

**MINUTES
MIDWESTERN STATE UNIVERSITY
BOARD OF REGENTS**

**Executive Committee
November 7, 2013**

The Executive Committee of the Board of Regents, Midwestern State University, met in the J. S. Bridwell Board Room, Hardin Administration Building, Wichita Falls, Texas, at 1:40 p.m., Thursday, November 7, 2013. Executive Committee members in attendance were Mr. Shawn Hessing, Chairman; Mr. Mike Bernhardt, Vice Chairman; Mr. Kenny Bryant, Secretary; and Ms. Jane Carnes, Member-at-Large. Other regents attending the meeting were Mr. Charles Engelman, Dr. Lynwood Givens, Mr. Jeff Gregg, 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 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; Ms. Dawn Fisher, Interim Director of Human Resources; Ms. Gail Ferguson, Controller; Mr. Chris Stovall, Associate 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. Representing the Student Government Association (SGA) were Ms. Leona Sandiford, Vice President, and Ms. Heather Baker, Observer. Representing the news media were Ms. Ann Work, reporter for the *Times Record News*, and Ms. Mechell Dixon and Mr. Jake Van Donge, KFDX-TV III. Individuals attending the first part of the meeting were Mr. Craig Hopkins, Secord & Lebow Architects; Ms. Pam Scott, Sports Plan Studio; and campus planners Mr. Doug Abraham and Mr. Chris Rice.

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

Reading and Approval of Minutes

14-04. The minutes of the Executive Committee meeting August 8, 2013 were approved by the committee as presented.

Strategic Plan and Campus Master Plan Update

14-05. Mr. Hessing reported that during the August meeting the board discussed the university's need to refocus on its strategic plan, including the development of a campus master plan.

He stated that the board also discussed the university's anticipated enrollment growth and the importance of planning the campus for the next ten to twenty years. He indicated that Dr. Rogers would bring the board up to date on the work the administration had been doing in this regard, followed by a presentation by Dr. Fowlé and campus planners who have been looking at the campus. A copy of the power point presentation is shown as Attachment 1.

Dr. Rogers reported that the university's strategic plan deals with everything from faculty and staff needs and welfare to academic programming, equipment, and athletics needs for the university. He added that the campus master plan is something that addresses the physical aspects of the university and ties in with the university's strategic plan. He reported that he, the vice presidents, and other administrators generally begin each academic year with a planning retreat. The group met this year for two days to discuss the university's strategic plan and the university's plans and needs for the future. He reported on the six strategic plan goals and indicated that the specific wording would likely be modified. He stated that the goals dealt with the following areas:

- a. Increasing enrollment, promoting student success, and improving the student experience.
- b. Strengthening the academic quality and reputation of the institution.
- c. Expanding, diversifying, and maximizing university resources.
- d. Improving faculty and staff compensation, recognition, and support.
- e. Increasing the visibility and awareness of the university to alumni, friends of the university, and local, regional, and state communities.
- f. Expanding and upgrading university facilities and technology to enhance the university's educational programs.

Dr. Rogers reported that work would begin during the next several months to involve the university community in determining strategies and actions necessary to meet the university goals.

Dr. Rogers noted that as the administration discussed physical facility needs on campus, three immediate primary goals were recognized: a Tuition Revenue Bond (TRB) request for the 2015 legislative session, consideration of the need for additional housing, and a determination regarding the location and cost of a baseball stadium on campus to determine whether it is feasible to move forward with the addition of this sport. With regard to the TRB request, the administration identified a number of facility needs that could possibly be included in the request. He mentioned that while the library and information technology needs remain, growth in the health sciences may require a new facility. Additionally, needs in the sciences and education must also be addressed, as well as planning for the Christ Academy facility, a police station, and parking. Dr. Rogers stated that the university may need to do a comprehensive master plan, but at this time it is important to address these immediate needs and begin to address future needs.

Dr. Fowlé reported that when she came to MSU she found that the university had a plan for facility construction and renovation but that a comprehensive master plan to look at

growth patterns and long-term future needs was not in place. She stated that as the administration and board began considering the addition of baseball and the possible construction of a baseball stadium on campus, it became apparent that an athletic master plan was needed. Given the additional needs for the TRB request and additional housing, as well as encouragement by the board chair in August, the administration began to address campus master plan needs. Dr. Fowlé reviewed the slide that showed why institutions should have a campus master plan. She reported that while it requires a great deal of work, cooperation, and coordination, it was worth the effort. She then introduced master planner and architect Chris Rice and he introduced the other individuals who had been working with the university on this planning effort (Slide five).

Mr. Rice complimented the university on the style of architecture and brickwork that had been maintained over time. He also noted that the "front lawn" of the university on Taft Boulevard was very impressive. He discussed the quadrangle and the landscaping needs on the campus. Slide nine showed the campus grid and Mr. Rice commented that this grid would allow for smart campus growth. Mr. Rice then presented the campus organization map indicating the location of academic, residential/student life, and athletic/recreation space on the campus. He indicated that these are the base diagrams that master planners use as they begin thinking about where and how the campus should grow.

Mr. Abraham then discussed benchmarking and programming. He noted that as Mr. Rice goes through the planning of the physical plant and buildings, he would work in the background putting the numbers behind each of the growth areas. He reported that he would meet with Dr. Stewart and the deans in the coming weeks to learn about the growth patterns of the university. He stated that part of the discussion would include learning which institutions throughout the state each of the colleges consider to be their peers so that the college's benchmarks can be determined appropriately. Slide 13 showed a map of the institutions the Texas Higher Education Coordinating Board (THECB) has designated as MSU's peer institutions. Mr. Abraham noted that he had done some preliminary benchmarking against the data available for these institutions. He added that the list would be refined on a college level and also on a university level. He noted that they would use the survey data and project the overall space need. This would inform their work with the university to establish a 10-year implementation strategy to address the overall master plan.

The next part of the slide presentation dealt with athletics planning considerations. Ms. Scott reported that her firm and Secord & Lebow were initially hired by the university to help with the planning for adding a baseball program and facility. She stated that baseball would add 35 new athletes to the athletics program. As part of this planning process, they reviewed the current athletics space and indicated some areas of concern that should be considered with regard to future athletics planning. She noted that while the university has wonderful locker room and other facilities for athletes, the space for athletic training and strength and conditioning is lacking somewhat. She indicated that space in these areas needs to be increased to accommodate current and future athletes. Ms. Scott reported that the football coach offices are currently in inadequate space. She

stated that the football team also needs meeting room space. Another area that needs to be considered is technological visibility. She noted that Mr. Carr was working to address infrastructure issues in this regard. Ms. Scott also mentioned the athletic fields. She stated that because of the city's current drought situation, it was important to look at the university's fields.

Ms. Scott reported that while nothing had been decided, the proposed baseball field was placed in the area to the east of the Wellness Center for the purpose of this study. She stated that the ball park as presented would provide 560 seats with expansion possible. The slides presented drawings of the field, the concession area, restrooms, and media space. Slide 21 also presented a drawing of the clubhouse, to include offices and a locker room. Ms. Scott mentioned that as they were working on the project they thought that if baseball was going to be on the south side of the campus, an ancillary athletic training room was needed. She added that in this plan athletic training could be set up temporarily in the clubhouse lounge. She noted that there needed to be consideration for the possibility of a larger athletic training room and that more study would need to be accomplished.

Ms. Scott explained that they considered six different locations for the facility. Among the criteria for the site was that the ball park had to fit, it had to be a safe location, and other program space could not be lost owing to the construction of the ball park. Slide 26 showed site preparation costs of \$1.675 million and Ms. Scott noted that the total included the cost of relocating two soccer practice fields. The next slide presented the estimated construction cost of \$4.209 million. She added that this would provide a really nice yet minimal ball park.

Dr. Rogers concluded the presentation with remarks regarding past planning activities. He stated that approximately three years ago he proposed a campus revitalization plan that would require the university to borrow against its Higher Education Assistance Funds (HEAF). He noted that since that time he and the vice presidents had determined that a better strategy would be to use the yearly HEAF allocation for current needs, including technology and teaching equipment. Additionally it was agreed that \$500,000 of HEAF would be set aside each year to save money for some of the identified master plan projects. Dr. Rogers added that someday soon MSU would need a comprehensive plan, but for the time being a campus master plan must be developed that addresses MSU's priorities.

With regard to baseball, Dr. Rogers commented that the administration was given the information it had requested, which was the estimated cost for a ball park. He noted that the administration needed to do some value engineering, talk about the site more, and raise additional money if the university was going add a baseball program and ball park.

Mr. Hessing noted that during the last two or three board meetings the board had discussed baseball and charged the administration with creating strategies as to how MSU should grow and change in the future. He stated that the presentation was the result of the administration's planning sessions and preliminary meetings with the planners. Mr.

Hessing suggested that the Board of Regents have some type of work session prior to the February board meeting to provide significant time and opportunity to receive and discuss information regarding master planning that will be forthcoming. Dr. Rogers noted that the administration had accelerated its planning at the board's encouragement, but that the planning was also accelerated owing to the baseball issue, anticipated enrollment growth, and the need to have a TRB plan by the summer of 2014.

Mr. Sanchez noted that the board previously looked at a structured schedule of renovation and construction efforts on campus and that Mr. Owen presented updated information regarding these projects at each board meeting. He asked what would happen with those projects. Dr. Rogers responded that the projects would be accomplished as funds became available. Mr. Sanchez asked about the projects that were funded through donations for those specific projects. Dr. Rogers stated that the projects the board previously approved were being accomplished at the present time. These included the McCoy building addition, the Museum renovation, the Dalquest Research Station, and razing buildings and constructing parking lots. Mr. Hessing added that the projects that had not yet been approved by the board would be considered at a future time.

Mr. Sanchez stated that if the increased size of the freshman class continues, the campus may experience stressors very quickly. He expressed his concern that the university was pulling back on needed projects. Dr. Rogers responded that it was important to look at the campus as a whole and assured Mr. Sanchez that the process would be moved along to address growth concerns. Mr. Hessing noted that the board had previously pulled back on the possibility of adding housing owing to the two years of declining enrollment. He stated that it was time to thoroughly review the campus needs and the potential growth to determine the next steps that should be taken.

Mr. Bernhardt asked Dr. Rogers when the TRB request would be brought to the board for approval. Dr. Rogers responded that the legislative request would need to be submitted to the state in August and the recommendation to the board would likely be presented in May. Mr. Hessing asked if the board would receive a preliminary look in February as to what was being considered. Dr. Rogers responded that the board would discuss the matter in February. Dr. Fowlé added that once the decision was made regarding the TRB request, an architectural firm would need to be hired to provide preliminary planning and cost estimates. Mr. Bernhardt expressed concern that the board would be asked to approve the TRB in May without having had an opportunity to fully evaluate the proposal. Mr. Hessing stated that a special meeting might be needed to ensure the board has an opportunity to review the project before being asked for approval. Mr. Bernhardt indicated that he wanted it made clear that this was not a "rubber stamp" board. Ms. Barrow added that many times in the past the board has met in the summer to finalize plans for the legislative request. She noted that this would be a possibility if planning and approval were not completed in May.

Dr. Givens expressed concern that the board had yet to discuss and decide whether some of these things need to be done and whether a baseball field should be placed where it was recommended. Mr. Hessing responded that the discussion regarding if, when, and

where baseball would be added would be delayed until Dr. Rogers and Dr. Farrell have time to raise funds for this purpose. He added that the board would have to decide if this was the direction the institution should pursue. Dr. Givens stated that it sounded as if a plan would be presented in February and he was still questioning whether or not it was a good move for the institution to make. He stated that his second concern was that planning for additional housing might be premature given that until the fall of 2013 the university had experienced two years of declining enrollment. Mr. Hessing reported that this was the reasoning behind scheduling a work session for the Board of Regents prior to the February board meeting. He stated that it was important that the board have as much time as necessary to understand what is needed for the campus in the near to distant future. He noted that these were important decisions that would require a great deal of thought and discussion.

Dr. Rogers stated that additional review and planning is necessary before a recommendation on housing is made. Dr. Givens asked if possible new housing could affect a TRB funded building. Dr. Rogers stated that it would not because housing would be paid for with revenue from room rentals and funding for a TRB would come from the State of Texas. He added that the university could not move forward with baseball until funding is available. He stated that it was important to know what a ball park would cost and where it would be placed so that he could be more specific with donors and hopefully increase donations for this purpose. He reported that master planning was important to ensure that a building or a field is not placed in a location that would be better suited for another function in the future. Dr. Givens stated that he would like to see options for the placement of the baseball field so that the board could fully review the costs for each option.

Mr. Hessing asked that the administration develop a projected timeline so that the board could have an idea of what to anticipate with the master planning and major project approval.

Recess

The board meeting recessed at 3:00 p.m. The meeting resumed at 3:15 p.m.

Campus Condition Index

14-06. Mr. Hessing noted that in the past the board received the MP2 and MP4 reports each year as required by the THECB. He added that recent legislation required changes to these reports and the new reports were included in the agenda document for the board's review. Mr. Owen reported that the MP2 report provided information on deferred maintenance that needed to be addressed in the future, while the MP4 report presented information regarding deferred maintenance that was accomplished during the previous fiscal year. He explained that the first page of the attachment in the agenda was a summary that was provided by the THECB. He stated that the significant information provided is the cost of identified deferred maintenance totaling \$16 million. He noted that the THECB looks at this number to be certain that the institution's deferred maintenance totals less than five percent of the replacement value of the campus. MSU's replacement value is \$561 million and deferred maintenance totals approximately three percent. The second attachment in

provided the deferred maintenance list for FY 14-18. Mr. Owen pointed out that the projects shown on the first 1 ½ pages of this list were those that are scheduled to be addressed in the current fiscal year. Mrs. Carnes asked if the university carried insurance that would cover hail damage. Mr. Owen responded that the university carries insurance on some of the facilities, but the deductible is \$100,000. Dr. Rogers explained that insurance coverage on state university campuses varies a great deal. He added that with state-owned buildings it has been generally understood that they would be covered by the state in the event of a natural disaster or total loss. Dr. Fowlé reported that after 2002 and some of the devastating hurricanes that hit south Texas, the state began encouraging state agencies to purchase insurance. She indicated that MSU has insured those facilities that are required to be insured and has also insured those buildings that would cause a major hardship if they were not on line. Mrs. Carnes asked if the board or university would be culpable if an injury occurred as a result of a project on the list that is shown as a health hazard not being accomplished. Dr. Rogers responded that identified health and safety issues are addressed as quickly as possible. Mr. Macha added that the institution has some immunity through the state but that it would depend on the circumstances and the situation. Dr. Rogers noted that the institution budgets approximately \$1.2 million each year for deferred maintenance projects.

This item was presented as information only and no action was necessary.

Construction Update

14-07. Mr. Hessing reported that information regarding major construction projects and an update on smaller projects was included in the agenda document. Mr. Owen reviewed this information. There being no questions, Mr. Hessing noted that the item was presented as a point of information only.

Dalquest Desert Research Station

14-08. Mr. Hessing noted that the administration was seeking authorization to work with the chairman of the board to select a design-build team and issue a contract for design-build services for this project not to exceed \$150,000. Mr. Owen reported that the project was initially bid to require a pre-engineered building on the site. Upon further consideration the administration determined that transportation would be a challenge and another option was needed. It was agreed that instead of installing a large pre-engineered building on the site, a small building (approximately 660 square feet) could be built, along with the infrastructure that could be used for larger buildings in the future. A Request for Qualifications was issued for a design-build team to construct this smaller building. Mr. Owen reported that submissions were expected during the next few weeks. He added that a design-build contracting delivery method was pursued for this project in order to better utilize regional design and construction techniques needed for the remote area of west Texas in which the station is located.

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

Wichita Falls Museum of Art at MSU Statement of Support and Museum Collections Management Policy

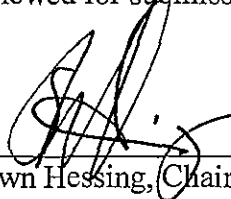
14-09. Mr. Hessing noted that board approval of the Statement of Support and Collections Management Policy shown in the agenda was required as part of the American Alliance of Museum accreditation process. Dr. Rogers indicated his support of the board approving these documents. He added that the university and museum currently operates in accordance with these standards.

Mrs. Carnes moved approval of these items as presented. Mr. Bryant seconded the motion and it was approved.

Adjournment

The Executive Committee discussion concluded at 3:35 p.m.

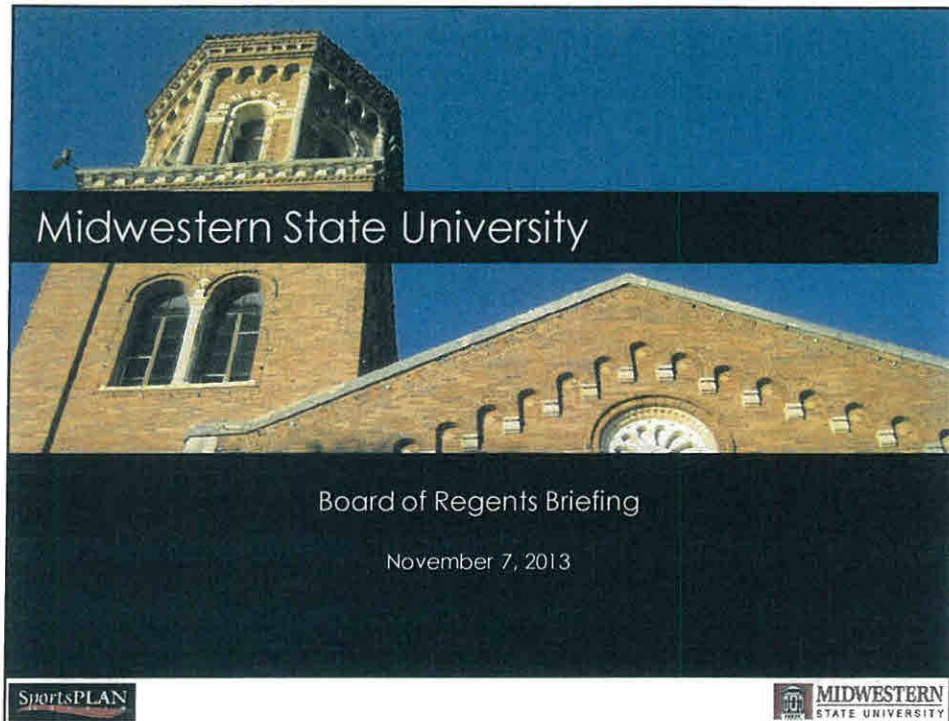
Reviewed for submission:



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

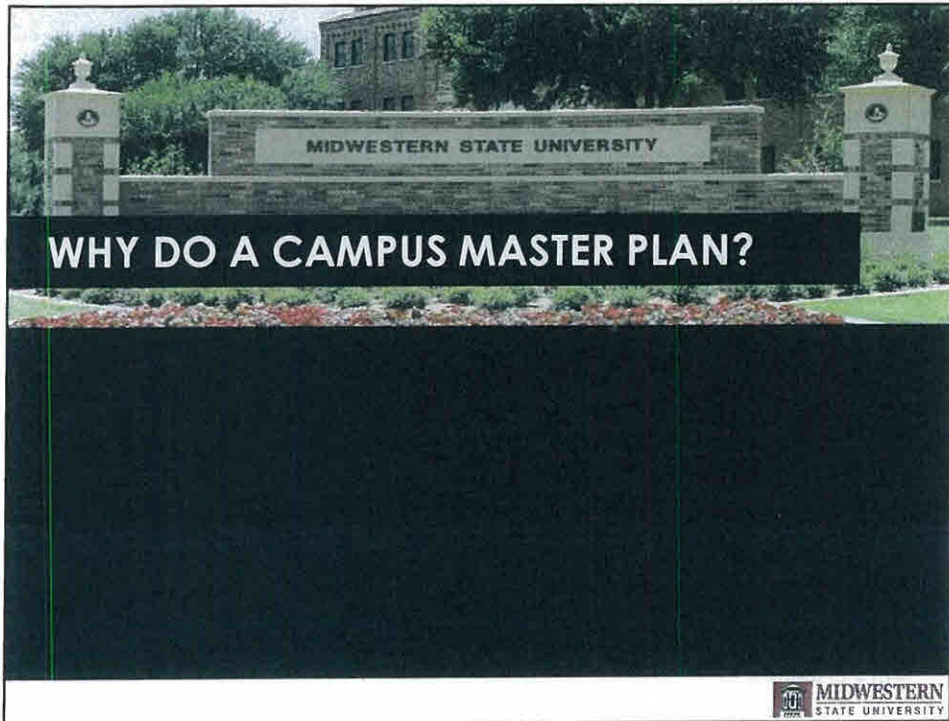
ATTACHMENT:

1. Campus Master Plan Presentation



UNIVERSITY PLANNING – PRESIDENT ROGERS

- LOCAL ADMINISTRATIVE RETREAT
 - Reviewed Strategic Plan framework and university needs
 - Determined priorities
- PRIMARY GOALS
 - Tuition Revenue Bond (TRB) request - *Legislative Appropriations Request (LAR) – submission due July 2014 for January 2015 Session*
 - Housing/Dining/Greek Life
 - Baseball Field Location
- SECONDARY GOALS
 - Athletic Master plan (fields, facilities & coaches' offices)
 - Library: Consolidation/Re-Purposed Uses
 - Christ Academy: Potential Uses
 - Police Department & Vehicles: Location
 - Parking: Consolidation/Redistribution/Parking Garage?
 - Landscape and campus beautification
 - May lead to a comprehensive master plan effort



WHY DO A CAMPUS MASTER PLAN? – DR. FOWLÉ

- Plan for growth so every dollar spent supports the institution's mission
- Integrate near term needs with long term vision
- Allow for growth in an efficient & attractive manner
- Be a good neighbor and community contributor
- Raise our aspirations
- Attract and retain the best & brightest:
faculty, staff & students, etc.
- Create awareness, generate support, and raise funds
- Chart an implementation path

CHRISTOPHER RICE, AIA

- Practicing Architecture for 25 years
- Licensed in Washington DC & Maryland
- Master Planned over 35 campuses since 1998
- Over 125 Projects Implemented

DOUGLAS ABRAHAM, LEED AP ^{BD+C}

- Planning higher education projects for 22+ years
- Leadership in Energy & Environmental Design accredited professional
- Planned over 250 building and master planning projects
- Planned over 100 higher education projects

CRAIG HOPKINS, AIA **SECORD & LEBOW**

- Partner, Project Manager, & IT/CADD Manager for Secord & Lebow Architects.
- Has been the Designer on projects all across the state for federal, state, municipal, ISD, private and commercial Clients.
- Will provide a local presence as he has worked in Wichita Falls for 15+ years.
- Has been the DoR, or worked with the DoR, on 170 projects in Wichita Falls alone, including the Miracle League – Field of Dreams, Cypress Water Treatment Plant, Rolling Meadows, and multiple projects for MSU.

PAM SCOTT, AIA *SportsPLAN*

- President and Founder of Sports Plan Studio
- Specializing in Athletic Rec and design for 28 years.
- Over 34 master planning projects
- Highly regarded for contributions to campus planning decisions



INITIAL OBSERVATIONS

