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Meeting of the State Board of Trustees  
Ivy Tech Community College of Indiana  
**April 13, 2015**

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Notice is hereby given that the State Board of Trustees of Ivy Tech Community College of Indiana will be holding the following meetings at the Corporate College and Culinary Center, 2820 N Meridian Street, Indianapolis, IN 46208

Monday, April 13, 2015

9:00 am – 10:00 am     Executive Session

The State Trustees will meet in Executive Session at the Corporate College and Culinary Center, 2820 N Meridian Street, Indianapolis, IN 46208 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.

(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.

10:15 am – 2:00 pm     Board Committee Meetings (open to the public)

The State Trustees will hold the regular committee meetings at Corporate College and Culinary Center, 2820 N Meridian Street, Indianapolis, IN 46208

10:15 - 10:45am       Budget and Finance
10:45 - 11:15m         Building, Ground, & Capital Committee
11:15 - Noon          Corporate College
Noon – 1:00 pm       Lunch
1:00 – 2:00 pm      Planning and Education

2:00 pm – 3:00 pm     Regular State Board of Trustees Meeting (open to the public)

The State Trustees will hold a regular meeting at the Corporate College and Culinary Center, 2820 N Meridian Street, Indianapolis, IN 46208 to consider and take action on such items as may be brought before them.

Secretary
Dated this 31st March 2015
I. Roll Call

II. Report of Secretary on Notice of Meeting

III. Approval of Minutes

Regular Meeting, February 5, 2015

IV. Reports of Board Committees

a. Executive Committee, Richard Halderman, Chair

b. Building, Grounds, and Capital Committee, Steve Schreckengast, Chair

RESOLUTION NUMBER 2015-22, Approval to Enter Into An Easement Agreement, With Indot For Bridge Across SR930, Region 3/Northeast

RESOLUTION NUMBER 2015-23, Approval To Enter Into Sublease With Pro 100, Inc. d/b/a Teenworks, Region 8/Central Indiana

RESOLUTION NUMBER 2015-24, Approval Of a Change Order To The Greiner Brothers Contract For Plumbing, Mechanical, Fire Protection In Teenworks Space, 12th Floor of C4 Building, Region 8/Central Indiana

RESOLUTION NUMBER 2015-25, Approval Of A Change Order To The Circle B Construction Contract For Drywall In Teenworks Space, 12th Floor of C4 Building, Region 8/Central Indiana

RESOLUTION NUMBER 2015-26, Approval Of A Change Order To The James Babcock Contract For Electrical, Telecommunications In Teenworks Space, 12th Floor Of C4 Building, Region 8/Central Indiana

RESOLUTION NUMBER 2015-27, Approval Of A Change Order To The Johnson-Melloh, Inc. Contract For The Replacement Of Galvanized Pipe & HVAC & Plumbing For The Noblesville Campus, Region 8/Central Indiana

RESOLUTION NUMBER 2015-28, Approval To Purchase Kitchen Equipment For Bloomington Renovation Project, Region 14/Bloomington

c. Budget and Finance Committee, Bob Jones, Chair

RESOLUTION NUMBER 2015-29, Approval Of Contract For Student Help/Success Center (Enrollment Management and Student Support Services)

RESOLUTION NUMBER 2015-30, Approval Of College 2015-16 Employee Health and Dental Insurance Programs
d. Planning and Education Committee, Kaye Whitehead, Chair

e. Audit Committee, Larry Garatoni, Chair

f. Corporate College Committee, Stewart McMillan, Chair

V. Treasurer’s Report, Chris Ruhl, SVP/Finance and Treasurer

VI. State of the College, Thomas J. Snyder, President

VII. Old Business

VIII. New Business

RESOLUTION NUMBER 2015-31, Re-appointment of Regional Trustee-East Central

IX. Adjournment

*Matters may be added to or deleted from the board agenda between the date of the preliminary agenda and the board meeting
Chair Richard Halderman called the February 5, 2015 regular meeting of the State Board of Trustees to order at 1:00 pm at the Corporate College and Culinary Center.

A. ROLL CALL

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

The following State Trustees were present:

Mr. Richard R. Halderman, Chair
Ms. Paula Hughes, Vice Chair
Mr. Michael R. Dora, Secretary
Mr. Jesse Brand
Mr. Larry Garatoni (by Phone)
Mr. Bob Jones
Mr. Stewart McMillan
Mr. Steve Schreckengast
Ms. Kaye H. Whitehead
Mr. Darrel Zeck

The following State Trustees were unable to attend:

Mr. Michael A. Evans
Ms. Lillian Sue Livers
Mr. Lee J. Marchant
Ms. Kimra Schleicher

B. EXECUTIVE SESSION MEMORANDA:

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

The State Board of Trustee met in Executive Session on February 3, 2015 at 1:30 pm in the Foundation Board Room in the Corporate College and Culinary Center, 2820 N Meridian Street, Indianapolis, IN 46208

Members present were: Mr. Richard R. Halderman, Ms. Paula Hughes, Mr. Michael Dora, Mr. Jesse Brand, Mr. Larry Garatoni, Mr. Bob Jones, Mr. Stewart McMillan, Mr. Steve Schreckengast, Ms. Kaye H. Whitehead and Mr. Darrell Zeck

Members absent were: Mr. Michael A. Evans, Ms. Lillian Sue Livers, Mr. Lee J. Marchant, Ms. Kimra Schleicher,
The Trustees considered the following items as permitted under IC 5-14-1.5-6.1(b). For each subject, a reference to the applicable subdivision of IC 5-14-1.5-6.1 (b) and a description of that subject are included.

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

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

C. NOTICES OF MEETING MAILED AND POSTED:

Secretary Michael Dora confirmed that notices of the February 5, 2015, regular meeting were properly mailed and posted.

D. APPROVAL OF BOARD MINUTES:

Chairman Richard Halderman moved for approval of the minutes of the December 4, 2014 regular board meeting. Trustee Hughes seconded the motion and the motion carried unanimously.

E. COMMITTEE REPORTS:

Item 1 Chairman Halderman reported that the Executive Committee did not meet, therefore no report is given.

Item 2 Chairman Halderman called upon Trustee Schreckengast to give the Building, Grounds and Capital Committee Report. Trustee Schreckengast moved for approval of:

RESOLUTION NUMBER 2015-1, Approval To Purchase 0.750 Acres Of Improved Land At 8211Highway 311, Sellersburg, Region 13/Southern Indiana

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

Trustee Schreckengast moved for approval of

RESOLUTION NUMBER 2015-2, Approval To Purchase 0.095 Acres Of Improved Land at 2851 North Kenwood Avenue, Indianapolis, Region 8/Central Indiana

Trustee Hughes seconded the motion, and the motion carried unanimously.
Trustee Schreckengast moved for approval of

RESOLUTION NUMBER 2015-3, Approval Of The Assignment Of The Noblesville Roofing Contract To Another Vendor And Accept Additional Alternates, Region 8/Central Indiana

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

Trustee Schreckengast moved for approval of

RESOLUTION NUMBER 2015-4, Approval Of A Change Order To The Construction Management Contract For The Addition To The Connie And Steve Ferguson Academic Building On The Bloomington Campus, Region 14/Bloomington

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

Trustee Schreckengast moved for approval of

RESOLUTION NUMBER 2015-5, Approval Of A Change Order To The General Trades Contract For The Addition To The Connie And Steve Ferguson Academic Building On The Bloomington Campus, Region 14/Bloomington

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

Trustee Schreckengast moved for approval of

RESOLUTION NUMBER 2015-6, Approval Of A Change Order To The Masonry Contract For The Addition To The Connie And Steve Ferguson Academic Building On The Bloomington Campus, Region 14/Bloomington

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

Trustee Schreckengast moved for approval of

RESOLUTION NUMBER 2015-7, Approval Of A Change Order To The Metal Framing, Drywall, And Ceilings Contract For The Addition To The Connie And Steve Ferguson Academic Building On The Bloomington Campus, Region 14/Bloomington

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

Trustee Schreckengast moved for approval of

RESOLUTION NUMBER 2015-8, Approval Of A Change Order To The Aluminum Doors And Windows Contract For The Addition To The Connie And Steve Ferguson Academic Building On The Bloomington Campus, Region 14/Bloomington

Trustee Hughes seconded the motion, and the motion carried unanimously.
RESOLUTION NUMBER 2015-9, Approval Of A Change Order To The Floor Covering Contract For The Addition To The Connie And Steve Ferguson Academic Building On The Bloomington Campus, Region 14/Bloomington

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

Trustee Schreckengast moved for approval of

RESOLUTION NUMBER 2015-10, Approval Of A Change Order To The Plumbing/HVAC Contract For The Addition To The Connie And Steve Ferguson Academic Building On The Bloomington Campus, Region 14/Bloomington

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

Trustee Schreckengast moved for approval of

RESOLUTION NUMBER 2015-11, Approval Of A Change Order To The Mechanical Sheet Metal Contract For The Addition To The Connie And Steve Ferguson Academic Building On The Bloomington Campus, Region 14/Bloomington

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

Trustee Schreckengast moved for approval of

RESOLUTION NUMBER 2015-12, Approval Of A Change Order To The Electrical Contract For The Addition To The Connie And Steve Ferguson Academic Building On The Bloomington Campus, Region 14/Bloomington

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

Trustee Schreckengast moved for approval of

RESOLUTION NUMBER 2015-13, Approval To Enter Into A Lease, Including Easements, With BluIndy, LLC Indianapolis, Region 8/Central Indiana

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

Item 3 Chairman Halderman called upon Trustee Bob Jones, Chair of the Committee, for a report from the Budget and Finance Committee. Trustee Jones reported a discussion concerning employee benefits and risk management for fiscal year 2014-2015

Trustee Jones moved for approval of

RESOLUTION NUMBER 2015-14, Approval Of The Purchase Of Mechatronics Learning Systems By Kokomo, Muncie And Richmond

Trustee Garatoni seconded the motion, and the motion carried unanimously
Trustee Jones moved for approval of

**RESOLUTION NUMBER 2015-15**, Approval of Contract for Advanced Automation & Robotics Technology (AART) Educational Trainers for all Regions offering AART

Trustee Zeck seconded the motion, and the motion carried unanimously

Trustee Jones moved for approval of

**RESOLUTION NUMBER 2015-16**, Approval of Contract for a Computed Numerical Control (CNC) Machining Equipment for Kokomo, Evansville and Muncie Campuses offering Machine Tool and Industrial Technology Programs

Trustee Whitehead seconded the motion, and the motion carried unanimously

**Item 4** Chairman Richard Halderman called upon Trustee Kaye Whitehead, Chair of the Committee, for a report from the **Planning and Education Committee**. Trustee Whitehead reported there was one action item for approval, Associate Degree Program of Applied Science in Precision Agriculture in our Wabash Valley Region.

Trustee Whitehead noted the expectation of the program is to become one of our Centers of Excellence program and would potentially expand to other regions. This degree would utilize GPS systems within the agricultural industry and had a great deal of industry support.

Trustee Whitehead moved for approval of

**Resolution 2015-19**, Approval of Degree Program

Trustee Brand seconded the motion, and the motion carried unanimously

Trustee Whitehead reported the committee had a number of information items. Vice President for Technology and Applied Sciences division Sue Smith provided an overview of the technology division highlights: an upward trend in demand for these services from industry, Advanced Automation and Robotics Technology (AART) program has provided an opportunity to engage industry and grow the program, informed of new certificate and degree offerings and potential new offerings, stressed the importance of ABET accreditation (Accreditation Board for Engineering and Technology) this is vital for our graduates and their employment opportunities. Sue noted Ivy Tech has one of the largest engineering schools in the state (2014 fall enrollment and little under 1,300) and the vision of technology
is to position Ivy Tech Community College as the premier provider of technical education in the state.

Jeff Fanter, Senior Vice President for Student Experiences, Communications and Marketing presented us with current enrollment numbers and trends, reviews the (SAP) satisfactory academic progress program and how it is helping with retention and student success, shared that our students expect a high level of customer service and how Blackboard is assisting us in elevating the student experience. Jeff Fanter also shared that our call resolution center was awarded a National Best Practice model in student experience.

Kristen Moreland, Director of Process Improvement and Operational Performance provided an update on process improvement, each region or blended region has implemented process improvement teams that meet bi-weekly, these processes are shared across the regions, reviewed and developed improvements initiated. Kirsten Moreland provided an update on previous projects and their status and shared upcoming identified projects for review, those specific projects were highlighted with results reported.

**Item 5** Chairman Richard Halderman called upon Trustee Garatoni, Chair of the Committee, for a report from the **Audit Committee**. Trustee Garatoni asked committee member Trustee Jesse Brand as he did not attend Audit Committee Meeting to provide the report. Trustee Brand reported there were no action items for the board to consider. The Audit Committee met yesterday and it was an informative meeting with updates regarding pending litigation updates and the Indiana State Board of Accounts Audit Entrance Conference.

**Item 6** Chairman Richard Halderman called upon Trustee McMillan, Chair of the Committee, for a report from the **Corporate College Committee**. Trustee McMillan reported there were no action items for the board to consider. Trustee McMillan reported the Committee received updates on Revenue and Expenses/Enrollment, and Sales Reports.

**F. TREASURER’S REPORT:**

Chairman Richard Halderman called upon Senior Vice President Chris Ruhl for the Treasurer’s report. State Appropriation down 3% due to prior year, budget trending below budget. Net Position 1% or 2% below from last year.

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

Trustee Hughes seconded the motion, and the motion carried unanimously.
G. STATE OF THE COLLEGE

Chairman Halderman called upon President Snyder for the President’s report. President Snyder called upon and introduced four new employees, Oliver Barie, Executive Director of Resource Development, Northeast Region; Rose Costello, Executive Director of Human Resources, Northeast Region; Lindy Covalt, Executive Director of Human Resources, East Central and Richmond Regions; and Jannifer Crittendon, PhD, Executive Director of Human Resources, Northwest and North Central Regions

President Snyder called upon Beth Borst, Dean, Ivy Tech Honors College in which she introduced 4 students:

Francisco Ramirez Martinez

Home Campus: Fort Wayne Campus
Major: Associate of Science in Liberal Arts
Anticipated graduation date: May 2015
Transfer goals: to be accepted to a 4 year institution, complete bachelors in chemistry or chemical engineering.

Impact of the American Honors Program: As a DACA student, Ivy Tech was a great place to start. The college application process can be overwhelming, but when your immigration status is not well defined, it can be a literal nightmare. The American honors program has helped immensely. I did not think that I would ever be able to attend a 4 year institution. I simply could not afford it. But With the support from my American honors advisors, I just might be able to achieve my goal after all. For that I will always be eternally grateful.

Jacqueline (Jackie) Flowers

Home Campus: Lafayette Campus
Major: Associate of Arts in Liberal Arts
Anticipated Graduation Date: May 2016
Anticipated Transfer Plans: Majoring in Spanish, possibly double majoring, and studying abroad

Impact of the American Honors Program: American Honors has helped me grow and become a better leader, I enrolled at Ivy Tech because of the American Honors program. I chose American Honors because I value education, community, and financial stability.

Alma Corado

Home Campus: Indianapolis
Major: Associate of Arts in Liberal Arts
Anticipated Graduation Date: May 2015
Anticipated Transfer Plans: Applying to Georgetown University, Smith College and other institutions with hopes of double majoring in Psychology and Criminology.

Impact of the American Honors Program:

American Honors has made a profound impact in my life. It has broadened my perspective on what community college is. I am so happy with my choice and knowing what I know now, I would choose American Honors and Ivy Tech Community College all over again.

With the help of my advisor, Klara Markus, and all of the AH faculty, I have grown as a student and person. I feel more confident in my abilities and I look forward to what Fall 2015 will bring. With that, I would like to emphasize that starting as a freshmen, I didn’t have the same outlook of what fall 2015 would bring. As a DACA student, I thought that I would have to endure the overwhelming stress I faced as a senior in HS. Yet, with the great support I mentioned, I am more positive and feel like I have a whole community in my corner.

Nathan Hodge

Home Campus: Lafayette Campus
Major: Associate of Science in Liberal Arts.
Anticipated Graduation Date: May 2015
Anticipated Transfer Plans: I am currently applying to transfer to MIT and the University of Chicago among other schools. I want to go into biochemistry and eventually go into research.
Impact of the American Honors Program: The reason I chose to join American Honors was because it offered an education that would help make me more competitive when I transfer while still being at an affordable price.

H. OLD BUSINESS

Chairman Richard Halderman called for old business, and there was none.

I. NEW BUSINESS

Chairman Richard Halderman called for new business.

Trustee Stewart moved for approval of

Resolution Number 2015-17, Appointment of Regional Trustee-Northwest

Trustee Hughes seconded the motion, and motion carried unanimously
Trustee Hughes moved for approval of

**Resolution Number 2015-18**, Appointment of Regional Trustee-Northeast

Trustee Schreckengast seconded the motion, and the motion carried unanimously

Trustee Dora moved for approval of

**Resolution Number 2015-20**, Appointment of Regional Trustee-Bloomington

Trustee Schreckengast seconded the motion, and the motion carried unanimously

J. **ADJOURNMENT**

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

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

Chairman Halderman adjourned the meeting.

STATE TRUSTEES  
IVY TECH COMMUNITY COLLEGE

_______________________________  
Richard Halderman, Chairman

_______________________________  
Michael Dora, Secretary

Dated February 6, 2015  
Prepared by Gretchen L. Keller, Recording Secretary
APPROVAL TO ENTER INTO AN EASEMENT AGREEMENT, WITH INDOT FOR BRIDGE ACROSS SR930, REGION 3/NORTHEAST

RESOLUTION NUMBER 2015-22

WHEREAS, the Indiana Department of Transportation (“INDOT”), is requesting a perpetual easement and right of way agreement to construct a bridge across State Road 930 allowing pedestrian traffic to cross between the Ivy Tech and Indiana University-Purdue University Fort Wayne (IPFW) campuses as a benefit to the public, and

WHEREAS, due to fund raising efforts there would be no cost to construct the bridge for either university, and

WHEREAS, INDOT will own and maintain the bridge as well as issue permits needed for both Ivy Tech and IPFW for use of the structure, and

WHEREAS, the perpetual easement requires State Trustee approval, and

WHEREAS, the Regional Board of Trustees has requested granting such an easement to INDOT and granting the necessary access to construct and maintain the bridge;

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 INDOT, 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 of Indiana

______________________________
Richard Halderman, Chairman

______________________________
Michael Dora, Secretary

Dated April 13, 2015
APPROVAL TO ENTER INTO SUBLEASE WITH PRO 100, INC. d/b/a TEENWORKS
REGION 8/CENTRAL INDIANA

RESOLUTION NUMBER 2015-23

WHEREAS, Ivy Tech Community College (“College”) leases the Corporate College Conference Center (“Building”) from the Ivy Tech Foundation, Inc. and

WHEREAS, Pro 100, Inc. d/b/a Teenworks, an Indiana nonprofit corporation (“Teenworks”), would like to sublease Suite 103 of the 12th floor of the Building which is currently vacant and for which the College does not presently have use for, and

WHEREAS, the Regional Board of Trustees for the Central Indiana Region has requested the sublease of the space in the Building to Teenworks without rent, and

WHEREAS, the sublease with Teenworks is for an initial term of twenty-five (25) years, and

WHEREAS, the sublease period exceeds two years therefore requiring State Trustee approval;

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 all necessary documents for the above stated lease without rent for the for term of twenty-five (25) years after the documents have been approved by the College General Counsel.

State Trustees
Ivy Tech Community College of Indiana

__________________________________
Richard Halderman, Chairman

__________________________________
Michael Dora, Secretary

Dated April 13, 2015
RESOLUTION NUMBER 2015-24

WHEREAS, Building out space for Teenworks, 12th floor of the Corporate College Conference Center (“C4”) will be done through change orders to existing contracts for contractors working on the C4 Building to minimize construction cost, and

WHEREAS, the estimated cost for renovation is $605,000 and the Foundation has access to gifted funds to pay for $500,000 of renovations and the Central Indiana Region will cover the difference, and

WHEREAS, the cost of construction is not expected to exceed the gifted amount, and

WHEREAS, a Change Order needs to be issued to Greiner Brothers for Plumbing, Mechanical, Fire Protection services in the amount of $222,986; and

WHEREAS, Change Orders increasing the value of a State Board of Trustees approved contract by more than 10% require approval of the State Board of Trustees; and

WHEREAS, the Region 8/Central Indiana Regional Board of Trustees has reviewed the project and recommend the Change Order;

NOW THEREFORE BE IT RESOLVED that the State Trustees of Ivy Tech Community College of Indiana do hereby approve the Change Order for Greiner Brothers not to exceed $222,986.

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

State Trustees
Ivy Tech Community College of Indiana

____________________________
Richard Halderman, Chairman

____________________________
Michael Dora, Secretary

Dated April 13, 2015
APPROVAL OF A CHANGE ORDER TO THE CIRCLE B CONSTRUCTION CONTRACT FOR DRYWALL IN TEENWORKS SPACE, 12TH FLOOR OF C4 BUILDING, REGION 8/CENTRAL INDIANA

RESOLUTION NUMBER 2015-25

WHEREAS, Building out space for Teenworks, 12th floor of the Corporate College Conference Center ("C4") will be done through change orders to existing contracts for contractors working on the C4 Building to minimize construction cost, and

WHEREAS, the estimated cost for renovation is $605,000 and the Foundation has access to gifted funds to pay for $500,000 of renovations and the Central Indiana Region will cover the difference, and

WHEREAS, the cost of construction is not expected to exceed gifted amount, and

WHEREAS, a Change Order needs to be issued to Circle B Construction for drywall services in the amount of $58,289; and

WHEREAS, Change Orders increasing the value of a State Board of Trustees approved contract by more than 10% require approval of the State Board of Trustees; and

WHEREAS, the Region 8/Central Indiana Regional Board of Trustees has reviewed the project and recommend the Change Order;

NOW THEREFORE BE IT RESOLVED that the State Trustees of Ivy Tech Community College of Indiana do hereby approve the Change Order for Circle B Construction not to exceed $58,289.

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

State Trustees
Ivy Tech Community College of Indiana

______________________________
Richard Halderman, Chairman

______________________________
Michael Dora, Secretary

Dated April 13, 2015
APPROVAL OF A CHANGE ORDER TO THE JAMES BABCOCK CONTRACT FOR
ELECTRICAL, TELECOMMUNICATIONS IN TEENWORKS SPACE, 12TH FLOOR
OF C4 BUILDING, REGION 8/CENTRAL INDIANA

RESOLUTION NUMBER 2015-26

WHEREAS, Building out space for Teenworks, 12th floor of the Corporate College Conference Center (“C4”) will be done through change orders to existing contracts for contractors working on the C4 Building to minimize construction cost, and

WHEREAS, the estimated cost for renovation is $605,000 and the Foundation has access to gifted funds to pay for $500,000 of renovations and the Central Indiana Region will cover the difference, and

WHEREAS, the cost of construction is not expected to exceed gifted amount, and

WHEREAS, a Change Order needs to be issued to James Babcock, Inc. for electrical and telecommunications services in the amount of $402,144; and

WHEREAS, the total is composed of $159,136 for work associated with Teenworks and $243,008 for previously processed Change Orders for Indianapolis Infrastructure Project, and

WHEREAS, Change Orders increasing the value of a State Board of Trustees approved contract by more than 10% require approval of the State Board of Trustees; and

WHEREAS, the Region 8/Central Indiana Regional Board of Trustees has reviewed the project and recommend the Change Order;

NOW THEREFORE BE IT RESOLVED that the State Trustees of Ivy Tech Community College of Indiana do hereby approve the Change Order for James Babcock, Inc. not to exceed $402,144.

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

State Trustees
Ivy Tech Community College of Indiana

____________________________
Richard Halderman, Chairman

Dated April 13, 2015

Michael Dora, Secretary
APPROVAL OF A CHANGE ORDER TO THE JOHNSON-MELLOH, INC.
CONTRACT FOR THE REPLACEMENT OF GALVANIZED PIPE & HVAC &
PLUMBING FOR THE NOBLESVILLE CAMPUS, REGION 8/CENTRAL INDIANA

RESOLUTION NUMBER 2015-27

WHEREAS, the College is renovating the former Noblesville East Middle School, and

WHEREAS, contractors on this project estimate 100% of the building has galvanized pipe in poor condition, and

WHEREAS, Ivy Tech has partnered with Excel Center, a Goodwill Charter School, to provide operating space in the Noblesville building for their organization, and

WHEREAS, Excel Center’s use of the site requires additional plumbing and HVAC need, and

WHEREAS, cost to replace galvanized pipe in the building is $194,600 and the cost for HVAC and Plumbing work for Excel Center is $29,515, and

WHEREAS, a Change Order needs to be issued to Johnson-Melloh, Inc. increasing their contract by $224,115; and

WHEREAS, Change Orders increasing the value of a State Board of Trustees approved contract by more than 10% require approval of the State Board of Trustees; and

WHEREAS, the Region 8/Central Indiana Board of Trustees has reviewed the project and made a recommendation on the Change Order;

NOW THEREFORE BE IT RESOLVED that the State Trustees of Ivy Tech Community College of Indiana do hereby approve the Change Order for Johnson-Melloh, Inc. not to exceed $224,115.

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

State Trustees
Ivy Tech Community College of Indiana

______________________________
Richard Halderman, Chairman

Dated April 13, 2015

Michael Dora, Secretary
APPROVAL TO PURCHASE KITCHEN EQUIPMENT FOR BLOOMINGTON RENOVATION PROJECT, REGION 14/BLOOMINGTON

RESOLUTION NUMBER 2015-28

WHEREAS, the Connie and Steve Ferguson Academic Building is under construction as part of the $24.3 million Bloomington expansion project, and

WHEREAS, the Bloomington addition project has expanded to include the culinary program and general classrooms which added approximately 10,000 square feet to the site, and

WHEREAS, bids were opened on February 26, 2015 for purchase and installation of kitchen equipment, and

WHEREAS, the bid process has been completed in accordance with Indiana law and College procedures including State Trustee requirements, and

WHEREAS, according to College procedures the lowest and best bid for the Purchase and Installation package is $698,596 from C&T Design Equipment Company, Inc., which is within the total project budget of approximately $24.3 million, and

WHEREAS, the Region 14/Bloomington Board of Trustees has reviewed the project and made a recommendation on the bid;

NOW THEREFORE BE IT RESOLVED, that the State Trustees do hereby approve a contract award to C&T Design Equipment Company, Inc. for $698,596.

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

State Trustees
Ivy Tech Community College of Indiana

__________________________________
Richard Halderman, Chairman

__________________________________
Michael Dora, Secretary

Dated April 13, 2015
APPROVAL OF CONTRACT FOR STUDENT HELP/SUCCESS CENTER  
(ENROLLMENT MANAGEMENT AND STUDENT SUPPORT SERVICES)

RESOLUTION 2015-29

WHEREAS, Ivy Tech Community College (the “College”) continues to receive hundreds of thousands of telephone, electronic and website inquiries from current and prospective students all of who have high customer service expectations;

WHEREAS, the College desires to continue to provide exceptional customer service to its current and prospective students in an efficient, cost effective and secure manner in order to engage in strategic recruitment and retention communications campaigns to increase the levels of student conversion, engagement and learning;

WHEREAS, the College seeks to continue to increase student satisfaction and success, increase conversion and retention rates and maximize financial aid utilization;

WHEREAS, Blackboard, Inc. developed a suite of services to meet the objectives of the College described above and the College entered into a partnership with Blackboard in 2012. The partnership includes managing inbound contacts from current and prospective students and enrollment management services designed to inform, engage and direct students through the College’s enrollment and financial aid process. In addition the services include outbound outreach to assist with early alert and retention efforts;

WHEREAS, After two-plus years the College has seen drastically improved customer service ratings and improved conversion rates and is much more efficiently handling the large volume of inbound interactions while improving and increasing outreach efforts;

WHEREAS, Blackboard, Inc. has proposed to continue the partnership with an agreement and provide the same and additional services to the College and freeze the current pricing for the next two guaranteed years at the following contracted rates: Year 1 (July 1, 2015 to June 30, 2016): $6,565,150. Year 2 (July 1, 2016 to June 30, 2017): $6,565,150. The contract includes three one year renewals with a small two percent increase should the College decide to continue the partnership beyond 2017;

NOW THEREFORE BE IT RESOLVED, the State Board of Trustees authorizes and directs the President of the College and any other appropriate designated College employee to execute a contract commencing July 1, 2015 with Blackboard, Inc. for enrollment management and student support services after the documents have been approved by the College General Counsel.

State Trustees
Ivy Tech Community College of Indiana

_________________________________________________________________________
Richard Halderman, Chairman

_________________________________________________________________________
Michael Dora, Secretary

Date April 13, 2015
RESOLUTION NUMBER 2015-30

WHEREAS, the State Board of Trustees has delegated to the President of the College the responsibility for the provision of employee benefit programs, subject to the approval of the Board for specific contracts and expenditures exceeding $500,000, and

WHEREAS, the President has appointed a committee of College executives to review the actuarial performance of the employee medical, dental and pharmacy programs and to recommend plan designs that are consistent with industry trends and that will mitigate projected increased costs, and

WHEREAS, the President has accepted the recommendations of that committee which includes shifting from a fiscal year plan to a calendar year plan, a long term pricing strategy to ensure appropriate funding for each health plan, no projected increase for the Delta Dental PPO Plan, and a 7% increase to the Humana Dental HMO plan with a Plan termination date of 1/1/2016, and

WHEREAS, the two cost containment best practices recommended by the President and approved by the Board in Fiscal Year 2011-12 (the Working Spouse Rule and the Dependent Eligibility Confirmation) continue to provide cost savings to the medical and dental plans, utilization of the Castlight transparency tool, and implementation of the Member Pays the Difference pharmacy program will further increase cost savings, and

NOW THEREFORE BE IT RESOLVED that the State Board of Trustees hereby approves the projected general fund budget expenditure of $42,000,000 for employee health and dental insurances as recommended to the Board by the Budget and Finance Committee, and

FURTHER BE IT RESOLVED that the specific contracts with the insurance providers will be included as part of the 2015-16 internal operating budget to be approved at the June meeting of the State Board of Trustees.

State Trustees
Ivy Tech Community College of Indiana

______________________________
Richard Halderman, Chairman

______________________________
Michael Dora, Secretary

Dated April 13, 2015
REAPPOINTMENT OF REGIONAL TRUSTEE
East Central

RESOLUTION NUMBER 2015-31

WHEREAS, the East Central Regional Board would like to appoint one member to the East Central Regional Trustees, and

WHEREAS, the East Central Regional Board Nominating Committee has agreed to recommend the individual listed below to serve a three year term on the East Central Regional Board of Trustees;

<table>
<thead>
<tr>
<th>NAME</th>
<th>CONSTITUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nancy Ricker</td>
<td>Commerce</td>
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AND WHEREAS, the recommended candidate meets all of the attributes and expectations delineated in Resolution Number 2008-53;

NOW THEREFORE BE IT RESOLVED, that Nancy Ricker is hereby appointed as regional trustee for Ivy Tech Community College of Indiana – East Central, effective immediately,

AND FURTHER BE IT RESOLVED, Nancy Ricker will serve through June 30, 2018, or the date, on which successors are duly appointed, whichever is later.

STATE TRUSTEES
IVY TECH COMMUNITY COLLEGE

_________________________
Richard Halderman, Chairman

_________________________
Michael Dora, Secretary

Dated April 13, 2015
## Treasurer's Report

**IVY TECH COMMUNITY COLLEGE**
**SPONSORED PROGRAM FUNDS**
**February 1, 2014 THROUGH February 28, 2015**

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<tr>
<th>Campus</th>
<th>Title or Description</th>
<th>Source</th>
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<td>East Central</td>
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<td>Ball Brothers Foundation</td>
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<td>PNC Foundation</td>
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**TOTAL** $695,000
## Grants & Contracts

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<td>C Health Savings Account</td>
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<td>D Reimbursement for Health Ins. Claims</td>
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<td>E Rx Payment</td>
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## DISBURSEMENTS OF $100,000.00 AND OVER

FOR THE MONTH OF FEBRUARY 2015

Page 2

<table>
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<tr>
<th>Authorization for Disbursement</th>
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<th>Amount of Disbursement</th>
<th>Approved Vendor</th>
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<td>A Money Market</td>
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### DISBURSEMENTS OF $100,000.00 AND OVER
FOR THE MONTH OF FEBRUARY 2015

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<th>Authorization for Disbursement</th>
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Building, Grounds and Capital Committee

April 13, 2015
Introduction

Amanda Wilson, Associate Vice President of Facilities Planning

- History

90-180 day plan

- Discovery phase; Visit all sites
  - Gather best practices and areas of improvement
  - Understand current systems and processes for Facilities and Real Estate

Long-term plan

- Unified platform/Software Solutions;
  - Facility Management tools to assist; Creation of equipment preventative maintenance programs, Life cycling, Deferred R&R, Automate work order management process
  - Lease Administration; Audit and review space needs, Evaluate current spend
  - Space Management; Review space utilization, Identify solution to house floor plans

- Create statewide master plan for usage/needs of space
  - Centers of Excellence

- Develop post construction audit process
  - Discover improvements; Number of change orders, Establishing up front needs

- Review spend; Minority Business Enterprise, Women Business Enterprise, Veteran Business Enterprise, Small Business Enterprise
Buildings Grounds and Capital Discussions

Construction and Land Acquisition Topics (Resolutions)
A. Fort Wayne INDOT 1.483 Acre Easement
B. Indianapolis Lease and Build Out for Teenworks
C. Noblesville Change Order
D. Bloomington Kitchen Equipment Bids

Discussion or Information Items
A. Region 3/Northeast Indiana – Request Approval of INDOT 1.483 Acre Easement for Bridge Across Coliseum Boulevard (SR930)

- Currently students walking or bicycling between Ivy Tech and Indiana University-Purdue University Fort Wayne (IPFW) having to navigate six lanes of busy SR930 traffic. INDOT is requesting an easement so they can construct a bridge to allow safe passage for bicycle and pedestrian traffic between the two institutions.
- INDOT has committed $4.5 million (80%) of the project cost in Federal Funds. Remaining 20% was to be raised by both universities, however IPFW has private funding for remaining 20%. Provided project stays on budget neither university will contribute to funding this project.
- Project set to be bid March 2016 and awarded during 2016 fiscal year.
- INDOT will own and maintain bridge as well as issue permits needed for both Ivy Tech and IPFW for use of the structure. Maintenance and inspection for structure will be waived for both universities as they are state supported institutions.
- The Facilities and Design Council and the Northeast Indiana Regional Board have recommended this easement at no cost to INDOT.
A. Region 3/Northeast Indiana – Request Approval of INDOT 1.483 Acre Easement for Bridge Across Coliseum Boulevard (SR930) continued

- During construction various parking will be unavailable for Ivy Tech use. Shared cost for non-structural maintenance (lighting, snow removal, mowing, etc.) will be shared by Ivy Tech and IPFW. Ivy Tech cost will be absorbed in Region budget.

REQUEST: Approval of INDOT 1.483 Acre Perpetual Easement
Bridge Rendering
Base Model- East Side
B. Region 8/Central Indiana – Lease and Build Out of C4 12th floor for Teenworks

- The Region has been seeking partnerships with those who could cover cost of building out the 12th floor of C4 and whose mission is compatible with the College and workflow of the Foundation.
- Central Indiana Region has been working with the Teenworks program for over 4 years and has housed their administrative offices on a temporary basis for the last year.
- Teenworks provides a six-week summer employment and college readiness program and supportive services for teens throughout the school year.
- Intent to use the remaining portion of the 12th floor of Corporate College & Culinary Arts building as administrative office space for this non-profit program. The other half of the floor is occupied by the Ivy Tech Foundation Offices.
- Facilities and Design Council and Central Indiana Regional Board has recommended this lease.

REQUEST: Approval of 25 Year Lease Agreement
B. Region 8/Central Indiana – Lease and Build Out of C4 12th floor for Teenworks continued

• Building out space for previous item will be done through change orders to existing contractors working on the C4 Building to minimize construction cost.

• Estimated cost for renovation is $605,000. The Foundation has access to gifted funds to pay for $500,000 of renovations. The cost of construction is not expected to exceed gifted amount. The cost for professional services will be covered by region.

• The following contractors will need Change Orders increasing value of their State approved Trustee Contract by more than 10%:
  • Greiner Brothers- Plumbing, Mechanical, Fire Protection - $222,986
  • Circle B Construction- Drywall- $58,289
  • James Babcock, Inc.- Electrical, Telecommunications- $402,144 of which $159,136 is associated with Teenworks build out and $243,008 previously processed change orders for Indianapolis Infrastructure Project.

• Central Indiana Regional Board has recommended these Change Orders.

REQUEST: Approval to proceed with renovation for Teenworks with change orders to Greiner Brothers, Circle B Construction and James Babcock, Inc.
C. Region 8/Central Indiana – Noblesville Change Order for Galvanized Pipe & Excel Center HVAC & Plumbing

- During renovation work on the Noblesville project, it was discovered the structure has a substantial amount of galvanized piping.
- Contractors estimate 100% of the cold water piping in the building has galvanized pipe in poor condition. Due to the age of the building and condition of the piping, it will need to be replaced to ensure adequate water supply throughout the building.
- Ivy Tech has partnered with Excel Center, a Goodwill Charter School, to provide operating space in Noblesville location for their organization.
- The following contractor will need a Change Order increasing the value of their State Trustee Contract by more than 10%:
  - Johnson-Melloh Inc., $224,115 of which $194,600 is associated with galvanized pipe replacement and $29,515 for the build out of Excel Center.
- Central Indiana Regional Board has recommended this Change Order.

REQUEST: Approval of change order for Johnson-Melloh, Inc. $224,115
D. Region 14/Bloomington- Kitchen Equipment Bids

- The Bloomington addition project has expanded to include the culinary program and general classrooms which added approximately 10,000 square feet to the site.
- Bids were opened on February 26th for purchase and installation of kitchen equipment. Intent is to purchase all necessary equipment to accommodate the needs of the culinary program.
- There were 4 bidders.
  - Lowest bidder could not meet Ivy Tech bidding requirements.
  - 2nd lowest bidder, C&T Design Equipment Company, Inc., was able to meet all necessary requirements.
- The lowest bidder, able to meet all requirements is C&T Design Equipment Company, Inc. total cost including purchase and installation is $698,596.
- Bloomington Regional Board has recommended this contract.

REQUEST: Approval of purchase and installation for kitchen equipment, $698,596 to C&T Design Equipment Company, Inc.
Questions?
Budget and Finance

I. Action Items:

A. Consideration of a Resolution Approving a Contract Renewal for Student Help/Success Center – Blackboard, Inc.

- Extend the contract with Blackboard Inc. for two years for enrollment management and student support services with three one year renewal if the College choses to extend the partnership after 2017
- Expected outcomes from the student support services are exceptional customer service, increased student satisfaction and streamlining processes and eliminating confusion for students
- Enrollment management services include: proactive outbound communications campaigns to (1) inform, engage and direct students through the enrollment process and (2) provide early alerts to increase student retention
- Services will include; Multi-channel communications support through email, web, phone, chat and social media, Mobile friendly designs to enable use on smartphones and tablets, , Customer facing web interface that incorporates Ivy Tech’s brand elements and enables student self-service, Customizable knowledge base that provides responses to frequently asked topics, Robust tracking, reporting and advanced analytics tools help your institution understand each student’s service history as well as campus-wide trends.
- Together Blackboard and the College will launch as Customer Relationship Management (CRM) tool that College recruiters will be able to utilize in the same manner the help/success center utilizes. The CRM is primarily used to facilitate enrollment by tracking applicants’ progress through the admissions process and triggering personalized outreach to move them through the enrollment process. Additional features of the CRM include: Individual student profile information allows enrollment counselors to track student progress throughout the entire lifecycle, Workflow management tools help enrollment counselors manage day-to-day contact with students, respond to inquiries, manage event registrations, and create dynamic marketing campaigns, Behavioral marketing capabilities enable Ivy Tech to target students based on profile information and connect to their unique needs, interests and values, Advanced analytics and reporting features provide real-time access to your key metrics as well as insight into your overall conversion rates and trends.
- Over the past three years, this success/help center solution has improved the Ivy Tech student experience while delivering scale and cost efficiency. Some highlights include; Over 300,000 inbound support requests were processed over the past 12 months via phone, email, and online chat, Wait times for students are consistently under 60 seconds
– averages of 33 seconds in 2013 and 18 seconds in 2014, Seasonal staffing expands support capacity at the times students need it most, After-hours and weekend support serves the non-traditional and off-campus student – an average of 2,100 support requests are processed monthly during evening and weekend hours, Over 90% of issues are resolved on the first attempt, with no need to escalate issues to campus staff, Student satisfaction, as rated by the nationally recognized “Net Promoter Score”, is consistently rated as “outstanding.”, Ivy Tech’s application yield (conversion from application to enrollment) improved from 43.8% in 2013 to 47.0% in 2014. Application yield improvements in 2014 resulted in an increase of 1,049 enrollments even while application volume declined by over 5,000.

- The Blackboard staffing model dedicated to Ivy Tech is composed of three unique service teams:
  - An **Inbound Support Team** of approximately 60 (full-time equivalent) agents process inbound requests; staffing levels increase during peak seasons. Fees for the general services team are determined by forecasting annual inbound service requests and appropriate staffing needs.
  - A specialized **Outbound Services Team** of 10 full-time staff executes proactive outreach campaigns to help students. These individuals serve exclusively as Ivy Tech representatives, and fees are based on team headcount. Costs of specialized team members are higher than the general services team based on the extensive training and unique skill-sets required.
  - A specialized **Enrollment and Retention** team of 38 full-time staff executes proactive outreach campaigns related to admissions and enrollment support. These individuals serve exclusively as Ivy Tech representatives, and fees are based on team headcount. Costs of specialized team members are higher than the general services team based on the extensive training and unique skill-sets required.

- Expected outcomes from the enrollment management services are: increased applicant conversion rates, increased financial aid utilization and increased retention, graduation and student success

- In addition, Blackboard’s operation of the student success center will allow College staff to refocus on proactive, student-centric activities that optimize their skill sets to provide personalized and immediate services to students

- Pricing is $6,565,150 million for years one and two. At the end of the year two the College can renew the contract with a two percent increase. Annual renewal options are provided for in the agreement with pricing already determined

The FY 2015 budget includes $6,565,150 to fund the student help/success center.
B. Consideration of a Resolution of Employee Benefits and Risk Management for Fiscal Year 2015-16

The Benefits committee was established to review the performance of the College’s health, dental and pharmacy employee benefit plans and to recommend plan design changes and premium rate structures for FY 2015-16.

- Julie Lorton-Rowland, Vice President for Human Resources
- Christopher Ruhl, Senior Vice President / Chief Financial Officer
- Jennifer Fisher, Executive Director of Employee Benefits
- Christine Butler, Benefits Coordinator
- Jason Reeves, Benefits Coordinator
- Gregory & Appel Benefits Advisors

Health Plan Update

Medical Plans:
- Maintain high-quality, competitive health and dental plans for Ivy Tech employees.
- Shift from Fiscal Year Plan to a Calendar Year Plan
  - We are shifting to a calendar year plan to align our plan deductibles, out of pocket maximums, flexible spending accounts, and health savings account.
  - There are no plan design or employee premium changes for the 7/1/15 renewal.
  - Open enrollment for the 1/1/16 plan year will be held in the Fall of 2015. Plan design changes are not anticipated.
- Establish long term premium strategy
  - High claims experience continues this fiscal year with several employees with long term illnesses.
  - In the initial years of the Choice HDHP employee premiums were priced to incentivize enrollment into the plan. The incentive was successful as enrollment is now at 50%.
  - The downside to the migration of employees and new hire enrollment has also brought more claims to the Choice plan and unbalanced funding. As a result we must now adjust premiums to ensure the plan is funded to cover expenses.
  - To avoid a sharp increase, over the course of the next 3 ½ years we will adjust the premiums in the Choice Plan and Standard Plan to ensure appropriate funding.
  - Funding adjustments for the College’s portion of the premiums will begin 7/1/15 and adjusted again on 1/1/16.

Dental Plans
- Delta Dental PPO (self-funded): Premiums will stay the same and there will be no plan changes.
- Humana DHMO (fully-insured): Premiums will increase by 7% with no plan changes.
- The Humana Plan will close to new enrollments effective 7/1/15 and will terminate on 1/1/16.
- Consideration is being given to the addition of a second dental option under the Delta Dental Plan for the 1/1/16 plan year.

The total projected Health Plan costs for FY 2015-16 is $41,988,468. The College portion (including HSA contributions) is $35,789,519. The employee’s portion is $6,198,949.

Vision Plan
- Premiums increased 16% or on average @2.34/month due to the ACA Health Insurance Provider Fee and utilization. This benefit is 100% employee paid.

Castlight
  - Castlight users who searched with 30 days of service paid 5.8% less than those who did not search.
  - Users had a 7.3% lower trend in average imaging procedure cost which resulted in an annual cost avoidance = $9,500.
  - Users had a 9.5% lower trend in average lab test cost which resulted in an annual cost avoidance = $26,200.
• The College has been chosen to pilot the new Care Team program due to our high registration and the level of plan and provider searches. The Care Team program is designed to help users find their favorite doctors and prepare for upcoming appointments, send automatic alerts if their doctor moves out of network, and provide personalized suggestions on how to get more out of the health benefit program.

• The College is extending the Castlight contract to line up with the Anthem contract ending 9/30/2015. There is a 5% increase to the annual cost = $8,000.

Retirement Plan Update

• On February 9th the College officially formed the Ivy Tech Retirement Plan Committee. The Committee consists of:
  o CFO - Chris Ruhl – Chairman
  o VP of HR - Julie Lorton-Rowland
  o Chancellor - Chris Lowery
  o Wabash Valley Campus President - Lea Anne Crooks
  o Sellersburg Dean of the School of Business – Justin Suer
  o Bloomington Executive Director of HR – Michael McNichols
  o Executive Director of Employee Benefits – Jennifer Fisher

• The responsibilities of the committee include evaluating and monitoring our third party service providers which include ProCourse, investment advisor, Frank Leyes, education advisor and TIAA/CREF & AUL/One America recordkeepers. In conjunction with ProCourse, the committee is also responsible for selecting and monitoring investments and expenses to make appropriate administrative decisions with regard to Plan function.

• On March 17th the committee adopted the Plan’s Investment Policy Statement. This provides written documentation of the Committee’s investment selection and evaluation process.

• The College is scheduled to move forward with the RFP for recordkeeping services this Spring.

II. Information Items:

A. Discussion Concerning the Fiscal Year 2015-16 Budget
Proposal for Blackboard's renewed partnership with

February 17, 2015
Dear Jeff,

On behalf of the Blackboard Student Services team, let me begin by recognizing how much we value our partnership with Ivy Tech Community College and your impressive record of innovation and progress. Historically, community colleges have been viewed as the “back-up” option for prospective college students - a destination for those who failed to receive acceptance or financing at a four-year college. Students and parents measure institutions by career outcomes, academic support, and administrative organization. Unfortunately, many community colleges have fallen short in these areas. Ivy Tech is changing both the reputation and the value proposition of community college through its commitment to delivering consistent service and support to students.

Blackboard is proud to be Ivy Tech’s strategic partner as you continue to develop data-driven service enhancements for your students, faculty and staff. The demand of community colleges will continue to grow due to an increasing demand for an educated workforce and nationwide rise in educational costs. We believe strongly in Ivy Tech’s ability to deliver the high quality, affordable education that is critically needed in the coming decade. We are happy for the opportunity to express our sincere commitment to your institution and our continued partnership to improve the educational experience for Ivy Tech students.

Our partnership has evolved, and will continue to evolve, to meet the changing needs of your institution and students. Our first milestone involved meeting the service needs of your students by providing on-demand support for financial aid and student accounts. This service was enhanced through custom technology solutions that provide students with proactive alerts and self-service tools. In 2014, we launched dedicated outbound recruitment and advising teams that will positively impact Ivy Tech’s enrollment and retention.

Looking into the future, 2015 and beyond, we see opportunities to develop and execute comprehensive enrollment, financial aid, and retention strategies for Ivy Tech. We believe proactive, data-driven outreach strategies will create the greatest possible return on your total investments in staffing and technology. It will also create a measurable impact on your key operating metrics, including enrollment and retention. All along the way we will continue to be your partner and collaborator to ensure Blackboard’s solutions are making progress and achieving results.

Thank you again for the opportunity to create a state-of-the art service infrastructure with you and your team. We look forward to even greater successes over the coming years.

Sincerely,

Craig Chanoff
Vice President, Blackboard Inc.

Blackboard Student Services Overview
Our mission is to provide a comprehensive service model that delivers on-demand support to students throughout their educational experience. We are motivated by the tenet that service delivery plays a critical role in student enrollment, retention and completion. Additionally, we recognize that higher education institutions need economical, scalable solutions that enable them to improve student satisfaction within budget constraints. Our solutions combine innovative communications technology, data-driven strategy, and years of operational experience to deliver measureable results for students and institutions.

The traditional on-campus student experience is characterized by long wait times, inconsistent procedures, and unpredictable service experiences. Today's tech-savvy students, however, are accustomed to real-time customer support through their mobile devices. It is incumbent upon institutions to engage with students using the communication channels they prefer while providing the service experience they have come to expect off campus. Most importantly, service levels directly correlate with student success and persistence.

Call-center based technology and staffing solutions, enable colleges to provide up to 24x7x365 support that is both reliable and affordable. By diverting the most common and routine service needs, institutions are able to dedicate resources to more complex tasks and strategic initiatives. Seasonal demands, like fall rush, become manageable thanks to scalable call-center staffing models and automated self-service tools. Students continue to receive a positive experience and campus staff are not overworked or pushed toward seasonal burnout.

Unlike the traditional call center, Blackboard Student Services exclusively serves educational institutions. We combine our core competency in call-center solutions with a deep understanding of student lifecycle management. Blackboard’s subject matter experts in financial aid, admissions, student accounts, and academic advising are able to collaborate with Ivy Tech Community College to develop communication strategies that align with your strategic plan. As a result your institution not only experiences improvements in service levels but are also able to reinforce key institutional objectives, including:

- A scalable solution for student support that delivers the service levels and service hours your students need without unnecessary investments in staffing or technology.
- The ability to concentrate your staff on core business processes or initiatives.
- A dedicated partner to monitor and manage service delivery, quality assurance, and student satisfaction.
- Industry experts in student lifecycle management who can support your institution's strategic vision through process development and communications planning.

Ivy Tech’s Unified Support Solution

1. **Service Desk Infrastructure**

Ivy Tech’s call center solutions are built upon a state-of-the-art service desk infrastructure – an integrated set of technologies and communications tools that facilitate real-time information sharing and student engagement.

*Bb Student Information Management System (SIMS)* is a proprietary, cloud-based customer support software
designed for higher education institutions. The software seamlessly integrates data from multiple sources - student information systems (SIS), customer relationship management software, and communications technologies – presenting only the information relevant to processing student requests. Identity verification, information search, and ticket creation are all completed in the same environment. This not only streamlines the service experience but also ensures that answers are accurate and personalized. Additional features of SIMS include:

- Multi-channel communications support through email, web, phone, chat and social media.
- Mobile friendly designs to enable use on smartphones and tablets.
- Customer facing web interface that incorporates Ivy Tech’s brand elements and enables student self-service.
- Customizable knowledge base that provides responses to frequently asked topics.
- Robust tracking, reporting and advanced analytics tools help your institution understand each student’s service history as well as campus-wide trends.

Ivy Tech currently utilizes an enterprise license for SIMS technology. This provides unlimited access in terms of authorized users and usage volumes. SIMS is currently used by Ivy Tech staff at all campus-based Express Enrollment Centers in addition to call-center staff. The customer facing web interface has been customized and privately branded as Ivy Tech’s Online Help Center – a self-service tool for students, faculty and staff. The annual enterprise license fee includes all support, maintenance, and routine updates to integrations to other systems or technologies.

Customer Relationship Software (CRM) helps large organizations, like Ivy Tech, deliver personalized outbound communications to thousands of customers. The software allows proactive management of all student groups - from prospects, to applicants, to active students, and through to alumni. Marketing automation and behavioral-based messaging features enable pertinent information to be delivered at the moment your customer needs it most. The CRM is primarily used to facilitate enrollment by tracking applicants’ progress through the admissions process and triggering personalized outreach to move them through the enrollment process. Additional features of the CRM include:

- Individual student profile information allows enrollment counselors to track student progress throughout the entire lifecycle.
- Workflow management tools help enrollment counselors manage day-to-day contact with students, respond to inquiries, manage event registrations, and create dynamic marketing campaigns.
- Behavioral marketing capabilities enable Ivy Tech to target students based on profile information and connect to their unique needs, interests and values.
- Advanced analytics and reporting features provide real-time access to your key metrics as well as insight into your overall conversion rates and trends.

This proposal includes an enterprise license for CRM technology that will include unlimited unique users, system utilization, real-time data integration, and data storage. Ivy Tech's CRM has been customized to align
with your enrollment processes, applicant types, student statuses and financial aid statuses. Additionally, data integrations ensure that all student profile data is accurate and updated. In 2015, the CRM will be available for use by all Ivy Tech campus-based staff in addition to call center staff. The annual enterprise license fee includes all support, system maintenance, and routine updates to system integrations.

Maintenance and system support costs for additional call-center technologies are included in this proposal on an annual basis. These technologies support the inbound and outbound communications with Ivy Tech students, and are routinely customized and updated to address changing seasonal needs. Relevant technologies include:

- Interactive voice response systems provide customized and branded messaging to callers.
- Automatic call distribution tools automatically route callers to the first available agent that has the appropriate information and training to process the request.
- Predictive dialing technology increases the efficiency of outbound calling campaigns by screening non-responsive telephone numbers.
- SMS texting capabilities allow important messages to be delivered to students.

2. Service Desk Operations

Ivy Tech’s staffing solution – the Ivy Tech Student Success Center - provides on-demand student support for a wide range of topics, including financial aid, admissions, student accounts, and registration. In a typical day, over 1,000 service requests will be handled by our highly trained staff. Students can reach a customer service professional via phone, email, chat or social media. Over the past three years, this call-center solution has improved the Ivy Tech student experience while delivering scale and cost efficiency.

- Over 300,000 inbound support requests were processed over the past 12 months via phone, email, and online chat.
- Wait times for students are consistently under 60 seconds – averages of 33 seconds in 2013 and 18 seconds in 2014.
- Seasonal staffing expands support capacity at the times students need it most.
- After-hours and weekend support serves the non-traditional and off-campus student – an average of 2,100 support requests are processed monthly during evening and weekend hours.
- Over 90% of issues are resolved on the first attempt, with no need to escalate issues to campus staff.
- Student satisfaction, as rated by the nationally recognized "Net Promoter Score", is consistently rated as “outstanding.”

Specialized teams of student lifecycle management experts and customer service professionals deliver proactive outreach to Ivy Tech students to achieve key institutional objectives in enrollment, financial aid completion, and retention. A team of financial aid specialists provide stage-based outreach, including both instruction and personal reminders. This not only helps students navigate the intimidating federal student aid process, but demonstrates to students that Ivy Tech cares about each student’s success. Similarly, a highly trained team of enrollment counselors helps students through the admissions process – communicating Ivy Tech’s value proposition to those who are undecided and providing instruction to help them move forward. Enrollment counselors also reach out to prospective students, promoting Ivy Tech and encouraging prospects to apply and enroll. Most recently, a team of professional advisors was formed to help students complete their registration process. This team is additionally capable of conducting proactive outreach to students who are
not on track to compete their academic program, guiding them to appropriate resources. Here are some examples of the results of these specialized teams:

- Ivy Tech’s application yield (conversion from application to enrollment) improved from 43.8% in 2013 to 47.0% in 2014. Application yield improvements in 2014 resulted in an increase of 1,049 enrollments even while application volume declined by over 5,000.
- CRM-tracking has shown that prospective students who respond to outreach from the Ivy Tech enrollment counselors are more likely to continue the enrollment process. New outreach tactics focus on communicating with prospects earlier in the decision-making process. We anticipate greater improvement in yield in 2015 based on these changes. While overall applications and enrollments are currently in decline across Ivy Tech, managing application yield is a first step towards reversing that trend.

Ivy Tech’s staffing model is composed of three unique service teams:

- An **Inbound Support Team** of approximately 60 (full-time equivalent) agents process inbound requests; staffing levels increase during peak seasons. Fees for the general services team are determined by forecasting annual inbound service requests and appropriate staffing needs.
- A specialized **Outbound Services Team** of 10 full-time staff executes proactive outreach campaigns to help students. These individuals serve exclusively as Ivy Tech representatives, and fees are based on team headcount. Costs of specialized team members are higher than the general services team based on the extensive training and unique skill-sets required.
- A specialized **Enrollment and Retention** team of 38 full-time staff executes proactive outreach campaigns related to admissions and enrollment support. These individuals serve exclusively as Ivy Tech representatives, and fees are based on team headcount. Costs of specialized team members are higher than the general services team based on the extensive training and unique skill-sets required.

3. **Professional Services**

Like any large organization, our call centers utilize teams of specialized professionals who contribute to the success of all clients – these include facilities managers, HR specialists, trainers, staffing specialists, technology engineers, supervisors, and knowledgebase managers to name a few. These employees serve all Blackboard clients and are included in your “service desk operations” costs. As the nation’s largest community college system and Blackboard’s single largest client, Ivy Tech is provided with additional full-time and part-time professional staff who specialize on the success of your institution and students.

Continuous quality management and process improvement are core values in our partnership. Your professional services team consistently monitors the service experience and satisfaction of your students – providing you with reporting and analysis on important trends. Improvements to your account are a daily occurrence, from enhancements to the knowledge base and training materials to adjustments in workflows and staffing. Their results are measureable in year-over-year improvements in service levels and student survey results.
Four members of your account management team are included in this proposal:

- One Training Manager is responsible for creating and delivering content to Ivy Tech’s specialized teams for financial aid, enrollment and retention. This person ensures that all dedicated staff have a comprehensive understanding of Ivy Tech’s unique value proposition and processes. Additionally, the Training Manager plays a critical role in the quality improvement process by providing coaching and guidance.
- One Enrollment and Retention Supervisor is responsible for managing outbound campaigns, monitoring the quality of student communications, and achieving key business objectives. This individual also serves as a subject matter expert in student recruitment and provides guidance on outreach strategies.
- One CRM Administrator is responsible for supporting call-center and campus-based users by training them on how to use the system and troubleshooting technical issues. As the CRM system evolves and grows, the administrator will customize the software to align with strategic goals. The administrator also develops customized dashboards of key institutional metrics, and provides analysis of trends across the Ivy Tech system.
- One Account Manager is responsible for the performance of all call-center based operations. This individual manages and reports on agent utilization, achievement of all service level agreements (SLAs), the quality improvement process and related quality scores.

Strategy-level decisions that impact Ivy Tech’s success are managed by your Partnership Manager with the guidance of Blackboard’s student lifecycle management experts. In our daily interactions with your students, massive amounts of data are collected about their behaviors and preferences – desired program features, lead scoring attributes, career objectives, and simply when they are most likely to answer the phone. Our goal is to help translate that data into business intelligence that will help Ivy Tech improve its enrollment, retention and operational efficiency.

- One Partnership Manager (PM) is responsible for the overall success and long-range strategy of Ivy Tech’s partnership with Blackboard Student Services. The PM oversees all components of the project – technology, staffing, management, and strategy – to ensure achievement of key metrics. The PM provides data-driven recommendations that will help accomplish Ivy Tech’s strategic business objectives.
- A shared resource of Strategic Enrollment Director will continue to consult on industry best practices related to enrollment and compliance. This subject matter expert provides guidance on outbound messaging, engagement strategies, and student lifecycle management. With the implementation of a system-wide CRM in 2015, this individual will provide guidance on Ivy Tech’s return on specific marketing investments based on conversion rates by lead source.

Recommendations

Two key factors guide our recommendations in this proposal. First, industry data shows that the number of high school graduates in Indiana will continue to decline over the next five years. According to research by the ACT and Western Interstate Commission on Higher Education (WICHE), the number has been in decline since 2011, and is expected to decline by an additional 5% by 2020. Headcount at higher education institutions in Indiana and contiguous states has already declined by 4% since 2011, based on IPEDS data from the US Department of Education. In this increasingly competitive higher education market, your success will depend on effective student engagement strategies for enrollment and retention.

Second, we see an opportunity to build on the current investments in the Ivy Tech Student Success and Help
Center. Blackboard and Ivy Tech have successfully implemented an innovative services infrastructure that can support learners throughout their educational experience. We have laid the foundations for strategic outreach with specialized teams in enrollment, financial aid, and retention. In 2013, we saw the positive impacts of our outbound enrollment campaigns. Our next step is to develop comprehensive outreach strategies for retention and financial aid, and to unify the efforts of these teams into a comprehensive communication plan coordinates the communications from all three teams.

The objectives of a comprehensive, student lifecycle management strategy include:

- Incorporate industry research and best-practices into Ivy Tech’s retention strategies.
- Increase ROI on investments in CRM technology and specialized operations teams.
- Develop more timely and responsive outbound communications by mapping outreach across the complete student lifecycle.
- Increase student engagement by coordinating outbound communications from various independent departments.
- Improve retention and completion rates for Ivy Tech students.

The methodology for developing and implementing student lifecycle management strategies will be consistent with previous strategic initiatives, including the recent inquiry management planning project:

- Blackboard will provide resources to train Ivy Tech’s staff on the use of the CRM. Up to three live workshops may be conducted, as well as ongoing staff support.
- Over two six-month periods in 2015 and 2016, Blackboard will provide subject matter experts in retention and financial aid to develop a comprehensive student lifecycle strategy. The student lifecycle management strategy and supporting collateral will be compiled into a comprehensive document that will guide outbound communications.
- Blackboard technologists will translate documented strategies into operational CRM-based solutions. The implementation will include the development of student profiles, communication plans, digital marketing collateral, email templates and call scripts. Blackboard will update data-integrations with Ivy Tech’s SIS are sufficient to support the execution of behavior-based communications.

We believe these investments in strategy today will yield the optimal return on your investment with Blackboard over the next five-year period. We welcome the opportunity to discussing these options and how Blackboard can best support Ivy Tech’s long-term objectives.

**Fees**

Blackboard requests a two-year contract with one-year optional renewals from 2017 to 2019. Prices are scheduled not to increase in 2015 and 2016, followed by 2% increases thereafter to account for staffing costs.

<table>
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<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
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<td>$681,480</td>
<td>$609,500</td>
<td>$609,500</td>
<td>$609,500</td>
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<td><strong>Total</strong></td>
<td><strong>$6,565,150</strong></td>
<td><strong>$6,565,149</strong></td>
<td><strong>$6,696,453</strong></td>
<td><strong>$6,830,582</strong></td>
<td><strong>$6,966,990</strong></td>
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<tr>
<td>Increase over previous year</td>
<td>0.00%</td>
<td>0.00%</td>
<td>2.00%</td>
<td>2.00%</td>
<td>2.00%</td>
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</tbody>
</table>
Assumptions

- Service Level Agreement for inbound phone and chat average speed to answer (ASA) is 60 seconds or less.
- Service Level Agreement for Issue Resolution Rate (IRR) is better than 85% of all contacts that the service center is able to resolve, based on scope of knowledge base.
- Service Desk Operations costs are based on the current market rates. If external forces, such as wage or benefit regulations, cause significant increases in staffing costs, Blackboard reserves the right to adjust staffing levels to maintain agreed upon prices.
- Customer engagement and collaboration are critical for partnership success, especially related to Marketing & Strategy Services. Ivy Tech is responsible for providing needed resources, such as data or client-side subject matter experts, as needed to complete work projects.
UPDATE ON SPRING ENROLLMENT & A SUCCESSFUL PARTNERSHIP
STUDENTS EXPECT A HIGH LEVEL OF CUSTOMER SERVICE

Students as Customers: Dealing w/Expectations

"Students as Customers" is not an either-or proposition. In fact, matriculants to higher education have multiple roles: they are students, AND customers, AND performers, AND products. Dealing with student expectations requires acknowledging the multiple roles of students, as well as the multiple wants and needs of other stakeholders.

Dealing with Student Expectations

What is optimal student satisfaction? At first glance this may seem like an easy question to answer: the more satisfied the students, the better. In reality, however, to some extent there is a fundamental contradiction between maximizing student satisfaction and providing the best possible learning experience. Some of this is due to practical constraints such as limited resources or the law of diminishing returns; it may not be cost-effective or practical to increase student satisfaction from, say, 95% to 98% in some cases. Even more relevant are the various gaps between the wants and needs of the major stakeholders at students, faculty, institution, employers and parents.
BENEFITS OF PARTNERSHIP

- Access to skilled affordable resources that may not always be found locally
- Off-hours staffing
- Flexible staffing depending on time of year
- HR support for changing pool of employees
- Cost control/savings
- Eliminate startup costs
- Allows College to concentrate on core business processes
- Increased efficiency and frees up staff to be with students
- Quality assurance
- Knowledge management and reporting
## MULTIPLE MODALITIES

- Expended phone support hours 18/7/365
- Phone Calls, Email, Chat, Facebook
- Self-Help Portal: Knowledge Base and Trackers
- Outbound campaigns
- Complete management of Enrollment Process
EFFICIENCY AND SCALE: HANDLING INBOUND VOLUME

Ivy Tech

> Limited resources to handle all walk-in and phone inquiries for assistance

Blackboard

<table>
<thead>
<tr>
<th>Academic Year</th>
<th>Call Volume</th>
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</thead>
<tbody>
<tr>
<td>2012*</td>
<td>166,626</td>
</tr>
<tr>
<td>2013</td>
<td>297,126</td>
</tr>
<tr>
<td>2014**</td>
<td>160,794</td>
</tr>
</tbody>
</table>

*7 mos of performance; **6 mos of performance

Result: Team members available to assist Ivy Tech students
EFFICIENCY AND SCALE: RESPONSIVENESS

Ivy Tech

> 19 minute wait time and 50% abandonment rate

Blackboard

<table>
<thead>
<tr>
<th>Academic Year</th>
<th>Contract Rate</th>
<th>Delivered</th>
<th>Abandon Rate</th>
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</thead>
<tbody>
<tr>
<td>2012*</td>
<td>120 seconds</td>
<td>62 seconds</td>
<td>8.9%</td>
</tr>
<tr>
<td>2013</td>
<td>120 seconds</td>
<td>33 seconds</td>
<td>9.4%</td>
</tr>
<tr>
<td>2014**</td>
<td>60 seconds</td>
<td>18.3 seconds</td>
<td>7.8%</td>
</tr>
</tbody>
</table>

*7 mos of performance; **6 mos of performance

Result: Students are able to get assistance with little to no wait time
EFFICIENCY AND SCALE: MULTI-CHANNEL SUPPORT

Ivy Tech

> Support channels only included in-person, email, and phone

Blackboard

<table>
<thead>
<tr>
<th>Academic Year</th>
<th>Chat</th>
<th>Web Tickets</th>
<th>Trackers</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012*</td>
<td>27,800</td>
<td>1,900</td>
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<tr>
<td>2013</td>
<td>53,400</td>
<td>2,950</td>
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</tr>
<tr>
<td>2014**</td>
<td>25,042</td>
<td>714</td>
<td>14,640</td>
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</tbody>
</table>

*7 mos of performance; **6 mos of performance

Result: Multi-model communication to fit students needs
EFFICIENCY AND SCALE:
AFTER HOURS AND WEEKEND SUPPORT

Ivy Tech

> Limited to no support after 5:00pm or weekend coverage

Blackboard

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<tr>
<th></th>
<th>Low Point Call Volume</th>
<th>High Point Call Volume</th>
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<tbody>
<tr>
<td>Evenings</td>
<td>1,700/month</td>
<td>8,300/month</td>
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<tr>
<td>Weekends</td>
<td>600/month</td>
<td>3,300/month</td>
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Result: Full support 18 hours a day, 7 days a week
STUDENT EXPERIENCE:
ONE CALL RESOLUTION

Ivy Tech

> Bouncing around students from department to department

Blackboard

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<tr>
<th>Academic Year</th>
<th>Escalation Rate</th>
<th>Contract Rate</th>
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<tbody>
<tr>
<td>2012*</td>
<td>10.4%</td>
<td>20%</td>
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<tr>
<td>2013</td>
<td>11%</td>
<td>20%</td>
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<tr>
<td>2014**</td>
<td>7.8%</td>
<td>20%</td>
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*7 mos of performance; **6 mos of performance

Result: 90% of issues resolved with no need to contact the campus
STUDENT EXPERIENCE: PROACTIVE OUTREACH

Ivy Tech

> Challenged with no outreach capabilities to contact students (ie SAP, FA Verification, Registration)

Blackboard

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<tr>
<th>Academic Year</th>
<th>Outbound Call Volume</th>
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<tr>
<td>2012*</td>
<td>84,748</td>
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<td>2013</td>
<td>441,208</td>
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<td>2014**</td>
<td>251,148</td>
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*7 mos of performance; **6 mos of performance

Result: Ability to place significant volume of proactive outbound calls
STUDENT EXPERIENCE: QUALITY

Ivy Tech

> Students frustrated with experiences to secure information and assistance

Blackboard

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<tr>
<th>Academic Year</th>
<th>NPS Score</th>
<th>Industry Average</th>
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<tr>
<td>2012*</td>
<td>70 (outstanding)</td>
<td>50</td>
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<tr>
<td>2013</td>
<td>64 (outstanding)</td>
<td>50</td>
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<tr>
<td>2014**</td>
<td>66.5 (outstanding)</td>
<td>50</td>
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</table>

*7 mos of performance; **6 mos of performance

Result: Consistent client satisfaction
WHAT STUDENTS ARE SAYING

Are you a work-study student or are you an employee of Ivy Tech? The reason I ask - you have to be the most professional person I've ever talked to when dealing with Ivy Tech. I'm very impressed with the way I was treated and I thank you very much.”

Ivy Tech Student
Application “Yield” is the percentage of accepted applicants who register.

Blackboard began proactive outbound enrollment campaigns in November 2013.

Outbound enrollment has generated approximately 4,440 incremental enrollments over four terms.

*2014 – 2015 chart includes Fall 2014 and Spring 2015 application and enrollment data.
Blackboard will launch proactive inquiry management in the summer of 2015.

The 2015 – 2016 application rate goal is 39.5%. This will result in approximately 1,800 new applications and 900 new enrollments annually.

Many candidates request information, but do not apply to Ivy Tech. Last year only 29.5% of inquiries chose to apply.
LONG-RANGE YIELD OBJECTIVES

The 2014 – 2015 yield target is 49%. This translates into approximately 7,700 incremental annual enrollments.

Improvements in CRM and staff development will continue application yield improvements.

The 2014 – 2015 yield target is 49%

The 2015 – 2016 yield target is 53%. This translates into approximately 7,700 incremental annual enrollments.
WHAT OTHERS ARE SAYING

You were so diligent about calling her and checking in with her to make sure she had everything completed. You guys have done a wonderful job at your outreach to the kids.”

Ivy Tech Parent
ROI SUMMARY

- Cost effective approach to enrollment strategy and outreach
- People, Process and Technology building the foundation of scalable services
- Delivering premier high quality service when and how student wants it provided
- Consistent and available information source for financial aid issues
- Maximize service through timely outreach to students
- Regional staff able to focus on other priorities and students
QUESTIONS
Benefit Plan
Recommendations
State Board of Trustees Meeting
April 13, 2015
Today’s Agenda

• Benefit Plan Review
• Health Plan Changes
• Castlight Update and Initiatives
• Retirement Plan Update
Health Plan FY 15-16

• Continue to maintain high quality, cost competitive benefit plan
• Shift from Fiscal Year Plan to Calendar Year Plan
• Establish long term premium strategy
• Castlight Financial Update
• Dental Plan Update
Health Plan FY 15-16

• Shift to Calendar Year Plan
  • Align our Plan Deductibles, Out of Pocket Maximums, Flexible Spending Accounts and Health Savings Account
  • No Plan design or employee premium changes for 7/1/15
  • Open Enrollment period for 1/1/16 scheduled for the Fall
Health Plan FY 15-16

- Long Term Premium Strategy
  - Choice HDHP Plan
    • Prior year premium incentivized enrollment
    • Enrollment is now at 50%
    • Migration = higher claims in Choice plan
  - Standard Plan
    • Continues to have high claims consistent with prior year
- 3 ½ year strategy to ensure both plans are funded appropriately
- Adjusting College portion of premiums beginning 7/1/15 and again on 1/1/16
- Employee premiums held at current rate until 1/1/16
Dental Plans

• Delta Dental – PPO
  • No premium increase this year
  • Consistently the most popular plan as 97% of our eligible employees choose Delta
  • Very large network; approx. 95% of employees have an in-network

• Humana DHMO
  • Premium increase of 7%
  • No new enrollments as of 7/1/15
  • Plan will be discontinued 1/1/16
### FY 15-16 Projected Health Plan Costs

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<th>Contribution Type</th>
<th>Amount</th>
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<td>College Contribution</td>
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<tr>
<td>College HSA Contribution</td>
<td>$1,863,658</td>
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<tr>
<td>Employee Contribution</td>
<td>$6,198,949</td>
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</table>

- Bar chart showing contributions:
  - Orange bar: College Contribution
  - Blue bar: College HSA Contribution
  - Purple bar: Employee Contribution

- Scale: $- to $45,000,000
Castlight

• Financial Report – Imaging and Lab Tests
  • Castlight users who searched with 30 days of service paid 5.8% less than those who did not search
  • Users had a 7.3% lower trend in average imaging procedure cost
    • Annual cost avoidance = $9,500
  • Users had a 9.5% lower trend in average lab test cost
    • Annual cost avoidance = $26,200
• Care Team Pilot Program
• Extend contract to line up with Anthem contract – 5% increase to annual cost
Retirement Plan Update
Retirement Plan Update

• Retirement Plan Committee
  – Evaluate and monitor investment advisor and other third party service providers
  – Select and monitor investments and expenses
  – Make appropriate administrative decisions

• Investment Policy Statement

• RFP for recordkeeping services – Spring 2015
Planning and Education

1. Retention Update: IVYT Course Changes (Initiative 1.a.)
   Presenter: Dr. Russ Baker, Vice President of Academic Affairs and University Transfer Division

2. State of Transfer (Initiative 1.a.)
   Presenters: Dr. Mary Ostrye, Senior Vice President and Provost
               Dr. Cory Clasemann-Ryan, Assistant Vice President for Institutional Research
               Dr. Russ Baker, Vice President of Academic Affairs and University Transfer Division

3. Faculty Professional Development (Initiative 4.b.)
   Presenter: Dr. Mary Ostrye

4. Academic Advising Tools and Status (Initiative 1.b.)
   Presenter: Susan Hawkins-Wilding, Assistant Vice President for Academic Advising

5. Student Life and Development (Initiative 1.b. and 3.a.)
   Presenter: Dr. Carey Treager-Huber,

6. Default Rate Progress (Initiative 1.b. and 3.a.)
   Presenter: Jeff Fanter, Senior Vice President Student Experience, Communications, and Marketing
Planning and Education Committee agenda
April 2015

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   Presenter: Jeff Fanter, Senior Vice President Student Experience, Communications, and Marketing
Retention Update: IVYT Course changes

Dr. Russ Baker, Vice President of Academic Affairs and University Transfer Division

(STRATEGIC PLAN 1.a.)
November, 2014: The IVYT Student Success Curriculum Committee members identified 8 common course objectives to be used in 6 new division IVYT courses.

December, 2014 – January, 2015: 6 ad-hoc faculty teams created for each division to develop the COR’s for the following 6 division courses:

- IVYT 111  Student Success in University Transfer
- IVYT 112  Student Success in Health Care
- IVYT 113  Student Success in Technology
- IVYT 114  Student Success in Business
- IVYT 115  Student Success in Computing and Informatics
- IVYT 116  Student Success in Public Service
IVYT Restructuring-Implementation in Fall 2015

- February – April, 2015: Content and course activities developed by IVYT Student Success Curriculum Committee, consisting of representatives from 14 regions, both division faculty and IVYT Curriculum Committee members.
- Summer 2015: Online course development of new courses.
- Summer 2015: Statewide Professional Development for faculty.
- Fall 2015: Replacement of IVYT 101 and IVYT 120 with new courses.
Transfer and Articulation in Indiana
The Community College Perspective

Dr. Mary Ostrye, Senior Vice President and Provost
Cory Clasemann-Ryan, Assistant Vice President for Institutional Research
Dr. Russ Baker, Vice President of Academic Affairs and University Transfer Division

(Strategic plan 1.a.)
Historical Overview

- Associate of Science (AS) and Associate of Arts (AA), Associate of Fine Arts (AFA), and Associate of General Studies (AGS) are the college’s transfer degrees.
- Associate of Applied Science (AAS) is primarily a workforce-ready degree with limited transfer options to applied baccalaureate programs.
- First transfer degrees date back to 1989, and majority were regional agreements with local university/college.
- With 2005 legislation, transfer became part of ITCC mission.
Transfer agreements increased dramatically from 2007 to 2010

However, many were course-to-course agreements resulting in 2+3 transfer, hidden prerequisites, lengthening time to degree

Beginning in 2010, began converting all transfer agreements to statewide agreements that guarantee transfer of 60 credit hours that count

Before SEA 182, ITCC claimed 512 distinct articulation agreements with different 65 college and university partners – complex and difficult to manage
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**Gen Ed Core**

- ARTH 110, HUMA 100, HUMA 118
- BIOL 100
- PHYS 101
- CHEM 101
- SOCI 111
- ANTH 154
- GEOG 207
- ENGL 220/221^a
- ART 101/102^a
- ENGL 211/222/223^a
- FITN 100
- ENGL 202
- COMM 102/201/202
- ECON 201/101
- FREN 101/SPAN 101
- FREN 102/SPAN 102

**Spanish Concentration**

- Math 135 or 135/136 or 131-137
- MATH 200
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CTL Elective</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Core Credits</td>
<td>15-17</td>
<td>15-17</td>
<td>13</td>
<td>9</td>
<td>12</td>
<td>9</td>
<td>17</td>
<td>20</td>
<td>15</td>
<td>13</td>
<td>17</td>
<td>17</td>
</tr>
<tr>
<td>TOTAL CREDITS</td>
<td>63-70</td>
<td>64-66</td>
<td>64-69</td>
<td>63-65</td>
<td>62-65</td>
<td>61</td>
<td>63-69</td>
<td>66-68</td>
<td>63-67</td>
<td>63-71</td>
<td>63-68</td>
<td>63-65</td>
</tr>
</tbody>
</table>

NOTES
IUSB - X** 1 of the selections must be ARTH 101, ENGL 212, ENGL 220, or HIST 235 varies between Gen Ed & Concentration Core

KEY
* Requires 2 MATH courses up through MATH 202 & only to include MATH 200
** Select one of the choices
*** Select one
^ Select one
^ Select one
^ Select one of the choices
^ Select two CTL science classes/BSU & ISU include ASTR 101/UINW, IPFW, IUSB, IUSE
**** Select two
FFFF Select three
****** Select four
Spanish Transfer Map

- 12 different pathways – difficult for students and advisors
- Technical core requirement ranges from 6 to 20, while total credit hour requirement varies from 62 to 70 credit hours
- Common required courses limited to 6 classes, although 75% will accept 14 of the same CTL courses to meet degree requirements
- Variance in mathematics high, ranging from requiring MATH 118 to allowing most CTL math class
- Science – most variance in acceptance of CTL chemistry and least amount in biology as a choice or requirement
- Outliers – two require or accept GEOG 207; one requires FIT 100; two require CINS 101
- Regional campus agreements are different at both IU and Purdue
Current State

- Single Articulation Pathways ("T-SAP") – response to SEA 182 (2013) requiring identified two-year program pathways to transfer without loss of credit to public four year institutions.
- Statewide Transfer General Education Core – developed in response to SEA 182 (2012); enables student who completes an approved program of general education to transfer to coursework as a block of 30 credit hours towards meeting general education requirements.
Current State

- TransferINwebsite – provides general transfer information and links to admission and FA pages for Indiana colleges and universities
- Core Transfer Library – ITCC offers 74 CTL courses, most as direct equivalents
- Several transfer agreements with private colleges
- Introduction of applied baccalaureate degree
## Types of Transfer Data

<table>
<thead>
<tr>
<th>Report</th>
<th>Group Followed</th>
<th>Time Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>ATD Transfer Report</td>
<td>ATD Cohort (all new Ivy Tech students - first time college students and students transferring to Ivy Tech)</td>
<td>Three years</td>
</tr>
<tr>
<td>IPEDS Transfer Report</td>
<td>IPEDS Cohort (first-time college students, both full-time and part-time)</td>
<td>Six years</td>
</tr>
<tr>
<td>Non-Cohort Transfer Report</td>
<td>Not cohort based</td>
<td>All students who transferred credits to an Indiana public institution during given academic year</td>
</tr>
<tr>
<td>One-Year Transfer Report</td>
<td>All students enrolled at Ivy Tech in 2012-13</td>
<td>All students who transferred to another institution within one year of their last term of enrollment at Ivy Tech</td>
</tr>
</tbody>
</table>
3-Year Cohort Transfer Activity

2009 ATD Cohort (First-Time and Transfer-In, Degree-Seeking Students)

- Not enrolled anywhere: 57%
- Still enrolled at Ivy Tech: 23%
- Earned an Ivy Tech credential: 8%
- Transferred without earning an Ivy Tech Credential: 12%

# 6-Year Cohort Transfer Activity

## 2007 IPEDS Cohort (First-Time, Degree-Seeking Students)

<table>
<thead>
<tr>
<th>All Students (Full-Time and Part-Time)</th>
<th>Earned Credential, Did Not Transfer</th>
<th>Earned Credential &amp; Transferred</th>
<th>Still Enrolled at Ivy Tech</th>
<th>Other Transfers</th>
<th>Success Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007 Cohort</td>
<td>14.80%</td>
<td>5.30%</td>
<td>3.90%</td>
<td>22.00%</td>
<td>46.00%</td>
</tr>
<tr>
<td>2006 Cohort</td>
<td>14.80%</td>
<td>4.80%</td>
<td>9.60%</td>
<td>22.10%</td>
<td>51.30%</td>
</tr>
<tr>
<td>2005 Cohort</td>
<td>14.50%</td>
<td>4.10%</td>
<td>6.60%</td>
<td>18.80%</td>
<td>44.00%</td>
</tr>
<tr>
<td>2004 Cohort</td>
<td>14.40%</td>
<td>4.20%</td>
<td>7.80%</td>
<td>17.60%</td>
<td>44.00%</td>
</tr>
<tr>
<td>2003 Cohort</td>
<td>15.40%</td>
<td>3.20%</td>
<td>6.00%</td>
<td>15.80%</td>
<td>40.40%</td>
</tr>
<tr>
<td>2002 Cohort</td>
<td>14.70%</td>
<td>4.10%</td>
<td>5.90%</td>
<td>18.70%</td>
<td>43.40%</td>
</tr>
</tbody>
</table>

### Students Transferring Within One Year of Ivy Tech Enrollment

All Students Enrolled in 12-13 Academic Year

<table>
<thead>
<tr>
<th>Registration Type</th>
<th>Annual Unduplicated Headcount</th>
<th>Transferred</th>
<th>% Transferred</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuing</td>
<td>83,471</td>
<td>10,859</td>
<td>13.0%</td>
</tr>
<tr>
<td>Guest</td>
<td>8,440</td>
<td>5,050</td>
<td>59.8%</td>
</tr>
<tr>
<td>High School</td>
<td>38,657</td>
<td>8,557</td>
<td>22.1%</td>
</tr>
<tr>
<td>New First Time</td>
<td>35,739</td>
<td>2,934</td>
<td>8.2%</td>
</tr>
<tr>
<td>Transfer-In</td>
<td>13,919</td>
<td>3,184</td>
<td>22.9%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>180,226</strong></td>
<td><strong>30,584</strong></td>
<td><strong>17.0%</strong></td>
</tr>
<tr>
<td>Degree-seeking</td>
<td>133,129</td>
<td>16,977</td>
<td>12.8%</td>
</tr>
</tbody>
</table>

All Students Transferring Credits to Indiana Public Institutions


CHANGING LIVES  MAKING INDIANA GREAT
Top Transfer Schools

- IUPUI
- IU-Bloomington
- Ball State University
- Indiana State University
- Vincennes University
- Purdue University – West Lafayette
What’s Our Transfer Story?

- Transfer students are a large part of our success story
- Around 30,000 students transfer annually
  - Only one-third to another Indiana public institution
- Students continue to transfer up to six years after initially enrolling at Ivy Tech
  - Approximately 75th percentile nationally
- Majority of students transfer to another Indiana public institution
Principal Challenges

- Difficult to keep agreements current as universities continually update curriculum
- Too much variation exists for programs not identified as T-SAP
- Variance in understanding and acceptance of recent legislation among four year institutions
- Application of common course numbering not widely understood
- Few incentives (and actual disincentives) for students to complete associate degrees prior to transfer
- No clear statewide appeals process or ombudsman
Best Practices in High-Performing States

- Statewide course catalogs, systems to inform students regarding transfer
- Statewide core curriculum guaranteed in transfer (common general education core)
- Statewide common course numbering or mandated compliance with course applicability systems
- Designated ombudsmen for transfer and student-friendly appeals process
- Incentives (admissions, transfer and scholarship aid) to students to complete associate degrees prior to transfer
Reverse Transfer

Why is Reverse Transfer Important?

Data from the National Student Clearinghouse shows over 50% of students who qualify for reverse transfer have not completed their bachelor’s degree four years later.
Reverse Transfer at Ivy Tech

April 2015 Update

- Purdue University—Reverse transfer now expanded to include Purdue regional campuses.
- Indiana State University—Statewide reverse transfer agreement in place
- Western Governors University—Current discussions with Allison Barber to streamline process of transferring competency based curriculum
- Ball State University—Decided not to move forward with agreement in late January, 2015
- University of Southern Indiana—Awaiting response on statewide agreement—draft agreement sent in fall with follow-up
- Indiana University—Attended reverse transfer policy summit in January 2015 with IU colleague—but university position on reverse transfer has not changed
Reverse Transfer Graduates

- Modest Numbers of Graduates so far:
  - Fall 2013—32
  - Spring 2014—25
  - Summer 2014—4
  - Fall 2014—3

- Future reverse transfer graduates will be higher—Over 600 Purdue students qualified for reverse transfer in spring 2015 (compared to 60 in Fall 2014)

- 84 Purdue transcripts and 21 Indiana State transcripts have been received since February 2015

- WGU and University of Phoenix currently reviewing process—this will increase numbers from both institutions
Faculty Professional Development

Dr. Mary Ostrye, Senior Vice President and Provost

(Strategic plan 4.b.)

CHANGING LIVES  MAKING INDIANA GREAT

IVY TECH COMMUNITY COLLEGE
Strategy 4 – Ensure a sustainable human and technical resources base

Objective 4.b – Increase faculty and staff capacity

The College is engaged in a number of activities to increase faculty capacity for promoting student engagement and success, as well as sharpen teaching skills and administrative leadership.
- The College hosts an annual Program Chair Summit inviting more than 500 program chairs to spend two days studying innovations in teaching, learning and student success.

- The 2015 Summit is themed *Implementing Promising Student Engagement Strategies* and features a keynote address to the more than 500 program chairs by Dr Evelyn Waiwaiole, director of the National Center for Student Engagement at the University of Texas at Austin.
- Similarly, full-time faculty are annually engaged in regional faculty development workshops, with 200 registered in Ft Wayne, 300 in Indianapolis, and 170 in Bloomington for spring 2015.

- This year’s day-long event is titled *Push the Button: Improving Student Engagement and Success Through Technology*

- Faculty from across the state share the day with Susan Drumm, Instructional Technology Coach, and participate in workshops on better use of library resources, adoption of eMaterials, and innovative practices already underway with their fellow faculty.
- May 2015 will mark a new model for professional development among adjunct faculty. As with full-time faculty, three regional workshops, open to all adjunct faculty, will be offered around the state, focused on student engagement and success through technology. More than 400 adjunct faculty will participate.
Using online training modules, faculty will be able to continue to enhance their skills on demand beginning in fall 2015.

18 sessions, 9 beginner and 9 advanced will be produced in the following areas:

- **Student engagement strategies**
  - Effective teaching

- Promoting student retention
  - Achieving course learning outcomes

- **Assessing student learning**
  - Ivy Tech policies and procedures

- Personal and professional development
  - Managing the classroom

- Effective use of technology
Academic Advising Updates

Susa Hawkins-Wilding, Assistant Vice President for Academic Advising

(Strategic plan 1.b.)
Advising Retention Initiatives

- **1st Class Missed interventions**
  - 13,931 (10,000 higher than last term) – New statewide intervention!
  - Other Flag interventions (see slide below for numbers)

- **Advising Blitz**
  - Bb can schedule students with advisors now (183 students scheduled for appointments in one month)
  - New Appointment Data
    - New and continuing students are coming in for advising earlier
    - Majority of appointments are about academic planning
    - Midterm grade appointments are higher this term – reaching more students earlier with academic difficulty

- **Midterm Grade Calls**
- **Satisfactory Academic Progress Plans**
- **Bb inactivity Interventions**
Success/Statistics

Fall 2014 Flags Raised

- 1st Classed Missed Flag – 3,194
- Academic Advising Flag – 1,339
- Academic Concern Flag – 40,804
- Attendance Flag - 9,122
- General Concern- 1,076
- Low Grades- 1,386
- Missing/Late Assignments- 888
- Off Academic Plan - 16,460
- Program Change - 5,627

Total 79,896
## Success/Statistics

### Fall 2014 Kudos

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive Academic Performance</td>
<td>32,735</td>
</tr>
<tr>
<td>Showing Improvement</td>
<td>4,075</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>36,810</strong></td>
</tr>
</tbody>
</table>

- Total Unique students: 65,912
- Average flags per student: 2.04
## Success/Statistics

### Spring 2014 Flags Raised To date

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st Class Missed</td>
<td>13,931</td>
</tr>
<tr>
<td>Academic Advising</td>
<td>434</td>
</tr>
<tr>
<td>Academic Concern</td>
<td>9,457</td>
</tr>
<tr>
<td>Attendance</td>
<td>6,266</td>
</tr>
<tr>
<td>General Concern</td>
<td>361</td>
</tr>
<tr>
<td>Low Grades</td>
<td>551</td>
</tr>
<tr>
<td>Missing/Late Assignments</td>
<td>468</td>
</tr>
<tr>
<td>Off Academic Plan</td>
<td>9,343</td>
</tr>
<tr>
<td>Program Change</td>
<td>6,715</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>47,526</strong></td>
</tr>
</tbody>
</table>
Success/Statistics

Spring 2015 Kudos To Date
Positive Academic Performance - 10,626
Showing Improvement - 660
Total - 11,286

Total Unique students - 50,637
Average flags per student - 1.6
## Academic Advising Loads

<table>
<thead>
<tr>
<th>Region</th>
<th>Advisors (FTE)</th>
<th>Spring 2014 Unduplicated Headcount</th>
<th>Advisors Needed (FTE) for 500/1 Ratio (FY 14 data) (Dual Credit excluded)</th>
<th>Advisors Needed (FTE) for 400/1 Ratio (FY 14 data @ 90%) (Dual Credit excluded)</th>
<th>Advisors Needed (FTE) for 250/1 Ratio (FY 14 data @ 90%) (Dual Credit excluded)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>15</td>
<td>12,682</td>
<td>946</td>
<td>13</td>
<td>16</td>
</tr>
<tr>
<td>2</td>
<td>15.5</td>
<td>9,641</td>
<td>633</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>3</td>
<td>16</td>
<td>11,471</td>
<td>740</td>
<td>8</td>
<td>10</td>
</tr>
<tr>
<td>4</td>
<td>11.5</td>
<td>9,240</td>
<td>828</td>
<td>8</td>
<td>9</td>
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<tr>
<td>5</td>
<td>10.5</td>
<td>5,687</td>
<td>504</td>
<td>-</td>
<td>1</td>
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<tr>
<td>6</td>
<td>11.5</td>
<td>9,137</td>
<td>816</td>
<td>7</td>
<td>9</td>
</tr>
<tr>
<td>7</td>
<td>9.5</td>
<td>6,582</td>
<td>701</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>8</td>
<td>31</td>
<td>27,634</td>
<td>975</td>
<td>29</td>
<td>35</td>
</tr>
<tr>
<td>9</td>
<td>7</td>
<td>3,552</td>
<td>645</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>10</td>
<td>8</td>
<td>7,735</td>
<td>692</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>11</td>
<td>5</td>
<td>4,202</td>
<td>736</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>12</td>
<td>9</td>
<td>7,142</td>
<td>818</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>13</td>
<td>9.5</td>
<td>7,645</td>
<td>657</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>14</td>
<td>11</td>
<td>6,025</td>
<td>828</td>
<td>7</td>
<td>9</td>
</tr>
<tr>
<td>online</td>
<td>44</td>
<td>608</td>
<td></td>
<td>97</td>
<td>119</td>
</tr>
</tbody>
</table>

Total: 170 advisors, 129,027 students
Udirect – Academic Completion Plans (ACP)

- Developed software in Summer 2014
- Trained staff and faculty in Fall 2014
- Soft launch of Udirect plans in Fall 2014
  - Transition and communication from the ACP built in the Starfish system
- Academic Advising Created plans for all new students starting Spring of 2014 – using the new Udirect system
Creating a new Plan

Request an Audit

An audit will show the required courses needed for a particular program, which requirements have already been fulfilled, and which requirements still need to be completed.

Select a Program

- Run An Audit On Current Program:

- Find out how your courses would apply if you changed majors:
  Choosing a degree program here will not change your declared degree program.

Degree
Catalog Year

Options

Changes in this section are optional:

- Run Type: 5-Degree Audit w/Sort
- List All: * - Default
- Format: Regular (HTML)

Run Audit | Cancel
Udirect Plan Continued

Plan Builder

---

**Step 1:** Click or tap a course to view more details about that course.

**Step 2:** Drag course into appropriate semester on your plan.

**Step 3:** Use the "check" Plan button to check your plan against the audit to ensure requirements are fulfilled as needed.

---

**Roadmap: 2014-2015 TC Medical Assisting**

<table>
<thead>
<tr>
<th>Year 1 Semester 1</th>
<th>9 Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anatomy and Physiology I</td>
<td>3 Hours</td>
</tr>
<tr>
<td>Communications Elective</td>
<td>0 Hours</td>
</tr>
<tr>
<td>Student Success Elective</td>
<td>0 Hours</td>
</tr>
<tr>
<td>The following course needs to be completed:</td>
<td>3 Hours</td>
</tr>
<tr>
<td>RELS 101</td>
<td>Medical Terminology</td>
</tr>
<tr>
<td>The following courses needs to be completed:</td>
<td>3 Hours</td>
</tr>
<tr>
<td>BEAS 107</td>
<td>Radiographic I</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year 1 Semester 2</th>
<th>18 Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anatomy and Physiology II</td>
<td>3 Hours</td>
</tr>
<tr>
<td>Communications Elective</td>
<td>0 Hours</td>
</tr>
<tr>
<td>Student Success Elective</td>
<td>0 Hours</td>
</tr>
<tr>
<td>The following courses needs to be completed:</td>
<td>15 Hours</td>
</tr>
<tr>
<td>BEAS 108</td>
<td>Radiographic II</td>
</tr>
</tbody>
</table>

---

**Plan: ACP_20141001_TC Medical Assisting**

| Fall 2014 | 0 Hours |
| Spring 2015 | 0 Hours |
| Summer 2015 | 0 Hours |

---

CHANGING LIVES  MAKING INDIANA GREAT
Questions?
Student Life

Engaging Students
Beyond the Classroom
Mission

To provide a student-centered environment that fosters intentional individual development through activities, programs, and events connecting the students to the college and the community.
Goals

• Increase student engagement
• Increase student satisfaction with the college
• Increase persistence
• Increase completion
• Foster student learning
Core Functions

- Student Governance
- Programming
- Leadership Development
- Service Engagement
- Recreation & Wellness
- Student Organizations
SGA Student Activity Fee Initiative
### Funding Utilization

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Life Office:</td>
<td>32</td>
</tr>
<tr>
<td>Leadership Development:</td>
<td>41</td>
</tr>
<tr>
<td>Student Governance:</td>
<td>35</td>
</tr>
<tr>
<td>Student Programming:</td>
<td>157</td>
</tr>
<tr>
<td>Recreation/Wellness:</td>
<td>44</td>
</tr>
<tr>
<td>Service Engagement:</td>
<td>41</td>
</tr>
<tr>
<td>Student Organizations:</td>
<td>30</td>
</tr>
<tr>
<td><strong>TOTAL INITIATIVES:</strong></td>
<td><strong>380</strong></td>
</tr>
</tbody>
</table>
Because of the increased funding in Student Life, partnerships have been built between campus departments that have led to an increase in student participation.

*Katie Mote, Campus President - Madison*
## Impacting Student Retention

<table>
<thead>
<tr>
<th>Fall 2014 ATD Cohort Retention Rates (Grads counted as retained)</th>
<th>Retained Fall 2014 to Spring 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Student Life Activity</strong></td>
<td>67.9%</td>
</tr>
<tr>
<td>Non-Participant</td>
<td>67.6%</td>
</tr>
<tr>
<td>Participant</td>
<td>85.5%</td>
</tr>
</tbody>
</table>

Students participating in Student Organizations and Student Leadership Development activities are retained **17.9%** points higher.
Enhanced Programming
Faculty Collaboration

Funds are specifically set aside to support faculty requests to supplement classroom learning and program curriculum.
Ivy Tech feels like a real university, not just a community college. We have so many events and our students are really involved! Going to school in Bloomington, you usually see a lot of IU shirts around campus, but I can honestly say that Ivy Tech is giving them a run for their money. I see more students in Ivy Tech swag nowadays, and that makes me proud.

*Lacee Plemmons, Student - Bloomington*
Leadership Development

- Student Leadership Academy
- Student Leadership Conference
- Leadership-focused student organizations
- Speakers Series
- Workshops
## Impacting Student Retention

<table>
<thead>
<tr>
<th>Fall 2014 ATD Cohort Retention Rates (Grads counted as retained)</th>
<th>Retained Fall 2014 to Spring 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>%</td>
</tr>
<tr>
<td><strong>Student Leadership Conference</strong></td>
<td>67.9%</td>
</tr>
<tr>
<td>Non-Participant</td>
<td>67.8%</td>
</tr>
<tr>
<td>Participant</td>
<td>86.4%</td>
</tr>
<tr>
<td><strong>Student Leadership Academy</strong></td>
<td>67.9%</td>
</tr>
<tr>
<td>Non-Participant</td>
<td>67.8%</td>
</tr>
<tr>
<td>Participant</td>
<td>86.1%</td>
</tr>
</tbody>
</table>

Student Leadership Conference and Academy participants are retained at **18.6%** and **18.3%** points higher.
Student Organizations

<table>
<thead>
<tr>
<th>Fall 2013</th>
<th>Fall 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>154</td>
<td>264</td>
</tr>
</tbody>
</table>

Including:

- Honor societies
- Professional organizations
- Cultural groups
- Spiritual
- Service-oriented
- Special interest
## Impacting Student Retention

<table>
<thead>
<tr>
<th>Fall 2014 ATD Cohort Retention Rates (Grads counted as retained)</th>
<th>Retained Fall 2014 to Spring 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Organization</td>
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<tr>
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</tr>
<tr>
<td><strong>President or VP</strong></td>
<td><strong>100.0%</strong></td>
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</tbody>
</table>

Student Organization members are retained **17.7%** points higher.
Student Governance

- Increased Visibility and Credibility
- Consistent Scholarship Structure
- Professional Development
- Serving on College committees
- Interacting with administration
- Representing the voice of the students
The turning point for me academically came when I felt embraced by Ivy Tech Community College, all because I was invited by to join the SGA senate.

Jameaka Wright, Student - Central Indiana
Recreation and Wellness
Service Engagement
Next Steps

• Increased Data Collection
• Continue Assessment Plan
• Determine Regional Best Practices
• Maintain Momentum
Our students express that they have found a new culture on campus that makes them feel more connected and have reasons to stay on campus, it’s not just a “come to class and go home” atmosphere.

Marta Belt, Regional Director of Advising - Southeast
Update on Cohort Default Rate
April, 2015
The cohort default rate is the percentage of a school’s borrowers who enter repayment on certain Federal Family Education Loans (FFELs) and/or William D. Ford Federal Direct Loans (Direct Loans) during that fiscal year and default (or meet the other specified condition) within the cohort default period.
The phrase “cohort default period” refers to the **three-year period** that begins on October 1st of the fiscal year when the borrower enters repayment and ends on September 30th of the second fiscal year following the fiscal year in which the borrower entered repayment. **Total of 3 years.** For most federal student loans, you will default if you have not made a payment in more than 270 days.
Repay Base vs. Defaults

![Graph showing the comparison between Repay Base and Defaults from 2009 to 2014. The graph displays the number of defaults and repay base for each year.](image-url)
Cohort Default Rate Performance

20.30% 21.70% 23.30% 22.60% 18.50% 19.00% 19.50% 20.00% 20.50% 21.00% 21.50% 22.00% 22.50% 23.00% 23.50% 24.00%

2009 2010 2011 2012

Default Rate

20.30% 21.70% 23.30% 22.60%
Giving Credit Where Credit Is Due Is Tougher Than It Seems

By Katherine Mangan

Imagine you’re a transfer student grinding away on a tough physics assignment, and an email pops up informing you that, between your community-college and university courses, you’ve earned enough credits to be awarded an associate degree. It’s been a tough transition to Big State U., so you react by:

A. Eagerly accepting the degree, which will motivate you to complete your baccalaureate.
B. Breathing a sigh of relief because, with a degree in hand, you won’t feel so guilty if you throw in the towel on the blasted B.A.
C. Panicking because your private scholarship ends when you receive your first degree, and you want the money to keep flowing for two more years.

Those are just a few of the scenarios that college officials from 28 states pondered as they gathered in Orlando, Fla., over the weekend for a national conference on "reverse transfer," sponsored by the National Student Clearinghouse and the Institute of Higher Education at the University of Florida.

Reverse transfer happens when a four-year college sends a student’s records back to the two-year institution where he or she started. If the student has earned enough credits, the community college awards a degree.

It’s typically a win-win for students, who receive a credential that will increase their earning power, spur them on, and provide them with something to fall back on if they drop out and to build on if they return.

For community colleges, long the whipping boys of lawmakers focused on completion rates, it’s a way to get credit for the thousands of students who successfully advance from their institutions with nothing to show for it. As many as two million students who attended college for two or more years from 2003 to 2013 without earning a degree could be awarded associate degrees through an automated data-collection program the clearinghouse is now working on with states, officials at the clearinghouse say.

But giving credit where credit is due is harder than it seems, as a dozen states discovered when they participated in a pilot study supported by several philanthropies, including the Bill & Melinda Gates Foundation, the Lumina Foundation, and the Kresge Foundation. Here are some of the challenges they faced:

First, you have to track down the students.
Once they leave, it’s hard to know where they end up, especially when 40 percent of those who transfer move to another state, according to the clearinghouse.

"That was the final straw that convinced us that we needed to be involved," said W. David Pelham, vice president for higher-education development and client relations at the clearinghouse. "Even if you have a really good state-level database, it’s not going to capture that 40 percent."

Mr. Pelham, a former community-college president, said three of the colleges he served in were within 50 miles of a state border. Once students crossed over, they vanished from his radar screen. "It looked like I had the lowest completion and persistence numbers," Mr. Pelham said. "I knew it wasn’t true, but I couldn’t document it."

The clearinghouse system will help colleges follow students wherever they head, whether to another two-year college, a four-year one, public or private, in state or out.

Once you find the students who qualify, they may not want an associate degree.

Some students whose hearts are set on bachelor’s degrees never intended to pick up an associate degree first and don’t see a need to. But for others, a two-year degree could actually set them back. Some private scholarships continue until students earn their first degree. The last thing those students want is someone chasing them down to offer an interim degree that will stop the money flow before they can earn their bachelor’s degree.

In fact, that’s one reason many worry about running afoul of U.S. Department of Education privacy rules if the policy assumes that students are willing to participate in a reverse-transfer program unless they check a box opting out. That’s the approach some colleges have taken, while others say department officials have indicated that they need explicit, affirmative permission from students before their records can be transferred.

Getting students to check a box opting in isn’t easy when students are deluged with paperwork demanding their attention, and colleges look forward to more guidance from department officials, said Debra D. Bragg, director of the Office of Community College Research and Leadership and a professor at the University of Illinois at Urbana-Champaign’s College of Education.

Over the weekend, she and Jason L. Taylor, an assistant professor of educational leadership and policy at the University of Utah, presented a paper, "Optimizing Reverse-Transfer Policies and Processes: Lessons From Twelve CWID [Credit When It’s Due] States," that summarizes the experiences of the dozen pilot states. They encountered lots of potential roadblocks.

If students accept the A.A., they might bail on their B.A.
"That’s something we’re studying," Ms. Bragg said. By the time the students were tracked down in the pilot projects, "many of them were quite far along in the bachelor’s degree, and it’s unlikely someone is going to say, ‘Oh heck—I don’t need to finish,’” she said.

But as colleges get faster at tracking down students as soon as they’ve earned the 60 credit hours they need for an associate degree, "for some students, that might be a disincentive for them to continue," Ms. Bragg said.

More likely, she said, the degree will motivate students to push on, not give them an excuse to bail out.

Here’s where advisers can come into play, reminding students of the advantages of completing a two-year degree before tackling a B.A. Students who earn an associate degree or certificate at a two-year college before transferring to a four-year college are far more likely to earn baccalaureate degrees, according to a 2013 report by the clearinghouse’s research center.

But typically, less than a quarter of transfer students pick up a credential first, so going after them retroactively makes sense, researchers say. They can use all the help they can get. Eight out of 10 students entering community college say they plan to earn a B.A., but only 15 percent end up doing so within six years, according to the clearinghouse.

Students’ records come in a dizzying array of formats.

Some students’ records still are on paper and need to be scanned into electronic form, while others come in a variety of electronic formats, creating headaches for college staff members trying to compile the data. To help simplify and standardize the process of transferring records, the clearinghouse will have a depository where a four-year college can send a student’s academic information. A two-year college can then download it and, when a student reaches the magic number of credits, award him or her an associate degree.

And some people question whether the degrees colleges are awarding are legitimate.

It’s no secret that, in an era of performance-based funding, community colleges are seeking ways to award more degrees. Some skeptics suggest that retroactively awarding them to students who’ve moved on may border on cooking the books. But reverse-transfer advocates say that, when done properly, the degree requirements are just as rigorous and the students just as deserving as those who follow a straighter path to a degree.

Katherine Mangan writes about community colleges, completion efforts, and job training, as well as other topics in daily news. Follow her on Twitter @KatherineMangan, or email her at katherine.mangan@chronicle.com.
AUDIT COMMITTEE

Report will be given at the State Board of Trustees Meeting April 13, 2015
A. Corporate College Revenue and Expenses

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<th>Revenues</th>
<th>Profit/Loss</th>
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B. Corporate College Management Report

Revenue and Expense Analysis

The Corporate College Department continues to experience an overall positive variance through the month of February 2014 in comparison to February 2015. Highlights of the report:

- For all activity, Corporate College experienced ($66,125) in net revenue through February 2015.
- A positive variance of $1,814,556 was realized in comparison to cost versus revenue in February 2014.
- Workforce Certification activity continues to expand, experiencing $1,456,673 in net revenue at the end of February 2015 compared to $1,248,997 in net revenue in February 2014.
- Contract training revenue is down by $929,489 compared to February 2014 (14%). The largest losses occurred in Northeast, Central Indiana, and Lafayette. Contributing issues include vacant Corporate College Executive (CCE) positions in North East and other Regions.
- It is estimated that if all CCE positions were filled and were producing on an average basis contract revenue would be up approximately 10 percent.
- Duplicated headcount for contract training and open enrollment is at 13,497 in comparison to 14,646 a year ago.

Contract Training and Open Enrollment Highlights

- The largest contract projects in February include Evermilk Logistics at $124,875 (Eastcentral); Washington Township Fire Department at $20,640 (Indianapolis) and Caterpillar at $15,677 (Columbus).
- Significant Open Enrollment activity for February includes Lafayette ($41,150) and North Central ($33,963).
Quarter 3 Sales Report and Challenges

- Northwest Region - Revenue is below last year and will not reach projections. Almost half of the fiscal year, the region was down 2 salespeople. One CCE was hired late in the calendar year. The second has been hired and begins March 16. There are encouraging signs for next fiscal year as the first new CCE tripled sales revenue in the last two months.

- North Central Region - Revenue has already surpassed last year’s contract training revenue for the entire year. This region is a little behind very aggressive projections but has put a plan together to meet projected revenue. Expenses are up a little over last year which is because of the large increase in training.

- Northeast Region - This region will not meet projected revenue and will likely finish the year behind last year’s revenue. Management hired a new CCE early in the fiscal year. That did not work out. This resulted in disruption as it extended the time without one CCE. The new CCE hired to fill the team has extensive contacts with employers throughout the region and a very close relationship with Work One. One other CCE is retiring this month. Management is in the midst of interviewing and will hire before month end.

Some of the Work One projects which are scheduled for this year were done earlier in the year last year so that revenue will catch up. Expecting an additional $250,000 - $300,000 from Work One this fiscal year. Also a big project for BF Goodrich hasn’t hit the books yet.

Management will work with staff to create a strategy for meeting projections next fiscal year.

- Lafayette Region - This region will not meet projections for this year and is running behind last year’s revenue. There was no CCE the first half of the fiscal year. The new CCE has very good skills and already has good relationships in several counties throughout the region. The CCE has been tasked with coordinating Ivy Tech’s relationship with General Electric as they have moved into the region. This is taking substantial time and effort but is needed as the relationship is developed. As the CCE is freed up to make more contacts throughout the region, revenue will follow. Management is very encouraged about potential for next year in this region.

- Kokomo Region - This region will not meet projections this year and will finish behind last year’s revenue total. There were 3 people selling last fiscal year until the reorganization was complete. There is now one. The CCE spends most of his time working with the six divisions of Chrysler in the region. Each operates independently. They are a very important client that takes a lot of time. The problem is they alone don’t generate enough revenue to meet projections. Management needs to consider adding a CCE in this region to handle everything but Chrysler and the few additional clients the current CCE takes care of. Management believes there is enough potential in the region
to merit this. This would open up many new opportunities that are currently not being taken advantage of. This would set up this region to be in the black next year.

- **East Central Region** - This region will finish ahead of projections and ahead of last year. They are doing this with one CCE, one Program Manager and support staff. They are a great team that works remarkably hard. There is actually additional opportunity in Marion with the addition of more space and equipment. These discussions are taking place.

- **Wabash Valley Region** - This region will finish ahead of projections. The region is currently a bit behind last year’s revenue due to two issues. One is a reduced head count for our program with ISU. The second is a delay in delivery of our diesel tech program for the prison. It is being run now so that revenue which was received earlier last year, will still be received. This region has a very effective team.

- **Central Indiana Region** - This region will finish below projections and likely below last year’s revenue total. The region was down one CCE and a couple Program Managers throughout a portion of the fiscal year. The Corporate College Executive Director of Operations has worked hard to bring needed leadership to this region. It is operating much better now. The newly hired CCE has very good skills and is already meeting with potential clients. This is very positive and will have a very positive impact on revenue. Management has also expanded the role for one of the CCE’s with expertise in healthcare beyond the region to the entire state. This has been positive as inroads are being made to hospitals around the state. This will begin to add revenue before the end of the year although all won’t be for this region.

There are a couple big contracts that will bring in substantial revenue over the next few months – GEICO for example.

Two and a half CCE’s are not enough to reach all the opportunities in this region. This needs to be discussed as plans are made for next fiscal year. With a stable team and enough effective CCE’s, this region can have a positive year next year.

- **Richmond** - This region will not meet projections and but should surpass last year’s contract revenue total. At Duke Energy’s request, the CCE was taken out of the region periodically for a few months to turn around a program with the manufacturing community in another region, much like Richmond’s Manufacturing Matters. This was done with the approval of both chancellors. This was successful in satisfying Duke’s representative and the local leadership so it was worth doing. This took part of the focus off the region and there is only CCE. Management is working with the CCE to create a more aggressive strategy for next year.

- **Columbus Region** - This region will finish ahead of projections and way ahead of last year. Management does have slight concerns moving forward as the top salesperson
statewide, from this region, left to start a business. The replacement is the HR person from one of our clients who has good abilities.

The Program Managers did an incredible job of continuing to move revenue forward until the new CCE was hired. This region has a very good team. Management will closely monitor this region to maintain momentum.

- Southeast Region - This region will finish below projections but likely ahead of last year’s revenue total and in the black. This is a difficult region due to low population. Management projected revenue a bit high. The CCE is also working in Scott County in the Columbus Region because of a relationship with the Mayor of Scottsburg. Because of the approach in the now combined Columbus and Southeast Regions, it would be appropriate to consider combining the regions’ financials.

- Southwest Region - This region will finish well behind projections but is already within $38,000 of last year’s contract training revenue for the entire fiscal year. The region will likely finish in the black. Management set the projection high for contract revenue. A large part of revenue the last few years in this region was sold by Corporate College but delivered through the Workforce Certification Center. This was due to the expertise of one of the CCE’s who’s now retired. So the projected revenue represents a dramatic change in approach in this region. The new CCE is just now on board and is talented. There are some good projects already in the works for the rest of this fiscal year.

- Sellersburg Region - This region will meet projections and finish in the black. Large amounts of revenue have been invoiced but not yet received. More big projects still happening before the end of the fiscal year. The CCE has done a great job of uncovering opportunities in the metro Louisville area. Many of these opportunities require unique delivery. The team has done a great job in spite of challenging circumstances.

- Bloomington Region - This region will finish ahead of last year’s contract revenue, likely in the black and very close to meeting projections. Our CCE was a program manager last year until the reorganization and is doing a good job. CCE is increasing activity and has been doing a good job closing. This region is headed in the right direction.

- Overall issues

1. The entire reorganization is less than one year complete. There are still some challenges with transition from regional reporting and leadership to centralized reporting and leadership. Most have been worked through and corrected. Management will continue to focus on this. This will allow CCE’s unfettered access to potential clients. Overall, very good transition in less than one year.

2. Throughout the year there have been 8 vacancies in Corporate College Executive positions. If those positions had been filled and they only produced at 80% of their goal for six months, this would have produced $1,120,000 in revenue. This would have
produced more total revenue than last year at the end of February. Management must reduce the amount of time that vacancies go unfilled.

3. Instituting regular statewide communication among sales team members has been very positive. Through regular communication CCE’s are now asking other CCE’s to attend meetings with them in their area of expertise, they are learning from each other’s experiencing and finding practical ways to help each other.

4. Another challenge which has been uncovered is a lack of equipment and sometimes lab space for training in some regions. Management has surveyed regions to find specific equipment and space needs and is pursuing options to meet these needs.

Corporate College Vacancies

- Northeast has one CCE vacancy and interviews will be conducted soon.
- Indianapolis has two Program Manager vacancies with job postings in place.

Shared Services Agreement Update (Delivery and Operations)

- Working groups are making progress on the following shared services with team members meeting monthly:
  - Curriculum
  - Open Enrollment
  - Faculty
- Quality Services team members will host lean training (from the College’s IT Department Staff) early in Quarter 3. Team members are also planning to begin development of ISO 9000 certification activities in calendar year 2015.
Revenue and Expense Report
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</tr>
<tr>
<td>November</td>
<td>($541,578)</td>
<td>$1,593,728</td>
<td>$1,052,150</td>
<td>($652,417)</td>
<td>25%</td>
</tr>
<tr>
<td>December</td>
<td>($628,914)</td>
<td>$1,830,990</td>
<td>$1,202,077</td>
<td>($755,116)</td>
<td>30%</td>
</tr>
<tr>
<td>January</td>
<td>($693,805)</td>
<td>$1,968,635</td>
<td>$1,274,829</td>
<td>($827,164)</td>
<td>26%</td>
</tr>
<tr>
<td>February</td>
<td>($854,858)</td>
<td>$2,103,855</td>
<td>$1,248,997</td>
<td>($1,122,174)</td>
<td>17%</td>
</tr>
<tr>
<td>March</td>
<td>($1,059,588)</td>
<td>$2,225,875</td>
<td>$1,166,287</td>
<td>($1,310,515)</td>
<td>18%</td>
</tr>
<tr>
<td>April</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>May</td>
<td></td>
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</tr>
<tr>
<td>June</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2014-2015</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expenditures</td>
<td>$784,253</td>
<td>$691,105</td>
<td>$148,255</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenues</td>
<td>$1,077,095</td>
<td>$942,438</td>
<td>$311,605</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Profit/Loss</td>
<td>$1,147,756</td>
<td>$852,468</td>
<td>$253,801</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Variance</td>
<td>$1,258,663</td>
<td>$732,796</td>
<td>$190,932</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Variance %</td>
<td>$1,287,762</td>
<td>$732,796</td>
<td>$190,932</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Month</th>
<th>Expenditures</th>
<th>Revenues</th>
<th>Profit/Loss</th>
<th>Variance</th>
<th>Variance %</th>
</tr>
</thead>
<tbody>
<tr>
<td>November</td>
<td>($652,417)</td>
<td>$1,964,184</td>
<td>$1,311,768</td>
<td>($652,417)</td>
<td>25%</td>
</tr>
<tr>
<td>December</td>
<td>($755,116)</td>
<td>$2,322,415</td>
<td>$1,567,299</td>
<td>($755,116)</td>
<td>30%</td>
</tr>
<tr>
<td>January</td>
<td>($827,164)</td>
<td>$2,439,619</td>
<td>$1,612,455</td>
<td>($827,164)</td>
<td>26%</td>
</tr>
<tr>
<td>February</td>
<td>($1,122,174)</td>
<td>$2,578,846</td>
<td>$1,456,673</td>
<td>($1,122,174)</td>
<td>17%</td>
</tr>
<tr>
<td>March</td>
<td>($1,310,515)</td>
<td>$2,692,368</td>
<td>$1,381,853</td>
<td>($1,310,515)</td>
<td>18%</td>
</tr>
<tr>
<td>April</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>May</td>
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<td></td>
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<tr>
<td>June</td>
<td></td>
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</tr>
</tbody>
</table>
### Statewide Revenue and Expenses minus Certification line item

<table>
<thead>
<tr>
<th>Month</th>
<th>2013-2014</th>
<th></th>
<th></th>
<th>2014-2015</th>
<th></th>
<th></th>
<th>Variance</th>
<th>Variance %</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Expenditures</td>
<td>Revenues</td>
<td>Profit/Loss</td>
<td>Expenditures</td>
<td>Revenues</td>
<td>Profit/Loss</td>
<td></td>
<td></td>
</tr>
<tr>
<td>July</td>
<td>($1,201,050.39)</td>
<td>$1,221,378.78</td>
<td>$20,328.39</td>
<td>($856,974.95)</td>
<td>$742,547.52</td>
<td>($114,427.43)</td>
<td>($134,755.22)</td>
<td>-663%</td>
</tr>
<tr>
<td>August</td>
<td>($2,534,815.03)</td>
<td>$2,116,725.80</td>
<td>($418,089.23)</td>
<td>($1,853,233.95)</td>
<td>$1,416,166.94</td>
<td>($437,067.01)</td>
<td>($18,977.88)</td>
<td>-5%</td>
</tr>
<tr>
<td>September</td>
<td>($3,777,602.14)</td>
<td>$3,072,609.80</td>
<td>($704,992.34)</td>
<td>($2,674,241.67)</td>
<td>$2,550,540.77</td>
<td>($123,700.90)</td>
<td>$581,291.44</td>
<td>82%</td>
</tr>
<tr>
<td>October</td>
<td>($5,084,235.03)</td>
<td>$3,939,986.05</td>
<td>($1,144,248.98)</td>
<td>($3,749,643.35)</td>
<td>$3,225,387.37</td>
<td>($524,255.98)</td>
<td>$619,993.00</td>
<td>54%</td>
</tr>
<tr>
<td>November</td>
<td>($6,371,395.01)</td>
<td>$4,454,504.13</td>
<td>($1,916,890.88)</td>
<td>($4,698,386.36)</td>
<td>$3,661,631.73</td>
<td>($1,036,754.63)</td>
<td>$880,136.25</td>
<td>46%</td>
</tr>
<tr>
<td>December</td>
<td>($7,473,805.61)</td>
<td>$5,132,685.85</td>
<td>($2,341,119.76)</td>
<td>($5,471,011.85)</td>
<td>$4,191,076.63</td>
<td>($1,279,935.22)</td>
<td>$1,061,184.54</td>
<td>45%</td>
</tr>
<tr>
<td>January</td>
<td>($8,506,837.00)</td>
<td>$6,008,013.00</td>
<td>($2,498,825.00)</td>
<td>($6,114,375.00)</td>
<td>$4,942,440.00</td>
<td>($1,171,935.00)</td>
<td>$1,326,890.00</td>
<td>53%</td>
</tr>
<tr>
<td>February</td>
<td>($9,797,929.00)</td>
<td>$6,668,251.00</td>
<td>($3,129,678.00)</td>
<td>($7,261,560.00)</td>
<td>$5,738,762.00</td>
<td>($1,522,798.00)</td>
<td>$1,606,880.00</td>
<td>51%</td>
</tr>
<tr>
<td>March</td>
<td>($11,163,377.63)</td>
<td>$7,625,019.91</td>
<td>($3,538,357.72)</td>
<td>($8,199,509.86)</td>
<td>$7,098,204.09</td>
<td>($1,101,305.77)</td>
<td>($1,101,305.77)</td>
<td>69%</td>
</tr>
<tr>
<td>April</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>May</td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>June</td>
<td></td>
<td></td>
<td></td>
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<td></td>
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</tbody>
</table>
Sales Report
## New Proposals

<table>
<thead>
<tr>
<th>Proposal Stage</th>
<th>Feb 14</th>
<th>Feb 15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Opportunities</td>
<td>42</td>
<td>44</td>
</tr>
<tr>
<td>--Needs Analysis Stage</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>--Prospecting Stage</td>
<td>0</td>
<td>10</td>
</tr>
<tr>
<td>--Opportunity Lost or Abandoned</td>
<td>9</td>
<td>0</td>
</tr>
<tr>
<td>--Opportunity Won</td>
<td>26</td>
<td>13</td>
</tr>
<tr>
<td>--Proposal Stage</td>
<td>2</td>
<td>13</td>
</tr>
<tr>
<td>--Proposal Negotiation/Review Stage</td>
<td>2</td>
<td>3</td>
</tr>
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</table>
New Contracts

<table>
<thead>
<tr>
<th>Region</th>
<th>Contracts Won February 2014</th>
<th>Contracts Won February 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northwest</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Northcentral</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Northeast</td>
<td>0</td>
<td>7</td>
</tr>
<tr>
<td>Lafayette</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Kokomo</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>East Central</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Wabash Valley</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Central Indiana</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>Richmond</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Columbus</td>
<td>9</td>
<td>0</td>
</tr>
<tr>
<td>Southeast</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Southwest</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Sellersburg</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Bloomington</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Statewide</td>
<td>20</td>
<td>12</td>
</tr>
</tbody>
</table>

Companies Served
Christel House Academy
Chrysler Kokomo Transmission Plant
FWT, LLC
NHK Seating of America
PRIMEX PLASTICS CORP
SCAN
Tenneco
Voss Automotive, Inc.
## Companies Served

### Year-To-Date February 2015

<table>
<thead>
<tr>
<th>Region</th>
<th>2014 - 2015 Companies Served</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northwest</td>
<td>8</td>
</tr>
<tr>
<td>Northcentral</td>
<td>17</td>
</tr>
<tr>
<td>Northeast</td>
<td>16</td>
</tr>
<tr>
<td>Lafayette</td>
<td>7</td>
</tr>
<tr>
<td>Kokomo</td>
<td>13</td>
</tr>
<tr>
<td>East Central</td>
<td>59</td>
</tr>
<tr>
<td>Wabash Valley</td>
<td>20</td>
</tr>
<tr>
<td>Central Indiana</td>
<td>29</td>
</tr>
<tr>
<td>Richmond</td>
<td>24</td>
</tr>
<tr>
<td>Columbus</td>
<td>25</td>
</tr>
<tr>
<td>Southeast</td>
<td>34</td>
</tr>
<tr>
<td>Southwest</td>
<td>69</td>
</tr>
<tr>
<td>Sellersburg</td>
<td>18</td>
</tr>
<tr>
<td>Bloomington</td>
<td>12</td>
</tr>
<tr>
<td><strong>Statewide</strong></td>
<td><strong>351</strong></td>
</tr>
</tbody>
</table>
### Statewide Corporate College Enrollments

#### Year-To-Date February 2015

<table>
<thead>
<tr>
<th>Region</th>
<th>February 2014 Enrollment</th>
<th>February 2015 Enrollment</th>
<th>Variance</th>
<th>Variance %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northwest</td>
<td>921</td>
<td>420</td>
<td>-501</td>
<td>-54%</td>
</tr>
<tr>
<td>Northcentral</td>
<td>647</td>
<td>709</td>
<td>62</td>
<td>10%</td>
</tr>
<tr>
<td>Northeast</td>
<td>1,839</td>
<td>1,985</td>
<td>146</td>
<td>8%</td>
</tr>
<tr>
<td>Lafayette</td>
<td>737</td>
<td>343</td>
<td>-394</td>
<td>-53%</td>
</tr>
<tr>
<td>Kokomo</td>
<td>1,170</td>
<td>808</td>
<td>-362</td>
<td>-31%</td>
</tr>
<tr>
<td>East Central</td>
<td>1,463</td>
<td>1,415</td>
<td>-48</td>
<td>-3%</td>
</tr>
<tr>
<td>Wabash Valley</td>
<td>724</td>
<td>501</td>
<td>-223</td>
<td>-31%</td>
</tr>
<tr>
<td>Central Indiana</td>
<td>2,596</td>
<td>1,192</td>
<td>-1404</td>
<td>-54%</td>
</tr>
<tr>
<td>Richmond</td>
<td>317</td>
<td>273</td>
<td>-44</td>
<td>-14%</td>
</tr>
<tr>
<td>Columbus</td>
<td>1,342</td>
<td>1,250</td>
<td>-92</td>
<td>-7%</td>
</tr>
<tr>
<td>Southeast</td>
<td>651</td>
<td>473</td>
<td>-178</td>
<td>-27%</td>
</tr>
<tr>
<td>Southwest</td>
<td>1,797</td>
<td>1,734</td>
<td>-63</td>
<td>-4%</td>
</tr>
<tr>
<td>Sellersburg</td>
<td>1,392</td>
<td>1,006</td>
<td>-386</td>
<td>-28%</td>
</tr>
<tr>
<td>Bloomington</td>
<td>667</td>
<td>2,142</td>
<td>1475</td>
<td>221%</td>
</tr>
<tr>
<td><strong>Statewide</strong></td>
<td><strong>16,263</strong></td>
<td><strong>14,251</strong></td>
<td><strong>-2012</strong></td>
<td><strong>-12%</strong></td>
</tr>
</tbody>
</table>

* *Duplicated enrollment**  **Credit and NonCredit*
Sales Calls

- Average calls for July = 18/CCE
- Average calls for August = 23/CCE
- Average calls for September = 16/CCE
- Average calls for October = 18/CCE
- Average calls for November = 16/CCE
- Average calls for December = 13/CCE
- Average calls for January = 16/CCE
- Average calls for February = 16/CCE
# Sales Contract Comparison

FY ‘14 and FY ‘15 (through February)

<table>
<thead>
<tr>
<th></th>
<th>FY 2014</th>
<th>FY 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contracts</td>
<td>376</td>
<td>322</td>
</tr>
<tr>
<td>Proposals</td>
<td>602</td>
<td>506</td>
</tr>
<tr>
<td>Close Ratio</td>
<td>62%</td>
<td>64%</td>
</tr>
</tbody>
</table>
Revenue In Pipeline

- $99,524.00  Gross Revenue potential for activity won in February 2015
- $871,515.98 Gross Revenue in pipeline with 162 written proposals
Allison Transmission Multi-Phase Operations Supervisor Training

Central Indiana Region
Allison Transmission Multi-Phase Operations Supervisor Training

- Supervisory skills for 80 Operations Supervisors to address productivity gap
- Started in 2009, 4 phases, 32hr program addressing soft skills only to 80 supervisors.
- Now commissioned for 5th phase and to roll out earlier phases to serve new hires and new supervisors
Grants Report

Total Currently Active Grants:

(134) Competitive Grants: $43,817,734
(15) Non-Competitive Grants: $6,151,741
(149) Total Active Ivy Tech Grants: $49,969,475

Ivy Tech currently has 45 pending grant submissions totaling $4,076,734
Of the total, $344,845 is budgeted as indirect costs.

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

Grants Awarded During Period (8 - $936,426)

- **East Central** received $25,000 from the Community Foundation of Muncie and Delaware County and $50,000 from the Ball Brothers Foundation to support programs and initiatives within its Step Up program.

- **Central Indiana** received $20,000 from the PNC Foundation to support the implementation of StrengthsQuest curriculum into approximately 20 developmental English, Math, and Human Services courses.

- **Southwest** received $600,000 from the Gibson County Redevelopment Commission to expand services and build a welding lab at the Princeton Instructional Center.

- **Office of the President** received $50,000 from Educause to support participation in the 2015 Breakthrough Models Incubator cohort.

- **Office of the President** also received $178,296 from the Indiana Commission for Higher Education to provide enhanced college transition supports, including redesigned student orientation and College Connection Coaches initiatives, with work to be performed at Ivy Tech regions statewide.

Grants Submitted During Period (22 - $2,850,022.73)

- **Northwest** submitted a $219,996 proposal to the Department of Education for continued support of its TRIO program at the Gary campus, with funding to provide intensive, continuous, cohort-tracked and monitored services for students.

- **Northeast** submitted a $231,103 request to the Department of Education for continued support of its TRIO program and students, with funding to provide services for students who have demonstrated a need for enhanced academic support.
• **Lafayette** requested $257,529 from the McAllister Foundation to support the implementation of the “McAllister Scholars” program.

• **East Central** submitted a $245,062 request to the Department of Education to support its TRIO program *Life Steps: Students Taking Effective Paths to Success*, which addresses academic, financial, and personal needs of students.

• **Wabash Valley** requested $79,576 from the US Department of Agriculture to support its proposed *Elevating Precision Agriculture Education using College Credentialing* effort.

• **Central Indiana**, in partnership with the Richmond campus, submitted an $850,000 proposal to the Kellogg Family Foundation to expand the Center for Working Families program.

• **Southwest** submitted two $16,809 proposals to the Welborn and Walgreens Foundations to support its Student Fit-For-Life initiative, which is focused on providing adequate screenings and trainings of both healthy and at-risk students to help them adopt and maintain healthy lifestyles.

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**Proposals Declined During Period (10 - $2,081,622)**
President’s Report

New Employee Introductions for SBOT Meeting (April 2015)

Joey Barnett
Executive Director of Facilities
Southern Indiana Region
Supervisor: Rita Shourds
Start Date: 2/23/15

Before joining Ivy Tech, Barnett spent 34 years with Baptist Health, the largest not-for-profit health system in the state of Kentucky. Joey started at Baptist as a technician and worked his way up through various management positions until he joined Baptist Hospital Northeast (now Baptist Health LaGrange) as the Director of Facilities in 1993. In his 20 years there, he planned and provided oversight for all hospital construction projects including relocation and expansion of the emergency department; expansion of outpatient services, physical therapy, and physician offices; and an addition of a 12-bed hospice unit and 25-bed long term care unit. Barnett led the hospital through nine successful accreditation surveys by The Joint Commission and Healthcare Facilities Accreditation Program.
Barnett is an Ivy Tech alum and holds an Associate Degree in Heating, Air Conditioning & Refrigeration Technology. He also is a certified Electrical Journeymen through Jefferson State Vocational School.

Jillian Cantu  
Executive Director of Resource Development  
Southern Indiana Region  
Supervisor: Rita Shourds  
State Date: 3/2/15

Cantu has been with Ivy Tech Community College Southern Indiana since November 2010 as the Director of Planned Giving and Annual Fund. In this role she was responsible for spearheading and growing the planned giving program, administering special events, and in charge of major gifts. She has nine years extensive experience in non-profit development and donor relations. She worked for Junior Achievement of Kentuckiana for four years, first as the Program and Special Events Manager, then as Development Manager and lastly as the Senior Development Manager. She then worked for Metro United Way in Donor Relations.

She is an active volunteer for Junior Achievement, member of Jeffersonville Rotary and serves on the Partnership for Philanthropic Planning of Kentuckiana board of directors.

Cantu holds a Bachelor of Science degree in Business with a concentration in marketing from Indiana University Southeast in New Albany and is currently attending Bellarmine University where she will obtain a MBA in May, 2015.
Amanda Wilson  
Associate Vice President of Facilities Planning  
Central Office  
Supervisors: Chris Ruhl & Jeff Terp  
Start Date: 3/2/15  

Wilson most recently served as Senior Manager of Facilities for Interactive Intelligence where she managed more than 400,000 square feet of campus office space, including construction of a new site on campus. She was also responsible for the day to day operations of facilities and providing leadership to the Facility Operations Team.

Prior to her role at Interactive Intelligence, she served as Operations and Performance Manager at Cushman and Wakefield where she supported over 7 million square feet of office space across the U.S. providing leadership and strategic planning for the Move Add Change (MAC) department. Wilson has also served as Assistant Property Manager at Cassidy Turley/Colliers Turley Martin Tucker where she managed a portfolio of more than 1 million square feet consisting of office, medical, and retail.
Wilson holds a Master of Science in Strategic Leadership and Design, and a Bachelor of Science in Organization Leadership from the University of Indianapolis. She is an Ivy Tech Community College graduate where she earned an Associate Degree in Business Management.