

Midwestern State University Board of Regents Meetings



May 12 and 13, 2016

Midwestern State University

Board of Regents Meetings

Schedule

Thursday, May 12, 2016

1:30 p.m. **Board of Regents Meeting**
Hardin Administration Building
J. S. Bridwell Board Room
Committee of the Whole
Executive Committee
Academic and Student Affairs Committee
Finance Committee
Audit, Compliance, and Management Review

Friday, May 13, 2016

9:00 a.m. **Board of Regents Meeting**
Hardin Administration Building
J. S. Bridwell Board Room

**MIDWESTERN STATE UNIVERSITY
BOARD OF REGENTS**

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

Midwestern State University Administration

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

Dr. Betty H. Stewart, Provost and Vice President for Academic Affairs

Dr. Marcy Brown Marsden, Dean, College of Science and Mathematics

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

Dr. Matthew Capps, Interim Dean, Billie Doris McAda Graduate School

Ms. Darla English, Registrar

Dr. James Johnston, Dean, Robert D. and Carol Gunn College of Health Sciences and Human Services

Dr. Michaelle Kitchen, Interim Dean, Gordon T. and Ellen West College of Education

Dr. Clara Latham, University Librarian

Dr. Terry Patton, Dean, Dillard College of Business Administration

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

Vacant, Associate Vice President for Undergraduate Education and Assessment

Ms. Naoma Clark, Director, Academic Success Center

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

Dr. Kristen Garrison, Director, University Writing Center

Ms. Juliana Lehman-Felts, Coordinator, Redwine Honors Program

Dr. Michael Mills, Director, International Education

Dr. Magaly Rincón-Zachary, Director, Undergraduate Research

Dr. Marilyn Fowlé, Vice President for Business Affairs and Finance

Ms. Dawn Fisher, Director, Human Resources

Ms. Valarie Maxwell, Director, Budget and Management

Mr. Kyle Owen, Associate Vice President for Facilities Services

Ms. Kathy Rice, Director, Payroll

Mr. Stephen Shelley, Director, Purchasing

Mr. Chris Stovall, Controller

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

Ms. Gayonne Beavers, Director, Admissions

Mr. Patrick Coggins, Chief, University Police

Dr. Randy Glean, Director, International Services

Ms. Debra Higginbotham, Director, Disability Support Services

Mr. Jon Lane, Postal Services Supervisor

Ms. Kathy Pennartz-Browning, Director, Student Financial Aid

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 & Dean of Students

Ms. Cammie Dean, Director of Student Development and Orientation

Dr. Joey Greenwood, Director of Recreational Sports/Wellness Center

Dr. Pam Midgett, Director, Counseling Center

Mr. Dail Neely, Director, Student Conduct & Clark Student Center

Ms. Kristi Schulte, Director, Residence Life and Housing

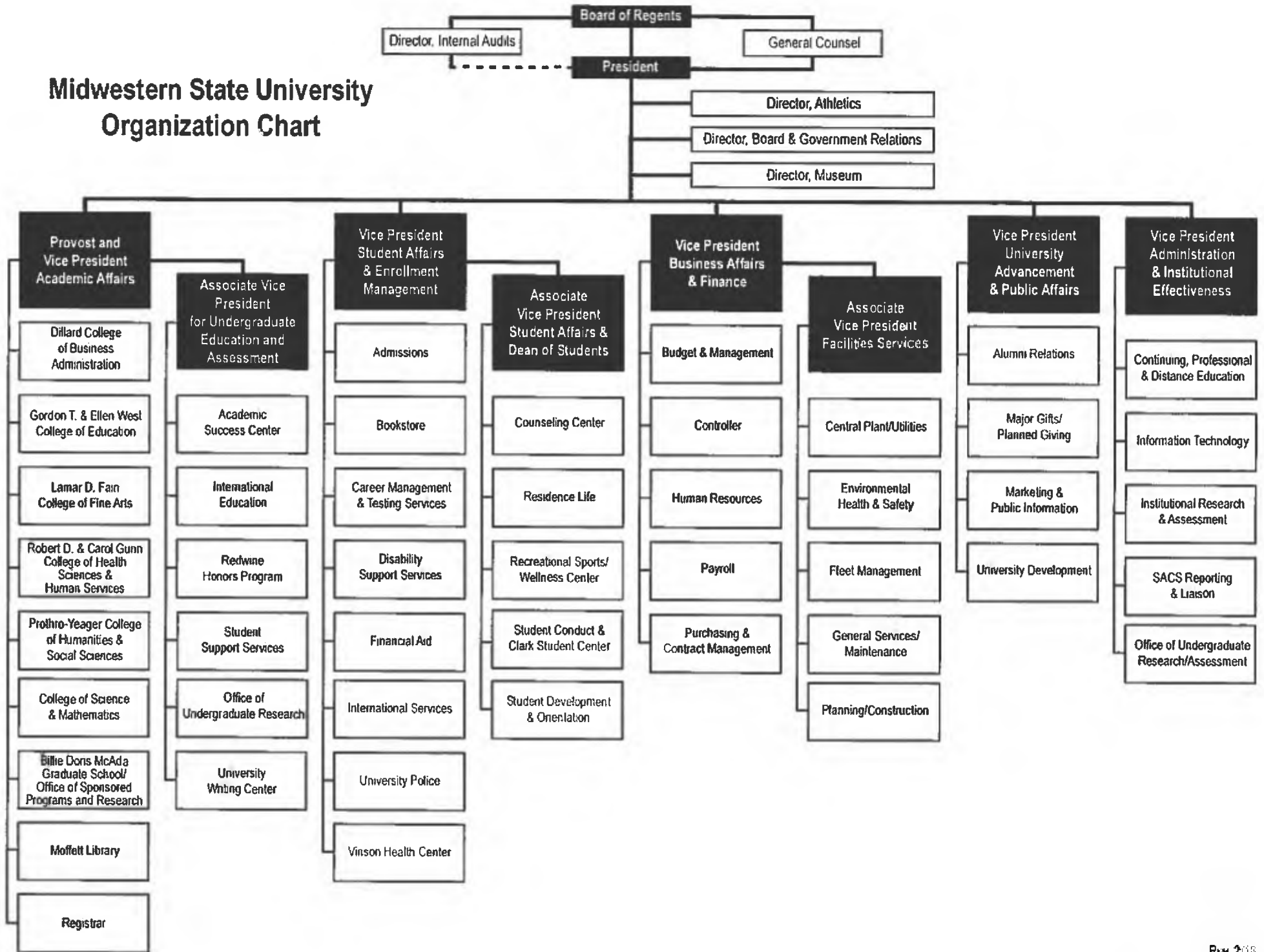
Dr. Robert E. Clark, Vice President for Administration and Institutional Effectiveness
Mr. Jim Hall, Interim Chief Information Officer
Mr. Mark McClendon, Director, Institutional Research and Assessment
Dr. Pam Morgan, Director, Center for Continuing, Professional, and Distance Education

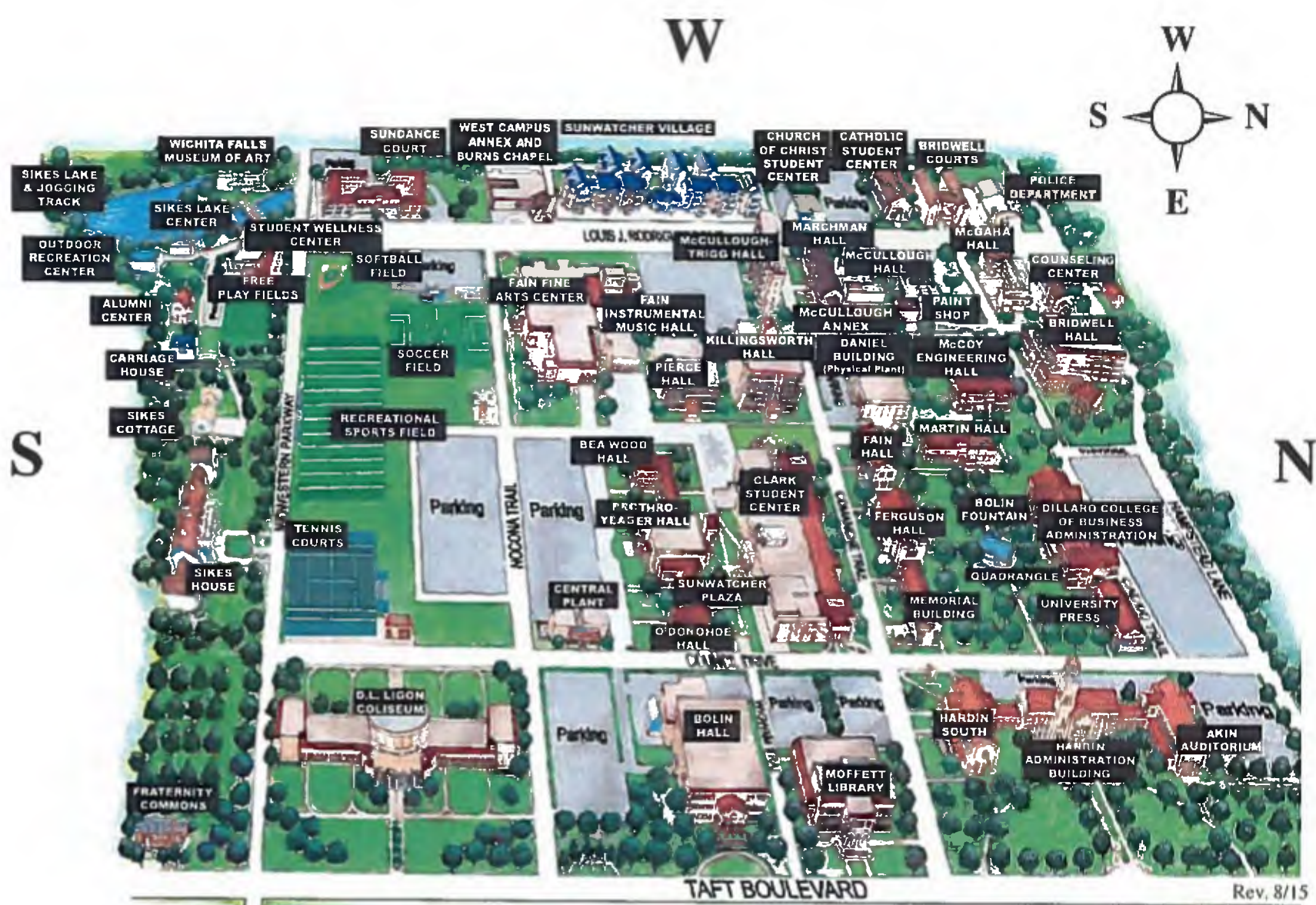
Dr. Howard Farrell, Vice President for University Advancement and Public Affairs
Ms. Julie Gaynor, Director, Marketing and Public Information
Ms. Leslee Ponder, Director, Alumni Relations
Mr. Steve Shipp, Director, University Development

Mr. Charlie Carr, Director of Athletics
Mr. Damian Clarke, Head Women's Soccer Coach
Mr. Doug Elder, Head Men's Soccer Coach
Ms. Venera Flores-Stafford, Associate Director of Athletics/Senior Woman Administrator
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 and Coordinator, Champs Life Skills Program
Mr. Trey Reed, Assistant Director of Athletics for Sports Information
Ms. Natalie Rawson, Head Volleyball Coach
Mr. Koby Styles, Head Women's Cross Country and Track Coach
Mr. Brady Tigert, Head Softball Coach
Mr. Kyle Williams, Associate Director of Athletics, Development

Dr. David Carlston, Chairman, MSU Faculty Senate
Ms. Reagan Foster, Chair, MSU Staff Senate
Mr. Jesse Brown, President, 2015-2016 MSU Student Government Association

Midwestern State University Organization Chart





- WICHITA FALLS MUSEUM OF ART
- SUNDANCE COURT
- WEST CAMPUS ANNEX AND BURNS CHAPEL
- SUNWATCHER VILLAGE
- CHURCH OF CHRIST STUDENT CENTER
- CATHOLIC STUDENT CENTER
- BRIDWELL COURTS
- SIKES LAKE & JOGGING TRACK
- SIKES LAKE CENTER
- STUDENT WELLNESS CENTER
- LOUIS J. MOORE
- MCCULLOUGH-TRIGG HALL
- MARCHMAN HALL
- MCGAHA HALL
- OUTDOOR RECREATION CENTER
- FREE PLAY FIELDS
- SOFTBALL FIELD
- FAIN FINE ARTS CENTER
- FAIN INSTRUMENTAL MUSIC HALL
- MCCULLOUGH ANNEX
- PAINT SHOP
- ALUMNI CENTER
- CARRIAGE HOUSE
- SIKES COTTAGE
- SOCCER FIELD
- PIERCE HALL
- KILLINGSWORTH HALL
- DANIEL BUILDING (Physical Plant)
- MCCOY ENGINEERING HALL
- RECREATIONAL SPORTS FIELD
- BEA WOOD HALL
- CLARK STUDENT CENTER
- FAIN HALL
- MARTIN HALL
- TENNIS COURTS
- Parking
- NOCONA TRAIL
- Parking
- PROTHRO-YEASER HALL
- SUNWATCHER PLAZA
- O'DONOHUE HALL
- FERGUSON HALL
- BOLIN FOUNTAIN
- DILLARD COLLEGE OF BUSINESS ADMINISTRATION
- SIKES HOUSE
- FRATERNITY COMMONS
- O.L. LIGON COLISEUM
- Parking
- BOLIN HALL
- Parking
- Parking
- MOFFETT LIBRARY
- HARDIN SOUTH
- HARDIN ADMINISTRATION BUILDING
- AKIN AUDITORIUM
- UNIVERSITY PRESS
- QUADRANGLE
- MEMORIAL BUILDING

Rev. 8/15

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MSU DASHBOARD AND ONLINE RESUME

Midwestern State University Dashboard Indicator and Projections

November 2015 Board of Regents Meeting

		Annual Performance				Target	
		Base Year (2008-09)	2013-2014	2014-2015	2015-16	2018-19	COPLAC 2014-15
1. Student Access							
1.a	Total Enrollment (Headcount)	6,093	5,870	5,874	6,043	6,230	3,845
1.b	FTE Enrollment (based on FT +1/3 PT)	4,819	4,605	4,653	4,886	4,922	3,569
1.c	Number of First-time, Full-time UG (Fall) (IPEDS definition)	706	831	828	820	900	629
1.d	Average Course Load of FT UG	13.85	14.06	13.92	13.91	13.97	N/A
1.e	Percent of Students Receiving Pell Grant (UG Fall)	24.6%	37.16%	37.90%	36.12%	41.72%	N/A
1.f	Number of Community College Transfer Students Enrolled (transfer)	1952	2207	1950	2,235	2,000	N/A
1.g	Percentage of Hispanic students enrolled (enr/%)	9.2%	14.0%	14.8%	16.3%	20.0%	6.4% (UG)
1.h	Percentage of African American students enrolled (enr/%)	12.7%	14.1%	13.8%	13.6%	14.5%	4.8% (UG)
1.i	Online and Distance Education (courses offered per year)	367	637	642		968	N/A
1.j	Distance Education Only (Fall)(var-distd2)	777	967	950	1,063	1075	N/A
2. Student Success							
2.a	First Time Student Retention Rate (First year)	74.90%	68.28%	72.85%	69.40%	75.00%	77:10%
2.b	First Time Student Retention Rate (Second year)	61.00%	56.40%	53.21%	60.90%	55.00%	N/A
2.c	Transfer Student Retention Rate (First Year)	73.10%	68.30%	69.62%	72.70%	72.00%	N/A
2.d	Degree Efficiency Attainment ((AA*2+BA*4)/Fall UG FTE)	92.61%	97.79%	90.70%		95.00%	89.80%
2.e	First Time Student Graduation Rate (Four Year, Based on 4 year Cohort)	11.80%	20.64%	19.50%		32.15%	35.90%
2.f	First Time Student Graduation Rate (Six Year) (First Time Fulltime Cohort)	30.60%	45.47%	44.90%		52.00%	53.50%
2.g	Transfer Student Graduation Rate (Four Year)	50.80%	46.41%	43.20%		51.29%	N/A
2.h	Pass Rate on Certification Exam - Education	87.60%	97.00%	98.00%		95.00%	N/A
2.i	Pass Rate on Certification Exam - Nursing	73.48%	75.50%	76.98%		85.00%	N/A
2.j	Number of Degrees Awarded to At-Risk Students	814	877	778		958	N/A
2.k	Number of Degrees Awarded in STEM Fields	91	115	111		126	105
2.l	Number of Degrees Awarded in Health Science Fields	371	396	383		446	N/A
2.m	Total Degrees Awarded (Total)	1220	1270	1216		1300	956
3. Operational Effectiveness							
3.a	State Appropriations per FTE Student	\$4,935	\$4,765	\$4,742		\$5,225	N/A
3.b	Total Expenditures per FTE Student	\$15,860	\$20,680	\$21,409		\$26,640	N/A
3.c	Student /Faculty Ratio (Using CDS FTE/Faculty FTE for Fall)	19.0	17.0	16.8		19.0	16.40
3.d	Administrative Cost Rate (as percent of operating budget)	10.33%	10.51%	10.80%		10.00%	N/A
3.e	Average SCH to Bachelor's degree	146.87	145.7	145.9		140	N/A
4. Competitive Resources							
4.a	Total Annual Giving (AFR reported)	\$14,010,481	\$16,986,200	\$6,317,269		\$10,000,000	N/A
4.b	Total Endowment (university-held, Foundation, Charitable Trust)	\$44,588,397	\$73,514,557	\$68,154,607		\$80,087,716	20,918,741
4.c	Alumni Giving Rate	8%	5.30%	5.70%		6.00%	N/A

Gray shaded areas will not be updated until the end of FY 16

Target estimates are shown in gold

COPLAC - median score in green

Online Resume for Legislators and Other Policymakers MIDWESTERN STATE UNIVERSITY

Location: Wichita Falls, Northwest Region

Master's Accountability Peer Group: Angelo State Univ, Sul Ross Rio Grande, Sul Ross State Univ, Texas A&M - Central Texas, Texas A&M - Galveston, Texas A&M - San Antonio, Texas A&M - Texarkana, UNT Dallas, UT Brownsville, UT Permian Basin, UT Tyler, Univ of H - Clear Lake, Univ of H - Downtown, Univ of H - Victoria

Out-Of-State Peers: Ramapo College Of New Jersey, Southern Oregon University, Truman State University, University Of Illinois At Springfield, Western New Mexico University

Degrees Offered: Associate's Bachelor's, Master's

[Institutional Resumes](#) [Accountability System](#) [Definitions](#) [Institution Home Page](#)

Enrollment						
Race/Ethnicity	Fall 2009		Fall 2013		Fall 2014	
	Number	Percent	Number	Percent	Number	Percent
White	3,962	65.6%	3,299	59.5%	3,167	56.7%
Hispanic	645	10.7%	798	14.4%	856	15.3%
African American	769	12.7%	777	14.0%	838	15.0%
Asian	219	3.6%	181	3.3%	163	2.9%
International	353	5.6%	264	4.8%	239	4.3%
Other & Unknown	94	1.6%	229	4.1%	326	5.8%
Total	6,042	100.0%	5,548	100.0%	5,589	100.0%
TX First Time Transfers	Number	% of UG	Number	% of UG	Number	% of UG
Two-Year Institutions	364	6.7%	327	6.6%	320	6.5%
Other Institutions	79	1.5%	67	1.4%	43	.9%

Costs				
Average Annual Total Academic Costs for Resident Undergraduate Student Taking 30 SCH				
Fiscal Year	Institution		Peer Group	
	Average	Percent Increase	Average	Percent Increase
2010	\$6,544	.0%	\$5,460	.0%
2011	\$7,038	7.5%	\$5,877	7.6%
2012	\$7,304	3.8%	\$6,174	5.1%
2013	\$7,632	4.5%	\$6,200	.4%
2014	\$7,764	1.7%	\$6,418	3.5%
2015	\$8,088	4.2%	\$6,992	8.9%

Financial Aid						
Fiscal Year	Institution		Peer Group		OOS Peer Group	
	Percent	Avg Amt	Percent	Avg Amt	Percent	Avg Amt
Federal Student Loans						
2012	51%	\$7,190	47%	\$7,038	47%	\$7,039
2013	51%	\$7,319	46%	\$6,935	46%	\$5,657
Federal, State, Institutional or Other Grants Known by Institutions						
2012	61%	\$4,873	66%	\$5,185	65%	\$7,974
2013	64%	\$4,996	66%	\$5,130	64%	\$4,900
Federal (Pell) Grants						
2012	38%	\$3,878	45%	\$3,946	41%	\$4,072
2013	37%	\$3,860	43%	\$3,929	42%	\$3,160

Student Success						
One-Year Persistence of First-time, Full-time, Degree Seeking Undergraduates						
Cohort	Enter Fall 2008		Enter Fall 2012		Enter Fall 2013	
	Number	Rate	Number	Rate	Number	Rate
Total	84.9%	671	79.9%	626	82.8%	835
Same	73.3%		67.4%		71.5%	
Other	11.6%		12.5%		11.3%	
Two-Year Persistence of First-time, Full-time, Degree Seeking Undergraduates						
Cohort	Enter Fall 2007		Enter Fall 2011		Enter Fall 2012	
	Number	Rate	Number	Rate	Number	Rate
Total	74.4%	716	72.8%	626	70.8%	617
Same	57.3%		55.1%		52.4%	
Other	17.2%		17.7%		18.5%	
Peer Group Persistence						
Cohort	Enter Fall 2007		Enter Fall 2011		Enter Fall 2012	
	Number	Rate	Number	Rate	Number	Rate
Total	70.1%	606	69.0%	493	68.4%	507
Same	44.6%		45.8%		45.2%	
Other	25.6%		22.9%		23.3%	

Average Number of Fall & Spring Semesters and SCH Attempted for Bachelor's Degree						
Year	Institution			Peer Group Average		
	Grads	Sem	SCH	Grads	Sem	SCH
FY 2010	589	10.44	148.33	384	10.95	147.88
FY 2013	626	10.80	144.53	430	12.23	146.45
FY 2014	564	10.50	142.21	416	12.15	143.84

Graduation Rates		
Cohort	Institution Rate	Peer Group Rate
Fall 2005 4-year	14.3%	17.5%
Fall 2009 4-year	24.3%	20.0%
Fall 2010 4-year	21.4%	19.6%
Fall 2004 5-year	25.5%	31.6%
Fall 2008 5-year	41.9%	37.4%
Fall 2009 5-year	43.0%	35.7%
Fall 2003 6-year	42.5%	36.3%
Fall 2007 6-year	49.4%	42.4%
Fall 2008 6-year	50.1%	45.3%
National Comparison (IPEDS Definition)		
Cohort	Institution Rate	OOS Peers Rate
Fall 2004 4-year	11.0%	26.9%
Fall 2008 4-year	17.0%	19.5%
Fall 2009 4-year	17.0%	20.0%
Fall 2005 5-year	24.0%	34.0%
Fall 2007 5-year	33.0%	31.0%
Fall 2008 5-year	37.0%	27.5%
Fall 2002 6-year	31.0%	37.5%
Fall 2006 6-year	40.0%	31.5%
Fall 2007 6-year	44.0%	30.0%

Six-year Graduation & Persistence Rate, Fall 2008		
Student Group	Cohort	Rate
<i>For Students Needing Dev Ed</i>		
Institution	192	57.6%
Peer Group	144	42.4%
<i>For Students NOT Needing Dev Ed</i>		
Institution	532	81.7%
Peer Group	428	64.7%

*Peer Group data is average for peer group.

Funding						
Source	FY 2009		FY 2013		FY 2014	
	Amount	Pct of Total	Amount	Pct of Total	Amount	Pct of Total
Appropriated Funds	\$30,444,009	41.2%	\$27,889,021	34.1%	\$29,323,163	34.8%
Federal Funds	\$7,484,568	10.1%	\$8,863,929	10.8%	\$8,989,835	10.7%
Tuition & Fees	\$26,518,675	35.9%	\$31,130,657	38.1%	\$31,048,888	36.9%
Total Revenue	\$73,869,379	100.0%	\$81,713,820	100.0%	\$84,240,887	100.0%

Financial Certification

We certify that financial transactions included in this report are correct to the best of our knowledge, and we further certify that funds to cover allocations listed in this report are available subject to realization of estimated income as budgeted.


Suzanne Shipley, President


Marilyn Fowlé, Vice President for
Business Affairs and Finance

April 27, 2016
Date

COMMITTEE OF THE WHOLE

Board of Regents Meeting
May 12, 2016
1:30 p.m.

Meeting Location: MSU Campus – 3410 Taft Boulevard
Hardin Administration Building - J. S. Bridwell Board Room

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 Shawn Hessing

Introduction of Visitors – Ms. Julie Gaynor

Opening Comments - Chairman Hessing

Public Comment

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

Board of Regents Officers

16-78. The Board will discuss individual personnel matters associated with the organization of the Board of Regents and the election of officers to fill vacant positions in closed session as allowed by Texas Government Code, Chapter 551.074. The election of officers will be held in open session.

Appointment of Board Committees

16-79. Board committee appointments made by Chairman Hessing are shown as a point of information in Attachment 16-79.

Investments with American National Bank (ANB) Update

16-80. Mr. Jeff Schultz, Senior Vice President at American National Bank, will report on the investment of MSU endowment funds held at ANB.

Resolutions

16-81. Board resolutions will be presented as necessary, including resolutions for retiring Regents, Mike Bernhardt and Kenny Bryant.

Real Property

16-82. The Board of Regents will deliberate regarding the purchase, exchange, lease, or value of real property in closed session as allowed by Texas Government Code, Chapter 551.072.

Executive Session

16-83. The Board may convene in Executive Session as necessary to consider any 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.
- 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.

COMMITTEE OF THE WHOLE
ATTACHMENT

**Board of Regents
Committee Assignments
April 21, 2016**

Executive Committee (elected positions)

Shawn Hessing, Chairman

Vacant

Vacant

Tiffany Burks, Member-At-Large

Academic and Student Affairs Committee

Lynwood Givens, Chairman

Tiffany Burks

Nancy Marks

Sam Sanchez

Finance Committee

Jeff Gregg, Chairman

Warren Ayres

Caven Crosnoe

Lynwood Givens

Audit, Compliance, and Management Review Committee

Sam Sanchez, Chairman

Tiffany Burks

Jeff Gregg

Shelley Sweatt

EXECUTIVE COMMITTEE

Executive Committee

Membership

Shawn Hessing, Chairman
Vacant, Vice Chairman
Vacant, Secretary
Tiffany Burks, Member-At-Large

Reading and Approval of Minutes

16-84. The minutes of the Executive Committee meeting February 11, 2016, will be recommended for approval by the committee as shown in the minutes' section of this agenda as Minutes Attachment 16-84.

Dallas-Fort Worth Update

16-85. An update of the activities related to Dallas-Fort Worth will be presented. Information regarding the current state of planning is included as Attachment 16-85.

Campus Master Plan and Construction Update

16-86. Information regarding current construction and repair and rehabilitation projects will be presented (see Attachment 16-86).

Tuition Revenue Bond Programming Plan Review

16-87. The university contracted with Holzman Moss Bottino Architecture to study the projects proposed in the Tuition Revenue Bond request to the legislature and create a program and budget for each item of the plan. The plan is included as Attachment 16-87. This document is for informational purposes only.

Facilities/Daniel Rehabilitation Project Review

16-88. The university contracted with Bundy, Young, Sims and Potter Architects to conduct a feasibility study on relocating the physical plant, purchasing/central receiving, and warehouse to locations out of the main campus, and repurposing the Daniel Building for student activities. The study is included as Attachment 16-88. This document is for informational purposes only.

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

16-89. 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. 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 shown as Attachment 16-89. Current active projects previously approved by the Board of Regents will not appear on the proposed list. The deadline for submitting this report to the THECB is June 30, 2016.

Texas Public Finance Authority MSU Bond Resolutions

16-90. The Board of Regents will be asked to adopt a resolution to authorize the issuance of \$58.4 million in Tuition Revenue Bonds for construction and renovation projects, including a new Health Sciences and Human Services building. The administration will also request the Board adopt a resolution allowing expenses related to these projects to be reimbursed from bond funds before the bonds are issued. Bond proceeds, when received, will be invested in a repurchase agreement to obtain the highest investment return possible under statutory requirements and the Board-approved investment policy. The proposed resolutions are shown in Attachment 16-90.

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

16-91. The Board of Regents authorized the administration to proceed with planning for the new Gunn College of Health Sciences and Human Services Building Project in November 2015, approved the location of the building in December 2015, and approved the architect selection in February 2016. Additionally in February, the Board reviewed administrative strategies for ensuring project costs remain within Board approved budget amounts, with the initial project budget being only 95% of available funds, and five percent of the project budget held in reserve. The administration will recommend the following.

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

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

16-92. The Board of Regents authorized the administration to proceed with planning for the code improvements as part of the Tuition Revenue Bond (TRB) project in November 2015. This project would provide for code updates to Fain Fine Arts Center, Bolin Science Hall, and the Hardin Administration Building. This project is also planned with the initial project budget being only 95% of available funds, and five percent of the project budget held in reserve. The administration will recommend the following.

- A. Approve the project at a total cost not to exceed \$5,307,000 (95% of the \$5,586,000 in funds available);
- B. authorize the President to increase the budgeted and contracted amounts in an amount not to exceed five percent of the Board approved amount (available funds for this project total \$5,586,000).

Legislative Appropriations Request (LAR)

16-93. The Legislative Appropriations Request (LAR) for the biennial period of FY 2018 and FY 2019 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 85th legislative session which begins in January 2017. The administration will request authorization to proceed with planning the following items as part of the request.

A. Exceptional Item – Metroplex Expansion Program

The request would be for \$1 million in each year of the biennium (\$2 million total request) for start-up expenses associated with developing a multi-institutional campus in partnership with community colleges. The administration is exploring several possibilities that would fit into this request.

B. Exceptional Item – Tuition Revenue Bond Request

The request would be for a Bolin Science Hall Renovation/Addition with Infrastructure Improvements for \$20 million. The funds would be used to update the Bolin Science Hall and add additional laboratory space for more specialized courses. Additionally, the Central Plant would need to be expanded to accommodate campus growth.

Naming of New Residence Hall

16-94. The student governing council for the residence halls, the Residence Hall Association (RHA), was asked to recommend three names for the new residence hall. The RHA employed a process that included generating an internal list from resident students, which was then narrowed by the RHA. The list was then presented to resident and non-resident students alike at student input booths in the Clark Student Center. The RHA developed three recommendations based on the results of student feedback.

From the RHA's recommendations, the administration will recommend the new residence hall be named "Legacy Hall." In their submission, the RHA noted that Legacy Hall "represents a tradition that the previous students left behind for us to develop with our love and commitment that we have for this building. This name means that everyone who has ever thought of this new building or has had any input into it has left us this task, their legacy, and their memories to pass onto the next generation."

Holiday Schedules for Staff Employees – 2016-2017

16-95. The holiday schedules for Midwestern State University staff employees for the 2016-2017 fiscal year will be recommended for approval as shown in Attachment 16-95.

EXECUTIVE COMMITTEE
ATTACHMENTS

Dallas-Fort Worth Update

1.0 Executive Summary

Midwestern State University (MSU) seeks to establish a presence to serve adult learners in one or more locations west, northwest, and north of Fort Worth, Texas. Significant increases in the general and adult populations are expected in this area over the next ten years. Further, the Hispanic population is expected to outpace the growth of the general population during this time.

The recommended option for entry into the market are partnerships with (1) Weatherford College Wise County (WCWC), and (2) with a second community college in a more urban area of DFW. WCWC is located to the northwest of Fort Worth, between Decatur and Bridgeport and is largely suburban; the second community college is located some 50 miles to the southeast, and is largely urban. Sharing locations provides many benefits to MSU, including operational efficiencies, a more diverse student demographic profile, increased revenue, and branding opportunities.

Population analyses were performed on the counties west and northwest of Fort Worth, and on the immediate areas around the proposed partnership sites. The counties will see significant growth through 2030: 105% in Parker and 50% in Wise. The area in the immediate vicinity of the WCWC campus can expect an adult population increase of 23%, including a 66% increase in the Hispanic population, through 2025. Similarly, the immediate vicinity of the second community college can expect a 27% increase in the adult population through 2025, including a 63% increase in the adult Hispanic population. A significant proportion of the population in both areas does not have the bachelor's degree.

A demand analysis was conducted by SimpsonScarborough for both higher education demand among the adult population and program specific demand among this population. The analysis was performed by zip code in areas west, northwest, and north of Fort Worth, including the Alliance Texas corridor of north Fort Worth. The results suggest there is interest in adult baccalaureate completion programs; adult students are willing to drive 30 to 45 minutes; the preferred delivery is a combination of online and in-person; the preferred time is weekdays after 6:00 p.m.; and MSU is a relative unknown in the market.

As part of a gradual activity increase leading to spring 2017, MSU will offer four courses at WCWC in the summer 2016 with additional for fall 2016. Conservatively, net revenue on the four summer courses will be \$38,000, owing to the initial low overhead of this model. Beyond summer 2016, start-up costs for MSU to fully utilize the WCWC partnership will be some \$350,000, and will be incurred in fiscal year 2017. As the specifics of the partnership with the second community college are currently undetermined, a reliable cost analysis has yet to be developed.

MSU will offer a full complement of academic and student services at the proposed locations, with the goal of a student being able to access everything needed in order to be successful at the respective campuses. These services may be shared services with the partner community colleges, including shared personnel.

2.0 Introduction

MSU proposes to share two locations with community colleges in DFW: (1) Weatherford College Wise County (WCWC), and (2) a second community college (SCC) some 50 miles to the southeast. The second community college is not identified in this document, as discussions are ongoing and a framework for the partnership is not yet finalized. While universities and community colleges sharing physical locations is not a new concept, the depth of integration between the institutions in the proposal will be new for MSU and the community colleges. The proposed partnerships have the following general benefits for MSU and the partner institutions:

- Operational efficiencies;
 - Shared physical locations
 - Shared personnel, where appropriate, thus reducing the FTE cost
 - Lower institutional risk
 - Curricula alignment, benefitting the student experience
 - Process alignment, benefitting the student experience
- An emphasis on post Associate in Arts and Associate in Science degree completion;
- Facilities, location, and scheduling convenience for working adults;
- An educational framework that serves the State of Texas and the THECB's 60X30TX strategic plan; and
- Marketing benefits.

The proposed partnership further benefits MSU in the following ways:

- Leveraging an existing, known brand (the community college partner) to introduce a new population to our brand;
- A physical location to house DFW based Admissions Counselors, who will recruit for both the DFW campuses and the Wichita Falls campus;
- Increased enrollment; and
- A more diverse student demographic profile, including working adults.
- The ability to locate with community colleges will allow MSU to maintain the excellence and traditional education delivery model associated with its COPLAC status (Council of Public Liberal Arts Colleges) on the Wichita Falls campus, while expanding the University's reach into the fourth largest, and one of the fastest growing, metropolitan statistical areas in the United States to serve adult students.
- MSU's expansion will generate additional revenue for the institution and expand its debt capacity, allowing the University to continue to invest in its facilities and operations as it moves toward the vision set forth in The New Century Strategic Plan.

2.1 60x30TX

As the State of Texas continues to focus on job creation and economic development, ongoing investment in higher education will be critical. The Texas Higher Education Coordinating Board (THECB) recently released the 60x30TX higher education strategic plan. For detailed information on how the proposed partnerships meet the four broad goals outlined in 60x30TX, please see Appendix A.

3.0 Goals

1. Deliver quality academic programs to adult learners.
2. Locate with one or more community colleges.
3. Extend our public liberal arts mission to an extensive population of working adults.
4. Achieve break-even point in fiscal year 2018.
5. Recoup start-up costs by the conclusion of fiscal year 2020.
6. Enroll more than 500 new students by fall 2019.
7. Enroll more than 1,000 new students by fall 2022.
8. Maintain the quality and quantity of DFW students attending the Wichita Falls campus.

3.1 Keys to Success

1. Shared facilities with one or more DFW based community colleges.
 - Direct articulation from the community college's programs to associated MSU programs with no loss of hours.
 - Sharing of personnel and processes, as appropriate, for both institutions' efficiency.
2. Convenience: The DFW campuses must be easily accessed by students, and must be located convenient to other services attractive to an adult population.
3. Market Driven: Academic programs offered must be consistent with market demand.
4. Mission Consistent: All courses and programs offered must align with our public liberal arts mission.

3.2 Program Description

At the outset, courses will be offered in traditional 16-week terms during fall and spring, and five week terms during the summer. As the market and partnerships evolve, MSU may choose to offer nontraditional length terms, such as eight week or four week.

Classes will be scheduled in the late afternoons, evenings, and on weekends for the convenience of working adults; select courses may be scheduled during the day, depending on student demand. Courses will be offered in face-to-face, interactive television, online, and hybrid formats combining face-to-face and online delivery. Program cohorts may also be established for area businesses that have employee degree completion needs. Programs recommended by the faculty and currently being considered by a market demand study are as follows:

Undergraduate

Bachelor of Applied Arts and Sciences (BAAS) with the following minors or concentrations:

- Industrial Technology
- Business Administration
- Criminal Justice
- Healthcare Administration
- Human Services
- Human Resource Development
- Arson Investigation
- Liberal Arts
- Oil and Gas

Bachelor of Arts or Science in Education

Bachelor of Science in Nursing

Bachelor of Science in Respiratory Care

Bachelor of Science in Radiologic Science

Graduate

Master of Education in Educational Leadership

Master of Education

Master of Arts in Criminal Justice

Master of Science in Health Professions

Master of Business Administration

3.3 **Timeline**

MSU is now preparing for a soft opening with WCWC, with a plan to offer four courses in the summer of 2016. Course offerings will expand for the fall 2016 with a goal of being fully present on the WCWC campus for spring 2017. Expected enrollment of 200 students by fall 2019 and 300 students by fall 2022 is reasonable given the demographic profile of the immediate area and the results of the demand analysis. A detailed timeline is presented as Appendix D.

MSU is actively exploring a shared facility concept with SCC. This concept will likely involve a ground lease agreement that will include construction of a new, shared facility. MSU may offer a limited number of courses at SCC's current location until the facility is complete. An enrollment of 700 students is expected at this location by fall 2022.

4.0 Market Analysis

Analyses of the population surrounding the WCWC and SCC locations were conducted. The analyses are conservative in that they focus on the immediate areas surrounding WCWC and SCC, and assume no draw from areas outside of small radii. For location reference, see the DFW map in Appendix F.

As can be seen from the map, the WCWC location is northwest of Fort Worth in Wise County. SCC is located some 50 miles to the southeast of WCWC. The SCC location is in a densely populated urban area. The area between the two locations is the northwest portion of DFW, easily accessible from Wichita Falls' location northwest of DFW.

West Suburban Fort Worth

As seen on Appendix F, the two proposed locations are north and northwest of Fort Worth. The area between the two campuses lies to the northwest of Fort Worth; with the exception SCC (urban), this area is largely suburban. Strategically, the WCWC partnership may introduce additional partnerships on Weatherford College's Weatherford campus. Weatherford's location directly west of downtown Fort Worth will allow MSU to contribute to higher education delivery west, northwest, and north of Fort Worth. The corresponding suburban counties are Parker, Wise, and Hood. Table 1 shows the significant population growth expected through 2030.

Table 1

Expected population of suburban counties west and northwest of Fort Worth

<u>County</u>	<u>2015*</u>	<u>2020**</u>	<u>2030**</u>	<u>Δ 2015 to 2030</u>
Hood	55,423	61,316	71,099	28%
Parker	126,042	199,955	255,133	102%
Wise	62,953	79,882	94,734	50%

* Source: United States Census Bureau

**Source: Texas Water Development Board

Market size for SCC partnership

Appendix B provides general demographic information within a reasonable area of SCC for an adult learner to travel in pursuit of higher education. Considering the variation of traffic density in this portion of DFW, the analyzed market includes areas 5 miles to the north, east, and south; and 10 miles to the northwest, west, southwest, and southeast.

The estimated 2014 population of individuals 25 years of age and older ("adult population") in the described area is 287,350. Of this, some 24% are of Hispanic origin and 9% are Black or African American. The adult population that are high school

graduates, have completed some college, or have an associates degree numbers 130,305, or 45% of the adult population. This is the demographic most likely to have an interest in completing a baccalaureate degree.

While there is a wide variation in income by relative location to SCC (more in the south and southwest, less in the east and southeast), the median income of high school graduates with no college in the described area is \$35,212, while the median income for individuals with some college or an associates degree is \$47,427 (the Texas State Data Center does not differentiate between some college and associates degree). This is an income level that will support part-time pursuit of a baccalaureate degree. Tangentially, one will note the increased earnings with increased education, the very reason many adults return to complete a degree.

The adult population was analyzed for growth through 2025 using three migration scenarios: no migration, .5 of the 2000 to 2010 migration pattern, and the 2000 to 2010 migration pattern. Each scenario is presented in Appendix B. It is unlikely there will be no migration through 2025; realizing the same migration pattern as 2000 to 2010 is a more plausible scenario. Conservatively, though, if the middle migration pattern is realized (.5 of the 2000 to 2010 pattern), the SCC area can expect a 27% increase in adult population to 363,723. Moreover, the Hispanic population will see a 63% increase and the Black or African-American population will see a 39% increase. The substantial increases in Hispanic and Black or African American adult populations under any migration scenario further reinforces the importance of college completion to our state's economy, per the 60x30TX strategic plan.

Market size for WCWC partnership

Appendix C provides general demographic information within a 20-mile radius of WCWC; the difference in methodology as compared to SCC is due to the more rural setting and less traffic concerns.

The estimated 2014 adult population is 111,789. Of this, some 21% are of Hispanic origin and 2% are Black or African American. The adult population that are high school graduates, have completed some college, or have an associates degree numbers 74,796, or 67% of the adult population. The median income of high school graduates with no college is \$34,272 while the median income for individuals with some college or an associate's degree is \$37,678.

The adult population was analyzed for growth through 2025 using the three aforementioned migration scenarios (Appendix C); this discussion will focus on the middle migration pattern. The area around WCWC can expect a population increase of 23% through 2025, which includes a 66% increase in people of Hispanic origin and a 31% increase in Black or African American. Similar to the SCC analysis, the substantial increases in Hispanic and Black or African-American adult populations under any migration scenario further reinforces the importance of college completion per the 60x30TX strategic plan.

4.1 Demand Analysis

A demand analysis was performed by SimpsonScarborough. The analysis focused on the demand for adult education in the geographic areas generally described in Section 4.0, including the area between WCWC and the SCC boundary area as shown in Appendix F. In addition, SimpsonScarborough surveyed 100 employers in and around the geographic area described in section 4.0. The sample obtained by SimpsonScarborough was prospective adult learners, all over the age of 25, and included individuals with and without bachelor's degrees. Individuals without a bachelor's degree were surveyed on adult completion and other baccalaureate programs; those having at least a bachelor's degree were surveyed on graduate programs.

Preliminary results show of those without a bachelor's degree, 64% indicate interest in an adult completion bachelor's degree program. The strongest program demand from the sample included business, education, health sciences, and training and development. Additionally, the sample indicates interest in an adult completion degree such as the Bachelor of Applied Arts and Sciences, with strong interest for the following concentrations: business, healthcare administration, human services, and human resource development.

Of the respondents indicating they have the bachelor's degree, some 38% indicate an interest in the master's degree. The two master's degree programs with the most interest are business (MBA) and education. Similarly, the MBA had strong interest from employers.

The sample indicated 75% of respondents prefer a hybrid delivery, where some courses are taught online and some are taught in-person. To assist in determining the population characteristics of interest, 42% of respondents indicate they are willing to travel between 15 and 30 minutes, while 35% are willing to travel between 30 and 45 minutes. The sample further prefers courses offered on weekdays after 6:00 p.m.

The full demand analysis will be presented to MSU on May 3.

4.2 Competitor Analysis

This is being completed by SimpsonScarborough and will be presented to MSU on May 3.

5.0 Marketing Strategy

As can be seen in Appendix E, timeline, a marketing campaign should begin in late September to affect spring 2017 enrollment (summer and fall 2016 are soft openings). The issuance of requests for proposals and awarding a contract to a marketing firm are further delineated in Appendix E.

A digital marketing campaign is desired for the targeted adult population. A robust digital marketing campaign will consist of the following, which will be specified in an RFP:

- Customized, branded, and responsive microsite
- Major search engine prospect search campaign
- Display and remarketing campaigns
- Web banners
- Social media advertising

Additional marketing tools to be fiscally subordinated to digital marketing include lead generation and direct marketing. It is expected a start-up digital marketing campaign will cost approximately \$100,000 for the WCWC location, with appropriate staff support (see Table 4); continuing marketing costs of \$50,000, with appropriate staff support, are expected.

6.0 Student Support

At each location operations that include enrollment, student, academic, and other support services will be structured to facilitate a supportive and convenient learning environment for adult learners. These operations may utilize shared resources with our community college partners, including shared personnel. A separate operating Memorandum of Understanding will be executed with each community college partner that will detail the alignment of support services, including those that are shared by the two institutions and the services that are unique to each institution. The goal of said services is to provide a robust support structure for adult learners and to meet all the expectations of applicable accrediting bodies.

6.1 Enrollment Services

As part of this convenient support system, students will be able to access all enrollment processes through a streamlined service model that will be determined with each community college partner. Said support system is referenced in Appendix E as identification and implementation of internal processes. As MSU will be locating with community colleges, the goal is for students of the community college to seamlessly transfer to MSU upon completion of the associate's degree.

6.2 Student Services

The Wichita Falls campus will continue to be the primary provider for Disability Services, Career Management, and Counseling. These services will be provided either on the Wichita Falls campus or via distance delivery, as is current with distance education students. From time-to-time, and depending on student demand, a representative of these offices may hold office hours on the respective DFW campus.

6.3 Academic Support Services

Academic advising will be available on each DFW campus, as provided by an Academic Program Coordinator. Students' academic studies will be supported by the availability of online tutoring through a service such as Smarthinking, Ask Online,

or the like. Additional center-based tutoring may be available with the partner community college and will be governed by the aforementioned operational Memorandum of Understanding.

Each DFW campus will further house a computer lab for various tests (WPE, TSI, etc.) and a bookstore, which will be incorporated as part of MSU's bookstore contract or the community college's bookstore contract. Periodical and journal collections are digitized and available through the Moffett Library's website.

6.4 Other Support Services

Student ID services will be provided to students at the DFW campuses. They will be able to have their picture taken and receive a campus ID card on site. Technical support for students, faculty, and staff will be provided from an IT position on each DFW campus, which is likely to be shared with the partner institutions. Further, current paper based processes can be scanned by MSU personnel (see section 7.0) working at the DFW campuses and sent to the Registrar. Business office functions can be accomplished via online store.

6.5 Security

Providing a safe and secure learning atmosphere is paramount to the success of the DFW campuses. WCWC currently has a sworn Police Officer on campus weekdays from 7:00 AM to 3:00 PM. As MSU will offer evening classes, it is recommended for a second sworn Police Officer to be present from 3:00 PM until 10:00 PM. The reporting structure and duties of a second Police Officer will be governed by the operating Memorandum of Understanding.

If it is not possible or feasible to add a second Police Officer, it is recommended that security be contracted where not currently present. MSU's Chief of Police will provide contract oversight. The following are recommended with contracting security operations:

- If there is criminal activity, the appropriate local police agency can respond and make requisite reports.
- Minor criminal activity, such as misdemeanors, can be handled via phone by MSU campus police.
- Security officer will be present in the evenings while classes are in session, after the Administrative Assistant and other administrators leave.
- MSU Chief of Police will be liaison with the respective local police agencies.

In addition to Police Officers, the following safety procedures are recommended:

- An emergency management plan specific to the DFW campuses will be developed prior to the commencement of classes.
- DFW campuses camera systems should feed video to MSU dispatch. Dispatch can monitor with other cameras and contact the appropriate police agency in the event of an incident.

- Camera locations:
 - Main lobby
 - Corridors
- Access system for new construction should be card swipe, which will be managed by the campus office. Licensing changes with C.S. Gold will be required.

7.0 Personnel

One of the benefits of locating with a community college is efficiency in operations. These operational efficiencies extend to personnel costs, where the institutions may have an opportunity to share personnel costs and functions versus unnecessary duplication. As such the personnel presented in Table 2, with the exception of the director and the director's assistant, may be subject to serving students of both institutions and, if so, the fiscal burden for each institution will be halved. In addition to the staff listed in Table 2, additional faculty will be required as demanded by the course offerings at WCWC.

8.0 Ancillary Benefits for the Wichita Falls Residential Campus

A plurality of MSU's students at the Wichita Falls campus originate in the DFW metroplex. A more permanent arrangement in DFW will further MSU's ability to brand and recruit for the Wichita Falls residential campus.

The WCWC location is a 1.25 hour drive from Wichita Falls, making it very accessible for traditional students from the area desiring a residential campus experience. The expected growth of this area through 2030 will additionally allow any staff based-out of the WCWC campus accessible for enrollment assistance. More specifically, MSU's DFW based Admissions Counselors will have a physical location to meet with prospective students of the Wichita Falls campus and assist with enrollment processes. Further, a prospective Wichita Falls campus students can participate in a virtual reality tour of the Wichita Falls campus at a partnership location.

The location of each of the proposed partnerships is within a reasonable proximity to feeder high schools. The accessibility of these high schools for MSU's DFW based Admission Officers will allow for greater familiarity with the MSU brand which, in turn, can lead to positive brand identity. This is called the "halo effect." Anctil (2008) succinctly describes the halo effect when institutions with strong brand identity "carry a halo of positive assumptions about them" (p. 38). Given the demand analysis suggests MSU does not have a strong brand in the DFW area, a physical presence, and thus familiarity, will benefit perceptions of the MSU brand. Beyond the physical presence, the halo effect can be leveraged by marketing activities and high profile community-based activities.

Table 2

Positions required at each of the DFW campuses; the director and the assistant to the director will serve both campuses.

Position	Reports to	Duties
Director	VP for Student Affairs & Enrollment Management with lines to the Provost	Daily operations oversight; scheduling, facility operations; planning; delivery of educational services; enrollment planning (with VP for Enrollment); community outreach; industry outreach; serving community college partners.
Assistant to the Director	DFW Director	Facility opening; provide administrative support; greet individuals when entering the facility; greet phone calls; assist students with online functions.
Program Specialist	DFW Director with lines to Registrar	Specialized in registrar and Veteran Affairs, with cross training in admissions and financial aid.
Academic Program Coordinator	DFW Director with lines to Academic Advising	Coordination of academic advising; work with program chairs to develop class schedules;
PC / Network Service Technician	CIO	Under the general supervision of the PC/Network Services Manager this position will complete work orders, assist staff and faculty with use of technology, perform complex technical work including system installation, application deployment, and general troubleshooting.
Assistant Director of Admissions	Director of Admissions	Existing position in Fort Worth. Responsible for coordinating DFW recruitment activities, including assistance with DFW campuses. Will office at one of the DFW campuses and assist program specialist and academic program coordinator during peak times.

9.0 Pro Forma

The WCWC partnership will initially require less facility overhead. The SCC partnership will require greater facility overhead, as there is likely a lease that could involve construction. The expected pro forma for summer 2016 at WCWC is presented as Table 3. According to Appendix E, the summer 2016 term is part of the soft opening of the program, i.e. the WCWC campus will not be fully utilized by MSU prior to spring 2017. The result is summer 2016 expected net revenue of \$38,333. As the program expands, additional expenses concomitant with enrollment will be incurred, including faculty and personnel as addressed in section 7.0.

Table 3

Summary of expected summer 2016 WCWC course offerings revenues and expenses. Detail provided as Appendix C.

Revenues and Expenses	Revenues	Net	Description / Explanation
COE* - Institutional Revenue	\$51,678		
COE - IEF** Revenue	3,705		
Less COE - salaries/benefits	(15,050)		Includes benefits.
Less COE - travel costs	(2,000)		20 visits. 220 miles @ .45/mile
Net Revenue- WCWC		\$38,333	

* College of Education

** Instructional Enhancement Fee

9.1 Start-up Costs

Certain items will require capital expenditures prior to realized revenue in order to successfully begin the partnerships. For the immediate WCWC partnership, table 4 lists the expected start-up costs; Appendix E provides timelines of the various purchases, all of which occur in fiscal year 2017. Personnel listed in table 4 will require investment prior to realizing requisite revenue, as said positions will be hired before the commencement of the courses they will teach. As the partnership with SCC is currently exploratory in nature, these costs will be developed over time.

Table 4

Expected start-up costs for WCWC partnership.

Item	Cost	Explanation
Interactive Television	\$150,000	Allows courses taught at Wichita Falls Campus to be simultaneously delivered to remote classrooms.
Marketing campaign	\$100,000	Campaign for spring 2017. Continuing costs of \$50,00 annually.
Marketing position	\$50,000	Initial outlay; will subsequently be part of operating budget.
Faculty costs	\$50,000	Initial outlay; will subsequently be part of operating budget. Will change consistent with enrollment.
Total FY 17*	\$350,000	

*start-up for FY17 under development and will likely see variation.

9.2 Outside Sources of Revenue

In addition to tuition, fees, and state reimbursement via weighted credit hour production, MSU intends to request special item funding during the 85th Legislative Session in 2017, and apply for the Strengthening Institutions Program grant. The latter is a Title III grant offered through the U.S. Department of Education, and is expected to next be awarded in fiscal year 2017.

Appendix A

Support for the Texas Higher Education Coordinating Board's 60x30TX Strategic Plan

As the State of Texas continues to focus on job creation and economic development, ongoing investment in higher education will be critical. The Texas Higher Education Coordinating Board (THECB) recently released the 60x30TX higher education strategic plan.

This plan calls for four broad goals (Texas Higher Education Coordinating Board, 2015a):

1. *Overarching goal:* by 2030, at least 60% of Texans ages 25– 34 will have a degree or certificate.
2. *Completion goal:* by 2030, at least 550,000 students in that year will complete a certificate or associate's, bachelor's, or master's degree from an institution of higher education in Texas.
3. *Marketable skills goal:* by 2030, all graduates from Texas public institutions of higher education will have completed programs with identified marketable skills.
4. *Student debt goal:* by 2030, undergraduate student loan debt will not exceed 60% of first-year wages for graduates of Texas public institutions.

As of 2013, only 38% of Texas's 25 to 34 year old population held a post-secondary degree or certificate (Texas Higher Education Coordinating Board, 2015a). Further, the target age group is increasingly Hispanic and lower socioeconomic; coupled with goal 4, student debt, Texas colleges and universities will be required to seek delivery methods other than the traditional college experience. "The 25- to 34-year-old population, the target age group of the 60x30 goal, is projected to grow 41% among Hispanics between 2015 and 2030. Although the state has made strides among Hispanic Texans, poverty among this population has increased, especially among those with lower levels of education" (Texas Higher Education Coordinating Board, 2015a, p. 5). The increasing poverty of this population does not bode well for higher education degree completion. As of fall 2014, 10% of economically disadvantaged students from the fall 2003 eighth grade cohort have completed a post secondary degree or certificate, compared to 30% of their non-economically disadvantaged peers (Texas Higher Education Coordinating Board, 2015b).

The 60x30TX higher education strategic plan will be used as a framework for Midwestern State University's (MSU) proposed entry into the Dallas/Fort Worth market (DFW). While there is some inherent relationship between the four broad goals of 60x30TX, this appendix generally describes how MSU's DFW outreach supports each goal.

60x30TX Overarching Goal

The partnership with SCC will give MSU access to a sizeable population, of which less than 50% of residents 25 years of age and older have earned at least a bachelors degree (see Appendix B). Further, the population of this area is expected to see a minimum (zero migration) increase in Hispanic residents of 29% through 2025; the increase in Hispanic population will be 105% if 2000 to 2010 migration rates are duplicated. The sizeable increase of the Hispanic population, coupled with the higher education gap among this demographic, necessitates increasing local higher education opportunities. The partnership will create such an opportunity in the communities surrounding SCC.

Of the 25 years of age and older population in the immediate vicinity of WCWC, only 19% have earned at least a bachelor's degree; only 26% have any post secondary credential. Similar to SCC, the adult population will see significant growth in the Hispanic population through 2025 (Appendix C). Specifically, the Hispanic population will increase 32% under a zero migration scenario and 108% under the same migration pattern that was observed from 2000 to 2010. The low higher education participation and completion rates realized by this demographic necessitates increasing local higher education opportunities, such as the partnership between MSU and WCWC.

The framework for the partnership will directly address the following two strategies of the overarching goal:

1. Provide high-quality education programs for educationally underserved adults.
2. Develop practices to encourage stop-outs with more than 50 semester credit hours to return and complete a degree or certificate.

60x30TX Completion Goal

Under any migration scenario in Appendices C and C, the adult Hispanic population in the respective areas will realize a dramatic increase through 2025. Regarding the Hispanic population, the Texas Higher Education Coordinating Board (2015a) notes "...poverty among this population has increased, especially among those with lower levels of education" (p. 5). The proposed partnerships with WCWC and SCC will allow MSU greater access to an underrepresented population for which parity in education is important for our state's economic future.

Sharing a location and personnel necessitates the tight alignment of curricula and seamless processes for transfer between the institutions. The completion focus of 60x30TX will be better served by designing a structure that recognizes some students' needs to complete with a certificate or an associates degree, yet the structure allows for seamless transition into a baccalaureate program for greater earning potential.

60x30TX Marketable Skills Goal

Appendices B and C demonstrate the incremental economic value of education; as individuals earn a bachelors or graduate degree, their income increases. While 60x30TX appropriately calls for completion at the certificate level or greater, the proposed partnership will intentionally expose underrepresented populations to a bachelor's granting institution in the same location as their associate's degree. Higher levels of education results in greater disposable income, which has a positive impact on tax revenue and thus, the state treasury.

60x30TX Student Debt Goal

Sharing locations with community colleges will allow MSU to address this goal in two important ways:

1. MSU will offer only junior, senior, and graduate level courses at the shared locations. As such, the proposal presupposes students will have completed two years at the community college. As shown in Table A.1, tuition and fees for 60 hours for an out-of-district student at SCC are \$4,560. Similarly, tuition and fees for 60 hours at MSU

are \$16,008. Thus, students will realize savings of \$11,448 in their first two years. Students attending the shared location with WCWC will similarly realize a savings of \$10,128 in their first two years

2. Sharing a location with another institution will result in operational efficiencies realized by the two institutions. Section 9.0, Pro Forma, discusses the operating pro forma for the partnership with WCWC. Sharing the financial burden of a facility and staffing greatly reduces exposure by any of the institutions individually, and may allow for further discounting of students' costs given the lessened exposure.

Table A.1

*2015-2016 tuition and fees exclusive of differential fees for 15 and 60 hours**

Institution	In State	Out of District/Branch Campus
		15 Hours
MSU	\$4,002	
SCC		\$1,140
WCWC		\$1,470 (Wise County)
		60 Hours
MSU	\$16,008	
SCC		\$4,560
WCWC		\$5,880 (Wise County)

*Sources: Weatherford College, SCC, Midwestern State University

Summary

For MSU, locating with community colleges in DFW will allow for greater participation in the THECB's 60x30TX goals. Similarly, partner community colleges will realize greater participation as a result of MSU's presence. The synergies created by the two types of higher education institutions partnering in the same physical space will lead to a more educated workforce with lower debt than a traditional education.

Appendix B

2014 estimated market size of individuals 25 years of age and older the area surrounding SCC, as described in section 3.0 (N = 287,350)

Gender and Ethnicity*

Male	Female	Hispanic or Latino	White ⁺	Black or African American	Native American	Asian	Pacific Islander	Two or more Races
138,885	148,465	69,258	291,059	26,587	1,602	42,060	247	10,429

Educational Attainment and Median Earnings*

	H.S. Graduate	Some College	Assoc. Degree	Bachelors Degree	Grad or Prof Degree
Population	45,520	63,406	21,379	94,127	45,611
Median Earnings	\$35,212	\$47,427	\$47,427	\$65,648	\$82,799

2025 Population Projections of 25+ Years of Age and Percentage Change from 2014**

	Total	Hispanic Or Latino	White	Black or African American	Other
No Migration	326,573 (+14%)	89,647 (+29%)	310,965 (+7%)	31,023 (+17%)	64,664 (+19%)
1/2 2000 – 2010 Migration	363,723 (+27%)	112,907 (+63%)	320,551 (+10%)	36,855 (+39%)	78,270 (+44%)
2000 – 2010 Migration	408,577 (+42%)	141,798 (+105%)	328,874 (+13%)	43,756 (65%)	94,699 (+74%)

*Source: United States Census Bureau

**Source: Texas State Data Center

⁺ Includes Hispanic

Note: The Texas State Data Center makes no projections for ZIP code areas. As such, the percentage growth projection for the individual ZIP code areas is assumed to be equal to the county growth rate in which they reside.

Appendix C

2014 estimated market size of individuals 25 years of age and older within 20 miles of Weatherford College Wise County (N=111,789)

Gender and Ethnicity*

Male	Female	Hispanic or Latino	White [†]	Black or African American	Native American	Asian	Pacific Islander	Two or more Races
55,273	55,516	23,092	136,549	2,568	1,058	645	40	2,310

Educational Attainment and Median Earnings*

	H.S. Graduate	Some College	Assoc. Degree	Bachelors Degree	Grad or Prof Degree
Population	36,666	30,531	7,599	15,496	5,419
Median Earnings	\$34,272	\$37,678	\$37,678	\$51,871	\$57,298

2025 Population Projections of 25+ Years of Age and Percentage Change from 2014**

	Total	Hispanic Or Latino	White	Black or African American	Other
No Migration	125,302 (+12%)	30,580 (+32%)	144,972 (+6%)	2,920 (+14%)	5,098 (+26%)
1/2 2000 – 2010 Migration	137,368 (+23%)	38,343 (+66%)	149,838 (+10%)	3,368 (+31%)	5,808 (+43%)
2000 – 2010 Migration	151,298 (+35%)	48,033 (+108%)	155,519 (+14%)	3,855 (50%)	7,437 (+83%)

*Source: United States Census Bureau

**Source: Texas State Data Center

[†] Includes Hispanic

Note: The Texas State Data Center makes no projections for ZIP code areas. As such, the percentage growth projection for the individual ZIP code areas is assumed to be equal to the county growth rate in which they reside.

Appendix D

Detail of summer 2016 WCWC course offerings revenues and costs presented as table 3

Weatherford College Wise County
Location

	Classes Offered				Total SCH	Total DT & Fees	SSF	Ath Fee	IEF	Distance Ed Fee	Total Revenue	Faculty Wage	Faculty Benefits	F2F
	HC	Fall	Spr	Sum										
Summer 2016														
EDUC 3183 Classroom Assmnt	20			1	60	12,920	925	595	926	-	15,367	4,075	589	1
EDUC 3163 Classroom Mngmt	20			1	60	12,920	925	595	926	-	15,367	2,500	361	1
COUN 2143 Human Diversity	20			1	60	12,920	925	595	926	-	15,367	2,500	361	1
EPSY 3153 Educ Psych	20			1	60	12,920	925	595	926	-	15,367	4,075	589	1
	0	0	4		240	51,678	3,701	2,381	3,705	-	61,466	13,150	1,900	4

Notes:
Potential of 34 students. Used 20 to be conservative.

Appendix E
Timeline summary for WCWC

Target Date / Deadline	Task	Task Category
2016		
Feb - March & ongoing	Meetings with WCWC to align programs	Academic
March 28	Execute memorandum of understanding	Operational
March 30	Distribute notification of summer course offerings to public institutions within a 50-mile radius	Academic
April 18	Begin accepting applications for summer 2016	Operational
April 21	Market research received	Marketing
April 21	Meet with WCWC officials to align application process, student services, advising, registration, and other functions.	Operational
Early May – October 3	Develop and implement internal processes identified at the May meeting with WCWC	Operational
May 12	Board of Regents update	
May 16	Identify fall 2016 courses to be taught	Academic
June 6	Distribute notification of fall course offerings to public institutions within a 50-mile radius	Academic
June 6	Begin teaching courses/summer I session begins	Academic
Summer & ongoing	Identify and execute program articulation agreements	Academic/Operational
July 5	Issue Marketing RFP	Marketing
July 18	Issue RFP for interactive television installation on Wichita Falls campus	Operational
August 4	Board of Regents update and action items, as appropriate	
August 8	Execute facility and staffing agreement	Operational
August 8	Begin search for DFW director	Operational
August 11	Marketing RFPs due	Marketing
August 22	Interactive television RFPs due	Operational
August 27	Fall classes begin	Academic
August 29	Award marketing RFP	Marketing
September 1	Identify programs and courses for spring 2017	Academic
September 1	Identify faculty needs for spring 2017	Academic

September 5 - 9	Interview for DFW director	Operational
September 6	Award interactive television RFP	Operational
September 12	Offer of employment for DFW director	Operational
September 12	Begin search for identified faculty needs	Academic
September 26	Marketing campaign kicks-off (target spring enrollment)	Marketing
October	Installation of interactive television	Operational
October 1	Notify MSU Registrar of spring 2017 course offerings	Academic
October 3	DFW director begins	Operational
October 10	Advertise for shared positions, per facility and staffing agreement	Operational
October 10 & ongoing	Operational campaign (branding, public relations, advertising)	Marketing
October 17	Begin interviews for faculty as appropriate	
November 7	Offers of employment to faculty (full-time and adjunct) for spring, as appropriate	Academic
November 7 - 11	Interview for shared positions, as appropriate	Operational
November	Board of Regents update and action items, as appropriate	Operational
November 14	Offer of employment to shared positions, as appropriate	Operational
December 1	Shared positions begin employment	Operational
December 1	Begin offering shared student services	Operational
2017		
January 9	New faculty report	Academic
January 9	Public event	Operational
January 14	Classes begin	Academic

Appendix F

Map of DFW with WCWC and Weatherford locations denoted with pin placements; the relative location of SCC is within the circle boundary.



References

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- Texas Higher Education Coordinating Board (2015). 60x30TX: Texas Higher Education Strategic Plan. Retrieved from [Http://Http://www.thecb.state.tx.us/reports/PDF/6862.PDF?CFID=39905606&CFTOKEN=28066091](http://www.thecb.state.tx.us/reports/PDF/6862.PDF?CFID=39905606&CFTOKEN=28066091).
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Status of Board-Approved Construction Projects

Project	BOR Project Approval Date	Architect/Engineering Firm Approved	BOR Approved Project Budget	Encumbered/ Spent Dollars	Additional Projected Costs	Total Project Cost	Over/Under Budget
Student Housing Project	11/7/2014, 5/15/2015	8/8/2014 Treanor Architects	\$ 35,250,000	\$ 34,897,179	\$ 352,821	\$ 35,250,000	\$ - (1)
Mass Comm Extension	11/7/2014, 11/13/2015, 2/12/2016	2/13/2015 Rees Associates	\$ 5,500,000	\$ 5,424,712	\$ 75,288	\$ 5,500,000	\$ - (2)
Roofing Project	2/13/2015	-	\$ 2,654,209	\$ 2,286,616	\$ 367,593	\$ 2,654,209	\$ -
Athletics/Intramural/Free-Play Facilities	12/16/2015, 2/12/2016	State contract	\$ 4,566,200	\$ 3,551,302	\$ 900,242	\$ 4,451,544	\$ (114,656)
West Campus Annex Parking Lot	2/12/2016	ID/IQ-Proven Cornerstone Engineering	\$ 700,000	\$ 463,826	\$ 136,174	\$ 575,000	\$ (125,000)
TAS-ADA/Fire Marshal Upgrades	11/13/2015	2/12/2016 Harper-Perkins Architects	\$ 5,270,000	\$ 85	\$ 5,269,915	\$ 5,269,915	\$ - (3)
Gunn College of Health Science & Human Services Building	11/13/2015	2/12/2016 Randall Scott Architects	\$ 38,000,000	\$ 48,915	\$ 37,951,085	\$ 38,000,000	\$ - (3)

(1) Increased budget by \$2 MM due to preliminary estimates.

(2) Increased budget by \$500k to match Guaranteed Maximum Price value after significant value engineering effort.

(3) Budget approval request per May 2016 BOR agenda.



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

Construction Projects Status Report – Item 16-86

Projects completed since February 2016 Board of Regents meeting include:

1. CHILLER #1 COMPRESSOR OVERHAUL (\$117k).
2. REPLACE FLOORING IN PROVOST'S SUITE TO IMPROVE AIR QUALITY (\$6.4k).
3. REPLACE EXTERIOR PANELS IN BOLIN GREENHOUSE, HAIL DAMAGE (\$22k).
4. INSTALL SLEEVE IN FAIN FINE ARTS 21" SEWER LINE (\$57k).

Ongoing projects (limited HEAF funds available in FY16 for deferred maintenance projects):

WORK ORDER SOFTWARE SYSTEM: - \$100k

- Replacement of the antiquated Access database system used to log work orders.
- Currently evaluating the functionality of several potential suppliers.

ADDITIONAL PROJECTS <\$100k:

Projects in process scheduled for completion over the summer include:

1. Replace Ferguson elevator pump, controller, and operating panel (\$68k).
2. Renovation of Shawnee Theater in Clark Student Center for dining (Chartwells).
3. Renovation of dining hall in Clark Student Center (Chartwells).

Facilities Programming

Midwestern State University

Wichita Falls, Texas

March 28, 2016

revised April 26, 2016

HOLZMAN MOSS BOTTINO
ARCHITECTURE

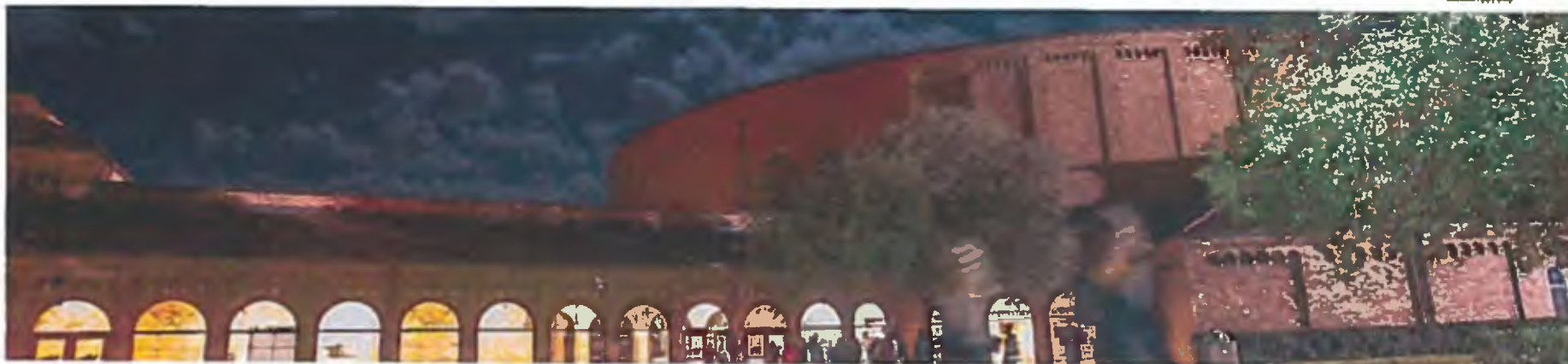


EXECUTIVE SUMMARY

In October 2015, Holzman Moss Bottino Architecture conducted a two-day Visioning Workshop at Midwestern State University to establish campus and academic priorities that fall within the statutory limits of how the \$58.4 million dollars of Tuition Revenue Bond funding could be allocated.

Three different solutions were explored to address as many of the identified campus needs as possible within the TRB budget. All three suggested that a portion of the TRB money be used to rectify any code issues that exist in the specified buildings identified in the TRB request. Beyond that, the options varied as to the magnitude of improvements for each of the individual buildings. Ultimately MSU chose to pursue an option that maximizes the amount of available square footage on campus for academic and student needs. The recommended approach proposes to:

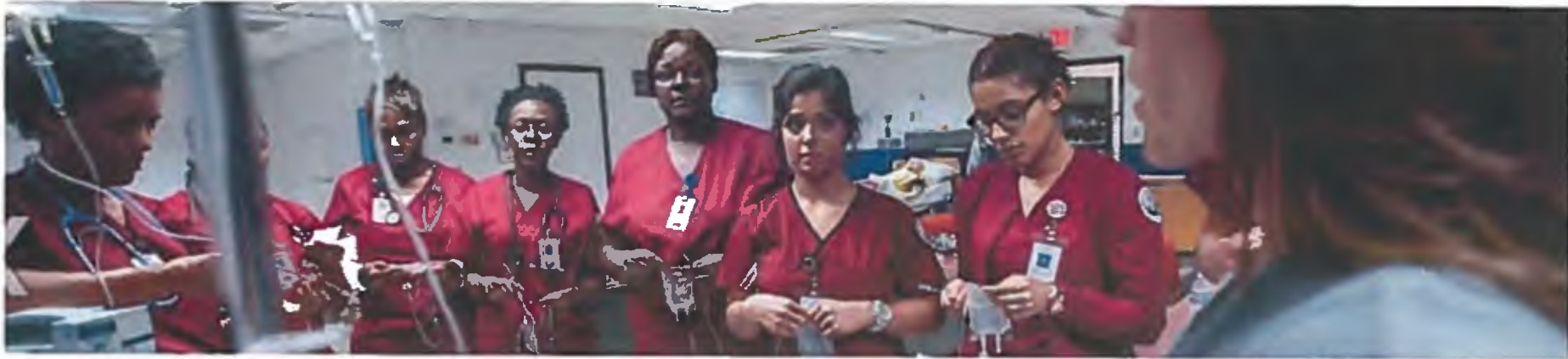
- Construct a New Health Science and Human Services Building with a Simulation Center
- Relocate Information Technology Services and Server
- Repurpose and Renovate Bridwell Hall for New Uses
- Renovate Moffett Library as proposed in the 2014 Feasibility Study
- Address Code Issues at:
 - Hardin Administration Building
 - Fain Fine Arts Center
 - Bolin Science Hall
- Improve the Pedestrian Experience with Campus Beautification Projects



Beyond the TRB funds, it also proposes long-term improvements that:

- Address Code Issues at Ferguson Hall
- Renovate Hardin South Admissions and Visitors Center
- Demolish McGaha Hall and Counseling Center and Replace with a New Parking Lot

Given the multiplicity of projects and magnitude of renovation and construction, the University solicited the services of Holzman Moss Bottino Architecture once more, to provide a greater level of detail for the recommended option. In particular, the firm developed for each project a building program that quantifies each space and activity included in the building, an Opinion of Probable Cost, and a schedule for phased implementation.



BUILDING PROGRAMS

Holzman Moss Bottino Architecture conducted work sessions with faculty and administration of **Midwestern State University** to understand existing and projected space needs for all of the departments potentially impacted by the projects included in the preferred approach. These included programs and departments currently housed on campus in addition to a new Learning Center (tutoring) which does not yet exist as a University department. The Building Programs on the following pages are based on the course offerings and activities of MSU, anticipated student enrollment and faculty growth, and national standards for similar spaces at competitive academic institutions across the country.

In developing the Building Program for the new Health Sciences and Human Services Building, the firm used the 2014 "HS+HS Bldg Spatial Requirements" document provided by MSU as a starting point for confirmation of needs. The number of required offices, classrooms, labs, lounges, and clinical spaces was collectively reviewed and adjusted; some spaces were slightly reduced in size. It is assumed that when an architectural firm is hired for the building project, the program will be confirmed once more, and greater inquiry can be paid to lab sizes, internal circulation factors, and the overall building net-to-gross ratio.

Similarly, for Moffett Library, the firm relied on the findings and recommendations of the "2014 Moffett Library Feasibility Study" as the basis of developing the Building Program. Understanding that no component of IT Services would be co-located at Moffett (the Study had 400 square feet of IT Space included), the firm proposes that some or all of this available space could be allocated to the Honor's Program, based on its existing space needs within the Library.



PROPOSED IMPROVEMENTS

The proposed improvements are closely aligned with the needs stated in the Legislative Appropriations Request upon which TRB funds were authorized. Primarily, the request envisioned a new Health Science and Human Services (HS+HS) building, noting that enrollment in the college represents 39% of the university's total student population, yet the existing facilities provide less than half of the needed space compared to similar peer Texas institutions. Several programs have reached maximum capacity within the existing space and cannot add any additional enrollment. In the request, the building was sized at 126,250 gross square feet. With MSU receiving \$58.4 million of the \$73 million requested, it was necessary to reduce the size of the facility by more than 30 percent so that monies would still be available to address necessary code improvements in several existing buildings, such as Fain Fine Arts Center, Bolin Hall, and Hardin Administration Building.

The new 85,600-square-foot **HS+HS Building** is proposed to be a three-story facility catty-corner from Bridwell Hall to the west, forming a counterpart to the Dillard College of Business Building. The building forms the fourth side of a new quadrangle together with Bridwell, Dillard, and McCoy. The footprint of the ground floor accommodates the College's "showcase laboratories" including the Simulation Center, Radiological imaging facilities, and Respiratory Care labs in addition to the publically-accessed Dental Hygiene Clinic.

A second priority described in the application was the relocation of **Information Technology** from Memorial, a 1945 army barracks building, to a more secure location. Information Technology is located in an antiquated building which is structurally and functionally obsolete, especially in its use to be a state-of-the-art Information Technology Center. Rationale for relocation included the fact that renovation and modernization of Memorial would not be as cost effective as moving Information Technology to a new location and demolishing the building. The proposal is to move



the IT staff and IT help desk functions into **McCullough Hall**. Since special environmental criteria must be strictly adhered to in the server room and relocation of the server is a considerable expense, prudent planning suggests including the server room in the new HS+HS building so it can be designed according to best practices in a secure location for many years to come. Since McCullough Hall is directly adjacent to the HS+HS building, IT staff will not need to travel more than a few hundred feet to access the server. McCullough is also able to provide the staff with its desired number of offices, workroom, and storage spaces, and a new state-of-the-art training/conference room.

Once the HS+HS building is constructed, **Bridwell Hall** can be renovated and repurposed for new student services. This is a significant element of the preferred scheme, as the construction of a new building allows for the existing to serve new uses, thereby maximizes the amount of usable square footage on campus. Since the building was constructed in 1998, it is in relatively good condition and requires only minor renovation to transform its double-loaded corridors of office and classroom space into new departmental suites. The renovated building will be a center for student services and support, including: the new Learning Center, Veterans Affairs, Disabilities Services, International Services, Intensive English Language Institute, Testing, the Career Management Center, TRIO, and the Counseling Center.

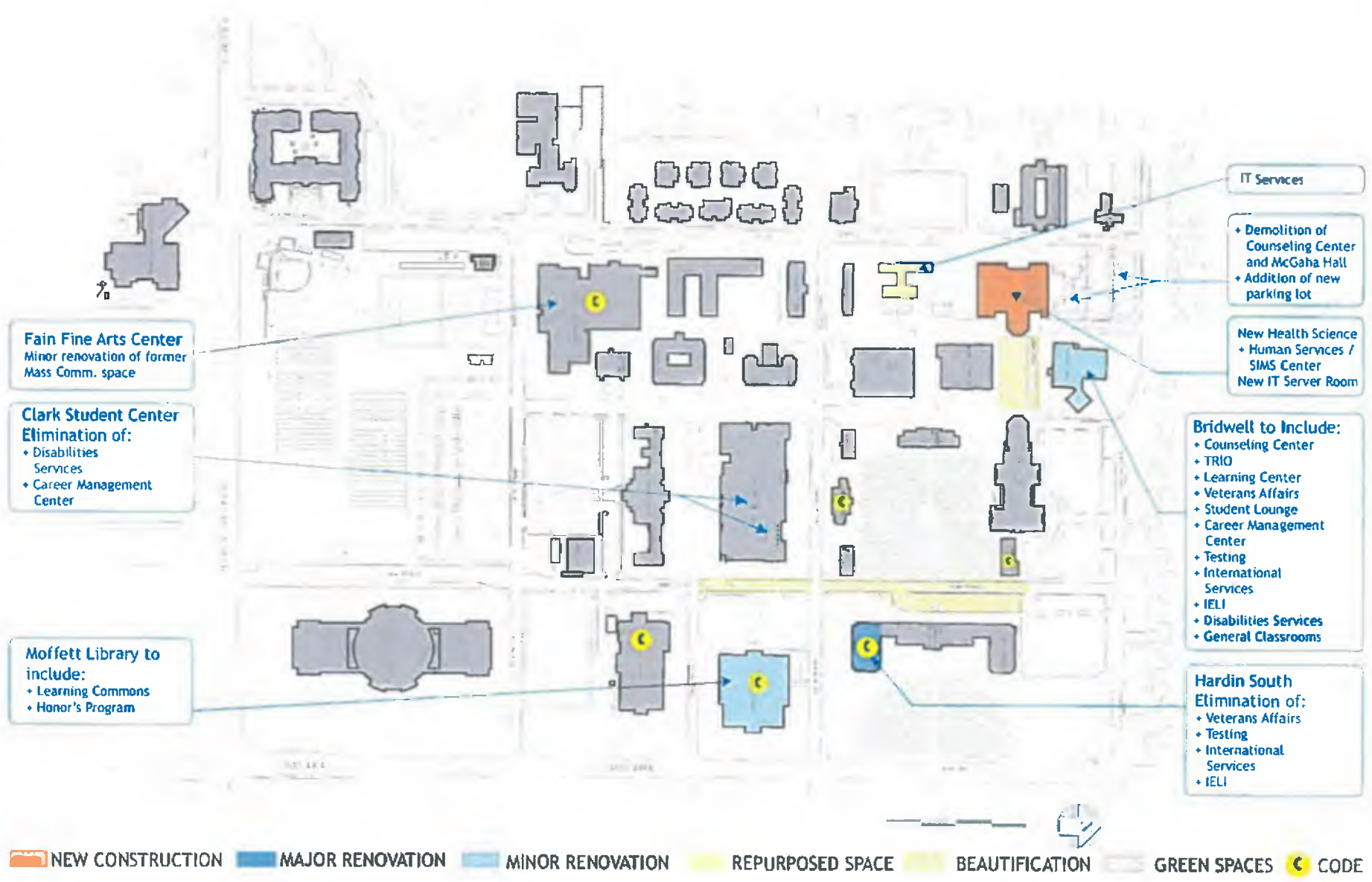
Following the renovation of Bridwell Hall, both the existing Counseling Center building and McGaha Hall can be demolished and replaced with a new surface parking lot. It is also proposed that the Paint Shop and McCullough Annex also be demolished.

The TRB request further included updates to **Moffett Library**, specifically to address TAS/ADA compliance, Fire Marshall issues, ASHRAE standards, roof and flooring conditions, etc. Recognizing that the Moffett Library impacts the entire university community, the preferred approach proposes renovation, while occupied, consistent with the recommendations of 2014 Moffett Library Feasibility Study to transform it into an inviting 21st Century library and learning center.

Lastly, beyond the limitations of available TRB funding, the long-term vision of the university includes major renovation of **Hardin South**. This is an opportune time to create a substantially improved and expanded Admissions and Welcome Center given that all of the existing programs located on the second floor of Hardin South were relocated to Bridwell Hall. It also permits Graduate Studies to be relocated and consolidated in Hardin South.

In addition to renovation and construction projects, the plan proposes campus beautification strategies, including the closure of **Council Drive** from Hardin to Moffett. This portion of roadway would be enhanced with streetscape improvements to create a pedestrian environment and unimpeded visual and physical access from the Hardin Administration Building to the Quadrangle/Bolin Fountain.

PROPOSED IMPROVEMENTS



Board Agenda - May 2016 - Executive Attachment 16-87

TRB FUNDED IMPROVEMENTS

	PROJECT SCOPE	PROPOSED PROGRAM	PHYSICAL IMPACT	CAMPUS BEAUTIFICATION
HEALTH SCIENCE AND HUMAN SERVICES	<ul style="list-style-type: none"> • New 85,600 GSF Building • Consolidation of SIMS Center • New IT Server Room 	<ul style="list-style-type: none"> • College of Health Science and Human Services • IT Server Room 	<ul style="list-style-type: none"> • Displacement of 113 Parking Spots (Lot #13) • Existing SIMS Center Vacant 	<ul style="list-style-type: none"> • Forms New Quadrangle Together with Bridwell, Dillard, and McCoy
BRIDWELL HALL	<ul style="list-style-type: none"> • Minor Renovation of Building • Consolidates Student Services on Campus 	<ul style="list-style-type: none"> • Learning Center (Tutoring) • Veterans Affairs • Disabilities Services • International Services • Intensive English Language Institute • Testing • Career Management Center • Counseling Center • TRIO • Student Lounge • Existing Lecture Hall & Classrooms 	<ul style="list-style-type: none"> • Counseling Center Demolished • McGaha Hall Demolished • Frees Up Space in Clark Student Center 	<ul style="list-style-type: none"> • New Parking Lot on Campus Edge
MOFFETT LIBRARY	<ul style="list-style-type: none"> • Minor Renovation of Entire Building • Code Improvements 	<ul style="list-style-type: none"> • Academic Library • Learning Commons • Honor's Program • Computer Lab 		<ul style="list-style-type: none"> • Council Drive Closure with Streetscaping
INFORMATION TECHNOLOGY	<ul style="list-style-type: none"> • Relocation into McCullough Hall • Minor Renovation of McCullough Hall 	<ul style="list-style-type: none"> • IT Services Staff • IT Help Desk 	<ul style="list-style-type: none"> • Memorial Hall Shuttered 	

TRB FUNDED CODE IMPROVEMENTS

	PROJECT SCOPE	PROPOSED PROGRAM	PHYSICAL IMPACT	CAMPUS BEAUTIFICATION
HARDIN ADMINISTRATION BUILDING	<ul style="list-style-type: none"> Minor Renovation Code Improvements 	<ul style="list-style-type: none"> As Is 	<ul style="list-style-type: none"> Displacement of 73 Parking Spots 	<ul style="list-style-type: none"> Council Drive Closure with Streetscaping
BOLIN SCIENCE HALL	<ul style="list-style-type: none"> Minor Renovation Code Improvements 	<ul style="list-style-type: none"> College of Science and Mathematics 		
FAIN FINE ARTS CENTER	<ul style="list-style-type: none"> Minor Renovation in Former Mass Communications Space Code Improvements 	<ul style="list-style-type: none"> College of Fine Arts 		

NON FUNDED LONG-TERM IMPROVEMENTS

DEMOLITION	<ul style="list-style-type: none"> Counseling Center McGaha Hall McCullough Hall Annex Paint Shop 			<ul style="list-style-type: none"> New Parking Lot on Campus Edge
HARDIN SOUTH	<ul style="list-style-type: none"> Major Renovation 	<ul style="list-style-type: none"> New Admissions and Welcome Center Graduate Studies Relocation and Consolidation 		
FERGUSON HALL	<ul style="list-style-type: none"> Minimal Renovation Code Improvements 	<ul style="list-style-type: none"> College of Education 		
UNIVERSITY PRESS	<ul style="list-style-type: none"> Code Improvements 	<ul style="list-style-type: none"> Credit Union 		



SCHEDULE

In most instances the construction of the identified projects can occur simultaneously. The exception to this rule is that the new Health Sciences and Human Services building must be constructed before Bridwell is renovated. Once Bridwell is renovated, a domino effect comes into play as follows:

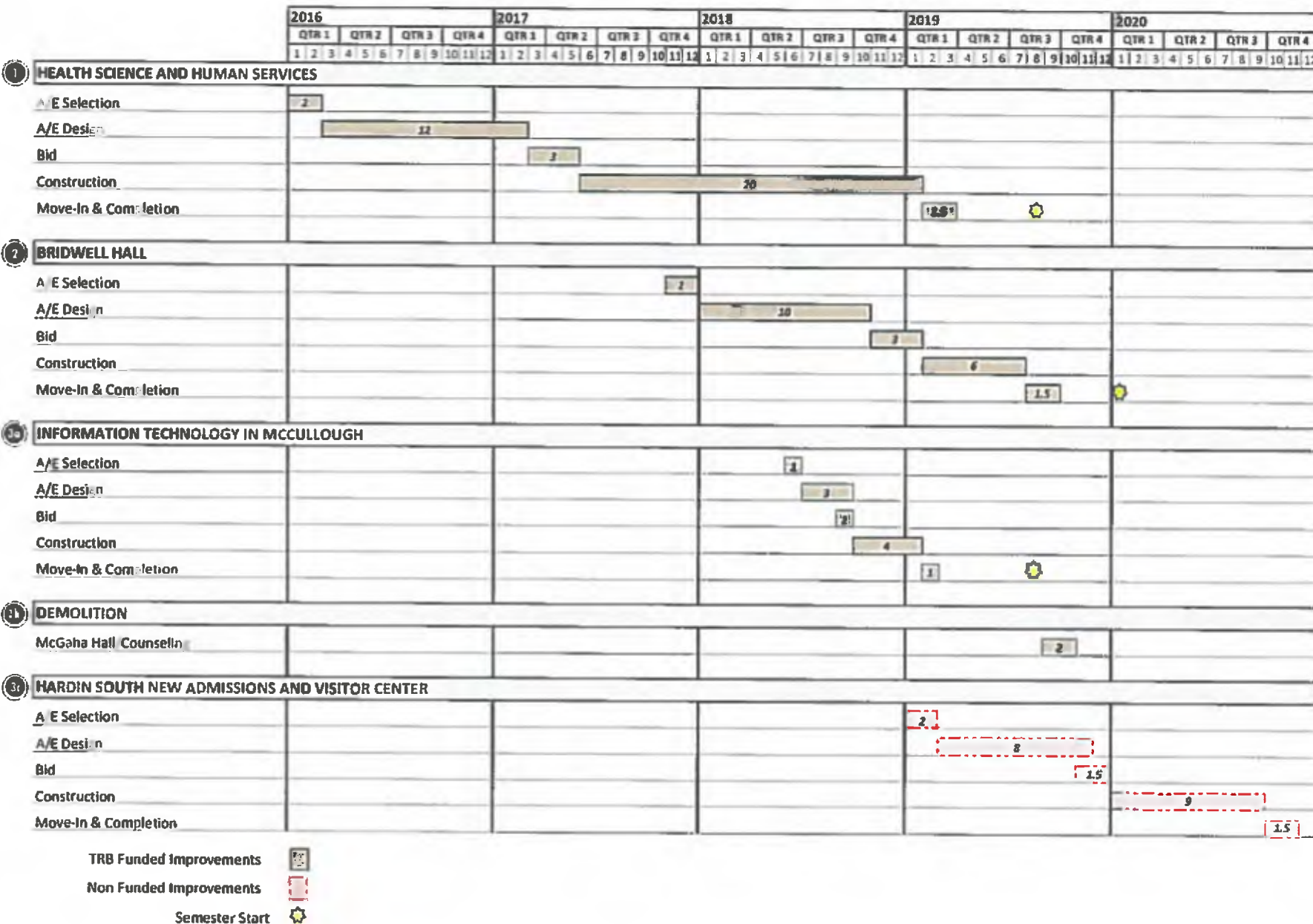
- 1 Construct HS+HS & New Quadrangle
- 2 Renovate Bridwell Hall
- Relocate IT Staff to McCullough Hall
- Demolition of:
 - Counseling Center
 - McGaha Hall
 - McCullough Hall Annex
 - Paint Shop
- 3c Renovate Hardin South for New Admissions and Visitors Center
- Construct New Parking Lot on former Counseling Center Site

Projects which can occur in any order as the University prefers include:

- Renovate Moffett Library
- Hardin Infrastructure & Code
- Temporary Tutoring Location
- Hardin Street & Quad Improvements

Projects slated for code improvements can also occur in any order, these include:

- C Fain Fine Arts
- C Bolin Science Hall
- C Ferguson Hall
- C University Press



	2016				2017				2018				2019				2020																		
	QTR 1		QTR 2		QTR 3		QTR 4		QTR 1		QTR 2		QTR 3		QTR 4		QTR 1		QTR 2		QTR 3		QTR 4												
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11
C COUNCIL DRIVE IMPROVEMENTS (ADJACENT TO MOFFETT AND HARDIN) & PARKING CONSTRUCTION (ADJACENT TO BRIDWELL)																																			
A/E Selection																																			
A/E Design																																			
Bid																																			
Construction																																			
Completion																																			
A MOFFETT LIBRARY																																			
A/E Selection																																			
A/E Design																																			
Bid																																			
Construction (2 Phases)																																			
Move-in & Completion																																			
C CODE IMPROVEMENTS																																			
	FAIN FINE ARTS							BOJIN SCIENCE							HARDIN ADMIN							FERGUSON HALL & UNIVERSITY PRESS													
A/E Selection																																			
A/E Design																																			
Bid																																			
Construction																																			
Move-in & Completion																																			
A TEMPORARY TUTORING LOCATION																																			
A/E Selection																																			
A/E Design																																			
Bid																																			
Construction																																			
Move-in & Completion																																			

TRB Funded Improvements
 Non Funded Improvements
 Semester Start



OPINION OF PROBABLE COST

An "Opinion of Probable Cost" was prepared that outlines all costs associated with the each individual project. All costs related to the actual construction of the project, including site work, building construction, and contractor costs are listed to identify a total project cost. Site work includes costs for utilities upgrades, infrastructure improvements, and landscape/hardscape; building construction includes costs related to specific upgrades, code improvements, renovation, new construction, and demolition; contractor costs include contractor related expenses, and contingencies. All costs related to other project costs include furniture, fixtures, and equipment (FF&E), owner's administrative costs including moving expenses, and professional fees. Contingencies are also applied to other project costs. Costs associated with the displacement of parking spaces, premiums for construction phasing, or escalation factors are not included.

The model includes as much detail information as possible, given the present programming stage of each project's development which does not include any design drawings. Unit cost allocations and square footage allowances are based in present-day dollars, developed from comparable cost data from other similar types of academic projects and historical data provided by MSU.

TRB FUNDED CODE IMPROVEMENTS

BUDGET CODE (2017)	Health Science & Motion Services			Information Technology Offices			Student Hall			Student Library			Zubin Science Hall			Health Administration Building			Fairview Arts Center			
	New Construction			Renovation of McCullough			Adaptive Space			Partial Renovation			Code Improvements			Code Improvements/IT Infrastructure			Code Improvements			
	Unit Cost	SF	Subtotal	Unit Cost	SF	Subtotal	Unit Cost	SF	Subtotal	Unit Cost	SF	Subtotal	Unit Cost	SF	Subtotal	Unit Cost	SF	Subtotal	Unit Cost	SF	Subtotal	
Site Work																						
A. Site Preparation			\$275,000			\$0					\$0										\$0	
B. Landscaping, Hardware and Signage/Street Closure/New Curb			\$200,000			\$0					\$0										\$0	
C. Utilities and Infrastructure			\$130,000			\$0					\$250,000										\$250,000	
D. Parking Repair/Replacement			\$0			\$0					\$0										\$0	
Building Construction																					\$0	
A. New Construction	\$330	75,000 sqft	\$3,475,000			\$0					\$0										\$0	
B. New Construction-IT Server Room	\$330	500 sqft	\$165,000			\$0					\$0										\$0	
C. Code Improvements ADA/Title/MEP/Roof			\$0			\$0					\$0										\$0	
D. Minor Renovation			\$0			\$0					\$0										\$0	
E. Major Renovation			\$0			\$0					\$0										\$0	
F. Demolition			\$0			\$0					\$0										\$0	
Construction Manager & Related Costs																					\$0	
A. General Conditions	6%		\$1,542,000	6%		\$4,094	6%		\$152,100	6%		\$962,000	6%		\$78,000	6%		\$78,000	6%		\$186,000	
B. Construction Manager Fee	7%		\$2,277,000	7%		\$3,371	7%		\$10,209	7%		\$20,000	7%		\$45,000	7%		\$45,000	7%		\$171,000	
C. Design Contingency	7%		\$1,787,000	7%		\$4,728	7%		\$177,700	7%		\$3,000	7%		\$91,000	7%		\$91,000	7%		\$291,000	
D. Construction Contingency	1.5%		\$59,250	1.5%		\$2,643	1.5%		\$48,750	1.5%		\$10,500	1.5%		\$24,000	1.5%		\$24,000	1.5%		\$99,250	
TOTAL Construction Cost			\$11,881,250			\$8,919			\$1,680,250			\$1,794,000			\$1,379,000			\$1,379,000			\$1,791,250	
OTHER PROJECT COSTS																						
F&E																						
A. Furniture, Fixtures and Equipment			\$4,925,000	\$21	6,300	\$141,000	\$10		\$100,000	\$10	45,000 sqft	\$900,000	\$11		\$0							\$0
B. IT Relocation from Memorial			\$1,000,000			\$1,000,000																\$0
C. Relocation Costs	\$100	6,300 sqft	\$64,000	\$100	6,300 sqft	\$64,000	\$100	16,500 sqft	\$16,500	\$0.75	45,000 sqft	\$33,750	\$1.00		\$0	\$1.00		\$0	\$1.00		\$0	
D. University Project Management	1.75%		\$443,000	1.00%		\$2,940	1.00%		\$92,400	1.00%		\$10,000	1.00%		\$47,000	1.00%		\$46,470	1.00%		\$50,940	
Professional Fees																						
A. Architects/Engineers Basic Services	7.00%		\$2,172,171	8.00%		\$7,488	8.00%		\$277,000	8.00%		\$5,528,000	8.00%		\$142,000	8.00%		\$128,400	8.00%		\$105,800	
B. Special Consultants, Acoustics, AV, IT Commissioning	2.00%		\$470,000	2.00%		\$1,600	2.00%		\$0	2.00%		\$10,000	2.00%		\$0	2.00%		\$0	2.00%		\$34,600	
C. Bondable Expense (5% of Basic Services Fee)	0.00%		\$0	0.00%		\$0	0.00%		\$0	0.00%		\$0	0.00%		\$0	0.00%		\$0	0.00%		\$0	
TOTAL Project Costs			\$18,903,450			\$1,461,319			\$1,948,340			\$1,810,000			\$136,000			\$136,000			\$189,340	
Other Project Cost Contingency	8.0%		\$952,376	8.0%		\$43,908	8.0%		\$155,863	8.0%		\$144,800	8.0%		\$108,800	8.0%		\$108,800	8.0%		\$152,616	
TOTAL PROJECT BUDGET			\$19,855,826			\$1,505,227			\$2,104,203			\$1,954,800			\$244,800			\$244,800			\$341,956	
Professional Services Cost (Estimated) (Not based on schedule)																						
Total Contingencies			\$3,345,976			\$123,996			\$330,140			\$634,800			\$172,232			\$149,304			\$172,230	
TOTAL OF ALL PROJECTS			\$23,201,802			\$1,629,223			\$2,434,343			\$2,589,600			\$417,032			\$594,104			\$514,186	
TRB FUNDING LIMIT			\$14,400,000			\$1,200,000			\$1,200,000			\$1,200,000			\$1,200,000			\$1,200,000			\$1,200,000	

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NON FUNDED LONG-TERM IMPROVEMENTS

Category / Description	Molke, Coexisting Center			Harden Plaza II			Ferguson Hall			University Plaza			Temporary Tutoring Center		
	Disability and New Printing			New Administration & Worker Center			Code Improvements			Code Improvements			Code Improvements		
	Cost	SP	Subtotal	Cost	SP	Subtotal	Cost	SP	Subtotal	Cost	SP	Subtotal	Cost	SP	Subtotal
CONSTRUCTION COSTS															
Work															
A. Site Preparation			10			10						50			50
B. Landscape, Hardscape and Signage/Street Closure/ New Quail			10			10						50			50
C. Utilities and Infrastructure			10			10						50			50
D. Parking Repair/Replacement	\$1,000	100%	\$1,000									50			50
Building Construction															
A. New Construction			10			10						50			50
B. Code Improvements: ADA/IEE/MEP/Roof							10,000	100%	\$10,000			4,500	100%	\$4,500	
C. Minor Renovations			10			10						50			50
D. Major Renovation												50			50
E. Demolition												50			50
Construction Manager & Related Costs															
A. General Conditions	100	100%	\$100	100	100%	\$100	100	100%	\$100	100	100%	\$100	100	100%	\$100
B. Construction Manager Fee	277	100%	\$277	100	100%	\$100	100	100%	\$100	100	100%	\$100	100	100%	\$100
C. Design Contingency				100	100%	\$100				100	100%	\$100			
D. Construction Loss	1,000	100%	\$1,000	1,000	100%	\$1,000	1,000	100%	\$1,000	1,000	100%	\$1,000	1,000	100%	\$1,000
Total Construction Cost			\$2,100			\$2,100			\$12,100			\$12,100			\$12,100
OTHER PROJECT COSTS															
BLT															
A. Furniture, Fixtures and Equipment				100	100%	\$100									
B. Administrative Costs				10,000	100%	\$10,000									
A. Relocation Costs				10,000	100%	\$10,000									
B. University Project Management	1,000	100%	\$1,000	1,000	100%	\$1,000	1,000	100%	\$1,000	1,000	100%	\$1,000	1,000	100%	\$1,000
C. Professional Fees															
A. Architects/Engineers/Basic Services	1,000	100%	\$1,000	1,000	100%	\$1,000	1,000	100%	\$1,000	1,000	100%	\$1,000	1,000	100%	\$1,000
B. Special Consultants: Acoustics, AV, IT, Commissioning															
C. Responsibility (estimated 5% of Basic Services Fee)															
Total Other Project Costs			\$11,000			\$11,000			\$2,000			\$2,000			\$2,000
Other Project Contingency	10,000	100%	\$10,000	10,000	100%	\$10,000	10,000	100%	\$10,000	10,000	100%	\$10,000	10,000	100%	\$10,000
TOTAL PROJECT BUDGET			\$13,100			\$13,100			\$14,100			\$14,100			\$14,100
Potential Annual Cost Escalation: TBD based on schedule															
Total Contingencies			\$10,000			\$10,000			\$10,000			\$10,000			\$10,000
TOTAL OF ALL PROJECTS			\$23,100			\$23,100			\$24,100			\$24,100			\$24,100

Board Agenda - May 2016 - Executive Attachment 16-87



PARTICIPANTS

Holzman Moss Bottino Architecture takes this opportunity to thank those listed for participating in this effort and contributing to discussions of existing and future space needs.

Midwestern State University
3410 Taft Boulevard
Wichita Falls, TX 76308
940.397.4000
www.mwsu.edu

Dr. Suzanne Shipley, President
Dr. Betty Stewart, Provost and Vice President Academic Affairs
Dr. Marilyn Fowlé, Vice President for Business Affairs and Finance
Dr. Keith Lamb, Vice President for Student Affairs and Enrollment Management
Dr. James Johnston, Dean, Gunn College of Health Sciences and Human Services
Mr. Kyle Owen, Associate Vice President for Facilities Services
Dr. Robert Clark, Vice President for Administration and Institutional Effectiveness
Mr. Randy Kirkpatrick, Chief Information Officer
Mr. Jim Hall, PC/Network Services Manager, Information Technology
Dr. Clara Latham, University Librarian
Ms. Cortny Bates, Special Collections Librarian/Associate University Librarian
Ms. Andrea Williams, Associate University Librarian
Ms. Naoma Clark, Director, Academic Success Center/MAC
Ms. Deidra Fraizer, Coordinator, Academic Success Center/MAC
Ms. Pamela Moss, Assistant Professor, Academic Success Center
Mr. Dirk Welch, Director, Career Management Center and Testing Services
Ms. Lynn Ducioame, Associate Director, Career Management Center and Testing Services
Dr. Randy Glean, Director, International Services
Dr. Pam Morgan, Director, Intensive English Language Institute
Dr. Lisa S. Estrada-Hamby, Director, Student Support Services
Dr. Pam Midgett, Director, Counseling Center
Ms. Gayonne Beavers, Director, Admissions
Ms. Juliana Lehman-Felts, Coordinator, Honor's Program
Ms. Lucy Davis, Assistant to Associate Vice President of Academic Affairs, Graduate School



MIDWESTERN
STATE UNIVERSITY®

Feasibility Study for a:
Student Activity Center
The Daniel Building Repurposed

April 20, 2016



MSU Student Activity Center – The Daniel Building Repurposed
Basis of Design

April 20, 2016

PROJECT DESIGN CRITERIA

1. Introduction

Midwestern State University engaged *BYSP Architects* to analyze the current Daniel Building to re-purpose it for use as the new campus Student Activity Center. As delineated in the latest campus masterplan, the building which was designed and is currently used for Facilities Services is better suited for student services because of its location on the campus adjacent to student housing and other student campus life. This study assumes that the current Facilities Services would be relocated in phases to the southeast sector of the campus where a new less costly facility would be constructed just off Taft Boulevard where the current Fraternity Commons exists. The new Facilities Services building would house Facilities Services offices, Vehicle Maintenance, the vehicle Wash Rack, Grounds Maintenance, the Carpentry Shop, Paint Shop and the Electrical Shop (see Attachment B). The construction and move to a new facility would be done in steps that would coincide with the three phases established by this study. The program requirements for the new Student Activity Center were developed with the help of MSU personnel (see Attachment A).

2. Phase 1 Project – Partial First Floor Renovation

The goal of the Phase 1 project is to provide space for 4 Large Greek Suites as cost-effectively as possible. To accomplish this, Vehicle Maintenance, the Vehicle Wash Rack, the Grounds Shop, the Electrical Shop and the Carpentry Shop would need to vacate the west side of the First Floor of the building in this phase. To make this possible, a pre-engineered metal building with a 20' eave height of approximately 9,000 sf would be built behind the Fraternity Commons building on Taft (see attachment C). Once those departments are relocated, approximately 9,200 sf of the Daniel Building first floor would be renovated to accommodate the first phase of Greek Life relocation. The summary highlights of the Phase 1 Project are as follows:

- a. Build new pre-engineered metal building behind Fraternity Commons and move Vehicle Maintenance, Vehicle Wash Rack, Grounds, Paint, Electrical Shop and Carpentry Shops over
- b. Renovate 9,200 sf of the Daniel Building First Floor, west side into 4 Large Greek Suites adding windows and doors as shown
- c. Add corridor to Facilities Services space for access to existing public toilets by the new Greek spaces
- d. Facilities Services offices, Warehouse and Shipping/Receiving remain in operation in Daniel Building first floor
- e. Second Floor Daniel Building remains in operation as existing which includes Purchasing and Central Storage

3. Phase 2 Project – Partial First Floor & Second Floor Renovation

In Phase 2, first a new pre-engineered metal building with 12' eave height of 14,000 sf would be constructed where the current Fraternity Commons building exists to accommodate vacating Facilities Services offices so that Purchasing can move down to the first floor vacating the entire

MSU Student Activity Center – The Daniel Building Repurposed
Basis of Design

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Second Floor of the Daniel Building. Then on the first floor of the Daniel Building additional Greek Life Suites are added, the public toilets are renovated and expanded, an elevator is added, and a new fire stair is added. The east portion of Facilities Services offices would remain in place with minor renovation to accommodate moving Purchasing down from the second floor. The entire second floor of the Daniel Building would be vacated and renovated to accommodate the balance of required Greek Life Suites and support spaces. Central Storage would be relocated offsite. The summary highlights of the Phase 2 Project are as follows:

- a. Demolish existing Fraternity Commons Building and Build new pre-engineered metal building of approximately 14,000 sf with a 12' eave height in preparation for moving Facilities Services into it
- b. Facilities Services offices would be moved to the new building and Purchasing would move to first floor; relocate Central Storage offsite to completely vacate second floor for renovation
- c. First Floor Shipping/Receiving and Warehouse/Storage to remain in operation
- d. Pour second floor slab/structure (close in old vehicle wash rack two-story space) while constructing a new fire stair in southwest corner
- e. Renovate majority of second floor, approximately 22,000 sf into Greek Life Suites and support spaces
- f. Demolish existing warehouse stair and install new 2-stop holeless elevator
- g. Renovate two of the Large Greek Suites and west portion of Facilities Services offices into Student Life Suites and expanded public toilets

4. Phase 3 Project – Final Completion Phase

In Phase 3, Purchasing and Shipping/Receiving would relocate to the Simulation Center building on Midwestern Parkway. The remaining first floor space of approximately 17,120 sf would be renovated into Student Life spaces, a Café, a 250 seat Theater (relocation of Shawnee Theater in Clark Student Center) and include exterior windows and entrances as shown. The summary points of the Phase 3 Project are as follows:

- a. Purchasing and Shipping/Receiving would be relocated offsite, possibly to the Simulation Center building on Midwestern Parkway
- b. A new open grand stair would be constructed adjacent to the new two-story Lobby which was converted from the old Shipping/Receiving bay
- c. Renovate the balance of the Daniel Building first floor approximately 17,210 sf into Student Life, Café, Theater and support spaces
- d. Add exterior windows and entrances at southeast corner of building to create the main dramatic entrance to the new Student Activity Center Building
- e. Renovate approximately 3,000 sf on the second floor into the new Lobby, open stair and corridor for the final completion
- f. An outdoor dining patio would be constructed with trellises, seating and railings per the architect's renderings depicted herein

MSU Student Activity Center – The Daniel Building Repurposed
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5. Design/Construction Budgets – 3 Phases

The project design/construction budget (includes FF&E/soft costs and contingency) is broken down into 3 phases as generally defined as follows:

a. Daniel Building Renovations

(1.) <u>Phase 1 – Partial First Floor Renovation</u>	\$1,580,000.00
aa. Renovate 9,200 sf x \$100/sf	\$ 920,000
bb. Mustangs Walk West	\$ 140,000
cc. Demo Marchman	\$ 100,000
dd. Expand parking at Marchman site	\$ 136,000
ee. Demo north portion of yard	\$ 20,000
Subtotal	\$1,316,000
ff. FF&E/Soft costs (15%)	\$ 198,000
gg. Contingency (5%)	\$ 66,000
(2.) <u>Phase 2 – Partial First & Second Floor Renovation</u>	\$5,250,000.00
aa. Renovate 29,000 sf x \$150/sf	\$4,350,000
bb. FF&E/Soft costs (15%)	\$ 650,000
cc. Contingency (5%)	\$ 250,000
(3.) <u>Phase 3 – Partial First & Second Floor Renovations</u>	\$4,790,000.00
aa. Renovate 20,120 sf x \$175/sf	\$3,520,000
bb. Outdoor dining patio	\$ 100,000
cc. Mustangs Walk East	\$ 265,000
dd. Demo portion Lot 20	\$ 40,000
ee. Demo Lot 17	\$ 40,000
Subtotal	\$3,965,000
ff. FF&E/Soft costs (15%)	\$ 595,000
gg. Contingency (5%)	\$ 230,000
Total a.	\$11,620,000.00

b. Facilities Services Replacement Buildings (see attachment C)

(1.) <u>Maintenance Building – 20' Eave Metal Building</u>	\$1,720,000.00
aa. Construct 9,000 sf x \$140/sf	\$1,260,000
bb. Concrete parking	\$ 160,000
Subtotal	\$1,420,000
cc. FF&E/Soft costs (15%)	\$ 215,000
dd. Contingency (5%)	\$ 85,000
(2.) <u>Facilities Services Building – 12' Eave Metal Building</u>	\$3,030,000.00
aa. Construct 14,000 sf x \$158/sf	\$2,212,000
bb. Concrete parking	\$ 300,000
Subtotal	\$2,512,000
cc. FF&E/Soft costs (15%)	\$ 375,000
dd. Contingency (5%)	\$ 143,000
Total b.	\$4,750,000.00

Total a. & b.	\$16,370,000.00
--------------------------	------------------------

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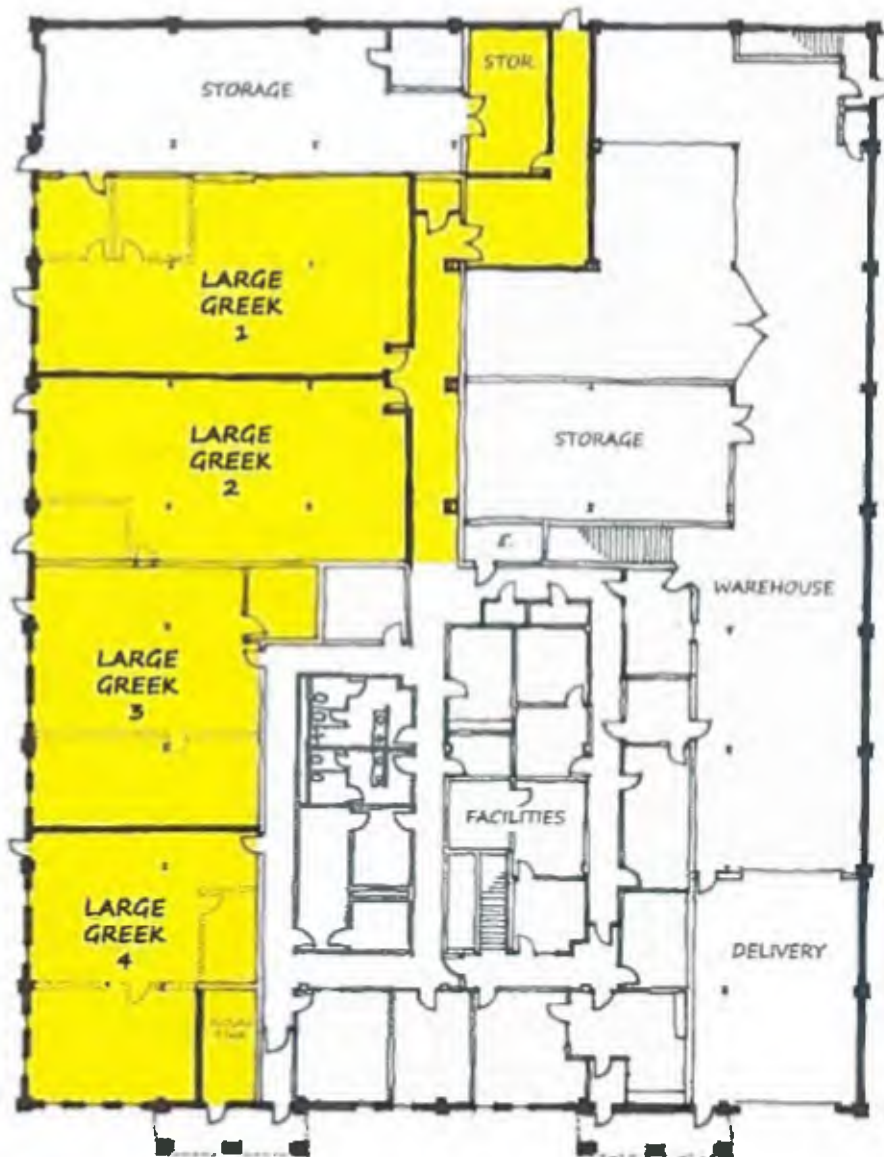
6. Timeline

Following are estimates of construction timelines for the various phases and buildings that would be involved in this project:

- a. Daniel Building Renovations
 - (1.) Phase 1 – Partial First Floor Renovation 5 months
 - (2.) Phase 2 – Partial First & Second Floor Renovations 8 months
 - (3.) Phase 3 – Partial First & Second Floor Renovations 7 months
- b. Facilities Services Replacement Buildings
 - (1.) Maintenance Building – 20’ Eave Metal Building 8 months
 - (2.) Facilities Services Building – 12’ Eave Metal Building 10 months

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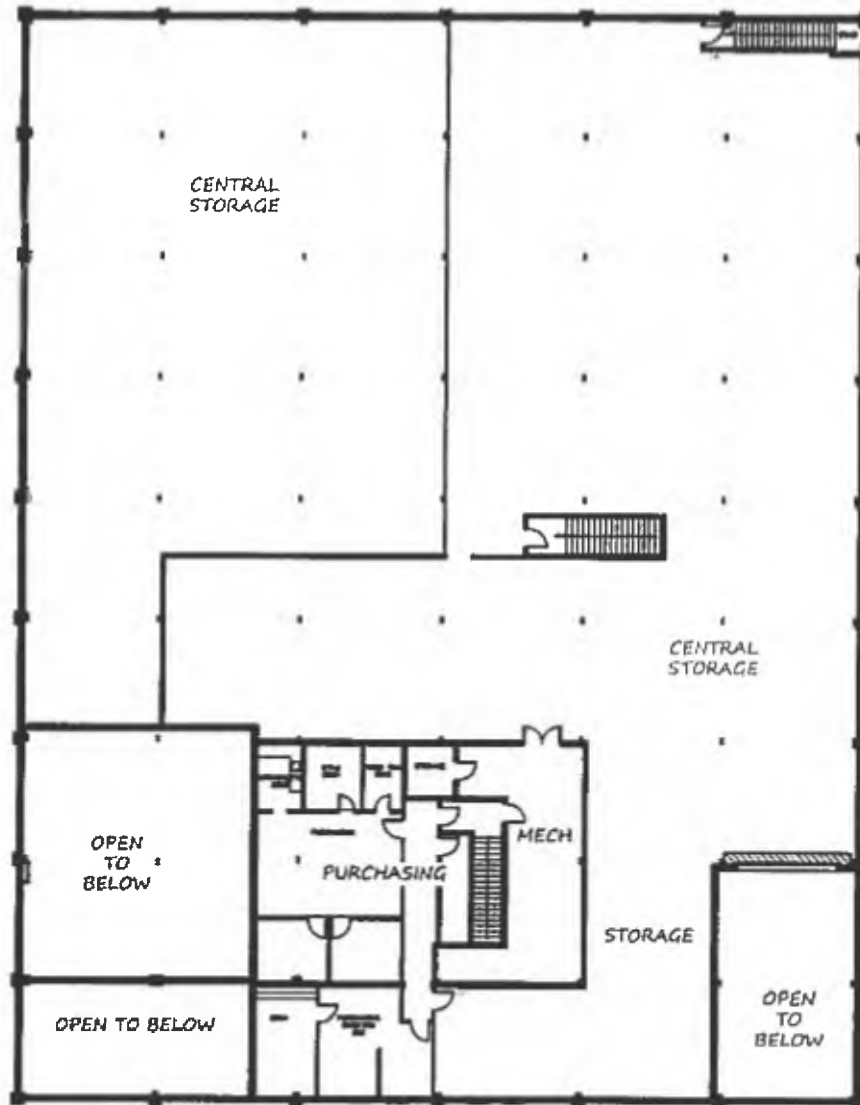


Phase 1 – First Floor Plan

- Move Carpentry, Electrical Shop, Grounds, Vehicle Maintenance and Wash Rack to new location
 - Renovate approximately 9,200 sf. into four Large Greek Suites and add windows and doors
 - Add access corridor to Facilities Services space for access to existing restrooms
 - Facilities Services remains in operation in place
 - Warehouse/storage and Shipping/Receiving remains in operation
- ❖ *Construction of Vehicle Maintenance/Grounds/Paint Shop Building at Commons Site must take place prior to Phase 1 (20' eave height Pre-Engineered building with approximately 9,000 sf.)*

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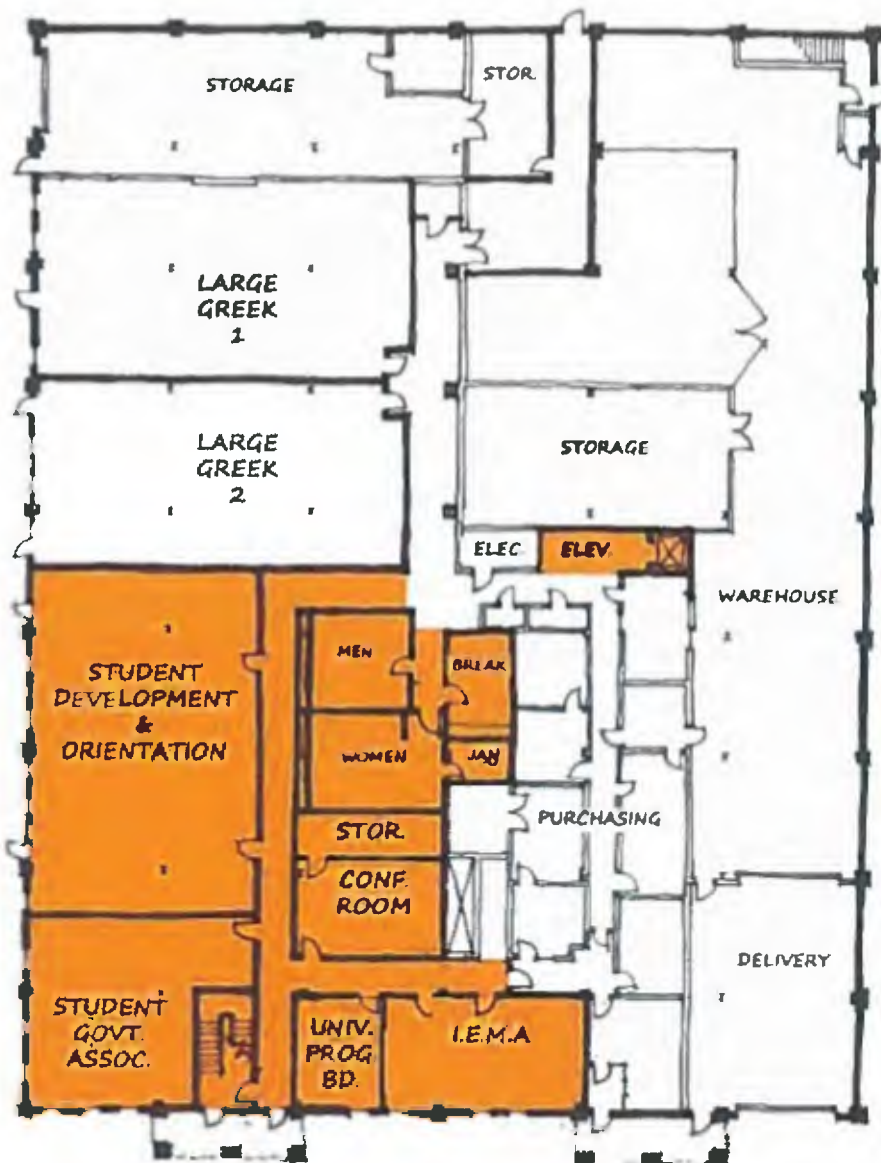


Phase 1 – Second Floor Plan

- No work on Second Floor in Phase 1
- All current operations remain in place including Purchasing and Central Storage

MSU Student Activity Center – The Daniel Building Repurposed
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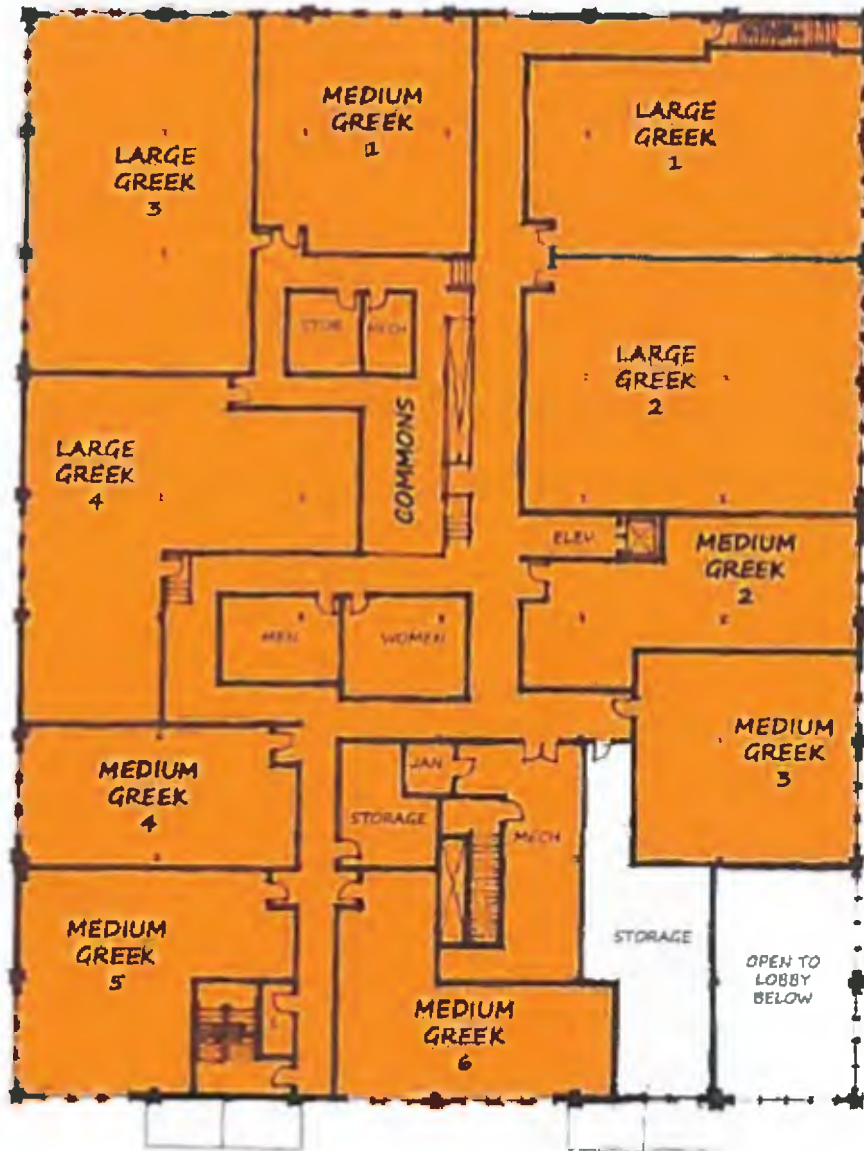


Phase 2 – First Floor Plan

- Remove existing warehouse stair and install new 2-stop holeless elevator
- Add new Fire Stair at First Floor connected to Second Floor
- Renovate Large Greek 3 & 4 to become Student Life suites
- Renovate west portion of Facilities Services Offices to become Student Life suites
- Purchasing Dept. to relocate from 2nd floor to east portion of Facilities Services offices
- Shipping/Receiving and Warehouse/Storage to remain in operation and in place
- ❖ *Construction of Facilities Services Building at Commons Site must take place prior to Phase 2 (12' eave height Pre-Engineered building with approximately 14,000 sf)*

MSU Student Activity Center – The Daniel Building Repurposed
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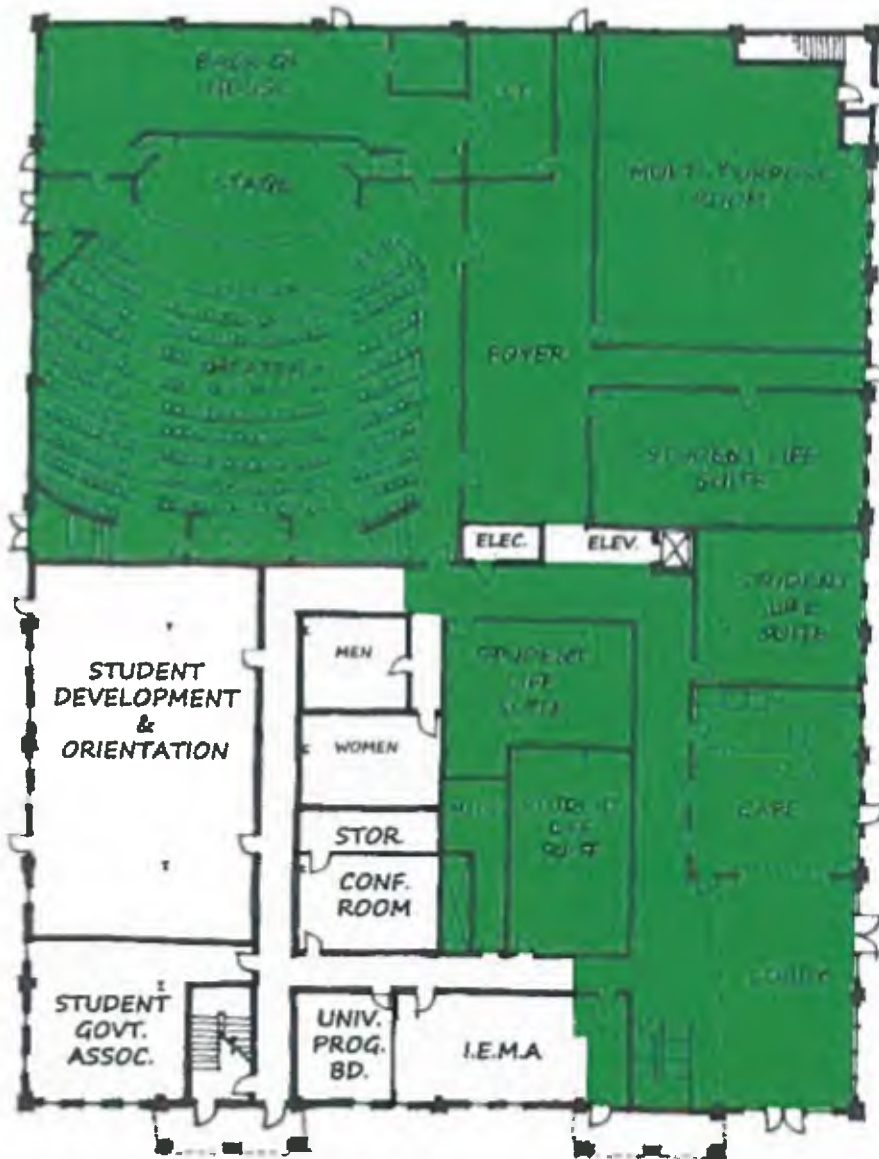


Phase 2 – Second Floor Plan

- Vacate second floor completely, Purchasing to move to first floor and Central Storage to be relocated
- Renovate approximately 22,000 sf. into Greek Life suites and support spaces as shown
- Remove Warehouse/Central Storage stair and add 2-stop holeless elevator
- Add new Fire Stair near southwest corner of building down to first floor
- Fill in/pour new second floor structural slab over original Vehicle Maintenance and Wash Rack for Medium Greek 4 & 5

MSU Student Activity Center – The Daniel Building Repurposed
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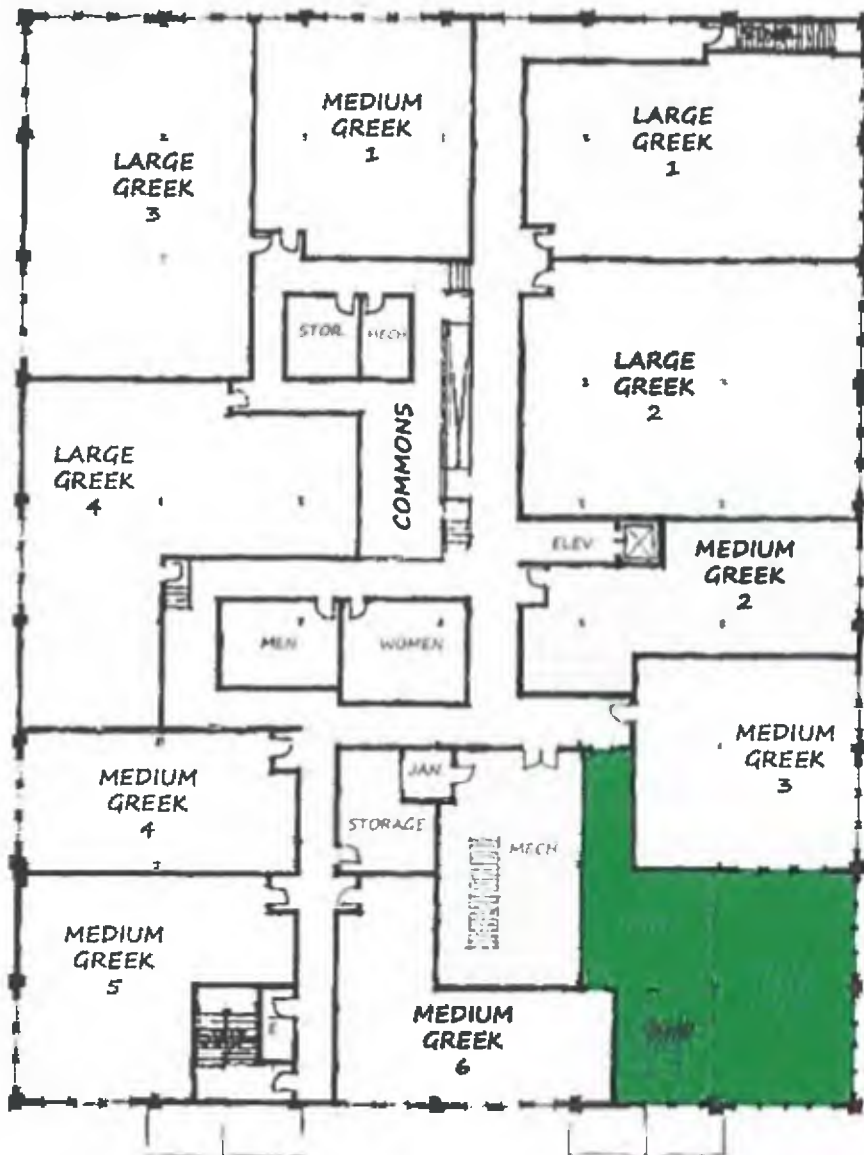


Phase 3 – First Floor Plan

- Move Purchasing out of building completely along with related spaces offsite (Warehouse/Storage & Shipping/Receiving)
- Add new open stair, renovate loading Bay to 2-Story lobby
- Renovate approximately 17,120 sf. into Student Life space, Cafe, 250 seat Theater and support spaces as shown
- Add exterior windows and entrances; add new entry at southeast corner of building
- ❖ *Relocate Purchasing & Shipping/Receiving to renovated Simulation Center location prior to Phase 3*

MSU Student Activity Center – The Daniel Building Repurposed
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Phase 3 – Second Floor Plan

- Add new open stair from second floor down to first floor new Lobby
- Renovate approximately 3,000 sf. and convert loading bay to new 2-Story Lobby
- Add exterior windows as shown

MSU Student Activity Center – The Daniel Building Repurposed
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MSU Greek life Center – Daniel Building Repurposed
Conceptual Renderings



Birds-Eye View

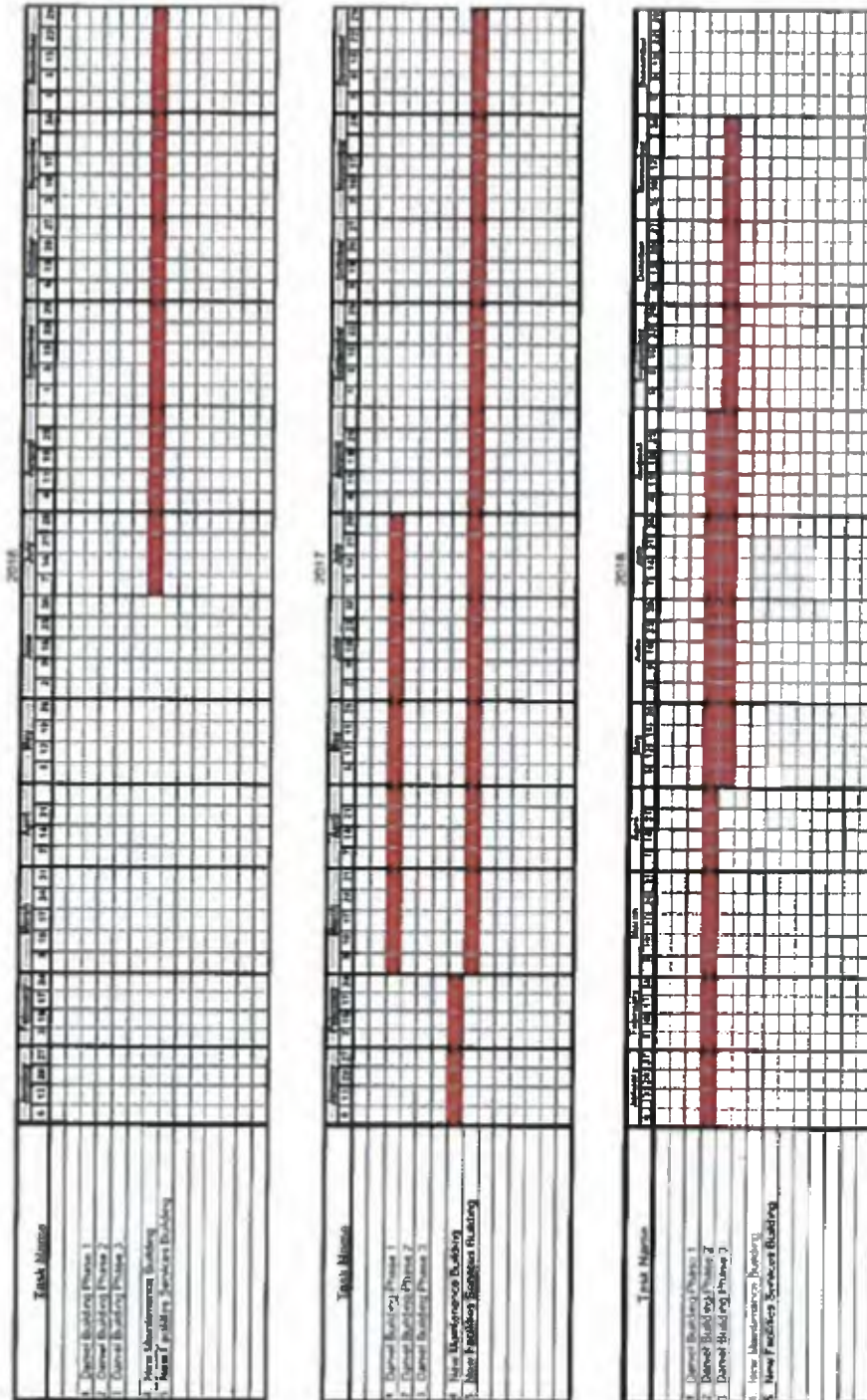


Outdoor Dining View

MSU Student Activity Center – The Daniel Building Repurposed
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Project Timeline



MSU Student Activity Center – The Daniel Building Repurposed
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Attachment A

Department Breakdown and Space Allocation

Second Floor - Greek Life

Sheet	Element	Qty	Area/Ea	Area Total	Current Area
1	Greek Life - Large	4	@ 2000 =	8,000	
2	Greek Life - Medium	6	@ 1300 =	7,800	
3	Commons	1	@ 1000 =	1,000	
4	Storage	2	@ 1000 =	2,000	
5	Foyer	1	@ 500 =	500	
Greek Life		DEPARTMENTAL SUBTOTAL (NSF)		18,800	

First Floor - Student Life

Sheet	Element	Qty	Area/Ea	Area Total	Current Area
7	Entry Lobby	1	@ 1500 =	1,500	
8	Café	1	@ 1000 =	1,000	
9	Student Life Suite "A"	1	@ 1000 =	1,000	
10	Student Life Suite "B"	1	@ 750 =	750	
11	Student Life Suite "C"	1	@ 750 =	750	
12	Student Life Suite "D"	1	@ 750 =	750	
13	Student Development & Orientation	1	@ 2000 =	2,000	
14	Student Government Association	1	@ 900 =	900	
15	University Programming Board	1	@ 300 =	300	
16	Inclusion, Equity and Multicultural Affairs	1	@ 700 =	700	
17	Conference Room	1	@ 300 =	300	
18	Multi-Purpose Room	1	@ 2200 =	2,200	
19	Foyer	1	@ 1000 =	1,000	
20	Theatre (200-250)	1	@ 6500 =	6,500	
Student Life		DEPARTMENTAL SUBTOTAL (NSF)		19,650	

Total Renovation	SUBTOTAL (NSF)	38,450
	SUBTOTAL w/ 1.30 Net/Gross Factor	49,985

MSU Student Activity Center – The Daniel Building Repurposed
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Greek Chapter Sizes (Fall 2015)

Fraternity or Sorority	Number of Members	Council
Alpha Kappa Alpha	10	MGC
Alpha Phi	62	NPC
Chi Omega	79	NPC
Gamma Phi Beta	67	NPC
Kappa Alpha Order	42	IFC
Kappa Delta Chi	13	MGC
Kappa Sigma	36	IFC
Omega Delta Phi	7	MGC
Sigma Alpha Epsilon	43	IFC
Sigma Kappa	71	NPC
Sigma Lambda Alpha	6	MGC
Sigma Nu	23	IFC
Tau Kappa Epsilon	30	IFC

MEMBERSHIP STATISTICS

489 students in fraternities and sororities = 9.2% of 5,287 undergraduates

NPC: 279 women (average chapter size: 70)

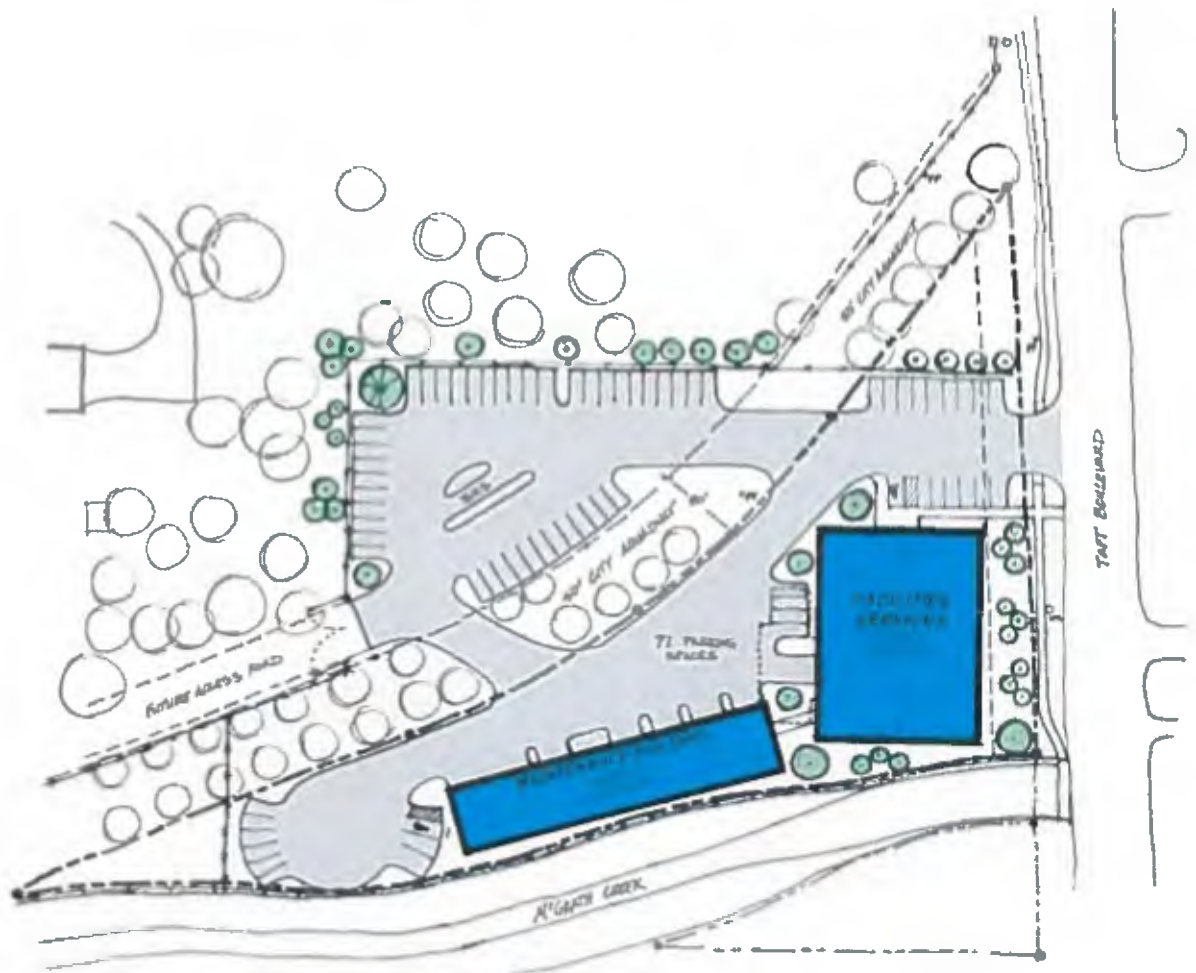
IFC: 174 men (average chapter size: 35)

MGC: 36 members (average chapter size: 9)



Attachment B

Facilities Services Conceptual Site Plan



- ❖ Prior to Phase 1 construct new 9,000 SF. Pre-Engineered Maintenance building behind the Fraternity Commons. New building to house Vehicle Maintenance, Paint Shop & Grounds
- ❖ Prior to Phase 2 construct new 14,000 SF. Pre-Engineered Facilities Services building at Fraternity Commons site

Facilities Services Complex

Spatial Requirements

Space	Existing Area	Proposed Area	Notes
1.00 Administrative Areas:	3,298	3,285	
1.05 Reception Area	289	50	strictly waiting area
1.07 Copier/Workroom		140	
1.10 Secretary II Workstation	177	160	two workstations
1.12 Asst to the VP Office		140	
1.15 Assoc. VP FS Office	310	225	
1.20 Director	290	160	
1.25 Budget Manager	239	160	
1.30 Conference Room	266	300	
1.35 Coffee/File Room	116	100	
1.40 Construction Inspection	191	140	
1.45 Plan Review Room	141	140	
1.50 Facility Information Mgr.	194	140	
1.55 Legacy File/Plan Room	123	150	
1.60 Locksmith Office	143	140	
1.65 Key Control Storage	153	300	
1.70 Break Room	188	200	
1.75 Misc Storage	65	100	could be two or more closets
1.80 Custodial Work area	199	200	
1.85 Custodial Sup. Office	130	140	
1.90 Custodial Foreman Ofc	84	100	
1.90 Custodial Equip Stor (A/C)		350	currently in Christ Academy
1.95 Custodial Equip Stor (Non-A/C)		750	currently in Christ Academy
2.00 Shops:	11,392	10,640	
2.20 Vehicle Maintenance	2,245	2,390	
2.22 Shop	1,401	1,500	
2.24 Wash Rack	706	750	
2.26 Foreman Office	138	140	
2.28 Parts Storage		140	
2.30 Electrical Shop:	1,146	990	
2.32 Shop	592	450	
2.34 Storage	410	400	
2.36 Superintendent Office	144	140	
2.40 Carpentry Shop:	6,164	4,780	
2.41 Shop	3,925	3,000	
2.43 Superintendent Office	164	0	
2.45 Foreman's Office	164	140	
2.47 Dust Collection Room	144	140	
2.49 Material Storage	1,767	1,500	
2.50 Grounds Shop:	1,837	1,880	
2.52 Shop	1,551	1,500	
2.54 Superintendent Office	122	140	
2.56 Grounds Office	164	140	
2.58 Grounds Storage		100	
Total Assignable Sq. Ft.	14,690	14,325	

If the Paint shop is Demolished as part of the HS+HS project then the following will be needed:

3.00 Paint Shop:	1,739	1,790
3.02 Shop	920	920
3.04 Office/shop	399	400
3.06 Paint Storage	231	230
3.08 Storage	77	100
3.10 Office	112	140

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

<u>Project Name</u>	<u>Priority</u>	<u>Project Cost</u>	<u>Sources</u>
Metroplex Expansion - Building Purchase	1	\$ 2,000,000	Tuition Revenue Bonds (TRB)
New Facilities Services Building	2	\$5,000,000	Student Fee & HEAF
Daniel Building Student Services - Student Life Renovations	3	\$7,000,000	Student Fee & Food Services Revenue
Bolin Science Renovations & Infrastructure Improvements	4	\$20,000,000	Tuition Revenue Bonds (TRB)
Parking Facilities	5	\$15,000,000	Parking Fees & HEAF
New Student Residence Hall	6	\$35,000,000	Housing Student Rental Income
South Hardin Renovations & Welcome Center	7	\$3,000,000	Private Funds & HEAF
Hardin Building Infrastructure Renovation	8	\$10,000,000	HEAF
West Campus Annex Facilities Renovation	9	\$2,000,000	Private Funds & HEAF
University Police Station	10	\$1,000,000	HEAF Bond
On-Campus Football Stadium	11	\$22,000,000	Private Funds & Student Fee
Acquisition of Property	12	\$2,000,000	Private Funds
Total		\$124,000,000	
Projects <\$1 MM not reported to THECB.			

**Board of Regents
Midwestern State University
Wichita Falls, Texas**

**A RESOLUTION AUTHORIZING A REQUEST FOR FINANCING
AND THE EXECUTION AND DELIVERY OF DOCUMENTS
REQUIRED TO EFFECT SUCH FINANCING**

Whereas, the Texas Public Finance Authority (the "Authority") is authorized to issue tuition revenue bonds to finance the cost of certain projects for the use and benefit of Midwestern State University ("Agency") pursuant to Texas Government Code, Chapter 1232, and Texas Education Code, Chapter 55.1787 (collectively, the "Authorizing Law").

Whereas, the Agency desires and intends to request the Authority to finance the cost of the projects as permitted by the Authorizing Law; and

Whereas, the Agency recognizes that in order to finance the cost of the projects, the Authority may issue short term obligations, bonds, either or both ("Obligations") in an aggregate principal amount sufficient to finance project costs in the estimated amount not to exceed \$58,400,000, plus the costs of issuance and related administrative costs, if any, which will be determined at the time of issuance; and

Whereas, the form of a Request for Financing, dated as of May 1, 2016 (the "Request for Financing"), from the Agency to the Authority, which includes a detailed description of the projects to be financed for the Agency ("Projects" herein) and a proposed expenditure schedule, is presently before the Board of Regents of Midwestern State University.

NOW THEREFORE BE IT RESOLVED by the Board of Regents of Midwestern State University that:

Section 1. The purpose of the financing is to provide funds sufficient to complete the Projects, and the financing thereof is appropriate at this time. Accordingly, the execution and delivery of the Request for Financing to the Authority pursuant to the Authorizing Law is hereby ratified, approved and confirmed.

Section 2. Suzanne Shipley, President of Midwestern State University, or her designee, is hereby authorized, empowered and directed to:

- a. sign and deliver any and all documents necessary or desirable to effect the financing and provide for the projects between the Agency and the Authority;**
- b. cooperate with the Authority and its consultants to prepare an Official Statement in connection with the sale of the Obligations; and**
- c. take any other action necessary to assist in such sale.**

Section 3. All actions not inconsistent with provisions of this Resolution heretofore taken by the Agency, its officers, employees, agents or consultants, directed toward the financing of the Projects and the issuance of the Obligations, is hereby ratified, approved and confirmed.

Section 4. The officers and employees of the Agency shall take all action in conformity with the Authorizing Law to effect the issuance of the Obligations and complete the Projects as provided in the official statement and to take all action necessary or desirable or in conformity with the Authorizing Law for carrying out, giving effect to, and consummating the transactions contemplated by the Obligations and the Request for Financing, including without limitation, the execution and delivery of any closing documents in connection with the closing of the Obligations.

Section 5. This Resolution was adopted at a meeting open to the public, and public notice of the time, place and purpose of said meeting was given, all as required by Chapter 551 of the Texas Government Code. A copy of this Resolution shall be included in the minutes of the May 13, 2016 meeting of the Board of Regents of Midwestern State University. And a copy of this Resolution will be made available for public inspection at the office of the Authority at 300 W. 15th Street, Suite 411, Austin, Texas and at the main office of the Agency at 3410 Taft Boulevard, Wichita Falls, Texas.

Adopted by the affirmative vote of a majority of the Board of Regents of Midwestern State University present and voting on this 13th day of May, 2016.

Shawn G. Hessing, Chairman
Board of Regents
Midwestern State University

Attested:

TBD, Secretary
Board of Regents
Midwestern State University

**Board of Regents
Midwestern State University
Wichita Falls, Texas**

**RESOLUTION DECLARING EXPECTATION
TO REIMBURSE EXPENDITURES WITH PROCEEDS OF FUTURE DEBT**

Whereas, Midwestern State University (the “Agency”) intends to make a capital expenditure of approximately \$58.4 million to construct, renovate, rehabilitate, equip and furnish a new health science and human service building and various other projects on campus (the “Projects”), which are to be funded with proceeds of bonds to be issued by the Texas Public Finance Authority (the “Authority”) as authorized by Texas Government Code, Chapter 1232, and Texas Education Code, Chapter 55.1787 (collectively, the “Authorizing Law”).

Whereas, the Agency intends to **expend** an amount not to exceed \$58.4 million (the “Expenditure”) for Project costs consisting of the construction, renovation, rehabilitation, equipping and furnishing: a new Health Science Building; Fire Marshall and ADA renovations and rehabilitation of Hardin Administration Building, Fain Fine Arts Building, Bolin Hall, and Moffett Library; modernizing and renovating Moffett Library; renovation and repurposing Bridwell Hall; and expenses associated with relocation of the University’s information technology infrastructure and offices; and currently desires and intends the Expenditure to be reimbursed from proceeds of bonds to be issued by the Authority for the Projects; and

Whereas, the Agency and the Authority desire to preserve the ability to reimburse the Expenditure with proceeds of tax-exempt obligations;

NOW THEREFORE THE BOARD OF REGENTS OF MIDWESTERN STATE UNIVERSITY HEREBY RESOLVES that:

Section 1. The Agency reasonably expects and intends to reimburse the Expenditure with the proceeds of tax-exempt obligations to be issued hereafter by the Authority, and this Resolution shall constitute a **declaration of official intent** under applicable federal tax regulations.

Section 2. This resolution was adopted at a meeting open to the public, and the public notice of the time, place and purpose of said meeting was given, as required by Chapter 551 of the Texas Government Code. A copy of this Resolution shall be included in the minutes of the May 13, 2016 meeting of the Board of Regents of Midwestern State University. And a copy of this Resolution will be made available for public inspection at the office of the Authority at 300 W. 15th Street, Suite 411, Austin, Texas and at the main office of the Agency at 3410 Taft Boulevard, Wichita Falls, Texas.

Adopted by the affirmative vote of a majority of the Board of Regents of Midwestern State University present and voting on this 13th day of May, 2016.

Shawn G. Hessing, Chair
Board of Regents
Midwestern State University

Attested:

TBD, Secretary
Board of Regents
Midwestern State University

Holiday Schedule 2016-2017

Schedule I

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

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

Schedule I – Total Holidays 13*

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

Schedule II

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

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

Schedule II – Total Holidays 13

ACADEMIC AND STUDENT
AFFAIRS COMMITTEE

Academic and Student Affairs Committee

Membership

Lynwood Givens, Chairman
Tiffany Burks
Nancy Marks
Sam Sanchez

Reading and Approval of Minutes

16-96. The minutes of the Academic and Student Affairs Committee meeting February 11, 2016, will be recommended for approval by the committee as shown in the minutes' section of this agenda as Minutes Attachment 16-96.

Faculty Report

16-97. Dr. David Carlston, Faculty Senate Chairman, will provide a report on behalf of the MSU Faculty Senate. Additionally, Dr. Susan Harvey, Chair and Associate Professor of Music, will visit with the Board regarding her teaching and research activities and interests.

Staff Report

16-98. Ms. Angie Reay, Staff Senate Vice Chair, will provide information on behalf of the MSU Staff Senate. Additionally, Mr. Newman Wong, Research Analyst, will visit with the board regarding his work in the area of Institutional Research and Assessment.

Student Government Report

16-99. Mr. Jesse Brown, outgoing President of the MSU Student Government Association (SGA), will provide an update on Student Government and will introduce Ms. Shayla Owens, newly elected SGA President for 2016-2017.

May 2016 Graduating Class

16-100. The administration will recommend approval of the list of candidates for May 2016 graduation with the provision that they meet all requirements as prescribed by the faculty and administration (see Attachment 16-100).

Admissions Policy Change

16-101. During the 84th Texas Legislative Session, Senate Bill 1543 was passed, signed into law, and codified as Section 51.9241 of the Texas Education Code. The statute governs how institutions that sort applicants by high school class rank, which MSU does, evaluate applicants with a “nontraditional secondary education.” A nontraditional secondary education is defined by the statute as a non-accredited high school, including home schooling. The statute requires institutions to assign a class rank to non-ranked students by assigning a class rank equivalent to the average class rank of applicants that have the same standardized test score. Consistent with the statute, the administration will recommend the following admissions policy changes for approval. The current wording is shown with overstrike (—) and proposed wording is shown in **bold and underlined** format.

A. Home Student Program

~~Students who graduate from an unaccredited high school or home study program will be considered for admission on an individual basis. Official entrance exam scores must be submitted for evaluation to determine admission status.~~

Students who graduate from a home school program, classified as a nontraditional secondary education, will be assigned a class rank for admission evaluation purposes. The applicant will be assigned to the average high school graduating class rank of undergraduate applicants to the institution who have equivalent SAT (math and critical reading only) or ACT composite scores as the applicant (Section 51.9241 of the Texas Education Code). The previous fall term will be used for the comparison group.

B. Students from Non-Ranking High Schools

Students who graduate from non-ranking high schools will be assigned a class rank for admission evaluation purposes. The applicant will be assigned to the average high school graduating class rank of undergraduate applicants to the institution who have equivalent SAT (math and critical reading only) or ACT composite scores as the applicant (Section 51.9241 of the Texas Education Code). The previous fall term will be used for the comparison group.

Addition to Core Curriculum

16-102. Beginning in the fall 2014, state universities were required by the THECB to implement a new 42-hour core curriculum. The MSU Core Curriculum Committee worked to develop the core for MSU with collaboration across the academic colleges. Since that time, minor adjustments have been made, and courses added in November 2014 and February 2015. A copy of the current core, including the proposed addition of a new course, is shown in Attachment 16-102. The administration will recommend the addition of the new core course, HIST 2003 – Australia and the World, beginning in the fall 2016. The course will be recommended to fulfill requirements under the Foundational Component Area (FCA) Language, Philosophy, and Culture and the Component Area Option (CAO) Cultural and Global Understanding, although the course can only be used to satisfy one of the two category requirements.

Addition of Minor – Great Books

16-103. The administration will recommend the addition of a new minor titled Great Books beginning in the fall 2016 (see Attachment 16-103). The MSU Department of English proposed adding this specialty minor to the curriculum to enhance and emphasize liberal arts at the University. The minor has been designed to attract students in all disciplines as the students would take courses that devote a substantial amount of time to reading and discussing primary texts in any discipline or department. No additional courses or faculty positions will be requested for this new minor.

Change Title of Educational Technology Major

16-104. The administration will recommend changing the title of the major in Educational Technology to a major in Instructional Design Technology (see Attachment 16-104). This change will better reflect the scope of the courses taken to prepare graduate students as instructional technologists and instructional designers in business, health, and other industries. The total semester credit hours for the major (36) would remain the same.

Approval of 2017-2018 Academic Calendar

16-105. The proposed academic calendar for the 2017-2018 academic year will be presented for approval as shown in Attachment No. 16-105. The overall calendar is very similar to previous calendars and is in line with the THECB common calendar. The fall and spring semesters each contain 15 weeks of instruction plus finals. The summer 2018 schedule is proposed with the four-day class week.

Housing and Dining Service Rates

16-106. The administration will recommend fall 2016, spring 2017, and summer 2017 room and board rates as shown in Attachment 16-106. The comparison charts included in the attachment rank MSU's proposed rates with the current year rates of Lone Star Conference schools in Texas, and with schools having a large number of shared applications. Considering the recommended increases, MSU remains in a favorable position relative to comparison schools, including the 12th least expensive room and board institution out of the 15 institutions considered.

The recommended increases coincide with the opening of the new residence hall. The new residence hall will contain approximately 15,000 square feet of community space that will be utilized by all of the residence halls. The rates reflect each residence hall's contribution to the cost of the community space.

Faculty Emeritus Status

16-107. The administration will make recommendations concerning emeritus status for retiring faculty in closed session as allowed by Texas Government Code, Section 551.074. A copy of the policy related to emeritus status is shown in Attachment 16-107.

Faculty Promotions

16-108. 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

16-109. The administration will make recommendations concerning the awarding of faculty tenure in closed session as allowed by Texas Government Code, Section 551.074.

ACADEMIC AND STUDENT
AFFAIRS COMMITTEE
ATTACHMENTS

Candidates for Degrees

May 14, 2016

DILLARD COLLEGE OF BUSINESS ADMINISTRATION

Master of Business Administration

Karshia Nichole Craft
Masara Eugenia Detouche
Alvonn Kian Stephen Forsyth
Praneeth Gandhi

Pierce James Halverson
Caillin Meredith Hartman
Nicole Lee Matthews
Hannah Diane Plyler

GORDON T. AND ELLEN WEST COLLEGE OF EDUCATION

Master of Arts

Jacqueline Nichole Bone
Dorothy Jean Cooper
Keisha S. O'Marde

Margaret Mae Price
Randi Niccole Roanhaus

Master of Education

Janice Arriga
Julianne Bess
Blanca Estela Brezina
Solomon Terrill Brown
Dana Melissa Hall Burgess
Mikolaj Wojciech Caruk
Melvin Delanford Clark
Shannon Collard
Gregory Durell Davis
Julie Jean Dietrichson
Rachel Andrea Doty
Michelle Duff
Ashley Thomas Duke
Melissa Diane Echols
Larry Frank Fox, Jr.
Amy Marie Henderson
Micah Isaiah Hill
Jessica Kane-Cabello
Samantha Lynch Kintner

Cherry Craig Lee
Alicia Leann Lewis
Loretta J. McGowan Melton
Kaley Giles Morrow
Melinda Beth Nelson
Bobby Lee Parsons
Rashad Ismail Phillips
Chad Christian Raymond
Stefan Rothe
Alisha Elizabeth Rytting
Matthew Ryan Scott
Emmanuel Sefah
Andre Leroy Shaw
Clifford Ryan Spence
Smith Alec Steigleder
Jennifer Anne Taylor
Carolyn Clerie Thomas
Katy Rebecca Vassar

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

Master of Arts in Criminal Justice

Janet Lee Clemons
Esther Temiloluwa Jegede

Holly Allsup Lane
Case Augustus Winkler

Master of Health Administration

Fred Appiah-Opoku
Janissa Tiá Browne
Lisa Marie Corcoran

Meghan Elizabeth Hope
Rhoda Marie Reading

Master of Public Administration

Aaron Melvin Feller

Mary Saulters McClain

Master of Science in Exercise Physiology

Enrique Esteban Castillo
Jaiminkumar Manharlal Darji
Mihir H. Dhimar
Punam Sanmukhbhai Ghadia
Vidhi Pravinchandra Ghetia
Andrew Ray Hill
Kenechukwu C. Onwubuya

Rutvi Narendrakumar Parmar
Miteshkumar Manubhai Patel
Nishaben Mahendrakumar Patel
Franklen Fitzgerald Phares, Jr.
Pratiksha H. Shah
Shailee Sanjivkumar Sheth

Master of Science in Nursing

Amy Maryl Berry
Shonna K. Harris

Jonghun Park
Paula Gayle Parks

Master of Science in Radiologic Sciences

Maryanne Patricia Clark

Kristeen Faith Oronan

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

Master of Arts

Jeffrey David Dickey
David Wesley Finney II
Ariel Joncie Joseph
Rachael Elizabeth Maxon
Ryan Thomas McKelvy
Andrea Bonifacia Moreno

Bradley Jason Morris
Hollie Mahota Murphey
Jon William Pearce
Rachel Lee Sayer
Halil Shillova
John Edgar Shockley

COLLEGE OF SCIENCE AND MATHEMATICS

Master of Science

Jonathan Steven Crocker
Kessia Eugene
Sai Rahul Gobisetty
Anusha Kondapalli
Ankur Rajesh Patel

Naveen Kumar Sheela
Saboor Ahmed Siddiqie
Robert William Stewart
Marcus Conrad Thibodeau
Naveen Sai Vupputuri

DILLARD COLLEGE OF BUSINESS ADMINISTRATION

Bachelor of Business Administration

Saad Mohammed Alhumaly
Mouffak Alkassar
Pearl Risa Anthony
Tyler Thomas Beechler
Sarah Beth Bond
Haley Nicolle Bowman
Audrey Adele Brininger
Taylor Elliot Brown
Justin Lee Rey Canedo

Fostina Skyler Charlery
Recardo Christopher
Ben Sydney Clarvis
Kristin Michelle Conyers
Sabrena Christibel Courtney
Shelby Allyn Cowman
Carli Ann Curington
Syr Alessandro Daniel
Charles Christian Dominick

Tyrent F. Estus
Erine Amy Fontaine
Geni Fay Fontenot
Robyn Kathleen Foster
Wendy Frederick
Ian Patrick Gallagher
Chengcheng Gao
Andrew Clayton Goldstein
Kristin Kaye Grassi
Bradley Dwayne Groves
Erin Nicole Hagy
Jasmine Nicole Hall
Cameron Danielle Harper
Timothy Austin Hicks
Jenny Lee Hines
Haylea Elizabeth Jackson
Everlina Octavia John Phillip
Lindsey Ann Johnson
Glezarie Beth Keen
Makenzie Denea Kindt
Curtis Martin Knobloch II
Chanice Akira Nikwhona La Touche
Maurice Elliot Lang
Denise Carlin Laurent
Nickles Lysterick Lewis, Jr.
Rufaro Joice Mariwa
Arielle Kristine Martin
Amber Nichole McAfee
Wyatt Blake McDevitt
Jaci Kaye Meurer
Matthew William Milbollon
Morgan McBride Minatra
Brittany Leigh Morgan
Daniel Patrick Morriss

Kayla Deann Moser
Kelsey Ann Nix
Lindsay Denise Nochowicz
Stephen William Norton
Kathryn Elizabeth Odom
Derek Nicholas Oland
Bamidele Adesanya Omere
Yvonne Noemi Ordonez
Isabel Guadalupe Perez
Brandon Keith Pieratt
Terrah LynNee' Piggee
Andrew Paul Power
Sherma Ashma Proctor
Brandi Nicole Reid
Daniel X. Reina
Brian Michael Riker
Ta'Les La'Bre Russell
Ashley Danielle Salinas
Mackisha Lesly Samuel
Dylan Anthony Sapata
Tarina Sheena Simon
John Keaton Skidmore
Rhea Melissa Gina Spencer
Robert Travis Stegner
Stacey Kathleen Strickland
Jahron Johnson Stuart
Esmeralda Andrea Toral
Tyler Wayne Tucker
Bradley Warrington
Kelon Andy Wilson
Lily Kheng Wong
Joshua Alan Wright
Han Zhou
Zijian Zhou

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

Bachelor of Applied Arts and Sciences

Layce Delayne Adams
Lance Wayne Adkins
Brenlan Harvy Allen
Risa Lynn Almendarez
Micheal Ray Breaux
Shawn Christopher Bushee
Savanah Hope Campbell
Joan Elaine Chalifoux
Eric James Christmas
Jeffrey Scott Davis
Sasha C. Deas
Kietric Jacquine Donald
Tonya Lee Duncan-Blackwell
David Ray Finley, Jr.
Grant Michael Golden
Cheryl Talamo Hajri
Aubrey JoAnn Hill
Byron Allen Holloway
David Christopher Holub
Taylor Nicole Houchens
Monica Joy Isbell
Nicholas Wayne McGregor

Desiree Laynette Fournier Morkin
Monica Charlene Otten
Courtney Mathew Pero
Jessie Roy Peterson
Barbara Bumpers Purcell
Crystal Dawn Renfro
Bailey W. Rich
Kayla Ann Rodriguez
Richard Dale Roebuck, Jr.
Kumba Massah Rogers
Arianna Lea Rojas
Vickie La'Neice Ross
Ashley Breanne Sanford
Craig Smith
Dennis Dale Southerland
Alice Martinez Suarez
Blake Allen Keith Thomason
Brandon Tyron Torres
Rodney Keith Tyler
Emily Denee Whisenhunt
Ama Birago Wiafe-Ababio
April Marie Williams

Bachelor of Arts

Anthony Ryan Gibbs
Shatoia DeV Vaughn Gober
Brandon Howard Gordon

Michael Andrew Pesqueda
Terrence Smith

Bachelor of Science

Carina Joy Dunnahoo
Ashley Nicole Gill

Jacob Daniel Hardin
Samantha Marie Scott

Bachelor of Science in Interdisciplinary Studies

Charity Elise Ali
Kevin Sean Barona
Shelby Morgan Butler
Laura Michelle Cason
Shelby Erin Ennis
Kristin Haley Esquibel
Holly Jo Fachman
Tracie Gail Fanning
Mandi Dawn Freeman
Sandra Trejo Garcia
Makayla Massie Harder
Trista Nicole Hooper
Harley Thomas James
Rebecca Anne Jones

Stachia De'Lee Jones
Jaclyn Michelle Mataska
Kelly Lynn Ramus
Kara Anne Woods Reid
Abigail Nicole Sabine
Jessica Camilla Schobert
Kerris Kervel Shillingford
Tori Rashae Smith
Leah Danielle Stone
Rylie Jo Turner
Caris Mariah Veitenheimer
Chelsey Lynn Wall
Donald Leo Walsh

LAMAR D. FAIN COLLEGE OF FINE ARTS

Bachelor of Arts

Taylor Glaser Coffman
Elascha Davi Davila
Robert Shawn Hillard
Shambreka Decole Jones

Zena Kirankumar Patel
Hunter Breayne Porter
Cody Gene Samples
Harley Z Warrick

Bachelor of Fine Arts

Stacey Nicole Barton
Lizca Nydia Bass
Rachel Elizabeth Marie Bullard
Sierra LaVonne Harper
Glory Breann Hartsfield

Kelly Brooke Land
Kristin Marguerite Lanier
Heather Michelle Owens
Bernard Fitzroy Peters
Timothy Nolan Tetreux

Bachelor of Music

Gregory Edward Barnes
Bailee Brooke Fleming
Alexis Marie Goodman

Daniel Budd Richison
Joseph Adam West

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

Bachelor of Science in Athletic Training

Jaycee Nathasha Alvarez
Austin Lee Bauer
Jose Martin Monreal
Rhyann Ashleigh Perry

Moriah Lael Riley
Amy Lauren Simmons
Victor Manuel Torres

Bachelor of Science in Criminal Justice

Samantha Anne Baird
Amber Renee Boatman
Kaly Marie Brasier
Jesse Clyde Brown
Gadiel Franco Gopar
Jacob James Hurst
Christopher Tod Krogstad
Shanerica Monique McGaha

Vallery Michelle Mitchell
Kevin Nickolaus Reynoso
Megan Denise Roy
David Roy Salazar
Maira Alejandra Salinas-Guerrero
Tanner Shayne Tomlin
Michael Cameron Washington

Bachelor of Science in Dental Hygiene

Lori Elizabeth Burke
Jessica Song Casarez
Alexandria Dane Fager
Julia Catherine Holub
Madison Raye Lynch
Krystal Leeann Meeks
Mackenzie Deshae Payne
Betsy Allison Raines
Paige Renae Rask

Daisy Sanchez
Brittney Lea Schreiber
Kelly Rachel Schurman
Victoria Anne Seekon
Tiffany Claire Segler
Amber Kaye Smith
Connor LeeAnn Timmons
Jaclynn Naomi Walker

Bachelor of Science in Exercise Physiology

Kaitlyn Elise Caruk
Nicole Michelle Cochran
Patricia Lynn Gaucin
Aaron Michael Gibbs

William Franklin Iseman, Jr.
Brandon James Taylor
Elizabeth Maret Wilson

Bachelor of Science in Nursing

Afua Achiaa
Brittany Nicole Adams
Mudaafyat A. Akande
Brooke Catherine Anderson
Alice Loice Awino
Britney Nicole Beasley
Amir Ebrahim Beshir
Sara Riane Bilycu
Brittany Nicole Boughton
Jessica Renae Bugarin
Arnold Namsifu Chimanuka
Chipasha Chingwengwezi
Vontrаницe Lynette Coleman
Jontrell Latrece Collins
Ogidan Ronke Erezi
Brittany Lynn Gardoski
Bashash Gebremeskel
Melat Fessahaye Ghirmai
Katie Nicole Hill
Johnson Van Ho
Peyton Lauren Hoffman
Kaylen Marie Holson
Mae Catherine Johnson
Hina Karamali
Fikru Duga Kene
Kelsey Danielle Kulle
Alyssa Rose Laird
Moise Mwambo Lambe
Emi Anajet Leiva
Brittney Lizett Lopez
Tulsi Majhi
Makenze Jo Martinez

Rachel Anne Mason
Bobbie Anne Mathew
Carolyne Kwamboka Mayienda
Stephanie Nnenna Mbah
Lindsay Mbusah Mbu
Sanam Miaji
Christine Jaye Miller
Yugendran Nagaraja
Cristina Marie Newsom
Brittany Paap
Ainsley Tyrae Peguero
Allison Lecann Przybysz
Julie Beth Qualls
Amy Lynn Ressler
Deborah Suzanne Roucloux
Ricardo Jesus Ruiz
Linda Kay Sampson
Gabriel Richard Sanders
Jordan Lea Sanders
Jayne Singleton
Ariana Christian Smith
Krista Raylynn Smith
Stormy Dawn Smith
Oluwabukunmi Sobande-Amon
Jordan Mark Spurlock
Aaryn Devonne Taylor
Elizabeth Tristán
Sherrilyn April Tulagan
Khushbu Javed Warsi
Brittany Aniece Washington
Heather Michelle Whitaker
Melanie Nicole Will

Odryannia M. Williams
Kaylie Marie Wolfe

Kindness Labuh Yongka

Bachelor of Science in Radiologic Sciences

Samantha Nicole Allred
Cecilia Andrade
Julie Elizabeth Arguello
Nelly M. Avina
Ramiro D. Baiza, Jr.
John Preston Barton
Tonia D. Botts
Lindsey Marie Brown
Lindsey Ann Cantwell
Breeta Rachel Charly
Ana Iris Chavez
Jennifer Marie Clendening
Ronna Otto Cotton
Chasity Anne Kahlig Cox
Casey Christina Davis
Felicia Renee Edwards
Chelsi Danielle Farnsworth
Valeria Flores
Abbe Breanne Garbe
Lauren E. Haile
Melissa Joy Howell
Michelle Elaine Howell
Elaina Hutson
Brittany Leigh Hyde
Presley Richard Jarrett
Kathrynn Jane Jensen

Julia Ames Johns
Bryson Gene Johnson
Cassidy Ann Kelly
Timothy Mason Lipham
Sara Jo Manes
Marcus Ryan Morris
Edgar Alexander Negron
Oscar Orozco, Jr.
Thomas Darrell Owens
Rebecca Ann Parker
Cody Wayne Patino
Brittany Lynne Pena
Jaime Leigh Pompey
Halle Lee Rodriguez
Mario Alberto Rodriguez
Dillon Blake Scott
Dedra Dianne Smith
Morgan Leigh Smith
Mary Grace Stein
Krstin Noelle Suthard
Jodi Nicole Sword
John Paul Vega
Harris Lee Vick
Katrina Washington
Gregory Ryan Wilhite
Clarissa Vereen Wisdom

Bachelor of Science in Radiologic Technology

Aaron Adam Allen
Tara Raye Bond
Sharonda Youtanda Cadoo
Jennifer Nicole Eakins
Rebecca Nicole Escobedo
Jacie Breann Foster
Mark Dienjelo Freemantle
Lauren Hanna Lindberg Gertsen
Sarah Renè Guthrie
Nicole Lee Harvey
Ashlee Elizabeth Hasten
Heather Lynn Hertel
Serena Marie Hess
Haley Heather Howerton
Anna Louise Kleinschmidt
Logan Edward Lafoon
Morgan Mae Lucido
Natalie Nichole Mahan
Kynze Renee' Mann

Cammil Nichole McClellan
Paden Paul McDonald
Cortney Shea Morren
Sidonie Ngelah Ngangmi
Chijioke Marshal Ngobidi
Urvi Vinod Patel
Fallon Paige Patterson
Jonathan David Pyles
Lucia Anabel Ramirez
Laura Lee Rutherford
Terri Ann Shoop
Jared Taylor Smith
Bethany Grace Summerlin
Shelby Paige Swenson
Jylann Rae Trammell
Katherine Elaine Watson
Ashley Rene Wester
Howard Lee Wilson, Jr.
William Robert Winkler

Bachelor of Science in Respiratory Care

Sean Stewart Angell
Jennifer Gaddis Barber
Azbia Bashir
Elisabeth Grace Bendinelli
Travis Mitchell Boeshart
Terence Anthony Boyd
Lela Hays Broughton
Mason Glenn Cain

Michelle Antwanette Cooper
Charlie Lee Edwards III
Samantha Lynn Ferguson
Megan Marie Funderburk
Sarah Kaylan Grove
Warren Christopher Guiste
Ashlee Chanea' Henderson-Leaks
Sovanrida Hor

Thomas Eugene Kamp II
Laci Nicole Knightstep
Christopher Thien Le
Gerald Brent Moody
Heather Cheyenne Morgan
Candace Carmella Moya
Lylyan Hoang Nguyen
Deanna Lea Parker
Shelia Kay Cash Peabody
Emerald Aleese Pierre
Franke Elizabeth Rashal' Tobias

Christopher Bernard Robinson
Trist Deneé Rosenbaum
Bethany Marie Segovia
Jason Thomas Shepard
Ranbir Singh
Heather Carlyle Smith
Sarah Lorraine Sonnentag
Kendall LeighAnn Stewart
Ronda Lynn Taylor
Stevie Nicole Tomison
Amanda Elaine Zook

Bachelor of Social Work

Melissa Elaine Balderas
Stephanie Lynette Bess
Monica Gayle De La O
Linda Faye Dillard
Holly Sue Lanier

Kodee Rhee Maples
Diane McNeil
Diane Elizabeth Montano
Tyler Wade Trotter

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

Bachelor of Arts

Sadiq M. Bage
William Christopher Cartwright, Jr.
Mark Andrew Davis
Anna Maria Della Nebbia
Alexis Skija Gay
Jarod Asher Grigg
Rochelle Lenae Hall
Erin Michelle Ham
Brianna J. Hatcher
Jonathan Mark Henderson
Kaleb Noel Hernandez
Satomi O. R. James
Camisha Le'Ann Johnson
Heather Renae Beeman Kellogg
Daniel Patrick Laudermilk
Melissa Jean Laussmann

Ana Cristina Lopez Gomez
Kyler Lane McCain
Sarah Breeze McWhorter
Christopher David Metts
Clayton Matthew Navarro
Madeline Jane Parker
Cheryl Leeann Pollan
Jennavieve Lenora Powell
Leanne Marie Ray
Madeline Roxanne Schorlemmer
Jennifer Dawn Sidlauskas
Rebecca Caroline Stogner
Reyna Michelle Thompson
Alexander Joseph Van Allen
Alicia Michelle Ward

Bachelor of Science

Britney Nicole Beasley
Rachel Ann Bishop
Michael James Elphick
Natalie Nicole Fierro
Jarnie LeeAnn Hancock
Brianna J. Hatcher
Laurel Ann Lambert
Cara Leigh Minnix

Alyssa Page Morse
Emily A. O'Neal
Tiro Onkgopotse Phalatse
Kelly Lynn Shawver
Kira Lee Smith
Lindsey Ann Tye
Caitlin Danielle Williams

COLLEGE OF SCIENCE AND MATHEMATICS

Bachelor of Science

Yvonne Kimberly Albert
Kem Andrew
Quinneth Kennise Anthony
Sergey Arsenyuk

Cristian Alex Astorga
Christopher Alan Baugh
Kari Lynn Bickhard
Sydney Dionne Blackwell

Board Agenda - May 2016
Academic & Student Affairs - Attachment 16-100

Justin Wayne Bonnot
Andrew Jacob Bowman
Amber Nicole Carlson
Cody Palmer Clarke
Denzel Earlston Coipel
Sylvester Contreras, Jr.
Jassy L. Cooper
McKenzie Kay Corder
Ashley Taylor Cottrell
Chadrick Ronald Desir
Gem Valdeen Denée Eloi
Kelly Anne Ferguson
Sara Nicole Finkler
Laura Stephanie Flores
D'Elle Brea George
Ariel Suzanne Grantom
Trent Reed Henderson
Evan Charles Heydrick
Michelle Olivia Krezonoski
Jacob Matthew Lagerstrom

Michelle Lee Lear
Nicole Ashley Marcangelo
Daniel James Medenwaldt
Brianda Janet Morales
Taylor Reid Murphy
Indira Shenette Placide
Suprena Emanuella Zariah Polcon
Paul Earland Rollins II
Andrew Robert Skinner
Samara Makila Stedman
Griffith Thomas Stratford
Jacob Charles Taylor
Ryan Keith Thomas
Erik Johan Torgerson
Raquel Trejo
Jamila Rose-Louise Williams
Lindsay Nicole Williamson
Jaelyn Danielle Wood
Emily Elizabeth Zeigler

Bachelor of Science in Clinical Laboratory Science

Vanessa Renca Pittner

Bachelor of Science in Mechanical Engineering

Silvestre Andrew Barajas
Clayton Dale Brown
Yumeng Cheng
Bodie Emerson Choate
Varuna Suharshana Denawaka Denawakage Don
Ayesha Roshani Dewalagawa Madamawatta
Daniel Matthew DuBose
Matthew Douglas Felix
Austin Jamison Fidler
Cecil Anthony Francis, Jr.
Joshua Lee Frawley
Westin Carl Gilbert
Erick Goytia
Tomas Grejtak
Jn Claude Gustave
Chavindra Malin Bandara Hatharasinghe
Ty Caleb Healer
Donnie Britt Hudnell, Jr.
Kingsley St. Elmo Irish, Jr.

Brandt Davis Jalowy
John Patrick Krawietz
Andrew Thomas Krzewinski
Peter Hawkins Lovelace
Aaron Clifton McKinzie
William Todd Moore
Matthew Ian Murphy
Sharon Melissa Peralta
Adikarige Priyendra Nethmal Perera
Nanette T. D. Philip
Brandon James Poirot
Kyle James Poirot
Jennifer Michelle Sissel
Bryce Freeman Tucker
Wayne Greg Vincent
Jacob Kyle Virgin
Dhakshitha Nirmana Weralavithana
Timothy Joseph Young

MSU Core Curriculum**April 2016**

Added 2014	Added 2015	Proposed 2016
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**FOUNDATIONAL
COMPONENT AREAS
(FCA)**
Communication - 6 hrs**3 hrs from:**

ENGL 1103 Introduction to Communication OR	x		
SPCH 1103 Introduction to communication	x		
ENGL 1123 Rhetoric & Composition	x		
ENGL 1143 Academic Research & Writing			x

3 hrs from:

ENGL 1153 Introduction to Reading & Writing about Literature			x
ENGL 2123 Rhetoric of Visuals & Infographics			x
ENGL 2203 Introduction to Professional Writing			x
MCOM 1243 Media Writing & Reporting			x
MCOM 2403 Social Media			x
SPCH 1133 Fundamentals Of Speech Communication			x
SPCH 2423 Interpersonal Communication			x

Mathematics - 3 hrs

MATH 1053 Contemporary Mathematics	x		
MATH 1203 Mathematical Analysis for Business	x		
MATH 1233 College Algebra	x		
MATH 1534 Precalculus	x		
MATH 1634 Calculus I	x		

**Life & Physical Sciences -
6 hrs**

BIOL 1103 Introduction to Biology	x		
BIOL 1133 Anatomy & Physiology I	x		
BIOL 1134 Anatomy & Physiology I	x		
BIOL 1144 General Zoology	x		
BIOL 1233 Anatomy & Physiology II	x		
BIOL 1234 Anatomy & Physiology II	x		
BIOL 1544 General Botany	x		
CHEM 1103 Introductory Chemistry	x		
CHEM 1143 General Chemistry	x		
CHEM 1243 General Chemistry	x		
CHEM 1303 General Organic Biological Chemistry	x		
ENSC 1114 Foundations of Environmental Science	x		
GEOS 1134 Physical Geology	x		
GEOS 1234 Historical Geology	x		
GNSC 1104 Life/Earth Science	x		
GNSC 1204 Physical Science	x		
PHYS 1144 General Physics	x		

MSU Core Curriculum**April 2016**

Added 2014 Added 2015 Proposed 2016

**FOUNDATIONAL
COMPONENT AREAS
(FCA)****Life & Physical Sciences
(contd)**

PHYS 1244 General Physics	x		
PHYS 1533 Descriptive Astronomy	x		
PHYS 1624 Mechanics, Wave Motion, & Heat	x		
PHYS 2644 Electricity & Magnetism & Optics	x		

**Language, Philosophy, &
Culture - 3 hrs**

ENGL 2413 World Literature	x		
ENGL 2423 World Literature		x	
ENGL 2613 Survey of American Literature	x		
ENGL 2623 Survey of American Literature		x	
ENGL 2813 Survey of English Literature		x	
ENGL 2823 Survey of English Literature		x	
FREN 1134 Elementary French	x		
GERM 1134 Elementary German	x		
HIST 1333 Survey of Western Civilization	x		
HIST 1433 Survey of Western Civilization	x		
HIST 2003 Australia and the World			x
HUMN 2013 Humanities: The Ancient World		x	
HUMN 2023 Humanities: Medieval Cultures		x	
HUMN 2033 Humanities: Renaissance Through Realism		x	
HUMN 2043 Humanities: Mid-19th through 20th Centuries		x	
PHIL 1033 Primary Concerns of Philosophy	x		
PHIL 2033 Ethics	x		
PHIL 2133 Political Philosophy		x	
PHIL 2213 Asian Philosophy & Religion		x	
PHIL 2223 Feminist Philosophy		x	
PHIL 2333 Philosophy of Religion		x	
SPAN 1134 Elementary Spanish I	x		

Creative Arts - 3 hrs

ART 1413 Art Appreciation	x		
MCOM 2213 Appreciation of Film	x		
MUSC 1033 Music Appreciation	x		
MUSC 2733 Introduction to Western & World Music	x		
THEA 1503 Appreciation of Theatre	x		
THEA 2423 Dramatic Analysis	x		

American History - 6 hrs

HIST 1133 Survey of American History to 1865	x		
HIST 1233 Survey of American History since 1865	x		

MSU Core Curriculum**April 2016**

Added 2014 Added 2015 Proposed 2016

**FOUNDATIONAL
COMPONENT AREAS
(FCA)****Government/Political
Science - 6 hrs**

POLS 1333 American Government

x

POLS 1433 American Government

x

**Social & Behavioral
Sciences - 3 hrs**

ECON 1333 General Economics

x

ECON 2333 Macroeconomics Principles

x

PSYC 1103 General Psychology

x

SOCL 1133 Introductory Sociology

x

**Component Area Option
(CAO) - 6 hrs****Cultural & Global Understanding - 3 hrs**

EDUC 2013 School & Society

x

FREN 1234 Elementary French

x

GERM 1234 Elementary German

x

HIST 2003 Australia and the World

x

HSHS 1013 Global Health & Wellness

x

HUMN 2013 Humanities: The Ancient World

x

HUMN 2023 Humanities: Medieval Cultures

x

HUMN 2033 Humanities: Renaissance Through Realism

x

HUMN 2043 Humanities: Mid-19th through 20th Centuries

x

INTS 2503 Introduction to Global Studies

x

LATS 2503 Introduction to Latin American Studies

x

MCOM 1233 Introduction to Mass Communication

x

MCOM 2523 The Internet & Society

x

MUSC 2733 Introduction to Western & World Music

x

POLS 2523 Foundations of Government & Politics

x

SOCL 2233 Global Social Problems

x

SPAN 1234 Elementary Spanish II

x

WGST 2503 Introduction to Women's & Gender Studies

x

Undergraduate Inquiry & Creativity - 3 hrs

ART 1613 Ceramics for Non-Majors

x

BUAD 1033 Foundations of Business

x

COUN 2143 Human Diversity

x

ENGL 2123 Rhetoric of Visuals & Infographics

x

MCOM 2833 Web Site Design

x

MWSU 2003 Creative Inquiry: Interdisciplinary Thinking

x

SCIE 2103 Understanding Science, Engineering, & Technology

x

SOCL 1143 Sociological Inquiry

x

THEA 1103 Acting for Non-Majors

x

THEA 2103 Playwrights & Scientists: Interesting Bedfellows

x

Minor in English – Great Books

Justification: As a member of the Council of Public Liberal Arts Colleges (COPLAC), Midwestern is designated as the liberal arts university for Texas, and the president and provost are working to enhance and emphasize liberal arts at the university. The study of “Great Books,” defined as primary texts that have significantly influenced Western and world cultures, is considered by many to be an essential component of a liberal arts institution. The Association for Core Texts and Courses (ACTC), of which MSU has been an institutional member for two years, states that Great Books are an essential component of a “sound liberal education.” In addition, MSU’s Quality Enhancement Plan, as part of our SACS accreditation, calls for an emphasis on undergraduate research and creative activity. All of these missions could be furthered with the addition of an interdisciplinary minor in Great Books.

Many highly respected liberal arts institutions have a minor in Great Books, sometimes called a minor in Great Ideas.

Examples of liberal arts institutions with a minor in Great Books (Great Ideas):

- Baylor University
- Carthage College
- East Carolina University
- Middle Tennessee State University
- St. Anselm College
- St. Thomas University

Requirements: Students would take courses that devote a substantial amount of time to reading and discussing Great Books (primary texts) in any discipline, in any department. Because the Department of English, Humanities, and Philosophy offers a large number of such courses in three different disciplines, students would be required to take a certain number of those courses in that department, specifically:

- 18 hrs., at least 9 adv.
- 3 hrs. ENGL
- 3 hrs. HUMN
- 3 hrs. PHIL
- 9 hrs. in these disciplines or any other discipline, as appropriate (e.g., HIST, POLS)

Current courses that devote a substantial amount of time to Great Books include the following, without limitation:

- ENGL 2413 World Literature I
- ENGL 2423 World Literature II
- ENGL 2613 Survey of American Literature I
- ENGL 2623 Survey of American Literature II
- ENGL 2813 Survey of English Literature I
- ENGL 2823 Survey of English Literature II
- ENGL 3343 The American Novel
- ENGL 3503 Advanced Survey of Literature
- ENGL 3713 Special Topics in American Literature and Life, as appropriate
- ENGL 3733 Special Topics: Texts and Contexts
- ENGL 4533 Literary Theory and Criticism

ENGL 4553 Rhetorical Theory and Criticism
ENGL 4613 Special Topics: Literary Authors or Themes, as appropriate
ENGL 4623 American Romantic Movement
ENGL 4633 American Realism and Naturalism
ENGL 4653 Modernist American Literature
ENGL 4716 Shakespeare in London
ENGL 4773 Shakespeare
ENGL 4753 Old English Language and Literature
ENGL 4763 Middle English Language and Literature
ENGL 4783 English Renaissance Period
ENGL 4853 Eighteenth-Century English Literature
ENGL 4863 The English Romantic Period
ENGL 4873 The Victorian Period
ENGL 4883 Twentieth-Century English Literature
ENGL 4893 The English Novel
ENGL 4903 Special Topics in Comparative Literature, as appropriate
ENGL 4913 Special Topics from National Literatures in Translation, as appropriate
ENGL 4943 Modern World Literature

HUMN 2013/4013 Humanities: The Ancient World
HUMN 2023/4023 Humanities: Medieval Cultures
HUMN 2033/4033 Humanities: Renaissance through Realism
HUMN 2043/4043 Humanities: Mid-Nineteenth through Twentieth Centuries
HUMN 3073 Special Topics in Humanities, as appropriate

PHIL 1033 Introduction to Philosophy
PHIL 2033 Ethics
PHIL 2053 Environmental Philosophy
PHIL 2133 Political Philosophy
PHIL 2213 Asian Philosophy and Religion
PHIL 2333 Philosophy of Religion
PHIL 2823 Philosophy of Sex, Love, and Friendship
PHIL 3033 Ancient Philosophy
PHIL 3103 Philosophy of Art
PHIL 3133 Continental Philosophy
PHIL 3233 Early Modern Philosophy
PHIL 3333 Nineteenth-Century Philosophy
PHIL 3433 Existentialism
PHIL 3533 Special Topics in Philosophy, as appropriate

Resources: The proposal is resource neutral, as all of the courses are currently listed in the catalog. No new faculty or budgetary resources are being requested.

Contact Person:

Name: Kirsten Lodge
Title: Associate Professor of Humanities and English; Humanities Program Coordinator
Email: kirsten.lodge@mwsu.edu
Phone: 940-397-4363

Change Title of Major in Educational Technology to Major in Instructional Design Technology

1. **Master's degree in Instructional Design & Technology** that prepares in-service teachers for the Master Teacher in Technology certification exam given by the Texas Department of Education.
2. Expand the **scope** of the courses to prepare graduate students as instructional technologists and instructional designers in business, health, and other industries.
3. This name change will not require new courses, and all of the current courses have been redesigned to provide high-quality content and learning experiences that prepare learners for a new career or opportunity for promotion in their current field.

Rationale for Changing to Instructional Design & Technology (IDT): In-service teachers have long been the main target population for the Educational Technology program at Midwestern State University. This degree provides teachers with a higher level of digital literacies and pedagogical knowledge for 21st-century learning with technology in Texas. However, at this time, teachers have little incentive to earn the Educational Technology master's degree even though it prepares them for the Master Teacher of Technology certification exam offered by the state of Texas because no salary increase or incentive is given upon earning the degree and certification. The Educational Technology program attracts teachers that want to change their career path and move into an administrative position such as technology specialist or into another career. Overall, this is a limited field of potential students, although an important one.

The field of instructional design and technology has been growing apace for some years now, and instructional technologists are a hot commodity in schools, industry and health fields. The average salary for a first year IDT ranges from \$48,000 to \$52,000, and the median salary range with one or two years of experience is \$55,000. The overall job outlook for Instructional Designer or Technologist careers has been positive since 2004. Vacancies for this career have increased by 20.82 percent nationwide in that time, with an average growth of 3.47 percent per year. Demand for Instructional Designers and Technologists is expected rise, with an expected 36,220 new jobs filled by 2018. This represents an annual increase of 3.52 percent over the next few years. (<https://www.recruiter.com/careers/instructional-designers-and-technologists/outlook/>)

Given the robust hiring and increasing trends to integrate new technologies, especially in staff professional development, it makes sense to begin marketing this program as Instructional Design and Technology to attract a wider range of students.

Another trend in IDT offers a valuable niche in this growing field for MSU because online pedagogy is emerging as an important subfield of its own. Many IDT jobs no longer expect IDT staff to build learning systems from scratch, but instead use their expertise and knowledge of multimedia and tools available for free or for a cost to develop effective learning spaces for their staff. The main point is that the tools are already developed, and it is up to the designer to leverage their useful features for their learning purposes. Many job descriptions for Instructional Designers and Technologists include skills in online pedagogy, collaborative skills, as well as

expertise in creating, designing, and implementing learning experiences in which learning goals are aligned with activities, and activities align with empirical assessments (<http://elearningindustry.com/top-instructional-design-trends-and-outlook-for-2014>).

The IDT pathway should appeal to students far beyond the Wichita Falls area because it is completely online and, in comparison with other programs, tuition costs are modest. The Midwestern State University Online Teaching and Learning Committee is working with Quality Matters (<https://www.qualitymatters.org/>), a rising star in benchmark design standards for research-based online pedagogy and course design. The mission of this committee is to practice faculty-driven continual improvement of online course design and pedagogy.

Resources: No new faculty or budgetary resources are requested.

Contact Person

Name: Dr. Michaelle Kitchen
Title: Interim Dean, West College of Education
Email: michaelle.kitchen@mwsu.edu
Phone: 940-397-4141

**PROPOSED ACADEMIC CALENDAR
MIDWESTERN STATE UNIVERSITY
Regular-No Fall Break
2017-2018**

(2nd Summer 2016 ends Aug. 10)

Fall Semester 2017

Wednesday	March 1	Priority Application Date for Admission
Tuesday	August 1	Application Deadline for Admission
Monday	August 21	Faculty Meetings
Mon.-Tues.	August 21-22	Re-enrolling Student Registration
Wed.-Thur.	Aug. 23-24	Orientation for new students Registration continues
Friday	August 25	Registration
Saturday	August 26	Classes begin 8:00 a.m.
Mon.-Wed.	Aug. 28-30	Change of Schedule and Late Registration
Monday	September 4	Labor Day - No classes
Monday	October 2	Deadline for December graduates to file for graduation
Tuesday	November 21	Thanksgiving Holiday begins at 10:00 p.m. (Saturday classes do not meet on November 25)
Monday	November 27	Classes resume 8:00 a.m.
Friday	December 8	Last day of classes
Saturday	December 9	Final examinations begin
Saturday	December 16	Commencement

End December 16 = 15 weeks

Class Meetings: MWF 42, TR 29, S 14 (includes Saturday after registration, but does not include Saturday after Thanksgiving.)

Spring Semester 2018

Wednesday	November 1	Priority Application Date for Admission
Friday	December 1	Application Deadline for Admission
Mon.-Wed.	January 8-10	Re-enrolling Student Registration
Thursday	January 11	Orientation for new students Registration continues
Friday	January 12	Registration
Saturday	January 13	Classes begin 8:00 a.m.
Monday	January 15	Martin Luther King Day - No classes
Tue.-Thur.	January 16-18	Change of Schedule and Late Registration
Monday	February 19	Deadline for May graduates not enrolled for fall semester to file for graduation
Saturday	March 10	Spring Break begins at 5:00 p.m. March 12-17 – No classes
Monday	March 19	Classes resume
Wednesday	March 28	Holiday Break begins at 10:00 p.m. March 29-30 – No classes
Monday	April 2	Classes resume
Friday	May 4	Last day of classes
Saturday	May 5	Final examinations begin
Saturday	May 12	Commencement

End May 5 = 15 weeks

Class Meetings: MWF 43, TR 29, S 14 (includes Saturday after registration, but does not include Saturday during Spring Break or during Holiday Break.)

Summer Semesters 2018

First Term:

Tuesday	May 1	Application Deadline for Admission
Monday	May 28	Memorial Day Holiday – University Closed
Thursday	May 31	Orientation for new students Registration
Friday	June 1	Registration continues
Monday	June 4	Classes begin
Monday	July 2	Last day to file for August graduation
Wednesday	July 4	Independence Day – University Closed
Friday	July 6	Final examinations

Second Term:

Friday	June 1	Application Deadline for Admission
Thursday	July 5	Orientation for new students Registration
Friday	July 6	Registration continues
Monday	July 9	Classes begin
Thursday	August 9	Final examinations

Summer I & II Class Meetings: 20 (includes Finals) + Registration

2016-2017 Room and Board Rates

	<u>2015-2016</u>	<u>2016-2017</u>	<u>% Change</u>
Pierce & Killingsworth Halls			
Double	\$1,935	\$2,100	8.5%
Single	\$2,325	\$2,600	11.8%
McCullough-Trigg Hall			
Double	\$2,085	\$2,300	10.3%
Single	\$2,450	\$2,600	6.1%
New Residence Hall			
Double	N/A	\$2,550	
Single	N/A	\$2,800	
Bridwell Courts			
Efficiency	\$2,725	\$2,725	0.0%
One Bedroom	\$2,975	\$2,975	0.0%
Two Bedroom	\$3,500	\$3,500	0.0%
Sunwatcher Village			
4 bedroom/2 bath	\$2,830	\$2,900	2.5%
2 bedroom/2 bath	\$3,160	\$3,300	4.4%
Sundance Court			
4 bedroom/2 bath	\$2,875	\$2,900	0.9%
2 bedroom/2 bath	\$3,180	\$3,300	3.8%
Summer Apartment (per session)			
4 bedroom/2 bath	\$400	\$425	6.3%
2 bedroom/2 bath	\$500	\$525	5.0%
Board Rates (after tax)			
All Access w/ \$100 DB	\$1,600	\$1,695	5.9%
Block 250 w/ \$100 DB	\$1,540	\$1,620	5.2%
Block 150 w/ \$250 DB	\$1,400	\$1,480	5.7%
5 Meal Plan w/ \$75 DB	\$700	\$745	6.4%
Summer Meal Plan	\$610	\$650	6.6%
Summer Conference (per meal)			
Breakfast	\$ 6.00	\$ 6.25	4.17%
Lunch	\$ 7.00	\$ 7.25	3.57%
Dinner	\$ 8.00	\$ 8.25	3.13%
Cash Price (per meal, before tax)			
Breakfast	\$ 7.50	\$ 7.85	4.67%
Lunch	\$ 8.55	\$ 8.78	2.69%
Dinner	\$ 9.25	\$ 9.47	2.38%
Commuter Plans (before tax)			
Block 25	\$205	\$ 205.00	0.00%
Block 50	\$390	\$ 390.00	0.00%
Employee Plans (before tax)			
Faculty-Staff 25	150	\$150	0.00%

2016-17 MSU Housing Rates (Proposed) Compared to Rates at Peer Institutions (Current)

Institution	Residence Hall	Residence Hall	Apartment	Apartment
	Traditional: Semi-Private	Suite: Semi-Private	4 bedroom unit	2 bedroom unit
University of Texas - Permian Basin	N/A	\$2,820	\$3,090	\$3,720
Texas State - San Marcos	\$2,895	\$2,995	N/A	\$4,030
University of Texas - Tyler	\$2,840	N/A	\$3,306	\$3,952
University of Texas - Arlington	\$2,670	\$3,082	\$2,815	\$3,190
Angelo State	\$2,326	\$3,074	\$2,955	\$3,039
University of North Texas	\$2,305	\$3,050	N/A	N/A
Texas Tech	\$2,255	\$2,915	\$2,830	\$3,125
Midwestern State University	\$2,100	\$2,300	\$2,900	\$3,300
Texas A&M - Kingsville	\$2,055	\$2,266	\$3,327	\$3,533
West Texas A&M	\$2,040	\$2,360	N/A	N/A
Sam Houston	\$1,968	\$2,592	N/A	\$2,768
Texas A&M - Commerce	\$1,944	\$3,131	\$2,500	\$2,778
Texas Woman's University	\$1,915	N/A	N/A	\$3,675
Stephen F. Austin	\$1,895	\$2,056	\$3,409	\$3,619
Tarleton State	\$1,810	\$2,539	\$2,886	\$3,045
RANK	7 out of 14	11 out of 13	6 out of 10	7 out of 13

2016 - 17 MSU Room + Board Rates (Proposed) Compared to Peer Institutions (Current)

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

Institution	Residence Hall	Meal Plan	TOTAL
University of Texas - Tyler	\$2,840	\$1,716	\$4,556
University of Texas - Arlington	\$2,670	\$1,820	\$4,490
Texas Tech	\$2,255	\$1,947	\$4,202
Texas State - San Marcos	\$2,895	\$1,305	\$4,200
University of Texas - Permian Basin	\$2,820	\$1,483	\$4,303
University of North Texas	\$2,305	\$1,742	\$4,047
Angelo State	\$2,326	\$1,625	\$3,951
Sam Houston	\$1,968	\$1,930	\$3,898
West Texas A&M	\$2,040	\$1,783	\$3,823
Texas A&M - Commerce	\$1,944	\$1,875	\$3,819
Texas A&M - Kingsville	\$2,055	\$1,746	\$3,801
Midwestern State University (proposed)	\$2,100	\$1,695	\$3,795
Tarleton State	\$1,810	\$1,953	\$3,763
Stephen F. Austin	\$1,895	\$1,703	\$3,598
Texas Woman's University	\$1,915	\$1,670	\$3,585
RANK			12 of 15

New Residence Halls at Texas Higher Education Institutions

Institution	Residence Hall	Year Open	Double Rate (fall-spring)
Texas A&M	Hullabaloo	2015	\$7,380
Stephen F. Austin	Lumberjack Landing	2011	\$6,290
UT-San Antonio	San Saba	2013	\$6,290
St. Mary's University	Founders	2012	\$6,080
Angelo State	Plaza Verde	2014	\$6,072
Tyler Junior College	Crossroads	2015	\$5,940
Texas Tech	Carpenter Webb	2012	\$5,830
University of North Texas	Rawlins	2015	\$5,520
West Texas A&M	Founders	2013	\$5,270
Midwestern State	TBA	2016	\$5,100
Sam Houston	Lone Star	2013	\$4,952
UT-Arlington	Vandergriff	2012	\$4,748
RANK			10 of 12

3.317 President's Office

ACADEMIC EMERITUS STATUS - FACULTY AND ADMINISTRATION

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

A. General

University faculty at the ranks of assistant professor, associate professor and professor and academic administrators in the positions of dean, provost and vice president for academic affairs, or president may be granted emeritus status upon retirement.

B. Eligibility

Emeritus status may be granted to eligible faculty or administrators who have faithfully served the university for ten (10) consecutive years in a full-time position. Faculty will have a record of (1) either extraordinary contributions to teaching or scholarly/creative production or service (2) or have continuously been productive in teaching, scholarship/creative activities, and service. Administrators in the positions of dean or provost and vice president for academic affairs will have notably contributed to the progress of the university. A president who has served the university for ten (10) consecutive years will automatically be considered.

C. Process

Unless the provost and vice president for academic affairs or the president is under consideration, the provost and vice president for academic affairs will ask for independent recommendations of the Faculty Senate, the relevant chair and dean, and report these recommendations together with his or her own appraisal to the President of the university. If the provost and vice president for academic affairs is under consideration, the president will ask for independent recommendations from the Faculty Senate, the relevant chair, and dean. If the president wishes emeritus status to be granted, he or she will so recommend to the Board of Regents of Northwestern State University. Self-recommendations are inappropriate.

D. Benefits

In addition to benefits extended to all MSU retirees who have served the university for ten years, emeriti professors and administrators shall be entitled to:

1. use of Northwestern State University's name in their scholarly pursuits;
2. use of university laboratory and office space and other resources depending on availability and the president's approval (permission will be granted on a semester basis);
3. maintenance of their MSU e-mail address;
4. marching in the appropriate position in the academic procession; and
5. actively participating in university events and offerings.

FINANCE COMMITTEE

Finance Committee

Membership

Jeff Gregg, Chairman
Warren Ayres
Caven Crosnoe
Lynwood Givens

Reading and Approval of Minutes

16-110. The minutes of the Finance Committee meeting February 11, 2016, will be recommended for approval by the committee as shown in the minutes' section of this agenda as Minutes Attachment 16-110.

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

16-111. This report is shown as Attachment 16-111 and will be presented as information only.

Financial Reports

16-112. The administration will recommend the January, February, and March 2016 Financial Reports for acceptance. These reports were previously distributed to the board (<http://www.mwsu.edu/Assets/documents/welcome/president/BOR/2016-May/Item%2016-112%20Financial%20Reports%20Jan%20Feb%20Mar.pdf>), and Dr. Fowlé's summary report is shown as Attachment 16-112.

Investment Report

16-113. The administration will recommend the second quarter FY 2015 investment report for acceptance. These reports were previously distributed to the board (<http://www.mwsu.edu/Assets/documents/welcome/president/BOR/2016-May/Item%2016-113%20InvestRpt%202ndQtr%2004-25-16.pdf>), and Dr. Fowlé's summary report is shown as Attachment 16-113.

FY 2015-2016 Items \$50,000 & Under

16-114. In accordance with board policy, the president authorized the following increases to the current budget. The administration will recommend ratification of these budget changes.

<u>From Account:</u>		<u>To Account:</u>		<u>Purpose</u>	<u>Amount</u>
<u>Number</u>	<u>Title</u>	<u>Number</u>	<u>Title</u>		
26000 23260	Student Service Fees	26000 24618	Disability Support	To cover the costs of operating CART and interpreting services.	\$20,000
26000 23260	Student Service Fees	24826 4820	Cheerleaders	Compete at National Collegiate Cheerleading Championships.	19,046
23011 3000	Rec Center Renewal & Replacement	24703 4700	Wellness Center Operations	Replace four chiller coils & floor covering system for gymnasium.	27,714
33011 3001	Housing Reserves	34830 34833	Pierce Hall	Install overflow roof drains required by code & foam repairs not covered by insurance.	49,075
Total					\$115,835

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

16-115. The reports of personnel changes in January, February, and March 2016 will be presented for information as shown in Attachment 16-115. Salary and position changes approved by the president will be presented for ratification as shown below.

<u>Current Position</u>	<u>Action</u>	<u>Additional Funding Source</u>	<u>Annual Budget Increase (Decrease)</u>	<u>Net Current FY Actual Cost(Savings)</u>
12 staff positions	Filled four positions above budget and eight positions below budget.		\$(10,242)	\$(108,452)
Police Officer III	Changed to Police Officer II			
Assistant Director, SBDC	Eliminated Secretary position. The position was filled above budget.	Grant Funded	34,084	15,751
PC Network Lead Tech, Computer Labs	Changed two positions to PC Network Lead Tech II. Salary adjustments were made above budget.	Salary Savings Account	10,661	7,107
<i>Total</i>			<i>\$34,503</i>	<i>\$(85,594)</i>

New Residence Hall Staff – FY 2016

16-116. In anticipation of MSU taking possession of the new residence hall on August 1, one month before the beginning of FY 2017, the administration will recommend the addition of the following staff positions to begin in August 2016.

- A. Four Custodians
- B. One Lead Custodian
- C. One Residence Hall Maintenance Technician

The cost for the month of August, including benefits, is \$13,400. The source of funds would be Housing Reserves. These positions will be included in FY 2017 operating budget.

Summer Budget 2016

16-117. The administration will request authorization to increase funding for the summer school budget by \$200,000. Enrollment limits of 15 students per 1000-2000 level courses and 10 students per 3000-4000 level courses will be maintained. The source of funds will be Unallocated Local Tuition or university reserves.

Parking Fee Increase

16-118. The administration will recommend increasing the parking fee for students from \$50 per year to \$70 per year. This increase will generate approximately \$80,000 per year in increased revenue. The administration will recommend using this increased revenue to

pay for the new student parking lot on the east side of campus by the West Campus Annex. This project is estimated to provide 244 parking spaces and was approved by the Board of Regents at the February 2016 meeting to be paid from Parking Fees or Higher Education Assistance Funds (HEAF). A peer comparison study was done with Tarleton State University, West Texas A&M University, the University of North Texas, Texas Woman's University, Texas A&M University-Kingsville, and Texas A&M University-Corpus Christi. The range for student parking at the peer institutions was \$70-\$165.

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

16-119. Beginning in the fall 2014, Midwestern State University established a fixed tuition plan for all students for four years (12 consecutive terms – fall, spring, and summer terms). The plan approved at that time provided fixed tuition for fall 2014 seniors, post-baccalaureate, and graduate students through the summer 2016. Additionally, fall 2014 juniors have fixed tuition through the summer 2017, and fall re-enrolling freshmen and sophomore students in the fall 2014 have guaranteed tuition through the summer 2018.

Each year the administration must consider the rate of mandatory fees for beginning and continuing students, as well as the tuition rate to be charged and guaranteed for incoming students. In order to safeguard access and affordability the institution has significantly increased its institutional aid (including state mandated waivers and exemptions) by 25%, during the prior five years (FY 2011 thru FY 2015). The university's discount rate has subsequently increased during this period from 20% to 23% as shown in Attachment 16-119A.

In addition to increased institutional aid available for MSU students, cost containment measures at the university are ongoing to limit expenditures that ultimately result in higher costs to students. Budget reductions in FY 2016 totaled \$700,000.

The administration will recommend tuition and fee increases that are a total of 2.55% for continuing students and 3.4% for new students (see additional information in Attachment 16-119B).

- A. **Designated Tuition** – The administration will recommend a 2.02% inflationary increase in designated tuition for new students beginning in FY 2016. The designated tuition rate would increase from \$121.40 per semester credit hour (SCH) to \$123.85 per SCH. With this increase, new students taking 15 SCH would pay \$36.75 more per semester than current freshmen with the same course load. As with the current plan, this rate would be fixed for these individuals for 12 semesters (four academic years). This rate increase would generate \$96,000 annually. This increase would be used for increased health insurance and an additional position for internal audit.
- B. **University Services Fee** - The administration will recommend increasing the University Services Fee for all students, from \$60.25 to \$66.25 per SCH, effective with the fall 2016 semester. This increase of \$6 per SCH will generate approximately \$880,000 annually. This additional revenue would be used for on-going increases to the university's operation including increased health insurance,

software maintenance, pay raises for staff, and scholarships. The Student Senate has expressed support for increasing this fee, especially as it will allow the addition of Degreeworks (advising and degree audit platform) and an increase in tutoring services.

- C. **Student Services Fee** – The administration will recommend increasing the Student Services Fee for all students from \$15.50 to \$17.05 per SCH, effective with the fall 2016 semester. This increase of \$1.55 per SCH will generate approximately \$235,000. The maximum amount charged to a student in a 16-week semester will not change from the current \$250. The Student Senate expressed support for increasing this fee to maintain and, in certain cases, expand the level of current services. The Student Services Fee Allocation Committee (comprised of students per statute) has recommended the additional revenue be used for regular operational increases in the student development, activity, and service areas. This includes an additional mental health counselor and an additional student development position to accommodate a growing residential population, and sharing expenses with the institution for a new Director of Equity, Inclusion, and Multicultural Affairs.

FINANCE COMMITTEE
ATTACHMENTS

**Summary of Financial Support
Midwestern State University, MSU Foundation
and MSU Charitable Trust**

	9/1/2015 10/19/2015	10/20/2015 1/13/2016	1/14/2016 4/15/2016	Total Year to Date
University Development	\$ 87,449	\$ 156,384	\$ 113,083	\$ 356,916
Gifts in Kind	\$ 7,600	\$ 7,502	\$ 24,495	\$ 39,597
MSU Endowments	\$ 250	\$ 14,045	\$ 1,745	\$ 16,040
Grants		\$ 169,144	\$ 62,250	\$ 231,394
Contributions to Foundation	\$ 108,820	\$ 62,050	\$ 187,134	\$ 358,004
President's Excellence Circle				
2014-2015	\$ 1,110			\$ 1,110
2015-2016	\$ 34,257	\$ 166,228	\$ 21,082	\$ 221,567
2016-2017		\$ 2,500	\$ 2,500	\$ 5,000
Wichita Falls Museum of Art	\$ 1,135	\$ 42,423	\$ 5,575	\$ 49,133
Contributed Services	\$ 717			\$ 717
Annual Fund	\$ 53,954	\$ 115,770	\$ 81,211	\$ 250,935
Alumni Association			\$ 475	\$ 475
(2015-2016 Memberships 2,079)	\$ 4,320	\$ 1,065	\$ 755	\$ 6,140
(700 Lifetime Members)	\$ 2,300		\$ 1,200	\$ 3,500
Mustangs Athletic Club				
Cash	\$ 31,843	\$ 84,508	\$ 26,365	\$ 142,716
Corporate Sponsors - Athletics				
Cash	\$ 15,925	\$ 25,175	\$ 16,875	\$ 57,975
Contributed Services	\$ 93,750			\$ 93,750
Fantasy of Lights	\$ 27,697	\$ 27,702	\$ 5,220	\$ 60,619
Contributed Services	\$ 639			\$ 639
Scholarship Funds from Outside Sources	\$ 103,478	\$ 141,561	\$ 155,309	\$ 400,348
TOTAL	\$ 575,244	\$ 1,016,057	\$ 705,274	\$ 2,296,575

Financial Reports through March 31, 2016 Summary Report

The quarterly report is through March 31, 2016. Schedule One highlights that total revenue for the institution was \$69.6 million, up \$4.2 million compared to the same period last year.

Operating revenue made up of tuition and fees, grants, and auxiliary enterprises were up \$3.3 million. Non-operating revenue including state appropriations was up \$1 million, net of a slight decrease in gifts of \$160,000. Expenses have increased from \$71.8 million to \$79.3 million, an increase of \$7.5 million or 8.7%. The largest increase was in salaries and wages of \$3.3 million, mostly caused by changing the accounting of faculty salaries from booking their pay when it is earned over the nine months versus booking when it is paid over twelve months. This amount will diminish during the summer months when faculty are paid for time they have previously worked. The next largest increase was scholarships, \$1.3 million, with the growth of the merit scholarship program. Rentals and leases increased \$.7 million, which was caused by timing differences in the booking of the lease expenses for the off-campus housing contract. Travel, materials and supplies, and repairs and maintenance all increased in the 12-14% range with more students traveling on study abroad, costs of additional meal plans and furniture and equipment, and roof repair and software maintenance costs, respectively.

Schedules Two and Three show that overall revenues and expenses are tracking closely to budget, with revenues at 93.8% and expenses at only 62.1%, compared to an expected 58.3% at the end of March. Schedule Three shows that the institution met its overall tuition and fee revenue goals for the fall and spring, in total about \$547,000 above the budget, because enrollment was a little higher both semesters than what was predicted. Summer enrollment has not been completed at the time of this report.

On Schedule Four, the ending balances of working capital funds show a use of \$1.4 million in reserves. However, several factors which are not accounted for in this report show this to be approximately \$1 million high. Funds not accounted for in this report include additional budgeted funds that will go to reserves, interest income, and budgeted salary and Maintenance & Operations (M&O) savings. The administration will request an additional \$115,000 of reserves at the May meeting. The total use of reserves after netting factors mentioned above is \$365,000.

Investment Report through February 29, 2016 Summary Report

The quarterly investment report distributed is through February 29, 2016, as required by the Public Funds Investment Act.

The report shows that at the end of February the university held a total of \$40.5 million in cash and cash investments. Of that, \$12 million was in highly liquid cash investments, plus \$4.3 million at the state treasury. Texas A&M University System (TAMUS) held \$21.8 million of the funds. TAMUS cash investments earned \$77,300 of interest and dividends over the quarter and \$1.3 million of unrealized loss since inception. The institution kept \$12 million in Texpool/Logic/Class, with very little in Wells Fargo money market, all short-term overnight investment vehicles. The balances of the funds, \$2.3 million, are held in securities purchased before the institution contracted with TAMUS and managed its own cash. The agency notes are showing only a slight gain, and the small amount of common stock, \$70,000 in book value, is showing a \$103,000 gain since being acquired. The university has yielded anywhere from 1.77% to -.06% a month over the quarter on the overall cash holdings.

The university has also invested the bond proceeds of the residence hall and mass communication project. At the end of February, \$26.3 million was invested in BLB Flexible Repo Agreement, which earned \$37,200 for the quarter. The university's endowed funds are held at both American National Bank with \$7.9 million and, as of March 1, 2015, at TAMUS with \$11 million. The funds held by American National had a realized loss of \$112,000 in market value since last quarter but overall has appreciated market value of 4.7% since obtaining the funds. The university received \$51,000 distribution from these funds for the quarter. The TAMUS Endowment Pool had a realized gain of \$105,000 in market value for the quarter, but overall has a market loss of 7.9% since inception. The university received \$27,000 in distributions net of fees in addition to the market loss.

The report also included quarterly reports provided by TAMUS on the Cash Concentration Pool and the System Endowment Funds.

Summary of the Personnel Position Status Reports for 9/1/15 – 3/31/16

January 2016 Change Classification from Secretary, SBDC to Assistant Director, SBDC
Net position change: +0 (Clerical and Secretarial -1/Professional Non-Faculty +1)
Presented for ratification by Board of Regents. 5/13/16

Total net new positions as of 3/31/16 = +0.00

MIDWESTERN STATE UNIVERSITY
PERSONNEL POSITION STATUS REPORT
 January 31, 2016

POSITIONS	APPROVED BUDGET		POSITIONS		TOTAL POSITIONS		SALARY	FILLED POSITIONS		VACANT POSITIONS		TOTAL CURRENT POSITIONS	
	9/1/2015		ADDED	(DELETED)	FTE	AMOUNT	(SAVED)	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT
	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT	ADDED	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT
EXEC, ADMIN & MANAGERIAL	45.23	4,553,126			45.23	4,553,126	0	42.23	4,309,426	3.00	243,700	45.23	4,553,126
REGULAR FACULTY	257.61	17,779,863			257.61	17,779,863	(11,100)	243.11	17,256,800	14.50	511,963	257.61	17,768,763
PROFESSIONAL NON-FACULTY	150.21	6,705,029	1.00	55,000	151.21	6,760,029	(8,508)	147.21	6,617,901	4.00	133,620	151.21	6,751,521
CLERICAL AND SECRETARIAL	101.08	2,399,502	(1.00)	(20,916)	100.08	2,378,586	(4,189)	96.08	2,326,397	4.00	48,000	100.08	2,374,397
TECH & PARAPROFESSIONAL	23.75	1,024,566			23.75	1,024,566	4,472	22.75	982,579	1.00	46,459	23.75	1,029,038
SKILLED CRAFT	29.00	956,892			29.00	956,892	0	29.00	956,892	0.00	0	29.00	956,892
SERVICE & MAINTENANCE	65.00	1,378,668			65.00	1,378,668	2,400	61.00	1,305,480	4.00	75,588	65.00	1,381,068
POLICE	14.00	506,186	0.00	0	14.00	506,186	(11,807)	14.00	494,379	0.00	0	14.00	494,379
GRAND TOTALS	685.88	35,303,832	0	34,084	685.88	35,337,916	(28,732)	655.38	34,249,854	30.50	1,059,330	685.88	35,309,184

MIDWESTERN STATE UNIVERSITY
PERSONNEL POSITION STATUS REPORT
 February 29, 2016

POSITIONS	APPROVED BUDGET		POSITIONS		TOTAL POSITIONS		SALARY	FILLED POSITIONS		VACANT POSITIONS		TOTAL CURRENT POSITIONS	
	9/1/2015		ADDED (DELETED)		FTE	AMOUNT	(SAVED)	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT
	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT	ADDED	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT
EXEC, ADMIN & MANAGERIAL	45.23	4,553,126			45.23	4,553,126	31,348	42.23	4,340,774	3.00	243,700	45.23	4,584,474
REGULAR FACULTY	257.61	17,779,863			257.61	17,779,863	(11,100)	243.11	17,256,800	14.50	511,963	257.61	17,768,763
PROFESSIONAL NON-FACULTY	150.21	6,705,029	1.00	55,000	151.21	6,760,029	(8,508)	147.21	6,617,901	4.00	133,620	151.21	6,751,521
CLERICAL AND SECRETARIAL	101.08	2,399,502	(1.00)	(20,916)	100.08	2,378,586	(4,189)	96.08	2,326,397	4.00	48,000	100.08	2,374,397
TECH & PARAPROFESSIONAL	23.75	1,024,566			23.75	1,024,566	4,465	22.75	982,572	1.00	46,459	23.75	1,029,031
SKILLED CRAFT	29.00	956,892			29.00	956,892	0	29.00	956,892	0.00	0	29.00	956,892
SERVICE & MAINTENANCE	65.00	1,378,668			65.00	1,378,668	2,400	61.00	1,305,480	4.00	75,588	65.00	1,381,068
POLICE	14.00	506,186	0.00	0	14.00	506,186	(10,210)	14.00	495,976	0.00	0	14.00	495,976
GRAND TOTALS	685.88	35,303,832	0	34,084	685.88	35,337,916	4,206	655.38	34,282,792	30.50	1,059,330	685.88	35,342,122

MIDWESTERN STATE UNIVERSITY
PERSONNEL POSITION STATUS REPORT
 March 31, 2016

POSITIONS	APPROVED BUDGET		POSITIONS		TOTAL POSITIONS		SALARY	FILLED POSITIONS		VACANT POSITIONS		TOTAL CURRENT POSITIONS	
	9/1/2015		ADDED (DELETED)		FTE	AMOUNT	(SAVED)	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT
	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT	ADDED	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT
EXEC, ADMIN & MANAGERIAL	45.23	4,553,126			45.23	4,553,126	31,348	42.23	4,340,774	3.00	243,700	45.23	4,584,474
REGULAR FACULTY	257.61	17,779,883			257.61	17,779,863	(11,100)	243.11	17,256,800	14.50	511,963	257.61	17,768,763
PROFESSIONAL NON-FACULTY	150.21	6,705,029	1.00	55,000	151.21	6,760,029	(7,916)	147.21	6,618,493	4.00	133,620	151.21	6,752,113
CLERICAL AND SECRETARIAL	101.08	2,399,502	(1.00)	(20,916)	100.08	2,378,586	(3,493)	96.08	2,327,093	4.00	48,000	100.08	2,375,093
TECH & PARAPROFESSIONAL	23.75	1,024,566			23.75	1,024,566	4,465	22.75	982,572	1.00	46,459	23.75	1,029,031
SKILLED CRAFT	29.00	956,892			29.00	956,892	0	29.00	956,892	0.00	0	29.00	956,892
SERVICE & MAINTENANCE	65.00	1,378,668			65.00	1,378,668	2,400	61.00	1,305,480	4.00	75,588	65.00	1,381,068
POLICE	14.00	506,186	0.00	0	14.00	506,186	(10,210)	14.00	495,976	0.00	0	14.00	495,976
GRAND TOTALS	685.88	35,303,832	0	34,084	685.88	35,337,916	5,494	655.38	34,284,080	30.50	1,059,330	685.88	35,343,410

**Midwestern State University Reporting of Personnel Changes
Fiscal Year 2015-2016
January - March**

I. ENTERING EMPLOYEES

1. Matthew Chisholm – Coordinator, Student Transition Programs, 01/01/16
2. George Ohmstede – Police Officer II, University Police – 01/01/16
3. Joseph Snyder – Police Officer II, University Police – 01/01/16
4. Brittany Fernholz – Help Desk Analyst, Information Technology - 01/07/16
5. Lauren Armstrong – Visiting Assistant Professor, Nursing – 01/16/16
6. Nicolette Daubert – Secretary, Art – 01/27/16
7. Patrick Coggins – Chief of Police, University Police – 02/01/16
8. Daniel Leslie – Business Analyst, Small Business Development Center – 02/01/16
9. Tomas Schaaf – Programmer Analyst, Information Technology – 02/01/16
10. Kristi Schulte – Director, Residence Life and Housing – 02/01/16
11. Nancy Howell – Secretary, Telecommunications 50% - 02/15/16
12. Leigh Kidwell – Director, Internal Audits – 02/15/16
13. Apryl Webb – Secretary, EURECA – 03/07/16
14. John Forman – Assistant Coach, Volleyball – 03/14/16
15. Makenna Doyle – Admissions Counselor, Admissions – 03/21/16
16. Dana Cory – Secretary, JS Bridwell Regional Simulation Center – 03/28/16

II. EXITING EMPLOYEES

1. Laura Komenda – Administrative Assistant, Admissions – 01/04/16
2. Susie Nesbitt – Secretary, JS Bridwell Regional Simulation Center – 01/04/16
3. Brigitte Mitchell – Assistant Professor, Nursing – 01/16/15
4. Joe Fonseca – Caretaker of Sikes House and JS Bridwell Regional Simulation Center – 01/20/16
5. Kelly Perry – Police Officer II, University Police – 01/27/16
6. Camille Shepherd – Assessment Specialist, Institutional Research and Assessment – 01/31/16
7. Linda Motl – Computer Based Test Center Administrator, Testing – 01/31/16
8. Gary McGraw – Assistant Coach, Football - 02/22/16
9. Dustin Webb – Assistant Director, Admissions – 03/28/16

III. RETIRING EMPLOYEES

1. Randy Kirkpatrick – Chief Information Officer, Information Technology – 01/31/16

**Cost of Attendance
Compared to
Institutional Aid**

	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>	<u>FY2015</u>	
Tuition and Fees 30 SCH	\$6,990	\$7,180	\$7,508	\$7,668	\$8,166	
5 Year \$ Increase					\$1,176	
5 Year % Increase					17%	
Institutional Aid						
State aid (TX Grants, etc)	2,696,072	2,268,333	2,870,000	3,331,667	3,220,000	19%
Institutional aid	6,585,711	5,883,894	6,329,208	7,172,710	7,928,263	20%
Institutional exemptions	1,512,289	2,352,608	2,005,192	2,067,932	2,300,711	52%
Total	10,794,072	10,504,835	11,204,401	12,572,309	13,448,974	
5 Year \$ Increase					\$2,654,902	
5 Year % Increase					25%	
Federal Aid						
Federal Aid	10,314,328	9,283,024	8,378,145	8,550,687	8,751,951	
5 Year \$ Increase					(\$1,562,377)	
5 Year % Increase					-15%	
Discount Rate						
Institutional Aid + Exemptions	8,098,000	8,236,502	8,334,401	9,240,642	10,228,974	
Gross Tuition and Fees	40,382,554	40,644,155	41,259,018	42,094,643	44,384,344	
Discount Rate	20%	20%	20%	22%	23%	

Tuition and Fee Schedule Comparison
Fall 2015 to Proposed Fall 2016

	New Student Fall 2015 15 Hours	Junior Fall 2015 15 Hours	New Student Fall 2016 15 Hours	Matriculate to Senior Fall 2016 15 Hours
Total for 15 SCH	<u>\$ 4,244.75</u>	<u>\$ 4,208.75</u>	<u>\$ 4,389.00</u>	<u>\$ 4,316.25</u>
Proposed Designated Tuition Increase			\$ 36.75	\$ -
Proposed University Services Fee increase			\$ 90.00	\$ 90.00
Proposed Student Service Fee increase ^\$250 max			\$ 17.50	\$ 17.50
Overall Percentage Increase over Fall 2015			3.40%	2.55%

<i>Per Semester Credit Hour</i>	<u>Actual Fall</u>	<u>Actual Fall</u>	<u>Proposed</u>	<u>Proposed</u>
Designated Tuition	\$ 121.40	\$ 119.00	\$ 123.85	\$ 119.00
University Services Fee	60.25	60.25	66.25	66.25
Student Service Fee	15.50	15.50	17.05	17.05

AUDIT, COMPLIANCE, AND
MANAGEMENT REVIEW
COMMITTEE

Audit, Compliance, and Management Review Committee

Membership

Sam Sanchez, Chairman
Tiffany Burks
Jeff Gregg
Shelley Sweatt

Reading and Approval of Minutes

16-120. The minutes of the Audit, Compliance, and Management Review Committee meeting February 11, 2016, will be recommended for approval by the committee as shown in the minutes' section of this agenda as Minutes Attachment 16-120.

Potential Conflict of Interest of Regent

16-121. 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.

Audit and Compliance Activities

16-122. Ms. Leigh Kidwell, Director of Internal Audits, will update the board on audit and compliance activities and will present the following documents for approval by the Board.

- A. FY 2013 Annual Audit Report (see Attachment 16-122A).
- B. FY 2015 Annual Audit Report (see Attachment 16-122B).
- C. FY 2016 Audit Plan (see Attachment 16-122C).

Campus Carry Task Force Report and President Shipley's Recommendations

16-123. The 84th Texas Legislature passed, and Governor Greg Abbott signed, Senate Bill 11 in 2015. This law goes into effect August 1, 2016, and provides that license holders may carry a concealed handgun on Texas public university campuses. The law further gives universities some discretion in regulating campus carry. President Shipley established an 18-member Task Force to recommend Campus Carry Policies. The Task Force began its work in the fall 2015 and solicited input from university constituents, to include students, faculty, staff, parents, alumni, and community members, through a survey and town hall meeting. The Task Force completed its work and submitted its recommendations to Dr. Shipley at the end of March. Dr. Shipley discussed the Task Force's work with the President's Cabinet and responded to the campus, indicating the recommendations she planned to present to the Board of Regents. She then held meetings with the Student Government Association (Student Senate), the Faculty Senate, and the Staff Senate to receive feedback. Copies of Texas Government Code Section 411.2031, the Task Force recommendations, Dr. Shipley's response to the campus, and a table showing comparisons with other universities are shown in Attachment 16-123A. As provided in the statute, President Shipley has determined

recommended policies based on the work of the Task Force and consultation with students, staff, and faculty of the university. These recommended policies are shown as Attachment 16-123B. The administration will recommend approval of these policies, which would go into effect August 1, 2016, in accordance with the statute.

MSU Policies and Procedures Manual Changes

16-124. Changes to the *MSU Policies and Procedures Manual* will be recommended for approval as shown below.

- A. New Policy 2.26. Compliance and Ethics Program Policy (Attachment 16-124A) - Senate Bill 20 authorized during the 2015 session of the Texas Legislature requires the Board of Regents to establish a compliance program. An effective compliance and ethics program protects an organization by detecting and preventing improper conduct and promoting adherence to the organization's legal and ethical obligations. In 1991, the U.S. Sentencing Commission established the most recognized standards for an effective program. These guidelines have become synonymous with the elements of an effective compliance program across all industries, including higher education. MSU Controller Chris Stovall, Director of Internal Audits Leigh Kidwell, and General Counsel Barry Macha worked on the proposed policy which is patterned after Stephen F. Austin State University's program and incorporates the Sentencing Commission's guidelines.
- B. Policy 3.114. Faculty Performance Review (Attachment 16-124B) – a minor policy modification will be recommended to include a statement indicating that performance evaluations will be reviewed for EEO compliance as recommended by the Texas Workforce Commission (TWC).
- C. Policy 3.214. Staff Performance Rating (Attachment 16-124C) – minor modifications will be recommended to ensure the policy is in compliance with current practice. The staff evaluation tool has been revised, which required updating of the performance measures included in the policy. Additionally, staff evaluations will now be performed once annually rather than during the anniversary month of employment as recommended by the TWC.
- D. Policy 4.145. President's Office Relationships with Affiliated Entities (Attachment 16-124D) – the proposed revisions were prompted in large part in response to an advisory task force report of best practices published by the University of Texas at Austin.

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

16-125. Texas Government Code §2255.001 and MSU Policy 4.145 require a state agency for which a private organization exists that is designed to further the purposes and duties of the agency to adopt rules governing the relationship between the organization and the agency. Proposed MOUs have been developed between MSU and the MSU Foundation, Inc. and the MSU Charitable Trust (see Attachment 16-125). The MSU Charitable Trust Board of Trustees has approved the document. The administration will request the board approve these agreements and authorize Mr. Macha to work with the chairman of the board to finalize the agreement with the MSU Foundation, Inc.

AUDIT, COMPLIANCE, AND
MANAGEMENT REVIEW
COMMITTEE ATTACHMENTS

MIDWESTERN STATE UNIVERSITY
ANNUAL INTERNAL AUDIT REPORT

For the Fiscal Year Ended

AUGUST 31, 2013



Office of Internal Audits
3410 Taft Boulevard Wichita Falls, Texas 76308

Leigh Kidwell, CPA, CGMA, Director

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I. Executive Summary

The purpose of this annual audit report is to provide information on the benefits and effectiveness of the internal audit function as well as providing information to assist central oversight agencies to plan and coordinate their work efforts. It is submitted in compliance with the Texas Internal Auditing Act, Texas Government Code, Chapter 2102, and the rules and regulations of the Board of Regents of Midwestern State University.

The Office of Internal Audits provides independent, objective assessments and contributes to the University's improvement of governance, risk management and internal controls. The primary objective is to assist the Board of Regents, the President, and university management in effectively discharging their responsibilities.

Fiscal year 2013 was challenging for the Office of Internal Audits. The long term auditor retired in May 2013 and the office remained vacant until January 2014. No audits were performed from September 1, 2012 through May 31, 2013. Before retiring, the internal auditor's major focus was to monitor management's action plan items as a result of SAO's Audit No. 12-044 recommendations. A considerable amount of his time was spent preparing for the State Auditor's Office review in connection with the University's accreditation submission to the Southern Association of Colleges and Schools (SACS). Other activities during the 9 months from September 2012 through May 2013, the auditor assisted University management, advised the Board of Regents and participated in select committee meetings. In addition, he investigated one complaint received through the State Auditor's Office hotline.

The FY 2013 annual audit report was not submitted by the due date due to the vacancy in the internal auditor position. This was mentioned to the newly hired internal auditor by the external peer reviewers in 2014. Unfortunately, the replacement auditor did not complete this report prior to leaving the position in July 2015.

Upon approval by the Board of Regents, this report will be distributed to the State Auditor's Office, the Office of the Governor, the Legislative Budget Board, and the Sunset Advisory Commission.

II. Compliance with House Bill 16

House Bill 16 (83rd Legislature) amended Chapter 2102, Texas Government Code, by adding Section 2102.015, requiring higher education institutions to post certain information on their internet websites within 30 days after approval. Both the fiscal year 2013 internal audit annual report and the fiscal year 2014 audit plan are required to be on the University's website. It also requires higher education institutions to post on their websites detailed summaries of any weaknesses, deficiencies, wrongdoings, or other concerns raised by the FY 14 audit plan or FY 14 annual report, and summaries of the actions taken by the institution to address concerns, if any, that were raised by the FY 14 audit plan or FY 14 annual report.

In order to comply with House Bill 16, the University's FY 2013 internal audit annual report and FY 2104 audit plan will be posted 30 days after Board of Regents' approval, on the website, www.mwsu.edu. The Office of Internal Audits does not currently have a separate page on the University's website. However, building a separate web page is in the planning stages.

III. Internal Audit Plan for Fiscal Year 2013

This plan was approved by the Board of Regents on August 9, 2012. It is intended to be flexible and updated if necessary. The available hours each year are 1,840. This accounts for one full time auditor after reductions for university holidays and vacation. Audit activities will be conducted in a way to ensure independence for the Office. An annual risk assessment will also be conducted. Any special projects will be conducted if requested by management or the Board of Regents.

Audit Plan FY 2013	Estimated Hours
<p>MSU Museum of Art:</p> <p>This audit will review controls in place to ensure the accountability and safeguarding of assets.</p>	300
<p>Compliance Activities:</p> <p>General oversight activities initiated in FY 2012 revealed areas that merit active monitoring and testing to ensure policies and procedures are being followed. A system will be developed to test these areas on a periodic basis and provide immediate feedback so that timely improvements will be made. Periodic reports and updates will be provided to upper management to ensure progress is being made toward effective controls.</p>	400
<p>Quarterly Investment Reports:</p> <p>This audit is statutorily required for all entities that invest in other than money market mutual funds, investment pools, and certificates of deposit.</p>	200
<p>External Auditor Coordination:</p> <p>The State Auditor’s Office and State Comptroller routinely depends and relies on internal auditors to accomplish their annual audit plans. Hours are being reserved to assist them as requested.</p>	200
<p>Special Projects:</p> <p>Internal auditors are a valuable and crucial source of assistance for issues that management and the Board of Regents may need analyses, appraisals, recommendations, counsel, and information to assist them in the effective discharge of their responsibilities. Hours are being reserved to provide this assistance.</p>	200
<p>Annual Risk Analysis/Audit Plan:</p> <p>Ongoing activities, such as interviews with management, distribution of internal control questionnaires, and reviews of management reports from throughout the university will be done to ensure adequate identification and consideration of all risks for future review.</p>	200
<p>Participation in Board Meetings and Management Committees:</p> <p>The internal auditor will attend all Board of Regents meetings and participate in selected committees as requested or deemed appropriate. Regular meetings are also held with the President.</p>	100

Audit Plan FY 2013	Estimated Hours
Administrative: Hours are being accounted for and reserved for such matters as ensuring compliance with auditing standards, involvement with professional organizations, training, annual reports, and general administrative duties.	240
Total Hours Budgeted	1,840

No audits were started or completed during fiscal year 2013. The internal audit resources were focused on the following items. The hours spent on each focus item has been estimated.

Actual Audit Focus Areas FY 2013	Estimated Hours
Compliance Activities: The State Auditor's Office Audit No. 12-044 reported the University had generally implemented controls over its financial and administrative processes and identified areas needing improvement. The internal auditor monitored management's implementation of all SAO recommendations.	400
External Auditor Coordination: The State Auditor's Office reviewed the University's financial information in connection with the accreditation submission to the Southern Association of Colleges and Schools (SACS). The internal auditor assisted both the SAO and management by providing necessary documentation for the review process.	400
External Auditor Coordination: The State Auditor's Office Special Investigations Unit received a hotline complaint, #13-0145, alleging the University unfairly awarded a contract for demolition services to a company other than the lowest bidder. The internal auditor reviewed the bidding process, University purchasing policies, points system used to award the contract, interviewed employees involved and found the complaint to be without merit.	100
Participation in Board Meetings: Attended all Board of Regents meetings, and met regularly with the President.	100
Administrative: Involvement with professional organizations, training, preparation of annual reports, and general administrative duties.	40
Total Hours Actual Audit Focus Areas	1,040

IV. Consulting Services and Non-audit Services

The Office of Internal Audits did not perform any consulting services as defined by the Institute of Internal Auditors' (IIA) standards or non-audit services as defined by Generally Accepted Governmental Auditing Standards (GAGAS).

Other internal audit services performed are listed below.

Activity	Impact
Attend various management meetings and committee meetings.	Provide guidance on strengthening internal controls, report independent observations and provide expertise.
Other Special Projects	Provide information and analysis.

V. External Quality Assurance (Peer) Review

Internal audit departments are required to comply with 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 (the Act). These established auditing standards require the performance of an external assessment at least once every three years by a qualified, independent reviewer from outside the university.

The University has had peer reviews performed in the past but it has been longer than three years since the last one. To get in compliance, an external review was requested in fiscal year 2014. The onsite fieldwork began in July 2014 and the final report was issued in October 2014. The review was performed by the chief audit executives from Stephen F. Austin State University and Texas Woman's University. Their review included audit activities for the three year period ended December 31, 2013 and found the Office of Internal Audits partially conforms to the standards in effect for the period under review.

The Peer Review will be reported in detail in the fiscal year 2015 internal audit annual report.

VI. Internal Audit Plan for Fiscal Year 2014

This plan was approved by the Board of Regents on May 8, 2014. It is intended to be flexible and updated if necessary. Due to the vacancy in the Office of Internal Audits from June 2013 through January 2014 a reduced audit plan was prepared. The available hours for the partial year is 600 after reductions for University holidays and vacation. Audit activities will be conducted in a way to ensure independence for the Office. An annual risk assessment will also be conducted. Any special projects will be conducted if requested by management or the Board of Regents.

Audit Plan FY 2014	Estimated Hours
<p>Formal Internal Assessment:</p> <p>Formal internal assessments are required periodically (as part of a regular ongoing program of the internal audit activity) by IIA standards. We will perform an internal assessment to confirm compliance with IIA standards.</p>	120
<p>Compliance Activities:</p> <p>The Public Funds Investment Act (PFIA) requires an internal compliance audit every two years. This audit is due and will be completed before fiscal year end.</p>	160
<p>Quarterly Investment Reports:</p> <p>This audit is statutorily required for all entities that invest in other than money market mutual funds, investment pools, and certificates of deposit.</p>	60
<p>External Auditor Coordination:</p> <p>The State Auditor’s Office and State Comptroller routinely depends and relies on internal auditors to accomplish their annual audit plans. Hours are being reserved to assist them as requested.</p>	60
<p>Annual Risk Analysis/Audit Plan:</p> <p>Ongoing activities, such as interviews with management, distribution of internal control questionnaires, and reviews of management reports from throughout the university will be done to ensure adequate identification and consideration of all risks for future review.</p>	60
<p>Participation in Board Meetings and Management Committees:</p> <p>The internal auditor will attend all Board of Regents meetings and participate in selected committees as requested or deemed appropriate. Regular meetings are also held with the President.</p>	40
<p>Administrative:</p> <p>Hours are being accounted for and reserved for such matters as ensuring compliance with auditing standards, involvement with professional organizations, training, annual reports, and general administrative duties.</p>	100
<p>Total Hours Budgeted</p>	600

VII. External Audit Services

No external audit services were procured or ongoing in fiscal year 2013.

VIII. Reporting Suspected Fraud and Abuse

To comply with the requirements of Section 7.09 Fraud Reporting, General Appropriations Act (83rd Legislature), Article IX and Texas Government Code, Section 321.022, Coordination of Investigations, the University has taken the following actions:

- The University's website has a Fraud Reporting web page with instructions for reporting suspected fraud, waste, and abuse.
- The Fraud Reporting web page provides the phone number for the State Auditor's Office and a direct link to their hotline.
- New employee orientation includes a review of University policies on standards of conduct for state employees and ethics.

MIDWESTERN STATE UNIVERSITY

ANNUAL INTERNAL AUDIT REPORT

For the Fiscal Year Ended

AUGUST 31, 2015

Office of Internal Audits
3410 Taft Boulevard Wichita Falls, Texas 76308

Leigh Kidwell, CPA, CGMA, Director

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I. Executive Summary

The purpose of this annual audit report is to provide information on the assurance services, consulting services, and other activities of the internal audit function. Additionally, the annual report assists central oversight agencies with planning and coordinating their work efforts. It is submitted in compliance with the Texas Internal Auditing Act (Texas Government Code, Chapter 2102) and the rules and regulations of the Board of Regents of Midwestern State University.

The Office of Internal Audits provides independent, objective assessments and contributes to the University's improvement of governance, risk management and internal controls. The primary objective is to assist the Board of Regents, the President, and university management in effectively discharging their responsibilities.

Fiscal year 2015 was a year of change for the Office of Internal Audits. The External Quality Assurance (Peer) Review report was issued containing multiple recommendations. All audit resources were focused during the second half of the year on implementing the peer review recommendations including updating the Office of Internal Audits' Charter, giving the Board of Regents the authority to appoint and remove the internal auditor, increasing internal audit resources, and approving a three year plan for moving towards full compliance with audit standards. Personnel changes were also made due to the resignation of the internal auditor effective July 31, 2015.

Upon approval by the Board of Regents, this report will be distributed to the State Auditor's Office, the Office of the Governor, the Legislative Budget Board, and the Sunset Advisory Commission.

II. Compliance with Texas Government Code, Section 2102.015

Texas Government Code, Section 2102.015, requires higher education institutions to post certain information on their internet websites within 30 days after approval. Both the fiscal year 2015 internal audit annual report and the fiscal year 2016 audit plan are required to be on the website. It also requires higher education institutions to update the website postings to include detailed summaries of weaknesses, deficiencies, wrongdoings, or other concerns, if any, raised by the audit plan or annual report, and summaries of the actions taken by the institution to address concerns, if any, that are raised by the audit plan or annual report.

In order to comply with Texas Government Code, Section 2102.015, the University's fiscal year 2015 internal audit annual report will be posted within 30 days after Board of Regents' approval, on www.mwsu.edu. The Office of Internal Audits does not currently have a separate page on the University's website. However, building a separate page is in the planning stages.

III. Compliance with the Benefits Proportionality Audit Requirements

On May 29, 2014, Governor Rick Perry sent a letter requesting that all institutions of higher education have their internal auditor perform work to determine whether “proportionality is being applied according to the established guidelines” set forth in Article IX, Section 6.08 of the General Appropriations Act. The audit results were to be sent to the governor’s office.

The Office of Internal Audits performed this requested audit for fiscal years 2011, 2012 and 2013. Report 15-02, *Audit on Benefits Proportional by Fund*, was issued on November 14, 2014. It found the University complied with the provisions and guidelines for reporting benefits proportional by fund and that no excess General Revenue was received due to noncompliance with the proportionality requirements.

Rider 8, page III-39, General Appropriations Act (84th Legislature) requires each higher education institution to conduct an internal audit of benefits proportional by fund as well as the following:

- The audit must be conducted using the methodology approved by the State Auditor’s Office (SAO).
- The audit must examine fiscal years 2012 through 2014.
- A copy of the audit report must be submitted to the Legislative Budget Board, the Comptroller of Public Accounts and the SAO no later than August 31, 2016.
- If the audit identifies excess receipts of General Revenue due to noncompliance with the proportionality requirements provided by Section 6.08, page IX-27, the institution must submit a reimbursement payment to the Comptroller of Public Accounts within two years from the conclusion of the audit.
- Higher education institutions must consider audits of benefits proportionality when developing their annual internal audit plans for fiscal years 2016 and 2017.

The University engaged with SAO on July 17, 2015, for an Audit of Benefits Proportionality at Higher Education Institutions for fiscal year 2014. To avoid duplication of efforts, an internal audit of benefits proportionality was not included in the fiscal year 2016 audit plan.

A draft of the SAO’s Audit Report on Benefits Proportionality at Higher Education Institutions was received on April 14, 2016. They concluded the University complied with the State’s proportionality requirements during fiscal year 2014.

IV. Internal Audit Plan for Fiscal Year 2015

The FY 2015 internal audit plan was approved by the Board of Regents on November 6, 2014. It is intended to be flexible and updated if necessary. The available hours are approximately 1,840 accounting for one full time auditor after reductions for university holidays, vacation and sick leave. Audit activities will be conducted in a way to ensure independence for the Office. An annual risk assessment will also be conducted. Any special projects will be conducted if requested by the Board of Regents, the President or management.

Consulting Activities:	
In an effort to leverage human resources, Internal Audit will spend a significant amount of time this year to educate and train various high risk departments on campus. This will include: NCAA, VAWA, Cyber Security, Construction Auditing, etc.	500
Compliance Activities:	
Texas Administration Code requires an assessment of IT every two years. We plan to conduct this review in house with internal audit, although external consultants may also be used. IT and Cyber Security will be a strong focus this year.	400
Quarterly Investment Reports:	
This audit is statutorily required for all entities that invest in other than money market mutual funds, investment pools, and certificates of deposit.	200
External Auditor Coordination:	
The State Auditor’s Office and State Comptroller routinely depends and relies on internal auditors to accomplish their annual audit plans. Hours are being reserved to assist them as requested.	200
Annual Risk Analysis/Audit Plan:	
Ongoing activities, such as interviews with management, distribution of internal control questionnaires, and reviews of management reports from throughout the university will be done to ensure adequate identification and consideration of all risks for future review.	200
Participation in Board Meetings and Management Committees:	
The internal auditor will attend all Board of Regents meetings and participate in selected committees as requested or deemed appropriate. Regular meetings are also held with the President.	100
Administrative:	
Hours are being accounted for and reserved for such matters as ensuring compliance with auditing standards, involvement with professional organizations, training, annual reports, and general administrative duties.	240
Total Hours Budgeted	1,840

The audits completed during fiscal year 2015 are listed below. The hours spent on each focus area have been estimated. All internal audit resources during the second half of the fiscal year were spent reviewing and implementing the peer review recommendations. No resources were allocated to the Texas Administration Code (TAC) 202 Assessment to determine if the University’s information security program was in compliance. A TAC 202 audit will be performed during fiscal year 2016.

Actual Audit Focus Areas FY 2015	Estimated Hours
<p>Compliance Activities:</p> <p>Report No. 15-01, Audit of Joint Admission Medical Program (JAMP) was issued in November 2014. Expenditures for fiscal years 2013 and 2014, made on behalf of the Joint Admission Medical Program were found to be appropriate in accordance with JAMP expenditure guidelines. No other findings or recommendations were reported.</p>	100
<p>Compliance Activities:</p> <p>Report No. 15-02, Audit on Benefits Proportional by Fund was issued in November 2014. No excess General Revenue was received by the University due to noncompliance during fiscal years 2011, 2012 or 2013. No other findings or recommendations were reported.</p>	200
<p>Compliance Activities:</p> <p>Report No. 14-01, Audit of Compliance with the Public Funds Investment Act was issued in September 2014. The majority of audit work was performed in the previous fiscal year but reported to the Board of Regents during FY 2015. The University's controls were found to be effective in safeguarding assets, ensuring proper conduct over investment activities, preventing conflicts of interest, and limiting political or personal interference with investment decisions. No other findings or recommendations were reported.</p>	40
<p>Participation in Board Meetings:</p> <p>Attended all Board of Regents meetings, and met regularly with the President.</p>	100
<p>Administrative:</p> <p>Involvement with professional organizations, training, preparation of annual reports, and general administrative duties.</p>	240
Total Hours Actual Audit Focus Areas FY 2015	680

V. Consulting Services and Non-audit Services

The Office of Internal Audits did not perform any consulting services as defined by the Institute of Internal Auditors' (IIA) standards or non-audit services as defined by Generally Accepted Governmental Auditing Standards (GAGAS).

Other services performed are listed below.

Activity	Impact
Attend various management meetings and committee meetings.	Provide guidance on strengthening internal controls, report independent observations and provide expertise.
Other Special Projects	Provide information and analysis.

VI. External Quality Assurance (Peer) Review

Internal audit departments are required to comply with 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 (the Act). These established auditing standards require the performance of an external assessment at least once every three years by a qualified, independent reviewer from outside the university.

The University has undergone peer reviews in the past but the last one was longer than three years ago. To get into compliance, the Office of Internal Audits requested a peer review during FY 2014. The onsite fieldwork began in July 2014 and the final report was issued in October 2014.

The peer review rating system uses three levels of conformance: generally conforms, partially conforms and does not conform.

- *Generally conforms* means the university has policies, procedures, and an audit 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 university 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 university in carrying out its responsibilities.

The 2014 peer review was performed by the Director of Audit Services for Stephen F. Austin State University, and the Director of Internal Audits for Texas Woman’s University. It was conducted in accordance with the State Agency Internal Audit Forum peer Review Guidelines using the Master Peer Review Program. They reviewed audit activities for the three year period ended December 31, 2013.

In the reviewer’s opinion, the Office of Internal Audits *partially conforms* to the Standards for the period under review. The entire report is copied in Appendix A.

Peer review findings and recommendations for each section of the *International Standards for the Professional Practice of Internal Auditing*, IIA Code of Ethics, and Texas Internal Auditing Act are listed below along with the current status of each recommendation.

Peer Review Objective	Findings & Recommendations	Current Status
Attribute Standard 1000 - Purpose, Authority, and Responsibility & 1100 - Independence and Objectivity.	Partially Conforms: update needed to internal audit charter, it should reflect Regents authority to appoint and remove internal auditor, add consulting and non-assurance services to charter.	Fully Implemented
Attribute Standard 1100 - Independence and Objectivity.	Partially Conforms: internal auditor should annually confirm the organizational independence, document policies and procedures for independence, legal and ethical requirements.	Ongoing
Attribute Standard 1200 - Proficiency and Due Professional Care.	Partially Conforms: audit plans did not include an information technology related audit, auditor should also document a risk assessment of key information technology risks.	Ongoing
Attribute Standard 1300 - Quality Assurance and Improvement Program	Does Not Conform: An external quality assurance review is required every three years.	Fully Implemented
Attribute Standard 1300 - Quality Assurance and Improvement Program	Does Not Conform: internal auditor should regularly perform an internal quality assessment review.	Ongoing
Performance Standard 2000 - Managing the Internal Audit Activity.	Partially Conforms: internal audit department does not have written policies and procedures to guide the internal audit activity.	Ongoing
Performance Standard 2000 - Managing the Internal Audit Activity	Partially Conforms: the fiscal year 2013 annual report as required by the Texas Internal Auditing Act was not submitted.	Fully Implemented
Performance Standard 2100 - Nature of Work.	Partially Conforms: should increase audit coverage to ensure periodic audits of major systems and controls; governance processes, ethics related objectives; and information technology governance.	Ongoing
Performance Standard 2100 - Nature of Work.	Partially Conforms: should document assessment of fraud risks in audits.	Ongoing
Performance Standard 2300 - Performing the Engagement	Partially Conforms: internal audit department needs a process for work paper supervision and review. Audit work paper review could be enhanced by the use of electronic audit work paper system.	Ongoing
Performance Standard 2500 - Monitoring Progress.	Does Not Conform: should establish and maintain a follow-up system to monitor the disposition of results communicated to management.	Ongoing

The internal auditor, the University President and the Board of Regents had multiple discussions to address the peer review recommendations. All audit resources were focused for the remainder of the fiscal year on implementing the recommendations and making the changes necessary to move towards full compliance with audit standards.

The Board of Regents increased the internal audit resources and approved a three year plan to implement all recommendations including outsourcing technical or complex audits, changing the audit department structure and purchasing audit software. Not all of the plan’s first year items were fully implemented due to the resignation of the internal auditor effective July 31, 2015. The plan’s remaining first year items and the second year items are ongoing with implementation through the remainder of 2016.

VII: Internal Audit Plan for Fiscal Year 2016

At their August 6, 2015 meeting, the Board of Regents delayed taking action on a FY 2016 audit plan until the vacant internal audit position was filled.

A Director of Internal Audits was hired mid-February 2016. This audit plan for the remainder of FY 2016 will be presented to the Board of Regents at the May 12, 2016 meeting. Allocable time after consideration of University holidays, vacation and sick leave is approximately 1,100 hours. One audit has been scheduled, The Texas Administration Code (TAC) 202 Assessment.

Project	Description	Hours
Compliance Audit	TAC 202 – information security program audit; includes meetings with IT, consultations with external auditors, report review, and monitoring disposition of any findings	300
Special Projects	Compliance and Ethics Program – facilitate creation of policies, creation of compliance matrix & calendars, attending committee meetings as required by SB 20 (84 th Legislature).	200
Special Projects	Others – based on requests from Board of Regents, the President or management	60
Meetings	Board of Regents – preparation and attendance	40
Meetings	Others – attend meetings and events as deemed necessary	24
Department Activities	Preparation of Annual Audit Plan and Report	100
Department Activities	Creation of an internal audit mission statement, web page, and policies.	200
Department Activities	Research and purchase audit software.	40
Department Activities	Professional development, maintain certifications, training and travel.	96
Department Activities	General and administrative tasks; planning, purchasing, scheduling, etc.	40
	TOTAL ALLOCATED HOURS	<u>1,100</u>
	TOTAL ANNUAL HOURS	1,144
	Less estimated hours for:	
	University holidays, vacation, sick time	(44)
	TOTAL AVAILABLE HOURS	<u>1,100</u>

VIII: External Audit Services

One external audit service was procured during fiscal year 2015. Schultz & Company, PC, performed an agreed-upon procedures engagement as required by the National Collegiate Athletic Association (NCAA) as of August 31, 2014.

IX: Reporting Suspected Fraud and Abuse

To comply with the fraud reporting requirements of Section 7.09, page IX-37, the General Appropriations Act (84th Legislature), and the investigation coordination requirements of Texas Government Code, Section 321.022, the University has taken the following actions:

- The University's website has a Fraud Reporting web page with instructions for reporting suspected fraud, waste, and abuse.
- The Fraud Reporting web page provides the phone number for the State Auditor's Office and a direct link to their hotline.
- New employee orientation includes a review of University policies on standards of conduct for state employees and ethics.

A new, anonymous hotline reporting system for the University went live in December 2015, providing another tool to detect fraud and helping to create and maintain an ethical workplace. The NAVEX Global hotline service, EthicsPoint, offers toll free telephone and internet reporting 24/7. The University's Fraud Reporting web page provides the EthicsPoint phone number and a direct link to their website.

X: Appendices

Appendix A: Peer Review Report



STEPHEN F. AUSTIN STATE UNIVERSITY

Department of Audit Services

P.O. Box 6121, SFA Station • Nacogdoches, Texas 75962-6121
Phone (936) 468 5204 • Fax (936) 468 7698

October 23, 2014

Mr. Mike Taylor
Office of the Internal Auditor
Midwestern State University
3410 Taft Boulevard
Wichita Falls, TX 76308

Dear Mr. Taylor:

At your request, we performed a quality assurance review of the Midwestern State University Internal Audit Department (MSUIA) to assess compliance with the following in effect at the time the audits were conducted:

- Texas Internal Auditing Act (Tex. Gov't. Code Chapter 2102);
- Institute of Internal Auditors *International Standards for the Professional Practice of Internal Auditing*; and
- U.S. Government Accountability Office *Generally Accepted Government Auditing Standards*.

These are collectively referred to as *the Standards* for purposes of this review.

The quality assurance review was performed by Gina Oglesbee, Director of Audit Services for Stephen F. Austin State University, and Andrew S. Groover, Director of Internal Audits for Texas Woman's University, with onsite fieldwork conducted July 21-23, 2014.

The review was conducted in accordance with the State Agency Internal Audit Forum Peer Review Guidelines using the Master Peer Review Program. It included audit activities for the three year period ended December 31, 2013.

Overall Opinion

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



- *Generally conforms* means that MSUIA has policies, procedures, and an audit 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 MSUIA 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 MSUIA in carrying out its responsibilities.

In our opinion, Midwestern State University Internal Audit Department *partially conforms* to the *Standards* for the period under review.

Introduction

The Texas Internal Auditing Act requires MSUIA to conform to standards established by the Institute of Internal Auditors (IIA) and the U.S. Government Accountability Office (GAO). The *International Standards for the Professional Practice of Internal Auditing*, promulgated by the IIA, require external assessments to be performed at least once every five years by a qualified, independent reviewer or review team from outside the organization. The *Generally Accepted Government Auditing Standards* (GAGAS) Issued by the GAO require an external assessment at least every three years. The Texas Internal Auditing Act also requires an external assessment every three years.

This report represents the results of the external quality assurance review that we conducted. The objectives were to assess the level of MSUIA's compliance with the *standards* and identify opportunities to enhance its operations.

Scope

The scope of the review included:

- Review of self-assessment materials prepared by the current Internal Auditor, including the internal audit charter and other organizational materials,
- Interviews with the President; Chair of the Board of Regents Audit and Compliance Committee; General Counsel; Vice President for Business Affairs and Finance; Chief Information Officer; Controller, State Auditor's Office Audit Manager for MSUIA, and the current Internal Auditor



- Examination of one set of work papers and the related audit report produced by MSUIA; and
- A comparison of MSUIA's audit practices with *the Standards*.

Our review was limited in scope in that the Internal Auditor employed during the three year period under review had retired prior to our engagement. We did not interview the retired Internal Auditor. In addition, we were only able to examine one set of audit work papers that resulted in an audit report; thus, the conclusions reached from that review may not necessarily be reflective of all audit work performed.

Opinion

In our opinion, Midwestern State University Internal Audit Department *partially conforms to the Standards* for the period under review.

The following table contains our opinion of how MSUIA activities conform to each section of the *International Standards for the Professional Practice of Internal Auditing*, IIA Code of Ethics, and Texas Internal Auditing Act. GAGAS areas are not specifically mentioned in the table but are similar to the *International Standards for the Professional Practice of Internal Auditing* attribute and performance standards. Recommendations for MSUIA to increase compliance are included below.

IIA Standard Type and Description	Opinion
<i>Attribute Standards</i>	
1000 – Purpose, Authority, and Responsibility	Partially conforms
1100 – Independence and Objectivity	Partially conforms
1200 – Proficiency and Due Professional Care	Partially conforms
1300 – Quality Assurance and Improvement Program	Does not conform
<i>Performance Standards</i>	
2000 – Managing the Internal Audit Activity	Partially conforms
2100 – Nature of Work	Partially conforms
2200 – Engagement Planning	Generally conforms
2300 – Performing the Engagement	Partially conforms
2400 – Communicating Results	Generally conforms
2500 – Monitoring Progress	Does not conform
IIA Code of Ethics	Generally conforms
Texas Internal Auditing Act	Partially conforms



Recommendations

1000-Purpose, Authority, and Responsibility

- The internal audit charter was last approved by the Board of Regents in 1988. The internal audit charter should be updated and approved by the Board of Regents.
- Consulting and non-assurance services should be added to the internal audit charter.

1100-Independence and Objectivity

- The internal audit charter and other documents should be updated to reflect that the Board of Regents has the authority to appoint and remove the internal auditor.
- MSUIA should annually confirm the organizational independence.
- MSUIA should document policies and procedures for independence, legal, and ethical requirements.

1200-Proficiency and Due Professional Care

- MSUIA lacked an information technology skill set during the period under review. There appeared to be no information technology related audits conducted including the required Texas Administrative Code Section 202 information security audit. The university should perform an information security audit using internal or external resources.
- MSUIA should document a risk assessment of key information technology risks.

1300-Quality Assurance and Improvement Program

- Per the current internal auditor, an external quality assurance review has not been performed of MSUIA since 1996. An external review is required every three years.
- MSUIA should perform internal quality assessment activities on a regular basis.

2000-Managing the Internal Audit Activity



MSUIA QAR, Page 5

- MSUIA resource limitations should be communicated to senior management and the Board of Regents.
- MSUIA is lacking written policies and procedures to guide the internal audit activity.
- MSUIA did not submit an annual report for fiscal year 2013 as required by the Texas Internal Auditing Act.

2100-Nature of Work

- MSUIA should increase audit coverage to ensure periodic audits of major systems and controls; governance processes; ethics related objectives, programs, and activities; and information technology governance
- MSUIA should document assessment of fraud risks in audits.

2300-Performing the Engagement

- MSUIA had only one employee so there is not a work paper supervision and review process. MSUIA should investigate a process for supervision and review.
- MSUIA audit work paper evidence appeared to be sufficient for the one set of work papers reviewed but could be enhanced by using an electronic audit work paper system such as TeamMate.

2500-Monitoring Progress

- MSUIA should establish and maintain a follow-up system to monitor the disposition of results communicated to management.

Conclusion

We are confident that with the university's commitment to conform to the Texas Internal Auditing Act, *International Standards for the Professional Practice of Internal Auditing*, and *Generally Accepted Government Auditing Standards*, changes will be enacted to ensure that the MSUIA internal audit department moves toward compliance. A new internal auditor was hired in December 2013 that appears knowledgeable and enthusiastic to lead the way.

MSUIA QAR, Page 6



We appreciate the cooperation and assistance provided to us throughout the course of this review by the Board of Regents, President, Internal Auditor, and MSU management.

Sincerely,

Gina Ogilvie, CPA, CFE
Director of Audit Services
Stephen F. Austin State University

Andrew S. Groover, M.Ed., CPA, CIA, CICA, CISA, CFE
Director of Internal Audits
Texas Woman's University

cc:

Regent Shawn G. Hessing, Chairman
Regent Michael Bernhardt, Vice Chairman
Regent J. Kenneth Bryant
Regent Tiffany D. Burks
Regent R. Caven Crosnoe
Regent F. Lynwood Givens
Regent Jeff Gregg
Regent Nancy Marks
Regent Samuel M. Sanchez
Student Regent Jesse Brown
President Jesse W. Rogers

Appendix B: Office of Internal Audits Charter

MIDWESTERN STATE UNIVERSITY OFFICE OF INTERNAL AUDITS CHARTER

ORGANIZATIONAL STRUCTURE

The Office of Internal Audits (OIA) is a vital part of Midwestern State University and functions in accordance with the policies established by the Board of Regents. The Director of Internal Audits is appointed by the Board of Regents and reports functionally (directly) to the Board of Regents and administratively to the President. All Office of Internal Audits personnel shall report directly to the Director of Internal Audits. The organizational status and the support accorded to the Director of Internal Audits by the executive management are major determinants of the scope and value of the internal audit function to the institution.

PURPOSE

The OIA provides independent, objective assurance, and consulting services designed to add value and improve the University's operations. The OIA was established within the University to bring a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes as a service to the Board of Regents and the President to assist all entities in accomplishing their objectives.

The OIA is responsible for providing executive management with information about the adequacy and effectiveness of the institution's system of internal administrative and accounting controls and the quality of operating performance when compared with established standards.

INDEPENDENCE

To provide for the independence of the Director of Internal Audits, she or he reports directly to the Board of Regents (through its Audit, Compliance, and Management Review Committee) and administratively to the President and must be free of all operational and management responsibilities that would impair the internal auditor's ability to review independently all aspects of the University's operation (per the Texas Internal Auditing Act - Texas Government Code, Chapter 2102)

AUTHORITY

The Director of Internal Audits must have a high degree of independence and not be assigned duties or engage in any activities that the OIA would normally be expected to review or appraise. To accomplish these activities, the Director of Internal Audits is authorized to have full, free, and unrestricted access to all functions, activities, property, information systems, personnel, and records (including medical). The examination of patient medical records must serve a genuine audit need and individual patients will not be identified in any audit report.

The Director of Internal Audits is not authorized to perform any operational duties, initiate or approve accounting transactions external to the OIA, or direct the activities of any employee not appropriately assigned to auditing teams or to otherwise assist the OIA.

SCOPE OF ACTIVITIES

The scope of work of the OIA is to determine whether the University's network of risk management, control, and processes, as designed and represented by management, is adequate and functioning in a manner to help ensure

- Risks, including strategic risks, are appropriately identified and managed
- Significant financial, managerial, and operating information is accurate, reliable, and timely

- Employee actions are in compliance with policies, standards, procedures, and applicable laws and regulations
- Resources are acquired economically, used efficiently, and adequately protected.
- Programs, plans, and objectives are achieved
- Quality and continuous improvement are fostered in the University's control process

Opportunities for improving internal control may be identified during audits. These opportunities will be communicated to the appropriate level of management.

Consulting services means advisory and related client service activities, the nature and scope of which are agreed upon with the client and are intended to add value and improve the University's operations. Consulting services include counsel, advice, facilitation, and training, and may range from formal engagements with defined scope and objectives, to advisory activities, such as participating in standing or ad hoc committees or project teams; consulting may also include informal guidance on an as needed basis. In all cases, the OIA functions only as an advisor, with the University's management deciding on final direction.

RESPONSIBILITY

The Office of Internal Audits has responsibility to

- Ensure compliance with the Texas Internal Auditing Act
- Develop a flexible annual audit plan using an appropriate risk-based methodology and that identifies the individual audits to be conducted during the year, including any risks or control concerns identified by management, and submit that plan to the President for review and to the Board of Regents for approval, and submit any changes in the approved annual audit plan to the President for review and to the Board of Regents for approval
- Implement the annual audit plan, as approved, including as appropriate any special projects requested by the Board of Regents or the President and time to follow-up on significant findings from previous audits, deviations shall be documented
- Perform periodic audits of the University's major systems and controls, including accounting systems and controls, administrative (governance) systems and controls, and electronic data processing systems and controls. In accordance with the Public Investment Act (PFIA) Texas Government Code Section 2256.005(a), at least once every two years the University is required to audit management controls on investments and adherence to its established investment policies
- Annually assess whether the University has adopted the rules and policies relating to state agency contracting as required by S.B. 20 (2015) and shall submit a report of findings to the State Auditor. Such annual assessment shall be a systematic, disciplined approach to evaluate and improve the effectiveness of the University's risk management, control, and governance processes related to contracts and to require risk-based testing of contract administration. The Director of Internal Audits shall have full and unrestricted access to all institutional property, personnel, and records
- Have and maintain a professional audit staff with sufficient knowledge, skills, experience, and professional certifications to meet the requirements of this charter and the Texas Internal Auditing Act, and submit an annual staffing plan to the Board of Regents and the President reviewing the resources dedicated to the internal audit program to determine if adequate resources exist to ensure that risks identified in the annual risk assessment are adequately covered within a reasonable time frame
- Communicate the results of engagements promptly and to the appropriate individual;

- Issue periodic reports (on at least a quarterly basis) to the President and the Board of Regents summarizing results of audit activities, including progress on the annual audit plan, audit accomplishments, and highlights of any significant audit findings and recommendations
- Conduct special audits and special consultations requested by the Board of Regents or the President (e.g., economy and efficiency audits and program results audits)
- Ensure that an appropriate internal quality control system (quality assurance review) is in place and undergoes a comprehensive external peer review of its auditing and attestation engagement practices at least once every three years by reviewers independent of the audit organization.
- Provide consulting and advisory services as appropriate.
- Guide the University on control self-assessments by assisting managers with self-assessments and conducting self-audits
- Manage and direct the implementation of Enterprise Risk Management by assisting in the process of identifying and analyzing risk from an integrated, University-wide perspective, including assessing the potential risk of fraud, abuse, or waste (e.g., in the contractor selection process, contract provisions, and payment and reimbursement rates and methods for the different types of goods and services for which the University contracts) and the management of such risk.
- Assist in the investigation of suspected fraudulent activities at the University (e.g., defalcation, misappropriation, and other fiscal irregularities), including possible improvements (e.g., policies, procedures, and compliance reviews) to prevent the likelihood of potential frauds occurring, and notify the President and the Board of Regents of the results
- File internal audit reports and related responses or action plans as required with the Office of the Governor, the State Auditor's Office, the Sunset Advisory Commission, and the Legislative Budget Board within thirty days after presenting such reports for review by the University's Board of Regents and President
- Prepare the annual report required by the Texas Internal Auditing Act and submit the report before November 1 of each year to the Governor, the Legislative Budget Board, the Sunset Advisory Commission, the State Auditor, and the University's Board of Regents and President

STANDARDS OF AUDIT PRACTICE

In performing its internal audit activities, the Office of Internal Audits is required by the Texas Internal Auditing Act to conform to the Institute of Internal Auditors Standards for the Professional Practice of Internal Auditing and the Code of Ethics, and generally accepted governmental auditing standards of the Government Accountability Office.

Approved by the Midwestern State University Board of Regents on: November 13, 2015



FISCAL YEAR 2016 AUDIT PLAN

The Office of Internal Audits is currently staffed by one employee, the Director. This position was vacant from September 2015 through mid-February 2016 necessitating a reduced audit plan for FY 2016. Allocable time after consideration of University holidays, vacation and sick leave is approximately 1,100 hours.

An audit plan should include a combination of financial, compliance, operational, efficiency, effectiveness, and fraud audits. The performance of required audits, along with special projects, investigations, meetings and committee service, departmental activities and administration will use the resources of the Office of Internal Audits. Due to the reduced hours available, one audit is scheduled for FY 2016, the Texas Administrative Code (TAC) 202 Assessment.

TAC 202 requires public higher education institutions to protect their information resources through a robust information security program. These security standards require administrative, technical and physical controls to be thoroughly developed and implemented, and security programs to be continuously monitored to ensure continued compliance.

Listed below are the details for the FY 2016 Audit Plan.

Project	Description	Hours
Compliance Audit	TAC 202 – information security program audit; includes meetings with IT, consultations with external auditors, report review, and monitoring disposition of any findings	300
Special Projects	Compliance and Ethics Program – facilitate creation of policies, creation of compliance matrix and calendars, attending committee meetings as required by SB 20 (84 th Legislature).	200
Special Projects	Others – based on requests from Board of Regents, the President or management	60
Meetings	Board of Regents – preparation and attendance	40
Meetings	Others – attend meetings and events as deemed necessary	24
Department Activities	Preparation of Annual Audit Plan and Report	100
Department Activities	Creation of an internal audit mission statement, web page, and policies.	200
Department Activities	Research and purchase audit software.	40
Department Activities	Professional development, maintain certifications, training and travel.	96
Department Activities	General and administrative tasks; planning, purchasing, scheduling, etc.	40
	TOTAL ALLOCATED HOURS	<u>1,100</u>
	TOTAL ANNUAL HOURS	1,144
	Less estimated hours for:	
	University holidays, vacation, sick time	(44)
	TOTAL AVAILABLE HOURS	<u>1,100</u>

**Texas Government Code Section 411.2031
Carrying of Handguns by License Holders on Certain Campuses
Effective August 1, 2016**

- (a) For purposes of this section:
- (1) "Campus" means all land and buildings owned or leased by an institution of higher education or private or independent institution of higher education.
 - (2) "Institution of higher education" and "private or independent institution of higher education" have the meanings assigned by Section 61.003, Education Code.
 - (3) "Premises" has the meaning assigned by Section 46.035, Penal Code.
- (b) A license holder may carry a concealed handgun on or about the license holder's person while the license holder is on the campus of an institution of higher education or private or independent institution of higher education in this state.
- (c) Except as provided by Subsection (d), (d-1), or (e), an institution of higher education or private or independent institution of higher education in this state may not adopt any rule, regulation, or other provision prohibiting license holders from carrying handguns on the campus of the institution.
- (d) An institution of higher education or private or independent institution of higher education in this state may establish rules, regulations, or other provisions concerning the storage of handguns in dormitories or other residential facilities that are owned or leased and operated by the institution and located on the campus of the institution.
- (d-1) After consulting with students, staff, and faculty of the institution regarding the nature of the student population, specific safety considerations, and the uniqueness of the campus environment, the president or other chief executive officer of an institution of higher education in this state shall establish reasonable rules, regulations, or other provisions regarding the carrying of concealed handguns by license holders on the campus of the institution or on premises located on the campus of the institution. The president or officer may not establish provisions that generally prohibit or have the effect of generally prohibiting license holders from carrying concealed handguns on the campus of the institution. The president or officer may amend the provisions as necessary for campus safety. The provisions take effect as determined by the president or officer unless subsequently amended by the board of regents or other governing board under Subsection (d-2). The institution must give effective notice under Section 30.06, Penal Code, with respect to any portion of a premises on which license holders may not carry.

- (d-2) Not later than the 90th day after the date that the rules, regulations, or other provisions are established as described by Subsection (d-1), the board of regents or other governing board of the institution of higher education shall review the provisions. The board of regents or other governing board may, by a vote of not less than two-thirds of the board, amend wholly or partly the provisions established under Subsection (d-1). If amended under this subsection, the provisions are considered to be those of the institution as established under Subsection (d-1).
- (d-3) An institution of higher education shall widely distribute the rules, regulations, or other provisions described by Subsection (d-1) to the institution's students, staff, and faculty, including by prominently publishing the provisions on the institution's Internet website.
- (d-4) Not later than September 1 of each even-numbered year, each institution of higher education in this state shall submit a report to the legislature and to the standing committees of the legislature with jurisdiction over the implementation and continuation of this section that:
- (1) describes its rules, regulations, or other provisions regarding the carrying of concealed handguns on the campus of the institution; and
 - (2) explains the reasons the institution has established those provisions.
- (e) A private or independent institution of higher education in this state, after consulting with students, staff, and faculty of the institution, may establish rules, regulations, or other provisions prohibiting license holders from carrying handguns on the campus of the institution, any grounds or building on which an activity sponsored by the institution is being conducted, or a passenger transportation vehicle owned by the institution.

Added by Acts 2015, 84th Leg., R.S., Ch. 438 (S.B. 11), Sec. 1, eff. August 1, 2016.



MIDWESTERN STATE UNIVERSITY

Criminal Justice Department
College of Health Sciences and Human Services
3410 Taft Boulevard Wichita Falls, Texas 76308-2099
Office: 940-397-4752 Fax: 940-397-6291

March 28, 2016

Dear Dr. Shipley,

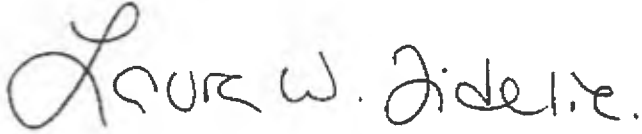
I am pleased to inform you that the Campus Carry Task Force has completed its charge to recommend policies and gun-free locations for the implementation of Senate Bill 11, which addresses campus carry, on the Midwestern State University campus. You will find the Campus Carry Task Force's recommendations in the document following this letter.

Though the report clearly outlines the areas that the Task Force recommends to be designated as gun-free zones, we felt that it was important to inform you of some of the areas that were discussed as potential gun-free zones, but which the Task Force did not determine warranted gun-free status under the provision of Senate Bill 11. These areas include:

- Residence Halls on the MSU campus. Though the Task Force was united in expressing a significant amount of concern about handguns in the residence halls, it was determined that placing a ban on concealed weapons in university housing would violate the provision of Senate Bill 11 that gun free-designations not have the effect of generally prohibiting the concealed carry of handguns on university campuses.
- Classrooms and faculty/staff offices were also discussed by the Task Force. However, it was determined that a gun-free designation for either of these areas would violate the provision of Senate Bill 11 that gun-free designations not have the effect of generally prohibiting the concealed carry of handguns on university campuses.
- The Physical Plant, Simulation Center, library, auditoriums, theatres, Clark Student Center, studios, Sikes House, and the Dalquest Research Station were discussed by the Task Force. However, it was determined that none of these areas met the criteria for the establishment of heightened security measures that is necessary for a gun-free designation within the bounds of Senate Bill 11.
- The Task Force feels that it would be advantageous for appropriate University departments to work with the MSU Police Department to establish a Safe Campus training for the University Community. This training would be available online and would include general principles of community safety that will help keep the MSU campus a safe place in the presence of handguns. We do not feel that this training should be mandatory, but that it should instead be encouraged throughout the University.

On behalf of the Campus Carry Task Force, I want to thank you for organizing this group of individuals who so thoroughly represent the various perspectives and stakeholders at MSU. We are honored to have been tasked with such an important assignment that so greatly impacts the MSU campus community, as well as the greater Wichita Falls area.

Sincerely,

A handwritten signature in black ink that reads "Laura W. Fidelie." The signature is written in a cursive, flowing style.

Laura W. Fidelie
Campus Carry Task Force Chair
Associate Professor of Criminal Justice
Midwestern State University

**MIDWESTERN STATE UNIVERSITY
CAMPUS CARRY TASK FORCE
GENERAL POLICY RECOMMENDATIONS**

Policies	Information/ Background	Applicable Laws and Regulations	Makeup of Campus Population	Safety Considerations	Unique Environment
<p>No Gun Storage Provided by the University on any MSU Campus</p>	<p>There is no requirement for universities to provide handgun storage. License to Carry (LTC) and Concealed Handgun License (CHL) courses include instruction on proper storage for handguns. The only storage requirement under Texas law is that handguns not be stored in such a manner where they would pose a risk of injury to a child.</p>	<p>Senate Bill 11 The Texas Government Code, Subchapter H, § 411.188.4</p>	<p>All individuals who carry handguns on university campuses in the State of Texas must meet the legal requirements for a License to Carry (LTC) or Concealed Handgun License (CHL), which includes instruction on proper storage of handguns.</p>	<p>Because a centralized storage location is not feasible on the MSU campus, multiple storage locations would be required. As this would necessitate concealed handgun carriers transferring the handguns to various storage locations, it would increase the time spent handling a gun and would correspondingly increase the risk of accidental discharge and other situations that present a danger to the campus population. Providing handgun storage also presents issues of financial expense, security, privacy, and liability for the University.</p>	<p>A centralized storage location is not feasible on the MSU campus. Multiple storage locations would be cost prohibitive for the University. Storage safes for personal items can be rented from the MSU Housing Department, which gives individuals the opportunity to procure their own means of secure storage.</p>
<p>Any time a handgun in a campus housing facility is not in the immediate care, custody,</p>	<p>The only handgun storage requirement under Texas law is that handguns not be stored in such a manner where they would pose a risk of injury to a child.</p>	<p>18 U.S.C. §922(a)(34) defines a secure gun storage or safety device as: "(A) a device that,</p>	<p>The majority of individuals who reside in campus housing are under the age of 21.</p>	<p>The communal nature of campus housing increases the likelihood that an unauthorized person may access a handgun if it is left unattended by a license holder. This raises a significant safety concern</p>	<p>Storage safes that comply with 18 U.S.C. §922(a)(34) can be rented through the Campus Housing department. License holders are also free to procure their own means of secure storage.</p>

Policies	Information/ Background	Applicable Laws and Regulations	Makeup of Campus Population	Safety Considerations	Unique Environment
<p>or control of the owner, that handgun must be stored within a secure gun storage or safety device as defined by 18 U.S.C. §922(a)(34).</p>		<p>when installed on a firearm, is designed to prevent the firearm from being operated without first deactivating the device; (B) a device incorporated into the design of the firearm that is designed to prevent the operation of the firearm by anyone not having access to the device; or (C) a safe, gun safe, gun case, lock box, or other device that is designed to be or can be used to store a firearm and that is designed to be unlocked only by means of a key, a combination, or other similar means."</p>		<p>which would be mitigated by requiring a license holder to keep their handgun in a secure gun storage or safety device when the handgun is within campus housing and outside of the license holder's immediate control.</p>	

Policies	Information/ Background	Applicable Laws and Regulations	Makeup of Campus Population	Safety Considerations	Unique Environment
<p>Exemption Request Process (Provost/ Cabinet Member)</p>	<p>Other universities have given the Provost or other appropriate Cabinet members the ability to request that certain areas be exempt from campus carry as circumstances necessitate in order to maintain University safety. This should be reflected through the incorporation of the following or a similar clause into University policy: "When the nature of a particular University setting or activity would make the concealed carry of handguns problematic, the Provost or another member of the President's Cabinet may request that an exemption to concealed carry be made. This exemption request is to be made to the University President. The University President will exercise final approval or denial of the requested exemption."</p>			<p>The course of events at the University may present unique, temporary or unforeseen circumstances in which the carrying of a concealed weapon would pose a threat to the campus population and environment.</p>	<p>This policy will allow the University to address potential safety concerns related to unforeseen circumstances that are a consequence of the unique environment of University campuses and the diverse activities that take place throughout the University.</p>

**MIDWESTERN STATE UNIVERSITY
CAMPUS CARRY TASK FORCE
RECOMMENDATIONS FOR EXCLUSIONARY AREAS**

Specific Building/ Location	Information/ Background	Applicable Laws and Regulations	Makeup of Campus Population	Safety Considerations	Unique Environment
Areas where health, psychological, and counseling services are provided					
<p>Vinson Health Center (including offices within the Vinson Health Center)</p>	<p>The Vinson Health Center (VHC), which is housed in the Redwine Wellness Center, provides health services for students, staff, faculty, and the community. The VHC employs numerous healthcare professionals, including physicians and nurses. The medical services provided by the VHC include the use of various medications, diagnostic tools, and medical technology.</p>	<p>Chapter 241 of the Texas Health and Safety Code.</p> <p>Many of the safety concerns associated with prohibiting carrying concealed weapons in a hospital are also applicable to the VHC.</p>	<p>All students, faculty, and staff are eligible to receive services at the Vinson Health Center.</p>	<p>The nature of the services provided by the VHC and the population that is served there presents a unique environment in which the carrying of concealed handguns is not appropriate and would present significant safety concerns. The VHC is comparable to a hospital environment, in which the carrying of handguns is prohibited by Texas law.</p>	<p>As is reflected in Chapter 241 of the Texas Health and Safety Code, the unique environment in which health services are provided presents special safety concerns when handguns are present.</p>
<p>Gaines Dental Hygiene Clinic (including offices within the Gaines Clinic)</p>	<p>The Gaines Clinic (GC) provides dental services for students, staff, faculty, and the community. The GC employs numerous dental professionals, including dental hygiene students and those supervising them. The dental services provided by the GC include dental cleanings and radiographs, which necessarily involve the use of diagnostic tools and dental technology.</p>	<p>Chapter 241 of the Texas Health and Safety Code.</p> <p>Many of the safety concerns associated with prohibiting carrying concealed weapons in a hospital are also applicable to the GC.</p>	<p>Students, faculty, staff, and members of the public (including children) are eligible to receive services at the Gaines Clinic.</p>	<p>The nature of the services provided by the GC and the population that is served there, which includes children, presents a unique environment in which the carrying of concealed handguns is not appropriate and would present significant safety concerns. The GC is comparable to a hospital environment, in which the carrying of handguns is prohibited by Texas law.</p>	<p>As is reflected in Chapter 241 of the Texas Health and Safety Code, the unique environment in which health services are provided presents special safety concerns when handguns are present.</p>

Specific Building/ Location	Information/ Background	Applicable Laws and Regulations	Makeup of Campus Population	Safety Considerations	Unique Environment
<p>MSU Counseling Center (including offices within the Counseling Center)</p>	<p>The Counseling Center provides counseling and mental health services to MSU students.</p>	<p>Chapter 241 of the Texas Health and Safety Code.</p> <p>Many of the safety concerns associated with prohibiting carrying concealed weapons in a hospital are also applicable to counseling centers.</p>	<p>Counseling Center services are available to all MSU students.</p>	<p>The MSU Counseling Center is a place where students can receive treatment for psychological disorders (including anxiety and depression); adjustment and phase of life issues; trauma; grief and bereavement; parent-child conflicts; child behavior problems; and certain areas of behavioral medicine. The nature of these conditions and their treatment makes the Counseling Center a place where emotions such as anger, aggression, abuse, violence, and suicidal ideations may be exhibited. The presence of these issues raises considerable safety concerns if handguns are permitted in the Counseling Center.</p>	<p>The treatment of behavioral and mental health issues makes the Counseling Center an environment similar to a hospital, which is an excluded area under Chapter 241 of the Texas Health and Safety Code.</p>
<p>West College of Education Counseling Center (including offices within the Counseling Center)</p>	<p>The West Counseling Center provides counseling services to students, as well as members of the public.</p>	<p>Chapter 241 of the Texas Health and Safety Code.</p> <p>Many of the safety concerns associated with prohibiting carrying</p>	<p>Many of the individuals served by the West College of Education Counseling Center are school-age children.</p>	<p>The West College of Education Counseling Center is an environment in which students, including underage children, can receive treatment for mental and behavioral health issues. The nature of these conditions and their</p>	<p>The treatment of behavioral and mental health issues makes the West Counseling Center an environment similar to a hospital, which is an excluded area under Chapter 241 of the Texas Health and Safety Code.</p>

Specific Building/ Location	Information/ Background	Applicable Laws and Regulations	Makeup of Campus Population	Safety Considerations	Unique Environment
		<p>concealed weapons in a hospital are also applicable to counseling centers.</p> <p>Chapter 46 of the Texas Penal Code prohibits firearms on any grounds or building in which a school-sponsored activity is being conducted.</p>		<p>treatment makes the West Counseling Center a unique environment in which emotions such as anger, aggression, abuse, and violence may be exhibited. The presence of these issues raises considerable safety concerns if handguns are permitted in the West Counseling Center.</p>	<p>The treatment of underage children within the West Counseling Center indicates that it should be treated as a school, in which firearms are prohibited under the Texas Penal Code.</p>
<p>MSU Psychology Clinic</p>	<p>The MSU Psychology Clinic provides psychotherapy and assessment for adults, adolescents, children, and families.</p>	<p>Chapter 241 of the Texas Health and Safety Code.</p> <p>Many of the safety concerns associated with prohibiting carrying concealed weapons in a hospital are also applicable to psychology clinics.</p>	<p>The Psychology Clinic services are available to students, faculty, staff, and members of the community.</p>	<p>The Psychology Clinic provides treatment for psychological disorders (including anxiety and depression); adjustment and phase of life issues; trauma; grief and bereavement; parent-child conflicts; child behavior problems; and certain areas of behavioral medicine. The nature of these conditions and their treatment makes the Psychology Clinic a unique environment in which emotions such as anger, aggression, abuse, and violence may be</p>	<p>The treatment of behavioral and mental health issues makes the MSU Psychology Clinic an environment similar to a hospital, which is an excluded area under Chapter 241 of the Texas Health and Safety Code.</p>

Specific Building/ Location	Information/ Background	Applicable Laws and Regulations	Makeup of Campus Population	Safety Considerations	Unique Environment
				exhibited. The presence of these issues raises considerable safety concerns if handguns are permitted in the Psychology Clinic.	
Areas where care is provided for minor children					
Locations used for Pre-K through Grade 12 activities/ camps on the MSU Campus. This includes residence halls and other buildings used for summer camps and other scheduled activities where school-age children are on the MSU Campus.	Throughout the year, MSU hosts numerous youth groups on campus for summer camps, school group visits, and both academic and sporting events.	Texas Penal Code §46.03 prohibits the carrying of a weapon on the physical premises of a school or educational institute or any grounds or building on which an activity sponsored by a school or educational institution is being conducted.	The participants in these events and programs are school-aged children. These children are present on the MSU campus in large groups with the supervision of only a small number of adults.	Having children on the MSU campus necessitates that special precautions be taken to ensure the safety of these groups. This prohibition of handguns should be clearly stated and agreed to in the paperwork required to schedule the event on the MSU campus.	
SAT and ACT Testing on the MSU Campus	The MSU campus is utilized as a location in which the SAT and ACT tests are administered.	Texas Penal Code §46.03 prohibits the carrying of a weapon on the physical	The vast majority of individuals taking the SAT and ACT tests are underage high school students.	Having children on the MSU campus necessitates that special precautions be taken to ensure the safety of these groups. This prohibition of handguns	A high stress testing environment also necessitates that special precautions be taken to ensure the safety of all individuals participating in this type of testing.

Specific Building/ Location	Information/ Background	Applicable Laws and Regulations	Makeup of Campus Population	Safety Considerations	Unique Environment
		<p>premises of a school or educational institute or any grounds or building on which an activity sponsored by a school or educational institution is being conducted.</p>		<p>should be clearly stated in each student's registration confirmation for the SAT or ACT on the MSU campus.</p>	
<p>University Interscholastic League (UIL) events held on the MSU campus</p>	<p>MSU hosts a number of University Interscholastic League (UIL) events on its campus throughout the year.</p>	<p>Texas Penal Code §46.03 prohibits the carrying of a weapon on the physical premises of a school or educational institute or any grounds or building on which an activity sponsored by a school or educational institution is being conducted.</p> <p>UIL rules and regulations</p>	<p>The participants in UIL events are middle and high school students, as well as parents, relatives, friends, and other guests who may observe the event.</p>	<p>UIL rules specifically state that firearms may not be present at UIL events. The presence of underage students at these events necessitates that additional safety precautions be taken to ensure the safety of UIL participants and their guests.</p>	

Specific Building/ Location	Information/ Background	Applicable Laws and Regulations	Makeup of Campus Population	Safety Considerations	Unique Environment
		prohibit firearms at UIL events.			
Areas primarily used for sporting events					
D.L. Ligon Coliseum	This facility is used for a significant number of MSU sporting events, including basketball, volleyball, weight training, and the exercise physiology and athletic training departments.	Chapter 46 of the Texas Penal Code prohibits firearms on the premises where a high school, collegiate, or professional sporting event or interscholastic event is taking place.	Events in the D.L. Ligon Coliseum are attended by students, faculty, staff, and members of the general public.	The majority of events held in the D.L. Ligon Coliseum are NCAA or UIL events or practices. Carrying a firearm to this type of event is prohibited by state law.	The Coliseum is a large capacity facility that necessitates additional security protocols to ensure the safety of event participants and spectators.
MSU Softball, Soccer, and Tennis Centers	These facilities are used for sporting events by both MSU athletics and athletic events for outside organizations, including those involving school-age children.	Chapter 46 of the Texas Penal Code prohibits firearms on the premises where a high school, collegiate, or professional sporting event or interscholastic event is taking place.	Events in these facilities are attended by students, faculty, staff, and members of the general public.	The majority of events held in these facilities are NCAA or UIL events or practices. Carrying a firearm to this type of event is prohibited by state law.	The softball, soccer, and tennis centers are large capacity facilities that necessitate additional security protocols to ensure the safety of event participants and spectators.
Redwine Wellness Center	The Redwine Wellness Center houses a gymnasium, weight and other exercise equipment, cycling and exercise studios, indoor running track, volleyball/basketball courts,	Chapter 46 of the Texas Penal Code prohibits firearms on the premises where a high school,	The Redwine Wellness Center is open to students, faculty, staff, and alumni members.	Weapons in the Redwine Wellness Center present a significant safety concern as individuals engaged in exercise activities would have a difficult time	Because the Redwine Wellness Center hosts intramural athletic competitions, it should be treated in the same manner as other sporting events facilities,

Specific Building/ Location	Information/ Background	Applicable Laws and Regulations	Makeup of Campus Population	Safety Considerations	Unique Environment
	<p>and an outdoor pool area. Numerous exercise and physical fitness classes, intramural sports, and leisure exercise activity take place in this building. The Redwine Wellness Center also houses the Vinson Health Center and numerous administrative offices.</p>	<p>collegiate, or professional sporting event or interscholastic event is taking place</p> <p>Senate Bill 11 allows universities to designate certain areas where handguns are prohibited.</p>		<p>keeping a handgun on their person and concealed from public view in a safe manner. The storage of personal items in locker rooms and other storage areas also presents an issue as there is a high likelihood that weapons would be left unattended during participation in physical fitness activities.</p>	<p>in which it is recommended that weapons be prohibited.</p>
<p>Locations with special or unique uses</p>					
<p>Science Laboratory Areas (including those in the Bolin Science building, McCoy School of Engineering, and Bridwell Health Sciences Building)</p>	<p>The nature of laboratory areas and the materials used within those laboratories pose heightened safety concerns in the presence of handguns.</p>	<p>Senate Bill 11 allows universities to designate certain areas where handguns are prohibited.</p>		<p>The volatile nature of laboratory materials and activities pose significant safety concerns in the presence of handguns. Concealed carry should be prohibited in these areas in order to ensure the safety of students, faculty, and staff who work and attend classes in these laboratories.</p>	
<p>The MSU Testing Center</p>	<p>The Testing Center does not allow personal items to be brought into the testing area. Contractual requirements with testing companies often prohibit weapons in the Testing Center.</p>	<p>Senate Bill 11 allows universities to designate certain areas where</p>	<p>The Testing Center may be utilized by members of the campus community, as well as members of the general public.</p>	<p>Contractual requirements prohibit weapons in the Testing Center. The Testing Center does not allow personal items to be brought into the testing</p>	<p>The high stress environment for those utilizing testing services presents special considerations indicating that handguns should not be allowed in the Testing Center.</p>

Specific Building/ Location	Information/ Background	Applicable Laws and Regulations	Makeup of Campus Population	Safety Considerations	Unique Environment
		handguns are prohibited.		area, which could result in handguns being left in an unsecured location within the Testing Center.	
Onstage areas in University Theatres (including catwalks in theatre areas)		Senate Bill 11 allows universities to designate certain areas where handguns are prohibited.	Theatre productions are produced by students, faculty, and staff; productions are open to the general public.	The nature of stage productions and the actions that are taken by actors and performers on such stages would pose considerable safety concerns if firearms were carried on stage. These concerns demonstrate that concealed carry on stage areas should be prohibited.	
MSU Theatre Shop	The preparation of theatre productions and sets within the theatre shop often involves the use of volatile chemicals and tools that have the potential to inflict significant harm to individuals working within the shop if appropriate care is not taken.	Senate Bill 11 allows universities to designate certain areas where handguns are prohibited.		Due to the materials and procedures used to construct theatre sets, concealed carry within the theatre shop poses significant safety concerns for students, faculty, and staff working within the shop.	
Any meeting, hearing, or other occurrence that involves grievances, discipline, dismissal, or remediation of students, faculty or staff.	Procedures and hearings of this nature are often adversarial and generate numerous emotional responses.	Senate Bill 11 allows universities to designate certain areas where handguns are prohibited. Chapter 46 of the Texas Penal Code prohibits weapons on the premises of any	Based upon the nature of the matter at issue, these procedures may involve MSU students, faculty, and/or staff.	Due to the range of emotions that may be present in such hearings, it is recommended that the presence of handguns not be permitted. This prohibition of handguns should be clearly stated in the paperwork giving the participants prior notice before the proceeding.	

Specific Building/ Location	Information/ Background	Applicable Laws and Regulations	Makeup of Campus Population	Safety Considerations	Unique Environment
		governmental court or offices utilized by the court			
First Floor of the Hardin Administration Building during polling times		Texas Penal Code §46.03 prohibits a handgun from being carried on the premises of a polling place on voting day, or while voting is taking place.		Because it is prohibited by Texas State Law, the first floor of the Hardin Administration Building should be designated as a gun-free area during polling times.	
Board of Regents Meetings		Senate Bill 273 permits government entities to prohibit weapons in meetings subject to the Open Meetings Act so long as the prohibition extends only to the room or rooms in which the meeting is being held.	As Board of Regents meetings are meetings subject to the Open Meetings Act, they may be attended by University Regents, administration, faculty, staff, students, and members of the general public.	Due to the sensitive nature of matters that may be discussed during Board of Regents meetings, it is imperative that special safety measures be taken to protect the safety of University Regents and other meeting attendees.	
Non-public section of the MSU Police Station		Senate Bill 11 allows universities to designate certain areas where	In addition to University police officers, the non-public section of the MSU police station may be visited by any member of the University	Due to the sensitive nature of matters that may take place in the non-public area of a police station, it is important that additional security measures be taken	Because MSU police officers carry handguns and are professionally trained in their use, there is not an overriding need for other individuals to be permitted to carry

Specific Building/ Location	Information/ Background	Applicable Laws and Regulations	Makeup of Campus Population	Safety Considerations	Unique Environment
		handguns are prohibited	community or the general public with whom University police officers have a need to conduct business and/or communicate.	to protect the safety of MSU police officers and other individuals in the police station	concealed handguns into this area.

Midwestern State University Campus Carry Task Force

Chair

Dr. Laura Fidelie, Gunn College of Health Sciences and Human Services

Faculty Representatives

Dr. Jeff Blacklock, West College of Education

Dr. Susan Harvey, Fain College of Fine Arts

Dr. Laura Martin, Dillard College of Business Administration

Dr. Beverly Stiles, Prothro-Yeager College of Humanities and Social Sciences

Dr. Roy Vogtsberger, College of Science and Mathematics

Staff Representatives

Dawn Fisher, Director of Human Resources

Reagan Foster, Counselor, MSU Counseling Center

Julie Gaynor, Director of Marketing and Public Information

Jim Hall, P.C./Network Services Manager

Angie Reay, Interim Director of Residence Life

Dan Williams, Chief of Police

Student Representatives

Dustin Whinery, Undergraduate Student

Leann Duran, Graduate Student

Alumni Representative

Jeff Hughes

Parent Representative

Oku Okeke

Task Force Resource and Support Staff

Debbie Barrow, Director of Board and Government Relations

Barry Macha, General Counsel

**Communication from President Shipley to Campus Community
April 4, 2016**

Dear Campus Community,

I have received recommendations from the MSU Campus Carry Task Force for the implementation of Senate Bill 11. These recommendations are shown in the attached. I want to thank this 18-member group of campus and community representatives for their work this year. This group, ably led by Dr. Laura Fidelie, Associate Professor of Criminal Justice, has worked since the early fall to develop an open and inclusive process that included input from faculty, staff, students, alumni, and parents.

I appreciate the Task Force recommending opportunities for education and training for the campus community, and support their recommendation that Safe Campus training be provided. Additionally, I plan to appoint a small Campus Carry Implementation Task Force to direct the implementation of the final policy, including appropriate campus signage and notifications for the campus community and visitors.

While I am not only appreciative, but also supportive of the majority of the Task Force's recommendations, there are a few modifications I will propose, which I have outlined below.

1) Task Force General Policy Recommendations

I do not recommend any changes to the Task Force's policy recommendations. However, we plan to look at the wording to make certain everyone understands that while no gun storage will be provided, students living in a campus housing facility will have the opportunity to rent storage safes through the Campus Housing department should they wish to store a handgun in their room. I believe it is important also to state that any student assigned to a residence hall room where a firearm is stored and is concerned about his or her well-being may request a transfer to another room through the regular Campus Housing process.

2) Task Force Recommended Exclusionary Areas

- a. Exclusion of Areas Primarily Used for Sporting Events – I plan to insert a definition to note that this inclusion relates to campus locations used for intercollegiate, club, and intramural athletics activities.
- b. Exclusion of Science Laboratories – Following my review of the recommendation with the Cabinet and Provost Stewart's discussions with Dean Brown Marsden and Dean Johnston, I plan to recommend the wording of the exclusion be changed as follows:

Concealed handguns will be prohibited in designated laboratories – any laboratory, room, or storage area with extremely dangerous chemicals,

biologic agents, or explosive agents, and areas with equipment that is incompatible with metallic objects.

- c. Exclusion of Theatre Areas (on stage and shop) – From our review of generally accepted, Actors' Equity, safety rules, live ammunition should not be brought into the theatre by actors or stage crew, and firearms must be secured when not in use for a production, whether they are real, simulated, or dummy weapons. Additionally, the theatre scene shop, where power tools, paint solvents, and, at times, welding equipment is used, has its set of rules and regulations related to safety. I believe the special circumstances of these areas will provide an appropriate teaching opportunity, but I do not believe they rise to the level of exclusion unless the shop meets the definition shown above related to science laboratories.
- d. Exclusion of First Floor of Hardin Administration Building During Polling Times – I plan to remove this exclusion from my recommendations since the Texas Penal Code §46.03 specifically prohibits a handgun from being carried on the premises of a polling place. There will be no attempt to single out the Hardin Building for any special exclusion.
- e. Exclusion of Board of Regents Meeting Locations – Individuals are prohibited from carrying a handgun in the room where the Board of Regents, or any other body subject to the Open Meetings Act, is meeting (Texas Penal Code §46.035). For this reason, I do not plan to forward this item in my recommendations to the MSU Board of Regents.

I will meet with the Faculty Senate, Staff Senate, and Student Senate in the coming weeks to receive feedback on my response to the Task Force recommendations before I determine my final recommendations to the Board of Regents in May.

Thank you for participating in this important process.

Suzanne Shipley

Board Agenda - May 2016 - Audit, Compliance, & Mgt. Review - Attachment 16-123A

Dallas Morning News Comparison (<http://interactivas.dallasnews.com/2016/campus-carry-tracker/>)

4/29/16

	Classrooms	Dorms	Faculty Offices	Laboratories	Gyms	Sporting Events	Dining Facilities	Patient Care Areas	Disciplinary Hearings	Concerts and Productions	Libraries	
Proposals approved by Board of Regents												
University of North Texas	Yes	Yes ¹	Yes	Yes ²	No	No	Yes	Yes	No	Yes	No ³	Yes
University of North Texas - Dallas	Yes	N/A	Yes	Yes ²	Yes	No	Yes	Yes	No	No	Yes ⁴	Yes
Texas Tech University	Yes	No ¹⁰	Yes	Yes ¹¹	No	No	Yes	Yes	No	No	Yes ¹²	Yes
Stephen F. Austin State University	Yes	Yes ²⁴	Yes	Yes	Yes	No	Yes	Yes	No	No	Yes	Yes
Angelo State University	Yes	Yes ³¹	Yes	Yes ³²	Yes	No	Yes	Yes	No	Yes	Yes ³³	Yes
Texas A&M University	Yes	Yes ³⁰	Yes ¹¹	Yes ³⁴	Yes	No	Yes	Yes	No	No	Yes	Yes
Tarleton State University	Yes	Yes ²⁹	Yes	Yes	Yes	No	Yes	Yes	No	No	Yes	Yes
Texas A&M University Commerce	Yes	Yes ¹⁷	Yes ¹⁷	Yes ⁴⁰	Yes	No	No	Yes	No	Yes	Yes	Yes
Texas A&M University Corpus Christi	Yes	N/A	Yes	Yes ⁴¹	No	No	Yes	Yes	No	No	Yes	Yes
West Texas A&M University	Yes	Yes ³⁰	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes
Texas A&M University Kingsville	Yes	Yes ³⁰	Yes	Yes ⁴²	No	No	Yes	Yes	No	Yes	Yes	Yes
Prairie View A&M University	Yes	N/A	Yes	Yes	Yes	No	Yes	Yes	No	Yes	Yes	Yes
Texas A&M International	Yes	N/A	Yes	Yes ³²	No	No	Yes	Yes	No	Yes	Yes	Yes
Texas A&M University San Antonio	Yes	Yes	Yes ¹⁷	Yes	No	N/A	Yes	Yes	No	Yes	Yes	Yes
Texas A&M University Texarkana	Yes	Yes ⁴⁴	Yes ¹⁷	Yes ⁴³	No	No	No	Yes	No	No	Yes	Yes
Texas A&M University Central Texas	Yes	N/A	Yes	Yes	N/A	N/A	Yes	Yes	Yes	Yes	Yes	Yes
Final proposals submitted to Board of Regents												
The University of Texas at Austin	Yes	No ⁸	Yes ⁴	Yes ⁷	Yes	No	Yes	Yes	No	No	Yes	Yes
Texas State University	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	No	No	Yes	Yes
University of Texas at Arlington	Yes	Yes ⁹	Yes	Yes	No	No	No	Yes	No	No	Yes ⁹	Yes
University of Texas Rio Grande Valley	Yes	No ¹³	Yes	Yes ⁷	Yes	No	Yes	Yes	No	No	Yes	Yes
University of Texas at El Paso	Yes	No ¹⁴	Yes	Yes ¹⁵	Yes	No	No	Yes	No	No	Yes ¹⁰	Yes
Sam Houston State University	Yes	Yes ¹⁷	Yes	Yes ¹⁴	Yes	No	Yes	Yes	No	No	Yes	Yes
Midwestern State University	Yes	Yes ²⁴	Yes	No	No	No	No	Yes	No	No	Yes	Yes
Lamar University	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	No	No	Yes	Yes
University of Texas at Dallas	Yes	Yes ²⁰	Yes	Yes ³⁰	Yes	No	Yes	Yes	No	No	Yes	Yes
University of Texas at San Antonio	Yes	No ²⁰	Yes	Yes ³¹	No	No	No	Yes	No	No	Yes	Yes ¹¹
University of Texas Permian Basin	Yes	Yes ³⁴	Yes	Yes ³⁵	Yes	No	No	Yes	No	Yes	Yes	Yes
Sul Ross State University	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes
Has released preliminary recommendation												
University of Houston	Yes	No	Yes	Yes ¹⁸	No	No	No	Yes	No	No	Yes	Yes
University of Houston Downtown	Yes	N/A	Yes	Yes ²³	No	No	Yes	Yes	No	No	Yes	Yes
Texas Woman's University	Yes	Yes	Yes	No	No	No	Yes	Yes	No	No	Yes ²²	Yes
University of Houston Clear Lake	Yes	N/A	Yes	Yes ²⁰	No	No	Yes	Yes	No	No	Yes	Yes
University of Texas at Tyler	Yes	Yes ¹⁷	Yes	Yes ²⁰	Yes	No	Yes	Yes	No	No	Yes	Yes

- 1 Unless for kids camps and has strict rules for storage
- 2 Unless it's a lab classified as biohazard level 3 or 4 by the Centers for Disease Control
- 3 Unless it's an event where attendance is expected to be less than 200 people
- 4 Unless it's for university and high school graduations
- 5 Unless carried in a common area, or by parent or faculty member. Or unless it's a university apartment
- 6 Unless a faculty member requests that guns be banned in their single-occupancy office
- 7 Unless it's a lab with extremely dangerous chemicals, biologic agents, or explosive agents, or one that has equipment that is incompatible with metallic objects
- 8 Unless dorms used in the summer to host K-12 summer camps. Also there will be a roommate selection process for those seeking to live with a non-license holder
- 9 Except for certain programming at Texas Hall, the campus' main performance venue, and all events at College Park Center
- 10 Unless it's in one of four specific suite-style or apartment-style dorms with individually assigned rooms. In those, there must be a school-approved gun safe
- 11 Unless it's a designated research laboratory with certain dangerous chemicals, etc.
- 12 But performance venues and locations during ticketed events may be made off-limits to guns on a case-by-case basis
- 13 Unless it's housing where there are single, private rooms
- 14 Unless it's a residence facility where there are private, lockable bedrooms
- 15 Unless it's a lab with certain chemicals and flammable materials
- 16 Unless it's an external event where the contracts specifically ban handguns in the arena during the performance
- 17 But gun lockers will be required
- 18 Unless it's the nuclear magnetic resonance lab
- 19 Unless it's a lab where dangerous materials and equipment or research animals are present
- 20 Unless it's housing where there are private rooms
- 21 Unless it's a lab with combustible, flammable, or other dangerous materials, biohazard level 2 and 3
- 22 Except for the special collections section
- 23 Unless it's a lab or storage space that involves hazardous materials or equipment
- 24 Unless it's during the summer when K-12 campers use student housing. Otherwise, students must secure weapons in safe or other secure area
- 25 Unless it's at the special event hall and theatre or the location of any "special event"
- 26 Unless it's a lab where there are dangerous materials and equipment
- 27 But recommends that two dorms be designated for students under 21 and non-license holders can request non-license holder as a roommate
- 28 Unless it's a lab with extremely dangerous chemicals, biologic agents, explosive agents, or equipment that is incompatible with metallic objects
- 29 Unless it's one of five dorms that house freshman students. In on-campus apartments where guns are allowed, license holders must have approved gun safes
- 30 Unless it's in the Natural Science and Engineering Research Lab or the Bioengineering and Sciences Building where guns are off-limits
- 31 Guns must be secured with some sort of locking mechanism; students in a room where a gun is stored can request a room transfer
- 32 Unless it's a lab where chemicals have a NFPA label of 3 or higher for flammability, instability or health hazard, or where the chemicals are radioactive
- 33 Unless it's university commencement or an event where alcohol is served
- 34 Unless the rooms are shared. Or the buildings are used by minors attending camps. Students would have to provide an approved gun safe
- 35 Unless it's a lab with extremely dangerous chemicals, biologic agents, or explosive agents, or certain equipment
- 36 Guns must be stored in safes purchased or rented from Department of Residence Life
- 37 Unless an employee demonstrates the carrying of a handgun presents risk of substantial harm due to a negligent discharge of the handgun, and president approves
- 38 Unless they are high hazard research areas and laboratories or research subjects are high risk, or integrity of psychological research could be compromised
- 39 Licensed residents must store guns in a manner complying with residence life rules
- 40 Unless it's the nuclear storage room or the nuclear magnetic resonance laboratory
- 41 Unless it's a room with strong magnets or pathogenic materials, high-pressure/cryogenic/flammable gases
- 42 Unless it's a lab that has compressed gas cylinders, flammable organic solvents, flammable liquids or unstable chemicals
- 43 Unless it's one of three specifically designated science labs
- 44 Guns must be stored in a safe provided and installed by the university
- 45 Unless it's a lab with flammable organic solvents, flammable liquids or unstable reactive A14 chemicals

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

Policies	Applicable Laws and Regulations	Unique Environment/Safety Considerations/Other Comments
<p>Effective August 1, 2016 an individual with a License to Carry (LTC) or Concealed Handgun License (CHL) may carry a concealed handgun on the Midwestern State University Campus, subject to state law and these policies.</p>	<p>The Texas Government Code § 411.2031</p>	<p>These policies are proposed following input and consultation with Midwestern State University students, staff, and faculty about the nature of the student population, specific safety considerations, and the uniqueness of the campus environment.</p>
<p>A Campus Carry Implementation Task Force will be appointed to direct the implementation of the policy, including appropriate campus signage and notifications for the campus community and visitors.</p>		
<p>The MSU Police Department will establish Safe Campus training that will be made available to the University community.</p>		
<p>No gun storage will be provided by MSU. However, Storage Safes may be rented through the Office of Housing and Residence Life for use in university housing.</p>	<p>Senate Bill 11 The Texas Government Code, Subchapter H, § 411.188.4</p>	<p>A centralized storage location is not feasible on the MSU campus. As this would necessitate concealed handgun carriers transferring handguns to various storage locations, it would increase the time spent handling a gun and would correspondingly increase the risk of accidental discharge and other situations that present a danger to the campus population. Providing handgun storage also presents issues of financial expense, security, privacy, and liability for the University. Multiple storage locations would be cost prohibitive for the University. Storage safes may be rented from the MSU Department of Housing and Residence Life.</p>
<p>Any time a handgun in a campus housing facility is not in the immediate care, custody, or control of the owner, that handgun must be stored within a secure gun storage or safety device as defined by 18 U.S.C. §922(a)(34).</p>	<p>18 U.S.C. §922(a)(34) defines a secure gun storage or safety device as: "(A) a device that, when installed on a firearm, is designed to prevent the firearm from being operated without first deactivating the device; (B) a device incorporated into the design of the firearm that is designed to prevent the operation of the firearm by anyone not having access to</p>	<p>The majority of individuals who reside in campus housing are under the age of 21. The communal nature of campus housing increases the likelihood that an unauthorized person may access a handgun if it is left unattended by a license holder. This raises a significant safety concern which would be mitigated by requiring a license holder to keep their handgun in a secure gun storage or safety device when the handgun is within campus housing and outside of the license holder's immediate control. Storage safes that comply with 18 U.S.C. §922(a)(34) may be rented</p>

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

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

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

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

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

New Policy 2.26

Board of Regents – Institutional Compliance and Ethics Program

A. Policy Statement

This policy sets forth the rules governing the creation, implementation, and periodic evaluation of an institutional compliance and ethics program for Midwestern State University (MSU). The program is designed to provide a framework for promoting an organizational culture that: (1) encourages ethical behavior; (2) promotes a commitment to ensure the highest level of compliance with all applicable laws and regulations, institutional policies, procedures and other rules governing higher education, including research and health care to the extent applicable; and (3) prevents and detects criminal conduct or other conduct inconsistent with an effective compliance and ethics program.

B. Applicability

As an institution of higher education and a state agency, MSU has myriad obligations for compliance with external and internal mandates and standards. Compliance with these mandates and standards is the responsibility of every member of the MSU community. This policy applies to all MSU regents, officers, faculty, staff, student employees, agents, and volunteers.

C. Standards and Procedures

This policy establishes a protocol for the creation, implementation, and periodic evaluation of MSU's compliance and ethics program. The program takes into account the decentralized culture and institutional history of MSU, including our tradition of shared governance.

1. Board of Regents

The Board of Regents shall be knowledgeable about the content and operation of the University's compliance and ethics program and shall exercise reasonable oversight with respect to the implementation and effectiveness of the program. In exercising such oversight, the Board of Regents' Audit, Compliance, and Management Review Committee shall be regularly briefed by the chair of the University's Compliance and Ethics Coordinating Committee about the content and operation of the University's compliance and ethics program, and also when criminal conduct is discovered (see subsection 3.b. below).

2. Executive Oversight Compliance and Ethics Committee; Cognizant Policy Officers

The Executive Oversight Compliance and Ethics Committee is comprised of the members of the President's Cabinet (the senior executive body of the President of MSU) and shall ensure that the University has an effective compliance and ethics program and is assigned overall responsibility for such program. The program shall be reasonably designed, implemented, and enforced so that it is effective in encouraging ethical conduct; promoting a commitment to ensure the highest level of compliance with all applicable laws and regulations, institutional policies, procedures and other rules governing higher education, including research and health care to the extent applicable; and preventing and detecting criminal conduct or other conduct inconsistent with an effective compliance and ethics program. Committee members serve as

Cognizant Policy Officers and are assigned overall responsibility for designated compliance areas within the program.

- a. In exercising its overall responsibility for the University's compliance and ethics program, the Executive Oversight Compliance and Ethics Committee shall be regularly briefed by the chair of the University's Compliance and Ethics Coordinating Committee about the content and operation of the program, and also when criminal conduct is discovered (see subsection 3.b. below).
- b. The Executive Oversight Compliance and Ethics Committee shall take reasonable steps to:
 - (1) Not include within the substantial authority personnel (high-level personnel or individuals who exercise substantial discretion when acting within the scope of their authority) any individual who has engaged in illegal activities or other conduct inconsistent with an effective compliance and ethics program.
 - (2) Communicate periodically and in a practical manner the standards and procedures of the compliance and ethics program by conducting effective training programs and otherwise disseminating information appropriate to the respective roles and responsibilities of the entire MSU community involved in the compliance and ethics program. Such training may include informal staff meetings, and monitoring through regular "walk-arounds" or continuous observation while managing a designated compliance area.
 - (3) Ensure that the compliance program is followed, including monitoring and auditing to detect illegal activities or other conduct inconsistent with an effective compliance and ethics program.
 - (4) Evaluate periodically (at least once a year) the effectiveness of the compliance and ethics program.
 - (5) Have and publicize a system, which may include mechanisms that allow for anonymity or confidentiality, whereby the University's employees and agents may report or seek guidance regarding potential or actual criminal conduct or other conduct inconsistent with an effective compliance and ethics program without fear of retaliation.
 - (6) Consistently promote and enforce the compliance and ethics program throughout the University through appropriate incentives for performing in accordance with the program; and appropriate disciplinary measures for engaging in criminal conduct or other conduct inconsistent with an effective compliance and ethics program, and for failing to take reasonable steps to prevent or detect such conduct.
 - (7) Respond appropriately after criminal conduct or other conduct inconsistent with an effective compliance and ethics program has been detected, including making any necessary modifications to the compliance and ethics program to prevent further similar conduct.
 - (8) Periodically assess (at least once a year) the risk of criminal conduct or other conduct inconsistent with an effective compliance and ethics program and

take appropriate action to design, implement, or modify this policy to reduce the risk of such conduct identified through this process.

3. Compliance and Ethics Coordinating Committee; Compliance Partners

The Compliance and Ethics Coordinating Committee is comprised of key representatives – Compliance Partners - from various University departments who shall have day-to-day operational responsibility relevant to a compliance area within the program. To carry out such operational responsibility, Compliance Partners shall be provided adequate resources and appropriate authority.

- a. Compliance Partners serving on the committee include the following MSU personnel:
 - (1) Controller;
 - (2) Associate VP Facilities Services;
 - (3) Associate VP Student Affairs & Dean of Students;
 - (4) Associate VP Undergraduate Education & Assessment;
 - (5) Chief Information Officer;
 - (6) Chief of Police;
 - (7) Director, Athletics;
 - (8) Director, Board and Government Relations;
 - (9) Director, Financial Aid;
 - (10) Director, Human Resources;
 - (11) Director, Marketing & Public Information;
 - (12) Director, Payroll;
 - (13) Director, Purchasing & Contract Management;
 - (14) Director, Recreational Sports / Wellness Center;
 - (15) Director, University Development;
 - (16) Executive Associate Athletic Director / Director of Compliance;
 - (17) Medical Director, Vinson Health Center; and
 - (18) Registrar.
- b. The University's Controller shall chair the Compliance and Ethics Coordinating Committee and shall regularly brief the Executive Oversight Compliance and Ethics Committee and the MSU Board of Regents' Audit, Compliance, and Management Review Committee about the content and operation of the University's compliance and ethics program, and also when criminal conduct is discovered. The University's Director of Internal Audits shall provide support services, and the University's General Counsel shall serve as legal advisor to the Committee.
- c. The Compliance and Ethics Coordinating Committee will utilize a Compliance Matrix to assist the responsible Compliance Partners in carrying out their duties. The matrix is designed to further the coordination and documentation efforts of existing and ongoing compliance initiatives and is broken down into different compliance areas assigned to the Compliance Partner responsible for ensuring

compliance, representative issues associated with the compliance area as well as the applicable laws.

- d. Compliance Calendars will be generated by the Compliance and Ethics Coordinating Committee and distributed to the Compliance Partners. The calendars will include the laws, regulations and policies for a specific compliance area and aid in tracking the myriad reporting requirements and due dates. Compliance Partners shall assist Cognizant Policy Officers in training the MSU community which may include informal staff meetings, and monitoring through regular “walk-arounds” or continuous observation while managing a designated compliance area.
- e. The Compliance and Ethics Coordinating Committee is also responsible for creating and maintaining a compliance and ethics Web page on MSU’s website. At a minimum, the Web page will include the Compliance Matrix, Compliance Calendars, Compliance and Ethics Coordinating Committee members, and instructions on how to anonymously and confidentially report suspected fraud or other criminal conduct or conduct inconsistent with an effective compliance and ethics program without fear of retaliation.

**3.114 Provost and Vice President for Academic Affairs
FACULTY PERFORMANCE REVIEW
Date Adopted/Most Recent Revision: 11/06/2009**

Department chairs will be responsible for conducting an Annual Performance Review of all tenured and non-tenured, full-time faculty in their academic department. Deans will be responsible for conducting an Annual Performance Review of all chairs in their colleges and assume the role assigned to the department chair in this policy, while the provost and vice president for academic affairs will assume that of the dean. The provost and vice president for academic affairs will be responsible for conducting an Annual Performance Review of all deans and assume the role assigned to the department chair in this policy. If the faculty member is tenured, the Annual Performance Review constitutes a post-tenure review. If the faculty member is leaving during or at the end of the academic year, the annual review need not be conducted.

I. Performance Review Areas

The performance review will include written documentation of:

1. Teaching effectiveness
2. Research and scholarly activity
3. Service to the university, the profession/community, and the community
4. Compliance with MSU Policies and Procedures
5. Performance at the graduate faculty level

II. Personal Reports

By September 20 of each year, each faculty member will complete an Annual Faculty Personal Report, which will include written documentation of the faculty member's performance in each of the first three performance review areas. An official summary of evaluations and a record of the grade distribution for each of the courses taught during fall and spring semesters of the evaluation period must be attached to the Annual Faculty Personal Report.

III. Performance Indicators

Department chairs will evaluate each performance review area, as to whether it:

1. is satisfactory and, therefore, meets the evaluator's expectations,
2. needs self-improvement, or
3. needs improvement with supervision, and, if the judgment is not satisfactory, add explanatory comments.

IV. Meeting Certification

By October 20, department chairs will meet with all faculty members in their departments to review their evaluation and comments. At the conclusion of the meeting, the faculty member will certify that the information supplied in the report is accurate, and a meeting with the department chair has occurred by signing the document. If the faculty member declines to sign, the department chair will indicate as much on the signature line and enter the date of the evaluation on the dateline. The department chair will sign to indicate that his/her written comments and evaluative judgments have been reviewed with the faculty member and provide a copy to the faculty member and the dean of the relevant college. By November 5, the dean will sign to indicate that the review has been conducted and that the report

has been filed, and will distribute copies to the faculty member and relevant department chair.

V. Faculty Member Rights

The faculty member has the right to:

1. Possess a copy of the Annual Performance Review subsequent to the department chair's review,
2. Have a conference with the department chair concerning the evaluation, and
3. Appeal the process through the following Appeal Procedure:
 - a. **Process**

The faculty member who wishes to appeal the statements in the evaluation must discuss the evaluation with the department chair. If the appeal cannot be resolved at that level, the faculty member may then appeal to the dean and provost and vice president for academic affairs. The final resolution of all appeals rests with the president.
 - b. **Timetable**

The appeal process must be initiated within fifteen (15) working days of the date of the meeting between the department chair and the faculty member.

VI. Development Plans

A. First year

When overall performance (either performance review area 1, teaching effectiveness, or two or more performance review areas from among areas 2, 3, or 4 in section I above) is evaluated as needing improvement with supervision, the dean, department chair, and faculty member will jointly prepare a development plan listing goals and actions for the faculty member and the support and resources requested of the university.

1. Certification

The development plan will be signed by the faculty member, the department chair, and the dean.

2. Support

If university funds or other support are required beyond the resources of the college, the provost and vice president for academic affairs must indicate whether or not such university support will be provided.

3. Documentation

a. Faculty member

The faculty member will attach written documentation of any efforts to implement the faculty development plan to the following year's Annual Personal Report.

b. Department Chair

The department chair will document the degree of success of the development plan as part of the annual review.

B. Second Year

In the event the results of the initial plan are not acceptable (performance expectations are not met for either review area 1, teaching effectiveness or two or more performance review areas from among areas 2, 3, or 4 in section I above)

the faculty member, department chair, and dean may jointly develop a second plan for improvement. The process is identical to that of the first improvement plan.

C. Third and Subsequent Years

If the department chair documents and the dean agrees that the faculty member's performance does not meet the expectations identified in the current plan for improvement, the dean and department chair will decide either to develop a subsequent improvement plan together with the faculty member or to invoke the procedures detailed in section 3.124 (Dismissal of Tenured Faculty for Cause).

- VII. EEO COMPLIANCE. Reviews will be monitored to ensure that they are based upon consistent, fair and measurable standards and that they do not reflect a pattern of discrimination on the basis of race, color, religion, gender, age, national origin, or disability, or indicate retaliation against an employee who may have filed a grievance or alleged violations of law or university policy.**

3.214 Human Resources

STAFF PERFORMANCE RATING

Date Adopted/Most Recent Revision: 08/04/2006

- A. **PURPOSE.** The purpose of the staff performance review is to give managers and supervisors a fair and objective means of evaluating and counseling individuals who report to them in order to correct deficiencies, improve performance, increase efficiency, and provide a basis for making management decisions regarding promotions, merit pay increases, disciplinary actions and/or dismissals.
- B. **ANNUAL EVALUATIONS OF SENIOR ADMINISTRATIVE STAFF.** University officials may, at their option, choose to evaluate senior administrative staff, holding the position of director or above, on the attainment of predetermined annual goals and objectives. The evaluation should be based on an assessment of the employee's effectiveness as an administrator in achieving the goals and objectives within the employee's area of responsibility. A summary of the review of attainment of annual goals and objectives will be submitted to the Human Resources Department by the supervising administrator in lieu of the Staff Performance Review form and will remain in the personnel file of the employee.
- C. **ANNUAL EVALUATIONS OF STAFF.** At least once annually, ~~during the anniversary month of employment~~ (more frequently, if necessary) staff members will be evaluated by their respective supervisors concerning job performance utilizing a Staff Performance Review form provided by the Human Resources Department. The supervisor will complete the form, make appropriate comments and observations, and then conduct a meeting with the employee to review the evaluation.
- D. **PERFORMANCE MEASURES.** Except as permitted in paragraph B, at a minimum, staff employees are to be evaluated in those areas listed below that apply to their respective positions. ~~Four~~ Three standard performance measures will be used--~~Outstanding~~, Exceeds Expectations, Meets Expectations, Does Not Meet Expectations.
1. Compliance with MSU Policies and Procedure
 2. Quality of Work
 3. Quantity of Work
 4. Knowledge of Work
 5. Initiative
 6. Dependability
 7. Attendance
 8. Cooperation/Customer Service
 9. Diversity
 10. Safety (If applicable)
 11. Supervision of Others (Supervisors Only)

A supervisor or manager may evaluate an employee in performance areas other than the ones listed above if the area is unique to that employee's position and the same ~~three~~ four ~~measures-~~ ~~Outstanding~~, Exceeds Expectations, Meets Expectations, Does Not Meet Expectations-are used. Documentation is required for any category in which the employee "Does Not Meet Expectations."

- E. **PERFORMANCE REVIEW RECORDKEEPING.** Following the conclusion of an employee's performance review meeting, the completed Staff Performance Review form should be signed by all parties and will be sent to the Human Resources Department along with any supporting documentation for inclusion in that employee's personnel file. A copy will be given to the

employee and another retained within the appropriate department by the reviewing supervisor or manager.

- F. **DISAGREEMENTS.** If an employee disagrees with an evaluation, he/she will have fifteen (15) calendar days following the date of the evaluation meeting to file a rebuttal by memorandum to the supervisor. A copy should be sent by the employee to the Human Resources Department where it will be attached to the performance review form in the employee's personnel file. No additional action is required unless the employee wishes to file a formal complaint or grievance, in which case he/she must follow the procedures outlined in MSU Policy 3.218.
- G. **ADDITIONAL REVIEWS.** If circumstances warrant, such as in the case of performance problems requiring immediate correction, additional performance reviews may be conducted by supervisors at any time. Such reviews need not be conducted utilizing a Staff Performance Review form; however, the supervisor will forward appropriate documentation of the meeting and any disciplinary or corrective action taken to the Human Resources Department.
- H. **EEO COMPLIANCE.** It is the responsibility of the Director of Human Resources/EEO Coordinator to review all performance evaluations to ensure that they are based upon consistent, fair and measurable standards and that they do not reflect a pattern of discrimination on the basis of race, color, religion, gender, age, national origin, or disability, or indicate retaliation against an employee who may have filed a grievance or alleged violations of law or university policy.

4.145 President's Office

RELATIONSHIPS WITH AFFILIATED ENTITIES

Date Adopted/Most Recent Revision: 05/15/2015

A. Policy Statement

This policy sets forth the rules governing the relationship between Midwestern State University (MSU) and its employees and a private donor or an organization designed to further the purposes and duties of MSU, as required by §2255.001 of the Texas Government Code. This policy establishes the framework within which MSU will work with affiliated organizations.

B. Affiliated Entity

For purposes of this policy, an “affiliated entity” means an organization that is legally distinct from MSU but is designed to further the mission and goals of MSU. Typically, an affiliated entity is a not-for-profit organization recognized as exempt from federal income tax by the Internal Revenue Service under §501(c)(3) of the Internal Revenue Code. However, these organizations may exist in a variety of legal structures in support of MSU (e.g., a foundation or charitable trust recognized as exempt from federal income tax with 501(c)(3) status). To use “Midwestern State University” or “MSU” in its name, an organization must be an affiliated entity.

C. ~~Affiliation Agreements~~ Memorandum of Understanding

1. Pursuant to §2255.001 of the Texas Government Code, as a condition for the use, or continued use of MSU’s name or other resources, each affiliated entity is required to have a fully executed ~~affiliation agreement~~ memorandum of understanding (MOU) between the affiliated entity and MSU. The ~~agreement~~ MOU will address and govern all aspects of conduct of MSU and its employees in the relationship between the affiliated entity and MSU and its employees including but not limited to the following:
 - a. administration and investment of funds received by the organization for the benefit of MSU, including reporting and monitoring of such funds and a requirement for an annual independent audit (financial and operational records) of the affiliated entity and a requirement that the audit report be provided to MSU;
 - b. use of an employee or property of MSU by the donor or organization;
 - c. service by an officer or employee of MSU as an officer or director of the donor or organization; and
 - d. monetary enrichment of an officer or employee of MSU by the donor or organization.
2. Neither this policy nor any ~~agreement~~ MOU entered into by MSU may conflict or supersede a requirement of a state or federal statute regulating the conduct of an MSU employee or regulating the policies and procedures of MSU.

D. Salary Supplement Reporting

1. In accordance with §659.0201(d) of the Texas Government Code, if the person making a gift, grant, or donation or providing other consideration to MSU for the purpose of a salary supplement is an entity created solely to provide support for MSU, the entity is required to report to MSU the following information concerning any gift, grant, or donation, or other consideration provided to MSU for the purpose of a salary supplement:

- a. The name of each person who makes gifts, grants, or donations, or provides other consideration to the entity, in an amount or having a value that exceeds \$10,000, unless the person has made a request to the entity to remain anonymous; and
 - b. The amount or value of each specific gift, grant, donation, or other consideration.
 - c. "Person" as used herein is defined by §311.005 of the Texas Government Code to include a corporation, organization, government, or governmental subdivision or agency, business trust, estate, trust, partnership, association, and any other legal entity.
2. In accordance with §659.0201(e),(i), Texas Government Code, and MSU Policy 3.314(I)(1)(b), MSU's Internal Auditor shall compile the information the University receives under this subsection into a report and submit the report to the State Auditor and the Legislature.

**MEMORANDUM OF UNDERSTANDING
BETWEEN
MIDWESTERN STATE UNIVERSITY
AND
MIDWESTERN STATE UNIVERSITY FOUNDATION, INC.**

This Memorandum of Understanding is made and entered into this ____ day of _____, 2016 by and between Midwestern State University ("University") and the Midwestern State University Foundation, Inc. ("Foundation").

RECITALS

The University is an agency of the State of Texas, organized and existing under Chapter 103 of the Texas Education Code as a coeducational institution of higher learning located in Wichita Falls, Texas. The governing body of the University is the Board of Regents ("Board of Regents").

The Foundation was organized and incorporated in 1960 as a Texas non-profit corporation and is eligible to receive tax-deductible contributions in accordance with section 170(b)(1)(A)(iv) of the Internal Revenue Code for the exclusive benefit of the University. The governing body of the Foundation is its Board of Trustees ("Board of Trustees").

Texas Government Code §2255.001 requires a state agency for which a private organization exists that is designed to further the purposes and duties of the agency to adopt rules governing the relationship between the organization and the agency. The rules adopted shall govern all aspects of conduct of the agency and its employees in the relationship, including: (1) administration and investment of funds received by the organization for the benefit of the agency; (2) use of an employee or property of the agency by the organization; (3) service by an officer or employee of the agency as an officer or trustee of the organization; and (4) monetary enrichment of an officer or employee of the agency by the organization.

The University and the Foundation deem it appropriate to, and do hereby, memorialize the relationship between the Foundation and the University, and agree mutually for the future regarding the respective roles, rights and obligations of the University and the Foundation in this relationship. The parties are entering into this Memorandum of Understanding for the purpose of defining the relationship between them pursuant to Chapter 2255 of the Texas Government Code, and to implement the University's Policy 4.145, which governs the University's relationship with affiliated entities.

While this Memorandum of Understanding is in effect, the University recognizes the Foundation as existing solely for the support of the University. The parties agree that the Foundation is a necessary and beneficial component of the University's overall program for university advancement and for the development and management of private sources of funding for capital acquisition, operations, endowments, and other purposes relating to the mission and priorities of the University, and to provide opportunities for students and a margin of institutional excellence unavailable with state funds.

The Foundation is dedicated to assisting the University in the building of the endowments and in addressing, through financial support, the long-term academic and other priorities of the University.

In consideration of the mutual covenants, conditions, and commitments herein contained, and other good and valuable consideration, receipt of which is hereby acknowledged, the parties agree as follows:

1.0 FOUNDATION NAME, SEAL, AND LOGOTYPE

- 1.1 Consistent with its mission to help to advance the plans and objectives of the University, the Foundation is granted use of the name "Midwestern State University" and "MSU," however, the Foundation shall not use the University seal or other identifying marks in the promotion of its business and activities without specific written approval by the University.

2.0 UNIVERSITY GOVERNANCE

- 2.1 The Board of Regents is responsible for: (1) overseeing the mission, leadership, and operations of the University; (2) setting priorities and long-term plans for the University; and (3) the employment, compensation, and evaluation of all University employees, including the President of the University.
- 2.2 The Board of Regents is legally responsible for the performance and oversight of all aspects of University operations.

3.0 THE FOUNDATION'S RELATIONSHIP TO THE UNIVERSITY

- 3.1 The Foundation is a 501(c)(3) nonprofit organization created to raise, manage, distribute, and steward private resources to support the various missions of the University. The Foundation agrees that, during the term of this Memorandum of Understanding, the Foundation will:
 - a. Accept gifts subject to the Foundation's gift acceptance policy for the benefit of the University that may include: support for the procurement and retention of outstanding faculty members; financial support for students; the enrichment of the educational environment of the University; and, by other agreed upon activities, enhancement of the prestige of, and advancement of, the University; and utilization of its expertise, resources and personnel for such purposes.
 - b. Render other assistance to the University as may mutually appear desirable, including the following:
 - (1) Requests for distributions to the University shall be submitted to the Foundation by the University President. If such requests are approved by the Foundation, the distributions shall be timely made to the University. When distributing gift funds to the University, the Foundation will disclose any terms, conditions, or limitations imposed by donor or legal determination on the gift.
 - (2) Direct its fundraising in cooperation with University fundraising efforts and in alignment with the University mission.
 - c. Recognize the University as the sole beneficiary of its development activities and its educational support. The Foundation and its trustees understand that the Foundation may engage in fundraising for the Foundation's support. The Foundation will not sponsor or participate in any organized fundraising effort for the benefit of the University without first consulting with and receiving the approval of the President of the University, or her/his designee.
 - d. Enact and enforce records retention procedures that ensure orderly management and retrieval of documents.
 - e. Enact a policy to provide for public inspection of financial records and Foundation meeting minutes to the extent permissible by law.
- 3.2 The Foundation's Trustees are responsible for the control and management of all assets of the Foundation, including the prudent management of all gifts consistent with donor intent.

- 3.3 The Foundation's Trustees are responsible for the performance and oversight of all aspects of the Foundation's operations, including the Trustees' fiduciary responsibilities and expectations of individual Trustees based upon ethical guidelines and policies.
- 3.4 The University's Vice President for University Advancement also shall serve as the Foundation's Director of Development. In this dual role, the University's Vice President for University Advancement shall strive to make potential donors aware of the Foundation as a vehicle for their charitable support of the University. The Foundation Trustees shall cooperate in any communications, provide information, and assist with presentations to potential donors when requested by the University's Vice President for University Advancement. The University's Vice President for University Advancement shall include the Trustees in the development and drafting of any fund agreements between donors and the Foundation to ensure that such agreements comply with all regulations necessary to preserve the Foundation's tax exempt status and to achieve its purposes most effectively for the benefit of the University. As the Foundation's Director of Development, the University's Vice President for University Advancement shall not have any decision making authority in regard to governance of the Foundation or expenditure of funds by the Foundation.
- 3.5 The University's Vice President for University Advancement shall be an employee of the University. The University's Vice President for University Advancement shall provide services on behalf of the University to the Trust under the terms of this Memorandum of Understanding and not as an employee of the Trust. The Trust will not be involved with the University's decisions regarding the hiring, firing, compensation, and management of the University's Vice President for University Advancement.
- 3.6 The Foundation currently has no employees. It is mutually agreed that the University and the Foundation will not share staff except as specifically provided for in this Memorandum of Understanding.
- 3.7 The University's Vice President for University Advancement shall be entitled to use the dual title of the Foundation's Director of Development, but shall not represent herself or himself to be an employee of the Foundation nor shall be deemed as such by the parties.
- 3.8 In accordance with MSU Policy 4.145 adopted by the Board of Regents, the Foundation agrees that during the term of this Memorandum of Understanding it shall comply with the organizational, governance, and fiscal guidelines for affiliated entities that are included in the policies of the University or shall inform the University's President if unable to do so.

4.0 THE UNIVERSITY'S RELATIONSHIP TO THE FOUNDATION

- 4.1 The University's President is responsible for communicating the University's priorities and long-term plans, as approved by the Board of Regents, to the Foundation. Further, the University's President shall have the responsibility and authority to identify the University projects and programs that shall receive priority in development activities.
- 4.2 The University recognizes the Foundation's authority to keep all records and data confidential consistent with the law. In turn, the Foundation recognizes that some University records may be public information under the law and others may be confidential by statute (e.g., confidentiality of student records are protected by FERPA). To the extent that University employees assisting the Foundation may have access to certain confidential, student or other University records, such information will be confidentially maintained and utilized only in accordance with state and federal laws.
- 4.3 The University shall establish and enforce policies that support the Foundation's ability to respect the privacy and confidentiality of donor records, to the extent permitted under Texas law.

- 4.4 The University's Vice President for University Advancement shall be included as a member of the University President's cabinet and senior administrative team, within the discretion of the University's President.
- 4.5 The University shall include the Foundation the strategic planning for the University.

5.0 FOUNDATION RESPONSIBILITIES

5.1 Fund Development

- a. The Foundation shall work with and provide information to potential donors about the Foundation and its support of the mission of the University.
- b. The Foundation shall evaluate and make decisions regarding the acceptance of potential gifts.

5.2 Fund Management

- a. The Foundation will establish asset-allocation, disbursement, and spending policies that adhere to applicable federal and state laws including the Uniform Prudent Investor Act (UPIA). Such policies will be shared with the University upon request.
- b. The Foundation will receive, hold, manage, invest, and disperse gifts in accordance with the policies of the Foundation.
- c. The Foundation shall make endowment, gift and other reports on a quarterly basis to the Board of Regents. Such quarterly report should include with a rate of return comparison (for periods of 1-year, 3-year, 5-year, and 10-year) to the established benchmarks of each asset class, and a weighted benchmark for the entire portfolio.
- d. The Foundation will engage an independent accounting firm annually to conduct an audit of the Foundation's financial and operational records and will provide the University with a copy of the annual audited financial statements, including management letters.

5.3 Transfer of Funds

- a. The Foundation is a primary depository of private gifts and will transfer funds to the designated entity within the University in compliance with applicable laws, University policies, and gift agreements. The Foundation shall be responsible for knowing and understanding applicable laws, applicable University policies, and gift agreements to guide the Foundation's decisions.

6.0 FOUNDATION FUNDING AND ADMINISTRATION

- 6.1 The Foundation has the right to assess fees for services to support its operations and use a reasonable percentage of all assets under its management, to pay such fees. Such assessments shall be in accordance with properly approved Foundation policies and fully disclosed to the University at least annually, or when a material change has been imposed.
- 6.2 The Foundation, at its own expense, will provide adequate personnel, office supplies, and other such services that may be necessary or required to fulfill its responsibilities and obligations.
- 6.3 The Foundation shall maintain copies of such plans, budgets, and donor records developed in connection with the performance of its obligations as it deems necessary.
- 6.4 Upon request by the University's President, and with reasonable advance notice to the Foundation, the Foundation will provide reasonable access to data and records of the Foundation to the University. The Foundation also will provide copies of its annual report and other information that may be publicly released to the University.

- 6.5 The University and the Foundation are committed to transparency. All audits of the Foundation shall be provided to the University as requested and to the public to the extent permissible by law. The University will provide information to the public on its website concerning the nature of the relationship between the two entities and explain the difference between contributions to the two entities. Further, the University will establish a practice to provide routine reports to donors.
- 6.6 It is mutually agreed that the University and the Foundation will use separate computers and computer systems to avoid the intermingling of data and information. If it is mutually agreed that a database should be shared for purposes of maximizing efficiency, accuracy of data, and prospect management, the rationale for sharing such database should be documented and approved by the University's Board of Regents.

7.0 RESPONSIBILITY FOR ANY DEBT, OBLIGATION OR LIABILITIES OF THE FOUNDATION

- 7.1 The University enters this arrangement with the Foundation with the expressed understanding that the University is not responsible for any debt, obligation or liabilities of the Foundation or its Trustees.

8.0 INDEMNIFICATION

- 8.1 The University, to the extent authorized and not prohibited under the Constitution and laws of the State of Texas and without waiver of any defenses, shall indemnify and hold harmless the Foundation from liability resulting from the acts or omissions of the University's Vice President for University Advancement directly related to this Memorandum of Understanding; provided, however, that the University shall not hold the Foundation harmless from claims arising out of the negligence or willful malfeasance of the Foundation and its officers, agents, or employees other than the Foundation's Director of Development. Notwithstanding the foregoing, this indemnification provision shall be considered null and void for all purposes in the event that the Foundation obtains insurance coverage from the University that protects against liability resulting from the acts or omissions of the University's Vice President for University Advancement directly related to this Memorandum of Understanding.

9.0 GENERAL PROVISIONS

- 9.1 It is the intention of the parties hereto that this Memorandum of Understanding set forth policies and procedures that will contribute to the coordination of their mutual activities.
- 9.2 To ensure effective achievement of the terms and conditions of this Memorandum of Understanding, the University and the Foundation Trustees shall hold periodic meetings to foster and maintain productive relationships and to ensure open and continuing communications and alignment of priorities.
- 9.3 It is mutually agreed that the University and the Foundation will operate proactively to identify and appropriately manage potential conflicts of interest involving institutional officers and employees, Foundation staff, and Foundation Trustees. The conflict of interest provisions of both the University's policies and the Foundation's policies are expressly applicable to all interactions between the University and the Foundation. In cases where the conflict of interest policies of the University and the Foundation conflict, the more restrictive policy will control.
- 9.4 Upon termination, the parties shall reasonably attempt to negotiate how endowed funds and assets collected for the benefit of the University and controlled by the Foundation should be handled thereafter.
- 9.5 This Memorandum of Understanding is solely entered into by and between the parties and cannot be assigned to another party without prior written approval from the non-assigning party.

- 9.6 This Memorandum of Understanding shall be construed and enforced in accordance with the laws of the State of Texas. Venue for any disputes arising hereunder shall be in Wichita County, Texas. The invalidity or illegality of any provision in this Memorandum of Understanding shall not affect other terms or conditions of the Memorandum of Understanding.
- 9.7 Chapter 2260 of the Texas Government Code establishes a dispute resolution process for contracts involving goods, services and certain types of projects. If Chapter 2260 applies to this Agreement, the parties must use the statutory dispute resolution process to attempt to resolve disputes arising under this Agreement.
- 9.8 This Memorandum of Understanding contains the entire agreement of the parties and no change or modification of this Memorandum of Understanding is binding unless in writing and signed by the parties.

IN WITNESS WHEREOF, the parties have caused this Memorandum of Understanding to be executed by their duly authorized officers to be effective as of the day and date first above written.

This agreement is effective immediately upon execution by the parties, and it shall remain in effect from year to year unless modified in writing by mutual agreement of the Foundation and the University or terminated by either the Foundation or the University upon giving written notice 120 days prior to the end of a fiscal year of the University (by August 31).

Effective on this _____ day of _____, 2016.

MIDWESTERN STATE UNIVERSITY FOUNDATION, INC.

Stephen A. Gustafson, Chairman

Date: _____

MIDWESTERN STATE UNIVERSITY

Shawn G. Hessing, Board of Regents' Chairman

Date: _____

Approved as to Form and Legal Sufficiency:

Barry L. Macha, General Counsel

Date: _____

**MEMORANDUM OF UNDERSTANDING
BETWEEN
MIDWESTERN STATE UNIVERSITY
AND
THE MSU CHARITABLE TRUST**

This Memorandum of Understanding is made and entered into this ____ day of _____, 2016 by and between Midwestern State University ("University") and The MSU Charitable Trust ("Trust").

RECITALS

The University is an agency of the State of Texas, organized and existing under Chapter 103 of the Texas Education Code as a coeducational institution of higher learning located in Wichita Falls, Texas. The governing body of the University is the Board of Regents ("Board of Regents").

The Trust was organized as a charitable trust under the laws of the State of Texas (see the Texas Trust Code, codified at Title IX, Subtitle B of the Texas Property Code) for the exclusive support of the University pursuant to the Second Amended Declaration of Trust of the MSU Charitable Trust dated July 20, 1989 (the "Declaration of Trust"). The United States Internal Revenue Service has determined that the Trust is exempt from Federal income tax under section 501(a) of the Internal Revenue Code as an organization described in section 501(c)(3), and the Trust is not a private foundation within the meaning of section 509(a) of the Code because the Trust is an organization described in section 509(a)(3).

Texas Government Code §2255.001 requires a state agency for which a private organization exists that is designed to further the purposes and duties of the agency to adopt rules governing the relationship between the organization and the agency. The rules adopted shall govern all aspects of conduct of the agency and its employees in the relationship, including: (1) administration and investment of funds received by the organization for the benefit of the agency; (2) use of an employee or property of the agency by the organization; (3) service by an officer or employee of the agency as an officer or director/trustee of the organization; and (4) monetary enrichment of an officer or employee of the agency by the organization.

The University and the Trust deem it appropriate to, and do hereby, memorialize the relationship between the Trust and the University, and agree mutually for the future regarding the respective roles, rights and obligations of the University and the Trust in this relationship. The parties are entering into this Memorandum of Understanding for the purpose of defining the relationship between them pursuant to Chapter 2255 of the Texas Government Code, and to implement the University's Policy 4.145, which governs the University's relationship with affiliated entities.

While this Memorandum of Understanding is in effect, the University recognizes the Trust as existing solely for the support of the University. The parties agree that the Trust is a necessary and beneficial component of the University's overall program for university advancement and for the development and management of private sources of funding for capital acquisition, operations, endowments, and other purposes relating to the mission and priorities of the University, and to provide opportunities for students and a margin of institutional excellence unavailable with state funds.

The Trust is dedicated to assisting the University in the building of the endowments and in addressing, through financial support, the long-term academic and other priorities of the University.

In consideration of the mutual covenants, conditions, and commitments herein contained, and other good and valuable consideration, receipt of which is hereby acknowledged, the parties agree as follows:

1.0 TRUST NAME, SEAL, AND LOGOTYPE

- 1.1 Consistent with its mission to help to advance the plans and objectives of the University, the Trust is granted use of the name "Midwestern State University" and "MSU," however, the Trust shall not use the University seal or other identifying marks in the promotion of its business and activities without specific written approval by the University.

2.0 UNIVERSITY GOVERNANCE

- 2.1 The Board of Regents is responsible for: (1) overseeing the mission, leadership, and operations of the University; (2) setting priorities and long-term plans for the University; and (3) the employment, compensation, and evaluation of all University employees, including the President of the University.
- 2.2 The Board of Regents is legally responsible for the performance and oversight of all aspects of University operations.

3.0 THE TRUST'S RELATIONSHIP TO THE UNIVERSITY

- 3.1 The Trust is a 501(c)(3) nonprofit organization created to raise, manage, distribute, and steward private resources to support the various missions of the University. The Trust agrees that, during the term of this Memorandum of Understanding, the Trust will:
 - a. Accept gifts subject to the Trust's gift acceptance policy for the benefit of the University that may include: support for the procurement and retention of outstanding faculty members; financial support for students; the enrichment of the educational environment of the University; and, by other agreed upon activities, enhancement of the prestige of, and advancement of, the University; and utilization of its expertise, resources and personnel for such purposes.
 - b. Render other assistance to the University as may mutually appear desirable, including the following:
 - (1) Requests for distributions to the University shall be submitted to the Trust by the University President. If such requests are approved by the Trust, the distributions shall be timely made to the University. When distributing gift funds to the University, the Trust will disclose any terms, conditions, or limitations imposed by donor or legal determination on the gift.
 - (2) Direct its fundraising in cooperation with University fundraising efforts and in alignment with the University mission.
 - c. Recognize the University as the sole beneficiary of its development activities and its educational support. The Trust and its trustees understand that the Trust may engage in fundraising for the Trust's support. The Trust will not sponsor or participate in any organized fundraising effort for the benefit of the University without first consulting with and receiving the approval of the President of the University, or her/his designee.
 - d. Enact and enforce records retention procedures that ensure orderly management and retrieval of documents.
 - e. Enact a policy to provide for public inspection of financial records and Trust meeting minutes to the extent permissible by law.

- 3.2 The Trust's Co-Trustees are responsible for the control and management of all assets of the Trust, including the prudent management of all gifts consistent with donor intent.
- 3.3 The Trust's Co-Trustees are responsible for the performance and oversight of all aspects of the Trust's operations, including the Trustees' fiduciary responsibilities and expectations of individual Trustees based upon ethical guidelines and policies.
- 3.4 The University's Vice President for University Advancement also shall serve as the Trust's Director of Development. In this dual role, the University's Vice President for University Advancement shall strive to make potential donors aware of the Trust as a vehicle for their charitable support of the University. The Co-Trustees shall cooperate in any communications, provide information, and assist with presentations to potential donors when requested by the University's Vice President for University Advancement. The University's Vice President for University Advancement shall include the Co-Trustees in the development and drafting of any fund agreements between donors and the Trust to ensure that such agreements comply with all regulations necessary to preserve the Trust's tax exempt status and to achieve its purposes most effectively for the benefit of the University. As the Trust's Director of Development, the University's Vice President for University Advancement shall not have any decision making authority in regard to governance of the Trust or expenditure of funds by the Trust.
- 3.5 The University's Vice President for University Advancement shall be an employee of the University. The University's Vice President for University Advancement shall provide services on behalf of the University to the Trust under the terms of this Memorandum of Understanding and not as an employee of the Trust. The Trust will not be involved with the University's decisions regarding the hiring, firing, compensation, and management of the University's Vice President for University Advancement.
- 3.6 The Trust currently has no employees. It is mutually agreed that the University and the Trust will not share staff except as specifically provided for in this Memorandum of Understanding.
- 3.7 The University's Vice President for University Advancement shall be entitled to use the dual title of the Trust's Director of Development, but shall not represent herself or himself to be an employee of the Trust nor shall be deemed as such by the parties.
- 3.8 In accordance with MSU Policy 4.145 adopted by the Board of Regents, the Trust agrees that during the term of this Memorandum of Understanding it shall comply with the organizational, governance, and fiscal guidelines for affiliated entities that are included in the policies of the University or shall inform the University's President if unable to do so.

4.0 THE UNIVERSITY'S RELATIONSHIP TO THE TRUST

- 4.1 The University's President is responsible for communicating the University's priorities and long-term plans, as approved by the Board of Regents, to the Trust. Further, the University's President shall have the responsibility and authority to identify the University projects and programs that shall receive priority in development activities.
- 4.2 The University recognizes the Trust's authority to keep all records and data confidential consistent with the law. In turn, the Trust recognizes that some University records may be public information under the law and others may be confidential by statute (e.g., confidentiality of student records are protected by FERPA). To the extent that University employees assisting the Trust may have access to certain confidential, student or other University records, such information will be confidentially maintained and utilized only in accordance with state and federal laws.
- 4.3 The University shall establish and enforce policies that support the Trust's ability to respect the privacy and confidentiality of donor records, to the extent permitted under Texas law.

- 4.4 The University's Vice President for University Advancement shall be included as a member of the University President's cabinet and senior administrative team, within the discretion of the University's President.
- 4.5 The University shall include the Trust in the strategic planning for the University.

5.0 TRUST RESPONSIBILITIES

- 5.1 Fund Development
 - a. The Trust shall work with and provide information to potential donors about the Trust and its support of the mission of the University.
 - b. The Trust shall evaluate and make decisions regarding the acceptance of potential gifts.
- 5.2 Fund Management
 - a. The Trust will establish asset-allocation, disbursement, and spending policies that adhere to applicable federal and state laws including the Uniform Prudent Investor Act (UPIA). Such policies will be shared with the University upon request.
 - b. The Trust will receive, hold, manage, invest, and disperse gifts in accordance with the terms of the Declaration of Trust.
 - c. The Trust shall make endowment, gift and other reports on a quarterly basis to the Board of Regents. Such quarterly report should include with a rate of return comparison (for periods of 1-year, 3-year, 5-year, and 10-year) to the established benchmarks of each asset class, and a weighted benchmark for the entire portfolio.
 - d. The Trust will engage an independent accounting firm annually to conduct an audit of the Trust's financial and operational records and will provide the University with a copy of the annual audited financial statements, including management letters.
- 5.3 Transfer of Funds
 - a. The Trust is a primary depository of private gifts and will transfer funds to the designated entity within the University in compliance with applicable laws, University policies, and gift agreements. The Trust shall be responsible for knowing and understanding applicable laws, applicable University policies, and gift agreements to guide the Trust's decisions.

6.0 TRUST FUNDING AND ADMINISTRATION

- 6.1 The Trust has the right to assess fees for services to support its operations and use a reasonable percentage of all assets under its management, to pay such fees. Such assessments shall be in accordance with properly approved Trust policies and fully disclosed to the University at least annually, or when a material change has been imposed.
- 6.2 The Trust, at its own expense, will provide adequate personnel, office supplies, and other such services that may be necessary or required to fulfill its responsibilities and obligations.
- 6.3 The Trust shall maintain copies of such plans, budgets, and donor records developed in connection with the performance of its obligations as it deems necessary.
- 6.4 Upon request by the University's President, and with reasonable advance notice to the Trust, the Trust will provide reasonable access to data and records of the Trust to the University. The Trust also will provide copies of its annual report and other information that may be publicly released to the University.
- 6.5 The University and the Trust are committed to transparency. All audits of the Trust shall be provided to the University as requested and to the public to the extent permissible by law. The

University will provide information to the public on its website concerning the nature of the relationship between the two entities and explain the difference between contributions to the two entities. Further, the University will establish a practice to provide routine reports to donors.

- 6.6 It is mutually agreed that the University and the Trust will use separate computers and computer systems to avoid the intermingling of data and information. If it is mutually agreed that a database should be shared for purposes of maximizing efficiency, accuracy of data, and prospect management, the rationale for sharing such database should be documented and approved by the University's Board of Regents.

7.0 RESPONSIBILITY FOR ANY DEBT, OBLIGATION OR LIABILITIES OF THE TRUST

- 7.1 The University enters this arrangement with the Trust with the expressed understanding that the University is not responsible for any debt, obligation or liabilities of the Trust or its co-trustees.

8.0 INDEMNIFICATION

- 8.1 The University, to the extent authorized and not prohibited under the Constitution and laws of the State of Texas and without waiver of any defenses, shall indemnify and hold harmless the Trust from liability resulting from the acts or omissions of the University's Vice President for University Advancement directly related to this Memorandum of Understanding; provided, however, that the University shall not hold the Trust harmless from claims arising out of the negligence or willful malfeasance of the Trust and its officers, agents, or employees other than the Trust's Director of Development. Notwithstanding the foregoing, this indemnification provision shall be considered null and void for all purposes in the event that the Trust obtains insurance coverage from the University that protects against liability resulting from the acts or omissions of the University's Vice President for University Advancement directly related to this Memorandum of Understanding.

9.0 GENERAL PROVISIONS

- 9.1 It is the intention of the parties hereto that this Memorandum of Understanding set forth policies and procedures that will contribute to the coordination of their mutual activities.
- 9.2 To ensure effective achievement of the terms and conditions of this Memorandum of Understanding, the University and the Co-Trustees shall hold periodic meetings to foster and maintain productive relationships and to ensure open and continuing communications and alignment of priorities.
- 9.3 It is mutually agreed that the University and the Trust will operate proactively to identify and appropriately manage potential conflicts of interest involving institutional officers and employees, Trust staff, and Trust Co-Trustees. The conflict of interest provisions of both the University's policies and the Trust's policies are expressly applicable to all interactions between the University and the Trust. In cases where the conflict of interest policies of the University and the Trust conflict, the more restrictive policy will control.
- 9.4 Upon termination, the parties shall reasonably attempt to negotiate how endowed funds and assets collected for the benefit of the University and controlled by the Trust should be handled thereafter.
- 9.5 This Memorandum of Understanding is solely entered into by and between the parties and cannot be assigned to another party without prior written approval from the non-assigning party.
- 9.6 This Memorandum of Understanding shall be construed and enforced in accordance with the laws of the State of Texas. Venue for any disputes arising hereunder shall be in Wichita County,

Texas. The invalidity or illegality of any provision in this Memorandum of Understanding shall not affect other terms or conditions of the Memorandum of Understanding.

- 9.7 Chapter 2260 of the Texas Government Code establishes a dispute resolution process for contracts involving goods, services and certain types of projects. If Chapter 2260 applies to this Agreement, the parties must use the statutory dispute resolution process to attempt to resolve disputes arising under this Agreement.
- 9.8 This Agreement contains the entire agreement of the parties and no change or modification of this Agreement is binding unless in writing and signed by the parties.

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed by their duly authorized officers to be effective as of the day and date first above written.

This agreement is effective immediately upon execution by the parties, and it shall remain in effect from year to year unless modified in writing by mutual agreement of the Trust and the University or terminated by either the Trust or the University upon giving written notice 120 days prior to the end of a fiscal year of the University (by August 31).

Effective on this _____ day of _____, 2016.

THE MSU CHARITABLE TRUST

American National Bank & Trust, Co-Trustee

By: _____
Linda Wilson, Senior Vice President

Date: _____

Mac Cannedy, Co-Trustee

Date: _____

Erwin Davenport, Co-Trustee

Date: _____

Martha Fain, Co-Trustee

Date: _____

Jeff Gregg, Co-Trustee

Date: _____

Shawn Hessing, Co-Trustee

Date: _____

Suzanne Shipley, Co-Trustee

Date: _____

Kay Yeager, Co-Trustee

Date: _____

MIDWESTERN STATE UNIVERSITY

Shawn G. Hessing, Board of Regents' Chairman

Date: _____

Approved as to Form and Legal Sufficiency:

Barry L. Macha, General Counsel

Date: _____

BOARD OF REGENTS
MEETING AGENDA

Board of Regents Meeting Agenda
May 13, 2016
9:00 a.m.

Meeting Location: MSU Campus – 3410 Taft Boulevard
Hardin Administration Building - J. S. Bridwell Board Room

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 Shawn Hessing

Introduction of Visitors – Ms. Julie Gaynor

Opening Comments - Chairman Hessing

Public Comment

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

Reading and Approval of Minutes

16-126. Minutes of the Board of Regents meetings February 11 and 12, 2016, will be recommended for approval as shown in the minutes' section of this agenda as Minutes Attachment 16-126A and 16-126B.

Executive Committee Consent Agenda, Items, and Report

Academic and Student Affairs Committee Consent Agenda, Items, and Report

Finance Committee Consent Agenda, Items, and Report

Audit, Compliance, and Management Review Committee Consent Agenda, Items and Report

Nominating Committee for Board Officers for FY 2017 and FY 2018

16-127. Mr. Hessing will appoint a special Nominating Committee to make recommendations at the August 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, 2016.

President's Report and Discussion of Higher Education Issues

16-128. President Shipley will present information and discuss matters relating to Maintaining Affordability in Higher Education.

- A. Marketable Skills
- B. Student Debt
- C. Growth and Expansion for Economies of Scale
- D. Collaboration with Community Colleges
- E. Reaching Out to Multiple Stakeholders for Support

University President's Annual Performance/Compensation and Contract Review

16-129. In accordance with MSU Policy 2.31B, the board will conduct the president's annual performance, compensation, and contract review in Executive Session as allowed by Texas Government Code, Section 551.074.

Executive Session

16-130. The Board of Regents will convene in Executive Session as necessary to consider the matters permissible under Chapter 551 of the Texas Government Code, including the following.

- 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.
- 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.

Closing Comments

Adjournment

MINUTES

**MINUTES
MIDWESTERN STATE UNIVERSITY
BOARD OF REGENTS
Executive Committee
February 11, 2016**

The Executive Committee of the Board of Regents, Midwestern State University, met in the J. S. Bridwell Board Room, Hardin Administration Building, Wichita Falls, Texas, at 1:40 p.m., Thursday, February 11, 2016. Executive Committee members in attendance were Mr. Shawn Hessing, Chairman; Mr. Mike Bernhardt, Vice Chairman; Mr. Kenny Bryant, Secretary; and Ms. Tiffany Burks, Member-at-Large (via teleconference). Other regents attending the meeting were Mr. Caven Crosnoe, Dr. Lynwood Givens, Mr. Jeff Gregg, Ms. Nancy Marks, Mr. Sam Sanchez, and Student Regent Megan Piehler.

Administrative staff members present included Dr. Suzanne Shipley, President; Dr. Betty Stewart, Provost and Vice President for Academic Affairs; Dr. Marilyn Fowlé, Vice President for Business and Finance; Dr. Keith Lamb, Vice President for Student Affairs and Enrollment Management; Dr. Bob Clark, Vice President for Administration & Institutional Effectiveness; Dr. Howard Farrell, Vice President for University Advancement and Public Affairs; and Mr. Kyle Owen, Associate Vice President for Facilities Services. Other university personnel attending the meeting included Dr. David Carlston, Chairman of the Faculty Senate; Ms. Reagan Foster, Chair of the Staff Senate; Mr. Charlie Carr, Director of Athletics; Mr. Barry Macha, General Counsel; Mr. Chris Stovall, Controller; Dr. Martin Camacho, Dean, Fain College of Fine Arts; Ms. Julie Gaynor, Director of Marketing and Public Information; Ms. Cindy Ashlock, Executive Assistant to the President; and Ms. Debbie Barrow, Director of Board and Government Relations. Representing the Student Government Association (SGA) was Mr. Jesse Brown, SGA President. Representing the news media were Ms. Lana Sweeten-Shults, Wichita Falls *Times Record News*, and Mr. Matt McCulloch and Mr. Jeremy Garza, KFDX-TV 3.

Chairman Hessing called the meeting to order at 1:40 p.m.

Reading and Approval of Minutes

16-46. The Executive Committee approved the minutes of the November 12, 2015, meeting as presented.

Campus Construction Updates

16-47. Mr. Hessing reported that the agenda included project status reports and a report on smaller construction projects. Mr. Owen presented photographs of current projects as shown in Attachment 1. This information related to the progress of the student housing project, the new turf on the softball field, and Clark Student Center upgrades and repairs that were done during the winter holiday. Mr. Sanchez asked if the residence hall project was on schedule. Mr. Owen responded that parts of the project were ahead and a portion was behind, but that the project as a whole was approximately one week behind schedule. He noted that the project would likely be on schedule once it is in the dry.

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

Allowance on Capital Project Budgets

16-48. Mr. Hessing noted that this item was a discussion of possibly policy options related to construction project budgets. He asked Dr. Fowlé to begin the discussion. Dr. Fowlé reported that several universities and university systems had policies that allow the president to approve supplemental funding for construction projects by a certain percentage, provided a source of funds is identified. She noted that these policies generally provide a 10% allowance within which the president can approve funding for overages. She added that the administration wanted to discuss this idea with the Board to determine if it was something that should be pursued at MSU. Mr. Bernhardt noted that the next item related to a recommended increase in the Mass Communication building budget. He indicated his support for such a policy to give the administration more flexibility.

Dr. Givens asked how many projects the university might enter into in a typical year. Dr. Fowlé responded that this was an unusual time with more than \$100 million in projects being planned in the next few years. Dr. Givens responded that while the idea makes sense in concept, such a policy could provide \$10 million in presidential discretion for the \$100 million in projects. Dr. Fowlé stated that a 10% increase in the majority of projects would not be possible because the funding would not be available. She added that having the option of moving money between projects might be beneficial in some circumstances. Dr. Givens indicated that problems would arise if, for example, the President shifted \$5 million from Project A to Project B, and then Project A had a cost overrun. The Board would then have to find and approve additional funds, or reduce the scope of the project. Mr. Crosnoe stated that in reading the item he assumed the administration was referring to add-ons to the projects, but Dr. Fowlé mentioned the possibility of moving funds between projects. He asked if such a policy would relate to both possibilities. Mr. Hessing responded that it could, depending on how the policy is stated. He stated that the administration would have the option of bringing a recommendation to the Board based on this discussion.

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

Mass Communication Extension Construction Project Update

16-49. Mr. Hessing reported that the administration was requesting authorization to increase the project budget to \$5.5 million and to increase the Guaranteed Maximum Price (GMP) contract to \$5 million, with the source of funds for the increase being Higher Education Assistance Funds (HEAF). He noted that Mr. Owen would begin the discussion, followed by Dr. Shipley. Mr. Owen reported that the university started the design process on this project approximately one year ago. When the architects were hired, they were informed of the \$5 million budget for the project and were encouraged to keep the design basic. The first budget estimate in July 2015 was \$160,000 under-budget and the next month the estimate was \$36,000 over-budget. At that time, alternates were added to the bid package that would bring the base project an estimated \$300,000 under-budget. The following week the Construction Manager-At-Risk, Buford-Thompson Company, submitted a project estimate that was \$150,000 over-budget. At that time, it was thought that the pricing was based largely on Dallas/Ft. Worth pricing and that the actual bids would be closer to the budgeted amount. The bids were received in November, and the GMP was 16% over-budget. Mr. Owen reported that the group immediately began value-

engineering or cost cutting, efforts. He noted that difficult decisions were made, and the overage was reduced to 9%. The modifications made included removing a small tower element over the entrance area and moving one of the stairwells from inside the building to outside the building. He stated that the only remaining cost-saving option was to reduce the size of the building, and that was not a viable option. He noted that the first draft of the design included 22,000 square feet of space, and the size of the building was reduced to 15,000 square feet during the design process.

Dr. Fowlé reported that bonds for the \$5 million project were sold at the time of the residence hall project bond sale. She added that the debt for this project would be paid from HEAF dollars during the next ten years.

Dr. Shipley commented that since she became president, she had seen overages on two project budgets. She indicated that she asked Dr. Fowlé and Mr. Owen to consider strategies to keep this from occurring in the future. She noted that together they had determined three strategies to be used with future projects.

- 1) Architectural contracts are generally based on a percentage of the project total which means the more the project costs, the more the firm is paid. To counter that, we will ensure that all future architectural contracts include language stating that if bids come in over the budgeted amount, the firm will redesign the project at no additional cost.
- 2) Future budget projections will be based on an amount that is 5% less than the total amount of funding available. This will allow some flexibility in the project budget, and will provide a limit on how much over budget the bids can come in before the architect is required to redesign the project.
- 3) Architects and Construction Manager at Risk (CMAR) firms will be required to provide three cost estimates each through the design/bid process. Authorization to continue the design will not be provided until the estimates between the firms are reconciled.

Mr. Hessing noted that the administration was requesting the authorization to increase the project budget to \$5,500,000 and increase the GMP authorization to \$5 million, with the source of funds for the increase being a one-time partial reallocation of facilities HEAF. Mr. Bernhardt moved approval of this item; Mr. Bryant seconded the motion.

Mr. Hessing asked Mr. Owen if he had an idea as to why the project was over budget. Mr. Owen responded that there was not one component that pushed the project over budget, rather it was a number of the pieces that were higher than anticipated. Mr. Sanchez asked if the building was functional and would meet the Mass Communication Department needs, even though the design was reduced from the original plans. Dr. Camacho responded that the original design included a wing that would have been used for classrooms. In the final design, the building was planned with areas that can be used for dual purposes, such as a lab that can be converted into a classroom in less than one minute. Mr. Sanchez asked if the building would meet the needs of the department as the student population grows. Dr. Camacho stated that one of the first things he did when he arrived on campus one and one-half years ago was to ask the department chairs to be involved in a capacity study. They looked at the capacity of each program if all of the resources remained the same. Through this study, it was determined that the mass

communication program has excess capacity for 30-40% more students. He indicated that he felt comfortable that the new building will position the department to have space for several years to come.

Dr. Givens noted that if a policy such as the one discussed in the previous item was in place, and the President had the authority to increase a project budget by 10% without Board approval, the discussion regarding this project and the cost overrun would never have taken place. He indicated that he thought the discussion was important for the Board to understand the process.

There being no further discussion the motion was approved.

Athletics, Intramural, Free-Play Facilities Updated Plan

16-50. Mr. Hessing stated that the Board approved the plan for these facilities in December anticipating receiving follow-up information and recommendations as needed at this meeting. He asked Dr. Fowlé to provide additional information. She reviewed the updated budget for the project and noted that all of the north field areas, including the open play space, one full football field, and two-thirds of another football field, would be turfed, as well as a full soccer field on the south campus. She stated that the project would include two basketball courts and lighting for all of the areas. She added that the administration was pleased with the pricing received from the turf company. Dr. Fowlé reported that the state Master Lease program can be used for moveable equipment and furnishings. She stated that the turf and lights are moveable and would be financed through the Master Lease. She added that the current Master Lease interest rate is less than one percent. The remainder of the project, to include basketball courts, fencing, and sidewalks, would be funded through the university's cash reserves, with the funds paid back within three years.

Mr. Bryant moved approval of the administration's recommendation shown in the agenda. Mrs. Burks seconded the motion.

Ms. Piehler asked if her understanding was correct that the open play fields would be for student use only, and all of the other fields would be scheduled to allow student use when they are not used by athletics. Dr. Fowlé indicated that this was correct. Mr. Carr stated that the team use would primarily be in the afternoons. He added that when the football team must practice at night, they would work out schedules for intramurals. Ms. Piehler asked about the timetable for the completion of these fields. Mr. Owen responded that the fields should be in place early in the summer.

Mr. Sanchez asked to confirm that the turf fields could be relocated if needed at a later time. He also asked if the fields by the Wellness Center would be lit. Dr. Fowlé responded in the affirmative to both of these statements.

There being no further discussion, the motion was approved.

Addition of Parking Lot

16-51. Mr. Hessing reported that Dr. Shipley mentioned during the December meeting that a recommendation would be made at this meeting regarding additional parking. He asked Dr. Lamb to present this recommendation. Dr. Lamb stated that the administration

recommended the addition of a 244-space surface parking lot located in space immediately south of the West Campus Annex, which is the current free-play space. He indicated that this space was needed to accommodate the students who would live in the 500-bed residence hall beginning in the fall. Mr. Hessing noted that the administration recommended the addition of this parking lot at a cost not to exceed \$700,000, and sought authorization to issue contracts necessary to complete the project. Mrs. Burks moved approval of this item as presented and Mr. Bernhardt seconded the motion.

Ms. Piehler asked how the construction would be funded and if students would be charged more for parking. Dr. Lamb responded that the source of funds for this project would be either Parking Fees or HEAF. He indicated that the administration visited recently with Student Government about parking fees, but a recommendation was not yet finalized.

Mr. Sanchez noted that while the proposed parking lot would meet the immediate parking demand, he expressed concern that it would not meet the long-term needs of the campus. He asked why the administration was resistant to building a parking garage at this time. Dr. Lamb responded that while the campus would likely need a parking garage at some point in the future, the need is not critical at this time, and the cost to build a garage would greatly increase student cost. He stated that the Cooperative Institutional Research Program (CIRP) Freshman Survey results have indicated that the most important factor students report for having selected MSU is the price. He indicated that the administration had been very sensitive to this and had not wanted to increase parking fees by a large amount too quickly. He added that it was important from a safety point of view for resident students to have a place to park near where they live.

Dr. Givens commented that the campus needed a plan and a timeline to address this matter. Dr. Shipley stated that this would be discussed during the retreat Friday. She added that a parking garage was on the plan in FY 22, but that the timing could be moved up if needed.

There being no further discussion, the motion was approved.

Gunn College of Health Sciences and Human Services Building Project - Architect Selection

16-52. Mr. Hessing noted that the Board received a communication regarding the work of the Architect Selection Committee for this project (see Attachment 2). He asked Dr. Fowlé and Mr. Owen to provide information regarding the selection process and the administration's recommendation. Dr. Fowlé reported that the administration issued a Request for Qualifications (RFQ) for this project. An eight-person committee of faculty and staff personnel, including Provost Betty Stewart and Dean James Johnston, reviewed the nineteen submissions and interviewed two firms. Following these interviews, the committee recommended the selection of Randall Scott Architects for this project. Dr. Fowlé noted that this firm has done work previously on the MSU campus and also has experience building health science facilities. Dr. Stewart added her endorsement of the selection of Randall Scott Architects for this project. She noted that they were pleased that the first has Dr. Patricia Stark, Dean of the College of Nursing at the University of Texas Health Science Center, as their advisor. Mr. Crosnoe asked where this firm was located. Dr. Stewart responded that they were a Dallas firm.

Mr. Hessing noted that the administration recommended the selection of Randall Scott Architects for this project and requested authorization to enter into a contract with this firm to provide the design for the project. Mr. Bernhardt moved approval of this item as presented. Mr. Bryant seconded the motion, and it was approved.

Texas Accessibility Standards (TAS)/Americans with Disabilities Act (ADA) – Fire Marshal Upgrades Project – Architect Selection

16-53. Mr. Hessing reported that the Board recently received a communication regarding the Architect Selection Committee's recommendation regarding this project (see Attachment 3). He asked Mr. Owen to review the selection process and recommendation. Mr. Owen noted that the process was the same as outlined in the previous item, with nine firms submitting proposals. Following the Committee's review, they recommended Harper-Perkins Architects for the project. He reported this firm had three Registered Accessibility Specialists on their staff, which will be a benefit in working on this project.

Mr. Hessing noted that the administration recommended the selection of Harper-Perkins Architects for this project and requested authorization to enter into a contract with this firm to provide the design for the project. Mr. Bryant moved approval of this item as presented. Mr. Bernhardt seconded the motion, and it was approved.

Revalidation of Master Lease Resolution

16-54. Mr. Hessing noted the administration's recommendation to approve an updated Master Lease Resolution and asked Dr. Fowlé to provide additional information. Dr. Fowlé stated that the MSU Board of Regents last approved a master lease resolution in November 2004. She indicated that when she appeared before the Bond Review Board, they informed her that the resolution needed to be updated. She stated that the proposed resolution was identical to the one previously approved, except the effective date.

Mr. Bernhardt moved approval of the new resolution as presented. Mrs. Burks seconded the motion, and it was approved.

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

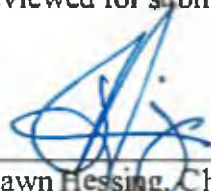
16-55. Mr. Hessing noted the Board Book contained information regarding certain artworks recommended for accessions into and deaccessions from the Museum's Permanent Collection. Mr. Bernhardt moved the board ratify this action as presented; Mr. Bryant seconded the motion. Mrs. Marks reported that she participated in the Collector's Circle as part of the process for selecting the artwork that would be recommended for the Permanent Collection. She stated that it was a very interesting process.

There being no further discussion the motion was approved.

Adjournment

The Executive Committee discussion concluded at 2:35 p.m.

Reviewed for submission:



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

ATTACHMENTS:

1. Construction Update - Project Photographs
2. Architect Selection – Gunn College of Health Sciences and Human Services
3. Architect Selection - Texas Accessibility Standards (TAS), Americans with Disabilities Act (ADA), and Fire Marshal Upgrades Project

STUDENT HOUSING PROJECT







3410 Taft Boulevard, Wichita Falls, Texas 76308-2099
Office: (940) 397-4648 Fax (940) 397-4859

Memorandum

To: Dr. Suzanne Shipley

Cc: Dr. Salim Azzouz, Dr. Marilyn Fowle, Dr. James Johnston, Dr. Keith Lamb, Dr. Stuart McClintock, Mr. Dave Percy, Mr. Steve Shelley, Dr. Betty Stewart

From: Kyle Owen

Date: February 4, 2016

Re: **Gunn College of Health Sciences and Human Services Building Project - Architect Selection Recommendation**

The design for a new Health Science and Human Services building will require the services of an architectural firm per the Texas Board of Architectural Examiners due to the size of the endeavor. In compliance with State Purchasing requirements, RFQ #735- 16-6181 was issued requesting qualification statements from architectural firms.

An Architect Selection Advisory Committee consisting of Dr. Salim Azzouz, Dr. Marilyn Fowle, Dr. James Johnston, Dr. Keith Lamb, Dr. Stuart McClintock, Dr. Betty Stewart, Mr. Dave Percy, and Mr. Kyle Owen reviewed the qualification statements. The RFQ included evaluation criteria such as successful completion of recent projects of similar complexity, relevant experience of the assigned personnel, value engineering experience, past performance, prior favorable service with Texas higher education, overall team approach, and completeness of the request. Nineteen architectural firms submitted qualification statements which were scored by each committee member using the evaluation criteria. The scores were averaged to determine the overall highest score and the two highest ranking firms were interviewed on campus.

Randall Scott Architects and SmithGroupJJR Architects provided presentations highlighting their Texas health science higher education facilities portfolio and staff experience. Randall Scott Architects was selected as the recommended firm because of their extensive project history with such education facilities in Texas, as well as the experience of their firm's personnel working as a team on multiple health science education projects. Randall Scott Architects' detailed understanding of health science education facilities design became very apparent during the interview process.

It is recommended that Randall Scott Architects be selected as the architectural firm for the Health Science and Human Services Project.



Executive Committee
February 11, 2016
Attachment 3

3410 Taft Boulevard, Wichita Falls, Texas 76308-2099
Office: (940) 397-4648 Fax (940) 397-4859

Memorandum

To: Dr. Suzanne Shipley

Cc: Dr. Salim Azzouz, Dr. Marilyn Fowle, Dr. Keith Lamb, Dr. Stuart McClintock, Dave Percy, Steve Shelley

From: Kyle Owen

Date: February 1, 2016

Re: **Texas Accessibility Standards (TAS)/Americans with Disabilities Act (ADA) – Fire Marshal Upgrades Project – Architect Selection Recommendation**

The design and implementation of TAS/ADA and fire marshal upgrades to several campus buildings require the services of an architectural firm per the Texas Board of Architectural Examiners. In compliance with State Purchasing requirements, RFQ #735- 16-6182 was issued requesting qualification statements from architectural firms.

An Architect Selection Advisory Committee consisting of Dr. Salim Azzouz, Dr. Marilyn Fowle, Dr. Keith Lamb, Dr. Stuart McClintock, Dave Percy, and Kyle Owen reviewed the qualification statements. The RFQ included evaluation criteria such as successful completion of recent projects of similar complexity, relevant experience of the assigned personnel, past performance, prior favorable service with MSU, overall team approach, and completeness of the request. Nine architectural firms submitted qualification statements which were scored by each committee member using the evaluation criteria. The scores were averaged to determine the overall highest score.

Harper-Perkins Architects (HPA) had the highest score upon completion of the review process, followed by Bundy, Young, Sims & Potter and SLA. All of these firms submitted impressive documents, although HPA's staff includes four Registered Accessibility Specialists, principles which have participated in National Fire Protection Association courses, designers with renovation experience in many older education facilities, and excellent knowledge of MSU's facilities. HPA is also a HUB vendor which assists our efforts to include HUB vendors whenever possible.

It is recommended that Harper-Perkins Architects be selected as the architectural firm for the TAS/ADA and fire marshal upgrades.

**MINUTES
MIDWESTERN STATE UNIVERSITY
BOARD OF REGENTS
Academic and Student Affairs Committee
February 11, 2016**

The Academic and Student Affairs Committee of the Board of Regents, Midwestern State University, met in regular session in the J. S. Bridwell Board Room, Hardin Administration Building, Wichita Falls, Texas, at 2:45 p.m., Thursday, February 11, 2016. Academic and Student Affairs Committee members in attendance were Dr. Lynwood Givens, Chairman; Mr. Kenny Bryant; Ms. Tiffany Burks (via teleconference); and Mr. Sam Sanchez. Other regents attending the meeting were Mr. Mike Bernhardt, Mr. R. Caven Crosnoe, Mr. Jeff Gregg, Mr. Shawn Hessing, Ms. Nancy Marks, and Student Regent Meagan Piehler.

Administrative staff members present included Dr. Suzanne Shipley, President; Dr. Betty Stewart, Provost and Vice President for Academic Affairs; Dr. Marilyn Fowlé, Vice President for Business and Finance; Dr. Keith Lamb, Vice President for Student Affairs and Enrollment Management; Dr. Bob Clark, Vice President for Administration & Institutional Effectiveness; Dr. Howard Farrell, Vice President for University Advancement and Public Affairs; and Mr. Kyle Owen, Associate Vice President for Facilities Services. Other university personnel attending the meeting included Dr. David Carlston, Chairman of the Faculty Senate; Ms. Reagan Foster, Chair of the Staff Senate; Mr. Charlie Carr, Director of Athletics; Mr. Barry Macha, General Counsel; Mr. Chris Stovall, Controller; Ms. Julie Gaynor, Director of Marketing and Public Information; Ms. Cindy Ashlock, Executive Assistant to the President; and Ms. Debbie Barrow, Director of Board and Government Relations. Representing the Student Government Association (SGA) was Mr. Jesse Brown, SGA President. Representing the news media was Ms. Lana Sweeten-Shults, a reporter for the Wichita Falls *Times Record News*.

Dr. Givens called the meeting to order at 2:45 p.m. and noted that in the interest of time, special faculty and staff presentations would not be given during this meeting, but that the regular reports would be presented.

Reading and Approval of Minutes

16-56. The Academic and Student Affairs Committee approved the minutes of the November 12, 2015, meeting as presented.

Faculty Report

16-57. Dr. David Carlston, Faculty Senate Chairman, indicated that he wanted to frame his remarks by comparing MSU to universities that had been in the news recently. He stated that the president at Mount St. Mary's University in Maryland had caused a great deal of controversy when he referred to students as "cuddly bunnies" and told faculty they had to be tough and "drown the bunnies," referring to the need to remove students from the university early in their college careers so they would not hurt the university's retention and success rates. Dr. Carlston noted that, in contrast, MSU faculty were grateful for the internal communication, the ability to express concerns, and the response by the administration. He reported that the Faculty Senate had been working with Dr. Lamb regarding admissions issues and the tracking of important data. He added that they had also worked with Dr. Clark and Dr. Stewart in developing the freshman and first-year

experience for MSU students. He indicated that the faculty had been pleased with the openness of the administration.

Dr. Carlston stated that the other university he wanted to compare MSU to was the University of California at Berkeley, an institution in the midst of significant budget problems. He reported that the university is six or seven percent over budget, and the campus may experience dramatic cuts and reassignments. He noted that while there is not an over-abundance of funding available at MSU, the administration had managed the budget well. He stated that one of the primary concerns of the faculty related to the Fort Worth expansion. He indicated that the administration had done a good job reassuring faculty that operating funds would not be diverted from the main campus to support an extension; however, some individuals are still concerned.

He noted that the faculty looks forward to the academic strategic planning process.

Staff Report

16-58. Ms. Reagan Foster, Staff Senate Chair, reported that the Staff Senate had been very involved in a number of campus initiatives, including the Campus Carry Task Force and the Budget Oversight Committee. She indicated that they were grateful to have the opportunity to participate in these discussions as decisions and recommendations are made. She commented that the staff looks forward to learning the results of the classification and compensation study. She stated that the Staff Senate signed cards that will be sent to all staff employees to express appreciation for their work.

Ms. Foster reported that Ms. Velia Lozano and Mr. Henry Cooper recently received "You Make A Difference" awards. She noted that these individuals work in Facilities Services and do a wonderful job connecting with MSU students. Ms. Lozano works in the Clark Student Center and was acknowledged for working as a language partner for a number of students taking Spanish courses. Mr. Cooper works in the Sundance Court Apartments and was acknowledged for his hard work and dedication.

Student Government Report

16-59. Mr. Jesse Brown, President of the MSU Student Government Association, reminded the Board that as part of the inauguration the Student Government Association (SGA) put together a time capsule. He reported that the capsule would be placed in the Clark Student Center during the next month. He thanked Dr. Shipley for opening her home and having dinner with the SGA executives.

Mr. Brown reported that the Student Senate had been busy during the year and had passed a number of resolutions. He added that state Representative James Frank would be the guest speaker at the next Senate meeting. He noted that the Senate had considered resolutions supporting a centralized tutoring center, the students' desire for a fall break, and the addition of an emergency phone on the far side of Sikes Lake to increase campus safety. He added that the Senate was also considering adding the position of SGA Treasurer to help with efficiency.

Athletics Report

16-60. Dr. Givens noted that Athletic Director Charlie Carr's report was presented in the Board Book as a point of information only. It was presented without question or discussion.

Enrollment Report – Spring 2016

16-61. Dr. Givens noted that the enrollment report was finalized after the 20th class day, which was February 10, and a copy was distributed for the Board's information (see Attachment 1). He asked Dr. Lamb to discuss the report with the Board. Dr. Lamb reported that headcount enrollment increased by 2.9% over the prior year and credit hour production increased by 4%. He added that graduate student enrollment, primarily in computer science, was a large part of the increase.

Mr. Bernhardt asked about the nine percent decline in reenrolling freshmen. Dr. Lamb responded that they had not had an opportunity to study the numbers with the report being finalized that morning. He noted that the first-time, full-time student cohort in the fall of 2015 was 820 and, on the surface, it would appear there was a decline of ten students from fall to spring. He added that there was likely more movement with students from the fall not returning and new re-enrolling students transferring to MSU for the spring semester.

Mrs. Burks asked how much growth in enrollment the current campus facilities could accommodate. Dr. Shipley responded that the Board and administration would discuss possibilities for growth during the retreat, to include online and distance education, and would examine the costs of growth. She noted that the most expensive growth is on a highly residential campus. She indicated that if the Board wanted the administration to look at how many students could be served without adding any buildings other than those on the plan, it could be done.

Dr. Givens asked that future enrollment reports include information regarding the number of distance-only students.

Fort Worth Expansion Task Force Update

16-62. Dr. Lamb stated that the Board approved funding in November for a Ft. Worth expansion market study. He reported that the study was underway, and deliverables were expected in early April. He noted that the market study firm would examine the market near the Alliance Corridor for adult education, would analyze programs offered at universities in the area, and visit with employers to assess need for academic programs and degrees. He added that the administration was also looking at various possible locations in Ft. Worth and determining costs involved with an expansion in that area.

Mrs. Marks asked what type of facility was being considered. Dr. Lamb responded that the administration had looked at facilities already built, such as an existing office complex. Dr. Givens asked about the timeframe for making a presentation to the Board. Dr. Lamb indicated that the administration planned on providing the market study results and having a substantial discussion in May.

Mr. Crosnoe asked if the process included determining what types of approval would be necessary from the Texas Higher Education Coordinating Board (THECB). Dr. Lamb

responded that it did. He added that Dr. Stewart had visited with the THECB regarding what steps would need to be taken and the timeline required. He stated that the university also needed to meet Southern Association of Colleges and Schools (SACS) requirements.

Dr. Givens noted that this item was presented as a point of information only, and no action was necessary.

Proposed New Minor – Organizational Psychology

16-63. Dr. Givens stated that the administration was recommending the addition of a new minor in Organizational Psychology and noted that an outline of the minor was included in the Board Book. He asked Dr. Stewart to comment on the recommendation. Dr. Stewart thanked the psychology faculty for looking beyond their major to see how they could provide an interdisciplinary opportunity for students. She noted that this minor would be primarily focused toward business students, but would be open to all students. The minor is intended to enhance awareness of the relevance of psychology to the workplace.

Mr. Sanchez moved approval of this item as presented and Mr. Bryant seconded the motion.

Dr. Givens noted that in the past majors were reviewed to determine if there was adequate enrollment to warrant the major. He asked if minors were reviewed in the same regard. Dr. Stewart responded that they were not. Dr. Givens asked about the anticipated enrollment in this program. Dr. Carlston responded that they surveyed current business students to determine the amount of interest. He added that courses required for the minor are already being taught, and no additional courses or faculty would be needed. Mr. Bryant asked for an example of what organizational psychology would entail. Dr. Carlston indicated that this area deals with human resources issues regarding motivation, communication within organizations, talent management processes, talent identification, conflict resolution, and group decision making.

There being no further discussion, the motion was approved.

Proposed New Graduate Certificate Programs in English

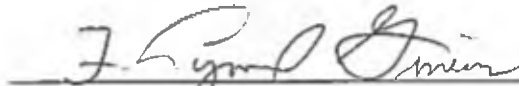
16-64. Dr. Givens reported that the administration proposed two new graduate certificate programs in English. He asked Dr. Stewart to explain these proposals. Dr. Stewart thanked the faculty in the Department of English, Humanities, and Philosophy for looking for opportunities to enhance their enrollment and to give students additional depth in their field of study. Students enrolling in these proposed post-baccalaureate certificate programs would not have to be admitted into the Graduate School. However, the courses taken could be applied to a master's program if the student applies to and is admitted to the Graduate School at a later time. The proposed programs are in the areas of Professional and Technical Communication, and Literary Studies. Each certificate would require the completion of nine hours of graduate-level work. Dr. Stewart noted that the programs would provide an opportunity for the university faculty to support K-12 English and literature teachers who want more depth in the field, as well as an opportunity for students who need additional technical communication training.

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

Adjournment

There being no further business, the meeting of the Academic and Student Affairs Committee adjourned at 3:18 p.m.

Reviewed for submission:



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

ATTACHMENT:

1. Enrollment Report – Spring 2016

Enrollment Report

Spring 2016

	2015	2016
New First-Time Freshmen	29	32
Re-Enrolling Freshmen	878	810
Sophomore	1,062	1,071
Junior	1,132	1,239
Senior	1,780	1,789
Graduate/Post-Baccalaureate	<u>693</u>	<u>795</u>
TOTAL	5,574	5,736
Semester Credit Hours	63,239	66,003

**MINUTES
MIDWESTERN STATE UNIVERSITY
BOARD OF REGENTS
Finance Committee
February 11, 2016**

The Finance Committee of the Board of Regents, Midwestern State University, met in regular session in the J. S. Bridwell Board Room, Hardin Administration Building, Wichita Falls, Texas, at 3:18 p.m., Thursday, February 11, 2016. Committee members in attendance were Mr. Mike Bernhardt, Chairman; Mr. R. Caven Crosnoe; Dr. Lynwood Givens; and Mr. Jeff Gregg. Other regents attending the meeting were Mr. Kenny Bryant, Ms. Tiffany Burks (via teleconference), Mr. Shawn Hessing, Ms. Nancy Marks, Mr. Sam Sanchez, and Student Regent Megan Piehler.

Administrative staff members present included Dr. Suzanne Shipley, President; Dr. Betty Stewart, Provost and Vice President for Academic Affairs; Dr. Marilyn Fowlé, Vice President for Business and Finance; Dr. Keith Lamb, Vice President for Student Affairs and Enrollment Management; Dr. Bob Clark, Vice President for Administration & Institutional Effectiveness; Dr. Howard Farrell, Vice President for University Advancement and Public Affairs; and Mr. Kyle Owen, Associate Vice President for Facilities Services. Other university personnel attending the meeting included Dr. David Carlston, Chairman of the Faculty Senate; Ms. Reagan Foster, Chair of the Staff Senate; Mr. Charlie Carr, Director of Athletics; Mr. Barry Macha, General Counsel; Mr. Chris Stovall, Controller; Ms. Julie Gaynor, Director of Marketing and Public Information; Ms. Cindy Ashlock, Executive Assistant to the President; and Ms. Debbie Barrow, Director of Board and Government Relations. Representing the Student Government Association (SGA) was Mr. Jesse Brown, SGA President. Representing the news media was Ms. Lana Sweeten-Shults, Wichita Falls *Times Record News*.

Chairman Bernhardt called the meeting to order at 3:18 p.m.

Reading and Approval of Minutes

16-65. The Finance Committee approved the minutes of the November 12, 2015, meeting as presented.

Summary of Financial Support 9/1/15-1/13-16

16-66. Mr. Bernhardt noted that this report was presented in the Board Book and mentioned some of the major gifts received since the last meeting of the Board.

- A. Ms. Patricia Templer donated \$30,000 to the George Wadsack and Susan Wadsack Spiller Memorial Scholarship Fund to assist nursing majors.
- B. Mr. Joel Talley with TACOR Resources donated \$25,000 to the Ann and Alvin Talley Scholarship fund to assist students in the College of Science and Mathematics.
- C. The Mass Communication Department received \$25,000 from the Bryant Edwards Foundation for the purchase of new TV-2 studio equipment.

- D. Mr. and Mrs. Carroll Laing contributed \$20,000 to the 2015-2016 Laing/Guinn Challenge to match new and lapsed Annual Fund donors.
- E. Mrs. Allen C. Sharp donated \$10,000 to the McCoy School of Engineering for scholarships.
- F. The M. & A. McCullough Foundation donated \$7,000 to the Museum of Art at MSU to assist with operations.

Mr. Bernhardt stated that the support from the community, alumni, and friends was outstanding. He reminded regents that a list of donors was in each Regents' folder, and he encouraged board members to write thank you notes to the individuals they were assigned.

FY 17 Tuition and Fees Discussion

16-67. Mr. Bernhardt reported that the administration would make tuition and fee recommendations during the May meeting of the Board and noted that the administration was planning for next year's budget. He asked Dr. Shipley to comment on the process. Dr. Shipley indicated that she wanted to discuss with the Board her general tendencies toward tuition and fee increases. She reported that during the decade she has worked at the top level of higher education she has learned to watch the higher education inflation index. She explained that the higher education inflation index is generally greater than the standard rate of inflation, primarily because a large portion of higher education costs are associated with benefits, salaries, technology, and the changes that come as generations ask for and require different facilities and services. She stated that the higher education inflation index is generally near the three percent level, and she has tried to keep recommended tuition and fees increases near that average. She added that when universities do not raise tuition and fees for one or two years, it becomes necessary to approve larger increases to address rising costs. Dr. Shipley commented that the state of Texas had been very generous in providing funding for a new teaching facility, but noted that the university would need to provide funds for utilities and maintenance of the new building.

Dr. Shipley reported that she visited with the Student Senate about possible tuition and fee recommendations. She noted that students expressed a great deal of interest in an enhanced tutoring center as well as Degree Works, a comprehensive academic advising, transfer articulation, and degree audit program. She noted that Degree Works would not only help students map out a path to graduation, but would also help faculty and administrators ensure that courses are offered at the best time and location to meet the needs of the students. She added that her presentation in May would provide a history of tuition increases compared to the actual average cost to students over time.

Dr. Shipley stated that the tuition and fee proposals being considered included an increase for continuing students in the two percent range, with the increase for new students in the three and one-half percent range. She noted that the administration would also likely make a recommendation regarding parking fees. She commented that the administration visited with the Student Senate about a modest parking fee increase, with the funds used

to pay for the new parking lot. She added that she wanted the Board to know her tuition and fee philosophy before she presented a recommendation in May.

Dr. Givens indicated that as the administration and Board consider increases and new technology, he would like to have a discussion about where cuts and reductions can be made. He stated his understanding that university administrative costs had grown disproportionate to other costs. He noted that he would be uncomfortable assuming that the cost to attend MSU would automatically have to increase two or three percent every year. Dr. Shipley responded that the university made significant cuts in developing the current budget, and information regarding the cost reductions could be provided. Mr. Bernhardt noted that the administration must deal with cost drivers that they cannot control, such as the cost of health benefits. Dr. Givens indicated agreement and noted that he wanted to be certain the university was putting resources into people as well as buildings and technology.

Mr. Bernhardt noted that this item was presented for information only and no action was necessary.

Financial Report

16-68. Mr. Bernhardt reported that the administration recommended acceptance of the FY 2015 Annual Financial Report, as well as the September through December 2015 financial reports as previously distributed. He noted that Dr. Fowlé's summary of the current - year report was included in the Board Book.

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

Investment Report

16-69. Mr. Bernhardt noted that the administration recommended the Board's acceptance of the first quarter FY 2016 investment report as previously distributed. He stated that Dr. Fowlé's report summary was presented in the Board Book.

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

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

16-70. Mr. Bernhardt reported that the administration requested ratification of the transfer of funds to cover costs associated with studying the feasibility of utilizing the Daniel Building for student life functions.

Mr. Gregg moved the ratification of this item as presented. Mr. Crosnoe seconded the motion, and it was approved.

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

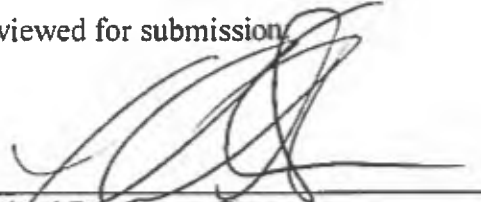
16-71. Mr. Bernhardt stated that the reports of personnel changes in FY 16 were presented for ratification. He noted that three staff positions were filled below the budgeted amount, and one salary adjustment was made as a result of the reorganization in the facilities area.

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

Adjournment

The Finance Committee discussion concluded at 3:32 p.m.

Reviewed for submission

A handwritten signature in black ink, appearing to read "Michael Bernhardt", written over a horizontal line.

Michael Bernhardt, Chairman
Midwestern State University
Board of Regents Finance Committee

MINUTES
MIDWESTERN STATE UNIVERSITY
BOARD OF REGENTS
Audit, Compliance, and Management Review Committee
February 11, 2016

The Audit, Compliance, and Management Review Committee of the Board of Regents, Midwestern State University, met in regular session in the J. S. Bridwell Board Room, Hardin Administration Building, Wichita Falls, Texas, at 3:32 p.m., Thursday, February 11, 2016. Committee members in attendance were Mr. Sam Sanchez, Chairman; Ms. Tiffany Burks (via teleconference); Mr. Jeff Gregg; and Ms. Nancy Marks. Other regents attending the meeting were Mr. Mike Bernhardt, Mr. Kenny Bryant, Mr. R. Caven Crosnoe, Dr. Lynwood Givens, Mr. Shawn Hessing, and Student Regent Megan Piehler.

Administrative staff members present included Dr. Suzanne Shipley, President; Dr. Betty Stewart, Provost and Vice President for Academic Affairs; Dr. Marilyn Fowlé, Vice President for Business and Finance; Dr. Keith Lamb, Vice President for Student Affairs and Enrollment Management; Dr. Bob Clark, Vice President for Administration & Institutional Effectiveness; and Dr. Howard Farrell, Vice President for University Advancement and Public Affairs. Other university personnel attending the meeting included Dr. David Carlston, Chairman of the Faculty Senate; Ms. Reagan Foster, Chair of the Staff Senate; Mr. Charlie Carr, Director of Athletics; Mr. Barry Macha, General Counsel; Mr. Chris Stovall, Controller; Ms. Julie Gaynor, Director of Marketing and Public Information; Ms. Cindy Ashlock, Executive Assistant to the President; and Ms. Debbie Barrow, Director of Board and Government Relations. Representing the Student Government Association (SGA) was Mr. Jesse Brown, SGA President. Representing the news media was Ms. Lana Sweeten-Shults, Wichita Falls *Times Record News*.

Chairman Sanchez called the meeting to order at 3:32 p.m.

Reading and Approval of Minutes

16-72. The Audit, Compliance, and Management Review Committee approved the minutes of the November 12, 2015, meeting as presented.

Investment Audit

16-73. Mr. Sanchez commented that Weaver and Tidwell, LLP conducted the university's investment audit and a copy of the audit report was included in the Board Book. He stated that the next item included an action that was required as a result of this audit. Mr. Hessing asked about the exception (Item F in the report) regarding the Board of Regents needing to approve the investment policy on a regular basis. Dr. Fowlé stated that while the Board reviewed the policy and received information in August, they did not approve the policy since no changes were recommended. She added that the policy would be formally approved each year regardless of whether or not changes are required.

Mr. Sanchez stated that this item was presented as a point of information only, and no action was necessary.

Operating Funds Investment Policy Update

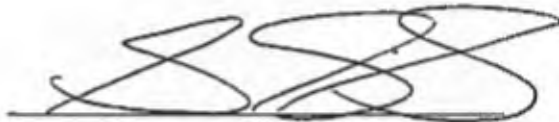
16-74. Mr. Sanchez stated that during the special Board meeting in December, Dr. Fowlé mentioned that minor changes would need to be made to this policy as a result of the investment audit. He added that Mr. Crosnoe had asked for a list of action required of the administration and Board to ensure all requirements are being addressed. The recommended changes and a compliance checklist were presented in the Board Book for the Board's review and consideration. Mr. Sanchez asked Dr. Fowlé to explain the recommended policy change. Dr. Fowlé noted that the policy needed to address the maximum dollar-weighted average maturity allowed for pooled fund groups. Mr. Crosnoe asked for additional explanation. Dr. Fowlé stated that this information is intended to ensure the liquidity of the university's cash pool. She added that while the cash can be invested in longer term instruments, the maximum dollar-weighted average must be within 90 days. Mr. Crosnoe asked if this information would be shown in future reports. Dr. Fowlé responded that it is something that is monitored in her office but is not shown in the quarterly reports. Mr. Sanchez asked if this applied to the university's endowments. Dr. Fowlé responded that it did not.

Mrs. Marks moved approval of this policy change a presented. Mr. Gregg seconded the motion, and it was approved.

Adjournment

The Audit, Compliance, and Management Review Committee discussion concluded at 3:39 p.m.

Reviewed for submission:



Sam Sanchez, Chairman
Midwestern State University
Board of Regents Audit, Compliance, and
Management Review Committee

**MINUTES
MIDWESTERN STATE UNIVERSITY
BOARD OF REGENTS
February 11, 2016**

The Midwestern State University Board of Regents met in regular session in the J. S. Bridwell Board Room of the Hardin Administration Building at 1:30 p.m., Thursday, February 11, 2016. Regents in attendance were Mr. Shawn Hessing, Chairman; Mr. Mike Bernhardt, Vice Chairman; Mr. Kenny Bryant, Secretary; Ms. Tiffany Burks (via teleconference); Mr. R. Caven Crosnoe; Dr. Lynwood Givens; Mr. Jeff Gregg; Ms. Nancy Marks; Mr. Sam Sanchez; and Student Regent Megan Piehler.

Administrative staff members present included Dr. Suzanne Shipley, President; Dr. Betty Stewart, Provost and Vice President for Academic Affairs; Dr. Marilyn Fowlé, Vice President for Business and Finance; Dr. Keith Lamb, Vice President for Student Affairs and Enrollment Management; Dr. Bob Clark, Vice President for Administration & Institutional Effectiveness; Dr. Howard Farrell, Vice President for University Advancement and Public Affairs; and Mr. Kyle Owen, Associate Vice President for Facilities Services. Other university personnel attending the meeting included Dr. David Carlston, Chairman of the Faculty Senate; Ms. Reagan Foster, Chair of the Staff Senate; Mr. Charlie Carr, Director of Athletics; Mr. Barry Macha, General Counsel; Mr. Chris Stovall, Controller; Dr. Martin Camacho, Dean, Fain College of Fine Arts; Ms. Julie Gaynor, Director of Marketing and Public Information; Ms. Cindy Ashlock, Executive Assistant to the President; and Ms. Debbie Barrow, Director of Board and Government Relations. Representing the Student Government Association (SGA) was Mr. Jesse Brown, SGA President. Representing the news media were Ms. Lana Sweeten-Shults, *Wichita Falls Times Record News*, and Mr. Matt McCulloch and Mr. Jeremy Garza, KFDX-TV 3. Special guests attending the first portion of the meeting were Mr. Patrick Coggins, new Chief of Police, and Ms. Kristie Schulte, new Director of Residence Life and Housing

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

Opening Comments

Mr. Hessing asked Dr. Lamb to make two introductions. Dr. Lamb introduced Ms. Kristie Schulte, the new Director of Residence Life and Housing. He noted that she most recently worked at Missouri University of Science and Technology, and began work at MSU, February 1. He then introduced Chief Patrick Coggins. He noted that Chief Coggins also began February 1, and came to MSU from Texas A&M University-Central Texas, where he served as Chief of Police. Mr. Hessing welcomed these individuals to MSU and indicated the Board looked forward to working with them.

Public Comment

Mr. Hessing stated that in accordance with Board of Regents By-Laws, MSU Policy 2.22, members of the public were invited to address the Midwestern State University Board of Regents through written and oral testimony. He noted that no one had signed up to speak.

Discussion of Higher Education Issues and MSU Priorities

16-41. Mr. Hessing reported that discussion of this item would be deferred until the retreat the following day. He noted that the Board would have the opportunity at that time to discuss national education issues and MSU strategic initiatives.

Board Resolutions

16-42. Mr. Hessing stated that a resolution of condolences for the family of former regent Charles Engelman, and resolutions of appreciation for University Methodist Church, First Christian Church, and First Presbyterian Church, thanking them for allowing university students to park in their lots during the last 50-plus years, were prepared and submitted to the board for their review (see Attachment 1).

Mr. Bernhardt moved approval of these resolutions as presented. Mrs. Marks seconded the motion, and it was approved.

Recess

Mr. Hessing noted that the remaining items would be deferred to Executive Session later in the afternoon. The committee of the whole stood in recess at 1:40 p.m. and reconvened at 3:39 p.m.

Executive Session

Mr. Hessing announced that the Board of Regents would go into closed session as allowed by Texas Government Code Chapter 551, Sections 072, 073, and 074 to consider Items 16-43 (Director of Audit Services Hiring), 16-44 (Real Property), 16-45C (Prospective Gift or Donation), and 16-45D (Personnel Matters). The closed session began at 3:39 p.m. Mr. Hessing, Mr. Bernhardt, Mr. Bryant, Mrs. Burks (via teleconference), Mr. Crosnoe, Dr. Givens, Mr. Gregg, Mrs. Marks, Mr. Sanchez, Ms. Piehler, Dr. Shipley, Mr. Macha, and Ms. Barrow remained for all of the discussion. Dr. Stewart, Dr. Fowlé, Dr. Lamb, Dr. Farrell, and Dr. Clark remained for the discussion of items 16-44 and 16-45C only, and left the closed session at 4:00 p.m.

Open Meeting Resumes

The closed session ended at 4:24 p.m. with an announcement by Mr. Hessing that no action was taken during the Executive Session.

Director of Audit Services (Internal Audits)

16-43. Mr. Sanchez moved that Ms. Leigh Kidwell be hired as Director of Internal Audits. Mr. Gregg seconded the motion, and it was approved.

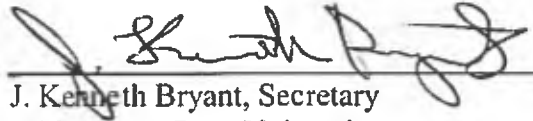
Real Property

16-44. Mr. Hessing asked if there was a motion related to this item. Mr. Bryant moved that the Board authorize the President to work with the Chairman of the Board of Regents to purchase the house and property located at 2525 Hampstead, with the price not to exceed the independent appraised value, with the source of funds being Unallocated Reserves. Mr. Crosnoe seconded the motion, and it was approved.

Adjournment

There being no further business, the meeting adjourned at 4:25 p.m.

Reviewed for submission:



J. Kenneth Bryant, Secretary
Midwestern State University
Board of Regents

ATTACHMENTS

1. Resolutions
 - a. Condolence – Mr. Charles Engelman
 - b. Appreciation – University United Methodist Church
 - c. Appreciation – First Presbyterian Church
 - d. Appreciation – First Christian Church

MIDWESTERN STATE UNIVERSITY
RESOLUTION OF CONDOLENCE

February 11, 2016

WHEREAS, Charles E. "Charlie" Engelman was a true friend to Midwestern State University, having served on the MSU Board of Regents from 2008 through 2014, generously giving of his time and talents to advance the university, and


WHEREAS, Charlie was committed to Midwestern State, provided wise counsel to the board and administration, and cared deeply for the students of this university, and


WHEREAS, the Midwestern State University family was saddened when on January 15, 2016, Charlie passed away after a long and valiant battle with leukemia,

NOW, THEREFORE, BE IT RESOLVED that the members of the Board of Regents and President of Midwestern State University hereby extend their most sincere condolences to the family of Charles E. Engelman, and

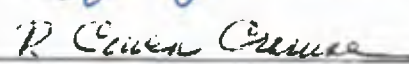
BE IT FURTHER RESOLVED that this resolution be made a part of the permanent minutes of this Board and that a copy be presented to Joan Engelman and the Engelman family as an expression of the university's gratitude and heartfelt sympathy.


Shawn Hessing, Chairman


Michael Bernhardt, Vice Chairman


J. Kenneth Bryant, Secretary


Tiffany Burks

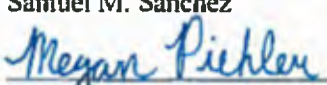

R. Caven Crosnoe

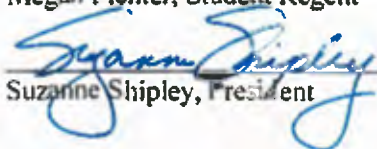

F. Lynwood Givens


Jeff Greig


Nancy Marks


Samuel M. Sanchez


Megan Piehler, Student Regent


Suzanne Shipley, President

MIDWESTERN STATE UNIVERSITY
RESOLUTION OF APPRECIATION

February 11, 2016

WHEREAS, University United Methodist Church of Wichita Falls moved to its location on Taft Boulevard in 1955 and became a neighbor to an institution of higher education that is now Midwestern State University, and

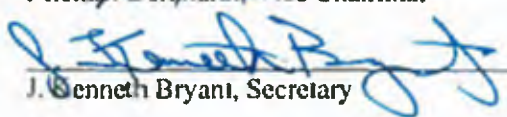
WHEREAS, during the last 50-plus years the leadership of the church has generously allowed Midwestern State University students to park in the church parking lots when available, thereby providing a great service to the university community,


NOW, THEREFORE, BE IT RESOLVED that the members of the Board of Regents and President of Midwestern State University hereby express their most sincere appreciation to University United Methodist Church of Wichita Falls for its benevolence, and

BE IT FURTHER RESOLVED that this Resolution be made a part of the permanent minutes of this Board and that a copy be presented to Reverend Tom Medley as a token of the university's appreciation.


Shawn Hessing, Chairman


Michael Bernhard, Vice Chairman

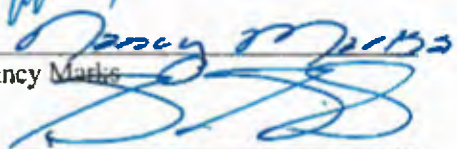

J. Bennett Bryant, Secretary



Tiffany Burks



R. Caven Crosnoe


F. Lynwood Givens


Jeff Gregg


Nancy Marks


Samuel M. Sanchez


Megan Piehler, Student Regent


Suzanne Shipley, President

MIDWESTERN STATE UNIVERSITY
RESOLUTION OF APPRECIATION

February 11, 2016


WHEREAS, First Presbyterian Church of Wichita Falls moved to its location on Taft Boulevard with the completion of its sanctuary in 1962 and became a neighbor to an institution of higher education that is now Midwestern State University; and

WHEREAS, during the last 50-plus years the leadership of the church has generously allowed Midwestern State University students to park in church parking lots when available, thereby providing a great service to the university community;

NOW, THEREFORE, BE IT RESOLVED that the members of the Board of Regents and President of Midwestern State University hereby express their most sincere appreciation to First Presbyterian Church of Wichita Falls for its benevolence, and

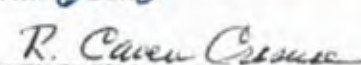
BE IT FURTHER RESOLVED that this Resolution be made a part of the permanent minutes of this Board and that a copy be presented to Senior Pastor Isaac Butterworth as a token of the university's appreciation.


Shawn Hessing, Chairman


Michael Bernhardt, Vice Chairman



J. Kenneth Bryant, Secretary


Tiffany Burks



R. Caven Crosnoe


F. Lynwood Givens


Jeff Gregg


Nancy Marks


Samuel M. Sanchez


Megan Pichler, Student Regent


Suzanne Shipley, President

MIDWESTERN STATE UNIVERSITY
RESOLUTION OF APPRECIATION

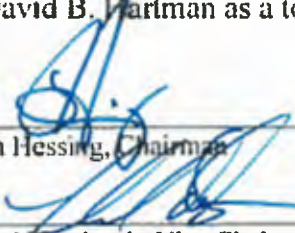
February 11, 2016

WHEREAS, First Christian Church of Wichita Falls moved to its location on Taft Boulevard in 1959 and became a neighbor to an institution of higher education that is now Midwestern State University, and

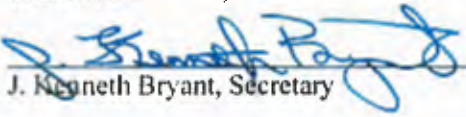
WHEREAS, during the last 50-plus years the leadership of the church has generously allowed Midwestern State University students to park in the church parking lots when available, thereby providing a great service to the university community,

NOW, THEREFORE, BE IT RESOLVED that the members of the Board of Regents and President of Midwestern State University hereby express their most sincere appreciation to First Christian Church of Wichita Falls for its benevolence, and

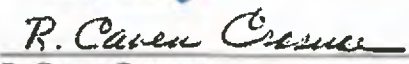
BE IT FURTHER RESOLVED that this Resolution be made a part of the permanent minutes of this Board and that a copy be presented to Senior Minister Dr. David B. Hartman as a token of the university's appreciation.


Shawn Hessing, Chairman


Michael Bernhardt, Vice Chairman

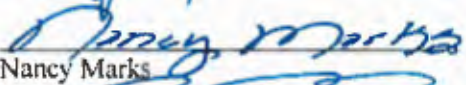

J. Kenneth Bryant, Secretary


Tiffany Burks



R. Caven Crosnoc

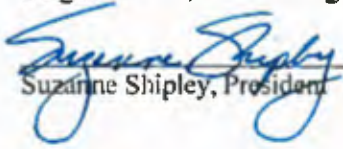

F. Lynwood Givens


Jeff Griggs


Nancy Marks


Samuel M. Sanchez


Megan Piehler, Student Regent


Suzanne Shipley, President

**MINUTES
BOARD OF REGENTS
MIDWESTERN STATE UNIVERSITY
February 12, 2016**

The Board of Regents, Midwestern State University, met in regular session in the J. S. Bridwell Board Room, Hardin Administration Building, Wichita Falls, Texas, at 9:00 a.m., Friday, February 12, 2016. Regents in attendance were Mr. Shawn Hessing, Chairman; Mr. Mike Bernhardt, Vice Chairman; Mr. Kenny Bryant, Secretary; Ms. Tiffany Burks (via teleconference); Mr. R. Caven Crosnoe; Dr. Lynwood Givens; Mr. Jeff Gregg; Ms. Nancy Marks; Mr. Sam Sanchez; and Student Regent Megan Piehler.

Administrative staff members present included Dr. Suzanne Shipley, President; Dr. Betty Stewart, Provost and Vice President for Academic Affairs; Dr. Marilyn Fowlé, Vice President for Business and Finance; Dr. Keith Lamb, Vice President for Student Affairs and Enrollment Management; Dr. Bob Clark, Vice President for Administration & Institutional Effectiveness; Dr. Howard Farrell, Vice President for University Advancement and Public Affairs; and Mr. Kyle Owen, Associate Vice President for Facilities Services. Other university personnel attending the meeting included Dr. David Carlston, Chairman of the Faculty Senate; Ms. Reagan Foster, Chair of the Staff Senate; Mr. Charlie Carr, Director of Athletics; Mr. Barry Macha, General Counsel; Mr. Chris Stovall, Controller; Ms. Julie Gaynor, Director of Marketing and Public Information; Ms. Cindy Ashlock, Executive Assistant to the President; and Ms. Debbie Barrow, Director of Board and Government Relations. Representing the news media was Ms. Lana Sweeten-Shults, Wichita Falls *Times Record News*.

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

Opening Comments

Mr. Hessing thanked the Board members for their participation at the committee meetings Thursday. He reminded everyone that the meeting was being streamed live on the internet and asked everyone to silence or turn off their cell phones.

Public Comment

Mr. Hessing stated that in accordance with the Board of Regents By-Laws, MSU Policy 2.22, members of the public were invited to address the Board of Regents through written and oral testimony. He commented that no one had signed up to speak during this time.

Reading and Approval of Minutes

16-75. The minutes of the Board of Regents meetings held November 12, November 13, and December 16, 2015, were approved as presented.

Executive Committee Report

Mr. Hessing 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 11, 2016.

Item Presented for Committee Approval Only

16-46. Committee Minutes

Items Presented for Information Only

16-47. Campus Construction Updates

16-48. Allowance on Capital Project Budgets

Executive Committee Consent Agenda

Mr. Hessing recommended the following items that were approved by the Executive Committee and placed on the Consent Agenda for the Board's consideration.

16-49. Mass Communication Extension Construction Project Update – authorized increasing the project budget to \$5.5 million and increasing the Guaranteed Maximum Price to \$5 million as presented.

16-50. Athletics, Intramural, Free-Play Facilities Updated Plan – approved the plan, contracts, and budget for the project as presented.

16-51. Addition of Parking Lot – authorized the addition of a parking lot in the space south of the West Campus Annex at a cost not to exceed \$700,000 as presented.

16-52. Gunn College of Health Sciences and Human Services Building Project Architect Selection – authorized the selection of Randall Scott Architects for this project and authorized the administration to enter into a contract with this firm for the design of this project.

16-53. Texas Accessibility Standards (TAS)/Americans with Disabilities Act (ADA)/Fire Marshal Upgrades Project Architect Selection - authorized the selection of Harper-Perkins Architects for this project and authorized the administration to enter into a contract with this firm for the design of this project.

16-54. Revalidation of Master Lease Resolution – approved a new resolution as presented.

16-55. Wichita Falls Museum of Art at MSU – Ratification of Accessioned and Deaccessioned Artworks – ratified these items as presented.

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

Academic and Student Affairs Committee Report

Dr. Givens noted the items presented at the Academic and Student Affairs Committee meeting for committee approval and information only. Information concerning these items can be found in the minutes of the committee meeting held February 11, 2016.

Item Presented for Committee Approval Only

16-56. Committee Minutes

Items Presented for Information Only

16-57. Faculty Report

16-58. Staff Report

16-59. Student Government Report

16-60. Athletics Report

16-61. Enrollment Report – Spring 2016

16-62. Fort Worth Expansion Task Force Update

Academic and Student Affairs Committee Consent Agenda

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

16-63. Proposed New Minor – Organizational Psychology – approved this new minor as presented.

16-64. Proposed New Graduate Certificate Programs in English – approved the two new certificate programs as presented.

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

Finance Committee Report

Mr. Bernhardt 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 11, 2015.

Item Presented for Committee Approval Only

16-65. Committee Minutes

Items Presented for Information Only

- 16-66. Summary of Financial Support
- 16-67. FY 17 Tuition and Fees Discussion

Finance Committee Consent Agenda

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

- 16-68. Financial Reports – accepted the FY 2015 Annual Report and the September through December financial reports.
- 16-69. Investment Report – accepted the first quarter 2016 Investment Report.
- 16-70. FY 2015-2016 Item \$50,000 & Under – ratified the budget change as presented.
- 16-71. Personnel Reports and Changes in FY 16 Budget – ratified the changes as presented.

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

Audit, Compliance, and Management Review Committee Report

Mr. Sanchez noted the items presented at the Audit, Compliance, and Management Review Committee meeting for committee approval and information only. Information concerning these items can be found in the minutes of the committee meeting held February 11, 2016.

Item Presented for Committee Approval Only

- 16-72. Committee Minutes

Item Presented for Information Only

- 16-73. Investment Audit

Audit, Compliance, and Management Review Committee Consent Agenda

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

- 16-74. Operating Funds Investment Policy Update – approved the policy change as presented.

Mr. Hessing asked if any member wanted to remove this item from the Consent Agenda. Dr. Bernhardt seconded Mr. Sanchez' motion to approve the Consent Agenda as presented. The motion was approved.

Recess

The meeting recessed at 9:08 a.m.

Board of Regents Retreat

16-76. The meeting reconvened at 9:30 a.m. in the Dillard College of Business Administration Priddy Conference Room.

Regents in attendance were Mr. Shawn Hessing, Chairman; Mr. Mike Bernhardt, Vice Chairman; Mr. Kenny Bryant, Secretary; Mr. R. Caven Crosnoe; Dr. Lynwood Givens; Mr. Jeff Gregg; Ms. Nancy Marks; Mr. Sam Sanchez; and Student Regent Megan Piehler. Administrative staff members present included Dr. Suzanne Shipley, President; Dr. Betty Stewart, Provost and Vice President for Academic Affairs; Dr. Marilyn Fowlé, Vice President for Business and Finance; Dr. Bob Clark, Vice President for Administration & Institutional Effectiveness; Dr. Howard Farrell, Vice President for University Advancement and Public Affairs; and Mr. Kyle Owen, Associate Vice President for Facilities Services. Other university personnel attending the meeting included Dr. Sam Watson, Dean of the Prothro-Yeager College of Humanities and Social Sciences; Dr. David Carlston, Chairman of the Faculty Senate; Ms. Reagan Foster, Chair of the Staff Senate; Mr. Charlie Carr, Director of Athletics; Mr. Barry Macha, General Counsel; Ms. Julie Gaynor, Director of Marketing and Public Information; Ms. Cindy Ashlock, Executive Assistant to the President; and Ms. Debbie Barrow, Director of Board and Government Relations. Representing the news media was Ms. Lana Sweeten-Shults, *Wichita Falls Times Record News*. Mr. Bradley Wilson, Assistant Professor of Mass Communication, took photographs during a portion of the meeting.

Opening Remarks

Mr. Hessing noted that a great deal of work had been done during the last few months to align the university's vision with realistic plans to ensure a greater future for MSU. He stated that the information discussed at the retreat would outline the vision, initiatives, funding, and timeline for the next stages of planning. He indicated that the retreat materials provided everything necessary to prepare Board members for the discussion. Mr. Hessing introduced facilitators Ms. Pat Bosse and Dr. Kent Chabotar and noted that their bios were in the Board Book.

Setting Retreat Context and Expectations

Ms. Bosse reported that she visited the campus in September and met a number of individuals at that time. She noted that MSU was a warm, hospitable, and gracious campus. Ms. Bosse reviewed the agenda for the retreat (see Attachment I, Slide 2). She indicated that while there would be time during the meeting for feedback she wanted individuals to ask questions at any point during the presentation. She referred to the publication in the Board Book entitled "Consequential Boards," and stated that it was published by the Association of Governing Boards. She added that Dr. Chabotar contributed to this publication and that it contained critical information that should shape governing boards. Slide 3 showed Recommendation Six from this publication and Ms. Bosse stated that the Board was focusing on issues of greatest consequence to Midwestern State University during this retreat. Slide 4 reviewed the planning timeline that began with the conceptual vision that was accomplished in 2014. Ms. Bosse explained that when President Shipley arrived on campus, she worked with campus leaders to refine the priorities and shape the framework of the strategic initiatives. With a commitment to transparency, there was

engagement through open campus meetings, surveys, and consideration of feedback. The result was an outcome of overwhelming endorsement of the Building Bridges Strategic Initiatives. She indicated that these initiatives provided a framework that would evolve with future planning. Slide 5 listed the goals of the retreat. Ms. Bosse noted that the Board would be asked for their support of the Building Bridges to a Vibrant Future Strategic Initiatives at the end of the retreat.

A National Perspective for MSU's Planning Framework

Dr. Chabotar stated that he would discuss higher education from a national perspective. Slide 9 presented views of higher education by various writers in 2013, 2011, and 1934 and Slides 12 and 13 presented Moody's 2016 outlook for higher education. He noted that universities must continually look at net tuition after financial aid, which is the amount of funding that is available to operate the institution. Slide 14 presented information regarding colleges and universities least likely to adapt and survive. He stated that universities must make a value proposition and presented ideas that are being tried throughout the country (Slides 16-19). Dr. Chabotar reported that less than 30% of all faculty in the United States are tenured or tenure-track, and many schools are hiring faculty on contracts rather than offering tenure-track options. He stated that increasing university class size from 20 students to 22 students would result in a 10% increase in productivity. He noted that while increasing a class size would not work in every major, it was important for higher education leaders to be open to such an action in majors that might benefit from more productivity. Dr. Chabotar commented on the importance of articulation agreements with community colleges.

Mr. Sanchez asked if he was a proponent of less tenure in higher education. Dr. Chabotar responded that he did not advocate dropping tenure in schools that have a tenure system. He added that new public universities and community colleges will likely consider not having tenure to protect their flexibility. Dr. Givens asked how many faculty are tenured at four-year universities comparable to MSU. Dr. Chabotar responded that the figure was likely near 50%.

Building Bridges: MSU's Strategic Initiatives

Ms. Bosse asked Dr. Shipley to provide opening comments regarding the development of the strategic initiatives. Dr. Shipley referred to the page in the Board Book entitled "The New Century Strategic Plan" and noted the four strategic initiatives. She commented that while the sheet indicated "strategic plan," it was a list of "strategic initiatives" that would be the backbone of a strategic plan.

Dr. Shipley outlined the process that was used in the development of these initiatives. She noted that the President's Cabinet reviewed the 200 items included in the most recent MSU strategic plan and narrowed the number to approximately 20. The original order of the initiatives placed the pursuit of new student populations first, but as a result of the ModernThink Survey results, the order of the initiatives was shifted. She stated that the survey showed areas that needed to be addressed to promote a strong university community. The second initiative relates to how the university recruits and retains excellent students. The third initiative deals with academic programming, and the final initiative is how the university interacts with the community and other outside entities. She noted that the second statement under the second initiative states that MSU will pursue designation as a Hispanic Serving Institution (HSI) by the year 2022. She explained that an institution can receive the HSI designation when 25% of its population is

Hispanic. She noted that 25% of the last two freshmen classes were Hispanic. She added that this statement indicates that MSU will respond to this demographic by serving them better and more intentionally, in ways that have not been tried at MSU before. Dr. Shipley stated that there was federal, state, public, and private support for HSIs. She noted that the initiatives were intended to shape MSU in the most competitive and rigorous way.

Ms. Bosse reviewed the PowerPoint presentation of strategic initiatives that was shared with faculty and staff in the fall (see Slides 22-48). She noted that 2017 is MSU's 95th anniversary, and 2022 is the centennial.

Ms. Bosse asked Regents if there was anything in the plan they would change or delete and if there was anything they expected to be included in the plan that was not. Ms. Piehler stated that aggressively pursuing new student populations was important, but indicated she would also like to see a focus on increasing the amount and number of academic scholarships offered by the university. She added that MSU needed to be more competitive with its academic scholarship offerings. Ms. Bosse responded that she would speak later about comprehensive campaigns and noted that scholarship endowments would be a part of a campaign.

Mr. Hessing stated that he would like to see the Mission Statement revised and shortened. He added that he would like to see a comparison of scholarships awarded at MSU and other universities in Texas. Dr. Shipley added that the Council of Public Liberal Arts Colleges (COPLAC) organization has a robust data set that can be used to provide important comparisons for MSU.

Mr. Sanchez commented that branding was an area in which the university has the most work to do. He added that it would also provide the most benefit for the university.

Dr. Givens asked for clarification as to what the Board was being asked to approve. Ms. Bosse responded that at the end of the retreat the Board would be asked for their support to move forward with the strategic initiatives that would provide the framework for future strategic planning. She noted that this was the first step in the process. Dr. Givens indicated that he did not feel comfortable talking about a campus in Fort Worth or about MSU becoming an HSI when he had not seen any data to support these initiatives. He stated that it was too early in the process to include these items in a strategic plan. Mr. Hessing commented that Dr. Lamb reported to the Board Thursday that more information regarding the possible Fort Worth expansion would be presented in May. He added that the Board would not be asked to vote on anything during this meeting. Dr. Shipley noted that she and the administration were interested in hearing the Board's reaction to the proposed initiatives. Dr. Givens stated that two of the initiatives were very specific while the remaining items were stated very generally.

Dr. Shipley indicated that if the Board expressed support for moving forward with these initiatives, the university would begin six to nine months of strategic planning. She stated that the plan would include measurable outcomes. She added that a fully developed plan would be presented to the Board in 2017.

Mr. Gregg noted that the administration had previously determined a list of ten campus priorities. He asked if they would be incorporated into the new plan. Dr. Shipley responded that the priorities were embedded as part of the strategic initiatives.

Mr. Crosnoe encouraged the administration to consider restating the two initiatives that were very specific. He indicated that rather than identifying a specific place for expansion he would recommend rephrasing the initiative to state that the university would explore off-campus alternatives.

Recess

The meeting recessed at 10:36 a.m. and reconvened at 10:48 a.m.

Anchoring Initiatives to Action Plans

Ms. Bosse noted that the Board Book included a chart showing a framework of investments that would need to be made to support the initiatives. Slide 52 showed the five major categories (people, technology, advertising/branding, academic offerings, and facilities) that were included in the framework shown in Slides 53 and 54. She noted that the areas were color-coded for easy reference. She stated that the information included a projected timeline, preliminary cost estimates, and potential sources of funds.

Mrs. Marks stated she was pleased that the top priority was investing in MSU faculty and staff. Mr. Crosnoe asked about the line items for staff and faculty equity salary increases. Dr. Fowlé responded that a firm was completing a staff compensation study for the university, and they would recommend a plan to ensure the staff are paid at levels appropriate to the marketplace. She noted that this information would be available and utilized as the FY 17 budget is developed. Dr. Stewart added that when new faculty are hired, they demand the marketplace salary and sometimes new faculty are hired at a salary very close to the salaries paid to associate professors and senior faculty already teaching at the university. She noted that the university uses a compensation study for faculty that is produced by the College and University Personnel Association (CUPA).

Mr. Hessing noted that he appreciated the level of detail that was included in the framework. He stated that as the administration moves forward with planning, he would like to know how the projects will be paid for, would like to understand the revenue that will be seen from these initiatives, and would like to understand the program tie-ins and what impact they will have.

Mr. Sanchez noted that he would like to see a more realistic number for branding and stated that \$50,000 every year was likely inadequate to meet the need.

Dr. Givens asked if a new police station was included in the plan. Dr. Lamb responded that the administration's thinking was that a new police station would coincide with the construction of the next residence hall or possibly the parking garage addition. Dr. Givens indicated his preference that the police station is thought about separately. He added that he would also like to see a line item included to provide funding for real estate expansion near the MSU campus.

Mr. Crosnoe asked to return to the compensation discussion. He asked how increasing faculty salaries would affect Midwestern's teaching excellence. Dr. Chabotar stated that salary increases generally fall into the two categories of equity and merit. He explained that equity increases bring the position to a certain percentage of what others are paid, and merit increases differentiate employees that are very good from those who are outstanding. Mr. Crosnoe stated that the framework showed a large investment of funds and he did not understand how this investment would increase teaching excellence. Dr. Carlston noted that from a faculty perspective, if the university has an environment where faculty are not rewarded, many faculty will look for better options elsewhere and their primary objective will be to prepare their resume and attain a position at another university or business. He stated that a faculty member is not going to be fully invested if he is looking to leave.

Mr. Bryant asked if MSU has a faculty retention problem. Dr. Stewart responded that the university loses faculty for financial reasons and, in some cases, it is market driven. She stated that the university needed faculty to be fully engaged in educating students in the best way possible. Dr. Shipley added that 20 years ago the market was not as fluid, but now faculty can move at any point in their career, and there is more need for competitive salaries and retention. Mr. Sanchez asked if the investment in faculty salaries would show results that could be measured. Dr. Stewart responded that it should show in the success of the students and the productivity of faculty. Dr. Shipley added that a measurable outcome would be to compare MSU salaries, retention rates, and graduation rates to other COPLAC institutions.

Dr. Givens indicated that he was looking for the connectivity between the initiatives and the budget. He added that he also wanted to see measurable outcomes. Ms. Bosse stated that the initiatives were in the blueprint stage. Dr. Givens stated that while he did not doubt that buildings were important, he did not see the connectivity between these new buildings and a 2,000 student enrollment increase by 2022. Ms. Bosse noted that campus facilities would be outlined and discussed further in the afternoon. She indicated that the information presented would show the discipline it would take moving forward. She added that as the framework evolves into a full plan, it shapes MSU's case for philanthropic support (Slide 55). She noted that a comprehensive campaign includes funding for buildings, as well as endowments for scholarships, faculty development, and faculty and student research.

Dr. Chabotar discussed the strategic planning process (Slides 57 – 63). He stated that a plan must have tasks for every objective, which are tied to every goal. He noted that costs must be added to the tasks, and funding sources identified. He added that the plan must begin with baseline data from which to measure and indicated that a strategic plan is a living document. He recommended the Board look at a publication that appeared in the Harvard Business Journal entitled "Blue Ocean Red Ocean Strategy." He noted that blue ocean strategies are the things that will differentiate the institution from others while red ocean strategies are doing the same things that have always been done, but doing them better. The slides showed a sample for showing timelines and the delineation of responsibilities for each action step. Sample strategic indicators were also shown, such as enrollment, graduation rate, diversity, admissions, cost and discount rate, student/faculty ratio, and endowment per student. He explained that he uses the acronym CASH, which stands for Comparative, Average (national or peers), Standard (or goal), and Historical information in looking at data. Slide 62 showed how to present the goal, the most

recent data, and the peer and aspirant averages. Dr. Shipley asked Dr. Chabotar to explain how the peers and aspirants are determined. Dr. Chabotar responded that peers are schools similar in size and mission to MSU. Aspirants are the institutions that MSU aspires to be like.

Mrs. Marks stated that through her exposure to strategic plans in the past she understood that they are working documents that are regularly reviewed. She noted that priorities may shift as a result of circumstances. Dr. Chabotar added that the university must leave itself open for unexpected eventualities in the future.

Mr. Gregg asked about the administration's Fort Worth expansion initiative. He expressed concern that the endeavor was taking a great deal of the administration's energy and resources. Dr. Shipley responded that the expansion would help diversify MSU's market and appeal to an emerging market of working adults. She noted that the working adult is more likely to be located in an urban environment and more likely to want to study in professional fields at night and on the weekends. She stated that many institutions similar to MSU reached out to that market because a great product can be delivered at a lower price, providing additional revenue to reinvest in the expensive undergraduate residential liberal arts education offered at the main campus. Dr. Shipley commented that these types of offerings had helped other small regional universities grow. She indicated that MSU's lack of growth could make the university more vulnerable to questions raised about the university's independent status. Mr. Gregg indicated his concern that the main campus might suffer if MSU focuses on Fort Worth and the effort fails. Dr. Shipley responded that the administration is taking the time to study the marketplace and to look at the programs offered by other institutions in the area. She added that the majority of public universities are already offering similar off-site programs and MSU is moving into the discussion very late. Mr. Hessing stated that as an independent university with no growth during the last five to seven years, MSU could be in a precarious situation. He noted that there were discussions several years earlier about MSU moving into a system, and he indicated that Dr. Shipley was making a concerted effort to make MSU less vulnerable.

Dr. Givens asked if the administration anticipated growth in the liberal arts degree programs. Dr. Lamb responded that the anticipated growth in Fort Worth would be adult completion degrees with perhaps health science and professional field backgrounds. Dr. Shipley added her belief that the top selling degree program in Fort Worth could be the Bachelor of Applied Arts and Sciences (BAAS) degree. This degree program would give adult learners who have a high degree of professional training from their work experiences, a liberal arts baccalaureate degree. She stated that the BAAS offering would be coupled with some of MSU's professional programs, and the university could have a robust market in the area. She added that she had done this at other institutions and noted that it is a well-established method for growing enrollment and increasing profitability. She stated that the key to success would be getting into the market at the right time with the right degree program offerings.

Mr. Bryant noted that the administration continues to talk about aspiring to be a top COPLAC institution. He asked if that was MSU's highest goal, or was the goal to educate as many people in the geographical area as possible. He indicated that he did not understand how expanding to Fort Worth would enhance MSU's COPLAC mission. Dr. Shipley responded that COPLAC institutions are generally regional in their delivery of service. She indicated that COPLAC

institutions had measurable outcomes that are the type to which MSU should aspire. She noted that they generally graduate more students, have more residential students, and have better outcomes. Mr. Bryant asked if other COPLAC institutions attract better students than does MSU. Dr. Lamb responded that the quality of MSU students has increased, but MSU's average entrance scores are below mean and median compared to COPLAC as a whole. He added that MSU is not at the bottom, but that there is room to improve.

Lunch

The meeting recessed for lunch at 12:08 p.m. The meeting reconvened at 12:45 p.m. Mr. Matt Park, Associate Vice President for Student Affairs, joined the meeting after the lunch break.

Moving From Early Vision to a Master Facility Plan

Ms. Bosse talked about the opportunity the campus community has to tell the MSU story (see Slide 65). Dr. Shipley stated her opinion that the administration would not have been able to have a retreat six months into her presidency if the Board and administration had not developed the conceptual facilities plan in 2014. Slides 68-74 showed the 2014 conceptual vision plan as well as the six campus plan maps from the current year through FY 22. These maps were also included in the Board Book.

Mr. Owen reviewed the maps, showing the progression from the projects currently underway to possible projects through FY 22. Map 3 (Slide 71) included many of the Tuition Revenue Bond projects as well as the construction of a new Facilities Building at the site of what is now the Kappa Alpha House (formerly Fraternity Commons). Map 4 (Slide 72) included renovation of Bridwell Hall, following the completion of the new Gunn College of Health Science and Human Services Building, and renovation of the Daniel Building following the completion of the Facilities Building. Map 5 (Slide 73) showed the addition of a Sports Complex and movement of the tennis courts to the South Campus. Map 6 (Side 74) showed the construction of a parking garage and relocating the Police Department.

Ms. Piehler stated that she understood these were conceptual plans but asked where student recreation and student free play fields would go once the Sports Complex is built. Dr. Lamb thanked her for making that observation. He commented that when a parking garage is built it may be possible to convert one or more of the existing parking lots to free play areas.

Mr. Sanchez asked if the plan would encompass the vision of the Mustangs Walk that was part of the conceptual plan. Mr. Owen responded that it was something that was still being considered. Mr. Sanchez commented that it was a great idea, and he encouraged the administration to keep it in the plan if possible. Dr. Givens added that a jogging track around campus might be something to consider in the plan.

Dr. Givens indicated that putting Facilities Services on a main roadway seemed problematic. He stated that he would like to see more of a showpiece facility on Taft Boulevard. Dr. Fowlé responded that the administration had considered moving Facilities Services from the center of campus to a location off of the main campus for some time. Dr. Givens asked if the land occupied by the Hampstead Houses might be a better location for facilities rather than on Taft. Mr. Owen responded that there was not enough space on Hampstead for Facilities Services

buildings and vehicles. Dr. Givens asked if Facilities Services could be moved to where the Police Department is currently located when a new building is constructed. Mr. Owen responded that it would depend on the timing. Dr. Givens expressed concern that the new Facilities building would be on a main thoroughfare that people drive by on their way to the campus.

Dr. Givens noted that baseball was not included in the plan. Mr. Owen indicated that baseball was not in the final conceptual plan in 2014. He added his understanding that if the sport were added, a field would be placed on the land currently occupied by the Simulation Center. Dr. Givens asked if the area occupied by the Simulation Center should be a part of future planning. Dr. Shipley indicated that it should be and that the property would be added to the plan.

Mr. Gregg asked about the administration's long-term plans for the Hampstead Houses. Mr. Owen responded that the discussion he had been involved with over the years was that the space would eventually be used for parking. Dr. Fowlé stated that the cost to raze the houses was approximately \$800,000 because of the age and the asbestos in them. The vacated space would then only provide approximately 100 parking spaces. Mr. Hessing asked why the university should keep the houses if there is not a value proposition for parking. He indicated that a plan was needed for the Hampstead Houses. Mr. Gregg indicated that if the property was not going to be used, and sources of revenue were needed for future real estate acquisitions, perhaps consideration should be given to selling the houses.

The discussion returned to baseball with Mr. Bernhardt noting that he was asked about it on a regular basis. He added that he did not support the idea of putting a stadium off campus. Dr. Farrell stated the reason baseball was put on the side burner two years ago was that \$6 million was needed to build a stadium, and the university was only able to raise \$3.1 million. Mr. Carr indicated that while he would love to have a baseball program at MSU, but he did not believe there was room for it on campus. He stated that he would not want to put a stadium off campus. Mr. Sanchez noted that the original idea presented placed the baseball stadium on the South Campus facing toward the lake. Mr. Carr responded that priorities and plans had changed during the last two years. Mr. Bernhardt stated that the idea of baseball should continue to be considered. Mr. Bryant expressed his disagreement and stated his observation that students do not go to baseball games as they do other sports. He asked Mr. Carr for his thoughts. Mr. Carr indicated his belief that MSU could have a great baseball program but doubted it would be a well-attended sport. He added that it definitely would not be well-attended if it were off campus. Mr. Sanchez asked how many Long Star Conference schools play baseball. Mr. Carr responded that there were eight. Mr. Sanchez stated that softball and baseball could play in the same environment. Dr. Givens added that the school he teaches at recently built one, to include moveable and convertible mounds. Mr. Sanchez indicated that he did not want to lose the possibility of baseball and indicated that the administration would need to look for creative solutions if it were to happen.

Mr. Crosnoe stated that while the other Regents seemed to be very supportive of a football stadium on campus, he was not. Mr. Hessing indicated that he had seen what a football stadium can do for a small university campus. Mr. Crosnoe indicated that his concern was the tremendous cost associated with constructing a football stadium, and the amount of space that would be taken up that could effectively be used for educational buildings on a land-locked

campus. Ms. Bosse reminded the Board that the plan included a Sports Complex that could be used for football, men's soccer, and women's soccer. She added that women's track could also possibly use the facility. Mr. Gregg stated that building a track around a football field ruins the view of the game. Dr. Shipley noted that a baseball stadium could be placed in the area now proposed for tennis courts if the university could take advantage of another tennis facility in town.

Ms. Bosse noted that property used for president's homes was being reviewed by colleges and universities across the country to determine the best use of the space. She asked if the MSU Board had talked about the Sikes House property, which is part of the footprint of the campus. She indicated that it should be part of the planning of the long-term campus. Mr. Hessing responded that the Board had discussed the use of Sikes House a great deal. He stated that it was an ongoing conversation that would be had again. Dr. Shipley commented that since she had not been a part of the conversations, she encourage the Board to, at some point, to consider if the property is or is not going to be a part of the campus footprint. She noted that it was a large piece of property compared to the rest of the campus. She added that a conversation needed to take place regarding how to maintain the integrity of the Sikes House. She indicated that she was hesitant to recommend fields that would encroach on the entrance to the home because she did not yet understand the community view of the integrity of the house. She commented that the Board would need to decide at some point how to guarantee the identity and integrity of Sikes House as the campus grows around the home. Ms. Bosse commented that just as there is a master facilities plan, it was important to have a philosophical discussion and make decisions regarding the integrity of the house and what that means. She noted that it would help inform decisions such as whether to place hedges around the home to provide a barrier.

Ms. Bosse asked if there were additional items that needed discussion regarding the maps. Mr. Sanchez noted that Dr. Chabotar mentioned that the Board needed to plan for contingencies. He indicated that he would like to see a contingency plan for large things. He mentioned that the administration might look at a property that is not currently available, and plan for something that could be placed on the property if it ever became available.

Ms. Bosse indicated that the Board had great dialogue and debate during the day. She referred to Slide 77 and reminded the Board to follow the ideas shared on the slide.

Mr. Hessing thanked attendees for their participation in the meeting. He indicated that the open portion of the discussion was concluded.

Executive Session

The Board of Regents went into Executive Session to discuss Item 16-77 (Personnel Matters) as allowed by Texas Government Code Section 551.074. The Executive Session began at 1:40 p.m. Mr. Hessing, Mr. Bryant, Dr. Givens, Mr. Gregg, Mr. Crosnoe, Ms. Piehler, Mrs. Marks, Mr. Sanchez, Mr. Bernhardt, Dr. Shipley, Mr. Macha, and Ms. Barrow remained for the discussion. The closed session concluded at 2:18 p.m. and the open meeting resumed.

Open Meeting Resumes

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

Adjournment

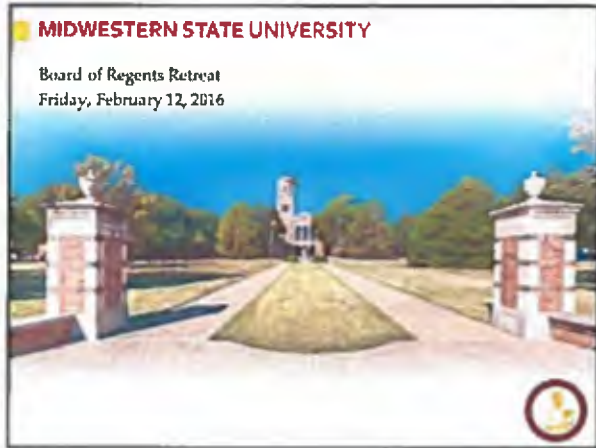
There being no further business, the meeting was adjourned at 2:18 p.m.

I, J. Kenneth Bryant, 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 12, 2016.


J. Kenneth Bryant, Secretary

ATTACHMENT:

1. **Retreat PowerPoint**



TODAY'S AGENDA

- Retreat Context and Expectations
- *A National Perspective for MSU's Planning Framework*
- **WHAT ARE WE PLANNING TO DO?**
Building Bridges MSU's Strategic Initiatives
- **HOW WILL IT HAPPEN?**
Anchoring Initiatives to Action Plans. Moving from Concept to Reality
- LUNCH —
- **WHAT CHANGES WILL WE SEE?**
Moving from Early Vision to a Master Facility Plan
- Review and Wrap Up
- Executive Session

CONSEQUENTIAL BOARDS: RECOMMENDATION 6

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

— National Commission on College and University Board Governance



TODAY'S GOALS

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

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



A NATIONAL PERSPECTIVE FOR MSU'S PLANNING FRAMEWORK

Kent John Chabotar, Ph.D.



VISIONS OF HIGHER EDUCATION:
IS THE CURRENT MODEL SUSTAINABLE?



KENT JOHN CHABOTAR
kent@mpkdpartners.com



TWO VISIONS OF HIGHER EDUCATION



THE END OF THE UNIVERSITY AS WE KNOW IT

In 10 years – if not much sooner – half of the roughly 4,500 colleges and universities now operating in the United States will have ceased to exist. The technology driving this change is already at work, and nothing can stop it. The future looks like this: Access to college-level education will be free for everyone; residential campus will become largely obsolete; and bachelor's degrees will become increasingly irrelevant.
 — Nathan Haidich, *The American Interest* (2013)

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

Especially during the last decade, there has been a flood of criticism of the American college and university. They say our universities are aimless institutions that have prostituted themselves to every public whim, serving as everything from a reformatory to an amusement park. Trustees are entirely unfit for their tasks; ruthlessly conservative and fearful, controlled body and soul by Wall Street. Presidents are hars and hypocrites. Many are strutting, pompous windbags who are primarily money getters.
 — Walter Eels, *Criticism of Higher Education* (1934)



UNDERLYING ASSUMPTIONS

- Predictions of any future are hard.
- Remember these did not exist 15 years ago ...



State of the Industry

- 1 • \$1.5M total undergraduate enrollment will grow by 14% to 18.7 million, or 200% from 2000. At public institutions, Asian and Hispanic students options will grow the fastest.
- 2 • 43% of the colleges that responded to an annual Chronicle survey didn't meet their enrollment or revenue goals in 2012.
- 3 • The average debt among graduates of four-year public and private nonprofit colleges who reported debt rose in 2014 to \$28,254, up 2% from 2013.
- 4 • \$1 billion in student debt equals total credit card debt.
- 5 • Chronicle survey reports 60% of public do not believe college education is worth the price, 40% of college presidents agree.
- 6 • Between 2008 and 2012, institutional debt doubled to \$28 billion while fundraising dropped 20%, but also contracted somewhat, although not at a level to compensate for the lost cash.
- 7 • In 30 years, net tuition in private colleges has increased 130% compared to 150% in cost of living and 100% in household income. Dividends have 12% of the students and 40% of the institutions in U.S.
- 8 • Meanwhile, between 2008 and 2012 average annual tuition in public institutions has increased 20%, or \$2,000.
- 9 • After half of colleges raised high school readers rate and colleges on " sticker price" rises.
- 10 • 75% of college leaders report "perceived over-enrollment" as greatest challenge.




Moody's 2016 Outlook

2016 Outlook – Moderate Revenue Growth Supports Sector Stability

Aggregate operating revenue will grow 3% or more next 12-16 months.	All revenue streams expected to grow modestly.
Ongoing expense discipline will contribute to steady operating performance.	Reserves will remain stable with continued strategic capital investments.
Outlook could be positive if revenues growth is more than 5% with improved net LTV on.	Outlook could be negative with less inflationary revenue growth.



More from Moody's



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

closures of four-year public institutions in 2014. Public colleges averaged a 4.3% decline from 2004-13, while private averaged 11% to 13%.

The consolidation likely to impact all higher education and having an overall impact of 1.5 double.

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

Proportion of total student colleges tends to increase relative to those on a 2000s program. Student financial aid.

Some investments, influence demand and prospective students, are increasingly showing large returns.

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

Smaller colleges have more students to support their fixed costs and impact quality from net tuition per student.

States that invest generally invest only three-quarters of smaller colleges' net tuition costs, creating persistent disadvantages.

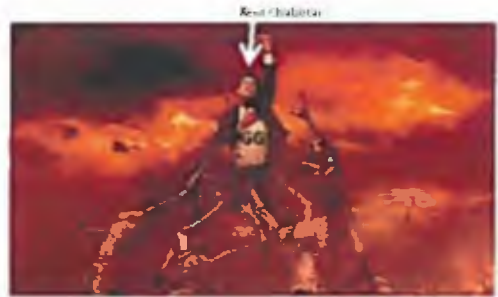
Most at Risk



Colleges and universities least likely to adapt and survive ...



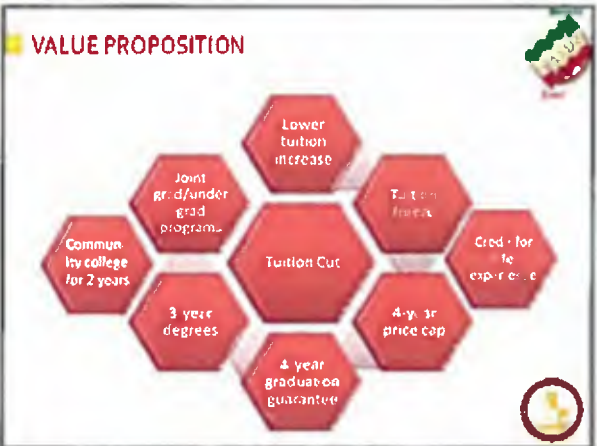
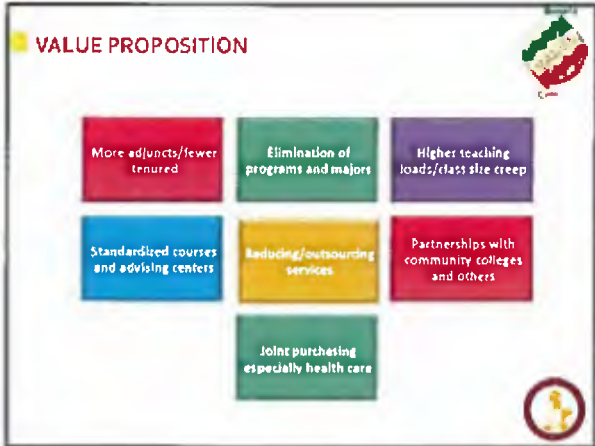
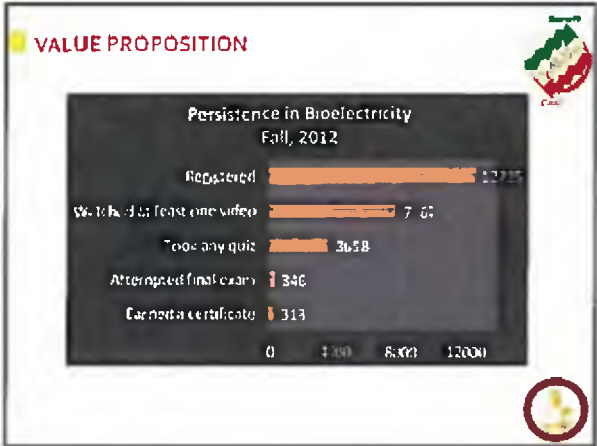
- Rural location
- Low enrollment
- High tuition dependence
- High tuition discount
- Low endowment
- High debt
- Low operating costs
- Look like competition



Kevin Chabot

VALUE PROPOSITION

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



VALUE PROPOSITION

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

**BUILDING BRIDGES:
MSU'S STRATEGIC INITIATIVES**

What are we planning to do?




The New Century Strategic Plan

**Building
Bridges**
to a
Vibrant Future



Mission Statement

Midwestern State University is a leading public liberal arts university committed to providing students with rigorous undergraduate and graduate education in the liberal arts and professions. Through an emphasis upon teaching, mentored by the opportunity for students to engage in research and creative activities alongside faculty and to participate in co-curricular and service programs, Midwestern State prepares its graduates to embark upon their careers or pursue advanced study. The university's undergraduate education is based upon a comprehensive arts and sciences core curriculum. The understanding that students gain of themselves, others, and the social and natural world prepares them to contribute constructively to society through their work and through their private lives.

The New Century Strategic Plan
Building Bridges to a Vibrant Future

Values

- Excellence in teaching, learning, scholarship, and artistic production
- Intellectual curiosity and integrity
- Critical thinking
- Emotional and physical well-being
- Mutual respect, civility, and cooperation
- Social justice
- Civic service
- Stewardship of the environment and of financial and human resources
- A safe, attractive, and well-maintained campus

The New Century Strategic Plan
Building Bridges to a Vibrant Future



Goal 1: Promote a Strong University Community

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

Goal 1: Promote a Strong University Community

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

Goal 1: Promote a Strong University Community

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



Goal 1: Promote a Strong University Community

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



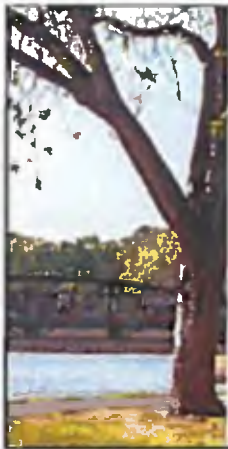
Goal 1: Promote a Strong University Community

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




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

**Aggressively Pursue
New Student Populations**




**Goal 2: Aggressively Pursue
New Student Populations**

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




**Goal 2: Aggressively Pursue
New Student Populations**

- Create a campus site in northwest Fort Worth



**Goal 2: Aggressively Pursue
New Student Populations**

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



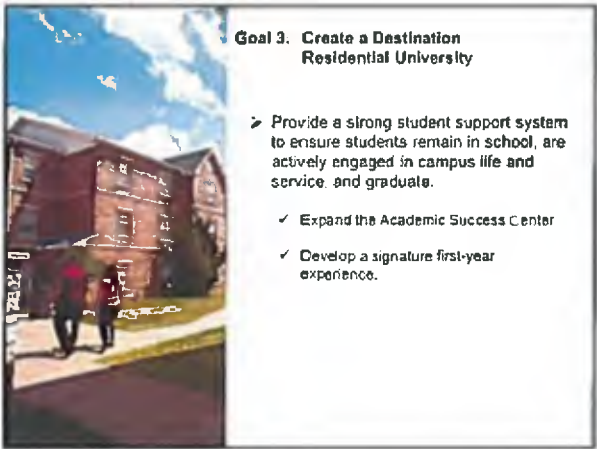
**Goal 2: Aggressively Pursue
New Student Populations**

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



**Goal 2: Aggressively Pursue
New Student Populations**

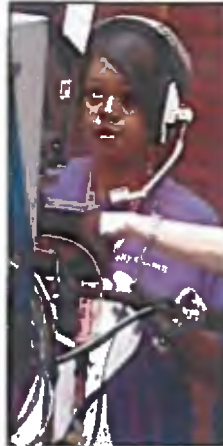
- Add 2,000 new students by Fall 2022 semester
 - ✓ 25% on campus
 - ✓ 25% online
 - ✓ 50% off site center





Goal 3: Create a Destination Residential University

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



Goal 3: Create a Destination Residential University

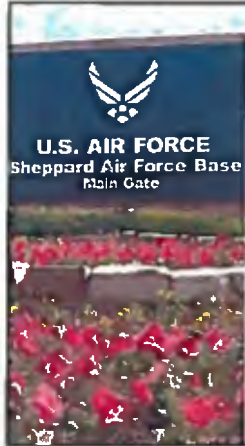
- Provide a campus that is not only considered to be the most beautiful in Texas but also is safe, readily accessible, and easy to use
- Employ technology and digital media outreach to enhance undergraduate and graduate enrollment.



Goal 4: Stimulate a Culture of Engagement

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





Goal 4: Stimulate a Culture of Engagement

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



Goal 4: Stimulate a Culture of Engagement

- Develop premier programming in the academics, arts, and athletics for a wide range of stakeholders
- Position the Wichita Falls Museum of Art at MSU (WFMA) and the NCAA Division II program as models of excellence



Goal 4: Stimulate a Culture of Engagement

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



Goal 4: Stimulate a Culture of Engagement

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

QUESTIONS / DISCUSSION

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



**ANCHORING INITIATIVES TO ACTION PLANS:
Moving from Concept to Reality**



STRATEGIC INVESTMENTS: NOW THROUGH FY22



FRAMEWORK FOR ACHIEVING STRATEGIC INITIATIVES

Strategic Initiative	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Investing in Our People: Enhancing Academic Excellence												
Investing in Our People: Compensation & Year Plan	997,000	1,011,000	1,025,000	1,039,000	1,053,000	1,067,000	1,081,000	1,095,000	1,109,000	1,123,000	1,137,000	1,151,000
Investing in Technology												
Investing in Technology: Academic Technology	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000
Investing in Identity: Advertising/Branding												
Investing in Identity: Advertising/Branding	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Investing in Excellence: Expanding Academic Offerings												
Investing in Excellence: Expanding Academic Offerings	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Investing in Our Living and Learning Environment: Facilities												
Investing in Our Living and Learning Environment: Facilities	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
Total Priority Expenditures	6,757,000	6,771,000	6,796,000	6,821,000	6,846,000	6,871,000	6,896,000	6,921,000	6,946,000	6,971,000	7,000,000	7,025,000

FRAMEWORK FOR ACHIEVING STRATEGIC INITIATIVES

Investing in Our People: Compensation & Year Plan	997,000	1,011,000	1,025,000	1,039,000	1,053,000	1,067,000	1,081,000	1,095,000	1,109,000	1,123,000	1,137,000	1,151,000
Investing in Technology												
Investing in Technology: Academic Technology	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000
Investing in Identity: Advertising/Branding												
Investing in Identity: Advertising/Branding	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Investing in Excellence: Expanding Academic Offerings												
Investing in Excellence: Expanding Academic Offerings	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Investing in Our Living and Learning Environment: Facilities												
Investing in Our Living and Learning Environment: Facilities	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
Total Priority Expenditures	6,757,000	6,771,000	6,796,000	6,821,000	6,846,000	6,871,000	6,896,000	6,921,000	6,946,000	6,971,000	7,000,000	7,025,000

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

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



STRATEGIC BUDGETING: Timelines and Responsibilities

Item	Start	Plan	Actual	Priority	Responsible	Administrative
	Timeline / Milestones	Structure	Values	Level of	Leadership	Support
1. Develop a strategic plan for the next 5 years	2010-2015	Strategic	\$10M	High	President	VP of Finance
2. Implement the strategic plan for the next 5 years	2010-2015	Operational	\$5M	Medium	VP of Finance	Department Heads
3. Monitor and evaluate the progress of the strategic plan	Ongoing	Operational	\$1M	Low	VP of Finance	Department Heads
4. Report on the progress of the strategic plan to the Board of Directors	Annual	Operational	\$0.5M	Low	VP of Finance	Department Heads

STRATEGIC BUDGETING: Costs

Item	2010	2011	2012	2013	2014	2015
1. Develop a strategic plan for the next 5 years						
2. Implement the strategic plan for the next 5 years						
3. Monitor and evaluate the progress of the strategic plan						
4. Report on the progress of the strategic plan to the Board of Directors						

STRATEGIC BUDGETING: Financing

Item	Priority	Responsible	Administrative
1. Develop a strategic plan for the next 5 years	High	President	VP of Finance
2. Implement the strategic plan for the next 5 years	Medium	VP of Finance	Department Heads
3. Monitor and evaluate the progress of the strategic plan	Low	VP of Finance	Department Heads
4. Report on the progress of the strategic plan to the Board of Directors	Low	VP of Finance	Department Heads

Glen Sims, Making Financial Goals an Integral Part of Continuous Strategic Planning, Washington, DC: Kausa Consulting, 2002.

STRATEGIC BUDGETING: Sample Strategic Indicators

	06/04	06/05	06/06	06/07	07/08
FT degree enrollment	1,740	1,760	1,801	1,799	1,812
6-year graduation rate	76.0%	78.2%	78.4%	77.5%	81.4%
Diversity					
Students of color	13.1%	13.3%	14.6%	16.0%	16.6%
International students	3.7%	3.8%	4.4%	4.3%	4.2%
Admissions					
Admit rate	44.2%	43.7%	43.4%	47.7%	48.1%
Yield rate	30.4%	29.2%	29.5%	28.1%	27.4%
Cost					
% increase in comp. for	4.9%	5.2%	5.4%	5.3%	5.3%
Discount rate	31.7%	32.6%	32.6%	33.8%	34.8%
Faculty					
Student-faculty ratio	11.3	11.4	11.5	11.3	11.6
Class size (under 20 students)	74%	74%	75%	76%	74%
Finance					
Operating margin	2.1%	1.9%	1.7%	-0.9%	-0.7%
Endowment per student	\$75,059	\$123,148	\$150,906	\$175,253	\$143,033
Advancement					
Alumni giving rate	26.0%	23.1%	22.2%	20.3%	22.2%

STRATEGIC BUDGETING: Competitive Analysis

Comparative Institution	Traditional College FT or Part-time	Traditional College Graduated	Peer Average		Aspirant Average	
			Range	Best	Best	Best
7. Traditional student enrollment	2000	1000	1700	2000	2400	2800
8. Six-semester degree completion	1700	200	1500	200	2000	2000
9. % of students who are traditional students	80%	70%	80%	80%	80%	80%
10. Six-semester student retention rate (non-traditional students)	70%	77%	80%	80%	80%	80%
11. Average SAT	1100	1000	1100	1100	1200	1300
12. % of traditional students on top 10% of high school class	20%	18%	20%	20%	20%	20%

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

**FROM VISION TO
MASTER FACILITY PLAN**
What changes will we see?



TELLING THE MSU STORY

The MSU campus

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

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

A Comprehensive Campaign for MSU

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



PLANNING FRAMEWORK AND CONTEXT

President Suzanne Shipley



MSU CAMPUS PLAN TODAY – FY 22

Kyle Owen, AVP, Facilities



CONCEPTUAL VISION 2014







■ QUESTIONS / DISCUSSION

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



■ REVIEW AND WRAP-UP

Next steps forward.



BUILDING BRIDGES TO A VIBRANT FUTURE

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



BUILDING BRIDGES TO A VIBRANT FUTURE

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

- Concluding comment – Mr. Hessing

