

UNIVERSITY OF SOUTHERN INDIANA®



Operating and Capital Improvement Budget Request 2025–2027

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Commission for Higher Education
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UNIVERSITY OF SOUTHERN INDIANA
2025-2027 OPERATING AND CAPITAL IMPROVEMENT BUDGET
REQUEST SUMMARY

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EXECUTIVE SUMMARY

Founded in 1965, the University of Southern Indiana enrolls over 9,300 dual credit, undergraduate, and graduate students in more than 130 areas of study. A public higher education institution located on a beautiful 1,400-acre campus in Evansville, USI offers programs through the College of Liberal Arts, Romain College of Business, College of Nursing and Health Professions, and the Pott College of Science, Engineering, and Education. Since its founding—with a goal of bringing higher education to an under-served population in Southwest Indiana—the University has been a model for student-centered, postsecondary education, delivering high-quality teaching at an affordable cost. Remaining true to its mission, the University of Southern Indiana provides our students an environment that promotes academic success, the mentors they need to succeed, and opportunities for personal and career growth.

The University of Southern Indiana has undergone a major transformation in academic programs and in instructional and support facilities. With online, hybrid, accelerated or traditional in-person courses and programs, the University can offer flexible options for both traditional students and adult learners. Whether in the classroom, laboratory, clinical setting, or online; faculty are always striving to elevate the educational experience for USI's students. The University also offers a comprehensive range of support services and activities provided by dedicated staff who prepare students to be knowledgeable and responsible citizens.

USI's reputation for strong teaching continues to attract exceptionally qualified students from Indiana and beyond—drawing students in Fall of 2023 from 90 counties in Indiana, 45 states, and more than 45 countries. USI is a Carnegie Foundation Community Engaged University and offers continuing education and special programs to more than 15,000 participants annually through Outreach and Engagement. The University offers study-abroad opportunities in more than 60 countries and hosts international students from around the globe.

It is no coincidence that USI's dramatic development parallels the economic expansion of southwestern Indiana. USI has been boldly redefining the higher education landscape for 60 years, providing affordability, accessibility, and compatibility with employer needs. As one of only five residential, baccalaureate-granting, public universities in the state, USI has been a key asset in the effort to grow and sustain Indiana's workforce. The University continues to develop new degree programs and specialty tracks to meet the needs of students and the regional workforce, contributing to a well-educated citizenry. Today, 70 percent of USI's 50,481 alumni remain in Indiana and 74 percent of that number reside in southwest Indiana. A competitive member of NCAA Division I and the Ohio Valley Conference, USI offers 19 varsity intercollegiate men's and women's sports.

The University of Southern Indiana's 2025-2027 Operating and Capital Improvement Budget Request addresses many of the strategic goals outlined in the Indiana Commission for Higher Education's 2023 *HOPE (Hoosier Opportunities & Possibilities through Education) Agenda*. The University seeks full funding of the state's performance funding formulas to support student success, current programs and services, and to respond to regional workforce and educational needs.

UNIVERSITY OF SOUTHERN INDIANA'S STRATEGIC PLANS

The University adopted its first strategic plan in 2010. The initial strategic planning process reflected on what made the University of Southern Indiana community unique and the direction the University needed to take to continue to develop. A different approach was taken for creating the 2016-2020 Strategic Plan when the University conducted an Environmental Scan from January 2014 through July 2014.

When our effort to formulate the University of Southern Indiana's third strategic plan was launched, President Ronald Rochon indicated the importance of fully engaging our campus community, learning from our first two strategic plans, recognizing current financial realities, and identifying and measuring performance indicators. He also charged that USI

must be a catalyst for change and a university on the front end of creating a talented and educated citizenry that meets the entrepreneurial and workforce needs of Indiana.

Through a focused planning effort, more than 2,600 faculty, staff, students, alumni, retirees, partners and friends took part. They lent their voices, insights and passions to the process and shared creative ideas that have resulted in an exciting roadmap. The University's Trustees have been engaged in this process from the outset, and their approval reflects their contribution to and support of ***Accelerating Impact: USI's Strategic Plan, 2021-2025***.

Accelerating Impact is a roadmap that is advancing the University toward its vision: to be a recognized leader in higher education by boldly shaping the future and transforming the lives of our students through exceptional learning and intentional innovation. Designed to further the University's excellence in learning and engagement over the current five years, USI will be propelled by the following four goals intended to accelerate our University's impact:



The objectives, strategies, and action steps the University has implemented involve critical investments in the people, programs, and partnerships that distinguish USI. They provide opportunities to further the University's reputation as an exemplar of innovation and enhance the ability of our University community to bring positive change to the world. USI is proud of the plan our community has created and looking forward to the results of our collective efforts.

STUDENTS AT USI

The University of Southern Indiana is committed to improving the postsecondary attainment level of the citizens of the southern Indiana region and throughout the state. Enrollment in Fall 2023 was 9,286 including dual credit, undergraduate and graduate students. Full-time-equivalent (FTE) graduate and undergraduate students numbered 7,263. Approximately 80 percent of undergraduate and graduate students or 5,940 enrolled as full-time students.

The University of Southern Indiana is committed to improving the postsecondary attainment level of the citizens of the southern Indiana region and throughout the state. In Fall of 2023, 41.4 percent of enrolled students are from the surrounding counties of Posey, Vanderburgh, Warrick and Gibson, while a total of roughly 76 percent of the overall University population are home grown students from counties across all of Indiana.

Beginning with admission for 2021 academic terms, USI allowed students to decide whether to provide standardized test scores as part of their application. This change was supported by developing best practices in higher education admission standards. USI has continued to consider multiple facets of a student's academic record to determine admission including high school curriculum and grades earned in academic coursework, strength of courses taken, and performance in honors, dual credit, and AP coursework. Students will still have the option to submit a standardized test score for additional consideration.



The University of Southern Indiana has a number of partnerships with P-12 schools to increase learning opportunities for pre-college students. Outreach and Engagement works with schools and community partners to provide quality educational opportunities to students, teachers and parents. The work encompasses enrichment opportunities for children ages 4-18, including Dual Credit through the nationally-accredited College Achievement Program (CAP). Outreach and Engagement also provides professional development opportunities for educators and lifelong learners.

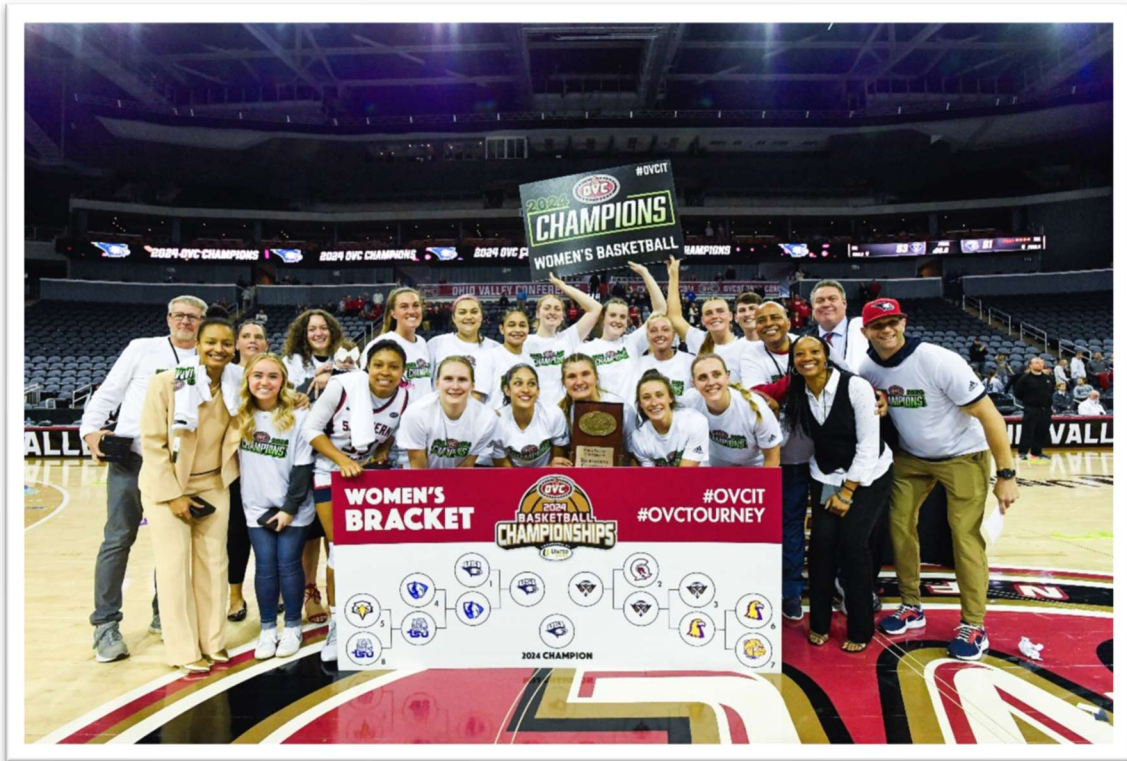
USI's dual credit program, the College Achievement Program, was founded in 1985. CAP has evolved in a deliberate manner to ensure sound partnerships with participating high schools and quality control of instruction and curricula at the department level, with 24 USI faculty members serving in the role of Faculty Liaison. To bring current and prospective CAP instructors into compliance with the Higher Learning Commission's faculty credentialing requirements, USI began offering the CAP Graduate Fee Waiver in May 2015. To date, the Graduate Fee Waiver has assisted 44 unique CAP instructors with tuition and fees toward 448 graduate hours in their discipline. Many USI CAP instructors also are participating in continuing education and credentialing through the state's STEM Teach and Teach Dual Credit Indiana programs.

CAP offers high school juniors and seniors, as well as select sophomores, mostly introductory survey courses that are part of the University's general education curriculum. In 2023, USI was approved to award the 30-hour Indiana College Core to its dual credit partners, and two high schools who have signed MOUs with USI as of Summer 2024. Also new in 2023-2024, USI began offering its dual credit to students free of charge. During the 2023-2024 academic year, CAP offered 39 unique courses, a total of 168 sections, at 31 high schools and career centers. CAP courses were taught by 98 approved, trained, and supported high school instructors to approximately 3,150 unique students, generating over 12,900 credit hours. USI's program received its second reaccreditation from the National Alliance of Concurrent Enrollment Partnerships (NACEP) in 2020. This recognition indicates the high quality of the College Achievement Program at the University. USI is one of only seven institutions in Indiana and one of 134 institutions nationwide to hold NACEP accreditation.

ATHLETICS

The USI Athletic department is the home of the Screaming Eagles and showcases the University's Screagle Pride. Nineteen varsity intercollegiate men's and women's sports compete at the NCAA Division I level, primarily within the Ohio Valley Conference.

The ongoing goal of the Athletic Department is to achieve national prominence in each varsity sport while maintaining academic excellence. USI is proud of the achievements of its student athletes, who maintain an overall grade point average of 3.2 and consistently boasts nearly 200 Academic All-Conference Awards annually. USI has been nationally ranked by USA Today and the NCAA for student athlete graduation rates and is proud to offer scholarship opportunities in each varsity sport.



INTERNSHIPS AND CO-OPS

The USI Internship Program, facilitated through Career Services and Internships, offers a unique opportunity for students to integrate classroom learning with career-related work experience in both the public and private sector. Although roughly half of all internship and co-op placements are paid positions, the primary value of a co-op experience or internship is the opportunity to clarify career goals, gain practical experience, and establish contacts with professional colleagues.

Since the implementation of the USI Internship Program 30 years ago, nearly 1,100 businesses, nonprofit organizations, governmental agencies, health care providers and educational institutions have provided co-op and internship opportunities to USI students. Over the past five years just over 600 students have participated in the Internship Program on an annual basis. Since 2010, the number of internships coordinated through USI Career Services and Internships has more than doubled.



USI Career Services and Internships provides employment preparation and career development services to students and alumni. Several different methods are used to prepare students for internship and co-op placement. These include job search strategy programming that provides opportunities for students to network with employers and Eagle Career Launch, an online job listing and recruitment system that allows USI students access to over 3,000 internship, co-op, part-time and full-time job listings annually.

In addition, multiple career fairs and other employer events are held each year which bring over 225 employers to campus to recruit students for various positions. At USI, students receive a combination of academic instruction and real-world experiences that builds their confidence and enhances their effectiveness for employers.

ADULT STUDENTS

The University has worked to develop educational opportunities for adult learners. To further assist part-time, commuting, and older students, the University offers many undergraduate majors and graduate degrees which can be completed through part-time, evening, virtual, online, and off-campus coursework. The University has also further expanded a variety of its virtual, online, and hybrid course offerings over the past decade.

In collaboration with a \$2.5 million grant from the Lily Endowment, USI launched a new Center for Adult Learner Success (CALs) beginning in Fall 2021 that will offer an innovative infrastructure for adult learners to obtain additional education credentials through both credit and non-credit instruction. CALs will fill an untapped opportunity to assist adults seeking to expand their education through career readiness and advancement opportunities and employers addressing their needs for educating a workforce, both existing and newly hired, with the skills necessary to meet the needs of future workforce environments. In addition to collaborating with employers, the center will provide support and guidance to adult learners in terms of student financial assistance, admissions, registration, advising and IT support.

CALs will work together with a network of existing structures within the University, including advising, admissions, marketing, academics and others. Three strategies will guide the University as it works to identify, enroll, and graduate adult learners. The first strategy is creating multiple pathways that allow adult learners to achieve educational goals. The second strategy is identifying multiple access points for adult learners to efficiently complete desired educational credentials. The final strategy is developing a communication and marketing plan for a targeted market of adult learners and employers in the state and region.

WORKFORCE AND COMMUNITY ENGAGEMENT

The University of Southern Indiana is actively engaged in developing economic, cultural, and educational opportunities throughout the region. The University engages with area business, industry, social and governmental agencies for applied and partnership initiatives related to the problems and concerns of economic and workforce development, entrepreneurship and innovation, tourism and recreation, health-care delivery, gerontology, energy development, and environmental-quality analysis.

While service to the region has always been a core value of the institution, an expanded focus on outreach and engagement is shaping new awareness and the intentional

positioning of the University's role in the region. Expectations from government, business, and community leaders that USI provides leadership to economic and workforce development initiatives is reflected in institutional emphasis on applied research, scholarly engagement, service learning, faculty and student consulting, and regional partnerships. Faculty, staff and student expertise is extended to activities throughout the region while community groups often use academic resources and facilities on campus.

Workforce development opportunities are offered through targeted degree credit programs, noncredit and contractual programs for a variety of industries, on-site training, online programs, and partnerships with regional economic development organizations. Additionally, Volunteer USI is coordinated through USI Alumni and Volunteer Services and is a University-wide program to recruit, place and recognize volunteers who give their services and talents to benefit USI and the surrounding communities.



ALUMNI FROM USI

Important to the state and to the region is the number of students who graduate from the University of Southern Indiana and choose to stay in Indiana. Of the University's 50,481 living alumni, 70 percent live in Indiana and, of that number, 74 percent reside in southwest Indiana. The University of Southern Indiana works closely with regional employers in designing and teaching courses to assure that highly skilled graduates meet their needs. The close relationship with area employers and employers' confidence in USI graduates help meet an

important goal of the state - retaining college graduates in the state. Several factors contribute to USI's success in graduate retention. The University's strong internship and cooperative education program places students in employer settings, allowing the students to gain experience and the employer to assess the students' skills and work ethic. Many of these experiences lead to full-time employment after graduation.

AFFORDABILITY, PRODUCTIVITY, AND EFFICIENCY

Maintaining affordability for postsecondary education is a primary goal of the University of Southern Indiana. According to the College Board's Trends in College Pricing 2023, the national average for undergraduate tuition and fees charged by Midwest based public four-year colleges and universities in 2023-2024 was \$11,260. While at the University of Southern Indiana, tuition and fees for full-time, in-state undergraduate students is \$ 9,621 in 2023-2024 and remained the most affordable 4-year residential institution in the state. USI's 2023 tuition was again below the national average at public colleges and universities.

The University of Southern Indiana recognizes that cost can be a true barrier to access and completion for Indiana's students. Increasing the number of Hoosiers pursuing postsecondary education and obtaining a four-year degree is a major goal of the state. To assist the state in reaching its goal of increased participation and completion, the University of Southern Indiana has a long history of maintaining an affordable fee structure. USI considers maintaining low tuition a vital element of meeting its institutional mission. The University of Southern Indiana takes seriously the mission of excellence and affordability. Although relatively young in its lifecycle, the University is both a leader and a model institution in these areas.

While the University of Southern Indiana is committed to maintaining affordability, the University recognizes that the responsibility for accomplishing this goal is shared with other stakeholders including students, their families and state and federal policymakers. Financial support is required from each of these constituencies to provide the programs, facilities, and support services necessary to fund the educational requirements necessary for a high-quality educational experience. The University is efficient in its operation, but continues to rely on the support of the State and its students to offer the excellence that benefits its constituents, the region, and all of Indiana.

PRIVATE SUPPORT

The USI Foundation is a not-for-profit corporation established in 1968 exclusively to serve the University of Southern Indiana. The USI Foundation’s mission is to attract, acquire, and manage donors’ charitable gifts to support and sustain the goals of the University of Southern Indiana. Since the first gift of \$200 was made on October 1, 1968, to the present day, thousands of alumni, friends, and organizations have contributed to the USI Foundation. Currently, the USI Foundation has total assets of \$202.6 million.

The USI Foundation continues its efforts to invite support to fulfill the needs of students, programs, and faculty. Over 3,800 individuals make a gift to the USI Foundation annually. Significant investments from alumni and friends continue to be made in our students and academic programs. Major gifts from Evansville companies are being made to the Center for Applied Business Technologies, which will help produce a workforce with market-leading competencies. In 2024, a \$2.55 million gift was made to support Presidential Scholars, benefitting students from Indiana. Scholarship endowments continue to be established and the USI Foundation awards \$3 million annually in scholarship support directly to students. In June 2024, two leadership gifts were verbally committed and we anticipate they will be formalized by end of the calendar year.

During the past five fiscal years, the University of Southern Indiana and the USI Foundation have provided an average of \$6,127,490.40 per year in public and private support.

	FY2019	FY2020	FY2021	FY2022	FY2023
Gifts through Development Office	\$5,964,999	\$6,523,001	\$7,241,642	\$5,411,839	\$5,495,971
Total Private Support	\$5,964,999	\$6,773,001	\$7,241,642	\$5,411,839	\$5,745,946
Total Private and Public Support	\$7,328,252	\$8,342,396	\$7,241,642	\$5,411,839	\$5,745,946

MEASURES OF EDUCATIONAL QUALITY

The University of Southern Indiana was established in response to community and regional needs. USI calculates its institutional effectiveness through a variety of performance indicators designed to meet its internal expectations, as well as those of external constituencies. Appropriate data and feedback loops are available and used throughout the organization to support continuous improvement.

Assessment and accountability are fundamental principles of operation at the University of Southern Indiana. Over time the University has layered a variety of assessment activities to measure the quality of education at the institution. Each layer contributes to a cohesive assessment strategy.

CARNEGIE CLASSIFICATION FOR COMMUNITY ENGAGEMENT

The Carnegie Foundation for the Advancement of Teaching has twice awarded the University of Southern Indiana the Community Engagement Classification. The classification for Community Engagement is an elective classification, meaning that it is based on voluntary participation by institutions. The elective classification involves data collection and documentation of important aspects of institutional mission, identity and commitments, and requires substantial effort invested by participating institutions.

Community engagement describes collaboration between institutions of higher education and their larger communities (local, regional/state, national, global) for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity. The purpose of community engagement is the partnership of college and university knowledge and resources with those of the public and private sectors to enrich scholarship, research, and creative activity; enhance curriculum, teaching, and learning; prepare educated, engaged citizens; strengthen democratic values and civic responsibility; address critical societal issues; and contribute to the public good.

This achievement recognizes USI's ongoing collaboration with the southern Indiana community and beyond in both curricular engagement and outreach and partnerships. In its notice to the University of re-classification, the Carnegie Foundation said USI “documented excellent alignment among campus mission, culture, leadership, resources and practices that support dynamic and noteworthy community engagement, and responded to the classification framework with both descriptions and examples of exemplary institutionalized practices of community engagement.”

THE HIGHER LEARNING COMMISSION

The Higher Learning Commission (HLC) is an independent corporation that was founded in 1895 as one of seven regional accreditors in the United States. HLC accredits degree-granting post-secondary educational institutions in the United States. HLC is as an institutional accreditor, accrediting the institution as a whole.

HLC relies on a cadre of carefully selected and trained professionals who serve HLC in its accreditation processes. This group of more than a thousand individuals is called the Peer Corps. These volunteers share their knowledge of and direct experience with higher education, their dedication to educational excellence, and their commitment to the principles underlying voluntary accreditation. The HLC maintains a Peer Review Corps of approximately 1,300 faculty and administrators from institutions within the nineteen state North Central region. The peer reviewers play an incredibly important role in all stages of the accreditation process. They are responsible for assuring that an institution is complying with the accreditation criteria as well as for helping an institution advance within the context of its own mission.

HLC research initiatives analyze graduation rates and strive to better understand the practices and circumstances at member institutions that have improved their graduation rates, along with the reasons that have led to the status quo or in some instances declining rates. HLC's aim is to help institutions improve student retention and completion. This initiative seeks to identify successful practices as well as being responsive to continuing and new challenges.

IMPLEMENTING THE HOPE AGENDA

HOPE (Hoosier Opportunities & Possibilities through Education) Agenda, the Indiana Commission for Higher Education's 2023 initiative, asserts that enrollment, completion, and graduate retention — will ensure all Hoosiers have the opportunity to access the hope higher education provides, employers will have access to a better-prepared workforce and communities will be stronger. The HOPE Agenda calls for Indiana to be a top 10 state in the nation by 2030 in the following areas:

1. ***Post-high school training and education going rates for youth and adults, across all demographics;***
2. ***Postsecondary attainment for veterans, individuals with disabilities, and the justice-involved;***
3. ***Utilization of credit for prior learning to honor the work, training, and education already achieved by adult learners;***
4. ***The rate at which Hoosiers successfully complete their chosen areas of study;***
5. ***Retaining talent once someone has graduated from a postsecondary training or education program;***
6. ***Measurable distinction in economic and social mobility and prosperity outcomes; and***
7. ***As the recognized state for growing or starting a business, based upon the strength of human capital.***

ALIGNMENT WITH THE UNIVERSITY'S STRATEGIC PLAN

The objectives, strategies, and action steps USI has implemented as a part of its own strategic plan align well with the Commission Hope Agenda. They involve critical investments in the people, programs, and partnerships that distinguish USI. These overarching themes include a variety of tangible goals that are directly reflective of the CHE's effort to improve degree attainment for resident enrollment, degree completion, and attainment for low-income and adult students:

- Increase retention rates of first-time, full-time students seeking baccalaureate degrees
- Increase graduation rates of first-time, full-time students seeking baccalaureate degrees
- Increase retention and graduation rates of at-risk and underrepresented students
- Increase the number of transfer students and adult learners (students older than 25 years of age at the time of graduation) completing degrees
- Increase credit hour production
- Increase the number of adult learners
- Ensure all graduates will have successfully engaged in two or more high-impact experiences (high-impact practices include internships, service-learning, field experiences, etc.)
- Increase the number of partnerships with for-profit, non-profit and government organizations
- Increase the number of USI community members engaged in community-based or service-learning activities
- Increase the number of high-impact engagement activities

IN-STATE GRADUATE RETENTION EFFORTS

USI department of Career Services and Internships prioritizes career fair invitations to employers from within Indiana over those outside the state. Over 80% of the employers who attend our internship and career fairs each semester are based in Indiana or have physical locations employing within the state. In addition, about 86% of student internships since 2021 took place with employers in Indiana. USI's faculty and staff continue to foster those Indiana-based employer relationships so future students can have similar internship experiences.

This fall, USI will host a workshop for local employers interested in developing an internship program or improving an existing one. Our goal is to ensure employers provide quality experiences for students within the state, and historically many employers who offer

paid internships are hopeful they will hire the intern upon graduation. USI also provides networking opportunities for students to meet Indiana-based employers. We have recently hosted a small group of incoming students from across the nation, and our office facilitated tours with local organizations. The students toured the facilities and met with current interns and USI alums who work at the organizations—discussing the majors hired at each organization and the benefits of working there. USI is working toward providing more on-site tours in the future, in addition to our regular on-campus networking opportunities for students and employers.

The USI Office of Alumni Engagement and Volunteer USI works to facilitate connections between USI Alumni and the University, each other, and the community. Alumni Engagement sponsored events and volunteer activities provide opportunities for our alumni to meet and connect with a variety of resources to grow their individual networks and learn about career opportunities. We promote job opportunities, (higher than entry level and require more years' experience and higher level of skill) as employers inform us of their needs. The overwhelming majority of these opportunities are located within Indiana. Some of the alumni receiving these notices are currently living outside of the state and are attracted to return to Indiana because of these opportunities.

Furthermore, the Alumni Council has formed a committee with the goal of enhancing our mentoring program. The committee will work to involve alumni and faculty from each of our colleges to provide more mentoring and networking opportunities. In addition, our alumni have lifelong access the Office of Career Services and Internships at no additional cost. Services through the Career office include access to job postings, an open invitation to USI job fairs and other job fairs that are made known to the office, as well as job search help such as resume critiques and mock interviews. The majority of these opportunities either take place in Indiana or are aimed at maintaining a connection with Indiana for those outside of the state.

EXPANSION OF ON-LINE AND HYBRID OFFERINGS FOR ADULT LEARNERS

USI is a proven contributor to Indiana's economy and embraces this challenge, as demonstrated by the institution's focus on increasing access to higher education for traditional and nontraditional students, including the addition of expanded online and hybrid program offerings at both the undergraduate and graduate levels, including complete online degree programs in:

Bachelors

- Professional Studies
- Electrical Engineering
- Health Informatics and Information Management
- Business Administration
- Radiologic and Imaging Sciences
- Sport Management
- Registered Nurse to Bachelor of Science in Nursing
- Registered Respiratory Therapist to Bachelor of Science in Respiratory Therapy

Masters

- Master of Science in Education
- Master of Business Administration
- Master of Criminal Justice
- Master of Science in Sport Management
- Master of Health Administration
- Master of Public Administration
- Master of Arts in Communication
- Master of Social Work

Doctor

- Doctor of Educational Leadership
- Doctor of Nursing Practice

Increasingly, as the public comprehensive institution in southwest Indiana, the University of Southern Indiana assumes leadership roles in key regional development initiatives. While remaining focused on the University's central mission of providing quality teaching and learning, USI is a broadly engaged university providing resources and services to support economic and workforce development. The University's consistent record of program development and service expansion in response to, or in anticipation of, needs of the changing economy is clear.

UNIVERSITY OF SOUTHERN INDIANA

2025-2027 OPERATING AND CAPITAL IMPROVEMENT

INSTITUTIONAL REQUEST

The University of Southern Indiana requests support of its 2025-2027 Operating and Capital Improvement Budget Request to carry out its mission of providing high-quality education services to Hoosier students in support of achieving the goals of the State of Indiana and the Southwest Indiana region.

Metric Value and Impact

The University of Southern Indiana's 2025-2027 Operating and Capital Improvement Budget Request was developed using the Outcomes-Based Performance Funding Metrics created by the Indiana Commission for Higher Education. Based on the budget instructions, the University is eligible to receive funding through each of the eight Performance Funding Metrics. Indiana's Outcomes-Based Performance Funding Formula began in 2003 and has evolved to provide incentives to public higher education institutions who improve in student-outcome driven metrics. In 2023, a new formula was instituted that establishes performance goals for each institution based upon their unique challenges and opportunities, and rewards progress towards those goals. The metrics for the University of Southern Indiana are:

- On-Time Completion
- Overall Completion
- Low-Income Youth Enrollment
- Adult Enrollment
- Low-Income Completion
- Adult Completion
- STEM Completion
- Graduate Retention

The Indiana Commission for Higher Education has proposed outcome goals and assigned weights to each metric unique to the profile of each institution. Recognizing that these goals are intended to be aspirational outcome for the University, it is assumed by the University that a positive performance would earn roughly 80% of the funding available to USI. If the metrics are funded in 2025 at a level of 5% new higher education funding by the Indiana General Assembly, that positive performance is estimated to result in USI earning \$2,133,095 in new operating funding for improved performance. The University of Southern Indiana requests full funding of the Outcomes-Based Performance Funding Formulas by the State.

The University of Southern Indiana would also like to express support for the Indiana Commission for Higher Education's efforts to move forward from utilizing reallocation of base operating budgets as in years past. Although the University of Southern Indiana has shown improvement in each of the metrics for several biennia, reallocation of the base and adjusted unit values has led to volatility in funding despite consistent improved performance. The reallocation method did not consistently recognize an institution's improved performance. Rather than rewarding improved performance by institutions, the variation in the value of the metrics and the required institutional contribution to fund the metrics often led to unintended volatility in year-to-year funding.

LINE-ITEM APPROPRIATION REQUEST

The University's 2025-2027 Operating Budget Request includes three line-item appropriation requests.

<u>HISTORIC NEW HARMONY</u>	<u>2025-2026 Request</u>	<u>2026-2027 Request</u>
<u>Requested Base Appropriation</u>	\$535,566	\$589,123

The University of Southern Indiana requests increased funding of the current line-item appropriation for Historic New Harmony to support the conservation, education, and upkeep of this state and national treasure. The line-item appropriation for Historic New Harmony is currently lower than it was more than 20 years ago. Funding from the state is not kept up with the cost of maintenance of this valued Indiana property and USI has continually utilized money from other operating sources to ensure the necessary preservation of these historic assets. This request would restore Historic New Harmony's operating appropriation to near the same level it was in FY 2009 before prior funding cuts.

<u>EARLY COLLEGE BRIDGE PROGRAM</u>	<u>2025-2026 Request</u>	<u>2026-2027 Request</u>
<u>Requested Base Appropriation</u>	\$600,000	\$600,000

The University of Southern Indiana requests continued funding of the current line-item appropriation for the Pathways Early College Bridge Program to support the recruitment and retention program targeting Indiana's at-risk student population. This request would provide continued support for a program assisting the University with improving the recruitment, persistence, and overall graduation rates of our most at-risk students. Support services and connections with key staff members during this program will provide a strong foundation for these students to build upon. This program will conduct targeted recruitment efforts, a summer bridge program, academic and student support counseling, and career development training. The funding will also be used for housing, meals, programming, books, and tuition during the summer bridge portion of the program. This request is intended to meet the state goals of improved enrollment and on-time graduation rates for our at-risk students and further supports the Indiana Commission for Higher Education's HOPE Agenda.

<u>CENTER FOR APPLIED BUSINESS TECHNOLOGIES</u>	<u>2025-2026</u>	<u>2026-2027</u>
	<u>Request</u>	<u>Request</u>
<u>Requested Base Appropriation</u>	\$410,000	\$410,000

The University of Southern Indiana requests permanent funding of a new line-item to support expansion of the Center for Applied Business Technologies, USI’s highly regarded AI-based market leading competencies lab for Romain College of Business students. The proposed Center for Applied Business Technologies will ensure that cohorts beyond Fall 2024 will have access to building not only the AI-based, market-leading competencies but also other new competencies as new technologies emerge. In a survey of Indiana CIOs, the in-demand workforce competencies in the next 5-10 years in Indiana will be AI-related, such as natural language processing or working with smart electricity hubs to optimize load-distribution on electric lines. Annually, about 250 Romain graduates will not only help power the Hoosier talent pipeline but will also help create new kinds of jobs for our corporate partners.

The Center for Applied Business Technologies will house:

- a. Biometrics-based hardware and software that will allow ALL students to help organizations optimize user engagement on their website or mobile platforms in unique data-driven ways, as some of them did for the Indiana Commission for Higher Education. Other students leveraged these technologies to provide services to the Children’s Museum in Indianapolis with wayfinding and Midwestern Pet Foods, Inc with data-driven design of pet-food packaging.
- b. AI-based platforms, such as IBM Watsonx, will allow ALL of our students to develop customized business process optimization solutions – as some of our Computer Information Systems students did recently for Berry Global.
- c. The world’s largest behavioral and mental health analytics platform. Currently only a few students have access to this platform for a limited time. This is a first-of-its kind opportunity for undergraduate students in Indiana.
- d. Textual Analytics software.
- e. Other emerging technologies

DUAL CREDIT LINE ITEM APPROPRIATION REQUEST

The University of Southern Indiana’s dual credit program, the College Achievement Program (CAP), was founded in 1985. CAP has evolved in a deliberate manner to ensure sound partnerships with participating high schools and quality control of instruction and curricula at the department level, with 24 USI faculty members currently serving in the role of faculty liaison. Thirty-nine courses, a total of 168 sections, were offered at 31 high schools taught by 98 approved high school instructors during the 2023-2024 academic year. Approximately 3,150 unique students completed one or more courses, generating over 12,900 credit hours. USI’s program received its second reaccreditation from the National Alliance of Concurrent Enrollment Partnerships (NACEP) in 2020. This recognition indicates the high quality of the College Achievement Program at the University. In 2023-2024, USI was approved to offer the Indianan College Core (ICC) Certificate and began offering dual credit to students free of charge. USI is one of only seven institutions in Indiana and one of 135 institutions nationwide to hold NACEP accreditation.

The University of Southern Indiana requests the following funding for Dual Credit priority courses for the 2025-2027 biennium.

<u>DUAL CREDIT</u>	<u>2025-2026</u> <u>Request</u>	<u>2026-2027</u> <u>Request</u>
<u>Requested Base Appropriation</u>	\$548,150	\$548,150

CAPITAL BUDGET REQUEST

The University of Southern Indiana requests bonding authorization for support of capital project funding and full funding of the General Repair and Rehabilitation and Infrastructure formula during the 2025-2027 biennium. To be conscious of state resources and meeting current student needs, USI's project requests focuses on updating and improving existing space and structures.

Academic Renovation Phase II

\$43,000,000

The University of Southern Indiana request \$43 million in Major Repair and Rehabilitation fee-replaced funding for Academics Renovations Phase II. This project includes renovation of three floors in the Orr Center, one floor of the Art Center, Rice Library Phase I of IV and specific STEM focused initiatives in the Business Engineering Building and Rice Library.

Renovations in the Orr and Art Centers includes ADA improvements throughout, updating classrooms, labs and offices, right-sizing, renovating and updating technology in classrooms; replacement of mechanical, electrical, and plumbing, and updates to elevators. The Rice Library renovation includes following the 2019 Library Master Plan to improve the Library's function as a student hub for study and collaboration. Specific initiatives include creating a large STEM Innovation Lab in Rice Library and a Center for Applied Business Technologies housing five labs in the Business and Engineering Center.

Improvements to classrooms will advance the learning environment and comfort of students while the classroom technology improvements invigorate what and how professors can provide the learning experience. Creation of more study spaces and student lounge spaces will improve the ability of our students to access study and relaxing spaces while on campus. Transforming part of the Business and Engineering Center into a Center for Applied Business Technologies will enable every student in Business and in collaboration with students from other majors an opportunity to experience and improve their knowledge and master today's software in AI, advanced biometrics, textural analytics and data visualization. The STEM Innovation Lab will provide K-12 students a meaningful STEM learning experience, foster engagement toward pursuing careers in STEM fields, create pathways to higher education for those students, and establish space for future teachers to gain applied STEM teaching skills.

Academic Renovation Phase III

\$39,000,000

The University of Southern Indiana request \$39 million Capital Repair and Rehabilitation fee-replaced funding for Academics Renovations Phase III. This project includes renovations to the Science Centers East and West, Rice Library Phase II of IV, and expanding

the Liberal Arts Building to include an Arts Storage Facility.

Science Center renovations will include improvements to mechanical, electrical, and plumbing, updating classroom and lab technology, equipment, and layout, replacing roofs, installation of additional student study spaces, and right sizing classrooms. Rice Library work focuses on further transformation of the space from a previous focus on hard bound book management to students centered technology and collaborative study spaces. The Liberal Arts Storage Facility would provide a centrally controlled humidity and temperature capabilities for storage space of the University art collection and improve access to art for both students and the broader community.

It is necessary for the University to continue to improve our spaces to best enable the success of all our students. This project will continue our path in creating more useful and collaborative spaces for student use. The Science Center improvements directly improve our outcomes for STEM students and those in any majors requiring science classes as part of their core curriculum. These updates will better position the University to meet the expectations of the Indiana Commission for Higher Education as described in the current Outcomes-Based Performance Funding model and the HOPE Agenda.

General Repair and Rehabilitation and Infrastructure

\$3,314,900

The University requests full funding, in each year of the biennium, of the General Repair and Rehabilitation and Infrastructure formula to maintain existing facilities, including the infrastructure which supports these facilities. Several general repair and rehabilitation projects are planned for completion in the 2025-2027 biennium.

CONCLUSION

The University of Southern Indiana requests support from the State of Indiana for its 2025-2027 Operating and Capital Improvement Budget Request. The University requests funding to support:

- USI’s positive performance in On-Time Degree Completion, Overall Degree Completion, Low-Income Youth Enrollment, Adult Enrollment, Low-Income Completion, Adult Completion, and STEM Completion
- Academic Renovation Phase II Project
- Academic Renovation Phase III Project
- General Repair and Rehabilitation and Infrastructure Formula
- Line-Items
 - Historic New Harmony
 - Pathways Early College Program
 - Center for Applied Business Technologies
- Dual Credit

Full funding of the Outcomes-Based Performance Funding Formula, the University’s Capital Improvement Plan, Dual Credit, and our three line-item requests are essential for the University of Southern Indiana to serve the southern Indiana region and to help achieve the workforce preparation goals of the State of Indiana.

UNIVERSITY OF SOUTHERN INDIANA

2025-2027 CAPITAL IMPROVEMENT PLAN

The University of Southern Indiana's 2025-2027 Capital Improvement Budget Request asks for the approval and funding for the following projects:

MAJOR REPAIR AND REHABILITATION

Academic Renovation Phase II

Academic Renovation Phase III

NEW CONSTRUCTION

No requests for New Construction for 2025-2027

ACQUISITIONS

No requests for Acquisitions for 2025-2027

MAJOR EQUIPMENT

No requests for Major Equipment for 2025-2027

GENERAL REPAIR AND REHABILITATION AND INFRASTRUCTURE

The University requests full funding, in each year of the biennium, of the General Repair and Rehabilitation and Infrastructure formula to maintain existing facilities, including the infrastructure which supports these facilities. Several general repair and rehabilitation projects are planned for completion in the 2025-2027 biennium.

CAPITAL REQUEST SCHEDULE IV (CRS IV)
INDIANA PUBLIC POSTSECONDARY EDUCATION
SUMMARY OF MAJOR PROJECTS RELATED TO THE TEN-YEAR CAPITAL PLAN
UNIVERSITY OF SOUTHERN INDIANA

	Near Term 2025 - 27			Medium Term 2027-29			Long-Term 2029-35		
	Est. State Funding	Est. Other Funding	Est. GSF Impact	Est. State Funding	Est. Other Funding	Est. GSF Impact	Est. State Funding	Est. Other Funding	Est. GSF Impact
<u>A. SPECIAL R&R PROJECTS</u>									
1. Academic Renovation Phase II (July 2024)	\$ 43,000,000		129,000						
<i>Orr Center - 75,000 sf</i>									
<i>Art Center - 24,000 sf</i>									
<i>Business Computer Science 7,000 sf</i>									
<i>STEM Initiative 3,000 sf</i>									
<i>Rice Library Phase I - 20,000 sf</i>									
2. Academic Renovation Phase III	\$ 39,000,000		157,000						
<i>Science Center Renovation - 128,000 sf</i>									
<i>Rice Library Phase II - 22,000 sf</i>									
<i>Art Educ. - Storage Facility - 7000 sf</i>									
3. Student Residence Building Renovations		\$12,000,000			\$18,000,000			\$54,000,000	
<i>Apartment Building Renovations</i>									
4. Academic Renovation Phase IV				\$ 47,000,000		145,000			
<i>Liberal Arts Renovation - 123,000 sf</i>									
<i>Rice Library Phase III - 22,000 sf</i>									
5. University Center Expansion/Renovation							\$ 32,000,000		84,000
<i>UC Expansion 60,000 sf</i>									
<i>Rice Library Phase V - 24,000 sf</i>									
<u>B. NEW CONSTRUCTION</u>									
1. Student Residence Building w/ Dining Hall (July 2026)		\$ 77,000,000	400 Beds						
2. Nexus Innovation Center Phase 1 (July 2029)				\$ 49,000,000		88,000			
3. Student Residence Building w/ Dining (July 2030)							\$ 90,000,000		400 beds
4. Multidisciplinary Engineering Center (June 2031)							\$ 50,000,000		100,000
<u>C. QUALIFIED ENERGY SAVINGS PROJECTS</u>									
<u>D. ACQUISITION (FACILITY, LAND OR LEASE)</u>									
<u>E. OTHER PROJECTS</u>									
TOTAL CAPITAL PROJECT BUDGET REQUEST	\$ 82,000,000	\$ 89,000,000	286,000	\$ 96,000,000	\$ 18,000,000	233,000	\$ 82,000,000	\$ 144,000,000	184,000

UNIVERSITY OF SOUTHERN INDIANA

ACADEMIC RENOVATION PHASE II PROJECT

Project Description:

The University of Southern Indiana request \$43 million in Major Repair and Rehabilitation fee-replaced funding for Academics Renovations Phase II. This project includes renovation of three floors in the Orr Center, one floor of the Art Center, Rice Library Phase I of IV and specific STEM focused initiatives in the Business Engineering Building and Rice Library.

Renovations in the Orr and Art Centers includes ADA improvements throughout, updating classrooms, labs and offices, right-sizing, renovating and updating technology in classrooms; replacement of mechanical, electrical, and plumbing, and updates to elevators. The Rice Library renovation includes following the 2019 Library Master Plan to improve the Library's function as a student hub for study and collaboration. Specific initiatives include creating a large STEM Innovation Lab in Rice Library and a Center for Applied Business Technologies housing five labs in the Business and Engineering Center.

Improvements to classrooms will advance the learning environment and comfort of students while the classroom technology improvements invigorate what and how professors can provide the learning experience. Creation of more study spaces and student lounge spaces will improve the ability of our students to access study and relaxing spaces while on campus. Transforming part of the Business and Engineering Center into a Center for Applied Business Technologies will enable every student in Business and in collaboration with students from other majors an opportunity to experience and improve their knowledge and master today's software in AI, advanced biometrics, textural analytics and data visualization. The STEM Innovation Lab will provide K-12 students a meaningful STEM learning experience, foster engagement toward pursuing careers in STEM fields, create pathways to higher education for those students, and establish space for future teachers to gain applied STEM teaching skills.

Estimated Request: \$43,000,000 – State Funded Fee Replacement – State Bonding Authorization

Project G.S.F.: 140,000

Project A.S.F.: 86,800

Anticipated Date of Completion: August 2029

Estimated Annual Operating Cost Savings: (\$55,000) – mechanical, electrical, and plumbing aspects of building renovation and design will result in better efficiencies and a decrease in annual operating expenditures.

NEED FOR CLASSROOM AND STUDY SPACE RENOVATION

Home for several of the required core courses, renovations to the Orr and Arts Center will be experienced by and help many of our students across multiple majors. The Arts Center (built in 1974) and Orr Center (1990) will be made more receptive to all students with ADA access improvements, more inviting spaces, and additional study and collaboration spaces available for use. These additional study spaces are most utilized by traditional and commuting adult students who spend time on campus between courses. Discussions with students found that many are on campus more than 10 hours a day and are most in need of access to study spaces near their class areas to collaborate with fellow students.

University leadership have made efforts to slowly transform small parts of the former stacks areas within Rice Library into comfortable spaces for individual and group studies. However without additional capital support from the State, the University cannot adequately convert these spaces at a rate quick enough to accommodate our current student population. Currently available study spaces stay full during the school year. Close to midterms and finals all seats in the Library fill earlier and earlier each day and adequate space becomes unavailable.

The STEM Innovation Lab will offer hands-on academic experiences and standards-aligned lessons, developed and led by a dedicated, internally funded STEM Curriculum Development and Outreach Specialists. The program will prioritize recruitment and accessibility to low-income and underserved students in Southern Indiana, leveraging longstanding partnerships with community organizations like the YMCA of Southwest Indiana.

The proposed Center for Applied Business Technologies will ensure that all students will have access to experiencing the market-leading AI-related competencies of neuromarketing and textual analytics and competencies as new technologies emerge. In a survey of CIOs, the in-demand workforce competencies in the next 5-10 years in Indiana will be AI-related, such as natural language processing or working with smart electricity hubs to optimize load-distribution on electric lines. Annually, about 250 Romain graduates will move on from the program with the skills to not only help power the Hoosier talent pipeline but will also help create new kinds of careers for our corporate partners.

PRIORITY FOR ACADEMIC RENOVATION PHASE II PROJECT

- Number one capital request for 2025-2027 biennium

UNIVERSITY OF SOUTHERN INDIANA

ACADEMIC RENOVATION PHASE III PROJECT

Project Description:

The University of Southern Indiana request \$39 million Capital Repair and Rehabilitation fee-replaced funding for Academics Renovations Phase III. This project includes renovations to the Science Centers East and West, Rice Library Phase II of IV, and expanding the Liberal Arts Building to include an Arts Storage Facility.

Science Center renovations will include improvements to mechanical, electrical, and plumbing, updating classroom and lab technology, equipment, and layout, replacing roofs, installation of additional student study spaces, and right sizing classrooms. Rice Library work focuses on further transformation of the space from a previous focus on hard bound book management to students centered technology and collaborative study spaces. The Liberal Arts Storage Facility would provide a centrally controlled humidity and temperature capabilities for storage space of the University art collection and improve access to art for both students and the broader community.

It is necessary for the University to continue to improve our spaces to best enable the success of all our students. This project will continue our path in creating more useful and collaborative spaces for student use. The Science Center improvements directly improve our outcomes for STEM students and those in any majors requiring science classes as part of their core curriculum. These updates will better position the University to meet the expectations of the Indiana Commission for Higher Education as described in the current Outcomes-Based Performance Funding model and the HOPE Agenda. The Science Center lacks much needed student study space and this project aims to improve this so that students are better equipped with the necessary collaborative spaces within this building. Transitioning the Library further to a hub for study and collaboration will help all students be more successful and better prepared for their future work environment. Centralizing our storage of Art will help with providing these pieces for interested students to learn from other artist's work.

Estimated Request: \$39,000,000 – State Funded Fee Replacement – State Bonding Authorization

Project G.S.F.: 157,000

Project A.S.F.: 96,000

Anticipated Date of Completion: August 2029

Estimated Change in Annual Operating Budget: No Change – building design and mechanical improvements will result in better efficiencies and offset any increase to ongoing maintenance.

NEED FOR CLASSROOM AND STUDY SPACE RENOVATION

The Science Center, first designed in 1965, lacks sufficient study and collaborate spaces for the current student learning expectations. Classrooms, desks, and technology necessitate updating. The improvements will ensure our students keep up with current learning expectations, have a positive experience, and persist to graduation. It is vital for the region and our community to provide these positive outcomes to those studying in the science fields. This will allow the University to better meet the workforce development expectations and the standards for STEM completion set by the Indiana Commission for Higher Education.

Further transforming the Library will increase its use while providing more study spaces in proximity to the academic spaces. Current compartment study spaces are in full use and more are in constant demand from our students. University leadership have with limited available funds attempted to slowly transformed small parts of the former stacks areas within Rice Library into comfortable spaces for individual and group studies. Those spaces are constantly full throughout the academic year and become inadequate during heavy study periods, such as midterms and finals preparation.

The University's art collection is currently spread throughout campus in 8-10 spaces. These spaces are ineffective, decentralized, lack proper temperature controls, require additional human capital to manage, and fail to encourage access by students and community members. Expanding existing space to include a centralized location, which has room to grow, will help make the collection more accessible, and ensure it is maintained in good condition for an extended lifespan for view by future generations.

PRIORITY FOR ACADEMIC RENOVATION PHASE III PROJECT

- Number two capital request for 2025-2027 biennium

UNIVERSITY OF SOUTHERN INDIANA

Campus Legend

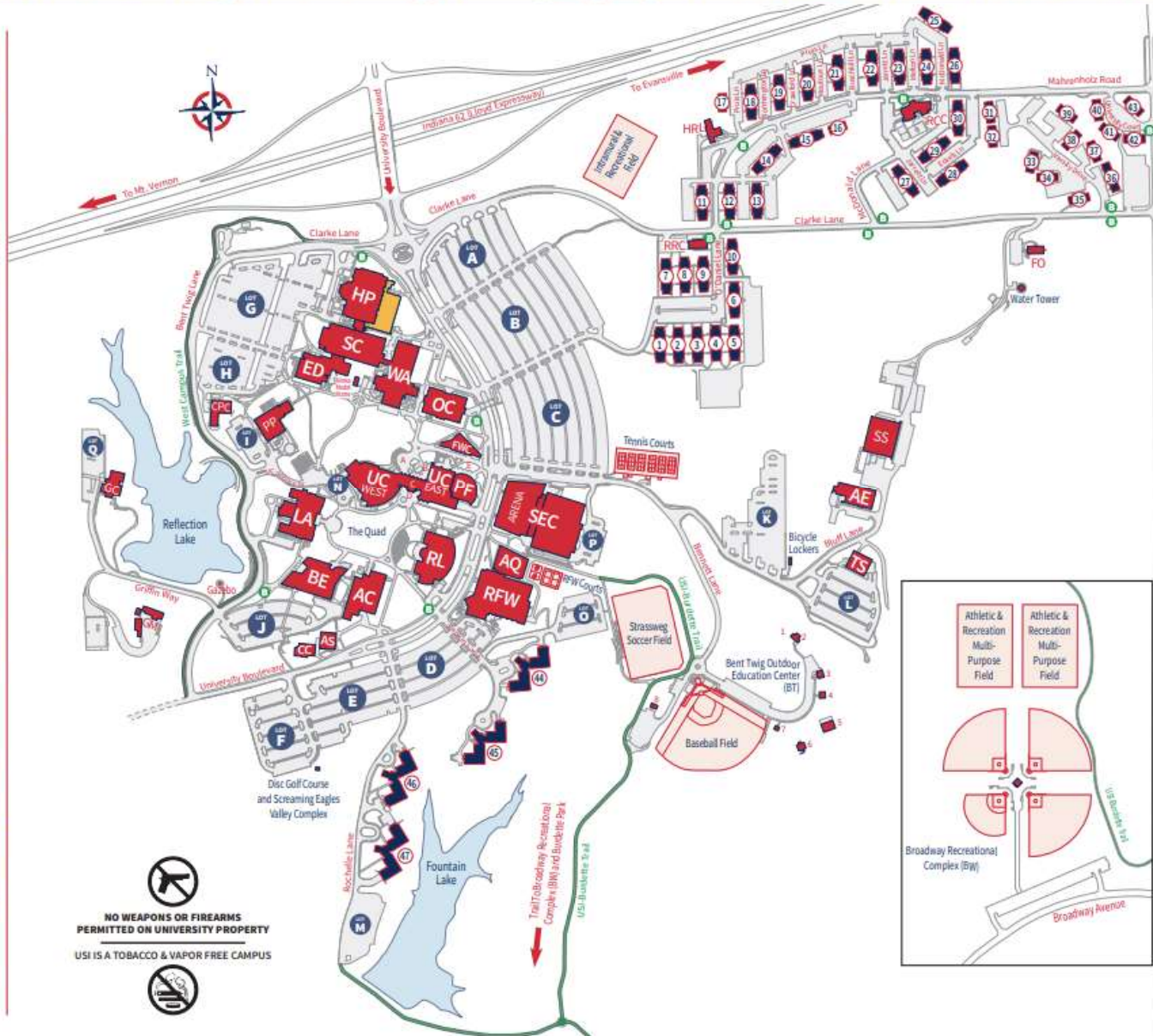
- Applied Engineering Center **AE**
- Aquatic Center **AQ**
- Arts Center **AS**
- Art Studio **AT**
- Bent Twig Outdoor Education Center **BT**
- 1. Amphitheatre
- 2. Westwood Lodge
- 3. Grimes Haus
- 4. Herb Garden
- 5. Eicher Barn
- 6. Bokelman #3 School
- 7. Restrooms
- 8. Shelter House
- Business and Engineering Center **BE**
- Creative and Print Center **CPC**
- Dowhee Ceramics Center **CC**
- Education Center **ED**
- USI Foundation **FD**
- Fuquay Welcome Center **FWC**
- Griffin Center **GC**
- Grounds Maintenance Center **GM**
- Health Professions Center **HP**
- Liberal Arts Center **LA**
- Orr Center **OC**
- Performance Center **PF**
- Physical Plant Service Center **PP**
- Recreation, Fitness and Wellness Center **RFW**
 - Counseling and Psychological Services
 - Public Safety
 - Religious Life
 - USI Deaconess Clinic
- Rice Library **RL**
- Science Center **SC**
- Screaming Eagles Complex **SEC**
 - Athletics Department
 - Kinesiology and Sport Department
 - Multipurpose Courts A, B, C
 - Screaming Eagles Arena
- Support Services Center **SS**
- Theatre Support Center **TS**
- University Center **UC**
 - A. UC Courtyard
 - B. Rice Plaza
 - C. The Cone
 - D. UC Fountain
 - E. Performance Center Courtyard
- Wright Administration Building **WA**

Popular Destinations

- Carter Hall **UC West 233**
- Copy Center **CPC**
- Couch/Renner Hall **ED 1101**
- Dunn Lobby **PF Second Level**
- Lecture Halls (WA 1, 2 and 3) **WA Lower Level**
- Hamilton Music Studio **LA 0114**
- Kleymeyer Hall **LA 0101**
- Mallette Studio Theatre **LA 0105**
- McCutchan Art Center/Pace Galleries **LA 0155**

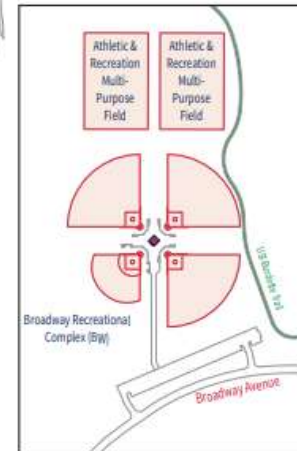
- Pedestrian, Bike and Nature Trail
- Bus Stop
- Under Construction

The off-campus recreational and varsity softball fields can be reached by traveling south on Schutte Road, then west on Broadway 1/4 mile; see map inset.



Housing Legend

- Housing and Residence Life Center **HRL**
- Residence Life Community Center **RCC**
- Residence Life Resource Center **RRC**
- Baker Building-McDonald East **31**
- Bayh Building-O'Daniel North **21**
- Bigger Building-O'Daniel South **1**
- Bowen Building-O'Daniel North **6**
- Branch Building-McDonald West **19**
- Branch Building-McDonald East **25**
- Branigan Building-O'Daniel North **12**
- Chase Building-McDonald East **41**
- Craig Building-O'Daniel North **18**
- Dunning Building-O'Daniel South **8**
- Durbin Building-McDonald West **30**
- Gates Building-O'Daniel North **17**
- Gray Building-McDonald East **34**
- Goodrich Building-McDonald West **24**
- Governors Hall **45**
- Hammond Building-McDonald East **37**
- Hanly Building-McDonald West **29**
- Hendricks Building-O'Daniel South **5**
- Hendricks Building-McDonald East **32**
- Hovey Building-McDonald East **42**
- Jackson Building-McDonald West **22**
- Jennings Building-O'Daniel South **10**
- Lane Building-McDonald East **38**
- Leslie Building-O'Daniel North **15**
- Marshall Building-McDonald West **27**
- Matthews Building-McDonald East **40**
- McCray Building-McDonald West **23**
- McNutt Building-O'Daniel North **14**
- Morton Building-McDonald East **39**
- Mount Building-McDonald East **43**
- Newman Hall **44**
- Noble Building-O'Daniel South **3**
- O'Bannon Hall **46**
- Orr Building-O'Daniel North **20**
- Porter Building-McDonald East **35**
- Ralston Building-McDonald West **26**
- Ray Building-O'Daniel South **4**
- Ruston Hall **47**
- Saletta Building-McDonald West **28**
- Schricker Building-O'Daniel North **11**
- Townsend Building-O'Daniel North **13**
- Wallace Building-O'Daniel South **2**
- Welsh Building-O'Daniel North **16**
- Whitcomb Building-O'Daniel South **7**
- Willard Building-McDonald East **36**
- Williams Building-McDonald East **33**
- Wright Building-O'Daniel South **9**





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