

**MINUTES**  
**MIDWESTERN STATE UNIVERSITY**  
**BOARD OF REGENTS**  
**Executive Committee**  
**November 9, 2017**

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 1:45 p.m., Thursday, November 9, 2017. Executive Committee members in attendance were Mr. Sam Sanchez, Chairman; Mr. Caven Crosnoe, Vice Chairman; Ms. Nancy Marks, Secretary; and Ms. Tiffany Burks, Member-At-Large. Other regents attending the meeting were Mr. Warren Ayres, Dr. Lynwood Givens, Mr. Jeff Gregg, Mr. Shawn Hessing (via teleconference), Dr. Shelley Sweatt, and Student Regent Shayla Owens.

Members of the administration present included Dr. Suzanne Shipley, President; Dr. James Johnston, Provost and Vice President for Academic Affairs; Dr. Marilyn Fowlé, Vice President for Administration and Finance; Dr. Keith Lamb, Vice President for Student Affairs and Enrollment Management; Mr. Anthony Vidmar, 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. David Carlston, Chairman, MSU Faculty Senate; Mr. Newman Wong, Chairman, MSU Staff Senate; Mr. Kyle Williams, Director of Athletics; Mr. Barry Macha, General Counsel; Ms. Leigh Kidwell, Director of Internal Audits; Mr. Chris Stovall, Controller; 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 MSU Student Government Association (SGA) were Ms. Maria Peña, SGA President, and Mr. Jacob Warren, SGA Observer. Two students attending the meeting were Ms. Francine Baron and Ms. Laura Sorge. Representing the news media were Ms. Kara McIntyre, reporter and Editor, and Ms. Harlie David, photographer, for *The Wichitan*; Ms. Claire Kowalick, reporter for the Wichita Falls *Times Record News*; Ms. Katya Guillaume and Mr. Curtis Jackson, KFDX-TV 3; and Ms. Sarah Hines, KAUZ Channel 6.

Chairman Sanchez called the meeting to order at 1:45 p.m.

Reading and Approval of Minutes

18-03. The minutes of the Executive Committee meeting August 3, 2017, were approved as presented.

Campus Construction Update

18-04. Mr. Sanchez reported that the Board Book included project status reports as well as a report on smaller construction projects. Mr. Owen presented photographs of current projects as shown in Attachment 1. The first slide showed the near term plans that were presented to the Board in May 2017. He reviewed the plans and noted that since May the McGaha Building and three houses on Hampstead Lane had been razed and a parking lot was constructed on Hampstead Lane. He reported that current plans were to begin construction of the new Health Sciences and Human Services (HSHS) building, add a Lifelong Learning Center in the home at 2527 Hampstead, and relocate Facilities Services to the area on Hampstead Lane so that the Daniel Building could be renovated

to house some of the student services. Mr. Owen pointed out that when the Health Sciences and Human Services (HSHS) building is operational, the occupants of Bridwell would move to the new building and the West College of Education faculty and staff would move to Bridwell Hall. He added that programming of Ferguson Hall after the West College moves was not complete. He indicated that at some point the Counseling Center building would be razed to provide additional parking. Slides Three and Four showed the hardscape master plan. Mr. Owen stated that the plan would eventually include pedestrian traffic from the north end of Hardin to the south end of Bolin on Council Drive; and from Council Drive to McCullough-Trigg Hall on Comanche Trail. He noted that an architect was working on the landscaping for the quadrangle area between Bridwell Hall, McCoy Engineering Hall, and the new HSHS building. He added that an item later in the agenda would recommend adding the landscaping of the HSHS building to the scope of work. Slide Five showed a satellite rendering of what this area of campus would look like with this work completed and Slide Six showed an early design artist's rendering of the new HSHS quadrangle area. The remaining slides provided information related to progress on the Jan Thacker Fantasy of Lights Workshop, the Housing Administration move to Sunwatcher Village, the former Housing Administration area in Beawood Hall conversion to a Language Lab, additional lighting around campus, and a kiln installation at the Fain Fine Arts Building.

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

#### MSU Deferred Maintenance Reports – Campus Condition Index

18-05. Mr. Sanchez stated that the reports included in the Board Book were required by statute and show deferred maintenance projects completed in FY 17, as well as those planned for the next five years. There being no questions or discussion, Mr. Sanchez noted that this item was presented for information only and no action was necessary.

#### Moffett Library Renovation Project – Architect Contract Approval and CMAR Recommendation

18-06. Mr. Sanchez stated that the administration recommended two action items related to this project and asked Mr. Owen to review the recommendations. Mr. Owen reported that in August the Board approved the recommendation to select Holzman Moss Bottino Architects (HMB) as the architect of record for this project. He stated that the administration negotiated the contract and requested authorization to move forward with the contract as presented. Mr. Owen added that the university sent out a Request for Proposal for a Construction Manager at Risk (CMAR) for the project and the administration recommended approval of M&F Litteken.

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

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#### Information Technologies Relocation Project Authorization Request

18-07. Mr. Sanchez asked Mr. Owen to review this item and the recommendations. Mr. Owen stated that the administration previously determined the projects that would be paid from Tuition Revenue Bond (TRB) funding and this included the Information Technologies Relocation Project. He reminded the Board that the HSHS building would have a data center installed and the current equipment would be moved to HSHS from the Memorial Building basement. He stated that the HSHS building project would include the cost of

the walls, ceiling, and floor, but the additional equipment, air conditioning units, backup generators, and other items needed for the data center would be paid from the project budget that was recommended for approval.

Mr. Crosnoe moved approval of the motion. The motion was seconded by Mrs. Marks and was approved.

#### Health Sciences and Human Services Building Project – Construction Contract Approval

18-08. Mr. Sanchez asked Mr. Owen to explain the item and recommendations. Mr. Owen stated that at the August Board meeting the administration requested authorization to enter into a contract for the HSHS building site package if its value plus the estimate for the building package totaled less than \$29.25 million. The site package bid came in within those estimates and the contract moved forward. He stated that the bids on the building package were opened October 12 and approximately ten days later the Construction Manager at Risk (CMAR) notified Mr. Owen that the bids were significantly higher than the budget. Following review, the CMAR provided a written document indicating that the bids placed the project \$7.5 million over budget. The CMAR immediately began reviewing the project for ideas to save money. Mr. Owen presented three slides showing the original building renderings (see [Attachment 2](#)). He stated that the administration wanted to preserve as much of the interior of the building for student learning, and was looking at modifying the exterior of the building to save dollars. He added that new renderings had not yet been done. He reviewed the recommended modifications to the project that were being considered. Slide One showed the eastern view of the building and Mr. Owen explained that the white wall to the side of the glass wall would be eliminated. He stated that the interior four-story atrium could be reduced to two stories, which would result in savings of approximately \$500,000. He indicated that this would also give the building additional floor space for student use. Mr. Owen noted that the penthouse shown on Slide Two would be removed and the air conditioning systems would move closer to the center of the building. He referred to the west entrance shown in Slide Three and reported that the terracotta tile would be replaced with either MSU brick or Exterior Insulation Finishing System (EIFS), which is synthetic stucco. He stated that brick was preferred because of its longer life. He reported that the administration was considering removing the glass atrium entrance on the west side of the building as well as possibly removing the colonnade on the corner. Mr. Owen reported that the architect was reviewing the feasibility of the list of changes that had been recommended by the CMAR. He added that the administration would likely be able to review the final list after Thanksgiving. He stated that they anticipated identifying savings to the project of between \$4.5 and \$5 million. He commented that if the target was reached the architect would be asked to provide new detailed drawings of the modified design, the CMAR would refine his estimates, and a new contract would be drawn up. He added that if the project savings were not at the \$4.5-\$5 million level, the only other option would be to redesign and rebid the project, which would probably take an additional six months.

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Mr. Owen reminded the Board that five percent of the project total, or \$2 million, was held back in case there were cost overages. He added that the Texas Accessibility Standards (TAS), Americans with Disabilities Act (ADA), and Fire Marshal Upgrades Project had cost savings of \$500,000. The remaining \$500,000 needed to move forward, assuming the savings mentioned above, would come from the remaining TRB funded

projects related to Moffett Library, Bridwell Hall, and Information Technology (IT) relocation.

Mr. Owen reported that the university received three project estimates in August that showed the project to be within budget. The estimates were from the general contractor, the architect, and an independent estimator. After the bids came in over budget, the CMAR stated that market conditions were such that the estimators undervalued the labor market. Mr. Owen stated that other factors could include a strong economy, low unemployment rate, several billions of dollars' worth of TRB projects underway statewide, and major hurricane damage in Texas. Dr. Johnston and Dr. Fowlé had discussions with institutions across the state and they had similar experiences.

Mr. Sanchez presented the administration's request for authorization to issue a contract for the building's construction at a total project Guaranteed Maximum Price (GMP) of \$33.0 million, plus \$850,000 from the Information Technologies Relocation Project budget. The administration further requested authorization to increase the HSHS building project's total budget to \$41 million from the \$40 million maximum previously approved by the Board of Regents. He noted that the additional \$1 million would be funded through residual savings from other TRB funded projects: (a) Moffett Library Renovation Project, (b) Bridwell Renovation Project, (c) IT Relocation Project, and the (d) TAS, ADA, and Fire Marshal Upgrades Project. Mrs. Marks seconded the motion.

Mr. Gregg asked about the construction contract and asked why the university would pay for the additional cost rather than the contractor. Mr. Owen responded that the CMAR was not yet under contract to build the building. Mrs. Marks asked if university personnel had reviewed the recommended changes. Mr. Owen responded that this would be done after Thanksgiving and the administration would have an opportunity to accept or reject the recommended changes. Dr. Givens asked if the project needed to be rebid since it was going to be a very different project. Mr. Owen responded that rebidding does not always work in favor of the building owner because some of the vendors may not bid and the previous bid amounts have been made public.

Dr. Givens stated that he did not want to see this action taken hurriedly. Mr. Sanchez expressed agreement. He stated that the originally proposed concept and style of the building were very appealing to the Board and some of the proposed changes could dramatically change the look of the building and it was difficult for him to visualize this without updated renderings. Mr. Crosnoe added that one of the things the Board was told when the design was originally presented was that this would make MSU more competitive with other universities. He stated that if the Board had been presented a scaled-down version in the beginning it would have likely been approved. However, since the original design was approved, he would like to see what the scaled-down version would look like before approving the project to move forward. Ms. Owens stated that as a student she would like to see the administration attempt to keep at least the design of the front of the building. She added that students look at other schools and they wanted new and innovative design on the building. Dr. Shipley stated that the administration was looking to protect square footage in the building because that is what would impact student learning. She stated that she welcomed the wisdom of the Board.

The Board then discussed the option of having a special Board meeting when more information and renderings were available. Dr. Shipley commented that the administration would work with the architect and CMAR. She added that it might be necessary to determine two options; one with the original design and a smaller building, and one with the current square footage and a modified design. Mr. Sanchez indicated that perhaps a combination of less square footage and less design would be possible. He asked if the IT Relocation portion of the project would be affected by the change to the building. Mr. Owen responded that the IT portion of the project would not change.

Mr. Sanchez indicated that no action would be taken and this matter would be tabled until a special meeting was scheduled in December.

Health Sciences and Human Services Landscaping and Parking Project Authorization Request

18-09. Mr. Owen stated that the Board previously authorized the administration to proceed with the landscape design for the HSHS building quadrangle located east of the new building. The administration recommended expanding the project as presented in the Board Book. Mrs. Marks moved approval of the recommendations as presented and Mrs. Burks seconded the motion.

Mr. Crosnoe asked if this action should be approved since the previous action was delayed. Mr. Owen responded that the work on the design of the HSHS area would not be done until the building was defined. He added that this project included other work and design that could be accomplished in the meantime.

Following discussion, the motion carried.

MSU Policies and Procedures Manual Change – Policy 4.146

18-10. Mr. Sanchez noted that in August 2017 the Board had an opportunity to review a draft of possible changes to Policy 4.146, now titled Honorific and Gift-Related Namings, and the policy was recommended at this meeting for approval. He asked Mr. Vidmar to review the recommendation. Mr. Vidmar stated that the administration reviewed this policy as part of the preparation for and beginning of the Comprehensive Campaign. He indicated that he and Mr. Macha reviewed similar policies of Texas and national peer institutions to ensure MSU's policy was in line with best practices. He noted that in Section C.5 related to Naming Recognitions, the policy states that the target for the recognition of gifts was 10 years. He reiterated that this length of time was a best practice target, but that it could be changed as part of the gift agreement. He added that the approval of this policy did not change previous namings or agreements.

Mrs. Burks moved approval of this policy change as presented. Mr. Crosnoe seconded the motion.

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Mrs. Marks asked if it was normal that the criteria for a gift-related naming be based on no less than 33% of the value of the building. Mr. Vidmar responded that it represented best practices. Ms. Owen asked if the recommended numbers in the policy were in line with MSU's peers. Mr. Vidmar responded that the policy was very much in line with policies of peer institutions.

There being no further discussion, the motion was approved.

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

18-11. Mr. Sanchez noted that the administration recommended the ratification of the accessioning of artworks into the Museum's Permanent Collection as shown in the Board Book.

Mrs. Marks moved the ratification of this action as presented. Mr. Crosnoe seconded the motion and it was approved.

Adjournment

The Executive Committee discussion concluded at 2:30 p.m.

Reviewed for submission:



Samuel M. Sanchez, Chairman  
Midwestern State University  
Board of Regents Executive Committee

ATTACHMENT:

1. Construction Update - Project Photographs
2. HSHS Building Original Renderings

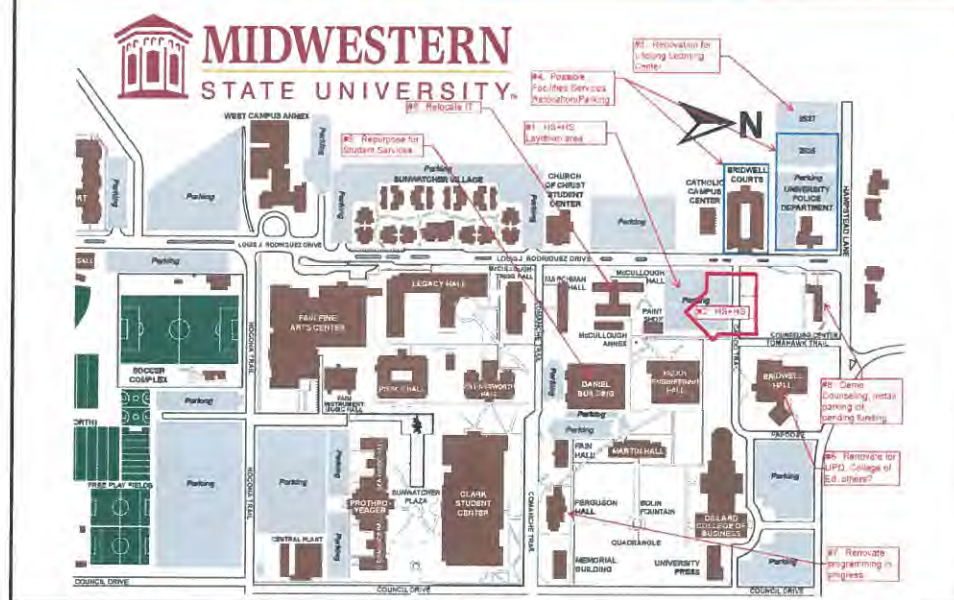


# Construction Update Status

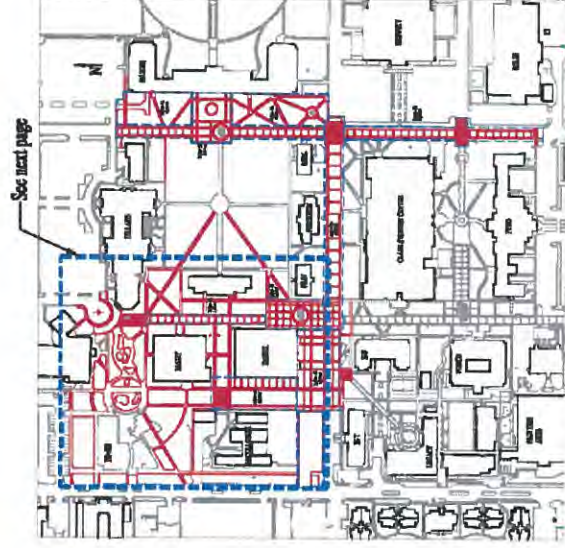
November 9, 2017

by  
Kyle Owen

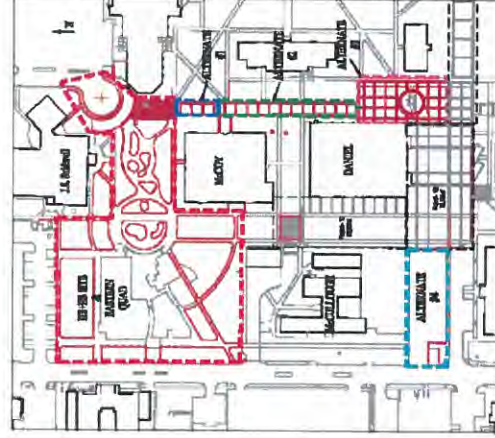
## Near Term Plans



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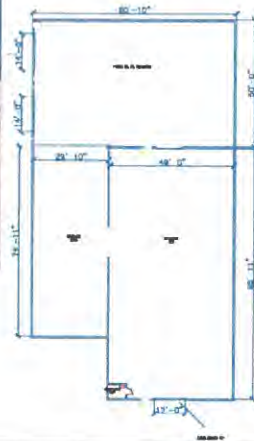
Hardscapes  
Master  
Plan



Health Sciences &  
Human Services  
Landscaping and  
Parking Project  
Expansion Plans



Jan Thacker Fantasy of Lights Workshop Expansion:



Sunwatcher Clubhouse & Beawood Conversion



- Renovations for Housing Administration.
- Beawood area vacated to become a Language Lab by summer 2018.



- Additional lighting around campus.



- Kiln installation at FFA.

Health Sciences & Human Services Building



Eastern view:



Health Sciences & Human Services Building



Northeast corner view:



**Southwest corner view:**



**MINUTES**  
**MIDWESTERN STATE UNIVERSITY**  
**BOARD OF REGENTS**  
**Academic and Student Affairs Committee**  
**November 9, 2017**

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 2:30 p.m., Thursday, November 9, 2017. Academic and Student Affairs Committee members in attendance were Dr. Lynwood Givens, Chair; Mr. Shawn Hessing (via teleconference); Ms. Nancy Marks; and Dr. Shelley Sweatt. Other regents attending the meeting were Mr. Warren Ayres, Ms. Tiffany Burks, Mr. R. Caven Crosnoe, Mr. Jeff Gregg, Mr. Sam Sanchez, and Student Regent Shayla Owens.

Members of the administration present included Dr. Suzanne Shipley, President; Dr. James Johnston, Provost and Vice President for Academic Affairs; Dr. Marilyn Fowlé, Vice President for Administration and Finance; Dr. Keith Lamb, Vice President for Student Affairs and Enrollment Management; Mr. Anthony Vidmar, Vice President for University Advancement and Public Affairs; Mr. Kyle Owen, Associate Vice President for Facilities Services; Dr. Kristen Garrison, Associate Vice President for Undergraduate Education and Assessment; 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, MSU Faculty Senate; Mr. Newman Wong, Chairman, MSU Staff Senate; Mr. Kyle Williams, Director of Athletics; Mr. Barry Macha, General Counsel; Ms. Leigh Kidwell, Director of Internal Audits; Mr. Chris Stovall, Controller; Dr. Kym Acuña, Assistant Professor of Educational Leadership & Technology; 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 MSU Student Government Association (SGA) were Ms. Maria Peña, SGA President, and Mr. Jacob Warren, SGA Observer. Two students attending the meeting were Ms. Francine Baron and Ms. Laura Sorge. Representing the news media were Ms. Kara McIntyre, reporter and Editor, and Ms. Harlie David, photographer, for *The Wichitan*; Ms. Claire Kowalick, reporter for the Wichita Falls *Times Record News*, Ms. Katya Guillaume, KFDX-TV 3; and Ms. Sarah Hines, KAUZ Channel 6.

Dr. Givens called the meeting to order at 2:30 p.m.

Reading and Approval of Minutes

18-12. The Academic and Student Affairs Committee approved the minutes of the August 3, 2017, meeting as presented.

Faculty Report

18-13. Dr. Givens stated that Dr. David Carlston, Chairman of the Faculty Senate, would present his report. Dr. Carlston reported that the Faculty Senate had been working through a number of policy and procedures revisions and revisiting a long list of campus compliance related matters. He stated that the process of review and discussion had shown that things are moving in the right direction. He added that the process had been collaborative. Dr. Carlston reported that the Senate is conducting a follow-up faculty satisfaction survey, adding that the most recent survey such as this was approximately three years ago. He noted that the survey would look at many aspects of faculty life,

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including burnout. He stated that faculty put a great amount of effort into teaching, research, and the variety of activities in which they are involved. He added that just as student retention is important, faculty retention is important as well. He noted the importance of having a faculty that is engaged and isn't burned out. He stated that he would report further on the survey results at a future meeting.

Dr. Carlston stated that a number of items appear later in the agenda that address student retention, enrollment, and student recruiting. He stated that he could provide additional comment during the discussion of the items if necessary. He noted that one of the significant concerns of faculty is student preparedness. The preparedness level of high school graduates is slowly sliding backward and the expectations and the mode of delivery at the university level sometimes exceed their preparedness. He reported that the Faculty Senate was working with the Provost's office and through the survey to identify ways that faculty skills can be built to help students with preparedness. Dr. Carlston added that while faculty want the best and the brightest students, it appears MSU may not be reaching students who could be successful at MSU and the faculty are excited with some of the changes and recommendations that will be made later in the meeting.

Dr. Givens stated that one of the reasons he selected to attend a university was the professors he wanted to learn from. He asked if MSU faculty feel they play a part in the growth of the institution because of their reputation and ability to attract students. Dr. Carlston replied in the affirmative. He added that faculty have an opportunity to participate in many outreach and recruiting events. He stated that faculty want to be helpful in the process. Dr. Givens asked Dr. Carlston to convey to the faculty on behalf of the Board that the Board respects them and believes they are key to attracting the right kind of students to MSU.

There being no further questions, Dr. Givens thanked Dr. Carlston for his report.

#### Staff Report

18-14. Dr. Givens announced that Mr. Newman Wong, the new Chairman of the MSU Staff Senate, would present the Staff Report. Mr. Wong reported that he is a Research Analyst in the Office of Institutional Research and Assessment. He stated that the members of the Staff Senate continue to be active on campus, with representation on the Strategic Planning Committee and the Budget Oversight Committee. He mentioned that during the fall semester the guest speakers for their meetings included Dr. Keith Lamb speaking about the Flower Mound campus, Ms. Julie Gaynor presenting information on university branding, Ms. Angie Reay providing details about the new personal training services provided through the Wellness Center, and Ms. Kathy Rice, providing an update on the employee time-tracking system. Mr. Wong reported that the recent recipients of the "You Make a Difference Award" were Mr. A. J. Lopez, Social Media Coordinator; Mr. Matt Steimel, Programmer Analyst II; and Ms. Judy Salazar, Benefits Administrator.

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Dr. Givens congratulated Mr. Wong on his election as chairman and thanked him for his report.

#### Student Government Report

18-15. Ms. Maria Peña, MSU Student Government Association (SGA) President, provided an update to the Board. She stated that the SGA began the year with the goal of providing

events and activities for the students to become familiar with the SGA. She reported that early in the fall students were affected by a series of crises including hurricanes, changes to the Deferred Action for Childhood Arrivals (DACA) policies, and the passing of Robert Grays. She stated that the SGA worked to ensure students were aware of assistance programs that were available on campus. She noted that following Robert Grays' passing the SGA established a Go Fund Me account to raise money for the family. She added that the football team established another account and raised \$20,000, in addition to the \$6,000 raised through the SGA's efforts. The Student Senate took action to provide a plaque on a bench in front of the D. L. Ligon Coliseum in Robert's memory.

Ms. Peña reported that in preparation for Homecoming the SGA reviewed the campus tradition of a torchlight parade to determine if it should continue in light of the recent protests on a campus in Charlottesville, Virginia. She stated that a task force was formed to study the campus climate in this regard. Information was provided to students regarding the history of the parade which began in 1985. Approximately 90% of the feedback received from the surveys favored continuing the torchlight parade and it continued as part of the Homecoming activities.

She noted that the Student Senate would consider changes to the by-laws and constitution to include possibly restructuring the Senate. She added that the SGA was surveying students regarding their satisfaction with the overall university, to include dining, housing, and safety.

Dr. Givens thanked Ms. Peña for the work she is doing and for her report.

#### Athletics Report

18-16. Mr. Kyle Williams, the newly appointed Director of Athletics, stated that he was humbled and blessed to have the opportunity to oversee the athletics program at MSU. He thanked Dr. Shipley for her confidence in him. He reviewed his report which was included in the Board Book. He added that with the growth of the Lone Star Conference (LSC) he was disappointed that new football schools were not added, but indicated that they would continue to work on this matter. He reported that the Grays family attended the football game the previous Saturday and Robert's jersey was retired.

Mr. Sanchez asked if the conference would continue as the LSC once the Heartland Conference schools join. Mr. Williams responded that it would be the LSC. Mr. Sanchez asked about prospects of schools with football programs. Mr. Williams stated that the University of Texas at Tyler was a possibility, although they are a Division III school and would have to move to Division II.

Dr. Givens congratulated Mr. Williams on his appointment and thanked him for his report.

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#### Fall 2017 Enrollment Report and Upperclass Student Retention Discussion

18-17. Dr. Givens noted that the Board Book included the fall enrollment report as well as a summary of retention initiatives. He asked Dr. Lamb and Dr. Johnston to provide information for discussion. Dr. Lamb reviewed the fall enrollment report and information included in the Board Book. He noted that 9.4% of the students enrolled in

the spring 2017 that were eligible to re-enroll in the fall 2017, did not re-enroll. He stated that this was a significant loss and was very difficult to overcome from an enrollment standpoint. He added that of that number, 50.1% were classified as juniors or seniors and about 25% were in the allied health or pre-allied health programs. He reported that he and Dr. Johnston worked on identifying areas that could be addressed as shown in the Board Book. Dr. Johnston stated that the 25% of students who are health science majors fell into roughly two groups. The first group is students who have an associate's degree and license credentials and are interested in MSU's completion degree programs in radiologic science and respiratory care. These students do not need the baccalaureate degree to continue in their profession, but are looking to complete a degree for upward mobility in their field. He indicated that if the institution moves to parts of term offerings it will address the challenge of life getting in the way and students stopping out during the program. He stated that programs are being offered through parts of term through the Flower Mound campus and should be expanded to the Wichita Falls campus in the future. He explained that parts of term moves a one-half time student to a three-quarter time student and accelerates the program. The second group are pre-health sciences and pre-allied health students. The programs have competitive admissions and the administration is identifying a number of ways to help students if they miss an admissions cycle. One of the options is the identification of signature minors that would enhance the student's life goals and career path and give them another opportunity to apply for the program. Dr. Johnston added that academic counselors had been placed in each of the colleges to become experts in the majors by college. This will free faculty to assume more of a mentoring and coaching role. He indicated that faculty are interested in identifying and engaging with majors early in their academic careers to help them be successful, and to identify early any "lack of fit" issues. He stated that MSU is partnering with a number of community colleges through articulation agreements to help students move seamlessly from community college to MSU.

Mrs. Burks asked if any thought had been given to sending a letter to the students who did not return asking them to share their reasons for not returning. Dr. Johnston responded that some of the faculty had asked for the list of non-returning students so that they could contact the students in their areas. Mrs. Burks suggested that all of the students be contacted. Dr. Lamb responded that students on financial aid, approximately 70%, were contacted by the Financial Aid Office. Dr. Shipley asked if Mrs. Burks would like to see the information summarized and shared with the Board. Mrs. Burks responded that she would. Mrs. Marks added that she would like to know the age of the students. Mr. Sanchez indicated that he would also be interested in the majors of the students outside of the health sciences and asked if any of the initiatives would target those students. Dr. Lamb responded that with the large number of students from the allied health area the initiatives were designed to target those students. He stated that later in the meeting Dr. Garrison would discuss the first-year experience, academic seminars, and learning communities, which were built to address all students. Dr. Johnston added that the advisors in the colleges and the counseling and mentoring efforts would be initiatives across all disciplines.

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Dr. Sweatt asked how students are admitted to the allied health programs. Dr. Johnston responded that the programs had established a minimum grade point average on core coursework, and particularly for those courses the students will use as foundations for the programs, such as Anatomy & Physiology and Microbiology. He added that most of the

programs use a point system and students are at the mercy of the applicant pool. He stated that admission to the completion degrees is based on each student's licensure and certification. Students who have an associate's degree, are licensed in good standing, and are qualified to practice are generally accepted into the programs if there is room in the cohort. He added that the respiratory and radiology programs accept an average of 30 new completion degree students each semester. Dr. Sweatt asked if students on the path are aware of the requirements so that they are not surprised if they don't move on. Dr. Johnston responded that the advisors have historically worked with the students and guided them along the process.

Mr. Ayres asked if many students from other institutions enter MSU's online programs. Dr. Johnston responded that for the completion degrees respiratory has exceeded the 200 student mark and radiology has more than 300 students. He stated that at any given time there are approximately 300 students in the RN to BSN program, adding that this is a program from which students might stop in and out.

Dr. Givens thanked Dr. Lamb and Dr. Johnston for the information and discussion. He noted that this item was presented as a point of information only and no action was necessary.

#### Dallas-Fort Worth (DFW) Expansion Update

18-18. Dr. Lamb reported that the update was included in the Board Book. He stated that the building in Flower Mound was being bricked and the university and North Central Texas College (NCTC) was scheduled to take possession of the building January 15. He added that the partnership with NCTC was working well. He thanked Dr. Fowlé for her assistance working on specifications and pricing for the technology and furniture packages.

There being no questions, Dr. Givens noted that this item was presented for information only.

#### Recess

The committee meeting recessed at 3:22 p.m. and reconvened at 3:32 p.m.

#### December 2017 Graduating Class

18-19. Dr. Givens reported that the administration was recommending approval of the candidates for December 2017 graduation as presented in the Board Book. He noted that 516 were on the list compared to 490 in 2016. Mrs. Marks moved approval of this item as presented. Dr. Sweatt seconded the motion and it was approved.

#### First-Year Experience Report

18-20. Dr. Givens noted that the Board Book included information regarding the First-Year Experience at MSU. He asked Dr. Kristen Garrison, Associate Vice President for Undergraduate Education and Assessment, to begin the presentation. Dr. Garrison reviewed information regarding MSU's First-Year Experience (FYE) as shown in Attachment 1. She noted that the FYE was included in the MSU Strategic Plan 2017-2022 and had been deliberately developed to address student needs. She stated that the university was working to develop programming that links academic coursework to outside programming. She reviewed the three components of MSU's FYE (Slide Three)

to include learning communities, academic seminars, and peer mentors. Slide Four outlined the fall learning communities in 2016 and 2017. She explained the single, multi, and partial formats that have been used. She stated that research shows that a single learning community is the ideal pairing; the single format includes 20 students registered for two of the same courses. She noted, for example, that students might be registered in an English course and a Political Science course and the two faculty members would develop an integrated curriculum. She added that the other formats of multi and partial have also been used successfully. She reported that the Peer Mentor program was piloted in the fall with eight peer mentors assigned to the learning communities. She added that the academic seminars would be piloted in the spring.

Dr. Garrison introduced two students, Ms. Francine Baron and Ms. Laura Sorge. She noted that these students conducted research on Learning Communities during the fall 2016 semester as part of the Enhancing Undergraduate Research Endeavors & Creative Activities (EURECA) program, under the guidance of Dr. Kym Acuña, Assistant Professor of Educational Leadership & Technology. Ms. Sorge and Ms. Baron thanked the Board for the opportunity to present their research which was included as part of Attachment 1. Ms. Sorge noted that in 2016 they conducted a year-long research project looking at students' perceived benefits of learning communities at MSU. She reviewed the methodology used and she and Ms. Baron reviewed their findings. Ms. Sorge noted that the most exciting finding was that the overall college experience of the students was improved due to learning communities. Ms. Baron presented the conclusions of the research and indicated it was a pleasure to find out what the students had to say about learning communities. Dr. Garrison added that the two students' findings were published in the *Journal of Higher Education and Social Policy*.

Mr. Sanchez asked if freshmen students were integrated with upper-class students. Dr. Garrison responded that they would be integrated through the peer mentor program. Mr. Sanchez asked if freshmen are required to participate in learning communities or if participation is optional. Dr. Garrison responded that the program is optional because the university does not have enough learning communities to make it a requirement. Mrs. Marks asked if there are challenges with scheduling of the two courses. Dr. Garrison responded that it could sometimes be a concern. She added that the biggest challenge is that students enter college with dual or advanced placement credit. This makes the job of anticipating what two courses every student might need in the core a bit challenging. She indicated that they are working with the Academic Advising Committee to help determine what classes students might need.

Mr. Ayres asked if this was the first time MSU had offered learning communities. Dr. Garrison responded that MSU began offering learning communities in 2014 and 2015, with about five offered. She added that when her position was created she was tasked with growing the program.

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Mr. Crosnoe noted that the research indicated there was a small percentage of students who did not like the program and stated he would be interested in knowing why. Dr. Garrison stated that some of the reasons given are that sometimes the classes are actually harder because the assignments require more critical thinking. She added that more passive learners tended to not like the learning community model because it requires them to be actively engaged in the courses.

Dr. Givens thanked Dr. Garrison, Ms. Baron, and Ms. Sorge for their presentations and information. He indicated that this item was presented as a point of information only.

#### Financial Aid and Admissions Task Force Report and Admissions Criteria Recommendation

18-21. Dr. Givens reported that Dr. Garrison chaired the Financial Aid and Admissions Task Force (FAATF) and asked her to review this item and present the recommendation of the administration. Dr. Garrison reviewed the report that was included in the Board Book, providing a summary of the work of the FAATF. She then reviewed the recommendations of the FAATF on page three of the report and noted that some of the recommendations were already in place. She stated that the FAATF found that some of the faculty concerns had to do with the lack of tracking of the different points at which students were admitted to the university. She indicated that the Task Force identified eight tracking codes that will be applied to a student's application and will help the institution keep track of persistence and graduation rates, progress toward a degree, and grade point average (GPA) of students depending on how they entered the university. She stated that the codes would be implemented in the Spring 2018 so that students will be tracked more effectively. She added that the centralized Tutoring & Academic Support Programs (TASP) office opened in September with 15 tutors. TASP is open 1:00-9:00 p.m. Sunday through Thursday.

Dr. Garrison reported that the FAATF also recommended increasing the academic scholarship renewal requirements. She reported that at the present time freshmen students could have a scholarship renewed with a 1.7 accumulative grade point average (AGPA) and sophomores must have a 2.0 AGPA. The Task Force recommended raising the requirements to renew an academic scholarship to a 2.5 AGPA for freshmen and a 3.0 AGPA for sophomores. Dr. Garrison noted that the university offers two first-year seminar courses that are designed to provide new students with focused and intensive academic support, those courses being College Connections and Skills for Success. She stated that the FAATF is looking at the curriculum, retention, and performance of students who take College Connections and will also review the curriculum and effectiveness of Skills for Success.

Dr. Garrison stated that the one pending recommendation regarding admissions criteria required action by the Board of Regents. She reported that the FAATF recommended expanding MSU's automatic admission to include students who graduate in the top 25% of their high school class. She noted the chart that was in each Regent's folder (see Attachment 2) which provided data regarding admission requirements and retention and graduation rates at Texas peer institution. She reviewed this information which showed four institutions that currently admit the top 25%. She added that of the other institutions that do not admit the top 25%, only Texas Tech University had a required entry ACT score that was higher than MSU's requirement. She stated that the FAATF determined that MSU may be discouraging some really great students from applying because they are not in the top 10%. She added that those students see automatic admission to the other schools as the path of least resistance and the schools with lower test score requirements than MSU as the second least resistant path. Dr. Garrison noted that the data showed that the first-year retention rate of students in the 11-25% rank had been 80-81% during the last five years. She added that this was 10 percentage points higher than MSU's overall first-year retention rate. The FAATF also found that the graduation rates of the institutions that expanded to the top 25% were higher than MSU's. She noted that while

this did not indicate a cause and effect, the group felt there was a correlation. Based on the data and the other changes that are being implemented the FAATF recommended this change to the President and the Board of Regents.

Dr. Shipley stated that the recommendation had been discussed by the Faculty Senate twice and reviewed by the Cabinet. The administration recommended the following change to MSU Admissions policies beginning with the fall 2019 class:

*Students will be admitted if they graduate in the top ~~ten~~ **twenty-five** percent of their class from an accredited ~~Texas public~~ high school if they meet the following conditions:*

- 1. graduated from high school within the two years prior to the academic year for which admission is sought; and*
- 2. submitted a complete application before the deadline.*

Dr. Sweatt stated her understanding that Tarleton State University's enrollment had really grown during the last few years. Dr. Shipley stated that Tarleton State University and Angelo State University were offering many dual credit courses and that had added to their growth. Dr. Lamb added that Tarleton State University had been offering classes in Fort Worth for about 10 years which significantly increased their enrollment.

Mr. Gregg noted that the data presented showed that Texas Tech University has the highest admissions standards and also has higher retention and graduation rates. He asked Dr. Garrison to comment. Dr. Garrison responded that Texas Tech University draws from a different cohort than does MSU. She stated that they are a Research One (R1) university and have a different appeal. She added that the FAATF grappled with determining who MSU is as an institution. She noted that the group believes MSU draws a different kind of student and it is important to let those students know that they have a place at MSU. Dr. Sweatt asked Dr. Garrison to describe the type of student MSU draws. Dr. Garrison responded that the FAATF decided that the students who are drawn to MSU are well-rounded students. She added that, for the most part, they want to do really well in school, but they also want to have leadership opportunities and be involved. She stated that they tend to work hard at school, and want to do things such as work in the Writing Center, participate in the Model UN, or do independent research through EURECA. MSU wants those students and they need to know this is a great place for them.

Ms. Marks stated that if this recommendation was approved it was important that the university has programs in place that will help them succeed. She indicated it appeared this was happening. Dr. Garrison expressed agreement. She added that drawing more students in this cohort would actually allow the institution to be more successful in reaching the students who aren't prepared and tailoring support systems for them. Mr. Sanchez asked how the institution would let students know of this change. Dr. Garrison responded that the admissions team would make a robust effort in their recruiting to get the word out.

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Dr. Givens asked for a motion before the matter was discussed further. Dr. Sweatt moved approval of the recommendation as presented. Mrs. Marks seconded the motion.

Ms. Owens noted that in the FAATF recommendations it was mentioned that the advising experience would be improved. She asked how the group planned to assess whether advising was getting better. Dr. Garrison responded that the new director of TASP, Ashley Hurst, was chairing the Academic Advising Committee. She stated that since this is a change in the advising model, the group would create an advising manual to reflect the new workflow and pattern for students. Once the documents are created the assessment of the effectiveness of the workflow would begin.

Mr. Sanchez asked if it would affect current students or those yet to enroll. Dr. Garrison responded that it would affect students enrolling for the fall of 2019. Mr. Crosnoe asked why it cannot take effect until 2019. Dr. Lamb responded that the university was already recruiting and admitting students for the fall of 2018. A change before 2019 would require the republishing of all of the recruiting pieces and changing the criteria for those students whose applications had already been considered. Mr. Crosnoe stated that if this change was good for the institution, it should be made as quickly as possible, which would be in 2018. Dr. Shipley asked if students who apply after the decision was made could be evaluated based on the new criteria. Dr. Lamb responded that they could be, adding that he was trying to determine how to get the word out to students if all of the materials were not reprinted. He added that students who had already applied would need to be reconsidered based on the new criteria. Mr. Ayres asked if there were a large number of students who had been approved for admission for the fall of 2018. Dr. Lamb responded in the affirmative. He stated that he would work with the admissions staff to determine what could be done that would not be intrusive on the staff. He added that the website could be updated immediately. Mr. Crosnoe noted that increasing the automatic admission requirement could possibly reduce the volume of work required of the admissions staff in reviewing applications.

Dr. Givens noted that the school he teaches at does not rank its students and indicated his thinking that the trend was to move away from ranking. He also asked why a change to the SAT/ACT standards was not recommended rather than changing to accepting the top 25%. Dr. Givens then apologized to Dr. Lamb for voting against this same recommendation a couple of years previously. He indicated that at the time he did not appreciate the magnitude of the problem. Dr. Lamb responded that there was no need for an apology. Dr. Shipley responded to Dr. Givens' questions saying that there is a strong feeling in the admissions community that test scores can be less reliable than performance and that standing within the class shows how well the student performs rather than what they can show they know on a standardized test. Dr. Lamb added that class rank is still widely used although there are schools that have moved away from rankings. He added that it is a much better predictor of college performance and success than is standardized testing.

Mr. Sanchez asked how MSU's standards compared with Council of Public Liberal Arts Colleges (COPLAC) institutions. Dr. Shipley stated that she would look at the information but noted that there are multiple parts of an equation that make an institution a COPLAC school. She stated that other comparisons would positively affect MSU, such as the percentage of residential students, more so than would admissions standards. Dr. Garrison added that the FAATF looked at COPLAC schools' admissions standards and would provide the information to the Board.

Dr. Sweatt commented that she appreciated the work of the Task Force in gathering the information and looking at internal barriers to access. She added that having the support of the faculty was a great strength behind the recommendation.

Dr. Givens asked if the Board was ready to vote on the motion. Mr. Crosnoe asked to review the motion relative to the effective date of the change. Ms. Barrow stated that the motion was that the new standard would go into effect with the fall 2019 class. She indicated that the motion could be changed to be silent regarding the date. Dr. Sweatt and Mrs. Marks approved the modification to their motion and second with the final motion as follows.

Approve the following change in the MSU admissions policies:

*Students will be admitted if they graduate in the top twenty-five percent of their class from an accredited high school if they meet the following conditions:*

- 1. graduated from high school within the two years prior to the academic year for which admission is sought; and*
- 2. submitted a complete application before the deadline.*

There being no further discussion, the motion was approved.

#### Low-Producing Degree Programs

18-22. Dr. Givens stated that the Board Book included information regarding the Texas Higher Education Coordinating Board (THECB) review of academic programs to ensure they produce an adequate number of graduates. He asked Dr. Johnston to review this item and explain the administration's recommendations. Dr. Johnston noted that the THECB notifies institutions of low-producing programs each year. The three programs identified were offered within the West College of Education. Dr. Capps worked with the faculty to recommend solutions as shown in the Board Book. He stated that through the recommended action these important academic areas would be preserved through a certificate option, concentration, or minor within the degrees noted. The administration sent these preliminary recommendations to the THECB and they were receptive to this approach pending MSU Board approval. Dr. Johnston noted that once approved by the MSU Board, the changes would be submitted to the THECB for final approval.

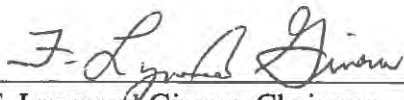
Dr. Sweatt moved approval of this item as presented. Mrs. Marks seconded the motion and it was approved.

#### Adjournment

The meeting of the Academic and Student Affairs Committee adjourned at 4:18 p.m.

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Reviewed for submission:

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

**ATTACHMENTS:**

1. First-Year Experience and Learning Communities Presentation
2. Admission Requirements and Retention/Graduation Rates Texas Peer Institutions



 **First-year Experience (FYE)**

## Overview

- Strategic Initiative 3 of MSU's Strategic Plan (2017-2022): "Creating a Destination Residential University."
- Strategy 3b: create "signature first-year experience."
- Defined as deliberate and strategic programming that ties academic work with student activities and support resources in order to help first-year students acclimate to college.



### MSU's Model

- **Fall Learning Community:** a collaborative and interdisciplinary effort between two (or more) faculty who link first-year courses and develop three assignments that integrate content from the two courses.
- **Spring Academic Seminar:** additional curriculum added to an existing core course that already emphasizes a basic research skill.
- **Undergraduate Peer Mentors:** assigned to LC and AS to supplement academic instruction with study and life skills support.



### Fall Learning Community

- Fall 2016
  - 15 Learning Communities
  - 308 students, 22 faculty
- Fall 2017
  - 16 Learning Communities
  - 299 students, 27 faculty
- Formats
  - **Single:** paired courses with the same cap
  - **Multi:** a higher-volume course (60 students) paired with 3 sections (20 students each) of a lower-volume course
  - **Partial:** a higher-volume course (100 students) linked to 1 section (25 students) of a lower-volume course

# Students' Perceptions of the Benefits of Learning Communities

## Adding Value to Student Learning Experiences

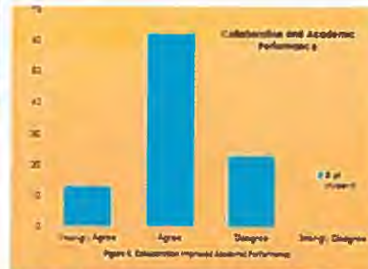
Laura Sorge & Francine Baron  
Kym Acuña, Ed. D – Faculty Mentor



### Methodology.

- A 47 question student survey administered to 5 learning communities.
- Academic and social benefits.
- Total of 107 surveys answered out of 319 total freshmen taking LC's (33.5% return rate).
- Observations of 2 courses, 3 times each.
- 10 student interviews.
- Faculty surveys.

→ Students were previously unaware of relationships of course content.



→ Students enjoyed working with peers, felt comfortable doing so and felt that it improved their academic performance.

→ Students reported paying attention in class, participated in class discussions and asked and answered questions regularly.

**89% of faculty agreed that the students were more lively & energetic because they knew each other**

→ Students understood the purpose of learning communities, were satisfied with their implementation and looked forward to their learning community courses.



→ While the students did not feel the workload was lighter in the learning community courses, they did feel it was appropriate.

- Students were able to make meaningful connections and build relationships with classmates.  

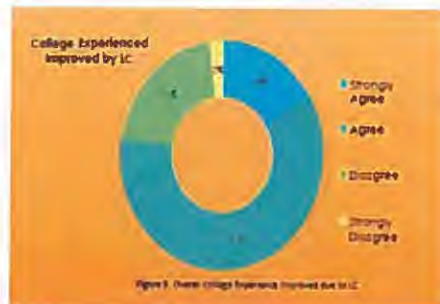
"It's difficult to make friends in a new environment and I've already made quite a couple that I am going to see both in class and out of class."
- Scheduling was not an issue for students in the LC.
- Students recognized that they were asked to use higher order thinking skills in LC coursework.
- Students felt professors were positive, worked together and were more accessible to them because of the LC.  

"She's constantly looking for anyway to help me..."

"LC professors tend to know what's going on in the other class, more so than the other teachers so they plan around that as far as tests go"
- Students felt the campus was providing them academic and social support so they might be more successful.  

"Probably to help college kids adjust to the...to college lifestyle. And it is nice to know people you are gonna see twice a week... or twice a day in our case."

- Overall college experience was improved due to LC.





## Conclusions.

### Discussion

Students in LCs report improved social relations, academic engagement, and a recognition of the effort of the university to help them to be successful.

Professors found that students were more engaged and that the use of LCs is a sustainable initiative which contains noticeable benefits.



**BOARD OF REGENTS meeting**  
November 2017  
Item 18-21

**Admission Requirements and Retention/Graduation Rates<sup>1</sup>**  
**Texas Peer<sup>2</sup> Institutions**

<b>IHE</b>	<b>top 10</b>	<b>next 15</b>	<b>top 50</b>	<b>FY retention (%)</b>	<b>4-year grad (%)</b>	<b>6-year grad (%)</b>
<b>MSU</b>	automatic	21 ACT/1070 SAT	21 ACT/1070 SAT	69.8 (overall); 91 (top 10); 81 (11-25%)	20.9	40.8
<b>Angelo State</b>	automatic	17 ACT/900 SAT	17 ACT/900 SAT	66.5	20.4	37.5
<b>Sam Houston</b>	automatic	automatic	20 ACT/960 SAT	76.3	29.9	50.6
<b>Stephen F. Austin</b>	automatic	17 ACT/930 SAT	20 ACT/1030 SAT	71.5	30.2	44.2
<b>Tarleton State</b>	automatic	automatic	16 ACT/880 SAT	70.7	27.9	42.9
<b>Texas Tech</b>	automatic	24 ACT/1180 SAT	26 ACT/1260 SAT	83.6	33.7	59.9
<b>UNT</b>	automatic	20 ACT/ 1030 ACT	23 ACT /1130 SAT	79.6	24.7	49.9
<b>UTA</b>	automatic	automatic	22 ACT/ 1130 SAT	69.1	22.5	46.5
<b>WTAM</b>	automatic	automatic	18 ACT/ 940 SAT	64.7	27.1	44.2

<sup>1</sup> Graduation and retention data taken from THECB Online Institutional Resumes, 2016

<sup>2</sup> Institutions receiving applications and inquiries from students who also apply to MSU

**MINUTES  
MIDWESTERN STATE UNIVERSITY  
BOARD OF REGENTS  
Finance Committee  
November 9, 2017**

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 4:18 p.m., Thursday, November 9, 2017. 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 (via teleconference), Ms. Nancy Marks, Mr. Sam Sanchez, Dr. Shelley Sweatt; and Student Regent Shayla Owens.

Members of the administration present included Dr. Suzanne Shipley, President; Dr. James Johnston, Provost and Vice President for Academic Affairs; Dr. Marilyn Fowlé, Vice President for Administration and Finance; Dr. Keith Lamb, Vice President for Student Affairs and Enrollment Management; Mr. Anthony Vidmar, 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. David Carlston, Chairman, MSU Faculty Senate; Mr. Newman Wong, Chairman, MSU Staff Senate; Mr. Kyle Williams, Director of Athletics; Mr. Barry Macha, General Counsel; Ms. Leigh Kidwell, Director of Internal Audits; Mr. Chris Stovall, Controller; 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 MSU Student Government Association (SGA) were Ms. Maria Peña, SGA President, and Mr. Jacob Warren, SGA Observer. Representing the news media was Ms. Claire Kowalick, reporter for the *Wichita Falls Times Record News*.

Chairman Gregg called the meeting to order at 4:18 p.m.

Reading and Approval of Minutes

18-23. The Finance Committee approved the minutes of the August 3, 2017, meeting as presented.

Summary of Financial Support and Comprehensive Campaign Update

18-24. Mr. Gregg highlighted some of the gifts received since the last meeting of the Board as shown below.

- A. The Thacker Family contributed \$125,000 for the expansion of the Jan Thacker Fantasy of Lights Workshop.
- B. Fairway Outdoor Advertising is an MSU Athletic Corporate Sponsor for FY 18, contributing advertising valued at \$30,000.
- C. Mr. Al Guinn donated \$20,000 to the MSU Annual Fund for the Laing/Guinn Challenge, to match new and lapsed donors.

D. Mr. Wayne Reed, Jr. contributed \$15,000 in gift-in-kind services of advertising from KJTL-Fox 18 and KFDX-TV.

E. The MSU Cycling Team received \$10,000 from Hotter 'N Hell Hundred.

Mr. Gregg stated that the support from foundations, the community, alumni, and friends continues to be outstanding. He then asked Mr. Vidmar to review his reports.

Mr. Vidmar reported that the Comprehensive Campaign is an 84-month campaign. He indicated that a copy of the Campaign Case Statement was given to each Regent. He asked that the Board members review and enjoy the strategies behind the pillars of the campaign. Mr. Vidmar then reviewed the reports included in the Board Book. He stated that the first report showed the Comprehensive Campaign Comparison of New Gifts and Commitments. He mentioned that the report for FY 18 was through only September 30, 2017. He noted that \$9.9 million had been raised through the campaign thus far. He explained that the blue line in the report represented bequest intentions. He stated that under the leadership of Assistant Vice President Rhonda McClung, more than \$500,000 of planned gifts had been documented. He pointed out the third report that showed the FY 17 new gifts and commitments. He reported that \$6.792 million was attained, representing 123.5% of the goal. The next report showed the FY 17 comparison of cash/grants with the goal exceeded by 7%. The reports on giving in FY 18 through September 30 followed. Mr. Vidmar noted a large gift-in-kind for academic software licensing valued as \$2.3 million was received through the work of Dr. Scott Meddaugh. The last report showed members of the 1922 Legacy Society to acknowledge individuals who have documented planned gifts to MSU. He noted that the total value of the nine gifts is \$1.8 million. He added that the campaign value is a prorated derivative and ratio with a discounted value of \$570,000. Dr. Shipley thanked Mrs. McClung for her work during her first month at MSU.

Mr. Vidmar asked Mr. Hessing to comment on Board involvement in the campaign. Mr. Hessing stated that he mentioned to the Board in August his recommendation to have 100% Board participation. He noted that a letter would be sent to each Regent in the next 30-45 days to provide additional information and he encouraged everyone to be a part of the campaign.

Mr. Gregg thanked Mr. Vidmar for his reports and comments. He reminded Board members that their folders contained a list of donors and note cards. He encouraged them to write thank you notes to those they were assigned. He added that these thank you notes had been well received and he thanked the Board members for taking the time to personalize the notes.

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#### Quasi-Endowment Funds Reports – FY 17

18-25. Mr. Gregg noted that the Board Book included the quasi-endowment fund reports for the Redwine Fund and the Frank and Nancy Harvey Student Development Fund. He added that Dr. Fowlé was available to answer questions. There being no discussion, Mr. Gregg noted that this item was presented as a point of information only.

## Financial Reports

18-26. Mr. Gregg stated that the administration recommended acceptance of the July, 2017, Financial Report as previously distributed. He stated that Dr. Fowlé would provide preliminary information regarding the FY 17 year-end report. Dr. Fowlé noted that Mr. Stovall was finishing up the Annual Financial Report (AFR) and that it would be sent to the Board within the next few weeks. She reviewed the presentation shown in Attachment 1. She stated that this was a trend analysis of certain financial indicators.

Slide Two showed Net Income which was the difference between revenues and expenditures. Slide Three showed Income Sources. She pointed out that net tuition and fees had grown steadily over time. She added that the increase in state appropriations was the Tuition Revenue Bond (TRB) funding and not an increase in operational funds. She explained that as the number of students living on campus increased the Sales and Services numbers also increased.

Slide Four showed Payroll Expenses. Dr. Fowlé reported that Salaries and Wages had increased by almost 40% since FY 09 while payroll-related expenses (employee and retiree health insurance) had increased by 88% during the same period of time. She commented that expenses other than payroll were shown on Slide Five. She stated that depreciation had remained steady over the years. Dr. Shipley asked if the increase in depreciation was bad, good, or neutral. Dr. Fowlé responded that depreciation parallels assets. She noted that capital equipment and furniture are depreciated quicker while buildings depreciate slower.

Slide Six showed the university's Financial Assets. She noted that the large spike between FY 15 and FY 16 was the result of the issuance of bonds for the new residence hall. Those investments decreased as the funds were spent to build the new facility. Investments increased substantially again in FY 17 with the issuance of TRB bonds. Slide Seven presented Physical Assets other than Buildings and Infrastructure and Slide Eight showed Buildings and Infrastructure. She noted that the increase in FY 16 was due to the addition of Legacy Hall.

Current Liabilities were shown on Slide Nine. Dr. Fowlé stated that deferred revenues were the tuition and fee payments that are made in August before the new fiscal year began in September. Non-Current Liabilities shown on Slide 10 are bonds. She indicated that bonds payable increased by \$35 million in FY 15 for Legacy Hall and the mass communication addition debt. The debt increased again in FY17 with the issuance of the TRB debt. Assets and Liabilities were shown on Slide 11, Net Position was presented on Slide 12, and a summary was shown on Slide 13.

Mr. Ayres moved the acceptance of the July financial report as presented. Mr. Crosnoe seconded the motion and it was approved without discussion.

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## Investment Report

18-27. Mr. Gregg stated that the administration recommended the Board's acceptance of the fourth quarter FY 17 investment report as previously distributed. He noted that Dr. Fowlé's summary was presented in the Board Book.

Mr. Crosnoe moved the acceptance of the investment report as presented. Mr. Ayres seconded the motion and it was approved without discussion.

#### Investment Policy Changes per Legislative Changes

18-28. Dr. Fowlé reported that after each legislative session she was required by statute to review with the Board the legislative changes that needed to be incorporated in the university's investment policies. She noted that no changes were required to the Investment Policy – Endowed Funds, but that changes were required to the Investment Policy – Operating Funds. She reviewed each of the highlighted changes presented in the Board Book. Mr. Gregg stated that it appeared the only significant change was the addition of the Federal Home Loan Bank and National Credit Union Share Insurance Fund. Dr. Fowlé added that the policy also now allows the use of short bond funds.

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

#### Salary/Title/Position Changes in FY 17 Budget

18-29. Mr. Gregg stated that the reports of personnel changes in July and August 2017 were presented for information only and the list of salary, title, and position changes was presented for ratification. He noted that two staff positions were filled above or below the budgeted amounts, the Assistant Vice President for Gift Planning and Development was added through private donations, and a position was reclassified and the title changed.

There being no discussion, Mr. Ayres moved the Board ratify the changes as presented. Mr. Crosnoe seconded the motion and it was approved.

#### Salary/Title/Position Changes in FY 18 Budget

18-30. Mr. Gregg noted that the report of personnel changes in September 2017 was presented for information only and the list of salary and position changes was presented for ratification. He reported that 11 positions were filled above and below the budgeted amounts, a faculty position was changed from nine to eleven months, and funds for a faculty promotion were added to the budget.

Dr. Givens moved the Board ratify the personnel changes as presented. Mr. Crosnoe seconded the motion and it was approved.

#### Approval of New Positions – Enrollment Management

18-31. Mr. Gregg stated that the administration requested the Board's authorization to add the positions of Vice President for Enrollment Management and Assistant to the Vice President for Enrollment Management during the current fiscal year. He noted that the specific request was included in the Board Book. He asked Dr. Shipley to comment on this request. Dr. Shipley stated her belief that it was time for the institution to add a Vice President for Enrollment Management position. She noted that when she became president she tried to reduce the number of vice presidents, which resulted in the university's administrative costs percentage going down. She indicated that the discussions earlier in the meetings provided support for this request. She stated that MSU needs an expert in enrollment management if the institution is going to grow like its

sister institutions. She stated that the estimate put forward in the Board Book would provide the new funding necessary in the FY 17 budget for the new positions and search expenses.

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

#### Budget Adjustment for International Recruitment Fee

18-32. Mr. Gregg noted that in May the Board of Regents authorized an International Recruitment Fee and that the fee was not included in the FY 18 budget. He stated that the administration was recommending an increase in the FY 18 revenue and expense budgets of \$400,000 to reflect this new fee and the related expenditures. Dr. Fowlé explained that in May the Board approved a pass-through fee that would be charged to international students and then paid to the recruiting agents. She indicated that the administration had determined an estimate of revenue and expenditures that needed to be included in the budget. Mr. Ayres asked about the amount of a typical fee. Dr. Lamb responded that the amount of the fee depended on the economy of the market from which each student comes. He noted that the fee for Chinese students is approximately \$9,500 and that the amount would be different for students from other areas. Mr. Ayres asked if recruiters work a country for different universities. Dr. Lamb responded that they generally do. Dr. Givens asked what criteria are used to determine the fee that is charged. Dr. Lamb responded that the university contracts with a third party that represents the agents. In this way the university does not have direct contract with the agents and the third party negotiates with the agents.

Dr. Givens asked if the fact that MSU charges certain nationalities more than other nationalities could be perceived as discriminatory. Dr. Lamb responded that he did not think it would be. Dr. Shipley asked Dr. Lamb to mention why this fee was originally recommended. Dr. Lamb stated that the administration had become concerned that some students were being charged exorbitant fees. This process allows the university to streamline the process for the student and make certain they are paying one fee only. Dr. Givens stated that he wanted to be certain that MSU was free from discriminatory practices by charging this fee and asked that the matter be researched. Dr. Shipley indicated that the matter would be reviewed.

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

#### Corporate Contracts for Academic Degree Programs

18-33. Mr. Gregg noted the administration's request for authorization to negotiate corporate contracts in order to attract additional groups of students via corporate clients. Dr. Lamb stated that there is interest in the Flower Mound area from corporations and entities to negotiate a tuition and fee structure that works for the corporation and MSU. Mr. Ayres asked if the corporations would pay tuition for their employees to MSU directly rather than the students paying. Dr. Lamb responded in the affirmative.

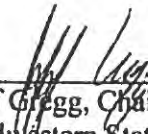
Page 168 of 212

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

Adjournment

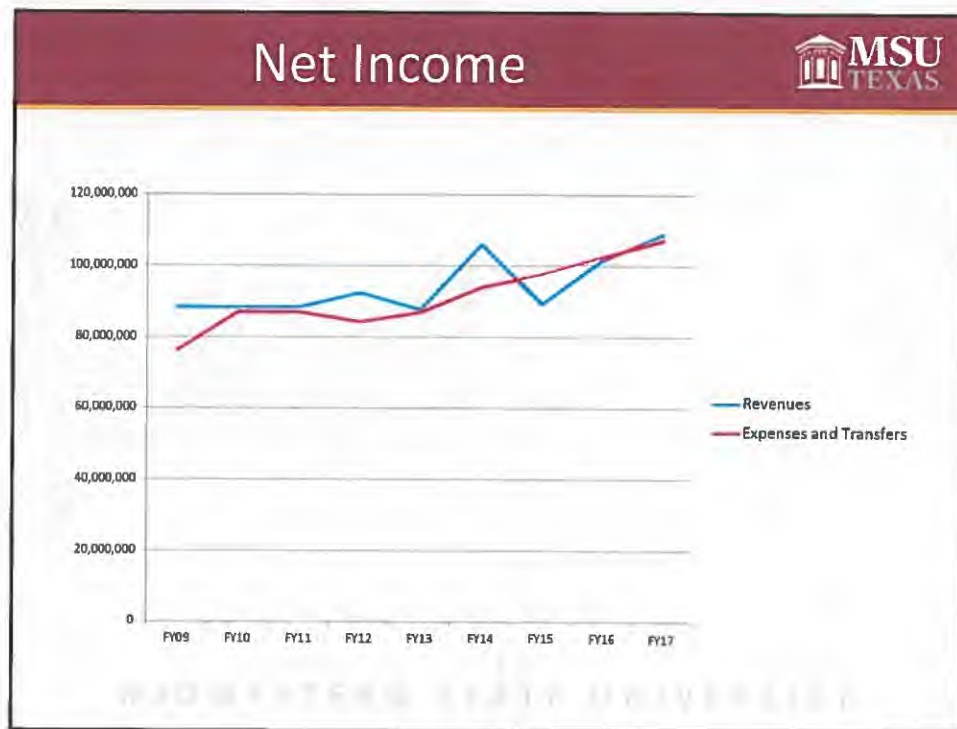
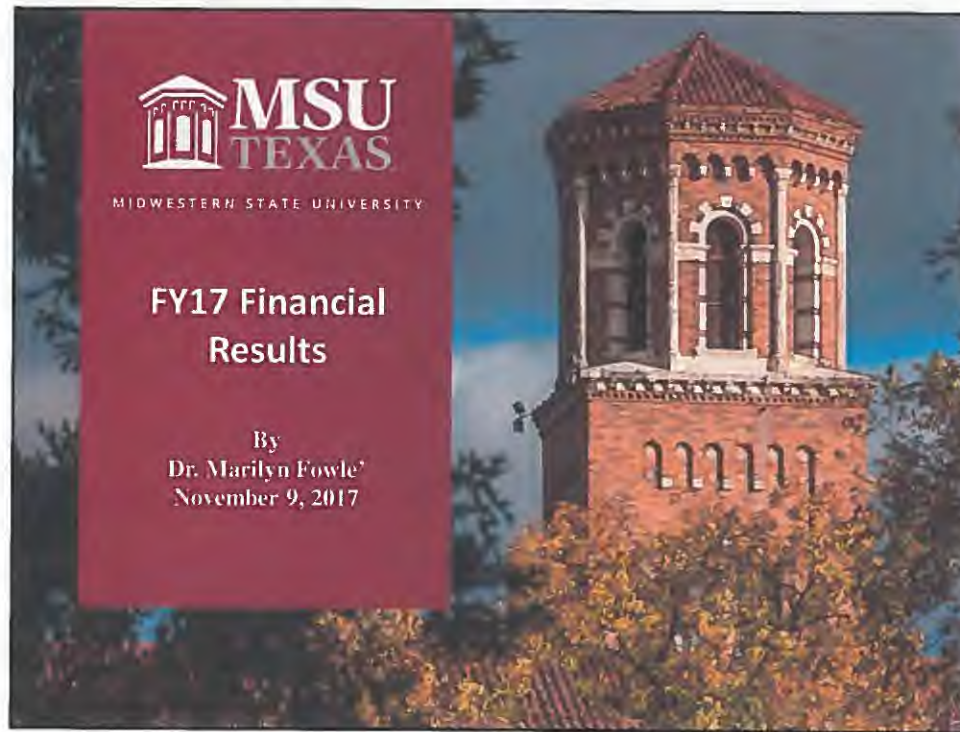
The Finance Committee discussion concluded at 5:00 p.m.

Reviewed for submission:

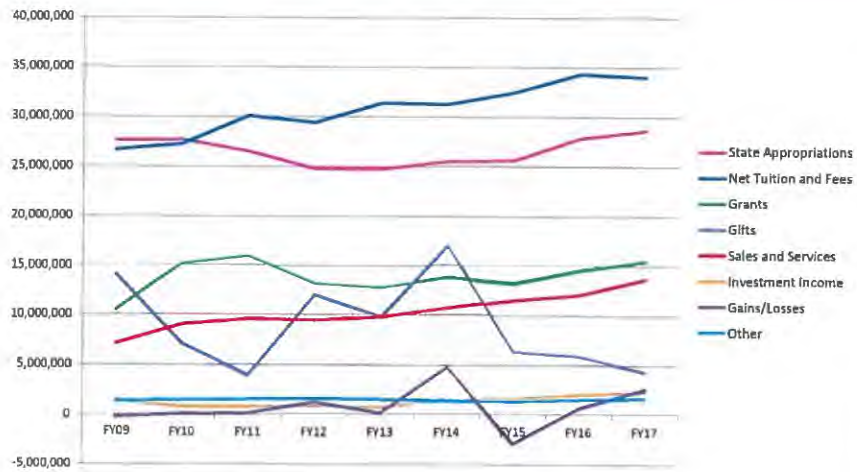
  
\_\_\_\_\_  
Jeff Gregg, Chairman  
Midwestern State University  
Board of Regents Finance Committee

ATTACHMENT:

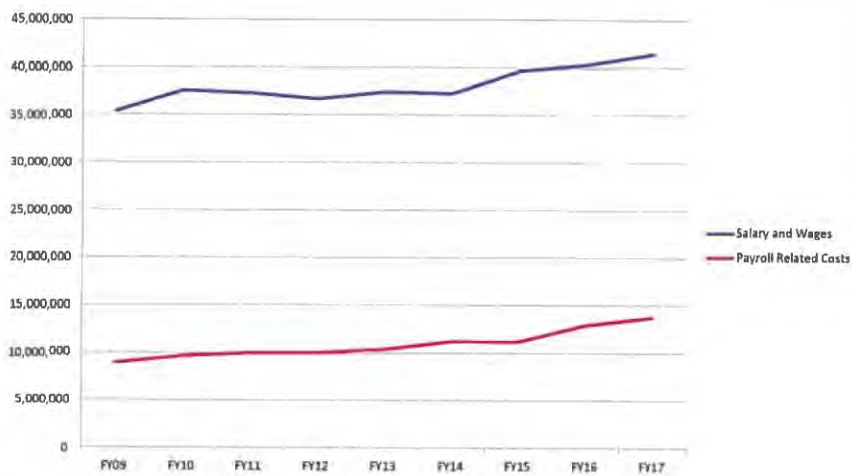
1. FY 17 Annual Financial Report Financial Results Presentation



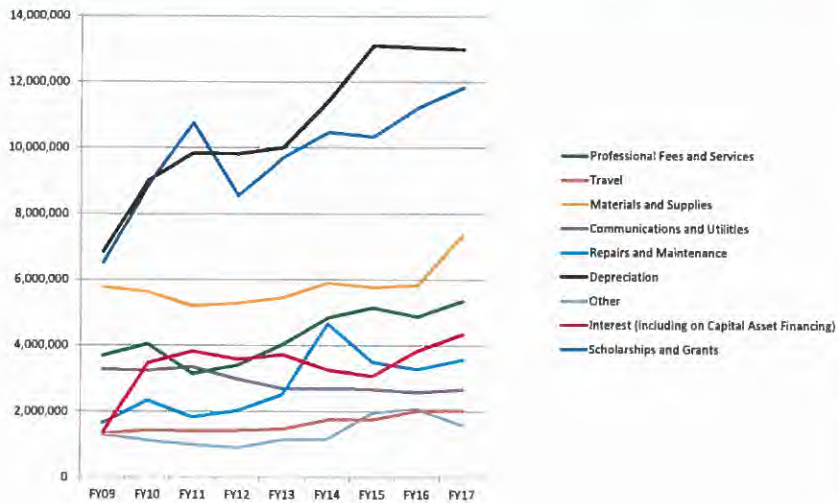
## Income Sources



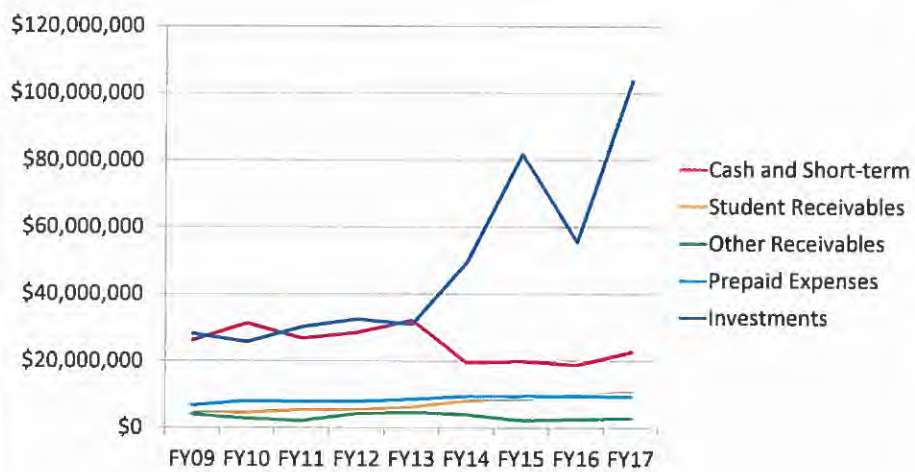
## Payroll Expenses



## Expenses Other Than Payroll

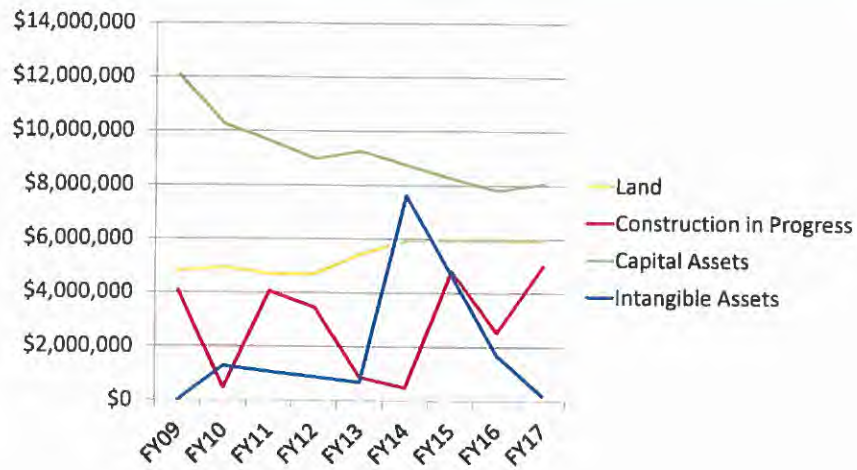


## Financial Assets

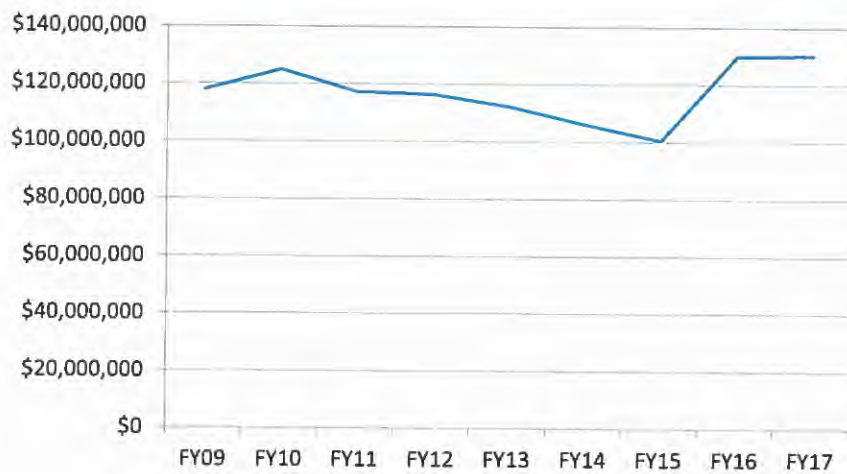


## Physical Assets

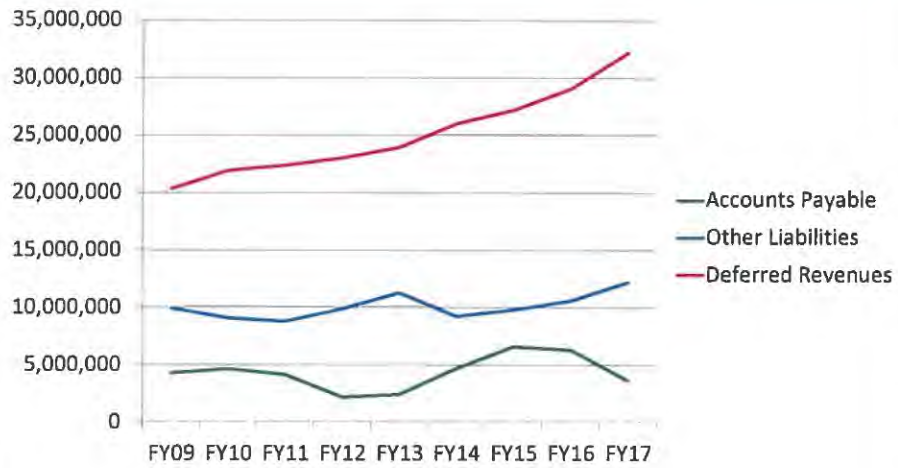
(Other than Buildings and Infrastructure)



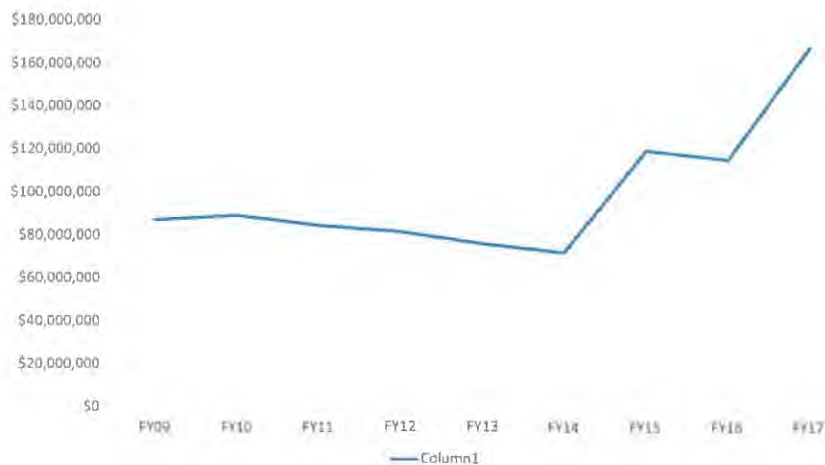
## Buildings and Infrastructure



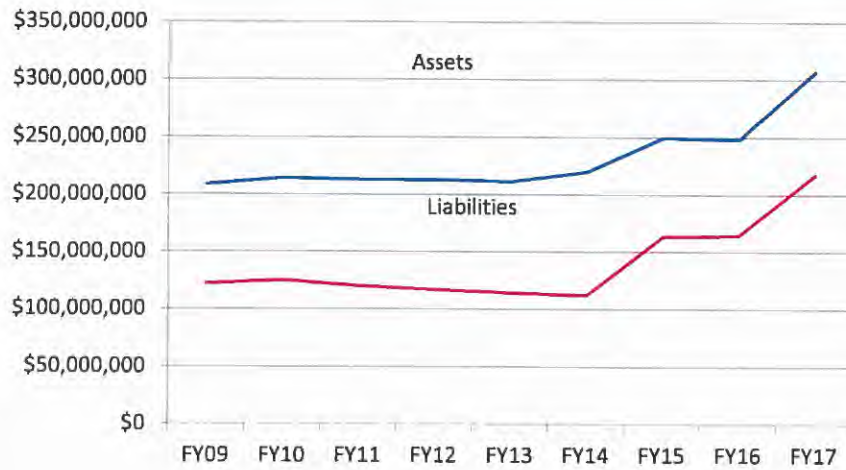
## Current Liabilities



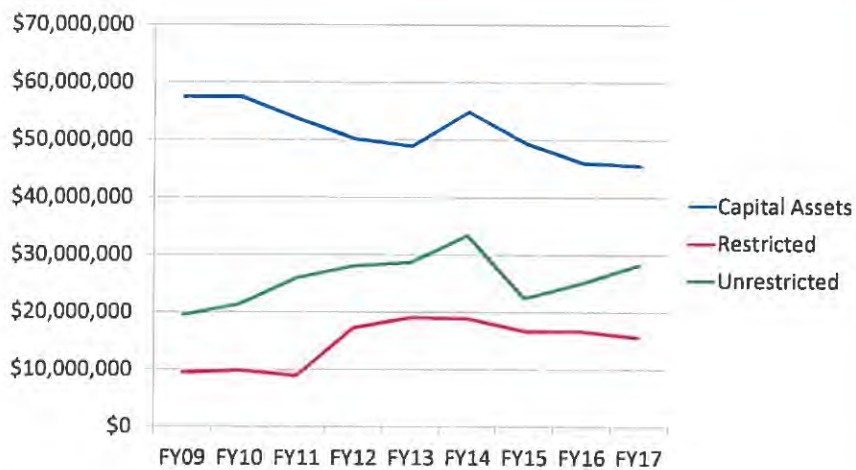
## Non-current Liabilities



## Assets and Liabilities



## Net Position



## Summary



- After discounts and increased scholarships, income from tuition and fees has flattened
- Significant positive gains in auxiliary sales and investment gains
- Expenses growing fastest for benefits, scholarships and depreciation
- Some unusual occurrences have increased assets (buildings and investments) but also increased liabilities (debt) to offset
- Continue to invest in capital assets in order to preserve asset base and cover depreciation
- Overall, financial position has remained steady from last year

**MINUTES**  
**MIDWESTERN STATE UNIVERSITY**  
**BOARD OF REGENTS**  
**Audit, Compliance, and Management Review Committee**  
**November 9, 2017**

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 5:00 p.m., Thursday, November 9, 2017. Committee members in attendance were Ms. Tiffany Burks, Chair; Dr. Lynwood Givens; Mr. Jeff Gregg; and Mr. Shawn Hessing (via teleconference). Other regents attending the meeting were Mr. Warren Ayres, Mr. R. Caven Crosnoe, Ms. Nancy Marks, Mr. Sam Sanchez, Dr. Shelley Sweatt, and Student Regent Shayla Owens.

Members of the administration present included Dr. Suzanne Shipley, President; Dr. James Johnston, Provost and Vice President for Academic Affairs; Dr. Marilyn Fowlé, Vice President for Administration and Finance; Dr. Keith Lamb, Vice President for Student Affairs and Enrollment Management; Mr. Anthony Vidmar, 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. David Carlston, Chairman, MSU Faculty Senate; Mr. Newman Wong, Chairman, MSU Staff Senate; Mr. Kyle Williams, Director of Athletics; Mr. Barry Macha, General Counsel; Ms. Leigh Kidwell, Director of Internal Audits; Mr. Chris Stovall, Controller; 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 MSU Student Government Association (SGA) were Ms. Maria Peña, SGA President, and Mr. Jacob Warren, SGA Observer.

Chair Burks called the meeting to order at 5:00 p.m.

Reading and Approval of Minutes

18-34. The Audit, Compliance, and Management Review Committee approved the minutes of the August 3, 2017, meeting as presented.

Historically Underutilized Business Report – FY 17

18-35. Mrs. Burks noted that the report was included in the Board Book as a point of information only and there was no discussion.

Compliance Update

18-36. Mrs. Burks stated that this update was included in the Board Book as a point of information only and there was no discussion.

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FY 17 Internal Audit Annual Report and Audit Update

18-37. Ms. Kidwell noted that the Board Book included the FY 17 Internal Audit Annual Report. She stated that the report was in compliance with the Texas Internal Auditing Act, included the services provided during the last fiscal year, and also explained any deviations from the FY 17 audit plan. She explained that a few items were postponed from FY 17 to FY 18 due to scheduling conflicts or the reallocation of audit resources.

She thanked the Board, the President, and university management for their support in the performance of her responsibilities and asked that the report be approved.

Mr. Gregg moved approval of the report as presented. Dr. Givens seconded the motion and it was approved.

Internal Audit Quality Assurance Review Self-Assessment Report

18-38. Mrs. Burks stated that in preparation for the peer review process the Office of Internal Audits conducted a self-assessment. This document was presented in the Board Book for the Board's acceptance. Ms. Kidwell stated that the principal objective of the self-assessment was for her to assess her office's conformance with the applicable standards that govern the internal audit process for the state of Texas. She indicated her opinion was that the office generally conforms to all of the standards and she identified opportunities to enhance the processes. She assessed two areas as partially conforms and that those two areas (Quality Assurance and Improvement Program and Monitoring Progress Procedures) would be her main focus in the upcoming year. She stated that she also included four goals in the report. She reported that two peer reviewers would be on campus in December to perform the external validation of the self-assessment.

Dr. Givens asked about her goal of completing her certification. Ms. Kidwell responded that with the heavy audit load in the fall she had postponed the final test until March.

Dr. Givens moved the Board accept the self-assessment as presented. Mr. Gregg seconded the motion and it was approved.

MSU Policies and Procedures Manual Changes

18-39. Mrs. Burks noted that modifications to two policies were presented for the Board's approval as shown below.

A. Policy 2.31, Administration Selection Process – Mrs. Burks stated that the current policy requires the Board of Regents to evaluate the university president's performance at the February Board meeting each year. The administration recommended that the policy be changed as presented to require the evaluation to occur no later than the May meeting each year. She added that this change would provide flexibility and would fit better with the academic and budget calendars.

B. Policy 3.314, Ethics Policy for Employees of Midwestern State University – Mrs. Burks asked Mr. Macha to present this item. Mr. Macha noted that the modifications to this policy were required by SB 20 which was passed by the Texas Legislature in 2015. He stated that as part of the process of becoming compliant with this legislation the Board approved the Compliance Policy in May of 2016, and approved the Conflict of Interest/Conflict of Commitment Policy in May of 2017. He explained that the proposed policy was the third part of the required policies. He noted that the changes were highlighted. He stated that some of the language from the Conflict of Interest/Conflict of Commitment Policy was also included in the Ethics Policy as required.

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Dr. Givens stated that under Part B, Standards of Ethical Conduct, Items 2 and 3 were very strong statements about MSU employees not being allowed to accept other employment. He expressed his thinking that it was standard practice for faculty to do outside consulting or other work. Mr. Macha responded that the language was from Texas Government Code Section 572.051. Mr. Sanchez stated his understanding that employees were required to give full disclosure of any outside employment and only matters causing a conflict of interest or commitment would be prohibited. Dr. Givens asked if the faculty and staff were aware of this policy change. Mr. Macha responded that they were and that the policy had been fully vetted with the campus community.

There being no further discussion, Mr. Gregg moved approval of the two policy changes as presented. Dr. Givens seconded the motion and it was approved.

#### Adjournment

The Audit, Compliance, and Management Review Committee discussion concluded at 5:11 p.m.

Reviewed for submission:



Tiffany Burks, Chair  
Midwestern State University  
Board of Regents Audit, Compliance, and  
Management Review Committee

**MINUTES  
MIDWESTERN STATE UNIVERSITY  
BOARD OF REGENTS  
November 9, 2017**

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, November 9, 2017. Regents in attendance were Mr. Sam Sanchez, Chairman; Mr. R. Caven Crosnoe, Vice Chairman; Ms. Nancy Marks, Secretary; Mr. Warren Ayres; Ms. Tiffany Burks; Dr. Lynwood Givens; Mr. Jeff Gregg; Mr. Shawn Hessing (via teleconference); Dr. Shelley Sweatt; and Student Regent Shayla Owens.

Members of the administration present included Dr. Suzanne Shipley, President; Dr. James Johnston, Provost and Vice President for Academic Affairs; Dr. Marilyn Fowlé, Vice President for Administration and Finance; Dr. Keith Lamb, Vice President for Student Affairs and Enrollment Management; Mr. Anthony Vidmar, 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. David Carlston, Chairman, MSU Faculty Senate; Mr. Newman Wong, Chairman, MSU Staff Senate; Mr. Kyle Williams, Director of Athletics; Mr. Barry Macha, General Counsel; Ms. Leigh Kidwell, Director of Internal Audits; Mr. Chris Stovall, Controller; Mr. Mark McClendon, Director of Institutional Research and Assessment; 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 MSU Student Government Association (SGA) were Ms. Maria Peña, SGA President, and Mr. Jacob Warren, SGA Observer. Representing the news media were Ms. Kara McIntyre, reporter and editor, and Ms. Harlie David, photographer, for *The Wichitan*; Ms. Claire Kowalick, reporter for the *Wichita Falls Times Record News*, Ms. Katya Guillaume and Mr. Curtis Jackson, KFDX-TV 3; and Ms. Sarah Hines, KAUZ Channel 6.

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

Opening Comments

Mr. Sanchez welcomed everyone to the meeting and noted that each regent had a new MSU Texas travel mug, courtesy of Mr. Vidmar and the University Advancement Office. 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. Sanchez 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.

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University Dashboard

18-01. Mr. Sanchez stated that beginning in 2012 the administration developed a dashboard which contained measures that were deemed important to the university. Since that time the dashboard has been updated and presented to the Board each November. He asked

Mr. Mark McClendon, Director of Institutional Research and Assessment, to comment on the Dashboard. Mr. McClendon stated that the Dashboard was a snapshot of university data in areas of importance. He noted that the Dashboard was divided into five categories: Student Access, Residential University Experience, Student Success, Operational Effectiveness, and Competitive Resources. He noted that enrollment was slowly rebounding. He mentioned that 40% of MSU's first-time, full-time (FTFT) students are from the Dallas-Fort Worth area. He added that in reviewing high school enrollment in Texas during the last 15 years, the enrollment in the majority of regions in Texas has increased by 20% while Region IX, of which Wichita Falls is a part, has declined by 5%. He pointed out the increase in the number of Hispanic students as well as the number of students receiving Pell grants. In looking at the Residential University Experience section, Mr. McClendon noted that the EURECA participation had slowly increased.

In the Student Success section Mr. McClendon pointed out that while the first year retention rate peaked in 2014-2015 with 73%, the university's six-year graduation rate had climbed to 45%. Mr. Ayres noted that MSU had 1,800 seniors and 814 freshmen and asked if that was normal. Mr. McClendon responded that it was, adding that transfer students increase enrollment in the upper levels.

Dr. Givens asked why the information was not included regarding Item 1.5, Percentage of FTFT Who Met Unconditional Standards. Mr. McClendon responded that through the work of the Financial Aid and Admissions Task Force during the last year, the process for documenting the review process was changed and it was agreed that this number did not accurately reflect the admissions review process. He indicated that this particular measure would likely be changed to another form next year. He added that he would be glad to provide the number for 2016-2017.

Dr. Sweatt asked how the target numbers were determined. Mr. McClendon responded that the Cabinet reviews the Dashboard each year, considers trends, and determines the targets. Mr. Ayres asked if the budget was built based on these targets. Dr. Fowlé responded that the budget was built on historical data and projections.

Dr. Sweatt asked how the Dashboard is used. Mr. McClendon indicated that it is a snapshot of where the university is at a given time. Mrs. Marks stated that the Dashboard was beneficial to her and that she referred to it regularly. She added that it was a good way to identify areas that need additional attention. Dr. Shipley commented that it was a basic way to identify trends. She stated that reviewing the Dashboard can help to project and to adjust behavior.

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

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### Recess

Mr. Sanchez announced that the remaining items would be deferred to Executive Session later in the afternoon. The Committee of the Whole stood in recess at 1:45 p.m. and reconvened at 5:11 p.m.

### Executive Session

Mr. Sanchez announced that the Board of Regents would go into Executive Session to discuss Items 18-02A (Consultation with Attorney), 18-02B (Real Property), 18-02D (Personnel Matters), and 18-02E (Deliberations Regarding Security Audits) as allowed by Texas Government Code Sections 551.071, 072, 074, and 076. The Executive Session began at 5:11 p.m. Mr. Sanchez, Mr. Hessing (via teleconference), Mrs. Burks, Dr. Givens, Mr. Gregg, Mr. Ayres, Mr. Crosnoe, Ms. Owens, Mrs. Marks, Dr. Sweatt, Dr. Shipley, Mr. Macha, and Ms. Barrow remained for the discussion. Ms. Kidwell remained for discussion of Item 18-02E and left the meeting at 5:18 p.m. The closed session concluded at 5:28 p.m. and the open meeting resumed.

### Adjournment

There being no further business, the meeting adjourned at 5:29 p.m.

Reviewed for submission:

  
Nancy Marks, Secretary  
Midwestern State University  
Board of Regents

**MINUTES  
BOARD OF REGENTS  
MIDWESTERN STATE UNIVERSITY  
November 10, 2017**

The Board of Regents, Midwestern State University, met in regular session in the J. S. Bridwell Board Room, Hardin Administration Building, Wichita Falls, Texas, at 9:00 a.m., Friday, November 10, 2017. Regents in attendance were Mr. Sam Sanchez, Chairman; Mr. Caven Crosnoe, Vice Chairman; Ms. Nancy Marks, Secretary; Mr. Warren Ayres; Ms. Tiffany Burks; Dr. Lynwood Givens; Mr. Jeff Gregg; Dr. Shelley Sweatt; and Student Regent Shayla Owens.

Members of the administration present included Dr. Suzanne Shipley, President; Dr. James Johnston, Provost and Vice President for Academic Affairs; Dr. Marilyn Fowlé, Vice President for Administration and Finance; Dr. Keith Lamb, Vice President for Student Affairs and Enrollment Management; Mr. Anthony Vidmar, Vice President for University Advancement and Public Affairs; 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, MSU Faculty Senate; Mr. Newman Wong, Chairman, MSU Staff Senate; Mr. Kyle Williams, Director of Athletics; Mr. Barry Macha, General Counsel; Ms. Leigh Kidwell, Director of Internal Audits; Mr. Chris Stovall, Controller; Ms. Cammie Dean, Director of Student Transition Services and the Priddy Scholars Program; Ms. Cindy Ashlock, Executive Assistant to the President; and Ms. Debbie Barrow, Director of Board and Government Relations. Representing the news media were Ms. Kara McIntyre, reporter and Editor, and Ms. Harlie David, photographer, for *The Wichitan*; Ms. Claire Kowalick, reporter for the Wichita Falls *Times Record News*; and Ms. Sarah Hines, KAUZ Channel 6. Attending the first portion of the meeting was Ms. Justice Carwile, Priddy Scholar.

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

Opening Comments

Mr. Sanchez welcomed everyone and thanked them for their participation in Thursday's meetings. He noted that Mr. Hessing was unable to attend the meeting. He reminded everyone to silence or turn off their cell phones as the meeting was being streamed live on the internet.

Public Comment

Mr. Sanchez stated that no one had signed up to speak during the public comment period.

Reading and Approval of Minutes

18-40. The minutes of the Board of Regents meetings held August 3 and 4, 2017, were approved as presented.

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**Executive Committee Report**

Mr. Sanchez noted the items presented at the Executive Committee meeting for committee approval and information only, as well as an item presented with no action taken pending further review. Information concerning these items may be found in the minutes of the Executive Committee meeting held November 9, 2017.

Item Presented for Committee Approval Only

18-03. Committee Minutes

Items Presented for Information Only

18-04. Campus Construction Update

18-05. MSU Deferred Maintenance Reports – Campus Condition Index

Item Presented and No Action Taken Pending Further Review

18-08. Health Sciences and Human Services Building Project

Health Sciences and Human Services Building Project – Construction Contract Approval

18-08. Mr. Sanchez noted that some members of the Board requested that discussion of this item be reopened. Mr. Gregg asked if the Tuition Revenue Bond (TRB) funds could be used for other projects if the Health Sciences and Human Services (HSHS) building became too cost prohibitive. Dr. Shipley indicated her understanding that the funds could be used only for the purposes authorized. Ms. Barrow confirmed that the state authorized funding for certain purposes and the building was the largest part of the university's original TRB funding request. Dr. Givens expressed concern that the new HSHS building was not going to be large enough to accommodate growth in the programs and asked if the building was needed. Dr. Johnston responded that the new building would not only bring the Simulation Center to campus, thereby allowing disciplines in addition to nursing to use the Center more effectively, but it would provide an interdisciplinary learning environment and bring a synergy of departments under one roof. He stated that it would provide a truly collaborative teaching and learning space. He added that the College has grown significantly and enrolls approximately 40% of MSU's student population. He noted that the new building would address the growth of the last 20 years and would position the College for the future. Dr. Givens stated that when the Board toured the Simulation Center several years ago he did not see anything there that he thought was 21<sup>st</sup>-century technology. Dr. Johnston responded that the Simulation Center was placed in a building that was designed as a day surgery space and the faculty has made it work. He stated that modern simulation centers look very different from MSU's and the new building will include a modern simulation center. Dr. Shipley added that the HSHS administration and faculty are currently in closed areas in a building that is not designed for today's health care. The new building will change the delivery of education to students. Dr. Givens stated that as MSU grows it is likely unrealistic to think that any school or college will be housed in one building in the future. He indicated that the administration and Board should perhaps attempt to get the design everyone wants and sacrifice on size since more room will likely be needed in the future.

Mr. Gregg asked if it was possible to add on to Bridwell Hall rather than build a new building. Dr. Shipley responded that it would likely be problematic since the university received funding for a new building. Dr. Fowlé expressed agreement. Dr. Johnston added that early in the process an addition to Bridwell Hall was considered and it was determined that a new building was the most economical option to pursue.

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Mr. Gregg asked what liability the architect had for designing a building that could not be built within the available budget. Dr. Fowlé responded that the contract stated that if the

bids were not within budget the architect would have to redesign the building at no cost to the university. She added that she was optimistic the administration and CMAR could bring the project to within budget and that the design would be great. Mr. Gregg stated that from what he heard in the conversation Thursday the top priority was to save square footage. Mr. Sanchez noted that while functionality was most important because it is a learning facility, the aesthetic part of the building is very important because it is a corner piece for the university. Dr. Shipley stated that she heard general agreement that the square footage was important but that the Board wanted extra design features as much as possible.

Mr. Sanchez thanked the Board for their discussion and indicated that the administration would work to schedule a special meeting in the coming weeks.

#### Executive Committee Consent Agenda

Mr. Sanchez recommended approval of the following items approved by the Executive Committee and placed on the Consent Agenda for the Board's consideration.

- 18-06. Moffett Library Renovation Project – Architect Contract Approval and Construction Manager at Risk (CMAR) Recommendation – authorized the administration to contract with Holzman Moss Bottino Architects for design services and approved M&F Litteken as CMAR as presented.
- 18-07. Information Technologies Relocation Project Authorization – approved the project at a cost of \$1,577,257, and authorized the president to increase the budgeted and contracted amounts by five percent as presented.
- 18-09. Health Sciences and Human Services Landscaping and Parking Project Authorization – authorized the expansion of the project as presented, approved the project total cost not to exceed \$2,370,250, and authorized the president to increase the budgeted and contracted amount by five percent.
- 18-10. *MSU Policies and Procedures Manual* Change – Policy 4.146 – approved the modified Policy 4.146, Honorific and Gift-Related Namings, as presented.
- 18-11. Wichita Falls Museum Ratification of Accessioned Artworks – ratified the accessioned items as presented.

Mr. Sanchez asked if any member wanted to remove items from the Consent Agenda for further discussion. There being none, Mr. Ayres seconded Mr. Sanchez's motion to approve the Consent Agenda as presented and the motion was approved.

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#### **Academic and Student Affairs Committee Report**

Dr. Givens noted the items presented at the Academic and Student Affairs Committee meeting for committee approval and information only. Information concerning these items can be found in the minutes of the committee meeting held November 9, 2017.

#### Item Presented for Committee Approval Only

- 18-12. Committee Minutes

Items Presented for Information Only

- 18-13. Faculty Report
- 18-14. Staff Report
- 18-15. Student Government Report
- 18-16. Athletics Report
- 18-17. Fall 2017 Enrollment Report and Upperclass Student Retention Discussion
- 18-18. DFW Expansion Update
- 18-20. First-Year Experience Report

Academic and Student Affairs Committee Consent Agenda

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

- 18-19. December 2017 Graduating Class – approved the list of candidates for graduation as presented.
- 18-21. Financial Aid and Admissions Task Force Report and Admissions Criteria Recommendation – approved the following change to MSU's admissions policies:

*Students will be admitted if they graduate in the top twenty-five percent of their class from an accredited high school if they meet the following conditions:*

- 1. graduated from high school within the two years prior to the academic year for which admission is sought; and*
- 2. submitted a complete application before the deadline.*

- 18-22. Low-Producing Degree Programs – approved the following:

- A. Consolidate the Master of Education in School Counseling with the Master of Education in Clinical Mental Health.
- B. Consolidate the Master of Arts in Training and Development under the current Master of Arts in Human Resources as a certificate option in Training and Development.
- C. Consolidate the Master of Education in Reading Education under the current Master of Education in Curriculum and Instruction as an 18-hour minor.

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

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**Finance Committee Report**

Mr. Gregg noted the items presented at the Finance Committee meeting for committee approval and information only. Information concerning these items can be found in the minutes of the Finance Committee meeting held November 9, 2017.

Item Presented for Committee Approval Only

18-23. Committee Minutes

Items Presented for Information Only

18-24. Summary of Financial Support and Comprehensive Campaign Update

18-25. Quasi-Endowment Funds Reports – FY 17

Finance Committee Consent Agenda

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

18-26. Financial Reports – accepted the monthly financial report for July, 2017.

18-27. Investment Report – accepted the fourth quarter 2017 Investment Report.

18-28. Investment Policy Changes per Legislative Changes – approved changes to the Investment Policy – Operating Funds (4.182) as presented.

18-29. Personnel Reports and Changes in FY 17 Budget – ratified the changes presented.

18-30. Personnel Reports and Changes in FY 18 Budget – ratified the changes presented.

18-31. Approval of New Positions – Enrollment Management – authorized the administration to add two FTE positions in enrollment management as presented, and authorized a budget increase not to exceed \$125,000 for search expenses and to fund the positions and office expenses during FY 18 as presented.

18-32. Budget Adjustment for International Recruitment Fee – authorized an increase in the FY 18 revenue and expense budgets of \$400,000 to reflect this new Fee and related expenditures.

18-33. Corporate Contracts for Academic Degree Programs – authorized the administration to negotiate corporate contracts for certain academic degree programs as presented.

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

**Audit, Compliance, and Management Review Committee Report**

Mrs. Burks noted the items presented at the Audit, Compliance, and Management Review Committee meeting for committee approval and information only. Information concerning these items can be found in the minutes of the committee meeting held November 9, 2017.

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Item Presented for Committee Approval Only

18-34. Committee Minutes

#### Items Presented for Information Only

18-35. HUB Report – FY 17

18-36. Compliance Activities Update

#### Audit, Compliance, and Management Review Committee Consent Agenda

Mrs. Burks recommended approval of the following items that were approved by the Audit, Compliance, and Management Review Committee and placed on the Consent Agenda for the Board's consideration.

18-37. FY 17 Internal Audit Annual Report and Audit Update – approved report as presented.

18-38. Internal Audit Quality Assurance Review Self-Assessment Report – accepted the self-assessment as presented.

18-39. *MSU Policies and Procedures* Changes – approved changes to the following policies as presented.

- A. Policy 2.31 – Administration Selection Process (University President performance evaluation)
- B. Policy 3.314 – Ethics Policy for Employees of Midwestern State University

Mr. Sanchez asked if there were items any member wanted to remove from the Consent Agenda for further discussion. There being none, Mr. Gregg seconded Ms. Burks' motion to approve the Consent Agenda as presented. The motion was approved.

#### University Leadership Report

18-41. Dr. Shipley stated that she was pleased to have reports from several individuals. She noted that the first presentation would be made by Dr. James Johnston. Dr. Shipley explained that when Dr. Johnston was appointed Provost the faculty asked to hear his vision for academics at MSU. She noted that he presented this information to the faculty and staff early in the fall and she asked him to present to the Board an Executive Summary of the information.

- A. Creating Our Signature – Dr. Johnston reviewed his presentation (see Attachment 1). He indicated his thinking that the university needed to further develop its signature in order to present something that is distinctive and uniquely MSU. Slides Four through Seven outlined three areas of focus: Curriculum, Student Support, and Traditions/Identity. Slide Three included a cross-reference to show where each area intersects with the Strategic Plan.

##### 1. Curriculum

- a. This area includes focusing on a series of new minors that are intended to be broad and available to majors across the institution. He mentioned that a minor in Creativity and Innovation or Entrepreneurship and Innovation, for example, could be adapted to address the needs of students in various majors. He indicated that as advisors and faculty determine students' goals for their

degrees the student can possibly be guided to one of these minors that will enhance their college experience and marketability.

- b. Signature Experiences Programs – Dr. Johnston explained that these are high-impact practices such as undergraduate research, learning communities, and study abroad. He stated that he appointed a task force to look at the capacities of these programs and to determine the possibility of making involvement in a signature experience program a requirement for graduation.
- c. Growth in Graduate Programs and Terminal Degrees – Dr. Johnston reported that he was working with administrators to determine capacity in MSU's graduate programs and to add targeted, specific recruiting efforts for programs that have the capacity for growth. He added that he would like the institution to pursue the addition of unique doctoral degrees that are ideally suited to MSU's mission.

## 2. Student Support

- a. Bridge Program – This is a program that would provide a bridge for students from high school to the rigors of college. He indicated that plans were being made to offer a pilot program during the summer of 2018. He reported that Dr. Kristen Garrison, Associate Vice President for Undergraduate Education and Assessment, and Dr. Kristi Schulte, Director of Residence Life, were co-chairing this initiative.
- b. Reorganization of Academic Success Center (ASC) to Tutoring and Academic Support Programs (TASP) – Dr. Johnston noted that this was discussed at Thursday's meeting and that student response had been positive.
- c. Strengthen First-Year Experience – Dr. Johnston stated that the administration would continue to gather and analyze data on the Academic Seminar Courses and the Learning Communities that were reported on Thursday. He added that the administration might look at expanding Learning Communities to sophomore courses.
- d. Targeted Recruiting – Dr. Johnston reported that he and Dr. Lamb had had a number of conversations about recruiting for specific departments that have enrollment capacity.

## 3. Traditions/Identity – Dr. Johnston stated that MSU needed to do more to connect students, the community, and alumni to the university.

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- a. Senior Campus Walk – Plans are being made to initiate this event in May. Dr. Johnston reported that graduating seniors will gather at the Hardin Administration Building and will be ceremoniously led through each of the academic buildings. Faculty and staff will congratulate the students as they move through the buildings. A reception for faculty and staff will follow as a thank you for their work during the academic year.

- b. Campus Commencement and Graduation Weekend Event – Dr. Johnston noted that commencement is one of the last impressions students have of the university. He reported that he appointed a task force to look at the logistics of what it would take to bring commencement back to campus and make it a weekend event. Some of the ideas to consider might be to begin with the Senior Campus Walk on Thursday evening and then have an Alumni Association and community-sponsored lunch for graduates and their families in the quadrangle. The specialty graduations could be held on Friday afternoon, followed by one-half of the college graduations Friday evening, and the other half on Saturday morning. He added that when the university has an on-campus stadium it could be the venue for a single campus graduation. He stated that it was important to make the last memory of the university memorable.
- c. Outstanding Alumni Lunch with Spring Celebration of Scholarship – Dr. Johnston reported that he asked the Celebration of Scholarship Committee to work with Mr. Vidmar's office to compile a list of local alumni and organize a luncheon to bring together the best of MSU's alumni and students. He stated that such an event would connect students with alumni and could possibly result in internship opportunities. It would also help reconnect local alumni to the university.

Dr. Johnston thanked the Board for the opportunity to present an overview of what the academic affairs area would be working on during the next five years.

Dr. Givens asked that the administration provide information at the next meeting regarding two items that were not mentioned as part of the vision. The first item was dual credit. He stated that he would like to understand why MSU has not pursued dual credit as a growth area. The second item is online competitiveness. He stated that he would like to understand what programs are currently offered online and what the university's vision is for advancement and growth in this area. Dr. Johnston responded that the information would be provided.

- B. Priddy Scholars Program – Dr. Lamb thanked The Priddy Foundation for believing in Dr. Shipley's vision when discussions began to establish a program that would impact first generation and middle-income students. He stated that students from families that earn \$50,000 to \$125,000 per year are among the students that struggle the most to pay for college. These students generally do not receive grants or free types of money to attend college and they do not have the means to pay for college without taking out significant loans, especially if they have siblings also in college. First-generation students also face more hurdles and have more difficulty accessing and completing college, not because of their ability, but because of the lack of opportunity and support. The Priddy Scholar Program provides an incredible opportunity for a group of these students. The scholarships through this program cover tuition, fees, room, board, and books for four years, and also fund study abroad. He reported that by affecting first-generation students in this way, the impact is multigenerational. Dr. Lamb introduced Ms. Cammie Dean, Director of the Priddy Scholars Program, and Ms. Justice Carwile, one of the Priddy Scholars. Dr. Lamb commended Ms. Dean for

her work with the program, noting that she was a first-generation college student who was afforded an opportunity at the University of Iowa through a federal Trio Program. He indicated that she has a good understanding of what it takes to succeed and make the most of an opportunity such as this.

Ms. Dean thanked The Priddy Foundation for making this program possible. She noted that the Board Book included information about the program and commented on some of the activities in which the students have been involved. Ms. Justice Carwile reported that she graduated from City View High School in Wichita Falls and was a freshman at MSU, majoring in psychology. She stated that she was very fortunate to receive this scholarship and to participate in the Priddy Scholars Program. She reported that she has an older brother who is also in college and without this scholarship she would have had to go to a community college and live at home. Dr. Shipley stated that one of the program goals was that the students would develop a closeness with others in the group. She asked her if that had happened and what it has meant to her academic success and personal happiness. Ms. Carwile responded that scholars live on the same floor of the residence hall and that her roommate is a Priddy Scholar. She stated that she never thought she would have such a wide group of friends, and indicated it was made possible through the Priddy Scholar Program. Dr. Sweatt asked what impact living in the residence hall had on her. Ms. Carwile responded that it had made a huge impact on her college experience. She stated that by living in the residence hall she has the opportunity to explore the campus and have access to campus activities.

Mr. Gregg commended Dr. Sweatt, Mrs. Marks, and The Priddy Foundation for recognizing this need and for the Foundation's generous contribution.

- B. *The Undergraduate Experience: Focusing Institutions on What Matters Most* – Dr. Shipley reported that she attended the Association of Governing Board's Annual Meeting in Dallas last spring with Mrs. Marks and Dr. Sweatt. Dr. Sweatt commented on the book at the May Board meeting and a copy of the book was sent to each of the regents. Beginning early in the fall semester the President's Cabinet read the book and discussed it each week over several months. She noted that the takeaway from the book was that we at MSU are doing probably two-thirds of what matters most. MSU is a campus that focuses on undergraduate learning and knows that is the heart of what we do. We know where we want to go, we have goals, and we communicate those well. We have a sense of leadership at each of our levels and have a culture that is unified. The places the book talked about in which the group saw a gap was setting expectations and creating regular opportunities for improvement. This book was about recognizing what works but it also pointed out that successful institutions are always moving toward improvement and are always urging their community to get better. She reported that it was during the discussion of the book that it became apparent to her that the institution needed to step out and make an investment on the one thing at which we were not succeeding, and that was growth. This book also helped the Cabinet focus on alignment. She noted that when she assumed the presidency of MSU she found a lot of silos and isolated strength across campus. She stated that work remains to be done to take the strengths that are

currently isolated and bring them together so that MSU can be a well-aligned institution.

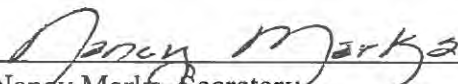
Dr. Shipley stated her hope for more meetings like this where the Board can hear about the wonderful things that are being done with student learning. She added that she hoped the Board would help the institution get its systems and processes in place so that the university will grow.

Ms. Sanchez thanked Dr. Johnston, Dr. Lamb, Ms. Dean, Ms. Carwile, and Dr. Shipley for the information they provided.

#### Adjournment

Mr. Sanchez thanked everyone for their attendance. He indicated that the Board would soon hear from Ms. Barrow to schedule the special meeting in December. He added that the next regular meetings of the Board were scheduled for February 8 and 9. There being no further business, the meeting was adjourned at 10:04 a.m.

I, Nancy Marks, the fully appointed and qualified Secretary of the Midwestern State University Board of Regents, hereby certify that the above and foregoing is a true and correct copy of the minutes of the Midwestern State University Board of Regents meeting November 10, 2017.

  
\_\_\_\_\_  
Nancy Marks, Secretary  
Midwestern State University  
Board of Regents

#### ATTACHMENT:

1. Provost's "Creating Our Signature" Presentation



## Why a “Signature”?

- ❖ It reflects one’s identity and personality
- ❖ It is individualistic
- ❖ It is distinctive

## Need for a Signature

- ❖ From Junior College to University
  - Commuter to residential
- ❖ Who or what is MSU?
- ❖ Allows us to focus on, and embrace, what we do best



## Three Focal Areas

- ❖ **Curriculum:**
  - ❖ Strategy 1E, Tactic 1 & 2; Strategy 2B, Tactic 1 & 2; Strategy 3A, Tactic 1; Strategy 3B, Tactic 2; Strategy 3C, Tactic 1; Strategy 4A, Tactic 2; Strategy 4B, Tactic 1
- ❖ **Student Support:**
  - ❖ Strategy 2D, Tactic 1; Strategy 2E; Strategy 3B, Tactic 1 & 2
- ❖ **Traditions/Identity:**
  - ❖ Strategy 1D, Tactic 1 & 2; Strategy 3E, Tactic 1; Strategy 4A



## Curriculum

- ❖ Series of minors
- ❖ Signature Experiences Program
- ❖ Growth in graduate programs & move up to offer terminal degrees



## Student Support

- ❖ Bridge Program
- ❖ Reorganization of Academic Success Center (ASC) to Tutoring and Academic Support Programs (TASP)
- ❖ Strengthen First Year Experience
- ❖ Targeted recruitment and enrollment where capacity or opportunity exists



## Traditions/Identity

- ❖ Senior Campus Walk
- ❖ Campus commencement and graduation weekend event
- ❖ Outstanding Alumni Lunch with Spring Celebration of Scholarship (beginning of strengthening connections between students and alum)



**MINUTES  
BOARD OF REGENTS  
MIDWESTERN STATE UNIVERSITY  
December 13, 2017**

The Board of Regents, Midwestern State University, met in special session in the J. S. Bridwell Board Room, Hardin Administration Building, Wichita Falls, Texas, at 2:30 p.m., Wednesday, December 13, 2017. Regents in attendance were Mr. Sam Sanchez, Chairman; Mr. Caven Crosnoe, Vice Chairman; Ms. Nancy Marks, Secretary; Mr. Warren Ayres; Dr. Lynwood Givens (via teleconference); Mr. Jeff Gregg; Mr. Shawn Hessing; Dr. Shelley Sweatt; and Student Regent Shayla Owens. Regent Tiffany Burks was unable to attend.

Members of the administration present included Dr. Suzanne Shipley, President; Dr. James Johnston, Provost and Vice President for Academic Affairs; Dr. Marilyn Fowlé, Vice President for Administration and Finance; Dr. Keith Lamb, Vice President for Student Affairs and Enrollment Management; Mr. Anthony Vidmar, Vice President for University Advancement and Public Affairs; and Mr. Kyle Owen, Associate Vice President for Facilities Services. Other university personnel attending the meeting included Dr. David Carlston, Chairman, MSU Faculty Senate; Mr. Barry Macha, General Counsel; Ms. Leigh Kidwell, Director of Internal Audits; Ms. Cindy Ashlock, Executive Assistant to the President; and Ms. Debbie Barrow, Director of Board and Government Relations. Representing the news media were Mr. Tyler Manning, the new Editor of *The Wichitan*; Ms. Rachel Johnson, *The Wichitan* photographer; and Ms. Sarah Hines, KAUZ Channel 6.

Chairman Sanchez called the meeting to order at 2:30 p.m. and Ms. Gaynor introduced the guests.

Opening Comments

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

Public Comment

Mr. Sanchez stated that no one had signed up to speak during the public comment period.

Health Sciences and Human Services (HSHS) Building Project – Construction Budget and Contract Approval

18-43. Mr. Sanchez stated that at the November meeting of the Board of Regents the administration informed the Board that the bids for this building came in substantially over budget. At that time the Board asked the administration to continue working with the architect and the Construction Manager at Risk (CMAR) to review options for the building. He mentioned that a summary of the project history, financing details, and budget overview, as well as revised drawings, were provided to the Board for their review the week previous (see Attachment 1). He asked Dr. Shipley to comment. Dr. Shipley thanked the Cabinet for their work during this process. She stated that this is a very important building for the university and that she looked forward to hearing the responses of Board members regarding the plans and the financing.

Dr. Fowlé reported that she was available to answer any questions related to the project history summary that was provided to the Board. She added that Provost Johnston was available to answer questions related to the use of the facility or functionality with regard to academic programs and student learning.

Mr. Owen began his presentation by reviewing the new renderings which showed the recommended changes to the building. He stated that the ideas and savings determinations occurred simultaneously and mentioned that some of the changes that the administration approved had not yet been incorporated into the renderings. Slide Two showed the southeast corner of the building. He reported that one of the cost savings ideas was to change the terracotta tile on the stair tower to Exterior Insulation Finishing System (EIFS), which is synthetic stucco. He stated that five different bricks are used to put together the "MSU Brick." He mentioned that the administration determined that it would be better to select one of the brick colors to cover the area that was originally terracotta tile. He stated this would help define certain areas of the building. He pointed out that the stair towers on the building would all be reduced to the same height as the top of the building. He added that the original design included a wall that extended further out from the atrium and it was eliminated. He pointed out that the eastern side of the building would still have a large glass view into the building. Mr. Owen noted that the atrium was reduced from four floors to three floors. He added that the original design included structural steel to support and provide an aesthetic look to the glass. This structural steel was eliminated. Dr. Shipley noted that the building would still be four stories but that the atrium would only be three stories. Mr. Owen pointed out that the fourth floor would have access to the large window. Mr. Hessing indicated his understanding that by reducing the height of the atrium, square footage would be added to the building on the fourth floor. Mr. Owen responded that Mr. Hessing's understanding was correct. He noted that the penthouse on the top of the building would be reduced in size from about 1,500 square feet to 120 square feet.

Slide Three showed a southwest view of the building. Mr. Owen noted that the changes were similar to the previous slide with the terracotta tiles being replaced by EIFS or brick and the stair tower being reduced to the same height as the building. He added that the west entrance was previously all glass and it was modified to a more traditional design. Slide Four showed a west facing perspective with similar changes and Slide Five presented a similar view from the northwest.

Mrs. Marks asked if the new bricks used would be a different color than the MSU brick shown in the rendering. Mr. Owen clarified that the brick already planned for the building was the traditional MSU brick and that is what is shown in the rendering. The other shades of brick would be used in the areas of the building that would have originally been covered with terracotta tiles. He stated that in that way the different colorations would be similar to the original design. Dr. Shipley stated that EIFS is less durable than are terracotta tiles. She added that this is a work in progress and the administration is still considering options. She indicated that the administration would like to try the lightest possible color brick where the white EIFS is shown on the slide and the closest to a terracotta color brick where the terracotta EIFS is shown. She stated that the result would be an all brick exterior rather than the stucco look similar to what is on Legacy Hall. Mr. Owen added that brick could be used on a 100-year building while the

EIFS lasts approximately 30 years and must be maintained to keep it sealed. Dr. Fowlé added that the price for brick or EIFS was the same.

Slide Six showed a view of the interior of the three-story atrium. Mr. Owen noted that the original glass elevator in the atrium would be changed to a standard elevator. Slide Seven showed a different view of the atrium. He noted that the structural steel that was part of the original design of the large atrium window was removed. Dr. Sweatt asked why the structural steel was included in the original design and if there would be an impact with its being removed. Mr. Owen responded that in addition to the steel being included for aesthetic purposes, it also helped support the glass structure. He added that in the modified design, the framework of the glass structure would be tied into the building. Dr. Sweatt if the window would still be structurally sound and Mr. Owen responded that it would be.

Slides Eight through Eleven showed the original building renderings from November 2016 with the changes noted. He added that the original renderings included a Spanish tile roof but that the tile roof was eliminated from the design early in the process because of cost. Mr. Sanchez asked what would be housed in the penthouse. Mr. Owen responded that the original design placed air handlers in the penthouse, but that in the new design these air handlers would be outside the penthouse. He stated that it was more of an aesthetic decision to put them inside originally. Dr. Shipley noted that the original renderings show the texture of the tile and that is why Dr. Fowlé suggested the use of brick rather than stucco.

Slide Twelve showed a summary of the major identified savings. Slide Thirteen showed the original and revised budgets as well as information related to additional funds that were available for the project. Mr. Owen mentioned that the architect fees and other services costs increased as a result of the higher construction budget. He noted that the difference between the original and revised budgets was an increase of \$4 million. He commented that \$2 million had been held in reserve to cover any cost overage; \$1 million was taken from the original equipment budget; and almost \$2 million would be pulled from savings from other Tuition Revenue Bond (TRB) projects. Mrs. Marks asked what Other Services includes. Mr. Owen responded that it includes management fees and required testing and inspections on various parts of the project.

Mr. Sanchez stated he was very frustrated with the increased architect fees. He noted that the architect knew what the budget was before he designed and presented the project to the Board. He added that it was difficult to pay the architect more for work that shouldn't need to be done. He asked Mr. Macha if there were some way to ensure something like this would not happen again in the future. Mr. Macha responded that he and the administration would look at what could be done. Mr. Crosnoe stated that the Board was told in November that the university would not have to pay the architect for a new design and questioned the additional cost. Mr. Owen responded that if the institution wanted the architect to redesign the building for \$29.25 million, the architect would have to do the work without additional compensation. However, since the university wants more than what the \$29.25 million would provide for the building, the contract requires that the architect must be paid a percentage of the increased construction cost. Mr. Hessing expressed the same frustration as did Mr. Sanchez with paying the architect an additional \$390,000. He agreed that the university should make changes to future contracts so that

this does not happen again. Mr. Hessing asked if the funds that would be taken from the other TRB projects were the result of project savings or modifications in the scope of the projects. Dr. Shipley commented that the administration considered numerous options, and determined that portions of the Bridwell Hall renovation and repurposing project would be left unfinished and would be completed when other university funds became available. She added that any savings achieved through the various projects would be used on other TRB projects as needed. Dr. Fowlé reported that the Texas Accessibility Standards (TAS), Americans with Disabilities Act (ADA), and Fire Marshal Upgrades Project was almost \$600,000 under budget. She stated her hope that additional savings would be achieved. She commented that Bridwell Hall is a well-furnished building and added her hope that much of the configuration and space could be put to use economically.

Mr. Ayres asked if the TRB funding was allocated specifically to certain projects or if the university had the latitude to move the funds as needed. Dr. Fowlé responded that the university requested funds for certain things and the funds were allocated for those projects. She added that the university must use the funds for those purposes, but the funds within the overall budget can be moved around. Dr. Shipley stated her understanding that the biggest portion of the funding request was for the HSHS building.

Mr. Hessing noted that the budget figures seemed to show an 11% increase in cost while the architect fees increased by 17%. Mr. Owen stated that the architect's fee was 7.25% and this percentage would apply to the additional costs. Dr. Fowlé added that the architect's fee was based on the construction budget and not the total cost of the project.

Mr. Sanchez stated that the administration did a great job with the redesign, but noted that the Board did not want to be in this position again. He commented that the architect presented a design and said it would come in within budget. The fact that it came in extremely over budget was very disappointing. Dr. Shipley responded that the administration shared the Board's frustration.

Dr. Shipley asked Dr. Fowlé or Mr. Owen to explain the Guaranteed Maximum Price (GMP) portion of the second part of the administration's recommendation shown on Slide Fourteen. Mr. Owen stated that this represents the "risk" portion for the Construction Manager at Risk (CMAR). The CMAR must construct the building for the Guaranteed Maximum Price (GMP), unless the university authorizes a change in scope. Mr. Hessing stated his understanding that the GMP of \$34.301 million was the \$33.55 million plus the \$811,000 for the data center. Mr. Owen responded that was correct.

Mr. Sanchez presented the administration's recommendations as follows:

1. Approval of increasing the project budget to \$42.811 million (\$42 million from the HSHS budget plus \$811,000 for the server room from the Information Technology Relocation Project budget) and;
2. Authorize the administration to negotiate and award a Guaranteed Maximum Price (GMP) contract with Trinity Hughes/Sundt (THS) of \$34.301 million to construct the Health Sciences and Human Services building and the data center.

Mr. Hessing moved approval of these recommendations and Mr. Ayres seconded the motion.

Mr. Gregg asked if the project would be rebid. Mr. Owen responded that if the Board approved these recommendations the university would be locked into a contract with Trinity Hughes/Sundt. Mr. Gregg asked how this firm was selected. Mr. Owen responded that the university went through a Request for Proposals process approximately one year ago and this firm was recommended to and approved by the Board. Ms. Owens asked when the ground would be broken on the project. Mr. Owen responded that if approved a fence would be up the following Monday and work would resume on the site preparation.

Dr. Shipley indicated that Ms. Owens' comments at the November meeting about the expectations students had for this building were very important. She asked Ms. Owens if she was satisfied with the impact of the new design in terms of what she thought students wanted to see in the new facility. Ms. Owens responded that she was.

Mr. Crosnoe noted the \$1 million reduction in equipment for the building. He asked if less equipment was needed or if the administration was going to have to find other ways to pay for the needed equipment. Dr. Shipley responded that the equipment was needed and it would require fundraising.

There being no further discussion the motion was approved.


#### Executive Session

18-44. Mr. Sanchez stated that the Board of Regents would go into Executive Session to discuss Items 18-44A (Consultation with Attorney), 18-44B (Real Property), and 18-44C (Prospective Gift or Donation) as allowed by Texas Government Code Sections 551.071, 072, and 073. The Executive Session began at 3:05 p.m. Mr. Sanchez, Dr. Givens (via teleconference), Mr. Hessing, Mr. Gregg, Mr. Ayres, Mr. Crosnoe, Ms. Owens, Mrs. Marks, Dr. Sweatt, Dr. Shipley, Mr. Macha, and Ms. Barrow remained for the discussion. Mr. Vidmar remained for discussion of Item 18-44C and Dr. Fowlé joined the meeting for the discussion of Item 18-44B. The closed session concluded at 3:40 p.m. and the open meeting resumed. Mr. Sanchez stated that the only items discussed were the items announced and no votes were taken.

#### Adjournment

There being no further business, the meeting adjourned at 3:40 p.m. Mr. Sanchez thanked everyone for their participation and wished everyone a wonderful holiday season.

I, Nancy Marks, 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 December 13, 2017.

  
Nancy Marks, Secretary  
Midwestern State University  
Board of Regents

ATTACHMENT:

1. HSHS Building Project History, Financing Details, Renderings and Budget Overview

### Review of Gunn College of Health Sciences and Human Services Building Project

The new Gunn College of Health Sciences and Human Services building was Midwestern State University's top priority Tuition Revenue Bond (TRB) request during the 84<sup>th</sup> legislative session. In addition to the building, the TRB request included funds for ADA/Fire Marshal updates in several campus buildings, a library renovation, relocation of Information Technology (IT), and repurposing of the Bridwell building that would be vacated by the Gunn College.

The university completed master planning efforts to analyze the university's greatest needs in order to have a successful TRB request to the legislature in August 2014. The university justified a total of \$73 million in its TRB appropriation request, with \$61 million requested for a new HSHS building at 126,250 square feet. This amount of space was determined through the master planning process to accommodate significant HSHS growth and to match Texas peers for these types of programs.

In May 2015, the legislature approved \$58.4 million in TRB funding for the university, with the first date of issuance possible in the fall of 2016. Bond payment appropriations did not begin until September 1, 2016. The university issued the Tuition Revenue Bonds in October 2016. The university hired HMB Architects in November 2015 to review the original master planning programming of \$73 million and recommend a revised scope for the projects within the \$58.4 million approved by the legislature. Their work was completed in April 2016 and they recommended adjusting totals to the following amounts for the projects:

HSHS building	\$40.0 million
Library renovation	\$ 7.5 million
ADA/Fire Marshall	\$ 5.6 million
IT Move	\$ 1.6 million
Bridwell Repurpose	<u>\$ 3.7 million</u>
Total	\$58.4 million

In February 2016 the Board of Regents approved Randall Scott and Associates (RSA) as the architect for the project. The Board of Regents approved the HSHS project budget in May 2016 in the amount of \$38 million with \$2 million being held in reserve in case of higher than anticipated construction costs as was experienced with the Legacy Hall building project. The Board also approved Trinity Hughes/Sundt (THS) as the Construction Manager at Risk (CMAR). RSA began meeting with the stakeholders in May 2016 to review programmatic needs and budget constraints. From this assessment, it was determined a building of approximately 83,000 square feet would meet the needs of the College within the budget constraint total of \$38 million. RSA presented a design for the building to the Board in November 2016 and received a favorable review. The original budget for the project was broken into these categories:

Construction	\$29.25 million
Equipment	\$ 4.10 million
Furniture	\$ .70 million
Architect Fees	\$ 2.50 million
Other services	<u>\$ 1.45 million</u>
Total	\$38.00 million

Based on the programming and preliminary design approval of the Board, RSA began to finalize building specifications with more refined estimates of cost. During this period, THS reviewed the plans and also developed estimates of cost. MSU also hired Broaddus and Associates to assist with the project management and to provide a third cost estimate. All three construction estimates came in at \$29.25 million, which met the overall \$38 million budget goal. Because the estimates showed that the design was within budget, RSA developed drawings that were 100% complete to send out to bid. The more detailed the drawings, the more accurate contractors can be when they submit their best pricing. Without complete drawings, contractors are more likely to build in a “fudge factor” to cover surprises that might turn up in the final drawings. Subcontractors had one month to review the plans and submit their best pricing.

RSA divided the project into two “packages.” This was done to ensure that the project was started in a timely fashion to meet an aggressive schedule and align with Board of Regents meetings for the most expeditious approval. Bid Package One was for site work (e.g. piers, foundation and utility infrastructure), came in at budget, and was approved by the Board at the August 2017 meeting, with construction planned to begin around the middle of October. Bid Package Two was for the building itself, was completed September 6, and bids were opened October 12. After bids were accepted by MSU on Bid Package Two, the total on both bid packages was \$36.73 million, \$7.48 million, or 26%, over budget. With the overage on Bid Package Two, a slowdown was ordered on the site work in case changes had to be made in those areas.

At the November 2017 Board of Regent’s meeting, the administration informed the Board that the HSHS building project bids came in higher than expected and recommended the project budget be raised to \$41 million. The Board requested more information on the modifications that would be necessary to ensure the building came in at the increased budget amount. It was agreed that a special Board meeting would be scheduled in December to review the budget as well as modifications that would be necessary to the project. Following the November meeting the administration worked with RSA and THS to adjust the project to something that would provide some of the design elements that were important to the Board and would meet the instructional needs of the academic areas in the building. An overriding goal was to maintain the square footage originally identified as necessary for the delivery of academic programs.

THS worked with the subcontractors on ideas that could reduce the cost of the project. From this process, \$3.64 million was identified as changes that could be made and would not dramatically impact the functionality, square footage, or appearance of the building.

The amended cost of the construction portion of the project currently stands at \$33.49 million or \$4.24 million over the original \$29.25 million construction budget. With a more expensive building, other expenses related to the construction have increased by approximately \$700,000. To cover the increase, management proposes several financial adjustments to the original plan:

1. Expend/release the \$2 million held in reserve;
2. Reduce the project’s equipment budget by \$1 million; and
3. Reduce other TRB budgets by the remaining amount needed (approximately \$2 million).

This results in the following revised budget:

Construction	\$33.55 million
Equipment	\$ 3.10 million
Furniture	\$ .65 million

Architect Fees	\$ 2.89 million
Other services	<u>\$ 1.81 million</u>
Total	\$42.00 million

In order to realize the \$3.64 million in construction savings, 34 items were changed to lower cost construction methods. Items which had the largest decrease compared to the original bids include the following:

Replace west side terra cotta with stucco (EIFS)	\$694,000
Add 4 <sup>th</sup> floor at atrium, delete smoke exhaust	\$663,000
Reduced scope of east exterior wall	\$400,000
Sheetrock stairwell's steel instead of fireproof paint	\$310,000
Significant reduction in size of mechanical penthouse	\$300,000
Change glass elevator to standard	\$199,000

As part of this construction project, MSU will contract with an audit firm to audit the bills from THS, RSA, and any other contractor to ensure accurate billing. MSU will issue an RFQ in the next month to solicit an audit firm to perform this work throughout the building project. The cost of this contract will be in the \$50,000 range, but similar projects have saved universities multiples of this fee in identifying billing errors. Ms. Kidwell, Director of Internal Audits, will work with Facilities Services to hire the audit firm and coordinate their work.

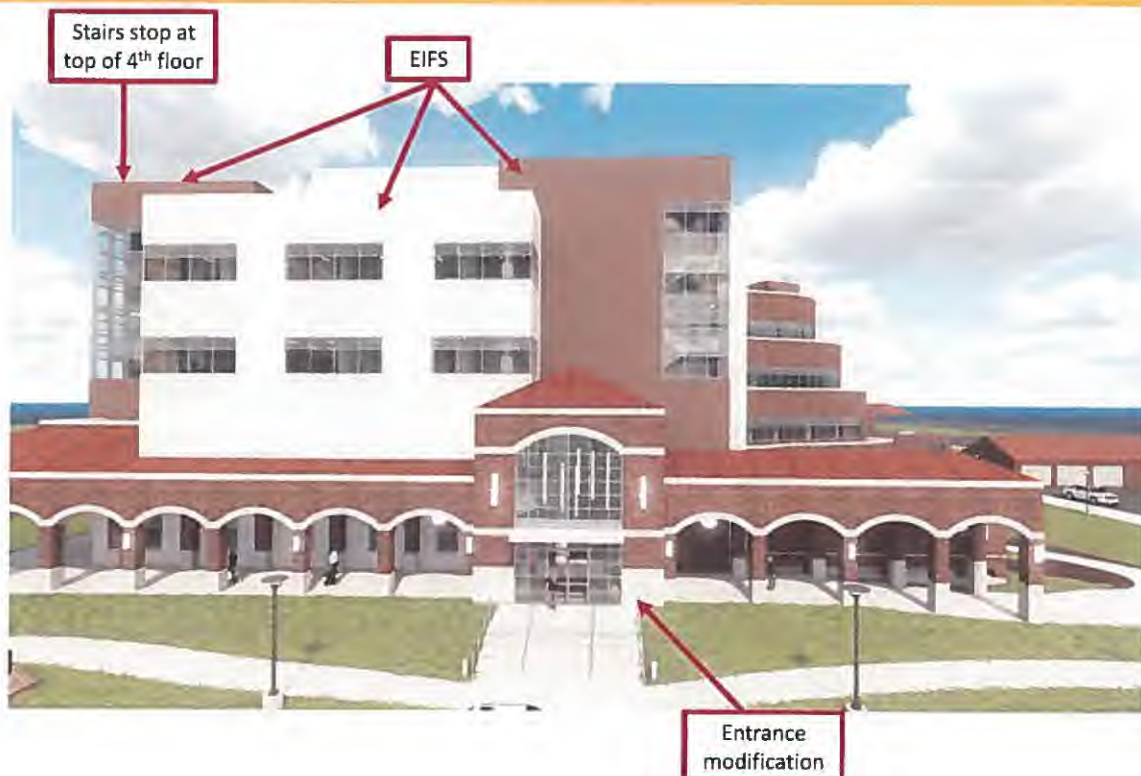
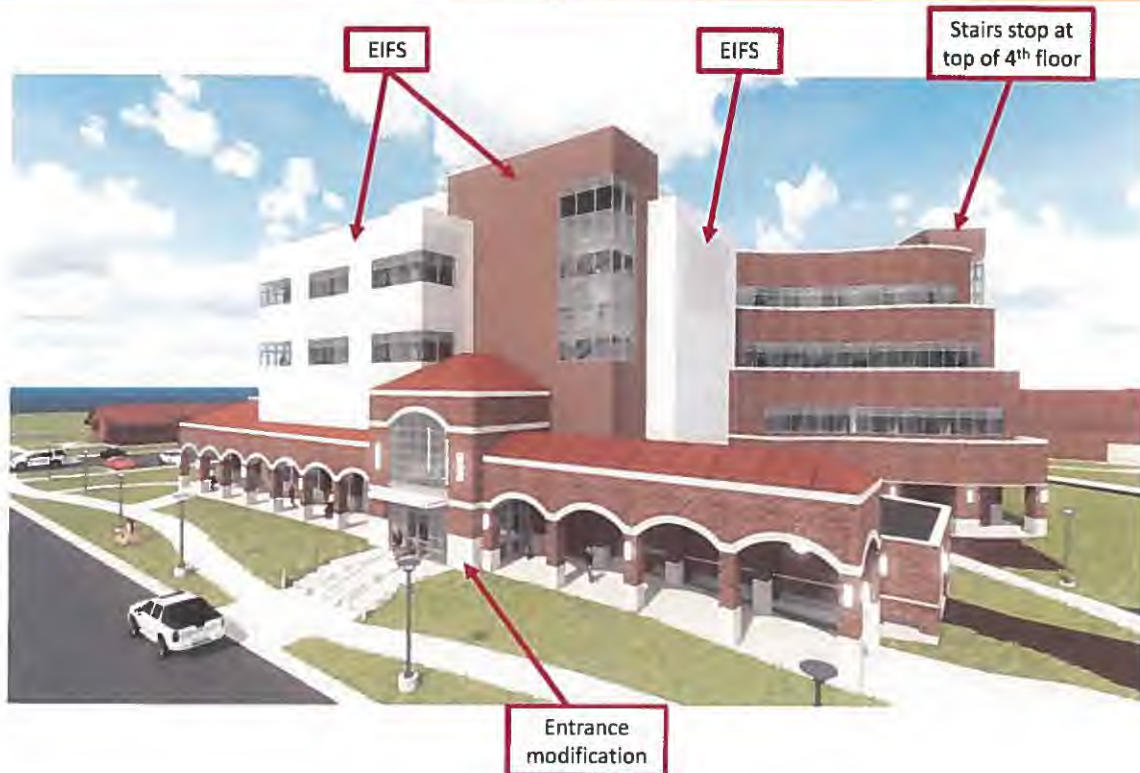
Included in the HSHS project, is a new, more secure server room/data center for IT. Funding for the specialty construction items for this room totals \$811,000 and will come from the IT Relocation TRB project budget. THS has provided a guaranteed maximum price (GMP) for the new HSHS building of \$34.3 million, including the server room expense (\$33.49 million plus \$811,000).

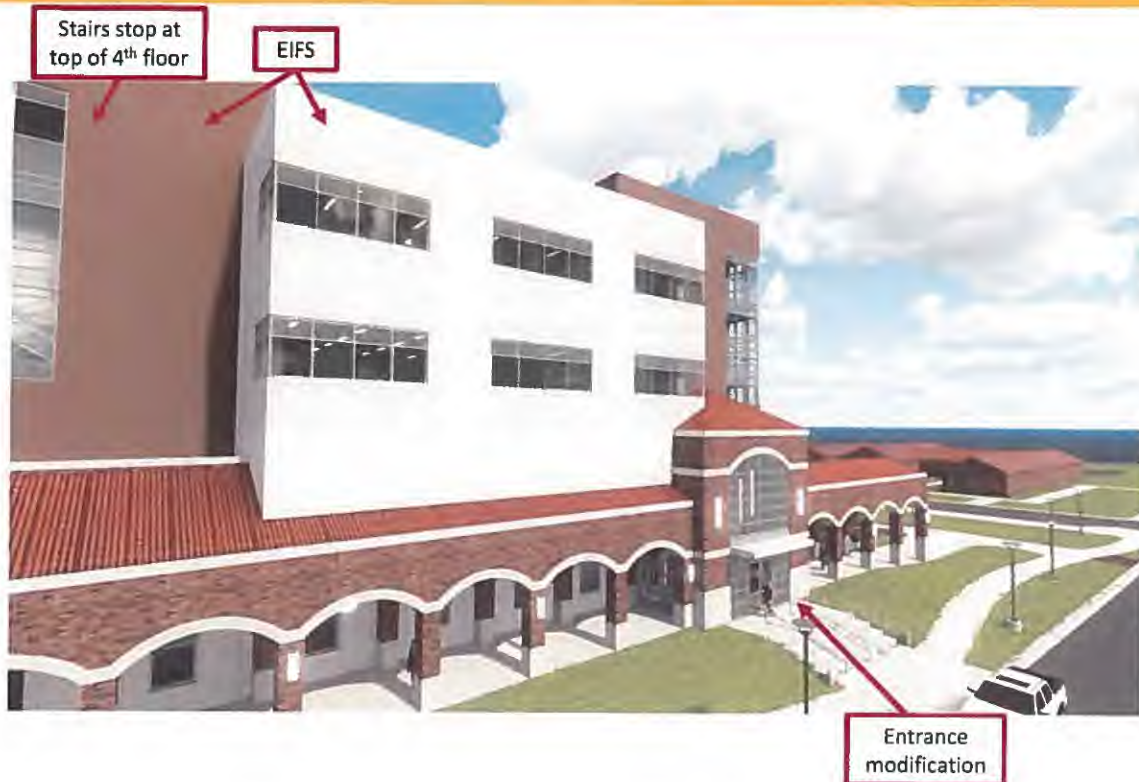
## Gunn College of Health Sciences & Human Services Building Project Update

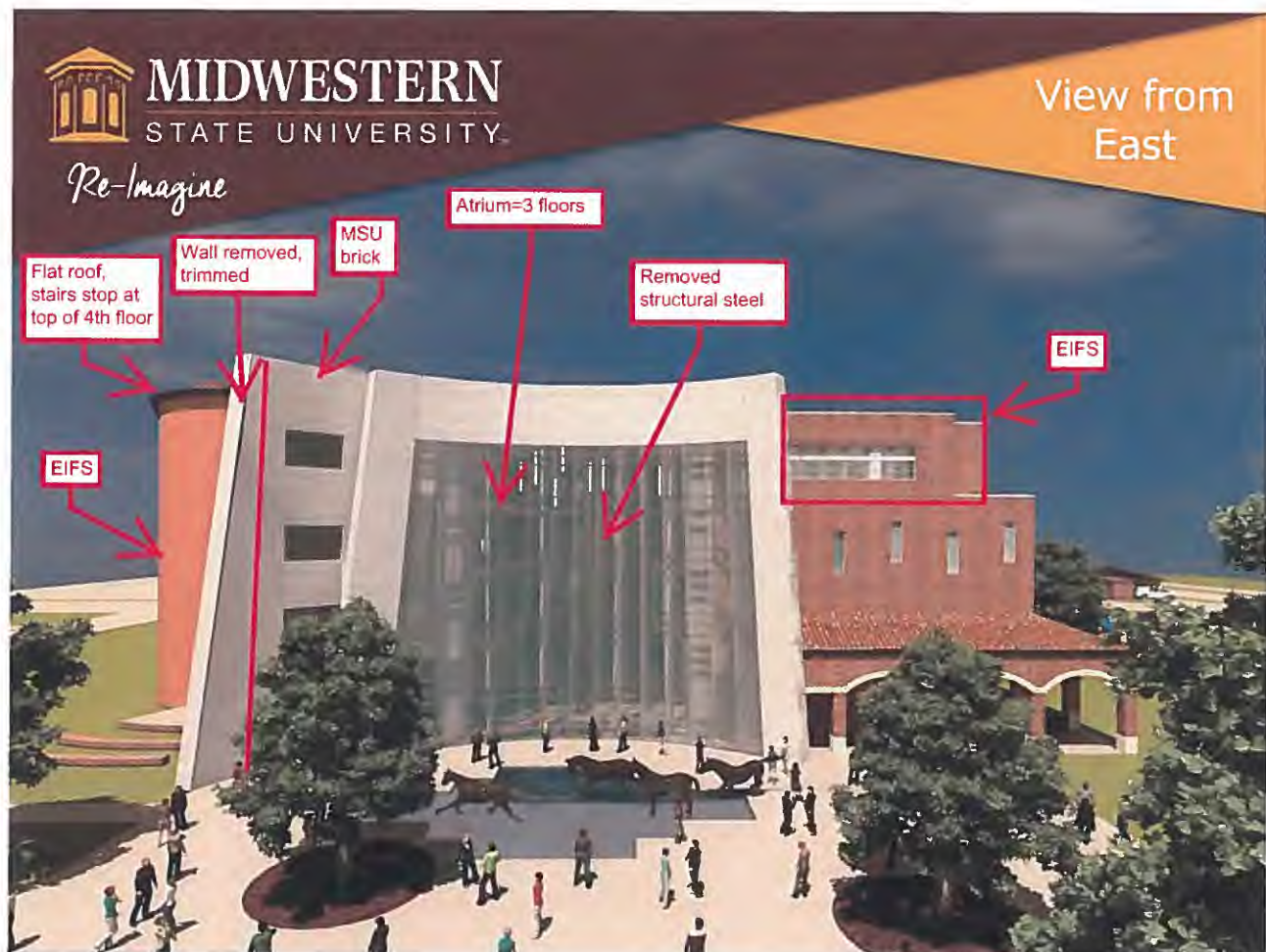
December 13, 2017

HS+HS: Renderings of Design Adjustments, Southeast







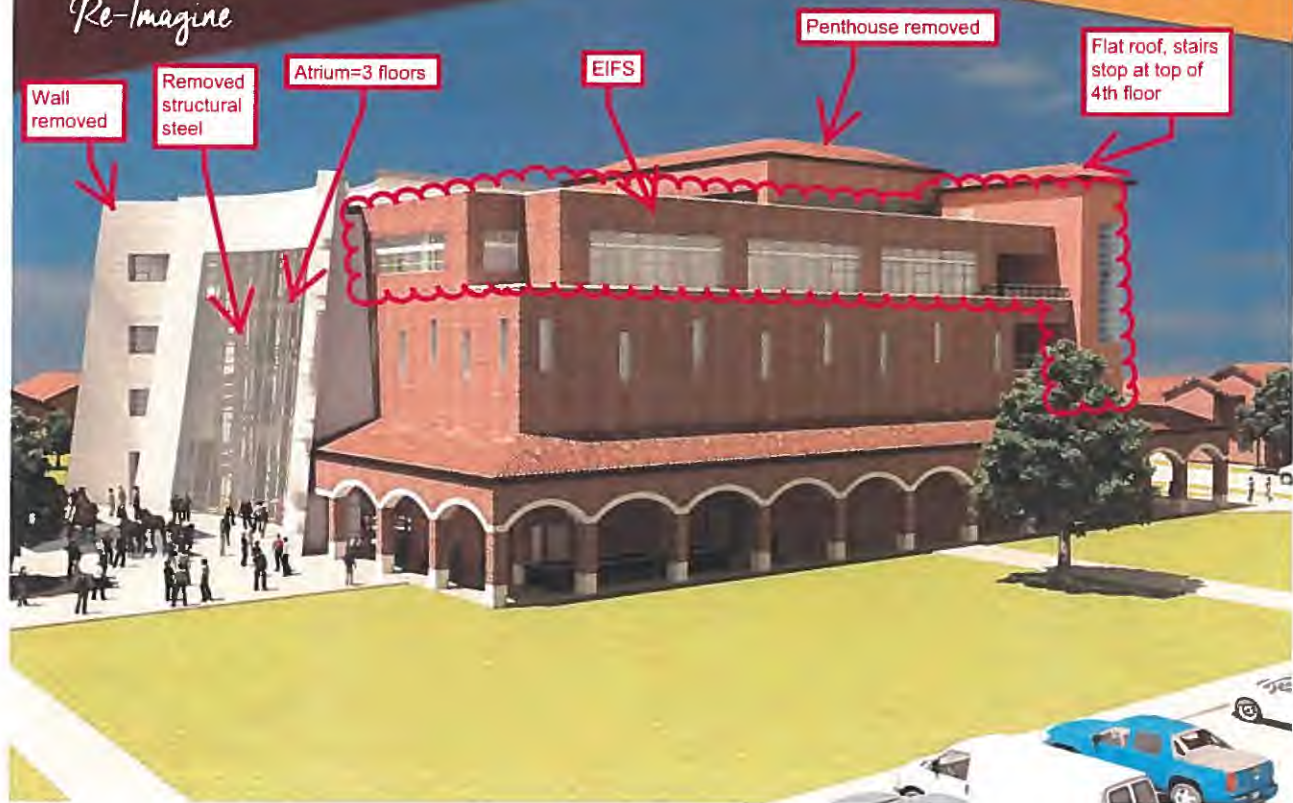




**MIDWESTERN**  
STATE UNIVERSITY

*Re-Imagine*

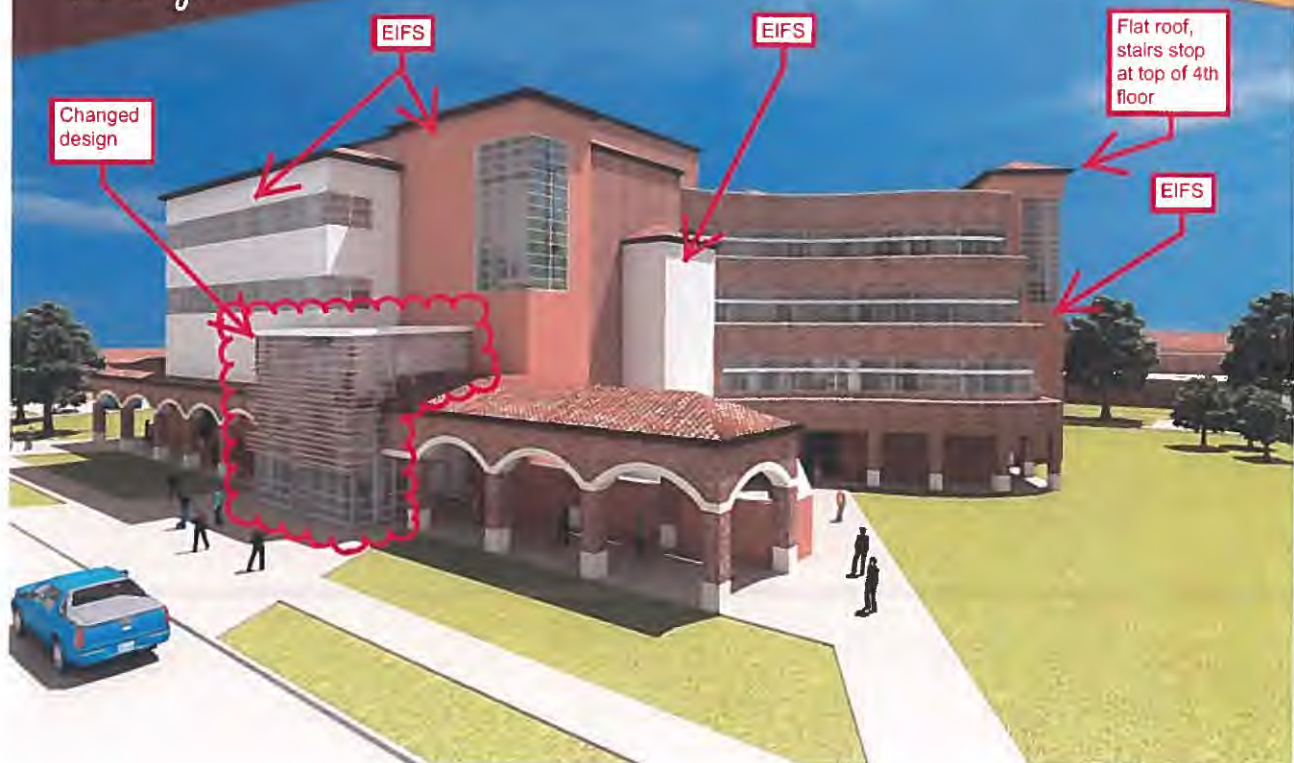
View from  
Northeast



**MIDWESTERN**  
STATE UNIVERSITY

*Re-Imagine*

View from  
Southwest



Removed  
structural steel



### HS+HS: Identified Savings



- Nov, 2017: THS developed savings options totaling \$3.64 MM. Largest savings:
  - Replace terra cotta with stucco/EIFS, west side of building \$694k
  - Atrium 3 stories, delete most smoke exhaust \$663k
  - Reduce scope of east glass wall \$400k
  - Sheetrock stairwell steel instead of fireproof paint \$310k
  - Penthouse size reduction \$300k
  - Change glass elevators to standard \$199k

	<u>Revised Budget</u>	<u>Original Budget</u>
	(Dec, 2017)	(Nov, 2016)
Construction	\$33.55 MM	\$29.25 MM
Equipment	\$3.10 MM	\$4.10 MM
Furniture	\$0.65 MM	\$0.70 MM
Architect Fees	\$2.89 MM	\$2.50 MM
Other Services	<u>\$1.81 MM</u>	<u>\$1.45 MM</u>
<b>TOTAL</b>	<b>\$42.00 MM</b>	<b>\$38.00 MM</b>

Fund via:

- \$2 MM reserves
- \$1 MM dec in project equip
- \$1.96 MM other TRB projects

The administration recommends the following:

1. Approval of project budget of \$42,811,000 (\$42,000,000 from HS+HS, \$811,000 from IT Relocation).
2. Authorization to contract with THS for a GMP of \$34,301,000 for HS+HS and the data center.