



INDIANA COMMISSION *for*
HIGHER EDUCATION

AGENDA

Thursday, March 8, 2018

101 West Ohio Street, Suite 300
Indianapolis, IN 46204-4206
Tele: 317-464-4400 | Fax: 317-464-4410

www.che.in.gov



INDIANA COMMISSION *for*
HIGHER EDUCATION

**MARCH COMMISSION MEETING
AGENDA**

Thursday, March 8, 2018

HOTEL ACCOMMODATIONS

Residence Inn Indianapolis Airport
5224 W Southern Avenue
Indianapolis, IN 46241

COMMISSION MEETING

Indiana University-Purdue University Indianapolis
University Tower/Hine Hall
875 W. North Street, Indianapolis, IN 46202
Parking available in the Tower Garage (IP) or North Street Garage (XC)

BREAKFAST

8:30 A.M. – 9:00 A.M.
Foyer

WORKING SESSION

9:00 A.M. – 11:30 A.M.
Ballroom

CALL IN INFORMATION:

DIAL: 1 (605) 475-4700
PIN: 230295#

WiFi INFORMATION:

attwifi

WORKING SESSION TOPICS

- Next Generation Hoosier Educators Scholarship Year Two
- Postal Address Validation Tool
- Return on Investment Report Briefing
- Legislative Update
- Eliminating Barriers for Adults at Ivy Tech Community College and Vincennes University
 - Chuck Johnson, President, Vincennes University
 - Chris Lowery, Senior Vice President, Ivy Tech Community College
- Committee Report Outs

****All events take place on EASTERN TIME****

101 West Ohio Street, Suite 300 • Indianapolis, Indiana 46204-4206 • 317.464.4400 • www.che.in.gov

COMMISSION MEMBER LUNCH

11:45 A.M. – 1:00 P.M.

President’s Room

Lunch Guest

Nasser Paydar

Chancellor

COMMISSION STAFF LUNCH

11:45 A.M. – 1:00 P.M.

Indiana Room

BUSINESS MEETING

1:00 P.M. – 3:00 P.M.

Ballroom

CALL IN INFORMATION:

DIAL: 1 (605) 475-4700

PIN: 230295#

WiFi INFORMATION:

attwifi

- I. **Call to Order – 1:00 P.M. (Eastern)**
 - Roll Call of Members and Determination of Quorum**
 - Chair’s Remarks**
 - Officer Slate for 2018**
 - Commissioner’s Report**
 - Consideration of the Minutes of the December 8, 2016 Commission Meeting 1**

- II. **Public Square**
 - A. Perspectives on Indiana’s Workforce Challenges..... 5
 - 1. Fred Payne, Commissioner, Department of Workforce Development

- III. **Business Items**
 - A. Update on Standard Credit Hour Expectations 9
 - B. Academic Degree Programs for Expedited Action 11
 - 1. Doctor of Philosophy in Exercise Science to be offered by Indiana University at
Indiana University Purdue University Indianapolis
 - 2. Bachelor of Science in Electrical Engineering to be offered by University of Southern Indiana

- C. Capital Projects for Full Discussion
 - 1. Ball State University – New North Residential Neighborhood 15
 - 2. Indiana University Bloomington – Teter Quadrangle Mechanical Systems 23
Replacement & Renovation
 - 3. Indiana University Purdue University Indianapolis – Multidisciplinary Research 31
& Classroom Building
 - 4. Purdue University West Lafayette – STEM Teaching Lab Facility..... 39
- D. Capital Projects for Expedited Action..... 47
 - 1. Vincennes University – Learning Resource Center Renovation
 - 2. Vincennes University – Welsh Administration Building Renovation

IV. Information Items

- A. Academic Degree Programs Awaiting Action 49
- B. Academic Degree Program Actions Taken by Staff 51
- D. Media Coverage 57

**V. Old Business
New Business**

VI. Adjournment

The next meeting of the Commission will be on **June 14, 2018 in Terre Haute, Indiana**. *A tentative meeting is scheduled on May 10, 2018 in Indianapolis.*

**State of Indiana
Commission for Higher Education**

Minutes of Meeting

Thursday, February 8, 2018

I. CALL TO ORDER

The Commission for Higher Education met in regular session starting at 1:00 p.m. at the Vincennes University Aviation Technology Center, 2175 South Hoffman Road, Indianapolis, IN with Chairman Chris LaMothe presiding.

ROLL CALL OF MEMBERS AND DETERMINATION OF A QUORUM

Members Present: Dennis Bland, Jon Costas, Jud Fisher, Lisa Hershman, Allan Hubbard, Chris LaMothe, Mika Mosier, Dan Peterson, and Alfonso Vidal. *By phone:* Beverley Pitts and John Popp

Members Absent: Chris Murphy

CHAIR'S REPORT

Chairman LaMothe began his report stating on behalf of the Commission, I would like to thank On behalf of the Commission, I would like to thank President Chuck Johnson and Vincennes University for your hospitality and hosting our meeting today.

Indiana's Cash for College campaign takes place each December through March. The campaign promotes tips and activities to help students pay for education beyond high school and highlights Indiana's April 15 deadline for filing the Free Application for Federal Student Aid (FAFSA). The Commission recently hosted the campaign's kick-off event at Southport High School, where over 150 high school junior 21st Century Scholars had an opportunity to search for scholarships (a required 11th grade SSP activity) and track it on ScholarTrack. This was a great event and we thank Southport High School for hosting the kick-off of this important campaign.

Additionally, the Commission is pleased to announce the dates of its two annual policy events:

- State of Higher Education Address on Monday, April 9; and the
- H. Kent Weldon Conference for Higher Education on Tuesday, April 10.

The Weldon Conference will feature Scott Carlson, thought leader and author for the Chronicle for Higher Education, for a discussion on "The Future of Work." Registration for both events are available on the Commission's website.

As you know, the student and faculty members are selected to serve two-year terms by the Governor after review process from a committee of their peers. Mika Mosier's term will conclude at the end of June, so in the coming weeks, the 2018 Student Nominating Committee will open the Student Commission Member application. Please encourage any interested students to visit the Commission's website for more information about this opportunity.

Chairman LaMothe turned to Mika Mosier to read the Resolution honoring Caren Whitehouse.

R-18-01.1 RESOLVED: That the Commission for Higher Education hereby approves the Resolution honoring Caren Whitehouse (unanimously approved)

COMMISSIONER'S REPORT

Commissioner Lubbers began her report stating, as you might imagine, January was a busy month as the General Assembly gears up and this year has been especially focused on the relationship between academic preparation and applied knowledge. In that spirit, it's appropriate that we're meeting at Vincennes' Aviation Center – as we look around and see a great example of that.

Since we spent time this morning discussing our legislative efforts, I will only make a general comment about our need – in partnership with our colleges and universities – to continue to develop and communicate data that shows the return on investment for higher education funding, especially financial aid programs. As I interact with legislators, I am increasingly asked questions related to value – and that generally means they are hearing those concerns at home. It is our intent to provide more comprehensive information because we believe there is a good story to be told.

In January I had the opportunity to meet with both Dr. Deborah Curtis, the new president of Indiana State and Dr. Ronald Elsenbaumer, who is now serving as the tenth chancellor of IPFW (soon to become Purdue Fort Wayne). Dr. Curtis served most recently as the Provost and Chief Learning Officer at the University of Central Missouri. She is the second Indiana State graduate (she earned her PH.D. from ISU) and the first woman to serve as president of Indiana State. Having served as the dean of the College of Education at Illinois State University and as chief learning officer in her most recent role, we can expect that she will be especially focused on the school's academic programs and issues related to teaching and learning.

Dr. Elsenbaumer has more than 38 years of experience that spans both academia and the private sector. Prior to coming to Indiana, he served as Senior Advisor to the President for Entrepreneurship and Economic Development, as well as Interim Dean for the College of Architecture, Planning and Public Affairs at the University of Texas at Arlington. Dr. Elsenbaumer holds a B.S. degree in chemistry from Purdue University and a Ph.D. from Stanford University. A point of interest, he has co-authored more than 110 publications and has more than 35 U.S. patents. We look forward to working with both of these new leaders.

To bring you up to date on the Purdue/Kaplan acquisition, it was announced by Purdue that the new enterprise will be called Purdue University Global. It is the expectation that the Higher Learning Commission will act on the proposal on February 22. As you recall, adult learners are the target market for Purdue University Global.

On Monday of this week, I had the chance to participate in a "Shark Tank like" event for Ivy Tech students. 10 proposals from campuses around the state were considered as Ivy Tech looks at ways to develop an app for a simplified but comprehensive platform for

students. The proposals were impressive and provided a great example of why we need to be reaching out to the customers we’re serving – the students – because they have thoughtful input. I commend Ivy Tech for this inaugural effort.

Later this month, I’ll be traveling to Nashville along with Superintendent Jennifer McCormick and representatives from six other states to consider the highest impact strategies for delivering on college and career readiness and postsecondary attainment goals. It’s clear that we will need strong sustainable collaboration between our sectors to increase education attainment.

Likewise, I have met with and am working closely with Fred Payne, the new commissioner of the Department of Workforce Development. Having worked at Honda for many years, Fred brings to this role a deep understanding of the need to align education/training with the needs of 21st Century employers. We have invited Fred to participate in the response panel at the Weldon Conference – a good opportunity for you to meet him and learn more about his background and perspective.

In closing, we’re hoping that all of you will be able to attend the Weldon Conference as we consider the Changing World of Work and hear from Senior Chronicle Editor, Scott Carlson and local leaders.

CONSIDERATION OF THE MINUTES OF THE DECEMBER, 2017 COMMISSION MEETING

R-18-01.2 RESOLVED: That the Commission for Higher Education hereby approve the Minutes of the December 2017 regular meeting (Motion – Vidal second – Costas, unanimously approved)

II. PUBLIC SQUARE

A. Insights from the Strada-Gallup Education Surveys

1. Carol D’Amico, Executive Vice President, Mission Advancement and Philanthropy, Strada Education Network

As you may know, USA Funds exited its historic role as a student loan guarantor and launched a new chapter as Strada Education Network, a nonprofit dedicated to improving lives by strengthening the pathways between education and employment. With a renewed focus on the importance of listening to consumers, Strada has become the nation’s largest data source of consumer perspectives on the education to employment pathway. Joining us today is Carol D’Amico, Executive Vice President of Mission Advancement and Philanthropy, to share some of the results from these surveys and other Strada efforts.

Chairman LaMothe moderated this session.

III. BUSINESS ITEMS

A. State Financial Aid Annual Report

Each year the Commission releases a report on financial aid expenditures and statistics. In Fiscal Year 17, the state disbursed over 330 million dollars in financial aid, making Indiana a national leader in state financial aid programs. Colby Shank and Jordan Allen will provide an update on the expenditures and statistics for Fiscal Year 2017, as well as an overview of the various state financial aid program requirements.

Colby Shank and Jordan Allen will presented the report.

B. Academic Degree Programs for Expedited Action

1. Master of Science in Environmental and Occupational Health to be offered by Indiana University Bloomington
2. Bachelor of Science in Psychology to be offered by Purdue University at Indiana University Purdue University Fort Wayne

R-18-01.3 RESOLVED: That the Commission for Higher Education hereby approves the following degree programs, in accordance with the background information provided in this agenda item. (Motion – Peterson, second – Vidal, unanimously approved)

IV. INFORMATION ITEMS

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

**V. OLD BUSINESS
NEW BUSINESS**

There was none.

VI. ADJOURNMENT

The meeting was adjourned at 2:34 P.M.

Chris LaMothe, Chair

Lisa Hershman, Secretary

COMMISSION FOR HIGHER EDUCATION

Thursday, March 8, 2018

PUBLIC SQUARE:

Perspectives on Indiana's Workforce Challenges

Background

As the Commission continues to discuss Indiana's current workforce challenges, it will have the opportunity to hear from Frederick Payne, Commissioner of the Indiana Department of Workforce Development.

Supporting Documents

Frederick Payne Bio
Holcomb Names Fred Payne State's New Workforce
Development Commissioner Press Release

Frederick D. Payne

Commissioner
Department of Workforce Development

Fred Payne was appointed Commissioner of the Indiana Department of Workforce Development in November 2017 and assumed his new role a month later. He leads DWD's Executive Team in developing, communicating, executing and sustaining the agency's strategic initiatives, including establishment of key performance indicators.

Mr. Payne came to DWD from Honda Manufacturing of Indiana, LLC (HMIN), as Chief Administrator where he was responsible for the Business Division, and was one of three senior and executive leaders on the Company Operating Committee. Mr. Payne also served as the company's Secretary and Compliance Officer.

Mr. Payne joined Honda in 2008 as an attorney in the employment and labor areas. He was named General Counsel and Manager of Corporate Affairs in 2011, and two years later began overseeing the Administration Department. HMIN continued to increase Mr. Payne's responsibilities, leading him to oversee all of the Business Division, which consisted of the following areas: Legal, Corporate Affairs, IT, Accounting, Planning, Inclusion & Diversity, Administration and Facilities.

Prior to Honda, Mr. Payne was in private practice, focusing on employment and labor law.

Mr. Payne is a member of the board of directors for the IndyEleven Foundation, Honda Federal Credit Union, Indianapolis Urban League.

He is a graduate of the Indiana University Maurer School of Law and Grambling State University. Mr. Payne and his wife, Kelly, reside in Indianapolis.



Press Release

For Immediate Release:

Tuesday, Nov. 7, 2017

Holcomb Names Fred Payne State's New Workforce Development Commissioner

INDIANAPOLIS – Governor Eric J. Holcomb today announced that Fred Payne will be Indiana's next commissioner at the Department of Workforce Development (DWD). Payne is currently the chief administrator for Honda Manufacturing of Indiana, LLC (HMIN) with extensive professional expertise in employment and labor law.

“Fred is the right pick to take our state's workforce development agency to the next level—at a time when building and securing talent has never been more critical to our state's enduring economic success,” Gov. Holcomb said. “His corporate experience at Honda has given him a clear perspective of employer workforce demands. Further, he has experience driving change and eliciting results in a large organization, which will be a big advantage working with an agency the size and scope of the DWD.”

As chief administrator for HMIN, Payne has led the company's business division, overseeing corporate affairs, information services and administrative functions—along with serving as company secretary and compliance officer. Payne joined HMIN in 2008 as an attorney focusing on employment and labor issues and in 2011 became general counsel, secretary, and corporate affairs and administration manager. Prior to working for HMIN, Payne was managing attorney for the Indiana office of Wessels and Pautsch, P.C.

“I am up to the challenge of leading a department that plays a vital role in our state's future success,” said Payne. “I look forward to working with Gov. Holcomb and Secretary Milo to continue to build upon our workforce system to better meet the needs of Indiana employers and job seekers by helping match qualified Hoosiers with the high-demand jobs available today.”

Payne is admitted to the 7th and 9th Circuits of the U.S. Court of Appeals and the U.S. District Courts for northern and southern districts of Indiana, northern and central districts of Illinois, and the western district of Wisconsin. Payne is a graduate of Maurer School of Law at Indiana University Bloomington and holds a master's degree from the University of Northern Iowa and bachelor's degree from Grambling State University.

Payne admitted to practice in the state of Indiana and before several Federal Courts. He served as a board member to the Indiana Pro Bono Commission and currently serves as a board member for the Indiana Manufacturers Association, Honda Federal Credit Union, the Indy Eleven Soccer Foundation and the Indianapolis Urban League. He and his wife, Kelly, live in Indianapolis.

Payne's first day with DWD will be Dec. 12.

COMMISSION FOR HIGHER EDUCATION

Thursday, March 8, 2018

BUSINESS ITEM A:

Update on Standard Credit Hour Expectations

Staff Recommendation

For discussion only.

Background

In 2012, the General Assembly enacted House Bill 1220, which mandated standard credit hour expectations for associate degrees (60 semester hours) and baccalaureate degrees (120 semester hours), with some exceptions permitted, for example, accreditation or licensure requirements. This legislation, popularly known as the “Credit Creep Act,” was passed because many undergraduate programs in Indiana, following national trends, had credit hour requirements that exceeded the historical standard for associate and baccalaureate degrees, thus contributing to fewer students graduating on time or even not at all.

When HEA 1220 was passed, the Commission estimated that almost 90 percent of undergraduate programs in the public sector exceeded the standard credit hour expectation. One year later after HEA 1220 went into effect, and following extensive review by the institutions and the Commission, the numbers had almost completely reversed, with 85 percent of all undergraduate programs meeting the standard credit hour expectation (89 percent of baccalaureate programs and 70 percent of associate degree programs).

This update will provide the latest statistics for undergraduate programs meeting or exceeding the standard credit hour expectation.

COMMISSION FOR HIGHER EDUCATION

Thursday, March 8, 2018

BUSINESS 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:

- Doctor of Philosophy in Exercise Science to be offered by Indiana University at Indiana University Purdue University Indianapolis
- Bachelor of Science in Electrical Engineering to be offered by University of Southern Indiana

Background

The Academic Affairs and Quality Committee discussed these programs at its February 19, 2018 meeting and concluded that the proposed programs could be placed on the March 8, 2018 agenda for action by the Commission as expedited action items.

Supporting Document

Academic Degree Programs on Which Staff Propose Expedited Action February 19, 2018.

Academic Degree Programs on Which Staff Propose Expedited Action

February 19, 2018

CHE 18-01 Doctor of Philosophy in Exercise Science to be offered by Indiana University at Indiana University Purdue University Indianapolis

Proposal received on January 16, 2018

CIP Code: 26.0908

Fifth Year Projected Enrollment: Headcount – 15, FTE – 11

Fifth Year Projected Degrees Conferred: 3

The proposed Ph.D. in Exercise Science would be offered by the Department of Kinesiology in the School of Physical Education and Tourism Management. A doctoral program in Exercise Science is consistent with the mission of IUPUI in light of the concentration of health-related resources on the IUPUI campus and the long-standing emphasis that Indianapolis has placed on amateur and professional sports. There are three other doctoral programs within the public sector that bear some similarity to the proposed program: IU Bloomington's Ph.D. in Human Performance, Purdue West Lafayette's Ph.D. in Health and Kinesiology, and Ball State's Ph.D. in Human Bioenergetics. The University has indicated that the Bloomington and West Lafayette programs are broader than the proposed IUPUI program, while the Ball State program is narrower.

The Ph.D. in Exercise Science requires 90 semester hours of credit.

CHE 18-03 Bachelor of Science in Electrical Engineering to be offered by University of Southern Indiana

Proposal received on January 17, 2018

CIP Code: 14.1001

Sixth Year Projected Enrollment: Headcount – 130, FTE – 137

Sixth Year Projected Degrees Conferred: 25

The proposed Bachelor of Science in Electrical Engineering would be offered through the Pott College of Science, Engineering, and Education. In September 2001, after much review, the Commission approved a general B.S. in Engineering (B.S.E.) for USI. Fourteen years later, in November 2015, the AA&Q reviewed the University's overall plan to move from a single, B.S.E. generalist program to separate, named programs in specific Engineering disciplines. This led to the Commission's approval of the first two discipline-specific programs, Mechanical Engineering and Manufacturing Engineering, in February 2016. Implementation of these programs is generally proceeding according to plan, with the Mechanical Engineering program due to achieve ABET accreditation in Summer 2019 and the Manufacturing Engineering program one year later. Electrical Engineering was an area of emphasis in the B.S.E. that was identified two years ago as a candidate for becoming a separate program. The next B.S.E. area of emphasis likely to be developed as

a separate degree program is Civil Engineering, with Biomedical Engineering likely to follow, which could be within the next two to four years.

The B.S. in Electrical Engineering requires 127 semester hours of credit, thus exceeding the standard credit hour expectation for baccalaureate degrees. While there is not a Transfer Single Articulation Pathway (TSAP) in Electrical Engineering, the University of Southern Indiana, Ivy Tech Community College, and Vincennes University have developed a clear, seamless articulation pathway to the proposed baccalaureate degree for students at Ivy Tech who earn an A.S. in Pre-Engineering and students at Vincennes who earn an A.S. in Engineering Science.

COMMISSION FOR HIGHER EDUCATION

Thursday, March 8, 2018

BUSINESS ITEM C-1:

Ball State University – New North Residential Neighborhood

Staff Recommendation

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

- Ball State University – New North Residential Neighborhood

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 to 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

Ball State University – New North Residential Neighborhood

Ball State University – New North Residential Neighborhood

STAFF ANALYSIS

The Ball State Board of Trustees requests to proceed with a changed financing plan for Phase 1 of the New North Residential Neighborhood project. Originally approved to be funded by a combination of new Housing & Dining System Revenue Bonds and existing renewal and replacement reserves, the new financing plan would give the University flexibility to bond up to the full amount of the project pursuant to market conditions at the time of issue. The North Residential Neighborhood project will allow for the demolition and replacement of beds and dining facilities within the aging LaFollette Complex. Phase 1 of the North Residential Neighborhood project calls for the construction of one new residence hall and a stand-alone dining facility. Construction of the residence hall to the north of LaFollette's current location will require a realignment of McKinley Avenue. In addition to providing the necessary space for the site plan, the realignment will also better define the north entrance to campus and enhance pedestrian and vehicular safety.

Funding: The estimated cost of this project is \$90,000,000 and will be funded from housing and dining revenue bonds of up to \$90,000,000.

Additional Staff Notes:

Staff recommends approval of the project.

PROJECT SUMMARY AND DESCRIPTION
FOR: NEW NORTH RESIDENTIAL NEIGHBORHOOD-PHASE 1

Institution:	Ball State University	Budget Agency Project No.:	D-1-18-1-01R
Campus:	Muncie	Institutional Priority:	1
Previously approved by General Assembly:	No	Previously recommended by CHE:	No
Part of the Institution's Long-term Capital Plan:	Yes		

Project Summary Description:
Over the past five years, the University has made significant improvements to its North Residential Neighborhood with the renovations of the two residence halls within the Johnson Complex. The next opportunity in the North Residential Neighborhood, as identified by the campus master plan, would be the demolition and replacement of beds and dining facilities within the aging LaFollette Complex. Phase 1 of the North Residential Neighborhood project calls for the construction of one new residence hall and a stand-alone dining facility.

Summary of the impact on the educational attainment of students at the institution:
Living-learning communities at Ball State have proven to enrich the educational component of residence life. The new residence hall that is part of this project will be the living-learning community for students in STEM programs. The availability of this new hall dedicated to the STEM disciplines coincides well with the opening of the new Health Professions Building in Fall 2019 and the new Foundational Science Building anticipated to be complete in Fall 2021.

Project Size:	220,000 GSF	157,000 ASF	71% ASF/GSF
Net change in overall campus space:	94,000 GSF	81,400 ASF	

Total cost of the project (1):	\$ 90,000,000	Cost per ASF/GSF:	\$ 409.09 GSF
			\$ 573.25 ASF
Project Components:			
Residence Hall	\$50,000,000	155,000 GSF	\$ 322.58 GSF
		101,000 ASF	\$ 495.05 ASF
Dining Facility	\$35,000,000	65,000 GSF	\$ 538.46 GSF
		56,000 ASF	\$ 625.00 ASF
Road Realignment	\$5,000,000	N/A GSF	
		N/A ASF	

Funding Source(s) for project (2):

\$ 90,000,000	Housing & Dining System Revenue Bonds under Bonding Authority Act of 1927
	Housing and Dining System Building Replacement Reserves
	Seeking authority to issue bonds in an amount up to \$90,000,000 subject to market conditions at the time of issue. Any portion of the \$90,000,000 project not funded by bond proceeds will be funded by Housing and Dining System Replacement Reserves.

Estimated annual debt payment (4): \$6,622,358 Funding for debt service will come from Housing System

Are all funds for the project secured: Yes

Estimated annual change in cost of building operations based on the project: \$ (530,000) Savings

Estimated annual repair and rehabilitation investment (3): \$ 2,160,000

Projects should include all costs associated with the project (structure, A&E, infrastructure, consulting, FF&E, etc.)
Be consistent in the naming of funds to be used for projects. If bonding, note Bonding Authority Year (1965, 1929, 1927, etc.)
(3) Estimate the amount of funding the institution would need to set aside annually to address R&R needs for the project. CHE suggests 1.5% of total construction cost
(4) If issuing debt, determine annual payment based on 20 years at 4% interest rate
- If project is a lease-purchase or lease, adjust accordingly. Note the total cost of the lease in the project cost, and annual payments in project description

PROJECT DETAILED DESCRIPTION - ADDITIONAL INFORMATION
FOR: NEW NORTH RESIDENTIAL NEIGHBORHOOD-PHASE 1

Institution:	Ball State University	Budget Agency Project No.:	D-1-18-1-01R
Campus:	Muncie	Institutional Priority:	1

Description of Project

Phase 1 of the North Residential Neighborhood project will include the construction of one new residence hall and a new stand-alone dining facility. The residence hall is currently expected to be five stories tall and approximately 155,000 gross square feet. The hall will house primarily freshman students and have a capacity of approximately 500 residents. The building will serve as the living-learning community for students in the STEM programs. Construction of the residence hall to the north of LaFollette's current location will require a realignment of McKinley Avenue. In addition to providing the necessary space for the site plan, the realignment will also better define the north entrance to campus and enhance pedestrian and vehicular safety. The new dining facility is currently expected to incorporate eight micro-restaurants and be located north of LaFollette. The dining facility will be approximately 65,000 gross square feet and seat 775 to 800 patrons. The second story of the building will house administrative offices for Dining Services and Housing and Residence Life that are currently located in LaFollette.

Need and Purpose of the Program

The LaFollette Complex opened in 1967 with a capacity of over 1,900 residents and features the only dining facilities in the North Residential Neighborhood. LaFollette has reached the point that the building envelope and mechanical/electrical/plumbing systems are beginning to fail. Significant sums have been invested over the last few years just to maintain a safe and livable facility. Because of its sheer size and current conditions, a wholesale renovation of the building is estimated to cost in excess of \$140 million and would need to be addressed in multiple phases to keep adequate bedspace online. From an administrative standpoint, 1,900 beds in one building is difficult to manage and does not promote the community-building that a smaller hall allows. Based on these factors, the University has decided to undertake a multi-phased approach to replace the dining component, a portion of the beds, and office space for Housing and Dining staff so that LaFollette can eventually be demolished in its entirety.

Space Utilization

Occupancy rates for Ball State University's residence halls averaged 95% for Fall 2016. With the renovated Schmidt/Wilson Residence Hall in Johnson Complex coming back online for Fall 2017 and the demolition of portions of LaFollette, occupancy rates are expected to stay near this same level. With the new residence hall called for in Phase 1 of this project and a second new hall in a future Phase 2, the University will proceed with the demolition of the remainder of LaFollette.

Comparable Projects

Project	Type	Project		Inflated to	
		Cost (\$M)	GSF	\$/GSF	2018 \$*
IU-Bloomington Spruce Residence Hall	Residence Hall	\$ 38.0	155,000	\$245.16	\$322.62
Marquette Wild Hall (underway)	Residence Hall	\$ 96.0	230,000	\$417.39	\$451.45
Eastern Kentucky (underway)	Residence Hall	\$ 75.0	365,060	\$205.45	\$231.10
Western Michigan Valley Dining	Dining Facility	\$ 36.0	67,000	\$537.31	\$604.40
Eastern Kentucky/Aramark (underway)	Dining Facility	\$ 37.0	55,000	\$672.73	\$699.64
Nebraska 17th Street Dining	Dining Facility	\$ 33.1	52,178	\$634.37	\$713.58

*Assumes 4% inflation per annum

Background Materials

The costs included in this request include \$50 million for construction of the new residence hall, \$35 million for construction of the new dining facility, and \$5 million for realignment of McKinley Avenue. Housing & Dining System Revenue Bonds will be issued to finance up to \$90 million of the project costs. These bonds will be issued under authority of the Acts of 1927. Debt service will be paid from Housing and Dining Renewal & Replacement Reserves. The remainder of the project costs will also be paid from Housing and Dining Renewal & Replacement Reserves.

CAPITAL PROJECT REQUEST FORM
INDIANA PUBLIC POSTSECONDARY EDUCATION
INSTITUTION CAMPUS SPACE DETAILS FOR NEW NORTH RESIDENTIAL NEIGHBORHOOD-PHASE 1

FOR: NEW NORTH RESIDENTIAL NEIGHBORHOOD-PHASE 1 D-1-18-1-01R	Current Space in Use	Space Under Construction (1)	Space Planned and Funded (1)	Subtotal Current and Future Space	Space to be Terminated (1)	New Space in Capital Request (2)	Net Future Space
A. OVERALL SPACE IN ASF							
Classroom (110 & 115)	140,931	5,662		146,593			146,593
Class Lab (210,215,220,225,230,235)	372,038	7,055		379,093			379,093
Non-class Lab (250 & 255)	34,877			34,877			34,877
Office Facilities (300)	653,518	29,580		683,098			683,098
Study Facilities (400)	192,153			192,153			192,153
Special Use Facilities (500)	419,873	30,843		450,716			450,716
General Use Facilities (600)	312,618			312,618			312,618
Support Facilities (700)	110,469			110,469		56,000	166,469
Health Care Facilities (800)	7,249	19,360		26,609			26,609
Resident Facilities (900)	1,844,643			1,844,643	75,600	101,000	1,870,043
Unclassified (000)	146,901			146,901			146,901
Parking Garages	469,752			469,752			469,752
B. OTHER FACILITIES (Please list major categories)							
TOTAL SPACE	4,705,022	92,500	-	4,797,522	75,600	157,000	4,878,922

Notes:

(1) Identify in a footnote the specific facilities that are included in the data in these columns. Do not include pending approval, non-submitted projects or non-funded projects
 Space under construction includes the new Health Professions Building.

Space to be terminated includes the first phase of demolition at LaFollette Complex. Phase 1 removes three of the nine halls within the complex. Following completion of Phase 2 of the North Residential Neighborhood project in 2021, the remainder of LaFollette would be demolished. In total, LaFollette Complex is over 530,000 gross square feet (320,000 ASF)

(2) Should include capital projects requested by the institution based on 2013-15 Capital Request Summary

- Space/Room codes based on Postsecondary Ed Facilities Inventory and Classification Manual (2006)

ROOM USE CATEGORIES

(100) Classroom Facilities

110 Classroom
115 Classroom Service

(200) Laboratory Facilities

210 Class Laboratory
215 Class Laboratory Service
220 Open Laboratory
225 Open Laboratory Service
250 Research/Non-class Laboratory
255 Research/Non-class Laboratory Service

Note: 220 combines previous codes 220 and 230, 225 combines previous codes 225 and 235

(300) Office Facilities

310 Office
315 Office Service
350 Conference Room
355 Conference Room Service

(400) Study Facilities

410 Study Room
420 Stack
430 Open-Stack Study Room
440 Processing Room
455 Study Service

(500) Special Use Facilities

510 Armory
515 Armory Service
520 Athletic or Physical Education
523 Athletic Facilities Spectator Seating
525 Athletic or Physical Ed Service
530 Media Production
535 Media Production Service
540 Clinic
545 Clinic Service
550 Demonstration
555 Demonstration Service
560 Field Building
570 Animal Facilities
575 Animal Facilities Service
580 Greenhouse
585 Greenhouse Service
590 Other (All Purpose)

(600) General Use Facilities

610 Assembly
615 Assembly Service
620 Exhibition
625 Exhibition Service
630 Food Facility
635 Food Facility Service
640 Day Care
645 Day Care Service
650 Lounge
655 Lounge Service
660 Merchandising
665 Merchandising Service
670 Recreation
675 Recreation Service

CAPITAL PROJECT COST DETAILS
FOR: NEW NORTH RESIDENTIAL NEIGHBORHOOD-PHASE 1

Institution:	Ball State University	Budget Agency Project No.:	D-1-18-I-01R
Campus:	Muncie	Institutional Priority:	1

ANTICIPATED CONSTRUCTION SCHEDULE

	<u>Month</u>	<u>Year</u>
Bid Date	April	2018
Start Construction	May	2018
Occupancy (End Date)	Fall	2020

ESTIMATED CONSTRUCTION COST FOR PROJECT

	Cost Basis (1)	Estimated Escalation Factors (2)	Project Cost
<u>Planning Costs</u>			
a. Engineering			\$ -
b. Architectural	\$ 7,790,000	\$ 310,000	\$ 8,100,000
c. Consulting			\$ -
<u>Construction</u>			
a. Structure	\$ 25,640,000	\$ 1,026,000	\$ 26,666,000
b. Mechanical (HVAC, plumbing, etc.)	\$ 25,640,000	\$ 1,026,000	\$ 26,666,000
c. Electrical	\$ 12,820,000	\$ 513,000	\$ 13,333,000
<u>Movable Equipment</u>	\$ 6,040,000	\$ 240,000	\$ 6,280,000
<u>Fixed Equipment</u>	\$ 1,350,000	\$ 50,000	\$ 1,400,000
<u>Site Development/Land Acquisition</u>	\$ 6,780,000	\$ 275,000	\$ 7,055,000
<u>Other (Legal/Administrative/Contingency)</u>	\$ 480,000	\$ 20,000	\$ 500,000
TOTAL ESTIMATED PROJECT COST	\$ 86,540,000	\$ 3,460,000	\$ 90,000,000

(1) Cost Basis is based on current cost prevailing as of: July 2016

(2) Explain in the Description of Project Section of the "Cap Proj Details" schedule the reasoning for estimated escalation factors

**CAPITAL PROJECT OPERATING COST DETAILS
FOR: NEW NORTH RESIDENTIAL NEIGHBORHOOD-PHASE 1**

Institution:	Ball State University	Budget Agency Project No.:	D-1-18-1-01R
Campus:	Muncie	Institutional Priority:	1

		GSF OF AREA AFFECTED BY PROJECT		
ANNUAL OPERATING COST/(SAVINGS) (1)		220,000		
	Cost per GSF	Total Operating Cost	Personnel Services	Supplies and Expenses
1. Operations	\$ (1.69)	\$ (372,000)	\$ (372,000)	
2. Maintenance	\$ (1.27)	\$ (279,000)		\$ (279,000)
3. Fuel	\$ -	\$ -		
4. Utilities	\$ 0.55	\$ 121,000		\$ 121,000
5. Other	\$ -	\$ -		
TOTAL ESTIMATED OPERATIONAL COST/(SAVINGS)	\$ (2.41)	\$ (530,000)	\$ (372,000)	\$ (158,000)

Description of any unusual factors affecting operating and maintenance costs/savings.
 As the residence hall, dining facility, and offices are intended to replace space in LaFollette which will eventually be demolished, it is anticipated that there will actually be cost savings due, in part, to the efficiencies of the newer buildings. The increase in utility costs is because student rooms in LaFollette are not air-conditioned.

Based on figures from "Individual Cap Proj Desc" schedule

COMMISSION FOR HIGHER EDUCATION

Thursday, March 8, 2018

BUSINESS ITEM C-2:

**Indiana University Bloomington – Teter Quadrangle
Mechanical Systems Replacement & Renovation**

Staff Recommendation

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

- Indiana University Bloomington – Teter Quadrangle Mechanical Systems Replacement & 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 to 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

Indiana University Bloomington – Teter Quadrangle Mechanical Systems Replacement & Renovation

Indiana University Bloomington – Teter Quadrangle Mechanical Systems Replacement & Renovation

STAFF ANALYSIS

The Trustees of Indiana University request authorization to proceed with renovation of Teter Quadrangle located on the Bloomington Campus. This project will include renovations to all five residence hall buildings, to be completed in two phases, enabling approximately half of the facility to be in use during each phase. In each student residence room, the heating, ventilating and air-conditioning systems will be replaced by exchanging the existing fan coil units with new vertical fan coil units and all associated piping, as well as installation of new fresh air duct to deliver fresh air directly to each student room. The chilled water and building heating distribution systems will be replaced with a central system. New direct digital controls will be provided for better temperature regulation. A new sprinkler system including piping, heads and a fire pump will be installed. Corridor and student room finishes also will be updated.

Funding: The estimated cost of this project is \$17,800,000 and will be funded from residential programs and services repair and rehabilitation funds of \$17,800,000.

Additional Staff Notes:

Staff recommends approval of the project.

PROJECT COST SUMMARY
TETER QUADRANGLE MECHANICAL SYSTEMS REPLACEMENT AND RENOVATION

Institution:	Indiana University	Budget Agency Project No.:	A-1-18-2-05
Campus:	Bloomington	Institutional Priority:	
Previously approved by General Assembly:		Previously recommended by CHE:	
Part of the Institution's Long-term Capital Plan:			

20164788

Project Size:	300,887 GSF (1)	200,142 ASF (2)	67% ASF/GSF
Net change in overall campus space:	0 GSF	0 ASF	

Total cost of the project (3):	\$ 17,800,000	Cost per ASF/GSF:	\$ 59 GSF
			\$ 89 ASF

Funding Source(s) for project (4):	Amount	Type
	\$ 17,800,000	Auxiliary Funds - Housing/Dining

Estimated annual debt payment (6):	n/a
Are all funds for the project secured:	Yes

Project Funding:
This project will be funded through Residential Programs and Services repair and rehabilitation funds.

Project Cost Justification
The cost per gsf/asf is in line with comparable mechanical systems replacement/renovation projects. Comparable projects are the IUB Read Hall Renovation - Phase II at \$56/gsf and \$85/asf (in 2014 dollars) and IUB Forest Quad Renovation at \$68/gsf and \$96/gsf (in 2016 dollars). Both comparable projects included installation of new or updates to current mechanical and fire protection systems as this project will accomplish. No significant change in the cost of building operations will occur. Repair of the existing mechanical system was considered but the current system is at the end of its lifespan and is failing. Also, the current fire system does not include sprinklers; this project will install sprinklers as well as update the entire fire protection system. Teter Quadrangle is included in the state's R&R formula at 6% academic space (12,197 asf of 200,142 total building asf).

Estimated annual change in cost of building operations based on the project:	\$ -
Estimated annual repair and rehabilitation investment (5):	n/a

(1) Gross Square Feet (GSF)- Sum of all area within the exterior envelope of the structure.
(2) Assignable Square Feet (ASF)- Amount of space that can be used by people or programs within the interior walls of a structure. Assignable square feet is the sum of the 10 major assignable space use categories: classrooms, laboratories, offices, study facilities, special use facilities, general use facilities, support facilities, health care facilities, residential facilities and unclassified facilities. For information on assignable space use categories, see Space-Room Codes tab.
(3) Projects should include all costs associated with the project (structure, A&E, infrastructure, consulting, FF&E, etc.)
(4) Be consistent in the naming of funds to be used for projects. If bonding, note Bonding Authority Year (1965, 1929, 1927, etc.)
(5) Estimate the amount of funding the institution would need to set aside annually to address R&R needs for the project. CHE suggests 1.5% of total construction cost
(6) If issuing debt, determine annual payment based on 20 years at 4.75% interest rate
- If project is a lease-purchase or lease, adjust accordingly. Note the total cost of the lease in the project cost, and annual payments in project description

PROJECT DETAILED DESCRIPTION - ADDITIONAL INFORMATION
TETER QUADRANGLE MECHANICAL SYSTEMS REPLACEMENT AND RENOVATION

Institution:

Indiana University

Budget Agency Project No.:

A-1-18-2-05

Campus:

Bloomington

Institutional Priority:

20164788

Description of Project

This project will replace mechanical systems, install a new fire suppression system, and perform elevator and accessibility upgrades in Teter Quadrangle on the Bloomington campus. Teter Quad consists of five residence hall buildings totaling 300,887 gross square feet with 1,173 beds. In each student residence room, the heating, ventilating and air-conditioning systems will be replaced by exchanging the existing fan coil units with new vertical fan coil units and all associated piping, as well as installation of new fresh air duct to deliver fresh air directly to each student room. The chilled water and building heating distribution systems will be replaced with a central system. New direct digital controls will be provided for better temperature regulation. A new sprinkler system including piping, heads and a fire pump will be installed. Corridor and student room finishes also will be updated. The project is planned in two phases, with the first phase completing in the 2018-19 academic year and the second phase completing in 2019-20, enabling approximately half of the facility to be in use during each phase.

Relationship to Other Capital Improvement Projects: This project does not affect any other capital improvement projects.

Historical Significance: Indiana University does not consider any of the buildings or structures affected by this project to be historically significant.

Alternatives Considered: Renovation of the existing structure was found to be the most cost-effective option in lieu of all new construction.

Relationship to Long-Term Capital Plan for Indiana University: These renovations are consistent with objectives of the university's Bicentennial Strategic Plan.

Need and Purpose of the Program

The Department of Residential Programs and Services seeks to keep facilities in proper operating condition, foster retention/recruitment of students, and provide students with an appropriate living area/environment serving the academic mission of Indiana University at Bloomington. This project will improve student living conditions and safety by updating building and fire protection systems, as well as performing elevator and accessibility upgrades.

Space Utilization

This project will not change the use of space.

Comparable Projects

Comparable projects are the IUB Read Hall Renovation - Phase II at \$56/gsf and \$85/asf (in 2014 dollars) and IUB Forest Quad Renovation at \$68/gsf and \$96/gsf (in 2016 dollars). Both comparable projects included installation of new or updates to current mechanical and fire protection systems as this project also will accomplish.

Background Materials

The IU Board of Trustees approved this project at its December 2017 meeting. Project construction will be funded with Residential Programs and Services repair and rehabilitation funds.

CAPITAL PROJECT REQUEST FORM
INDIANA PUBLIC POSTSECONDARY EDUCATION
INSTITUTION CAMPUS SPACE DETAILS FOR TETER QUADRANGLE MECHANICAL SYSTEMS REPLACEMENT AND RENOVATION

TETER QUADRANGLE MECHANICAL SYSTEMS REPLACEMENT AND RENOVATION A-1-18-2-05	Current Campus Totals			Capital Request		Net Future Space
	Current Space in Use (1)	Space Under Construction (2)	Space Planned and Funded	Subtotal Current and Future Space	Space to be Terminated	
A. OVERALL SPACE IN ASF						
Classroom (110 & 115)	439,607	-		439,607		443,768
Class Lab (210,215,220,225,230,235)	503,252	-		503,252		503,252
Non-class Lab (250 & 255)	533,545	-		533,545		533,545
Office Facilities (300)	2,181,834	6,682		2,188,516		2,197,783
Study Facilities (400)	624,751	23,412		648,163		656,986
Special Use Facilities (500)	766,208	50,338		816,546		816,546
General Use Facilities (600)	1,267,035	27,535		1,294,570		1,327,533
Support Facilities (700)	1,165,725	224		1,165,949		1,166,169
Health Care Facilities (800)	26,837	-		26,837		171,545
Resident Facilities (900)	2,791,241	-		2,791,241		2,791,241
Unclassified (000)	249,896	-		249,896		249,896
B. OTHER FACILITIES (Please list major categories)						
TOTAL SPACE	10,549,931	108,191	-	10,658,122	-	10,858,264

CAPITAL PROJECT COST DETAILS
TETER QUADRANGLE MECHANICAL SYSTEMS REPLACEMENT AND RENOVATION

Institution:	Indiana University	Budget Agency Project No.:	A-1-18-2-05
Campus:	Bloomington	Institutional Priority:	

20164788

ANTICIPATED CONSTRUCTION SCHEDULE

	<u>Month</u>	<u>Year</u>
Bid Date	March	2018
Start Construction	May	2018
Occupancy (End Date)	August	2020

ESTIMATED CONSTRUCTION COST FOR PROJECT

	Cost Basis (1)	Estimated Escalation Factors (2)	Project Cost
<u>Planning Costs</u>			
a. Engineering	\$ 621,440		\$ 621,440
b. Architectural	\$ 213,250		\$ 213,250
c. Consulting			\$ -
<u>Construction</u>			
a. Structure	\$ 3,700,000		\$ 3,700,000
b. Mechanical (HVAC, plumbing, etc.)	\$ 10,200,000		\$ 10,200,000
c. Electrical	\$ 1,187,500		\$ 1,187,500
<u>Movable Equipment</u>			\$ -
<u>Fixed Equipment</u>			\$ -
<u>Site Development/Land Acquisition</u>			\$ -
<u>Other (Contingency, Admin & Legal Fees)</u>	\$ 1,877,810		\$ 1,877,810
TOTAL ESTIMATED PROJECT COST	\$ 17,800,000	\$ -	\$ 17,800,000

CAPITAL PROJECT OPERATING COST DETAILS
FOR: TETER QUADRANGLE MECHANICAL SYSTEMS REPLACEMENT AND RENOVATION

Institution:	Indiana University	Budget Agency Project No.:	A-1-18-2-05
Campus:	Bloomington	Institutional Priority:	

20164788

					GSF OF AREA AFFECTED BY PROJECT	300,887
ANNUAL OPERATING COST/SAVINGS (1)						
	Cost per GSF	Total Operating Cost	Personal Services	Supplies and Expenses		
1. Operations	\$ -	\$ -				
2. Maintenance	\$ -	\$ -				
3. Fuel	\$ -	\$ -				
4. Utilities	\$ -	\$ -				
5. Other	\$ -	\$ -				
TOTAL ESTIMATED OPERATIONAL COST/SAVINGS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Description of any unusual factors affecting operating and maintenance costs/savings.

COMMISSION FOR HIGHER EDUCATION

Thursday, March 8, 2018

BUSINESS ITEM C-3:

**Indiana University Purdue University Indianapolis –
Multidisciplinary Research & Classroom Building**

Staff Recommendation

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

- Indiana University Purdue University Indianapolis –
Multidisciplinary Research & Classroom Building

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 to 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

Indiana University Purdue University Indianapolis –
Multidisciplinary Research & Classroom Building

Indiana University Purdue University Indianapolis – Multidisciplinary Research & Classroom Building

STAFF ANALYSIS

The Trustees of Indiana University request authorization to proceed with construction of a new Multidisciplinary Research and Classroom Building on the IUPUI campus. This project will construct a new, approximately 100,000-gross square foot building to address growing instructional and research needs of programs in the School of Science, the School of Engineering and Technology, and the School of Informatics and Computing. State-of-the-art interdisciplinary research and lab spaces, as well as high-tech classrooms, collaborative learning spaces, and support areas will be included to help address the need for appropriate learning spaces in these growing fields of study while encouraging innovation and interdisciplinary learning.

Funding: The estimated cost of this project is \$44,000,000 and will be funded from \$22,000,000 Federal – indirect cost recovery and \$22,000,000 operating reserves.

Additional Staff Notes:

Staff recommends approval of the project.

PROJECT COST SUMMARY
MULTIDISCIPLINARY RESEARCH AND CLASSROOM BUILDING

Institution:	Indiana University	Budget Agency Project No.:	A-2-18-1-06
Campus:	IUPUI	Institutional Priority:	
Previously approved by General Assembly:		Previously recommended by CHE:	
Part of the Institution's Long-term Capital Plan:			

20170431

Project Size:	100,000 GSF (1)	65,000 ASF (2)	0.65 ASF/GSF
Net change in overall campus space:			

Total cost of the project (3):	\$ 44,000,000	Cost per ASF/GSF:	\$ 440 GSF
			\$ 677 ASF

Funding Source(s) for project (4):	Amount	Type
	\$ 22,000,000	Federal - Indirect Cost Recovery
	\$ 22,000,000	Operating Funds - Reserves

Estimated annual debt payment (6): \$ 1,728,110

Are all funds for the project secured:

Project Funding:

Project construction will be funded with University Funds and debt financing in the form of capital lease-purchase obligations with the IU Building Corporation ("IUBC") under IC 21-33-3-5. The cost of the lease will be \$22,000,000, with annual payments of \$1,728,110 at 4.75%.

Project Cost Justification

A 65% efficiency ratio of ASF/GSF is an industry standard goal for new construction. Comparable projects include IUB Luddy Hall (New School of Informatics and Computing Building) at \$318/gsf and \$490/asf (in 2015 dollars); IUN Arts & Sciences at \$255/gsf and \$424/asf (in 2010 dollars); and IUPUI Science and Engineering Laboratory Building (SELB) at \$307/gsf and \$558/asf (in 2010 dollars). When adjusting for inflation, this project is in alignment with comparables. Cost of construction for research buildings is higher than average construction due to the complexity of the mechanical and electrical systems. Raised floor construction is often unique to research buildings as well as high equipment costs. The Arts & Sciences Building has a lower percentage of high cost labs and a greater percentage of lower cost classrooms than this project. Luddy Hall contains similarly high cost technology-driven classroom and collaborative spaces but more lower cost office space. SELB contains more higher cost labs but no high-tech classrooms. The Multidisciplinary Research and Classroom Building will be included in the state's R&R formula at 100% academic space (65,000 asf). Site development costs will include utility connections and removal of the existing parking lot surface.

Estimated annual change in cost of building operations based on the project: \$ 1,107,182

Estimated annual repair and rehabilitation investment (5): \$ 330,000

(1) Gross Square Feet (GSF)- Sum of all area within the exterior envelope of the structure.
(2) Assignable Square Feet (ASF)- Amount of space that can be used by people or programs within the interior walls of a structure. Assignable square feet is the sum of the 10 major assignable space use categories: classrooms, laboratories, offices, study facilities, special use facilities, general use facilities, support facilities, health care facilities, residential facilities and unclassified facilities. For information on assignable space use categories, see Space-Room Codes tab.
(3) Projects should include all costs associated with the project (structure, A&E, infrastructure, consulting, FF&E, etc.)
(4) Be consistent in the naming of funds to be used for projects. If bonding, note Bonding Authority Year (1965, 1929, 1927, etc.)
(5) Estimate the amount of funding the institution would need to set aside annually to address R&R needs for the project. CHE suggests 1.5% of total construction cost
(6) If issuing debt, determine annual payment based on 20 years at 4.75% interest rate
- If project is a lease-purchase or lease, adjust accordingly. Note the total cost of the lease in the project cost, and annual payments in project description

PROJECT DETAILED DESCRIPTION - ADDITIONAL INFORMATION
MULTIDISCIPLINARY RESEARCH AND CLASSROOM BUILDING

Institution:	Indiana University	Budget Agency Project No.:	A-2-18-1-06
Campus:	IUPUI	Institutional Priority:	

20170431

Description of Project

This project will construct a new, approximately 100,000-gross square foot building on the IUPUI campus to address growing instructional and research needs of programs in the School of Science, the School of Engineering and Technology, and the School of Informatics and Computing. State-of-the-art interdisciplinary research and lab spaces, as well as high-tech classrooms, collaborative learning spaces, and support areas will be included to help address the need for appropriate learning spaces in these growing fields of study while encouraging innovation and interdisciplinary learning.

Relationship to Other Capital Improvement Projects: This project does not affect any other capital improvement projects.

Historical Significance: No historically significant buildings or structures will be affected by this project.

Alternatives Considered: The University decided this option best met the needs of the programs involved as well as the students, faculty, and campus.

Relationship to Long-Term Capital Plan for Indiana University: This project is consistent with the objectives of the IUPUI Master Plan which include establishment of integrated places for learning that reflect contemporary learning styles, accommodate change and flexibility, and enhance interdisciplinary learning.

Need and Purpose of the Program

The need for state-of-the-art interdisciplinary research, lab and classroom spaces, especially for STEM-related programs, continues to grow with the demand for suitably-trained professionals to serve today's technology-driven society. This facility will create new and improved research and learning spaces to better enable collaboration and innovation among multiple areas of study.

Space Utilization

This project will not cause the reduction of any assignable space on campus, as the project currently is sited on what is now a parking lot. New space will include classroom, class laboratory, non-class laboratory, and offices.

Comparable Projects

Comparable projects include IUB Luddy Hall (New School of Informatics and Computing Building) at \$318/gsf and \$490/asf (in 2015 dollars); IUN Arts & Sciences at \$255/gsf and \$424/asf (in 2010 dollars); and IUPUI Science and Engineering Laboratory Building (SELB) at \$307/gsf and \$558/asf (in 2010 dollars). When adjusting for inflation, this project is in alignment with comparables. Cost of construction for research buildings is higher than average construction due to the complexity of the mechanical and electrical systems. Raised floor construction is often unique to research buildings as well as high equipment costs. The Arts & Sciences Building has a lower percentage of high cost labs and a greater percentage of lower cost classrooms than this project. Luddy Hall contains similarly high cost technology-driven classroom and collaborative spaces but more lower cost office space. SELB contains more higher cost labs but no high-tech classrooms.

Background Materials

This project was approved by the IU Board of Trustees at its December 2017 meeting. Project construction will be funded with University Funds and debt financing in the form of capital lease-purchase obligations with the IU Building Corporation ("IUBC") under IC 21-33-3-5. The cost of the lease will be \$22,000,000, with annual payments of \$1,728,110 at 4.75%.

CAPITAL PROJECT REQUEST FORM
INDIANA PUBLIC POSTSECONDARY EDUCATION
INSTITUTION CAMPUS SPACE DETAILS FOR MULTIDISCIPLINARY RESEARCH AND CLASSROOM BUILDING

	Current Campus Totals			Capital Request		Net Future Space
	Current Space in Use (1)	Space Under Construction (2)	Space Planned and Funded	Subtotal Current and Future Space	Space to be Terminated	
MULTIDISCIPLINARY RESEARCH AND CLASSROOM BUILDING						
A. OVERALL SPACE IN ASF						
Classroom (110 & 115)	287,908	-	-	287,908		300,178
Class Lab (210,215,220,225,230,235)	253,970	-	-	253,970		278,800
Non-class Lab (250 & 255)	631,450	-	-	631,450		653,830
Office Facilities (300)	1,896,182	9,900	-	1,906,082		1,911,602
Study Facilities (400)	371,644	-	-	371,644		371,644
Special Use Facilities (500)	422,418	-	-	422,418		422,418
General Use Facilities (600)	326,241	2,000	-	328,241		328,241
Support Facilities (700)	2,393,074	-	-	2,393,074		2,393,074
Health Care Facilities (800)	705,848	17,800	-	723,648		723,648
Resident Facilities (900)	553,012	-	-	553,012		553,012
Unclassified (000)	240,801	-	-	240,801		240,801
B. OTHER FACILITIES (Please list major categories)						
TOTAL SPACE	8,082,548	29,700	-	8,112,248	-	8,177,248

CAPITAL PROJECT COST DETAILS
MULTIDISCIPLINARY RESEARCH AND CLASSROOM BUILDING

Institution:	Indiana University	Budget Agency Project No.:	A-2-18-1-06
Campus:	IUPUI	Institutional Priority:	

20170431

ANTICIPATED CONSTRUCTION SCHEDULE

	Month	Year
Bid Date	September	2018
Start Construction	November	2018
Occupancy (End Date)	June	2020

ESTIMATED CONSTRUCTION COST FOR PROJECT

	Cost Basis (1)	Estimated Escalation Factors (2)	Project Cost
Planning Costs			
a. Engineering			\$ -
b. Architectural	\$ 2,640,000		\$ 2,640,000
c. Consulting			\$ -
Construction			
a. Structure	\$ 19,360,000		\$ 19,360,000
b. Mechanical (HVAC, plumbing, etc.)	\$ 9,400,000		\$ 9,400,000
c. Electrical	\$ 6,900,000		\$ 6,900,000
Movable Equipment	\$ 800,000		\$ 800,000
Fixed Equipment			\$ -
Site Development/Land Acquisition	\$ 1,300,000		\$ 1,300,000
Other (Contingency, Admin. & Legal Fees)	\$ 3,600,000		\$ 3,600,000
TOTAL ESTIMATED PROJECT COST	\$ 44,000,000	\$ -	\$ 44,000,000

**CAPITAL PROJECT OPERATING COST DETAILS
FOR: MULTIDISCIPLINARY RESEARCH AND CLASSROOM BUILDING**

Institution:	Indiana University	Budget Agency Project No.:	A-2-18-1-06
Campus:	IUPUI	Institutional Priority:	

20170431

GSF OF AREA AFFECTED BY PROJECT 100,000

ANNUAL OPERATING COST/SAVINGS (1)

	Cost per GSF	Total Operating Cost	Personal Services	Supplies and Expenses
1. Operations	1.09	\$ 108,972	105824.35	3147.43
2. Maintenance	2.23	\$ 223,400		223400.47
3. Fuel	6.21	\$ 621,069		621069.1
4. Utilities	1.54	\$ 153,741		153740.8
5. Other		\$ -		
TOTAL ESTIMATED OPERATIONAL COST/SAVING	11.07	\$ 1,107,182	\$ 105,824	\$ 1,001,358

Description of any unusual factors affecting operating and maintenance costs/savings.

[Redacted area]

COMMISSION FOR HIGHER EDUCATION

Thursday, March 8, 2018

BUSINESS ITEM C-4:

Purdue University West Lafayette – STEM Teaching Lab Facility

Staff Recommendation

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

- Purdue University West Lafayette – STEM Teaching Lab Facility

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 to 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

Purdue University West Lafayette – STEM Teaching Lab Facility

Purdue University West Lafayette – STEM Teaching Lab Facility

STAFF ANALYSIS

The Purdue University Board of Trustees request authorization to proceed with the planning, financing, construction and award of construction contract for the STEM Teaching Lab Facility on the Purdue University West Lafayette campus. This project will include the construction of a new approximately 111,300 GSF student-focused laboratory building that will bring together the chemistry and biology disciplines and serve first and second year undergraduates from across the University. The majority of the facility will consist of wet and dry teaching laboratory and support space, while the remainder of the building is made up of collaboration space, common areas, instructor offices and building support. The facility will be designed to provide a transformative, adaptable environment that encourages collaboration, team-based learning and engagement among peers with diverse interests.

Funding: The estimated cost of this project is \$64,000,000 and will be funded from \$44,000,000 operating reserves and \$20,000,000 gift funds.

Additional Staff Notes:

Staff recommends approval of the project.

PROJECT COST SUMMARY
For: STEM Teaching Lab Facility

Institution:	Purdue University	Budget Agency Project No.:	B-1-18-1-08
Campus:	West Lafayette	Institutional Priority:	N/A
Previously approved by General Assembly:	No	Previously recommended by CHE:	No
Part of the Institution's Long-term Capital Plan:	Yes		

Project Size:	111,344 GSF (1)	62,891 ASF (2)	0.564835106 ASF/GSF
Net change in overall campus space:	111,344 GSF	62,891 ASF	

Total cost of the project (3):	\$ 64,000,000	Cost per ASF/GSF:	574.79523 GSF
Total cost of the demolition:	\$ -		1017.6337 ASF
Funding Source(s) for project (4):	Amount	Type	
	\$ 20,000,000	Gift Funds	
	\$ 44,000,000	Operating Funds - Reserves	
Estimated annual debt payment (6):	N/A		
Are all funds for the project secured:	Yes		

Project Funding:
The Purdue University Board of Trustees approved the project with the funding noted above at their meeting in December 2017.

Project Cost Justification
This project's cost per ASF/GSF is higher than average due to the high volume of lab space within the facility and the higher cost of constructing lab space. The STEM Teaching Lab Facility will be approximately 80% lab space. The Flex Lab Facility and Creighton Hall of Animal Sciences and the Land O'Lakes Center for Experiential Learning and Purina Pavilion, while also lab heavy, are only approximately 55% and 65% lab space, respectively.

A renovation of Brown Teaching Laboratories was considered but dismissed due to increased undergraduate enrollment and the difference in cost and achievable scope of renovation versus new construction.

Estimated annual change in cost of building operations based on the project:*	\$ 354,775
Estimated annual repair and rehabilitation investment (5):	\$ 960,000

(1) Gross Square Feet (GSF)- Sum of all area within the exterior envelope of the structure.
(2) Assignable Square Feet (ASF)- Amount of space that can be used by people or programs within the interior walls of a structure. Assignable square feet is the sum of the 10 major assignable space use categories: classrooms, laboratories, offices, study facilities, special use facilities, general use facilities, support facilities, health care facilities, residential facilities and unclassified facilities. For information on assignable space use categories, see Space-Room Codes tab.
(3) Projects should include all costs associated with the project (structure, A&E, infrastructure, consulting, FF&E, etc.)
(4) Be consistent in the naming of funds to be used for projects. If bonding, note Bonding Authority Year (1965, 1929, 1927, etc.)
(5) Estimate the amount of funding the institution would need to set aside annually to address R&R needs for the project. CHE suggests 1.5% of total construction cost
(6) If issuing debt, determine annual payment based on 20 years at 4.75% interest rate
- If project is a lease-purchase or lease, adjust accordingly. Note the total cost of the lease in the project cost, and annual payments in project description
*This dollar amount represents the total estimated operation cost of the new facility

PROJECT DETAILED DESCRIPTION - ADDITIONAL INFORMATION

For: STEM Teaching Lab Facility

Institution:	Purdue University	Budget Agency Project No.:	B-1-18-1-08
Campus:	West Lafayette	Institutional Priority:	N/A

Description of Project

Consistent with the Purdue Moves goal of "STEM leadership," the STEM Teaching Lab Facility will be a student-focused laboratory building that will bring together the chemistry and biology disciplines and serve first and second year undergraduates from across the University. Located centrally on the West Lafayette campus, northwest of the Elliot Hall of Music, the facility will include innovative technology and serve as a hub of collaborative activity.

The majority of the facility will consist of wet and dry teaching laboratory and support space, while of the remainder of the building is made up of collaboration space, common areas, instructor offices and building support (e.g. lobby, café, storage, dock). The facility will be designed to provide a transformative, adaptable environment that encourages collaboration, team-based learning and engagement among peers with diverse interests.

Need and Purpose of the Program

Previously envisioned as a renovation of the Brown Laboratory of Chemistry, which was included as the second institutional priority in the 2017 Ten Year Capital Plan, this project evolved into the construction of a new laboratory facility. Increased undergraduate enrollment and the cost of renovation versus new construction were the main factors in the reimagining of this project.

Roughly 60 percent of entering freshman are pursuing a science, technology, engineering or mathematics (STEM) degree, and courses in science form part of the core curriculum for every student on campus. Additionally, Purdue awards the third-most STEM degrees of any U.S. public research university.

Upon completion of the new facility, all chemistry courses for first and second year students will be removed from the Brown Laboratory of Chemistry (BRWN) and all biology courses for first and second year students will be removed from Lilly Hall of Life Science (LILY) and Wetherill Laboratory of Chemistry (WTHR). The quality and quantity of lab space contained within these existing facilities no longer meet the needs of the University, and the consolidation of spaces will more efficiently use space and save resources by avoiding unnecessary duplication of equipment and material.

The new space will allow for an expansion of the current curricula, increase room utilization and course efficiency and provide operational cost savings through joint teaching labs.

The STEM Teaching Lab Building will allow chemistry and biology to realize the integration of the two sciences while simultaneously improve their recruiting, retention and training of the next generation of scientists and engineers.

Additionally, after the new facility has been occupied, the space in BRWN and WTHR will be available to use as "swing space" for a future renovation of LILY.

Space Utilization

As described above, upon completion of the STEM Teaching Lab Facility, all chemistry courses for first and second year students will be removed from the Brown Laboratory of Chemistry (BRWN) and all biology courses for first and second year students will be removed from Lilly Hall of Life Science (LILY) and Wetherill Laboratory of Chemistry (WTHR). This will allow the space in BRWN and WTHR to be used as "swing space" for future renovations.

Comparable Projects

Creighton Hall of Animal Sciences and the Land O'Lakes Center for Experiential Learning and Purina Pavilion (2016)

- Type: New building housing labs, research space, classroom space and offices
- Cost: \$60M
- Size: 128,000 GSF
- Cost/GSF: \$467.50/GSF

Flex Lab Facility (2016)

- Type: New building housing lab and office space
- Cost: \$54M
- Size: 107,856 GSF
- Cost/GSF: \$500.77

Background Materials

CAPITAL PROJECT REQUEST FORM
INDIANA PUBLIC POSTSECONDARY EDUCATION
INSTITUTION CAMPUS SPACE DETAILS FOR STEM Teaching Lab Facility

(INSERT PROJECT TITLE AND SBA No.)	Current Campus Totals			Subtotal Current and Future Space	Capital Request		Net Future Space
	Current Space in Use	Space Under Construction (1)	Space Planned and Funded (1)		Space to be Terminated (1)	New Space in Capital Request (2)	
A. OVERALL SPACE IN ASE							
Classroom (110 & 115)	333,125	-	-	333,125	-	-	333,125
Class Lab (210,215,220,225,230,235)	616,369	-	-	616,369	-	52,405	668,774
Non-class Lab (250 & 255)	1,612,847	7,370	-	1,620,217	-	-	1,620,217
Office Facilities (300)	2,345,107	98	-	2,345,205	-	1,350	2,346,555
Study Facilities (400)	423,617	-	-	423,617	-	6,536	430,153
Special Use Facilities (500)	1,201,909	-	-	1,201,909	-	-	1,201,909
General Use Facilities (600)	928,715	-	-	928,715	-	2,600	931,315
Support Facilities (700)	3,028,663	-	-	3,028,663	-	-	3,028,663
Health Care Facilities (800)	87,318	-	-	87,318	-	-	87,318
Resident Facilities (900)	2,465,956	-	-	2,465,956	-	-	2,465,956
Unclassified (000)	30,784	-	-	30,784	-	-	30,784
B. OTHER FACILITIES							
(Please list major categories)							
TOTAL SPACE	13,074,410	7,468	-	13,081,878	-	62,891	13,144,769

Notes:

(1) Identify in a footnote the specific facilities that are included in the data in these columns. Do not include pending approval, non-submitted projects or non-funded projects

- Space/Room codes based on Postsecondary Ed Facilities Inventory and Classification Manual (2006)

Space under construction includes: Controlled Environment Phenotyping Facility (CEPF)

Space planned and funded includes:

Space to be terminated includes:

CAPITAL PROJECT COST DETAILS

For: STEM Teaching Lab Facility

Institution:	Purdue University	Budget Agency Project No.:	B-1-18-1-08
Campus:	West Lafayette	Institutional Priority:	N/A

ANTICIPATED CONSTRUCTION SCHEDULE

	Month	Year
Bid Date*	August	2018
Start Construction	June	2018
Occupancy (End Date)	August	2020

ESTIMATED CONSTRUCTION COST FOR PROJECT

	Cost Basis (1)	Estimated Escalation Factors (2)	Project Cost
<u>Planning Costs</u>			
a. Engineering	\$ 3,200,000		\$ 3,200,000
b. Architectural	\$ 2,300,000		\$ 2,300,000
c. Consulting	\$ -		\$ -
<u>Construction</u>			
a. Structure	\$ 54,500,000		\$ 54,500,000
b. Mechanical (HVAC, plumbing, etc.)	\$ -		\$ -
c. Electrical	\$ -		\$ -
<u>Movable Equipment</u>	\$ -		\$ -
<u>Fixed Equipment</u>	\$ -		\$ -
<u>Site Development/Land Acquisition</u>	\$ -		\$ -
<u>Other (Please list) **</u>	\$ 4,000,000		\$ 4,000,000
TOTAL ESTIMATED PROJECT COST	\$ 64,000,000	\$ -	\$ 64,000,000

(1) Cost Basis is based on current cost prevailing as of January 2018

(2) Explain in the Description of Project Section of the "Cap Proj Details" schedule the reasoning for estimated escalation factors

* Since this project will be delivered using Construction Manager as Constructor, we've inserted the final Guaranteed Maximum Price delivery date as the "Bid Date"; a preliminary GMP will be delivered prior to construction beginning in June 2018.

** Other includes contingencies, project management fees, insurance, printing, etc.

CAPITAL PROJECT OPERATING COST DETAILS

For: STEM Teaching Lab Facility

Institution:	Purdue University	Budget Agency Project No.:	B-1-18-1-08
Campus:	West Lafayette	Institutional Priority:	N/A

<u>ANNUAL OPERATING COST/SAVINGS (1)</u>				<u>GSF OF AREA AFFECTED BY PROJECT</u>		111,344
	Cost per GSF	Total Operating Cost	Personal Services	Supplies and Expenses		
1. Operations	\$ 1.54	\$ 171,427	152724	18703		
2. Maintenance	\$ 0.60	\$ 67,000	55000	12000		
3. Fuel	\$ -	\$ -				
4. Utilities	\$ 1.04	\$ 116,348		116348		
5. Other	\$ -	\$ -				
TOTAL ESTIMATED OPERATIONAL COST/SAVINGS	3.19	\$ 354,775	\$ 207,724	\$ 147,051		

Description of any unusual factors affecting operating and maintenance costs/savings.

(1) Based on figures from "Individual Cap Proj Desc" schedule

COMMISSION FOR HIGHER EDUCATION

Thursday, March 8, 2018

BUSINESS ITEM D:

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:

- Vincennes University – Learning Resource Center Renovation
- Vincennes University – Welsh Administration Building Renovation

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, March 8, 2018

Capital Projects for Expedited Action
March 8, 2018

E-1-17-2-01 Vincennes University – Learning Resource Center Renovation

The Trustees of Vincennes University request to proceed with the Learning Resource Center Renovation funded by a State Appropriation of \$8,000,000. Constructed in 1957, the Curtis G. Shake Learning Resource Center houses the Vincennes University Library, the Center for Teaching and Learning, the Lewis Historic Library, testing rooms, classrooms, computer labs and office spaces. Significant repairs and upgrades are needed in order to provide a quality, safe and modern educational environment. The renovation will include modernization of the HVAC system to a centralized energy efficient system, repairs to windows and curtainwalls, installation of a new roof, replacement of all existing lighting with energy efficient LED lighting, removal and reorganization of book stacks and establishment of dynamic spaces for tutoring, testing and interactions between students and staff.

E-1-17-2-02 Vincennes University – Welsh Administration Building Renovation

The Trustees of Vincennes University request to proceed with the Welsh Administration Building Renovation funded by a State Appropriation of \$4,500,000. Built in 1952 the Welsh Administration Building houses many offices utilized by students frequently including Student Financial Services, Student Records, Counseling Services and academic administrator offices. In addition the building is home to many departments that contribute to the daily operation of the University including Human Resources, the Management Information Center and all Business Offices. The renovation will include a new HVAC system, upgraded mechanical and electrical systems, enhancing quality of space and improving technology infrastructures.

COMMISSION FOR HIGHER EDUCATION
 Thursday, March 8, 2018

INFORMATION ITEM A: Academic Degree Programs Awaiting Action

	<u>Institution/Campus/Site</u>	<u>Title of Program</u>	<u>Date Received</u>	<u>Status</u>
01	Indiana University Purdue University Indianapolis	Doctor of Philosophy in Exercise Science	01/16/2018	On CHE Agenda for Action
02	Indiana University Kokomo	Bachelor of Arts in Philosophy	01/16/2018	Under Review
03	University of Southern Indiana	Bachelor of Science in Electrical Engineering	01/17/2018	On CHE Agenda for Action
04	Indiana University Bloomington	Master of Science in Healthcare Management	02/12/2018	Under Review
05	Indiana University Purdue University Columbus	Bachelor of Arts in Sociology	02/12/2018	Under Review
06	Indiana University Bloomington, East, Kokomo, Northwest, South Bend, and Southeast	Master of Arts in English	02/12/2018	Under Review

	<u>Institution/Campus/Site</u>	<u>Title of Program</u>	<u>Date Received</u>	<u>Status</u>
07	Indiana University Bloomington, East, Indiana University Purdue University Indianapolis, Kokomo, and Southeast	Master of Science in Criminal Justice and Public Safety	02/12/2018	Under Review
08	Indiana University East, Kokomo, Northwest, South Bend, and Southeast	Master of Liberal Studies	02/12/2018	Under Review

COMMISSION FOR HIGHER EDUCATION
 Thursday, March 8, 2018

INFORMATION ITEM B: Academic Degree Program Actions Taken By Staff

	<u>Institution/Campus/Site</u>	<u>Title of Program</u>	<u>Date Approved</u>	<u>Change</u>
01	Indiana University Bloomington	Graduate Certificate in Russian and East European Area Studies	02/19/2018	Changing the credit hours
02	Indiana University Bloomington	Graduate Certificate in Information Architecture	02/19/2018	Changing the credit hours
03	Indiana University Bloomington	Undergraduate Certificate in Higher Education and Student Affairs	02/19/2018	Changing the credit hours
04	Indiana University Bloomington	Graduate Certificate in Adult Education	02/19/2018	Changing the credit hours
05	Indiana University Bloomington	Graduate Certificate in Public Management	02/19/2018	Changing the credit hours
06	Indiana University Bloomington	Certificate in Optometric Technology/Opticianry	02/19/2018	Eliminating the program
07	Indiana University Bloomington	Graduate Certificate in Medical Physics	02/19/2018	Changing the credit hours
08	Indiana University Purdue University Indianapolis	Certificate in Motorsports Studies (PU)	02/19/2018	Changing the credit hours
09	Indiana University Purdue University Indianapolis	Certificate in Family Life Education (IU)	02/19/2018	Eliminating the program

	<u>Institution/Campus/Site</u>	<u>Title of Program</u>	<u>Date Approved</u>	<u>Change</u>
10	Indiana University Purdue University Indianapolis	Certificate in Case Management (IU)	02/19/2018	Eliminating the program
11	Indiana University Purdue University Indianapolis	Graduate Certificate in Public Management (IU)	02/19/2018	Adding distance education
12	Indiana University Purdue University Indianapolis	Graduate Certificate in Health Systems Management (IU)	02/19/2018	Changing the credit hours
13	Indiana University Purdue University Indianapolis	Post-Baccalaureate Certificate in Music Therapy (IU)	02/19/2018	Eliminating the program
14	Indiana University Purdue University Indianapolis	Certificate in Tourism/Travel Services Management (IU)	02/19/2018	Changing the credit hours
15	Indiana University Kokomo	Post-Baccalaureate Certificate in Advanced Medical Imaging Technology	02/19/2018	Changing the credit hours
16	Indiana University Kokomo	Graduate Certificate in Business Fundamentals	02/19/2018	Changing the name
17	Ivy Tech Community College	Certificate in Dementia Care	02/19/2018	Adding a certificate
18	Ivy Tech Community College	Certificate in Nutrition and Wellness Planner	02/19/2018	Adding a certificate
19	Ivy Tech Community College	Certificate in Emergency Medical Technician	02/19/2018	Changing the credit hours
20	Ivy Tech Community College	Certificate in Qualified Medication Aide	02/19/2018	Adding a certificate
21	Ivy Tech Community College	Certificate in Home Health Aide	02/19/2018	Adding a certificate
22	Ivy Tech Community College	Certificate in Certified Nursing Assistant	02/19/2018	Adding a certificate

	<u>Institution/Campus/Site</u>	<u>Title of Program</u>	<u>Date Approved</u>	<u>Change</u>
23	Indiana University Purdue University Fort Wayne	Bachelor of Science in Business (IU)	02/19/2018	Adding distance education
24	Indiana University Purdue University Fort Wayne	Bachelor of Science in Early Childhood Education (IU)	02/19/2018	Adding distance education
25	Purdue West Lafayette	Master of Science in Management (Business Analytics, Info Management, Marketing, Finance)	02/19/2018	Changing the name
26	Purdue West Lafayette	Doctor of Philosophy in Economics	02/19/2018	Changing the CIP code
27	Indiana State University	Doctorate of Health Sciences	02/19/2018	Adding distance education
28	Indiana University Purdue University Fort Wayne	Master of Public Affairs (IU)	02/19/2018	Eliminating the program
29	Indiana University Purdue University Indianapolis	Master of Science in Biostatistics (IU)	02/19/2018	Changing the credit hours
30	Ivy Tech Community College	Certificate in Elder Care Professional	02/19/2018	Changing the CIP code
31	Indiana University Purdue University Indianapolis	Certificate in Medical Device Cybersecurity (PU)	02/19/2018	Adding a certificate
32	Ivy Tech Community College-Southwest/Evansville	Associate of Applied Science in Therapeutic Massage	02/19/2018	Adding locations
33	Ivy Tech Community College-Southwest/Evansville	Technical Certificate in Therapeutic Massage	02/19/2018	Adding locations
34	Purdue University Polytechnic Statewide	Bachelor of Science in Industrial Engineering Technology	02/19/2018	Changing the name

	<u>Institution/Campus/Site</u>	<u>Title of Program</u>	<u>Date Approved</u>	<u>Change</u>
35	Ivy Tech Community College	Certificate in Long Term Care Specialist	02/19/2018	Adding a certificate
36	Vincennes University	Certificate of Graduation in Statewide Transfer General Education	02/19/2018	Adding locations
37	Vincennes University	Associate of Arts/Associate of Science in Theatre Arts	02/19/2018	Changing the name
38	Ivy Tech Community College	Technical Certificate in Apprenticeship Technology-Boilermaker	02/19/2018	Changing the credit hours
39	Ivy Tech Community College	Technical Certificate in Apprenticeship Technology-Bricklayer	02/19/2018	Changing the credit hours
40	Ivy Tech Community College	Technical Certificate in Apprenticeship Technology-Carpenter	02/19/2018	Changing the credit hours
41	Ivy Tech Community College	Technical Certificate in Apprenticeship Technology-Electrical Lineman	02/19/2018	Changing the credit hours
42	Ivy Tech Community College	Technical Certificate in Apprenticeship Technology-Electrician	02/19/2018	Changing the credit hours
43	Ivy Tech Community College	Technical Certificate in Apprenticeship Technology-Glazier	02/19/2018	Changing the credit hours
44	Ivy Tech Community College	Technical Certificate in Apprenticeship Technology-Heat and Frost Insulator	02/19/2018	Changing the credit hours
45	Ivy Tech Community College	Technical Certificate in Apprenticeship Technology-Ironworker	02/19/2018	Changing the credit hours
46	Ivy Tech Community College	Technical Certificate in Apprenticeship Technology-Millwright	02/19/2018	Changing the credit hours

	<u>Institution/Campus/Site</u>	<u>Title of Program</u>	<u>Date Approved</u>	<u>Change</u>
47	Ivy Tech Community College	Technical Certificate in Apprenticeship Technology-Operating Engineer	02/19/2018	Changing the credit hours
48	Ivy Tech Community College	Technical Certificate in Apprenticeship Technology-Painter	02/19/2018	Changing the credit hours
49	Ivy Tech Community College	Technical Certificate in Apprenticeship Technology-Plumber and Pipefitter	02/19/2018	Changing the credit hours
50	Ivy Tech Community College	Technical Certificate in Apprenticeship Technology-Sheet Metal Worker	02/19/2018	Changing the credit hours
51	Ivy Tech Community College	Technical Certificate in Apprenticeship Technology-Telecommunications Technician	02/19/2018	Changing the credit hours
52	Ivy Tech Community College	Technical Certificate in Apprenticeship Technology-Refrigeration Technology	02/19/2018	Changing the credit hours
53	Ivy Tech Community College	Technical Certificate in Apprenticeship Technology-Floorlayers	02/19/2018	Changing the credit hours
54	Ivy Tech Community College	Home Healthcare Tech	02/19/2018	Adding a certificate
55	Purdue University West Lafayette	Bachelor of Arts in Economics	02/19/2018	Changing the CIP code

COMMISSION FOR HIGHER EDUCATION

Thursday, March 8, 2018

INFORMATION ITEM C:

Media Coverage

Staff has selected a compilation of recent media coverage related to the Commission for the September meeting. Please see the following pages for details.

Spencer County Journal
Economy to rely on broad educational push
Don Steen
February 1, 2018

Lincolnland Economic Development Corp. kicked off 2018 with its annual luncheon Friday, Jan. 26, at the Spencer County Youth and Community Center. The event saw business and community leaders from across the area come together to discuss issues central to promoting local development and business success in local communities. The keynote speakers this year focused on the impacts of technology and culture on education and the modern workforce.

The event began with a look to the past, however. Ivy Tech President and former Lt. Gov. Sue Ellspermann presented this year's Legacy Award to Pat Koch in honor of her contributions to development in the county and those of her late husband, William A. Koch. Ellspermann emphasized William's immense contributions to spearheading infrastructure development and making his own mark on the community through the founding of Holiday World and Splahin' Safari as well as Pat's continued efforts in that arena.

Pat emphasized her late husband's zeal for working with others to spearhead infrastructure critical for the growth of local businesses. In addition to his signature theme park and the growing community that sprang up around it, she noted that he was critical in working with public leaders from both political parties to ensure Interstate 64 would run through the southern part of the state as opposed to its original route from New Albany to Vincennes.

She recalled how this lifetime of cooperation was celebrated when former Gov. Frank O'Bannon came to Santa Claus for the unveiling ceremony of a new highway sign bearing the name William A. Koch Memorial Highway, following a bipartisan effort to rename a portion of Highway 162 in his honor. Pat said William's knack for forming close partnerships that engendered lasting cooperation and friendships were critical to helping make a positive mark on his community.

"Gifts are given," said Pat. "Character is developed."

The keynote speakers of the evening included Ellspermann and two colleagues in the field of education, Vincennes University President Chuck Johnson and Indiana Commissioner for Higher Education Teresa Lubbers. Lubbers began the discussion by breaking down responsibilities of her organization, such as helping standardize courses to allow students to transfer credits between different schools with relative ease. This includes efforts to promote dual-credit courses and classes at the high-school level that students can take to earn college credits.

Indeed, Lubbers emphasized the increasing importance of higher education after high school as the job market increasingly tilts toward skilled labor. However, she cautioned that higher education does not necessarily have to translate to a four-year degree, and that the state is emphasizing the importance of two-year associate's degrees and other certificates as well.

"We need to find the right fit for our employers," said Lubbers.

Johnson added that higher education is also changing along with the workforce, requiring some rethinking when it comes to how coursework is completed. He highlighted the emerging possibilities of virtual classrooms, allowing people of all ages to continue their education outside the traditional class structure on their own time.

While this flexibility and reduced cost is attractive and itself helps make technology more approachable to those who study in that way, he emphasized that the traditional classroom cannot be completely ruled out quite yet. He noted that face-to-face work with professors and fellow students teaches critical skills and allows for a more comprehensive education that cannot yet be wholly replicated digitally.

Ellspermann added that another increasingly important feature of modern education is actually a callback to the apprenticeships of the past. She pointed to the Earn Indiana program, where the state pays half the costs of an internship program to encourage more businesses to offer work experience to those seeking to get a foothold in an industry.

Ellspermann also noted that some 700,000 Hoosiers have some college, but have not completed a degree. Encouraging them to take advantage of financial aid opportunities within the state has become a priority to help develop this population's skill set to match the needs of local industries.

On the topic of young students specifically, the speakers addressed some cultural changes brought on by the changes in technology and the marketplace throughout their lives. Lubbers noted that many young people do not enter a job with an expectation that their position will be permanent. As opposed to earlier generations that might have expected to spend their entire careers with one company, younger workers tend to approach new jobs with the expectation that technology advancements or economic shifts will have them looking for new positions several times in their lives.

"I think they see less security in the market," said Lubbers.

Ellspermann added that fewer young people are born into families that operate their own businesses, meaning that there are more people entering the workforce with no certain path forward than in previous generations. She stressed that this makes it more important to encourage people to see higher education as something that can be pursued at any point in one's life, especially when the job market shifts in favor of another skill set.

Lubbers closed the discussion on a high note, pointing out that schools in Spencer County were seeing a higher-than-average number of their students going on to pursue post-secondary studies.

"You're moving in the right direction," she said.

**Building Indiana
How to Train a Million Workers
Nick Dmitrovich
February 9, 2018**

Indiana companies across every single industry category will soon be facing a unique workforce development challenge, one that has its origins in a highly positive economic attribute but remains problematic nonetheless. The state overall is experiencing record levels of employment with more people working than ever before. That's huge, but it has a downside. Job openings still exist throughout the state, and there will soon be a shortage of capable applicants to fill them.

Over the next 10 years, conservative estimates from the state expect there will be a million job openings within Hoosier companies. Some officials have put that figure much higher, saying we'll need an influx of about 3.4 million workers to maintain our current labor needs. However you look at it, the challenge to produce individuals skilled enough to fill these open positions is upon us now, today.

It's not just about filling these jobs with warm bodies, either. The vast majority of these projected positions will require post-secondary credentials, advanced certifications, and/or degrees. Long gone are the days when a high school kid could make a qualified applicant for a manufacturing operation. The work, in general, has become too advanced to sustain with unskilled labor.

"Indiana's unemployment rate has reached historic lows, and we currently have about 95,000 job openings around the state. Now more than ever, our state needs to ramp up efforts to prepare Hoosiers for the jobs available today—and for the one million more we expect to have open by 2025," Gov. Eric Holcomb said.

Thus, the groundwork is being laid to produce the kind of talent that tomorrow's labor force needs require. This fall on the state level new workforce development initiatives kicked off in earnest, several of which are already experiencing considerable participation from the business community. Also, Gov. Holcomb took the step of adding a dedicated individual to his cabinet to specifically address the issue.

To spearhead its efforts to produce enough workers, Indiana has recently established the new position of secretary of career connections and talent. The governor announced he has appointed former La Porte Mayor Blair Milo as the first secretary for this new position, and she will also be the CEO of the State Personnel Department and will assume oversight of that agency as its director.

Gov. Holcomb said, "This new position will provide the urgent and focused attention required to position Indiana well long-term and ensure our state's workforce is keeping pace with our economy as it grows and becomes more diverse."

Milo has a track record of economic success across her resume as La Porte's mayor. She was able to increase job opportunities, improve infrastructure, and streamline government services. Her new role will require her to build on that success. She be collaborating with business and industry groups to identify employment needs and workers, helping them take advantage of training opportunities.

"Connecting business leaders and employees has been at the forefront of both challenges and opportunities for all Hoosier communities as we continue to grow new numbers and types of jobs across

the state,” Milo said. “We want to connect Hoosiers with a job they’re passionate about, and we want our employers to know they can draw from a deep pool of talented, dedicated workers in every corner of the state.”

Her department’s efforts, as well as the efforts of the Department of Workforce Development and Commission for Higher Education, are going to be crucial moving forward in implementing the state’s new plans to elevate our workforce to the ‘next level.’

The Next Level

The state has earmarked funds totaling \$20 million to support two new grant programs over the next two years designed to put Hoosiers to work in high-demand, high-wage jobs as quickly as possible and to help employers conduct the kind of training their unique operations require. Together, the two grants make up Indiana’s Next Level Jobs Initiative.

An Education... for Free?

The first component of the Next Level Jobs Initiative is the Workforce Ready Grant, created by the Indiana General Assembly with bipartisan support. Its goal is to skill-up adults to fill jobs in high-demand industries by covering tuition costs for adult learners to earn career certificates in high-growth sectors of the state’s economy.

That’s right. Free tuition. But for what kinds of industries?

For the inception of this grant, Indiana is specifically focusing on boosting the numbers of talented individuals across the following fields:

Advanced manufacturing, Building and construction, Health and life sciences, IT and business services, Transportation and logistics.

Hoosiers can earn these certificates in these fields through Ivy Tech Community College or Vincennes University campuses around the state. The first two years of the grants will be paid for through \$4 million provided by the general assembly plus more than \$10 million Commission for Higher Education financial aid funds.

Commissioner for Higher Education Teresa Lubbers explained the Workforce Ready Grant will remove a key barrier for adult students that want to continue their education to develop the skills they’ll need for a better paying job in the state’s growing, in-demand industries. Namely, it’ll make educational attainment much more affordable.

Blair Milo commented, “The interest level in this program is already strong and hits hard at some of the challenge areas.”

Affordable Training!

The second part of Next Level Jobs is the Employer Training Grant, which was developed by the Indiana Department of Workforce Development (DWD). This could potentially be something very interesting for

many Indiana employers, in that it will help offset the costs for training new employees in the aforementioned high-demand industries – plus the addition of agriculture.

The grant will provide up to \$2,500 per new employee to qualifying companies that train and retain new hires. DWD will launch a pilot of the grant for 2018 and 2019, paid for with \$10 million in Career Technical Education Innovation Funds.

Milo commented that a distinct need for this program arose from some of the supplier companies that support Indiana's major manufacturers. She said, "Indiana's major employers were incurring staffing needs from their suppliers, who needed funds to train new employees. Advanced manufacturing is the largest demographic that's already begun utilizing the Employer Training Grant."

Renewed Guidance, Young and Old

Beyond the Next Level Jobs Initiative, Indiana is also directing efforts toward the state's young students. Specifically, career counselors at the high school level are being equipped with tools that will hopefully provide more productive individual time with students. The concept overall evaluates what types of career paths fit best for the student – basically, a place to start the conversation about connecting students to opportunities.

A push is also being made across the state by many different apprenticeship programs to expose young people to the value of a career in the trades. Their efforts are working too, as the perception of industrial and construction fields has shifted from dangerous and dirty to high-wage, quality livelihoods in increasingly safe environments.

Educational attainment encouragement is also being targeted toward adults as well. The Commission on Higher Education's Program "You can. Go back." is working to help adults finish the degrees they've started. \$7.5 million in state grants are available for these students, and partnerships are in place with institutions to help alleviate barriers to completing degree programs.

Will it Be Enough?

These programs and others like them within communities, apprenticeship schools, and universities across the state will likely only be the start of what will need to be a much larger push to fill the open positions Indiana will have over the next several years. Other efforts, like cities and towns enhancing their amenities in an effort to retain talent within the state's borders, will have an impact as well but the question remains: Is it going to be enough?

It's far too early to measure any kind of employment growth figures yet, but the continued push for new partnerships and education to employment pathways is starting to make a difference. With such high levels of bipartisan support and engagement from the business community, the groundwork is definitely being laid to tackle this difficult problem.

The Echo
More than just some lunch money
Emily Rachelle Russell
February 16, 2018

With The Indiana Commission for Higher Education's 2018 Cash for College campaign encourages high school and college students to file the Free Application for Federal Student Aid (FAFSA) before the April 15 deadline.

This is the ninth year of the Cash for College campaign, one of three of the Indiana Commission for Higher Education runs. The campaign launched in December and is focused on educating high school and college students on available financial aid and how to access it, according to Indiana's Commissioner for Higher Education, Teresa Lubbers.

"We know that having students be financially able to go to college is absolutely necessary, so we were looking at ways that we could heighten people's awareness," Lubbers said. "In order for them to receive any financial aid at all, they need to complete the FAFSA."

Students who don't qualify for need-based aid may still qualify for merit-based or institutional aid, especially at a private university like Taylor, so Lubbers encourages all students to file every year. Current scholarship recipients may also have renewable scholarships, and filing the FAFSA is required to maintain that scholarship.

Southport High School in Indianapolis hosted a Cash for College event for their 21st Century Scholars juniors on Jan. 25. Erin Shimp, school counselor at Southport, urges all students to file the FAFSA, regardless of family income level. She points out the FAFSA opens doors to student loans, grants, government and federal aid. It also is often used by colleges and universities to determine annual financial aid packages.

"We'll have a lot students . . . say, 'Oh, well I know that my family won't qualify for anything, so we shouldn't do the FAFSA,'" Shimp said. "The FAFSA is important because no matter what your income level is, it's (going to) give you options to help pay for college, so it's really, really important to file it every year."

Matthew Klingstedt, a financial aid counselor at Taylor, specifies that filing the FAFSA does not mean a student will definitely receive aid, but any student who may qualify for aid must complete the form to access that money. Filing is especially important for any student who has received aid in the past or who has recently had a change in their family situation.

Though some scholarships require the priority deadline of Feb. 15, Taylor's general FAFSA deadline is the same as the state deadline: April 15. File the FAFSA by visiting www.fafsa.ed.gov.

WBIW
Number Of AP Exams Offered, Taken, And Passed Increases
February 23, 2018

In partnership with the College Board and the Indiana Commission for Higher Education (ICHE), the Indiana Department of Education (IDOE) announced Thursday another year of increases in the number of Advanced Placement (AP) exams offered, as well as the number of students taking and passing AP exams.

"Preparing students for future workforce success has always been a priority for Indiana's education K-12 system," said Dr. Jennifer McCormick, Indiana Superintendent of Public Instruction. "With the increase in the number of school offering AP exams, and the number of students making AP courses their class of choice, Indiana is once again paving a way for students who are better prepared for the rigors of post-secondary experiences. I congratulate and thank the teachers and administrators whose work has made this possible."

AP is a research-based method to facilitate student participation and success through delivery of college-level courses and corresponding exams in the high school setting, to qualified high school students. Research suggests students who perform well in AP courses are predicted to not only outperform their peers, but have greater college success. For the 2016-2017 school year, Indiana reported the following increases:

For the 2017 graduating class, 24,671 Indiana public school students took an AP exam, compared to 24,141 in the class of 2016.

Since 2007, the percentage of graduates taking an AP exam during high school increased from 18.9 percent to 38.9 percent.

In the past 10 years, the number of Indiana public school students scoring 3 or better on at least one AP exam has increased from 5,786 to 12,546.

"In increasing numbers, Hoosier students are graduating high school with college credit," said Indiana Commissioner for Higher Education, Teresa Lubbers, "and we know students who take rigorous high school courses are more likely to go to college and graduate."

Chronicle Tribune
New scholarship requirements keeps students on track
Kaitlin Gebby
February 24, 2018

The decades-old 21st Century Scholars program, which provides college financial assistance to students from low-income families, has updated its requirements for scholarship eligibility.

The Scholar Success Program, referred to as SSP, outlines 12 objectives 21st Century Scholar students must complete by graduation in order to qualify for financial aid assistance for college. The objectives are broken down so students should complete three a year, keeping them on track for graduation, college readiness and eligible for financial assistance through the program.

In Grant County, Project Leadership works within the five county school systems to keep students on track with the program, including its new requirements. Tammy Pearson, director of Project Leadership, said families that qualify for free-reduced lunches typically qualify for the 21st Century Scholars program.

Pearson said they found in December 2017 that only 15 percent of high school seniors in the program had completed all of their objectives for eligibility. She noted a 20 percent increase in completion by February this year, but said 30 percent of scholars accessing financial aid isn't enough.

"At this pace, we'll have 60 percent of our scholars eligible for the scholarships after graduation," Pearson said. "The good news is that SSP is working, and the data reflects that. The bad news is students aren't, for whatever reason, taking advantage of money they're theirs to use for college."

Applications open in seventh and eighth grade, closing by June 30 after the student's eighth grade year. Once accepted and a FAFSA is completed, the program "fills in the gaps," that state or federal funding doesn't cover.

In 2007, Pearson said 16 percent of middle school students in Grant County were signed up for the program. A decade later, 76 percent of middle school students in the county qualify, and 87 percent of eighth grade students are eligible to be 21st century scholars.

"We watch that number closely because those eighth grade students are approaching the deadline to sign up, so we're working to make sure they know what's available," Pearson said.

Steve Gibson, director of content at Project Leadership, said years ago, students who signed up in middle school didn't come into contact with anyone associated with 21st Century Scholars again until their senior year of high school. With the establishment of SSP, it helps students stay on track with the program and their goals.

Some of the objectives include creating a graduation plan, job shadowing, visiting colleges and submitting college applications.

"We've been with this scholars program for many seasons," Gibson said. "What we've seen, more often than not, is that these students just don't have time. Project Leadership working with the schools helps them set aside a day each year where we look and see where they're at. It's easy, with how busy they are, to forget to do those three objectives each year."

Pearson said the addition of SSP keeps thoughts of college and the future on the forefront of students' minds, preventing them from scrambling to find a school and financial aid their last year of high school.

She said she hopes SSP continues encouraging students to take advantage of an opportunity to get a full-ride to a college degree.