscaping project would be underway during the fall semester and would be complete by the spring semester. He noted that the administration would not know if legislative funding is approved for the HSHS buildings until the conclusion of the legislative session.

Mr. Rice then reviewed the Long-term University Growth Plan (Slides 16-22). This growth plan included the following: academic needs, additional campus housing, expanded dining and student center, possible new facilities services building, athletics and recreation turf fields, shifting parking to the perimeter of campus, and the possible

needed expansion of the Central Plant. Slide 17 indicated the academic priorities beyond HSHS as an expansion of Bolin, a new area for mass communication, the West College of Education moving into Bridwell Hall following the construction of the new HSHS building, and the expansion of the Central Plant with the addition of housing and the HSHS building. He indicated that it would be beneficial to hire an expert to look at the central plant, the tunnel, and redundancy of these systems. He added that consideration might be given to placing a secondary plant at another location on campus.

Mr. Rice reported that with the next phase of additional housing there would be multiple options for locations. He added that with another phase of housing, additional dining space would be critical. The plan offered the current Daniel Building as a possible location for dining, although that would require moving all of the Physical Plant operation to another location. He noted that this plan would move the Physical Plant operation to the site that is now occupied by the Interfraternity Commons (Slide 21). Mr. Rice commented that with such a move the Daniel Building could be eventually converted into a new Student Center and Dining Hall (Slide 22).

Beginning with Slide 23, Mr. Rice discussed parking options. The presentation included the amount of land that would be covered by surface parking given the assumptions for new construction and growth. The second option, beginning on Slide 32, included two parking garages as opposed to surface parking. The first garage would be placed on the current soccer field site and would require moving the soccer field to south campus. A second garage could be placed in the parking lot south of Bolin Science Hall. He noted that the second parking garage would not likely be needed until additional housing was added in the longer term. He added that the two parking garages would add 2,550 spaces.

Slide 36 and beyond showed possible future campus developments. These developments include moving tennis to the area east of Sikes House, adding a turf field west of the Coliseum, adding housing on either side of the first parking garage, and, eventually, moving the softball stadium to the south campus to provide space for additional housing, parking, or green space, depending on the need. Mr. Rice noted that as the university grows there would eventually need to be an addition to the Wellness Center and noted that a placeholder for such addition was included in the plan. Slide 41 showed that there would be adequate space for a 10,000 seat football stadium on campus and Slide 42 showed the sites that would be opened on the main campus for future academic growth.

Slide 45 presented the next steps in the process to include continued work with the Academic Strategic Plan, growth and programming; campus and community engagement through discussions and workshops; and defining potential funding mechanisms for each of the project. Mr. Rice added his recommendation of the four things the university should include as work continues toward a comprehensive master plan (Slide 46): Greek Life/Greek Village Program and Site Concept; an overall study and plan for civil & IT/Infrastructure (central plan and IT expansion); architectural

guidelines document; and a landscaping master plan & guidelines document that ties back to water usage, planting materials, paving materials, trash cans, benches, lights, etc.

Recess

The meeting recessed at 10:20 a.m. The open meeting resumed at 10:35 a.m.

Mr. Gregg indicated that he liked the garage concept because it is more space efficient. He noted that while the board had previously discussed the possibility of putting a baseball stadium on campus, a stadium was not included in this plan. Dr. Rogers stated that the board would have a discussion of a land gift later in the meeting that would relate to the possibility of MSU offering baseball in the future. He indicated that in looking at baseball it became very apparent that a stadium would take a lot of space. He noted that there is a good possibility that there is a location within a few miles of the campus where a baseball stadium could be built at some point in the future. Mr. Hessing asked if it was safe to say that the institution had not given up on the idea of baseball. Dr. Rogers responded that he has not given up on baseball.

Dr. Givens indicated his thinking that a football stadium would be a way to increase enrollment and asked why it was the last item added to the campus plan. Mr. Rice responded that certain things would have to happen before a stadium could be built; the tennis courts would have to move and the practice fields that are now oriented east-west would have to be moved. He added, however, that a stadium could be built relatively quickly if the funds were available. Mr. Hessing added that everything in the plan after the near-term could be phased in as the administration and board determine best.

Mrs. Burks asked how the decision was made in determining possible locations for the parking garages. She noted that in previous discussions it was mentioned that garages would more than likely be placed closer to the perimeter of the campus. Mr. Rice responded that the larger garage was placed on the soccer field site so that a majority of the garage could accommodate residential students. He added that the larger garage could either be placed on the site of the current soccer field or the current softball field. He noted that the softball field was on the edge of the main campus but would be farther from the residence halls. The second garage is on the edge of campus but would be a smaller garage. Dr. Rogers stated that a decision on parking would be affected by whether or not the university receives funding from the legislature for a HSHS building. He added that in the meantime the administration would develop a parking plan that would likely give individuals parking options. Individuals wanting to park closer to the interior of the campus would pay a larger fee. Mrs. Burks asked if the two recommended locations were the most aesthetically pleasing locations that are also convenient for the students. Dr. Rogers stated that he had always assumed that the lot between Bolin and Ligon would someday be a parking garage. He added that he had also always thought it would be a bricked parking garage that would look like the other university buildings. He noted that he did not want to build anything that would take away from the beauty of the campus, but noted that the construction of a bricked parking garage might be cost prohibitive. Mrs. Marks asked about the height of a parking garage. Mr. Rice responded that it would be a five story garage, with each level being ten feet tall. Dr. Rogers added

that the only thing he would dislike more than an unattractive garage would be having surface parking for thousands of cars.

Mr. Hessing stated that the plan is still in the development stage and the matter will continue to be studied and discussed. Mrs. Marks remarked that she was concerned that a parking garage off of Taft Boulevard would not be aesthetically pleasing. Mr. Rice responded that it could be designed so that it did not look like a parking garage.

Mr. Carr asked if the plan included a welcome center. Mr. Rice responded that there had been discussion regarding the possibility of turning Hardin South into a welcome center. Dr. Rogers indicated his support of using Hardin South in such a way. He noted that if the College of Education were to move Bridwell Hall, the administrative offices that are currently housed in Hardin South could possibly be moved to Ferguson Hall.

Mr. Sanchez asked if the infrastructure needs should be addressed before new facilities are built. Mr. Rice responded that a campus wide study of information technology, steam, and power should be a priority. He added that since the university had a tunnel system it would make expanding the infrastructure of the campus much easier.

Mrs. Burks asked if the administration had received student input regarding the plan. Dr. Rogers responded that one presentation was made to students earlier in the year. He added that during the next year similar presentations would be made to various campus groups to keep them informed and receive their input.

Mr. Rice shared an example of something that happened on another campus. He noted that although a plan was in place architects did not utilize the plan when recommending locations for new facilities. The grid of the campus was not followed and the placement of the building adversely affected the development of the overall master plan. He indicated it was important for the board and administration to be committed to the plan.

Mr. Hessing stated that the administration had requested authorization to continue the development of this plan. He asked for a motion in this regard. Mr. Bernhardt moved approval and Dr. Givens seconded the motion.

Mr. Gregg asked what action was needed to reemploy Mr. Rice and Mr. Abraham. Dr. Fowlé responded that the administration was planning to contract with several architects for small and ad hoc projects. Mr. Rice and Mr. Abraham, through Vispiro, have submitted credentials as part of the process. She indicated that she would like to work with them to determine what would be needed during the next couple of years and bring the board a proposal. Mr. Hessing asked that additional information and a recommendation be provided in November.

The motion was approved unanimously. Mr. Hessing thanked Mr. Rice and Mr. Abraham for their work.

Naming Opportunities

14-133. Dr. Farrell presented the following recommendations on behalf of the administration.

- A. Naming the “Dr. Billie Doris McAda Graduate School” in recognition of Dr. McAda’s recent gift of \$2,047,926 and 30% of her estate upon her passing. He noted that \$1,797,926 has been placed in an endowment and the remaining \$250,000 will be available for immediate use for marketing, promotional purposes, scholarships, enrollment support, and expenditures related to and benefitting the McAda Graduate School.
- B. Naming the “Kimbell School of Geosciences” in honor of Mr. David Kimbell and in recognition of an endowment gift totaling \$1 million made by his family. Income from the endowment will be used for scholarships, equipment, curriculum development, and other expenditures related to and benefitting the Kimbell School of Geosciences.
- C. Naming Room 175 in the Dillard College of Business Administration Building the “Al Guinn Classroom,” in recognition of Mr. Guinn’s contributions to the university.
- D. Naming Room 133 in the Dillard College of Business Administration Building the “Carroll Laing Classroom,” in recognition of Mr. Laing’s contributions to MSU.
- E. Naming Room 133 in the McCoy Engineering Hall the “Peyton Carnes Conference Room,” in recognition of Mr. Carnes’ generosity to the McCoy School of Engineering.
- F. Naming Room 131 in the McCoy Engineering Hall the “Vordenbaum Family Classroom,” to thank Mr. Maxie Vordenbaum for his many contributions to the university.

Dr. Rogers indicated his support of this action. Mrs. Burks moved approval of this item as presented. Mr. Gregg seconded the motion and it was approved.

Executive Session

Mr. Hessing reported that the next items would be discussed later in the day.

Recess

The meeting recessed at 11:20 a.m.

Executive Session

Mr. Hessing announced that the Board of Regents would go into closed session as allowed by Texas Government Code Chapter 551, Sections 071, 072, 073, and 074 to consider Items 14-134 (Real Property), 14-135 (Gifts or Donations), 14-136 (Presidential Search), 14-137a (Consultation with Attorney), and 14-167 (Operating Budget). The closed session began at 4:45 p.m. Mr. Hessing, Mr. Bernhardt, Mr. Bryant, Mrs. Burks, Mr. Crosnoe, Dr. Givens, Mr. Gregg,

Farrell, Dr. Clark, Mr. Owen, Mr. Park, Mr. Taylor, Mr. Macha, and Ms. Barrow remained for the discussion.

Open Meeting Resumes

The closed session ended at 5:50 p.m. with an announcement by Mr. Hessing that no action was taken during the Executive Session. The open meeting resumed at 5:52 p.m.

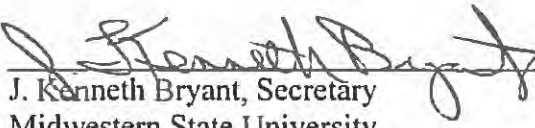
Prospective Gift or Donation

14-135. Mr. Bryant moved that the Board of Regents accept the gift of a 2.88-acre tract of vacant land located at the southwest corner of Henry S. Grace Freeway and Midwestern Parkway from the North Texas Surgi-Center Group. Mr. Bernhardt seconded the motion and it was approved.

Adjournment

The committee of the whole meeting adjourned at 5:53 p.m. with no additional action taken.

Reviewed for submission:


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

ATTACHMENTS:

1. Resolution of Appreciation – Shelby Davis
2. Campus Master Plan Power Point Presentation
3. Vispiro Information

MIDWESTERN STATE UNIVERSITY RESOLUTION OF APPRECIATION

August 7, 2014

WHEREAS, Shelby Davis was appointed by Texas Governor Rick Perry to serve as MSU Student Regent, the highest position to which a student can be appointed while enrolled in Texas public higher education, and

WHEREAS, Ms. Davis served in this position with distinction from June 1, 2013, until May 31, 2014, and

WHEREAS, she represented the students of Midwestern State University admirably and provided input in discussions regarding key issues in higher education and in decisions affecting the future of the university,

NOW, THEREFORE, BE IT RESOLVED that the members of the Board of Regents and President of Midwestern State University hereby express their most sincere appreciation to Shelby Davis for her service, and

BE IT FURTHER RESOLVED that this Resolution be made a part of the permanent minutes of this Board and that a copy be presented to Ms. Davis as a token of the university's gratitude and appreciation.


Shawn Hessing, Chairman


Michael Bernhardt, Vice Chairman


J. Kenneth Bryant, Secretary


Tiffany Burks


R. Caven Crosnoe


F. Lynwood Givens


Jeff Gregg


Nancy Marks


Samuel M. Sanchez


Jesse Brown, Student Regent


Jesse W. Rogers, President





Midwestern State University

Campus Facilities Implementation Plan Board of Regents Meeting August 7, 2014



Today's Agenda

1. Overview (Dr. Rogers)
2. MSU Enrollment Trends (Dr. Lamb)
3. Possible New & Expanded Academic Programs (Dr. Stewart)
4. Planning Schedule
5. Projects Underway
6. Goals & Vision
7. Near-Term Implementation Plan
8. Long-Term University Growth
9. Parking Options
10. Next Steps

MSU Enrollment Trends

- Fall 2012 (5,916)
 - 612 BFR
 - 515 transfer
 - 1,196 housing
 - 31.15% full-time undergraduates live in housing
- Fall 2013 (5,870)
 - 817 BFR
 - 527 transfer
 - 1,413 housing
 - 36% full time undergraduates live in housing
- Fall 2014 (5,975 *projected*)
 - 825 BFR
 - 535 transfer
 - 1,560 housing
 - 41% full-time undergraduates live in housing
- 7,000 students by fall 2022
 - 2,093 in housing
 - 46% of FT undergraduate students



Possible New and Expanded Academic Programs

- Enrollment in Health Sciences Programs will continue to increase
- Interdisciplinary programs of study will increase
- Focus will remain on STEM disciplines

Possible Academic Programs

- Health Informatics
- Expanded MBA Program
 - Energy Management
 - Accounting
 - Healthcare Administration
- Bilingual Education
- Joint Program in International Studies and Business
- Master's in Liberal Arts

Possible Academic Programs

- Science, Technology, Engineering and Mathematics (STEM) focus
- Petroleum Geology (BS and MS)
- Mechanical Engineering (MS)
- Expansion of Computer Science Program
- Molecular Sciences
 - Bioinformatics
 - Genomics
 - Proteomics
 - Computational Chemistry
 - Neuroscience

Planning Schedule



Planning Schedule



Projects Underway

- a. 2015 capital construction funding request for new College of Health Sciences & Human Services building
- b. Moffett Library study - underway
- c. Football coaches offices in West Campus Annex – fall construction
- d. Sunwatcher Plaza/Mustangs Walk – open December, 2014
- e. Student housing – action item on today's agenda
- f. Parking Master Plan Study complete

Our Goals

- Create an implementation plan for our most critical projects over the next five years
- Establish a phasing plan so that every dollar we spend will pave the road for future projects while building on previous decisions
- Accommodate university growth while housing 30% of our students on campus
- Create a safe and pedestrian-friendly campus
- Become one of the most beautiful public liberal arts campuses in the country
- Maintain parking availability levels as the university community grows



The Vision Plan

- Continue to build on MSU's existing architectural style
- Create a pedestrian-friendly environment that is organized around an accessible network of open spaces and service zones
- Establish building edges that reinforce the pedestrian, open-space corridors
- Reduce the number of surface parking lots and streets that are located in the core of campus



Near-term Implementation Plan

Existing Campus



Phase 1 - Residence Hall: 450 Beds



- Residence Hall to be located on Killingsworth parking lot
- Landscape plan to include connection to east/west "Sunwatcher Path" from Sunwatcher Village to Moffett Library & Bolin Hall.

Health Sciences & Human Services Building



- HSHS to be located on Prothro-Yeager parking lot
- HSHS Annex located west of Ligon to house Athletic Training & Exercise Physiology



Long-term University Growth

University Growth



- Academic needs
- 450 more beds in on-campus housing
- Expanded dining & student center
- Athletic & recreation turf fields
- Shift parking to perimeter of campus
- Expansion of Central Plant

Academic Growth



- Bolin – Science and Mathematics
- Fain Fine Arts – Mass Communication
- Education – Moves into Bridwell
- Expansion of Central Plant

Housing Goal: 30% of Student Population Living On Campus



- Phase 2 residence hall: West Campus Annex = 450 beds
- Additional student residents results in insufficient dining capacity

Facilities Services/Purchasing Building



- In order to use Daniel for a new dining hall and student center a new location must be found for Facilities Services and Purchasing

Facilities Services/Purchasing Building

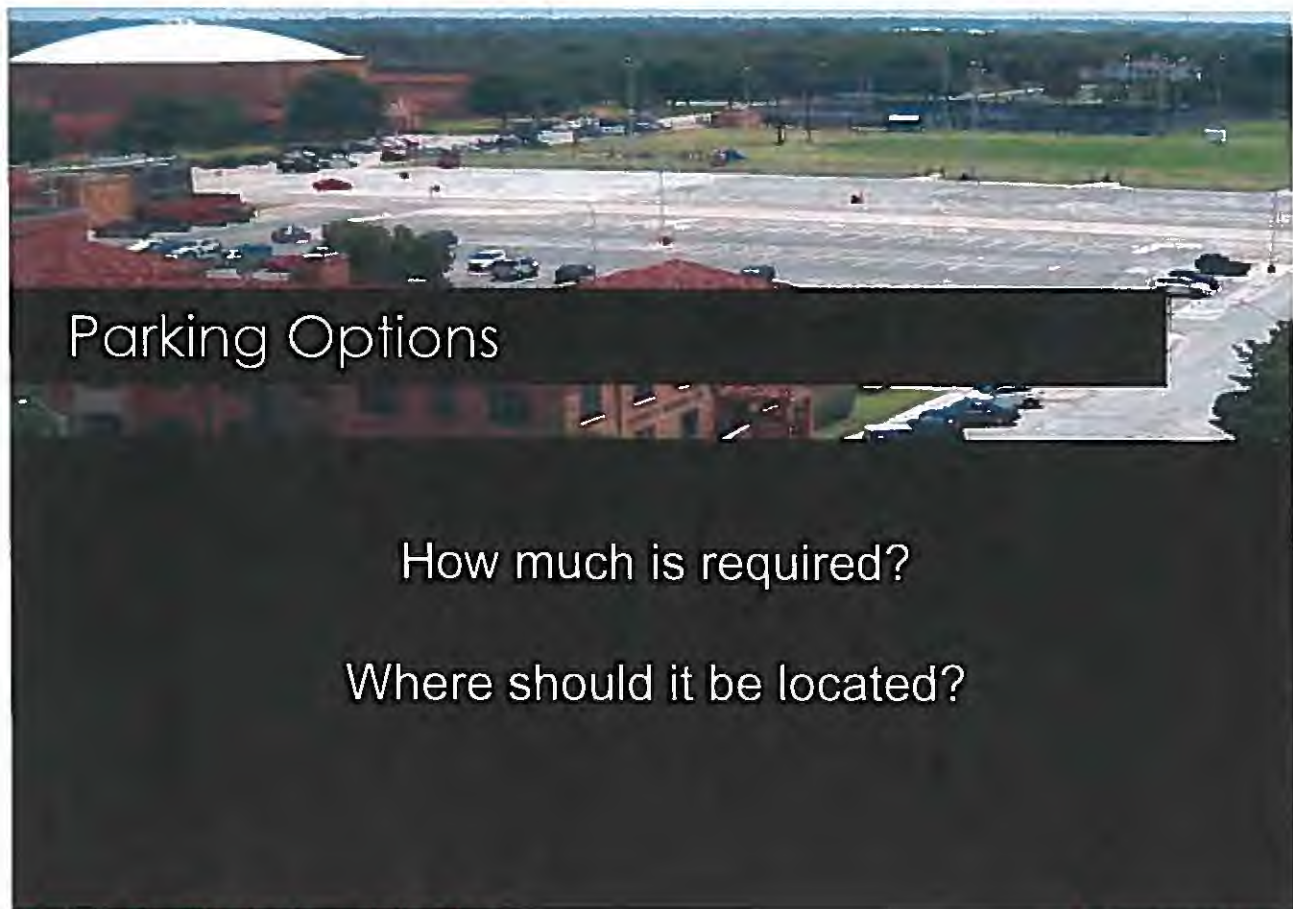


- Facilities Services/Purchasing to be located on the current Interfraternity Commons site
- Service yard & loading dock required west of building

Convert Daniel Building to Dining Hall/Student Center



- Existing Daniel becomes dining facility
- The addition becomes meeting spaces, ballrooms, bookstore, and student life space
- Closure of Comanche Trail (w/ Daniel)
- Possible closures of other streets



Parking Options

How much is required?

Where should it be located?

Campus Facilities Implementation Plan
August 7, 2014



Parking Displaced and Added by Projects



Mustangs Walk.....	Lose 38 spaces
Bolin addition.....	Lose 42 spaces
HSBS Building – Lot #3 & #6.....	Lose 313 spaces
Ph. 1 & 2 Res. Hall – Lot #14.....	Lose 220 spaces
Add 0.8 of 900 students	Add 720 spaces

= 1,333 SPACES

Parking Required Based on Growth Projections



Total parking required = 1,333
+
Commuter and Faculty/Staff Growth = 527
= 1,860 SPACES

Long-Term Plan



Previous Question....

- How much parking is required?..... 1,860 spaces will be required
- Where should it be located?..... Surface or garage?



Option 1: Surface Parking

....How can we provide parking for the least amount of money?

....What is the long-term effect?

Campus Facilities Implementation Plan
August 7, 2014



Option 1: Surface Parking



How much area will surface parking for 1,860 spaces occupy and where?

Option 1: Surface Parking



Will need to add 1,860 parking spaces
or
13 acres of surface parking

Option 1: Campus Parking Diagram



Total campus parking = 5,073 spaces
or
35 acres

Option 1: Long-Range Plan

1. 900 beds housing (Phase 1 & 2)
2. Health Sciences & Human Services building
3. New student center in Daniel Building
4. Facilities Services/Purchasing building
5. Addition to Bolin
6. Addition to Fain Fine Arts
7. Central Plant expansion
8. Landscape projects:
 - Mustangs Walk – Nocona to Student Center
 - Closure of Comanche
 - Closure of Council
 - Closure of Nocona
 - Closure of some parking lots

■ RESIDENTIAL / STUDENT LIFE
■ ACADEMIC
■ CAMPUS SUPPORT
■ ATHLETIC & RECREATION



Option 2: Parking Garage

....How do we plan for the future,
accomplish our goals,
and provide adequate parking for the
future growth of the campus?

Option 2: Parking Garage



- Bolin – Science and Mathematics
- Fain Fine Arts – Mass Communication
- Education – moves into Bridwell
- Daniel converted to dining/student center
- New Facilities Services/Purchasing building
- HSHS building
- Phase 1 – 450 beds residence hall

Move Soccer Stadium to South Campus



- Move soccer stadium to make room for future parking on existing stadium site
- Re-orient current soccer practice field

Future Need for Parking Garages



- #1 – needed w/900 beds & HSHS
- #2 – long-term: needed w/additional 900 beds & campus growth

- #1 - Soccer site garage = 1,600
 - #2 - Bolin lot garage = 950
- Total in garages = 2,550

Allows for 37% growth beyond projected 1,860

Move Tennis and Build Football Turf Field



- Build 12-court tennis facility
- Additional turf field
- New turf football field
- Maintain old football practice field for student recreation, band practice & open play
- Provide free play area

Phase 2 – Residence Hall: 450 Beds



- Residence halls to be located on both sides of parking garage
- East building site will extend Mustangs Walk south of Nocona Street

Move Softball Stadium to South Campus



- Build softball stadium on South Campus
- Create Athletic and South Campus Recreation Complex

Phase 3 & 4 Housing



- Phase 3 = 360 Beds
- Phase 4 = 400 Beds
- Additional open space for informal recreation

Wellness Center Expansion



- Addition of more than 1,660 students living on campus
- Increased enrollment
- Increased faculty and staff
- Wellness Center will need to expand

Mustangs Football Stadium



- Creates eastern edge of Mustangs Walk

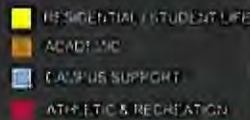
Future Academic Building Sites



- Remove Clark Student Center
- Remove Ferguson, Memorial & Fain Hall
- Remove Counseling, McGaha, McCullough, Paint Shop & Marchman

Option 2: Long-Range Plan

1. 900 beds housing (Phase 1 & 2)
2. Health Sciences & Human Services building
3. New student center in Daniel Building
4. Facilities Services/Purchasing building
5. Addition to Bolin
6. Addition to Fair Fine Arts
7. Central Plant expansion
8. Landscape projects:
 - Mustangs Walk - Nocona to Student Center
 - Closure of Comanche
 - Closure of Council
 - Closure of Nocona
 - Closure of some parking lots
9. Parking garages (2)
10. New soccer stadium
11. New turf fields (2)
12. New tennis facility
13. New softball stadium
14. Addition to Wellness Center
15. Football stadium
16. 760 additional beds
17. Future expansion space for academic facilities



Option 1: Surface Parking



Option 2: Garage Parking



10. Continued Planning Efforts and Questions

- Academic Strategic Plan, growth projections & programming
- Campus & community engagement: discussion workshops
- Define potential funding mechanisms for each project

10. NEXT STEPS:

Working toward a Comprehensive Master Plan

- Greek Life / Greek Village Program and Site Concept
- MEP, Civil & IT / Infrastructure
(Central Plant & IT expansion)
- Architectural Guidelines Document
- Landscape Master Plan & Guidelines Document

Option 1: Surface Parking



Option 2: Garage Parking





Overview:

VisSpiro Strategies is a planning and programming firm that focuses on providing strategic master planning and implementation services for owners of all types and consulting firms who need to bolster their in-house specialties for planning.

Our History:

Established early in 2014, VisSpiro Strategies was started by two professional planners, Christopher Rice and Douglas Abraham whose combined 50 years of experience provides our clients with decades of research in master planning strategies and programming trends with over 250 projects with 112 different clients throughout Texas, across the Nation and Internationally.

Our Name:

The name VisSpiro is derived out of the desire to create a memorable brand that reflects holistically what we believe our collaborative efforts with our clients reveal. We believe in our ability to quickly analyze our client's strengths and weaknesses and to visualize what others cannot see as opportunities to build a **VISIONARY** and implementable strategic plan. Only then can we become trusted **ADVISORS** that **INSPIRE** our clients to visualize the future and comprehend the possibilities for how their goals can be achieved in a deliberate manner. For all of these reasons we call ourselves VisSpiro Strategies, meaning Visionary Strategic Advisors, which stems from two Latin roots:

vis— {to see}; advise, envision

|| L *vī*visio : to contemplate, to look at carefully

spiro— {breath, life, soul}; aspire, inspire, inspiration

|| L *spī*ritus : Visionary advisor

Our Philosophy:

Our goal is to provide strategic planning and programming services by carefully evaluating the client's needs, comparing their existing goals, establishing long-range objectives for growth. By advising them on national trends, and working together with our clients, we inspire a united vision and ultimately assist with the implementation of their most immediate needs while maintaining an eye on their longer-range goals.

In order to be Visionaries for our clients, there are four critical elements that we believe we provide our clients. First, **HINDSIGHT** allows us to understanding our client's historical past and what circumstances brought them to their current condition. Second is to have **SIGHT** where we can see and evaluate everything that surrounds the existing conditions. The third element that allows us to create this vision is **FORESIGHT**. To visualize the future possibilities and the aspirations of our clients is critical to our process. Finally, and most important is **INSIGHT**, which connects hindsight, sight and foresight in order to create a holistic VISION for our clients.

"More than anything else, Vision requires insight, allowing you to analyze past and present, predict future possibilities, and then develop strategies and tactics to execute the dream." - Brent Taylor

Due to their combined fifty years of experience, Mr. Rice and Mr. Abraham have a collective knowledge and extensive database of information that provides VisSpiro Strategies with a tremendous depth of insight in the planning arena. Our experiences and research allows us to be vision-casters by painting compelling stories for our clients and developing strategies for how we can help them execute their dream.

PROJECT EXPERIENCE

HIGHER EDUCATION

- Arizona State University-Tempe Campus Master Plan
- Arizona State University-Downtown Phoenix Campus Master Plan
- Arizona State University-Polytechnic Campus Master Plan
- Arizona State University-West Campus Master Plan
- Austin Community College-Round Rock Campus Master Plan
- Baldwin-Wallace College Master Plan
- Case University Master Plan
- Dallas Baptist University Master Plan
- Duke University Central Campus Plan
- Eckerd College Campus Master Plan
- Eckerd College Housing Master Plan
- Emory University Woodruff Health Science Center Master Plan
- Emory Crawford Long Hospital Master Plan
- Franklin & Marshall College Master Plan
- Lamar University Engineering Complex Program & Plan
- Lamar University Music Building Program & Plan
- MedCentral College of Nursing Campus Master Plan and Program
- Midwestern State University Campus Implementation Plan
- Millsaps College Master Plan
- Mount Saint Mary's University Master Plan
- Oglethorpe University Master Plan
- Old Dominion University Master Plan
- Research Valley Biocorridor Master Plan
- Sam Houston State University College of Humanities Program
- Sam Houston State University Residential Dining Facility Program & Plan
- South Texas College Pre-Bond Programming & Planning
- Texas A&M University-Corpus Christi Momentum Campus Master Plan
- Texas A&M University-Corpus Christi Campus Master Plan
- Texas A&M University-Kingsville Campus Master Plan
- Texas A&M University-Kingsville College Town Study
- Texas Medical Center Master Plan
- Texas State Technical College-Harlingen Campus Master Plan
- Texas State Technical College-Harlingen University Articulation Center Program
- Texas State University Round Rock Nursing School Program & Plan
- Texas State University-San Marcos Undergraduate Center Program & Plan
- Texas State University-San Marcos Campus Master Plan
- Texas State University-San Marcos Campus Master Plan Update
- Texas State University-San Marcos Family & Consumer Sciences Program & Plan
- Texas State University-San Marcos North Housing Complex Program & Plan
- University Health System Downtown Campus Master Plan and Facility Program
- University Hospital Campus Master Plan
- University of Arizona Master Plan
- University of Maryland-College Park Master Plan
- University of North Carolina at Chapel Hill Master Plan
- University of North Texas at Dallas Science Building Program & Plan
- University of Southern Mississippi Gulf Coast Campus Site Selection
- U.T. Brownsville/Texas Southmost College Athletic Complex Master Plan
- U.T. Brownsville/Texas Southmost College Village at Ft. Brown Master Plan & Program
- U.T. Brownsville/Texas Southmost College Science & Technology Learning Center Program
- U.T. El Paso School of Nursing & College of Health Sciences Program & Plan
- U.T. M.D. Anderson Cancer Center Mid-Campus Plan
- U.T. M.D. Anderson Cancer Center Research Park Master Plan
- University of Wisconsin-Madison Master Plan
- William Carey University Campus Master Plan



Texas A&M University Corpus Christi Campus Plan and Facility Program



Texas A&M University Kingsville Campus Plan and Facility Program



University of North Texas Urban Redevelopment Master Plan



University of North Carolina Chapel Hill

"Your work on the UTB 2.0 campus planning effort provided vision and forethought as we were being launched as an independent university with the need for an autonomous campus by 2015. The master planning underway provided a strategy for how and where we could grow, while maintaining our deeply rooted connections to the City of Brownsville and the larger region of the lower Rio Grande Valley. I thank you for sharing with us your extensive knowledge of campus planning and assisting our entire campus community in elevating our aspirations for growing the Brownsville campus."

- Dr. Juliet Garcia, President - University of Texas Brownsville



McAllen Research Park Master Plan and Facilities Program



University Health System Downtown Campus Master Plan & Facility Program



City of San Marcos Downtown Plan



Texas A&M University-Research Park

CORPORATE

- CALTEX Incorporated
- CPS Energy
- Columbus Communities, LLC
- Frost National Bank
- Icon Aircraft
- Kinetic Concepts Incorporated
- Lytle State Bank
- Institutes & Nonprofits
- Asian American Resource Center
- Boys & Girls Club of the Capital Area
- Methodist Health Care Ministries
- North American Advanced Manufacturing
- San Antonio Livestock Exposition
- Southwest Research Institute
- Texas Workforce Solutions

GOVERNMENT

- Bastrop County
- Bexar Appraisal District
- Brownsville Public Utility Board
- Caldwell County
- City of Austin
- City of Boerne
- City of Georgetown
- City of Kenedy
- City of Olmos Park
- City of Pass Christian, Mississippi
- City of San Antonio
- City of San Marcos
- Colin County
- Hays County
- Henderson County
- Medina County
- Montgomery County
- San Antonio River Authority
- Travis County
- Willacy County

MEDICAL

- Emory Woodruff Health Science Center
- McCamey County Hospital District
- Methodist Healthcare Ministries
- Tucson Medical Hospital
- University Hospital System
- UT MD Anderson Cancer Center

K - 12 SCHOOLS

- Bandera Independent School District
- Eagle Pass Independent School District
- Eanes Independent School District
- Edinburg Consolidated School District
- Region 20 Service Center
- San Antonio Academy
- San Antonio Independent School District
- San Marcos Consolidated School District
- Trinity Christian Academy

MILITARY

ARMY:

- Fort Belvoir
- Fort Hood
- Fort Huachuca
- Fort Irwin
- Fort Jackson
- Fort Polk
- Fort Riley
- Fort Sam Houston
- Fort Wainwright

NAVY:

- CBC Gulfport
- NAB Little Creek
- NAS Atlanta
- NAS Corpus Christi
- NAS Pensacola
- NAS Whidbey Island
- NS Roosevelt Roads
- NS San Diego
- NAWS China Lake
- NCTAMS Guam
- SUBASE Bangor
- Whitebeach NFSF

AIR FORCE:

- Barksdale AFB
- Minot AFB
- Randolph AFB

MARINES:

- MWRSPACT
- MCAS Yuma

"During our more recent 2013 Campus Master Plan, which incorporated both the Island Campus and the Momentum Campus, you once again demonstrated to me that your extensive knowledge of campus planning and your innate ability to imagine what others cannot see, was invaluable since the long range vision plan you helped us create was insightful, creative and ecologically sensitive, but more important, also realistic and achievable. I want to personally thank you for your services and I look forward to working with you in the future as we move forward with the implementation of our master plan for decades to come."

- Dr. Flavius Killabrew, President - Texas A&M University Corpus Christi



CHRISTOPHER RICE

As partner for VisSpiro Strategies, Mr. Rice has over twenty-eight years of experience, which includes master planning, architectural design, teaching, and production. He has been involved in master plans for research parks, downtown urban plans, government facilities, and for over 30 higher education campuses around the United States. His work recently has been focused in Texas where he was the Project Manager and Lead Designer for campus plans at Texas A&M Corpus Christi, Texas A&M Kingsville, Texas State University, University of Texas at Brownsville, University of North Texas, the downtown urban plans for the City of San Marcos, the City of Edinburg, and academic research parks in McAllen and Texas A&M University in College Station.

Mr. Rice is currently consulting for Midwestern State University as special assistant to the President and is responsible for the university campus master plan and the implementation of over \$160 million of academic, student life and athletic facilities.

Mr. Rice began his planning career at Ayers/Saint/Gross Architects in their nationally acclaimed campus planning studio where he was the project manager for over 20 master plans including Arizona State University, Emory University, Johns Hopkins University, UNC-Chapel Hill, University of Wisconsin, University of Maryland and healthcare campuses including UT MD Anderson Cancer Center and Emory Woodruff Center.

After receiving his master's degree, Mr. Rice became an adjunct faculty member at the University of Maryland and taught graduate level courses during his ten-year tenure including Design Studios, Site Design, Site Analysis, and Perspective Drawing. His teaching career began at Baltimore's prestigious Maryland Institute College of Art.

AUSTIN AREA OFFICE

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DOUGLAS ABRAHAM

Doug Abraham, LEED AP BD+C is a partner at VisSpiro Strategies and specializes in predesign services of space management, needs assessments, benchmarking studies, master planning and building programming.

Mr. Abraham has a bachelor's degree in architecture from The University of Texas at San Antonio and his 22 years career he has completed over 300 planning assignments for government, corporate, non-profits, higher education, k-12, religious, medical and military clients.

Within higher education, Doug has completed many assignments within all five of the Texas public university systems; University of Texas, Texas A&M University Texas State University, Texas Tech University, University of North Texas, as well as Midwestern State University and Texas Southern University. These projects have ranged from general classroom buildings, to nursing and allied health projects, to specialized research buildings, student housing as well as student services and athletics.

Doug has also completed multiple projects at the community college level including Collin County Community College, Texas Southmost College, South Texas College and Texas State Technical College in Harlingen. Most recently, Doug Abraham has completed master planning work at Texas A&M - Corpus Christi and Midwestern State University.

Mr. Abraham is currently consulting for Midwestern State University as special assistant to the President and is responsible for the University's academic benchmarking and space projections master planning effort that includes identifying growth that will result in multiple academic and student life facilities through 2025.

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**MINUTES
MIDWESTERN STATE UNIVERSITY
BOARD OF REGENTS**

**Executive Committee
August 7, 2014**

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 11:20 a.m., Thursday, August 7, 2014. Executive Committee members in attendance were Mr. Shawn Hessing, Chairman; Mr. Mike Bernhardt, Vice Chairman; Mr. Kenny Bryant, Secretary; and Ms. Tiffany Burks, Member-at-Large. Other regents attending the meeting on campus were Mr. Caven Crosnoe, Dr. Lynwood Givens, Mr. Jeff Gregg, Ms. Nancy Marks, Mr. Sam Sanchez, and Student Regent Jesse Brown.

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. Bob 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. Matthew 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; Mr. Mike Taylor, Internal Auditor; Ms. Dawn Fisher, Director of Human Resources; Mr. Chris Stovall, 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) was President Rebecca Stogner. Representing the news media was Ms. Ann Work, reporter for the *Times Record News*. Attending a portion of the meeting were Mr. Mark McClendon, Director of Institutional Research and Assessment, and Ms. Camille Shepherd, Assessment Specialist.

Chairman Hessing called the meeting to order at 11:20 a.m.

Reading and Approval of Minutes

14-138. The minutes of the Executive Committee meeting May 8, 2014 were approved by the committee as presented.

MSU Strategic and Action Plan 2014-2015 Academic Year

14-139. Mr. Hessing reported that the proposed MSU Strategic and Action Plan 2014-2015 Academic Year, was shown in the agenda document. Dr. Rogers stated that the plan outlines the major goals of the university dealing with faculty and student welfare, development of programs, and providing adequate resources. He noted that he and the

administration would draw from the Campus Facilities Plan and this Strategic and Action Plan in developing the top ten list for the university that was mentioned earlier in the meeting. He then asked Dr. Clark to review the plan.

Dr. Clark reported that while Midwestern State University has participated in strategic planning for some time, the process became much more important in 2002 when the Southern Association of Colleges and Schools (SACS) changed its standards and the approach to reaffirmation. Through a core requirement in the reaffirmation of accreditation process, institutions must demonstrate institutional effectiveness by showing an ongoing, formalized assessment plan. This must include a systematic and documented process of measuring performance against the university's mission. Dr. Clark stated that former provost, Dr. Alisa White, and former faculty member, Dr. Kirk Harlow, provided the framework for a Strategic Plan in 2011 and Dr. Clark assumed responsibility for the process upon Dr. White's departure. The plan was approved by the Board of Regents in 2012. Owing to the work that needed to be accomplished as part of the reaffirmation of accreditation process, the development of strategies for implementation was put on hold. MSU was reaffirmed by SACS in December of 2013 and the university's focus returned to the Strategic Plan. The goals were reviewed and narrowed from six goals to five goals, strategies were developed, input was solicited, and feedback received from all sectors of the university.

Dr. Clark reviewed the goals and strategies as shown as Attachment 1 and information regarding the process (see Attachment 2). He noted that the first page of Attachment 2 is a visual presentation of the planning process the university will attempt to achieve. The page also provided information regarding the groups that were given an opportunity to comment on the plan. He added that the second page of the attachment presents a refinement of the process. He noted the importance of having a continuous process to implement plans, review outcomes, and modify activity as necessary.

Dr. Clark recognized Mr. Mark McClendon, Director of Institutional Research and Assessment, and Ms. Camille Shepherd, Assessment Specialist, for their efforts in the overall assessment process. He noted that the university's Fifth Year Interim Report would be due to SACS in 2018.

Mr. Bernhardt moved approval of this plan as presented. Mrs. Burks seconded the motion.

Mr. Gregg expressed his concern that Goal 1, Strategy 1.1, focuses on market penetration outside of the Wichita Falls area. He noted that this item seemed to exclude the importance of marketing in the immediate area. Dr. Clark responded that this strategy could be reworded. Dr. Lamb added that information in red under Strategy 1.1.2 mentions Wichita Falls. Mr. Gregg indicated that people would not necessarily read the red notations. Dr. Clark indicated that the local area would be included more explicitly in the document.

There being no further discussion, the motion was approved.

Campus Construction Update

14-140. Mr. Hessing noted that information regarding current construction and repair and rehabilitation projects was presented in the agenda document. Mr. Owen reviewed the information presented.

This item was presented as a point of information only; no questions were asked and no action was necessary.

Hail Damage Claim

14-141. Mr. Hessing noted the information presented in the agenda regarding damage to the campus caused by a hail storm in May 2013. He stated that the board would be asked to approve contracts in February and the administration wanted to inform the board of this project. No action was necessary by the board at this time. This item was presented as a point of information only and no questions were asked.

Recess

The meeting recessed at 11:46 a.m.

Meeting Resumes

The meeting resumed at 1:25 p.m. Individuals returning for this portion of the meeting were all members of the Board of Regents, Dr. Jesse W. Rogers, Dr. Betty Stewart, Dr. Marilyn Fowlé, Dr. Keith Lamb, Dr. Howard Farrell, Dr. Bob Clark, Dr. Deborah Garrison, Mr. Kyle Owen, Mr. Matthew Park, Dr. David Carlston, Mr. Dirk Welch, Mr. Charlie Carr, Mr. Barry Macha, Mr. Mike Taylor, Ms. Dawn Fisher, Mr. Chris Stovall, Ms. Valarie Maxwell, Ms. Julie Gaynor, Ms. Rebecca Stogner, Ms. Cindy Ashlock, and Ms. Debbie Barrow. Individuals joining the meeting were Mr. Dan Williams, MSU Chief of Police; Ms. Angie Reay, Associate Director of Housing and Dining Services; and Dr. Scott Meddaugh, Professor of Geosciences.

Phase I Housing - Approval of Recommended Architectural and Engineering Design Firm, Site, and Estimated Project Amount

14-142. Mr. Hessing stated that the administration would present information regarding the need for a new residence hall. Dr. Lamb reported that in the fall of 2013 housing was oversubscribed by 93 students. Housing for the upcoming fall semester is already 200 oversubscribed and the number is increasing. He noted that another large freshman class in the fall of 2015 will further compound the university's need for additional on-campus housing. A Request for Proposals was issued for this project and 19 responses from architectural firms. Three firms were invited to visit the campus to make presentations and visit with the Architectural Advisory Committee. Following these interviews, the committee selected Treanor Architects as the firm to recommend for this project. Mr. Lamb reported that Treanor is headquartered in Kansas and has a regional office in Dallas.

Mr. Hessing asked Dr. Lamb to review the process for this project going forward. Dr. Lamb responded that once the contract with Treanor is approved, the administration would begin the planning process with Treanor. Focus group discussions will be held with students, staff, and stakeholders to assist with the design process. Updated

information will be presented to the board in November and design approval will be sought in February. Mr. Owen added that in November the administration would also request approval of a Construction Manager at Risk. Mr. Hessing asked if the administration would have a better estimate of the cost of the project in November. Mr. Owen responded that the administration would have a better estimate, although it may not be finalized at that time.

Mr. Bryant asked if bids were received from any local architectural firms. Mr. Lamb responded that one local firm submitted a proposal and another local architectural firm partnered with Treanor Architects on their proposal. He stated that Treanor, the design lead, partnered with Harper Perkins Architects for local support. Mrs. Marks asked if this type of partnering was common. Dr. Lamb indicated that it was not uncommon and that it varies by project. He added that Treanor is widely recognized as the leader in student housing design in the United States. Mr. Bryant asked if Treanor was that much more qualified than the local architects. Dr. Lamb responded that for this particular project, and given their breadth of experience in this specific market, they were the most qualified.

Dr. Givens asked how the decision would be made with regard to the number of beds to include in the project. Dr. Lamb responded that the administration is currently targeting a 450-500 bed project. He noted that wood-frame construction would require height limitations on the building. Dr. Givens asked about the incremental cost increase if another floor were added to the project. Dr. Lamb responded that all of the options would be reviewed with Treanor. He added that while a building constructed of steel and concrete could be taller, the increased cost would require a very large number of beds so that the project could pay for itself. Dr. Givens asked if all of the options would be thoroughly reviewed. Dr. Lamb responded in the affirmative.

Mr. Sanchez asked if the need for a boiler was being incorporated into this plan. Mr. Owen responded that it was one of the things Treanor would review. The decision will need to be made as to whether or not to include a boiler as part of this project. Dr. Fowlé added that the current boiler has capacity for either new housing or a new Health Sciences and Human Service building, but not both. She noted that they would hopefully be able to design the housing project with a boiler and without a boiler, and then determine the best option for the institution. She added that a campus infrastructure analysis needs to be done. Mr. Sanchez asked if such an analysis would be planned. Dr. Fowlé responded affirmatively.

Mr. Hessing indicated that the administration's recommendations were as follows:

- 1) Approve Treanor Architects for this project.
- 2) Approve the site for this new housing as the parking lot located west of Killingsworth and Pierce Hall.
- 3) Approve bonding authority on the project not to exceed \$30 million
- 4) Authorize the Chairman of the Board to approve the final amount if it is \$30 million or less.

Mr. Hessing stated that he would prefer that item four in the administration's recommendation be removed. He indicated that he would rather wait until November so that the full board could act on this matter when a more precise number is available.

Mr. Bernhardt approval of the following:

- 1) Approve Treanor Architects for this project.
- 2) Approve the site for this new housing as the parking lot located west of Killingsworth and Pierce Hall.
- 3) Approve bonding authority on the project not to exceed \$30 million

Mr. Bryant seconded the motion and it was approved.

Emergency Management Plan

14-143. Mr. Hessing noted that the administration had recommended the adoption of the Midwestern State University Emergency Management Plan (a copy is available at the following link - <http://www.mwsu.edu/welcome/president/regents-minutes>). He noted that this document generally followed recommendations of the National Incident Management System. Additionally, a National Incident Management System Resolution was presented for approval of the board (see Attachment 3).

Dr. Lamb commented that this is a very comprehensive plan. The plan provides guidance to the university in terms of mitigation, preparedness, response, and recovery for different scenarios and events. The recommended plan includes a base plan and 10 annexes. He noted that twelve more annexes would be recommended for approval in the future. Dr. Lamb commended Chief Dan Williams for his work in putting this plan together. He added that this is a living document and each annex contains a sheet to record changes as they are made.

Mr. Williams reported that this type of plan would be required of the university to seek federal funding following a disaster. He noted that the plan was developed using the guidelines and standards of the Federal Emergency Management Agency (FEMA) and the Texas Department of Emergency Management (TDEM). He noted that the three levels of this plan are basic, intermediate, and advanced. The recommended plan and the annexes meet the state's basic requirement. Once the basic plan is approved, the university will have two years to receive the intermediate certification, and another two years to reach the advanced level. Chief Williams expressed appreciation to Mr. Owen and Ms. Gaynor for their assistance in the development of the documents that specifically relate to their areas.

Mrs. Marks asked if the Board of Regents had any responsibilities in emergency situations. Mr. Williams responded that the board would be kept informed by the president, but the board would not likely have additional responsibilities. Mr. Hessing asked Mr. Williams to make certain that all regents were registered to receive emergency alerts from the campus. Mr. Williams responded that he would do so.

Mr. Sanchez commented that the annexes were very detailed and asked how often they would be tested. Mr. Williams responded that the individuals responsible for each annex are required to review and update the document once a year. He added that university warning systems through outdoor speaker systems and e-mails are tested each year. Additionally, residence hall evacuation drills are accomplished each year. He noted that at some point in the future he hoped to see a full campus drill.

Mrs. Burks moved approval of the plan and resolution as presented. Mr. Bernhardt seconded the motion and it was approved.

Wichita Falls Museum of Art at Midwestern State University Advisory Board

14-144. Dr. Rogers reviewed the names of individuals recommended for appointment or reappointment to the Museum Advisory Board as presented in the agenda. Mr. Bernhardt moved approval of this item as presented. Mr. Bryant seconded the motion and it was approved.

Wichita Falls Museum of Art at Midwestern State University - Ratification of Accessioned Artworks

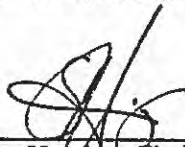
14-145. Mr. Hessing noted that the agenda included photographs of artwork that were recommended for accession into the Museum's Permanent Collection. He added that the first page of the attachment was revised to include the correct photo of the first item (see Attachment 4). Dr. Rogers reported that art for the museum may be received as a gift, or may be purchased with gift funds. He added that no student, university, or state funds may be used to purchase art.

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

Adjournment

The Executive Committee discussion concluded at 1:50 p.m.

Reviewed for submission:



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

ATTACHMENTS:

1. Strategic Plan Power Point
2. Strategic Plan Process Information
3. National Incident Management System Resolution
4. Accessioned Artworks - Corrected Page

- Goal 1 – Increase Enrollment and Retention and Enhance the Student Experience
- Goal 2 – Strengthen Academic Quality and Reputation
- Goal 3 – Expand, Diversify, and Maximize University Resources
- Goal 4 – Recruit and Retain a Diverse, High-Quality Faculty and Staff
- Goal 5 – Increase the University's Visibility and Enhance Outreach and Engagement with Constituents on a Local, Regional, and State Level

Goal 1: Increase Enrollment and Retention and Enhance the Student Experience

Strategy 1.1 Increase MSU's market penetration as an educational provider in areas beyond the Wichita Falls region with improved marketing and student recruitment activities.

Strategy 1.2 Identify and implement activities that foster mentoring, advising, and enhanced student interaction with faculty, staff, and alumni.

Strategy 1.3 Offer an athletics program that characterizes a commitment to student academic and athletic success, integrity, gender equity, and engagement with the community.

Strategy 1.4 Ensure students have access to up-to-date technological resources required for academic success.

Goal 2: Strengthen Academic Quality and Reputation

Strategy 2.1 Foster an academic culture that embraces a breadth of knowledge and ideas, as well as a multi-disciplinary perspective.

Strategy 2.2 Implement efforts to ensure students have adequate preparation for college-level work, and provide resources for the early remediation of weaknesses among entering students.

Strategy 2.3 Strengthen the university's capacity to provide high quality undergraduate and graduate education to ensure that students have the essential competencies to embark on or advance in chosen careers, work with others, and engage in lifelong learning.

Goal 3: Expand, Diversify and Optimize University Resources

Strategy 3.1 Identify and implement programs and activities that will strengthen the long-term financial sustainability of MSU.

Strategy 3.2 Pursue LEED certification, when possible, for new and renovated buildings.

Strategy 3.3 Develop a culture that embraces creative approaches to cost reduction in university operations.

Goal 4: Recruit and Retain a Diverse High Quality Faculty and Staff

Strategy 4.1 Implement a reward and compensation system that is competitive for new and current faculty and staff members in the relevant labor markets, internally equitable, externally competitive, administered fairly, and promotes MSU's mission and goals.

Strategy 4.2 Encourage a positive campus culture that supports the health and well-being of faculty and staff.

Goal 5: Increase the University's Visibility and Enhance Outreach and Engagement with Constituents on a Local, Regional and State Level (1/2)

Strategy 5.1 Develop and fund a marketing and promotion plan, including public relations activities, to assist in the branding of the university and increase the university's visibility regionally, nationally and internationally.

Strategy 5.2 Expand the activities of the MSU Alumni Office and the MSU Alumni Association, and ensure that their activities are coordinated with all other marketing and promotion activities.

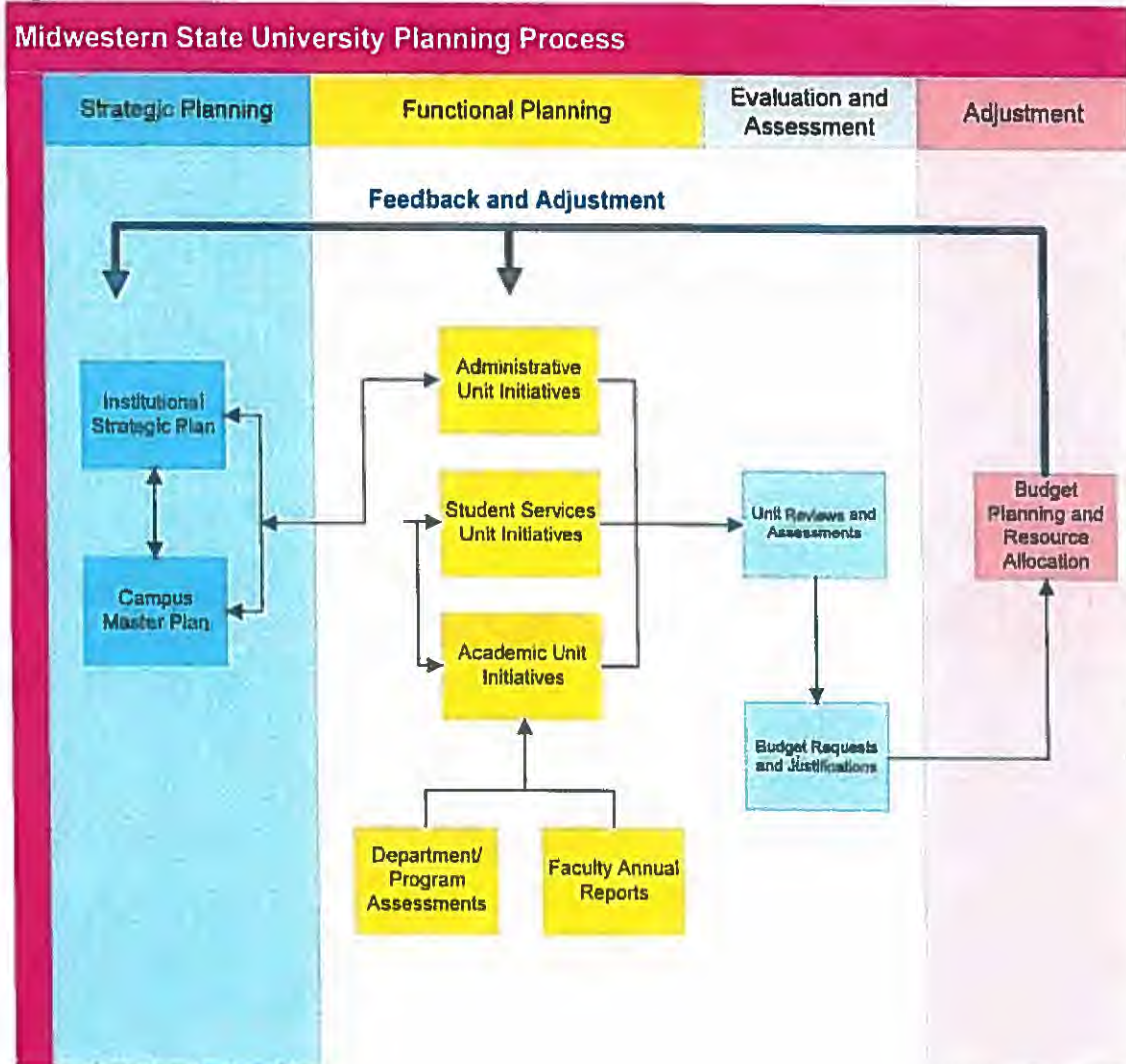
Strategy 5.3 Encourage leadership and participation in community events and activities.

Goal 5: Increase the University's Visibility and Enhance Outreach and Engagement with Constituents on a Local, Regional and State Level (2/2)

Strategy 5.4 Strengthen and focus non-credit continuing education activities to build links to alumni, professional groups, and other stakeholders and to showcase MSU as a resource for education and expertise

Strategy 5.5 Frame the identity of the Wichita Falls Museum of Art at Midwestern State University as the premier cultural institution in the region and important museum in the state identifying it as a center for the exhibition and study of art and as a resource for community activities.

Figure 1



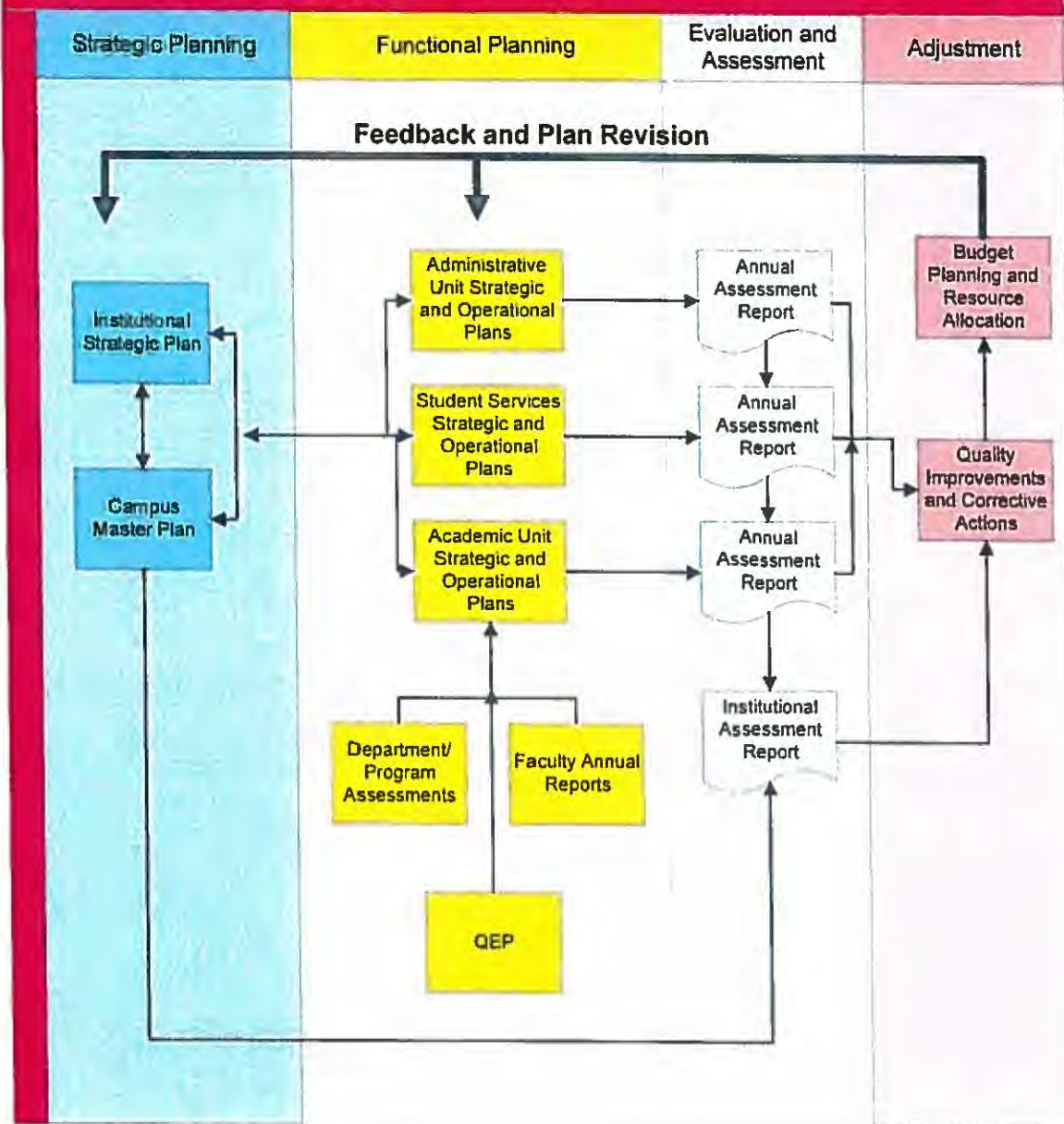
Selected Committees Involved

The planning and institutional effectiveness process involves a variety of committees that participate at the institutional and college levels. Among this are:

MSU Board of Regents	College Councils
MSU Administrative Council	University Assessment Committee
Academic Council	Faculty Senate
Graduate Council	Staff Senate

Figure 2

Midwestern State University Planning Process



**The National Incident Management System (NIMS)
Resolution**

A RESOLUTION ADOPTING THE NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS) AS THE STANDARD FOR INCIDENT MANAGEMENT BY MIDWESTERN STATE UNIVERSITY.

WHEREAS, on February 28, 2003, the President issued Homeland Security Presidential Directive (HSPD) – 5 that directed the Department of Homeland Security, in cooperation with representatives of federal, state, and local government, to develop a National Incident Management System (NIMS) to provide a consistent approach to the effective management of situations involving natural disasters, man-made disasters or terrorism; and

WHEREAS, the final NIMS was released on March 1, 2004, and

WHEREAS, the NIMS contains a practice model for the accomplishment of the significant responsibilities associated with prevention, preparedness, response, recovery, and mitigation of all major and national hazards situations, and

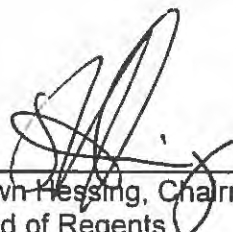
WHEREAS, the HSPD-5 requires that state and local governments adopt the NIMS as a pre-condition to the receipt of federal grants, contract and activities related to the management and preparedness for certain disaster and hazard situations; and

WHEREAS, the Board of Regents of Midwestern State University desires to adopt the NIMS as required by HSPD-5.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF REGENTS OF MIDWESTERN STATE UNIVERSITY.

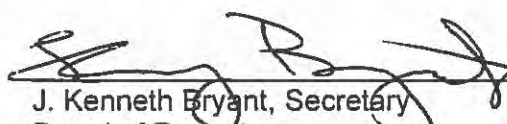
Hereby adopts the National Incident Management System dated March 1, 2004.

READ AND APPROVED on this the 8th day of August, 2014.



Shawn Helling, Chairman
Board of Regents
Midwestern State University

ATTEST:



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

Wichita Falls Museum of Art at MSU
2 Eureka Cir | Wichita Falls, TX 76308
(940) 397-8900



Approved Accessions For Ratification of the MSU Board of Regents

NOTE: In compliance with the approved Collections Management Policy of the WFMA at MSU, the following acquired artworks are recommended by the Museum Director and Curator for accession into the Permanent Collection. The artworks are consistent with the Museum's mission, scope of collection, and code of ethics. All of the artworks under consideration were gifts to the Museum's Permanent Collection and no state funds were used to purchase the artworks. Upon the recommendation of the Museum Advisory Board and the ratification of the MSU Board of Regents, the art will be formally accessioned into the Museum's Permanent Collection in a timely manner, the donors will be thanked, and the artworks properly cared for.



Artwork: George Tobolowsky, *Mr. Dealmaker*, 2010, Stainless steel, 109 x 46 x 29

Donor: Gift of Donald and Barbara Zale Family and Abe Zale Foundation

Date Donated: May 2014



Artwork: Helen Altman, *Horse with White Bridle*, 2012, torch drawing, 30 x 22.5

Donor: Gift of Helen Altman

Date Donated: June 2014

**MINUTES
MIDWESTERN STATE UNIVERSITY
BOARD OF REGENTS**

**Academic and Student Affairs Committee
August 7, 2014**

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 1:50 p.m., Thursday, August 7, 2014. Academic and Student Affairs Committee members in attendance were Dr. Lynwood Givens, Chairman, Mr. Kenny Bryant, Ms. Tiffany Burks, and Mr. Sam Sanchez. Other regents attending the meeting were Mr. Mike Bernhardt, Mr. R. Caven Crosnoe, Mr. Jeff Gregg, Mr. Shawn Hessing, Ms. Nancy Marks, and Student Regent Jesse Brown.

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. Bob 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. Matthew 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; Mr. Mike Taylor, Internal Auditor; Mr. Dan Williams, MSU Chief of Police; Ms. Dawn Fisher, Director of Human Resources; Mr. Chris Stovall, Controller; Dr. Scott Meddaugh, Professor of Geosciences; Ms. Valarie Maxwell, Director of Budget and Management; Ms. Angie Reay, Associate Director of Housing and Dining Services; 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) was President Rebecca Stogner.

Chairman Givens called the meeting to order at 1:50 p.m.

Reading and Approval of Minutes

14-146. The minutes of the Academic and Student Affairs Committee meeting May 8, 2014, were approved by the committee as presented.

Faculty Report

14-147. Dr. David Carlston, Chairman of the MSU Faculty Senate, introduced Dr. Scott Meddaugh, the R. L. Bolin Distinguished Professor of Petroleum Geology. He reported that Dr. Meddaugh joined the MSU faculty in 2013 following 32 years of experience with Chevron.

Dr. Meddaugh presented information as shown in Attachment 1. The presentation included information on his education, professional, and personal background, and his work since joining the MSU faculty. He reported that there is a strong need for geologists in industry and a proposal for a graduate degree program in geosciences will be forthcoming to the Board of Regents. He reported that the master's degree is basically the entry degree for large petroleum companies. The difference in starting salaries for an individual graduating with the baccalaureate degree and a master's degree is \$48,000 for the former and \$100,000 for the latter. He discussed his primary research interest of oil production forecasts and, specifically, well optimization. He noted that this is an ideal project for collaborative, interdisciplinary student involvement in research. He concluded with information regarding some of the other activities in which he is involved.

Dr. Givens commended Dr. Meddaugh for his work in getting companies to donate state of the art software to MSU for the Bolin Petroleum Geology Lab. Mr. Crosnoe asked what was involved in the Economic Geology course he developed. Dr. Meddaugh responded that Economic Geology is a subject area within the field of geology that is focused in the broad sense on oil, gas, coal, and metals. He added that Petroleum Geology is actually a subset of Economic Geology. The more classic definition focuses on metal deposits.

Dr. Carlston then provided the following information on behalf of the Faculty Senate.

- A. The faculty appreciates the board approving the contract with McAlister and Quinn to provide grant writing support. He noted that a \$14 million National Institutes of Health grant and a \$600,000 National Science Foundation grant had been submitted.
- B. The faculty survey was completed during the spring and the results will be presented to the board in November. He noted that the results are a credit to the administration and the efforts that have been made to reach out to the faculty this year. He added that while there is always room for growth, the numbers that were most disconcerting last year in terms of the relationship between the administration and the faculty have moved in the right direction.
- C. The faculty is eager to continue working on and have a more active role in the development of the Strategic Plan. It is hoped that the establishment of learning communities and cross-disciplinary collaboration will help with student retention.
- D. The results from the Higher Education Research Institute faculty survey should be available soon and should help the university target faculty development, increase collaboration across campus, and make the academic product more valuable to the students.

Dr. Givens expressed appreciation to Dr. Meddaugh and Dr. Carlston for their presentations. He noted that while there are many discussions and actions taken at these

meetings, it is important that the board not lose focus of the university's mission of educating students.

Staff Report

14-148. Mr. Dirk Welch, Chairman of the MSU Staff Senate, thanked the board for the opportunity to introduce university staff members to the board during the quarterly meetings. He recognized Ms. Angie Reay, Associate Director of Housing and Dining Services and also the Staff Senate Parliamentarian. He presented information regarding the senators who will be serving in the Staff Senate during the 2014-2015 academic year (see Attachment 2). He reported that Executive Committee elections would be held the following week. He then acknowledged some of the Staff Senators whose terms had expired and would no longer serve: Dr. Michael Mills, Ms. Dawn Fisher, Mr. Chris Stovall, Ms. Gayla Aldrich, Mr. Jamie Fowler, Ms. Lynn Sosebee, and Mr. Jermaine Causey each served two terms; and Mr. Scott Feldman served one term. Ms. Reay then presented the most recent "You Make a Difference" award recipients.

- A. Bruce Looney, Custodian - he was recognized for the effort and energy he puts into his work.
- B. Armando Muniz, Grounds Maintenance Superintendent, and Dr. Joey Greenwood, Director of Recreational Sports/Wellness Center – were recognized for their efforts to keep the Wellness Center pool open during the summer.

Ms. Reay reported that since the last board meeting Dr. Rogers spoke with the Senate about the growth of the university and plans for the future.

Dr. Givens expressed appreciation to the staff members for their work on behalf of the university.

Student Government Report

14-149. Dr. Givens stated that the Student Government report would be given by the new Student Government Association (SGA) President Rebecca Stogner. Ms. Stogner reported on the following.

- A. The summer Spirit Days programs went very well. She attended all four programs and welcomed the incoming students on behalf of the Student Government Association.
- B. The benches that were ordered to honor retiring faculty will soon be delivered and installed. She expressed appreciation to Dr. Farrell for his assistance with this project.
- C. The first Student Senate meeting will be held September 2.

Dr. Givens thanked Ms. Stogner for her report.

Athletics Report

14-150. Mr. Charlie Carr, Director of Athletics, reported on the following.

- A. The MSU athletics program finished 33rd out of 300 schools in Division II in the NCAA Director's Cup.
- B. The new women's soccer coach is Damian Clarke, previously with Fort Lewis College. Former coach Jeff Trimble took a job at a school closer to his family. The new Strength and Conditioning director is Jake Landon, an MSU graduate and former student-athlete.
- C. The Lone Star Conference continues to be a challenge and the conference continues looking for additional members. The conference commissioner stepped down during the last few weeks. Currently there are nine members and one of the members continues to indicate that they are looking to move to Division I.
- D. Life Skills Day will be held August 23. Regents were invited to attend the keynote address that evening at 6:00 p.m. The speaker will be Navy Seal Colonel Don Bass.
- E. The MSU football team will play in AT&T Cowboy Stadium on September 20 at 8:00 p.m. The season opener will be September 13 at Memorial Stadium against Missouri University of Science and Technology.

Mr. Bryant asked which conference team had talked about leaving the conference. Mr. Carr responded that it was Tarleton State University. Mr. Sanchez asked if Division I might be something that could be in MSU's future by necessity. Mr. Carr responded that MSU needed to be in a viable conference in order to have a great program. He added that a tremendous investment of funds would be needed to move to Division I and that would not be his first choice. He stated his belief that Division II is a great place for MSU. He added that while the master plan that was discussed earlier in the meeting included a possible future football stadium that would seat 8,000-10,000, that size of stadium would not be adequate for a Division I program. Dr. Rogers stated that MSU would have to be a much larger university in order to afford Division I. He added that if MSU were Division I, the football program would compete at the Division I-2A level with 62 scholarships. All of the other sports would play true Division I.

Dr. Givens thanked Mr. Carr for his report.

Enrollment Report – Summer 2014

14-151. Dr. Givens stated the summer enrollment report was presented as shown in Attachment 3. He noted that the summer headcount increased by 3.5% over 2013 and the semester credit hours increased by 4.7%. Dr. Lamb stated that for the first time in a few years headcount and semester credit production increased for the summer. He added that graduate and senior enrollment also increased in both terms.

August 2014 Graduating Class

- 14-152. The administration recommended approval of the list of candidates for August 2014 graduation. Dr. Givens reported that 195 students were on the graduation list as compared to 176 in 2013.

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

Academic Graduate Major Title Change – Counseling to Clinical Mental Health

- 14-153. Dr. Givens noted the administration's recommendation that the major in counseling offered through the Master of Arts degree program by the West College of Education be changed to a clinical mental health major. Dr. Stewart reported that the recommendation is in response to use of the language "clinical mental health" rather than "counseling" by the accrediting body for the program. The West College would like to pursue accreditation in this area and want to align the degree title with the expectations of the accrediting body.

Mrs. Burks moved approval of this item. Mr. Bryant seconded the motion and it was approved.

Reassignment of the Bachelor of Applied Arts and Sciences (BAAS) Degree Program

- 14-154. Dr. Givens presented the administration's recommendation that the BAAS program be reassigned from the Prothro-Yeager College of Humanities and Social Sciences to the Gordon T. and Ellen West College of Education. Dr. Stewart added that this is an adult completion program where some of the students receive credit for their work experience as well as their classes. She indicated that the mission of the BAAS program aligns better with the mission of the West College of Education. She noted that the West College is embracing the BAAS program and has added an option in Adult Education as an emphasis for BAAS students.

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

MSU Student Handbook Changes

- 14-155. Dr. Givens stated that changes to the Code of Student Conduct in the *MSU Student Handbook* regarding the definition of "stalking" and Student Conduct Committee hearing procedures were recommended as shown in the agenda. Mr. Matt Park reported that the Violence Against Women Act (VAWA) was reauthorized, which required the amending of the Jeanne Cleary Act. The Cleary Act requires that the university submit an Annual Security Report and Crime Statistics to the federal government. The new definition of stalking that was developed through the negotiated rulemaking process is recommended for use in the MSU Code of Student Conduct. Mr. Park noted that this would allow the administration to hold students accountable to the same definition that Chief Williams must use in his federal reporting. The second item relates to the university's need to comply with Office of Civil Rights (OCR) regulations regarding conduct proceedings. The OCR recently provided clarification and ruled that any

student, either a complainant or a respondent, must be entitled to his or her right to have an advisor present during conduct proceedings. Previously, MSU procedures allowed an advisor to be present, but that person had to be a part of the MSU community. This can no longer be required and the change is recommended.

Mr. Sanchez moved approval of this item as presented. Mrs. Burks seconded the motion.

Dr. Givens asked how this information is communicated to students. Mr. Park responded that the Student Handbook is available in written form and it is also available online. A message is sent to each student at the start of each year with a link to the handbook. Chief Williams added that all beginning freshmen and transfer students must complete a course related to sexual harassment and sexual assault. Mr. Park stated that the university is also required to provide drug and alcohol awareness education for all new students.

Mr. Sanchez commented that he did not like the definition of stalking and asked for more information on the source of the definition. Mr. Park responded that this definition was the result of the negotiated rulemaking process that followed the recent reauthorization of the VAWA. Chief Williams added that the federal government is working to bring consistency to the definitions used in the VAWA, the Save Act, and the Cleary Act. Mrs. Burks added that the definition does not include mental state. Mr. Sanchez agreed. He stated that the definition is so vague that it is practically unenforceable. Mrs. Burks asked if he would accept the wording if it was changed to “knowingly engage in a course of conduct.” Mr. Sanchez responded that he would. Chief Williams stated that the language in the Cleary Act and report could not be modified. Mr. Sanchez indicated that he understood why this action was recommended and he wanted the university to be compliant with federal law.

There being no further discussion, the motion was approved.

MSU Policies and Procedures Manual Changes

14-156. Changes to the *MSU Policies and Procedures Manual* were recommended for approval as presented in the agenda. Discussion of each item is summarized below.

- a. Policy 3.313, Vehicle Operator’s License Requirement – changes were recommended related to required employee driving record checks. Mr. Owen reported that the university requires a driver’s record review for employees driving a university vehicle. The procedure for checking out-of-state licenses is recommended for modification to simplify the process.
- b. Policy 3.321, Employee Insurance (Information) – in accordance with the Affordable Care Act guidelines, the state insurance waiting period has changed to 60 days. The policy was thus changed accordingly. This item was presented as a point of information only.

- c. Policy 4.142, Police Department Administration and Regulatory Ordinances – the administration recommended changes to the university’s parking and traffic regulations, to include parking lot designation and enforcement related changes. Dr. Lamb explained that the updates denote when different parking enforcement regulations are in effect. Additionally, Item 3a defined resident lots and faculty/staff lots, but did not define commuter lots. This was corrected. Additional items were modified to reflect current practice. Chief Williams added that some of these changes were requested by the Student Government Association for clarification purposes.
- d. Policy 4.169, Summer Camps and Conferences – employees or volunteers working in a campus program involving contact with minors must complete specific training. The administration recommended changes to this policy related to the verification of training completion. Dr. Lamb noted that the training program provided through MSU is an online training module that is approved through the state. Owing to the fact that some individuals have completed similar training programs approved by the state through other agencies, the policy change is recommended to accept other types of training for non-MSU employees. He added that MSU employees will have to complete the MSU training module. Mr. Sanchez asked how the university would know that individuals had received the appropriate training. Dr. Lamb responded that the individuals would need to provide documentation and verification.

Mr. Sanchez moved approval of these policy changes as presented. Mr. Bryant seconded the motion and it was approved.

Adjournment

There being no further business, the meeting of the Academic and Student Affairs Committee adjourned at 2:55 p.m.

Reviewed for submission:

F. Lynwood Givens, Chairman
Midwestern State University
Board of Regents Academic & Student Affairs Committee

ATTACHMENTS:

- 1. Faculty Presentation – Dr. Scott Meddaugh
- 2. Staff Senate 2014-2015 Membership
- 3. Enrollment Report – Summer 2014

Dr. W. Scott Meddaugh

RL Bolin Distinguished Professor of Petroleum Geology

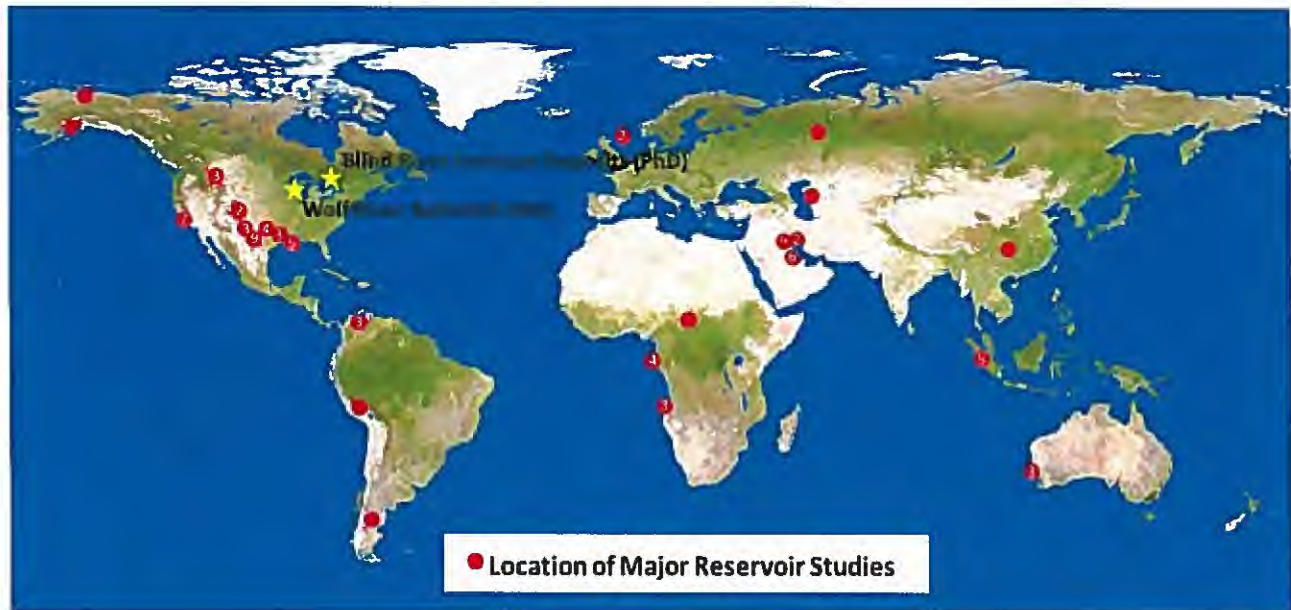


Personal History

- Education
 - BA, MS in Geology – University of Wisconsin-Milwaukee
 - PhD in Geology – Harvard University
- Professional
 - Chevron (1981-2013)
 - Research Geologist to Earth Science Consultant/Major Capital Project Subsurface Technical Team Leader
 - Midwestern State University (2013)
 - RL Bolin Distinguished Professor of Petroleum Geology
- Personal
 - Married, three adult children
 - Hobby is marathon running

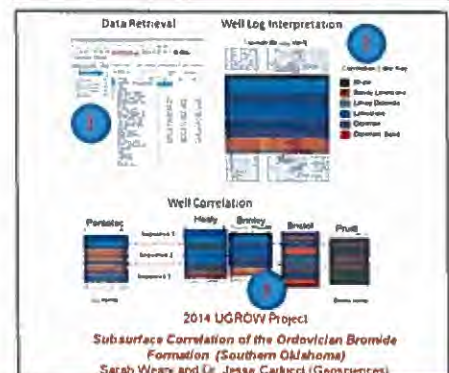


32 Years with Chevron – Worldwide Petroleum Project Experience



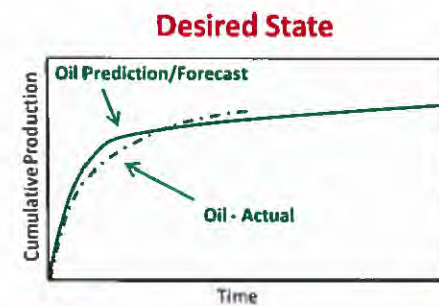
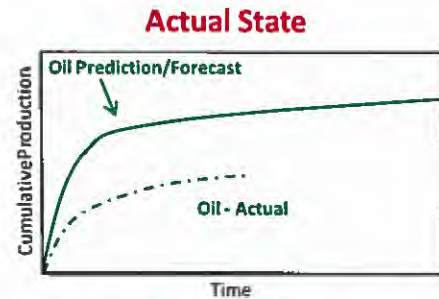
Midwestern University Recent Activities

- New Courses
 - Applied Petroleum Geology, Solid Earth and Exploration Geophysics, Economic Geology
 - Online Physical Geology course for Fall 2015
- RL Bolin Petroleum Geology Lab
 - Secured service company donations of industry state of the art software with a "street value" for the software is well over \$5 million
 - Used for coursework and student/faculty research
- Proposal for Graduate Degree Program in the Geosciences



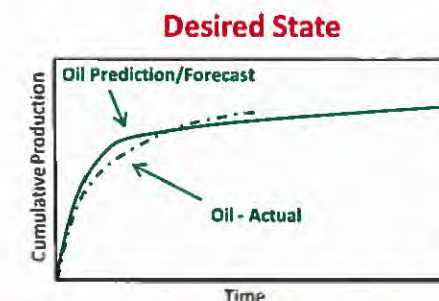
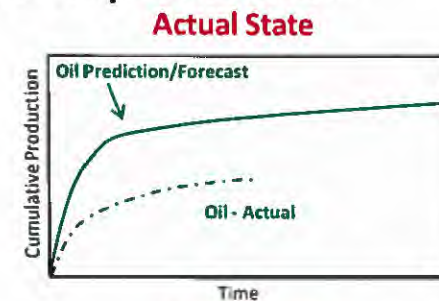
Primary Research Interest

- Impact of geostatistics, reservoir modeling, heterogeneity, uncertainty, and human bias on reservoir performance forecasting
 - Currently, the petroleum industry produces only about 75% of what is forecast when development projects are sanctioned
 - Projects with subsurface (geology) “issues” produce only about 55% of what is forecast



Some Reasons Why Oil Industry Production Forecasts Are Optimistic

- **Well optimization workflows appear to “force” significant forecast optimism**
- Limited subsurface information as the better parts of reservoirs tend to be sampled early in appraisal leading to oil in place estimates that are too high
- Biased use of analog reservoir data
- Poor assessment of uncertainty

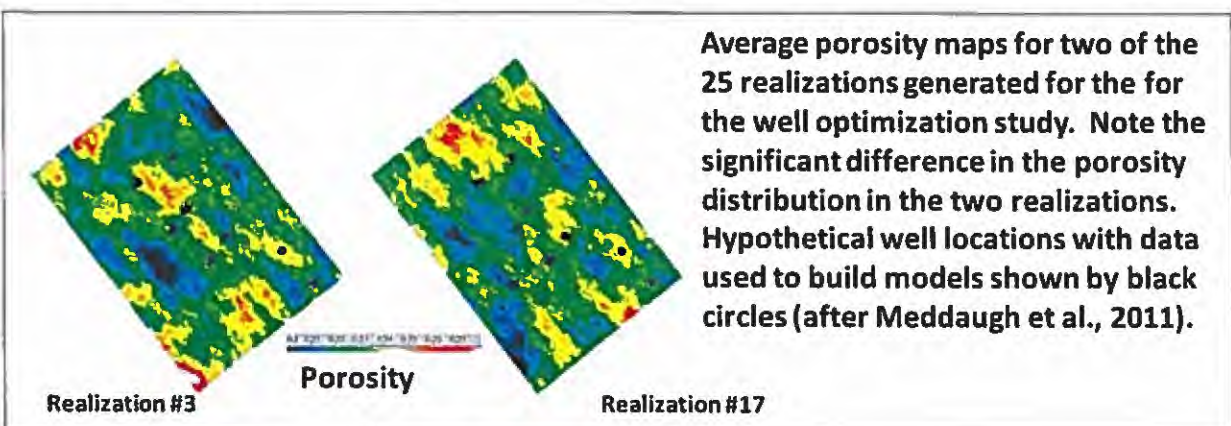


Impact of Well Optimization

- Well Optimization Workflow
 - Process used to obtain well locations that maximize recovery based on capital available, number of wells, or other financial parameter
 - Well locations may be based on a particular oil or gas reservoir model, usually the mid-case or most likely probabilistic model

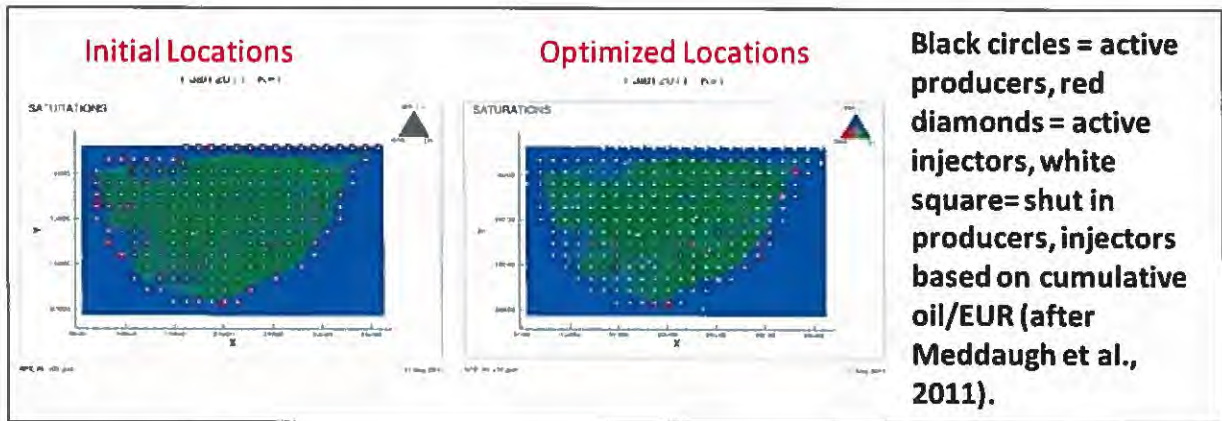
Well Optimization Impact

- Geological models

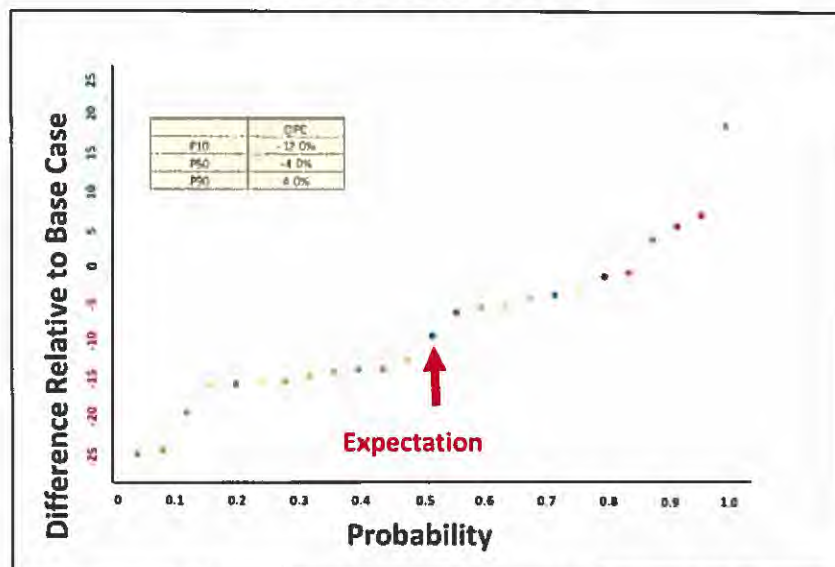


Well Optimization Impact

- Well locations

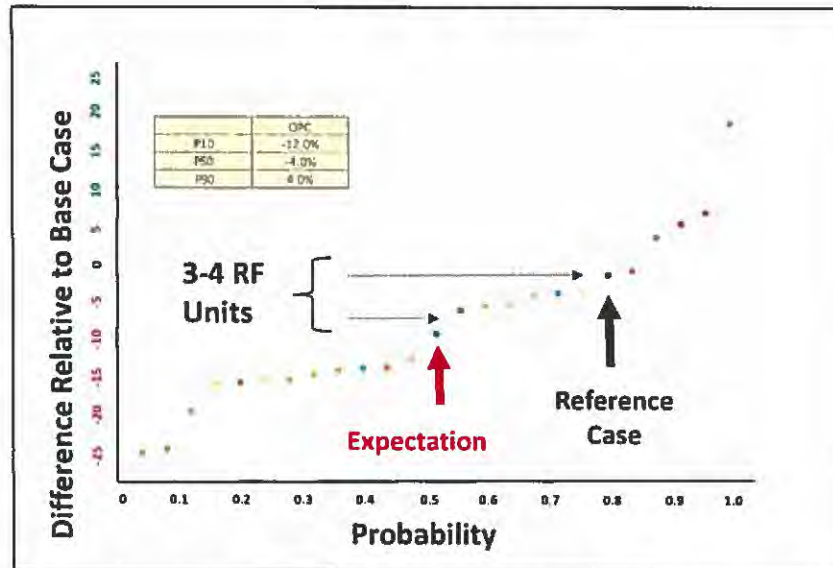


Well Optimization Impact – Oil Production



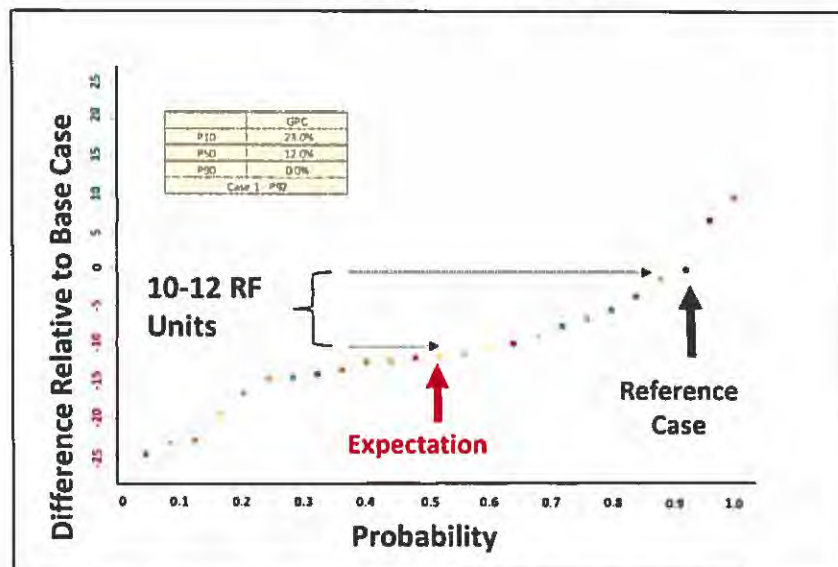
Delta cumulative produced oil compared for the 25 models run using the same optimized well locations for producers (after Meddaugh et al., 2011). If well optimization does not significantly bias the forecast towards optimistic recovery, the base case (Case 1) "expectation" should plot near the mid-point of the probability plot.

Well Optimization Impact – Oil Production



Delta cumulative produced oil compared to Case 1 (black arrow). Note that most of the forecasts (19 of the 25 realizations) give less oil using the same “optimized” well locations as Case 1. Thus, suggesting that well location optimization “forces” an optimistic recovery estimate (after Meddaugh et al., 2011). RF = Recovery factor.

Well Optimization Impact – Gas Production



Delta cumulative produced gas compared to Case 1 (black arrow). Note that most of the forecasts (23 of the 25 realizations) give less gas using the same “optimized” well locations as Case 1. Thus, suggesting that well location optimization “forces” an optimistic recovery estimate (after Meddaugh et al., 2011). RF = Recovery factor.

Production Forecast Optimism

- Ideal project for collaborative, interdisciplinary student involvement in research
 - Reservoir models (real or synthetic data)
 - Geological/reservoir models – mainly geology students
 - Flow simulation models – geology and engineering students
 - Human bias impact
 - Decision behaviors and bias – STEM and non-STEM students (and faculty!)



Other Activities

- Organizing Committee for the 2014 Gussow Conference on Advances in Applied Geomodeling for Hydrocarbon Reservoirs
- Appointed to the Energy Sector Working Group for the State of Texas, Texas Homeland Security, Texas Department of Public Safety in 2014
- Preliminary Judge for the 2014 Jackson Hole Festival Science Media Competition (Earth Sciences Category)
- Associate Editor for the SPE Reservoir Evaluation and Engineering Journal
- Nominated for 2015/2016 SPE Distinguished Lecturer (final selection in progress)



Staff Senate 2014-2015

EEO Class 1 – Officials and Administrators

Dirk Welch – 4th term

Mark McClendon – 1st term

EEO Class 3 – Non-faculty Professionals

Reagan Foster – 3rd term

Angie Reay – 2nd term

Jim Hall – 1st term

Linda Knox – 1st term

Newman Wong – 1st term

EEO Class 4 – Administrative Support

Sue Witherspoon – 3rd term

Jennifer Dunn – 2nd term

Jesika Fisher – 2nd term

Sheila Barrett – 1st term

EEO Class 5 – Technicians and Paraprofessionals

Chris Strader – 1st term

EEO Class 6 – Skilled Craft Workers

Gary Miller – 2nd term

EEO Class 7 – Service and Maintenance

Gary Neal – 2nd term

Vinita Bohnenkamp – 1st term

Shane Black – 1st term

Enrollment Reports

Summer I 2014

	2013	2014
New First-Time Freshmen	7	13
Freshmen	101	106
Sophomore	273	291
Junior	454	442
Senior	809	843
Graduate/Post-Baccalaureate	<u>371</u>	<u>385</u>
TOTAL	2,015	2,080

Summer II 2014

	2013	2014
New First-Time Freshmen	6	6
Freshmen	80	57
Sophomore	194	205
Junior	294	290
Senior	627	678
Graduate/Post-Baccalaureate	<u>182</u>	<u>202</u>
TOTAL	1,383	1,438

Semester Credit Hours	15,438	16,165
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Enrollment Increase – 3.5%

Semester Credit Hour Increase – 4.7%

**MINUTES
MIDWESTERN STATE UNIVERSITY
BOARD OF REGENTS**

**Finance Committee
August 7, 2014**

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 1:00 p.m., Thursday, August 7, 2014. Committee members in attendance were Mr. Mike Bernhardt, Chairman; Mr. R. Caven Crosnoe; Dr. Lynwood Givens; and Mr. Jeff Gregg. Other regents attending the meeting were Mr. Kenny Bryant, Ms. Tiffany Burks, Mr. Shawn Hessing, Ms. Nancy Marks, Mr. Sam Sanchez, and Student Regent Jesse Brown.

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. Bob 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. Matthew 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; Mr. Mike Taylor, Internal Auditor; Mr. Dan Williams, MSU Chief of Police; Ms. Dawn Fisher, Director of Human Resources; Mr. Chris Stovall, Controller; Dr. Scott Meddaugh, Professor of Geosciences; 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) was President Rebecca Stogner.

Chairman Bernhardt called the meeting to order at 1:00 p.m.

Review and Acceptance of Investment Report

- 14-162. Mr. Bernhardt stated that the board members should have previously received a copy of the third quarter FY 2014 investment report. He noted that Mr. Kevin McGinnis, Executive Director of Risk Management and Benefits Administration, Texas A&M University System (TAMUS), would report on MSU's investments in the TAMUS cash concentration pool. He asked Dr. Fowlé to first discuss the latest investment report. She noted that at the end of the third quarter the overall return rate on the \$33.8 million in cash holdings was 1.84%. The TAMUS pool earned \$126,000 in interest and dividends for the quarter and \$805,000 in unrealized gain on \$21 million. The university budget for FY 13 included \$119,000 in interest earnings. She noted that as of the end of June in FY 14, MSU's investment income totaled \$708,000. Dr. Fowlé

reported that the value of the university's endowments that are held with American National Bank had increased by 2.3%.

Mr. McGinnis presented information as shown in Attachment 1. He reviewed the investment process, manager selection, and evaluation. He noted that the TAMUS recently changed investment consultants to LCG Associates in Atlanta, Georgia, and that they have a great deal of higher education experience.

Slide 4 showed performance for the period ended June 30, 2014. He reported that the cash concentration pool holds approximately \$2.8 billion in assets. He noted that the expected long-term return on this type of fund was generally in the five to six percent range. Slide 5 showed the cash concentration pool target and actual allocation. He stated that overall the fund had a very good year.

Slide 6 presented return information on MSU's cash pool investment. He reminded the board that this is a unitized pool and an institution may realize a gain when selling or may realize a loss if there is a market correction. He added that unrealized appreciation helps provide a buffer if the market corrects.

Mr. McGinnis reported that Stephen F. Austin State University recently decided to move their endowment funds into the TAMUS endowment fund pool. He noted that while MSU does not currently participate in this fund, he wanted to present information regarding the fund's performance in the event there might be consideration given to joining the fund in the future. Slide 7 presented performance information and Slide 8 showed the target allocation of the endowment funds. He noted that private equity is included in the endowment allocation and is not included in the cash pool. Slide 9 reviewed the income distribution and the market value during the last five years. Slide 10 showed the quarterly endowment spending rate during the last five years.

Dr. Fowlé asked Mr. McGinnis to discuss investment costs. He responded that the TAMUS charges an administrative fee of 15 basis points (.15 of 1%). Additionally external management fees of approximately 35 basis points are charged. He noted that this amount may be higher at times owing to performance incentives that may be earned by some of the managers. He added that the fees for the endowment funds are generally 55-60 basis points. Mr. Hessing asked if the \$671,000 that was posted to MSU's account was net after the fees. Dr. Fowlé responded that it was.

Mr. McGinnis thanked the board for the investing MSU's cash with the TAMUS. He added that the TAMUS has a large purchasing group with natural gas and the group includes Stephen F. Austin. He noted that with such a large pool they receive a very good price. He indicated that they would be pleased to discuss this opportunity with the MSU administration and board at any time.

Mr. Bernhardt thanked Mr. McGinnis for traveling to Wichita Falls to give his report. Mr. Crosnoe moved acceptance of the Investment Report as presented. Dr. Givens seconded the motion and it was approved.

Recess

The Finance Committee recessed at 1:25 p.m.

Meeting Resumes

The meeting resumed at 3:05 p.m. Individuals returning for this portion of the meeting were all members of the Board of Regents, Dr. Jesse W. Rogers, Dr. Betty Stewart, Dr. Marilyn Fowlé, Dr. Keith Lamb, Dr. Howard Farrell, Dr. Bob Clark, Dr. Deborah Garrison, Mr. Kyle Owen, Mr. Matthew Park, Dr. David Carlston, Mr. Dirk Welch, Mr. Charlie Carr, Mr. Barry Macha, Mr. Mike Taylor, Ms. Dawn Fisher, Mr. Chris Stovall, Ms. Valarie Maxwell, Ms. Julie Gaynor, Ms. Rebecca Stogner, Ms. Cindy Ashlock, and Ms. Debbie Barrow.

Reading and Approval of Minutes

14-157. The minutes of the Finance Committee meeting May 8, 2014, were approved by the committee as presented.

Summary of Financial Support 9/1/13-7/10/14

14-158. This report was presented as information only. Mr. Bernhardt reported on some of the major gifts received since the May board meeting.

- A. As mentioned in an earlier committee meeting, a \$2 million gift was received from Dr. Billie Doris McAda to support MSU's graduate school, as well as the gift of \$1 million from Mrs. David Kimbell, Sr., for geosciences scholarships, equipment, and curriculum development.
- B. Additionally, Mrs. A. R. Dillard, Jr., donated \$3.1 million to the Dillard College of Business Administration for the development of the Dillard Center for Energy Management, to include Distinguished Professorships in Energy Accounting, Management, and Finance.
- C. The Priddy Foundation awarded a \$665,000 grant to the Wichita Falls Museum of Art at MSU for external improvements.
- D. Mr. and Mrs. James N. McCoy pledged an additional \$500,000 to the College of Science and Mathematics for scholarships, senior design projects, and operations for the engineering program.
- E. Mr. and Mrs. Joe N. Prothro donated \$30,000 to the Fain College of Fine Arts for the Akin Music Series.
- F. The College of Science and Mathematics Chemistry Department was awarded a \$30,000 research grant from the Robert A. Welch Foundation.

Mr. Bernhardt noted that a list of donors was in each regents' folder and encouraged board members to write thank you notes to the individuals they were assigned. Dr. Rogers expressed appreciation to the generous donors. Dr. Farrell noted that the Council for Advancement and Support of Education (CASE) recognized MSU for Overall Performance and Overall Improvement among similar public comprehensive institutions.

Mr. Bernhardt noted that this item was presented as a point of information only and no action was required.

Summer School Investment Report

14-159. Mr. Bernhardt reported that in February, 2014, the Board of Regents authorized an increase in the 2014 summer budget of \$300,000 and asked that a report analyzing this investment be presented to the board in August. Dr. Rogers reported that the deans and Dr. Stewart determined that there was not adequate student demand to warrant the additional investment of funds. He added that although the funds were not spent, summer enrollment increased.

Mr. Bernhardt noted that this item was presented as a point of information only and no action was required.

Waiver of Fees – Military Personnel – Report

14-160. Mr. Bernhardt noted that in May the administration was asked to review this matter further and to present a report at this meeting. Dr. Rogers reported that the administration reviewed programs at other universities in the state that are located in communities with the largest military installations. He noted that MSU and the other state institutions are generally doing the same. He indicated that MSU would continue to work to provide the best possible services for the military personnel who attend MSU. Mr. Bernhardt requested that the administration continue reaching out to Sheppard Air Force Base.

Mr. Bernhardt noted that this item was presented as a point of information only and no action was required.

Review and Acceptance of Financial Reports

14-161. The administration recommended the April, May, and June, 2014, Financial Reports for acceptance. Dr. Fowlé reported that as of June, 2014, the university's operating revenues were up 3.1% or \$1.7 million. Summer school enrollment increased over 2013 and the result of this increase will be seen in the July and August reports. She reported that non-operating revenues were \$1.5 million less owing to the large decrease in gift income. She added that the large number of pledges that were received in July would likely allow the institution to end the year very close to the amount budgeted for gift income. She noted that additional appropriations and investment income also offset the decrease in gift income by \$1.3 million. Expenses total \$4 million more than 2013. She indicated that the largest increases in expenses were \$1.5 million for scholarships and \$1.2 million for faculty and staff pay raises. She noted that professional fees

increased by \$500,000 for grant consulting, the housing Wi-Fi contract, and the student recruiting program. Dr. Fowlé reported that the end of year report should closely match the budget that was approved in August, 2013.

Mr. Gregg moved approval of the financial reports as presented. Mr. Crosnoe seconded the motion and it was approved.

University Signature Authorizations

- 14-163. Mr. Bernhardt stated that each year the board is asked to approve the individuals authorized to purchase and sell investment instruments, to perform normal banking transactions, and to sign retirement documents. He noted that the specific recommendations were included in the agenda document.

Mr. Crosnoe moved approval of these recommendations and authorizations as presented. Mr. Gregg seconded the motion and it was approved.

Approval of Asset Holding Accounts and Investment Vehicles

- 14-164. The administration recommended approval of the firms listed in the agenda document. He reported that Asset Holding Accounts are safekeeping accounts that hold investment securities and commercial paper electronically in the university's name. The Investment Vehicles/ Overnight Cash Pools are physical locations for invested cash, CD's, savings, and public fund pools.

Mr. Gregg moved approval of the firms presented. Mr. Crosnoe seconded the motion.

Mr. Sanchez asked about the university's endowment funds. He noted that the TAMUS endowment investment strategy seemed lucrative and asked if the university should consider moving its endowments into the TAMUS investment pool. Dr. Rogers responded that some of the endowed funds are held by the MSU Foundation, Inc., a 501C3 foundation that was established in the 1960's to benefit MSU. He noted that this foundation has its own board of directors. Mr. Sanchez asked how the MSU Foundation benefits MSU. Dr. Rogers responded that funds held by the Foundation are invested and returns are allocated to the university each year for various purposes. Dr. Farrell added that approximately 98% of the funds are designated for certain scholarships, professorships, and other specific programs. Dr. Rogers reported that the MSU Charitable Trust is not as independent as the MSU Foundation, Inc., adding that its board of directors includes the university president, chairman of the board, and chairman of the finance committee. The Trust was established in the 1980's and also holds funds designated for the benefit of Midwestern State University. He noted that endowed funds are also held by the university and are invested through American National Bank. Finally, MSU has a quasi-endowment, the Redwine Fund, that is invested with Luther King. Dr. Fowlé reported that the quasi-endowment is board designated and can be invested or spent in whatever way the board deems appropriate. She stated that a true endowment can only be established by a donor.

Mr. Hessing noted that American National Bank invests university endowments totaling \$8.7 million, Luther King invests the quasi-endowment totaling \$12 million, the Charitable Trust holds \$30 million, and the MSU Foundation, Inc. holds \$20 million. Dr. Fowlé added that the Board of Regents has direct control over approximately \$20 million. Mr. Sanchez asked why the university would not want to combine the funds and achieve a greater yield. Mr. Crosnoe stated that while it was not a discussion for today's meeting perhaps there might need to be a discussion at a later time about combining the Foundation and the Charitable Trust. Dr. Rogers added that while it would be desirable, it would not be an easy task.

Mr. Sanchez asked if the university could achieve a greater return by pooling the \$20 million under its control. Mr. Hessing responded that the returns from American National Bank and Luther King investments are very competitive. Dr. Fowlé was asked to provide a comparison to the board in November regarding earnings and fees charged by American National Bank, Luther King, and TAMUS so that this matter could be evaluated further.

There being no further discussion, the motion was approved.

FY 2013-2014 Items \$50,000 & Under

- 14-165. Mr. Bernhard noted that two budget changes were presented in the agenda document for ratification. Dr. Rogers noted that direct marketing and student recruitment efforts were increased and funded. Additionally, equipment in the Wellness Center was replaced with funds set aside for this purpose.

Dr. Givens moved ratification of this item as presented. Mr. Gregg seconded the motion and it was approved.

Review of Personnel Reports and Salary/Title/Position Changes in 2013-2014 Budget

- 14-166. Mr. Bernhardt noted that these reports were presented in the agenda document. Dr. Rogers commented that positions in the Business Office and Facilities Services were reclassified through reorganizations. One of the positions in Facilities Services required a degreed engineer, resulting in a large expenditure that will be added to next year's budget.

Mr. Gregg moved ratification of these items as presented. Mr. Crosnoe seconded the motion and it was approved.

Operating Budget for Fiscal Year 2015

- 14-167. Mr. Bernhardt reported that the administration had recommended approval of a \$99,883,979 budget for FY 2015. Mr. Gregg moved approval of the budget as presented. Mr. Crosnoe seconded the motion.

Dr. Rogers reviewed the Budget Highlights (see Attachment 2). He added that the salary increase for individuals promoted to full professor had previously been raised to

\$10,000. He stated that the two new faculty positions funded by external sources were in engineering and accounting.

Dr. Fowlé reviewed the budget presentation (see Attachment 3). Referring to the chart shown in Slide 2, she noted that General Revenue represents the funds the university receives from the state. She noted that formula funding is based on weighted semester credit hours. She explained that the hours taken for a master's level computer science course are calculated at seven times the weight of a freshman English class. She reported that the increase in the Tuition and Fees category was the result of anticipated additional students as well as the approved increase in the university services fee and designated tuition. The increase in Auxiliaries was a result of the overflow in housing. She added that the additional income would be offset by additional expenses paid to the off-campus apartment complexes. Dr. Fowlé noted that the Higher Education Assistance Fund (HEAF) allocation remained the same as prior years. She added that funding is determined every five years and the amount of funding for the next five years would be determined during the 2015 legislative session. She commented that HEAF can only be spent on capital items such as library books, buildings, renovations, computers, and capital equipment. She noted that these funds can be used only to support the academic mission of the university. Mr. Hessing asked if HEAF could be used for such projects as mass communication facilities, information technology needs, and infrastructure. Dr. Fowlé responded in the affirmative. She added that current rules allow institutions to bond no more than 50% of the annual HEAF allocation for no longer than 10 years. Returning attention to Slide 2, Dr. Fowlé reported that Other E&G is investment income and Restricted Funds include gift revenue. She noted that this was the result of the decreased estimate of gift revenue for FY 15 mentioned in the Budget Highlights.

Slide 3 showed sources of funds in a pie chart. Dr. Fowlé noted that the state appropriations portion of funding included general revenue and HEAF. Dr. Givens asked for the percentage breakdown of tuition and fees. Ms. Maxwell responded that of the \$42 million received in tuition and fees, approximately \$23.5 million comes from tuition (state and local) and \$18.5 million is derived from fees.

Slides 4 and 5 showed the budgeted uses of funds. Dr. Fowlé reported that in previous budgets estimated gift dollars were budgets to the scholarship category. She stated that the \$2 million reduction in estimated gift income thus had to be removed also from the scholarship category. She added that without this \$2 million shift in estimated funding, scholarship expenditures in 2015 are budgeted to increase by \$500,000 more than 2014. Dr. Fowlé commented that the decline in wages was the result of including \$700,000 in funding for the Voluntary Separation Program payouts during 2014. She added that the large increase in the M&O category represented the pass through dollars that will be paid for the overflow housing contracts. Dr. Fowlé noted that the cost of salaries, wages, and benefits represents 51% of the university's budget. Mrs. Maxwell commented that the cost of employee benefits in FY 16 is anticipated to increase by an even larger amount than in the current year. She added that this cost is not controlled by the university.

Mrs. Marks asked how MSU's budget compared to budgets of other state institutions. Dr. Fowlé indicated that she would have to work with the budget office to pull this information together. Mr. Crosnoe asked how MSU's faculty salaries compared with other universities and if MSU's salaries are competitive. Dr. Stewart responded that MSU's starting salaries are lower when compared with the College and University Professional Association (CUPA) survey of faculty salaries. She noted that the university is attempting to make up the difference by increasing the amounts faculty members earn through promotion. Dr. Stewart added that the CUPA survey includes the entire United States and the cost of living varies throughout the country. Dr. Givens asked Dr. Stewart by what percentage MSU's salaries are lower. She responded that she did not have that information. Dr. Rogers commented that when comparing MSU's salaries to those at other Texas public institutions, MSU salaries are likely average. Dr. Stewart added that salaries in Texas are low.

Mr. Brown asked how much of the funding for graduate assistants, financial aid, and scholarships funded academic scholarships and athletics scholarships. Mrs. Maxwell responded that out of the \$19 million included in this category, \$3 million is allocated for academic scholarships and \$2 million is allocated for athletics scholarships.

Slide 6 presented an overall summary of the budget. Mr. Hessing commented that the budget deficit could be reduced if expenses are managed effectively and if the university receives additional revenue. Slide 7 showed the investments that were made in the FY 15 budget and Slide 8 reviewed the allocation of HEAF dollars. Mr. Sanchez asked what library materials are purchased with the \$550,000 in HEAF. Dr. Stewart responded that much of the funding was for databases. Slide 9 presented information regarding personnel position increases and decreases. Dr. Fowlé commented that the additional residence hall director was needed to oversee the students who will be housed off campus at The Grove apartment complex. She added that a new Museum Collections Manager position was added to meet accreditation standards for the museum. Dr. Givens asked about the number of FTE faculty. Mrs. Maxwell responded that there are 250.7. Dr. Rogers asked if that included adjunct faculty. Mrs. Maxwell responded that it did not. Dr. Givens asked about the number of staff. Dr. Fowlé responded that the staff accounted for 422 positions. Dr. Givens asked how these numbers compared to those at other universities. Dr. Fowlé responded that she did not have that information. Mr. Hessing asked Dr. Fowlé to provide a report in November with some meaningful performance indices against peer institutions.

Mr. Bernhardt noted that the board would go into executive session later in the meeting to discuss specific personnel as needed.

Recess

The Finance Committee meeting recessed at 4:25 p.m.

Executive Session

Mr. Hessing announced that the Board of Regents would go into closed session as allowed by Texas Government Code Chapter 551, Sections 071, 072, 073, and 074 to consider Items 14-134 (Real Property), 14-135 (Gifts or Donations), 14-136 (Presidential Search), 14-137a (Consultation with Attorney), and 14-167 (Operating Budget). The closed session began at 4:45 p.m. Mr. Hessing, Mr. Bernhardt, Mr. Bryant, Mrs. Burks, Mr. Crosnoe, Dr. Givens, Mr. Gregg, Mrs. Marks, Mr. Sanchez, Mr. Brown, Dr. Rogers, Dr. Stewart, Dr. Fowlé, Dr. Lamb, Dr. Farrell, Dr. Clark, Mr. Owen, Mr. Park, Mr. Taylor, Mr. Macha, and Ms. Barrow remained for the discussion.

Open Meeting Resumes

The closed session ended at 5:50 p.m. with an announcement by Mr. Hessing that no action was taken during the Executive Session. The open meeting resumed.

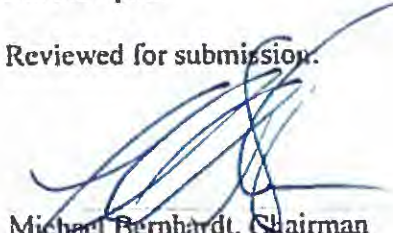
Operating Budget for Fiscal Year 2015

14-168. Mr. Bernhardt noted that a motion and a second had previously been made to approve the budget as presented. There being no additional discussion the motion was approved.

Adjournment

The Finance Committee discussion concluded at 5:51 p.m.

Reviewed for submission.



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

ATTACHMENTS:

1. MSU Investments - Texas A&M System Cash Concentration Pool
2. MSU Budget Highlights
3. MSU Budget Presentation

Midwestern State University Investments

August 7, 2014



Kevin McGinnis
Executive Director, Risk Management
& Benefits Administration



Investment Process

- Investment Policy – Approved by the Board of Regents; sets asset allocation, permissible investments, endowment payout, etc.
- Investment Personnel – Maria Robinson and Kevin McGinnis; Outside Investment Consultant
- Investment Philosophy – Top quartile managers and adherence to a diversified long-term asset allocation will result in positive risk adjusted return



Manager Selection and Evaluation

- Manager candidates sourced through consultant
- Consultant provides a shortlist from which investment personnel will select finalist
- Manager contracting requires on-site office visit which thereafter is done annually
- Managers are expected to post performance in the top quartile when compared to their peer universe



The Texas A&M University System

Performance Periods Ended June 30, 2014

	<u>1-YR</u>	<u>5-YR</u>	<u>10-YR</u>	<u>15-YR</u>
Cash Concentration Pool	12.3%	9.0%	5.4%	5.6%
Balanced Index	11.4%	8.8%	5.2%	5.2%



The Texas A&M University System

Cash Concentration Pool Asset Allocation

Asset Class	Target Allocation	6/30/2014 Allocation
Short Term Portfolio	8.0%	8.0%
Liquidity Portfolio	10.0%	9.4%
Fixed Income	25.0%	23.4%
Domestic Equity	20.0%	21.2%
International Equity	17.0%	17.7%
Hedge Funds	20.0%	20.3%

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The Texas A&M University System

Cash Concentration Pool Investment

Midwestern State University

October 1, 2013 to June 30, 2014

Investment Transfers	\$19,000,414
Net Earnings Added Back*	671,036
Book Value as of June 30, 2014	\$19,671,450
Unrealized Appreciation	1,698,224
Market Value as of June 30, 2014	\$21,369,674

* Interest, dividends and realized gains, less fees

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The Texas A&M University System

Performance Periods Ended June 30, 2014

	<u>1-YR</u>	<u>5-YR</u>	<u>10-YR</u>	<u>15-YR</u>
System Endowment Fund	16.7%	12.0%	7.0%	6.5%
Balanced Index	13.0%	10.6%	6.4%	5.4%

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The Texas A&M University System

System Endowment Fund Asset Allocation

<u>Asset Class</u>	<u>Target Allocation</u>	<u>6/30/2014 Allocation</u>
Fixed Income	15.0%	13.9%
Domestic Equity	20.0%	20.1%
International Equity	20.0%	20.2%
Inflation Hedging*	12.0%	13.1%
Hedge Funds	18.0%	16.9%
Private Equity	15.0%	15.8%

*Inflation Hedging includes timber, real estate, and energy investments.

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The Texas A&M University System

- Income is distributed to each endowment account on a quarterly basis in accordance with the spending policy outlined in the System Investment Policy.
- The quarterly payout is calculated on an annual basis and is the average of the quarterly market value for the 20 fiscal quarters ending the previous February, multiplied by 5.0% and divided by 4.
- The market value per unit for the last five years is as follows:

2/28/2010	\$5.11
2/28/2011	\$5.62
2/29/2012	\$5.47
2/28/2013	\$5.57
2/28/2014	\$6.00

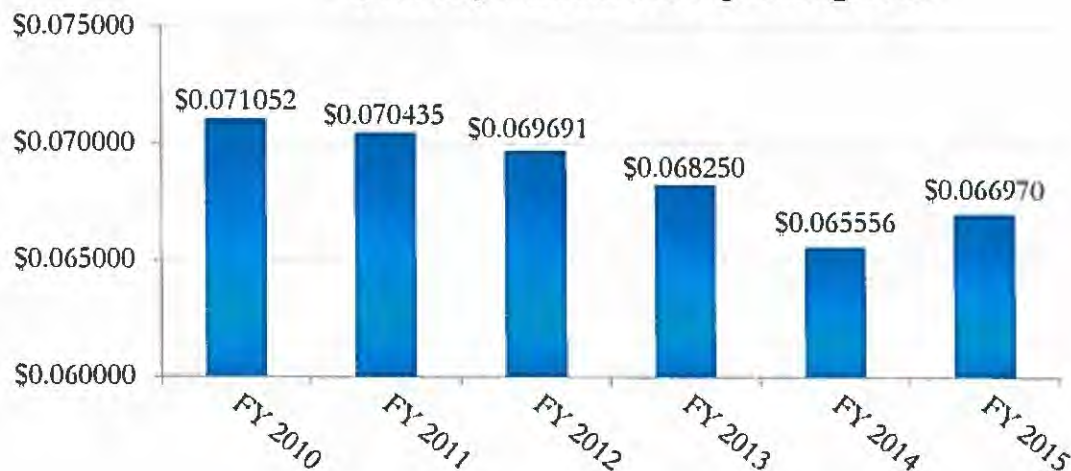
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The Texas A&M University System

System Endowment Fund

Quarterly Endowment Spending Rate

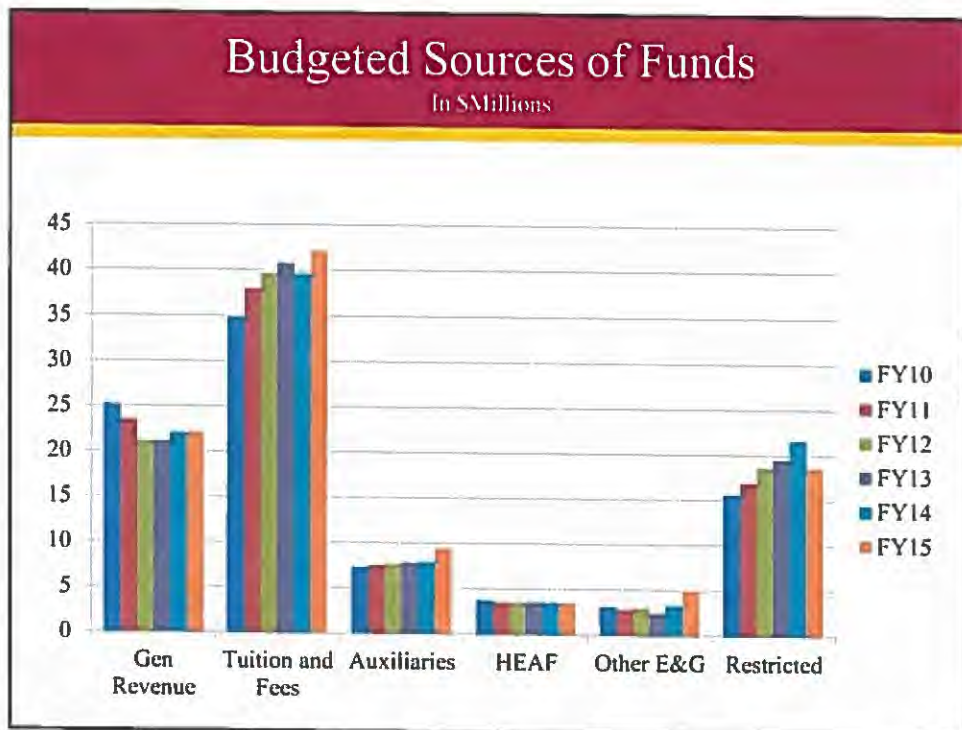
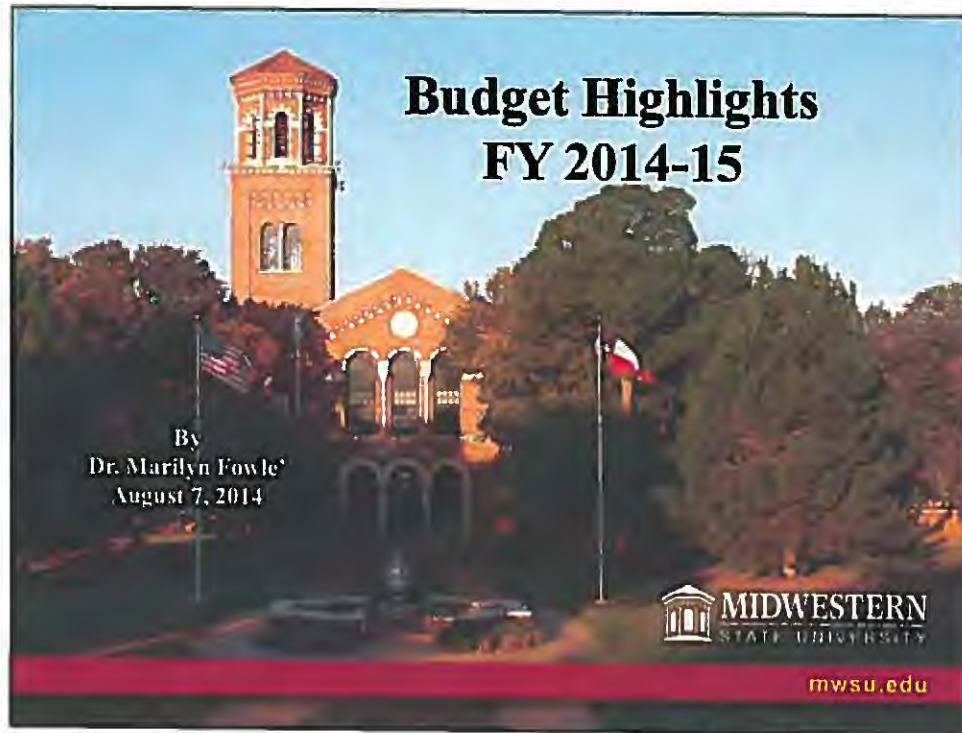


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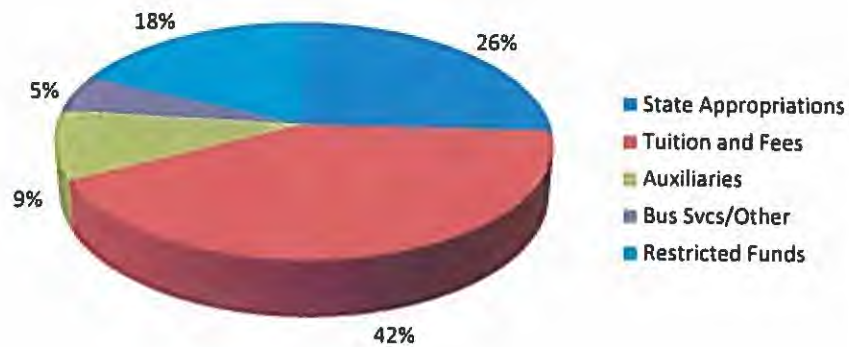
Midwestern State University
Budget Highlights - 2014 – 2015

- The proposed MSU Operating Budget for FY 2015 totals \$99,883,979, an increase of \$1.4 million above FY 2014. The proposed budget includes a faculty raise totaling \$500,000 plus approved promotions. An across the board raise of 1.75% with a \$708 minimum is proposed for eligible staff. Some staff positions are recommended for equity adjustments. The classified pay plan was elevated by \$708 for beginning pay grades and some classified jobs were reclassified.
- The budget is based on an estimated enrollment of 5,975 students for fall 2014.
- The budget reflects a net increase of 4.25 full-time equivalent (FTE) positions, 4.75 faculty and a .50 reduction in staff.
 - Two of the faculty increases are funded by external funding sources for specific needs and initiatives.
 - The proposed budget includes 7.5 positions without an appropriated salary. These positions will not be filled during the fiscal 2015 budget year.
 - Salaries totaling \$662,550 in 9.5 positions have been identified for specific salary savings and will not be filled during the fiscal 2015 budget year. This is in addition to the positions noted above.
- Other significant budget changes include the following.
 - In order to more closely align the budget to gifts the institution expects to receive, the budget for restricted scholarship funds was reduced by \$2,000,000. If this variance in the budget is subtracted, then budgeted scholarships for the merit program increased by \$438,513.
 - Fringe benefits total \$12.8 million, an increase of more than \$1 million. This includes a 6.89 percent increase in group health insurance rates which increased insurance costs by \$600,000.
 - University debt decreased by \$1.4 million due to the Dillard Hall debt being paid off.
 - Maintenance and operations costs increased by \$1.9 million. More than 74.5% of this increase is attributed to housing overflow costs and increased dining services. Twenty-one percent is in restricted gift funds.
 - Wages decreased by \$472,566. This figure includes the removal of the one-time voluntary separation plan pay-outs.
- Private sources and grant funds totaling \$1,699,235 provide funding for 22.87 full time equivalent positions (15.94 faculty positions and 6.93 staff positions).
- The Higher Education Assistance Fund (HEAF) is constitutionally dedicated state funding for critical capital construction and equipment support. The following distribution of HEAF funds is proposed:

Physical Plant equipment, improvements, and deferred maintenance	\$1,401,000
Information Technology and equipment	824,795
Master plan reserve	373,638
Library materials	550,000
Allocation to six colleges for academic-related equipment	<u>410,000</u>
TOTAL	<u>\$3,559,433</u>

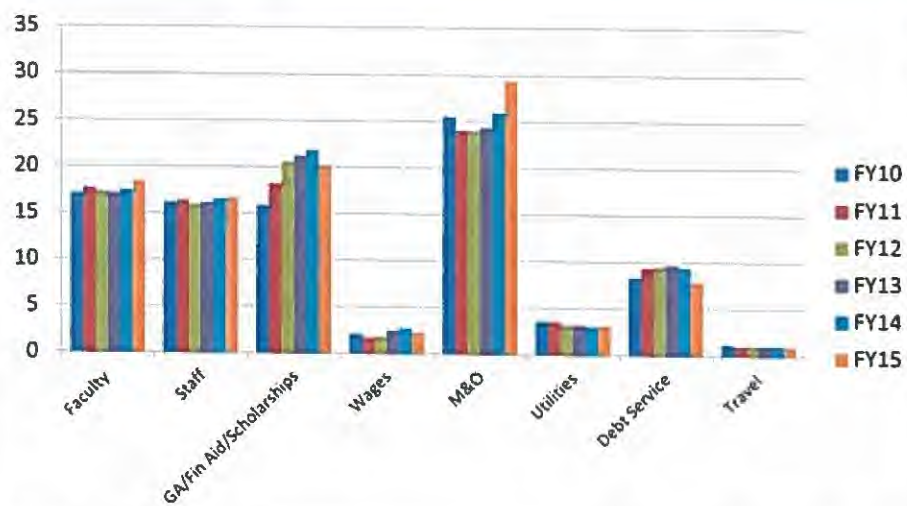


FY 15 Budgeted Sources of Funds

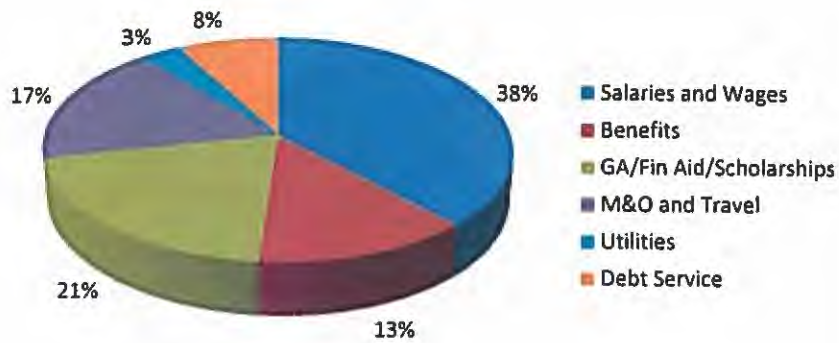


Budgeted Uses of Funds

In \$Millions



FY 15 Budgeted Uses of Funds



Budget Highlights Assuming 5,975 students



Item	\$
FY14 Estimated Ending Balances	\$ 21.0M
Budgeted Revenue	\$ 97.9M
Budgeted Expenses	\$ 99.8M
Budgeted Deficit	(\$ 1.9M)
FY15 Estimated Ending Balances	\$ 19.1M

FY15 Investments



Faculty and Staff Pay raises	\$ 1,191,000
Increased Benefit costs	\$ 1,096,000
Graduate Assistants and Scholarships Increase	\$ 546,000
Increase in Undergraduate Research/EUREKA	\$ 150,000
Additional Faculty funded by Gifts	\$ 494,000
New President search and related expenses	\$ 178,000
Full insurance coverage on campus buildings	\$ 90,000

HEAF Allocation



Information Technology	\$ 825,000
Deferred Maintenance projects	\$1,040,000
Master Plan projects/reserve	\$ 700,000
Library Materials	\$ 550,000
Academic equipment	\$ 414,000
Leased vehicles	\$ 30,000
Total	\$3,559,000

FTE Increases



FTE at 8-31-14	668.63
Athletic Trainer	1.00
Residence Hall Director (Mustang Grove)	1.00
Museum Collections Manager	1.00
Study Abroad and BAAS Recruiter to full-time positions	.50
Temporary faculty increases for retirements and/or searches for administrative positions	1.75
Faculty in Petroleum Accounting (restricted funds)	1.00
Faculty – Echometer Professorship (restricted funds)	1.00
Eliminate Custodian	(1.00)
Eliminate Chinese Student Coordinator	(1.00)
Eliminate Associate Director International Services	(1.00)
FTE at 9-1-14	672.88



**MINUTES
MIDWESTERN STATE UNIVERSITY
BOARD OF REGENTS**

**Audit, Compliance, and Management Review Committee
August 7, 2014**

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 4:25 p.m., Thursday, August 7, 2014. Committee members in attendance were Mr. Sam Sanchez, Chairman; Ms. Tiffany Burks, Mr. Jeff Gregg, and Ms. Nancy Marks. Other regents attending the meeting were Mr. Mike Bernhardt, Mr. Kenny Bryant, Mr. R. Caven Crosnoe, Dr. Lynwood Givens, Mr. Shawn Hessing, and Student Regent Jesse Brown.

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. Bob 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. Matthew 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; Mr. Mike Taylor, Internal Auditor; Ms. Dawn Fisher, Director of Human Resources; Mr. Chris Stovall, 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) was President Rebecca Stogner.

Chairman Sanchez called the meeting to order at 4:25 p.m.

Reading and Approval of Minutes

14-168. The minutes of the Audit, Compliance, and Management Review Committee meeting May 8, 2014, were approved as presented.

Audit Activities

14-169. Mr. Mike Taylor, Internal Auditor, reported on his activities since the last board meeting.

- A. The field work portion of the required Peer Review has been completed. The complete report and summary of outcomes will be reported to the board in November.

- B. Everything is on track to complete the remainder of the audit plan as presented at the May board meeting. The state auditor's office has been kept informed of the delays created by the temporary vacancy of the internal audit position.
- C. An additional request from Governor Perry was received in June regarding an audit of proportionality of state benefits. This request was the result of deficiencies that were discovered at another university. Based on the initial testing that has been completed, no material errors regarding state funding of proportional benefits have been found.
- D. Information was presented in May regarding the creation of a Compliance Committee. This committee will report directly to the Audit, Compliance, and Management Review Committee of the Board of Regents. The committee will be made up of Mr. Taylor, General Counsel Barry Macha, and Controller Chris Stovall. The purpose of the committee will be to provide a venue for management level personnel who are responsible for compliance to determine the best use of university resources regarding compliance. The administration's goal is to be proactive and forward-looking to eliminate possibilities of non-compliance on a university-wide basis.

Mr. Sanchez reported that he participated recently in a call with auditors from other universities who were performing MSU's Peer Review. He noted that the call was very concerning and brought a number of issues to his attention in relation to audit, compliance, and the liability that potentially exists for the board and university if audit processes are not followed. Mr. Sanchez reported that while the other independent public universities are larger than MSU, they each have audit departments made up of four or five individuals. He noted that while MSU has been operating under tight budget constraints, he encouraged the regents to consider expanding the university's internal audit operation as soon as possible. He added that the peer review audit and Mr. Taylor's follow up report in November would be illuminating. Mr. Sanchez noted that one of the areas he is very concerned about is the security of MSU's information technology processes. He added that there is a significant audit related to this that has not been done in the past.

Mr. Crosnoe asked if the proposed budget included new positions in this area. Mr. Sanchez responded that it did not. He added that more would be known when the Peer Review Report and Mr. Taylor's summary report were complete. Mr. Hessing noted that the budget can be amended during the year if necessary. Dr. Givens asked for more information on the peer review process and questioned if there were specific standards that must be met. Mr. Taylor responded that during the peer review process, auditors from other state universities evaluate and express an opinion on the internal audit function's compliance with the *International Standards for the Professional Practice of Internal Auditing* and *Code of Ethics* and with *Government Audit Standards* as required by the Texas Internal Auditing Act. Additional comments and recommendations may be made regarding best practices and use of resources. He noted that while MSU is the smallest of the independent public universities in Texas, the audit office at each institution must address a similar number of audit and compliance issues. Mr. Hessing added that there are standards that must be met and there is the peer

comparison. Dr. Givens asked if the report in November would include information regarding where MSU falls with meeting the minimum standards and in comparison with others. Mr. Taylor responded that it would.

Mr. Sanchez noted that this was an information item only and no action was necessary.

Contract Management Activities

14-170. Mr. Macha reported that the university has processed 61 contracts during May through July. The year to date contract total is 158.

Mr. Sanchez noted that this was an information item only and no action was necessary.

Adjournment

The Audit, Compliance, and Management Review Committee discussion concluded at 4:35 p.m.

Reviewed for submission:



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

**MINUTES
BOARD OF REGENTS
MIDWESTERN STATE UNIVERSITY
August 8, 2014**

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, August 8, 2014. Regents in attendance were Mr. Shawn Hessing, Chairman; Mr. Mike Bernhardt, Vice Chairman; Mr. Kenny Bryant, Secretary; Ms. Tiffany Burks; Mr. R. Caven Crosnoe; Dr. Lynwood Givens; Mr. Jeff Gregg; Ms. Nancy Marks; Mr. Sam Sanchez; and Student Regent Jesse Brown.

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. Charlie Carr, Director of Athletics; Mr. Barry Macha, General Counsel; Mr. Mike Taylor, Internal Auditor; Mr. Chris Stovall, Controller; Ms. Valarie Maxwell, Director of Budget and Management; Mr. Dirk Welch, Chairman of the MSU Staff Senate; 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*. Dr. Martin Camacho, new Dean of the Lamar D. Fain College of Fine Arts, attended the first portion of the meeting.

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. He noted that the meeting was being streamed live on the internet. He asked everyone to silence or turn off their cell phones and be aware that side discussions around the table or the room were distracting and may be heard through the microphones.

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

14-171, 172, 173. Minutes of the Board of Regents meetings May 8 and 9, and July 21, 2014 were presented for approval. Mr. Hessing noted that the minutes of the special meeting July 21 were in each member's folder (see Attachment 1). These items 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 August 7, 2014.

Item Presented for Committee Approval Only

14-138. Committee Minutes

Items Presented for Information Only

14-140. Campus Construction Update

14-141. Hail Damage Claim

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.

14-139. MSU Strategic and Action Plan 2014-2015 Academic Year – approved the plan as presented.

14-142. Phase I Housing – approved contracting with Treanor Architects for this project, approved the site for this new housing as the parking lot located west of Killingsworth Hall and Pierce Hall, and approved bonding authority on the project not to exceed \$30 million.

14-143. Emergency Management Plan – approved the plan, including annexes A, B, C, E, I, M, N, O, Q, and V, and the resolution, as presented.

14-144. Wichita Falls Museum of Art at MSU Advisory Board – approved appointments to the advisory board as presented.

14-145. Wichita Falls Museum of Art at MSU Ratification of Accessioned Artworks – ratified the accession of the items into the Museum's Permanent Collection as presented.

Mr. Hessing asked if there were items any member wanted to remove from the Consent Agenda. There being none, Mrs. Burks 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 August 7, 2014.

Item Presented for Committee Approval Only

14-146. Committee Minutes

Items Presented for Information Only

- 14-147. Faculty Report
- 14-148. Staff Report
- 14-149. Student Government Report
- 14-150. Athletics Report
- 14-151. Enrollment Report – Summer 2014

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.

- 14-152. August 2014 Graduating Class – approved the list of candidates for graduation.
- 14-153. Academic Graduate Major Title Change – approved changing the title of the major in counseling, offered through the Master of Arts degree program by the West College of Education, to a clinical mental health major.
- 14-154. Reassignment of the Bachelor of Applied Arts and Sciences Degree Program – authorized reassigning the BAAS program from the Prothro-Yeager College of Humanities and Social Sciences to the West College of Education as presented.
- 14-155. *MSU Student Handbook* Changes – approved changes to the Code of Student Conduct regarding the definition of “stalking” and Student Conduct Committee hearing procedures as presented.
- 14-156. *MSU Policies and Procedures Manual* Changes – approved changes to the policies noted below as presented:
 - A. Policy 3.313 – Vehicle Operator's License Requirement
 - B. Policy 3.321 – Employee Insurance
 - C. Policy 4.142 – Police Department Administration and Regulatory Ordinances
 - D. Policy 4.169 – Summer Camps and Conferences

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

Special Introduction

Dr. Stewart introduced Dr. Martin Camacho, new Dean of the Lamar D. Fain College of Fine Arts. Dr. Camacho holds a bachelor's degree in piano performance from the Instituto Superior de Arte in Cuba. He earned the Master of Music in Piano Performance and a professional studies

diploma from the Cleveland Institute of Music in Cleveland, Ohio. He earned the Master of Business Administration from Barry University in Florida, and the Doctor of Musical Arts from the University of Miami. Dr. Camacho served as Chair and Associate Professor of Music at Alabama State University. He previously served as Dean of Arts, Humanities, and Social Sciences at the Community College of Rhode Island. Dr. Stewart reported that Dr. Camacho will present a piano recital in Akin Auditorium on Thursday, August 21, at 7:00 p.m. The board welcomed Dr. Camacho to Wichita Falls and MSU.

Finance Committee Report

Mr. Bernhardt noted the items presented at the Finance Committee meeting for committee approval and information only. Information concerning these items can be found in the minutes of the Finance Committee meeting held August 7, 2014.

Item Presented for Committee Approval Only

- 14-157. Committee Minutes

Items Presented for Information Only

- 14-158. Summary of Financial Support
- 14-159. Summer School Investment Report
- 14-160. Waiver of Fees – Military Personnel - Report

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.

- 14-161. Financial Reports – accepted the monthly financial reports for April, May, and June, 2014.
- 14-162. Investment Report – accepted the third quarter 2014 Investment Report.
- 14-163. University Signature Authorizations – approved signature authorizations as presented.
- 14-164. Approval of Asset Holding Accounts and Investment Vehicles – approved the lists as presented.
- 14-165. FY 2014 Items \$50,000 & Under – ratified the budget changes as presented.
- 14-166. Personnel Reports and Changes in 2013-2014 Budget – ratified the changes as presented.
- 14-167. Operating Budget for Fiscal Year 2015 – approved the \$99,883,979 operating budget for the 2014-2015 fiscal year as presented.

Mr. Hessing asked if there were items any member wanted to remove from the Consent Agenda. There being none, Mr. Crosnoe seconded Mr. Bernhardt's motion to approve the Consent Agenda as presented. The motion 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 August 7, 2014.

Item Presented for Committee Approval Only

14-168. Committee Minutes

Items Presented for Information Only

14-169. Audit Activities

14-170. Contract Management Activities

Other Business

Board of Regents Meeting Dates – 2014-2015

14-174. Mr. Hessing indicated that the proposed meeting dates were presented in the agenda. He noted that Dr. Givens has a conflict with the November date, but after talking with Dr. Rogers it appears there is a university conflict if the meeting date is moved to the week later. He asked if there were other conflicts for the dates presented. There being none, the dates were approved as presented.

President's Report and Discussion

14-175. Dr. Rogers reported that MSU's first hearing regarding the Legislative Appropriations Request will be in Austin September 17. The panel for that hearing will include staff of the Legislative Budget Board, the Governor's Office of Budget and Planning, the Senate Finance Committee, and the House Appropriations Committee. Dr. Rogers stated that he would be given an opportunity to discuss MSU's accomplishments, as well as present the needs of the university. He commented that owing to election outcomes and individuals choosing not to run for re-election, there will be a new governor and lieutenant governor, as well as new chairs of the House Appropriations, Senate Finance, and House Higher Education committees during the 2015 legislative session.

Dr. Rogers commented that the Texas Higher Education Coordinating Board (THECB) would make recommendations to the legislature with regard to formula funding. The THECB committees have recommended increasing the amount of funding available for the formula by at least five percent. Additionally, the THECB will continue to recommend that a pool of funds be distributed to universities using an outcomes-based funding model. Dr. Rogers indicated that he has supported outcomes-based or incentive funding since he chaired the THECB Formula Advisory Committee several years earlier. Universities will be given an opportunity to select the weights of the

metrics that will be used in the allocation process. Additionally, each institution will have the opportunity to remove one of the metrics if they choose. The proposed metrics are as follows:

- A. Total undergraduate degrees
- B. Undergraduate degrees adjusted by graduation rate (total UG degrees multiplied by the university's six-year graduation rate)
- C. Undergraduate degrees per 100 undergraduate full-time student equivalents
- D. Undergraduate degrees to At-Risk Students (these include students who are Pell recipients, have an SAT/ACT score below the national average, enrolled part-time, earned a GED, or first enrolled at age 20 or higher)
- E. Retention rate after 30 semester credit hours
- F. Retention rate after 60 semester credit hours
- G. Retention rate after 90 semester credit hours

Dr. Rogers stated the university currently receives approximately \$3.5 million each year in Higher Education Assistance Funds (HEAF). The HEAF allocation will be reviewed during the legislative session and a THECB committee has recommended a substantial increase in the amount allocated for this purpose. Any addition to this funding would be beneficial to MSU. He noted that MSU's tuition and fee waivers for Hazlewood recipients total \$1.2 million each year. He expressed his hope that the legislature would allocate funds to address this unfunded mandate.

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 551.071, .073, and .074, to consider Items 14-176 (Presidential Search), 14-177a (Consultation with Attorney), and 14-177c (Gifts or Donations). The closed session was properly announced at 9:26 a.m. Mr. Hessing, Mr. Bernhardt, Mrs. Burks, Mr. Bryant, Mr. Crosnoe, Dr. Givens, Mr. Gregg, Mrs. Marks, Mr. Sanchez, Mr. Brown, Mr. Macha, and Ms. Barrow remained for the entire session. Dr. Rogers, Dr. Stewart, Dr. Fowlé, Dr. Lamb, Dr. Farrell, Dr. Clark, Mr. Taylor, and Mr. Carr remained only for the discussion of Items 14-177a and 177c. Dr. Jessica Kozloff and Dr. Eric Richtmyer, Academic Search Consultants, joined the meeting for the discussion of Item 14-176.

Open Meeting Resumes

The closed session ended at 11:24 a.m. with an announcement by Mr. Hessing that no action was taken during the Executive Session.

Prospective Gift or Donation

14-177c. Mr. Bryant moved that the Board of Regents authorize the administration to negotiate and accept a donation of two small parcels of land located northwest of the Wichita Falls Museum of Art at Midwestern State University. Mr. Bernhardt seconded the motion and it was approved.

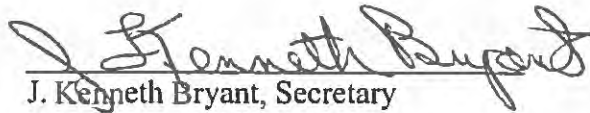
Closing Comments

Mr. Hessing thanked the regents for their participation in the meetings. He noted that the next regularly scheduled meetings of the board would be November 6 and 7.

Adjournment

There being no further business, the meeting was adjourned at 11:25 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 August 8, 2014.


J. Kenneth Bryant, Secretary

ATTACHMENT:

1. Minutes – Special Board Meeting – July 21, 2014

**MINUTES
MIDWESTERN STATE UNIVERSITY
BOARD OF REGENTS
July 21, 2014**

The Board of Regents, Midwestern State University, met in special session in the J. S. Bridwell Board Room, Hardin Administration Building, Wichita Falls, Texas, at 2:00 p.m., Monday, July 21, 2014. Board members in attendance at the university were Mr. Shawn Hessing, Chairman; Mr. Mike Bernhardt, Vice Chairman; Mr. Kenny Bryant, Secretary; Mr. Caven Crosnoe; Mr. Jeff Gregg; Ms. Nancy Marks; and Mr. Jesse Brown, new Student Regent. Regents attending the meeting via teleconference connection were Dr. Lynwood Givens and Mr. Sam Sanchez.

Administrative staff members present included 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. Bob 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. Matt Park, Associate Vice President for Student Affairs; Mr. Barry Macha, General Counsel; Dr. David Carlston, Chairman of the MSU Faculty Senate; Mr. Dirk Welch, Chairman of the MSU Staff Senate; Ms. Dawn Fisher, Director of Human Resources; Ms. Valarie Maxwell, Director of Budget and Management; Ms. Cindy Ashlock, Executive Assistant to the President; and Ms. Debbie Barrow, Director of Board and Government Relations. Representing the news media were Ms. Ann Work, *Times Record News*; Mr. Jimmie Johnson, KAUZ-TV; and Ms. Jessica Bruno and Mr. Ivan Gibson from KFDX-TV.

Chairman Hessing called the meeting to order at 2:00 p.m. Ms. Gaynor introduced individuals in attendance and Mr. Hessing welcomed Mr. Brown to service on the Board of Regents. He reminded everyone that the meeting was being streamed live on the internet and asked everyone to silence their cell phones. He reported that Dr. Rogers was recovering well from surgery, but would not participate in the meeting.

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 Midwestern State University Board of Regents through written and oral testimony. He noted that no one had signed up to speak.

Legislative Appropriations Request (LAR)

14-127. Mr. Hessing reported that board members had an opportunity to review the draft administrator's statement as well as the summary of possible exceptional items (see Attachment 1). He asked Ms. Barrow and Dr. Fowlé to discuss these items. Ms. Barrow stated that the deadline for submitting the legislative request is August 4 which required approval of these items at this special board meeting. She noted that the Academic Expansion and Revitalization Project and the College Access and Success Program for Economically Disadvantaged Students were discussed during the May board meeting. She added that the Hazlewood Waiver Reimbursement Program had also been previously discussed with the board. She reported that the Hazlewood Act waives tuition and fees for veterans, and includes a legacy program to benefit veterans' dependents. She noted that MSU's cost for the Hazlewood Program had increased from

\$270,000 in 2008 to more than \$1.2 million in 2014. She stated that Dr. Fowlé recently attended a meeting of state university business officers. During that meeting the officers discussed the possibility of including the need for funding to offset the loss from Hazlewood as part of the legislative request. Ms. Barrow reported that Dr. Rogers' administrator's statement is the introduction to the legislative request. Dr. Fowlé reported that the LAR would be sent to the Legislative Budget Board (LBB). This LAR information from all of the state agencies will be used in the development of the base budget that will be presented to the legislature in January. She noted that the request includes various tables and schedules and the document is reviewed very closely by legislative staff. Ms. Barrow stated that MSU's first hearing before the LBB and the Governor's Office of Budget and Planning will be in September.

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

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, to consider Item 14-128 (Presidential Search). The closed session was properly announced at 2:11 p.m. Mr. Hessing, Mr. Bernhardt, Mr. Bryant, Mr. Crosnoe, Dr. Givens, Mr. Gregg, Mrs. Marks, Mr. Sanchez, Mr. Brown, Mr. Macha, and Ms. Barrow remained for the discussion.

Open Meeting Resumes

The closed session ended at 3:00 p.m. with an announcement by Mr. Hessing that no action was taken during the Executive Session.

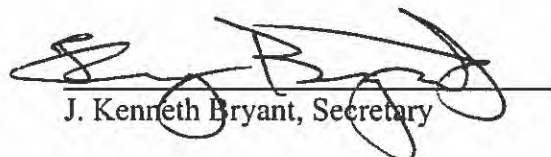
Presidential Search

14-128. Mrs. Marks moved approval of Academic Search as the search firm to assist the university with the presidential search. Mr. Crosnoe seconded the motion and it was approved. Mr. Hessing reported that a Presidential Search Advisory Committee would be appointed soon.

Adjournment

There being no further business, the meeting was adjourned at 3:03 p.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 July 21, 2014.



J. Kenneth Bryant, Secretary

ATTACHMENTS:

1. Legislative Appropriations Request Administrator's Statement and Exceptional Items

**Midwestern State University
Administrator's Statement
Legislative Appropriations Request**

Most state-funded universities are facing new and unprecedented educational and fiscal challenges. Universities must deal with the cost of higher education without jeopardizing the quality of a college degree. Universities have embraced new educational strategies using communication technologies, while continuing to provide the most current and sophisticated equipment, laboratories, and classrooms. Midwestern State University (MSU) faces its own particular challenges if it is to maintain the ability to deliver a high-quality baccalaureate and master's education to its students at a reasonable cost. The MSU administration and faculty understand the changing environment of higher education and, consequently, our institution is completing a new five-year strategic plan and a ten-year facilities plan consistent with the internal and external challenges faced by the university. One of the strengths of the university is that its faculty, Board of Regents, and administration have supported its stated mission consistently for many years. MSU is the only public liberal arts university in Texas. It was accepted as a member of the Council of Public Liberal Arts Colleges (COPLAC) in 2006. Georgia College and State University, Keene State College, Sonoma State University, Truman State University, MSU, and others distinguish themselves through a commitment to provide a superior liberal arts and sciences core education to undergraduate students. We further distinguish ourselves through innovations in teaching and student research with full-time, tenured and tenure-track faculty. Affordable tuition rates and cultural and intellectual diversity are also integral to the educational program.

MSU reached an enrollment of 6,426 in the fall, 2010. The slow but steady growth that brought the university this enrollment was gratifying since MSU sits in the center of a large geographic section of North Central Texas that has been slowly declining in college-going population since 1950. A number of factors resulted in an enrollment decline in 2011 and 2012, including record graduating classes and a change in admissions standards. However, aggressive student recruiting and scholarship efforts aimed at STEM and health science students resulted in the 2013-2014 entering class being the largest since 1992. Thirty-seven percent of the 2013-2014 freshman class came from the Dallas/Fort Worth area. Owing to many factors including academic program mix, membership in the COPLAC, a successful Division II athletics program, and the size of the university, MSU has no competing public university in the Dallas/Fort Worth Metroplex of similar size, scope/mission, and/or extracurricular offerings. Additionally, MSU's mechanical engineering program and programs in nursing (BSN, MSN), radiologic sciences (BSRN and MSRN), and respiratory care (BSRC) have shown significant growth during the past ten years. Private gifts from foundations and individuals in the amount of \$11.5 million have allowed the building of the McCoy Engineering Hall, the mechanical engineering program, and the establishment of the Robert D. and Carol Gunn College of Health and Human Services. MSU wishes to admit more students into these high demand fields, but this is not possible due to a lack of physical space and teaching equipment.

Beginning in FY 2015 MSU's tuition for new students is guaranteed for four years. While legislation passed by the 83rd Legislature required that such a plan be offered, MSU determined it best to develop a mandatory plan for our students. Similar two-year and three-year guarantee

plans will also be offered to current juniors, seniors, and graduate students. It is hoped that this new tuition plan will attract students to our institution and encourage timely graduation.

Academic Expansion and Revitalization Project – Capital Funding

Midwestern State University (MSU) requests capital funding in the amount of \$73 million to provide expanded and revitalized academic space. This request was developed following an in-depth master plan study that analyzed existing campus space and academic requirements. This capital request includes a new building for the Gunn College of Health Science and Human Services, including an annex for athletic training and exercise physiology. Enrollment in the Gunn College of Health Sciences and Human Services represents 39% of the university's total student population while existing facilities provide less than one-half of the needed space when compared to similar colleges at Texas peer institutions. A new 98,500 gross square foot (GSF) building would accommodate programs in respiratory care, radiologic sciences, social work, nursing, and dental hygiene, as well as the Dental Hygiene Clinic, the Simulation Center, and multiple classrooms and health sciences laboratories at an estimated cost of \$49 million. A \$12 million, 25,750 GSF Health Sciences and Human Services Annex Building would accommodate the athletic training and exercise physiology programs with a Didactic Lab, Biochemistry Lab, Bio-Mechanics Lab, Cycling Performance Lab, strength and conditioning space, and two classrooms.

The project additionally would address rehabilitation needs across the campus totaling \$12 million. This includes the relocation of the university's Information Technology operation from a 1945 army barracks building to a more secure location, at a cost of \$3 million. Facilities included in this project would be MSU's Moffett Library, built in 1965 and expanded in 1986; Hardin Administration Building, built in 1937; and Fain Fine Arts Theatre, built in 1978. The project would also concentrate on the Bolin Science Hall, built in 1966 and refurbished in 1997. Bolin Science Hall houses the College of Science and Mathematics and has a rich history of producing graduates who become medical doctors, dentists, Ph.D. qualified chemists, biologists, and physicists. The college is a leader in the fields of ecology, environmental science, petroleum geology, and pre-medical study. Bolin Science Hall must be reconstructed in order to modernize all biology and chemistry labs to improve air quality, safety, and accommodate modern teaching equipment. The project would also address electrical infrastructure upgrades, HVAC upgrades, improved egress, the addition of fire sprinklers in two auditoria, and improved accessibility to include elevators, ramps, and restrooms throughout the buildings mentioned.

Hazlewood Waiver Reimbursement

Midwestern State University appreciates the Legislature's approving a \$30 million supplemental appropriation during the 83rd legislative session to reimburse higher education institutions for costs associated with the Hazlewood Program. This resulted in a much-needed allocation of \$269,753 to MSU. We are proud of the veterans and their family members who choose to attend MSU. Wichita Falls is home to Sheppard Air Force Base and many former servicemen and women remain in our area when they leave the military. While the program greatly benefits our veterans and their dependents, the growth in program participation has placed a financial burden on our institution. In FY 2008, MSU enrolled 116 Hazlewood recipients and the cost of the waived tuition and fees was \$271,000. In FY 2014, the program provided waivers to 245 Hazlewood participants at a cost of \$1.24 million. This represents an annualized growth rate in the number of participants and cost to the institution of 11% and 24% for each of the six years respectively. The university estimates the size of the program will continue to grow at this rate

or greater owing to the military draw down. More than one-third of the students attending Midwestern State are classified as low-income (eligible for Pell grants). The university and the Board of Regents have restrained the amount of tuition and fee increases during this time period in order to maintain the university's affordability. However, the continued absorption of these waivers without additional state funding is unsustainable with the current tuition and fee levels. The university respectfully requests the state consider fully funding the Hazlewood Waiver program for Midwestern State University at an estimated cost of \$1.82 million in FY16 and \$2.07 million in FY17.

College Access and Success Program for Economically Disadvantaged Students

With the well-documented need for the state of Texas to educate underrepresented groups, primarily Hispanic, and as evidenced by the Texas Higher Education Coordinating Board's Closing the Gaps by 2015 initiative, MSU requests assistance in funding additional recruitment and support of Hispanic students in higher education. This request represents a partnership between MSU, Vernon College (VC), and the Wichita Falls Independent School District (WFISD). Specifically, this request seeks \$250,000 for the biennium to engage Café Con Leche, working with the Zavala Hispanic Cultural Initiative, in four areas: (1) community events outlining the paths to college (Community Cafes); (2) financial aid workshops; (3) early intervention programs targeting middle school students and their families (Road to College); and (4) a mentoring program for college students. With this request, MSU and its partners will be in a better position to affect Hispanic access and completion at college.

Effects of Budget Reductions

The university has previously reduced or deferred administrative, faculty, and staff positions, as well as reduced funding for maintenance, operations, travel, and deferred maintenance projects. An additional ten percent reduction in appropriations would require Midwestern State University to use planned faculty and staff reductions as well as examine the need to reduce or possibly eliminate academic programs. It is not possible, nor is it desirable, that the students of MSU bear the burden of balancing the university's budget through higher tuition. In summary, additional appropriations reductions will significantly affect the quality of education provided to MSU students.

Conclusion

As President of Midwestern State University for the past 13 years, and as one who has taught at this university for over 35 years, I am very proud of this institution. Midwestern State University has expanded its outreach to employ capable senior administrators and qualified faculty to ensure its future. As part of the hiring process the university's faculty, administration, and Board of Regents have shown the best judgment in not only seeking the best prepared faculty, staff, and administrators, but determining their qualifications beyond academic credentials. The university requires that all new faculty, staff, and administrators undergo criminal background checks prior to being hired. They are also vetted thoroughly through professional background checks.

I extend my thanks to the Board of Regents, the faculty, the staff, and the benefactors who have been involved in the development of MSU. Additionally, I thank the State of Texas for the underlying support that provides a high quality education for the students of Texas through Midwestern State University.

**Midwestern State University
Legislative Appropriations Request
Exceptional Item Funding Requests
Fiscal Years 2016 and 2017**

I. Academic Expansion and Revitalization Project – Capital Funding

Midwestern State University (MSU) requests capital funding in the amount of \$73 million to provide expanded and revitalized academic space. This request was developed following an in-depth master plan study that analyzed existing campus space and academic requirements. This capital request includes a new building for the Gunn College of Health Science and Human Services, including an annex for athletic training and exercise physiology. Enrollment in the Gunn College of Health Sciences and Human Services represents 39% of the university's total student population while existing facilities provide less than one-half of the needed space when compared to similar colleges at Texas peer institutions. A new 98,500 gross square foot (GSF) building would accommodate programs in respiratory care, radiologic sciences, social work, nursing, and dental hygiene, as well as the Dental Hygiene Clinic, the Simulation Center, and multiple classrooms and health sciences laboratories at an estimated cost of \$49 million. A \$12 million, 25,750 GSF Health Sciences and Human Services Annex Building would accommodate the athletic training and exercise physiology programs with a Didactic Lab, Biochemistry Lab, Bio-Mechanics Lab, Cycling Performance Lab, strength and conditioning space, and two classrooms.

The project additionally would address rehabilitation needs across the campus totaling \$12 million. This includes the relocation of the university's Information Technology operation from a 1945 army barracks building to a more secure location, at a cost of \$3 million. Facilities included in this project would be MSU's Moffett Library, built in 1965 and expanded in 1986; Hardin Administration Building, built in 1937; and Fain Fine Arts Theatre, built in 1978. The project would also concentrate on the Bolin Science Hall, built in 1966 and refurbished in 1997. Bolin Science Hall houses the College of Science and Mathematics and has a rich history of producing graduates who become medical doctors, dentists, Ph.D. qualified chemists, biologists, and physicists. The college is a leader in the fields of ecology, environmental science, petroleum geology, and pre-medical study. Bolin Science Hall must be reconstructed in order to modernize all biology and chemistry labs to improve air quality, safety, and accommodate modern teaching equipment. The project would also address electrical infrastructure upgrades, HVAC upgrades, improved egress, the addition of fire sprinklers in two auditoria, and improved accessibility to include elevators, ramps, and restrooms throughout the buildings mentioned.

II. Hazlewood Waiver Reimbursement

Midwestern State University appreciates the Legislature's approving a \$30 million supplemental appropriation during the 83rd legislative session to reimburse higher education institutions for costs associated with the Hazlewood Program. This resulted in a much-needed allocation of \$269,753 to MSU. We are proud of the veterans and their family members who choose to attend MSU. Wichita Falls is home to Sheppard Air Force Base and many former servicemen and women remain in our area when they leave the military. While the program greatly benefits our veterans and their dependents, the growth in program participation has placed a financial burden on our institution. In FY 2008, MSU enrolled 116 Hazlewood recipients and the cost of the waived tuition and fees was

\$271,000. In FY 2014, the program provided waivers to 245 Hazlewood participants at a cost of \$1.24 million. This represents an annualized growth rate in the number of participants and cost to the institution of 11% and 24% for each of the six years respectively. The university estimates the size of the program will continue to grow at this rate or greater owing to the military draw down. More than one-third of the students attending Midwestern State are classified as low-income (eligible for Pell grants). The university and the Board of Regents have restrained the amount of tuition and fee increases during this time period in order to maintain the university's affordability. However, the continued absorption of these waivers without additional state funding is unsustainable with the current tuition and fee levels. The university respectfully requests the state consider fully funding the Hazlewood Waiver program for Midwestern State University at an estimated cost of \$1.82 million in FY16 and \$2.07 million in FY17.

III. College Access and Success Program for Economically Disadvantaged Students

With the well-documented need for the state of Texas to educate underrepresented groups, primarily Hispanic, and as evidenced by the Texas Higher Education Coordinating Board's Closing the Gaps by 2015 initiative, MSU requests assistance in funding additional recruitment and support of Hispanic students in higher education. This request represents a partnership between MSU, Vernon College (VC), and the Wichita Falls Independent School District (WFISD). Specifically, this request seeks \$250,000 for the biennium to engage Café Con Leche, working with the Zavala Hispanic Cultural Initiative, in four areas: (1) community events outlining the paths to college (Community Cafes); (2) financial aid workshops; (3) early intervention programs targeting middle school students and their families (Road to College); and (4) a mentoring program for college students. With this request, MSU and its partners will be in a better position to affect Hispanic access and completion at college.

Context

According to the Texas State Demographer, the Hispanic population in Wichita County is expected to increase 26.65% by 2030, compared to overall population growth of 6.89% over the same time period (Texas State Data Center (<http://txsdc.utsa.edu/Data/TPEPP/Projections/Index.aspx>)). Equally striking is the growth differential in Wichita County Hispanic and overall population, ages 18 to 24, at 17.76% and 2.38%, respectively. When applying the 2000 to 2010 migration rate to the Wichita Falls Metropolitan Statistical Area, the Hispanic population is expected to increase by 52.94% by 2030, compared to overall population growth of 3.53% over the same time period. Similarly, the growth differential in Hispanic and overall Wichita Falls Metropolitan Statistical Area population, ages 18 to 24, is 42.24% and 0.93%, respectively.

As is with Texas as a whole, growth of the Hispanic population will continue to surpass overall population growth in Wichita County and the Wichita Falls Metropolitan Statistical Area. Given this reality, the income gap between White and Hispanic residents in Wichita Falls is particularly concerning, with 12.2% of White Non-Hispanics realizing income below the poverty level, compared to 26.3% of Hispanic or Latino residents. Educational attainment and subsequent earnings of Hispanic residents will be increasingly important to Wichita County.

Program

The program is a college readiness initiative designed to educate parents and students regarding the essential steps necessary for realizing a post-secondary education. The program focuses on creating a

college-going culture in the home, working directly with families to promote school achievement, and college preparation activities. In the proposed project, a multifaceted, longitudinal approach will be implemented to continue to support and educate the community about the importance of post-secondary education, as well as equip students and their families with the tools to navigate the often unfamiliar journey to success in higher education.

Café Con Leche's approach is to engage economically disadvantaged students by understanding norms and cultural issues, and building rapport and trust. Understanding that traditional college access programs are not designed to address issues such as language barriers, cultural biases, and personal experiences, Café Con Leche strives to bridge the educational gap through education and understanding of the socio-economic factors affecting economically disadvantaged families. Café Con Leche staff and Zavala Hispanic Cultural Initiative volunteers have the linguistic and cultural knowledge needed to relate with students and their families, which fosters relationships, trust, and confidence.

More specifically, the program will implement multiple phases to support Hispanic students in elementary, middle, and high school, as well as students currently enrolled in post-secondary education. The project will consist of:

- Community informational sessions (Community Cafes): Café Con Leche will offer four informational sessions at different community gathering places, such as churches, community centers, and schools.
- Financial aid workshops: Workshops will be held at different venues in Wichita Falls in order to provide access and convenience to families and students. Families will receive assistance with tax preparation, completion of the Free Application for Federal Student Aid, and completion of the Texas Application for State Financial Aid.
- Road to College curriculum: Café Con Leche works with economically disadvantaged families at three different elementary or middle schools. The Road to College program occurs during the evening once per week for six weeks. Café Con Leche's curriculum will provide parents with strategies to create a college going culture at home, school, and community. At each session, parents and students will work together learning about key academic indicators to achieve educational success from elementary school to college. Targeted tutoring for students begins at this level.
- Mentoring: A mentoring program for economically disadvantaged students will be coordinated and overseen by Café Con Leche. Oversight includes selection, training, and evaluation of mentors.

The partner institutions of MSU, VC, and WFISD believe a community-based approach, such as provided by Café Con Leche and the Zavala Hispanic Cultural Initiative, will positively impact college access and completion of Hispanic students in Wichita County.

**MINUTES
MIDWESTERN STATE UNIVERSITY
BOARD OF REGENTS**

September 22, 2014

The Board of Regents, Midwestern State University, met in special session in the J. S. Bridwell Board Room, Hardin Administration Building, Wichita Falls, Texas, at 1:30 p.m., Monday, September 22, 2014. Board members in attendance at the university were Mr. Mike Bernhardt, Vice Chairman; Mr. Kenny Bryant, Secretary; Mr. Caven Crosnoe; Ms. Nancy Marks; and Mr. Jesse Brown, Student Regent. Regents attending the meeting via teleconference connection were Mr. Shawn Hessing, Chairman; Ms. Tiffany Burks; Mr. Jeff Gregg; and Mr. Sam Sanchez.

Administrative staff members present included Dr. Betty Stewart, Provost and Vice President for Academic Affairs; Dr. Marilyn Fowlé, Vice President for Business Affairs and Finance; and Dr. Bob 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 McAda Graduate School; Mr. Barry Macha, General Counsel; Dr. David Carlston, Chairman of the MSU Faculty Senate; Mr. Bradley Wilson, Assistant Professor of Mass Communication; Ms. Dawn Fisher, Director of Human Resources; 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 were Ms. Claire Kowalick, *Times Record News*; Dr. David Gonzalez, KFDX-TV; and Mr. Ethan Metcalf and Ms. Lauren Roberts, *The Wichitan*.

Chairman Hessing called the meeting to order at 1:30 p.m. Ms. Gaynor introduced individuals in attendance. He reminded everyone that the meeting was being streamed live on the internet and asked everyone to silence their cell phones. He reported that Dr. Rogers had a previously schedule out-of-town appointment and that he would not be able to participate in the meeting.

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 Midwestern State University Board of Regents through written and oral testimony. He noted that no one had signed up to speak.

Presidential Search

- 15-1. Mr. Hessing reported that the consultants from Academic Search spent two days the previous week visiting with faculty, staff, students, alumni, and community members regarding the search. He noted that approximately 180 individuals participated in the town hall meetings to discuss the search process and to comment on characteristics they would like to see in the next president. He indicated his belief that the consultants and the committee were pleased with the response from the university and local community. Mr. Hessing apologized that he could not attend the meetings owing to a previously scheduled out of town trip. He reported that following the town hall meetings the consultants met with the Presidential Search Advisory Committee to finalize the recommended leadership profile and advertisement for the position. These documents were then forwarded to the board and are recommended for approval (see Attachments 1 and 2).

Mr. Bernhardt moved approval of these items as presented. Mr. Bryant seconded the motion.

Mr. Hessing commented that a survey has also been placed on the MSU website for individuals wishing to provide input regarding the search. Mrs. Marks stated that she attended the forum that was geared primarily for faculty. She indicated she was very pleased with the turnout. She commented that the consultants responded extremely well. Mr. Brown stated that he attended the student and community forum. Mrs. Marks noted her belief that the attendees appreciated the opportunity to provide input and those who could not attend were pleased to have the opportunity to respond on line. Mr. Hessing commented that this would not be the last time people would have an opportunity to provide their opinions. He indicated that the board intended to make this search as transparent as possible.

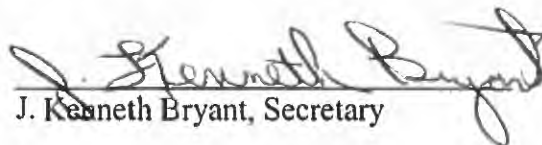
There being no further discussion the motion was approved.

Mrs. Barrow noted that following the final proofing of the documents ads would be placed in several on-line and print publications. The information will also be posted on the MSU Presidential Search webpage and the Academic Search website.

Adjournment

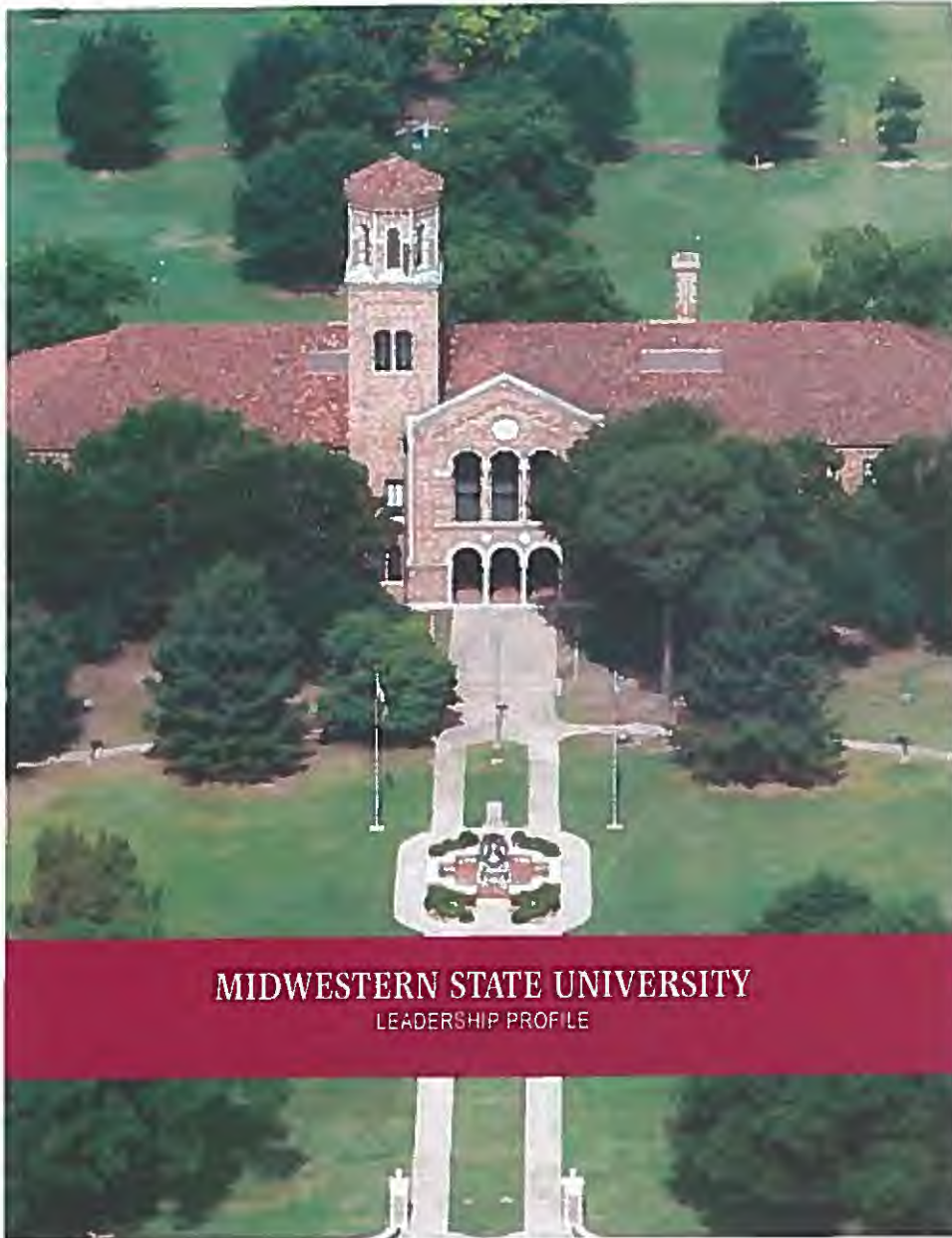
There being no further business, the meeting was adjourned at 1:37 p.m.

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 September 22, 2014.


J. Kenneth Bryant, Secretary

ATTACHMENTS:

1. Presidential Search Leadership Profile
2. Presidential Search Advertisement



MIDWESTERN STATE

PRESIDENTIAL SEARCH PROSPECTUS

The Board of Regents of **Midwestern State University** (MSU) invites applications and nominations for the position of president. The 11th president of Midwestern State University will take office in September 2015 and will succeed President Jesse W. Rogers, who will retire after 48 years of service to the university. He was named the 10th president of MSU in 2001 and has provided exemplary leadership.

Founded in 1922 as Wichita Falls Junior College, Midwestern State University in Wichita Falls, Texas, has grown into a liberal arts university with an approximate enrollment of 5,900 students. Those attending MSU choose from 46 undergraduate majors and 25 graduate programs. MSU students represent 45 states and 53 foreign countries.

The university provides excellent learning resources and a dedicated teaching faculty comprised of active scholars and experienced professional teachers. Midwestern State University is the only university in Texas to become a member of the Council of Public Liberal Arts Colleges (COPLAC) and, in 2009, was designated by the Texas Legislature as a public liberal arts university in the Texas Education Code. The university boasts small class sizes and a student-to-faculty ratio of 17 to 1, and offers study abroad programs in Spain, England, and France.



In addition to the quality education students receive at MSU, they also have opportunities to engage in the campus and local communities through 100 student organizations offered to enrich the university experience.



MISSION

Midwestern State University is a leading public liberal arts university committed to providing students with rigorous undergraduate and graduate education in the liberal arts and the professions. Through an emphasis upon teaching, augmented by the opportunity for students to engage in research and creative activities alongside faculty and to participate in co-curricular and service programs, Midwestern State prepares its graduates to embark upon their careers or pursue advanced study. The university's undergraduate education is based upon a comprehensive arts and sciences core curriculum. The understanding that students gain of themselves, others, and the social and natural world prepares them to contribute constructively to society through their work and through their private lives.

STRATEGIC PLAN

In August 2014 the Midwestern State University Board of Regents approved a revised strategic plan, which will carry the university through 2019 and beyond. Various groups and individuals were asked to present their ideas of the goals for MSU in the future. This input was sought to identify themes that serve to unify all members of the MSU community. After careful assessment of MSU's internal and external operating conditions, the president and the cabinet proposed a strategic plan that identified five goals, and established discrete tactics to guide the institution in meeting those goals.

The current goals for Midwestern State University are:

- To increase enrollment and retention, and enhance the student experience
- To strengthen academic quality and reputation
- To expand, diversify, and maximize university resources
- To recruit and retain a diverse, high-quality faculty and staff
- To increase the university's visibility and enhance outreach and engagement with constituents on a local, regional, and state level

THE UNIVERSITY

Midwestern State University is unique among public institutions in the state of Texas in that it is one of four independent public universities that are not part of a large university system. As such, MSU has an independent board of regents. This is one of the defining characteristics of the institution, and has helped maintain its commitment to public liberal arts education.

Since President Rogers took office in 2001, the university has raised more than \$80 million. These funds have been used for scholarships, faculty appointments, faculty development and research opportunities, campus infrastructure, and student life enhancements. Currently, funds held by the MSU Foundation, Inc. total \$17.9 million, the MSU Charitable Trust stands at \$25.7 million, and MSU endowments total near \$20 million.

MSU exceeds its peer institutions on most metrics of student success. The four-year graduation rate (based on the most recent data) is 24.3%, while the five-year rate is 41.9%, and the six-year rate is 49.4%. The first-year retention rate for the class entering in Fall 2012 was 67.7%. One-year retention for the Fall 2013 cohort was 72.5%. MSU awarded a total of 1,255 degrees in FY 2013, 174 of which were at the master's level.

Fall 2013 enrollment was 5,870, down slightly from 5,916 in Fall 2012. Roughly 8% of enrollees are transfer students or graduates of two-year institutions. Midwestern State University received 3,091 applications for undergraduate admission, with an acceptance rate of 71.7%, and an enrollment rate of 38.2%.

Midwestern State University is also a diverse institution. As of Fall 2013, 58.4 percent of the total student population identified their race/ethnicity as white, 6.6% identified as Hispanic, 13.0% identified as African American, and 2.8% identified as Asian. Finally, there is a robust international student body, with a particularly large contingent from the Caribbean.

Midwestern State University has a proud tradition of providing an excellent public liberal arts education at low cost to the student. Annual tuition and fees for resident undergraduate students in 2014 averaged \$7,764. The institution is also committed to





keeping the cost of education affordable, even in the face of changing budgetary pressures. MSU has not relied solely on tuition increases to alleviate financial difficulties, and the average annual academic cost rose only 1.7% between 2013 and 2014. MSU has been cited by numerous sources for its affordability. This year, the MBA program was named to the Top 50 Most Affordable MBAs by Top Management Degrees. Affordable Colleges Online named the university as a Top College for Return on Investment and named MSU as No. 12 on its Most Affordable Degree Programs. Midwestern State was also named as a Top 10 Texas institution with the highest first-year earnings, above the state median figures.

Many MSU undergraduates receive grant or scholarship aid. In FY 2014, 59% of enrolled undergraduate students received grants or scholarships, at an average of \$4,971; 36% received federal (Pell) grants, averaging \$3,830, and 49% received federal student loans, averaging \$8,242.

Midwestern State employs 231 full-time instructional faculty, 105 part-time faculty, and 413 benefits-eligible staff. The university also offers student employment and the College Work Study program. On average, the university employs 1,250 employees, including students and temporary employees.

Midwestern State University is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award baccalaureate and master's degrees. MSU's most recent reaffirmation occurred in December 2013, and the university is proud that no recommendations for improvement were issued. In addition, the Dillard College of Business Administration, the West College of Education, the Fain College of Fine Arts, the Gunn College of Health Sciences and Human Services, the Prothro-Yeager College of Humanities and Social Sciences, and the College of Science and Mathematics each house programs that are independently accredited by both national and regional accrediting bodies.

ACADEMICS

Midwestern State University offers baccalaureate and master's degrees through its six colleges and its graduate school:



DILLARD COLLEGE OF BUSINESS ADMINISTRATION

The Dillard College of Business Administration's focus is to prepare students for successful career entry and mobility in a dynamic global business environment. Lifelong learning and the ability to analyze and critically evaluate problems and opportunities are central to the college's vision and mission. The Dillard College of Business Administration is not only a degree-granting college, but one that plays a significant role in the economic development and vitality of the region. The college offers majors in Accounting, Economics, Finance, General Business, Management, Management Information Systems, and Marketing.



LAMAR D. FAIN COLLEGE OF FINE ARTS

The Fain College of Fine Arts encompasses programs in Art, Mass Communication, Music, and Theatre. The primary purpose of the college is to equip students with the knowledge and skills necessary to pursue careers in these disciplines. To accomplish this purpose, emphasis is placed on applying classroom learning to process and performance. The college prides itself on ensuring that its students do what they study in its art studios, in its newspaper and television laboratories, and in its concerts, recitals, and dramatic productions.



ACADEMICS (continued)

ROBERT D. & CAROL GUNN COLLEGE OF HEALTH SCIENCES & HUMAN SERVICES

The vision for the Gunn College of Health Sciences and Human Services is to be a premiere provider of health sciences and human services education on a state, national, and international level through a commitment to quality education for students and their communities. Programs are available in Athletic Training and Exercise Physiology, Criminal Justice, Dental Hygiene, Health Administration, Radiologic Sciences, Respiratory Care, Social Work, and Nursing.

PROTHRO-YEAGER COLLEGE OF HUMANITIES & SOCIAL SCIENCES

The Prothro-Yeager College of Humanities and Social Sciences offers degrees with majors in English, History, Humanities, International Studies, Political Science, Psychology, Sociology, and Spanish. The college also offers minors in these fields as well as French and Philosophy. The college affords students the opportunity to pursue advanced, specialized studies in the humanities and social sciences. In a larger sense the college provides all students with a broadly based liberal arts curriculum designed to empower the individual with the fundamental language and analytical skills necessary for a lifetime of learning and growth.



ACADEMICS (continued)

COLLEGE OF SCIENCE & MATHEMATICS

The College of Science and Mathematics has as its major mission teaching of the highest quality at both the undergraduate and graduate levels. Through its faculty and programs, the College of Science and Mathematics provides students with the knowledge and skills for lifelong learning, the ability to understand the world in which they live, and to comprehend engineering, mathematical, and scientific advancements and their benefit to future generations. To further assist in the accomplishment of this mission, the college fosters research and scholarship of high quality among the faculty, undergraduate, and graduate programs. The college offers a Mechanical Engineering major through the McCoy School of Engineering, and offers additional majors in Clinical Laboratory Science, Computer Science, Mathematics, Biology, Chemistry, Geosciences, Environmental Science, and Physics. Pre-Medicine, Pre-Dentistry, Pre-Veterinary, Pre-Pharmacy, and Pre-Physical Therapy curricula are available through Biology and Chemistry.

GORDON T. & ELLEN WEST COLLEGE OF EDUCATION

The West College of Education offers undergraduate teacher education programs for elementary and secondary teachers as well as post-baccalaureate certification for persons interested in a career in teaching who already have a bachelor's degree. The college offers Master of Education degrees in Curriculum and Instruction, Educational Leadership, Educational Technology, Master Reading Teacher, Master Math Teacher, Special Education Diagnostician, Special Education Dyslexia, School Counseling, and Master of Arts degrees in Clinical Mental Health, Human Resource Development, and Training and Developments. In addition to the traditional Bachelor of Arts and Bachelor of Science degrees, the programs of the college include the Bachelor of Applied Arts and Sciences degree, with an emphasis in professional development and in an occupational specialty.





ACADEMICS (continued)

DR. BILLIE DORIS MCADA GRADUATE SCHOOL

The newly named McAda Graduate School offers master's degrees in 25 programs through five of the academic colleges. Degree options are available in business, science and mathematics, humanities and social services, education, and health sciences and human services. MSU offers the first discipline-specific Master of Science in Radiologic Science (MSRS) degree of its kind in the United States, and the Master of Arts in Clinical/Counseling Psychology (MACCP) program is one of only two nationally accredited master's degree programs in this field in Texas.

QUALITY ENHANCEMENT PLAN: UNDERGRADUATE RESEARCH

As a part of the university's reaffirmation process with the Southern Association of Colleges and Schools Commission on Colleges in 2013, MSU presented a quality enhancement plan that provides opportunities for undergraduate students to engage in high-quality research and creative activities with faculty. The result has been the development of the Office of Undergraduate Research that oversees EURECA (Enhancing Undergraduate Research Endeavors & Creative Activities) and UGROW (Undergraduate Research Opportunities & Summer Workshop) programs. The goal of the office is to promote the dissemination of undergraduate research to broader audiences. These programs provide students with opportunities to receive funding to support research projects, present and share experiences at undergraduate research forums, attend academic conferences to present research projects with faculty, enhance resumes in a significant way, and explore beyond the classroom.

ENRICHMENT EXPERIENCES

In addition to the emphasis on undergraduate research, MSU also provides a number of enrichment experiences for its students including the President's Distinguished Scholar Program, the Redwine Honors Program, study-abroad experiences, and custom-designed internships. Business students use the STAR (Security Trading and Research) Lab, students in the health sciences gain valuable experience in clinical settings, and education majors receive hands-on training in school systems.



STUDENT LIFE

Midwestern State University features a vibrant student life, with more than 100 student organizations encompassing student government, recreational sports, and special interest programs. Additionally, the university hosts 14 nationally affiliated fraternities and sororities. The Office of Student Development and Orientation serves as the organizing body for student life at MSU, and provides social, cultural, educational, leadership, and service programming which fosters student learning and cultivates connections between students, their MSU community, and beyond.





ATHLETICS

The MSU Mustangs compete in NCAA Division II athletics, fielding five men's and eight women's varsity teams in the Lone Star Conference.

- MSU's football program has posted consecutive winning seasons since the start of the 2000 season, and posted its first unbeaten regular season in school history with a 10-0 mark in 2011.
- The MSU basketball program has a proud tradition of success. Since joining the Lone Star Conference in 1997, the men's basketball team has won more conference championships than any other league member. The men advanced to the NCAA Division II Elite Eight for three consecutive years from 2010 through 2012.
- The women's basketball team claimed 26 wins and an appearance in the NCAA Division II Sweet 16 in 2013.
- Last year, the women's tennis team won the Lone Star Conference Championship, while the men's tennis team advanced to the 2014 NCAA Division II elite eight.
- In 2011, the women's softball team was a NCAA Division II national semifinalist, and the men's soccer team was a NCAA Division II national semifinalist in 2010.
- MSU has won four LSC championships in cross country and advanced to the NCAA Division II Nationals in 2008, 2010, and 2011.



HISTORY

Since its founding in 1922, Midwestern State University has grown from a local junior college to a state university serving a wide and varied public.

Created in 1922 as Wichita Falls Junior College, the second municipal junior college in Texas, its earliest home was in Wichita Falls High School with which it shared both the building and faculty. Later, a legislative act and a vote of the people of Wichita Falls set up a separate tax district to support the junior college.



In 1937, the college acquired a new, 40-acre campus of its own on the south side of town. Also in that year the college was renamed Hardin Junior College in honor of Mr. and Mrs. John G. Hardin. During World War II, the establishment of Sheppard Field, later renamed Sheppard Air Force Base, added to the college's public. Since that time, air base personnel and their families have been continuing participants in campus academic programs.

The post-World War II years brought more change in the school's mission and in its name. In 1946, the senior college division was added and accordingly the name was altered to Hardin College. In March 1948, the university became a member of the Association of Colleges and Secondary Schools and in January 1950, the name changed to Midwestern University, the junior division remaining Hardin Junior

College. In January 1959, the university added a graduate school, which received full approval from the State Board of Education in August of that year.

A further change in the school's status came September 1, 1961, when by action of the 56th Legislature of the State of Texas, Midwestern University became a part of the Texas Colleges and Universities System and the junior college division was dissolved. In 1975, the Texas Legislature changed the name to Midwestern State University.

From its beginnings as a municipal junior college housed in a high school building, Midwestern State has become a state university that offers a wide variety of academic programs in liberal and fine arts, mathematics, sciences, business, and applied sciences.



CAMPUS AND WICHITA FALLS

MSU's 255-acre campus is nestled among the city's residential area, and comprises 70 buildings, numerous playing fields, and an outdoor recreational facility near Sikes Lake. The campus community has access to the Redwine Wellness Center and outdoor aquatics center, Sikes Lake and Trail, special collections at Moffett Library, and the Vinson Health Center. Red-brick buildings, uniform architecture, and sculpted archways give the campus a collegiate feel. More than 1,500 students live on campus. Three traditional residence halls and three apartment complexes provide on-campus housing for students.



Throughout the year, MSU offers more than 200 events to the campus and the Wichita Falls community, which include sporting events, guest lecture series, theatre productions, concerts, the MSU-Burns Fantasy of Lights, and several festivals.

The campus is also home to the Wichita Falls Museum of Art at Midwestern State University. The Museum is a cultural resource for the North Texas and Southern Oklahoma communities and beyond, and supports the university's liberal arts mission and its educational, research, and service goals. The Museum's permanent art collection, exhibitions, and educational programs provide interdisciplinary and multicultural explorations of human creativity.

Midwestern State University is located in Wichita Falls, Texas, which is situated midway between Oklahoma City and the Dallas/Fort Worth metroplex. Wichita Falls offers all of the attractions of a major metropolis and all of the charm of a small town. Wichita Falls, a city of 104,000, is the population center for North Texas and Southern Oklahoma. The city is home to Sheppard Air Force Base. Each August, the city plays host to the Hotter 'N Hell Hundred, the largest sanctioned bicycle ride in the United States.



REQUIRED AND PREFERRED QUALIFICATIONS

The next president of Midwestern State University will inherit a university with a sound foundation. He or she will be expected to enhance and expand that foundation, continuing the tradition established by President Rogers. The 11th president of Midwestern State University must possess an established record of significant and successful leadership as a senior administrator and display a passion for the mission and constituents of Midwestern State University.

It is strongly preferred that the incoming president will hold a terminal degree and have scholarly experience. Other preferred qualifications include:

- A demonstrated commitment to and understanding of the residential, liberal arts university experience, as well as a commitment to the mission of a Council of Public Liberal Arts Colleges (COPLAC) university.
- An understanding of the higher education environment in the state of Texas and the ability to work with Texas lawmakers.
- A record of financial stewardship, including both the ability to manage fundraising activities and to provide budgetary oversight.
- Strong community skills; involvement

with the Wichita Falls community will be vital to the success of the next president. He or she will work toward the integration of the university with the community of Wichita Falls. This should include the ability to communicate well to external stakeholders and the ability to market the institution.

- Strong interpersonal and communication skills and the ability to relate to multiple constituencies, including the board, faculty, staff, students, alumni, and external constituencies. The next president should be visible on campus and throughout the community.
- The ability to lead, to provide vision, and to be collaborative and decisive.
- An appreciation for and understanding of student co-curricular activities, including athletics, Greek Life, student government, and other organizations and programs.
- An understanding of the contribution that on-line education and professional and graduate schools bring to a public liberal arts university.
- Knowledge of higher education and accreditation practices and policies.

The incoming president may negotiate tenure and faculty rank during the appointment phase of the search process.

APPLICATION PROCESS

The search is being assisted by Academic Search, Inc. Candidates should submit a cover letter demonstrating an understanding of and commitment to the values and mission of a public liberal arts university and Northwestern State University's strategic goals (see page three of this document), and appropriate experience relating to the required and preferred qualifications; a curriculum vitae; and the names, phone numbers and email addresses of five professional references. References will not be contacted without permission. Nominations and applications must be submitted electronically to MidwesternStatePresident@academic-search.com. To assure full consideration please submit a cover letter addressed to Regent Shawn Hessing, Chairman of the Search Committee, as well as a curriculum vita and the contact information for five references by January 7, 2015.

Confidential discussions about this opportunity may be obtained by contacting Jessica Kozloff, President of Academic Search, at jsk@academic-search.com, or Eric Richtmyer, Consultant, at eric.richtmyer@academic-search.com. To inquire by phone please contact Dr. Richtmyer at 202-263-7485.

Northern State University is committed to promoting equal employment opportunity and affirmative action throughout the institution.

ACADEMIC SEARCH

For more than three decades, Academic Search has offered executive search services exclusively to institutions of higher education. Academic Search was founded on the principle of strengthening higher education leadership through professional search services. We are the only search firm in the nation with a formal relationship to a premier leadership development program. As the subsidiary of the American Academic Leadership Institute (AALI), Academic Search provides substantial financial support to a number of leadership identification, development, and support programs across all sectors of public and private higher education. For more information, visit www.academic-search.com.





PRESIDENT

The Board of Regents of Midwestern State University (MSU) invites applications and nominations for the position of president. The 11th president of Midwestern State University will take office in September 2015 and will succeed President Jesse W. Rogers, who will retire after 48 years of service to the university. He was named the 10th president of MSU in 2001 and has provided exemplary leadership.

Founded in 1922, Midwestern State University is a master's degree-granting, public liberal arts university located in Wichita Falls, Texas. MSU is one of four independent public universities in the state of Texas with its own Board of Regents. Midwestern State University has grown from a local junior college to a distinguished university that is committed to providing liberal arts education of superior quality to a wide and varied public. It is the only university in Texas to hold membership in the Council of Public Liberal Arts Colleges (COPLAC), and it takes pride in the fact that it was the first public institution in Texas to establish a core curriculum. Its beautiful campus of 255 acres and 70 buildings houses a wide variety of programs in liberal and fine arts, mathematics, sciences, business, and applied sciences. Current enrollment is approximately 5,900 undergraduate and graduate students. With 231 full-time faculty members, Midwestern State University boasts a student-to-faculty ratio of 17:1. More information about MSU can be found at www.mwsu.edu.

Qualifications and Application Procedures

The 11th president of Midwestern State University must possess an established record of significant and successful leadership as a senior administrator and display a passion for the mission and constituents of Midwestern State University. It is strongly preferred that the successful candidate will hold a terminal degree and have scholarly experience.

The search is being assisted by Academic Search, Inc. A complete prospectus, including all preferred and required qualifications, is available at <http://academic-search.com/data/files/MidwesternStatePresidentProfile.pdf>. Nominations and applications must be submitted electronically to MidwesternStatePresident@academic-search.com. To assure full consideration please submit a cover letter addressed to Regent Shawn Hessing, Chairman of the Search Committee, as well as curriculum vita and the contact information for five references by January 7, 2015.

Confidential discussions about this opportunity may be obtained by contacting Jessica Kozloff, President of Academic Search, at jsk@academic-search.com, or Consultant Eric Richtmyer at eric.richtmyer@academic-search.com. To inquire by phone please contact Dr. Richtmyer at 202-263-7485.

Midwestern State University is committed to promoting equal employment opportunity and affirmative action throughout the institution.

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