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 Inglish, 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

Board of Regents

General Counsel

Director, Athletics

Director, Board & Government Relations

Director, Museum

Director, Institutional Research & Assessment

President

Provost and Vice President Academic Affairs

Dillard College of Business Administration

Gordon T. & Ellen West College of Education

Lamar D. Fain College of Fine Arts

Robert D. & Carol Gunn College of Health Sciences & Human Services

Prothro-Yeager College of Humanities & Social Sciences

College of Science & Mathematics

Billie Doris McAda Graduate School

Moffett Library

Registrar

SACSCOC Reporting & Liaison

Associate Vice President Undergraduate Education and Assessment

Continuing, Professional, and Distance Education

International Education

Student Support Services

Tutoring and Academic Support Programs

Undergraduate Research

Redwine Honors Program

Sponsored Programs and Research

Associate Vice President Student Affairs & Enrollment Management

Admissions

Bookstore

Career Management & Testing Services

Disability Support Services

Equity, Inclusion, & Multicultural Affairs

Financial Aid

Flower Mound Campus

International Services

University Police

Vinson Health Center

Vice President Administration & Finance

Budget & Management

Controller

Human Resources

Information Security

Information Technology

Residence Life & Housing

Dining Services

University Post Office

Student Conduct & Clark Student Center

Student Involvement

Student Transition Programs

Vice President University Advancement & Public Affairs

Alumni Relations

Gift Planning & Development

Marketing & Public Information

University Development
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
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>HEAF or HEF</td>
<td>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.</td>
</tr>
<tr>
<td>IPEDS</td>
<td>Integrated Post-Secondary Education Data System – A postsecondary education data collection program within the U.S. Department of Education.</td>
</tr>
<tr>
<td>LAR</td>
<td>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.</td>
</tr>
<tr>
<td>LBB</td>
<td>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.</td>
</tr>
<tr>
<td>LSC</td>
<td>Lone Star Conference – MSU is a member of this NCAA Division II athletics conference.</td>
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<tr>
<td>M&amp;O</td>
<td>Maintenance and Operations (fund group)</td>
</tr>
<tr>
<td>NCATE</td>
<td>National Council for Accreditation of Teacher Education – Accrediting body for MSU’s teacher education programs.</td>
</tr>
<tr>
<td>NSSE</td>
<td>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.</td>
</tr>
<tr>
<td>PUF</td>
<td>Permanent University Fund – A public endowment that provides support to 21 institutions of The University of Texas and the Texas A&amp;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&amp;M University, Prairie View University, and any new universities; and to provide for the expenses of the two respective System administrations.</td>
</tr>
</tbody>
</table>
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.
### 1. Student Access

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Total Enrollment (Headcount)</td>
<td>5,874</td>
<td>6,043</td>
<td>6,064</td>
<td>6,080</td>
<td>6,230</td>
<td>3780</td>
</tr>
<tr>
<td>Undergraduate Enrollment (Fall)</td>
<td>5,144</td>
<td>5,287</td>
<td>5,319</td>
<td>5,330</td>
<td>5,450</td>
<td>3571</td>
</tr>
<tr>
<td>First-time, Full-time (Fall)</td>
<td>828</td>
<td>820</td>
<td>734</td>
<td>814</td>
<td>825</td>
<td>625</td>
</tr>
<tr>
<td>Undergraduate Transfer (Fall)</td>
<td>526</td>
<td>554</td>
<td>628</td>
<td>630</td>
<td>650</td>
<td>286</td>
</tr>
<tr>
<td>SCH Generated (Fall)</td>
<td>67,275</td>
<td>69,547</td>
<td>69,744</td>
<td>70,546</td>
<td>71,645</td>
<td>n/a</td>
</tr>
<tr>
<td>Undergraduate Enrollment</td>
<td>730</td>
<td>756</td>
<td>745</td>
<td>821</td>
<td>850</td>
<td>209</td>
</tr>
<tr>
<td>SCH Generated (Fall)</td>
<td>67,275</td>
<td>69,547</td>
<td>69,744</td>
<td>70,546</td>
<td>71,645</td>
<td>n/a</td>
</tr>
</tbody>
</table>

### 2. Residential University Experience

<table>
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<tr>
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</thead>
<tbody>
<tr>
<td>Number of Students Living in Campus Run Facilities (Fall)</td>
<td>1,425</td>
<td>1,460</td>
<td>1,500</td>
<td>1,566</td>
<td>1,575</td>
<td>n/a</td>
</tr>
<tr>
<td>Number of Students Participating in a First-year Experience (Fall)</td>
<td>176</td>
<td>279</td>
<td>287</td>
<td>300</td>
<td>300</td>
<td>n/a</td>
</tr>
<tr>
<td>Percent of Upper Level UG SCH taught by Tenure or Tenure Track Faculty (Fall)</td>
<td>176</td>
<td>279</td>
<td>287</td>
<td>300</td>
<td>300</td>
<td>n/a</td>
</tr>
</tbody>
</table>

### 3. Student Success

<table>
<thead>
<tr>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>First-time, Full-time Student Retention Rate (First year)</td>
<td>72.9%</td>
<td>69.4%</td>
<td>66.8%</td>
<td>66.8%</td>
<td>75.0%</td>
<td>75.0%</td>
</tr>
<tr>
<td>First-time, Full-time Student Retention Rate (Second year)</td>
<td>53.2%</td>
<td>55.3%</td>
<td>57.4%</td>
<td>57.4%</td>
<td>55.0%</td>
<td>n/a</td>
</tr>
<tr>
<td>First-time, Full-time Student Graduation Rate (Four Year Cohort)</td>
<td>19.5%</td>
<td>20.9%</td>
<td>20.8%</td>
<td>30.0%</td>
<td>40.1%</td>
<td>n/a</td>
</tr>
<tr>
<td>First-time, Full-time Student Graduation Rate (Six Year)</td>
<td>44.9%</td>
<td>42.4%</td>
<td>45.0%</td>
<td>50.0%</td>
<td>51.2%</td>
<td>n/a</td>
</tr>
<tr>
<td>Transfer Student Graduation Rate (SAM 6 yr)</td>
<td>52.0%</td>
<td>48.2%</td>
<td>50.0%</td>
<td>50.0%</td>
<td>n/a</td>
<td></td>
</tr>
<tr>
<td>Total Degrees Awarded</td>
<td>1,216</td>
<td>1,260</td>
<td>1,309</td>
<td>1,300</td>
<td>1,300</td>
<td>790</td>
</tr>
<tr>
<td>Baccalaureate</td>
<td>993</td>
<td>1,020</td>
<td>1,083</td>
<td>1,050</td>
<td>1,050</td>
<td>725</td>
</tr>
<tr>
<td>Master’s</td>
<td>183</td>
<td>240</td>
<td>226</td>
<td>250</td>
<td>250</td>
<td>63</td>
</tr>
<tr>
<td>Number of Degrees Awarded in STEM Fields</td>
<td>111</td>
<td>108</td>
<td>114</td>
<td>126</td>
<td>126</td>
<td>104</td>
</tr>
<tr>
<td>Number of Degrees Awarded in Health Science Fields (UG)</td>
<td>383</td>
<td>359</td>
<td>390</td>
<td>446</td>
<td>446</td>
<td>n/a</td>
</tr>
</tbody>
</table>

### 4. Operational Effectiveness

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>State Appropriations per FTE Student</td>
<td>$4,742</td>
<td>$5,023</td>
<td>$4,802</td>
<td>$5,225</td>
<td>$5,225</td>
<td>n/a</td>
</tr>
<tr>
<td>Total Expenditures per FTE Student</td>
<td>$21,149</td>
<td>$21,148</td>
<td>$21,905</td>
<td>$26,640</td>
<td>$26,640</td>
<td>n/a</td>
</tr>
<tr>
<td>Student/Faculty Ratio (Using CDS FTE/Faculty FTE for Fall)</td>
<td>16.8</td>
<td>17.7</td>
<td>17.9</td>
<td>19.0</td>
<td>19.0</td>
<td>n/a</td>
</tr>
<tr>
<td>Administrative Cost Rate (as percent of operating budget)</td>
<td>10.80%</td>
<td>9.54%</td>
<td>9.22%</td>
<td>10.00%</td>
<td>10.00%</td>
<td>n/a</td>
</tr>
<tr>
<td>Average SCH to Bachelor’s degree</td>
<td>145.9</td>
<td>146.8</td>
<td>146.3</td>
<td>146.3</td>
<td>146.3</td>
<td>n/a</td>
</tr>
<tr>
<td>Average Student Debt for Graduates Who Started at MSU (FTFT) (CDS)</td>
<td>$28,867</td>
<td>$28,468</td>
<td>$25,000</td>
<td>$25,000</td>
<td>$25,000</td>
<td>n/a</td>
</tr>
</tbody>
</table>

### 5. Competitive Resources

<table>
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</thead>
<tbody>
<tr>
<td>Total New Gifts and Commitments (AFR reported)</td>
<td>$6,317,269</td>
<td>$5,858,547</td>
<td>$6,792,671</td>
<td>$7 Million</td>
<td>$7 Million</td>
<td>n/a</td>
</tr>
<tr>
<td>Total Endowment (university-held, Foundation, Charitable Trust)</td>
<td>$68,154,607</td>
<td>$69,045,395</td>
<td>$73,817,341</td>
<td>$75 million</td>
<td>$22,539,305</td>
<td>n/a</td>
</tr>
<tr>
<td>Amount of Competitive Grants (Federal &amp; State)</td>
<td>$324,010</td>
<td>$612,174</td>
<td>$450,000</td>
<td>$450,000</td>
<td>$450,000</td>
<td>n/a</td>
</tr>
</tbody>
</table>

Gray shaded areas will not be updated until the end of FY
## Student Success

### One-Year Persistence of First-time, Full-time, Degree Seeking Undergraduates

<table>
<thead>
<tr>
<th>Cohort</th>
<th>Enter Fall 2011</th>
<th>Enter Fall 2015</th>
<th>Enter Fall 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>208</td>
<td>198</td>
<td>208</td>
</tr>
<tr>
<td>Same</td>
<td>82.3%</td>
<td>82.5%</td>
<td>81.0%</td>
</tr>
<tr>
<td>Other</td>
<td>12.4%</td>
<td>12.7%</td>
<td>15.5%</td>
</tr>
</tbody>
</table>

### Two-Year Persistence of First-time, Full-time, Degree Seeking Undergraduates

<table>
<thead>
<tr>
<th>Cohort</th>
<th>Enter Fall 2010</th>
<th>Enter Fall 2014</th>
<th>Enter Fall 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>738</td>
<td>834</td>
<td>818</td>
</tr>
<tr>
<td>Same</td>
<td>53.3%</td>
<td>54.0%</td>
<td>56.5%</td>
</tr>
<tr>
<td>Other</td>
<td>18.2%</td>
<td>15.1%</td>
<td>15.8%</td>
</tr>
</tbody>
</table>

### National Comparison (IPEDS Definition)

<table>
<thead>
<tr>
<th>Institution</th>
<th>OOS Peers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

## Graduation Rates

<table>
<thead>
<tr>
<th>Cohort</th>
<th>Institution</th>
<th>Peer Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2008 4-year</td>
<td>18.2%</td>
<td>20.1%</td>
</tr>
<tr>
<td>Fall 2012 4-year</td>
<td>24.1%</td>
<td>21.0%</td>
</tr>
<tr>
<td>Fall 2013 4-year</td>
<td>22.9%</td>
<td>24.2%</td>
</tr>
<tr>
<td>Fall 2007 5-year</td>
<td>39.0%</td>
<td>33.9%</td>
</tr>
<tr>
<td>Fall 2011 5-year</td>
<td>43.5%</td>
<td>38.7%</td>
</tr>
<tr>
<td>Fall 2012 5-year</td>
<td>43.3%</td>
<td>37.4%</td>
</tr>
<tr>
<td>Fall 2008 6-year</td>
<td>46.3%</td>
<td>41.7%</td>
</tr>
<tr>
<td>Fall 2010 6-year</td>
<td>49.9%</td>
<td>43.5%</td>
</tr>
<tr>
<td>Fall 2011 6-year</td>
<td>52.7%</td>
<td>45.7%</td>
</tr>
</tbody>
</table>

## Six-year Graduation & Persistence Rate, Fall 2011

<table>
<thead>
<tr>
<th>Student Group</th>
<th>Cohort</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>For Students Needing Dev Ed</td>
<td>76</td>
<td>57.3%</td>
</tr>
<tr>
<td>Peers</td>
<td>73</td>
<td>56.2%</td>
</tr>
<tr>
<td>For Students NOT Needing Dev Ed</td>
<td>7,527</td>
<td>90.6%</td>
</tr>
<tr>
<td>Peers</td>
<td>7,263</td>
<td>90.1%</td>
</tr>
</tbody>
</table>

## Institutional Resumes

- Accountability System
- Definitions
- Institution Home Page
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.
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 86th 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.
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<th>Priority</th>
<th>Cost</th>
<th>Timing</th>
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<tr>
<td><strong>Strategic Initiatives</strong> – Prioritization of Tactics in terms of Priority, Cost, Timing, and Impact</td>
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<tr>
<td><strong>Strategic Initiative 1. PROMOTE A STRONG UNIVERSITY COMMUNITY</strong></td>
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<tr>
<td><strong>Tactic 1.</strong> 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.</td>
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<td>MED</td>
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<tr>
<td><strong>Tactic 2.</strong> 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.</td>
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<td>MED</td>
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<tr>
<td><strong>Tactic 1.</strong> Develop policy and procedures related to hiring, promotions, compensation, and educational experiences for students, faculty, and staff that encourage diversity.</td>
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<tr>
<td>LOW</td>
<td>LOW</td>
<td>MOD</td>
<td>MINOR</td>
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<tr>
<td><strong>Tactic 2.</strong> 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.</td>
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<td>MED</td>
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<tr>
<td><strong>Tactic 1.</strong> 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.</td>
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<tr>
<td>HIGH</td>
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<td>MOD</td>
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<tr>
<td><strong>Tactic 2.</strong> 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.</td>
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<tr>
<td>HIGH</td>
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<td>IMM</td>
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### Strategic Initiatives – Prioritization of Tactics in terms of Priority, Cost, Timing, and Impact

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<th>Priority</th>
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<th>Description</th>
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<tbody>
<tr>
<td>LOW</td>
<td>LOW</td>
<td>MOD</td>
<td>MINOR</td>
<td>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.</td>
</tr>
<tr>
<td>MED</td>
<td>LOW</td>
<td>MOD</td>
<td>MINOR</td>
<td>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.</td>
</tr>
<tr>
<td>MED</td>
<td>LOW</td>
<td>SHORT</td>
<td>SIG</td>
<td>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.</td>
</tr>
<tr>
<td>MED</td>
<td>LOW</td>
<td>IMM</td>
<td>SIG</td>
<td>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.</td>
</tr>
<tr>
<td>HIGH</td>
<td>LOW</td>
<td>IMM</td>
<td>SIG</td>
<td>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.</td>
</tr>
<tr>
<td>HIGH</td>
<td>LOW</td>
<td>IMM</td>
<td>SIG</td>
<td>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.).</td>
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### Strategic Initiative 2. AGGRESSIVELY PURSUE NEW STUDENT POPULATIONS

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<tr>
<th>Priority</th>
<th>Cost</th>
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<tbody>
<tr>
<td>HIGH</td>
<td>SIG</td>
<td>IMM</td>
<td>MAJOR</td>
<td>Strategy 2A. Build upon our well-established reputation for students seeking a full-time, residential, liberal arts experience.</td>
</tr>
<tr>
<td>HIGH</td>
<td>LOW</td>
<td>SHORT</td>
<td>SIG</td>
<td>Tactic 1. Increase the university marketing budget annually by up to 10% for the next five years as possible.</td>
</tr>
<tr>
<td>HIGH</td>
<td>LOW</td>
<td>SHORT</td>
<td>SIG</td>
<td>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.</td>
</tr>
<tr>
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<td></td>
<td>Strategy 2B. Offer academic programs and degrees in multiple locations.</td>
</tr>
<tr>
<td>HIGH</td>
<td>SIG</td>
<td>SHORT</td>
<td>SIG</td>
<td>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.</td>
</tr>
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</table>
### Strategic Initiatives – Prioritization of Tactics in terms of Priority, Cost, Timing, and Impact

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<th>Priority</th>
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<th>Timing</th>
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<th>Tactic</th>
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</table>
| 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.  
**Strategy 2C. Actively market adult completion online and hybrid programs in multiple locations.** |
| 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.  
**Strategy 2D. Maintain a welcoming environment for all. Reflect and serve the diverse Texas college-going population.** |
| 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.  
**Strategy 2E. Add 2,000 new students by the fall 2022 semester.** |
| 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. |
| 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.  
**Strategy 3A. Increase recreational, cultural, and leadership opportunities for students of all cultural backgrounds.** |
| 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. |

### Strategic Initiative 3. CREATE A DESTINATION RESIDENTIAL UNIVERSITY.

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| HIGH     | LOW  | MOD    | SIG     | Tactic 1. Create leadership programming that is inclusive of students across cultural, academic, and socio-economic backgrounds.  
**Strategy 3A. Increase recreational, cultural, and leadership opportunities for students of all cultural backgrounds.** |
| LOW      | LOW  | MOD    | MIN     | Tactic 2. Develop more inclusive and diverse recreational sports programs and activities. |

5
### Strategic Initiatives – Prioritization of Tactics in terms of Priority, Cost, Timing, and Impact

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<th>Priority</th>
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<tbody>
<tr>
<td>MED</td>
<td>LOW</td>
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<td>Tactic 3. Develop programs that celebrate and educate students of different cultural backgrounds.</td>
</tr>
<tr>
<td>HIGH</td>
<td>MAJ</td>
<td>MOD</td>
<td>SIG</td>
<td>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.</td>
</tr>
<tr>
<td>HIGH</td>
<td>MAJ</td>
<td>MOD</td>
<td>MAJOR</td>
<td>Tactic 2. Develop and implement a signature first-year experience that emphasizes the liberal arts mission and MSU’s undergraduate research initiative.</td>
</tr>
<tr>
<td>MED</td>
<td>MAJ</td>
<td>LONG</td>
<td>MINOR</td>
<td>Tactic 1. Expand the Tutoring &amp; 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.</td>
</tr>
<tr>
<td>MED</td>
<td>MAJ</td>
<td>LONG</td>
<td>SIG</td>
<td>Tactic 2. Add 25% to the annual study abroad programming budget for MSU study abroad programming by 2021.</td>
</tr>
<tr>
<td>MED</td>
<td>MAJ</td>
<td>MOD</td>
<td>MAJOR</td>
<td>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.</td>
</tr>
<tr>
<td>HIGH</td>
<td>MAJ</td>
<td>LONG</td>
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<td>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.</td>
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<tr>
<td>MED</td>
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<td>SIG</td>
<td>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.</td>
</tr>
<tr>
<td>HIGH</td>
<td>MAJ</td>
<td>MOD</td>
<td>SIG</td>
<td>Tactic 1. Develop and commit to a campus beautification and safety master plan by 2020.</td>
</tr>
<tr>
<td>HIGH</td>
<td>MAJ</td>
<td>MOD</td>
<td>SIG</td>
<td>Tactic 2. Increase the university’s technology and digital media outreach for students on campus as well as for potential students and community stakeholders.</td>
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### Strategic Initiatives – Prioritization of Tactics in terms of Priority, Cost, Timing, and Impact

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#### Strategic Initiative 4. STIMULATE A CULTURE OF ENGAGEMENT.

**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.**

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<tr>
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<tbody>
<tr>
<td><strong>Tactic 1.</strong> 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%)</td>
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<tr>
<td><strong>Tactic 2.</strong> 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)</td>
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**Strategy 4B. Support Sheppard Air Force Base (SAFB) and improve outreach to and articulation agreements with community colleges.**

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<tr>
<td><strong>Tactic 1.</strong> 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.</td>
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<tr>
<td><strong>Tactic 2.</strong> Increase articulation agreements by adding three to five agreements with area community colleges by 2020.</td>
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**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.**

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<tr>
<td><strong>Tactic 1.</strong> Secure accreditation and create funding for the hire of one full-time museum educator position for WFMA by 2019.</td>
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<tr>
<td><strong>Tactic 2.</strong> Secure funding (approximately $12-15 million) and begin construction of 7,000 seat athletic stadium by 2020.</td>
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**Strategy 4D. Revitalize and expand the university’s infrastructure and financial base to improve efficiency and affordability.**

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<tr>
<td><strong>Tactic 1.</strong> Decrease computer and printing expenditures campus-wide by 20% by 2021.</td>
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<tr>
<td><strong>Tactic 2.</strong> Increase the number of endowed academic scholarships (minimum of $100,000 each) by three per year for five years.</td>
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**Strategy 4E. Expand the University’s donor base to include new populations and engage existing donors in new ways.**

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| **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

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<thead>
<tr>
<th>Priority</th>
<th>Cost</th>
<th>Timing</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>needs of both areas by 2020.</td>
</tr>
<tr>
<td>MED</td>
<td>SIG</td>
<td>MOD</td>
<td>SIG</td>
</tr>
<tr>
<td>ID</td>
<td>Task Name</td>
<td>Start</td>
<td>Finish</td>
</tr>
<tr>
<td>----</td>
<td>---------------------------------------------------------------------------</td>
<td>----------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>1</td>
<td>TAS-ADA/Fire Marshal Upgrades</td>
<td>Mon 12/7/15</td>
<td>Fri 8/30/19</td>
</tr>
<tr>
<td>2</td>
<td>Architect Selection RFQ</td>
<td>Mon 12/7/15</td>
<td>Fri 2/12/16</td>
</tr>
<tr>
<td>3</td>
<td>Contract Negotiations</td>
<td>Mon 2/15/16</td>
<td>Tue 4/26/16</td>
</tr>
<tr>
<td>4</td>
<td>Design</td>
<td>Mon 4/25/16</td>
<td>Thu 8/31/17</td>
</tr>
<tr>
<td>5</td>
<td>Construction (Fain Fine Arts, Bolin, Hardin, Ferguson)</td>
<td>Fri 9/1/17</td>
<td>Fri 8/30/19</td>
</tr>
<tr>
<td>6</td>
<td>Health Sciences &amp; Human Services Building</td>
<td>Fri 12/18/15</td>
<td>Mon 5/13/19</td>
</tr>
<tr>
<td>7</td>
<td>Architect Selection RFQ</td>
<td>Fri 12/18/15</td>
<td>Mon 2/15/16</td>
</tr>
<tr>
<td>8</td>
<td>Contract Negotiations</td>
<td>Tue 2/16/16</td>
<td>Fri 4/22/16</td>
</tr>
<tr>
<td>9</td>
<td>Design</td>
<td>Mon 4/25/16</td>
<td>Fri 9/8/17</td>
</tr>
<tr>
<td>10</td>
<td>Construction</td>
<td>Wed 12/13/17</td>
<td>Mon 5/13/19</td>
</tr>
<tr>
<td>11</td>
<td>IT Relocation Project</td>
<td>Tue 7/18/17</td>
<td>Fri 6/28/19</td>
</tr>
<tr>
<td>12</td>
<td>Design</td>
<td>Tue 7/18/17</td>
<td>Mon 3/26/18</td>
</tr>
<tr>
<td>13</td>
<td>Construction</td>
<td>Fri 7/27/18</td>
<td>Fri 6/28/19</td>
</tr>
<tr>
<td>14</td>
<td>Health Sciences &amp; Human Services Landscaping &amp; Parking</td>
<td>Mon 4/17/17</td>
<td>Fri 5/24/19</td>
</tr>
<tr>
<td>15</td>
<td>Landscape Design, East Quad</td>
<td>Mon 4/17/17</td>
<td>Fri 3/16/18</td>
</tr>
<tr>
<td>16</td>
<td>Landscape Construction, East Quad</td>
<td>Mon 3/19/18</td>
<td>Fri 12/21/18</td>
</tr>
<tr>
<td>17</td>
<td>J. Rogers Promenade Extensions Design</td>
<td>Mon 8/14/17</td>
<td>Thu 3/29/18</td>
</tr>
<tr>
<td>18</td>
<td>J. Rogers Promenade Extensions Construction</td>
<td>Mon 5/14/18</td>
<td>Fri 11/2/18</td>
</tr>
<tr>
<td>19</td>
<td>HS+HS Landscaping Design</td>
<td>Mon 8/14/17</td>
<td>Fri 4/20/18</td>
</tr>
<tr>
<td>20</td>
<td>HS+HS Landscaping Construction</td>
<td>Mon 1/7/19</td>
<td>Fri 5/24/19</td>
</tr>
<tr>
<td>21</td>
<td>Moffett Library Renovations</td>
<td>Mon 9/11/17</td>
<td>Fri 8/16/19</td>
</tr>
<tr>
<td>22</td>
<td>Design</td>
<td>Mon 9/11/17</td>
<td>Mon 5/14/18</td>
</tr>
<tr>
<td>23</td>
<td>Phase 1 Construction (elevator, restrooms)</td>
<td>Mon 5/14/18</td>
<td>Fri 8/31/18</td>
</tr>
<tr>
<td>24</td>
<td>Phase 2A Construction (third floor, half of second floor)</td>
<td>Mon 9/3/18</td>
<td>Fri 1/11/19</td>
</tr>
<tr>
<td>25</td>
<td>Phase 2B Construction (first floor, half of second floor)</td>
<td>Mon 1/14/19</td>
<td>Fri 8/16/19</td>
</tr>
</tbody>
</table>

Projects Status as of 4-4-18
### Status of Board-Approved Construction Projects

<table>
<thead>
<tr>
<th>Project</th>
<th>BOR Project Approval Date</th>
<th>Architect/Engineering Firm Approved</th>
<th>BOR Approved Project Budget</th>
<th>Encumbered/Spent Dollars</th>
<th>Additional Projected Costs</th>
<th>Total Project Cost</th>
<th>Over/Under Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>TAS-ADA/Fire Marshal Upgrades</td>
<td>11/13/2015, 5/13/2016</td>
<td>2/12/2016; Harper-Perkins Architects</td>
<td>$5,270,000</td>
<td>$4,920,041</td>
<td>$125,000</td>
<td>$5,045,041</td>
<td>$(224,959)</td>
</tr>
<tr>
<td>Health Sciences &amp; Human Services Building</td>
<td>11/13/2015, 5/13/2016, 12/13/2017</td>
<td>2/12/2016; Randall Scott Architects</td>
<td>$42,000,000</td>
<td>$37,195,713</td>
<td>$4,804,287</td>
<td>$42,000,000</td>
<td>- (1)</td>
</tr>
<tr>
<td>IT Relocation Project</td>
<td>11/10/2017</td>
<td>Datacom Design Group</td>
<td>$1,577,257</td>
<td>$1,051,153</td>
<td>$400,000</td>
<td>$1,451,153</td>
<td>$(126,104)</td>
</tr>
<tr>
<td>Moffett Library Renovation Project</td>
<td>11/13/15, 8/5/2017</td>
<td>8/5/2017; Holzman Moss Bottino Architects</td>
<td>$7,300,000</td>
<td>$1,812,227</td>
<td>$5,487,773</td>
<td>$7,300,000</td>
<td>-</td>
</tr>
</tbody>
</table>

(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.
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 marshals 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
  - 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.
  - Bid documents released, due in early May.
- HSHS LANDSCAPING - $300k
  - Landscaping design of the area surrounding the new HSHS building.
  - Bid documents released, due in early May.
- ROGERS PROMENADE EXTENSIONS - $465k
  - Two potential extensions to Jesse Rogers Promenade from Comanche to the south end of the new HSHS quad.
  - Bid documents released, due in early May.
  - Availability of funds will determine the extent of construction.
- HAMPSTEAD PARKING LOT - $338k
  - 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

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Priority</th>
<th>Project Cost</th>
<th>Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bolin Science Renovations &amp; Infrastructure Improvements</td>
<td>1</td>
<td>$20,000,000</td>
<td>Tuition Revenue Bonds (TRB)/Private Funds</td>
</tr>
<tr>
<td>New Facilities Services Complex and Shops Building</td>
<td>2</td>
<td>$2,400,000</td>
<td>HEAF</td>
</tr>
<tr>
<td>Daniel Building Student Services - Student Life Renovations</td>
<td>3</td>
<td>$5,000,000</td>
<td>Private Funds</td>
</tr>
<tr>
<td>Daniel Building Hardscaping</td>
<td>4</td>
<td>$2,000,000</td>
<td>HEAF</td>
</tr>
<tr>
<td>Parking Facilities</td>
<td>5</td>
<td>$12,000,000</td>
<td>Parking Fees &amp; HEAF</td>
</tr>
<tr>
<td>On-Campus Football Stadium</td>
<td>6</td>
<td>$18,000,000</td>
<td>Private Funds &amp; Student Fee</td>
</tr>
<tr>
<td>South Hardin Renovations &amp; Welcome Center</td>
<td>7</td>
<td>$3,000,000</td>
<td>Private Funds</td>
</tr>
<tr>
<td>Hardin Building Infrastructure Renovation</td>
<td>8</td>
<td>$10,000,000</td>
<td>HEAF</td>
</tr>
<tr>
<td>West Campus Annex Facilities Renovation</td>
<td>9</td>
<td>$1,200,000</td>
<td>Private Funds &amp; HEAF</td>
</tr>
<tr>
<td>New Student Residence Hall</td>
<td>10</td>
<td>$35,000,000</td>
<td>Housing Student Rental Income</td>
</tr>
<tr>
<td>Acquisition of Property</td>
<td>11</td>
<td>$2,000,000</td>
<td>Private Funds</td>
</tr>
</tbody>
</table>

**Total**                                              |          | **$110,600,000** |

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)

<table>
<thead>
<tr>
<th>Date</th>
<th>Holiday</th>
<th>No. of Days</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 03, 2018</td>
<td>Labor Day</td>
<td>1</td>
</tr>
<tr>
<td>November 22-23, 2018</td>
<td>Thanksgiving</td>
<td>2</td>
</tr>
<tr>
<td>December 24-31, 2018</td>
<td>Christmas</td>
<td>6</td>
</tr>
<tr>
<td>January 1, 2019</td>
<td>New Year’s</td>
<td>1</td>
</tr>
<tr>
<td>January 21, 2019</td>
<td>Martin Luther King Day</td>
<td>1</td>
</tr>
<tr>
<td>March 22, 2019</td>
<td>Spring Break*</td>
<td>1</td>
</tr>
<tr>
<td>May 27, 2019</td>
<td>Memorial Day</td>
<td>1</td>
</tr>
</tbody>
</table>

**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)

<table>
<thead>
<tr>
<th>Date</th>
<th>Holiday</th>
<th>No. of Days</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 03, 2018</td>
<td>Labor Day</td>
<td>1</td>
</tr>
<tr>
<td>November 22-23, 2018</td>
<td>Thanksgiving</td>
<td>2</td>
</tr>
<tr>
<td>December 24-31, 2018</td>
<td>Christmas</td>
<td>6</td>
</tr>
<tr>
<td>January 1, 2019</td>
<td>New Year’s</td>
<td>1</td>
</tr>
<tr>
<td>January 21, 2019</td>
<td>Martin Luther King Day</td>
<td>1</td>
</tr>
<tr>
<td>May 27, 2019</td>
<td>Memorial Day</td>
<td>1</td>
</tr>
<tr>
<td>July 4, 2019</td>
<td>Independence Day</td>
<td>1</td>
</tr>
</tbody>
</table>

**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.
The MSU Academic Student-Athlete Awards Dinner was held April 18th 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 8th 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 14th. 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 18th 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 12th in the region. The top ten teams in the region will advance to the NCAA Tournament.

MSU Women’s Golf is currently ranked 8th 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 Alancon
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 Hawkinsion
Steven Douglas Law III
Lexi Lynn Law
James Allen Magee
Megan Leigh McCleskey
Cleofoster J. Payne
Elaina Peña Perez
Stephanie Rincon-Villalairgo
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

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 Kimberly Boyle
Kay Karena Brooks
Alexis Brown
Alicia Lynn Carter
Bryan Daniel Chase
Tyler Lee Clark
Lafrontae DeQuawn 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 Dravez Esdaile
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
LeHi 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  
Breanna Elizabeth Kaylor Priddy  
Hunter Christian Quintero  
George Layton Rabb  
Kelcia Stacey Righton  
Tana Renee Riley  
Austen Jericho Roland  
Madison Rose Salvatore  
Erica Lane Sawyer  
Lorendo Lee Schlinker, Jr.  
Faye Elizabeth Schmille  
Kenicia Christal Selkridge  
Amber Nicole Shaw  
Gysèle Renita Skeete  
China Jennifer Victoria Smith  
Shari Sharissa Smith  
Harold Austin Snyder  
Sasha Elaine Stuart  
Richard Andre Thomas  
Jerrod Clifton Toft  
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 Burrer  
Phillip Keith Cagle  
Connie E. Carter  
Karen Pursel Castle  
Travis Richard Cline  
Katelynn Nicole Esterer  
Christian Connor Floyd  
Michelore 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 Shelnutt  
Sheri Cain Speegle  
Erica Nicole Spivey-Peuninger  
Tiffany O. Uke  
Addison ReAnne Wyatt  
Charles Robert Young II  
Yesenia Zavala

Bachelor of Arts

Camille Robertson  
Jacobi Wilson Sidlauskas

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

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 Mac 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 Jayshee Shah
Alyssa Robin Wade
Brandon Michael Williams

Bachelor of Science in Nursing

Allie Nichole Ablia
Jaime Mereshah Abraham
Rebecca 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 Coetzter
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 Jerrick
Jennifer Ann Johnson
Claudine Nayah Munang JonKam
Kenzie Juree Linderkamp
Allison Denise Martin
Maryana B. Mbalule
Purity Waithira Mburu
Nathan Alexander Mitchell
Brian K. Moore
Joy Nyanchama Moruri
Suliyat Olawumi Murana
Lauren Kathleen Nicol
Taonga Lise Nyirenda
Anita Ofori
Abigail Marie Olson
Ignatus 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
Odryamia 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
Skylar Martin King
Chera LeAnn Lay
Jessica Miranda Matthews
Collyn Elizabeth McClendon
Valeriane Luke McNeill
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 Scheree Hoff
Taylor Leigh Mischelle Holten
Charity LeAnn Hudson-Wallis
Angelica Monique Jaramillo
Audrey Lane Lillie

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 Trane Johnson
Daniel Minh Le
Roger John Lesniak, Jr.
Jaycob Tyler Loeffler
Ashley Loneli
Melvine Cornelius Magoya

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

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

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
Syndee 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

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

Montie Ruth Hopper
Jessica Lynn Mowrer
Margit Ogechi Odoemene
Delize Paul
Morgan Renae Perron
Lea Ann Boydstun Reyes
Whitney Lauren Threatt
Cherdarian Lasha Washington
PROTHRO-YEAGER COLLEGE OF HUMANITIES AND SOCIAL SCIENCES

Bachelor of Arts

Luke Gregory Allen
Ashley Nicole Ates
Lena Azzouz
Kolton Blue Bellah
Madison Paige Brechbuhl
Dudley Darren Calloway
William Cheng
Zachary James Davis
Rachel KayAnn Dillon
Joycelyn Breshae Downs
Shaniece Leshay Dutch
Caris Adari Eason
Hali Shae Escobedo
Mallory Elizabeth Patiag Evangelista
Ashlee Fay Fandrich
Loganne Marie Featherston
Corey Bonnar French
Melissa Galicia
Bryson Scott Glittenberg
Rosa Guadalupe González

Emmanuel Hoffmann II
Courtney Elise Howard
Yareli Lora
Herbert McCullough IV
Emily Beth McDonald
Juan Mercado III
Bobby Joe Carroll Nielsen
Maria Isabel Peña
Katherine Ann Pendergrass
Bharat Phuyal
Cassie Nicole Rutledge
Luke James Shelby
Bailey Shea Smith
Karmen Gabrielle Torres
Yolanda Ja-ne’e Perfecta Torres
Dominique Katherine Wagoner
Gabraela Elizabeth Weaver
Mary Elizabeth Wetherbee
Morgan Lee White
Natalia Zamora Garcia

Bachelor of Science

Comfort Ihunanya Anya
Brooke Justine Benson
Brooke Marie Branum
Paris Chantay Burns
Sarah Lynn Cervantes
Kiawa Ann Chambers
McKenzie Logan Cope
Brittany Lynn Cusson
Aaron Dana DeVaul
Victorya Fuentes
Jessica Sabrina Christine Green
Derrick Joseph Hackett
Carrie Elizabeth Halbrooks
Hannah Grace Hansen
Joshua Lee Hoggard
Jennifer Renae Holt
Carlie Wade Hughes

Amy Elizabeth Jobe
Hettiyadura Shenella Karunaratne
Joslyne Le Chatal Le Blanc
Jordan Nicole Lee
Garrett Alan Morris
Mikayla Renee Morrison
Chloë Anne Mosqueda
Donald Jay Myers
Johana Rubio
Hannah J Sommerhauser
Catherine Grace Stepiak
Jafreen Kamal Talukder
Fatoumatta Touray
Samantha Elaine Treviso
Devon Lawrence Viera-Troublefield
Jacquar Regina Westbrooks
Tera Danielle Windham

MCCOY COLLEGE OF SCIENCE, MATHEMATICS AND ENGINEERING

Bachelor of Science

Heshani Anjana Amarasinghe
Adrian V. Anguiano
Dareem Kyle Wayne Gregory Antoine
Alexandra Laura Babu
Carson Parker Barnard
Destinie Aquilla Stephanie Bleasdale
Cavaughn Xavier Browne
Kenadi Alexa Campbell
Zachary Lawrence Carpenter
Tyler Blake Coleman
Christopher Wyatt Cook
James Paul Cordova
Shayla Renee Eklor
Steven Efioung Ekwere
Kevin Tanner Ellis

Anthony Chisom Enem
Angela Hope Freeman
Brendlyn Valenda Fyfield
Andrew Rafael Garcia
Jennifer Jordan Gardner
Christopher Atsu Gborgli
Rigoberto Guerrero
Braden Tel Harrelson
Tiaré Hidalgo
Mercedes Brianna Hinze
Collin James Horner
Bryant F. Jara
Shadai Denise John
Ali Khalid
Kaitlyn Deanna Kyle
<table>
<thead>
<tr>
<th>Thomas Michael L'Esperance</th>
<th>Benjamin James Shelton</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mauricelle Shauntaelle Lewis</td>
<td>Candra Calicia Colleen Simon</td>
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<td>Kevin Edward Christopher Lord</td>
<td>Tellon Francis Smith</td>
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<td>Dorcas Matuwanwa</td>
<td>Rupert Sterling</td>
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<td>Sydney Alyse Leyva Mawson</td>
<td>Paytan Tiphon Katelyn Stubbs</td>
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<td>Alyssa Pauline Teichman</td>
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<td>Loren Renee McMillion</td>
<td>Shamberia Monalisa Thomas</td>
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<td>Damien Otto Moeller</td>
<td>Matthew James Trebing</td>
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<td>Andrew Zacharia Nash</td>
<td>Nicholas Michael Utley</td>
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<td>J'June Udell Recaldo Norford</td>
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<td>Zaineb Javed Ramzan</td>
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<td>Johann Joseph Redhead</td>
<td>Clarence Trystan Williams</td>
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<td>Shelby K. Reynolds</td>
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<tr>
<td>Shanice Hazel Roberts</td>
<td>Hunter Lee Wolfe</td>
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<tr>
<td>William David Seymore</td>
<td>Joshua Anton Wolfe</td>
</tr>
<tr>
<td>Blessing Oghenetega Shaka</td>
<td></td>
</tr>
</tbody>
</table>

**Bachelor of Science in Mechanical Engineering**

| Caleb Benjamin Acuña                | Corbin Santiago Matamoros    |
| Brandon Michael Allen               | Hunter Hanna May             |
| Danielle Lite Arrington             | Latham Jay Moody             |
| Jocelyn Raverne Brown               | Kristen D. Moss             |
| Brady Cole Burross                  | Joshua Munoz                 |
| Colton Alexander Dorion             | Vongai Faith Nyikayaramba    |
| Sean Kyle Egloff                    | Juan Antonio Orozco          |
| Osite James Enwezor                 | Tyler Aaron Parnell          |
| Ryan Douglas Fidlar                 | Alan Jaciel Peregrino        |
| Brandy Dawn Fields                  | Zeltzin Ameyally Reyes Trejo |
| Christian Lorenzo Gregory           | Michael Don Reynolds II      |
| William Hunter Hendrickson          | Kentzie K. Rhodes            |
| John Mitchell Henton                | Roderic Savage               |
| Morgan Elizabeth Herrera            | Brett Ryan Scheffe           |
| Jason Brian Hill                    | Daryn Eldon Sims             |
| James Deverson Ivey                 | William Eugene Statham       |
| Nicholas Rey Jaramillo              | Aaron Spencer Stewart        |
| Victor Francisco Juarez Flores      | Chiedza Sandra Tokonyai      |
| Bailey Elizabeth Kaufman            | Kevin Michael Tracy          |
| Denzel Martin Kinyua                | Sheldon Stephen Walsh        |
| Colton Ryan Kowalick                | Seth Hayden Witherspoon     |
### 2018-19 Annual Room and Board Rates (proposed)

<table>
<thead>
<tr>
<th>Hall</th>
<th>2017-18</th>
<th>2018-19</th>
<th>% Increase</th>
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</thead>
<tbody>
<tr>
<td><strong>Pierce Hall</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Double</td>
<td>$4,500</td>
<td>$4,610</td>
<td>2.4%</td>
</tr>
<tr>
<td>Single</td>
<td>$5,500</td>
<td>$5,610</td>
<td>2.0%</td>
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<tr>
<td><strong>Killingsworth Hall</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Double</td>
<td>$4,500</td>
<td>$4,610</td>
<td>2.4%</td>
</tr>
<tr>
<td>Single</td>
<td>$5,500</td>
<td>$5,610</td>
<td>2.0%</td>
</tr>
<tr>
<td><strong>McCullough-Trigg Hall</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Double</td>
<td>$5,000</td>
<td>$5,150</td>
<td>3.0%</td>
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<tr>
<td>Single</td>
<td>$5,600</td>
<td>$5,750</td>
<td>2.7%</td>
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<tr>
<td><strong>Legacy Hall</strong></td>
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<td>Double</td>
<td>$5,500</td>
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<tr>
<td>Single</td>
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<td>2.2%</td>
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<tr>
<td><strong>Sunwatcher Village</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 bedroom/2 bath</td>
<td>$6,300</td>
<td>$6,450</td>
<td>2.4%</td>
</tr>
<tr>
<td>2 bedroom/2 bath</td>
<td>$6,900</td>
<td>$7,050</td>
<td>2.2%</td>
</tr>
<tr>
<td><strong>Sundance Court</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>4 bedroom/2 bath</td>
<td>$6,300</td>
<td>$6,450</td>
<td>2.4%</td>
</tr>
<tr>
<td>2 bedroom/2 bath</td>
<td>$6,900</td>
<td>$7,050</td>
<td>2.2%</td>
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<tr>
<td><strong>Summer Apartment (per summer session)</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>4 bedroom/2 bath</td>
<td>$500</td>
<td>$500</td>
<td>0.0%</td>
</tr>
<tr>
<td>2 bedroom/2 bath</td>
<td>$600</td>
<td>$600</td>
<td>0.0%</td>
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<tr>
<td><strong>Resident Meal Plans (annual; after tax)</strong></td>
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<tr>
<td>Platinum Unlimited</td>
<td>$3,560</td>
<td>$3,660</td>
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<td>Gold 200</td>
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<td>Silver 150</td>
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<tr>
<td>Bronze 75</td>
<td>n/a</td>
<td>$1,550</td>
<td>n/a</td>
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<td><strong>Commuter Meal Plans (individual; before tax)</strong></td>
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<tr>
<td>Block 10</td>
<td>$86</td>
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<td>Block 20</td>
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<tr>
<td>Block 50</td>
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<tr>
<td><strong>Employee Meal Plans (individual; before tax)</strong></td>
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<tr>
<td>Faculty-Staff 10</td>
<td>$70</td>
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<tr>
<td>Faculty-Staff 25</td>
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<td>0.0%</td>
</tr>
<tr>
<td><strong>Casual Door Prices (per meal; before tax)</strong></td>
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<tr>
<td>Breakfast</td>
<td>$8.08</td>
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</tr>
<tr>
<td>Lunch</td>
<td>$9.01</td>
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<tr>
<td>Dinner</td>
<td>$9.70</td>
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<tr>
<td><strong>Summer Conference Rates (per meal)</strong></td>
<td></td>
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<tr>
<td>Breakfast</td>
<td>$6.50</td>
<td>$6.70</td>
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<tr>
<td>Lunch</td>
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</tr>
<tr>
<td>Dinner</td>
<td>$8.50</td>
<td>$8.75</td>
<td>2.9%</td>
</tr>
</tbody>
</table>
## 2018-19 MSU Annual Housing Rates (Proposed) Compared to Rates at Peer Institutions (Current)

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

**RANK**

- **7 out of 15**
- **13 out of 14**
- **9 out of 11**
- **10 out of 14**
## 2018-19 MSU Annual Room + Board Rates (Proposed) Compared to Peer Institutions (Current)

*Traditional Residence Hall (semi-private) with All Access/Highest Meal Plan*

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

**RANK** 9 of 16
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.
<table>
<thead>
<tr>
<th>Position</th>
<th>Action</th>
<th>Additional Funding</th>
<th>Net Current FY Actual Cost (Savings)</th>
<th>Annual Budget Increase (Decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td>22 Staff Positions</td>
<td>Filled above and below budget</td>
<td>Salary Savings (as needed)</td>
<td>$(116,821)</td>
<td>$(45,563)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td><strong>$(116,821)</strong></td>
<td><strong>$(45,563)</strong></td>
</tr>
</tbody>
</table>

**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.
## Comprehensive Campaign Comparison of New Gifts and Commitments

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

### NG&C Bar - by Gift Type

- Bequest Intentions
- Pledges
- Realized Bequests
- Gifts-In-Kind
- Outright Gifts

Progress toward Goal of $50,000,000

Source: Office of University Development, Midwestern State University

Prepared: 4/17/2018
Comprehensive Campaign Comparison of Cash/Grants

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

Cash Bar - by Gift Type
**FY18 Monthly Comparison of New Gifts and Commitments**

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

**NG&C Bar - by Gift Type**

Source: Office of University Development, Midwestern State University

Prepared: 4/17/2018
## FY18 Monthly Comparison of Cash/Grants

### Gift Type

<table>
<thead>
<tr>
<th></th>
<th>Sept</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Grand Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pledge Payments</td>
<td>99,134</td>
<td>19,114</td>
<td>34,135</td>
<td>521,831</td>
<td>182,853</td>
<td>133,303</td>
<td>6,290</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$996,661</td>
</tr>
<tr>
<td>Realized Bequests</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>288,866</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$556,694</td>
</tr>
<tr>
<td>Gifts-In-Kind</td>
<td>2,317,200</td>
<td>1,927</td>
<td>6,935</td>
<td>-</td>
<td>9,153,660</td>
<td>1,802</td>
<td>3,945</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$11,485,469</td>
</tr>
<tr>
<td>Outright Gifts</td>
<td>211,567</td>
<td>302,702</td>
<td>168,454</td>
<td>587,562</td>
<td>245,140</td>
<td>209,059</td>
<td>128,576</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$1,853,060</td>
</tr>
<tr>
<td>FY18 Total</td>
<td>2,627,902</td>
<td>323,743</td>
<td>209,524</td>
<td>1,109,394</td>
<td>9,849,480</td>
<td>633,030</td>
<td>138,811</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$14,891,884</td>
</tr>
<tr>
<td>FY17 Total</td>
<td>348,887</td>
<td>424,967</td>
<td>394,297</td>
<td>362,056</td>
<td>294,323</td>
<td>92,958</td>
<td>221,671</td>
<td>89,615</td>
<td>509,063</td>
<td>582,704</td>
<td>98,200</td>
<td>1,131,206</td>
<td>$4,729,945</td>
</tr>
<tr>
<td>Difference</td>
<td>2,279,015</td>
<td>($101,224)</td>
<td>($184,773)</td>
<td>$747,338</td>
<td>$9,555,157</td>
<td>$540,072</td>
<td>($82,860)</td>
<td>($89,615)</td>
<td>($509,063)</td>
<td>($582,704)</td>
<td>($98,200)</td>
<td>($1,131,206)</td>
<td>$10,161,938</td>
</tr>
</tbody>
</table>

### Cash Bar - by Gift Type

**Outside Sources Scholarships through 3/31/2018**  
$376,340.82

**Alumni Memberships through 3/31/2018**  
$16,915.00
### Sources of Outright Gifts/Grants

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

**Source:** Office of University Development, Midwestern State University  
**Prepared:** 4/17/2018

<table>
<thead>
<tr>
<th>Source</th>
<th>Total</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Alumni/Students</strong></td>
<td>$1,257,337.12</td>
<td>40%</td>
</tr>
<tr>
<td>Alumni</td>
<td>$1,152,991.33</td>
<td></td>
</tr>
<tr>
<td>Students</td>
<td>$104,345.79</td>
<td></td>
</tr>
<tr>
<td><strong>Parents</strong></td>
<td>$8,339.01</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Friends</strong></td>
<td>$217,384.22</td>
<td>7%</td>
</tr>
<tr>
<td><strong>Faculty/Staff</strong></td>
<td>$29,369.21</td>
<td>1%</td>
</tr>
<tr>
<td>Active</td>
<td>$14,028.21</td>
<td></td>
</tr>
<tr>
<td>Retired</td>
<td>$15,341.00</td>
<td></td>
</tr>
<tr>
<td><strong>Corporations</strong></td>
<td>$780,553.49</td>
<td>24%</td>
</tr>
<tr>
<td>Direct Gifts &amp; Grants</td>
<td>$778,603.49</td>
<td></td>
</tr>
<tr>
<td>Matching Gifts</td>
<td>$1,950.00</td>
<td></td>
</tr>
<tr>
<td><strong>Foundations</strong></td>
<td>$882,245.30</td>
<td>28%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$3,175,228.35</td>
<td>100%</td>
</tr>
</tbody>
</table>

*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

<table>
<thead>
<tr>
<th>Number of Gifts Confirmed</th>
<th>13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual Amount Confirmed</td>
<td>$ 2,088,162.00</td>
</tr>
<tr>
<td>Campaign Value Confirmed</td>
<td>$ 1,309,668.00</td>
</tr>
</tbody>
</table>

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

19-20
- Major Gifts/Alumni and Friends
- Planned Giving/Legacy Campaign

20-21
- Regional/National Alumni Campaign Outreach
- Centennial Planning

21-22
- Centennial Celebration
- Campaign Celebration
- Donor Recognition

- Corporate and Foundation Giving
- Dedications and Celebrations

- Regional/National Alumni Campaign Organization
- Dedications and Celebrations

- Organization

- Outreach

- Celebrations
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
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<th>ADDED AMOUNT</th>
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### MIDWESTERN STATE UNIVERSITY

**PERSONNEL POSITION STATUS REPORT**

**February 28, 2018**

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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
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
Petty Cash and Change Fund Audit

as of August 15, 2017

Report 17-04

Office of Internal Audits

Leigh Kidwell, CPA, CGMA, Director

3410 Taft Blvd.
Wichita Falls, TX 76308
Phone: (940) 397-4914
Fax: (940) 397-4037
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,

[Signature]

Leigh Kidwell, CPA, CGMA
Director

Report Distribution:

MSU Responsible Parties:
Dr. Marilyn Fowlc, 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.

   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.
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 Fowlie, 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 Hassing

*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
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.

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.
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
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:

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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
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.*

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**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.

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
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:
4.151: 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/
Disability Support Services Frequent Questions (students):
- https://mwsu.edu/student-life/disability/what-rights-respon
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

Contact: University ADA Coordinator
Clark Student Center, Room 168
3410 Taft Boulevard
Wichita Falls, TX 76308
Phone: (940) 397-4120
Email: 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 81st Texas Legislature and to clarify the policy.
05/11/2018:
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 activity, or restricts the duration, manner or condition under which an individual can perform a major activity. Determination of whether an impairment substantially limits a major 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.

C. **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.
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 Donations, Gifts, and Endowments Policy
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 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 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 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) – 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
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:

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)]
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:

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
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 web-based 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 Wheller, Reporter, KFDX-TV 3
Mr. Curtis Jackson, KFDX-TV 3
Ms. Sarah Hines, Reporter, KAUZ Channel 6

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 Sweat, 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 Sweat 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 8th 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

ATTACHMENT:
1. Naming Recommendations
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.
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
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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.
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 Littken, 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
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 Acquisitions 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:

[Signature]

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:
TAS/ADA & Fire Marshal Upgrades Project:

Bolin Stairwell

Fain Fine Arts Stairwell and Elevator

Jan Thacker Fantasy of Lights Workshop Expansion:

October 12, 2017
Jan Thacker Fantasy of Lights Workshop Expansion:

January 29, 2018

Sunwatcher Clubhouse For Housing Administration:

October 11, 2017

January 26, 2018
Feasibility Update for:
Facilities Services Relocation
February 8, 2017

Modified Hampstead Lane Option
Effect on Parking Summary:

Losses/Needs:
- McCoy lot 13 (HSHS) = 113
- UFD for Facilities Yard = 83
- Facilities staff = 39
- TCTAL = 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 Fowle
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.
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.

**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.

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**

<table>
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<th>On-line Only</th>
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<td>405</td>
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<td><strong>66,462</strong></td>
<td><strong>6,901</strong></td>
<td><strong>8,897</strong></td>
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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.
**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.

**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.

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

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

<table>
<thead>
<tr>
<th>FY19 Uses of Tuition and Fee Increase</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>FY18 One-time shortfall to cover</td>
<td>$(690,000)</td>
</tr>
<tr>
<td>Net Tuition and fee increase</td>
<td>$1,700,000</td>
</tr>
<tr>
<td>Identified Savings</td>
<td>$1,200,000</td>
</tr>
<tr>
<td>Net Available Funds</td>
<td>$2,210,000</td>
</tr>
<tr>
<td>Normal Increases (Health Ins. Software, etc.)</td>
<td>$465,000</td>
</tr>
<tr>
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<td>$575,000</td>
</tr>
<tr>
<td>Proposed pay raises for faculty and staff</td>
<td>$1,100,000</td>
</tr>
<tr>
<td>Total increases</td>
<td>$2,140,000*</td>
</tr>
<tr>
<td>Difference</td>
<td>$70,000</td>
</tr>
</tbody>
</table>

*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

<table>
<thead>
<tr>
<th></th>
<th>New</th>
<th>New</th>
<th>Sophomore</th>
<th>Junior</th>
<th>Senior</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Fall 2017 15 Hours</td>
<td>Fall 2018 15 Hours</td>
<td>Fall 2018 15 Hours</td>
<td>Fall 2018 15 Hours</td>
<td>Fall 2018 15 Hours</td>
</tr>
<tr>
<td>State Tuition</td>
<td>$750.00</td>
<td>$750.00</td>
<td>$750.00</td>
<td>$750.00</td>
<td>$750.00</td>
</tr>
<tr>
<td>University Designated Tuition</td>
<td>1,857.75</td>
<td>1,961.00</td>
<td>1,857.75</td>
<td>1,857.75</td>
<td>1,857.75</td>
</tr>
<tr>
<td>Student Union/Center Fee</td>
<td>55.00</td>
<td>55.00</td>
<td>55.00</td>
<td>55.00</td>
<td>55.00</td>
</tr>
<tr>
<td>Recreational Center Fee</td>
<td>120.00</td>
<td>130.00</td>
<td>130.00</td>
<td>130.00</td>
<td>130.00</td>
</tr>
<tr>
<td>Student Service Fee</td>
<td>250.00</td>
<td>250.00</td>
<td>250.00</td>
<td>250.00</td>
<td>250.00</td>
</tr>
<tr>
<td>Athletic Fee</td>
<td>120.00</td>
<td>120.00</td>
<td>120.00</td>
<td>120.00</td>
<td>120.00</td>
</tr>
<tr>
<td>Instruct Enhancement Fees - avg</td>
<td>257.50</td>
<td>257.50</td>
<td>257.50</td>
<td>257.50</td>
<td>257.50</td>
</tr>
<tr>
<td>University Services Fee</td>
<td>1,049.75</td>
<td>1,209.75</td>
<td>1,209.75</td>
<td>1,209.75</td>
<td>1,209.75</td>
</tr>
<tr>
<td>Total for 15 SCH</td>
<td>$4,500.00</td>
<td>$4,767.75</td>
<td>$4,630.00</td>
<td>$4,630.00</td>
<td>$4,589.25</td>
</tr>
<tr>
<td>Fall 2017 Charge</td>
<td>$4,500.00</td>
<td>$4,500.00</td>
<td>$4,500.00</td>
<td>$4,500.00</td>
<td>$4,500.00</td>
</tr>
<tr>
<td>Per Semester Credit Hour</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Designated Tuition</td>
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<td>$1,064.40</td>
<td>$1,064.40</td>
<td>$1,064.40</td>
<td>$1,064.40</td>
</tr>
<tr>
<td>University Services Fee</td>
<td>$72.00</td>
<td>$90.00</td>
<td>$90.00</td>
<td>$90.00</td>
<td>$90.00</td>
</tr>
<tr>
<td>Student Service Fee</td>
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<td>18.75</td>
<td>18.75</td>
<td>18.75</td>
<td>18.75</td>
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<tr>
<td>Flat Semester Fee</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wellness and Recreational Center Fee</td>
<td>120.00</td>
<td>130.00</td>
<td>130.00</td>
<td>130.00</td>
<td>130.00</td>
</tr>
<tr>
<td>Non-Mandatory Fee</td>
<td>50.00</td>
<td>50.00</td>
<td>50.00</td>
<td>50.00</td>
<td>50.00</td>
</tr>
<tr>
<td>Overall Percentage increase over Fall 2017</td>
<td>5.93%</td>
<td>2.88%</td>
<td>2.88%</td>
<td>2.88%</td>
<td>2.91%</td>
</tr>
</tbody>
</table>

Page 143 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
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 Use of Tuition and Fee Increase

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY18 One-time shortfall to cover</td>
<td>($ 690,000)</td>
</tr>
<tr>
<td>Net Tuition and fee increase</td>
<td>$1,700,000</td>
</tr>
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- 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:
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  - 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

<table>
<thead>
<tr>
<th></th>
<th>New Student Fall 2017</th>
<th>New Student Fall 2018</th>
<th>Sophomores Fall 2017</th>
<th>Sophomores Fall 2018</th>
<th>Juniors Fall 2017</th>
<th>Juniors Fall 2018</th>
<th>Seniors Fall 2017</th>
<th>Seniors Fall 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Tuition</td>
<td>$750.00</td>
<td>$750.00</td>
<td>$750.00</td>
<td>$750.00</td>
<td>$750.00</td>
<td>$750.00</td>
<td>$750.00</td>
<td>$750.00</td>
</tr>
<tr>
<td>University Designated Tuition</td>
<td>1,837.75</td>
<td>1,995.00</td>
<td>1,837.75</td>
<td>1,807.75</td>
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<td>1,821.00</td>
<td>1,821.00</td>
<td>1,821.00</td>
</tr>
<tr>
<td>Student Union/Copyright Fee</td>
<td>55.00</td>
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<td>250.00</td>
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<td>$4,593.25</td>
<td>$4,593.25</td>
<td>$4,593.25</td>
</tr>
<tr>
<td>Fall 2017 Charge</td>
<td>$4,500.00</td>
<td>$4,500.00</td>
<td>$4,500.00</td>
<td>$4,500.00</td>
<td>$4,500.00</td>
<td>$4,500.00</td>
<td>$4,500.00</td>
<td>$4,500.00</td>
</tr>
<tr>
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<td>2.889%</td>
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<td>2.913%</td>
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<td>2.913%</td>
<td>2.913%</td>
<td>2.913%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Per Semester Credit Hour</th>
<th>Actual Fall 2017</th>
<th>Proposed Fall 2018</th>
<th>Proposed Fall 2018</th>
<th>Proposed Fall 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Designated Tuition</td>
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<td>$124.40</td>
<td>$124.40</td>
<td>$124.40</td>
</tr>
<tr>
<td>University Services Fee</td>
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<td>80.00</td>
<td>87.65</td>
<td>93.00</td>
</tr>
<tr>
<td>Student Service Fee</td>
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<td>1.65</td>
<td>1.65</td>
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<tr>
<td>Fall Semester Fee</td>
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<td>$136.05</td>
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<tr>
<td>Non-Mandatory Fee</td>
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<td>$50.00</td>
<td>$50.00</td>
<td>$50.00</td>
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<tr>
<td>Distance Education Fee</td>
<td>$50.00</td>
<td>$50.00</td>
<td>$50.00</td>
<td>$50.00</td>
</tr>
</tbody>
</table>

*Instruct Enhancement Fees - avg
Grants + Scholarships

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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 Carlson, Faculty Senate Chairman
Mr. Newman Wong, Staff Senate Chairman
Ms. Maria Peña, Student Government Association President
Mr. Jacob Warren, Student Government Association Observer

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.

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:

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

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.

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.


18-68. 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.

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.

<table>
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<tr>
<th>Community Members</th>
<th>MSU Members</th>
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<tr>
<td>Ms. Pat Thacker</td>
<td>Dr. Sam Watson</td>
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<tr>
<td>Mr. John Hirschi</td>
<td>Dr. Kathy Zuckweiler</td>
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<tr>
<td>Ms. Elizabeth Yeager</td>
<td>Ms. Leigh Kidwell</td>
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<td>Mr. David Wolverton</td>
<td>Dr. Pam Morgan</td>
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<td>Mr. Henry Florsheim</td>
<td>Ms. Rhonda McClung</td>
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<td>Ms. Margie Reese</td>
<td>Mr. Newman Wong</td>
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<td>Mr. Darrell Coleman</td>
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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 (OLL) 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 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.

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 must 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
Lifelong Learning at MSU

Member-led Community of Learners
Inspiring Minds
Education
Outreach
Engagement
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.

Lifelong Learning at MSU
Thank you!
WHAT IS OUR CAMPAIGN PATHWAY?

- Feasibility & Planning
- Campaign Committee Recruitment & Case Development
- Cornerstone Gift Requests Begins: Individuals & Foundations
- Board of Regents Campaign
- Dedications and Celebrations!
- Cornerstone Gift Requests Continues
- Faculty & Staff Campaign
- Planned Giving/Legacy Campaign
- Alumni Campaign Organization
- Alumni Campaign Outreach
- Centennial Planning
- Centennial Celebration
- Campaign Celebration
- Donor Recognition
- Corporate and Foundation Giving
- Dedications and Celebrations
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

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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.