

Midwestern State University Board of Regents Meetings



August 7 & 8, 2014

President's Office
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Midwestern State University

Board of Regents Meetings

Schedule

Thursday, August 7, 2014

9:00 a.m. Committee of the Whole Meeting
Executive Committee Meeting
Academic and Student Affairs Committee Meeting
Finance Committee Meeting
Audit, Compliance, and Management Review Committee Meeting

Friday, August 8, 2014

9:00 a.m. Board of Regents Meeting

**MIDWESTERN STATE UNIVERSITY
BOARD OF REGENTS**

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

Midwestern State University Administration

Dr. Jesse W. Rogers, President

Ms. Debbie Barrow, Director, Board and Government Relations

Dr. Francine Carraro, Director, Museum

Mr. Barry Macha, General Counsel

Mr. Mike Taylor, Internal Auditor

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

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

Dr. Rodney Cate, Interim Dean, College of Science and Mathematics

Ms. Naoma Clark, Director, Academic Success Center

Ms. Darla English, Registrar

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

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

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

Dr. Larry Williams, Director, International Programs

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

Dr. Deborah R. Garrison, Associate Vice President for Academic Affairs & Dean, Graduate School

Dr. Clara Latham, University Librarian

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

Dr. Randy Glean, Director, International Services

Ms. Leah Hickman, Interim Director, Admissions

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

Mr. Dan Williams, Chief, University Police

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

Ms. Debra Higginbotham, Director, Disability Support Services

Dr. Pam Midgett, Director, Counseling Center

Dr. Michael Mills, Director, Housing and Dining Services

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

Mr. Dirk Welch, Director, Career Management and Testing Services

Dr. Keith Williamson, Medical Director, Vinson Health Center

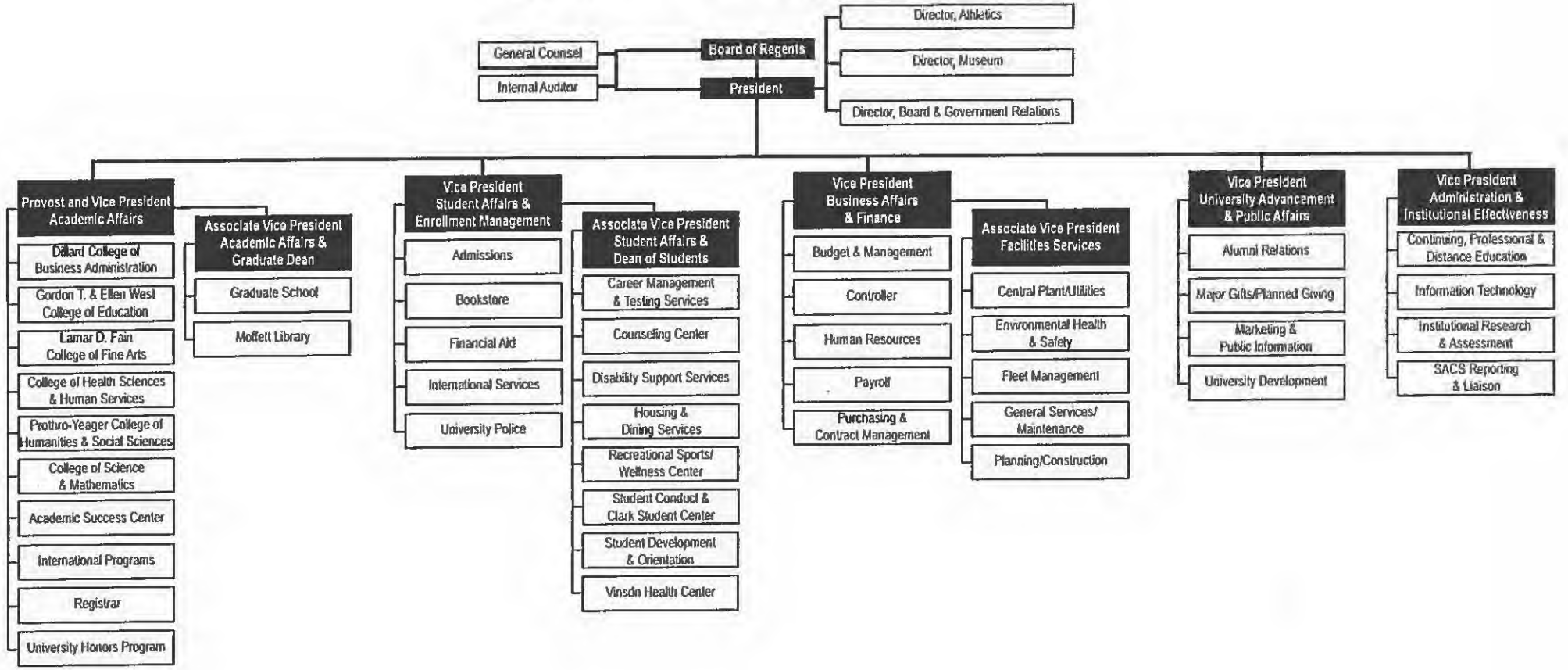
Dr. Robert E. Clark, Vice President for Administration and Institutional Effectiveness
Mr. Randy Kirkpatrick, Chief Information Officer
Mr. Mark McClendon, Director, Institutional Research and Assessment
Dr. Pam Morgan, Director, Continuing, Professional, and Distance Education

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. Doug Elder, Head Men's Soccer Coach
Ms. Venera Flores-Stafford, Associate Director of Athletics/Senior Woman
Administrator/Head Volleyball Coach
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. Bill Powers, Assistant Athletic Director for Marketing, Promotions, and Public Relations
Mr. Jeff Ray, Head Golf Coach and Coordinator, Champs Life Skills Program
Mr. Trey Reed, Sports Information Director
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
Vacant, Head Women's Soccer Coach

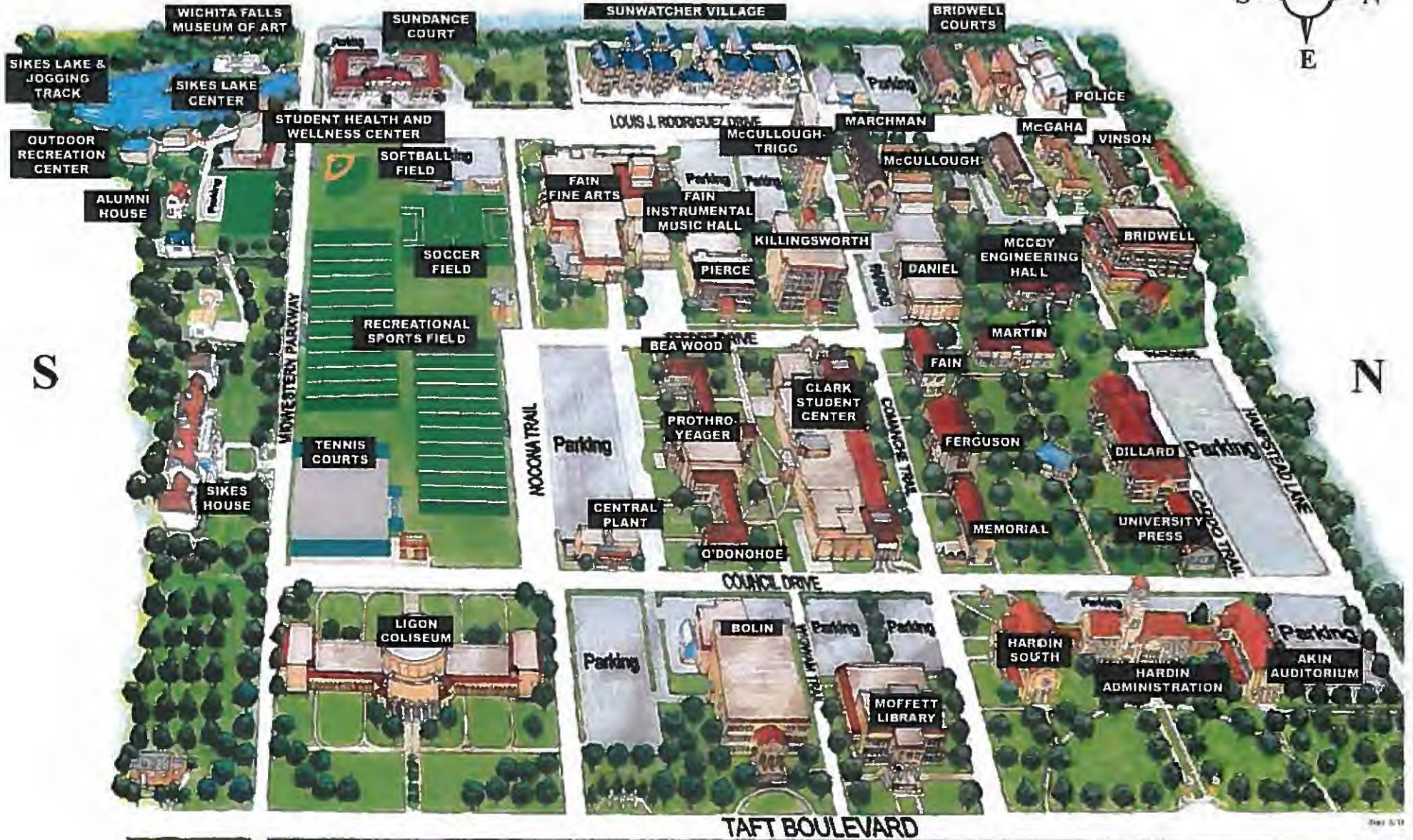
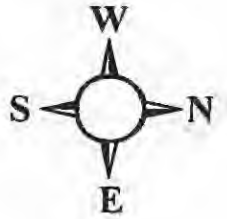
Dr. David Carlston, Chairman, MSU Faculty Senate
Mr. Dirk Welch, Chairman, MSU Staff Senate
Ms. Rebecca Stogner, President, MSU Student Government Association

Midwestern State University Organization Chart



Midwestern State University

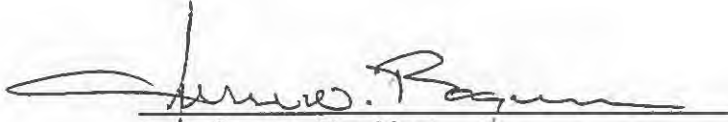
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Financial Certification

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.



Jesse Rogers, President



Marilyn Fowle, Vice President for
Business Affairs and Finance

July 23, 2014
Date

COMMITTEE OF THE WHOLE

Board of Regents Meeting
August 7, 2014
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.

Call to Order

Introduction of Visitors

Opening Comments

Public Comment

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

Discussion of Higher Education Issues

14-129. The Board of Regents will have an opportunity to discuss current issues in higher education to include state and national trends and challenges.

Board Resolutions

14-130. Board resolutions will be presented as necessary, including a resolution for retiring student regent, Shelby Davis.

Board of Regents Executive Committee Member-At-Large Election

14-131. The special nominating committee appointed in May will present a recommendation regarding the Executive Committee Member-At-Large position. A member will be elected to serve in this position for the remainder of the biennium.

Campus Facilities Implementation Plan

14-132. The administration will present the Campus Facilities Implementation Plan for review and consideration. Master planners Chris Rice and Doug Abraham have worked during the last 10 months to develop a campus plan that can be used as a guide for campus development during the next decade. During this process, the administration and planners met with individual deans, the Faculty Senate, student representatives, and regents (during a special board meeting in January) regarding future campus needs.

Naming Opportunities

14-133. In accordance with university policy the administration may make recommendations concerning naming opportunities at Midwestern State University.

Real Property

14-134. The Board of Regents may deliberate regarding the purchase, exchange, lease, or value of real property in closed session as allowed by Texas Government Code, Chapter 551.072.

Prospective Gift or Donation

14-135. The Board of Regents may deliberate regarding a negotiated contract for a prospective gift or donation in closed session as allowed by Texas Government Code, Chapter 551.073.

Presidential Search

14-136. The Board of Regents will discuss the Presidential Search in closed session as allowed by Texas Government Code, Chapter 551.074.

Executive Session

14-137. The Board may convene in Executive Session as necessary to consider the 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.

EXECUTIVE COMMITTEE

Executive Committee

Membership

Shawn Hessing, Chairman
Mike Bernhardt, Vice Chairman
Kenny Bryant, Secretary
Vacant, Member-At-Large

Reading and Approval of Minutes

14-138. The minutes of the Executive Committee meeting May 8, 2014, will be recommended for approval of the committee as shown in the minutes' section of this agenda as Minutes Attachment 14-138.

MSU Strategic and Action Plan 2014-2015 Academic Year

14-139. The proposed MSU Strategic and Action Plan 2014-2015 Academic Year (see Attachment 14-139) will be presented for review and consideration by the board.

Campus Construction Update

14-140. Information regarding current construction and repair and rehabilitation projects will be presented as shown in Attachment 14-140.

Hail Damage Claim

14-141. A hail storm in May 2013 caused \$2.5 million in surface damage to campus roofs. The State Office of Risk Management (SORM) recently issued a report and began forwarding disbursements for the claim. A Request for Qualifications (RFQ) was issued to select a roofing consulting firm to generate bid documents to repair the damaged roofs. It is anticipated the design and bid process will be completed by the February 2015 Board of Regents meeting and contracts will be presented for approval at that time. The project is being funded from SORM, less the \$100,000 deductible from HEAF.

Phase I Housing - Approval of Recommended Architectural and Engineering Design Firm, Site, and Estimated Project Amount

14-142. Coupled with a record residential population in 2013 -2104, university housing is experiencing its highest retention rate in many years, resulting in a shortage of campus housing for returning students. Pierce Hall, Killingsworth Hall, and McCullough-Trigg Hall have been designated exclusively for new students in 2014-2015 as the number of entering freshmen who require housing continues to increase. Additionally, the university has contracted with Mustangs Village (formerly known as The Grove) for 216 beds and is leasing an additional 16 units (63 beds) from French Quarter to help meet the university's overflow housing needs. In an effort to provide additional on-campus housing for the fall, 2016, a Request for Qualifications (RFQ) was issued for architectural services for the design of a 450-500 bed residence hall. After a competitive qualifications review of 19 submittals, three firms were selected for in-depth interviews with the university's Architect Selection Committee. As a result of this process, the administration recommends approval of Treanor Architects for this project. The administration further recommends approval of the site for this new housing as the parking lot located west of Killingsworth and Pierce Hall, as presented in the Campus

Facilities Implementation Plan. The administration finally requests approval for bonding authority on the project up to \$30 million, with the final amount to be approved by the Chairman of the Board after the architects identify the amount more precisely.

Emergency Management Plan

14-143. The administration will recommend the adoption of a Midwestern State University Emergency Management Plan. The proposed plan consists of a base plan and ten annexes. The annexes will grow to 22 over time. The plan generally follows recommendations of the National Incident Management System and will replace existing emergency management protocol. The proposed plan is more robust in coordination, interagency operations, and business continuity functions.

Wichita Falls Museum of Art at Midwestern State University Advisory Board

14-144. The president will recommend the following individuals to serve on the Museum Advisory Board.

Kristin Edwards (Reappointment) (2014-2017)
Dr. Todd Giles (New Appointment) (2014-2017)
Lysle Huddleston (New Appointment) (2014-2017)
Eric Robb (Reappointment) (2014-2017)
Joline Wharton (Reappointment) (2014-2017)
Linda Wilson (Reappointment) (2014-2017)
Nancy Marks (Board Liaison) (2014-2015)

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

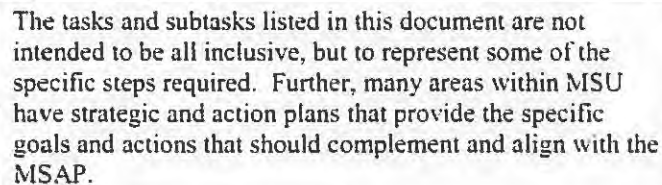
14-145. In compliance with the Museum's Collections Management Policy, the Museum Director and Curator have recommended the artworks shown in Attachment 14-145 for accession into the Museum's Permanent Collection. The administration will recommend ratification of this action.

EXECUTIVE COMMITTEE
ATTACHMENTS

MSU Strategic and Action Plan July 19, 2014

The MSU Master Strategic and Action Plan (MSAP) consists of goals, strategies, tactics, tasks, and subtasks. The purpose of the MSAP is to elaborate more fully the specific actions required to accomplish MSU's strategic goals. Listed below are the definitions used in this planning process.

- **Goals** provide long-term focus and are broad statements of what the organization hopes to achieve.
- **Strategies** describe a general approach or method for attaining goals.
- **Tactics** are the specific actions that will be taken in order to execute the strategies.
- **Tasks** are near-term steps required to accomplish a tactic
- **Subtasks** are activities required to accomplish a task



The tasks and subtasks listed in this document are not intended to be all inclusive, but to represent some of the specific steps required. Further, many areas within MSU have strategic and action plans that provide the specific goals and actions that should complement and align with the MSAP.

Next steps

Once a completed plan is prepared, priorities will be determined, individuals will be assigned to carry out the plan, and due dates will be added. In addition, performance measures will be identified and added where appropriate.

Strategic Factors to Consider

The strategic direction of MSU is affected by a variety of factors, both favorable and unfavorable. Some of these factors are listed in this section. The strategies and tactics listed in the next section are designed to take advantage of or address these factors.

Favorable Factors

- Demand for higher education in the United States from prospective students in developing countries continues to be strong, although the combination of changes in the global economy and competition among universities for students has reduced demand. Demand is highest for majors in the STEM programs, especially computer science and engineering.
- Emergent occupations increasingly demand knowledge across multiple disciplines. Data analytics, for example, requires knowledge of computer science, statistics, information systems, and business. Analytical finance programs frequently bridge computer science, information systems, finance, statistics, and business strategy. This creates an opportunity to develop niche programs or concentrations to attract students.
- The college-age population continues to grow in Texas, increasing the number of potential students.
- Although the economic recovery will continue to be slow, additional cuts in state funding are less likely.
- The Bureau of Labor Statistics forecasts rapid growth in health-care jobs, especially nursing, will continue through 2022. While there is job growth forecasted for computer science, engineering, and science occupations, the forecasts of job openings for those occupational categories are not among the top ten.
- MSU is a significant asset for the local region and there is potential for increasing support from different stakeholder groups in the region.
- Changes in science and technology create a need for both credit and noncredit educational programs tailored to meet the need for continued learning.
- The safe and intimate campus setting of MSU will continue to have appeal for those seeking a more personal college experience.
- The changing face of higher education, including further incorporation of technology, opens the door for research and innovation.
- MSU has a number of outstanding academic programs that strengthen the university's ability to sustain itself financially and recruit students.
- MSU has faculty and staff members who are deeply committed to the university and who work very hard to ensure the success of the university.

Unfavorable factors

- The capacity to take advantage of potential areas of growth and new program development is constrained by limits in investment capital.
- Current workload demands of existing faculty and staff limit the time available for creating new programs or other initiatives.
- The change in the mix of sources of operating funds to increased dependence on tuition requires an increased attention to student relations and the development of alternative sources of funds.
- Enrollment growth is slow, and retention of new college admissions to degree completion is somewhat low compared to national averages.
- There is an increasing competition for students from numerous entities. The expansion of on-line offerings across universities has added further competition. In addition, there is increasing entry of low-cost programs among on-line providers.
- Many students lack preparation for college work, including weak mathematics and writing skills, as well as poor study habits. As such, the costs of new students are increased because of the need for additional resources to ensure student retention and success.
- MSU has a limited ability to adapt quickly as a result of outside constraints including accreditation and state requirements. Internal inertia and a lack of cross-functional collaboration further limit adaptability.
- Ever increasing demands for new technology to meet students' expectations require further investment in infrastructure and equipment.
- The rapid pace of changes in technology and substantive content in many academic disciplines require increased investment in faculty and staff development to ensure up-to-date knowledge and skills.
- There is a lack of expertise in operations management and approaches that may improve efficiency across various functions.
- There is a lack of cross-unit coordination and collaborative problem solving to address problems that affect multiple campus stakeholders.
- A limited number of faculty and staff are oriented toward driving initiatives that are innovative and will address the need to respond to the changes in higher education.

Current Goals

The 2014-2015 goals for MSU are:

- Goal 1 – Increase Enrollment and Retention and Enhance the Student Experience
- Goal 2 – Strengthen Academic Quality and Reputation
- Goal 3 – Expand, Diversify, and Maximize University Resources
- Goal 4 – Recruit and Retain a Diverse, High-Quality Faculty and Staff
- Goal 5 – Increase the University's Visibility and Enhance Outreach and Engagement with Constituents on a Local, Regional, and State Level

Strategies and Tactics for 2014-2015 Academic Year	
The numbering structure is: Goal # is the first digit, the strategy number under a goal is the second digit, and so on.	Comments of Notes
Goal 1. Increase Enrollment and Retention and Enhance the Student Experience	
Strategy 1.1. Increase MSU's market penetration as an educational provider in areas beyond the Wichita Falls region with improved marketing and student recruitment activities.	
<p>Tactic 1.1.1. Develop capacity and impact analyses to determine the effects of different enrollment scenarios.</p> <p>Considerations: Increasing enrollment is one important way to generate revenue; however, increased enrollment also may have costs associated with it. Impact analysis should be done to make sure that increases are managed in a way that does not increase costs beyond the revenue benefits, and that ensures the capacity is available to accommodate enrollments.</p> <p>Fund/enhance infrastructure of support resources: Recognize specifically that recruitment efforts require commensurate retention programs and resources to maximize growth benefit, especially investing in first year program personnel and program enhancements.</p>	
<p>Tactic 1.1.2. Develop and implement a recruitment plan that increases the number and quality of students admitted at the undergraduate and graduate levels.</p> <p>Considerations: An increased pool of applicants should increase the number of applicants who are more qualified. As such, there should be an ability to improve the quality of students. Increasing the quality of students may be a cost reduction strategy, since higher quality students require fewer remedial resources. Further, we must make sure that Wichita Falls area students are targeted in all recruitment efforts even if their profile suggests they may choose an out-of-town institution.</p>	
<p>Task 1.1.2.1. Continue recruitment activities through vendor contract. More heavily utilize technological interaction in recruiting.</p> <p>Considerations: Conduct a cost/benefit analysis as a matter of routine—evaluate the return on investment.</p>	
Task 1.1.2.2. Identify strategies to make MSU more appealing to higher quality students.	
Subtask 1.1.2.2.1. Increase participation in the MSU Honors Program.	
Subtask 1.1.2.2.2. Increase prospective student pool to 150,000 students (100,000 seniors and 50,000 juniors).	
Task 1.1.2.3. Improve the campus visit experience.	
Tactic 1.1.3. Develop and implement a marketing plan to increase the visibility of MSU outside of the Wichita Falls' region and to market various academic programs.	

<p>Task 1.1.3.1. Enhance the budget for marketing activities.</p>	
<p>Task 1.1.3.2. Have Deans, Department Chairs, and Program Coordinators identify marketing strategies appropriate for specific academic programs.</p> <p>Considerations: Some students choose a university based on its reputation. Others choose a university because of distinct programs. Approaches to marketing may be quite different among programs because the student target may be different.</p>	
<p>Task 1.1.3.3. Increase the number of faculty involved in the student recruitment process.</p>	
<p>Task 1.1.3.4. Identify the distinctive attributes of MSU that distinguish it competitively and represents value for prospective students.</p> <p>Considerations: It is important to be clear on what distinguishes us from other campuses. The liberal arts moniker, while desirable, is not especially distinctive unless our approach to the core is different from other universities. Some other positive distinctions can be the setting (small, intimate campus), the value (quality of education for price), student orientation (faculty are around for students), distinctive program, (See above), and scholarships, to name a few. Student outcomes, of course, are very important, and data on student success is useful. Make sure this information is shared across the campus. This ties into the need for a more robust and innovative mechanism for campus communications that engender investment across campus and support a method for highlighting or showcasing that could inform marketing.</p>	
<p>Subtask 1.1.3.4.1. Conduct market research to identify program areas that may attract prospective students in the target market.</p> <p>Considerations: There are program areas that are in demand because they are areas in which employment is most likely. There are, however, also program areas that may be in demand for a variety of other reasons.</p>	

<p>Tactic 1.1.4. Streamline all application, registration, advising, and business operations into a totally paperless online system.</p> <p>Considerations: There are a number of inefficiencies in these processes. Further, even if the student experience is efficient, there are inefficiencies that burden students, advisors and faculty, and staff.</p> <p><i>Do an objective work flow analysis from student admission through enrollment processes from student, staff, faculty, and administrators' perspectives, i.e., university forum/focus group.</i></p> <p><i>Electronic Signatures for everything advising related – overrides, holds, changing major, term advising, etc.</i></p> <p><i>Grant access to student information and reports by role – not person.</i></p> <p><i>Explore ways to enhance information and use accountability (avoid blanket restrictions whereby the exceptions become the rule).</i></p> <p><i>Streamlining should include investing in advising software like Agilegrad that will assist Admissions, Registrar, Advisors and Academic Departments, i.e., degree audits, scheduling/course management and planning, as well as engaging and improving access to information for students.</i></p>	
<p>Task 1.1.4.1. Appoint a group of students, faculty, and staff to review processes and make recommendations.</p>	
<p>Task 1.1.4.2. Purchase and implement Degree Works.</p>	
<p>Task 1.1.4.3. Purchase and implement Workflow.</p>	
<p>Tactic 1.1.5. Increase the number of articulation agreements with two-year institutions.</p> <p>Considerations: It should be understood that an articulation agreement is just the beginning.</p>	
<p>Task 1.1.5.1. Build relationships and meaningful partnerships with two-year institutions.</p>	
<p>Task 1.1.5.2. Develop explicit transfer guidelines</p>	
<p>Task 1.1.5.3. Work to have more visibility at community colleges, particularly with Vernon College and North Central Texas College.</p>	
<p>Tactic 1.1.6. Develop and offer academic programs that have a distinctive focus and quality to attract students.</p> <p>Considerations: This is related to the strategy of market penetration. Recruiting students may involve tapping into market segments. For example, there are a number of public, charter, and private high schools that have a special focus such as math and science, health professions, or performing arts that may be excellent targets for program marketing, including interprofessional/interdisciplinary degrees and educational opportunities (e.g. degrees from one college with minors from another, and dual master's degrees, etc.).</p>	

<p>Task 1.1.6.1. Evaluate each program, in part, on an ROI model.</p> <p>Considerations: Building a model that may not be misleading is very difficult. By definition, a liberal arts university provides a wide scope of programs, some with low ROI, but necessary to the mission. In business, the accounting department is a cost center with no ROI, but essential to operations.</p>	
<p>Task 1.1.6.2. Review current undergraduate and graduate programs to identify programs that have high enrollment potential</p> <p>Considerations: High enrollment potential programs are not just those programs currently in high demand, but also may be programs that have growth potential, but have not been adequately marketed and supported.</p>	
<p>Subtask 1.1.6.2.1. Determine if the required support is available to ensure that high potential undergraduate and graduate programs are of high quality.</p>	
<p>Subtask 1.1.6.2.2. Develop strategies to ensure support can be provided (See Goal 3).</p>	
<p>Task 1.1.6.3. Review existing course offerings to determine the feasibility of offering new programs, majors, or concentrations that do not require substantial additional resources.</p> <p>Considerations: New programs, majors, or concentrations do not necessarily require new courses. There are some constraints as a results of some program accreditations, but those constraints should not preclude finding ways to offer high potential programs without affecting program accreditation.</p>	
<p>Subtask 1.1.6.3.1. Utilize existing staff as adjunct faculty when qualified by SACS standards and approved by program faculty.</p>	
<p>Task 1.1.6.4. Provide resources for marketing and support of high enrollment potential programs.</p> <p>Considerations: As an example, encourage and work with engineering students to enroll in our MBA program.</p>	
<p>Tactic 1.1.7. Identify viable locations and targets for the cost-effective recruitment of International students.</p> <p>Considerations: The targets of International recruitment shift over time, and it is important to ensure that potential targets are reviewed periodically. Latin America, for example, may be a potential target.</p>	
<p>Task 1.1.7.1. Evaluate the return on investment of International recruitment efforts.</p> <p>Considerations: There are many benefits from International students, but it also is necessary to ensure that the costs associated with recruitment are offset by the benefits.</p>	

<p>Task 1.1.7.2. Ensure International students are adequately prepared to perform academic work.</p> <p>Considerations: Consider how this can be better assessed. It seems additional screening and support resources for language comprehension specifically, are needed.</p>	
<p>Subtask 1.1.7.2.1. Establish policies and procedures to address International students who may lack adequate foundational skills.</p>	
<p>Subtask 1.1.7.2.2. Ensure that all International students are oriented to the expectations and cultural norms within the university.</p>	
<p>Subtask 1.1.7.2.3. More fully integrate IELI into the academic life of the institution, so that students are more likely to matriculate.</p>	
<p>Subtask 1.1.7.2.4. Increase resources for the ongoing success and transition of international students.</p>	
<p>Strategy 1.2. Identify and implement activities that foster mentoring, advising, and enhanced student interaction with faculty, staff, and alumni.</p> <p>Considerations: New residence hall might contain 2-3 apartments for faculty. The same possibilities should be considered in current residence halls.</p>	
<p>Tactic 1.2.1. Gather information from faculty members to identify current approaches faculty members are using to engage students and approaches that faculty members may support to improve student/faculty engagement.</p>	
<p>Task 1.2.1.1. Actively identify best practices on the MSU campus for engaging students.</p> <p>Considerations: Many faculty members already are actively involved in student engagement. That said, to get more faculty engagement it is important to find out what types of activities faculty members would prefer and with which they have had success.</p>	
<p>Task 1.2.1.2. Develop a procedure/policy/mechanism to disseminate and act on gathered information (see Task 1.2.1.1.).</p>	
<p>Tactic 1.2.2. Gather information from students to identify approaches with which they have had a positive experience, and approaches they may support to improve student/faculty engagement.</p> <p>Considerations: Like faculty members, students may have particular interests and/or constraints that can affect engagement.</p> <p>Offer a university sponsored research project inviting students to participate. Form a student committee to research and report.</p>	

<p>Task 1.2.2.1. Conduct in-depth analyses of existing data to better profile the students who are not retained and/or are less engaged. Tie data from NSSE, CIRP and MAP-Works to other student data in order to examine the relationship of engagement and retention.</p> <p>Considerations: These data and student data from Banner can be connected to better profile students. Statistical analyses can be done to identify student clusters that may be more or less engaged, as well as identifying more specific factors that predict retention and engagement.</p>	
<p>Tactic 1.2.3. Improve academic advising by rewarding excellent faculty advisors, including professional advisors in the colleges, clarifying the role of the Mustang Advising Center (MAC), and integrating the MAC more effectively with the academic units.</p> <p>Considerations: Align with recommendations from THECB regarding institutional support: "Academic advising programs function most effectively only when they are well integrated into the life of the institution. (1) Each institution of higher education should include academic advising services in its strategic planning, policy development, and budgeting. Academic advisors should be involved in the planning and implementation of institutional initiatives that affect the provision of advising services. (2) Key advising personnel should be identified and tasked to lead the implementation of a comprehensive assessment of academic advising services. (3) Statutory mandates for students need to be facilitated by a collaborative institutional commitment that encourages the sharing of information."</p> <p>Provide College level recognition of faculty and professional advisors. Have language included in Tenure and Promotion Policies regarding advising service. MAC—Broadening information sharing and enhance training services for new advisors from all colleges. The MAC could take newly hired faculty as interns for a semester and train them in advising.</p>	
<p>Tactic 1.2.4. Identify and integrate outstanding mentors, both faculty and students, into the first-year-experience program.</p> <p>Considerations: Peer leaders are currently included and hired at minimum wage with hours restricted to time in the classroom only and there are limited funds to buy supplies or materials for other activities or training. Peer leaders are an integral part of MWSU but resources to enhance and encourage social interaction could forward program components, including faculty guest speakers, opportunities to chat-Coffee with the Prof, Brown Bag lunches, etc.</p>	

<p>Tactic 1.2.5. Increase opportunities for Faculty/Student interactions outside of the classroom including undergraduate research, presentations, learning communities, and service learning and social activities.</p> <p>Considerations: OUT of classroom:</p> <ol style="list-style-type: none"> 1) Encourage faculty to sponsor group participation and attend campus activities and events with students. 2) Lead by example - If faculty will engage and interact with one another around interest areas/topics/activities/recreation... it may engender opportunities to include and extend to student involvement. EX: Organized interest-specific group activities open to students, staff, faculty e.g., travel opportunities, short excursions w/art, science, cultural themes, recreational, reading, competitions, etc. 	
<p>Task 1.2.5.1. Provide increased training and development opportunities for faculty and staff serving as student organization advisors.</p> <p>Considerations: Tactics 1.2.1 and 1.2.2 above are the foundations for these decisions.</p>	
<p>Tactic 1.2.6. Strengthen student engagement and foster a culture at MSU as a community of learners.</p>	
<p>Task 1.2.6.1. Expand learning communities.</p> <p>Considerations: Establish a <u>dedicated and funded faculty program for training and information</u> specifically to support learning community teaching models that foster access and opportunities to forward diverse efforts to build core courses linkages, multi-disciplinary perspectives, and enhance engaged and integrated learning opportunities for students.</p>	
<p>Subtask 1.2.6.1.1. Establish a position and resources for training, coordination, and expansion of learning communities.</p>	
<p>Task 1.2.6.2. Provide faculty training/support for learning communities.</p>	
<p>Task 1.2.6.3. Establish a common hour when an event could be shared with the whole campus.</p>	
<p>Task 1.2.6.4. Implement a university wide common read program(s) annually (currently part of MWSU 1233 curriculum) and offer related campus activities such as relevant travel opportunities, guest speakers, etc.</p>	
<p>Strategy 1.3. Offer an athletics program that characterizes a commitment to student academic and athletic success, integrity, gender equity, and engagement with the community.</p>	
<p>Strategy 1.4. Ensure students have access to up-to-date technological resources required for academic success.</p> <p>Considerations: This is an ever-changing target. The tactics that follow are near-term, but it also is important to look at long-term questions of MSU's capacity to stay up-to-date (See Tactic 1.4.3).</p>	

<p>Tactic 1.4.1. Expand current wireless to provide complete coverage in all buildings and as much outside coverage as is feasible.</p>	
<p>Tactic 1.4.2. Increase bandwidth to support growing student population and usage, as well as instructional activities such as webinars.</p>	
<p>Tactic 1.4.3. Develop an assessment of expected future technology needs for student support.</p> <p>Considerations: It is very difficult to forecast how technology will change, but it is necessary to anticipate future needs to the extent possible. The capital intensive nature of technology may require longer-term capital planning. In addition, although specifics may not be possible to identify, technology-related scenarios can be developed and be used as a basis for planning. The Information Technology Advisory Committee should take the lead in this process.</p>	
<p>Tactic 1.4.4. Review policies regarding student requirements for technology access.</p> <p>Considerations: The Bring Your Own Device (BYOD) strategy may be an important part of addressing student technology needs.</p>	
<p>Tactic 1.4.5. Develop and promote physical spaces on campus that allow for technological integration.</p>	
<p>Goal 2. Strengthen Academic Quality and Reputation</p>	
<p>Strategy 2.1. Foster an academic culture that embraces a breadth of knowledge and ideas, as well as a multi-disciplinary perspective.</p> <p>Considerations: This may be the cornerstone of many strategic decisions in the future. One value proposition for liberal arts is that breadth and multi-disciplinary knowledge strengthens creativity, regardless of major.</p>	
<p>Tactic 2.1.1. Develop a campus-wide definition of liberal arts and multi-disciplinary education, and promote that orientation as an essential and relevant foundation for learning and personal and professional development.</p> <p>Considerations: While the term liberal arts is widely used, there is not a common understanding of what it means at MSU. Campus-wide agreement on what liberal arts means to MSU is the foundation for branding. These messaging platforms will be addressed /identified through the potential Brand Awareness campaign facilitated through university marketing and will compliment Goal 5. Marketing/definitions should reflect the University's Mission.</p>	
<p>Tactic 2.1.2. Conduct meetings of faculty members who teach core courses to discuss how the linkages among the disciplines could be incorporated in all core courses.</p> <p>Considerations: Identify core competencies and learning outcomes and link through interdisciplinary team teaching and or learning communities. The challenge of liberal arts education is not just to ensure students take courses from different disciplines, but that they also learn the interconnectedness of knowledge from various disciplines. This is not just an issue for students. Many faculty members are not accustomed to incorporating content that is not specific to their disciplinary focus. When universities such as Evergreen State, UW-Green Bay, New College, Hampshire College and others reinvented liberal arts education in the 60's and 70's, they went to great lengths to hire faculty members with the requisite liberal arts orientation and the ability to participate in interdisciplinary teaching.</p>	

Tactic 2.1.3. Participate in COPLAC conferences (students and faculty).	
<p>Strategy 2.2. Implement efforts to ensure students have adequate preparation for college-level work, and provide resources for the early remediation of weaknesses among entering students.</p> <p>Considerations: It is easier and less costly to educate well-prepared students. One approach is to strengthen the ability to recruit more qualified students (See Goal 1, Tactic 2.1). Given the state of education in the U.S., it remains likely that a sizable proportion of students will have inadequate preparation for university work. A pragmatic view is to incorporate addressing the needs of students who lack preparation as an overt part of MSU's mission. In other words, part of our branding is to be the university that helps students succeed. The university might explore ways to strengthen ties to the Region 9 Education Service Center and work with the colleges to develop more summer camps for high school students on the MSU campus.</p>	
Tactic 2.2.1. Identify and implement evidence-based programs to improve academic preparation for new students.	

Task 2.2.1.1. Following MSU's participation in the First Year Experience program development several years ago, perhaps it is time to consider creating a Comprehensive FYE Program/Center – MSU has a deficit in many standard and typically available resources and services that address college readiness and support for academic success. A multitude of related/relevant issues can be attributed to this need. A comprehensive program would typically include and should consist of the following:

- 1) consider the idea of a University College: Provide adequate personnel (faculty/professional faculty) and funding to offer.
 - (a) consider requiring first semester course – MWSU 1233 – or first year seminar.
 - (b) robust early alert program
 - (c) a clearinghouse or umbrella for resources, services, and planning related to student success and individualized services, including first year academic advising , academic services, assorted assessments (MapWorks, Emotional IQ, etc...) and referrals and follow-up to close the loop.
- 2) Institute grade checks and Mid-term grades for first year students.
- 3) Consider offering an intensive short term class for conditionally admitted students (e.g., summer bridge or non-credit workshops during first month of long semesters) in addition to required MWSU 1233.
- 4) Supplemental Instruction is an internationally established and successful evidenced based support program that requires intentional oversight, training, and management and includes close collaboration and partnership with participating faculty. Expanding the current services is highly warranted and merits specific funding to buy textbooks, training manuals, supplies and pay for personnel, tutors, and clerical support for data management, etc. Another important need is the infrastructure and classroom availability for facilitating study sessions. Typically SI is a distinct Program within Academic Services and has a Program Director for coordination of services with university colleges and other support services such as a tutoring center. Participating Academic Departments may financially contribute to SI as an option, and/or it is totally institutionally funded.
- 5) Funded or dedicated fee funding for a centralized Tutoring Center for all students.
- 6) Enhance early alert program with university policies that encourage timely referrals by faculty and provides for standards and faculty training. Institute student compliance in code of conduct.

<p>Tactic 2.2.2. Use new and emerging best practices to make student advising more convenient and effective.</p> <p>Considerations: See above Tactic 1.2.3, comments.</p>	
<p>Tactic 2.2.3. Increase the number of courses covered by supplemental instruction.</p> <p>Considerations: This will necessarily require appropriate budgeting for the hiring and training of additional peer leaders.</p>	
<p>Tactic 2.2.4. Increase budget to support adding more tutorial and support services for students</p> <p>Considerations:</p> <ol style="list-style-type: none"> 1) Additional funding for a centralized Tutoring Center for all students which would include adequate resources for support personnel/staffing. Consider investing in an online platform for tutoring services which cost effectively extends operating hours to meet student needs and affords the same academic support services to distance education students (<u>an area that is sorely lacking and out of compliance with SACs standards</u>). Many Texas systems use Askonline including community colleges, and this software program has been priced by ASC for MSU implementation at various levels and proposed as part of a tutoring center initiative. 2) Enhance early alert program with university policies that encourage timely referrals by faculty and provides for standards and faculty training. Institute policies and procedures to insure students take full advantage of university resources to their aid. 	
<p>Task 2.2.4.1. Increase the number of graduate assistants/teaching assistants in selected disciplines to provide tutoring and discussion sections.</p> <p>Considerations: Increase the salaries of TA's and GA's in order to become more competitive with other institutions.</p>	
<p>Strategy 2.3. Strengthen the university's capacity to provide high quality undergraduate and graduate education to ensure that students have the essential competencies to embark on or advance in chosen careers, work with others, and engage in lifelong learning.</p>	
<p>Tactic 2.3.1. Review graduate programs to ensure they have sufficient faculty and pecuniary resources to be effective.</p> <p>Considerations: Many universities have faculty members who are part of a number of different programs. This approach can help to strengthen programs that have a limited number of faculty members. While program accreditations are sometimes a constraint, there usually are ways to accomplish this within the guidelines of accreditation, for example, with joint appointments.</p>	
<p>Tactic 2.3.2. Improve the integration of program assessments in overall quality improvement for graduate and undergraduate programs at MSU.</p> <p>Considerations: This is in keeping with the framework laid out in the SACS document.</p>	
<p>Task 2.3.2.1. Review program assessment information across programs to identify common needs among programs.</p>	

<p>Task 2.3.2.2. Work with faculty members to assist in defining competencies for course and programs where they have not previously been developed.</p> <p>Considerations: Many of the accredited programs already have competencies defined, so the focus should be on those that do not.</p>	
<p>Subtask 2.3.2.2.1. Ensure program assessment measures incorporate assessment of learning outcomes related to competencies.</p>	
<p>Tactic 2.3.3. Provide the necessary support and resources to ensure faculty members may utilize innovative pedagogy, online delivery systems, and technological tools that enhance instructional effectiveness.</p> <p>Considerations: Ensure that faculty are aware of training opportunities in distance education pedagogy, in-service training for live and distance teaching, and the technological support available in all those areas.</p>	
<p>Task 2.3.3.1. Develop a needs assessment of the needs for instructional support and resources over the next five years.</p> <p>Considerations: The term “needs assessment” is not meant to be a survey asking people what they want. It is an examination of what will be needed to effectively educate students of the future.</p>	
<p>Subtask 2.3.3.1.1. Engage members of the university community in discussions of the changing shape of higher education.</p> <p>Considerations: The direction of higher education is in flux. These changes may lead to redefinition of faculty roles, increases in educational consortia that jointly deliver programs, and a focus on competency certifications. It is important for the MSU community to explore the implications of these changes.</p>	
<p>Task 2.3.3.2. Provide technology that encourages and enhances exceptional teaching (classroom and online) and research.</p>	
<p>Subtask 2.3.3.2.1. Upgrade technology in classrooms (ten rooms per fiscal year).</p>	
<p>Subtask 2.3.3.2.2. Investigate a campus-wide license for video capture software to produce online training materials.</p>	
<p>Tactic 2.3.4. Develop policies for faculty compensation that accommodate team teaching across programs and colleges.</p>	
<p>Tactic 2.3.5. Provide support and assistance to faculty members for the development of new courses and the incorporation of instructional approaches that are considered best practices for strengthening learning outcomes.</p>	
<p>Task 2.3.5.1. Include these discussions in the meetings to review faculty annual reports or in other faculty meetings.</p>	
<p>Task 2.3.5.2. Use program assessments as a basis for gathering information about new course development and instructional support.</p>	

<p>Tactic 2.3.6. Weave critical thinking and writing components into every program and the core curriculum.</p>	
<p>Tactic 2.3.7. Emphasize improved physical spaces that provide effective environments for instruction and study.</p>	
<p>Tactic 2.3.8. Clarify and establish standards of required scholarship and artistic endeavor for all members of the faculty.</p> <p>Considerations: The debate regarding research requirements for faculty members is never ending. Dillard College has very concrete standards tied to its AACSB accreditation. In other areas, there are extremely wide variations in expectations. In areas such as nursing, many faculty members must maintain clinical practices to retain their licenses. One could reasonably ask, "Is doing clinical practice any different than an artist sculpting or a poet writing a book of poems?" Clarifying and establishing standards is required to ensure that faculty members feel like decisions regarding compensation, promotion, and tenure are applied fairly.</p>	
<p>Task 2.3.8.1. Facilitate opportunities for faculty members to collaborate in scholarly and artistic endeavors</p>	
<p>Task 2.3.8.2. Facilitate opportunities for faculty members to collaborate with faculty members of other universities</p>	
<p>Task 2.3.8.3. Review Title 3, Subchapter A, Sec. 51.942 of the Texas Education Code to determine effective approaches for post-tenure review</p>	
<p>Task 2.3.8.4. Strengthen the use of the review of Faculty Annual Reports and staff performance reviews as one factor in determining rewards and compensation.</p>	
<p>Subtask 2.3.8.4.1. Provide adequate training and development for individuals in supervisory and management roles to conduct annual evaluations and staff performance reviews in a manner consistent with generally accepted practices</p>	
<p>Subtask 2.3.8.4.2. Align performance and compensation (See Goal 4, Strategy 1)</p>	
<p>Tactic 2.3.9. Explore the use of non-tenure track, instructional faculty in programs where teaching faculty are appropriate.</p> <p>Considerations: MSU must embrace the concept that many venues are needed to provide the myriad of services and programs required to support student persistence. Providing Professional Faculty outside of disciplined specific courses or programs is entirely appropriate and a common practice. See strategy 2.2.</p>	
<p>Task 2.3.9.1. Utilize staff to teach where they are SACS qualified and approved by program faculty.</p> <p>Considerations: This is related to Tactic 2.3.8 in as much as there may be a need for instructors who are not tied to the existing standards of scholarship and artistic endeavor.</p>	
<p>Task 2.3.9.2. Review policies at other universities.</p>	

Task 2.3.9.3. Identify programs where non-tenure track faculty may be suitable.	
Task 2.3.9.4. Develop policies	
Tactic 2.3.10. Facilitate the ability of faculty members to participate in writing grant proposals that provide opportunities for student involvement in research.	
Goal 3. Expand, Diversify, and Optimize University Resources.	
Strategy 3.1. Identify and implement programs and activities that will strengthen the long-term financial sustainability of MSU.	
Tactic 3.1.1. Identify and assess alternative activities that will generate positive net revenue and/or return on investment.	
Task 3.1.1.1. Prepare a five-year revenue enhancement plan. Considerations: This is a plan that lays out the avenues that will be pursued to increase resources, both annual and operating as well as capital resources. Some of these approaches are listed in the tactics that follow.	
Tactic 3.1.2. Increase private, government, and foundation support for MSU.	
Task 3.1.2.1. Identify opportunities for partnerships with local organization such as the United Way, the City of Wichita Falls, and others.	
Task 3.1.2.2. Contract with outside firm for grant writing consulting services.	
Task 3.1.2.3. Provide faculty with release time options or stipends for the development of grant proposals. Considerations: One approach is to use a portion of faculty research funds to support summer stipends to prepare grant proposals.	
Tactic 3.1.3. Prepare a five-year institutional development plan that considers a capital campaign that lays out funding priorities and that can be used as a tool for fund raising.	
Task 3.1.3.1. Identify capital, endowment, and other monetary needs outside of operating costs for which resources are needed such as endowed professorships, facilities remodeling, and scholarships.	
Task 3.1.3.2. Coordinate across various sources of resources such as HEAF funds to ensure essential priorities are addressed.	
Task 3.1.3.3. Continue recruitment activities provided by vendor (This is a duplication of Task 1.2.1 and was included here intentionally).	
Task 3.1.3.4. Review enrollment data to determine the net economic benefit.	

<p>Tactic 3.1.4. Bring together the senior leadership of MSU (Deans and above) to develop coordinated efforts for fund raising and obtaining grants and contracts.</p> <p>Considerations: Although all coordinated fundraising efforts must follow the guidelines for fundraising solicitations (when considering any solicitation of funds from sources outside the university, consult the Office of University Advancement and Public Affairs), faculty members often have connections to potential donors that may contribute based on ties to the faculty member or the particular program area. It is important to increase the reach for donations, both financial and in-kind. Activities of this kind could be recognized in promotion and tenure considerations.</p>	
<p>Task 3.1.4.1. Reach out to faculty members to identify potential donor sources</p>	
<p>Strategy 3.2. Pursue LEED certification, when possible, for new and renovated buildings.</p>	
<p>Strategy 3.3. Develop a culture that embraces creative approaches to cost reduction in university operations.</p>	
<p>Tactic 3.3.1. Develop a management orientation that focuses on reducing inefficiencies.</p>	
<p>Task 3.3.1.1. Provide key staff and faculty the necessary training to implement an efficiency oriented management program</p>	
<p>Tactic 3.3.2. Incorporate available technology to improve operational efficiency and improve data capture for market planning.</p>	
<p>Task 3.3.2.1. Incorporate technology to improve class scheduling</p>	
<p>Task 3.3.2.2. Strengthen reporting on financial performance to provide information on sources and uses of resources</p>	
<p>Task 3.3.2.3. Increase number of electronic processes.</p>	
<p>Goal 4. Recruit and retain a diverse high quality faculty and staff.</p>	
<p>Strategy 4.1. Implement a reward and compensation system that is competitive for new and current faculty and staff members in the relevant labor markets, internally equitable, externally competitive, administered fairly, and promotes MSU's mission and goals.</p>	
<p>Tactic 4.1.1. Review compensation policies to assess the extent to which they are consistent with principles of distributional fairness and procedural (use of consistent and valid standards) equity. It is recognized that this may be defined differently by college, and this should be taken into account.</p>	
<p>Task 4.1.1.1. Work with all units of the university to develop performance review procedures that are applied consistently across the campus.</p>	
<p>Tactic 4.1.2. Develop and implement a systematic plan to address salary compression and market inequities.</p>	

Tactic 4.1.3. Create and enhance monetary and non-monetary recognition and reward programs for the university community.	
Strategy 4.2. Encourage a positive campus culture that supports the health and well-being of faculty and staff.	
Tactic 4.2.1. Strengthen communication and collaborative problem solving across organizational units to ensure that those most affected by decisions are part of the decision-making process. Considerations: Develop the necessary infrastructure to support this kind of interaction.	
Tactic 4.2.2. Encourage a campus culture of health and wellness.	
Task 4.2.2.1. Continue time-releases for university employees to engage in fitness activities.	
Tactic 4.2.3. Provide faculty and staff with resources and technology tools to enhance their ability to be effective in their work.	
Tactic 4.2.4. Identify and reduce barriers to effective performance among faculty and staff (See Goal 3, Tactic 3.1.1).	
Tactic 4.2.5. Provide faculty and staff with opportunities for professional development. Considerations: Internally, encourage faculty and staff to audit classes in areas of interest and for professional development.	
Tactic 4.2.6. Review and strengthen the mentoring program and other support systems for new faculty.	
Task 4.2.6.1. Ensure new faculty are adequately oriented to the university including providing an overview of promotion and tenure policies and guidance on the process. This orientation should be repeated annually.	
Task 4.2.6.2. Ensure Deans and/or Department Chairs provide necessary guidance to new faculty members.	
Tactic 4.2.7. Ensure that university staff at all levels can engage in needed training and development to efficiently and effectively perform their duties.	
Goal 5. Increase the university's visibility and enhance outreach and engagement with constituents on a local, regional, and state level. Considerations: Work to improve public relations with the average citizen in Wichita Falls. MSU should be seen as the university of the local community.	
Strategy 5.1. Develop and fund a marketing and promotion plan, including public relations activities, to assist in the branding of the university and increase the university's visibility regionally, nationally and internationally.	
Tactic 5.1.1. Identify target market regions for marketing and promotion.	
Tactic 5.1.2. Enhance communication and coordination among all university constituencies.	

<p>Tactic 5.1.3. Identify and publicize significant events, research activities and results, and other activities to relevant groups to gain recognition for MSU.</p>	
<p>Task 5.1.3.1. Actively solicit input from faculty and staff about significant activities.</p>	
<p>Task 5.1.3.2. Ensure the requisite news releases and other materials to build awareness of MSU's activities within the appropriate target markets. Implement a process for review of all requisite news releases and other MSU written and visual materials to guarantee accuracy and consistency of university branding and messaging standards.</p>	
<p>Subtask 5.1.3.2.1. Make sure systems are in place that do not require faculty and staff to be responsible for preparation and distribution of materials.</p>	
<p>Strategy 5.2. Expand the activities of the MSU Alumni Office and the MSU Alumni Association, and ensure that their activities are coordinated with all other marketing and promotion activities.</p>	
<p>Strategy 5.3. Encourage leadership and participation in community events and activities.</p>	
<p>Tactic 5.3.1. Create a speaker's bureau through the Office of Marketing and Public Information. Considerations: Many people outside of the university do not know how to find one point of contact that can handle requests for speakers or expertise. Many universities promote a speakers bureau and list the point of contact on their websites.</p>	
<p>Task 5.3.1.1. Solicit information from faculty members regarding areas in which they can speak or have expertise Considerations: Many faculty members have areas of expertise and areas on which they can speak that are not reflected in the courses they teach.</p>	
<p>Tactic 5.3.2. Ensure that all senior leaders are involved in activities that build awareness of MSU in the target markets and among stakeholder groups. Considerations: Encourage participation of senior leaders in local activities through club membership, public speaking, attending community functions, leadership training, etc. that builds awareness of MSU in target markets and among stakeholder groups.</p>	
<p>Strategy 5.4. Strengthen and focus non-credit continuing education activities to build links to alumni, professional groups, and other stakeholders and to showcase MSU as a resource for education and expertise. Considerations: This will require an appropriate budget and staff to organize such events.</p>	
<p>Strategy 5.5. Strengthen and frame the identity of the Wichita Falls Museum of Art at Midwestern State University (WFMA) as the premier cultural institution in the region and an important museum in the state, identifying it as a center for the exhibition and study of art and as a resource for community activities and events.</p>	

<p>Tactic 5.5.1. Develop a marketing plan to identify the WFMA as a center for museum education in the region.</p>
<p>Task 5.5.1.1. Broaden programming to increase number of target audiences.</p>
<p>Task 5.5.1.2. Provide enriching, life-long educational opportunities through public programs that interpret the permanent collection and temporary exhibitions</p>
<p>Task 5.5.1.3. Continue to enhance the WFMA physical plant to better serve the university and community.</p>
<p>Tactic 5.5.2. Maintain the highest standards of collections, management, acquisitions, accessions and deaccessions and ensure the care of the permanent collections</p>
<p>Task 5.5.2.1. Maintain an understanding of the comprehensive needs of the collections as it relates to capitalization, conservation issues, the ethical and practical treatment of art work, the relationship of the WFMA's permanent collection with the acquisition of art works for the university, and issues related to the care of all art works owned by the university and museum university.</p> <p>Considerations: Work to secure funds to increase the quality and quantity of art works in the permanent collection.</p>
<p>Task 5.5.2.2. Expand and strengthen partnerships with other arts and cultural organizations in the community, region and state to leverage collections, programs and activities.</p>
<p>Task 5.5.2.3. Strengthen ties with art collectors across Texas and the nation and position the WFMA to be a repository for important collections.</p>
<p>Tactic 5.5.3. Curate and create temporary exhibitions based on a strategic schedule, cognizant of the strengths of the collection.</p>
<p>Tactic 5.5.4. Understand the importance of technology and interactivity in the educative experience and work to incorporate these opportunities into the WFMA.</p>
<p>Tactic 5.5.5. Ensure the future of the WFMA and facility.</p> <p>Considerations: Develop long range plans to maintain financial stability, sustainability, and seeks ways and means of financial growth to support the museum's operating budget. As an example, a marketing plan should be developed that identifies and promotes the WFMA facilities as a place for community and family events.</p>
<p>Tactic 5.5.6. Secure accreditation for the WFMA with the American Alliance of Museums.</p>

Projects Status

ID	Task Name	Start	Finish	2013												2014												2015											
				J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J
1	McCoy Engineering Hall Addition	Wed 8/1/12	Fri 5/30/14	[Gantt bar from 8/1/12 to 5/30/14]																																			
2	Design	Wed 8/1/12	Fri 11/30/12	[Gantt bar from 8/1/12 to 11/30/12] 100%																																			
3	Bid	Mon 12/3/12	Thu 2/28/13	[Gantt bar from 12/3/12 to 2/28/13] 100%																																			
4	Construction	Fri 3/1/13	Tue 4/1/14	[Gantt bar from 3/1/13 to 4/1/14] 100%																																			
5	Estimated completion date per 8-9-12 BOR meeting	Fri 5/30/14	Fri 5/30/14	[Diamond marker at 5/30/14]																																			
6																																							
7	Museum Renovation	Fri 2/15/13	Mon 10/13/14	[Gantt bar from 2/15/13 to 10/13/14]																																			
8	Design	Fri 2/15/13	Mon 4/22/13	[Gantt bar from 2/15/13 to 4/22/13] 100%																																			
9	Abatement	Mon 3/11/13	Fri 4/12/13	[Gantt bar from 3/11/13 to 4/12/13] 100%																																			
10	Bid	Tue 4/23/13	Tue 5/14/13	[Gantt bar from 4/23/13 to 5/14/13] 100%																																			
11	Construction	Wed 5/15/13	Fri 8/2/13	[Gantt bar from 5/15/13 to 8/2/13] 100%																																			
12	HVAC & exterior lighting replacement	Mon 6/3/13	Fri 11/1/13	[Gantt bar from 6/3/13 to 11/1/13] 100%																																			
13	Misc (furniture, scissor lift, scrubber, appliances)	Mon 6/3/13	Fri 1/3/14	[Gantt bar from 6/3/13 to 1/3/14] 98%																																			
14	Hardware	Mon 5/12/14	Mon 10/13/14	[Gantt bar from 5/12/14 to 10/13/14] 30%																																			
15																																							
16	Joe B. Hood Research Lab at Dalquest	Thu 10/10/13	Fri 5/22/15	[Gantt bar from 10/10/13 to 5/22/15]																																			
17	Phase 1 - Small building & infrastructure	Thu 10/10/13	Fri 11/28/14	[Gantt bar from 10/10/13 to 11/28/14]																																			
18	RFQ development	Thu 10/10/13	Fri 11/22/13	[Gantt bar from 10/10/13 to 11/22/13] 100%																																			
19	Firm selection	Mon 11/25/13	Fri 12/13/13	[Gantt bar from 11/25/13 to 12/13/13] 100%																																			
20	Proposal	Mon 12/16/13	Fri 2/21/14	[Gantt bar from 12/16/13 to 2/21/14] 100%																																			
21	Design (Original completion=6/9/14)	Mon 2/24/14	Tue 6/24/14	[Gantt bar from 2/24/14 to 6/24/14] 100%																																			
22	Construction (Original completion=10/27/14)	Wed 6/25/14	Fri 11/28/14	[Gantt bar from 6/25/14 to 11/28/14] 5%																																			
23	Phase 2 - Large building	Mon 9/15/14	Fri 5/22/15	[Gantt bar from 9/15/14 to 5/22/15]																																			
24	Construction	Mon 9/15/14	Fri 5/22/15	[Gantt bar from 9/15/14 to 5/22/15] 0%																																			
25																																							
26	Museum External Improvements	Mon 3/3/14	Fri 3/6/15	[Gantt bar from 3/3/14 to 3/6/15]																																			
27	Parking and roadway	Mon 3/17/14	Fri 3/6/15	[Gantt bar from 3/17/14 to 3/6/15]																																			
28	Design	Mon 3/17/14	Fri 6/13/14	[Gantt bar from 3/17/14 to 6/13/14] 100%																																			
29	Bid	Mon 6/16/14	Fri 8/8/14	[Gantt bar from 6/16/14 to 8/8/14] 100%																																			
30	Construction	Mon 8/11/14	Fri 3/6/15	[Gantt bar from 8/11/14 to 3/6/15] 5%																																			
31	Pavilion	Mon 3/3/14	Tue 3/3/15	[Gantt bar from 3/3/14 to 3/3/15]																																			
32	Design (Original completion=6/20/14)	Mon 3/3/14	Wed 7/30/14	[Gantt bar from 3/3/14 to 7/30/14] 100%																																			
33	Bid (Original completion=8/15/14)	Thu 7/31/14	Wed 9/10/14	[Gantt bar from 7/31/14 to 9/10/14] 0%																																			
34	Construction	Thu 9/11/14	Tue 3/3/15	[Gantt bar from 9/11/14 to 3/3/15] 0%																																			
35																																							
36	Landscape Improvements	Mon 3/17/14	Fri 1/30/15	[Gantt bar from 3/17/14 to 1/30/15]																																			
37	Design, master planning	Mon 3/17/14	Fri 6/6/14	[Gantt bar from 3/17/14 to 6/6/14] 100%																																			
38	Detailed civil design	Mon 6/9/14	Fri 8/1/14	[Gantt bar from 6/9/14 to 8/1/14] 100%																																			
39	Bid	Mon 8/4/14	Fri 9/12/14	[Gantt bar from 8/4/14 to 9/12/14] 0%																																			
40	Construction	Mon 9/15/14	Fri 1/30/15	[Gantt bar from 9/15/14 to 1/30/15] 0%																																			
41																																							

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
McCoy Engineering Hall Addition	5/11/2012	5/10/2012 Harper Perkins Architects Local/HUB Vendor	\$1,665,000	\$1,678,895	\$0	\$1,678,895	(\$13,895) *
Museum Renovation	2/15/2013	1/17/2006 Bundy, Young, Sims, & Potter Local Vendor	\$755,440	\$745,390	\$10,050	\$755,440	\$0
Joe B. Hood Research Lab at Dalquest	2/15/2013, 2/14/2014	2/14/2014 Antila & Bundy, Young, Sims, Potter Regional Vendor Teamed With Local	\$850,000	\$785,985	\$64,015	\$850,000	\$0
Museum External Improvements	2/14/2014	1/17/2006 Bundy, Young, Sims, & Potter Local Vendor	\$850,000	\$298,317	\$551,683	\$850,000	\$0
Football Administration	5/9/2014	MSU Facilities Services	\$350,000	\$17,495	\$275,000	\$292,495	\$57,505

*=Advised BOR during 11/8/13 meeting.



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

Construction Projects Status Report – Item 14-140

Projects completed since May 2014 Board of Regents meeting include:

1. REVERSE OSMOSIS SYSTEM INSTALLED FOR WATER WELLS (\$64k).
2. INSTALLED BACKUP GENERATOR FOR CRITICAL EQUIPMENT AT BOLIN (\$55k).
3. REPLACED CEILING AND INCREASED LIGHTING IN MOFFETT ENTRANCE AND CIRCULATION AREAS (\$42k).
4. INSTALLED DIRECTIONAL WAYFINDING SIGNAGE ON CAMPUS (\$42k).
5. REPLACED BEAWOOD PC LAB ROOF (\$14k).
6. REPLACED WINDOWS IN WFMA ROOMS 102 AND 104 (gift=\$13.6k).
7. INSTALLED MOTION DETECTOR LIGHT SWITCHES IN ALL PC LABS (\$12k).
8. REPLACED ALL SIMS CENTER INTERIOR LIGHTING WITH T8 FIXTURES (\$11k).
9. CONFERENCE ROOM MODIFICATIONS IN HUMAN RESOURCES (\$7k).
10. INSTALLED WATER SAVING FLUSH VALVES IN HIGH TRAFFIC BUILDINGS (\$3k).

Ongoing projects:

HARDIN PHONE SWITCH GENERATOR INSTALLATION: - \$60k

- Provide backup power to the campus phone system; would fail in a power outage.
- Scheduled for installation during spring break 2015 with switchgear replacement.
- Design completed, initiating the bid process.

LIBRARY CONSULTANT: - \$30k

- Investigate space management options to improve the efficiency of the collection.
- Final report due in August which will prioritize projects with or without capital construction funding from the state.

ADDITIONAL PROJECTS <\$100k:

Projects in process scheduled for completion during the fall include:

1. Ferguson 302 ADA upgrades and 302A office creation (\$31k).
2. Carpet replacement in Moffett Circulation area (\$70k).
3. Fain Fine Arts stage floor abatement and replacement (\$43k).

Wichita Falls Museum of Art at MSU
2 Eureka Cir | Wichita Falls, TX 76308
(940) 397-8900



Approved Accessions For Ratification of the MSU Board of Regents

NOTE: In compliance with the approved Collections Management Policy of the WFMA at MSU, the following acquired artworks are recommended by the Museum Director and Curator for accession into the Permanent Collection. The artworks are consistent with the Museum's mission, scope of collection, and code of ethics. All of the artworks under consideration were gifts to the Museum's Permanent Collection and no state funds were used to purchase the artworks. Upon the recommendation of the Museum Advisory Board and the ratification of the MSU Board of Regents, the art will be formally accessioned into the Museum's Permanent Collection in a timely manner, the donors will be thanked, and the artworks properly cared for.



Artwork: George Tobolowsky, *Mr. Dealmaker*, 2010, Stainless steel, 109 x 46 x 29

Donor: Gift of Donald and Barbara Zale Family and Abe Zale Foundation

Date Donated: May 2014



Artwork: Helen Altman, *Horse with White Bridle*, 2012, torch drawing, 30 x 22.5

Donor: Gift of Helen Altman

Date Donated: June 2014



Artwork: Coreen Spellman, *Sun on the Kitchen Floor*, 1947,
lithograph, 11.25 x 6.5

Donor: Gift of Lola Pitzer

Date Donated: 2009



Artwork: Alice Briggs, *Candide*, 2007,
screenprint, 16.5 x 31.5

Donor: Gift of Pat Nelson

Date Donated: 2010



Artwork: McKie Trotter, *Winterscape*, screenprint,
13.75 x 18

Donor: Anonymous

Date Donated: 2010



Artwork: Katherine Liontas-Warren, *A Greek Story*, 2004, Prisma Color Drawing, 22 x 30

Donor:

Date Donated: 2010



Artwork: Katherine Liontas-Warren, *Winter Creek II*, Oklahoma, lithograph, 16 x 10.75

Donor:

Date Donated: 2010

Artwork: Wolf Kahn, *The River Rushing Toward the Falls*, 2005, oil on panel, 22 x 32

Donor: Anonymous

Date Donated: 2009





Artwork: David Bates, *Untitled*, 1991, screenprint, 22 x 16

Donor: Anonymous

Date Donated: 2011



Artwork: Elizabeth Alford, *Untitled*, 1977, acrylic on canvas, 40 x 40

Donor: Anonymous

Date Donated: 2011



Artwork: Ron Adams, *Profile in Blue*, 1986, lithograph, 50 x 38

Donor: Gift of 2012 Collectors Circle

Date Donated: 2012

Artwork: Luis Jimenez, *Boarder Crossing*, 1987,
lithograph, 47 x 33

Donor: Gift of 2012 Collectors Circle

Date Donated: 2012



Artwork: Vernon Fisher, *Scenes from the American West*, 1990, lithograph, 36 x 40.5

Donor: Gift of 2012 Collectors Circle

Date Donated: 2012



Artwork: Endi Poskovic, *Scene With Mound in Green and Orange with Plum red and Blue*, lithograph, 24 x 37.75

Donor: Gift of 2012 Collectors Circle

Date Donated: 2012





Artwork: Scottie Parsons, *Midnight of Akari*, 1995, oil monotype, 30 x 22.5

Donor: Gift of 2012 Collectors Circle

Date Donated: 2012

ACADEMIC AND STUDENT
AFFAIRS COMMITTEE

Academic and Student Affairs Committee

Membership

Lynwood Givens, Chairman
Kenny Bryant
Tiffany Burks
Sam Sanchez

Reading and Approval of Minutes

14-146. The minutes of the Academic and Student Affairs Committee meeting May 8, 2014, will be recommended for approval of the committee as shown in the minutes' section of this agenda as Minutes Attachment 14-146.

Faculty Report

14-147. A report will be presented by a representative of the MSU Faculty Senate.

Staff Report

14-148. A report will be presented by a representative of the MSU Staff Senate.

Student Government Report

14-149. A report will be presented by a representative of MSU Student Government.

Athletics Report

14-150. Information will be presented concerning athletics at Midwestern State University.

Enrollment Reports – Summer 2014

14-151. Information regarding enrollment for the summer 2014 semesters will be presented.

August 2014 Graduating Class

14-152. The administration will recommend approval of the list of candidates for August 2014 graduation with the provision that they meet all requirements as prescribed by the faculty and administration (see Attachment 14-152).

Academic Graduate Major Title Change – Counseling to Clinical Mental Health

14-153. The Gordon T. and Ellen West College of Education currently offers the Master of Arts degree with a major in counseling. This degree program is designed for students who wish to prepare for counseling in agency or private settings. The administration recommends changing the title of the major to clinical mental health. This change of the degree title is recommended in response to use of the language “clinical mental health” rather than “counseling” by the accrediting body for the program, which is The Council for the Accreditation of Counseling and Related Educational Programs (CACREP). This change will support the West College of Education in preparation for its upcoming accreditation review. This action has been approved by the MSU Graduate Council and the Academic Council.

Reassignment of the Bachelor of Applied Arts and Sciences (BAAS) Degree Program

14-154. The administration recommends that the BAAS program be reassigned from the Prothro-Yeager College of Humanities and Social Sciences to the Gordon T. and Ellen

West College of Education, reporting to dean of the college. The BAAS Program is an adult degree completion program and the targeted audience and mission of the BAAS program aligns better with the mission of the West College of Education. In addition, the West College of Education will add an Adult Education Emphasis option to the BAAS program to prepare graduates for careers in training and development for the military, civil service, business, or industry.

MSU Student Handbook Changes

14-155. Changes are recommended to the Code of Student Conduct in the *MSU Student Handbook* regarding the definition of “stalking” and Student Conduct Committee hearing procedures (see Attachment 14-155). These changes have been approved by the Student Affairs and Enrollment Management Council and the Administrative Council.

MSU Policies and Procedures Manual Changes

14-156. Changes to the *MSU Policies and Procedures Manual* will be recommended for approval as summarized below. Language recommended for deletion is shown with an overstrike; new wording is shown in bold and underlined format.

- a. Policy 3.313. Vehicle Operator’s License Requirement – changes will be recommended related to required employee driving record checks (see Attachment 14-156a).
- b. Policy 3.321. Employee Insurance (Information) – in accordance with the Affordable Care Act guidelines, the state insurance waiting period has changed to 60 days. The policy is thus being changed accordingly as shown in Attachment 14-156b.
- c. Policy 4.142. Police Department Administration and Regulatory Ordinances – the administration recommends changes to the university’s parking and traffic regulations, to include parking lot designation and enforcement related changes as shown in Attachment 14-156c. A map indicating lot numbers is included in the attachment for information only.
- d. Policy 4.169. Summer Camps and Conferences – employees or volunteers working in a campus program involving contact with minors must complete specific training. The administration recommends changes to this policy related to the verification of training completion as shown in Attachment 14-156d.

ACADEMIC AND STUDENT
AFFAIRS COMMITTEE
ATTACHMENTS

Candidates for Degrees

August 7, 2014

DILLARD COLLEGE OF BUSINESS ADMINISTRATION

Master of Business Administration

Greg A. Herrington

GORDON T. AND ELLEN WEST COLLEGE OF EDUCATION

Master of Arts

Anika Elizabeth Kentish
Brian Matthew Lester

Charis M. Thomas
Michael Dujon Webbe

Master of Education

Alexandra K. Bakos
Dolores Jean DeVore
Hope Dawn Gaffney
Tina Marie Heiden
Deborah Clark Lansford
Adam Patterson Lynskey

Laura Leigh Miller
Dana Michelle Moffatt
Sarah Annette Ostermann
Nathaniel Gunter Rodriguez
Courtney Nicole Cox Waters

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

Master of Arts in Criminal Justice

Kyrian Chinedu Ndikom

Master of Science in Exercise Physiology

Pranav Purushottambhai Bhanushali

Apphia John

Master of Science in Nursing

Randie Joseph Macuto Arenas
Jennifer Ann Barber
Leisha Monette Blaylock
Joshua Michael Briggs
Miriam Elizabeth Hahn Buoy
Jason Andrew Clemons
Ginette Marie Di Domenico
Jeffrey James Dobbins
Marina Nicole Elliott
Douglas Houseman Evans
Cynthia Jane Cook Garrison

Laura K. Gramling
Letitia Lynn Jackson
Ada Diann Johnson
Osmunda Millicent Jones
Evelyn Olajumoke Oshoro
Maria Louise Tate
Dustin James Wade
Donna Carol Ware
Alicia N. Williams
Eric Lee Williams

Master of Science in Radiologic Sciences

Ana Garcia Barrera
Jaryn Amanda Bartlett
Roberta Marie Gonzalez
Steven Gerald Hayes, Jr.
Leslie Marie Herman
Melissa Don Huynh
Kami E. A. Knight
Ginger Rae Lewis

Kaela Lynn Miller
Barbara Cauley Nichols
Lindsay Jordan Prentice
Stacy Pence Randel
Mechelle Ann Sanders
Jessica Marie Segraves
Stephanie Lynn Smith
Rebecca Lynn Stout

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

Master of Arts

Eden Michele Davis
Kristen Katherine Hoffarth
Ayça Köken Dikmen

Brittany Mae Lang
Rachael Maxon
Navauda Sharee' Miller

**DILLARD COLLEGE OF
BUSINESS ADMINISTRATION**

Bachelor of Business Administration

Hamesh Alcendor
Cory Clarefoster Browne
Julio Alberto Calderon
Jaclyn Cecily Clerihew
Tyler Ross Edwards
Abraham B. Gomez
David Joshua Grates
Sarah Beth Johnson
Adrie Estelle Letang
Nicole Lee Matthews

Allyson Marie Millard
James Daniel Mize
Han Nguyen
Rodney Montez Nobles, Jr.
Brittany Danielle Pembleton
Elisa Moné Pierre
Courtney Leigh Selsor
Tony Dion Solorio
Natalie Rae Stembridge
Jonathan Kile Vitela

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

Bachelor of Science

Kevin Wayne Francis

Alyson Kari Reynolds

Bachelor of Science in Interdisciplinary Studies

Mary Renae Dickens

Chrys-Ann Irish

LAMAR D. FAIN COLLEGE OF FINE ARTS

Bachelor of Arts

Samantha Jean Nichols

Bachelor of Fine Arts

Timothy Forest Green

Kiani Brooke Stone

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

Bachelor of Science in Criminal Justice

Katherine Ashley Bell
Matthew James Morales

Donte' Lorenzo Perry
DeJuan Plummer

Bachelor of Science in Exercise Physiology

Joe William Cavazos

Bachelor of Science in Nursing

David Bret Barrett
Heather Lynn Cobb
Camchi Doan
Kelly Anne Erb
Tracey Anne Finley
Lauren Michelle Frech
William Hale Gambill
Jamie Parks Gellner
Evelyn George
Gessica Dawn Jones
Megan Elizabeth Kinney
Tammy Marie Lemond

Amberly Michelle Marshall
Esther Shareh Mose
Hannah Wanjiru Muchiri
Vanessa Adams Neely
Ogechi C. Nnabuike
Ashley M. Nyabicha
Young Jin Park
Ashley Lisa Philip
Rebecca Renee Schmidt
Soonyoung Shin
Tory Magdalene Simpson

Bachelor of Science in Radiologic Sciences

Kendra LeeCoe Adams
Shannon L. Bounds Ballard
Courtney Renae Baugh
Janet McFadden Reese Burns
Heather Cleveland
Iris Fabiola Escalera
Timothy Jared Hubbard
Susan Francine Hughes
Tamatha Whitney Humphrey
Laurie Collier Hyatt
Trisha Ann Kusner
Lisa Marie Lavalliere

Kari Ann Martin
Lacy Jade Mason
Anthony Arden McAfee
Nancy Niño
Winnifred Oben Ojong
Alicyn Maeve Radican
Liliana Nieto Ramirez
Nino Ray Sandoval
Wein Erika Sua Cilliani
Christopher John Tigges
Lindsay Chandler Warren
Patricia Ann Wright

Bachelor of Science in Respiratory Care

Mitchell Kye Baker
Joyce Chepkoech Butuk
Kally Blount Eddison

Loretta Michele Hendley
Joel Owen Mayfield

Bachelor of Social Work

Kala Bri'shette Chumbley
Mary Catherine Flagg

Nichole Theresa Wilson

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

Bachelor of Applied Arts and Sciences

Gina Maria Breaux
Eddie D'Haiti
Matthew George Fettkether

Jacob Alith Gai
Catherine Rocoberto Keefner
Anita Dorothea Leick

Justin Todd Lockhart
Britney Michele Montgomery
Amanda Kay Nichols
Johnny R. Orozco
Lisa Reed

Hanna Lea Robertson
Princy S. Saji
Charles Sterling Smith
Daniel Chinagorom Uhegbu
Julee Varghese

Bachelor of Arts

Amanda Nicole Braddock
Stephen Aaron Kuehler
Adam Wayne Lynch
Daniel Mitchell

Matthew James Morales
John Edgar Shockley
Alicia Raquel Tezaguic

Bachelor of Science

Apollo Amadeus Alexander
Maddison McCall Baird

Ashleigh P. Hankins
Stefanie Marie Kleinle

COLLEGE OF SCIENCE AND MATHEMATICS

Bachelor of Science

Courtney Lea Bartlett
Cheddi Morgan Charles
Jessica Marie Crabtree
Derek Adam Dowling
Cordarryl Victor Dunn
Oluwademilade Oluwatosin Fasanya
Gamal Roland Francis
David Paul Freeland

Tyler Chase Hackbarth
Joshua Paul Hernandez
Garrison Taylor Huskisson
Jace Ryan Robinson
Tommy Hien Tu
Kaitlin Sarah Vann
Elliot Jordan Wood

Bachelor of Science in Clinical Laboratory Science

Asher S. J. Auguiste

Ryan Y. Madarang

Bachelor of Science in Mechanical Engineering

Chard Andrew Kester Davis

Marvin Martin Junior Vincent

PROPOSED UPDATES: 2014-2015 STUDENT HANDBOOK

Code of Student Conduct

Section 5: Student Code of Conduct: The Rules

B. Core Values and Behavioral Expectations

d) Respect: Midwestern State students show positive regard for each other, for property and for the community. Behavior that violates this value includes, but is not limited to:

10. Stalking as defined as ~~repetitive and/or menacing pursuit, following harassment and/or interference with the peace and/or safety of a member of the community or the safety of any of the immediate family of a member of the community~~ **engaging in a course of conduct directed at a specific person that would cause a reasonable person to fear for his or her safety or the safety of others, or suffer substantial emotional distress**

Section 8: Conduct Procedures

E. Student Conduct Committee Hearing Procedures

- d) The complainant and respondent have the right to an advisor of his/her own choosing. **Except in cases of sexual misconduct, sexual harassment, and other forms of discrimination,** advisors may be chosen *only* from within the current Midwestern State University community, unless leave is granted by the Director of Student Conduct for an advisor from outside the community. In the rare instance where civil or criminal court proceedings are currently involving a student party to the complaint or at the discretion of the Director of Student Conduct, legal counsel may be permitted to serve as an advisor. The advisor may not make a presentation or represent the complainant or respondent during the hearing.

3.313 Business Affairs & Finance

VEHICLE OPERATOR'S LICENSE REQUIREMENT

Date Adopted/Most Recent Revision: 02/13/2009

C. Required Driving Record Checks

1. Prior to driving a university vehicle for the first time, employees must submit a Driver Request Form to Facilities Services. For employees with Texas drivers licenses, Each new fiscal year, the Associate Vice President for Facilities Services will request from the Texas Department of Public Safety a copy of the three-year driving history report (Motor Vehicle Record). driving records of all university employees with Texas driver's licenses who have university driving privileges. This record will be reviewed annually for all employees who maintain university driving privileges. It shall be the responsibility of the Associate Vice President for Facilities Services, in consultation with the Chief of Police, to determine if an employee's driving record is such that it would be imprudent to allow him/her to drive a university vehicle. Facilities Services The Chief shall advise the supervisor of any individuals in their respective areas who should not be allowed to drive.
2. Copies of the driving records of eEmployees with out-of-state licenses will be requested by the Chief of Police through the university's insurance carrier. shall furnish the university with his/her official driving record from all states where they have held licenses for the three prior years. Employees who maintain university driving privileges must provide this annually. Employees are to be reimbursed by their department for the driving record cost.

3.321 Human Resources

EMPLOYEE INSURANCE

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

A. Eligibility

Membership in the Texas Employees Group Benefits Program (GBP) is offered to regular employees who are eligible for participation in the Teacher Retirement System of Texas or the Optional Retirement Program of Texas through employment at MSU, and graduate student employees and adjunct faculty members, who meet state insurance eligibility requirements.

B. Enrollment

Unless a waiver is signed, each eligible regular employee, except graduate students, part-time employees, and adjunct faculty members, will automatically be enrolled in the basic health and term life insurance plan effective on the first day of the next calendar month following the ~~90th~~ 60th day of employment. Enrollment in optional insurance coverage is available on the first active duty date (FADD) or may be elected within 30 days of the FADD. Eligible dependents may be enrolled according to GBP rules.

C. Payment of Premiums

The State of Texas provides for regular full-time employees' basic health and term life insurance at no cost to the employee. Eligible part-time and graduate student employees receive one-half of the regular state contribution. Eligible adjunct faculty members may enroll at their own expense. Premiums due must be paid by the employee through payroll deduction and, with the exception of disability and dependent life insurance, will be tax-sheltered through payroll deduction as provided under the GBP premium conversion guidelines.

Additional Information

Additional information can be obtained from the Human Resources Department.

TX Government Code 1551, Texas Employees Group Benefits Act

4.152 Student Affairs & Enrollment Management
POLICE DEPARTMENT ADMINISTRATION AND REGULATORY ORDINANCES
Date Adopted/Most Recent Revision: 08/09/2013

C. TRAFFIC AND VEHICLE REGULATIONS

1. Jurisdiction

All Articles of the Texas Motor Vehicle Laws and the Uniform Traffic Code, in addition to regulations promulgated by the university, shall be applicable on all properties under the control and jurisdiction of Midwestern State University open to vehicular traffic.

2. Penalty

- a. Any violation of the state traffic laws or of university traffic and vehicle regulations will constitute a misdemeanor punishable by a fine of not more than two hundred dollars (\$200.00) in any Justice of the Peace Court in Wichita County, Texas, or the Municipal Court of the City of Wichita Falls, Texas.
- b. Any violation of university traffic and vehicle regulations may, however, as an alternative, be enforced by the university in accordance with the procedures, fees, and penalties stated for specific violations as enumerated in the following sections of this article.
- c. The parking and traffic regulations are in full force 365 days a year, and are enforced 24 hours a day unless otherwise noted in the regulations. However, there may be times or situations that warrant flexibility in the enforcement of the regulations. The Chief of Police may authorize changes in the parking and traffic regulations to meet the needs of the campus community. This includes, but is not limited to, the re-designation of parking spaces and adjusting the times and dates the regulations are in effect. A minimum of 48 hours notice will be given to the campus community prior to enforcement of redesignation of parking spaces.

3. REGISTRATION

- a. All students, faculty, staff, and employees of the university who operate a motor vehicle on the campus must register the vehicle on campus and obtain a university registration permit or hang tag before such persons are allowed to operate/park their vehicle on university property. Parking lots #14, 16 Northwest, 18, 21 and parking spaces on Tee Pee Drive and Louis J. Rodriguez Drive in front of Sunwatcher Village Apartments shall be reserved for MSU residents only. Residents shall obtain a university resident decal that MUST be placed on the vehicle. All registration decals may be obtained from the University Police Department. Parking Lots #4 (Police Department), 6 South (north side of practice football fields), 8, 15 (South Campus), 16 West and 19 may be used by Commuter Students or Resident students. Parking for Commuter students is available in the Parking Lots 1 South, 2, 4, 5, 6 North and South, 7 North, 8, 9, 10, 13, 15, 16 West, Council Drive, Comanche Drive, Louis J. Rodriguez Drive in front of Christ Academy, Nocona Trail, Taft Blvd., and Wigwam Trail.
- b. A motor vehicle registration fee of fifty dollars (\$50.00) per year will be assessed to those students enrolled for college credit hours who wish to operate a motor vehicle on the university campus. The vehicle registration permit will be valid for the entire school year from September 1st until August 31st. The Administrative Council may assess a reasonable fee of a lesser amount for certain programs, non-credit courses, or off-campus extension type programs.
- c. A motor vehicle registration fee of twenty-five dollars (\$25.00) will be assessed those students operating a motor vehicle on the university campus who enroll for either one or both summer

sessions, provided they have not previously registered the vehicle during that academic year and for concurrent high school students. The vehicle registration permit will be valid for the remainder of the school year, expiring on August 31.

- d. A motor vehicle registration fee of twenty-five dollars (\$25.00) will be assessed to those students who are not enrolled for summer classes, but are on campus as student workers and are not benefit eligible. This fee will be applicable for either /or both summer semesters. This applies to students who have not previously registered a vehicle during the academic year.
- e. A motor vehicle registration fee of twenty-five dollars (\$25.00) per year will be assessed for those students auditing a class and for students enrolled in Intensive English Language Institute courses. Students enrolled in Continuing Education courses over eight hours in length will pay a motor vehicle registration fee of fifteen dollars (\$15.00) per semester.
- f. Students who operate more than one (1) motor vehicle on the university campus may register one additional vehicle for a fee of twenty-five dollars (\$25.00).
- g. Two (2) or more persons will not be permitted to register the same vehicle.
- h. Reserved hangtags (F/S) will be available to all benefit eligible faculty, staff, and graduate teaching assistants who appear on the approved list from the Human Resources office who wish to operate a motor vehicle on the university campus. The motor vehicle registration fee for these individuals will be:

\$150.00 per year for the associate vice presidents and deans for special reserved parking;

\$250.00 per year for the president and vice presidents for special reserved parking; and
\$50.00 per year for all others.

- i. All temporary workers, part time workers and adjunct instructors who work less than half-time, are not benefit eligible or employed in a student classification and who operate a motor vehicle on campus shall purchase a motor vehicle registration reserved hang tag for twenty-five dollars (\$25).
- j. A motor vehicle registration fee of twenty-five dollars (\$25) will be assessed to new employees operating a motor vehicle on the university campus who begin employment after May 31st and before August 31. The registration fee of fifty dollars (\$50) will be assessed for the new fiscal year.
- k. The replacement fee for a lost hangtag is twenty-five dollars (\$25.00).
- l. Faculty/Staff and administrative officials may purchase a motorcycle decal for twenty-five dollars (\$25.00).
- m. All graduate assistants who appear on the approved list from the Human Resources office and wish to operate a motor vehicle on the university campus will be required to purchase student decal for a motor vehicle registration fee of fifty (\$50.00) per year.
- n. No decal shall be displayed on any vehicle other than that vehicle to which it is registered.
- o. Reserved hang tags are issued to the individual employee and may be transferred to another vehicle operated by that employee but cannot be transferred to another employee.
- p. Retired faculty and staff are eligible to be issued one retired faculty/staff parking permit at no cost.
- q. Retired employees who maintain part-time employment status with the university shall continue to use standard faculty and staff registration hang tags subject to all rules and regulations.
- r. Vehicles rented, leased, or loaned to the university which do not have exempt license plates may be registered by employees in the department having control of the vehicle in addition to their personal vehicles. University vehicles and other government vehicles having

official or exempt license plates need not be registered. University owned vehicles may not be required to park in accordance with these rules and regulations when in the performance of their official duties.

- s. Only vehicles upon which the special symbol, tab, or other device indicating disabled person, issued by the State of Texas or any other state, and being operated by or for the transportation of a disabled person, shall be allowed to park in spaces designated specifically for the physically handicapped. This does not negate the requirement of a university vehicle registration decal or hang tag for those persons connected with the university as students or employees. Texas Transportation Code Chapter 681, Privileged Parking, is in full force on the campus of Midwestern State University.
- t. The registration decal or hang tag does not assure anyone that parking spaces will be available at all times.
- u. The university assumes no responsibility for vehicles or their contents when parked on campus.
- v. Once a vehicle registration hang tag is issued no refund will be given. If an employee opts to make monthly payments for their registration fee and terminates employment with a balance due the remaining balance will be deducted from their final compensation payment.
- w. Any student, faculty or staff member who registers their vehicle in accordance with Texas Transportation Code 504.202 and 681.008 (Texas law sections pertaining to Disabled Veterans vehicle registration) shall be required to register their vehicle with the MSU Police Department but cannot be charged a fee for the vehicle registration permit or hang tag.
- x. The following Governing Student Organizations may purchase a Special Reserved parking space for \$150 per year:

- 1. Student Government Association President;
- 2. Panhellenic President;
- 3. Interfraternity Council President;
- 4. Multicultural Greek Council President; and
- 5. Resident Hall Association President

4. REQUIRED DISPLAY OF UNIVERSITY DECAL OR HANG TAG

- a. The student or resident decal must be permanently affixed to the outside left of the rear windshield. On two (2) wheel vehicles, the decal shall be affixed to the rear fender. Where these provisions are not possible because of vehicle design, arrangements shall be made with the University Police Department to place the decal in some convenient location mutually agreed upon by the owner and the Police Department on a semester by semester basis.
- b. Upon selling, trading, or otherwise changing ownership of a vehicle, the registration decal must be turned in to the University Police Department. This must be done before an additional vehicle can be registered. Duplicate registration decals may be purchased for a fee of five dollars (\$5.00) providing that the VOIDED DECAL IS TURNED INTO THE UNIVERSITY POLICE DEPARTMENT.
- c. Applications for the privilege of operating a motor vehicle on campus each semester must be secured beginning with the registration for classes during that semester.
- d. Not displaying a decal will have a tolerance period at the beginning of each semester until the university's first (1st) class day after late registration. All other offenses are still enforceable during the "NO DECAL" tolerance period.
- e. Faculty, staff members, and graduate teaching assistants MUST display the university parking hang tag in the front windshield of the vehicle when parked on campus.

5. MOVING VEHICLE REGULATIONS

- a. It shall be a violation to drive or operate a motor vehicle at any time upon the campus in excess of twenty (20) miles per hour.
- b. Every vehicle shall, at all times, grant right-of-way to pedestrians.
- c. No vehicle shall be driven after dark without the vehicle headlights operating.
- d. No vehicle shall be operated at any time upon the lawns or any other place not specifically designed for vehicle traffic. Provided, however, that these rules shall not apply to authorized emergency vehicle or grounds and maintenance vehicles of the university.
- e. All motor vehicles shall be so muffled, or otherwise equipped, as to effectively and efficiently prevent loud and/or unusual noises or annoying smoke discharging from the exhaust of such vehicle.
- f. It shall be a violation to willfully fail or refuse to comply with any lawful order or direction of a police officer or to interfere with a police officer in the performance of their duty.
- g. It shall be a violation to drive a vehicle from a stopped position at such a rate of acceleration so as to leave tire marks upon the street or drive, or to create a screeching or shrill noise capable of being heard at a distance of 300 feet.
- h. It shall be a violation to remove, or in any way tamper with, any traffic control or device, whether permanently affixed at a given location or temporarily located by the University Police Department to regulate traffic.

6. PARKING

- a. Where parallel parking is indicated, the vehicle must be parked with wheels on the side of the car parallel to and not more than one (1) foot from the curb. The position of the car with reference to the dividing line between adjacent spaces shall be such that the whole of the car is located within the boundaries of the parking space.
- b. In case of two-way streets upon which parking on one or both sides is permitted a car must be parked with passenger side to the curb.
- c. Where diagonal or vertical parking is required, every vehicle must be placed within the boundaries of its space. The front of a parked vehicle must be facing the forward most part of the designated parking space. It shall be considered a violation to back into a parking space or drive through a space making the front of the vehicle face outward from the front of the parking space. The parking decal on the lower left of the rear window MUST be visible to a police officer as he/she patrols. The restriction on being backed into a space shall not apply to motorcycles.
- d. It shall be a violation to park, stop or stand a vehicle in a street, drive or roadway in such a fashion as to obstruct or impede the normal flow of traffic.
- e. It shall be a violation to park or stand a vehicle adjacent and parallel to a legally parked vehicle (double parking).
- f. It shall be a violation to deface or alter a decal that is in force.
- g. It shall be a violation to park a vehicle in any of the following places:
 - i. Areas bordered in yellow except for purposes indicated
 - ii. On any lawn
 - iii. On any curb or sidewalk
 - iv. Any area bordered in red (no parking at any time)
 - v. Within fifteen (15) feet of a fire hydrant
 - vi. In front of or in any service drive
 - vii. Any space marked "No Parking"
 - viii. ~~In a student space (non reserved with a reserved decal, or a reserved space with a student decal).~~ NOTE: Exception to this will be between 5:00 p.m. and 7:00 a.m.

~~daily and all day Saturdays, Sundays and holidays when a MSU registered vehicle may park in any space, except special reserved (i.e. President, Visitor and Wheelchair, etc.) which are reserved at all times for purpose stated on sign. In a reserved space with a commuter or resident permit (NOTE: with the exception that on Saturdays, Sundays, holidays and between the hours of 5:00 p.m. and 7:00 a.m. daily, a person with a commuter or a resident permit may park in a reserved space but not in a Special Reserved Space – any parking space with a designated sign on it). NOTE: A student with a Commuter permit can NEVER park in a parking lot, space or area designated for a Resident permit only!~~

- h. Parking in a Loading/Unloading Zone - No person shall stop, stand, or park a vehicle for any purpose or length of time other than for the expeditious unloading and delivery or pick-up and loading of materials or passengers in any place marked as a loading zone. In no case shall the stop for loading/unloading exceed thirty (30) minutes. These areas will be bordered in yellow.
- i. It shall be a violation to park an inoperable motor vehicle on university property. An inoperable motor vehicle is one which has been wrecked, dismantled, partially dismantled abandoned or mechanically inoperable. The University Police may impound any inoperable motor vehicle seven (7) days after notification has been attached to the vehicle.
- j. Faculty/Staff parking is marked with the word "RESERVED" painted on the pavement. Only persons with a Faculty/Staff hang tag may park in these spaces. Faculty/Staff may park in the following areas marked "RESERVED": Lot 1 North, 2, 3, 4, 5, 7 (West side of Hardin Bldg.), 9, 10, 15, 17, 20, Council Drive, Comanche Drive, Nocona Trail, and South Campus on the east side of the Wellness Center.
- k. Specific areas for motorcycle parking are as follows: Lot 1 North and South, Lot 2, 19, 20, 21 and Comanche Drive and Council Drive.
- l. If there are no lines indicating parallel parking, it is not a parking space.
- m. Students can only park in areas designated by their decal, for exceptions see Section 6.g.viii.

7. PENALTY FOR VIOLATIONS

Violations of campus traffic regulations will be processed in accordance with the following schedule of fees:

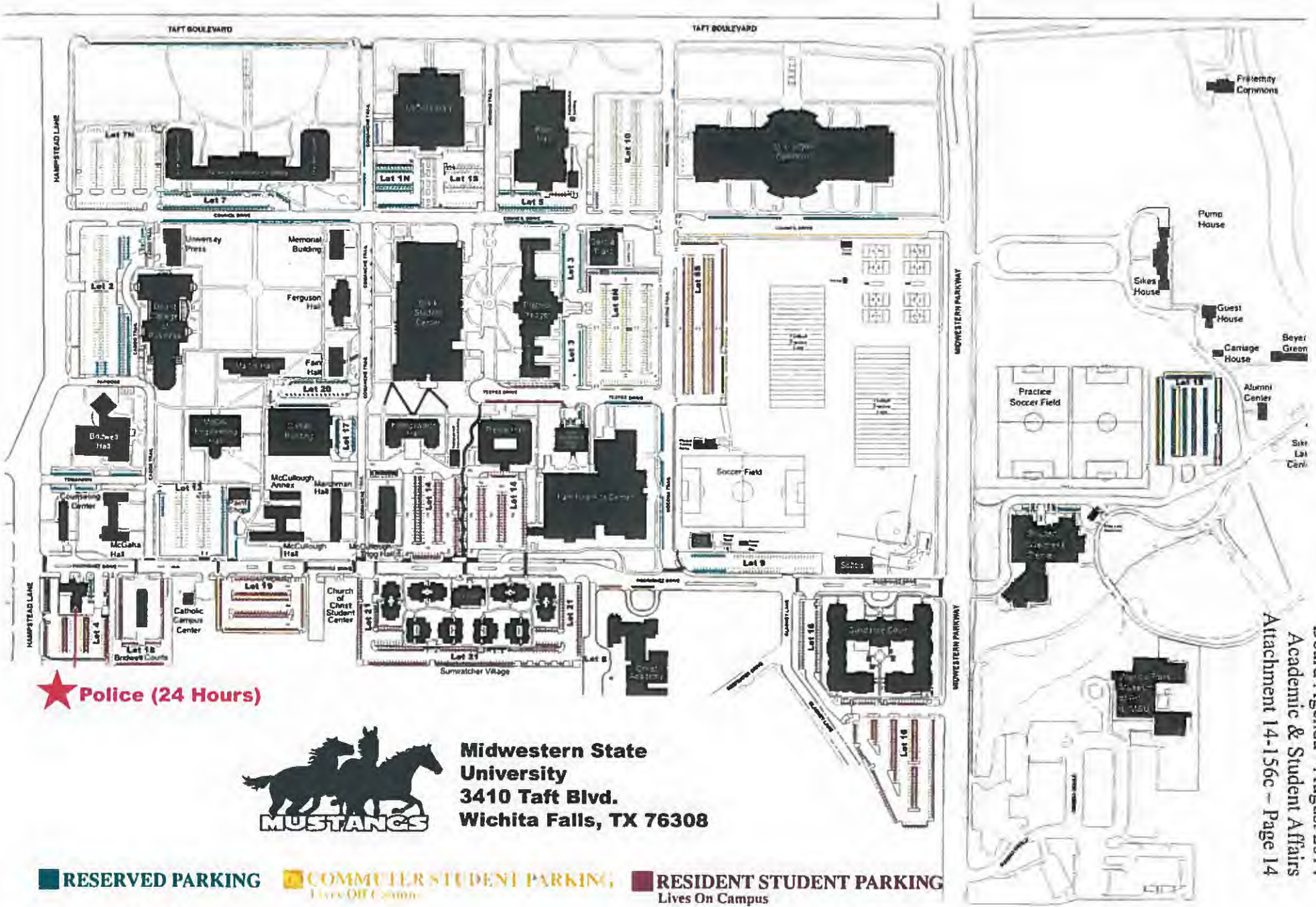
- a. Penalty for all parking violations shall be twenty dollars (\$20.00) first offense for Class I violations; forty dollars (\$40.00) for all Class II and Class III violations; and fifty dollars (\$50.00) for all Class IV violations.
- b. The first offense penalty for failure to display registration decal shall be the registration fee for the appropriate decal.
- c. All fees are due within seventeen (17) calendar days from the date the citation was issued. An additional fee will be assessed in accordance with the MSU Business Office late fee policy.
- d. The following procedures shall be followed by a person who receives a citation for violation of university traffic or criminal regulations.
 - i. Report to University Police where the violation fee will be accepted.
 - ii. All traffic and parking fees are to be paid at the University Police Office between 8:00 a.m. and 5:00 p.m., weekdays only. These fees may also be submitted by mail provided that the University Police Department is contacted to determine the exact amount of the fee.
 - iii. The person charged with the violation should contact the University Police upon receipt of the citation and either pay the ticket or file an appeal. Failure to comply with the payment or the appeal of the citation constitutes reason for disciplinary

action and a complaint may be filed in City or Justice of the Peace Court for the violation.

- iv. Should a student wish to contest a ticket, he/she may appeal in writing to the Traffic Appeals Committee through the Dean of Student's Office within seventeen (17) calendar days from the day the ticket was issued for all violations. In the absence of the duly appointed, functioning Traffic Appeals Committee, the Vice President for Student Affairs and Enrollment Management and Dean of Students shall serve as the appeals committee to hear the case.
- v. Should any member of the faculty or staff wish to contest a traffic citation, appeal in writing may be made to the Faculty/Staff Traffic Appeals Committee Chairperson within seventeen (17) calendar days from the date the ticket was issued for all violations. A hearing shall be held at the convenience of the committee and the results shall be forwarded to the Police Department and the faculty/staff member filing the appeal within five (5) calendar days after the determination is rendered. The determination of the committee shall be final, except that the charge will be filed in the Justice of Municipal Courts should the cited person fail to follow the dictates of the Traffic Committee. The Traffic Committee shall consist of three (3) faculty members and three (3) staff members appointed by the President.

11. GENERAL INFORMATION

- a. All thefts, accidents, and offenses that occur on campus should be reported immediately to the University Police Office or the police officer on duty.
- b. A record of all serial numbers on valuables should be kept. Mark auto accessories so they may be identified. Write your name and address in all text books.
- c. Keys or valuables should not be left in cars. Always keep your car locked.
- d. University police officers are duly sworn and bonded peace officers with the same authority and responsibility of any other state police officer. Any person on the property of the university is required to produce proper identification upon demand by any university police officer or other administrative representative of the university.
- e. All of the general and criminal laws of the state of Texas are declared to be in full force and effect within the areas under the control and jurisdiction of Midwestern State University and enforcement of these laws shall be the duty of the officers of the University Police Department.
- f. Temporary auto registration decals are available in the University Police Office. These are available to persons having a vehicle permanently registered at the university but who face a situation forcing them to bring an unregistered vehicle on campus for a temporary time. These may be issued for a maximum of one (1) week at no charge. Limit of two (2) temporary decals per semester.
- g. Officers, when available, will unlock vehicles – on campus only. The university assumes no responsibility for any damages incurred in the process. Battery chargers for loan are available (no charge) with valid I.D. for use on campus only for a period of no longer than 2 hours, unless other arrangements are made. However, if not returned within this period of time, a fee of \$75.00 may be incurred.
- h. Visitors on campus should obtain a visitors pass at the Police Department at no charge.
- i. These rules and regulations are subject to change at any time, in order to better serve the campus community.



★ Police (24 Hours)



Midwestern State University
3410 Taft Blvd.
Wichita Falls, TX 76308

RESERVED PARKING
 COMMUTER STUDENT PARKING
 RESIDENT STUDENT PARKING
Lives Off Campus
Lives On Campus

**4.169 Student Affairs & Enrollment Management
SUMMER CAMPS AND CONFERENCES
Date Adopted/Most Recent Revision: 11/16/2012**

F. Guidelines for Required Training

1. Sexual Abuse and Child Molestation Prevention Training

Within five days of employment, every employee or volunteer working in a program involving contact with minors or in a youth camp operated on campus or by the ~~campus~~ of the University must successfully complete a training and examination program on the warning signs and prevention of sexual abuse and child molestation provided by the University and /or approved by the Texas Department of State Health Services. The employee/volunteer must provide MSU with verification of successful completion of the required training (including the date of successful completion and the approved course number). Employees and volunteers in programs and camps receiving compensation by Midwestern State University must successfully complete the training provided by the University.

2. Documentation verifying successful completion of the training shall be maintained in the employees' personnel files by the Human Resources Department and in the Office of the Coordinator of Summer Camps. Training must be repeated at least every two years.

3. The Coordinator of Summer Camps at Midwestern State University must submit to the Texas Department of State Health Services on the form and within the time prescribed by the department verification that each employee of the campus program for minors has complied with the requirements of this section.

4.3 Failure to complete the prescribed training as required will result in termination of employment or volunteer service in a capacity involving contact with minors. TX Education Code 51.976

FINANCE COMMITTEE

Finance Committee

Membership

Mike Bernhardt, Chairman
Caven Crosnoe
Lynwood Givens
Jeff Gregg

Reading and Approval of Minutes

14-157. The minutes of the Finance Committee meeting May 8, 2014, will be recommended for approval of the committee as shown in the minutes' section of this agenda as Minutes Attachment 14-157.

Summary of Financial Support 9/1/13-7/10/14

14-158. This report is shown as Attachment 14-158 and will be presented as information only.

Summer School Investment Report

14-159. In February, 2014, the Board of Regents authorized an increase in the 2014 summer budget of \$300,000 and asked that a report analyzing the success of the program be presented to the board in August. Information will be presented as requested.

Waiver of Fees – Military Personnel – Report

14-160. During the May board meeting, the administration was asked to review this matter further, to include a review of what other institutions with military facilities located near them are doing in this regard. Information will be presented as requested.

Review and Acceptance of Financial Reports

14-161. The administration will recommend the April, May, and June, 2014, Financial Reports for acceptance.

Review and Acceptance of Investment Report

14-162. The administration will recommend the third quarter FY 2014 investment report for acceptance. Kevin McGinnis, Executive Director of Risk Management and Benefits, Texas A&M University System, will report on the TAMUS cash concentration pool results and MSU's investments in the pool.

University Signature Authorizations

14-163. The administration will recommend continued authorization for the President, Vice President for Business Affairs and Finance, and Controller or their designees to purchase and sell investment instruments, including transfers to the Texas A&M University System's Cash Concentration Pool, in accordance with the Texas Public Funds Investment Act and the Board of Regents' Investment Policy, and perform all other normal banking transactions. Investment transactions may be authorized by verbal orders but must also be approved in writing by the President or the Vice President for Business Affairs and Finance.

The administration will further recommend the board continue to authorize the President, the Vice President for Business Affairs and Finance, the Provost and Vice President for Academic Affairs, and the Director of Human Resources to sign appropriate personnel retirement documents.

Approval of Asset Holding Accounts and Investment Vehicles

14-164. The administration will recommend approval of the following list of asset holding accounts and investment vehicles for fiscal year 2015.

Asset Holding Accounts

Charles Schwab
JP Morgan Chase
Wells Fargo

Investment Vehicles/Overnight Cash Pools

LOGIC, Dallas
Texpool, Austin

FY 2013-2014 Items \$50,000 & Under

14-165. In accordance with university policy, the president authorized the following increases to the current budget. The administration will recommend ratification of these budget changes.

From Account:

To Account:

<u>Number</u>	<u>Title</u>	<u>Number</u>	<u>Title</u>	<u>Purpose</u>	<u>Amount</u>
34800	Bookstore Follett	24650 4650	Admissions Office	Direct marketing and student recruitment	\$41,875
23011	Rec Center Renewal & Replacement	24703 4700	Wellness Center Operations	Treadmill replacement	19,700
Total					\$61,575

Review of Personnel Reports and Salary/Title/Position Changes in 2013-2014 Budget

14-166. The reports of personnel changes in April, May, and June will be presented for information as shown in Attachment 14-166. Salary, title, and position changes will be presented for ratification as shown below.

<u>Current Position</u>	<u>Action</u>	<u>Additional Funding</u>	<u>Annual Budget Increase (Decrease)</u>	<u>Net Current FY Actual Cost(Savings)</u>
Six staff positions	Filled positions below budget		\$ (8,146)	\$ (28,689)
Director, Student Business Services	Reclassified University Bursar position	Salary savings from Business Office	7,892	3,288

Assistant Director, Student Business Services	Reclassified Accounting Assistant II position	Salary savings from Business Office	9,012	3,755
Lead Custodian	Reclassified Custodian position	Salary savings	600	250
Director, Facilities Services	Reclassified Superintendent position	Salary savings	44,396	20,104
Groundskeeper, Facilities Services	Reclassified Custodian position		(5,124)	(7,522)
Groundskeeper, Facilities Services	Reclassified Assistant Superintendent		(9,888)	(21,976)
Total			\$ 38,742	\$ (30,790)

Operating Budget for Fiscal Year 2015

14-167. The operating budget for the 2014-2015 fiscal year, which was previously distributed to the Board of Regents, will be recommended for approval. Discussion of personnel items will be in closed session as allowed by Texas Government Code, Chapter 551.074.

FINANCE COMMITTEE
ATTACHMENTS

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

	9/1/2013 10/10/2013	10/11/2013 1/17/2014	1/18/2014 4/10/2014	4/11/2014 7/10/2014	Total Year to Date
University Development- Scholarships, Donations	\$ 284,079	\$ 517,458	\$ 242,830	\$ 3,718,206	\$ 4,762,573
Gifts in Kind	\$ 18,369	\$ 5,267	\$ 951	\$ 22,319	\$ 46,906
Grants	\$ 3,000	\$ 2,300	\$ 26,468	\$ 685,000	\$ 716,768
MSU Endowments		\$ 23,650	\$ 175	\$ 1,145	\$ 24,970
Contributions to Foundation	\$ 107,845	\$ 71,874	\$ 40,184	\$ 2,987,996	\$ 3,207,899
President's Excellence Circle					
2012-2013	\$ 13,610	\$ 1,000			\$ 14,610
2013-2014		\$ 158,341	\$ 52,341	\$ 66,491	\$ 277,173
2014-2015		\$ 1,000		\$ 1,000	\$ 2,000
Museum of Art at Midwestern State University	\$ 10,000	\$ 28,838	\$ 19,126	\$ 30,250	\$ 88,214
Annual Fund	\$ 80,586	\$ 181,534	\$ 63,927	\$ 51,653	\$ 377,700
Alumni Association					
2,425 (2013-2014 memberships)	\$ 6,690	\$ 2,285	\$ 685	\$ 495	\$ 10,155
(610 lifetime members)	\$ 1,100	\$ 3,100		\$ 500	\$ 4,700
Mustangs Athletic Club					
Cash	\$ 50,457	\$ 104,135	\$ 19,745	\$ 100,458	\$ 274,795
Corporate Sponsors - Athletics					
Cash	\$ 16,375	\$ 49,862	\$ 14,363	\$ 11,813	\$ 92,412
Contributed Services	\$ 98,000	\$ 69,400			\$ 167,400
Fantasy of Lights	\$ 32,942	\$ 30,846	\$ 1,075	\$ 13,900	\$ 78,763
Contributed Services		\$ 20,090			\$ 20,090
Scholarship Funds from Outside Sources	\$ 169,571	\$ 220,604	\$ 128,019	\$ 66,250	\$ 584,444
TOTAL	\$ 892,623	\$ 1,491,584	\$ 609,889	\$ 7,757,475	\$ 10,751,572

Summary of the Personnel Position Status Reports for 9/1/13 – 6/30/14

- January 2014 New Position – Assistant Director, Marketing and Public Information
Net position change: +1 (Professional Non-Faculty)
Presented for ratification by Board of Regents, 5/9/14
- February 2014 New Position – Admissions Evaluator
Net position change: +1 (Clerical and Secretarial)
Presented for ratification by Board of Regents, 5/9/14

Total net new positions as of 6/30/14 = +2

MIDWESTERN STATE UNIVERSITY
PERSONNEL POSITION STATUS REPORT
April 30, 2014

POSITIONS	APPROVED BUDGET		POSITIONS		TOTAL POSITIONS		SALARY	FILLED POSITIONS		VACANT POSITIONS		TOTAL CURRENT POSITIONS	
	9/1/2013		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	41.96	4,140,322			41.96	4,140,322	(27,297)	39.96	3,966,025	2.00	147,000	41.96	4,113,025
REGULAR FACULTY	252.08	15,753,531			252.08	15,753,531	(23,504)	232.58	15,431,094	19.50	298,933	252.08	15,730,027
PROFESSIONAL NON-FACULTY	137.51	5,796,000	1.00	50,000	140.51	5,846,000	46,245	132.51	5,696,803	8.00	195,442	140.51	5,892,245
CLERICAL AND SECRETARIAL	101.83	2,401,024	1.00	21,312	100.83	2,422,336	(61,056)	95.83	2,299,840	5.00	61,440	100.83	2,361,280
TECH & PARAPROFESSIONAL	22.00	1,063,456			22.00	1,063,456	(6,011)	22.00	1,057,445	0.00	0	22.00	1,057,445
SKILLED CRAFT	31.00	1,017,227			31.00	1,017,227	(4,491)	30.00	988,244	1.00	24,492	31.00	1,012,736
SERVICE & MAINTENANCE	66.00	1,336,219			66.00	1,336,219	1,800	61.00	1,250,959	5.00	87,060	66.00	1,338,019
POLICE	<u>14.00</u>	<u>498,234</u>			<u>14.00</u>	<u>498,234</u>		14.00	498,234	<u>0.00</u>	<u>0</u>	<u>14.00</u>	<u>498,234</u>
GRAND TOTALS	666.38	32,006,013	2.00	71,312	668.38	32,077,325	(74,314)	627.88	31,188,644	40.50	814,367	668.38	32,003,011

MIDWESTERN STATE UNIVERSITY
PERSONNEL POSITION STATUS REPORT
May 31, 2014

POSITIONS	APPROVED BUDGET		POSITIONS		TOTAL POSITIONS		SALARY	FILLED POSITIONS		VACANT POSITIONS		TOTAL CURRENT POSITIONS	
	9/1/2013		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	41.96	4,140,322			41.96	4,140,322	(27,297)	39.96	3,966,025	2.00	147,000	41.96	4,113,025
REGULAR FACULTY	252.08	15,753,531			252.08	15,753,531	(23,504)	232.58	15,431,094	19.50	298,933	252.08	15,730,027
PROFESSIONAL NON-FACULTY	137.51	5,796,000	1.00	50,000	138.51	5,846,000	45,601	130.51	5,696,159	8.00	195,442	138.51	5,891,601
CLERICAL AND SECRETARIAL	101.83	2,401,024	1.00	21,312	102.83	2,422,336	(63,952)	97.83	2,296,944	5.00	61,440	102.83	2,358,384
TECH & PARAPROFESSIONAL	22.00	1,063,456			22.00	1,063,456	(6,011)	22.00	1,057,445	0.00	0	22.00	1,057,445
SKILLED CRAFT	31.00	1,017,227			31.00	1,017,227	(4,491)	30.00	988,244	1.00	24,492	31.00	1,012,736
SERVICE & MAINTENANCE	66.00	1,336,219			66.00	1,336,219	(13,212)	61.00	1,235,947	5.00	87,060	66.00	1,323,007
POLICE	14.00	498,234			14.00	498,234		14.00	498,234	0.00	0	14.00	498,234
GRAND TOTALS	666.38	32,006,013	2.00	71,312	668.38	32,077,325	(92,866)	627.88	31,170,092	40.50	814,367	668.38	31,984,459

MIDWESTERN STATE UNIVERSITY
 PERSONNEL POSITION STATUS REPORT
 June 30, 2014

POSITIONS	APPROVED BUDGET		POSITIONS		TOTAL POSITIONS		SALARY	FILLED POSITIONS		VACANT POSITIONS		TOTAL CURRENT POSITIONS	
	9/1/2013		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	41.96	4,140,322			41.96	4,140,322	(27,297)	39.96	3,966,025	2.00	147,000	41.96	4,113,025
REGULAR FACULTY	252.08	15,753,531			252.08	15,753,531	(23,504)	232.58	15,431,094	19.50	298,933	252.08	15,730,027
PROFESSIONAL NON-FACULTY	137.51	5,796,000	1.00	50,000	138.51	5,846,000	89,177	130.51	5,739,735	8.00	195,442	138.51	5,935,177
CLERICAL AND SECRETARIAL	101.83	2,401,024	1.00	21,312	102.83	2,422,336	(63,952)	97.83	2,296,944	5.00	61,440	102.83	2,358,384
TECH & PARAPROFESSIONAL	22.00	1,063,456			22.00	1,063,456	(6,011)	22.00	1,057,445	0.00	0	22.00	1,057,445
SKILLED CRAFT	31.00	1,017,227			31.00	1,017,227	(4,491)	30.00	988,244	1.00	24,492	31.00	1,012,736
SERVICE & MAINTENANCE	66.00	1,336,219			66.00	1,336,219	(13,212)	61.00	1,235,947	5.00	87,060	66.00	1,323,007
POLICE	14.00	498,234			14.00	498,234		14.00	498,234	0.00	0	14.00	498,234
GRAND TOTALS	666.38	32,006,013	2.00	71,312	668.38	32,077,325	(49,290)	627.88	31,213,668	40.50	814,367	668.38	32,028,035

Midwestern State University Reporting of Personnel Changes
Fiscal Year 2013-2014
April-June

I. ENTERING EMPLOYEES

1. John Griffin – Maintenance Technician, Facilities Services – 04/01/14
2. Christina Fisher – Teller II, Business Office – 04/21/14
3. Emma Brown – Secretary I, Mass Communication/Theater – 05/01/14
4. Seragin Paniagua – Groundskeeper, Facilities Services – 05/01/14
5. Kelvin Smith - Groundskeeper, Facilities Services – 05/01/14
6. Curtis Watford - Groundskeeper, Facilities Services – 05/01/14
7. Sierra Trenhaille- Admissions Evaluator, Admissions – 05/24/14
8. Melissa Yip-Santellana – Program Coordinator, Student Support Services – 05/27/14
9. Kathy Everett – Secretary II, Science and Mathematics – 06/01/14
10. William David Percy – Director, Facilities Services – 06/01/14
11. Tracy Boswell – Secretary II, Simulation Center – 06/09/14
12. Dana Davis – Registrar Assistant I, Registrar – 06/09/14
13. Carlena Kundert – Academic Advisor, BAAS – 06/16/14
14. Amanda Walton – Coordinator, Graduate Student Recruitment, Admission, and Retention – 06/16/14

II. EXITING EMPLOYEES

1. Caroline Park - Academic Advisor, BAAS – 04/17/14
2. Edith Zeisloft – Computer Based Testing Specialist, Career Management and Testing Services – 04/18/14
3. Brittney Hernandez – Secretary I, Counseling Center – 04/24/14
4. Lila Davis – Secretary I, Social Work – 05/01/14
5. Stephanie Noe – Secretary II, Biology – 05/14/14
6. Phyllis Behrens – Assistant Professor, Health and Public Administration – 05/31/14
7. Leigh Hope – Visiting Assistant Professor, Social Work – 05/31/14
8. Tommy Seals – Instructor, Computer Science – 05/31/14
9. Walter Wojciechowski – Visiting Assistant Professor, Theater – 05/31/14
10. Amanda Cantu - Coordinator, Graduate Student Recruitment, Admission, and Retention – 06/06/14
11. Nick Gipson – Academic Advisor, Dillard College of Business – 06/16/14
12. Ryan Sperry – Police Communication Operator, University Police – 06/23/14

III. RETIRING EMPLOYEES

1. Carol Collins – Assistant Professor, Nursing – 05/31/14
2. Kirk Harlow – Associate Professor, Health and Public Administration – 05/31/14
3. Danny Matthews – Assistant Professor, Accounting – 05/31/14
4. Lois Moore – Library Assistant III, Moffett Library – 06/30/14

**AUDIT, COMPLIANCE, AND
MANAGEMENT REVIEW
COMMITTEE**

Audit, Compliance, and Management Review Committee

Membership

Sam Sanchez, Chairman

Tiffany Burks

Jeff Gregg

Nancy Marks

Reading and Approval of Minutes

14-168. The minutes of the Audit, Compliance, and Management Review Committee meeting May 8, 2014, will be recommended for approval of the committee as shown in the minutes' section of this agenda as Minutes Attachment 14-168.

Audit Activities

14-169. The committee will receive information concerning university audit activities.

Contract Management Activities

14-170. The committee will receive information concerning contract management and review activities.

**BOARD OF REGENTS
MEETING AGENDA**

Board of Regents Meeting Agenda
August 8, 2014
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.

Call to Order

Introduction of Visitors

Opening Comments

Public Comment

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

Reading and Approval of Minutes

14-171. Minutes of the regular Board of Regents meeting May 8, 2014, will be recommended for approval as shown in the minutes' section of this agenda as Minutes Attachment 14-171.

Reading and Approval of Minutes

14-172. Minutes of the regular Board of Regents meeting May 9, 2014, will be recommended for approval as shown in the minutes' section of this agenda as Minutes Attachment 14-172.

Reading and Approval of Minutes

14-173. Minutes of the special Board of Regents meeting July 21, 2014, will be recommended for approval.

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

Board of Regents Meeting Dates – 2014-2015

14-174. The board will discuss the dates for the 2014-2015 quarterly Board of Regents meetings. The proposed dates are as follows:

November 6 and 7, 2014
February 12 and 13, 2015
May 14 and 15, 2015
August 6 and 7, 2015

President's Report

14-175. Information will be presented concerning various university matters, including:

- a. Texas Higher Education Coordinating Board (THECB) Update
- b. Legislative Update

Presidential Search

14-176. The Board of Regents will discuss the Presidential Search in closed session as allowed by Texas Government Code, Chapter 551.074.

Executive Session

14-177. 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
May 8, 2014

The Executive Committee of the Board of Regents, Midwestern State University, met in the J. S. Bridwell Board Room, Hardin Administration Building, Wichita Falls, Texas, at 1:45 p.m., Thursday, May 8, 2014. Executive Committee members in attendance were Mr. Shawn Hessing, Chairman; Mr. Mike Bernhardt, Vice Chairman; and Mr. Kenny Bryant, Secretary. Other regents attending the meeting on campus were Ms. Tiffany Burks, Mr. Caven Crosnoe, Dr. Lynwood Givens, Mr. Jeff Gregg, Ms. Nancy Marks, Mr. Sam Sanchez, and Student Regent Shelby Davis.

Administrative staff members present included Dr. Jesse W. Rogers, President; Dr. Betty Stewart, Provost and Vice President for Academic Affairs; Dr. Marilyn Fowlé, Vice President for Business Affairs and Finance; Dr. Keith Lamb, Vice President for Student Affairs and Enrollment Management; Dr. Howard Farrell, Vice President for University Advancement and Public Affairs; and Dr. Bob Clark, Vice President for Administration and Institutional Effectiveness. Other university personnel attending the meeting included Dr. Deborah Garrison, Associate Vice President for Academic Affairs and Dean of the Graduate School; Mr. Kyle Owen, Associate Vice President for Facilities Services; and Mr. Matt Park, Associate Vice President for Student Affairs and Dean of Students. Additional university personnel attending the meeting were Dr. David Carlston, Chairman of the Faculty Senate; Mr. Dirk Welch, Chairman of the Staff Senate; Dr. Michael Mills, Vice Chairman of the Staff Senate and Director of Housing and Dining Services; Mr. Charlie Carr, Director of Athletics; Mr. Barry Macha, General Counsel; Mr. Mike Taylor, Internal Auditor; Ms. Dawn Fisher, Director of Human Resources; Mr. Chris Stovall, Controller; Ms. Valarie Maxwell, Director of Budget and Management; 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. Also attending the meeting were Dr. Mitzi Lewis, Assistant Professor of Mass Communication and 2013 Faculty Award Recipient, and campus planners, Mr. Doug Abraham and Mr. Chris Rice. Representing the Student Government Association (SGA) were Ms. Melody Coffey, outgoing President, and Ms. Rebecca Stogner, incoming President. Representing the news media was Ms. Ann Work, reporter for the *Times Record News*.

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

Reading and Approval of Minutes

14-87. The minutes of the Executive Committee meeting February 13, 2014 were approved by the committee as presented.

Campus Master Plan and Construction Update

14-88. Mr. Hessing reported that information regarding major construction projects and an update on smaller projects were included in the agenda document. Mr. Owen reviewed

the reports that were included in the agenda book. He noted that the McCoy Hall addition should be completed by the end of the month and the Museum internal renovation project lacks only furnishings. He stated that the contractor was near completion of the design of the Hood Research Lab. He added that the project would then be issued for bids and construction should move forward by the middle of June.

Mr. Owen reported that the Wigwam Trail reconstruction project had been put on hold. He noted that Wigwam Trail is the road between Moffett Library and Bolin Science Hall. He stated that the improvement of green space on campus was discussed at the January and February board meetings. He indicated that the administration decided to redirect the funds originally designated for Wigwam to a project that would improve the area between the Clark Student Center, Killingsworth Hall, Pierce Hall, and Bea Wood Hall.

The Museum External Improvement project involves the addition of a roadway south of the museum and a parking lot on the north side of the facility. The design is almost complete and construction should begin in July. He noted that the project should be completed in March 2015.

Mr. Owen stated that football offices would be discussed as part of the next board item. He noted that the report on page four of the attachment should have shown \$350,000 for the cost of the project rather than \$300,000.

He then reviewed page one of the attachment which summarized the smaller projects, as well as those projects that were completed since the last board meeting. He noted that a parking consultant had been hired and a library consultant would be hired soon to assist in campus planning.

Mr. Rice presented drawings and photographs regarding the landscaping project for the area between the Clark Student Center, Killingsworth Hall, Pierce Hall and Bea Wood Hall (see Attachment 1). He noted that this project would be Phase I as shown in the presentation. Mr. Rice stated that he and Mr. Abraham would attend the August meeting to present a draft of the executive summary of the master plan.

Mr. Gregg indicated that he thought the overall master plan concept was very good and reiterated his concern regarding the elimination of parking. Mr. Rice responded that a parking consultant was gathering data and parking report would be presented to the board in August.

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

Capital Expenditure Plan (MP1) Report – FY 2015-2019

14-89. Mr. Hessing reported that each year the Texas Higher Education Coordinating Board (THECB) requests an update of the university's five-year plan for new construction, repair and rehabilitation projects, information resource projects, and property purchases. He noted that a revised MP 1 was distributed to the regents as shown as Attachment 2.

Dr. Rogers stated that this table of potential projects had changed dramatically as a result of the campus planning effort. He noted that the first item on the list was the project for which the administration would request funding through the Legislative Appropriations Request. He indicated that the project would be discussed in detail later in the meeting. He noted that the list was in approximate priority order but added that the priority order could change as funding becomes available. Dr. Fowlé added that prior to this year the THECB approved all large university construction projects. Owing to changes made by the 2013 Legislature the THECB reviews construction project but no longer has approval authority.

Mr. Bernhardt moved approval of this report as presented. The motion was seconded by Mr. Bryant.

Mr. Hessing asked how the administration determined the estimated cost of the projects included in the report. Mr. Owen responded that the estimates were derived from experience with past projects, standard estimated costs per square foot, the THECB recommended costs, and, in some cases, input from contracting firms.

Mrs. Burks noted that the source of funds for a number of projects was student fees. She asked if the approval of these projects would require that student fees be increased. Dr. Lamb responded that most of the student fees referenced on the list were existing fees and most would typically require a student referendum to be increased. Mrs. Burks asked if the administration had calculated what the future student fee structure might be if these projects were approved. Dr. Lamb indicated that the amount of the increase would be dependent largely on enrollment at the time each project is undertaken.

Dr. Givens expressed concern that the names of some of the projects, such as Academic Expansion and Revitalization, Daniel Building Food Services Renovation, and Hardin Building Infrastructure Renovation, did not clearly describe the projects. He asked if the administration might consider finding better names that more clearly described the projects. Dr. Rogers indicated that they would attempt to be clearer in the project names and descriptions.

There being no further discussion, the motion was approved.

Football Offices

14-90. Mr. Hessing reported that the football coaches currently office in two houses across the street from the campus on Hampstead Boulevard. He added that the facilities were awful. The administration recommended that a portion of Christ Academy be renovated to house the football offices and meeting rooms. Dr. Rogers noted that all of the sports, with the exception of football, are housed in Ligon and have fine facilities. He stated that during the last Ligon renovation project, the head football coach was given the choice of putting football offices in Ligon or having an expanded weight room for the team. The coach chose the weight room. Dr. Rogers explained that with this project the space for the football program would be expanded dramatically.

Mr. Bernhardt moved approval of this item as presented. Mr. Bryant seconded the motion.

Dr. Givens asked about the location of the new offices. Dr. Rogers responded that most of the football team's work is done on the two practice fields that are located across the street from Christ Academy. Dr. Givens asked if the ideal location for the offices would be Ligon. Dr. Rogers responded that there is not enough space in Ligon at this time. He noted that as the master plan moves forward it is possible additional space in Ligon would be available after four or five years. Mr. Hessing added that if a football stadium is constructed on campus the best location for the offices and meeting rooms would be inside the stadium. Dr. Givens expressed concern with spending this much money on an interim solution. Mr. Hessing stated that he considered this a permanent solution with the understanding that if things change in the future it could possibly be a four or five year solution. Dr. Rogers added that the earliest the football program could move into Ligon or a stadium would be five years.

Mr. Bryant asked about the chapel that is part of Christ Academy. Dr. Rogers responded that the offices would be separated from the chapel. Dr. Givens asked if putting a very aggressive sport near the chapel would diminish the sanctuary. Dr. Rogers responded that the administration had fully discussed this during the planning process and agreed that the plan would significantly separate the football facilities from the chapel.

Mr. Sanchez asked if the administration had considered what might be moved to the renovated space if football were to be moved in the future. Dr. Rogers responded that the Christ Academy facility would be used as swing space as needed over time. He added that it might be appropriate in the future to raze the facility, with the exception of the chapel. Mr. Sanchez asked what other space might be available as swing space if Christ Academy were razed. Dr. Fowlé responded that Memorial Hall would be available if Information Technology is moved to another building. She added that if the College of Education moves to Bridwell Hall, Ferguson Hall would also be available. She indicated that it would depend on the timing of the projects. Dr. Rogers added that portions of the third floor of Moffett Library are still available for use as swing space.

Mr. Crosnoe stated that as a newcomer he was having difficulty orienting himself to campus locations during the discussion. He indicated that it might be helpful to have a map on the screen during such discussions in the future.

There being no further discussion, the motion to approve this item as presented was approved.

Legislative Appropriations Request (LAR)

14-91. Mr. Hessing noted that MSU's legislative request for the next biennium would be prepared during the next few months. The majority of the request is driven by historical enrollment and financial information. However, requests for special funding require support from the Board of Regents.

Dr. Rogers discussed items presented in the agenda document. He reported that universities receive state appropriations through formula funding. In addition to formula funding, institutions are allowed to ask for exceptional item funding from the state. He noted that the administration's first proposed exceptional item request was the result of the university's planning process during the year. This item was a request for Tuition Revenue Bond (TRB) funding for new health sciences and human services facilities, a new information technology facility, and needed deferred maintenance projects. He added that the total cost of the project would be \$73 million. He noted that MSU's limit on the amount of tuition that can be pledged for this type of debt is \$60 million. Mrs. Marks asked if \$60 million was the maximum that could be requested from the state. Dr. Rogers responded that the administration would know more when instructions for the LAR were received. He indicated his hope that the request would include the full \$73 million project, with the understanding that private or local funds would be used to complete the project.

For the benefit of the new regents, Dr. Rogers explained the state's funding of capital projects through TRB funding. He noted that a university must use its credit rating and pledge its revenue to underwrite the bond. However, once TRB projects are bonded the state appropriates funding to the institution to pay the principle and interest owed. He stated that in this way the state of Texas does not take on additional debt. He indicated that this process has been in place for 70 years. He explained that the legislative request would be submitted to state offices later in the summer.

Dr. Rogers stated that during the session the legislature would likely discuss alternate ways of funding major construction on higher education campuses. He added that a number of legislators would like to move away from the TRB funding system.

Mr. Abraham presented information detailing the \$73 million proposed TRB project as shown in Attachment 3. In an effort to bring the new regents up-to-date, he reviewed the planning process. He reported that a campus-wide academic benchmarking study was accomplished. This study involved each of the deans and analyzed each college's peers from an academic standpoint. From that study a space projection for each of the colleges was developed for the next five, ten, and fifteen years. Existing facilities were then analyzed. The campus need that rose to the top was new facilities for the Gunn College of Health Sciences and Human Services (HSHS). He added that by building new facilities for the Gunn College, the current Bridwell Hall would be vacated and could be used by another college. The second slide showed the program areas and functions that would be housed in the proposed main HSHS building and noted that the site was yet to be determined. He added that the \$49 million estimate was determined through discussions with contractors.

The third slide presented plans for the HSHS annex. He noted that the athletic training and exercise physiology programs are currently housed in Ligon Coliseum. He added that when this annex is built it would free up space within Ligon that could be used for football. He stated that it was important for athletic training and exercise physiology to be located near athletics.

Deferred maintenance needs were summarized on the fourth slide and included work in Bolin Science Hall, Fain Fine Arts, Hardin, and Moffett Library. He added that the final piece of the project would relocate the Information Technology (IT) operation. Mr. Abraham noted that IT currently resides in Memorial Hall and many infrastructure issues require moving the operation. He stated that Moffett Library would be an ideal location for this operation.

Dr. Rogers noted that the board had previously discussed having a first and second priority TRB request. He stated that as the administration planned further it was apparent that it would be best to combine the top priority projects into one TRB request. He added that this was the top priority project in the campus master plan. He indicated that the overall master plan would be presented to the board for review in August.

Mr. Sanchez asked why the stacks in the library needed to be moved. Mr. Abraham responded that some of the stacks are too close together and that a library consultant was being hired to vet the collection and make overall recommendations.

Mr. Bryant asked what would be done with the current Simulation Center facility if MSU received the TRB funding and moved the Simulation Center to the campus. Dr. Rogers responded that the university would have a number of options, including selling the property or keeping it for possible future use for athletics.

Dr. Rogers stated that the administration would like to submit a second exceptional item request. He noted that one of the state's priorities is to deal with the state's rapidly changing demographic and the declining enrollment of certain groups of people in Texas colleges and universities. Dr. Lamb explained that this program began at MSU through funding from a West Foundation grant. He added that the West funding expires this year. He noted that the genesis of the program is the changing demographics of Texas and, in particular, the number of economically disadvantaged and underrepresented students in higher education in Wichita Falls and Wichita County. He stated that MSU would partner with the Wichita Falls ISD, Vernon College, a community based organization, the Zavala Cultural Initiative, and another organization, Café con Leche. Through the program students from secondary schools would be recruited into higher education. Additionally, the institution would start working with underrepresented populations at the middle school level in an effort to attempt to change the college-going culture in some of these groups.

Mr. Bryant moved that the board authorize the administration to continue the development of these two exceptional item requests as presented. Mr. Bernhardt seconded the motion and it was approved.

Holiday Schedules for Staff Employees – 2014-2015

14-92. Mr. Hessing reported that the holiday schedules for Midwestern State University staff employees for the 2014-2015 fiscal year were recommended for approval as presented in the agenda. Ms. Fisher reported that the state designates a certain number of holidays for state employees. Institutions of higher education are allowed to determine when those

holidays are taken. She noted that during the upcoming fiscal year there would be 16 holidays for staff employees.

Mr. Bryant moved approval of the holiday schedules as presented. Mr. Bernhardt seconded the motion and it was approved.

Naming of University Facilities

14-93. Mr. Hessing asked Dr. Rogers to present the administration's recommendation concerning naming opportunities. Dr. Rogers presented the following recommendations:


- A. The chapel that is part of the Christ Academy facilities be named the "Burns Chapel."
- B. The remainder of the Christ Academy facilities be named "West Campus Annex."

Mr. Bernhardt moved approval of these recommendations as presented. Mr. Bryant seconded the motion and it was approved.

Adjournment

The Executive Committee discussion concluded at 3:15 p.m.

Reviewed for submission:



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

ATTACHMENT:

1. Landscaping Presentation
2. Revised MP 1 Report
3. Legislative Request Tuition Revenue Bond Presentation

MUSTANGS WALK - EXISTING



IN ORDER TO KEEP COST OF LANDSCAPING PROJECT TO A MINIMUM, WE KEPT AS MUCH OF THE EXISTING HARDSCAPE AS POSSIBLE



MUSTANGS WALK- PH 1

Connect existing sidewalks with new sidewalks

Vehicle turn-a-around area to be concrete infill with darker colored concrete pavers

New sidewalks to be concrete infill with light colored concrete pavers

Add grass and crosswalks on east side of Mustangs Walk to Beawood



MUSTANGS WALK- PH 2



Pavilion at Texas A&M Kingsville

Add pavilion at stage location

Remove brick wall behind stage to create wider pedestrian walkway similar to Mustangs Walk



MUSTANGS WALK- PH 3

Extend Mustangs Walk / Fire Lane to Comanche Drive

Remove trash bin / loading dock, add grass / sidewalks



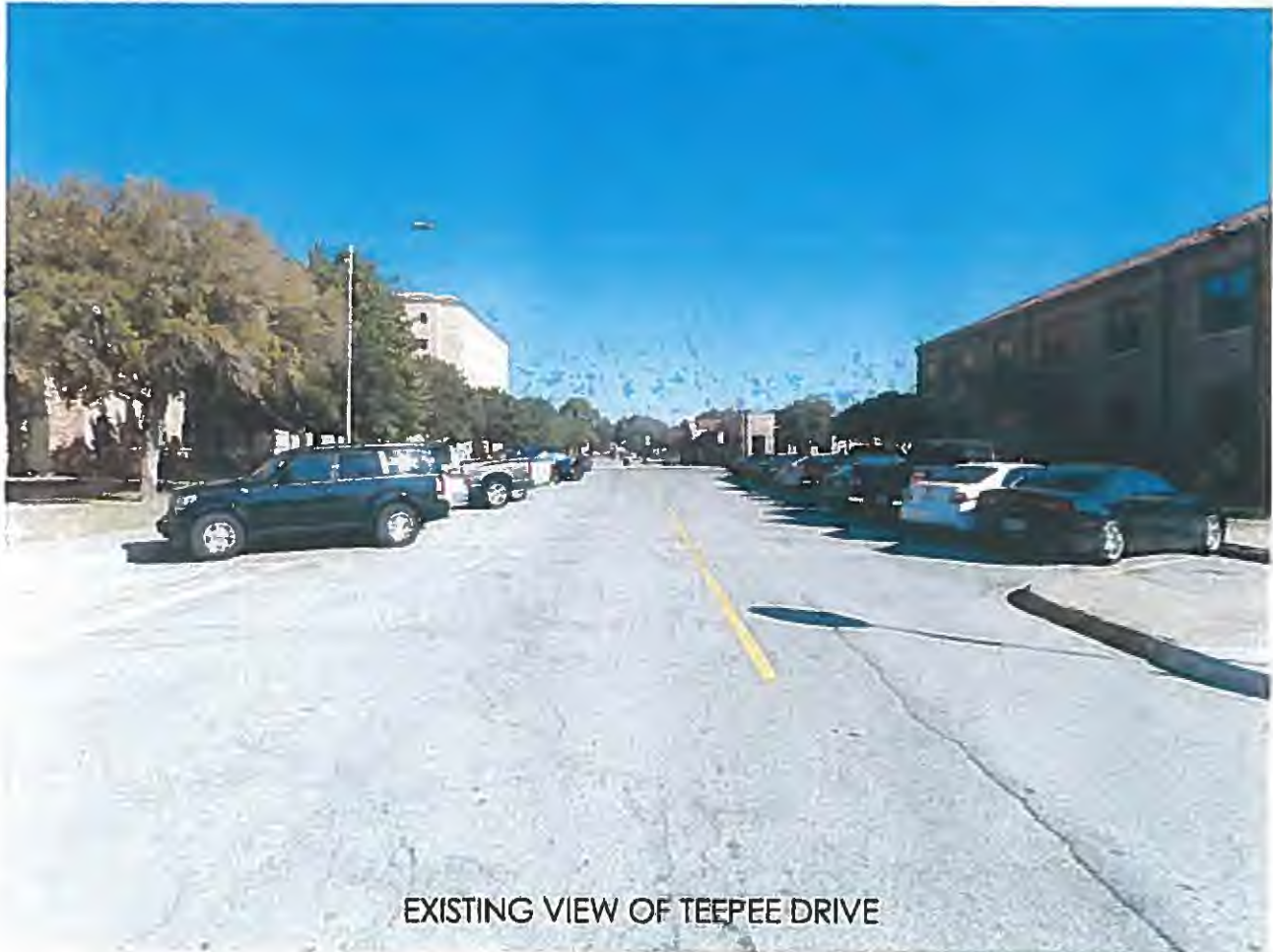
MUSTANGS WALK- PH 4

Remove sidewalks that are currently next to buildings

Add landscaping between buildings and Mustangs Walk



Mississippi State University



EXISTING VIEW OF TEEPEE DRIVE



PROPOSED SKETCH FOR CLOSURE OF TEEPEE DRIVE

Midwestern State University
Capital Projects - MP 1
Fiscal Years 2015-2019
Item 14-89

<u>Project Name</u>	<u>Priority</u>	<u>Project Cost</u>	<u>Sources</u>
Academic Expansion and Revitalization	1	\$73,000,000	Tuition Revenue Bonds, Higher Education Assistance Funds (HEAF), & Private Funds
New Student Residence Hall and Housing Offices	2	\$22,000,000	Housing Student Rental Income
New Facilities Services & Purchasing Building	3	\$3,000,000	Student Fee & HEAF
Daniel Building Food Services Renovation	4	\$7,000,000	Student Fee & Food Services Revenue
Parking Facilities	5	\$7,000,000	Parking Fees & HEAF
Campus Landscape Improvements	6	\$2,000,000	HEAF & Private Funds
Hardin Building Infrastructure Renovation	7	\$10,000,000	HEAF Bond
Christ Academy Facilities Renovation	8	\$2,000,000	HEAF & Private Funds
University Police Station	9	\$1,000,000	HEAF Bond
On-Campus Football Stadium	10	\$22,000,000	Private Funds & Student Fee
Baseball Stadium	11	\$6,000,000	Private Funds
Acquisition of Property	12	\$10,000,000	Private Funds
Total		\$165,000,000	
Projects <\$1 MM not reported to THECB.			

2015 Tuition Revenue Bond Request

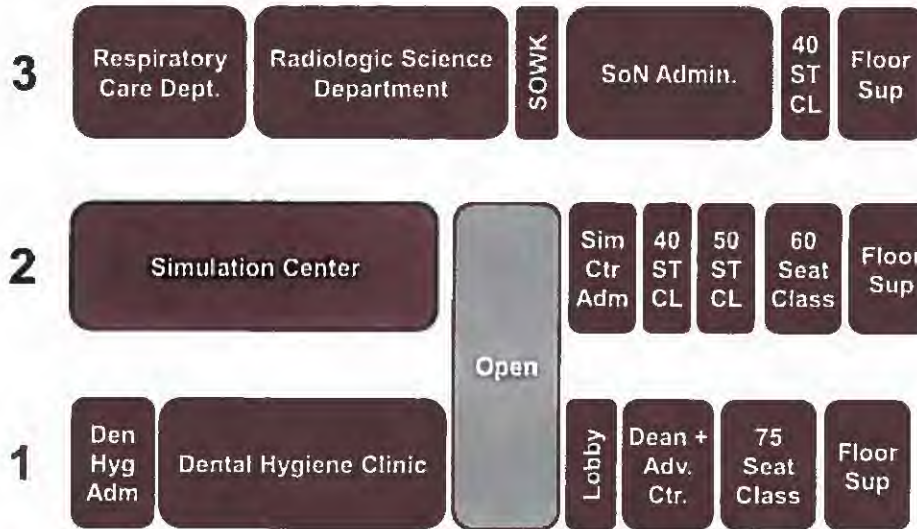
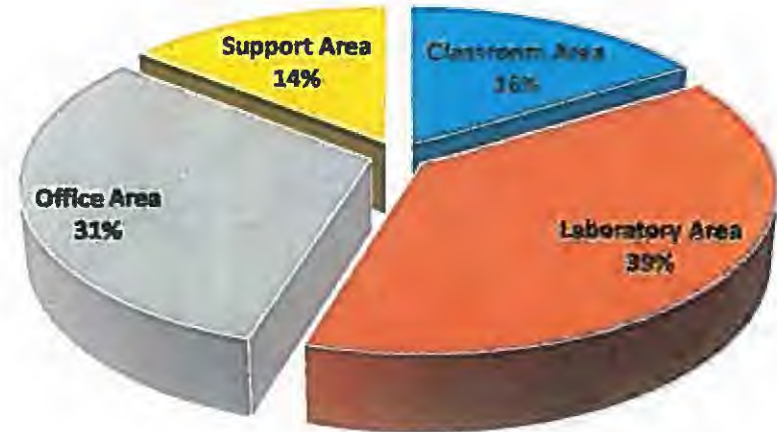
Summary of Projects:

HS+HS Building	\$49.0 million
HS+HS Annex	\$12.0 million
Deferred Maintenance Needs	\$9.0 million
Information Technology Relocation	\$3.0 million
Total TRB Request	\$73.0 million

2015 Tuition Revenue Bond Request

Health Sciences & Human Services Main Building (\$49m)

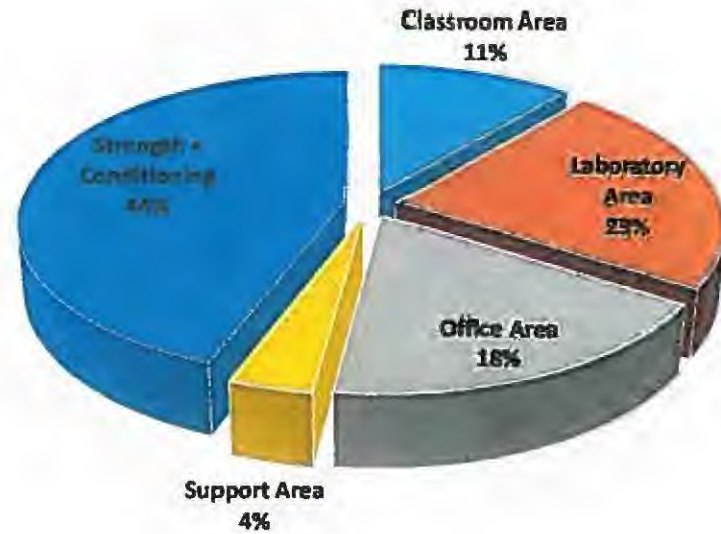
- 98,500 gross square feet
- Three stories
- Accommodates:
 - Dean's Suite
 - College Advising Center
 - Wilson School of Nursing
 - Dental Hygiene
 - Respiratory Care
 - Radiologic Science
 - Social Work
 - Simulation Center
 - Classrooms
 - Support Space



2015 Tuition Revenue Bond Request

Health Sciences & Human Services Annex Building (\$12m)

- 25,750 gross square feet
- Two stories
- Accommodates the Academic Training and Exercise Physiology Departments
- Provides the following spaces:
 - Didactic Lab
 - Bio-chem Lab
 - Bio-Mechanics Lab
 - Cycling Performance Lab
 - Strength & Conditioning Room
 - Classrooms
 - Support Space



2015 Tuition Revenue Bond Request

Deferred Maintenance Needs (\$9.0m)

- Bolin Hall
 - Electrical infrastructure upgrades
 - HVAC upgrades
 - Improve egress issues
- Fain Fine Arts
 - Improve accessibility to include elevators, ramps and restroom upgrades
 - Add fire sprinklers in auditorium
 - Improve egress issues
- Hardin
 - Add fire sprinklers in Akin Auditorium
 - Improve egress issues
- Moffett Library
 - HVAC upgrades
 - Network wiring upgrades
 - Improve accessibility to include elevators, ramps and restroom upgrades

Relocate Information Technology (\$3.0m)

- Approximately \$1.2m in IT infrastructure costs
- Approximately \$1.8m in renovation costs



Modify exit ramp



Stack spacing in Moffett Library



Fire sprinklers in Fain Auditorium



Fire sprinklers in Akin Auditorium



Hardware in Fain Fine Arts & Moffett Library



Multiple floor levels in Fain Fine Arts



Replace exit doors at Akin Auditorium



Replace carpet in Moffett Library



Return air systems are cross-connected in Bolin Hall



Poor design of ramp to Hardin South

**MINUTES
MIDWESTERN STATE UNIVERSITY
BOARD OF REGENTS**

**Academic and Student Affairs Committee
May 8, 2014**

The Academic and Student Affairs Committee of the Board of Regents, Midwestern State University, met in regular session in the J. S. Bridwell Board Room, Hardin Administration Building, Wichita Falls, Texas, at 3:30 p.m., Thursday, May 8, 2014. Academic and Student Affairs Committee members in attendance were Dr. Lynwood Givens, Chairman, Mr. Kenny Bryant, Ms. Tiffany Burks, 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 Shelby Davis.

Administrative staff members present included Dr. Jesse W. Rogers, President; Dr. Betty Stewart, Provost and Vice President for Academic Affairs; Dr. Marilyn Fowlé, Vice President for Business Affairs and Finance; Dr. Keith Lamb, Vice President for Student Affairs and Enrollment Management; Dr. Howard Farrell, Vice President for University Advancement and Public Affairs; and Dr. Bob Clark, Vice President for Administration and Institutional Effectiveness. Other university personnel attending the meeting included Dr. Deborah Garrison, Associate Vice President for Academic Affairs and Dean of the Graduate School; Mr. Kyle Owen, Associate Vice President for Facilities Services; and Mr. Matt Park, Associate Vice President for Student Affairs and Dean of Students. Additional university personnel attending the meeting were Dr. David Carlston, Chairman of the Faculty Senate; Mr. Dirk Welch, Chairman of the Staff Senate; Dr. Michael Mills, Vice Chairman of the Staff Senate and Director of Housing and Dining Services; Mr. Charlie Carr, Director of Athletics; Mr. Barry Macha, General Counsel; Mr. Mike Taylor, Internal Auditor; Ms. Dawn Fisher, Director of Human Resources; Mr. Chris Stovall, Controller; Ms. Valarie Maxwell, Director of Budget and Management; Ms. Cindy Ashlock, Executive Assistant to the President; and Ms. Debbie Barrow, Director of Board and Government Relations. Also attending the meeting were Dr. Mitzi Lewis, Assistant Professor of Mass Communication and 2013 Faculty Award Recipient; and head men's basketball coach, Mr. Nelson Haggerty. Representing the Student Government Association (SGA) were Ms. Melody Coffey, outgoing President, and Ms. Rebecca Stogner, incoming President. Representing the news media was Ms. Ann Work, reporter for the *Times Record News*.

Chairman Givens called the meeting to order at 3:30 p.m.

Reading and Approval of Minutes

14-94. The minutes of the Academic and Student Affairs Committee meeting February 13, 2014, were approved by the committee as presented.

Faculty Report

14-95. Dr. Givens noted that Dr. David Carlston, Chairman of the MSU Faculty Senate, would present a report and introduce a special guest. Dr. Carlston stated that this was a good

year for the Senate. During the previous year a faculty survey was conducted which identified a number of concerns. The survey was completed again in the spring 2014 and results will be distributed in the fall. He reported that each of the vice presidents visited with the Faculty Senate at least once during the academic year. He expressed appreciation to the board for approving funding for the grant writing consultants. He added that the first grant had been submitted and involved three academic colleges and a number of faculty. He noted that the faculty is pleased with the work that has been done in terms of enrollment at the undergraduate and graduate levels. He expressed appreciation to Dr. Farrell's office for their fund raising efforts.

Dr. Carlston reported that faculty members have started writing thank you notes to university donors. He indicated that the faculty would like to connect more with university donors and ensure that they understand the positive affect their donations have on faculty and students. He noted that the Faculty Senate is attempting to be a better conduit of information for the university. He expressed appreciation to the Provost and her office for their efforts, particularly for her work on the tenure and promotion policy revision. He thanked Dr. Fowlé for meeting with the faculty to talk about the budget and answer budget questions. He indicated that having the opportunity to work with the Business Office and having access to budget information has helped to answer questions. He thanked Dr. Rogers and Dr. Clark for their response to the dual credit and concurrent enrollment issue that came up during the year. He indicated that the faculty appreciated the responsiveness of the administration in general.

Dr. Carlston expressed appreciation to the board for their interest in the university and for giving a faculty member the opportunity to address the board at each meeting. He noted that the board getting to know the work and expertise of the faculty and understand their caliber, character, and interests, was satisfying to the faculty as a whole.

Dr. Carlston then introduced Dr. Mitzi Lewis, Assistant Professor of Mass Communication. He stated that Dr. Lewis won the 2013 Faculty Award in December. This award is presented by the faculty and is based on a faculty member's contribution, collegiality, and work within the college and across the campus. He noted that Dr. Lewis is an incredible colleague. She has a number of publications and invited paper presentations. She is also very involved in the community.

Dr. Lewis stated that her message was the power of community (see [Attachment 1](#)). She acknowledged the support that she received when she worked in the private sector at TRW and Intel. She noted that these communities taught her valuable lessons that she brings to MSU students each day. She stated that in addition to receiving the MSU Faculty Award she also received a national award as Teacher of the Year from the Association for Education in Journalism and Mass Communication Small Programs Interest Group. She indicated that she would not have received either of these awards if not for the support she received from the university and her peers across the nation. She then discussed two particular research projects and interests. The first was a project that was presented recently at Midwestern State University's Enhancing Undergraduate Research and Creative Activities (EURECA) forum. Two students worked with Dr.

Lewis and Dr. Sally Henschel to review how Texas state universities are adapting their communication curricula to accommodate the new requirements set forth by the Texas Higher Education Coordinating Board (THECB) for the core curriculum. She noted that the EURECA program helped make this research possible. The second project was an online, open-access, peer-reviewed, scholarly journal that Dr. Lewis co-founded called Teaching Journalism & Mass Communication. The online journal allows her and her colleagues to reach people worldwide in a way that a print journal could not. She noted that since its inception in November of 2011, thousands of people from more than 125 countries have visited the website.

Dr. Lewis stated that the MSU mass communication department helps prepare students to succeed in jobs that are in the mass media field as well as a wide range of diverse fields. She indicated that graduates from the program have gone on to become lawyers, judges, investigators, higher education administrators, and faculty, as well as have careers in all types of businesses. She stated that the graduates are prepared for this because of the broad range of skills that an incredibly talented faculty brings to them. Dr. Lewis closed her presentation with words from Sarah Long, a 2012 graduate of the MSU mass communication department (see Attachment 2). She stated that students like Sarah are the reason faculty members do what they do. She thanked the board and administration for their support of the faculty and students.

Dr. Givens expressed appreciation to Dr. Lewis for the work she is doing. He also thanked Dr. Carlston for his report and indicated that the board members receive copies of the Faculty Senate minutes. Mr. Bernhardt commended the Faculty Senate and the administration on their efforts to work more closely together.

Staff Report

14-96. Mr. Dirk Welch, Chairman of the MSU Staff Senate, thanked the board for the opportunity to introduce university staff members to the board during the quarterly meetings. He recognized Dr. Michael Mills, Staff Senate Vice Chairman, for his work on the Staff Senate during the last two years and noted that he had shown invaluable leadership, dedication, and commitment. Dr. Mills reported on the following.

- a. He thanked the administration for attending Staff Senate meetings and speaking to the members during the year. He noted that since the last meeting, Dr. Fowlé and Dr. Lamb had visited with the Senate. Dr. Lamb discussed the profile of the freshman class and Dr. Fowlé discussed budgets and master planning. He added that Dr. Rogers would visit with the Staff Senate during the next week.
- b. Dr. Mills introduced two Staff Senate Scholarship recipients who received \$250 for the spring semester. The recipients were Mary Keber, Administrative Assistant in Housing and Dining Services, and Shanna Tole, Radiology Technologist in the Vinson Health Center. He then introduced a "You Make A Difference" award recipient, Cindy Cummings, who serves as Special Events Coordinator in the Clark Student Center. Dr. Mills noted that Jesse Johnson, Hardware Technician in

Information Technology, also received a "You Make A Difference" award, but was unable to attend the Board meeting.

Dr. Givens expressed appreciation to the staff members for their work on behalf of the university.

Student Government Report

14-97. Dr. Givens stated that the report would be given by outgoing Student Government Association (SGA) President Melody Coffey, and that she would introduce the incoming SGA President Rebecca Stogner. Ms. Coffey reported on the following.

- a. She noted that the SGA had a successful year and thanked the administration for their support.
- b. One of the major actions taken during the year was the Homecoming Bill.
- c. The SGA presents staff, faculty, and senator of the month awards to show appreciation to individuals for inspiring students and making a difference in their lives.
- d. She reported that a number of administrators visited with the Student Senate during the year, including Dr. Rogers, Dr. Fowlé, and Chief Williams, as well as representatives from the Counseling Center and the Student Development Office. She thanked them for the information they shared and for their overall support.
- e. The SGA Campus Environment Committee recommended the addition of benches, tables, and bike racks around campus. She thanked Dr. Fowlé for her efforts in getting these items purchased and installed.
- f. Ms. Coffey reported that the annual tree-planting ceremony honoring retiring faculty members was cancelled owing to the drought. She added that a reception was held and a special bench would be placed on campus to honor these individuals.
- g. The Student Senate passed a resolution asking to keep the library and Clark Student Center open 24-hours a day during finals. She noted that with the help of Dr. Garrison and Dr. Latham funding was found to staff the late-night hours and Greek Life provided volunteers to help.
- h. Ms. Coffey expressed appreciation to the administration and board for their support of the student body. She indicated that she had enjoyed serving the SGA and would graduate on Saturday.

Ms. Coffey introduced Rebecca Stogner, the incoming SGA president. Ms. Stogner stated that she is majoring in Political Science and intends to go to law school upon graduation. She added that she looked forward to serving the SGA as president.

Dr. Givens congratulated Melanie on her service to the university and her graduation and welcomed Rebecca to service as SGA president.

Athletics Report

14-98. Mr. Charlie Carr, Director of Athletics, reported on the following.

- a. The MSU athletics teams had a great year with 11 of the 13 teams making it to the post-season. This year the university hosted its 23rd NCAA event in the last 10 years.
- b. The men's and women's golf teams were selected to the NCAA post-season this year. This was the fourth straight year for the men and the third year for the women.
- c. The women's and men's tennis teams have moved on to the NCAA Sweet Sixteen in Orlando, Florida.

Mr. Carr then introduced Nelson Haggerty, head men's basketball coach. Coach Haggerty expressed appreciation to the university and the community for their support. He indicated that being among a fraternity of coaches that has great experience, win in the right way, and care about the right things every day had been extremely helpful in his development as a head coach. He added that he felt great about the support from the campus and the community. He thanked the board and administration for their support and indicated he felt great about where the program is headed.

Dr. Rogers stated that Coach Haggerty was wooed by one of the top athletic programs in the nation. He talked with the administration and his negotiations were about the team and what he needed to take MSU men's basketball team to a national championship. He added that the administration was delighted he chose to stay at MSU.

Dr. Clark reported on the success of the MSU Cycling Team. The team qualified again to participate in the national road championships this year in Richmond, Virginia having won the South Central Collegiate Cycling Conference for the sixth time in a row. Ten athletes travelled to Richmond, Virginia; the men competed against 160 cyclists from across the United States and the women competed against 90 cyclists. Jessica Priner, a President's Distinguished Scholar, repeated as the women's individual time trial champion. She also finished third in the women's road race, finished fourth in the women's criterium, and led the women's time trial team to a seventh place finish. Among the men, Tony Baca finished fourth in the men's crit and Cory Scott finished sixth in the men's road race and led the men's team time trial to a fifth place finish. The teams represented the university well.

May 2014 Graduating Class

14-99. The administration recommended approval of the list of candidates for May 2014 graduation. Dr. Givens reported that 656 students were on the graduation list.

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

Academic Department Name Change – Department of English

14-100. Dr. Givens reported that the administration recommended that the Department of English be renamed the Department of English, Humanities, and Philosophy. Dr. Stewart noted that the new title more accurately reflects the department structure and the courses offered. She reported that the university offers baccalaureate degrees in English or humanities, the master's degree in English, and minors in English, humanities, or philosophy.

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

MSU Policies and Procedures Manual Changes

14-101. Dr. Givens indicated that four policy changes were recommended for approval. He noted that Dr. Stewart would explain the first three policy changes and Ms. Fisher would explain the fourth.

- a. Policy 2.333, Provost and Vice President for Academic Affairs. Organization – Graduate Coordinator Duties – Dr. Stewart stated that this proposed change better defined the role of a graduate coordinator and aligned it with current university practice.
- b. Policy 3.112, Faculty Hiring Procedures – Dr. Stewart noted that this was a minor change related to where faculty hiring records will be stored.
- c. Policy 3.120, Faculty Tenure and Promotion Policy – Dr. Stewart distributed a summary of criteria for the current and proposed faculty tenure and promotion policies (see Attachment 3). She explained that the proposed policy was developed by an ad hoc committee of faculty with one representative from each of the six colleges, a college dean, and the provost. The ad hoc committee attempted to clarify expectations for faculty, reduce redundancies within the current policy, and to be more inclusive and consistent with current faculty demands and campus culture. Dr. Stewart reported that faculty are evaluated in three areas: Teaching, Research and Scholarly Activity, and Service. In the area of Teaching the proposed changes take into account the essential elements of the current policy and clarify the expectation of teaching. In the area of Research and Scholarly Activity, traditional research and applied research categories were revised and examples of each are given. The committee added categories to this area that are more consistent with the practices of current faculty, such as supervision of research and creative work with undergraduate and graduate students, grant writing, and primary responsibility for program or department assessment and accreditation. She noted that a number of programs at the university have attained disciplinary accreditation. The proposed policy will give credit in the tenure and promotion process for faculty taking on accreditation, self-study, and assessment responsibilities. Finally, the committee clarified expectations for service by the faculty. Dr. Stewart noted that in the current policy, faculty can apply for tenure only one year and a year later apply for

promotion to associate professor. She stated that with the proposed policy changes, faculty would be evaluated for tenure and promotion to associate professor at the same time. This change is more consistent with other colleges and universities.

Dr. Stewart reported that the policy was presented to each of the six colleges, unanimously endorsed by the Faculty Senate, and approved by Academic Council. She added that the administration recommends the new policy take effect in the fall of 2014 and that faculty who have two years of teaching experience at that time be evaluated under this revised policy. It was further recommended that faculty who have three years or more of teaching at the beginning of fall, 2014, have the option to choose which of the two policies they would be evaluated under.

Mr. Sanchez asked about item two on page 18 of the attachment regarding Instruction. He asked if this was where student course evaluations would be considered in the tenure and promotion process. Dr. Stewart responded in the affirmative. She added that student evaluations are one of tools used to measure the teaching effectiveness of the faculty members.

Dr. Rogers express appreciation to the ad hoc committee and the faculty as a whole for their time and effort in developing this policy.

- d. Policy 3.348. Employment of Foreign Nationals – Ms. Fisher reported that this policy was updated to reflect the guidelines that currently are in place for departments who employ foreign nationals. Additionally, the updated policy clarifies the protocol international employees must follow to receive visa assistance through the university. Finally, it outlines the financial support MSU supplies to these individuals.

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

Emeritus Status

14-102. Dr. Rogers explained that emeritus status is an honorary designation for retiring faculty and staff. An individual must have served the university well for a minimum of ten years to be considered for emeritus status. Emeriti faculty retain a university e-mail address and are encouraged to use Midwestern State University in their title when publishing or doing research.

Faculty Promotions and Tenure

14-103 & 104. Dr. Rogers stated that with the review of the updated policy Dr. Stewart had discussed the evaluation process. He noted that as faculty move through the ranks from assistant to associate to full professor, the standards become more demanding and rigorous. Dr. Rogers stated that tenure is the highest vote of confidence that can be bestowed on a faculty member. He commented that there are rules and laws surrounding tenure. He indicated that only the Board of Regents can bestow tenure and individuals have specific time limits in which to receive tenure. He noted that prior to

receiving tenure a faculty member may be dismissed without cause. Tenure guarantees a faculty member the right to due process before they can be dismissed. He added that tenure is in place to protect academic freedom and to protect faculty once they have proven themselves.

Recess

The committee meeting recessed at 4:40 p.m. Mr. Hessing noted that the committee would reconvene later in the day to consider items in closed session. The open meeting resumed at 5:21 p.m.

Executive Session

Mr. Hessing announced that the Board of Regents would go into closed session as allowed by the Texas Government Code Chapter 551, Sections 551.072, 073 and 074 to consider Items 14-102 (Emeritus Status), 14-103 (Faculty Promotions), 14-104 (Faculty Tenure), 14-86Ab (Real Property), 14-86Ac (Gifts or Donations), and 14-86Ad (Personnel Matters). The closed session was properly announced at 5:22 p.m. Mr. Hessing, Mr. Bernhardt, Mr. Bryant, Mrs. Burks, Mr. Crosnoe, Dr. Givens, Mr. Gregg, Mrs. Marks, Mr. Sanchez, Ms. Davis, Dr. Rogers, Ms. Barrow, and Mr. Macha remained for the full discussion. Dr. Stewart, Dr. Fowlé, Dr. Lamb, Dr. Farrell, and Dr. Clark remained for the discussion of Items 14-102, 103, and 104 only.

Open Meeting Resumes

The closed session ended at 6:24 p.m. with an announcement by Mr. Hessing that no action was taken during the Executive Session. The open meeting resumed.

Emeritus Status

14-102. Mr. Bryant recommended the following individuals be granted emeritus status upon their retirement.

- Ms. Carol Collins – Assistant Professor of Nursing – 21 years
- Dr. Kirk Harlow – Associate Professor of Health and Public Administration – 10 years
- Dr. Bob Harmel – Professor of Economics – 31 years
- Mr. Danny Matthews – Assistant Professor of Accounting – 14 years
- Dr. Jane Owen – Associate Professor of Educational Leadership – 10 years
- Dr. Roy Patin – Professor of Finance – 22 years
- Dr. Michael Preda – Professor of Political Science – 38 years

Mrs. Burks seconded the motion and it was approved.

Faculty Promotions

14-103. Mrs. Burks recommended approval of the following individuals for promotion.

From the Rank of Instructor to Assistant Professor:

Pamela Moss, M.Ed.

Academic Success Center

From the Rank of Assistant Professor to Associate Professor:

Betty Bowles, Ph.D.	Nursing
Jacqueline Dunn, Ph.D.	Physics
Nathan Jun, Ph.D.	Philosophy
James Masuoka, Ph.D.	Biology
Jeffrey Stambaugh, Ph.D.	Management

From the Rank of Associate Professor to Professor:

James Johnston, Ph.D.	Radiologic Sciences
Beth Vealé, Ph.D.	Radiologic Sciences

Mr. Sanchez seconded the motion and it was approved.

Faculty Tenure

14-104. Mr. Sanchez recommended granting tenure to the following individuals.

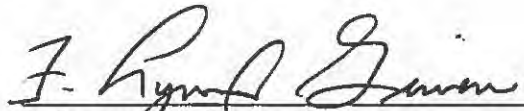
- Jeremy Duff, Ph.D. Political Science
- Jacqueline Dunn, Ph.D. Physics
- Kristen Garrison, Ph.D. English
- Susan Harvey, DMA Music
- James Masuoka, Ph.D. Biology
- Victoria Sanders, MSRS Radiologic Sciences
- Tiffany Stewart, Ph.D. Counseling (Education)
- Martin Camacho Zavaleta, DMA Music

Mr. Bryant seconded the motion and it was approved.

Adjournment

There being no further business, the Academic and Student Affairs Committee discussion concluded at 6:28 p.m.

Reviewed for submission:

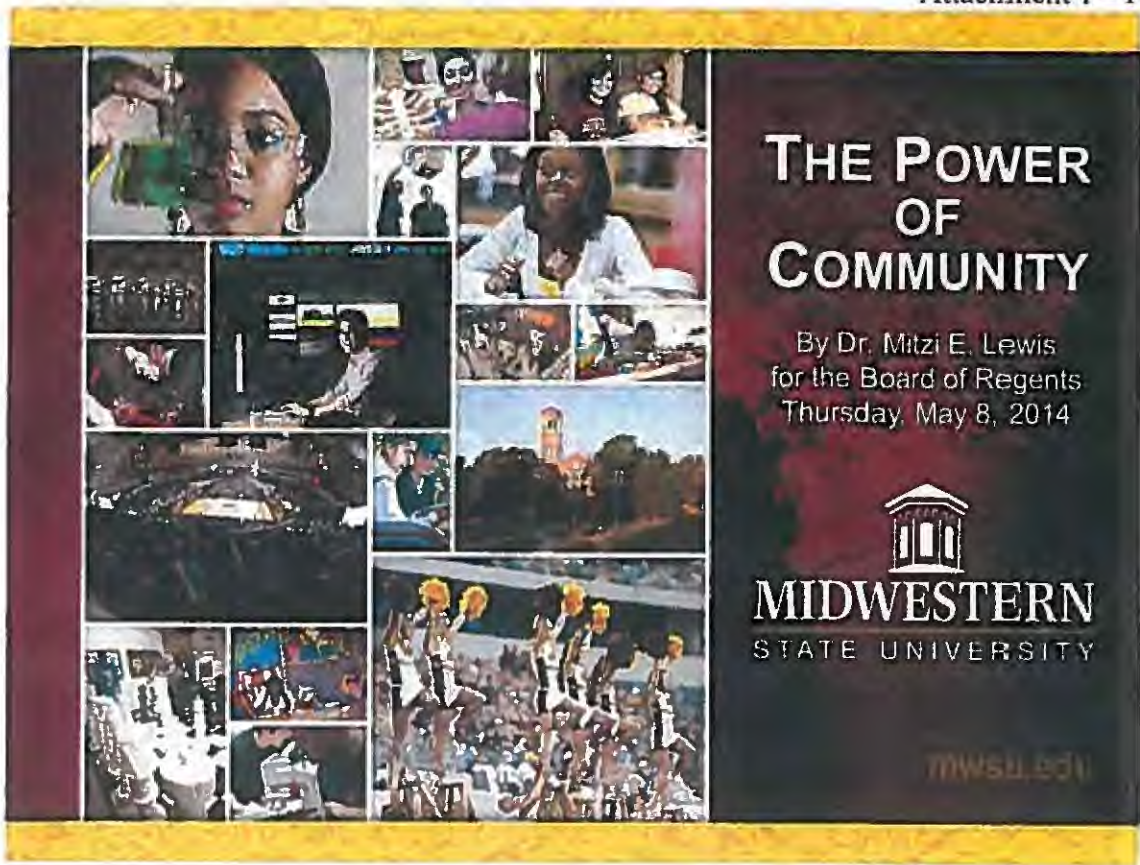


F. Lynwood Givens, Chairman
Midwestern State University

Board of Regents Academic & Student Affairs Committee

ATTACHMENT:

1. Faculty Presentation – Dr. Mitzi Lewis
2. Message from Mass Communication Alumnae
3. Tenure and Promotion Criteria Comparison



TRW

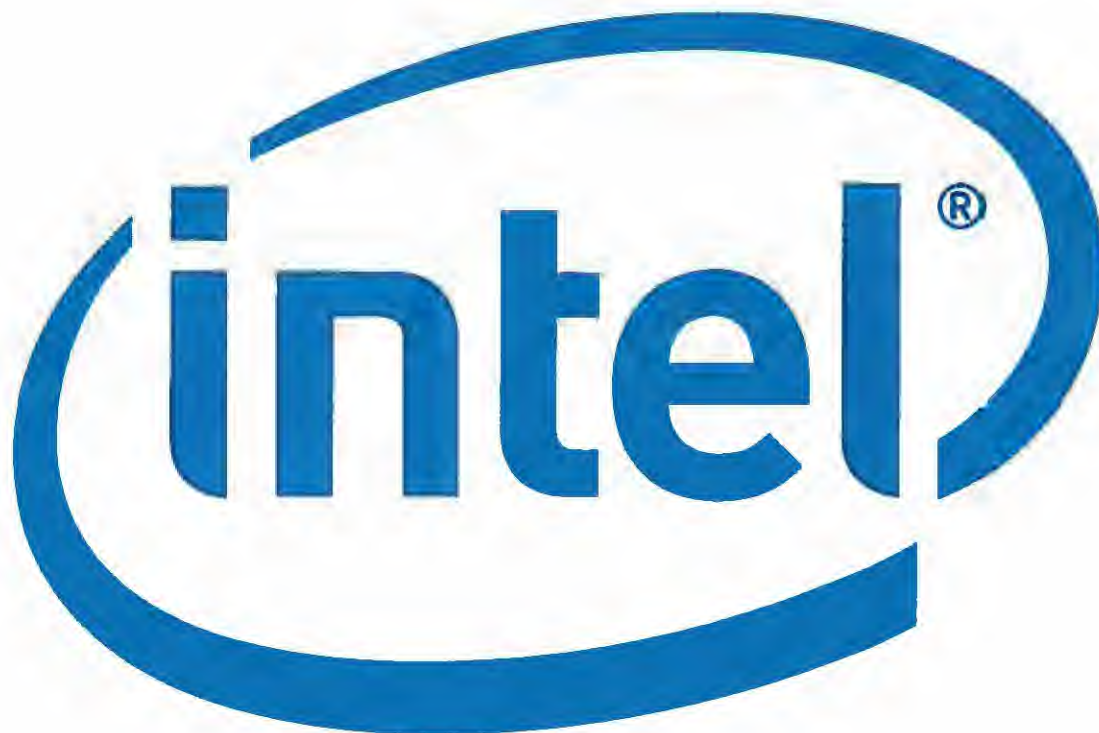


Photo by Bradley Wilson



“Literary Journalism: Local, Regional, National, Global” The Ninth International Conference for Literary Journalism Studies (IALJS-9)

Teaching the New Narrative May 2014 Panel



Mitzi Lewis
Midwestern State University



Calvin Hall
Appalachian State University



John Hanc
New York Institute of Technology



Cathy Yungmann
Cabrini College



John Capouya
University of Tampa



David Abrahamson
Northwestern University

EURECA

enhancing undergraduate research endeavors & creative activities



Tracking Trends, 2013-2015

Kelly Calame and Daniela Schwermer, Midwestern State University
Advisors: Sally Henrich, Ph.D., and Mitzi Lewis, Ph.D.

Purpose	Methodology	Results
<p>to determine the impact of the EURECA program on student research and creative activities</p> <p>to identify the most common research and creative activities</p> <p>to identify the most common disciplines</p> <p>to identify the most common advisors</p>	<p>Survey of 100 students</p> <p>Survey of 100 advisors</p> <p>Survey of 100 faculty</p>	<p>80% of students reported that the EURECA program had a positive impact on their research and creative activities</p> <p>60% of students reported that the EURECA program had a positive impact on their academic performance</p> <p>40% of students reported that the EURECA program had a positive impact on their career development</p>



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Scholarship of Application

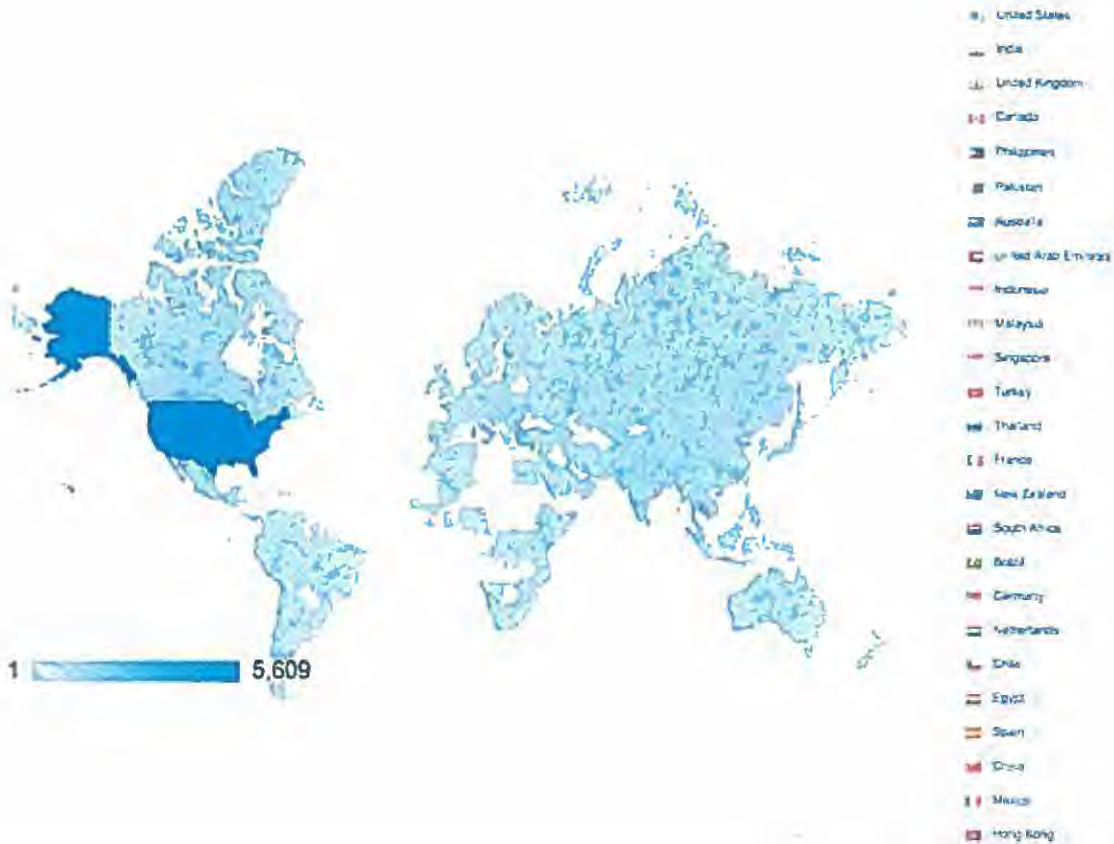
Teaching in the Galapagos Islands: Summer Study Abroad
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Search

Search





Mitzi Lewis
Midwestern State Univ.



Vivian Martin
Central Connecticut State Univ.



Lona Cobb
Winston-Salem State Univ.



Margo Wilson
California Univ. of Pennsylvania



Liz Birge
William Paterson Univ.



Carol Dykers
Salem College



Ginger Carter Miller
Georgia College



Kim Pearson
The College of New Jersey



Jack Zibluk
Southeast Missouri State Univ.



Susan Lewis
Abilene Christian Univ.





I work with a fellow mass communication graduate from another university. This is her first job outside of school and she started a month before me. We are very similar in circumstance. The difference is she wasn't involved in anything at school. She and I are performing very differently.

When I look at what we do differently, I see Dr. Sernoe, Prof. Minden, Dr. Lewis, Prof. Grant, Prof. Gorham, Dr. Wilson, and Prof. Pruitt. Everyday I use the skills each of you taught me, and I'm inspired to make you proud of me.

I am so grateful for the energy you put into me and I wouldn't be where I am without all of your support. You are my family, and I love you guys. Thanks for everything!

- Sarah Long
Class of 2012

THANK YOU

for supporting the faculty and our ability
to support our students.

Professor Jim Gorham
Professor Sandra Grant
Dr. Mitzi Lewis
Professor Liz Minden

Professor Randy Pruitt (*retired*)
Dr. Jim Sernoe
Dr. Bradley Wilson

Executive Session

Mr. Hessing announced that the Board of Regents would go into closed session as allowed by the Texas Government Code Chapter 551, Sections 551.072, 073 and 074 to consider Items 14-102 (Emeritus Status), 14-103 (Faculty Promotions), 14-104 (Faculty Tenure), 14-86Ab (Real Property), 14-86Ac (Gifts or Donations), and 14-86Ad (Personnel Matters). The closed session was properly announced at 5:22 p.m. Mr. Hessing, Mr. Bernhardt, Mr. Bryant, Mrs. Burks, Mr. Crosnoe, Dr. Givens, Mr. Gregg, Mrs. Marks, Mr. Sanchez, Ms. Davis, Dr. Rogers, Ms. Barrow, and Mr. Macha remained for the full discussion. Dr. Stewart, Dr. Fowlé, Dr. Lamb, Dr. Farrell, and Dr. Clark remained for the discussion of Items 14-102, 103, and 104 only.

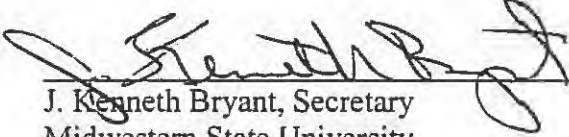
Open Meeting Resumes

The closed session ended at 6:24 p.m. with an announcement by Mr. Hessing that no action was taken during the Executive Session.

Adjournment

The committee of the whole meeting adjourned at 6:24 p.m. with no additional action taken.

Reviewed for submission:


J. Kenneth Bryant, Secretary
Midwestern State University
Board of Regents

ATTACHMENT:

1. Resolutions of Appreciation – Jane Carnes and Charles Engelman

CRITERIA FOR TENURE AND/OR PROMOTION

Policy approved 2008

This section delineates the criteria that are used for tenure and all levels of promotion once the eligibility requirements have been met. The specific criteria that must be met for each type of application are shown in the chart below.

	Instructor to Assistant Professor	Tenure	Assistant Professor to Associate Professor	Associate Professor to Professor
Teaching Effectiveness				
1. Effectiveness in classroom instruction.	Required	Required	Required	Required
2. Masterly and continued development of knowledge in teaching field subjects.	Must meet at least four of the five remaining criteria.	Must meet at least four of the five remaining criteria.	Must meet at least four of the five remaining criteria.	Required
3. Encouragement of students to learn and perform at or above the proper course level and to develop independent and critical thinking.				Required
4. Responsible demands for performance of students.				Required
5. Responsible and effective out-of-class work with students.				Required
6. Effectiveness in small-group or individual instruction.				Required
7. Demonstration of collegiality in teaching.		Required		Required
Research and Scholarly Activity				
1. Productivity – shows ongoing research involvement through continuing publications in books, refereed journals in the field (printed or electronic), or refereed conference proceedings; or he/she demonstrates continuing professional commitment to the visual, performing, or literary arts through creative performances and/or original and creative works.	Must demonstrate active research, including research beyond the institutional level, and meet either criteria 1-3 or 4-6.	Must demonstrate active research and be exceptional in either criteria 1-3 or 4-5, or reasonable in both	Must demonstrate active research, including research beyond the institutional level, and be exceptional in either criteria 1-3 or 4-5, or reasonable in both.	Must demonstrate active research, including research beyond the institutional level, and meet criteria 1-3 and 6-7, and either criterion 4 or 5.
2. Professional and scholarly recognition – receives recognition both inside and outside of Midwestern State University				
3. Quality of Research and Scholarly Activity – shows intellectual breadth or depth and originality and creativity as demonstrated by his/her research, artistic endeavor, or scholarship.				
4. Applied Research				
5. Professional Involvement and Consultation				
6. Presentations		Required	Required	Required
7. Demonstration of Collegiality in Research		Required		Required

	Instructor to Assistant Professor	Tenure	Assistant Professor to Associate Professor	Associate Professor to Professor
Service				
1. To the University				
a. Effective participation in administration of department/college activities	Required	Required	Required	Required
b. Effective participation within Midwestern State University academic community	Required	Required	Required	Required
c. Responsible and effective out-of-class career planning and academic advisement of students	Required	Required	Required	Required
d. Demonstration of Collegiality in Service		Required		Required
2. To the Profession/Community				
a. Ongoing and active involvement in professional organizations	Must meet two of the four criteria.	Must meet three of the four criteria.	Must meet two of the three criteria.	Must meet three of the four criteria in this category.
b. Conducting workshops, clinics, and performances, or hosting conferences or academic contests in areas of expertise				
c. Obtaining external grants or outside contributions				
d. Participating in non-compensated public service activities				

CRITERIA FOR TENURE AND/OR PROMOTION

This section delineates the criteria that are used for tenure and all levels of promotion once the eligibility requirements have been met. The specific criteria that must be met for each type of application are shown in the chart below.

	Instructor to Assistant Professor	Tenure	Assistant Professor to Associate Professor	Associate Professor to Professor
Teaching				
1. Course design – demonstrates the practical application of teaching philosophy	Required	Required	Required	Required
2. Instruction – demonstrates excellence in instruction	Required	Required	Required	Required
3. Continuing development – continuously develop professional knowledge and where appropriate incorporate into teaching	Required	Required	Required	Required
4. Collegiality – demonstrates working with others through teaching activities	Required	Required	Required	Required
Research and Scholarly Activity				
1. Productivity – demonstrates consistent scholarly involvement through traditional or applied endeavors	Must meet at least three (3) of requirements 1, 2, 3, 4, 5, and 6.	Required	Required	Required
2. Professional and scholarly recognition – receives recognition both inside and outside of Midwestern State University		Required	Required	Required
3. Professional involvement – engages in professional academic activities		Must meet at least two (2) of requirements 3, 4, 5, and 6.	Must meet at least two (2) of requirements 3, 4, 5, and 6.	Required
4. Grant writing and acquisition – writes grants that support department, college or the university				Must meet one (1) of requirements 4, 5, and 6.
5. Supervision of research or creative endeavors – supervises and mentors undergraduate or graduate students' research or creative projects				
6. Presentations – presents papers, posters, performances, exhibitions or workshops at professional meetings				
7. Collegiality – demonstrates working with others through research/creative accomplishments		Required	Required	Required

Service				
1. University				
a. Effective participation in administration of department/college activities	Required	Required	Required	Required
b. Effective participation within Midwestern State University academic community	Required	Required	Required	Required
c. Responsible and effective out-of-class planning and academic advisement of students	Required	Required	Required	Required
d. Demonstration of collegiality in service	Required	Required	Required	Required
2. Profession/Community				
a. Ongoing and active involvement in professional organizations	None Required	Must meet at least two (2) of requirements 2a, 2b, 2c, 2d, and 2e.	Must least two (2) of requirements 2a, 2b, 2c, 2d, and 2e.	Must meet at least three (3) of requirements 2a, 2b, 2c, 2d, and 2e.
b. Consulting in one's area of professional expertise or providing expertise				
c. Conducting workshops, clinics, and performances or hosting conferences or academic contests of other academic events.				
d. Obtaining external grants or outside contributions for scholarships, student activities, software, equipment and other resources for professional/community use other than research				
e. Participating in public service activities				

MINUTES
MIDWESTERN STATE UNIVERSITY
BOARD OF REGENTS

Finance Committee
May 8, 2014

The Finance Committee of the Board of Regents, Midwestern State University, met in regular session in the J. S. Bridwell Board Room, Hardin Administration Building, Wichita Falls, Texas, at 4:40 p.m., Thursday, May 8, 2014. 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 on campus were Mr. Kenny Bryant, Ms. Tiffany Burks, Mr. Shawn Hessing, Ms. Nancy Marks, Mr. Sam Sanchez, and Student Regent Shelby Davis.

Administrative staff members present included Dr. Jesse W. Rogers, President; Dr. Betty Stewart, Provost and Vice President for Academic Affairs; Dr. Marilyn Fowlé, Vice President for Business Affairs and Finance; Dr. Keith Lamb, Vice President for Student Affairs and Enrollment Management; Dr. Howard Farrell, Vice President for University Advancement and Public Affairs; and Dr. Bob Clark, Vice President for Administration and Institutional Effectiveness. Other university personnel attending the meeting included Dr. Deborah Garrison, Associate Vice President for Academic Affairs and Dean of the Graduate School; Mr. Kyle Owen, Associate Vice President for Facilities Services; and Mr. Matt Park, Associate Vice President for Student Affairs and Dean of Students. Additional university personnel attending the meeting were Dr. David Carlston, Chairman of the Faculty Senate; Mr. Dirk Welch, Chairman of the Staff Senate; Mr. Charlie Carr, Director of Athletics; Mr. Barry Macha, General Counsel; Mr. Mike Taylor, Internal Auditor; Ms. Dawn Fisher, Director of Human Resources; Mr. Chris Stovall, Controller; Ms. Valarie Maxwell, Director of Budget and Management; Ms. Cindy Ashlock, Executive Assistant to the President; and Ms. Debbie Barrow, Director of Board and Government Relations. Representing the Student Government Association (SGA) were Ms. Melody Coffey, outgoing President, and Ms. Rebecca Stogner, incoming President.

Chairman Bernhardt called the meeting to order at 4:40 p.m.

Reading and Approval of Minutes

14-105. The minutes of the Finance Committee meeting February 13, 2014, were approved by the committee as presented.

Summary of Financial Support 9/1/13 – 4/10/14

14-106. Mr. Bernhardt noted that the gift report was presented in the agenda document. He highlighted some of the major gifts received since the last meeting of the board.

- a. The West College of Education received a grant of \$138,250 from the West Foundation to fund the Joseph N. Sherrill Memorial Scholars Program for students who have graduated from college and would like to become secondary teachers.

- b. Wichita Falls Club Capri established a scholarship endowment with a gift to the MSU Foundation of \$33,582.
- c. The City of Wichita Falls awarded the Dillard College of Business Administration \$30,000 to support the Lalani Center Idea Wichita Falls.
- d. Mr. T. Bryant Medders III contributed \$13,580 to support the renovation of the Wichita Falls Museum of Art at Midwestern State University.

Mr. Bernhardt noted that a list of names and addresses of donors was in each board member's folder. Regents were asked to write thank you notes to individuals assigned and any others they chose to write.

Dr. Farrell reported that the Annual Fund has exceeded its goal by 18%. The Phonathon has also exceeded its goal and the Parent Fund is doing very well. He added that additional significant gifts would be announced in August.

Review and Acceptance of Financial Report

14-107. Mr. Bernhardt presented the administration's recommendation to accept the January, February, and March, 2014, Financial Reports. He asked Dr. Fowlé to comment. Dr. Fowlé reported that as of March 31, 2014, operating revenues, which are generated through tuition and fees, were 1.6% ahead of last year, for a total of \$666,000. Non-operating revenues were approximately \$1 million less than the previous year owing to the fact that gift income through March was less. She added that additional appropriations and investment income offset the decrease in income by \$900,000. Total revenue for the institution is approximately \$400,000 less than at this time last year and operating expenses are approximately \$2.5 million more. A portion of the increase in expenses was the new general merit scholarship program which totaled \$1.2 million. She noted that payroll and related expenses are up \$650,000 owing to pay raises that were given in the current year and added that professional fees increased by \$400,000 with the new grant consultant, the housing Wi-Fi contract, and expenses related to student recruiting. She stated that she anticipated the end of the year budget to closely match the budget that was approved by the board in August, 2013. She noted that the approved budget anticipated \$98 million in revenue, \$100 million in expenditures, and \$1.9 million in one-time funds to balance the budget.

Mr. Gregg moved acceptance of these reports as presented. Dr. Givens seconded the motion and it was approved.

Investment Report

14-108. Mr. Bernhardt reported that the board previously received a copy of the university's second quarter investment report. He asked Dr. Fowlé to comment. Dr. Fowlé noted that this report was through the end of February, 2014. The end of quarter overall rate of return on the university's \$43.2 million in cash holdings was 2.88%. The Texas A&M System Pool earned \$227,000 in interest and dividends during the quarter and

had \$800,000 in unrealized gain. She noted that the administration budgeted \$200,000 in income from these funds for the entire year and is very pleased with the results. The American National endowed holdings of \$8.5 million showed a 4.9% gain. The Luther King quasi-endowment holding of \$11.5 million showed a 4.5% gain.

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

Investment Policy

- 14-109. Mr. Bernhardt noted that changes to Policy 4.182, Investment Policy – Operating Fund, were recommended for approval as shown in the agenda. Dr. Fowlé reported that the board approved a slight change to this policy in August 2013 following the change in statute related to the university's cash investments. She added that upon further review, additional minor wording changes needed to be made and are recommended.

Dr. Rogers asked Dr. Fowlé to explain to the new regents the legislative change in statute. Dr. Fowlé explained that state statute previously required that if the board of an institution of higher education did not have oversight and control of \$30 million in endowed funds, that all of the institution's cash holdings had to be invested in secure, safe, and stable investments. She noted that the university generally holds \$25-30 million in cash and the investment return on these funds was less than 1%. In contrast, the statute provided that boards that met the \$30 million threshold could invest their cash based on prudent person standards. Dr. Rogers worked with Senator Craig Estes and Representative James Frank to propose to the legislature a change in the statute that would allow schools such as MSU to pool funds with another institution or system for investment purposes. The legislation was approved and the administration asked each of the university systems if they would be interested in investing MSU's cash. Proposals were received from the Texas A&M University System, the Texas Tech University System, and the University of North Texas System. The administration and board agreed that Texas A&M's proposal met MSU's needs and a contract was approved at the beginning of this fiscal year. Dr. Fowlé added that Stephen F. Austin State University is also investing with the A&M System. The return received thus far is approximately four times the previous return. Dr. Rogers added that endowment funds held by the MSU Foundation and the MSU Charitable Trust did not count toward the \$30 million level. He added that if those endowments had been included, MSU would have far exceeded the \$30 million threshold. Mr. Bernhardt thanked Dr. Fowlé for having the idea to change the statute and thanked Ms. Barrow for her work in Austin to get the statute changed.

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

University Accounts/Signature Authorizations

- 14-110. Mr. Bernhardt noted that Chris Stovall became Controller upon the retirement of Gail Ferguson. He stated that Linda Rose was promoted to Assistant Controller and needed to be added to the list of individuals authorized to sign on university bank accounts.

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

Payment Voucher Authorization

14-111. Mr. Bernhardt reported that the state of Texas requires the board to authorize individuals to approve state vouchers for the university. The administration recommended approval of the following:

- President
- Provost and Vice President for Academic Affairs
- Vice President for Business Affairs and Finance
- Controller
- Assistant Controller
- Two senior accountants designated by the Controller

Mr. Bernhardt noted that the only change from the previous authorization was the addition of the Assistant Controller. Mr. Crosnoe moved approval of this item as presented. Mr. Gregg seconded the motion and it was approved.

Bank Depository and Pledge of Collateral Agreement

14-112. Mr. Bernhardt noted that the administration competitively solicited bids from financial institutions to provide banking services for the university. In response to the Request for Proposals (RFP), two proposals were received and reviewed. Following review of the proposals, the administration recommended that the university contract with Wells Fargo for banking services during a four year period beginning June 1, 2014. Dr. Fowlé noted that the Wells Fargo proposal met the needs of the university and was more competitive.

Mr. Gregg moved approval of this item as presented. Dr. Givens seconded the motion.

Mr. Gregg asked which bank was the university's current depository bank and asked which other bank submitted a proposal for consideration. Dr. Fowlé responded that J. P. Morgan was the current depository and they also submitted a proposal. Mr. Gregg stated that it had been his experience in auditing small local governments that have used Wells Fargo as their depository bank that they have not been forthcoming with information. He expressed concern that the university's internal auditor might have that type of experience in the future if they are selected.

Dr. Givens asked why only two proposals were received. Mr. Stovall responded that part of the reason was the collateralization requirements. He added that many community banks do not have the funds on hand to collateralize the university's sizeable deposits. Dr. Givens asked how many proposals were solicited. Mr. Stovall responded that the RFP was sent to all of the local banks and likely totaled one dozen. Mr. Hessing asked if J.P. Morgan and Wells Fargo were the only two large banks in the area. Dr. Fowlé responded that Bank of America is also in the local area. Mr. Hessing

added that the collateralization issue has developed during the last three or four years. He added that he was curious to know why others did not respond. Mr. Stovall stated that Citibank recently closed the local branches and Bank of American is the only other federally chartered bank in this area.

Mr. Gregg asked if the university had had any difficulty receiving information that was needed from J.P. Morgan. Dr. Fowlé responded that there had not been any problems. Mr. Crosnoe asked if the contract included early termination procedures. Dr Fowlé responded that it did. Mr. Crosnoe asked about the standards for termination. Mr. Stovall stated that he would have to look at the contract but his recollection was that either party could terminate with notice in 60 days.

Mr. Gregg asked about the difference in the benefits offered by the two firms. Mr. Stovall responded that the primary difference was in the earnings credit allowance, which waives the charges the university must pay for services. He noted that Wells Fargo offered a .70% earnings credit allowance and J.P. Morgan offered only .25%. The contract that was negotiated four years ago provided 1%. Owing to this differential, MSU would be required to keep on deposit approximately \$8 million at J.P. Morgan compared to \$3 million at Wells Fargo in order to waive the same amount of service charges. He indicated that this was a significant difference.

There being no further discussion the motion was approved. Dr. Givens asked that a report be presented at the August meeting regarding the services received.

FY 2013-2014 Items \$50,000 & Under

14-113. Mr. Bernhardt noted that two budget changes were presented for ratification. Dr. Rogers reported that the first change related to the university's continuing effort to keep the Clark Student Center looking good and functional for students. The second item funded a maintenance contract that was increased unexpectedly for the Desire 2 Learn software.

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

Review of Personnel Reports and Salary/Title/Position Changes in 2013-2014 Budget

14-114. Mr. Bernhardt noted that these reports were presented in the agenda document for review and ratification. Dr. Rogers stated that each request for position is analyzed closely. He noted two significant changes presented in this report. The first was the addition of an employee in the area of Marketing and Public Information. He added that this was something the board had encouraged and that university marketing and promotions would increase as a result. The second was the addition of an Admissions Evaluator position. This position was added owing to the large increase in applications. The remaining items reflected funds saved through reclassifications and filling positions below budgeted amounts.

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

New Faculty and Staff Positions – FY 15

14-115. Mr. Bernhardt noted that the administration recommended adding faculty and staff position additions to the FY 15 budget as shown in the agenda. Dr. Stewart reviewed the list of positions. She noted that the additional athletic trainer was needed owing to the growth of the academic program and the need to provide adequate staffing for the sports offered. She stated that the second requested position was related to the third position. She explained that Dr. Larry Williams has taught at MSU for 37 years and the upcoming year will be his last year. Dr. Williams has directed the university's study abroad program for more than 23 years. The administration has selected Dr. Michael Mills as Dr. William's successor. Dr. Williams will return to full-time teaching in FY 15 which will result in an additional position for the year. Dr. Stewart added that at the end of FY 15, the faculty position in sociology would be dropped.

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

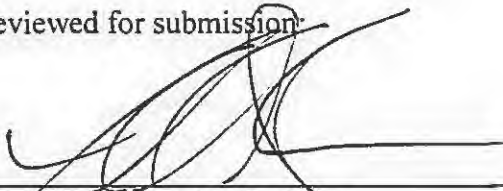
Waiver of Fees – Study Abroad Program and Sheppard Air Force Base Military Personnel –
Graduate Students

14-116 & 117. Mr. Bernhardt noted that the administration had removed these two items from the agenda. He indicated his interest in the item related to waiving fees for Sheppard Air Force Base military personnel and asked the administration to review this matter further and present a report on options at the August board meeting. Mr. Hessing added that he would like to know what other universities that have military facilities near them are doing in this regard.

Adjournment

The Finance Committee discussion concluded at 5:15 p.m.

Reviewed for submission:



Michael Bernhardt, Chairman
Midwestern State University
Board of Regents Finance Committee

**MINUTES
MIDWESTERN STATE UNIVERSITY
BOARD OF REGENTS**

**Audit, Compliance, and Management Review Committee
May 8, 2014**

The Audit, Compliance, and Management Review Committee of the Board of Regents, Midwestern State University, met in regular session in the J. S. Bridwell Board Room, Hardin Administration Building, Wichita Falls, Texas, at 5:13 p.m., Thursday, May 8, 2014. Committee members in attendance were Mr. Sam Sanchez, Chairman; Ms. Tiffany Burks, 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 Shelby Davis.

Administrative staff members present included Dr. Jesse W. Rogers, President; Dr. Betty Stewart, Provost and Vice President for Academic Affairs; Dr. Marilyn Fowlé, Vice President for Business Affairs and Finance; Dr. Keith Lamb, Vice President for Student Affairs and Enrollment Management; Dr. Howard Farrell, Vice President for University Advancement and Public Affairs; and Dr. Bob Clark, Vice President for Administration and Institutional Effectiveness. Other university personnel attending the meeting included Dr. Deborah Garrison, Associate Vice President for Academic Affairs and Dean of the Graduate School, and Mr. Kyle Owen, Associate Vice President for Facilities Services. Additional university personnel attending the meeting were Dr. David Carlston, Chairman of the Faculty Senate; Mr. Dirk Welch, Chairman of the Staff Senate; Mr. Charlie Carr, Director of Athletics; Mr. Barry Macha, General Counsel; Mr. Mike Taylor, Internal Auditor; Ms. Dawn Fisher, Director of Human Resources; Mr. Chris Stovall, Controller; Ms. Valarie Maxwell, Director of Budget and Management; Ms. Cindy Ashlock, Executive Assistant to the President; and Ms. Debbie Barrow, Director of Board and Government Relations. Representing the Student Government Association (SGA) were Ms. Melody Coffey, outgoing President, and Ms. Rebecca Stogner, incoming President.

Chairman Sanchez called the meeting to order at 5:13 p.m.

Reading and Approval of Minutes

14-118. The minutes of the Audit, Compliance, and Management Review Committee meeting February 13, 2014, were approved as presented.

Potential Conflict of Interest of Regent

14-119. Mr. Sanchez noted that during 2013, as part of the university's Southern Association of Colleges and Schools (SACS) accreditation process, a procedure was established whereby each regent, other than the student regent, would confirm in writing each year their receipt of copies of the state and university ethics policies and that they had filed a Personal Financial Statement with the Texas Ethics Commission. He noted that the acknowledgment form was in each of the member's folders for signature. He asked that board members return the signed form to Ms. Barrow at their convenience. He asked if any member wished to disclose any new potential conflicts of interest. With no response, no further action was required.

Audit Activities and Audit Plan

14-120. Mr. Mike Taylor, Internal Auditor, noted that his plan for the remainder of the 2014 fiscal year was included in the agenda. He presented information to the board as shown in Attachment 1.

Mrs. Marks moved approval of the proposed audit plan as presented. Mrs. Burks seconded the motion and it was approved without discussion.

Contract Management Activities and Contract Policy Review

14-121. Mr. Macha reported that 97 contracts were processed during the last quarter, January through April. He added that training was provided to university account managers in February regarding contract policies and procedures.

Mr. Macha reviewed proposed changes to Policy 2.24 as presented in the agenda. He noted that the board approved an extensive amendment to this policy in 2012, with the understanding that the policy would be reviewed annually. He noted that the proposed changes were the result of this review.

Mrs. Burks moved approval of these policy changes as presented. Mr. Gregg seconded the motion.

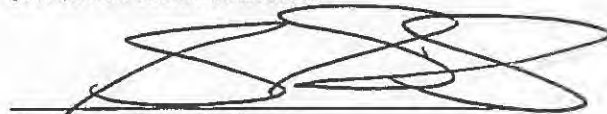
Mr. Sanchez asked why all of the vice presidents were added to the approval of articulation agreements. Mr. Macha responded that articulation agreements may fall under different areas of authority and this change would allow the appropriate person to sign the agreements. Mr. Sanchez asked if the agreements would be reviewed by Mr. Macha. Mr. Macha responded that he would review the agreements before they are finalized.

There being no further discussion the motion was approved:

Adjournment

The Audit, Compliance, and Management Review Committee discussion concluded at 5:22 p.m.

Reviewed for submission:



Sam Sanchez, Chairman
Midwestern State University
Board of Regents Audit, Compliance, and
Management Review Committee

ATTACHMENT:

1. Internal Audit Report

BOD Agenda May 2014

Fiscal Year 2014 – Remaining of year Audit Plan:

Included in the remainder of year 2014 Audit Plan is a self-assessment required by the Institute of Internal Auditor's (IIA). This assessment must be performed periodically in order to meet internal audit guidelines. Included in this assessment is a review of the current Internal Audit charter, questionnaire's completed by operating and support unit managers, management feedback and preparation for peer review.

The Public Funds Investment Act (PFIA) requires an audit biennially. This internally prepared audit provides assurance regarding the investment of public funds. We will conduct this audit as of the end of FY 2013 and submit the report to the State Auditor's Office.

Remaining available hours are consumed with State of Texas required audits or admin, training and leave time.

Compliance Committee:

The compliance landscape in higher education is changing constantly, and becoming more and more burdensome. In an effort to address the complex compliance environment in which we operate, and to improve the responsiveness of MSU's compliance programs, the university administration is forming a university compliance committee. Barry Macha, Chris Stovall and I have been tasked with forming this committee. The university compliance committee will report directly to the Audit, Compliance and Management Review Committee of the Board of Regents. The purpose of this committee is to provide a venue for management level personnel, who are responsible for compliance, to determine the best use of university resources regarding compliance. It is the administration's goal to be proactive and forward looking to eliminate possibilities of non-compliance on a university wide basis. We believe this committee will be instrumental toward this end.

In light of the new compliance committee, management is considering proposing a future name change of the office of Internal Audit. The proposal would be to change from Internal Audit to Audit Services and Compliance. This name change proposal will coincide with the new fiscal year and budget approval Board meeting in August, 2014.

MINUTES
MIDWESTERN STATE UNIVERSITY
BOARD OF REGENTS
May 8, 2014

The Board of Regents, Midwestern State University, met in regular session in the J. S. Bridwell Board Room of the Hardin Administration Building at 1:30 p.m., May 8, 2014. Regents in attendance were Mr. Shawn Hessing, Chairman; Mr. Mike Bernhardt, Vice Chairman; Mr. Kenny Bryant, Secretary; Ms. Tiffany Burks; Mr. R. Caven Crosnoe; Dr. Lynwood Givens; Mr. Jeff Gregg; Ms. Nancy Marks; Mr. Sam Sanchez; and Student Regent Shelby Davis.

Administrative staff members present included Dr. Jesse W. Rogers, President; Dr. Betty Stewart, Provost and Vice President for Academic Affairs; Dr. Marilyn Fowlé, Vice President for Business Affairs and Finance; Dr. Keith Lamb, Vice President for Student Affairs and Enrollment Management; Dr. Howard Farrell, Vice President for University Advancement and Public Affairs; and Dr. Bob Clark, Vice President for Administration and Institutional Effectiveness. Other university personnel attending the meeting included Dr. Deborah Garrison, Associate Vice President for Academic Affairs and Dean of the Graduate School; Mr. Kyle Owen, Associate Vice President for Facilities Services; and Mr. Matt Park, Associate Vice President for Student Affairs and Dean of Students. Additional university personnel attending the meeting were Dr. David Carlston, Chairman of the Faculty Senate; Mr. Dirk Welch, Chairman of the Staff Senate; Dr. Michael Mills, Vice Chairman of the Staff Senate and Director of Housing and Dining Services; Mr. Charlie Carr, Director of Athletics; Mr. Barry Macha, General Counsel; Mr. Mike Taylor, Internal Auditor; Ms. Dawn Fisher, Director of Human Resources; Mr. Chris Stovall, Controller; Ms. Valarie Maxwell, Director of Budget and Management; 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. Also attending the meeting were Dr. Mitzi Lewis, Assistant Professor of Mass Communication and 2013 Faculty Award Recipient; and campus planners, Mr. Doug Abraham and Mr. Chris Rice. Representing the Student Government Association (SGA) were Ms. Melody Coffey, outgoing President, and Ms. Rebecca Stogner, incoming President. Representing the news media was Ms. Ann Work, reporter for the *Times Record News*.

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

Opening Comments

Mr. Hessing asked Dr. Fowlé to make an introduction. Dr. Fowlé introduced Ms. Dawn Fisher as the new Director of Human Resources. She noted that Ms. Fisher has been employed at MSU for 15 years. She earned her undergraduate degree in social work and her master's degree in human resource administration from Midwestern State University. Mr. Hessing thanked Dawn for her service and indicated that the board looked forward to working with her.

Mr. Hessing welcomed two new regents, Ms. Nancy Marks and Mr. Caven Crosnoe, and asked each of them to tell the board about their background. Mrs. Marks stated that she was a graduate of Midwestern State University. She noted that she has been very involved in the local

community and worked with the school district for a number of years. She added that she previously served as an adjunct instructor at MSU in the College of Business Administration. Her husband Jim is also an MSU graduate; they have been married 45 years and have five grandchildren. Mr. Crosnoe stated that he and his wife, Sue, grew up in Texarkana and have been in Wichita Falls since 1966. He noted that his undergraduate degree is from Oklahoma State University and his law degree is from the University of Texas. He added that his wife earned her master's degree from MSU. He and Sue have been married 52 years; they have three children and six grandchildren. Mr. Crosnoe noted that he has practiced law in Wichita Falls since 1966 with Sherrill Crosnoe and Goff and have a long association with Midwestern, primarily through the Hardin Foundation and the MSU Foundation. Mr. Hessing indicated that the board looked forward to working with Mrs. Marks and Mr. Crosnoe and welcomed them to service on the Board of Regents.

Mr. Hessing stated that the meeting was being streamed live on the internet and asked everyone to silence their cell phones. He asked everyone to be aware that side discussions around the table or the room are distracting as the microphones are highly sensitive.

Public Comment

Mr. Hessing stated that in accordance with Board of Regents By-Laws, MSU Policy 2.22, members of the public are 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

14-84. Mr. Hessing stated that this item was originally placed on the agenda to allow for discussion of higher education trends and issues. He noted that while he did not have a specific topic to discuss, it was important that board members be aware of current issues. Dr. Rogers stated that higher education throughout the nation is in a state of transition as institutions consider efficiencies, the development of a 21st century curriculum, new technology, etc.

Resolutions

14-85. Mr. Hessing noted that copies of resolutions of appreciation for exiting board members Jane Carnes and Charles Engelman were previously sent to each board member for review. Mr. Bernhardt moved approval of these resolutions as presented. Mr. Bryant seconded the motion and it was approved (see Attachment 1).

Appointment of Board Committees

14-86. Mr. Hessing noted that the list of new committee appointments was included in the agenda document.

Executive Session

14-86A. Mr. Hessing reported that this item would be discussed later in the day.

Recess

The meeting recessed at 1:45 p.m. and resumed at 5:22 p.m.

Executive Session

Mr. Hessing announced that the Board of Regents would go into closed session as allowed by the Texas Government Code Chapter 551, Sections 551.072, 073 and 074 to consider Items 14-102 (Emeritus Status), 14-103 (Faculty Promotions), 14-104 (Faculty Tenure), 14-86Ab (Real Property), 14-86Ac (Gifts or Donations), and 14-86Ad (Personnel Matters). The closed session was properly announced at 5:22 p.m. Mr. Hessing, Mr. Bernhardt, Mr. Bryant, Mrs. Burks, Mr. Crosnoe, Dr. Givens, Mr. Gregg, Mrs. Marks, Mr. Sanchez, Ms. Davis, Dr. Rogers, Ms. Barrow, and Mr. Macha remained for the full discussion. Dr. Stewart, Dr. Fowlé, Dr. Lamb, Dr. Farrell, and Dr. Clark remained for the discussion of Items 14-102, 103, and 104 only.

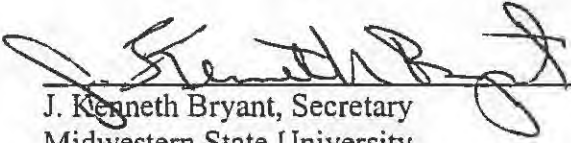
Open Meeting Resumes

The closed session ended at 6:24 p.m. with an announcement by Mr. Hessing that no action was taken during the Executive Session.

Adjournment

The committee of the whole meeting adjourned at 6:24 p.m. with no additional action taken.

Reviewed for submission:


J. Kenneth Bryant, Secretary
Midwestern State University
Board of Regents

ATTACHMENT:

1. Resolutions of Appreciation – Jane Carnes and Charles Engelman

MIDWESTERN STATE UNIVERSITY
RESOLUTION OF APPRECIATION
May 8, 2014

WHEREAS, Jane Carnes served with distinction as a member of the Midwestern State University Board of Regents from April 9, 2008 through February 25, 2014, and

WHEREAS, she served as Member-at-Large of the Executive Committee (2011-2014), Chair of the University Development Committee (2010-2012), and at various other times served as a member of the Finance and Audit, Investment, Personnel and Curriculum, Student Services, and University Development committees of the Board, and


WHEREAS, her genuine concern for Midwestern State University's students, its academic programs, and the university's relationship with the community and its donors helped guide Midwestern State University to new and higher levels of excellence,


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 Jane Carnes for her dedicated service, and

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



Shawn Hessing, Chairman


Michael Bernhardt, Vice Chairman

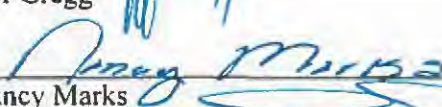

J. Kenneth Bryant, Secretary


Tiffany Burks


R. Caven Crosnoe

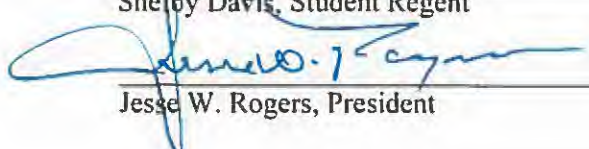

F. Lynwood Givens


Jeff Gregg


Nancy Marks


Samuel M. Sanchez


Shelby Davis, Student Regent


Jesse W. Rogers, President



**MIDWESTERN STATE UNIVERSITY
RESOLUTION OF APPRECIATION
May 8, 2014**

WHEREAS, Charles E. Engelman served with distinction as a member of the Midwestern State University Board of Regents from April 9, 2008 through February 25, 2014, and

WHEREAS, he served as Member-at-Large of the Executive Committee (2009-2011), Chairman of the Investment Committee (2009-2012) and the Student Services Committee (2010-2011), and at various other times served as a member of the Audit, Compliance, and Management Review; Finance; Student Services; University Development; and Athletics committees of the Board, and


WHEREAS, Mr. Engelman's business knowledge and experience, concern for Midwestern State University students, and commitment to the goals and objectives of the university reflected the highest ideals of public service,

NOW THEREFORE BE IT RESOLVED that the members of the Board of Regents and President of Midwestern State University hereby express their most sincere appreciation to Charles Engelman for his dedicated service, and

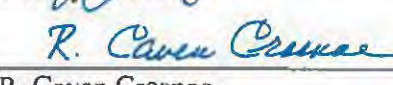
BE IT FURTHER RESOLVED that this Resolution be made a part of the permanent minutes of this Board and that a copy be presented to Mr. Engelman as a token of the University's gratitude.



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


Shelly Davis, Student Regent


Jesse W. Rogers, President



**MINUTES
BOARD OF REGENTS
MIDWESTERN STATE UNIVERSITY
May 9, 2014**

The Board of Regents, Midwestern State University, met in regular session in the J. S. Bridwell Board Room, Hardin Administration Building, Wichita Falls, Texas, at 9:00 a.m., Friday, May 9, 2014. Regents in attendance were Mr. Shawn Hessing, Chairman; Mr. Mike Bernhardt, Vice Chairman; Mr. Kenny Bryant, Secretary; Ms. Tiffany Burks; Mr. R. Caven Crosnoe; Dr. Lynwood Givens; Mr. Jeff Gregg; Ms. Nancy Marks; Mr. Sam Sanchez; and Student Regent Shelby Davis.

Administrative staff members present included Dr. Jesse W. Rogers, President; Dr. Betty Stewart, Provost and Vice President for Academic Affairs; Dr. Marilyn Fowlé, Vice President for Business Affairs and Finance; Dr. Keith Lamb, Vice President for Student Affairs and Enrollment Management; Dr. Howard Farrell, Vice President for University Advancement and Public Affairs; and Dr. Robert Clark, Vice President for Administration and Institutional Effectiveness. Other university personnel attending the meeting included Dr. Deborah Garrison, Associate Vice President for Academic Affairs and Graduate Dean; Mr. Matthew Park, Associate Vice President for Student Affairs and Dean of Students; Mr. Charlie Carr, Director of Athletics; Mr. Barry Macha, General Counsel; Mr. Mike Taylor, Internal Auditor; Ms. Dawn Fisher, Director of Human Resources; Mr. Chris Stovall, Controller; Ms. Valarie Maxwell, Director of Budget and Management; Dr. David Carlston, Faculty Senate Chairman; Mr. Dirk Welch, Chairman of the MSU Staff Senate; Ms. Julie Gaynor, Director of Marketing and Public Information; and Ms. Debbie Barrow, Director of Board and Government Relations. Representing the news media was Ms. Ann Work, *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 welcomed everyone to the meeting and thanked them for their participation, discussion, and action at the committee meetings Thursday. He thanked the Student Government Association for their conservation efforts and for the green water bottles. He then acknowledged Shelby Davis and stated that this would be her final board meeting. He announced that during last month's Honors Banquet she was named the Outstanding Mass Communication Student and also MSU Woman of the Year. The board congratulated Shelby on these achievements. Ms. Davis stated that she would be getting married in June and would graduate in December.

Public Comment

Mr. Hessing stated that in accordance with the Board of Regents By-Laws, MSU Policy 2.22, members of the public are invited to address the Board of Regents through written and oral testimony. He noted that no one had signed up to speak during this time.

Reading and Approval of Minutes

14-122 & 123. Minutes of the Board of Regents meetings February 13 and 14, 2014 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 May 8, 2014.

Item Presented for Committee Approval Only

14-87. Committee Minutes

Item Presented for Information Only

14-88. Campus Master Plan and Construction Update

Executive Committee Consent Agenda

Mr. Hessing recommended the following items approved by the Executive Committee and placed on the Consent Agenda for the board's consideration.

14-89. Capital Expenditure Plan (MP1) Report – FY 2015-2019 – approved plan as presented.

14-90. Football Offices – authorized that the football offices be relocated to a portion of the Christ Academy building at a cost of \$350,000 as presented.

14-91. Legislative Appropriations Request (LAR) – authorized the administration to develop two exceptional item requests as presented for inclusion in the university's LAR.

14-92. Holiday Schedules for Staff Employees – 2014-2015 – approved the schedules as presented.

14-93. Naming of University Facilities – authorized naming the chapel that is currently part of the Christ Academy facilities the "Burns Chapel" and naming the remainder of the Christ Academy facilities the "West Campus Annex."

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 May 8, 2014.

Item Presented for Committee Approval Only

14-94. Committee Minutes

Items Presented for Information Only

- 14-95. Faculty Report
- 14-96. Staff Report
- 14-97. Student Government Report
- 14-98. Athletics Report

Academic and Student Affairs Committee Consent Agenda

Dr. Gives 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.

- 14-99. May 2014 Graduating Class – approved the list of candidates for graduation.
- 14-100. Academic Department Name Change – authorized changing the name of the Department of English to the Department of English, Humanities, and Philosophy.
- 14-101. *MSU Policies and Procedures Manual* Changes – approved changes to the policies noted below as presented:
 - A. Policy 2.333 – Graduate Coordinator Duties
 - B. Policy 3.112 – Faculty Hiring Procedures
 - C. Policy 3.120 – Faculty Tenure and Promotion Policy
 - D. Policy 3.348 – Employment of Foreign Nationals
- 14-102. Emeritus Status – approved emeritus status for the following individuals:
 - Ms. Carol Collins – Assistant Professor of Nursing – 21 years
 - Dr. Kirk Harlow – Associate Professor of Health and Public Administration – 10 years
 - Dr. Bob Harmel – Professor of Economics – 31 years
 - Mr. Danny Matthews – Assistant Professor of Accounting – 14 years
 - Dr. Jane Owen – Associate Professor of Educational Leadership – 10 years
 - Dr. Roy Patin – Professor of Finance – 22 years
 - Dr. Michael Preda – Professor of Political Science – 38 years
- 14-103. Faculty Promotions – approved the following promotions:

From the Rank of Instructor to Assistant Professor:

Pamela Moss, M.Ed. Academic Success Center

From the Rank of Assistant Professor to Associate Professor:

Betty Bowles, Ph.D. Nursing
Jacqueline Dunn, Ph.D. Physics
Nathan Jun, Ph.D. Philosophy
James Masuoka, Ph.D. Biology

Jeffrey Stambaugh, Ph.D. Management

From the Rank of Associate Professor to Professor:

James Johnston, Ph.D. Radiologic Sciences

Beth Vealé, Ph.D. Radiologic Sciences

14-104. Faculty Tenure – approved granting tenure to the following faculty:

- Jeremy Duff, Ph.D. Political Science
- Jacqueline Dunn, Ph.D. Physics
- Kristen Garrison, Ph.D. English
- Susan Harvey, DMA Music
- James Masuoka, Ph.D. Biology
- Victoria Sanders, MSRS Radiologic Sciences
- Tiffany Stewart, Ph.D. Counseling (Education)
- Martin Camacho Zavaleta, DMA Music

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

Finance Committee Report

Mr. Bernhardt noted the items presented at the Finance Committee meeting for committee approval and information only, and items removed from the agenda. Information concerning these items can be found in the minutes of the Finance Committee meeting held May 8, 2014.

Item Presented for Committee Approval Only

14-105. Committee Minutes

Item Presented for Information Only

14-106. Summary of Financial Support

Items Removed from the Agenda

14-116. Waiver of Fees – Study Abroad Program

14-117. Waiver of Fees – Sheppard Air Force Base Military Personnel – Graduate Students

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.

14-107. Financial Report – accepted the monthly financial reports for January through March, 2014.

14-108. Investment Report – accepted the second quarter 2014 Investment Report.

- 14-109. Investment Policy – Operating Funds – authorized changes to Policy 4.182 as presented.
- 14-110. University Accounts/Signature Authorizations – authorized the addition of Linda Rose, Assistant Controller, to the list of individuals authorized to sign on university bank accounts as presented.
- 14-111. Payment Voucher Authorization – authorized individuals to approve payment vouchers for the university as presented.
- 14-112. Bank Depository and Pledge of Collateral Agreement – authorized the administration to contract with Wells Fargo for bank depository, collateral services, and custodial safekeeping services for the four-year period beginning May 1, 2014.
- 14-113. FY 2014 Items \$50,000 & Under – ratified the budget changes as presented.
- 14-114. Personnel Reports and Changes in 2013-2014 Budget – ratified the changes as presented.
- 14-115. New Faculty and Staff Positions – FY 15 – authorized the addition of faculty and staff positions as presented in the agenda.

Mr. Hessing asked if there were items any member wanted to remove from the Consent Agenda. There being none, 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: Additional information concerning these items can be found in the minutes of the committee meeting held May 8, 2014.

Item Presented for Committee Approval Only

- 14-118. Committee Minutes

Item Presented for Information Only

- 14-119. Potential Conflict of Interest of Regent

Audit, Compliance & Management Review Committee Consent Agenda

Mr. Sanchez recommended the following items that were approved by the Audit, Compliance, and Management Review Committee and placed on the Consent Agenda for the board’s consideration.

- 14-120. Audit Activities and Audit Plan – approved the audit plan for the remainder of the 2014 fiscal year as presented.

- 14-121. Contract Management Activities and Contract Policy Change – authorized the change to Policy 2.24 as presented.

Mr. Hessing asked if any member wanted to remove either of these items from the Consent Agenda. There being none, Mrs. Marks seconded Mr. Sanchez’s motion to approve the Consent Agenda as presented. The motion was approved.

Other Business

President’s Report and Discussion

14-124. Dr. Rogers indicated that he would present his update and Dr. Lamb would then discuss the freshman class profile.

- A. Update on Strategic Planning, Goals, and Future of the University – Dr. Rogers reported that a draft of the Strategic Plan had been distributed to the campus community for review and feedback. He noted that a copy had been sent to the board for their information as well. He reviewed the goals that are included in the plan:

Goal 1 – Increase Enrollment and Retention and Enhance the Student Experience

Goal 2 – Strengthen Academic Quality and Reputation

Goal 3 – Expand, Diversify, and Maximize University Resources

Goal 4 – Recruit and Retain a Diverse, High-Quality Faculty and Staff

Goal 5 – Increase the University’s Visibility and Enhance Outreach and Engagement with Constituents on a Local, Regional, and State Level

Dr. Rogers then discussed a number of items related to the future of the university.

1. Council of Public Liberal Arts Colleges (COPLAC) - He noted that the administration and faculty support the goals and mission of COPLAC. He added that the council is searching for a better, more descriptive name because “public liberal arts” is confusing to some people. He stated that COPLAC is a growing organization and MSU should remain a member.
2. Core Curriculum Change - He stated that the core curriculum must prepare students for long-term participation in our economy. He noted that while the recent required changes in the core had been challenging, it was an important step. He added that the needs of the core today are different from the needs of the institution and students 50 years ago.
3. College of Science and Mathematics - Dr. Rogers indicated that what is taught and emphasized in the sciences is changing. He stated that a plan must be in place to regularly upgrade laboratories and equipment, noting that this is a constant challenge for institutions of higher education. He reported that the mechanical engineering program continues to grow. He added that the biggest

challenge for this program will be maintaining adequate facilities and current equipment, and attracting qualified faculty to instruct the growing number of students. Mrs. Burks asked if any thought had been given to expanding science course offerings to include forensic sciences. She stated that the number of chemists and scientists needed in that area had grown exponentially in the recent past. She added that as a result of the Michael Morton Act, which was passed during the last legislative session, discovery rules have changed and additional testing will be required. Dr. Rogers noted that science touches every part of our lives. He stated that not enough people have been prepared in the forensic sciences. Dr. Stewart added that MSU's need to develop the curriculum more in the molecular sciences will lead to the support of the criminal justice area, particularly in genomics and proteomics. She indicated that MSU is moving in this direction. She added that MSU occasionally offers a course in forensic science and has also sponsored a forensic science camp. She stated that she could see the program moving in that direction in the future. She noted that MSU has a strong analytical program that will help contribute to workforce needs, particularly in this area. She added that the next step for MSU is in the area of molecular sciences.

4. Gunn College of Health Sciences and Human Services – Dr. Rogers reported that this is now the university's largest college. He indicated that the recent significant gift to the college, the new dean, and the leadership in the college are helping move the college forward.
5. Dillard College of Business Administration - He indicated he was pleased with the new dean and indicated his hope that he would provide leadership for the college for many years to come. He noted that the faculty has accomplished significant work in putting the MBA degree online. He stated that the concentrations in health administration and energy management will set MSU apart and attract students to the university.
6. Student academic services – Dr. Rogers noted that the university needs to provide additional tutoring and services for MSU students. He indicated that MSU is of the size that it should provide great out-of-the-classroom support for students. He added that as MSU continues to become more of a residential campus it is necessary to provide additional student services and programs to keep students on campus.
7. Athletics – He reported that the presidents of the Lone Star Conference schools are working to expand the conference. He added that MSU will have to work hard to stay at the top of the conference. He stated that athletics provides an opportunity to develop young people and attract them to the university. He indicated that in order to continue offering a top-notch program, the institution must look for expanded space and turf fields. He noted that the administration and board must look at facilities carefully and develop a plan for the long-term future of athletics. He added his support for continuing to look at baseball as a possible future sport.

8. Need for increased university funding – Dr. Rogers stated that in the short to medium term, the solution to the funding challenge is university growth. He added his belief that MSU is fortunate that the state has an expanding economy. He noted his hope that this will result in increasing state appropriations through the formula. He added that performance based funding would very likely be part of MSU’s funding from the state in the future.

Dr. Rogers then made the following announcement:

“I plan to retire on August 31, 2015 or such date thereafter that the MSU Board of Regents has announced my successor and he or she has taken office. Much remains to be done over the next 15 months, including planning for the 84th legislative session in Austin that begins next January. Our building plan, to a large extent, depends on the legislature and our success with the legislature in putting that plan forth in a reasonable, understandable, and well-justified way. On a personal level I will say that by the time I retire I will have spent 48 years at MSU. I believe I’ll be able to say then what I’m going to say now, that they have all been good years. They have brought me a great deal of satisfaction both professionally and personally. And over the decades this university has made significant advances and I have been pleased to have been present to witness them. As far as my future, I look forward to a more flexible schedule, and to pursuing interests long on hold. I will probably continue to be involved in higher education in one form or another after my retirement. Thank you.”

Mr. Hessing thanked Dr. Rogers for his service to Midwestern State University. He stated that Dr. Rogers was his first faculty advisor at MSU. He indicated that Dr. Rogers had been the perfect solution for the university during the 13 years he has served as president.

Dr. Rogers stated that he appreciated the board and the many boards he had worked with over the years. He noted that the stability of the university through its board and leadership had been a real strength and an underlying part of the growth in quality and reputation of the university.

The Board of Regents and others attending the meeting gave Dr. Rogers a standing ovation.

- B. Fall 2013 Freshman Class Profile – Dr. Lamb presented information concerning the 2013 incoming freshman class (see Attachment 1). He reported that the fall 2013 beginning freshman class totaled 817 students, the largest incoming freshman class in the last 20 years. He noted that 98% of this class is aged 17-19, which is very traditional. Slide Three presented race/ethnicity information for the class compared to Wichita County and Texas. He stated that the administration was very pleased with the diversity of the class. Slide Four reported on where students came from and indicated that 98% of the class were full-time students. He noted that more students were from the Dallas/Ft. Worth area than from Wichita County and Region IX

combined. Slide Five showed high school class ranking of these students. He noted that while headcount was up in every area, the percentage of students in the top 10% of their class had declined slightly. Slide Six showed ACT and SAT comparisons which were stable. He reported that the students indicated they wanted to be involved in campus life as shown in Slide Seven. Slide Eight showed beginning freshman fall-to-fall retention. He noted that this figure has averaged 66% since 1990 and increased to 68% last year. Dr. Lamb commented that MSU has an opportunity to be more purposeful about retention efforts and to increase that number. Slide Nine provided information regarding MAP-Works, an early alert system the university uses for beginning freshmen. He explained that the entering class participated in a survey after four weeks of class. The survey data was coupled with pre-college characteristics and the analysis indicated each student's likelihood of success. Mr. Park and his group utilize this data and work with individuals identified as high-risk. Beginning with Slide 10 and following, results from the CIRP Freshman Survey were presented. Dr. Lamb explained that data is collected from incoming summer orientation programs. This survey is through the Higher Education Research Institute at the University of California at Los Angeles. The survey compares MSU students' responses with responses from students at other public four-year colleges of medium selectivity throughout the nation. Slide 11 showed how far students travelled from their home to get to college; Slide 14 showed that MSU was the first choice of more than 68% of the incoming students; Slide 15 showed that 95% of the students recognized MSU's good academic reputation in their decision to attend MSU; Slide 16 showed that cost was a factor in selecting a university for 91% of the students; and Slide 17 indicated that 74% of the students were influenced by a visit to campus. Beginning on Slide 19 the survey reported on high school experiences and the habits the students had that were associated with academic success. Overall, the survey reported that these students had less developed good habits, indicating that MSU must put more effort into developing these good habits in incoming students than do peer institutions. He noted that this information provides direction in what MSU may want to consider in a coordinated first-year experience. Beginning on Slide 25 the survey reports on the students' expectation for college life. He noted that the students expect to participate in volunteer or community service and expect to communicate with professors. He added that less of MSU's students plan to participate in a study abroad program. He indicated that this expectation could hopefully be increased over the years as this is an important part of MSU's mission as a liberal arts institution. He added that the students expect to take an online course and many expect to work on a research project with a professor. He noted that this was important with MSU's focus on undergraduate research and the EURECA program.

Mr. Crosnoe asked about the process used in determining students who are at risk. Dr. Lamb responded that the MAP-Works program reviews pre-college characteristics such as ACT/SAT score, high school class rank, and certain demographic information. The students then complete a second survey during the third or fourth week of class related to academic issues, social/emotional issues, and financial concerns. This information generates the risk profile. He added that the program looks at 19 different factors.

Dr. Givens asked if any of the survey questions were about the city or community at large. Dr. Lamb responded in the negative. Dr. Givens stated that in his limited

sampling of prospective students, they mentioned that there was not as much to do in Wichita Falls when compared to the Dallas/Ft. Worth area. He noted that this fact pushes more responsibility onto the university to provide activities. Dr. Lamb expressed agreement. Dr. Givens asked if the university was pursuing partnerships with off-campus businesses or groups to provide assistance. Dr. Lamb responded that discussions were in the early phases. He indicated that they are looking at the possibility of offering a weekend bus route for students to meet shopping or entertainment needs. He added that the bus would run from campus on Friday night, all day Saturday, and Saturday night. Mr. Sanchez asked about on campus activities. Dr. Lamb responded that campus activities have increased. He noted that five freshman learning communities will begin in the fall. It is hoped that these communities will help anchor the students to campus and provide more activities inside and outside the classroom with faculty who are teaching in those learning communities. It is hoped that the learning communities will be successful and can be expanded over time until every incoming student is captured in a learning community. He added that the new housing would be designed to encourage learning communities. He noted that a comprehensive retention model must incorporate the classroom at the central level and these learning communities should be very effective.

Dr. Lamb reported that lack of funding continues to be a challenge. He noted that MSU is more of a residential campus with 5,900 students enrolled than it was with 6,400 students enrolled, with more expenses and less income. Mr. Sanchez noted that as his son is considering colleges he looks at activities that are offered on campus, asking if he can eat on campus on the weekend, and whether there is a coffee shop on campus that stays open late when he will be studying. Mr. Hessing noted that there are a number of state universities in college towns that could be looked at for ideas. Dr. Lamb added that one of the best more recent examples is what the University of Texas at Arlington and the City of Arlington did together. Mr. Gregg mentioned that he follows MSU on Twitter and that there is an activity on campus posted almost daily. He commended the administration for their efforts to give students a great number of things to do on campus.

Mr. Bernhardt commented that he had an idea that MSU should set a goal of enrolling 10,000 students in the year 2020. He asked if this was a reachable goal. Dr. Lamb responded that it might be possible, but that managing such rapid growth would be critical so that the university would not lose its identity. He indicated that some of the attraction for MSU is the small class sizes, the relationships with professors, and the cost. Mr. Bernhardt asked if Dr. Lamb could put together a plan for achieving such a goal. Dr. Lamb responded that he would.

Dr. Givens asked how big a factor an on-campus football stadium would be. Dr. Lamb responded that while it would be important in campus life, he was not certain how important it would be in recruiting. He added that it would likely do a lot in terms of connecting students to the campus and in retention. Dr. Givens indicated that he would like to see that as an agenda item with a timeline and a decision point in August. Mr. Hessing stated that a decision point might not be in August, but that there would be discussion.

Executive Session

Mr. Hessing announced that the Board of Regents would go into closed session as allowed by the Texas Government Code Chapter 551, Section 551.071, .072, .073, and .074, to consider Items 14-125 (Board Officers), 14-126a (consultation with attorney), 14-126b (real property), 14-126c (gifts or donations), and 14-126d (personnel matters). The closed session was properly announced at 10:11 a.m. Mr. Hessing, Mr. Bernhardt, Mrs. Burks, Mr. Bryant, Mr. Crosnoe, Dr. Givens, Mr. Gregg, Mrs. Marks, Mr. Sanchez, Ms. Davis, Mr. Macha, and Ms. Barrow remained for the entire meeting. Dr. Rogers, Dr. Stewart, Dr. Farrell, Dr. Lamb, and Dr. Clark remained for the discussion of Items 14-126a and 126c.

Open Meeting Resumes

The closed session ended at 11:32 a.m. with an announcement by Mr. Hessing that no action was taken during the Executive Session.

Board of Regents Officers

14-125. Mr. Hessing asked Mr. Bernhardt if he would chair a Nominating Committee with Mr. Gregg and Mrs. Burks to fill the member-at-large position on the MSU Board Executive Committee. He asked that the committee report would be expected in August.

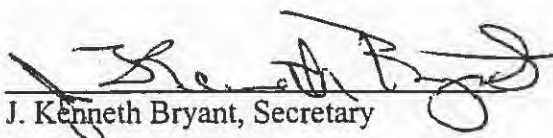
Closing Comments

Mr. Hessing thanked the regents for their participation in the meetings. He noted that the next regularly scheduled meetings of the board would be August 7 and 8.

Adjournment

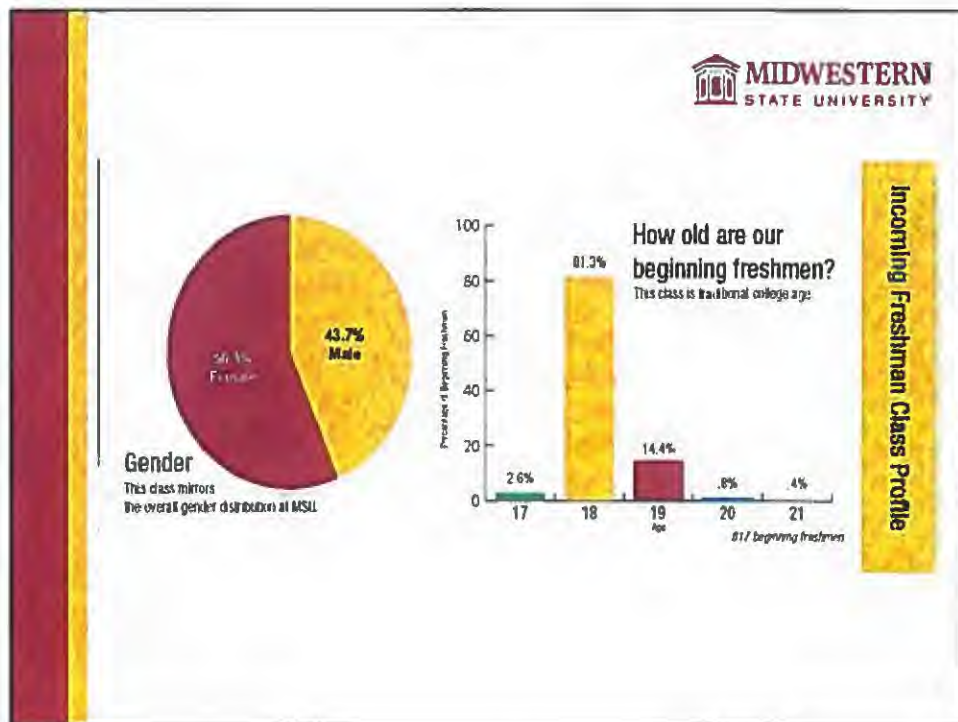
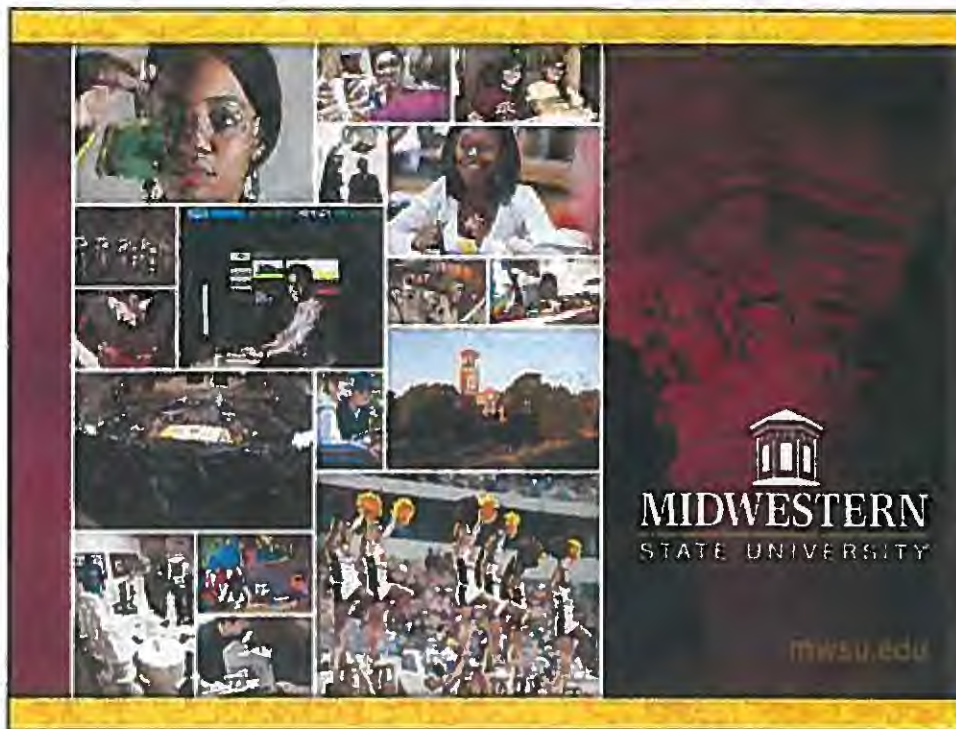
There being no further business, the meeting was adjourned at 11:34 a.m.

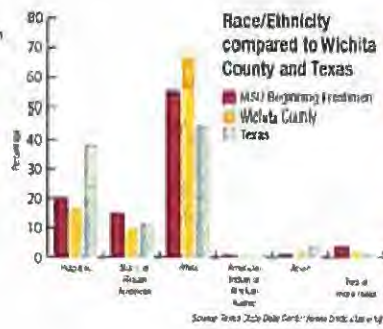
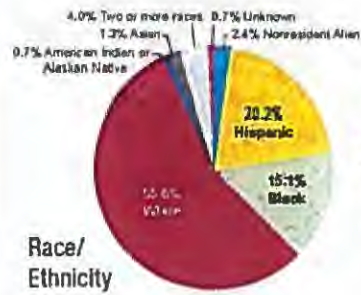
I, J. Kenneth Bryant, the fully appointed and qualified Secretary of the Midwestern State University Board of Regents, hereby certify that the above and foregoing is a true and correct copy of the minutes of the Midwestern State University Board of Regents meeting May 9, 2014.


J. Kenneth Bryant, Secretary

ATTACHMENT:

1. Fall 2013 Beginning Freshman Profile

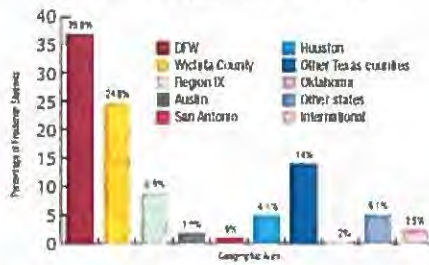




Incoming Freshman Class Profile

Where are they from?

More students are from Dallas-Fort Worth than other areas.



Registration status



Incoming Freshman Class Profile


ACT Composite

	2008	2009	2010	2011	2012	2013
Number submitted	352	392	424	364	353	467
25th percentile	19	18	19	20	19	19
50th percentile	21	21	21	21	21	21
75th percentile	23	23	23	24	23	23
Mean	21.14	21.19	21.38	21.87	21.31	21.19

SAT Composite (Reading + Math)

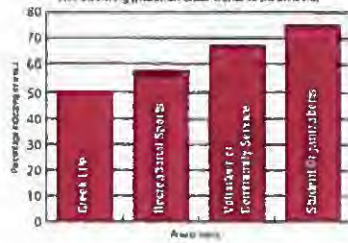
	2008	2009	2010	2011	2012	2013
Number submitted	501	541	535	436	443	570
25th percentile	910	920	920	930	920	900
50th percentile	980	1000	990	1010	990	990
75th percentile	1080	1100	1080	1090	1090	1090
Mean	1003.71	1014.64	1000.68	1013.76	1002.84	999.21



Academic Preparation & Aspirations

Community Involvement

The incoming freshman class wants to be involved



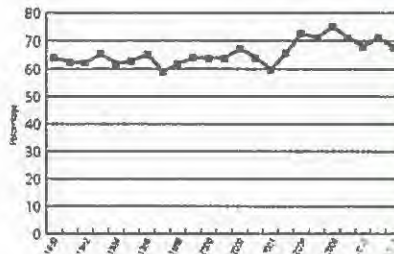
Political persuasion

They are politically moderate



Fall-to-fall BFR retention

Retention is a topic of particular concern. The achieved retention rate of large incoming classes is a major determinant of future enrollment. Since 1990, MSU's beginning freshman retention rates have varied from 74.9% (2008 cohort) to 59% (1997 cohort). During this time, the average cohort's fall-to-fall retention is 65.62%.



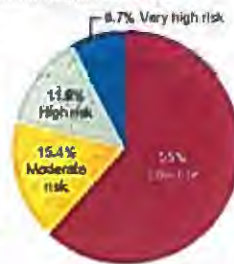
MAP-Works

MSU is entering its second year utilizing MAP-Works, which is a predictive early alert system. This fall 72% of the entering class participated in a survey that was administered during the fourth week of the semester. The survey data is coupled with pre-college characteristics to indicate each student's likelihood of success (good academic performance or persistence) at MSU. MAP-Works provides a measure for each student on the following factors:

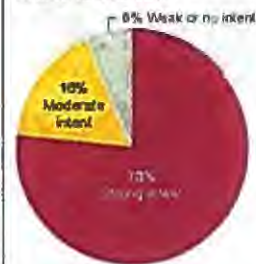
- Academic
- Socio-emotional
- Performance and expectations
- Behaviors and attitudes
- Financial means

When a student is identified as high-risk for attrition or poor academic performance, the factor scores are analyzed and appropriate assistance is dispatched. From the Fall 2013 incoming freshman class after one month of school, we know the following:

Risk of poor academic performance or attrition



Intent to return to MSU for Fall 2014



Midwestern State University CIRP Freshman Survey 2013 Results

First-time, Full-time Freshmen

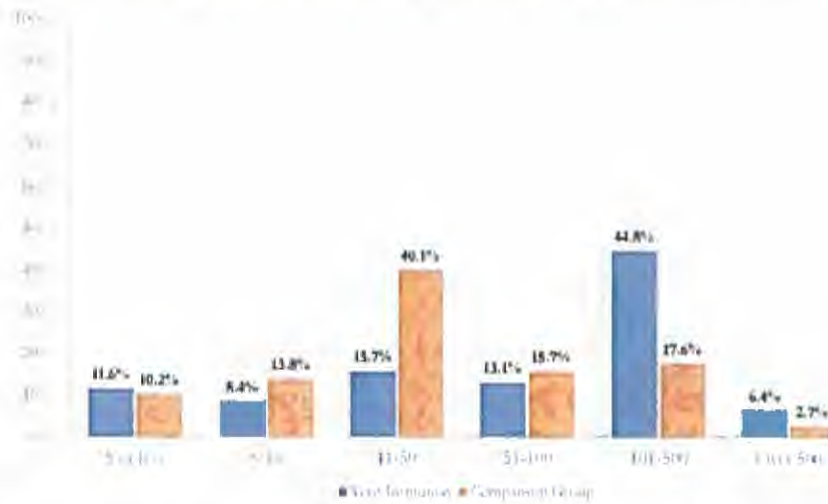
Midwestern State University
 N=514

Public 4yr Colleges-medium selectivity
 N=12,544

© 2013 CIRP, University of California, San Diego

Demographics

How many miles is this college from your permanent home?



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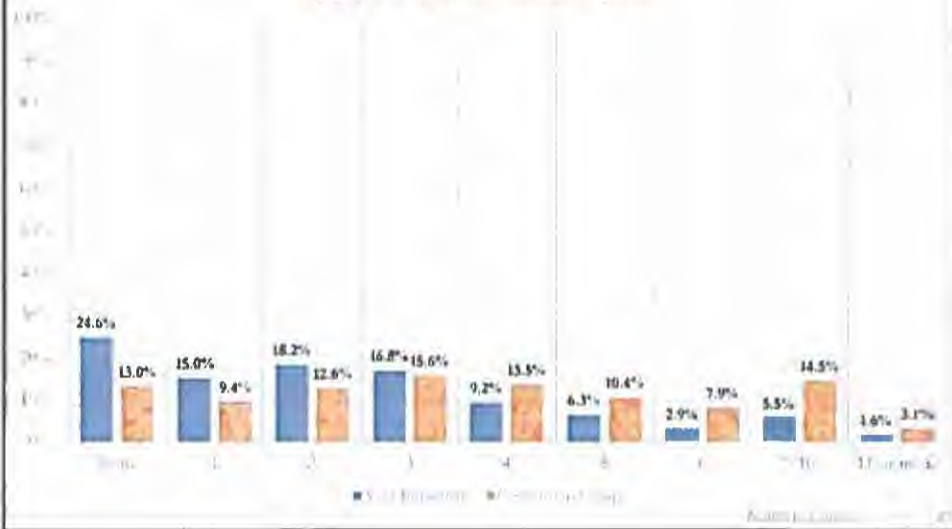
College Admissions Decisions

Many factors impact incoming students' college choice, including the benefits they see in attending college and considerations about which specific college to attend.

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College Admissions Decisions

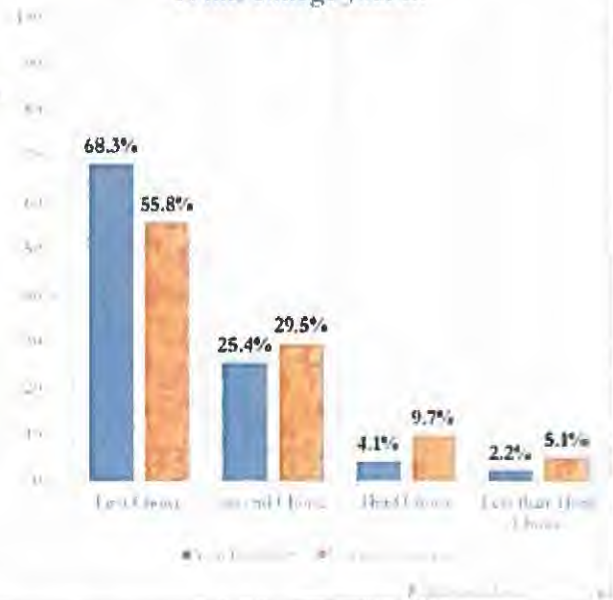
To how many colleges *other than this one* did you apply for admission this year?



College Acceptance

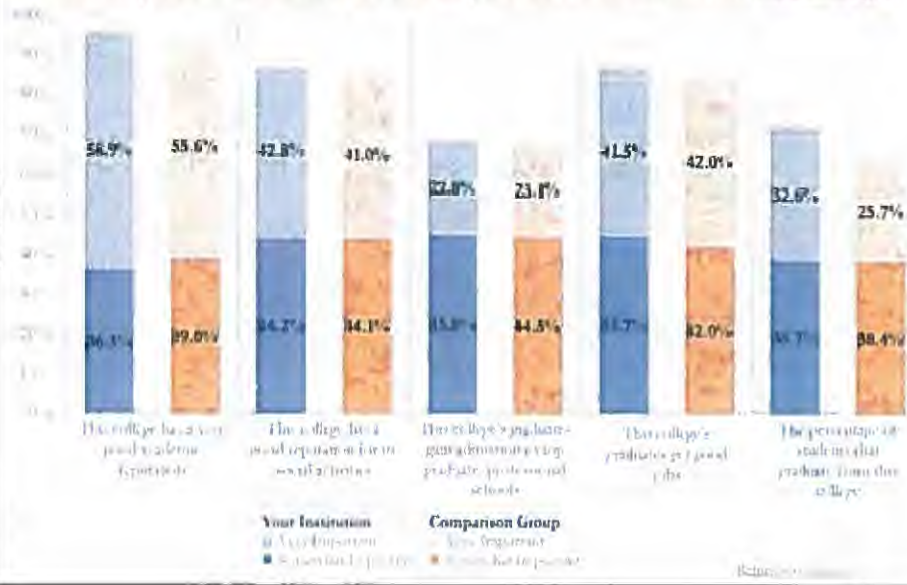
Is this college your ...

Were you accepted by your first choice college?



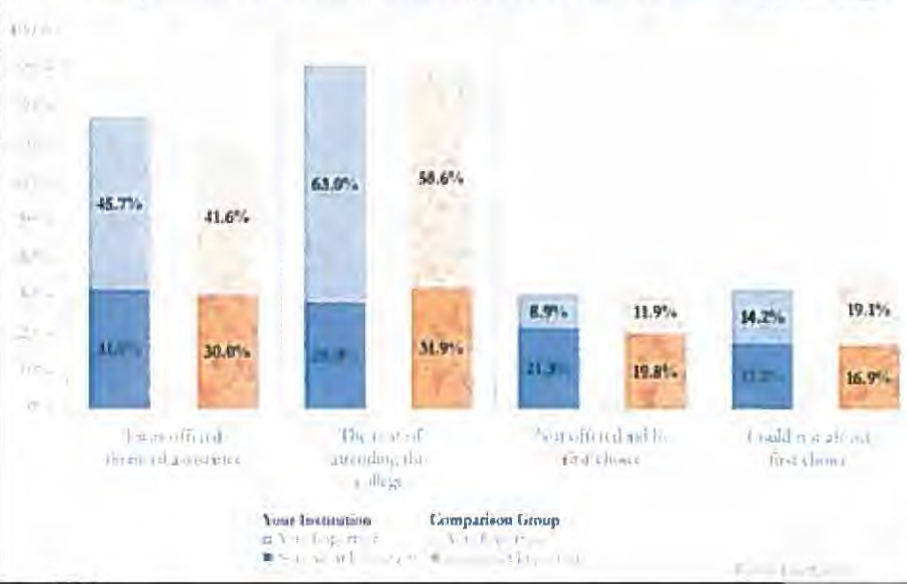
College Choice

How important was each reason in your decision to attend *this college*?



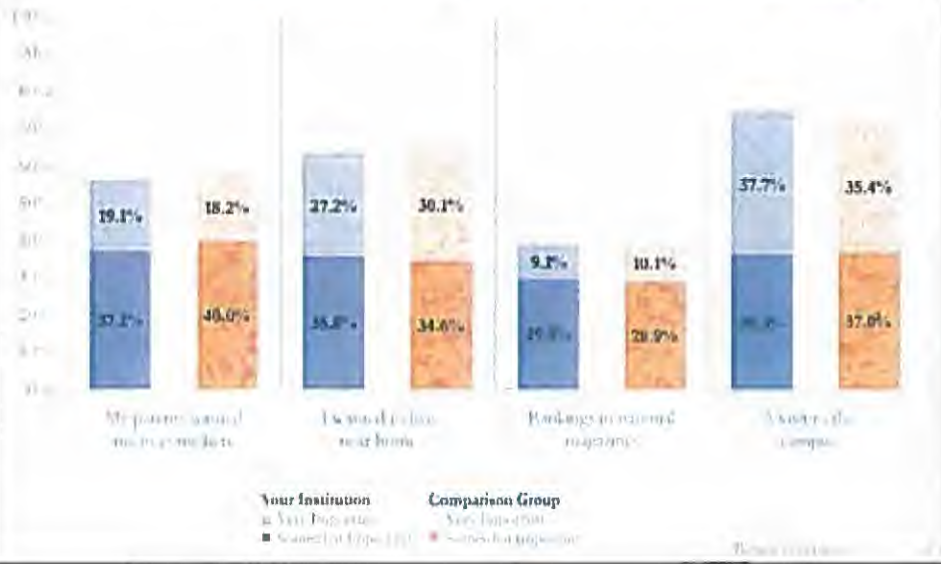
College Choice

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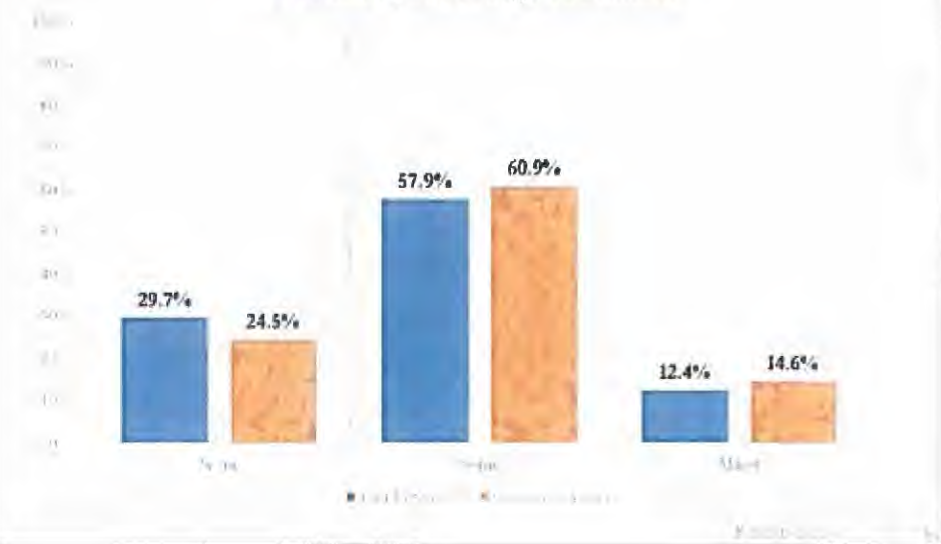
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Financing College

Do you have any concern about your ability to finance your college education?





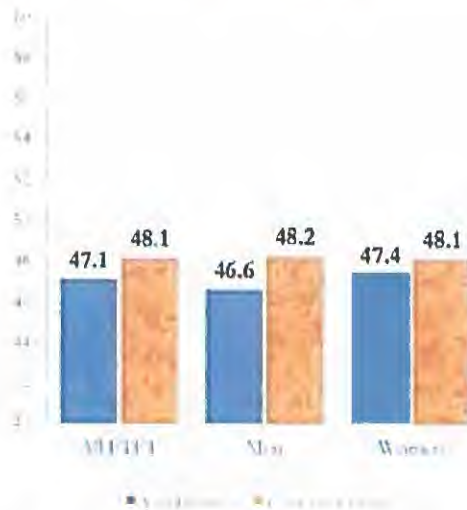
High School Experiences

Understanding students' established behaviors in high school helps foster skills, knowledge and abilities in the curriculum and co-curriculum.

Research by CIRP

Habits of Mind

Habits of Mind is a unified measure of the behaviors and traits associated with academic success. These learning behaviors are seen as the foundation for lifelong learning.



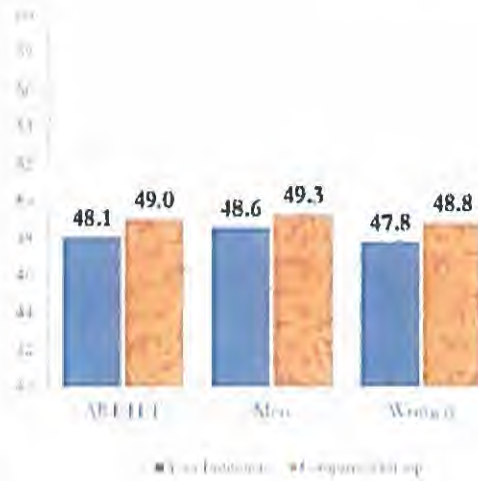
Component Items

- Support your opinions with a logical argument
- Seek solutions to problems and explain them to others
- Seek alternative solutions to a problem
- Evaluate the quality or reliability of information you received
- Ask questions in class
- Take a risk because it will help you learn more about your topic
- Seek feedback on academic work
- Explore topics on your own, even though it isn't required for a class
- Accept mistakes as part of the learning process
- Revise your papers to improve your writing
- Look up scientific research articles and find articles

Research by CIRP

Pluralistic Orientation

Pluralistic Orientation measures skills and dispositions appropriate for living and working in a diverse society.

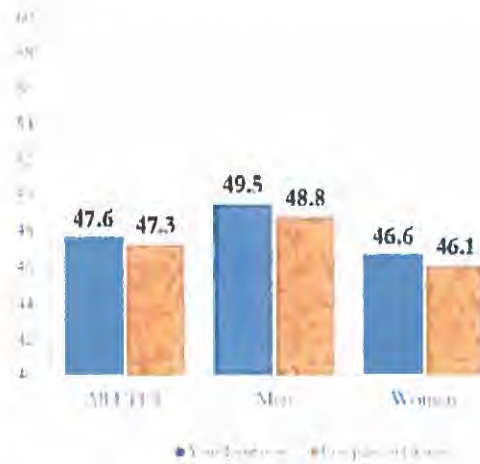


Components

- Ability to interact with diverse people
- Ability to work cooperatively with diverse people
- Ability to discuss and negotiate controversial issues
- Openness to having one's views challenged
- Ability to see the world from someone else's perspective

Academic Self-Concept

Self-awareness and confidence in academic environments help students learn by encouraging their intellectual inquiry. *Academic Self-Concept* is a unified measure of students' beliefs about their abilities and confidence in academic environments.



Components

- Self-rated academic ability
- Self-rated mathematics ability
- Self-rated self-confidence (intellectual)
- Self-rated discipline achievement

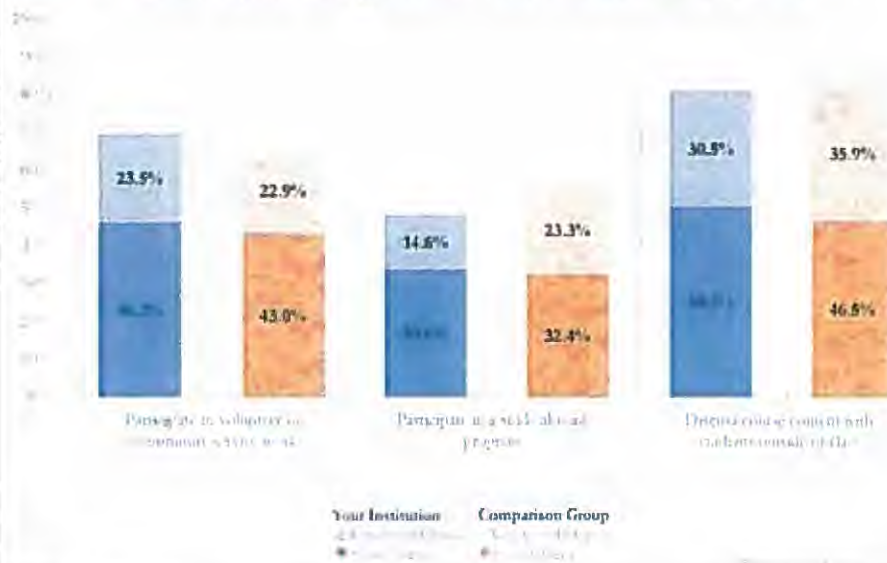


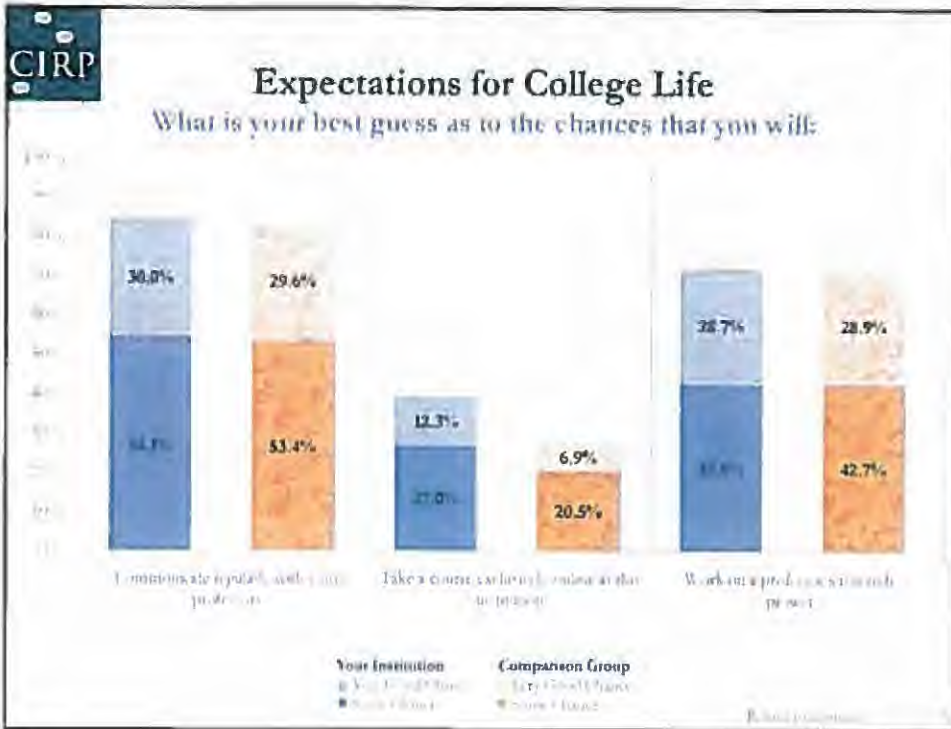
Expectations for College Life

Understanding students' expectations helps provide opportunities for students to grow intellectually, interpersonally and affectively.

Expectations for College Life

What is your best guess as to the chances that you will:





The more you get to know your students, the better you can understand their needs.

**For more information about
HERI/CIRP Surveys**

- The Freshman Survey
- Your First College Year Survey
- Diverse Learning Environments Survey
- College Senior Survey
- The Faculty Survey

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Source: CIRP