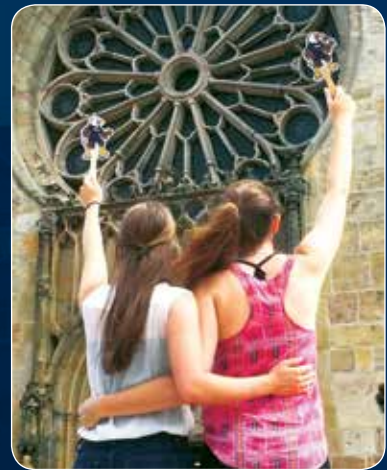
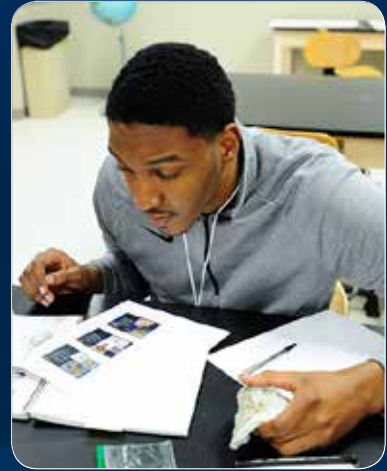




Operating and Capital Improvement Budget Request 2019-2021



Submitted to the Indiana Commission for
Higher Education and the State Budget Agency

September 10, 2018

UNIVERSITY OF SOUTHERN INDIANA
2019-2021 OPERATING AND CAPITAL IMPROVEMENT BUDGET
REQUEST SUMMARY

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EXECUTIVE SUMMARY

High expectations have guided the development of the University of Southern Indiana from its founding in 1965 to today. Whether in the classroom, laboratory, studio, field or online, faculty are always seeking to elevate the educational experience for their students. Innovative instructional techniques, a strong commitment to engage with the surrounding community and a demand for excellence have garnered USI regional and national recognition for excellence in its academic programs.

Since its founding—with a goal of bringing higher education to an underserved 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, students who choose the University of Southern Indiana find an environment that promotes academic success, the role models and mentors they need to succeed and opportunities for personal and career growth.

USI's reputation for strong teaching continues to attract exceptionally qualified students from Indiana and beyond—drawing students in 2017-2018 from 90 counties in Indiana, 39 states and more than 70 countries.

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 over 50 years, providing affordability, accessibility and compatibility with employer needs. As one of only five freestanding, 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, more than 70 percent of USI's more than 42,000 graduates remain in Indiana and 79 percent of that number reside in southwest Indiana.

The University of Southern Indiana's 2019-2021 Operating and Capital Improvement Budget Request addresses many of the strategic goals outlined in the Indiana Commission for Higher Education's **2016 Reaching Higher, Delivering Value** policy paper. 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 2016-2020 STRATEGIC PLAN

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. Significant progress was made toward each of the six goals:

- ***Increase the Graduation Rate***
- ***Enhance Experiential Learning Opportunities***
- ***Increase the Diversity of Faculty, Staff and Student Body***
- ***Become a 24 x 7 Campus***
- ***Preserve and Nurture Our Campus Community***
- ***Provide Leadership to Indiana and the Region***

A different approach was taken for creating the 2016-2020 Strategic Plan. The University conducted an Environmental Scan from January 2014 through July 2014. The project had four goals: to provide an assessment of environmental trends; to provide an assessment of USI's competitive strengths; to be data driven from authoritative sources; and to provide a view of USI through multiple external lenses. The process analyzed the environmental and demographic trends impacting higher education. The University prioritized its strengths and asked the question:

“How should we leverage our strengths to respond to the trends, distinguish ourselves and position USI for futures success?”

From a year-long discussion based on this question with internal and external stakeholders, three key goals established USI's current strategic plan:

- ***Excellence in Learning for the Entire USI Community***
- ***Access and Opportunity by Design***
- ***Purposeful and Sustainable Growth***

All internal budget decisions and planning activities are required to include justification as to how the funding or plans will impact one or more of the three strategic planning goals.

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 2017 was 11,033 including dual credit, undergraduate and graduate students. Full-time-equivalent (FTE) graduate and undergraduate students numbered 7,539. Approximately 80 percent of undergraduate and graduate students or 7,252 enrolled as full-time students. Students age 25 or older represent 23 percent of the student population.

With 44 percent of students enrolled in fall 2017 coming from its primary service area of Posey, Vanderburgh, Warrick and Gibson counties, the University is clearly committed to serving students in the region. In fall 2017, 55.9 percent of USI's students came from the 11-county regional service area of Posey, Vanderburgh, Warrick, Gibson, Davies, Dubois, Knox, Martin, Perry, Pike and Spencer counties and 27.2 percent came from other Indiana counties.

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.

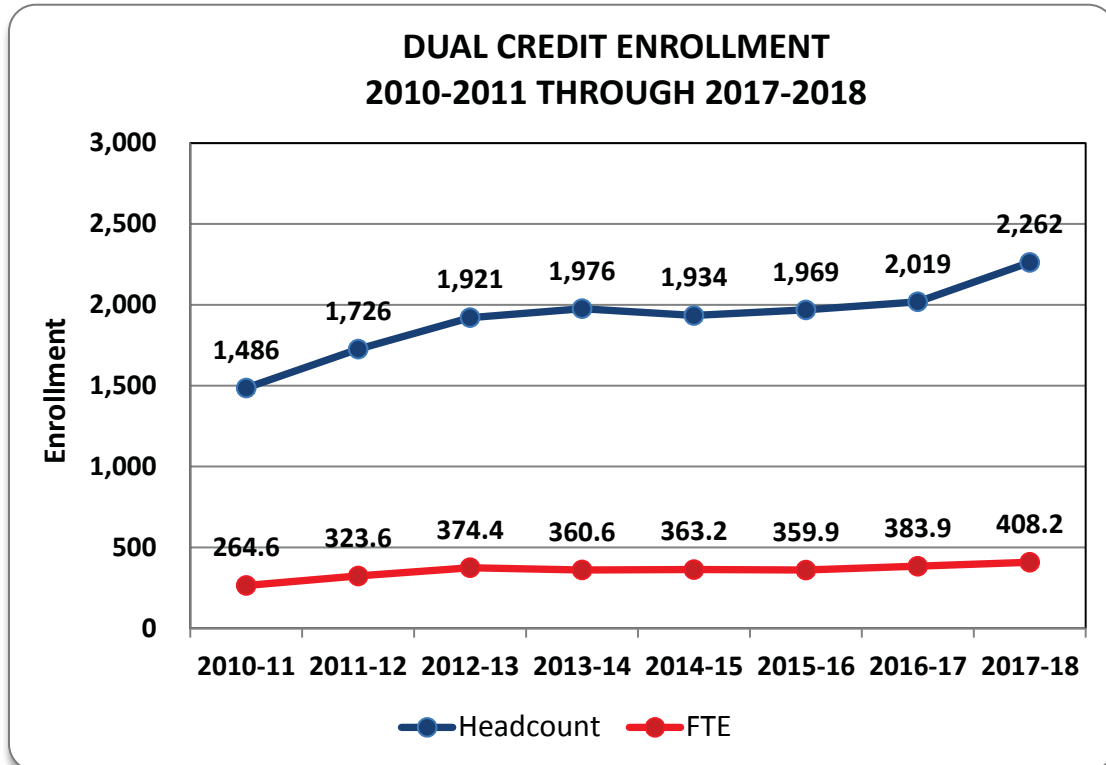
Indiana's Core 40 requirements for high school graduates are intended as a statewide effort to strengthen student preparation for college. USI accepts unconditionally any student who has met the Core 40 requirements and has a high school grade point average of at least 2.5 and the appropriate ACT/SAT scores. Among USI's 1,466 first-time, full-time freshmen from Indiana in fall 2017, 38.1 percent completed the Core 40 diploma and 59.3 percent completed the Academic Honors Diploma. Nearly 37 percent of the new full-time freshmen were in the top 25 percent of their high school classes.

Indiana Commission for Higher Education's **2016 Reaching Higher, Delivering Value** document states *"more than a quarter of Indiana high school graduates who earn the state's college-prep diploma currently require remedial coursework."* Improving student preparation will help students transition to college and improve completion rates. The University of Southern Indiana has a number of partnerships with P-12 schools to increase learning opportunities for pre-college students.

Education Services & Partnerships (ESP) in Outreach and Engagement works with schools and community partners to provide quality educational opportunities to students, teachers and parents. The work of EPS encompasses a wide range of opportunities for children ages 4-18, through enrichment and educational programs such as Super Summer and the nationally-accredited College Achievement Program (CAP). EPS also provides professional development opportunities for educators and lifelong learners.

USI's dual credit program, the College Achievement Program (CAP), has been in existence since 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. University resources to support the program have increased to support growing interest. 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 22 CAP instructors with tuition and fees for 285 graduate hours in their discipline. CAP offers mostly introductory survey courses that are part of the University's general education curriculum to high school juniors and seniors. Thirty-seven courses, a total of 204 sections, were offered at 29

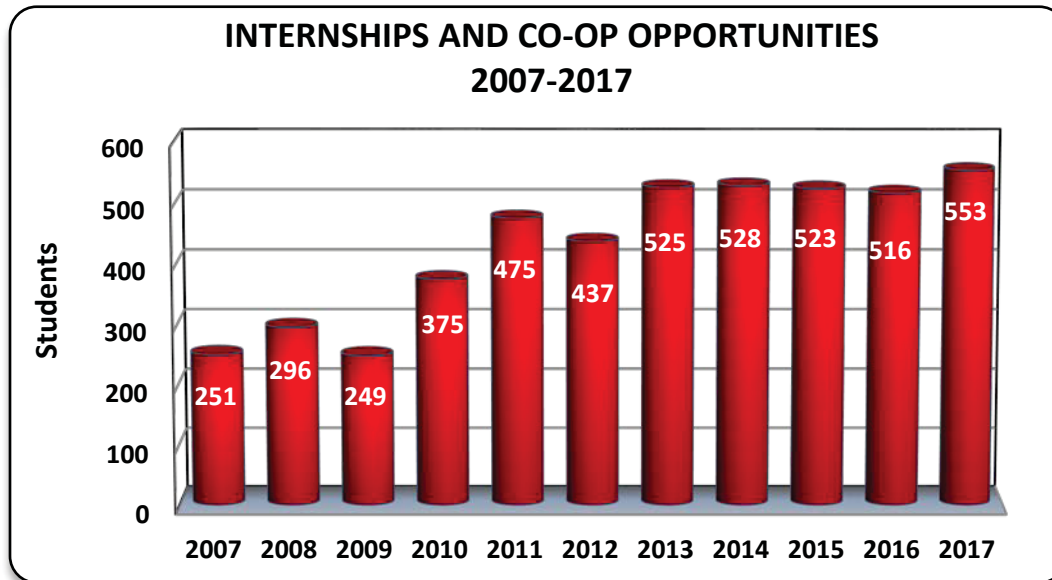
high schools taught by 110 approved high school instructors during the 2017-2018 academic year. Approximately 2,200 unique students completed one or more courses, generating over 12,000 credit hours. USI's program received reaccreditation from the National Alliance of Concurrent Enrollment Partnerships (NACEP) in 2013. 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 105 institutions nationwide to have attained this accreditation.



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 many 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 24 years ago, nearly 1,000 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 500 students have participated in the Internship Program on an annual basis. Since 2007, 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, four career fairs and other employer events are held each year which bring over 200 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.

A generous grant of \$1 million in 2003 from Lilly Endowment, Inc. permitted an expansion of the co-op and internship program through the engineering program. In November 2008, the University received a \$500,000 sustaining grant from Lilly Endowment, Inc. to expand

the model to include business intern and co-op placement on USI's campus and to expand the engineering program. In November 2013, the renewed sustaining grant provided an additional \$600,000 to continue the internship and co-op funding through 2018 and to include additional majors.

In 2017, an additional \$400,000 was allocated to the funding to sustain the program through May 2019. As of spring 2018, approximately 100 regional employers are participating in this program. Feedback from employers is uniformly positive about the quality of education evident in the work of intern and co-op students.

ADULT STUDENTS

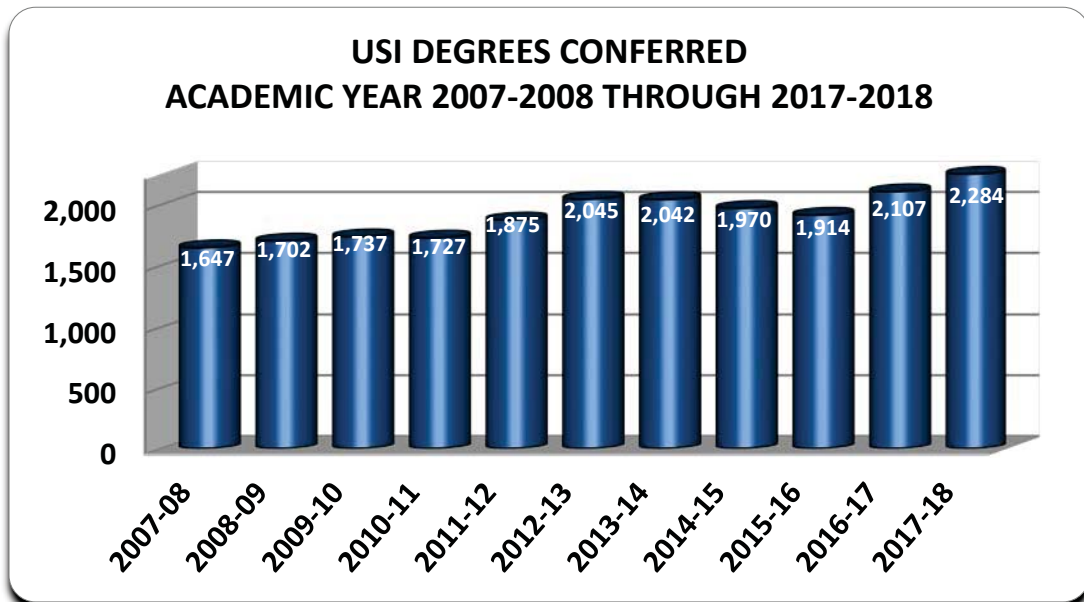
In fall 2017, students 25 years of age or over represented 23 percent of the student population at USI. The University has worked to develop educational opportunities for adult learners. For part-time, commuting, and older students, the University offers extensive evening and distance learning programming to provide degree-completion opportunities. Currently many undergraduate majors and graduate degrees can be completed through part-time evening and off-campus coursework. The University now offers six of its programs via distance learning.

The Bachelor of Professional Studies (BPS) degree continues to meet the educational needs of many adults, age 25 or over, who have delayed or interrupted their educational goals. The BPS, previously known as the Bachelor of General Studies degree, differs from the traditional postsecondary route by recognizing prior learning and career experience adult learners bring to their college pursuits. Adult students work closely with the program advisor to optimize prior college coursework, military, and professional training to create an individualized plan for degree completion. Options include day and evening courses offered by all USI colleges, distance education courses, CLEP testing and program credit awarded for professional training. Recently, USI made it a priority to offer all courses for BPS majors online. In future semesters, the BPS program only will be offered online. Two upper-level courses, a capstone course and career development course, are tailored for working adults. There are currently 75 students actively pursuing this degree option. Twenty-eight BPS students completed the BPS degree in the spring 2018 semester.

To address Indiana’s efforts to increase the levels of degree attainment for the adult learner population, the University of Southern Indiana participated in the Adult Learner 360 Survey (administered by the Council for Adult and Experiential Learning). This survey will provide information that will assist administrators, faculty and staff to better serve adult learners in future years.

GRADUATES FROM USI

During the ten-year period 2008 to 2018, the number of degrees conferred by the University of Southern Indiana has risen 20 percent, from 1,647 in 2008 to an estimated 2,284 in 2018.



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 more than 42,000 alumni, 70 percent live in Indiana and, of that number, 79 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 2017, the national average for undergraduate tuition and fees charged by public four-year colleges and universities in 2017-2018 was \$9,970. At the University of Southern Indiana, tuition and fees for full-time, in-state undergraduate students were \$7,460 in 2017-2018 while the average charge for four-year public institutions in Indiana was \$8,896. In-state undergraduate students attending USI full-time in 2018-2019 will pay \$7,829 compared to the \$9,045 average for other Indiana public baccalaureate institutions.

The University of Southern Indiana recognizes that cost is a real barrier to access and to completion. 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. Maintaining low tuition is the University of Southern Indiana's answer to need-based aid.

The University of Southern Indiana continues to be recognized with strong credit ratings from both Moody's Investors Services and Standard and Poor's. Even with only slight increases in state appropriations during the past several years, support from the state's fee replacement appropriations and the University's ability to set tuition rates are factors that contributed to the rating.

The University of Southern Indiana always has been a careful steward of the funds received from the state and other sources. The University operates very efficiently, stretching every dollar to maximize the student's and the state's return on investment as acknowledged by the credit agencies. In the University's current operating budget, the expenditure categories for supplies and expenses and repairs and maintenance have not increased since 2000-2001. In addition, there was a three percent decrease in the supplies and expense budget in 2002-2003. The last increase in the capital outlay budget was in 1999-2000. For more than a decade,

departmental units have been challenged to manage flat budgets for these expenditure categories. As a result, the University continually looks for ways to save money and to operate more efficiently especially during challenging economic times.

The University of Southern Indiana takes seriously the mission of excellence and affordability. Although relatively young in its lifecycle, the University is a leader in these areas and even a model in this area. As noted by Moody's and Standard and Poor's the facts do remain that USI is smaller in scale and dependent upon undergraduate student revenue and the State of Indiana to help the University fulfill its mission. The investments made in the University of Southern Indiana have changed lives. The University continually looks for alternative resources but does not have a large endowment or lucrative sport contracts to advance the institution. 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 the state for a lifetime.

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.

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.

2018 marks the 50th anniversary of the Foundation's establishment. Since the first gift of \$200 was made on October 1, 1968, to the current time, thousands of friends, organizations and alumni have contributed to the USI Foundation (USIF). Currently, USIF has assets of \$130 million. Of this, \$118 million is endowed providing annual distributions of \$5 million.

These financial resources are necessary to achieve the University's goals. The success of our first-ever capital campaign ***Campaign USI: Education Taken Higher*** (1996-1998) with a total of \$24 million in gift commitments and ***Campaign USI: Elevating Excellence*** (2011-2016) with total gift commitments reaching \$57.1 million, were clear indications of favorable support. The campaign is now funding specific projects with direct financial assistance to students and faculty.

The USI Foundation continues its efforts to achieve the objectives of the University's 2016-2020 Strategic Plan. In 2016, the Foundation established ten new scholarships to help increase diversity on campus and ten new scholarships to attract students who plan to enter the medical field. In 2017, the Foundation established a new Presidential Scholarship Endowment attracting top scholars and honoring President Linda L. M. Bennett upon her retirement as well as a new Student-Care Endowment providing financial assistance to students in times of urgent needs.

The Fuquay Welcome Center, opening in late fall 2018, is another benefit of ***Campaign USI: Elevating Excellence***. The thousands of individuals who come to campus annually, especially prospective students, will now have a central location clearly visible to all visitors.

The USI Foundation was an integral part of the discussion over the past two years in planning for and seeking a leadership gift for the Center for Health Sciences. On May 4, 2018, the \$15 million gift from Evansville natives, Bill and Mary Stone, was announced. This transformational gift only will be used for the benefit of the Stone Family Center for Health Sciences, in downtown Evansville, an exciting and collaborative venture between USI, Indiana University, University of Evansville and three hospitals.

USI Foundation Board Chair Kevin Hammett, class of 1990 said it very well:

“As I complete my two-year term as Chair of the USI Foundation Board of Directors, I thank all those involved who have helped ensure the continuity of the nearly 2,000 scholarships providing \$2.5 million annually in direct support to merit and need-based students, ongoing faculty development opportunities, the endowment for the Stone Family Center for Health Sciences, and the Foundation’s 50th Anniversary celebration. As a proud alumnus it is a privilege to be part of such a great institution.”

During the past five fiscal years, the University of Southern Indiana and the USI Foundation have provided an average of \$7,195,109 per year in public and private support.

	FY2013	FY2014	FY2015	FY2016	FY2017
Gifts through Development Office	\$5,697,061	\$5,617,964	\$5,102,139	\$5,760,901	\$4,402,389
Lilly Endowment Grants	\$100,000	\$3,000,000	\$0	\$0	\$0
Total Private Support	\$5,797,061	\$8,617,964	\$5,102,139	\$5,760,901	\$4,402,389
Government Grants	\$2,298,460	\$1,200,661	\$767,237	\$899,455	\$1,129,278
Total Private and Public Support	\$8,095,521	\$9,818,625	\$5,869,376	\$6,660,356	\$5,531,667

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 coherent assessment strategy with components including:

- Assessment of broad-based educational skills among students including critical thinking, reading, and mathematics skills by a standardized test offered through the Educational Testing Service (ETS) called the Proficiency Profile. Scores are compared to previous years as well as a national average.
- Assessment of content knowledge within a range of academic majors through ETS's Major Field Tests (MFT). Scores are compared to performance by earlier classes of

majors, and to the averages generated by hundreds of other participating universities.

- Each fall and spring semester, USI dedicates a day to assessment. Classes are canceled and USI students are required to participate in various assessment testing activities. In the fall, the ETS Proficiency Profile test is given to all freshmen and seniors. The test is designed to measure “value added” over time. Participation rates for the Proficiency Profile test exceeds 90 percent each year. On the spring assessment day, a number of academic departments require seniors to take a Major Field Test in their area of study. In addition, each of the four colleges uses the day to focus on academic assessment planning and review.
- A campus-based Academic Program Review process is required of all academic programs. Once every five years, a department conducts a small-scale self-study, followed by reviews from colleagues within the institution. The provost then reviews the findings and meets with the department chair and dean to discuss recommendations. These reviews used as accountability tools have helped multiple programs to develop clearer learning objectives and enhanced objective measurements of student learning. This program-level assessment was identified as a significant strength by the site visit team of the Higher Learning Commission during the University’s 2016 re-accreditation process.
- Assessment of USI’s general core curriculum (known as Core 39) is conducted over a three-year cycle using authentic student work from each course to measure learning outcomes in foundational skills, ways of knowing and embedded experiences. Data collected through the Tk20 assessment platform is analyzed and reported to academic departments in consultation with the College Core Assessment Facilitators. This information is used to prepare reports for each course documenting planned improvements of pedagogical practices and the assessment process itself.

CONTRIBUTING TO THE INDIANA ECONOMY

Reaching Higher, Delivering Value, the Indiana Commission for Higher Education’s 2016 policy paper, asserts that a workforce-aligned state higher education system is critical to

ensuring Indiana’s economic competitiveness. 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 new or expanded online program offerings at both the undergraduate and graduate levels such as:
 - Online MBA;
 - Online RN to BSN; and,
 - Online Doctorate in Educational Leadership
- Developing and expanding educational programs and services to address concerns about workforce preparation, including increased emphasis on improving teaching and learning options in science, mathematics and technical (STEM) skills areas, as well as developing discipline-specific programs in engineering;
- Expanding opportunities for faculty with specialized content expertise to support applied research and problem-solving initiatives critical to development needs in the region;
- Introducing credit and non-credit certificate programs designed to increase employability of USI students as well as the unemployed and underemployed;
- Implementing academic and outreach programs focusing on innovation, entrepreneurship, applied research and improved competitiveness including the Technology Commercialization Academy;
- Serving as one of three higher education partners in Evansville’s new Stone Family Center for Health Sciences; and
- Retaining Hoosier students through USI’s priority on providing excellent co-op and internship opportunities.

Increasingly, as the public comprehensive institution in southwest Indiana, the University of Southern Indiana is called to “regional stewardship.” The University 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.

“USI is an engaged learning community advancing education and knowledge, enhancing civic and cultural awareness, and fostering partnerships through comprehensive outreach programs. We prepare individuals to live wisely in a diverse and global community.”

2019-2021 PERFORMANCE FUNDING METRICS

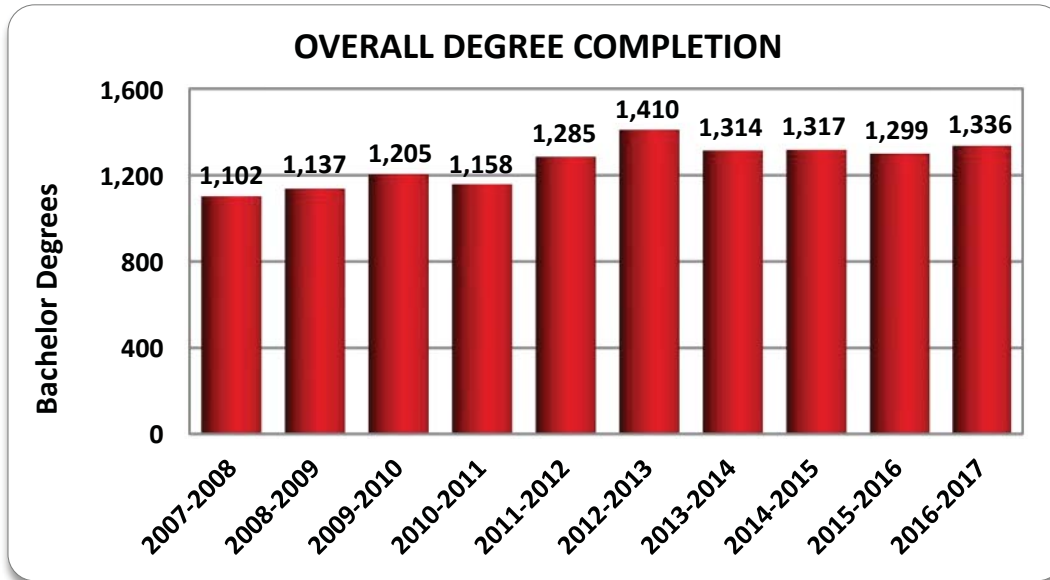
The University of Southern Indiana is eligible to receive funding through five Performance Funding Metrics in 2019-2021. The five metrics are:

- Overall Degree Completion
- At-Risk Degree Completion
- STEM Degree Completion
- Student Persistence
- On-Time Graduation Rate

The University of Southern Indiana submitted data to the Indiana Commission for Higher Education for each of the five Performance Funding Metrics for 2019-2021. The University showed progress in each of the metrics except for Overall Degree Completion which showed a slight decrease.

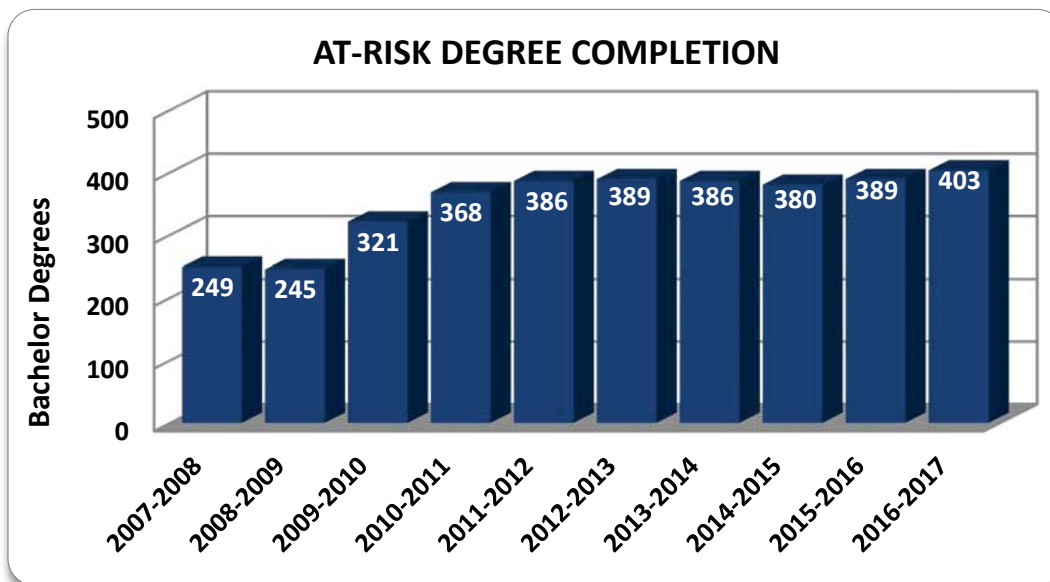
Overall Degree Completion

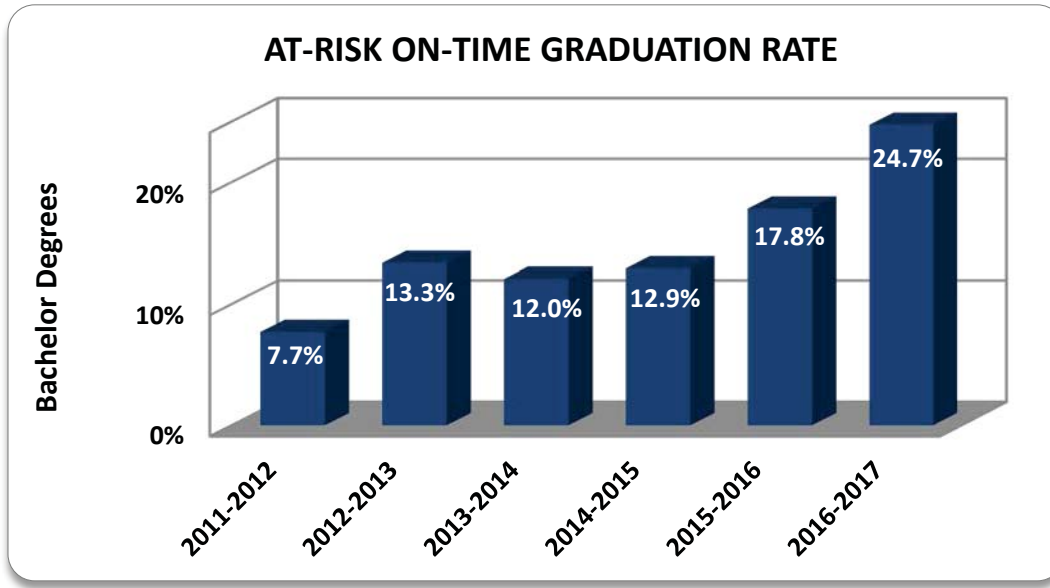
Degree Completion for bachelor degrees for Indiana residents has increased 21.2 percent since 2007-2008 from 1,102 degrees to 1,336 degrees in 2016-2017. The number of master degrees for Indiana residents increased 8.4 percent from 191 degrees in 2007-2008 to 207 degrees in 2016-2017. Overall Degree Completion decreased 3.3 percent for the three-year comparison period for the 2019-2021 budget submission due to a decrease in enrollment.



At-Risk Degree Completion and At-Risk-On-Time Graduation Rate

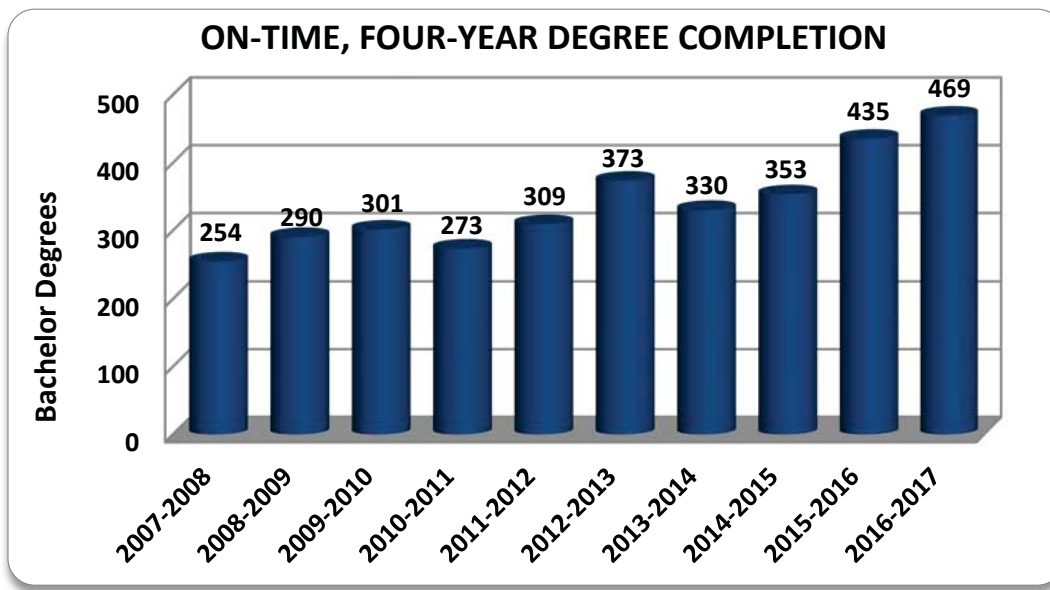
At-Risk Degree Completion has increased over 61.8 percent since 2007-2008 from 249 degrees to 403 degrees in 2016-2017. For the three-year comparison period, there was little change in the At-Risk Degree Completion. However, for the three-year comparison period, the At-Risk On-Time Graduation Rate increased by 6.6 percent.

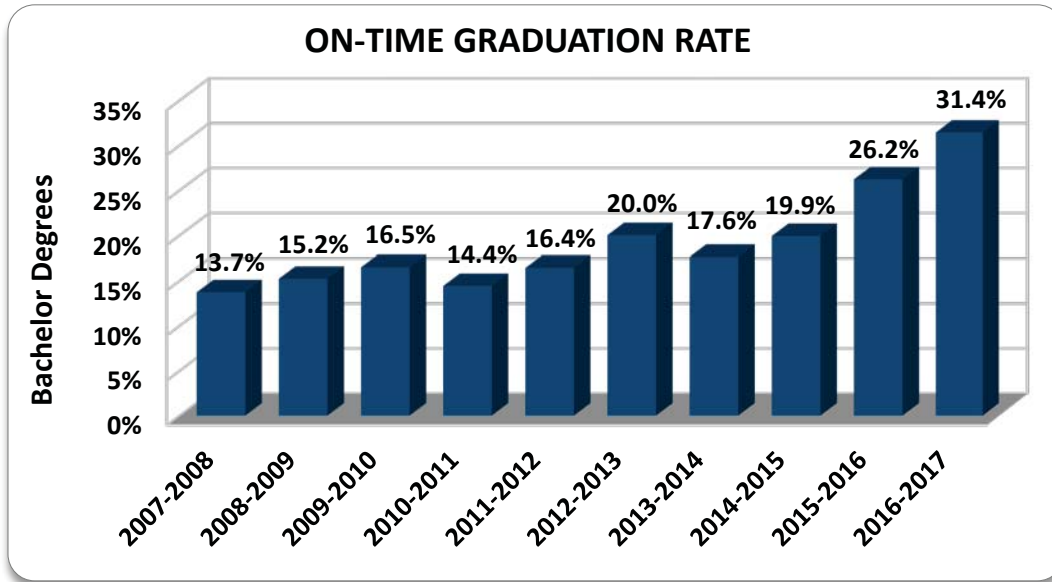




On-Time Graduation Rate

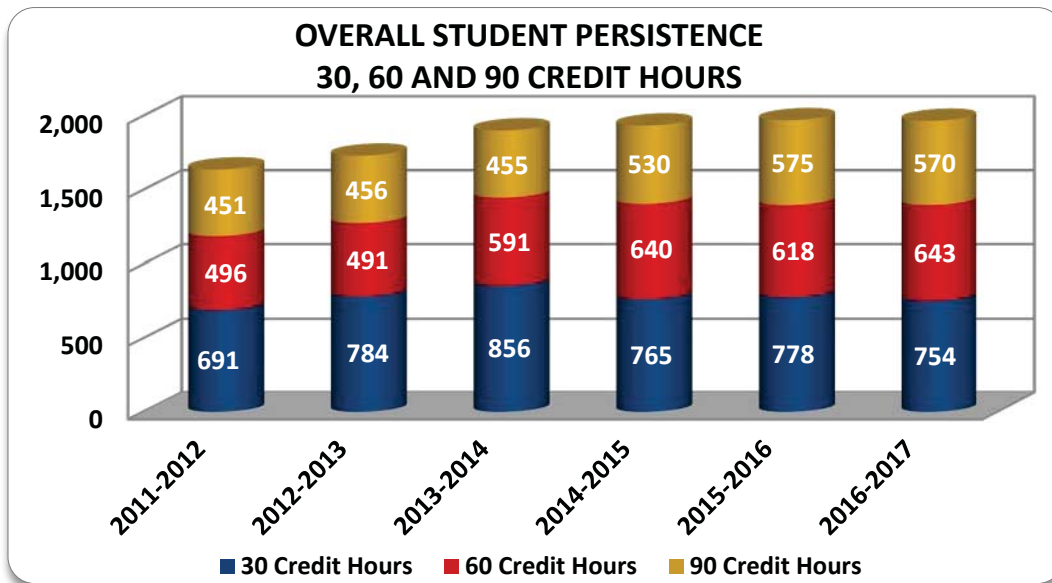
The number of On-Time Degrees completed has increased 84.6 percent since 2007-2008 from 254 degrees to 469 degrees in 2016-2017 while the On-Time Graduation Rate has increased from 13.7 percent in 2007-2008 to 31.4 percent in 2016-2017. For the three-year comparison period, the On-Time Graduation Rate increased 7.5 percent from 18 percent to 25.5 percent.





Student Persistence Metric

Overall Student Persistence for the completion of 30 credit hours, 60 credit hours and 90 credit hours has increased for the three-year comparison period.

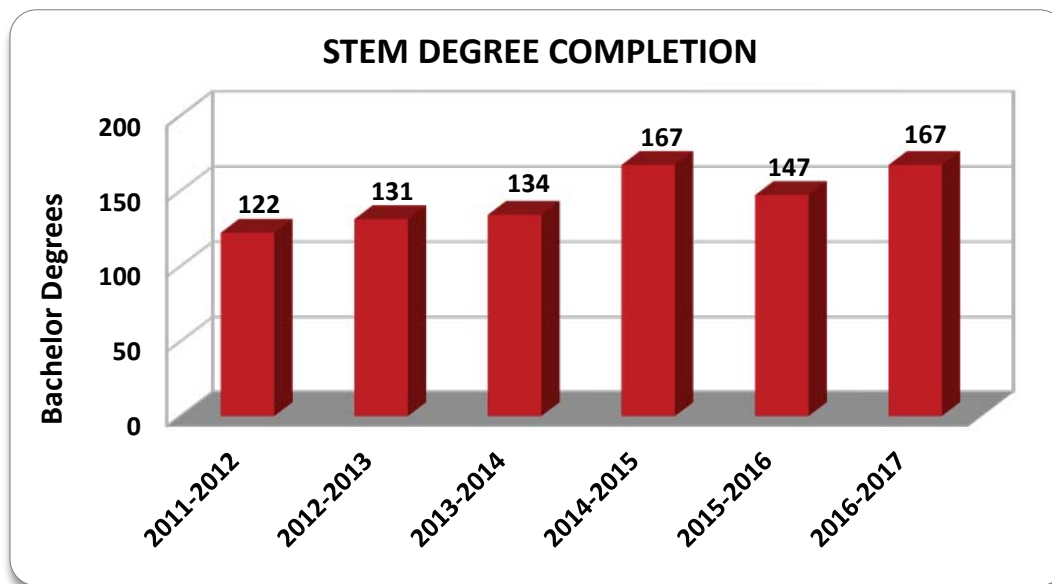


OVERALL STUDENT PERSISTENCE 30, 60 AND 90 CREDIT HOURS

	2012-2014	2015-2017	Change in 3-yr Rate	Per Unit Value
30 Credit Hours	45.8%	51.6%	5.8%	85
60 Credit Hours	28.8%	41.8%	13.0%	197
90 Credit Hours	23.9%	35.5%	11.6%	183

STEM Degree Completion

The number of STEM Degrees completed at the bachelor's level has increased by 36.9 percent since 2011-2012 from 122 degrees to 167 degrees in 2016-2017 for a total of 31 degrees. The University appreciates the inclusion of all institutions in the STEM Degree Completion Metric. By including all institutions in the metric, the state recognizes the contributions of all public institutions in granting degrees in the STEM disciplines that benefit the State of Indiana.



Metric Value and Impact

The University of Southern Indiana continues to express concern as to how the performance-based metrics are funded. The current method used to fund the formulas does not adequately recognize an institution's improved performance. The variation in the value of the metrics and the required institutional contribution to fund the metrics in any given year truly does not fund improved performance. The University's operating appropriation would have increased by more than \$2.8 million if the metrics had been fully funded in 2017-2019. However, the chart below shows the appropriation increase for the biennium is significantly less due to the reallocation of university operating appropriations to help fund the metrics.

IMPACT OF PFF 5.2% and 6.5% FY18 and FY19 AS-PASSED BUDGET			
2016-2017 Operating Appropriation Base	\$44,858,559	2016-2017 Operating Appropriation Base	\$44,858,559
4.1% Base Reallocation	(\$1,823,770)	4.2% Base Reallocation	(\$1,867,238)
Performance Funding Impact – Unit Adjusted	\$1,825,164	Performance Funding Impact – Unit Adjusted	\$2,287,687
2017-2018 Operating Appropriation	\$44,859,953	2018-2019 Operating Appropriation	\$45,279,008
Net Impact of PFF	\$1,394	Net Impact of PFF	\$420,449
<u>Percent Change in Base from 2017</u>	<u>0.0%</u>	<u>Percent Change in Base from 2017</u>	<u>0.9%</u>
Assumes New Funding of 1.2% in FY18 and 2.5% in FY19			

The Indiana Commission for Higher Education has proposed increased per-unit values for each of the metrics for 2019-2021. If the metrics are fully funded in 2019-2021 at the level proposed by the Indiana Commission for Higher Education, USI would earn \$4,448,000 for improved performance.

**SUMMARY OF 2019-2021 PROPOSED METRIC VALUE AND IMPACT
FOR UNIVERSITY OF SOUTHERN INDIANA**

PFF METRIC	VALUE OF METRIC
Overall Degree Completion Metric	\$7,500
At-Risk Degree Completion Metric	\$450,000
STEM Degree Rate Metric	\$310,000
Student Persistence Metric	\$605,000
On-Time Graduation Rate	\$3,075,000
TOTAL PFF IMPACT	\$4,448,000

The University of Southern Indiana requests support of its 2019-2021 Operating and Capital Improvement Budget Request to carry out its mission of providing high-quality education services to help achieve the goals of the state and region.

UNIVERSITY OF SOUTHERN INDIANA

2019-2021 OPERATING AND CAPITAL IMPROVEMENT

INSTITUTIONAL REQUEST

The University of Southern Indiana's 2019-2021 Operating and Capital Improvement Budget Request was developed using the 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 five Performance Funding Metrics in 2019-2021. The metrics are:

- Overall Degree Completion
- At-Risk Degree Completion
- STEM Degree Completion
- Student Persistence
- On-Time Graduation Rate

The Indiana Commission for Higher Education has recommended increased per-unit values for each of the metrics in the 2019-2021 biennia. If the metrics are fully funded at the level proposed by the Indiana Commission for Higher Education, USI would earn \$4,448,000 for improved performance.

The University of Southern Indiana recommends full funding of the Performance Funding Formulas by the state rather than reallocation of operating base budgets. 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 does not adequately recognize improved performance.

The following is a summary of the funding levels for the 2019-2021 Performance Funding Metrics for the University of Southern Indiana.

**SUMMARY OF 2019-2021 PERFORMANCE METRICS FOR
UNIVERSITY OF SOUTHERN INDIANA**
Recommended by the Indiana Commission for Higher Education

METRIC	2019-2021 UNITS	2019-2021 PER-UNIT PAYMENTS	2019-2021 METRIC TOTAL
Overall Degree Completion Metric			
Bachelor	-19	\$10,000	\$0
Master	-35	\$5,000	\$0
Doctoral	3	\$2,500	\$7,500
At-Risk Degree Completion Metric			
Bachelor	45	\$10,000	\$450,000
STEM Degree Completion Metric			
Bachelor (Non-Research)	31	\$10,000	\$310,000
Student Persistence Metric			
Completed 30 Credit Hours (4YR)	85	\$500	\$42,500
Completed 60 Credit Hours	197	\$1,000	\$197,000
Completed 90 Credit Hours	183	\$2,000	\$366,000
On-time Graduation Rate Metric			
4 Year	123	\$25,000	\$3,075,000
		Yearly PFF Total	\$4,448,000

*Assumption of Fully-Funded ICHE Approved 2019-2021 Per Unit Payments (ICHE Meeting August 9, 2018)

LINE ITEM APPROPRIATION REQUEST

The University’s 2019-2021 Operating Budget Request includes four line item appropriation requests.

<u>HISTORIC NEW HARMONY</u>	<u>2019-2020</u> <u>Request</u>	<u>2020-2021</u> <u>Request</u>
<u>Requested Base Appropriation</u>	\$530,697	\$576,488

The University requests continued and increased funding of the current line item appropriation for Historic New Harmony to support the preservation, education and interpretive programs of this state and national treasure. The line item appropriation for Historic New Harmony only has been increased once in the past decade. This request would bring Historic New Harmony’s operating appropriation to the same level it was 2008-2009.

<u>CAMPUS SECURITY ENHANCEMENTS</u>	<u>2019-2020</u> <u>Request</u>	<u>2020-2021</u> <u>Request</u>
<u>Requested Base Appropriation</u>	\$750,000	\$750,000

The University of Southern Indiana requests permanent funding of the line item to continue an initiative started in the 2017-2019 biennium to enhance campus safety and security. USI is the only public residential campus in Indiana that does not have a sworn police force. The University contracted with the Vanderburgh County Sheriff’s Office to provide 24-hour, seven-day-a-week protection to the campus rather than developing its own police force. This collaborative model with the Vanderburgh County Sheriff’s Office is the most efficient and effective means of complementing the University’s existing campus safety staff with highly trained, equipped and well-qualified sworn officers. The University requests that this line item be rolled into the University’s base operating budget.

<u>STEM INNOVATION AND EXPANSION INITIATIVE</u>	<u>2019-2020</u> <u>Request</u>	<u>2020-2021</u> <u>Request</u>
<u>Requested Base Appropriation</u>	\$500,000	\$500,000

The University of Southern Indiana has responded since 2007 to the regional need for

additional graduates with degrees in science, engineering, technology and mathematics (STEM), having increased the number of STEM majors from 750 to over 1,300 majors today. The University is instrumental in the expansion of engineering and advanced manufacturing capabilities in southwestern Indiana working closely with K-12 schools and STEM programs through the SwI STEM Resource Center, graduating an increased number of students with STEM degrees who remain in the region working collaboratively to build and strengthen partnerships with advanced manufacturing businesses to expand the internship, co-op and employment opportunities for USI STEM graduates.

The University of Southern Indiana requests continued funding in 2019-2021 that was appropriated in the last biennium for the STEM Innovation and Expansion Initiative line item to support the expansion of USI’s engineering program into specific disciplines; to continue and expand USI’s work with the K-12 schools and STEM programs. The University requests that this line item be rolled into the University’s base operating budget in 2019-2021.

<u>STRONG START SUMMER BRIDGE PROGRAM</u>	<u>2019-2020 Request</u>	<u>2020-2021 Request</u>
<u>Requested Base Appropriation</u>	\$250,000	\$250,000

The University of Southern Indiana requests permanent funding of a new line item to establish a summer bridge program. This request would allow the development of a program to assist the University with improving four-year graduation rates of African American males and African American females. Support services and connections with key staff members during this seven-week summer residential program will provide a strong foundation for these students to build upon. The funding will be used for housing, meals, programming, books and tuition and fees. This request is intended to meet the state goals of improved and on-time graduation rates and help to improve diversity in southwestern Indiana.

DUAL CREDIT LINE ITEM APPROPRIATION REQUEST

The University of Southern Indiana’s concurrent enrollment program, the College Achievement Program (CAP), has been in existence since 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. Thirty-seven courses, a total of 204 sections, were offered at 29 high schools taught by 110 approved high school instructors during the 2017-

2018 academic year. Approximately 2,200 students enrolled in one or more courses, generating over 12,000 credit hours.

Funding for the line item for Dual Credit was added as a new line item in the 2013-2015 biennium. The funding for Dual Credit is based on the credit hours earned in 2016-2017 for dual credit priority courses multiplied times \$50 per credit hour. The University of Southern Indiana requests the following funding for Dual Credit priority courses for the 2019-2021 biennium.

<u>DUAL CREDIT</u>	<u>2019-2020</u> <u>Request</u>	<u>2020-2021</u> <u>Request</u>
<u>Requested Base Appropriation</u>	\$292,550	\$292,550

CAPITAL BUDGET REQUEST

The University of Southern Indiana requests bonding authorization for one capital project and funding of the General Repair and Rehabilitation and Infrastructure formula during the 2019-2021 biennium.

Health Professions Classroom Renovation and Expansion Project	\$48,000,000
----------------------------------------------------------------------	---------------------

The University of Southern Indiana requests \$48 million in Major Repair and Rehabilitation fee-replaced funding for renovation and expansion of three floors of the Health Professions Building to update and expand general classrooms and instructional laboratories, student study space and technology infrastructure for students enrolled in Health Professions degree programs. The Student Health Center, currently located in the Health Professions Building will be relocated to a new facility for University Health Services, Counseling and Wellness and as part of the project, the HVAC tempered water tower will be relocated. A temporary building that houses Creative and Print Services will be removed, and a new facility will be constructed and renovation of existing space in the University Home will be repurposed for general offices and administrative space. Currently USI contracts with a local hospital for the operation of the Student Health Center. The local hospital would be the project partner for the new facility with an expected contribution of \$3,000,000 to the project. The total cost of the project is \$51 million.

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 2019-2021 biennium.

CONCLUSION

The University of Southern Indiana requests support from the State of Indiana for its 2019-2021 Operating and Capital Improvement Budget Request. The University requests funding to support:

- Overall Degree Completion, At-Risk Degree Completion, STEM Degree Completion, Student Persistence and On-Time Graduation Rate
- Health Professions Classroom Renovation and Expansion Capital Project
- General Repair and Rehabilitation and Infrastructure Formula
- Line Items
 - Historic New Harmony
 - Campus Security Enhancements
 - STEM Innovation and Expansion Initiative
 - Strong Start Summer Bridge Program
- Dual Credit

Full funding of the Performance Funding Formulas, the University's capital budget request and the four line items, is essential for the University of Southern Indiana to serve the southern Indiana region and to help achieve the goals of the state.

UNIVERSITY OF SOUTHERN INDIANA

2019-2021 CAPITAL IMPROVEMENT PLAN

The University of Southern Indiana's 2019-2021 Capital Improvement Budget Request asks for the approval and funding for the following projects:

MAJOR REPAIR AND REHABILITATION

Health Professions Classroom Renovation and Expansion Project

NEW CONSTRUCTION

None

ACQUISITIONS

No requests for Acquisitions for 2019-2021

MAJOR EQUIPMENT

No requests for Major Equipment for 2019-2021

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 2019-2021 biennium.

CAPITAL REQUEST SCHEDULE IV (CRS IV)
2019 - 2029 TEN-YEAR CAPITAL PROJECT PLAN
INDIANA PUBLIC POSTSECONDARY EDUCATION
SUMMARY OF MAJOR PROJECTS RELATED TO THE TEN-YEAR CAPITAL PLAN
UNIVERSITY OF SOUTHERN INDIANA
June 25, 2018

	Near Term 2019-21			Medium Term 2021-23			Long-Term 2023-29		
	Est. State Funding	Est. Other Funding ⁽¹⁾	Est. GSF Impact	Est. State Funding	Est. Other Funding ⁽¹⁾	Est. GSF Impact	Est. State Funding	Est. Other Funding ⁽¹⁾	Est. GSF Impact
<u>A. SPECIAL R&R PROJECTS</u>									
1. Classroom Renovation and Expansion (July 2020)	\$48,000,000	\$3,000,000 c	56,000						
2. Student Residence Building Renovation/ Replacement and Expansion (July 2020 and July 2022)		\$8,200,000 a	4,000		\$8,000,000 a			\$8,000,000 a	
3. University Center Expansion/Renovation (July 2022)					\$16,500,000 b	60,000			
4. Wright Building Renovation (July 2023)				\$23,200,000		44,300			
5. Rice Library Renovation - Phase I				\$8,000,000					
<u>B. NEW CONSTRUCTION</u>									
6. Parking Facilities ⁽²⁾ (July 2019)		\$26,800,000 b	398,000						
7. Student Residence Building with Dining (July 2020 and July 2025)		\$36,000,000 a	110,000					\$39,000,000 a	105,000
8. Nexus Innovation Center (July 2023)				\$36,000,000		120,000			
9. Recreation, Fitness and Wellness Center Expansion (July 2021)					\$8,000,000 b	35,700			
10. Multidisciplinary Engineering Center (July 2025)							\$50,000,000	\$2,000,000 c	125,000
<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	\$48,000,000	\$74,000,000	568,000	\$67,200,000	\$32,500,000	260,000	\$50,000,000	\$49,000,000	230,000

Notes:

(1) Source of non-state (i.e. "other") funding: (a) Rental/Board Income, (b) Fees and Contributions, (c) Contributions

(2) Received bonding authorization in 2003-2005 for \$3,000,000 to construct parking facility; near-term request is for increase of \$23,800,000 in bonding authorization for construction of parking facility for total of \$26,800,000 for project.

(3) Construction start date may change if funding is received early.

- All projects that would need approval from the General Assembly or CHE/SBA/SBC should be included in this schedule
- Any project that would not need approval from the General Assembly or CHE/SBA/SBC should not be included in the schedule
- For projects listed in Medium and Long-Term, the estimated cost and GSF impact can be shown as a range
- Projects should include all costs associated with the project (structure, A&E, infrastructure, consulting, FF&E, etc.)

UNIVERSITY OF SOUTHERN INDIANA

HEALTH PROFESSION CLASSROOM RENOVATION AND EXPANSION PROJECT

Project Description:

The University of Southern Indiana requests \$48 million in Major Repair and Rehabilitation fee-replaced funding for renovation and expansion of three floors of the Health Professions Building to update and expand general classrooms and instructional laboratories, student study space and technology infrastructure for students enrolled in Health Professions degree programs. The Student Health Center, currently located in the Health Professions Building will be relocated to a new facility for University Health Services, Counseling and Wellness and as part of the project, the HVAC tempered water tower will be relocated. A temporary building that houses Creative and Print Services will be removed, and a new facility will be constructed and renovation of existing space in the University Home will be repurposed for general offices and administrative space. Currently USI contracts with a local hospital for the operation of the Student Health Center. The local hospital would be the project partner for the new facility with an expected contribution of \$3,000,000 to the project. The total cost of the project is \$51 million.

Estimated Request: \$48,000,000 – State Funding – State Bonding Authorization

Project A.S.F.: 113,000

Anticipated Date of Completion: August 2024

Estimated Change in Annual Operating Budget: No Change – there will be a decrease in the Annual Operating Budget

NEED FOR CLASSROOM RENOVATION AND EXPANSION

The Indiana General Assembly approved construction of the Health Professions Building in 1991. When the facility opened in 1993, 340 students were enrolled in the College of Nursing and Health Professions. In fall 2017, 2,381 students were enrolled in certificate, undergraduate and graduate degree programs. There is a high demand for students who graduate from the College of Nursing and Health Professions and employers throughout the

region need graduates with all majors from the College. The requested capital project includes renovation of three floors in the Health Professions Building. Classrooms and instructional laboratories will be renovated and resized based on program needs. Out-dated classroom and laboratory medical equipment will be replaced with high-tech equipment to improve the capability of various programs to better train students especially in the areas of Radiology and Dental Assisting. An 18,000 square foot addition to the south side of the Health Professions Building will provide much needed student study and meeting space. Replacement of HVAC equipment and controls and the installation of LED lighting throughout the building will result in significant energy savings. To support this project and future campus projects, the 30-year-old HVAC tempered water tower will be replaced.

As a part of the project, the Student Health Center, currently located in the lower level of the Health Professions Building, will be relocated to a new centralized facility. The new University Health Center will combine medical, counseling and wellness services for students. This 21,000 square foot facility will improve the collaboration between these three departments to be able to treat students who need these services in a holistic manner.

The Campus Master Plan was reviewed and updated in 2017. As assessment of the need for new facilities and the renovation of existing facilities was a major part of the planning process. Currently the University has three temporary buildings that need to be replaced. The University received funding for replacement of the Safety and Security facility from the 2017 Indiana General Assembly. Plans are to replace the 45-year old temporary facility that houses Creative and Print Services. There are safety concerns, the in ability to consistently control the temperature and ongoing maintenance issues with this building. This project includes construction of a 17,000 square foot building. The University Home will be renovated to provide improved student services and offices space for the University.

PRIORITY FOR HEALTH PROFESSIONS CLASSROOM RENOVATION AND EXPANSION PROJECT

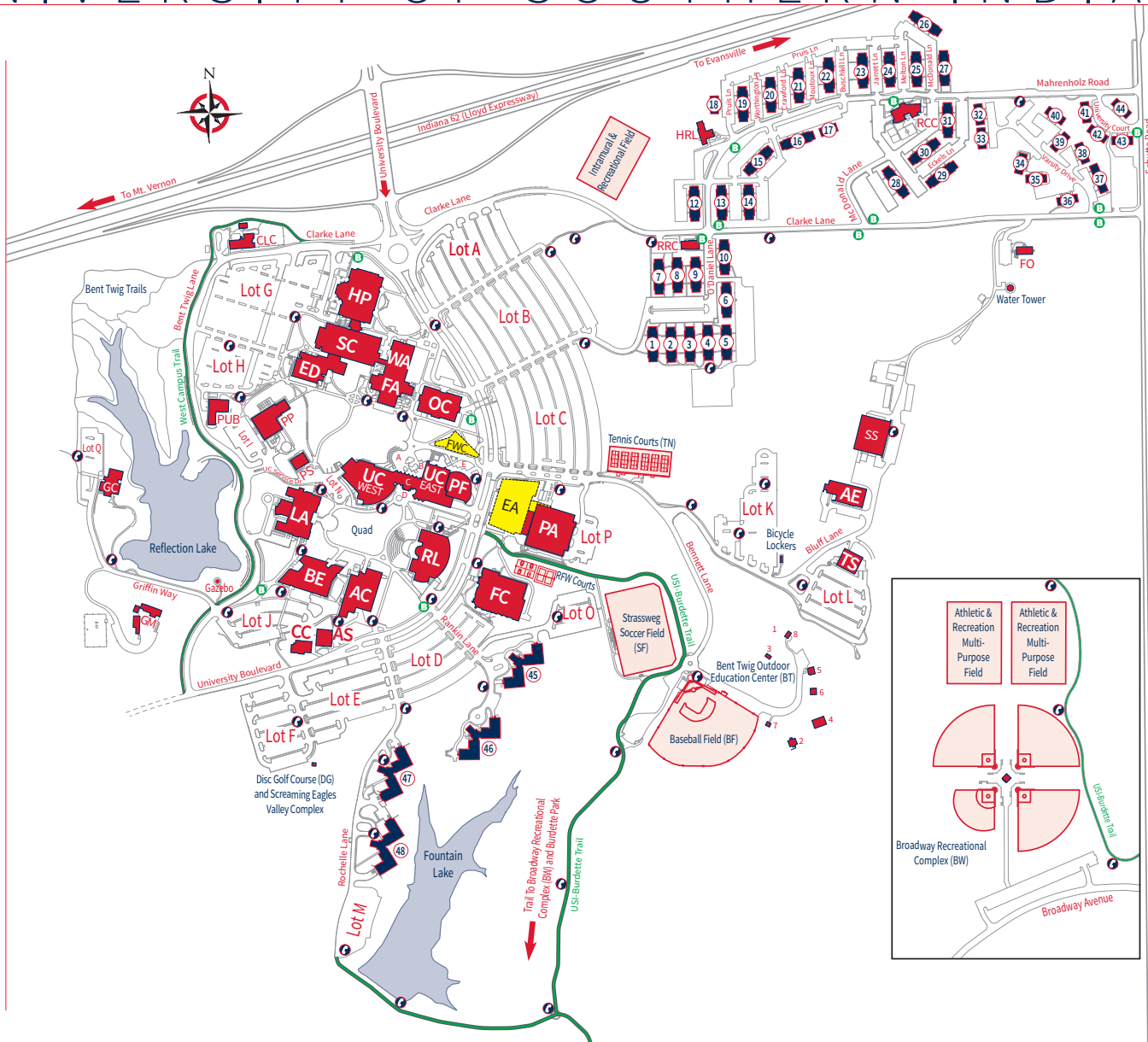
- Number one capital request for 2019-2021 biennium

UNIVERSITY OF SOUTHERN INDIANA

Campus Legend

- | | |
|-----------------------------------------------|-----|
| Applied Engineering Center | AE |
| Arts Center | AC |
| Art Studio | AS |
| Bent Twig Outdoor Education Center | BT |
| 1. Amphitheatre | |
| 2. Bokelman #3 School | |
| 3. Breckinridge Cabin | |
| 4. Eicher Barn | |
| 5. Grimes Haus | |
| 6. Herb Garden | |
| 7. Restrooms | |
| 8. Westwood Lodge | |
| Business and Engineering Center | BE |
| Carter Hall (UC West 233) | UC |
| Children's Learning Center | CLC |
| Couch/Renner Hall (ED 1101) | ED |
| Dowhee Ceramics Center | CC |
| Education Center | ED |
| Forum Lecture Halls (FA 1, 2, and 3) | FA |
| Forum Wing | FA |
| USI Foundation | FO |
| Griffin Center | GC |
| Grounds Maintenance Center | GM |
| Hamilton Music Studio (LA 0114) | LA |
| Health Professions Center | HP |
| I.U. School of Medicine-Evansville (HP 3026) | HP |
| Klemyer Hall (LA 0101) | LA |
| Liberal Arts Center | LA |
| Mallette Studio Theatre (LA 0105) | LA |
| McCutchan Art Center/Pace Galleries (LA 0155) | LA |
| Mitchell Auditorium (HP 1002) | HP |
| Orr Center | OC |
| Performance Center | PF |
| Physical Activities Center (PAC) | PA |
| Physical Plant Service Center | PP |
| Public Safety Building | PS |
| Publishing Services Center | PUB |
| Recreation, Fitness and Wellness Center | FC |
| Rice Library | RL |
| Science Center | SC |
| 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 |
| Under Construction | |
| Fuquay Welcome Center | FWC |
| Screaming Eagle Arena | EA |
| ■ Pedestrian, Bike and Nature Trail | |
| ☎ Blue Emergency Phone | |
| 🚌 Bus Stop | |

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.

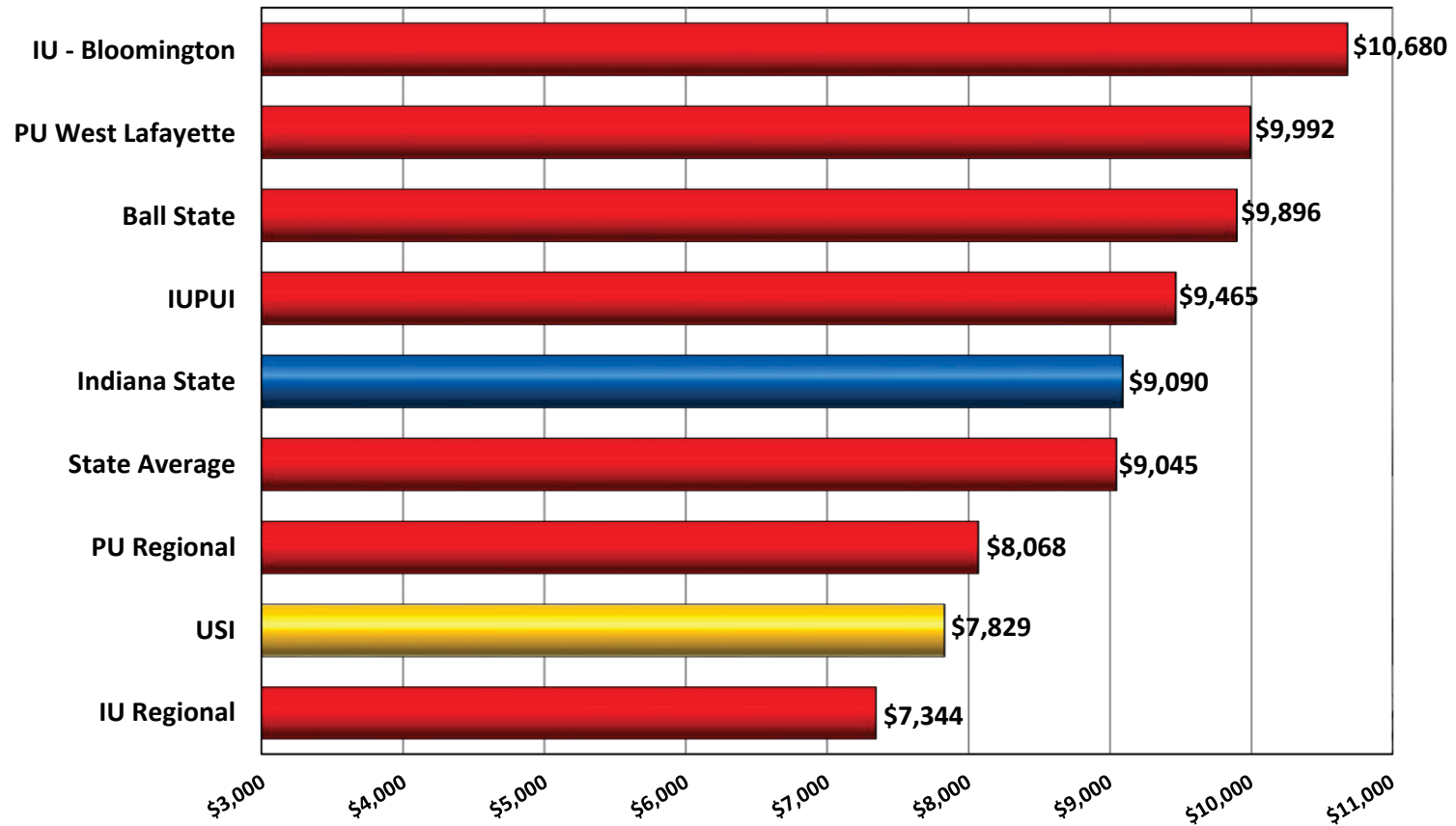


Housing Legend

- | | |
|-----------------------------------|-----|
| Housing and Residence Life Center | HRL |
| Residence Life Community Center | RCC |
| Residence Life Resource Center | RRC |
| Baker Building-McDonald East | 32 |
| Bayh Building-O'Daniel North | 22 |
| Bigger Building-O'Daniel South | 1 |
| Boon Building-O'Daniel South | 20 |
| Bowen Building-O'Daniel North | 6 |
| Branch Building-McDonald West | 26 |
| Branigin Building-O'Daniel North | 13 |
| Chase Building-McDonald East | 42 |
| Craig Building-O'Daniel North | 19 |
| Dunning Building-O'Daniel South | 8 |
| Durbin Building-McDonald West | 31 |
| Gates Building-O'Daniel North | 18 |
| Gray Building-McDonald East | 35 |
| Goodrich Building-McDonald West | 25 |
| Governors Hall | 46 |
| Hammond Building-McDonald East | 38 |
| Hanly Building-McDonald West | 30 |
| Hendricks Building-O'Daniel South | 5 |
| Hendricks Building-McDonald East | 33 |
| Hovey Building-McDonald East | 43 |
| Jackson Building-McDonald West | 23 |
| Jennings Building-O'Daniel South | 10 |
| Lane Building-McDonald East | 39 |
| Leslie Building-O'Daniel North | 16 |
| Marshall Building-McDonald West | 28 |
| Matthews Building-McDonald East | 41 |
| McCray Building-McDonald West | 24 |
| McNutt Building-O'Daniel North | 15 |
| Morton Building-McDonald East | 40 |
| Mount Building-McDonald East | 44 |
| Newman Hall | 45 |
| Noble Building-O'Daniel South | 3 |
| O'Bannon Hall | 47 |
| Orr Building-O'Daniel North | 21 |
| Porter Building-McDonald East | 36 |
| Ralston Building-McDonald West | 27 |
| Ray Building-O'Daniel South | 4 |
| Ruston Hall | 48 |
| Saletta Building-McDonald West | 29 |
| Schricker Building-O'Daniel North | 12 |
| Townsend Building-O'Daniel North | 14 |
| Wallace Building-O'Daniel South | 2 |
| Welsh Building-O'Daniel North | 17 |
| Whitcomb Building-O'Daniel South | 7 |
| Willard Building-McDonald East | 37 |
| Williams Building-McDonald East | 34 |
| Wright Building-O'Daniel South | 9 |

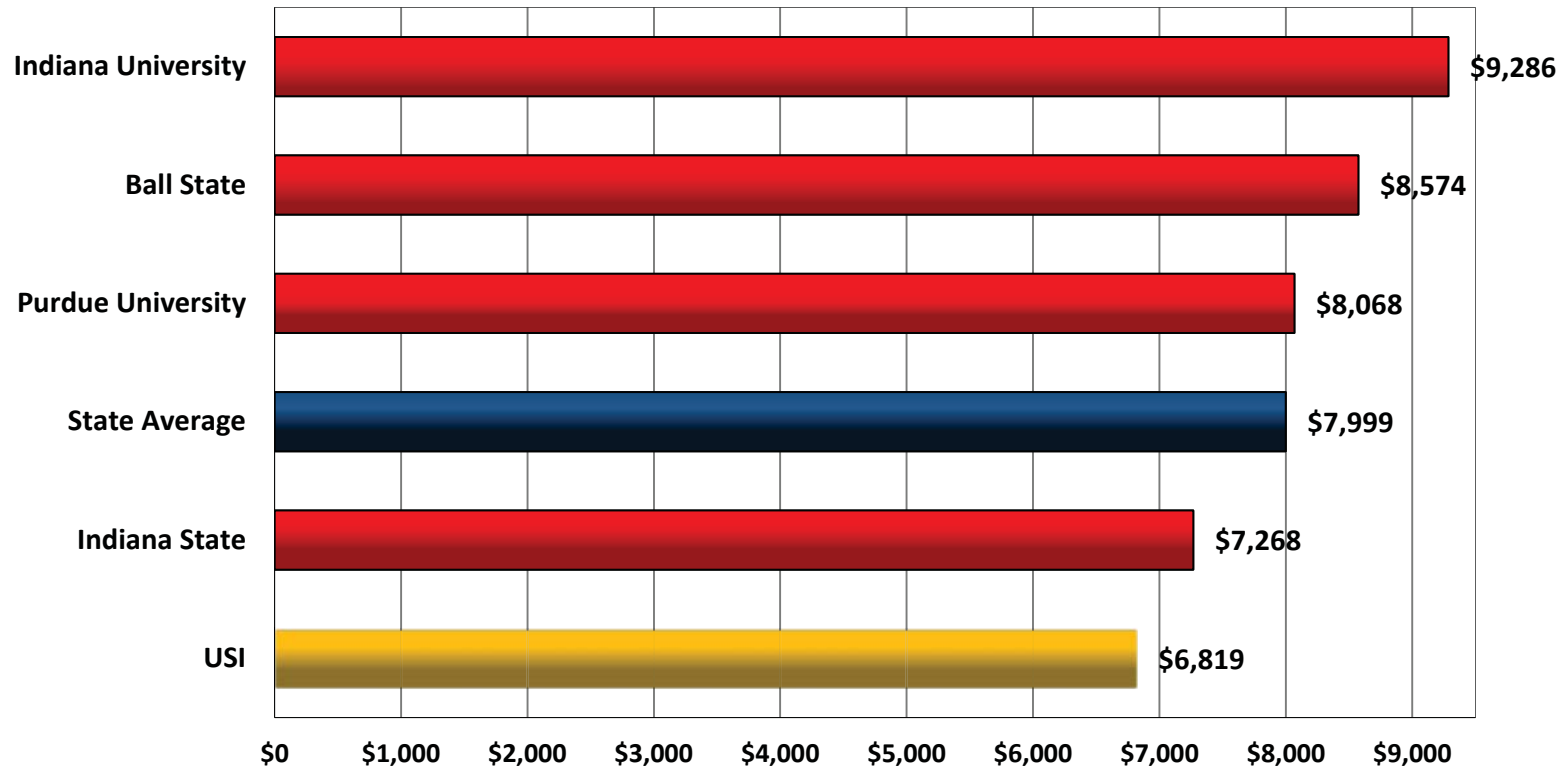
UNIVERSITY OF SOUTHERN INDIANA

2018-2019 TUITION AND FEES 4-YEAR PUBLIC INSTITUTIONS IN INDIANA



Tuition and fees cover two 15 credit-hour-semesters

UNIVERSITY OF SOUTHERN INDIANA
4-YEAR PUBLIC INSTITUTIONS IN INDIANA
2018-2019 APPROPRIATIONS PER-FTE-HOOSIER STUDENT



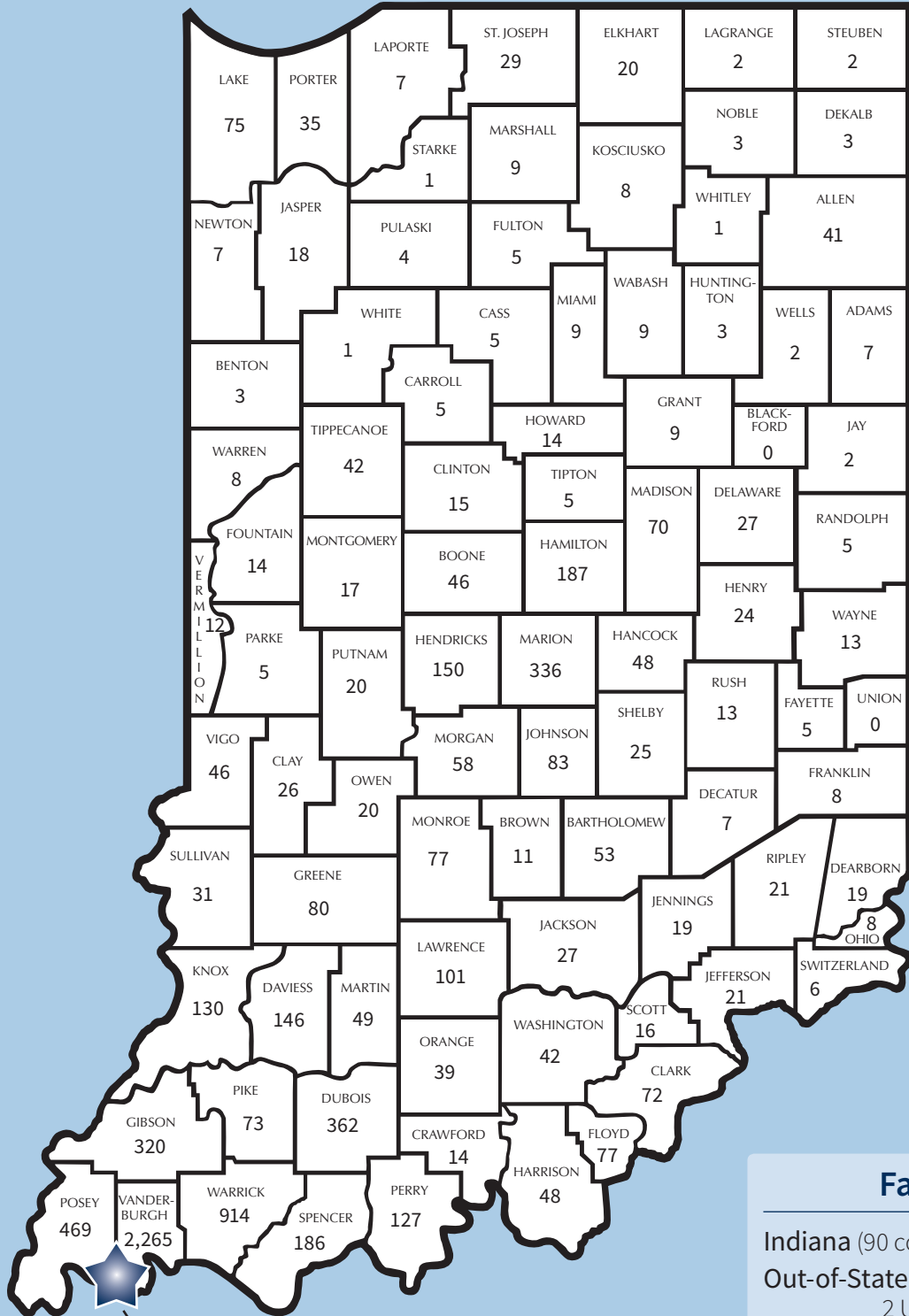
Based on Actual 2016-2017 Hoosier FTE Enrollment

USI Fast Facts - Fall 2017

UNIVERSITY PROFILE	
Established	1965
Location	Evansville, IN
Number of Colleges	4
Undergraduate Degree Majors / Graduate Degree Programs	
Associates	4
Bachelors	60
Masters Degree Programs	13
Doctoral Degree Programs	1
Undergraduate Degrees Awarded Academic Year 15-16	1,726
Associates	66
Undergraduate Certificates	59
Bachelors	1,599
Post Baccalaureate Certificates	2
Graduate Degrees Awarded Academic Year 15-16	313
Master's Degree Programs	285
Post Master's Certificates	18
Doctoral Degree Programs	10
Total Awards	2,039
FACULTY PROFILE	
Fall 2016 Faculty Count	686
Full-Time	352
Part-Time	334
Faculty Rank	
Professors	39
Associate Professors	100
Assistant Professors	117
Instructors	96
Part-Time Adjuncts	267
Administrative Academic	5
Administrative Athletics	4
Administrative Executive	20
Administrative Professional	35
Retirees Teaching Part-Time	13
Faculty Count by College	
College of Business	65
College of Liberal Arts	249
College of Nursing and Health Professions	135
College of Science, Engineering, & Education	188
University Division	46
Outreach and Engagement	3

STUDENT PROFILE		
Fall 2017 Admissions	New Freshman	Transfer Students
Applicants	4,569	843
Admitted	4,277	784
Enrolled	1,722	499
Fall 2017 Official Head Count Enrollment		9,014
Freshmen		2,099
Sophomores		1,630
Juniors		1,589
Seniors		2,264
Non-Degree Seeking		124
Graduate (Master and Doctorate)		1,308
New		485
Continuing		823
Enrollment Status		
Full-Time		7,252
Part-Time		1,762
Gender		
Females		5,677
Males		3,337
Age		
24 or younger		6,907
25 or older		2,107
Residency Status		
In-State Students		7,497
Out-of-State Students		1,313
International Students		204
Total Credit Hours Generated		111,022
Undergraduate Credit Hours		102,797
Graduate Credit Hours		8,225
Full-Time Student Equivalency		7,538.5
Undergraduate FTE		6,853.1
Graduate FTE		685.4

HOME COUNTIES OF USI UNDERGRADUATE AND GRADUATE STUDENTS FALL 2017



University of Southern Indiana

Fall 2017	
Indiana (90 counties)	7,497
Out-of-State (39 states, 2 U.S. territories)	1,313
International (70 nations)	204
Total Enrollment	9,014



USI.edu