

**MINUTES  
MIDWESTERN STATE UNIVERSITY  
BOARD OF REGENTS  
Executive Committee  
November 12, 2015**

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 2:23 p.m., Thursday, November 12, 2015. Executive Committee members in attendance were Mr. Shawn Hessing, Chairman; Mr. Mike Bernhardt, Vice Chairman; and Ms. Tiffany Burks, Member-at-Large. Other regents attending the meeting were Mr. Caven Crosnoe, Dr. Lynwood Givens, Mr. Jeff Gregg, Ms. Nancy Marks, Mr. Sam Sanchez, and Student Regent Megan Piehler.

Administrative staff members present included Dr. Suzanne Shipley, President; Dr. Betty Stewart, Provost and Vice President for Academic Affairs; Dr. Marilyn Fowlé, Vice President for Business and Finance; Dr. Keith Lamb, Vice President for Student Affairs and Enrollment Management; Dr. Bob Clark, Vice President for Administration & Institutional Effectiveness; Dr. Howard Farrell, Vice President for University Advancement and Public Affairs; Mr. Kyle Owen, Associate Vice President for Facilities Services; and Mr. Matthew Park, Associate Vice President for Student Affairs. Other university personnel attending the meeting included Dr. David Carlston, Chairman of the Faculty Senate; Ms. Reagan Foster, Chair of the Staff Senate; Mr. Charlie Carr, Director of Athletics; Mr. Barry Macha, General Counsel; Mr. Chris Stovall, Controller; Mr. Mark McClendon, Director of Institutional Research and Assessment; 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 Student Government Association (SGA) were Mr. Jesse Brown, SGA President, and Ms. Andrea Mendoza, SGA Observer. Representing the news media was Ms. Lana Sweeten-Shults, reporter for the *Wichita Falls Times Record News*, and Ms. Jessica Bruno and Mr. Mark Campbell, KFDX-TV 3.

Chairman Hessing called the meeting to order at 2:23 p.m.

Reading and Approval of Minutes

16-05. The minutes of the Executive Committee meeting August 7, 2015 were approved by the committee as presented.

MSU Deferred Maintenance Reports – Campus Condition Index

16-06. Mr. Hessing noted that the reports included in the agenda were required by statute to show deferred maintenance projects completed in fiscal year 2015 as well as those planned for the next five years. He asked if there were questions or matters board members would like to discuss relative to these reports. He noted that this item was presented for information only and no action was necessary.

Campus Facilities Implementation Plan and Campus Construction Updates

16-07. Mr. Hessing reported that the agenda included project status reports and a report on smaller construction projects. Mr. Owen presented photographs of current projects as shown in Attachment 1. This information related to the progress of the student housing project, the Clark Student Center food court upgrades, Moffett Library and Dillard food

service upgrades, and the mass communication addition. The last slide showed the area where the mass communication addition will be located on the east side of the Fain Fine Arts Center. Ms. Piehler asked if the construction would affect the residential parking lot. Mr. Owen responded that during construction one-half of the road would likely be blocked.

Mr. Hessing commented that this item was presented for information only and no action was necessary.

#### Mass Communication Addition Construction Contract

16-08. Mr. Hessing noted that the administration was requesting authorization to enter into a contract with Buford Thompson Construction for the addition to the Fain Fine Arts Center for the mass communication program at a guaranteed maximum price (GMP) not to exceed \$4.6 million. Dr. Fowlé reported that this GMP of \$4.6 million was within the \$5 million budget previously approved. She added that this amount did not include equipment or furnishings.

Mrs. Burks moved approval of this item as presented. Mr. Bernhardt seconded the motion. There being no discussion, the motion was approved.

#### Athletics/Intramural Facilities Plan

16-09. Mr. Hessing stated that during the May 2015 board meeting the Board of Regents authorized a \$6 per semester credit hour (SCH) increase to the University Services Fee. The funds generated by this increase were designated specifically for the improvement of MSU athletics and intramural facilities. Specific action regarding the use of these funds was delayed to give President Shipley an opportunity to review options upon her arrival in August. The agenda presented a recommended financing plan and outlined the proposed plan for a new outdoor basketball court, artificial turf on the softball field, and a new soccer complex on the south campus. Mr. Hessing noted that Dr. Fowlé would provide an overview of the project financing and Dr. Shipley would discuss the soccer field placement.

Dr. Fowlé stated that the board agenda included the cost estimates and financing for the plan. The plan includes moving the soccer complex to the south campus at a cost of approximately \$4 million. The softball field would be artificially turfed at a cost of \$450,000 and an outdoor basketball court would be placed on the West Campus Annex green space area at a cost of \$75,000. The total cost of the project would be approximately \$5.4 million. Dr. Fowlé reported that a State Master Lease, with a variable interest rate that is currently .5%, would be used to finance the artificial turf, the bleachers, and the lights. The remainder of the project would be self-financed by the university, using cash on hand and paying the funds back over time. She reported that it would take six years to pay for this portion of the plan, assuming no enrollment growth.

Dr. Shipley reported that the administration spent a great deal of time considering the location of the fields. She stated that they began the review process by considering the ideas put forward in the long-term plan that was previously presented to the board. She noted that in the agenda the proposed soccer fields were shown with a north/south orientation, which is the optimal orientation for playing soccer. She stated that regardless of the field orientation, placing a soccer complex and a second turf field in the south

campus area would cause the fields to encroach on the current Sikes House front yard by about one-half the width of a football field. She stated that out of respect for the previous planning, she wanted the board to be aware of this encroachment and welcomed their comments. Mr. Hessing stated that he had become concerned about this and expressed his concerns to Dr. Shipley. He indicated that he did not know that the amount of encroachment had been made clear to the board in previous discussions. Mr. Sanchez stated that there are many presidential houses in the center of college campuses and asked why this was a concern. Mr. Hessing responded that while the Sikes House lawn will eventually become smaller as more activities or facilities are placed on the south campus, there were other options available at this time. He indicated his feeling that more discussion was needed regarding the matter.

Mr. Sanchez stated that he did not recall an outdoor basketball court being a part of the previous master plan. Mr. Hessing responded that when the additional parking was added in May, the outdoor court was taken out. The students expressed concern during the August board meeting and this action is recommended to address those concerns. Mr. Sanchez asked about the proposed location of the basketball court and noted that a location near the Wellness Center might be a better option. He added that the green space by the West Campus Annex could also be a possible location for a recreation field.

Dr. Shipley stated that at some point the area around Sikes House would likely be used more. She added that it was made clear to her when she interviewed for the presidency that this area would become more and more a part of the campus over time. She noted that she did not have a problem with that course of action but questioned whether this was the time to make the change. She stated that she had a second alternative for the board to review if members were concerned with the fields being adjacent to Sikes House.

Mr. Sanchez stated that he liked the idea of artificial turf fields because of the concern about water in the coming years. He added that there is a great deal of green space on campus, including the pecan orchard, and asked if water was available to properly irrigate the campus at this time. He noted that it was important to look at these areas and balance the expense associated with maintaining the areas. He stated that these needs must be a part of the university's planning as well. Mr. Hessing asked if the pecan orchard was watered at this time. Mr. Owen responded that it was not. Dr. Fowlé added that the football practice fields are watered from well water and noted that the water must be filtered through reverse osmosis owing to the salt and minerals in the water.

Dr. Givens asked if the artificial turf fields would have restricted use. Dr. Fowlé responded that when the Board of Regents approved the fee increase the condition was that the turf fields would be available for student free-play and intramural use, as well as athletic use. Dr. Givens asked about the life of artificial turf fields. Mr. Owen responded that the fields should last between ten and twelve years. Mr. Carr commented that from the first discussion it was made clear that fields would be available for athletics and student use.

Dr. Shipley distributed information regarding a second option for the placement of the fields (see Attachment 2). This recommendation showed the new soccer stadium in the same location shown in Option One and the second artificial turf field placed on top of



one of the existing football practice fields on the north campus. The turf field would be near the residence halls, would be available for the football team to use during their practice times, and would be available for intramural and free-play all other times. She noted that the downside to the plan was that there would not be two turf fields side by side. She added that given the soccer coaches prefer grass, the teams would have a grass zone next to the turf stadium where they could practice shots and run drill. Football would benefit from the intramural turf field being next to the grass football field. Dr. Shipley apologized for the delay in getting this second option to the board. She stated that it took her until late the night before the meeting to realize there might be a better option. Mr. Gregg asked to be reminded why the current soccer stadium must be moved. Dr. Shipley responded that the soccer stadium must be moved because it is located on the optimal place for campus expansion and likely a parking garage. Mr. Sanchez stated that if a football stadium is built the parking garage could possibly be attached to the stadium. Dr. Shipley responded that based on the information she had been given the need for a parking garage would likely predate a football stadium. Ms. Piehler stated that she thought the second option favored students more because it is more centrally located on the main campus.

Dr. Givens indicated that while he was not arguing for either option, he did not think the encroachment on Sikes House would be noticeable. He added that vegetation could be placed on the west side of the driveway to mirror the vegetation on the east side and provide more symmetry.

Mr. Hessing asked if there was a cost difference between the two options. Dr. Fowlé responded that the only potential for an increase in funding would be if Option Two was selected and the grass field next to the soccer stadium needed to be irrigated. If grass sod was placed in the area and was irrigated with well water through reverse osmosis, there would be an additional cost of approximately \$100,000. Mr. Hessing noted that with Option One the soccer teams would not have grass to practice on and asked if that would be a problem. Mr. Carr responded that while the soccer teams prefer grass and would prefer continuing to play in the existing stadium, the administration is recommending what is best for the university.

Mr. Hessing noted that the board had two options to consider and cost did not appear to be an issue. Mrs. Marks asked if any saved monies could be used to brick the front of the residence hall. Dr. Lamb responded that these funds could not be used for the residence hall and added that plans now call for brick rather than stucco on the front of the new residence hall. Mr. Bernhardt noted that he preferred Option Two. Mr. Hessing added his support for Option Two, particularly with Ms. Piehler's comment that it would benefit the students to have a field on the main campus. Dr. Shipley noted that students would have a turf field in the soccer stadium for free play when the soccer team is not using it and another turf field on the north campus that would be lined for football and soccer that could be used for intramurals and free play.

Mr. Sanchez stated that when the board originally discussed the master plan common functions were groups together on campus. He added that he liked the idea of using the south campus area for a sports complex and expressed concern that the new proposal relocated some of these activities to the main campus. He asked if the overall master



plan was going to be reworked. Mr. Hessing indicated that in a meeting earlier in the year it was mentioned that Dr. Shipley would bring new ideas for the board to consider.

Mrs. Burks asked if the board could look at the master plan that was previously presented. She stated that she wanted the administration and board to be forward thinking and make the best decision in the long-term. Mr. Hessing suggested that the board consider tabling this item until Friday's meeting to provide them an opportunity to review the original master plan.

Dr. Givens stated that he was in agreement with Mr. Sanchez. He noted that the original master plan was discussed and worked on for a number of months. He indicated that he did not have confidence that the appropriate decision would be made if the board rushed the decision. Mr. Hessing stated that while the board had seen the original master plan he did not know that the board discussed how the plan would affect Sikes House in the long run. Mr. Sanchez added his recollection that parking spaces would have been lost with the original plan rather than encroaching into the Sikes House lawn. Dr. Shipley noted that while she was not present for the original discussion or presentation, the orientation of the soccer fields was originally east-west and was changed to north-south at the request of athletics.

Dr. Givens asked if this matter could possibly be tabled until the next board meeting. Dr. Shipley asked Dr. Fowlé if the board could approve the selection of the architect at this meeting and wait to determine the location of the field and soccer stadium at the next meeting of the board. Dr. Fowlé responded that the architect would likely need to know the location of the soccer stadium because of the utilities that would be involved. She added that the architects could possibly design the fields with two location options.

Dr. Fowlé displayed a copy of the original master plan for the board's review (see Attachment 3). Mr. Hessing asked if the board wanted to consider Dr. Givens' suggestion that the matter be tabled until February. Ms. Piehler commented that in the presentations made to students she did not recall a plan that identified specific field locations. She indicated that the students understood that they would have turf fields that would be available for free play and intramural use. Mr. Hessing asked Mr. Owen how delaying approval of this item would affect construction timing. Mr. Owen responded that it would be important to get the new stadium designed so that it could be built in time for the fall 2016 season. He indicated that he did not know if all of the structures could be completed in time if the decision were delayed until February.

Mr. Hessing asked if the board could consider approving the stadium and tabling the decision regarding the placement of the recreational field until February. Dr. Fowlé noted that if the stadium was approved the planning would include infrastructure and lighting, making the determination of the location critical to the design. Mr. Sanchez commented that the planners looked at utility lines and infrastructure during their development of the original master plan. He noted that the planners discussed having utility corridors throughout the campus. Mr. Hessing stated that nothing in the proposed options changed anything related to that portion of the original plan. Mr. Gregg asked if a special board meeting could be held in December rather than waiting until February.

Dr. Shipley commented that the consideration of this matter was held for her arrival and she was asked to reimagine the plan. She noted that if the board did not want any changes made to the master plan that was originally presented, this was something that needed to be discussed and determined during the retreat in February.

Mr. Hessing stated that Option Two would not change the viability of the original plan. He noted that it would change the location of a recreational field to be more accommodating as the plan moves forward in the future. He stated that the board should possibly consider approving the plan as presented, table the location of the recreation field, and schedule a special meeting of the board in 30 days. Mrs. Burks asked if the building of the soccer stadium would begin in the next 30 days. Dr. Shipley responded that it would not. Dr. Fowlé added that approval at this time would allow the architect to begin designing the buildings and bleachers and do other preliminary planning.

Dr. Givens stated that he viewed a football stadium on the main campus as an end goal. He indicated that he would not want to approve anything that would prevent placing a football stadium on campus. Mr. Hessing noted that he had been assured that an artificial turf field can be moved from one place to another.

Mr. Hessing moved approval of the following motion:

- A. Construct a new outdoor free-play basketball court on the West Campus Annex property.
- B. Place artificial turf on the current softball field.
- C. Build a new soccer complex on the south campus with an artificial turf field, with the location of a second artificial turf field to be determined at a special board meeting called within the next 30 days.
- D. Approve a state contract with AstroTurf LLC in the amount of \$450,000 for the artificial turf for the softball field.
- E. Approve a contract with SLA Architects of Wichita Falls in an amount not to exceed \$120,000 for the design of a new soccer complex on the south campus.
- F. Approve financing the plan through the use of the state's master lease program in the amount of \$3.6 million over 12 years and self-funding the balance of the projects (\$1.9 million) over six years.

Mr. Bernhardt seconded the motion as presented. The motion carried.

#### Tuition Revenue Bond Projects

16-10. Mr. Hessing reported that the board approved MSU's request to the legislature for capital construction funding in the amount of \$73 million in 2014 and the project was authorized during the legislative process in the amount of \$58.4 million. He noted that since Dr. Shipley arrived on campus she had worked with the administration and campus representatives to develop a plan that would best address campus needs outlined in the funding request. A copy of the administration's recommendation was sent to the board and was presented in each regent's folder. This recommendation was as follows:

The administration requests authorization to proceed with planning, to include the issuing of Requests for Proposals (RFP) to begin the selection of architects for the construction of a new health science and human services building; relocation of

information technology and various offices into vacated space; a major renovation of Moffett Library; and, at a minimum, code updates in the Fain Fine Arts Center, Bolin Hall, and the Hardin Administration Building. The specific location of the new building and the offices that would be relocated into Bridwell Hall and other vacated space on campus, as well as a more precise budget, would be recommended to the board in February.

Dr. Shipley stated that there are very few states that are investing in higher education to the extent that Texas is at this time. She reported that Mr. Doug Moss, an architect she had worked with in the past, came to MSU to review campus needs in relation to the funding received from the state. Mr. Moss had several days of discussions with faculty, staff, deans, and vice presidents. From these sessions he developed three options. The administration presented Option One in the agenda for the board's consideration. She noted that this option would include construction of a new building for the Gunn College of Health Sciences and Human Services and would leave the vacated Bridwell Hall to be used for other campus operations. She added that the plan would also include an update to Moffett Library and address fire-safety issues in the Hardin Administration Building, Bolin Science Hall, and the Fain Fine Arts Center. Dr. Shipley stated that Mr. Moss reported that the moving of Information Technology out of Memorial Hall was critical from a safety and security perspective. He indicated that this move should be the university's top facility priority.

Dr. Shipley noted that the drawing presented in the agenda showed the placement of the new Gunn College building in an area south of Prothro-Yeager. She stated that locations next to Bridwell Hall or behind McCoy Engineering Hall were also being considered by the administration. She indicated that the administration was requesting approval of the plan to construct the new building, with the location to be determined at a later time. She noted that Mr. Moss would return to campus to help with the planning for Bridwell Hall.

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

Mr. Hessing stated that when the board discussed the building previously, many locations were discussed and no decision was made. Ms. Piehler indicated that she appreciated seeing the renovation of the library as part of the plan. She asked if delaying the decision regarding the future use of Bridwell Hall would postpone the addition of a Tutoring Center, which is a high priority of the Student Government Association. Dr. Shipley stated that the administration is looking at the possibility of Bridwell Hall becoming a one-stop shop for student services, to include tutoring. She noted that it is important to make the correct decision and Mr. Moss would help with the decision-making process. Ms. Piehler indicated that she wanted to be certain the Tutoring Center was a high priority.

There being no further discussion the motion was approved.

#### Adjournment

The Executive Committee discussion concluded at 3:40 p.m.



Reviewed for submission:



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

**ATTACHMENTS:**

1. Construction Update - Project Photographs
2. Athletics Fields Placement – Option 2
3. Campus Vision Plan 2014

# STUDENT HOUSING PROJECT



May 4, 2015





July 28, 2015



November 3, 2015





November 3, 2015



## CSC FOOD COURT UPGRADES





# MOFFETT/DILLARD UPGRADES



# MASS COMM BUILDING



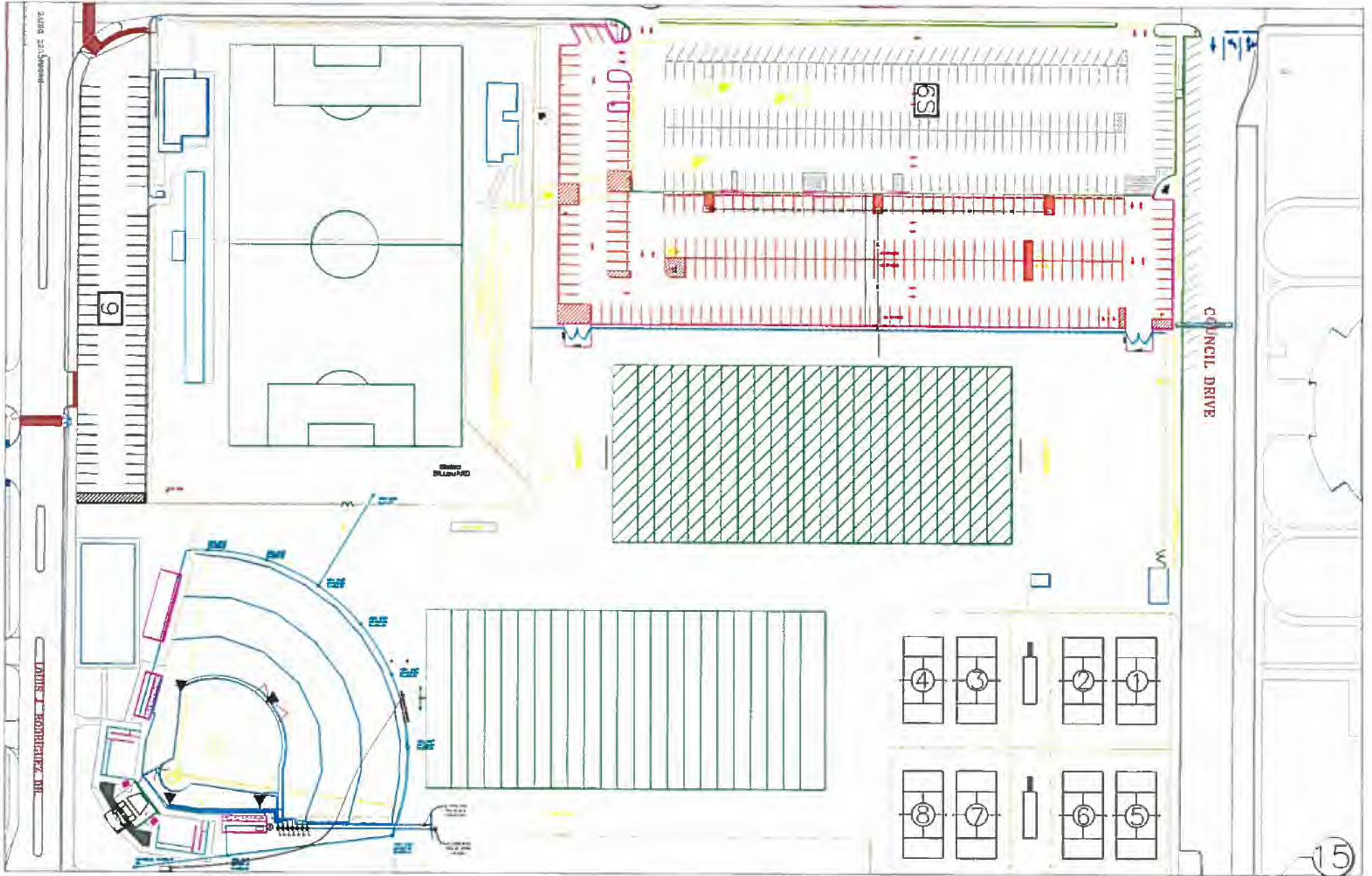
October 29, 2015













**Midwestern State University Long-Range Vision Plan**

Executive Committee

November 12, 2015

August 2014

Attachment 3





**MINUTES  
MIDWESTERN STATE UNIVERSITY  
BOARD OF REGENTS  
Academic and Student Affairs Committee  
November 12, 2015**

The Academic and Student Affairs Committee of the Board of Regents, Midwestern State University, met in regular session in the J. S. Bridwell Board Room, Hardin Administration Building, Wichita Falls, Texas, at 3:52 p.m., Thursday, November 12, 2015. Academic and Student Affairs Committee members in attendance were Dr. Lynwood Givens, Chairman; 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, and Ms. Nancy Marks.

Administrative staff members present included Dr. Suzanne Shipley, President; Dr. Betty Stewart, Provost and Vice President for Academic Affairs; Dr. Marilyn Fowlé, Vice President for Business and Finance; Dr. Keith Lamb, Vice President for Student Affairs and Enrollment Management; Dr. Bob Clark, Vice President for Administration & Institutional Effectiveness; Dr. Howard Farrell, Vice President for University Advancement and Public Affairs; Mr. Kyle Owen, Associate Vice President for Facilities Services; and Mr. Matthew Park, Associate Vice President for Student Affairs. Other university personnel attending the meeting included Dr. David Carlston, Chairman of the Faculty Senate; Ms. Reagan Foster, Chair of the Staff Senate; Mr. Charlie Carr, Director of Athletics; Mr. Barry Macha, General Counsel; Mr. Chris Stovall, Controller; Mr. Mark McClendon, Director of Institutional Research; 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 was Ms. Lana Sweeten-Shults, report for the Wichita Falls *Times Record News*.

Dr. Givens called the meeting to order at 3:52 p.m. noted that some of the reports that were previously given during this committee's meetings would be presented during Friday's meeting.

Reading and Approval of Minutes

16-11. The minutes of the Academic and Student Affairs Committee meeting August 6, 2015, were approved by the committee as presented.

University Dashboard

16-12. Dr. Givens reported that beginning in 2012 the administration developed a dashboard which contained measures that are important to the university. Since that time the dashboard has been updated and presented to the board each November. The information included in the dashboard is compiled by the Office of Institutional Research and Assessment and is then reviewed by the President's Cabinet. He noted that this year a column showing comparisons to Council of Public Liberal Arts Colleges (COPLAC) institutions was added. Mr. Mark McClendon, Director of Institutional Research and Assessment, was present to discuss the process and answer any questions. A copy of the updated dashboard was presented in the agenda.

Mr. McClendon noted that headcount and full-time equivalent enrollment numbers were up and that most of the student access numbers were stable. He pointed out first and

second-year retention rates and noted that students included in these measures are first-time, full-time students when they begin at MSU. He commented on the degree efficiency attainment rate and indicated that a score of 100% would indicate that one quarter of the institution's undergraduate population graduated each year.

Mrs. Marks asked for the definition of an at-risk student. Mr. McClendon responded that the definition is determined by the Texas Higher Education Coordinating Board (THECB) and is quite robust. Students who are Pell grant eligible, enter college after the age of 20, are first generation college attendees, have test scores below a certain level, and meet other factors are considered at risk.

Mr. McClendon noted that he used the median rather than the mean in reporting the COPLAC comparison data owing to the broad variation in the numbers. Mr. Hessing suggested that when the dashboard information is reviewed in the future that the information include specific data from the Texas and COPLAC institutions that are used in the comparison.

Dr. Givens expressed concern with MSU's four-year graduation rate of 19.5% and noted that COPLAC institution figures are double that number. He indicated that the administration should develop an action plan to increase this number.

Dr. Givens noted that this item was presented as a point of information only and no action was necessary.

#### Enrollment Report – Fall 2015

16-13. Dr. Givens stated that the enrollment report was presented in the agenda. He noted that the fall enrollment reached 6,043, the first time enrollment had surpassed 6,000 since the fall of 2011. Dr. Lamb reported that headcount enrollment increased by 169 students and semester credit hours increased as well. He noted that the number of first-time full-time students was 820, compared to 794 in the fall of 2014. He added that the 169 headcount growth included 113 distance education only students and 56 campus based students.

Mr. Sanchez asked about housing for the fall. Dr. Lamb responded that as of census day housing was oversubscribed at 113%. He reminded the board that the university sub-leased 249 beds off campus to accommodate the students requesting housing. He stated that the administration was confident that the new facility would be full or very near full in the fall 2016. Mr. Sanchez asked if incoming freshmen students would be given priority with on-campus housing. Dr. Lamb responded that with the new facility there would not be a problem housing incoming freshmen next year.

Dr. Givens complimented Dr. Lamb and the team who worked to increase enrollment at MSU. Dr. Givens noted that this item was presented as a point of information only and no action was necessary.



#### December 2015 Graduating Class

- 16-14. Dr. Givens reported that the administration recommended approval of the candidates for December 2015 graduation as presented in the agenda. He noted that 437 students were on the list compared to 465 in 2014.

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

#### Approval of 2016-2017 Academic Calendar

- 16-15. Dr. Givens noted that the proposed academic calendar for the 2016-2017 academic year was presented in the agenda and asked Dr. Stewart to comment on the recommendation. Dr. Stewart reported that the administration had traditionally recommended a two-year academic calendar but that this year a one-year calendar was presented for approval. She noted that the proposed 2017 spring break coincides with the dates being projected by the Wichita Falls Independent School District (WFISD). She indicated that the 2016 fall calendar is later than normal with classes beginning August 27 and commencement being held December 17. She noted that the same number of classroom hours was included, but that the calendar happened to fall late in 2017.

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

Mrs. Burks asked if classes started on Saturday. Dr. Stewart responded that some of the on-line programs begin on Saturday but that the on-campus courses begin the following Monday.

Dr. Givens asked Dr. Stewart to comment on the effect starting later in the fall might have on students. Dr. Stewart responded that the MSU second summer term ends August 11 and there are only five working days from the time the summer term ends and meetings for the fall semester begin. She added that students are used to having a longer break at the winter holiday but this is the result of how the calendar falls.

There being no further discussion the motion was approved.

#### Change Title of International Studies Major and Minor

- 16-16. Dr. Givens reported that the administration recommended changing the title of the major and minor in International Studies to a major and minor in Global Studies. He asked Dr. Stewart to comment on the recommended changes. She noted that the university was following best practices and this change would allow students looking at MSU from other institutions to identify the major.

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

Dr. Givens asked if there was a cost implication with this change for reprinting. Dr. Stewart responded that everything is electronic and there would not be a cost associated with the change.

There being no further discussion the motion was approved.

#### Admissions Policy Changes

16-17. Dr. Givens noted that changes to the university's admissions policies were recommended for approval as shown in the agenda. He asked Dr. Lamb to review these recommended changes. Dr. Lamb stated that the Admissions Office had seen an increase in the volume of applications and the office was currently two weeks behind in processing. In reviewing admissions decisions made during the last four years, the office determined that 95% of the students who ranked in the top 25% of their high school graduating class were admitted to MSU. Of that 95%, 80% met MSU's ACT or SAT requirements and were admitted unconditionally. The remaining 20% were admitted conditionally based on their portfolio and, in particular, their class rank. In looking at the admissions decisions during the last four years it was apparent that if the top 25% had been automatically admitted it would have resulted in an additional 14 students being admitted. He noted that this recommendation was not being presented as a way to gain enrollment, but rather a way to alleviate some of the pressure on the admissions processing staff. The administration also looked at the academic performance of the top 25% students who were admitted conditionally. The grade point average (GPA) of these students after one year was higher than the GPA of all unconditionally admitted students during the same time period. Dr. Lamb added that there is empirical evidence that shows that class rank is a better predictor of college success than are standardized tests. He added that much of the literature reports that standardized tests affect negatively those students from lower socio-economic classes. The administration reviewed admissions standards at Texas public institutions as well as COPLAC institutions. Many Texas institutions admit the top 25% while others admit the top 50%. Twenty of the 29 COPLAC institutions have holistic admissions policies without stated minimum ACT or SAT scores required. Each application is reviewed holistically. He noted that all Texas institutions are required to automatically admit students in the top 10% of their graduating class. The administration determined that the recommendation to automatically admit the top 25% was the best recommendation for MSU.

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

Mrs. Marks asked about the perception of MSU accepting the top 25% rather than the top 10%. Dr. Lamb responded that some individuals may look at this action as reducing academic standards. He noted that the administration was looking at this action as an opportunity to assist with processing. Mrs. Marks asked if with this recommendation there would be no SAT or ACT minimum for the top 25% students. Dr. Lamb responded in the affirmative. Mrs. Marks asked about policies at other Texas universities. Dr. Lamb responded that Tarleton State University accepts the top 50%; Texas A&M Commerce University accepts the top 30%; and Texas Woman's University, Sam Houston State University, West Texas A&M University, the University of Texas San Antonio, and the University of Texas at Arlington accept the top 25%.

Mr. Sanchez asked how much more work would be involved for MSU to move to a holistic approach. Dr. Lamb responded that it would require a lot more work to review each application holistically. The chief concern with looking at this recommendation was the backlog in applications. Changing to a totally holistic approach to admissions



decisions would require additional staff. Additionally, MSU is required by Texas law to admit the top 10% and this would require two admissions policies.

Mr. Gregg asked how the SAT and ACT are biased against lower socio-economic groups. Dr. Lamb responded that students from low socio-economic backgrounds do not generally have the resources to take the preparatory classes that many of their more affluent peers have resources to take. Additionally, the resources at some high schools are not as great in preparing the students for those tests as well.

Dr. Givens stated that the administration and board worked to raise admissions standards during the last few years and expressed his fear that this recommendation would lower those standards. He added that while the administration is trying to prevent bias in one area this action would bias another area. He noted that with the proposed policy a student in the top 25% of a class of 10 students could be admitted with a very low test score but another student who had a higher score might not be admitted if he went to a very large high school. Dr. Lamb noted that this type of bias already exists with the state's 10% rule. He stated that he was more concerned that the current policy is biased against lower socio-economic students. Dr. Givens indicated that while he understood this bias he was uncomfortable with the recommendation and the lowering of academic standards. Dr. Lamb indicated that he felt the evidence was clear that class ranking was a better predictor of college success than is standardized test scores.

There being no further discussion, the motion was approved with Dr. Givens voting no. It was noted that since the vote was not unanimous the item would not be placed on Friday's consent agenda and would instead be considered by the full board.

#### MSU Policies and Procedures Manual Changes

- 16-18. Dr. Givens noted that a new policy regarding consensual relationships was presented for approval as shown in the agenda. He asked Mr. Macha to comment on the proposed new policy. Mr. Macha reported that this policy was patterned after the University of Texas at Austin policy and constitutes best practices. The policy was vetted through the MSU Faculty Senate, Staff Senate, and the Administrative Council. He stated that this policy would require an employee to report to his supervisor if he enters into a consensual relationship with a subordinate, whether it is another university employee or student. The supervisor of the reporting employee must make appropriate accommodations to remove that employee from supervising the subordinate. He noted that if an employee does not self-report the relationship, the individual is subject to disciplinary action.

Mr. Crosnoe asked what the administration would do in such a situation if there was no policy. Mr. Macha responded that the administration would address the matter the best way possible, but that it is important to have a policy. Mr. Crosnoe asked why the proposed policy was better than a policy prohibiting consensual relationships between supervisors and subordinates. Mr. Macha indicated that this policy was considered the best option based on best practices.

Dr. Givens asked for a motion before the matter was discussed further. Mrs. Burks moved approval of the policy as presented and Mr. Sanchez seconded the motion.

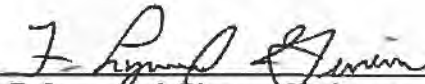
Mrs. Burks asked how the policy would apply if the relationship existed prior to the supervisor/subordinate relationship developed. Mr. Macha responded that the individual in the supervisory position would still be responsible for reporting the relationship. Mr. Crosnoe asked if a professor or supervisor who reported a relationship with a student or subordinate would suffer any consequences from the reporting. Mr. Macha responded that it would depend on the modification made. Mr. Sanchez indicated his understanding that it would be at the university's discretion as to disciplinary action, continuing employment, or other modifications. Mr. Macha noted that it would be up to the supervisor to determine a course of action that would be appropriate. Mr. Crosnoe indicated his concern that the policy needed to be clearer that individuals in these relationships could suffer other consequences. Mr. Macha noted that the policy included a statement that the university strongly discourages consensual relationships. He added that the ultimate action that is taken would depend on the conduct and whatever modifications the supervisor determines are appropriate. Dr. Givens indicated his assumption that this policy would cover same-sex relationships. Mr. Macha responded that it would cover any employee having a consensual relationship with a subordinate. Dr. Givens asked if the policy was enforceable. Mr. Macha responded that if an employee does not report a consensual relationship and the administration becomes aware of the relationship the employee could face disciplinary action.

There being no further discussion the motion was approved.

#### Adjournment

There being no further business, the meeting of the Academic and Student Affairs Committee adjourned at 4:38 p.m.

Reviewed for submission:



F. Lynwood Givens, Chairman

Midwestern State University

Board of Regents Academic & Student Affairs Committee



**MINUTES  
MIDWESTERN STATE UNIVERSITY  
BOARD OF REGENTS  
Finance Committee  
November 12, 2015**

The Finance Committee of the Board of Regents, Midwestern State University, met in regular session in the J. S. Bridwell Board Room, Hardin Administration Building, Wichita Falls, Texas, at 4:38 p.m., Thursday, November 12, 2015. 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 Ms. Tiffany Burks, Mr. Shawn Hessing, Ms. Nancy Marks, Mr. Sam Sanchez, and Student Regent Megan Piehler.

Administrative staff members present included Dr. Suzanne Shipley, President; Dr. Betty Stewart, Provost and Vice President for Academic Affairs; Dr. Marilyn Fowlé, Vice President for Business and Finance; Dr. Keith Lamb, Vice President for Student Affairs and Enrollment Management; Dr. Bob Clark, Vice President for Administration & Institutional Effectiveness; Dr. Howard Farrell, Vice President for University Advancement and Public Affairs; Mr. Kyle Owen, Associate Vice President for Facilities Services; and Mr. Matthew Park, Associate Vice President for Student Affairs. Other university personnel attending the meeting included Dr. David Carlston, Chairman of the Faculty Senate; Ms. Reagan Foster, Chair of the Staff Senate; Mr. Charlie Carr, Director of Athletics; Mr. Barry Macha, General Counsel; Mr. Chris Stovall, Controller; 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 was Ms. Lana Sweeten-Shults, reporter for the Wichita Falls *Times Record News*.

Chairman Bernhardt called the meeting to order at 4:38 p.m.

Reading and Approval of Minutes

16-19. The minutes of the Finance Committee meeting August 6, 2015, were approved by the committee as presented.

Summary of Financial Support 9/1/14-8/31/15 and 9/1/15-10/14-15

16-20. Mr. Bernhardt noted that this item included the Fiscal Year (FY) 2015 year-end summary of financial support, as well as a report of gifts received since September 1. He noted that these reports were presented in the agenda and mentioned some of the major gifts received since the last meeting of the board.

- A. The Lamar D. Fain College of Fine Arts received \$50,000 from Mr. Christopher Hunnewell for the Mass Communication Department and fine arts scholarships.
- B. Ms. Martha Fain contributed \$48,000 to the Wichita Falls Museum of Art at MSU and \$10,000 to the Martha Fain Women's Athletics Fund.
- C. Mr. and Mrs. Joe Prothro donated \$30,000 for the Akin Music Series.

- D. Mr. Al Guinn contributed \$20,000 to the 2015-2016 Laing/Guinn Challenge to match new and lapsed donors to the Annual Fund.
- E. Mr. and Mrs. Lee Murchison contributed \$10,000 to the MSU Cross Country program.
- F. Mr. Frank Jarratt with the Shanor Foundation contributed \$10,000 to the MSU Student Ambassadors Program.
- G. An apartment for a graduate student for one year valued at \$7,500 was donated by Ms. Kathleen Tant with Arbor Creek Apartments.

Mr. Bernhardt reported that the total of gifts, grants, and pledges received in FY 15 was \$5,514,465. He stated that the support from the local community, alumni, and friends continues to be outstanding. He reminded regents that a list of donors was in each regents' folder and he encouraged board members to write thank you notes to the individuals they were assigned.

#### FY 15 Quasi-Endowment Fund Reports

- 16-21. Mr. Bernhardt stated that the FY 15 reports on the Redwine Fund and the Frank and Nancy Harvey Student Development Fund were presented in the agenda. He noted that the Redwine Quasi-Endowment Fund earnings were used to support the Honor's Program, primarily through \$244,200 allocated for honor's scholarships. The Harvey Fund earnings were again allocated for university scholarships totaling \$49,000. Dr. Fowlé added that Redwine Report included the allocation of funds for the communication campaign and graduate school operations. She noted that these transfers were from the residual funds received from the Redwine Estate and were not made from the Quasi-Endowment Fund.

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

#### Financial Report

- 16-22. Mr. Hessing reported that the administration recommended acceptance of the July 15 financial report as previously distributed. He noted that Dr. Fowlé's summary of the report was included in the agenda. He asked her to provide preliminary information regarding the FY 15 end-of-year report and answer questions the board might have regarding budget comparisons that were previously sent to the board (see Attachment 1). Dr. Fowlé complimented Mr. Chris Stovall, Controller, for his work compiling the Annual Financial Report. She noted that this document must be completed by November 20 and indicated that the final report would be sent to the board within the next month.

Dr. Fowlé presented a PowerPoint presentation on FY 15 Financial Results (see Attachment 2). She noted that the two essential statements in financial reports are the Income Statement and the Balance Sheet. She explained that in governmental accounting the Income Statement is called the Comparative Statement of Changes in Net Position



and it measures the revenues and expenditures of an entity during a fiscal year. The Balance Sheet is the Comparative Statement of Net Position and it measures assets, liabilities, and the net position as of entity the last day of the fiscal year.

Slide 2 showed MSU's net income declined in FY 15. Dr. Fowlé noted that the net income in FY 14 was inflated owing to the large gift-in-kind of software. She added that expenses had gradually increased with depreciation, salary increases, and other factors. Slide 3 presented income sources. Dr. Fowlé noted that during the last seven years state appropriations declined while net tuition and fees grew in an off-setting amount. The slide also showed that gifts were quite volatile. She reported that grants declined due to the drop in federal financial aid for students, and sales and services increased with more students living on campus and requiring housing. She stated that this slide also showed the increase in gains and losses. She noted that while MSU's investments have done very well, investments went down considerably at the end of the fiscal year.

Dr. Fowlé reported that salaries and wages and related benefits are two of the largest expenditure categories and were presented separately in Slide 4 because of the scale. She stated that salaries and wages were relatively flat before FY 15 when the institution provided pay raises and hired additional faculty from gift funds. Payroll-related expenses increased by more than \$2 million during the same period of time owing to increased health insurance costs.

Slide 5 showed expenses other than payroll. Dr. Fowlé noted that the next largest expense categories at the institution were scholarships and grants, and depreciation and amortization. Depreciation expenses increased as additional facilities and capital items were acquired, as well as the previously mentioned donated software that will be amortized over three years. She added that scholarship and grant reporting had been erratic, especially with the decrease in federal student financial aid three years ago. She noted that students no longer receive Pell grant funding to attend summer classes and added that the university has worked to provide additional scholarship funds for students.

Dr. Fowlé stated that the next slides presented the balance sheet part of the financials as of August 31. She added that the slides provided information regarding financial and physical assets of the university as well as current and non-current liabilities. Slide 6 presented the financial assets of the university. Dr. Fowlé noted that the cash/short-term investments category decreased substantially in FY 15 because these funds are now invested at the Texas A&M University System and are classified as non-current investments rather than cash/short-term investments. The large spike shown in investments was caused by the issuance of bonds for the new residence hall and mass communication addition. Those funds are invested until such time as they are needed to pay for the construction over time.

Slide 7 showed physical assets other than buildings and infrastructure. Dr. Fowlé reported that capital assets have decreased because there is more being depreciated from these assets than is being reinvested. She added that land increased during the last two years with the donation of land next to the museum in FY13 and land by the Simulation Center in FY14. Intangible assets grew by almost \$8 million in FY 15 owing to the in-kind software donation. With its annual depreciation over three years, this category should

return to its historic levels. She reported that construction in progress rises and falls based on the amount of construction taking place during the year that is not yet capitalized on August 31. With the new construction anticipated in the future, this asset will dramatically increase.

Dr. Fowlé reported that the buildings and infrastructure asset category (Slide 8) was presented separately for scale purposes. She noted that depreciation is decreasing the value of the university's buildings and infrastructure but with the addition of a new 500-bed residence hall, the addition to the Fine Arts building, and the Tuition Revenue Bond projects, the value should increase substantially during the next five years. She added that this would also increase the university's depreciation expense.

Slide 9 showed current liabilities which were presented as accounts payable, deferred revenues, and other liabilities. Dr. Fowlé reported that deferred revenues represent the tuition and fees the university collects for the fall semester that have not yet been earned. She added that this number has grown as the overall revenue coming from tuition and fees has increased. Accounts payable increased owing to the overall increase in expenses, especially with the additional construction projects. She noted that other liabilities include accrued liabilities and bonds payable. Bonds payable and accrued liabilities both decreased substantially in FY14 and have remained level. This category will increase in future years with the institution issuing more bonds.

Slide 10 showed non-current liabilities which are primarily bonds payable. Bonds payable increased by \$35 million in FY 15 owing to the debt on the new residence hall and mass communication addition. Additionally approximately \$1.5 million of the non-current liabilities represent employee vacation leave that has been earned but not yet taken. She noted that a new category of net pension liability increased the non-current liabilities by \$9.4 million.

Slide 11 presented overall assets and liabilities, with the difference between the two being the university's net position which was shown on Slide 12. Dr. Fowlé noted that net position is made up of capital (which cannot be spent), restricted assets, and unrestricted net position. The university's capital net position has decreased as previously discussed due to depreciation and not enough being reinvested to retain the overall capital asset value. The restricted net position has risen over the last six years, doubling from \$10 million to almost \$20 million. She reminded the board that she mentioned in August the Governmental Accounting Standards Board (GASB) Statement 68 which requires the university to include on its books its pension liability. The Teacher's Retirement System (TRS) of Texas has a trust fund that is 82% funded for future retirement payouts. The remaining 18% that is not funded has been pushed to all of the state agencies that participate in TRS. MSU's share of \$9.4 million reduces the university's unrestricted net assets, which are reserves. Dr. Fowlé stated that the university's unrestricted net position is important to trend as it provides financial flexibility to the institution.

Dr. Shipley stated that the GASB change was affecting universities throughout the United States. She indicated it was important to note that while this liability will be shown on MSU's books, the university is not responsible for paying the retirement owed to these employees. She added that if the state legislature funds TRS differently in the future



MSU's budget will change accordingly. Dr. Fowlé reported that beginning in 2018 GASB 74/75 will go into effect and require agencies to book the post-employment health insurance benefit.

Dr. Fowlé added that this reporting change should not adversely affect MSU's bond rating. She noted that without this pension liability the university has 3.7 months of reserves. She stated that the standard is that an institution should hold between three and four months of reserves. She added that if the retirement payout is included the university has only 2.2 months of reserves. Mr. Hessing asked how MSU's reserves compare to other universities in Texas. Dr. Fowlé responded that the Texas A&M University System requests its component institutions maintain at least 3.4 months of reserves while the University of Texas System maintains four months.

Dr. Givens moved the board accept the financial report as presented. Mr. Crosnoe seconded the motion and it was approved.

#### Investment Report

16-23. Mr. Bernhardt noted that the administration recommended the board's acceptance of the fourth quarter FY 2015 investment report. Dr. Fowlé noted that her report summary was presented in the agenda document.

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

#### FY 2015-2016 Item \$50,000 & Under Approved Per Board Authorization

16-24. Mr. Bernhardt noted that the administration requested ratification of this one transfer of funds to cover costs associated with the search for a new Director of Residential Life and Housing. Mr. Gregg asked why these funds were necessary. Dr. Lamb responded that the university searched for a Director of Housing in the previous year and there was not a large applicant pool. The administration determined that a national search firm should be hired to assist with the search for this critical position.

Mr. Crosnoe moved the 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 2014-2015 and 2015-2016 Budgets

16-25 and 16-26. Mr. Bernhardt stated that the reports of personnel changes in FY 15 and FY 16 were presented for ratification in the agenda. He noted that a number of positions were filled below the budgeted amount and some title changes were made. Additionally, salary adjustments were given to three lead custodians as a result of the reorganization in the facilities area.

There being no questions regarding the reports, Dr. Givens moved the ratification of these items as presented. Mr. Gregg seconded the motion and it was approved.

**Funding for Market Study – Academic Expansion**

16-27. Mr. Bernhardt stated that the administration was looking at the possibility of expanding academic course offerings in the Dallas-Ft. Worth (DFW) area and noted that Dr. Shipley would spend time on Friday discussing this plan. He indicated that this item addressed the administration's request for authorization to engage a market research firm to study the matter and requested approval of \$90,000 from designated tuition reserves for the study.

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

**Adjournment**

The Finance Committee discussion concluded at 5:03 p.m.

Reviewed for submission:

A handwritten signature in black ink, appearing to read 'Michael Bernhardt', is written over the text 'Reviewed for submission:'.

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

**ATTACHMENTS:**

1. Budget Comparison Data
2. FY 16 Budget Presentation



**Board of Regents  
Comparison Information  
FY14**

<b>Unrestricted Net Assets</b>	<u>Unrestricted Net Assets</u>	<u>Total Assets</u>	<u>%</u>	<u>Operating Expenses</u>	<u>%</u>
Midwestern State University	33,548,305	219,404,908	15%	91,816,157	37%
Angelo State University	14,177,199	222,694,149	6%	104,081,908	14%
Tarleton State University	91,367,560	362,426,556	25%	158,873,934	58%
Texas A&M University-Kingsville	51,035,121	269,541,913	19%	144,499,489	35%
West Texas A&M University	70,300,515	378,356,088	19%	126,777,631	55%

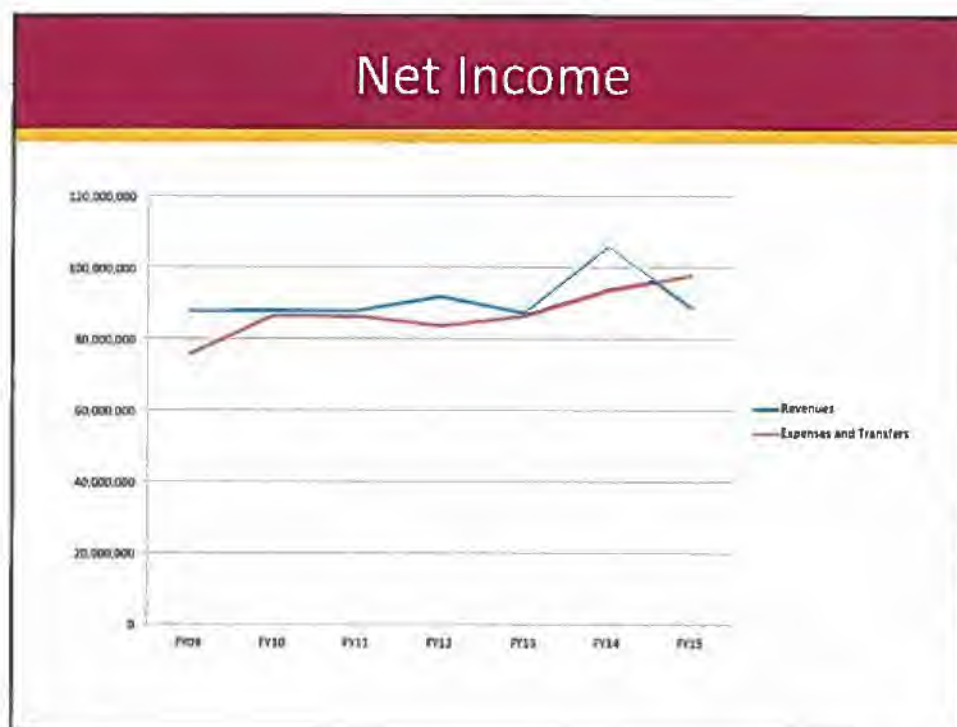
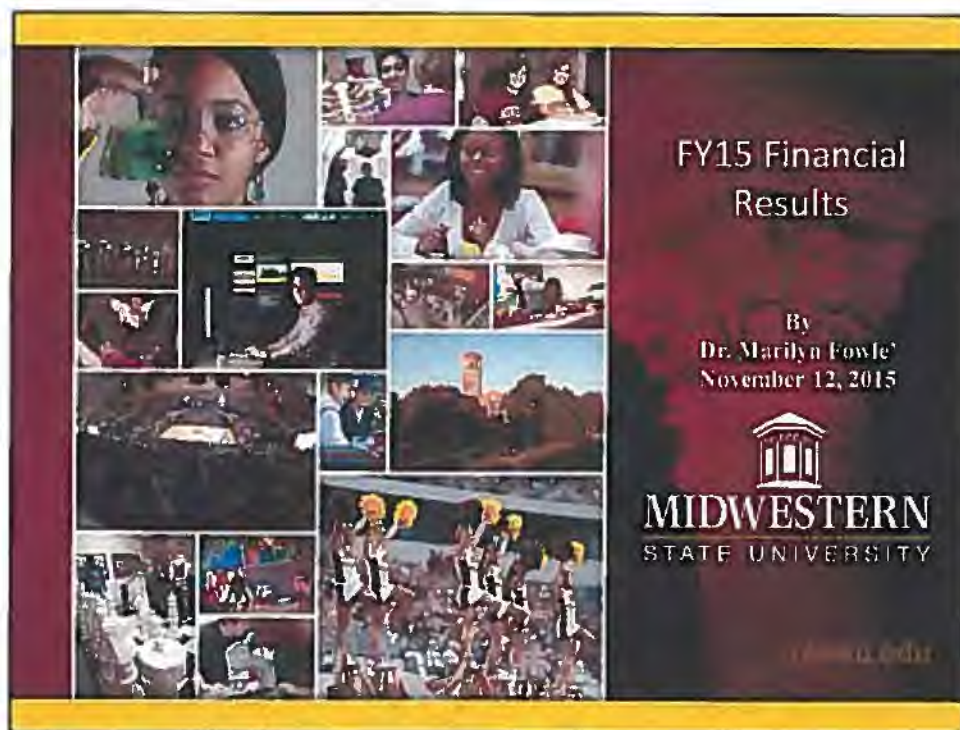
<b>Scholarships</b>	<u>Scholarships</u>	<u>Headcount</u>	<u>Avg Scholarship/Headcount</u>
Midwestern State University	10,457,932	5,874	\$1,780
Angelo State University	12,872,419	6,494	\$1,982
Tarleton State University	15,123,647	11,683	\$1,295
Texas A&M University-Kingsville	16,954,980	8,726	\$1,943
West Texas A&M University	9,750,883	8,972	\$1,087

	Combined Total				Instruction				Academic Support				Student Services			
Institution Name	Current year total	Salaries & wages	Fringe Benefits	% to total	Current year total	Salaries & wages	Fringe Benefits	% to total	Current year total	Salaries & wages	Fringe Benefits	% to total	Current year total	Salaries & wages	Fringe Benefits	% to total
Angelo State University	\$ 90,789,906	\$ 44,146,368	\$ 12,723,363	62.64%	\$ 41,580,627	\$ 23,217,652	\$ 6,996,012	72.66%	\$ 6,866,409	\$ 2,874,000	\$ 790,994	53.38%	\$ 5,746,878	\$ 2,848,545	\$ 818,219	63.77%
Midwestern State Univ	79,332,332	35,049,226	9,476,267	56.13%	39,294,377	19,785,104	5,422,152	64.15%	7,489,160	2,843,606	761,604	48.14%	14,443,127	5,404,269	1,448,572	47.45%
Tarleton State University	123,695,257	53,404,703	12,477,107	53.26%	53,866,540	30,182,078	6,581,881	68.21%	9,837,875	4,331,201	1,317,584	57.42%	7,672,208	3,217,750	727,517	51.42%
Texas A & M Univ-Kingsville	149,393,677	70,772,143	18,345,229	58.31%	58,520,079	33,165,195	8,963,432	71.00%	14,802,991	7,613,767	1,626,766	82.42%	15,777,146	7,213,647	1,398,602	54.55%
West Texas A & M Univ	108,257,454	45,458,956	11,057,589	52.21%	46,136,737	23,027,889	6,143,377	63.23%	9,291,374	3,753,185	899,783	50.08%	5,496,703	2,496,412	723,100	58.57%

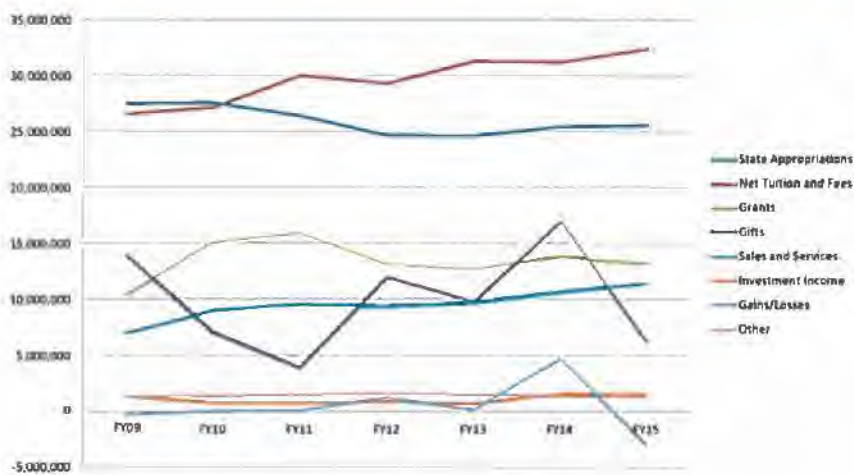
	Institutional Support				Research				Public Service				Auxiliary Enterprises			
Institution Name	Current year total	Salaries & wages	Fringe Benefits	% to total	Current year total	Salaries & wages	Fringe Benefits	% to total	Current year total	Salaries & wages	Fringe Benefits	% to total	Current year total	Salaries & wages	Fringe Benefits	% to total
Angelo State University	\$ 17,412,168	\$ 8,320,600	\$ 2,472,845	61.99%	\$ 1,210,978	\$ 568,158	\$ 138,484	58.35%	\$ 2,701,689	\$ 1,320,695	\$ 230,385	57.41%	\$ 15,271,159	\$ 4,998,718	\$ 1,276,424	41.09%
Midwestern State Univ	10,314,704	4,874,740	1,392,658	60.76%	726,710	351,301	21,194	51.26%	892,850	309,842	62,265	41.68%	6,171,404	1,480,383	387,822	29.95%
Tarleton State University	14,050,401	4,625,929	1,478,717	43.45%	9,059,320	4,294,254	922,927	57.59%	4,416,652	1,480,530	275,659	39.76%	24,792,261	5,272,981	1,192,822	26.08%
Texas A & M Univ-Kingsville	21,461,335	8,675,591	3,642,778	57.40%	17,607,999	7,832,053	1,595,032	53.54%	916,379	278,885	21,474	32.78%	22,307,748	5,993,005	1,097,145	31.78%
West Texas A & M Univ	11,908,325	4,998,250	904,550	49.57%	5,991,582	2,608,331	621,449	53.91%	5,116,078	2,223,885	560,328	54.42%	24,316,655	6,351,004	1,205,004	31.07%

Travel				Scholarships		State Grants		Unrestricted Instit. Grants		Discounts & allowances applied to tuition & fees	
	Total Operating Expenses	Travel Expenses	% to total	Current year total	As a % of Combined Total	Current year total	As a % of Combined Total	Current year total	As a % of Combined Total	Current year total	As a % of Combined Total
Angelo State University	\$105,700,000	\$ 1,500,000	1.42%	\$ 17,802,443	19.72%	\$ 4,515,064	4.97%	\$ 6,835,491	7.53%	\$ 10,001,011	11.02%
Midwestern State Univ	84,900,000	1,455,000	1.71%	9,692,679	12.22%	3,101,000	3.91%	5,933,770	7.48%	8,814,677	12.37%
Tarleton State University	140,100,000	2,700,000	1.93%	12,456,088	10.07%	5,541,962	4.48%	7,986,988	6.46%	14,212,262	11.49%
Texas A & M Univ-Kingsville	132,600,000	2,700,000	2.04%	16,692,551	11.17%	38,643	0.03%	18,787,115	12.58%	18,249,939	12.22%
West Texas A & M Univ	116,000,000	2,500,000	2.12%	9,779,118	9.03%	2,543,482	2.35%	13,221,017	12.21%	14,023,751	12.95%

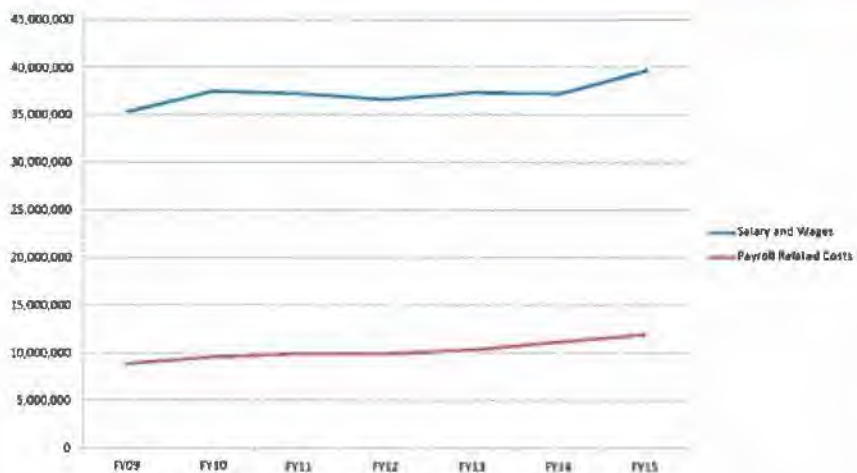




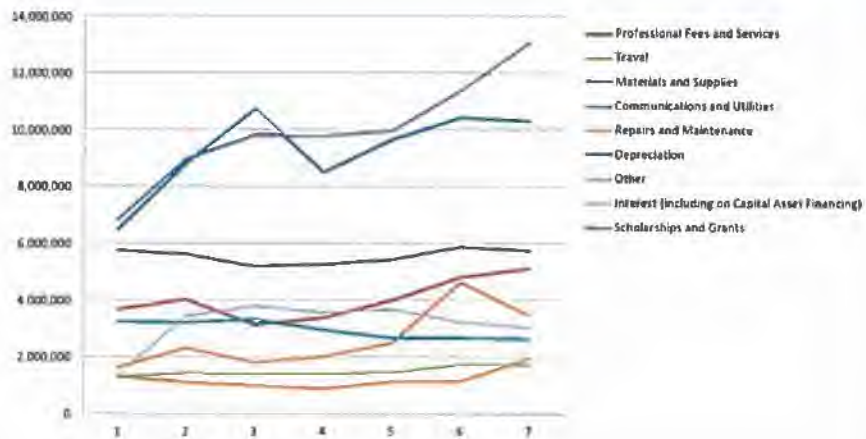
## Income Sources



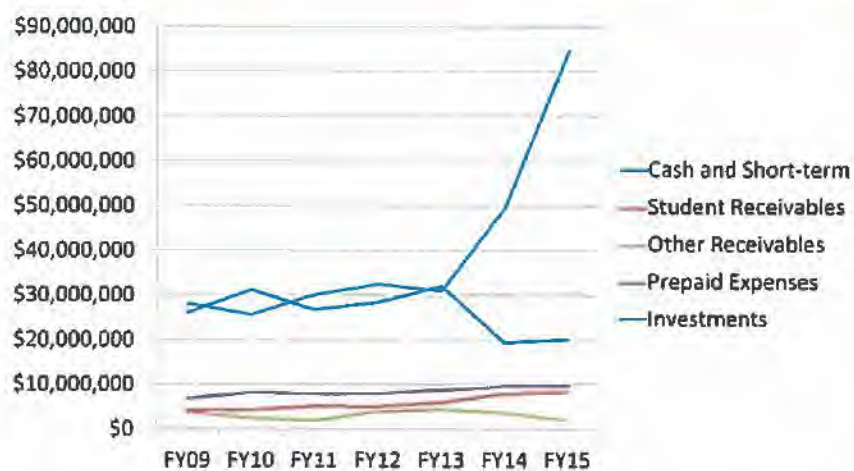
## Payroll Expenses



## Expenses Other Than Payroll



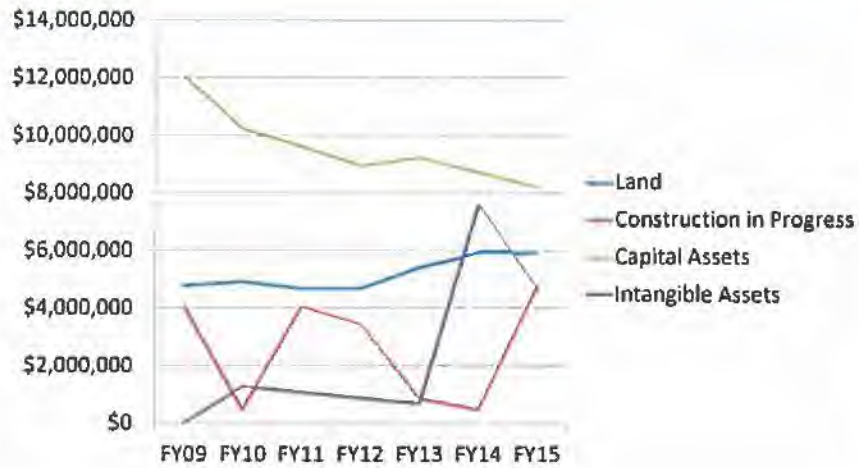
## Financial Assets



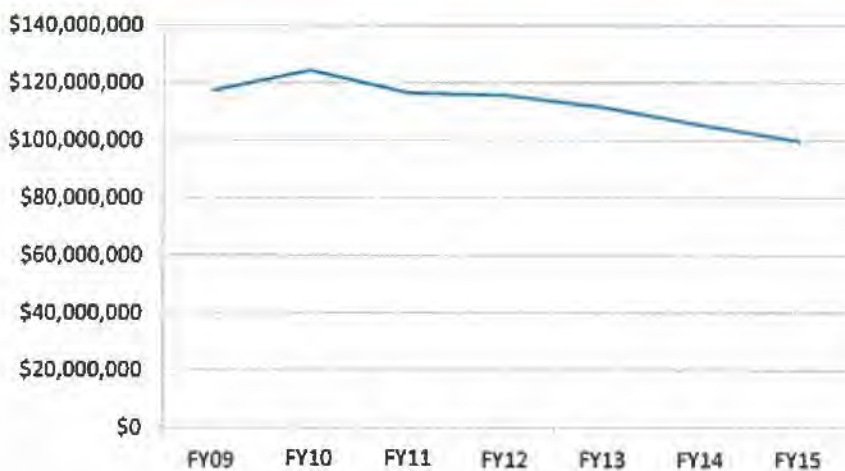


## Physical Assets

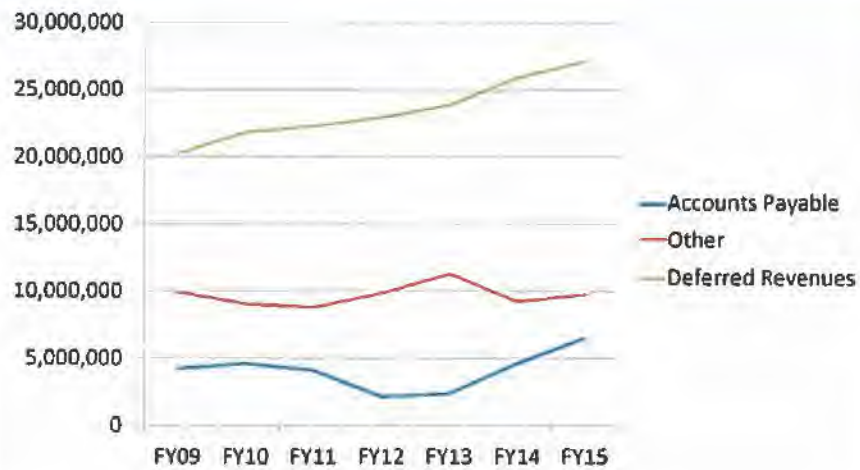
(Other than Buildings and Infrastructure)



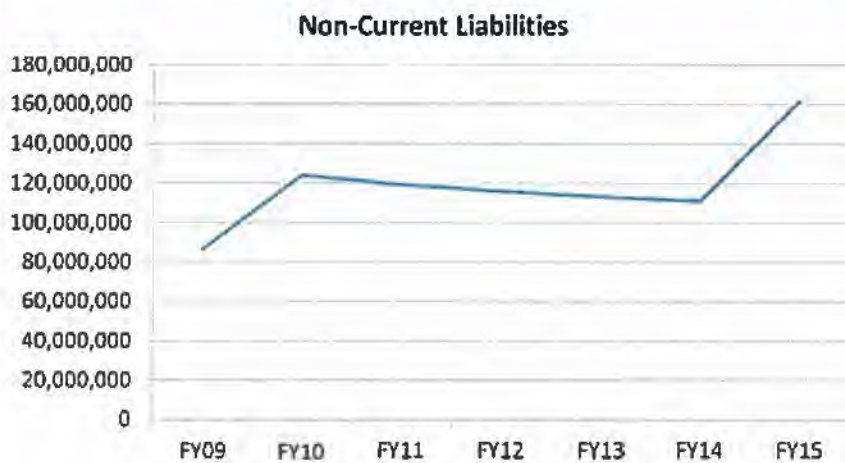
## Buildings and Infrastructure



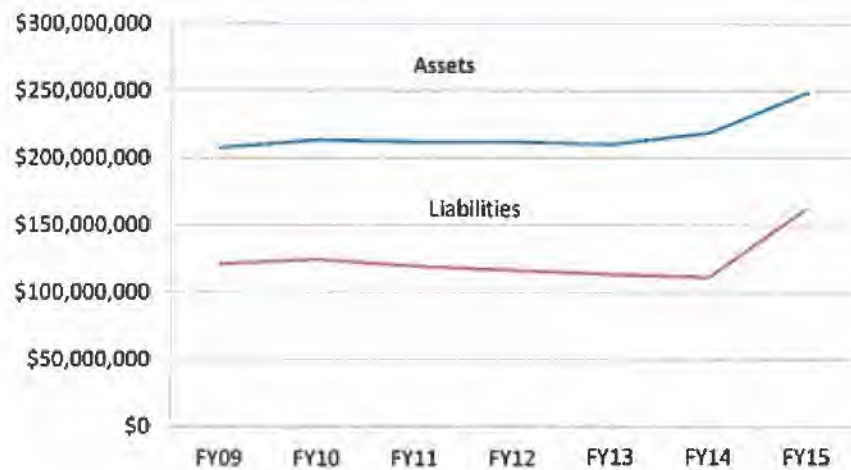
## Current Liabilities



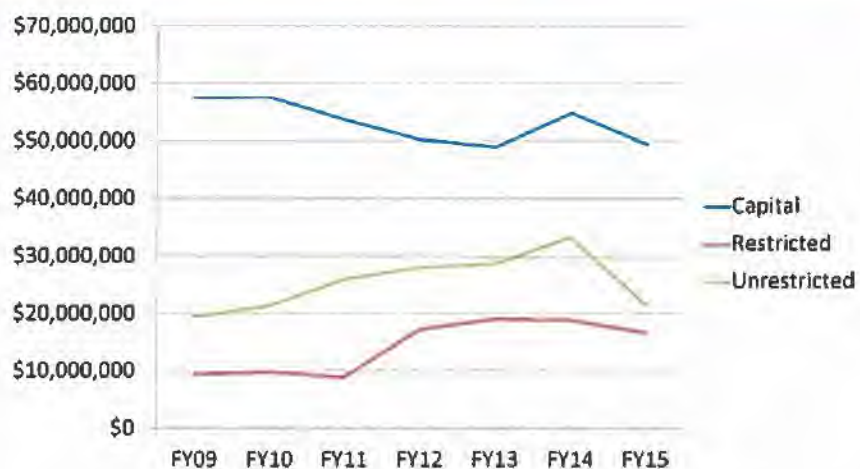
## Non-current Liabilities



## Assets and Liabilities



## Net Position





## MSU – Credit Ratings

Year	Rating Agency	
	Moody's	Fitch
2015	A1	AA-
2014	A1	AA-
2013	A1	AA-
2012	A1	AA-
2011	A2	AA-
2010	A2	AA-
2009	A2	A+
2008	A2	A+

## Rating Scales

Moody's	Fitch	Definition
Aaa	AAA	Highest quality and lowest risk
Aa1	AA+	
Aa2	AA	
Aa3	AA-	
A1	A+	
A2	A	Upper medium grade with low credit risk
A3	A-	

## Factors Considered in Rating

Moody's	Fitch	Challenge
✓	✓	Financial Stability
✓		Heightened Competition
✓	✓	Declining Government Funding
✓		Increased Political Scrutiny + Regulation
	✓	Changing Demographic
✓	✓	Affordability
✓		Facility Maintenance

## Summary

- Increasing reliance on funding from students via tuition, fees, sales and services
- Gift income is highly variable
- Expenses growing fastest for benefits, scholarships and depreciation
- Some unusual occurrences increased assets the last two years (unrealized gains, large software donation, insurance proceeds, bonding for new buildings and new pension liability)
- Continue to invest in capital assets in order to preserve asset base and cover depreciation
- Overall, good financial position

**MINUTES**  
**MIDWESTERN STATE UNIVERSITY**  
**BOARD OF REGENTS**  
**Audit, Compliance, and Management Review Committee**  
**November 12, 2015**

The Audit, Compliance, and Management Review Committee of the Board of Regents, Midwestern State University, met in regular session in the J. S. Bridwell Board Room, Hardin Administration Building, Wichita Falls, Texas, at 5:03 p.m., Thursday, November 12, 2015. 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. R. Caven Crosnoe, Dr. Lynwood Givens, Mr. Shawn Hessing, and Student Regent Megan Piehler.

Administrative staff members present included Dr. Suzanne Shipley, President; Dr. Betty Stewart, Provost and Vice President for Academic Affairs; Dr. Marilyn Fowlé, Vice President for Business and Finance; Dr. Keith Lamb, Vice President for Student Affairs and Enrollment Management; Dr. Bob Clark, Vice President for Administration & Institutional Effectiveness; Dr. Howard Farrell, Vice President for University Advancement and Public Affairs; Mr. Kyle Owen, Associate Vice President for Facilities Services; and Mr. Matthew Park, Associate Vice President for Student Affairs. Other university personnel attending the meeting included Dr. David Carlston, Chairman of the Faculty Senate; Ms. Reagan Foster, Chair of the Staff Senate; Mr. Charlie Carr, Director of Athletics; Mr. Barry Macha, General Counsel; Mr. Chris Stovall, Controller; 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 was Ms. Lana Sweeten-Shults, reporter for the Wichita Falls *Times Record News*.

Chairman Sanchez called the meeting to order at 5:03 p.m.

Reading and Approval of Minutes

16-28. The minutes of the Audit, Compliance, and Management Review Committee meeting August 6, 2015, were approved as presented.

Historically Underutilized Business Year-End Report – FY 2015

16-29. Mr. Sanchez noted that the university's Historically Underutilized Business (HUB) FY 2015 report was presented in the agenda document. Dr. Fowlé noted that the university was doing quite well with its use of HUBs.

There being no questions or comments from the board, Mr. Sanchez noted that this item was presented as a point of information only and no action was necessary.

Contract Management Activities Year-End Report – FY 2015

16-30. Mr. Sanchez noted that the agenda provided information regarding the contracts that were processed in FY 15 through the university's Contract Management System. Mr. Macha commented that Senate Bill 20 which was approved during the 2015 legislative session includes a number of requirements related to contracts. He noted that MSU's Contract Management System and the university's updated contract policy put the institution in a



good position to address the new requirements. He reported that the administration would likely recommend various policy changes in the future to address this legislation. Mr. Sanchez expressed appreciation to Mr. Macha for his foresight in developing the contract policy. Mr. Macha added his thanks to Mr. Steve Shelley, Director of Purchasing, and Ms. Tracy Nichols, Contracts Coordinator, for their efforts in the implementation of the process. Mr. Sanchez asked Mr. Macha to pass along the board's appreciation to Mr. Shelley and Ms. Nichols.

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

#### Audit and Compliance Activities

16-31. Mr. Sanchez reported that the Director of Internal Audits position had been posted and advertised. He noted that an advertisement was recently added with the Texas Government Finance Officers Association through the Texas Municipal League website. He stated that while the university is without an auditor the administration has contracted with outside auditors to ensure required audits are accomplished. He asked Mr. Macha and Mr. Stovall to comment on audit and compliance activities. Mr. Macha noted that a second application was received recently and he hoped there would be more in the coming weeks.

Mr. Stovall provided an update on internal audit and compliance activities since August. He reported that one of the top audit priorities was to bring the university into compliance with the investment report audit which is required by Government Code 2256, the Public Funds Investment Act. This audit is required every two years and is due in January 2016. The statute allows for an internal auditor or external firm to conduct the audit. Through the Request for Qualifications (RFQ) process the administration selected Weaver, an accounting firm in the Dallas/Ft. Worth area, based on their extensive higher education experience. The firm is currently in the planning and information gathering phase of the audit and should have a report issued by the end of the year. He added that Weaver also specializes in compliance and risk assessment areas that are important to MSU. Mr. Stovall noted that the administration plans to develop an RFQ for construction cost management.

Mr. Stovall stated that in August the board was informed that the state auditor's office would be on campus to work on a benefits proportionality audit. He reported that the auditors were on campus for one week in August and sent their initial field work data request to the university in October. He indicated that the auditors would review and complete the field work phase of the audit during the next several weeks and the report should be finalized in February.

He reported that one of the goals of the internal audit and compliance group in 2015 was to create an employee hotline for reporting fraud, waste, abuse, ethical violations, and other employee misconduct. Offering a third party reporting mechanism for faculty, staff, and students has become a best practice among peer institutions and was a recommendation from the Internal Audit Peer Review. NAVEX Global was selected to be the provider of this hotline through their product, EthicsPoint. The hotline should be implemented by the end of the year.

Mr. Stovall reported that a local accounting firm, Schultz and Company, is finalizing an agreed upon procedures report for the MSU Department of Athletics. At this time the administration is not aware of any instances of material non-compliance or exceptions with the NCAA By-Laws. He noted that the report should be released by the end of the month and is required every three years by the NCAA. He stated that until a full-time auditor is hired the administration would continue to assess and prioritize specific compliance risks and outsource the most critical of those audits and assessments.

Mr. Gregg asked if the hiring of an auditor could possibly be added to the special board meeting that would be called in December. Mr. Macha responded that it might be possible, depending on whether more applications are received and interviews scheduled.

Mr. Sanchez thanked Mr. Stovall and Mr. Macha for the additional work they were doing while the university is without an internal auditor. He noted that this item was presented as a point of information only and no action was necessary.

#### Internal Audit Charter

16-32. Mr. Sanchez reported that during the last year the administration and board were informed through the Internal Audit Peer Review that the internal audit charter needed to be updated. He noted that in the absence of a staff auditor, Mr. Macha took on the responsibility of developing this document and a proposed new charter was presented in the agenda. Mr. Macha stated that the internal audit charter is a formal document that defines the internal audit activities, purpose, authority, and responsibility. The charter establishes the audit activities position within the organization and the nature of the chief executive's function and the auditor's reporting relationship with the board. Through the peer review it was recommended that the internal audit position report directly to and be hired by the Board of Regents. He noted that with the approval of the Internal Audit Charter as presented, the auditor would report directly to the board and administratively to the president. Mr. Macha added that Senate Bill 20 included requirements related to the internal audit function and those requirements were included in the proposed charter. He stated that when the new auditor is hired he or she would be asked to review this document and recommend any changes he deems necessary.

Mrs. Marks asked if the university currently had an internal quality control system in place. Mr. Macha stated that he was not aware of one but that it was something that must be developed.

Mrs. Marks moved approval of the charter as presented. Mrs. Burks seconded the motion.

Mr. Crosnoe noted that the last bullet point of the charter says "prepare the annual report required by this act before November 1." He asked if the annual report had been completed and sent to the Governor and the LBB as required. Mr. Macha indicated that he was not certain if this was a new requirement or if it had been done. Mr. Hessing asked Mr. Macha to look into the matter to be certain the university was in compliance.

There being no further discussion, the motion carried.

Affiliation Agreement Between MSU and the MSU Foundation, Inc. and the MSU Charitable Trust

16-33. Mr. Sanchez reported that Dr. Shipley and Mr. Macha reported to him that while they continue moving toward a conclusion in finalizing these agreements they preferred waiting until February to present these agreements to the board for approval.

Adjournment

The Audit, Compliance, and Management Review Committee discussion concluded at 5:24 p.m.

Reviewed for submission:

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

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



**MINUTES  
MIDWESTERN STATE UNIVERSITY  
BOARD OF REGENTS  
November 12, 2015**

The Midwestern State University Board of Regents met in regular session in the J. S. Bridwell Board Room of the Hardin Administration Building at 1:30 p.m., November 12, 2015. Regents in attendance were Mr. Shawn Hessing, Chairman; Mr. Mike Bernhardt, Vice Chairman; Ms. Tiffany Burks, Acting Secretary; Mr. R. Caven Crosnoe; Dr. Lynwood Givens; Mr. Jeff Gregg; Ms. Nancy Marks; Mr. Sam Sanchez; and Student Regent Megan Piehler.

Administrative staff members present included Dr. Suzanne Shipley, President; Dr. Betty Stewart, Provost and Vice President for Academic Affairs; Dr. Marilyn Fowlé, Vice President for Business and Finance; Dr. Keith Lamb, Vice President for Student Affairs and Enrollment Management; Dr. Bob Clark, Vice President for Administration & Institutional Effectiveness; Dr. Howard Farrell, Vice President for University Advancement and Public Affairs; Mr. Kyle Owen, Associate Vice President for Facilities Services; and Mr. Matthew Park, Associate Vice President for Student Affairs. Other university personnel attending the meeting included Dr. David Carlston, Chairman of the Faculty Senate; Ms. Reagan Foster, Chair of the Staff Senate; Mr. Charlie Carr, Director of Athletics; Mr. Barry Macha, General Counsel; Mr. Chris Stovall, Controller; Mr. Mark McClendon, Director of Institutional Research and Assessment; 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 Student Government Association (SGA) were Mr. Jesse Brown, SGA President, and Ms. Andrea Mendoza, SGA Observer. Representing the news media were Ms. Lana Sweeten-Shults, reporter for the *Wichita Falls Times Record News*, and Ms. Jessica Bruno and Mr. Mark Campbell, KFDX-TV 3. Special guest presenter for the meeting was Mr. Rich Boyer, CEO of ModernThink.

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

Opening Comments

Mr. Hessing welcomed everyone to the meeting and noted that this was Dr. Shipley's first board meeting as president of Midwestern State University. He reported that Mr. Bryant was traveling and could not participate in the meeting and asked Mrs. Burks to serve as Acting Secretary for the meeting.

Public Comment

Mr. Hessing stated that in accordance with Board of Regents By-Laws, MSU Policy 2.22, members of the public were 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: Presidential Transition Survey

16-01. Mr. Hessing reported that during the last several board meetings the agenda included an item to discuss current issues and trends in higher education. He indicated that the item at this meeting would include a report on the Presidential Transition Survey that was

accomplished shortly after Dr. Shipley arrived in Wichita Falls. Dr. Shipley introduced Mr. Rich Boyer, CEO of ModernThink.

Mr. Boyer reported that he would share the high level summary results from the presidential transition survey (see Attachment 1). He stated that ModernThink conducts surveys of this nature for colleges and universities across the United States. They have a partnership with *The Chronicle of Higher Education* and do the research for the Great Colleges to Work For program. He noted that they have surveyed more than 1,000 colleges and universities. Mr. Boyer reported that the survey instrument used at MSU is a derivative of the instrument used in the Great Colleges to Work For program. It was designed to provide key insight into some of the factors and dynamics that are important in terms of the influence they have on faculty and staff engagement levels.

He stated that the 80% faculty and staff response rate achieved on the MSU survey was impressive. He noted that response rates in the Great Colleges to Work For program are generally between 38% and 46% depending on the size of the institution as well as the Carnegie Classification. He added that the numbers are generally higher in a survey such as the one at MSU owing to the number of reminders sent and the formal communication program. Nonetheless, an 80% response rate on a survey of this nature is outstanding. He indicated that this response provides a high confidence level that the data is reflective of the population as a whole with a small margin of error. He added that it also indicates that the faculty and staff care about having their voice heard. With regard to benchmarks, he noted that through this survey MSU established a base line against which comparisons can be made in the future.

Mr. Boyer reported that the information in the presentation included comparison data with Great Colleges to Work For Honor Roll institutions, Carnegie classification peers, and other institutions identified as peers. He stated that an institution reaches the Honor Roll by receiving recognition in the most number of categories out of the 12 recognition categories.

The survey included 26 core belief statements and respondents were given a five point agreement scale ranging from strongly agree and agree being the most favorable to strongly disagree and disagree being the least favorable. He noted that in this analysis the strongly agree and agree responses were combined and characterized as a positive response. On the other end of the response continuum the strongly disagree and disagree responses were combined and shown as a negative response. He added that a positive response at the 75% level or above is considered outstanding and would be at the elite level. A positive response of 55-65% is indicative of a good to very good culture of workplace quality. Positive responses below 55% or negative responses at the 20% level or higher need attention.

Mr. Boyer noted that Slide 4 showed the open-ended questions that were asked of faculty and staff. He reviewed Slide 5 which identified five key findings from the survey. He reported that he made a presentation that morning to faculty and staff and was impressed by the degree of familiarity and camaraderie that the individuals demonstrated as they walked into the room prior to the meeting. Slides 6 and 19 included some of the responses from faculty and staff to the open-ended questions

He stated that one of the differentiating qualities of great places to work is that they tend to be great workplaces for everybody, not just the senior leadership or tenured faculty. Slide 9 disaggregated the data by job category. While the range spanned between 59% and 43%, he noted a great deal of commonality. Slide 10 disaggregated the data by division.

Slides 11 and 12 presented the top five and bottom five statements. Mr. Boyer noted that there was a much higher degree of satisfaction at the workgroup level. He pointed out that statements 20, 16, and 7 were communications statements and the results were among the bottom five. He noted that the result on statement 24 was somewhat incongruous. He indicated that there is a strong sense of community and camaraderie on campus, but this does not translate into a feeling among employees of being on the same team.

Slides 13, 14, and 15 related to teaching environment; policies, resources, and efficiency; and shared governance. He noted that the responses to statement 5 indicate that less than one-half of the campus community understands the shared governance model at MSU. He stated that this provides an opportunity to better educate individuals regarding the shared governance model at MSU, including what the various roles are, what the various stakeholder and constituent groups are, and where the decision-making lies.

Slides 16 and 17 related to Pride and Supervisors/Department Chairs. The responses in these areas were relative strengths. Slide 18 showed responses to statements regarding Senior Leadership. Mr. Boyer stated it was important to note that this was a snapshot at a particular point in time. He added that moving forward it would be important to give faculty and staff a more consistent, more positive, and more aligned experience with senior leadership.

Slide 20 reported responses regarding Faculty, Administration, and Staff Relations. He noted that these responses were related to the statement mentioned earlier about being on the same team. He stated that improvement on the team statement would likely result in a stronger response on statement 19 which measured faculty, administration, and staff working together for success. Slide 21 showed responses to Communication statements. Mr. Boyer indicated that it was clear the campus was eager for more communication from and with senior leadership. He added that statement 22 showed responses to the statement that the campus community can discuss and debate issues respectfully. The positive result was 45% while the negative response was 15%. Mr. Boyer noted that this was an area of real opportunity and that there were a large number of individuals in the middle of the response continuum.

Slide 22 indicated statements regarding Collaboration. Mr. Boyer reported that it was unusual to see a high degree of camaraderie and sense of community that people report and it not translate into cooperating well across departments or creating a sense that everyone is on the same team. Slide 23 showed statements related to Respect and Appreciation. He noted that Statement 25 was "I am regularly recognized for my contributions." He stated that higher education institutions regularly give years of service awards, distinguished teaching awards, and distinguished service awards. He indicated



that it was important to determine if those programs are actually meaningful to employees. Additionally, while the formal processes of recognition are important, the informal processes are as well. He stated that it was important to look at how the administration prepares supervisors to be effective in creating a culture of appreciation within each area of the university.

Slide 24 showed the open-ended questions asked of external constituents, which included alumni, board members, and community leaders. Some of the responses were shown in slides 25 through 28. Mr. Boyer reported that among the consistent themes that came forward, regardless of the audience, was the theme of growth. He noted that there was a great deal of optimism and excitement about growth in enrollment, growth in relationships with the community, and growth in enhancing the MSU brand in Texas and nationally. He added that communication and relationship building was another strong theme that came through from the responses of external constituents.

Mr. Boyer stated that he is commonly asked about the keys to building a great workplace. He noted that many people assert that it is compensation and benefits. He reported that in his experience the keys include the quality of relationships people experience with colleagues, supervisors, and senior leadership. He indicated that this survey process had surfaced some of the issues to be addressed and provided data for moving forward. He thanked the board for the opportunity to present the survey results and indicated he was available to answer any questions.

Ms. Piehler asked if student workers were included in the employee responses. Mr. Boyer responded that student workers were not included in the survey. He noted that surveys of this type are generally targeted more specifically to dynamics that are not particularly relevant to student workers.

Mr. Sanchez asked if senior leadership was clearly defined for the survey respondents. Mr. Boyer responded that it was. He noted that for the purposes of this survey the senior leadership was defined as the previous president and those who directly report to the president.

Mr. Hessing stated that he saw a number of areas that need to be addressed. Mr. Boyer noted that one of the things the board can do to support the work in this regard is to hold Dr. Shipley and her cabinet accountable and ensure they have the support to move forward. He indicated that he had been asked how often such a survey should be administered. He stated that for higher education institutions the size of MSU the cycle would likely be every two or three years.

Mr. Hessing thanked Mr. Boyer for visiting with the board and thanked Dr. Shipley for bringing Mr. Boyer and the ModernThink survey to MSU.

#### MSU Priorities: Development of MSU Strategic Priorities

16-02. Mr. Hessing asked Dr. Shipley to discuss the next steps and the timetable for the development of the university's strategic priorities. Dr. Shipley reported that Mr. Boyer was speaking to faculty and staff during his visit about the survey results and noted that the presentation would also be available on the MSU website. She indicated that after the

first of the year members of the President's Cabinet would work with their areas to discuss the responses in greater detail and determine areas they would specifically address within their reporting lines. The next step in the process is to determine specific priorities for the university. She noted that when she came to MSU the President's Cabinet reviewed the 200 priorities listed in the strategic plan and narrowed the list to about two dozen. She reported that she and the governance leaders saw the ModernThink survey results and visited with Mr. Boyer in October. This information was also used as the priorities were developed.

Dr. Shipley reported that she would meet with faculty, staff, and students the following week to present the priorities and have time for dialogue and questions. She added that following the Thanksgiving holiday a survey would be sent to the campus community asking if these are the right priorities and providing an opportunity for feedback. Dr. Shipley noted that at the beginning of the New Year while the cabinet members are talking to groups about how to address the information from the survey, she would be talking to the governance groups about the strategic initiatives. She indicated that in February the board would review the strategic priorities, a budget plan for achieving those priorities, a facilities plan related to the priorities, and probably a fund-raising plan to address where the budget plan does not quite match the plan.

#### Board Resolutions

16-03. Mr. Hessing noted that during the August meeting Dr. Givens asked that a resolution of appreciation be prepared thanking Dr. Norman Horner for his work with the Dalquest Desert Research Station. This resolution was prepared and submitted to the board for their review (see Attachment 2).

Dr. Givens moved approval of this resolution as presented. Ms. Burks seconded the motion and it was approved.

#### Adjournment

The committee of the whole meeting adjourned at 2:23 p.m.

Reviewed for submission:



Tiffany Burks, Acting Secretary  
Midwestern State University  
Board of Regents

#### **ATTACHMENT**

1. Presidential Transition Survey Presentation
2. Resolution of Appreciation – Dr. Norman Horner





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## Presidential Transition Survey

Richard K. Boyer  
November 12, 2015

**ModernThink**

## Surveys as Strategic Tools

- Strategic Planning
- Board Mandate
- Change in Leadership
- Accreditation
- Values Metric

*"It isn't that they  
can't see  
the solution.  
It's that they can't  
see  
the problem."*

- G. K. Chesterton

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# Survey Overview

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## **Survey Instrument**

- 26 core belief statements
- 10 demographic questions
- 4 open-ended questions

## **Methodology**

- Online survey administered August 17 – August 31, 2015

## **Response Rates**

- Overall response rate: 594/1179 - 50%
- Employee response rate: 496/618 - 80%
- External constituents response rate: 98/561 - 17%

## **Benchmarks**

- 2015 Honor Roll 3,000-9,999 Enrollment – Great Colleges Program
- 2015 Carnegie Master's – Great Colleges Program
- 2015 Peer Benchmark



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# Open Ended Questions

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## **Faculty and Staff**

1. What do you appreciate most about Midwestern State University?
2. What would make this university better?

## **External Constituents**

1. What are the three greatest opportunities before MSU today?
2. What should be President Shipley's first priority?



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# Overarching Themes

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- Faculty and staff report a strong sense of connection to Midwestern State University. They appreciate and are proud of the commitment to the liberal arts, the focus on students and lifelong learning and the role the University plays in the Wichita Falls Community.
- While there is a strong sense of community within many departments, the strength of that camaraderie does not consistently translate to strong cross-functional collaboration or a sense of all being on the same team at MSU.
- Resource constraints, particularly those regarding staffing and compensation, are pain points for many faculty and staff. For some this contributes to a feeling of being unappreciated.
- Faculty and staff express a need for improved communications. There is a desire for more transparency regarding the rationale with which decisions are made and an interest in greater participation in those decisions which directly impact their work.
- For many there is a sense of optimism with the new administration. Faculty and staff are eager for clarity regarding strategic direction and alignment across leadership.

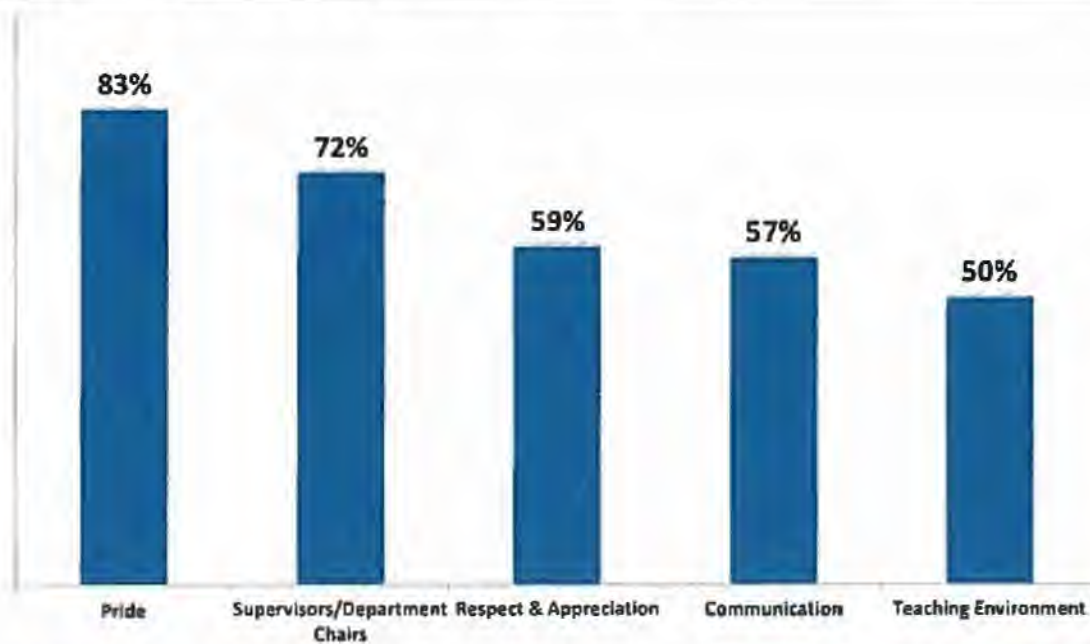
## In their own words...Faculty & Staff

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- *"I love working at a place that feels like my extended family. I love working with the students and my co-workers. And I especially love, knowing that we make a difference in people's lives."*
- *"I came from a large university with a small town feel. Here it is a small university with a small town feel, and I appreciate that!"*
- *"I love the autonomy that I am given in respect to planning and teaching my courses. I also appreciate the confidence the university has in me by allowing me to conduct research, attend and present at conferences, and most importantly, represent MSU in a positive manner."*
- *"The mission and my department. The COPLAC mission of MSU is what drew me to this university, and the fantastic colleagues in my department are the team members that keep me here."*
- *"As for the job, I appreciate the insurance, retirement benefits, and holidays. These things give me peace of mind. For the working environment, I appreciate the variety of employees across departments who work together as a team, the programs for both students and employees, and the beautiful campus. I also really enjoy how connected we are to the community."*



## Dimensions (Overall % Positive)

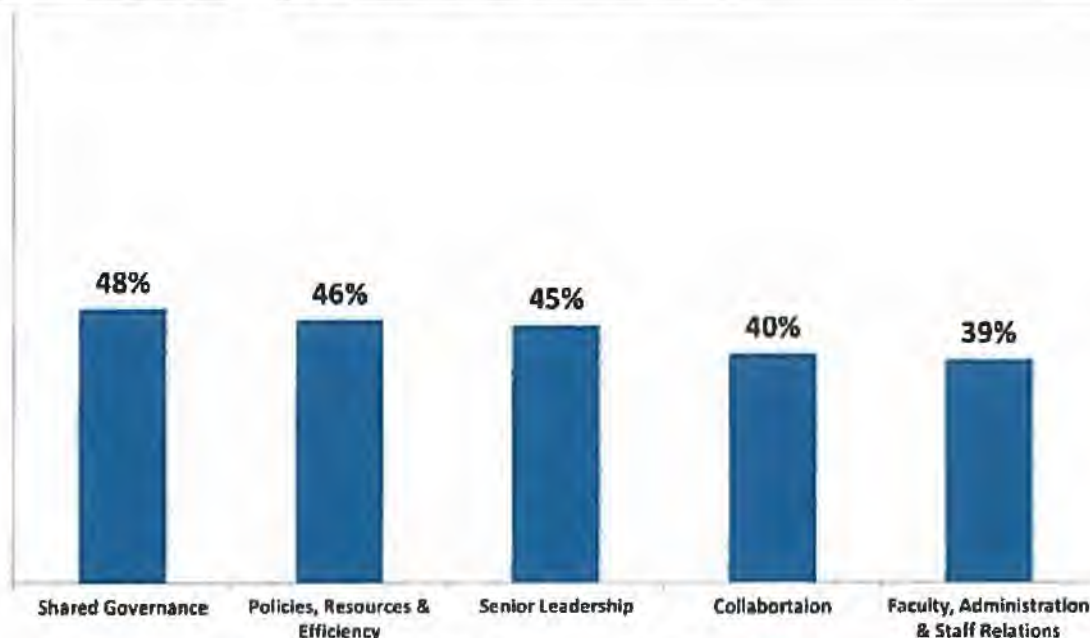


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## Dimensions (Overall % Positive)



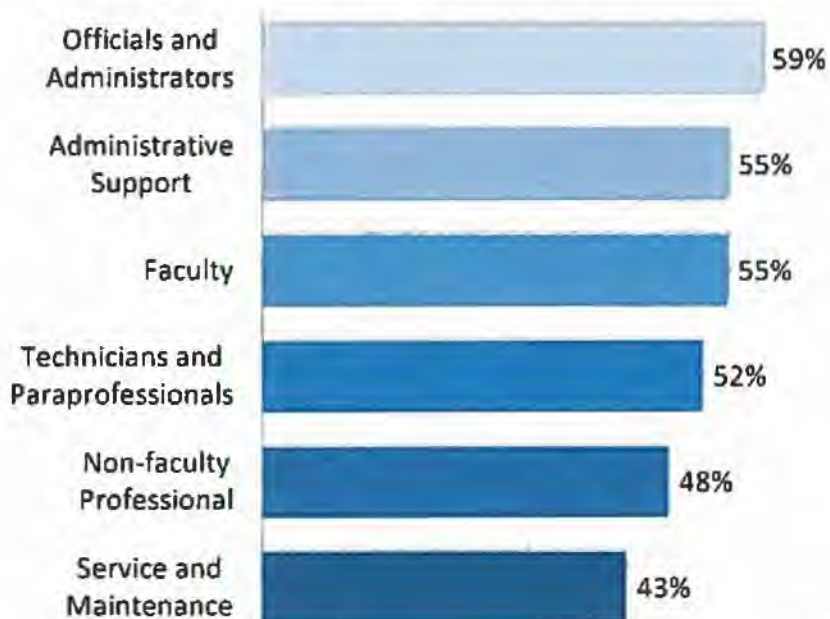
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## Job Category (Overall % Positive)

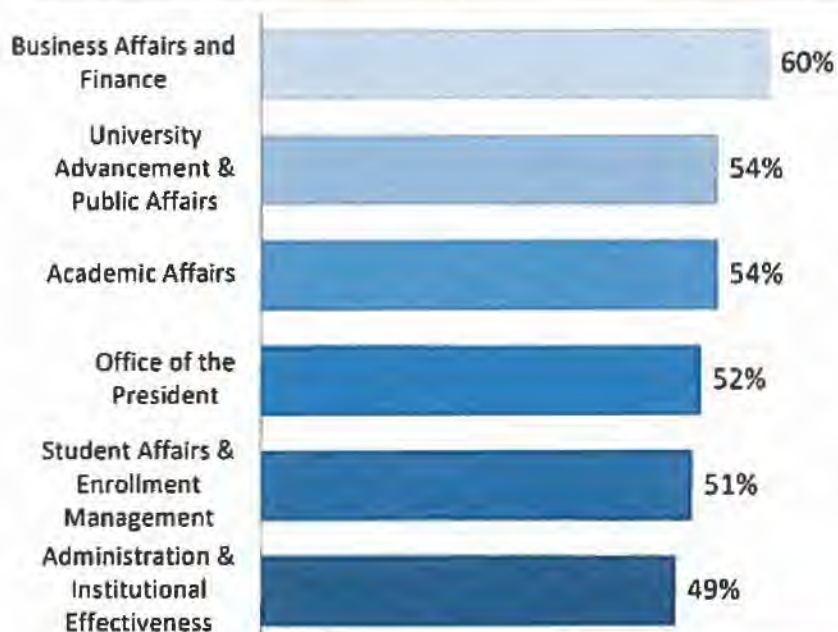


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## Division (Overall % Positive)



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## Top Five Statements

	Survey Statement	MSU Overall (% Positive)	MSU Overall (% Negative)	2015 Honor Roll Benchmark 3,000-9,999 (% Positive)	2015 Carnegie Master's Benchmark (% Positive)	2015 Peer Benchmark (% Positive)
9	I am proud to be part of Midwestern State University.	87	3	88	79	86
8	Overall, my department is a good place to work.	80	4	88	80	85
11	My supervisor/department chair regularly models MSU's values.	78	6	83	77	81
26	At Midwestern State University, people are supportive of their colleagues regardless of their heritage or background.	73	6	89	82	86
12	My supervisor/department chair actively solicits my suggestions and ideas.	70	11	79	73	75

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## Bottom Five Statements

	Survey Statement	MSU Overall (% Positive)	MSU Overall (% Negative)	2015 Honor Roll Benchmark 3,000-9,999 (% Positive)	2015 Carnegie Master's Benchmark (% Positive)	2015 Peer Benchmark (% Positive)
3	My department has adequate faculty/staff to achieve our goals.	28	48	54	40	43
20	There is regular and open communication among faculty, administration and staff.	31	27	71	56	63
16	Senior leadership communicates openly about important matters.	34	28	71	57	68
7	Faculty, administration and staff are meaningfully involved in institutional planning.	36	28	68	57	63
24	There's a sense that we're all on the same team at MSU.	37	20	71	54	66

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# Teaching Environment

Survey Statement	MSU Overall (% Positive)	MSU Overall (% Negative)	2015 Honor Roll Benchmark 3,000-9,999 (% Positive)	2015 Carnegie Master's Benchmark (% Positive)	2015 Peer Benchmark (% Positive)
1 There is a good balance of teaching, service, and research at Midwestern State University.	53	18	81	67	72
2 There is appropriate recognition of innovative and high quality teaching and mentoring of students.	48	22	84	70	72

*"A better balance between teaching, service, and research. The latter one is often hard to achieve due to the previous two. It seems that the expectations to do research have recently been increased while the teaching duties have not been adjusted."*

*"Better balance between teaching and research expectations. More recognition of teaching excellence."*

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# Policies, Resources & Efficiency

Survey Statement	MSU Overall (% Positive)	MSU Overall (% Negative)	2015 Honor Roll Benchmark 3,000-9,999 (% Positive)	2015 Carnegie Master's Benchmark (% Positive)	2015 Peer Benchmark (% Positive)
3 My department has adequate faculty/staff to achieve our goals.	28	48	54	40	43
4 MSU places sufficient emphasis on having a diverse faculty, administration and staff.	64	11	82	74	79

*"I believe increased staffing would be beneficial to MSU, providing an opportunity to lessen the burden in areas of heavy workload as well as provide an opportunity for cross-training so that essential job duties and university functions are not handled and known by only one person."*

*"I appreciate the diversity of peoples represented in our student body and employees."*

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# Shared Governance

Survey Statement	MSU Overall (% Positive)	MSU Overall (% Negative)	2015 Honor Roll Benchmark 3,000-9,999 (% Positive)	2015 Carnegie Master's Benchmark (% Positive)	2015 Peer Benchmark (% Positive)
5 The role of faculty and staff in shared governance is clearly stated and publicized.	44	23	76	66	70
6 Faculty are appropriately involved in decisions related to the education program (e.g. curriculum development and evaluation).	65	12	82	73	79
7 Faculty, administration and staff are meaningfully involved in institutional planning.	36	28	68	57	63

*"Faculty here generally feel that they are not given the ability to share in decision-making about issues that impact students, faculty, and the university. There has been some improvement in this area over the last few years, but there is still a long way to go for the faculty to feel truly involved and heard in making these decisions."*

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# Pride

Survey Statement	MSU Overall (% Positive)	MSU Overall (% Negative)	2015 Honor Roll Benchmark 3,000-9,999 (% Positive)	2015 Carnegie Master's Benchmark (% Positive)	2015 Peer Benchmark (% Positive)
8 Overall, my department is a good place to work.	80	4	88	80	85
9 I am proud to be part of Midwestern State University.	87	3	88	79	86

*"MSU was an amazing place to learn and grow when I was an undergraduate student, and now it is wonderful place to work. I do not consider MSU my workplace; it is a significant part of my life and who I am as a person. I am extremely proud of the changes and growth that this university has experienced in the last 15 years and I excited about the future."*

*"My coworkers in my department as well as staff, faculty, and administrators across the campus are warm, friendly, open and willing to help out whenever needed. They are proud of MSU, proud of the work they do... I see and meet inspirational people every day who work hard to ensure the continued success of this university."*

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# Supervisors/Department Chairs

	Survey Statement	MSU Overall (% Positive)	MSU Overall (% Negative)	2015 Honor Roll Benchmark 3,000-9,999 (% Positive)	2015 Carnegie Master's Benchmark (% Positive)	2015 Peer Benchmark (% Positive)
10	I receive feedback from my supervisor/department chair that helps me.	69	12	77	68	71
11	My supervisor/department chair regularly models MSU's values.	78	6	83	77	81
12	My supervisor/department chair actively solicits my suggestions and ideas.	70	11	79	73	75

*"My immediate supervisor is honest, fair, and treats staff w/professionalism."*

*"My direct supervisor ensures the processes we have in place will streamline the overall college experience for the students and the expectation is that we will continue to improve our processes for the betterment of the students."*

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# Senior Leadership

	Survey Statement	MSU Overall (% Positive)	MSU Overall (% Negative)	2015 Honor Roll Benchmark 3,000-9,999 (% Positive)	2015 Carnegie Master's Benchmark (% Positive)	2015 Peer Benchmark (% Positive)
13	Senior leadership provides a clear direction for Midwestern State University's future.	44	16	73	57	71
14	Our senior leadership has the knowledge, skills and experience necessary for institutional success.	57	10	81	67	80
15	Senior leadership shows a genuine interest in the well-being of faculty, administration and staff.	45	21	79	61	74
16	Senior leadership communicates openly about important matters.	34	28	71	57	68
17	Senior leadership regularly models MSU's values.	52	14	83	69	80
18	I believe what I am told by senior leadership.	40	19	75	61	72

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# In their own words...Faculty & Staff

*"Senior leadership has to consult faculty and staff more on policies that would affect them directly or indirectly, and better communicate future directions and new policies with all constituencies of MSU."*

*"Better communication from the top down may make faculty feel more included and appreciated as well."*

*"More open communication and everyone pulling in the same direction. I don't see cohesion among the senior leadership and that needs to change."*

*"There are some trust issues involving senior management, which can trickle down to the departments. We need more information - no matter what the subject. Too much seems to go on behind closed doors. By the time decisions are made, it's too late to point out potential flaws, etc."*

*"Better communication and transparency from senior leadership as well as consideration of ideas of how to progress the university from faculty and staff would help make the university better."*

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## Faculty, Administration & Staff Relations

Survey Statement		MSU Overall (% Positive)	MSU Overall (% Negative)	2015 Honor Roll Benchmark 3,000-9,999 (% Positive)	2015 Carnegie Master's Benchmark (% Positive)	2015 Peer Benchmark (% Positive)
19	Faculty, administration and staff work together to ensure the success of institution programs and initiatives.	47	13	81	67	76
20	There is regular and open communication among faculty, administration and staff.	31	27	71	56	63

*"There have been several discussions over the years about silo's built between departments, There is not a general conscientious that we are all a Team unit at MSU and all need to work together."*

*"Better communication and working within the departments/colleges and across the University. Everyone seems to be an island and I think so much more could be accomplished by working together for common goals."*

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# Communication

	Survey Statement	MSU Overall (% Positive)	MSU Overall (% Negative)	2015 Honor Roll Benchmark 3,000-9,999 (% Positive)	2015 Carnegie Master's Benchmark (% Positive)	2015 Peer Benchmark (% Positive)
21	In my department, we communicate openly about issues that impact each other's work.	70	11	77	68	72
22	At Northwestern State University, we discuss and debate issues respectfully to get better results.	45	15	71	57	59

*"Increased communication and access to information would greatly help. Like any university, we go through a number of seemingly small changes that turn out to have bigger implications. We have a fairly robust means to communicate news to the campus through the web, newsletters (e.g. the Update), and postmaster, but it could be used more effectively to provide information about changes to administrative organization and policy."*

*"The communication between administration and faculty has been lacking in the past, but it's improved over the past two to three years. I still think it can be better, and I think the new president has this as one of her goals."*

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# Collaboration

	Survey Statement	MSU Overall (% Positive)	MSU Overall (% Negative)	2015 Honor Roll Benchmark 3,000-9,999 (% Positive)	2015 Carnegie Master's Benchmark (% Positive)	2015 Peer Benchmark (% Positive)
23	I can count on people to cooperate across departments.	44	18	70	58	65
24	There's a sense that we're all on the same team at MSU.	37	20	71	54	66

*"Better communication among faculty, administration, and staff would improve MSU. At times, communication barriers exist, and there have been rare instances of competing demands that serve to divide the staff from the faculty in an "us against them" mentality. That is neither healthy nor productive in our common goals of educating and serving the needs of our students."*

*"Despite the personal camaraderie I believe there remains that divide between the faculty and the staff; and liberal arts education versus professional education. There are paradigms and attitudes which need to shift to allow movement and creativity outside of the box. Moving beyond "we've always done it this way" would help to make the university better."*

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# Respect & Appreciation

	Survey Statement	MSU Overall (% Positive)	MSU Overall (% Negative)	2015 Honor Roll Benchmark 3,000-9,999 (% Positive)	2015 Carnegie Master's Benchmark (% Positive)	2015 Peer Benchmark (% Positive)
25	I am regularly recognized for my contributions.	45	28	69	57	63
26	At Midwestern State University, people are supportive of their colleagues regardless of their heritage or background.	73	6	89	82	86

*"I think the staff is often times considered second class citizens to the faculty. We don't always get the same representation on committees and certainly don't have the power to force raises as the faculty seemed to have been able to do."*

*"I just wish that the faculty and staff were better recognized for the contributions and sacrifices that they make for the students. I also think that in some departments there needs to be a breath of fresh air breathed into them. It's never a bad idea to have some new ideas and find some fresh and innovative ways to make the Midwestern State experience more enjoyable for everyone."*

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## Open-ended Questions

### External Constituents

1. What are the three greatest opportunities before MSU today?
2. What should be President Shipley's first priority?

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## In their own words...Alumni

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*" Enhance reputation for quality of educational and campus life experience."*

*" Keep MSU in forefront of letting Texas and Oklahoma students know what a great education you can get if you attend MSU. "*

*" Outreach into the community."*

*" Building skilled applicants for jobs needed in the Wichita Falls area."*

*" Affordability of programs & working to build community relations. "*

*" Ensuring the quality of the undergraduate education experience--that has always been Midwestern's bread-and-butter. "*

*" Get to know certainly the faculty and staff as well as the community. Prioritize the goals and challenges ahead. Have an action plan on how to get there. Collaboration with academics and athletics needs tweaked in a big way. "*

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## In their own words...Board Members

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*" Controlling costs, providing valuable degrees to students, growing the university. "*

*" Building on the many great degree programs already in place - international business, petroleum industry degrees and the health field. "*

*" Become better recognized in the community, region and state (marketing - high priority) - tell our story. "*

*" Build (and recognize) the history of the university and begin implementing the strategic plan while offering new opportunities for funding/growth. "*

*" Growth."*

*" Get to know the campus, faculty and students (be seen & available) TOP Priority! Listen, observe and recognize the attributes of the university (and faculty); build on it Become familiar with our community -- be a "cheerleader" for the university and your new home. "*

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## In their own words...Community Leaders

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*" To grow as a university in numbers, academic offerings, and as an asset to the community."*

*" Getting into the community to educate people about MSU in order to gather needed visibility and support which would include financial as well as teaming together with business, industry and SAFB."*

*" More connections with the business community, creating more of a campus feel by providing amenities on and near campus, getting Wichita Falls to feel more like a college town."*

*" Get out in the public and meet the leaders of Wichita Falls and the demographic area where students come to attend MSU. And do not forget Sheppard Air Force Base. Get out from behind her desk and meet the wonderful people in North Central Texas. "*

*" Work with faculty and staff to earn trust and loyalty. Spend as much time as is required to accomplish this. "*

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## In their own words...Donors

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*" ...shape its image as the ONLY liberal arts school in TX priced at public rates - opportunity to compete for students who might otherwise choose SMU, TCU, Southwestern, etc. "*

*" Continued development of housing and a more robust campus life. "*

*" It's critical that MSU increase awareness/opportunities at Midwestern. Graduating HS seniors and parents need information on the benefits of a college education. ...a college education benefits individuals with financial stability...The benefit is abundant and far-reaching in every vein, creating a productive, progressive and prosperous community. "*

*" Connecting with the student body, staff, community leaders, businesses, civic groups, alumni and donors (present and potential). "*

*" To show faculty support and let them know it is a team effort. "*

*" Maintaining it's affordability without sacrificing it's educational experience . Although the price is important, care should be given to keep the school financially solvent. "*

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# The Value of Relationships

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*“The world is becoming more technologically complex, interdependent, and culturally diverse, which makes the building of relationships more and more necessary to get things accomplished, and at the same time, more difficult. Relationships are the key to good communication; good communication is the key to successful task accomplishment...”*

Edgar Schein  
Humble Inquiry



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## Additional Resources

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Richard K. Boyer  
[rboyer@modernthink.com](mailto:rboyer@modernthink.com)  
302.764.4477



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## 10 Core Dimensions

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- **Teaching Environment** – with a particular focus on faculty, this dimension consists of statements that address the balance between teaching, research and service; the support for advising/mentoring students; and recognition for outstanding teaching
- **Policies, Resources & Efficiency** – assesses the perceived effectiveness of various systems, policies and infrastructure
- **Participation in College Governance** – captures information about the perception of inclusion and cooperation as related to shared governance
- **Connection to Institution & Pride** – evaluates the sense of pride and connection faculty/employees report regarding their affiliation with the institution
- **Supervisor/Department Chair Relationship** – provides insight into the relationship faculty/employees report with their department chair or supervisor and assesses critical managerial competencies

## 10 Core Dimensions

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- **Confidence in Senior Leadership** – measures the confidence faculty and employees report in the capabilities and credibility of senior leadership; senior leadership was defined as the most senior members of the institution
- **Faculty, Administration & Staff Relations** – provides insight into the quality of faculty, administration and staff relations with a focus on the perception of support, cooperation and
- **Internal Communications** – assesses the quality of internal communications specifically as related to transparency, clarity and interactivity
- **Collaboration** – measures the perceived cooperation and collegiality within workgroups and across the institution
- **Respect & Appreciation** – provides insight into the degree to which faculty/employees feel respected and valued



# MIDWESTERN STATE UNIVERSITY RESOLUTION OF APPRECIATION

November 12, 2015

WHEREAS, Dr. Norman V. Horner, Professor Emeritus of Biology at Midwestern State University, retired from full-time teaching in 2006 following 39 years at MSU, during which time he served as department head, division director, and Dean of the College of Science and Mathematics; and

WHEREAS, since 2006 Dr. Horner has served as MSU's Director of Natural Laboratories and has expanded research opportunities through his work with the Dalquest Desert Research Station (DDRS); and

WHEREAS, Dr. Horner was instrumental in the conception, planning, construction, and implementation of the Joe B. Hood Research Laboratory, which provides a fully-equipped field station for scientists and students to conduct their research;

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 Dr. Norman V. Horner for his exceptional service to MSU, 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 Dr. Horner as a token of the university's gratitude and appreciation.


  
Shawn Hensing, Chairman

  
Michael Bernhardt, Vice Chairman

  
J. Kenneth Bryant, Secretary

  
Tiffany Burks

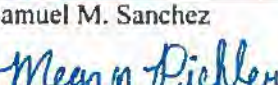
  
R. Caven Crosnoe

  
F. Lynwood Givens

  
Jeff Green

  
Nancy Marks

  
Samuel M. Sanchez

  
Megan Piehler, Student Regent

  
Suzanne Shipley, President





**MINUTES  
BOARD OF REGENTS  
MIDWESTERN STATE UNIVERSITY  
November 13, 2015**

The Board of Regents, Midwestern State University, met in regular session in the J. S. Bridwell Board Room, Hardin Administration Building, Wichita Falls, Texas, at 9:00 a.m., Friday, November 13, 2015. Regents in attendance were Mr. Shawn Hessing, Chairman; Mr. Mike Bernhardt, Vice Chairman; Ms. Tiffany Burks, Acting Secretary; Mr. R. Caven Crosnoe; Dr. Lynwood Givens; Mr. Jeff Gregg; Ms. Nancy Marks; Mr. Sam Sanchez; and Student Regent Megan Piehler.

Administrative staff members present included Dr. Suzanne Shipley, President; Dr. Betty Stewart, Provost and Vice President for Academic Affairs; Dr. Marilyn Fowlé, Vice President for Business and Finance; Dr. Bob Clark, Vice President for Administration & Institutional Effectiveness; Dr. Howard Farrell, Vice President for University Advancement and Public Affairs; and Mr. Matthew Park, Associate Vice President for Student Affairs. Other university personnel attending the meeting included Dr. David Carlston, Chairman of the Faculty Senate; Ms. Reagan Foster, Chair of the Staff Senate; Dr. Ray Willis, Assistant Professor of Biology; Mr. Claudio Rodriguez, Sunwatcher Village Complex Coordinator; Mr. Charlie Carr, Director of Athletics; Mr. Barry Macha, General Counsel; Mr. Chris Stovall, Controller; 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 Student Government Association (SGA) were Mr. Jesse Brown, SGA President, and Ms. Andrea Mendoza, SGA Observer. Representing the news media was Ms. Lana Sweeten-Shults, Wichita Falls *Times Record News*. Guests attending the first portion of the meeting were Dr. Marcy Brown Marsden, Dean, College of Science and Mathematics, and Mr. Dan Williams, MSU Chief of Police.

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

Opening Comments

Mr. Hessing asked Dr. Betty Stewart to make an introduction. Dr. Stewart introduced Dr. Margaret (Marcy) Brown Marsden, the new dean of the College of Science and Mathematics. She reported that Dr. Brown Marsden earned a bachelor's degree in biology from the University of Dallas at Irving and a Ph.D. from Purdue University. Dr. Stewart added that she is also completing an MBA from the Gupta College of Business at the University of Dallas. She reported that Dr. Brown Marsden has an academic background in the liberal arts, sciences, and business, and brings a well-rounded perspective and experience to the university. Mr. Hessing welcomed Dr. Brown Marsden to MSU.

Mr. Hessing recognized Dan Williams who is retiring as MSU Chief of Police in December. Mr. Williams thanked the board for their support during his 5 ½ years at MSU. He encouraged the board and administration to continue taking steps to ensure the greater safety

of the students, faculty, and staff of MSU. Mr. Hessing stated that Mr. Williams did a great job for the university and thanked him for his service.

Mr. Hessing thanked the board members for their participation at the committee meetings Thursday. He reminded everyone that the meeting was being streamed live on the internet and asked everyone to silence or turn off their cell phones.

#### Public Comment

Mr. Hessing stated that in accordance with the Board of Regents By-Laws, MSU Policy 2.22, members of the public were 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

16-34 & 16-35. Minutes of the Board of Regents meetings August 6 and 7, 2015, were approved as presented.

#### Executive Committee Report

Mr. Hessing noted the items presented at the Executive Committee meeting for committee approval and information only. Information concerning these items may be found in the minutes of the Executive Committee meeting held November 12, 2015.

#### Item Presented for Committee Approval Only

16-05. Committee Minutes

#### Items Presented for Information Only

16-06. MSU Deferred Maintenance Reports – Campus Condition Index

16-07. Campus Facilities Implementation Plan and Construction Update

#### Executive Committee Consent Agenda

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

16-08. Mass Communication Addition Construction Contract – authorized the administration to enter into a contract with Buford Thompson Construction at a guaranteed maximum price not to exceed \$4.6 million as presented.

16-09. Athletics/Intramural Facilities Plan – approved the modified plan presented as follows:

- Construct a new outdoor free-play basketball court on the West Campus Annex property.
- Place artificial turf on the current softball field.
- Build a new soccer complex with an artificial turf field on the south campus.



- Authorize a second artificial turf field to be placed on campus, location to be determined, and ask the administration to study the placement of the field and schedule a special meeting of the board within the next 30 days to recommend placement.
- Approve a state contract for turf on the softball field, a contract for the design of the new soccer complex, and the financing plan for the project as presented.

16-10. Tuition Revenue Bond Projects – authorized the administration to proceed with planning to include the issuing of Requests for Proposals to begin the selection of architects for the construction of a new health science and human services building; the relocation of information technology and various offices into vacated space; a major renovation of Moffett Library; and, at a minimum, code updates in the Fain Fine Arts Center, Bolin Hall, and the Hardin Administration Building. It was noted that the specific location of the new building and the offices to be relocated into Bridwell Hall and other vacated space on campus, as well as a more precise budget, would be recommended to the board in February.

Mr. Hessing asked if there were items any member wanted to remove from the Consent Agenda. Mr. Sanchez asked that item 16-09 be removed from the Consent Agenda to consider further the placement of the outdoor basketball court. Mr. Bernhardt seconded Mr. Hessing's motion to approve the Consent Agenda without item 16-09. The motion approved.

#### Athletics/Intramural Facilities Plan

16-09. Mr. Sanchez stated that if the administration was going to reconsider the location of the turf field, he would like them to review also the recommended location for the outdoor basketball court. Dr. Givens expressed concern that the 30 day deadline for a special board meeting might be too restrictive given everyone's schedule in December. He indicated that he would prefer having the meeting within a reasonable amount of time. The motion was changed as follows:

- Place artificial turf on the current softball field.
- Build a new soccer complex with an artificial turf field on the south campus.
- Authorize a second artificial turf field and a new outdoor free-play basketball court, location to be determined, and ask the administration to study the placement of the field and court and schedule a special meeting of the board within a reasonable length of time to recommend placement of both.
- Approve a state contract for turf on the softball field, a contract for the design of the new soccer complex, and the financing plan for the project as presented.

Mr. Bernhardt moved approval of this item as presented. Mr. Sanchez seconded the motion and it 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, and an item approved by the committee but not

placed on the consent agenda. Information concerning these items can be found in the minutes of the committee meeting held November 12, 2015.

Item Presented for Committee Approval Only

16-11. Committee Minutes

Items Presented for Information Only

16-12. University Dashboard

16-13. Enrollment Report – Fall 2015

Item Approved by Committee but Not Placed on Consent Agenda

16-17. Admissions Policy Changes

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.

16-14. December 2015 Graduating Class – approved the list of candidates for graduation.

16-15. Academic Calendar 2016-2017 – approved the calendar as presented.

16-16. Change Title of International Studies Major and Minor – approved changing the title of this major and minor to Global Studies.

16-18. *MSU Policies and Procedures Manual Changes* – approved the new policy regarding Consensual Relationships as presented.

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

Admissions Policy Changes

16-17. Mr. Hessing asked for a motion so that this item could be placed on the table for discussion. Mrs. Burks moved approval of the item as presented. Mrs. Marks seconded the motion.

Mr. Gregg stated that after considering this item following Thursday's meeting he determined that he would not support the recommendation. He noted that Dr. Lamb had mentioned that students from lower socio-economic backgrounds did not have access to the preparatory tests for the ACT and SAT. Mr. Gregg indicated his understanding that scholarships are generally available for these courses. He added that he did not want MSU to take this action simply because other Texas institutions have done so. He stated



concern that approving the recommended change would result in the university lowering its academic standards.

Mrs. Marks asked if the university's branding as a selective school would change if this recommendation was approved. Dr. Shipley indicated that Dr. Lamb spoke about efficiency that would be achieved if students who are generally accepted could be automatically admitted. She noted that MSU is looked upon as a selective institution and this action could dilute this perception.

Dr. Givens stated his opinion that the Admissions Office is an area that should not be shortchanged in funding. He noted that when a student applies to MSU he deserves to have someone look at his application and evaluate it individually. He indicated that the proposed policy gives the impression that MSU has lowered its standards. Mr. Sanchez stated that he did not want to lower academic standards after the administration and board worked to increase them. However, he asked about the funding that would be needed to meet the needs in the admissions area.

Ms. Piehler asked if this change in policy would make it harder for students who are not in the top 25% to be admitted to MSU. Dr. Shipley responded that it would not. She noted that the compelling argument for her in bringing the recommendation to the board was that the practice of the institution indicates that the admissions evaluators spend time reviewing these portfolios and ultimately accept the majority of them. She indicated that the most important thing was for the university to accept students who can be academically successful at MSU.

Mr. Gregg asked about the difference in processing time for a student automatically admitted compared to a student who was not. Dr. Shipley responded that she did not have the information and asked if anyone could answer the question in Dr. Lamb's place. Mr. Park asked Dr. Stewart if she had information from Dr. Lamb. Dr. Stewart indicated that she had Dr. Lamb's notes. She reported that in looking at the last four years, 14 additional students would have been admitted if the top 25% had been automatically admitted. Dr. Shipley asked how many students were in the gap between the top 10% and the top 25% and how much staff time was needed to process those students. Dr. Stewart responded that she did not have that information. Mr. Hessing stated that it was important to know how much time the admissions evaluators were spending on these applications. Dr. Shipley indicated that the discussion could be tabled until an admissions representative could join the meeting to provide additional information.

Mrs. Burks and Mrs. Marks rescinded their motion and second and the discussion was tabled until later in the meeting.

### **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 November 12, 2015.

Item Presented for Committee Approval Only

- 16-19. Committee Minutes

Items Presented for Information Only

- 16-20. Summaries of Financial Support

- 16-21. FY 15 Quasi-Endowment Fund Reports

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.

- 16-22. Financial Reports – accepted the monthly financial report for July 2015.
- 16-23. Investment Report – accepted the fourth quarter 2015 Investment Report.
- 16-24. FY 2015-2016 Items \$50,000 & Under – ratified the change as presented.
- 16-25. Personnel Reports and Changes in FY 15 Budget – ratified the changes as presented.
- 16-26. Personnel Reports and Changes in FY 16 Budget – ratified the changes as presented.
- 16-27. Funding for Market Study – Academic Expansion – authorized funding of \$90,000 for this study from designated tuition reserves as presented.

Mr. Hessing asked if there were items any member wanted to remove from the Consent Agenda. Mr. Sanchez 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, as well as the item removed from the agenda. Information concerning these items can be found in the minutes of the committee meeting held November 12, 2015.

Item Presented for Committee Approval Only

- 16-28. Committee Minutes

Items Presented for Information Only

- 16-29. Historically Underutilized Business Year-End Report – FY 2015
- 16-30. Contract Management Activities Year-End Report – FY 2015



16-31. Audit and Compliance Activities

Item Removed from Agenda

16-33. Affiliation Agreements Between MSU and the MSU Foundation, Inc. and the MSU Charitable Trust

Audit, Compliance, and Management Review Committee Consent Agenda

Mr. Sanchez recommended the following item approved by the Audit, Compliance, and Management Review Committee and placed on the Consent Agenda for the board's consideration.

16-32. Internal Audit Charter – approved the charter as presented.

Mr. Hessing asked if any member wanted to remove this item from the Consent Agenda. Dr. Givens seconded Mr. Sanchez' motion to approve the Consent Agenda as presented. The motion was approved.

**Other Business**

Presidential Performance and Compensation Review

16-36. Mr. Hessing reported that each year the board evaluates the president's performance at the February meeting. He suggested this evaluation be deferred until the May meeting since Dr. Shipley will only be in her first six months of service at MSU in February. There being no objections, this course of action was approved.

President's Report and Discussion

16-37. Mr. Hessing noted that the first reports would be made by representatives of the faculty, staff, Student Government, and athletics.

A. Faculty Report - Dr. David Carlston, Faculty Senate Chairman, reported that faculty appreciate the way the Presidential Transition Survey Results had been handled in terms of dissemination of the results, as well as the presentation of strategic priorities and the faculty having an opportunity to comment. He noted that the survey results showed that communication and transparency were identified as major concerns. He stated that sharing results and soliciting input from the campus community would likely help improve the responses in subsequent surveys. Dr. Carlston reported that as the campus carry issue was discussed in the spring faculty members suggested the installation of peepholes in faculty office doors so that they could see who was at the door, particularly late at night or on the weekend. The administration responded to the request and installed the peepholes this fall as requested. He noted that the Campus Carry Task Force is doing a great job in working to make recommendations to the president to implement the law in the best way possible for Midwestern State University.

Dr. Carlston indicated that he was pleased to hear the discussion of the dashboard. He stated that the faculty would be interested in the tracking of the percentage of students that are admitted but do not meet the stated academic requirements. He noted that from a faculty perspective there is a difference between a classroom of 80 academically prepared students and 80 unprepared students in terms of the types of teaching that can be done. He stated his understanding that between 40% and 50% of the entering students admitted to MSU do not meet the requirements for unconditional admission. Mr. Crosnoe asked for additional information regarding the students who are admitted without meeting the university's standards. Dr. Stewart noted that Ms. Leah Hickman, Associate Director of Admissions, was available to answer the question. Ms. Hickman stated that the two categories of admission are unconditional and by review. Students admitted by review do not meet unconditional admission standards and, if admitted, have conditions placed on them during their first year on campus. She stated that although 40% of the students admitted do not meet unconditional admission standards, not all of the students admitted actually enroll at MSU. Dr. Carlston indicated that tracking the number of students who are admitted by review and enroll was important from a faculty perspective, as well as from an academic support perspective. Mr. Bernhardt asked Ms. Hickman how many of the 40% who were admitted actually enrolled at MSU. Ms. Hickman responded that in the fall 2014, 147 students were admitted by review and 47 of those students enrolled.

Mr. Bernhardt asked how many students admitted by review were successful during the first year. Ms. Hickman responded that the grade point average (GPA) of all students admitted in the fall 2014 was 2.66 while the GPA of those students admitted by review was 2.70. She added that in the fall 2013 the GPA of all students admitted was 2.71 and the GPA of by review students was 2.59. Dr. Carlston stated that he was not recommending changes in processes other than suggesting the administration track the numbers. Mr. Hessing noted that he mentioned on Thursday that the dashboard should be updated with additional information as necessary. He stated that this was one of the numbers that should be monitored.

Dr. Carlston reported that the faculty are excited about the first-year experience. He noted that a large committee is working on the process. He stated that Dr. Clark would provide an update on the committee's work to the Faculty Senate at the next meeting. He added that there was a growing desire from faculty members for the first-year experience to include an academic component to help the students make the transition from high school to college.

Dr. Carlston introduced Dr. Ray Willis, Assistant Professor of Biology, to visit with the board regarding his teaching and research activities. Dr. Willis presented his report as shown in Attachment 1. Dr. Willis reported that he was a freshman at Tarleton State University (TSU) in 1997 following nine years of service in the U.S. Navy. He earned his baccalaureate and master's degrees at TSU and graduated from Texas Tech University with his Ph.D. in 2006. He noted that in his research he looks at how animals are related to each other through genetic comparisons. Dr. Willis stated that the Dalquest Desert Research Station (DDRS) was one of the reasons he



chose to work at Midwestern State University beginning in 2012. Slide Three of his presentation showed a photograph of the research camp before the new facility was built. He reported that he generally travels to the site with graduate students eight times each year. He expressed appreciation for the new Joe B. Hood Research Laboratory shown in Slide Five. He stated that the new facility makes it possible for individuals to stay at the site for a longer period of time. He noted that the faculty were considering offering a Desert Ecology course at the DDRS in the future.

Dr. Willis noted that one of the great things about the DDRS is that two-thirds of the property is known as an "Erosional Bad Land." It offers unique ecology and different animal communities inhabit the area. He stated that he uses motion detector cameras to monitor the animals on the site. In addition to the photographs shown in his presentation, Dr. Willis provided a zip drive with additional photos from the DDRS. He expressed appreciation to the board for the opportunity to visit with them.

Dr. Givens asked if the individuals doing research at the DDRS were doing things to impact change or if they were observers only. Dr. Willis indicated that they are just observers. Dr. Shipley asked what steps are taken to guarantee student safety. Dr. Willis responded that he works with new students to inform them of the dangers. He indicated that the faculty are beginning to work on a book to address emergency contingencies.

Mr. Crosnoe asked how the site was publicized to faculty at other institutions. Dr. Willis responded that he publishes papers on his research and makes presentations at other universities. He noted that the DDRS is one of the selling points that separates MSU from other universities. He stated that the site is getting well known and the university has to determine how best to use the site without allowing it to get overused.

- B. Staff Report – Ms. Reagan Foster, Staff Senate Chair, added her thanks to retiring Police Chief Dan Williams for his service to MSU. She indicated that she wanted to echo the comments Dr. Carlston made about the ModernThink survey. The Staff Senate encouraged staff participation in the survey and were encouraged by the 80% response rate. The November Staff Senate meeting was cancelled to encourage staff members to attend the sessions that were held Thursday regarding the ModernThink survey results. Ms. Foster reported that the Staff Senate had also been heavily involved in the Campus Carry initiative. She noted that a number of staff members serve on the Campus Carry Task Force representing various areas of the campus.

Ms. Foster announced that Ms. Jeanette Perry, Secretary in University Development, and Ms. Elizabeth Rogers, Human Resources Assistant II, were the two recipients of the Jesse W. Rogers Staff Senate \$250 scholarship for the fall semester. She added that recent You Make a Difference Award recipients included Ms. Elizabeth Rogers and Ms. Courtney Grimes, Human Resources; Ms. Darla Inglish, Registrar; Mr. Matthew Murphy, Mr. Marcus Hill, and Mr. Randy Kirkpatrick, Information Technology; and Mr. Pete Martinez, Clark Student Center.

Ms. Foster introduced, Mr. Claudio Rodriguez, Sunwatcher Village Complex Coordinator. She reported that she met Claudio when he came to MSU as a student and it was wonderful to know him now as a colleague. She stated that Mr. Rodriguez was nominated for a You Make a Difference Award for his work during new student orientation. He helped make the event a successful experience by stepping in and translating for Spanish speaking parents who were in attendance. Mr. Rodriguez thanked the board for the opportunity to visit with them and provided information about himself as shown in Attachment 2. He added that his brother graduated from MSU with a marketing degree, went to New York for his master's degree, and now lives in California. He stated that both he and his brother were happy with their decisions to come to MSU. He noted that when he was a student people came along side to help him and he was happy to be able to do the same for others.

- C. Student Government Report – Mr. Jesse Brown, President of the MSU Student Government Association, thanked the board for the opportunity to speak. He indicated that he was pleased to hear the discussion regarding the location of the recreation fields and how it will affect the non-athletes on campus who contribute to the fee. He indicated that the SGA was taking steps to improve and expand its image on campus. He noted that Ms. Piehler brought up the matter of a centralized tutoring center during Thursday's meeting. He added that the Student Senate would likely pass a resolution supporting such an action during the spring semester. He noted that he was one of those students who did not have a very high SAT score when he entered MSU and as a struggling freshman it was difficult to know where to go for help. Mr. Brown reported that invitations had been extended to Mayor Glenn Barham, Senator Craig Estes, and Representative James Frank to speak during the SGA meetings. He noted that Mayor Barham would be the guest speaker the following week.

Mr. Brown reported that student perception on campus is positive overall. He noted that the SGA is monitoring a concern among students regarding the university's maroon color. He stated that the university recently trademarked its emblems and colors which caused all manufacturers to use the correct, approved university color. The Pantone Matching System (PMS) color remained the same but individuals noted the shade of maroon as more red than maroon. A student senator expressed concern that the color changed and that students were not a part of the conversation. This individual circulated a petition that has been signed by more than 500 students. Mr. Brown indicated that the matter would continue to be monitored.

Mr. Brown distributed copies of the MSU Mission Statement and Values (see Attachment 3). He indicated that in reviewing the nine values it was notable that leadership was not encompassed in the values. He stated that he wanted to bring this to the attention of the administration and board and encourage a reevaluation of the university values. He noted that he had communicated with student leaders in Greek life, residence life, and athletics regarding this matter. Mr. Sanchez commented that it could also be said that a leader embodies these values. He indicated that this was something Mr. Brown and his colleagues might want to consider in their conversations.



D. Athletics Report – Mr. Charlie Carr, Director of Athletics, reported on the following.

1. The University of Texas Permian Basin and Western New Mexico University will be added to the Lone Star Conference (LSC) in 2016-17. The conference reviewed an application from Adams State University (Alamosa, Colorado) and interest has also been expressed by New Mexico Highlands University (Las Vegas, New Mexico).
2. All MSU games are now streamed live on the internet. He noted that information regarding availability and cost could be found on the MSU website.
3. Fall Sports
  - a. Cross Country finished 14<sup>th</sup> in the region.
  - b. Women's soccer finished in the post season again this year.
  - c. Volleyball had a rough season and the new coach is looking to the future.
  - d. Men's soccer was ranked 2<sup>nd</sup> in the nation and will host the second round of the NCAA playoffs.
  - e. Football was scheduled to play for the LSC championship at Texas A&M Commerce.
4. The cumulative GPA for FY 15 for all 336 student athletes was 2.83. The retention rate for student athletes was 77.3% and the six-year graduation rate rolling average was 59%.

E. President's Report - Dr. Shipley reported on the following matters.

1. Association of Governing Board (AGB) Article – Dr. Shipley noted that she included in the agenda an article from *Trusteeship* magazine on revenue growth. She stated that the article discusses the importance of cost containment in times of tight budgets, but also discusses the importance of working to enhance revenue and new revenue production.
2. Inauguration and Commencement – Dr. Shipley reported that earlier in the fall she met with faculty, staff, and student governance representatives and talked about whether it would be appropriate to launch a very modest inauguration. The day before commencement seemed to be an appropriate time since the faculty and board regalia would already be ready for commencement the following day. Dr. Shipley noted that the brief ceremony was scheduled for Friday, December 11, at 11 a.m., in the Fain Fine Arts Theatre. She stated that the program would include great music and academic pomp and circumstance. She indicated her hope that the regents would participate if they were available. She noted that the major expense of the inauguration would be the holiday lunch that would be served following the ceremony. She announced that everyone attending the ceremony would be invited. Additionally, all faculty, staff, and students on campus would be invited whether they attended the ceremony or not.

Dr. Shipley stated that graduation would be held the following day, December 12, at the Kay Yeager Coliseum. She indicated that the speaker for this ceremony would be MSU alumnus, Catherine Allred Davis, Vice President for Marketing at Neiman Marcus. She noted that the regents would receive details soon regarding their participation in the ceremony.

3. Expansion to New Student Populations – Dr. Shipley commented that during her time at MSU she had expressed her belief that it was time for Midwestern State University to grow more aggressively. She noted that Texas was growing and MSU should be a part of that growth. She stated that the number she and the administration settled on was adding 2,000 new students by the university's 100<sup>th</sup> birthday in 2022. She noted that the anticipated breakdown of the 2,000 new students was 1,500 in off-campus locations and 500 on the residential campus. She stated that 500 students added to the main campus during the next seven years was not overly aggressive and would not destabilize the campus.

Dr. Shipley indicated that adult completion degrees are very popular with working adults in urban areas. She added that this was very much a part of the liberal arts mission because those working adults generally have the career preparation they need but many cannot advance because they do not have a baccalaureate degree. She noted that MSU's Bachelor of Applied Arts and Sciences (BAAS) degree is a great degree to offer to this population. She stated that other possible offerings would be graduate degree programs, possibly in allied health or business. She indicated that much would depend on the demand as well as programs already offered in the area. Dr. Shipley reported that a task force had been appointed to study the matter and they were looking at the Alliance Corridor in Ft. Worth. She stated that the administration was committed to the MSU campus in Wichita Falls and the liberal arts mission. She indicated her hope that serving adult students in other areas would have a magnet effect on the main Wichita Falls campus. She expressed appreciation to Dr. Keith Lamb and Dr. Terry Patton for co-chairing the task force.

Dr. Shipley stated that she would rely on planning to move MSU forward. She reminded the board that she would meet with faculty, staff, and students the following week regarding strategic initiatives that have been identified. She noted that the campus community would have an opportunity to provide feedback and the final list of strategic priorities would be presented to the board in February. She indicated that following the regular board meeting the board would adjourn to the Priddy Conference Room in the Dillard Business Administration Building for a four-hour retreat. Dr. Shipley explained that the board would also receive information regarding how the strategic priorities would impact the facilities master plan. She added that budget and fundraising plans would also be presented for discussion.

Dr. Shipley commented that attention was turning back to diversity on campus to include diversity of students, faculty, and staff, as well as whether the campus

offers a welcoming learning environment. She noted that the administration was looking to develop an enhanced outreach to Hispanic students. She reported that an institution can be named an Hispanic-Serving Institution (HSI) when its total Hispanic enrollment constitutes 25% of the total university enrollment. Dr. Shipley indicated that MSU becoming an HSI in the next decade would likely be a priority for MSU. HSI institutions qualify for federal support and funding to assist this population of students in being successful. Dr. Shipley reported that she had made contact with the Hispanic Association of Colleges and University (HACU) in San Antonio and would be visiting with them in January.

Dr. Shipley indicated that she was working to provide the board with a good plan developed through campus input. She stated that she had interfaced a great deal with faculty, staff, and students during the last 90 days and the plan the board would see in February would be one that was shaped by the campus community.

#### Admissions Policy Changes

16-17. Mr. Hessing stated that Ms. Hickman was available to visit with the board regarding the proposed changes to the admissions policies. He asked Ms. Hickman if she knew how many students were in the 15% gap between the top 10% and 25%. Ms. Hickman responded that in the fall 2014 there were 659 students in the gap; the number in the fall 2013 was 727. Dr. Givens asked if how many students in Texas graduated in the top 25%. Ms. Hickman responded that she did not know. Dr. Givens noted that MSU currently has automatic admission for the top 10% and students who do not meet the stated academic standards still apply. He indicated that if the university automatically admitted the top 25%, the number of students who could be automatically admitted would increase dramatically.

Mr. Hessing asked how much time it takes an evaluator to review an application. Ms. Hickman responded that it could take 20-30 minutes per file and added that the Admissions Office was approximately two weeks behind at that time. Mr. Hessing asked how many people were tasked with reviewing files. Ms. Hickman responded that the office has one freshman evaluator and noted that she (Ms. Hickman) provided assistance when needed. Mr. Gregg asked if the Admissions Office had enough staff to review the applications that are received in a timely manner. Ms. Hickman responded that the office needs additional staff. Mr. Gregg asked how many staff members were needed. Ms. Hickman responded that the office needed at least two additional processing positions. Mr. Gregg asked if the two positions would be needed if the policy was changed to automatically admit the top 25% students. Ms. Hickman stated that additional positions would still be needed to work on transfer initiatives and transfer evaluations.

Mr. Sanchez stated that since the university was already admitting the majority of students in the top 25%, he did not see that this action would lower academic standards. Dr. Givens responded that the university is not accepting all students at the 25% level, but is accepting the students at the top 25% who apply even though they do not meet the university's admissions standards. He noted that by changing the policy to accept the top 25% the university would be required to accept a larger pool of students whose records



have not been sampled. Dr. Shipley noted that it might be important to ask the universities that increased automatic admission to the top 25% if they had seen a larger number of applicants from that population.

Dr. Givens stated that if this recommendation was approved it would be important for the administration to acknowledge the additional academic support these students would need. Mr. Gregg stated his understanding that students needed additional tutoring and academic support regardless of whether this change is made.

Ms. Barrow reminded the board that the recommendation also included changes to admissions policies for home school students and those students who graduate from a school that does not use class rankings.

Mr. Sanchez moved approval of the admission policy changes as presented. Mrs. Burks seconded the motion. The motion failed with Mr. Hessing, Mr. Sanchez, Mrs. Burks, and Mr. Bernhardt voting aye and Dr. Givens, Mr. Gregg, Mrs. Marks, and Mr. Crosnoe voting nay.

#### Recess

The meeting went into recess at 10:57 a.m. and the meeting resumed at 11:08 a.m.

#### Executive Session

16-38. The Board of Regents went into Executive Session to discuss board item 16-38B (Deliberations Regarding the Purchase, Exchange, Lease, or Value of Real Property) as allowed by Texas Government Code Section 551.072. The Executive Session began at 11:08 a.m. Mr. Hessing, Mrs. Burks, Dr. Givens, Mr. Gregg, Mr. Crosnoe, Ms. Pichler, Mrs. Marks, Mr. Sanchez, Mr. Bernhardt, Dr. Shipley, Dr. Stewart, Dr. Fowlé, Dr. Clark, Dr. Farrell, Mr. Macha, and Ms. Barrow remained for the discussion. The open meeting resumed at 11:44 a.m.

#### Open Meeting Resumes

Mr. Hessing reported that the closed session was complete and the only item discussed was the item announced and no votes were taken.

#### Adjournment

There being no further business, the meeting was adjourned at 11:45 a.m.

I, Tiffany Burks, the fully appointed and qualified Acting Secretary of the Midwestern State University Board of Regents, hereby certify that the above and foregoing is a true and correct copy of the minutes of the Midwestern State University Board of Regents meeting November 13, 2015.

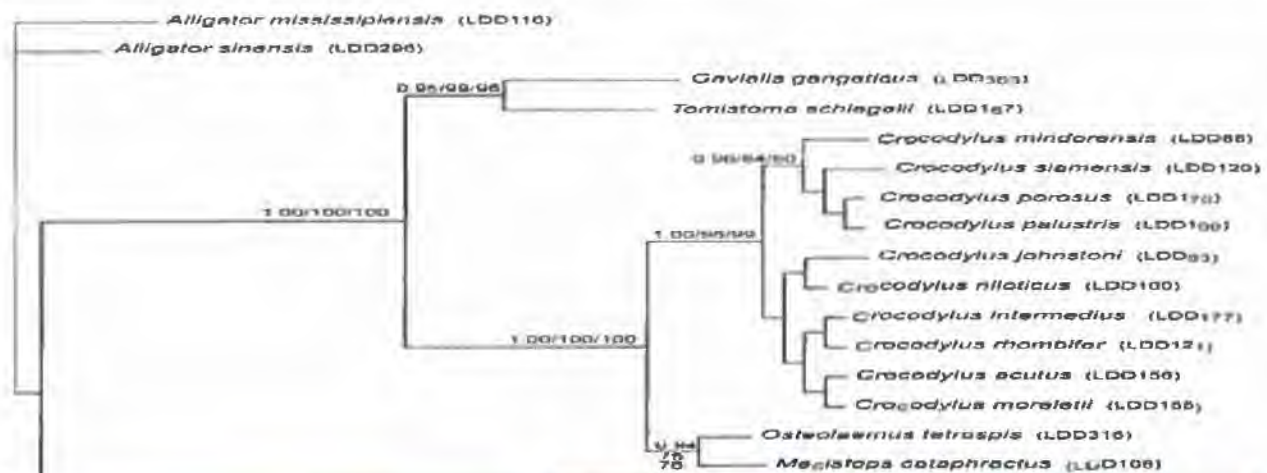
  
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Tiffany Burks, Acting Secretary


**ATTACHMENTS:**

- 1. Faculty Presentation – Dr. Ray Willis**
- 2. Staff Presentation – Mr. Claudio Rodriguez**
- 3. MSU Mission Statement and Values**

# MSU Dalquest Desert Research Station

Ray E. Willis, Vertebrate Biologist





	110	111	120	130	140	150
cow	96	GGFS	LLWIG	VL F	I	Q
dog	96	GGFS	LLWIG	IL F	I	Q
horse	96	GGFS	LLWIG	IL F	I	Q
mouse	98	GGFS	LLWIG	IL F	IRS	P
rat	98	GGFS	LLWIG	IL F	IRS	P
sheep	96	GGFS	LLWIG	VL F	I	Q
pig	96	GGFS	LLWIG	IL F	I	Q
opossum	103	GGFS	LLWIG	VL F	I	Q
chicken	96	GGFS	LLWIG	VL F	ITSVM	G
Squalus	103	GGFS	LLWIG	IL F	I	D
Xenopus	98	GGFS	LLWIG	IL F	IT	T
Squid	103	GGFS	LLWIG	IL FI	I	G
alligator5	24	GGFS	LLWIG	VL F	IK	L
LaticaudaANKA	52	GGFS	LLWIG	LL F	F	I
Agkistrodon5	30	GGFS	LLWIG	LL F	F	I
NerodiaANKA	52	GGFS	LLWIG	LLYFATFAT	GD	NYD
Nerodiarhomb	13	GGFS	LLWIG	LLYFATFAT	GD	NYD
Trachemys.AA	26	GGFS	LLWIG	VL F	I	N





Creosote , Acacia, Yucca and Opuntia



Started Fall 2012

Chair 6 graduate students (2 more projected)

On committees of 5 at MSU and 1 Texas Tech

Fall 2014- Erin Nimetz

Spring 2014- Kim Beck









Questions?







**Who is Claudio Rodriguez?**  
*Complex Coordinator*



**Who is Claudio Rodriguez?**  
*Complex Coordinator*

## My hometown!



- I was born in Mexico City.
- I have lived in Texas for 10 years.
- I am fluent in Spanish and English is my second language.
- I have an older brother that graduated from MSU and now lives in Malibu, CA.
- All my family, except for my brother, live in Mexico.



## My University - MSU

I graduated twice from Midwestern.

- BBA in Economics Dec, 2010
- MBA Dec, 2012

I came to Midwestern because my brother encouraged me to come to the US.

It was the best decision of my life!!!





## What is a Complex Coordinator?

- I supervise 336 beds in Sunwatcher Village and 282 beds in Sundance Courts apartments.
- I am in charge of 6 Resident Assistants (RA).
- I support residents so they can achieve a social and academic growth.
- With the help of my RAs, I implement social, cultural, wellness, diversity, and academic programs.
- I do on call rotation with other Residence Life staff during the year.
- The key to success is to be involved around campus and get to know as many students as possible.



## Hobbies & Interests

- I am kind of a nerd. I love playing video games.
- I love traveling (Anywhere!)
- I like reading mostly drama and mystery novels.
- I like music concerts and music festivals.
- My favorite band is Bloc Party (British Indie rock band)
- Last but not least, I am a **HUGE** Chicago Bulls fan.





## *Strengths & Achievements*

- Adaptability
- Empathy
- Harmony
- Inclusiveness
- Positivity

Founding Father of  
Sigma Alpha Epsilon  
Chapter in Midwestern  
State



Big Brothers, Big  
Sisters Wichita Falls



Graduated from  
Leadership Wichita Falls  
Class 2013



## *I am grateful to work at Midwestern*

- I have met life long friends.
- I feel like I have an impact on our residents.
- I enjoy the challenges that come with working in Residence Life.
- I am thankful for my coworkers.
- I give back to Midwestern with each opportunity I get.
- I **LOVE** working for Midwestern State University.





# *Thank You!*



**Who is Claudio Rodriguez?**

*Complex Coordinator*

# Mission Statement

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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.

## OUR VALUES

- Excellence in teaching, learning, scholarship, and artistic production
- Intellectual curiosity and integrity
- Critical thinking
- Emotional and physical well-being
- Mutual respect, civility, and cooperation
- Social justice
- Civic service
- Stewardship of the environment, and of financial and human resources
- A safe, attractive, and well-designed campus



**MINUTES  
BOARD OF REGENTS  
MIDWESTERN STATE UNIVERSITY  
December 16, 2015**

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., Wednesday, December 16, 2015. Regents participating in the meeting via teleconference were Mr. Shawn Hessing, Chairman; Ms. Tiffany Burks; Dr. Lynwood Givens; Mr. Jeff Gregg; and Ms. Megan Piehler, Student Regent. Regents in attendance on campus were Mr. Mike Bernhardt, Vice Chairman; Mr. Caven Crosnoe; and Ms. Nancy Marks. Mr. Kenny Bryant and Mr. Sam Sanchez were unable to attend the meeting.

Administrative staff members present included Dr. Suzanne Shipley, President; Dr. Marilyn Fowlé, Vice President for Business Affairs and Finance; Dr. Keith Lamb, Vice President for Student Affairs and Enrollment Management; and Dr. Robert Clark, Vice President for Administration and Institutional Effectiveness. Other university personnel attending the meeting included Mr. Kyle Owen, Associate Vice President for Facilities Services; Mr. Matthew Park, Associate Vice President for Student Affairs and Dean of Students; Mr. Charlie Carr, Director of Athletics; Mr. Barry Macha, General Counsel; Mr. Chris Stovall, Controller; Dr. David Carlston, Chairman of the MSU Faculty Senate; Mr. Bradley Wilson, Parliamentarian of the MSU Faculty Senate; Ms. Reagan Foster, Chair of the MSU Staff Senate; Mr. Chris Thames, PC/Network Lead Technician; and Ms. Debbie Barrow, Director of Board and Government Relations. Representing the news media were Mr. Chris Collins, *Times Record News*; Ms. Danielle Malagarie, KAUZ News Channel 6; and Ms. Kenzie Meek-Beck and Mr. Mark Campbell, KFDX-TV 3.

Chairman Hessing called the meeting to order at 2:00 p.m. and Ms. Barrow introduced the guests.

Opening Comments

Mr. Hessing welcomed everyone to the meeting and thanked the board members for their participation. He reminded everyone that the meeting was being streamed live on the internet and asked everyone to silence or turn off their cell phones.

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.

Athletics/Intramural/Free-Play Facilities and Location of New Health Sciences and Human Services Building

16-39. Mr. Hessing reported that at the November 2015 meeting of the Board of Regents the administration was asked to consider the location of a new artificial turf athletics/intramural/free-play field as well as the location of a free-play basketball court, and to return to the board with recommendations within a reasonable amount of time. He asked Dr. Shipley to review the information that was included in the agenda document.

Dr. Shipley noted that the agenda included a review of the university's planning effort and the action taken at the November 2015 board meeting. She reported that following the November meeting, the President's Cabinet reviewed the ideas presented, continued to study the needs of the campus, and determined recommendations to be made at this meeting. Dr. Shipley reviewed the recommendations that were included in the agenda which included placing the new Gunn College of Health Sciences and Human Services building in an area west of the McCoy Engineering Hall. She noted that this placement would result in the loss of 72 parking spaces. She added that the administration would bring a recommendation to the board in February regarding additional campus parking. Dr. Shipley reported that the recommended placement of the Gunn College building would provide great synergy with the other professional programs. She noted that this action would delay the need to build a parking garage, which would delay the timetable for razing the existing soccer stadium and building a new stadium.

Dr. Shipley discussed the recommendations regarding turf fields and free-play basketball courts. She reported that one turf field would be placed on the South Campus and that a grass area adjacent to the turf field would also be available. She stated that the turf and grass areas would be available for student free-play and intramural use when not in use by the soccer teams. She reviewed the plan for the north side of the campus and the placement of another turf field. She noted that this field would allow the football team to practice on turf as well as grass. Dr. Shipley commented that the administration was hopeful that the placement of additional turf areas might be possible, particularly with the savings achieved with the new plan.

Dr. Shipley stated that the proposed budget was included in the agenda. She indicated that if significant discounts were achieved the administration could possibly return to the board in February with an expanded budget and plan. She noted that the budget proposed in November was \$5.4 million and the budget proposed at this meeting was \$3.75 million.

Mr. Hessing stated that the administration requested approval of the plan presented and authorization to enter into contracts for artificial turf and lighting, and approval of the use of the State Master Lease program for financing up to \$3.1 million of this plan. Mr. Bernhardt moved approval of this item and Mrs. Marks seconded the motion.

Ms. Piehler asked if lighting for the free play fields could be included in the project if final costs were below those budgeted. Dr. Fowlé responded that the administration's priority was to light as much as possible with the available funding. Dr. Shipley asked Dr. Fowlé if the current free play area was lit. Dr. Fowlé responded that it was. Dr. Shipley stated that if funds were not available to install new lights, the existing lights could remain. Ms. Piehler indicated that it was important for the students to be able to use the fields at night and asked if the outdoor basketball courts would be lit. Dr. Shipley responded that lighting for the basketball courts was already included in the budget.

Mr. Crosnoe asked Dr. Shipley about the administration's plan for replacing the parking spaces lost with the placement of the new Gunn College building. Dr. Shipley responded that 72 parking places would be displaced with this plan and that the administration was considering the addition of a 244 space lot. She added that the new lot would be in a location near the residence halls.



Ms. Piehler noted that the agenda stated that the grass field on the north campus would be used exclusively for football practice. She asked if the football team could have priority but not exclusive use of the grass field. Dr. Fowlé responded that it was her hope that the project could be expanded to provide two turf fields on the north campus. Ms. Piehler asked if the grass field could be available for intramural and free play use if it remains. Dr. Fowlé and Dr. Shipley responded that it would be.

There being no further discussion, the motion was approved.

#### Investment Policy

16-40. Mr. Hessing noted that during the August 2015 meeting of the Board of Regents the administration reported that no changes were made to the Texas Public Funds Investment Act (PFIA) during the legislative session that had an effect on higher education institutions and no changes were recommended to the university's investment policies. He reported that during the recent investment audit process the administration was informed that the board must review and approve the university's investment policies annually regardless of whether or not changes are made. He stated that after the agenda for this meeting was distributed, Mr. Crosnoe noted two areas in Policy 4.182 that were outdated and needed to be changed before the policy could be considered for approval. Changes to the proposed policy are shown in Attachment 1.

Mr. Crosnoe moved approval of the policies as presented. Mr. Bernhardt seconded the motion.

Mr. Hessing asked if the audit report would be sent to the board and a report made in February. Dr. Fowlé responded affirmatively. Mr. Crosnoe noted that these policies included a number of actions that are required of the board and the administration. He asked that the administration develop a list of these requirements to help ensure they are being addressed. Dr. Fowlé commented that the investment audit would verify that all of the necessary requirements were met. Dr. Shipley asked Dr. Fowlé to provide such a list and Mr. Hessing asked that the matter be included in the February agenda for discussion.

Mr. Gregg noted that the investment policies were quite cumbersome and suggested the administration review the policies to determine if they can be shortened and/or cleaned up. Mr. Hessing commented that the current policy was developed several years ago with guidance from the state. He asked Dr. Fowlé to include an item on the February agenda regarding the policy.

There being no further discussion the motion was approved.

#### Adjournment

There being no further business, the meeting was adjourned at 2:24 p.m.

I, Tiffany Burks, the fully appointed and qualified Acting 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 December 16, 2015.



Tiffany Burks, Acting Secretary

ATTACHMENT:

1. REVISED Policy 4.182 - Investment



**Policy 4.182 INVESTMENT POLICY – OPERATING FUNDS**

**Date Adopted/Most Recent Revision: 5/9/14 12/16/15**

**A. Purpose**

The purpose of this investment policy is to establish cash management and investment guidelines for the investment and protection of university operating funds in order to ensure that the university's investments are duly authorized, properly managed, and adequately protected. This policy will be reviewed annually by the Board of Regents. This policy is intended to:

1. Establish prudent investment procedures.
2. Assure that investment assets are adequately safeguarded.
3. Assure that adequate accounts and records are maintained which reflect investment position and results.
4. Assure that a system of good internal controls is maintained.

This policy provides investment guidelines for all operating funds invested by Midwestern State University to ensure compliance with university standards, the Public Funds Investment Act (TX Govt. Code 2256), Texas Education Code 51.0031, and all other state and federal laws.

**B. Investment Objectives**

**1. Safety of Principal:**

Each investment transaction shall seek to reduce the likelihood of capital losses, whether from security defaults or erosion of market value.

**2. Liquidity:**

The investment portfolio shall remain sufficiently flexible to enable the university to meet all operating requirements which may be reasonably anticipated in any funds.

**3. Public Trust:**

In managing the investment portfolio, officials shall avoid any transaction that might impair public confidence in the university. Investments shall be made with precision and care, considering the probable safety of the capital as well as the probable income to be derived. No security shall be purchased that has either a limited or nonexistent secondary market.

**4. Rate of Return:**

The investment portfolio shall be designed with the purpose of regularly exceeding the average return of three month U.S. Treasury bills and the State of Texas Treasury yield. The investment program shall seek returns above this threshold, consistent with the overall investment policy and other investment objectives.

**C. Investment Fund Administration**

**1. Investment Responsibility**

Investment responsibilities are delegated by the Midwestern State University Board of Regents to the President and the Vice President for Business Affairs and Finance. Each member of the Board shall attend at least one (1) training session relating to the person's responsibilities under the Public Funds Investment Act within six (6) months after taking office. The university's chief financial officer and controller shall attend at least one (1) training session relating to that person's responsibilities within six (6) months after assuming duties and shall attend a training session not less than once in a two (2) year period and prepare a report to the Board of Regents on

such training. This training must include education in investment controls, security risks, strategy risks, market risks, and compliance with the Public Funds Investment Act (TX Govt. Code 2256.007). The university's chief financial officer shall also provide a report within six months of the end of each legislative session on any changes to the Public Funds Investment Act passed that session.

**2. Day-to-Day Supervision**

The Controller shall be responsible for the daily supervision and implementation of the investment program and shall be authorized to purchase, sell and invest university funds in accordance with the Public Funds Investment Act and Education Code 51.003 and this investment policy, with approval of the President or the Vice President for Business Affairs and Finance.

**3. Record Keeping**

Transaction and accounting records shall be complete and prepared on a timely basis with consideration at all times to the adequacy of an audit trail. Internal controls will assure responsible separation of duties and diminish the real and prospective burden on individual employees.

**4. Custody**

Custody of investment assets shall be in compliance with applicable laws and arranged to provide as much security, trading speed, and flexibility as possible.

**D. Investment Strategy - Short-term Operating Funds**

1. The daily cash position will be monitored by the Controller to ensure that non-interest bearing cash is minimized. The collection time of all dividend and interest payments will be accelerated to the extent possible. The university will maintain a minimum of \$1,000,000 available in overnight funds which will be kept in Texpool, Logic, or repurchase agreements. Should balances fall below this amount for any reason they will be replenished at the earliest opportunity from the first available cash receipts.
2. Overnight or short-term (thirty [30] days) funds shall be invested through a competitive bid or offer process as frequently as the market dictates as follows:
  - a. Banks in the local area are to be contacted by telephone to obtain their current certificate of deposit rates.
  - b. An unaffiliated investment broker is to be contacted to obtain statewide Texas banks' certificate of deposit rates.
  - c. Texpool or LOGIC, or other Board-approved cash investment pools are to be contacted to obtain current overnight rates.
  - d. Funds shall be placed based on the best rate quoted.
3. Transactions to purchase or sell securities shall be entered into on the basis of "best execution," which normally means best realized net price for the security. Settlement of all transactions except investment pool funds must be on a delivery versus payment basis.
4. The goal of the university will be that the portfolio shall be adequately diversified at all times in accordance with these investment guidelines. Specific investment ranges and investment policy limitations are as follows:



	<b>Minimum</b>	<b>Maximum</b>
U.S. Treasury Obligations	0%	100%
Federal Agency Obligations	0%	90%
Federal Agency Mortgage-Backed	0%	25%
Municipal Obligations	0%	50%
Certifications of Deposit (Insured)	0%	20%
Purchase Agreements (Collateralized)	0%	20%
Mutual Funds	0%	15%
Approved Investment Pools	0%	50%
University System Cash Concentration Pool	0%	90%

5. The university's pooled investment fund is comprised primarily of operating funds, and fund balance equity that carries forward from year to year. At the beginning of each fiscal year, the Controller and Vice President for Business Affairs and Finance will analyze current operating cash needs as well as any cash requirements for capital projects that will occur within the next two (2) years. If the university is not using a University System Cash Concentration Pool arrangement, the university will be required to more closely monitor its investments and maturities. This monitoring and analysis will include a two (2) year time line which clearly identifies any known cash requirements and the approximate month in which the cash must be available. Once an analysis of project needs has been assembled, an analysis of current economic conditions and interest rate levels and projections from third party outside sources should be reviewed. Investment maturities are to be structured in such a way as to maintain a liquid or currently maturing balance for all operating funds budgeted for expenditure during the fiscal year. If interest rates are rising or anticipated to increase these funds may be kept in short-term investment pools such as TEXPOOL. If interest rates are falling or are projected to fall, these funds should be invested to match projected cash needs as determined. Funds in excess of operating funds may be invested, preferably by staggering maturities, for longer than a year.
6. Bond proceeds are to be invested separately and apart from the university's pooled investment fund and maturities are to be structured in such a way as to provide sufficient cash to meet construction expenditures.
7. Endowment funds are to be invested in accordance with the university's separate Investment Policy – Endowment Funds.
8. Investments donated to the university for a particular purpose or for a specific use as specified by the donor may be held in investments other than those identified as authorized investments in this policy. Such investments shall be held apart from the university's pooled investment fund. Those investments shall be subject to all other requirements of this policy.
9. The investment staff shall be responsible for following the "prudent person" standard which shall be applied in the management of the portfolio. Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the possible income to be derived.

**E. Investment Brokers/Dealers**

1. The Board of Regents and the President may hire independent investment advisors or investment managers to assist university personnel in the execution of their investment responsibilities. All routine investments will be purchased or sold utilizing an established list of qualified firms. The Board of Regents shall annually review, revise, and adopt a list of qualified brokers that are authorized to engage in investment transactions with the university. Qualified firms must be regulated by the Securities Exchange Commission and be members of the ~~National Association of Securities Dealers, Inc.~~ **Financial Industry Regulatory Authority (FINRA)**.
2. A written copy of this investment policy shall be presented to any person offering to engage in an investment transaction with the university. The qualified representative of the business organization shall execute a written instrument substantially to the effect that the business organization has:
  - a. Received and reviewed this investment policy; and
  - b. Acknowledged that the business organization has implemented reasonable procedures and controls in an effort to preclude investment transactions conducted between the university and the organization that are not authorized by the university's investment policy, except to the extent that this authorization is dependent on an analysis of the makeup of the university's entire portfolio or requires an interpretation of subjective investment standards.
  - c. The investment officer may not acquire or otherwise obtain any authorized investment described in this investment policy from a person who has not delivered the written instrument to the university as described above.
  - d. Nothing in this section relieves the university of the responsibility of monitoring the investments made by the university to determine that they are in compliance with this investment policy.

**F. Investment Ethics**

Officers and investment staff involved in the investment process shall refrain from personal business activity, as defined by the Public Funds Investment Act (TX Govt. Code 2256.005), that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions. A member of the Board shall not direct nor participate in the decision to purchase or sell securities of a firm with which such member is significantly affiliated. Securities will not be purchased from or sold to a member of the Board. All investment staff must report any personal business relationship or relationship within the second degree of affinity or consanguinity with an individual or another firm or organization to the President and the Internal Auditor. On an annual basis the staff will report the nature and extent of any investments in or business transacted with such firms.

**G. Investment Guidelines**

Funds must be invested at all times in strict compliance with the Public Funds Investment Act (TX Govt. Code 2256) and other applicable laws, unless invested according to Texas Education Code Section 51.0031 which allows the Board of Regents to contract with another institution under prudent person investment standards.

1. **Authorized Investments.** Authorized investments include the following.
  - a. Obligations of the United States or its agencies and instrumentalities.



- b. Direct obligations of the State of Texas or its agencies and instrumentalities.
- c. Collateralized mortgage obligations directly issued by a federal agency or instrumentality of the United States, the underlying security for which is guaranteed by an agency or instrumentality of the United States with a maturity of 10 years or less.
- d. Other obligations, the principal of an interest on which are unconditionally guaranteed or insured by the State of Texas or United States.
- e. Obligations of states, agencies, counties, cities, and other political subdivisions of any state having been rated as to investment quality by a nationally recognized investment rating firm and having received a rating of not less than A or its equivalent.
- f. Certificates of deposit issued by ~~a~~ state ~~bank~~, and national banks, **or savings bank** having a main office or branch office in this state that are guaranteed or insured by the Federal Deposit Insurance Corporation, or its successor, or collaterally secured by those obligations as listed above in a.- e.
- g. ~~Certificates of deposit issued by a savings bank having a main office or branch office in this state that are guaranteed or insured by the Federal Savings and Loan Insurance Corporation or its successor, or collaterally secured by those obligations as listed above in a.- e.~~
- h. Fully collateralized repurchase agreements having a defined termination date, secured by obligations described in a. above, and the securities are pledged to the university, held in the university's name and deposited at the time the investment is made with the university or with a third party selected and approved by the university, and is placed through a primary government securities dealer as defined by the Federal Reserve, or a financial institution doing business in this state. Repurchase agreement means a simultaneous agreement to buy, hold for a specified time, and sell back at a future date obligations described in a. above, at a market value at the time the funds are disbursed of not less than the principal amount of the funds disbursed. This term includes a direct security repurchase agreement and a reverse security repurchase agreement. The term of any reverse security repurchase agreement may not exceed ninety (90) days after the date the reverse security repurchase agreement is delivered. Money received by an entity under the terms of a reverse security repurchase agreement shall be used to acquire additional authorized investments, but the term of the authorized investments acquired must mature not later than the expiration date stated in the reverse security repurchase agreement.
- i. Prime domestic bankers' acceptances with a stated maturity of two-hundred-seventy (270) days or less from the date of issuance and will be liquidated in full at maturity, are eligible for collateral for borrowing from a Federal Reserve Bank, and are accepted by a bank organized and existing under the laws of the United States or any state, if the short-term obligations of the bank or of a bank holding company of which the bank is the largest subsidiary, are rated not less than A-1, P-1, or the equivalent by at least one nationally recognized credit agency and is fully secured by an irrevocable letter of credit issued by a bank.
- j. Commercial paper with a stated maturity of two-hundred-seventy (270) days or less from the date of its issuance that is rated not less than A-1, P-1, or the equivalent by at least two (2) nationally recognized rating agencies, or is rated at least A-1, P-1, or the equivalent by at least one (1) nationally recognized credit agency and is fully secured by an irrevocable letter of credit issued by a bank.
- k. SEC-registered, no-load money market mutual funds and no-load mutual funds as described in and limited by the Public Funds Investment Act (TX Govt. Code 2256.014).
- l. Guaranteed Investment contracts for bond proceeds as described in the Public Funds Investment Act (TX Govt. Code 2256.015)
- m. Investment Pools as described in the Public Funds Investment Act (TX Govt. Code 2256.016).

- n. Corporate bonds, debentures, or similar debt obligations rated by a nationally recognized investment rating firm in one of the two highest long-term rating categories, without regard to gradations within those categories.
- o. A contracted arrangement with a university system as defined under Education Code 51.0031 which allows the university to invest its cash into a system's cash concentration pool.

## **2. Unauthorized Investments**

Effective September 1, 1995, in compliance with the Public Funds Investment Act (TX Govt. Code 2256.009b), the following are not authorized investments:

- a. Obligations whose payment represents the coupon payments on the outstanding principal balance of the underlying mortgage-backed security collateral and pays no principal (interest-only).
- b. Obligations whose payment represents the principal stream of cash flow from the underlying mortgage-backed security collateral and bears no interest (principal only).
- c. Collateralized Mortgage obligations that have a stated final maturity date of greater than ten (10) years.
- d. Collateralized mortgage obligations the interest rate of which is determined by an index that adjusts opposite to the changes in a market index.

## **H. Performance Measurement**

The investment performance of the funds will be measured by an unaffiliated organization with recognized expertise in this field, and compared against the stated performance goals. Measurement will occur at least monthly and will be used to evaluate the results on investment holdings and will include monitoring any rating changes in the university's investments. Reports will be prepared in compliance with generally accepted accounting principles and will describe in detail the investment position of the university and will include, by individual investment, the book value, market value, accrued interest, maturity dates, any purchases, sales, gains or losses and the fund or pooled account for which each individual investment was acquired. Reports shall be distributed to the President, the Vice President for Business Affairs and Finance, and the Internal Auditor. The Board of Regents shall receive the report no less than quarterly. The reports to the Board of Regents must be prepared and signed by the investment staff of the university and certified as to the portfolio's compliance with these policies and the Public funds Investment Act (TX Govt. Code 2256.023), unless the funds are invested under Texas Education Code Section 51.0031, for which the reporting will be provided by the contracted institution. The university Internal Auditor will perform a compliance audit at least once every two years with results reported to the State Auditor, President, and the Board of Regents not later than January 1 of each even-numbered year on those funds held locally and not invested through contract according to Texas Education Code Section 51.0031.

## **I. Interest Rate Risk Measurement**

The university will measure on a quarterly basis the interest rate risk of its securities. The university will monitor and be aware of the overall interest rate and market value risk it is taking.