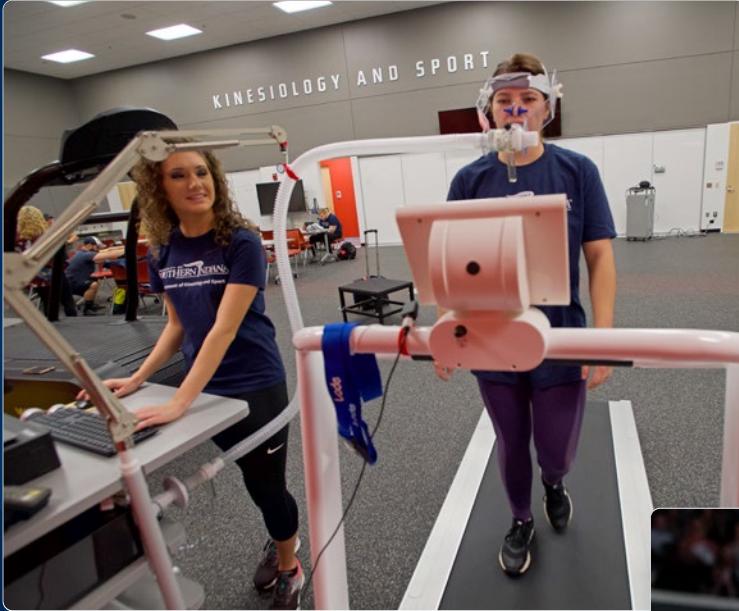


UNIVERSITY OF SOUTHERN INDIANA®



Operating and Capital Improvement Budget Request 2023–2025

Submitted and presented to the Indiana
Commission for Higher Education
on September 8, 2022

**UNIVERSITY OF SOUTHERN INDIANA
2023-2025 OPERATING AND CAPITAL IMPROVEMENT BUDGET
REQUEST SUMMARY**

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EXECUTIVE SUMMARY

Founded in 1965, the University of Southern Indiana enrolls over 9,750 dual credit, undergraduate, and graduate students in more than 130 areas of study. A public higher education institution located on a beautiful 1,400-acre campus in Evansville, USI offers programs through the College of Liberal Arts, Romain College of Business, College of Nursing and Health Professions, and the Pott College of Science, Engineering, and Education. Since its founding—with a goal of bringing higher education to an under-served population in Southwest Indiana—the University has been a model for student-centered, postsecondary education, delivering high-quality teaching at an affordable cost. Remaining true to its mission, the University of Southern Indiana provides our students an environment that promotes academic success, the mentors they need to succeed, and opportunities for personal and career growth.

Whether in the classroom, laboratory, clinical setting, or online; faculty are always striving to elevate the educational experience for USI's students. The University also offers a comprehensive range of support services and activities provided by dedicated staff who prepare students to be knowledgeable and responsible citizens. Innovative instructional techniques, a strong commitment to engage with the surrounding community, and a demand for excellence have gained USI regional and national recognition for the quality of its academic and student-centered programing.

USI's reputation for strong teaching continues to attract exceptionally qualified students from Indiana and beyond—drawing students in fall of 2021 from 90 counties in Indiana, 45 states, and more than 45 countries.

It is no coincidence that USI's dramatic development parallels the economic expansion of southwestern Indiana. USI has been boldly redefining the higher education landscape for almost 60 years, providing affordability, accessibility, and compatibility with employer needs. As one of only five residential, baccalaureate-granting, public universities in the state, USI has been a key asset in the effort to grow and sustain Indiana's workforce. The University continues to develop new degree programs and specialty tracks to meet the needs of students and the regional workforce, contributing to a well-educated citizenry. Today, 70 percent of USI's 48,684 alumni remain in Indiana and 78 percent of that number reside in southwest Indiana.

The University of Southern Indiana's 2023-2025 Operating and Capital Improvement Budget Request addresses many of the strategic goals outlined in the Indiana Commission for Higher Education's *2020 Reaching Higher in a State of Change* policy paper. The University seeks full funding of the state's performance funding formulas to support student success, current programs and services, and to respond to regional workforce and educational needs.

UNIVERSITY OF SOUTHERN INDIANA'S STRATEGIC PLANS

The University adopted its first strategic plan in 2010. The initial strategic planning process reflected on what made the University of Southern Indiana community unique and the direction the University needed to take to continue to develop. Significant progress was made toward each of the six goals

- a. Increase the Graduation Rate*
- b. Enhance Experiential Learning Opportunities*
- c. Increase the Diversity of Faculty, Staff and Student Body*
- d. Become a 24 x 7 Campus*
- e. Preserve and Nurture Our Campus Community*
- f. Provide Leadership to Indiana and the Region*

A different approach was taken for creating the 2016-2020 Strategic Plan. The University conducted an Environmental Scan from January 2014 through July 2014. The project had four goals: to provide an assessment of environmental trends; to provide an assessment of USI's competitive strengths; to be data driven from authoritative sources; and to provide a view of USI through multiple external lenses. The process analyzed the environmental and demographic trends impacting higher education.

From a year-long discussion based on this question with internal and external stakeholders, three key goals established USI's current strategic plan:

- *Excellence in Learning for the Entire USI Community*
- *Access and Opportunity by Design*
- *Purposeful and Sustainable Growth*

All internal budget decisions and planning activities were required to include justification regarding how they will impact one or more of the three strategic goals.

When our effort to formulate the University of Southern Indiana's third strategic plan was launched, President Rochon indicated the importance of fully engaging our campus community, learning from our first two strategic plans, recognizing current financial realities, and identifying and measuring performance indicators. He also charged that USI must be a catalyst for change and a university on the front end of creating a talented and educated citizenry that meets the entrepreneurial and workforce needs of Indiana.

Through a focused planning effort, more than 2,600 faculty, staff, students, alumni, retirees, partners and friends took part. They lent their voices, insights and passions to the process and shared creative ideas that have resulted in an exciting roadmap. The University's Trustees have been engaged in this process from the outset, and their approval reflects their contribution to and support of ***Accelerating Impact: USI's Strategic Plan, 2021-2025***.

Accelerating Impact is a roadmap that will advance the University toward its vision: to be a recognized leader in higher education by boldly shaping the future and transforming the lives of our students through exceptional learning and intentional innovation. Designed to further the University's excellence in learning and engagement over the next five years, USI will be propelled by the following four goals intended to accelerate our University's impact:



The objectives, strategies, and action steps we implement will involve critical investments in the people, programs, and partnerships that distinguish USI. They will provide opportunities to further the University's reputation as an exemplar of innovation and enhance the ability of our University community to bring positive change to the world. USI is proud of the plan our community has created, and looking forward to the results of our collective efforts.

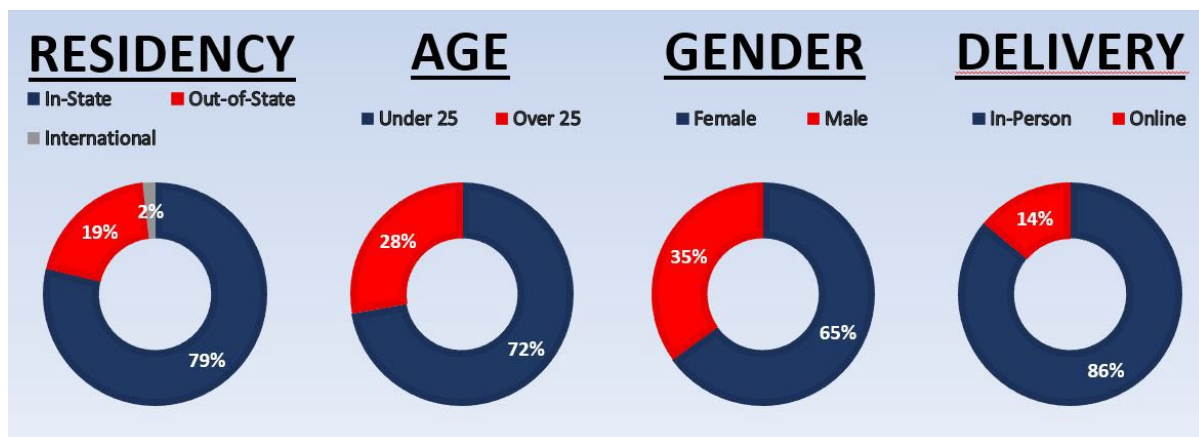
STUDENTS AT USI

The University of Southern Indiana is committed to improving the postsecondary attainment level of the citizens of the southern Indiana region and throughout the state. Enrollment in Fall 2021 was 9,758 including dual credit, undergraduate and graduate students. Full-time-equivalent (FTE) graduate and undergraduate students numbered 7,938. Approximately 80 percent of undergraduate and graduate students or 6,384 enrolled as full-time students. Students age 25 or older represent 27.8 percent of the student population.

The University has clearly demonstrated its commitment to serving the students of Indiana. In fall of 2021, 40 percent of enrolled students are from the surrounding counties of Posey, Vanderburgh, Warrick and Gibson, while a total of roughly 80 percent of the entire University population are home grown students from counties across all of Indiana.

The University of Southern Indiana is committed to improving the postsecondary attainment level of the citizens of the southern Indiana region and throughout the state.

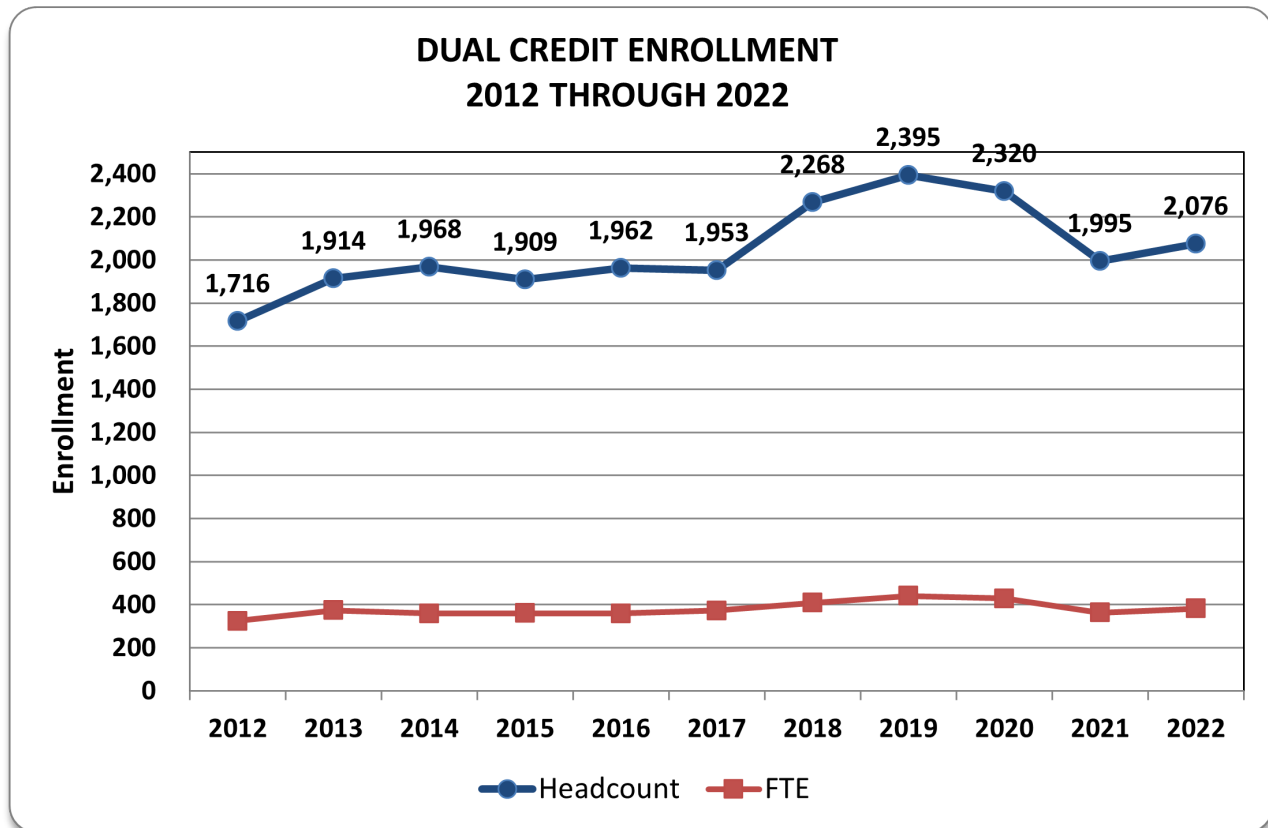
Indiana's Core 40 requirements for high school graduates are intended as a statewide effort to strengthen student preparation for college. USI provides a preference to accepting Indiana high school graduates who have met the Core 40 requirements and has a high school grade point average of at least 2.5.



Beginning with admission for 2021 academic terms, USI allowed students to decide whether to provide standardized test scores as part of their application. This change was put into motion in response to the COVID-19 pandemic and supported by developing best practices in higher education admission standards. USI has continued to consider multiple facets of a student's academic record to determine admission including high school curriculum and grades earned in academic coursework, strength of courses taken, and performance in honors, dual credit, and AP coursework. Students will still have the option to submit a standardized test score for additional consideration.

The University of Southern Indiana has a number of partnerships with P-12 schools to increase learning opportunities for pre-college students. Outreach and Engagement works with schools and community partners to provide quality educational opportunities to students, teachers and parents. The work encompasses enrichment opportunities for children ages 4-18, including Dual Credit through the nationally-accredited College Achievement Program (CAP). Outreach and Engagement also provides professional development opportunities for educators and lifelong learners.

USI's dual credit program, the College Achievement Program, has been in existence since 1985. CAP has evolved in a deliberate manner to ensure sound partnerships with participating high schools and quality control of instruction and curricula at the department level. University resources to support the program have increased to support growing interest. To bring current and prospective CAP instructors into compliance with the Higher Learning Commission's faculty credentialing requirements, USI began offering the CAP Graduate Fee Waiver in May 2015. To date, the Graduate Fee Waiver has assisted 35 unique CAP instructors with tuition and fees toward 421 graduate hours in their discipline. CAP offers high school juniors and seniors mostly introductory survey courses that are part of the University's general education curriculum. Thirty-seven courses, a total of 168 sections, were offered at 30 high schools taught by 104 approved high school instructors during the 2021-2022 academic year. Approximately 2,114 unique students completed one or more courses, generating over 11,000 credit hours. USI's program received its second reaccreditation from the National Alliance of Concurrent Enrollment Partnerships (NACEP) in 2020. This recognition indicates the high quality of the College Achievement Program at the University. USI is one of only seven institutions in Indiana and one of 134 institutions nationwide to hold NACEP accreditation.



INTERNSHIPS AND CO-OPS

The USI Internship Program, facilitated through Career Services and Internships, offers a unique opportunity for students to integrate classroom learning with career-related work experience in both the public and private sector. Although roughly half of all internship and co-op placements are paid positions, the primary value of a co-op experience or internship is the opportunity to clarify career goals, gain practical experience, and establish contacts with professional colleagues.

Since the implementation of the USI Internship Program 30 years ago, nearly 1,100 businesses, nonprofit organizations, governmental agencies, health care providers and educational institutions have provided co-op and internship opportunities to USI students. Over the past five years just over 550 students have participated in the Internship Program on an annual basis. Since 2010, the number of internships coordinated through USI Career Services and Internships has more than doubled.



USI Career Services and Internships provides employment preparation and career development services to students and alumni. Several different methods are used to prepare students for internship and co-op placement. These include job search strategy programming that provides opportunities for students to network with employers and Eagle Career Launch, an online job listing and recruitment system that allows USI students access to over 3,000 internship, co-op, part-time and full-time job listings annually. In 2019 USI upgraded the Eagle Career Launch Career Services Management software provided through Simplicity Corporation. Career Services now has more capabilities for tracking and reporting on internships and students practical experience. The system has a built-in video mock interview tool, increased global job and internship postings, and gives Career Services the ability to store and report on many different types of career related data to better support our students.

In addition, multiple career fairs and other employer events are held each year which bring over 225 employers to campus to recruit students for various positions. At USI, students receive a combination of academic instruction and real-world experiences that builds their confidence and enhances their effectiveness for employers.

ADULT STUDENTS

In fall 2021, students over 25 years of age represented 28% of the student population at USI. The University has worked to develop educational opportunities for adult learners. To further assist part-time, commuting, and older students, the University offers many undergraduate majors and graduate degrees which can be completed through part-time, evening, virtual, online, and off-campus coursework. The University has also further expanded a variety of its virtual, online, and hybrid course offerings over the past decade.

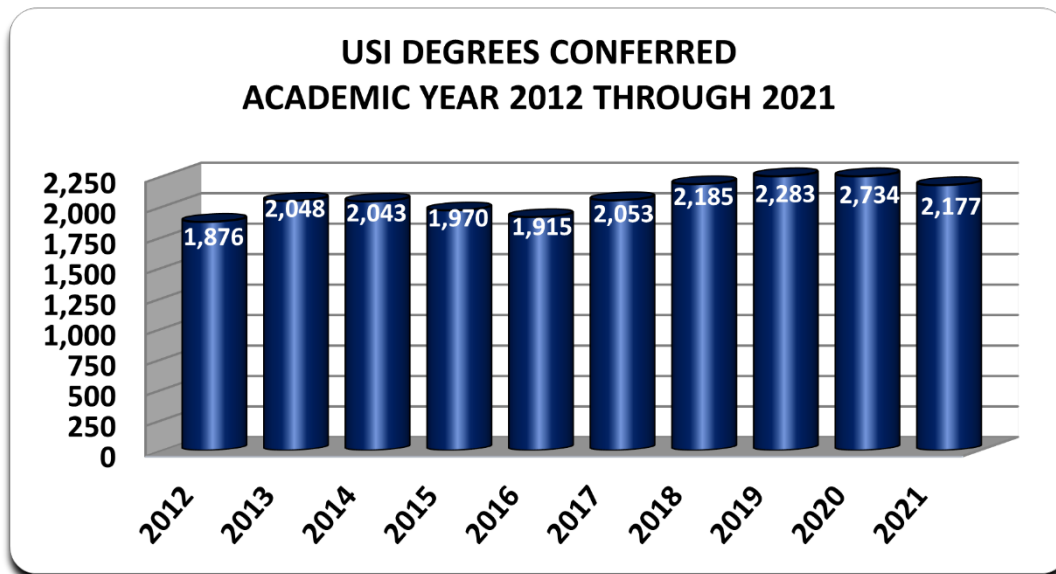
In collaboration with a \$2.5 million grant from the Lily Endowment, USI launched a new Center for Adult Learner Success (CALs) beginning in Fall 2021 that will offer an innovative infrastructure for adult learners to obtain additional education credentials through both credit and non-credit instruction. CALs will fill an untapped opportunity to assist adults seeking to expand their education through career readiness and advancement opportunities and employers addressing their needs for educating a workforce, both existing and newly hired, with the skills necessary to meet the needs of future workforce environments. In addition to collaborating with employers, the center will provide support and guidance to adult learners in terms of student financial assistance, admissions, registration, advising and IT support.

CALs will work together with a network of existing structures within the University, including advising, admissions, marketing, academics and others. Three strategies will guide the University as it works to identify, enroll, and graduate adult learners. The first strategy is creating multiple pathways that allow adult learners to achieve educational goals. The second strategy is identifying multiple access points for adult learners to efficiently complete desired educational credentials. The final strategy is developing a communication and marketing plan for a targeted market of adult learners and employers in the state and region.

In addition to the work of CALs, the University is collaborating with Talent 2025, comprised of 40 organizations including regional businesses and higher education institutions in southern Indiana and the surrounding area. USI has also signed an agreement with Ascend Indiana which fills talent gaps by helping employers access a skilled workforce and individuals pursue meaningful careers.

GRADUATES FROM USI

During the ten-year period 2012 to 2021, the number of degrees conferred by the University of Southern Indiana has risen 16 percent from 1,876 in 2012 to 2,177 in 2021.



Important to the state and to the region is the number of students who graduate from the University of Southern Indiana and choose to stay in Indiana. Of the University's 48,684 living alumni, 70 percent live in Indiana and, of that number, 78 percent reside in southwest Indiana. The University of Southern Indiana works closely with regional employers in designing and teaching courses to assure that highly skilled graduates meet their needs. The close relationship with area employers and employers' confidence in USI graduates help meet an important goal of the state - retaining college graduates in the state. Several factors contribute to USI's success in graduate retention. The University's strong internship and cooperative education program places students in employer settings, allowing the students to gain experience and the employer to assess the students' skills and work ethic. Many of these experiences lead to full-time employment after graduation.

AFFORDABILITY, PRODUCTIVITY, AND EFFICIENCY

Maintaining affordability for postsecondary education is a primary goal of the University of Southern Indiana. According to the College Board's Trends in College Pricing 2021, the national average for undergraduate tuition and fees charged by Midwest based public four-year colleges and universities in 2021-2022 was \$11,430. While at the University of Southern Indiana, tuition and fees for full-time, in-state undergraduate students is \$ 8,475.30 in 2021-2022 and remained the most affordable 4-year residential institution in the state. USI's 2021 percentage of tuition increase was again below the national averages for increases at public colleges and universities.

The University of Southern Indiana recognizes that cost can be a true barrier to access and completion for Indiana's students. Increasing the number of Hoosiers pursuing postsecondary education and obtaining a four-year degree is a major goal of the state. To assist the state in reaching its goal of increased participation and completion, the University of Southern Indiana has a long history of maintaining an affordable fee structure. USI considers maintaining low tuition a vital element of meeting its institutional mission. The University of Southern Indiana takes seriously the mission of excellence and affordability. Although relatively young in its lifecycle, the University is both a leader and a model institution in these areas.

The University of Southern Indiana has always been a careful steward of the funds received from the state and other sources. The University operates very efficiently to maximize both the student's and the State's return on investment as acknowledged by the credit agencies. In the University's current operating budget, the expenditure categories for supplies and expenses and repairs and maintenance have not increased since 2000-2001. For more than a decade, departmental units have been challenged to manage flat budgets for these expenditure categories. As a result, the University continually looks for ways to save money and to operate more efficiently especially during challenging economic times.

While the University of Southern Indiana is committed to maintaining affordability, the University recognizes that the responsibility for accomplishing this goal is shared with other stakeholders including students, their families and state and federal policymakers. Financial support is required from each of these constituencies to provide the programs, facilities, and support services necessary to fund the educational requirements necessary for a high-quality educational experience. The University is efficient in its operation, but continues to rely on the support of the State and its students to offer the excellence that benefits its constituents, the region, and all of Indiana.

PRIVATE SUPPORT

The USI Foundation is a not-for-profit corporation established in 1968 exclusively to serve the University of Southern Indiana. The USI Foundation’s mission is to attract, acquire, and manage donors’ charitable gifts to support and sustain the goals of the University of Southern Indiana. Since the first gift of \$200 was made on October 1, 1968, to the current time, thousands of alumni, friends, and organizations have contributed to the USI Foundation. Currently, the USI Foundation has total assets of \$178.6 million.

These financial resources are necessary to advance the University. The success of our first-ever capital campaign, **Campaign USI: Education Taken Higher** (1996-1998), with a total of \$24 million in gift commitments and **Campaign USI: Elevating Excellence** (2011-2016) with total gift commitments reaching \$57.1 million were clear indications of favorable support. The USI Foundation continues its efforts to invite support to fulfill the needs of students, programs, and faculty. Plans for a third capital campaign have been initiated this summer.

Significant investments from alumni and friends continue to be made in our students and academic programs. In 2020, a \$2 million gift was made to establish a scholarship endowment benefitting students accepted into the undergraduate nursing program. In 2021, another \$2 million leadership gift was made to provide support for the music program to bolster its current program with the long-range plan of offering a major in music. Recently, a \$1 million gift was made to expand programs of excellence in dementia care and advance care planning education for USI students and faculty, regional health care professionals, and community members.

During the past five fiscal years, the University of Southern Indiana and the USI Foundation have provided an average of \$7,666,120 per year in public and private support.

	FY2017	FY2018	FY2019	FY2020	FY2021
Gifts through Development Office	\$4,402,389	\$8,314,893	\$5,964,999	\$6,523,001	\$7,241,642
Total Private Support	\$4,402,389	\$8,314,893	\$5,964,999	\$6,773,001	\$7,241,642
Government Grants	\$1,129,278	\$1,571,752	\$1,363,253	\$1,569,396	N/A
Total Private and Public Support	\$5,531,667	\$9,886,645	\$7,328,252	\$8,342,396	\$7,241,642

MEASURES OF EDUCATIONAL QUALITY

The University of Southern Indiana was established in response to community and regional needs. USI calculates its institutional effectiveness through a variety of performance indicators designed to meet its internal expectations, as well as those of external constituencies. Appropriate data and feedback loops are available and used throughout the organization to support continuous improvement.

Assessment and accountability are fundamental principles of operation at the University of Southern Indiana. Over time the University has layered a variety of assessment activities to measure the quality of education at the institution. Each layer contributes to a cohesive assessment strategy.

Each fall and spring semester, USI dedicates a day to assessment. Classes are canceled and USI students are required to participate in various assessment testing activities. In the fall, the ETS Proficiency Profile test is given to all freshmen and seniors. The test is designed to measure “value added” over time. Participation rates for the Proficiency Profile test exceeds 90 percent each year. On the spring assessment day, a number of academic departments require seniors to take a Major Field Test in their area of study. In addition, each of the four colleges uses the day to focus on academic assessment planning and review.

CARNEGIE CLASSIFICATION FOR COMMUNITY ENGAGEMENT

The Carnegie Foundation for the Advancement of Teaching has twice awarded the University of Southern Indiana the Community Engagement Classification. The classification for Community Engagement is an elective classification, meaning that it is based on voluntary participation by institutions. The elective classification involves data collection and documentation of important aspects of institutional mission, identity and commitments, and requires substantial effort invested by participating institutions.

This achievement recognizes USI's ongoing collaboration with the southern Indiana community and beyond in both curricular engagement and outreach and partnerships. In its notice to the University of re-classification, the Carnegie Foundation said USI “documented excellent alignment among campus mission, culture, leadership, resources and practices that support dynamic and noteworthy community engagement, and responded to the classification framework with both descriptions and examples of exemplary institutionalized practices of community engagement.”

The Foundation, through the work of the Carnegie Commission on Higher Education, developed the first typology of American colleges and universities in 1970 as a research tool to describe and represent the diversity of U.S. higher education. The Carnegie Classification of Institutions of Higher Education continues to be used for a wide range of purposes by academic researchers, institutional personnel, policymakers and others.

THE HIGHER LEARNING COMMISSION

The Higher Learning Commission (HLC) is an independent corporation that was founded in 1895 as one of six regional accreditors in the United States. HLC accredits degree-granting post-secondary educational institutions in the United States. HLC is an institutional accreditor, accrediting the institution as a whole.

The HLC maintains a Peer Review Corps of approximately 1,300 faculty and administrators from institutions within the nineteen state North Central region. The peer reviewers play an incredibly important role in all stages of the accreditation process. They are responsible for assuring that an institution is complying with the accreditation criteria as well as for helping an institution advance within the context of its own mission.

HLC research initiatives analyze graduation rates and strive to better understand the practices and circumstances at member institutions that have improved their graduation rates, along with the reasons that have led to the status quo or in some instances declining rates. HLC's aim is to help institutions improve student retention and completion. This initiative seeks to identify successful practices as well as being responsive to continuing and new challenges.

CONTRIBUTING TO THE INDIANA ECONOMY

Reaching Higher in a State of Change, the Indiana Commission for Higher Education's 2020 policy paper, asserts that a learner-centered, talent-driven, and future-focused state higher education system is critical to ensuring Indiana's economic competitiveness. USI is a proven contributor to Indiana's economy and embraces this challenge, as demonstrated by the institution's focus on:

- Increasing access to higher education for traditional and nontraditional students, including the addition of expanded online and hybrid program offerings at both the undergraduate and graduate levels, including complete online degree programs in:

Bachelors

- Professional Studies
- Health Informatics and Information Management
- Business Administration
- Radiologic Technology
- Sport Management
- Registered Nurse to Bachelor of Science in Nursing
- Registered Respiratory Therapist to Bachelor of Science in Respiratory Therapy

Masters

- Master of Science in Education
- Master of Business Administration
- Master of Criminal Justice
- Master of Science in Sport Management
- Health Administration

Doctor

- Doctor of Educational Leadership
- Doctor of Nursing Practice

- Increasing online course offerings across all majors which adds flexibility for both traditional and nontraditional students.
- Developing and expanding educational programs and services to address concerns about workforce preparation, including increased emphasis on improving teaching and learning options in science, mathematics and technical (STEM) skills areas, as well as developing discipline-specific programs in engineering

- Expanding opportunities for faculty with specialized content expertise to support applied research and problem-solving initiatives critical to development needs in the region
- Introducing credit and non-credit certificate programs designed to increase employability of USI students as well as the unemployed and underemployed
- Implementing academic and outreach programs focusing on innovation, entrepreneurship, applied research and improved competitiveness
- Serving as one of three higher education partners in Evansville’s Stone Family Center for Health Sciences
- Retaining Hoosier students through USI’s priority on providing excellent co-op and internship opportunities

Increasingly, as the public comprehensive institution in southwest Indiana, the University of Southern Indiana assumes leadership roles in key regional development initiatives. While remaining focused on the University’s central mission of providing quality teaching and learning, USI is a broadly engaged university providing resources and services to support economic and workforce development. The University’s consistent record of program development and service expansion in response to, or in anticipation of, needs of the changing economy is clear.

2023-2025 PERFORMANCE FUNDING METRICS

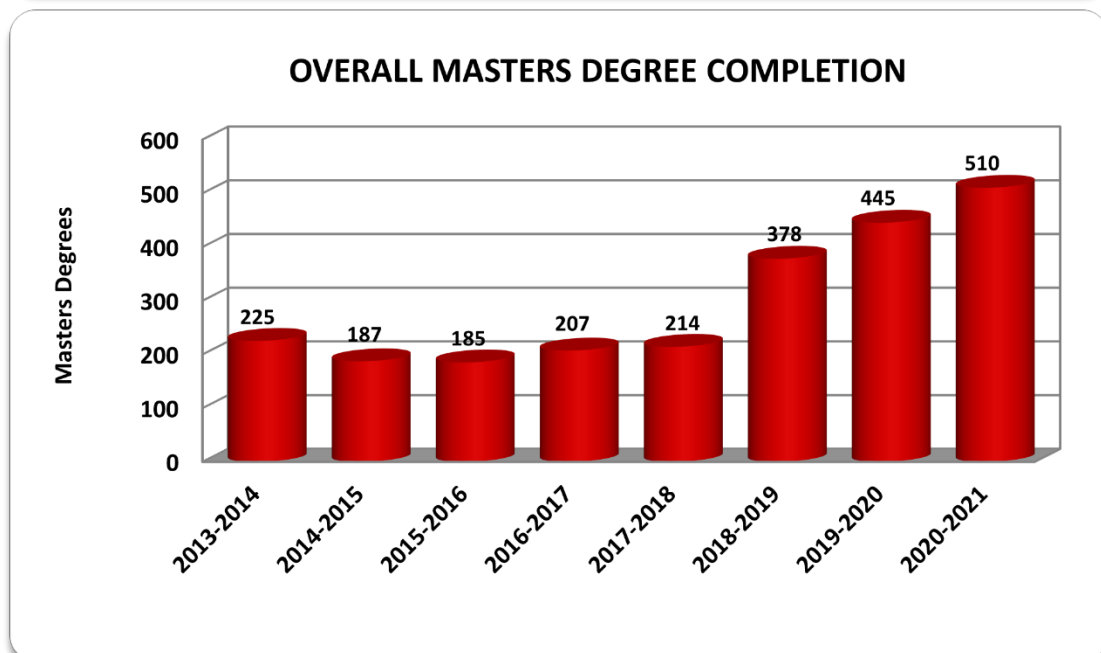
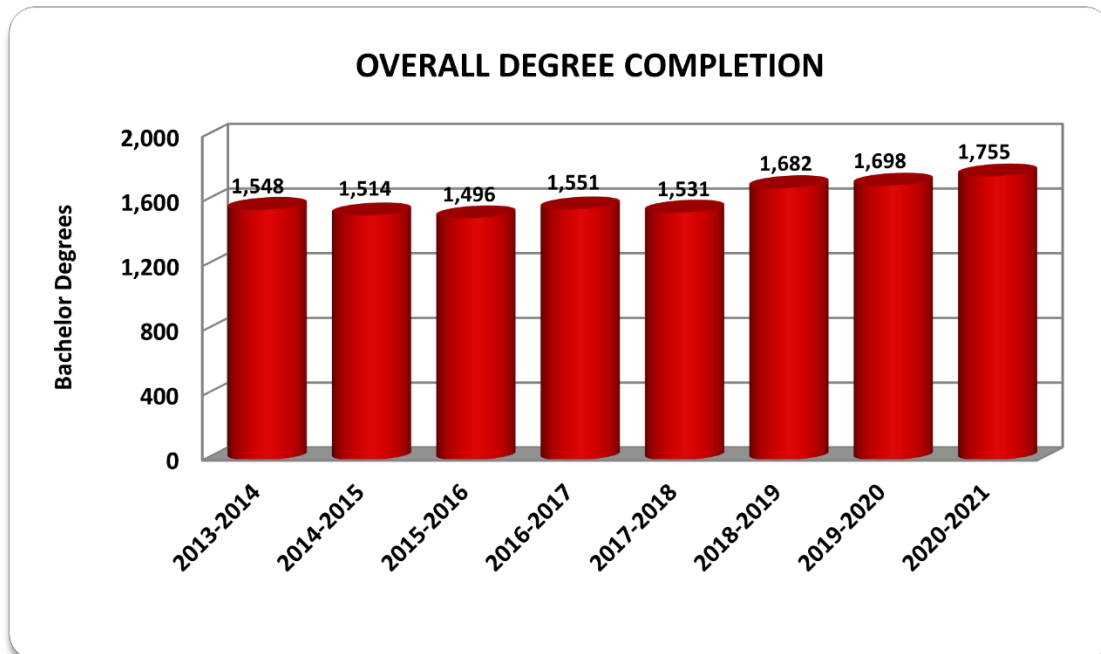
The University of Southern Indiana is eligible to receive funding through five Performance Funding Metrics in 2023-2025. The five metrics are:

- Overall Degree Completion
- At-Risk Degree Completion
- STEM Degree Completion
- Student Persistence Rate
- On-Time Graduation Rate

The University of Southern Indiana has continued to demonstrate improvements in each of the metrics since their implementation.

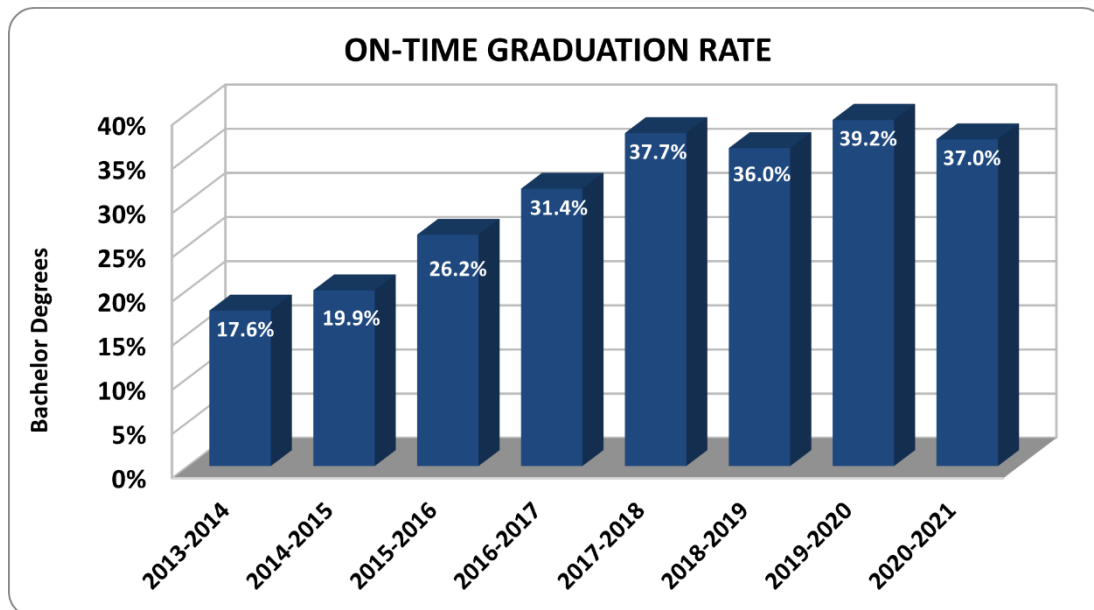
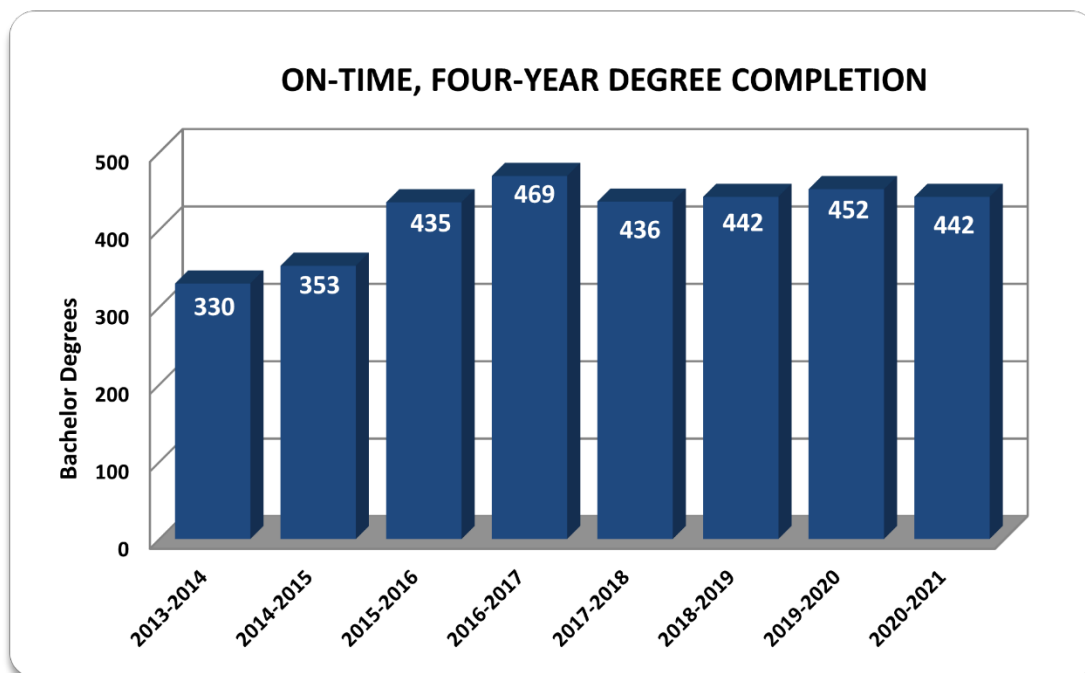
Overall Degree Completion

Overall Degree Completion for Indiana residents has increased 13.4 percent since 2013-2014 from 1,548 degrees to 1,755 degrees in 2020-2021. The number of masters degrees earned by Indiana residents has increased 127 percent from 225 degrees in 2013-2014 to 510 degrees in 2020-2021.



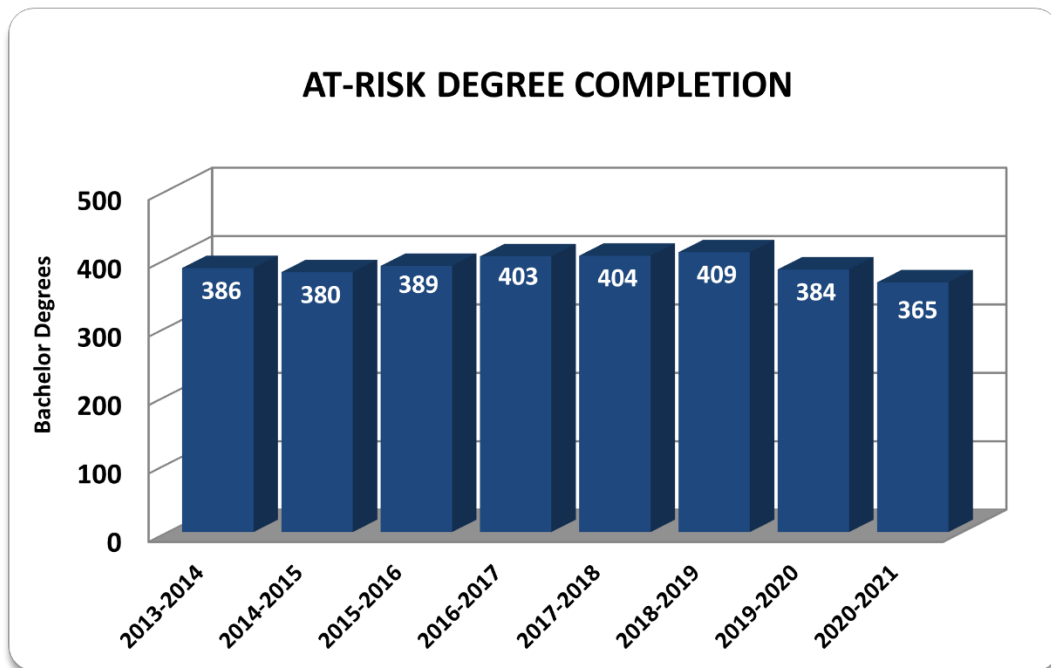
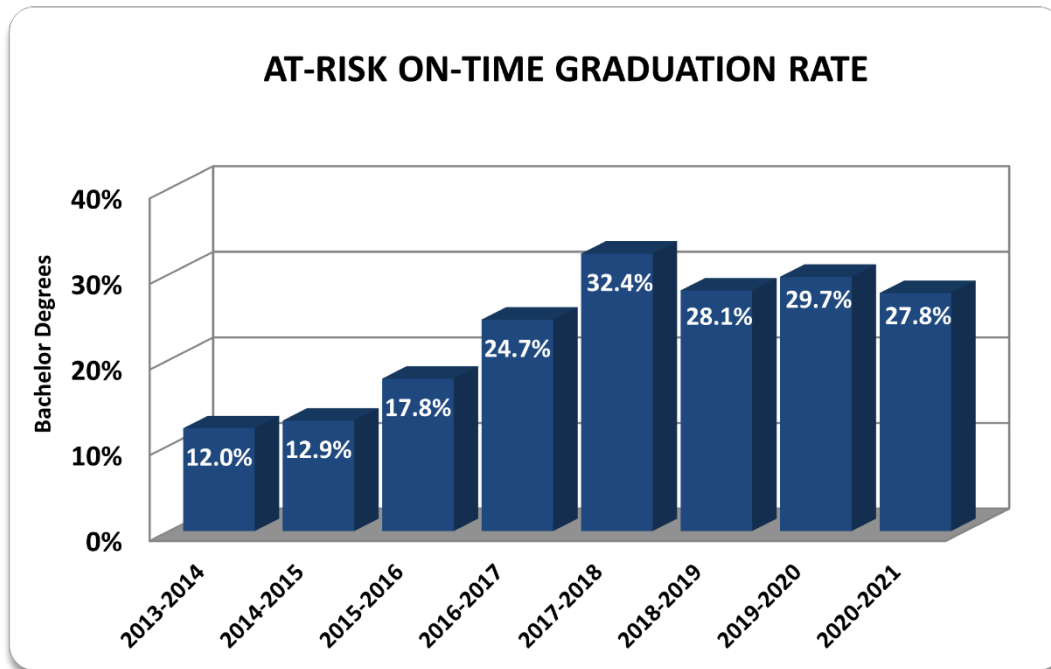
On-Time Graduation Rate

The number of On-Time Degrees completed has increased 33.9 percent since 2013-2014 from 330 degrees to 442 degrees in 2020-2021 while the On-Time Graduation Rate has increased from 17.6 percent in 2013-2014 to 37.0 percent in 2020-2021. For the three-year comparison period, the On-Time Graduation Rate increased 6.3 percent.



At-Risk Degree Completion and At-Risk-On-Time Graduation Rate

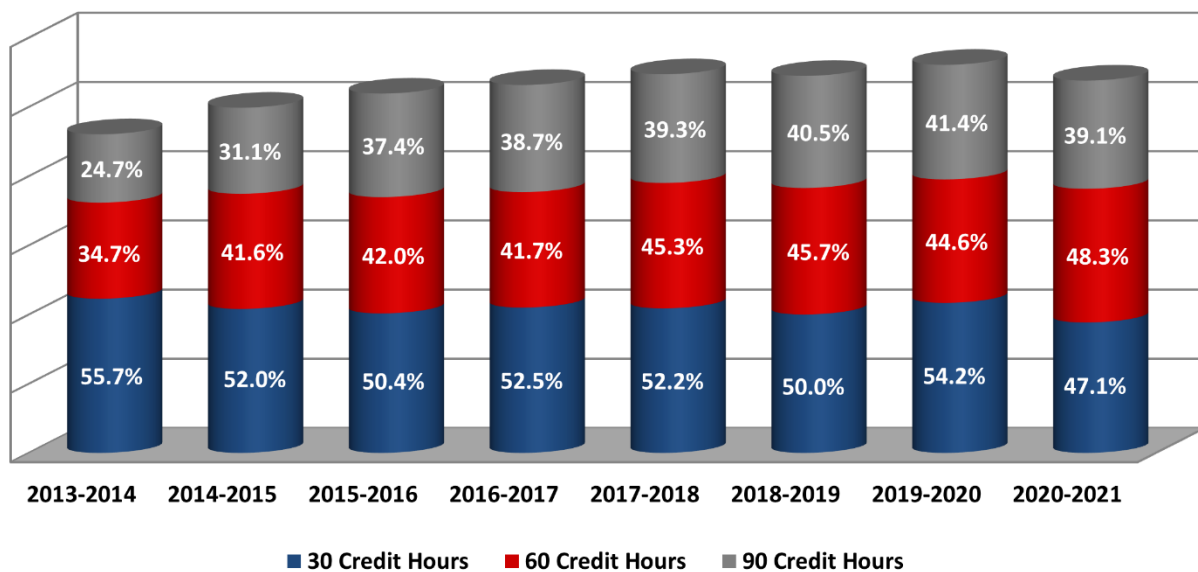
The At-Risk Degree Completion Rate increased 15.8 percent since 2013-2014 from 368 to 2020-2021. For the three-year comparison period, there was a 4.2 percent improvement in At-Risk Degree Completion. Over the same period overall At-Risk Degree Completion has remained relatively stable.



Student Persistence Metric

Overall Student Persistence for the completion of 30 credit hours, 60 credit hours and 90 credit hours has increased 16.9% between the 2013-2014 and 2020-2021 academic years. USI has improved 4.2% between the three-year comparison periods measured by the outcomes based formula.

OVERALL STUDENT PERSISTENCE

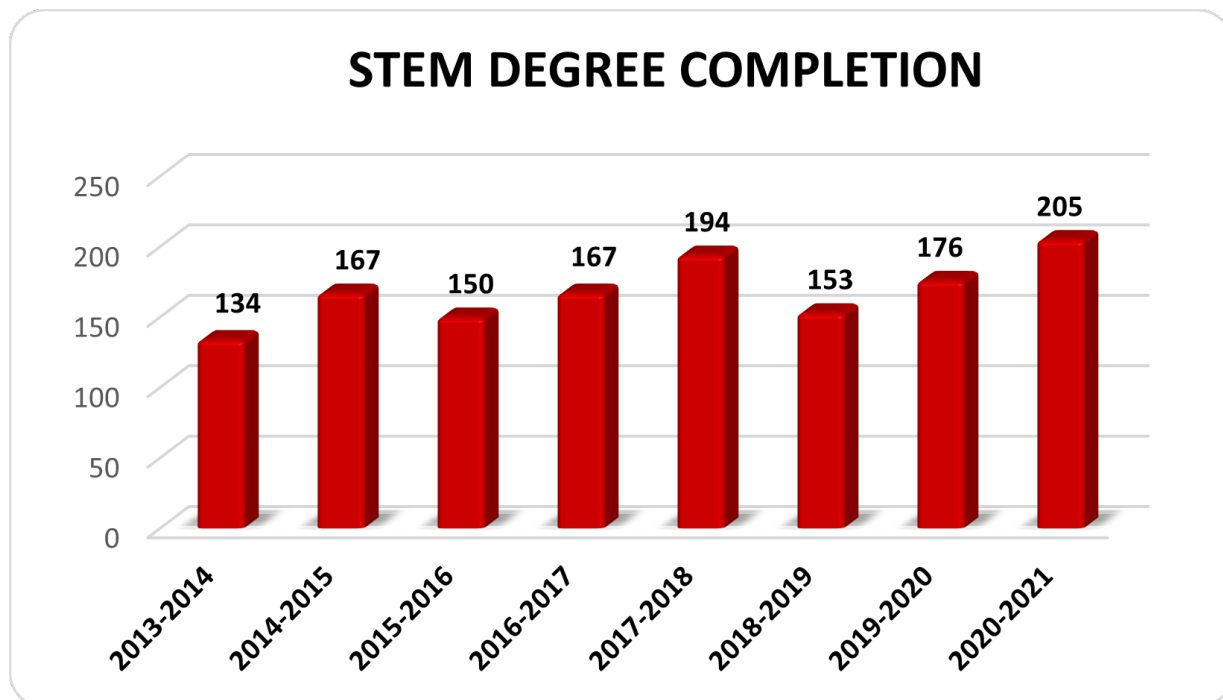


**OVERALL STUDENT PERSISTENCE
30, 60 AND 90 CREDIT HOURS**

	2016-2018	2019-2021	Change in 3-yr Rate	Per Unit Value
30 Credit Hours	51.7%	50.7%	-1.0%	-13
60 Credit Hours	42.9%	46.2%	3.3%	46
90 Credit Hours	38.5%	40.3%	1.9%	27

STEM Degree Completion

The number of STEM Degrees completed at the bachelor's level has increased by 52.9 percent since 2013-2014 to 205 degrees in 2020-2021. The University of Southern Indiana appreciates the inclusion of all institutions in the STEM Degree Completion Metric. By including all institutions in the metric, the State recognizes the contributions of all public institutions in granting degrees in the STEM disciplines that benefit the State of Indiana.



Metric Value and Impact

The University of Southern Indiana continues to express concern as to how the Performance Funding Formula metrics have yet to be fully funded since their inception. The reallocation method used to currently fund the formulas does not consistently recognize an institution's improved performance. Rather than rewarding improved performance by institutions, the variation in the value of the metrics and the required institutional contribution to fund the metrics has the potential to create unintended volatility in year-to-year funding. Despite again performing well in the performance funding measurements for the 2023-2025 Biennial Budget, USI continues to advocate for the budget committees to consider ending the reallocation method of funding higher education.

This chart shows the effect of reallocation to fund appropriation increases for the biennium and the percentage increase USI received in FY22 and FY23.

IMPACT OF 5.14% REALLOCATION ON FY23 AS-PASSED BUDGET			
FY 2021 Operating Appropriation Base	\$48,210,149	FY 2021 Operating Appropriation Base	\$48,210,149
0.0% Base Reallocation	(\$0.00)	5.14% Base Reallocation	(\$2,478,002)
Performance Funding Earned by USI	N/A	Performance Funding Earned by USI	\$5,297,869
FY 2022 Operating Appropriation	\$48,210,149	FY 2023 Operating Appropriation	\$51,030,016
Net Impact of PFF	\$0.00	Net Impact of PFF	\$2,819,867
<u>Percent Change in Base from FY 2021</u>	<u>0.0%</u>	<u>Percent Change in Base from FY 2021</u>	<u>5.8%</u>

The University of Southern Indiana requests support of its 2023-2025 Operating and Capital Improvement Budget Request to carry out its mission of providing high-quality education services to Hoosier students in support of achieving the goals of the State of Indiana and the Southwest Indiana region.

UNIVERSITY OF SOUTHERN INDIANA

2023-2025 OPERATING AND CAPITAL IMPROVEMENT

INSTITUTIONAL REQUEST

The University of Southern Indiana's 2023-2025 Operating and Capital Improvement Budget Request was developed using the Performance Funding Metrics created by the Indiana Commission for Higher Education. Based on the budget instructions, the University is eligible to receive funding through each of the five Performance Funding Metrics in 2023-2025. The metrics are:

- Overall Degree Completion
- At-Risk Degree Completion
- STEM Degree Completion
- Student Persistence
- On-Time Graduation Rate

The Indiana Commission for Higher Education has proposed weighted per-unit values for each of the metrics for 2023-2025. If the metrics are fully funded in 2023-2025 at the level proposed by the Indiana Commission for Higher Education, USI will earn \$3,064,599 for improved performance.

The University of Southern Indiana recommends full funding of the Performance Funding Formulas by the State rather than utilizing reallocation of operating base budgets. Although the University of Southern Indiana has shown improvement in each of the metrics for several biennia, reallocation of the base and adjusted unit values has led to volatility in funding despite consistent improved performance.

The following is a summary of the funding levels for the 2023-2025 Performance Funding Metrics for the University of Southern Indiana.

**SUMMARY OF 2023-2025 PERFORMANCE METRICS FOR
UNIVERSITY OF SOUTHERN INDIANA
Recommended by the Indiana Commission for Higher Education**

METRIC	2023-2025 UNITS	2023-2025 PER-UNIT PAYMENTS	2023-2025 METRIC TOTAL
Overall Degree Completion Metric			
Bachelor	-51	\$5,531	\$0
Master	242	\$2,766	\$669,372
Doctoral	-6	\$1,383	\$0
At-Risk Degree Completion Metric			
Bachelor	19	\$ 13,663	\$259,597
STEM Degree Completion Metric			
Bachelor (Non-Research)	6	\$ 13,419	\$80,514
Master (Non-Research)	2	\$ 6,709	\$13,418
Student Persistence Metric			
Completed 30 Credit Hours (4YR)	-13	\$446	\$0
Completed 60 Credit Hours	46	\$ 894	\$41,124
Completed 90 Credit Hours	27	\$ 1,787	\$48,249
On-time Graduation Rate Metric			
4 Year	75	\$ 26,031	\$1,952,325
		Yearly PFF Total	\$3,064,599

* Assumes Fully-Funded ICHE Approved 2023-2025 Per Unit Value (ICHE Meeting August 11, 2022)

LINE ITEM APPROPRIATION REQUEST

The University's 2023-2025 Operating Budget Request includes three line item appropriation requests.

<u>HISTORIC NEW HARMONY</u>	<u>2023-2024 Request</u>	<u>2024-2025 Request</u>
<u>Requested Base Appropriation</u>	\$535,566	\$589,123

The University of Southern Indiana requests increased funding of the current line item appropriation for Historic New Harmony to support the preservation, education, and upkeep of this state and national treasure. The line item appropriation for Historic New Harmony is currently lower than it was 20 years ago. Funding from the state is not kept up with the cost of maintenance of this valued Indiana property and USI has continually utilized money from other operating sources. This request would restore Historic New Harmony's operating appropriation to near the same level it was in FY 2009 before prior funding cuts.

<u>COMPREHENSIVE HEALTH PROFESSIONS INITIATIVE</u>	<u>2023-2024 Request</u>	<u>2024-2025 Request</u>
<u>Requested Base Appropriation</u>	\$633,696	\$633,696

The University of Southern Indiana requests permanent funding of a new Comprehensive Health Professions Initiative to support intentional growth of USI's highly regarded health care programs. USI offers high quality programs in Respiratory Therapy, Occupational Therapy, Diagnostic Sonography, Health Administration, and Nursing. This initiative will allow the University to expand offerings in a variety of high impact fields as well as provide for continued support of expansion in other nursing programs. The initiative will include expanded training on data analytics to prepare students to better adapt to changing technical approaches to patient treatment plans. The University will also continue to leverage relationships with private healthcare partners in our region to support clinical opportunities for students and career placements for our graduates.

Currently there are shortages in a variety of health care fields across Indiana. The Evansville area alone has hundreds of openings at local health care providers that are currently unfilled. This need will only compound in the coming years as our population ages and many professionals approach retirement. The University can be instrumental in filling the health care needs in both southwestern Indiana and across the entire state.

DUAL CREDIT LINE ITEM APPROPRIATION REQUEST

The University of Southern Indiana’s concurrent enrollment program, the College Achievement Program (CAP), has been in existence since 1985. CAP has evolved in a deliberate manner to ensure sound partnerships with participating high schools and quality control of instruction and curricula at the department level. Thirty-seven courses, a total of 168 sections, were offered at 30 high schools taught by 104 approved high school instructors during the 2021-2022 academic year. Approximately 2,114 unique students completed one or more courses, generating over 11,000 credit hours. USI’s program received its second reaccreditation from the National Alliance of Concurrent Enrollment Partnerships (NACEP) in 2020. This recognition indicates the high quality of the College Achievement Program at the University. USI is one of only seven institutions in Indiana and one of 134 institutions nationwide to hold NACEP accreditation.

The University of Southern Indiana requests the following funding for Dual Credit priority courses for the 2023-2025 biennium.

<u>DUAL CREDIT</u>	<u>2023-2024 Request</u>	<u>2024-2025 Request</u>
<u>Requested Base Appropriation</u>	\$510,900	\$510,900

CAPITAL BUDGET REQUEST

The University of Southern Indiana requests bonding authorization for support of capital project funding and full funding of the General Repair and Rehabilitation and Infrastructure formula during the 2023-2025 biennium. To be conscious of state resources and meeting current student needs, USI's project request focuses solely on updating existing space and will not include construction of new structures.

Academic Renovation Phase I

\$83,000,000

The University of Southern Indiana requests \$83 million in Major Repair and Rehabilitation fee-replaced funding for renovation of various academic spaces to support students in a variety of academic areas of study. Renovations will include updates to the Wright Building to update and upgrade general classrooms, student study space, technology infrastructure, and reorganize offices better provide for student facing services in a manner that properly supports USI's student population. The project includes the installation of new HVAC, electrical, plumbing, communications bandwidth, and structural updates. This equipment will significantly reduce energy use while improving dependability and controls. The project also includes the final phase of renovation, updating, and expansion of Health Professions to accommodate strategic expansion of a variety of health related professions. Modernization and expansion of health profession academic offerings is necessary to meet the growing needs of health care providers throughout the region. Renovation of this space will include technology upgrades and expanded simulation space to ease the burden of clinical offerings being provided by private healthcare partners.

General Repair and Rehabilitation and Infrastructure

\$2,579,906

The University requests full funding, in each year of the biennium, of the General Repair and Rehabilitation and Infrastructure formula to maintain existing facilities, including the infrastructure which supports these facilities. Several general repair and rehabilitation projects are planned for completion in the 2023-2025 biennium.

CONCLUSION

The University of Southern Indiana requests support from the State of Indiana for its 2023-2025 Operating and Capital Improvement Budget Request. The University requests funding to support:

- USI's positive performance in Overall Degree Completion, At-Risk Degree Completion, STEM Degree Completion, Student Persistence, and On-Time Graduation Rates
- Academic Renovation Phase I Project
- General Repair and Rehabilitation and Infrastructure Formula
- Line Items
 - Historic New Harmony
 - Comprehensive Health Professions Initiative
- Dual Credit

Full funding of the Performance Funding Formulas, the University's Capital Improvement Plan, Dual Credit, and the two line items, is essential for the University of Southern Indiana to serve the southern Indiana region and to help achieve the goals of the entire State of Indiana.

UNIVERSITY OF SOUTHERN INDIANA

2023-2025 CAPITAL IMPROVEMENT PLAN

The University of Southern Indiana's 2023-2025 Capital Improvement Budget Request asks for the approval and funding for the following projects:

MAJOR REPAIR AND REHABILITATION

Academic Renovation Phase I

NEW CONSTRUCTION

No requests for New Construction for 2023-2025

ACQUISITIONS

No requests for Acquisitions for 2023-2025

MAJOR EQUIPMENT

No requests for Major Equipment for 2023-2025

GENERAL REPAIR AND REHABILITATION AND INFRASTRUCTURE

The University requests full funding, in each year of the biennium, of the General Repair and Rehabilitation and Infrastructure formula to maintain existing facilities, including the infrastructure which supports these facilities. Several general repair and rehabilitation projects are planned for completion in the 2023-2025 biennium.

CAPITAL REQUEST SCHEDULE IV (CRS IV)
INDIANA PUBLIC POSTSECONDARY EDUCATION
SUMMARY OF MAJOR PROJECTS RELATED TO THE TEN-YEAR CAPITAL PLAN
UNIVERSITY OF SOUTHERN INDIANA

	Near Term 2023-25			Medium Term 2025-27			Long-Term 2027-33		
	Est. State Funding	Est. Other Funding	Est. GSF Impact	Est. State Funding	Est. Other Funding	Est. GSF Impact	Est. State Funding	Est. Other Funding	Est. GSF Impact
<u>A. SPECIAL R&R PROJECTS</u>									
1. Academic Renovation Phase I (July 2024) Health Professions Ph IV - 87,000 GSF Wright Building - 70,000 GSF	\$ 83,000,000		37,000						
2. Rice Library Phase I Rice Library Phase I - 65,000 GSF Facility's Services Support Bldg - 25,000 GSF Art Storage Facility - 6500 GSF				\$ 37,000,000		36,000			
3. Student Residence Building Renovations/ Replacement and Expansion (July 2023, 2025, 2027) R&R to Apt. Buildings/Fire Alarms		\$12,000,000			\$12,000,000			\$12,000,000	
4. Orr Center Renovation Orr Center - 87,000 GSF Art Center - 48,000 GSF				\$ 57,000,000					
5. Recreation Center Expansion Recreation, Fitness and Wellness Center - 120,000 GSF					\$ 22,000,000	30,000			
6. University Center Expansion/Renovation - Phase II (July 2027)							\$ 27,000,000		60,000
7. Rice Library Phase II - IV							\$ 27,000,000		
<u>B. NEW CONSTRUCTION</u>									
1. Student Residence Building w/ Dining Hall (July 2025) 414 Beds, Attached Dining Center (1)		\$ 77,000,000	400 Beds						
2. Nexus Innovation Center Phase 1 (July 2029)							\$ 49,000,000		88,000
3. Student Residence Building (July 2029)								\$ 90,000,000	
4. Multidisciplinary Engineering Center (June 2028)							\$ 50,000,000		100,000
<u>C. QUALIFIED ENERGY SAVINGS PROJECTS</u>									
<u>D. ACQUISITION (FACILITY, LAND OR LEASE)</u>									
<u>E. OTHER PROJECTS</u>									
TOTAL CAPITAL PROJECT BUDGET REQUEST	\$ 83,000,000	\$ 89,000,000	37,000	\$ 94,000,000	\$ 34,000,000	66,000	\$ 153,000,000	\$ 102,000,000	248,000

UNIVERSITY OF SOUTHERN INDIANA

ACADEMIC RENOVATION PHASE I PROJECT

Project Description:

The University of Southern Indiana requests \$83 million in Major Repair and Rehabilitation fee-replaced funding for the Academic Renovation Phase I Project which will include renovation of the Wright Building and Phase IV of Health Professions renovations and improvements.

The Wright Building has cycled through a variety of uses over its 54-year lifespan without a major renovation. Many of the spaces within have been repurposed multiple times since its initial conception and virtually all its original departments have moved to different locations on campus. The current structure holds classroom spaces that necessitate updating for modern course delivery models and offices that do not allow for student facing services in a manner that would best accommodate USI's student population. The project includes the installation of new HVAC, electrical, plumbing, communications bandwidth, and structural updates. This equipment will significantly reduce energy use while improving dependability and controls.

The project also includes the final phase of renovation, updating, and expansion of Health Professions to accommodate strategic expansion of a variety of health related professions. Modernization and expansion of health profession academic offerings is necessary to meet the growing needs of health care providers throughout the region. Renovation of this space will include technology upgrades and expanded simulation space to ease the burden of clinical offerings being provided by private healthcare partners.

Estimated Request: \$83,000,000 – State Funded Fee Replacement – State Bonding Authorization

Project G.S.F.: 157,000

Project A.S.F.: 92,600

Anticipated Date of Completion: August 2026

Estimated Change in Annual Operating Budget: No Change – mechanical, electrical, and plumbing aspects of building renovation and design will result in better efficiencies and a decrease in annual operating expenditures.

NEED FOR CLASSROOM AND OFFICE RENOVATION

After acquisition of the land from the non-profit Southern Indiana Higher Education, Inc., the Indiana General Assembly approved construction of the Wright Building in 1968. The Wright Building was the first and only building on the current campus at the time of its construction. When the facility opened, only a few hundred students were enrolled at the campus. In fall 2019, 8,690 students were enrolled in certificate, undergraduate, and graduate degree programs. Containing both classrooms and offices, the Wright Building is heavily utilized by students, faculty, and administration.

The Wright Building has cycled through a variety of uses since its construction in 1968, without a major renovation. Many of the spaces within have been repurposed multiple times since its initial conception with almost all original departments having been moved to different locations on campus. The current structure holds classroom spaces that necessitate updating for current course delivery models and offices that do not allow for student facing services in a manner that would best accommodate USI's student population. The space within Wright has not been modified to provide for adequate contact between students and the departments for Student Affairs, Provost, and the President. Conversely, offices for Finance and Legal Affairs necessitate space that is more private than currently available to ensure security of information declared confidential by state code. The project includes the installation of new HVAC, electrical, plumbing, communications bandwidth, and structural updates. This equipment will significantly reduce energy use while improving dependability and controls.

The project also includes the final phase of renovation, updating, and expansion of Health Professions to accommodate strategic expansion of a variety of health related professions. There is a high demand for students who graduate from the College of Nursing and Health Professions and employers throughout the region need graduates from all majors from the College. Modernization and expansion of health profession academic offerings is necessary to meet the growing needs of health care providers throughout the State. Renovation of this space will include technology upgrades and expanded simulation space to ease the burden of clinical offerings being provided by private healthcare partners. Simulation labs are a highly necessary component in the training required for growing health fields.

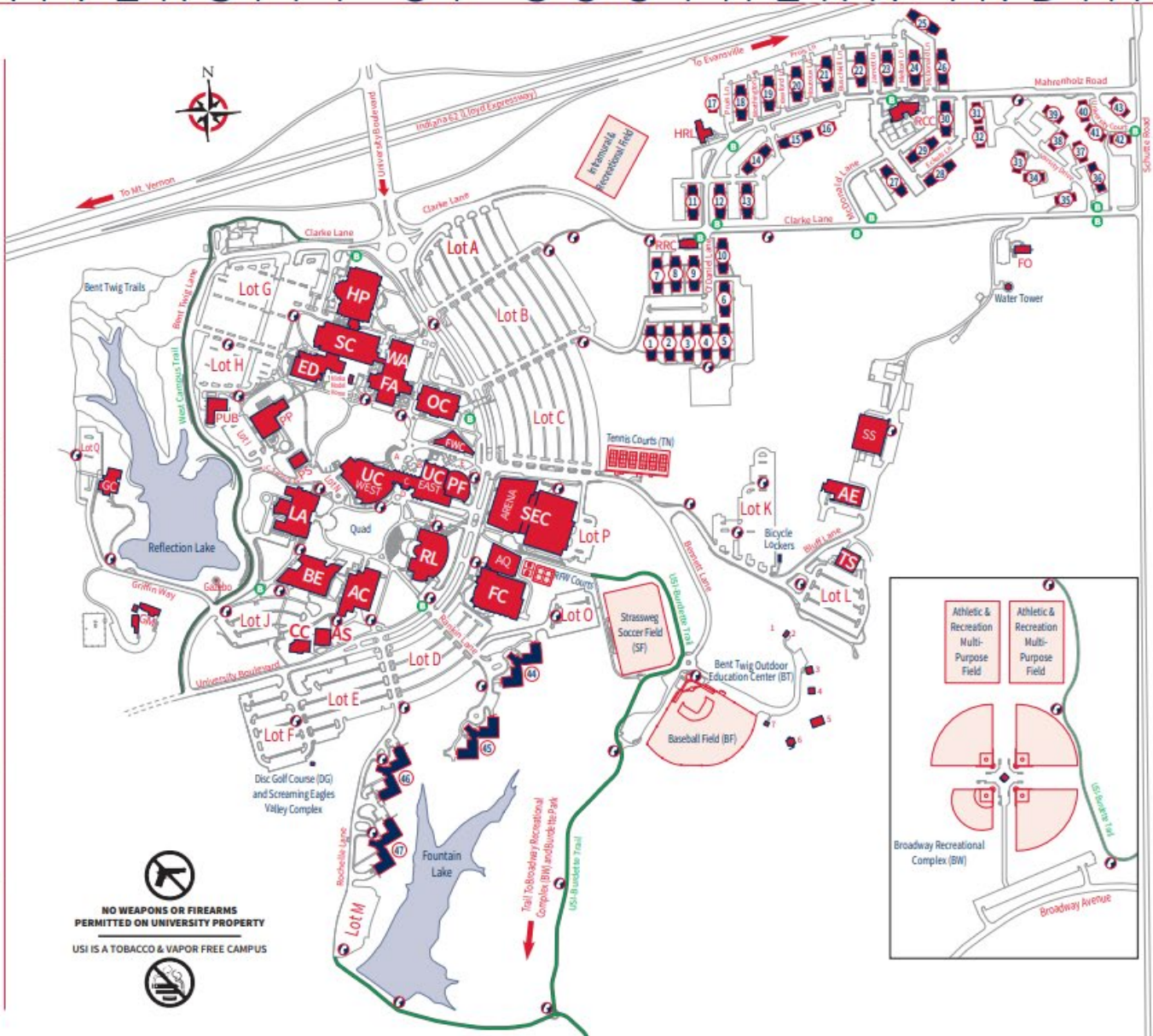
PRIORITY FOR WRIGHT BUILDING RENOVATION PROJECT

- Number one capital request for 2023-2025 biennium

UNIVERSITY OF SOUTHERN INDIANA

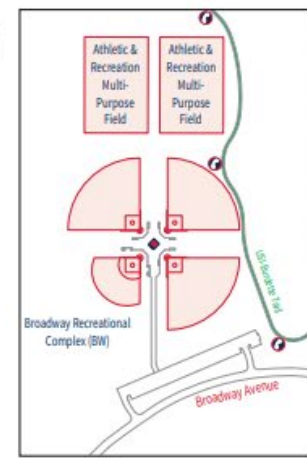
Campus Legend

- Applied Engineering Center **AE**
 - Aquatic Center **AQ**
 - Arts Center **AC**
 - Art Studio **AS**
 - Bent Twig Outdoor Education Center **BT**
 - 1. Amphitheatre
 - 2. Westwood Lodge
 - 3. Grimes Haus
 - 4. Herb Garden
 - 5. Eicher Barn
 - 6. Bokelman #3 School
 - 7. Restrooms
 - Business and Engineering Center **BE**
 - Carter Hall (UC West 233) **UC**
 - Couch/Renner Hall (ED 1101) **ED**
 - Dowhie Ceramics Center **CC**
 - Education Center **ED**
 - Forum Lecture Halls (FA 1, 2, and 3) **FA**
 - USI Foundation **FO**
 - Fuquay Welcome Center **FWC**
 - Griffin Center **GC**
 - Grounds Maintenance Center **GM**
 - Hamilton Music Studio (LA 0114) **LA**
 - Health Professions Center **HP**
 - Kleymeyer Hall (LA 0101) **LA**
 - Liberal Arts Center **LA**
 - Mallette Studio Theatre (LA 0105) **LA**
 - McCutchan Art Center/Pace Galleries (LA 0155) **LA**
 - Mitchell Auditorium (HP 1002) **HP**
 - Orr Center **OC**
 - Performance Center **PF**
 - Physical Plant Service Center **PP**
 - Public Safety Building **PS**
 - Publishing Services Center **PUB**
 - Recreation, Fitness and Wellness Center **FC**
 - Rice Library **RL**
 - Science Center **SC**
 - Screaming Eagles Complex **SEC**
 - Athletics Department
 - Kinesiology and Sport Department
 - Multipurpose Courts A, B, C
 - Screaming Eagles Arena
 - Support Services Center **SS**
 - Theatre Support Center **TS**
 - University Center **UC**
 - A. UC Courtyard
 - B. Rice Plaza
 - C. The Cone
 - D. UC Fountain
 - E. Performance Center Courtyard
 - Wright Administration Building **WA**
-
- Pedestrian, Bike and Nature Trail
 - Blue Emergency Phone
 - Bus Stop
- The off-campus recreational and varsity softball fields can be reached by traveling south on Schutte Road, then west on Broadway 1/4 mile; see map inset.



Housing Legend

- Housing and Residence Life Center **HRL**
- Residence Life Community Center **RCC**
- Residence Life Resource Center **RRC**
- Baker Building-McDonald East **31**
- Bayh Building-O'Daniel North **21**
- Bigger Building-O'Daniel South **1**
- Boon Building-O'Daniel South **6**
- Bowen Building-O'Daniel North **19**
- Branch Building-McDonald West **25**
- Branigin Building-O'Daniel North **12**
- Chase Building-McDonald East **41**
- Craig Building-O'Daniel North **18**
- Dunning Building-O'Daniel South **8**
- Durbin Building-McDonald West **30**
- Gates Building-O'Daniel North **17**
- Gray Building-McDonald East **34**
- Goodrich Building-McDonald West **24**
- Governors Hall **45**
- Hammond Building-McDonald East **37**
- Hanly Building-McDonald West **29**
- Hendricks Building-O'Daniel South **5**
- Hendricks Building-McDonald East **32**
- Hovey Building-McDonald East **42**
- Jackson Building-McDonald West **22**
- Jennings Building-O'Daniel South **10**
- Lane Building-McDonald East **38**
- Leslie Building-O'Daniel North **15**
- Marshall Building-McDonald West **27**
- Matthews Building-McDonald East **40**
- McCray Building-McDonald West **23**
- McNutt Building-O'Daniel North **14**
- Morton Building-McDonald East **39**
- Mount Building-McDonald East **43**
- Newman Hall **44**
- Noble Building-O'Daniel South **3**
- O'Bannon Hall **46**
- Orr Building-O'Daniel North **20**
- Porter Building-McDonald East **35**
- Ralston Building-McDonald West **26**
- Ray Building-O'Daniel South **4**
- Ruston Hall **47**
- Saletta Building-McDonald West **28**
- Schricker Building-O'Daniel North **11**
- Townsend Building-O'Daniel North **13**
- Wallace Building-O'Daniel South **2**
- Welsh Building-O'Daniel North **16**
- Whitcomb Building-O'Daniel South **7**
- Willard Building-McDonald East **36**
- Williams Building-McDonald East **33**
- Wright Building-O'Daniel South **9**





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