

**State of Indiana
Commission for Higher Education**

Minutes of Meeting

Thursday, October 10, 2013

I. CALL TO ORDER

The Commission for Higher Education met in regular session starting at 1:00 p.m. at Indiana University South Bend (IUSB), 1700 Mishawaka Ave., South Bend, IN, with Chair Jud Fisher presiding.

ROLL CALL OF MEMBERS AND DETERMINATION OF A QUORUM

Members Present: Gerald Bepko, Dennis Bland, Jon Costas, Jason Curtis, Susana Duarte De Suarez, Jud Fisher, Chris Murphy, Hannah Rozow, and Mike Smith.

Members absent: Holden, Hubbard, Peterson, Popp.

CHAIR'S REPORT

Mr. Fisher invited Dr. Terry Allison, Chancellor of IUSB, to give welcoming remarks. Dr. Allison welcomed the Commission to South Bend. He briefly spoke about the campus and about the future of IU South Bend, which will be focused on students' success.

Mr. Fisher thanked Mr. Murphy for hosting a reception in his home last night. Mr. Fisher thanked Chancellor Allison for hosting the Commission today and for inviting the Commission members to participate in the installation yesterday.

Mr. Fisher thanked the Commission staff for organizing the Student Success Summit and the universities for sending teams to participate in it. Mr. Fisher said that the feedback after the event was extremely positive.

Mr. Fisher announced that the Commission has two resolutions to honor the former members of the Commission, Ms. Marilyn Moran-Townsend and Mr. Chris LaMothe. Mr. Fisher invited Mr. Murphy to read the resolution for Ms. Moran-Townsend.

Before reading the resolution, Mr. Murphy said that he had a privilege to work with Ms. Moran-Townsend for a number of years on the Commission and in other capacities around the state. He commented on Ms. Moran-Townsend's leadership roles at the Chamber and on the Commission. Mr. Murphy expressed hope that Ms. Moran-Townsend will continue her involvement in education, economic development and communication.

R-13-07.1 **WHEREAS** Marilyn Moran-Townsend served with distinction on the Indiana Commission for Higher Education since her appointment in July 2005 and reappointment in July 2009 to represent the Third Congressional District; and

WHEREAS she successfully balanced the need to approach challenges facing higher education from a statewide perspective with the necessity of being sensitive to the particular needs of northeastern Indiana; and

WHEREAS during her service on the Commission, she gave generously of her time and talents while at the same time discharging the demanding responsibilities as Chairwoman and CEO of CVC Communications; and

WHEREAS Marilyn served as a member of the Student Success and Completion Committee, as well as Vice Chair of the Commission from June 2011 until she became Chair of the Commission in June 2012, ably serving in that post until June 2013; and

WHEREAS during her terms as Chairwoman, she provided exceptional leadership in communicating the strategic vision for Indiana postsecondary education as reflected in *Reaching Higher, Achieving More*; and

WHEREAS as Chairwoman, she promoted dialog with key stakeholders about how to implement *Reaching Higher, Achieving More*, most notable through the Public Square portion of the Commission's agenda; and

WHEREAS she always drew attention to the Commission's student-centric, student success agenda and how that was integral to a better Indiana;

NOW, THEREFORE, BE IT RESOLVED, that the Commission for Higher Education expresses its appreciation for Marilyn Moran-Townsend's service to the State on behalf of Indiana higher Education and wishes her every success in the future as a successful businesswoman and engaged community leader (Motion – Murphy, second – Rozow, unanimously approved)

In response, Ms. Moran-Townsend said that it had been a privilege to serve on the Commission. She stated that she had the highest wishes and hopes for the Commission, as well as the highest expectations, because of its excellent leaders and the best Commissioner in the nation leading it.

Mr. Fisher invited Mr. Smith to read resolution honoring Mr. Chris LaMothe.

R-13-07.2

WHEREAS Chris LaMothe served with distinction on the Indiana Commission for Higher Education since his appointment in March 2011 as an At Large member; and

WHEREAS he always approached challenges facing higher education from a statewide perspective, with attention to how Indiana's system of higher education would be affected; and

WHEREAS Chris gave generously of his time and talents while at the same time serving as Chairman and CEO of Sherry Laboratories; and

WHEREAS he has been a dedicated member of the Budget and Productivity Committee since that Committee was created in 2011 and served as Secretary of the Commission from June 2012 through June 2013; and

WHEREAS he drew from his corporate experience to contribute actively to the development of the 2013-15 Biennial Budget Recommendation; and

WHEREAS Chris took an active interest in all aspects of Commission activity and was especially persistent in focusing on the academic quality of our institutions' instructional offerings; and

WHEREAS Chris had a truly significant impact on Commission activities, well out of proportion to his short tenure on the Commission;

NOW, THEREFORE, BE IT RESOLVED, that the Commission for Higher Education expresses its appreciation for Chris LaMothe's service to the State on behalf of Indiana higher education and wishes him continued success as a leading executive and concerned community leader (Motion – Smith, second – Murphy, unanimously approved.)

Mr. Fisher explained that Mr. LaMothe's term with the Commission was shorter than usual, because he was filling a vacant position. However, Mr. LaMothe has been very passionate about education, and still is.

COMMISSIONER'S REPORT

Ms. Teresa Lubbers, Commissioner, on behalf of the staff, expressed her deep appreciation to both Marilyn Moran-Townsend and Chris LaMothe for their service to the Commission. Chris' contribution to the Commission's work was significant. He was reminding Commission members to keep focused on academic quality and institutional productivity. Marilyn's leadership as the Commission's outgoing chair was unparalleled as is her commitment to higher education. She was able to bring out the best in other commission members and the staff.

Ms. Lubbers announced that joining the Commission today – even before she officially begins – is Liz Walker. She will be the Events Coordinator, and she will work with Sarah Ancel to facilitate the Commission meetings, as well as will serve as the contact for many Commission activities. Liz is working on a part-time basis until the end of the year when she graduates from IUPUI with a degree in Communications and a Certificate in Events Management.

Ms. Lubbers shared more good news: Sam Snideman, the Commission's College and Career Readiness Coordinator and Policy Analyst, and his wife, welcomed their new son, Teddy, to the world last week.

Ms. Lubbers said that the Commission staff has been especially busy during the last few weeks, and hopefully the Commission members see the evidence of this work in their areas. Ms. Lubbers mentioned that some of the media coverage has been included in the agendas. The College Success Summits continue, and the Commission has been called upon to present to both the Career Council's Community College Task Force and the Interim Committee on Economic Development and Job Creation this week. Ms. Lubbers said that over the past three years, the Commission – via its Learn More Indiana outreach initiative – has been supporting the development of County College Success Coalitions. The effort is designed to mobilize local communities around the common cause of increasing college access and success. Ms. Lubbers pointed out that today there are 50 county coalitions across the state working to increase college completion and education attainments. Together, these coalitions have recruited nearly 1,500 member organizations and implemented more than 2,200 targeted efforts aimed at overcoming the specific barriers to college access and success in the communities. Ms. Lubbers added that the Coalition is currently accepting applications to develop an additional 20 county coalitions with the goal of establishing an active coalition in all 92 counties within the next 2-3 years.

Ms. Lubbers encouraged interested Hoosiers to pick up the paper applications available in the back of the room or to visit LearnMoreIndiana.org/Coalitions for more information. Ms. Lubbers quoted Commission member Dr. Bepko: "This is the kind of grass roots activity that may pay greater dividends per unit of investment than any other. The aspirations of prospective students may well be affected more by friends and fellow citizens than any other type of influence. College Success Coalitions will exert influence at a very important place and time." Ms. Lubbers said that the Commission continues to work with members of the Legislative Committee and the university partners on the role of regional campuses.

Finally, Ms. Lubbers expressed pleasure of attending the installation of Terry Allison as the fifth Chancellor of Indiana University South Bend yesterday. It was an impressive ceremony for a new leader with impressive credentials. She said the Commission is looking forward to working with him in the coming months and years.

CONSIDERATION OF THE MINUTES OF THE SEPTEMBER 2013 COMMISSION MEETING

R-13-07.3 RESOLVED: That the Commission for Higher Education hereby approves the Minutes of the August, 2013 regular meeting (Motion – Curtis, second – Bland, unanimously approved)

II. DISCUSSION ITEM: The Public Square

A. Policy on Regional Campus Roles and Mission 2013

Mr. Fisher invited Dr. John Applegate, Executive Vice President for University Regional Affairs, Policy and Planning, Indiana University, and Dr. Audeen Fentiman, Assistant Director of Strategic Planning and Regional Campuses; Associate Dean of Graduate Education and International Programs; Professor of Nuclear Engineering, Purdue University, to start the discussion.

In her introductory comments, Ms. Lubbers said that during the morning working session the Commission members had a conversation about this subject with members of coalition. She said that this was a decision of the staff to recommend to the Commission an update of the 1994 and 2010 document on Regional campuses. It is important to continue providing the Legislative Committee with the Commission's best thoughts on changing times and moving forward; and there was also the need to update this document. The document was shared with the members of the Legislative Committee, who will consider it at their third meeting on this subject later this month.

Dr. Applegate began by saying Indiana University (IU) has been using this document for a few years. This document describes the nature of the collaboration among the regional campuses. Dr. Applegate also referred to the collection of materials that the Commission has put together for the Committee, and which includes various statistics on regional campuses.

Dr. Applegate said that regional campuses cover a large part of Indiana. Working together has been a real focus for IU for three or four years. Dr. Applegate stated that, due to the work of the Commission and particularly Commissioner Lubbers, there is much wider understanding of the importance regional campuses play in the state. They provide high quality education for the 21st century economy in more places and to a broader range of students than a traditional residential campus. The campuses are focused on flexibility to reflect the students' varied life experience; this is a part of access and outreach mission of the regional campuses. Regional campuses also are trying to be an affordable choice in public higher education.

Dr. Applegate said that regional campuses are gradually becoming the first choice for students, and the number of first time full time students is growing. Regional campuses also specialize in non-traditional and at-risk students. Eighty percent of the graduates from the regional campuses remain in their regions. The faculty, staff and students are active contributors to their communities, and the communities are proud of their campuses. Regional campuses are an integral part of IU; they educate the third of IU students; participate fully in the governance of the university, and have a full access to the resources and services of the larger universities.

Dr. Applegate stated that regional campuses meet regional educational and developmental needs. Dr. Applegate also highlighted that the shared vision for the IU regional campuses focuses on the importance of being an accessible first choice of an institution for a wide range of students; and of focusing on students' preparation and helping them to be actively engaged as citizens in their regions and for satisfying careers.

Dr. Applegate stated that the purpose of the Blueprint for Student Attainment is to go from vision to reality. One of the major goals in 2010, when this document was developed, was to highlight the importance of the regional campuses, both inside IU and throughout the state. Dr. Applegate said that IU is trying to build a culture of collaboration, and it works through IU's shared programs, practices, advising and other ways.

Two most important goals are excellent distinctive education and supporting student success.

IU has created the University's Transfer office, so the transfers within the institutions are made easier. Another important point is affordability and efficiency, and IU's tuition freeze in the last two years applies to all campuses. Finally, meeting state and regional needs is a fundamental part of the mission of regional campuses.

In conclusion, Dr. Applegate said that almost a hundred people across the campuses had worked on Blue Print document. The challenges that are ahead include student success, cost containment, on-line education, and student debt.

In response to Mr. Murphy's question whether it is better when to have regional campuses together in terms of better offerings and educational experience, Dr. Applegate responded that in Indiana there is a difference between the missions of regional campuses and state institutions. Regional campuses serve people who are place bound, so it is important that the students have an access to various programs offered at any university.

Responding to Mr. Smith' question regarding the position of Indiana University in terms of delivering higher education to meet the needs both of students and community, Dr. Applegate said that in terms of the quality of education provided at each campus IU stands very high. Campuses are well established and well attuned to the regions. The purpose of collaborating is first, never to move away from the service to community and region; and second, it is not easy to be a stand-alone small institution in a challenging higher education environment.

In response to a question from Ms. Duarte De Suarez regarding the IU plans, Dr. Applegate said that in his State of the University speech President McRobbie announced a strategic planning initiative across the university for 2019-20. One of the IU's goals is to turn the Blue Print into a strategic plan for 2019-20.

Mr. Smith said that due to Indiana population distribution around the state, two major universities have been created in response to a demand from large communities. In response to Mr. Smith' question whether Dr. Applegate, had he had a chance to start over, would recommend that the resources of two major universities were distributed around the state the way they are now. Mr. Applegate responded in the affirmative, referring to the California Master Plan of 1960s, which set up the scheme of research intensive universities at one part of the education and community colleges at the other. Dr. Applegate pointed out that there is a growing number of people who will need baccalaureate and master's degrees for the 21st century economy; and the area represented by Indiana regional campuses is essential.

Dr. Fentiman began her presentation by speaking about Purdue University as a system of four campuses plus two schools at Indiana University-Purdue University in Indianapolis (IUPUI). She gave a brief description of all campuses and the schools. Purdue Calumet has 10,000 students, and nearly a third of them are minority students. Because of a good manufacturing base in this area, Purdue Calumet has an outstanding program for experiential learning.

Purdue North Central has almost 6,000 students; many of them are high school students doing dual credit. About two thirds of these students are first generation. Purdue North Central has a number of programs that work with local middle and high schools; these programs encourage students, and then prepare them for college.

Dr. Fentiman spoke about Indiana University-Purdue University Fort Wayne (IPFW). The campus has about 14,000 students; in this area economy is driven by electronics and the defense industry. Almost half of the students are at Purdue programs, and the rest work in the programs and earn the degrees from IU.

Dr. Fentiman spoke about the two schools at IUPUI: the School of Science and the School of Engineering and Technology. Together they have about 5,000 students. Dr. Fentiman emphasized that regional campuses are larger and more complex than typically regional

campuses in Indiana or in other states; and they are different from each other. Dr. Fentiman said that Purdue's approach was to have collaboration among four campuses.

Dr. Fentiman explained the process of creating the plan of collaboration. In December the Acting President of Purdue appointed a task force, which included key leaders from all campuses and representatives from each school at IUPUI. In January this group organized a series of working groups, who identified eleven areas important for collaboration, and appointed a working group for each one. By end of February each working group finished writing the mission, operating principles and the goals. In March these documents were sent out to Purdue staff and administrators for their comments; and in May the task force assembled the working group reports into a final report. Mission statement includes such points as giving an access to a high quality education; preparing informed and productive citizens, contributing to a high quality of life in the state. Purdue is a world class research institution, so it is addressing global challenges in research and comparing it to future needs. There is also a focus on student success, which was woven throughout the mission.

Dr. Fentiman spoke about the operating principles, which define how the campuses will work together: being intentional about sharing the best practices and programs, focusing on student success; respecting autonomy of each campus, while facilitating the cooperation among them; involving all campuses in key policy decisions; and working on keeping Purdue education affordable.

Dr. Fentiman talked about several key areas: student access and success; on-line education; affordability and efficiency; knowledge creation and dissemination; and engagement. Dr. Fentiman explained the process of implementing the plan. She mentioned her weekly meetings with the Chancellors; monthly meetings between Vice Chancellors for Academic Affairs and representatives from the Provost's office. She spoke about a meeting between President Daniels and all the Academic Deans from all PU campuses, including IUPUI schools, and how this discussion lead to developing ideas of further collaboration. Dr. Fentiman also mentioned meetings of faculty representatives from all the campuses to talk about the new programs and research. The student support groups are sharing best practices regarding helping students to succeed.

Finally, Dr. Fentiman added that as a long term goal, Purdue will be establishing a framework for a system-wide assessment and growing system-wide on-line education; it will collaborate on more graduate programs; more efficient and cost-effective support services and it will engage multiple university units to work on system-wide projects.

In response to Mr. Smith' question about the reaction of the Board of Trustees to the new plan, Dr. Fentiman said that the report was sent to the Board of Trustees in July, and the comments they sent to President Daniels were positive. Dr. Applegate added that IU also keeps their Board of Trustees updated on regular basis.

Responding to Mr. Bland's question about PU's efforts in trying to build the culture of college preparation, Dr. Fentiman invited Dr. Karen Schmid, Vice Chancellor for Academic Affairs, PNC, who spoke about their work in local middle and high schools.

In response to Mr. Smith' question about the Blue Print plans evolving to a trail of accountability, Dr. Fentiman said that so far PU has not written a formal document with specific tasks assigned to certain people, but they will get it on paper shortly.

Mr. Murphy commended both universities for their focus on student success and collaboration across campuses and between the institutions. He said that if these colleges could educate more people in four or six years, this would have had a major impact on the economy in these regions and on the future in Indiana.

Mr. Costas added that regional campuses will affect Indiana more than privates, because 80 percent of the regional campuses' graduates remain in Indiana to work.

Dr. Curtis made a comment that the role of the regional campuses has changed dramatically over the last 20-30 years, and it is important to know what is going on at these campuses.

Mr. Costas said that there is a challenge with K-12 in certain areas of the state, and a growing part of the solution is that regional campuses are becoming more involved in helping high school students with issues of college readiness. Dr. Fentiman added that advising the students as they are coming to college is a very important factor.

Mr. Fisher thanked both panelists for their presentations and discussion.

III. BUSINESS ITEMS.

A. Administrative Items – Full Discussion

1. Policy on Regional Campus Roles and Mission 2013 Revision

Mr. Fisher said that the Commission members have been presented with the updates on the document. Mr. Ken Sandel, Director of Physical and Capital Planning, said that Purdue University would be supportive of changing the percentage of students living in residential housing, should the Commission decide to discuss this subject.

R-13-07.4 RESOLVED: That the Commission for Higher Education approves the updated regional campus policy and submits it to the Indiana General Assembly for consideration by the regional campus study committee (Motion – Bepko, second – Rozow, unanimously approved)

2. Update of Commission By-Laws

Mr. Fisher said that the Commission's by-laws have been discussed at the previous two working sessions.

R-13-07.5 RESOLVED: That the Commission for Higher Education authorizes staff to update its by-laws to address the changes presented in the September working session (Motion – Duarte De Suarez, second – Rozow, unanimously approved)

B. Capital Projects - Full Discussion

1. Student Services and Activities Complex - Purdue University North Central Campus

Dr. Ken Sandel presented this item.

In response to Ms. Rozow's question regarding any changes in the student fees, Mr. Sandel said that they will be within the recommendations, one and a half or two percent.

Responding to a request from Ms. Duarte De Suarez to compare the cost per square foot with the general pricing for the similar building, Mr. Sandel said that they did a comparison with Sports and Recreation Center at West Lafayette and Center for Student Leadership facility. Mr. Sandel confirmed that their cost per square foot exceeds that of those buildings; however, looking at the types of activities in these buildings, he believes this is in line with other costs.

Mr. Matt Hawkins gave the staff recommendation.

R-13-07.6 RESOLVED: That the Commission for Higher Education approves the following project: *Student Services and Activities Complex – Purdue University North Central Campus* (Motion – Curtis, second – Costas, unanimously approved)

2. College of Engineering Strategic Growth Renovations and Wang Hall Buildout – Purdue University West Lafayette Campus

Mr. Ken Sandel presented this item.

Mr. Costas praised the University for redeveloping and repurposing these buildings for better fit to serve more students.

Mr. Matt Hawkins gave the staff recommendation.

R-13-07.7 RESOLVED: That the Commission for Higher Education approves the following project: *College of Engineering Strategic Growth Renovations and Wang Hall Buildout – Purdue University West Lafayette* (Motion – Murphy, second – Costas, unanimously approved)

Mr. Smith echoed Mr. Costas' comments; however, he asked for some future discussion of the amount of reserve funds available. Mr. Smith said he would like to hear from all state institutions in order to have a clearer picture of their financial capacity.

Mr. Hawkins suggested including this request in the Agenda for a future discussion.

3. Wade Utility Plan Chiller No. 6 Replacement and Temporary Chilled Water Capacity Infrastructure – Purdue University West

Mr. Ken Sandel presented this item.

Mr. Matt Hawkins gave the staff recommendation.

R-13-07.8 RESOLVED: That the Commission for Higher Education approves the following project: *Wade Utility Plant Chiller No. 6 Replacement and Temporary Chilled Water Capacity Infrastructure – Purdue University West Lafayette Campus* (Motion – Duarte de Suarez, second – Murphy, unanimously approved)

C. Capital Projects for Which Staff Propose Expedited Action

R-13-07.9 RESOLVED: That the Commission for Higher Education approves by consent the following capital projects, in accordance with the background information provided in this agenda item:

- Indiana State University – Track and Field Facility Relocation - \$4,300,000
- Indiana State University – Normal Hall Renovation - \$16,000,000

- Purdue University – Seng-Liang Wang Hall Engineering Strategic Growth Swing Space Lease - \$1,111,520 (per year est.)
- Purdue University – Seng-Liang Wang Hall Engineering Professional Education /Professional Studies in Technology and Applied Research Sublease Agreement - \$393,662 (per year est.)
- Indiana University – IUPUI Campus: Office Building/University Hall Lease - \$1,870,000 (per year est.)
- Purdue University – IPFW Campus: Qualified Energy Savings Project - \$5,000,000
- Purdue University – West Lafayette Campus: Construction of the Active Learning Center - \$79,000,000
- Purdue University – West Lafayette Campus: Brown Laboratory Window Replacement - \$3,750,000
- Purdue University – IPFW Campus: South Campus Renovation - \$21,350,000
- Vincennes University – Vincennes Campus: Infrastructure Upgrade Phase II - \$6,000,000 (Motion – Murphy, second – Rozow, unanimously approved)

V. INFORMATION ITEMS

- A. Status of Active Requests for New Academic Degree Programs
- B. Requests for Degree Program Related Changes on Which Staff Have Taken Routine Staff Action
- C. Capital Improvement Projects on Which Staff Have Acted
- D. Capital Improvement Projects Awaiting Action
- E. Calendar of Upcoming Meetings of the Commission

VI. NEW BUSINESS

There was none.

VII. OLD BUSINESS

There was none.

VIII. ADJOURNMENT

The meeting was adjourned at 3:45 P.M.

Jud Fisher, Chair

Dan Peterson, Secretary