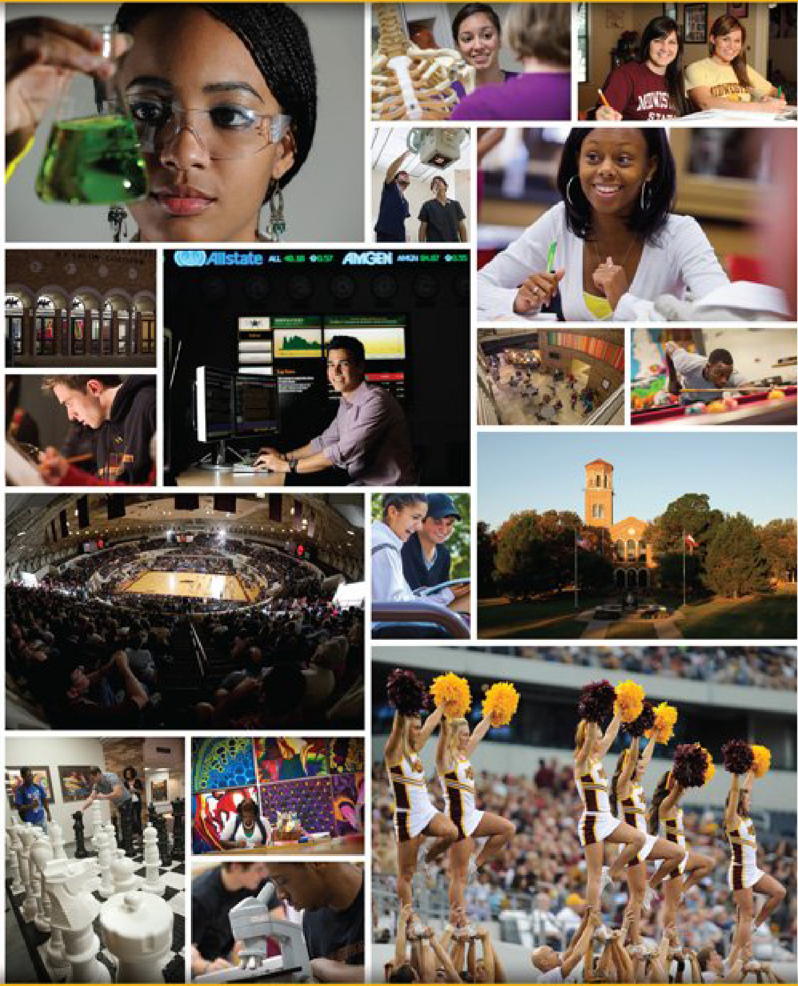
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MIDWESTERN
STATE UNIVERSITY
mwsu.edu

MIDWESTERN STATE UNIVERSITY

Board of Regents Retreat

Friday, February 12, 2016

TODAY'S AGENDA

- Retreat Context and Expectations
- *A National Perspective for MSU's Planning Framework*
- WHAT ARE WE PLANNING TO DO?

  Building Bridges: MSU's Strategic Initiatives
- HOW WILL IT HAPPEN?

  Anchoring Initiatives to Action Plans: Moving from Concept to Reality

– LUNCH –

- WHAT CHANGES WILL WE SEE?

  Moving from Early Vision to a Master Facility Plan
- Review and Wrap Up
- Executive Session

CONSEQUENTIAL BOARDS: RECOMMENDATION 6

"Boards must focus their time on issues of **greatest consequence** to the institution by reducing time spent reviewing routine reports and redirecting attention to **cross-cutting** and **strategic issues** not addressed elsewhere."

– National Commission on College and University Board Governance

MUSTANGS

MIDWESTERN STATE UNIVERSITY
WICHITA FALLS, TEXAS
1922

HOW DID WE GET TO TODAY?

START

2014

Conceptual vision and initial planning

Fall 2015

Commitment to transparency, engagement and communication leads to **open campus meetings** with all campus stakeholder groups, a **campus-wide survey** open to all for feedback and comment

Fall 2015

Campus leaders **refine priorities** and **shape framework** of our 4 strategic initiatives, aligning priorities, $, timeline, campus facility needs and funding sources

= OUTCOME

Overwhelming endorsement by MSU campus community for Building Bridges Strategic Initiatives

2/12/2016

FINISH

TODAY'S GOALS

- **Inform and engage** Board about MSU's strategic initiatives
- Demonstrate **alignment** between strategic initiatives, costs, funding sources, fundraising and timeline
- Confirm leadership commitment to **transparency** and **open communication**
- Ground discussion in broader context of higher education **best-practice**

At the end of the Retreat, we will ask for your support for Building Bridges to a Vibrant Future strategic initiatives.

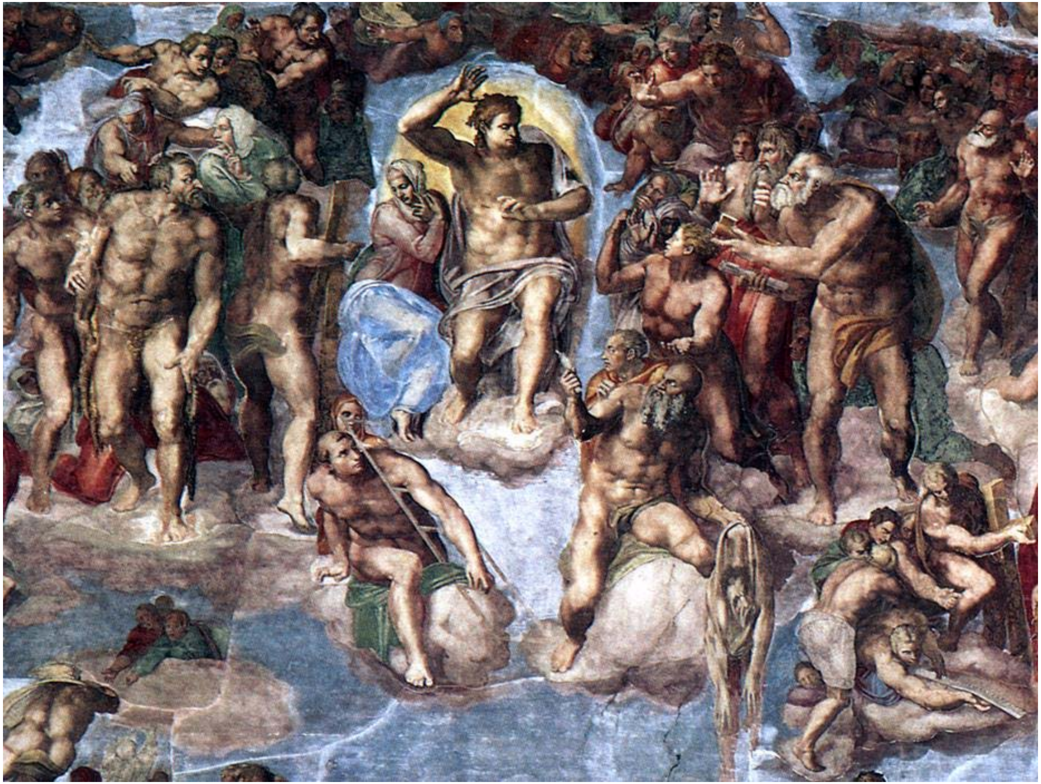
A NATIONAL PERSPECTIVE FOR MSU'S PLANNING FRAMEWORK

Kent John Chabotar, Ph.D.

VISIONS OF HIGHER EDUCATION:
IS THE CURRENT MODEL SUSTAINABLE?

KENT JOHN CHABOTAR
kent@mpkdpartners.com

TWO VISIONS OF HIGHER EDUCATION



THE END OF THE UNIVERSITY AS WE KNOW IT

In fifty years, if not much sooner, half of the roughly 4,500 colleges and universities now operating in the United States will have ceased to exist. The technology driving this change is already at work, and nothing can stop it. The future looks like this: Access to college-level education will be free for everyone, residential campus will become largely obsolete, and bachelor's degree will become increasingly irrelevant.
— Nathan Harden, *The American Interest* (2013)

Costs have risen to unprecedented heights, and new competitors are emerging. A disruptive technology, online learning, is at work in higher education, allowing both for-profit and traditional not-for-profit institutions to rethink the entire traditional higher education model. Private universities without national recognition and large endowments are at great financial risk. So are public universities, even prestigious ones such as the University of California at Berkeley.
— Clayton M. Christensen & Henry J. Eyring, *The Innovative University* (2011)

Especially during the last decade, there has been a flood of criticism of the American college and university. They say our universities are aimless institutions that have prostituted themselves to every public whim, serving as everything from a reformatory to an amusement park. Trustees are entirely unfit for their tasks, ridiculously conservative, and fearful, controlled body and soul by Wall Street. Presidents are liars and hypocrites. Many are strutting, pompous windbags who are primarily money getters.
— Walter Eels, *Criticisms of Higher Education*

UNDERLYING ASSUMPTIONS

- Predictions of any future are hard.
- Remember these did not exist 10 years ago …

State of the Industry

1 •By 2020, total undergraduate enrollment will grow by 10% to 19.7 million, of which 75% will be at public institutions. Adult and Hispanic student cohorts will grow the fastest.

2 •A third of the colleges that responded to an annual Chronicle survey didn't meet their enrollment or revenue goals in 2015.

3 •The average debt among graduates of four-year public and private nonprofit colleges who incurred debt rose in 2014 to $28,950, up 2% from 2013.

4 •$1 trillion in student debt equals total credit card debt.

5 •Carnegie survey reports 80% of public do not believe college education is worth the price; 40% of college presidents agree.

6 •Between 2000 and 2011, institutional debt doubled to $205 billion while fundraising dropped 40%, has since somewhat recovered, although not at a level to compensate for the bad years.

7 •In 30 years, net tuition in private colleges has increased 220% compared to 120% in cost of living and 150% in household income. Privates have 15% of the students and 40% of the institutions in U.S.

8 •Nationally, between 2008 and 2015 average annual tuition in public institutions has increased 29%, or $2,068.

9 •Over half of college bound high school seniors rule out colleges on "sticker price" alone.

10 •75% of college leaders report "perceived unaffordability" as greatest challenge.

Moody's 2016 Outlook

2016 Outlook – Moderate Revenue Growth Supports Sector Stability

Aggregate operating revenue will grow 3% or more next 12–18 months.	All revenue streams expected to grow modestly.
Ongoing expense discipline will contribute to steady operating performance.	Reserves will remain stable with continued strategic capital investment.
Outlook could be **positive** if revenue growth is more than 5% with improved net tuition.	Outlook could be **negative** with less inflationary revenue growth.

More from Moody’s

Closure and merger activity will increase as the sustained impact of revenue declines intensifies for financially challenged institutions.

Closures of four-year public and private not-for-profit colleges averaged five per year from 2004–14, while mergers averaged two to three.

The closure rate is likely to triple in the next few years and the merger rate will more than double.

The smallest colleges will continue to lose market share as the largest achieve growth.

Revenue softness at small colleges leads to a reduced ability to invest in academic programs, student life and facilities.

These investments influence demand and prospective students are increasingly choosing larger colleges.

The smallest colleges have inefficient cost structures with net tuition revenue funding only three-quarters of educational expenses.

Smaller colleges have fewer students to support their fixed costs and tend to garner lower net tuition per student.

Net tuition revenue generally covers only three-quarters of smaller colleges’ educational costs, creating persistent disadvantages.

Most at Risk

Colleges and universities least likely to adapt and survive …

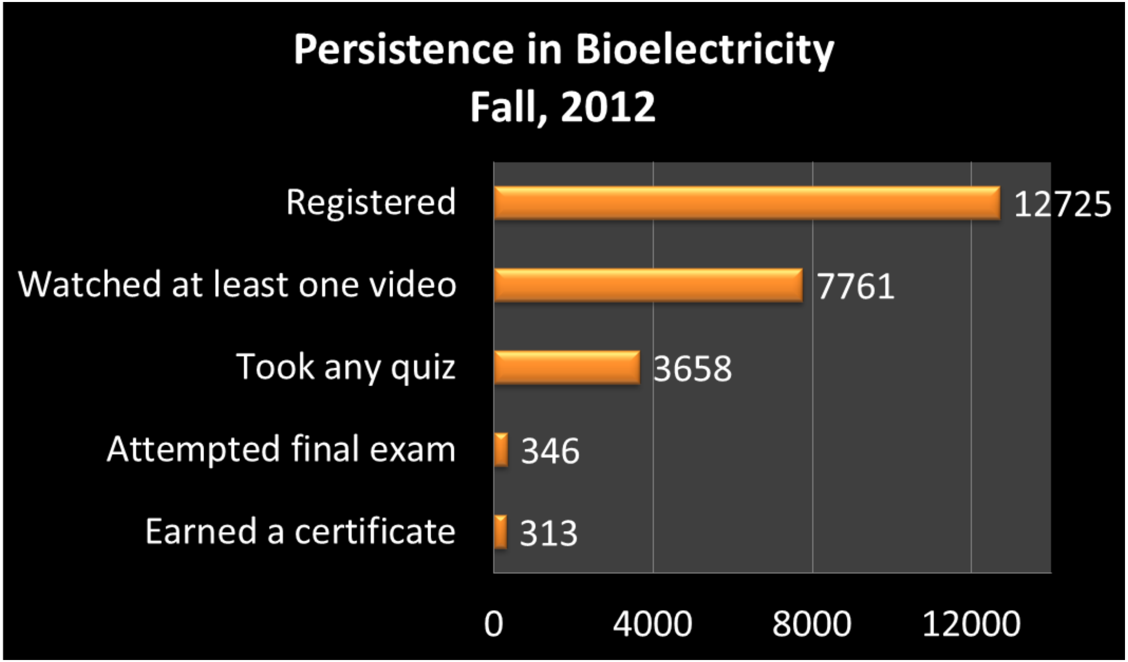
- Rural location
- Low enrollment
- High tuition dependence
- High tuition discount
- Low endowment
- High debt
- Few unallocated dollars
- Look like competition

Kent Chabotar

VALUE PROPOSITION

- Increasing actions to make value proposition by capping price and proving value.
- Development of competencies and “badges” in addition to grades.
- More curricular flexibility and tailoring to student interests.
- More block courses that start on demand.
- Search for “differentiating attributes.”
- Expanded marketing especially using social media.
- More personalized and earlier contacts with prospective students.

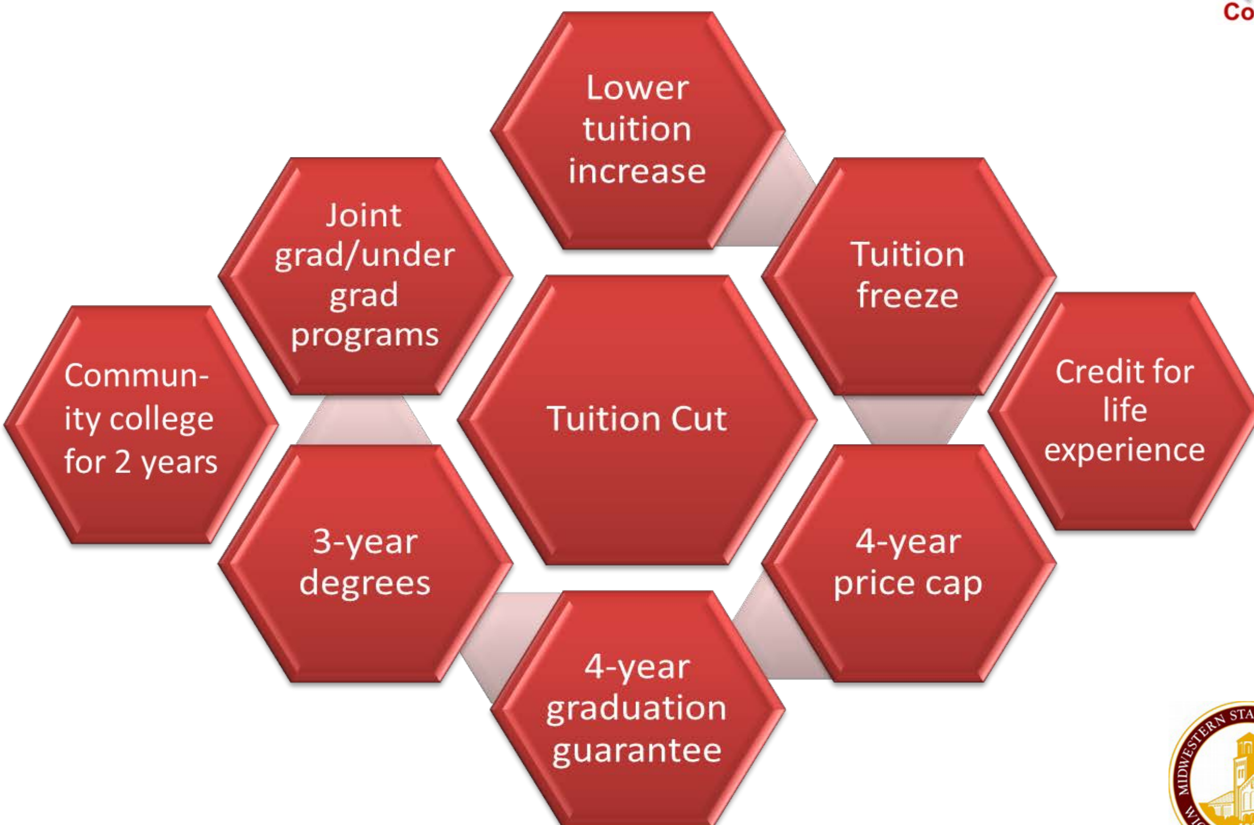
VALUE PROPOSITION



VALUE PROPOSITION

- More adjuncts/fewer tenured
- Elimination of programs and majors
- Higher teaching loads/class size creep
- Standardized courses and advising centers
- Reducing/outsourcing services
- Partnerships with community colleges and others
- Joint purchasing especially health care

VALUE PROPOSITION



VALUE PROPOSITION

"We are responsible for preparing our students to address problems we cannot foresee with knowledge that has not yet been developed using technology not yet invented."

- h of these trends seem most realistic? Least realistic

BUILDING BRIDGES:
MSU'S STRATEGIC INITIATIVES

What are we planning to do?

MIDWESTERN
STATE UNIVERSITY

The New Century Strategic Plan

Building Bridges to a Vibrant Future

Mission Statement

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

The New Century Strategic Plan:
Building Bridges to a Vibrant Future

Promote a Strong University Community

Goal 1: Promote a Strong University Community

- Attract, retain, and reward faculty and staff who expect and extend an environment of the highest quality.
- Encourage all faculty and staff to actively engage students in inquiry, research, creative, athletic, service, and artistic endeavors.
- Support faculty who are dedicated to excellent teaching and scholarly activity.

Goal 1: Promote a Strong University Community

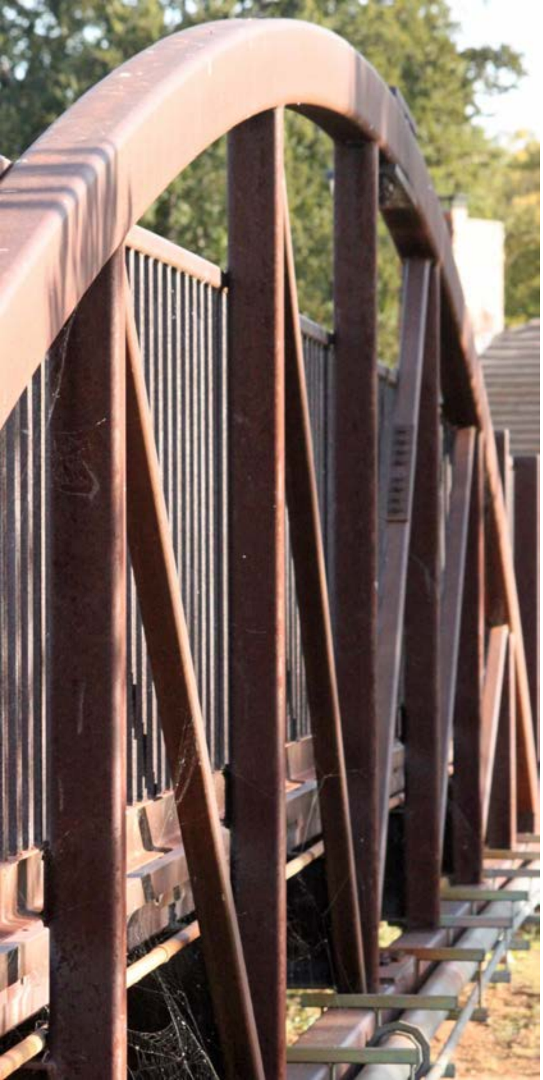
- Create a vibrant workplace that encourages diversity, values the opinions of community stakeholders, creates strong and effective governance systems, and recognizes the outstanding work of individuals and departments.

Goal 1: Promote a Strong University Community

- Be a first-choice employer with competitive compensation and an environment that welcomes and rewards employees’ passion for their work in and out of the classroom.
- Invest in the MSU family.

Goal 1: Promote a Strong University Community

- Establish clearly the mission of the university and develop a comprehensive marketing and branding program that effectively translates that to the expanded region.



Goal 1: Promote a Strong University Community

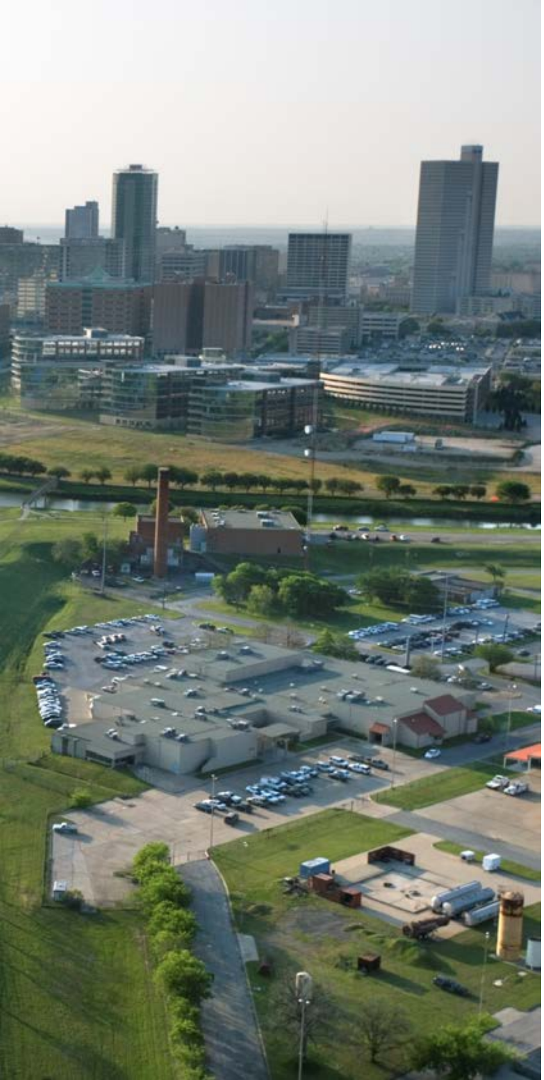
- Create benchmarks and measurements reflective of MSU's goal to be among the best Council of Public Liberal Arts Colleges (COPLAC). Be good stewards of our public liberal arts mission.

The New Century Strategic Plan:
Building Bridges to a Vibrant Future

Aggressively Pursue New Student Populations

Goal 2: Aggressively Pursue New Student Populations

- Build upon our well-established reputation for students seeking a full-time, residential, liberal arts experience.



Goal 2: Aggressively Pursue New Student Populations

- Create a campus site in northwest Fort Worth.

Goal 2: Aggressively Pursue New Student Populations

- Actively market adult completion online programs, the Bachelor of Applied Arts and Sciences (BAAS), as well as K-12 teachers and retirees.

Goal 2: Aggressively Pursue New Student Populations

- Maintain a welcoming environment for all. In particular, seek to become classified as a Hispanic Serving Institution (HSI) within 15 years.

Goal 2: Aggressively Pursue New Student Populations

- Add 2,000 new students by Fall 2022 semester.
  - ✓ 25% on campus
  - ✓ 25% online
  - ✓ 50% off site center

The New Century Strategic Plan: Building Bridges to a Vibrant Future

Create a Destination Residential University

Goal 3: Create a Destination Residential University

- Increase recreational, cultural, and leadership opportunities for students of all cultural backgrounds.

Goal 3: Create a Destination Residential University

- Provide a strong student support system to ensure students remain in school, are actively engaged in campus life and service, and graduate.
  - ✓ Expand the Academic Success Center.
  - ✓ Develop a signature first-year experience.

Goal 3: Create a Destination Residential University

- Create appealing global learning opportunities at home and abroad.

Goal 3: Create a Destination Residential University

- Deliver education in modes that meet students' needs and expectations while maintaining affordability.
- Embrace current technological trends in administration, classrooms, and laboratories, and develop a funding plan to meet these needs.

Goal 3: Create a Destination Residential University

- Provide a campus that is not only considered to be the most beautiful in Texas but also is safe, readily accessible, and easy to use.
- Employ technology and digital media outreach to enhance undergraduate and graduate enrollment.

The New Century Strategic Plan:
Building Bridges to a Vibrant Future

Stimulate a Culture of Engagement

Goal 4: Stimulate a Culture of Engagement

- Support the Wichita Falls community by providing an educated workforce, stimulating economic development, and serving as a leader in shaping the city's future.

Goal 4: Stimulate a Culture of Engagement

- Support Sheppard Air Force Base and improve outreach to and articulation agreements with community colleges.

Goal 4: Stimulate a Culture of Engagement

- Develop premier programming in the academics, arts, and athletics for a wide range of stakeholders.

- Position the Wichita Falls Museum of Art at MSU (WFMA) and the NCAA Division II program as models of excellence.

Goal 4: Stimulate a Culture of Engagement

- Revitalize and expand the university's infrastructure and financial base to improve efficiency and affordability.

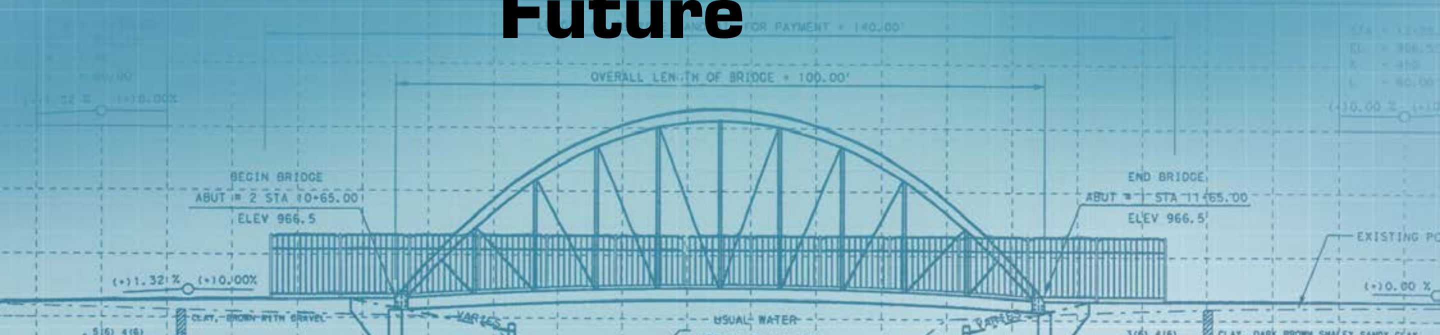
Goal 4: Stimulate a Culture of Engagement

- Expand the university's donor base to include new populations and engage existing donors in new ways.

MIDWESTERN STATE UNIVERSITY

The New Century Strategic Plan

Building Bridges to a Vibrant Future

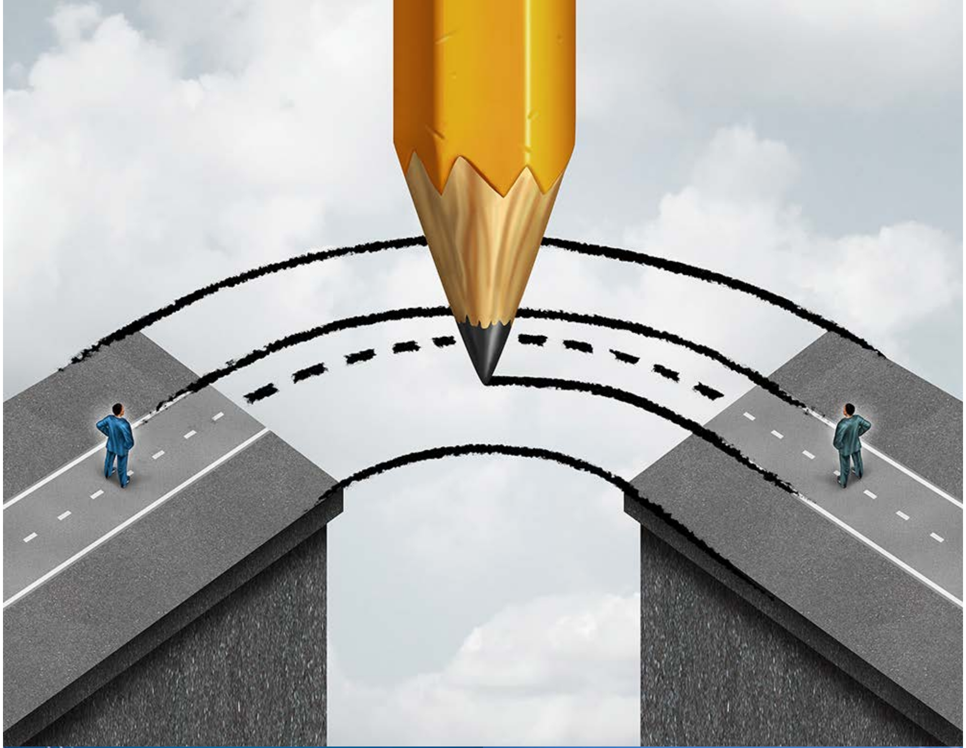


QUESTIONS / DISCUSSION

- *Is there anything in the plan you would change or delete?*
- *Is there anything in the plan you expected to be included that wasn't?*

ANCHORING INITIATIVES TO ACTION PLANS:

Moving from Concept to Reality



MIDWESTERN STATE UNIVERSITY
1922
WICHITA FALLS, TEXAS

STRATEGIC INVESTMENTS: NOW THROUGH FY22

Excellence
Expanding Academic Offerings

Identity
Advertising and Branding

Our People

Technology

Our Living and Learning Environment
Campus Facilities

FRAMEWORK FOR ACHIEVING STRATEGIC INITIATIVES

PRIORITIES	START	FINISH	FY16	FY17	FY18	FY19	FY20	FY21	TOTAL	SOURCE OF FUNDS	COMMENT
Investing in Our People: Compensation – 4-Year Plan											
Continuing FY16 2% Cost of Living for Staff	2016	2017	200,000	200,000					400,000		
Faculty/Staff Cost of Living/Merit 1%	2017	2021		400,000	400,000	400,000	400,000		1,600,000	Operating Funds	
Staff Equity	2017	2020		100,000	300,000	300,000	300,000	300,000	1,300,000	Operating Funds	Based on Evergreen Study 2016
Faculty Equity	2014	2020	500,000	100,000	300,000	300,000	300,000	300,000	1,800,000	Operating Funds	Based on CUPA data
Faculty Promotion	2014	2020	80,000	80,000	80,000	80,000	80,000	80,000	480,000		
Benefits on above	2016	2021	117,000	132,000	162,000	162,000	162,000	102,000	837,000		
Total Compensation			897,000	1,012,000	1,242,000	1,242,000	1,242,000	782,000	6,417,000		
Investing in Technology											
Funds to remain current in technology	2017	2022		700,000	700,000	800,000	800,000	800,000	3,800,000	HEAF	FY16 spending $620K, including $300K for Degree Works and, planning for Ad Astra in FY17
Investing in Identity: Advertising/Branding											
Additional funds for advertising	2017	2022	50,000	50,000	50,000	50,000	50,000	50,000	300,000	Operating Funds	Shift funds from Noel Levitz to advertising, need much more in resources
Investing in Excellence: Expanding Academic Offerings											
Distance Ed – grow BAAS – need core classes	2016	2017							0	Already funded	
Fort Worth initiative	2016	2022	getting information from committee						5,000,000		Currently developing Ft. Worth plan
Hispanic Serving institution – Academic Success	2017	2022							?	Exceptional Item – appropriation	
Total Expanding Academic Offerings											
Investing in Our Living and Learning Environment: Facilities											
New Residence Hall	2015	2016	35,250,000						35,250,000	Rev Bond – Housing	
Mass Communication Addition	2016	2017		4,000,000	2,000,000				6,000,000	Rev Bond – HEAF	
Sport Field Improvements	2016	2017	3,800,000						3,800,000	Master Lease – Fee	
West Campus Annex Parking lot	2016	2016	600,000						600,000	HEAF/parking fee?	Dependent on increase in parking fees, otherwise HEAF will pay
New HSHS Building	2016	2019		2,000,000	23,000,000	15,000,000			40,000,000	TRB	
Moffett Library Renovation	2016	2018	100,000	7,000,000	900,000				8,000,000	TRB	
Bridwell Renovation	2019	2020			500,000	4,000,000			4,500,000	TRB	
Fire Marshal/ADA – Fain, Hardin, Ferguson	2017	2018	100,000	5,700,000					5,800,000	TRB	
Fire Marshal/ADA – Memorial, Daniel	2017	2018	50,000						50,000	TRB	
New Facilities Shop	2016	2017	100,000	4,000,000					4,100,000	Bond – HEAF	
Renovation of Daniel for Students/Student Center	2016	2018	50,000			6,000,000			6,050,000	Rev Bond – Stu Ctr fee/Gift	
Mustangs Sports Complex	2019	2020				200,000	19,800,000	2,000,000	22,000,000	Rev Bond $6.5M, Gifts?	Will need to understand how to bond on pledged gifts
Parking Garage/New Residence Hall	2021	2022						50,000,000	50,000,000		
Total Facilities			40,050,000	22,700,000	26,400,000	25,200,000	19,800,000	52,000,000	186,150,000		
Total Priority Expenditures			40,947,000	23,712,000	27,642,000	26,442,000	21,042,000	52,782,000	192,567,000		

FRAMEWORK FOR ACHIEVING STRATEGIC INITIATIVES

PRIORITIES	FY16	FY17	FY18	FY19	FY20	FY21	TOTAL
Investing in Our People: Compensation – 4-Year Plan							
Total Compensation	897,000	1,012,000	1,242,000	1,242,000	1,242,000	782,000	6,417,000
Investing in Technology							
Funds to remain current in technology		700,000	700,000	800,000	800,000	800,000	3,800,000
Investing in Identity: Advertising/Branding							
Additional funds for advertising	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Investing in Excellence: Expanding Academic Offerings							
Distance Ed – grow BAAS – need core classes							0
Fort Worth initiative	getting information from committee						5,000,000
Hispanic Serving institution – Academic Success							?
Total Expanding Academic Offerings							
Investing in Our Living and Learning Environment: Facilities							
Total Facilities	40,050,000	22,700,000	26,400,000	25,200,000	19,800,000	52,000,000	186,150,000
Total Priority Expenditures	40,947,000	23,712,000	27,642,000	26,442,000	21,042,000	52,782,000	192,567,000

PLANNING A COMPREHENSIVE CAMPAIGN

- Perfect timing – now through FY22 and **Centennial Celebrations**!
- Building Bridges – excellent framework for shaping **MSU's Case for Philanthropic Support**
- Opportunities for –
    - $ Capital funding for strategic initiatives
    - $ Operating revenue through growth in unrestricted annual fund
    - $ Endowment growth through aggressive Centennial strategy for Planned Giving
    - $ Campus-wide engagement, education and involvement in fundraising activity
    - $ Long-term development of a sustainable donor cultivation and stewardship effort

QUESTIONS / DISCUSSION

- *Is there anything in the plan you would change or delete?*
- *Is there anything in the plan you expected to be included that wasn't?*

STRATEGIC BUDGET LEVELS

(1)
External Environment

(2)
Strategic Issues And Opportunities

(3)
Core Values

(4)
Mission/ Vision

(5)-(7)
Priorities, Goals, Objectives

(8)-(9)
Strategic Indicators and Evaluation

(10)
Action Steps, Timelines, Assignments

(11)
Costs and Revenues

(12)
Assessment

STRATEGIC BUDGETING: *Timelines and Responsibilities*

Continuing Goal / Strategic Priority / Objective / Action Step	Start Semester and Year	Finish Semester and Year	Senior Officer	Primary Senior Leadership	Secondary Leadership	Administrative Unit or Committee
Strategic Priorities						
2. Increase the size of the College.						
1. By 2010, Guilford College will increase head count enrollment to 3300, with 1500 traditional students, 1700 non-traditional CCE students (1400 FTE), and 100 ECG students						
1. Estimate the proportion of institutional growth that will come from meeting new retention and graduation rate targets and growth that must come from attracting new students.	2005 Spring	2005 Summer	VP Enrollment	VP Enrollment	CCE Dean, Director of IR & Assessment	Admissions, CCE, Director of IR & Assessment, Career Community Learning, Academic Departments
2. Identify key milestones to monitor growth and prepare contingency plans.	2005 Fall	2005 Spring	VP Enrollment	VP Enrollment	CCE Dean, Director of IR & Assessment	Admissions, CCE, Academic Dean, IR & Assessment, Career Community Learning, Academic Departments
3. Develop an enrollment management plan to establish 5-year growth targets associated with improved retention, academic focus programs, institutional alliances, etc. *[see also diversity plan goals, line #81).*	2005 Summer	2005 Fall	VP Enrollment	VP Enrollment	CCE Dean, Director of IR & Assessment	SLRP, Budget, IR & Assessment, Admissions, Career Community Learning, Academic Departments
4. Provide enrollment management plan to SLRP and President.	2005 Fall	2005 Fall	VP Enrollment	VP Enrollment	CCE Dean, Director of IR & Assessment	SLRP, Budget, IR & Assessment, Admissions, Career Community Learning, Academic Departments
5. Determine and plan for capacity constraints.	2005 Fall	2005 Fall	VP Enrollment	VP Enrollment	CCE Dean, Academic Dean	SLRP, Budget, Clerk's Committee, IR & Assessment, Admissions, Career Community Learning, Academic Departments
6. Determine and plan for expansion of academic resources.	2006 Spring	2006 Summer	VP Enrollment	Academic Dean	CCE Dean, VP Enrollment	SLRP, Budget, Clerk's Committee, IR & Assessment, Admissions, Career Community Learning, Academic Departments
7. Implement growth strategies.	2005 Spring	2010 Spring	VP Enrollment	VP Enrollment	CCE Dean	Director of IR & Assessment, Admissions, Career Community Learning, Academic Departments

STRATEGIC BUDGETING:
Costs

Continuing Goal / Strategic Priority / Objective / Action Step	2005	2006	2007	2008	2009	2010
Strategic Priorities						
2. Increase the size of the College.						
1. By 2010, Guilford College will increase head count enrollment to 3300, with 1500 traditional students, 1700 non-traditional CCE students (1400 FTE), and	$					
1. Estimate the proportion of institutional growth that will come from meeting new retention and graduation rate targets and growth that must come from attracting new students.	0	10,000	0	0	0	0
2. Identify key milestones to monitor growth and prepare contingency plans.	6,000	0	0	0	0	0
3. Develop an enrollment management plan to establish 5-year growth targets associated with improved retention, academic focus programs, institutional alliances, etc. *[see also diversity plan goals, line #81).*	25,000	5,000	0	0	0	0
4. Provide enrollment management plan to SLRP and President.	2,500	0			0	0
5. Determine and plan for capacity constraints.	0	10,000	0	0	0	0
6. Determine and plan for expansion of academic resources.	0	12,000	40,000	0	0	0
7. Implement growth strategies.	20,000	30,000	30,000	35,000	40,000	50,000

STRATEGIC BUDGETING: *Financing*

ANCIAL FEASIBILITY R MULTIPLE GOAL

GOAL SOUGHT	REQUIREMENT	ANTICIPATED CHANGES	CRITICAL FINANCIAL CONSIDERATION
Accommodate 50% increase in Undergraduate Enrollment	• Capital for Facilities and Technology • New Facilities New Programs	• New markets accessed • Greater competition • Improvements in retention New Science Facility	• Will marginal revenue increase faster than increased costs
50% of undergrads to live on campus	• Capital for 250 to 300 additional beds • Capital new dining	• Campus Ambience and support facilities also improve	• Debt for Residences vs. Academic Needs
Improve academic standing for incoming students	• Funding to increase discount rate	• Change in competitor institutions for certain students	• "New" student expectation require greater services
Improve national/regional ranking	• Funding for admission, student and academic performance • Recognized program effort	• Competition on quality measures beyond enrollments	• Easier improvement achieved, marginal improvements not adequate
Reduce faculty teaching load development	• Faculty time for course to grow	• Faculty expectations continue • Depreciation cash availability	• Need to reduce adjunct percentage at same time Faculty salaries have increased
Reduce deferred maintenance	• Funding depreciation costs • Recognize depreciation for new facilities	• Quality of facilities and technology upgraded	• Debt limitations • Creating facilities standards
Meeting pricing competition	• Anticipated tuition and fee rate increases to slow	• University will be concerned with pricing	• Low tuition/ low discount moving toward moderate tuition/ moderate discount
Sustaining 35% Minority enrollment	• Continued community and regional outreach • Financial aid funding	• Existing populations will remain	• Financial aid and scholarship funds adequacy

Glen Stine, *Making Financial Goals an Integral Facet of Continuous Strategic Planning* (Washington, DC: Kaludis Consulting, 2005).

STRATEGIC BUDGETING:
Sample Strategic Indicators

Enrollment	**03/04**	**04/05**	**05/06**	**06/07**	**07/08**
FT degree enrollment	1,740	1,760	1,801	1,799	1,812
6 year graduation rate	76.0%	78.2%	78.4%	77.5%	81.4%
Diversity					
Students of color	13.1%	13.5%	14.6%	16.0%	16.6%
International students	3.7%	3.8%	4.4%	4.3%	4.2%
Admissions					
Admit rate	44.2%	45.7%	43.4%	47.7%	48.1%
Yield rate	30.4%	29.2%	29.5%	28.1%	27.4%
Cost					
% increase in comp. fee	4.9%	5.2%	5.4%	5.3%	5.3%
Discount rate	31.7%	32.6%	32.6%	33.8%	34.8%
Faculty					
Student/faculty ratio	11.3	11.4	11.5	11.3	11.6
Classes under 20 students	74%	74%	75%	76%	74%
Finance					
Operating margin	2.1%	1.9%	1.7%	-0.9%	-0.7%
Endowment per student	$75,059	$123,148	$150,906	$175,253	$143,033
Advancement					
Alumni giving rate	26.0%	23.1%	22.2%	20.3%	22.2%

STRATEGIC BUDGETING:
Competitive Analysis

Comparative Indicator	Guilford College FY 10 Goal	Guilford College most recent	Peer Average Range	Peer Average Rank (of 14)	Aspirant Average Range	Aspirant Average Rank (of 9)
7. Traditional student enrollment	**1500**	**1243**	**1788** **683-3054**	**10**	**1987** **1146-2696**	**7**
8. Non-traditional student enrollment	**1700**	**858**	**651** **113-1860**	**5**	**85** **5-207**	**1**
9. *First-year retention rate (traditional students)*	**80%**	**76%**	**80%** **67-93%**	**11**	**86%** **76-92%**	**8**
10. New entering student retention rate (non-traditional students)	**79%**	**77%**	**80%**		**n/a**	
11. *Average SAT*	**1225**	**1145**	**1122** **1025-1210**	**4***	**1256** **1055-1285**	**7**
12. *% of traditional students in top 10% of high school class*	**25%**	**14%**	**33%** **20-44%**	**6***	**40%** **19-61%**	**9**

CLOSING THE STRATEGIC GAP

- Best way is to close the gap during plan development by lowering expectations and expenses, or finding new resources;
- Ends should be prioritized in advance so that shortfalls in financing result in predictable adjustments to less important goals and objectives;
- Visible and practical “what if” scenarios anticipate possible strategic gaps;
- The plan’s duration can be extended to allow more time for ends to be accomplished or resources to be obtained; and
- Goals and objectives can be preserved but more economical action steps selected to accomplish them.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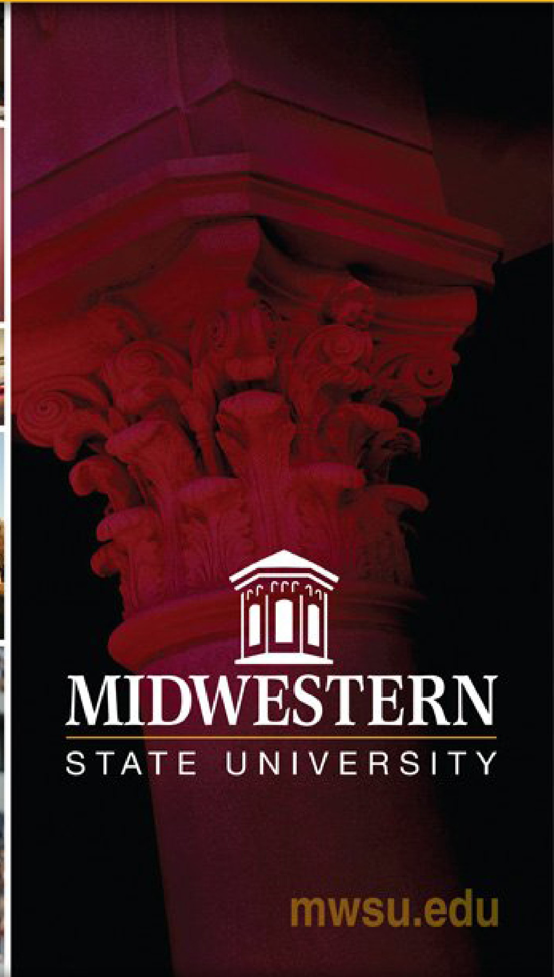

MIDWESTERN
STATE UNIVERSITY
mwsu.edu

FROM VISION TO MASTER FACILITY PLAN

What changes will we see?

TELLING THE MSU STORY

The MSU campus

- evokes memories, pride, spirit and traditions
- gathers, engages and inspires across generations
- serves as the "emotional" North Star for alumni and donors
- provides the intersection for honoring the past and embracing the future with passion
- is MSU's evolving storyteller

Master Facility Plans are the backbone of institutional fundraising and communications. They offer an evolving canvas for ongoing progress, accomplishment and transformation.

A Comprehensive Campaign for MSU

- Planned and launched to coincide with Centennial Celebrations in 2022 and completion of Plan
- Supports the MSU story by supporting excellence

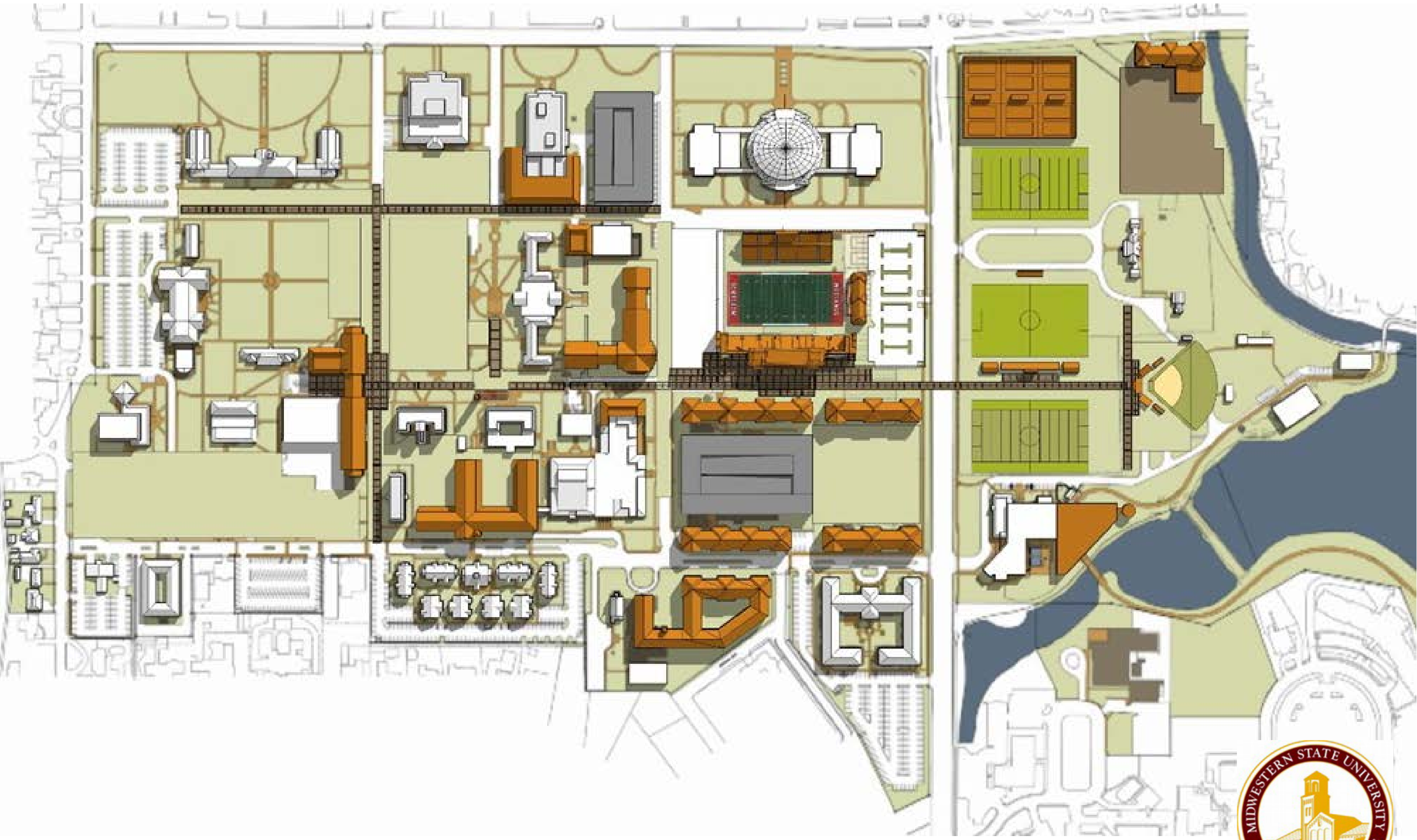
PLANNING FRAMEWORK AND CONTEXT

President Suzanne Shipley

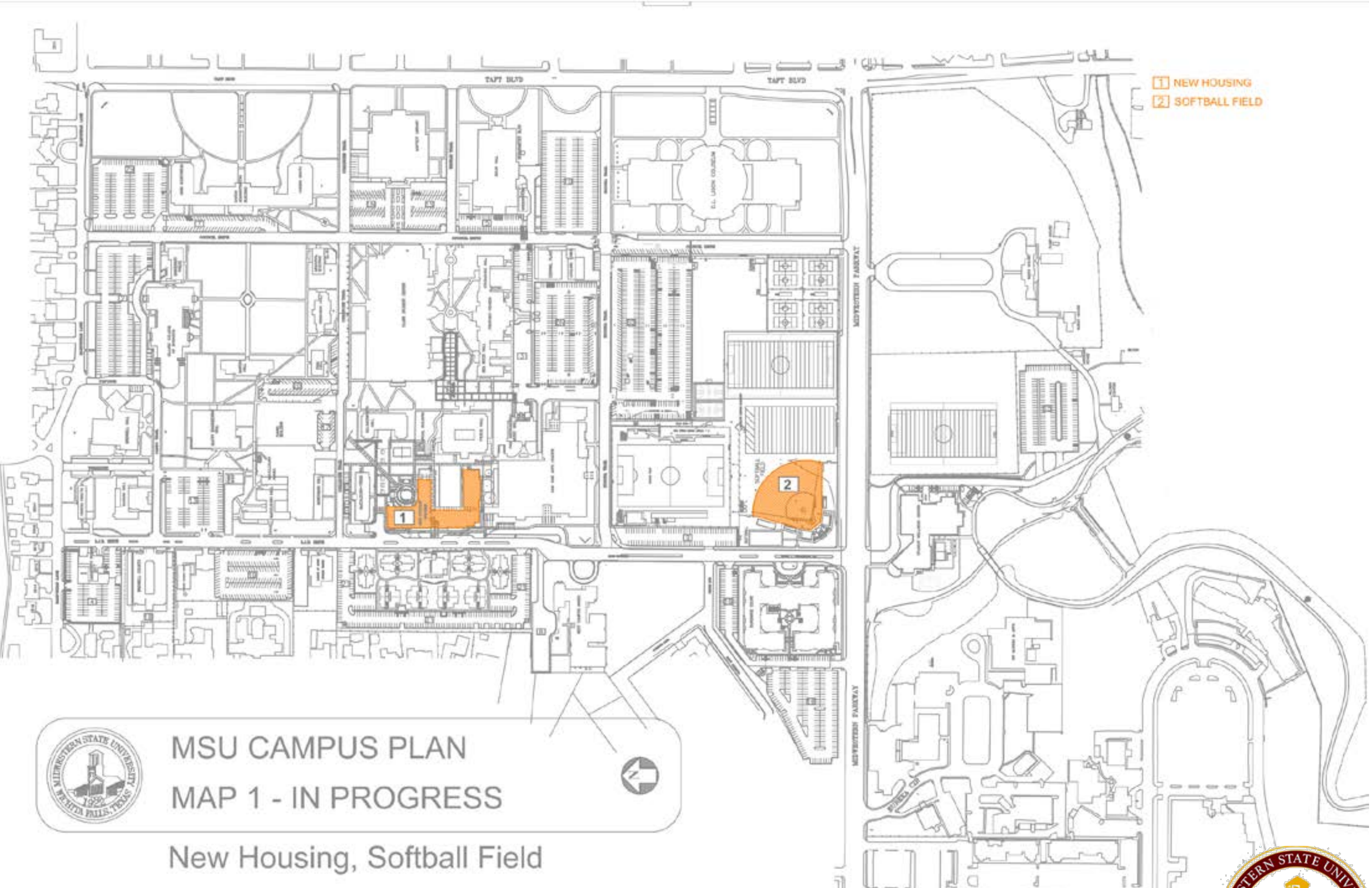
MSU CAMPUS PLAN TODAY – FY 22

Kyle Owen, AVP, Facilities

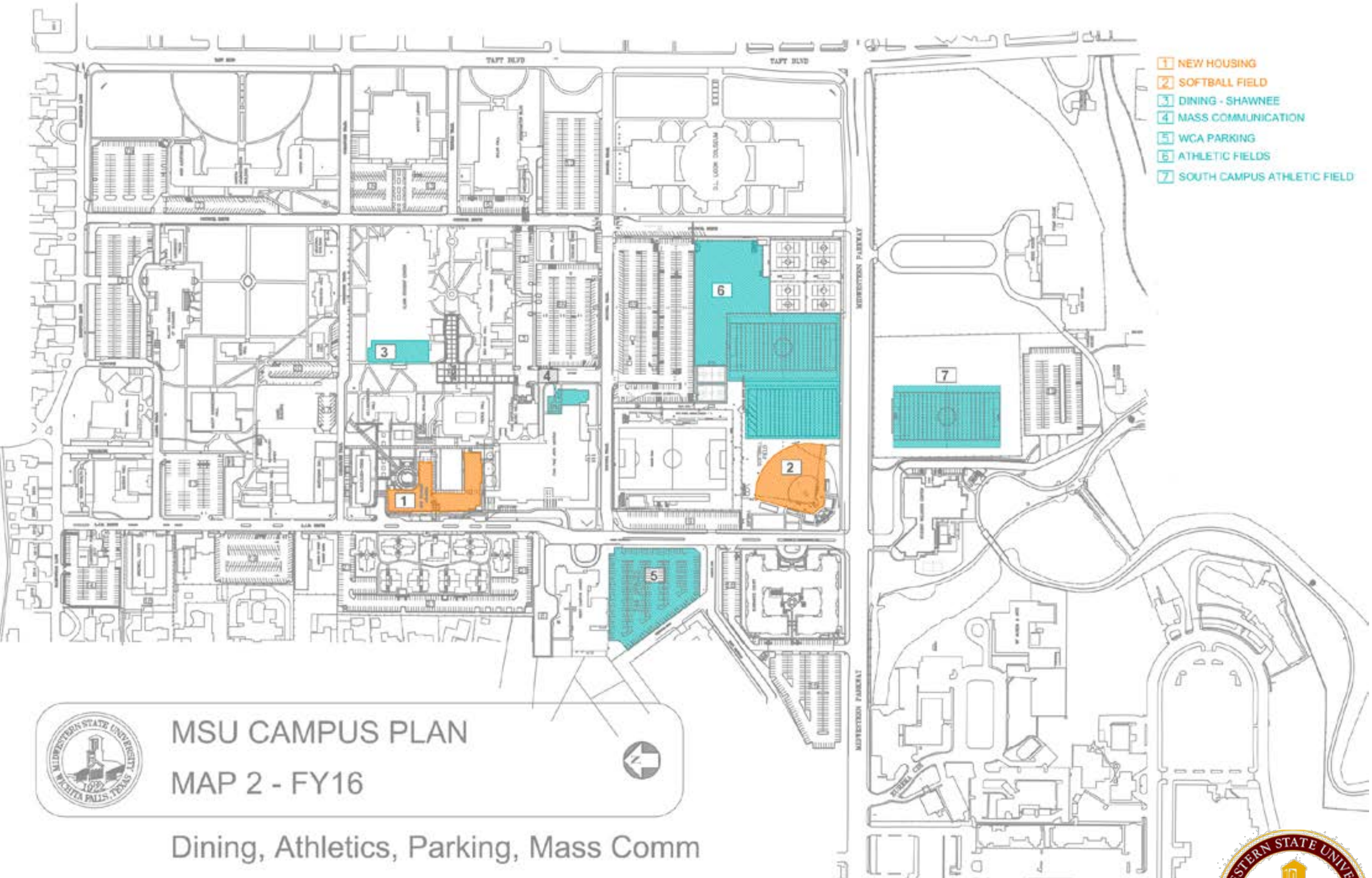
CONCEPTUAL VISION 2014



MIDWESTERN STATE UNIVERSITY
1922
WICHITA FALLS, TEXAS



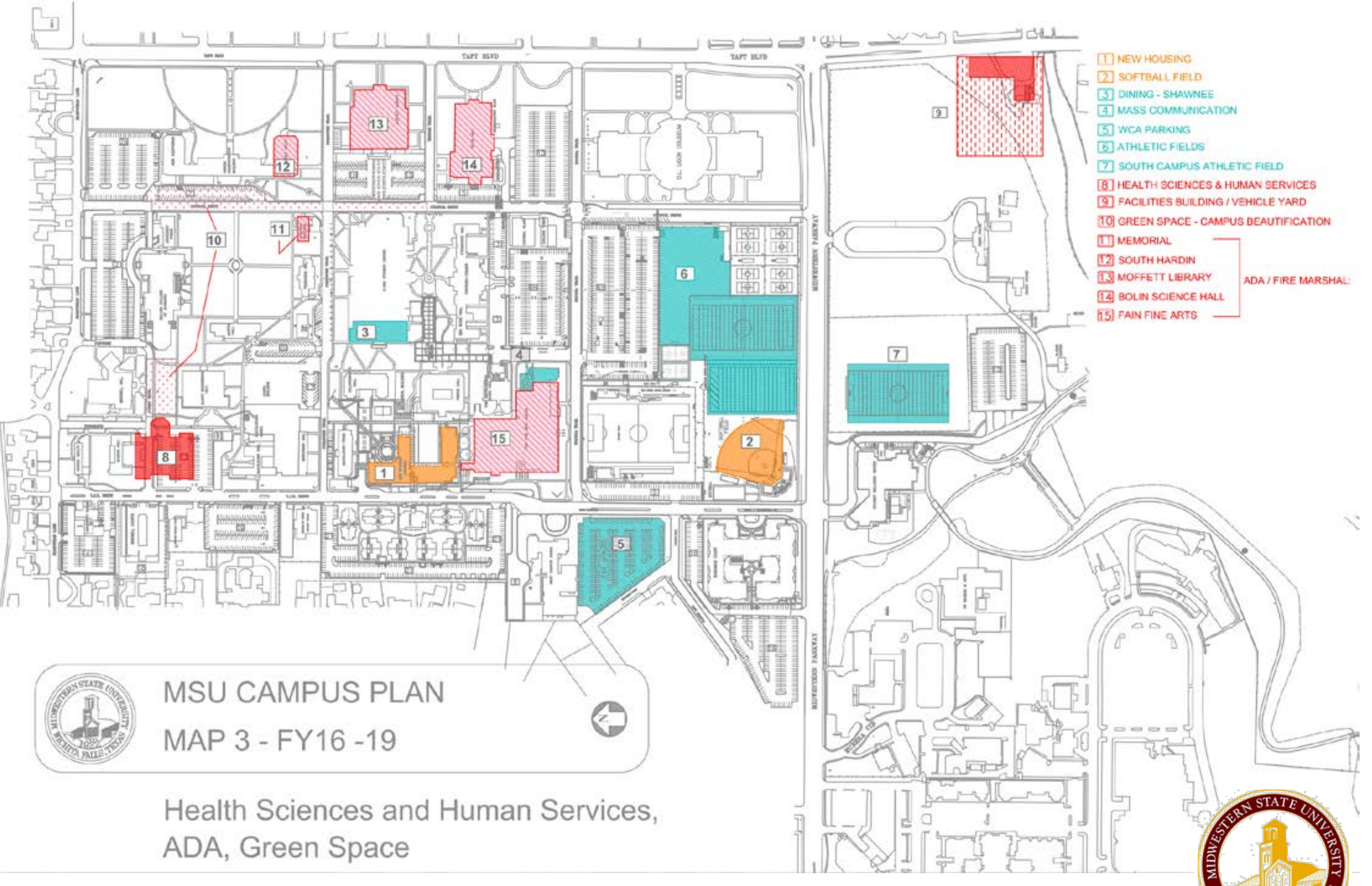
New Housing, Softball Field



MSU CAMPUS PLAN

MAP 2 - FY16

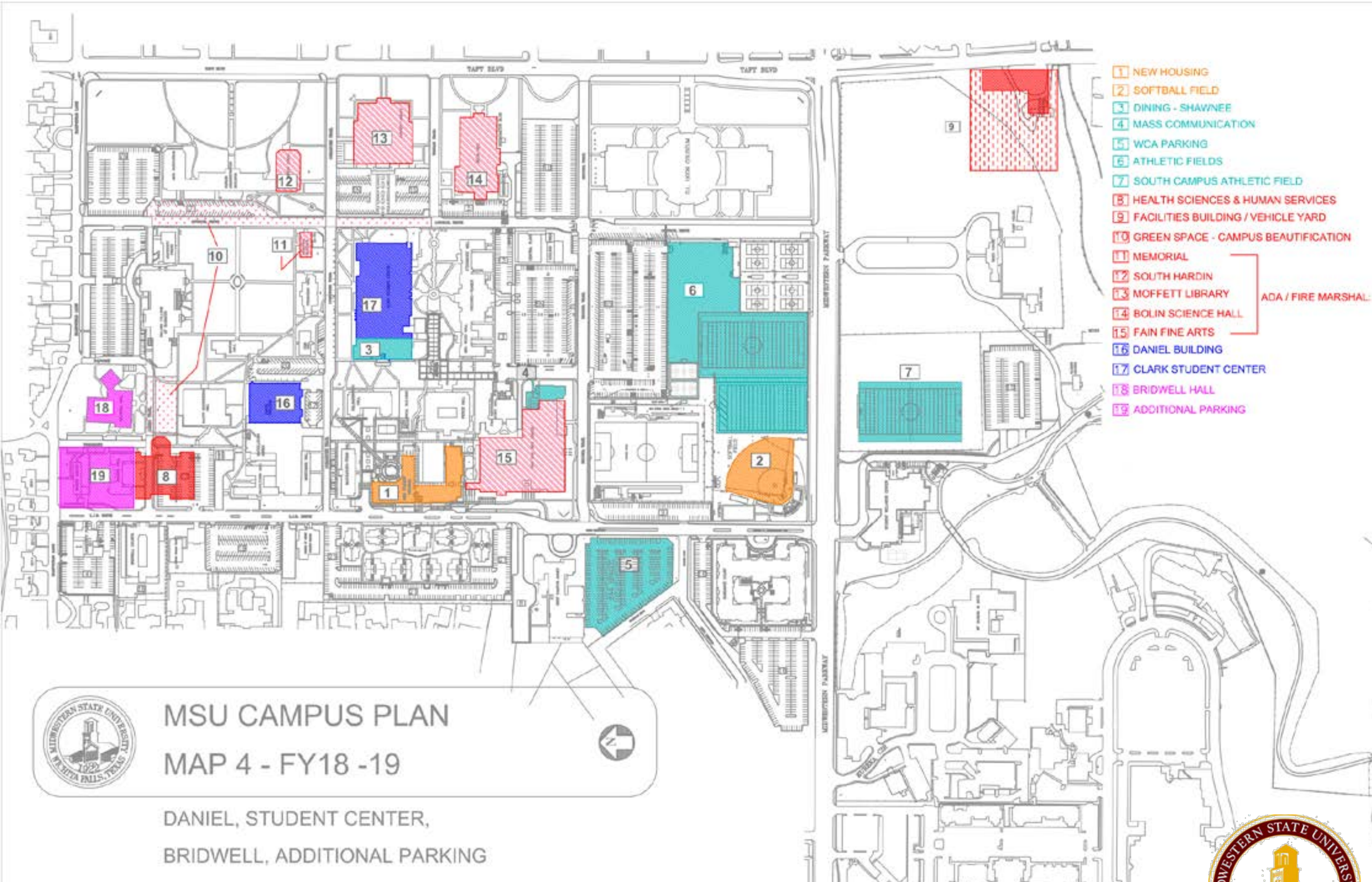
Dining, Athletics, Parking, Mass Comm

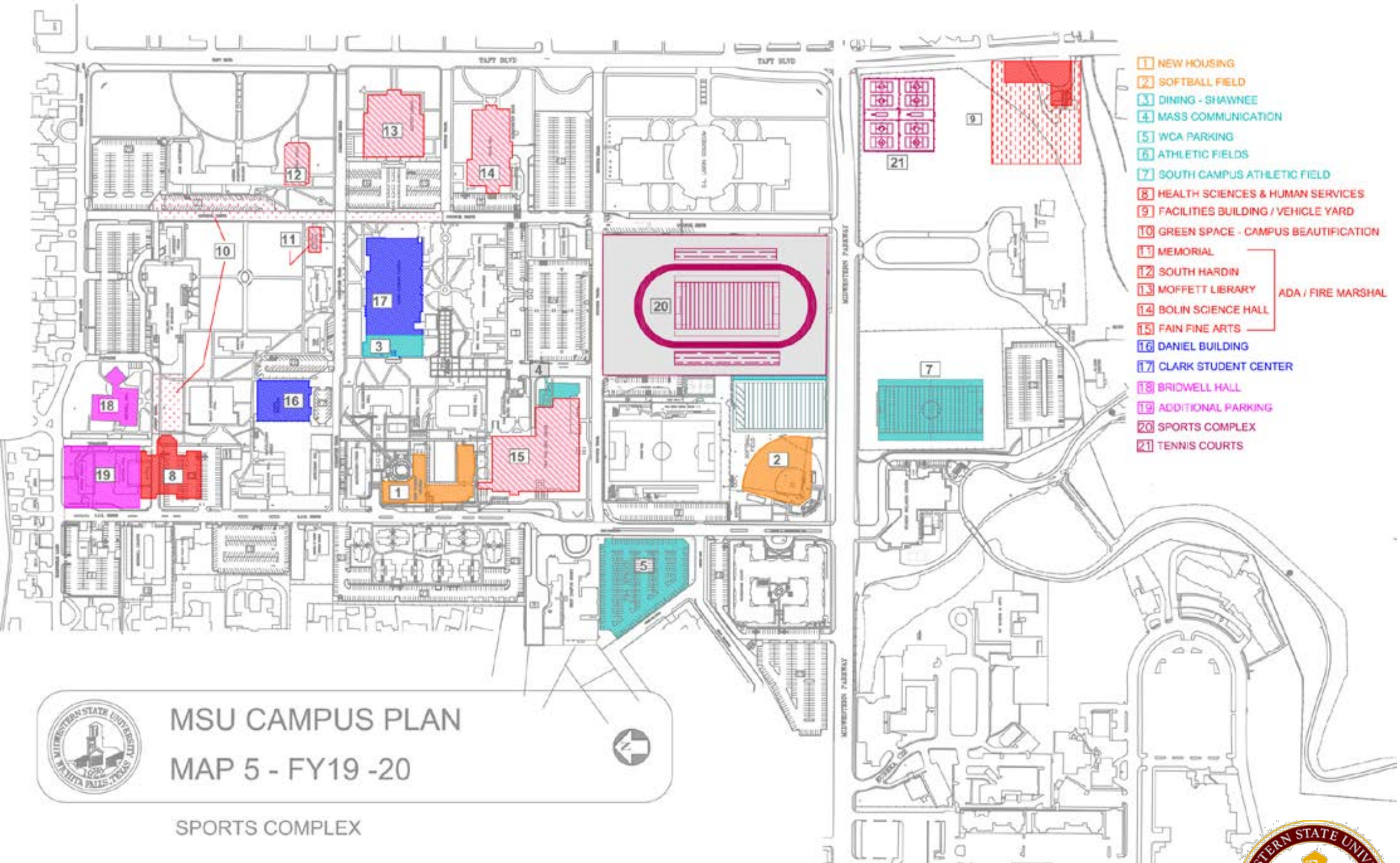


MSU CAMPUS PLAN

MAP 3 - FY16 -19

Health Sciences and Human Services, ADA, Green Space

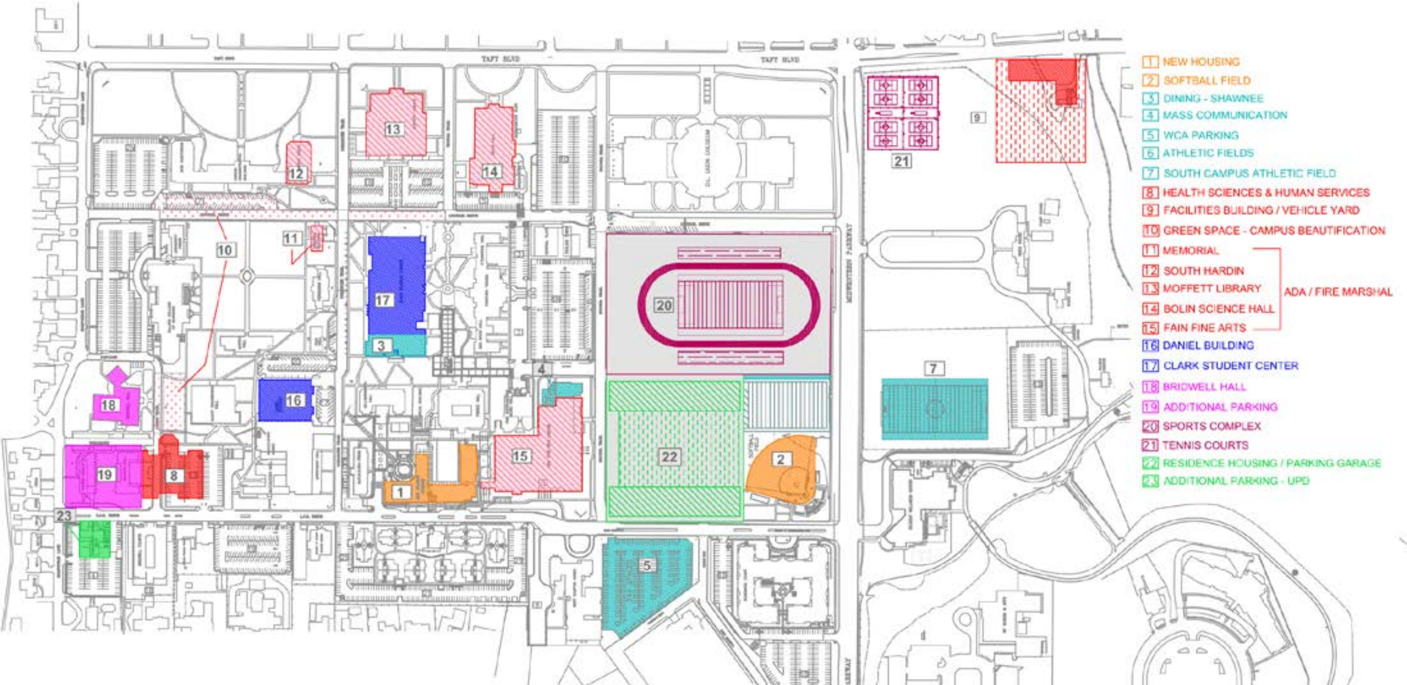

TAFT BLVD
1 NEW HOUSING
2 SOFTBALL FIELD
3 DINING - SHAWNEE
4 MASS COMMUNICATION
5 WCA PARKING
6 ATHLETIC FIELDS
7 SOUTH CAMPUS ATHLETIC FIELD
8 HEALTH SCIENCES & HUMAN SERVICES
9 FACILITIES BUILDING / VEHICLE YARD
10 GREEN SPACE - CAMPUS BEAUTIFICATION
11 MEMORIAL
12 SOUTH HARDIN
13 MOFFETT LIBRARY
14 BOLIN SCIENCE HALL
15 FAIN FINE ARTS
ADA / FIRE MARSHAL
16 DANIEL BUILDING
17 CLARK STUDENT CENTER
18 BRIDWELL HALL
19 ADDITIONAL PARKING
MSU CAMPUS PLAN
MAP 4 - FY18 -19
DANIEL, STUDENT CENTER,
BRIDWELL, ADDITIONAL PARKING



MSU CAMPUS PLAN

MAP 5 - FY19 -20

SPORTS COMPLEX



MSU CAMPUS PLAN

MAP 6 - FY21- 22

NEW RESIDENT HOUSING / PARKING GARAGE

QUESTIONS / DISCUSSION

- *Is there anything in the plan you would change or delete?*
- *Is there anything in the plan you expected to be included that wasn't?*

REVIEW AND WRAP-UP

Next steps forward.

BUILDING BRIDGES TO A VIBRANT FUTURE

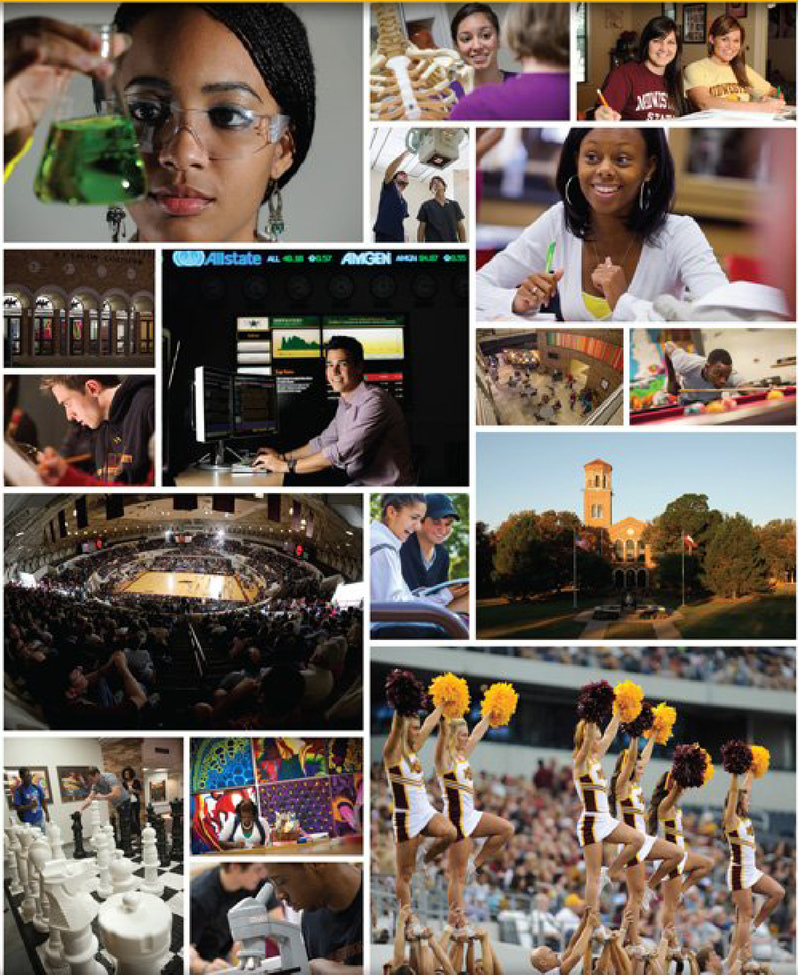
- ✓Monitor, evaluate and adjust course wisely when needed
- ✓Embed Board review into routine meetings
- ✓Focus on the alignment of initiatives to strategy, funding, activity and outcomes
- ✓Initiate campaign planning alongside strategic planning
- ✓Celebrate successes often, declare victories along the way

BUILDING BRIDGES TO A VIBRANT FUTURE

- Final questions, comments, clarifications?
- Board support for Strategic Initiatives?
- Takeaways from today?

- Concluding comment – Mr. Hessing

EXECUTIVE SESSION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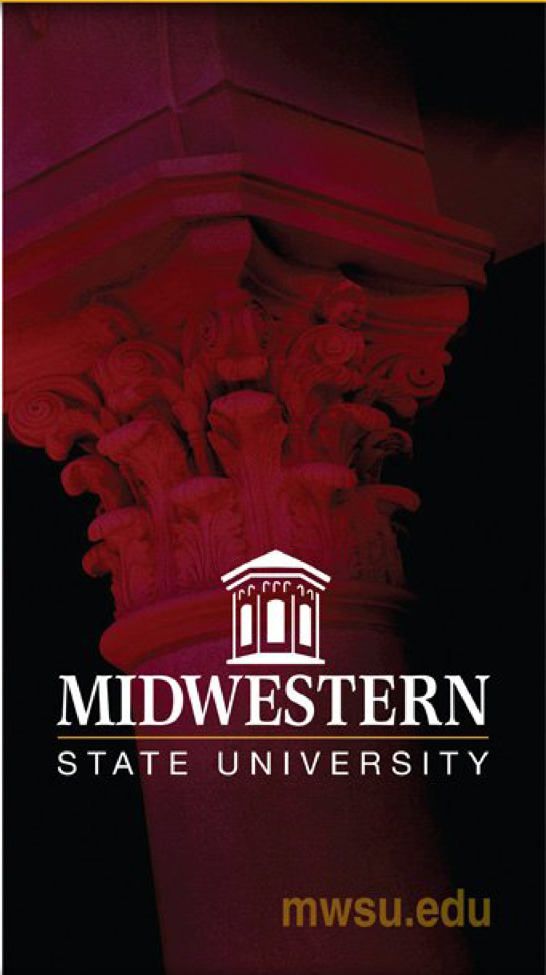
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