

**MINUTES  
MIDWESTERN STATE UNIVERSITY  
BOARD OF REGENTS  
Executive Committee  
May 12, 2016**

The Executive Committee of the Board of Regents, Midwestern State University, met in the J. S. Bridwell Board Room, Hardin Administration Building, Wichita Falls, Texas, at 1:55 p.m., Thursday, May 12, 2016. Executive Committee members in attendance were Mr. Shawn Hessing, Chairman; Ms. Tiffany Burks, Vice Chairman; Dr. Lynwood Givens, Secretary; and Mr. Sam Sanchez, Member-at-Large. Other regents attending the meeting were Mr. Warren Ayres, Mr. Caven Crosnoe, Mr. Jeff Gregg, Ms. Nancy Marks, Dr. Shelley Sweatt, 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 Affairs 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 and Dean of Students. Other university personnel attending the meeting included Dr. Terry Patton, Dean, Dillard College of Business Administration; Dr. Susan Harvey, Chair, MSU Department of Music; Dr. David Carlston, Chairman, MSU Faculty Senate; Ms. Angie Reay, Vice Chair, MSU Staff Senate; Mr. Newman Wong, Research Analyst; Mr. Charlie Carr, Director of Athletics; Mr. Barry Macha, General Counsel; Ms. Leigh Kidwell, Director of Internal Audits; 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, outgoing President; Ms. Shayla Owens, incoming President; and Ms. Andrea Mendoza-Lespron, incoming Vice President. Representing the news media was Ms. Lana Sweeten-Shults, Wichita Falls *Times Record News*.

Chairman Hessing called the meeting to order at 1:55 p.m.

Reading and Approval of Minutes

16-84. The Executive Committee approved the minutes of the February 11, 2016, meeting as presented.

Dallas-Fort Worth Update

16-85. Mr. Hessing reported that in November the Board authorized the administration to engage a market research firm to study the possibility of expanding academic course offerings in the Dallas-Fort Worth (DFW) area. An update was presented in the Board Book and he asked Dr. Shipley and Dr. Lamb to provide additional information.

Dr. Shipley stated that by slowly and carefully expanding the destinations to which MSU offers programs, the MSU identity would expand and improve to new areas and student populations. She noted that the MSU mission would not change, but that the student

population in other areas should increase. She added that the expansion would benefit the Wichita Falls campus as well as new students in the expansion area learn about MSU.

Dr. Lamb noted that Dr. Terry Patton, co-chair of the DFW Expansion Task Force, was in attendance and was available to answer questions the Board might have. He stated that the presentation given to the Board in February discussed a DFW expansion that would possibly include a standalone facility for MSU. He reported that MSU had been presented opportunities to partner with at least one and maybe more community colleges and the administration's thinking had shifted somewhat as reflected in the information presented in the Board Book. He reported that operational efficiencies could be gained through sharing a facility with another institution. He noted that partnering and locating with an established community college could help MSU's brand identify in the DFW area. He added that this type of plan was also consistent with the Texas Higher Education Coordinating Board's (THECB) new 60x30 strategic plan.

Dr. Lamb reported that four MSU classes were scheduled to be offered at Weatherford College Wise County (WCWC) beginning in the summer. The WCWC campus is located between Decatur and Bridgeport. He stated that the administration and faculty were also visiting with a second community college in the DFW area about a possible partnership. He noted that MSU's goal with the DFW expansion was to extend MSU's public liberal arts mission to the extensive population of working adults in the area. He indicated that the current plan would be to enroll 500 students by the fall of 2019 and 1,000 students by the fall of 2022, which is MSU's 100<sup>th</sup> anniversary.

Dr. Lamb noted that MSU undertook a market research analysis to determine demand. The report indicated that there are a significant number of potential adult learners without a bachelor's degree in the areas being considered. He noted that this information was detailed in Appendices B and C of the information provided in the Board Book.

He then presented an Executive Summary from the Market Research Study that was undertaken by Simpson Scarborough (see Attachment 1). He noted that the company looked at an adult population age 25 and over in a well-defined area of the Metroplex, and also surveyed 100 employers in the Alliance Corridor. Slides 3 and 4 of the presentation showed the adult completion and master's degree programs prospective students and employers were most and least interested in pursuing. Slide 5 showed the most and least important factors prospects consider when choosing higher education programs as adult learners. It also summarized responses from employers when asked what they look for potential employees. Slide 6 reported on survey respondents' perception of MSU as compared to other institutions in the DFW area. MSU was rated lowest in familiarity and academic quality. Dr. Lamb reported that having a larger presence in the area and strengthening the MSU brand would improve the perception of MSU in the area. He added that this would also aid recruiting for the main campus. Slides 8-13 showed the competitor analysis of ten of MSU's peer institutions. Dr. Lamb indicated that this information would be considered as the administration determines possible program offerings for the DFW area.

Mr. Gregg expressed concern with a start-up cost of \$350,000 and asked if adequate revenue could be generated to cover the cost if no additional outside funding was

received. Dr. Lamb responded that the costs would have to be amortized over several years.

Mr. Sanchez noted that the high-growth area of Parker County was mentioned in the report and asked if that might be another area the university could consider. Dr. Lamb responded that the main Weatherford College campus was located in Parker County and indicated that if the MSU offerings in WCWC were well received there might be opportunities to expand offerings to the main campus.

Dr. Givens asked Dr. Lamb to discuss what attracted Weatherford College to MSU. Dr. Lamb responded that a portion of the community college's funding is based on the number of their students that go on to complete bachelor's degrees. He indicated that having a baccalaureate opportunity on site provides additional benefits. Dr. Givens asked about the additional cost that would be necessary to offer upper-level courses. Dr. Lamb responded that students taking MSU courses at WCWC would pay MSU tuition and fees. Dr. Givens asked how many MSU students transfer from community colleges. Dr. Lamb responded that the most recent Dashboard reported 2,235 community college transfers in the fall of 2015. Dr. Shipley commented that MSU locating at a community college provides seamless articulation and helps students finish a degree in fewer years. She added that MSU's brand awareness would be increased through access to the community college's legislators, Chambers of Commerce, and residents. Mrs. Marks asked about the possible Title III grant funding that was mentioned. Dr. Shipley responded that it was federal funding similar to the Trio Grants that MSU has received in the past.

Mr. Crosnoe asked if the current transfer students were adult learners or traditional students. Dr. Lamb responded that he did not know. Dr. Patton added his understanding that the majority of junior college transfer students at MSU were traditional students.

Ms. Piehler asked how the decision was made to offer the particular courses in Wise County. Dr. Stewart responded that she and the deans visited with WCWC faculty and administration about what they were looking for and these were the programs that rose to the top.

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

#### Campus Master Plan and Construction Update

16-86. Mr. Hessing reported that the Board Book included project status reports and a report on smaller construction projects. Mr. Owen presented photographs of current projects as shown in Attachment 2. This information related to the progress of the student housing project, the intramural/athletic turf fields, the mass communication addition project, and the West Campus Annex parking lot and Mustangs Walk Extension that will commence soon.

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

### Tuition Revenue Bond Programming Plan Review

16-87. Mr. Hessing noted that MSU received authorization from the state legislature for \$58.4 million in Tuition Revenue Bond (TRB) funding. The administration contracted with an architectural firm to study the projects proposed in the TRB request and to recommend a program and budget for each part of the plan. He indicated that information was presented in the Board Book and asked Dr. Fowlé to review the information provided.

Dr. Fowlé reported that MSU requested \$73 million during the last legislative session for a new health sciences and human services building and to address certain infrastructure needs. The university received authorization for \$58.4 million which required the administration and faculty to determine a plan that would best meet the needs of the institution. The architectural firm worked with the campus to develop a reasonable plan given the funds available. She noted that the plan includes using \$40 million for a new Gunn College of Health Sciences and Human Services building. She added that the project also would include work on the Fain Fine Arts Building, the Hardin Administration Building, and the Bolin Science Hall to address Texas Accessibility Standards (TAS), Americans with Disabilities Act (ADA), and Fire Marshal upgrades, as well as other code issues and renovations. Dr. Fowlé reported that \$7 million to upgrade the Moffett Library was also included in the plan. The final part of the project, which would be included in the new Gunn College building, is a new location for Information Technology infrastructure. She indicated that this would include relocating fiber and building a more secure server room with backup generators. She noted that this portion of the project was estimated at \$1.6 million. She added that the architects also provided information regarding other projects that could be considered at a later time, when funding becomes available.

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

### Facilities/Daniel Rehabilitation Project Review

16-88. Mr. Hessing reported that the administration contracted with Bundy, Young, Sims and Potter Architects to conduct a feasibility study on relocating the operations currently housed in the Daniel Building and repurposing the building for student activities. A copy of the report from the architectural firm was presented in the Board Book. He asked Dr. Lamb and Dr. Fowlé to discuss this information.

Dr. Lamb reported that the general thinking of the administration has been that if at any time the facilities operations could be moved out of Daniel Building, it would provide a good opportunity to expand student life on campus. He stated that the needs of student life on the campus have increased as MSU has become more of a residential campus. Dr. Lamb reported that the Clark Student Center (CSC) had been renovated 11 times over the years; the last time being 1988 when MSU was more of a commuter school. He noted that as additional services have been made available for students, the student space in the CSC has been cannibalized. He stated that a second dining space is being added to the CSC with the opening of 500 new beds in the fall 2016. He indicated that the administration would like to ultimately turn the Daniel Building into a Student Life Building, a second part of the student center as show in the Board Book.

Dr. Fowlé reported on possible options for moving Facilities Services and noted that the current location in the center of campus is not ideal. She indicated that a better location

would be on the outer perimeter of campus with good transportation access. She reported that during the 2014 master planning process, an area on the southeast corner of campus was identified as an ideal location. She indicated that the first building would be a workspace and parking area behind the current Kappa Alpha (KA) House on Taft Boulevard. An administration building would then be built on the front of the property. She noted that the cost of these new facilities was estimated to be approximately \$5 million. She added that the Facilities Services administration building would be a metal building with some brick on the front.

Dr. Fowlé stated that according to the recommendation, the Purchasing Office would move to the current Sims Center location after the Sims Center is moved to the new Gunn College building. The trucks that make deliveries to the campus would deliver them to the off-campus location, and daily runs would be made to campus with the needed supplies and equipment. She stated that making these changes would open up the 36,000 square foot Daniel Building for other uses.

Mr. Hessing asked if there would be a duplication of effort by delivering things to the Sim Center and then having to deliver the items to the campus. Dr. Fowlé indicated that the deliveries would have to be scheduled so that there were limited runs between the locations. Dr. Shipley stated that such a move would not happen until the new Gunn College building was complete. She noted that the administration wanted to present these ideas to the Board to collect opinions and reactions.

Mr. Ayres expressed concern that a valuable piece of property was being considered for Facilities Services. He asked if there might be a location further off campus that might be considered. He stated that the location of the South Campus could possibly be used for important campus expansion in the future. Dr. Fowlé commented that with this proposed location the groundskeepers, custodians, electricians, plumbers, and others that have a shop and supplies would have to move back and forth to the main campus during the day. She indicated concern that efficiencies might be lost if they were moved farther from the main campus. Mr. Owen agreed that he would not want the operation to be too far off campus and noted that going back and forth across Midwestern Parkway in golf carts at the present time can be challenging.

Mr. Hessing asked if the area of the houses MSU owns on Hampstead might be an option for Facilities Services. Dr. Shipley responded that this had not been looked at closely. She added that this was the architect's recommendation and the administration wanted to hear from the Board concerning this placement.

Mr. Hessing indicated that it would be helpful to have an overhead photograph of the campus to include the South Campus, the Hampstead houses, and perhaps the Sim Center property also.

Ms. Piehler asked if the Greek space in the Daniel Building would be available before the KA house was demolished. Dr. Fowlé responded that with the architect's plan it would not be. Dr. Shipley commented that a temporary location would be made available for the KAs.

Dr. Givens stated that the Board had a similar discussion in February and that he agreed with Mr. Ayres. He asked the administration to come back to the Board with an alternative location to consider.

Dr. Sweatt asked if the administration had considered building up on an existing building, such as the Clark Student Center. Dr. Lamb responded that the CSC was not built to structurally support additional stories.

Mr. Gregg stated that consideration should be given to using the property on Hampstead. Mr. Hessing indicated that parking may still be the best option for that space but that the administration should explore all options. Mr. Ayres asked if additional homes contiguous to the north of the Hampstead houses could possibly be purchased to provide additional space. It was noted that this might not be viewed well in the community.

Mr. Crosnoe stated that he was interested in seeing the administration's Plan B. He added that he supported the idea of moving Facilities out of the middle of campus sooner rather than later.

This item was presented for information only and no action was taken.

#### Capital Expenditure Plan (MPI) Report - FY 2017-2021

16-89. Mr. Hessing reported that each year the Texas Higher Education Coordinating Board (THECB) requests an update of the university's five-year plan for new construction, land acquisition, information resource projects, and major repair and renovation projects. He noted that a copy of the proposed MPI was shown in the Board Book.

Mr. Owen commented that this is a yearly report that must be submitted to the THECB. The report does not obligate the state to provide funding nor does it obligate the Board of Regents to approve any of the projects. He noted that if a project does not appear on the list and the university seeks authorization or funding for the project, the president will be questioned as to why the project was not a part of the university's long-term plan.

Mr. Sanchez asked if the priorities mattered and if they could be changed. Mr. Crosnoe noted that the first priority was not presented as an option during the earlier discussion. Dr. Givens expressed concern that the top priority item was a small amount of money. Dr. Shipley mentioned that the administration does not yet know if a property purchase as part of the DFW Expansion will come to fruition. Dr. Givens stated that if the state generally only funds the university's top priority item, it would make more sense to put a larger project as the first priority item. Dr. Shipley asked if the DFW exceptional item request for \$2 million would be problematic if an item for DFW expansion was \$5 million. Dr. Fowlé indicated that it would not. She explained that the \$2 million request would be for operational expenses while the project on the MPI would be to purchase a building.

Mr. Hessing asked the administration to work on the MPI based on the discussion. He indicated that the item would be tabled for further discussion the following day.

#### Texas Public Finance Authority (TPFA) MSU Bond Resolutions

16-90. Mr. Hessing reported that two resolutions were presented in the Board Book for the Board's consideration. He asked Dr. Fowlé to explain the resolutions. Dr. Fowlé indicated that the bond resolutions would allow the Texas Public Finance Authority to issue \$58.4 million in Tuition Revenue Bonds on MSU's behalf. She stated that while MSU has the statutory authority for financing from the state, this resolution allows the TPFA to do what is necessary to issue the bonds. Dr. Fowlé noted that the bonding would take place during the summer and the university would receive the money in September or October. She stated that the second resolution would allow MSU to be reimbursed out of the bond proceeds for the expenses incurred before the bonds are issued.

Dr. Givens moved approval of these resolutions as presented. Mr. Sanchez seconded the motion and it was approved.

#### Gunn College of Health Sciences and Human Services Building Project – Project Approval Amount

16-91. Mr. Hessing noted that the administration's recommendation for this item was modified from what was originally placed in the Board Book and indicated the administration recommended the following.

- A. Approve the project at a total cost not to exceed \$38 million (95% of the \$40 million in funds available);
- B. authorize the administration to contract with the previously approved architectural firm, Randall Scott Architects, at a cost not to exceed \$3.2 million;
- C. approve and authorize the administration to contract with Trinity Hughes/Sundt as construction manager at risk (CMAR) contractor; and
- D. authorize the President to increase the budgeted and contracted amounts in an amount not to exceed five percent of the Board approved amount (available funds for this project total \$40 million).

Mr. Owen stated that in February the administration discussed with the Board taking steps to keep the construction costs under control. He indicated that through this action, the CMAR contract would be set at a maximum that is five percent less than the funds available and Dr. Shipley would be authorized to approve additional funding up to the funds available if needed.

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

#### Texas Accessibility Standards (TAS), Americans with Disabilities Act (ADA), and Fire Marshal Upgrades Project – Project Approval Amount

16-92. Mr. Hessing noted that a portion of the TRB funding would address code improvements to the Fain Fine Arts Center, Bolin Science Hall, and the Hardin Administration Building. Recommendations related to this item were presented in the Board Book and he asked Mr. Owen to review these items.

Mr. Owen indicated that these recommendations were similar to the previous item, with the approval of the total project cost and allowing Dr. Shipley to increase the budget up to the funds available if necessary.

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

#### Legislative Appropriations Request (LAR)

16-93. Mr. Hessing reported that MSU's legislative request for the next biennium would be prepared during the next few months. He stated that the majority of the request is driven by historical enrollment and financial information and added that the requests for special funding require support from the Board of Regents. Mr. Hessing asked Dr. Shipley to provide any additional information beyond what was presented in the Board Book. Dr. Shipley stated that funding similar to the request for the Metroplex expansion had been approved by the Legislature for other universities in the \$2 million range. She added that the next TRB request would address renovation needs of the Bolin Science Hall.

Mr. Hessing asked for a motion to authorize the administration to develop funding requests for LAR exceptional item requests as presented. Mr. Sanchez moved approval and Mrs. Burks seconded the motion.

Dr. Givens stated that he serves on another State Board and that they have had success with the Board members meeting with legislators on specific committees regarding the funding requests. He indicated that while the other is a statewide Board, it might be something the MSU Board might consider.

There being no further discussion, the motion was approved.

#### Naming of New Residence Hall

16-94. Mr. Hessing noted that the Board Book contained information about this naming. He asked Dr. Lamb to provide any additional information necessary. Dr. Lamb commented that in selecting a name for the new residence hall Dr. Shipley requested that one of the student governing organizations formulate recommendations to be presented. The Residence Hall Association (RHA) was engaged and worked with resident students to generate a list. Three recommendations were forwarded to the administration and the recommendation to the Board was Legacy Hall.

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

Mrs. Burks commented that when she heard the recommendation of Legacy Hall, she envisioned a Wall of Honor to identify esteemed colleagues and graduates who have helped shape the institution. She indicated that might be something to consider at a later time.

#### Holiday Schedules for Staff Employees – 2016-2017

16-95. Mr. Hessing noted that the proposed holiday schedules for staff employees for the 2016-2017 fiscal year were revised from what was shown in the Board Book. The revised



recommendation was previously sent to the Board of Regents (see Attachment 3). He asked Ms. Fisher to provide additional information.

Ms. Fisher commented that the state allows between 13 and 17 paid holidays for state employees each year, depending on how the days fall on the calendar. She indicated that 13 paid holidays would be provided in FY 17 and were recommended as shown in the attachment.

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

#### Adjournment

The Executive Committee discussion concluded at 3:10 p.m.

Reviewed for submission:



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

#### ATTACHMENTS:

1. Market Research Study – Executive Summary
2. Construction Update - Project Photographs
3. Revised Proposed Holiday Schedule 2016-2017

**Midwestern State University  
Market Research Study**

May 2016

**Executive Summary**

## Adult Completion Degrees

### Prospects most interested in:

- Business
- Healthcare Administration
- Human Services
- HR Development

### Prospects least interested in:

- Industrial Technology
- Oil and Gas
- Arson Investigation
- Liberal Arts

### Employers most interested in:

- Business
- Industrial Technology
- HR Development

### Employers least interested in:

- Arson Investigation
- Liberal Arts
- Oil and Gas



## Master's Degrees

### Prospects most interested in:

- Educational Leadership
- Special Education
- School Counseling

### Prospects least interested in:

- General Counseling
- Nursing
- Oil and Gas

## Overall Decision-Making Process

### Prospects' most important factors:

- Degree programs available
- Cost
- Flexibility of course offerings

### Employers' most important factors:

- Overall fit of applicant within company culture
- Relevancy of degree

### Skills/Training needs:

- About 40% of employers have employees who need additional skills training or continuing education

### Prospects' least important factors:

- Course delivery modes available
- Reputation of college as a whole
- Reputation of specific program

### Employers' least important factors:

- Close proximity of applicant's school to office
- Reputation of college
- Close proximity of applicant's home to office



## Expansion into Fort Worth Area

### Perception of competitors:

- MSU rated lowest in familiarity and academic quality
- UNT, UTA, and TWU rated highest in both

### Schools considered by prospects:

- UNT is by far the #1, followed by UTA and TWU

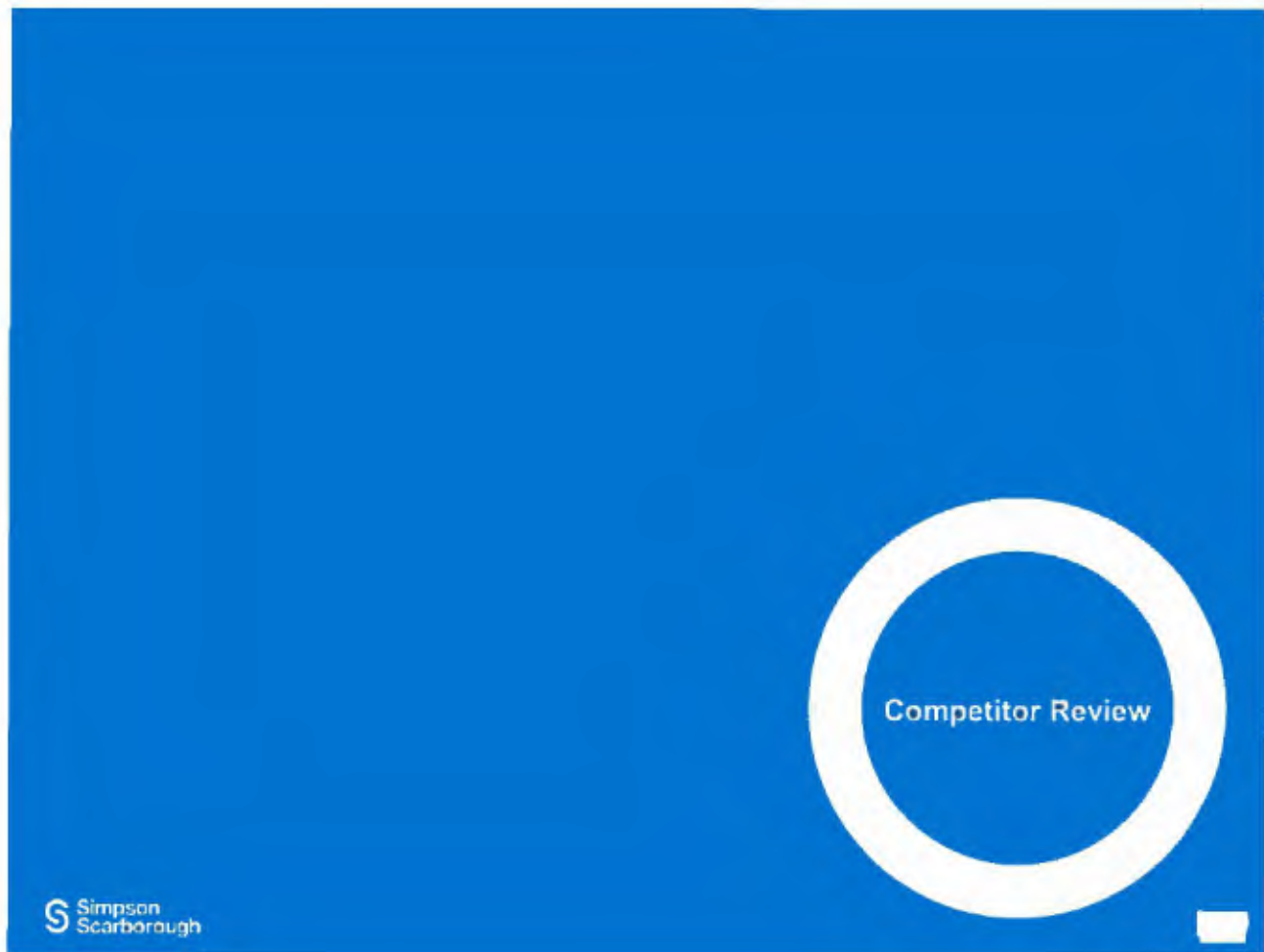
### Schools employers recruit from:

- UTA is #1, followed by UNT

### Locations desired:

- Prospects prefer I35 and Heritage Trace & North Fort Worth
- North Fort Worth is #1 for employers





## Selected Institutions for Competitive Analysis

SimpsonScarborough conducted a competitor analysis of ten of Midwestern State's peer institutions.

- Southern Methodist University
- Tarleton State University – Fort Worth
- Texas A&M Commerce – Metroplex Center
- Texas Christian University
- Texas Woman's University
- University of North Texas – Dallas
- University of North Texas – Denton
- University of North Texas – Frisco
- University of Texas – Arlington
- University of Texas – Dallas

## Competitive Landscape – Adult Completion Bachelor's Degree (1/2)

MSU Considerations for Adult Completion Bachelor's Degrees		Comparable Competitor Programs Offered	
General Curricular Area	Specialized Curricular Area	Institution	Formal Degree Name/Specialization
Arson Investigation	--	--	--
Business	Business Minor	TSU TWU UNT-Dallas UT-Dallas UT-Dallas UT-Dallas	BAAS – Business BGS – Business BAAS – General Business BS – Accounting BS – Business Administration BS – Global Business
Criminal Justice	--	TSU TWU UNT-Dallas	BAAS – Criminal Justice Admin. BGS – Criminal Justice BAAS – Criminal Justice
Education	--	--	--
Health Sciences	Healthcare Admin. Concentration; Nursing; Radiologic Science; Respiratory Care	TSU TWU TWU UT-Dallas UT-Dallas	BAT – Health Professions Tech. BAS – Health Professions BGS – Health Studies BS – Healthcare Studies BS – Healthcare Management

Note: Only relevant competitor degree programs are listed.



## Competitive Landscape – Adult Completion Bachelor's Degree (2/2)

MSU Considerations for Adult Completion Bachelor's Degrees		Comparable Competitor Programs Offered	
General Curricular Area	Specialized Curricular Area	Institution	Formal Degree Name/Specialization
Human Resources	HR Development Concentration	--	--
Human Services	Human Services Concentration	UNT-Dallas	Human Services Management
Liberal Arts	--	UNT-Dallas	BAAS – Lib Arts & Life Sciences
Oil and Gas	--	--	--
Tech./Industrial Design & Tech./Computers	Industrial Technology; Adult Ed./Info Technology	TSU	BAAS – Information Technology
Training and Development	--	--	--

Note: Only relevant competitor degree programs are listed.



## Competitive Landscape – Master's Degree (1/3)

MSU Considerations for Master's Degrees		Comparable Competitor Programs Offered	
General Curricular Area	Specialized Curricular Area	Institution	Formal Degree Name/Specialization
Business	MBA w/ Oil and Gas concentration; MBA w/ Accounting concentration; MBA w/ Energy Management concentration	TCU	MBA – Energy Professionals
		UNT-Dent. UT-Dallas	MBA – Energy MBA w/ Energy Management
Criminal Justice	—	TSU	MA – Criminal Justice
		TCU	MS – Criminal Justice
		UNT-Dent	MS – Criminal Justice
		UTA	MA – Criminology/Crim. Justice
		UT-Dallas	MS – Criminology

Note: Only relevant competitor degree programs are listed.



## Competitive Landscape – Master's Degree (2/3)

MSU Considerations for Master's Degrees		Comparable Competitor Programs Offered	
General Curricular Area	Specialized Curricular Area	Institution	Formal Degree Name/Specialization
Education	Educational Leadership; Special Education; School Counseling; General Counseling	SMU	MEd – Educational Leadership
		SMU	MS – Counseling
		TSU	MEd – Counseling
		A&M	MS/MEd – Counseling
		A&M	MEd – Educational Admin.
		A&M	MA/MS/MEd – Special Ed.
		TCU	MEd – Professional Counseling
		TCU	MEd/MBA/EdD- Edu Leadership
		TCU	MEd – Special Education
		TWU	MS – Counseling & Develop.
		UNT-Dallas	MEd – Educational Leadership
		UNT-Dallas	MEd – School Counseling
		UNT-Dent.	MEd – Special Education
		UNT-Dent.	MS/MEd – Counseling
		UNT-Dent.	MEd – Educational Leadership
		UNT-Frisco	MEd – Educational Leadership
		UTA	MEd – Edu. Leadership/Policy

Note: Only relevant competitor degree programs are listed.



## Competitive Landscape – Master's Degree (3/3)

MSU Considerations for Master's Degrees		Comparable Competitor Programs Offered	
General Curricular Area	Specialized Curricular Area	Institution	Formal Degree Name/Specialization
Health Professions	Nursing	TSU TWU UTA UT-Dallas	MS – Nursing Administration MSN – Nurse Practitioner MSN – Nurse Practitioner MS – Communication Disorders
Human Resources	—		
Training and Development	—		

Note: Only relevant competitor degree programs are listed.



## STUDENT HOUSING PROJECT



November 3, 2015



February 1, 2016





May 2, 2016



## INTRAMURAL/ATHLETIC TURF



May 2, 2016



May 2, 2016



# MASS COMM EXPANSION

May 2, 2016



# WCA PARKING LOT





## MUSTANGS WALK EXTENSION



## **Holiday Schedule 2016-2017**

### **Schedule I**

**(Employees on Four-Day, 40 Hour Summer Work Schedule)**

<b>Date</b>	<b>Holiday</b>	<b>No. of Days</b>
September 05, 2016	Labor Day	1
November 24-25, 2016	Thanksgiving	2
December 23 & 26-30, 2016	Christmas	6
January 2, 2017	New Year's	1
January 16, 2017	Martin Luther King Day	1
March 17, 2017	Spring Break*	1
May 29, 2017	Memorial Day	1
<b>Schedule I – Total Holidays</b>		<b>13*</b>

\*The university will be closed Tuesday, July 4, 2017, for Independence Day. Employees on Schedule I, the four-day workweek, will work Friday of that week totaling 40 hours; therefore, this day is not counted as a holiday as it will be observed during Spring Break.

### **Schedule II**

**(Employees on Five-Day, 40 Hour Summer Work Schedule)**

<b>Date</b>	<b>Holiday</b>	<b>No. of Days</b>
September 05, 2016	Labor Day	1
November 24-25, 2016	Thanksgiving	2
December 23 & 26-30, 2016	Christmas	6
January 2, 2017	New Year's	1
January 16, 2017	Martin Luther King Day	1
May 29, 2017	Memorial Day	1
July 4, 2017	Independence Day	1
<b>Schedule II – Total Holidays</b>		<b>13</b>

**MINUTES  
MIDWESTERN STATE UNIVERSITY  
BOARD OF REGENTS  
Academic and Student Affairs Committee  
May 12, 2016**

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 3:20 p.m., Thursday, May 12, 2016. Academic and Student Affairs Committee members in attendance were Dr. Lynwood Givens, Chairman; Ms. Tiffany Burks; Ms. Nancy Marks; and Mr. Sam Sanchez. Other regents attending the meeting were Mr. Warren Ayres, Mr. R. Caven Crosnoe, Mr. Jeff Gregg, Mr. Shawn Hessing, Dr. Shelley Sweatt, and Student Regent Meagan 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 Affairs 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 and Dean of Students. Other university personnel attending the meeting included Dr. Susan Harvey, Chair, MSU Department of Music; Dr. David Carlston, Chairman, MSU Faculty Senate; Ms. Angie Reay, Vice Chair, MSU Staff Senate; Mr. Newman Wong, Research Analyst; Ms. Kristi Schulte, Director of Housing and Residence Life; Mr. Charlie Carr, Director of Athletics; Mr. Barry Macha, General Counsel; Ms. Leigh Kidwell, Director of Internal Audits; 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, outgoing President, and Ms. Shayla Owens, incoming President. Representing the news media was Ms. Lana Sweeten-Shults, Wichita Falls *Times Record News*.

Dr. Givens called the meeting to order at 3:20 p.m.

Reading and Approval of Minutes

16-96. The Academic and Student Affairs Committee approved the minutes of the February 11, 2016, meeting as presented.

Faculty Report

16-97. Dr. David Carlston, Faculty Senate Chairman, indicated that he was recently elected to serve another term as Chairman and expressed appreciation to the Board for having the opportunity to speak. He stated that the faculty was appreciative of efforts made during the academic year to encourage transparency and inclusion. He noted that faculty were involved in the Budget Oversight Committee, the new Strategic Planning Committee, the Campus Carry Task Force, and the Vice President Search Committee. He added that there had been a culture change that the faculty can appreciate and recognize. Dr. Carlston noted that the Senate had been concerned about student preparedness and worked with Dr. Shipley during the year to review the matter. Information was provided



by Institutional Research and the Senate was encouraged to do a survey of faculty concerning their perception of student preparedness and readiness for college-level work. He indicated that they put those two data points together, shared the results with Dr. Shipley, and would share with the faculty when they return in the fall. He noted that Dr. Shipley had expressed her intention to meet with the cabinet during the summer to address the concerns regarding changes to the mix of MSU's student population's preparedness.

Dr. Carlston introduced Dr. Susan Harvey, Associate Professor of Music and Chair of the MSU Music Program. He reported that Dr. Harvey received the Faculty Senate Faculty Award in December. Dr. Harvey thanked the Board for the opportunity to visit with them and reviewed her presentation (see Attachment 1). She noted that she has taught for 27 years, with the last seven being at MSU. Previously she taught public school in rural Virginia, teaching every level of music from Kindergarten through 12<sup>th</sup> grade. She indicated that her research has revolved around developing strategies so that every student will learn. She noted that a group of sixth graders she worked with were invited to James Madison University to give an introduction to the learning methods she used. The group was then accepted to present at the Virginia Music Educators Conference when they were seventh graders and they presented the following year at a national conference. She noted that all of the students were socially and economically disadvantaged students and they were given great opportunities for learning.

Dr. Harvey reported that while teaching in public schools for 20 years she was in a location that was central to three universities. She indicated that as she worked with student teachers she discovered holes in their education. She stated that this is what brought her to teach at the university level at MSU. Her presentation included information on her research and publications. In addition to her work with MSU students entering the teaching field, she also began the Kodály Teacher Institute at MSU to help teachers already in the field. She stated that the program is now one of 32 accredited programs nationwide. Dr. Harvey also directs the Youth Symphony Orchestra and is a member of Bugles Across America, playing "Taps" for military personnel when needed.

Dr. Harvey stated that she loves teaching, being at MSU, and appreciated the opportunity to visit with the Board of Regents.

#### Staff Report

16-98. Ms. Angie Reay, Staff Senate Vice Chair, reported that the Staff Senate had been very active on campus and appreciated the opportunities to serve on the Campus Carry Task Force and the Budget Oversight Committee. She announced the most recent You Make A Difference Award recipients, those being the MSU Print Shop (Angie Lewis, Lisa, Butler, Andy Martinez, and Tarl Phillips) and two staff members in Facilities Services (Norma Fonseca and Bruce Looney). She also recognized Lorraine Parmer and Elizabeth Ysasi, the spring recipients of a \$250 scholarship from the Staff Senate.

Ms. Reay then introduced Newman Wong, a Research Analyst in the Office of Institutional Research and Assessment. Mr. Wong reviewed his presentation (see Attachment 2) which showed his journey from his home in Hong Kong to MSU. He noted that during his undergraduate work at Texas A&M Corpus Christi he had a similar

experience to what is offered at MSU with small class sizes and an opportunity to participate in undergraduate research. He provided information regarding what he does at MSU to include his work in the Office of Institutional Research and Assessment, as well as his activities with the Department of Sociology, undergraduate research, the MSU Chapter of Golden Key International Honour Society, and his work on university committees. He discussed his strengths, achievements, interests, community service and professional endeavors. He stated that his greatest achievement was finishing his graduate degree without college debt. Mr. Wong indicated that he has been very happy in Wichita Falls and at MSU and thanked the board for the opportunity to visit with them.

#### Student Government Report

16-99. Mr. Jesse Brown, President of the MSU Student Government Association (SGA), thanked the Board for the opportunity to speak to them. He stated that as a graduating senior he wanted to remind the board that their work impacts hundreds of lives. He commented that he was from a very small town and when he graduated high school he was discouraged from going to college. He indicated that coming to MSU was the best decision he had made and that he had been given opportunities beyond what he thought possible. He expressed appreciation to the Board of Regents for their work for the benefit of MSU students.

Mr. Brown noted the highlights of the SGA year including a student picnic on the Sikes House Lawn hosted by President Shipley, involvement in the decision to have turf fields placed on campus that can be used by the student body, an initiative supporting a centralized tutoring center for students, and approving resolutions to increase the number of Automated External Defibrillators (AED) and hydration stations on campus. He reported that SGA had work to redefine its image and to become more accessible to students.

Mr. Brown introduced incoming president Shayla Owens and noted that she recently served as the student assistant in the SGA office. He noted that Ms. Owens was hired for the position because she was the only student out of seven interviewed who, when asked why she wanted the position, answered that she wanted to better the SGA.

Ms. Owens stated that she is a junior management major from Sherman, Texas. She noted that she and her twin sister came to MSU because it felt like home and that it has been a great experience. She commented that she is president of Alpha Kappa Alpha sorority, Vice President of Order of Omega, a peer counselor, and a Student Ambassador. She added that she has served in Student Government for two years and this year was chairman of the Student Allocations Committee. She indicated she was pleased to work with Dr. Lamb and Mr. Parks in the allocations process to add a multicultural, inclusion, and equity director position to the campus. She stated that she looked forward to working with the Board, the administration, and the students. Dr. Givens indicated that the Board looked forward to working with her.

Dr. Givens asked Mr. Brown about his future plans. Mr. Brown reported that he plans to stay in Wichita Falls for graduate school at MSU. He indicated that he wanted to be involved in the community and had been approached about possibly seeking a City

Council position. He added that he recently go engaged. Dr. Givens thanked Mr. Brown for his service and wished him the best in his future endeavors

#### May 2016 Graduating Class

16-100. Dr. Givens reported that the administration recommended approval of the candidates for May 2016 graduation. He noted that 672 students were on the list compared to 655 in 2015. Mrs. Burks moved approval of these candidates as presented. Mrs. Marks seconded the motion and it was approved.

#### Admissions Policy Change

16-101. Dr. Givens noted that the administration recommended changes to the admissions policies related to home school students and students graduating from non-ranking high schools. Dr. Lamb indicated that these changes were recommended per an action taken by the 84<sup>th</sup> Texas Legislature. The statute requires institutions to determine the class ranking for applicants with a “nontraditional secondary education” and provides the methodology to be used. He explained that the ACT or SAT scores of students applying without a class ranking would be compared to the scores of students admitted to the institution the prior year. A class ranking will then be assigned based on the average and this rank will be used to evaluate the non-ranked student for admission. Mr. Crosnoe asked how many students apply to MSU without a class ranking. Dr. Lamb responded that he did not know. Ms. Piehler stated that as a person coming from a home school education she thought this action would benefit students who score well. She added that she was not granted admission to another Texas university and this would keep that from happening to other students.

Mr. Ayres asked how the class ranking is used in the admissions process. Dr. Lamb responded that students ranked in the bottom quarter of their class must have a higher ACT or SAT score to gain admission. He added that the higher the student’s class rank, the lower the student must score on the ACT or SAT to qualify for admission.

Mrs. Marks moved approval of these admissions policy changes as presented. Mrs. Burks seconded the motion and it was approved.

#### Addition to Core Curriculum

16-102. Dr. Givens reported that the administration recommended the addition of one course to the core curriculum. He noted that the Board Book contained background information regarding the core for the benefit of the new regents. Dr. Stewart commented that the MSU Department of History proposed a course to give students another option to meet one of the components of the core. She noted that the course would add breadth to the core and provide more options for students.

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

#### Addition of Minor – Great Books

16-103. Dr. Givens stated that the administration recommended the addition of a new minor titled Great Books beginning in the fall 2016 as presented in the Board Book. Dr. Stewart noted that this minor would enhance and emphasize liberal arts at MSU and

strengthen the university's position as a Council of Public Liberal Arts Colleges (COPLAC) school.

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

Change Title of Educational Technology Major

16-104. Dr. Givens noted that the administration recommended changing the title of the major in Educational Technology to a major in Instructional Design Technology as presented in the Board Book. Dr. Stewart stated that this new title would better reflect the scope of the courses taken to prepare graduate students as instructional technologists and instructional designers in business, health, and other industries.

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

Dr. Givens asked how recommendations such as this one and the new minor in the previous item come about. Dr. Stewart responded that these changes are faculty driven. She stated that faculty recommend changes which must be approved by the department, the college, and the Academic Council. She added that once the recommendation is approved by the Board of Regents, it must be sent to the Texas Higher Education Coordinating Board (THECB). Dr. Givens asked who determines that the title of a program should be changed to better reflect what is happening in the professional world. Dr. Stewart indicated that the proposals come from faculty in various academic areas. She noted that faculty look at the market for graduates as well as offerings by competitors. Dr. Givens indicated his assumption that many such recommendations are made that do not reach the Board of Regents for consideration. Dr. Stewart responded that his assumption was correct.

There being no further discussion, the motion was approved.

Approval of 2017-2018 Academic Calendar

16-105. Dr. Givens noted that the proposed academic calendar for the 2017-2018 academic year was presented in the Board Book. Dr. Stewart stated that the calendar follows current calendar guidelines. She noted that while university officials work to align the calendar with those of local school districts, the university plans two years ahead and local districts do not generally finalize their calendars that far in advance.

Mr. Sanchez moved approval of the calendar and Mrs. Marks seconded the motion.

Ms. Piehler stated that the SGA had suggested consideration of a dead day or an additional break in the calendar and asked if it would be considered at a later date. Dr. Stewart responded that further discussion was needed. She added that deleted class days would have to be made up either at the beginning or the end of the semester. Ms. Piehler asked if the students' request was still being considered. Dr. Stewart responded that it was still up for discussion, but was not included in the proposed FY 18 calendar.

There being no further discussion, the motion was approved.

#### Housing and Dining Service Rates

16-106. Dr. Givens stated that the recommended room and board rates for the fall 2016, spring 2017, and summer 2017, as well as comparison charts, were presented in the Board Book. Dr. Lamb noted that the rates for Killingsworth, Pierce, and McCullough-Trigg Halls reflected their contribution to the 25,000 square feet of common space available in the new residence hall that would be used by those residents. He indicated that rates in the apartments were leveled so that residents in Sunwatcher Village and Sundance Court pay the same amount. He noted MSU's favorable position relative to comparable institutions on housing as well as the cost of housing and dining rates combined. He introduced Kristi Schulte, new Director of Residence Life and Housing, and indicated she was available to answer any questions.

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

#### Faculty Emeritus Status

16-107. Dr. Givens noted that this item would be discussed in closed session later in the meeting.

#### Faculty Promotions and Faculty Tenure

16-108 & 109. Dr. Givens noted that while these items would be discussed in closed session later in the meeting, he asked Dr. Stewart to comment on the tenure and promotion policies. Dr. Stewart stated that the granting of tenure at MSU means that a faculty member is an asset to the university, and specifically to the discipline in which he or she teaches. She noted that tenure is also an assurance that the faculty member should expect to continue working at the university in the current position unless there is some reason the university decides to close that area, such as financial exigency. Tenure also grants faculty academic freedom to teach classes in the way they see necessary to help the students learn and to become educated citizens.

Dr. Stewart reported that promotion for a faculty member occurs in two stages. A faculty member on tenure track begins at the Assistant Professor level. The first promotion occurs after five or six years where the faculty member, having met the criteria set forth by the university, is promoted to Associate Professor. The faculty member must then remain at the Associate Professor level for a minimum of five years before they can apply for their second and final promotion to full Professor.

#### Recess

The committee went into recess at 4:20 p.m. The committee reconvened at 5:45 p.m.

#### Adjournment

Owing to the lateness of the hour, discussion and action related to items 16-107, 108, and 109 was postponed until the following day. The meeting of the Academic and Student Affairs Committee adjourned at 5:45 p.m.

Reviewed for submission:

A handwritten signature in black ink, appearing to read "F. Lynwood Givens", written over a horizontal line.

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

**ATTACHMENTS:**

1. Dr. Susan Harvey – Faculty Presentation
2. Mr. Newman Wong – Staff Presentation



# Teaching, Research & Creative Activity, and Service



MIDWESTERN  
STATE UNIVERSITY

Dr. Susan Harvey  
Chair, Music Department  
Associate Professor



# JAMES MADISON UNIVERSITY



**PMMS Band At National Conference**

The Perry McQuar Middle School eighth-grade band performed at the Organization of American Kodály Educators national conference in Washington, D.C. March 13, 1998.

## WASHINGTON D.C.

Susan,  
I can't begin to tell you just how much I've learned being here with you at PMMS. I can truly say that I've had a chance to observe both the best and worst music teachers during my student teaching experience. Not only are you a true inspiration as far as teaching and mentorship - but an amazing female role model. I am very grateful for the opportunity I was given to come and learn from you. I know I haven't been the best of student teachers, but it is very hard to imitate such a great teacher. Thank you so much for everything!! I feel so much more prepared to go out and be apart of the teaching community.

All the Best!

*Yves*





WINDING IT BACK

Teaching to  
Individual Differences  
in Music Classroom &  
Ensemble Settings

Alice M. Hammel Roberta V. Hickox Ryan M. Hourigan

## Chapter 10: Moving, Chanting, and Singing for All Students in Instrumental Music

*Dr. Susan A. Harvey*  
*Dr. David A. Stringham*



# Kodály Teacher Institute



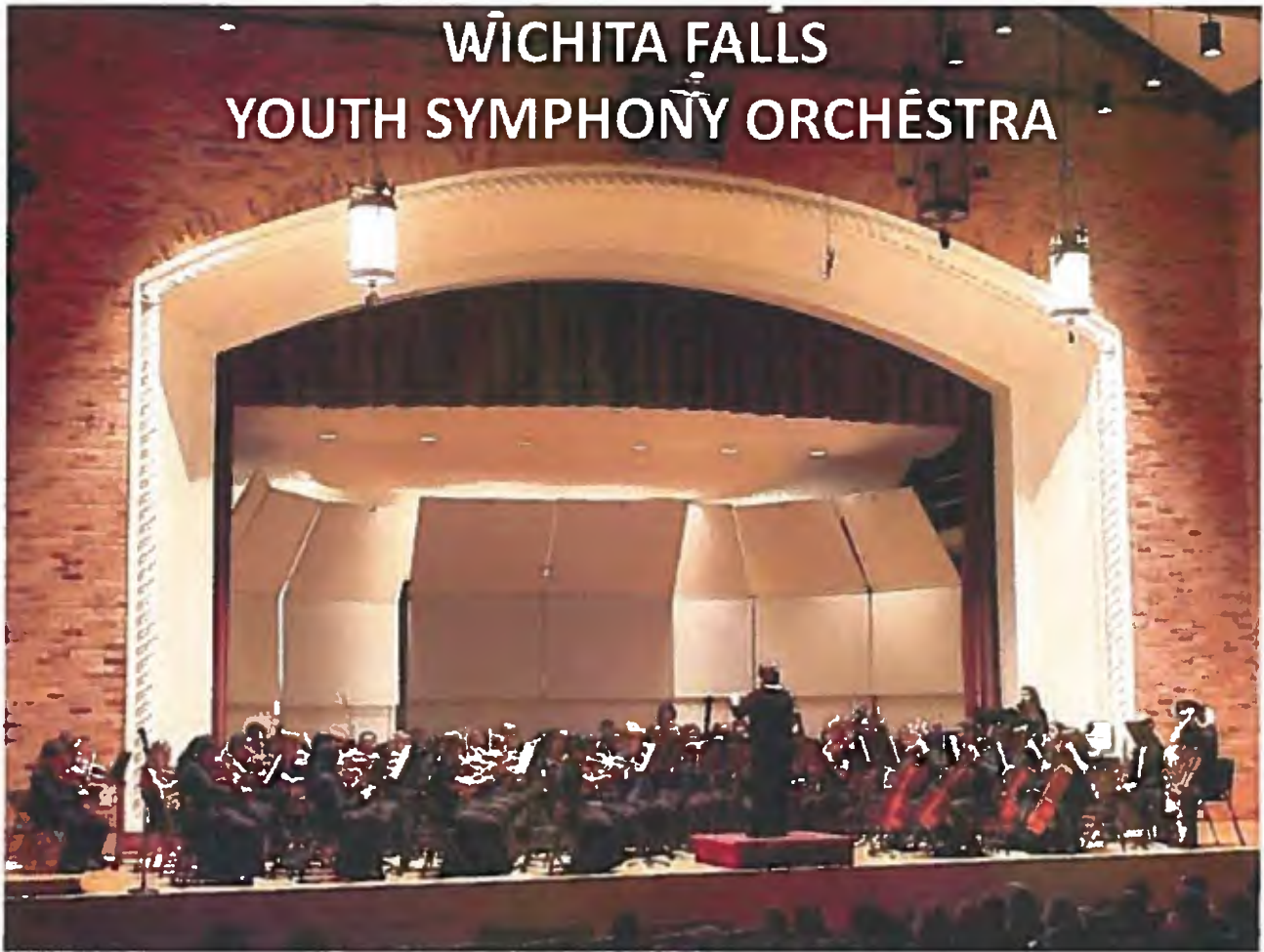
MIDWESTERN STATE UNIVERSITY

**SUCCESS: JASON & VALÉRIE**





# WICHITA FALLS YOUTH SYMPHONY ORCHESTRA



## Bugles Across America



“We make a living by what we get,  
but we make a life by what we give.”

*Winston Churchill*

“To teach is to touch a life forever.”

*Anonymous*







# From Hong Kong to MSU

The Journey of Research Analyst Newman Wong

Spring 2016

## Where I am from

- ▶ Born and raised in Hong Kong
  - ▶ A former British Colony
  - ▶ Now a Special Administrative Region of China (one country, two systems)
- ▶ Languages
  - ▶ Native tongue of Cantonese
  - ▶ Fluent in English and Mandarin
  - ▶ Still learning Spanish
- ▶ Family
  - ▶ Recruited my cousin to attend MSU
  - ▶ The rest of my family is in Hong Kong



## From Hong Kong to MSU

- ▶ 2003-2004
  - ▶ Came to the states as a high school exchange student and graduated
- ▶ 2004-2008
  - ▶ Studied sociology at Del Mar College and Texas A&M-Corpus Christi
- ▶ 2008-2010
  - ▶ Attended graduate school at University of Oklahoma for my master's in sociology
- ▶ 2010-2011
  - ▶ Worked in the Office of Institutional Research and Assessment at Huston-Tillotson University in Austin
- ▶ 2011-Now
  - ▶ Work in the Office of Institutional Research and Assessment at MSU



## What I do at MSU

- ▶ Office of Institutional Research & Assessment
  - ▶ Maintain historical data
  - ▶ State, federal, and external reporting
  - ▶ Assist other departments with data needs
  - ▶ Conduct and analyze internal surveys
  - ▶ Assist with university-wide assessment process
  - ▶ Assist with SACS accreditation
- ▶ Other services
  - ▶ Taught as an adjunct in Sociology Department for 2 years
  - ▶ Assist with undergraduate research projects (10 students and 6 projects)
  - ▶ Advisor to the MSU Chapter of Golden Key International Honour Society
  - ▶ Serve on committees (e.g., Staff Senate, First-Year Seminar Task Force, etc.)





## What I do with Staff Senate

- ▶ Elected as a Senator to represent EEO Class 3 (Professional Staff)
- ▶ Elected by fellow Senators to serve as the Parliamentarian, which is part of the Executive Committee
  - ▶ Given a gavel to keep things in order
  - ▶ Plan agendas for monthly meetings
- ▶ Serve on the Scholarship Committee
  - ▶ Collect applications
  - ▶ Choose scholarship recipients with committee members
- ▶ Other projects by Staff Senate
  - ▶ First Staff Survey
  - ▶ Summer Sizzler
  - ▶ Signed thank-you cards to all staff



## Strengths & Achievements

- ▶ Top 5 strengths from StrengthsQuest
  - ▶ Analytical
  - ▶ Competition
  - ▶ Harmony
  - ▶ Maximizer
  - ▶ Positivity
- ▶ Achievements
  - ▶ Wichita Falls 20 Under 40, Class of 2015
  - ▶ Leadership Wichita Falls, Class of 2012
  - ▶ Honors Student of the Year, National Collegiate Honors Council, 2007
  - ▶ Mayor's Commendation, City of Corpus Christi, 2007
  - ▶ Finished college and graduate school debt-free



## Hobbies & Interests

- ▶ Hobbies
  - ▶ Travel, Yoga, Movies, and Food
- ▶ Interests
  - ▶ Cultures
  - ▶ Children and Youth
  - ▶ Education
- ▶ Community and Professional Services
  - ▶ Young Professionals of Wichita Falls, Vice President
  - ▶ Wichita County Teen Court, Advisory Board
  - ▶ First Step, Board of Directors
  - ▶ Big Brothers Big Sisters, Mentor
  - ▶ Association of Applied and Clinical Sociology, Vice President-Elect
  - ▶ Golden Key International Honour Society, Council of Advisors



## Why I like working at MSU

- ▶ People at MSU are nice and easy to work with.
- ▶ I have gained great work experience.
- ▶ My supervisors are flexible, so I can serve the university in different capacities.
- ▶ I get to interact with students, so they are more than just numbers.
- ▶ MSU has great lectures, cultural and athletic events.





Thank you for your time!



**MINUTES  
MIDWESTERN STATE UNIVERSITY  
BOARD OF REGENTS  
Finance Committee  
May 12, 2016**

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 4:20 p.m., Thursday, May 12, 2016. Committee members in attendance were Mr. Jeff Gregg, Chairman; Mr. Warren Ayres; Mr. R. Caven Crosnoe; and Dr. Lynwood Givens. Other regents attending the meeting were Ms. Tiffany Burks, Mr. Shawn Hessing, Ms. Nancy Marks, Mr. Sam Sanchez, Dr. Shelley Sweatt; 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 Affairs 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 and Dean of Students. Other university personnel attending the meeting included Dr. Laura Fidelie, Chair of the MSU Campus Carry Task Force; Dr. David Carlston, Chairman, MSU Faculty Senate; Ms. Angie Reay, Vice Chair, MSU Staff Senate; Mr. Charlie Carr, Director of Athletics; Mr. Barry Macha, General Counsel; Ms. Leigh Kidwell, Director of Internal Audits; 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) was Ms. Shayla Owens, incoming President.

Chairman Gregg called the meeting to order at 4:20 p.m.

Reading and Approval of Minutes

16-110. The Finance Committee approved the minutes of the February 11, 2016, meeting as presented.

Summary of Financial Support 9/1/15-4/15-16

16-111. Mr. Gregg noted that this report was presented in the Board Book and mentioned some of the major gifts received since the last meeting of the Board.

- A. Mr. Charles E. Wadsack contributed \$52,000 to the George Wadsack and Susan Wadsack Spiller Memorial Scholarship Fund to assist nursing majors.
- B. Mr. Bill Cook with the Furr Foundation, Inc. donated \$90,000 to the Drs. Oneta and Bedford Furr Scholarship for Education students. Dr. Oneta Furr served as Professor of Education at MSU for 29 years before retiring in 1979.
- C. Ms. Peggy L. Gordon contributed \$27,000 to the Bessie Sellers King Scholarship for the West College of Education.

D. Mr. Michael B. Haggerty with F. G. Haggerty Company, Inc. donated \$12,500 to the Mike Haggerty Athletic Fund.

E. The MSU Police Department received two WatchGuard in-car systems, valued at \$10,000, donated by The Hundred Club of Wichita Falls.

Mr. Gregg stated that the support from the community, alumni, and friends was outstanding. He indicated that Mrs. Barrow would distribute the list of donors and encouraged members to write thank you notes to the individuals they were assigned.

#### Financial Reports

16-112. Mr. Gregg reported that the administration recommended acceptance of the January, February, and March 2016 financial reports as previously distributed. He noted that Dr. Fowlé's summary of the latest report was included in the Board Book.

Mr. Crosnoe moved acceptance of these reports as presented. Mr. Ayres seconded the motion, and it was approved.

#### Investment Report

16-113. Mr. Gregg noted that the administration recommended the Board's acceptance of the second quarter FY 2016 investment report as previously distributed. He stated that Dr. Fowlé's report summary was presented in the Board Book.

Mr. Ayres moved the acceptance of the investment report as presented. Mr. Crosnoe seconded the motion, and it was approved.

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

16-114. Mr. Gregg reported that the administration requested ratification of the transfers of funds presented in the Board Book and asked Dr. Lamb to review the items. Dr. Lamb noted that the first item dealt with additional funding for disability support services. He explained that the administration does not know the final makeup of the student population for the coming year during the budget process and additional funding was needed during the FY 16 academic year to provide disability services. He reported that the MSU Cheerleaders qualified for the national collegiate championships in Orlando and placed fifth in the small coed division. Additional funding was needed for their travel expenses. The last two items dealt with repair and replacement issues necessary in the Wellness Center and Pierce Hall.

Mr. Hessing commented that this was at least the fifth year in a row that the Cheerleaders had qualified for nationals and suggested that the funds be budgeted in the future.

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

#### Review of Personnel Reports and Salary/Title/Position Changes in 2015-2016 Budgets

16-115. Mr. Gregg stated that the reports of personnel changes in FY 16 were presented for ratification. He noted that twelve staff positions were filled above or below the budgeted amount, two Information Technology position salaries were adjusted upward, a Police Officer position's title was changed, and the Small Business Development Center (SBDC) changed a position and used grant funding to pay the salary difference.

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

#### New Residence Hall Staff – FY 2016

16-116. Mr. Gregg noted that the administration requested approval of six new staff positions in the current budget owing to the opening of the new residence hall August 1. Dr. Givens moved approval of this recommendation and Mr. Ayres seconded the motion.

Mrs. Burks asked how the administration determined the number of employees that would be needed for the new facility. Mr. Owen responded that the university considers industry standards based on the size and use of the building.

There being no further questions, the motion was approved.

#### Summer Budget 2016

16-117. Mr. Gregg stated that the administration was requesting additional funding for the summer school budget in the amount of \$200,000. Dr. Stewart reported that the administration was attempting to increase semester credit hour production and to help students progress toward graduation by offering additional courses. She noted that summer 2016 begins the new base period that will affect the university's funding from the legislature in FY 18 and FY 19. She stated that enrollment minima had been established to ensure the additional courses offered would pay for the cost of instruction.

Dr. Givens noted that the administration previously made changes to faculty compensation in the summer and asked if this was related to that change. Dr. Stewart responded that she came to MSU as Provost in 2012. She indicated that summer enrollment the year before had dropped following a reduction in federal Pell funding and MSU had a budget for summer school that was larger than the number of courses that were taught. She indicated that money from the summer budget was moved to provide faculty salary increases. Dr. Givens asked if this recommendation would have support from the faculty. She responded that it would.

Mr. Hessing asked why the administration did not know this money was needed when the FY 16 budget was originally presented for approval. Dr. Stewart responded that the administration knew it was needed but decided to wait to be certain the budget was balanced. Mr. Hessing indicated that if the administration was aware the funds were needed it should have been included in the budget. He asked what would happen to the additional funding if the classes did not have adequate enrollment. Dr. Stewart responded that the funds would be returned to the reserves.

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

#### Parking Fee Increase

16-118. Mr. Gregg reported that the administration was recommending an increase to the parking fee for students from \$50 per year to \$70 per year. Dr. Lamb stated that he, Dr. Shipley, and Dr. Fowlé had visited with the Student Senate on two occasions regarding this proposed increase. He indicated that the fee increase would pay for the new parking lot and, in the longer term, was part of a planned stair-stepping of the fee to ultimately provide funding for a parking garage. He reported that the Student Senate was very receptive to the plan.

Mr. Sanchez asked if any of the comparison numbers shown in the Board Book were from institutions that have a parking garage. Dr. Fowlé responded that the fees shown were for basic student parking. She added that Texas A&M University-Corpus Christi has a parking garage, but that students who choose to park in the garage pay a higher fee. Mr. Sanchez asked if the administration had a projected timeline for when a parking garage would come online. Dr. Lamb responded that it would likely be at least four or five years. Mr. Gregg asked about the location of a future parking garage. Dr. Shipley responded that during the retreat the information presented showed the parking garage where the soccer stadium is currently. She added that the plan also showed a multi-sport facility for soccer and football to the east of the parking garage.

Ms. Piehler asked how long it would take for the fee to become a reserve for a parking garage. Dr. Fowlé responded that with the current enrollment every \$20 increase in the Parking Fee generates approximately \$80,000. She stated that the new lot would be paid for in four years, assuming the fee is increased \$20 per year. She added that this would likely be when the administration is ready to consider a parking garage. Mrs. Burks asked if Dr. Fowlé was saying that the administration would recommend a \$20 increase to this fee every year in the foreseeable future. Dr. Fowlé responded that the thinking of the administration was that it would be better to increase the fee gradually rather than increasing it from \$70 to \$150 in one year. Ms. Piehler asked if \$150 would be the cap. Dr. Fowlé responded that it would depend on the number of students paying the fee and the size garage the university needs. She added that garage pricing is between \$15,000 and \$20,000 per space. Mr. Sanchez added that the university could also have a different fee for students who choose to park in the garage rather than a generic fee across the board. Dr. Fowlé noted that some universities have visitor parking areas in their parking garages that generate revenue.

Mr. Ayres moved approval of the parking increase effective with the fall 2016 semester. Mr. Crosnoe seconded the motion and it was approved.

#### Budget Discussion 2016-2017 – Tuition and Fee Review and Recommendations

16-119. Mr. Gregg noted the administration's recommended tuition and fee changes for the upcoming fiscal year as shown in the Board Book. He asked Dr. Shipley and Dr. Fowlé to provide information regarding the recommendations. Dr. Shipley stated that during the last month she provided her first testimony before a Texas Senate Committee. She reported that the hearing was dedicated to the topic of price, affordability, and

accessibility of higher education and it was apparent from the discussion that the legislators and higher education leaders take this matter seriously. She stated that when tuition and fee increases are considered, the administration works to determine how little the increases can be for MSU to remain competitive and stand the increasing price of higher education. Dr. Shipley added that the higher education inflation index is higher than indices in most aspects of society. She commented that the administration considers MSU cost in comparison to other institutions and student debt load, as well as the amount of university funding that is used to provide scholarships. She noted that the university had made good progress at discounting the price. Dr. Shipley reported that the administration was recommending a modest increase for the Board's consideration.

Dr. Fowlé noted the three recommended increases as shown in the Board Book. She indicated that this information was also shared and discussed with the Student Senate. She stated that the Designated Tuition increase would affect only the students who were beginning in FY 2017. She noted that the recommended University Services Fee (USF) increase of \$6 per semester credit hour (SCH) would be for all students. Finally, the administration recommended increasing the Student Services Fee by \$1.55 per SCH up to a maximum of \$250 per long semester. She stated that these tuition and fee increases totaled 2.55% for continuing students and 3.4% for new students.

Mr. Crosnoe asked if the administration anticipated the fees increasing every year just as she indicated that tuition would continue to increase. Dr. Fowlé responded that the administration makes every effort to limit increases to the cost of inflation. Mr. Crosnoe noted that some fees were increasing by 10%. Dr. Fowlé responded that while the individual fee might increase by a larger amount, the overall cost was not increasing by such a large amount.

Mr. Ayres asked if the university had raised fees every year for the last five years, and asked if the increases covered only the cost of budgeted items. Mr. Hessing commented, for the benefit of the new board members, that while there had been tuition and fee increases each year, the university had worked to find ways to reduce the cost of operations. He noted that the current year budget was reduced by more than \$700,000.

Dr. Givens asked how much more a student taking 15 hours per semester would pay next year, including the increased parking fee. Dr. Fowlé responded that the returning students would pay an additional \$215.50, plus an additional \$20 for parking. Dr. Givens expressed his concern that tuition and fees were always on the rise. He noted that technology had changed dramatically in the last 20 years but the university's financial model had remained as it was 50 years ago. He indicated his concern about the competition MSU would face with on-line institutions such as the University of Phoenix. He stated that he wanted the administration to look at new and different financial models that address current technology.

Mr. Gregg expressed concern that the university might face criticism for increasing the USF each year while guaranteeing a fixed tuition. Dr. Fowlé noted that this fee is targeted for services provided to students while tuition is used more for instructional items.

Dr. Sweatt noted that the information in the Board Book reported that 75% of the MSU population receives some form of financial aid. She asked if the administration had seen an impact on the number of full-time students as tuition had increased. Dr. Fowlé responded that the university's average SCH per student had increased. She added that the university uses many strategies to encourage students to graduate in a timely manner.

Mr. Ayres noted that the Board Book indicated that the USF is used to provide scholarship funding and asked for additional information. Dr. Lamb reported that institutional scholarships are given as part of MSU's recruiting program. He stated that scholarships are awarded based on students' ACT/SAT scores. He indicated that this practice had been important in attracting the recent larger incoming classes. He added that MSU's discount rate on tuition and fees had increased to approximately 23%. He noted that the discount includes "free money" such as state grants, federal grants, and institutional scholarships. Mr. Hessing indicated that he would like the Board to see information regarding the growth in scholarships at MSU. Dr. Shipley stated that a tutorial on financial aid would be included in the summer budget workshop.

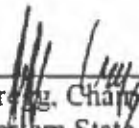
Ms. Pichler noted that from a student's perspective, an increase in the cost by \$200 was not something to be taken lightly. However, she added that many of the items that would be funded by the increase helped to justify the cost. She specifically noted the important additions of an additional mental health counselor and a new Director of Equity, Inclusion, and Multicultural Affairs position.

Mr. Crosnoc moved approval of this item as presented. Mr. Ayres seconded the motion and it was approved with Dr. Givens voting nay.

#### Adjournment

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

Reviewed for submission:

  
\_\_\_\_\_  
Jeff Gregg, Chairman  
Midwestern State University  
Board of Regents Finance Committee



**MINUTES  
MIDWESTERN STATE UNIVERSITY  
BOARD OF REGENTS  
Audit, Compliance, and Management Review Committee  
May 12, 2016**

The Audit, Compliance, and Management Review Committee of the Board of Regents, Midwestern State University, met in regular session in the J. S. Bridwell Board Room, Hardin Administration Building, Wichita Falls, Texas, at 5:05 p.m., Thursday, May 12, 2016. Committee members in attendance were Mr. Sam Sanchez, Chairman; Ms. Tiffany Burks; Mr. Jeff Gregg; and Dr. Shelley Sweatt. Other regents attending the meeting were Mr. Warren Ayres, Mr. R. Caven Crosnoe, Dr. Lynwood Givens, Mr. Shawn Hessing, Ms. Nancy Marks, 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 Affairs 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 and Dean of Students. Other university personnel attending the meeting included Dr. Laura Fidelie, Chair of the MSU Campus Carry Task Force; Mr. Patrick Coggins, Chief, MSU Police; Dr. David Carlston, Chairman, MSU Faculty Senate; Ms. Angie Reay, Vice Chair, MSU Staff Senate; Mr. Charlie Carr, Director of Athletics; Mr. Barry Macha, General Counsel; Ms. Leigh Kidwell, Director of Internal Audits; 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) was Ms. Shayla Owens, incoming President.

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

Reading and Approval of Minutes

16-120. The Audit, Compliance, and Management Review Committee approved the minutes of the February 11, 2016, meeting as presented.

Potential Conflict of Interest of Regent and Compliance with Ethics Commission Filing Requirements

16-121. Mr. Sanchez reported that during the May meeting of the MSU Board of Regents each member of the Board, other than the Student Regent, is asked to confirm in writing that they have received copies of the state and university ethics policies and have filed a Personal Financial Statement with the Texas Ethics Commission as required by state law. He noted that an acknowledgment form was provided and asked that it be signed and given to Mrs. Barrow. He asked if any member needed to disclose any new potential conflicts of interest in accordance with Policy 2.25, Ethics Policy for the Board of Regents. There being no disclosures, Mr. Sanchez noted that no further action was required.

### Audit and Compliance Activities

16-122. Mr. Sanchez welcomed Ms. Leigh Kidwell, Director of Internal Audits, to her first Board meeting. He indicated that the Board Book contained three documents for the Board's consideration and approval. He asked Ms. Kidwell to comment on these items.

Ms. Kidwell reported that the compliance activities that have occurred since the last Board meeting include the creation of the Ethics and Compliance Program. She noted that Mr. Macha would present the program policy later in the agenda. She indicated that this program would improve the university's risk management, strengthen the Internal Audit function, and improve compliance reporting. Ms. Kidwell reported that the State Auditor's Office issued an Audit Report on Benefits Proportionality at Higher Education Institutions and a copy of the report was sent to the Regents on May 6. The overall conclusion relating to MSU was that the institution complied with the state's proportionality requirement. She noted that they had one observation related to the need to improve physical controls in the computer server room, and added that Dr. Fowlé mentioned this need earlier in the day. Ms. Kidwell commented that this was one of the reasons the server room would be moved to the new Gunn College building.

Ms. Kidwell noted the three attachments in the Board Book. She commented that the FY 13 and FY 15 audit reports were not prepared in a timely fashion owing to vacancies in the Internal Audit office during those two years. She stated that she modified the format of the reports per State Auditor guidelines. The third item presented for approval was the Audit Plan for what remains of FY 16. She noted that the plan focuses on a compliance audit in information technology, the Ethics and Compliance Program, and departmental activities to include implementation of a number of peer review recommendations,

Mr. Gregg moved approval of these items as presented. Dr. Sweatt seconded the motion and it was approved.

Mr. Hessing thanked Ms. Kidwell for accepting the position and embracing the audit needs of the university. Mr. Sanchez also thanked Ms. Kidwell for the outstanding job she had done since joining MSU in late February.

### Campus Carry Task Force Report and President Shipley's Recommendations

16-123. Mr. Sanchez noted that the Texas Legislature passed a law in 2015 allowing license holders to carry a concealed handgun on Texas public university campuses effective August 1, 2016. He indicated that the MSU campus had been working through the process of determining how to best address this law and meet the unique needs of the campus. He asked Dr. Shipley to review the campus process and the development of the recommendations.

Dr. Shipley expressed her thanks to Dr. Laura Fidelie and the members of the Campus Carry Task Force. She noted that the group did an outstanding job and provided recommendations that were presented in the Board Book. She stated that she accepted the Task Force recommendations with minor exceptions, and the final recommendations were presented for the Board's approval. She added that the rules and policies recommended would provide the basis for a full policy statement that

would be developed later. Dr. Shipley noted that an Implementation Task Force would be appointed to work with Chief Coggins on the implementation of the policies to include signage, the designation of excluded laboratories, and other matters. She stated that the same group would continue into the fall to determine if the policy needed to be expanded or modified.

In order to place the policies on the table for discussion, Mr. Sanchez asked for a motion to approve Dr. Shipley's recommendations in accordance with Texas Government Code 411.2031 as presented. Mr. Gregg moved approval of the item and it was seconded by Dr. Sweatt.

Mr. Hessing expressed appreciation to Dr. Fidelie, the members of the Task Force, and Dr. Shipley for their work. He indicated that while he was not a supporter of the legislation, they did a great job and their recommendations were well thought out.

Mrs. Burks also commended the Task Force for their work, noting the recommendations were thorough and thoughtful. She expressed concern that the policies did not require students in housing to store their weapons when they are in their rooms. She indicated that while the license holder would have been trained in how to use the weapon, unlicensed individuals who might somehow gain access to the weapon would not have the same experience and training. She indicated that she was fine with the remainder of the policy, but thought it was important to mandate that students in the residence halls use locked gun safes. Dr. Fidelie noted that at Chief Coggins' recommendation the United States Code definition for secure gun storage or safety device was included in the recommended policy. Mrs. Burks stated her preference that guns be stored in a locked gun safe and added that a trigger lock would still not secure the gun from theft.

Mrs. Burks asked Chief Coggins if active shooter training or procedures were in place. Chief Coggins responded that some of the officers were trained in active shooter response and the remainder would be trained by the end of the summer. He noted that MSU would utilize a standardized protocol that is used statewide.

Mr. Sanchez asked if the Task Force considered excluding the carrying of concealed handguns during finals. He noted that he had heard this was a topic of conversation. Dr. Fidelie responded that the Task Force discussed the matter and determined it was better to create a broader, more general policy rather than carving out numerous exclusions. It was agreed that with more exclusions enforcement would be difficult and the protocol of what students could and could not do would change regularly.

Dr. Sweatt noted that the policy recommends a number of unique environments that would be excluded and asked where license holders would be able to carry. Dr. Shipley responded that concealed carry would be allowed in classrooms, faculty offices, the administration building, the residence halls, the Clark Student Center, the Library, and any other areas not specifically mentioned in the exclusions.

Mrs. Marks asked about the median age of MSU students. Dr. Lamb responded that he did not have that information. Mrs. Marks asked about the Office of Housing and

Residence Life providing storage. Dr. Fidelie responded that students would have an opportunity to rent a safe from the Housing Office or could choose to purchase their own safe. Dr. Lamb noted that the administration had looked at the number of students who live in housing that are over 21 and would be eligible for a license, and applied the same ratio as the general population of that age that have licenses. He indicated that applying this ratio would result in less than 10 residents being license holders. Dr. Givens asked if the administration had looked at the cost of putting a gun safe in each dorm room. Mrs. Reay responded that they had not estimated the cost of placing a safe in each room, but added that the current safes each cost between \$150 and \$200. Dr. Givens stated that if the administration were to provide a safe in each room it would provide students with a safe place to leave their weapons and not carry it on campus. Dr. Fidelie commented that she did not know anything about the finances of the Housing operation, and added that it would be a good idea if it was not overly burdensome.

Mrs. Burks stated that she strongly encouraged requiring residents to place their guns in a locked safe when they are not on their person. Dr. Shipley asked Dr. Fidelie if such a requirement would be acceptable to the original Task Force. Dr. Fidelie responded that it was a reasonable requirement. Dr. Shipley indicated that the suggestion could be considered by the Implementation Task Force. Mr. Gregg commented that the policy could be modified at a later time.

There being no further discussion, the motion was approved by a vote of 2-1 with Mrs. Burks voting nay.

#### MSU Policies and Procedures Manual Changes

16-124. Mr. Sanchez stated that four policy changes were presented in the Board Book for approval. He noted that Items 16-124B and 16-124C were changes related to the EEO compliance statements that were recommended by the Texas Workforce Commission. He indicated that Mrs. Fisher was present if there were questions about those two items. He stated that Mr. Macha was available to answer questions related to Items 16-124A and 16-124D.

Mr. Macha indicated that the proposed new Policy 2.26, Compliance and Ethics Program Policy, was something the administration and Board had previously discussed. He noted that Senate Bill 20, which was approved during the 2015 Legislative session, required the Board of Regents to establish a compliance and ethics program. He thanked Ms. Leigh Kidwell and Mr. Chris Stovall for working with him on this proposal. He indicated that the proposed policy provided a decentralized approach and shared governance.

Mr. Sanchez noted that in the policy the word “periodically” was defined as “at least one time per year.” He expressed concern that there was not a structure to ensure that evaluations and assessments were taken care of periodically. He added that this was a tremendous responsibility and asked if provisions were in place regarding who would step in if, for example, the university had a time when a position was vacant. Mr. Macha responded that with Mr. Stovall chairing the Coordinating Committee, Ms. Kidwell monitoring the Compliance Calendar, and the group reporting to the

President's Cabinet and Board of Regents, he felt confident that adequate accountability was in place. Mr. Sanchez indicated support for the framework that was established and encouraged the group to make certain that adequate structure and security measures were in place regarding who would assume responsibilities if an individual was not available. Ms. Kidwell added that something could be added to the policy if necessary. Mr. Sanchez responded that he did not think that was necessary at this time. He expressed appreciation for the work Mr. Macha, Mr. Stovall, and Ms. Kidwell had done and noted that the policy was quite comprehensive.

Mrs. Burks moved approval of these policy changes as presented. Mr. Gregg seconded the motion. There being no further comments or questions the motion was approved.

Memorandum of Understanding (MOU) Between MSU and the MSU Foundation, Inc. and the MSU Charitable Trust

16-125. Mr. Sanchez noted that the proposed MOUs were presented in the Board Book. He asked Mr. Macha to discuss the documents and recommendation. Mr. Macha reported that the MSU Charitable Trust Board had approved and signed the MOU and the MSU Foundation Board had yet to take action. He noted that the administration was requesting Board approval of the agreements and authorization for Mr. Macha to work with the Chairman of the Board to finalize the agreement with the MSU Foundation, Inc.

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

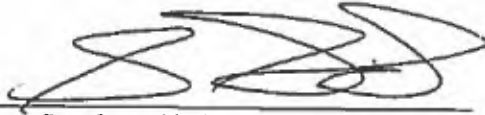
Mr. Ayres mentioned that he was a member of the MSU Foundation, Inc. Board of Directors and indicated that there were slight modifications that would need to be made to the MOU. Mr. Macha responded that with this approval minor modifications could be made in finalizing the agreement. Mrs. Marks asked if any other Regent was a member of the MSU Foundation Board. Mr. Crosnoe responded that he resigned from the MSU Foundation Board when he was appointed to the Board of Regents. Mrs. Marks indicated that she had asked Dr. Shipley if it might be appropriate for the Board of Regents to have a liaison with the MSU Foundation Board. Mr. Hessing commented that Mr. Macha had researched the matter and found that universities across the state treat their foundations differently. He stated that while the relationship historically had been kept at arms' length, there had been movement among state institutions to become more involved with their foundations from an information standpoint. He noted that the situation would continue to be reviewed and considered. Mr. Ayres commented that he was not the first Regent to face this question since Dr. Carol Gunn served on the Foundation Board while she was a member of the MSU Board of Regents. Mr. Sanchez asked Mr. Macha to continue working on this matter and to report to the Board at a later time.

There being no further discussion, the motion was approved.

Adjournment

The Audit, Compliance, and Management Review Committee discussion concluded at 5:45 p.m.

**Reviewed for submission:**

A handwritten signature in black ink, appearing to read 'SS', is positioned above 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  
May 12, 2016**

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., Thursday, May 12, 2016. Regents in attendance were Mr. Shawn Hessing, Chairman; Mr. Warren Ayres; Ms. Tiffany Burks; Mr. R. Caven Crosnoe; Dr. Lynwood Givens; Mr. Jeff Gregg; Ms. Nancy Marks; Mr. Sam Sanchez; Dr. Shelley Sweatt; 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 Affairs 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 and Dean of Students. Other university personnel attending the meeting included Dr. Terry Patton, Dean, Dillard College of Business Administration; Dr. Susan Harvey, Chair, MSU Department of Music; Dr. David Carlston, Chairman, MSU Faculty Senate; Ms. Angie Reay, Vice Chair, MSU Staff Senate; Mr. Newman Wong, Research Analyst; Mr. Charlie Carr, Director of Athletics; Mr. Barry Macha, General Counsel; Ms. Leigh Kidwell, Director of Internal Audits; 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, outgoing President; Ms. Shayla Owens, incoming President; and Ms. Andrea Mendoza-Lespron, incoming Vice President. Representing the news media was Ms. Lana Sweeten-Shults, Wichita Falls *Times Record News*. Special guests attending the first portion of the meeting were Mr. Jeff Schultz, Ms. Linda Wilson, and Mr. Curt Knobloch from American National Bank.

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

**Opening Comments**

Mr. Hessing welcomed Dr. Shelley Sweatt and Mr. Warren Ayres to their first meeting as Regents and asked them to introduce themselves. Dr. Sweatt indicated that she worked at the Burkburnett ISD for 32 years before retiring and now serves as Executive Director of The Priddy Foundation. Mr. Ayres reported that he graduated from MSU in 1971 and had served on the Dillard College of Business Advisory Board and the MSU Foundation Board for many years. Both indicated they looked forward to serving on the Board. Mr. Hessing congratulated them and thanked them for accepting the appointment to serve.

He reminded individuals in attendance that the meeting was being streamed live on the internet and asked everyone to silence their cell phones.



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

### Executive Session

Mr. Hessing announced that the Board of Regents would go into closed session as allowed by Texas Government Code Chapter 551, Section 074 to consider Item 16-78 (Board of Regents Officers). The closed session began at 1:35 p.m. The Regents, Dr. Shipley, Mr. Macha, and Ms. Barrow remained for the discussion.

### Open Meeting Resumes

The closed session ended at 1:38 p.m. with an announcement by Mr. Hessing that no action was taken during the Executive Session. The open meeting resumed.

### Board of Regents Officers

16-78. Mr. Hessing reported that there were two vacancies on the Executive Committee of the Board with Mr. Kenny Bryant's and Mr. Mike Bernhardt's terms on the Board expiring. He asked for a motion regarding these vacancies. Mr. Crosnoe moved approval of the following slate of officers to serve through August 31, 2016:

Vice Chairman – Tiffany Burks

Secretary – Lynwood Givens

Executive Committee Member-at-Large – Sam Sanchez

Mrs. Marks seconded the motion, and it was approved.

### Appointment of Board Committees

16-79. Mr. Hessing reported that a full list of committee appointments was shown in the Board Book for information only. He thanked the Regents for accepting these appointments.

### Investments with American National Bank (ANB) Update

16-80. Mr. Hessing noted that American National Bank (ANB) oversees the investment of approximately \$7.5 million of the university's endowment funds. He indicated that representatives of the bank were present to provide an update on these investments. Ms. Linda Wilson, Senior Vice President of the Trust Department at ANB, began the presentation by introducing Mr. Jeff Schultz, Senior Vice President and Managing Director of Trust and Investment Services, and Mr. Curt Knobloch, the latest hire by the ANB Trust Department, and a graduate of MSU as of Saturday. Ms. Wilson stated that MSU and ANB have a great relationship, including many ANB employees with a connection to MSU. Mr. Schultz noted that Mr. Knobloch was the third intern hired by the Trust Department and that another student intern would begin work with them during the summer. Mr. Knobloch stated that he had a great experience working in the Trust Department. He then reported on the fixed income information that was included in the presentation. Mr. Schultz noted that the slides shown to the Board were a small portion of the full presentation which was distributed to the Board and shown as Attachment 1. He then reviewed the slide regarding equity holdings and reported that the endowments were invested with approximately 65% in equities and 35% in fixed income. He then

discussed the slide showing portfolio returns as of 4/30/16. He noted that in the last 12 months the portfolio is down 3.6%, and the class blended benchmark was down 0.6%. He indicated that this was primarily caused by an overconcentration in energy and industrials. He added that returns since June 2015 show positive improvement to the portfolio. Mr. Schultz commented that the late former regent Charles Engelman previously encouraged the university to look at alternative investments whenever possible and ANB is doing so. He stated that these types of investments are less liquid, but since the endowment funds are for the long-term needs of the university, the overall investments balance out. He added that growth of capital remains the primary objective of ANB regarding the MSU endowment funds.

There being no questions, Mr. Hessing thanked the group for their presentation.

#### Resolutions

16-81. Mr. Hessing noted that Board resolutions expressing appreciation to retiring Regents Michael Bernhardt and J. Kenneth Bryant were presented for approval (see Attachment 2). Mr. Sanchez moved approval of these resolutions as presented. Mrs. Burks seconded the motion, and it was approved.

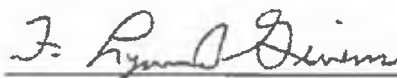
#### Recess

Mr. Hessing noted that the remaining items would be deferred to Executive Session later in the afternoon. The committee of the whole stood in recess at 1:55 p.m. and reconvened at 5:45 p.m.

#### Adjournment

Owing to the lateness of the hour, the Executive Session was postponed until the following day. There being no further business, the meeting adjourned at 5:45 p.m.

Reviewed for submission:



F. Lynwood Givens, Secretary  
Midwestern State University  
Board of Regents

#### ATTACHMENTS

1. American National Bank Presentation
2. Resolutions of Appreciation (Michael Bernhardt and J. Kenneth Bryant)



# MIDWESTERN

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## STATE UNIVERSITY

### Endowment Fund



**American National  
Bank & Trust™**

TRUST AND INVESTMENT SERVICES

**Linda Wilson**  
Senior Vice President

**Jeffrey Schultz, CFA, CTFA**  
Senior Vice President

# WHO WE ARE



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Bank & Trust™

TRUST AND INVESTMENT SERVICES

## Choosing an Investment Partner to Help Meet Your Goals

When we opened the Trust and Investment Services Department in January 1995, we made the commitment to be customer-focused and create effective financial solutions to grow, protect, and transfer wealth. We offer a comprehensive range of services that is tailored to each client's need. Our team of highly skilled financial professionals helps individuals, businesses, families and charitable organizations with wealth management and banking solutions.

Our department assists over 700 clients and currently manages over \$1.1 billion dollars. Our staff averages over 23 years of investment and banking experience, making it one of the most experienced departments in our market.

As a division within American National Bank & Trust (ANB&T), you will work with one of the largest independent financial institutions in the North Texas region. Chartered in 1976, ANB&T has expanded and currently has offices in Wichita Falls, Flower Mound, Fort Worth, Iowa Park, Archer City, Chillicothe and Quanah.

Each client is assigned a personal relationship manager who will lead a team of professionals that oversees all aspects of

the wealth management process. This highly skilled professional coordinates input from all areas within the bank along with working with your CPA or Lawyer to develop a comprehensive plan to meet your goals. Our team of in-house experts will be with you every step of the way.

## Why American National Bank & Trust

ANB&T prides itself on being your local, independent bank that focuses on service. Our staff of more than 20 represents individual expertise in all areas of trust services, investment management services, and wealth advisory services. All decisions and support are here in the local market. We are committed to ensure adherence to the highest standards of fiduciary practices.

## Our People

Many of the ANB&T staff have achieved the highest designations awarded in banking and finance. We have Certified Trust and Financial Advisors, a Chartered Financial Analyst, Certified Regulatory Compliance Manager along with several Financial Industry Regulatory Authority licenses including Series 7, 63, 65 and 66.

These designations exemplify our commitment to excellence to deliver superior service. We thank you for your decision to partner with American National Bank & Trust.

1. 700 clients and over \$1.1 billion as of March 30, 2016 and account for services within our affiliated brokerage service department, Cetera Financial Group which is an Independent broker dealer.

Committed to  
**MIDWESTERN**  
STATE UNIVERSITY

# BIOGRAPHIES



American National  
Bank & Trust™

TRUST AND INVESTMENT SERVICES



## Key Personnel

### **Jeffrey S. Schultz, CFA, CTFA**

*Senior Vice President*

- 34 Years' Experience
- BBA Texas Christian University
- Chartered Financial Analyst (CFA)
- Certified Trust Financial Advisor (CTFA)

### **Randy R. Martin**

*Senior Vice-President*

- 19 Years' Experience
- BBA, Summa Cum Laude, Southwestern University
- JD, Cum Laude, Texas Tech University

### **Linda Wilson**

*Senior Vice-President*

- 32 Years' Experience
- B1 University of Texas
- MA Midwestern State University

### **Scott Tucker, CTFA**

*Senior Vice-President*

- 29 Years' Experience
- BBA Midwestern State University
- Certified Trust Financial Advisor (CTFA)

### **Kelly Smith, CTFA**

*Senior Vice-President*

- 20 Years' Experience
- BBA Midwestern State University
- Certified Trust Financial Advisor (CTFA)

### **Darrin Salge, CFP**

*Vice-President*

- 14 Years' Experience
- BBA Texas Christian University
- Certified Financial Planner
- Series 7, 63 License

### **Michael Boyle, CFIRS**

*Senior Vice-President*

- 19 Years' Experience
- BBA, Midwestern State University
- MBA, North Texas
- Certified Fiduciary & Investment Risk Specialist (CFIRS)

### **Kristin Morris**

*Vice-President*

- 27 Years' Experience
- BBA Midwestern State University
- Certified Trust Financial Advisor (CTFA)

### **Kevin J. O'Connell**

*Vice-President*

- 20 Years' Experience
- BBA, Midwestern State University
- Series 7 & 63 License

### **Paula Walmer**

*Vice-President*

- 39 Years' Experience
- BBA Midwestern State University

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STATE UNIVERSITY



# OUR RELATIONSHIP



American National  
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TRUST AND INVESTMENT SERVICES

## Midwestern State University and American National Bank & Trust Partnership

### I. History of Working Together

- 36 Full-Time Employees are Graduates of MSU
- 11 Full-Time Employees have Attended MSU
- 6 Employees are Currently Students of MSU
- Active Participant in the Internship Program

### II. Community Bankers Scholarship Program

- 64 Students Assisted
- \$512,000 Scholarships Awarded
- \$315,000 Scholarships Funded

### III. Commitments to Exceptional Service

- Understanding of MSU's Mission
- Personal Relationships on Campus
- Shared Values
- Geographic Proximity
- Local Control and Flexibility
- Immediately Responsive

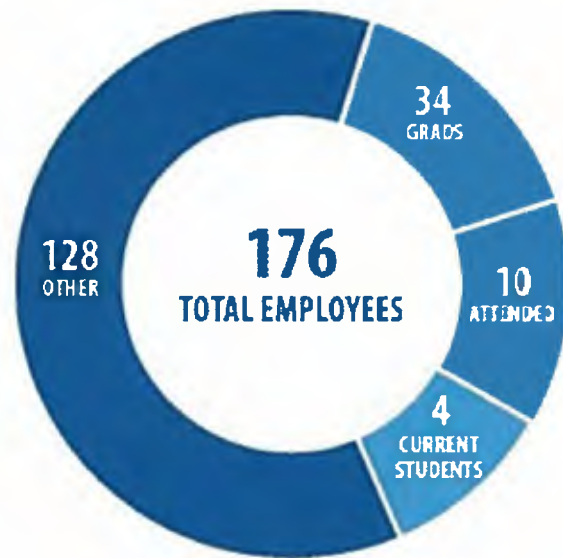
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# OUR RELATIONSHIP



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**\$512,000**  
SCHOLARSHIPS AWARDED



**\$315,000**  
SCHOLARSHIPS FUNDED

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# MARKET UPDATE



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## Conversations with Clients and Recent Market Comments

### Oil Upward, Dollar Weaker, and Fed on Hold (April 12, 2016)

- We think the mid-\$20's lows set on West Texas Intermediate (WTI) Crude Oil earlier this year created the "shock" factor needed to finally slow supply. Baker Hughes recently reported worldwide rig counts declined by another double digit level month over month. The U.S. rig count now stands at a low. Lack of new drilling has helped erode the global oil supply glut.
- Looking out six to twelve months, oil supply and demand is expected to equalize, provided there is no global recession and no major worldwide production increase. Recently lifted international sanctions against Iran caused fear about a potential flood of new supply to market, but Iran said it would participate in a production freeze as they approach 4 million barrels per day (bpd). So far, they are slow to reach this milestone, only producing about 1 million bpd currently. This is much less of a threat than first anticipated.
- The US Dollar appears to have peaked. This is important because of the inverse relationship between dollars and commodities. Commodities are priced in dollars, and when the value of the dollar drops, it leads to more buying power which increases demand. Therefore, a weaker dollar should continue to support higher WTI Crude Oil prices (and other commodities).
- Any decline in the dollar will incrementally improve net earnings for multinational corporations, for some more than others. We anticipate the dollar's weakness as a key to achieving our call that the S&P 500 index has more room to run. We think 2200 by year-end, or an approximate, 7% gain from current levels, is achievable.
- The Federal Reserve (Fed) attempt to "normalize" interest rates appears stalled. Not only are they moving in the opposite direction to other world central banks, the data is not showing enough growth to warrant multiple rate hikes. The bond market is seeing little evidence the Fed will raise rates more than 0.25 – 0.50% for the remainder of the year.
- At this time we are using the upward trend in oil and the weakness in the dollar supported by the Fed's stalled rate hike plan to adjust the portfolios accordingly.

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# INVESTMENT OBJECTIVE



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## Portfolio Allocation Target– Growth with Income

### I. Portfolio Construction:

- Invest between 60%-70% in equities (long)
- Invest between 25%-40% in fixed income
- Invest between 0%-10% in alternative assets
- Invest between 1%-5% in cash / money market



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# PORTFOLIO MANAGEMENT



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## Portfolio Management Process

### Summary:

- Disciplined investment process for identifying and investing in positions
- Technical & Fundamental process for sell discipline
- Relatively concentrated portfolio (between 50-60 positions)
- Considers benchmark weightings but will be overweight and underweight in certain sectors based upon market conditions
- Absolute Return Focus (capital appreciation, dividend income, and bond interest all considered in investment process)

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## Portfolio Management Process

### Buy Process:

The process begins with the utilization of Applied Financial Group (AFG) and other screening software to identify companies that exhibit strong balance sheets, positive cash-flow, earnings power, and business sustainability while trading at reasonable valuations in comparison to similar companies. Companies passing preliminary screening undergo vigorous research to identify management qualities, competitive advantages and innovative products or services. We strive to identify companies that exhibit long-term competitive advantages with superior management to their competitors.

After identifying potential companies, we diligently compare to other companies' valuations and financial ratios to calculate intrinsic values. Once a valuation has been set, we group the companies by growth vs. value and industry vs. sub-industry.

We compare companies passing all the aforementioned and identify if the company will complement or duplicate existing positions before inclusion into the portfolio. All companies are weighted based upon its volatility and positions are adjusted over time to minimize risk to the overall portfolio.

### Sell Process:

The position is constantly being reviewed for any significant adverse changes to the outlook of the company. This can include: a significant financial change, management change, product or service change, substantial legal or regulatory change or any fraudulent activities. These fundamental changes will be constantly monitored and weightings of the positions will change periodically based upon its compliments to other positions in the portfolio.

In addition, technical indicators are monitored for potential sales if certain adverse market conditions affect a company's share price.

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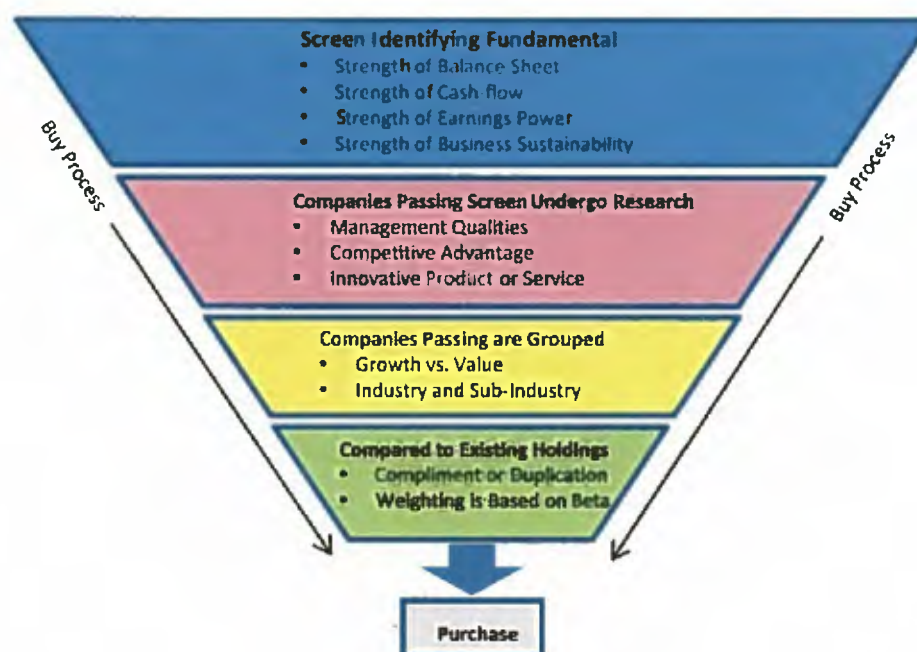
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## Buy Discipline (Common Stock)



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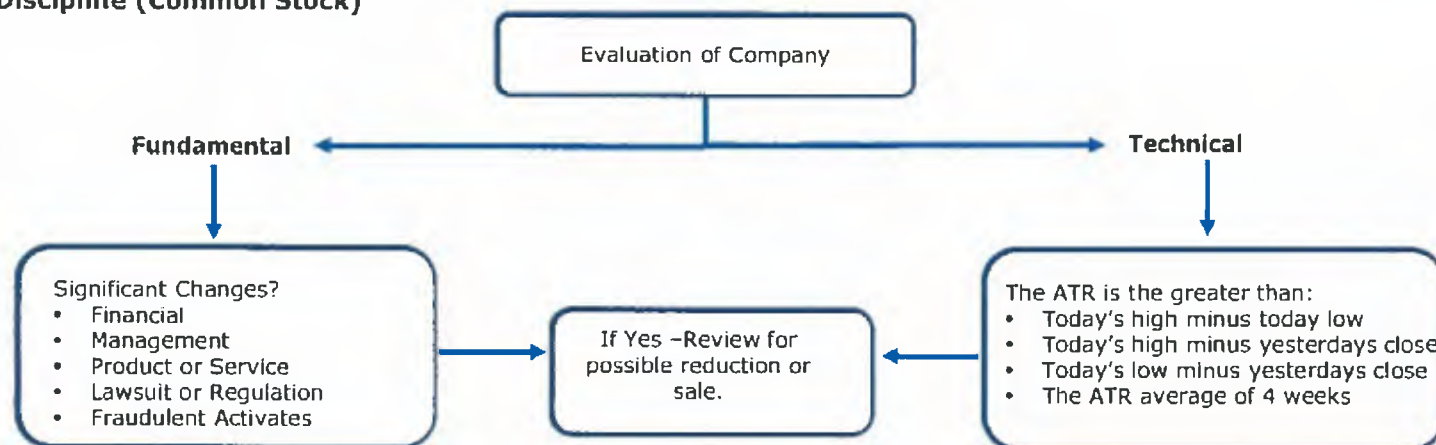
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## Sell Discipline (Common Stock)



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## Fixed Income Analysis (as of 05/09/16)

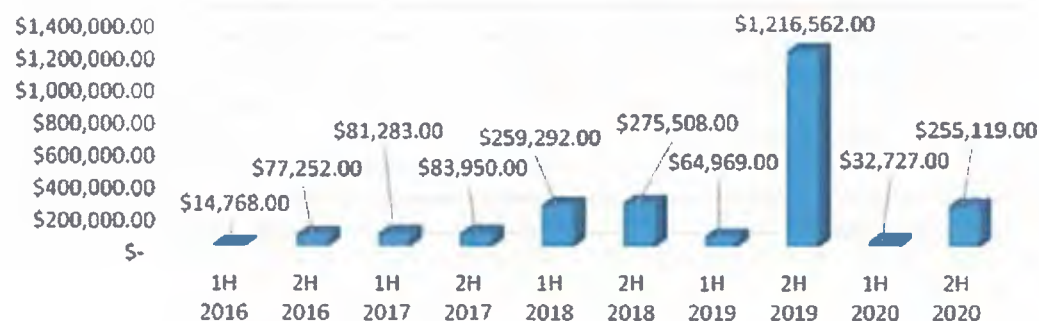
### Key Matrix:

Average Credit Quality:	A3 Moody's A S&P A- Fitch
Par Value of Bonds:	\$2,435,129
Market Value of Bonds:	\$2,601,345

### Yield & Duration Calculations:

Yield to Worst:	2.58%
Yield to Maturity:	2.59%
Modified Duration:	3.23%
Effective Duration:	3.16%

### Base Case Cash Flows (5-Year Semi-Annual Total Cash Flow to Maturity)



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## Fixed Income Holdings (as of 05/09/16)

% of Acct	Cusip	Asset Description	Market Value	Market Cost	Unrealized Gain	Est. Income	Yield to Cost	Acquisition Date
4.97%	844741BA5	Southwest Airlines 2.75% 11/06/2019	\$ 410,644.00	\$ 406,909.24	\$ 3,734.76	\$ 11,000.00	2.70%	5/12/2015
4.85%	13342BAE5	Cameron Intl Corp 4.5% 06/01/2021-21	\$ 400,226.25	\$ 402,286.53	\$ (2,060.28)	\$ 16,875.00	4.19%	9/11/2014
4.01%	406216AX9	Halliburton Corp 6.15% 09/15/2019	\$ 330,883.80	\$ 335,769.68	\$ (4,885.88)	\$ 18,142.50	5.40%	8/3/2012
3.63%	666807BA9	Northrop Grumman 5.05% 08/01/2019	\$ 299,619.00	\$ 286,378.62	\$ 13,240.38	\$ 13,635.00	4.76%	12/19/2011
3.60%	3138WFT55	Fannie Mae Pool AS5971 3% 10/01/2030	\$ 297,269.73	\$ 294,643.95	\$ 2,625.78	\$ 8,519.30	2.89%	1/14/2016
2.96%	219350AU9	Corning Inc 4.25% 08/15/2020	\$ 244,289.25	\$ 226,600.60	\$ 17,688.65	\$ 9,562.50	4.22%	8/10/2010
2.66%	718507BH8	Conoco Phillips Petro 6.65% 07/15/2018	\$ 219,628.00	\$ 213,549.66	\$ 6,078.34	\$ 13,300.00	6.23%	11/19/2009
2.56%	12189TBC7	Burlington North Santa FE 4.7% 10/01/2019	\$ 211,029.20	\$ 189,835.00	\$ 21,194.20	\$ 8,930.00	4.70%	9/21/2009
2.27%	00206RAJ1	AT&T Inc Corp Bond 5.5% 02/01/2018	\$ 187,542.25	\$ 173,926.12	\$ 13,616.13	\$ 9,625.00	5.53%	3/26/2008
2.26%	241001999	Devonshire REIT	\$ 186,403.47	\$ 129,014.21	\$ 57,389.26	\$ -	0.00%	7/10/2014
1.51%	242000990	Devonshire REIT II, Inc.	\$ 124,999.97	\$ 93,475.14	\$ 31,524.83	\$ -	0.00%	7/10/2014
1.07%	38141W364	Goldman Sachs Fst Prime Oblig Inst FD #462	\$ 88,220.00	\$ 88,220.00	\$ -	\$ 365.12	0.41%	11/5/2015
0.16%	3128MBV20	Freddie Mac Pool #G13133 5.0% 05/01/2023	\$ 13,650.77	\$ 13,273.14	\$ 377.63	\$ 652.86	4.92%	Various
<b>36.51%</b>		<b>TOTAL FIXED INCOME</b>	<b>\$ 3,014,405.69</b>	<b>\$ 2,853,881.89</b>	<b>\$ 160,523.80</b>	<b>\$ 110,607.28</b>		

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## Equity Holding Attributes (as of 04/30/16)

	MSU	S&P		MSU	S&P
Forward Price/Earnings	14.1x	17.6x	Dividend Yield	1.9%	2.2%
Price Earnings	16.3x	19.2x	Average Market Cap (\$bil)	\$113.6	\$37.4
Price/Book	2.6	2.8	Sharpe Ratio	0.81	
Return on Assets	4.8%	2.6%	Beta	1.0	
Return on Equity	17.1%	12.1%			

Best Performing (LTM)	Return (%)	Worst Performing (LTM)	Return (%)
Sanderson Farms	24.5%	Greenbrier Cos.	-51.1
Google Inc. Class A	22.4%	Sensata Technologies	-44.1%
Celanese Corp	18%	Envision Healthcare	-42.4%
VISA Inc.	17.8%	Freeport-McMoRan	-41.6%
General Electric Co	17.0%	Chicago Bridge & Iron Co.	-41.3%

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## Equity Holdings (as of 05/09/16)

% of Acct. Ticker	Asset Description	Shares	Price	Market Value	Market Cost	Unrealized Gain	Est. Income	Yield
1.01%	CE Celanese Corp Series A	1,194.00	\$ 69.77	\$ 83,305.38	\$ 72,873.62	\$ 10,431.76	\$ 1,719.36	2.36%
0.73%	LYB Lyondellbasell Industries	743	\$ 81.16	\$ 60,301.88	\$ 71,207.82	\$ (10,905.94)	\$ 2,318.16	3.26%
1.74%	Basic Materials TOTALS	1,937.00		\$ 143,607.26	\$ 144,081.44	\$ (474.18)	\$ 4,037.52	
1.23%	TGT Target Corp Com	1,266.00	\$ 79.93	\$ 101,191.38	\$ 79,911.95	\$ 21,279.43	\$ 2,835.84	3.55%
1.11%	AMZN Amazon Com Inc	135	\$ 679.75	\$ 91,766.25	\$ 81,869.99	\$ 9,896.26	\$ -	0.00%
1.04%	HELE Helen of Troy Limited F	851	\$ 100.89	\$ 85,857.39	\$ 60,873.49	\$ 24,983.90	\$ -	0.00%
0.94%	GM General Motors Co	2,520.00	\$ 30.78	\$ 77,565.60	\$ 88,778.53	\$ (11,212.93)	\$ 3,830.40	4.31%
0.89%	PCLN Priceline.Com Inc	59	\$ 1,244.92	\$ 73,450.28	\$ 75,510.69	\$ (2,060.41)	\$ -	0.00%
0.84%	NXST Nexstar Broadcasting	1,308.00	\$ 53.22	\$ 69,611.76	\$ 60,115.43	\$ 9,496.33	\$ 1,255.68	2.09%
0.82%	DLP Delphi Automotive	963	\$ 70.02	\$ 67,429.26	\$ 65,635.35	\$ 1,793.91	\$ 1,117.08	1.70%
0.74%	AMCX AMC Networks Inc	899	\$ 67.91	\$ 61,051.09	\$ 62,012.28	\$ (961.19)	\$ -	0.00%
0.50%	VIAB Viacom Inc New Class B	1,030.00	\$ 40.43	\$ 41,642.90	\$ 38,179.30	\$ 3,463.60	\$ 1,648.00	4.32%
8.11%	Consumer Discretionary TOTALS	9,031.00		\$ 669,565.91	\$ 612,887.01	\$ 56,678.90	\$ 10,687.00	
1.70%	WMT Wal Mart Stores Inc Com	2,031.00	\$ 68.95	\$ 140,037.45	\$ 118,232.51	\$ 21,804.94	\$ 4,062.00	3.44%
1.37%	BUD Anheuser Busch Inbev SA/NV Sponsored ADR	889	\$ 127.26	\$ 113,134.14	\$ 102,795.96	\$ 10,338.18	\$ 2,837.78	2.76%
1.17%	WBA Walgreens Boots Alliance Inc Common	1,190.00	\$ 80.89	\$ 96,259.10	\$ 93,172.36	\$ 3,086.74	\$ 1,713.60	1.84%
1.01%	SAFM Sanderson Farms, Inc.	886	\$ 94.29	\$ 83,540.94	\$ 67,066.72	\$ 16,474.22	\$ 779.68	1.16%
0.79%	BG Bunge LTD	1,070.00	\$ 60.68	\$ 64,927.60	\$ 62,455.77	\$ 2,471.83	\$ 1,626.40	2.60%
6.04%	Consumer Staples TOTALS	6,066.00		\$ 497,899.23	\$ 443,723.32	\$ 54,175.91	\$ 11,019.46	
1.43%	XOM Exxon Mobil Corp Com	1,329.00	\$ 88.57	\$ 117,709.53	\$ 112,577.74	\$ 5,131.79	\$ 3,987.00	3.54%
1.40%	CVX Chevron Corp New Com	1,155.00	\$ 100.35	\$ 115,904.25	\$ 97,053.74	\$ 18,850.51	\$ 4,943.40	5.09%
0.85%	INT World Fuel Services Corp	1,535.00	\$ 45.97	\$ 70,563.95	\$ 73,212.67	\$ (2,648.72)	\$ 368.40	0.50%
0.68%	VLO Valero Energy Corp New Com	1,027.00	\$ 54.98	\$ 56,464.46	\$ 48,290.44	\$ 8,174.02	\$ 2,464.80	5.10%
0.55%	KMI Kinder Morgan Inc Del	2,655.00	\$ 17.01	\$ 45,161.55	\$ 47,887.98	\$ (2,726.43)	\$ 1,327.50	2.77%
4.91%	Energy TOTALS	7,701.00		\$ 405,803.74	\$ 379,022.57	\$ 26,781.17	\$ 13,091.10	
2.71%	BRK/B Berkshire Hathaway Inc Cl B New	1,565.00	\$ 142.91	\$ 223,654.15	\$ 133,111.59	\$ 90,542.56	\$ -	0.00%
1.68%	AFL AFLAC Inc Com	2,018.00	\$ 68.64	\$ 138,515.52	\$ 114,300.62	\$ 24,214.90	\$ 3,309.52	2.90%
1.09%	JPM JPMorgan Chase & Co Com	1,465.00	\$ 61.21	\$ 89,672.65	\$ 65,388.68	\$ 24,283.97	\$ 2,578.40	3.94%
0.91%	COF Capital One Finl Corp Com	1,084.00	\$ 69.60	\$ 75,446.40	\$ 90,324.38	\$ (14,877.98)	\$ 1,734.40	1.92%
6.39%	Financials TOTALS	6,132.00		\$ 387,288.72	\$ 403,125.27	\$ (12,165.45)	\$ 7,622.32	

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## Equity Holdings Cont... (as of 05/09/16)

% of Acct.	Ticker	Asset Description	Shares	Price	Market Value	Market Cost	Unrealized Gain	Est. Income	Yield
1.85%	JNJ	Johnson & Johnson Com	1,346.00	\$ 113.72	\$ 152,854.80	\$ 157,311.12	\$ 15,073.68	\$ 4,288.00	3.12%
1.61%	MOT	Medtronic Plc, Dublin Shs	1,660.00	\$ 80.33	\$ 133,347.80	\$ 127,737.00	\$ 5,610.80	\$ 2,523.20	1.98%
1.57%	PFE	Pfizer Inc Com	3,833.00	\$ 33.82	\$ 129,632.06	\$ 99,142.02	\$ 30,490.04	\$ 4,599.60	4.64%
1.23%	LH	Laboratory Corp Amer Hldgs Com New	811	\$ 124.94	\$ 101,326.34	\$ 75,421.43	\$ 25,904.91	\$ -	0.00%
1.04%	AMGN	Amgen Inc Com	552	\$ 155.41	\$ 85,786.32	\$ 85,960.68	\$ (174.36)	\$ 2,208.00	2.57%
0.88%	GILD	Gilead Sciences Inc, Com	846	\$ 85.67	\$ 72,476.82	\$ 92,084.81	\$ (19,607.99)	\$ 1,590.48	1.73%
0.87%	AGN	Allergan PLC Shs	335	\$ 213.71	\$ 71,592.85	\$ 82,422.06	\$ (10,829.21)	\$ -	0.00%
9.05%		Healthcare TOTALS	9,377.00		\$ 746,546.99	\$ 700,079.12	\$ 46,467.87	\$ 15,209.28	
1.45%	GE	General Elec Co Com	4,021.00	\$ 29.87	\$ 120,107.27	\$ 107,586.98	\$ 12,520.29	\$ 3,699.32	3.44%
1.27%	ROP	Roper Industries Inc	600	\$ 174.66	\$ 104,796.00	\$ 106,587.16	\$ (1,791.16)	\$ 720.00	0.68%
0.66%	AAL	American Airlines Group	1,656.00	\$ 32.94	\$ 54,548.64	\$ 38,198.16	\$ 16,350.48	\$ 662.40	1.73%
0.45%	HDS	Hd Supply Hldgs Inc, Common	1,110.00	\$ 33.20	\$ 36,852.00	\$ 33,891.52	\$ 2,960.48	\$ -	0.00%
0.36%	GBX	Greenbrier Companies Inc	1,135.00	\$ 26.53	\$ 30,111.55	\$ 30,649.82	\$ (538.27)	\$ 908.00	2.96%
0.36%	ST	Sensata Technologies Holding	850	\$ 34.61	\$ 29,418.50	\$ 33,174.99	\$ (3,756.49)	\$ -	0.00%
0.21%	URI	United Rentals Inc	290	\$ 61.02	\$ 17,695.80	\$ 19,323.86	\$ (1,628.06)	\$ -	0.00%
4.76%		Industrial TOTALS	9,662.00		\$ 393,529.76	\$ 369,412.49	\$ 24,117.27	\$ 5,989.72	
1.55%	ACN	Accenture Plc, Dublin Shsclass A	1,105.00	\$ 115.47	\$ 127,594.35	\$ 112,511.81	\$ 15,082.54	\$ 2,431.00	2.16%
1.54%	FISV	Fiserv Inc Common	1,230.00	\$ 103.62	\$ 127,452.60	\$ 117,130.85	\$ 10,321.75	\$ -	0.00%
1.52%	GOOGL	Alphabet Inc	172	\$ 729.13	\$ 125,410.36	\$ 61,046.42	\$ 64,363.94	\$ -	0.00%
1.28%	V	VISA Inc	1,352.00	\$ 78.22	\$ 105,753.44	\$ 73,055.10	\$ 32,698.34	\$ 757.12	1.04%
1.22%	CSCO	Cisco Sys Inc Com	3,792.00	\$ 26.51	\$ 100,525.92	\$ 78,341.40	\$ 22,184.52	\$ 3,943.68	5.03%
1.20%	ORCL	Oracle Corp Com	2,520.00	\$ 39.36	\$ 99,187.20	\$ 93,105.35	\$ 6,081.85	\$ 1,512.00	1.62%
1.04%	AAPL	Apple Computer Inc	928	\$ 92.79	\$ 86,109.12	\$ 33,684.87	\$ 52,424.25	\$ 2,115.84	6.28%
0.77%	MSFT	Microsoft Corp Com	1,265.00	\$ 50.07	\$ 63,338.55	\$ 68,443.39	\$ (5,104.84)	\$ 1,821.60	2.66%
0.73%	NXPI	NXP Semiconductors N v., Eindhoven Shs	710	\$ 85.04	\$ 60,378.40	\$ 56,785.96	\$ 3,592.44	\$ -	0.00%
10.85%		Information Technology TOTALS	13,074.00		\$ 895,749.94	\$ 694,105.15	\$ 201,644.79	\$ 12,581.24	
3.29%	VB	Vanguard Small Cap	2,416.00	\$ 112.38	\$ 271,510.08	\$ 211,778.90	\$ 59,731.18	\$ 4,566.24	2.16%
2.51%	EFA	Ishares Msci Eafe Index Fund	3,625.00	\$ 57.26	\$ 207,567.50	\$ 207,925.96	\$ (358.46)	\$ 6,149.82	2.96%
2.12%	VEU	Vanguard Ftse Allworld Ex US	4,079.00	\$ 42.83	\$ 174,703.57	\$ 200,178.63	\$ (25,475.06)	\$ 5,172.17	2.58%
1.90%	TMRX	Toreador International Fund Inst Class	9,612.00	\$ 16.32	\$ 156,879.74	\$ 179,388.96	\$ (22,509.22)	\$ 1,516.89	0.85%
7.92%		ETF/Mutual Fund TOTALS	10,120.00		\$ 810,660.89	\$ 799,272.45	\$ 11,388.44	\$ 17,405.12	
Telecommunications									
1.82%	VZ	Verizon Communications Com	2,934.00	\$ 51.08	\$ 149,868.72	\$ 127,796.88	\$ 22,071.84	\$ 6,630.84	5.19%
1.82%		Telecommunications TOTALS	2,934.00		\$ 149,868.72	\$ 127,796.88	\$ 22,071.84	\$ 6,630.84	
100.00%		EQUITY TOTALS			\$ 5,240,521.16	\$ 4,673,505.70	\$ 567,015.46	\$ 104,273.60	

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# PORTFOLIO MANAGEMENT

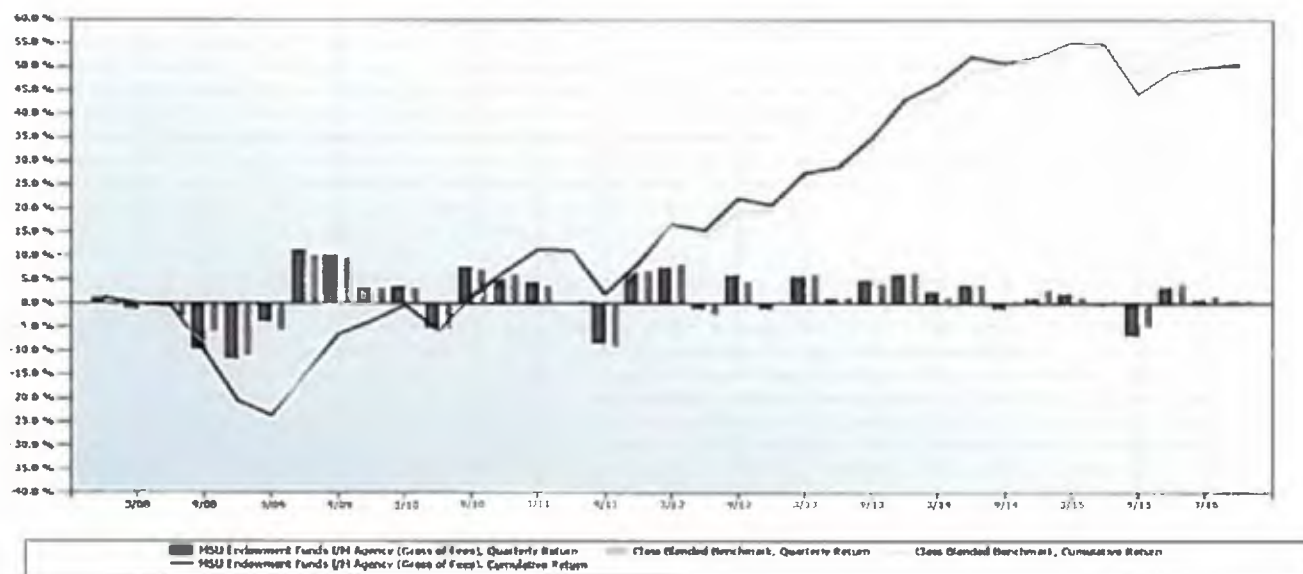


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## Portfolio Returns (as of 04/30/16)

	Last Month	Last 12 Months	Report Period
MSU Endowment Fund	0.3%	-3.6%	4.9%
Class Blended Benchmark	0.6%	-0.6%	5.6%



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# RECOMENDATIONS



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## Future Direction

- Continue emphasis for limiting downside exposure
- Monitor interest income to off-set current low rate environment
- Growth of capital remains primary objective
- Yield consideration is secondary objective
- Maintain emphasis on high quality assets
- Pursue expansion of Alternative Investments to add additional diversification and reduce volatility

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# MIDWESTERN STATE UNIVERSITY RESOLUTION OF APPRECIATION

May 12, 2016

**WHEREAS**, Michael Bernhardt was appointed to the Midwestern State University Board of Regents by Governor Rick Perry on March 17, 2010, and served with distinction as a member of the Board through March 6, 2016, and

**WHEREAS**, during his tenure on the Board of Regents, Mr. Bernhardt served as Vice Chairman of the Board (2012-2016), Chairman of the Finance Committee (2012-2016), and at various other times served as a member of the Finance and Audit, Investment, University Development, and Athletics committees of the Board, and

**WHEREAS**, as an MSU alumnus and local business owner, Mr. Bernhardt was a strong advocate for fiscal responsibility, as well as expanded student life and athletics programs, and

**WHEREAS**, his genuine interest in the students and academic programs of Midwestern State University were always apparent through his comments and actions,

**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 Michael Bernhardt for his dedicated service, and

**BE IT FURTHER RESOLVED** that this Resolution be made a part of the permanent minutes of this Board and that a copy be presented to Mr. Bernhardt as a token of the University's gratitude.

  
Shawn Hiesling, Chairman

  
Warren T. Ayres

  
Tiffany Burks

  
R. Caven Crosnoe

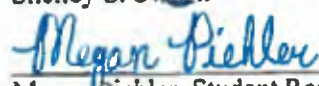
  
F. Lynwood Givens

  
Jeff Gregg

  
Nancy Marks

  
Samuel M. Sanchez

  
Shelley S. Sweet

  
Megan Piehler, Student Regent

  
Suzanne Shipley, President





**MIDWESTERN STATE UNIVERSITY  
RESOLUTION OF APPRECIATION**

May 12, 2016

WHEREAS, J. Kenneth Bryant was appointed to the Midwestern State University Board of Regents by Governor Rick Perry on March 17, 2010, and served with distinction as a member of the Board through March 6, 2016, and

WHEREAS, during his tenure on the Board of Regents, Mr. Bryant served as Secretary of the Executive Committee (2012-2016), Chairman of the Athletics Committee (2010-2012), and at various other times served as a member of the Academic and Student Affairs, Investment, and University Development committees of the Board, and

WHEREAS, as an MSU alumnus and former student-athlete, Mr. Bryant brought a unique perspective to the Board of Regents, and

WHEREAS, his concern for Midwestern State University students, and his commitment to the goals and objectives of the University reflected the highest ideals of public service,

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 J. Kenneth Bryant for his dedicated service, and

BE IT FURTHER RESOLVED that this Resolution be made a part of the permanent minutes of this Board and that a copy be presented to Mr. Bryant as a token of the University's gratitude.

  
Shawn Hessing, Chairman

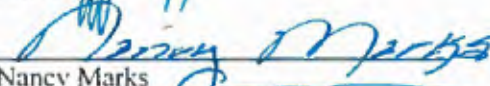
  
Warren T. Ayres

  
Tiffany Burks


  
R. Caven Crosnoe

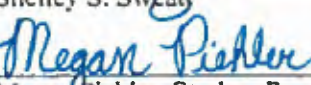
  
F. Lynwood Givens

  
Jeff Grogg

  
Nancy Marks

  
Samuel M. Sanchez

  
Shelley S. Sweet

  
Megan Pichler, Student Regent

  
Suzanne Shipley, President



**MINUTES  
BOARD OF REGENTS  
MIDWESTERN STATE UNIVERSITY  
May 13, 2016**

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, May 13, 2016. Regents in attendance were Mr. Shawn Hessing, Chairman; Ms. Tiffany Burks, Vice Chairman; Dr. Lynwood Givens, Secretary; Mr. Warren Ayres; Mr. R. Caven Crosnoe; Mr. Jeff Gregg; Ms. Nancy Marks; Mr. Sam Sanchez; Dr. Shelley Sweatt; 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; and Mr. Matthew Park, Associate Vice President for Student Affairs and Dean of Students. Other university personnel attending the meeting included Dr. David Carlston, Chairman of the Faculty Senate; Ms. Angie Reay, Vice Chair of the Staff Senate; Mr. Charlie Carr, Director of Athletics; Mr. Barry Macha, General Counsel; Ms. Leigh Kidwell, Director, Internal Audits; Mr. Chris Stovall, Controller; Mr. Patrick Coggins, Chief, MSU Police; Ms. Dawn Fisher, Director, Human Resources; Ms. Julie Gaynor, Director, Marketing and Public Information; Ms. Cindy Ashlock, Executive Assistant to the President; and Ms. Debbie Barrow, Director, Board and Government Relations. Representing the news media was Ms. Lana Sweeten-Shults, *Wichita Falls Times Record News*. Attending the first portion of the meeting were faculty advisors and students representing the Model UN Team, to include Dr. Steve Garrison, Dr. Linda Veazey, Ms. Madeline Parker, Ms. Alexis Gay, and Ms. Julia Brady.

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

Opening Comments

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.

Mr. Hessing acknowledged Megan Piehler and noted this was her final meeting as Student Regent. He reported that during the MSU Honors Banquet Megan was named the Outstanding Senior Woman and Hardin Scholar. The Board congratulated her and expressed their thanks for her service to the university. Mr. Hessing recognized visitors who, along with Megan, were members of the MSU Model UN Team. Ms. Madeline Parker, Ms. Alexis Gay, and Ms. Julia Brady thanked the Board of Regents for their support through funding of the Model UN Program. They indicated that the experience helped with communication skills, expanded their knowledge of other cultures, and enhanced their teamwork skills. Advisors Steve Garrison and Linda Veazey also extended their thanks to the Board for their support.

### 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 commented that no one had signed up to speak during this time.

### Reading and Approval of Minutes

16-126. The minutes of the Board of Regents meetings held February 11 and 12, 2016 meetings were approved as presented.

### Executive Committee Report

Mr. Hessing noted the items presented at the Executive Committee meeting for committee approval and information only, and the item tabled by the Committee for further discussion. Information concerning these items may be found in the minutes of the Executive Committee meeting held May 12, 2016.

### Item Presented for Committee Approval Only

16-84. Committee Minutes

### Items Presented for Information Only

16-85. Dallas-Fort Worth Update

16-86. Campus Master Plan and Construction Update

16-87. Tuition Revenue Bond Programming Plan Review

16-88. Facilities/Daniel Rehabilitation Project Review

### Item Tabled by Committee for Further Discussion by the Full Board

16-89. Capital Expenditure Plan (MP1) Report – FY 2017-2021

### 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.

16-90. Texas Public Finance Authority MSU Bond Resolutions – approved the resolutions as presented.

16-91. Gunn College of Health Science and Human Services Building Project – Project Approval Amount:

- A. Approved the project at a total cost not to exceed \$38 million (95% of the \$40 million in funds available);
- B. authorized the administration to contract with Randall Scott Architects, at a cost not to exceed \$3.2 million;



- C. approved and authorized the administration to contract with Trinity Hughes/Sundt as construction manager at risk (CMAR) contractor; and
- D. authorized the President to increase the budgeted and contracted amounts in an amount not to exceed five percent of the Board approved amount (available funds for this project total \$40 million).

16-92. Texas Accessibility Standards, ADA, and Fire Marshal Upgrades Project – Project Approval Amount – approved the item as presented.

16-93. Legislative Appropriations Request (LAR) – authorized the administration to develop the exceptional item requests as presented for inclusion in the university's LAR.

16-94. Naming of New Residence Hall – approved “Legacy Hall” as the name for the new residence hall.

16-95. Holiday Schedules for Staff Employees – FY 17– approved the holiday schedules as presented.

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

#### Capital Expenditure Plan (MP1) Report – FY 2017-2021

16-89. Mr. Hessing noted that this item was tabled on Thursday for further discussion. He stated that a revised list had been provided to the Board for consideration as shown in Attachment No. 1. Dr. Shipley noted it was suggested that the order of priorities be modified. She stated that it would likely be quite a bit of time before the majority of the projects were undertaken. She added that the Metroplex Expansion project was not necessarily the most important capital expenditure on the list, but it was possible it could happen the soonest. She commented that in deference to the conversation Thursday, the Bolin Science Hall project was moved to the top of the list since a request for Tuition Revenue Bond funding would be included in the university's legislative request. She stated that she kept the Metroplex item high on the list since a request for operational funding would also be requested from the Legislature.

Mr. Gregg expressed concern that the Metroplex Expansion item was still listed as the second priority when many other projects were, in his opinion, a higher priority for the university. Mr. Hessing reminded the Board members that these items were placeholders. He indicated that the availability of funds was a key driver in when these projects would be started in the future. Dr. Givens asked if the \$5 million Metroplex Expansion item in the MP1 was external to the exceptional item request that would be included in the LAR. Dr. Shipley responded that it was, commenting that the \$2 million exceptional item request was for operational funds and the \$5 million request was for capital construction. She stated that her preference would be to not purchase a building in the Metroplex, but that this was a placeholder in the event a piece of property and funding became available. Dr. Shipley noted that in her experience working with

coordinating boards and legislatures the items at the top of the priority list are generally the ones considered for funding. She stated that the list was a combination of priority and timing and noted that it was a political document. Mr. Gregg indicated that this was the information he needed.

Dr. Givens moved approval of the MP1 as revised. Mrs. Marks 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 items not considered by the Board.

Information concerning these items can be found in the minutes of the committee meeting held May 12, 2016.

#### **Item Presented for Committee Approval Only**

16-96. Committee Minutes

#### **Items Presented for Information Only**

16-97. Faculty Report

16-98. Staff Report

16-99. Student Government Report

#### **Items Not Considered Except for Information Provided**

16-107. Faculty Emeritus Status

16-108. Faculty Promotions

16-109. Faculty Tenure

#### **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.

16-100. May 2016 Graduating Class – approved the list of candidates for graduation.

16-101. Admissions Policy Change – approved the policies for students graduating from a homeschool program and from non-ranking high schools.

16-102. Addition to Core Curriculum – approved the addition of HIST 2003 course to the university's core curriculum.

- 16-103. Addition of Minor – Great Books – approved the addition of a minor program titled “Great Books.”
- 16-104. Change Title of Educational Technology Major – approved changing the title of this major to Instructional Design Technology.
- 16-105. Approval of 2017-2018 Academic Calendar – approved the calendar as presented.
- 16-106. Housing and Dining Service Rates – approved the rates for FY 17 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.

Mr. Hessing noted that items 16-107, 108, and 109 would be considered later in the meeting in Executive Session.

#### **Finance Committee Report**

Mr. Gregg noted the items presented at the Finance Committee meeting for committee approval and information only, and the item approved by the Committee without a unanimous vote and not placed on the Consent Agenda. Information concerning these items can be found in the minutes of the Finance Committee meeting held May 12, 2016.

#### **Item Presented for Committee Approval Only**

- 16-110. Committee Minutes

#### **Item Presented for Information Only**

- 16-111. Summary of Financial Support

#### **Item Approved by Committee without Unanimous Vote: Not Placed on Consent Agenda**

- 16-119. Budget Discussion 2016-2017 – Tuition and Fee Review and Recommendations

#### **Finance Committee Consent Agenda**

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

- 16-112. Financial Reports – accepted the monthly financial reports for January through March, 2016.
- 16-113. Investment Report – accepted the second quarter 2016 Investment Report.
- 16-114. FY 16 Items \$50,000 & Under – ratified the budget changes presented.

- 16-115. Personnel Reports and Changes in FY 16 Budget – ratified the changes presented.
- 16-116. New Residence Hall Staff– FY 16 – authorized the addition of six staff positions in August 2016 as presented.
- 16-117. Summer Budget 2016 – authorized increased funding for summer school in the amount of \$200,000 as presented.
- 16-118. Parking Fee Increase – approved increasing the parking fee for students from \$50 per year to \$70 per year effective with the fall 2016 semester.

Mr. Hessing asked if there were items any member wanted to remove from the Consent Agenda. Mr. Sanchez seconded Mr. Gregg's motion to approve the Consent Agenda as presented. The motion was approved.

#### Budget Discussion 2016-2017 – Tuition and Fee Review and Recommendations

- 16-119. Mr. Hessing noted that this item did not pass the Finance Committee unanimously and would be considered by the full Board. He asked for a motion and a second so that the item could be placed on the table for discussion. Mr. Crosnoe moved approval of the item and the motion was seconded by Mrs. Marks.

Dr. Givens expressed his appreciation that every item that comes before the Board receives an open discussion. He stated that while he did not have anything more definitive to say beyond his comments Thursday, he wanted the students and the public to know that the Board of Regents did not take tuition and fee increases lightly and that they regret having to do so.

Mr. Gregg asked if essential services would have to be cut if the Board did not approve the recommendation. Dr. Fowlé responded affirmatively.

There being no further discussion 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, and the item approved by the Committee without a unanimous vote and not placed on the Consent Agenda. Information concerning these items can be found in the minutes of the committee meeting held May 12, 2016.

#### Item Presented for Committee Approval Only

- 16-120. Committee Minutes

#### Item Presented for Information Only

- 16-121. Potential Conflict of Interest of Regent

Item Approved by Committee without Unanimous Vote: Not Placed on Consent Agenda

- 16-123. Campus Carry Task Force Report and President's Shipley's Recommendation

Audit, Compliance, and Management Review Committee Consent Agenda

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

- 16-122. Audit Activities and Compliance Activities – approved the FY 13 and FY 15 Audit Reports, and the FY 16 Audit Plan.
- 16-124. *MSU Policies and Procedures Manual Changes* – approved new policy and changes to the policies noted below:
- A. New Policy 2.26 – Compliance and Ethics Program Policy
  - B. Policy 3.114 – Faculty Performance Review
  - C. Policy 3.214 – Staff Performance Rating
  - D. Policy 4.145 – Relationships with Affiliated Entities
- 16-125. Memorandum of Understanding between MSU and the MSU Foundation, Inc. and the MSU Charitable Trust – approved the MOU's as presented and authorized Mr. Macha to work with the Chairman of the Board to finalize the agreement with the MSU Foundation, Inc.

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

Campus Carry Task Force Report and President's Shipley's Recommendation

- 16-126. Mr. Hessing noted that this item did not pass unanimously out of the Committee and was not placed on the Consent Agenda. He stated that following the discussion Thursday, the administration's recommendation was modified and an updated copy with the proposed changes highlighted was distributed to the Board (see Attachment No. 2). Dr. Shipley asked Ms. Barrow to explain the changes. Ms. Barrow stated that language regarding the storage of guns in the residence halls was clarified. She noted that the recommended wording provides that "any time a handgun in a campus housing facility is not in the immediate care, custody, or control of the owner, that handgun must be stored within secure gun storage as defined by 18 U.S.C. §921(a)(34)(c)." This change eliminated the possibility that a locking device could be used. She stated that under this policy a handgun would have to be placed in a gun safe or lock box. She added that the exact procedures would be outlined by the Implementation Task Force. Mrs. Burks indicated that she approved of this change.

Mrs. Burks asked what would happen to a student from a student disciplinary perspective if he or she did not keep the gun in a safe in his or her residence hall room.



Dr. Lamb responded that such action would be a violation of the Student Code of Conduct and would be referred to the appropriate disciplinary office. He indicated that each case would be considered on its own merit and appropriate sanctions would be given. Mrs. Burks asked if the sanctions were gradual. Dr. Lamb responded that they are progressive depending on the circumstances.

Mr. Hessing thanked Mrs. Burks for her diligence on this matter. Mr. Gregg moved approval of the revised recommendations as presented. Mr. Ayres seconded the motion and it was approved.

#### Nominating Committee for Board Officers for FY 2017 and FY 2018

16-127. Mr. Hessing noted that this matter would be discussed later in the meeting.

#### President's Report and Discussion of Higher Education Issues

16-128. President Shipley noted that one of the most influential days she had had since becoming MSU President was her day at the Texas Legislature. She reported that she testified before the Texas Senate Higher Education Committee and heard from various politicians and higher education officials regarding affordability in higher education. She discussed several topics that were mentioned during this meeting.

- A. **Marketable Skills** – Dr. Shipley stated that the new Texas Higher Education Coordinating Board (THECB) Strategic Plan, 60X30TX, includes a goal that by 2030, all graduates will have completed programs with identified marketable skills. She noted that the faculty and administration must identify the marketable skills a graduate should have upon graduation whether a student studies mass communication, English, history, or nursing. The degree a student receives and the marketable skills he or she obtains has a direct effect on a student's marketability, future income potential, and manageable debt load.
- B. **Student Debt** – Dr. Shipley noted that during the hearing each president or chancellor was asked about the average debt load of the institution's students. She stated that MSU's average student debt is less than \$20,000, which is below the national average. She indicated that they also asked about the loan default rate and MSU's rate is 7.8%. She noted that the administration tracks this number closely because if a student defaults on a federal loan the university can be held accountable. She added that MSU has a good story to tell with a low level of debt, a low default rate, and a high return on investment as reported this year by the website Best Value Schools. MSU was ranked number nine of the 30 best colleges and universities in Texas, to include private institutions.
- C. **Growth and Expansion for Economies of Scale (Administrative Cost)** – Dr. Shipley reported that the legislators wanted to know what percentage of each institution's operational costs were for administrative expenses. She noted that while MSU's current administrative cost was 10.8%, with some of the changes that had been made the figure for next year would be near 8.5%. She noted that larger institutions

generally have lower administrative costs. She added that the MSU administration would continue to work to identify possible efficiencies.

- D. Collaboration with Community Colleges – Dr. Shipley commented that while this was not a major topic discussed during the legislative hearing, it is an important component of 60X30TX. She indicated that a great deal of attention is being placed on time to degree and noted that partnering with community colleges provides an opportunity for a seamless transfer for students.
- E. Reaching Out to Multiple Stakeholders for Support – Dr. Shipley stated that MSU has a great story to tell in this regard with the outstanding donor support that is received. She indicated that the university discounting tuition and fees by 23% through free financial aid helps defray the cost of higher education for MSU students.

Dr. Shipley indicated that she appreciated the opportunity to review this information with the Board of Regents.

Dr. Givens asked for additional information regarding Dr. Shipley's statement that the university would be held accountable for federal loans on which MSU students defaulted. Dr. Shipley asked Dr. Lamb to respond. Dr. Lamb stated that he did not know if MSU would be held responsible for paying back a student's debt. Dr. Shipley indicated that the school would not be required to pay the funds back but would have to absorb the lost revenue. Dr. Givens stated that he would be interested in knowing how much this is adding to the university's cost of operation each year. Mr. Hessing asked the administration to provide this information, possibly at the summer budget workshop. Mr. Sanchez asked if it might be possible at some point in the future to learn more about the students who go into default, and particularly if there are trends in certain major fields of study.

#### Executive Session

Mr. Hessing announced that the Board of Regents would go into Executive Session to discuss Items 16-107 (Emeritus Status), 16-108 (Faculty Promotions), 16-109 (Faculty Tenure), 16-129 (University President's Performance Review), 16-130B (Real Property), and 16-130D (Board Officers) as allowed by Texas Government Code Section 551.072 and 074. The Executive Session began at 9:40 a.m. Mr. Hessing, Mrs. Burks, Dr. Givens, Mr. Gregg, Mr. Crosnoe, Ms. Piehler, Mrs. Marks, Mr. Sanchez, Mr. Ayres, Dr. Sweatt, and Dr. Shipley remained for the entire discussion. Mr. Macha, Ms. Barrow, Dr. Stewart, Dr. Fowlé, and Dr. Lamb exited the closed session at 10:55 a.m. Mr. Macha and Ms. Barrow returned to the closed meeting at 11:32 a.m. The closed session concluded at 11:37 a.m. and the open meeting resumed.

#### Open Meeting Resumes

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

### Emeritus Status

16-107. Mr. Sanchez moved that the following faculty members be granted emeritus status upon their retirement from MSU.

- Dr. Ralph Fritzsche – Professor of Accounting – 32 years
- Dr. Thomas Hoffman – Associate Professor of English – 48 years
- Dr. Linda Hollabaugh – Associate Professor of Foreign Languages – 27 years
- Ms. SusAnn Key – Assistant Professor, Academic Success Center – 13 years

Mrs. Burks seconded the motion and it was approved.

### Faculty Promotions

16-108. Mr. Sanchez moved approval of promotions for the following faculty members.

#### From the Rank of Assistant Professor to Associate Professor:

Jeremy Duff, Ph.D.	Political Science
Suzanne Lindt, Ph.D.	Curriculum and Learning
Victoria Sanders, M.S.R.S.	Radiologic Sciences
Leland Turner, Ph.D.	History
Linda Veazey, Ph.D.	Political Science
Charles Watson, Ph.D.	Biology

#### From the Rank of Associate Professor to Professor:

Matthew Capps, Ph.D.	Educational Leadership
Suguru Hiraide, M.F.A.	Art

Dr. Givens seconded the motion and it was approved.

### Faculty Tenure

16-109. Mr. Sanchez moved approval of granting tenure to the following faculty members.

Phillip Blacklock, Ed.D	Curriculum and Learning
Leland Turner, Ph.D.	History
Linda Veazey, Ph.D.	Political Science
Charles Watson, Ph.D.	Biology
Kathryn Zuckweiler Stewart, Ph.D.	Management

Mrs. Marks seconded the motion and it was approved.

### University President's Annual Performance/Compensation and Contract Review

16-129. Mr. Crosnoe moved that the term of Dr. Shipley's contract be extended by one additional year. Mrs. Burks seconded the motion and it was approved.

### Real Property

16-130B. Mr. Gregg moved that the Board authorize the President to work with the Chairman of the Board of Regents to purchase the house and property located at 2527 Hampstead with a price not to exceed the independent appraised value of the property and the source of funds being unallocated reserves. Mr. Sanchez seconded the motion and it was approved.

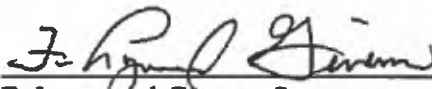
Nominating Committee for Board Officers for FY 2017 and FY 2018

16-127. Mr. Hessing appointed Mr. Crosnoe, Mrs. Marks, and Mr. Sanchez to serve as a special Nominating Committee to recommend board officers at the August meeting.

Adjournment

There being no further business, the meeting was adjourned at 11:42 a.m.

I, F. Lynwood Givens, the fully appointed and qualified Secretary of the Midwestern State University Board of Regents, hereby certify that the above and foregoing is a true and correct copy of the minutes of the Midwestern State University Board of Regents meeting May 13, 2016.

  
F. Lynwood Givens, Secretary

**ATTACHMENTS:**

1. REVISED Capital Expenditure Plan (MPI) Report – FY 2017-2021
2. REVISED Campus Carry Recommendations

**Midwestern State University  
Capital Projects - MP 1  
Fiscal Years 2017-2021  
Item 16-89 - REVISED**

<u>Project Name</u>	<u>Priority</u>	<u>Project Cost</u>	<u>Sources</u>
Bolin Science Renovations & Infrastructure Improvements	1	\$20,000,000	Tuition Revenue Bonds (TRB)
Metroplex Expansion - Building Purchase	2	\$5,000,000	Tuition Revenue Bonds (TRB), HEAF or Gift Funds
New Facilities Services Building	3	\$5,000,000	Student Fee & HEAF
Daniel Building Student Services - Student Life Renovations	4	\$7,000,000	Student Fee & Food Services Revenue
Parking Facilities	5	\$15,000,000	Parking Fees & HEAF
New Student Residence Hall	6	\$35,000,000	Housing Student Rental Income
South Hardin Renovations & Welcome Center	7	\$3,000,000	Private Funds & HEAF
Hardin Building Infrastructure Renovation	8	\$10,000,000	HEAF
West Campus Annex Facilities Renovation	9	\$2,000,000	Private Funds & HEAF
University Police Station	10	\$1,000,000	HEAF Bond
On-Campus Football Stadium	11	\$22,000,000	Private Funds & Student Fee
Acquisition of Property	12	\$2,000,000	Private Funds
<b>Total</b>		<b>\$127,000,000</b>	
Projects <\$1 MM not reported to THECB.			

- A. New construction projects \$1,000,000 or more;
- B. repair and renovation projects \$1,000,000 or more;
- C. information resource projects that cumulatively would total \$1,000,000 or more in one year; and
- D. property purchases that cumulatively would total \$1,000,000 or more in one year.



Board of Regents Meeting Minutes  
May 13, 2016  
Attachment 2

**Carrying of Concealed Handguns on Campus  
Rules/Policies Proposed by President Suzanne Shipley  
For Consideration by the  
Midwestern State University Board of Regents  
May 13, 2016**

Policies	Applicable Laws and Regulations	Unique Environment/Safety Considerations/Other Comments
Effective August 1, 2016 an individual with a License to Carry (LTC) or Concealed Handgun License (CHL) may carry a concealed handgun on the Midwestern State University Campus, subject to state law and these policies.	The Texas Government Code § 411.2031	These policies are proposed following input and consultation with Midwestern State University students, staff, and faculty about the nature of the student population, specific safety considerations, and the uniqueness of the campus environment.
A Campus Carry Implementation Task Force will be appointed to direct the implementation of the policy, including appropriate campus signage and notifications for the campus community and visitors.		
The MSU Police Department will establish Safe Campus training that will be made available to the University community.		
No gun storage will be provided by MSU. However, Storage Safes may be rented through the Office of Housing and Residence Life for use in university housing.	Senate Bill 11  The Texas Government Code, Subchapter H, § 411.188.4	A centralized storage location is not feasible on the MSU campus. As this would necessitate concealed handgun carriers transferring handguns to various storage locations, it would increase the time spent handling a gun and would correspondingly increase the risk of accidental discharge and other situations that present a danger to the campus population. Providing handgun storage also presents issues of financial expense, security, privacy, and liability for the University. Multiple storage locations would be cost prohibitive for the University. Storage safes may be rented from the MSU Department of Housing and Residence Life.
Any time a handgun in a campus housing facility is not in the immediate care, custody, or control of the owner, that handgun must be stored within secure gun storage as defined by 18 U.S.C. §921(a)(34)(c).	18 U.S.C. §921(a)(34)(c) defines secure gun storage as "a safe, gun safe, gun case, lock box, or other device that is designed to be or can be used to store a firearm and that is designed to be unlocked only by means of a key, a combination, or other similar means."	The majority of individuals who reside in campus housing are under the age of 21. The communal nature of campus housing increases the likelihood that an unauthorized person may access a handgun if it is left unattended by a license holder. This raises a significant safety concern which would be mitigated by requiring a license holder to keep their handgun in a secure gun storage when the handgun is within campus housing and outside of the license holder's immediate control. Storage safes that comply with 18 U.S.C. §921(a)(34)(c) are available through the MSU

**Carrying of Concealed Handguns on Campus  
Rules/Policies Proposed by President Suzanne Shipley  
For Consideration by the  
Midwestern State University Board of Regents  
May 13, 2016**

Policies	Applicable Laws and Regulations	Unique Environment/Safety Considerations/Other Comments
		Department of Housing and Residence Life. License holders are also free to procure their own secure gun storage that meets the definition of 18 U.S.C. §921(a)(34)(c).
A student who is assigned to a residential room where a firearm is stored and is concerned about his or her wellbeing may request a transfer to another room through the regular university housing process.		
Process for Exemption Request to University President		The course of events at the University may present unique, temporary or unforeseen circumstances in which the carrying of a concealed weapon would pose a threat to the campus population and environment. Procedures will be developed to address such circumstances that are a consequence of the unique environment of the University campus and the diverse activities that take place throughout the University.
<b>Exclusionary Areas: Where Health, Psychological, and Counseling Services are Provided</b>		
<ul style="list-style-type: none"> <li>• Vinson Health Center</li> <li>• Gaines Dental Hygiene Clinic</li> <li>• MSU Counseling Center</li> <li>• West College of Education Counseling Center</li> <li>• MSU Psychology Clinic</li> <li>• Offices within each of these Clinics or Centers</li> </ul>	Chapter 241 of the Texas Health and Safety Code.	The nature of medical, psychological, and counseling services provided in these Centers and Clinics and the population that is served, in some areas including minors, presents unique environments in which the carrying of concealed handguns would present significant safety concerns.
<b>Exclusionary Areas: Where Care is Provided for Minors</b>		
Locations used for Pre-K through Grade 12 activities/camps on the MSU Campus. This includes residence halls and other buildings used for summer camps and other scheduled activities where school-age children are on the MSU Campus.	Texas Penal Code §46.03 prohibits the carrying of a weapon on the physical premises of an educational institution on which an activity sponsored by an educational institution is being conducted.	MSU hosts numerous youth groups on campus for summer camps, school group visits, and academic and sporting events. Having children on the MSU campus necessitates that special precautions be taken to ensure the safety of these groups. This prohibition of handguns should be clearly stated and agreed to in the paperwork required to schedule the event on the MSU campus.
SAT and ACT Testing on the MSU Campus	Texas Penal Code §46.03 prohibits the carrying of a weapon on the physical premises of a school or educational institute or any	The MSU campus is utilized as a location in which the SAT and ACT tests are administered. The vast majority of individuals taking the SAT and ACT tests are minors.

**Carrying of Concealed Handguns on Campus  
Rules/Policies Proposed by President Suzanne Shipley  
For Consideration by the  
Midwestern State University Board of Regents  
May 13, 2016**

Policies	Applicable Laws and Regulations	Unique Environment/Safety Considerations/Other Comments
	grounds or building on which an activity sponsored by a school or educational institution is conduct.	
University Interscholastic League (UIL) events held on the MSU campus	Texas Penal Code §46.03 prohibits the carrying of a weapon on the physical premises of a school or educational institute or any grounds or building on which an activity sponsored by a school or educational institution is being conducted. UIL rules and regulations prohibit firearms at UIL events.	MSU hosts a number of University Interscholastic League (UIL) events on its campus throughout the year. UIL rules specifically state that firearms may not be present at UIL events. The presence of minors at these events necessitates that additional safety precautions be taken to ensure the safety of UIL participants and their guests.
<b>Exclusionary Areas: Primarily Used for Sporting Events, Including Intramural Athletics Activities</b>		
D.L. Ligon Coliseum	Chapter 46 of the Texas Penal Code prohibits firearms on the premises where a high school, collegiate, or professional sporting event or interscholastic event is taking place.	This facility is used for a significant number of MSU sporting events, including basketball, volleyball, weight training, and the exercise physiology and athletic training departments. The majority of events held in the Coliseum are NCAA or UIL events or practices. The Coliseum is a large capacity facility that necessitates additional security protocols to ensure the safety of event participants and spectators.
MSU Softball, Soccer, and Tennis Centers	Chapter 46 of the Texas Penal Code prohibits firearms on the premises where a high school, collegiate, or professional sporting event or interscholastic event is taking place.	These facilities are used for sporting events by both MSU athletics and athletic events for outside organizations, including those involving school-age children. The majority of events held in these facilities are NCAA or UIL events or practices. The softball, soccer, and tennis centers are large capacity facilities that necessitate additional security protocols to ensure the safety of event participants and spectators.
Redwine Wellness Center	Chapter 46 of the Texas Penal Code prohibits firearms on the premises where a high school, collegiate, or professional sporting event or interscholastic event is taking place.	The Redwine Wellness Center houses a gymnasium, weight and other exercise equipment, cycling and exercise studios, indoor running track, volleyball/basketball courts, and an outdoor pool area. Numerous exercise and physical fitness classes, intramural sports, and leisure exercise activity take place in this building. The Redwine



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		Wellness Center also houses the Vinson Health Center and numerous administrative offices. Weapons in the Redwine Wellness Center present a significant safety concern as individuals engaged in exercise activities would have a difficult time keeping a handgun on their person and concealed from public view in a safe manner. The storage of personal items in locker rooms and other storage areas also presents an issue as there is a high likelihood that weapons would be left unattended during participation in physical fitness activities. Intramural athletic competitions are also held in the Redwine Center.
<b>Exclusionary Areas: Locations with Special or Unique Uses</b>		
Designated Laboratories – the university president, working with the Provost, will identify the university laboratories that meet the following definition: <i>Any laboratory, room, or storage area with extremely dangerous chemicals, biologic agents, or explosive agents, and areas with equipment that is incompatible with metallic objects.</i>		Each campus teaching and research laboratory is different and a process will be determined to identify those laboratories that should be considered exclusionary areas.
The MSU Testing Center		The Testing Center may be utilized by members of the campus community, as well as members of the general public. Contractual requirements prohibit weapons in the Testing Center. Additionally, the Testing Center does not allow personal items to be brought into the testing area, which could result in handguns being left in an unsecured location within the Testing Center.
Any meeting, hearing, or other occurrence that involves grievances, discipline, dismissal, or remediation of students, faculty or staff.		Procedures and hearings of this nature are often adversarial and generate numerous emotional responses. Based upon the nature of the matter at issue, these procedures may involve MSU students, faculty, and/or staff.

**MINUTES  
BOARD OF REGENTS  
MIDWESTERN STATE UNIVERSITY  
June 15, 2016**

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 10:00 a.m., Wednesday, June 15, 2016. Regents in attendance were Ms. Tiffany Burks, Vice Chairman; Dr. Lynwood Givens, Secretary; Mr. Warren Ayres; Mr. Caven Crosnoe; Mr. Jeff Gregg; Ms. Nancy Marks; Mr. Sam Sanchez; Dr. Shelley Sweatt; and Student Regent Lindsey Shelley.

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 Affairs and Finance; and Dr. Keith Lamb, Vice President for Student Affairs and Enrollment Management. Other university personnel attending the meeting included Mr. Matthew Park, Associate Vice President for Student Affairs and Dean of Students; Mr. Charlie Carr, Director of Athletics; Ms. Kathy Browning, Director of Financial Aid; Mr. Barry Macha, General Counsel; Ms. Leigh Kidwell, Director of Internal Audits; Ms. Dawn Fisher, Director of Human Resources; Ms. Valarie Maxwell, Director of Budget and Management; Ms. Debbie Vaughn, Senior Budget Analyst; Dr. David Carlston, Chairman of the MSU Faculty Senate; Ms. Reagan Foster, Chair of the MSU Staff Senate; Ms. Julie Gaynor, Director of Marketing and Public Information; Ms. Cindy Ashlock, Executive Assistant to the President; and Ms. Debbie Barrow, Director of Board and Government Relations. Representing the news media were Ms. Lana Sweeten-Shults, *Times Record News*; Ms. Ana Van Valen and Mr. Thomas Rogers, KAUZ News Channel 6; and Ms. Samaria Terry, KFDX TV-3.

Vice Chairman Burks called the meeting to order at 10:00 a.m. and Ms. Gaynor introduced the guests.

Opening Comments

Mrs. Burks welcomed everyone to the meeting and thanked them for their participation. She noted that Chairman Hessing was out of the country and would not be able to participate in the meeting. She extended a special welcome to new Student Regent Lindsey Shelley. She reported that Ms. Shelley was a graduate student in the MSU Family Nurse Practitioner program. She received her undergraduate nursing degree from MSU in 2013. While a student at MSU, she was a Student Ambassador and a Peer Counselor, and was a member and captain of the Cross Country Team. Mrs. Burks indicated that the Board looked forward to working with Ms. Shelley in the coming year. She then 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

Mrs. Burks 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. She noted that no one had signed up to speak during this time.

FY 17 Budget Workshop

16-131. Mrs. Burks noted that the administration provided a packet of general budget information with the agenda (see Attachment 1). She encouraged an open dialogue



between the administration and the Board regarding the budget. She stated that Dr. Shipley would begin the discussion, followed by Dr. Fowlé and Dr. Lamb.

Dr. Shipley commented that the Board would see the background work put together by Dr. Fowlé and the budget office that would help everyone have a better understanding of the university's complex budget. She indicated that she had also asked Dr. Lamb to provide information about financial aid. She noted that at the end of the meeting Dr. Fowlé would provide cost estimates for the DFW expansion. She added that these costs would not affect the FY 16 budget. She stated that everything else to be discussed related to the budget that would be presented for consideration and approval in August. Dr. Shipley added that Dr. Fowlé initiated a Budget Oversight Committee (BOC) this year and involved representatives from campus constituent groups. She applauded the work Dr. Fowlé and her staff did to help make the budget process more transparent. She noted that the budget information Dr. Fowlé would present to the Board was closely tied to the recommendations of the BOC.

Dr. Fowlé reviewed the budget planning document (Attachment No. 1), beginning with the enrollment projections. She noted that the fall 2016 projected enrollment was 6,175 and added that the administration was using an enrollment of 6,100 for budgeting purposes. She reported that the projections were based on a complex historical model. She stated that headcount translates into semester credit hours (SCH), which is what the state uses to provide funding. She noted that the fall 2021 enrollment was projected to be 6,800. She added that this projection did not include any new outreach efforts to Wise County or the Dallas/Ft. Worth area. Dr. Givens asked why the FY 16 fall headcount (fall 2015) showed enrollment to be 5,875 on the revenue projection page but was 6,043 on the enrollment projection page. Dr. Fowlé responded that the revenue projection page had not yet been updated since FY 16 is not complete.

Dr. Fowlé then provided an explanation of the tuition and fee categories shown on the revenue projection page.

- 1) Statutory Tuition (\$50 per SCH) – This category was not included in the revenue projections because funds collected are returned to the state and are used to offset MSU's state appropriation.
- 2) Net Designated Tuition – These funds represent MSU's fixed tuition plan. The state mandated that each university offer a fixed tuition plan for its students and the MSU Board authorized that the plan would be required of all students rather than being optional. The fixed plan gives a student four years to complete his or her degree with no increase in designated tuition. If a student completes four years and continues, the rate changes to whatever the rate is for a new person and the rate changes each subsequent year until the person graduates.
- 3) University Services Fee (\$66 per SCH) – The university previously charged multiple fees for services such as the library, technology, and advising. These fees were collapsed into one fee approximately three years ago to simplify the billing for students and parents. Dr. Fowlé noted that in FY 15 the Board approved a \$6 per SCH increase to this fee for the athletics and intramural fields. This portion of the fee was shown under Other Fees on the revenue projection page of the attachment.

- 4) Distance Learning Fee (\$50 per SCH) – This fee is charged to all students taking online courses. Students who are taking all of their courses online do not pay the Student Center Fee or the Recreation Center Fee. The funds from the Distance Learning Fee help offset some of the costs associated with streaming courses, the D2L learning management system, and the distance learning staff.
- 5) Tier 2 is a program for international students. Dr. Fowlé reported that international students who do not receive a competitive scholarship and waiver or are not on Tier 2 pay tuition of \$450 per SCH. She added that international student tuition is sent to the state, just as Statutory Tuition, to offset MSU's state appropriation. The university offers Tier 2 status to qualified international students and they pay \$90 per SCH plus all of the other tuition and fees. Students on Tier 2 are not counted by the state in headcount, SCH, or formula funding calculations relating to state appropriations. However, the \$90 per SCH is charged to offset the lost revenue from the state.

Mr. Sanchez asked why Tier 2 was lower in FY 16. Dr. Fowlé responded that a large number of graduate computer science students were recruited and qualified for a competitive scholarship. Students who receive a competitive scholarship of \$1,000 or more qualify for a competitive waiver and can pay in-state tuition. From a funding perspective it was more beneficial for the SCH production of these students to be counted by the state. She stated that the Budget Office works closely with Dr. Lamb and the International Services Office to be certain students are placed in the appropriate category to maximize university funding. Dr. Lamb added that there is a limit on the number of competitive waivers the institution can give, which is why there was still a significant Tier 2 number. Dr. Givens asked if competitive waivers were given only to international students. Dr. Lamb said that they can also be given to out-of-state students. Dr. Givens asked about the tuition paid by out-of-state students. Dr. Lamb responded that students from Oklahoma border counties pay in-state tuition, all other Oklahoma residents pay in-state tuition plus \$30 per SCH, and residents of all other states pay in-state tuition plus \$65 per SCH. Dr. Givens noted that it seemed more beneficial for the university to use the competitive waivers for qualified international students when possible.

- 6) Three-Peat Tuition is statutorily required. It requires a student taking a class for the third time to pay an additional charge per SCH.
- 7) Distance Learning Tuition is another category of students that do not count in MSU's state appropriations. Dr. Fowlé reported that the SCH generated by out-of-state students taking classes via distance education do not count for state appropriations.

Mr. Crosnoe asked how many students and SCH were not counted through Tier 2 and Distance Learning Tuition. Dr. Fowlé responded that she would gather the information and provide it.

- 8) Excessive Hours Fee is another state mandated fee. Dr. Fowlé noted that a student taking more than 30 SCH beyond his degree plan, must pay an additional fee. She

added that hours earned through dual enrollment hours or a double major do not count toward the excessive hours. Dr. Givens asked if the state set a limit on the number of hours required for a degree. Dr. Stewart responded that all of the degrees at MSU require 120 SCH with the exception of nursing and engineering, which are slightly higher. She added that this was required by the Texas Higher Education Coordinating Board (THECB).

- 9) Instructional Enhancement Fees (IEF) are charged for courses within each college. These funds are used by the colleges for materials, supplies, equipment, or other needs related to instruction. Mr. Ayres asked if the IEF varied by college and Dr. Fowlé responded that it did.
- 10) Student Service Fee – Dr. Fowlé reported that the fee funds a variety of student service areas including Counseling, Disability Support Services, the Wichitan, and others. She added that a student-led Student Allocations Committee recommends the use of the funds. Dr. Givens asked if tutoring was funded through this fee or separately. Dr. Fowlé responded that tutoring was not funded through Student Service Fees.
- 11) Athletic Fee – These funds help to support operations of the Department of Athletics.
- 12) Rec Center Fee – These funds can only be used to support the Wellness Center.
- 13) Athletic Intramural Fee – Dr. Fowlé noted that this was the \$6 per SCH that she mentioned was part of the University Services Fee. The fee was designated to be used specifically for athletic and intramural fields and facility enhancements.
- 14) Student Union/Center Fee – This fee provides funding for the maintenance and operation of the Clark Student Center
- 15) Application Fee – Students applying to MSU pay this fee, with the revenue used to help pay some of the Admissions Office expenses.
- 16) The International Advising Fee is a \$50 fee charged to international students. The revenue is used for International Services Office expenses.

Mr. Crosnoe asked if all of the fees listed in the “Other Fees” category were mandatory for the students. Dr. Fowlé responded that they were. Mr. Ayres asked why the parking fee was not on the list. Dr. Fowlé responded that it was not included because it is not a mandatory fee.

Mrs. Marks asked about the makeup of the Student Allocations Committee. Dr. Lamb responded that the committee was made up of six students appointed by the Student Government Association (SGA). The SGA president, two faculty members, Dr. Lamb, Mr. Park, and Dr. Fowlé serve as non-voting ex-officio members. Mrs. Marks asked if fraternities and sororities could request funding. Dr. Lamb reported that any student organization, including fraternities and sororities, can apply. He added that Greek Life is assisted through allocations to the Office of Student Development which supports and

works with the Greeks on campus. Dr. Lamb stated that the Student Allocations Committee members receive written and oral presentations from the requesting departments and organizations. The group considers this information, deliberates, and determines the allocation of funds to be recommended.

Dr. Fowlé then moved to the section which outlined the comparison of FY 16 to FY 17 based on the budgets that were centrally funded. She noted that several areas of the campus generate their own funding and those self-funded operations were shown at the bottom of the page. She indicated that each of the self-funded areas must balance their expenditures with their income each year. Mr. Sanchez asked if the areas that are shown as self-funded would be included in the overall budget that was presented to the Board for approval in August. Dr. Fowlé responded that they would be. Mr. Sanchez asked if any surplus in food service or housing could be used to support the overall budget or if the funds would have to remain in the particular area. Dr. Fowlé responded that housing and food service are auxiliaries and auxiliary money can be used to support the university. She added that the university's central funding, such as tuition, could not be used to support auxiliary operations. Dr. Fowlé noted that the MSU auxiliary areas are charged for administrative overhead to help pay for general university services such as purchasing, payroll, and others.

Dr. Fowlé reviewed the next section of the attachment titled FY Budget Review. As she noted the first section titled FY 17 Projected Revenue Changes, she discussed the Hazlewood Exemption which benefits veterans and their dependents, including spouses. She reported that in 2008 the exemption cost MSU \$281,000 and the estimated cost for FY 17 was \$1.7 million. She noted that MSU would receive approximately \$200,000 from the state to help offset the lost revenue. She added that this was a topic that would be discussed during the next legislative session. Dr. Fowlé also noted increased Food Service Revenue that would help fund the central budget as a result of Legacy Hall, the new residence hall, coming on line in the fall.

Dr. Fowlé noted the Proposed Budget Cuts listed. She asked Dr. Shipley to talk about the reorganization cost savings. Dr. Shipley commented that through the reduction in the number of vice presidents and some of the staffing around them, there would be a cost savings in the upcoming budget. Dr. Fowlé noted that with the additional revenue and budget reductions, a total of \$2.7 million was available to address campus needs.

Dr. Fowlé reported that the Proposed Additional Expenses were broken into Mandatory and Administration's High Priority items. She added that the high priority items were reviewed and recommended for funding by the BOC. She stated that the mandatory items included the replacement of gift funds given to start academic programs. She noted that the funding was now complete and expenses would need to transition to the university's central budget. She stated that these would be phased in over several years. Dr. Fowlé commented that some of the budget figures were still fluid and would be finalized in the proposed budget. The remaining items included salary increases the Board approved after the FY 16 budget was finalized, increased health insurance costs for active employees and retirees, the fourth year of the General Merit Scholarship program for freshmen students, and other costs of operation that increase each year. She reported that the mandatory increases totaled \$1.3 million. Mrs. Burks stated her understanding

that Longevity Pay was mandated by the state and asked if the state provided funds for this increasing cost. Dr. Fowlé responded that they did not.

Dr. Fowlé then reviewed the Administration's High Priority items and noted that faculty and staff pay raises were at the top of the list. She added that she would make a presentation on the results of the staff compensation study later in the meeting. She indicated that the Board's plan included the hiring of a second auditor in the Office of Internal Audits and funding was provided for hiring the position at mid-year. Dr. Fowlé reported that funding for additional tutoring and increased graduate assistant stipends was paid for in the current year with one-time money. The administration felt it was important to continue the funding and include it in the base budget. She noted that the amount allocated for Athletics scholarships increases as tuition and fees are increased. Dr. Fowlé noted that the high priority items totaled \$1.4 million and the total of new expenses was \$2.7 million.

Dr. Givens asked why the cost of staff salary increases was four times more than the cost for faculty salary increases. Dr. Fowlé responded that in addition to the 1% increase for staff, funding was recommended to address deficits identified by the compensation study. She indicated that she would provide additional information later in the meeting. Dr. Givens asked about the ratio of staff to faculty. Ms. Maxwell responded that MSU employs 256 benefit-eligible faculty and 435 staff.

Dr. Fowlé noted that the next page of the presentation outlined budget projections in FY 18 and FY 19. She added that FY 18 would be a new appropriations year and funding from the state would change.

The next page showed allocations from Higher Education Assistance Funds (HEAF) in FY16 and FY17. Dr. Fowlé reported that the legislature increased HEAF funding beginning in FY 17. She noted the substantial funds allocated for technology as well as the funds provided to Dr. Stewart for distribution to the academic colleges. She indicated that a small reserve was in place to address unanticipated needs. Mrs. Marks asked if HEAF could be used for the Museum. Dr. Fowlé indicated that the Museum would qualify for funding and noted that HEAF monies must be used for capital needs. She added that requests for funding are made during the university's budget process.

The next two pages showed budgeted restricted funds totaling \$18 million and provided information regarding the use of the funds. Dr. Givens asked if the use of the Redwine Fund was discretionary on the Board's part. Dr. Fowlé responded that the Redwine Fund was a quasi-endowment and was under the direction of the Board of Regents. Dr. Givens asked if there were other quasi-endowments. Ms. Barrow responded that the Harvey Quasi-Endowment was designated by the Board for student development and had been used for scholarships. She added that the Board designated the Redwine Fund for the Honor's Program and later approved the funds being used for the mass communication building addition. Dr. Fowlé noted that some of the revenue from the Redwine Fund would be used in FY 17 for the addition.

#### Recess

The meeting recessed at 11:05 a.m. and reconvened at 11:15 a.m.



Dr. Lamb provided information regarding scholarships and grants and referred to the last two pages of the budget attachment. He noted that university merit scholarships increased by \$885,550 between FY 10 and FY 16. He stated that the funds were awarded based on the criteria shown on last page of the attachment.

He then began his review of the financial aid PowerPoint (see Attachment 2) providing information regarding grants, scholarships, work study, and loans in the most recent completed fiscal year which was FY 15. He introduced Ms. Kathy Browning, Director of Financial Aid, and indicated she was available to answer any questions the Board might have. Dr. Lamb pointed out that 64% of MSU students qualified for some sort of need-based grant and noted that the budgeted amount of grant aid in FY 16 (\$14,484,399) was less than the \$14,772,629 that was awarded in FY 15. He indicated that the difference related to grants students brought with them to MSU that are unique to the student and not to the institution the student attends. He explained the Texas Public Educational Grants (TPEG) and MSU Tuition Grants that are funded through the statutorily required tuition set-aside. He indicated that 15% of Texas resident designated tuition over \$46 per SCH must be set aside and used for financial aid.

Dr. Shipley asked what a family's total income would be for a student to qualify for a Pell grant or TPEG. Ms. Browning responded that many factors are considered when determining need, to include family income, assets, size of family, and how many family members are attending college. She indicated that the information is evaluated through a federal formula to determine an Expected Family Contribution (EFC). She explained that the higher the EFC the more money a student is expected to contribute toward his or her education. She added that a student with a low EFC would qualify for grant aid. She indicated that every student's situation is different and it was difficult to pinpoint a level of family income for a student to qualify for Pell or TPEG. She added that her office had tested a few cases and determined that with a family's Adjusted Gross Income (AGI) of \$50,000 or less, the student could potentially qualify for a Pell Grant, adding that it varied depending on family circumstances. Dr. Shipley asked how TPEG compared for need-based aid. Ms. Browning responded that TPEG was awarded on a sliding scale, and the funds could be used for students that have a higher EFC and do not qualify for Pell. Mrs. Marks asked if students can qualify for multiple grants. Ms. Browning responded in the affirmative. She stated that student aid, to include scholarships, grants, and loans, cannot exceed the total cost of attendance at MSU.

Mr. Sanchez asked how Texas Grant funds were allocated to MSU by the state. Ms. Browning responded that the THECB allocates funds through a formula. She noted that in the past the allocation was based on the number of students in the program, their success rate, and the number of students returning. Mr. Sanchez asked how this information was tracked and communicated to the THECB. Ms. Browning responded that her office submits reports to the THECB throughout the year. Mr. Sanchez asked how the university assists Texas Grant recipients to help maximize their success rate. Ms. Browning stated that each recipient understands the GPA requirements that must be met to maintain the grant. She added that every semester her office looks at a student's grade performance and determines whether he or she can continue receiving aid. Mr. Sanchez asked if the university was doing anything to help these students maximize their academic performance. Dr. Lamb responded that MSU did not have a specific program of working with students who receive grant aid to make sure they are successful. He

added that the university has early alert systems to identify students who are struggling, but it is not tied specifically to financial aid.

Dr. Lamb continued with a discussion of the slides regarding scholarships. He explained that an external scholarship was a scholarship from an organization that was given directly to a student regardless of what institution the student attended. Slide Five showed the budgeted scholarships for FY 16, which did not include external scholarships. This slide also presented the source of funds for these scholarships. He noted that New Student Orientation, Admissions Welcome Center, and MORE Orientation scholarships were given to student tour guides and workers. He added that the Dependent Education Assistance and MSU Education Incentive allocations were for scholarships given to MSU employees and their dependents to attend MSU.

Dr. Givens asked if any of the Athletics Fee funds were used for athletics scholarships. Mr. Carr responded that Athletics Fee funds were not used for athletics scholarships. Dr. Givens noted that Designated Tuition was used to fund athletics scholarships and they were 30% higher than the amount awarded for academic scholarships. Mrs. Burks asked what revenue the Athletics Department generates. Dr. Fowlé responded that the Athletics annual budget is approximately \$5 million and that includes \$1.8 of scholarships. She noted that the earlier revenue sheet showed funds generated by the Athletics Fee and it is not enough to pay for the total Athletics program. She added that Athletics generates money through sponsorships, gifts, vendor sales, and tickets, but the combination of the Athletics Fee and the department income is not enough to cover the \$5 million budget. She stated that the budget is supplemented through Designated Tuition. Dr. Shipley commented that the Board of Regents made a commitment several years ago to fully fund the maximum number of scholarships/waivers in all of the MSU sports. She stated that the NCAA sets limits on how many scholarships can be offered for each sport. In order to be competitive in the Lone Star Conference, the MSU administration and Board chose to offer the maximum number. She noted that it was rare to find a NCAA Division II athletics operation that covers its own costs and added that she had not seen one.

Dr. Givens asked if the administration used an algorithm or formula to ensure diversity in scholarship awards. Dr. Lamb responded that university merit scholarships were awarded on a sliding ACT/SAT scale. He noted that given the socio-economic bias of ACT/SAT testing, it was likely that higher socio-economic students received the lion's share of those scholarships, but indicated that the scholarships were awarded based on clear standards. He added that the program includes scholarships and grants that are awarded to lower socio-economic students based on need. Dr. Givens asked if the administration could provide this information at some point in the future. Dr. Shipley asked if Dr. Givens wanted information on all student aid as a whole, or if he would like information broken out on loans, scholarships, and grants. Dr. Givens responded that an overall view would be fine. Dr. Shipley asked Dr. Lamb to bring information to the Board in August with a profile of students receiving aid by gender and diversity and how these numbers compare to the MSU student population.

Slides Six and Seven provided information on Work Study and Loans, and Slide Eight showed median borrowing and loan default rate figures. Dr. Lamb reported that the loan information was provided by the federal government. He stated that at one time in the past there were programs where institutions were responsible to some degree for

defaulted loans. He reported that this is no longer the case. He noted that the federal government places restrictions on university financial aid disbursements when default rates exceed 15% and 30%.

Slide Nine summarized student financial aid for MSU students in FY 15. Mrs. Marks asked how MSU compared to other universities. Ms. Browning responded that she did not have that information. Dr. Shipley indicated that from her discussions with other university presidents, MSU's percentages are similar to other universities. She added that what was different about MSU was the donor support received to provide scholarships. Mr. Sanchez asked if scholarships funded by the MSU Foundation, Inc. and the MSU Charitable Trust were included in the figures. Dr. Lamb responded that they were. Dr. Shipley asked how much scholarship funding was provided by the Foundation and the Trust. Dr. Fowlé responded that the report on restricted funds in the budget attachment showed all restricted fund allocations to scholarships, including those from the Foundation and Charitable Trust.

Dr. Givens asked what a full-time student would pay for tuition and fees in one year. Dr. Lamb indicated that for 15 hours each fall and spring, tuition and fees would be approximately \$8,300. Dr. Givens asked if he could compare the financial aid numbers based on an \$8,600 cost per student. Dr. Fowlé indicated that he would have to use the overall cost of attendance which is approximately \$20,000. Ms. Browning explained that institutions are required by federal law to determine an average cost of attendance to include average tuition and fees, room and board, books, personal, miscellaneous, and transportation cost.

Dr. Fowlé then reviewed the Compensation and Classification Study for MSU (see Attachment 3). She noted that MSU's current pay plan for staff was developed over many years by the university's Human Resources Department. She indicated that the administration had received feedback from staff expressing concern that the university was not keeping up with the job market and that salaries of employees in the same position with the same duties were not paid comparably. Evergreen Solutions, LLC, an external firm with higher education experience, was hired to do a Compensation and Classification Study. The firm received information from staff employees, reviewed the feedback, looked at the marketplace, and developed a compensation recommendation structure. Page Five of the presentation showed the institutions that were surveyed. Dr. Fowlé noted that the information from the College and University Professional Association (CUPA) was used to provide comparisons that required regional data. She added that athletics salaries were compared against information from Lone Star Conference institutions. Page Six showed MSU salaries compared to the market and Dr. Fowlé commented that the study indicated that many employees were stuck at the minimum level.

Dr. Fowlé noted that the current pay plan had 30 grades and did not include all staff employees. Page 7 of the presentation showed the current pay plan and indicated that the range between minimum and maximum and the midpoint progression was erratic. The Proposed Pay Plan was shown on Page 8. Dr. Fowlé commented that the proposed plan had more levels and included all staff with the exception of vice presidents and the president. She noted that the range spread between minimum and maximum was

consistent except at the higher levels, as was the midpoint progression. She added that the base of the plan provided a living wage for Wichita County.

Page Nine noted two implementation options. Dr. Fowlé stated that employees with 15 years of service should be at the midpoint of the salary range. The costs of implementation were shown on Page 10 and the multi-year plan was shown on Page 11. She indicated that the administration was looking at bringing employees as close to minimum as possible in FY 17, with the increase for each employee capped at a maximum of 10% or \$3,600 in year one. The remaining adjustments, with parity capped at midpoint, would be evenly distributed in years two through four. Dr. Fowlé added that merit increases would not be given until parity was achieved.

Dr. Fowlé reported that Evergreen would work with the MSU Human Resources Department to update all job descriptions, develop compensation policies, and other matters as needed.

Dr. Givens asked if this plan was in addition to the 1% shown in the budget figures earlier in the meeting. Dr. Fowlé responded that the 1% increase would be a part of the plan. She explained that an employee already making above the minimum would receive only a 1% pay increase. For an employee not yet at minimum, the 1% would be included in the increase that person would receive. Dr. Givens asked what additional funding was needed beyond the \$590,000 identified in the budget information. Dr. Fowlé responded that based on the four-year plan, no other funding was needed at this time. Dr. Givens expressed concern that salaries would get behind if the process took four years. He indicated his opinion that this was one of the most important matters the Board would consider. He asked if anything in the budget could be reduced to accelerate the plan. Dr. Fowlé responded that her office could review numbers for the FY 18 budget, adding that in FY 17 there was currently only a \$15,000 surplus. Dr. Shipley stated that the discussion goes back to the struggle between tuition revenue and the cost of operation. Mr. Gregg indicated that while it would be nice to accelerate the plan he did not see how \$1 million could be cut out of the budget and noted that there would not be support for additional tuition and fee increases. Dr. Givens stated that he would be interested in seeing what would have to be dropped from the budget to accelerate the plan.

Mr. Ayres asked if the administration could provide the Board with a list showing the number of employees in each grade of the plan. Dr. Fowlé responded that she would provide this information, to include titles.

Dr. Fowlé then reviewed the one-page DFW expansion update as shown as Attachment 4. She noted that Dr. Lamb and the DFW Task Force put together budget information and the report provided information on fixed costs and examples of enrollment that would be needed for the operation to break even. She indicated that the information was shown with partial operations (start-up costs) and full operations. She added that projected revenue was shown with and without formula funding, noting that there would be a one or two year period of time before the university would receive state funding for the programs. She explained that if the programs were in full operation in FY 18, the stated funding would not be provided until FY 20.

Dr. Shipley noted that the community college location being considered has an enrollment of approximately 2,000 students. She indicated that if MSU could attract 500 of those students, the program would be successful. She added that it was impossible to know how long it would take to build a reputation and achieve the projected enrollment. Dr. Shipley noted that if MSU were to receive exceptional item funding from the legislature for this operation, it would defray some of the upfront start-up costs.

Mr. Sanchez asked if the community college offered programs that correlate to MSU offerings. Dr. Lamb responded that MSU programs in education, business and the health sciences would fit nicely with their offerings. Mr. Sanchez asked if existing staff would be used for the operations. Dr. Lamb responded that additional faculty resources would be needed and that staff positions could possibly be shared with the community college. He indicated that there were a variety of options. Mr. Sanchez asked if the additional faculty costs were included in the budget estimates. Dr. Shipley replied that everything was included. Mrs. Marks asked if adjunct instructors might be used. Dr. Lamb indicated that they could be to some degree. Ms. Shelley asked if streaming from a live class at MSU might be an option. Dr. Lamb responded affirmatively, noting that an additional instructional television studio was scheduled to be added on campus to provide additional options.

Mrs. Burks expressed thanks to Dr. Shipley, Dr. Fowlé, Dr. Lamb, and their staff for the information and presentations made to the Board.

#### Adjournment

There being no further discussion or business, the meeting was adjourned at 12:40 p.m.

I, F. Lynwood Givens, the fully appointed and qualified Secretary of the Midwestern State University Board of Regents, hereby certify that the above and foregoing is a true and correct copy of the minutes of the Midwestern State University Board of Regents meeting June 15, 2016.

  
F. Lynwood Givens, Secretary

#### ATTACHMENT:

1. MSU FY 17 Budget Information
2. Financial Aid Power Point
3. Compensation Study Power Point
4. DFW Expansion Budget Projections



**MSU FY17 Budget Information  
Prepared for the Board of Regents  
June 15, 2016**

The attached packet of information was used in developing the general outline of the FY17 budget. Below is an explanation of each page in the packet.

**Attachment One – Enrollment Projection Data**

The main driver of the university's budget is enrollment. This page displays Fall historical and projected enrollment levels by class. The predictions are based on 1) new freshman levels derived from the number of applications, summer orientation attendance, housing reservations, etc. and 2) the historical tracking of one class to the next. As an example, historically freshman/re-enrolling freshman classes track to the next year's sophomore class at about 85%. Sophomore to the next year's junior class tracks at about 118% (because transfers also affect class size at this level). This continues through the classes. Individual graduate programs are predicted separately.

For FY17 (Fall 2016), enrollment is predicted to grow by 132 students. The last several years have produced extraordinarily large senior graduating classes. Even with record-breaking freshman enrollment, the growth is only now beginning to grow on itself, with enrollment increasing to more than 6,100 students. Estimates are that the freshman class size grows up to 875 and stabilizes. Graduate programs are projected to increase a small amount each year. If these estimates are correct, with retention rates remaining the same, the large freshman classes will feed the other classes over the years to realize an overall enrollment of 6,825 by 2021. DFW expansion is predicted separately because the plans have not been finalized to a point that they can be included in the model.

**Attachment Two – Revenue Projections Summary**

The university's budget office has built a sophisticated tuition and fee revenue projection model based on the information from the enrollment projections discussed above. The model is complicated by the fixed rate tuition program; students are in a fixed rate "cohort" that may not match with the class status with which they identify. Each cohort pays a different rate of designated tuition for four years. An example is a junior class student may be in a "first-year" fixed-tuition cohort because she just transferred to the institution and is therefore considered a new student.

The model also contains exemptions, waivers, and state-mandated set asides netted against the tuition and fees shown on the summary. Exemptions and waivers decrease the amount of tuition and fees collected by about 8%. The Hazlewood exemption is one that is included and decreases the amount of tuition and fees the university collects. The state also mandates that institutions

“set-aside” 15% of designated tuition above \$46/SCH for need-based financial aid, thus further reducing the designated tuition revenue which is available for general institutional expenses.

The information is grouped into two categories: General Tuition and Fees and Other Fees. General Tuition and Fees is the revenue the institution can use to cover general expenses of the university. Other fees are collected for specific purposes and cannot be used for anything other than what they were originally established to cover.

The model includes rate increases approved by the Board at its May 2016 meeting. Total tuition and fee revenue in FY17 is projected to be more than what was budgeted in the FY16 overall budget by \$2,082,386. The additional General Tuition and Fees the university can use to offset centrally supported budgets is estimated to be \$1,835,955. Other fee budgets will grow modestly with the exception of the Student Service Fee (\$207,195) for an overall increase of \$246,431.

### **Attachment Three – Comparison of FY16 – FY17**

This sheet outlines the revenue sources that are used to pay for the centrally supported areas of the university, which would include such areas as faculty, college operations, most administrative offices, and academic and administrative facilities. When analyzing year-to-year changes, the administration is most concerned with the funding of these areas from centrally collected revenues. Areas not factored in are those that collect their own revenue and must live within their own means. Examples would be housing, student recreation center, and student union.

### **Attachment Four – FY17 Budget Review**

The next page contains the main essence of reconciling the FY17 budget. The FY17 budget starts with the FY16 budget. Reconciling FY17 is done by listing items that increase or decrease various centrally funded items to the FY16 budget.

The FY16 budget was balanced with the use of one-time funds limited only to one-time purchased items. Therefore, unlike FY16's budget development, no shortfall from the prior year must first be covered. The true starting point for FY17 budget development is then with increased revenues. Between increased enrollment and slight rate increases on designated tuition and university services fee, and additional food service commissions, new revenues to the university are projected to be near \$2.3M.

The next category includes proposed cuts to the FY16 expenses. Several items are one-time items that were built into FY16's base budget. The university administration will eliminate one vice president position and two support staff positions and redistribute the duties of one vice president to other vice presidents. This reorganization and reduction in administrative staff will save the university \$178,000. Total savings to the institution by budget reductions is expected to be more than \$400,000.

The next section includes new expenses which have been approved by Board action, or are required by the state, university policy, or contract. Also included are restricted expenses that now must be paid from institutional funds because the multi-year donor commitment has ended. The institutionalized funding of these programs will be phased in over several years. Overall, the total of new, mandatory expenses is \$1.3M.

The last section of new expenses is high-priority items to the administration. This section includes faculty and staff pay raises and increases to various budgets or programs. Items on this list were also deemed high priority by the Budget Oversight Committee, a committee comprised of a broad representation of faculty, staff, and students. The total of this group is an additional \$1.4M.

The net of the surplus funds of \$2.7M will be used for new expenses of \$2.7M, resulting in the university being essentially balanced for FY17. There will be two items (known to-date) not included on the list that will be paid from one-time funds: 1) Graduate Assistants for the new Master's program in Geosciences (\$32,000), and 2) Degreeworks implementation costs (\$51,000).

#### **Attachment Five – FY18 and FY19 Projections**

Part of a good budget process includes anticipating future year changes. While FY17 is still of main priority, FY18 and FY19 will present some budgetary challenges to the administration. Projected revenue increases are shown based on the currently projected enrollment increases with no rate increases other than an inflationary adjustment on the fixed designated tuition for new students. New revenue projections are approximately \$1.2M and \$800K respectively for each year. However, the university will experience a minimum of \$1.4M in increased centrally funded costs each year, such as software maintenance agreement increases and state-mandated longevity payments to employees. This does not include pay raises above 1% or additional funds for new or expansion of existing programs. In FY18, funding from appropriations will be adjusted. Because most of the state appropriations are driven by enrollment-based formulas, with enrollment growth, the hope is that MSU will “earn” more appropriations. Also, not included in any of these calculations are expansion costs or earnings on DFW efforts.

#### **Attachment Six – HEAF Allocations**

The university has been appropriated an additional \$1.5M in HEAF funds above the FY16 levels. To cover the shortfall in FY16, the administration decreased its regular allocations to departments and instead picked up existing debt service that in the past was paid from tuition. Designated tuition can be used to pay centrally funded salaries and operating budgets; HEAF can only be used for capital expenses (including debt service of such). By temporarily decreasing HEAF allocations to the university departments and reallocating these funds to the tuition-paid debt service, the university realized \$950,000 that was used to cover centrally funded budgets.

In FY17, HEAF will continue to pay the debt service, but with the additional appropriation, the allocations to departments will be restored to the former (if not increased) levels.

#### **Attachment Seven – Restricted Funds**

Although restricted funds are not included in the centrally funded category, their use effects the university's overall budget. The university receives more than \$18M a year in restricted funds. Most of these are federal and state financial aid benefits (\$12.4M), but the balance of these funds are from gifts, endowed funds, and grants.

Some of the items that restricted funds are paying for that would otherwise be paid from centrally funded sources are faculty salaries and scholarships. The university is able to invest \$2.1M in salaries, wages, and benefits from restricted fund sources. Also, more than \$1.3M in scholarships is paid from donated funds. As noted on the FY18 and FY 19 Projections page, some restricted funds have a limited life, and once the gift/grant is spent down, the university must cover the expenses from centrally funded sources if the program is to continue.

The second page of this attachment breaks out the restricted funds by general source and also shows what each source is paying for as far as expenses category (faculty salary, scholarships, M&O, etc.)

#### **Attachment Eight – Financial Aid**

As part of the budget discussion, information will be presented regarding financial aid. The first sheet provides information regarding Budgeted Scholarships and Grants by Category (merit, need, or activity) comparing FY10 budget to FY16 budget. Additional information will be provided regarding scholarships paid from restricted funds. The second sheet shows the criteria for certain scholarships awarded by the MSU Admissions Office.

**Midwestern State University**  
Fall Semester Enrollment Projection Data

	Actual Fall Enrollments				Projected Fall Enrollments					
	2012	2013*	2014	2015	2016^	2017	2018	2019	2020	2021
BEG FRESHMAN	612	817	813	794	790	840	875	875	875	875
RE-ENR FRESHMAN	427	358	468	473	455	453	481	501	501	501
SOPHOMORE	1,049	991	1,011	1,083	1,077	1,058	1,099	1,153	1,170	1,170
JUNIOR	1,227	1,175	1,095	1,192	1,274	1,267	1,245	1,293	1,356	1,376
SENIOR	1,923	1,852	1,757	1,745	1,834	1,960	1,949	1,915	1,988	2,086
POST-BACCALAUREATE	63	75	58	73	55	55	55	55	55	55
GRADUATE	615	602	672	683	690	705	718	732	747	762
<b>Total Headcount</b>	<b>5,916</b>	<b>5,870</b>	<b>5,874</b>	<b>6,043</b>	<b>6,175</b>	<b>6,338</b>	<b>6,422</b>	<b>6,524</b>	<b>6,692</b>	<b>6,825</b>

\* New merit scholarship program began

^ Open new freshmen residence hall

**Other comments:**

- > Excludes any growth that might come from DFW campus location.
- > Last admission standard change was in Fall 2011.
- > Graduate increase estimated at approximately 2% annually.



# Midwestern State University Revenue Projections

June 7, 2016

	<u>FY15</u>	<u>FY16*</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>
Fall Headcount	5,874	5,875	6,175	6,338	6,422
Annual Semester Credit Hours (SCH)	146,956	149,440	152,440	157,881	160,035
<b>General Tuition and Fees:</b>					
Net Designated Tuition	14,603,684	15,661,595	16,252,528	17,169,699	17,805,608
University Services Fee	7,701,310	7,831,475	8,831,698	9,172,741	9,297,862
Distance Learning Fee	1,307,849	1,321,245	1,433,369	1,452,928	1,472,883
Tier 2	506,719	415,129	577,780	521,979	521,979
3-Peat Tuition	176,361	177,850	163,317	165,614	162,302
Distance Learning Tuition	134,931	137,651	147,207	152,908	154,975
Excessive Hours Fee	60,000	60,000	35,000	35,000	35,000
Subtotal General Tuition/Fees	<u>24,490,854</u>	<u>25,604,944</u>	<u>27,440,899</u>	<u>28,670,869</u>	<u>29,450,609</u>
Change from prior year		1,114,090	1,835,955	1,229,970	779,740
<b>Other Fees:</b>					
Instructional Enhancement Fees	2,581,055	2,756,584	2,686,355	2,782,243	2,820,202
Student Service Fee	2,268,253	2,306,591	2,513,786	2,610,870	2,717,130
Athletic Fee	1,268,199	1,285,228	1,306,819	1,357,342	1,375,874
Rec Center Fee	1,192,763	1,200,834	1,259,742	1,291,577	1,314,423
Athletic Intramural Fee		866,154	879,505	913,468	925,928
Student Union/Center Fee	549,287	552,698	568,313	589,244	597,080
Application Fee	124,595	124,595	124,595	124,595	124,595
Int'l Advising Fee	58,200	58,200	58,200	58,200	58,200
Subtotal Other Fees:	<u>8,042,352</u>	<u>9,150,884</u>	<u>9,397,315</u>	<u>9,727,539</u>	<u>9,933,432</u>
Change from prior year		1,108,532	246,431	330,224	205,893
<b>Total Local Revenues</b>	<u><b>32,533,206</b></u>	<u><b>34,755,828</b></u>	<u><b>36,838,214</b></u>	<u><b>38,398,407</b></u>	<u><b>39,384,040</b></u>
Change from prior year		2,222,622	2,082,386	1,560,193	985,633

Notes: Projections include a 2% increase in designated tuition each year for incoming students.

\*FY16 Annual SCH includes additional SCH projected from adding lecturer positions in core areas.

Change from prior year per item:

	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>
Net Designated Tuition		1,057,911	590,933	917,171	635,909
University Services Fee		130,165	1,000,223	341,043	125,121
Distance Learning Fee		13,396	112,124	19,559	19,955
Tier 2		(91,590)	162,651	(55,801)	-
3-Peat Tuition		1,489	(14,532)	2,297	(3,312)
Distance Learning Tuition		2,720	9,556	5,701	2,067
Excessive Hours Fee		-	(25,000)	-	-
Instructional Enhancement Fees		175,529	(70,229)	95,888	37,959
Student Service Fee		38,338	207,195	97,084	106,260
Athletic Fee		17,029	21,591	50,523	18,532
Rec Center Fee		8,071	58,908	31,835	22,846
Athletic Intramural Fee		866,154	13,351	33,963	12,460
Student Union/Center Fee		3,411	15,615	20,931	7,836
Application Fee		-	-	-	-
Int'l Advising Fee		-	-	-	-

## **Comparison of FY16 to FY17**

Comparisons are based on budgets centrally funded, including those paid from:

- \*State appropriations
- \*Designated tuition
- \*University Service Fee (not including the \$6/SCH designated for intramural/athletic facilities)
- \*Distance Education Fee
- \*Tier Two tuition
- \*3-Peat tuition
- \*Distance Learning tuition
- \*Athletic Fee
- \*Excessive Hours Fee
- \*Investment income
- \*Endowed funds income (primarily scholarships)
- \*Vending income
- \*Miscellaneous fees (returned check fees, late fees, etc.)

Comparisons do NOT include self-funded operations, such as:

- \*Student Service Fee
- \*Student Union/Center Fee
- \*Recreation Center Fee
- \*Housing
- \*Food Service
- \*Application Fee
- \*International Advising Fee
- \*Grant funded operations

## FY17 Budget Review

**FY16 One-time monies used** **\$0**

### **FY17 Projected Revenue Changes**

Designated tuition increase (rate increase and growth)	\$590,933
University services fee increase (rate increase and growth)	1,000,223
Distance learning fee (growth)	112,124
Other tuition/fee net	132,675
Hazelwood Reimbursement Appropriation	200,000
Food service income increase due to on-campus growth (new residence hall)	300,000

**Total Additional Revenue** **\$2,335,955**

### **FY17 Proposed Budget Cuts**

One-time presidential transition costs	\$20,000
Chiller maintenance (every-other year expense)	32,452
Reorganization	178,533
TPEG deficit coverage (now paid off)	200,000

**Total Budget Cuts** **\$430,985**

**Total Available** **\$2,766,940**

### **FY 17 Proposed Additional Expenses**

#### Mandatory

Gunn funds for Health Sciences salaries end - phased out over three years	\$351,000
McCoy Foundation Engineering Expansion funding ends - phased out over three years	23,506
Bolin Geosciences funding ends	?
	200,000
Promotion of two IT Technicians	13,000
Current Internal Auditor position higher salary (per Board action ???)	30,000
Health Insurance costs - active employees	130,000
Health Insurance costs - retirees	149,033
TRS Surcharge	4,978
Longevity increases - est	12,875
Software Maintenance Agreements annual increases	131,298
General merit and other scholarship increase	220,000
Faculty promotions ~ estimated w/benefits	62,950
<b>Total Mandatory</b>	<b>\$1,328,640</b>

#### Administration High Priority

Staff pay raise including 1% and partial Compensation Study funding	\$590,025
Faculty merit pool - 1% of returning faculty salaries, non-restricted	175,827
Internal Audit new position starting March '17 (per Board action 5/15)	32,250
Tutoring Center	50,000
University funding of GA stipend increase	64,000
Eureka 4th year money per plan	7,600
AVP for Undergraduate Studies and Assessment	140,000
Increased cost on International recruiting contract	70,000
Athletic scholarships	125,591
BAAS Adjunct	7,500
Graduate recruiting	30,000
Redwine scholarships increase	69,300
Staff Education Incentive to cover actual use	7,000
Webmaster software	6,200
Director of Equity, Inclusion and Multicultural Affairs (half from Student Service Fee)	47,500
<b>Total High Priority</b>	<b>\$1,422,793</b>

**Total New Expenses** **\$2,751,433**

**Total Surplus after Administration's High-Priority Budget Items** **\$15,507**

## FY 18 Projections

Additional Revenue at 6,338 Headcount, no rate increase except 2% designated tuition	<u>\$1,229,970</u>	
<b>Proposed Additional Expenses</b>		
Gunn grant replacement funds - second of three years to transition	\$92,000	
McCoy funds for EUREKA terminate	50,000	
McCoy funds for undergraduate research terminate (above and beyond EURECA QEP amount)	100,000	
McCoy Foundation Engineering Expansion	114,000	
Utilities and maintenance for new HSHS building	100,000	Partial year
Payraise for faculty and staff - 1%	<u>430,000</u>	
Subtotal	\$886,000	
<b>Mandatory increases</b>		
Health insurance costs	\$200,000	
Longevity increases	20,000	
Software Maintenance Agreements	70,000	
General Merit Scholarship increase	200,000	
Faculty promotions	<u>80,000</u>	
Subtotal	\$570,000	
Total New Expenses	\$1,456,000	
Net	(\$226,030)	

## FY19 Projections

Additional Revenue at 6,422 Headcount, no rate increase except 2% designated tuition	<u>\$779,740</u>	
<b>Proposed Additional Expenses</b>		
Gunn grant replacement funds - final year to transition to institutional funds	\$107,000	
McCoy Foundation Engineering Expansion replacmeent funds	114,000	
Utilities and maintenance for new HSHS building	200,000	Full year
Payraise for faculty and staff - 1%	<u>450,000</u>	
	\$871,000	
<b>Mandatory increases</b>		
Health insurance costs	\$200,000	
Longevity increases	20,000	
Software Maintenance Agreements	70,000	
General Merit Scholarship increase	200,000	
Faculty promotions	<u>80,000</u>	
Subtotal	\$570,000	
Total New Expenses	\$1,441,000	
Net	(\$661,260)	

## MSU HEAF Allocations

Description	Final FY16	Budget Oversight
		Committee FY17 Recommendation
<b>Annual Funding</b>	<b>\$ 3,374,275</b>	<b>\$ 5,061,412</b>
<b>Debt service/committed:</b>		
Debt service (relief for operating budget)	\$ 950,000	\$ 950,000
Mass Communication debt service	290,000	165,360
Ligon debt service		123,384
Capital lease - vehicles	30,000	30,000
Mustangs Walk - phase 2		150,000
University landscape/hardscape repairs	250,000	250,000
Mass Communication shortfall (1 yr commitment)		300,000
<b>Regular:</b>		
Physical Plant (deferred maintenance)	579,805	1,000,000
Library - books and materials	500,000	550,000
Allocations to Colleges	240,000	410,000
Subtotal		3,928,744
<b>Campus-wide technology:</b>		
Classroom technology	169,070	245,000
Computer labs	60,000	80,000
Information Technology hardware replacement	36,000	42,000
Wireless expansion	35,000	30,000
Email Archive Hardware/Services		70,000
PC Mover Enterprise		15,050
Hardin South 1st and 2nd floor rewire		98,000
<b>All other proposals/options:</b>		
Additional Request to Colleges via Provost		130,863
Timeclock implementation		75,000
Human Resources computers		3,900
University Police equipment		32,100
New computers for Testing		7,723
U Group Workstation for Marketing & Public Info		2,100
New computer for Donor Services and Scholarships		1,156
Digital Display Control Hardware		16,500
Additional AED Units		17,500
Exterior Lighting		50,000
Emergency Blue Light Phone - South Sikes Lake		7,500
Reserve (West Campus, Hardin South, Mass Comm)		208,276
Fain Fine Arts theater dimming project	169,300	
Prothro Yeager room renovation	31,900	
Webmaster - new calendar software	13,200	
Degree Works	20,000	
Subtotal		1,132,668
	<b>\$ 3,374,275</b>	<b>\$ 5,061,412</b>
<b>Available for allocation</b>		<b>\$ -</b>



**Midwestern State University**  
**FY16 Donor and Other Restricted Fund Summary**

**FY16 Expenses:**

Faculty	\$ 1,220,148
Adjunct Faculty	32,586
Staff	229,095
Wages	201,833
Fringe Benefits	427,314
Maintenance & Operations (M&O)	2,344,263
Travel	42,950
Capital Outlay	152,320
Longevity	5,866
Scholarships	1,372,920
Pell Grants	8,600,000
College Work Study	149,672
Supplemental Education Opportunity Grant (SEOG)	126,426
Texas Grants	3,331,667
	<u><u>\$ 18,237,060</u></u>

**FY16 Revenue:**

Sources	FY16 Amount	Comments
<b><u>Donor Funds</u></b>		
MSU Foundation	\$ 1,064,418	
Charitable Trust	881,664	Endowed fund revenue
Dillard Family	465,007	
Gunn Family	1,013,129	Gift ends FY16
McCoy Engineering 5 year	48,121	
McCoy EURECA	150,000	Grant ends FY17.
Bolin Petroleum	185,800	Gift has ended.
Redwine Interest	529,990	Used for scholarships
Mustangs Club	72,000	Donations for Athletics
Gifts to Annual Fund - University's Greatest Need	80,000	Merit scholarship (\$70K) & Rainforest Study (\$10K)
Miscellaneous Gifts	1,143,071	One-time gifts used for merit scholarships and M&O.
<b><u>State, Federal, or Government Funds</u></b>		
US Dept of Education	9,087,676	Funds SEOG, Federal College Workstudy, Pell Grants
Caribbean State	15,000	Funds travel expenses for international recruiting.
Small Business Development Center (SBDC)	117,500	Federal passthrough grant for SBDC
Texas Higher Education Coordinating Board (THECB)	3,331,667	Funds Texas Grants.
University of Texas	15,000	Passthrough grant for JAMP program.
		Local tuition used for salary and fringe not covered by
<b><u>Local Tuition</u></b>	37,017	donor funds.
	<u><u>\$ 18,237,060</u></u>	

Midwestern State University  
Current Restricted Funds Summary  
FY16

	MSU Foundation	Charitable Trust	Dillard Family	Gunn Family	McCoy EURECA	McCoy Engineering	Bolin Petroleum	Redwine Interest	Mustangs Club	US Dept of Education	Caribbean State	Small Business Assoc	THIECB	The Univ of Texas	Local Tuition	UGN Annual Fund	Misc Gifts	Total
Current Restricted Funds:											15,000							15,000
International Recruiting									2,000									2,000
Mustangs Athletic Club									70,000									70,000
MAC- Post Season															15,000			15,000
Deferred Compensation - Maskill																		117,500
SBDC										126,426		117,500						126,426
SEOG FY 15-16										149,672								149,672
Federal CWS 15-16										8,600,000								8,600,000
Pell 15-16										211,578								211,578
Student Support Services Grant														15,000				15,000
Joint Admission Medical Program													3,331,667					3,331,667
THIECB - Texas Grants																		310,446
Honors Scholarships								310,446										310,446
Merit Scholarships	47,182	105,000						219,544								80,000	35,447	487,173
Fndtn - Wilson Professorship	10,000																	10,000
Fndtn - University Activities	25,000																	25,000
Fndtn - D.P. Bolin Piano Chair	49,834														12,475			62,309
Fndtn - LJR Professorship	9,000																	9,000
Fndtn - Madera Professorship	23,727																	23,727
Fndtn - Rahorn/Economic Educ	13,998																	13,998
Fndtn - McCoy Engineering	365,630																	365,630
Fndtn - Other Allocations	520,047																	520,047
CT - International Scholarships		70,000																70,000
CT - Dillard Special Fund		80,600																80,600
CT - Finance Chair		13,830																13,830
CT - Lalani Center		8,345																8,345
CT - Lalani Dist Professor		2,500																2,500
CT - Other Allocations		601,389																601,389
McCoy EURECA 3 Yr Grant					150,000													150,000
McCoy Engineering 5 Yr						48,121												48,121
Bolin Petroleum Geology							185,800											185,800
Dillard Distinguished Professor			75,000												9,542			84,542
Dillard Energy Center			390,007															390,007
Gunn - Health Sciences				1,013,129														1,013,129
Miscellaneous Account Cleanup																	87,624	87,624
Miscellaneous Gifts and Donations																	1,000,000	1,000,000
<b>Budgeted Expense Total</b>	<b>1,064,418</b>	<b>881,664</b>	<b>465,007</b>	<b>1,013,129</b>	<b>150,000</b>	<b>48,121</b>	<b>185,800</b>	<b>529,990</b>	<b>72,000</b>	<b>9,087,676</b>	<b>15,000</b>	<b>117,500</b>	<b>3,331,667</b>	<b>15,000</b>	<b>37,017</b>	<b>80,000</b>	<b>1,143,071</b>	<b>\$18,237,060</b>
<b>Uses:</b>																		
Faculty	349,435	67,894	336,167	359,533			107,120											
Adjunct				15,586				17,000										
Staff				50,076		36,000				96,000		47,019						
Wages					92,000					50,199		35,130			9,504	15,000		
Fringe	84,832	15,779	56,357	137,003	2,000	12,121	26,360	2,746		38,196		29,444			459	22,017		
M&O	574,969	822,991	72,483	350,000	42,000				72,000	12,933		4,972			4,337	10,000	577,578	
Travel	8,000				14,000					5,250	15,000				700			
Capital Outlay				100,000			52,320											
Longevity				931						4,000		935						
Scholarships	47,182	175,000						510,244		8,881,098			3,331,667			70,000	565,493	
<b>Total</b>	<b>1,064,418</b>	<b>881,664</b>	<b>465,007</b>	<b>1,013,129</b>	<b>150,000</b>	<b>48,121</b>	<b>185,800</b>	<b>529,990</b>	<b>72,000</b>	<b>9,087,676</b>	<b>15,000</b>	<b>117,500</b>	<b>3,331,667</b>	<b>15,000</b>	<b>37,017</b>	<b>80,000</b>	<b>1,143,071</b>	<b>\$18,237,060</b>

# Midwestern State University

## Budgeted Scholarships and Grants by Category - Comparing FY10 to FY16

	Fiscal Year 2010	Fiscal Year 2016	Increase (FY16 over FY10)
<b>Merit Based</b>			
Graduate Scholarships	\$ 170,300	\$ 170,300	\$ -
University Merit Scholarships	372,464	1,258,014	885,550
Honors Program	150,000	290,700	140,700
International Student Services	100,000	70,000	(30,000)
Gifted Summer Program	52,000		(52,000)
College of Health Sciences & Human Services	1,000		(1,000)
<b>Total Merit Based</b>	<b>\$ 845,764</b>	<b>\$ 1,789,014</b>	<b>\$ 943,250</b>
<b>Need Based</b>			
Mustangs Guarantee	\$ -	\$ 35,000	\$ 35,000
Financial Aid Scholarships	8,000		(8,000)
Housing Administration	5,000	12,000	7,000
Federal Supplemental Educational Opportunity Grant (SEOG)	147,076	126,426	(20,650)
Federal Pell Grant	5,400,000	8,600,000	3,200,000
Federal Student Support Services Grant	-	5,000	5,000
Federal Upward Bound Grant	76,070	-	(76,070)
Texas Grants THECB	1,566,223	3,331,667	1,765,444
Federal College Work Study	130,273	-	(130,273)
Texas Public Education Grant (TPEG) Resident	1,108,684	1,162,010	53,326
TPEG Non Resident	12,256	33,441	21,185
MSU Tuition Grant UnderGrads	670,000	1,150,836	480,836
MSU Tuition Grant Grads	39,000	73,457	34,457
<b>Total Need Based</b>	<b>\$ 9,162,582</b>	<b>\$ 14,529,837</b>	<b>\$ 5,367,255</b>
<b>Activity Based</b>			
International Studies	\$ 60,000	\$ 50,000	\$ (10,000)
Cheerleaders	22,400	24,000	1,600
University Programming Board	3,000	3,000	-
Student Orientation	17,745	16,745	(1,000)
Student Activities	1,000		(1,000)
Academic Support Center	5,000		(5,000)
Admissions Welcome Center	-	20,000	20,000
<b>Total Activity Based</b>	<b>\$ 109,145</b>	<b>\$ 113,745</b>	<b>\$ 4,600</b>
<b>Athletics</b>			
Athletic Administration	\$ 20,000	\$ (132,289)	\$ (152,289)
Women's Basketball	134,320	162,815	28,495
Women's Soccer	132,977	161,187	28,210
Women's Softball	96,710	117,227	20,517
Women's Tennis	80,592	97,689	17,097
Women's Volleyball	107,456	130,252	22,796
Women's Cross Country & Track	80,592	205,147	124,555
Women's Golf	72,533	87,920	15,387
Men's Basketball	134,320	162,815	28,495
Men's Tennis	60,444	73,267	12,823
Men's Soccer	120,888	146,534	25,646
Men's Football	483,552	586,134	102,582
Men's Golf	48,355	58,613	10,258
<b>Total Athletics</b>	<b>\$ 1,572,739</b>	<b>\$ 1,857,311</b>	<b>\$ 284,572</b>
<b>Other</b>			
Degree Completion Scholarship	\$ 40,000	\$ 60,000	\$ 20,000
Dependent Education Assistance	126,000	41,000	(85,000)
Autism Support	15,000		(15,000)
MSU Education Incentive	72,000	63,000	(9,000)
Tuition Rebates (State mandated)	40,000	100,000	60,000
<b>Total Other</b>	<b>\$ 293,000</b>	<b>\$ 264,000</b>	<b>\$ (29,000)</b>
<b>TOTAL BUDGETED SCHOLARSHIPS &amp; GRANTS</b>	<b>\$ 11,983,230</b>	<b>\$ 18,553,907</b>	<b>\$ 6,570,677</b>

# SCHOLARSHIPS FOR NEW STUDENTS



2016-2017

Midwestern State University offers students over \$2 million in general academic merit scholarships each year. New incoming freshmen and transfer students seeking their first bachelor's degree who are admitted to MSU by April 1 are automatically considered for our general merit scholarships with no additional scholarship application required. Scholarships range from \$500-\$2,500 per academic year for students who qualify. Specific scholarship criteria is below and additional information can be found at [mwsu.edu/admissions/scholarships](http://mwsu.edu/admissions/scholarships).



SCHOLARSHIP	SELECTION CRITERIA*	ANNUAL AWARD	
Freshman Distinction	1360 SAT or 31 ACT	\$2,500	<i>All scholarships are subject to available funding.</i>
Freshman Excellence	1170 SAT or 26 ACT	\$2,000	
Outstanding Freshman	1090 SAT or 24 ACT	\$1,000	
Freshman Achievement	1020 SAT or 22 ACT	\$750	
Freshman Recognition	990 SAT or 21 ACT	\$500	
Transfer Excellence	Minimum 3.5 cumulative GPA from each institution previously attended	\$2,000	<i>* SAT scores are based on the combined Critical Reading and Math scores only.</i>
Transfer Achievement	Minimum 3.0 cumulative GPA from each institution previously attended	\$1,500	
Phi Theta Kappa**	Membership In PTK at previous institution	\$2,500	<i>** Is stackable with other transfer merit scholarships.</i>
Regents Valedictorian	High school valedictorian	\$3,000	
Regents Salutatorian	High school salutatorian	\$2,000	
ISD Valedictorian/Salutatorian***	Valedictorian or salutatorian from select local ISDs	\$4,000	
ACCESS Award	Concurrently enrolled high school student at MSU	\$1,000	<i>*** ISD Valedictorian/Salutatorian is NOT stackable with the Regents scholarships.</i>



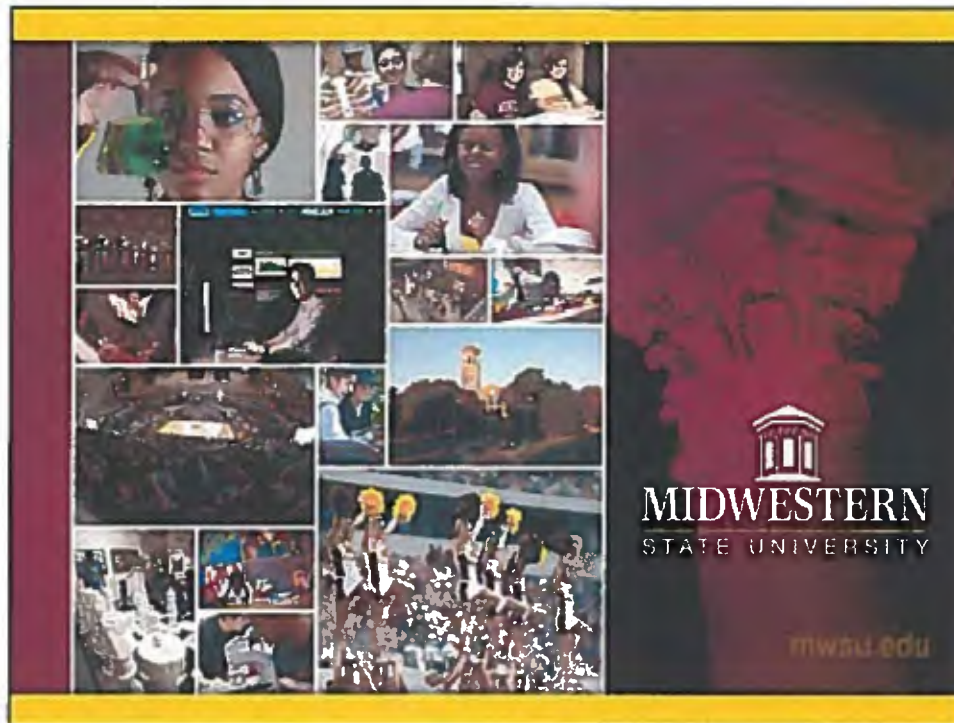
Office of Admissions

800-842-1922 or 940-397-4334

[mwsu.edu/admissions](http://mwsu.edu/admissions)







## Grants



2014-2015

64% of students (4,265) received \$14,772,629 in grants,  
for an average award of \$3,464 per student.



## Grants



	FY 16 Budgeted	Funding Source
Pell Grant	\$8,600,000	Federal
Supplemental Educational Opportunity Grant	\$127,988	Federal
Student Support Services Grant	\$5,000	Federal
TEXAS Grant	\$3,331,667	State
Texas Public Educational Grant Resident	\$1,162,010	Tuition Set Aside
Texas Public Educational Grant Non-Resident	\$33,441	Tuition Set Aside
MSU Tuition Grant	\$1,224,293	Designated Tuition Set Aside
Total	\$14,484,399	

## Scholarships



2014-2015

40% of students (2,688) received \$5,962,072 in scholarships (institutional, donor, and external), for an average award of \$2,218 per student.

	Sum	# of Awards	Avg. Award
Athletic	\$1,879,447	260	\$7,229
Academic	\$3,211,052	2,035	\$1,578
External	\$871,573	390	\$2,235

## Scholarships



	FY 16 Budgeted	Source
Graduate Scholarships	\$170,300	Designated Tuition and Bookstore Revenues
University Merit Scholarships	\$1,258,014	Designated Tuition/Donor Funds
Honors Program	\$290,700	Redwine Endowment
Mustangs Guarantee	\$35,000	Designated Tuition
Housing	\$12,000	Housing Revenues
Cheerleaders	\$24,000	Student Services Fee
University Programming Board	\$3,000	Student Services Fee
New Student Orientation	\$4,000	Student Services Fee
Admissions Welcome Center	\$20,000	University Services Fee
MORE Orientation	\$12,745	Orientation revenue
Athletics	\$1,857,311	Designated Tuition
Degree Completion Scholarship	\$60,000	Tier II Tuition
Dependent Education Assistance	\$41,000	Designated Tuition
MSU Education Incentive	\$63,000	Designated Tuition
Donor Funded Scholarships	\$1,722,292	Donor Funds
<b>Total</b>	<b>\$5,693,362</b>	

## Work Study



2014-2015

1.3% of students (86) received \$179,074 in work study, for an average award of \$2,082 per student.

2015-2016

	FY 16 Actual
<b>Federal College Work Study</b>	<b>\$149,672</b>

## Loans



### 2014-2015

51% of students (3,394) received \$30,129,319 in loans, for an average award of \$8,877 per student.

	Sum	# of Awards	Avg. Award
Federal Loans	\$28,640,128	3320	\$8,627
State Loans	\$584,534	87	\$6,719
Private Loans	\$904,657	119	\$7,602

## Loans



- Median Borrowing\*:
  - 2013-2014 \$15,878
  - 2014-2015 \$17,588
  - 2015-2016 \$17,048

### Loan Default Rate:

	MSU	TX Avg.	U.S. Avg.
FY10	9.6%	17.3%	14.7%
FY11	7.4%	15.9%	13.7%
FY12	8.3%	14.3%	11.8%
FY13 (Draft)	7.8%		

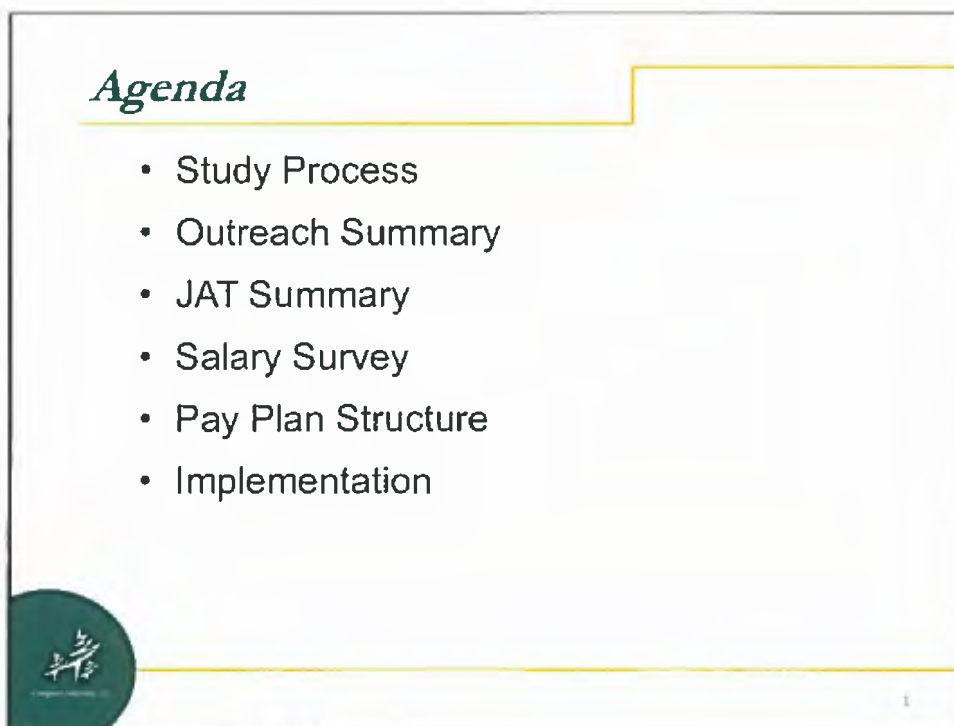
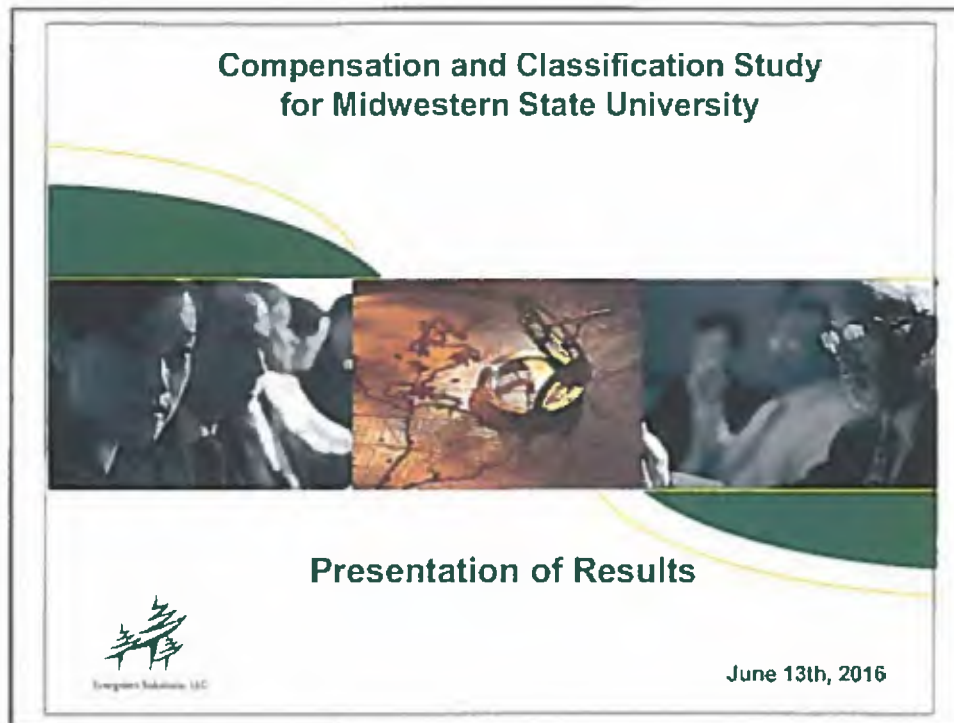
\*Data represent the four most recent years of borrowing for all undergraduate borrowers who graduated or withdrew from the institution.

# Financial Aid



- Overall, 75% of students on financial aid in 14-15
- Total financial aid awarded in 14-15:

	FY15 Awards	FY15 Proportion
Athletic Scholarships	\$1,879,447	3.7%
Other scholarships (institutional, donor, off-campus)	\$4,082,625	8.0%
Grants	\$14,772,629	28.9%
Loans	\$30,129,319	59.0%
Work Study	\$179,074	.40%
Total	\$51,043,094	100%





## *Study Process*

- Conducted outreach, which included orientation sessions and focus groups.
- Collect data from all employees.
- Reviewed information submitted by employees and supervisors regarding current work performed
- Developed classification recommendations based on the information and best practices.
- Assessed pay competitiveness compared to market peers.
- Developed new (recommended) compensation and classification structure.
- Created a draft report.



1

## *Outreach Summary*

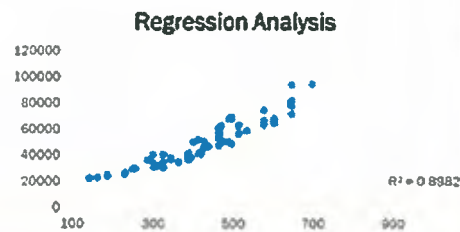
- Employees widely cited the work environment, mission, stability, and benefits as positive characteristics.
- They were committed to serving students, appreciated the opportunity to grow and develop, and enjoyed the workplace environment and their co-workers.
- Employees expressed concerns with:
  - Employees cited instances of different level positions which required highly similar work having inequitable pay differences relative to work performed.
  - Employees generally cited that pay is better at other educational institutions.
  - Employees felt that what you make in the beginning is where you stay.



2

## JAT Response Summary

- MSU had strong JAT participation.
- JATs were not only examined for specific duties, but were also analyzed based on factors such as Leadership and Working conditions.
  - A graphical representation of the scores shows that the JAT results are highly reliable.
  - All employees' JAT scores were considered for grading recommendation purposes.



## Salary Survey

- As is the common approach in compensation studies, a representative sample of benchmark positions (63) were submitted to the market for comparison.
- Data was received from 15 respondents, shown on the right and was adjusted for geographical cost of living differences.
- 2015 CUPA data was used for select comparisons that required regional data.

TARGET
ANGELO STATE UNIVERSITY
CITY OF WICHITA FALLS
PRAIRIE VIEW A&M UNIVERSITY
SUL ROSS STATE UNIVERSITY
TEXAS A&M INTERNATIONAL UNIVERSITY
TEXAS A&M UNIVERSITY-CENTRAL TEXAS
TEXAS A&M UNIVERSITY-KINGSVILLE
TEXAS SOUTHERN UNIVERSITY
UNIVERSITY OF HOUSTON-CLEAR LAKE
UNIVERSITY OF HOUSTON-VICTORIA
UNIVERSITY OF NORTH TEXAS AT DALLAS
UNIVERSITY OF TEXAS AT TYLER
UNIVERSITY OF TEXAS OF THE PERMIAN BASIN
WEST TEXAS A&M UNIVERSITY
WICHITA FALLS ISD

## Salary Survey (cont.)

- When considering the public market:
  - MSU is approximately 6.4 percent below the market minimum.
  - MSU is approximately 2.0 percent below the market midpoint.
  - MSU is approximately 0.6 percent above the market maximum.



4

## Current Pay Plan

- The pay plan is equitably designed with alternating range spreads and midpoint progression.
- The plan included lower level positions in the pay plan.

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression
1	\$17,832.00	\$17,832.00	\$17,832.00	0%	2.1%
2	\$17,832.00	\$17,832.00	\$17,832.00	0%	2.1%
3	\$18,380.00	\$18,380.00	\$18,380.00	0%	2.1%
4	\$18,380.00	\$18,380.00	\$18,380.00	0%	2.1%
5	\$19,332.00	\$19,332.00	\$19,332.00	0%	2.1%
6	\$19,332.00	\$19,332.00	\$19,332.00	0%	2.1%
7	\$20,340.00	\$20,340.00	\$20,340.00	0%	2.1%
8	\$20,340.00	\$20,340.00	\$20,340.00	0%	2.1%
9	\$21,444.00	\$21,444.00	\$21,444.00	0%	2.1%
10	\$21,444.00	\$21,444.00	\$21,444.00	0%	2.1%
11	\$22,522.00	\$22,522.00	\$22,522.00	0%	2.1%
12	\$22,522.00	\$22,522.00	\$22,522.00	0%	2.1%
13	\$23,680.00	\$23,680.00	\$23,680.00	0%	2.1%
14	\$23,680.00	\$23,680.00	\$23,680.00	0%	2.1%
15	\$24,884.00	\$24,884.00	\$24,884.00	0%	2.1%
16	\$24,884.00	\$24,884.00	\$24,884.00	0%	2.1%
17	\$26,128.00	\$26,128.00	\$26,128.00	0%	2.1%
18	\$26,128.00	\$26,128.00	\$26,128.00	0%	2.1%
19	\$27,412.00	\$27,412.00	\$27,412.00	0%	2.1%
20	\$27,412.00	\$27,412.00	\$27,412.00	0%	2.1%
21	\$28,736.00	\$28,736.00	\$28,736.00	0%	2.1%
22	\$28,736.00	\$28,736.00	\$28,736.00	0%	2.1%
23	\$30,104.00	\$30,104.00	\$30,104.00	0%	2.1%
24	\$30,104.00	\$30,104.00	\$30,104.00	0%	2.1%
25	\$31,516.00	\$31,516.00	\$31,516.00	0%	2.1%
26	\$31,516.00	\$31,516.00	\$31,516.00	0%	2.1%
27	\$32,972.00	\$32,972.00	\$32,972.00	0%	2.1%
28	\$32,972.00	\$32,972.00	\$32,972.00	0%	2.1%
29	\$34,472.00	\$34,472.00	\$34,472.00	0%	2.1%
30	\$34,472.00	\$34,472.00	\$34,472.00	0%	2.1%



7

## Proposed Pay Plan

New structure recommendations include:

- Create one unified pay plan for employees
- Utilize uniform range spreads and midpoint progressions
- Add an executive sub-plan
- Accommodates a living wage at entry
- No reduction in salary range minimums

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression
102	\$16,875.00	\$25,312.50	\$38,718.75	80%	5.4%
103	\$17,062.50	\$25,593.75	\$39,140.63	80%	5.4%
104	\$17,250.00	\$25,875.00	\$39,562.50	80%	5.4%
105	\$17,437.50	\$26,156.25	\$39,984.38	80%	5.4%
106	\$17,625.00	\$26,437.50	\$40,406.25	80%	5.4%
107	\$17,812.50	\$26,718.75	\$40,828.13	80%	5.4%
108	\$18,000.00	\$27,000.00	\$41,250.00	80%	5.4%
109	\$18,187.50	\$27,281.25	\$41,671.88	80%	5.4%
110	\$18,375.00	\$27,562.50	\$42,093.75	80%	5.4%
111	\$18,562.50	\$27,843.75	\$42,515.63	80%	5.4%
112	\$18,750.00	\$28,125.00	\$42,937.50	80%	5.4%
113	\$18,937.50	\$28,406.25	\$43,359.38	80%	5.4%
114	\$19,125.00	\$28,687.50	\$43,781.25	80%	5.4%
115	\$19,312.50	\$28,968.75	\$44,203.13	80%	5.4%
116	\$19,500.00	\$29,250.00	\$44,625.00	80%	5.4%
117	\$19,687.50	\$29,531.25	\$45,046.88	80%	5.4%
118	\$19,875.00	\$29,812.50	\$45,468.75	80%	5.4%
119	\$20,062.50	\$30,093.75	\$45,890.63	80%	5.4%
120	\$20,250.00	\$30,375.00	\$46,312.50	80%	5.4%
121	\$20,437.50	\$30,656.25	\$46,734.38	80%	5.4%
122	\$20,625.00	\$30,937.50	\$47,156.25	80%	5.4%
123	\$20,812.50	\$31,218.75	\$47,578.13	80%	5.4%
124	\$21,000.00	\$31,500.00	\$48,000.00	80%	5.4%
125	\$21,187.50	\$31,781.25	\$48,421.88	80%	5.4%
126	\$21,375.00	\$32,062.50	\$48,843.75	80%	5.4%
127	\$21,562.50	\$32,343.75	\$49,265.63	80%	5.4%
128	\$21,750.00	\$32,625.00	\$49,687.50	80%	5.4%
129	\$21,937.50	\$32,906.25	\$50,109.38	80%	5.4%
130	\$22,125.00	\$33,187.50	\$50,531.25	80%	5.4%
131	\$22,312.50	\$33,468.75	\$50,953.13	80%	5.4%
132	\$22,500.00	\$33,750.00	\$51,375.00	80%	5.4%
133	\$22,687.50	\$34,031.25	\$51,796.88	80%	5.4%
134	\$22,875.00	\$34,312.50	\$52,218.75	80%	5.4%
135	\$23,062.50	\$34,593.75	\$52,640.63	80%	5.4%
136	\$23,250.00	\$34,875.00	\$53,062.50	80%	5.4%
137	\$23,437.50	\$35,156.25	\$53,484.38	80%	5.4%
138	\$23,625.00	\$35,437.50	\$53,906.25	80%	5.4%
139	\$23,812.50	\$35,718.75	\$54,328.13	80%	5.4%
140	\$24,000.00	\$36,000.00	\$54,750.00	80%	5.4%
141	\$24,187.50	\$36,281.25	\$55,171.88	80%	5.4%
142	\$24,375.00	\$36,562.50	\$55,593.75	80%	5.4%
143	\$24,562.50	\$36,843.75	\$56,015.63	80%	5.4%
144	\$24,750.00	\$37,125.00	\$56,437.50	80%	5.4%
145	\$24,937.50	\$37,406.25	\$56,859.38	80%	5.4%
146	\$25,125.00	\$37,687.50	\$57,281.25	80%	5.4%
147	\$25,312.50	\$37,968.75	\$57,703.13	80%	5.4%
148	\$25,500.00	\$38,250.00	\$58,125.00	80%	5.4%
149	\$25,687.50	\$38,531.25	\$58,546.88	80%	5.4%
150	\$25,875.00	\$38,812.50	\$58,968.75	80%	5.4%
151	\$26,062.50	\$39,093.75	\$59,390.63	80%	5.4%
152	\$26,250.00	\$39,375.00	\$59,812.50	80%	5.4%
153	\$26,437.50	\$39,656.25	\$60,234.38	80%	5.4%
154	\$26,625.00	\$39,937.50	\$60,656.25	80%	5.4%
155	\$26,812.50	\$40,218.75	\$61,078.13	80%	5.4%
156	\$27,000.00	\$40,500.00	\$61,500.00	80%	5.4%
157	\$27,187.50	\$40,781.25	\$61,921.88	80%	5.4%
158	\$27,375.00	\$41,062.50	\$62,343.75	80%	5.4%
159	\$27,562.50	\$41,343.75	\$62,765.63	80%	5.4%
160	\$27,750.00	\$41,625.00	\$63,187.50	80%	5.4%
161	\$27,937.50	\$41,906.25	\$63,609.38	80%	5.4%
162	\$28,125.00	\$42,187.50	\$64,031.25	80%	5.4%
163	\$28,312.50	\$42,468.75	\$64,453.13	80%	5.4%
164	\$28,500.00	\$42,750.00	\$64,875.00	80%	5.4%
165	\$28,687.50	\$43,031.25	\$65,296.88	80%	5.4%
166	\$28,875.00	\$43,312.50	\$65,718.75	80%	5.4%
167	\$29,062.50	\$43,593.75	\$66,140.63	80%	5.4%
168	\$29,250.00	\$43,875.00	\$66,562.50	80%	5.4%
169	\$29,437.50	\$44,156.25	\$66,984.38	80%	5.4%
170	\$29,625.00	\$44,437.50	\$67,406.25	80%	5.4%
171	\$29,812.50	\$44,718.75	\$67,828.13	80%	5.4%
172	\$30,000.00	\$45,000.00	\$68,250.00	80%	5.4%
173	\$30,187.50	\$45,281.25	\$68,671.88	80%	5.4%
174	\$30,375.00	\$45,562.50	\$69,093.75	80%	5.4%
175	\$30,562.50	\$45,843.75	\$69,515.63	80%	5.4%
176	\$30,750.00	\$46,125.00	\$69,937.50	80%	5.4%
177	\$30,937.50	\$46,406.25	\$70,359.38	80%	5.4%
178	\$31,125.00	\$46,687.50	\$70,781.25	80%	5.4%
179	\$31,312.50	\$46,968.75	\$71,203.13	80%	5.4%
180	\$31,500.00	\$47,250.00	\$71,625.00	80%	5.4%
181	\$31,687.50	\$47,531.25	\$72,046.88	80%	5.4%
182	\$31,875.00	\$47,812.50	\$72,468.75	80%	5.4%
183	\$32,062.50	\$48,093.75	\$72,890.63	80%	5.4%
184	\$32,250.00	\$48,375.00	\$73,312.50	80%	5.4%
185	\$32,437.50	\$48,656.25	\$73,734.38	80%	5.4%
186	\$32,625.00	\$48,937.50	\$74,156.25	80%	5.4%
187	\$32,812.50	\$49,218.75	\$74,578.13	80%	5.4%
188	\$33,000.00	\$49,500.00	\$75,000.00	80%	5.4%
189	\$33,187.50	\$49,781.25	\$75,421.88	80%	5.4%
190	\$33,375.00	\$50,062.50	\$75,843.75	80%	5.4%
191	\$33,562.50	\$50,343.75	\$76,265.63	80%	5.4%
192	\$33,750.00	\$50,625.00	\$76,687.50	80%	5.4%
193	\$33,937.50	\$50,906.25	\$77,109.38	80%	5.4%
194	\$34,125.00	\$51,187.50	\$77,531.25	80%	5.4%
195	\$34,312.50	\$51,468.75	\$77,953.13	80%	5.4%
196	\$34,500.00	\$51,750.00	\$78,375.00	80%	5.4%
197	\$34,687.50	\$52,031.25	\$78,796.88	80%	5.4%
198	\$34,875.00	\$52,312.50	\$79,218.75	80%	5.4%
199	\$35,062.50	\$52,593.75	\$79,640.63	80%	5.4%
200	\$35,250.00	\$52,875.00	\$80,062.50	80%	5.4%

## Implementation Options

### Bring to Minimum –

All employee salaries are brought to the minimum of their proposed salary range. If the employee's current salary exceeds the proposed minimum, no adjustment is made. First year maximum to be 10% or \$3,600, whichever is more for those below minimum. If adjustment exceeds this amount, a second adjustment will be made in year two of implementation.

### Class Parity Capped at Midpoint –

Years of service in current position gives credit for class parity up to 30 years to reach the maximum of the pay range. However, a maximum of midpoint (or 15 years) of class parity credit will be given. The plan is adjustments for class parity will be made in years two through four.

## Costs of Implementation

Option	Estimated Cost	Employees Impacted
Bring to Minimum	\$471,780.64	188
Class Parity Capped	\$1,404,029.68	311

### \*Assumptions

- No employee salary lowered
- Date of implementation 9/1/2016
- Incorporates 10.0% pay differential for critical classifications



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## Multi-Year Option

Bring to minimum adjustment in first year for those below minimum (capped at a maximum of 10% or \$3,600 in year one), and remaining adjustment with parity capped at midpoint evenly distributed in years two through four.

Option	Multi Year Option (Bring to Min 1st)				Total
	Year 1 Cost	Year 2 Cost	Year 3 Cost	Year 4 Cost	
Class Parity - Capped at Midpoint	\$353,966.84	\$350,020.95	\$350,020.95	\$350,020.95	\$1,404,029.68



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## *Next Steps*

- Submit draft and final report
- Submit updated job descriptions
- Communication with employees



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## *Thank You!*

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**Dallas/Ft. Worth Expansion**  
(starting in FY 18)

**Fixed Expenses**

	<b>Partial Operations</b>	<b>Full Operations</b>
Lease expense including utilities, taxes, maintenance	\$482,400	\$482,400
Furnishings/equipment - \$300,000 amortized over five years	\$62,000	\$62,000
Marketing	75,000	75,000
Staff		
Marketing position	25,000	50,000
Shared Financial Aid position	10,000	25,600
Shared Academic Coordinator/generalist	10,000	23,040
IT Technician	28,800	57,600
M&O	10,000	10,000
Other miscellaneous	20,000	20,000
<b>Total</b>	<b>\$723,200</b>	<b>\$805,640</b>

**Revenue**

Without Formula Funding from State\*

Net tuition and fee revenue per SCH\*

(Statutory Tuition, Designated Tuition, USF, etc.)

\$250      \$250

Instructional costs @ 50%

(125)      (125)

Net revenue per SCH after instructional costs

\$125      \$125

Number of SCH required to breakeven w/o formula funding

5,786      6,445

Number of students taking 9 SCH a year

643      716

Number of students taking 12 SCH a year

482      537

Number of students taking 15 SCH a year

386      430

Number of students taking 18 SCH a year

321      358

With Formula Funding from State

Net tuition and fee revenue per SCH (no Statutory Tuition)

\$200      \$200

Instructional costs are covered by formula funding - no deduction

\$0      \$0

Net revenue per SCH after instructional costs

\$200      \$200

Number of SCH required to breakeven w/formula funding

3,616      4,028

Number of students taking 9 SCH a year

402      448

Number of students taking 12 SCH a year

301      336

Number of students taking 15 SCH a year

241      269

Number of students taking 18 SCH a year

201      224

\*State appropriations will not be realized until FY2020 at the earliest. Base period for counting enrollment for the formula funding model will be in FY19 (every two years). Based on that count, appropriations will be realized in FY2020/FY2021 (same amount both years) . There is a lag of one/two years of funding to enrollment numbers. Because of the lag, high-growth campuses suffer with "self-funding" of costs for 1-2 years until receiving state funding.