

## MINUTES

### UNIVERSITY OF SOUTHERN INDIANA BOARD OF TRUSTEES

September 1, 2022

The University of Southern Indiana Board of Trustees met on Thursday, September 1, 2022, in the Griffin Center on campus. Present were Chair Ronald D. Romain '73 and Trustees W. Harold Calloway; Liam H. Collins '23; Daniel M. Fuquay; Christine H. Keck; and Jeffrey L. Knight. Trustee John M. Dunn attended by electronic means. Trustees Christina M. Ryan and Kenneth L. Sendelweck '76 were absent. 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 Doss; Chief Government and Legal Affairs Officer Aaron C. Trump; Faculty Senate Chair Kimberly J. Delaney and Student Government Association President Taegan B. Garner '23.

Chair Romain called the meeting to order at 10:53 a.m.

#### SECTION I – GENERAL AND ACADEMIC MATTERS

##### A. APPROVAL OF MINUTES OF JULY 14, 2022, MEETING

On a motion by Mr. Knight, seconded by Mr. Calloway, the minutes of the July 14, 2022, meeting of the Board of Trustees were approved.

##### B. ESTABLISHMENT OF NEXT MEETING DATE AND LOCATION

Mr. Romain called on Vice President Strupp, who reported the next meeting of the Board of Trustees is scheduled for Thursday, November 3, 2022, on campus in the Griffin Center.

##### C. REPORT OF THE ACADEMIC AFFAIRS AND ENROLLMENT MANAGEMENT COMMITTEE

The Academic Affairs and Enrollment Management Committee met prior to the Board of Trustees meeting on September 1, 2022. Mr. Romain called on Trustee Knight who was serving as Committee Chair on behalf of Chris Ryan for a report. Mr. Knight reported that the Committee heard a report from Mr. Brody Broshears, Assistant Vice President for Academic Success on student retention. The committee also was introduced to two new academic leaders on campus, Dr. Del Doughty, Dean of the College of Liberal Arts, and Dr. Sudesh Mujumdar, Dean of the Romain College of Business. The deans each provided a report and discussed their vision and goals for their respective colleges.

##### D. PRESIDENT'S REPORT

Chair Romain called on President Rochon for his report. Dr. Rochon began by reporting the University of Southern Indiana and SWIRCA and More, a local agency on aging, presented the 15th annual Mid-America Institute on Aging and Wellness (MAIA) on campus August 10-12. This was a welcome return after a two-year hiatus from an in-person event due to the pandemic. MAIA is a two-day gerontology conference for healthcare and social service professionals, healthcare administrators, clinicians, older adults or retirees, family members providing care for a loved one, students, and anyone who wants to learn tips for leading a healthier life. Each year, national and local speakers provide practical tools and groundbreaking information related to successful aging and wellness. This event provides an opportunity for many to experience the USI campus for the first time.

This year's Fall University Meeting was held in person, at full capacity in the Screaming Eagles Arena on Tuesday, August 16. The meeting kicked off with keynote speaker Dr. Mildred Garcia, President of the American Association of State Colleges and Universities (AASCU). Her words focused on what she titled the "New Majority of America"—the most diverse generation of students ever seen—and the landscape of higher education as we move forward. Following Dr. Garcia's presentation, several members of the USI executive

team and representatives from employee governance groups shared information for the beginning of the academic year. The meeting ended on a powerful note, as written notes from USI students on why they chose USI were shared, with the overall message of a sense of belonging and feelings of “home”. A video was also shown, highlighting the collaboration between USI and the Panamanian government to send students to USI to study. Lastly, a special presentation honoring 2022 USI Women's Softball closed out the meeting. The team, players, and coaches were recognized for their many achievements—both academically and athletically—during their "Farewell Tour" season in the GLVC and NCAA Division II tournament run.

Five faculty award recipients were recognized at the Fall Meeting:

- Dr. Melissa Stacer, Professor of Criminal Justice Studies and Director of the Master of Arts in Criminal Justice Program was named the 2022 USI Distinguished Professor. She joined the USI faculty in 2010 as an Assistant Professor of Criminal Justice Studies. During her time at USI, she has published a wide array of research and mentored countless students in their varied research endeavors.
- Dr. Leigh Anne Howard, Professor of Communication Studies and Chair of the Communication and Media Department, and Dr. Stephanie Young, Associate Professor of Communication Studies, were awarded the 2022 H. Lee Cooper Core Curriculum Teaching Awards. This award was established in 2000 and honors USI faculty members whose work in University Core Courses (UCC) has been especially creative and successful in furthering UCC goals.
- Dr. Jessica Rick, Assistant Professor of Communication Studies, was awarded the 2022 USI Foundation Outstanding Teaching Award by New Faculty. She joined USI in 2017 and is being recognized for her excellence and creativity in teaching in combination with her extensive work in curriculum development.
- Dr. Michelle Pitcher, Adjunct in Nursing, was awarded the USI Foundation Outstanding Teaching Award by Adjunct Faculty for her ability to teach adult learning principles that emphasize self-directed learning. She embraces technology in her courses and demonstrates agility between writing-centered courses versus clinically centered courses.

Monday, August 22, marked the first day of classes for fall 2022. Leading up to that was USI's Welcome Week. USI provided various programming and assistance to new and returning students and their families. Activities included: Move-in, the Welcome Week Fair, Convocation, Family BBQ, and much more. USI's Welcome Week was a success, and the Fall Semester is off to a very good start. Dr. Rochon directed the Trustees to the convocation pin in their packets. He explained the pin is given to incoming new students to represent their connection with USI and commemorate the year they begin their academic journey at USI. This pin is traditionally designed by a current USI student. This year, it was designed by Ashley Staib '25. Ashley is majoring in Graphic Design with minors in Public Relations and Advertising.

Dr. Rochon invited Trustees to join us for our annual Founder's Day Luncheon on Wednesday, September 14, at 11:45 a.m. in Carter Hall. This year Alumna Trudy Stock '86 will be honored with the Alumni Service Award. The Faculty Recognition Award will be presented to Katie Ehlman, and Robert Griffin, for whom the Griffin Center is named, will receive the Honorary Alumni Award.

President Rochon announced plans to begin a search for the Vice President for Enrollment Management position. Dr. Khalilah Doss, Vice President for Student Affairs, will chair this new search. The search committee will be composed of a diverse well-represented group of stakeholders from across campus.

President Rochon called on Provost Khayum for an Academic Affairs report. Provost Khayum introduced Mr. Cesar Berrios Chavarria, Dr. Brandi Neal, and Dr. Uditha Wijesuriya to present on Lilly Endowment's Charting the Future (CTF) Phase 3 initiative. Through the Lilly Endowment Incorporated CTF grant, six partner institutions including USI were given the opportunity to set goals and objectives related to student retention and then identify and assess key processes to apply what they learned through Lean Six-Sigma training and methodologies.

To select the projects, Lean Six Sigma consultants conducted workshops on challenges and opportunities at each partner institution. USI identified three employees to learn and apply the Lean Six Sigma model to generate process improvements in three topic areas: retention of first-year underrepresented students; College of Liberal Arts advising; and strategic deployment of Merit Scholarship funds. The Lean Six Sigma methodology of define, measure, analyze, improve, and control was applied by three USI teams to each of the topic areas. As of today, most have completed the define and measure phases of the process and are finishing the interpretation of data to move on to the analysis phase of their projects.

The experience has allowed the three teams to learn how to solve problems by applying the Lean Six Sigma method while interacting with peers and administrators in other Indiana universities. The process also provided open opportunities to communicate and work with other University staff as a team. Dr. Neal concluded the report by noting how important the Lean Six Sigma method is to quality improvements not only in industry, but also applications in educational institutions, and all three teams plan to use the method to improve other processes in the future.

President Rochon called on Dr. Kim Delaney for a report from Faculty Senate. She reported Faculty Senate held its annual retreat on August 19, 2022, to kick off their agenda for the year. Dr. Jason Hardgrave, Chair of History, was elected as Vice-Chair, and Dr. Brandon Field, Associate Professor of Engineering, as Secretary. Dr. Delaney has also reached out to each of the Faculty Senate standing subcommittees to coordinate their first meeting of the year and make them aware of their work in the year ahead.

In addition to considering faculty charges throughout the year, Senate is focused on investing in the students and faculty of USI to increase communication and opportunities for growth. The ad hoc committee on the faculty review process worked diligently throughout the summer and will continue their work into this academic year. Senate is also ready to work with the administration on the assessment and review of the newly re-developed Academic Program Review process that will help USI prepare for the next accreditation visit from the Higher Learning Commission. Dr. Kyle Mara, Associate Professor of Biology, will be working as a liaison from both Faculty Senate and the Assessment Committee to help shape this process over the next few months. Lastly, Dr. Delaney is working with offices around campus such as Enrollment Services and the Center for Adult Learning Success to coordinate opportunities to meet with Senate and help faculty learn more about how they can work with these offices to the benefit of students and the entire campus.

Dr. Rochon called on Student Government Association (SGA) President Taegan Garner '23 for a report. She began by expressing how exciting it is to see campus so full of life and new faces. The class of 2026 has been present and interactive throughout Welcome Week and the first few weeks of class. Their spirits are bringing back pre-covid days and have given the campus the boost it needed.

One of the many things SGA has been doing these first few weeks of the semester, and quite possibly the most important thing, is listening. On campus, USI has a variety of students with unique experiences and backgrounds. As the representative body for all students, it is important that SGA gets to know and seeks to understand all students. Ms. Garner concluded by stating through observing and listening, SGA's goal is to broaden understanding and allow the body to better represent its constituents.

**SECTION II – FINANCIAL MATTERS**

**A. REPORT OF THE FINANCE/AUDIT COMMITTEE**

Chair Romain called on Trustee Keck for a report. Ms. Keck reported the Finance/Audit Committee met prior to the Board of Trustees meeting and heard a report on the Voluntary Employees’ Benefit Association (VEBA) Trust Fund. The committee reviewed and approved the unchanged Investment Policy Statement for the VEBA Trust and the University Investment Policy Statement. Additionally, the committee recommended the 2023-2024 housing rates with a two-year rate lock and the 2023-2024 meal plan rates. Lastly, the audits completed by the Internal Audit Department thus far in 2022, the revised audit plan, and a construction change order issued by the Vice President for Finance and Administration were reviewed.

**B. APPROVAL OF 2023-2024 HOUSING RATES**

Chair Romain called on Vice President Bridges for approval of the 2023-2024 housing rates.

Mr. Bridges began by providing some advance context prior to requesting approval for the 2023-2024 Housing Rates and Meal Plan Rates. He explained later in the agenda, a recommendation will be presented to increase meal plans by 4% or \$96. This is an unavoidable cost given the current inflationary market. USI understands that students and families are experiencing these increases every day. With USI housing at its lowest debt level since the late 90s, we have some capacity to help students and families with these challenges. USI’s recommendation for housing will be to reduce housing costs across the board by \$96 to provide a net zero increase for students who have both housing and meal plans during their attendance on campus. In addition, USI is asking for a two-year housing rate lock for our students who choose to live on campus in 2023-2024 and again in 2024-2025. Acknowledging these challenges and creating some relief for our students and families will help them in their educational journey and provide greater interest in on-campus housing for the next two years.

Mr. Bridges reported student housing at USI includes 580 apartments in 53 buildings and 236 suites in four residence halls which allow for approximately 2,700 beds. In fall 2022, student housing occupancy opened at just under 67%, down slightly from 69% at the same time last year. He proposed a decrease of \$96 per semester for 2023-2024, or approximately a 3.7 percent reduction for the most common occupancy contract, two students per bedroom. The proposed rate will be \$2,489 for this double occupancy room. The rate recommendation includes reducing all rates by \$96 and a two-year rate lock for 2023-2024 and 2024-2025. USI will continue to work extensively with Student Affairs to maintain programming in the complexes and to maintain a comprehensive maintenance program that keeps us well positioned in price and quality and Board approval will aid in continuing those efforts.

Upon a recommendation of the Finance/Audit Committee to the Board of Trustees, the following 2023-2024 housing rates, with a two-year rate lock, were approved.

<u>FALL OR SPRING SEMESTER</u>	<u>CURRENT RATE</u>	<u>PROPOSED RATE</u>	<u>EFFECTIVE DATE</u>
<u>McDONALD or O’DANIEL APARTMENT</u>			
Two Bedroom: Two students per bedroom	\$2,585	\$2,489	7-01-23
One student per bedroom	4,437	4,341	7-01-23
One Bedroom: Two students	3,056	2,960	7-01-23
One student	5,566	5,470	7-01-23
<u>GOVERNORS, NEWMAN, O’BANNON, or RUSTON HALL</u>			
Two Bedroom: Two students per bedroom	\$2,585	\$2,489	7-01-23
One Bedroom Studio: One student	3,056	2,960	7-01-23

Students who live in housing will have \$50 in Munch Money added to the proposed housing rates above for use in any venue on campus.

**SUMMER SESSIONS**

Summer session rates are pro-rated to fall and spring semester rates.

**C. APPROVAL OF 2023-2024 MEAL PLAN RATES**

Mr. Romain called on Vice President Bridges for a review of the recommendation for the 2023-2024 meal plan rates. Mr. Bridges noted for the start of the 2022-2023 year, USI had 239 meal plans less than the prior year, a 14 percent decrease. This is a result of on-campus undergraduate student enrollment and housing declines. We are proposing a \$96 increase to \$2,491 per semester or a 4 percent increase which equates to about \$.88 more per day. We will use these new dollars to meet what will be inevitable operating increases and particularly food costs and labor costs.

Upon a recommendation from the Finance/Audit Committee to the Board of Trustees, the proposed meal plan rates for 2023-2024 were approved.

<b><u>FALL OR SPRING SEMESTER</u></b>	<b><u>CURRENT RATE</u></b>	<b><u>PROPOSED RATE</u></b>	<b><u>EFFECTIVE DATE</u></b>
Red, White, or Blue Eagle Meal Plan	\$2,395	\$2,491	7-01-23

**D. APPROVAL OF THE 2023-2025 OPERATING AND CAPITAL IMPROVEMENT BUDGET REQUEST**

Chair Romain called on Chief Government and Legal Affairs Officer Aaron Trump to present the 2023-2025 Operating and Capital Improvement Budget Request. Mr. Trump began by directing the Trustees to Exhibit II-A containing the University’s 10-Year Capital Plan and a summary of the Capital Improvement Budget Request. The request will be presented to the Indiana Commission for Higher Education on September 8, 2022, and to the State Budget Agency in December in preparation for the 2023 Legislative session and biennial budget cycle. In determining the Capital Improvement Budget Request, the administration reviewed the University’s 10-Year Capital Improvement Plan while also considering the environment of public higher education and the fiscal health of Indiana. It is also important that USI consider the changes to course delivery expectations over the past few years, and the State’s interest in improving existing spaces rather than new construction. This perspective on capital expenditures aligns with the 10-Year plan.

Exhibit II-A shows the next project outlined in the near-term section of the plan, which involves the renovation and rehabilitation of existing campus facilities under academic renovation phase I. This includes updating and renovating the Wright building which will focus on upgrades to classrooms, student study spaces, technology infrastructure, and reorganizing offices to better provide student-facing services in a manner that best supports the student population. The project includes the installation of HVAC, electrical and plumbing, communications bandwidth, and structural updates. The Wright Building was the first to be constructed on campus in 1967 and has gone through many changes in use since that time without major updates and improvements.

The second part of the project is the final phase of renovation, updating, and expansion of Health Professions to accommodate strategic expansion of a variety of health-related programs. Modernization and expansion of Health Professions academic offerings is necessary to meet the growing needs of healthcare providers throughout the region. Renovation of this space will include technology upgrades and expanded simulation space to ease the burden of clinical offerings provided by our private healthcare partners. This combined project has been determined to total \$83 million, which is planned to be funded via request of the Legislature for approval to issue fee replacement bonds.

As part of this request process, USI also seeks funding for two line items as part of the operating appropriation. The first is a continuing line item supporting Historic New Harmony. This line item appropriation is currently lower than it was 20 years ago. Funding from the state has not kept pace with the cost of maintenance for this valued Indiana property and USI has continually utilized monies from other operating sources to sustain support. This request restores appropriations for Historic New Harmony to near the same level it was in fiscal year 2009, prior to funding cuts. The second line item which mirrors USI’s request from the last biennium is for a comprehensive Health Professions initiative to support the intentional growth of USI’s highly regarded

healthcare programs. USI offers high-quality programs in Respiratory Therapy, Occupational Therapy, Diagnostic Sonography, Health Administration, Nursing, and other programs. This initiative will allow the University flexible expansion capacity in a variety of high-impact fields, as well as provide continued support for the expansion of other Nursing programs. The initiative will include expanded training on data analytics and prepare students to better adapt to changing technical approaches to patient treatment plans. The University will continue to leverage relationships with private healthcare partners in our region to support clinical opportunities for our students and career placement for our graduates.

On a motion by Mr. Knight, seconded by Ms. Keck, the 2023-2025 Operating and Capital Improvement Budget Request was approved.

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

Mr. Romain called on Vice President Bridges, who introduced Director of Facility Operations and Planning Jim Wolfe for a report on the status of current construction projects. He referred the Trustees to Exhibit II-B for a list of projects and a summary of the cost and funding sources for each project.

### SECTION III - PERSONNEL MATTERS

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

Mr. Romain called on Provost Khayum, who reviewed the following faculty, administrative, and staff retirements.

Professor of Marketing and Blair Chair of Business Science Kevin G. Celuch in accordance with the revised retirement policy will retire effective July 1, 2023, after 22 years of service, including leave with pay from January 1, 2023, to May 10, 2023.

Director of Corporate Partnerships Charmaine A. McDowell in accordance with the early retirement policy will retire effective July 1, 2023, after 31 years of service, including leave with pay from January 1, 2023, to June 30, 2023.

Manager, Business Information Systems Michael J. Murphy in accordance with the regular retirement policy, retired on January 15, 2022, after 14 years of service.

Women's Tennis Coach Keely J. Porter in accordance with the revised retirement policy will retire effective January 1, 2023, after 22 years of service, including leave with pay from July 1, 2022, to December 31, 2022.

Professor of Theatre and Chair of Performing Arts Elliot H. Wasserman in accordance with the revised retirement policy will retire effective July 1, 2023, after 32 years of service, including leave with pay from January 1, 2023, to May 10, 2023.

#### B. APPROVAL OF EMERITUS STATUS

Mr. Romain called on Provost Khayum, who recommended approval of emeritus titles. On a motion by Mr. Knight, seconded by Mr. Calloway, the following titles were approved.

Professor Emeritus of Marketing and Blair Chair Emeritus of Business Science Kevin G. Celuch

Director Emerita of Corporate Partnerships Charmaine A. McDowell

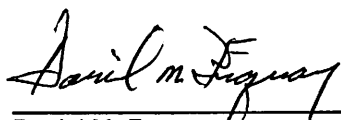
Manager Emeritus, Business Information Systems Michael J. Murphy

Women's Tennis Coach Emerita Keely J. Porter

Professor Emeritus of Theatre and Chair Emeritus of Performing Arts Elliot H. Wasserman

There being no further business, the meeting was adjourned at 11:55 a.m.

Respectfully submitted,

  
Daniel M. Fuquay  
Secretary

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
<b><u>A. SPECIAL R&amp;R PROJECTS</u></b>									
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		
<b><u>B. NEW CONSTRUCTION</u></b>									
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
<b><u>C. QUALIFIED ENERGY SAVINGS PROJECTS</u></b>									
<b><u>D. ACQUISITION (FACILITY, LAND OR LEASE)</u></b>									
<b><u>E. OTHER PROJECTS</u></b>									
<b>TOTAL CAPITAL PROJECT BUDGET REQUEST</b>	<b>\$ 83,000,000</b>	<b>\$ 89,000,000</b>	<b>37,000</b>	<b>\$ 94,000,000</b>	<b>\$ 34,000,000</b>	<b>66,000</b>	<b>\$ 153,000,000</b>	<b>\$ 102,000,000</b>	<b>248,000</b>



**Summary  
Construction Projects**

**September 1, 2022**

**Projects Under Construction**

**Wellness Center**

**Project Cost** **\$ 11,000,000**

Funding Source: Legislative Appropriation - 2019

**UC West Electrical Transformers and Supply Panels Replacement**

**Project Cost** **\$ 1,500,000**

Funding Sources:

FY22 State Repair and Rehabilitation	\$ 500,000
FY23 State Repair and Rehabilitation	\$ 500,000
Special Projects	\$ 500,000

**HVAC Various Equipment and Energy Improvements**

**Project Cost** **\$ 723,000**

Funding Sources:

Energy Management Controls Reserve	\$ 300,000
Special Projects	\$ 253,000
FY22 State Repair and Rehabilitation	\$ 170,000

**Exterior Signage Replacement**

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

Funding Sources:

Parking Reserves	\$ 250,000
Landscape Improvement Reserves	\$ 250,000

**Atheneum Tile Roof Replacement**

**Project Cost** **\$ 320,000**

Funding Sources:

DW Vaughn Endowment	\$ 100,000
Atheneum Upgrades and Maintenance	\$ 153,871
New Harmony Project Reserves	\$ 66,129

**Admissions Office Renovation**

**Project Cost** **\$ 150,000**

Funding Source: Special Projects \$ 150,000

## Projects In Design

### Health Professions Renovation/Addition

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

Funding Source: Legislative Appropriation - 2019

### LEDs for Campus

**Project Cost** **\$ 122,000**

Funding Sources:

Special Projects	\$	50,000
FY23 State Repair and Rehabilitation	\$	50,000
FY22 State Repair and Rehabilitation	\$	22,000