



INDIANA COMMISSION *for* HIGHER EDUCATION

AGENDA

Thursday, November 10, 2022

101 West Ohio Street, Suite 300
Indianapolis, IN 46204-4206

www.che.in.gov



INDIANA COMMISSION *for*
HIGHER EDUCATION

AGENDA

Indiana Commission for Higher Education Meeting

Thursday, November 10, 2022

Call to Order – 9:00 A.M. CT

University of Southern Indiana

Griffin Center

8600 University Boulevard

Evansville, IN 47712

Parking available in Lot C by the Griffin Center

Join on your computer or mobile app:

[Join Microsoft Teams Meeting](#)

-or-

Join on your phone (audio only):

DIAL: +1 317-552-1674

PHONE ID: 246 697 297#

I.	Call to Order	
	Roll Call and Determination of Quorum	
	Chair’s Report	
	Commissioner’s Report	
II.	Consideration of the Meeting Minutes	1
III.	Budget Items	
	A. 2023-2025 Indiana Postsecondary Budget Recommendations*	5
	B. Capital Projects for Full Discussion*	7
	C. Capital Projects for Expedited Action*	11
IV.	Discussion Items	
	A. New Commission Meeting Cadence and Calendar for 2023 and 2024	13
V.	Student Success Items	
	A. Education Value Communications & Marketing Campaign.....	15
VI.	Academic Affairs Items	
	A. NGA Learning and Employment Record Grant	17
	B. Academic Degree Programs for Expedited Action*	19

**Requires Commission Action*

1. Bachelor of Arts/Bachelor of Science in Management and Leadership to be offered by Ball State University

VII. Information Items

- A. Academic Degree Programs Awaiting Action 21
- B. Academic Degree Program Actions Taken by Staff..... 23

**VIII. Old Business
New Business**

IX. Adjournment

The next meeting of the Commission will be on **December 8 in Indianapolis, Indiana.**

**State of Indiana
Commission for Higher Education**

Minutes of Meeting

Thursday, October 13, 2022

I. CALL TO ORDER

The Commission for Higher Education met in regular session starting at 9:00 a.m. ET at Purdue University, Purdue Memorial Union, 101 Grant Street, West Lafayette, IN 47906, with Vice Chairman Gen. Erika Steuterman presiding.

ROLL CALL OF MEMBERS AND DETERMINATION OF A QUORUM

Members Present: Mike Alley, Dr. Edward Berger, Dennis Bland, Anne Bowen, Mike Daigle, Bill Hanna, Al Hubbard, Nancy Jordan, Chris LaMothe, Pepper Mulherin, Dan Peterson, Tom Saunders, and Erika Steuterman

CHAIR'S REPORT

Good morning, everyone, and thank you everyone for joining us today. I want to thank Purdue University President Mitch Daniels and President-Elect Mung Chiang and their team for being our gracious host last night. We had a wonderful time, and we appreciate your hosting our meeting today. I also want to thank Purdue for hosting our tours yesterday; it was a wonderful overview of some of the forward-leaning things that Purdue University is doing.

I am pleased to report that Dr. Stacy Townsley has recently asked me to chair a new taskforce for veterans' education pathways. Stacy will go into this new effort during her presentation this afternoon, but I want to express my excitement about what this could mean for Indiana's veterans. I've asked Mike Daigle to join me in the taskforce and we will be identifying others to serve, representing Indiana's campuses, state and regional efforts. We hope this effort will launch officially in early 2023. This concludes my remarks. I will now turn it over to the Commissioner for his report.

COMMISSIONER'S REPORT

Good morning. I think many of you in the room know, Indiana is roughly 14th in attracting students to our state. We hear repeatedly. We don't have mountains and we don't have beaches and so forth. But we have got great higher education institutions and we are attracting students to this state. 14th best, at least in the analysis. We have done something about which we should be proud.

We're 40th best in retaining students. I look at that and think that's a challenge and more so an opportunity. So, we'll be continuing to address that.

I think as most of the folks in the room know, we are calling for the auto enrollment of all students who qualify for the 21st Century Scholars program. The reality is too many students are left behind.

To auto enroll the rest of the students who today are not getting enrolled will cost about \$150 million for a cohort. We've estimated on the high end and we won't fully realize that cost for about 7 years. We have funds that will help address that for several of those years, but we are being clear that there is a cost to it.

However, the return on investment is very strong. The delta in lifetime earnings of a Scholars cohort we believe to be an excess, and again, conservatively, at \$1.7 billion. The estimated increase in state and local tax receipts are almost what the original cost of the program would be.

We just put out our Completion Report as one of a half a dozen or so reports that we issue every year. There are some encouraging signs. There are also some things on which we still need to work. Over the last year there has been an on-time completion rate improvement of not quite one percentage point, almost 11 percentage points over five years.

The Completion Report reflects the importance of having a performance-based, outcomes-based strategies. This has been a focus for the state for a long time and we have seen vast improvements over 10 years.

I think one of the things that we have learned from that is to have outcomes-based or performance-based expectations. But we also have to pause from time to time and say, "are those all the right things at which we're looking? Do they fit each institution?"

Specifically, we have equity gaps. We can do better. One of the most promising areas where we have seen those equity gaps really narrow as you have a chance to dig into the Completion Report - I'm going to sound like a broken record - has been with 21st Century Scholars.

Lastly, I wanted to share a bit of news with you. You may or may not have seen and most of the focus has been around K12 where rightfully it should be. But the Lilly Endowment has partnered with the State of Indiana, specifically with our partner Secretary Katie Jenner and the Department of Education with a real focus on literacy and specifically on the science of reading. This is going to be a \$111 million investment. Reading and literacy has taken a hit as all of you know with the pandemic, but it did not start with the pandemic. What the Lilly Endowment has done, which is so typical of them, is to make an investment where it really matters.

What you might have missed and not heard is that as part of that \$111 million investment, there is a \$25 million investment that is available to our institutions of higher education, public and private. This will help train and educate our future educators to focus on the science and the science of reading. Our Department of Education is leaning into this, the Lilly Endowment is leaning into this, and so is your Commission for Higher Education. If you see our friends from the Endowment, either the staff or board members, you might take a moment to thank them for once again helping us lead the way.

II. CONSIDERATION OF THE MEETING MINUTES

R-22-6.1 RESOLVED: That the Commission for Higher Education hereby approves the Minutes of the September 2022 regular meeting. (Motion – Peterson, second – Alley, unanimously approved)

III. DISCUSSION ITEMS

A. 2023-2025 Indiana Postsecondary Institution Budget Presentations

Today we will hear from four of our public college and university presidents as they provide their budget presentations. As a reminder, this is the first step in developing the budget for the next biennium.

Once these presentations have concluded today, following the initial three presentations that took place during our meeting last month, the Commission will provide a higher education budget recommendation to the Legislature. The Commissioner will present these recommendations to the State Budget Committee prior to the start of the 2023 Legislative session in January.

We have two hours in which to hear from each of these four institutions, so I ask that the presentations take no more than 30 minutes, including some time for questions at the conclusion of the presidents' comments.

Mitch Daniels, President of Purdue University presented.

Geoffrey Mearns, President of Ball State University presented.

Dr. Deborah Curtis, President of Indiana State University presented.

Dr. Chuck Johnson, President of Vincennes University presented.

B. 2022 Fall Enrollment Report

Sean Tierney presented this item.

IV. BUDGET ITEMS

None

V. ACADEMIC AFFAIRS ITEMS

A. Academic Degree Programs for Expedited Action*

1. Associate of Applied Science in Occupational Therapy Assistant to be offered by Ivy Tech Community College Anderson and Bloomington

2. Bachelor of Science in Economics and Quantitative Methods to be offered by Indiana University Bloomington
3. Master of Science in Regenerative Medicine and Technologies to be offered by Indiana University at Indiana University Purdue University Indianapolis

R-22-6.2 RESOLVED: That the Commission for Higher Education hereby approves the following academic degree programs, in accordance with the background information provided in this agenda item. (Motion – Alley, second – Berger, unanimously approved)

B. Challenges and Opportunities in Statewide Delivery of the Indiana College Core

Dr. Ken Sauer presented this item.

VI. STUDENT SUCCESS ITEMS

A. Greater Adoption of the Indiana College Core in High Schools

Michelle Ashcraft presented this item.

B. Expanding Opportunity for Adult Learners

Dr. Stacy Townsley presented this item.

VII. INFORMATION ITEMS

- A. Academic Degree Programs Awaiting Action
- B. Academic Degree Program Actions Taken by Staff
- C. Media Coverage

VIII. OLD BUSINESS

NEW BUSINESS

There was none.

IX. ADJOURNMENT

The meeting was adjourned at 3:10 P.M. ET

Jud Fisher, Chair

Anne Bowen, Secretary

COMMISSION FOR HIGHER EDUCATION

Thursday November 10, 2022

BUDGET ITEM A:

2023-2025 Postsecondary Budget Recommendations

Staff Recommendation

That the Commission for Higher Education adopt the Postsecondary Budget Recommendations for the 2023-2025 biennium, and that the Commission staff make any necessary technical corrections to the recommendations adopted today.

Background

The Commission for Higher Education’s statutory responsibilities includes:

- i) Review appropriation requests of state educational institutions per IC 21-18-6-1(2); and
- ii) Make recommendations to the governor, budget agency, or general assembly concerning postsecondary education per IC 21-18-6-1(3).

The Commission and the Budget and Productivity Committee completed its review of institutional capital and operating budget submissions for the 2023-2025 biennium and is now preparing to make its recommendations to the State Budget Committee and General Assembly.

Supporting Document

To be distributed

COMMISSION FOR HIGHER EDUCATION

Thursday November 10, 2022

BUDGET ITEM B-1:

Purdue University West Lafayette – Libraries Study Space Renovation

Staff Recommendation

That the Commission for Higher Education recommends approval to the State Budget Agency and the State Budget Committee of the following projects:

- Purdue University Libraries Study Space Renovation

Background

By statute, the Commission for Higher Education must review all projects to construct buildings or facilities costing more than two million dollars (\$2,000,000), regardless of the source of funding. Each repair and rehabilitation project must be reviewed by the Commission for Higher Education and approved by the Governor, on recommendation of the Budget Agency, if the cost of the project exceeds two million dollars (\$2,000,000) and if any part of the cost of the project is paid by state appropriated funds or by mandatory student fees assessed all students. Such review is required if no part of the project is paid by state appropriated funds or by mandatory student fees and the project cost exceeds two million dollars (\$2,000,000). A project that has been approved or authorized by the General Assembly is subject to review by the Commission for Higher Education. The Commission for Higher Education shall review a project approved or authorized by the General Assembly for which a state appropriation will be used. All other non-state funded projects must be reviewed within ninety (90) days after the project is submitted to the Commission.

Supporting Document

Libraries Study Space Renovation

Purdue University West Lafayette – Libraries Study Space Renovation

Thursday, November 10, 2022

B-1-23-4-10: Purdue University Libraries Study Space Renovation

The Purdue University Board of Trustees requests authorization to proceed with renovating approximately 38,000 GSF of existing central campus library space on the West Lafayette campus. This project includes relocating library books from four locations across the core academic campus to a new location using high-density shelving technology. The current library space will be repurposed to create 490 additional student study seats in key academic space.

Funding: The estimated cost of this project is \$10,000,000 and will be funded through university operating fund reserves.

Additional Staff Notes: Staff recommends approval of the project.

COMMISSION FOR HIGHER EDUCATION

Thursday November 10, 2022

BUDGET ITEM B-2:

Purdue University West Lafayette – University Hall Renovation

Staff Recommendation

That the Commission for Higher Education recommends approval to the State Budget Agency and the State Budget Committee of the following projects:

- Purdue University - University Hall Renovation

Background

By statute, the Commission for Higher Education must review all projects to construct buildings or facilities costing more than two million dollars (\$2,000,000), regardless of the source of funding. Each repair and rehabilitation project must be reviewed by the Commission for Higher Education and approved by the Governor, on recommendation of the Budget Agency, if the cost of the project exceeds two million dollars (\$2,000,000) and if any part of the cost of the project is paid by state appropriated funds or by mandatory student fees assessed all students. Such review is required if no part of the project is paid by state appropriated funds or by mandatory student fees and the project cost exceeds two million dollars (\$2,000,000). A project that has been approved or authorized by the General Assembly is subject to review by the Commission for Higher Education. The Commission for Higher Education shall review a project approved or authorized by the General Assembly for which a state appropriation will be used. All other non-state funded projects must be reviewed within ninety (90) days after the project is submitted to the Commission.

Supporting Document

University Hall Renovation

Purdue University West Lafayette – University Hall Renovation

Thursday, November 10, 2022

B-1-23-2-12: Purdue University – University Hall Renovation

The Purdue University Board of Trustees requests authorization to proceed with the complete renovation of the 34,000 GSF University Hall and partial renovations to 28,475 GSF of Geering Hall and 11,750 GSF of Stanley Coulter Hall, in addition to the demolition of Heavilon Hall on the West Lafayette Campus. The demolition will result in a net campus space reduction of nearly 57,000 GSF. This project includes the creation of a 180-seat active learning classroom, additional study and collaborative spaces on the central campus, and classroom updates.

Funding: The estimated cost of this project is \$46,600,000 and will be funded by \$36,600,000 in university operating fund reserves, and \$10,000,000 in gift funds.

Additional Staff Notes: Staff recommends approval of the project.

COMMISSION FOR HIGHER EDUCATION

Thursday, November 10, 2022

BUDGET ITEM C:

Capital Projects for Expedited Action

Staff Recommendation

That the Commission for Higher Education recommends approval to the State Budget Agency and the State Budget Committee of the following projects:

- Purdue University West Lafayette – Memorial Union Second Floor Renovation
- Purdue University West Lafayette – Fuse Lease
- Purdue University – Regional Campus Deferred Maintenance

Background

Staff recommends approval to the State Budget Agency and the State Budget Committee of the following capital projects in accordance with the expedited action category originated by the Commission for Higher Education in May 2006. Institutional staff will be available to answer questions about these projects, but the staff does not envision formal presentations.

Supporting Document

Background Information on Capital Projects for Expedited Action, Thursday, November 10, 2022

Capital Projects for Expedited Action

Thursday, November 10, 2022

B-1-23-2-11 **Purdue University West Lafayette - Memorial Union Second Floor Renovation**
The Purdue University Board of Trustees requests authorization to proceed with the renovation of 6,000 assignable square feet of the Purdue Memorial Union's second floor on the West Lafayette campus. The project includes the renovation and repurposing of existing meeting and office space into corporate meeting space and a spa along with replacement of multiple air handler units. The total cost of this project is \$6,300,000 and will be paid for using \$5,300,000 from auxiliary funds and \$1,000,000 from gifts.

B-1-23-5-09 **Purdue University West Lafayette - Fuse West Lafayette Lease**
The Purdue University Board of Trustees requests authorization to proceed with leasing a portion of Fuse West Lafayette apartments. For one academic year, the University will lease 32 apartments that include 124 beds for student housing and 2 beds for residential assistances at a cost of \$1,307,879. The lease will provide consistent housing capacity for students enrolled on the West Lafayette campus.

Purdue University - Regional Deferred Maintenance

The Purdue University Board of Trustees requests authorization to proceed with addressing deferred maintenance at each of the two regional campuses: PU Fort Wayne and PU Northwest. These projects include pedestrian bridge maintenance, replacing or updating roofs, mechanical system improvements, and renovating classrooms for a total cost of \$3,500,000.

COMMISSION FOR HIGHER EDUCATION

Thursday, November 10, 2022

DISCUSSION ITEM A:

New Commission Meeting Cadence and Calendar

Background

In June, Commission staff presented on reducing the number of Commission meetings to six per year. The new meeting schedule will reflect how other boards conduct business, increase attendance, reduce cost, and lower the administrative burden on staff and our campus partners. The staff will provide information 2023 and 2024 meeting schedule and information on Indiana’s Open Door Law.

Supporting Document

2023 and 2024 Meeting Schedule
Open Door Law Guidance

COMMISSION FOR HIGHER EDUCATION

Thursday, November 10, 2022

STUDENT SUCCESS ITEM A:

Education Value Communications and Marketing Campaign

Background

Over the past 18 months, the Indiana Commission for Higher Education and its partners at the Governor’s Workforce Cabinet and VOX Global have undertaken in-depth qualitative and quantitative research, focus groups and surveys to understand why Hoosiers are – or increasingly aren’t – choosing to pursue higher education.

The Communications and Marketing team have utilized the findings from the research to develop a new message framework and campaign to better deliver positive messages around the value of higher education for individuals and for Indiana overall. The goal of this campaign is to help stem the college-going decline and encourage more Hoosiers to pursue some form of education or training beyond high school.

The team will share an overview of the Nov. 14 statewide launch of the “Education Value Movement” communications and marketing campaign including:

- A press release with supporting quotes from institutions, state agencies and community/nonprofit organizations
- A media buy on Indiana’s radio and television stations and online through digital marketing
- Equipping trusted messengers with tools, information and resources
- Organic social media
- Lead generation and targeted communications

Supporting Documents

To be distributed.

COMMISSION FOR HIGHER EDUCATION

Thursday, November 10, 2022

ACADEMIC AFFAIRS ITEM A:

NGA Learning and Employment Record Grant

Background

Since April of this year, Indiana has been participating in a 12-state Skills-Driven Community of Practice sponsored by the National Governors Association (NGA). This activity provided an opportunity for participating states to hear from national experts and leading organizations doing work on skills-based education, training, and hiring, including digital wallets and Learning and Employment Records (LERs). Besides the Commission for Higher Education, the Indiana leadership team for the Community of Practice included representation from the Governor's Office, the Indiana Departments of Education and Workforce Development, the Indiana Chamber of Commerce, and the Indiana Economic Development Corporation.

At the conclusion of the Community of Practice, and on behalf of the Indiana leadership team, the Commission for Higher Education submitted a proposal to NGA for a \$150,000 demonstration project, which has been fully funded. The NGA grant was made possible thanks to support from the Walmart Foundation. Indiana is only one of two Midwestern states, and six states overall, to receive an NGA grant (the other states are Arkansas, Colorado, North Dakota, Virginia, and Washington).

The 11-month project, which begins in December, will focus on digital wallets, LERs, and the digital credentialing infrastructure needed to support this work. Indiana has many initiatives underway that collectively provide a strong foundation upon which to build, including the Indiana Credential Registry, the Indiana e-Transcript Program, and the Indiana Achievement Wallet (IAW), which is a prototypical digital pilot. Western Governors University has led the development of the IAW and was represented as well on the Indiana leadership team for the NGA Community of Practice. Ivy Tech and Goodwill were also involved in developing the IAW wallet prototype.

Supporting Documents

To be distributed.

COMMISSION FOR HIGHER EDUCATION

Thursday, November 10, 2022

ACADEMIC AFFAIRS ITEM B:

Academic Degree Programs for Expedited Action

Staff Recommendation

That the Commission for Higher Education approve the following degree programs, in accordance with the background information provided in this agenda item:

- Bachelor of Arts/Bachelor of Science in Management and Leadership to be offered by Ball State University

Background

The Academic Affairs and Quality Committee discussed these programs at its October 24, 2022, meeting and concluded that the proposed programs could be placed on the November 10, 2022 agenda for action by the Commission as expedited action items.

Supporting Document

Academic Degree Programs on Which Staff Propose Expedited Action October 24, 2022

Academic Degree Programs on Which Staff Propose Expedited Action

October 24, 2022

CHE 22-21 Bachelor of Arts/Bachelor of Science in Management and Leadership to be offered by Ball State University

Proposal received on September 26, 2022

CIP Code: 52.0213

Fifth Year Projected Enrollment: Headcount – 90, FTE – 90

Fifth Year Projected Degrees Conferred: 54

The proposed Bachelor of Arts/Bachelor of Science (B.A./B.S.) will be offered through the Miller College of Business at Ball State University. The University did offer a B.A./B.S. in Management, but that program was eliminated some time ago because of an administrative re-organization. The Department of Management offers a minor in Foundations of Management, which is for non-Business majors, and baccalaureate degrees in Business Administration, Entrepreneurship, and Human Resource Management. Most of the students who would pursue the proposed bachelor's degree in Management and Leadership would likely come from students who might otherwise enroll in the B.A./B.S. in Business Administration, which enrolled 799 students and had 184 graduates in FY2021.

The curriculum for the proposed program was intentionally designed to develop career readiness competencies as defined by the National Association of Colleges and Employers (NACE). For example, all students are required to take three one-hour SOAR (Success, Opportunity, Acumen, and Readiness) courses, which focus on career exploration and professional development and permit students to connect with industry professionals, career coaches, academic advisors, community leaders, and mentors. In addition, a required course (Leadership and Change Management) involves immersion in a case study of an actual business or organization undergoing some type of change and developing a set of recommendations at the conclusion of the immersive experience. The Miller College is accredited by the Association to Advance Collegiate Schools of Business (AACSB).

The B.A./B.S. in Management and Leadership requires 120 semester credit hours to complete, thus meeting the standard credit hour expectation for baccalaureate degrees. There is a Transfer Single Articulation Pathway (TSAP) that aligns with the proposed degree at Ball State University. Students who complete the Business Administration TSAP (A.S. in Business Administration) at Ivy Tech Community College can transfer all 60 semester hours of credit into the proposed degree program. Students who complete the Business Administration TSAP (A.S. in Business Administration) at Vincennes University can transfer all 60 semester hours of credit into the proposed degree program.

COMMISSION FOR HIGHER EDUCATION

Thursday November 10, 2022

INFORMATION ITEM A: Academic Degree Programs Awaiting Action

	<u>Title of Program</u>	<u>Institution/Campus/Site</u>	<u>Date Received</u>	<u>Status</u>
01	Associate of Science in Professional Flight	Purdue University Global	7/12/2019	Under Review
02	Master of Science in Ballet	Indiana University Bloomington	2/18/2022	Under Review
03	Bachelor of Arts/Bachelor of Science in Management and Leadership	Ball State University	9/26/2022	On CHE Agenda

COMMISSION FOR HIGHER EDUCATION

Thursday, November 10, 2022

INFORMATION ITEM B: Academic Degree Program Actions Taken By Staff

	<u>Title of Program</u>	<u>Institution/Campus/Site</u>	<u>Date Approved</u>	<u>Change</u>
01	Certificate in Professional and Community Communication	Ivy Tech Community College	10/24/2022	Adding a location
02	Bachelor of Applied Science	Indiana State University	10/24/2022	Suspending the program
03	Master of Science in Electrical and Computer Engineering in Electrical Engineering	Purdue University West Lafayette	10/24/2022	Changing the name
04	Certificate in Medical Office Administration	Ivy Tech Community College	10/24/2022	Adding a location
05	Certificate in Dementia Care	Ivy Tech Community College	10/24/2022	Adding a location
06	Certificate in Basic Emergency Medical Studies	Ivy Tech Community College	10/24/2022	Adding a location
07	Post-Master’s Certificate in Information Security	Purdue University Global	10/24/2022	Eliminating program
08	Associate of Applied Science/ Associate of Science in Accounting	Ivy Tech Community College	10/24/2022	Adding a location
09	Associate of Applied Science in Business Operations, Applications, and Technology	Ivy Tech Community College	10/24/2022	Adding a location
10	Certificate in Bookkeeping and Payroll	Ivy Tech Community College	10/24/2022	Adding a location
11	Associate of Science in Human Services (Social Work)	Ivy Tech Community College	10/24/2022	Adding a location

	<u>Title of Program</u>	<u>Institution/Campus/Site</u>	<u>Date Approved</u>	<u>Change</u>
12	Associate of Science Building Construction Management	Ivy Tech Community College	10/24/2022	Adding a location
13	Certificate in Industrial Electrical	Ivy Tech Community College	10/24/2022	Adding a location
14	Certificate in Information Technology Help Desk	Ivy Tech Community College	10/24/2022	Adding a location
15	Associate of Science in Information Technology Support	Ivy Tech Community College	10/24/2022	Adding a location
16	Technical Certificate in Information Technology Support	Ivy Tech Community College	10/24/2022	Adding a location
17	Certificate in Web Application Development	Ivy Tech Community College	10/24/2022	Adding a location
18	Graduate Certificate in Hypersonics	Purdue University West Lafayette	10/24/2022	Adding certificate
19	Post-Baccalaureate Certificate in Health Information Management (IU)	Indiana University Purdue University Indianapolis	10/24/2022	Adding certificate
20	Educational Specialist in Curriculum and Instruction	Purdue University West Lafayette	10/24/2022	Adding distance education
21	Educational Specialist in Educational Studies	Purdue University West Lafayette	10/24/2022	Adding distance education
22	Master of Arts in Teaching/Master of Science in Teaching in Special Education	Indiana University South Bend	10/24/2022	Changing the number of credit hours