



Preliminary Agenda as of November 27, 2019*

Meeting of the State Board of Trustees

December 5, 2019

- I. Roll Call**
- II. Report of Secretary on Notice of Meeting**
- III. Approval of Minutes**
August 8, 2019
- IV. Resolutions**

Budget & Finance

Resolution 2019-52, Approval of Accounts Receivable Write-Offs for the Fiscal Year Ending June 30, 2019

Resolution 2019-53, Approval of Appirio, INC. Contract Services

Building and Grounds

Resolution 2019-54, Approval to Transfer Property to Muncie Schools, Muncie Campus

Resolution 2019-55, Approval to Enter Into an Easement Agreement, with the City of Evansville for Permanent Water and Sanitary Sewer, Evansville Campus

Resolution 2019-56, Approval to Accept Offer for a Residential Property, Elkhart Campus

Resolution 2019-57, Approval to Request State Trustees Authorize Alternate Delivery Method to Complete Kokomo Construction Project, Kokomo Campus

Reports of Board Committees

- a) Audit Committee**
- b) Academics & Student Experience**
- c) Workforce Alignment**
- d) Human Resources & Operations**
- e) Budget & Finance**
- f) Building & Grounds**
- g) Marketing & Public Relations**
- h) Foundation**

V. Treasurer's Report, Matt Hawkins, Senior VP CFO and Treasurer

VI. State of the College, Sue Ellspermann, PhD President

VII. Old Business

VIII. New Business

Resolution 2019-58, Appointment of Campus Board Trustees

IX. Adjournment

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

Notice is hereby given that the State Board of Trustees of Ivy Tech Community College of Indiana will be holding the following meetings in Indianapolis, Indiana, December 4-5, 2019

Wednesday, December 4, 2019

1:30 pm

State Board of Trustees Meeting/Educational Session

The State Trustees will hold a meeting at 2535 N Capitol Avenue, Indianapolis, Indiana 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 at the 2535 N Capitol Avenue, Indianapolis, Indiana 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, December 5, 2019

8:00 am- Noon

Board Committee Meetings

The State Trustees will hold the regular committee meetings at 2820 N Meridian Street, Indianapolis, Indiana

- 8:00 am – 8:45 am Academics & Student Experience
- 8:45 am – 9:15 am Workforce Alignment
- 9:15 am – 9:45 am Human Resources & Operations
- 9:45 am – 10:00 am Break
- 10:00 am – 10:30 am Budget & Finance
- 10:30 am – 11:00 am Building & Grounds
- 11:00 am – 11:30am Marketing & Public Relations

1:00 pm

Regular State Board of Trustees Meeting

The State Trustees will hold a regular meeting at 2820 N Meridian Street, Indianapolis, Indiana to consider and take action on such items as may be brought before them.

Secretary

Dated this 27th of November 2019

**MINUTES OF THE MEETING OF THE STATE
BOARD OF TRUSTEES**

IVY TECH COMMUNITY COLLEGE

October 3, 2019

Chairman Terry Anker called the meeting of the State Board of Trustees to order at 1:00 pm at the Evansville Campus, 3501 N. First Avenue, Evansville, Indiana.

ROLL CALL

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

The following State Trustees were present:

Mr. Terry Anker, Chairman
Ms. Stephanie Wade, Vice Chair
Mr. Andrew W. Wilson, Secretary
Mr. Jesse Brand
Mr. Michael R. Dora
Ms. Kim Emmert O'Dell
Mr. Larry Garatoni
Ms. Marianne Glick
Ms. Gretchen Gutman
Ms. Paula Hughes-Schuh
Mr. Stewart McMillan – via phone
Mr. Kerry Stemler

The following Trustees were absent:

Mr. Bradley Clark
Mr. Harold Hunt
Mr. Steve Schreckengast

A. NOTICES OF MEETING MAILED AND POSTED:

Trustee Andrew Wilson, Secretary, confirmed that notices of the October 3, 2019, regular meeting were properly mailed and posted.

B. APPROVAL OF BOARD MINUTES:

Trustee Brand moved for approval of the minutes of the August 8, 2019, board meeting. Trustee Garatoni seconded the motion and the motion carried unanimously.

C. RECOGNITION OF IMMEDIATE PAST CHAIRPERSON

Chairman Anker recognized Trustee Hughes-Schuh for her service to the College and the State Board of Trustees having served two terms as the Board Chairperson. President Ellspermann joined Chairman Anker for the presentation of appreciation.

D. COMMITTEE REPORTS:

Item 1 Chairman Anker reported the Board met on Wednesday an Executive Session in which they received personnel updates.

Item 2 Chairman Anker called upon Trustee Gretchen Gutman, Chair of the **Audit Committee** to give a report from the committee. Trustee Gutman reported there is no report as the committee did not meet.

Item 3 Chairman Anker called upon Trustee Michael Dora for a report from the **Academics & Student Experience Committee**. Trustee Dora reported there are no action items for approval.

Matt Etchison and Jeff Fanter opened the meeting with a discussion of the new Student Mobile App. Students are using the app and have given it high praise already. The OIT team will continue to add new features to the mobile app and integrate it more deeply into college applications - including the nation's first integration with Starfish. The Trustees are also encouraged to download the app.

Dr. Monroe provided a status update on the alpha launch of IvyOnline which includes the first 39 courses to be brought into this new delivery model which maximizes class capacity and provides additional support for students and faculty. Enrollment in online courses included in IvyOnline has increased this semester and with second eight week classes will continue to increase. Additional faculty and student support as well as new classes will be added in the spring semester.

Dr. Rebecca Rahschulte provided an overview of a collaborative project that is underway, facilitated through the K-12 Office of Career and Technical Education, which project will include redesigning the secondary CTE curriculum. Through partnership with Ivy Tech Community College and Vincennes University, revised secondary programming will be backward designed from post-secondary ensuring rigorous curriculum that will allow for the completion of a Technical Certificate (TC) prior to graduation from high school. Historic post-secondary completion data for

high school students was shared showing the growth in completions awarded to secondary students prior to graduation from high school.

Item 4

Chairman Anker called upon Trustee Marianne Glick for a report from the **Workforce Alignment Committee**. Trustee Glick reported there were no action items for the board to consider. Aaron Baute, Vice President for Business, Logistics, and Supply Chain and member of the Workforce and Careers senior leadership team, presented updates on various Workforce and Career initiatives:

- More than 20 Ivy Tech Information Technology (IT) students statewide participated in the AT&T FirstNet Hackathon, winning first place for Best Opioid Crisis app and second place for Best Student app. The participants will share lessons learned from the experience with IT faculty and other students.
- Ivy Tech recently developed a new national registered apprenticeship program for Byrider—the first ever registered apprenticeship in the automotive sector. Ivy Tech will partner with other colleges across the country to deliver the curriculum.
- Valparaiso campus received the NIPSCO Education Award in September 2019 for its exemplary partnership with NIPSCO to create the high-demand Energy Technology program, which has awarded over 100 credentials addressing workforce needs in northern Indiana.
- South Bend/Elkhart campus developed a “fast track” Supply Change Management certificate (CT), consisting of seven courses with industry-recognized certifications, and classes meeting on Saturdays. The CT is coordinated with Next Level Job funding and is designed to allow working adults to quickly move through the program without disrupting their work week.
- The Nursing program continues to improve and exceed state and national benchmarks for NCLEX pass rates, achieving a NCLEX-RN pass rate of 86.83% and a NCLEX- PN pass rate of 92.29% in 2018 (*latest available data*).

Item 5

Chairman Anker called upon Trustee Kerry Stemler for a report from the **Human Resources & Operations committee**. Trustee Stemler reported there are two action items for approval.

Jennifer Fisher, Assistant Vice President Employee Benefits, provided an update on the state of the College's Health Plan and shared the following key information.

The Health Plan is self-funded, meaning the College assumes the risk for all claims. Stop loss is capped at \$450k for medical coverage. One person has hit the stop loss and two are halfway there. Seventy percent of eligible employees have enrolled in the high deductible health plan with health saving account. On average the College pays 82% of the total medical/pharmacy plan premium. Our pharmacy benefit manager is CVS. Ivy Tech is a member of the Indiana Aggregate Prescription Drug Purchasing Program, negotiated by the State on behalf of its members. The College has benefited from the move to CVS with much higher rebate dollars which are reinvested in the Plan. The combination of a good claims year and reinvestment of rebates has helped offset premium increases for Plan year 2020. There are several Value-Add Programs to help our plan participants make informed decisions regarding their health care and address or prevent chronic conditions.

Castlight Action was launched in June 2019. Action identifies members who fall into specific segments based on their claims and search activity. Members receive targeted guidance and education that encourage them to make informed healthcare choices. As an employer we receive aggregate reports based on this engagement.

QuitNow is our Tobacco Cessation program with 157 enrollees.

Live Health Online offers medical, psychology and psychiatry assistance.

Anthem Healthy Lifestyles allows members (over age 19) to track healthy lifestyle choices and earn points that can be redeemed for prizes. This is included in our premium structure.

Solera is a new program designed to help members lose weight and reduce the risk of developing type 2 diabetes. Members must meet eligibility criteria to participate. We have received the most positive feedback on this program versus other programs.

Two non-health Plan initiatives for 2020 are:

Statewide Employee Assistance Program – Most campuses have a relationship with an EAP provider, however utilization is minimal. Moving to a statewide EAP program would allow for consistent marketing of EAP services and we believe increased utilization. Given depression is one of our top chronic conditions we want to remove barriers to care.

Statewide Financial Education Program - Our former provider relocated out-of-state which prompted a review and refocus of the program structure. The goal is to meet our employees where they are from a financial education perspective through online education resources and one on one conversations with a qualified coach.

Item 6 Chairman Anker called upon Trustee Jesse Brand for a report from the **Budget & Finance committee**. Trustee Brand reported there are no action items for approval. The committee received Fiscal Year 2019 update

Item 7 Chairman Anker called upon Trustee Wilson for a report from the **Building and Grounds Committee**. Trustee Wilson reported there are seven action items for consideration and approval. The committee also received an update on the status of the Columbus capital project.

Trustee Wilson moved for approval.

Resolution 2019-43, Approval of Contract with Terstep Company Incorporated to Repurpose Space for the Associate of Science Accelerated Program- Indianapolis Campus

Trustee Garatoni seconded the motion and the motion carried unanimously.

Trustee Wilson moved for approval.

Resolution 2019-44, Approval of the Contract for the Architectural and Engineering Services for the Indianapolis Automotive Technology Center, Indianapolis Campus

Trustee Emmert O'Dell seconded the motion and the motion carried unanimously.

Trustee Wilson moved for approval.

Resolution 2019-45, Approval of the Contract for the Construction Manager as Constructor (CMC) for the Indianapolis Automotive Technology Center, Indianapolis Campus

Trustee Glick seconded the motion and the motion carried unanimously.

Trustee Wilson moved for approval.

Resolution 2019-46, Approval of the Contract for the Architectural and Engineering Services for the Elkhart Advanced Manufacturing Flex Lab, Elkhart Campus

Trustee Garatoni seconded the motion and the motion carried unanimously.

Trustee Wilson moved for approval.

Resolution 2019-47, Approval of the Contract for the Construction Manager as Constructor (CMC) for the Elkhart Advanced Manufacturing Flex Lab, Elkhart Campus

Trustee Dora seconded the motion and the motion carried unanimously.

Trustee Wilson moved for approval.

Resolution 2019-48, Approval Requesting the Ivy Tech Foundation Transfer the Fisher Building to the College Trustees Muncie Campus Service Area

Trustee Dora seconded the motion and the motion carried unanimously.

Trustee Wilson moved for approval.

Resolution 2019-51, Approval of Request for Foundation to Accept Offer for Sale of Property in Anderson

Trustee Emmert O'Dell seconded the motion and the motion carried unanimously.

Item 8

Chairman Anker called upon Trustee Gutman for a report on the **Marketing and Public Relations Committee**. Trustee Gutman reported there are no action items for approval. Trustees heard how marketing efforts and the efforts of campus recruiters continues to feed applications into the enrollment pipeline. In fact, goals for summer applications and now fall applications have been exceed. Marketing efforts will continue to generate interest for October classes as the current campaign has been successful to date. Moving forward the messaging regarding enrollment will be start in August, start in October, start in May, start in January, start in March – as opposed to using Fall, Summer and Spring terms in the marketing communications.

The Marketing team is kicking off a brand perception/audience expectation project. The team is meeting with various marketing agencies in Indiana and expects to narrow the list of companies down to three to have further discussions with. The College is expecting to host some presentations from these companies no later than just after the new year. Then based on abilities and pricing, a partner will be selected to work on this project that will take place throughout the first half of 2020. Findings from this project will help shape the messaging for the College for the next 3-5 years and even possibly the name of the school going forward.

Trustees again heard about the success for the College in the web and social media space. In the earned media space the College is closing in on \$3 million in earned media for 2019.

Finally, Trustees heard about some of the details of our call center partnership with Blackboard. Today Blackboard does almost 2 million outbound calls for the College and with text messaging exceeds 4 million interactions. At the same time the College's toll free line has seen nearly 400,000 interactions include phone calls and online chats. Many of these take place after normal business hours to continue to provide services to students, meeting them where they are at.

Item 9

Chairman Anker called upon John Murphy, Foundation President for the Foundation report noting there are no action items.

Metrics as of 6/30/19

- 12% above Target Goal to date
- \$66.3M raised as of 8/31/19
- Endowment Continued Growth: Now Over \$45M Mark
- Over \$25 M given by Foundation, Campus and SBOT in 7 years
- The campaign is currently in the Leadership Gift Phase (Quiet Phase)
- Gifts under \$9,999 have increased by 23% since 2015
- Gifts over \$10,000 have increase by 48% since 2015
- Annual Fund has had 56% of growth of 3 years
- Total Donors – 5% increase since FY 15
- Non-Event Donors – 12% increase since FY 15
- Events Only Donors – 26% decrease since FY 15
- Circle of Ivy – Raised a total of \$473,000 since inception

- Grants currently in the works: Lilly Endowment, Lumina Foundation, Strada Education Network, Fairbanks Foundation, Kresge Foundation (Detroit, MI), Joyce Foundation (Chicago, IL).

E. TREASURER’S REPORT:

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

Matt Hawkins noted the College is in good fiscal standing.

Trustee Dora moved for approval of the Treasurer’s Report. Trustee Wade seconded the motion and the motion carried unanimously.

F. STATE OF THE COLLEGE

President Ellspermann gave her State of the College during the morning committee meetings.

G. OLD BUSINESS

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

H. NEW BUSINESS

Chairman Anker called for new business.

Trustee Glick moved for approval of

Resolution 2019-49, Appointment of Campus Board of Trustees

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

Trustee Emmert O’Dell moved for approval of

Resolution 2019-50, Approval of Appointment of Trustees to Serve on Foundation Board

Trustee Glick seconded the motion, and 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 Glick moved for approval to adjourn the meeting. Trustee Emmert O'Dell seconded the motion and the motion carried unanimously.

**STATE TRUSTEES
IVY TECH COMMUNITY COLLEGE**

Terry W. Anker, Chairman

Andrew Wilson, Secretary

Dated October 4, 2019

Prepared by Gretchen L. Keller, Recording Secretary

**APPROVAL OF ACCOUNTS RECEIVABLE WRITE-OFFS
FOR THE FISCAL YEAR ENDING JUNE 30, 2019**

RESOLUTION NUMBER 2019-52

WHEREAS, certain outstanding student accounts receivable amounts have been deemed uncollectible by the campus administration responsible for their collection, and

WHEREAS, it is in accordance with the College procedure and good business practices to write off accounts receivable after all reasonable collection procedures have been exhausted and there is not a reasonable expectation that amounts will be collected;

NOW THEREFORE BE IT RESOLVED, that the accounts receivable totaling \$3,541,017 of student fees and charges owed, which is approximately 1.60% of the total of \$221,333,016 operations fund gross student fees for 2018-19, and \$875,402 of bookstore charges are hereby declared uncollectible for accounting purposes and are to be written off by the Senior Vice President of Business Affairs, Chief Financial Officer, and

FURTHER BE IT RESOLVED, that all records of any student whose debts are written off shall be encumbered and no grades or other information for said students shall be released until their obligations are paid in full.

**STATE TRUSTEES
IVY TECH COMMUNITY COLLEGE**

Terry W. Anker, Chairman

Andrew Wilson, Secretary

Dated: December 5, 2019

ACCOUNTS RECEIVABLE WRITE-OFF
FOR THE PERIOD ENDING JUNE 30,2019
(Attachment A)
Resolution 2019-52

Location	FY2018-19 Operations Fund Student Fees	Operations Fund Write-off	Write-Off As a Percent of Operations Fund Student Fees	Bookstore Write-Off
Lake County	\$ 11,323,284	\$ 327,082	2.89%	\$ 74,400
Valparaiso	\$ 9,174,312	\$ 135,310	1.47%	\$ 31,339
Michigan City	\$ 1,810,413	\$ 42,227	2.33%	\$ 12,947
South Bend	\$ 10,513,171	\$ 239,065	2.27%	\$ 80,919
Fort Wayne	\$ 21,353,156	\$ 335,373	1.57%	\$ 95,904
Lafayette	\$ 13,726,435	\$ 122,525	0.89%	\$ 39,088
Kokomo	\$ 7,001,467	\$ 72,329	1.03%	\$ 20,861
Anderson	\$ 8,931,875	\$ 96,721	1.08%	\$ 26,264
Muncie	\$ 4,659,602	\$ 171,522	3.68%	\$ 38,370
Marion	\$ 2,236,587	\$ 54,789	2.45%	\$ 20,253
Terre Haute	\$ 11,117,437	\$ 215,955	1.94%	\$ 54,652
Indianapolis	\$ 43,938,153	\$ 750,920	1.71%	\$ 167,357
Richmond	\$ 4,498,868	\$ 123,132	2.74%	\$ 37,512
Columbus	\$ 7,754,748	\$ 93,547	1.21%	\$ 29,339
Madison	\$ 3,107,038	\$ 42,878	1.38%	\$ 10,375
Lawrenceburg	\$ 3,979,374	\$ 29,829	0.75%	\$ 7,188
Evansville	\$ 11,033,308	\$ 235,586	2.14%	\$ 58,753
Sellersburg	\$ 9,807,121	\$ 151,776	1.55%	\$ 21,753
Bloomington	\$ 13,927,944	\$ 291,689	2.09%	\$ 48,097
Systems Office	\$ 21,438,721	\$ 8,762	0.04%	\$ 34
Totals	\$ 221,333,016	\$ 3,541,017	1.60%	\$ 875,402

APPROVAL OF APPIRIO, INC. CONTRACT SERVICES

RESOLUTION NUMBER 2019-53

WHEREAS, Ivy Tech Community College (“College”) has a need to engage a professional information services integration and implementation vendor skilled in delivering applications built on the Salesforce platform, and

WHEREAS, the College may pay more than \$500,000.00 for a Salesforce CRM Systems Integration vendor assigned to work on different ongoing technical projects related to the implementation of the College’s Salesforce CRM environment, and

WHEREAS, the College has conducted a rigorous, inclusive and competitive procurement process to select a lead CRM integration vendor and determined that one respondent to the College’s RFP meets its needs at the best price after evaluating a wide array of functional and technical criteria, and

WHEREAS, the State Board of Trustees of Ivy Tech Community College 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 Board of Trustees authorize and direct the College President, or his designee, to enter into a professional and technical services contract with Appirio, Inc. for \$3,620,000 after the contract has been approved by the College’s General Counsel.

**STATE TRUSTEES
IVY TECH COMMUNITY COLLEGE**

Terry W. Anker, Chairman

Andrew Wilson, Secretary

Dated: December 5, 2019

**APPROVAL TO TRANSFER PROPERTY TO MUNCIE SCHOOLS
MUNCIE CAMPUS**

RESOLUTION NUMBER 2019-54

WHEREAS, the Trustees of Ivy Tech Community College (“College”) owns real estate in Muncie at 4301 South Cowan Road consisting of 14.94 acres with an approximately 61,000 square foot building (“Property”), and

WHEREAS, the College has used the Property as one of its main campus buildings in Muncie since the property was first acquired by the Ivy Tech Foundation (“Foundation”) in 1974, and

WHEREAS, the Foundation transferred ownership to the College, then named Indiana Vocational Technical College, in 1989, and

WHEREAS, the Muncie Campus is in the process of completing a major renovation and construction project of multiple buildings to serve the needs of the Muncie Service Area for well into the future, and

WHEREAS, the Muncie Campus Administration has determined that the Property, no longer has viable use by the Muncie Service Area and the College should dispose of the Property, and

WHEREAS, the Muncie Campus Administration has determined that the College should retain the back parking lot area on the Property for use by the College in its CDL Program, and

WHEREAS, the Board of Schools Trustees of Muncie Community Schools (“Muncie Schools”) and the Muncie Campus Administration have agreed for the Property (less the back parking lot area) to be gifted to the Muncie Schools with the Property reverting to the College should the Muncie Schools ever cease from using the Property for their own educational benefit, and

WHEREAS, the Muncie Campus Board of Trustees support this proposal and recommends the State Trustees gift the Property to the Muncie Schools.

NOW THEREFORE BE IT RESOLVED, the State Trustees determine that the Property is no longer needed for any purposes of the College and it is advantageous for the College to give the Property to the Muncie Community Schools, and

FURTHER BE IT RESOLVED, the Trustees approve conveying the Property, less the back parking lot area, to the Muncie Schools so long as the Property would revert to the College should the Muncie Schools ever cease from using the Property for their own educational benefit, and

FURTHER IT BE RESOLVED, the State Trustees do hereby authorize and direct the President and any other appropriate, designated College employee to execute the necessary documents to convey the Property after the documents have been approved by the College General Counsel.

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

Terry Anker, Chair

Andrew Wilson, Secretary

Dated December 5, 2019

**APPROVAL TO ENTER INTO AN EASEMENT AGREEMENT, WITH THE CITY OF
EVANSVILLE FOR PERMANENT WATER AND SANITARY SEWER
EVANSVILLE CAMPUS**

RESOLUTION NUMBER 2019-55

WHEREAS, The City of Evansville Water and Sewer Utility Department (“City”) is requesting an expansion to their permanent water and sewer utility to upgrade the underground water and sanitary sewer improvements in order to engage in construction of the First Avenue Water Main Replacement project in Evansville (“Project”), and

WHEREAS, there would be no interruption of activity by the College at its Evansville Campus during the construction of the Project by the City, and

WHEREAS, the permanent easement requires State Trustee approval, and

WHEREAS, the Evansville Campus Board of Trustees has requested granting such an easement to the City;

NOW THEREFORE BE IT RESOLVED, that the State Trustees of Ivy Tech Community College do hereby authorize and direct the President and any other appropriate, designated College employee to negotiate and execute the agreement with the City of Evansville, including granting easements and right of ways as needed, for the above stated project after the documents have been approved by the College General Counsel.

**STATE TRUSTEES
IVY TECH COMMUNITY COLLEGE**

Terry W. Anker, Chairman

Andrew Wilson, Secretary

Dated: December 5, 2019

**APPROVAL TO ACCEPT OFFER FOR A RESIDENTIAL PROPERTY
ELKHART CAMPUS**

RESOLUTION NUMBER 2019-56

WHEREAS, Ivy Tech Community College owns real estate located at 22407 County Road 18, Goshen (“Property”), and

WHEREAS, the College acquired the Property in May of 2013 with the intended purpose of having room to grow the Elkhart Campus, and

WHEREAS, the Elkhart Campus administration has determined that the Property is not needed by the College, and after listing the property with a realtor, has received an offer of \$155,000 from Victor H. Juarez, and

WHEREAS, as a state educational institution, the College is required to follow a procedure in Indiana Code § 21-36-3 to sell real estate that is in the name of the Board of Trustees, and

WHEREAS, pursuant to IC 21-36-3 two appraisers have determined the value of the property to be \$150,000, and

WHEREAS, the South Bend Campus Trustees have reviewed the request of the Campus administration to dispose of the Property and the Campus Trustees recommend that the State Trustees approve selling the Property.

NOW THEREFORE BE IT RESOLVED, that it will serve the best interests of Ivy Tech Community College to dispose, sell and convey the Property for the price of \$155,000 and the State Trustees do hereby approve the sale of the Property for that price, and

FURTHER BE IT RESOLVED, the State Trustees do hereby authorize and direct the President and any other appropriate, designated College employee to execute the necessary documents to convey the Property after the documents have been approved by the College General Counsel, and

FURTHER BE IT RESOLVED, the Assistant Secretary to the Board of Trustees is hereby directed to forward a copy of this Resolution to the Governor of Indiana as required by IC 21-36-3-8.

**STATE TRUSTEES
IVY TECH COMMUNITY COLLEGE**

Terry W. Anker, Chairman

Andrew Wilson, Secretary

Dated: December 5, 2019

**APPROVAL TO REQUEST STATE TRUSTEES AUTHORIZE ALTERNATE
DELIVERY METHOD TO COMPLETE KOKOMO CONSTRUCTION PROJECT
KOKOMO CAMPUS**

RESOLUTION NUMBER 2019-57

WHEREAS, the Kokomo Renovation and Addition project approved in 2017-2019 biennium capital budget includes an addition to two current buildings and renovation to four buildings on the Kokomo Campus (“Project”), and

WHEREAS, the total estimated cost for the Project is \$43,163,360, and

WHEREAS, Hagerman, Inc. was approved as construction manager as constructor (CMc) with a contract for a final guaranteed maximum price of \$35,038,287, with a substantial completion date of December 2019 (“Contract”), and

WHEREAS, the Project has been delayed and cannot be completed by December 2019, and

WHEREAS, the College and Hagerman, Inc. are negotiating a modification to the Contract so the College may proceed with an alternate delivery method to complete the Project, and

WHEREAS, the alternate delivery method available to complete the Project in a timely and affordable manner is the State of Indiana Job Order Contracting (“JOC”) method, and

WHEREAS, utilizing JOC the College may contract with Wilhelm Construction in an amount not to exceed \$7,500,000 to complete the Project and discontinue the contract with Hagerman for services.

NOW THEREFORE BE IT RESOLVED that the State Trustees of Ivy Tech Community College of Indiana approve the contract with Wilhelm Construction through the State of Indiana’s JOC delivery method for a total contract amount not to exceed \$7,500,000.

**STATE TRUSTEES
IVY TECH COMMUNITY COLLEGE**

Terry W. Anker, Chairman

Andrew Wilson, Secretary

Dated: December 5, 2019

AUDIT COMMITTEE

Report will be given at the State Board of Trustees Meeting December 5, 2019

Academics & Student Experience

December 5th
Meeting



Agenda:

1. Required Advising Update
2. K-14 Initiatives & Statewide Partnerships Update
3. Commission for Higher Education Student Success Report
4. I – SUCCEED Program
5. Student Leadership Academy



Required Advising Update

Cory Clasemann-Ryan
Vice President for Student Success

Required Advising Update

- A majority of campuses are currently down in year-over-year spring enrollment
 - Across all degree-seeking student groups
 - Complicating factor is apparent trend for students to delay registration in 8-week format
- Students were sent PINs if they have an up-to-date plan and are in good SAP standing and wouldn't need to meet with advisor to register
 - 65% of students have current plan as of 12/4
 - Excludes most limited enrollment programs and many students graduating this fall
 - Less than 10% of students had current plan in Fall 2018
 - Remaining students need to meet with professional or faculty advisor to develop plan and receive PIN

Plan Through Start of Spring

- Each campus developing plan to contact students and increase capacity in early January
 - Walk-in advising appointments, faculty advising appointments, group registration, classroom announcements, targeted outreach to student groups based upon PIN needs, group advising
- Capacity
 - Nearly all campuses moving to walk-in advising appointments through start of spring, which allows advisors to see 8-12 students per day each.
 - Walk-in appointments helps avoid cancellations and no shows, which were 11.5% of appointments this fall.

K-14 Initiatives & Statewide Partnerships Update

Rebecca Rahschulte

Vice President for K-12 Initiatives and
Statewide Partnerships



National Alliance of Concurrent Enrollment Programs (NACEP)

- Ivy Tech Community College's dual credit programming went through a state review/accreditation conducted by the Indiana Commission for Higher Education around 2012 (allowable by statute)
- Currently, all Indiana public institutions of higher education who deliver dual credit programming are accredited by NACEP (with the exception of Ivy Tech who is accredited through CHE)
- NACEP validates to stakeholders the quality and rigor of dual credit programming, as well as the alignment (both statewide across campuses and with our on-campus programming)

NACEP Standards

- **Partnership Standards**

- Programming alignment with college mission and supported by the institution
- Ongoing collaboration with secondary school partners

- **Faculty Standards**

- Teacher credentialing alignment with on-campus standards
- Course-specific training for dual credit teachers prior to teaching the course
- Discipline-specific professional development for dual credit instructors
- Ensures adherence to aligned policies and procedures

NACEP Standards

- **Assessment Standards**

- Ensures student proficiency of learning outcomes (grading standards & assessment methods)

- **Curriculum Standards**

- Courses delivered through dual credit are catalogued with the same course descriptions, titles, and credits
- Ensures the dual credit courses reflect the learning objectives, pedagogy, theory and philosophy consistent with on-campus courses
- Site visits are conducted to observe course content and delivery, student discourse, and rapport to ensure equivalency with courses offered on campus.

NACEP Standards

- **Student Standards**

- Registration and transcripting policies and practices are aligned
- Processes are in place to ensure that course pre-requisites have been met
- Advising occurs to educate dual credit students on the benefits and implications of taking college courses
- Dual credit students are provided access to learning resources and support services

- **Evaluation Standards**

- End-of-term course evaluations are completed to secure feedback from students
- Regular and ongoing evaluation of K-14 program effectiveness and use of results for continuous improvement

NACEP Timelines (Projected)

- Self-Study (Now through October 2020)
- Pre-application Window (October through December 2020)
- Full application for Peer Review (July 2021)
- Application Review (July/August 2021)
- Peer Review Team Assigned (August/September 2021)
- Interview with Peer Review Team (October 2021)
- Additional Response & Evidence Provided (November 2021 through February 2022)
- Final Determination of Accreditation (May 2022)



Commission for Higher Education Student Success Report

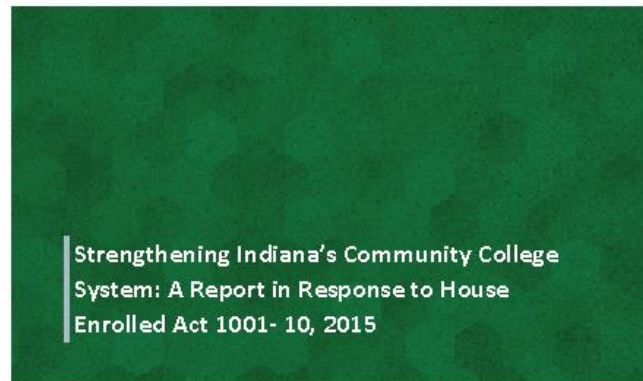
Cory Clasemann-Ryan
Vice President for Student Success

History

- CHE mandated to conducted review of all Ivy Tech academic programs (HEA 1001-10, 2015)
- Series of conversations between CHE and Ivy Tech
 - What are we doing that is highly effective?
 - What is the definition of an academic program?
 - How can CHE support Ivy Tech?
- Final product was report with recommendations and reporting requirements

Recommendations and Requirements

- **Program review report each spring**
 - Minimum enrollment, completion rate, and labor market outcomes by program
 - Before introductions of quadrants
 - Add more short-term certificates and have add to performance funding
- **Student success/restructuring student support program report each fall**
 - Increase intensity of advising
 - Improve data capabilities
 - Career advising
 - Provide wraparound services
 - Improve intentionality of dual credit offerings
 - Highly structured programs and course selections



ADOPTED BY THE INDIANA COMMISSION FOR HIGHER EDUCATION
DECEMBER 10, 2015



INDIANA COMMISSION FOR
HIGHER EDUCATION

Evolution of Student Success Report

- 2016 – Overview/inventory of student success initiatives
- 2017 – Preview of draft strategic plan and how it provides focus and structure for student success
- 2018 – Update on student success strategies by strategic plan goal
 - 8-week courses
 - Strategy 1.1 – wraparound services
 - Achieve Your Degree
 - Early development work on CCEC
 - Initial work toward IvyOnline
 - Reverse Transfer
 - Student Success Commitments

2019 Report

- Realigning financial resources to support student success
 - Internal allocations based upon completions, hubs, reducing physical footprint
- Supporting students to completion and career
 - Required advising, CCEC, strategic enrollment plan
- Academic experience
 - 8-week courses, IvyOnline, increased nursing capacity, intentional dual credit completion pathways, quadrants/rightsizing program offerings
- Reducing cost and student debt
- Adult strategies
 - AYD, Fresh Start 2020, Next Level Jobs
- Wraparound services
- Goal 8 – diversity
- Emerging initiatives

I – SUCCEED Program

Cory Clasemann-Ryan

Vice President for Student Success

Virginia Leonard

Director of Student Success and Retention

LaKeisha Williams

Assistant Director of Student Success and Retention



High-Impact Practices

- There are many practices that we know have a positive impact on student success
 - Full-time enrollment
 - Incentives to provide financial assistance
 - Student success coaching (InsideTrack)
 - Access to real-time student data and information
- How do we scale into a comprehensive program?

SUCCESS Network

- MDRC beginning 5-year national SUCCESS program in these areas
 - Scaling Up Community College Efforts for Student Success (SUCCESS)
- 3 states, 3 colleges in each state
- \$120,000 per college over the first three years
- Went through internal RFP process to select participating Ivy Tech campuses
- Selected Bloomington, Kokomo, and Indianapolis

Purpose of the I-SUCCEED Program

The goal of I-SUCCEED is to make it easier for students to reach their goals and graduate on time!

Being successful in college can be challenging for many reasons. I-SUCCEED is a program at Ivy Tech that gives students access to resources and support on campus. Incentives for participating in coaching are available for three years; if a student does not complete their program in that time, they can continue to receive coaching but will no longer be earning incentives.

Benefits of participating in I-SUCCEED?

- Receive individualized student success coaching
- Earn up to \$50 a month just by meeting with your success coach
- Be part of an exclusive group of Ivy Tech Scholars

Indianapolis campus: Eligibility

Students are eligible if they...

- Identify as African American or Multiracial
- Are working towards a degree or certificate
- Have earned less than 30 college credits
- Are able to enroll in at least 9 credits per semester and/or earn a minimum of 24 hours per academic year (Fall, Spring, Summer)
- Are Pell eligible
- Are not participating in 21st Century Scholars Coaching or ASAP

Scaling up I-SUCCEED

- Year 1
 - 60 students
 - 1 full-time coach
- Year 2
 - 300 students (150 receiving incentives)
 - 1.5 – 2 full-time coaches
- Year 3
 - 300 students (150 receiving incentives)
 - 2.5 – 3.5 full-time coaches

- Need to develop statewide plan to scale College-wide beyond year 3.

Contact Information

- Indianapolis Campus
 - LaKeisha Williams, lwilliams43@ivytech.edu
 - Ginny Leonard, vleonard5@ivytech.edu
- Kokomo Campus
 - Tashona Jones, tjones758@ivytech.edu
 - Theresa Murphy, tmurphy7@ivytech.edu
- Bloomington Campus
 - Sam Deweese, sdeweese@ivytech.edu



Student Leadership Academy

Kathryn Stremiecki
Executive Director for Student Life
and Development,
and Wraparound Services

About the Program

- Leadership Development program specifically designed for Ivy Tech students
- Began as a statewide program in 2012
- Program goals:
 - Develop students leadership skills
 - Develop students professional development skills
 - Develop future student and alumni leaders
- Students who complete receive a medallion, certificate, and a 3 credit hour scholarship for spring semester

SLA Curriculum

- Student Leadership Academy Curriculum:
 - Kouzes and Posner's Student Leadership Challenge
 - Professional development skills
 - Elevator Speech
 - Workplace Etiquette
 - Professional Dress
 - Dining Etiquette
 - Professional Communication
 - Conflict Management
 - History and traditions of the College
 - Campus selected topics



Program Stats

- Participants in the program
 - Pre-2017: 15 students per legacy region
 - Post-2017: 10-15 students per campus = 230 total students
- 2019 Applications submitted: 773
- Program completion rate: 80%-85%
- Fall 2018 to Spring 2019 retention rate: 95%



What our students say about the program

- *Student Leadership Academy has been one of my favorite memories during my time at Ivy Tech. It inspired and prepared me to eventually run for office within PTK and SGA. From the first day in SLA, I could feel the good energy among my cohort, so I am not surprised, looking back, that so many of my SLA peers have gone on to even bigger, better things.*

~Rob Parab, Bloomington

- *SLA was a great learning experience for developing my leadership skills. It got me more involved with the community, and wanting to participate in community service. That is why I became a member of SGA to help represent the student body that attends this school, and volunteer my time for the community.*

~Daniel Smith, Lawrenceburg

Leadership Roles after SLA

- SGA Presidents
- Student Organization Officers
- Internships
- Disney College Program
- Boy Scouts of America
- Leaders at transfer Universities
- Leaders in the Workforce



Workforce and Careers

State Board of Trustees Update

December 2019

Alignment of College and WA Strategic Initiatives

Projects Highlighted	 Goal 2: Recruitment & Enrollment				
	 Goal 4: Workforce				 Goal 3: Completion
	Increase Q1/2 Program Enrollment	Target Q1/2 Program Marketing	Evaluate Resource & Facilities Allocation	Increase Employer Engagement	Align K-12 Outreach & Dual Enrollment; Adult Focus
Career Coaching & Employer Connections Update	✓	✓	✓	✓	✓
Partnership w/ Purdue Cybersecurity Apprenticeship	✓	✓	✓	✓	
MAAC Partnership	✓	✓	✓	✓	
Interdisciplinary Degree Companies	✓	✓		✓	
Industry Certifications	✓	✓	✓	✓	✓

Career Coaching and Employer Connections (CCEC) Updates

- **Staffing**

- Systems Office executive director positions (coaching, consulting, and career experiences) anticipated to be filled by mid-December
- Alpha campus CCEC executive director positions anticipated to be filled by late December; other positions (coaches, consultants, career experience coordinators) by January

- **External funding to date**

- \$3.33 M secured
- \$8.70 M pending
- Other discussions taking place at varying stages, including with Lumina, Strada, and Gates Foundation

- **Implementation**

- **Resource Toolkit:** Ascend facilitating working group with Strategy 4.5 team and Alpha campuses to finalize initial materials for use with students starting Spring 2020
- **Technology:** Existing platform (IvyLife) will initially house the Career Action Plan (CAP); rollout of College-wide CRM will facilitate incorporation of new student tools such as career exploration and assessment, potentially in partnership with Strada network of affiliate providers (e.g., Emsi, Inside Track, CAEL, etc.)

CCEC Funder Status

Funding Source	Status	Description
CICF / Glick Fund	Secured \$100,000 Secured \$250,000	Initial research Implementation
Commission for Higher Education	Secured \$50,000 Secured \$167,000	Planning Implementation
JPMorgan Chase Foundation	Secured \$170,000	Ascend partnership; for services consulting and Network roll-out
Salesforce	Secured \$500,000	Funding allocated to Indianapolis campus
Garatoni Foundation	Secured \$1,000,000	Funding unrestricted, will supporting Alpha implementation
Richard M. Fairbanks Foundation	Secured \$1,093,000	Funding to support Indianapolis implementation and 25% of technology costs.
Lilly Endowment, Inc.	Pending \$ 8,000,000	Implementation grant of \$5,000,000 for two-year period of January 2020-December 2021; \$3,000,000 for one-year period of January 2022 pending \$3,000,000 match
New Profit	Pending \$100,000	Postsecondary Innovation for Equity implementation grant; possibility for invitation to submit for \$1,000,000 grant
ECMC Foundation	Pending \$600,000	ECMC Foundation awards grants that support organizational capacity building, new program or model development, existing program refinement or expansion, capital, research, and evaluation: focus on Career Readiness.
Strada, Lumina, Gates, Walmart and others		Ongoing discussions at various stages

Goals 2, 4  

Emerging Partnership with Purdue Cybersecurity Apprenticeship Program

- Purdue Cybersecurity Apprenticeship Program (P-CAP) under development to help fill a growing need for the cybersecurity profession; received \$12M award US Department of Labor.
- Apprentices will acquire valuable industry-recognized cybersecurity certifications and obtain college credit. P-CAP plans to serve at least 5,000 individuals in the four-year grant program.
- Ivy Tech invited to partner as an educational provider.

So What

- Gives our industry partners an opportunity to participate and sponsor apprentice-students in the P-CAP program.

Now What

- Explore P-CAP as a pathway for Ivy Tech students and develop an MOU between the two institutions for our existing and future students.

Goal 4

MAAC Partnership in Valparaiso

- Partnership being developed to align our curriculum to state firefighter training requirements
- Would allow for Ivy Tech to utilize fire equipment at the MAAC facility making this hands on training available to Ivy Tech students that otherwise would not be available.
- Allows trainees currently going through MAAC Program to receive academic credit and proceed to degree completion at Ivy Tech making them eligible for future promotions
- Simultaneously greatly increases the quality of learning for Ivy Tech students while increasing pipeline for firefighters

So What

- Saves Ivy Tech millions
- Saves students \$1000's each
- Focuses on adult students, high school dual credit and recent graduates
- Quality of facilities is first class

Now What

- Finish details on academic side to ensure proper implementation
- Coordinate start dates
- Promote program

Goals 2, 3, 4   

Interdisciplinary Degree – Companies

- Companies are creating TCs and CTs for employees
- Companies are using the TCs and CTs for apprenticeship programs
- Some examples – Berry Plastics, Ardagh, Beldon, Caterpillar, Frito Lay, American Licorice Co., OTECH, NIPSCO, Task Force Tips, Evansville Water and Sewer, Berry Global, Cummins, Hill-Rom, FXI, Cooper Standard, Zimmer Biomet, Batesville Tool & Die, KB Foods, Steel Warehouse, Federal-Mogul, Universal Forest Products, Arrowhead Plastic Engineering, Faurecia,

So What

- More companies are utilizing the degree outcomes to give students an additional, stackable credential
- Increase number of completions
- Transferable and industry recognized outcomes for students

Now What

- Growing to other programs within Advanced Manufacturing Engineering and Applied Science
- Recognized nationally as best practice and included in apprenticeship expansion grant

Goals 2, 3, 4   

Tracking High Value Industry Certification Completions: Process Overview

Determining “High Value” Certifications

- Are the certifications **embedded within high-demand Ivy Tech programs** (Certificates, Technical Certificates, Associate Degrees)?
- Are they **linked with Indiana’s high-demand occupations** and higher wages?
- Can we obtain **reliable data**?

Obtaining Outcomes Data

Ivy Tech is pursuing multiple avenues to obtain the third-party vendor data at the student record level:

- Pilot with National Student Clearinghouse (NSC identified issue of missing personally identifiable information from vendors; this data matching project is supported by Lumina)
- Individual data sharing agreements with vendors
- Development of reliable internal tracking mechanisms for limited number of certification exams administered by faculty (e.g., AWS-welding)

Tracking High Value Industry Certification Completions: Aggregate Data from Key Vendors for AY 2018-19

Vendor	Number of Certifications Earned by Ivy Tech Students 2018-19
MSSC**	3,021
NIMS	2,143
HVAC	908
NCCER	677
CDL	409
CompTIA	393
Siemens	66
TOTAL	7,617

**MSSC: of which 450 are Certified Logistics Technicians. Certified Production Technicians (CPT) recipients must pass at least four different exams and are not separately identified in the aggregate number

Additional estimated certification completions include AWS (welding) at approximately 1,400 for AY 2018-19



Operations Team Update

State Board of Trustees

December 5, 2019



Operations Team Update

- Our primary role is to support campus leadership in partnership with Ivy Tech's key functional areas.
- Today we want to provide an overview of two processes we utilize to support campuses.
 - Semi-Annual Campus Updates
 - Campus Support Team (new)



Campus YTD Progress Report

INSERT Service Area

Fall 2019



Campus Progress Updates (Through 10/1/19)

Metric	18-19 Metric Met	19-20 Goal	19-20 Actual YTD	Explanation of Actual YTD
Fall-Spring Retention	SO complete	72%	N/A	
Fall-Fall Retention	SO complete	52%	N/A	
Revenue Generating Headcount (unduplicated)	SO complete	SO complete	SO complete	
Recruits Headcount	SO complete	SO complete	SO complete	

Campus Progress Updates (Through 10/1/19)

Metric	18-19 Metric Met	19-20 Goal	19-20 Actual YTD	Explanation of Actual YTD
Credentials Awarded	SO complete	SO complete	SO complete	
Employee Engagement (FT only)	SO complete	73.00	SO complete	
Community	SO complete	SO complete	SO complete	

Campus Progress Updates (Through 10/1/19)

Metric	18-19 Metric Met	19-20 Goal	19-20 Actual YTD	Explanation of Actual YTD
Fundraising (Grants/ Philanthropy All-In)	SO complete	SO complete	SO complete	
Carry Forward/Year End Reserve (3%)	SO complete	SO complete	N/A	

Metric	YTD Adjusted Budget	YTD Actuals	19-20 Year-End Projection	Notes
Revenues	SO complete	SO complete	Campus complete	
Expenditures	SO complete	SO complete	Campus complete	

Campus Progress Updates

Metric: INSERT

Root Cause Analysis	Corrective Action	Needed Support from Systems Office

*For each metric not met on the previous slides, please provide a root cause analysis and corrective action.

Strategic Enrollment Planning Update

Other Efforts & Initiatives

Observations/Lessons from Campus Updates

- Positive interaction between President's Cabinet and Campus Cabinet/leadership
- Establish clear expectations and interdependence between campus- and college- level performance
- Identify and share best practices
- Key learning from past two rounds of semi-annual campus updates is that, in general, we lack “root cause” problem-solving skills

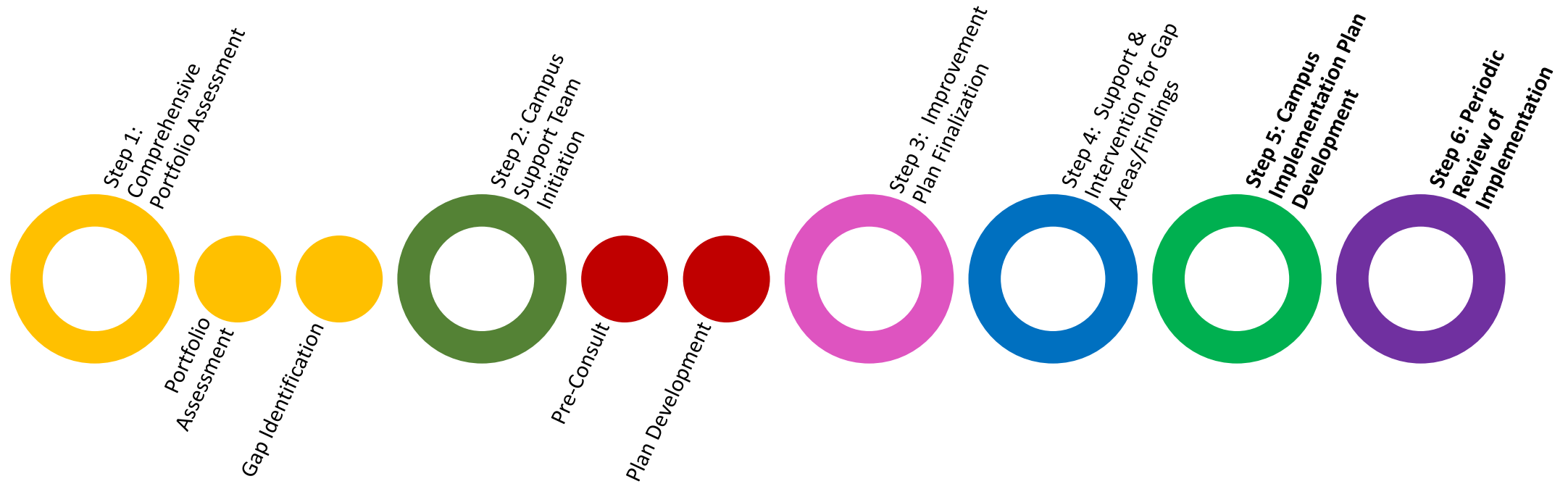


Campus Support Teams

Campus Support Team Intent

- Formalizes Systems Office support for campuses.
 - When campuses repeatedly miss the performance expectation on one or more metrics (3 consecutive semi-annual campus updates and/or two years annual metrics performance)
- Systems Office and campuses will collaborate to improve enrollment, retention, completions, finances, and fundraising, leading to operational improvement for an entire campus service area.
- Will shift campus support from an ad hoc approach to a systemic approach as part of the SO restructure.

Campus Support Team Process



Current Work

- Pilot with three campuses to develop the process
 - C1, C2, C3
 - All are through the pre-consult phase
- Looking to add the next 3-4 campuses in early 2020

GOAL 8



DIVERSITY, EQUITY AND BELONGING

- 8.1: Eliminate systemic inequities for students.
- 8.2: Leverage leadership's power and privilege to drive positive change.
- 8.3: Implement new structures to ensure faculty and staff diversity.
- 8.4: Increase diversity in leadership.
- 8.5: Ensure everyone in our College Community feels they belong.



Goal 8 – Definitions (DRAFT)



Diversity

At Ivy Tech Community College we honor and appreciate the diversity of our students, employees, and community. Ivy Tech seeks to embody individuals who vary in terms of race, national/ethnic origin, gender identity, sexual orientation, age, physical and mental ability, socioeconomic status, religious preference, veteran status, and citizenship, in the service of learning.

Equity

Ivy Tech Community College seeks to create opportunities for historically underrepresented populations to have equal access in hiring, compensating, promoting, providing services for, educating, and overall support.

Belonging

The active, intentional and ongoing engagement Ivy Tech Community College has with diversity – in its college community, in its curriculum, in its offices and workplace, and in the communities it serves. A sense of belonging refers to perceived social support on campus or in one's department, a feeling or sensation of connectedness, and the experience of mattering or feeling cared about, accepted, respected, valued by, and important to the campus community, including peers, colleagues, faculty, and staff. Ivy Tech seeks to provide a sustained welcoming and protected environment for all people, regardless of their background and identity, as all belong at Ivy Tech.

GOAL 8 – Diversity, Equity, & Belonging

Establish a sustainable culture of diversity, equity, and belonging.

Time Frame *6 months - 1 year* | **Goal Sponsor(s):** Doran Moreland & Kathleen Lee

Campus Co-Lead(s): Tyiana Thompson | **Systems Office Co-Lead(s):** TBD

Goal 8
Strategy 8.1

ACTION PLAN

Strategy 8.1: Eliminate systemic inequities for students.

TACTICS 2019 - 2020

Owner

Start Date

End Date

STATUS: Achieved/Obstacles

1. Determine the systemic inequities for our students through external research, internal data gathering, and listening to our students.

2. Make diversity, equity, and belonging apparent in our college's marketing and branding.

3. Review current policies, practices, & protocol with respect to diversity, equity, and belonging, to determine our gaps and inequities.

GOAL 8 – Diversity, Equity, & Belonging

Establish a sustainable culture of diversity, equity, and belonging.

Time Frame *6 months - 1 year* | **Goal Sponsor(s):** Doran Moreland & Kathleen Lee

Campus Co-Lead(s): Stacy Atkinson | **Systems Office Co-Lead(s):** Chad Bolser

Goal 8
Strategy 8.2

ACTION PLAN

Strategy 8.2: Leverage leadership’s power and privilege to drive positive change.

TACTICS 2019 - 2020

Owner

Start Date

End Date

STATUS: Achieved/Obstacles

1. Ensure that leadership understands the work of diversity, equity, and belonging is mandatory.

2. Educate leaders on their earned and unearned privileges, and the differences.

3. Assist supervisors to develop emotional intelligence, cultural awareness, and cultural competencies to better serve their employees.

GOAL 8 – Diversity, Equity, & Belonging

Establish a sustainable culture of diversity, equity, and belonging.

Time Frame *6 months - 1 year* | **Goal Sponsor(s):** Doran Moreland & Kathleen Lee

Campus Co-Lead(s): Ramzi Sabree | **Systems Office Co-Lead(s):** TBD

Goal 8
Strategy 8.3

ACTION PLAN

Strategy 8.3: Implement new structures to ensure faculty and staff diversity.

TACTICS 2019 - 2020

Owner

Start Date

End Date

STATUS: Achieved/Obstacles

1. Determine why our diverse faculty & staff are leaving the college.

2. Ensure hiring committees remove bias in decision making.

3. Establish affinity groups for faculty and staff.

4. Ensure diverse voices are at the cabinet/top leadership level to weigh in on major decisions.

GOAL 8 – Diversity, Equity, & Belonging

Establish a sustainable culture of diversity, equity, and belonging.

Time Frame *6 months - 1 year* | **Goal Sponsor(s):** Doran Moreland & Kathleen Lee

Campus Co-Lead(s): Mike Popielski | **Systems Office Co-Lead(s):** Rachel Williams

Goal 8
Strategy 8.4

ACTION PLAN

Strategy 8.4: Increase diversity in our leadership.

TACTICS 2019 - 2020

Owner

Start Date

End Date

STATUS: Achieved/Obstacles

1. Create a promotional pathway for staff.

2. Educate leadership on the importance and impact of diversity in leadership.

3. Create campus & systems office specific diversity leadership plan templates.

GOAL 8 – Diversity, Equity, & Belonging

Establish a sustainable culture of diversity, equity, and belonging.

Time Frame *6 months - 1 year* | **Goal Sponsor(s):** Doran Moreland & Kathleen Lee

Campus Co-Lead(s): Anna Droste-Glowinski | **Systems Office Co-Lead(s):** Lakshmi Hasanadka

Goal 8
Strategy 8.5

ACTION PLAN

Strategy 8.5: Ensure everyone in our college community feels they belong.

TACTICS 2019 - 2020

Owner

Start Date

End Date

STATUS: Achieved/Obstacles

1. Ensure our spaces communicate a sense of belonging.

2. Develop a system for uncomfortable conversations at the college.

3. Create a system to communicate concerns related to belonging.

4. Determine the college's expectations related to belonging.

Goal 8 – Recognizing the Gaps



	White	Black	Hispanic	Asian	2 or More Races	Other	Total Population
Population (IN)	79.8%	9.1%	6.7%	2.1%	1.9%	0.4%	100.0%
Enrollment (18-19)	70.8%	14.4%	4.6%	2.0%	3.6%	4.6%	100.0%
Completions (18-19)	77.2%	8.4%	4.3%	1.9%	3.0%	5.2%	100.0%

	White	Black	Hispanic	Asian	2 or More Races	Other	Overall
Retention (Fall 18 - Spring 19)	72.9%	62.1%	72.0%	75.7%	67.8%	73.0%	71.1%
Retention (Fall 17 - Fall 18)	49.5%	38.7%	51.2%	60.6%	41.6%	48.3%	47.9%



Goal 8 – Recognizing the Gaps



	Student Race/Ethnicity	Ivy Tech Statewide K-12 Enrollment Percentage by Race/Ethnicity	Indiana K-12 Enrollment Percentage by Race/Ethnicity*	Indiana Population Percentage by Race/Ethnicity**
Ivy Tech Community College	Not Available	4.5%	N/A	N/A
	American Indian or Alaska Native	0.3%	0.2%	0.2%
	Asian	2.1%	2.5%	2.1%
	Black or African American	5.7%	12.3%	9.1%
	Hispanic or Latino	3.6%	12.3%	6.7%
	Multiracial	4.1%	5.0%	1.9%
	Native Hawaiian or Other Pacific Islander	0.2%	0.1%	0.0%
	White	79.6%	67.6%	79.8%
* IDOE Compass Data 2018-2019: https://compass.doe.in.gov/dashboard/overview.aspx				
** American Community Survey (US Census), Indiana Population 2017, 5-year estimate				



Goal 8 Metrics



Student Metrics

Our goal is to eliminate equity gaps in 10 years specifically measured by:

- Conversion Rate
- Fall to Fall Retention
- 100% Completion Rate
- 200% Completion Rate



*Our Communities. Your College.
Pathways for Student Success and a Stronger Indiana.*



Goal 8 Metrics



Employee Metric – Measure Belonging

- Emplify Data is the basis for the Employee Belonging Metric
- 3 specific scores:
 - Trust – my opinions matter, appreciate my uniqueness
 - Psychological Safety – I am not afraid to be myself, I am afraid to express my opinions at work, there is a threatening environment at work
 - Manager – how they feel about immediate supervisor

Employee Metric – Affirmative Action

- At this time this metric is still in draft form as the strategic planning team continues to review the data from the Affirmative Action reports.
- Potential goals for this metric could be:
 - Increase recruitment and retention of our diverse employees
 - Track the promotion and professional growth of our diverse employees
 - Reducing the gap between representation of faculty as compared to students of color



Doneisha Posey - Executive Director, Employee Diversity, Equity and Belonging



- Transitioned from the Indiana Civil Rights Commission where she served initially as the Administrative Law Judge, and subsequently Deputy Director & General Counsel.
- Oversaw the operations of the agency, including civil rights enforcement and litigation. As Administrative Law Judge, she presided over cases of discrimination in: housing, employment, education, public accommodations, and credit.

Employee Metric – Affirmative Action

- Potential goals for this metric could be:
 - Increase recruitment and retention of our diverse employees
 - Track the promotion and professional growth of our diverse employees
 - Reducing the gap between representation of faculty as compared to students of color



Finance & Budget Committee Report

State Board of Trustees
December 4, 2019



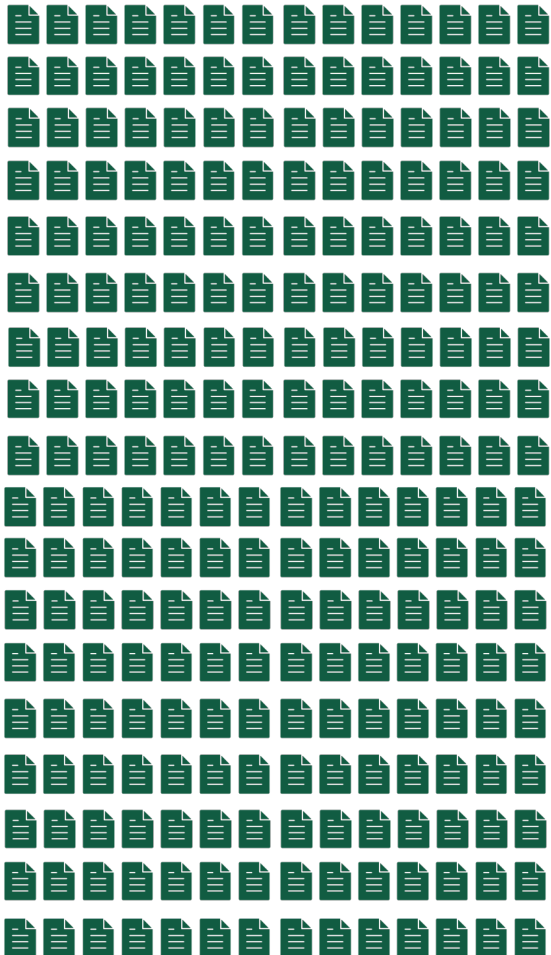
Agenda Items

1. FY19 Financial Report & Audit
2. Accounts Receivable Write-Offs
3. FY20 Budget & Performance Update
4. Resolutions
 1. CRM Integration Vendor Recommendation
 2. Accounts Receivable Write-Offs

ANNUAL FINANCIAL REPORT & AUDIT

Report Development & Audit Process

Over **13 million** lines of journal entries generated



KEY PROCESSES
Banner Updates
Land & Building Verification
PO Approvals
Fixed Asset Review
Payroll Changes
Invoice Approvals
Reimbursement Approvals
Campus Journal Entries
Operating Schedules
Capital Lease Schedules
Depreciation
Open Encumbrance Review
Systems Office Closing Journal Entries
Report Development & Design



>1600 Accounting Staff Hours



3 SBOA auditors on-site full-time from August through October

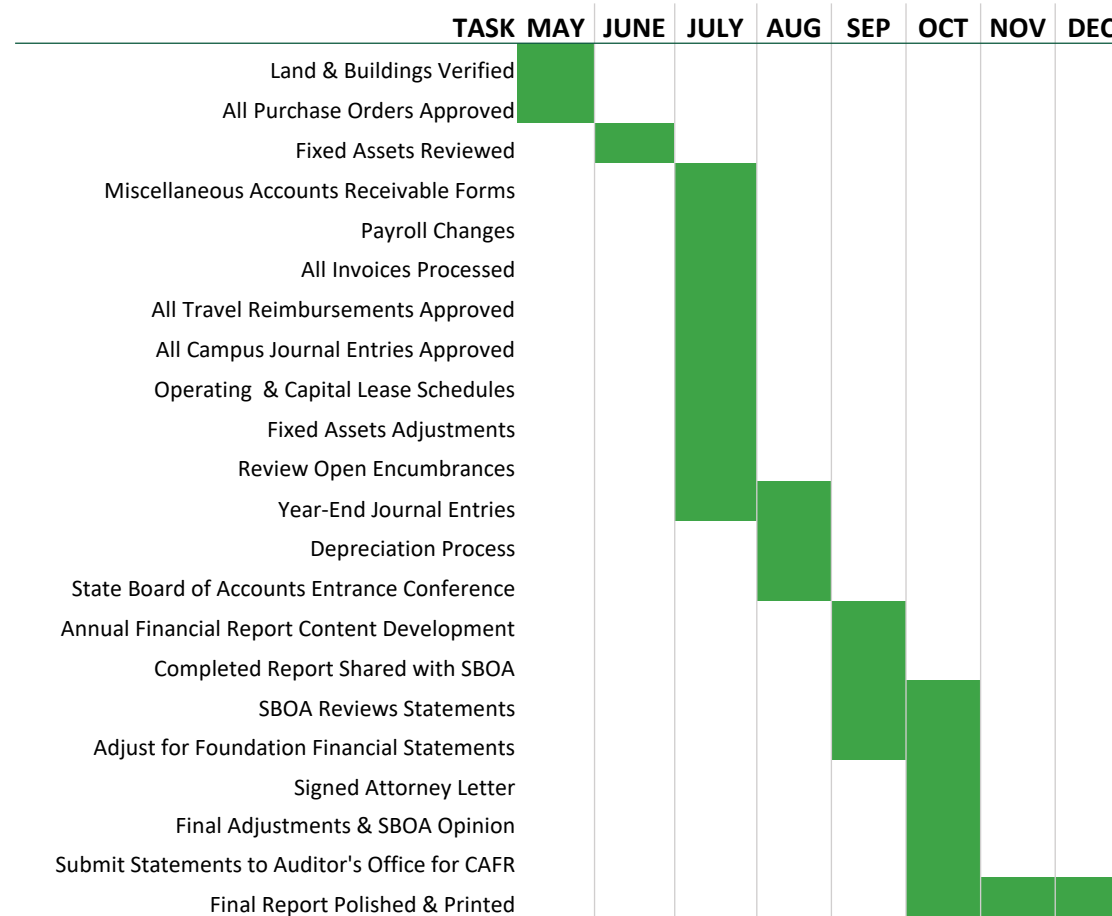


69 Pages

EXTERNAL PARTIES PERF Ice Miller Anthem 55 Bank Accounts US Bank Delta Dental Transamerica Katz Sapper Miller

IVY TECH DEPARTMENTS Internal Audit HR Foundation Financial Aid Risk Management Marketing Business Intelligence

Report Timeline



SBOA FY 2019 Audit Opinion

- The State Board of Accounts issued an unmodified opinion for the 2019 fiscal year financial statements.

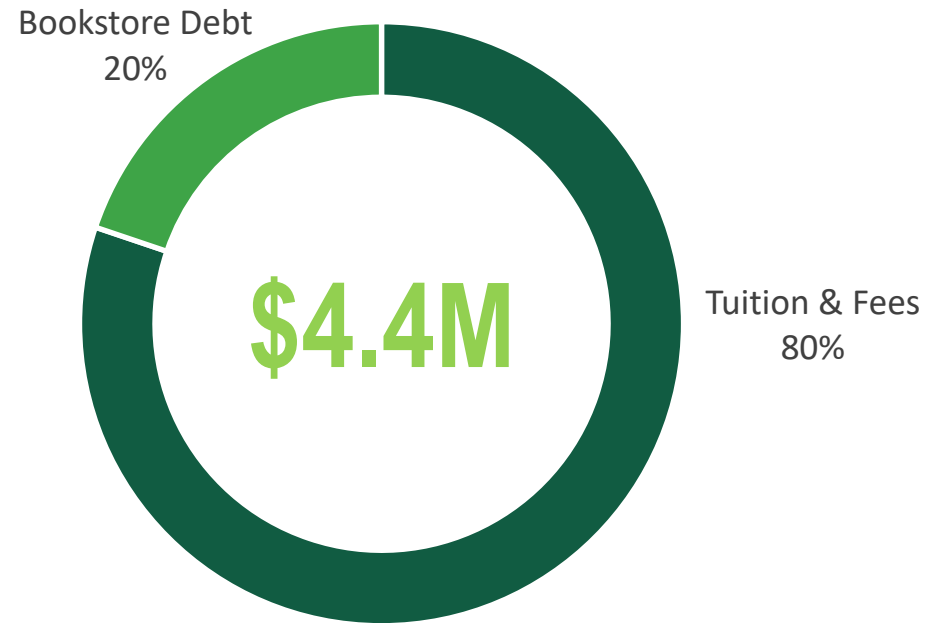
ACCOUNTS RECEIVABLE WRITE-OFFS

ACCOUNTS RECEIVABLE WRITE-OFFS

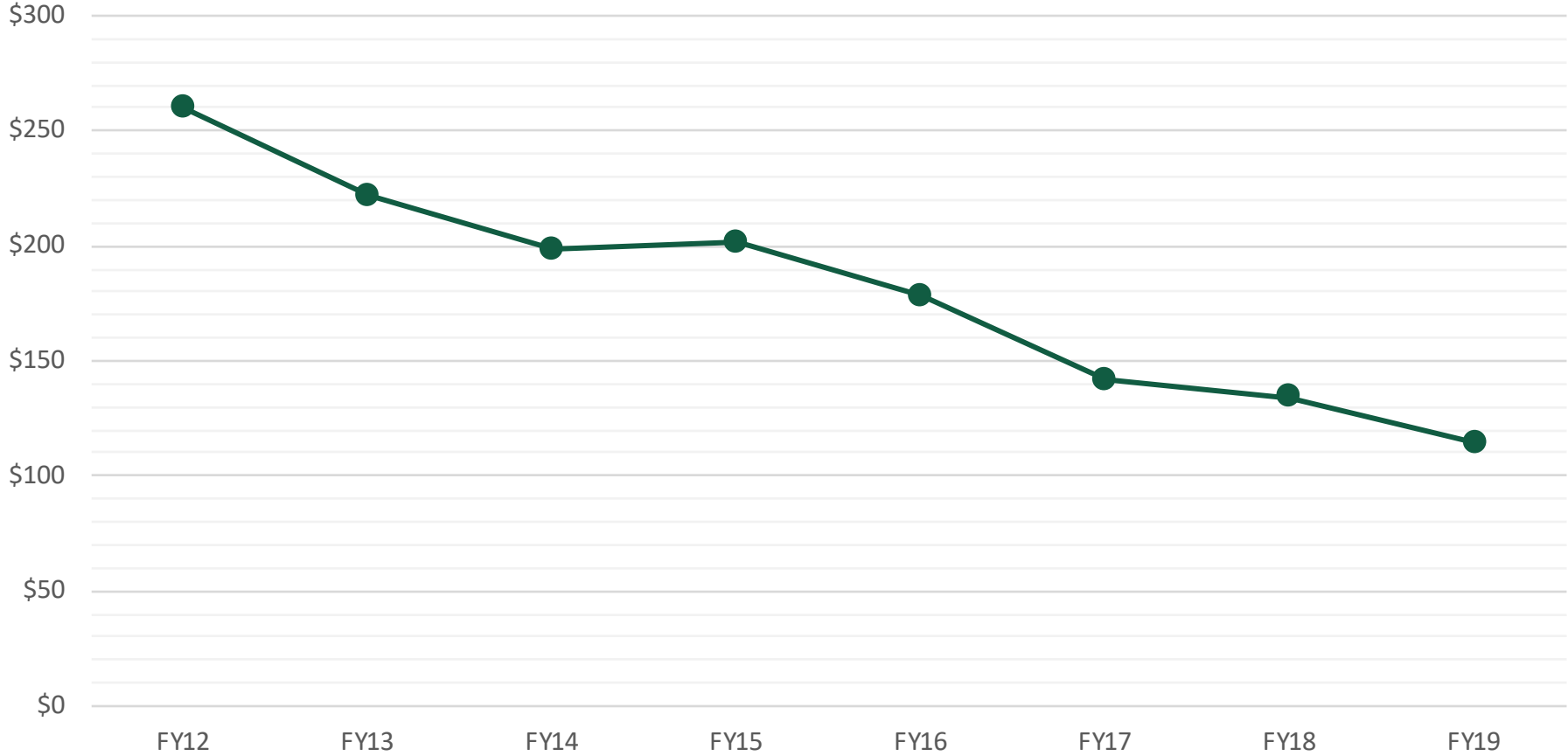
Why it matters

- Accounts receivable must be evaluated periodically to determine probability of collection
- The recommended practice is to write off student accounts that will not be collected within one year

FY 2019 Write-Offs by Source

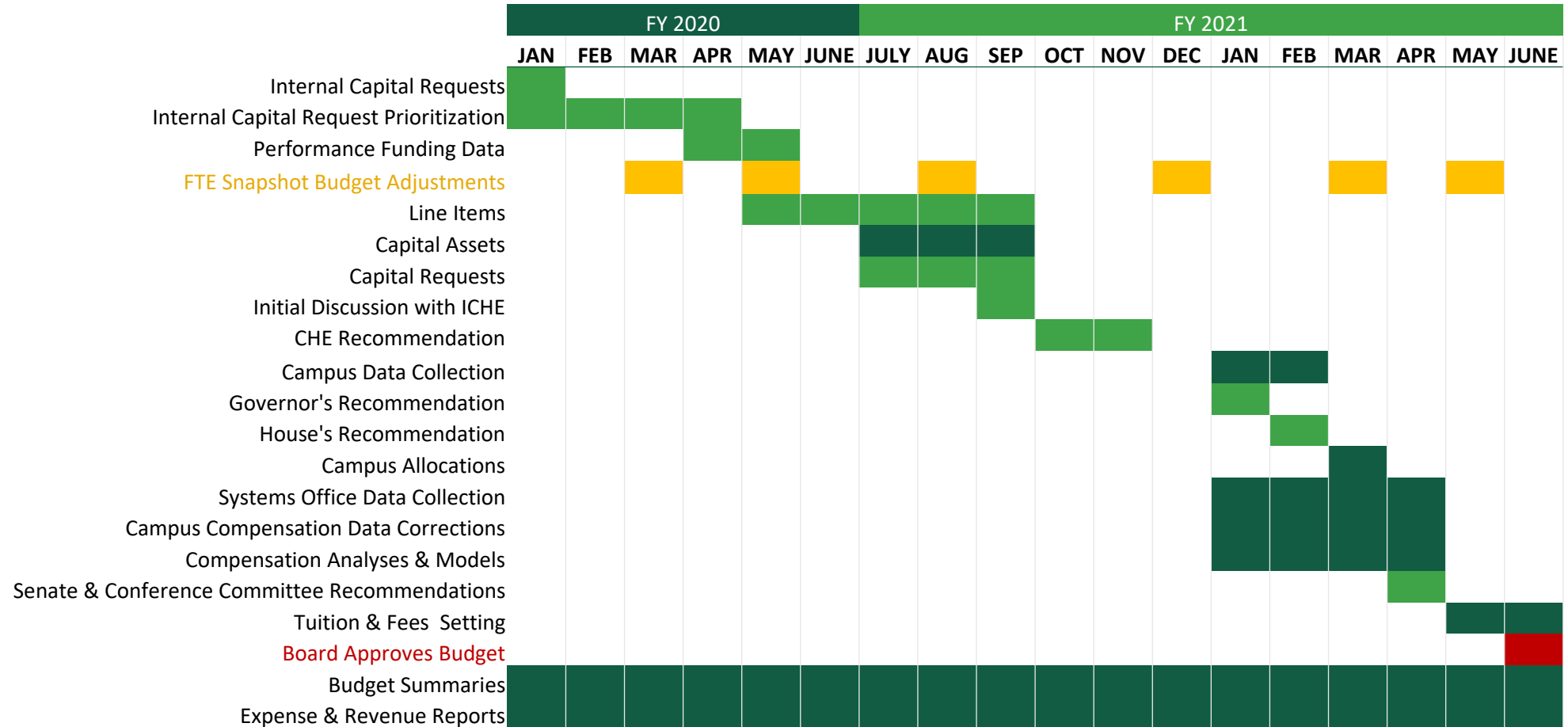


Write-Offs Per FTE Declining



FY20 BUDGET & PERFORMANCE UPDATE

How we develop and manage the budget

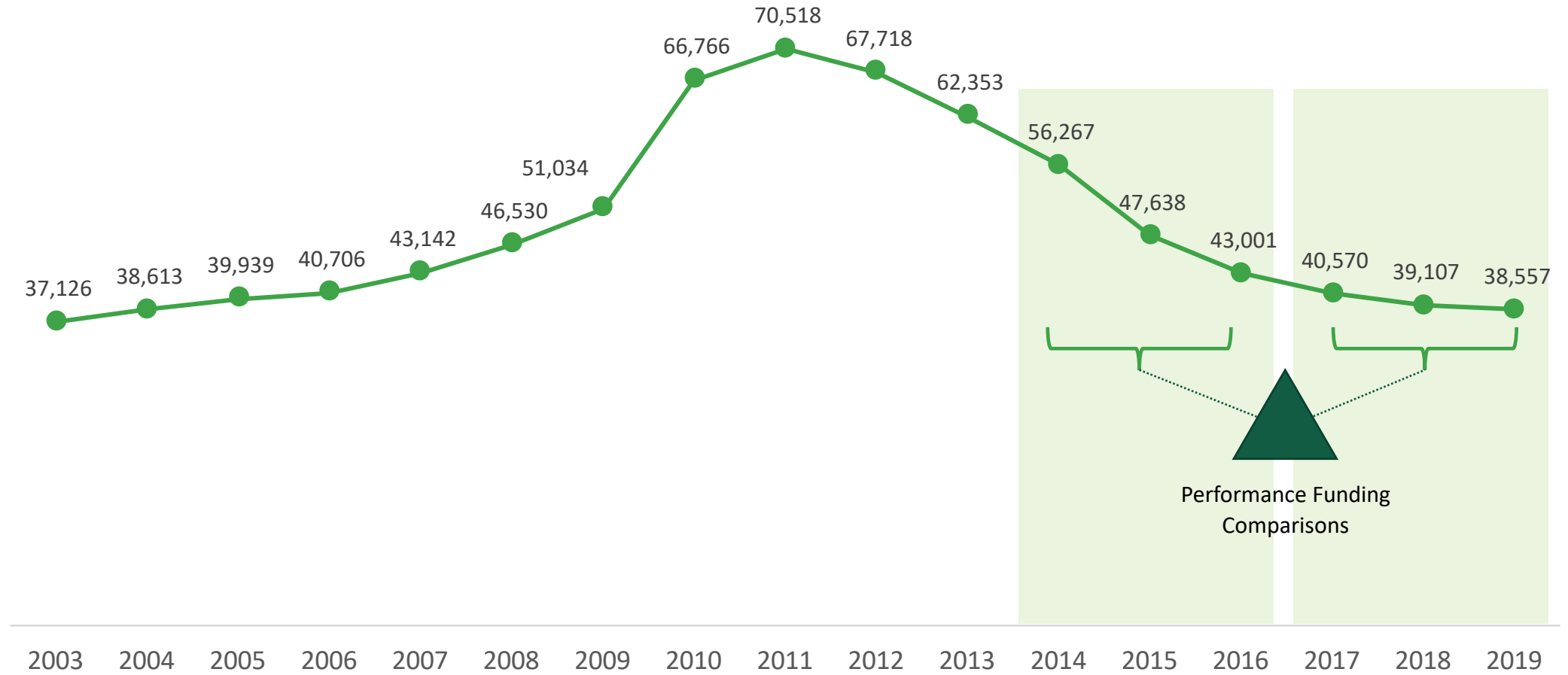


PRELIMINARY PERFORMANCE METRICS

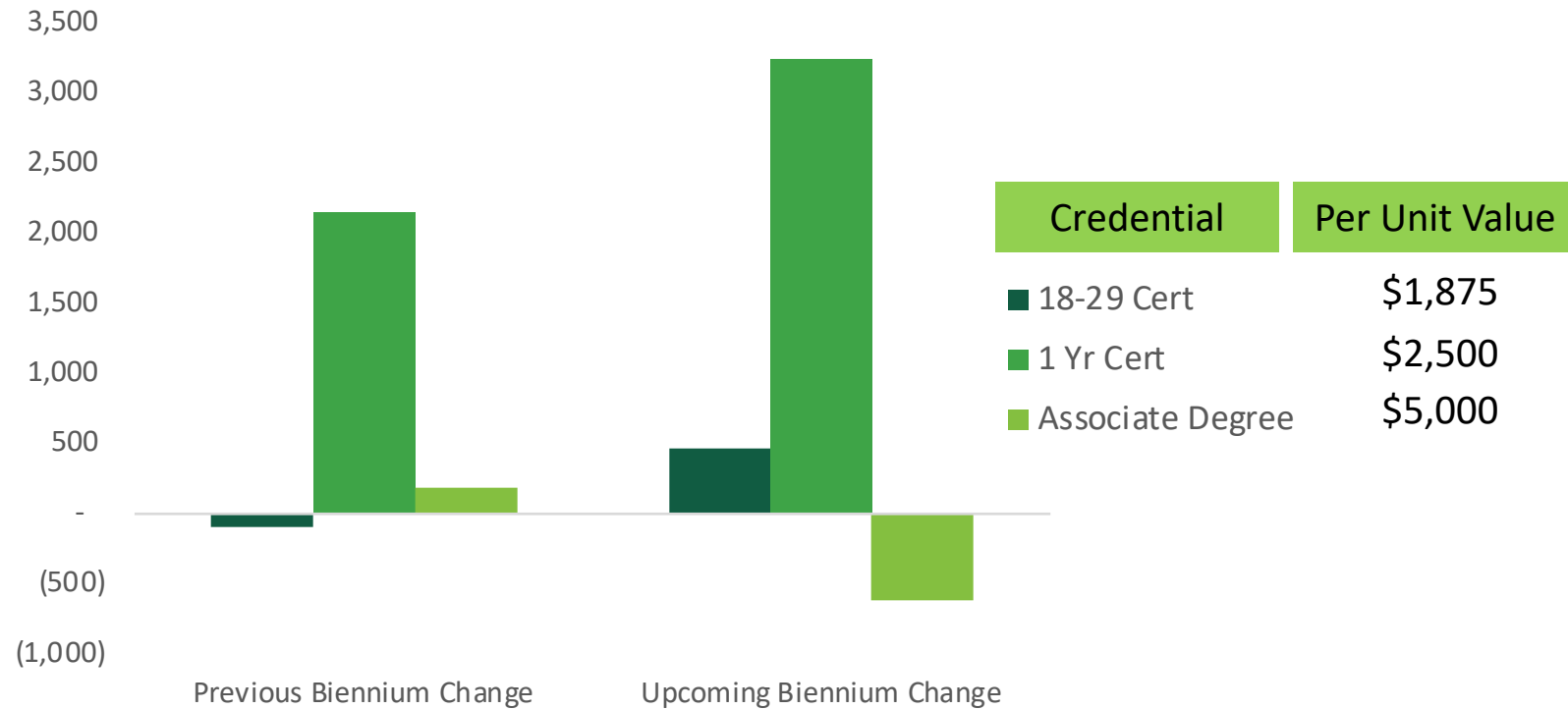
FY 2019-21 Budget Period vs. FY 2021-23 Budget Period

Indiana Resident FTE

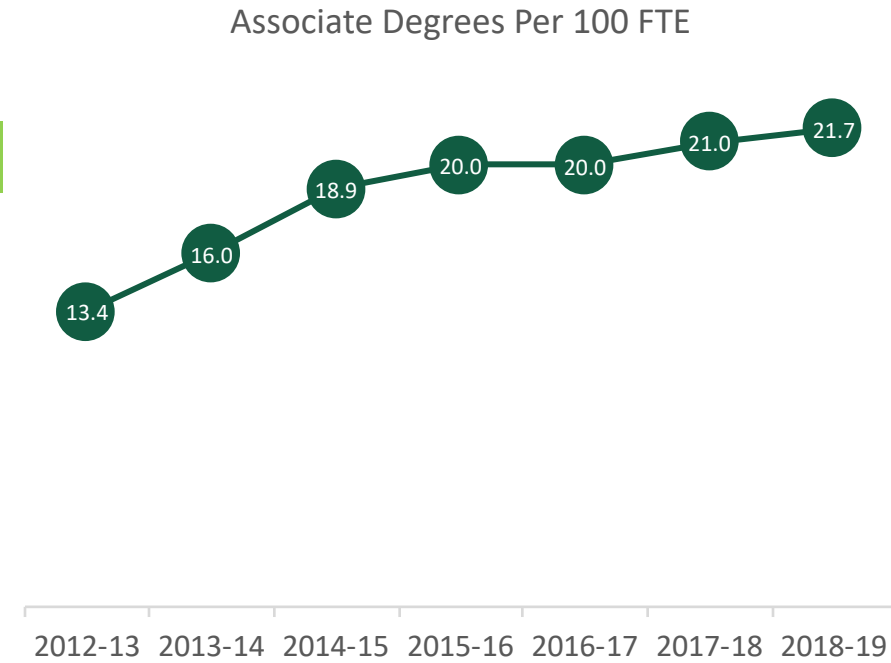
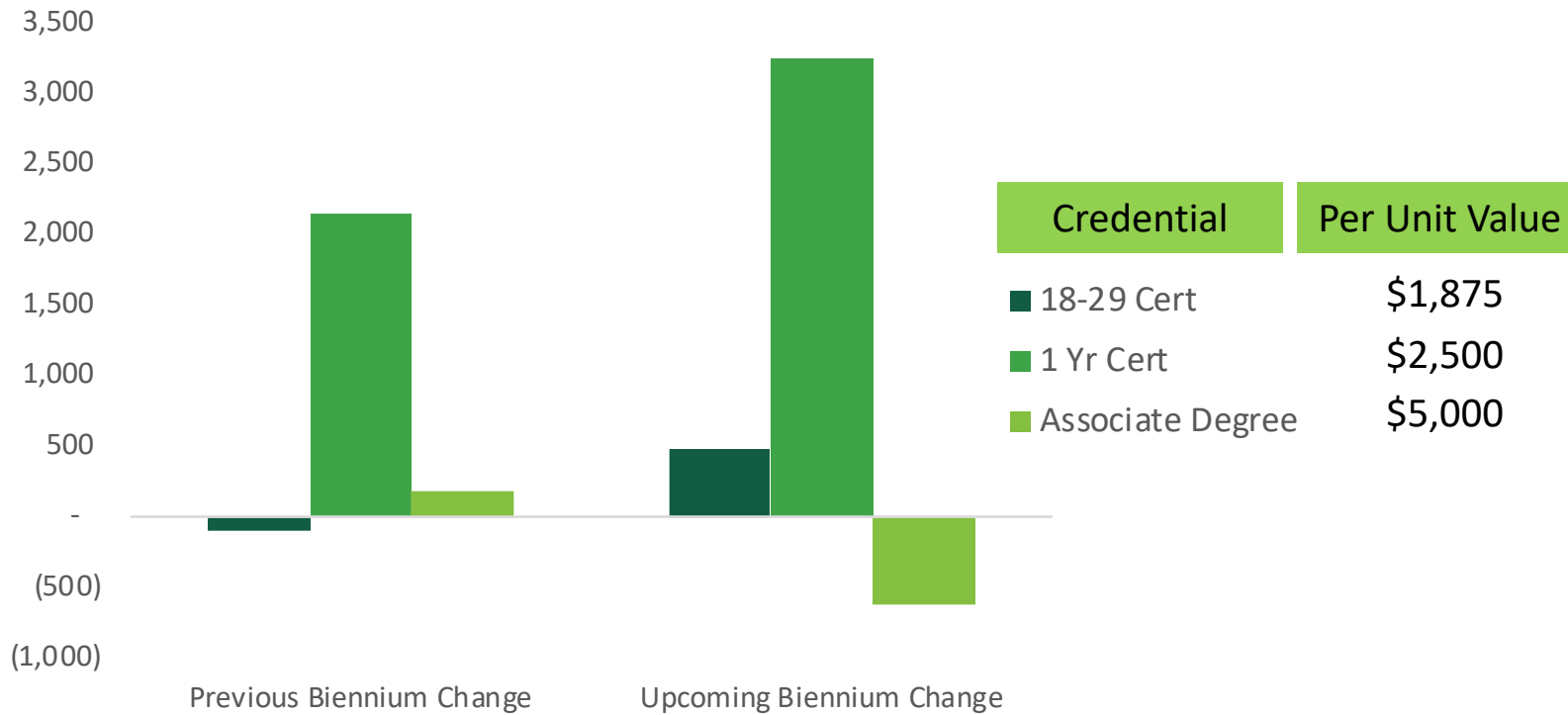
Excluding High School Students



Overall Degree Completion Performance

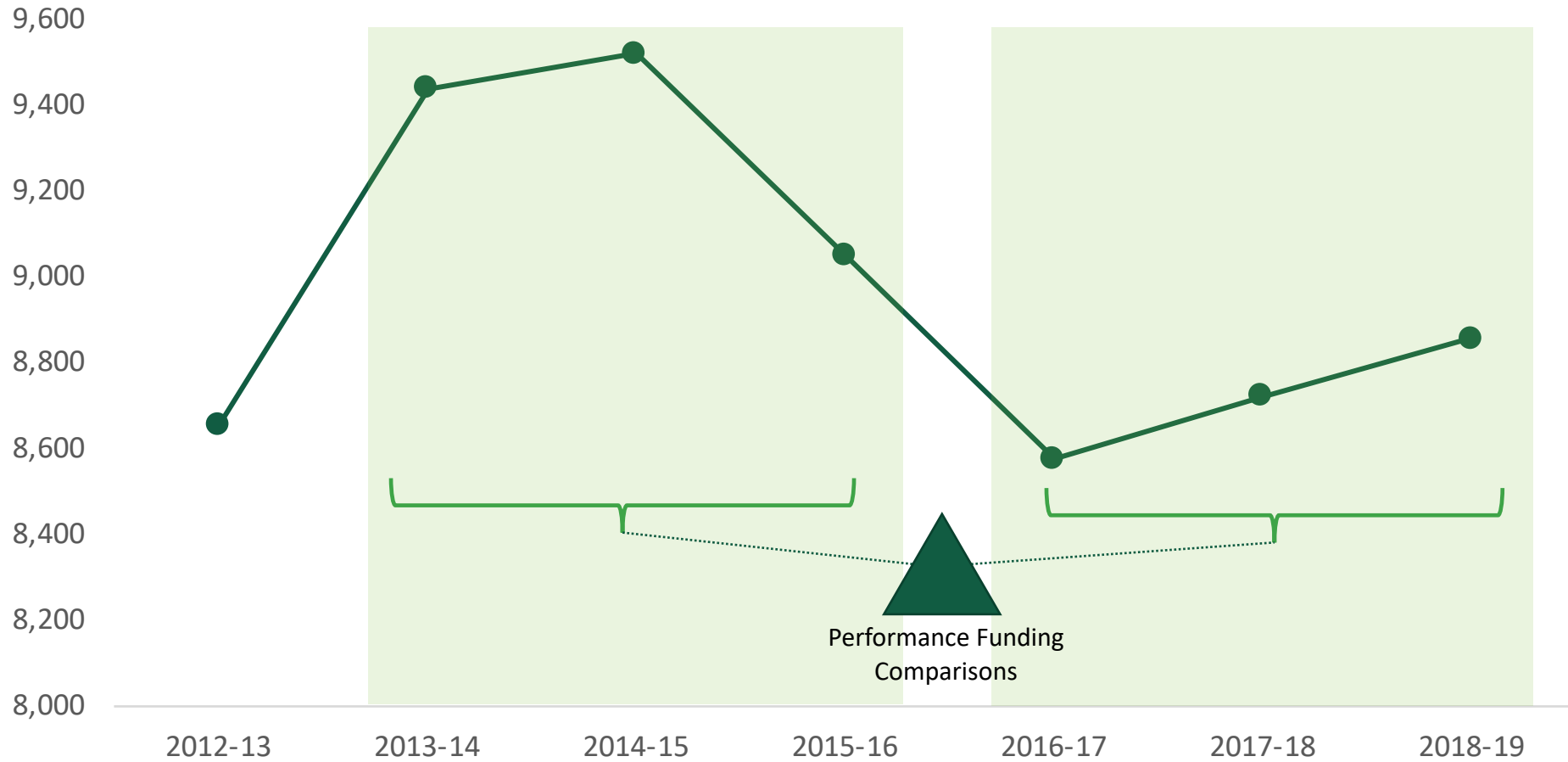


Overall Degree Completion Performance



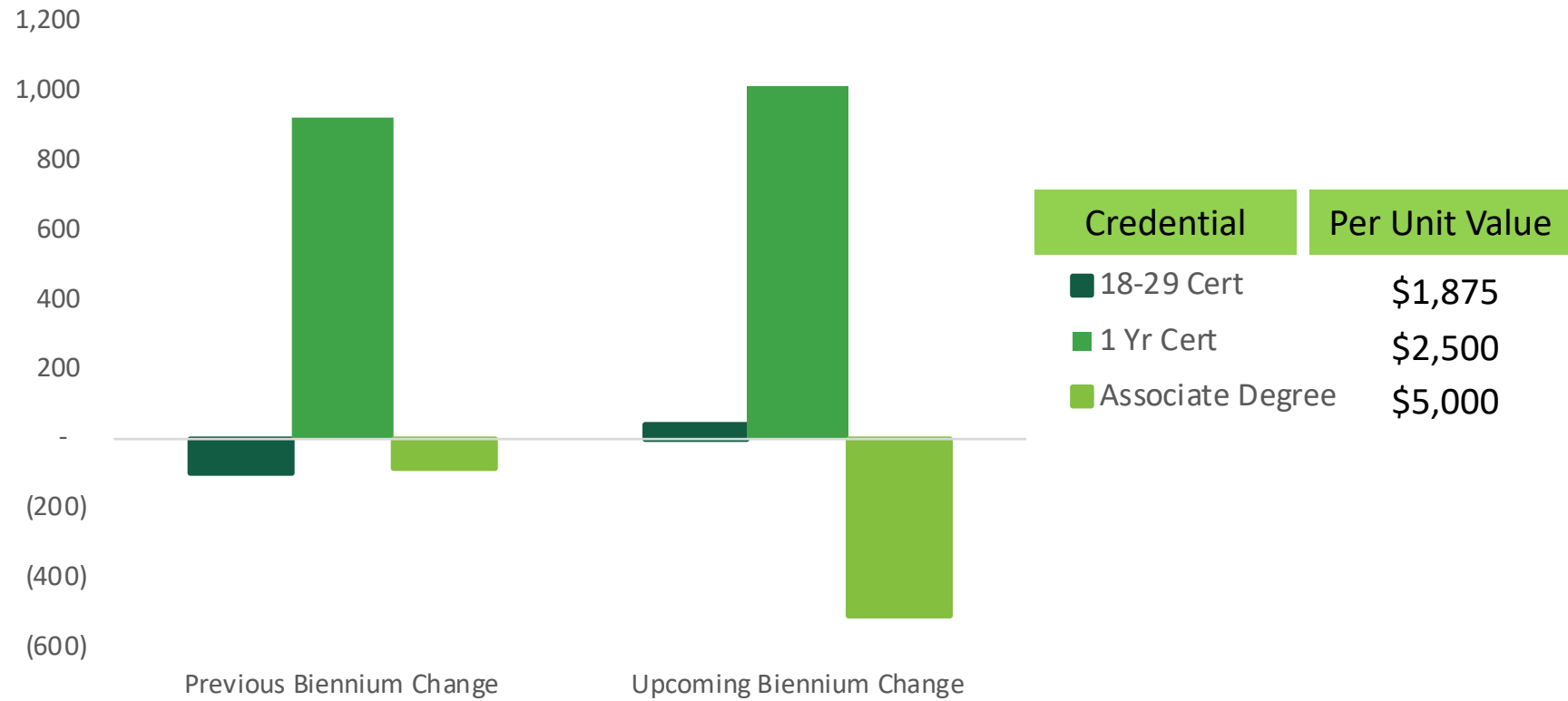
Associate Degree Production

2012-13 to 2018-19

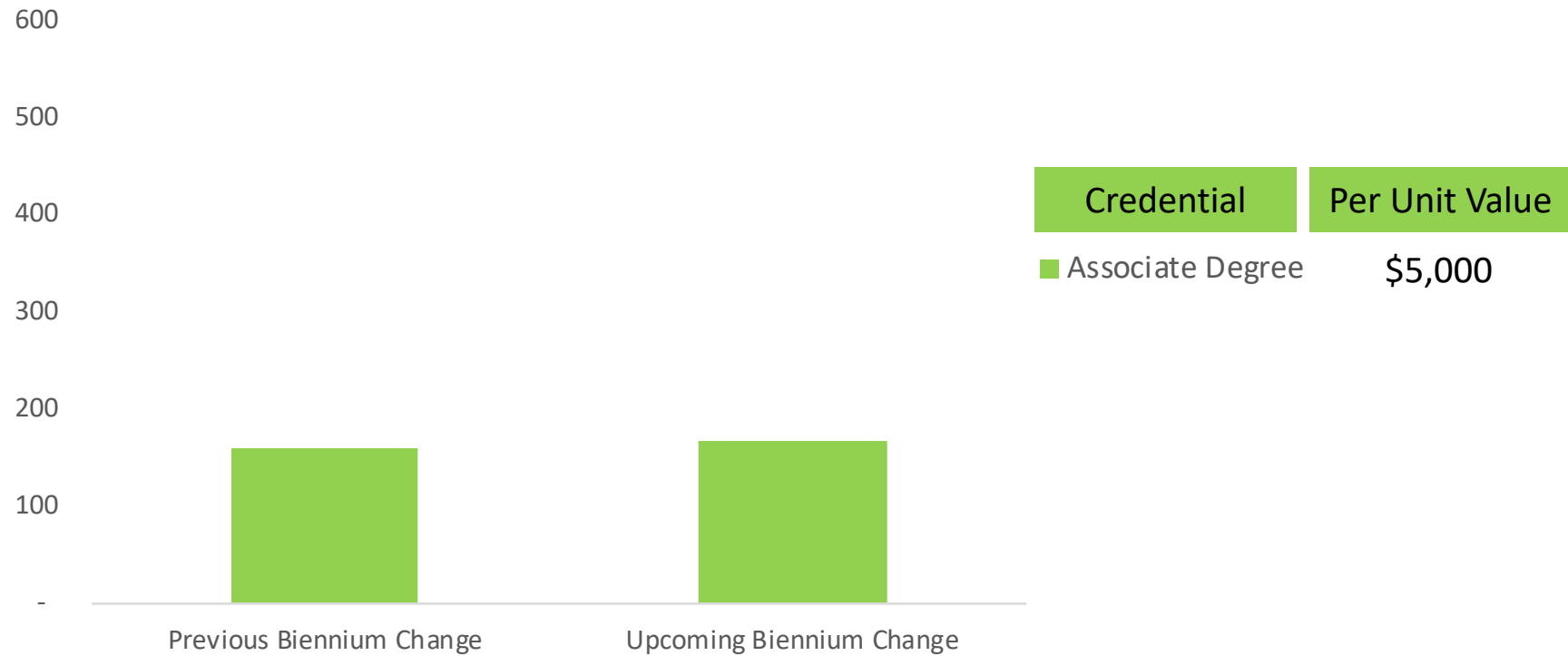


At-Risk Degree Completion

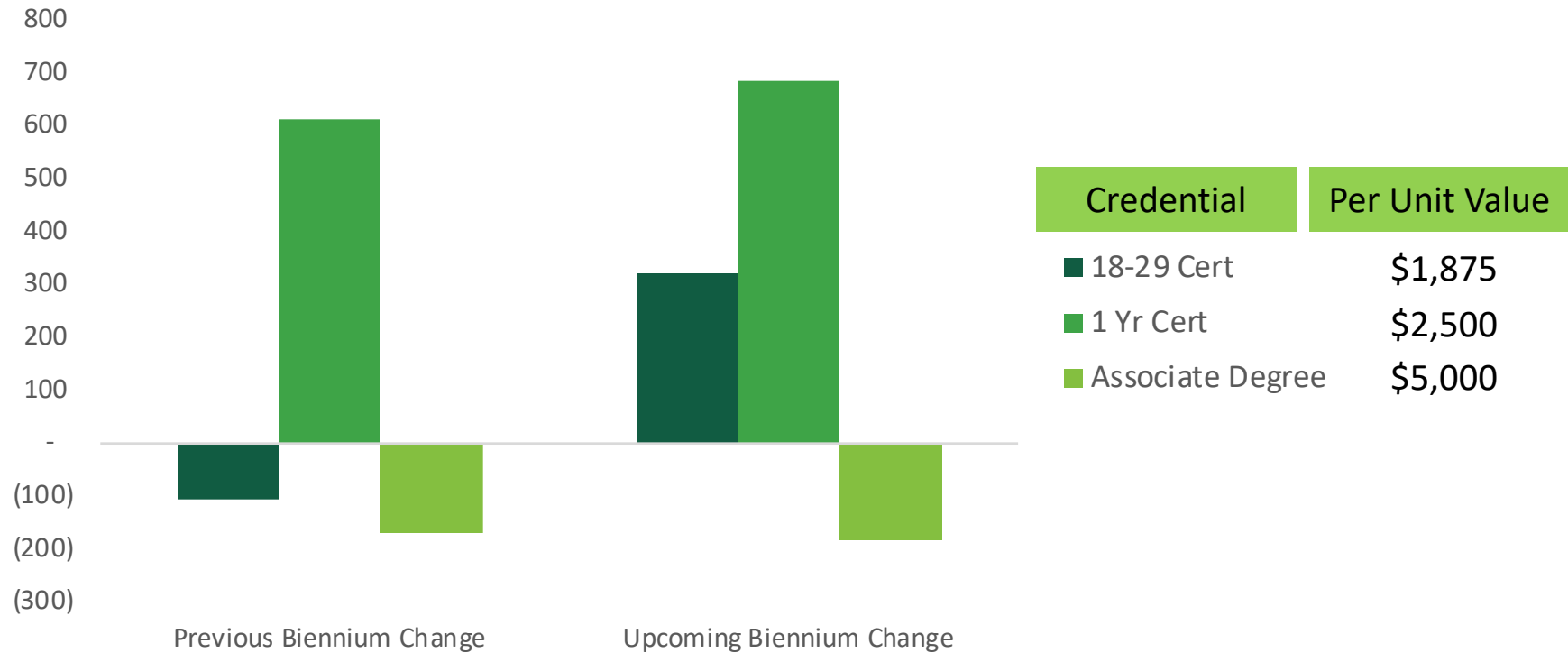
Performance



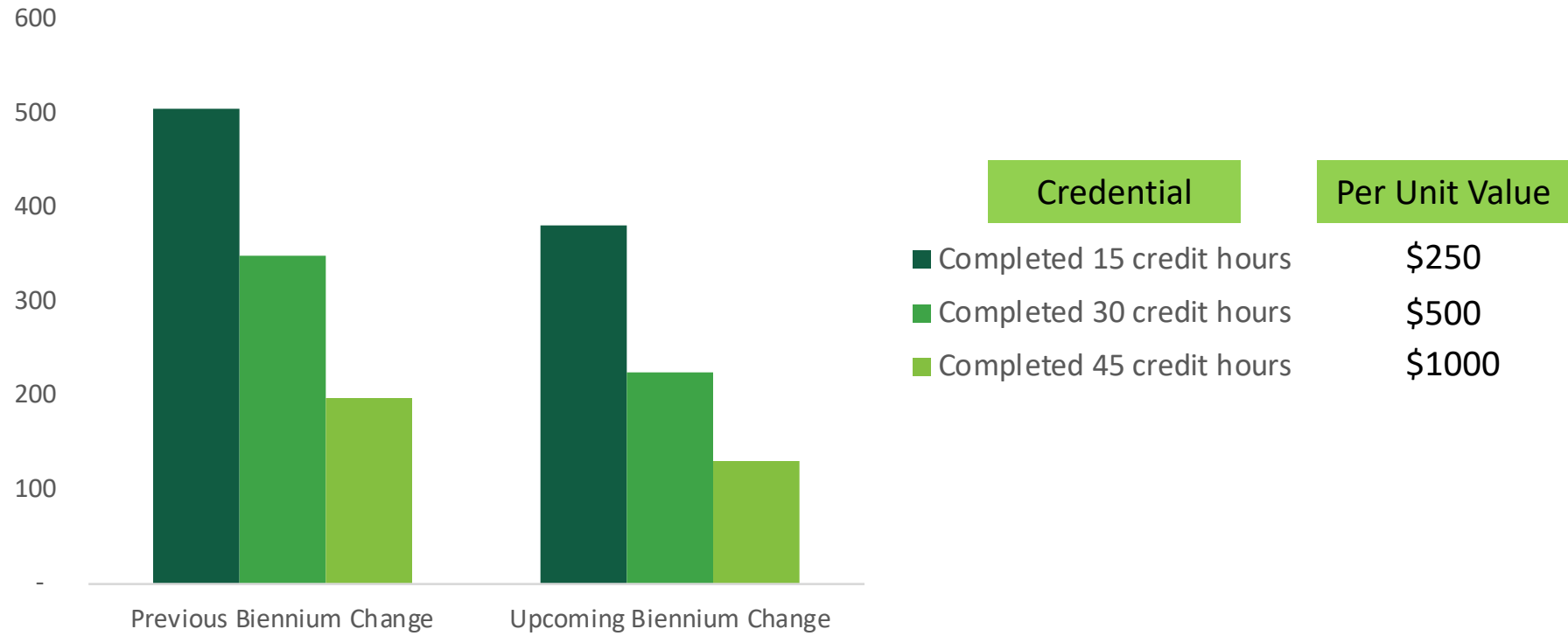
At-Risk On-Time Graduation Performance



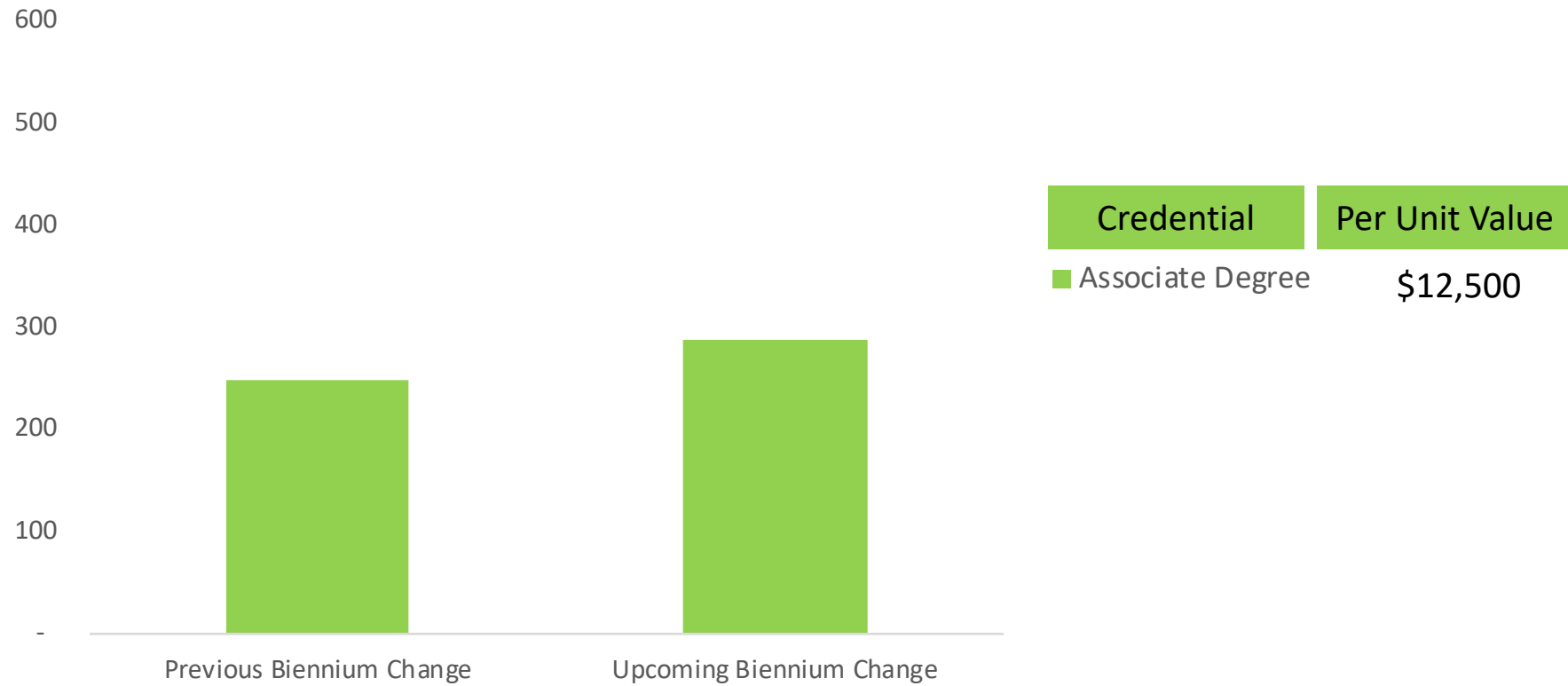
STEM Degree Completion Performance



Persistence Metric Performance



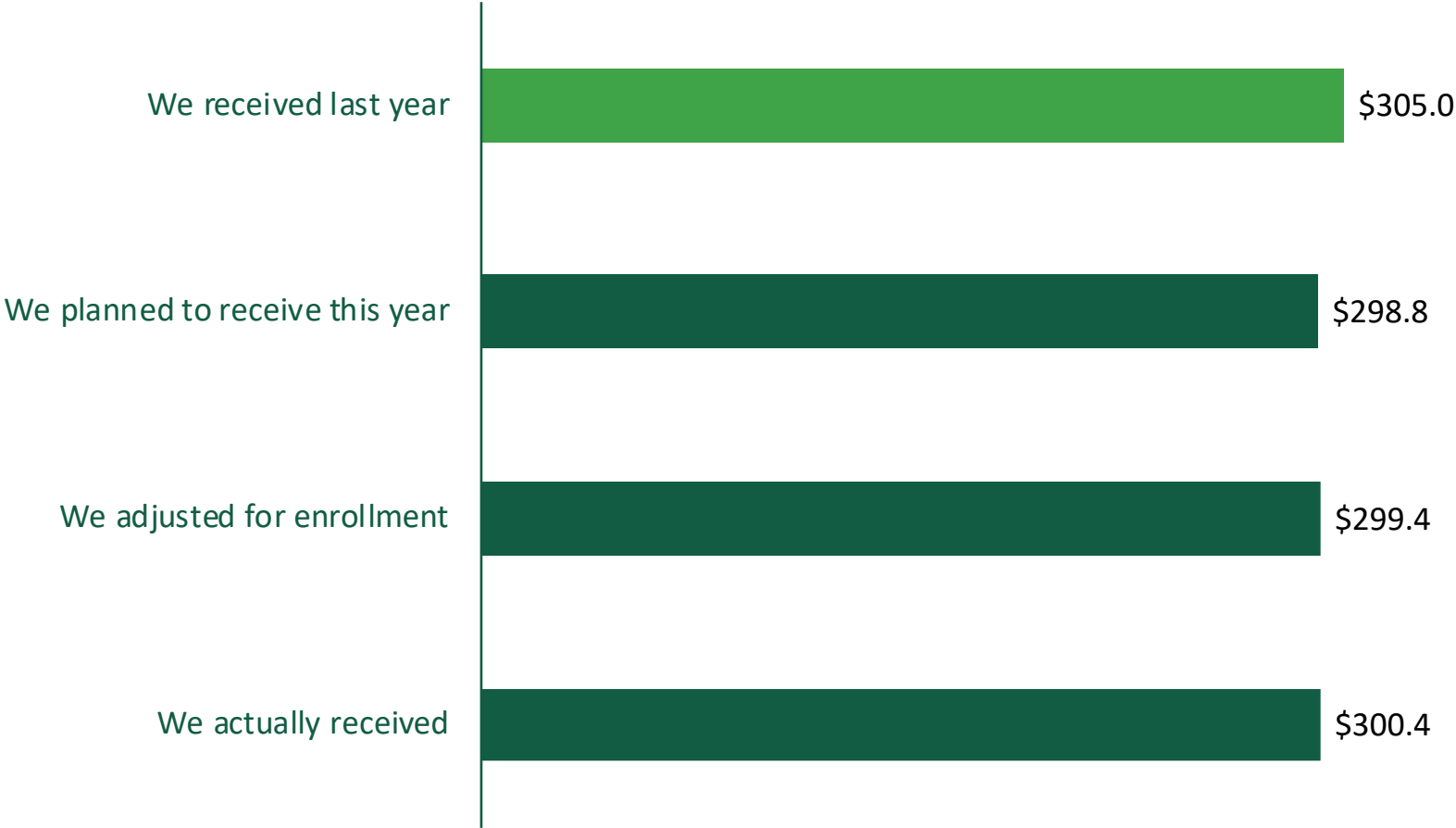
On-Time Graduation Rate Performance



FY 20 Budget Update

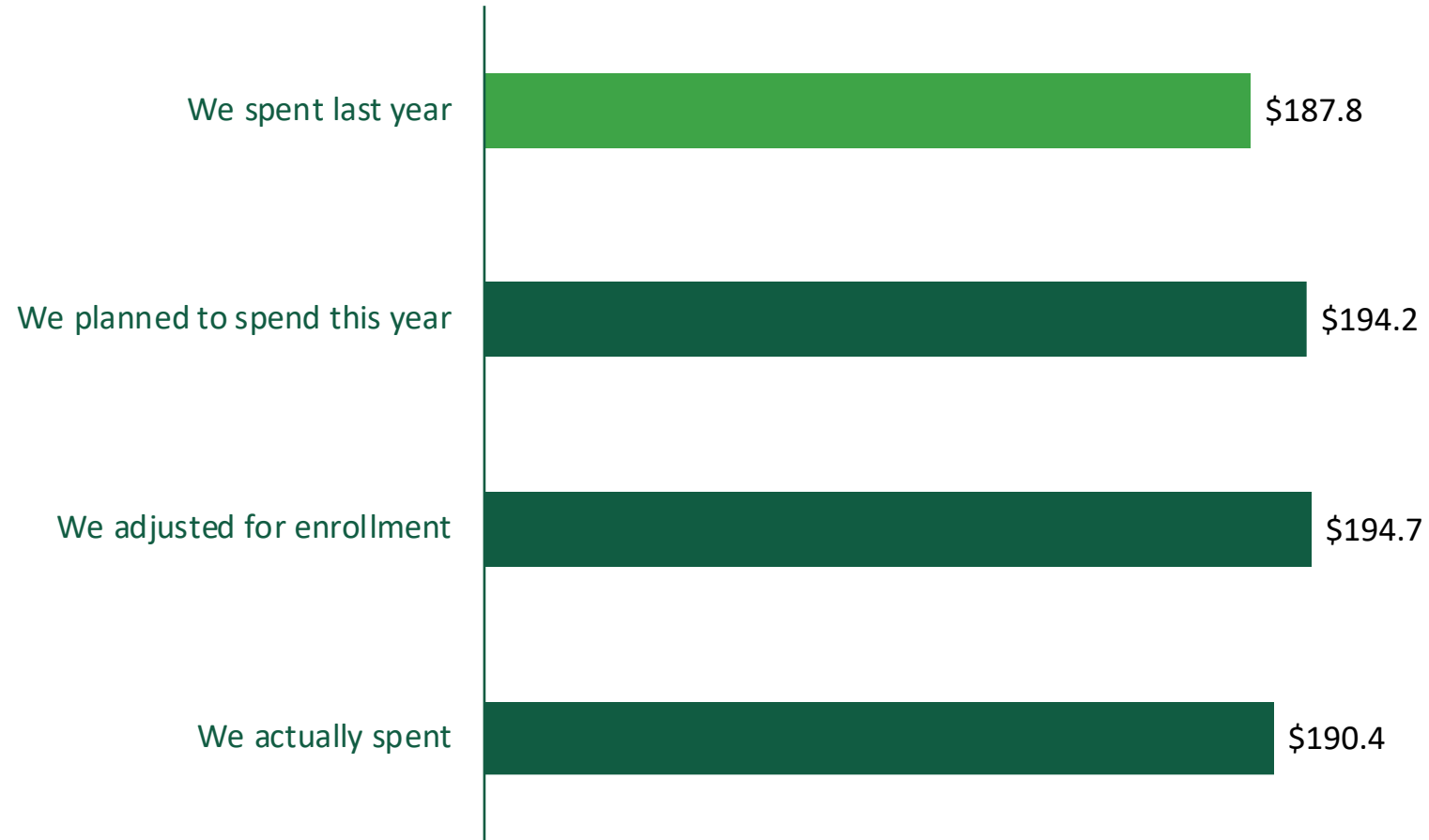
FY20 Operating Revenue

in millions



FY20 Operating Expenses

in millions



RESOLUTIONS

CRM INTEGRATION VENDOR RECOMMENDATION

CRM Introduction

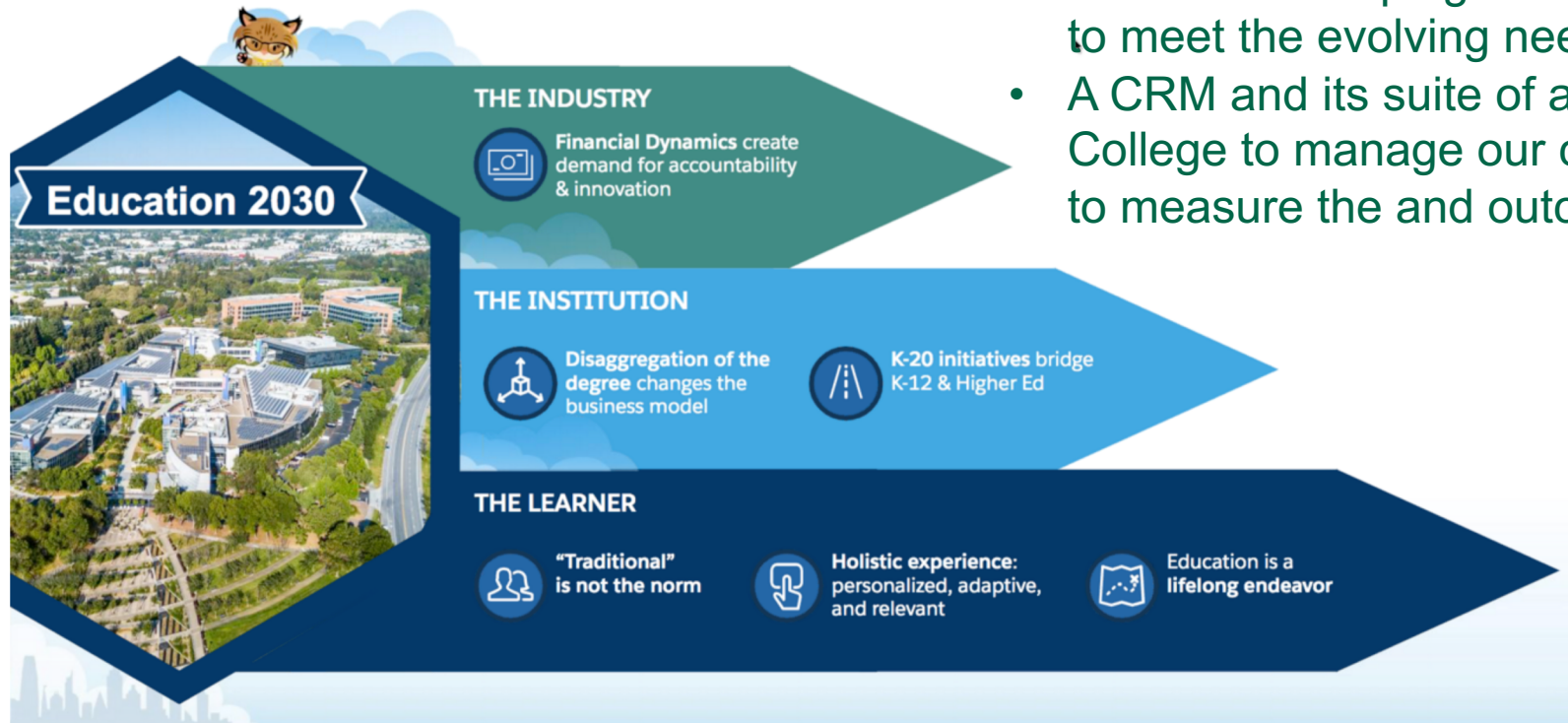
- Goal: To gain a common understanding of the Project and its value
- Topics To Address
 - What is CRM?
 - Who are our Constituents?
 - How does CRM Technology and Practices Impact Ivy Tech's Mission and Strategic Plan?
 - Transforming the Student Journey
 - An integrated CRM Platform can...
 - Transform our Student Interactions
 - Facilitate Process Improvement



What is a CRM?

- Constituent Relationship Management (CRM) is a combination of people, processes, and technology used to deliver superior service to a constituent.

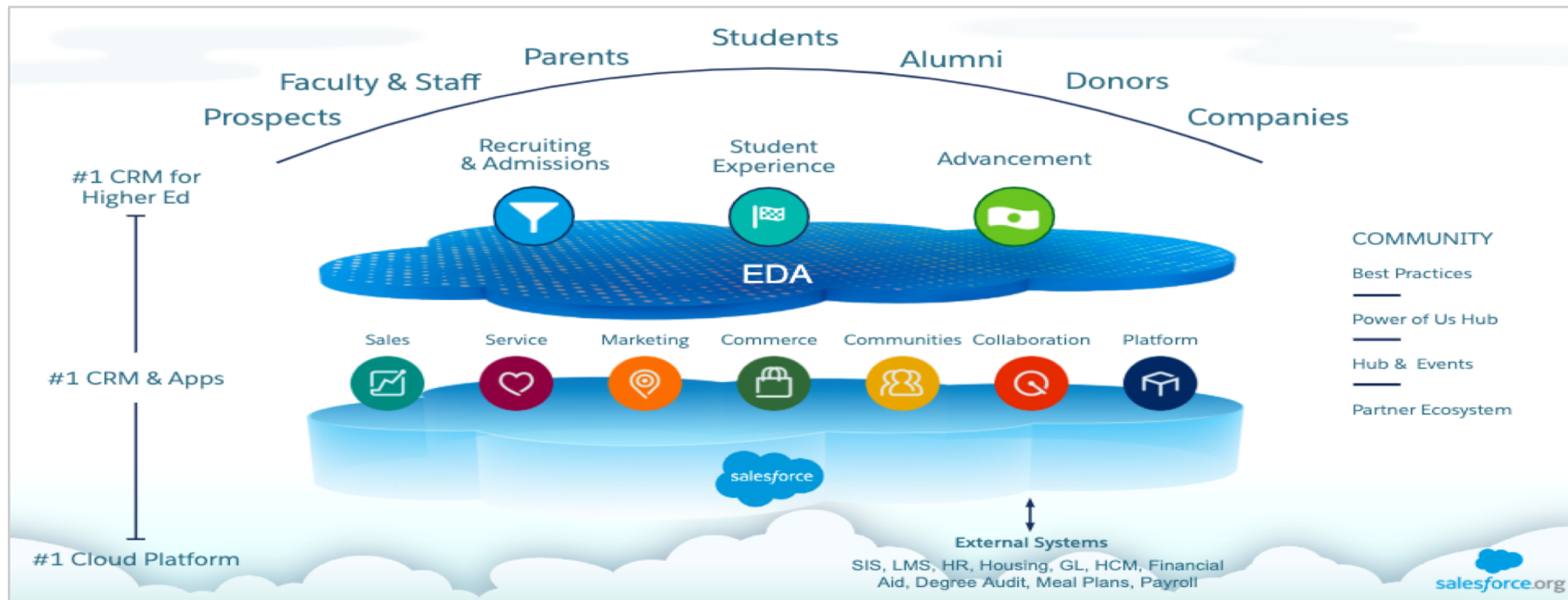
- The forces shaping education provide a Call to Action to meet the evolving needs of our constituents.
- A CRM and its suite of applications will enable the College to manage our constituent relationships and to measure the and outcome of our engagement.



Selecting the Right CRM Platform: Salesforce

Provides a 360 degree view across Ivy Tech

- Track, assess, evaluate across all data points the entire journey
- Enhance and optimize enrollment, retention and completion
- Gain visibility into the college's customers/stakeholders to serve them more effectively.



*Our Communities. Your College.
Pathways for Student Success and a Stronger Indiana.*



Who are our Constituents?

- Prospective Students
- Dual Credit/K12 Students
- Guest Students
- Current Students
- Parents
- Faculty
- Staff
- Industry Partners
- Alumni
- Donors
- Employers
- Government Agencies



How can CRM Technology and Practices Impact Ivy Tech's Mission and Strategic Plan?

- Transforms the Student Journey
- Coordinates Employer Engagement at a System Level
- Grows Alumni Engagement
- Boosts Enrollment, Retention and Completion Outcomes
- Optimizes Internal Effectiveness Between College Departments and Locations



Our Communities. Your College.

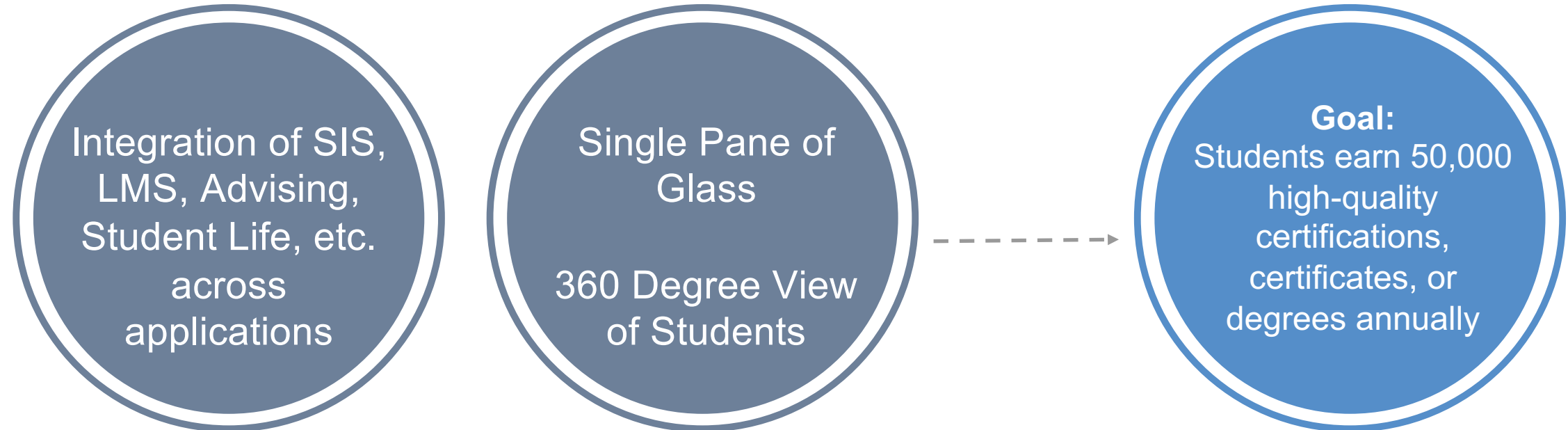
Pathways for Student Success and a Stronger Indiana.



Transforming the Student Journey

Provide the College with a complete view of the student journey.

Inquiry => Application => Enrollment => Retention => Persistence => Completion => Engagement



Add Value to Student Interactions

- Engage prospective students through to admitted students.
- Simplify workflow for College employees
- Reduce data entry when working with students
- Enable students to identify goals and to track progress
- Embed predictive analytics and business intelligence in each step
- Engage potential at-risk students at first detection signs

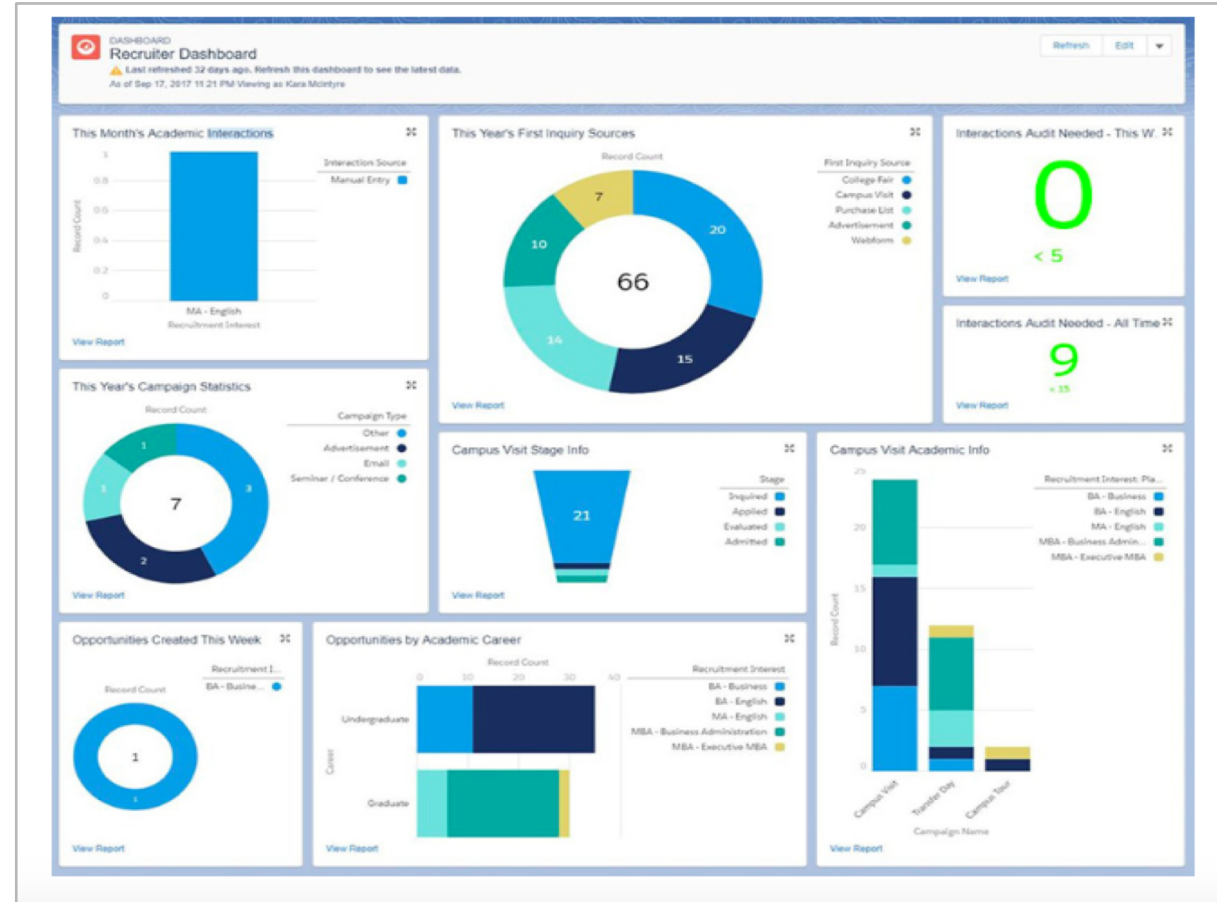
Education Data Architecture (EDA) A 360-Degree View of the Student



An integrated CRM Platform can...

Facilitate Process Improvement

- Transition more prospective students from interested to enrolled.
- Highlight early signs of waning persistence.
- Reduce the "screens" advisors and faculty use when with a student.
- Increase interaction between Workforce & Career and Academic Affairs.



Implementation Partner

- Nine firms submitted proposals
- Seven firms were invited to provide a demo
- Appirio scored highest in both the proposal and demo categories
- Appirio currently employs 15 former Ivy Tech students/grads, they are based out of Indianapolis ... employing 131 staff in Indiana. 20% of their payroll is in Indiana
- They are a Global Strategic partner with Salesforce and have deep HigherEd experience.
- This 16 month project will provide for hours, resources and rates for the 68-week engagement are \$3,620,000. This represents 22,400 professional staff hours serving in 19 positions



Questions?

2019 Steps and 2020 Schedule

- ✓ Standardize on a CRM Salesforce Platform
- ✓ Solicit Implementation/Integration Vendor(s)
 - ✓ RFP Issued: July 1, 2019
- ✓ Identify Functional (SO and Campus) and Technical Project Team and Structure
- ✓ Proposals Due: August 9, 2019
- ✓ Proposal Evaluation (Aug 10-23)
- ✓ Vendor Demos: August 27, 28 and 30 in Indianapolis and statewide via Zoom
- ✓ Vendor(s) Selection/Contract Negotiation

- CRM Contract Presentation to SBOT
- 16 month Implementation Project (January)
 - Business Process Improvement
 - Systems Migration and Integration
 - Change Management



Our Communities. Your College.

Pathways for Student Success and a Stronger Indiana.



Implementation Components

- Systems and Processes
- Business Process Improvement
- Systems Migration and Integration
- Change Management

Leadership Team

- Executive Sponsor: Andy Bowne, COO
- Strategic Initiatives & Change Mgmt: Kristen Moreland, VP
- Office of Information Technology: Matt Etchison, CIO
- Functional/Business Process PM: Jeff Kraft
- CRM Project Director: TBD



Our CRM Project History

- Ivy Tech began evaluation of CRM practices in 2015. The evaluation was prompted in great part from feedback by multiple external partners and stakeholders who voiced concern about lack of coordination from Ivy Tech.
- In 2016-2017, the Ivy Tech team worked through an internal review of CRM practices. The review included gathering information about a number of CRMs in use today and also understanding processes in place with CRMs. Through this process, we learned that the feedback from internal partners matched that of external partners and there is a desire to have a unified system.
- Also in 2017, innovation demos were presented to some departments, for example student experience and the foundation, to understand marketplace capabilities around CRM practices.
- In fall of 2018, Ivy Tech issued an RFI for a CRM Platform Solution. After a College-wide team evaluated proposals and demos, the College selected Salesforce as our CRM platform standard.
- After exploring Salesforce licensing models, application capabilities and documenting the College's CRM functional opportunities, the College issued an RFP on July 1, 2019 to select an Integration/ Implementation Vendor(s) to build the CRM functionality within our Salesforce Platform.
- In fall of 2018, Ivy Tech issued an RFI for a CRM Platform Solution. After a College-wide team evaluated proposals and demos, the College selected Salesforce as our CRM platform standard.
- In fall of 2019, Ivy Tech will embark on an ambitious effort to transform our students' journey from their first step of considering College and into their post-graduate entry into the workforce.



December 2019 Board Report

Active Grant Breakdown:

(117) Competitive Grants: \$26,552,216

(23) Non-Competitive Grants: \$27,804,588

(140) Total Active Ivy Tech Grants: \$54,356,804

Note: Due to space limitations, only an illustrative sample of awards and submissions are described below.

Grants Awarded During Period (46- \$10,928,679)

(28) Competitive Grants: \$2,569,694

(18) Non-Competitive Grants: \$8,358,985

- **Lake County** received a \$40,000 supplemental grant from the U.S. Department of Education for each campus's TRiO Talent Search grant. This supplemental award will be used to provide participating students with the following experiences: math boot camps and workshops; introductory robotics classes; STEM camps; industry tours; attendance to the Women in STEM Conference; and computer science classes.
- **South Bend—Elkhart** received a \$1,000,000 sub-grant from University of Notre Dame as part of Notre Dame's overall award from the Lilly Endowment. The funds will be used for the construction of the Elkhart location's iFlex laboratory, which will house the industrial technology and advanced automation and robotics technology programs.
- **Lawrenceburg** received a \$1,479 grant from the East Indiana Area Health Education Coalition. The funding will allow the Lawrenceburg campus to purchase supplies for the nursing simulation lab.
- **Non-competitive awards during** this period include the 18 Carl D. Perkins grants awarded to each of the campuses from the Governor's Workforce Cabinet.

Grants Submitted During Period (19 - \$8,651,697)

(19) Competitive Grants: \$8,651,697

(0) Non-Competitive Grants: \$0

- **Fort Wayne** submitted a proposal to the National Science Foundation's Advanced Technical Education grant opportunity. The \$599,485 request will be used for the Controlled Environment Agriculture/Vertical Farming (CEA/VF) Pedagogy Project, which will utilize microsystems courses to introduce students to the use of microsystems sensors in CEA/VF, and will create an interdisciplinary certificate in CEA/VF for students enrolled in agriculture, automation and robotics, business and entrepreneurship, and computer technology associate degree programs.
- **Kokomo** submitted a \$15,000 request to the SIA Foundation as part of their larger capital campaign project to complete renovations at the Kokomo campus. Support from the SIA Foundation would be used for Phase 2 of the project, which will renovate the Main Building, Health Professions Center, and site infrastructure.
- **Richmond** submitted a proposal to the Wal-Mart Foundation for \$5,000 to support the Ivy CARES program and provide students with emergency assistance.

Proposals Declined During Period (2 - \$2,112,252)



Building, Grounds, and Capital Committee

Amanda Wilson

Vice President for Capital Planning and Facilities

Buildings, Grounds, and Capital Discussions

Construction and Land Acquisition Topics (Resolutions)

- A. Muncie Campus- Request to Donate South Instructional Center
- B. Evansville Campus- Request Approval to Expand an Utility Easement
- C. Elkhart Campus- Accept Offer on a Residential Property
- D. Kokomo Campus- Request Approval of JOC Contract for Buildings 3 & 4

Informational Items

- A. Columbus Capital Project Status
- B. SBOT Contracts Approved Contract XBE Update

Cowan Road Properties



Annex Property
Foundation owned; sale pending

North Instructional Center
Ivy Tech Cowan Road New School of Advanced Manufacturing,
Engineering, and Applied Technology; pending construction completion

South Instructional Center
Ivy Tech former Technology School; desire to donate to Muncie Schools

20 Acres
Previously owned land; sold March 2018

A. Muncie Campus: Request to Donate South Instructional Center to Muncie School System

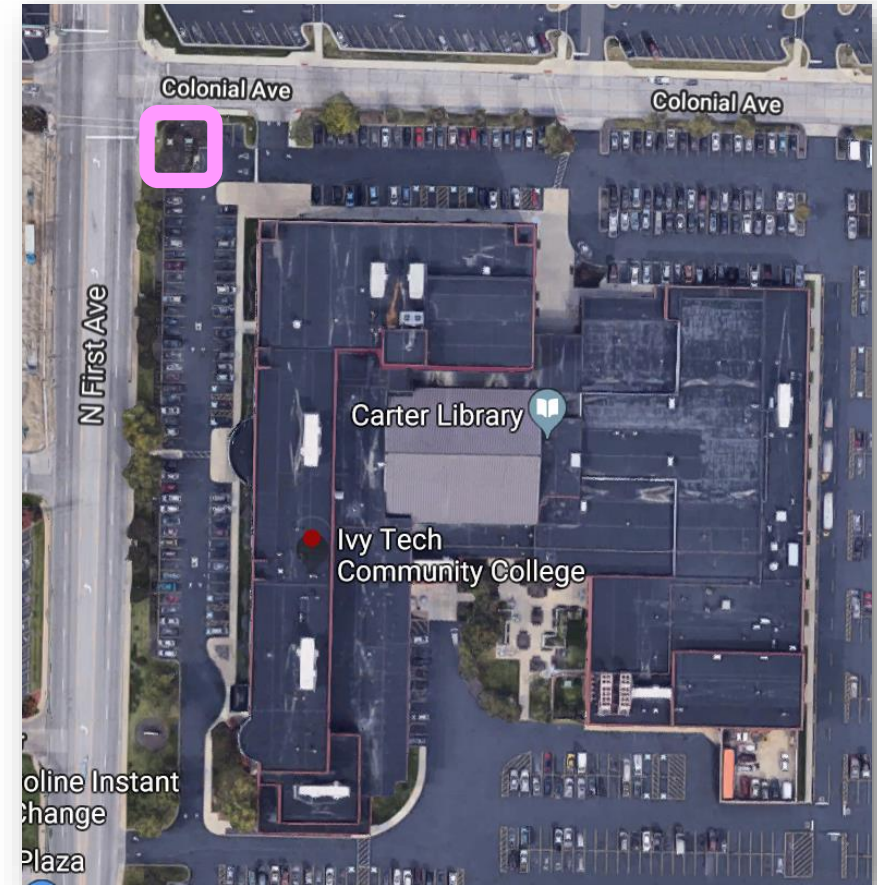
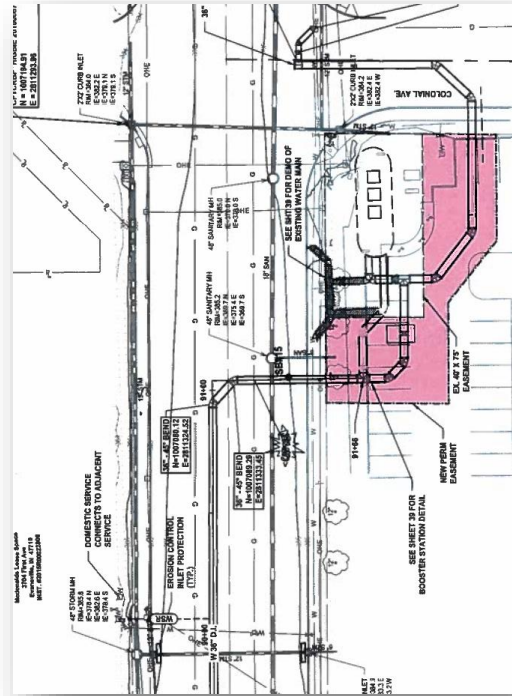


- South Instructional Center (4301 S Cowan Rd) 61,145 GSF, 14.9 acres total
- Property Appraised at \$260,000
- Donation excludes back parking lot
- Agreement to include a reversion to Ivy Tech if no longer used by school

REQUEST: Approval of Donation of 4301 South Cowan Road to Muncie Schools

B. Evansville Campus; Approval to Expand Utility Easement




- Easement would expand current easement at the corner of Colonial and First Ave
- Easement is roughly 3,700 sq ft, all parking to be restored
- This will allow the City of Evansville, Indiana Water and Sewer Utility Department to complete a water main replacement
- Appraisal completed to determine value of \$1,500



REQUEST: Approval to expand utility easement with City of Evansville, Indiana Water and Sewer Utility Department

C. Elkhart Campus; Approval to Accept Offer on Residential Property at 22407 CR 18, Goshen IN 46528



-  Propose to Sell Today
-  Future Undetermined
-  Ivy Tech to Keep

- Lots 8 and 9 were packaged together for sale with a total appraised value of \$150,000
- Lot 9 is a single family home, and a pole barn sits on lot 8
- Buyer accepted counter offer of \$155,500, contingent upon State Board of Trustees approval



REQUEST: Approval to accept offer of \$155,500 for residential property 22407 CR 18 in Goshen, IN

D. Kokomo Campus; Approval of Construction Contract for Building 3 & 4

- Kokomo Campus has been approved for a capital project in the 2017-2019 Biennium
- As part of this project, Hagerman is nearing completion of Buildings 1 & 2 and site work
- Hagerman's contract ends in December 2019
- They are unable to complete the required work in buildings 3 & 4 in our timeframe for our budgeted amount
- In deciding the best path forward to completing the project, the College desires to proceed with completing work on buildings 3 & 4 through the IDOA Job Order Contracting (JOC) process
- This process will allow us to complete the work within our budget and timeline

REQUEST: Approval to Contract with F. A. Wilhelm for construction services not to exceed \$7,500,000

Informational Item A: Columbus Capital Project Status

Project Approvals:

- CHE Full Meeting August 8, 2019
- State Budget Committee September TBD

RFP Process:

- Architect/Engineer Firm RFQ/RFP Issue Date September 2, 2019
- Construction Manager RFQ/RFP Issue Date September 30, 2019
- Design Architect RFP Issue Date November 4, 2019

Partner Contact Approvals:

- State Board of Trustee Approval Meeting February 6, 2019

Informational Item B: SBOT Approved Contracts

Contract Approvals:

- | | |
|--|------------|
| • Indianapolis OIT HVAC Replacements (JOC) | 77.26% XBE |
| • Indianapolis ASAP Build Out | Pending |
| • 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 |

Questions?





Marketing and Public Relations Update

Kelsey Batten

Assistant Vice President Marketing & Communications



Application Wildly Important Goal (WIG)

Increase Summer Applications from 0 to 11,368 by June 10, 2019

Completed: 13,107 (115% to goal)

Increase Fall Applications from 0 to 42,898 by October 28, 2019

Completed: 44,973 (105% to goal)

Increase Spring Applications from 0 to 21,293 by February 24, 2020

Completed: 11,793 (55% to goal)

Stretch goal – 26,612 (44% to goal)

2019-2020 Academic Year from 0 to 75,559-69,874 (92% to goal)

Final Digital Campaign Results

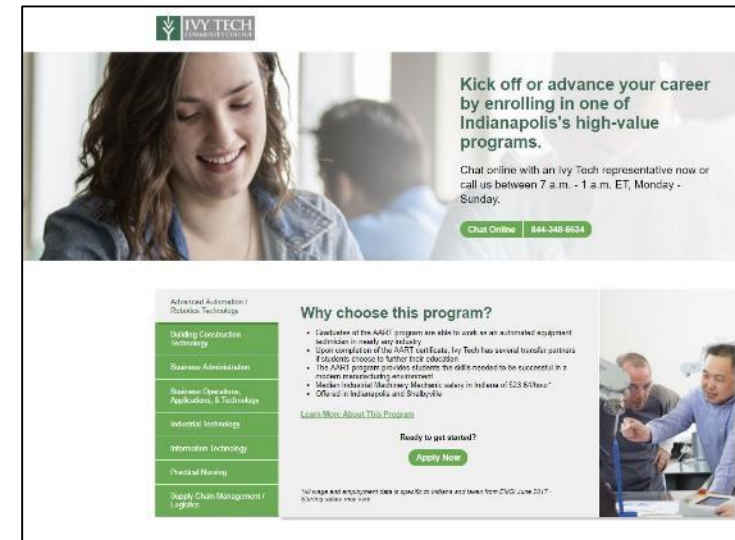
Main campus campaign (January, March, June, August, October start dates)
generated **10,659 applications** from **\$1,203,769**

Cost per application was **\$112.93** (goal = \$150)

15,022 click to chats from campus landing pages

5,235 click to calls from campus landing pages

Additional campaigns supported by Systems Office
generated additional applications statewide (Guest student)



Next Digital Wave Launched

Focus on January, March, June, August 2020 start dates

October 2020 campaign to be determined by performance and allocation of resources

Budget from campus pool dollars = \$1,332,800

Cost per application goals by campus

Statewide cost per application goal = **\$123**

Guest student campaign and additional campaigns to be funded by Systems Office

Let's Talk!

Chat Online
7 a.m. - 1 a.m.

Call Us
844-348-6634

Ready to get started? [APPLY NOW](#)

Enroll in one of Indianapolis's high-value programs

<p>Advanced Automation and Robotics Technology</p> <ul style="list-style-type: none">• Median industrial machinery mechanic salary in Indiana: \$26.88/hour• 5,929 annual job openings	<p>Automotive Technology</p> <ul style="list-style-type: none">• Median industrial machinery mechanic salary in Indiana: \$26.88/hour• 5,929 annual job openings projected through 2020	<p>Business Administration</p> <ul style="list-style-type: none">• Average median salary in Indiana: \$26.62/hour• 26,629 annual job openings projected through 2020
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Additional Campaigns

Upside Campaign – driving statewide applications

Remarketing –visitors to certain web pages that have not taken an action

Prospects – prospects who have not applied

Achieve Your Degree – Geofence 20 business locations

Next Level Jobs – two for one with CHE dollars



Additional Campaigns

Volunteer Firefighters

Streaming – Focus on YouTube

Low Income Government Housing – Geofence 2.0

Fresh Start 2020

Some College, No Degree - pilot

Digital to be used in various platforms for various audiences



Social Media and Website (since January 1)



Facebook

- 116,047 followers
- 38,898,284 impressions



Twitter

- 8,329 followers
- 916,489 impressions



Instagram

- 4,450 followers
- 3,713,089 impressions



LinkedIn

- 119,382 followers
- 231,686 impressions



2019 Numbers

- 20.9 million page views

Top Three Pages

- Programs A-Z
- Apply Now
- Ivy Learn

Earned Media (Since January 1)

Total Ad Equivalency = \$3,705,272

- News (Print/Online) = \$3,211,642
 - Fresh Start: <https://www.abc57.com/news/ivy-tech-s-new-program-clears-debt-for-some-students>
 - Teen Works: <https://www.insideindianabusiness.com/story/41294740/ivy-tech-receives-1m-grant-for-teenworks>
 - Volunteer Firefighters: <https://www.wfyi.org/news/articles/ivy-tech-will-offer-free-tuition-for-volunteer-first-responders>
- Blogs = \$136,012
- Television = \$357,618
 - Hiring Hoosiers: <https://www.theindychannel.com/news/hiring-hoosiers/education/employees-gain-education-at-ivy-tech-while-moving-up-in-company>

Research Project Update

Vetted seven agencies total

Asking four to submit an RFI in 2020

- Asher Agency (Fort Wayne)
- Willow Marketing (Indianapolis)
- 360 Group (Indianapolis)
- Borschoff (Indianapolis)

Meeting with Procurement and determining next steps



Questions?

Thank You!

TREASURER'S REPORT
IVY TECH COMMUNITY COLLEGE
SPONSORED PROGRAM FUNDS
September 1, 2019 THROUGH October 31, 2019

Grant Number	Campus	Title or Description	Source	Amount	Original Effective Date	Expiration Date
<u>Competitive</u>						
R02476	Muncie	161 TRIO/Student SSP 2015-2020 <i>(increase)</i>	US Dept of Education	\$ 281,858.00	9/1/2015	8/31/2020
R02488	Indianapolis	181 TRIO/Student SSP FY2016-2021 <i>(increase)</i>	US Dept of Education	\$ 265,802.00	9/1/2015	8/31/2020
R03081	Systems Office	901 SUB NSF Pathways to Tech Careers <i>(increase)</i>	Rutgers, The State University	\$ 100,655.00	6/15/2018	6/14/2020
R03282	Lafayette	141 Faculty on Loan TSC 2019-2020	Tippecanoe School Corporation	\$ 6,914.00	8/13/2019	5/22/2020
R03276	Systems Office	901 SUB DOE ASU Consortium for Open Active Pathways	Arizona Board of Regents for ASU	\$ 160,000.00	3/1/2019	2/28/2022
R03278	Columbus	201 SUB NEA IAC Co Comic Con 2020	Indiana Arts Commission	\$ 500.00	7/1/2019	6/30/2020
R03277	Madison	211 RVR JAG College Partnership 2019	River Valley Resources	\$ 16,532.00	8/9/2019	5/8/2020
R03283	Terre Haute	171 Duke Energy Cob & Cog 2019	Duke Energy Foundation	\$ 10,000.00	8/5/2019	9/27/2019
RDUKE19	Systems Office	901 Duke Fnd Strategic Impact Addiction Services	Duke Energy Foundation	\$ 175,000.00	6/1/2019	5/31/2020
R03273	Bloomington	241 BUEA CY19 SBDC (cash match)	Bloomington Urban Enterprise Association	\$ 14,000.00	9/17/2019	1/31/2020
R03272	Bloomington	241 BUEA Cook Center 2019 BLM	Bloomington Urban Enterprise Association	\$ 16,000.00	9/17/2019	2/28/2020
R03271	Kokomo	151 Miami County Impact Scholarships 2019	Dukes HealthCare FDN of Miami County	\$ 30,000.00	7/1/2019	12/31/2019
R03269	Fort Wayne	131 JAG College Success 2019-2020	Indiana Department of Workforce Development	\$ 81,001.00	7/1/2019	6/30/2020
R03268	Bloomington	241 BUEA Waldron Historic Façade	Bloomington Urban Enterprise Association	\$ 20,000.00	4/25/2019	12/31/2020
R03274	Valparaiso/LaPorte	112 LaPorte Urban Enterprise Zone	LaPorte Urban Enterprise Association	\$ 25,000.00	1/1/2019	12/31/2019
R03275	Fort Wayne	131 IN-MAC Manufacturing Day 2019	Purdue University	\$ 2,000.00	10/4/2019	11/4/2019
R03267	Fort Wayne	131 Olive B Cole Scholarships 2019	Olive B Cole Foundation, Inc	\$ 105,000.00	7/22/2019	7/31/2022
R03266	Bloomington	241 Apprenticeship Expansion Hoosier Hills	Indiana Department of Workforce Development	\$ 171,500.00	5/8/2019	9/15/2020
R03265	Richmond	191 United Way Whitewater Valley HUG 2019	United Way Whitewater Valley	\$ 5,000.00	10/1/2019	3/31/2020
R03264	Madison	211 Assistant Director of Admissions	Community Education Coalition	\$ 50,000.00	10/16/2019	12/31/2020
RTAL17	Lake County	111 Talent Search at Northwest 2017-2022 <i>(Yr3 increase)</i>	US Dept of Education	\$ 312,483.00	9/1/2017	8/31/2022
RTAL17	Lake County	111 Talent Search at Northwest 2017-2022 <i>(Yr3 Supplement)</i>	US Dept of Education	\$ 40,000.00	9/1/2017	8/31/2022
				Subtotal Competitive	\$ 1,889,245.00	
<u>Non-Competitive</u>						
RP20111	Lake County	111 Perkins 2019-20 LC	Indiana Governor's Workforce Cabinet	\$ 449,234.00	7/1/2019	6/30/2020
RP20112	Valparaiso	112 Perkins 2019-20 VAL	Indiana Governor's Workforce Cabinet	\$ 589,665.00	7/1/2019	6/30/2020
RP20121	South Bend	121 Perkins 2019-20 SB	Indiana Governor's Workforce Cabinet	\$ 641,868.00	7/1/2019	6/30/2020
RP20131	Fort Wayne	131 Perkins 2019-20 FW	Indiana Governor's Workforce Cabinet	\$ 997,725.00	7/1/2019	6/30/2020
RP20141	Lafayette	141 Perkins 2019-20 LAF	Indiana Governor's Workforce Cabinet	\$ 429,382.00	7/1/2019	6/30/2020
RP20151	Kokomo	151 Perkins 2019-20 KOK	Indiana Governor's Workforce Cabinet	\$ 342,623.00	7/1/2019	6/30/2020
RP20161	Muncie	161 Perkins 2019-20 MUN	Indiana Governor's Workforce Cabinet	\$ 398,502.00	7/1/2019	6/30/2020
RP20162	Anderson	162 Perkins 2019-20 AND	Indiana Governor's Workforce Cabinet	\$ 231,602.00	7/1/2019	6/30/2020
RP20163	Marion	163 Perkins 2019-20 MAR	Indiana Governor's Workforce Cabinet	\$ 150,725.00	7/1/2019	6/30/2020
RP20171	Terre Haute	171 Perkins 2019-20 TH/WV	Indiana Governor's Workforce Cabinet	\$ 543,345.00	7/1/2019	6/30/2020
RP20181	Indianapolis	181 Perkins 2019-20 IND	Indiana Governor's Workforce Cabinet	\$ 1,621,948.00	7/1/2019	6/30/2020
RP20191	Richmond	191 Perkins 2019-20 RICH	Indiana Governor's Workforce Cabinet	\$ 288,951.00	7/1/2019	6/30/2020
RP20201	Columbus	201 Perkins 2019-20 COL	Indiana Governor's Workforce Cabinet	\$ 310,273.00	7/1/2019	6/30/2020
RP20211	Madison	211 Perkins 2019-20 MAD	Indiana Governor's Workforce Cabinet	\$ 111,757.00	7/1/2019	6/30/2020
RP20212	Lawrenceburg	212 Perkins 2019-20 Lawrenceburg	Indiana Governor's Workforce Cabinet	\$ 163,959.00	7/1/2019	6/30/2020
RP20221	Evansville	221 Perkins 2019-20 EV	Indiana Governor's Workforce Cabinet	\$ 382,327.00	7/1/2019	6/30/2020
RP20231	Sellersburg	231 Perkins 2019-20 SEL	Indiana Governor's Workforce Cabinet	\$ 361,740.00	7/1/2019	6/30/2020
RP20241	Bloomington	241 Perkins 2019-20 BLM	Indiana Governor's Workforce Cabinet	\$ 343,359.00	7/1/2019	6/30/2020
RSET20	Systems Office	901 Special Employment & Training - Apprenticeship FY20	Indiana Department of Workforce Development	\$ 4,250,000.00	7/1/2019	6/30/2020

IVY TECH COMMUNITY COLLEGE
SPONSORED PROGRAM FUNDS
 September 1, 2019 THROUGH October 31, 2019

Grant Number	Campus	Title or Description	Source	Amount	Original Effective Date	Expiration Date
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Subtotal Non-Competitive \$12,608,985.00

TOTAL **\$14,498,230.00**

**IVY TECH COMMUNITY COLLEGE
SPONSORED PROGRAM FUNDS
July 1, 2019 THROUGH October 31, 2019**

	<u>Grants & Contracts</u>
Total this Report	\$ 14,498,230.00
2019-2020 YTD-Total to Date	\$ 22,215,214.00
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
2010-2011 Fiscal Year-End Total	\$ 24,631,272.00

DISBURSEMENTS OF \$100,000.00 AND OVER
FOR THE MONTH OF SEPTEMBER 2019

<u>Authorization for Disbursement</u>	<u>Purpose of Disbursement</u>	<u>Amount of Disbursement</u>	<u>Approved Vendor</u>	<u>Check Date</u>	<u>Reference Number</u>
I. Article VIII Contracts and Other Documents Approval and auth- orization of the Board.	A County and State Taxes	1,052,887.90	PNC Bank	09/03/19	J0233674
	B FICA/MQFE/Federal Taxes	2,209,986.38	PNC Bank	09/06/19	J0233935
	C Reimbursement for Health Ins. Claims	821,794.84	Anthem Blue Cross Blue Shield	09/05/19	J0234562
	D Rx Payment	195,953.20	CVS Caremark	09/09/19	J0234564
	E Reimbursement for Health Ins. Claims	370,528.59	Anthem Blue Cross Blue Shield	09/11/19	J0234563
	F Retirement	1,061,221.34	Transamerica	09/13/19	J0234555
	G Health Savings Account	207,539.63	Chard-Snyder	09/13/19	J0234553
	H Rx Payment	214,345.16	CVS Caremark	09/13/19	J0234565
	I Life & LTD	180,262.37	The Standard	09/13/19	J0233669
	J Reimbursement for Health Ins. Claims	794,147.05	Anthem Blue Cross Blue Shield	09/18/19	J0234586
	K Rx Payment	225,996.32	CVS Caremark	09/20/19	J0234592
	L Reimbursement for Health Ins. Claims	588,930.95	Anthem Blue Cross Blue Shield	09/25/19	J0234753
	M FICA/MQFE/Federal Taxes	2,235,609.97	PNC Bank	09/27/19	J0234548
	N Retirement	1,050,323.35	Transamerica	09/27/19	J0234941
	O Rx Payment	295,430.47	CVS Caremark	09/30/19	J0234988
	P Health Savings Account	213,292.28	Chard-Snyder	09/30/19	J0234991

DISBURSEMENTS OF \$100,000.00 AND OVER
FOR THE MONTH OF SEPTEMBER 2019

Page 2

<u>Authorization for Disbursement</u>	<u>Purpose of Disbursement</u>	<u>Amount of Disbursement</u>	<u>Approved Vendor</u>	<u>Check Date</u>	<u>Reference Number</u>
II. Article IV. Officers of the Board. Section 5. Treasurer. Article VIII. Execution of Contracts and other Documents. Section Approval and authorization of the Board.	A Money Market	221,000.00	Lake City Bank	09/06/19	J0234005
	B Money Market	103,000.00	Lake City Bank	09/10/19	J0234068
	C Money Market	14,829,000.00	Lake City Bank	09/23/19	J0234645
III. Reported to the Board of Trustees under \$500,000	A Purchasing Card	202,301.18	PNC Bank	9/3/2019	J0233646
	B Furniture	124,321.03	Binford Group of Indiana	9/4/2019	50-!0209451
	C Marketing Services	148,172.94	The Jackson Group, Inc	9/5/2019	50-!0209635
	D Utilities	278,591.62	BPTS, LLC	9/11/2019	J0234579
	E Leased Computer Software	132,500.00	CampusLogic, Inc.	9/12/2019	50-!0210178
	F Professional Services	255,813.00	InsideTrack, Inc.	9/13/2019	50-!0210324
	G Utilities	110,873.19	BPTS, LLC	9/13/2019	J0234580
	H Utilities	157,415.05	BPTS, LLC	9/18/2019	J0234581
	I Two Way Communication System	104,164.82	Emergency Radio Service LLC	9/20/2019	50-!0210900
	J Furniture	121,710.46	Office Works	9/24/2019	50-!0211214
	K Utilities	125,793.66	BPTS, LLC	9/25/2019	J0234594
	L Financial Aid Reimbursement	139,876.98	Barnes & Noble Education Inc	9/26/2019	50-!0211442

DISBURSEMENTS OF \$100,000.00 AND OVER
FOR THE MONTH OF SEPTEMBER 2019

Page 3

<u>Authorization for Disbursement</u>	<u>Purpose of Disbursement</u>	<u>Amount of Disbursement</u>	<u>Approved Vendor</u>	<u>Check Date</u>	<u>Reference Number</u>
III. Reported to the Board of Trustees under \$500,000 (Cont.)	M Utilities	117,981.74	BPTS, LLC	9/27/2019	J0234755
IV. Approved by the Board of Trustees over \$500,000.	A General Construction	2,009,518.97	Pepper Construction Company of Indiana	9/19/2019	50-!0210837
	B Professional Services and Fees	563,631.83	Blackboard Collaborate Inc	9/25/2019	50-!0211299

DISBURSEMENTS OF \$100,000.00 AND OVER
FOR THE MONTH OF OCTOBER 2019

<u>Authorization for Disbursement</u>	<u>Purpose of Disbursement</u>	<u>Amount of Disbursement</u>	<u>Approved Vendor</u>	<u>Check Date</u>	<u>Reference Number</u>
I. Article VIII Contracts and Other Documents Approval and auth- orization of the Board.	A Life & LTD	152,822.04	The Standard	10/1/2019	J0234979
	B Purchasing Card	208,319.63	PNC Bank	10/1/2019	J0234945
	C Reimbursement for Health Ins. Claims	430,628.95	Anthem Blue Cross Blue Shield	10/4/2019	J0235194
	D County and State Taxes	827,419.69	PNC Bank	10/7/2019	J0235239
	E FICA/MQFE/Federal Taxes	2,266,599.50	PNC Bank	10/7/2019	J0235219
	F Retirement	1,063,772.66	Transamerica	10/9/2019	J0235386
	G Rx Payment	161,763.80	CVS Caremark	10/9/2019	J0235380
	H Health Savings Account	210,129.60	Chard-Snyder	10/15/2019	J0235581
	I Reimbursement for Health Ins. Claims	417,729.96	Anthem Blue Cross Blue Shield	10/15/2019	J0235582
	J Rx Payment	180,484.18	CVS Caremark	10/17/2019	J0235715
	K FICA/MQFE/Federal Taxes	2,245,707.46	PNC Bank	10/21/2019	J0235819
	L Reimbursement for Health Ins. Claims	495,732.70	Anthem Blue Cross Blue Shield	10/22/2019	J0235882
	M Retirement	1,055,596.37	Transamerica	10/22/2019	J0235880
	N Reimbursement for Health Ins. Claims	878,794.45	Anthem Blue Cross Blue Shield	10/24/2019	J0235998
	O Rx Payment	254,798.14	CVS Caremark	10/24/2019	J0235997
	P Health Savings Account	209,601.10	Chard-Snyder	10/29/2019	J0236241
	Q Purchasing Card	197,478.15	PNC Bank	10/29/2019	J0236244
R Reimbursement for Health Ins. Claims	585,800.88	Anthem Blue Cross Blue Shield	10/31/2019	J0236453	

DISBURSEMENTS OF \$100,000.00 AND OVER
FOR THE MONTH OF OCTOBER 2019
PAGE 2

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I. Article VIII Contracts and Other Documents Approval and auth- orization of the Board (cont).	S Rx Payment	212,621.97	CVS Caremark	10/31/2019	J0236454
II. Article IV. Officers of the Board. Section 5. Treasurer. Article VIII. Execution of Contracts and other Documents. Section A. Approval and authori- zation of the Board.	A Money Market	19,066,000.00	Lake City Bank	10/9/2019	J0235435
	B Money Market	244,000.00	Lake City Bank	10/16/2019	J0235705
	C Money Market	570,000.00	Lake City Bank	10/22/2019	J0235940
	D Money Market	724,000.00	Lake City Bank	10/23/2019	J0236005
	E Money Market	453,000.00	Lake City Bank	10/28/2019	J0236212
III. Reported to the Board of Trustees under \$500,000	A Utilities	200,567.22	BPTS, LLC	10/1/2019	J0234944
	B General Construction	117,950.75	Pepper Construction Company of Indiana	10/4/2019	50-!0212351
	C Testing Services	122,571.00	Assessment Technologies Institute	10/4/2019	50-!0212282
	D Escrow for Kokomo Construction	104,358.64	First Farmers Bank & Trust	10/8/2019	50-02237662
	E Operations & Maintenance of Plant	122,349.87	Sexson Mechanical Corporation	10/9/2019	50-!0212767
	F Utilities	401,881.03	BPTS, LLC	10/9/2019	J0235388
	G Utilities	180,914.85	BPTS, LLC	10/15/2019	J0235587

DISBURSEMENTS OF \$100,000.00 AND OVER
FOR THE MONTH OF OCTOBER 2019
PAGE 3

<u>Authorization for Disbursement</u>	<u>Purpose of Disbursement</u>	<u>Amount of Disbursement</u>	<u>Approved Vendor</u>	<u>Check Date</u>	<u>Reference Number</u>
III. Reported to the Board of Trustees under \$500,000 (cont).	H Furniture	328,335.10	Binford Group of Indiana	10/18/2019	50-!0213638
	I Media Advertising	130,000.00	Statwax LLC	10/18/2019	50-!0213706
	J Media Advertising	464,000.00	Statwax LLC	10/21/2019	50-!0213870
	K Utilities	122,535.88	BPTS, LLC	10/21/2019	J0235828
	L Aviation Building Leases	108,025.52	Ivy Tech Foundation	10/22/2019	50-!0213959
	M Lease IT Hosting Agreements	167,568.58	Oracle America Inc	10/24/2019	50-!0214211
	N Media Advertising	828,000.00	Statwax LLC	10/25/2019	50-!0214383
	O Professional Services and Fees	563,631.83	Blackboard Collaborate Inc	10/25/2019	50-!0214283
	P Leased Computer Software	209,950.31	Communications Products Inc	10/28/2019	50-!0214446
	Q Professional Services and Fees	268,282.00	InsideTrack, Inc.	10/29/2019	50-!0214647
	R Utilities	174,295.97	BPTS, LLC	10/29/2019	J0236248
	S Financial Aid Reimbursement	398,298.85	Follet College Bookstore	10/30/2019	J0236293
T General Construction	114,585.80	Henry County Commissioners	10/31/2019	50-2241558	
IV. Approved by the Board of Trustees over \$500,000.	A General Construction	2,443,861.11	Hagerman Inc	10/1/2019	50-!0211918
	B General Construction	2,241,064.25	Pepper Construction Company of Indiana	10/4/2019	50-!0212352

DISBURSEMENTS OF \$100,000.00 AND OVER
 FOR THE MONTH OF OCTOBER 2019
 PAGE 4

<u>Authorization for Disbursement</u>	<u>Purpose of Disbursement</u>	<u>Amount of Disbursement</u>	<u>Approved Vendor</u>	<u>Check Date</u>	<u>Reference Number</u>
IV. Approved by the Board of Trustees over \$500,000.	C General Construction	1,460,637.46	Pepper Construction Company of Indiana	10/25/2019	50-!0214361
	D Financial Aid Reimbursement	5,771,800.17	Barnes & Noble Education Inc	10/28/2019	J0236049
	E General Construction	1,506,147.25	Hagerman Inc	10/31/2019	50-!0214898

State Board of Trustees President's Report

Dr. Sue Ellspermann





OUR COMMUNITIES. YOUR COLLEGE.

PATHWAYS FOR STUDENT SUCCESS AND A STRONGER INDIANA.



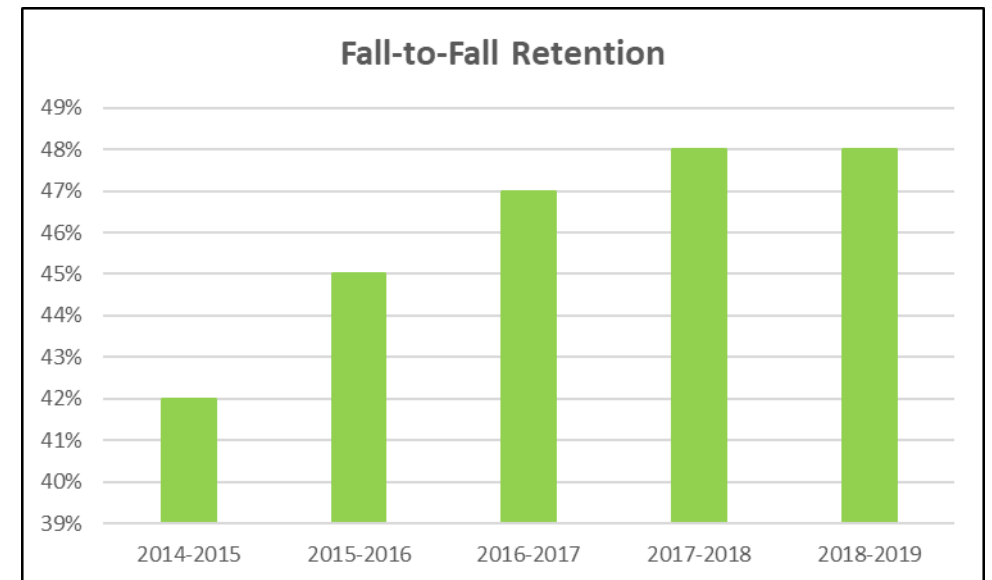
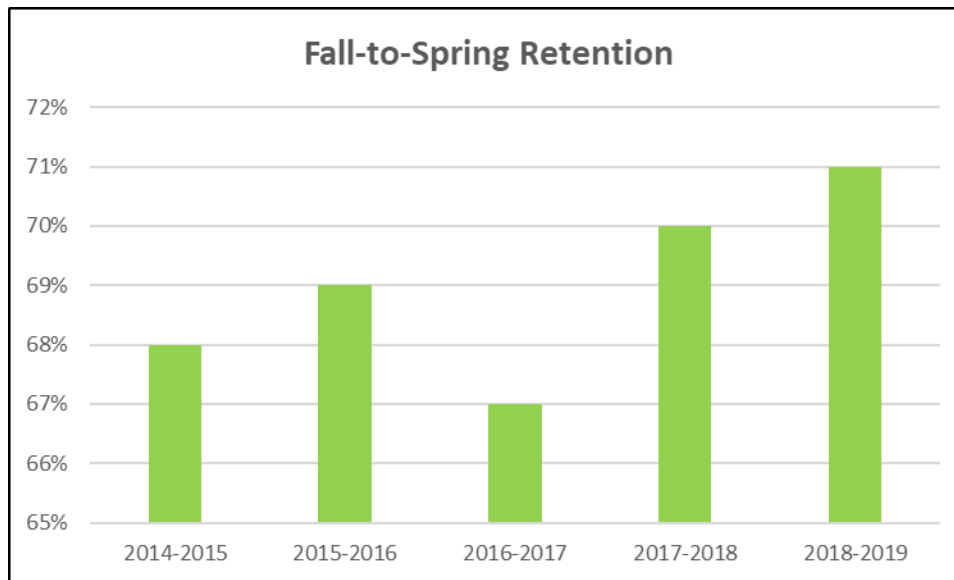
2018-2019 Metrics Report

Dr. Andy Bowne

Strategic Plan Metrics



Student Success	2017-18 Targets	2017-18 Actual	2018-19 Targets	2018-19 Actual
Fall to Spring Retention	70%	70%	70%	71%
Fall to Fall Retention (11/30)	50%	48%	50%	48%



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Retention Update

Dr. Cory Clasemann-Ryan



What We Know

Our largest struggle remains with three groups of students:

- Black, non-Hispanic students
- Multiracial students
- Students who are in the “0 - 15 credit hours” range

The Advising Model (different from required advising) started in Fall 2018
“confused” faculty role in retention

- On leader campuses, the conversations around required advising have helped to clarify this role



Fall-to-Fall Retention by Race/Ethnicity and Cumulative Credit Hours

Race/Ethnicity	Retention Rate
Asian	57.1%
Black	39.2%
Hispanic	50.4%
Multiracial	42.6%
White	50.2%
Other	50.8%

Credit Hours	Retention Rate
0	3.6%
1-15	20.8%
16-30	52.3%
31-45	64.9%
46-60	69.3%
60+	62.3%



Fall-to-Fall Retention

Credits Earned	Black	White	Hispanic	Asian	Multiracial	Other	TOTAL
0	3.2%	3.9%	7.8%	3.4%	2.1%	1.1%	3.6%
1-15	19.7%	20.4%	28.4%	25.2%	16.5%	25.3%	20.8%
16-30	51.3%	51.8%	55.0%	59.3%	50.0%	58.7%	52.3%
31-45	59.9%	65.9%	63.9%	68.2%	59.4%	66.2%	64.9%
46-60	61.6%	70.7%	61.6%	77.1%	69.1%	69.3%	69.3%
60+	53.1%	63.0%	64.8%	72.1%	64.5%	67.8%	62.3%
TOTAL	39.2%	50.2%	50.4%	57.1%	42.6%	50.8%	48.4%



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By Primary Degree/Certificate Sought

Primarily Transfer Programs

Degree/ Certificate	Total	Retention Rate
AA	372	39.8%
AFA	167	52.1%
AGS	6,471	39.5%
AS	12,160	53.9%

Primarily Workforce Programs

Degree/ Certificate	Total	Retention Rate
AAS	23,257	49.6%
Certificate	1,207	34.0%
Technical Certificate	2,716	41.9%



Student Success is About Relationships

- Campuses doing this well have made it a part of their campus culture
 - Examples include Lawrenceburg and Terre Haute
- Leaders in Emplify scores
- They regularly communicate with AND listen to their on campus stakeholders (faculty & staff) and they do this collaboratively - student success team and faculty in the same room together
- When they hear something that is concerning, they act on the concern to correct misunderstandings
- They use data to check what they are doing



Next Steps

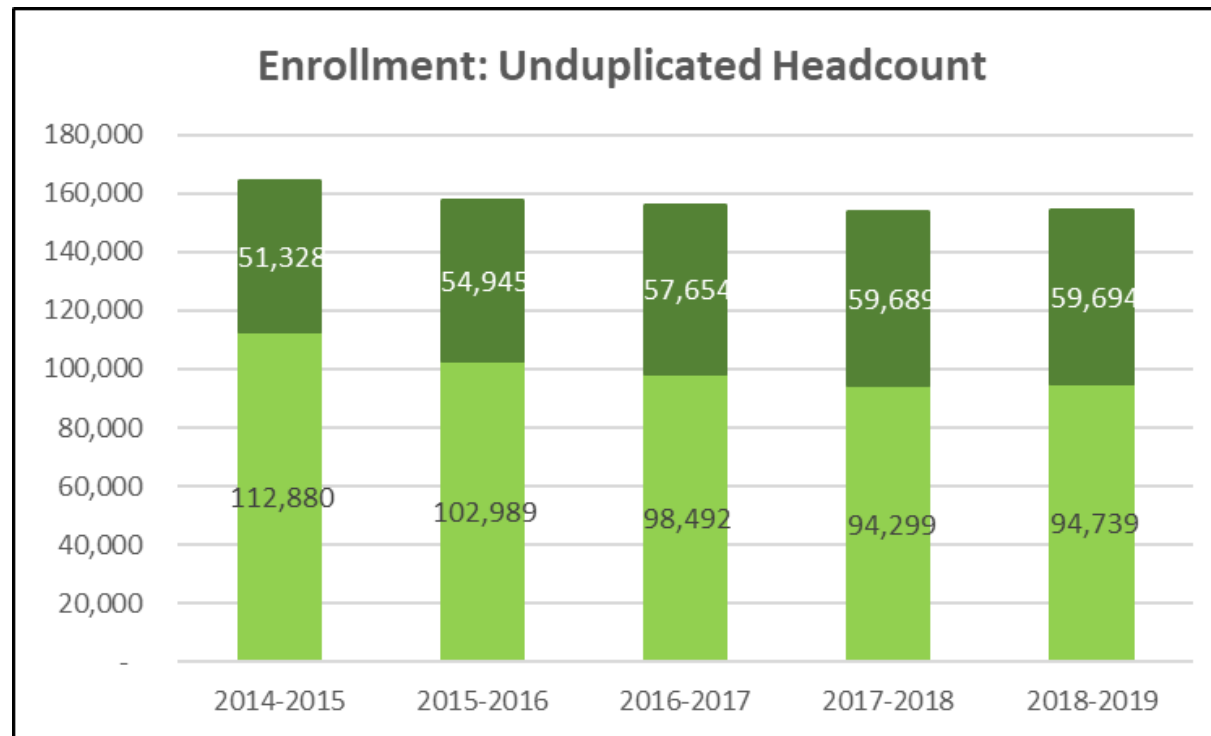
- Work with Operations to identify model behaviors that can be shared
- In November began implementation of student success communication plan for currently enrolled students
- Understand impact of 8-week course on registration patterns
- Deeply engrained culture of just in time availability of what I want/need is counter to our desire for students to plan and register earlier
- How do we change student thinking and behavior?
- Campus vice chancellor teams working to map campus level process of student navigation between enrollment and advising for new and continuing students (likely to yield insights for 0-15 credit hour group)



Strategic Plan Metrics



Recruitment and Enrollment	2017-18 Targets	2017-18 Actual	2018-19 Targets	2018-19 Actual
Revenue Generating Headcount	95,084	94,299	100,472	94,739
Revenue Generating Recruits	47,262	46,293	50,598	47,224



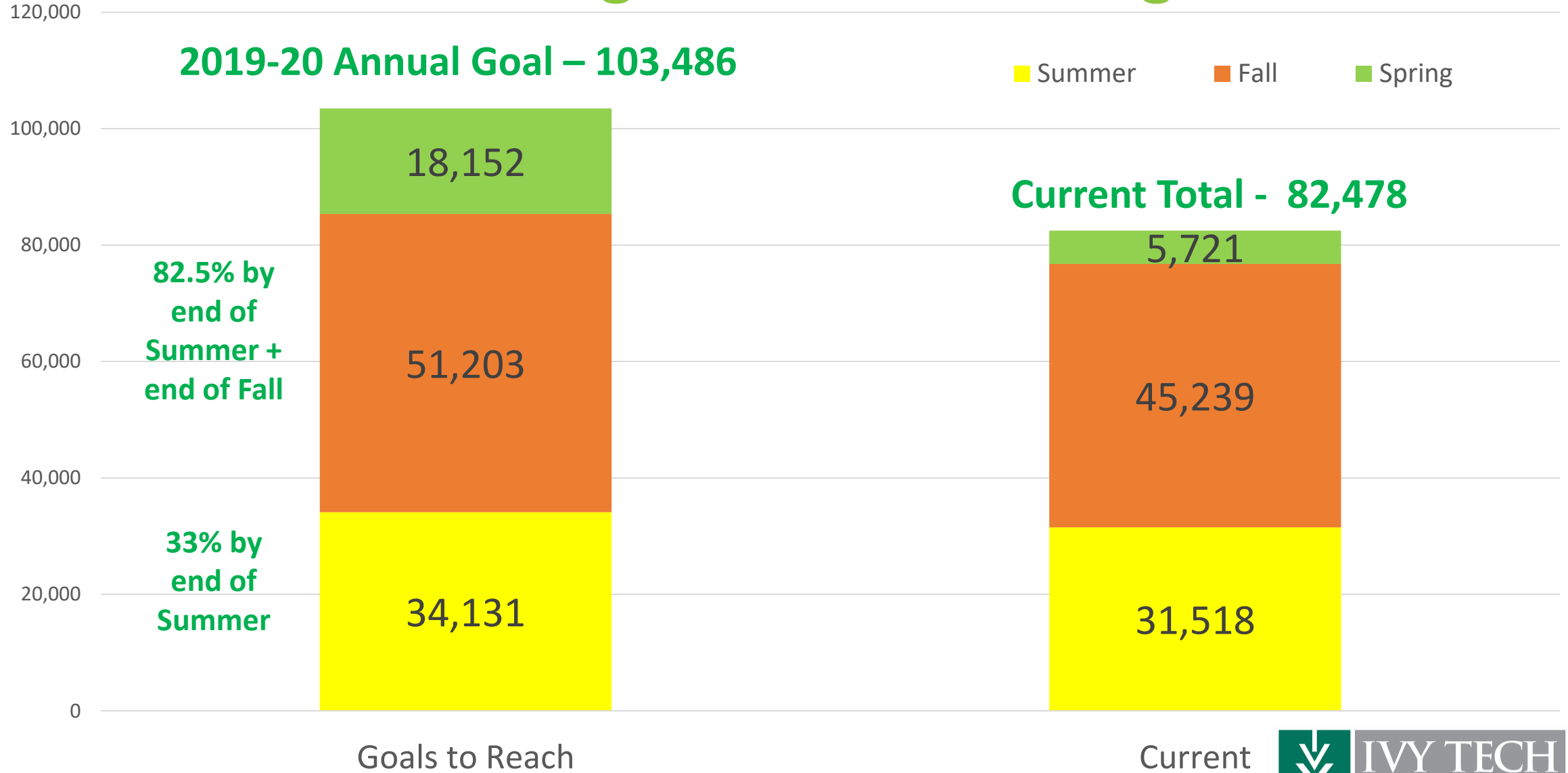
- Revenue Generating Headcount
- Dual Credit Headcount



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Enrollment – Strategic Plan Tracking





70 students registered for Spring 2020

More than 500 completed interest forms



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Volunteer Firefighters Scholarship

Marketing and communications efforts underway

- More than 6,000 views to website (nearly 3,000 in November alone)
- More than 400,000 ad impressions

October announcement in Lawrenceburg with Representative Frye

Upcoming announcement in Bedford with Representative Frye and Senator Koch



McDonald's Archways to Opportunity

Kudos to Sellersburg for launching program!

Expanding statewide in 2020 (announcing January 9), includes co-branded marketing in stores for both employees and customers

McDonald's provides employees at its stores the opportunity to earn a college degree and/or certificate with little to no cost

- Tuition Assistance (Up to \$2,500 for crew members and \$3,000 for managers)
- Eligible after 90 days and a minimum of 15 hours of work per week



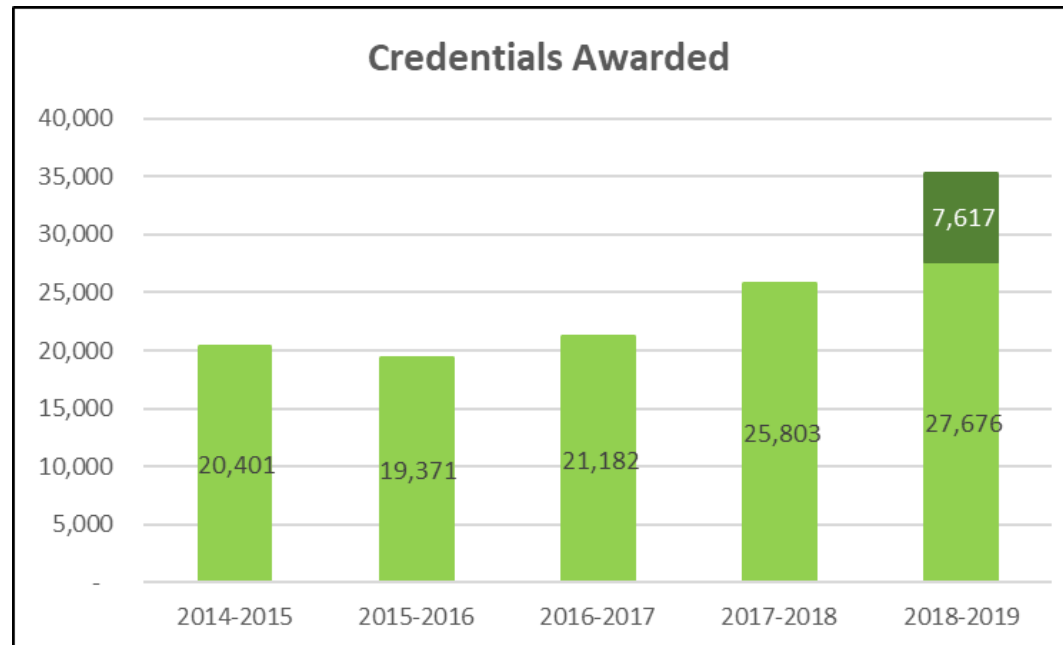
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Strategic Plan Metrics



Completion	2017-18 Targets	2017-18 Actual	2018-19 Targets	2018-19 Actual
Total Credentials Earned	21,182	25,803	23,000	35,293
Students Completing (100%)	8%	13%	8%	18%
Students Completing (150%)	16%	22%	16%	24%
Students Completing (300%)	19%	16%	19%	18%



- Assoc. degrees & certificates
- Industry certifications



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Strategic Plan Metrics



Vendor	Number of Certifications Earned by Ivy Tech Students 2018-19
MSSC	3,021
NIMS	2,143
HVAC	908
NCCER	677
CDL	409
CompTIA	393
Siemens	66
TOTAL	7,617



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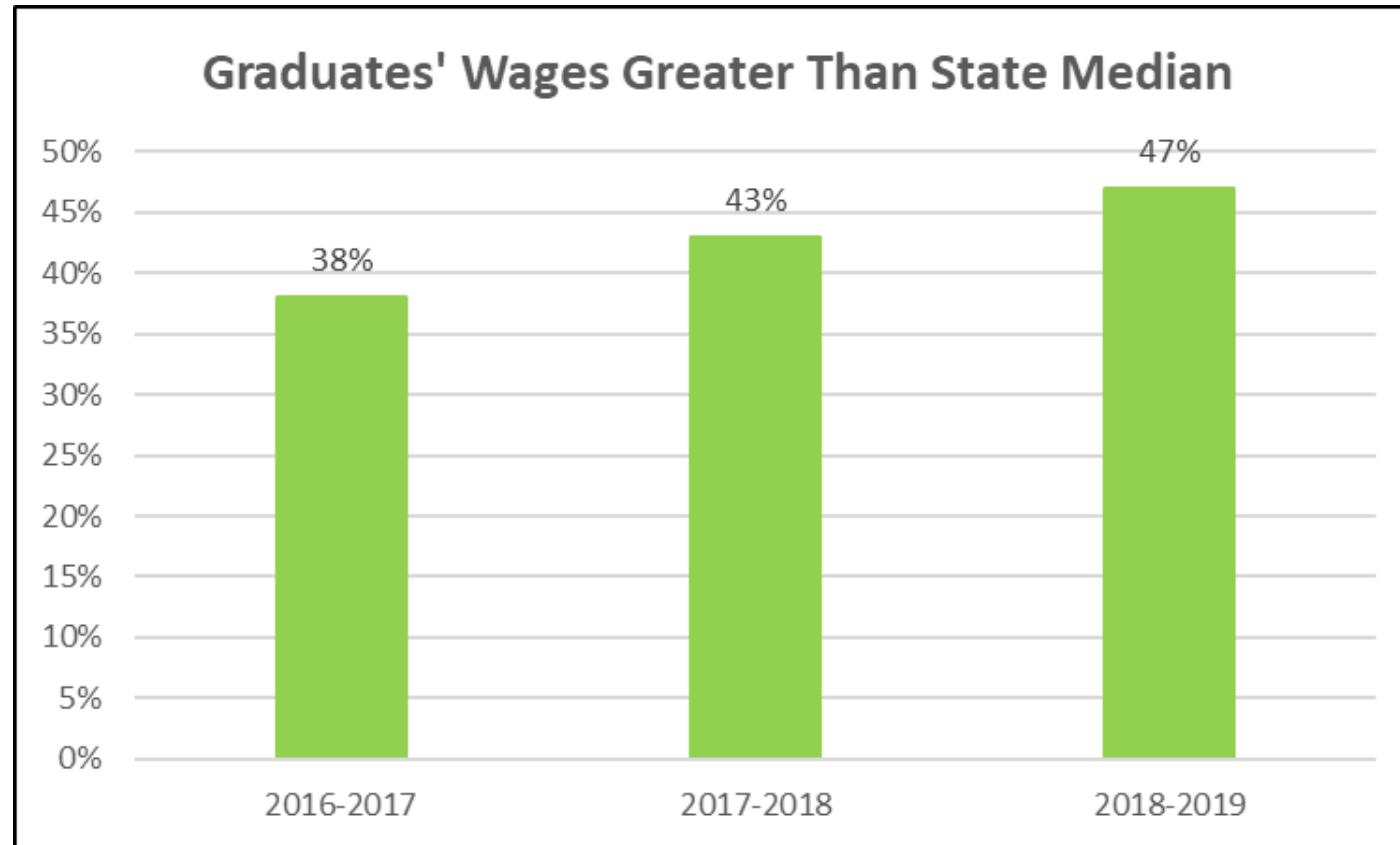
Strategic Plan Metrics



Workforce	2017-18 Targets	2017-18 Actual	2018-19 Targets	2018-19 Actual
High-Demand/Low-Supply Completions (Growing)	Baseline Yr	74%	70%	70%
High-Demand/Limited-Enrollment Completions (Capped)	Baseline Yr	12%	12.5%	15%
Low-Demand/High-Supply Completions (Shrinking)	Baseline Yr	8%	7.5%	9%
Demand/Supply Equilibrium Completions (Equilibrium)	Baseline Yr	5%	10%	5%
Median Wages at Year One (Percent Above State Median)	Baseline Yr	43%	41%	47%



Strategic Plan Metrics



Strategic Plan Metrics



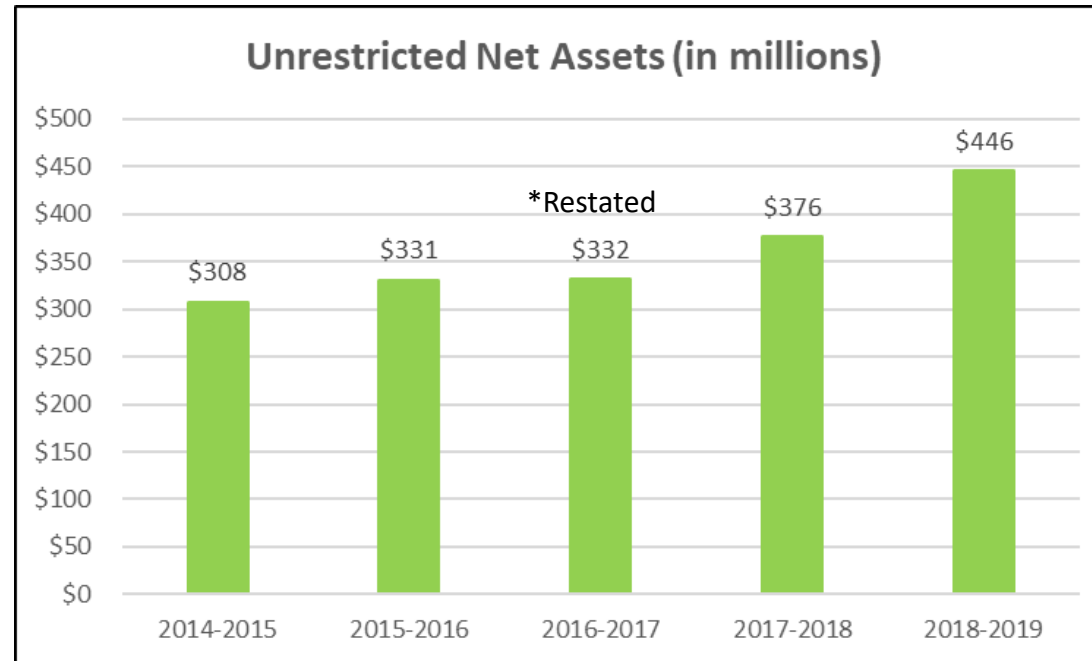
Employee	2017-18 Targets	2017-18 Actual	2018-19 Target	2018-19 Actual
Employee Engagement	Baseline Yr	70	72	72



Strategic Plan Metrics



Financial	2017-18 Targets	2017-18 Actual	2018-19 Targets	2018-19 Actual to Date
Reserves: Days on Hand	180 days	192 days	180 Days	236 Days
Reserves: Percent Annual Growth	3%	6.2%	3%	18.6%
Total Dollars Raised (Foundation and Grants)**	\$28.0M	\$37.0M	\$52.3M	\$54.9M



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



Strategic Plan Metrics



Community	2018-19 Targets	2018-19 Actual
Community Satisfaction Survey	Baseline Yr	8.06



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Strategic Plan Metrics

- While not all metrics were achieved, all metrics are moving in the right direction
- Fall-to-Fall retention and two enrollment metrics have been most “sticky” (which is common among community colleges)
- Key challenges to retention and enrollment appear to be among students who have earned 0-15 credits, the Associate of General Studies, and Certificates
- We are committed to achieving these metrics and are confident that the addition of the Goal 8 strategies and metrics will benefit our students, College and communities



State Board of Trustees President's Report

Dr. Sue Ellspermann



IvyOnline Update

Grades from **first eight weeks averaged slightly higher** than non-IvyOnline courses

In Spring, School of Business program fully online

Enrollment in online courses (IvyOnline and “regular” online) grew in fall

- Fall 2019: 418 sections (actual)
- Spring 2020: 681 sections (forecast)

For fall, 52% 8-week based on number of sections

- 23% in 1st 8-week
- 29% in 2nd 8-week



Faculty Council



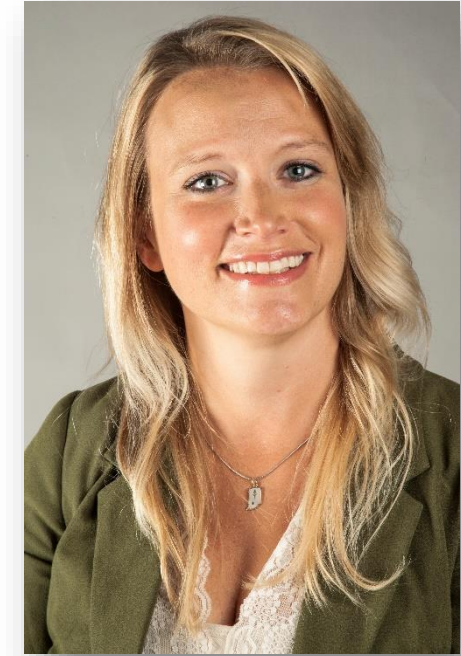
Chair

Jennifer Dennis Schaefer
Department Chair for Criminal
Justice, Paralegal and Legal Studies
Evansville Campus



Vice Chair

Thomas Chester
Department Chair for Arts,
Sciences and Education
Marion Campus



Secretary

Leighann Rehtin
Department Chair for
Communications & General Studies
Lawrenceburg Campus/Batesville Site



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Single Moms Design Challenge

- September 30 – October 1 Ivy Tech hosted a gallery walk and design session
- Design team seeking feedback on prototypes from faculty, staff, students and community partners
- Selecting pilot in February/March
- Pilot will include these critical components: Cohort, Support, Mentorship/Coaching, Workforce Alignment, Flexibility



IVY TECH
COMMUNITY
ENGAGEMENT
SURVEY RESULTS

DRAFT REPORT
NOVEMBER 2019

BBC
RESEARCH &
CONSULTING

Prepared for
Ivy Tech Community College



GOAL 7: COMMUNITY

Work collaboratively with our community leaders

Engage with each community on their most pressing needs



Survey Results

SURVEY OUTREACH AND RESPONSE SUMMARY

Campus or Record List	Total Surveys Sent	Total Surveys Completed
Anderson	211	47
Bloomington	555	114
Columbus	397	77
Evansville	365	40
Fort Wayne	631	93
Indianapolis	869	110
Kokomo	438	74
Lafayette	543	75
Lake County	163	30
Lawrenceburg	395	91
Madison	378	96
Marion	343	25
Muncie	210	70
Richmond	308	91
Sellersburg	571	96
South Bend Elkhart	280	52
Terra Haute	534	92
Valparaiso	468	64
Indiana General Assembly	154	9
TOTAL	7,813	1,346

Notes:

* Response rate is based on the size of the sample (community leader list) provided to BBC by Ivy Tech for each service area. In some cases, the lists were limited and resulted in small survey sample sizes that may not be statistically representative of the population of community leaders in that service area.

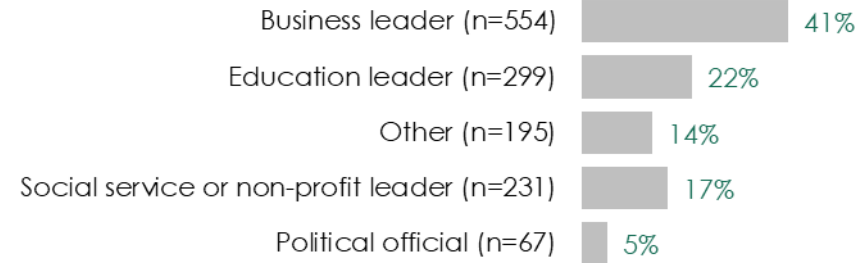
Total Response Rate* **17%**

COMMUNITY LEADER DEMOGRAPHICS

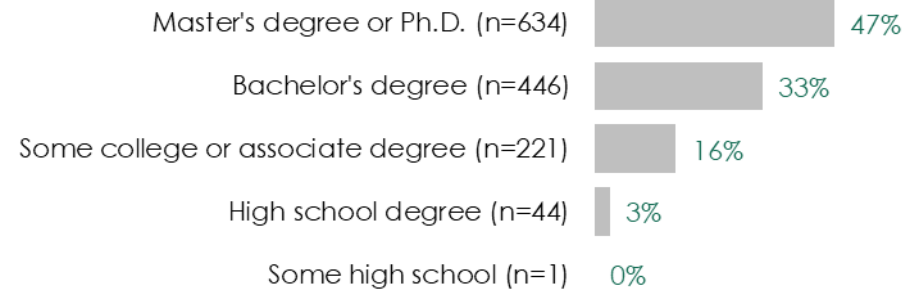
COMPARED TO 2018 SURVEY PARTICIPANTS, 2019 PARTICIPANTS:

- Were more likely to be business leaders (41% in 2019 v. 36% in 2018)
- Had similar levels of education
- Were more likely to have provided feedback to Ivy Tech (25% in 2019 v. 18% in 2018)

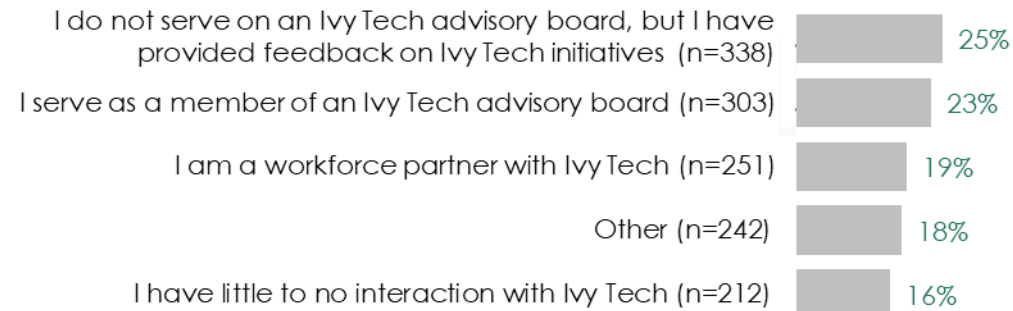
COMMUNITY LEADER TYPE



LEVEL OF EDUCATION

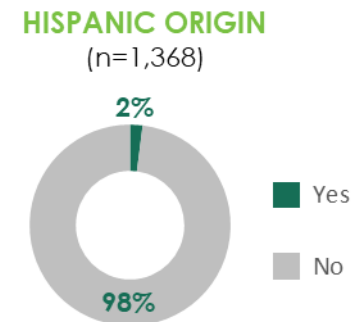
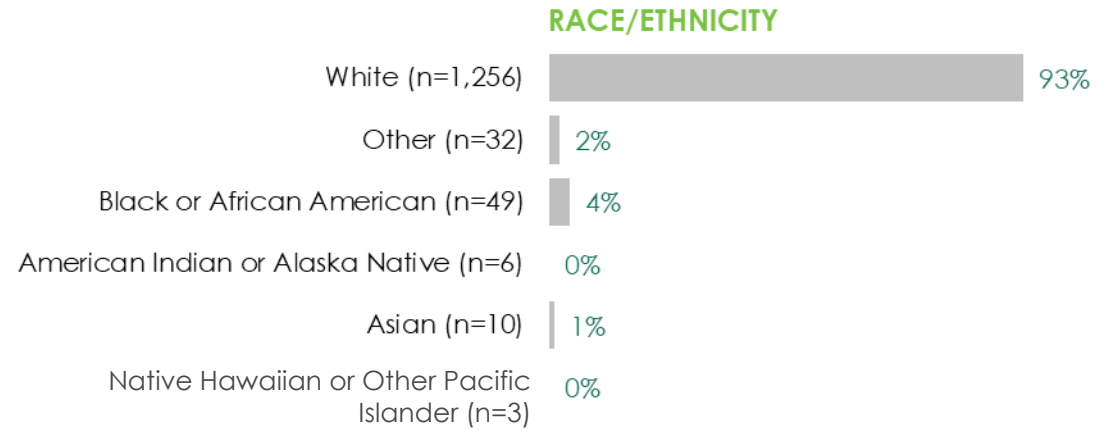
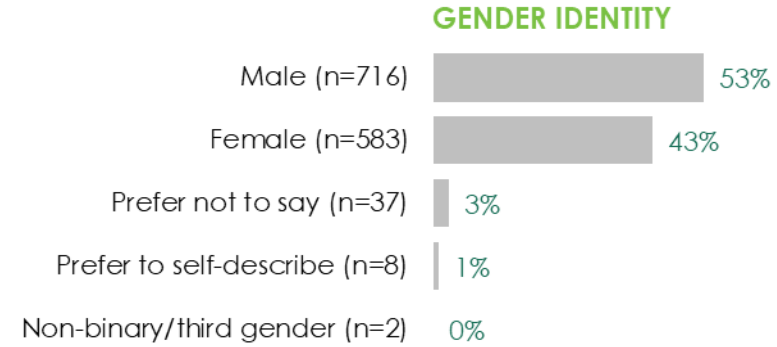
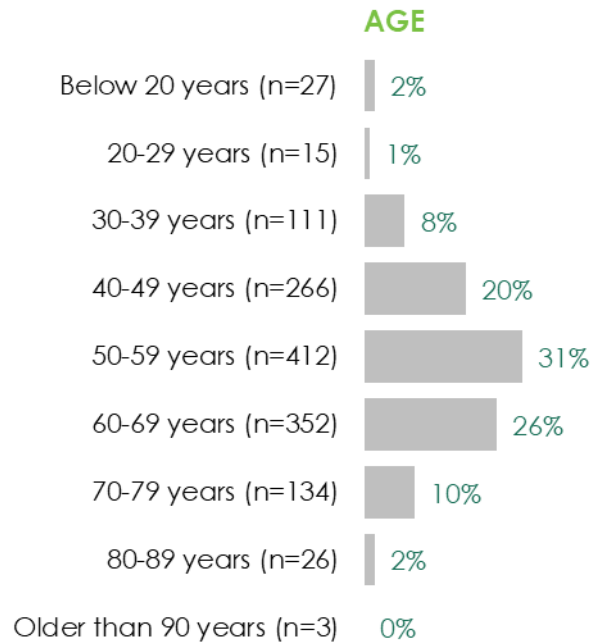


CURRENT LEVEL OF ENGAGEMENT



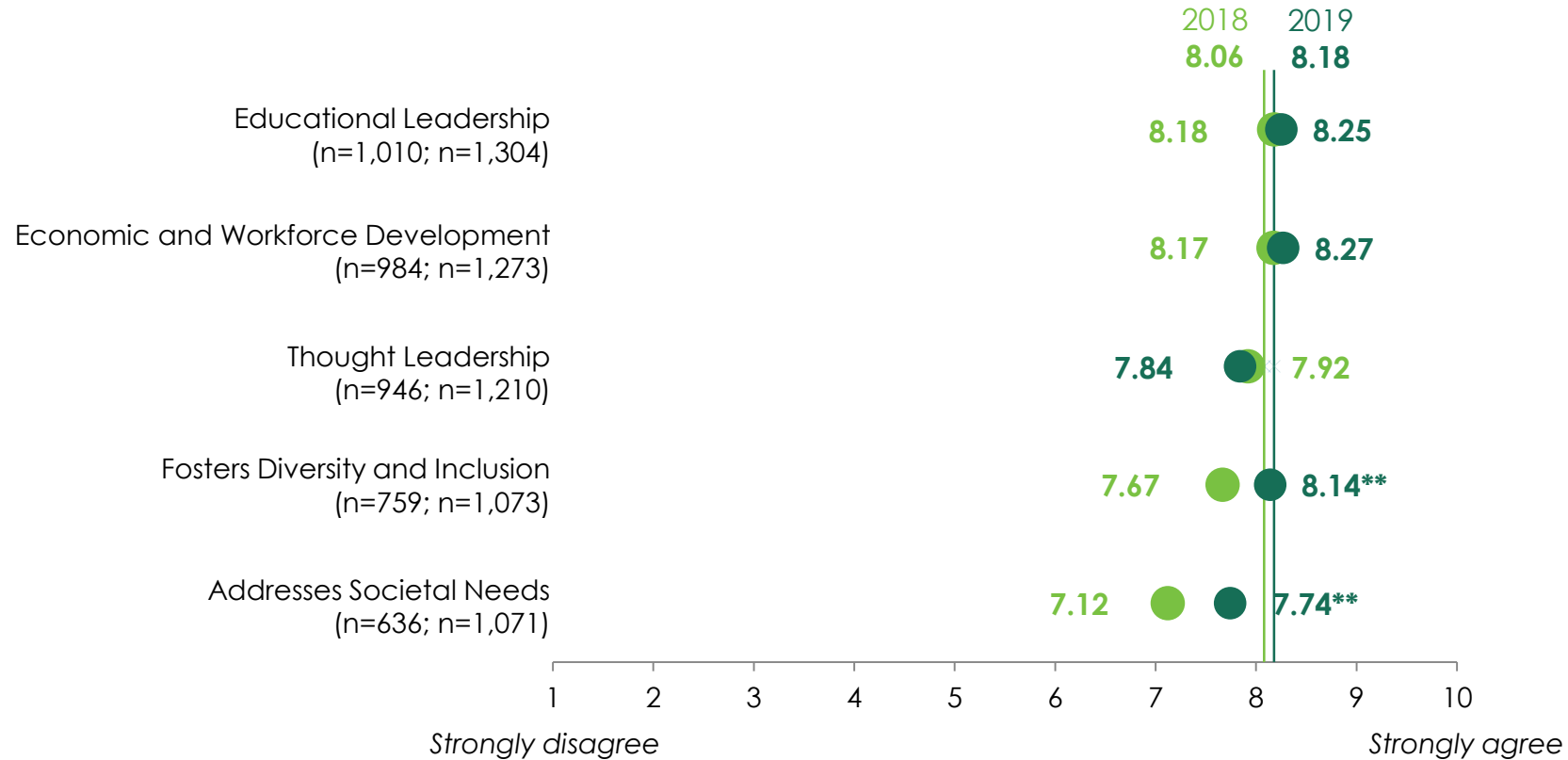
COMMUNITY LEADER DEMOGRAPHICS

2019 SURVEY PARTICIPANTS WERE SIMILAR TO 2018 PARTICIPANTS IN TERMS OF AGE, GENDER, AND RACE/ETHNICITY



OVERALL COMMUNITY ENGAGEMENT SCORES

COMMUNITY ENGAGEMENT INDEX

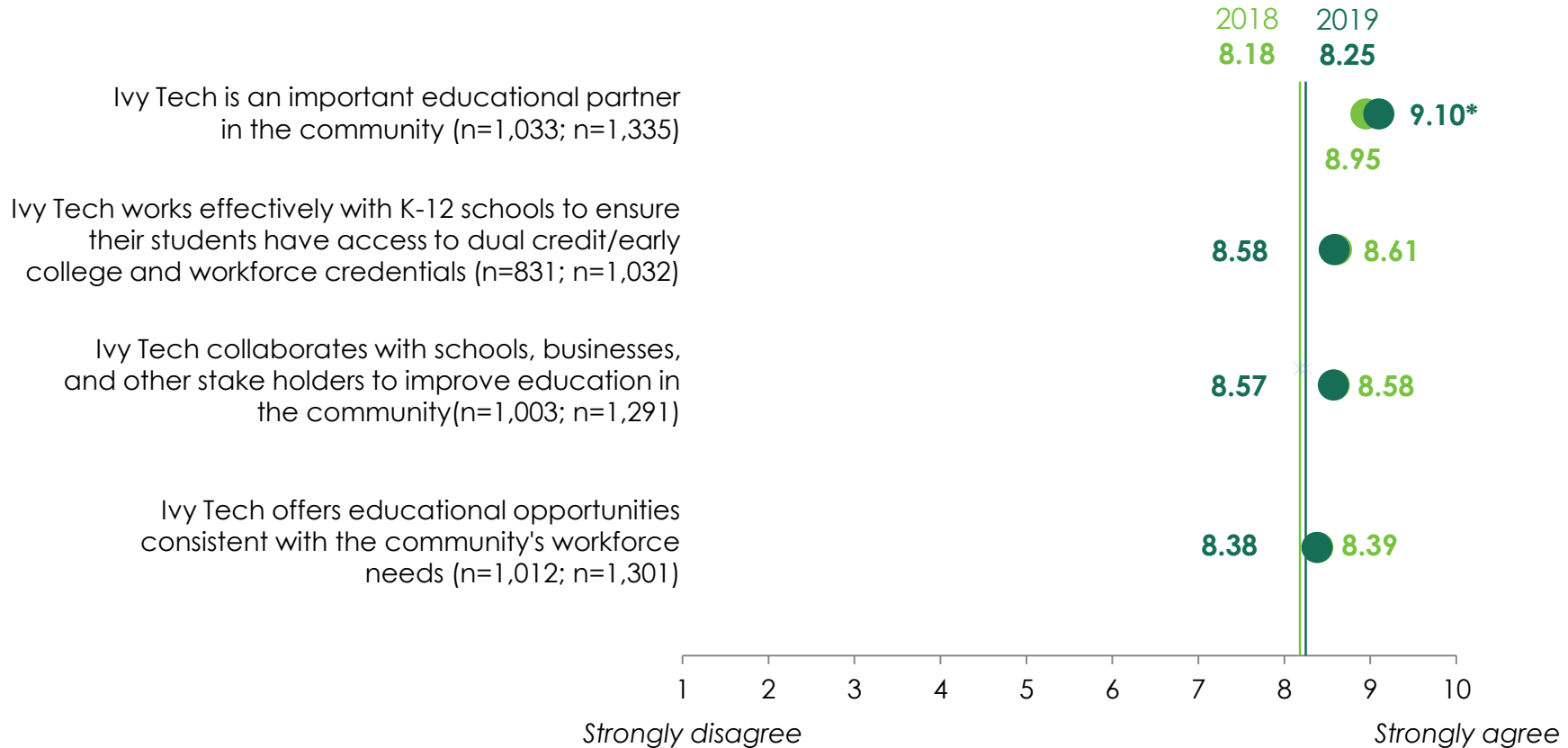


Notes:

1. This dashboard, "Overall community engagement scores," presents the mean scores for 2019 and 2018 results for survey questions 33 to 38, which measured overall performance in each of Ivy Tech's five community engagement dimensions, as well as Ivy Tech's overall community engagement performance.
2. The two solid green lines indicate overall community engagement (CE) scores for 2019 and 2018.
3. BBC ran significance tests to identify differences between 2019 and 2018 results. *, ** Denotes that the difference between 2019 and 2018 results is statistically significant at the 95% and 99% confidence level, respectively.

- 2019 Mean
- 2018 Mean
- 2019 Overall CE Score
- 2018 Overall CE Score

EDUCATIONAL LEADERSHIP SCORES

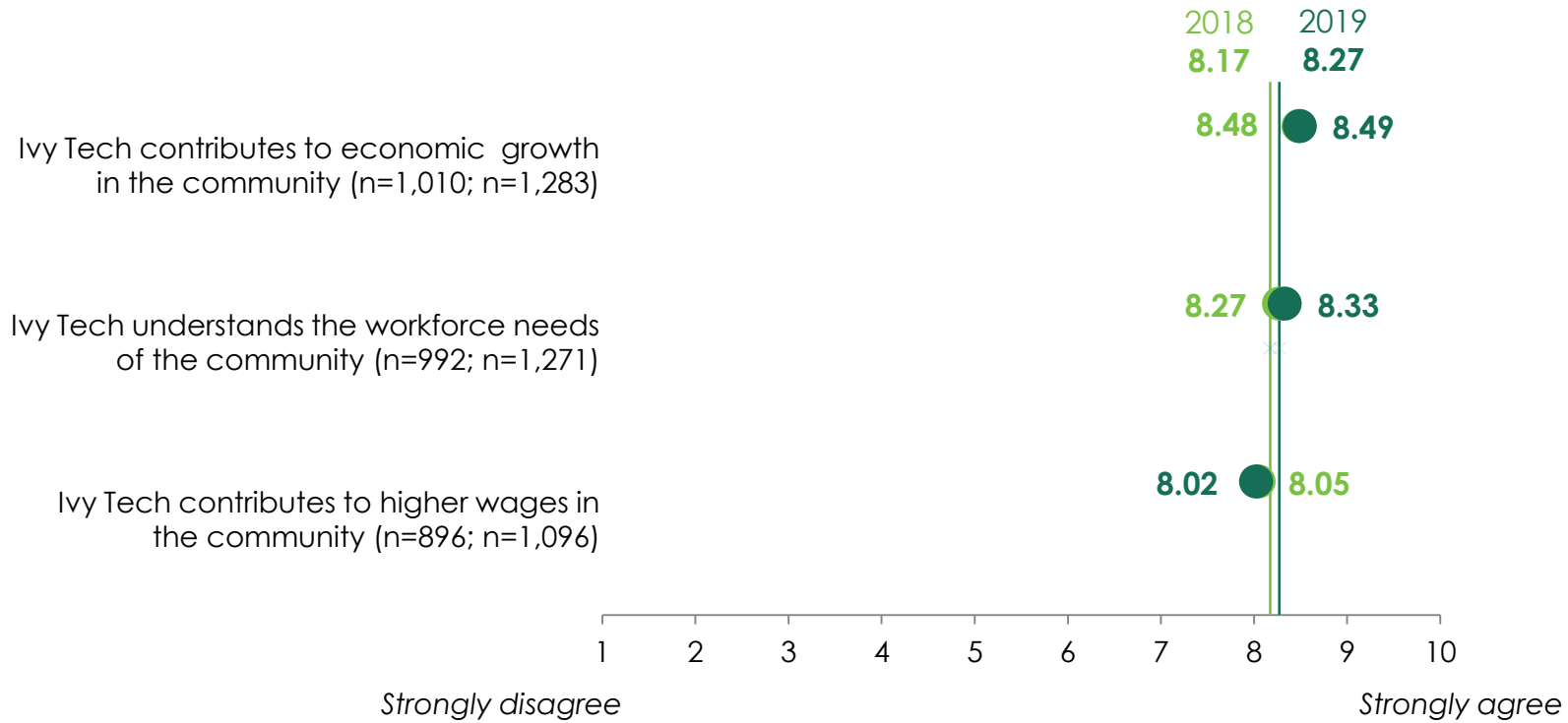


Notes:

1. This dashboard presents the mean scores for various statements used to measure different aspects of educational leadership. Statement scores are benchmarked against the overall educational leadership (EL) score.
2. The two solid green lines indicate overall EL scores for 2019 and 2018.
3. BBC ran significance tests to identify differences between 2019 and 2018 results. *, ** Denotes that the difference between 2019 and 2018 results is statistically significant at the 95% and 99% confidence level, respectively.

- 2019 Mean
- 2018 Mean
- 2019 Overall EL Score
- 2018 Overall EL Score

ECONOMIC & WORKFORCE DEVELOPMENT SCORES

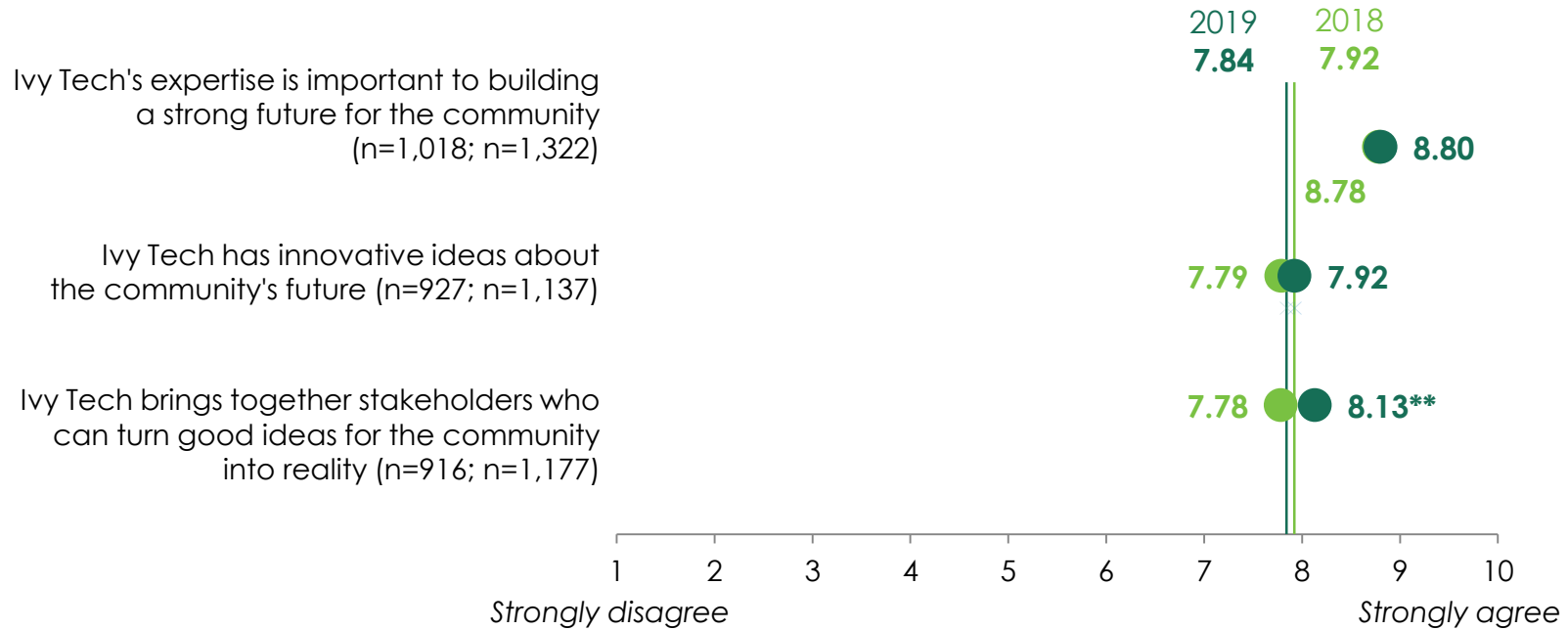


Notes:

1. This dashboard presents the mean scores for various statements used to measure different aspects of educational leadership. Statement scores are benchmarked against the overall economic and workforce development (EW) score.
2. The two solid green lines indicate overall EW scores for 2019 and 2018.
3. BBC ran significance tests to identify differences between 2019 and 2018 results. *, ** Denotes that the difference between 2019 and 2018 results is statistically significant at the 95% and 99% confidence level, respectively.

- 2019 Mean
- 2018 Mean
- 2019 Overall EW Score
- 2018 Overall EW Score

THOUGHT LEADERSHIP SCORES

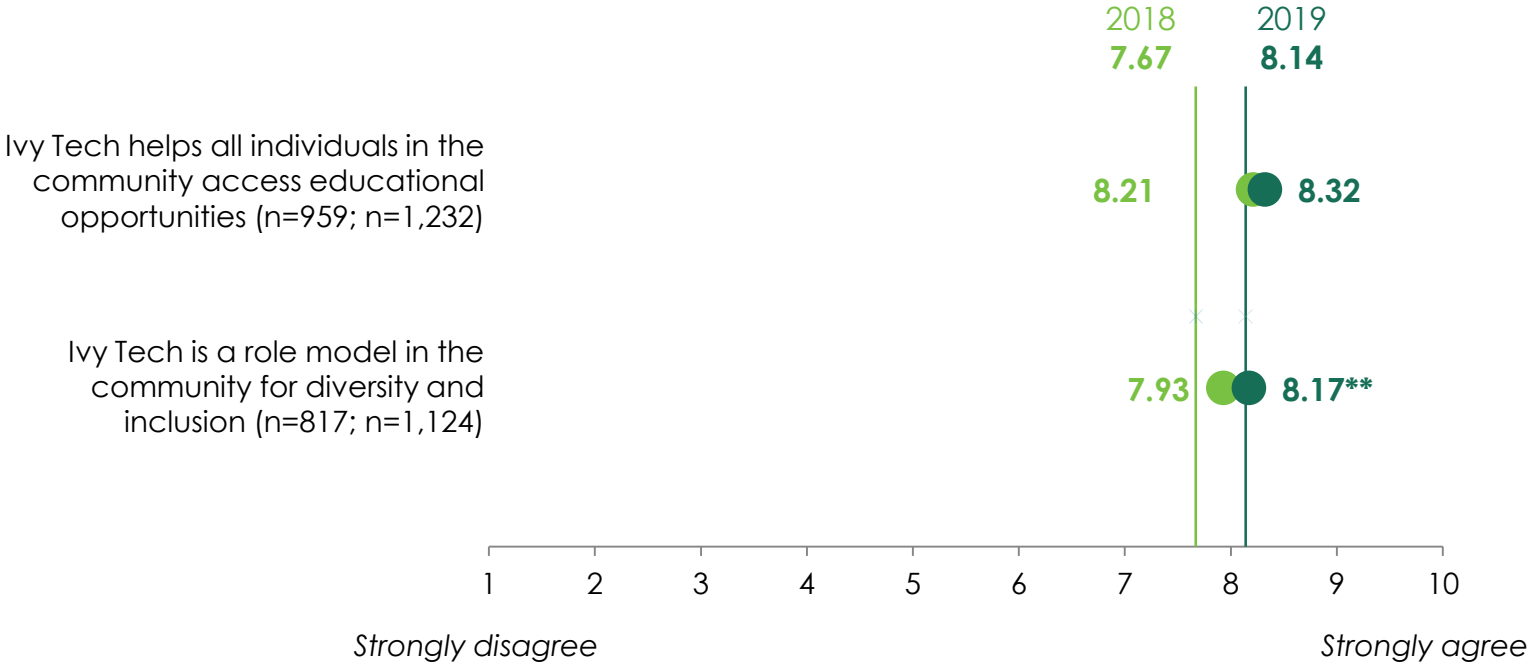


Notes:

1. This dashboard presents the mean scores for various statements used to measure different aspects of educational leadership. Statement scores are benchmarked against the overall thought leadership (TL) score.
2. The two solid green lines indicate overall TL scores for 2019 and 2018.
3. BBC ran significance tests to identify differences between 2019 and 2018 results. *, ** Denotes that the difference between 2019 and 2018 results is statistically significant at the 95% and 99% confidence level, respectively.

- 2019 Mean
- 2018 Mean
- 2019 Overall TL Score
- 2018 Overall TL Score

DIVERSITY AND INCLUSION SCORES



Notes:

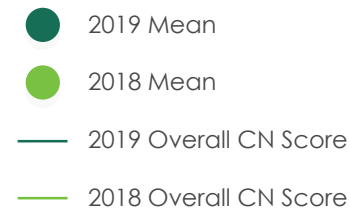
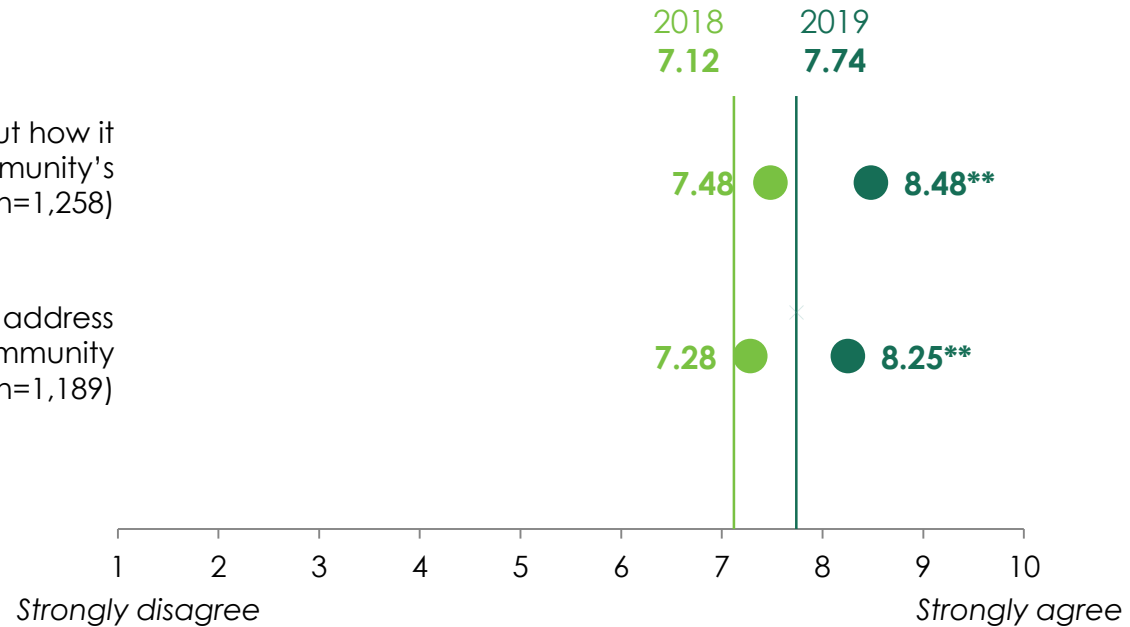
1. This dashboard presents the mean scores for various statements used to measure different aspects of educational leadership. Statement scores are benchmarked against the overall diversity and inclusion (DI) score.
2. The two solid green lines indicate overall DI scores for 2019 and 2018.
3. BBC ran significance tests to identify differences between 2019 and 2018 results. *, ** Denotes that the difference between 2019 and 2018 results is statistically significant at the 95% and 99% confidence level, respectively.

- 2019 Mean
- 2018 Mean
- 2019 Overall DI Score
- 2018 Overall DI Score

ADDRESSES COMMUNITY NEEDS SCORES

Ivy Tech is interested in finding out how it can help address the community's societal needs (n=696; n=1,258)

Ivy Tech participates in projects that address key societal needs in the community (n=665; n=1,189)

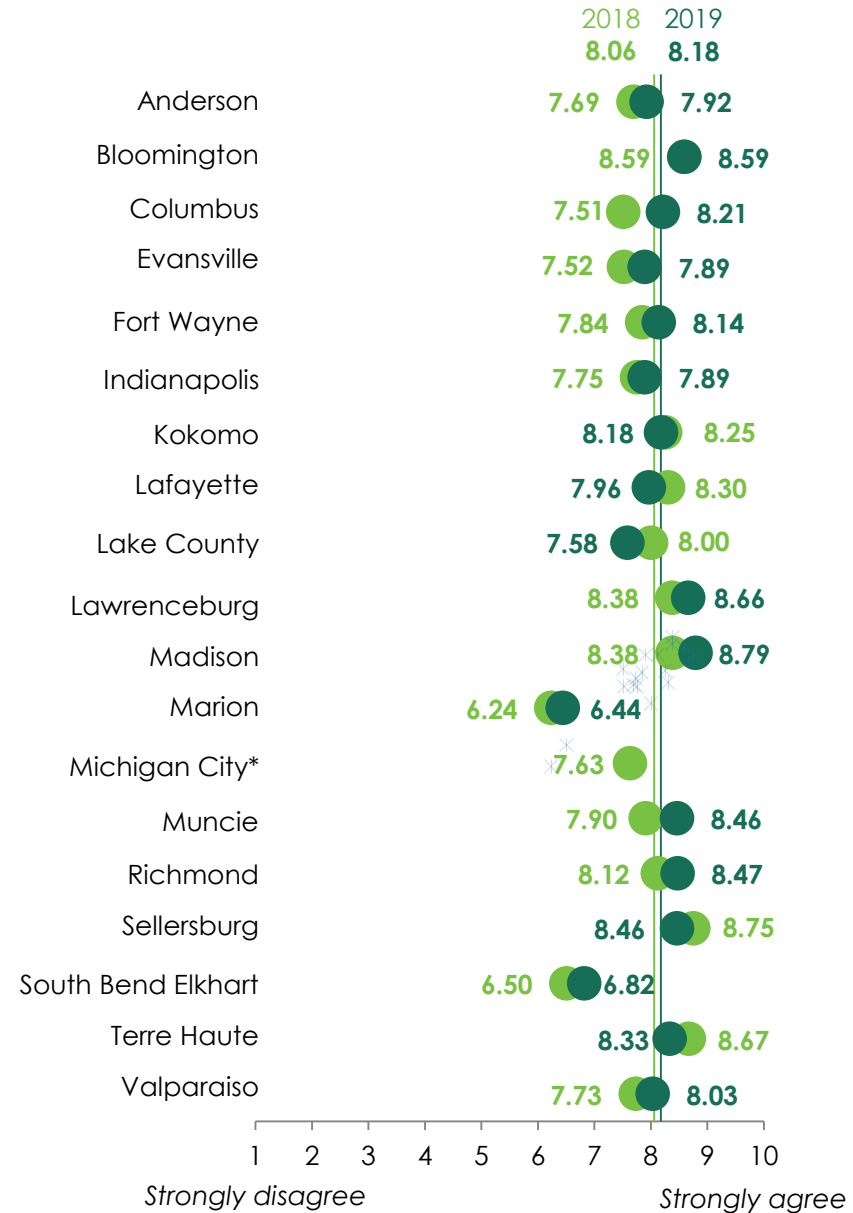
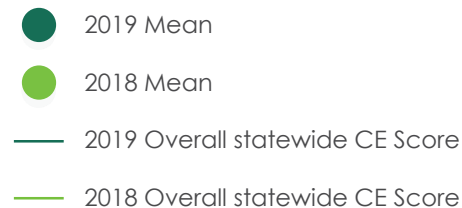


Notes:

1. This dashboard presents the mean scores for various statements used to measure different aspects of educational leadership. Statement scores are benchmarked against the overall addressing community needs (CN) score.
2. The two solid green lines indicate overall CN scores for 2019 and 2018.
3. BBC ran significance tests to identify differences between 2019 and 2018 results. *, ** Denotes that the difference between 2019 and 2018 results is statistically significant at the 95% and 99% confidence level, respectively.

CAMPUS SERVICE AREA SCORES

OVERALL COMMUNITY ENGAGEMENT SCORES WERE SIMILAR FOR ALL CAMPUS SERVICE AREAS ACROSS 2019 AND 2018 SURVEY RESULTS

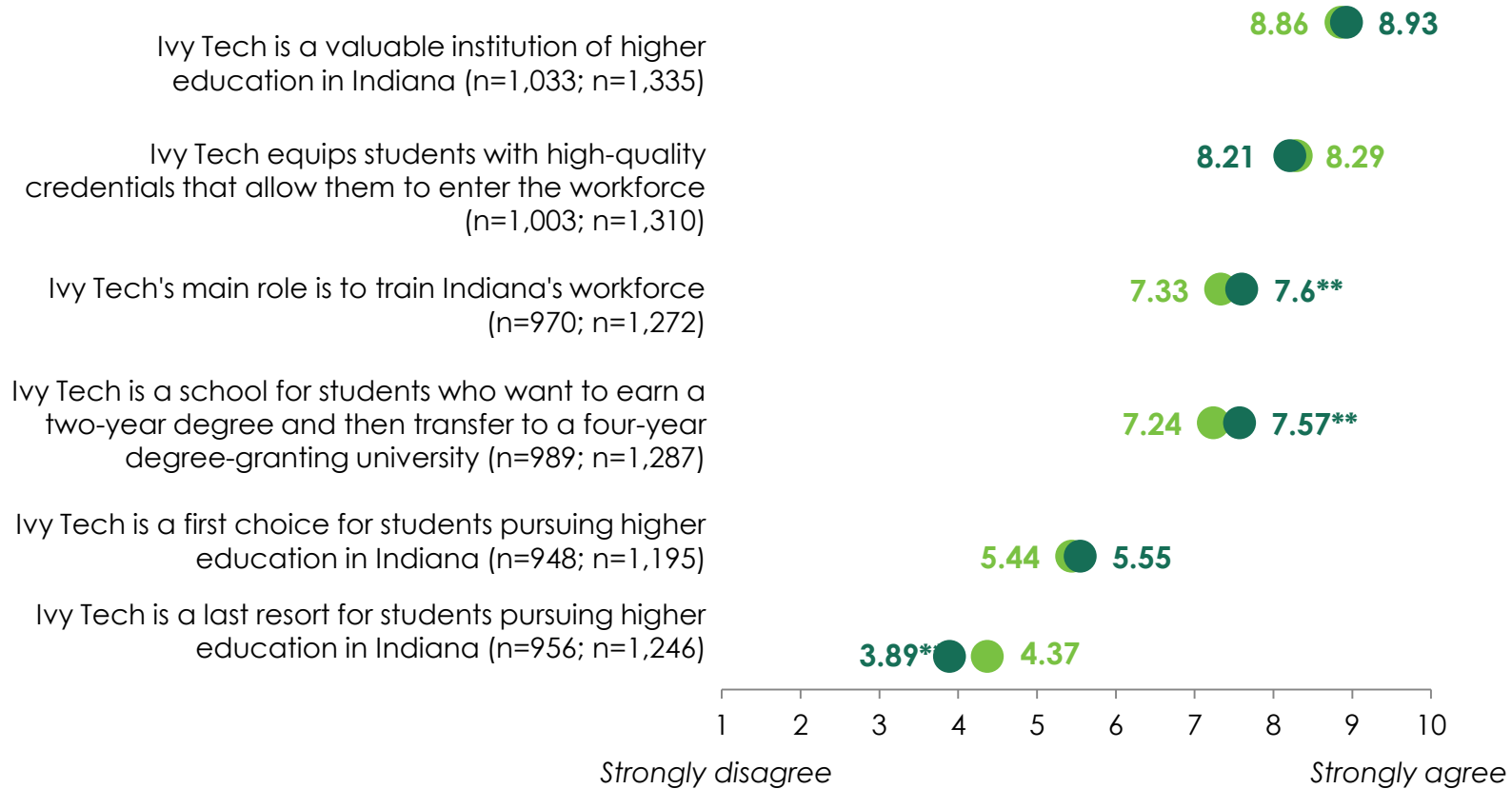


Notes:

- BBC ran significance tests to identify differences between 2019 and 2018 results. *, ** Denotes that the difference between 2019 and 2018 results is statistically significant at the 95% and 99% confidence level, respectively.
- The Michigan City campus service area was combined with Valparaiso in 2019.

GENERAL PERCEPTIONS OF IVY TECH

IVY TECH IS VIEWED AS AN IMPORTANT INSTITUTION OF HIGHER ED IN INDIANA BUT AS NEITHER THE FIRST NOR LAST CHOICE FOR STUDENTS.



Notes:

1. BBC ran significance tests to identify differences between 2019 and 2018 results. *, ** Denotes that the difference between 2019 and 2018 results is statistically significant at the 95% and 99% confidence level, respectively.

● 2019 Mean ● 2018 Mean

A stylized tree graphic in shades of green, positioned on the left side of the slide. It features a vertical trunk and several horizontal branches that resemble leaves or a canopy.

Our Communities. Your College.

**Partner Highlight:
Boner Center and Apartment
Maintenance Training**



**JOHN BONER
NEIGHBORHOOD
CENTERS**

Thriving Together in a Vibrant Community



IVY TECH
COMMUNITY
COLLEGE

About the John Boner Neighborhood Centers

John Boner Neighborhood Centers (JBNC) inspire neighbors and partners to improve the quality of life on the Near Eastside by providing tools for change and growth.

- Non-profit agency founded in 1971
- Work to build a community where people want to live, work and leave an impact

Four core departments

- Children and youth services
- Continuum of care housing services
- Financial foundations
- Senior citizens





JOHN BONER
NEIGHBORHOOD
CENTERS

Thriving Together in a Vibrant Community



IVY TECH
COMMUNITY
COLLEGE

Partnership with Ivy Tech Central Indiana

Ivy Tech and JBNC have partnered to create an apartment maintenance technician training program.

- Goal to develop maintenance technician pipeline to meet employer needs
- Employer partners: TWG, Stenz, Englewood CDC, Partners in Housing, JBNC
- Ivy Tech catered training to diverse employer needs
- Includes important industry certifications
- Includes 40 hour paid internship
- Opportunity to grow within field or move into construction and skilled trades



Celebrating the first cohort

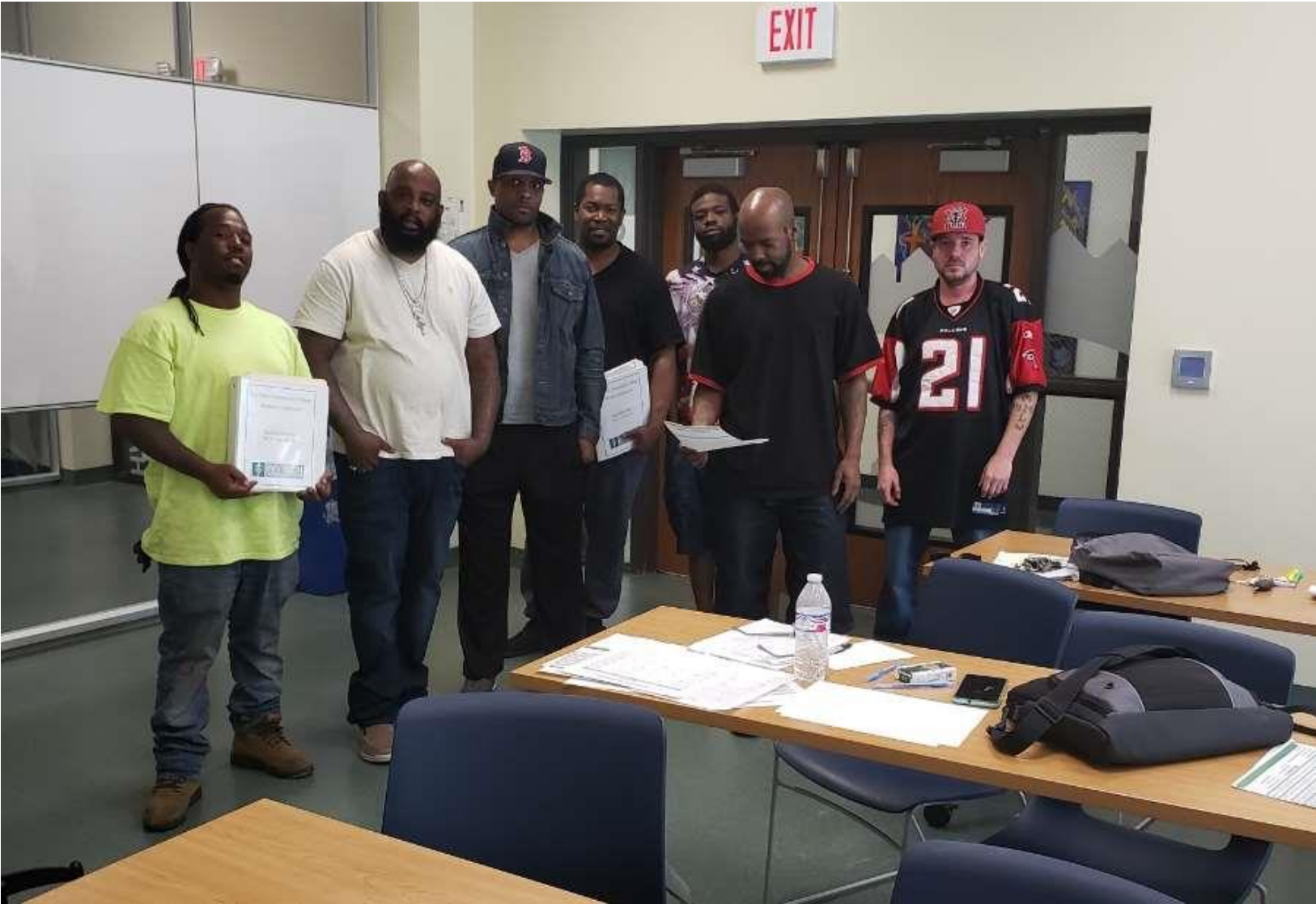


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COLLEGE





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CENTERS

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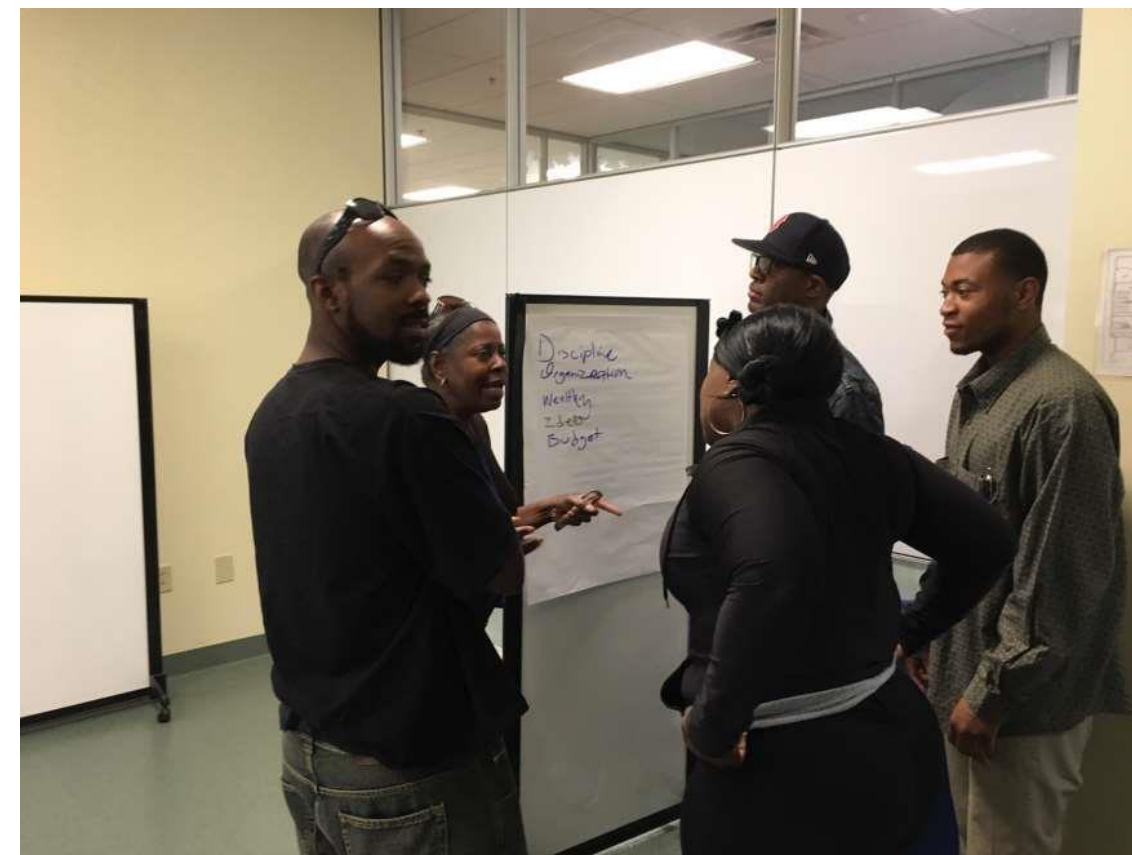
IVY TECH
COMMUNITY
COLLEGE

Results

First cohort, our 'guinea pigs,' persevered through personal and logistical challenges.

- OSHA certifications: 10
- Basic Electricity: 7
- HVAC/EPA 608 certifications: 4
- Maintenance Tech Industry Placements: 3

Average wage is \$16.25 (compared to \$10 CWF).



Success Story: Duane Oreskovic



**JOHN BONER
NEIGHBORHOOD
CENTERS**

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COMMUNITY
COLLEGE**





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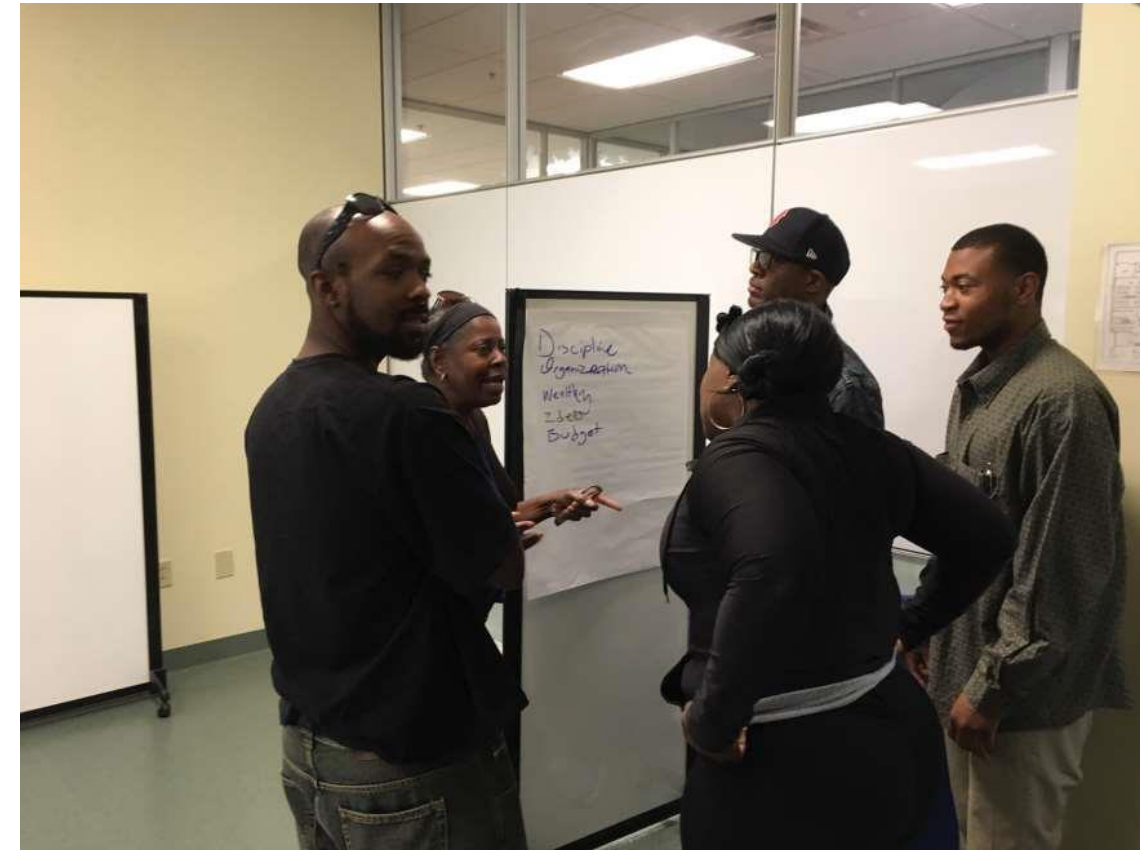
IVY TECH
COMMUNITY
COLLEGE

Future with Ivy Tech

Ivy Tech and JBNC are beginning a partnership for the CompTIA A+ certification.

- With this certification, graduates have the potential to earn a starting salary of \$20 - \$24 in an IT position (*i.e., Technical Support Specialist, Field Service Technician, IT Support Technician or Administrator*)

Ivy Tech and JBNC are planning second cohort of Apartment Maintenance Tech.





**Thank
You**

OUR COMMUNITIES. YOUR COLLEGE.

PATHWAYS FOR STUDENT SUCCESS AND A STRONGER INDIANA.



Exhibit A
Resolution 2019-58

Columbus

<u>Name</u>	<u>Constituency</u>	<u>Expiration of Term</u>
Edward Perez	Manufacturing	6/30/2022

Indianapolis Campus Board of Trustees

<u>Name</u>	<u>Constituency</u>	<u>Expiration of Term</u>
Noell F. Allen	At Large	6/30/2022
Tom Fisher	At Large	6/30/2022

Kokomo Campus Board of Trustees

<u>Name</u>	<u>Constituency</u>	<u>Expiration of Term</u>
Tanya D. Foutch	Manufacturing	6/30/2022

APPOINTMENT OF CAMPUS BOARD TRUSTEES

RESOLUTION NUMBER 2019-58

WHEREAS, the Columbus, Indianapolis and Kokomo Campus Boards have recommended individuals to serve on the Columbus, Indianapolis and Kokomo Campus Boards.

WHEREAS, these Campus Boards request 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 – Columbus, Indianapolis and Kokomo effective immediately.

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

Terry W. Anker, Chairperson

Andrew Wilson, Secretary

Dated: December 5, 2019

RESOLUTION ON PERFORMANCE AND COMPENSATION METRICS

RESOLUTION NUMBER 2019-59

WHEREAS, the Board of Trustees of Ivy Tech Community College has established performance metrics reflecting the College's priorities to improve student success, and

WHEREAS, the performance metrics are linked to the College's Strategic Plan, Our Communities. Your College. Pathways for Student Success and a Stronger Indiana, and

WHEREAS, pursuant to the President's employment agreement with the Board an incentive bonus may be awarded the President based on the College achieving the above referenced performance metrics and other qualitative evaluations.

NOW THEREFORE BE IT RESOLVED, the Board of Trustees of Ivy Tech Community College find that 86.2% of the performance metrics for 2018-2019 were met, and

FURTHER BE IT RESOLVED, the Board authorizes an incentive bonus in the amount \$51,720.00 for fiscal year 2018-2019 be paid to President Sue Ellspermann based on the achievement of the performance metrics.

**STATE TRUSTEES
IVY TECH COMMUNITY COLLEGE**

Terry W. Anker, Chair

Andrew Wilson, Secretary

Dated December 5, 2019