



# Board of Regents Meetings

May 11, 2018

Midwestern State University Campus

Hardin Administration Building,

J. S. Bridwell Board Room

3410 Taft Boulevard

Wichita Falls, TX, 76308

**MIDWESTERN STATE UNIVERSITY  
BOARD OF REGENTS**

Samuel M. Sanchez, Chairman  
R. Caven Crosnoe, Vice Chairman  
Nancy Marks, Secretary  
Warren Ayres  
Tiffany D. Burks  
F. Lynwood Givens, Ph.D.  
Jeff Gregg  
Shawn G. Hessing  
Shelley Sweatt, Ed.D.  
Shayla Owens, Student Regent

**Midwestern State University Administration**  
**May 2018**

Dr. Suzanne Shipley, President

Ms. Debbie Barrow, Director, Board and Government Relations

Dr. Francine Carraro, Director, Museum

Ms. Leigh Kidwell, Director, Internal Audits

Mr. Barry Macha, General Counsel

Mr. Mark McClendon, Director, Institutional Research and Assessment

Dr. James Johnston, Provost and Vice President for Academic Affairs

Dr. Margaret Brown Marsden, Dean, McCoy College of Science, Mathematics and Engineering

Dr. Martin Camacho, Dean, Lamar D. Fain College of Fine Arts

Dr. Matthew Capps, Dean, Gordon T. and Ellen West College of Education

Ms. Darla English, Registrar

Dr. Jeffrey Killion, Interim Dean, Robert D. and Carol Gunn College of Health Sciences and Human Services

Dr. Clara Latham, University Librarian

Dr. Jeff Stambaugh, Dean, Dillard College of Business Administration

Dr. Samuel E. Watson, III, Dean, Prothro-Yeager College of Humanities and Social Sciences and Director, Redwine Honors Program

Ms. Juliana Lehman-Felts, Assistant Director, Redwine Honors Program

Dr. Kathryn Zuckweiler, Dean, Dr. Billie Doris McAda Graduate School

Dr. Kristen Garrison, Associate Vice President for Undergraduate Education and Assessment

Dr. Lisa Estrada-Hamby, Director, Student Support Services

Ms. Ashley Hurst, Director, Tutoring and Academic Support Programs (TASP)

Dr. Michael Mills, Director, International Education

Dr. Pamela Morgan, Director, Continuing, Professional, and Distance Education

Dr. Magaly Rincón-Zachary, Director, Undergraduate Research

Dr. Marilyn Fowlé, Vice President for Administration and Finance

Ms. Dawn Fisher, Director, Human Resources

Mr. Jim Hall, Chief Information Security Officer

Ms. Valarie Maxwell, Director, Budget and Management

Mr. Kyle Owen, Associate Vice President for Facilities Services

Mr. David Percy, Director, Construction Services

Ms. Kathy Rice, Director, Payroll

Dr. David Sanchez, Chief Information Officer

Mr. Stephen Shelley, Director, Purchasing and Contract Management

Mr. Chris Stovall, Controller

Dr. Keith Lamb, Vice President for Student Affairs and Enrollment Management

Ms. Gayonne Beavers, Director, Admissions

Ms. Kathy Browning, Director, Student Financial Aid

Mr. Randy Canivel, Director, Flower Mound Campus

Mr. Patrick Coggins, Chief, University Police

Dr. Randy Glean, Director, International Services

Dr. Syreeta Greene, Director, Equity, Inclusion, and Multicultural Affairs  
Ms. Debra Higginbotham, Director, Disability Support Services  
Mr. Dirk Welch, Director, Career Management and Testing Services  
Dr. Keith Williamson, Medical Director, Vinson Health Center  
Mr. Matthew Park, Associate Vice President for Student Affairs and Dean of Students  
Ms. Cammie Dean, Director, Student Transition Programs  
Dr. Pam Midgett, Director, Counseling Center  
Mr. Dail Neely, Director, Student Conduct and Clark Student Center  
Mr. Mario Ramirez, Interim Director, Student Involvement  
Ms. Angie Reay, Director of Recreational Sports/Wellness Center  
Ms. Kristi Schulte, Director, Residence Life and Housing  
Mr. Jon Lane, Postal Services Supervisor

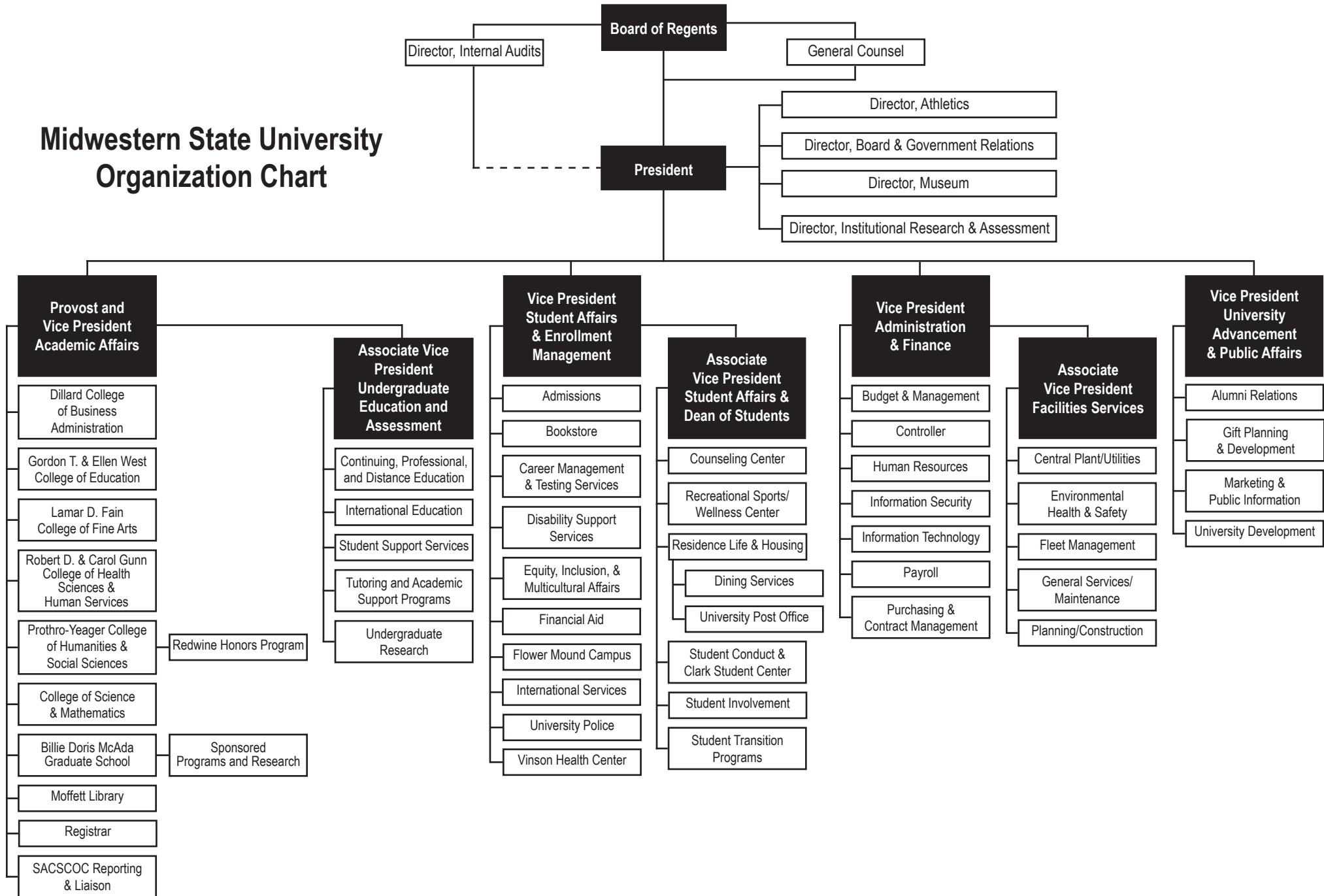
Mr. Anthony Vidmar, Vice President for University Advancement and Public Affairs  
Ms. Julie Gaynor, Director, Marketing and Public Information  
Ms. Rhonda Talley McClung, Assistant Vice President for Gift Planning and Development  
Ms. Leslee Ponder, Liaison, Alumni Engagement  
Mr. Steve Shipp, Director, University Development

Mr. Kyle Williams, Director of Athletics  
Mr. Doug Elder, Head Men's Soccer Coach  
Ms. Reagan Foster, Assistant Director of Athletics for Student Athlete Development/Community Outreach  
Mr. Nelson Haggerty, Head Men's Basketball Coach  
Ms. Noel Johnson, Head Women's Basketball Coach  
Mr. Scott Linn, Head Tennis Coach  
Mr. Bill Maskill, Head Football Coach  
Mr. Kurt Portmann, Executive Associate Director of Athletics  
Mr. Jeff Ray, Head Golf Coach  
Mr. Trey Reed, Assistant Director of Athletics for Sports Information  
Mr. Mark Ryal, Head Softball Coach  
Ms. Amanda Snodgrass, Assistant Director of Athletics for Business and Finance and Senior Woman Administrator  
Mr. Koby Styles, Head Women's Cross Country and Track Coach  
Vacant, Head Volleyball Coach  
Vacant, Head Women's Soccer Coach

Dr. David Carlston, Chairman, MSU Faculty Senate  
Mr. Newman Wong, Chair, MSU Staff Senate  
Ms. Maria Peña, President, MSU Student Government Association (2017-2018)  
Ms. Ellie Gunderson, President, MSU Student Government Association (2018-2019)



# Midwestern State University Organization Chart



## **MSU and Higher Education Acronyms**

AACSB, Intl.	Association to Advance Collegiate Schools of Business – The accrediting body for the Dillard College of Business Administration.
ABET	Engineering program accrediting body, previously the Accreditation Board for Engineering and Technology.
AFR	Annual Financial Report – This report is prepared at the conclusion of MSU’s fiscal year – August 31 each year.
AY	Academic Year – the university’s academic year official begins September 1 and ends August 31
COPLAC	Council of Public Liberal Arts Colleges – This organization advances the aims of its member institutions -MSU is the only Texas member - and drives awareness of the value of high-quality, public liberal arts education in a student-centered residential environment.
CPUPC	Council of Public University Presidents and Chancellors – An organization made up of the presidents and chancellors of all Texas public universities.
CRM	Customer Relationship Management – MSU uses CRM software to provide communication management, event management, and process management for the student recruiting and admissions processes.
EURECA	Enhancing Undergraduate Research and Creative Activities – An MSU program designed to promote and facilitate undergraduate research by providing incentives and a support system for undergraduate students to engage in high-quality research and creative activities in an interdisciplinary environment.
E&G	Educational and General – A fund group, these funds are used to provide educational services to MSU students.
FERPA	Family Educational Rights and Privacy Act – A Federal law that protects the privacy of student education records. The law applies to all schools that receive funds under an applicable program of the U. S. Department of Education.
FY	Fiscal Year – the university’s fiscal year begins September 1 and ends August 31

HEAF or HEF	Higher Education Assistance Fund – These funds, appropriated by the state to non-Permanent University Fund [PUF] schools, including MSU, can be used to acquire land; construct, repair, and rehabilitate buildings; and purchase capital equipment and library materials.
HIPAA	Health Insurance Portability and Accountability Act – Establishes national standards for the protection of certain health information.
IPEDS	Integrated Post-Secondary Education Data System – A postsecondary education data collection program within the U.S. Department of Education.
LAR	Legislative Appropriations Request – Texas state agencies, including MSU, submit this request for funding to the legislature every two years, prior to the biennial legislative session.
LBB	Legislative Budget Board – A joint committee of the Texas Legislature that develops budget and policy recommendations for legislative appropriations, completes fiscal analyses for proposed legislation, and conducts evaluations and reviews to improve the efficiency and performance of state and local operations.
LSC	Lone Star Conference – MSU is a member of this NCAA Division II athletics conference.
M&O	Maintenance and Operations (fund group)
NCATE	National Council for Accreditation of Teacher Education – Accrediting body for MSU’s teacher education programs.
NSSE	National Survey of Student Engagement – A survey MSU students participate in that reports participation in programs and activities that are provided for students’ learning and personal development. The results provide an estimate of how undergraduate students spend their time and what they gain from attending college.
PUF	Permanent University Fund – A public endowment that provides support to 21 institutions of The University of Texas and the Texas A&M University Systems that were members of those systems prior to the creation of the HEF. These funds can be used to pay interest and principal due on PUF bonds; to provide support for a wide range of programs intended to develop excellence at The University of Texas at Austin, Texas A&M University, Prairie View University, and any new universities; and to provide for the expenses of the two respective System administrations.

SACSCOC	Southern Association of Colleges and Schools Commission on Colleges – One of six regional accreditation organizations recognized by the U.S. Department of Education and the Council for Higher Education Accreditation. SACSCOC accredits public and private institutions of higher education, including MSU. Midwestern State University’s accreditation was reaffirmed in 2013.
SCH	Semester Credit Hour
SGA	Student Government Association – the MSU SGA is a representative body of MSU students. Elections are held each year for a President, Vice President, Secretary, and various Student Senate positions. The Student Senate is made up of senators from registered student organizations, residence halls/apartments, and student classifications (freshman, sophomore, junior, senior, and graduate).
SORM	State Office of Risk Management provides risk management and insurance services to Texas state agencies, including MSU.
THECB	Texas Higher Education Coordinating Board oversees public higher education in Texas including developing and overseeing the state master plan for higher education.
TPFA	Texas Public Finance Authority must review requests by MSU to bond funds and administers the issuance of all MSU debt)
TRB	Tuition Revenue Bond – A vehicle for funding capital improvement projects in Texas higher education. These bonds are paid from state appropriations specifically for this purpose.

# Midwestern State University Dashboard Indicator and Projections

November 2017 Board of Regents Meeting

		Annual Performance				Target	COPLAC
		2014-2015	2015-16	2016-17	2017-18	2019-20	2016-17
<b>1. Student Access</b>							
1.1	Total Enrollment (Headcount)	5,874	6,043	6,064	6,080	6,230	3780
1.1.1	Undergraduate Enrollment (Fall)	5,144	5,287	5,319	5,330	5,450	3571
1.1.2	First-time, Full-time (Fall)	828	820	734	814	825	625
1.1.3	Undergraduate Transfer (Fall)	526	554	628	630	650	286
1.1.4	Satellite Campuses SCH's (Fall)	n/a	n/a	n/a	561	900	n/a
1.1.5	Graduate Enrollment (Fall)	730	756	745	821	850	209
1.1.6	SCH Generated (Fall)	67,275	69,547	69,744	70,546	71,645	n/a
1.2	Percent of Students Receiving Pell Grant (UG Fall)	37.90%	36.12%	36.96%	40.2%	41.7%	n/a
1.3	Percentage of Hispanic Students Enrolled (enr/%) (UG)	14.8%	16.3%	16.5%	19.3%	20.0%	4.3%
1.4	Percentage of African American Students Enrolled (enr/%) (UG)	13.8%	13.6%	14.3%	14.5%	14.5%	5.3%
1.5	Percentage of FTFT Who Met Unconditional Standards (Fall)	55.1%	57.8%	56.8%		60.5%	n/a
1.6	Online and Distance Education (courses offered per year)	642	706	750		968	n/a
1.6.1	Distance Education SCH Generated (Fall)	10,168	11,353	12,454	13,605	14,000	n/a
<b>2. Residential University Experience</b>							
2.1	Number of Students Living in Campus Run Facilities (Fall)	1,425	1,460	1,500	1,566	1,575	n/a
2.2	Number of Students Participating in a First-year Experience (Fall)	n/a	n/a	319	325	700	n/a
2.4	EURECA Participation (# of students participating)	176	279	287		300	n/a
2.5	Percent of Upper Level UG SCH taught by Tenure or Tenure Track Faculty (Fall)	53.9%	58.4%	61.0%		63.0%	n/a
2.6	Number of Students in Study Abroad	78	115	78		125	n/a
<b>3. Student Success</b>							
3.1	First-time, Full-time Student Retention Rate (First year)	72.9%	69.4%	66.8%	66.8%	75.0%	75.0%
3.1.1	First-time, Full-time Student Retention Rate (Second year)	53.2%	55.3%	57.4%	57.4%	55.0%	n/a
3.2	First-time, Full-time Student Graduation Rate (Four Year Cohort)	19.5%	20.9%	20.8%		30.0%	40.1%
3.2.1	First-time, Full-time Student Graduation Rate (Six Year)	44.9%	42.4%	45.0%		50.0%	51.2%
3.2.2	Transfer Student Graduation Rate (SAM 6 yr)	52.0%	48.2%			50.0%	n/a
3.3	Total Degrees Awarded	1,216	1,260	1,309		1,300	790
3.3.1	Baccalaureate	993	1,020	1,083		1,050	726
3.3.2	Master's	183	240	226		250	63
3.3.3	Number of Degrees Awarded in STEM Fields	111	108	114		126	104
3.3.4	Number of Degrees Awarded in Health Science Fields (UG)	383	359	390		446	n/a
<b>4. Operational Effectiveness</b>							
4.1	State Appropriations per FTE Student	\$4,742	\$5,023	\$4,802		\$5,225	n/a
4.2	Total Expenditures per FTE Student	\$21,409	\$21,148	\$21,905		\$26,640	n/a
4.3	Student /Faculty Ratio (Using CDS FTE/Faculty FTE for Fall)	16.8	17.7	17.9		19.0	n/a
4.4	Administrative Cost Rate (as percent of operating budget)	10.80%	9.54%	9.22%		10.00%	n/a
4.5	Average SCH to Bachelor's degree	145.9	146.8	146.3		140.0	n/a
4.6	Average Student Debt for Graduates Who Started at MSU (FTFT) (CDS)	\$28,867	\$28,468			\$25,000	n/a
<b>5. Competitive Resources</b>							
5.1	Total New Gifts and Commitments (AFR reported)	\$6,317,269	\$5,858,547	\$6,792,671		\$7 Million	n/a
5.2	Total Endowment (university-held, Foundation, Charitable Trust)	\$68,154,607	\$69,045,395	\$73,817,341		\$75 millin	\$22,539,305
5.3	Amount of Competetive Grants (Federal & State)	\$324,010	\$612,174			\$450,000	n/a
Gray shaded areas will not be updated until the end of FY						Target	MEDIAN

# Online Resume for Legislators and Other Policymakers

## MIDWESTERN STATE UNIVERSITY

Location: College Station, Central Region

Research Accountability Peer Group: UT Austin

Out-Of-State Peers: Ohio State University - Main Campus, University Of California - Berkeley, University Of Illinois At Urbana - Champaign, University Of Michigan - Ann Arbor, University Of Minnesota - Twin Cities

Degrees Offered: Bachelor's, Master's, Doctoral, Professional

[Institutional Resumes](#)

[Accountability System](#)

[Definitions](#)

[Institution Home Page](#)

Enrollment						
Race/Ethnicity	Fall 2012		Fall 2016		Fall 2017	
	Number	Percent	Number	Percent	Number	Percent
White	3,452	61.7%	3,049	53.7%	2,942	52.0%
Hispanic	714	12.8%	1,013	17.8%	1,073	19.0%
African American	726	13.0%	872	15.3%	889	15.7%
Asian	195	3.5%	187	3.3%	174	3.1%
International	281	5.0%	367	6.5%	373	6.6%
Other & Unknown	228	4.1%	194	3.4%	210	3.7%
<b>Total</b>	<b>5,596</b>	<b>100.0%</b>	<b>5,682</b>	<b>100.0%</b>	<b>5,661</b>	<b>100.0%</b>
TX First Time Transfers	Number	% of UG	Number	% of UG	Number	% of UG
	1,323	3.3%	1,601	3.3%	1,606	3.2%
Two-Year Institutions	Number	% of UG	Number	% of UG	Number	% of UG
	337	.8%	557	1.2%	599	1.2%

Costs				
Average Annual Total Academic Costs for Resident Undergraduate Student Taking 30 SCH				
Fiscal Year	Texas Rates			
	Institution Average	Percent Increase	Peer Group Average	Percent Increase
2013	\$8,480	.0%	\$9,136	.0%
2014	\$9,036	6.6%	\$9,412	3.0%
2015	\$9,242	2.3%	\$9,520	1.1%
2016	\$9,494	2.7%	\$9,652	1.4%
2017	\$9,707	2.2%	\$9,758	1.1%
2018	\$9,882	1.8%	\$9,987	2.3%

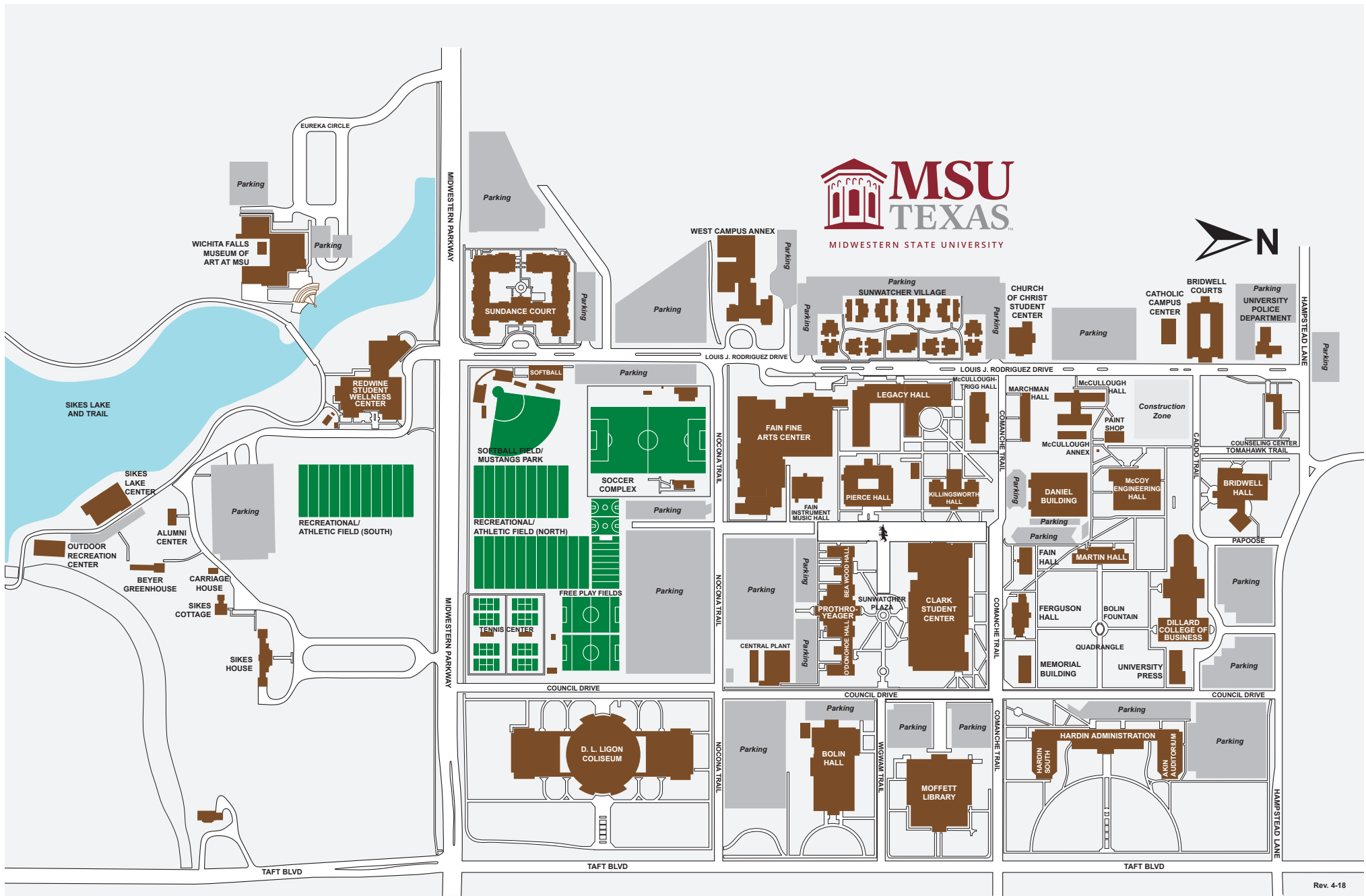
Financial Aid						
Fiscal Year	Institution		Peer Group		OOS Peer Group	
	Percent	Avg Amt	Percent	Avg Amt	Percent	Avg Amt
Federal Student Loans						
2015	33%	\$6,351	34%	\$6,854	36%	\$6,233
2016	0%	\$0	0%	\$0	0%	\$0
Federal, State, Institutional or Other Grants Known by Institutions						
2015	56%	\$8,947	50%	\$9,086	55%	\$12,245
2016	0%	\$0	0%	\$0	0%	\$0
Federal (Pell) Grants						
2015	22%	\$4,318	23%	\$4,480	21%	\$4,359
2016	0%	\$0	0%	\$0	0%	\$0

Student Success							
One-Year Persistence of First-time, Full-time, Degree Seeking Undergraduates				Graduation Rates			
Enter Fall 2011		Enter Fall 2015	Enter Fall 2016		Cohort	Institution Rate	Peer Group Rate
Cohort	628		818		Fall 2008 4-year	18.2%	20.1%
Total	82.3%		82.5%		Fall 2012 4-year	24.1%	21.0%
Same	69.9%		69.8%		Fall 2013 4-year	22.9%	24.2%
Other	12.4%		12.7%		Fall 2007 5-year	39.0%	33.9%
Two-Year Persistence of First-time, Full-time, Degree Seeking Undergraduates				Fall 2011 5-year		43.5%	38.7%
Enter Fall 2010		Enter Fall 2014	Enter Fall 2015		Fall 2012 5-year	43.3%	37.4%
Institution Persistence				Fall 2006 6-year		46.3%	41.7%
Cohort	738		834		Fall 2010 6-year	49.9%	43.5%
Total	71.4%		69.1%		Fall 2011 6-year	52.7%	45.7%
Same	53.3%		54.0%		National Comparison (IPEDS Definition)		
Other	18.2%		15.1%		Cohort	Institution Rate	OOS Peers Rate
Peer Group Persistence				Fall 2007 4-year		12.0%	25.5%
Cohort	466		548		Fall 2011 4-year	20.0%	34.6%
Total	68.5%		71.9%		Fall 2012 4-year	19.0%	37.4%
Same	43.8%		46.5%		Fall 2006 5-year	28.0%	35.0%
Other	24.5%		22.4%		Fall 2010 5-year	36.0%	46.2%
				Fall 2011 5-year		35.0%	48.4%
				Fall 2005 6-year		34.0%	37.0%
				Fall 2009 6-year		44.0%	50.6%
				Fall 2010 6-year		41.0%	50.8%
Average Number of Fall & Spring Semesters and SCH Attempted for Bachelor's Degree							
Institution Grade	Sem	SCH	Peer Group Average Grade	Sem	SCH		

Six-year Graduation & Persistence Rate, Fall 2011		
Student Group	Cohort	Rate
For Students Needing Dev Ed		
Institution	75	57.3%
Peer Group	73	56.2%
For Students NOT Needing Dev Ed		
Institution	7,527	90.6%
Peer Group	7,263	90.1%

\*Peer Group data is average for peer group.

Funding						
Source	FY 2012 Amount	Pct of Total	FY 2016 Amount	Pct of Total	FY 2017 Amount	Pct of Total
Appropriated Funds	\$27,300,606	33.2%	\$32,245,054	37.1%	\$33,932,697	37.9%
Federal Funds	\$10,376,778	12.6%	\$9,353,030	10.7%	\$10,461,551	11.7%
Tuition & Fees	\$29,192,043	35.5%	\$34,175,093	39.3%	\$33,865,467	37.8%
<b>Total Revenue</b>	<b>\$82,269,162</b>	<b>100.0%</b>	<b>\$87,018,769</b>	<b>100.0%</b>	<b>\$89,485,221</b>	<b>100.0%</b>



**Board of Regents Meeting**  
**May 11, 2018**  
**10:00 a.m.**

The Board of Regents of Midwestern State University (MSU) may deliberate and take action regarding any item on this agenda. This meeting will be continuous in that the Board reserves the right to take any agenda item out of the order or sequence that is listed below. The Board reserves the right to discuss any properly posted items in Executive Session whenever legally justified in accordance with the Texas Government Code Chapter 551.

The meeting will be streamed live at <http://www.mwsu.edu/welcome/president/regents-minutes>.

Call to Order – Chairman Sam Sanchez

Introduction of Visitors – Ms. Julie Gaynor

Opening Comments and Introduction of Special Guests – Chairman Sanchez

Public Comment

A public comment period will be provided in accordance with MSU Policy 2.22.

Reading and Approval of Minutes

18-82. The February 8 and 9, 2018 committee meetings and full Board meeting minutes will be recommended for approval.

Investments with American National Bank (ANB) Update

18-83. Representatives of American National Bank will report on the investment of MSU endowment funds held at ANB.

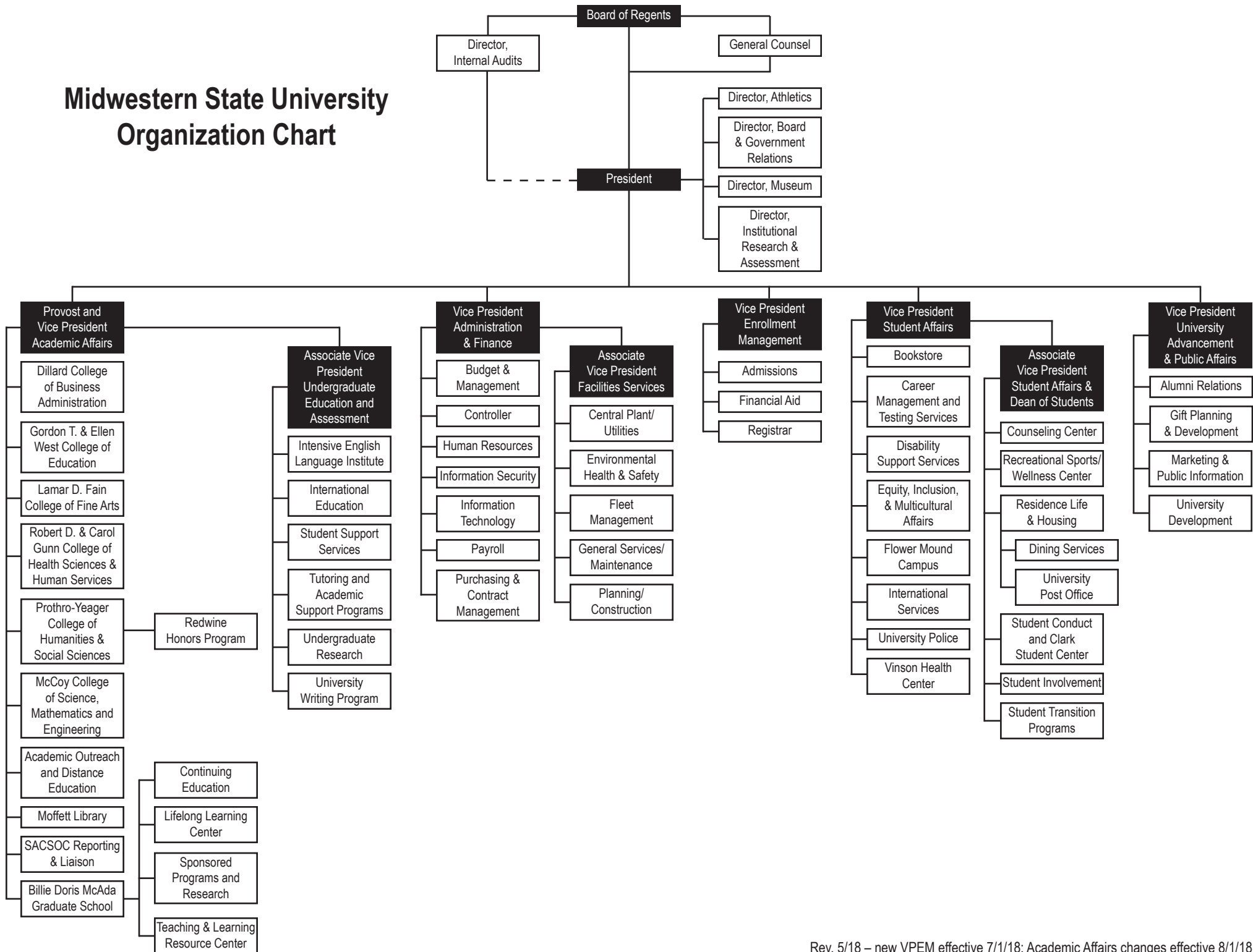
Modification of Midwestern State University Organization Chart

18-84. A new MSU organization chart, which reflects the new Vice President for Enrollment Management and changes in the academic area, will be presented for information only as shown in the Board Book. These changes are summarized below.

- A. Effective July 1, 2018, the new Vice President for Enrollment Management position will be added to the administration. This will result in the change in title for the Vice President for Student Affairs. Additionally, Admissions, Financial Aid, and the Registrar's Office will report directly to the new Vice President for Enrollment Management.
- B. Effective August 1, 2018, the Continuing, Professional and Distance Education Department will be restructured to allow the current director to serve as Director of Academic Outreach and Distance Education. This restructuring includes the following changes:
  - 1. The areas of Continuing Education, the Lifelong Learning Center, and the Teaching and Learning Resource Center will be housed within the McAda Graduate School.
  - 2. The Intensive English Language Institute will now report to the Associate Vice President for Undergraduate Education and Assessment.



# Midwestern State University Organization Chart



## **Executive Committee**

### Membership

Sam Sanchez, Chairman

Caven Crosnoe, Vice Chairman

Nancy Marks, Secretary

Tiffany Burks, Member-At-Large

### Strategic Plan Update

18-85. Following the Board of Regents' approval of the Strategic Plan in August 2017, the Strategic Planning Committee, chaired by Dr. Scott Meddaugh, Robert L. Bolin Distinguished Professor of Petroleum Geology, continued its work. A summary of the work of the SPC is included in the Board Book for information only. Provost James Johnston will provide additional information regarding steps moving forward.

### Campus Construction Update

18-86. Information regarding current construction and repair and rehabilitation projects will be presented in addition to the information included in the Board Book.

### Capital Expenditure Plan (MP1) Report - FY 2019-2023

18-87. The Texas Higher Education Coordinating Board (THECB) requests an update of the university's five-year plan for construction, land acquisition, information resource projects, and major repair and renovation projects each year as shown in the Board Book. The report includes projects that may be considered within the next five years, regardless of funding source, to include

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

The proposed plan is presented in the Board Book. Current active projects previously approved by the Board of Regents do not appear on the list. The deadline for submitting this report to the THECB is June 30, 2018.

### Health Sciences and Human Services Landscaping and Parking Project Approval Request

18-88. In November 2017, the Board of Regents authorized the Health Sciences and Human Services (HSHS) Landscaping and Parking Project at a value not to exceed \$2,370,250. The design for the HSHS building landscaping, the Quad (the area of landscaping bounded by the HSHS building, J.S. Bridwell Hall, McCoy Engineering Hall, and the Dillard Building), the Jesse Rogers Promenade Extension northeast of McCoy Hall, and the Promenade Extension southeast of McCoy Hall have been completed with bids due in early May. The administration will request authorization to contract for this landscaping project at a cost not to exceed \$1.4 million.

### Financing of Facilities Complex

18-89. The administration will present an interim revised plan for the placement of the Facilities Administration Office, Workshops, and Storage. The plan revision is primarily due to the purchase of #6 Eureka Circle and the move of the University Police Department into that facility. By housing the campus police in this location, the space in Bridwell Hall into which the police had first planned to move (first floor, west side of the building) is freed up for other use. Upon review it was determined that this space is sized appropriately for the needs of the Facilities Administration. Tuition Revenue Bond (TRB) funds have already been allocated for the renovation of Bridwell Hall. Therefore, the move of the Facilities Administration into this space in Bridwell would not require the construction of a new building, saving the university approximately \$3 million. Facilities Workshops and Storage will still require a new building on the original Bridwell Courts location as presented at the February Board of Regents meeting. This facility can be built using \$2.4 million in Higher Education Assistance Funds (HEAF). Because Facilities Administration cannot move into the Bridwell Hall location until after the completion of the new HSHS building and subsequent renovation of Bridwell Hall, there will be a delay for the facilities department's relocation out of Daniel (see Revised Timeline below). However, by delaying the move, the administration is able to save HEAF over several years to pay for the new building without debt. The delay also allows the university to receive four of the five years of grant payments for the renovation of the Daniel Building, thereby also allowing this renovation to proceed without incurring any debt. By not issuing bonds, the university saves approximately \$6 million in interest and \$.5 million in bond issuance costs. The administration will request authorization to proceed with the plan as presented, unless pledges or funding currently anticipated to span four years becomes available sooner.

#### Revised Timeline

New HSHS Completion	Summer 2019
Gunn College moves out of Bridwell Hall into new building	Fall 2019
Construction begins on Bridwell Hall (including Facilities Administration offices)	Fall 2019
Construction begins on Facilities Workshops	Spring 2020
Facilities offices and workshops completed for move-in	Fall 2020
Daniel Building renovation begins	Spring 2021
Daniel Building renovation completed	Spring 2022

### Legislative Appropriations Request (LAR)

18-90. The Legislative Appropriations Request (LAR) for the biennial period of FY 2020 and FY 2021 will be prepared during the next few months in compliance with directives of the Legislative Budget Board and the Governor's Office of Budget, Planning, and Policy. While specific instructions have not yet been received, the LAR will be due to the state in August in preparation for the 86<sup>th</sup> legislative session which begins in January 2019. The administration will request authorization to proceed with planning the following item as part of the request.

**Exceptional Item – Academic Expansion and Partnership Program**

The request would be for \$1 million in each year of the biennium (\$2 million total request) for expenses associated with continuing to develop a multi-institutional campus with community college and university partners.

**Holiday Schedules for Staff Employees – 2018-2019**

18-91. State employees are entitled to a paid day off on national, state, and optional holidays observed by the state. Depending on where the holiday falls during the calendar week, employees are generally allowed 13-17 holidays per year. Institutions of higher education are allowed to determine holiday schedules based on the academic calendar and campus needs. In FY19, staff employees will receive 13 paid holidays, which are aligned with the approved academic calendar. The administration will recommend approval of the schedules presented in the Board Book.

# **Strategic Planning Committee Final Report**

**February 16, 2018**

## **Summary**

This report briefly summarizes the process used by the Strategic Planning Committee in the period September 2017 to January 2018 to evaluate and rank the various tactics (or tasks) in the University Strategic Plan's strategic initiatives as presented to the Board in 2017. The ranking consisted of evaluating the tactics in terms of priority, cost, timing, and impact to the university. The results are presented in tabular form. In addition, the committee was asked to develop mission and vision statements for the university. The committee made significant progress towards that end but ultimately realized that the committee's efforts were better viewed as a starting point for a broader and more inclusive effort to update or write new mission and vision statements for the university.

## **Participants**

Faculty and Staff: *Leslie Berryhill, David Carlston, Cammie Dean, Reagan Foster, Terry Griffin, Jeff Killion, Adam Lei, W. Scott Meddaugh (committee chair), Jeffrey Oxford, Kurt Portmann, Emily Reeves, Emily Rutherford, Steve Shipp, Jeff Stambaugh, Beverly Stiles, Debbie Vaughn, Jolene Welch, Kathleen Williamson, Bradley Wilson, Newman Wong*

Students: *Luke Allen, Maria Isabel Pena*

## **Evaluation and Ranking of Tactics included in the University Strategic Plan**

The Strategic Planning Committee's primary goal was to evaluate and rank the various tactics (tasks) in the University Strategic Plan's strategic initiatives as presented to the Board in 2017 and submit these as input to the planning and budgeting process for the upcoming academic year. Tactics were ranked in terms of priority, cost, timing, and impact. In addition and to the extent that time was available, the committee was asked to develop "draft" mission and vision statements for further consideration by the university community. To meet the objectives, two groups within the committee were charged with evaluating and ranking the Strategic Initiatives tactics (Groups 1 and 2), one group was charged with developing a draft mission statement, and one group was charged with developing a draft vision statement. This document summarizes the results and process of the committee's work from September 2017 to February 2018.

Part 1 of this report summarizes the Strategic Initiatives Tactic Evaluation and Ranking.

## Part 1 – Strategic Initiatives Tactic Evaluation and Ranking

### Strategic Initiatives Evaluation and Ranking Process:

Two small groups were formed to evaluate and rank the tactics associated with each of the Strategic Initiatives as presented to the Board. Group 1 evaluated the tactics within Strategic Initiatives 1 & 2, and Group 2 evaluated the tactics within Strategic Initiatives 3 & 4. The results of the Group 1 and Group 2 efforts were then discussed and further evaluated by the whole committee with subsequent follow-up via email. The table presented below represents consensus rather than unanimity.

Note that there is one terminology change from that presented to the Board. In Strategy 3B, Tactic 1 the phrase/description “Academic Success Center” was replaced by “Tutoring & Academic Support Programs” to reflect re-structuring that has occurred since the Board meeting.

### Strategic Initiatives Table Ranking Explanation:

The following four categories were used to “rank” the priority, cost, timing, and impact of the various tactics contained within the Strategic Initiatives matrix that follows. These Cost and Timing “rankings” are not quantitative but represent consensus on likely time and cost to implement and will almost certainly need to be reevaluated in light of budget realities, both short and long term

#### Priority

1. **HIGH** – Needed to remain “competitive” or grow university
2. **MEDium** – “Quality of life” (e.g. student, staff, and/or faculty) impact is easily visible
3. **LOW** – Worthwhile, but not critical

#### Cost

1. **MAJOR** - More than \$500,000 (significant budget impact; likely to take more than one budget cycle to accommodate; significant donor support likely needed as well)
2. **SIGNificant** - \$150,000 - \$500,000 (significant budget impact; likely to take one or more budget cycles to accommodate)
3. **LOW** - Less than \$150,000 (may be doable within “current” budget with significant impact)

#### Timing

1. **LONG** – More than 3 year
2. **MODerate** – 2-3 years
3. **SHORT** – 1-2 years
4. **IMMEDIATE** – Less than 1 year

#### Impact

1. **MAJOR** – impacts multiple campus groups (e.g. faculty, staff, students, college/school, program) or university as a whole
2. **SIGNificant** – major impact on one or two university groups; helpful to university as a whole
3. **MINOR** – significant impact on one university group, marginally impactful at university level.

Strategic Initiatives – Prioritization of Tactics in terms of Priority, Cost, Timing, and Impact				
Priority	Cost	Timing	Impact	
<b>Strategic Initiative 1. PROMOTE A STRONG UNIVERSITY COMMUNITY</b>				
				<b>Strategy 1A. Attract, retain, and reward faculty and staff who expect and extend an environment of the highest quality. Encourage all faculty and staff to actively engage students in inquiry, research, creative, athletic, service, and artistic endeavors. Support faculty's dedication to excellent teaching and scholarly activity.</b>
MED	LOW	SHORT	SIG	Tactic 1. Ensure that by 2019 tenure and promotion guidelines for faculty and performance review guidelines for staff align with university strategic initiatives. Potential measure(s): Number or percentage increase in references or policies/procedures within guidelines and evaluation criteria.
MED	LOW	SHORT	SIG	Tactic 2. Improve existing opportunities and make new opportunities for professional development of faculty and staff focused on excellent teaching and scholarly activity by increasing funding for such opportunities by 10 percent per year and ensuring a more equitable distribution by 2020. Potential measure(s): Number or percentage increase in participation rates, funding availability, and scope development opportunities.
				<b>Strategy 1B. Create a vibrant workplace that encourages diversity, values the opinions of community stakeholders, creates strong and effective governance systems, and recognizes the outstanding work of individuals and departments.</b>
MED	LOW	SHORT	SIG	Tactic 1. Develop policy and procedures related to hiring, promotions, compensation, and educational experiences for students, faculty, and staff that encourage diversity.
LOW	LOW	MOD	MINOR	Tactic 2. Improve existing governance systems, especially shared governance between and among faculty, staff, students, and administrators. Potential measures: increase in the number or percentage of positive responses in survey feedback.
				<b>Strategy 1C. Be a first-choice employer with competitive compensation and an environment that welcomes and rewards employees' passion for their work in and out of the classroom. Invest in the MSU family.</b>
HIGH	SIG	MOD	SIG	Tactic 1. Faculty: Bring faculty compensation to at least the average of CUPA data; Staff: Bring current staff salaries to an average of seven percent above market minimum and provide parity pay based on years of service.
HIGH	LOW	IMM	SIG	Tactic 2. Ensure that annual faculty salary increases be merit based in accordance with University policy and state law. Develop policy and procedures that relate compensation with work quality for faculty and staff by 2018.

<b>Strategic Initiatives – Prioritization of Tactics in terms of Priority, Cost, Timing, and Impact</b>				
<b>Priority</b>	<b>Cost</b>	<b>Timing</b>	<b>Impact</b>	
				<b>Strategy 1D. Establish clearly the mission of the university and develop a comprehensive marketing and branding program that effectively translates that to the expanded region.</b>
LOW	LOW	MOD	MINOR	Tactic 1. Nourish a university culture that enables every employee to be an ambassador of the university. Potential measure(s): Number or percentage increase of documents/resources available and program/presentation content at new employee orientation.
MED	LOW	MOD	MINOR	Tactic 2. Integrate the mission statement of the university into all subordinate goals and action plans; and periodically reinforce faculty and staff understanding of our mission.
				<b>Strategy 1E. Create benchmarks and measurements reflective of MSU's goal to be among the best Council of Public Liberal Arts Colleges (COPLAC). Be good stewards of our public liberal arts mission.</b>
MED	LOW	SHORT	SIG	Tactic 1. Promote the liberal arts mission and practical applications of a liberal arts education to MSU and the community at large to ensure that stakeholders understand the liberal arts concept and demonstrate commitment to it. Potential measure(s): Number or percentage increase in the articles, presentations, social media posts throughout campus/department programming.
HIGH	LOW	IMM	SIG	Tactic 2. Align benchmarks with COPLAC membership ideals. Potential measure(s): Number or percentage increase in documented college/departmental goals related to COPLAC concentrations (i.e., active learning, liberal arts, co-curricular programming, civic engagement, diversity, etc.).
<b>Strategic Initiative 2. AGGRESSIVELY PURSUE NEW STUDENT POPULATIONS</b>				
				<b>Strategy 2A. Build upon our well-established reputation for students seeking a full-time, residential, liberal arts experience.</b>
HIGH	SIG	IMM	MAJOR	Tactic 1. Increase the university marketing budget annually by up to 10% for the next five years as possible.
HIGH	LOW	SHORT	SIG	Tactic 2. Upgrade by 2019 the university's website and branding such that they are viewed by prospective students and other external stakeholders as the most appealing and effective in the state of Texas.
				<b>Strategy 2B. Offer academic programs and degrees in multiple locations.</b>
HIGH	SIG	SHORT	SIG	Tactic 1. By 2018, build the infrastructure (manpower, delivery platforms, and differentiated field experiences) in collaboration with community partners to build and sustain academic programs in multiple locations.



<b>Strategic Initiatives – Prioritization of Tactics in terms of Priority, Cost, Timing, and Impact</b>				
<b>Priority</b>	<b>Cost</b>	<b>Timing</b>	<b>Impact</b>	
MED	LOW	MOD	MINOR	Tactic 2. By 2018, complete a feasibility study to determine the need and marketability of offering terminal degrees (i.e. Doctorate of Nursing Practice (DNP), Educational Leadership (Ed.D) and Radiologic Science) at MSU.
				<b>Strategy 2C. Actively market adult completion online and hybrid programs in multiple locations.</b>
HIGH	SIG	SHORT	SIG	Tactic 1. By 2019 increase by 50% the number of programs, courses, and sections that can be accessed online to ensure the attractiveness and availability of courses for working adults.
HIGH	LOW	IMM	MINOR	Tactic 2. Create by 2018 a 100% online student fee schedule appropriate for the facilities and technology used for delivery of all online programming.
				<b>Strategy 2D. Maintain a welcoming environment for all. Reflect and serve the diverse Texas college-going population.</b>
HIGH	SIG	MOD	SIG	Tactic 1. Create by 2020 a two-week bridge program in the summer timeframe to orient first generation college students to the joys, rigors, and responsibilities of college life.
MED	LOW	SHORT	SIG	Tactic 2. Increase by 2020 the number of bilingual counselors in the admissions, financial aid, and student orientation offices by two and ensure appropriate sections of distributed material and the website have Spanish versions.
				<b>Strategy 2E. Add 2,000 new students by the fall 2022 semester.</b>
MED	LOW	LONG	MAJOR	Tactic 1. Increase by 2020 the number of Freshman, Undergraduate Transfer, and Graduate Admitted Students by 20% over the 2016 baseline.
MED	LOW	LONG	MAJOR	Tactic 2. Increase the Freshman, Undergraduate Transfer, and Graduate Students Yield Rate (percentage of admitted students that subsequently enroll) by 4% over the 2016 baseline by 2020.
<b>Strategic Initiative 3. CREATE A DESTINATION RESIDENTIAL UNIVERSITY.</b>				
				<b>Strategy 3A. Increase recreational, cultural, and leadership opportunities for students of all cultural backgrounds.</b>
HIGH	LOW	MOD	SIG	Tactic 1. Create leadership programming that is inclusive of students across cultural, academic, and socio-economic backgrounds.
LOW	LOW	MOD	MIN	Tactic 2. Develop more inclusive and diverse recreational sports programs and activities.

Strategic Initiatives – Prioritization of Tactics in terms of Priority, Cost, Timing, and Impact				
Priority	Cost	Timing	Impact	
MED	LOW	LONG	SIG	Tactic 3. Develop programs that celebrate and educate students of different cultural backgrounds.
				<b>Strategy 3B. Provide a strong student support system to ensure that students remain in school, are actively engaged in campus life and service, and graduate.</b>
HIGH	MAJ	MOD	SIG	Tactic 1. Expand the Tutoring & Academic Support Programs into a student advising and mentoring center providing centralized campus tutoring, increased supplemental instruction and advising, and a one-stop approach to student services.
HIGH	MAJ	MOD	MAJOR	Tactic 2. Develop and implement a signature first-year experience that emphasizes the liberal arts mission and MSU's undergraduate research initiative.
				<b>Strategy 3C. Create appealing global learning opportunities at home and abroad.</b>
MED	MAJ	LONG	MINOR	Tactic 1. Double the percentage of annual participation in MSU study abroad programming from 2% to 4% by 2021.
MED	MAJ	LONG	SIG	Tactic 2. Add 25% to the annual study abroad programming budget for MSU study abroad programming by 2021.
				<b>Strategy 3D. Deliver education in modes that meet students' needs and expectations while maintaining affordability. Embrace current technological trends in administration, classrooms, and laboratories, and develop a funding plan to meet these needs.</b>
MED	MAJ	MOD	MAJOR	Tactic 1. Provide a minimum of one section of each core course online once per year by 2021.
HIGH	MAJ	LONG	SIG	Tactic 2. Develop University-wide protocol for the use of technology for on-campus by ensuring a minimum classroom workstation. Moreover, plans will be made to bring all workstations not meeting the minimum standard to standard beginning in 2019, with 20% of the initially deficient classroom workstations upgraded each year as possible.
				<b>Strategy 3E. Provide a campus that is not only considered to be the most beautiful in Texas but is also safe, readily accessible, and easy to use. Employ technology and digital media outreach to enhance undergraduate and graduate enrollment.</b>
MED	LOW	MOD	SIG	Tactic 1. Develop and commit to a campus beautification and safety master plan by 2020.
HIGH	MAJ	MOD	SIG	Tactic 2. Increase the university's technology and digital media outreach for students on campus as well as for potential students and community stakeholders.

<b>Strategic Initiatives – Prioritization of Tactics in terms of Priority, Cost, Timing, and Impact</b>				
<b>Priority</b>	<b>Cost</b>	<b>Timing</b>	<b>Impact</b>	
<b>Strategic Initiative 4. STIMULATE A CULTURE OF ENGAGEMENT.</b>				
				<b>Strategy 4A. Support the Wichita Falls community by providing an educated workforce, stimulating economic development, and serving as a leader in shaping the city's future.</b>
HIGH	MAJ	MOD	MAJOR	Tactic 1. Increase six-year graduation rates for the fall 2018 cohort by 2%, the fall 2020 cohort by 4%, and the fall 2022 cohort by 6%. (Baseline of fall 2010 cohort is 42.4%)
MED	MAJ	MOD	SIG	Tactic 2. Work with Wichita Falls Chamber of Commerce and Industry to increase MSU student personal and professional involvement in the community through increased participation in for-credit internships by 5% by 2020. (Use 2017 baseline)
				<b>Strategy 4B. Support Sheppard Air Force Base (SAFB) and improve outreach to and articulation agreements with community colleges.</b>
MED	SMALL	LONG	SIG	Tactic 1. Beginning in 2017 strengthen the relationship between MSU and the 82nd Training Wing and 80th Flying Training Wing commanders and their staffs to determine the educational needs of SAFB personnel and how MSU could address these needs.
MED	SMALL	MOD	SIG	Tactic 2. Increase articulation agreements by adding three to five agreements with area community colleges by 2020.
				<b>Strategy 4C. Develop premier programming in the academics, arts, and athletics for a wide range of stakeholders. Position the Wichita Falls Museum of Art at MSU (WFMA) and the NCAA Division II program as models of excellence.</b>
LOW	SMALL	MOD	MINOR	Tactic 1. Secure accreditation and create funding for the hire of one full-time museum educator position for WFMA by 2019.
MED	SIG	LONG	SIG	Tactic 2. Secure funding (approximately \$12-15 million) and begin construction of 7,000 seat athletic stadium by 2020.
				<b>Strategy 4D. Revitalize and expand the university's infrastructure and financial base to improve efficiency and affordability.</b>
MED	SMALL	MOD	MINOR	Tactic 1. Decrease computer and printing expenditures campus-wide by 20% by 2021.
HIGH	SIG	LONG	SIG	Tactic 2. Increase the number of endowed academic scholarships (minimum of \$100,000 each) by three per year for five years.
				<b>Strategy 4E. Expand the University's donor base to include new populations and engage existing donors in new ways.</b>
HIGH	SIG	MOD	SIG	Tactic 1. Create funding to include two additional full-time staff positions for Marketing and Promotion Office to meet the

Strategic Initiatives – Prioritization of Tactics in terms of Priority, Cost, Timing, and Impact				
Priority	Cost	Timing	Impact	
				needs of both areas by 2020.
MED	SIG	MOD	SIG	Tactic 2. Create funding to include one additional staff position and a 50% increase in operating budget of MSU Alumni Office to meet the demands of engaging with donors in new ways by 2020.

ID	Task Name	Start	Finish
1	TAS-ADA/Fire Marshal Upgrades	Mon 12/7/15	Fri 8/30/19
2	Architect Selection RFQ	Mon 12/7/15	Fri 2/12/16
3	Contract Negotiations	Mon 2/15/16	Tue 4/26/16
4	Design	Mon 4/25/16	Thu 8/31/17
5	Construction (Fain Fine Arts, Bolin, Hardin, Ferguson)	Fri 9/1/17	Fri 8/30/19
6			
7	Health Sciences & Human Services Building	Fri 12/18/15	Mon 5/13/19
8	Architect Selection RFQ	Fri 12/18/15	Mon 2/15/16
9	Contract Negotiations	Tue 2/16/16	Fri 4/22/16
10	Design	Mon 4/25/16	Fri 9/8/17
11	Construction	Wed 12/13/17	Mon 5/13/19
12			
13	IT Relocation Project	Tue 7/18/17	Fri 6/28/19
14	Design	Tue 7/18/17	Mon 3/26/18
15	Construction	Fri 7/27/18	Fri 6/28/19
16			
17	Health Sciences & Human Services Landscaping & Parking	Mon 4/17/17	Fri 5/24/19
18	Landscape Design, East Quad	Mon 4/17/17	Fri 3/16/18
19	Landscape Construction, East Quad	Mon 3/19/18	Fri 12/21/18
20	J. Rogers Promenade Extensions Design	Mon 8/14/17	Thu 3/29/18
21	J. Rogers Promenade Extensions Construction	Mon 5/14/18	Fri 11/2/18
22	HS+HS Landscaping Design	Mon 8/14/17	Fri 4/20/18
23	HS+HS Landscaping Construction	Mon 1/7/19	Fri 5/24/19
24			
25	Moffett Library Renovations	Mon 9/11/17	Fri 8/16/19
26	Design	Mon 9/11/17	Mon 5/14/18
27	Phase 1 Construction (elevator, restrooms)	Mon 5/14/18	Fri 8/31/18
28	Phase 2A Construction (third floor, half of second floor)	Mon 9/3/18	Fri 1/11/19
29	Phase 2B Construction (first floor, half of second floor)	Mon 1/14/19	Fri 8/16/19

### Status of Board-Approved Construction Projects

Project	BOR Project Approval Date	Architect/Engineering Firm Approved	BOR Approved Project Budget	Encumbered/Spent Dollars	Additional Projected Costs	Total Project Cost	Over/Under Budget
TAS-ADA/Fire Marshal Upgrades	11/13/2015, 5/13/2016	2/12/2016; Harper-Perkins Architects	\$ 5,270,000	\$ 4,920,041	\$ 125,000	\$ 5,045,041	\$ (224,959)
Health Sciences & Human Services Building	11/13/2015, 5/13/2016, 12/13/2017	2/12/2016; Randall Scott Architects	\$ 42,000,000	\$ 37,195,713	\$ 4,804,287	\$ 42,000,000	\$ - (1)
IT Relocation Project	11/10/2017	Datacom Design Group	\$ 1,577,257	\$ 1,051,153	\$ 400,000	\$ 1,451,153	\$ (126,104)
Health Sciences & Human Services Building Landscaping & Parking Project	11/11/2016, 11/10/2017	Landscaping-KDC Associates Parking Lot-Corlett, Probst, & Boyd	\$ 2,370,250	\$ 603,667	\$ 1,766,583	\$ 2,370,250	\$ - (2)
Moffett Library Renovation Project	11/13/15, 8/5/2017	8/5/2017; Holzman Moss Bottino Architects	\$ 7,300,000	\$ 1,812,227	\$ 5,487,773	\$ 7,300,000	\$ -

(1) Increased budget by \$2 MM; estimates did not match bids.

(2) Increased budget by \$1,270,250. Scope increased to include Health Sciences & Human Services Building landscaping and J. Rogers Promenade extensions.



**Facilities Services**  
3410 Taft Boulevard Wichita Falls, Texas 76308-2099  
o 940.397.4648 f 940.397.4859

## **Construction Projects Status Report – Item 18-86**

Project completed since the February 2018 Board of Regents meeting includes:

1. RENOVATION OF SUNWATCHER CLUBHOUSE FOR HOUSING ADMINISTRATION OFFICES (\$124k).
2. INSTALLATION OF DUST COLLECTOR AND DUCTWORK FOR CERAMICS LAB IN FAIN FINE ARTS (\$87k).
3. REPAINT INTERIOR AND REPLACE FLOORING AT 2527 HAMPSTEAD (\$28.5k).

Ongoing projects:

### **HEALTH SCIENCES AND HUMAN SERVICES BUILDING: \$42 MM**

- Completed all pier drilling (118) and began under-slab utility installations.
- Project is on schedule.

### **TEXAS ACCESSIBILITY STANDARDS (TAS), AMERICANS WITH DISABILITIES ACT (ADA), AND FIRE MARSHAL UPGRADES PROJECT: \$5.27 MM**

- Upgrades to Bolin, Fain Fine Arts, Ferguson, and Hardin for a 2013 fire marshal inspection and TAS needs. Major construction efforts to be during the summers of 2018 and 2019.
- Piers, grade beams, and slab installed for elevators at Bolin and Fain Fine Arts. Planning for summer construction schedule in process.

### **HEALTH SCIENCES AND HUMAN SERVICES LANDSCAPING AND PARKING PROJECT: \$2.37 MM**

- LANDSCAPING - \$772k
  - o Landscaping design of the quad area east of the new Health Sciences and Human Services (HSHS) building and bounded by J.S. Bridwell Hall, Dillard Building, and McCoy Hall. Will include an emergency vehicle access path.
  - o Bid documents released, due in early May.
- HSHS LANDSCAPING - \$300k
  - o Landscaping design of the area surrounding the new HSHS building.
  - o Bid documents released, due in early May.
- ROGERS PROMENADE EXTENSIONS - \$465k
  - o Two potential extensions to Jesse Rogers Promenade from Comanche to the south end of the new HSHS quad.
  - o Bid documents released, due in early May.
  - o Availability of funds will determine the extent of construction.
- HAMPSTEAD PARKING LOT - \$338k
  - o Project complete.

**REPLACEMENT OF LOTS 3 & 6N SOUTH OF PROTHRO-YEAGER: \$834k**

- Replacement of the lot south of Prothro-Yeager-Beawood-O'Donohoe planned for summer 2018 using HEAF funds. Also includes an extension of Jesse Rogers Promenade south to Nocona (i.e., east side of Mass Comm).
- Bids received and contract awarded. Construction to begin May 2018 and be completed in mid-August 2018.

**JAN THACKER FANTASY OF LIGHTS WORKSHOP EXPANSION: \$140k**

- The majority of the funding for this project was contributed by the Thacker Family.
- Expansion of the existing building by ~4000 square feet to provide more storage room.
- Project complete.

**ADDITIONAL PROJECTS <\$100k:**

Projects in process scheduled for completion this summer include:

1. Relocation of the Language Lab to Prothro-Yeager-Beawood-O'Donohoe (\$150k).
2. Texas Accessibility Standards upgrades for #6 Eureka Circle, and relocation of the University Policy Department to the site (~\$200k).
3. Additional campus lighting in various locations around campus (\$50k).
4. Upgrade Central Plant's building controls software (\$26k).
5. Landscaping improvements, exterior painting/repairs, and additional data drops for 2527 Hampstead (\$10k).



**Midwestern State University**  
**Capital Projects - MP 1**  
**Fiscal Years 2019-2023**  
**Item 18-87**

<b><u>Project Name</u></b>	<b><u>Priority</u></b>	<b><u>Project Cost</u></b>	<b><u>Sources</u></b>
Bolin Science Renovations & Infrastructure Improvements	1	\$20,000,000	Tuition Revenue Bonds (TRB)/Private Funds
New Facilities Services Complex and Shops Building	2	\$2,400,000	HEAF
Daniel Building Student Services - Student Life Renovations	3	\$5,000,000	Private Funds
Daniel Building Hardscaping	4	\$2,000,000	HEAF
Parking Facilities	5	\$12,000,000	Parking Fees & HEAF
On-Campus Football Stadium	6	\$18,000,000	Private Funds & Student Fee
South Hardin Renovations & Welcome Center	7	\$3,000,000	Private Funds & HEAF
Hardin Building Infrastructure Renovation	8	\$10,000,000	HEAF
West Campus Annex Facilities Renovation	9	\$1,200,000	Private Funds & HEAF
New Student Residence Hall	10	\$35,000,000	Housing Student Rental Income
Acquisition of Property	11	\$2,000,000	Private Funds
<b>Total</b>		<b>\$110,600,000</b>	
Projects <\$1 MM not reported to THECB.			

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

# Holiday Schedule 2018-2019

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

Date	Holiday	No. of Days
September 03, 2018	Labor Day	1
November 22-23, 2018	Thanksgiving	2
December 24-31, 2018	Christmas	6
January 1, 2019	New Year's	1
January 21, 2019	Martin Luther King Day	1
March 22, 2019	Spring Break*	1
May 27, 2019	Memorial Day	1

**Schedule I – Total Holidays                      13\***

**\*The university will be closed Thursday, July 4, 2019, for Independence Day. Employees on Schedule I, the four-day workweek, will work Friday of that week totaling 40 hours; therefore, this day is not counted as a holiday as it will be observed during Spring Break.**

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

Date	Holiday	No. of Days
September 03, 2018	Labor Day	1
November 22-23, 2018	Thanksgiving	2
December 24-31, 2018	Christmas	6
January 1, 2019	New Year's	1
January 21, 2019	Martin Luther King Day	1
May 27, 2019	Memorial Day	1
July 4, 2019	Independence Day	1

**Schedule II – Total Holidays                      13**

## **Academic and Student Affairs Committee**

### Membership

Lynwood Givens, Chairman

Shawn Hessing

Nancy Marks

Shelley Sweatt

### Faculty Report

18-92. Dr. David Carlston, Faculty Senate Chairman, will report on behalf of the MSU Faculty Senate. Additionally, Dr. Laura Fidelie, Associate Professor of Criminal Justice and 2017 Faculty Award Recipient, will report on her teaching and research.

### Staff Report

18-93. Mr. Newman Wong, Staff Senate Chairman, will provide information on behalf of the MSU Staff Senate.

### Student Government Report

18-94. Outgoing MSU Student Government Association (SGA) President Maria Peña will provide an update on Student Government and introduce new SGA President Ellie Gunderson.

### Athletics Report

18-95. The MSU Athletics Report is presented in the Board Book. Mr. Kyle Williams, Director of Athletics, will provide additional information and answer questions related to MSU Athletics.

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

18-96. The building in Flower Mound is complete and the certificate of occupancy was issued on April 18. Furniture delivery has begun and is being installed. Classroom information technology and other audio/visual equipment is similarly being installed and should be complete by the end-of-April.

Enrollment continues to look promising. With summer 2018 enrollment, it is expected that MSU Texas - Flower Mound will exceed the fiscal year 2018 semester credit hour production used to build the budget. While early for non-traditional students, applications for summer and fall look strong. Nursing continues to be the largest program, followed by Respiratory Care.

### May 2018 Graduating Class

18-97. The administration will recommend approval of the list of candidates for May 2018 graduation shown in the Board Book, with the provision that they meet all requirements as prescribed by the faculty and administration.

### Addition of Academic Degree Concentration and Minors to Existing Degree Programs

18-98. The administration will recommend the addition of the following academic concentration and minors to existing degree programs to encourage increased enrollment in expanding

career fields. The proposed concentration and minors will provide graduates the knowledge, skills, and competencies to become more successful as they enter the growing workforce.

A. Dillard College of Business Administration

1. Bachelor of Business Administration with a major in Economics **and a Concentration in Agribusiness**

The proposed concentration will require four Agribusiness courses which may be substituted under the Upper-Level Economics Elective Course selections. Five new Agribusiness courses have been added. This concentration addition will not change the total semester credit hour requirement for the degree.

B. McCoy College of Science, Mathematics and Engineering

1. **Interdisciplinary Minor in Computational Science**

Objective: Students in the computational science interdisciplinary minor will develop skills necessary to use computing and mathematical concepts in an applied manner to solve problems in various scientific fields, enabling them to work effectively with scientists from various disciplines.

Target Students: All majors, especially those in a McCoy College major. Most students in a McCoy College major take courses from other disciplines as additional major requirements or core. This will allow them to take those other courses and count them towards a minor without requiring too many additional hours.

2. **Minor in Cybersecurity**

Objective: Students in the cybersecurity minor will be able to identify security risks in computing systems and will understand potential solutions and implementation techniques for addressing security problems.

Target Students: All majors including business and criminal justice, except computer science. For students who desire an introduction to the growing discipline of cybersecurity. For computer science majors, this will be established as a track.

3. **Minor in High Performance Computing (HPC)**

Objective: Students completing the HPC minor will have skills necessary to solve significant problems on new, leading-edge computing architectures, including graphics processing units and other parallel systems.

Target Students: All majors, particularly applicable to mathematics and mechanical engineering majors since both take some of the courses in the additional major requirements or core which allows them to reduce the number of hours required over the major.

### Housing and Dining Service Rates

18-99. MSU began systematically increasing housing room rates in 2012-2013 for three primary reasons: (1) to provide rate parity within the MSU housing system per a recommendation from Brailsford & Dunlavey, a consulting group retained to assess housing demand; (2) to position MSU around the median price of similar Lone Star Conference and direct competitor institutions (MSU at the time was the least expensive); and (3) the rapid growth of the housing system resulted in debt on each residence hall with construction and renovations.

As can be seen on the comparison table included in the Board Book, the fall 2018, spring 2019, and summer 2019 recommendations continue to position MSU around the median on traditional-style housing (Pierce and Killingsworth Halls); and below median on suite-style housing (McCullough-Trigg Hall) and apartments (Sunwatcher Village and Sundance Court). It is important to note that proposed 2018-2019 rates are being compared to other institutions' 2017-2018 rates; therefore, MSU's relative position will likely remain below median. An additional factor considered is the total price of room and board to a student. Comparing traditional style residence hall with an all-access meal plan, MSU's proposed 2018-2019 rates are just below the median of other institutions 2017-2018 rates.

The administration will recommend approval of the housing and dining service rates presented in the Board Book.

### Faculty Emeritus Status

18-100. The administration will make recommendations concerning emeritus status for retiring faculty in closed session as allowed by Texas Government Code, Section 551.074.

### Faculty Promotions

18-101. The administration will make recommendations concerning the promotion of certain faculty members in closed session as allowed by Texas Government Code, Section 551.074.

### Faculty Tenure

18-102. The administration will make recommendations concerning the awarding of faculty tenure in closed session as allowed by Texas Government Code, Section 551.074.

**MSU Athletics**  
**Board of Regents Meeting**  
**May 2018**

- The MSU Academic Student-Athlete Awards Dinner was held April 18<sup>th</sup> at D.L. Ligon Coliseum.
  - Twelve sports gave #24Strong Teammate Awards
    - The Student Athletic Advisory Council (SAAC) came up with the Robert Grays #24Strong theme.
  - Twelve Mustang Scholar Awards were given to individuals earning the top GPA for each team
  - Men's Golf was also recognized as having the top team GPA of 3.26
  - Forty-six Student-Athletes were recognized as May or August graduates
  - Student Athletes recorded 3.446 community service hours, placing MSU 8<sup>th</sup> overall among other NCAA Division II programs nationwide. Cross Country/Track won the "Giving Back to the Community" award with 617 total hours performed.
- Maroon & Gold Spring Game was played on April 14<sup>th</sup>. The Robert Grays' Scholarship award was presented to Jaydon Cunigan, a defensive player from Beaumont, Texas majoring in Criminal Justice. Jaydon will receive a \$1750 scholarship in the fall 2018. Eighty-one donors contributed to this fund which reached the level required to be endowed. A scholarship will be awarded to a football player each year.
- MSU Men's Tennis won the Lone Star Conference Championship for the first time since 2006. The Mustangs are ranked 18<sup>th</sup> in the country with high expectations for Regionals.
- MSU Women's Tennis won the Lone Star Conference Championship for the fourth time in the last five years.
- MSU Men's Golf is currently ranked 12<sup>th</sup> in the region. The top ten teams in the region will advance to the NCAA Tournament.
- MSU Women's Golf is currently ranked 8<sup>th</sup> in the region, with the top 11 teams advancing to the NCAA Tournament.
- Mustangs 360 continues to give MSU Student Athletes the opportunity to receive online assistance with more than 20 subjects to include academic success, relationships, domestic violence, health and wellness, and diversity. More than 75% of the student athletes are taking part in this program.
- MSU Athletics sponsored an alcohol and drug education program with a nationally known speaker, Dr. Earl Suttle. Dr. Suttle discussed with the student athletes how alcohol, marijuana, and drug abuse affects athletic performance.
- The Lone Star Conference continues to strategize and plan the merge with the Heartland Conference in 2019. The conference has hired a consultant to make recommendations regarding dividing the conference and scheduling issues.
- The Marie Morgan Award was presented to the most outstanding student athletes. This year's awards went to Men's Tennis player Dillon Pineda and Women's Basketball player Kristin Rydell.

# Candidates for Degrees

May 12, 2018

## DILLARD COLLEGE OF BUSINESS ADMINISTRATION

### *Master of Business Administration*

Michelle Ijeoma Anyadioha  
Jennifer Michelle Arbuckle  
Jesse Clyde Brown  
Carlos Anthony Castillo  
Hernica Hypolite

Yanna Liu  
Yvonne Noemi Ordoñez  
Kristina Beverlysue Whiting  
Kaitlyn Wright

## GORDON T. AND ELLEN WEST COLLEGE OF EDUCATION

### *Master of Arts*

Olivera Nwamaka Anyadioha  
Donna Kay Beaver  
Kayla Elizabeth Brixey  
Barbara I. Brogdon

Jessica A. Gallant  
Roderic Corey Goodgion  
Lauren Daniele Nichols

### *Master of Education*

Kristan Alexandra Aduddell  
Timothy Aaron Alaniz  
Eleazar Alarcon  
Blake Tyler Arbogast  
Ruby Hope Arriaga  
Kristina Barrett Beard  
Jerry Carreon  
Eugene Arthur Clark II  
Stephanie Diane Clark  
Annalysa Lynne Elledge  
Dominique Sean Ellis  
Robert Michael Forney  
Amber Yvette Goggans  
Miranda Rhae Hanson

Rosario Celaya Hawkinson  
Steven Douglas Law III  
Lexi Lynn Law  
James Allen Magee  
Megan Leigh McCleskey  
Cleofoster J. Payne  
Elaina Peña Perez  
Stephanie Rincon-Villastrigo  
Tiffani Rose Standridge  
Kristina Marie Stockton  
Joshua Caleb Talley  
Jillian Michelle Tucker  
Karen S. Woodruff  
Rebecca Jill Young

## ROBERT D. AND CAROL GUNN COLLEGE OF HEALTH SCIENCES AND HUMAN SERVICES

### *Master of Arts in Criminal Justice*

Miguel Alanis  
Tenita Louise Carter  
Laura June Estrada  
Kayleigh Marie Hanus

Monica Joy Isbell  
Jennifer Lynn Moore  
Monica Charlene Otten  
Ryan Kent Rhodes

### *Master of Health Administration*

Aderogba Ayomide Ajenikoko  
Susan Denise Claunch

Rohan Deepak Jagtap

## ***Master of Science in Exercise Physiology***

Nathan Colby Morris  
Yatri Y. Raval

Kanan Bhadreshkumar Trivedi  
Michael David Wood

## **PROTHRO-YEAGER COLLEGE OF HUMANITIES AND SOCIAL SCIENCES**

### ***Master of Arts***

Miriam Boateng  
Kassandra Rachelle Brugmann  
Machael Elizabeth Cortez  
Steven Ellerkamp  
Tiernan Alexandra Harris  
Jasmine Victoria Patrick

Keitha Eva Peters  
Hannah Joy Reames  
John-David Enoch Roberts  
Erika Lynne Scheffe  
Jennifer Dawn Sidlauskas

## **MCCOY COLLEGE OF SCIENCE, MATHEMATICS AND ENGINEERING**

### ***Master of Science***

Avinash Agumamidi  
Manju Yadav Akkaraboina  
Ibtissem Derouiche  
Jeanel Margrethe Georges  
Candace Verlon Hughes  
Vaisali Vardhani Namburi

Tricia Shireen Neptune  
Thirupathireddy Parshuramgari  
Hannah Marie Richards  
Kareem Samuel Adrian Small  
Kartik Yallapragada

## **DILLARD COLLEGE OF BUSINESS ADMINISTRATION**

### ***Bachelor of Business Administration***

Hezekiah O. Agbo  
Abby Marie Anderson  
Dareem Kyle Wayne Gregory Antoine  
Rebecca Hailey Aronhalt  
Ashley Brooke Baird  
Veronica Naomi Balderas  
Heather Michelle Ball  
Morgan Leigh Barnes  
Blanché Crystelle Baron  
Abuzar Bashir  
Aaron Christopher Benton  
Joshua Adam Bielke  
Ghislaine Estelle Bigot  
Michael Chase Bowman  
Alaina Kimberlyn Boyle  
Kay Karema Brookes  
Alexis Brown  
Alicia Lynn Carter  
Bryan Daniel Chase  
Tyler Lee Clark  
Lafrontae De'Quawn Conkleton  
Xavier Conley  
Zachary Alan Cornell  
Kirby James Coughlin  
Stephen Neil Cox  
Alexander James Curlin  
Kornika Anika De Gannes  
Hannah Marilea DeGan  
Ana Laura Diaz Juarez  
Regan Ashley Duleba

Kristen Nicole Duncan  
Dessie Lou Elledge  
Hali Shae Escobedo  
Justin Drazvez Esdaille  
Jackson Cash Ford  
Caleb Dwayne Gabriel  
Julie Michelle Gaffney  
Daniel Gallivoda  
Inti T. Garnica  
Travis Michael Garrett III  
Clark Griffin Gilbert  
Darrel Shane Gumbs  
Christian Taylor Halinski  
Joe Dillon Hankins  
Joe Robert Harris II  
Mark Davis Hill  
Anthony Steven Holland  
Dave Everton Tyrone Hughes  
Cornelius Hyacinth  
Anastacia Ishchuk  
LeJi Jian  
Hettiyadura Shehan Karunaratne  
Taylor James Kelley  
Michael Anthony Lamberti  
William James Landis  
Caleb Dwayne Levell  
Austin Reid Leveridge  
Kayla Denise Lindsay  
Raymond Lopez  
Aaron Madrigal



Kevin Ronald Miller  
 Kimberly Simone Modeste  
 Sarah Elizabeth Moore  
 Carla Levi Musial  
 Natasha Mari Nuñez  
 Haylie Lynn Nunn  
 Dustin Sean O'Donnell  
 Ryan Anthony Palma  
 Thomas M. Parides  
 Dyjerlynn Tedisha Peter  
 Danielle Nicole Peters  
 Christina Lynn Prastik  
 Breanne Elizabeth Kaylor Priddy  
 Hunter Christian Quintero  
 George Layton Rabb  
 Kelcia Stacey Righton  
 Tana Renee Riley  
 Austin Jericho Roland  
 Madison Rose Salvatore  
 Erica Lane Sawyer  
 Lorendo Lee Schlinker, Jr.

Faye Elizabeth Schmille  
 Kenicia Christal Selkridge  
 Amber Nicole Shaw  
 Gyséle Renita Skeete  
 China Jennifer Victoria Smith  
 Shari Sharissa Smith  
 Harold Austin Snyder  
 Sasha Elaine Stuart  
 Richard Andre Thomas  
 Jerrod Clifton Tofte  
 James Edward Trevino  
 Conney D. Vargas  
 Alberto Antonio Velasquez  
 James Ellis Washburn  
 Abby Marie White  
 Kenneth H. White  
 Lauren Ashley Wilson  
 Lovella Roberta Winston  
 Jared L. York  
 Jingwei Yu  
 Marc Gregory Zographos

## **GORDON T. AND ELLEN WEST COLLEGE OF EDUCATION**

### ***Bachelor of Applied Arts and Sciences***

Madison Beth Adcock  
 Owais Ali  
 Ashley Alaine Batts  
 Brooke Green Brasher  
 Joseph Alan Burren  
 Phillip Keith Cagle  
 Connie E. Carter  
 Karen Pursel Castle  
 Travis Richard Cline  
 Katelynn Nicole Esterer  
 Christian Connor Floyd  
 Michelor Angela Garcia  
 James Leroy Garner  
 Sharon Castillo Gonzales  
 McKenzie Kay Henderson  
 Shannon Michelle Henley  
 Sarah G. Huizenga  
 Sidney Phillips Johnson  
 Shaniece Movella Jones  
 William Maurice Jordan  
 Chadwick Alan Krenik  
 Emilia Maria Kuczyńska

Sandy Lynn Lamb  
 Barry S. Levy  
 Robert Louis Macklin  
 Migdalia McKnight  
 Sirrommie Lovette McNeal  
 Tanna Sky Moeller  
 Bella Corina Olguin  
 Alexander William Phillips  
 George Dale Ralston, Jr.  
 Terin Lynn Ramsey  
 Roberto Rene Saldaña, Sr.  
 Brandon Reshard Sampson  
 Savannah Jean Sandoval  
 Katherine Lee Scaling  
 Bambi Jo Shelnett  
 Sheri Cain Speegle  
 Erica Nicole Spivey-Preuninger  
 Tiffany O. Uke  
 Addison ReAnne Wyatt  
 Charles Robert Young II  
 Yesenia Zavala

### ***Bachelor of Arts***

Camille Robertson  
 Jacobi Wilson Sidlauskas

Timon Denson Thomas

### ***Bachelor of Science***

Samantha Victoria Acuña  
 Laurence Delton Chamberlain  
 Angela Christine Dees  
 Devon Jamal Doggett  
 Hagen Layne Hutchinson  
 Dorian Jarrod Robert Johnson

Kelsey Lynn Laake  
 Jordan Alexander Meyers  
 Patrick Claude Moore  
 Samuel Dwayne Shirley  
 Malachi S. Smith  
 Kyle S. Tanzer

## ***Bachelor of Science in Interdisciplinary Studies***

Ana Karen Aguilar  
Francine Tiffany Baron  
Elizabeth Nicole Buchanan  
Addison Brooke Burch  
Robbie Renea Byerly  
Carli Elaine Clifton  
Harlie Jade Coleman-Depew  
Chelsea K. Elkins  
Shelby Lynn Emerson  
Chelsea Hope Gardner  
Dillon Faustino Gonzales  
Erin Lee Henderson  
Sydney Renee Herring

Makenzie Fain Kelly  
Carson C. Kruder  
Jorrey Jamika Martin  
Madelyn Ann McGarity  
Rebecca Jean McQuillan  
Destiney Paige Miller  
Hailey Paige Morris  
Sherrie Lurea Reddick  
Aubrey Rochelle Rhine  
Sarah Ann Schutza  
Lori Beth Shelby  
Kimesha Candace Sutton  
Jennie Lacampunga Wigen

## **LAMAR D. FAIN COLLEGE OF FINE ARTS**

### ***Bachelor of Arts***

Makayla Nicole Burnham  
Joanna Gail Gartman  
Jenna Michelle Horn  
Kharmyn Renee Lewis  
Terron J. McCullough  
Kelsey Rhelle McDowell  
Kara Ann McIntyre

Kelsey Elizabeth Purcell  
Naomi Ann Skinner  
Dierrica Arielle Smith  
Jacob Lee Smith  
Samuel David Sutton  
Nizhoni Deidra Rose Terronez  
Taylor Anne Warren

### ***Bachelor of Fine Arts***

Emily Denise Allen  
Kevin George Appiah-Kubi  
Kathleen Paige Cagle  
Autumn Faith Dahl  
Emma Catherine Griffiths  
Erin Marie Harman  
Shannon Edward Howerton, Jr.  
Rachel May Innes

Ronny Dewayne Medina  
Selena Mae Mize  
Ethan Forrest Parker  
Evan Michael Peterson  
Holly Anne Schuman  
Kelsey Lynn Tidwell  
Kaylor Falon Winter-Roach

### ***Bachelor of Music***

Bethany Shaeleen Calloway  
James Deverson Ivey  
Prosper Kaseke

Baylee Elisabeth Wichlan  
Timothy Aaron Yap

## **ROBERT D. AND CAROL GUNN COLLEGE OF HEALTH SCIENCES AND HUMAN SERVICES**

### ***Bachelor of Science in Athletic Training***

Lexi Alene Boswell  
Joshua Timothy William Burris  
Destiny Samone Clayton  
Shelbee Rose Coleman  
Maia Tionne Cook  
Ashley Paige Goist  
Sierra Rae Gonzalez

Jiankun Kang  
Kayla Erin Ross  
Kathryn Anne Russell  
Jasmine Danyelle Sharpe  
Jocelyn Anntoinette Thomas  
Lusero Torres  
Danyiel Leigh Wells

### ***Bachelor of Science in Criminal Justice***

Chase Allen Bishop  
Andrew Glenn Bolin  
Maci Lea Cornman  
Cody Allan Ford

Nautica G. Greer  
Jessica Lynn Hall  
Ashley Elizabeth Hay  
Jontel Joseph

Tyler Andre Lange  
Nathan Dale Riley  
Leticia Victoria Shaban

Brandon An'tony Wilson  
Mason Clark Winter

### ***Bachelor of Science in Dental Hygiene***

Kristalyn Chantal Alston  
Laney Ann Bacon  
Sophie Jo Bangeman  
Anamika Bhatia  
Haley Ailene Buffington  
Allison Marie Cooper  
Whitley Dawn Kay  
Johna Michelle Lindsay

Jamie Leigh Manning  
Kathryn M. Miser  
Brittany Mae Mullins  
Christina Diep Nguyen  
Nicole Leigh Popp  
Hannah Phena Scheuermann  
Avan Kamaran Shabak  
Sarah Marie Tanzi

### ***Bachelor of Science in Exercise Physiology***

Michelle Renée Lopez  
Leah Raye Lychock  
Danica Carley McMahon  
Malaeni M. Ramos

Jasmine N. Richardson  
Lisa Jayshree Shah  
Alyssa Robin Wade  
Brandon Michael Williams

### ***Bachelor of Science in Nursing***

Allie Nichole Ablia  
Jaime Mereshah Abraham  
Rebeca Elizabeth Acuña  
Simone Alexis  
Rawlings Appiah Djomoah  
Nomi Rose Ariel  
Megan Ganel Arrington  
Amir M. Aziz  
Joni Elizabeth Bannister  
Aroob Bhatti  
Richard Louis Brown  
Amanda J. Browning  
Chelsey Breanne Cathey  
Nicole Jade Coetzer  
Brittany Nicole Coleman  
Therese Atenchong Elinge  
Chibuzor Gerald Ezendu  
Solomon G. Gebremedhin  
Tiffanie Nicole Gonzales  
Teaaira Nickole Griffin  
Rahel Haile  
Tara Kathleen Hanley  
Lorretta Igbarumah  
Nolita Hattie Isbelle  
Michael Jabituk  
Cassidy Denise Jarrett  
Tayler Marie Jerick  
Jennifer Ann Johnson  
Claudine Nayah Munang JonKam  
Kenzie Juree Linderkamp  
Allison Denise Martin

Maryana B. Mbalule  
Purity Waithira Mburu  
Nathan Alexander Mitchell  
Briana K. Moore  
Joy Nyanchama Moruri  
Suliyat Olawumi Murana  
Lauren Kathleen Nicol  
Taonga Lise Nyirenda  
Anita Ofori  
Abigail Marie Olson  
Ignatius Onsando  
Adanna Christine Oparaji  
Bijal Patel  
Gabrielle Isabella Porras  
Angela Powers  
Ashrel Shonita Prosper  
Joanna Ashley Quaye  
Jazmine Elizabeth Ramirez  
Nichole Lindsey Rice  
Zanna Renea Rios  
Eli Wesley Sheppard  
Pablo Antonio Soriano  
Damon Blake Street  
Margaret Michelle Tompkins  
Carrie Alicia Valencia  
Katy Nicole Waters  
Kaylee Elizabeth White  
Odryannia M. Williams  
RaeAnna Rose Bruntz Wilson  
Devin Aubry Windham  
Crisinthia Lee Zuniga

### ***Bachelor of Science in Radiologic Sciences***

Rebecca Armstrong  
Lindsey Taylor Beaty  
Joshua Brady Black  
Cameron James Boudreaux  
Mauri Layne Cooksey  
Cody Aaron Coop  
Glen Richard Davis  
Stacy Renee' Davis  
Clarence Tabla Dickson  
Thu Minh Doan

Jonas Gámez  
Amy Lynnette Gant  
Cindy Hilario  
Wendy Ann Kaliszewski  
Stephanie Ann Jones Key  
Skyler Martin King  
Chera LeAnn Lay  
Jessica Miranda Matthews  
Collyn Elizabeth McClendon  
Valeriane Luke McNeill

Amy Marie Mejia  
 Leslie Miller  
 Eduardo Morales  
 Jacob Walter Pickens  
 Michael Anthony Quevedo  
 Meliza Sapno Resendez  
 Victor Reveles  
 Dianna L. Richardson  
 Fatima Shadab Rizvi  
 Jennifer Marie Rush  
 Emily Catherine Sage  
 Tiffany E. Sharp  
 Patricia LaVance Shott

Robyn Danielle Smith  
 Myriah Lynn Stevens  
 Jonathan Lee Teetz  
 Russell Edward Tefertiller  
 Rachel Elizabeth Terry  
 Penny Sue Thesing  
 Stefanie Brooke Torres  
 Deneice Ann Tucker  
 Bernardo Valdez IV  
 James Patrick Vance  
 Kendall R. Wachob  
 Racelle Symone Williams

### ***Bachelor of Science in Radiologic Technology***

Tochia Carter Anikwe  
 Katie A. Becker  
 Dineko Akeem Bethel  
 Brandi Delayne Boren  
 Phillip DeVonte Carr  
 Laura McLeod Cole  
 Valerie Ann Conner  
 Mikayla Danielle Dunlap  
 Hannah Mae Erwin  
 Raudel Flores  
 Roberto Garza, Jr.  
 Chey Enne Gibbs  
 Stacey Diane Gibbs  
 Maira Janette Guerrero  
 Devin Clifford Helsel  
 Tiffani Schereese Hoff  
 Taylor Leigh Mischellee Holden  
 Charity LeAnn Hudson-Wallis  
 Angelica Monique Jaramillo  
 Audrey Lane Lillie

Marciya Elaine Love  
 Kylie McKenzie Lowe  
 Ashley Sue Martin  
 George Thomas Mattam  
 Sydney Paige McAuliffe  
 Lynn Shirley Murombo  
 Shonae Musgrove  
 Erin Lee Nelson  
 Jennifer Omoh Omage  
 Teresa Adell Perez-Poe  
 Krystal Renee Rivera  
 Sydnee Louise Schwartz  
 Cara Elizabeth Slaybaugh  
 Brandon Antjuan Taylor  
 Alden Qi Thompson  
 Cassandra Alysa Valadez  
 Zackery William Westgard  
 Ty G. Whitson  
 Alyssa June Wyatt  
 Lori Mercedes Zapata

### ***Bachelor of Science in Respiratory Care***

Holly Kay Baker  
 Rachel Louise Barrington  
 Ericka B Becerra  
 Tyera Nicole Breeze  
 Dianna Brook Brown  
 Paulina Chapa  
 Daniel Lawrence Cluck  
 Cobina Lee Cole  
 Gloria Lea Gall  
 Beatriz Ivonne Gonzalez-Rodriguez  
 Halil Beall Hicks  
 Denisha Rena Hill  
 Tralaykia Tranae Johnson  
 Daniel Minh Le  
 Roger John Lesniak, Jr.  
 Jaycob Tyler Loeffler  
 Ashley Lomeli  
 Melvine Cornelius Magoya

Macy Victoria Marshall  
 Jasmine Danae Moore  
 Lindsey Ann Morris  
 Darline Banchiri Nyabicha  
 Shaini A. Parikh  
 Lesa Michelle Remington  
 Kellie Diane Reynolds  
 Pamela Johns Riegel  
 Bailey Lynne Schnirring  
 Jacob Andrew Sherrill  
 Jeffrey Allen Simons  
 Lindsey Renée Stone  
 Carlos Markee Tara  
 Trisha Love Taylor  
 Reavan Ciara Thomas  
 Suzanne Marie Triana  
 Melanie Chang Walker  
 Nadege Williams

### ***Bachelor of Social Work***

Lisa Mischelle Aguilar  
 Sheena Kazzara Charles  
 Estrella Nisa Cruz  
 Danielle Christine Daliege  
 Alexandra Nicole Davis  
 Katie Elizabeth Eubank  
 Tionne Janeis Fuller  
 Angel Lynn Smith Godwins-Plew

Montie Ruth Hopper  
 Jessica Lynn Mowrer  
 Margit Ogechi Odoemene  
 Delize Paul  
 Morgan Renae Perron  
 Lea Ann Boydston Reyes  
 Whitney Lauren Threatt  
 Cherdarian Lasha Washington

**PROTHRO-YEAGER COLLEGE OF  
HUMANITIES AND SOCIAL SCIENCES**

***Bachelor of Arts***

Luke Gregory Allen	Emmanuel Hoffmann II
Ashley Nicole Ates	Courtney Elise Howard
Lena Azzouz	Yareli Lora
Kolton Blue Bellah	Herbert McCullough IV
Madison Paige Brechbuhl	Emily Beth McDonald
Dudley Darren Calloway	Juan Mercado III
William Cheng	Bobby Joe Carroll Nielsen
Zachary James Davis	Maria Isabel Peña
Rachel KayAnn Dillon	Katherine Ann Pendergrass
Joycelyn Breshae Downs	Bharat Phuyal
Shaniece Leshay Dutch	Cassie Nicole Rutledge
Caris Adari Eason	Luke James Shelby
Hali Shae Escobedo	Bailey Shea Smith
Mallory Elizabeth Patiag Evangelista	Karmen Gabrielle Torres
Ashlee Fay Fandrich	Yolanda Ja-ne'e Perfecta Torres
Loganne Marie Featherston	Dominique Katherine Wagoner
Corey Bonnar French	Gabraella Elizabeth Weaver
Melissa Galicia	Mary Elizabeth Wetherbee
Bryson Scott Glittenberg	Morgan Lee White
Rosa Guadalupe González	Natalia Zamora Garcia

***Bachelor of Science***

Comfort Ihunanya Anya	Amy Elizabeth Jobe
Brooke Justine Benson	Hettiyadura Shenella Karunaratne
Brooke Marie Branum	Joslyne La Chatal Le Blanc
Paris Chantay Burns	Jordan Nicole Lee
Sarah Lynn Cervantes	Garrett Alan Morris
Kiawa Ann Chambers	Mikayla Renee Morrison
McKenzie Logan Cope	Chloé Anne Mosqueda
Brittany Lynn Cusson	Donald Jay Myers
Aaron Dana DeVaul	Johana Rubio
Victorya Fuentes	Hannah J Sommerhauser
Jessica Sabrina Christine Green	Catherine Grace Stepniak
Derrick Joseph Hackett	Jafreen Kamal Talukder
Carrie Elizabeth Halbrooks	Fatoumatta Touray
Hannah Grace Hansen	Samantha Elaine Treviño
Joshua Lee Hoggard	Devon Lawrence Viera-Troublefield
Jennifer Renae Holt	Jacquar Regina Westbrooks
Carlie Wade Hughes	Tera Danielle Windham

**MCCOY COLLEGE OF SCIENCE, MATHEMATICS  
AND ENGINEERING**

***Bachelor of Science***

Heshani Anjana Amarasinghe	Anthony Chisom Enem
Adrian V. Anguiano	Angela Hope Freeman
Dareem Kyle Wayne Gregory Antoine	Brendlyn Valenda Fyfield
Alexandra Laura Babu	Andrew Rafael Garcia
Carson Parker Barnard	Jennifer Jordan Gardner
Destinie Aquilla Stephanie Bleasdille	Christopher Atsu Gborgli
Cavaughn Xavier Browne	Rigoberto Guerrero
Kenadi Alexa Campbell	Braden Tel Harrelson
Zachary Lawrence Carpenter	Tiare Hidalgo
Tyler Blake Coleman	Mercedes Brianna Hinze
Christopher Wyatt Cook	Collin James Horner
James Paul Cordova	Bryant F. Jara
Shayla Renee Eaklor	Shadai Denise John
Steven Efiong Ekwere	Ali Khalid
Kevin Tanner Ellis	Kaitlyn Deanna Kyle

Thomas Michael L'Esperance  
Mauricelle Shauntelle Lewis  
Kevin Edward Christopher Lord  
Nicole Ashley Marcangelo  
Dorcas Matuwana  
Sydney Alyse Leyva Mawson  
Andrew Todd McKissick  
Loren Renee McMillion  
Damien Otto Moeller  
Andrew Zacharia Nash  
J'June Udell Recaldo Norford  
Ethan Edward Raber  
Francisco Javier Ramos Armas  
Zaineb Javed Ramzan  
Johann Joseph Redhead  
Shelby K. Reynolds  
Shanice Hazel Roberts  
William David Seymore  
Blessing Oghenetega Shaka

Benjamin James Shelton  
Candra Calicia Colleen Simon  
Tellon Francis Smith  
Madison Clare Spence  
Rupert Sterling  
Paytan Tiphon Katelyn Stubbs  
Alyssa Pauline Teichman  
Shamberia Monalisa Thomas  
Matthew James Trebing  
Nicholas Michael Utley  
Zenía Calida Vincent  
Shenice Chevauncia Walters  
Derick James Waters  
Sachithra Ishani Weerasooriya  
Clarence Trystan Williams  
Kizelle Marlene Williams  
Hunter Lee Wolfe  
Joshua Anton Zabica

### ***Bachelor of Science in Mechanical Engineering***

Caleb Benjamin Acuña  
Brandon Michael Allen  
Danielle Lite Arrington  
Jocelyn Raverne Brown  
Brady Cole Burross  
Colton Alexander Dorion  
Sean Kyle Egloff  
Osita James Enwezor  
Ryan Douglas Fidler  
Brandy Dawn Fields  
Christian Lorenzo Gregory  
William Hunter Hendrickson  
John Mitchell Henton  
Morgan Elizabeth Herrera  
Jason Brian Hill  
James Deverson Ivey  
Nicholas Rey Jaramillo  
Victor Francisco Juarez Flores  
Bailey Elizabeth Kaufman  
Denzel Martin Kinyua  
Colton Ryan Kowalick

Corbin Santiago Matamoros  
Hunter Hanna May  
Latham Jay Moody  
Kristen D. Moss  
Joshua Munoz  
Vongai Faith Nyikayaramba  
Juan Antonio Orozco  
Tyler Aaron Parnell  
Alan Jaciel Peregrino  
Zeltzin Ameyally Reyes Trejo  
Michael Don Reynolds II  
Kentzie K. Rhodes  
Roderic Savage  
Brett Ryan Scheffe  
Daryn Eldon Sims  
William Eugene Statham  
Aaron Spencer Stewart  
Chiedza Sandra Tokonyai  
Kevin Michael Tracy  
Sheldon Stephen Walsh  
Seth Hayden Witherspoon

## 2018-19 Annual Room and Board Rates (proposed)

	<u>2017-2018</u>	<u>2018-2019</u>	<u>% Increase</u>
<b>Pierce Hall</b>			
Double	\$4,500	\$4,610	2.4%
Single	\$5,500	\$5,610	2.0%
<b>Killingsworth Hall</b>			
Double	\$4,500	\$4,610	2.4%
Single	\$5,500	\$5,610	2.0%
<b>McCullough-Trigg Hall</b>			
Double	\$5,000	\$5,150	3.0%
Single	\$5,600	\$5,750	2.7%
<b>Legacy Hall</b>			
Double	\$5,500	\$5,630	2.4%
Single	\$6,000	\$6,130	2.2%
<b>Sunwatcher Village</b>			
4 bedroom/2 bath	\$6,300	\$6,450	2.4%
2 bedroom/2 bath	\$6,900	\$7,050	2.2%
<b>Sundance Court</b>			
4 bedroom/2 bath	\$6,300	\$6,450	2.4%
2 bedroom/2 bath	\$6,900	\$7,050	2.2%
<b>Summer Apartment (per summer session)</b>			
4 bedroom/2 bath	\$500	\$500	0.0%
2 bedroom/2 bath	\$600	\$600	0.0%
<b>Resident Meal Plans (annual; after tax)</b>			
Platinum Unlimited	\$3,560	\$3,660	2.8%
Gold 200	n/a	\$3,280	n/a
Silver 150	\$2,800	\$2,880	2.9%
Bronze 75	n/a	\$1,550	n/a
<b>Commuter Meal Plans (individual; before tax)</b>			
Block 10		\$86	n/a
Block 20		\$168	n/a
Block 30		\$246	n/a
Block 40		\$320	n/a
Block 50	\$390	\$390	0.0%
<b>Employee Meal Plans (individual; before tax)</b>			
Faculty-Staff 10		\$70	n/a
Faculty-Staff 25	\$150	\$150	0.0%
<b>Casual Door Prices (per meal; before tax)</b>			
Breakfast	\$8.08	\$8.08	0.0%
Lunch	\$9.01	\$9.01	0.0%
Dinner	\$9.70	\$9.70	0.0%
<b>Summer Conference Rates (per meal)</b>			
Breakfast	\$6.50	\$6.70	3.1%
Lunch	\$7.50	\$7.70	2.7%
Dinner	\$8.50	\$8.75	2.9%

## 2018-19 MSU Annual Housing Rates (Proposed) Compared to Rates at Peer Institutions (Current)

\*\*\*\*

Institution	Residence Hall Traditional: Semi-Private	Residence Hall Suite: Semi-Private	Apartment 4 bedroom unit	Apartment 2 bedroom unit
University of Texas - Permian Basin	N/A	\$6,076	\$6,798	\$7,812
University of Texas - Arlington	\$6,726	\$7,422	\$6,860	\$7,590
Texas A&M - College Station	\$6,658	\$8,114	\$7,598	\$9,432
University of North Texas	\$5,650	\$6,600	N/A	N/A
University of Texas - Tyler	\$5,600	N/A	\$6,612	\$7,240
Texas State - San Marcos	\$5,390	\$6,386	N/A	\$8,550
Angelo State	\$4,768	\$6,072	\$6,458	\$6,458
<b>Midwestern State University</b>	<b>\$4,610</b>	<b>\$5,150</b>	<b>\$6,450</b>	<b>\$7,050</b>
Sam Houston	\$4,568	\$6,040	N/A	\$6,408
Texas Tech	\$4,510	\$5,830	\$7,000	\$7,400
Texas Woman's University	\$4,470	N/A	N/A	\$7,880
Texas A&M - Kingsville	\$4,192	\$4,622	\$6,788	\$7,208
West Texas A&M	\$4,170	\$7,390	N/A	N/A
Texas A&M - Commerce	\$3,888	\$6,262	\$5,000	\$5,696
Stephen F. Austin	\$3,886	\$7,234	\$7,378	\$7,680
Tarleton State	\$3,870	\$7,144	\$6,080	\$6,080
<b>RANK</b>	<b>7 out of 15</b>	<b>13 out of 14</b>	<b>9 out of 11</b>	<b>10 out of 14</b>



**2018-19 MSU Annual Room + Board Rates (Proposed) Compared to Peer Institutions (Current)**  
**Traditional Residence Hall (semi-private) with All Access/Highest Meal Plan**

\*\*\*

<b>Institution</b>	<b>Residence Hall</b>	<b>Meal Plan</b>	<b>TOTAL</b>
Texas A&M - College Station	\$6,658	\$4,728	\$11,386
University of Texas - Arlington	\$6,726	\$3,865	\$10,591
University of Texas - Permian Basin	\$6,076	\$3,770	\$9,846
University of North Texas	\$5,650	\$3,756	\$9,406
University of Texas - Tyler	\$5,600	\$3,798	\$9,398
Sam Houston	\$4,568	\$3,940	\$8,508
Texas Tech	\$4,510	\$3,995	\$8,505
Texas Woman's University	\$4,470	\$3,832	\$8,302
<b>Midwestern State University (proposed)</b>	<b>\$4,610</b>	<b>\$3,660</b>	<b>\$8,270</b>
Texas State - San Marcos	\$5,390	\$2,794	\$8,184
Tarleton State	\$3,870	\$4,266	\$8,136
West Texas A&M	\$4,170	\$3,770	\$7,940
Angelo State	\$4,768	\$3,088	\$7,856
Texas A&M - Kingsville	\$4,192	\$3,616	\$7,808
Stephen F. Austin	\$3,886	\$3,860	\$7,746
Texas A&M - Commerce	\$3,888	\$3,750	\$7,638
<b>RANK</b>	<b>9 of 16</b>		

## **Finance Committee**

### Membership

Jeff Gregg, Chairman  
Warren Ayres  
Caven Crosnoe  
Lynwood Givens

### Summaries of Financial Support and Comprehensive Campaign Update

18-103. The following reports are presented in the Board Book and additional information will be provided regarding external financial support.

- A. Comprehensive Campaign New Gifts and Commitments
- B. Comprehensive Campaign Cash and Grants
- C. FY 18 Monthly Comparison of New Gifts and Commitments
- D. FY 18 Monthly Comparison of Cash/Grants
- E. FY 18 Sources of Gifts
- F. Legacy Society Report
- G. Campaign Timeline

### Financial Reports

18-104. The administration will recommend the January, February, and March 2018 Financial Reports for acceptance. These reports were previously distributed to the Board and a summary report is shown in the Board Book.

### Investment Report

18-105. The administration will recommend the second quarter FY 2018 investment report for acceptance. This report was previously distributed to the Board and a summary report is shown in the Board Book.

### Public Funds Investment Act Compliance

18-106. In compliance with the Public Funds Investment Act, Chapter 2256.008 the Board of Regents must approve chief financial officer, treasurer, and investment officer training of a minimum of five hours every two years from an independent source. Vice President for Administration and Finance Marilyn Fowlé and Controller Chris Stovall attended the University of North Texas Center for Public Management and Government Treasurers Organization of Texas (TSBPA CPE Sponsor 007716) training on the Texas Public Funds Investment Act and related investment issues on April 4, 2018. Their training certificates are shown in the Board Book. The administration will request Board approval of this required training.

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

18-107. The reports of personnel changes in January through March 2018 are presented in the Board Book for information only. Additionally, salary and position changes approved by the President will be presented for ratification as shown below.

<u>Position</u>	<u>Action</u>	<u>Additional Funding</u>	<u>Net Current FY Actual Cost (Savings)</u>	<u>Annual Budget Increase (Decrease)</u>
22 Staff Positions	Filled above and below budget	Salary Savings (as needed)	\$(116,821)	\$(45,563)
<b>Total</b>			<b>\$ (116,821)</b>	<b>\$ (45,563)</b>

#### Instructional Enhancement Fee – Fain College of Fine Arts

18-108. The administration will request approval of an increase to the Fain College of Fine Arts Instructional Enhancement Fee. In March, the College received the price on the new TV studio's equipment maintenance agreements. The cost of these new maintenance agreements requires the College to increase the Instructional Enhancement Fee from \$15 per semester credit hour to \$20.

#### Motor Vehicle Registration Fee

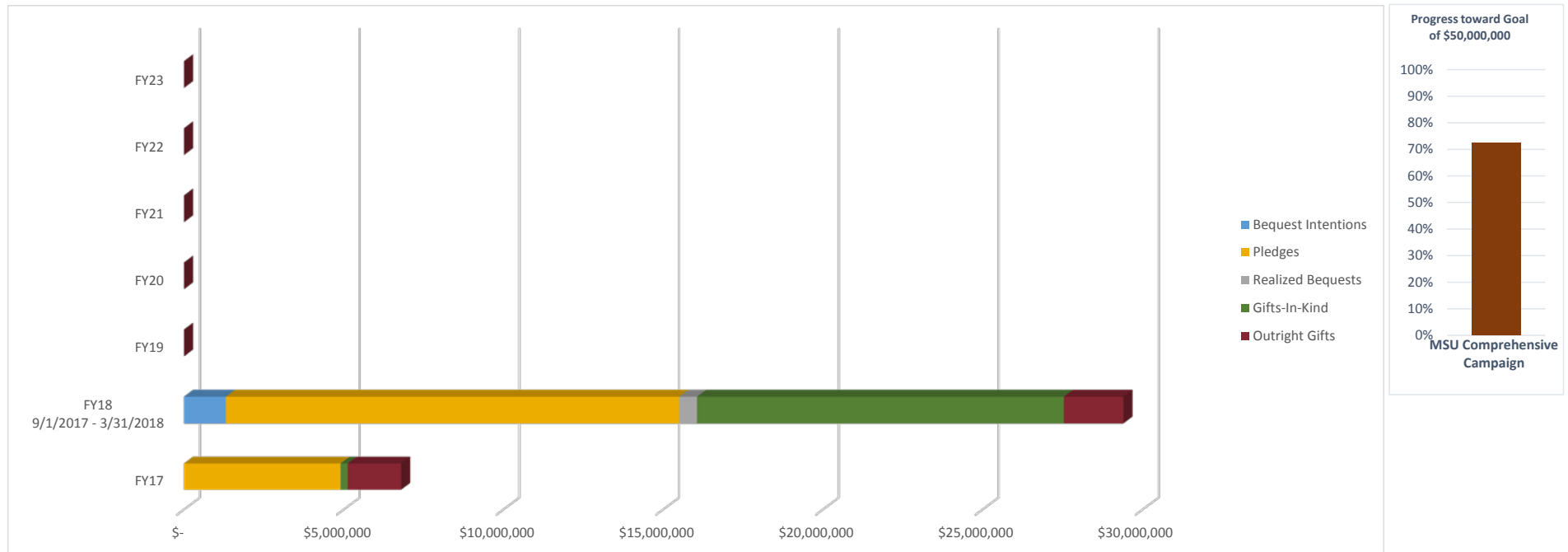
18-109. Beginning in 2016, MSU began a plan to increase parking \$20 per year each year until the fee is sufficient to support the construction and operation of one or more parking garages on campus. The 2017-2018 Student Senate was consulted regarding continuing this plan and increase, and indicated support. The administration will recommend increasing the Motor Vehicle Registration Fee for students from \$90 per year to \$110 per year. The administration will further recommend a fee of \$55 for students enrolled for either one or both summer sessions and parking a motor vehicle on campus provided they have not previously registered the vehicle. The Vehicle Registration Permit will be valid for the remainder of the school year, expiring on August 31. This increase will generate approximately \$80,000 per year in increased revenue. The administration will recommend using this increased revenue to pay the debt service for additional student parking.

# Midwestern State University

## Comprehensive Campaign Comparison of New Gifts and Commitments

Gift Type	FY18		FY19	FY20	FY21	FY22	FY23	Grand Total
	FY17	9/1/2017 - 3/31/2018						
Bequest Intentions	\$ -	\$ 1,309,164	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,309,164
Pledges	\$ 4,893,063	\$ 14,193,510	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,086,573
Realized Bequests	\$ 6,030	\$ 556,694	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 562,724
Gifts-In-Kind	\$ 222,338	\$ 11,485,469	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,707,807
Outright Gifts	\$ 1,671,241	\$ 1,853,060	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,524,301
<b>Grand Total</b>	<b>\$ 6,792,672</b>	<b>\$ 29,397,896</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 36,190,568</b>

NG&C Bar - by Gift Type

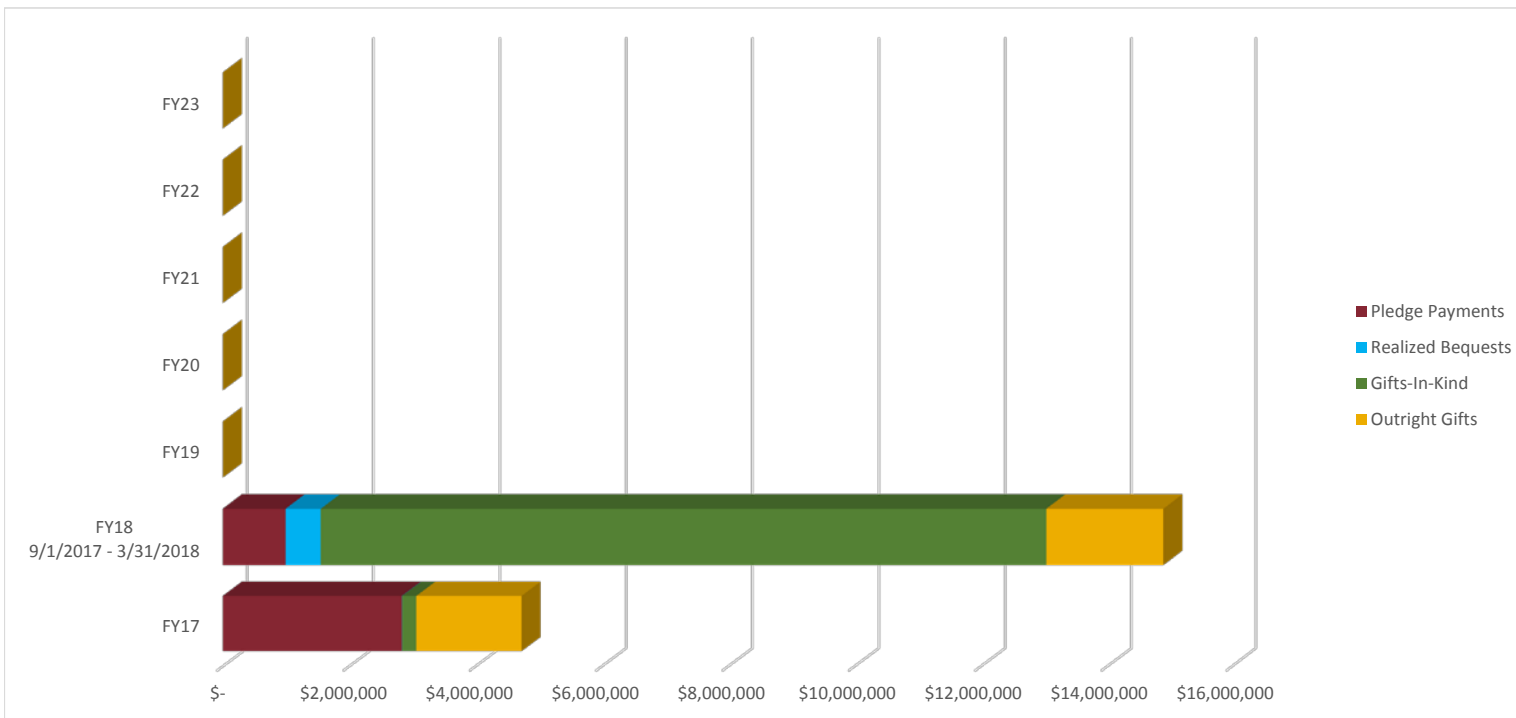


# Midwestern State University

## Comprehensive Campaign Comparison of Cash/Grants

Gift Type	FY18							
	FY17	9/1/2017 - 3/31/2018	FY19	FY20	FY21	FY22	FY23	Grand Total
Pledge Payments	\$ 2,836,367	\$ 996,661	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,833,028
Realized Bequests	\$ 6,030	\$ 556,694	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 562,724
Gifts-In-Kind	\$ 222,338	\$ 11,485,469	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,707,807
Outright Gifts	\$ 1,665,211	\$ 1,853,060	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,518,271
<b>Yearly Total</b>	<b>\$ 4,729,945</b>	<b>\$ 14,891,884</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 19,621,829</b>

Cash Bar - by Gift Type

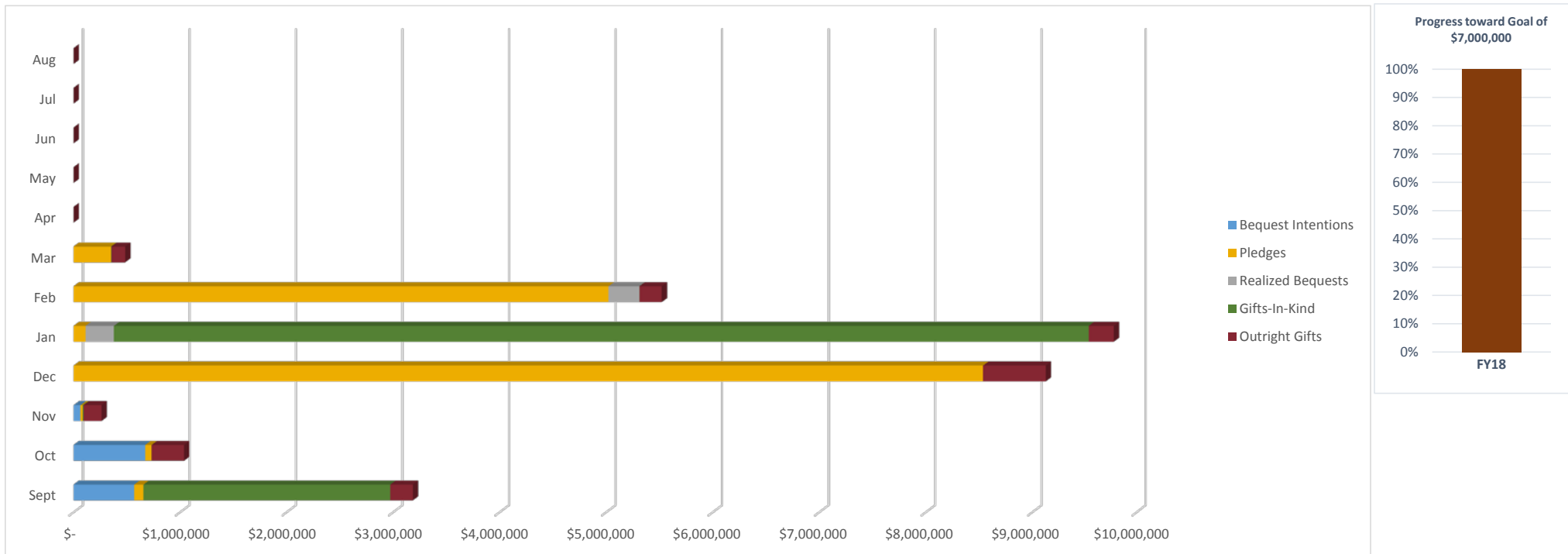


# Midwestern State University

## FY18 Monthly Comparison of New Gifts and Commitments

Gift Type	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Grand Total
Bequest Intentions	\$ 570,163	\$ 673,201	\$ 65,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,309,164
Pledges	\$ 86,746	\$ 59,670	\$ 21,218	\$ 8,538,800	\$ 112,419	\$ 5,022,372	\$ 352,285	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,193,510
Realized Bequests	\$ -	\$ -	\$ -	\$ -	\$ 267,827	\$ 288,866	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 556,694
Gifts-In-Kind	\$ 2,317,200	\$ 1,927	\$ 6,935	\$ -	\$ 9,153,660	\$ 1,802	\$ 3,945	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,485,469
Outright Gifts	\$ 211,567	\$ 302,702	\$ 168,454	\$ 587,562	\$ 245,140	\$ 209,059	\$ 128,576	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,853,060
<b>Grand Total</b>	<b>\$ 3,185,676</b>	<b>\$ 1,037,500</b>	<b>\$ 262,406</b>	<b>\$ 9,126,362</b>	<b>\$ 9,779,046</b>	<b>\$ 5,522,100</b>	<b>\$ 484,806</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 29,397,896</b>

NG&C Bar - by Gift Type



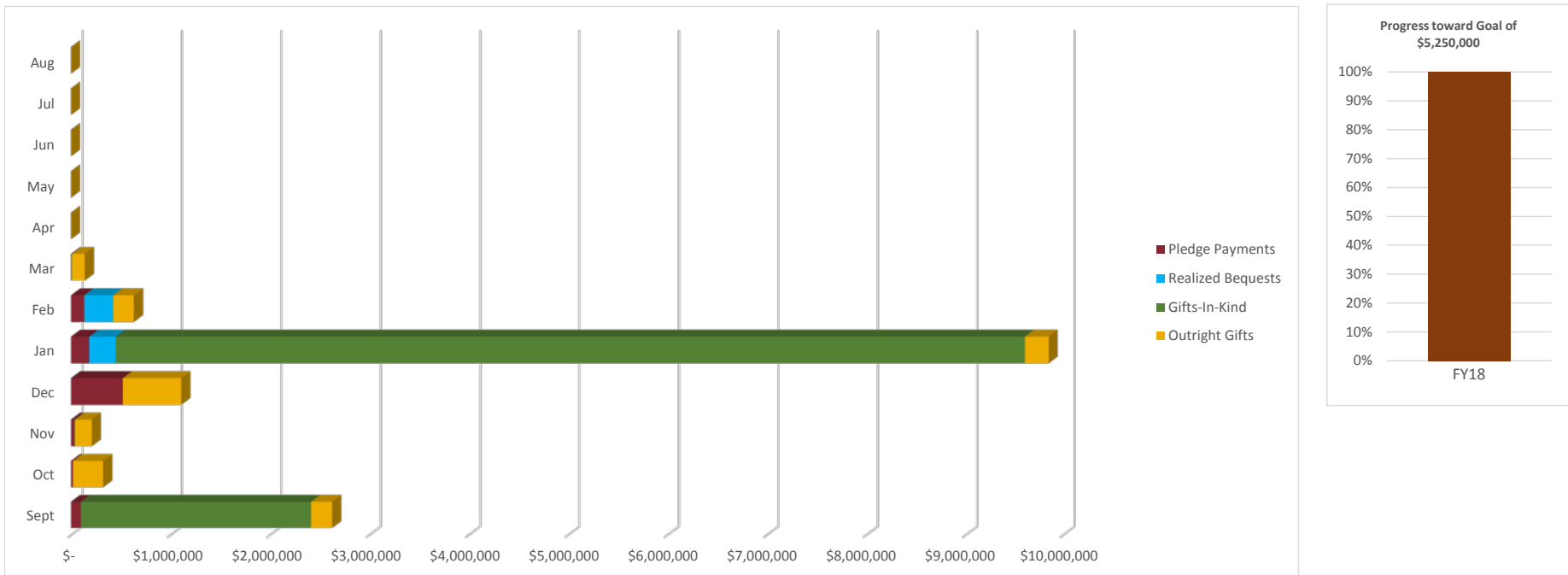
# Midwestern State University

## FY18 Monthly Comparison of Cash/Grants

Gift Type	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Grand Total
Pledge Payments	\$ 99,134	\$ 19,114	\$ 34,135	\$ 521,831	\$ 182,853	\$ 133,303	\$ 6,290	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 996,661
Realized Bequests	\$ -	\$ -	\$ -	\$ -	\$ 267,827	\$ 288,866	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 556,694
Gifts-In-Kind	\$ 2,317,200	\$ 1,927	\$ 6,935	\$ -	\$ 9,153,660	\$ 1,802	\$ 3,945	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,485,469
Outright Gifts	\$ 211,567	\$ 302,702	\$ 168,454	\$ 587,562	\$ 245,140	\$ 209,059	\$ 128,576	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,853,060
<b>FY18 Total</b>	<b>\$ 2,627,902</b>	<b>\$ 323,743</b>	<b>\$ 209,524</b>	<b>\$ 1,109,394</b>	<b>\$ 9,849,480</b>	<b>\$ 633,030</b>	<b>\$ 138,811</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 14,891,884</b>

<b>FY17 Total</b>	<b>\$ 348,887</b>	<b>\$ 424,967</b>	<b>\$ 394,297</b>	<b>\$ 362,056</b>	<b>\$ 294,323</b>	<b>\$ 92,958</b>	<b>\$ 221,671</b>	<b>\$ 89,615</b>	<b>\$ 509,063</b>	<b>\$ 582,704</b>	<b>\$ 98,200</b>	<b>\$ 1,311,206</b>	<b>\$ 4,729,945</b>
<b>Difference</b>	<b>\$2,279,015</b>	<b>(\$101,224)</b>	<b>(\$184,773)</b>	<b>\$747,338</b>	<b>\$9,555,157</b>	<b>\$540,072</b>	<b>(\$82,860)</b>	<b>(\$89,615)</b>	<b>(\$509,063)</b>	<b>(\$582,704)</b>	<b>(\$98,200)</b>	<b>(\$1,311,206)</b>	<b>\$10,161,938</b>

Cash Bar - by Gift Type

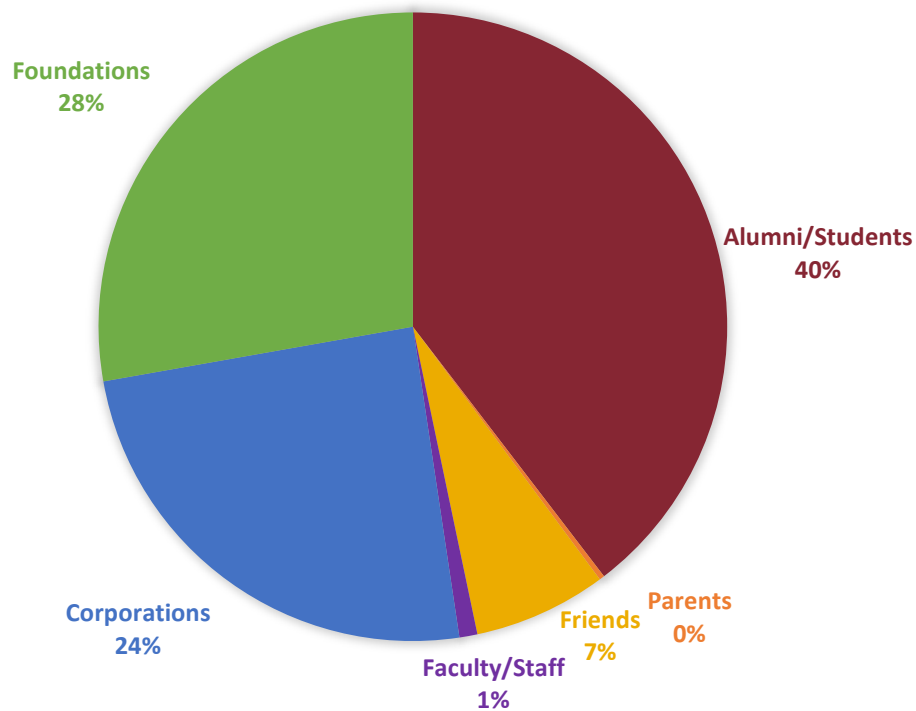


Outside Sources Scholarships through 3/31/2018	\$376,340.82
Alumni Memberships through 3/31/2018	\$16,915.00

# Midwestern State University

## Sources of Outright Gifts/Grants

### FY18 (Sept 1, 2017 through Mar 31, 2018)



<b>Alumni/Students</b>		<b>\$1,257,337.12</b>	<b>40%</b>
Alumni	\$1,152,991.33		
Students	\$104,345.79		
<b>Parents</b>		<b>\$8,339.01</b>	<b>0%</b>
<b>Friends</b>		<b>\$217,384.22</b>	<b>7%</b>
<b>Faculty/Staff</b>		<b>\$29,369.21</b>	<b>1%</b>
Active	\$14,028.21		
Retired	\$15,341.00		
<b>Corporations</b>		<b>\$780,553.49</b>	<b>24%</b>
Direct Gifts & Grants	\$778,603.49		
Matching Gifts	\$1,950.00		
<b>Foundations</b>		<b>\$882,245.30</b>	<b>28%</b>
<b>TOTAL</b>		<b>\$3,175,228.35</b>	<b>100%</b>

\*Does not include Gift-in-Kind of: \$ 9,153,660.23





Update  
January 1, 2018 to March 31, 2018

Living Members

Anonymous (3)  
Ed Blankenship ('04)  
Vikki Chaviers ('77, '99)  
Max C. Folmar ('66)  
John and Hitomo Greening ('64)  
Dr. Patricia Perryman ('84)  
Bill ('84) and Gladys Sharp  
Dr. Anthony E. "Tony" Stephens ('64)  
Margaret Stevens ('49)  
Janis James Steward ('83)  
Brenda Terry  
Dr. R. Steven Tipps (Former Faculty)  
Betty R. Wagner  
Dr. Patricia ('74) and Michael Wooten

Number of Gifts Confirmed	13
Actual Amount Confirmed	\$ 2,088,162.00
Campaign Value Confirmed	\$ 1,309,668.00
Number of Gifts Documentation Pending	6

<https://mwsu.edu/universityadvancement/planned-giving>

# WHAT IS OUR CAMPAIGN PATHWAY?

16-17

- Feasibility & Planning
- Campaign Committee Recruitment & Case Development

17-18

- Cornerstone Gift Requests Begins: Individuals & Foundations
- Board of Regents Campaign
- Dedications and Celebrations!

18-19

- Cornerstone Gift Requests Continues
- Faculty & Staff Campaign
- Principal Gifts/Alumni and Friends
- Corporate and Foundation Giving
- Dedications and Celebrations

19-20

- Major Gifts/Alumni and Friends
- Planned Giving/Legacy Campaign
- Regional/National Alumni Campaign Organization
- Dedications and Celebrations

20-21

- Regional/National Alumni Campaign Outreach
- Centennial Planning

21-22

- Centennial Celebration
- Campaign Celebration
- Donor Recognition

## **Financial – Summary Report**

### **Financial Report**

The quarterly report is through March 31, 2018. Schedule One highlights that total revenue for the institution was \$77.9 million, up \$5 million compared to the same period last year. Operating revenue made up of tuition and fees, grants, and auxiliary enterprises was up \$2.4 million. Non-operating revenue including state appropriations was up \$2.6 million. Expenses have increased from \$83 million to \$85.8 million, an increase of \$2.9 million or 3.5%. The largest increases were in depreciation, \$625,000 and scholarships, \$570,000. Salaries, wages and other payroll related costs increased only \$630,000 because of a one-month hold on filling of any vacant positions.

Schedules Two and Three show that overall revenues and expenses are tracking positively to budget, with revenues at 102.3% and expenses at 62.6% to an expected 58.3% at the end of March. Schedule Three shows that the institution was short of meeting its tuition and fee revenue goals for the fall with tuition and fees being \$877,000 short of budget. Auxiliary revenues over realized revenue by \$583,000 with a stronger than expected performance in the students purchasing food plans. Tuition and fee shortfalls will be made up with a combination of reduced expenditures and areas which have experienced over-realized revenue.

Lastly, on Schedule Four, the ending balances of working capital funds show a use of \$2.4 million commitment in reserves due to carry forward budgeting with prudent use of reserves. All of the items on this report other than a few small revenue areas were included in the original FY18 budget.

## **Investment – Summary Report**

### **Investment Report**

The quarterly investment report is through February 28, 2018, as required by the Public Funds Investment Act.

The report shows that at the end of February the university held a total of \$46.7 million in cash and cash investments. Of that, \$17.2 million was in highly liquid cash investments, plus \$1.6 million at the state treasury. Texas A&M University System (TAMUS) held \$27.7 million of the funds. TAMUS cash investments earned \$357,769 of interest and dividends over the quarter and \$3.2 million of unrealized gain since inception. The institution kept \$17.2 million in Texpool/Logic/Class, all short-term over-night investment vehicles. The balances of the funds, \$241,699 are held in securities purchased before the institution contracted with TAMUS and was managing its own cash. This small amount of common stock, \$71,000 in book value, is showing a \$171,000 gain since being acquired. The university has yielded on the overall cash holdings anywhere from 2.6% to 4.35% a month over the quarter.

The university has also invested the \$55.9 million of bond proceeds on the Tuition Revenue Bond projects. At the end of February, these funds earned \$134,000 for the quarter. The university's endowed funds are held at both American National with \$9.6 million and at Texas A&M University System with \$12.8 million. The funds held by American National had a realized gain of \$404,000 in market value since last quarter and overall have appreciated market value of 16.6% since obtaining the funds. The university received \$50,475 distribution from these funds for the quarter. The Texas A&M University System Endowment Pool had a realized gain of \$113,000 in market value for the quarter, and a market gain of 5.4% since inception. The university received \$24,519 in distributions net of fees for the quarter.

# University of North Texas Center for Public Management

and

Government Treasurers' Organization of Texas

**Co Sponsored by Region 9 Education Service Center**

## Certificate of Attendance

presented to

*Marilyn Fowle*

For completion of training on the Texas Public Funds Investment Act and related investment issues

April 4, 2018 ..... 5 hours

Wichita Falls, Texas



Patrick Shinkle  
Center for Public Management  
TSBPA CPE Sponsor 007716

# University of North Texas Center for Public Management

and

Government Treasurers' Organization of Texas

**Co Sponsored by Region 9 Education Service Center**

## Certificate of Attendance

presented to

*Chris Stovall*

For completion of training on the Texas Public Funds Investment Act and related investment issues

April 4, 2018 ..... 5 hours

Wichita Falls, Texas



Patrick Shinkle  
Center for Public Management  
TSBPA CPE Sponsor 007716

## **Summary of the Personnel Position Status Reports for 9/1/17 – 3/31/18**

**Total net new positions as of 3/31/18 = 0.0**

**MIDWESTERN STATE UNIVERSITY**  
**PERSONNEL POSITION STATUS REPORT**  
January 31, 2018

	APPROVED BUDGET		POSITIONS				SALARY				TOTAL CURRENT		
	9/1/2017		ADDED (DELETED)		TOTAL POSITIONS		(SAVED)	FILLED POSITIONS		VACANT POSITIONS		POSITIONS	
POSITIONS	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT	ADDED	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT
EXEC, ADMIN & MANAGERIAL	48.00	5,044,178			48.00	5,044,178	8,800	46.00	4,790,694	2.00	262,284	48.00	5,052,978
REGULAR FACULTY	256.59	18,219,977			256.59	18,219,977	13,365	247.09	17,743,526	9.50	489,816	256.59	18,233,342
PROFESSIONAL NON-FACULTY	168.12	7,786,750			168.12	7,786,750	(8,082)	165.62	7,566,737	2.50	211,931	168.12	7,778,668
CLERICAL AND SECRETARIAL	95.08	2,444,076			95.08	2,444,076	(16,445)	89.08	2,335,684	6.00	91,947	95.08	2,427,631
TECH & PARAPROFESSIONAL	23.75	1,092,491			23.75	1,092,491	(7,027)	22.75	1,027,541	1.00	57,923	23.75	1,085,464
SKILLED CRAFT	29.00	1,025,330			29.00	1,025,330		29.00	1,025,330	0.00	0	29.00	1,025,330
SERVICE & MAINTENANCE	70.00	1,596,427			70.00	1,596,427	(11,388)	60.00	1,375,795	10.00	209,244	70.00	1,585,039
POLICE	14.00	561,122			14.00	561,122	5,916	13.00	534,439	1.00	32,599	14.00	567,038
GRAND TOTALS	704.54	37,770,351	0	0	704.54	37,770,351	(14,861)	672.54	36,399,746	32.00	1,355,744	704.54	37,755,490



**MIDWESTERN STATE UNIVERSITY**  
**PERSONNEL POSITION STATUS REPORT**  
February 28, 2018

	APPROVED BUDGET		POSITIONS				SALARY				TOTAL CURRENT		
	9/1/2017		ADDED (DELETED)		TOTAL POSITIONS		(SAVED)	FILLED POSITIONS		VACANT POSITIONS		POSITIONS	
POSITIONS	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT	ADDED	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT
EXEC, ADMIN & MANAGERIAL	48.00	5,044,178			48.00	5,044,178	8,800	46.00	4,790,694	2.00	262,284	48.00	5,052,978
REGULAR FACULTY	256.59	18,219,977			256.59	18,219,977	13,365	247.09	17,743,526	9.50	489,816	256.59	18,233,342
PROFESSIONAL NON-FACULTY	168.12	7,786,750			168.12	7,786,750	(5,130)	165.62	7,569,689	2.50	211,931	168.12	7,781,620
CLERICAL AND SECRETARIAL	95.08	2,444,076			95.08	2,444,076	(23,104)	89.08	2,329,025	6.00	91,947	95.08	2,420,972
TECH & PARAPROFESSIONAL	23.75	1,092,491			23.75	1,092,491	(7,027)	22.75	1,027,541	1.00	57,923	23.75	1,085,464
SKILLED CRAFT	29.00	1,025,330			29.00	1,025,330		29.00	1,025,330	0.00	0	29.00	1,025,330
SERVICE & MAINTENANCE	70.00	1,596,427			70.00	1,596,427	(17,352)	60.00	1,369,831	10.00	209,244	70.00	1,579,075
POLICE	14.00	561,122			14.00	561,122	5,916	13.00	534,439	1.00	32,599	14.00	567,038
GRAND TOTALS	704.54	37,770,351	0	0	704.54	37,770,351	(24,532)	672.54	36,390,075	32.00	1,355,744	704.54	37,745,819

**MIDWESTERN STATE UNIVERSITY**  
**PERSONNEL POSITION STATUS REPORT**  
**March 31, 2018**

	APPROVED BUDGET		POSITIONS				SALARY				TOTAL CURRENT		
	9/1/2017		ADDED (DELETED)		TOTAL POSITIONS		(SAVED)	FILLED POSITIONS		VACANT POSITIONS		POSITIONS	
POSITIONS	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT	ADDED	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT
EXEC, ADMIN & MANAGERIAL	48.00	5,044,178			48.00	5,044,178	8,800	46.00	4,790,694	2.00	262,284	48.00	5,052,978
REGULAR FACULTY	256.59	18,219,977			256.59	18,219,977	13,365	247.09	17,743,526	9.50	489,816	256.59	18,233,342
PROFESSIONAL NON-FACULTY	168.12	7,786,750			168.12	7,786,750	(5,130)	165.62	7,569,689	2.50	211,931	168.12	7,781,620
CLERICAL AND SECRETARIAL	95.08	2,444,076			95.08	2,444,076	(23,104)	89.08	2,329,025	6.00	91,947	95.08	2,420,972
TECH & PARAPROFESSIONAL	23.75	1,092,491			23.75	1,092,491	(7,027)	22.75	1,027,541	1.00	57,923	23.75	1,085,464
SKILLED CRAFT	29.00	1,025,330			29.00	1,025,330		29.00	1,025,330	0.00	0	29.00	1,025,330
SERVICE & MAINTENANCE	70.00	1,596,427			70.00	1,596,427	(28,703)	60.00	1,358,480	10.00	209,244	70.00	1,567,724
POLICE	14.00	561,122			14.00	561,122	5,527	13.00	534,050	1.00	32,599	14.00	566,649
GRAND TOTALS	704.54	37,770,351	0	0	704.54	37,770,351	(36,272)	672.54	36,378,335	32.00	1,355,744	704.54	37,734,079

**Midwestern State University Reporting of Personnel Changes**  
**Fiscal Year 2018**  
**January - March**

**I. ENTERING EMPLOYEES**

1. Richard Bates – Storekeeper, Purchasing and Contract Management – 01/01/18
2. Richard Will Edwards – Sports Information Director, Athletics – 01/01/18
3. Mark DeLaGarza – Programmer Analyst II, Information Technology – 01/01/18
4. Chris Depineda – Library Assistant III – 01/10/08
5. Ray Hyde – Visiting Assistant Professor, Dental Hygiene – 01/16/18
6. Joel Mack – Instructor, Nursing – 01/16/18
7. Michael Harmon – Custodian, Facilities Services – 02/01/18
8. Kimberly McCoy – Custodian, Facilities Services – 02/01/18
9. Maria Mendenhall – Accounting Assistant III, Business Office – 02/05/18
10. Sommer Straughter – BSN Nurse Educator 50% - 02/05/18
11. Alissa Russell – Library Assistant II – 02/12/18
12. Cassandra Shinpaugh – Admissions Counselor – 02/12/18
13. Larry Goldsberry – Groundskeeper, Facilities Services – 02/19/18
14. Gary Miller – Groundskeeper, Facilities Services – 02/19/18
15. Traci Roberts – Secretary, BAAS – 02/19/18
16. Angie Edwards – Purchasing Assistant – 02/26/18
17. Rhonda O’Neal - Custodian, Facilities Services – 03/01/18
18. William Brad Love – Police Officer III – 03/19/18
19. Tamara McDuffie - Custodian, Facilities Services – 03/25/18

**II. EXITING EMPLOYEES**

1. Kathleen Esch – Police Communication Operator – 01/05/18
2. Carla Tettleton – Secretary, BAAS – 01/09/18
3. Thurman Jones – Police Officer III – 01/12/18
4. Trinh Tu – Accounting Assistant III, Business Office – 01/16/18
5. Alan Moser – Groundskeeper, Facilities Services – 01/26/18
6. Allison Gordon – Computer Based Test Center Specialist – 01/31/18
7. Natalie Rawson – Head Coach, Volleyball – 02/01/18
8. Dana Cory – Secretary, Simulation Center – 02/02/18
9. Yoshi Fukasawa – Professor, Dillard College of Business – 02/11/18
10. Terri Decker – Catalog Librarian – 02/16/18
11. Walter Lambert – Business Analyst, Small Business Development Center – 02/16/18
12. Damian Clarke – Head Coach, Women’s Soccer – 02/23/18
13. Jamie Fowler – Custodial Superintendent – 02/28/18
14. Hope Siffert – Assistant Coach, Women’s Soccer – 03/09/18
15. Rachel Gillis - Custodian, Facilities Services – 03/18/18
16. Mollie Williams – Teller, Business Office – 03/23/18

17. Sherry Elton – Police Communication Operator – 03/26/18

**III. RETIRING EMPLOYEES**

1. Martha Louise Glasgow – Custodian, Facilities Services – 01/31/18
2. Debra Villarreal – Custodian, Facilities Services – 01/31/18
3. Dean Price – Central Plant Superintendent – 02/28/18

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

### Membership

Tiffany Burks, Chairman  
Lynwood Givens  
Jeff Gregg  
Shawn Hessing

### Conflict of Interest Disclosure and Compliance with Ethics Commission Filing Requirements

18-110. MSU Policy 2.25 provides that regents must disclose any potential conflict of interest to the appropriate committee of the Board. Information will be presented as necessary in accordance with this policy. Additionally, Board members will be asked to certify their filing of the required Personal Financial Statement with the Texas Ethics Commission.

### Compliance Update

18-111. An update on compliance activities is presented in the Board Book for information only.

### Audit Update

18-112. An update on audit activities is presented in the Board Book for information only.

### Petty Cash and Change Fund Audit Report

18-113. This engagement was included in the FY 17 audit plan. Its objective was to determine whether departments have developed and implemented policies and procedures to effectively manage the inherent risks related to cash. This audit report is included in the Board Book and will be presented for the Board's acceptance.

### Texas Higher Education Coordinating Board (THECB) Facilities Audit

18-114. Texas Education Code, Section 61.0583 requires the THECB to conduct comprehensive audits of educational and general facilities on public university campuses including a review of facility development projects and acquisitions of real property performed by the university's internal audit function. The report is included in the Board Book and will be presented for the Board's acceptance.

### Independent Validation (Peer Review)

18-115. Texas Government Code, Section 2102.007(5) requires internal audit departments to conduct quality assurance reviews in accordance with professional standards and to take part in a comprehensive external peer review. This report fulfills the external peer review requirement, and will be presented for the Board's acceptance.

### MSU Policies and Procedures Manual Changes

18-116. Changes to the *MSU Policies and Procedures Manual* will be recommended for approval as summarized below.

- A. Policy 3.340, Americans with Disabilities Act – This policy has been rewritten to comply with applicable federal and state law and regulations and to ensure understanding of the university's responsibilities in accordance with the Americans with Disabilities Act (ADA) of 1990, ADA Amendments Act of 2008 (ADAAA) and Section 504 of the Rehabilitation Act of 1973.

- B. Policy 4.134 (Donations, Gifts, and Endowments) and Deletion of Policy 4.164 (Solicitation of Funds) – Changes to Policy 4.134 are recommended to more fully articulate the administrative roles, responsibilities, and procedures for solicitation, acceptance, and management of certain gifts to the university in accordance with MSU policies and procedures, and to ensure compliance with applicable federal and state law and regulations. As a result of the new wording in Policy 4.134, Policy 4.164 (Solicitation of Funds) is no longer necessary.
- C. Policy 4.151 (Web Accessibility) – This policy was rewritten to ensure that all web applications and web pages of the MSU website meet applicable federal and state law and regulations in order to better serve persons with disabilities.

## Compliance Activities Update

In accordance with the requirements set forth in Policy 2.26(C)3(b), *Institutional Compliance and Ethics Program*, the following is an update regarding the content and operation of the University's compliance and ethics program.

- The Environmental Health, Safety, and Risk Management Committee (EHSRM) will meet on June 11, 2018.
- An Accident Review Board (ARB) was created based on the State Office of Risk Management's (SORM) recommendation. The ARB met on December 4, 2017 and reviewed three auto accidents, two employee injuries, and one student injury. All cases were resolved and closed. No corrective action or further investigation was deemed necessary. The ARB will meet again on June 11, 2018.
- The Electronic Accessibility Compliance Committee sponsored a webinar on March 29, 2018, covering ADA Section 504, 508, and assistive technology compliance.
- An ADA Electronic Accessibility Task Force was created in January 2018. The task force included members of the Electronic Accessibility Committee and several faculty members. Four meetings were held in February and March with the following outcomes:
  1. Identified areas to be addressed for electronic accessibility compliance,
  2. Prioritized the list of areas to be addressed,
  3. Identified tasks to be completed for each area and responsible person(s),
  4. Established a timeline for completion.
- An afternoon training session on the European Union's General Data Protection Regulation (GDPR) was held on March 22, 2018. A compliance sub-committee was formed to address how GDPR will affect American universities including MSU.
- A meeting was held on March 19, 2018 to review, assign responsibility, and set implementation dates for the remaining recommendations from the Clery Act compliance assessment. A centralized, content-filled website containing Title IX policies, procedures, and both on-campus and off-campus resources went live in February 2018.
- No tips were received between January and March through the EthicsPoint anonymous hotline.
- One hundred eight (108) contracts were processed through the University's Contract Management System in the second quarter of fiscal year 2018 (December 1, 2017 – February 28, 2018). As of February 28, 2018, a total of 3,061 contracts were included in the repository with 1,099 being active.

## Internal Audit Activities Update

I am pleased to provide an update on this quarter's Office of Internal Audits activities.

- The Petty Cash and Change Fund Audit Report 17-04 is complete. The audit objective was to determine whether University departments had developed and implemented policies and procedures to effectively manage the inherent risks related to cash. The report is included in the Board Agenda.
- The Texas Higher Education Coordinating Board (THECB) Facilities Audit Report 18-03 is complete. The audit objective was to determine if the University complied with THECB regulations for facility development and real property applications and approvals. The report is included in the Board Agenda.
- The independent validation (peer review) prepared by Gina Oglesbee, Chief Audit Executive for Stephen F. Austin State University is complete. The primary objective was to offer an independent opinion on whether the University's program of internal auditing met the requirements and standards expected at institutions of higher education. The report is included in the Board Agenda.
- Changes to Fiscal Year 2018 Internal Audit Plan:
  1. Added a website accessibility audit. The objective is to identify any online content or functionality that is inaccessible to persons with disabilities. The scope for this audit is the University's website, including, but not limited to, the home page, all subordinate pages, intranet pages and sites.
  2. Revised from monitoring the implementation of FY 2015 information security controls required by Texas Administrative Code 202 to outsourcing an audit of the University's business continuity plan and contingency plan.
- In-progress projects from the Fiscal Year 2018 Internal Audit Plan:
  1. Performed the Benefits Proportional by Fund audit.
  2. Began the annual risk assessment process.
  3. Provided ethics and compliance advisory services to various University departments.
- Internal audit focus for the next quarter:
  1. Configuration and implementation of the integrated audit software, TeamMate.
  2. Plan and perform the Contract Management audit.

Respectfully submitted,



Leigh Kidwell, CPA, CGMA

Director

April 12, 2018

Page 68 of 171



**Petty Cash and Change Fund Audit**  
**as of August 15, 2017**  
**Report 17-04**



**Office of Internal Audits**

**Leigh Kidwell, CPA, CGMA, Director**

Page 69 of 171

**3410 Taft Blvd.  
Wichita Falls, TX 76308  
Phone: (940) 397-4914  
Fax: (940) 397-4037  
[www.mwsu.edu/internal-audits](http://www.mwsu.edu/internal-audits)**

February 14, 2018

Dr. Suzanne Shipley, President  
Ms. Tiffany Burks, Chair Audit, Compliance  
And Management Review Committee

The Office of Internal Audits has completed an audit of the petty cash and change funds at Midwestern State University (MSU). This engagement was included in our annual audit plan for the year ending August 31, 2017. The audit was conducted in accordance with generally accepted government auditing standards and in accordance with the *International Standards for the Professional Practice of Internal Auditing* (Standards).

The main objective of this audit was to determine whether departments have developed and implemented policies and procedures to effectively manage the inherent risks related to cash. Overall, MSU has opportunities to enhance the internal controls surrounding cash. At the conclusion of our fieldwork, we met with individual cash custodians and their supervisors to review audit findings and present recommendations for internal control enhancements. All supervisors agreed with our recommendations and have developed action plans to enhance cash controls.

It is important to recognize that in most cases internal controls are not expected to eliminate all risks. Controls should exist to reduce risk to a justified level. Both the analysis of risk and internal controls are the responsibility of MSU management.

Our Standards require that we monitor audit findings to ensure that management action plans have been effectively implemented. Our follow-up procedures will vary based on the significance of the findings and may include reviewing policies and processes or we may perform limited procedures to ensure the action plan is working as intended.

We appreciate the courtesies extended to us during this engagement.

Sincerely,



Leigh Kidwell, CPA, CGMA  
Director

Report Distribution:

*MSU Responsible Parties:*

Dr. Marilyn Fowle', Vice President Administration & Finance  
Chris Stovall, Controller

*Members of the Audit, Compliance and Management Review Committee:*

Dr. Lynwood Givens  
Jeff Gregg  
Shawn Hessing

*State of Texas Agencies:*

Governor's Budget and Policy Division  
Legislative Budget Board  
State Auditor's Office  
Sunset Advisory Commission

**Introduction**

Petty cash and change funds are small amounts of cash held by an organization or a department for making change or small purchases. They are inherently prone to fraud and abuse due to the liquidity of cash. No audit of MSU petty cash and change funds have been performed since fiscal year 2009.

**Objective**

The objectives of our audit were to:

- Determine whether policies and procedures have been developed and implemented to effectively manage the inherent risks related to cash.
- Determine whether petty cash and change funds were properly accounted for in accordance with policy.
- Verify cash on hand agreed to the amount recorded in the general ledger.
- Review internal controls over cash to determine if cash was adequately safeguarded.

**Scope**

MSU's general ledger reflected fourteen petty cash and change funds (funds) held in ten departments with a combined balance totaling \$17,600 at August 15, 2017. One fund was authorized to have \$10,000, four funds were authorized for amounts ranging from \$1,000 to \$2,500, and nine funds were authorized for amounts ranging from \$50 to \$600. We reviewed all fourteen funds due to the length of time since the last petty cash audit was performed.

**Methodology**

Our audit procedures consisted of:

- Obtaining the list of funds recorded in the general ledger;
- Counting all funds in the presence of the cash custodians;
- Verifying cash on hand agreed to authorized amounts;
- Obtaining an understanding of internal controls by interviewing cash custodians and reviewing MSU policies and departmental procedures;
- Determining whether the physical security of cash was adequate; and
- Other procedures as deemed necessary.

**Conclusions and Recommendations**

1. Review of Policies and Procedures:

Eight of the ten departments did not have departmental petty cash and change fund policies. Two departments had outdated policies.

Page 71 of 171

We recommended the Business Office develop written procedures for all campus cash custodians. The departments should then develop formal cash handling policies that align with the Business Office procedures.

2. Verification of Cash on Hand:

Appointments were made to count each of the fourteen funds between August 31, 2017 and September 12, 2017. No surprise cash counts were performed. We found six of the funds agreed to the general ledger; three funds were short by \$0.03, \$0.25 and \$0.53; and three funds were over by \$0.01, \$3.00 and \$50.00. Also found was a \$100 fund that was closed in 2008 yet remained on the general ledger, and a \$1,000 fund that was depleted yet no paperwork could be located to verify the expenditures.

We recommended all fund overages or shortages be cleared by the cash custodians, a reconciliation process should be added to departmental cash count procedures to identify overages or shortages, and the Business Office should initiate regular cash counts of all funds held by departments.

3. Review of Internal Controls:

Overall, we found the physical controls over cash to be fair. Some funds were found in unlocked bags and boxes or in locked boxes with unattended keys left nearby. Other funds were securely locked and safeguarded.

To strengthen physical controls, we recommended cash should be kept in a locked box, and the custodian should not leave keys unattended.

To strengthen overall controls, we recommended: 1) the Business Office should develop cash handling training, require all new cash custodians to attend, and annually provide each custodian with a copy of the rules and responsibilities for cash handling; 2) the Business Office should implement a system to count and verify cash prior to a custodian changing jobs or leaving the university; and 3) alternate custodians should be identified and trained to count and reconcile cash when primary custodians are absent.

**Acknowledgements**

We appreciate the assistance provided to us during our audit by the MSU Controller and the cash custodians in the following departments: Alumni Relations, Athletics, Business Office, Clark Student Center, Dental Hygiene, Library, Marketing and Public Information, Police Department, Post Office, Residence Life, and the Wichita Falls Museum of Art.



**Office of Internal Audits**  
3410 Taft Boulevard Wichita Falls, Texas 76308-2099  
o 940.397.4914 f 940.397.4037

February 14, 2018

Dr. Suzanne Shipley, President  
Ms. Tiffany Burks, Chair Audit, Compliance  
and Management Review Committee

The Office of Internal Audits has completed the Texas Higher Education Coordinating Board (THECB) Facilities Audit, and the report is attached for your review. The audit was conducted in accordance with the Institute of Internal Auditors' *International Standards for the Professional Practice of Internal Auditing*. The objective of our audit was to determine if Midwestern State University (MSU) complied with THECB regulations for facility development and real property project applications and approvals.

We found that MSU complies with the THECB regulations over facilities development projects. We appreciate the cooperation and assistance extended to us during this audit.

Sincerely,

Leigh Kidwell, CPA, CGMA  
Director

**Report Distribution:**

***MSU Responsible Parties:***

Dr. Marilyn Fowle', Vice President Administration & Finance  
Kyle Owen, Associate VP Facilities Services

***Members of the Audit, Compliance and Management Review Committee:***

Dr. Lynwood Givens  
Jeff Gregg  
Shawn Hessing

***State of Texas Agencies:***

Texas Higher Education Coordinating Board  
Governor's Budget and Policy Division  
Legislative Budget Board  
State Auditor's Office  
Sunset Advisory Commission

Page 73 of 171

## BACKGROUND

Texas Education Code, Section 61.0583 requires the Texas Higher Education Coordinating Board (THECB) to periodically conduct a comprehensive audit of all educational and general facilities on the campuses of public senior colleges and universities. This also includes the internal audit function of the university being audited to conduct a review of facility development projects and acquisitions of real property over the preceding five years or since the last audit. Texas Administrative Code, Sections 17.10 – 17.13 require higher education institutions to receive THECB approval (prior to September 2014) or be reviewed (post September 2014) for real property acquisitions, new construction, additional projects, repairs, and renovation projects financed from any source of funds. Effective September 2014, the thresholds for property acquisitions requiring THECB review was raised from zero to those costing \$1 million or more. Thresholds were also increased related to new construction, repairs, and renovations from \$4 million to \$10 million.

## AUDIT OBJECTIVE

The objective of our audit was to determine if MSU complied with THECB regulations for facility development and real property project applications, approvals and reviews.

## SCOPE AND METHODOLOGY

The scope of our audit included facility development projects and real property acquisitions from the beginning of fiscal year 2010 through fiscal year ended August 31, 2017. Seven projects met the THECB criteria for project approval or review. To satisfy our objectives, we performed the following:

- Gained an understanding of the THECB reporting process.
- Reviewed THECB regulations and MSU policies.
- Tested a sample of projects for compliance with THECB regulations and reviewed necessary documentation to support the amounts reported.
- Performed other procedures as deemed necessary.

## AUDIT RESULTS

We tested two of the seven projects to review for compliance. The two projects tested accounted for 64% of the total dollar value and consisted of one property purchase and one new construction project. Based on the testing performed, we found both projects were properly approved or reviewed, and documentation existed to support the information reported to THECB. No exceptions were noted during our testing.

## CONCLUSION

Based on the audit work performed, we conclude that MSU complies with the THECB regulations over facilities development projects.

Page 74 of 171

We appreciate the assistance provided to us during our audit by the Associate Vice President of Facilities Services and the Manager of Facilities Information & University Health/ Safety.



# STEPHEN F. AUSTIN STATE UNIVERSITY

---

## Department of Audit Services

P.O. Box 6121, SFA Station • Nacogdoches, Texas 75962-6121

Phone (936) 468-5204 • Fax (936) 468-7698

February 28, 2018

Mr. Samuel M. Sanchez, Board of Regents Chair  
Ms. Tiffany Burks, Audit, Compliance, and Management Review Chair  
Midwestern State University  
3410 Taft Boulevard  
Wichita Falls, TX 76308

Dear Mr. Sanchez and Ms. Burks:

We conducted an independent validation of the assertions and conclusions made in the Quality Assurance Review Self-Assessment Report issued by Director Leigh Kidwell on October 12, 2017. The primary objective of our engagement was to offer an independent opinion on whether the program of internal auditing of the Midwestern State University Office of Internal Audits meets the requirements expected of internal audit activities at institutions of higher education supported by the State of Texas, as asserted in the Self-Assessment Report previously mentioned. Those requirements are set forth by the Texas Internal Auditing Act (Texas Government Code Chapter 2102); the Institute of Internal Auditors' (IIA) *International Standards for the Professional Practice of Internal Auditing* and *Code of Ethics*; and the U.S. Government Accountability Office's *Generally Accepted Government Auditing Standards*. For purposes of this review, we collectively refer to these as *the Standards*.

The validation was performed by Gina Oglesbee, Chief Audit Executive for Stephen F. Austin State University, and Justin McAninch, Audit Manager for the University of Texas Health Science Center at Tyler. We attest that we are independent from all internal audit activities at Midwestern State University (MSU) and have the requisite skills and knowledge to perform the engagement.

We conducted the validation using the State Agency Internal Audit Forum Peer Review Guidelines and the Master Peer Review Program as guidance. The review included internal audit activities for the three year period, January 1, 2014 through December 31, 2016. Onsite fieldwork was performed December 4-6, 2017 and February 28, 2018. We reviewed the self-assessment documentation and select audit workpapers, and performed interviews with the Chair of the Board of Regents, President, General Counsel, Vice President of Administration

Page 75 of 171



and Finance, Chief Information Officer, Chief Information Security Officer, Audit Director, and Auditor.

Based on our procedures, we agree with the overall conclusion that the Office of Internal Audits "Generally Conforms" to the *Standards*, with specific conformance noted as follows:

Standard Type and Description	Opinion
<b><i>IIA Attribute Standards</i></b>	
1000 – Purpose, Authority, and Responsibility	Generally Conforms
1100 – Independence and Objectivity	Generally Conforms
1200 – Proficiency and Due Professional Care	Generally Conforms
1300 – Quality Assurance and Improvement Program	Partially Conforms
<b><i>IIA Performance Standards</i></b>	
2000 – Managing the Internal Audit Activity	Generally Conforms
2100 – Nature of Work	Generally Conforms
2200 – Engagement Planning	Generally Conforms
2300 – Performing the Engagement	Generally Conforms
2400 – Communicating Results	Generally Conforms
2500 – Monitoring Progress	Partially Conforms
2600 – Communicating the Acceptance of Risk	Generally Conforms
<b><i>IIA Code of Ethics</i></b>	Generally Conforms
<b><i>Generally Accepted Government Auditing Standards</i></b>	Generally Conforms
<b><i>Texas Internal Auditing Act</i></b>	Generally Conforms

We believe the goals set by the Office of Internal Audits as stated in the Quality Assurance Review Self-Assessment Report evidence the commitment to continuous improvement by the Audit Director. Achievement of the goals will enhance compliance and improve processes.

We appreciate the cooperation and assistance provided to us throughout the course of this validation by the Board of Regents, President, Audit Director, and MSU staff.

Sincerely,

Gina Oglesbee, CPA, CFE  
Chief Audit Executive  
Stephen F. Austin State University





cc:

Regent Warren Ayres

Regent R. Caven Crosnoe

Regent F. Lynwood Givens

Regent Shawn Hessing

Regent Jeff Gregg

Regent Nancy Marks

Regent Shelley Sweatt

Student Regent Shayla Owens

President Suzanne Shipley

Audit Director Leigh Kidwell



**Office of Internal Audits**  
3410 Taft Boulevard Wichita Falls, Texas 76308-2099  
o 940.397.4914 f 940.397.4037

October 12, 2017

Mrs. Tiffany Burks, Chair  
Board of Regents' Audit, Compliance and Management Review Committee  
Midwestern State University  
3410 Taft Blvd.  
Wichita Falls, Texas 76308

Dear Regent Burks:

The Midwestern State University Office of Internal Audits has completed a Self-Assessment for its 2017 Quality Assurance (Peer) Review and is pleased to present the results in this report.

### **Executive Summary**

The Office of Internal Audits (Office) conducted a self-assessment (SA) of the internal audit activity in preparation for validation by an independent reviewer. The principal objective of the SA was to assess the Office of Internal Audits' conformance with The *Texas Internal Auditing Act* (Tex. Gov't. Code Chapter 2102), the Institute of Internal Auditors *Code of Ethics* and *International Standards for the Professional Practice of Internal Auditing*, and U.S. General Accounting Office *Generally Accepted Government Auditing Standards* (collectively the "*Standards*") in effect at the time the audits were conducted.

There are three levels of conformity with the *Standards*: generally conforms, partially conforms, and does not conform. It is our overall opinion that the Office of Internal Audits generally conforms to the *Standards* and *Code of Ethics*. A detailed list of conformance to individual standards is contained herein.

### **Scope and Methodology**

The scope of the SA includes activities and audits performed and issued for the three year period ended December 31, 2016. As part of the preparation for the SA, the Office of Internal Audits prepared self-study documents with detailed information including the internal audit charter, audit manual and other organizational materials along with this Self-Assessment Report. The independent reviewers will review this information along with the Office of Internal Audits' risk assessments and audit planning processes, audit tools and methodologies, engagement and staff management processes, and a sample of the Office of Internal Audits' workpapers and reports. The independent reviewers will survey or interview the audit staff

and a sample of University employees who have been involved in internal audits during this time period. Interviews may also be conducted with Board of Regent members, the President, and other senior management.

### Opinion as to Conformity with the *Standards*

The Board of Regents approved internal audit charter requires the Office of Internal Audits to maintain auditing standards consistent with those established by the Institute of Internal Auditors (IIA), *Generally Accepted Governmental Auditing Standards* (GAGAS) and *The Texas Internal Auditing Act* (Act). An external assessment is required to be performed at least once every three years by a qualified, independent reviewer or review team from outside the University. This report represents the results of the Self-Assessment with the independent external validation to follow at a later date.

The rating system used for expressing an opinion for this assessment provides for three levels of conformance: generally conforms, partially conforms, and does not conform.

- Generally conforms means that the Office of Internal Audits has policies, procedures, and a charter that were judged to be in accordance with applicable standards however, opportunities for improvement may exist.
- Partially conforms means deficiencies, while they might impair, did not prohibit the Office of Internal Audits from carrying out its responsibilities.
- Does not conform means deficiencies in practice were found that were considered so significant as to seriously impair or prohibit the Office of Internal Audits in carrying out its responsibilities.

It is our overall opinion that the Office of Internal Audits generally conforms to *The Texas Internal Auditing Act* (Tex. Gov't. Code Chapter 2102), the Institute of Internal Auditors *Code of Ethics* and *International Standards for the Professional Practice of Internal Auditing*, and U.S. General Accounting Office *Generally Accepted Government Auditing Standards* in effect at the time the audits were conducted.

The following table contains our analysis of how the Office of Internal Audits conforms to each section of *The Texas Internal Auditing Act*; *Generally Accepted Government Auditing Standards*; and the Institute of Internal Auditors *International Standards for the Professional Practice of Internal Auditing* and *Code of Ethics*.

Standard Type and Description	Opinion
Texas Internal Auditing Act	Generally Conforms
Generally Accepted Government Auditing Standards	Generally Conforms

Standard Type and Description	Opinion
<i>IIA International Attribute Standards:</i>	
1000 - Purpose, Authority and Responsibility	Generally Conforms
1100 - Independence and Objectivity	Generally Conforms
1200 - Proficiency and Due Professional Care	Generally Conforms
1300 - Quality Assurance and Improvement Program	Partially Conforms
<i>IIA International Performance Standards:</i>	
2000 - Managing the Internal Audit Activity	Generally Conforms
2100 - Nature of Work	Generally Conforms
2200 - Engagement Planning	Generally Conforms
2300 - Performing the Engagement	Generally Conforms
2400 - Communicating Results	Generally Conforms
2500 - Monitoring Progress	Partially Conforms
2600 - Communicating the Acceptance of Risks	Generally Conforms
IIA Code of Ethics	Generally Conforms

## Detailed Conclusions for Institute of Internal Auditors International Standards

### I. 1000 Purpose, Authority, and Responsibility

The purpose, authority and responsibility of the Office of Internal Audits are specified in the Internal Audit Charter which defines the nature of assurance and consulting services. It was approved by the Board of Regents.

### II. 1100 Independence and Objectivity

Based on the Self-Assessment, our conclusion is that the Office of Internal Audits is independent and free from impairments, and the auditors are objective in performing their work. The Director reports to the Board of Regents who approves the Internal Audit Charter. The Board of Regents reviews and approves the Annual Audit Plan and significant deviations to it. The Board of Regents reviews and accepts all audit reports before they are issued. The Office of Internal Audits has not experienced any scope limitations and has been able to report all findings and conclusions objectively. The Office of Internal Audits has a process for addressing conflicts of interest situations.

### **III. 1200 Proficiency and Due Professional Care**

Our conclusion is that audit work is performed with proficiency and due care; professional judgment is used in planning, performing, and reporting; and the staff collectively possesses adequate professional competence. The Director of Internal Audits is licensed as a Certified Public Accountant (CPA) with a Chartered Global Management Accountant designation and has twenty-five years of experience in auditing and accounting. She has passed two-thirds of the tests required for the Institute of Internal Auditors' Certified Internal Auditor designation with plans to complete the testing in the spring of 2018. The recently hired, full time auditor has sufficient knowledge to identify indicators of fraud and is pursuing the Certified Fraud Examiner credential. The budget provides funding for auditors to earn continuing education credits and maintain professional certifications.

### **IV. 1300 Quality Assurance and Improvement Program**

We found that the Office of Internal Audits quality assurance program partially conforms to *Standards* with opportunities for improvement. External quality assurance (peer) reviews have been performed every three years as required. The Director approves all audit plans, audit programs and audit reports. The Director has open communication with all audit clients. The internal review processes has been strengthened through preparation of the quality assurance self-study. Other improvements that will be implemented include; annually performing and documenting an internal assessment, utilizing The Texas State Agency Internal Audit Forum (SAIAF) checklist for each audit to ensure compliance with *Standards*, holding regular staff meetings, and stating all audits are performed in accordance with *Standards* upon completion of a successful peer review.

### **V. 2000 Managing the Internal Audit Activity**

Our Self-Assessment indicated that the Office of Internal Audits is managed in accordance with relevant *Standards*. The Office's Policies and Procedures Manual is available on a network drive that is accessible to all audit staff with restricted access by others. The Director prepares a risk-based Annual Audit Plan that is approved by the Board of Regents; monitors and communicates the progress of projects; coordinates with other audit entities to prevent duplication; and prepares an Annual Audit Report. Internal audit reports provide value-added recommendations to address the risks and issues that are identified. Follow-up reviews add value by informing the Board of Regents and management of the status of audit findings identified in previous reports.

### **VI. 2100 Nature of Work**

Our conclusion based on the Self-Assessment is that the Office of Internal Audits contributes to the improvement of risk management, control, and governance processes through audits, special projects, and service. The Director facilitates an annual risk assessment that forms the basis for the Annual Audit Plan. The risk assessment survey considers areas of risk such as the reliability of information, safeguarding of assets, compliance, efficiency and effectiveness of operations, and the accomplishment of goals and objectives. Fraud risks are considered in each audit. The Director has provided significant input on ethics and fraud prevention policies and facilitates the fraud awareness program through administration of the anonymous hotline, EthicsPoint. The Director serves as an advisory member of the University Compliance and Ethics Committee as well as several compliance sub-committees.

## **VII. 2200 Engagement Planning**

The Office of Internal Audits conforms with the *Engagement Planning Standards*. The auditors develop an audit plan for each audit, which specifies the audit scope and objectives. An audit program is prepared for each audit that identifies the activities to be performed in order to accomplish the audit objectives. The Director assigns audits according to the knowledge, skills, and experience of the auditors.

## **VIII. 2300 Performing the Engagement**

We maintain that the Office of Internal Audits complies with *Standards* in performing audits. The auditors manually prepare thorough working papers to document the audit program performed to achieve the objectives. An electronic work paper system and auditing software, TeamMate, has recently been purchased. Audits performed in the spring of 2018 will use the software due to a four to six month wait time for installation. Evidence provided to support results and conclusions is sufficient, competent, and relevant. Audits are properly supervised, and appropriate working papers are reviewed before reports are issued.

## **IX. 2400 Communicating Results**

The Office of Internal Audits complies with the *Standards* regarding communicating the results of engagements. Written reports are prepared for all audits stating the objectives, scope, and procedures. The results are communicated to the appropriate internal and external parties, including the Board of Regents, President, Senior Management, the Governor's Budget and Policy Division, State Auditor's Office, Legislative Budget Board, and Sunset Advisory Commission. Reports are submitted to other oversight agencies when applicable.

## **X. 2500 Monitoring Progress**

We found the Office of Internal Audits' manual system for monitoring the disposition of recommendations communicated to management partially conforms to *Standards* with opportunities for improvement. Currently, the status of identified issues and recommendations listed in audit reports are tracked manually to perform follow-up reviews with management. The Office is researching whether the recently purchased TeamMate work paper and auditing software or a stand-alone database would better automate the process. The Fiscal Year 2018 Audit Plan includes hours allocated for monitoring the status of prior audit recommendations. The results of follow-up reviews are communicated to the Board of Regents and to appropriate management.

## **XI. 2600 Communicating the Acceptance of Risks**

No instance has occurred where the Director believes that senior management has accepted a level of residual risk that is unacceptable to the University, but if this situation were to occur, the Director would report the concern to the Board of Regents' Audit, Compliance and Management Review Committee Chair.

Page 82 of 171

## **Goals for the Department**

During the performance of our Self-Assessment, we identified opportunities to enhance our processes. We formulated these into goals for the Office of Internal Audits over the next three years as follows:

**Goal #1** - Increase efficiency by utilizing technology. Plan includes:

- Implement electronic work paper and audit software, TeamMate by June 2018.
- Implement electronic database to track and monitor status of issues identified in audit reports by September 2018.

**Goal #2** - Establish an internal assessment process to ensure all aspects of the internal audit function are evaluated annually. Plan includes:

- Develop an on-going monitoring and periodic self-assessment process and annually communicate the results to the Board of Regents by November 2018.

**Goal #3** – Strengthen the risk management process. Plan includes:

- Continue to increase the numbers of risk survey recipients to achieve a university-wide risk assessment by May 2019.
- Integrate the Internal Control Integrated Framework published by the Committee of Sponsoring Organizations (COSO) into the risk management process by May 2018.

**Goal #4** - Ensure that audit staff enhances their knowledge, skills, and other competencies. Plan includes:

- The Director should achieve the Certified Internal Auditor certification by May 2018.
- The auditor should achieve the Certified Fraud Examiner certification by December 2018.

The Office of Internal Audits is committed to continuous improvement and will continue to revisit and improve our practices as we stay abreast of auditing standards and techniques. These goals will be reviewed and adjusted when performing the annual internal assessment.

### **Acknowledgements**

We look forward to the assistance of Mrs. Gina Oglesbee, Chief Audit Executive for Stephen F. Austin State University and Mr. Justin McAninch, Audit Manager for UT Tyler – Health Northeast, in performing the external Quality Assurance (Peer) Review validation for the MSU Office of Internal Audits.

We appreciate the support of the Board of Regents, President, Senior Management and the MSU community in performing our duties as the internal auditors for the university.

Sincerely,



Leigh Kidwell, CPA, CGMA  
Director



## Midwestern State University

# Policies and Procedures Manual

## Policy 3.340: Americans with Disabilities Act

<b>Approval Authority:</b>	Board of Regents
<b>Policy Type:</b>	University Policy
<b>Policy Owners:</b>	Vice President for Administration & Finance Vice President for Student Affairs
<b>Responsible Offices:</b>	Director of Human Resources University ADA Coordinator
<b>Next Scheduled Review:</b>	05/09/2019

### I. Policy Statement

It is the policy of Midwestern State University (“MSU” or “University”), that no otherwise qualified person, on the basis of disability, be excluded from participation in, be denied the benefits of, or be subject to discrimination under any education program, activity, or employment of the University. It is MSU’s policy to provide equal access and opportunity to individuals with disabilities in compliance with federal law.

### II. Reason for Policy

The purpose of this policy is to ensure understanding of the University’s responsibilities in accordance with the Americans with Disabilities Act (ADA) of 1990, ADA Amendments Act of 2008 (ADAAA) and Section 504 of the Rehabilitation Act of 1973.

### III. Application of Policy

This policy applies to current and prospective students, current and prospective employees including qualified applicants for employment, visitors, contractors, vendors, and guests on campus. Every member of the University community is responsible for ensuring an accessible and inclusive educational and work environment.

### IV. Definitions

**ADA Coordinator:** The ADA Coordinator for the University manages University programs and responsibilities to assure compliance with the American with Disabilities Act (ADA), Sections 503 and 504 of the Rehabilitation Act of 1973, and other federal and state laws and regulations pertaining to persons with disabilities. The ADA Coordinator is responsible for coordinating University policies and procedures relating to persons with disabilities, tracking University progress relating to its policies and



procedures as well as state and federal laws and regulations relating to persons with disabilities, and filing all necessary reports. *See infra* Responsible Office(s), section VII.

***Disability:*** An individual with a disability is an individual who has a physical or mental impairment that substantially limits one or more major life activities; has a record of such impairment; or is regarded as having such impairment.

***EIR (electronic and information resources):*** Includes information technology and any equipment or interconnected system or subsystem of equipment that is used in the creation, conversion, duplication, or delivery of data or information.

***EIR Accessibility Coordinator:*** Per Rule §213.41(d) of Title 1, Part 10, Chapter 213, Subchapter C of the Texas Administrative Code, the “head of each institution of higher education shall designate an EIR Accessibility Coordinator who shall be organizationally placed to develop, support and maintain its accessibility policy institution wide. The institution’s designation must contain the individual’s name and other information in the format published by the department.” Such coordinator for MSU shall be the Section 508 Coordinator, Kristin Grassi, 940-397-4140.

***Essential Function:*** The term essential functions means the fundamental job duties of the employment position the individual with a disability holds or desires. A job function may be considered essential for several reasons, including but not limited to the following: (i) the function may be essential because the reason the position exists is to perform that function; (ii) the function may be essential because of the limited number of employees available among whom the performance of that job function can be distributed; and/or (iii) the function may be highly specialized so that the incumbent in the position is hired for his or her expertise or ability to perform the particular function.

***Qualified Individual with a Disability (student):*** With respect to education, a qualified person with a disability is a person with a disability who meets the academic and technical standards for admission or participation in a particular educational program or activity with or without accommodation.

***Qualified Individual with a Disability (employee):*** With respect to employment, a qualified person with a disability is a person with a disability possessing the requisite skills, education, experience, and training for a position, and who can perform, with or without reasonable accommodation, the essential functions of the position the individual desires or holds.

***Reasonable Accommodation:*** In regard to education, a modification or adjustment to an academic program or activity that enables a student to meet essential elements of the academic program. Such accommodation is required unless it causes undue hardship on the academic unit or poses a direct threat to the health and safety of the individual or others. In regard to employment, a modification or adjustment to a job, the work environment, or the way things are done that enables a qualified individual with a disability to perform essential job functions. Such accommodation is required unless it poses an undue hardship on the employer or poses a direct threat to the health and safety of the individual or others.

***Substantial Limitation (substantially limiting):*** An impairment preventing the performance of a major life activity that the average individual in the general population can perform; or a significant restriction as to the condition, manner or duration under

which an individual can perform a particular major life activity as compared to the average individual in the general population.

**Undue Hardship:** Any accommodation that is substantially disruptive, administratively burdensome, unduly costly to the University, or that would fundamentally alter the nature or operation of the unit.

**Web-based communication:** The sharing of information, words, or ideas over a network of computers known as the internet.

**Web page:** The static or dynamic content displayed on the internet that is identified by a unique Uniform Resource Locator (URL).

**Website:** Several interrelated and cross-linked web resources designed to function as a collective unit.

## V. Procedures and Responsibilities

### A. Employee Accommodations

1. To receive an accommodation under the ADA, an employee must make a request to the University's Disability Support Services (DSS). The employee should include documentation from a qualified health professional of his or her functional limitations. The employee shall provide a medical statement that contains a diagnosis and prognosis, explaining the impact the impairment will have on the employee's ability to perform the essential functions of the employee's position. The document should also identify the major life activity that is substantially limited as a result of the disability. An initial request can be made through a departmental chair, Human Resources (HR) representative or supervisor, but requests made are ultimately elevated to the DSS.
2. After reviewing the documentation and the facts of each request, the DSS will determine if the employee is eligible for accommodations under the ADA. If eligible for accommodation, a member of the DSS will then facilitate a plan of reasonable accommodation and will:
  - a. Determine what documentation is needed to support the employee's request for accommodation.
  - b. Clarify the responsibilities of the University and the employee throughout the process.
  - c. Identify the essential and marginal functions of the position (if not already done).
  - d. Discuss the employee's specific physical or mental abilities or limitations as they relate to the essential functions along with potential accommodations.
  - e. Identify the accommodation that best serves the needs of the employee and the university.
  - f. Coordinate with the employee, HR, and supervisor as necessary.
3. The accommodation and any related documentation is maintained by the DSS office. Information shall be shared only with those having an official need to know. *See infra* Confidentiality, section VD.

4. The employee is responsible for contacting the DSS or HR if reasonable accommodations are not implemented in an effective and timely manner. The DSS will work with the employee, and other parties as needed, to resolve disagreements regarding the recommended accommodation. *See infra* Grievance Procedures, section VE.

B. Student Accommodations

1. To receive an accommodation under the ADA, students must file an application with the DSS.
2. A student must provide documentation of her/his disability and how it limits her/his participation in programs or services of the University. Appropriate documentation contains a clear diagnostic statement that describes how the condition was diagnosed, information about the functional impact, and suggestions of appropriate accommodations provided by a licensed or otherwise properly credentialed professional who has undergone appropriate and comprehensive training. Documentation of the disability should be timely and from appropriate professionals licensed to diagnose the type of disability the student has. Medical documentation will be retained by only the DSS and kept confidential. *See infra* Confidentiality, section VD.
3. The DSS makes the determination of whether the student is eligible for accommodations under the ADA. Accommodations will be determined through an interactive process between the DSS and the student.
4. If there is a discrepancy regarding requested accommodations, the DSS will facilitate discussions between the student and faculty members and/or academic units. It is the responsibility of the DSS to determine the reasonable accommodation in a particular case, taking into account the content of the course or program, the student's disability, and the documentation from an appropriately credentialed professional. These procedures DO NOT require an academic unit to fundamentally alter the nature of its academic program.
5. Students are expected to discuss with their instructors the need for accommodations in their respective course. Faculty members are expected to discuss such matters privately and maintain confidentiality.
6. Students are responsible for notifying the DSS if reasonable accommodations are not implemented in an effective and timely way.

C. Notices

1. Serving disabled students also requires the cooperation of the faculty. Faculty members must insert the following, or an equivalent to the following, into each course syllabus:

*Any student who, because of a disability, may require special arrangements in order to meet the course requirements should contact the instructor as soon as possible to make necessary arrangements. Students must present appropriate verification from the University's Disability Support Services (DSS) during the instructor's office hours. Please note that instructors are not allowed to*

*provide classroom accommodation to a student until appropriate verification from the DSS has been provided.*

2. Faculty should announce the following, or an equivalent to the following, within the first few sessions of classes, in addition to pointing out the above clause that is to be inserted in the syllabus:

*“I would appreciate hearing from anyone who has a disability that may require special accommodation. I am willing to assist you in arranging the accommodation for your disability as prescribed by the University’s Disability Support Services (DSS). Please make an appointment with me during my office hours so that we may discuss what accommodations will best serve you.”*

- D. Confidentiality: Any records or information obtained during the process that reflect diagnosis, evaluation, or treatment of an employee’s or applicant’s medical or mental health condition are confidential and will be maintained in a separate file. Such records will be shared only with those University employees who have a need to know in order to implement the accommodation process and will not be released except as required by law.
- E. Grievance Procedures: Employees or students who believe the University has not met its obligations under the ADA should consult with the University’s ADA Coordinator, who serves all MSU sites and has overall responsibility for coordinating the efforts of the University to comply with the Americans with Disabilities Act (ADA) and investigating any complaints regarding the same.
- F. Website Accessibility: As of August 1, 2018, all new University websites and web-based communications must meet the accessibility standards set forth by Web Content Accessibility Guidelines (WCAG) 2.0 AA. Existing University websites and web-based communications will also be expected to meet accessibility standards and will be prioritized for review and compliance. Priority websites and web-based communications will be determined by the electronic and information resources (EIR) accessibility coordinator and the University’s compliance and ethics coordinating chairman in consultation with information technology, the webmaster, and distance education. *See also* MSU Policy 4.151 (Web Accessibility).

## **VI. Related Statutes, Rules/Regulations, Policies, Forms, and Websites**

### Related Statutes:

Sections 503 and 504 of the Rehabilitation Act of 1973

Americans with Disabilities Act of 1990

Americans with Disabilities Act of 2008

### Related Regulations:

29 CFR 1630.2 (Code of Federal Regulations)

### Related MSU Policies:

4.131: Equal Opportunity and Affirmative Action Policy Statement

4.151: Web Accessibility

4.189: Disability Grievance Procedures

Related Forms:

Forms associated with this policy may be obtained from Disability Support Services in Room 168 of Clark Student Center (940-397-4140).

Related Websites:

Employee Accommodations and Resources:

- <https://mwsu.edu/humanresources/>
- <https://mwsu.edu/Assets/documents/student-life/disability/Employee-Application-for-Disability-Services.pdf>

Disability Support Services Frequent Questions (students):

- <https://mwsu.edu/student-life/disability/what-rights-respon>

Disability Grievance Procedures:

- <https://mwsu.edu/student-life/disability/disability-grievance-procedures>

## **VII. Responsible Office(s)**

Contact: Director of Human Resources

Hardin Administration Building, Room 210  
3410 Taft Boulevard  
Wichita Falls, TX 76308

Phone: (940) 397-4787

Email: [human.resources@mwsu.edu](mailto:human.resources@mwsu.edu)

Contact: University ADA Coordinator

Clark Student Center, Room 168  
3410 Taft Boulevard  
Wichita Falls, TX 76308

Phone: (940) 397-4120

Email: [disabilityservices@mwsu.edu](mailto:disabilityservices@mwsu.edu)

## **VIII. History**

05/14/1993: Approved by the Board of Regents.

08/08/1997: Revised to identify appropriate grievance committee (see Policy 4.189 – Disability Grievance Procedures).

11/06/2009: Revisions made to comply with recent changes enacted by the 81<sup>st</sup> Texas Legislature and to clarify the policy.

05/11/2018:



## Midwestern State University

# Policies and Procedures Manual

### 3.340 Human Resources

#### AMERICANS WITH DISABILITIES

Date Adopted/Most Recent Revision: 11/06/2009

- A. **Policy.** In accordance with the Americans with Disabilities Act (ADA) as amended January 1, 2009, Midwestern State University will not discriminate in its hiring and employment practices against any qualified individual with a disability because of that disability.
- B. **Definitions.** An individual with a disability is a person who has a physical or mental impairment that substantially limits one or more major life functions or activities, has a record of such impairment, or is regarded as having such impairment.
1. **Physical Impairment.** A physical impairment is any physiological disorder, condition, cosmetic disfigurement, or anatomical loss affecting one or more of the body systems.
  2. **Mental Impairment.** A mental impairment is any mental or psychological disorder, such as mental retardation, organic brain syndrome, emotional or mental illness, and specific learning disabilities.
  3. **Episodic Impairment.** An impairment that is episodic or in remission is a disability if it would substantially limit a major life activity when active.
  4. **Regarded as having an impairment.** An individual is "regarded as" disabled if the person is subject to an action prohibited by this policy based on an actual or perceived impairment that is not transitory (lasting 6 months or less) and minor.
  5. **Substantial Limitations.** A substantially limiting impairment renders an individual incapable of performing a major life activity, or restricts the duration, manner or condition under which an individual can perform a major life activity. Determination of whether an impairment substantially limits a major life activity must be made without regard to the ameliorative effects of mitigating measures, including: medication, medical supplies, equipment, devices, and appliances; prosthetic limbs; hearing aids or implanted hearing devices; mobility devices; oxygen therapy equipment; visual devices, with the exception of refractive eyeglasses and contact lenses; the use of assistive technology; reasonable accommodations; auxiliary aids or services; and learned behavioral or adaptive neurological modifications.
  6. **Major Life Activities.** Major life activities include, but are not limited to, caring for oneself, performing manual tasks, seeing, hearing, eating, sleeping, walking, standing, lifting, bending, speaking, breathing, learning, reading, concentrating, thinking, communicating, and working. The term also includes the operation of a major bodily function, including, but not limited to, functions of the immune system, normal cell growth, and digestive, bowel, bladder, neurological, brain, respiratory, circulatory, endocrine, and reproductive functions.
  7. **Undue Hardship.** An undue hardship means an action which would cause significant difficulty or expense in consideration of the following factors:
    - a. The nature and cost of the accommodation; and
    - b. The overall financial resources available to the university to provide the accommodation, the

~~effect on expenses and resources, and/or the impact of the accommodation upon the operations of the institution.~~

8. **Qualified Individual.** A qualified individual with a disability means an individual with a disability who, with or without reasonable accommodations, can perform the essential functions of the employment position the individual holds or desires. Essential functions mean those responsibilities that are critical, primary, necessary, basic, vital, required or indispensable to the job.

9. **Reasonable Accommodation.** A reasonable accommodation is an accommodation which includes:

- a. making physical facilities accessible to and usable by individuals with disabilities; and
- b. requiring job restructuring, part-time or modified work schedules; reassignment to a vacant position; acquisition or modification of equipment or devices; appropriate adjustment or modifications of examinations or training materials; the provision of qualified readers or interpreters; and other similar accommodations for individuals with disabilities.

A reasonable accommodation is not required for a known physical or mental limitation of an otherwise qualified individual if the individual's disability is based solely on being "regarded as" having an impairment that substantially limits at least one major life activity.

10. **Discrimination.** Discrimination includes:

- a. limiting, segregating, or classifying a job applicant or employee in a way that adversely affects the opportunities or status of the individual because of his/her disability;
- b. participating in a contractual or other relationship that subjects a qualified applicant or employee with a disability to the discrimination prohibited by this policy;
- c. utilizing standards, criteria, or methods of administration that discriminate on the basis of disability or that perpetuate discrimination;
- d. denying equal jobs or benefits to a qualified individual because of the known disabilities of an individual with whom the qualified individual has a relationship or association; or
- e. not making requested reasonable accommodations for the documented physical or mental limitations of a qualified individual with a disability who is an applicant or employee, or denying opportunities for employment where reasonable accommodations may be needed and requested.

G. **ADA Administration.** Any person seeking accommodation on the basis of disability must register with the Office of Disability Support Services. The Director of Disability Support Services/ADA Coordinator in cooperation with the Director of Human Resources/EEO Coordinator will be responsible for ensuring compliance with the ADA in all matters of employment. The President will have final authority in the event that there is disagreement over whether or not an accommodation will create an undue hardship.

D. **Medical Examinations.**

- 1. No medical examination may be conducted or required before an offer of employment has been made. A medical examination may be required after an offer of employment has been made and prior to commencement of employment duties, if all persons offered the position are required to have the examination. An offer of employment may be conditioned on the results of such examination.
- 2. Inquiries may not be made of a job applicant as to the individual's disability, or the nature or severity of such disability. Inquiries may be made into the ability of an applicant to perform job-related functions so long as inquiries are made of all individuals who are interviewed.
- 3. Applicants extended an offer of employment and employees who request an accommodation are responsible for obtaining a medical statement that contains a diagnosis, prognosis, and the major life function that is substantially limited. The medical statement should include an evaluation as to the effect that the impairment has on the applicant's or employee's ability to perform the duties of the job.
- 4. All medical information will be treated as confidential and will be kept in a separate file from other personnel records.

E. **Grievance Process.** In the event that an employee feels that a grievance exists which has not been satisfactorily resolved, a review by the 504/ADA Grievance Committee may be requested (see Policy 4.189). In the event that incorrect procedures are discovered, the committee will recommend specific measures to ensure compliance with federal law.



Midwestern State University

## Policies and Procedures Manual

### **Policy 4.134: President's Office Donations, Gifts, and Donations Endowments**

<b><u>Approval Authority:</u></b>	<b><u>Board of Regents</u></b>
<b><u>Policy Type:</u></b>	<b><u>University Policy</u></b>
<b><u>Policy Owner:</u></b>	<b><u>Vice President for Advancement and Public Affairs</u></b>
<b><u>Responsible Office:</u></b>	<b><u>Assistant Vice President for Gift Planning and Development</u></b>
<b><u>Next Scheduled Review:</u></b>	<b><u>05/13/2021</u></b>

#### **I. Policy Statement**

**Midwestern State University (“MSU” or “University”) will use a systematic and strategic approach to fundraising efforts to secure private gift funding from individuals, corporations, foundations, and other organizations. This approach is designed to maximize philanthropic support and ensure these resources support the University’s priorities. Faculty, staff, students, University leaders, alumni, and volunteers, friends and supporters will work as partners in fundraising for the University and are encouraged to attract private gift support.**

#### **II. Reason for Policy**

**To provide administrative roles, responsibilities, and procedures for solicitation, acceptance, and management of certain gifts to the University in accordance with MSU policies and procedures, and to ensure compliance with applicable federal and state law and regulations.**

#### **III. Application of Policy**

**This policy applies to all employees, students, and constituents; and includes anyone or any organization who may be involved in gift planning, solicitation, acceptance, and management on behalf of the University. And this policy shall apply to all gifts received by the University in carrying out its mission and goals and outlines the administrative, legal, and accounting practices to be followed in order to ensure that consistent and equitable relations are maintained with donors.**



#### **IV. Definitions (specific to this policy)**

**For purposes of this policy:**

**Bequest: Property given to the University by will, revocable living trust, or other testamentary instrument. A bequest indicates that the University is designated as a beneficiary of a will or revocable living trust, retirement plan, life insurance policy, or other revocable gift / interest.**

**Donation: The making of a gift.**

**Endowment: An investment fund established with a gift, bequest, or other University funds designed to keep the core endowment principal intact to produce future income or capital gain to fund a specified purpose, including a scholarship, special project, need, or ongoing operations; it can also be unrestricted for discretionary use. Endowments include the following three categories:**

- **Permanent Endowment: Is established and designated by a donor to be held as a true or pure endowment in perpetuity. The corpus of the endowment may never be spent; however, the corpus may decline during unfavorable market conditions. Earnings and capital gains must be expended in accordance with the terms and conditions established by the donor and the University;**
- **Term Endowment: Is established and designated by a donor to be held for a period of time and to terminate following a particular date or event. The corpus of the endowment may be expended in accordance with the terms and conditions specified by the donor and the University. Until the designated date passes or event occurs, a term endowment operates essentially like permanent endowments with expenditures made in accordance with the conditions established by the donor and the University; and**
- **Quasi-Endowment: Is established and designated by the University to be held and managed as an endowment. For MSU, the decision-making authority as it pertains to quasi-endowment approval lies with the University Board of Regents, who may establish, alter, or terminate quasi-endowment funds. The University President may recommend the use of the corpus and income and other terms and conditions relating to the fund subject to the approval of the University Board of Regents.**

**Gift: Any item of value given to the University by a donor who expects nothing of value in return other than recognition (unless the donor wishes to remain anonymous) and disposition of the gift in accordance with the donor's wishes.**

**Gifts to the University include:**

- **Grants and non-monetary gifts from private philanthropic sources (individuals, corporations, partnerships, foundations).**
- **Voluntary transfer of value, usually in the form of cash, checks, securities, real property, or personal property.**
- **Cash, securities, and gifts-in-kind (real estate, art, literary materials, equipment, software (including license), etc.).**

**Gifts to the University exclude:**

- **Certain transactions, as determined by the University Advancement Office, which may not be recognized as charitable donations by the IRS.**
- **Those where the donor may retain explicit or implicit control over the use of a gift after acceptance.**
- **Gifts involving contractual agreements (i.e., quid pro quo arrangements).**

**Prudent Person Standard:** **The standard of judgment and care that prudent investors, exercising reasonable care, skill, and caution, would acquire or retain in light of the purposes, terms, distribution requirements, and other circumstances of the fund then prevailing, taking into consideration the investment of all the assets of the fund rather than a single investment. See Texas Education Code, Title 3, Subtitle A, Chapter 51, Section 51.0031 (Deposits and Investments).**

## **V. Procedures and Responsibilities**

### **A. Administrative Procedures and Conditions of Acceptance**

1. **It is MSU's policy to encourage, inform, and assist donors who wish to support the mission and priorities of the University but never to pressure or attempt to unduly persuade prospective donors. Persons acting on behalf of MSU will do so with fairness, honesty, integrity, ethics, and openness, and in accordance with University policies and the University's Donor Bill of Rights. The University's name and its insignias shall not be used for personal ventures.**

**MSU will not provide legal or tax advice to donors. Individuals acting on behalf of MSU may provide general legal and tax information from reliable and qualified sources to prospective donors, but they should advise donors to consult with competent professional advisors including legal counsel with respect to the legal and tax implications of gifts. MSU may not pay fees for the donor's professional advisors and legal counsel.**

2. **Coordination of gift project development and fund-raising strategies must be initiated through the University Advancement Office with the exception of grants, which should be initiated through the Office of Sponsored Programs and Research. A statement clearly outlining the procedure to be used and the use of the funds must be submitted in writing before the project will be considered for approval. The University Advancement Office will coordinate all applicable gift projects and gift funding requests with the appropriate dean or relevant unit administrator.**
3. **Except as required by law, all information obtained from or about donors or prospective donors will be held in strict confidence and may be shared among MSU staff members only to the extent required to carry out their duties and responsibilities. Specific requests from donors for confidentiality or anonymity will always be honored.**
3. **The Director of University Development shall be responsible for receiving, acknowledging, and distributing to the appropriate department or program all**

~~gifts of cash, equipment, material, or property made by private donors or organizations to the University. All such gifts must be channeled through the Office of University Development. [See #6 below]~~

4. **MSU will honor the donor's intent with respect to the use of any gift that does not conflict with the University's mission or policies, provided the intent can be honored within the capabilities of University faculty and staff, facilities, and finances.** The University shall not accept any gift of cash, equipment, material, or property which carries a donor restriction in violation of University policy or **federal or** state law. **MSU will not accept gifts from any donor that stipulates the designation of a specific recipient (for example, a scholarship recipient). The MSU Board of Regents shall have ultimate authority to accept or reject gifts that impose unusual restrictions or limitations on the University or significantly impact mission, reputation, strategic direction, or finances of the University.**
5. Gifts of property or funds to the University become the property of the State of Texas at the time of the making of the gift or donation and cannot be returned except 1) to comply with the directions, limitations and provisions declared in writing when the gift or donation is made, or 2) in those instances that are appropriate under surplus property regulations provided by state law.
6. **The terms and conditions of all gifts to MSU on which the donor has placed limitations (the use of the gift or restrictions on distributions of the gift) must be documented in writing and routed and signed by the donor and authorized representatives of MSU in accordance with University policy.**
7. The Vice President for University Advancement and Public Affairs is authorized to accept **and approve** gifts of ~~equipment, material, or property~~ on behalf of the University in accordance with University policy, **and shall be responsible for receiving and acknowledging such gifts, and distributing them to the appropriate University department or program. All such gifts must be channeled through the Office of University Advancement which shall be responsible for recording a received gift at its valuation on the date of the gift. It will be the responsibility of the donor to secure and pay for an appraisal (where appropriate).** ~~The Office of University Development will forward requests to the Vice President for University Advancement and Public Affairs for further action. Requests should be submitted in writing with the following information:~~
  - i. ~~\_\_\_\_\_~~ Description of item
  - ii. ~~\_\_\_\_\_~~ Condition and estimated value
  - iii. ~~\_\_\_\_\_~~ Estimated maintenance costs
  - iv. ~~\_\_\_\_\_~~ Method of delivery to campus, if applicable
  - v. ~~\_\_\_\_\_~~ Name of donor
  - vi. ~~\_\_\_\_\_~~ Special donor conditions, if applicable

~~The Library shall be exempt from this policy for the purpose of accepting gifts of books, magazines, documents, or similar resource materials.~~

**The following criteria govern the acceptance of each gift form:**

**a. Cash and Publicly Traded, Marketable Securities**

**Gifts of cash and publicly traded, marketable securities that can be converted to cash by sale on recognized security exchanges may be accepted without limitation. These gifts will be valued for gift purposes in accordance with IRS procedures in effect for the determinations of charitable income tax deductions.**

**Cash is acceptable in any form. Checks shall be made payable to the University and shall be delivered to the Vice President for University Advancement and Public Affairs.**

**Publicly traded, marketable securities may be transferred to an account maintained at one or more brokerage firms or delivered physically with the transferor's signature or stock power attached. Generally, all marketable securities shall be sold upon receipt unless otherwise directed by the University's Vice President for Administration and Finance. In some cases, marketable securities may be restricted by applicable securities laws; in such instance, the final determination on the acceptance of the restricted securities shall be made by the University's President after consultation with the University's Vice President for Advancement and Public Affairs, Vice President for Administration and Finance, and the General Counsel.**

**b. Non-publicly Traded Securities**

**Closely held securities, which include not only debt and equity positions in non-publicly traded companies but also interests in limited partnerships and limited liability companies, or other ownership forms, may be accepted subject to the approval of the MSU Board of Regents. However, gifts must be reviewed prior to acceptance to determine that:**

- **there are no restrictions on the security that would prevent the University from ultimately converting those assets to cash;**
- **the security is marketable; and**
- **the security will not generate any undesirable tax consequences for the University.**

**Gifts of stock in non-publicly traded corporations or limited liability companies and interests in limited partnerships or joint ventures may be accepted only if the University determines that the asset can be sold within a reasonable period of time and is in the best interest of the University.**

**The University will not accept any interest in general partnerships or other business entities in which the University may be liable for debts, judgments, or other liabilities incurred by the business entity. The University will generally not accept a gift of a non-publicly traded security for which the University may become responsible for the management of the entity that has issued the security.**

Because of the specific knowledge required for each gift of non-publicly traded securities, the University Advancement Office will set an appropriate minimum dollar amount deemed acceptable by the University. An appraisal by an independent qualified appraiser that meets the standards established by the IRS for deduction as a charitable contribution will be provided to the University. The donor will pay the cost of the appraisal unless the University agrees to pay part or all of the cost based on the relative value of the gift.

If potential problems arise on initial review of the security, further review and recommendation by an outside professional may be sought before making a final decision on acceptance of the gift. The MSU Board of Regents shall make the final determination on the acceptance of closely held securities. Every effort will be made to sell non-marketable securities as quickly as possible.

**c. Non-publicly Traded, Closely Held Business Interests**

The University will not accept gifts of non-publicly traded, closely held business interests unless the University determines that the business interest should be retained as an asset of the University. The MSU Board of Regents must approve all such gifts.

**d. Real Estate**

Subject to the approval of the MSU Board of Regents, the University will accept gifts of real estate (developed or undeveloped), including fractional interests, subject to a prior life interest, assignment of leases, leasehold interests, oil, gas, and mineral rights/interests, royalty interests, or other rights severed from the fee title. Because of the time and cost associated with administering and managing real property, the University Advancement Office should set a minimum dollar value deemed acceptable by the University. Generally the surface estate will be sold, subject to the approval of the MSU Board of Regents, and the sale price shall be based upon a fair market value appraisal or other generally accepted industry standard for valuing property.

Upon notification of a prospective donor's potential contribution of real estate, the University's Advancement Office and General Counsel will make on-site inspection of the property to make a preliminary assessment of the property that includes but is not limited to the following:

- Is the property useful for the purposes of the University?
- Is the property marketable?
- Are there any restrictions, reservations, easements, liabilities or other limitations associated with the property?
- The property meets the minimum dollar market value set by the University Advancement Office;
- Are there carrying costs, which may include insurance,

property taxes, mortgages, or notes, etc., associated with the property?

- Does the environmental audit reflect that the property is not damaged?
- There is no apparent environmental contamination that would require remediation by the University;
- There is apparent legal ingress and egress;
- The property may reasonably be expected to be marketable in one year or less; and
- The property may likely be administered and managed by the University or its agents at costs commensurate with the value and income that may be derived from the property during any period of time the University may hold it.

A written report of the inspection and findings will be retained in the Advancement Office's files. Prior to acceptance of the gift, the following will be provided to the University Board of Regents:

- Appraisal by an independent appraiser licensed in the state in which the property is located that meets the standards to support a charitable deduction for the gift, as prescribed by the IRS;
- A Phase I environmental assessment prepared by an independent firm licensed in the state where the property is located that reflects any environmental contamination for which the Environmental Protection Agency or state or local governing authority would require remediation;
- Verification that all liens and encumbrances are satisfied and title defects are corrected prior to acceptance of title by the University; and a commitment for an owner's title insurance policy by a title insurance company licensed in the state where the property is located.

Costs associated with obtaining the above documents will be the responsibility of the prospective donor, unless the University agrees to pay part or all of the costs based on the value of the real estate to be given.

**e. Tangible Personal Property**

Gifts of tangible personal property acceptable to the University include gifts that the donor possesses or has the right to sell, give, or otherwise dispose of. Types of personal property include but are not limited to works of art, taxidermy, stamp and coin collections, manuscripts, literary works, boats, motor vehicles, machinery, equipment, furniture, jewelry, and computer hardware (only after a review indicates that the property is either readily marketable or needed by the University in a manner that is related to education,

research, or a combination thereof).

The University will accept gifts of personal property only if (1) the property is free of liens and encumbrances; (2) there are no undue restrictions on the use, display, or sale of the property; (3) its physical condition is satisfactory to the University; (4) it can be sold within a reasonable period of time; (5) the costs of relocating the property to the University's possession are commensurate with its value; and (6) the value of the asset has been established in writing by an independent appraiser or expert with knowledge of the current market for that asset.

The University Advancement Office must approve the acceptance of tangible personal property gifts to the University.

**f. Life Insurance Policies**

The University may accept gifts of life insurance policies by a transfer of ownership from the owner of the policy to the University. The policy will be valued at the value recognized by the IRS for a charitable gift deduction at the time of transfer to the University. The University may exercise the rights of ownership of the policy at any time, including continuation of premiums on the policy if not a paid-up policy, redemption of the policy, conversion to a paid-up policy, conversion to an extended term policy, or any other ownership right under the policy. If the donor has expressed intent to pay future premiums due on the policy, such intent will be obtained in writing, and contributions for future premiums will be paid to the University and remitted by the University to the insurance company. Contributions from the donor for premium payments will be recognized as cash contributions to the University at the time received by the University.

Donors and supporters of the University will be encouraged to name the University as beneficiary or contingent beneficiary of their life insurance policies. Such designations will not be recorded as gifts to the University until the gift is irrevocable. Even though the gift may not be due until a future date, the present value of that gift may be recorded at the time the gift becomes irrevocable. A donor may designate the University as a beneficiary or contingent beneficiary of a life insurance policy. The gift should be recognized at the time and in the amount of the benefit when paid to the University.

**g. Gifts of other Assets**

Gifts of assets for which guidelines have not been provided in this or other University policy may be accepted by the University President with the approval of the University Board of Regents.

**B. Scholarships and Endowments**

1. The University may accept and distribute scholarship funds to students selected by individual contributors or donor organizations using their own criteria and

selection procedures. However, such funds shall not be considered to be gifts to the University and the scholarships awarded therefrom shall not be considered competitive under state law.

2. For a scholarship to be considered competitive and for the donated funds to be considered a gift to the University, the University must retain ultimate control of the application and selection process. Donors may establish general guidelines and criteria, ~~subject to state and federal laws~~, but may not designate a specific recipient.
3. The University may endow **and manage** gifts for named scholarships and other purposes **under prudent person standards**, provided such endowments amount to at least ~~ten thousand dollars (\$10,000.00)~~ **the applicable minimum dollar requirement in accordance with MSU Policy 4.146 V.(11)** and the University retains control over the distribution and uses of the endowment income within donor guidelines. All endowments must have written agreements specifying the length of the endowment **in accordance with Section IV of this policy (4.134)**, use of the endowment income, investment policy, and any terms or conditions which might be necessary to meet donor objectives **or University policy**. Such agreements ~~shall have a specified time limit not to exceed one hundred (100) years and must provide for the distribution or use of the corpus or any unused income at the end of the endowment period.~~
4. ~~Donors of scholarships funds may require that if~~ Individuals from outside the University ~~are~~ **may be** represented on University scholarship committees; however, the number of University personnel on such committees must always represent a majority of the voting members.
5. Because conditions and circumstances change, persons who establish endowed funds may, from time to time, amend their original agreements **with University approval**, providing such amendments are in writing and do not violate University policy **or federal** or state law **or regulations**.
6. **Any gift received by the University, without specific instructions from the donor, that is at or over the applicable minimum amount identified in MSU Policy 4.146 may be placed in a quasi-endowment. The decision-making authority as it pertains to quasi-endowment approval lies with the University Board of Regents, who may establish, alter, or terminate quasi-endowment funds. The University President may recommend the use of the corpus and income and other terms and conditions relating to the fund subject to the approval of the University Board of Regents.**

#### C. **Accounting and Investment Policy Standards for Gifts and Donations**

1. **The** Vice President for ~~Business Affairs~~ **Administration** and Finance shall be responsible for investing and administering gifts of cash **and** securities after they have been received, recorded, and acknowledged by the Office of University ~~Development~~ **Advancement**. Gifts of securities are to be sold as soon as reasonably possible after receipt unless otherwise specified by the donor.



2. The University shall hold, manage, invest, and reinvest the donated funds, which may be co-mingled with other funds for investment purposes only so long as each gift is credited with its proportionate share of income earned. The funds shall always be invested in those investments which are permitted by the Texas Public Funds Investment Act of 1987 (PFIA) and as such Act may be hereafter amended or a contracted arrangement with another Texas public university governing board exempt from PFIA.
3. MSU will maintain accounting records that are consistent with the standards set forth by the Financial Accounting Standards Board (FASB), the Texas Prudent Investor Act (PIA), and the Texas Uniform Prudent Management of Institutional Funds Act (UPMIFA), as revised from time to time.
4. The MSU Board of Regents has a fiduciary responsibility to comply with the restrictions imposed by the donors of endowment funds. The Regents have a legal responsibility to ensure that the management of endowment funds is in compliance with Texas Education Code, Section 51.0031 and, to the extent applicable, Chapter 117 of the Texas Property Code (Uniform Prudent Investor Act).
5. Endowment funds shall be invested in accordance with MSU Policy 4.196 (Investment Policy – Endowment Funds). No endowment shall be accepted in which the donor directs the investment transactions or holdings or may approve investment policy or strategy.
6. The long-term objective of the University's spending policy is to maintain the purchasing power of each endowed fund under its management with the goal of providing a predictable and sustainable level of income for the Board to distribute funds in accordance with the stated purpose of the endowed fund. While income from the endowed funds is important to meet current distribution requests and obligations, growth of the principal of the endowed funds is necessary to meet the projected increasing needs of the future. The following factors are considered in the spending policy:
  - a. the duration and preservation of the endowed fund;
  - b. the purposes of Midwestern State University and the endowed fund;
  - c. general economic conditions;
  - d. the possible effect of inflation or deflation;
  - e. the expected total return from income and the appreciation of investments;
  - f. other resources of Midwestern State University; and
  - g. the overall investment policy (see MSU Policy 4.196).

To support growth in the principal while meeting current distribution requests and obligations, the University may distribute annually an amount not to exceed five percent (5%) of the 20-quarter average of each eligible endowed fund's total market value ending November 30 of the previous year. The distribution is available for the stated purpose of the endowment and administrative fees allowed by the Board of Regents. Newly created endowed funds shall be excluded from the distribution

process (except for the Board authorized administrative fees) for at least one calendar year until after the endowed fund has reached through gifts and permanently reinvested amounts the University-required minimum amount established for such an endowed fund.

7. No distribution will be made from an endowment fund which would result in a reduction in the market value below the historical dollar amount of the original gift together with the historical dollar amounts of any subsequent donations to that endowment. However, the University is aware that despite diversification in its investment portfolio, and its Board of Regents acting in good faith and with the care that an ordinarily prudent person in a like position would exercise under similar circumstances, there may be times when the fair market value of an endowed fund may fall below its historic dollar value (aggregate value of all contributions to an endowed fund at the time they were made) creating an “underwater” endowment.

In the event an endowed fund falls underwater by greater than 20% of its historic dollar value, an analysis of the fund will be undertaken in order to make a determination on future spending distributions and the following factors will be considered in addition to the above referenced factors considered in the spending policy:

- a. level of impairment of the fund;
- b. discussions between the University’s President and the Board;
- c. the need of the affected fund for continued support;
- d. cash balance available for use by the affected fund;
- e. consultation with the donor (if possible); and
- f. identification of any temporary alternative funding sources.

In the event an endowed fund falls underwater by greater than 25% of its historic value, future spending distributions, and the assessment of administrative fees, will be suspended until the fund again exceeds the 25% level. Exceptions to this requirement are intended to be extremely rare and can only be granted upon the recommendation of the University’s President and the approval of the Board of Regents. Exceptions must be re-evaluated on an annual basis.

The intent of this policy is to appropriate for expenditure or accumulate so much of an endowed fund as the University determines to be prudent for the uses, benefits, purposes and duration for which the endowed fund is established. In doing so the University will balance the need to make spending distributions to support the scholarships, programs, and faculty as designated by the donor, and in accordance with Texas laws, with its desire to preserve the long-term purchasing power of the endowed fund.

8. The performance of University endowments funds will be reported with the investment reports submitted each quarter to the Board of Regents. The report shall contain a summary of:

- a. book value, by asset class;

- b. market value, by asset class;
- c. performance measures;
- d. benchmarks against which to measure performance of each asset class, and a weighted benchmark of the entire portfolio for periods of 1-year, 3-year, 5-year, and 10-year; and
- e. beginning and ending market values for the quarter, with changes in market values.

#### **D. Monetary Enrichment of Employees by Donors**

1. No University employee may receive any part of the employee's ~~his~~ contracted University salary directly from a private organization or donor. All such salaries or salary supplements must be channeled through a University account and must have the approval of the President.
2. Except for token gifts of appreciation of a non-monetary nature, no University employee may accept special compensation, monetary or otherwise, from any organization or donor for services performed in the employee's ~~his/her~~ role as a state employee unless approved by the President. This is not intended to exclude competitive cash awards made to faculty or staff in recognition of outstanding performance, nor is it intended to exclude or prohibit university employees from contracting with outside organizations or donors to perform service on their own time and with their own resources.

#### **E. Use of University Employees or Property by Donors**

1. No University employee may perform any service for a donor, or promise the use of University property or equipment, in return for a gift to the University unless such an arrangement conforms to federal and state law and has the prior approval of the President. Requests for approval should be initiated through the Office of University ~~Development~~ Advancement.
2. No state funds may be expended to support the operations of an organization outside the final control of the University. University personnel may serve as liaison contacts with such organizations and may provide reasonable administrative support so long as such support is of direct benefit to the University as determined and approved by the President.

#### **F. Employee Relations with Donor Organizations**

Except for organizations whose funds are under control of the University, no University employee may serve as an officer or voting member of the Board of Directors of any organization which exists exclusively for the purpose of supporting Midwestern State University, its students or programs unless approved by the Board of Regents. Social organizations with memberships restricted to current or former employees of the University shall be exempted from this policy.

## **VI. Related Statutes, Rules, Policies, Forms, and Websites**

### **Related Statutes/Rules:**

- Texas Education Code, Title 3, Subtitle A, Chapter 51 (Provisions Generally

- Applicable to Higher Education), Section 51.0031 (Deposits and Investments).
- Texas Education Code, Chapter 103 (Midwestern State University), Section 103.08 (Donations, Gifts, and Endowments).
- Texas Property Code, Title 9, Subtitle B, Chapter 117 (Uniform Prudent Investor Act).
- Texas Property Code, Title 10, Subtitle B, Chapter 163 (Management, Investment, and Expenditure of Institutional Funds).
- Texas Government Code, Title 10, Subtitle F, Chapter 2256, Subchapter A, Section 2256.001 et seq. (Public Funds Investment Act).

Related MSU Policies:

4.135: Grant Procurement Policies and Procedures

4.145: Relationships with Affiliated Entities

4.146: Honorific and Gift-Related Namings

4.164: Solicitation of Funds

4.182: Investment Policy – Operating Funds

4.196: Investment Policy – Endowment Funds

Related Forms:

MSU Gift Agreement Template

MSU Contract Routing Sheet (for routing gift agreements)

Proposal Review & Endorsement Form (grants, contracts or other proposals for external funding)

IRS Form 8283 ([www.irs.gov/pub/irs-pdf](http://www.irs.gov/pub/irs-pdf)) – Noncash Charitable Contributions

Related Websites:

MSU Office of Advancement

MSU Foundation

MSU Charitable Trust

## **VII. Responsible Office**

Contact: Assistant Vice President for Gift Planning and Development

Phone: (940) 397-4782

Email: rhonda.mcclung@mwsu.edu

## **VIII. Revision History**

11/10/1989: Approved by the Board of Regents following a comprehensive review of the Policies and Procedures Manual; was former Policy 3.411.

08/08/1997: Revisions made to reflect current University procedure.

08/06/2004: Revisions require solicitation of funds from private donors or organizations for University must have prior approval from the Vice President for University Advancement; intent not to prohibit individual faculty or staff from discussing University needs with prospective donors but to ensure fund-raising efforts are planned and

coordinated.

08/10/2012: Revisions eliminated roles of directors of athletics and alumni association and administrative council in gift administration procedures and acceptance; Vice President for University Advancement authorized to accept gifts in accordance on behalf of University in accordance with University policy.

05/11/2018:



Midwestern State University

## Policies and Procedures Manual

---

### 4.164 President's Office

#### SOLICITATION OF FUNDS

Date Adopted/Most Recent Revision: 11/04/2005

##### A. General

~~Any solicitation of funds from private donors or from governments, corporations, foundations, or organizations in the name of the university or any department, college, or organization thereof, whether by staff, faculty or student, must have prior approval from the Vice President for University Advancement and Public Affairs. All requests for approval should be initiated through the Office of University Development with the exception of grants, which should be initiated through the Office of Grant Development and Administration. A statement clearly outlining the procedure to be used and the use to be made of the funds must be submitted in writing before the project will be considered for approval. The intent of this provision is not to prohibit any individual from discussing university needs with prospective donors, but to ensure that fund-raising efforts are planned and coordinated. [See Section V.A.2 of revised MSU Policy 4.134 (Donations, Gifts, and Endowments)]~~

##### **Use of University Name for Personal Ventures**

~~No member of the faculty, staff, or student body shall have the right to use the name of the university in any personal ventures. [See Section V.A.1 of revised MSU Policy 4.134 (Donations, Gifts, and Endowments)]~~



## Midwestern State University

# Policies and Procedures Manual

### Policy 4.151: Web Accessibility

**Approval Authority:** Board of Regents  
**Policy Type:** University Policy  
**Policy Owner:** Vice President for Student Affairs  
**Responsible Office:** University Section 508 Coordinator  
**Next Scheduled Review:** 05/09/2019

---

#### I. Policy Statement

The creation and dissemination of knowledge is a defining characteristic of universities and is fundamental to the mission of Midwestern State University (MSU). The use of digital and web-based delivery of information is increasingly central to carrying out our mission. MSU is committed to ensuring equal access to information for all its constituencies. This policy establishes minimum standards for the accessibility of web-based communication and services considered necessary to meet this goal and ensure compliance with applicable state and federal statutes and administrative law.

#### II. Reason for Policy

All web applications and web pages of the MSU website must meet the requirements in Texas Administration Code (TAC) Rule §206.70 - Accessibility - (1 TAC §206.70), which references the standards in Section 508 of the federal Rehabilitation Act of 1973 that require all electronic and information technology be accessible to people with disabilities. The purpose of the policy is to ensure that MSU complies with the standards in TAC in order to better serve persons with disabilities.

#### III. Application of Policy

The MSU Web Accessibility Policy applies to all individuals responsible for designing, developing, and maintaining MSU web pages and web-based communication.

#### IV. Definitions

**Accessible:** A web page that can be used in a variety of ways and does not depend on a single sense or ability.

**ADA Coordinator:** The ADA Coordinator for the University manages University programs and responsibilities to assure compliance with the American with Disabilities Act (ADA), Sections 503 and 504 of the Rehabilitation Act of 1973, and other federal and state laws and regulations pertaining to persons with disabilities. The ADA

Coordinator is responsible for coordinating University policies and procedures relating to persons with disabilities, tracking University progress relating to its policies and procedures as well as state and federal laws and regulations relating to persons with disabilities, and filing all necessary reports. See *infra* Responsible Office(s), section VII.

***EIR (electronic and information resources)***: Includes information technology and any equipment or interconnected system or subsystem of equipment that is used in the creation, conversion, duplication, or delivery of data or information.

***EIR Accessibility Coordinator***: Per Rule §213.41(d) of Title 1, Part 10, Chapter 213, Subchapter C of the Texas Administrative Code, the “head of each institution of higher education shall designate an EIR Accessibility Coordinator who shall be organizationally placed to develop, support and maintain its accessibility policy institution wide. The institution’s designation must contain the individual’s name and other information in the format published by the department.” Such coordinator for MSU shall be the Section 508 Coordinator. See *infra* Responsible Office(s), section VII.

***Web-based communication***: The sharing of information, words, or ideas over a network of computers known as the internet.

***Web page***: The static or dynamic content displayed on the internet that is identified by a unique Uniform Resource Locator (URL).

***Website***: Several interrelated and cross-linked web resources designed to function as a collective unit.

## V. Procedures and Responsibilities

- A. Each web-based application or web page of MSU must contain a link for “Web Accessibility Policy,” which directs users to this policy.
- B. As required by 1 TAC Rule §206.70(d) for accessibility, “all new or changed web page/site designs must be tested by the institution of higher education using one or more Section 508 compliance tools in conjunction with manual procedures to validate compliance with this chapter.”
- C. Web Accessibility Standard
  1. MSU departments use the internet for publishing information, communicating with the public and business partners, and for delivery of applications in support of departmental missions. To ensure that department web pages are accessible despite physical, sensory, or environmental or technological barriers and in accordance with state and federal statutes and administrative law, MSU adopts the Web Content Accessibility Guidelines (WCAG) of the World Wide Web Consortium (W3C) as the standard for web accessibility.
  2. Web pages published or hosted for or by MSU must comply with the current Web Content Accessibility Guidelines (WCAG) 2.0 AA.

See also MSU Policy 3.340 (Americans with Disabilities Act Policy), section V.F (Website Accessibility).

D. Training

The University's EIR Accessibility Coordinator and the University's compliance and ethics coordinating committee chairman (see MSU Policy 2.26 C.3.b.) will coordinate training programs in consultation with information technology, the webmaster, and distance education to educate MSU faculty and staff about the need for compliance with web accessibility requirements as well as the procedures to follow in adhering to these requirements.

E. Grievance Procedures

Employees or students who believe the University has not met its obligations under the ADA should consult with the University's ADA Coordinator, who serves all MSU sites and has overall responsibility for coordinating the efforts of the University to comply with the Americans with Disabilities Act (ADA) and investigating any complaints regarding the same.

## VI. Related Statutes, Rules/Regulations, Policies, Forms, and Websites

Related Statutes:

Texas Government Code Sections 2054.456, 2054.457

Related Rules:

Texas Administrative Code Title 1, Part 10, Chapter 206, Subchapter C, Rule §206.70

Texas Administrative Code Title 1, Part 10, Chapter 213, Subchapter C, Rule §213.30;  
Rule §213.32(2); Rule §213.41(d)

Related MSU Policies:

3.340: Americans with Disabilities Act

4.189: Disability Grievance Procedures

Related Forms/Websites:

MSU has made the following resources available for assistance:

<https://mwsu.edu/Assets/documents/student-life/disability/ACCESSIBLE-ONLINE-COURSES.pdf>

## VII. Responsible Office(s)

**NOTE:** Per Chapter 213.42(d) of the Texas Administrative Code, the "head of each institution of higher education shall designate an EIR (electronic and information resources) Accessibility Coordinator who shall be organizationally placed to develop, support and maintain its accessibility policy institution wide. The institution's designation must contain the individual's name and other information in the format published by the department." Such coordinator for MSU shall be the 508 Coordinator.

Contact: Section 508 Coordinator  
Clark Student Center, Room 168  
3410 Taft Boulevard  
Wichita Falls, TX 76308  
Phone: (940) 397-4140  
Email: [disabilityservices@mwsu.edu](mailto:disabilityservices@mwsu.edu)



Contact: University ADA Coordinator  
Clark Student Center, Room 168  
3410 Taft Boulevard  
Wichita Falls, TX 76308  
Phone: (940) 397-4120  
Email: [disabilityservices@mwsu.edu](mailto:disabilityservices@mwsu.edu)

## **VIII. History**

05/10/2013: Approved by the Board of Regents.  
05/11/2018:



#### **4.151 Student Affairs & Enrollment Management**

##### **WEB ACCESSIBILITY**

**Date Adopted/Most Recent Revision: 05/10/2013**

#### **A. Purpose**

The university is committed to providing websites that are designed and created to be accessible to all users. All web-based applications and websites at Midwestern State University shall meet the statutory requirement in Texas Administrative Code (TAC) 206.70, Accessibility Standards, which references the U.S. Section 508 standards. These statutes require all web applications and websites to comply with the TAC 206.70 standards. TAC 206.70 establishes only a minimum standard for accessibility; website developers are encouraged to go beyond this minimum whenever possible.

#### **B. Required Link**

Each web-based application or website of Midwestern State University must contain a link for "Web Accessibility Policy," which directs a user to this policy.

#### **C. Electronic Accessibility Coordinator**

The university Webmaster is designated as the MSU Electronic Accessibility Coordinator (EAC). The role of the EAC is to monitor the university's compliance with web accessibility policies and to facilitate training of MSU web publishers and developers to ensure all webbased applications and sites are appropriately accessible. The EAC may grant written requests for exceptions to accessibility policies as allowed under appropriate circumstances.

#### **D. Grievance Procedures**

Individuals with a web accessibility grievance related to discrimination or lack of accommodation on the basis of a disability should contact the university's ADA Coordinator (Director of Disability Support Services).

**Related Policy: 4.189, Disability Grievance Procedures**

### University Leadership Report

18-117. President Shipley will provide information to include the following.

- A. Presentation to Texas Higher Education Coordinating Board – MSU Strategic Plan and 60x30TX
- B. Participation in Air Force War College National Security Forum

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

18-118. Chairman Sanchez will appoint a special Nominating Committee to make recommendations at the August Board meeting concerning the election of a Chair, Vice Chair, Secretary, and Member-at-Large of the Executive Committee of the Board of Regents for the next two fiscal years, with terms of office beginning September 1, 2018.

### Executive Session

18-119. The Board will convene in Executive Session as necessary to consider matters permissible under Chapter 551 of the Texas Government Code, including:

- A. Government Code, Chapter 551, Section .071 – Consultation with Attorneys Regarding Legal Matters, Pending and/or Contemplated Litigation, or Settlement Offers, or on a Matter in which the Duty of the Attorney to the Governmental Body under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas Clearly Conflicts with Chapter 551 of the Texas Government Code.
- B. Government Code, Chapter 551, Section .072 - Deliberations Regarding the Purchase, Exchange, Lease, or Value of Real Property.
- C. Government Code, Chapter 551, Section .073 - Deliberations Regarding a Negotiated Contract for a Prospective Gift or Donation, to include
  - 1. Gift-Related Naming
- D. Government Code, Chapter 551, Section .074 – Personnel Matters Relating to the Appointment, Employment, Evaluation, Reassignment, Duties, Discipline, or Dismissal of Officers or Employees, or to Hear a Complaint or Charge Against an Officer or Employee including
  - 1. The Board will conduct the President’s annual performance, compensation, and contract review.
  - 2. The Board will conduct the Director of Internal Audits annual performance review.
- E. Government Code, Chapter 551, Section .076 - Deliberations Regarding Security Audits

### Closing Comments

### Adjournment

**MINUTES**  
**MIDWESTERN STATE UNIVERSITY**  
**BOARD OF REGENTS**  
**February 8, 2018**

The Midwestern State University Board of Regents met in regular session on the MSU campus in the J. S. Bridwell Board Room of the Hardin Administration Building, Wichita Falls, Texas at 1:30 p.m., Thursday, February 8, 2018.

Individuals in attendance were as follows:

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

University Representatives: President Suzanne Shipley  
                                  Provost and Vice President James Johnston  
                                  Vice President Marilyn Fowlé  
                                  Vice President Keith Lamb  
                                  Vice President Anthony Vidmar  
                                  Associate Vice President Kyle Owen  
                                  Associate Vice President Matthew Park  
                                  Director of Athletics Kyle Williams  
                                  General Counsel Barry Macha  
                                  Director of Internal Audits Leigh Kidwell  
                                  Controller Chris Stovall  
                                  Director of Marketing and Public Information Julie Gaynor  
                                  Executive Assistant to the President Cindy Ashlock  
                                  Director of Board and Government Relations Debbie Barrow

Governance Representatives: Dr. David Carlston, Faculty Senate Chairman  
                                  Mr. Newman Wong, Staff Senate Chairman  
                                  Ms. Maria Peña, Student Government Association President  
                                  Mr. Jacob Warren, Student Government Association Observer

Media: Ms. Claire Kowalick, Reporter, Wichita Falls *Times Record News*  
          Ms. Ashley Wheeler, Reporter, KFDX-TV 3  
          Mr. Curtis Jackson, KFDX-TV 3  
          Ms. Sarah Hines, Reporter, KAUZ Channel 6

Page 112 of 171

In accordance with a duly posted notice and there being a quorum present, Chairman Sanchez called the meeting to order at 1:33 p.m. Ms. Gaynor introduced the guests.

### Public Comment

Chairman Sanchez noted that no one had signed up to provide public comment as allowed by Board of Regents By-Laws, MSU Policy 2.22.

### Recess

Chairman 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 1:35 p.m. and reconvened at 4:32 p.m.

### Executive Session

Chairman Sanchez announced that the Board of Regents would go into Executive Session to discuss Items 18-45A (Consultation with Attorney), 18-45B (Real Property), 18-45C (Gift or Donation), 18-45D (Personnel Matters), and 18-45E (Deliberations Regarding Security Audits) as allowed by Texas Government Code Sections 551.071, 072, 073, 074, and 076. The Executive Session began at 4:33 p.m. Regents Sanchez, Hessing, Burks (via teleconference), Givens, Gregg, Ayres, Crosnoe, Marks, and Sweatt, Student Regent Owens, President Shipley, Mr. Macha, and Ms. Barrow remained for the discussion. Mr. Vidmar remained for discussion of Item 18-45C and left the meeting at 4:40 p.m. Ms. Kidwell joined the meeting at that time and remained for discussion of Item 18-45E and a portion of item 18-45A. She left the meeting at 5:11 p.m. The closed session concluded at 5:24 p.m. and the open meeting resumed.

### Real Property

18-45B. Regent Ayres moved that the Board of Regents authorize the President to work with the Chairman of the Board of Regents to approve an easement for Oncor for the university's property leased by the YMCA. Regent Crosnoe seconded the motion and it was approved with Regent Sweatt and Regent Marks abstaining from the vote owing to a conflict of interest.

### Real Property

18-45B. Regent Ayres moved that the Board of Regents accept the offer for the purchase of university property at 3311 Taft Boulevard as outlined in the contract dated January 23, 2018, and that the proceeds be placed in Unallocated Plant Fund Reserves. Regent Hessing seconded the motion and it was approved.

### Real Property

18-45B. Regent Ayres moved that the Board authorize the President to work with the Chairman of the Board of Regents to purchase the building located at 6 Eureka Circle, with the price not to exceed the independent appraised value of the property, and the source of funds being Unallocated Plant Fund Reserves. Regent Marks seconded the motion and it was approved.

### Gifts and Donations

18-45C. Regent Hessing moved approval of the following resolution: The Board of Regents of Midwestern State University expresses its sincere gratitude for the valuable support of the university's mission expressed by area foundations through their generous donations to the Boundless Opportunities comprehensive campaign. Because of their contributions, the university is strongly positioned to serve this community and beyond, and extend their outreach to its deserving population. The Board specifically recognizes the following foundations on this the 8<sup>th</sup> day of February, 2018.

J. S. Bridwell Foundation  
Bryant Edwards Foundation  
The Fain Foundation  
James N. McCoy Foundation  
Perkins-Prothro Foundation  
The Priddy Foundation

Regent Ayres seconded the motion and it was approved with Regent Sweatt and Regent Marks abstaining from the vote owing to a conflict of interest.

Gifts and Donations

18-45C. Regent Hessing moved that the namings shown on the attached be approved as presented and summarized below:


- A. Naming the “**McCoy College of Science, Mathematics and Engineering**” in recognition of the extraordinary generosity of James N. and Vicki McCoy and gratitude for the James N. McCoy Foundation’s recent pledge of \$5,000,000.
- B. Naming the “**Bryant Edwards Facilities Administration Building**” in honor of the Bryant Edwards Foundation’s generous pledge of \$1,000,000.
- C. Naming the “**Bridwell Activities Center**” in honor of the J.S. Bridwell Foundation’s recent pledge of \$4,000,000.
- D. Naming the “**Cannedy Greek Commons**” within the Bridwell Activities Center in recognition of the longtime advocacy of Greek Life at Midwestern State University by Mac and Connie Cannedy.
- E. Establishing the “**Fain Professorship in the Fine Arts**” in honor of the Lamar D. Fain family and the Fain Foundation’s recent pledge totaling \$1,000,000.

Regent Ayres seconded the motion and it was approved.

Adjournment

There being no further business, the meeting adjourned at 5:28 p.m.

Reviewed for submission:

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

Page 114 of 171

ATTACHMENT:

1. Naming Recommendations



BOUNDLESS OPPORTUNITIES

Recommendation to the Board of Regents

Naming Recommendations

February 8, 2018

*The administration will recommend the following:*

Naming the “**McCoy College of Science, Mathematics and Engineering**” in recognition of the extraordinary generosity of James N. and Vicki McCoy and in gratitude for the James N. McCoy Foundation’s recent pledge of \$5,000,000. The gift will be used to underwrite the first phase of the renovation and expansion of Bolin Science Hall. The name of the McCoy School of Engineering will remain the same and continue to reside within the newly named McCoy College of Science, Mathematics and Engineering. Should there be additional schools and/or departments added to the college in the future, the Board may change the name of the college to reflect such changes. Subject to the terms of the gift agreement, the naming will last in perpetuity.

Naming the “**Bryant Edwards Facilities Administration Building**” in honor of the Bryant Edwards Foundation’s generous pledge of \$1,000,000. The gift will be used to underwrite a portion of the cost of building a new Facilities Administration Building. The Facilities Service Department is currently housed in the Daniel Building and will be moved to this new building whose location will be determined at a later date. Should there be changes to the use of the facility in the future, the Board may change the name to reflect such changes. Subject to the terms of the gift agreement, the naming will last in perpetuity.

Naming the “**Bridwell Activities Center**” in honor of the J.S. Bridwell Foundation’s recent pledge of \$4,000,000. The Board and the University will acknowledge the gift by removing the name Daniel and naming the newly renovated facility the “Bridwell Activities Center.” The gift will be used to underwrite a portion of the costs of renovating and repurposing the Daniel Building into a vibrant student activities center. The newly renovated facility will serve as the nexus for campus activity and events with plans to provide space for departments and organizations key to student life, such as Greek Life and related student activities. Meeting and work spaces for student organizations will be the centerpiece of the renovation. Should there be changes to the use of the facility in the future, the Board may change the name to reflect such changes. Subject to the terms of the gift agreement, the naming will last in perpetuity.

Page 115 of 171

Naming the “**Cannedy Greek Commons**” within the Bridwell Activities Center in recognition of the longtime advocacy of Greek Life at Midwestern State University by Mac and Connie Cannedy. The newly created Greek Commons will house Greek Life and individual Greek chapter rooms. Should there be changes to the use of the area in the future, the Board may change the name to reflect such changes. Subject to the terms of the gift agreement, the naming will last in perpetuity.

Establishing the “**Fain Professorship in the Fine Arts**” in honor of the Lamar D. Fain family and the Fain Foundation’s recent pledge totaling \$1,000,000. Their longtime generosity to the arts at Midwestern State University has shaped a thriving College of Fine Arts. The gift will be used to establish an endowed professorship in the Fine Arts positioning the university to attract top faculty talent. The endowment will provide funding in perpetuity and will support items such as research, equipment, a salary stipend, supplies and travel for the named professor. Subject to the terms of the gift agreement, the naming will last in perpetuity.



**MINUTES  
MIDWESTERN STATE UNIVERSITY  
BOARD OF REGENTS  
Executive Committee  
February 8, 2018**

The Executive Committee of the Board of Regents, Midwestern State University, met in regular session on the MSU campus in the J. S. Bridwell Board Room of the Hardin Administration Building, Wichita Falls, Texas, at 1:35 p.m., Thursday, February 8, 2018.

Individuals in attendance were as follows:

Committee members: Mr. Sam Sanchez, Chairman  
Mr. R. Caven Crosnoe, Vice Chairman  
Ms. Nancy Marks, Secretary  
Ms. Tiffany Burks, Member-at-large (via teleconference)

Other Regents: Mr. Warren Ayres  
Dr. Lynwood Givens  
Mr. Jeff Gregg  
Mr. Shawn Hessing  
Dr. Shelley Sweatt  
Student Regent Shayla Owens

University Representatives: President Suzanne Shipley  
Provost and Vice President James Johnston  
Vice President Marilyn Fowlé  
Vice President Keith Lamb  
Vice President Anthony Vidmar  
Associate Vice President Kyle Owen  
Associate Vice President Matthew Park  
Director of Athletics Kyle Williams  
General Counsel Barry Macha  
Director of Internal Audits Leigh Kidwell  
Controller Chris Stovall  
Director of Marketing and Public Information Julie Gaynor  
Executive Assistant to the President Cindy Ashlock  
Director of Board and Government Relations Debbie Barrow

Governance Representatives: Dr. David Carlston, Faculty Senate Chairman  
Mr. Newman Wong, Staff Senate Chairman  
Ms. Maria Peña, Student Government Association President Mr.  
Jacob Warren, Student Government Association Observer

Media: Ms. Claire Kowalick, Reporter, Wichita Falls *Times Record News*  
Ms. Ashley Wheeler, Reporter, KFDX-TV 3  
Mr. Curtis Jackson, KFDX-TV 3  
Ms. Sarah Hines, Reporter, KAUZ Channel 6.

Page 117 of 171

In accordance with a duly posted notice and there being a quorum present, Chairman Sanchez called the meeting to order at 1:35 p.m.

#### Reading and Approval of Minutes

18-46. The minutes of the Executive Committee meeting November 9, 2017, were approved as presented.

#### Campus Construction Update

18-47. Associate Vice President Kyle Owen presented an update of current projects as shown in Attachment 1.

#### Review of Building Names

18-48. This information was provided in the Board Book for information only.

#### Moffett Library Renovation Project, Contract Approval Request

18-49. Mr. Owen reviewed the information provided in the Board Book related to this project. Regent Marks made a motion to authorize the administration to contract with the Construction Manager at Risk (CMAR), M&F Litteken, for the first phase of construction at a value not to exceed \$2 million. Regent Crosnoe seconded the motion and it was approved.

#### Facilities Services Complex Project Update

18-50. Mr. Owen provided information regarding the relocation of the Facilities Services Complex as shown in Attachment 2. He reported that with funding for the renovation of the Daniel Building becoming available, the time had come to move forward with planning the move as presented. Regents indicated the importance of the buildings and operations not adversely affecting the surrounding neighborhoods. Mr. Owen responded that this was administration's plan as well. He added that the administration would seek an easement from the City of Wichita Falls for an alley to the north of the Bridwell Courts. This easement would allow the alley to be closed and the area gated to secure the vehicle yard. When asked about the timeline for the project, Mr. Owen responded that, if approved, the design phase would begin immediately. Bidding for the construction of the project would begin by July 1, construction could begin by September 1, and the project would be completed by mid-summer 2019.

Vice President Lamb responded to a question about the occupancy of Bridwell Courts, noting that the maximum occupancy is 74, although 50 are currently housed there. He added that other apartment complexes could accommodate the students currently in Bridwell Courts. Mr. Owen added that the building is very old and has many deferred maintenance issues.

Regents asked about the information presented regarding parking that would be added and lost through this project and about the use of the Hampstead Boulevard lot. Mr. Owen responded that while 160 spaces would ultimately be added at the conclusion of the project, overall parking would be reduced by approximately 100 spaces for at least one year. Dr. Lamb reported that at its maximum, the Hampstead Lot is 60% used. He added that the fall parking survey showed that at the peak parking time of 10:00 – 11:00 a.m. on Wednesday, campus parking is at 71% occupancy. He stated that the administration reviews the mix of resident and commuter parking allocated each year. In

Page 118 of 171

response to a question, Mr. Owen noted that there would be no disruption of police services during this project.

Regent Crosnoe made a motion to authorize the administration to move forward with the use of the site(s) in the manner presented and to begin the design process for the complex. Regent Marks seconded the motion and it was approved.

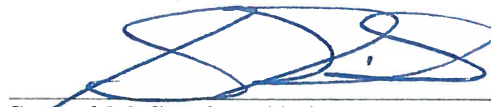
Wichita Falls Museum of Art at Midwestern State University - Ratification of Artwork Accessions and Deaccessions

18-51. The artwork accessions and deaccessions were ratified upon a motion by Regent Marks and second by Regent Crosnoe.

Adjournment

The Executive Committee discussion concluded at 1:55 p.m.

Reviewed for submission:



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

**ATTACHMENTS:**

1. Construction Update - Project Photographs
2. Facilities Services Complex Relocation



# Construction Update Status

February 8, 2018

by  
Kyle Owen

Health Sciences & Human Services Building:



Page 120 of 171

Health Sciences & Human Services Building:



October 12, 2017



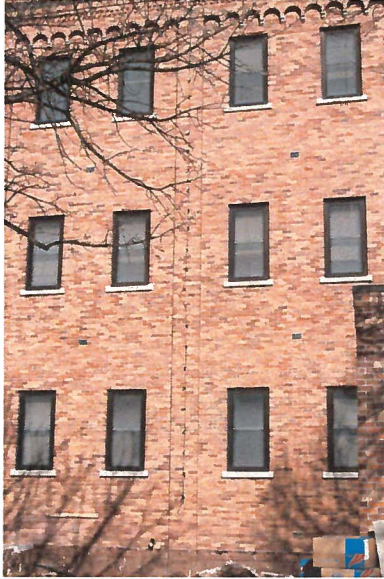
Health Sciences & Human Services Building:



January 29, 2018





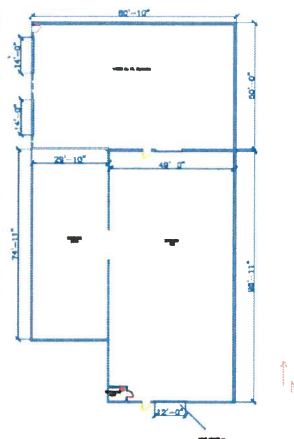


Bolin Stairwell

Fain Fine Arts Stairwell and Elevator



October 12, 2017



Jan Thacker Fantasy of Lights Workshop Expansion:



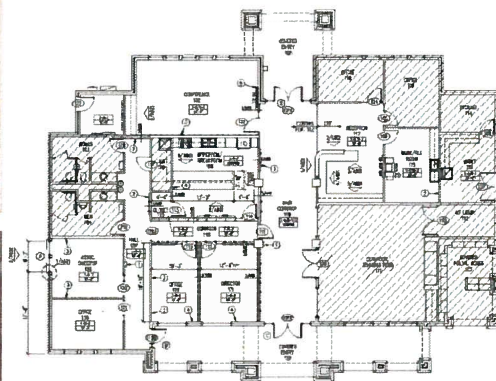
January 29, 2018



Sunwatcher Clubhouse For Housing Administration:



October 11, 2017

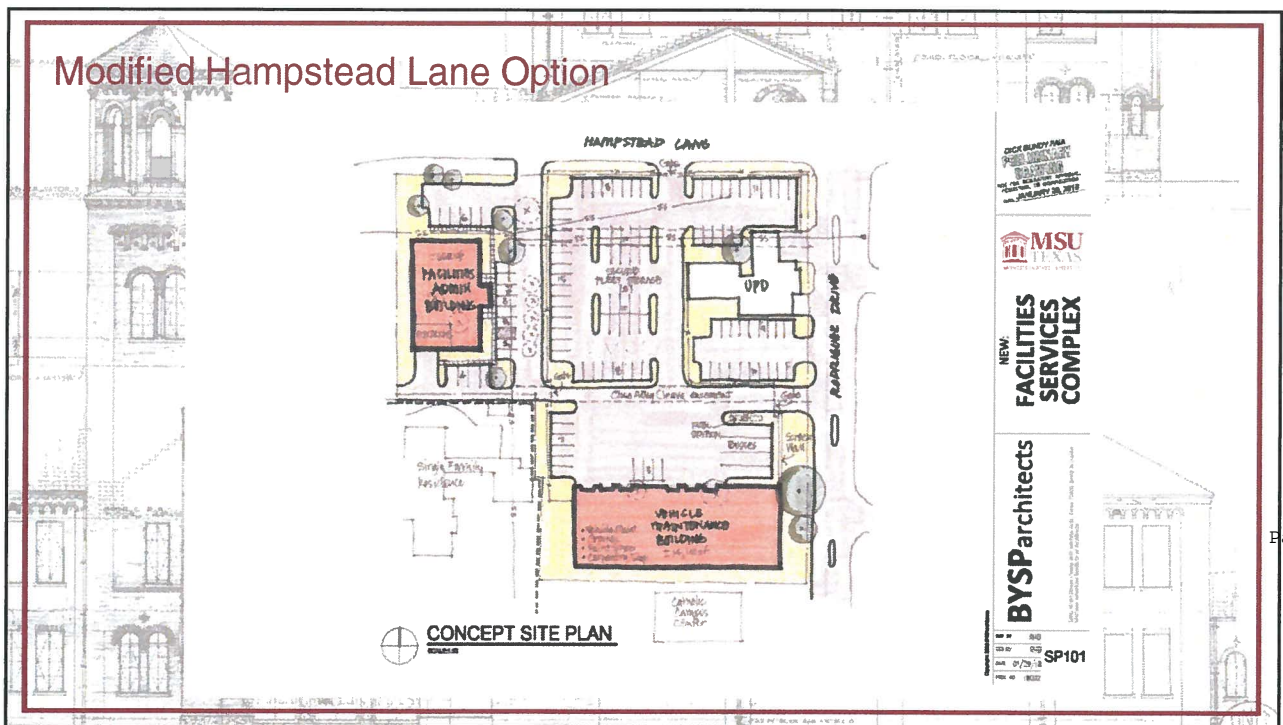


January 26, 2018

January 26, 2018







## Hampstead Lane Option (Nov. 2016)



Looking Southwest

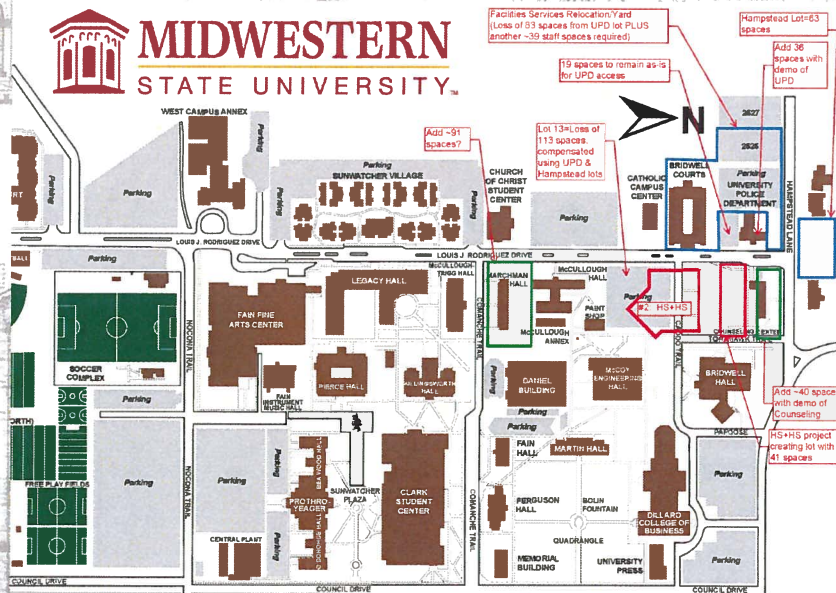


Looking Northeast

## Effect on Parking:



**MIDWESTERN**  
STATE UNIVERSITY™





## Effect on Parking Summary:

Losses/Needs: McCoy lot 13 (HSHS) = 113  
UPD for Facilities Yard = 83  
Facilities staff = 39  
TOTAL = 235

Gains: Hampstead lots = 63  
HS+HS north lot = 41  
Marchman lot = 91  
Counseling lot = 40  
UPD bldg. demo (2020-2021) = 36  
TOTAL = 271

\*Funding for Marchman, Counseling, UPD bldg. demo lots to be determined.

**MINUTES**  
**MIDWESTERN STATE UNIVERSITY**  
**BOARD OF REGENTS**  
**Academic and Student Affairs Committee**  
**February 8, 2018**

The Academic and Student Affairs Committee of the Board of Regents, Midwestern State University, met in regular session on the MSU Campus in the J. S. Bridwell Board Room of the Hardin Administration Building, Wichita Falls, Texas, at 1:55 p.m., Thursday, February 8, 2018.

Individuals in attendance were as follows:

Committee members: Dr. Lynwood Givens, Committee Chairman  
Mr. Shawn Hessing  
Ms. Nancy Marks  
Dr. Shelley Sweatt

Other Regents: Mr. Sam Sanchez, Board Chairman  
Mr. Warren Ayres  
Ms. Tiffany Burks (via teleconference)  
Mr. R. Caven Crosnoe  
Mr. Jeff Gregg  
Ms. Shayla Owens, Student Regent

University Administrators: President Suzanne Shipley  
Provost and Vice President James Johnston  
Vice President Marilyn Fowlé  
Vice President Keith Lamb  
Vice President Anthony Vidmar  
Associate Vice President Kyle Owen  
Associate Vice President Matthew Park  
Director of Athletics Kyle Williams  
General Counsel Barry Macha  
Director of Internal Audits Leigh Kidwell  
Controller Chris Stovall  
Director of Marketing and Public Information Julie Gaynor  
Executive Assistant to the President Cindy Ashlock  
Director of Board and Government Relations Debbie Barrow

Governance Representatives: Dr. David Carlston, Faculty Senate Chairman  
Mr. Newman Wong, Staff Senate Chairman  
Ms. Maria Peña, Student Government Association President  
Mr. Jacob Warren, Student Government Association Observer

Media Representatives: Ms. Claire Kowalick, Reporter, Wichita Falls *Times Record News*  
Ms. Ashley Wheeler, Reporter, KFDX-TV 3  
Ms. Sarah Hines, Reporter, KAUZ Channel 6.

Page 128 of 171

In accordance with a duly posted notice and there being a quorum present, Chairman Givens called the meeting to order at 1:55 p.m.

#### Reading and Approval of Minutes

18-52. The minutes of the Academic and Student Affairs Committee meeting November 9, 2017, were approved as presented.

#### Faculty Report

18-53. Dr. David Carlston, Chairman of the Faculty Senate, presented information which is summarized below.

- 1) The Faculty Senate has continued to review a number of policy changes with one being an Online Accessibility ADA Policy. He indicated that the faculty wanted to express appreciation to the administration for allowing the faculty adequate time to review and contribute to the timeline for implementation.
- 2) The Faculty Satisfaction Survey results were presented to the Faculty Senate in January. Dr. Carlston expressed appreciation to the administration for their encouragement of the survey process. He stated that the Faculty Senate Executive Committee would meet with President Shipley and Provost Johnston in the coming week to review the results. Additionally, Dr. Shipley would attend the next Faculty Senate meeting to discuss faculty concerns. He indicated that while a summary of the results was available in the Faculty Senate minutes, he wanted to review a couple of items that stood out as well as some of the areas where goals would be developed. Dr. Carlston added that approximately three-quarters of the faculty participated in the survey. He expressed appreciation to the administration for their willingness to meet and discuss ways the institution can improve.
  - a. Satisfaction with Campus Leadership – Dr. Carlston reported that this was the third time the faculty survey instrument was utilized and each time there had been a significant improvement in terms of satisfaction with the overall leadership of the university. He reported that results in 2012 were below neutral in terms of satisfaction and current results were nearing four on a five-point scale. He added that, in general, all of the markers related to administrative support had increased as well.
  - b. Positives – One of the strengths of the university is the collegiality and the opportunities faculty have to work together in teaching and committee service. Dr. Carlston added that the second highest rated strength was the university's mission and identity.
  - c. Growth Areas – Dr. Carlston mentioned that there was no one single area that stood out and indicated that areas of concern revolved around the following areas.
    - i. Support for Research
    - ii. Workload
    - iii. Compensation
    - iv. Work/Life Balance – Dr. Carlston reported that a burnout measure was included in the survey. He noted that approximately one-third of the faculty

are vulnerable to burnout. He stated that a number of faculty reach the associate professor level but not as many work to make the step to full professor. He noted that the demands placed on faculty might discourage them from continuing to move beyond associate professor. He stated that the work/life balance and the three pillars of research, teaching, and service are challenges that faculty will continue to review.

- v. Ensuring an Open Environment – Dr. Carlston reported that there were few but poignant comments regarding the existence of some discrimination or gender differences on campus. He stated that the Faculty Senate would work with the administration to make certain the campus is educated and that there is an open process for reporting those concerns.

Regents asked whether the survey was anonymous and asked about potential solutions for faculty burnout. Dr. Carlston responded that while a few demographic questions were asked as part of the survey, respondents were given the option of answering those questions. Dr. Carlston stated that solutions for faculty burnout among higher level professors were complex. He noted that the bar for tenure and promotion is set very high and the bar is even higher for the move to full professor. He added that the current tenure policy requires excellence in the three areas of scholarship, teaching, and service. He noted that it is sometimes difficult for individuals to cover all of the requirements without significant personal sacrifice. He added that appreciation and compensation help with burnout, but the overall process may need to be reviewed. He stated that consideration could perhaps be given to allowing faculty to specialize and focus more on their area of significant strength once they reach associate professor. He noted that balance and expectation must be considered.

When asked about the benefits of tenure, Dr. Carlston responded that it was developed as protection for academic freedom, and to provide the faculty with the opportunity to pursue research or other interests that are valuable but sometimes take longer to come to fruition. He added that tenure provides the security for an individual to pursue his interests. As an example, he stated that a faculty member without tenure might have to forego his interest in grant writing because of the time and competitive nature of the grant process. Once tenured, a faculty member would have time to write grants without fear that not receiving grant funding would affect his tenure application. Regent Sweatt asked what percentage of faculty at MSU are tenured. Provost Johnston responded that he would provide that information to the Board. (NOTE: Following the meeting the Board was informed that the percentage of faculty tenured at MSU is 48%).

- 3) Dual Credit – Dr. Carlston noted that while dual credit would be discussed later in the meeting he wanted to share a concern about dual credit as it relates to quality control and ensuring that students enrolled in dual credit receive the same type of education they would receive at a university. He added that there is a related concern about students taking dual-credit courses that are sequenced courses within the major. He stated that at times students do not receive the preparation they need to pursue a specific degree program at the university.

Regent Givens thanked Dr. Carlston for his dedication to the faculty and his candor. He asked Dr. Carlston to communicate to the faculty that the Board would work with the administration on the matters mentioned.

#### Staff Report

- 18-54. Mr. Newman Wong, Chairman of the MSU Staff Senate, reported that the Staff Senate is very active and works to stay informed regarding campus activities and to participate in shared governance. He reported that the Staff Senate partnered with the Wichita Falls Junior League to pack food at the Food Bank for children in need.

#### Student Government Report

- 18-55. Ms. Maria Peña, MSU Student Government Association (SGA) President, thanked Dr. Lamb, Dr. Fowlé, and Dr. Shipley for visiting with the Student Senate about proposed increases to tuition, fees, and parking. She stated that although the majority of the questions from the students at the meeting related to parking fees and how parking spots were allocated, the tuition and fee information was received positively.

Ms. Peña reported that the SGA did a survey last semester. One of the challenges students expressed was the erratic internet connectivity and speed around campus. She stated that a group would discuss these challenges with Information Technology staff later in the week.

Ms. Peña reported that SGA officers for the next year would be elected soon. She added that the new SGA president would be introduced to the Board in May.

#### Athletics Report

- 18-56. Director of Athletics Kyle Williams stated he was available to answer any questions related to the report shown in the Board Book. He added that the football team would play a California university in order to have a full schedule. He stated that this is a problem for the Lone Star Conference as well as conferences throughout the country. He reported that MSU's volleyball coach resigned to relocate with her family to another state. When asked about signing day, Mr. Williams responded that 42 freshmen were signed for football, including five local area athletes. Responding to a question about the number and amount of athletics scholarships that are offered, he responded that the program offers approximately 100 scholarships at a total cost of \$1.7 million per year.

#### Enrollment Report – Spring 2018

- 18-57. A copy of the spring enrollment report is shown in Attachment 1. Vice President Lamb reviewed the report, noting that census day was February 7. He stated that the smaller sophomore class was a function of the smaller incoming freshman class in the fall of 2016. He added that 112 students were enrolled through the Flower Mound campus and all of those students were classified as online students.

Page 131 of 171

#### Report on Student Attrition – Spring to Fall 2017

- 18-58. Vice President Lamb and Provost Johnston reminded the Board of the information provided at the November Board meeting and reviewed the additional information included in the Board Book. Dr. Lamb indicated that since the report was placed in the Board Book he had received the National Clearinghouse Data which tracks student movement from institution to institution. He reported that of the 535 students that were

eligible but did not return for the fall, as of the spring 2018 semester there was no data on 274 of those students, which indicated that they did not reenroll anywhere else. Sixty of the students re-enrolled at MSU in the spring, with 25 of the 60 majoring in the Bachelor of Applied Arts and Sciences (BAAS), Radiologic Science, Respiratory Care, and Nursing degree programs. He stated that this was similar to what was reported in November since the students in these programs are typically adult students who have a tendency to stop out for a semester or two. Twenty-six of the students enrolled at Vernon College, with ten of the students enrolling in their nursing program. Another 30 students enrolled in universities and community colleges in the Dallas-Ft. Worth (DFW) area. Typically those are students from the DFW area that return home for a variety of reasons.

Dr. Johnston noted that the university had a number of new initiatives underway to address retention. He stated that the bridge program would be in place during the summer. Dr. Lamb added that the new Tutoring & Academic Support Programs (TASP) would play a large role in the university's retention efforts as would learning communities. When asked about gatekeeper courses that tend to be dropped or failed, Dr. Johnston responded that the administration was gathering additional data to analyze.

Regent Givens asked what percentage of the students who did not return in the fall did not meet the university's admissions criteria. Dr. Lamb indicated that he would provide that information to the Board.

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

18-59. Vice President Lamb's update was presented in the Board Book and he was available to answer questions. He reported that since the update was written the facility had faced a slight delay. He added that the current date for the building to be turned over to the university was March 1. He noted that even with the delays enrollment was on budget. He added that the university signed an agreement earlier in the week with Tarrant County College (TCC)/Trinity River. Dr. Lamb stated that Dr. Shipley, the TCC Chancellor, and some of the TCC presidents attended the signing. He stated that the administration was working on similar agreements with Dallas County Community College District, Collin College, and other community colleges. Chairman Sanchez noted that he attended the TCC signing in Fort Worth and the turnout was great. He indicated that many MSU graduates were in attendance and there was a great deal of excitement. He added that this should be a great partnership and would help provide a great foundation for growth.

#### MSU's Approach to Dual Credit, Online and Distance Education

18-60. Provost James Johnston discussed the report that was included in the Board Book. He added that the ceremonial signing with TCC was a testament to MSU's decision to leave dual credit coursework to its community college partners. He added that many of the high schools in the Flower Mound area are interested in MSU providing the 18 hours of graduate coursework needed for the public school teachers to qualify to teach dual credit courses.

Page 132 of 171

Regent Sweatt asked if MSU accepted all dual credit coursework as credits. Dr. Lamb responded that if the credit is granted from an accredited higher education institution it is accepted, either as general credit or as credit that counts toward the core or a student's major.



Spring Break Dates for 2018-2019 Academic Year

18-61. The administration recommended changing the previously approved dates for the 2018-19 Spring Break from March 11-16, 2019 to March 18-22, 2019 in order to align with the Wichita Falls Independent School District. Dr. Johnston reviewed the information provided in the Board Book regarding the need for this change. Regent Hessing made a motion to approve this action. Regent Sweatt seconded the motion and it was approved.

Adjournment

The meeting of the Academic and Student Affairs Committee adjourned at 3:10 p.m.

Reviewed for submission:



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

ATTACHMENT:

1. Spring 2018 Enrollment Report

## Enrollment Report

### Spring 2018

<b>Classification</b>	<b>2017</b>	<b>On-line Only</b>	<b>2018</b>	<b>On-line Only</b>
New First-time Freshmen	22	1	17	0
Re-enrolling Freshmen	719	22	719	24
Sophomores	1,062	126	1,017	170
Juniors	1,288	231	1,318	237
Seniors	1,880	313	1,930	352
Post-Baccalaureate	73	41	61	48
Graduate Degree-Seeking	<u>674</u>	<u>351</u>	<u>652</u>	<u>405</u>
<b>Total Headcount</b>	<b>5,718</b>	<b>1,085</b>	<b>5,714</b>	<b>1,236</b>
<b>Semester Credit Hours</b>	<b>65,293</b>	<b>6,901</b>	<b>66,462</b>	<b>8,897</b>

**MINUTES  
MIDWESTERN STATE UNIVERSITY  
BOARD OF REGENTS  
Finance Committee  
February 8, 2018**

The Finance Committee of the Board of Regents, Midwestern State University, met in regular session on the MSU Campus in the J. S. Bridwell Board Room of the Hardin Administration Building, Wichita Falls, Texas, at 3:20 p.m., Thursday, February 8, 2018.

Individuals in attendance were as follows:

Committee members:        Mr. R. Caven Crosnoe, Acting Committee Chairman  
                                     Mr. Warren Ayres  
                                     Dr. Lynwood Givens  
                                     Mr. Jeff Gregg

Other Regents:                Mr. Sam Sanchez, Board Chairman  
                                     Ms. Tiffany Burks (via teleconference)  
                                     Mr. Shawn Hessing  
                                     Ms. Nancy Marks  
                                     Dr. Shelley Sweatt  
                                     Ms. Shayla Owens, Student Regent

University Representatives: President Suzanne Shipley  
                                     Provost and Vice President James Johnston  
                                     Vice President Marilyn Fowlé  
                                     Vice President Keith Lamb  
                                     Vice President Anthony Vidmar  
                                     Associate Vice President Kyle Owen  
                                     Associate Vice President Matthew Park  
                                     Director of Athletics Kyle Williams  
                                     General Counsel Barry Macha  
                                     Director of Internal Audits Leigh Kidwell  
                                     Controller Chris Stovall  
                                     Director of Marketing and Public Information Julie Gaynor  
                                     Executive Assistant to the President Cindy Ashlock  
                                     Director of Board and Government Relations Debbie Barrow

Governance Representatives: Dr. David Carlston, Faculty Senate Chairman  
                                     Mr. Newman Wong, Staff Senate Chairman  
                                     Ms. Maria Peña, Student Government Association President  
                                     Mr. Jacob Warren, Student Government Association Observer

Media:                            Ms. Claire Kowalick, Reporter, Wichita Falls *Times Record News*  
                                     Ms. Sarah Hines, Reporter, KAUZ Channel 6.

In accordance with a duly posted notice and there being a quorum present, Acting Chairman Crosnoe called the meeting to order at 3:20 p.m.

#### Reading and Approval of Minutes

18-62. The Finance Committee approved the minutes of the November 9, 2017, meeting as presented.

#### Summary of Financial Support and Comprehensive Campaign Update

18-63. Regent Crosnoe highlighted some of the gifts received since the last meeting of the Board of Regents as shown below and commended the support the university receives from foundations, the community, alumni, and friends.

- A. Ms. Carol Dillard pledged \$1.5 million over a five-year period to develop and administer an Agribusiness Concentration in the Dillard College of Business Administration.
- B. The Lamar D. Fain College of Fine Arts received a pledge from Mr. and Mrs. Joe Prothro for \$400,000 and the Perkins-Prothro Foundation for \$600,000 to purchase new pianos for the campus and update the piano lab.
- C. The Gordon T. and Ellen West College of Education was awarded a grant in the amount of \$114,500 from the West Foundation for multiple purposes.
- D. Ms. Darlene Simpson donated \$103,115 to the College of Science and Mathematics to purchase equipment for the Kimbell School of Geosciences.
- E. The City of Wichita Falls contributed \$30,000 to the Dillard College of Business Administration for the Lalani Center IDEA-Wichita Falls program.

Vice President Vidmar reviewed the reports included in the Board Book and highlighted the progress that has been made toward the campaign goals. He noted that as of December 31, 2017 the campaign had achieved more than 40% of the goal in only 19% of the time allotted for the campaign.

Regent Hessing thanked Board members for participating in the campaign. He stated that 100% Board participation was critical to the campaign. He asked regents to make their individual commitments by the May meeting.

#### Report on Financial Ratios

18-64. Vice President Fowlé reviewed the PowerPoint on financial ratios that was included in the Board Book. When asked if other institutions included foundation assets in this type of calculation, Dr. Fowlé responded that she was not aware. She added that the Governmental Accounting Standards Board (GASB) has guidelines on what should be included and how. Regent Hessing stated that since the university has the benefit of foundation assets only when the foundation provides them he would argue that the foundation assets should not be included.

Page 136 of 171

### Financial Reports

- 18-65. The administration recommended the FY 2017 Annual Financial Report and the September, October, November, and December, 2017 Financial Reports for acceptance. Regent Gregg made a motion to accept the reports as presented. Regent Givens seconded the motion and it was approved.

### Investment Report

- 18-66. The administration recommended the first quarter FY 2018 investment report for acceptance. Regent Ayres made a motion to accept the report as presented. Regent Gregg seconded the motion and it was approved.

### Investment Policy Changes

- 18-67. Vice President Fowlé reviewed the recommended changes to the university's two investment policies (#4.182 for Operating Funds and #4.196 for Endowment Funds) as explained and provided in the Board Book. Regent Gregg moved approval of these policy changes as presented. Regent Ayres seconded the motion and it was approved.

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

- 18-68. Regent Crosnoe noted that the reports of personnel changes in October through December 2017 were presented for information only and the list of salary and position changes was presented for ratification as shown in the Board Book. Regent Ayres moved the Board ratify the personnel changes as presented. Regent Givens seconded the motion and it was approved.

### Purchase of New Pianos

- 18-68A. Vice President Fowlé reviewed the information regarding this item shown in the Board Book. The administration requested authorization to purchase the pianos at a cost not to exceed \$1.2 million with the source of funds being primarily donated funds, with a small amount of Fain Fine Arts reserve funds used to finalize the purchase. Regent Gregg moved approval of this item as presented. Regent Ayres seconded the motion and it was approved.

### Undergraduate and Graduate Application Fees Increases

- 18-69. Vice President Lamb and Provost Johnston reviewed the proposal and justification for increasing these fees. The administration recommended increasing the undergraduate application fee from \$25 to \$40, and increasing the graduate application fee from \$35 to \$50, effective September 1, 2018. Regent Ayres asked if the undergraduate application fee would be charged to entering freshmen only. Dr. Lamb responded that transfer students or applicants at any stage of their academic career would be charged the fee. Regent Ayres made a motion to approve these fee increases as presented. Regent Givens seconded the motion and it was approved.

Page 137 of 171

### Tuition and Fee Review and Recommendations 2018-2019

- 18-70. President Shipley commented on the administration's process for considering tuition and fee recommendations. She noted that the administration looks at the higher education inflation index and its effect on the institution's costs. The administration considers how the institution can reduce costs or save money to offset increased costs and determines the revenue needed to accomplish strategic goals in the coming year. She added that

meetings are then held with students through the Student Government Association to discuss proposed recommendations before the final recommendations are presented to the Board of Regents. Vice President Fowlé and Vice President Lamb reviewed the information provided in the Board Book as well as a PowerPoint that included the information that was shared with the Student Senate (see Attachment 1).

The administration recommended the following tuition and fee increases beginning in the fall 2018.

- A. Designated Tuition – Increase Designated Tuition for new students beginning fall 2018 from \$123.85 per semester credit hour (SCH) to \$133.00 per SCH.
- B. University Services Fee – Increase the University Services Fee for all students, from \$72.65 to \$80.65 per SCH, effective with the fall 2018 semester.
- C. Student Services Fee – Increase the Student Services Fee for all students from \$17.05 to \$18.75 per SCH, effective with the fall 2018 semester. The maximum amount charged to a student in a semester is \$250 which will not change from the current maximum amount.
- D. Wellness and Recreational Center Fee – Increase the Wellness and Recreational Center Fee from \$120 to \$130 per long semester and \$60 to \$65 per summer semester, beginning the fall 2018 semester.
- E. Distance Education Fee – Increase the Distance Education Fee from \$50 to \$55 per SCH, beginning fall 2018. This fee is charged only to students taking online courses who receive waivers for both the Wellness and Recreational Center Fee and the Clark Student Center/Union Fee.

Dr. Shipley noted her philosophy that it was important for the institution to stay steady with tuition increases each year rather than having large increases every other year or so. She added that a small increase would be between two and three percent, which is below the higher education inflation index. Dr. Shipley explained that for the upcoming year she supported a higher increase for incoming students for two reasons. The first reason was to have adequate funding to provide salary increases for faculty and staff, to include faculty merit and to complete the planned staff equity adjustments. The second reason was that prospective students see an array of opportunities that weren't available when some of the current students chose to attend MSU. These include enhanced facilities, additional tutoring services, and programs to help students make faster progress toward graduation. Regent Hessing commended the administration for identifying cost reductions and savings in an effort to share the cost increases with the students.

Page 138 of 171

Regent Ayres moved approval of the tuition and fee recommendations as presented. Regent Gregg seconded the motion.

Dr. Fowlé was asked to discuss whether Student Service Fee increases would be used to pay for salary increases. She stated that Student Service Fees fund certain salaries and would be used for the share of funding necessary for those salary increases. She added

that the Wellness and Recreational Center Fee also pays salaries for Wellness Center employees and would fund its share of salary increases for those employees.

Dr. Lamb responded to a question about whether students attending MSU in the fall and spring but not in the summer can use the Wellness Center for a fee. He stated that the university has a program in place whereby a student enrolled in the spring and early registered for the fall can pay the fee other students pay, \$130 for the summer if the proposed fees are approved, and have access to the Wellness Center for the summer.

Regents discussed the challenge of reconciling the needs of the institution with the ever-increasing cost of higher education for students. It was noted that as the university implements strategies and remove barriers so that students can be successful, the barrier of cost continues to increase. It was mentioned that the administration and board must balance the cost of higher education with the fact that without a degree each student's trajectory would be completely different.

Dr. Givens suggested that the administration look at how many students the institution loses by raising tuition and fees. He indicated he would like to see a market-driven model in addition to the cost model that is provided each year. He stated that such a model would help the university determine what it should be charging and how many students are lost by increasing costs. Dr. Lamb responded that it was something the administration would look into. Mr. Hessing stated that this would not be an easy model and that a lot of assumptions would have to go into the process. He added that it would be a good exercise to go through. Dr. Shipley indicated that the administration would work with colleagues in higher education to find such a model.

Dr. Givens stated that it was important for the faculty to understand that they have the support of the Board of Regents. He added that the conversation was not about increasing faculty salaries but rather a discussion of the cost of education at MSU moving forward.

There being no additional discussion, the motion to approve the tuition and fee increases as presented was approved.

#### Adjournment

The Finance Committee discussion concluded at 4:23 p.m.

Reviewed for submission:



---

R. Caven Crosnoe, Acting Chairman  
Midwestern State University  
Board of Regents Finance Committee

Page 139 of 171

#### ATTACHMENT:

1. Tuition and Fee Recommendations for 2018-2019 Presentation



## University Services Fee



- Propose an increase for all students to a rate of \$80.65 per semester credit hour.
  - This would increase the fee from \$72.65 to \$80.65 per semester credit hour.
  - The increase would be \$8 per semester credit hour.
  - Fifteen semester credit hours would be an increase of \$120 per semester.



## Student Service Fee



- Propose an increase for all students to a rate of \$18.75 per semester credit hour
  - This fee has a maximum of \$250 per semester so there will be no increase for a full-time, fifteen semester credit hour student.

## Designated Tuition for New Students



- Propose a designated tuition rate of \$133 per semester credit hour for all new students enrolling for the first time beginning fall 2018.
  - All existing students will remain on their current fixed rate based on their enrollment semester.
  - Any students exceeding their fixed rate semesters will be charged the new rate.
  - The total increase percentage for existing students on a fixed rate plan is approximately 2.9%.



## Uses of Increase

- Provide Scholarships – continue offering scholarships to qualified students
- IT Costs – rising costs on software maintenance and security measures
- Expand space for student life in a new location (Daniel Building across from McCullough/Trigg)
- Faculty and Staff salary increases - to keep up with the cost-of-living and retain good employees
- Health insurance increases – expect increases again next year
- Funds needed to cover funding reductions from the state and other sources

### FY19 Uses of Tuition and Fee Increase



FY18 One-time shortfall to cover	(\$ 690,000)
Net Tuition and fee increase	\$1,700,000
Identified Savings	<u>\$1,200,000</u>
Net Available Funds	\$2,210,000
Normal Increases (Health Ins. Software, etc.)	\$ 465,000
Mandatory Increases	\$ 575,000
Proposed pay raises for faculty and staff	<u>\$1,100,000</u>
Total increases	\$2,140,000*
Difference	\$ 70,000

\*Note: Does not include any new expenses

## Wellness Fee



- Propose an increase in the Wellness Fee from \$120 per semester to \$130 per semester, from \$60 to \$65 per summer session
- Increase fee used for:
  - Replace/repair aging equipment
  - Additional group fitness classes
  - Wellness education and personal training
  - More diverse / global recreational sports

**Mandatory Tuition and Fee Schedule Comparison**  
Fall 2017 to Proposed Fall 2018

	New Student Fall 2017 15 Hours	New Student Fall 2018 15 Hours	Sophomores Fall 2018 15 Hours	Juniors Fall 2018 15 Hours	Seniors Fall 2018 15 Hours
State Tuition	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00
University Designated Tuition	1,857.75	1,995.00	1,857.75	1,857.75	1,821.00
Student Union/Center Fee	55.00	55.00	55.00	55.00	55.00
Recreational Center Fee	120.00	130.00	130.00	130.00	130.00
Student Service Fee	250.00	250.00	250.00	250.00	250.00
Athletic Fee	120.00	120.00	120.00	120.00	120.00
Instruct Enhancement Fees - avg*	257.50	257.50	257.50	257.50	257.50
University Services Fee	1,089.75	1,209.75	1,209.75	1,209.75	1,209.75
Total for 15 SCH	\$ 4,500.00	\$ 4,767.25	\$ 4,630.00	\$ 4,630.00	\$ 4,593.25
Fall 2017 Charge		\$ 4,500.00	\$ 4,500.00	\$ 4,500.00	\$ 4,463.25
Overall Percentage Increase over Fall 2017		5.939%	2.889%	2.889%	2.913%
<b>Per Semester Credit Hour</b>	<b>Actual Fall</b>	<b>Proposed</b>	<b>Proposed</b>	<b>Proposed</b>	<b>Proposed</b>
Designated Tuition	\$ 123.85	\$ 133.00	\$ 123.85	\$ 123.85	\$ 121.40
University Services Fee	72.65	80.65	80.65	80.65	80.65
Student Service Fee	17.05	18.75	18.75	18.75	18.75
<b>Flat Semester Fee</b>					
Wellness and Recreational Center Fee	120.00	130.00	130.00	130.00	130.00
<b>Non-Mandatory Fee</b>					
Distance Education Fee	50.00	55.00	55.00	55.00	55.00



## Grants + Scholarships



### Average for all Undergraduates

2011 – 2012 = \$3,051

2012 – 2013 = \$3,194

2013 – 2014 = \$3,536

2014 – 2015 = \$3,577

2015 – 2016 = \$3,832

Average annual aid increase = \$195



# deborah.barrow

Microsoft PowerPoint - Fixed Rate Tuition Plan Fall 2018  
03/04/18 03:36 PM







## Tuition and Fee Proposal

Dr. Marilyn Fowle' and Dr. Keith Lamb

February 8, 2018

MIDWESTERN STATE UNIVERSITY

### University Services Fee



- Propose an increase for all students to a rate of \$80.65 per semester credit hour.
  - This would increase the fee from \$72.65 to \$80.65 per semester credit hour.
  - The increase would be \$8 per semester credit hour.
  - Fifteen semester credit hours would be an increase of \$120 per semester.

Page 146 of 171

## Student Service Fee



- Propose an increase for all students to a rate of \$18.75 per semester credit hour
  - This fee has a maximum of \$250 per semester so there will be no increase for a full-time, fifteen semester credit hour student.

## Designated Tuition for New Students



- Propose a designated tuition rate of \$133 per semester credit hour for all new students enrolling for the first time beginning fall 2018.
  - All existing students will remain on their current fixed rate based on their enrollment semester.
  - Any students exceeding their fixed rate semesters will be charged the new rate.
  - The total increase percentage for existing students on a fixed rate plan is approximately 2.9%.



## Uses of Increase

- Provide Scholarships – continue offering scholarships to qualified students
- IT Costs – rising costs on software maintenance and security measures
- Expand space for student life in a new location (Daniel Building across from McCullough/Trigg)
- Faculty and Staff salary increases - to keep up with the cost-of-living and retain good employees
- Health insurance increases – expect increases again next year
- Funds needed to cover funding reductions from the state and other sources

### FY19 Uses of Tuition and Fee Increase



FY18 One-time shortfall to cover	(\$ 690,000)
Net Tuition and fee increase	\$1,700,000
Identified Savings	<u>\$1,200,000</u>
Net Available Funds	\$2,210,000
Normal Increases (Health Ins. Software, etc.)	\$ 465,000
Mandatory Increases	\$ 575,000
Proposed pay raises for faculty and staff	<u>\$1,100,000</u>
Total increases	\$2,140,000*
Difference	\$ 70,000

\*Note: Does not include any new expenses



## Wellness Fee



- Propose an increase in the Wellness Fee from \$120 per semester to \$130 per semester, from \$60 to \$65 per summer session
- Increase fee used for:
  - Replace/repair aging equipment
  - Additional group fitness classes
  - Wellness education and personal training
  - More diverse / global recreational sports

**Mandatory Tuition and Fee Schedule Comparison**  
Fall 2017 to Proposed Fall 2018

	New Student Fall 2017 15 Hours	New Student Fall 2018 15 Hours	Sophomores Fall 2018 15 Hours	Juniors Fall 2018 15 Hours	Seniors Fall 2018 15 Hours
State Tuition	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00
University Designated Tuition	1,857.75	1,995.00	1,857.75	1,857.75	1,821.00
Student Union/Center Fee	55.00	55.00	55.00	55.00	55.00
Recreational Center Fee	120.00	130.00	130.00	130.00	130.00
Student Service Fee	250.00	250.00	250.00	250.00	250.00
Athletic Fee	120.00	120.00	120.00	120.00	120.00
Instruct Enhancement Fees - avg*	257.50	257.50	257.50	257.50	257.50
University Services Fee	1,089.75	1,209.75	1,209.75	1,209.75	1,209.75
Total for 15 SCH	\$ 4,500.00	\$ 4,767.25	\$ 4,630.00	\$ 4,630.00	\$ 4,593.25
Fall 2017 Charge		\$ 4,500.00	\$ 4,500.00	\$ 4,500.00	\$ 4,463.25
Overall Percentage Increase over Fall 2017		5.939%	2.889%	2.889%	2.913%
<b>Per Semester Credit Hour</b>	<b>Actual Fall</b>	<b>Proposed</b>	<b>Proposed</b>	<b>Proposed</b>	<b>Proposed</b>
Designated Tuition	\$ 123.85	\$ 133.00	\$ 123.85	\$ 123.85	\$ 121.40
University Services Fee	72.65	80.65	80.65	80.65	80.65
Student Service Fee	17.05	13.75	18.75	18.75	18.75
<b>Flat Semester Fee</b>					
Wellness and Recreational Center Fee	120.00	130.00	130.00	130.00	130.00
<b>Non-Mandatory Fee</b>					
Distance Education Fee	50.00	55.00	55.00	55.00	55.00

Page 149 of 171



## Grants + Scholarships



### Average for all Undergraduates

2011 – 2012 = \$3,051

2012 – 2013 = \$3,194

2013 – 2014 = \$3,536

2014 – 2015 = \$3,577

2015 – 2016 = \$3,832

Average annual aid increase = \$195



**MINUTES  
MIDWESTERN STATE UNIVERSITY  
BOARD OF REGENTS  
Audit, Compliance, and Management Review Committee  
February 8, 2018**

The Audit, Compliance, and Management Review Committee of the Board of Regents, Midwestern State University, met in regular session on the MSU Campus in the J. S. Bridwell Board Room of the Hardin Administration Building, Wichita Falls, Texas, at 4:23 p.m., Thursday, February 8, 2018.

Individuals in attendance were as follows:

- Committee members: Ms. Tiffany Burks, Committee Chair (via teleconference)  
Dr. Lynwood Givens  
Mr. Jeff Gregg  
Mr. Shawn Hessing
- Other Regents: Mr. Sam Sanchez, Board Chairman  
Mr. Warren Ayres  
Mr. R. Caven Crosnoe  
Ms. Nancy Marks  
Dr. Shelley Sweatt  
Student Regent Shayla Owens
- University Representatives: President Suzanne Shipley  
Provost and Vice President James Johnston  
Vice President Marilyn Fowlé  
Vice President Keith Lamb  
Vice President Anthony Vidmar  
Associate Vice President Kyle Owen  
Associate Vice President Matthew Park  
Director of Athletics Kyle Williams  
General Counsel Barry Macha  
Director of Internal Audits Leigh Kidwell  
Controller Chris Stovall  
Director of Marketing and Public Information Julie Gaynor  
Executive Assistant to the President Cindy Ashlock  
Director of Board and Government Relations Debbie Barrow
- Governance Representatives: Dr. David Carlston, Faculty Senate Chairman  
Mr. Newman Wong, Staff Senate Chairman  
Ms. Maria Peña, Student Government Association President  
Mr. Jacob Warren, Student Government Association Observer

Page 151 of 171

In accordance with a duly posted notice and there being a quorum present, Chair Burks called the meeting to order at 4:23 p.m.

#### Reading and Approval of Minutes

18-71. The Audit, Compliance, and Management Review Committee approved the minutes of the November 9, 2017, meeting as presented.

#### Committee for Presidential Performance and Compensation Review

18-72. Regent Burks noted that the Board By-laws require the Audit, Compliance, and Management Review Committee to oversee the yearly presidential performance review which will be held in May. She asked Dr. Shipley to forward to the Board her self-evaluation at least three weeks before the May Board meeting. She added that they would also evaluate Ms. Kidwell's performance at that time. She noted that since the Board had received Ms. Kidwell's audit plan, annual report, and recent self-assessment, there was no need for her to provide anything more at this time.

#### Compliance Update

18-73. The Compliance Update was included in the Board Book as a point of information only and there was no discussion.

#### Audit Update

18-74. An update on audit activities was presented in the Board Book for information only and there was no discussion.

#### Joint Admission Medical Program (JAMP) Audit Report

18-75. This report was presented in the Board Book. Ms. Kidwell reported that all expenditures appeared to be appropriate and in accordance with the agreement and the guidelines. She stated that the report included one finding that had already been corrected. Regent Hessing moved the Board accept this report as presented. Regent Givens seconded the motion and it was approved.

#### Public Funds Investment Act (PFIA) Audit Report

18-76. This report was included in the Board Book. Ms. Kidwell stated that the university appeared to be generally in compliance with the PFIA. The only opportunities for improvement found were the minor changes to the investment policies that were approved earlier in the meeting. Regent Givens moved the Board accept the report as presented. Regent Hessing seconded the motion and it was approved.

#### National Collegiate Athletic Association (NCAA) Independent Accountants' Report on Procedures Performed

18-77. This report was included in the Board Book. Ms. Kidwell stated that her office facilitated and coordinated the work. She noted that the report provided factual findings only and no assurances were provided. Regent Gregg moved the Board accept this report as presented. Regent Hessing seconded the motion and it was approved.

Page 152 of 171

#### MSU Policies and Procedures Manual Changes – Policy 4.131

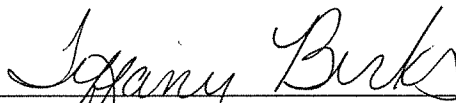
18-78. Changes to Policy 4.131, Equal Opportunity and Affirmative Action Policy Statement, were presented in the Board Book. Mr. Macha stated that these changes would place the university's policy in line with current state and federal guidelines, best practices, and in

accord with other universities in Texas. Regent Givens asked if this action would have any financial impact on the university. Mr. Macha responded that it would not. Regent Hessing moved approval of this policy change as presented. Regent Givens seconded the motion and it was approved.

Adjournment

The Audit, Compliance, and Management Review Committee discussion concluded at 4:32 p.m.

Reviewed for submission:

A handwritten signature in cursive script, reading "Tiffany Burks", written over a horizontal line.

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

**MINUTES  
BOARD OF REGENTS  
MIDWESTERN STATE UNIVERSITY  
February 9, 2018**

The Board of Regents, Midwestern State University, met in regular session on the Midwestern State University campus in the J. S. Bridwell Board Room, Hardin Administration Building, Wichita Falls, Texas, at 9:00 a.m., Friday, February 9, 2018.

Individuals in attendance were as follows:

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

University administration:    President Suzanne Shipley  
                                 Provost and Vice President James Johnston  
                                 Vice President Marilyn Fowlé  
                                 Vice President Keith Lamb  
                                 Vice President Anthony Vidmar  
                                 Director of Athletics Kyle Williams  
                                 General Counsel Barry Macha  
                                 Director of Internal Audits Leigh Kidwell  
                                 Controller Chris Stovall  
                                 Director of Marketing and Public Information Julie Gaynor  
                                 Executive Assistant to the President Cindy Ashlock  
                                 Director of Board and Government Relations Debbie Barrow

Governance Representatives: Dr. David Carlston, Faculty Senate Chairman  
                                 Mr. Newman Wong, Staff Senate Chairman

Guest Presenters:            Dr. Todd Giles, MSU Associate Professor of English  
                                 Dr. David Hartman, Jr., Community Leader and Former Senior  
                                 Minister, Wichita Falls First Christian Church

Page 154 of 171

Media:                        Ms. Claire Kowalick, Reporter, Wichita Falls *Times Record News*  
                                 Mr. Tyler Manning, Editor, *The Wichitan*

In accordance with a duly posted notice and there being a quorum present, Chairman Sanchez called the meeting to order at 9:00 a.m. Ms. Gaynor introduced the guests.

### Public Comment

Chairman Sanchez noted that no one had signed up to provide public comment as allowed by Board of Regents By-Laws, MSU Policy 2.22.

### Reading and Approval of Minutes

18-79. The minutes of the Board of Regents meetings held November 9 and 10, and December 13, 2017, were approved as presented.

### **Executive Committee Report**

Chairman Sanchez noted the items presented at the Executive Committee meeting for committee approval and information only. Information concerning these items may be found in the minutes of the Executive Committee meeting held February 8, 2018.

### Item Presented for Committee Approval Only

18-46. Committee Minutes

### Items Presented for Information Only

18-47. Campus Construction Update

18-48. Review of Building Names

### Executive Committee Consent Agenda

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

18-49. Moffett Library Renovation Project – Contract Approval Request – authorized the administration to contract with the Construction Manager at Risk, M&F Litteken, for the first phase of construction at a value not to exceed \$2 million.

18-50. Facilities Services Complex Project Update – authorized the administration to move forward with the use of the site(s) in the manner presented and to begin the design process for the complex.

18-51. Wichita Falls Museum Ratification of Artwork Accessions and Deaccessions – ratified the actions as presented.

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

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

Regent 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 February 8, 2018.

Page 155 of 171

### Item Presented for Committee Approval Only

18-52. Committee Minutes

Items Presented for Information Only

- 18-53. Faculty Report
- 18-54. Staff Report
- 18-55. Student Government Report
- 18-56. Athletics Report
- 18-57. Enrollment Report – Spring 2018
- 18-58. Report on Student Attrition – Spring to Fall 2017
- 18-59. DFW Expansion Update
- 18-60. MSU's Approach to Dual Credit, Online, and Distance Education

Academic and Student Affairs Committee Consent Agenda

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

- 18-61. Spring Break Dates for 2018-2019 Academic Year – approved changing MSU's Spring Break 2019 to March 18-22 to align with the schedule of the Wichita Falls ISD.

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

**Finance Committee Report**

Regent Crosnoe 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 February 8, 2018.

Item Presented for Committee Approval Only

- 18-62. Committee Minutes

Items Presented for Information Only

- 18-63. Summaries of Financial Support and Comprehensive Campaign Update
- 18-64. Report on Financial Ratios

Finance Committee Consent Agenda

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

- 18-65. Financial Reports – accepted the FY 2017 Annual Financial Report and the monthly financial reports for September through December, 2017.



- 18-66. Investment Report – accepted the first quarter 2018 Investment Report.
- 18-67. Investment Policy Changes – approved changes to the two investment policies (4.182 and 4.196).
- 18-68. Personnel Reports and Changes in FY 18 Budget – ratified the changes presented.
- 18-68A. Purchase of New Pianos – authorized the administration to purchase pianos at a cost not to exceed \$1.2 million as presented.
- 18-69. Undergraduate and Graduate Application Fees Increase – authorized increasing the undergraduate application fee to \$40 and increasing the graduate application fee to \$50 effective September 1, 2018.
- 18-70. Tuition and Fee Review and Recommendations 2018-2019 – approved the tuition and fee increases as presented.

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

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

Regent 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 February 8, 2018.

#### Item Presented for Committee Approval Only

- 18-71. Committee Minutes

#### Items Presented for Information Only

- 18-72. Committee for Presidential Performance and Compensation Review
- 18-73. Compliance Update
- 18-74. Audit Update

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

Regent 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.

- 18-75. Joint Admission Medical Program Audit Report – accepted this report.
- 18-76. Public Funds Investment Act Audit Report – accepted this report.
- 18-77. NCAA Independent Accountants' Report on Procedures Performed – accepted this report.

Page 157 of 171

18-78. *MSU Policies and Procedures Changes* – approved changes to Policy 4.131, Equal Opportunity and Affirmative Action Policy Statement

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

University Leadership Report

18-80. Chairman Sanchez noted that this item included presentations on a number of topics and asked President Shipley to introduce the item.

- A. Lifelong Learning Center (LLC) – Dr. Shipley introduced Dr. Todd Giles and Dr. David Hartman to make a presentation on the Lifelong Learning Center. She reported that she had been involved in two separate Lifelong Learning Centers in the past and beginning such a Center at MSU was a dream of hers when she came to MSU. She thanked Dr. Giles and Dr. Hartman for their leadership.

Dr. Giles reported that Dr. Shipley brought him and Dr. Hartman together in September and charged them with putting together a committee made up of community members and MSU administrators. He stated that the following individuals were the other members of the LLC committee.

Community Members

Ms. Pat Thacker  
Mr. John Hirschi  
Ms. Elizabeth Yeager  
Mr. David Wolverton  
Mr. Henry Florsheim  
Ms. Margie Reese  
Mr. Darrell Coleman

MSU Members

Dr. Sam Watson  
Dr. Kathy Zuckweiler  
Ms. Leigh Kidwell  
Dr. Pam Morgan  
Ms. Rhonda McClung  
Mr. Newman Wong

Dr. Giles reviewed the presentation shown in Attachment 1. He noted that LLCs are collaborative, community-led organizations of learners, made up primarily of members who are 50-plus years of age. He reported that the Osher Lifelong Learning Institute (OLLI) had funded substantially 120 LLCs throughout the United States since the early 1970s. Unfortunately, the Osher Institute no longer funds start-up LLCs. He reported that the physical space that would be used for the MSU LLC is the home the university owns at 2527 Hampstead. Dr. Hartman reported that three focus groups met during the previous week and the response and interest were beyond their expectations. He noted that 55 course recommendations had been made. He added that individuals teaching the courses would not be paid.

Page 158 of 171

Regents asked for additional information related to space needs, the cost of the operation, membership costs, and letting the community know about the program. Dr. Shipley indicated that classes could be held in any of the university's facilities if needed. She stated that the LLC would be a self-funded operation. Dr. Hartman reported that the LLC Steering Committee has a public relations sub-committee and that advertising would be accomplished through regular and social media. Dr.

Shipley added that a course schedule would likely be published and distributed. Dr. Giles commented that the committee was considering various options regarding membership fees. He stated that many LLCs offer two tiers of memberships and such an option appeared to be preferred by the focus groups. He noted that the first classes would be offered in the fall.

- B. Comprehensive Campaign Update – Dr. Shipley reviewed her update on the Boundless Opportunities campaign shown as Attachment 2. She noted that the faculty and staff campaign that would begin in the fall of 2018 with a goal of 100% participation by MSU faculty and staff. She added that the campaign would end as the university celebrates its centennial in 2022. Dr. Shipley reviewed some of the successes the campaign had seen as shown in Slides Four through Nine. The next two slides showed the takeaways from the campaign thus far. She stated that the success of the past year would hopefully bolster enthusiasm for individual giving moving forward.
- C. The Increase in Regulatory Oversight in Higher Education – Dr. Shipley reported that she attended several conferences in January and found increased attention to the regulatory environment affecting higher education. She noted that the Board had received information regarding the review of Title IX and Clery activity at MSU and that a new position would be added to work with compliance in these areas. She stated that as she looked back to determine what parallel she could find in her career in higher education she was reminded that about 25 years ago faculty members were asked to begin measuring learning outcomes. This was very foreign to faculty who had been teaching for years and believed that a grade was the measure of whether a student learned or not. She noted that for five years faculty had to develop learning outcomes and ways to measure student learning that were completely new and different. She noted that just as institutions now measure learning outcomes, institutions much also measure how effectively student safety is monitored and how effectively faculty workload and faculty and staff roles in the community are being monitored. She stated that higher education is under the microscope in a number of areas. This is a very complex environment in which we operate and everyone must recognize his or her responsibilities. Dr. Shipley commented that any type of review could make individuals feel that they have not done a good job and that is not necessarily the case. It can also be that someone else has done a poor job that has caused lawmakers to make changes to the requirements. Dr. Shipley noted her hope that just as the measuring of learning outcomes resulted in better teaching and better learning, in her opinion, that the current regulatory changes would lead to a better outcome for students, faculty, and staff.

Regent Givens asked if any of the federal loan debt crises would require the university to add to administrative oversight of student loans and outcomes. Vice President Lamb responded that the institution currently monitors its default rate very closely. He added that the institution already has a full-time financial aid specialist that monitors student loans and contacts individuals to make sure they are in repayment properly. Dr. Lamb noted that MSU's current default rate was approximately 7% and that if the rate reached 15% the Department of Education would place additional requirements on the institution. Regent Givens asked for

more specific information of what would be required if the default rate increased. Dr. Lamb responded that he would gather the information and provide it to the Board.

Dr. Shipley noted that each regent would receive a copy of the Vice President for Enrollment Management position statement for review. She also encouraged regents to read the Association of Governing Board's *Trusteeship* magazine. She noted that she took some of her comments from a recent article titled "Risking your Reputation." Regent Givens commented on the rise of administrative costs and asked if it would be beneficial for the administration to calculate how much of the increase was due to oversight and compliance. Dr. Shipley indicated this was something the administration had discussed. Regent Givens stated that such a calculation might show that administrative costs would be flat if not for the increased cost of compliance.

#### Adjournment

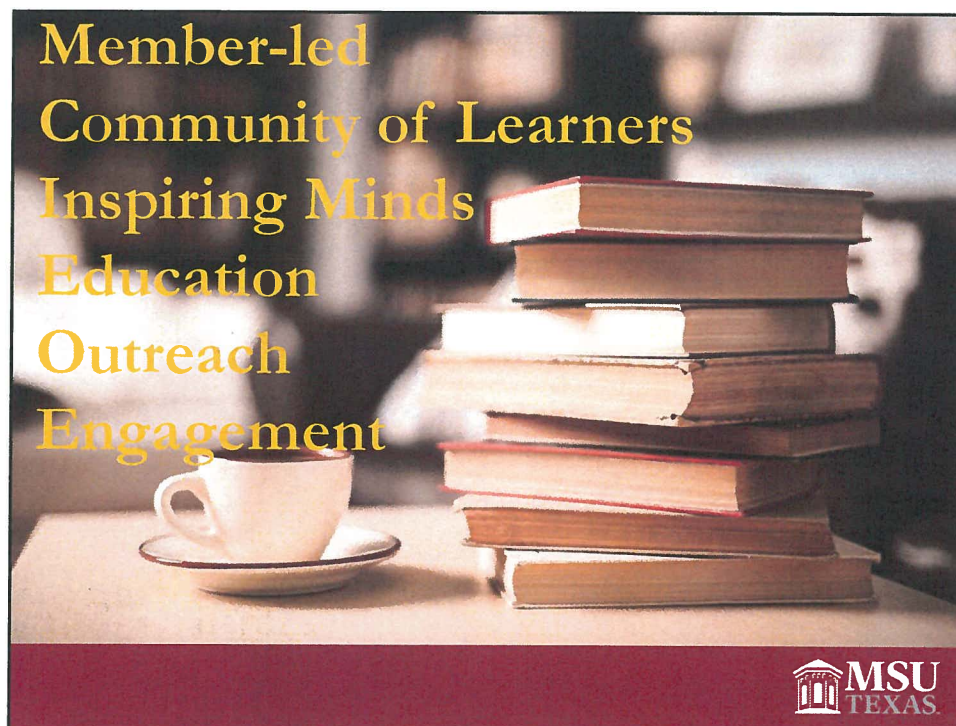
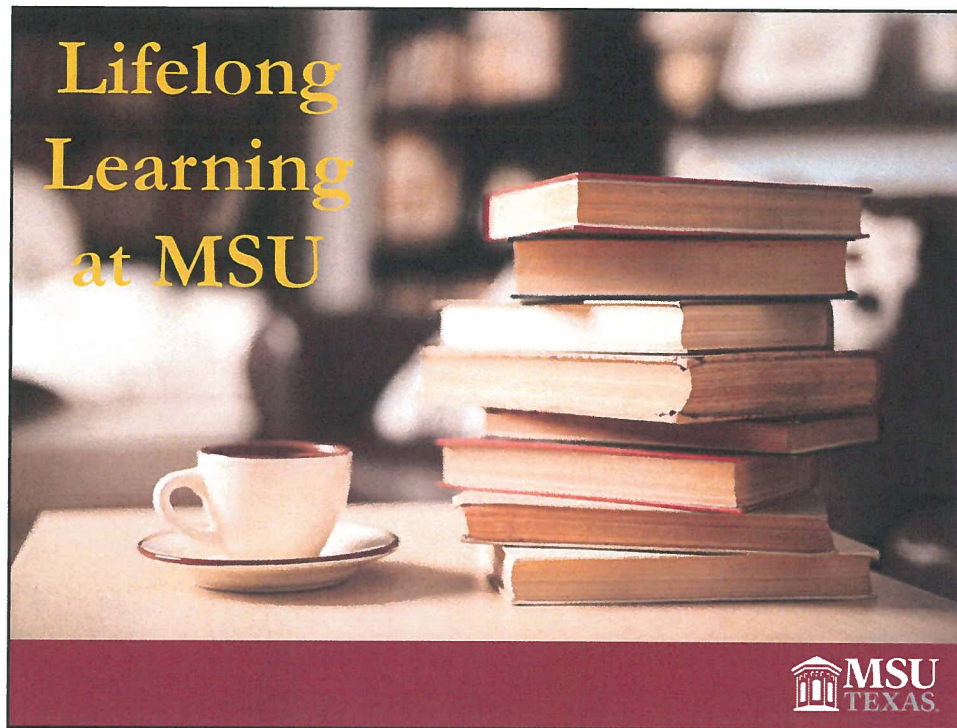
There being no further business, the meeting was adjourned at 9:52 a.m.

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 February 9, 2018.

  
Nancy Marks, Secretary  
Midwestern State University  
Board of Regents

#### ATTACHMENTS:

1. Lifelong Learning at MSU Presentation
2. Comprehensive Campaign Update



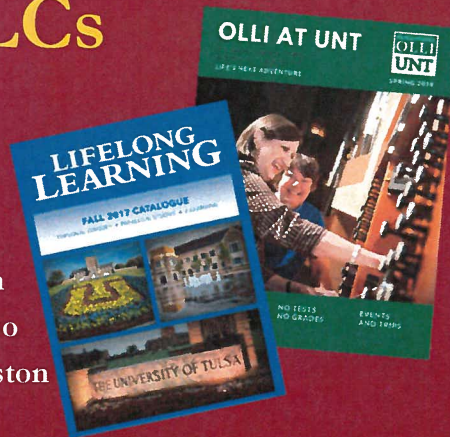


# LLCs Nationwide



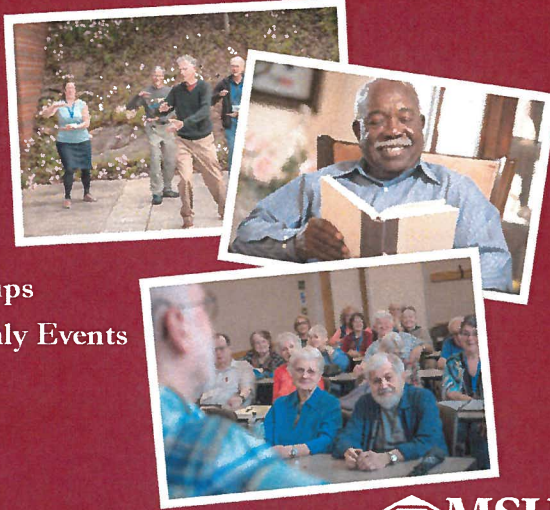
# Regional LLCs

Oklahoma State University  
 Texas Tech University  
 University of North Texas  
 University of Oklahoma  
 University of Texas at Austin  
 University of Texas at El Paso  
 University of Texas at Galveston  
 University of Tulsa



# Membership Benefits

Courses  
Film Series  
Workshops  
Campus Access  
Educational Travel  
Brown Bag Lectures  
Special Interest Groups  
Special Members-Only Events



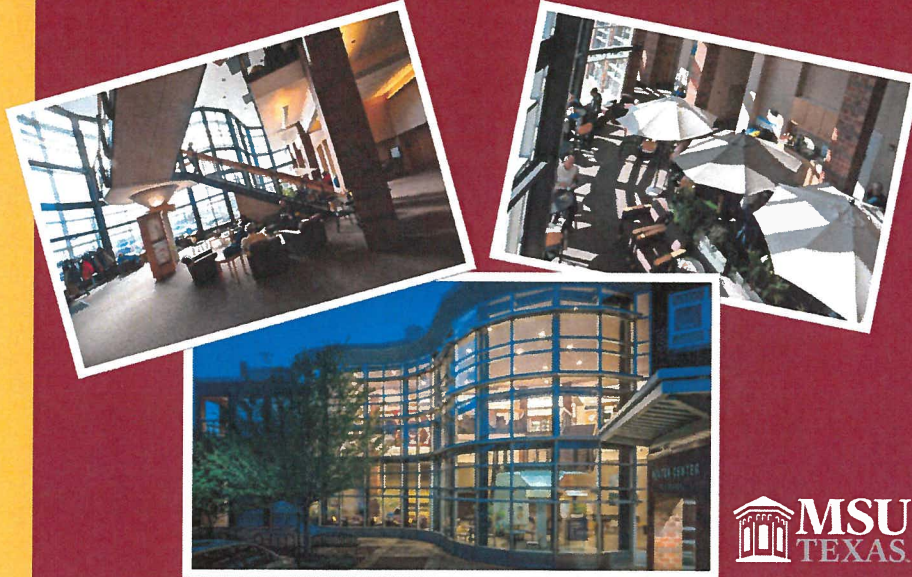
# Types of Classes

Health & Fitness  
History  
Language & Literature  
Life Transition  
Math / Science / Technology  
Philosophy & Religion  
Social Sciences  
Personal Development  
Visual & Performing Arts





## Aspiration: UNC-Asheville



## Building Relationships

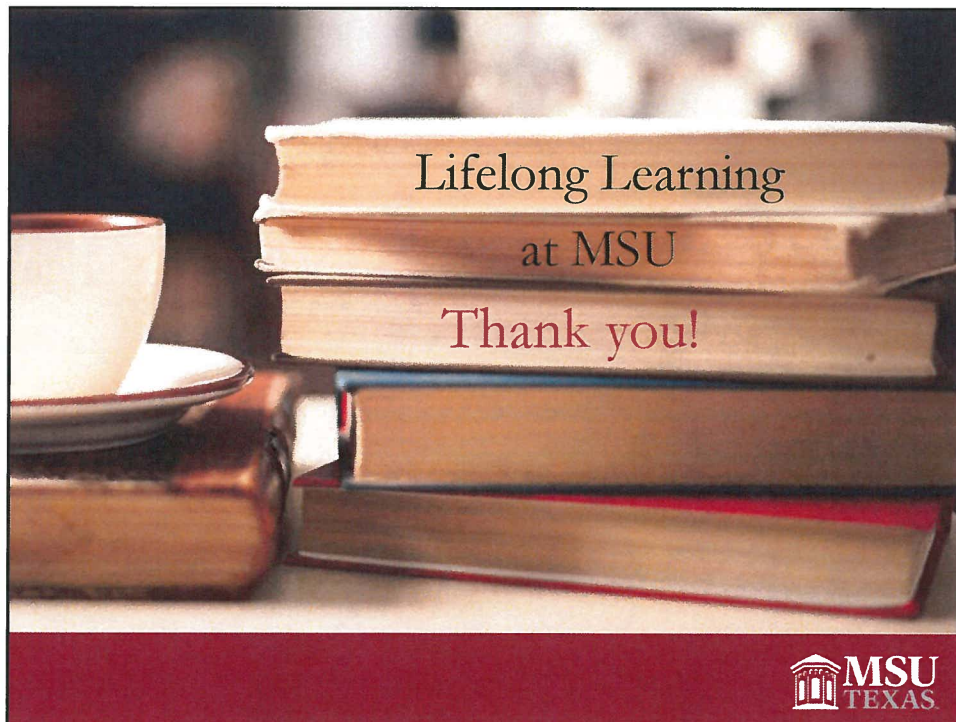
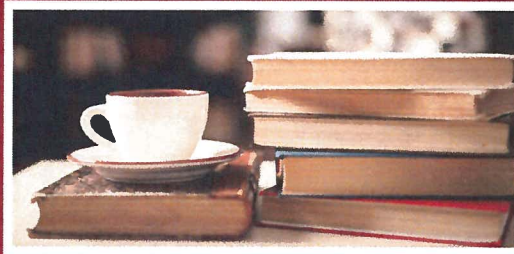
Extends MSU's Public Liberal Arts Mission  
Contributes to Economic Development  
Community Engagement  
Donor Development  
Point of Pride





# Mission Statement

Midwestern State University's Lifelong Learning Center is a member-driven community of learners dedicated to inspiring and enriching the minds and spirits of Texomans over the age of 50.







# EXTRAORDINARY INVESTMENTS

Support for MSU Texas Campaign Pillars



## ENRICHING LIVES

*The Priddy Foundation*  
SCHOLARS PROGRAM



Creating access  
to education and  
Boundless  
Opportunities:  
**40 Priddy Scholars**





## ENHANCING TEACHING AND LEARNING



Creating a new  
opportunity for  
students:

**Agribusiness  
Concentration**



## ENHANCING TEACHING AND LEARNING



Providing  
best in class  
instruction:

**Prothro  
Piano Fund**



## ENHANCING TEACHING AND LEARNING



Promoting  
Faculty  
Excellence:  
**The Fain  
Professorship  
in Fine Arts**



## INVESTING IN OUR CAMPUS AND OUR COMMUNITY



**Bridwell Student Activities Center**

**Cannedy Greek Commons**

**Bryant Edwards Facilities Administration Building**



## INVESTING IN OUR CAMPUS AND OUR COMMUNITY



### Bolin Hall Renovation

*\*identified as a priority by MSU community during 2016 Campus Focus Groups and Surveys*



## TAKEAWAYS #1

- **Much success came from a few extraordinary gifts** to launch this first phase of the campaign.
- Significant effort over the past year to present personalized, professional case for these cornerstone gifts – **we set our sights high for MSU – and donors responded!**
- **Final gift amounts were often higher** than initial donor indications, demonstrating the power of engaging donors with the right projects, in the right way, at the right time.
- **It has been a year of heavy lifting** – thoughtful proposals, strategy development, presentations, negotiations, and gift agreements to yield campaign success.





## TAKEAWAYS #2

- Success of past year will **bolster future campaign giving** across all constituent groups.
- We will set realistic goals that focus on **LONG RANGE sustainability** of donor engagement and pipeline development.
- As we move further into the campaign and reach out to alumni and community members, we will pay careful attention to:
  - # of new donors
  - increased levels of giving
  - securing multi-year pledges at all levels.

**This is how we build our advancement program.**



## FINAL WORD

We have a plan and have executed it carefully against our campaign strategy.

It has required a steady focus, hard work and redoubling fundraising efforts with limited resources.

We have professionalized every area of our program.

The results are solid.

MSU Texas is providing **Boundless Opportunities**.

