

**REVISED AGENDA
SUPPLEMENTAL INFORMATION**

**UNIVERSITY OF SOUTHERN INDIANA
BOARD OF TRUSTEES**

March 2, 2017

SECTION I – GENERAL AND ACADEMIC MATTERS

A. APPROVAL OF MINUTES OF JANUARY 12, 2017, MEETING

B. ESTABLISHMENT OF NEXT MEETING DATE, TIME, LOCATION

C. REPORT OF THE ACADEMIC AFFAIRS AND ENROLLMENT MANAGEMENT COMMITTEE

The Academic Affairs and Enrollment Management Committee will meet prior to the Board of Trustees meeting on March 2, 2017. A report will be presented.

D. PRESIDENT'S REPORT

E. REPORT ON THE INDIANA GENERAL ASSEMBLY

A report will be presented on the 2017 session of the Indiana General Assembly, including the budget recommendation passed by the Indiana House of Representatives as compared to USI's budget request (Exhibit I-A).

F. APPROVAL OF NEW DEGREE PROGRAM: DOCTOR OF EDUCATION

Approval of a new degree program, the Doctor of Education (Exhibit I-B) is recommended.

The Pott College of Science, Engineering, and Education proposes to offer a Doctor of Education (Ed.D.) degree. A complete abstract describing the program is in Exhibit I-B. The proposed implementation date is fall 2017.

G. APPROVAL OF CANDIDATES FOR DEGREES

The candidates for doctoral, master's, bachelor's and associate's degrees, to be conferred April 28, 2017, and April 29, 2017, are listed in Exhibit I-C.

It is recommended that award of the respective degrees be approved subject to the completion of all requirements.

H. APPROVAL OF CANDIDATES FOR HONORARY DEGREES

The USI Honorary Degree Policy states, "An honorary degree from the University of Southern Indiana is the highest form of recognition granted by the institution. Individuals who have given distinguished and extraordinary service consistent with the mission of the University are eligible for consideration. That service may be to the University itself, and/or to local, statewide, national, or international communities. Individuals selected to receive an honorary degree should exemplify the highest ideals of integrity, service, and dedication to learning."

In accordance with the policy, the Honorary Degree Committee and President Bennett recommend that the conferral of the following honorary degree during the Commencement Ceremony on Friday, April 28, 2017, be approved.

DOCTOR OF LAWS to Linda E. White, President and CEO of Deaconess Health System, whose support of the University of Southern Indiana extends across multiple colleges, and her devotion to healthcare in the region is recognized nationally.

SECTION II – FINANCIAL MATTERS

A. REPORT OF FINANCE/AUDIT COMMITTEE

The Finance/Audit Committee will meet prior to the Board of Trustees meeting on March 2, 2017. A report will be presented.

B. REPORT ON CURRENT CONSTRUCTION PROJECTS

A report on the status of current construction projects will be presented. Exhibit II-A is a summary of the cost and funding sources for each project.

SECTION III – PERSONNEL MATTERS

A. APPROVAL OF ANNUAL AUTHORIZATION FOR EMPLOYMENT OF FACULTY AND STAFF

The University of Southern Indiana Board of Trustees, pursuant to Indiana Code 21-38-3-9, annually authorizes the President of the University of Southern Indiana to employ faculty and staff, and to establish salaries, and wages within budgetary capabilities. The last authorization was on March 3, 2016.

It is recommended that the Trustees authorize the President of the University to employ qualified faculty and staff, to grant leaves of absence, and to establish salaries, wages, and benefits for employees within the capabilities of the budget. Further, it is recommended that the Trustees, who establish the employment contract for the President of the University, including salary and benefits, authorize the Chair of the Board of Trustees to convey to the President her employment contract, including salary and benefits.

B. REPORT ON FACULTY AND ADMINISTRATIVE RETIREMENTS

The following faculty and administrative retirements will be reviewed.

Instructor in Psychology Margaret M. Felton, in accordance with the regular retirement policy, will retire effective May 9, 2017, after 18.5 years of service.

Academic Advisor Diane G. Utley, in accordance with the regular retirement policy, will retire effective July 1, 2017, after 13 years of service.

C. APPROVAL OF EMERITUS STATUS

Approval of the following emeritus titles is recommended.

Instructor Emerita in Psychology Margaret M. Felton

Academic Advisor Emerita Diane G. Utley

**UNIVERSITY OF SOUTHERN INDIANA
BIENNIAL BUDGET 2017-2019
OPERATING BUDGET SUBMISSION SUMMARY/COMPARISON**

| | 2017-18 | | | | 2018-19 | | | |
|--|------------------------------------|--|----------------------------------|---------------------|------------------------------------|--|----------------------------------|---------------------|
| | Budget Submission per Instructions | Commission for Higher Education Recommendation | Governor's Budget Recommendation | House Passed Budget | Budget Submission per Instructions | Commission for Higher Education Recommendation | Governor's Budget Recommendation | House Passed Budget |
| <u>EXPENDITURES</u> | | | | | | | | |
| Expenditure Base | 105,622,634 | 105,622,634 | 105,622,634 | 105,622,634 | 105,622,634 | 105,622,634 | 105,622,634 | 105,622,634 |
| State Operating Appropriation Base Reduction | 0 | (1,679,953) a | (2,722,915) b | (964,459) c | 0 | (1,937,890) d | (2,350,588) e | (1,502,762) f |
| Performance Funding Formulas | | | | | | | | |
| A. Overall Degree Completion | 1,264,000 | 1,093,678 | 1,067,266 | 417,570 | 1,264,000 | 1,255,966 | 1,243,958 | 696,014 |
| B. At Risk Degree Completion | 162,000 | 140,184 | 136,782 | 53,514 | 162,000 | 160,974 | 159,435 | 89,208 |
| C. Student Persistence Incentive | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D. On-Time Graduation Rate | 1,449,000 | 1,253,763 | 1,223,523 | 478,737 | 1,449,000 | 1,439,802 | 1,426,005 | 797,895 |
| Total Performance Funding | 2,875,000 | 2,487,625 g | 2,427,571 h | 949,821 i | 2,875,000 | 2,856,742 j | 2,829,398 k | 1,583,117 l |
| Debt Service | 36,493 | 36,493 | 36,493 | 36,493 | 3,258,396 | 3,258,396 | 37,827 | 1,687,387 |
| Reallocation of Student Fees | (36,493) | (36,493) | (36,493) | (36,493) | (3,258,396) | (3,258,396) | (37,827) | (1,687,387) |
| Net Debt Service | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Budget Increases | 2,875,000 | 807,672 | (295,344) | (14,638) | 2,875,000 | 918,852 | 478,810 | 80,355 |
| Total Expenditure Base | 108,497,634 | 106,430,306 | 105,327,290 | 105,607,996 | 108,497,634 | 106,541,486 | 106,101,444 | 105,702,989 |
| Percent Change | 2.7% | 0.8% | -0.3% | 0.0% | 2.7% | 0.9% | 0.5% | 0.1% |
| <u>REVENUE</u> | | | | | | | | |
| Student Fee Base | 51,789,543 | 51,789,543 | 51,789,543 | 51,789,543 | 51,789,543 | 51,789,543 | 51,789,543 | 51,789,543 |
| Fee Increase | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer (to) from Debt Service | (36,493) | (36,493) | (36,493) | (36,493) | (3,258,396) | (3,258,396) | (37,827) | (1,687,387) |
| Total Student Fees | 51,753,050 | 51,753,050 | 51,753,050 | 51,753,050 | 48,531,147 | 48,531,147 | 51,751,716 | 50,102,156 |
| Operating Appropriation Base | 44,858,559 | 44,858,559 | 44,858,559 | 44,858,559 | 44,858,559 | 44,858,559 | 44,858,559 | 44,858,559 |
| Appropriation Increase | 2,875,000 | 807,672 | (295,344) | (14,638) | 2,875,000 | 918,852 | 478,810 | 80,355 |
| Total Operating Appropriation | 47,733,559 | 45,666,231 | 44,563,215 | 44,843,921 | 47,733,559 | 45,777,411 | 45,337,369 | 44,938,914 |
| Percent Change | 6.4% | 1.8% | -0.7% | 0.0% | 6.4% | 2.0% | 1.1% | 0.2% |
| Fee Replacement Appropriation Base | 8,974,532 | 8,974,532 | 8,974,532 | 8,974,532 | 8,974,532 | 8,974,532 | 8,974,532 | 8,974,532 |
| Fee Replacement Change | 36,493 | 36,493 | 36,493 | 36,493 | 3,258,396 | 3,258,396 | 37,827 | 1,687,387 |
| Total Fee Replacement Appropriation | 9,011,025 m | 9,011,025 m | 9,011,025 o | 9,011,025 m | 12,232,928 n | 12,232,928 n | 9,012,359 o | 10,661,919 p |
| Total State Appropriation | 56,744,584 | 54,677,256 | 53,574,240 | 53,854,946 | 59,966,487 | 58,010,339 | 54,349,728 | 55,600,833 |
| Percent Change | 5.4% | 1.6% | -0.5% | 0.0% | 11.4% | 7.8% | 1.0% | 3.3% |
| Total Revenue Base | 108,497,634 | 106,430,306 | 105,327,290 | 105,607,996 | 108,497,634 | 106,541,486 | 106,101,444 | 105,702,989 |

**UNIVERSITY OF SOUTHERN INDIANA
BIENNIAL BUDGET 2017-2019
OPERATING BUDGET SUBMISSION SUMMARY/COMPARISON**

- a 3.745% of FY17 Operating Appropriation Base (\$44,858,559) plus 3.5% from new funding to fund Performance Funding Formulas in 2017-18
- b 6.07% of FY17 Operating Appropriation Base (\$44,858,559) plus 1.0% from new funding to fund Performance Funding Formulas in 2017-18
- c 2.25% of FY17 Operating Appropriation Base (\$44,858,559) plus 0.85% from new funding to fund Performance Funding Formulas in 2017-18
- d 4.32% of FY17 Operating Appropriation Base (\$44,858,559) plus 4% from new funding to fund Performance Funding Formulas in 2018-19
- e 5.24% of FY17 Operating Appropriation Base (\$44,858,559) plus 3% from new funding to fund Performance Funding Formulas in 2018-19
- f 3.35% of FY17 Operating Appropriation Base (\$44,858,559) plus 1.65% from new funding to fund Performance Funding Formulas in 2018-19
- g 13.4748% per unit reduction of the Performance Funding Formula values in 2017-18
- h 15.5644% per unit reduction of the Performance Funding Formula values in 2017-18
- i 66.96% per unit reduction of the Performance Funding Formula values in 2017-18
- j .6356% per unit reduction of the Performance Funding Formula values in 2018-19
- k 1.5856% per unit reduction of the Performance Funding Formula values in 2018-19
- l 44.936% per unit reduction of the Performance Funding Formula values in 2018-19
- m includes no new fee replacement capital projects in 2017-18
- n includes annual fee replacement funding for the Physical Activities Center Classroom Expansion Phase II project beginning 2018-19 (4.75% interest rate assumption)
- o includes no new fee replacement capital projects in 2017-18 and 2018-19
- p includes annual fee replacement funding on \$21,000,000 of the Physical Activities Center Classroom Expansion Phase II project beginning 2018-19 (4.75% interest rate assumption); cash funding of \$20,000,000 also recommended for the project to reduce borrowing costs

**UNIVERSITY OF SOUTHERN INDIANA
BIENNIAL BUDGET 2017-2019**

**COMPARISON OF BUDGET SUBMISSION
WITH INDIANA COMMISSION FOR HIGHER EDUCATION RECOMMENDATION, GOVERNOR'S BUDGET, AND HOUSE WAYS AND MEANS PASSED BUDGET**

| | 2017-18 | | | | 2018-19 | | | |
|--|------------------------------------|--|----------------------------------|---------------------|------------------------------------|--|----------------------------------|---------------------|
| | Budget Submission per Instructions | Commission for Higher Education Recommendation | Governor's Budget Recommendation | House Passed Budget | Budget Submission per Instructions | Commission for Higher Education Recommendation | Governor's Budget Recommendation | House Passed Budget |
| OPERATING BUDGET | | | | | | | | |
| State Operating Appropriation Base Reduction | 0 | (1,679,953) a | (2,722,915) b | (964,459) c | 0 | (1,937,890) d | (2,350,588) e | (1,502,762) f |
| Performance Funding Formulas | | | | | | | | |
| Overall Degree Completion | 1,264,000 | 1,093,678 g | 1,067,266 h | 417,570 i | 1,264,000 | 1,255,966 j | 1,243,958 k | 696,014 l |
| At Risk Degree Completion | 162,000 | 140,184 g | 136,782 h | 53,514 i | 162,000 | 160,974 j | 159,435 k | 89,208 l |
| Student Persistence Incentive | 0 | 0 g | 0 h | 0 i | 0 | 0 j | 0 k | 0 l |
| On-Time Graduation Rate | 1,449,000 | 1,253,763 g | 1,223,523 h | 478,737 i | 1,449,000 | 1,439,802 j | 1,426,005 k | 797,895 l |
| Total | 2,875,000 | 807,672 | (295,344) | (14,638) | 2,875,000 | 918,852 | 478,810 | 80,355 |

- a 3.745% of FY17 Operating Appropriation Base (\$44,858,559) plus 3.5% from new funding to fund Performance Funding Formulas in 2017-18
- b 6.07% of FY17 Operating Appropriation Base (\$44,858,559) plus 1.0% from new funding to fund Performance Funding Formulas in 2017-18
- c 2.25% of FY17 Operating Appropriation Base (\$44,858,559) plus 0.85% from new funding to fund Performance Funding Formulas in 2017-18
- d 4.32% of FY17 Operating Appropriation Base (\$44,858,559) plus 4% from new funding to fund Performance Funding Formulas in 2018-19
- e 5.24% of FY17 Operating Appropriation Base (\$44,858,559) plus 3% from new funding to fund Performance Funding Formulas in 2018-19
- f 3.35% of FY17 Operating Appropriation Base (\$44,858,559) plus 1.65% from new funding to fund Performance Funding Formulas in 2018-19
- g 13.4748% per unit reduction of the Performance Funding Formula values in 2017-18
- h 15.5644% per unit reduction of the Performance Funding Formula values in 2017-18
- i 66.96% per unit reduction of the Performance Funding Formula values in 2017-18
- j .6356% per unit reduction of the Performance Funding Formula values in 2018-19
- k 1.5856% per unit reduction of the Performance Funding Formula values in 2018-19
- l 44.936% per unit reduction of the Performance Funding Formula values in 2018-19

**UNIVERSITY OF SOUTHERN INDIANA
BIENNIAL BUDGET 2017-2019**

**COMPARISON OF BUDGET SUBMISSION
WITH INDIANA COMMISSION FOR HIGHER EDUCATION RECOMMENDATION, GOVERNOR'S BUDGET, AND HOUSE WAYS AND MEANS PASSED BUDGET**

2017-19

| | <u>Budget Submission per Instructions</u> | <u>Commission for Higher Education Recommendation</u> | <u>Governor's Budget Recommendation</u> | <u>House Passed Budget</u> |
|--|---|---|---|------------------------------------|
| CAPITAL BUDGET -- REPAIR AND REHABILITATION | | | | |
| General R&R | 3,233,724 | 1,616,862 | 1,616,862 | 1,616,862 |
| Infrastructure | <u>491,620</u> | <u>245,810</u> | <u>245,810</u> | <u>245,810</u> |
| Total | 3,725,344 | 1,862,672 * | 1,862,672 * | 1,862,672 * |

* 50% of R&R funding formula

| | <u>Budget Submission per Instructions</u> | <u>Commission for Higher Education Recommendation</u> | <u>Governor's Budget Recommendation</u> | <u>House Passed Budget</u> |
|--|---|---|---|------------------------------------|
| CAPITAL BUDGET -- FACILITIES | | | | |
| Physical Activities Center Classroom Expansion - Phase II State Funding Bonding Authorization | 41,000,000 | 41,000,000 * | 0 | 41,000,000 ** |

* \$3,220,569 estimated annual debt service beginning FY19

** \$20,000,000 cash funding plus \$1,649,560 estimated annual debt service beginning FY19

| | <u>Line Item Appropriation 2016-17</u> | <u>Budget Submission per Instructions</u> | <u>Commission for Higher Education Recommendation</u> | <u>Governor's Budget Recommendation</u> | <u>House Passed Budget</u> |
|----------------------------------|--|---|---|---|------------------------------------|
| LINE ITEM INITIATIVES | | | | | |
| Historic New Harmony | 486,878 | | | | |
| 2017-18 | | 530,697 | 503,919 | 486,878 | 486,878 |
| 2018-19 | | <u>576,488</u> | <u>503,919</u> | <u>486,878</u> | <u>486,878</u> |
| Total | | 1,107,185 | 1,007,838 | 973,756 | 973,756 |
| Dual Credit Enrollment | 320,450 | | | | |
| 2017-18 | | 302,550 | 302,550 | 320,450 | 302,550 |
| 2018-19 | | <u>302,550</u> | <u>302,550</u> | <u>320,450</u> | <u>302,550</u> |
| Total | | 605,100 | 605,100 | 640,900 | 605,100 |
| USI Campus Security Enhancements | 0 | | | | |
| 2017-18 | | 750,000 | 750,000 | 0 | 750,000 |
| 2018-19 | | <u>750,000</u> | <u>750,000</u> | <u>0</u> | <u>750,000</u> |
| Total | | 1,500,000 | 1,500,000 | 0 | 1,500,000 |
| USI STEM Initiative | 0 | | | | |
| 2017-18 | | 2,000,000 | 0 | 0 | 0 |
| 2018-19 | | <u>2,000,000</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | | 4,000,000 | 0 | 0 | 0 |

**UNIVERSITY OF SOUTHERN INDIANA
BIENNIAL BUDGET 2017-2019**

COMPARISON OF BUDGET SUBMISSION

WITH INDIANA COMMISSION FOR HIGHER EDUCATION RECOMMENDATION, GOVERNOR'S BUDGET, AND HOUSE WAYS AND MEANS PASSED BUDGET

| | Submission | House Passed Budget | | |
|--|------------|---------------------|-----------|-----------|
| | 2017-19 | 2017-18 | 2018-19 | Total |
| CAPITAL BUDGET -- REPAIR AND REHABILITATION | | | | |
| General R&R | 3,233,724 | 808,431 | 808,431 | 1,616,862 |
| Infrastructure | 491,620 | 122,905 | 122,905 | 245,810 |
| Total | 3,725,344 | 931,336 * | 931,336 * | 1,862,672 |

* 25% of R&R funding formula each year of the biennium

| | Submission | House Passed Budget | |
|--|------------|---------------------|---|
| | 2017-19 | 2017-19 | Comments |
| CAPITAL BUDGET -- FACILITIES | | | |
| Physical Activities Center Classroom Expansion - Phase II State Funding Bonding Authorization | 41,000,000 | 41,000,000 | \$20,000,000 FY19 cash funding plus \$1,649,560 estimated annual debt service on \$21,000,000 beginning FY19 (4.75% interest rate assumption) |

| | Line Item Appropriation 2016-17 | Submission | House Passed Budget | |
|----------------------------------|---------------------------------------|------------|---------------------|--|
| | | 2017-19 | 2017-19 | Comments |
| LINE ITEM INITIATIVES | | | | |
| Historic New Harmony | 486,878 | | | |
| 2017-18 | | 530,697 | 486,878 | 0% increase of FY17 appropriation |
| 2018-19 | | 576,488 | 486,878 | |
| Total | | 1,107,185 | 973,756 | |
| Dual Credit Enrollment | 320,450 | | | |
| 2017-18 | | 302,550 | 302,550 | based on 2014-15 dual credit enrollment @ \$50 per credit hour |
| 2018-19 | | 302,550 | 302,550 | |
| Total | | 605,100 | 605,100 | |
| USI Campus Security Enhancements | 0 | | | |
| 2017-18 | | 750,000 | 750,000 | |
| 2018-19 | | 750,000 | 750,000 | |
| Total | | 1,500,000 | 1,500,000 | |
| USI STEM Initiative | 0 | | | |
| 2017-18 | | 2,000,000 | 0 | |
| 2018-19 | | 2,000,000 | 0 | |
| Total | | 4,000,000 | 0 | |

ABSTRACT **Doctor of Education**

**To be offered in a blended format with some online coursework and some face-to-face
by the University of Southern Indiana, Evansville, Indiana**

Consistency with Institution's Mission:

The proposed Doctor of Education (Ed.D) program resonates with the University's institutional mission: "An engaged learning community, advancing education and knowledge, enhancing civic and cultural awareness, and fostering partnerships through comprehensive outreach programs. We prepare individuals to live wisely in a diverse and global community." The statement begins and ends with "community," and it is precisely that concept that drives the entire structure and make-up of the proposed Ed.D. program. A community-based focus sets this program apart from other doctoral programs in education and aligns with the University mission "to enhance civic and cultural awareness and to prepare individuals to live (and lead) wisely in a diverse and global community." Candidates in the program will engage in field-based experiences in their local area schools, not-for-profit agencies, and community organizations.

Relation to Institution's Strategic and/or Academic Plan:

The University of Southern Indiana's 2016-2020 strategic plan includes three overarching goals:

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

The proposed Ed.D. program contributes to each of these. With respect to the first, the creation of this program was a response to a large contingent of area educators (alumni and therefore part of the USI community) who asked that USI offer an education doctoral program. The requests came because there is no ready access to a state-supported institution in southern Indiana offering an Ed.D. program. Therefore, this proposal to fill that need is about providing access and opportunity, the second overarching strategic goal. Lastly, adding the Ed.D. program will help USI grow purposefully – adding a graduate-level program that will have a positive effect on schools and communities in southern Indiana and the tri-state region.

Curriculum:

For students coming to the program with a master's degree in education, a minimum of 60 credit hours will be required. For students seeking admission to the program with a master's degree in another field, additional master's level coursework in education will be required. The overarching curricular plan includes the following: research methods, 12 credits; program core, 18 credits; concentration, 15 credits; and dissertation/culminating project, 15 credits.

Employment Possibilities:

According to the Bureau of Labor Statistics, the demand for school administrators nationally will grow by six percent over the next eight years and in Indiana the growth rate will be closer to seven percent, and even higher in Kentucky.¹ Indiana's Department of Workforce Development projects a ten-year growth rate of 9.5 percent for Indiana.² Rapid turnover, particularly among superintendents in some volatile districts, can distort the overall employment picture.³ What is clear, however, is that the typically short employment duration of a superintendent inhibits the ability of a school district to build a unifying educational vision. This circumstance places a burden on institutions of higher education to revamp administrator preparation programs, to produce administrator candidates capable of navigating a complex political milieu and developing trust through open communication with teachers, staff, and community stakeholders.⁴ Today, administrators need deep intellectual grounding in community-based educational theory, and practical formal experience negotiating school-community dynamics.

¹ Bureau of Labor Statistics. (2016, March). *Handbook on Occupational Outlook*. Retrieved from Projections Central: <http://www.projectionscentral.com/Projections/LongTerm>.

² Indiana Department of Workforce Development. (2016). Retrieved from <http://www.hoosierdata.in.gov/FD/overview.aspx>.

The proposed University of Southern Indiana Doctor of Education program has been created to address these issues.

The genesis of the University of Southern Indiana Doctor of Education responds to needs on two levels. The first is to help the state fill administrator vacancies by preparing more leaders; the second significant focus, is to help the state to prepare leaders capable of doing more, by virtue of their preparation.

The proposed program will give education professionals in Indiana convenient access to an innovative, high-quality doctoral program.

³ Glass, L. G. (2003). The Superintendent Shortage: Findings From Research on School Board Presidents. *Journal of School Leadership*, 264-287.

⁴ Combs, H. S. (2015). Four Essential Practices for Building Trust. *Educational Leadership*, 18-22.

**CANDIDATES FOR DEGREES
UNIVERSITY OF SOUTHERN INDIANA
April 28 and 29, 2017**

**DOCTOR OF NURSING
PRACTICE**

Tamera M. Cox
Mary E. Doerner
Nichole E. Hickman
Donna S. House
Julie K. Kathman
Donna D. Kincheloe
Stephanie J. Knox
Laura Watson
Connie Winik
Dawn M. Worman

**MASTER OF ARTS IN
COMMUNICATION**

Michele L. Duran
Emily C. Ellison
Tania d. Machonisse
Jessica G. Welcher

**MASTER OF ARTS IN
ENGLISH**

Alexander M. Bunner
Shelby Phelps

**MASTER OF BUSINESS
ADMINISTRATION**

Bethany R. Baumgart
Latrice Berry
Melissa A. Bullock
Sara E. Garrett
Christina L. Hauger
Jared S. McDaniel
Kevin M. Montgomery
Shelby D. Morris
Nathan T. Murphy
Heather R. Odom
Kelsey M. Powers
Daniel L. Rardin
Melia A. Rowland
Aaron J. Schibik
Jacob R. Stephens
Lynn C. Strohl
Ashliegh R. Thompson Havener
Derrick T. Wells
Katherine R. Williams

**MASTER OF HEALTH
ADMINISTRATION**

Margo E. Ashby
Jeffrey M. Cavanaugh
Emily Combest
Lindsey N. Minkner
Jessie E. Seiler
Jeremy K. Smith
Lauren E. Weil
Ryan H. Wood

**MASTER OF PUBLIC
ADMINISTRATION**

Ashley R. Hughes

**MASTER OF SCIENCE IN
EDUCATION**

Abbie D. Balbach
Kailey J. Hall
Masato Horibe
Christine E. Leraris
Abbigail J. Mayer
Abbey N. Mitchell
Melinda E. Poole
Syed H. Raza
Heather L. Schnur

**MASTER OF SCIENCE IN
INDUSTRIAL MANAGEMENT**

Maureen Hack

**MASTER OF SCIENCE IN
NURSING**

Amy G. Abuasabeh
Kortney Arnold
Mikaela Ashby
Jamie L. Baker
Samantha M. Beadles
Amber N. Becker
Christopher R. Birdsell
Amanda J. Blanton
Andrea D. Brewer
Amanda J. Brown
Nichole A. Bundschuh
Erin D. Burdi
Alexandria J. Carie-Kroeger
DeeAnn Cervantez
Ann Chartrand
Kathy L. Christen
Dawn L. Cobb
Terra M. Coomer
Gina M. Cooper
Donna M. Cousert
Kelly A. Davis
Jordan R. Dawson
Kira A. Dent
Kirby A. Dewig
Tia Dickerson
Stephanie G. Dutch
Julie A. Edwards
Traci I. Emerson
Jennifer Fogle
Jessica B. Goeckner
Amanda K. Goff
Deborah Granick
Adam T. Grant
Jessica Harper
Katherine G. Harrington
Gretchen Harrison
Kristine M. Hays
Carrie E. Herthel
Christy R. Holmes
Jamie S. Howard
Elizabeth A. Jackson
Ronda E. Johnson
Erin E. Klender
Sharon M. Knueven

Jennifer L. Lampert
Diana L. LeRoux
Aaron J. Lehman
Mark R. Lentz
Sarah K. Loftin
Melissa A. Lough
Phillip E. Love
Amy F. Lowe
Kaelyn R. Macke
Megan E. Malchioni
Jamie R. Marksberry
Miguel A. Martinez-Sierra
Michele M. McClure
Sarah L. McCrea
Lavena H. McCullum
Sherry L. Mewes
Rachel M. Millay
Georgia S. Miller
Carie A. Montesa
Angela J. Mueller
Stella C. Onyeakazi
Melissa L. Parker
Sloan M. Payne
Amanda J. Petersen
Ashlee N. Pinkston
Amanda C. Pritchett
Sheri D. Pullin
Ashley A. Renea
Stanley S. Revlett
Farrah D. Rice
Karen L. Ritscher
Mark E. Robb
Kimberly E. Ross
Dawn L. Rowley
Michelle F. Roysse
Kelly E. Ryan
Janet K. Seelye
Lindsey R. Senn
Celeste Shively
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**Summary
Construction Projects**

March 2, 2017

Recently Completed

Liberal Arts Dean's Suite Remodel

Project Cost \$ 170,000

Funding Source: Special Projects Reserves

Projects Under Construction

Physical Activities Center (PAC) Renovation

Project Cost \$ 16,000,000

Funding Source: Legislative Appropriation - 2013

Health Professions Center: Classroom Renovation/Expansion

Project Cost \$ 8,000,000

Funding Source: Legislative Appropriation - 2015

Multi-Institutional Academic Health and Science Research Center

Project Cost \$ 6,000,000

Funding Source: Legislative Appropriation - 2015

Fuquay Welcome Center

Project Cost \$ 2,500,000

Funding Sources:

Private Gifts \$ 2,000,000

Special Projects Reserves \$ 500,000

Door Hardware with ADA Interior Locks Replacement

Project Cost \$ 450,000

Funding Source: Special Projects

Child Learning Center R&R Safety Improvements

Project Cost \$ 180,000

Funding Source: Auxiliary Repair and Rehabilitation

Replace High Lighting in Parking Lots A, B and C

Project Cost \$ 130,000

Funding Source: Parking Reserves

Projects in Design

Orr Center Registrar and Admissions Office Renovation

Project Cost \$ 525,000

Funding Source: Special Projects

Arc Flash OSHA Code Requirements for Electrical Panels

Project Cost \$ 260,000

Funding Source: Special Projects

Energy Management System Upgrade:

Health Professions Center, Science and Education Center

Project Cost \$ 180,000

Funding Source: General Repair and Rehabilitation Appropriation