

**State of Indiana  
Commission for Higher Education**

**Minutes of Meeting**

**Friday, August 10, 2012**

**I. CALL TO ORDER**

The Commission for Higher Education met in regular session starting at 9:05 a.m. at Ball State University, Kinghorn Hall, Room 105, 1400 W Neely Ave., Muncie, IN 47306, with Chair Marilyn Moran-Townsend presiding.

**ROLL CALL OF MEMBERS AND DETERMINATION OF A QUORUM**

*Members Present:* Gerald Bepko (via conference call), Dennis Bland, Carol D’Amico, Jud Fisher, Chris LaMothe (via conference call), Marilyn Moran-Townsend, Eileen O’Neill Odum, George Rehnquist, Hannah Rozow, and Kent Scheller.

*Members Absent:* Susanna Duarte De Suarez, Chris Murphy, and Mike Smith.

**CHAIR’S REPORT**

Ms. Moran-Townsend welcomed Ms. Hannah Rozow, the new student representative on the Commission. Ms. Rozow is a junior at IU Bloomington, studying political science, journalism and public relations.

Ms. Moran-Townsend presented a short video, the point of which was to stay focused on the big picture and not get distracted with the small details. Ms. Moran-Townsend explained that the Agenda for this meeting has been realigned, to include the mission and the key goals of the “*Reaching Higher, Achieving More*” as a reminder of the work the Commission does.

Ms. Moran-Townsend said that the Commission can take a lot of pride in Commissioner Teresa Lubbers’ presentations to the Congress, as well as various other presentations she has been making in the national spotlight. This keeps the Commission mindful of the important role Indiana plays in “*Reaching Higher, Achieving More,*” by setting standards for other states to follow.

**COMMISSIONER’S REPORT**

Ms. Lubbers also welcomed Ms. Rozow to the Commission. She said that staff members have had the opportunity to meet with Ms. Rozow, and are looking forward to working with her.

Ms. Lubbers spoke about a new report published by the US Chamber of Commerce. The report is called “*Leaders and Laggards*” and it talks about the performance of the states in six areas of postsecondary education, including: student access and success; efficiency and cost-effectiveness; meeting labor market demand; transparency and accountability; policy environment; and innovation. The author of the report, former US Secretary of Education Margaret Spellings, said the study is designed to provide an in-depth evaluation of data, as well as a careful analysis of

postsecondary education and policy, in order to give better information to state policy makers and the business leaders and to advance the discussions around higher education. Indiana received two “A” rankings in policy environment and in some aspects of the online learning. Ms. Lubbers reminded the Commission members that on September 13<sup>th</sup> the Indiana Chamber is sponsoring a meeting in Indianapolis with Ms. Spellings, Commission members and a few others to consider the implications and recommendations of this report.

Ms. Lubbers thanked Ms. Moran-Townsend for her comments about the opportunity Ms. Lubbers had to represent the Commission before the US House Subcommittee on Higher Education and Workforce Training on July 18<sup>th</sup>. Ms. Lubbers said she was able to highlight the work that is being done in Indiana, especially in the area of affordability and the performance funding formula. Ms. Lubbers also mentioned an opportunity to present “*Reaching Higher, Achieving More*” to a SHEEO Higher Education Academy, comprised of current and emerging national leaders in higher education. “*Reaching Higher, Achieving More*” was chosen for its clear focus and metric driven content. Ms. Lubbers thanked members of the Commission who provided guidance and counsel in putting this document together.

## **CONSIDERATION OF THE MINUTES OF THE JUNE 2012 COMMISSION MEETING**

**R-12-05.1 RESOLVED:** That the Commission for Higher Education hereby approves the Minutes of the June 2012 regular meeting (Motion – Scheller, second – Bland, unanimously approved)

## **II. THE PUBLIC SQUARE - DISCUSSION ITEMS**

### **A. The Student Perspective of *Reaching Higher, Achieving More***

Ms. Moran-Townsend said that the Commission is making “The Public Square,” a part of a meeting for discussions of items in “*Reaching Higher, Achieving More*,” in order to build a continuing dialogue with many constituents. Ms. Moran-Townsend invited Ms. Rozow to speak about some of her experiences that align with the objectives in “*Reaching Higher Achieving More*” and will serve as a platform during her time on the Commission.

Ms. Rozow spoke about her experience as an intern at the Indiana Senate, and about her meeting with an advisor during her freshmen orientation at IU Bloomington. Ms. Rozow pointed out a few issues she would like to see changed or improved: 1) interns working should be able to get academic credit for their work and not have to pay for it; 2) advisors for freshmen should encourage them to take more credits and more advanced classes in order to graduate within four years.

### **B. Master Capital Plans for Purdue University Regional Campuses**

Mr. Ken Sandel, Director of Physical and Capital Planning, Purdue University, presented this item. Below is the link to Mr. Sandel’s presentation.

<http://www.purdue.edu/pandcp/topnav/CMP/index.htm>

Mr. Sandel said that each campus has independence in developing its own plan, especially as it relates to a ten-year capital plan. He noted that at Purdue they have implemented a balanced capital approach, where they strive to renovate existing

facilities where feasible, replace existing facilities with new where appropriate, and add new facilities only when needed.

Mr. Sandel gave background information of some of the key metrics for the facilities on the campuses. There are 4.1 million gross square feet and 48 major buildings (greater than 1,000 square feet); 75 total buildings across the campuses on 1,153 acres. The average age of the facilities is 30 years.

Mr. Sandel showed slides of each regional campus (Fort Wayne, Purdue Calumet, and Purdue North Central) and spoke about the guiding principles to their Master Plans, as well as some of the issues to be addressed.

Mr. Sandel talked about Repair & Rehabilitation (R&R), which is a significant issue on Purdue Master Plan. He spoke about the deferred R&R backlog, which across the three regional campuses is \$145 million. Currently through student fees and general fund allocations the regional campuses invest about \$2.5 million of their operating budget.

In response to Ms. Odum's question, Mr. Sandel responded that some of their near-term projects have received previous authorization, but have not been funded yet. Ideally, the timeframe for the near-term projects would be two to three years.

Responding to Ms. Moran-Townsend's question, which she asked on behalf of Mr. Smith, Mr. Sandel responded that they intend to build seven facilities and tear down seven facilities. He added that if they were able to fund what would be a top priority with each campus, there would be about \$82 million, or 13 percent reduction in their deferred R&R across the system.

### **C. Master Capital Plans for Ball State University**

Dr. Randall Howard, Vice President for Business Affairs and Treasurer, Ball State University, presented this item. Below is a link to Dr. Howard's presentation.

<http://cms.bsu.edu/About/FactBook/Finances/Transparency.aspx>

Dr. Howard said that the Board of Trustees placed a lot of emphasis on physically transforming the campus over the past several years, and this is a key part of their strategic plan. Dr. Howard showed pictures of the original campus and briefly spoke of the history of the campus. Then he showed slides of the most current plan, which has a main focus on the residence halls.

Dr. Howard spoke about the projects that are institutional and state priorities. He mentioned new construction and maintaining old buildings. The university is trying to renovate building rather than build new; the last new building received state approval in 2003. The average age of the buildings on the campus is 43 years.

Dr. Howard showed slides of the completed projects that show the innovative use of the repurposing space. The biggest project the university is working on right now on the state funding perspective is the Central Campus academic project, which consists of three buildings: North Quad, finished in 2011; Teachers' College which is underway and will be completed in December of 2013, and Applied Technology

which has not started yet. This project was authorized by the General Assembly in two phases, totaling in \$52.7 million; so far state has approved financing in the amount of \$40.5 million, and \$12.2 are yet to be approved for the third building.

Dr. Howard spoke about a few other buildings that are priorities for the university, like College of Architecture and Cooper Science complex, which houses the nursing program, but has never been renovated.

Dr. Howard talked about student neighborhoods and the importance of attracting students back to campus. The graduation rates for the students who live on campus for several years are 8.5 percent higher than for those who lived on campus only one year. Dr. Howard showed the slides of the renovated residence halls across the campus. From 2006 to 2011 there was a significant increase in number of students returning to the resident halls.

In response to Ms. Moran-Townsend's question, asked on behalf of Mr. Smith, Dr. Howard responded that at present Ball State has 17 percent less square footage per student than any other four-year main campus; 12 percent less square footage per student than all four-year campuses, including the regional campuses. He added that the university is trying to look at utilization and renovation to keep the cost down, but it is hard to keep only one project on when another rolls off.

#### **D. McKinley Commons – Ball State University**

Ms. Gretchen Gutman, Associate Vice President for Government Relations, Ball State University, presented this item.

Mr. Fisher made a comment on behalf of Mr. Smith, who wanted the universities to know that, from his perspective, using bonds for financing is a way to go to save on tax credit. In response to Mr. Fisher's question about possible synergies with Ivy Tech's culinary program, Ms. Gutman explained that Ball State's program is teaching students how to manage food and run facilities.

In response to Ms. Odum's question regarding the occupancy rate at the hotels in Muncie, Ms. Gutman responded that the university has internships there, but this new facility will be focusing on the events' planning opportunities. Ms. Gutman also said that the occupancies in the hotels are good, and the university believes this will only enhance the current room availability. Dr. Howard added that Chamber of Commerce supported this project, and confirmed Mr. Fisher's comment that the Commission could support this project and two more in the city.

Responding to Dr. D'Amico's concern, Ms. Gutman said that the university will have management operation that will run a hotel, but the building will have a mixed usage, and the university sees it as a living/learning laboratory. Ms. Gutman added that the university's partners are comfortable with this kind of relationship and it will be beneficial to them.

### III. RHAM DECISIONS AND OTHER DECISION ITEMS

#### A. Academic Degree Programs

**R-12-05.2 RESOLVED:** That the Commission for Higher Education approves *the Checklist of Criteria To Be Used by the Commission in Taking Action on New Degree Programs*, dated August 10, 2012 (Motion – Rehnquist, second – Fisher, unanimously approved)

#### 1. Checklist of Criteria To Be Used by the Commission in Taking Action on New Degree Programs

Dr. D'Amico said that for the past year the Academic Affairs Committee has been reviewing criteria by which the Commission staff and the Commission take action on new programs, and the Committee has developed a checklist of criteria to be used for that purpose. Dr. D'Amico noted that the criteria presented today are not substantially different from the criteria used in the past years, but it is presented in a different format and contains some new items.

Dr. Ken Sauer, Senior Associate Commissioner, Research and Academic Affairs, spoke of the specifics of the Checklist. He highlighted some changes made as a result of the Committee's discussion yesterday afternoon, as well as discussion by the full Commission at its dinner briefing. Dr. Sauer added that the Checklist would help organize more detailed information that would come from the institutions in the program proposals.

Dr. Sauer said that should the Commission approve this Checklist for use, beginning with the September meeting the items in the Agenda books related to the new programs would be organized around this checklist.

Dr. Sauer mentioned that the Committee also discussed a draft agenda template for the program agenda items; the template would be modified according to the changes made to the Checklist. All future program proposals submitted to the Commission would conform to the agenda template. Dr. Sauer also pointed out that these program proposals would be available to Commission members, should they want to look at some detail not included in the agenda booklet.

Dr. Sauer gave the staff recommendation.

#### 2. Academic Degree Programs on Which Staff Proposes Expedited Action

Ms. Moran-Townsend read the list of the degree programs.

**R-12-05.3 RESOLVED:** That the Commission for Higher Education approves by consent the following degree programs, in accordance with the background information provided in this agenda item:

- Associate of Science in Pre-Engineering to be offered by Ivy Tech Community College-Lafayette at Lafayette

- Certificate, Technical Certificate, and Associate of Applied Science in Heating, Ventilation, and Air Conditioning (HVAC) to be offered by Ivy Tech Community College-Richmond at Richmond and Sellersburg at Sellersburg
- Technical Certificate and Associate of Applied Science in Energy Technology to be offered by Ivy Tech-Gary at Valparaiso, South Bend at South Bend; Fort Wayne at Fort Wayne; Muncie at Muncie; Terre Haute at Terre Haute; Indianapolis at Indianapolis; Evansville at Evansville; Sellersburg at Sellersburg; and Bloomington at Bloomington
- Technical Certificate in Advanced Manufacturing to be offered by Ivy Tech-Gary at Gary, Valparaiso, and East Chicago; South Bend at South Bend and Warsaw; Fort Wayne at Fort Wayne; Lafayette at Lafayette; Kokomo at Kokomo and Logansport; Muncie and Muncie and Anderson; Terre Haute at Terre Haute; Indianapolis at Indianapolis; Richmond at Richmond and Connersville; Columbus at Columbus; Madison at Madison and Lawrenceburg; Evansville at Evansville; Sellersburg at Sellersburg; and Bloomington at Bloomington (Motion – Scheller, second – Bland, unanimously approved)

In response to Ms. Odum’s question regarding expedited items, Dr. Sauer said that this topic will be discussed by the Academic Affairs and Quality Committee at its next meetings. He said that if the Checklist is approved it will affect the expedited items, as well. Dr. D’Amico added that the Academic Affairs Committee will talk with the institutions about this issue and come forth with the recommendation.

## **B. Capital Projects**

### **1. Wang Residence Hall Lease – Purdue University West Lafayette**

Mr. Jason Dudich, Associate Commissioner and CFO, presented this item.

**R-12-05.4**      **RESOLVED:** That the Commission for Higher Education recommends approval to the State Budget Agency and the State Budget Committee the following project: *Wang Residence Hall Lease – Purdue University West Lafayette*, in accordance with the background information, provided in this agenda item (Motion – Fisher, second – Rehnquist, unanimously approved)

### **2. Capital Projects on Which Staff Propose Expedited Action**

Ms. Moran-Townsend presented a list of capital projects for expedited action.

**R-12-05.5**      **RESOLVED:** That the Commission for Higher Education approves the following capital project, in accordance with the background information provided in this agenda item:

- Purdue University Metering Installation (Motion – Fisher, second – Sheller, unanimously approved)

**C. Establishment of Indiana’s Higher Education performance Funding Formula and Repair and Rehabilitation Formula Allocation for the 2013-15 Biennial Budget**

Ms. Odum introduced this item.

**R-12-05.6 RESOLVED:** That the Commission for Higher Education approves the following items, in accordance with the supporting documents provided in this agenda item:

- Weighting of the Indiana Higher Education Performance Funding Formula Metrics
- Investment percentage for the Indiana Higher Education Repair and Rehabilitation Formula (Motion – D’Amico, second – Bland, unanimously approved)

**D. Administrative Items on Which Staff Proposes Expedited Action**

Ms. Moran-Townsend read the list of items for expedited action:

**R-12-05.7 RESOLVED:** That the Commission for Higher Education approves by consent the following administrative items in accordance with the background information provided in this agenda item:

- Indiana Commission for Higher Education’s 2012-13 Operating Budget
- Indiana’s Education Roundtable’s 2012-13 Memorandum of Understanding (Motion – Bland, second – Rehnquist, unanimously approved)

In response to Ms. Odum’s question, Mr. Dudich responded that some of the specific projects have changed based on the annual need.

**IV. REPORTS**

- **Update on Key Performance Indicators (KPI’s): ICHE Work Plan, RHAM Results**

Ms. Lubbers said that the Commission staff wanted to update the Commission members on the KPI’s, and this was done in light of “*Reaching Higher, Achieving More.*” Ms. Lubbers said that in the past for the most part these metrics had to do with performance of the institutions; however, the updated KPI’s reflect other elements of the performance more directly related to the Commission.

Dr. Gina DelSanto, Senior Associate Commissioner and Chief of Staff, explained that Governor Daniels urged all state agencies to develop key performance indicators

that are displayed on Indiana’s transparency portal on the website under the Government Efficiency Financial Planning Division of the Governor’s office. Dr. DelSanto explained the reasons for removing some of the metrics and adding others.

Dr. DelSanto spoke about the programs delivered by the Commission, which include 21<sup>st</sup> Century Scholars program, the Learn More Indiana initiative, the financial aid, and the work-study program, supported by state funds. Dr. DelSanto thanked Ms. Moran-Townsend for including in KPI’s all of the “*Reaching Higher, Achieving More*” goals and aspirations. The next step is to set goals for each of these metrics in the way the Government Efficiency and Planning Division does it, which is to establish green, yellow and red goals for each item. Dr. DelSanto suggested for the “*Reaching Higher, Achieving More*” goals that *green* means completed, *yellow* - in progress, and *red* - not started. She also suggested listing under each of these goals the actions that have been taken to date toward achieving them.

Ms. Odum expressed concern over the number of various metrics included in the document and suggested that the Commission should work on these metrics during its retreat in October. Ms. Odum also cautioned the Commission members about using a percent as a measure in some secondary metrics.

In response to Ms. Odum’s question, Dr. DelSanto said that the goal is to insure that the strategic plan is visible throughout the Commission’s work on administering various programs and moving toward achieving its goals.

Ms. Odum expressed some doubts regarding using the grants as one of the metrics. Her remark was concurred by Dr. D’Amico, who also said that closer alignment of the metrics is necessary.

Ms. Moran-Townsend urged the Commission members to continue thinking about the KPI’s and bring up a number of good points for further discussion over the next few months. Ms. Lubbers made some comments in support of this remark.

- **Transfer Scorecard**

Dr. Sauer said that as a result of the last Commission meeting’s discussion of the 21<sup>st</sup> Century Scholars scorecard, the Commission directed staff to put together a Transfer Scorecard. The Academic Affairs and Quality Committee supported the scorecard in concept and in much of the detail. Dr. Sauer explained some changes made to the scorecard in outcome metric, which had included students who transferred with 15 to 29 credits, and those with more than 30 credits.

Dr. Molly Chamberlin, Associate Commissioner for Information and Research, gave some background information about the data provided in the Scorecard.

In response to Dr. D’Amico’s concern regarding a small number of transfer students from Ivy Tech Community College, Dr. Chamberlin explained that the data referred to the students enrolled in a four-year institution in the fall of the following consecutive year of enrollment.

Ms. Lubbers commented on the efforts underway at the institutions on issues related to general education core and core transfer library. She pointed out that there is an

increasing focus on the transferability issue. Ms. Lubbers mentioned two regional campuses, IU Kokomo and IU East, where the number of transfer students keeps increasing.

Dr. Sauer added that some additional analysis might be done for students who transfer with an Associate Degree.

Responding to a question from Ms. Odum, Dr. Chamberlin explained that the numbers on the chart include transfer students with 15 or more credits, which could include high school credits.

Ms. Odum asked for some benchmark information on students with Associate Degrees transferring to a four-year college. Dr. Chamberlin assured Ms. Odum that she will have the information before the retreat.

Dr. Sauer emphasized that this study is based on students who are going directly from a two-year to four-year institution, which does not include every graduate. Other data points beyond the scope of the scorecard are also lateral transfers, when students transfer from one campus to another within the same university; or reverse transfers, when students transfer from a four- to two-year institutions.

**V. INFORMATION ITEMS**

- A. Status of Active Requests for New Academic Degree Programs
- B. Capital Improvement Projects on Which Staff Have Acted
- C. Capital Improvement Projects Awaiting Action

**IX. NEW BUSINESS**

There was none.

**X. OLD BUSINESS**

There was none.

**XI. ADJOURNMENT**

The meeting was adjourned at 11:25 a.m.

---

Marilyn Moran-Townsend, Chair

---

Chris LaMothe, Secretary