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OFFICIAL NOTICE OF MEETING
IVY TECH COMMUNITY COLLEGE OF INDIANA
STATE BOARD OF TRUSTEES

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Notice is hereby given that the State Board of Trustees of Ivy Tech Community College of Indiana will be holding the following meetings virtually on February 3-4, 2021. These meetings are being held in compliance with IC 5-14-1.5 *et seq* and the Governor's Executive Orders 20-04 and 20-09. No members of the governing body will attend in person but will instead participate remotely.

Wednesday, February 3, 2021

The public is invited to attend the meetings open to the public by remote access using this link:
https://ivytech.zoom.us/j/96663635719?pwd=N2pteU1TMmVUcHNKWDRkdmtCWWJzUT09

Noon   **Audit Committee Executive Session**
The Audit Committee will meet in Executive Session and are permitted under IC 5-14-1.5-6.1(b), to discuss the subjects listed below. 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.

    (7)   For discussion of records classified as confidential by state or federal statute.

12:15 pm   **Audit Committee** *(open to the public)*

The public is invited to attend the meetings open to the public by remote access using this link:
https://ivytech.zoom.us/j/97507826493

2:30 pm   **Education Session of the State Board of Trustees** *(open to the public)*
The State Trustees will hold a meeting virtually to consider and take action on such items as may be brought before them.

3:00 pm   **Executive Session of the State Board of Trustees**
The State Trustees will meet in Executive Session and are permitted under IC 5-14-1.5-6.1(b), to discuss the subjects listed below. 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.
  (2)(C)   The implementation of security systems.
  (2) (D)   A real property transaction, including:
             (i) a purchase; (ii) a lease as lessor; (iii) a lease as lessee; (iv) a transfer; (v) an exchange; or (vi) a sale;
  (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.

Thursday, February 4, 2021

The public is invited to attend the Committee and Board meetings open to the public by remote access using this link: https://ivytech.zoom.us/j/99654564397?pwd=TE11RXFTQXJqcWVwdU9zcXI5OGMvdz09

8:30 am   **Board Committee Meetings** *(open to the public)*
The State Trustees will hold the regular committee meetings virtually
     8:30 am – 9:15 am   Academics & Student Experience
     9:15 am – 10:00 am   Budget & Finance
     10:00 am – 10:30 am   Building & Grounds

10:30 am – 10:45 am   *Break*
10:30 am – 10:45 am   Foundation
11:00 am – 11:15 am   Marketing & Public Relations
11:15 am - Noon   Workforce Alignment

1:00 pm   **Regular State Board of Trustees Meeting** *(open to the public)*
The State Trustees will hold a regular meeting virtually to consider and take action on such items as may be brought before them.

Secretary
Dated this January 27, 2021

<p style="text-align:center">**MINUTES OF THE MEETING OF THE STATE**</p>
<p style="text-align:center">**BOARD OF TRUSTEES**</p>

<div style="text-align:center">

IVY TECH COMMUNITY COLLEGE
December 3, 2020

</div>

Chairman Terry Anker called the State Board of Trustees' meeting to order at 1:00 pm via Zoom Webinar.

ROLL CALL

Chairman Terry Anker called the roll, and the presence of a quorum was announced.

The following State Trustees were present (via Zoom Webinar):

Mr. Terry Anker, Chairman
Ms. Stephanie Bibbs, Vice Chair
Mr. Andrew W. Wilson, Secretary
Mr. Jesse Brand
Mr. Michael R. Dora
Mr. Larry Garatoni
Ms. Kim Emmert O'Dell
Ms. Tanya Foutch
Ms. Marianne Glick
Ms. Paula Hughes-Schuh
Mr. Stewart McMillan
Mr. Steve Schreckengast
Mr. Kerry Stemler

The following Trustees were absent:

Ms. Gretchen Gutman
Mr. Harold Hunt

A. **NOTICES OF MEETING MAILED AND POSTED:**

Trustee Andrew Wilson, Secretary, confirmed that notice of December 3, 2020, regular meetings were properly mailed and posted. This meeting is being held in compliance with IC 5-14-1.5 *et seq* and the Governor's Executive Orders 20-04 and 20-09. No members of the governing body attended in person and instead participated remotely. The public was invited to attend the meetings open to the public by remote access by which a link was shared in that public notice.

B. APPROVAL OF BOARD MINUTES:

Trustee Glick moved for approval of the minutes of the October 8, 2020 board meeting. Trustee Bibbs seconded the motion, and the motion carried unanimously.

Secretary Andrew Wilson called roll

Terry Anker, Chair	"Aye"
Stephanie Bibbs, Vice Chair	"Aye"
Andrew Wilson, Secretary	"Aye"
Jesse Brand	"Aye"
Michael Dora	"Aye"
Kim Emmert O'Dell	"Aye"
Tanya Foutch	"Aye"
Larry Garatoni	"Aye"
Marianne Glick	"Aye"
Gretchen Gutman	not present
Paula Hughes-Schuh	"Aye"
Harold Hunt	not present
Stewart McMillan	"Aye"
Steve Schreckengast	"Aye"
Kerry Stemler	"Aye"

C. COMMITTEE REPORTS:

Item 1   Chairman Anker called upon Trustee Michael Dora for a report from the **Academics & Student Experience Committee**. Trustee Dora reported there was one action item for approval.

Trustee Dora moved for approval of

Resolution 2020-43, Ivy Tech Community College of Indiana and Martin University Partnership

Trustee Brand seconded the motion, and the motion carried unanimously

The Board heard from Russ Baker, Vice President for Academic Affairs, on Guaranteed Admission. The biggest' gap' of TSAP legislation, from our perspective, is that students still had considerable doubt as to whether they would be admitted to the four-year institution of their choice. Guaranteed admission closes that uncertainty gap as long as the student chooses a program included within the initiative and then meets the GPA requirements upon graduating from Ivy Tech.

Marcus Kolb, Assistant Vice President for College Accreditation, Learning Assessment, and Academic Quality, provided a Higher Learning Commission update.

Item 2   Chairman Anker called upon Trustee Gutman for a report from the **Audit Committee.** Trustee Gutman reported there were no action items for approval. Trustee Gutman reported the committee discussed many items. We discussed the reports to the confidential hotline, received an update on pending litigation and a cybersecurity report. We discussed the entrance conference related to the financial and federal compliance audits in August and the exit conference for the financial statement audit in November. The College received an unmodified opinion on the financial audit. We reviewed the audit schedule for 2020-21 and the three-year audit plan. We reviewed internal audit reports that had been issued since our last meeting.

Item 3   Chairman Anker called upon Trustee Jesse Brand for a report from the **Budget & Finance committee**. Trustee Brand reported there are three action items for approval. The Trustees received updates on the annual financial report & audit, accounts receivable write-offs, performance funding metrics, CHE budget recommendations, bond refunding – Series X, and fiscal year 2021 Budget Update.

Trustee Brand moved for approval

Resolution 2020-45, Approval of Accounts Receivable Write-Offs for the Fiscal Year Ending June 30, 2020

Trustee Hughes-Schuh seconded the motion

Secretary Andrew Wilson called roll
Terry Anker, Chair	*"Aye"*
Stephanie Bibbs, Vice Chair	*"Aye"*
Andrew Wilson, Secretary	*"Aye"*
Jesse Brand	*"Aye"*
Michael Dora	*"Aye"*
Kim Emmert O'Dell	*"Aye"*
Tanya Foutch	*"Aye"*
Larry Garatoni	*not present*
Marianne Glick	*"Aye"*
Gretchen Gutman	*not present*
Paula Hughes-Schuh	*"Aye"*
Harold Hunt	*not present*
Stewart McMillan	*"Aye"*

Steve Schreckengast   *"Aye"*
Kerry Stemler   *"Aye"*

The motion carried unanimously.

Trustee Brand moved for approval of

Resolution 2020-46, Approval of Contract for Custodial Services Fort Wayne Campus and Warsaw Site

Trustee Hughes-Schuh seconded the motion

Secretary Andrew Wilson called roll
Terry Anker, Chair   *"Aye"*
Stephanie Bibbs, Vice Chair   *"Aye"*
Andrew Wilson, Secretary   *"Aye"*
Jesse Brand   *"Aye"*
Michael Dora   *"Aye"*
Kim Emmert O'Dell   *"Aye"*
Tanya Foutch   *"Aye"*
Larry Garatoni   *not present*
Marianne Glick   *"Aye"*
Gretchen Gutman   *not present*
Paula Hughes-Schuh   *"Aye"*
Harold Hunt   *not present*
Stewart McMillan   *"Aye"*
Steve Schreckengast   *"Aye"*
Kerry Stemler   *"Aye"*

The motion carried unanimously.

Trustee Brand moved for approval of

Resolution 2020-47, Resolution of the State Board of Trustees of the Trustees of Ivy Tech Community College of Indiana Authorizing the Issuance and Sale of One or More Series of Ivy Tech Community College Student Fee Bonds, for the Purpose of Refunding Certain Prior Debt and Certain Related Actions

Trustee Hughes-Schuh seconded the motion

Secretary Andrew Wilson called roll
Terry Anker, Chair   *"Aye"*
Stephanie Bibbs, Vice Chair   *"Aye"*
Andrew Wilson, Secretary   *"Aye"*
Jesse Brand   *"Aye"*

Item 4   Chairman Anker called upon Trustee Steve Schreckengast for a report from the **Building and Grounds Committee**. Trustee Schreckengast reported there are three action items for consideration and approval. The committee received an update on the status of XBE contract spend and an update on the electrical outage at the Muncie Campus

Trustee Schreckengast read a summary of the discussion by Chair Anker

The Committee will move forward with marketing of the building to sell, which may include engaging a broker, getting valuation, and/or public signage. No sale can be complete of this or any property without further action of the Trustees. While it may seem redundant to move into marketing of the building while still considering alternatives, value, use, and viability of the property will be, in part, best determined by this process. The Building and Grounds review will provide clarity as property utilization is further considered for this region.

The Committee will move forward with a review of alternatives in the region which may include this building or other space. The initial report will occur in February and will be complete no later than the April Trustee's meeting.

The Building and Grounds Committee will invite the perspective of the Chancellor, other staff, and the Campus Board (and, if appropriate, its special committees) to inform its review.

Other than customary maintenance expenses, no capital investments (other than those already approved) will be considered until the completion of the review.

Trustee Schreckengast moved for approval.

Resolution 2020-44, Approval of Request to Sell Property in Michigan City

Trustee Dora seconded the motion

Secretary Andrew Wilson called roll
Terry Anker, Chair   *"Aye"*
Stephanie Bibbs, Vice Chair *"Aye"*
Andrew Wilson, Secretary   *"Aye"*
Jesse Brand   *"Aye"*
Michael Dora   *"Aye"*
Kim Emmert O'Dell   *"Aye"*
Tanya Foutch   *"Aye"*
Larry Garatoni   *not present*
Marianne Glick   *"Aye"*
Gretchen Gutman   *not present*
Paula Hughes-Schuh   *"Aye"*
Harold Hunt   *not present*
Stewart McMillan   *"Aye"*
Steve Schreckengast   *"Aye"*
Kerry Stemler   *"Aye"*

Item 5   Chairman Anker calls upon Trustee Kerry Stemler for the Human Resources & Operations Committee report. Trustee Stemler reported there is nothing to report at this time.

Item 6   Chairman Anker called upon Trustee Wilson for a report from the **Workforce Alignment Committee.** Trustee Wilson reported there are no action items for approval. Sr. Vice President for Workforce and Careers Chris Lowery and members of his team, AVP for Workforce and Careers Dr. Stacy Townsley, VP for Business, Logistics, and Supply Chain Management Aaron Baute, and Mary Anne Sloan, VP for Healthcare and Statewide Nursing, along with Dr. Nichole Stitt, AVP of Curriculum, presented updates.

The month-long Taking Hoosiers to the Next Level (THNL) campaign before the second 8-week fall session resulted in over 2,700 enrollments in short-term certificates (CTs) in high demand fields within advanced manufacturing, business, healthcare, IT, transportation and logistics, and building and construction. The College partnered with the Department of Workforce Development in a first-ever direct "Ivy Tech push" to communicate to over 600,000 DWD clients the opportunity to receive 100% free training using CARES Act funding. Of those enrolled, we saw strong

representation by women (66%) and people of color (40%), with the highest enrollments in business (38%), IT (24%), and healthcare (20%).

The College has launched the design phase of a new Skills Academy concept closely aligning non-credit and credit offerings through skills mapping, employer partnerships, and student supports. In partnership with Education Design Lab (EDL) and community stakeholders, this initiative will develop by mid-2021 micro-credentialing pathways for IT, advanced manufacturing, and supply chain/logistics. Ivy Tech is one of six institutions nationwide selected to participate in EDL's Community College Growth Engine Fund.

Through CARES Act funding from the Governor's Workforce Cabinet, Ivy Tech is working with the Council for Adult and Experiential Learning (CAEL) to expand and standardize Prior Learning Assessment (PLA) opportunities for adult learners, starting with the School of Business.

The College also continues to develop a deeper engagement strategy with the community- and faith-based organizations and employers by creating a Bridges of Hope model that will connect and coordinate relief, educational opportunities, and employment transformation for adult students' cohorts neighborhood level.

The College's Insurance Industry Partnership includes over 30 industry members and has helped streamline and align credential offerings to industry needs. Enrollment increased from 3 students to over 120 in one semester.

As part of a recently refined program review process, the Library Technical Assistant Program was identified as a statewide candidate for closure; this program's resources can be deployed to support other programs.

The CDL Plus CT was approved by the Department of Education and will start in spring 2021 in partnership with the Indiana Motor Truck Association, Conexus, and Venture Logistics. This Supply Chain Management program has significantly benefited from the partnership with the Department of Workforce Development, and enrollment has almost doubled in the program over the past five years.

The Nursing and Health Sciences Limited Enrollment Program On-Line Application was provided, part of Release 2 of Ivy Connect. The new application system will "go-live" on March 15. The new application system will provide students a more efficient way to apply to the nursing and health sciences limited enrollment programs. They will allow students to select more than one program to apply to and up to three campus locations. The system will "auto-select" students based on predetermined criteria and will

allow program chairs and deans to select students if seats remain manually. Application data will be sharable across the State. It is believed that the new system will allow Ivy Tech to retain more students related.

D. **TREASURER'S REPORT:**

Chairman Anker called upon Matt Hawkins, Sr. Vice President/Chief Financial Officer, to provide the Treasurer's Report.

The College received an unmodified audit opinion, best possible outcome, discussed in-depth our account receivable write-off. The College's performance funding first state-level budget from CHE's next recommendation will come from the Governor and provide a report at the February Board meeting. Revenue is down $7.4M to date. Tuition down $11.9M, Investment Income up to $4.9 monitoring spring revenue pattern closely. The Operating expenses are down $8M to budget.

Trustee Glick moved for approval of the Treasurer's Report. Trustee Brand seconded the motion.

Trustee Brand seconded the motion

Secretary Andrew Wilson called roll
Terry Anker, Chair   "Aye"
Stephanie Bibbs, Vice Chair "Aye"
Andrew Wilson, Secretary   "Aye"
Jesse Brand   "Aye"
Michael Dora   "Aye"
Kim Emmert O'Dell   "Aye"
Tanya Foutch   "Aye"
Larry Garatoni   not present
Marianne Glick   "Aye"
Gretchen Gutman   "Aye"
Paula Hughes-Schuh   "Aye"
Harold Hunt   not present
Stewart McMillan   "Aye"
Steve Schreckengast   "Aye"
Kerry Stemler   "Aye"

The motion carried unanimously

E. **STATE OF THE COLLEGE**

Chairman Anker called upon President Ellspermann to provide her State of the College report. President Ellspermann welcomed President of Martin University Dr. Sean

Huddleston, Mattie Jones and Marcus Kolb to provide update on the Ivy Tech and Martin Universtiy partnership. President Ellspermann welcomed the College Jo Carlin, Vice President Recruitment and Enrollment Management, and the newly promoted Mia Johnson as Chancellor of our Anderson Campus.

President Ellspermann provided the COVID-19 Operational update, Strategic Plan metrics updates, and Capital project prioritization.

F. OLD BUSINESS

Chairman Anker called for old business, but there was none.

G. NEW BUSINESS

Chairman Anker called for new business.

Trustee Glick moved for approval of

Resolution 2020-48, Appointment of Campus Board of Trustees

Trustee Foutch seconded the motion

Secretary Andrew Wilson called roll
Terry Anker, Chair	"Aye"
Stephanie Bibbs, Vice Chair	"Aye"
Andrew Wilson, Secretary	"Aye"
Jesse Brand	"Aye"
Michael Dora	"Aye"
Kim Emmert O'Dell	"Aye"
Tanya Foutch	"Aye"
Larry Garatoni	Not Present
Marianne Glick	"Aye"
Gretchen Gutman	"Aye"
Paula Hughes-Schuh	"Aye"
Harold Hunt	Not Present
Stewart McMillan	"Aye"
Steve Schreckengast	"Aye"
Kerry Stemler	"Aye"

Trustee Hughes-Schuh moved for approval of

Resolution 2020-49, Resolution on Performance and Compensation Metrics

Trustee Foutch seconded the motion

Secretary Andrew Wilson called roll

Terry Anker, Chair	"Aye"
Stephanie Bibbs, Vice Chair	"Aye"
Andrew Wilson, Secretary	"Aye"
Jesse Brand	"Aye"
Michael Dora	"Aye"
Kim Emmert O'Dell	"Aye"
Tanya Foutch	"Aye"
Larry Garatoni	Not Present
Marianne Glick	"Aye"
Gretchen Gutman	"Aye"
Paula Hughes-Schuh	"Aye"
Harold Hunt	Not Present
Stewart McMillan	"Aye"
Steve Schreckengast	"Aye"
Kerry Stemler	"Aye"

The motion carried unanimously

ADJOURNMENT

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

**STATE TRUSTEES
IVY TECH COMMUNITY COLLEGE**

Dated December 3, 2020, Prepared by Gretchen L. Keller, Recording Secretary

APPROVAL OF CONTRACT FOR HVAC REPLACEMENT AT
EAST CHICAGO CAMPUS
LAKE COUNTY

RESOLUTION NUMBER 2021-1

WHEREAS, State R&R Funds have been allocated to replace HVAC units at the East Chicago Campus Building ("Project"), and

WHEREAS, the total Project including construction cost, architect design fees, project management and contingency should not exceed $1,840,801, and

WHEREAS, the College has utilized the State of Indiana's Job Order Contracting ("JOC") method of procuring the services including compliance with State Trustee Resolution 2017-4 regarding the use of apprentices, and

WHEREAS, utilizing JOC the College may contract with F.A. Wilhelm Construction Company in an amount not to exceed $1,630,000 to complete the Project, and

WHEREAS, the State Board of Trustees must approve any contract by the College exceeding $500,000 unless the obligation was previously approved by the Board through the allocation of funds.

NOW THEREFORE BE IT RESOLVED that the State Trustees of Ivy Tech Community College of Indiana do hereby approve contracting with F.A. Wilhelm Construction Company in the amount not to exceed $1,630,000, and

FURTHER BE IT RESOLVED, that the State Trustees do hereby authorize and direct the President and any other appropriate, designated College employee to negotiate and execute the contract with said firm after the documents have been approved by the College Counsel.

**STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
OF INDIANA**

_____
Terry W. Anker, Chairman

_____
Andrew Wilson, Secretary

Dated February 4, 2021

DECLARATION OF EMERGENCY RECONSTRUCTION
AND REHABILITATION OF THE FISHER BUILDING

RESOLUTION NUMBER 2021-2

WHEREAS, as part of the Campus in downtown Muncie the Trustees of Ivy Tech Community College own the Fisher Building located 345 South High Street ("Fisher Building"), and

WHEREAS, the Fisher Building had been part of a major renovation and construction project of the Muncie Campus, and

WHEREAS, an explosion occurred at the Fisher Building on November 24, 2020 causing extensive damage to the basement of the building, including the destruction of two chemistry labs, and

WHEREAS, it appears the explosion originated in the basement at or near the room housing the electrical switchgear equipment installed as part of the renovation with causation being further investigated by interested parties, and

WHEREAS, in order to protect the health, safety, and welfare of the public and restore the necessary governmental operations of Ivy Tech it is imperative that the College procure the expert services of architects, construction managers and contractors to reconstruct and repair the damaged space in the Fisher building, and

WHEREAS, IC 5-16-1-1.6 allows for the reconstruction or repair of a building to proceed without advertising for bids when an emergency has been declared.

NOW THEREFORE BE IT RESOLVED, pursuant to IC 5-16-1-1.6 the State Trustees declare that as a result of the explosion at the Fisher Building on November 24, 2020, the health, safety, and welfare of the public and the necessary government operations of Ivy Tech are endangered, and that an emergency exists, and that Ivy Tech may proceed to enter contracts necessary to reconstruct and repair the building without advertising for bids, and

FURTHER BE IT RESOLVED, the State Trustees do hereby authorize the College to proceed to procure the necessary services to reconstruct and repair the building without advertising for bids and that the President or her designee, is authorized to execute the necessary documents and contracts in such form and substance as they approve and as are consistent with the purposes of this resolution, regardless of amount, after the documents have been approved by College Counsel, and

FURTHER BE IT RESOLVED, the total costs of the contracts procured to reconstruct and repair the building shall not exceed $5 million without first obtaining approval of the Trustees.

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STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
OF INDIANA

_____
Terry W. Anker, Chairman

_____
Andrew Wilson, Secretary

</div>

Dated February 4, 2021

APPROVAL OF A CONTRACT FOR RESTORATION OF TEMPORARY POWER TO THE FISHER BUILDING
MUNCIE

RESOLUTION NUMBER 2021-6

WHEREAS, WHEREAS, as part of the Campus in downtown Muncie the Trustees of Ivy Tech Community College own the Fisher Building located 345 South High Street ("Fisher Building"), and

WHEREAS, the Fisher Building had been part of a major renovation and construction project of the Muncie Campus, and

WHEREAS, an explosion occurred at the Fisher Building on November 24, 2020 causing extensive damage to the basement of the building, including the destruction of two chemistry labs, and

WHEREAS, acting in the best interests of public safety it was necessary to restore power to the building as soon as possible, and

WHEREAS, the College is engaging the services of Gaylor Electric to complete the work necessary for the restoration of temporary power to the building and the costs of this work is expected to be $481,822.

WHEREAS, contracts exceeding $500,000 require approval by the State Board of Trustees.

NOW THEREFORE BE IT RESOLVED that the State Trustees of Ivy Tech Community College of Indiana do hereby approve the contract with Gaylor Electric in the amount of $481,822, and

FURTHER BE IT RESOLVED, that the State Trustees do hereby authorize and direct the President and any other appropriate, designated College employee to negotiate and execute the contract with said firm after the documents have been approved by the College Counsel.

STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
OF INDIANA

_____
Terry W. Anker, Chairman

_____
Andrew Wilson, Secretary

Dated February 4, 2021

NEW AGREEMENT FOR THE COLLEGE'S STATEWIDE
DIGITAL ADVERTISING WITH STATWAX

RESOLUTION 2021-3

WHEREAS, it is apparent that the College's prospective students are increasing their use of social and digital media and even more so during this unexpected pandemic and that the College should continue its digital media marketing presence, and

WHEREAS, in June 2020, the State Trustees adopted Resolution 2020-10 approving a contract with Statwax for digital media services for a term of three (3) years and options to extend two (2) additional years with an amount spent not to exceed $2.5 million per year, and

WHEREAS, the efforts with Statwax have proven very successful especially during these times we are in and are expected to continue, and

WHEREAS, individual campus marketing staff are increasing financial commitments and making additional purchases with Statwax,and

WHEREAS, the College staff recommends that the amount authorized to be spent with Statwax annually be increased to $3,250,000, and

WHEREAS, the State Board of Trustees must approve any contract by the College exceeding $500,000 unless the obligation was previously approved by the Board through the allocation of funds.

NOW THEREFORE BE IT RESOLVED, That the State of Board Trustees authorize the College to increase the amount of digital media advertising purchased through Statwax in an amount not to exceed $3,250,000 total per fiscal year throughout the life of the Statwax contract utilizing already budgeted funds, and

FURTHER BE IT RESOLVED, that the State Trustees do hereby authorize and direct the President and any other appropriate, designated College employee to negotiate and execute an amendment of the contract with said firm after the documents have been approved by the College Counsel.

STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
OF INDIANA

_____
Terry W. Anker, Chairman

_____
Andrew Wilson, Secretary

Dated February 4, 2021

APPROVAL OF SMART MANUFACTURING
AND DIGITAL INTEGRATION DEGREES

RESOLUTION 2021-4

WHEREAS, Ivy Tech Community College of Indiana ("Ivy Tech") has identified the importance of providing education opportunities for its students, and

WHEREAS, Ivy Tech has identified needs for degree and certificate programs to support the continued development of a highly skilled workforce for the manufacturing industry in the campus service areas, and

WHEREAS, Ivy Tech is committed to working together with our K-12 partners to address the growing talent and skills shortages compounded by the increase of technical skills in the fourth industrial revolution, and

WHEREAS, the Campus Academic Officers Council, the Provost and the Senior Vice President of Workforce and Careers has reviewed the following proposed degree program(s) and recommended their approval:

> **SMART MANUFACTURING AND DIGITAL INTEGRATION DEGREE**
> (75 credit hours)

WHEREAS, under Indiana law the State Board of Trustees is charged with analyzing the educational needs and opportunities of the State of Indiana, including an analysis of programs and pathways designed to meet workforce and employer demand.

NOW THEREFORE BE IT RESOLVED the State Board of Trustees of Ivy Tech Community College does hereby approve the adoption of the Smart Manufacturing and Digital Integration Degree on campuses throughout the Ivy Tech system, and

FURTHER BE IT RESOLVED that the State Board of Trustees authorize the submission of the proposal to the Commission for Higher Education for appropriate action.

> **STATE BOARD OF TRUSTEES**
> **IVY TECH COMMUNITY COLLEGE**
> **OF INDIANA**
>
> _____
> **Terry W. Anker, Chairman**
>
> _____
> **Andrew Wilson, Secretary**

Dated February 4, 2021

Academics & Student Experience

AGENDA

1 **IvyOnline Review & Updates**

Matthew Pittman, Assistant Vice President of Distance Learning & Educational Technology

2 **Enrollment Update**

Jo Carlin, Vice President of Recruitment & Enrollment

IvyOnline Review & Updates

Matthew Pittman

Assistant Vice President of Distance Learning & Educational Technology

IVY TECH
COMMUNITY COLLEGE

IvyOnline Review & Updates

Purpose & Objectives

Purpose - The purpose of IvyOnline is to provide high-quality, accessible online programs and courses that allow all students to achieve desired educational outcomes.

Objectives - Increase enrollment, retention and completions by:

- Developing a comprehensive and student-centric online learning experience
- Ensuring student success at the same level as other delivery methods while eliminating the success gap
- Becoming experts in developing and supporting faculty to instruct online
- Ensuring development and delivery of high quality online programs and courses aligned with community and employer needs
- Realizing operational efficiencies resulting to be reinvested in faculty and academic support

IvyOnline Review & Updates

Timeline

Dec. 2016 — **Reorganization Interview Theme**

Jun. 2017 — **Scheduling Simplex**

Jan - Jul 2018 — Distance Education Hub Process

Jul 2018 — DE Hub Recommendations

Aug 18 - Sep 19 — IvyOnline Reorganization

Aug 19 - May 20 — Alpha Implementation

Fall 2021 — Full Implementation (Scheduling)

Fall 2022 — Full Implementation (Course Design)

IVY TECH
COMMUNITY COLLEGE
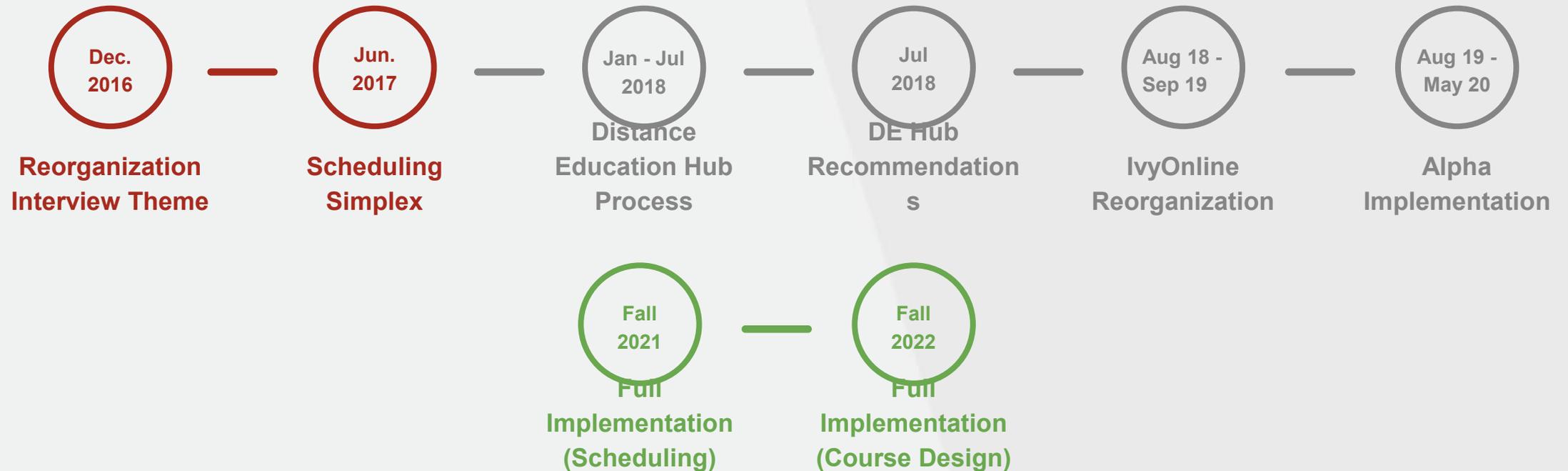
IvyOnline Review & Updates

Updates & Accomplishments

- Revised academic policy (ASOM 7.5.2) around delivery of online courses

- Launched the IvyOnline Advisory Council

- Launched the Closing the Gap Grant to fund faculty ideas to improve success and retention in their online courses

- Moved majority of IvyOnline courses to Inclusive Access to ensure Day 1 access to course materials

- Launched the Virtual Instruction Certification

IvyOnline Review & Updates

Size & Scope

Term	Courses	Sections	Enrollment	Credit Hours
Fall 19	40	424	9,702	27,201
Spring 20	81	858	19,724	54,168
Summer 20	134	607	15,034	43,946
Fall 20	154	1,645	37,772	113,571
Spring 21	180	1,617	41,767	122,241
Summer 21	278	1,084	25,556	78,274
Fall 21	536	3,355	87,284	247,555

IVY TECH
COMMUNITY COLLEGE
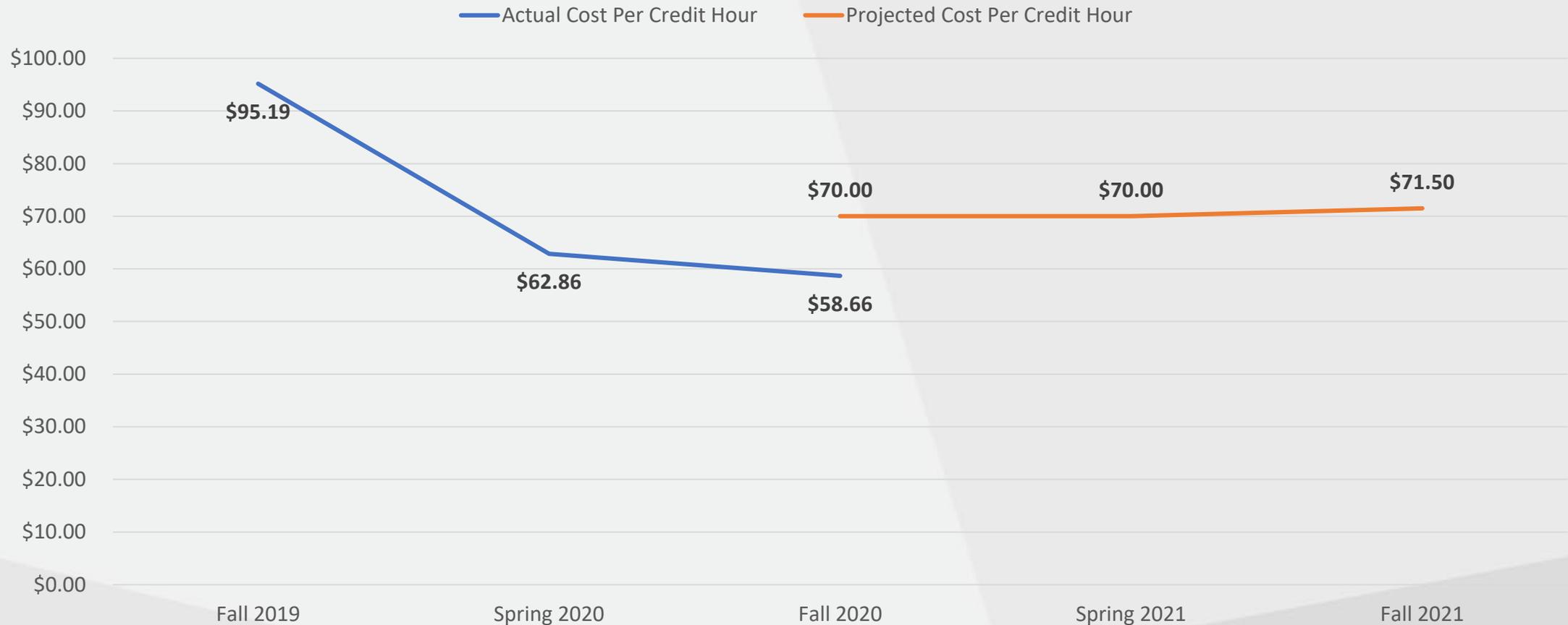
IvyOnline Review & Updates

Ongoing and Upcoming Projects

- Fact Finding Virtual Tour
- Online Learning Consortium Scorecard
  - Administration of Online Programs
  - Student Support
- Focus on
  - Improving Outcomes
  - Communication\Transparency
 - Professional Development

IVY TECH
COMMUNITY COLLEGE

IvyOnline Review & Updates
Outcomes & Enrollment Data –
ENGL 111 – English Composition

	Fall 2019	Fall 2020
Enrollment	3,461	4,529
Success Rate	47.3%	55.2%
Withdrawal Rate	13.9%	9.3%
# of Sections	181	220
# of FT* Sections	n/a	92 (41.2%)
# of W1** Sections	n/a	74 (80.4%)

In the next nine slides:
*FT = total sections taught by Full Time faculty members across all waves
**W1 = total sections taught by Full Time faculty members as part of their contractual load

Outcomes Metrics

Success Rate: Fall 18: 42.8%, Spring 18: 47.7%, Fall 19: 47.3%, Spring 19: 54.9%, Fall 20: 55.2%

Withdrawal Rate: Fall 18: 19.6%, Spring 18: 18.0%, Fall 19: 13.9%, Spring 19: 11.9%, Fall 20: 9.3%

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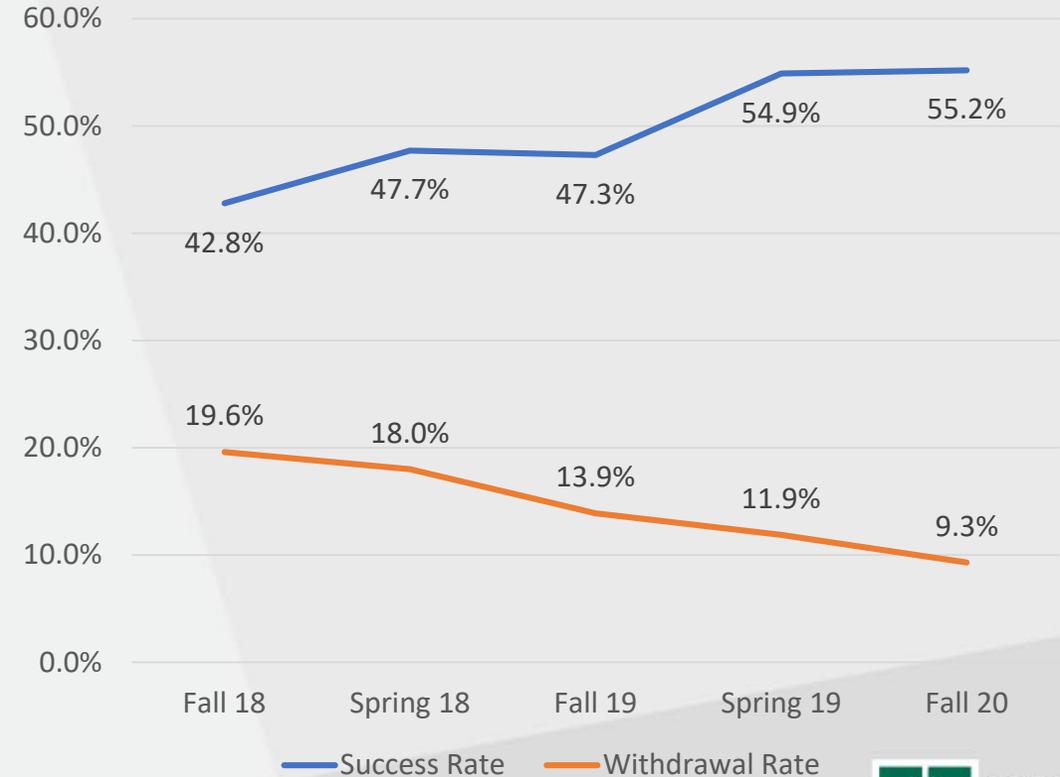
IvyOnline Review & Updates
Outcomes & Enrollment Data –
PSYC 101 – Introduction to Psychology

	Fall 2019	Fall 2020
Enrollment	2,761	3,175
Success Rate	59.5%	71.8%
Withdrawal Rate	7.6%	4.7%
# of Sections	115	122
# of FT Sections	35 (30.4%)	39 (32.0%)
# of W1 Sections	22 (62.9%)	27 (69.2%)

Outcomes Metrics

Success Rate: Fall 18 57.4%, Spring 18 63.4%, Fall 19 59.5%, Spring 19 71.4%, Fall 20 71.8%

Withdrawal Rate: Fall 18 7.6%, Spring 18 6.2%, Fall 19 7.6%, Spring 19 4.8%, Fall 20 4.7%

— Success Rate   — Withdrawal Rate

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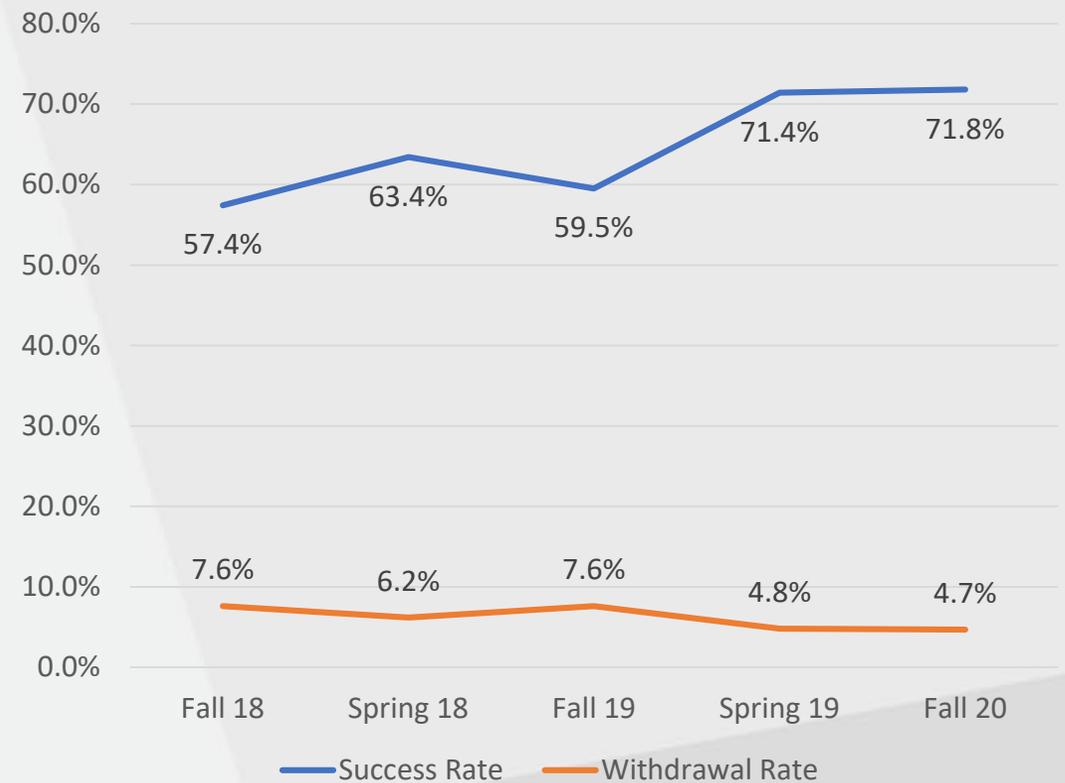
IvyOnline Review & Updates
Outcomes & Enrollment Data –
APHY 101 – Anatomy & Physiology I

	Fall 2019	Fall 2020
Enrollment	892	2,064
Success Rate	62.2%	64.1%
Withdrawal Rate	9.6%	7.3%
# of Sections	43	81
# of FT Sections	n/a	29 (35.8%)
# of W1 Sections	n/a	11 (37.9%)

Outcomes Metrics

Success Rate: Fall 18 60.8%, Spring 18 61.6%, Fall 19 62.2%, Spring 19 75.1%, Fall 20 64.1%

Withdrawal Rate: Fall 18 9.9%, Spring 18 9.9%, Fall 19 9.6%, Spring 19 7.2%, Fall 20 7.3%
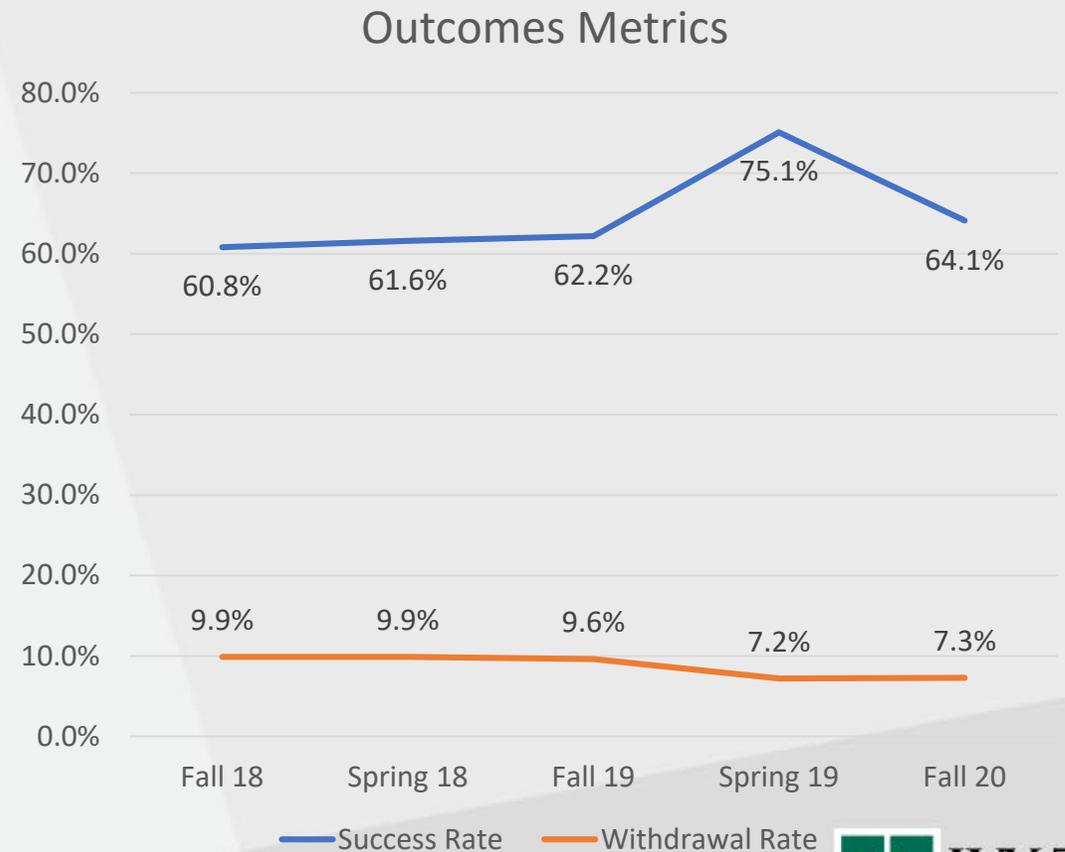
IvyOnline Review & Updates
Outcomes & Enrollment Data –
COMM 101 – Fundamentals of Public Speaking

	Fall 2019	Fall 2020
Enrollment	870	1,839
Success Rate	56.9%	62.0%
Withdrawal Rate	15.4%	9.5%
# of Sections	49	94
# of FT Sections	28 (57.1%)	25 (26.6%)
# of W1 Sections	22 (78.6%)	23 (92.0%)

Outcomes Metrics

Success Rate: 58.7%, 65.6%, 56.9%, 65.3%, 62.0%

Withdrawal Rate: 15.3%, 13.4%, 15.4%, 12.2%, 9.5%

Fall 18, Spring 18, Fall 19, Spring 19, Fall 20

— Success Rate — Withdrawal Rate

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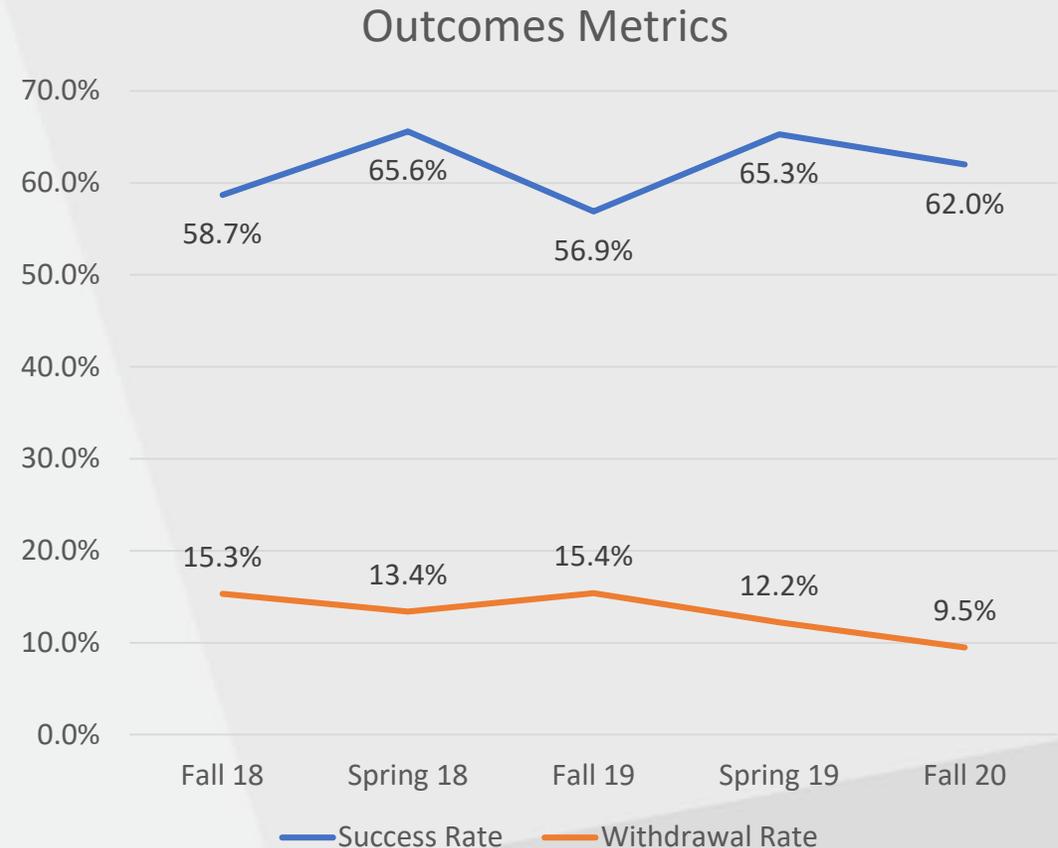
IvyOnline Review & Updates
Outcomes & Enrollment Data –
BUSN 101 – Introduction to Business

	Fall 2019	Fall 2020
Enrollment	1,184	1,445
Success Rate	66.5%	76.7%
Withdrawal Rate	6.1%	2.7%
# of Sections	53	55
# of FT Sections	n/a	20 (36.4%)
# of W1 Sections	n/a	16 (80.0%)

Outcomes Metrics

Success Rate: Fall 18: 61.2%, Spring 18: 63.6%, Fall 19: 66.5%, Spring 19: 74.0%, Fall 20: 76.7%

Withdrawal Rate: Fall 18: 8.4%, Spring 18: 8.4%, Fall 19: 6.1%, Spring 19: 4.6%, Fall 20: 2.7%

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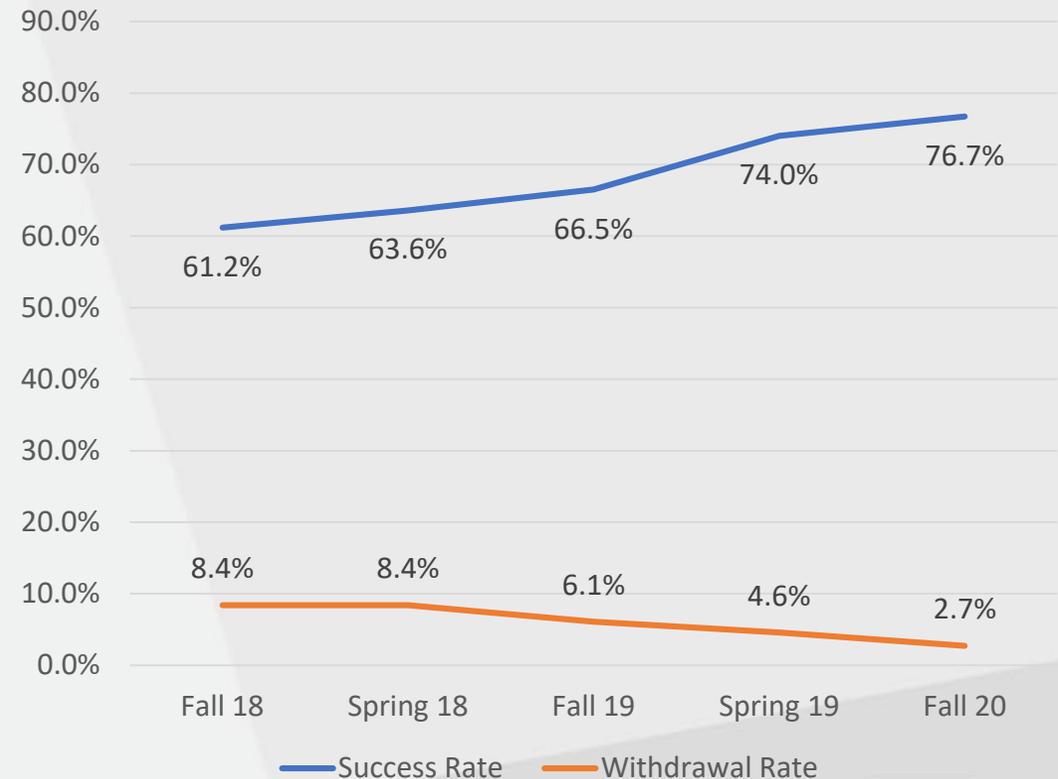
IvyOnline Review & Updates
Outcomes & Enrollment Data –
BIOL 101 – Introductory Biology

	Fall 2019	Fall 2020
Enrollment	1,104	1,186
Success Rate	51.5%	66.9%
Withdrawal Rate	9.1%	5.6%
# of Sections	45	45
# of FT Sections	14 (31.1%)	14 (31.1%)
# of W1 Sections	7 (50.0%)	13 (92.9%)

Outcomes Metrics

Success Rate: Fall 18 — 48.1%, Spring 18 — 55.4%, Fall 19 — 51.5%, Spring 19 — 66.1%, Fall 20 — 66.9%

Withdrawal Rate: Fall 18 — 10.6%, Spring 18 — 7.1%, Fall 19 — 9.1%, Spring 19 — 5.6%, Fall 20 — 5.6%

— Success Rate   — Withdrawal Rate

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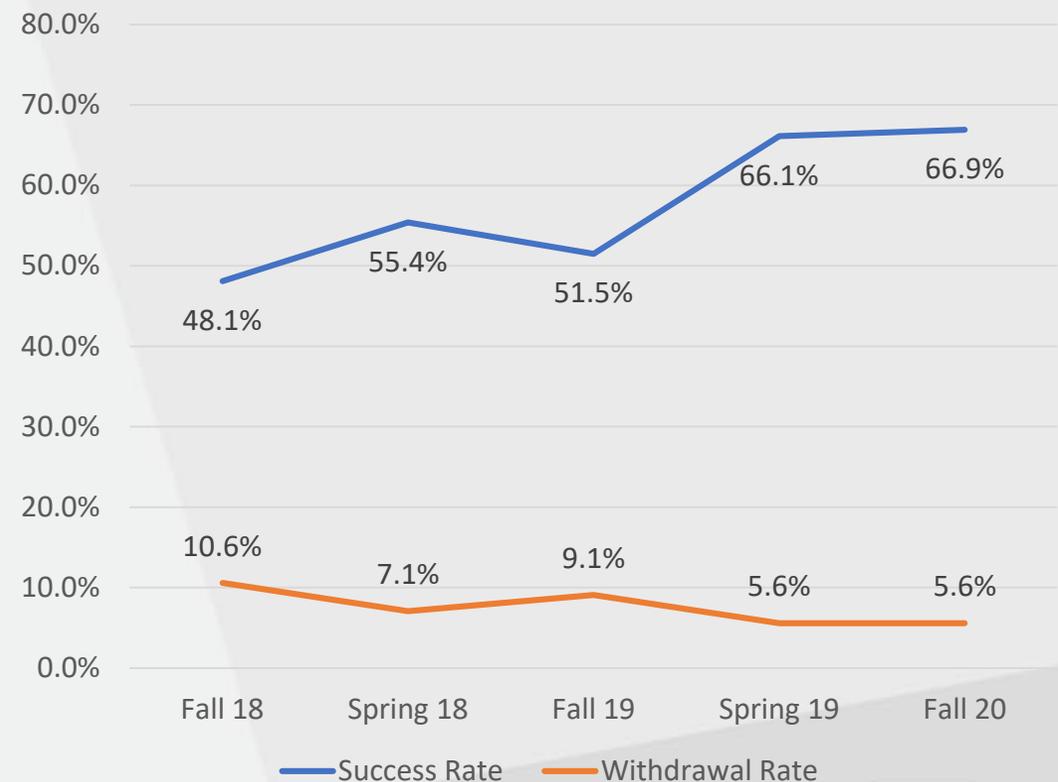
IvyOnline Review & Updates
Outcomes & Enrollment Data – INFM 109 – Informatics Fundamentals

	Fall 2019	Fall 2020
Enrollment	693	1,180
Success Rate	69.3%	65.0%
Withdrawal Rate	7.8%	8.0%
# of Sections	31	46
# of FT Sections	14 (45.2%)	10 (21.7%)
# of W1 Sections	13 (92.9%)	8 (80.0%)

Outcomes Metrics

Success Rate: Fall 18: 64.4%, Spring 18: 64.7%, Fall 19: 69.3%, Spring 19: 69.1%, Fall 20: 65.0%

Withdrawal Rate: Fall 18: 10.4%, Spring 18: 9.3%, Fall 19: 7.8%, Spring 19: 8.0%, Fall 20: 8.0%

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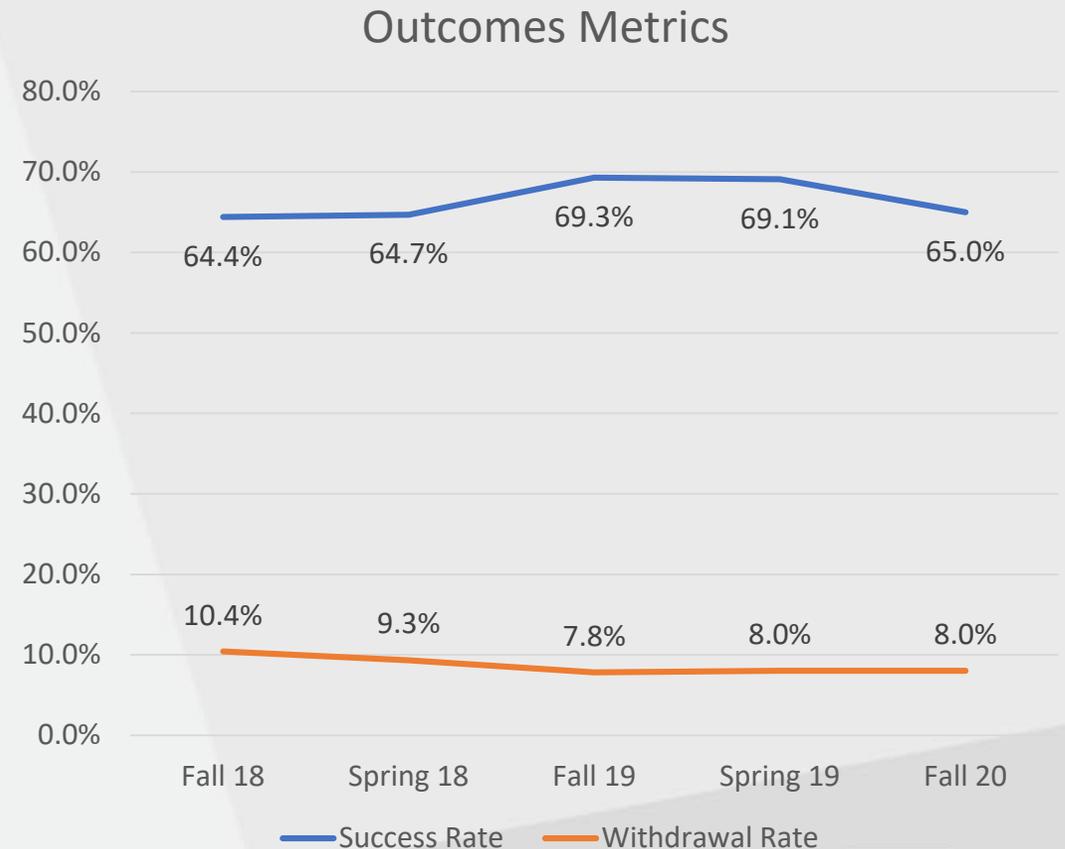
IvyOnline Review & Updates

Outcomes & Enrollment Data – MATH 136 – College Algebra

	Fall 2019	Fall 2020
Enrollment	839	1,155
Success Rate	33.4%	35.2%
Withdrawal Rate	26.7%	28.3%
# of Sections	37	46
# of FT Sections	28 (76.7%)	39 (84.8%)
# of W1 Sections	25 (89.3%)	30 (76.9%)

Outcomes Metrics

Success Rate: Fall 18 43.80%, Spring 18 33.90%, Fall 19 33.40%, Spring 19 46.20%, Fall 20 35.20%

Withdrawal Rate: Fall 18 22.80%, Spring 18 28.30%, Fall 19 26.70%, Spring 19 23.20%, Fall 20 28.30%

Success Rate — Withdrawal Rate

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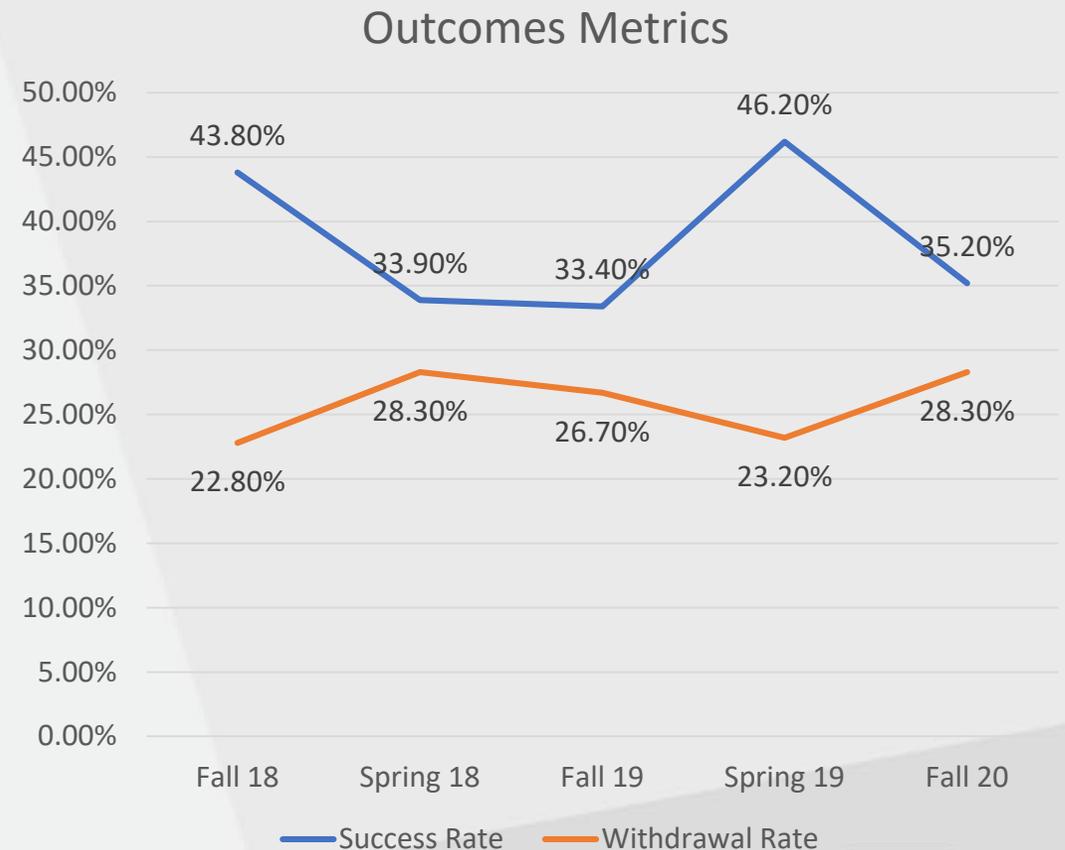
IvyOnline Review & Updates
Outcomes & Enrollment Data –
APHY 102 – Anatomy & Physiology II

	Fall 2019	Fall 2020
Enrollment	595	1,070
Success Rate	77.8%	77.0%
Withdrawal Rate	5.2%	6.5%
# of Sections	32	42
# of FT Sections	n/a	15 (35.7%)
# of W1 Sections	n/a	8 (53.3%)

Outcomes Metrics

Success Rate: Fall 18: 77.7%, Spring 18: 73.8%, Fall 19: 77.8%, Spring 19: 88.8%, Fall 20: 77.0%

Withdrawal Rate: Fall 18: 7.2%, Spring 18: 6.7%, Fall 19: 5.2%, Spring 19: 2.8%, Fall 20: 6.5%

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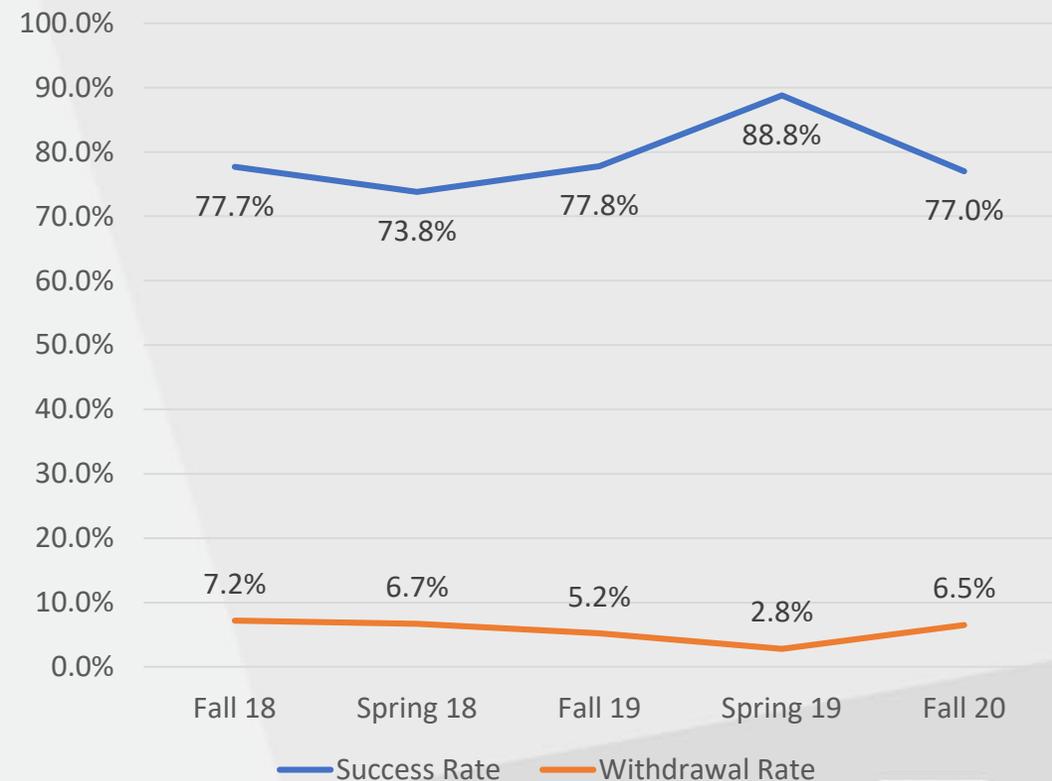
IvyOnline Review & Updates
Outcomes & Enrollment Data –
SCIN 100 – Earth Science

	Fall 2019	Fall 2020
Enrollment	978	1,049
Success Rate	78.9%	85.0%
Withdrawal Rate	5.5%	3.5%
# of Sections	44	39
# of FT Sections	n/a	8 (20.5%)
# of W1 Sections	n/a	6 (75.0%)

Outcomes Metrics

Success Rate: 77.9% (Fall 18), 80.6% (Spring 18), 78.9% (Fall 19), 82.7% (Spring 19), 85.0% (Fall 20)

Withdrawal Rate: 5.3% (Fall 18), 5.0% (Spring 18), 5.5% (Fall 19), 3.7% (Spring 19), 3.5% (Fall 20)

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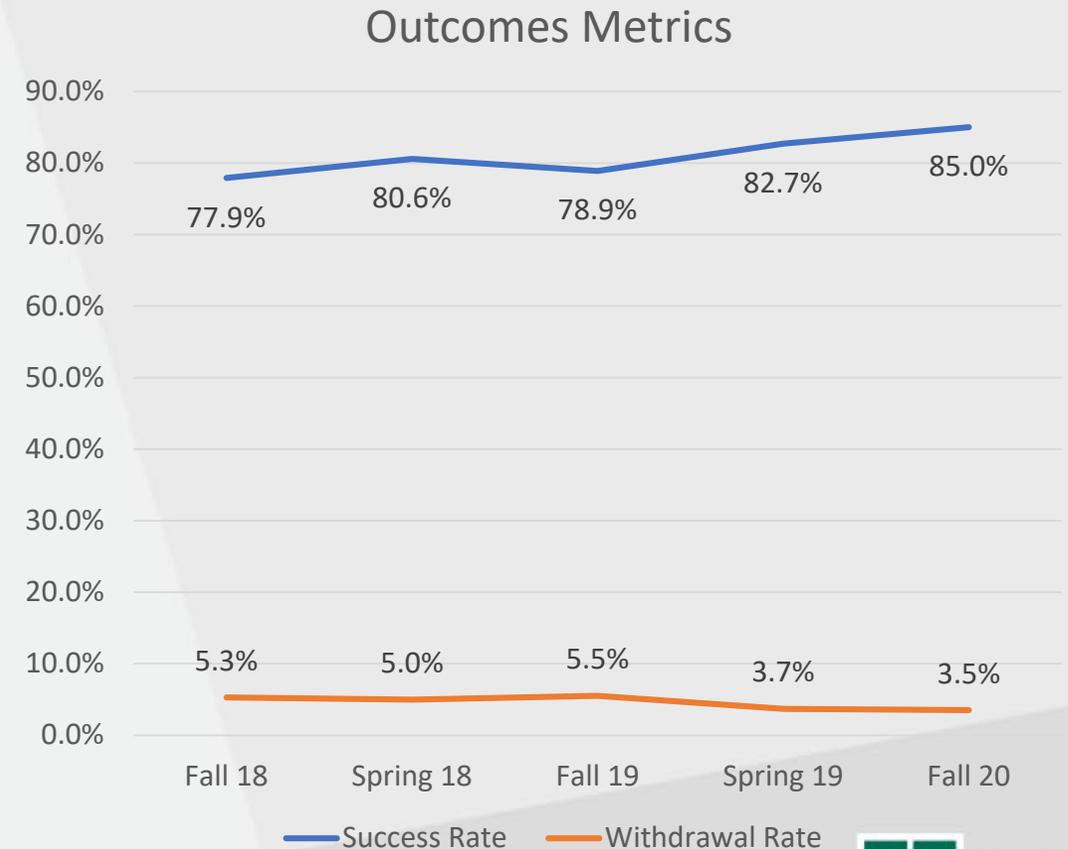
IvyOnline Review & Updates
IvyOnline Professional Development

01 Certifications & Training
- Virtual Instructor Certification
- Online Faculty Certification
- Developer & Mentor Training

02 General Webinars
- Non-Instructional Week Activities
  - What's New In IvyLearn
  - Getting Started in IvyLearn (Students)

03 Publisher & Educational Technology Tools
- McGraw Hill Connect, Pearson MyLab & Mastering, Cengage Mindtap
- Google, Microsoft, Zoom, and Others
- Ally Accessibility Tool

04 Special Events
- Online Instructional Strategies Conference (OISC)
- Indiana Black Expo Virtual Instructor Certification
- Cengage Professional Development Series

05 School & Program-Level Programming
- School-specific faculty meetings
- Faculty orientation each semester
- Best practices and online teaching guidance
- Links to virtual conferences and industry training

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IvyOnline Review & Updates
Professional Development Highlights

01 Certifications & Training

- Virtual Instructor Certification
- Online Faculty Certification
- Developer & Mentor Training

Virtual Instructor Certification

- Developed at zero cost by IvyOnline to Support COVID Transition from Traditional to Virtual Instruction
- Offered a total of 6 Times Since May 2020
- 1,168 Faculty have completed

Online Faculty Certification Program

- Quality Matters (QM)-Recognized Training and PD program for all online faculty
- Averages 100 faculty per term and sets the foundation for quality online instruction

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IvyOnline Review & Updates
Professional Development Highlights

04 | Special Events

- Indiana Black Expo (IBE) Virtual Instructor Certification
- Online Instructional Strategies Conference (OISC)
- Cengage Professional Development Series

Indiana Black Expo Partnership

- Ivy Tech offered the Virtual Instructor Certification to IBE Education Conference Attendees free of charge
- 113 Participants along with 15 Dual Credit Instructors Completed the Course
- 16 Participants earned Ivy Tech Online Certification

Online Instructional Strategies Conference

- IvyOnline's Conference dedicated to Ivy Tech online faculty
- 300 in-person attendees in Summer 2019 & 250 Virtual attendees in Nov. 2020 as part of National Distance Education Week celebration
- Featured Full-day sessions on QM, Online Course Development, & Google Tools for Instruction

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IvyOnline Review & Updates
Professional Development Goals

- Reimagine Online Faculty Certification Program at scale

- Complete a professional development needs assessment survey from all stakeholders

- Support Blended (BT) and Learn Anywhere (LA) instructional modalities with additional professional development courses

- Create evaluation process to assess effectiveness of current and future professional development offerings
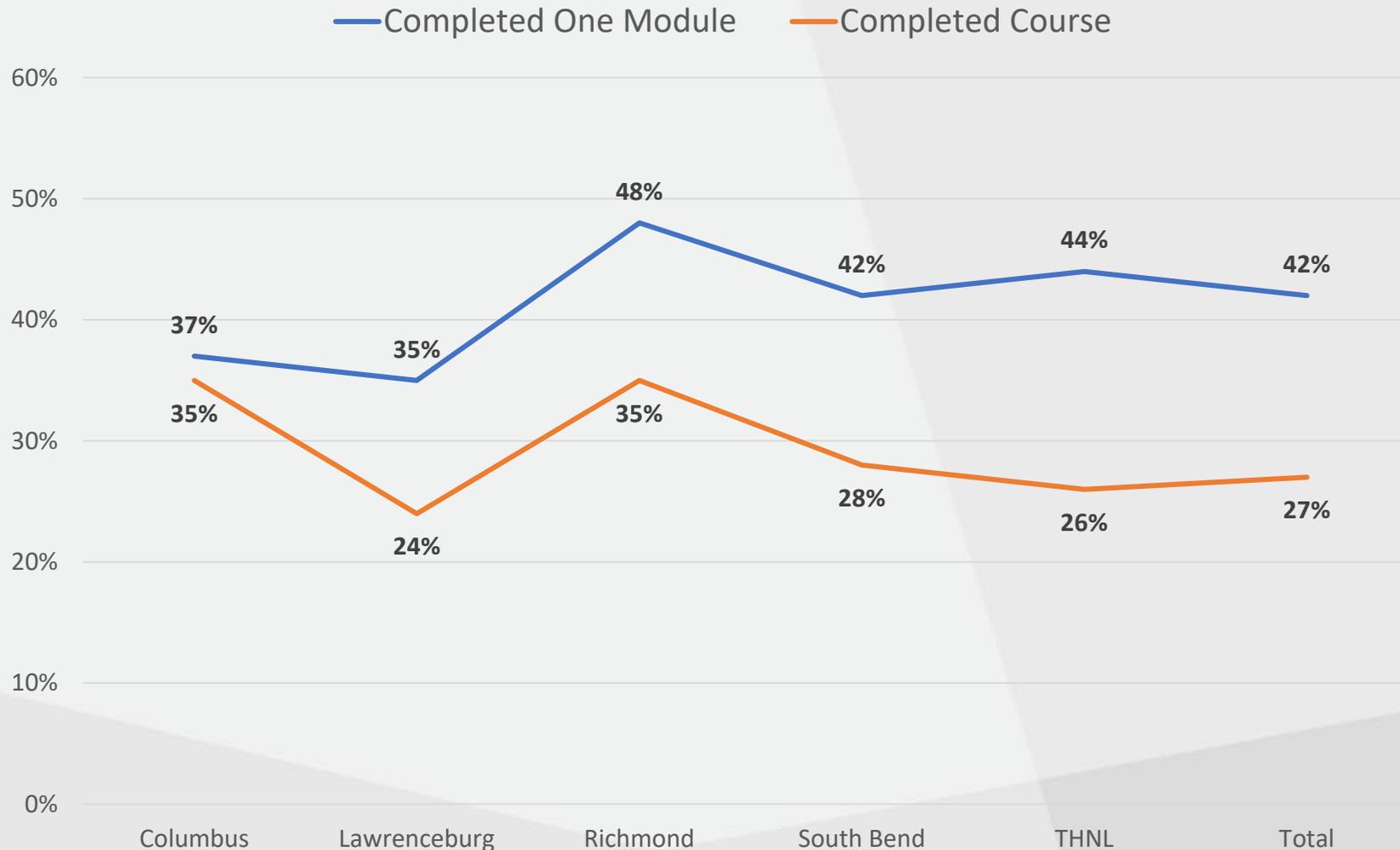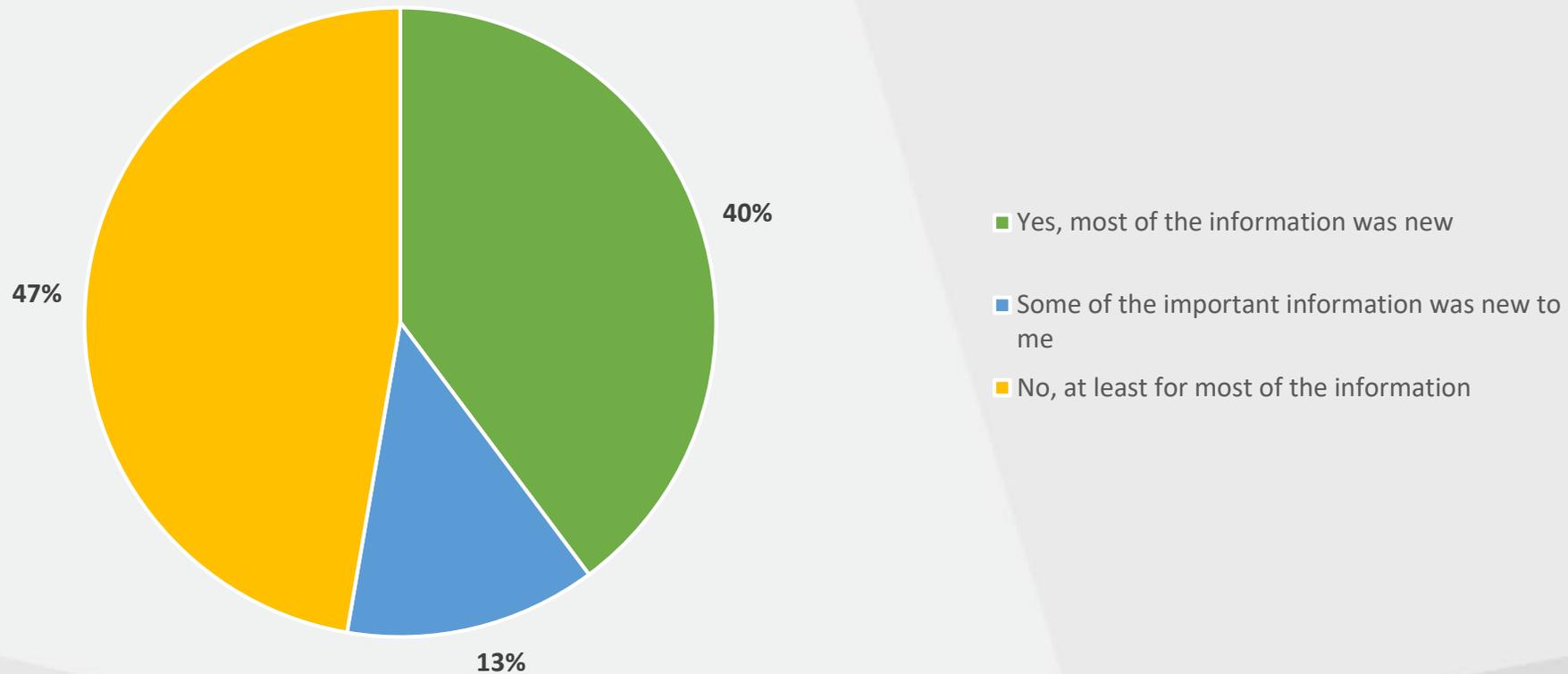
Enrollment Update

Jo Nahod-Carlin
Vice President of Recruitment & Enrollment Management

Enrollment Update

2020 – 2021 Headcount

- Annual headcount information

	Term								
	Snapshot Date								
	Fall 2019	Fall 2020		Spring 2020	Spring 2021		Summer 2019	Summer 2020	
	2020-02-02	2021-02-02		2020-02-02	2021-02-02		2020-02-02	2021-02-02	
Student Category	Unduplicated Headcount	Unduplicated Headcount	% Difference	Unduplicated Headcount	Unduplicated Headcount	% Difference	Unduplicated Headcount	Unduplicated Headcount	% Difference
Continuing/Other	36,301	33,149	-10%	40,571	38,060	-7%	17,951	17,651	-2%
Dual Enrolled Revenue Generating	3,068	3,132	2%	3,032	3,165	4%	928	1,065	13%
Guest	2,286	1,833	-25%	2,615	1,557	-68%	8,142	7,783	-5%
New First Time	11,271	9,875	-14%	3,201	2,892	-11%	1,843	1,343	-37%
Readmit	4,860	5,863	17%	3,148	2,735	-15%	1,414	1,173	-21%
Transfer In	3,878	3,656	-6%	2,255	1,558	-45%	1,238	960	-29%
Grand Total	**61,664**	**57,508**	**-7%**	**54,822**	**49,967**	**-10%**	**31,516**	**29,975**	**-5%**

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Enrollment Update

National Headcount Trends

- According to The Chronicle of Higher Education, data collected by the National Student Clearinghouse Research Center found 2-year Public institutions suffered the largest enrollment loss of any other higher education segment – 9.5%
  - Article Link: https://www.chronicle.com/article/how-the-pandemic-worsened-and-highlighted-community-colleges-chronic-challenges

- According to the Community College Research Center, community college students are cancelling their plans to attend college at more than twice the rate of 4-year college students. Cancelled plans are much higher among low-income households because of economic insecurity
  - Article Link: https://ccrc.tc.columbia.edu/easyblog/covid-enrollment-community-college-plans.html

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Enrollment Update
Project Hoosier Recruit
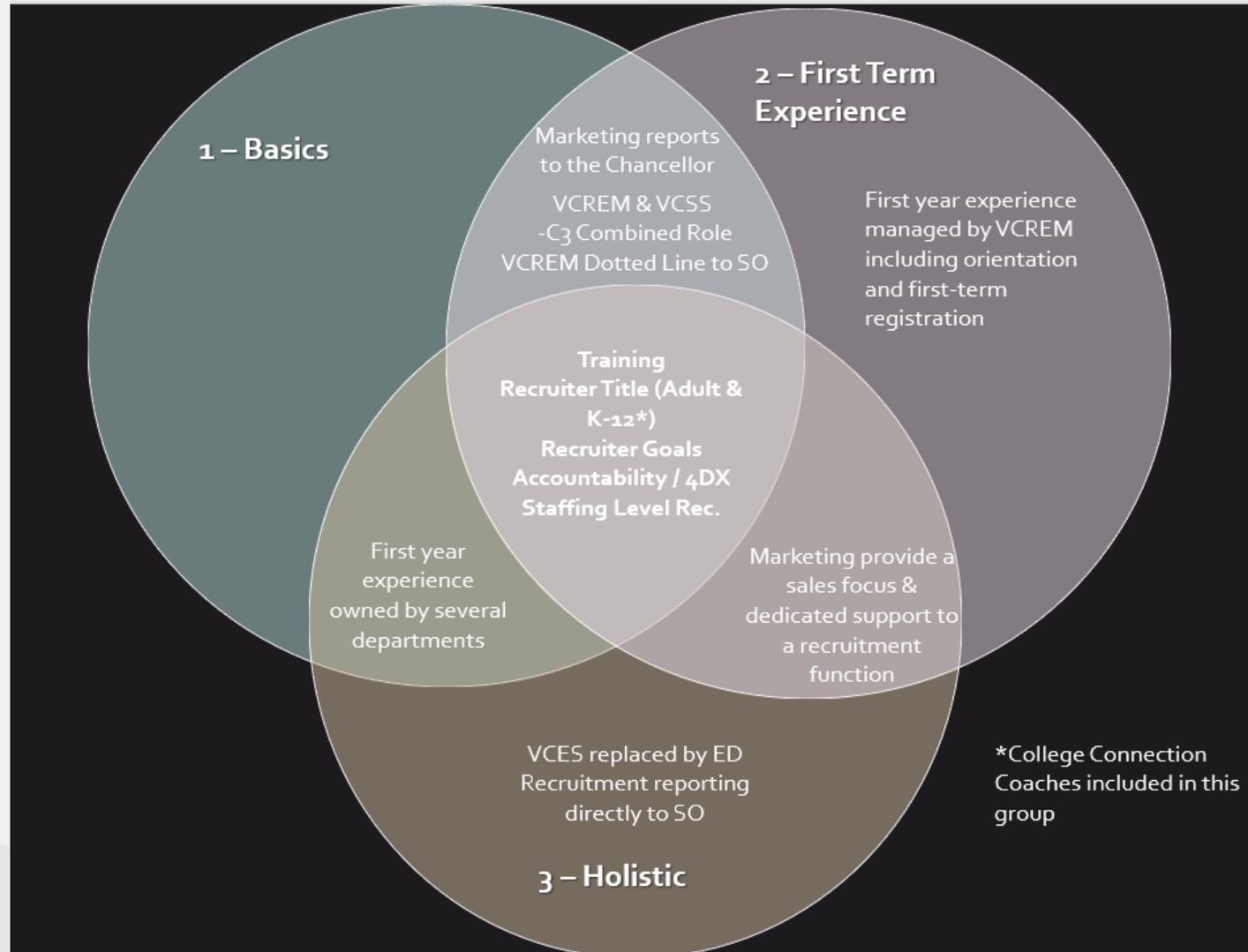
Enrollment Update
Project Hoosier Recruit

Progress Updates
1. The Basics:
    *Dale Carnegie Sales & Recruitment Training
    *Accountability metrics defined
    *Job Descriptions defined
    *VP of Recruitment & Enrollment Mgt
        Hired 10.19.20
    *AVP of Recruitment Strategy -
        Interviews in progress

2. First Term Experience:
    *Process maps & role definitions confirmed
    *Sales & Role training in progress
    *Financial Aid Hubb in progress
     *Go live 3.17

3. Holistic
    *Reporting structures confirmed
    *Sales & Role training in progress
    *Accountability metrics defined
    *Interim goals in progress
    *Target segments in progress

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Enrollment Update
Future Enrollment Strategy Development

Recruitment

- Sales Training & Accountability

- Market Data Analysis

- Personas & Market Segmentation
  - High School Segments
    - Dual Credit/Enrollment
    - Students without a plan
    - 21st Century Scholars / ASAP
    - Home School
  - Adult Segments
    - ASAP for Adult
    - AYD
    - Veteran

Enrollment Update
Future Enrollment Strategy Development

Enrollment

- IvyConnect (CRM) Implementation

- Enrollment Funnel Progress
    - Identify pain points
    - Conversion strategy

- Student Ambassador Program
    - Work /study opportunities
    - Recruitment support

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Enrollment Update

Questions

AUDIT COMMITTEE

The report will be given at the State Board of Trustees Meeting on February 4, 2021.

Finance & Budget Committee Report

Matt Hawkins
Treasurer/CFO, & SVP for Business Affairs

IVY TECH
COMMUNITY COLLEGE

State Board of Trustees

AGENDA

1 Legislative Update

2 State Budget Development

3 Revenue & Expense

LEGISLATIVE UPDATE

State Budget Development

Ivy Tech Budget Development
in millions

FY 2023
FY 2021
FY 2019
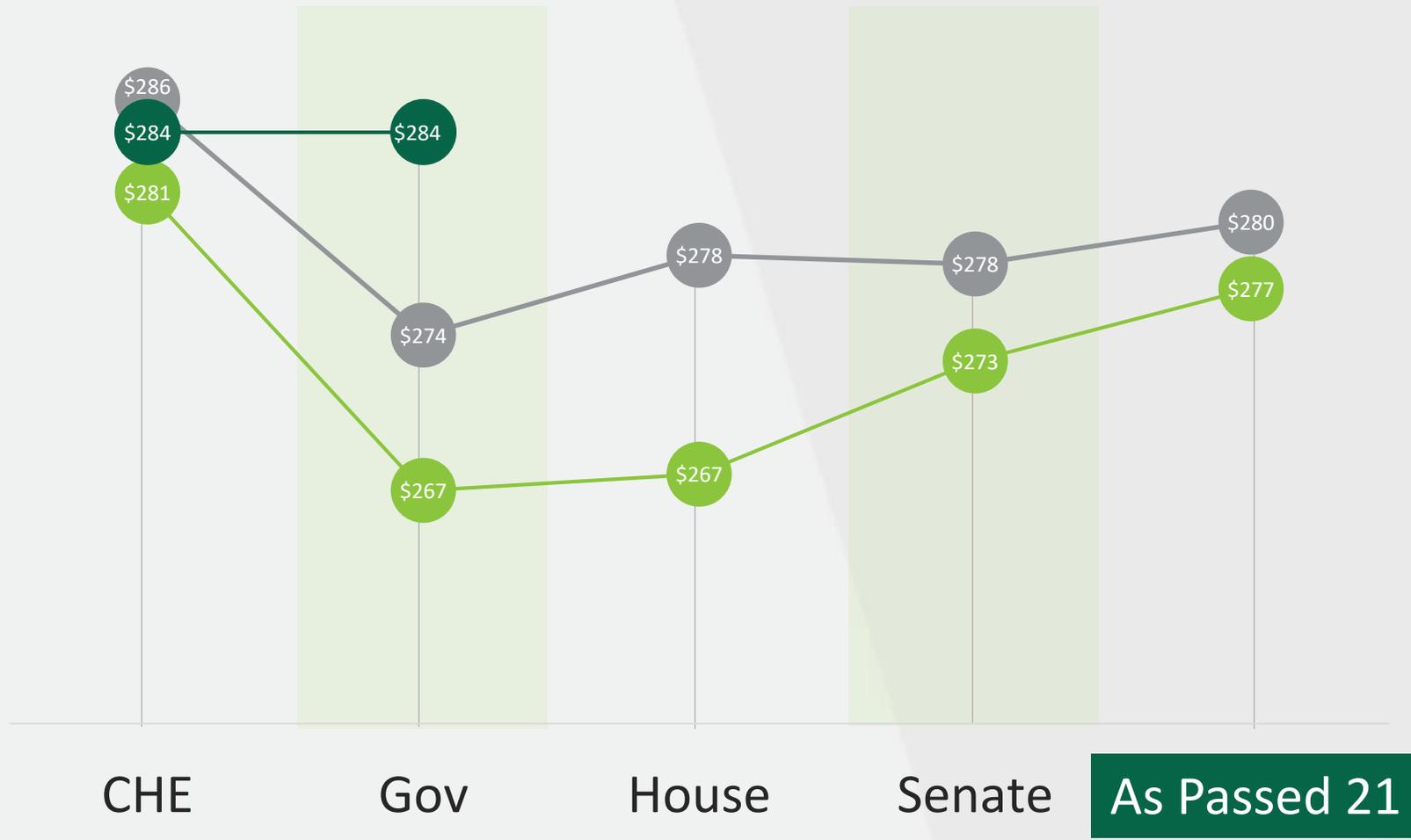
|	CHE	Gov	House	Senate	As Passed 21
FY 2021	$286	$274	$278	$278	$280
FY 2023	$284	$284			
FY 2019	$281	$267	$267	$273	$277

Revenue

Expense

We spent last year — $274.1

We planned to spend — $270.3

We actually spent — $269.0

Building, Grounds and Capital
AGENDA

1 **East Chicago Campus: HVAC Contract**

Amanda Wilson, Vice President for Capital Planning and Facilities, Chancellor Louie Gonzalez

2 **Muncie Campus: Rebuild Contracts**

Amanda Wilson, Vice President for Capital Planning and Facilities, Chancellor Jeff Scott

3 **Informational Item: SBOT Approved Contracts and Minority, Women, Veteran and Disability – Owned (XBE) Spend**

Amanda Wilson, Vice President for Capital Planning and Facilities

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Building, Grounds, and Capital

East Chicago Campus; HVAC Project

- Address: 410 E Columbus Dr, East Chicago

- Campus: 115,940 GSF, Built in 1981

- Mechanical systems are original and in need of replacement

- Utilizing the Job Order Contracting (JOC) delivery method

- Request approval of contract with F.A. Wilhelm in the amount not to exceed $1,630,000

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Building, Grounds, and Capital

Muncie Campus; Rebuild Contracts

- On November 24, 2020 an electrical event resulted in damage in the basement of the Fisher Building causing significant damage to the basement and left the building without power.

- The cause of the event is still under investigation. The College is able to work towards restoring power to floors 1-4. Work in the basement will take longer due to the amount of damage.

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Building, Grounds, and Capital

Informational Item; SBOT Approved Contract and Minority, Women, Veteran, and Disability-Owned (XBE) Spend

Contract Approvals:

- Indianapolis OIT HVAC Replacements (JOC)   77.26% XBE
- Indianapolis ASAP Build Out   28% XBE
- Indianapolis A&E Services for Auto Project   Pending
- Indianapolis CMc Services for Auto Project   Pending
- Elkhart A&E Services for Flex Lab Project   Pending
- Elkhart CMc Services for Flex Lab Project   Pending
- Columbus A&E Services for Capital Project   Pending
- Columbus CMc Services for Capital Project   Pending

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Highlights

Results

- Financial performance exceeds budget
- Raised $43.2M as of 12/31/2020 for FY2021
- New CRM conversion in progress
- Strategic objectives on target
- Blackbaud Incident – Successfully Closed
- Provided over $900K of Emergency Aid through Glick/Woods Match To Date
- Currently at least 13 Campuses on Target to Achieve Their Year End Goal
- Circle of Ivy has Reached Nearly 900 Members
- Giving Tuesday – 600 Gifts, $137,000 Raised

IVY TECH COMMUNITY COLLEGE

Finance Highlights Thru 12/30/20

- Net income is significantly favorable to budget

- Closed NMTC Financing on the Indianapolis Motor Center

- Investment in come has increased 300%+ over budget

- Net assets are12% greater than budget

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Preliminary Income Statement Thru December 30, 2020

(in $000's)	Actual Thru 12/31/20	Annual Budget FY2021	Actual as % of Annual Budget
Revenue			
Total Contributions	$11,020	$ 24,368	45.2%
Investment Income	7,519	2,406	312.5%
Real Estate Income	4,485	892	502.6%
Other (e.g. Vending, Events)	90	752	11.9%
Total Revenue	23,114	28,419	81.3%
College Support/Expenses			
Financial Aid	2,442	3,866	63.2%
Facilities, Supplies and Equip	1,401	8,300	16.9%
Special Programs	2,354	3,482	67.6%
Other Expense (e.g. Outreach)	223	1,416	15.8%
Real Estate Expense	428	555	77.2%
Admin & Fundraising	608	1,600	38.0%
Total Expenses	7,457	19,219	38.8%
Net Income w/o Depr & Donated Prop.	$15,657	$9,200	170.2%
Depreciation	(1,242)	(2,488)	49.9%
Donated/Disposed Property	-	-	N/M
Net Income	$14,415	$6,711	214.8%

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COMMUNITY COLLEGE

Preliminary Balance Sheet at 12/31/20

(in 000's)	Actuals at 12/31/20		Actuals at 6/30/20		Over/(Under) Prior Year	
Cash and Investments	$	73,631	$	66,107	$	7,524
Pledge Receivables		11,777		13,676		(1,899)
Notes Receivable and Cash - NMTC		20,660		-		20,660
Other Receivables (e.g. Capitalized Lease, Vending income)		5,376		5,138		238
Property		37,694		35,106		2,588
Total Assets	**$**	**149,138**	**$**	**120,027**	**$**	**29,111**
Notes Payable and Lines of Credit	$	4,290	$	5,568	$	(1,278)
Notes Payable - NMTC		16,020		-		16,020
Other Payables (e.g. Capitalized lease, Annuity Liability, A/P)		5,409		5,432		(23)
Total Liabilities	**$**	**25,719**	**$**	**11,023**	**$**	**14,719**
Net Assets (Assets less Liabilities)	**$**	**123,419**	**$**	**109,004**	**$**	**14,415**

- Assets, Liabilities and Net Assets increase significantly due to NMTC's and Investment Income

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Board Giving

Fiscal Year 2020/21 as of 11/30/2020		
*College Trustees	*Foundation Directors	Campus Boards
44% 7 out of 16	**41%** 26 out of 63	**35%** 49 out of 139
GOAL 100%	GOAL 100%	GOAL 80%

* Achieved 100% for past 7 years

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Board Giving

5 Year Review				
Fiscal Year	College Trustees	Foundation Directors	Campus Boards	Total
FY2021 (as of 11/30/2020)	$481	$567K	$871K	$1.9M
FY2020	$570K	$872K	$1.6M	$3.0M
FY2019	$1.2M	$2.2M	$2.5M	$5.9M
FY2018	$1.1M	$381K	$445K	$1.9M
FY2017	$120K	$1.1M	$329K	$1.6M
5 Year Total	**$3.5M**	**$5.1M**	**$5.7M**	**$14.3M**

$14.3 Million Over 5 Years

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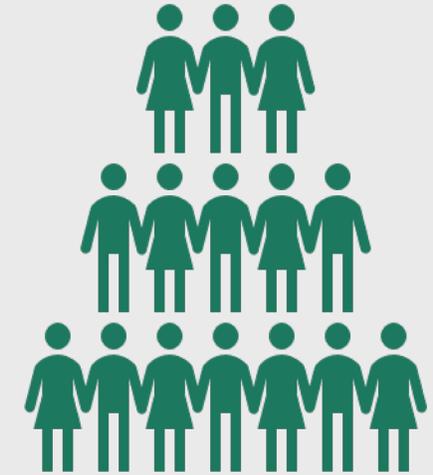
Statewide Campaign Update

Service Area	$$ to Raise In the Millions	Grand Total as of 11/30/20	% to Goal
Northern Service Area David Findlay (7 Campuses)	$63.3	$50.0	79%
Central Service Area Maria Quintana (4 Campuses)	$54.2	$39.2	72%
Southern Service Area Paul Perkins (7 Campuses)	$53	$27.7	52%
Statewide	$114.5	$46.4	41%
Subtotal	**$285**	**$163.3**	**57%**

12 Campuses Exceeding 3-Year Cumulative Campaign Target as of 11/30/2020

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Campaign Timeline – Public Phase Details

Campaign Study & Planning
July 2017 to June 2018

Leadership Gift Phase
July 2018 to June 2021

Raise $165M to $180M

Public Phase
July 2021 to June 2023

Public Announcement September 2021

$285 Million

GOAL

November 2020 – February 2021
- Establish campaign brand
- Identify & engage internal planning task force
- Draft public phase plan & resources needed (financial & human capital)

February – April 2021
- Public phase plan finalized
- Internal review of plan by campuses
- External group of campaign leaders review plan

April - May 2021
- Steering committee reviews & endorses plan
- Approval of financial & human capital
- Begin implementation of plan

Enhancing Client Relationship Management System (CRM)

Instituting new CRM in 2021-2022 – UCI/ascent + Salesforce

High-Level Benefits:

- Interconnectivity with College Data

- Increased Mobile Accessibility

- Enhanced Reporting & Dashboards

- Intuitive Marketing & Communications

- Prospect Management Enriched

- Customizable Gift Processing & Receipting

- **Increase Efficiencies to Help us Raise More Money**

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Goal 6 - Financial

Strategy 6.1 – Attract and secure more philanthropic funding.

Tactic 1 : Plan, Launch, and Successfully Conclude a Statewide Comprehensive Campaign

Tactic 2 : Enhance and Formalize a Meaningful Alumni Engagement Strategy

Tactic 3 : Increase Annual, Major, and Planned Gift Donor Pipeline and Move Donors Through the Donor Continuum

Tactic 4 : Identify, Attract, and Secure an Increased Number of Grants from Local and National Funders

Tactic 5 : Integrate Planned Giving into Fundraising Program Through Enhanced Resources, Training, and Awareness

Tactic 6 : Create a College-Wide Culture and Understanding of the Role of Philanthropy at Ivy Tech

Tactic 7 : Establish Consistent and Impactful Foundation Brand Messaging to Engage and Inspire Current and New Donors

** Adding a Tactic 8 – Diversity, Equity and Belonging

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Virtual Florida Friends

Event Overview
- 45 Minute Virtual Fundraising Event
- Hosted by: Bob & Terry Bowen
- Presenters: Sue Ellspermann, Mike Harmless & John Murphy
- Student Stories
- Foundation Leadership Fundraising Challenge

RSVP Information
- Call or text 765.994.1303
- https://connect.ivytech.edu/floridafriends2021

IVY TECH COMMUNITY COLLEGE

Marketing and Communications
AGENDA

1 **Earned Media/Brand Evolution Next Steps**

Jeff Fanter, Vice President for Marketing and Communications

2 **Digital Advertising Update/Resolution Recommendation**

Kelsey Batten, Assistant Vice President for Marketing and Communication, Jeff Fanter, Vice President for Marketing and Communications

3 **Blackboard Call Center Update**

Kate Wallace, Executive Director Recruitment Communications

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Earned Media in 2020

$35,418,752

- Online + Print: $27,896,989 (79%)
- National TV: $3,824,094 (11%)
- Local TV: $3,686,262 (10%)
- Social: $11,407 (1%)

Generated via:
- Statewide press releases
- Campus press releases
- Media pitches
- Relationship building
- Subject matter expertise
- Breaking news

Using new media monitoring platform – Critical Mention

Two students with Down syndrome to get the chance to earn college degrees

March 11, 2020

The Sellersburg campus of Ivy Tech is launching a pilot program this fall, that will allow students with intellectual disabilities to receive a college degree.

Ivy Tech Community College and Bellevue University Partner to Provide Transfer Indiana Students with Access to 4-Year Degrees, Special Tuition Rate

December 2, 2020 · 3 min read

BELLEVUE UNIVERSITY

More than 70,000 Students in Communities Across the Hoosier State Stand to Benefit from Premier Partnership Relationship

Thanks to an innovative partnership, tens of thousands of Indiana residents enrolled at Ivy Tech Community College (ITCC), which serves the entire state of Indiana and online, now have the opportunity to receive full credit for their associate degree and a lower tuition rate when they transfer to Bellevue University.

Cengage Announces Second Quarter Fiscal 2021 Results; Strong Financial Performance Driven by Growth in Digital Learning

November 12, 2020 · 4 min read

Digital Now Accounts for 68 Percent of the Company's Adjusted Cash Revenues

BOSTON, Nov. 12, 2020 /PRNewswire/ -- Cengage, an education and technology company, today announced financial results for the second quarter of fiscal 2021, ending September 30, 2020. This period covers the critical back-to-school selling season, over which the company saw solid growth in the U.S. Higher Education business, driven by digital solutions, and a continuation of strong performance in Ed2go, the company's Online Skills business, which has grown by more than 40 percent year-to-date. Digital revenues now account for 68 percent of Cengage's total adjusted cash revenues, which for the second quarter totaled $534M, bringing first-half adjusted cash revenue to $723M.
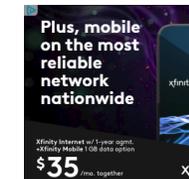
CENGAGE

Brand Evolution Efforts

Approved Recommendations

- Retain the name-evolve the brand

- Affordability supporting message but not standalone

- Transfer supporting message but not solely tied to cost savings but also tied to outcomes

- Lead all messages with evidence-based, data supported facts about completions, placements, earnings

- Improve internal brand advocacy

- Focus on right audiences with right message

<u>Vision of the Evolution</u>
Within five years, Ivy Tech Community College will prove itself to be the best value in education, enabling students to launch a career with Indiana's top companies and earn a great wage. As a result, perceptions will change dramatically about Indiana's community college and what Ivy Tech produces will be better understood.

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Brand Evolution Efforts

- Adjusting Messaging

- Sharing findings across the College
  - Defining the why behind the evolution (complete by April)
  - Exploration on the how for data gathering
  - **Opportunity for you to assist**

- Seeking partners to assist
  - Message, creative and campaign development
  - New website and content management system
  - Secure a partner by May
  - Launch new campaigns in September

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Digital Performance in 2020

14,000,000 impressions

10,401 completed applications

$65.49 cost per application (goal $125)

5,000+ phone calls

In December 2019, messaging adjusted for soft rollouts of possible new messaging to reflect brand research findings, including IvyOnline and expansion of high school and parent audiences.

Always Tracking Results

Age Breakdown

Age	Clicks	Impr.	CTR	Avg. CPC	App. Starts	Cost / start	Conv. rate	Cost
18to24	23,139	621,647	3.72%	$3.87	4,151	$21.55	7.66%	$89,460.92
25to34	20,299	795,505	2.55%	$3.76	3,236	$23.60	8.00%	$76,378.91
35to44	12,607	558,537	2.26%	$3.72	1,787	$26.21	6.27%	$46,843.77
45to54	10,026	417,654	2.40%	$3.74	1,142	$32.85	5.79%	$37,511.40
55to64	5,089	521,228	0.98%	$3.20	407	$40.07	3.08%	$16,307.28
gt64	4,225	365,426	1.16%	$3.22	399	$34.10	3.79%	$13,622.27
Grand total	**75,385**	**3,279,997**	**2.30%**	**$3.72**	**11,122**	**$25.19**	**6.67%**	**$280,124.55**
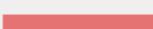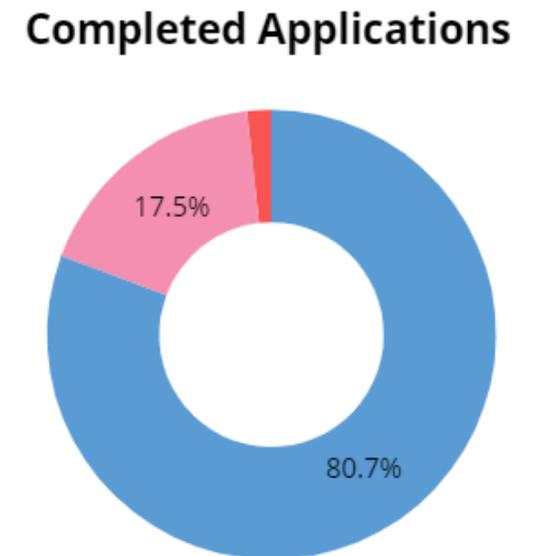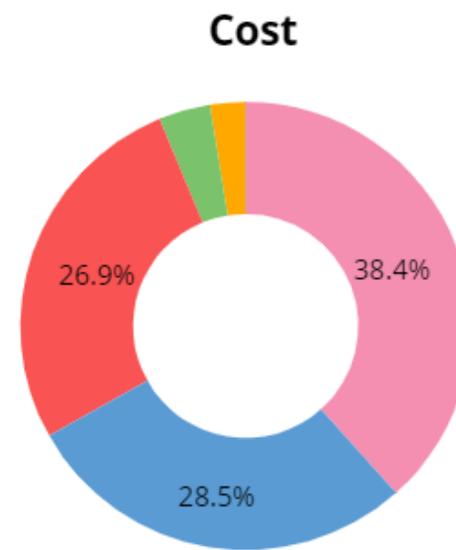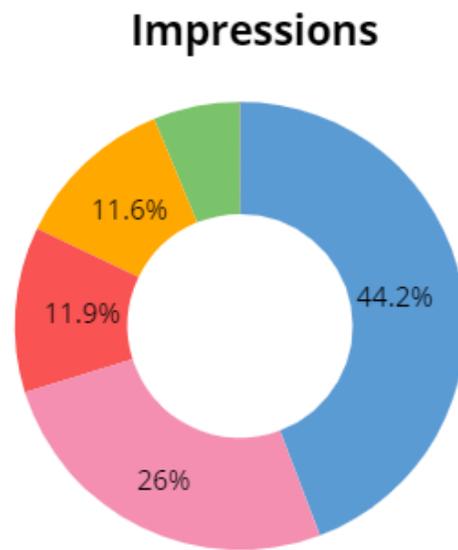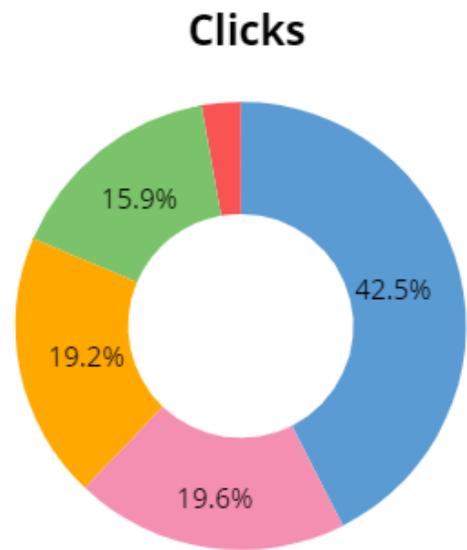
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Always Tracking Results

Finding an Online Audience

IvyOnline

Search keyword	Clicks	Impr.	CTR	Avg. CPC	App. Starts ▾	Cost / start	Conv. rate	Cost
online college degree	35	298	11.74%	$11.16	6	$65.10	17.14%	$390.57
+iu +online	57	1,365	4.18%	$9.97	5	$126.20	7.90%	$568.01
+purdue +online	64	2,517	2.54%	$8.53	4	$136.46	6.25%	$545.85
+online +trade +school	9	58	15.52%	$9.90	3	$29.69	33.33%	$89.06
+online +colleges in +indiana	13	210	6.19%	$14.99	3	$64.97	23.08%	$194.92
Grand total	**576**	**42,590**	**1.35%**	**$7.98**	**64**	**$71.90**	**11.10%**	**$4,595.98**

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Always Tracking Results

Which Ad Designs Perform Best

Image Ads

Photo Content	Message	Color	Link	Clicks	Impr.	CTR	CPC	Cost
Computer	Free Cred	IVY	https://...	1,146	140,810	0.81%	$1.40	$1,605.94
Computer	Future	IVY	https://...	51	8,464	0.60%	$2.52	$128.52
Computer	Increase Annua...	IVY	https://...	16	3,484	0.46%	$2.22	$35.52
Female	Save Money	IVY	https://...	20	10,036	0.20%	$1.15	$22.96
Female	Smart Choice	IVY	https://...	130	56,246	0.23%	$1.19	$155.34
Female	Credits that Tra...	IVY	https://...	403	91,680	0.44%	$1.53	$616.39
Female	Four-Year Colle...	IVY	https://...	11	2,289	0.48%	$0.78	$8.59
Female Lapto...	Launch Your C...	IVY	https://...	315	109,988	0.29%	$1.47	$464.21
Female Lapto...	Next Step Now	IVY	https://...	349	130,124	0.27%	$1.72	$600.93
Female Mask 1	Choose	MLT	https://...	678	240,502	0.28%	$1.75	$1,186.44
Female Mask 1	Options	MLT	https://...	1,073	272,641	0.39%	$1.28	$1,378.63
Female Mask 1	Yes to Jan	MLT	https://...	1,584	354,517	0.45%	$1.27	$2,015.65
Female Mask 1	Classes Start	IVY	https://...	1,409	469,380	0.30%	$1.85	$2,600.42
Female Mask 1	Classes Start	IVY	https://...	271	68,395	0.40%	$1.94	$526.89
Female Mask 1	Classes Start	IVY	https://...	50	58,282	0.09%	$3.57	$178.31
Female Mask 2	New Beginning	IVY	https://...	332	85,031	0.39%	$1.76	$583.88
Female Mask 2	New Beginning	IVY	https://...	1,438	473,509	0.30%	$1.84	$2,640.44
Female Mask 2	New Beginning	IVY	https://...	73	79,408	0.09%	$3.38	$246.76

CTR by Photo Content

Computer	0.79%
Female	0.35%
Female Mask 1	0.35%
Male	0.34%
Male No Mask 1	0.31%
Female Mask 2	0.29%
Female Laptop V1	0.29%
Female Laptop V2	0.27%
IvyOnline	0.26%
Mother Daughter	0.23%

0%   0.2%   0.4%   0.6%   0.8%

CTR by Message

Free Cred	0.81%
Future	0.6%
Four-Year College	0.48%
Increase Annual Earnings	0.46%
Yes to Jan	0.45%
Credits that Transfer	0.44%
Options	0.39%
Your Student	0.37%

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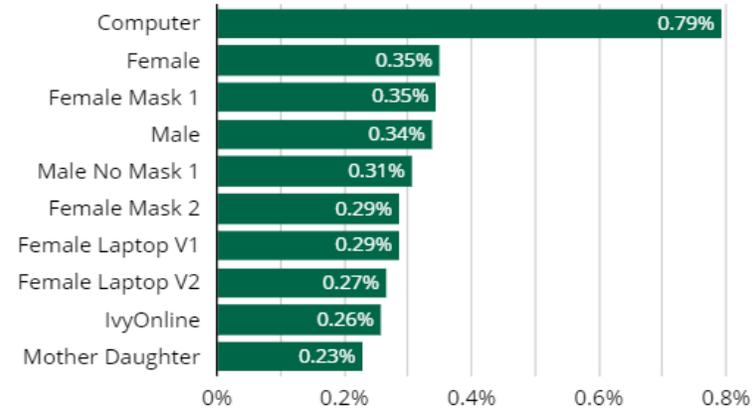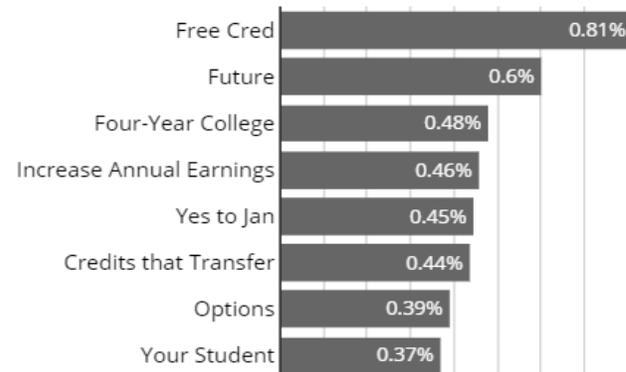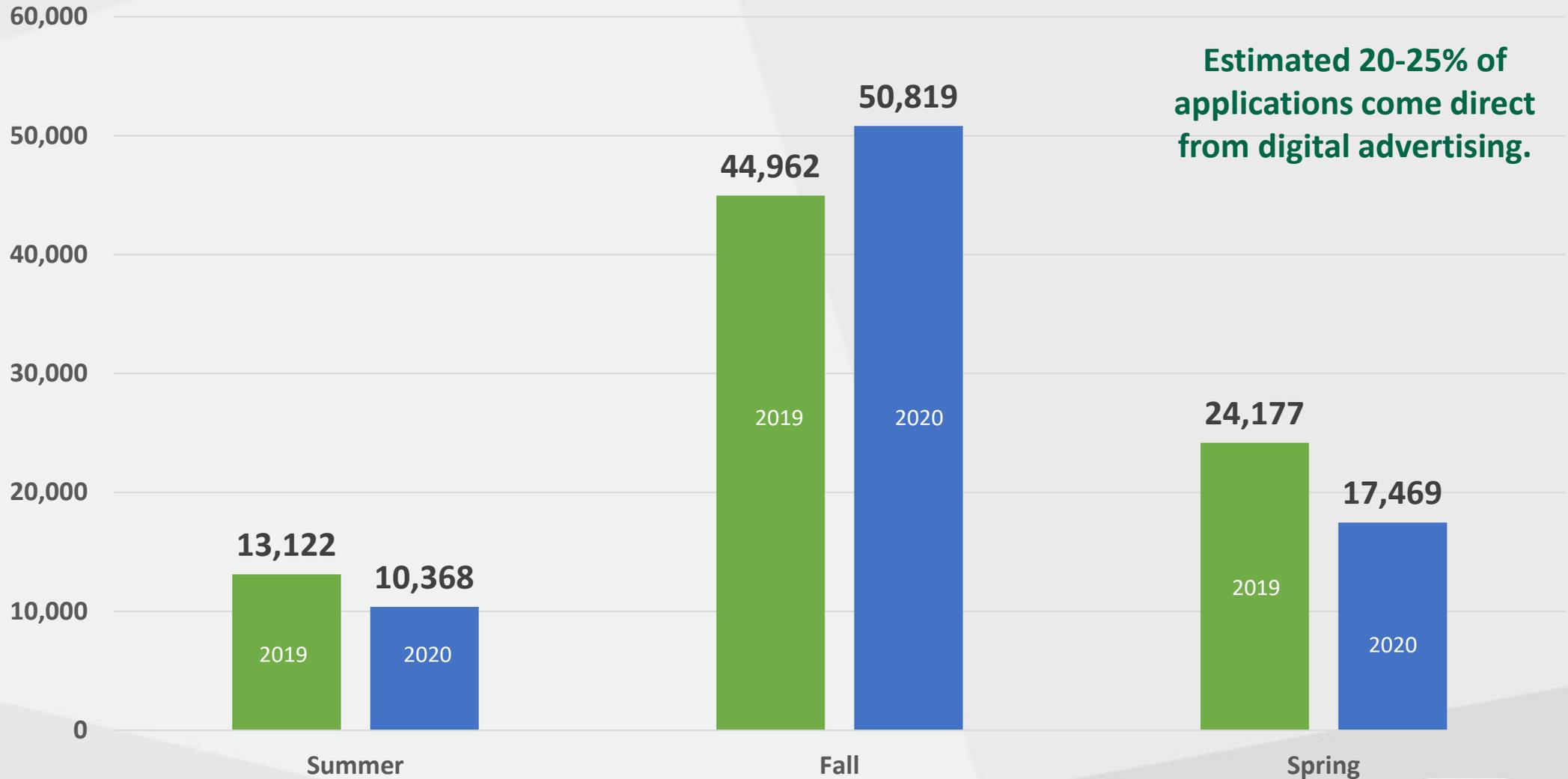
Request to Increase Digital Spend

Board Resolution in June of 2020 approved statewide spending (Systems Office and Campus marketing efforts) up to $2.5M with Statwax.

Projected Spend Thru March Start Push
- Campuses = $1,708,404
- Systems Office = $774,025
- **Total Projection Spend = $2,482,429**

Expect to see additional spend to push for June and August courses between March and June, 2021. Requesting the ability to **increase spend with Statwax to $3,250,000.**

Blackboard Call Center Update

Kate Wallace

Executive Director, Recruitment Communications

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Blackboard Volume Overview 2020

339,180 live support inbound interactions (calls & chats)

605,716 outbound campaign calls made

3,140,191 outbound text messages sent

87,638 lead/opportunity calls made

Blackboard
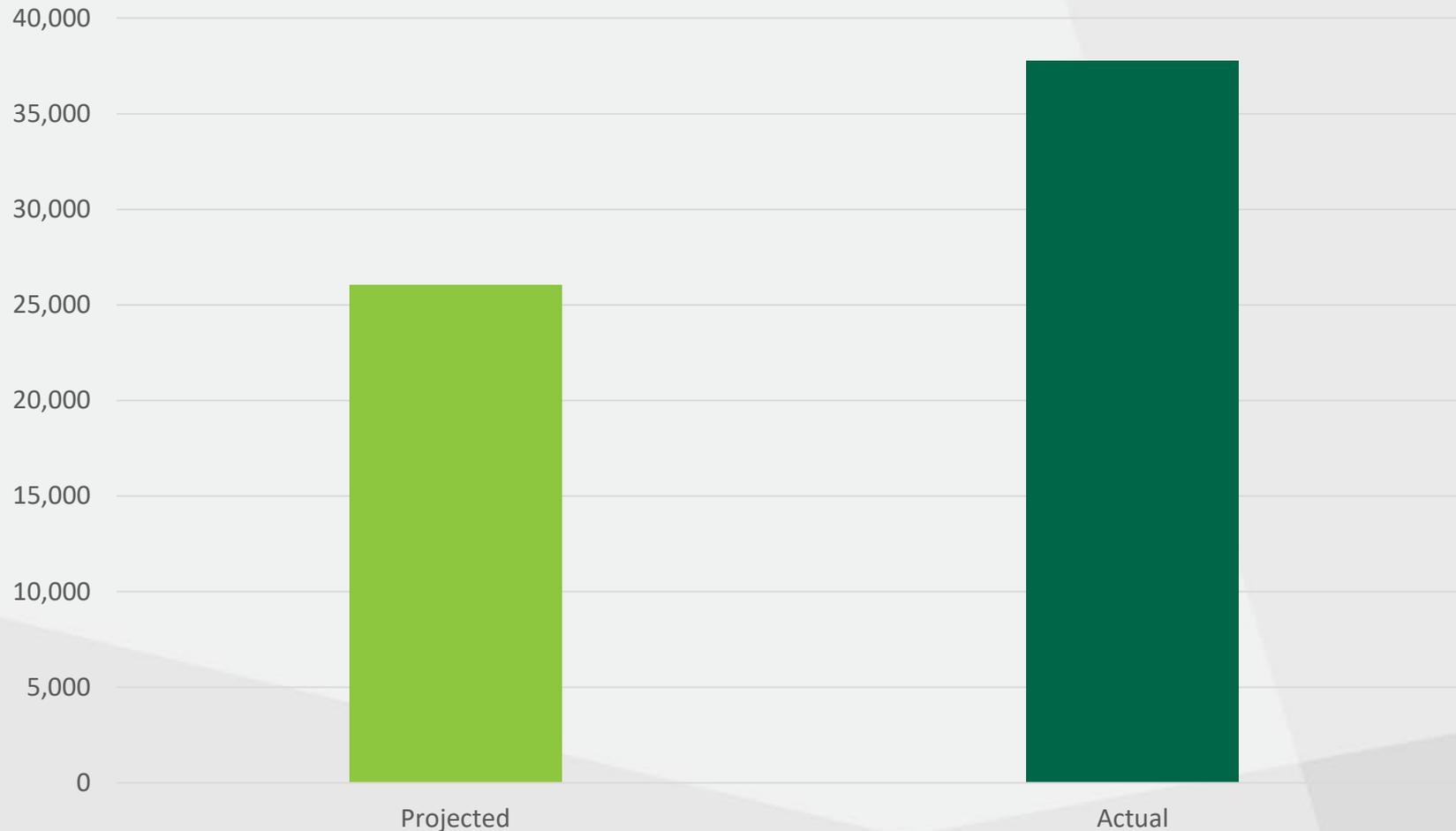
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PRESENTATION INTRO

Workforce Alignment

February 4, 2021

OUR COMMUNITIES. YOUR COLLEGE.

Workforce Alignment

AGENDA

1 **Industry 4.0**

 Sue Smith, Vice President of Advanced Manufacturing

2 **Nursing Online Application**

Mary Anne Sloan, Vice President of Healthcare and Statewide Nursing

3 **CCEC: Moving Forward**

Caroline Dowd-Higgins, Vice President of Career Coaching and Employer Connections

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Smart Manufacturing and Digital Integration

New Industry 4.0 Degree for AMEAS

Sue Smith

Vice President, AMEAS

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- Certified Industry 4.0 Associate I – Basic Operations

- Certified Industry 4.0 Associate II – Advanced Operations

- Certified Industry 4.0 Associate III – Robotic Operations

- Certified Industry 4.0 Associate IV – IIoT Operations

Industry 4.0 Education Checklist – Associate 4

- ❑ Mechatronics Fundamentals
- ❑ Electricity
- ❑ Drives
- ❑ Fluid Power
- ❑ Relay Control / Ladder Logic
- ❑ Motor Control
- ❑ Power Distribution
- ❑ Mechanical Drives
- ❑ Robotics
- ❑ Automation
- ❑ Pick & Place Feeding
- ❑ Gauging
- ❑ Sorting
- ❑ Torquing
- ❑ Inventory Storage

- ❑ Barcode
- ❑ RFID
- ❑ Electronic Sensors
- ❑ Smart Devices
- ❑ Smart Sensors
- ❑ Smart Output Devices
- ❑ I/O Link

- ❑ PLC's
- ❑ Safety PLC's
- ❑ HMI's
- ❑ I/O Interfacing
- ❑ Electronic and VF Drives
- ❑ Motor / Motion Control
- ❑ Power & Control Electronics

- ❑ Internet Protocol
- ❑ Foundation Fieldbus
- ❑ Computer Networks
- ❑ Networked Devices
- ❑ Network Servers
- ❑ Distributed Servers
- ❑ Routers
- ❑ Switches
- ❑ Gateway Devices
- ❑ Managed Switches
- ❑ Unmanaged Switches
- ❑ Ethernet
- ❑ Profibus
- ❑ Wireless
- ❑ Linking

- ❑ Data Analysis
- ❑ Diagnostics
- ❑ Analytic Creation
- ❑ Algorithms
- ❑ AI
- ❑ Machine Learning
- ❑ Predictive Analytics
- ❑ Prescriptive Analytics

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Implementing Industry 4.0 – Process

Industry Implementation

- Interest and understanding varies by company
- Companies are in various stages
- Implement in process and measure
- Similar to Lean Six Sigma
- Create greater skills/workforce deficits
- 9 campuses and employer partners participated in validation study

Education Implementation

- Educate faculty and staff internally
- Must be able to address needs of all employer partners at all levels of 4.0 adoption
- Upgrade curriculum – embed certifications if applicable
- New degree pathways and stand-alone credentials for incumbent upgrades
- Upskill faculty – in process
- New and upgraded equipment – lab lists will be finalized in January

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Award Winning 4.0 Degree Development Team – Award from the Indiana Manufacturers Association

- Joe Otte - Chair, Columbus
- Natalie Medich - Chair, South Bend/Elkhart
- George Tackett - Chair, Madison
- Molly Joseph - Chair, Terre Haute
- Bryce Eaton - Chair, Lafayette

- **Indiana Manufacturers Association**
- The **Manufacturing Talent Champion** recognizes an individual/company/entity who works to bring focus to the critical need of attracting Indiana's next-generation workforce to manufacturing's variety of career options.

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Smart Manufacturing and Digital Integration Degree Rationale

- "Seventy-five million to 375 million may need to switch occupational categories and learn new skills."

- "A larger challenge will be ensuring that they have the skills and support needed to transition to new jobs. Countries that fail to manage this transition could see rising unemployment and depressed wages."

- https://www.mckinsey.com/featured-insights/future-of-work/jobs-lost-jobs-gained-what-the-future-of-work-will-mean-for-jobs-skills-and-wages#

- Results from survey in Indiana:

- 93.8% of companies responding see a need for a technical degree in 4.0

- 91.7% forecast a high or medium demand for 4.0 positions in the next 3 to 5 years

Health Sciences and Nursing Online Application Student Interface Demonstration

Mary Anne Sloan – Ivy Tech Vice President of Healthcare & Statewide Nursing
Nichole Stitt – Ivy Tech Assistant Vice President of Curriculum
Tere Traub – Appirio – Higher Ed/Non-Profit Industry Managing Consultant
Ryan To – Appirio – Salesforce Solution Architect

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Health Sciences & Nursing Online Application

Problem

- Approximately 25% of Health Sciences and Nursing interest students do not reenroll in Ivy Tech from Spring to Fall semesters.

Goal

- Increase enrollment and retention in Nursing and Health Sciences Limited Enrollment programs.

- Retain students not accepted into Nursing and Health Sciences Limited Enrollment programs.

Objectives

- Provide students with an easy to use application system

- Provide students options (program and campus)

- Provide equity

- Provide Deans and Program Chairs an efficient system by which to effectively fill programs

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Health Sciences & Nursing Online Application Student Interface Demonstration

Presented by

Ryan To and Tere Traub – Appirio

*All information contained in the demonstration is fictitious, no actual student data has been used.

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CCEC: Moving Forward

CAROLINE DOWD-HIGGINS

VICE PRESIDENT FOR CAREER COACHING AND EMPLOYER CONNECTIONS

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Launch and Implementation Progress Report

- **Launching, Hiring, Professionalizing, and Data Gathering**
- **Career Coaching**
  - Statewide Events - Actions, and Outcomes
  - Campus Events - Actions, and Outcomes
- **Career Experiences**
  - Work & Learn and Career Placement Focus
  - Events, Actions, and Outcomes
- **Employer Consulting**
  - Actions and Outcomes
  - New or Enhanced Relationships
  - Examples and Highlights
- **What's Coming Next?**
- **Building Culture**

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Launching, Hiring, Professionalizing, and Data Gathering
March 2020 – January 4, 2021

CCEC Implementation: 10 campuses in construct: Alpha I & II

- Hired/transitioned 90+ staff members on 10 campuses
- Moved Career Coaching, Recruiting events, Employer engagement, and special programs to a virtual experience
- Onboarding and training new staff virtually
- Created the Career Development Portfolio execution plan for students
- Assessed and leveraged tech platforms to initiate data tracking
- Virtual Engagement: 10 Alpha Campuses; 8 legacy campuses
  - 3,131 Zoom meetings (since March 2020)
 - Monthly statewide CCEC Virtual Office Hour 150+ participants

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Career Coaching – Actions and Outcomes

Early-Stage Data – Alpha I Campuses Launched August 24, 2020

- Each Alpha I campus launched w/pilot student cohort
- *Work the model*; put coach training into practice

  1 to 1 Student coaching sessions since August 2020 – 6 Alpha campuses
  - 432 Career Awareness/Assessment
  - 675 Career Exploration
  - 1,476 total meetings

  110 Coach-led workshops
  - 496 Students

- Pandemic created decline in student engagement
  - Team initiated outreach to engage
    - 15,000 + text messages sent
    - 6,000 + emails sent
    - 1,600 + calls made
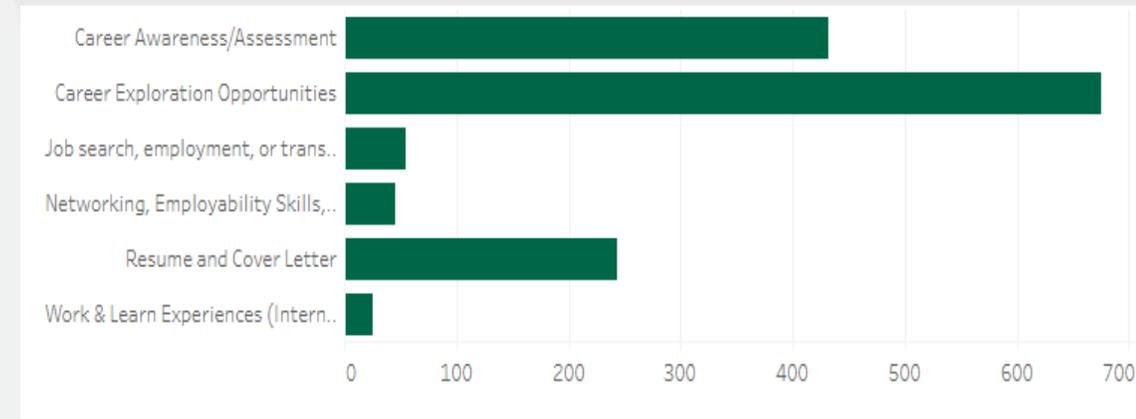
2,328 students in Alpha I Cohort

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Career Experiences – Events, Actions, and Outcomes

Work-and-Learn – Career Placement Focus

National Intern Day: July 30th

- Inaugural statewide celebration and promotion of Ivy Tech interns
- Social Media Hashtag: #InternedWithIvyTech
- Ivy Tech Intern Web Page: http://www.ivytech.edu/interns

1st Statewide Virtual Internship Fair- November 5th

- Inaugural event during Career Development Week
- 84 employer participants

Employment Postings since August 2020

- New, intentional focus on employer engagement
- Internship and Career Postings: 4,745 (20% internships)
- New Employer Postings: 391

Employer Engagement: Alpha I Campuses Pilot Data: August 24, 2020- Dec 31, 2020

- 46 total events; 398 students; 225 employers
- Info sessions, panels, recruiting events, mock interviews, etc.

EMPLOYER Consulting - Actions and Outcomes

Workforce & Career tools in one place

- **Alpha I campuses since August 2020**
  - **1,788 Employers served**
  - **Top 5 Areas of Interest**
    - Workforce and Contract Training
    - Degrees
    - Apprenticeships
    - Work & Learn – Internships
    - Hiring/Talent Pipeline

- **66 Community Organizations Engaged**
  - **Top 5 Areas of Interest**
    - Advisory Committee
    - Training
    - Work & Learn - Internships
    - Grant Partnerships
    - CCEC Awareness

employer resources web page
https://www.ivytech.edu/employerresources/

Employer Relationship Highlights

- **Genesys** - new internship program - preparing first cohort of 12 students trained on Genesys Cloud. Students will get certified three times - a pipeline feeder for full-time hires; 1 full-time hire

- **EPS Global** – hired 3 students

- **Insurance Group of Indiana** – seeking 50+ statewide interns in 38 companies; job shadow/mentor opportunities

- **Bell Techlogix** – hired 3 students

- **Indianapolis Children's Museum -** hired 2 interns; first time at Ivy Tech

- **160 Driving Academy** - launched new CDL training partnership; hired student as Branch Manager

- **OneAmerica** - "gold-standard" partnership to support Taking Hoosiers to the Next Level students with Co-ops and employer engagement events

- **SAIC** - started new intern program partnership, hired first interns in Product Assurance

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What's Coming Next?

- **Alpha III** Cohort: Lake County, Marion, Anderson and Lafayette kick-off started: January 2021

- ROI **predictive modeling tool** for employers by KSM: February 2021

- CCEC **Fundraising Toolkit:** February 2021

- **New CCEC pages** on Ivy Tech website: February 2021

- **Alpha IV Cohort:** Bloomington, Columbus, Muncie, Terre Haute, and Hamilton County: Spring 2021

- Deep dive **placement metrics** – work & learn and career: Spring 2021

- *Taking Hoosiers to the Next Level* – **placement focus** for May 2021 completion

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Career Champions: Creating a Statewide Culture

Strategizing to Create a Celebratory Placement Culture

- All-play involvement in next destination recognition of students
- Ensure the capture of better placement data

Career Champions: developing the CCEC culture of support

- A Strategy Team 4.4 initiative
- Launched November 2, 2020
- 239 faculty & staff enrolled
- 193 Champions completed

Grant Number	Campus	Title or Description	Source	Amount	Original Effective Date	Expiration Date
		Competitive				
R03360	Bloomington	241 IEDC SBDC INTAP CY2020 *(increase)*	Indiana Economic Development Center	$ 249,035.87	1/1/2020	12/31/2020
R03090	Bloomington	241 SUB NSF BETA Skills *(year 3 increase & Supplemental)*	Forsyth Technical Community College	$ 31,241.00	7/1/2018	6/30/2021
R03357	Systems Office	901 Career Coach/Emplyr Cnnct-Glick *(increase)*	Central Indiana Community Foundation	$ 100,000.00	1/1/2020	12/31/2021
R03551	Indianapolis	181 IU REEI American History	Indiana University	$ 3,000.00	9/23/2020	1/31/2022
R03454	Systems Office	901 INDOE K-14 Educator Training & Curriculum Curation	Indiana Department of Education	$ 759,864.00	8/1/2020	9/30/2022
R03558	Warsaw	122 COVID-19 Rapid Response K-12 Health Foundation	Kosciusko 21st Century Foundation	$ 3,000.00	9/10/2020	12/31/2020
R03557	Bloomington	241 City of Bloomington SBDC Support CY20	City of Bloomington	$ 10,000.00	9/18/2020	3/1/2021
R03561	South Bend	121 Nursing Expansion (as R03493 match)	Elkhart County Community Foundation	$ 24,554.00	10/21/2020	9/30/2022
R03560	Bloomington	241 SUB DOS IU Ethiopia PiBelt	Indiana University	$ 93,346.00	9/15/2020	9/14/2022
R03562	Sellersburg	231 GNCHF Fresh Produce for Students	Greater North Clark Health Foundation	$ 5,000.00	11/10/2020	12/31/2021
R03563	Muncie	161 PTK Honors IN Action	Phi Theta Kappa Honor Society	$ 1,000.00	11/16/2020	1/31/2021
R03564	South Bend	121 Nursing Expansion (Marshall as C/S R03493)	Marshall County Community Foundation	$ 12,000.00	10/1/2020	9/30/2021
R03294	Fort Wayne	131 ACCELerate	American Association of Port Authority	$ 82,000.00	6/1/2020	2/28/2021
R03568	Evansville	221 GCF Princeton Health Specialty Lab Equipment 2020	Gibson County Community Foundation	$ 8,655.00	10/2/2020	10/2/2021
R03567	Warsaw	122 OAMTC/Warsaw Career Center 2020-2021	Kosciusko County Community Foundation	$ 25,000.00	9/14/2020	9/14/2021
R03569	Warsaw	122 Warsaw High School Machine Tool Program	Zimmer Biomet Foundation, Inc	$ 10,000.00	11/19/2020	10/31/2021
R03570	Muncie	161 Sonography Program Department Chair 2020-2021	Ball Brothers Foundation	$ 40,000.00	9/1/2020	7/30/2021
R03572	Terre Haute	171 Duke Energy Cob and Cog 2020	Duke Energy Foundation	$ 10,000.00	8/3/2020	12/31/2020
R03575	Systems Office	901 Lumen Gates Foundation Adjunct Success Project	Lumen, Inc	$ 35,000.00	12/1/2020	12/31/2021
R03576	South Bend	121 Nursing Expansion Project St. Joseph Foundation	Community Foundation of St. Joseph County	$ 25,000.00	12/9/2020	11/30/2021
R03577	Muncie	161 Sybertooth_Ball Brothers Foundation Rapid Grant	Ball Brothers Foundation	$ 25,000.00	10/22/2020	12/31/2020
R03573	Lake County	111 SUB NSA Pilot AI Cybersecurity	Purdue University	$ 1,524,096.00	9/3/2020	9/3/2022
R03579	Indianapolis	181 IN-MAC Supply Chain Supplies	Purdue University	$ 5,000.00	12/10/2020	6/30/2022
			Competitive Total:	$ 3,081,791.87		

Non Competitive

Non-Competitive Total: $ -

Total Board Report: **$ 3,081,791.87**

IVY TECH COMMUNITY COLLEGE
SPONSORED PROGRAM FUNDS
July 1, 2020 THROUGH December 31, 2020

	Grants & **Contracts**
Total this Report	$ 3,081,791.87
2020-2021 YTD-Total to Date	$ 28,813,201.87
2019-2020 Fiscal Year-End Total	$ 61,493,223.00
2018-2019 Fiscal Year-End Total	$ 22,580,366.00
2017-2018 Fiscal Year-End Total	$ 18,122,815.00
2016-2017 Fiscal Year-End Total	$ 25,626,665.00
2015-2016 Fiscal Year-End Total	$ 18,906,875.00
2014-2015 Fiscal Year-End Total	$ 20,718,246.00
2013-2014 Fiscal Year-End Total	$ 27,105,576.00
2012-2013 Fiscal Year-End Total	$ 23,049,587.00
2011-2012 Fiscal Year-End Total	$ 26,290,960.00

DISBURSEMENTS OF $100,000.00 AND OVER
FOR THE MONTH OF NOVEMBER 2020

Authorization for Disbursement		Amount of Disbursement	Approved Vendor	Transaction Date	Reference Number
I. Article VIII Contracts and Other Documents Approval and authorization of the Board.	FICA/MQFE/Federal Taxes	2,181,863.73	PNC Bank	11/2/2020	J0250653
	Life & LTD	137,228.90	The Standard	11/3/2020	J0250729
	County and State Taxes	804,513.00	PNC Bank	11/3/2020	J0250762
	Retirement	1,067,463.27	Transamerica	11/3/2020	J0250724
	Reimbursement for Health Ins. Claims	536,788.12	Anthem	11/6/2020	J0250858
	Rx Payment	278,235.88	CVS	11/9/2020	J0250922
	Health Savings Account	207,823.98	Chard Snyder	11/9/2020	J0250921
	FICA/MQFE/Federal Taxes	2,301,862.40	PNC Bank	11/16/2020	J0251141
	Reimbursement for Health Ins. Claims	640,114.43	Anthem	11/17/2020	J0251184
	Rx Payment	181,327.80	CVS	11/17/2020	J0251208
	Retirement	1,063,157.36	Transamerica	11/17/2020	J0251202
	Reimbursement for Health Ins. Claims	270,516.89	Anthem	11/23/2020	J0251373
	Rx Payment	201,380.23	CVS	11/23/2020	J0251374
	Health Savings Account	208,485.41	Chard Snyder	11/23/2020	J0251370
	FICA/MQFE/Federal Taxes	2,325,089.21	PNC Bank	11/30/2020	J0251511
	Reimbursement for Health Ins. Claims	1,560,243.55	Anthem	11/30/2020	J0251523

Authorization for Disbursement		Amount of Disbursement	Approved Vendor	Transaction Date	Reference Number
II. Article IV. Officers of the Board. Section 5. Treasurer. Article VIII. Execution of Contracts and other Documents. Section A. Approval and authorization of the Board.	Money Market	1,918,000.00	Lake City Bank	11/12/2020	J0251082
	Money Market	340,000.00	Lake City Bank	11/16/2020	J0251178
	Money Market	21,043,000.00	Lake City Bank	11/17/2020	J0251239
	Money Market	649,130.00	Lake City Bank	11/19/2020	J0251342
III. Reported to the Board of Trustees under $500,000	Utilities	153,997.86	BPTS	11/2/2020	J0250673
	Muncie Building Project	246,893.08	Pepper Construction Company	11/2/2020	!0239536
	Software Maintenance and Support	105,959.00	RoundTower Technologies Inc	11/3/2020	!0239622
	Ft. Wayne Parking Lot Project	120,658.50	F.A. Wilhelm Construction Co., Inc	11/3/2020	!0239593
	Ft. Wayne DEVELOP Surgical Lab	178,803.26	CME Corporation	11/6/2020	!0239793
	Utilities	213,917.81	BPTS	11/9/2020	J0250923
	Computers	134,092.31	Dell	11/10/2020	!0240014
	Columbus New Construction	111,710.96	CSO Architects Inc	11/17/2020	!0240460
	Testing Services	110,685.00	MSSC	11/19/2020	!0240622
	Escrow for Kokomo Building Project	124,377.83	US Bank National Association	11/20/2020	!0240705
	Kokomo Building Project	199,017.71	Hagerman Inc	11/20/2020	!0240661
	Utilities	135,435.28	BPTS	11/23/2020	J0251402

DISBURSEMENTS OF $100,000.00 AND OVER
FOR THE MONTH OF NOVEMBER 2020
PAGE 3

Authorization for Disbursement		Amount of Disbursement	Approved Vendor	Transaction Date	Reference Number
III. Reported to the Board of Trustees under $500,000 (Cont.)	Software Maintenance and Support	209,990.39	Avtex Solutions LLC	11/25/2020	!0240902
	Professional Services and Fees	391,666.67	Blackboard Collaborate Inc	11/30/2020	!0241020
	Elkhart Advanced Manufacturing iFlex Lab	252,155.55	CORE Construction Indiana LLC	11/30/2020	!0241030
IV. Approved by the Board of Trustees over $500,000	Indianapolis Automotive Project	708,311.33	Pepper Construction Company	11/9/2020	!0239929

DISBURSEMENTS OF $100,000.00 AND OVER
FOR THE MONTH OF DECEMBER 2020

Authorization for Disbursement		Amount of Disbursement	Approved Vendor	Transaction Date	Reference Number
I. Article VIII Contracts and Other Documents Approval and authorization of the Board.	County and State Taxes	841,660.22	PNC Bank	12/1/2020	J0251560
	Retirement	1,060,557.01	Transamerica	12/1/2020	J0251601
	Life & LTD	138,031.56	The Standard	12/3/2020	J0251684
	Reimbursement for Health Ins. Claims	178,292.23	Anthem	12/4/2020	J0251754
	Rx Payment	319,510.18	CVS	12/4/2020	J0251752
	Rx Payment	144,366.48	CVS	12/4/2020	J0251872
	Health Savings Account	207,905.23	Chard Snyder	12/7/2020	J0251797
	FICA/MQFE/Federal Taxes	2,517,276.36	PNC Bank	12/14/2020	J0251987
	Reimbursement for Health Ins. Claims	1,175,525.50	Anthem	12/14/2020	J0251992
	Rx Payment	255,522.99	CVS	12/15/2020	J0252063
	Retirement	1,095,528.23	Transamerica	12/15/2020	J0252056
	Reimbursement for Health Ins. Claims	458,174.72	Anthem	12/21/2020	J0252249
	Health Savings Account	207,663.85	Chard Snyder	12/21/2020	J0252262
	Rx Payment	205,285.77	CVS	12/23/2020	J0252372
	FICA/MQFE/Federal Taxes	2,370,710.10	PNC Bank	12/23/2020	J0252388
	Reimbursement for Health Ins. Claims	1,153,347.96	Anthem	12/24/2020	J0252418
	Health Savings Account	206,606.40	Chard Snyder	12/31/2020	J0252534
	Rx Payment	328,752.56	CVS	12/31/2020	J0252466
	Retirement	1,073,965.29	Transamerica	12/31/2020	J0252434

Authorization for Disbursement		Amount of Disbursement	Approved Vendor	Transaction Date	Reference Number
II. Article IV. Officers of the Board. Section 5. Treasurer. Article VIII. Execution of Contracts and other Documents. Section A. Approval and authorization of the Board.	Money Market	290,000.00	Lake City Bank	12/2/2020	J0251744
	Money Market	1,111,000.00	Lake City Bank	12/7/2020	J0251849
	Money Market	17,355,000.00	Lake City Bank	12/14/2020	J0252037
	Money Market	1,094,000.00	Lake City Bank	12/15/2020	J0252100
	Money Market	1,571,000.00	Lake City Bank	12/22/2020	J0252358
III. Reported to the Board of Trustees under $500,000	Financial Aid Reimbursement	213,508.11	Barnes & Noble Education Inc	12/4/2020	!0241347
	Utilities	127,938.08	BPTS	12/4/2020	J0251757
	Utilities	175,141.49	BPTS	12/7/2020	J0251798
	Ft. Wayne DEVELOP Surgical Lab	102,970.23	CME Corporation	12/7/2020	!0241414
	Licensed Software	399,510.31	Oracle America Inc	12/7/2020	!0241472
	Perkins Instructional Equipment	109,672.00	HFO Chicago LLC	12/8/2020	!0241536
	Evansville Parking Lot Project	100,642.11	Arc Construction Co Inc	12/9/2020	!0241579
	Financial Aid Reimbursement	258,066.51	Barnes & Noble Education Inc	12/10/2020	J0252016
	Media Advertising	104,500.00	The Asher Agency Inc	12/11/2020	!0241768
	Employee Contributions to Foundation & C4 Operating Lease	107,660.24	Ivy Tech Foundation Inc	12/14/2020	!0241844
	Utilities	159,210.58	BPTS	12/15/2020	J0252064
	Columbus New Construction	111,425.75	CSO Architects Inc	12/15/2020	!0241970
	Elkhart Advanced Manufacturing Flex Lab	347,476.94	CORE Construction Indiana LLC	12/17/2020	!0242102

DISBURSEMENTS OF $100,000.00 AND OVER
FOR THE MONTH OF DECEMBER 2020
PAGE 3

Authorization for Disbursement		Amount of Disbursement	Approved Vendor	Transaction Date	Reference Number
III. Reported to the Board of Trustees under $500,000 (Cont.)	Apprenticeship Contract Expense	335,930.16	Indianapolis Electrical JATC	12/18/2020	2394458
	Apprenticeship Contract Expense	139,842.87	Sheet Metal Workers Local 20 JATC	12/18/2020	2394462
	Ft. Wayne DEVELOP Surgical Lab	127,466.41	CME Corporation	12/18/2020	!0242166
	Sellersburg R&R Project	120,317.50	DeBra-Kuempel Inc	12/18/2020	!0242172
	Apprenticeship Contract Expense	293,173.02	Plumbers & Steamfitters Local 440 A	12/18/2020	!0242214
	Utilities	102,386.92	BPTS	12/21/2020	J0252268
	Professional Services and Fees	240,136.00	Appirio Inc.	12/23/2020	!0242419
	Professional Services and Fees	110,000.00	Ad Astra Information Systems LLC	12/28/2020	!0242606
	Building Lease Payments	133,165.22	Ivy Tech Foundation Inc	12/28/2020	!0242696
	Professional Services and Fees	391,666.67	Blackboard Collaborate Inc	12/28/2020	!0242628
	Furniture for Indianapolis NMC Classrooms	107,414.94	Lee Co Inc	12/28/2020	!0242712
Authorization for Disbursement IV. Approved by the Board of Trustees over $500,000.	Digital Course Materials & Financial Aid Reimbursement	1,254,371.48	Barnes & Noble Education Inc	12/1/2020	!0241167
	Indianapolis Automotive Project	1,157,672.58	Pepper Construction Company	12/16/2020	!0242067
	Professional Services and Fees	1,090,925.62	Appirio Inc.	12/22/2020	!0242360
	Apprenticeship Contract Expense	580,913.82	Indiana/Kentucky Council of Carpent	12/22/2020	2394638
	Principal & Interest Bond Payment	6,962,084.58	US Bank	12/31/2020	J0252489
	Inclusive Access	1,333,044.64	Barnes & Noble Education Inc	12/21/2020	J0252307

William R. Goins Spirit of Diversity Award

IVY TECH COMMUNITY COLLEGE

Inaugural Virtual Ceremony

Honoring the Legacy of William "Bill" Goins

William R. Goins Spirit of Diversity Award

IVY TECH COMMUNITY COLLEGE

The award was created to recognize Ivy Tech faculty and staff whose service, inspired by William "Bill" Goins' dedication to the advancement of diversity, goes above and beyond their regular duties and contributes to the development of a diverse, equitable campus community with a sense of belonging for all.

The Spirit of Diversity honoree will also select an Ivy Tech department, student organization, employee affinity group, or campus foundation to receive a $2,500 grant to further the College's diversity, equity, and belonging initiatives.

William R. Goins Spirit of Diversity Award

Ivy Tech Community College

Applications were reviewed based on the following criteria:

- Demonstration of emerging or sustained commitment to the values of diversity, equity and belonging by documented efforts that are above and beyond the routine expectations of the job or project
- Evidence of exceptional efforts to promote a College culture that is free from bias and discrimination.
- Substantiation of the contribution that the individual, team, or unit has made towards advancing diversity, equity and belonging.

Congratulations!

Wendy Chinn

Financial Aid Advisor and Diversity Lead

Evansville Campus

Congratulations!

Robin Harrington

Assistant Professor/Program Chair, Human Services

Sellersburg Campus

Congratulations!

Wendy Railing

Director of Financial Aid

South Bend/Elkhart Campus

Stacy Atkinson
Chancellor
Hamilton County Campus

IVY TECH
COMMUNITY COLLEGE
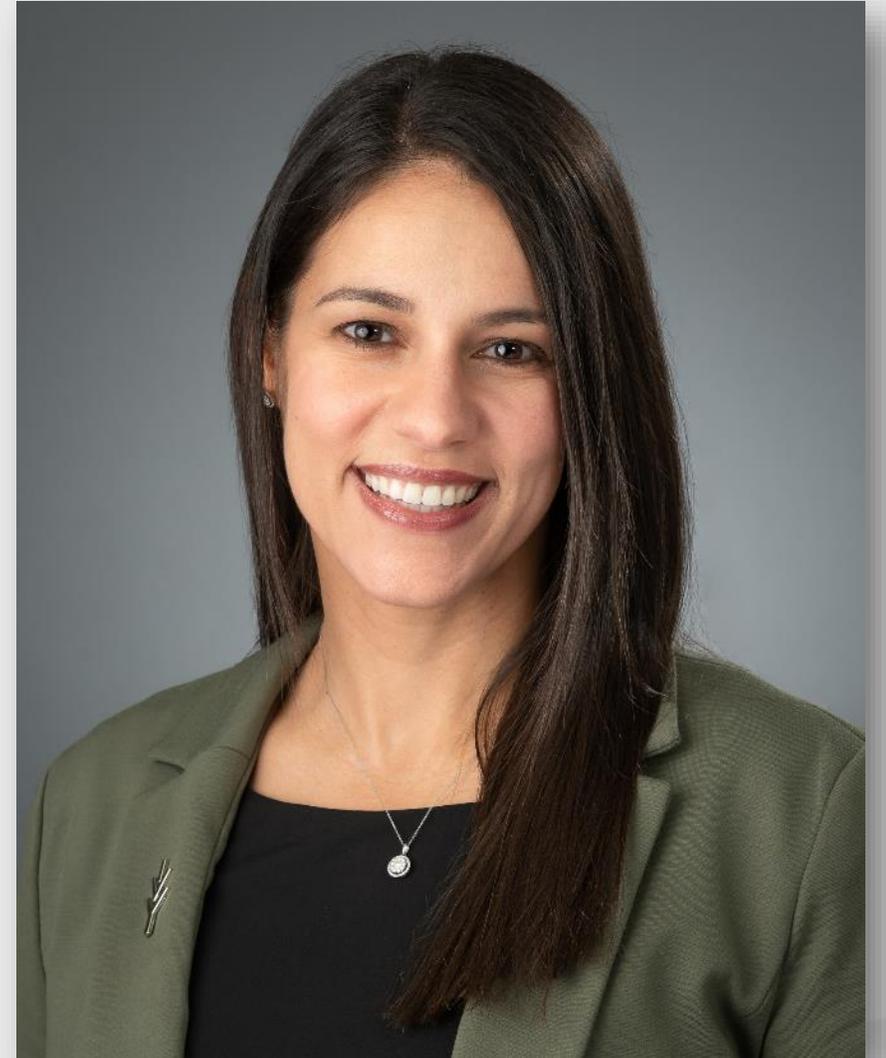
Thank You!
Kathy Lee
Chancellor, Indianapolis

Thank You!
David Bathe
Chancellor, Lafayette

IVY TECH
COMMUNITY COLLEGE

COVID Updates

- Metrics in Indiana are headed in the right direction; positivity, cases per capita, and hospitalizations are all down.

- Offering face-to-face instruction only where it is necessary to meet learning objectives (labs, etc.).

- While the intensity of the virus is decreasing, we need to stay the course for now.

- Planning is underway for 2nd eight weeks and summer. We will "open up" to the extent that the positivity allows.

- Continued universal face coverings, social distancing, contact tracing, and vaccinations are the keys to the path forward.

COVID Updates
As of 2/3/2021

https://www.ivytech.edu/35608.html

COVID-19 Current Dashboard

The data below represents the cumulative cases reported during the current (Spring) semester by campus.

Service Area	Newly Reported Cases 01/27/2021 - 02/03/2021	Spring Semester Cumulative Case Count	Overall Cumulative Case Count
Anderson	0	1	21
Bloomington	0	3	52
Columbus	0	2	44
Evansville	3	4	54
Fort Wayne	6	11	139
Indianapolis	3	12	169
Kokomo	2	5	78
Lafayette	2	6	78
Lake County	0	3	43
Lawrenceburg	0	2	54
Madison	1	1	27
Marion	0	1	20
Muncie	0	2	45
Richmond	0	0	44
Sellersburg	4	7	62
South Bend-Elkhart	0	1	60
Terre Haute	0	1	74
Valparaiso	1	1	68
Total	22	63	1,132

IVY TECH
COMMUNITY COLLEGE

First 8 Weeks CRRSAA Distribution

23%

distributed to
minority students
(compared to 15% of population)

$17.5M

of $**43.8M** allocated
for student awards

68%

distributed to
Pell-eligible students
(compared to 47% of population)

IVY TECH
COMMUNITY COLLEGE
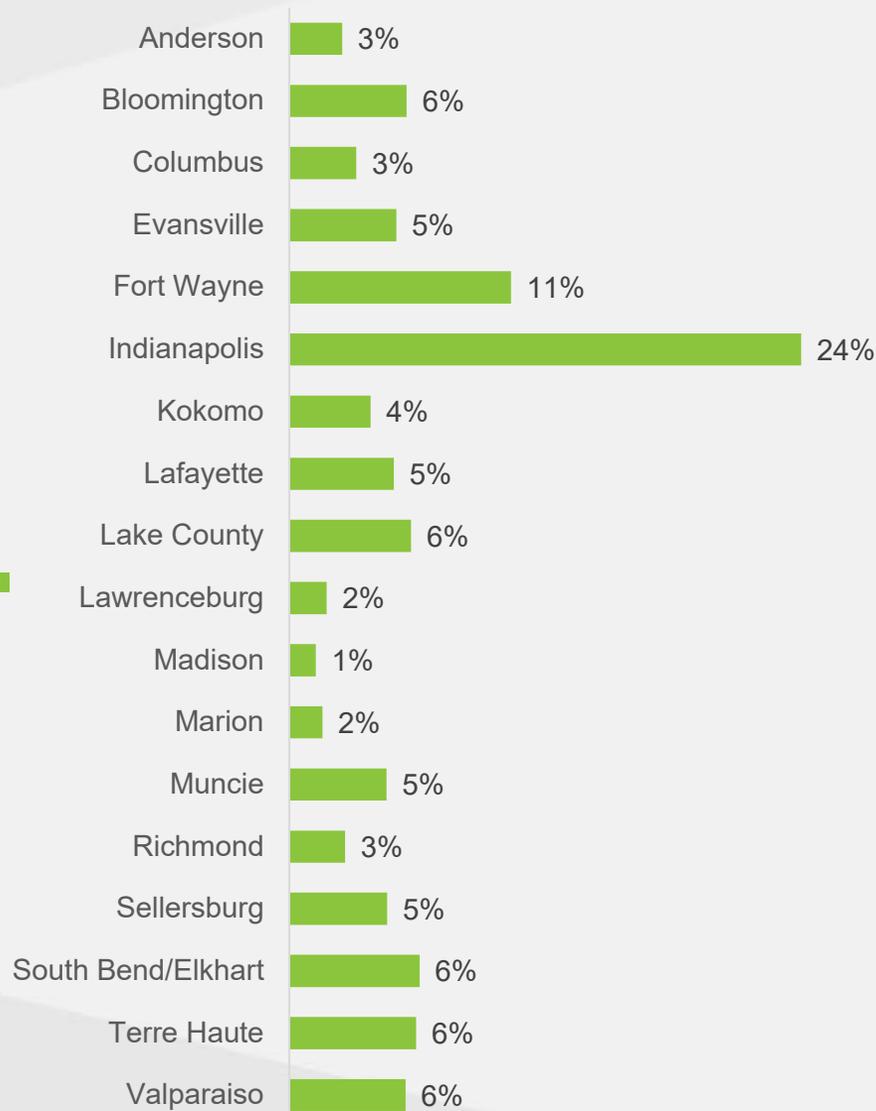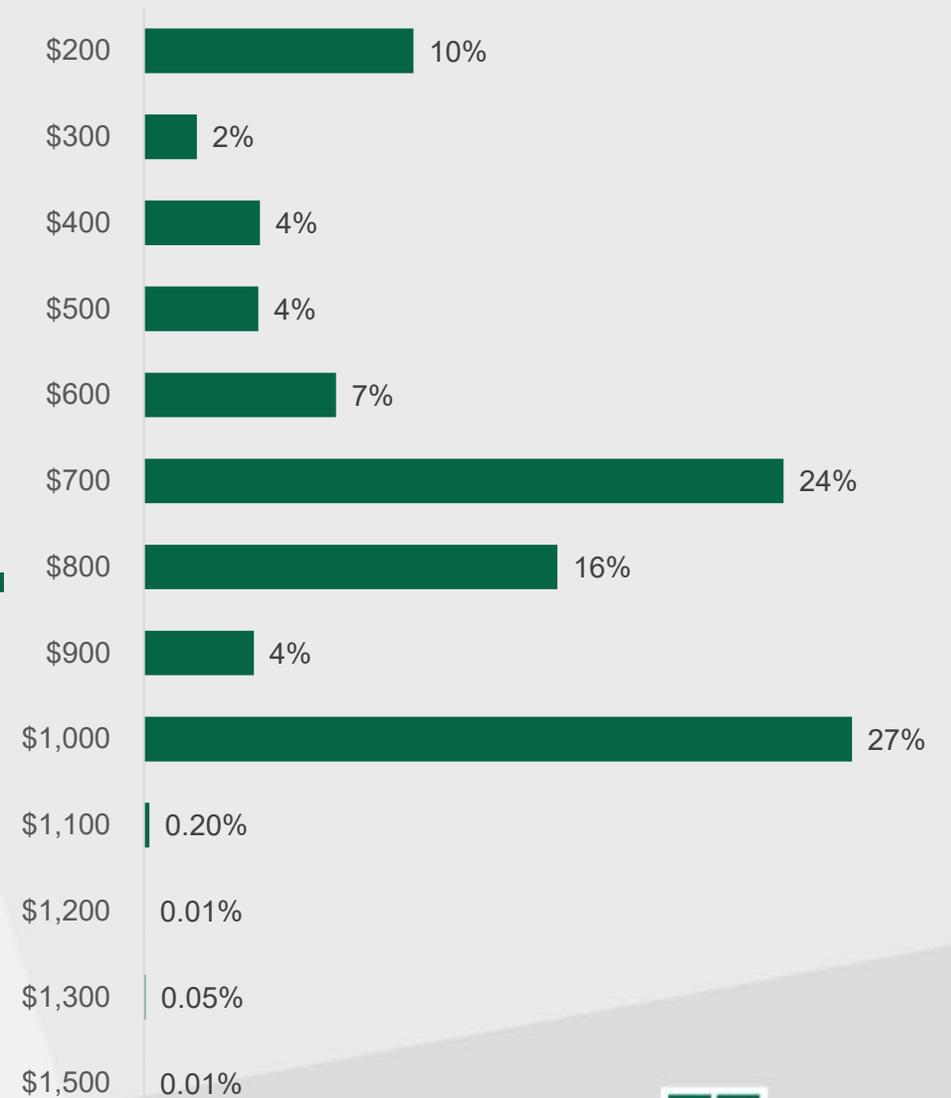
College Update

Strategic Plan Metrics Dashboard - Goals 1 and 2
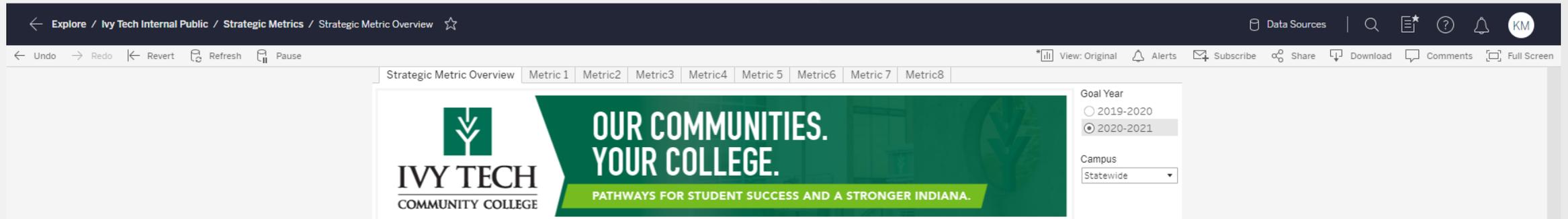
Revenue Generating Headcount

Campus	Summer 2020	Fall 2020	Spring 2021 To Date	Total 2020-2021 To Date	Goal	% to Goal
Anderson	701	998	297	1,996	2,444	82%
Bloomington	3,407	2,731	973	7,111	9,723	73%
Columbus	966	1,503	310	2,779	3,518	79%
Evansville	1,127	2,210	719	4,056	4,929	82%
Fort Wayne	2,728	4,461	1,231	8,420	10,263	82%
Indianapolis/Lawrence	7,750	10,131	3,113	20,994	24,652	85%
Kokomo	966	1,386	317	2,669	3,494	76%
Lafayette	2,139	2,537	689	5,365	7,566	71%
Lake County	1,389	2,397	587	4,373	5,199	84%
Lawrenceburg	727	982	246	1,955	2,106	93%
Madison	450	767	173	1,390	1,159	120%
Marion	400	654	143	1,197	1,172	102%
Muncie	1,089	1,448	555	3,092	3,979	78%
Richmond	631	1,006	195	1,832	2,523	73%
Sellersburg	1,126	1,907	553	3,586	3,956	91%
South Bend/Elkhart	1,547	2,490	655	4,692	6,250	75%
Terre Haute	1,381	1,834	503	3,718	4,401	84%
Valparaiso	1,451	2,265	562	4,278	6,153	70%
TOTAL	**29,975**	**41,707**	**11,821**	**83,503**	**103,487**	**81%**

IVY TECH
COMMUNITY COLLEGE

Fall 2020 College Enrollment Declines 2.5%
Nearly Twice the Rate of Decline of Fall 2019

Figure 3. Enrollment Changes by Credential Type
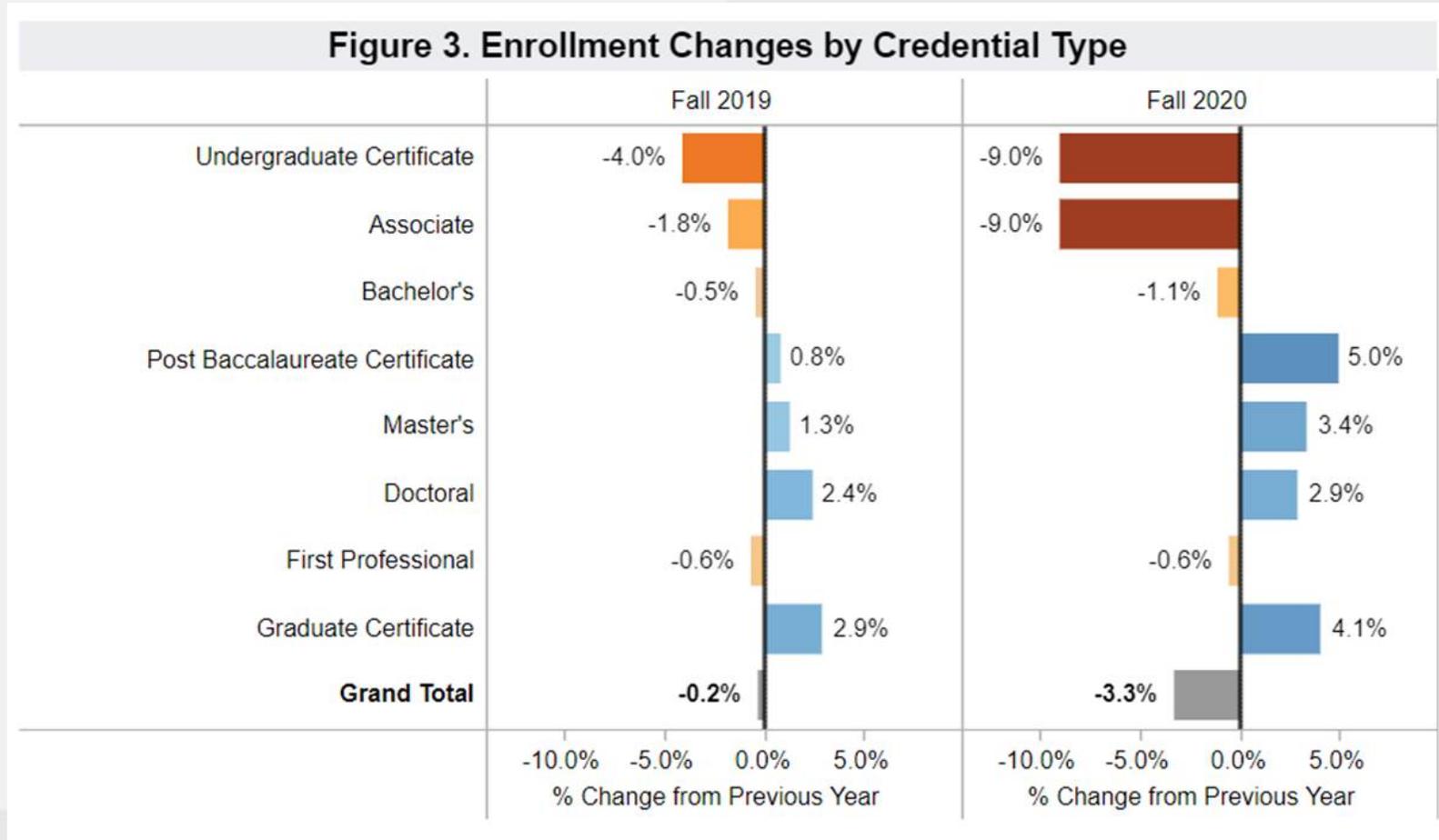
Spring 2021 Enrollment Update

- Express Enrollment Weeks: December 1-4 (2,300 RSVPs) and January 5-8 (5,200 RSVPs)
- Created Cross Department Enrollment standup meetings during peak
- Increasing advising capacity with "drop in" advising appointments for students
- Created new zoom registration rooms to accommodate increased student traffic
- Launching sales and recruitment trainings with Dale Carnegie & Associates
- IvyConnect Release 2 scheduled for later this month – focused on the enrollment checklist and student funnel

IVY TECH COMMUNITY COLLEGE

Indiana Colleges — 2019-2020 Headcount
*Source: CHE – limited to degree-seeking students, includes resident and non-resident
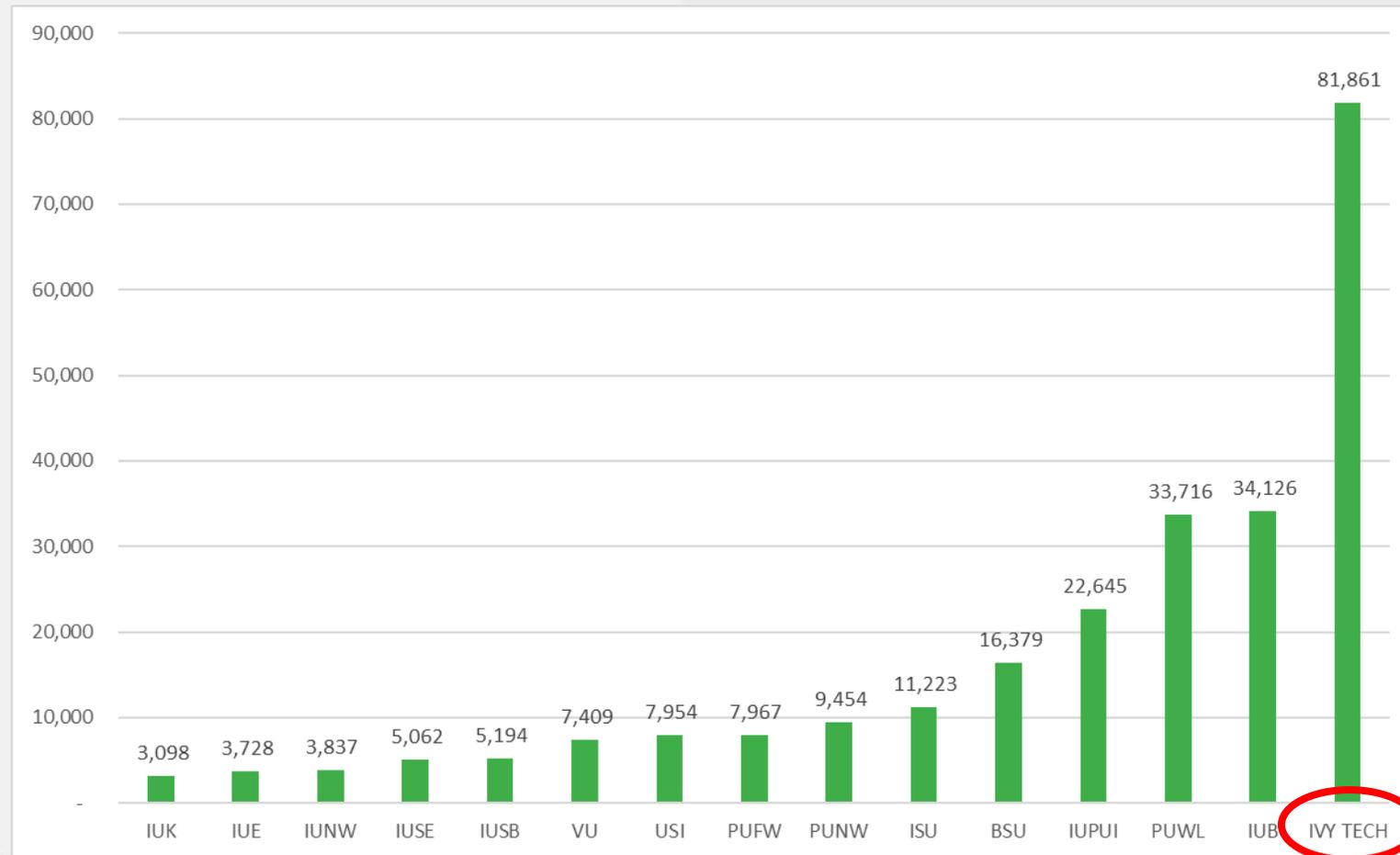
Taking Hoosiers to the Next Level

https://www.youtube.com/watch?v=-x8ATKfYd5k&feature=youtu.be
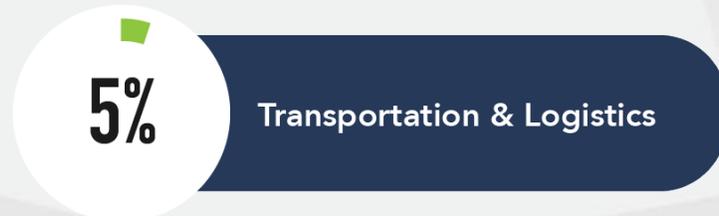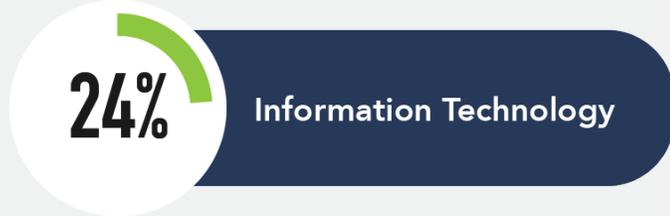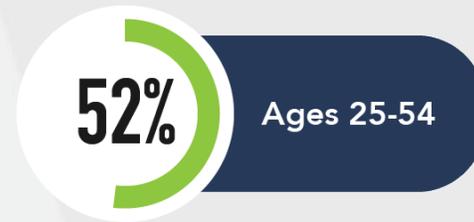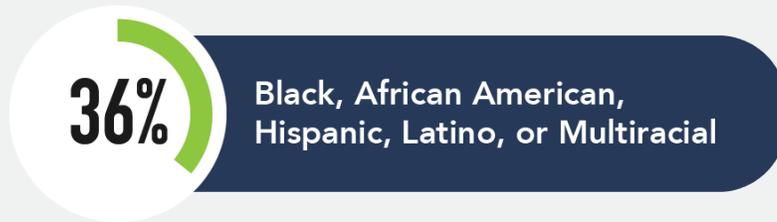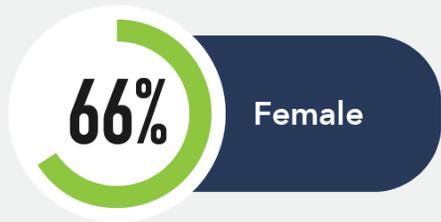
Taking Hoosiers to the Next Level – 1.b.

Timeframe: 2nd 8-weeks of Spring 2021

Continued partnership with DWD and leveraging Workforce Ready Grant as "first dollar", covering books and materials, as well as tuition and fees

Campus Focused
- Campuses contact those who applied in THNL Phase 1 and did not enroll (6,068 total)
- Campuses select programs that are in demand (Quadrant 1)

Career Coaching as a Key
- 1:1 coaching for individuals seeking and needing additional attention
- Availability and information regarding a variety of tools and services including job boards, Indiana EMSI data, and Indiana Career Explorer career assessment tools
- Career and job fairs with individual and multiple employers

IVY TECH
COMMUNITY COLLEGE

Timeframe: 2nd 8-weeks of Spring 2021

Taking Hoosiers to the Next Level – 2.0

Timeframe: Summer 2021

Continued partnership with DWD and Leveraging Workforce Ready Grant as "first dollar", covering books and materials as well as tuition and fees

Campus program selection:
- Aligned program with state's high-wage, high-demand program offerings in WRG
- Aligned with local employers' jobs and careers in the campus service area
- Aligned with those that are in demand (Quadrant 1) at Ivy Tech
- Emphasis on CT, TC, and industry certifications
- Aligned with programs in which students have successes

Focus on Career Coaching as a Key – continuation of 1.b.
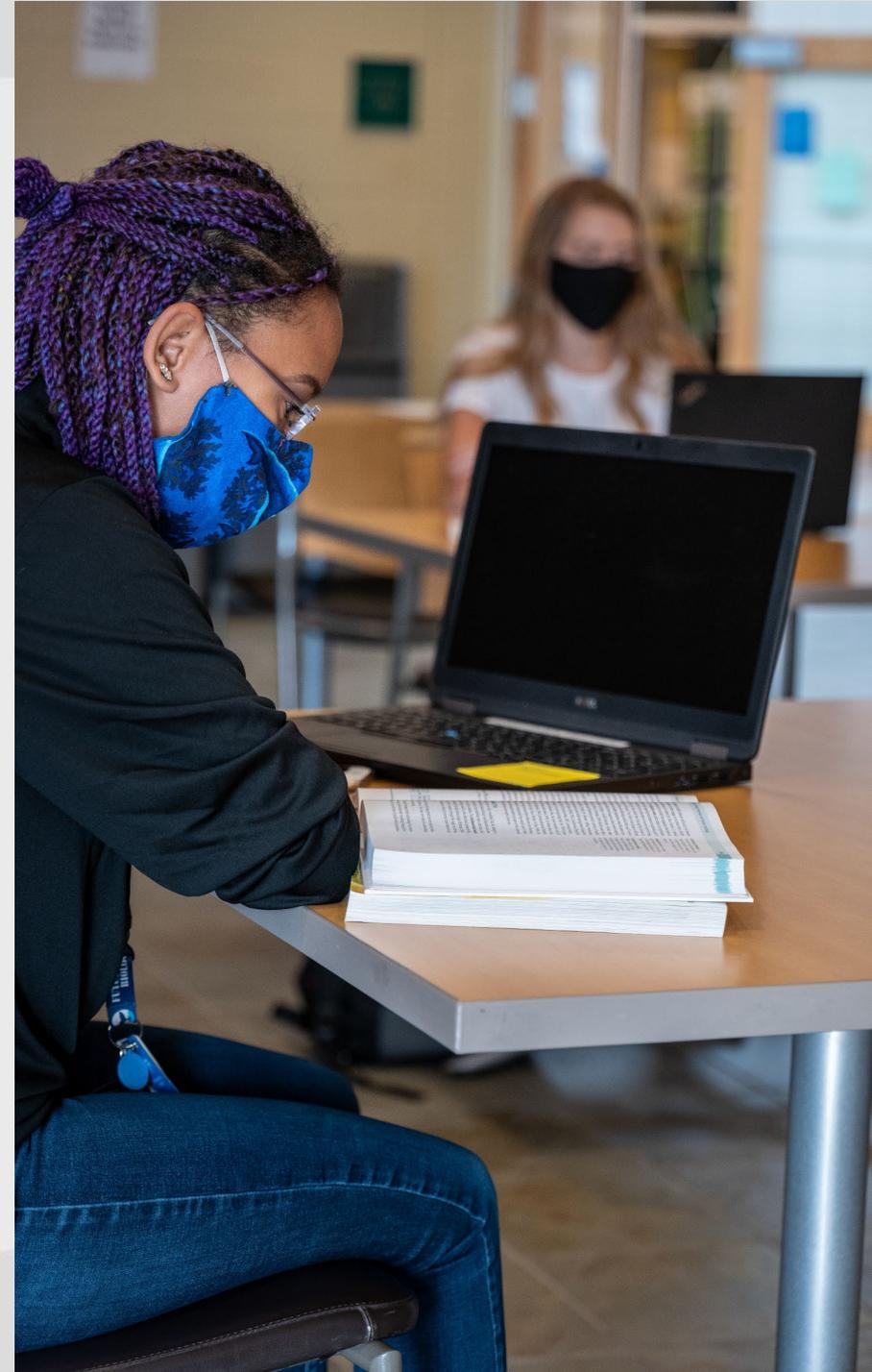
Metrics

Completion	2019-20 Targets	2019-20 Actual	2020-21 Targets	2020-21 To Date
Total Credentials Earned	25,000	37,509	25,000	12,673
Students Completing (100%)	10%	19%	10%	14%
Students Completing (150%)	19%	28%	19%	26%
Students Completing (300%)	23%	20%	23%	24%

IVY TECH
COMMUNITY COLLEGE

Indiana Colleges
2019-2020 Credentials Earned

	IUK	IUNW	IUE	IUSB	IUSE	PUFW	USI	ISU	PUNW	VU	BSU	IUPUI	PUWL	IUB	IVY TECH
	573	656	776	842	898	1,533	1,666	1,971	2,111	3,013	3,414	5,086	7,701	7,992	27,907
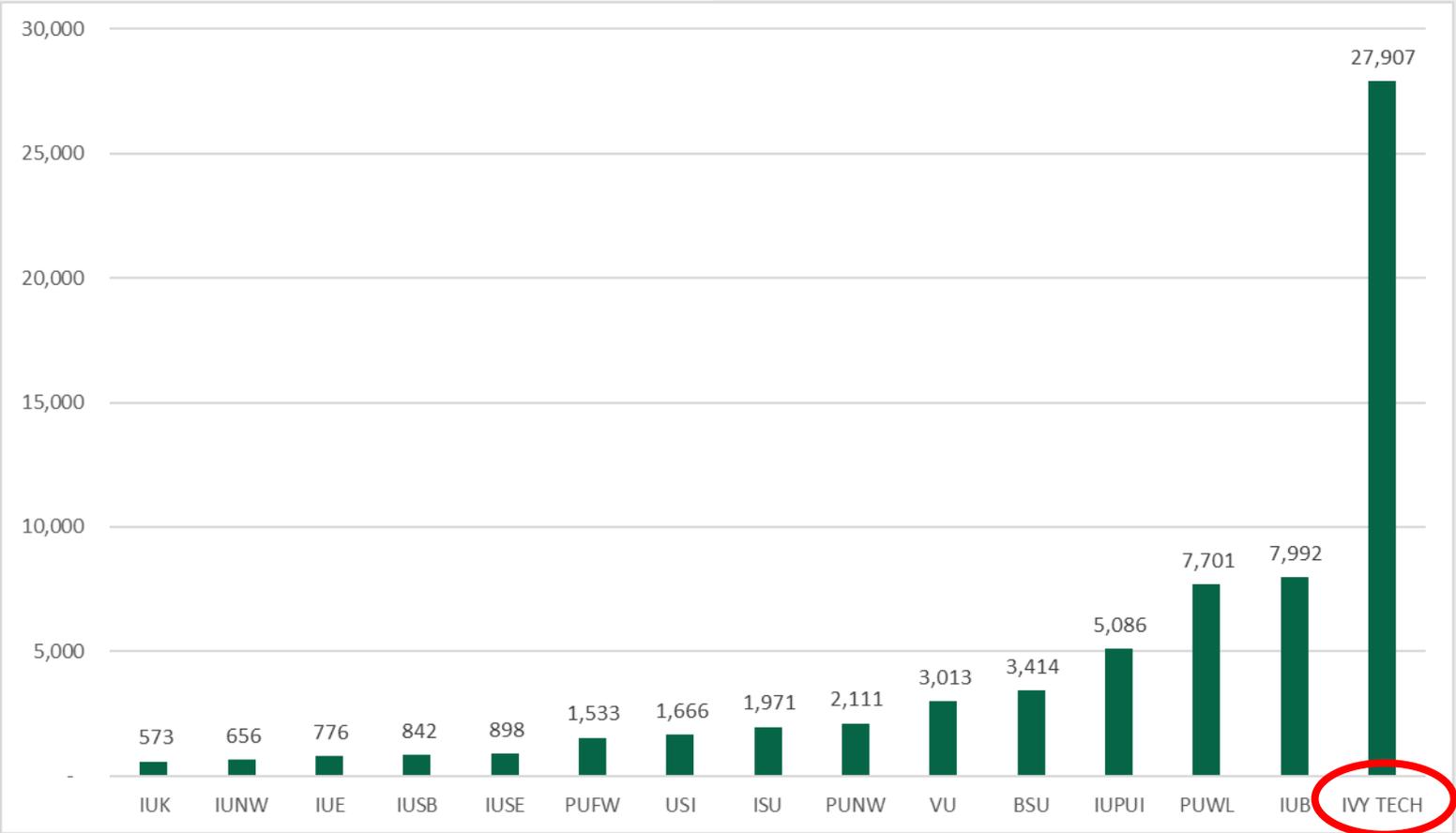
*Source: CHE – includes all credit-bearing awards, does not include above median wage industry certifications included in Ivy Tech metric

IVY TECH COMMUNITY COLLEGE

Metrics

Workforce	2019-20 Targets	2019-20 Actual	2020-21 Targets	2020-21 Actual
High-Demand/Low-Supply Completions (Growing)	**50%**	**61%**	**50%**	-
High-Demand/Limited-Enrollment Completions (Capped)	**13%**	**15%**	**13%**	-
Low-Demand/High-Supply Completions (Shrinking)	**7%**	**16%**	**7%**	-
Demand/Supply Equilibrium Completions (Equilibrium)	**30%**	**8%**	**30%**	-
Median Wages at Year One (Percent Above State Median)	**45%**	*TBD*	-	-

Employee	2019-20 Target	2019-20 Actual	2020-21 Targets	2020-21 Actual as of 10/20
Employee Engagement	**73**	**74**	**73**	**74**

IVY TECH
COMMUNITY COLLEGE

Metrics

Financial	2019-20 Targets	2019-20 Actual	2020-21 Targets	2020-21 To Date
Reserves: Days on Hand	180 Days	275 Days	180 Days	-
Reserves: Percent Annual Growth	3%	16.7%	0%	-
Total Dollars Raised (Foundation and Grants)**	$46.5M	$61.5M	$46.5M	$43.2M

Community	2019-20 Target	2019-20 Actual	2020-21 Targets	2020-21 Actual
Overall Community Engagement Score	8.0	8.18	8.0	8.10

** Includes gifts in kind, revocable estate gifts, etc.

IVY TECH
COMMUNITY COLLEGE

Metrics

Diversity, Equity and Belonging Student Goals	2018-19 Baseline	2020-21* Target	2020-21 To Date
Reduce Equity Gap in Conversion (white students to students of color)	**8.0%**	**-1.0% (7.0%)**	**-1.8% (6.2%)**
Reduce Equity Gap in Fall to Fall Retention (white students to students of color)	**6.5%**	**-0.3% (6.2%)**	**-**
Reduce Equity Gap in 100% Completion Rate (white students to students of color)	**6.4%**	**-1.0% (5.4%)**	**-0.1% (6.3%)**
Reduce Equity Gap in 200% Completion Rate (white students to students of color)	**7.1%**	**-0.6% (6.5%)**	**+1.3 (8.4%)**

Diversity, Equity and Belonging Employee Goals	2019-20 Actual	2020-21 Target	2020-21 To Date
Belonging Score	**0.1**	**> 0.0**	**-**

Diversity, Equity and Belonging Plan Goals	2018-19	2020-21 Target	2020-21 To Date
Campus & Systems Office Diversity Plans	**N/A**	**19 Approved Oct 15 2020**	**-**
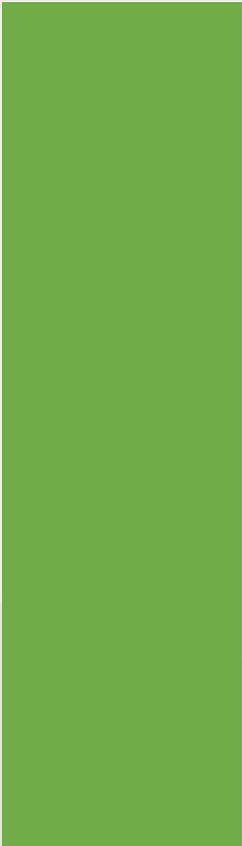
Strategic Plan Refresh 2021

Why Refresh?

GOAL 1: **STUDENT SUCCESS**

GOAL 2: **RECRUITMENT & ENROLLMENT**

GOAL 3: **COMPLETIONS**

GOAL 4: **WORKFORCE**

GOAL 5: **EMPLOYEE**

GOAL 6: **FINANCIAL**

GOAL 7: **COMMUNITY**

GOAL 8: **DIVERSITY, EQUITY, & BELONGING**

- As a living plan, we have continuously refreshed strategies and goals

- This year we are refreshing **Goals 1, 2, and 4** to match the changes in our environment, including our students lives, our employers, and the current economy and workforce needs

- We were not achieving the metrics/outcomes desired in Goals 1 and 2; thus need to examine strategies, tactics and measures

IVY TECH
COMMUNITY COLLEGE

2021 Refresh Underway

GOAL 1: STUDENT SUCCESS
GOAL 2: RECRUITMENT & ENROLLMENT
GOAL 3: COMPLETIONS
GOAL 4: WORKFORCE
GOAL 5: EMPLOYEE
GOAL 6: FINANCIAL
GOAL 7: COMMUNITY
GOAL 8: DIVERSITY, EQUITY, & BELONGING

- In November, we held a service area analysis

- In January, the Strategic Planning Team held Fact Finding, Problem Definition, and Strategy Mapping for Goals 1, 2, and 4

- All campuses and Systems Office are represented throughout the entire process, including staff and faculty at varying levels

- The Strategic Planning Team held open vetting sessions through virtual webinars and at One Summit 2021

IVY TECH COMMUNITY COLLEGE

What's Next For The 2021 Refresh?

GOAL 1:
STUDENT SUCCESS

GOAL 2:
RECRUITMENT & ENROLLMENT

GOAL 3:
COMPLETIONS

GOAL 4:
WORKFORCE

GOAL 5:
EMPLOYEE

GOAL 6:
FINANCIAL

GOAL 7:
COMMUNITY

GOAL 8:
DIVERSITY, EQUITY, & BELONGING

- The Strategic Planning Team will vet the final changes with President's Cabinet and Executive Council

- An analysis of Goal 1, 2, and 4 metrics will occur in February

- The 2021 Strategic Planning Refresh will be finalized by the end of February and the strategy teams will begin meeting in March

IVY TECH
COMMUNITY COLLEGE

Bringing It All Together

- The refreshed Strategic Plan will be "relaunched" within the college

  - Rolled out through "Virtual Town Halls" with faculty and staff

  - Integration with 4DX on campuses

- New strategic plan document printed/unveiled on website

- New initiatives emerging from new strategy and tactics will be integrated into the Public Phase of the Capital Campaign launching Fall 2021

APPOINTMENT OF CAMPUS BOARD TRUSTEES

RESOLUTION NUMBER 2021-5

WHEREAS, the Fort Wayne and Muncie Campus Boards have recommended individuals to serve on their campus Boards.

WHEREAS, this Campus Board requests the State Trustees appoint those persons and that the recommended candidates meet all the attributes and expectations delineated in Resolution Number 2008-53.

NOW THEREFORE BE IT RESOLVED, that the individuals listed on the attached Exhibit A are hereby appointed as campus trustees for Ivy Tech Community College of Indiana –Fort Wayne and Muncie effective immediately.

STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
OF INDIANA

_____

Terry W. Anker, Chairman

_____

Andrew Wilson, Secretary

Dated February 4, 2021

FORT WAYNE

Name	**Constituency**	**Expiration of Term**
Debra "Faye: William-Robbins	Education	6/30/2024

MUNCIE

Name	**Constituency**	**Expiration of Term**
Joseph Anderson	At-Large	6/30/2024
Carla Cox	At-Large	6/30/2024
Laura Helms	Education	6/30/2024
Stuart Brock Davis	Commerce	6/30/2024
Jeff Rodeffer	Labor	6/30/2024