

**MINUTES OF THE MEETING OF THE STATE
BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
August 4, 2016**

Chairperson Paula Hughes called the August 4, 2016 regular meeting of the State Board of Trustees to order at 1:00 pm at 3800 N Anthony Boulevard, Fort Wayne, Indiana

ROLL CALL

Vice Chair Michael Dora called the roll and the presence of a quorum was announced.

The following State Trustees were present:

**Ms. Paula Hughes, Chairperson
Mr. Michael R. Dora, Vice Chair
Mr. Jesse Brand
Mr. Larry Garatoni
Mr. Richard R. Halderman
Ms. Lillian Sue Livers
Mr. Lee J. Marchant
Mr. Stewart McMillan
Mr. Steve Schreckengast
Ms. Kaye H. Whitehead
Mr. Darrel Zeck**

The following State Trustees were unable to attend:

Ms. Kimra Schleicher

A. EXECUTIVE SESSION MEMORANDA:

Following notice under IC5-14-1.5-4, IC 5-14-1.5-5 and IC5-14-1.5-6.1(d)

The State Board of Trustees met in Executive Session on August 3, 2016 at 1:00 p.m. at the 3800 N Anthony Boulevard, Fort Wayne, Indiana

Members present were: Ms. Paula Hughes, Mr. Michael Dora, Mr. Jesse Brand, Mr. Larry Garatoni, Ms. Lillian Sue Livers, Mr. Lee J. Marchant, Mr. Stewart McMillan, Mr. Steve Schreckengast, Ms. Kimra Schleicher, Ms. Kaye H. Whitehead and Darrell Zeck

Members absent were: Mr. Richard R. Halderman

The Trustees considered the following items as permitted under IC 5-14-1.5-6.1(b). For each subject, a reference to the applicable subdivision of IC 5-14-1.5-6.1 (b) and a description of that subject are included.

- (2)(B) Initiation of litigation that is either pending or has been threatened specifically in writing.
- (5) To receive information about and interview prospective employees
- (7) For discussion of records classified as confidential by state or federal statute.
- (9) To discuss job performance evaluations of individual employees. This subdivision does not apply to a discussion of the salary, compensation, or benefits of employees during a budget process.

With the Approval of these minutes the Trustees present at the meeting certify that no subject matter was discussed in the executive session other than the subject matter specified in the public notice issued for this meeting.

B. NOTICES OF MEETING MAILED AND POSTED:

Vice Chair Michael Dora serving as acting secretary confirmed that notices of the August 4, 2016, regular meeting were properly mailed and posted.

C. APPROVAL OF BOARD MINUTES:

Trustee Sue Livers moved for approval of the minutes of the June 22, 2016 regular board meeting. Trustee Halderman seconded the motion and the motion carried unanimously.

Trustee Sue Livers moved for approval of the minutes of the June 30, 2016 special board meeting. Trustee Halderman seconded the motion and the motion carried unanimously.

D. COMMITTEE REPORTS:

Item 1 Chairperson Hughes reported that the Executive Committee met, on June 30, 2016 to approve President Ellspermann's contract prior to her joining on July 1, 2016. Chairperson Hughes made mention this is her final report as chair and is pleased with what the Board has accomplished, and is encouraged to see the Board more and more engaged and thinking of change. There is a shift in perspective as we are partnering and promoting Ivy Tech.

Item 2 Chairperson Hughes called upon Trustee Schreckengast, Chair of the Committee, to give the **Building, Grounds and Capital Committee Report**. Trustee Schreckengast reported three action items for approval.

Trustee Schreckengast moved for approval of

Resolution 2016-29, Approval of the Ivy Tech Community College of Indiana Legislative Request for Capital Funds for the 2017-19 Biennium

Trustee Halderman seconded the motion, and the motion carried unanimously.

Item 3

Chairperson Hughes called upon Trustee Jesse Brand, Member of the Committee, for a report from the **Budget and Finance Committee**. Trustee Brand reported the committee received information on the Fiscal Year 2018-19 Operating Appropriations and Investment Report

Trustee Brand moved for approval of

Resolution 2016-30, Approval Renewing MOU with Indiana University Information Technology Services for Support Center Service Statewide

Trustee Halderman seconded the motion, and the motion carried unanimously.

Trustee Brand moved for approval of

Resolution 2016-31, Approval of a Three-Year Agreement with Pocket Nurse LLC for Medical Supplies

Trustee Halderman seconded the motion, and the motion carried unanimously.

Item 4

Chairperson Hughes called upon Trustee Whitehead, Chair of the Committee, for a report from the **Planning and Education Committee**. Trustee Whitehead reported there is one action items for approval. Trustee Whitehead noted the Committee received updates from Kara Monroe, Vice President, Academic Innovation and Jeff Fanter.

Dr. Kara Monroe discussed the expanded role she now serves as Vice President of Academic Innovation and Support. Three Senior Instructional Designers – Mr. Adam Vorderstrasse, Dr. Stacy Atkinson, and Mr. Matthew Pittman – accompanied Dr. Monroe to answer questions about specific college-wide projects they each lead. The expanded purpose of Academic Innovation and Support is to provide vision, leadership and support to educational transformation – both digital and face-to-face – across the College. While a team at Central Office serves to coordinate these activities, the work requires ongoing involvement and engagement with faculty, instructional technologists, trainers, librarians, tutors and many other academic support staff across the college. The College is going to build on the strength of its online learning operations to develop many new types of educational delivery methods including Competency Based Education and expansion in areas like hybrid and personalized or adaptive learning. This work is guided by a number of Quality Frameworks including Quality Matters where Ivy Tech was

recently recognized with two of the first Program Certifications in the nation – the only community college to earn certification in two different areas. The College currently has five national master reviewers in Quality Matters and 16 courses that have been granted Quality Matters recognition. The college is exploring new quality frameworks such as the CAST framework for Universal Design for Learning and frameworks for measuring the quality of educational technology such as the Courseware in Context Framework or the new Complete College America GPS designation.

The Competency Based Education initiative will lead to the release of two new degree programs after content and process development are complete and accreditation and federal approval are obtained. Programs like this were seen as overwhelmingly favorable by employers in a recent survey.

To launch innovative programs the college must also provide additional support to students. Two initiatives in this area were highlighted. The first was tutor.com – a 24x7 online tutoring service – which was launched in 2015. Early data on the efficacy of the service shows that students who used the service persisted at a 7% higher rate than similar peers who did not use the service. MATH 123 students using the service were 8% more likely to be successful than their peers and ENGL 111 students were 11% more likely to be successful than their peers who did not use the service.

The other service highlighted was the Open Educational Resources – OER initiative. This program will result in the development of course materials that faculty may select in the transfer general education core and then in the Transfer degree for Business. This could reduce a student's total cost for materials to less than \$500 for their entire degree program if adopted across the entire program. The college already has 8 fully developed courses using OER as well as 14 additional OER titles adopted and these courses already save students an average of \$80 per course where they are utilized.

Jeff Fanter provided an update on fall enrollment which is tracking about 5 percent less than this time last year. In comparison a year ago the enrollment gap was 9 percent so progress is being made but there is work still to do. The focus over the next few weeks will be on continuing students as 9 percent less are enrolled this year compared to last year at this time. New students are tracking 1 percent higher while readmits are tracking 21 percent to the positive and transfer in students are 6 percent higher. We heard about how the digital marketing campaign performed well in its first recruitment cycle. It generated over 33 million impressions and 900 applications. The goal of the campaign was to generate

applications at a cost of \$200 per application and it beat that goal as the cost per application was \$176.

Item 5 Chairperson Hughes called upon Trustee McMillan, Chair of the Committee, for a report from the **Audit Committee**. Trustee McMillan reported no actions items. There are no action items from the Audit Committee.

We discussed three year Audit Plan

Item 6 Chairperson Hughes called upon Trustee Garatoni, Chair of the Committee, for a report from the Corporate College Committee. Trustee Garatoni reported there were no action items for the board to consider. Trustee Garatoni report the committee heard an update Presentation by, Chris Lowery, Acting Vice President of Corporate College He provided a report regarding an All-Hands meeting was held in Indianapolis on July 19:

- Attendees included:
 - Program managers
 - Account executives
 - Trainers and other Corporate College employees
- President Ellspermann provided an overview of her vision for the college, including comments about workforce alignment
- Chris Lowery delivered an overview of the strategy that was endorsed by the State Board at the June meeting
 - Feedback from participants was favorable
- Attendees participated in various breakout sessions focusing on best practices

He reviewed the Occupational Demand Report that was released in July by the DWD

- The report is extensive and covers over 700 Standard Occupational Classifications (SOC codes)
- The report provides 10-year projections for number of expected vacancies due to:
 - People leaving positions (retirement and other reasons)
 - Newly created positions due to growth and other factors
- The report includes details regarding educational and work experience requirements and norms for the various job classifications
- Sources of the data include Bureau of Labor Statistics (BLS) and O*NET

- Data can be analyzed by state and regional levels; county disaggregation is forthcoming
- As we begin to use this data and information, it will inform our work around aligning our programs, physical plant and other assets to market demand

Related to the Occupational Demand Report, he reviewed newly create Demand-Driven Workforce Alignment Committee of the College, including:

- The committee includes leaders from the College, DWD, and CHE
- Individuals will focus on using the Report and data to better understand and align to:
 - Occupational demand
 - Needs of students and communities
 - Needs of employers and employees
 - Make recommendations related to strategies and ongoing initiatives
- The committee is bringing additional data and information together with the Occupational Demand Report that will complement and add to analysis and decision making capability
- The committee will be creating a comprehensive map to visually depict, among other things:
 - The Occupational Demand Report
 - Capabilities and resources of Ivy Tech and other relevant training and education providers
 - All at multiple levels, including statewide, regional, county, and campus
 - Due date is January 1, 2017

E. TREASURER'S REPORT:

Chairperson Hughes called upon Senior Vice President Chris Ruhl for the Treasurer's report

- Income
 - Full year Tuition/fee revenue was 6% below prior year reflecting enrollment declines
 - A solid last quarter boosted investment income to an all-time fiscal year high
 - State appropriations and other income finished on budget
- Expenses
 - Salaries/benefits were 4% higher compared to prior year given key initiatives around faculty contract days and additional health care costs

- Supply and equipment expenses and utilities were below budget helping to offset revenue declines due to enrollment
- On a net basis, FY 2016 is positive by 3%
 - This includes accruals for liabilities for post-retirement medical and pension obligations, incurred but not paid medical claims and accruals for uncollectible accounts and compensated absences (vacation and sick)
- The Treasurer’s Report is meant to illustrate how the College is performing on an on-going basis
- Formal financial reporting is meant to illustrate how the College performed for the year under a set of consistent standards for colleges and universities

Trustee Brand moved for approval of the Treasurer’s Report.

Trustee McMillan seconded the motion, and the motion carried unanimously.

F. STATE OF THE COLLEGE

Chairperson Hughes called upon President Ellspermann for the President’s report.
President Ellspermann.

Indiana Career Council and discussed aligning our goals to employer needs; Align, Engage, Advance: A Strategic Plan to Transform Indiana’s Workforce. The Big Challenge and the Goal is: All Hoosiers will have the opportunity to access career pathways aligned to their interests, skills and personal employment goals. **At least 60 percent** of Indiana’s workforce will have the postsecondary knowledge, skills, and credentials demanded within Indiana’s economy by 2025. There is a growing job market, over 150,000 jobs were created in Indiana since 2013. Demand –Driven Date will be the key. The Occupational Demand Report provided by DWD as a result of SB301 represents the expected workforce needs of Indiana employers for a ten-year projection, along with associated education and training that will be required to meet these workforce needs.

We have made positive efforts to build our pipeline:

Focused on Recruitment

- Achieve Your Degree
- College Connection Coaches
- New Marketing Campaign

Focused on Retention

- Co-Requisite Model
- Coaching Models
- Supplemental Instruction

Challenges that still remain

- 1 million more degrees, half are ours.
- Need to be at a pace of 50,000 completions a year (today 20,000+)

- Meet the needs of the workforce based on demand-driven data - our chance to move Hoosiers into good jobs.
- Recruit for programs where there is a need in the workforce and retain those students.
- May reduce programs in regions where there is low demand, especially if available in adjacent region.
- Student success – doing everything we can to help students complete in their expected timeline.

On going efforts to accomplish said goals

- Listening Tour – 750 faculty/staff.
- Team formed to analyze DWD data and inform our demand-driven alignment decisions.
- New Data Warehouse to support those and other decisions.
- Formation of Strategic Planning Process team.
- Double our Foundation goal creating more partnerships to secure resources we need.
- Roll out of Achieve Your Degree statewide.
- New Senior Vice President/Chief Operating Officer Andy Bowne.
- Senior Vice President of Workforce Alignment interviews commencing.
- Posted Vice President of Government Relations position.
- New capital request process.
- Project Early Success launching.

President Ellspermann called upon Kristen Moreland, Associate Vice President, Process Improvement and College-Wide Initiatives and Kelly Cozart, Associate Vice Chancellor Academic Affairs, Southwest Region to Present on Achieve you Degree

Background of Achieve your Degree

- Financial considerations and transportation are often obstacles that keep many from obtaining a college degree
- Ivy Tech Community College created the Achieve your Degree™ program to help minimize the financial obstacles that keep learners from earning their college degree
- Started in the Evansville region through a partnership with Old National Bank

The current state of Achieve your Degree

- Cross-functional and multi-region team developed to operationalize the project for state-wide use
- Current state processes documented in late July
 - Recruitment/Community Outreach
 - Advising and Registration
 - Invoicing
 - Retention of Student in Term 2 and Forward
 - Standard Memorandum of Understanding (MOU)
 - Standard Marketing Materials

Online Application for Achieve your Degree

- Similar to the current online general application
 - Program (and campus) options will be driven by applicant selecting employer from a list

- Applicants will be marked with AYD and AYD Employer attributes
- Uniquely identify AYD students in Banner
- Similar to dual credit application
- A new administrative section will allow employers to be setup based on MOU
 - Programs offered, timeframe (term, academic year), and campus(es)
- Changes made to populate current Blackboard/CRM feed with appropriate data
 - Reducing redundancy of application filling out 2 separate forms

Next Steps

- Future State processes developed in August
- Implementation plan developed in September
- Training for regional point people in October
- Online application complete in Spring 2017

G. OLD BUSINESS

Chairperson Hughes called for old business, and there was none.

H. NEW BUSINESS

Chairperson Hughes called for new business.

Trustee Garatoni moved for approval of:

Resolution 2016-32, Reappointment and Appointment of Regional Trustees-Columbus

Trustee Schreckengast seconded the motion, and the motion carried unanimously.

Resolution 2016-33, Reappointment of Regional Trustees- Northwest WITHDRAWN

Trustee Halderman moved for approval of:

Resolution 2016-34, Reappointment of Regional Trustee - Northeast

Trustee Zeck seconded the motion, and the motion carried unanimously.

Trustee Schreckengast moved for approval of:

Resolution 2016-35, Reappointment of Regional Trustee - Lafayette

Trustee Halderman seconded the motion and the motion carried unanimously.

Chairperson Hughes called upon the nominating committee Chair, Steve Schreckengast for Election of Officers for 2016-17

Trustee Schreckengast called for motion to approve the following:

Michael Dora, Chair

Paula Hughes, Vice Chair

Lillian Sue Lives, Secretary

Trustee Schreckengast called for vote, Trustee Garatoni wanted it to go on record he was initially concerned with Trustee Hughes being Vice Chair but has since changed his mind as he wants to ensure and continue to maintain cohesiveness during this unique period in leadership change is good and these officers will assist in this transition. With no other questions Trustee Halderman called for a motion to approve slated officers. Trustee Zeck seconded the motion and motion carried unanimously.

I. ADJOURNMENT

With no further business to come before the Board, Chairman Dora called for a motion to adjourn the meeting.

Trustee Zeck moved for approval. Trustee Halderman seconded the motion, and the motion carried unanimously.

Chairman Dora adjourned the meeting.

**STATE TRUSTEES
IVY TECH COMMUNITY COLLEGE**



Michael Dora, Chairperson



Lillian Sue Lives, Secretary

Dated August 6, 2016

Prepared by Gretchen L. Keller, Recording Secretary