I. Roll Call

II. Report of Secretary on Notice of Meeting

III. Approval of Minutes – June 3, 2021

IV. Resolutions
   a. Resolution 2021-32, Approval of Contract with Anthem for Employee Medical Plan
   b. Resolution 2021-33, Approval of East Chicago Campus Welding Lab Project, Lake County Campus
   c. Resolution 2021-34, Approval of Contract for HVAC Replacement at East Chicago Campus Lake County

V. Committee Reports
   a. Academics & Student Experience
   b. Audit Committee
   c. Marketing & Public Relations
   d. Budget & Finance
   e. Workforce Alignment
   f. Building, Grounds and Capital

VI. Treasurer’s Report, Matt Hawkins, Treasurer

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

VIII. Old Business

IX. New Business
   a. Resolution 2021-35, Appointment of Campus Board of Trustees
   b. Resolution 2021-36, Approval of Appointment of Trustees to Serve on Foundation Board
   c. Resolution 2021-37, Election of Officers for the State Board of Trustees

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

Notice is hereby given that the State Board of Trustees of Ivy Tech Community College of Indiana will be holding the following meetings in person August 4-5, 2021 at 1815 E Morgan Street, Kokomo, IN

Wednesday, August 4, 2021

1:30 pm  Education Session of the State Board of Trustees (open to the public)
The State Trustees will hold a meeting in person to consider and take action on such items as may be brought before them.

3:00 pm  Executive Session of the State Board of Trustees
The State Trustees will meet in Executive Session and are permitted under IC 5-14-1.5-6.1(b), to discuss the subjects listed below. For each subject, a reference to the applicable subdivision of IC 5-14-1.5-6.1 (b) and a description of that subject are included.

(2) (B) Initiation of litigation that is either pending or has been threatened specifically in writing.
(2)(C) The implementation of security systems.
(2) (D) A real property transaction, including:
       (i) a purchase; (ii) a lease as lessor; (iii) a lease as lessee; (iv) a transfer; (v) an exchange; or (vi) a sale;
(5) To receive information about and interview prospective employees
(7) For discussion of records classified as confidential by state or federal statute.
(9) To discuss job performance evaluations of individual employees. This subdivision does not apply to a discussion of the salary, compensation, or benefits of employees during a budget process.

4:15 pm  Audit Committee

Thursday, August 5, 2021

8:30 am  Board Committee Meetings (open to the public)
The State Trustees will hold the regular committee meetings in person and virtually
8:30 – 9:30   Academics & Student Experience
9:30 – 9:45   Marketing & Public Relations
9:45 – 10:00  Break
10:00 – 10:30  Budget & Finance
10:30 – 11:30  Workforce Alignment
11:30 – Noon  Building, Grounds and Capital

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

Secretary
Dated this July 28, 2021
Chairman Terry Anker called the State Board of Trustees' meeting to order at 1:00 pm.

ROLL CALL

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

The following State Trustees were present in person:

Mr. Terry Anker, Chairman  
Ms. Stephanie Bibbs, Vice Chair  
Mr. Andrew W. Wilson, Secretary  
Mr. Jesse Brand  
Mr. Michael R. Dora  
Ms. Kim Emmert O'Dell  
Ms. Gretchen Gutman  
Mr. Harold Hunt  
Mr. Steve Schreckengast  
Mr. Kerry Stemler

The following State Trustees were present via Zoom Webinar

Ms. Tanya Foutch  
Ms. Marianne Glick  
Ms. Paula Hughes-Schuh

The following Trustees were absent:

Mr. Larry Garatoni  
Mr. Stewart McMillan

A. NOTICES OF MEETING MAILED AND POSTED:

Trustee Andrew Wilson, the Secretary, confirmed that notice of the June 3, 2021, regular meetings were properly mailed and posted. This meeting is being held in compliance with IC 5-14-1.5 *et seq* and the Governor's Executive Orders 20-04 and 20-09. Members of the governing body attended both in-person and remotely. The public was invited to attend the meetings open to the public by remote access by which a link was shared in the public notice.
B. APPROVAL OF BOARD MINUTES:

Trustee Stemler moved for approval of the minutes of the April 8, 2021, board meeting. Trustee Gutman seconded the motion, and the motion carried unanimously.

C. COMMITTEE REPORTS:

Item 1 Chairman Anker called upon Trustee Michael Dora for a report from the Academics & Student Experience Committee. Trustee Dora reported there are no action items for approval.

Rebecca Rahschulte, Vice President of K-14 Initiatives & Statewide Partnerships, provided a K-14 update. Indiana must address educational attainment gaps in its population 25-64. These are adult students who are likely low-income, working; many are parents and represent a large portion of Indiana's citizens of color. Specifically, Black Hoosiers have 10% lower post-secondary attainment; our Hispanic Hoosiers have a full 20% lower attainment. Indiana Summer Bridge Program - Financial incentives will be provided to students for their successful completion of success initiatives.

Cory Clasemann, Vice President for Student Success, provided updates on InsideTrack Student Success Coaching Contract Renewal. InsideTrack is a grant through CHE.

Trustee Dora motions for approval of Resolution 2021-16, Approval to Enter into a Statement of Work for Student Coaching Programs with InsideTrack-Systems Office. Trustee Bibbs seconded the motion. The motion carried unanimously.

Matthew Pittman, Assistant Vice President of Education Technology, provided an update on IvyLearn (Canvas) Contract Renewal. Canvas provides metrics to track student progress, Individual student performance visuals with course activity insights, and allows immediate interactions with students to give feedback or encouragement.

Trustee Dora motions for approval of Resolution 2021-17, Approval or Contract with Instructure to Provide Learning Management System – Systems Office. Trustee Gutman seconded the motion. The motion carried unanimously.
Aaron Baute, Vice President of Business, Logistics, and Supply Chain, provided an Associate of Applied Science in Entrepreneurship update. Allows a student to create an innovative pathway using technical skills gained in other Ivy Tech programs to be applied with the Entrepreneurship curriculum for business creation. This would help students utilize their technical skillset to start a business through the Entrepreneurship curriculum to launch their business.

Trustee Dora motions for approval of Resolution 2021-18, Approval of Entrepreneurship Degree. Trustee Gutman seconded the motion. The motion carried unanimously.

Trustee Dora motions for approval of Resolution 2021-19, Approval of Contract with Regional Innovative Startup Education Inc.- Systems Office. Trustee Gutman seconded the motion. The motion carried unanimously.

Make it be known Trustee Anker made note that the College has accepted a Conflict of Interest form from Trustee Garatoni due to his association with RISE.

Jo Nahod-Carlin, Vice President of Recruitment & Enrollment Management, provided an enrollment update. As we approach the start of the Summer session, you can see we've got about 3,000 students to enroll to meet last year's number. But last month, the gap was 13,371, so we have successfully enrolled an additional 10,000 students in May. We are trending in the right direction, helping us close the gap to 3,000. As you heard from Rebecca, we had several enrollment initiatives for this summer. Jo is confident we will close strong.

Item 2

Chairman Anker called upon Trustee Jesse Brand for a report from the Budget & Finance committee.

Trustee Brand reported there are six action items for approval.

Trustee Brand motions for approval of Resolution 2021-24, Approval of the Student Fee Rates for Fiscal Years 2022-2023. Trustee Wilson seconded the motion. The motion carried unanimously.

Trustee Brand motions for approval of Resolution 2021-25, Approval of the College 2021-2022 Fiscal Year Operating Budget. Trustee Dora seconded the motion. The motion carried unanimously.
Trustee Brand motions for approval of Resolution 2021-26, Approval of Contract for Purchase and Sale of Natural Gas- Systems Office. Trustee Dora seconded the motion. The motion carried unanimously.

Trustee Brand motions for approval of Resolution 2021-27, Approval of Amendment to Contract with Barnes & Noble for Bookstore Operations-Systems Office. Trustee Bibbs seconded the motion. The motion carried unanimously.

WALK ON Resolution
Trustee Brand motions for approval of Resolution 2021-29, Approval of Contract for Custodial Services – Kokomo Campus. Trustee Schreckengast seconded the motion. The motion carried unanimously.

WALK ON Resolution
Trustee Brand motions for approval of Resolution 2021-30, Approval of Contract for Security Services, Bloomington Campus. Trustee Wilson seconded the motion. The motion carried unanimously.

Item 3
Chairman Anker called upon Trustee Steve Schreckengast for a report from the Building and Grounds Committee. Trustee Schreckengast reported there are four action items for consideration and approval. The Committee received an update on the status of the XBE contract spend. Also discussed the status of the Muncie rebuild. The firms invited to quote electrical work include Huston, Gaylor, and Shambaugh. Firms invited to quote general construction include Core Construction, Shiel Sexton, and Pepper Construction.

Trustee Schreckengast moved for approval of Resolution 2021-20, Approval to Purchase Property-Evansville Campus. Trustee Wilson seconded the motion. The motion carried unanimously.

Trustee Schreckengast moved for approval of Resolution 2021-21, Request for Ivy Tech Foundation to Sell Property-Kokomo Campus. Trustee Dora seconded the motion. The motion carried unanimously.

Trustee Schreckengast moved for approval of Resolution 2021-22, Approval of Request to Sell Property at the Logansport Site-Kokomo Campus. Trustee Emmert O'Dell seconded the motion. The motion carried unanimously.

Trustee Schreckengast moved for approval of Resolution 2021-23, Land Acquisition and Use Plan for the Partnership with Family Scholars House and
the Ogle Foundation-Sellersburg Campus. Trustee Emmert O'Dell seconded the motion. The motion carried unanimously.

Item 4 Chairman Anker called upon Trustee Hughes-Schuh for a report from the Marketing & Public Relations Committee. Trustee McMillan reported there are no action items for consideration and approval.

The Committee heard updates from Mehgan O'Connor, Executive Director Marketing & Creative Services, on Brand Research to Brand Evolution. Campus marketing representatives and others met with the two agency finalists. We seek to partner with a marketing agency to assist us in our efforts with our creative elements and a new website. The partnership will also include testing some of our new branding evolution ideas with some of the targeted audiences we are trying to reach. During the next board meeting, Jeff Fanter will be bringing forward a contract with one of these two finalists for your approval. Mehgan also shared various statewide and campus projects. Kate Wallace, Executive Director Recruitment Communications, provided an update on the Blackboard contact center.

Item 6 Chairman Anker called upon Trustee Wilson for a report from the Workforce Alignment Committee. Trustee Wilson reported there are no action items for consideration and approval.

Sr. Vice President for Workforce and Careers Chris Lowery and members of his team, Stacy Townsley, VP, Adult Strategy; Brian Thomas, Executive Director of Grants and Mary Anne Sloan, VP, Nursing and Health Sciences, provided updates on the Eli Lilly partnership, Wage Data Update, Funding Opportunities to Support Strategic Initiatives: READI (Regional Economic Acceleration & Development Initiative, $500M for regional economic development strategies), ARP (American Rescue Plan for citizens, small businesses, public sector, transportation, and education. State, county, and city allocations. Higher Education.), CARES (Coronavirus Aid, Relief, and Economic Security Act for individuals, business, state and local governments, public health, and education), Career Accelerator Fund (Indiana's Progressive Income Share Agreement administered by INvestEd, $75M) and Nursing Update. In August, Mary Anne, Chris, and the Workforce team will be bringing forth a proposal to increase enrollment and graduations in the School of Nursing dramatically; they plan to offer an "audacious" goal and plan to seek support engagement of Trustees.
Item 7

Chairman Anker called upon Trustee Gutman for a report from the Audit Committee. Trustee Gutman reported there are no action items for consideration and approval. The audit committee discussed the following issues: reports to the confidential hotline received an update on pending litigation and a cybersecurity report. The Committee reviewed the Audit Committee Charter, the Internal Audit Department Charter, the Internal Audit Mission Statement, the Trustees Code of Conduct Policy, Trustees Conflict of Interest Policy, and the procedures for the confidential hotline submissions by employees. The Committee also reviewed and approved the estimated Internal Audit Department preliminary budget for the fiscal year 2021-22, the audit schedule for 2020-21, 2021-22, and the three-year audit plan and internal audit reports issued since their last meeting.

D. TREASURER'S REPORT:

Chairman Anker called upon Matt Hawkins, Executive Vice President Business Administration and Treasurer, to provide the Treasurer's Report.

As Trustee Brand mentioned, Fiscal Year 2021 has been a challenging year for many reasons. Matt is confident Ivy Tech's financial net position will increase as we close the fiscal year 2021 later this month. Matt thanks the Chancellors and campus staff for their fiscal management; the largest portion of the institution's funds is managed on schedule and under budget. He was also acknowledging everyone at the Systems Office and business offices around the State. Specifically, thanking William Bogard, who is in daily contact with campus finance staff, allows many of us to focus on innovative change like the new tuition model discussed during the Budget and Finance committee. Ivy Tech's financial position remains extremely strong.

Trustee Gutman moved for approval of the Treasurer's Report. Trustee Dora seconded the motion. The motion carried unanimously.

E. STATE OF THE COLLEGE

Chairman Anker called upon President Ellspermann to provide her State of the College report. President Ellspermann shared with the trustees that Ivy Tech Community College offered in-person and virtual Commencement ceremonies graduating 22,169 students. President Ellspermann thanked retiring Indianapolis Chancellor Kathy Lee for her 36 years of service and Lafayette Chancellor David Bathe for his 22 years of service and welcomed Lorenzo Esters, incoming Chancellor of our Indianapolis Campus.

President Ellspermann provided updates on the COVID-19 Operations Strategic Plan Metrics Dashboard. Hamilton County Campus Grand Opening July 30, bookstore opens July 19, recruited 11-member Campus Board of Trustees (to be approved via Resolution
later in this meeting), recruiting Foundation Board members and building a solid Circle of Ivy and fundraising priorities.

F. **OLD BUSINESS**

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

G. **NEW BUSINESS**

Chairman Anker called for new business.

Trustee Anker moved for approval of Resolution 2021-28, Appointment of Campus Board of Trustees. Trustee Schreckengast seconded the motion. The motion carried unanimously.

Trustee Bibbs moved for approval of Resolution 2021-15, Honoring the Leadership of Julie Lorton-Rowland. Trustee Emmert O'Dell seconded the motion. The motion carried unanimously.

Chair Anker appointed Trustee Schreckengast to Chair a nominating committee for Selection of Officers, an action we will take via Resolution at our August 5, 2021 Board meeting.

**ADJOURNMENT**

With no further business to come before the Board, Trustee Gutman called for a motion to adjourn the meeting. Trustee Bibbs seconded the motion.

**STATE TRUSTEES**  
**IVY TECH COMMUNITY COLLEGE**

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Dated June 4, 2021, prepared by Gretchen L. Keller, Recording Secretary
Chair Terry Anker called the Executive Committee Meeting of the State Board of Trustees to order at 3:15 pm.

Trustee Andrew Wilson, Secretary, confirmed that notice of the July 14, 2021, Executive Committee meeting was properly mailed and posted.

**ROLL CALL**

Secretary Wilson deferred to Gretchen Keller to call the roll, and the presence of a quorum was announced.

The following Executive Committee members were present:

- Terry Anker, Chair
- Stephanie Bibbs, Vice Chair
- Andrew Wilson, Secretary
- Michael Dora
- Kim Emmert O’Dell
- Paula Hughes-Schuh
- Kerry Stemler

The following were also in attendance:

- Steve Schreckengast, Trustee
- Jesse Brand, Trustee

Trustee Stemler motions for approval of Resolution 2021-31, Approval to Sell Property at Franklin Site, Columbus Campus. Trustee Emmert O’Dell seconded the motion. The vote is reflected below

<table>
<thead>
<tr>
<th>Member</th>
<th>Vote</th>
</tr>
</thead>
<tbody>
<tr>
<td>Terry Anker, Chair</td>
<td>Yes</td>
</tr>
<tr>
<td>Stephanie Bibbs, Vice Chair</td>
<td>Yes</td>
</tr>
<tr>
<td>Andrew Wilson, Secretary</td>
<td>Yes</td>
</tr>
<tr>
<td>Michael Dora</td>
<td>Yes</td>
</tr>
<tr>
<td>Kim Emmert O’Dell</td>
<td>Yes</td>
</tr>
<tr>
<td>Paula Hughes-Schuh</td>
<td>Yes</td>
</tr>
<tr>
<td>Kerry Stemler</td>
<td>Yes</td>
</tr>
</tbody>
</table>

Trustee Hughes-Schuh recommends a friendly amendment to the contract language around assignment to an affiliate organization.

There being no further business, a Motion was made by Trustee Anker and seconded by Trustee Wilson for adjournment. The motion carried unanimously.
RESOLUTION NUMBER 2021-31

WHEREAS, In June 2020, with the approval and support of the State Trustees, Ivy Tech launched its most extensive brand research project ever, and

WHEREAS, findings from interviews with Board members, the President of the College, qualitative research and quantitative research showed some perception gaps the College can address, and

WHEREAS, it was determined, based on the research, changing the name Ivy Tech Community College would not change perceptions, but instead defining a clear message regarding outcomes would have a positive effect on influencing perceptions and that a brand evolution was the best direction to take, and

WHEREAS, the College sought a marketing agency to partner with to assist with the evolution of the Ivy Tech Community College brand, and

WHEREAS, after a thorough request for information/pricing and review process, including input from Ivy Tech campus marketing leads, the College staff recommends entering into a new agreement with Williams Randall, and

WHEREAS, the recommendation is for the College to have the ability to enter into an agreement for up to five (5) years totaling up to $4.7 million dollars over that five-year span, and

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

NOW THEREFORE BE IT RESOLVED, That the State of Board Trustees authorize College to enter into an agreement with Williams Randall to serve as Ivy Tech’s brand evolution marketing agency, and

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

STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
OF INDIANA

Terry W. Anker, Chairman

Andrew Wilson, Secretary

Dated August 5, 2021
RESOLUTION NUMBER 2021-32

WHEREAS, Resolution 2015-30 approved the College’s most recent employee health insurance plan provider, and

WHEREAS, the Human Resources Department of the College issued a Request for Proposals (“RFP”) on February 15, 2021 to select a provider for the College’s employee health insurance plan, and

WHEREAS, the College received three (3) responses to the RFP with two (2) of the respondents invited to make interview presentations, and

WHEREAS, following the review of the proposals the College administration is recommending a three (3) year contract be awarded and entered into with Anthem beginning on January 1, 2022 to provide the College employee health insurance plan, and

WHEREAS, the projected claims expense for the College over the three (3) years is $81,526,000 with projected administrative fees to be $5,860,757 and

WHEREAS, it is anticipated that the recommended contract with Anthem over the next three (3) years will result in a savings to the College of $1.8 million over the prior contract, and

WHEREAS, the State Board of Trustees generally approves the contract with the health insurance plan provider in the College’s budget approval for the specific amounts associated with the contract.

NOW THEREFORE BE IT RESOLVED, that the State Board of Trustees hereby approves the College entering into a contract with Anthem for the College’s employee health insurance plan for a term of three (3) years beginning on January 1, 2022, and

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

STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE OF INDIANA

Terry W. Anker, Chairman

Andrew Wilson, Secretary

Dated August 5, 2021
RESOLUTION NUMBER 2021-33

WHEREAS, the College has planned to design and construct a welding lab for the Lake County Campus in East Chicago (“Project”), and

WHEREAS, the estimated cost of the Project is $1.8 million, and

WHEREAS, an anonymous donor has contributed $1 million to the Project and the Lake County Campus has $800,000 in non-budgetary R&R funds to use for the Project, and

WHEREAS, after an evaluation process, Larson Danielson, has been selected as the preferred bid for Construction Manager as Constructor (“CMc”), and

WHEREAS, the contract with the CMc will be amended at a later date to include a guaranteed maximum price for the Project, and

WHEREAS, the base contract for preconstruction services is $30,000, and

WHEREAS, the bid process has been completed in accordance with Indiana law related to CMc practices, and

WHEREAS, the State Board of Trustees must approve major alterations, repairs, or rehabilitation to property owned by the College, as well as contracts imposing a financial obligation on the part of the College in excess of $500,000.

NOW THEREFORE BE IT RESOLVED that the State Trustees of Ivy Tech Community College of Indiana do hereby approve the construction of a new welding lab at the Lake County Campus in East Chicago, and

FURTHER BE IT RESOLVED, that the State Trustees do hereby authorize and direct the President and any other appropriate, designated College employee to execute all necessary documents for the above stated Project, including the contract with Larson Danielson, after the documents have been approved by the College Counsel.

STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
OF INDIANA

Terry W. Anker, Chairman

Andrew Wilson, Secretary

Dated August 5, 2021
RESOLUTION NUMBER 2021-34

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

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

WHEREAS, the College has sought bids pursuant to IC 5-16 for the installation, curbing, and new controls for the two-story portion of the East Chicago Campus Building, and

WHEREAS, Artic Engineering Company, LLC, submitted the lowest and best bid at $883,463, and

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

NOW THEREFORE BE IT RESOLVED that the State Trustees of Ivy Tech Community College of Indiana do hereby approve contracting with Artic Engineering Company, LLC in the amount not to exceed $883,463, and

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

STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
OF INDIANA

Terry W. Anker, Chairman

Andrew Wilson, Secretary

Dated August 5, 2021
State Board of Trustees

Academics & Student Experience

August 5, 2021
1. **ViruScan – The Pandemic Defender**  
   David Balkin, Chancellor – South Bend/Elkhart

2. **IvyAchieves**  
   Lesley Bradley, Executive Director of IvyAchieves

3. **Guided Pathways Update**  
   Russ Baker, Vice President for Academic Affairs  
   Cory Clasemann, Vice President for Student Success

4. **Fall 2021 Enrollment Update**  
   Jo Nahod-Carlin, Vice President of Recruitment & Enrollment
ViruScan – The Pandemic Defender

David Balkin
Chancellor – South Bend/Elkhart
ViruScan – The Pandemic Defender

Meet “The Indiana Pandemic Defenders!”

Sarah Hameed Alfadhl –
Pursuing an AS in Biology

Pamela Arenas –
Pursuing an AS in Biotechnology

Rena Opal Alexandra Doss –
Majored in the Biotechnology program and plans to complete the Surgical Technology program

Josef Martin –
Second year Biology student

George Twaddle (Team Mentor) –
Has been the Program Chair for Biotechnology and now Biology at Ivy Tech Community College - South Bend
IvyAchieves

Lesley Bradley
Executive Director of IvyAchieves
What is IvyAchieves?

OUR PROMISE
“We know you can do this, and we’re here to support you as you work to achieve your goals. We will work hard for you and support you on your journey at Ivy Tech.”

IvyAchieves makes the Student Success Commitments real through incentive-based actions students, faculty, and staff take.

How are we addressing this?
• Lilly Endowment grant
• Program with two components -- early student pass rates and overall student success
45% of all IN black students enroll at Ivy Tech

Why IvyAchieves?

- Low-income and students of color are more likely to have the least knowledge of higher education systems and fewer social and financial resources
- Confusing systems, lack of clear connections are more likely to do harm to these groups of students

59% of students are lower socioeconomic status
IvyAchieves Incentive Program

Open to all students

EARN points for activities related to student success

REDEEM points for items that can improve success
IvyAchieves Free Course Retake

Less than 15 credit hours in specific high wage/high demand programs eligible

Student MUST meet all eligibility requirements

If student earns a grade lower than C, they are eligible for a free course retake

Eligible programs:
- Business Administration,
- Education (excluding Early Childhood Education),
- Industrial Tech,
- IT Support,
- Network Infrastructure,
- Practical Nursing,
- Software Development,
- Advanced Automation & Robotics, or
- Pre-Nursing CT

Student requirements:
- Must complete the course (no W or FW)
- Must turn in assignments, quizzes based on 75% of possible point value
- Must take all graded tests/exams
- Must use tutor.com OR go the tutoring/writing center or math lab OR attend a library session, specifically regarding the course
- Must seek support from an academic advisor OR faculty advisor OR DSS, specifically about the course
Guided Pathways Update

Russ Baker
Vice President for Academic Affairs

Cory Clasemann
Vice President for Student Success
Essential Practices

1. Map paths to student end goals
   - Meta-majors
   - Program maps
   - Career + transfer information
   - Math pathways

2. Help students get on a path
   - Early career/transfer exploration
   - Academic and financial plan
   - Integrated & contextualized academic support

3. Keep students on path
   - Monitoring progress on plan
   - Intrusive support
   - Frequent feedback
   - Predictable scheduling

4. Ensure students are learning
   - Field-specific learning outcomes
   - Active learning throughout
   - Field-relevant experiential learning
Guided Pathways at Scale

- All programs (including non-credit) mapped to jobs and transfer
- New students explore career interests, options and develop a full program plan by end of first term
- All students take an “awesome” course in term 1
- Co-requisite support replaces pre-requisite remediation
- Progress against plans monitored
- Credential completion is a milestone not an end point
Improving outcomes requires redesigning our colleges, not just the student experience

Examine long held structures, processes and attitudes

Think differently about our own roles

Center equity—policies, practices, procedures and mindsets—to ensure that all students have the supports they need to thrive and succeed
Early momentum matters

Implementation of high impact practices in classrooms increases course pass rates by 5-10 percentage points and narrows equity gaps

Colleges are not engines of economic and social mobility

Completion rates are increasing but equity gaps are not closing
Overall, Ivy Tech’s metrics mirror national averages with equity gaps in most areas (race/ethnicity and gender):

- Less than half of new students complete college level math and English in the first year
- Less than half of new students return for the second fall (Fall to Fall Retention)
- About 40% earn credential within 4 years
- Median income for credential completer at age 35 approximately $26,000 vs. living wage of $58,000
- Quintile income growth slightly lower than national average
Implementation at Ivy Tech

Deeper dive into Pathways Practices Two and Three
  • Helping students get on and stay on pathways to completion
  • Includes admission, enrollment/registration, advising, interventions, academic and non-academic supports

Implemented in 3 cohorts with 6-7 campuses per cohort
  • First group of 6 campus began work in January

Each campus paired with a coach from Achieving the Dream to analyze data and map processes
<table>
<thead>
<tr>
<th>Progress Area</th>
<th>Note/Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career exploration, math pathways and academic supports</td>
<td>Half of campuses note significant progress (Pillar 2)</td>
</tr>
<tr>
<td>Monitoring student progress, proactive alerts and interventions and</td>
<td>Less progress in monitoring student progress, proactive alerts and</td>
</tr>
<tr>
<td>alternate pathways support</td>
<td>alternate pathways support (Pillar 3)</td>
</tr>
<tr>
<td>Assessing effectiveness and using information for professional development</td>
<td>Overall low scores in assessing effectiveness and using information for</td>
</tr>
<tr>
<td></td>
<td>professional development</td>
</tr>
</tbody>
</table>
Key Takeaways

Based on Six Campuses

- Onboarding, registration and advising supports generally similar across campuses
- Advising still heavily transactional
- Many student support services were delivered effectively in remote environment
<table>
<thead>
<tr>
<th>Lessons Learned</th>
<th>Opportunities for Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advising is very adaptable and flexible</td>
<td>Increased flexibility and accessibility built around student, not institutional needs</td>
</tr>
<tr>
<td>Virtual advising beneficial for many students: greater usage overall</td>
<td>Streamlined processes, consistent practices and communication, and ongoing training</td>
</tr>
<tr>
<td>Current processes, practices, systems create barriers for students</td>
<td>Systems integration for productivity and accountability</td>
</tr>
<tr>
<td>Advisors don’t always know what students need</td>
<td>Increased collaboration between Academic and Student affairs</td>
</tr>
<tr>
<td>Too many enrollment-focused initiatives</td>
<td>Expanded focus on retention and student success</td>
</tr>
</tbody>
</table>
Guided Pathways Next Steps

Complete “Keep, Stop, Start” evaluation of to determine highest value activities and opportunities for improvement based on learning

Cohort 1 campuses move from action planning to implementation

Collegewide issues addressed at a system level

Next Groups kick-off their work
  • 6-7 group 2 campuses begin in September
  • Remaining campuses in Winter
Fall 2021 Enrollment Update

Jo Nahod-Carlin
Vice President of Recruitment & Enrollment Management
Where Are Students in Funnel?

Enrollment Status

- Application Accepted: 57.32%
- Enrollment Checklist: 27.67%
- Closed-Won Registered: 14.11%

- Average Age of Opportunity = 84 days
- Maximum Age of Opportunity = 134 days
- Minimum Age of Opportunity = 2 days

Data as of 7/13/21
# Statewide Conversions

*Taking Hoosiers to the Next Level (THNL)*

<table>
<thead>
<tr>
<th>Term</th>
<th>Applicant Count</th>
<th>Applicants Enrolled</th>
<th>Conversion Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2020</td>
<td>44,968</td>
<td>17,270</td>
<td>38.41%</td>
</tr>
<tr>
<td>Spring 2021</td>
<td>22,498</td>
<td>6,520</td>
<td>29.98%</td>
</tr>
<tr>
<td><em>THNL 1.b</em></td>
<td>1,120</td>
<td>585</td>
<td>52.23%</td>
</tr>
<tr>
<td>Summer 2021</td>
<td>10,646</td>
<td>2,575</td>
<td>24.19%</td>
</tr>
<tr>
<td><em>THNL 1.c</em></td>
<td>848</td>
<td>461</td>
<td>54.36%</td>
</tr>
<tr>
<td>Fall 2021</td>
<td>25,916</td>
<td>3,637</td>
<td>14.03%</td>
</tr>
</tbody>
</table>

Data as of 7/13/21
## Student Category Breakout - Fall FTE

<table>
<thead>
<tr>
<th>Student Category</th>
<th>FTE</th>
<th>Prior</th>
<th>Current</th>
<th>YoY Change</th>
<th>YoY Change%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apprentice</td>
<td>FTE</td>
<td>128</td>
<td>147</td>
<td>20</td>
<td>15.2%</td>
</tr>
<tr>
<td>Continuing/Other</td>
<td>FTE</td>
<td>13,907</td>
<td>11,719</td>
<td>-2,188</td>
<td>-15.7%</td>
</tr>
<tr>
<td>Dual Enrolled Revenue Gener..</td>
<td>FTE</td>
<td>296</td>
<td>310</td>
<td>14</td>
<td>4.7%</td>
</tr>
<tr>
<td>Guest</td>
<td>FTE</td>
<td>166</td>
<td>141</td>
<td>-25</td>
<td>-15.2%</td>
</tr>
<tr>
<td>New First Time</td>
<td>FTE</td>
<td>2,963</td>
<td>2,401</td>
<td>-563</td>
<td>-19.0%</td>
</tr>
<tr>
<td>Readmit</td>
<td>FTE</td>
<td>1,088</td>
<td>864</td>
<td>-225</td>
<td>-20.6%</td>
</tr>
<tr>
<td>Transfer In</td>
<td>FTE</td>
<td>684</td>
<td>455</td>
<td>-229</td>
<td>-33.5%</td>
</tr>
<tr>
<td>Total</td>
<td>FTE</td>
<td>19,232</td>
<td>16,036</td>
<td>-3,196</td>
<td>-16.6%</td>
</tr>
</tbody>
</table>
## Conversions by Race/Ethnicity

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Fall 2019</th>
<th>Fall 2020</th>
<th>Fall 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asian</td>
<td>43%</td>
<td>40%</td>
<td>11%</td>
</tr>
<tr>
<td>Black or African American</td>
<td>30%</td>
<td>26%</td>
<td>9%</td>
</tr>
<tr>
<td>Hispanic or Latino</td>
<td>38%</td>
<td>34%</td>
<td>10%</td>
</tr>
<tr>
<td>Multiracial</td>
<td>37%</td>
<td>34%</td>
<td>7%</td>
</tr>
<tr>
<td>White</td>
<td>41%</td>
<td>36%</td>
<td>16%</td>
</tr>
<tr>
<td>Unknown/Null</td>
<td>34%</td>
<td>24%</td>
<td>9%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>38%</strong></td>
<td><strong>34%</strong></td>
<td><strong>14%</strong></td>
</tr>
</tbody>
</table>

*Additional Information in Appendix A*
Total Enrollment Compared to Pre-Pandemic

<table>
<thead>
<tr>
<th>Year</th>
<th>Headcount</th>
<th>Current Gap</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>27,314</td>
<td>-36,487</td>
</tr>
<tr>
<td>2019</td>
<td>68,408</td>
<td>-258</td>
</tr>
</tbody>
</table>

2020 vs 2019:
- Current - Today: 27,314 vs 68,408
- Prior - EoT: 63,801 vs 68,666
- Current Gap: -36,487 vs -258
## Full-Time Enrollment Compared to Pre-Pandemic

### 2021

<table>
<thead>
<tr>
<th></th>
<th>FTE</th>
<th>Current Gap</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current - Today</td>
<td>16,036</td>
<td></td>
</tr>
<tr>
<td>Prior - EoT</td>
<td>34,057</td>
<td>-18,021</td>
</tr>
</tbody>
</table>

### 2019

<table>
<thead>
<tr>
<th></th>
<th>FTE</th>
<th>Current Gap</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current - Today</td>
<td>37,504</td>
<td></td>
</tr>
<tr>
<td>Prior - EoT</td>
<td>37,771</td>
<td>-267</td>
</tr>
</tbody>
</table>
Engagement:
We are struggling to successfully engage with potential students.

Relationships:
We need to shift focus from transaction into relationship building with potential students.

Focus & Prioritization:
We are more successful when recruitment and enrollment campaigns have a blend of statewide outreach and local coordination and execution.

Timing:
We need to re-design recruitment and enrollment activities around the 8 week starts for application generation, engagement, and enrollment process.

Support:
Campuses want conversion support from Systems Office.
Current Enrollment Strategies

Engagement
- Cross-functional whiteboarding sessions on barriers and brainstorming solutions
- Daily activity reports
- Accountability metrics

Focus & Prioritization
- Re-engagement RFI for Fall
- New THNL 2.0 RFI

Relationships
- Training
- Suggested messaging
- Focus on DEI

Timing & Support
- New statewide conversion marketing and re-engagement plan
Current Strategies

• Shifting marketing dollars toward conversion
  • Targeting students in the funnel
  • Targeting continuing students
  • Targeting students with <12 credit hrs

• New RFI & additional communication campaigns

• Engaging Blackboard for outbound campaigns
THANK YOU!

Questions?
The report will be given at the State Board of Trustees Meeting on August 5, 2021.

The report will be available the week of August 2, 2021.
1. Brand Evolution Update/Agency Contract
   Jeff Fanter,
   Vice President Marketing and Communications
Qualitative and quantitative research across the state with various internal and external stakeholders.

Recommendations submitted to the State Board of Trustees for approval. Includes decision on Ivy Tech Community College and next steps.

Present findings from the research to each campus and Systems Office to explain the why - setting the stage for the next steps.

Partner with top Indiana marketing agency/agencies to assist with next steps including testing messaging and creative and website overhaul. Agencies will work with Systems Office and campus marketing teams.

Implement steps to evolve the Ivy Tech Community College brand consistent with approved recommendations and results from message and creative testing.
Key Brand Research Findings

The key missing piece for the external audiences: “What is the value of an Ivy Tech credential?”

We need to improve internal brand advocacy to assist with our external efforts – it starts from within.
Goals of Brand Evolution

Within five years, Ivy Tech Community College will prove itself to be the **best value in education**, enabling students to **launch a career** with Indiana’s top companies and **earn a great wage**. As a result, perceptions will change dramatically about Indiana’s community college and what Ivy Tech produces will be **better understood**.
Finding the Right Agency

• Open request for information/pricing
• Ten agency submissions
• Narrowed down to three agencies
• Invited two agencies in for presentations
“Ivy Tech Community College is one of those special institutions that Williams Randall Advertising has long wanted to partner with. By offering education that is accessible, affordable, and targeted to the needs of the communities you serve, families are better off, employers are better off, our economy is stronger, and everyone who lives in Indiana benefits in more ways than they realize. You make a difference.”

– Gerry Randall, Williams Randall Chief Executive Officer
Williams Randall Clients
Areas of Focus

- Strategic Direction
- Website Redesign (10-step process)
- Web Hosting
- Message Development (based on research findings)
- Internal Brand Advocacy Strategy
- Community Partnership Support
- Media Buying
- Television Creative Development
- Radio Creative Development
- Outdoor Creative Development
- Collateral Creative Development
- Message Delivery (to assist with awareness, conversion, enrollment)
Partnership Agreement

5-Year Agreement
- Option to opt out after year one
- Years 2-4 kick in if a successful year one
- Year 5 is optional based on performance

Requesting approval up to $4.7 Million over five-year span
- Just over 40 percent spend in first year
- Spend decreases in years two, three and four/five
Questions?
State Board of Trustees

AGENDA

1. HEERF Update
   Dominick Chase, Senior Vice President of Business Affairs & CFO

2. Economic Impact
   Dominick Chase, Senior Vice President of Business Affairs & CFO

3. Health Plan Resolution
   Dominick Chase, Senior Vice President of Business Affairs & CFO

4. Enrollment Continued
   Matt Hawkins, Executive Vice President of Administration & Treasurer

5. Fiscal 2021 Update
   Matt Hawkins, Executive Vice President of Administration & Treasurer
Federal HEERF Updates
HEERF Update

**HEERF I: CARES**
Coronavirus Aid, Relief, and Economic Security Act
$34.7 million

**HEERF II: CRRSAA**
Coronavirus Response and Relief Supplemental Appropriations Act
$91.2 million

**HEERF III: ARP**
American Rescue Plan Act
$157.3 million

$283.2M received
HEERF Planning

- Student Awards: 49%
- Course Materials: 32%
- IT Infrastructure & Support for Virtual Learning: 10%
- ERP Enhancement: 6%
- Campus Safety & Operations: 3%
- Student Awards: 49%
Economic Impact
Employment Returning to Normal

<table>
<thead>
<tr>
<th>Year</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>3.3%</td>
<td>3.3%</td>
<td>3.3%</td>
<td>3.3%</td>
<td>3.3%</td>
<td>3.3%</td>
</tr>
<tr>
<td>2019</td>
<td>4.1%</td>
<td>4.1%</td>
<td>4.1%</td>
<td>4.1%</td>
<td>4.1%</td>
<td>4.1%</td>
</tr>
<tr>
<td>2020</td>
<td>16.9%</td>
<td>16.9%</td>
<td>16.9%</td>
<td>16.9%</td>
<td>16.9%</td>
<td>16.9%</td>
</tr>
<tr>
<td>2021</td>
<td>4.1%</td>
<td>4.1%</td>
<td>4.1%</td>
<td>4.1%</td>
<td>4.1%</td>
<td>4.1%</td>
</tr>
</tbody>
</table>
Indiana Labor Force Participation 2010-2021

Source: U.S. Bureau of Labor Statistics, Labor Force Participation Rate for Indiana [LBSSA18], retrieved from FRED, Federal Reserve Bank of St. Louis
Additional Benefits Ending

-$1,200 Stimulus adults, $500 per child
$600 per member
$1,400 per member

Indiana Weekly Unemployment
Federal Weekly Unemployment

Mar-20
Apr-20
May-20
Jun-20
Jul-20
Aug-20
Sep-20
Oct-20
Nov-20
Dec-20
Jan-21
Feb-21
Mar-21
Apr-21
May-21
Jun-21
Jul-21
Aug-21
Sep-21
Oct-21
Rising Costs Due to Inflation

Consumer Price Index Cumulative Change

Source: U.S. Bureau of Labor Statistics
Personal Income Increasing

Indiana Personal Income in Millions

Source: U.S. Bureau of Economic Analysis and Federal Reserve Bank of St. Louis, Total Personal Income in Indiana [INOTOT], retrieved from FRED, Federal Reserve Bank of St. Louis
Health Plan Resolution
Financial Impact
• Projected administrative fees: $5,860,757
• Total savings over life of contract: $1.8 million

Contract Duration
• 3-year amendment to existing contract effective 01/01/2022 - 12/31/2024

RFP Process
• Conducted a full RFP process issued 02/15/2021
Indiana’s Attainment Gaps

% of Adults with an Associate or Higher

16% 66%

Source: US Census Bureau
Indiana’s Attainment Gaps

Counties Meeting 60% Goal

Source: US Census Bureau
National Attainment Gaps

Source: Lumina Foundation/ US Census Bureau
<table>
<thead>
<tr>
<th>Category</th>
<th>% of Enrollment</th>
<th>Revenue</th>
<th>% of Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dual Credit</td>
<td>35%</td>
<td>$13.5M</td>
<td>6.6%</td>
</tr>
<tr>
<td>Continuing Students</td>
<td>24%</td>
<td>$113.7M</td>
<td>55.6%</td>
</tr>
<tr>
<td>New First Time</td>
<td>9%</td>
<td>$20.1M</td>
<td>9.8%</td>
</tr>
<tr>
<td>Non-Credit &amp; Workforce Alignment</td>
<td>7%</td>
<td>$8.1M</td>
<td>4.0%</td>
</tr>
<tr>
<td>Readmit</td>
<td>7%</td>
<td>$11.5M</td>
<td>5.6%</td>
</tr>
<tr>
<td>Guest</td>
<td>6%</td>
<td>$7.9M</td>
<td>3.8%</td>
</tr>
<tr>
<td>Apprentices</td>
<td>5%</td>
<td>$13.2M</td>
<td>6.4%</td>
</tr>
<tr>
<td>Transfer In</td>
<td>4%</td>
<td>$7.9M</td>
<td>3.8%</td>
</tr>
<tr>
<td>Dual Enrolled</td>
<td>3%</td>
<td>$8.6M</td>
<td>4.2%</td>
</tr>
<tr>
<td>Senior Scholars</td>
<td>0%</td>
<td>$0.0M</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
<td><strong>$204.4M</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
FY21 Operating Expenses

Preliminary 6/30/2021

- Prior Year (FY20): $505.7
- We planned to spend: $515.7
- We actually spent: $489.5
We actually received $514.7 million, which is slightly below the planned amount of $515.7 million. Compared to the prior year (FY20) of $523.2 million, this represents a decrease.

Preliminary 6/30/2021
Campus Reserves FY 2017

2017

- 2 Black
- 6 Green
- 7 Yellow
- 3 Red

Black 180+
Green >89
Yellow >30
Red < 30 days
Campus Reserves FY 2021

2021

Black 180+
Green >89
Yellow >30
Red < 30 days

Madison: 263
Richmond: 245
Sellersburg: 212
Marion: 203
Anderson: 195
Columbus: 193
Kokomo: 189
Lafayette: 182
Terre Haute: 155
South Bend/Elkhart: 127
Valparaiso: 125
Bloomingston: 121
Lawrenceburg: 120
Evansville: 115
Indianapolis: 100
Muncie: 94
Fort Wayne: 92
Lake Co: 92
1. **Nursing Expansion**
   - Mary Anne Sloan, Vice President of Nursing and Health Sciences
   - Chris Lowery, Senior Vice President, Workforce and Careers

2. **READI Grant Update**
   - Brian Thomas, Assistant Vice President for Grant Development
   - Chris Lowery, Senior Vice President, Workforce and Careers
Nursing Expansion

Mary Anne Sloan
Vice President of Nursing and Health Sciences

Chris Lowery
Senior Vice President, Workforce and Careers
Market Demand/Supply/Gap Analysis

Estimated Demand (due to attrition and growth)
2,800 per Year*

* Emsi/Burning Glass

Current Supply and Gap

Annual Supply
Ivy Tech 1,320
Competitors 330
Total 1,650

Annual Gap 1,150

Ivy Tech Performance

Pass NCLEX 1,320
Completions 1,500
Enrollment 1,765

(1,320/1,765 = 75%)

• To fill 1,150 positions, we need to enroll and seat ~1,535 more students annually

• 337 students were not seated last time, meaning we also need to recruit about 1,200 more students annually
Strategic Planning Process

2021

**August**
- Complete Demand/Supply/Gap analysis for each campus service area
- Convene Task Force co-chaired by Nursing Dean and Chancellor working with SO

**Sept/October**
- Gap analysis

**November**
- Campuses provide recommendations to Task Force

**December**
- Formal report with plan and requests to BOT
Strategic Planning Process

2022

January – March
• Finalize implementation plan for phased enrollment and retention increases

March – August
• First round campuses fulfill Infrastructure needs

Fall
• First round of enrollment increases
Strategic Planning Process

2023 and Beyond

Spring 2023 Thru Fall of 2024
• Continue enrollment increases as per plan with goal enrollment attainment by Fall of 2024 and retention goal attainment by Spring 2025

Ongoing
• Focus on improved retention, completions, and NCLEX performance
READI Grant Update

Brian Thomas
Assistant Vice President for Grant Development

Chris Lowery
Senior Vice President, Workforce and Careers
18 Regions

Central Indiana asked to consider consolidation

Mix of established regions and newly developed regions

- Existing regional plans driving the work of established regions
- New plans being created for the recently formed regions
Primary objective:
Accelerate population growth within the region

Funding based on:
Alignment with IEDC priorities, potential impact of the region’s plan, the region’s capacity to leverage public and private resources

The board will consider:
1. Applicant’s economic development impact
2. Extent to which plan includes focus on rural communities
3. Degree of regional collaboration
4. Alignment with state’s economic development priorities (Quality of Place & Quality of Life, Innovation & Entrepreneurship, Talent Development & Attraction)
5. Other criteria determined by the Board
<table>
<thead>
<tr>
<th>Region</th>
<th>Campus/Site</th>
<th>Proposed Project Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northwest IN Forum</td>
<td>Lake County, Valparaiso,</td>
<td>Energy Technology Program; Mechanical Training; CCEC; School of Entrepreneurship &amp;</td>
</tr>
<tr>
<td></td>
<td>Michigan City</td>
<td>Innovation</td>
</tr>
<tr>
<td>South Bend – Elkhart</td>
<td>South Bend/Elkhart</td>
<td>School of Entrepreneurship &amp; Innovation</td>
</tr>
<tr>
<td>Northeast IN</td>
<td>Fort Wayne</td>
<td>INFAME Program Support; School of Entrepreneurship &amp; Innovation</td>
</tr>
<tr>
<td>North Central IN</td>
<td>Kokomo</td>
<td>Center of Excellence for Advance Mfg; Industry 4.0 Training Lab; K-14 Pathways for</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Workforce Training and Ed; Recreational and Educational Park and trail Northeast Kokomo;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Leadership Kokomo Expansion</td>
</tr>
<tr>
<td>Region</td>
<td>Campus/Site</td>
<td>Proposed Project Examples</td>
</tr>
<tr>
<td>-------------------------</td>
<td>------------------------------------</td>
<td>------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>East Central IN</td>
<td>Marion, Muncie, Richmond</td>
<td>High School Career Advisors</td>
</tr>
<tr>
<td>West Central IN</td>
<td>Terre Haute</td>
<td>Workforce Development - K14 Career Center</td>
</tr>
<tr>
<td>Central IN: White River</td>
<td>Indianapolis, Noblesville, Anderson</td>
<td>Hamilton County: Health Sciences; Indianapolis: Connect the DOTS (Delivering Opportunities to Students); School of Entrepreneurship &amp; Innovation</td>
</tr>
<tr>
<td>70-40 Mt. Comfort</td>
<td>Indianapolis</td>
<td>Training and Job Placement Support at the John Marshall Opportunity Hub</td>
</tr>
<tr>
<td>I-69 Southern Gateway</td>
<td>Franklin, Mooresville</td>
<td>Franklin: Flex Lab Build Out; CCEC; School of Entrepreneurship &amp; Innovation; Logistics</td>
</tr>
<tr>
<td>Region</td>
<td>Campus/Site</td>
<td>Proposed Project Examples</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Accelerate Rural IN</td>
<td>Shelbyville, Greensburg</td>
<td>Shelbyville: CCEC; AART Manufacturing Space Build Out; Advantage Shelby Support; Logistics</td>
</tr>
<tr>
<td>Indiana Uplands</td>
<td>Bloomington</td>
<td>Skills Academy; Industry 4.0 Training; Next Level Jobs Campaign; My HSE Pathway; Defense Procurement Accelerator; Expansion of ISBDC services; Indiana Uplands INTAP; Indiana Uplands HOPE; School of Entrepreneurship &amp; Innovation; Drop-Off Childcare; College Connection Coaches</td>
</tr>
<tr>
<td>South Central</td>
<td>Columbus</td>
<td>Career Center for CCEC, Airpark Southwest Corner Landscape, MUTC Cyber Academy</td>
</tr>
<tr>
<td>Southwest</td>
<td>Evansville</td>
<td>Mobile Assessment and Certification; Smart Manufacturing &amp; Digital Integration Program; School of Entrepreneurship &amp; Innovation</td>
</tr>
<tr>
<td>Southern IN</td>
<td>Sellersburg, Madison</td>
<td>Sellersburg: Family Scholar House Madison: Vet Teaching Center</td>
</tr>
</tbody>
</table>
THANK YOU!

Questions?
State Board of Trustees

Building, Grounds and Capital Committee

August 5, 2021
Building, Grounds and Capital

AGENDA

1. Lake County Campus: East Chicago Welding Lab CMc Contract
2. Lake County Campus: East Chicago HVAC Replacement
3. Informational Item: Franklin Property Sale
4. Informational Item: SBOT Approved Contracts and Minority, Women, Veteran and Disability – Owned (XBE) Spend
Lake County Campus: Welding Lab CMc Contract

- Pre-construction phase of contract $30,000
  - Profit, construction services, general conditions total 5.5%
- Guaranteed Maximum Price will be established as design is developed and executed as an addendum to the pre-construction contract
- We will receive cost estimated at multiple stages of design to confirm budget compliance
- Total project cost is $1,800,000
- Project funded from $1,000,000 Donor funds and $800,000 Campus funds
Lake County Campus: HVAC Replacement Contract

- Address: 410 E Columbus Dr, East Chicago
  - Building is split into two areas; a fully conditioned 2 story portion and a partly heated open lab space
  - Mechanical systems are original and in need of replacement

- In January we asked for approval of a contract in the amount not to exceed $1,630,000 to use Job Order Contracting (JOC) delivery method
  - Allowed us to order equipment and finish design this includes; five air handler units and two distribution panel boards for $469,415.20
  - Cost for the 2 story portion installation came in higher than inspected, resulting in the need to rebid

- Things driving up cost include current market conditions, need for some code compliance work, an unforeseen concrete on roof a portion of the building

- We rebid installation, curbing, new controls for the two story portion with Arctic Engineering Company, LLC being the low bidder at $883,463
Informational Item: Franklin Property Sale

- Received an offer from Sunbeam to purchase 15.9 acres of vacant land adjacent to our Franklin site
- Building Address: 2205 McClain Dr, Franklin
- Appraisals determined value $900,000
- Ivy Tech negotiated $1,500,000 flat price
Informational Item: SBOT Approved Contract and Minority, Women, Veteran, and Disability-Owned (XBE) Spend

Contract Approvals:
- Indianapolis OIT HVAC Replacements (JOC) 77.26% XBE
- Indianapolis ASAP Build Out 28% XBE
- Indianapolis A&E Services for Auto Project 28%
- Indianapolis CMc Services for Auto Project Trending 28.4%
- Elkhart A&E Services for Flex Lab Project 39.6%
- Elkhart CMc Services for Flex Lab Project 9.10%
- Columbus A&E Services for Capital Project Pending
- Columbus CMc Services for Capital Project Pending
- East Chicago HVAC Contract (JOC) Pending
- Muncie Rebuilt Contracts Pending
THANK YOU!

QUESTIONS?
<table>
<thead>
<tr>
<th>Grant Number</th>
<th>Campus</th>
<th>Title or Description</th>
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**Competitive Total:** $1,664,530.00

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**Non-Competitive Total:** $76,278,239.00

**Total Board Report:** $77,942,769.00
## Grants & Contracts

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## DISBURSEMENTS OF $100,000.00 AND OVER
FOR THE MONTH OF MAY 2021

### PAGE 2

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### III. Reported to the Board of Trustees over $500,000

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### DISBURSEMENTS OF $100,000.00 AND OVER FOR THE MONTH OF JUNE 2021

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### Authorization for Disbursement

**I. Article VIII Contracts and Other Documents Approval and authorization of the Board.**

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**II. Article IV. Officers of the Board. Section 5. Treasurer. Article VIII. Execution of Contracts and other Documents. Section A. Approval and authorization of the Board.**

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**III. Reported to the Board of Trustees under $500,000**

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<td>Blackboard Collaborate Inc</td>
<td>6/1/2021</td>
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<td>Licensed Software</td>
<td>399,510.30</td>
<td>Oracle America Inc</td>
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<tr>
<td>Equipment for INT/AART</td>
<td>144,609.90</td>
<td>Williams Crow Inc</td>
<td>6/1/2021</td>
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<tr>
<td>CRM Implementation</td>
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<td>6/2/2021</td>
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<td>Apprenticeship Contract Expense</td>
<td>120,238.20</td>
<td>Bricklayers Local 4 IN/KY Apprenticeship</td>
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<td>Apprenticeship Contract Expense</td>
<td>348,900.15</td>
<td>Indianapolis Electrical JATC</td>
<td>6/2/2021</td>
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<td>Amatrol Second Installment</td>
<td>124,000.00</td>
<td>Hoffman Crow Inc</td>
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<td>Equipment for Machine Tool Tech</td>
<td>107,150.00</td>
<td>Sodick Inc</td>
<td>6/4/2021</td>
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<tr>
<td>Purchasing Card</td>
<td>178,149.54</td>
<td>JP Morgan</td>
<td>6/4/2021</td>
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<tr>
<td>Computers</td>
<td>150,095.00</td>
<td>Dell</td>
<td>6/7/2021</td>
<td>J0252181</td>
</tr>
</tbody>
</table>
### DISBURSEMENTS OF $100,000.00 AND OVER

FOR THE MONTH OF JUNE 2021

<table>
<thead>
<tr>
<th>Authorization for Disbursement</th>
<th>Amount of Disbursement</th>
<th>Approved Vendor</th>
<th>Transaction Date</th>
<th>Reference Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>III. Reported to the Board of Trustees under $500,000</td>
<td>215,654.56</td>
<td>BPTS</td>
<td>6/8/2021</td>
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</tr>
<tr>
<td>Apprenticeship Contract Expense</td>
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<td>Ironworkers Local 22 Apprentice</td>
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<td>Apprenticeship Contract Expense</td>
<td>280,256.70</td>
<td>Apprentice Education Trust Local 44</td>
<td>6/10/2021</td>
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<td>Apprenticeship Contract Expense</td>
<td>117,396.75</td>
<td>International Union of Operating Engineers</td>
<td>6/10/2021</td>
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<td>Apprenticeship Contract Expense</td>
<td>224,325.00</td>
<td>Sheet Metal Workers Local 20 JATC</td>
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<td>Equipment and Upgrades for Industrial Tech and AART/INDT</td>
<td>153,165.90</td>
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<td>Indiana/Kentucky Council of Carpenters</td>
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<td>Anatomage, Inc.</td>
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<td>East Chicago HVAC Upgrade</td>
<td>451,763.67</td>
<td>F.A. Wilhelm Construction Co., Inc</td>
<td>6/15/2021</td>
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<tr>
<td>Marketing Services</td>
<td>220,000.00</td>
<td>Statwax LLC</td>
<td>6/16/2021</td>
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<tr>
<td>Licensed Software</td>
<td>177,594.00</td>
<td>Assessment Technologies Institute</td>
<td>6/21/2021</td>
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<td>Computers</td>
<td>198,790.06</td>
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<td>6/21/2021</td>
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<td>Equipment for Industrial Tech</td>
<td>100,938.60</td>
<td>Williams Crow Inc</td>
<td>6/21/2021</td>
<td>0253267</td>
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<tr>
<td>Licensed Software</td>
<td>103,690.00</td>
<td>Assessment Technologies Institute</td>
<td>6/22/2021</td>
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<tr>
<td>Equipment for Hamilton County</td>
<td>348,894.14</td>
<td>Binford Group of Indiana</td>
<td>6/23/2021</td>
<td>0253376</td>
</tr>
</tbody>
</table>
### DISBURSEMENTS OF $100,000.00 AND OVER
FOR THE MONTH OF JUNE 2021

<table>
<thead>
<tr>
<th>Authorization for Disbursement</th>
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<th>Transaction Date</th>
<th>Reference Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>III. Reported to the Board of Trustees under $500,000</td>
<td>Computers</td>
<td>104,922.00</td>
<td>Dell</td>
<td>6/28/2021</td>
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<td>Computer Equipment</td>
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<td>CDW Government Inc</td>
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<td>Licensed Software</td>
<td>391,666.67</td>
<td>Blackboard Collaborate Inc</td>
<td>6/30/2021</td>
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<tr>
<td>Computers</td>
<td>108,350.00</td>
<td>Dell</td>
<td>6/30/2021</td>
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<td>Apprenticeship Contract Expense</td>
<td>130,804.20</td>
<td>Plumbers &amp; Steamfitters Local 157</td>
<td>6/30/2021</td>
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<td>Student Fee Bond, Series X-2</td>
<td>348,850.00</td>
<td>PNC Bank</td>
<td>6/30/2021</td>
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<td>IV. Approved by the Board of Trustees over $500,000</td>
<td>Computers</td>
<td>571,808.08</td>
<td>Dell</td>
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<tr>
<td>Indianapolis Automotive Project</td>
<td>520,894.51</td>
<td>Pepper Construction Company</td>
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<td>Columbus Construction Project</td>
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<td>Pepper Construction Company</td>
<td>6/29/2021</td>
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<td>Indianapolis Automotive Project</td>
<td>2,854,719.00</td>
<td>PNC Bank</td>
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<td>Student Fee Bonds, Series J</td>
<td>23,801,430.04</td>
<td>PNC Bank</td>
<td>6/25/2021</td>
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<td>Inclusive Access</td>
<td>1,797,866.71</td>
<td>Barnes and Noble</td>
<td>6/29/2021</td>
<td>J0259037</td>
</tr>
</tbody>
</table>
Congratulations! Cory Clasemann
Aspen Rising Presidents Fellowship
Thank You! John Murphy
President, Ivy Tech Foundation
Foundation President Update

- Becky Miller to serve as interim
- A national search underway
- Goal to have a new President named late in the Fall
Thank You! Jerrilee Mosier
Chancellor, Fort Wayne Campus
• Chancellor Mosier retirement effective September 10
• August 3, finalist Dr. Kim Barnett-Johnson, had interviews and community forum
  • Evaluations, feedback and next steps underway
Thank You! David Bathe
Welcome! Aaron Baute
Chancellor, Lafayette Campus
Richmond Chancellor Update

- Search has been officially paused until after the start of the fall term
- Search firm of R. William Funk and Associates to assist in search process
- Dr. Lori Handy served as interim through July and has returned to the Indianapolis Campus
- Chad Bolser, former Richmond Chancellor and current VP of Operations, will be overseeing day-to-day operations until new chancellor on board
Welcome! Lewis Eakins
Vice President of Public Safety and Emergency Preparedness
COVID-19
Operational Update
COVID-19 Update

- Following CDC guidelines, facial coverings required on campuses as of 8/2
- Classroom capacity following CDC guidelines
- Campuses will be 100% “open” for Fall
  - ≈75% of courses offered by campuses will have an in-person component
  - More Learn Anywhere, hybrid courses and services for students
- Adjustments to employee workplace policies effective August 2021
- Nursing and Health Professions faculty and students are being required by most clinical providers to be vaccinated
College Update
Hamilton County Campus Grand Opening

- Ribbon Cutting and Remarks
- Resource Fair and Building Tours
- Food trucks: over 175 food and drink vouchers
- Name our Mascot contest
- Swag giveaways
Hamilton County Campus Update

- 35 Full Time Employees, 7 Department Chairs
- Marketing plan developed and executed
  - Billboard, 4 advertisements in *The Current*, Radio ads on ZPL and WFMS, Digital campaign including Spotify ads
- Drop-in days, every Thursday in July and engaged in Express Enrollment Week
- Bookstore opened officially July 19
- Hosted first CBoT meeting on July 20
- Cabinet Retreat on August 2
- Circle of Ivy: 24 Members
  - New member recruitment
  - Event in September
- Foundation Board: 5 members

<table>
<thead>
<tr>
<th></th>
<th>FALL 2021</th>
<th>FALL 2020</th>
<th>YOY % CHANGE</th>
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</thead>
<tbody>
<tr>
<td>HEADCOUNT</td>
<td>588</td>
<td>502</td>
<td>17.1% increase</td>
</tr>
<tr>
<td>FTE</td>
<td>357</td>
<td>297</td>
<td>20.13% increase</td>
</tr>
</tbody>
</table>
Lead Industry Partners
- Lippert Components, Inc.
- Thor Industries
- Robert Weed Corp.

Key Financial Supporters
- ND-LIFT
- County TIF
- Private donors

SMDI
SACA
- SMDI, AART, INDT
- Industry recognized credentials

Tooling
- Amatrol Enterprise Smart Factory System

Open House
- Friday, August 27, 3:00 PM – 7:00 PM
Move from Avon to Plainfield
- Learning site in Hendricks County since 2010
- Served more than 16,700 students and awarded 3,000 credentials
- Goal to exceed Avon’s best year, filling more than 4,600 seats and exceed 700 FTE students by 2024

Expanded programs & offerings
- More programs to meet the needs of Hendricks County’s growing population
- Offerings meet industry demands: Supply Chain Management & Logistics, Information Technology, Medical Assisting, Business & Accounting and General Education
- New certification center - increase of 50% in testing numbers
- Will serve all ages and populations

Unique, collaborative higher education and workforce training center
- Partnership amongst educational institutions and town
- 100,000 square foot facility
- Ivy Tech will now have 8 classrooms, 4 computer labs and 4 science/Medical assisting labs
Student African American Brotherhood (SAAB)

- SAAB is a national leader in providing systems to support young men of color who embark upon and complete postsecondary education.
- Over 200 SAAB member-chapters and over 10,500 participants at two- and four-year colleges across 40 states.
- SAAB aims to ensure that people of all backgrounds earn the skills and credentials required to have satisfying lives and well-paying careers.
- SAAB measures impact on the basis of student achievement/engagement, persistence and degree completion.
SAAB Impact Metrics

95% retained throughout the year

74% on-track to graduate
Establishing a Chapter

- **Receive SAAB Authorization**
  - Engage 15-20 male students and at least 2 faculty/staff chapter advisors

- **Establish a Steering Committee**

- **Host SAAB Kick-off Orientation**

- **Formalize SAAB Chapter and Ongoing Support**
  - Register as new Student Organization and host a new Chapter Ceremony

**Timeline:**
- **Fall 2021**
- **Spring 2022**
Student Benefits
• Create a strong sense of community and belonging for our men of color to ensure academic success, persistence, and graduation

Strategic Plan Alignment
• Aligns with Ivy Tech’s Completion, Workforce, and Diversity, Equity & Belonging Strategic Priorities

Membership Costs
• Total start-up costs: $7,500 (includes YR 1 $1,000 membership dues) and annual dues are $1,000 thereafter
Strategic Plan
Metrics Update
## Strategic Plan – Metrics That Matter (2021-2022)

<table>
<thead>
<tr>
<th>Goal</th>
<th>Metrics</th>
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<tbody>
<tr>
<td><strong>1: Student Success</strong></td>
<td>Fall to Fall Retention&lt;br&gt;Fall to Spring Retention</td>
</tr>
<tr>
<td><strong>2: Recruitment &amp; Enrollment</strong></td>
<td>Total Headcount</td>
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<tr>
<td><strong>3: Completions</strong></td>
<td>Annual Credentials</td>
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<td><strong>4: Workforce</strong></td>
<td>Median Wages</td>
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<tr>
<td><strong>5: Employee</strong></td>
<td>Employee Engagement</td>
</tr>
<tr>
<td><strong>6: Financial</strong></td>
<td>Stewardship&lt;br&gt;Funds Raised</td>
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<tr>
<td><strong>7: Community</strong></td>
<td>Community Engagement</td>
</tr>
<tr>
<td><strong>8: Diversity, Equity, &amp; Belonging</strong></td>
<td>Equity Gaps&lt;br&gt;Belonging Score&lt;br&gt;Affirmative Action Plans</td>
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</table>
# The Community-College Exodus

**Fall of 2020, % change from previous year**

<table>
<thead>
<tr>
<th>Group</th>
<th>Change</th>
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</thead>
<tbody>
<tr>
<td>Native Amer. men</td>
<td>-20.1%</td>
</tr>
<tr>
<td>Native Amer. women</td>
<td>-8.9%</td>
</tr>
<tr>
<td>Black men</td>
<td>-19.2%</td>
</tr>
<tr>
<td>Black women</td>
<td>-9.0%</td>
</tr>
<tr>
<td>Hispanic men</td>
<td>-16.6%</td>
</tr>
<tr>
<td>Hispanic women</td>
<td>-6.2%</td>
</tr>
<tr>
<td>White men</td>
<td>-14.0%</td>
</tr>
<tr>
<td>White women</td>
<td>-5.8%</td>
</tr>
<tr>
<td>Asian men</td>
<td>-8.1%</td>
</tr>
<tr>
<td>Asian women</td>
<td>-0.9%</td>
</tr>
</tbody>
</table>

Chart: Audrey Williams June • Source: National Student Clearinghouse Research Center • Get the data • Created with Datawrapper
To date (8/2/2021) – finalized in November

2020-2021 Fall-Fall Retention

- Ivy Tech (System): 38%
- Lawrenceburg: 44%
- Sellersburg: 40%
- Ft. Wayne: 40%
- Muncie: 38%
- Columbus: 38%
- Marion: 38%
- Lafayette: 37%
- Indianapolis: 37%
- Evansville: 37%
- Bloomington: 37%
- Terre Haute: 36%
- Richmond: 36%
- Madison: 36%
- Valparaiso: 35%
- Lake County: 34%
- Kokomo: 34%
- South Bend/Elkhart: 33%
- Anderson: 33%

52% Target
Enrollment Update

For 2020-2021:

• 1 campus met the recruit goal - Columbus (+175)
• 3 campuses met the overall headcount goal
  • Columbus (+536)
  • Madison (+336)
  • Marion (+62)

In measuring 21-22 - headcount goal includes regular-credit, non-credit/workforce training, dual credit, apprentices, and senior scholars
Promoting Ivy+
Marketing and Earned Media Campaign

• Digital marketing campaign
  (estimated 1 million impressions)
• Radio campaign
  (over 9,000 radio spots statewide in July and August)
• Outdoor campaign (69 billboards statewide)
• Earned media push including joint op ed

$300,000 in Earned Media
Promoting Ivy+ Social Media

Joshua Good @jgood1994 · Jul 16
Love that @IvyTechCC has FROZEN tuition. My nursing school bill is paid in full thanks to this - no loans necessary! Oh and my books were included too!

Ivy Tech @IvyTechCC · Jul 16

WGU Indiana 🟤 @WGUIndiana · Jul 5
Our friends at @IvyTechCC recently announced their new tuition model, Ivy+, which will provide #affordabletuition and #equitableaccess during the 2021-2022 academic year.

Read more about the Ivy+ rollout plan:

Ivy Tech Community College Providing New Tuition Model for 2021-2022 Academic Year
Recruitment and Enrollment
Key Initiatives (data as of 7/23)

Training Focus
- Persona Toolkit Workshops
- Outbound Engagement
- Next Level Jobs “Hot leads” Training

Data-driven Approach To Conversion
- Drive applications for the next term much earlier than ever before
- Flip to a conversion-focused approach 90 days prior to the start of term
- Targeted messaging to applicants based on age of their application

Creating a seamless pathway
- Integrate non-credit training systems with credit systems
- Integrating Dual Enroll software with IvyConnect to recruit dual credit students
The Economic Value of Ivy Tech

Analysis of the Economic Impact and Return on Investment of Education
Emsi Burning Glass & Community Colleges

18+ years working with higher education institutions

2,000+ economic impact studies completed

1.2M students used EBG career pathways tool last year

9 of 10 2019 Aspen Prize finalists are EBG customers
What is an **ECONOMIC IMPACT ANALYSIS**?
Measures how an event or institution affects the state economy

What is an **INVESTMENT ANALYSIS**?
A comparison of the costs and benefits to determine the return on investment
Regional breakouts for 18 campus locations

An economic impact study was conducted at the campus level for:

- Ivy Tech Anderson
- Ivy Tech Bloomington
- Ivy Tech Columbus
- Ivy Tech Evansville
- Ivy Tech Fort Wayne
- Ivy Tech Indianapolis
- Ivy Tech Kokomo, Ivy Tech Lafayette
- Ivy Tech Lake County
- Ivy Tech Lawrenceburg
- Ivy Tech Madison
- Ivy Tech Marion
- Ivy Tech Muncie
- Ivy Tech Richmond
- Ivy Tech Sellersburg
- Ivy Tech South Bend & Elkhart
- Ivy Tech Terre Haute
- Ivy Tech Valparaiso
Ivy Tech in FY 2018-19

- 103,602 Credit students served
- 9,446 Non-credit students served
- $302.8 million Total payroll/benefits
- 7,447 Employees
- $136.9 million Total tuition revenue
- 96% Students from Indiana
Overview of Results

- **$3.9 billion**
  - Total income added to the state

- **1.1%**
  - Of state’s GSP

- **56,697**
  - Total jobs supported in the state

- **4.3**
  - Benefit-cost ratio for students

- **1.9**
  - Benefit-cost ratio for taxpayers

- **8.9**
  - Benefit-cost ratio for society
Economic Impact Analysis

**Operations**
- College payroll and other spending + ripple effects
- Added state income: $269.5 million
- Jobs supported in the state: 6,972

**Student**
- Retained student spending + ripple effects
- Added state income: $70.9 million
- Jobs supported in the state: 1,748

**Alumni**
- Higher alumni earnings and increased business profit + ripple effects
- Added state income: $3.6 billion
- Jobs supported in the state: 47,689
Economic Impact Analysis

Total Impact

$3.9 billion
Total income added in the state

1.1%
Of state’s GSP

56,697
Total jobs supported in the state

1 out of 70 jobs in the state

Impacts by industry (jobs supported)

- Government, Education: 10,095
- Health Care & Social Assistance: 9,325
- Construction: 4,620
- Manufacturing: 4,736
- Retail Trade: 6,789
- All Other: 21,131
## Investment Analysis

<table>
<thead>
<tr>
<th>Category</th>
<th>Benefit/Cost</th>
<th>Benefit/Cost Ratio</th>
<th>Rate of Return</th>
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</thead>
<tbody>
<tr>
<td>Student</td>
<td>$2.2 billion</td>
<td>4.3</td>
<td>18.3%</td>
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<tr>
<td></td>
<td>$502.8 million</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Taxpayer</td>
<td>$611.0 million</td>
<td>1.9</td>
<td>5.3%</td>
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<tr>
<td>Social</td>
<td>$8.4 billion</td>
<td>8.9</td>
<td>n/a*</td>
</tr>
<tr>
<td></td>
<td>$943.9 million</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Benefit: Higher future earnings, Future tax revenue, government savings, Future earnings, tax revenue, health/safety outcomes
* Cost: Tuition, supplies, opportunity cost, State funding, All college and student costs
* n/a* : Not available
The Economic Value of Ivy Tech: Fact Sheet

ECONOMIC IMPACT ANALYSIS

1 out of every 70 jobs in Indiana is supported by the activities of Ivy Tech and its students.

Alumni impact
Impact of increased earnings of Ivy Tech alumni and the businesses they work for:
- $3.6 billion Added income
- 47,689 Jobs supported

Operations spending impact
Impact of annual payroll and other spending:
- $269.5 million Added income
- 6,972 Jobs supported

Student spending impact
Impact of the daily spending of Ivy Tech students retained in the state:

INVESTMENT ANALYSIS

The average associate degree graduate from Ivy Tech will see an increase in earnings of $10,100 each year compared to someone with a high school diploma working in Indiana.

- HS: $24,000
- Certificate: $31,500
- Associate: $36,400
- Bachelor's: $41,600

For every $1...
- Students gain $4.30 in lifetime earnings
- Taxpayers gain $1.90 in added tax revenue and public sector savings
- Society gains $8.90 in added state revenue and social savings
Next Steps

Audience & Stakeholders
- State Legislators
- Local employers & business partners
- Economic Development partners
- Funders & Donors

Press Tools & Resources
- Emsi Press Packet
- Emsi Infographic, Report, & Executive Summary
- Campus-level Data & Reports
- Emsi presentations as requested

Outreach & Social Media
- Share economic impact results on social media
- Promote via statewide and local media outlets
- Leverage data in grant proposals and strategic planning
THANK YOU!
APPOINTMENT OF CAMPUS BOARD TRUSTEES

RESOLUTION NUMBER 2021-35

WHEREAS, the Anderson, Bloomington, Columbus, Evansville, Indianapolis, Madison, and Valparaiso Campuses have recommended individuals to serve on their campus Boards.

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

NOW THEREFORE BE IT RESOLVED, the individuals listed on the attached Exhibit A are hereby appointed as campus trustees for Ivy Tech Community College of Indiana – Anderson, Bloomington, Columbus, Evansville, Indianapolis, Madison, and Valparaiso effective immediately.

STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
OF INDIANA

Terry W. Anker, Chairman

Andrew Wilson, Secretary

Dated August 5, 2021
<table>
<thead>
<tr>
<th>Name</th>
<th>Constituency</th>
<th>Expiration of Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sally DeVoe</td>
<td>At Large</td>
<td>6/30/2024</td>
</tr>
<tr>
<td>Kimberly Townsend</td>
<td>At Large</td>
<td>6/30/2024</td>
</tr>
<tr>
<td>Beth Tharp</td>
<td>At Large</td>
<td>6/30/2024</td>
</tr>
<tr>
<td>Daniel McMahan</td>
<td>Agriculture</td>
<td>6/30/2024</td>
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<td>Steven Long</td>
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<td>Bruce Calloway</td>
<td>Manufacturing</td>
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<td>Imojean Dedrick</td>
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<td>Shawna Girgis</td>
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<tr>
<td>Cindy Kinnarney</td>
<td>Commerce</td>
<td>6/30/2024</td>
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<td>Dr. Markay Winston</td>
<td>Education</td>
<td>6/30/2024</td>
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<td>Richard Beckort</td>
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<td>6/30/2024</td>
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<td>Kathy Covert</td>
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<td>Ann Merkel</td>
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<td>6/30/2024</td>
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<td>Joseph Bulach</td>
<td>Labor</td>
<td>6/30/2024</td>
</tr>
<tr>
<td>Lisa Daugherty</td>
<td>At Large</td>
<td>6/30/2024</td>
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RESOLUTION NUMBER 2021-36

WHEREAS, Article 3 Section 2 of the By-laws of the Ivy Tech Foundation, Inc. (“Foundation”) requires that a minimum of four (4) and a maximum of six (6) Directors of the Foundation Board be State Trustees, and

WHEREAS, Article 3 Section 2 of the By-laws of the Foundation further states that the State Trustee Directors shall be appointed by the Chair of the State Trustees and ratified by the Trustees at their annual meeting, and

WHEREAS, the Chair has appointed Terry Anker, Jesse Brand, Paula Hughes-Schuh, and Steve Schreckengast to serve a one-year term on the Foundation Board that shall end with the appointment of Trustees to the Foundation Board at the 2021 annual meeting.

NOW THEREFORE BE IT RESOLVED that the State Trustees do hereby ratify the appointment of the above-named Trustees to serve a one-year term on the Ivy Tech Foundation Board of Directors.

STATE TRUSTEES
IVY TECH COMMUNITY COLLEGE OF INDIANA

______________________________
Terry W. Anker, Chairman

______________________________
Andrew Wilson, Secretary

Dated August 5, 2021
ELECTION OF OFFICERS FOR THE STATE BOARD OF TRUSTEES

RESOLUTION NUMBER 2021-37

WHEREAS, Article III, Section 1 of the Bylaws, as amended, specifies at the annual meeting of the Board in the third quarter of each calendar year, the Board shall elect from among its members a Chairperson, a Vice-Chairperson, and a Secretary, and

WHEREAS, the term of office for current officers of the State Board of Trustees term will expire at the end of the third quarter as provided in the Bylaws, and

WHEREAS, the Nominating Committee recommends that the slate of officers listed below be elected for a term that begins at the conclusion of the August 5, 2021 regular Board Meeting, and

WHEREAS, these Directors have been contacted and have indicated their willingness to serve in these offices.

THEREFORE, BE IT RESOLVED BY THE STATE BOARD OF TRUSTEES OF IVY TECH COMMUNITY COLLEGE that the following Trustees are elected to the offices specified below:

Stephanie Bibbs..............................................................Chairperson
Andrew Wilson.............................................................First Vice Chairperson
Kim Emmert O’Dell.........................................................Secretary

AND BE IT FURTHER RESOLVED, pursuant to IC 4-22-4-3, the following employees are appointed to serve as assistant secretary and assistant treasurer:

Dominick Chase..........................................................Assistant Treasurer
J.D. Lux .................................................................Assistant Secretary

BE IT FURTHER RESOLVED, the officers will serve thru August 2022, or the date, on which successors are elected, whichever is later.

STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
OF INDIANA

Terry W. Anker, Chairman

Andrew Wilson, Secretary

Dated August 5, 2021