

**MINUTES OF THE MEETING OF THE STATE BOARD OF TRUSTEES  
IVY TECH COMMUNITY COLLEGE OF INDIANA  
MUNCIE, INDIANA  
FEBRUARY 11, 2010**

Chairman Kaye H. Whitehead called the February 11, 2010, regular meeting of the State Board of Trustees to order at 10:45 a.m. in Rooms 532-534 of the North Building at the Ivy Tech Community College – Muncie Campus, 4301 S. Cowan Road, Muncie, Indiana.

**A. ROLL CALL:**

Secretary Anne K. Shane called the roll and the presence of a quorum was announced. The following State Trustees were present:

**Ms. Kaye H. Whitehead, Chair**  
**Mr. Lee J. Marchant, Vice Chair**  
**Mrs. Anne K. Shane, Secretary**  
**Ms. Linda Buskirk**  
**Ms. Debora K. Butterfield via phone**  
**Mr. David M. Findlay**  
**Mr. Richard R. Halderman**  
**Ms. Lillian Sue Livers via phone**  
**Mr. Anthony J. Moravec**  
**Mr. Norman E. “Ned” Pfau, Jr. via phone**  
**Mr. Steve Schreckengast**  
**Mr. Leslie C. Shively**  
**Mr. V. Bruce Walkup**

**B. NOTICES OF MEETINGS MAILED AND POSTED:**

Secretary Anne K. Shane confirmed that notices of the December 10, 2009, regular meeting were properly mailed and posted.

**C. APPROVAL OF BOARD MINUTES:**

Chairman Kaye H. Whitehead directed the trustees’ attention to the minutes of the December 10, 2009, regular board meeting. Trustee Richard R. Halderman made the motion to approve the minutes of the December 10, 2009, regular meeting as submitted. Trustee Shane seconded the motion, and the motion was carried unanimously.

At this time, Chairman Whitehead Kaye apologized for the late meeting start and explained that the trustees were engaged in prolonged discussions in executive session.

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**D. COMMITTEE REPORTS:**

**Item 1** Chairman Whitehead reported that the Executive Committee continues to discuss the budget and related opportunities and challenges within the College. She acknowledged that an enrollment growth of 25 percent is cause to rethink our current positions on our budget. She noted that one specific item under review for possible cost savings is the current State Trustee meeting schedule. Chairman Whitehead said that every cost cutting measure that the Board is looking at has to make sense for all of our students, not only the ones we have today but also the ones we will have in the future.

**Item 2** Chairman Whitehead called upon Trustee Norman E. “Ned” Pfau, Jr. for the **Budget and Finance Committee Report.**

Trustee Pfau said that there were no action items to bring before the Board today; however the Committee discussed the requests for proposals (RFPs) for the health and dental plans, the Series M and N student fee bond issues for the academic buildings in Sellersburg, Elkhart, Warsaw, and Indianapolis, the Higher One debit card, the Nelnet payment plan, and the current budget.

**Item 3** Chairman Whitehead called on Trustee Linda Buskirk for the **Planning and Education Committee Report.**

Trustee Buskirk reminded the Board that the majority of their Committee meeting yesterday was dedicated to the Accelerating Greatness 2013 Strategic Plan. She explained that approximately 18 months ago, this Board—as they were starting to see the problems with the economy unfold and the College’s enrollment increase—expressed interest in having more involvement in the future of Ivy Tech Community College. There was a feeling of little involvement in the previous strategic plan’s creation, and this Board wanted to be more engaged. Trustee Buskirk said that President Snyder framed the discussion for strategic planning in an effective way by using Jim Collins’ model Good to Great. This allowed the Board to identify what the College does best so it could move ahead. It was a year ago that the Board met in Indianapolis with the senior leadership team to examine Ivy Tech using the Good to Great model. From there, the trustees were given an opportunity to provide direct input in a proper governance role for this strategic plan. Strategic drivers for Accelerating Greatness were identified: ensuring that students achieve their educational goals, unequivocal commitment to Ivy Tech as the difference maker for Indiana’s economic future, and one integrated community college transforming Indiana. From there, the Strategic Planning Council developed a new vision statement: Changing Lives, Making Indiana Great. The four core strategies were also developed: ensure that students achieve their educational goals; ensure that Indiana citizens, workforce, and businesses are globally competitive; ensure optimal quality and efficiencies

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statewide; and ensure an adequate and sustainable resource base. The Board of Trustees was involved in providing its support of those four strategies. Intensive work began shortly after that, and nearly 2,500 Ivy Tech employees from around the state had the opportunity to hear about these strategies, discuss Ivy Tech's future, and provide feedback. Students, faculty, staff, and local community members were all involved in this historic effort—it was obvious in the way the plan evolved that we did listen. Along the way, the process was inspired by the College's link with Achieving the Dream, and the trustees were involved in learning and responding to new data about higher education, national benchmarks, and reaccreditation. Our success was reaffirmed with a 10-year reaccreditation. During the reaccreditation process, the College learned that our weakest link was our ability to fund everything that needs to be done. As the trustees are posed to adopt this strategic plan, funding challenges remain a looming question. Trustee Buskirk said that the trustees are right to wonder about our financial future, but we should embrace the direction that we all helped set in this multi-faceted plan aimed at achieving greatness. The planning process examines a need and has considered a driving interest. All aspects of supporting our students for success are covered in this plan. It is now our job to adopt it, monitor progress, and support it. The Plan's strengths are many and there are many people to thank. The Committee received a comprehensive list of names at their meeting yesterday of everyone who has been involved in developing this strategic plan. Trustee Buskirk also thanked Vice President for Engagement and Program Analysis Jeff Terp and Vice President for Communications and Marketing Jeff Fanter for their leadership; Senior Vice President and Provost Don Doucette and his team for the metrics; and Chancellor Jim Steck for his exemplary leadership of this process. Trustee Buskirk presented **Resolution Number 2010-1** and stated that with the approval of this resolution, the State Board of Trustees would endorse the College's Accelerating Greatness 2013 Strategic Plan, including its mission statement, vision statement, core strategies, objectives, metrics and targets, and initiatives; that the Board would strongly encourage the College's leadership, faculty, and staff to embrace the Accelerating Greatness 2013 Strategic Plan as the College's blueprint for Changing Lives, Making Indiana Great; and that the Board strongly encourages the College's leadership, faculty, and staff to identify, reallocate and redirect available and obtainable human and fiscal resources to aggressively implement the Accelerating Greatness 2013 Strategic Plan. Trustee Buskirk made the motion to approve **Resolution Number 2010-1, Endorsement of Accelerating Greatness 2013 Strategic Plan**, and Trustee Shane seconded the motion. The motion carried unanimously.

Trustee Buskirk reminded the trustees of the detailed report and discussion during the previous day's Planning and Education Committee meeting and moved to approve **Resolution Number 2010-2, Approval of New Programs**.

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Trustee David M. Findlay seconded the motion, and the motion carried unanimously.

Chairman Whitehead added that Trustee Buskirk has been intricately involved in the strategic planning process and has dedicated a lot of her time to this endeavor as well. This is going to be a driver for the College—this is our map, our plan for the future, and she expressed her appreciation for Trustee Buskirk's efforts.

**Item 4** Chairman Whitehead called on Trustee V. Bruce Walkup to give the **Buildings, Grounds, and Capital Committee Report**. Trustee Walkup reminded the trustees of the detailed discussions of the following resolutions during the committee meetings the previous afternoon and moved for the approval of:

**Resolution Number 2010-3, Acceptance of IPFW's Offer to Provide Police Services for Fort Wayne Campuses, Region 3/Northeast**

Trustee Anthony J. Moravec seconded the motion, and the motion carried unanimously.

**Resolution Number 2010-4, Approval to Exchange Land With IPFW Foundation at the College's Fort Wayne North Campus, Region 3/Northeast**

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

**Resolution Number 2010-5, Resolution Approving the Purchase of Approximately 14.63 Acres of Land in Greencastle From the City of Greencastle, Region 7/Wabash Valley**

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

**Resolution Number 2010-6, Approval of an Architectural Firm for the Warsaw New Construction Project, Region 2/North Central**

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

**Resolution Number 2010-7, Approval of a Construction Management Firm for the Warsaw New Construction Project, Region 2/North Central**

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Trustee Schreckengast seconded the motion, and noted for the record that the construction management firm selected is Guepel DeMars Hagerman. The motion carried unanimously.

At this time during the regular meeting, Chairman Whitehead called a public hearing for the consideration and awarding of a public works contract. Trustee Walkup made the motion to approve **Resolution Number 2010-8** for the approval of a construction contract for the Multi Modal Facility in Indianapolis. Trustee Schreckengast seconded the motion. Chairman Whitehead asked if anyone in attendance had anything to present to the Board regarding this resolution or any questions about this resolution, and no one came forward. Chairman Whitehead called for a vote to approve **Resolution Number 2010-8, Approval of a Construction Contract for the Multi Modal Facility in Indianapolis, Region 8/Central Indiana**, and the motion carried unanimously.

Continuing, Trustee Walkup made the motion to approve **Resolution Number 2010-9** for the approval of a guaranteed energy savings contract for two buildings at the North Meridian Center Campus in Indianapolis. Trustee Schreckengast seconded the motion. Chairman Whitehead asked if anyone in attendance had anything to present to the Board regarding this Resolution or any questions about this about this resolution, and no one came forward. Chairman Whitehead called for a vote to approve **Resolution Number 2010-9, Approval of a Guaranteed Energy Savings Contract for Two Buildings at the North Meridian Center Campus in Indianapolis, Region 8/Central Indiana**, and the motion carried unanimously. Chairman Whitehead closed the public hearing.

Trustee Walkup said the Committee heard about the process by which the College plans to prioritize capital projects for recommendations to the State Trustees at our next meeting. The Facilities and Design Council has proposed using the same process that was used two years ago: identifying the need for space and ranking projects based on that need. Information items presented during the Committee meeting included a progress report on the purchase of a former grocery store at West 28<sup>th</sup> Street and North Capital Avenue in Indianapolis and a Facilities and Design Council report.

- Item 5** Chairman Whitehead called on Trustee David M. Findlay for the **Audit Committee Report**. Trustee Findlay reported that there were no action items to bring before the Board. He recognized Ivy Tech senior auditor Jason Thompson who is acting as the interim director of internal audit during this period. Trustee Findlay said that Mr. Thompson Jason has done a fine job over the last several months with taking on responsibilities of the internal audit function. At the meeting yesterday, the Committee reviewed the findings related to a network security audit that was conducted by an outside

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consulting firm. He said that Chief Technology Officer Tony Harte did a nice job of bringing the Committee up to speed on management's response of those issues. The Committee reviewed all other completed reports submitted since the last meeting and discussed audits in progress. They also discussed the expansion of a technology contract with software vendor KCL that will further the precision of internal reporting College wide.

- Item 6** Chairman Whitehead called on Trustee Steve Schreckengast for the **Workforce and Economic Development Committee Report**. Trustee Schreckengast reported that there were no action items to bring forward. He reported that the Committee heard from Mr. Roy Winkler, Executive Director for WED at the East Central Region. Mr. Winkler provided a report on all of the region's activities in the Marion, Muncie, Anderson area. Assistant Vice President for WED Brian McGrath provided an update on the process of developing the Top 50 businesses, and he will provide a comprehensive report at the April Board meeting. Trustee Schreckengast called on Susan Brooks, Senior Vice President for WED and General Counsel, for additional comments. Senior Vice President Brooks reported that the Committee heard an update on the grants activity in the College and the manner in which it is taking off and the coordination that is being done around the state. She said that the College continues to pursue more grants, and as a result, we received \$21 million in grants last year. The Committee also received data on WED enrollments for each region, as well as revenues and expenses for a comparison to last year and year to date.

**E. TREASURER'S REPORT:**

Chairman Whitehead called on Bob Holmes, Vice President for Finance and Treasurer, for the **Treasurer's Report**.

- Vice President Bob Holmes reported that we are past the halfway point of the 2009-10 fiscal year. Through January, total revenue has increased by \$61.7 million compared to last year. Due to the unprecedented enrollment growth the College has experienced this year, student fee revenue has increased by \$57 million. State appropriations have increased by \$6.1 million, nearly entirely due to the increased debt service reimbursement that we receive from the State to help fund our new academic facilities. Operating appropriations will only increase by about \$1.5 million this year if we are fortunate enough to escape further state budget cuts due to tax collection shortfalls. Thus, we have a situation where total revenue is increasing due to growing student fee revenue, but state operating appropriation funding on a per full-time equivalent student basis has dropped from about \$2,971 per student in 2008-09 to what we project is \$2,372 next year; projected drop of about 24 percent. Other revenue and investment income have decreased by \$1.7 million, primarily due to falling investment rates and reduced transfers from other college accounts. About one third of our total investments are longer term investments with maturities greater

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than one year. These longer term maturities that were entered into in previous years, along with higher investable balances, have partially off-set the drop in interest rates that we are facing today. Total expenditures have increased by \$23.6 million, so we continue to have a positive spread between revenue and expenditure increases. Compensation increases account for about \$10.6 million. The vast majority of this compensation growth results from adding new full-time adjunct faculty to serve the enrollment growth. Transfers have increased by \$7.6 million, primarily related to debt service costs that, by accounting standards, must occur in special dedicated funds. Other expenses for supplies, utilities, and leases have increased by just over \$5 million. Vice President Holmes recognized the chancellors and finance directors for the work they have done in this difficult economy. He invited all of the trustees to the 2010-11 strategic plan and budgeting meetings that are scheduled for March 8 through 12 in the regions. Vice President Holmes called for questions, and there were none. Trustee Findlay moved that the Treasurer's Report be approved. Trustee Halderman seconded the motion, and the motion carried unanimously.

**F. STATE OF THE COLLEGE:**

Chairman Whitehead called on President Thomas J. Snyder for the **President's Report**.

- President Snyder announced that the Board would hear an Engagement Report on Development from Vice President for Development Joyce Rogers. He called on Chancellor Gail Chesterfield for a report on the East Central Region.

The engagement report and the regional report were provided for information only; no Board action was required.

(Narratives and PowerPoint presentations were distributed to the Board prior to the meeting and are on file with the approved minutes of this meeting.)

- President Snyder announced that the College has a state policy team as part of the Achieving the Dream initiative, and he called on Senior Vice President and Provost Don Doucette for a report about this state policy team. Dr. Doucette reminded the trustees that there are two aspects of Achieving the Dream that Ivy Tech is involved with: an institutional team composed of 30 members that is actively pursuing changes within Ivy Tech regarding improving student success and a state policy team charged with improving student completion within the State. He noted that Indiana is the only state that has been added to the state policy discussions which were initiated five years ago with Achieving the Dream. Dr. Doucette said that Ivy Tech and Indiana have without question the strongest and most cohesive state policy team that is empowered to change state policy to actually improve student completion, not only in community colleges but also in the K-12 pipeline. He said that members of that state policy team included himself, President Snyder, Jeff Terp, State Trustee Shane, Chief of Staff to the Superintendent of Public Schools Todd Huston; Indiana State Representative Greg Porter; the Governor's Education Policy advisor Scott Jenkins;

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Indiana Commission for Higher Education (CHE) Commissioner Teresa Lubbers; and CHE Associate Commissioners Bernie Hannon and Ken Sauer. The state policy team is working on improving remediation, improving the completion rates through the K-12 pipeline, improving transfer and articulation, and creating a database system that tracks students from their first enrollment through employment.

- President Snyder recognized Central Indiana Chancellor Hank Dunn who was recently appointed as President of the 27,000 student Asheville-Buncombe Technical Community College in Asheville, North Carolina. During Dr. Dunn's tenure, enrollment at the region has doubled, financial contributions increased, and the WED program became a profitable venture. President Snyder congratulated Dr. Dunn on this promotion. He also announced that the Central Indiana Region's Vice Chancellor for Academic Affairs, Dr. Kathy Lee, would serve as the acting chancellor until a new chancellor is appointed.

**G. OLD BUSINESS:**

Chairman Whitehead called for old business, and there was none.

**H. NEW BUSINESS:**

Chairman Whitehead called for new business.

- Trustee Findlay presented **Resolution Number 2010-10** and explained that the North Central Regional Board currently has one vacancy on its regional board due to the resignation of Mr. Philip Faccenda. The North Central Regional Board Nominating Committee has identified and recommends one candidate to serve on the North Central Regional Board. Trustee Schreckengast moved to approve **Resolution Number 2010-10, Appointment of a Regional Trustee, North Central Region**, appointing Ms. Maritza Robles, representing education, as a regional trustee for the North Central Region. Trustee Moravec seconded the motion. Chairman Whitehead called for further discussion, and there was none. The motion carried unanimously.
- Chairman Whitehead commented on the positive turnout from last night's community reception despite the hazardous weather, and she thanked Chancellor Chesterfield and her team for their hospitality during these last two days. She acknowledged that the trustees' use of space for the meetings was a tremendous inconvenience for the campus, but she added that meeting on campus affords the Board the opportunity to see and experience firsthand what happens in the regions.

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**I. ADJOURNMENT:**

Chairman Whitehead called for a motion to adjourn the meeting. Trustee Halderman made the motion to adjourn the meeting, and Trustee Schreckengast seconded the motion. The motion carried unanimously.

**STATE TRUSTEES  
IVY TECH COMMUNITY COLLEGE**

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**Kaye H. Whitehead, Chairman**

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**Anne K. Shane, Secretary**

**Dated February 11, 2010**

**Prepared by Tina S. Phelps, Recording Secretary**