

## MINUTES

### UNIVERSITY OF SOUTHERN INDIANA BOARD OF TRUSTEES

January 14, 2021

The University of Southern Indiana Board of Trustees met on Thursday, January 14, 2021, virtually via Zoom Video Communications. Present were Chair Kenneth L. Sendelweck '76 and Trustees Josi M. Barscz '22; W. Harold Calloway; John M. Dunn; Daniel M. Fuquay; Christine H. Keck; Jeffrey L. Knight; Ronald D. Romain '73 and Christina M. Ryan. Also in attendance were President Ronald S. Rochon; Provost Mohammed Khayum; Vice President for Finance and Administration Steven J. Bridges '89 M'95; Vice President for Marketing and Communications Kindra L. Strupp; Vice President for Development David A. Bower; Vice President for Student Affairs Khalilah T. Doss; Chief Government and Legal Affairs Officer Aaron C. Trump; Faculty Senate Chair Rex M. Strange '92; and Student Government Association President Kelsey L. McCullough '21.

Chair Sendelweck called the meeting to order at 9:30 a.m.

#### SECTION I – GENERAL AND ACADEMIC MATTERS

##### A. APPROVAL OF MINUTES OF NOVEMBER 5, 2020, MEETING

On a motion by Mr. Knight, seconded by Ms. Ryan, the minutes of the November 5, 2020, meeting of the Board of Trustees were approved.

##### B. ESTABLISHMENT OF NEXT MEETING DATE, TIME, LOCATION

Mr. Sendelweck called on Vice President Strupp, who reported the next meeting of the Board of Trustees is scheduled for Thursday, March 4, 2021, with location or modality to be determined.

##### C. PRESIDENT'S REPORT

Chair Sendelweck called on President Rochon for his report. Dr. Rochon began by reporting the U.S. Office of the Vice President and the White House Coronavirus Task Force invited higher education leaders from across the nation to attend a briefing call on Monday, December 21, with U.S. Vice President Mike Pence, White House Coronavirus Task Force Coordinator Ambassador Deborah Birx, and Senior Administration Officials to hear an update on university and college COVID-19 considerations and best practices going into the Spring Semester. President Rochon and several members of USI's administration were able to join this informative call that validated USI's safe return to campus plan for Spring 2021.

This year, the 2021 Martin Luther King Day Luncheon will be exchanged with a week-long slate of virtual events themed "*The Fierce Urgency of Now!*" Keynote speaker Dr. Talitha Washington will kick off the week's events on Monday, January 18, at 11 a.m. Dr. Washington is the inaugural Director of the Atlanta University Center Data Science Initiative and Professor of Mathematics at Clark Atlanta University, and is an affiliate faculty at Morehouse College, Morehouse School of Medicine, and Spelman College. She is an in-demand speaker who enjoys sharing her expertise on applied mathematics as well as STEM diversity to a wide range of audiences. Her work on Dr. Elbert Frank Cox, the first Black in the world to earn a PhD in mathematics, has been shared on radio and television, as well as in the Notices of the American Mathematical Society.

President Rochon announced the Liberal Arts Equity, Diversity and Inclusive Committee is partnering with the Nelson Mandela Social Justice Committee to host a two-day event on February 17 and 18. All events will be virtual including a Teach-In with rapper and activist Roy Kinsey and Mandela Day Speaker Manisha Sinha. Dr. Sinha is the James L. and Shirley A. Draper Chair in American History at the University of Connecticut and leading authority on the history of slavery and abolition and the Civil War and Reconstruction. A full schedule of events is available on the USI website.

President Rochon called on Vice President Strupp for a Marketing and Communications update. Vice President Strupp introduced Ms. Jennifer Lonchar and Ms. Courtney Tritch from Carnegie Dartlet to provide an

update on the work they have been doing to assist USI identify its “human personality”, which will be used in correlation with USI’s strategic plan goal of elevating visibility and reputation. Ms. Tritch provided an overview of Carnegie Dartlet’s approach, including the research and strategy they have used thus far in the process. Additionally, she summarized the next steps and desired outcomes of this project. Vice President Strupp and President Rochon thanked the Trustees for their participation in this ongoing initiative.

President Rochon called on Vice President Bower for an update from the Presidential Task Force on COVID-19. Mr. Bower began by announcing an additional essential support team has been established under the Presidential Task Force. The COVID-19 Vaccination Implementation Team will work with the University Health Center to ensure all students, faculty, and staff are able to receive the vaccine if they find that they are unable to do so through the statewide system being implemented through the health department and local hospitals. Dr. Rochon has offered campus locations as vaccination sites if that should become needed.

President Rochon was featured in an end of semester message video thanking the campus community members for their cooperation in controlling the spread of the virus on campus. Additionally, there were communications to employees and USI students heard directly from Dean of Students Dr. Jennifer Hammat.

Mr. Bower stated the latest report shows a total of 672 campus community members (5.7 percent) have tested positive for the virus since March 2020. Of those, 610 were students and 62 were employees. This is out of a total campus census of 11,674.

Dr. James Porter, President of Deaconess Health System met virtually with the Task Force and Chair Sendelweck on January 8, 2021. During that meeting Dr. Porter reminded us all that currently we are experiencing the highest positivity rates since the national lockdown in March 2020. He urged all to continue to follow the CDC guidelines, and congratulated USI on its success in mitigating the spread this past fall. Dr. Porter stated the safety protocols USI has in place should also serve us well this spring. Dr. Porter also believes having students on campus and in class is conducive to reducing the spread, especially if USI continues to have compliance with our safety measures.

Mr. Bower noted the number of students currently in housing and an expected housing census of 1,837 students on February 8, when in-person classes are to resume. USI has reserved 3,000 screening antigen tests for students, if needed, and have requested an additional 4,000 from the State Health Department. He concluded his report noting USI will continue to monitor the data to ensure the date of February 8 remains safe for in-person classes to resume. USI employees have returned to their fall alternate work schedules to continue reducing campus density while the University is fully operational.

President Rochon called on Aaron Trump for a report from Government and Legal Affairs. Mr. Trump reported the second round of stimulus dollars is now being processed and with that comes new CARES Act funds or Coronavirus Response and Relief Supplemental Appropriations for 2021. This appropriation includes a COVID relief package of over \$900 billion, as well as additional items such as tax extenders and policy items that consist of several higher education provisions. Congress provided \$82 billion for education COVID-19 relief, and of that amount \$22.7 billion is specifically for higher education. The amount of \$4.1 billion will be divided among the state governments for discretionary use. This relief package is structured very similarly to the 2020 CARES Act. Funds are allocated to public, private non-profit, and for-profit institutions based on the following formula:

- 37.5 percent of the funds based on full-time equivalent (FTE) of Pell students not taking 100 percent of on-line courses prior to COVID
- 37.5 percent of the funds based on the number of Pell students not taking 100 percent of on-line courses
- 11.5 percent of the funds based on FTE of non-Pell students not taking 100 percent of on-line courses
- 11.5 percent of the funds based on the number of non-Pell students not taking 100 percent of on-line courses

Calculating an estimate based on various guidance, USI can expect to receive a larger portion of funding compared to the previous Act. Much different than the original CARES package, \$2,945,141 of these dollars will be restricted specifically for emergency student grants. The remaining funds will be like the prior CARES institutional portion, but with slightly more flexibility. Under the terms of the Act, these funds can be used to:

1. Defray expenses associated with the Coronavirus, including lost revenue, reimbursement for expenses

already incurred, technology costs associated with a transition to distance education, faculty and staff trainings, and payroll.

2. Student support activities authorized by the Higher Education Act that address needs related to the Coronavirus.
3. Financial aid grants to students, which may be designated for use for any component of the student's Cost of Attendance or for emergency costs that arise due to the coronavirus such as tuition, food, housing, healthcare, or childcare.

Mr. Trump concluded his report noting the details may change if/when the Department of ED issues guidance on obtaining and utilizing the funds. It is unclear if that will happen before or after the Biden Administration steps in, but now that there is no Secretary of Education, predictions are that it will occur after the transition. Trustees Romain and Calloway made inquiries regarding the amount of estimated funding that USI should receive and if there would be any provisions for PPP or Payroll Protection Program.

President Rochon called on Dr. Rex Strange, chair of Faculty Senate, for a report. Dr. Strange reported that faculty is preparing for the start of Spring Semester by updating syllabi and advising students. COVID-19 has presented many challenges in scheduling classes with limited classroom capacities, shifts in modalities, and a condensed semester calendar. However, the University and faculty have overcome many obstacles and are preparing to do the same this spring, increasing their workloads by teaching more sections in less time.

President Rochon called on Student Government Association (SGA) President Kelsey McCullough for a report. This semester SGA will begin its First-year Leadership Council. This council is for first-year students on campus who are interested in becoming student leaders. This group will meet weekly and will learn how to become better advocates in their campus leadership roles. In March, SGA will partner with the Panhellenic and Interfraternity Councils to host a mental health week. Guest speakers will present on topics that many students struggle with such as anxiety, depression, and other mental health concerns. Activities to provide a break from studying that provide awareness of mental health resources on campus have also been planned. Ms. McCullough reported that election season for SGA has started. Candidacy applications will open in mid-February and close at the beginning of March. Inauguration day will be held on Thursday, April 8, 2021.

In conclusion, Ms. McCullough thanked the administration, faculty, staff, and Dean of Students Office for their collaborative efforts to keep the campus open and safe.

#### **D. REPORT ON THE INDIANA GENERAL ASSEMBLY**

Chair Sendelweck called on Chief Government and Legal Affairs Officer, Aaron Trump, for a report. Mr. Trump began by updating the Trustees on USI's 2021-2023 Operating Budget request presentation schedule. Due to the COVID-19 pandemic, Dr. Rochon's presentation to the State Budget Agency will remain the final formal presentation of USI's request to members of the Indiana General Assembly. The House Ways & Means Committee has determined they will not hear budget presentations from the public universities and will also limit agency presentations. While it is helpful that the leaders of the budget process have already heard presentations in November, it will still be necessary for USI to get as much exposure as possible with members despite the current environment at the State House.

The Governor released his proposed budget yesterday morning, which typically serves as the base draft that is built upon by the House. The Governor's budget calls for USI to receive an operating appropriation of \$50.5 million for fiscal year 2022 and \$51 million in fiscal year 2023, equating to a 4.9 percent increase in year 1 and .9 percent increase in year two. Also, the Governor's budget did not include an appropriation for USI's capital request for the Wright Administration and Rice Library renovation projects, but this is typical in the Governor's budget draft.

Mr. Trump noted that it is expected the House will finalize their budget on or near February 22 and send their bill to the Senate. Whether or not Senate Appropriations will hold presentations from the universities has yet to be determined, but it is likely that they will follow the lead of the House.

Currently, there have been 961 bills filed, with 385 in the Senate and 576 in the House. The deadline for assigning bills to committee is January 15. There were 1,654 bill requests, with the final number of published bills expected to climb substantially before the end of the week.

USI has identified 108 bills that may affect the operations of the University. Lists of relevant bills have been sent to various academic areas, Student Affairs, Veterans Affairs, Academic Affairs, Human Resources, Finance and Administration, and Risk Management for review. Some of the most relevant bills include:

**SB1, HB1002, and HB1258 – CIVIL IMMUNITY RELATED TO COVID-19** Prohibits bringing a civil action against another person based in whole or in part on an allegation that the person's loss, damage, injury, or death was caused by the: (1) exposure to COVID-19; (2) transmission of COVID-19; or (3) contraction of COVID-19; unless the person establishes that the other person caused the loss, damage, injury, or death by an act or omission constituting gross negligence or willful misconduct. Prohibits filing a class action lawsuit against a defendant in a civil action allowed by the statute. Specifies that a governmental entity or employee is not liable if a loss results from an act or omission arising from COVID-19 unless the act or omission constitutes gross negligence or willful misconduct. Provides that a person is not liable to a claimant for loss, damage, injury, or death arising from COVID-19 unless the claimant proves by clear and convincing evidence that the person caused the loss, damage, injury, or death by an act or omission constituting gross negligence or willful misconduct. Provides immunity from civil liability to certain persons, entities, and facilities providing health care services after February 29, 2020, and before April 1, 2022, for certain acts or omissions related to the provision of health care services during a state disaster emergency.

**SB54 – FAFSA REQUIREMENT** Requires all students, except for students at certain nonpublic schools, in their senior year to complete and submit the FAFSA unless: (1) a parent of a student or a student, if the student is an emancipated minor, signs a waiver that the student understands what the FAFSA is and declines to complete it; or (2) the principal of the student's high school waives the requirement due to extenuating circumstances.

**SB74 – WORKPLACE IMMUNIZATION PROHIBITION** Prohibits an employer from requiring, as a condition of employment, an employee or prospective employee to receive any immunization if the immunization is medically contraindicated for the employee or receiving the immunization is against the employee's religious beliefs or conscience. Allows for a civil action against an employer for a violation.

**HB1563 – STATE BOARD OF EDUCATION AND WORKFORCE CABINET** Adds two members of the commission for higher education to the governor's workforce cabinet. Makes changes to the experience requirements for state board of education (state board) members appointed by the governor. Transfers, from the state board to the governor's workforce cabinet, duties carried out by the state board pertaining to: (1) school accountability; (2) Indiana college and career readiness educational standards; (3) modification of a high school's graduation rate; (4) the adoption of a college/technology high school curriculum model (Core 40); (5) secondary certificates of achievement; and (6) the establishment of graduation requirements. Requires the governor's workforce cabinet to approve unique commemorative diplomas designed by the state board to be issued to certain veterans. Provides that the governor's workforce cabinet is considered a state educational authority within the meaning of the federal Family Educational Rights and Privacy Act. Requires the state board to provide recommendations to the governor's workforce cabinet pertaining to: (1) Indiana college and career readiness educational standards; (2) whether to grant a high school's request to modify the high school's graduation rate; (3) the adoption of a Core 40 model; (4) the adoption of academic standards; (5) school accountability requirements; and (6) secondary certificates of achievement. Provides that the legislative services agency may prepare legislation for introduction in the 2022 regular session of the general assembly to make appropriate changes in statutes that are required by this act. Makes conforming and technical amendments.

**SB332 – PUBLICATION OF NOTICE BY POLITICAL SUBDIVISIONS** Allows a political subdivision, when required by statute to publish a notice two or more times, to make the first publication of notice in a newspaper and any subsequent publications of the notice on the official web site of the political subdivision. Requires the political subdivision or contractor that maintains the political subdivision's official web site to provide proof of publication of the notice on the official web site. Provides that if, with regard to a sheriff's sale of real property to execute a judgment, the sheriff is not able to procure publication of the notice in a newspaper of general circulation within the county, the sheriff may publish the notice on the Internet web site of each county where the real estate is located (instead of dispensing with the publication of notice entirely). Defines "official web site".

**HB1437 – ELECTRONIC COMMUNICATION AT PUBLIC MEETINGS** Allows, with certain exceptions, a governing body of a political subdivision (except for an airport authority or a local department of aviation) to

allow its members to participate in a meeting of the governing body by any means of electronic communication if: (1) the public agency adopts a written policy establishing the procedures for electronic participation; and (2) the means of communication permits simultaneous communication between the members and allows the public to attend and observe the meeting. Provides that a member participating by electronic communication is considered present at the meeting for quorum purposes and may participate in any final action taken at the meeting only if the member can be seen and heard. Provides that if a statute requires a manual signature for attesting or authenticating an obligation issued by certain state and local public entities, an electronic signature has the same force and effect as a manual signature. Adds provisions applicable to state and local public agencies when a state or local disaster emergency is declared. Makes stylistic changes.

#### **E. APPROVAL OF CONFLICT OF INTEREST STATEMENTS**

Chair Sendelweck called on Chief Government and Legal Affairs Officer, Aaron Trump to review the Conflict of Interest Statements. Mr. Trump stated that Indiana Code 35-44.1-1-4 states that a public servant commits conflict of interest, a Level 6 felony, if the public servant knowingly or intentionally has pecuniary interest in, or derives a profit from, a contract or purchase connected with an action by the governmental entity served by the public servant.

It is not an offense under Indiana Code 35-44.1-1-4 if the public servant makes a full and truthful disclosure, in writing, to the governmental entity of a conflict or potential conflict. A public servant may comply with the disclosure requirement by submitting for approval to the Board of Trustees a statement of pecuniary interest on an annual basis.

To ensure individual compliance with the disclosure requirement, the University requires statements from Trustees and senior staff, including those with no potential conflicts of interest to disclose. A list of individuals who have submitted a Possible Conflict of Interest Disclosure Statement for calendar year 2021 is in Exhibit I-A. This list must be approved by the Board of Trustees and then statements will be forwarded to the Indiana State Board of Accounts.

Approval to certify the Board of Trustees has reviewed and accepted the disclosure statements in Exhibit I-A was recommended. Mr. Trump noted that since USI was requesting approval of the disclosures in mass, it would be proper for a Trustee who disclosed a potential conflict to abstain from vote.

On a motion by Ms. Barszcz, seconded by Ms. Keck, and abstentions by Mr. Dunn, Mr. Knight, and Mr. Sendelweck, the Conflict of Interest Statements were approved.

#### **F. APPROVAL OF STRATEGIC PLAN 2021-2025**

Chair Sendelweck called on President Rochon for a report on the University's third strategic plan. President Rochon explained this plan frames the University's goals and objectives through 2025. USI has received input from over 2,600 campus community members including, faculty, staff, students, alumni, and Trustees. Their contributions have driven the development of this plan. He introduced Vice President Bridges and Provost Khayum to provide the details of the plan.

Mr. Bridges explained that USI spent the last 18 months working with the University community and the Board of Trustees to complete the committee's charge to develop the University's most critical plan. He expressed appreciation on behalf of Dr. Khayum and himself for the opportunity to lead this effort. He noted the participation of the Board members, University community, strategic planning coordinating committee, and several other members of the campus community who offered their critical assistance as the first draft was completed. This plan addresses many of the challenges and concerns in higher education. It is built to specifically address and provide a roadmap for the questions of what, by how much, and when. This plan has been built upon the strong elements of the two prior plans which were memorialized in the language for this new plan and within the core values of this institution. Definitions have been added to the core values as presented in the exhibit highlighting financial stewardship as part of integrity, defining exceptional education to ensure a quality education, and more directly presents the value of an inclusive and diverse community. The core values provide a strong foundation for the building of a vision statement which has been modified slightly under the new proposed plan but remains largely true to the key elements of the last vision statement. Survey responses pertaining to USI's previous vision and mission indicated many participants felt they remained relevant today.

USI reviewed the mission statement and added language based upon Board input regarding engagement in a civil manner within a community with divergent ideas and cultural differences, while preparing our students to lead and make positive contributions to our communities. The work USI does, always has been and continues to be more than relevant, it is critical.

USI has four goals in this proposed plan, refining what was done in the past and staying true to key elements of USI, while focusing on what is most important at a time where focus is imperative. Each goal has objectives focused on specific actions and metrics to gauge progress in reaching end goals and objectives. These are areas that needed improvement in prior plans that were discovered when looking at lessons learned, which is also more critical than in the past given today's environment. Mr. Bridges explained the original timeline was delayed due to COVID-19, but also by interest in doing what is right for USI. He invited Dr. Khayum to expand on the strategies and metrics for each goal.

Dr. Khayum explained as USI planned for the strategic roadmap, there were several steps in the formulation of the direction that USI would pursue in this strategic plan. This involved identifying and adapting strategies, action steps, and implementation mechanisms for tracking, reporting, and evaluating progress. Historical and benchmark data for each objective have been combined to develop targets for each year of the plan. This framework will allow USI to keep its focus and alignment for each implementation step.

President Rochon referred the Trustees to an outline of the plan in Exhibit I-B. He explained the plan was a product of many hours of work requesting and processing input from the University community and the USI Board of Trustees. USI believes this plan provides the direction the University needs at this point in its history. It is built upon lessons learned from the two previous plans, and at its heart answers the questions of what, how much, and by when, which has guided efforts throughout its development. The Board will receive periodic reports showing the progress as this particular roadmap accelerates impact for USI's future.

On a motion by Ms. Ryan, seconded by Mr. Dunn, the Strategic Plan outlined in Exhibit I-B was approved.

## **SECTION II – FINANCIAL MATTERS**

### **A. REPORT OF CONSTRUCTION CHANGE ORDERS APPROVED BY THE VICE PRESIDENT FOR FINANCE AND ADMINISTRATION**

Chair Sendelweck called on Vice President Bridges for a report. Mr. Bridges explained Exhibit II-A contains the change orders that fall under the \$25,000 threshold that requires Board of Trustee approval. The card reader change order was similar to one for the PAC renovation. He reminded the Trustees that given the nature of the activity in the facility, a finger keypad provides better access and compliance in keeping doors locked more than a traditional key lock.

The second change order addressed the need to add a mop basin for second floor custodial needs and provides a black wrap that enhances the look of an area that is mechanical in nature.

### **B. UPDATE ON CURRENT CONSTRUCTION PROJECTS**

Chair Sendelweck called on Vice President Bridges, who introduced Director of Facility Operations and Planning, Jim Wolfe and asked for a report on current construction projects and projects in design. Exhibit II-B includes a summary of the cost and funding sources for each project.

### SECTION III - PERSONNEL MATTERS

#### A. REPORT ON FACULTY AND ADMINISTRATIVE RETIREMENTS

Chair Sendelweck called on Vice President Bridges, who reviewed the following faculty and administrative retirements.

Information Technology Operations Manager, Debbie H. Butler, in accordance with the early retirement policy will retire effective January 1, 2022, after 33.5 years of service, including leave with pay for the period of July 1, 2021 through December 31, 2021.

Academic Advisor in Pott College of Science, Engineering, and Education Advising Center, Kristine A. Dedmond, in accordance with the revised retirement policy, will retire effective January 1, 2022, after 27 years of service, including leave with pay for the period through July 1, 2021, through December 31, 2021.

Campus Store Manager, Michael J. Goelzhauser, in accordance with the early retirement policy, will retire effective January 1, 2022, after 33.5 years of service, including leave with pay for the period of July 1, 2021 through December 31, 2021.

ADA Coordinator, Douglas R. Goepfner, in accordance with the regular retirement policy, will retire effective May 7, 2022, after 15 years of service.

#### B. APPROVAL OF EMERITUS STATUS

Chair Sendelweck called on Vice President Bridges, who recommended approval of emeritus titles. On a motion by Mr. Knight, seconded by Ms. Ryan, the following titles were approved.

Information Technology Operations Manager Emerita Debbie H. Butler

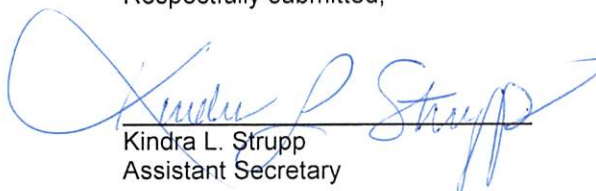
Academic Advisor Emerita Kristine A. Dedmond

Campus Store Manager Emeritus Michael J. Goelzhauser

ADA Coordinator Emeritus Douglas R. Goepfner

There being no further business, the meeting was adjourned at 10:32 a.m.

Respectfully submitted,

  
Kindra L. Strupp  
Assistant Secretary



**Possible Conflict of Interest Disclosure Statements  
Filed for 2021**

DATE	NAME/ TITLE	VENDOR/ CONTRACTOR	DESCRIPTION OF FINANCIAL INTEREST
12-02-20	Terri Alvey Computer Technician, Library; Staff Council Chair	None	N/A
11-30-20	Josi Barszcz Trustee	None	N/A
11-30-20	James Beeby Dean, College of Liberal Arts	None	N/A
11-18-20	Carey Beury Senior Executive Assistant to the President	None	N/A
11-18-20	Shelly B. Blunt Associate Provost for Academic Affairs	None	N/A
11-25-20	David A. Bower Vice President for Development; President USI Foundation	None	N/A
11-18-20	Steven J. Bridges Vice President for Finance and Administration	None	N/A
12-01-20	William Harold Calloway Trustee	None	N/A
11-30-20	Cathy Carey Dean, Romain College of Business; Professor of Economics	None	N/A
11-17-20	Michael Dixon Director of Graduate Studies; Professor of History	None	N/A
11-18-20	Khalilah T. Doss Vice President for Student Affairs	None	N/A
11-30-20	Katherine A. Draughon Chief Data Officer	None	N/A
11-17-20	John M. Dunn Trustee	Dunn Hospitality Group Evansville Commerce Bank	Majority Stockholder Director
11-26-20	Daniel M. Fuquay Trustee	None	N/A
12-02-20	Jon Mark Hall Director of Athletics	Hall Communications	Spouse Employee

DATE	NAME/ TITLE	VENDOR/ CONTRACTOR	DESCRIPTION OF FINANCIAL INTEREST
11-17-20	Jennifer R. Hammat Dean of Students	None	N/A
11-17-20	Mary A. Hupfer Associate Vice President for Finance and Administration; Foundation Fiscal Officer	None	N/A
11-30-20	Christine H. Keck Trustee	None	N/A
11-24-20	Mohammed Khayum Provost	None	N/A
11-17-20	Jeffrey L. Knight Trustee	Old National Bank	Shareholder & Employee
12-09-20	Andrew Lenhardt Executive Director of Human Resources	None	N/A
11-17-20	Zane W. Mitchell Jr. Dean, Pott College of Science, Engineering and Education; Professor of Engineering	None	N/A
11-17-20	Nita Musich Executive Assistant to the President	None	N/A
11-30-20	Britney N. Orth Assistant Director of Student Conduct and Outreach; and Administrative Senate Chair	None	N/A
11-19-20	Kimberly Parsons Associate Professor of Dental Hygiene; Chair of Dental Assisting and Dental Hygiene Programs; Council of Department Chairs/Program Directors Chair	None	N/A
11-19-20	Ronald S. Rochon President	Deaconess Hospital and Deaconess Health System WNIN	Director Director
11-18-20	Ronald D. Romain Trustee	None	N/A
11-30-20	Christina M. Ryan Trustee	None	N/A
11-17-20	Kenneth L. Sendelweck Trustee	Merrill Lynch/Bank of America	Employee
12-03-20	Rashad Smith Executive Director for	None	N/A

NAME/ DATE	Enrollment VENDOR/ TITLE	DESCRIPTION OF CONTRACTOR	FINANCIAL INTEREST
11-18-20	Jeffrey M. Sponn Interim Director of Procurement	None	N/A
11-19-20	Dawn M. Stoneking Director of Lifelong Learning; Interim Associate Provost for Outreach and Engagement	None	N/A
12-03-20	Rex Strange Associate Professor of Biology; and Faculty Senate Chair	None	N/A
11-23-20	Kindra L. Strupp Vice President for Marketing and Communications	None	N/A
11-23-20	Richard J. Toeniskoetter Chief Information Officer	None	N/A
11-20-20	Aaron C. Trump Chief Government and Legal Affairs Officer	None	N/A
11-17-20	Ann H. White Dean, College of Nursing and Health Professions; Professor of Nursing	None	N/A
11-17-20	Emilija Zlatkovska Interim Director for International Programs and Services; Affiliate Assistant Professor of English, Director of Intensive English Program	None	N/A

**Proposed  
USI Strategic Plan 2021-2025**

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[www.usi.edu/strategicplan/](http://www.usi.edu/strategicplan/)

**Vision**

USI will be a recognized leader in higher education boldly shaping the future and transforming the lives of our students through exceptional learning and intentional innovation.

**Mission Statement**

USI is an engaged learning community committed to exceptional education. We exist to provide an educated citizenry that can engage in a civil manner within a community with divergent ideas and cultural differences. We prepare our students to lead and make positive contributions to our state, their communities, and to be lifetime learners in a diverse and global society.

**Core Values**

- **Integrity** – We act with a consistency of character and are accountable for our actions. It manifests in perseverance and grit, principles and kindness, and in our stewardship of resources.
- **Exceptional Education** – Exceptional educational engagements combining disciplinary knowledge with cognitive (e.g. problem solving, adaptive learning), interpersonal (e.g. collaboration, leadership) and intrapersonal (e.g. persistence, initiative) competencies.
- **Transformative Learning** – We pride ourselves, in partnership with our students, on successfully transforming lives. Our students take the education USI offers to evolve themselves, their careers and communities.
- **Inclusive and Diverse Community** – We believe in the value of human diversity. We continue/strive to foster respect and care for one another and welcome everyone to be a part of our institution.
- **External Engagement** – We are an intentionally collaborative place. Our purposeful partnerships make a powerful difference in the broader community.

## Goals

1. **Improve Student Success** – Provide relevant and innovative educational programs, an inclusive intellectual climate, transformative and lifetime learning experiences and outcomes.
2. **Foster Impactful Engagement** – Collaborations focused on contributing to the positive transformation of individuals and communities.
3. **Elevate Visibility and Reputation** – Enhance awareness and reputation of University identity and academic distinctiveness.
4. **Strengthen Financial Viability** – Focus on diversified revenue and funding streams, resource growth and enhanced resource utilization.

## Objectives

### **Goal 1 - Improve Student Success:**

- Objective 1.1: Increase retention rates of first-time, full-time students seeking baccalaureate degrees
  - Increase first year retention to 76% by 2025
  - Increase second year retention to 65% by 2025
  - Increase third year retention to 58% by 2025
- Objective 1.2: Increase graduation rates of first-time, full-time students seeking baccalaureate degrees
  - Increase four-year graduation rate to 40% by 2025
  - Increase six-year graduation rate to 55% by 2025
- Objective 1.3: Increase retention and graduation rates of at-risk and underrepresented students 5% by 2025
- Objective 1.4: Increase the number of transfer students and adult learners (students older than 25 years of age at the time of graduation) completing degrees 5% by 2025
- Objective 1.5: All graduates will have successfully engaged in two or more high-impact experiences by 2025 (high-impact practices include internships, service-learning, field experiences, etc.)

**Goal 2 – Foster Impactful Engagement:**

- Objective 2.1: Increase the number of partnerships with for-profit, non-profit, and government organizations 20% by 2025
- Objective 2.2: Increase the number of USI community members engaged in community-based or service-learning activities 15% by 2025
- Objective 2.3: Increase the number of high-impact engagement activities 10% by 2025
- Objective 2.4: Increase volunteer hours for employees and students 20% by 2025
- Objective 2.5: Increase projects and research opportunities with external organizations 15% by 2025

**Goal 3 – Elevate Visibility and Reputation:**

- Objective 3.1: In each College create or enhance a marquee academic program with a regional or national reputation by 2025 as measured by an annual 3% improvement in a relevant composite index
- Objective 3.2: Increase public awareness of the University and its academic distinctiveness as measured by an annual 3% improvement in a composite brand awareness index
- Objective 3.3: Become a leading regional comprehensive public university by 2030 as measured by an annual 3% improvement in a relevant composite index
- Objective 3.4: Increase students listing USI as their first choice 10% by 2025

**Goal 4 – Strengthen Financial Viability:**

- Objective 4.1: Increase credit hour production to 236,000 by 2025, with an intermediate target of 225,000 by Fall 2022
- Objective 4.2: Increase the number of adult learners 20% by 2025 with a minimum increase of 5% by Fall 2022
- Objective 4.3: Increase fundraising by \$350,000 annually through 2025
- Objective 4.4: Increase USI's Composite Financial Index (which includes measures of revenue, expenses, assets, and debt) by 0.25 points annually
- Objective 4.5: Increase USI's overall performance on Indiana's 3-year averaged funding metrics (degree completion, at-risk completion, high impact completion, persistence, remediation, and on-time graduation) by an average of 5% over each biennium, but update and track annually

**Summary of Construction Change Orders  
Authorized by the Vice President for Finance and Administration**

**PHYSICAL ACTIVITIES CENTER (PAC) RENOVATION AND AQUATICS CENTER PHASE II**

**Empire Contractors, Inc. - General Contractor**

CO N011	Card reader, hardware change, additional conduit, paint change, access panels and baffle straightener	\$ 24,910
CO N012	Water serv room paint for conduit, mop basin, black wrap behind louver	\$ 10,494

**Summary  
Construction Projects**

**January 14, 2021**

**Projects Under Construction**

**Physical Activities Center (PAC) Phase II**

**Project Cost** **\$ 38,500,000**

Funding Source: Legislative Appropriation - 2017

**HVAC Infrastructure Improvements**

**Project Cost** **\$ 3,700,000**

Funding Source: Legislative Appropriation - 2019

**Projects In Design**

**Health Professions Renovation/Addition**

**Project Cost** **\$ 30,000,000**

Funding Source: Legislative Appropriation - 2019

**Wellness Center**

**Project Costs** **\$ 11,000,000**

Funding Source: Legislative Appropriation - 2019

**Exterior Signage Replacement**

**Project Cost** **\$ 500,000**

Funding Source:

    Parking Reserves \$ 250,000

    Landscape Improvement Reserves \$ 250,000

**Quadrangle Landscape Improvements**

**Project Cost** **\$ 125,000**

Funding Source: Landscape Improvement Reserves