The Bloomington Board of Trustees met on Tuesday, February 13, 2018 in the Executive Board Room at Ivy Tech Community College Bloomington, 200 Daniels Way, Bloomington, Indiana.

Chairwoman Connie Ferguson called the meeting to order and called the roll.

Trustees present: Connie Ferguson, Jim Touloukian, Lynn Coyne, Shawna Girgis, Laura Hammack, Carven Thomas

Others present: Jennie Vaughan, Sue Ellspermann, Amanda Billings, Paul Daily, Susie Graham, Tina Phelps, Joyce Poling, Dr. Larry Swafford, and Michael Reschke (The Herald-Times reporter)

Chancellor Jennie Vaughan reported that the meeting was legally advertised.

INTRODUCTION OF GUESTS

Chancellor Vaughan introduced new trustee Dr. Laura Hammack, Superintendent of the Brown County Schools. Dr. Hammack said that she’s had the privilege to serve as Superintendent for year and half now after working her way up the education ranks. She said that Brown County is eager for a stronger connection with Ivy Tech, and she is thrilled to now be a part of Ivy Tech Bloomington. Chancellor Vaughan announced that Laura was appointed to the Bloomington Board by the College’s State Board of Trustees during their meeting on February 7. Chairwoman welcomed Laura and said she would be a great addition to the board.

APPROVAL OF MINUTES

Trustee Jim Touloukian made the motion to approve the minutes from the November 14, 2017 meeting, and Trustee Lynn Coyne seconded. The minutes were approved unanimously as presented.

CHAIRPERSON’S REPORT

Chairwoman Ferguson welcomed President Ellspermann and thanked her for attending our Board meeting today.

Chairwoman Ferguson said the annual “Florida Friends” donor events are next week in Naples, Florida. She said we have several employees from Bloomington attending including Larry Swafford, Pam Thompson, and Susie Graham.
CHANCELLOR’S REPORT

Chancellor Vaughan introduced President Sue Ellspermann who presented the College’s new strategic plan “Our Communities. Your College. Pathways for Student Success and a Stronger Indiana.” President Ellspermann reviewed how the plan was formulated; shared our new vision and mission statements; and highlighted our goals, strategies, and metrics. Chancellor Vaughan also had the opportunity to share Bloomington’s enrollment projections as part of the strategic plan. President Ellspermann also briefly covered changes to the board by-laws, workforce alignment, and reviewed the College’s reaccreditation process. A copy of the president’s PowerPoint presentation is included with these minutes.

Trustee Carven Thomas asked if there is a plan to increase adult education, and President Ellspermann said we already have several options in place including the Governor’s incentive program Next Level Jobs where adults can come to college for free; a “You Can Go Back” one-time grant of $1,000; and Achieve Your Degree (AYD) which is the best program for adults right now.

Trustee Coyne said that he thought that the new strategic plan was great and was something we needed to do for a while. He asked if the Higher Learning Commission is aware of what we are actually doing and noted that it recently took two years for our campus to get two new programs approved. President Ellspermann said that the HLC has been alerted to our recent reorganization and she thinks that similar approvals will now move faster. Trustee Coyne added that it is critical to move these new programs along for approval so we can quickly meet the needs of our students and employers.

Trustee Shawna Girgis asked how the trustees can help the Bloomington Campus meet its goals. President Ellspermann said that we are already doing a great job with our relationships in our community. She said that we should continue helping students get to Ivy Tech. Trustee Hammack added that she appreciates that the Bloomington Campus is embracing the shift of talking to students in kindergarten about postsecondary education and careers.

ACTION ITEMS

In Doug Giles’ absence, Chancellor Vaughan presented the Expenditure Form. Trustee Touloukian moved to approve the Expenditure Form, and Trustee Thomas seconded the motion. The motion carried unanimously.

DISCUSSION ITEMS

No items were presented for discussion.

INFORMATION ITEMS

Chancellor Vaughan said that she would like to add more trustees from our service areas, including Orange and Martin Counties, in the coming year.
Chairwoman Ferguson said that she is excited about the College’s new strategic plan and is pleased that Chancellor Vaughan was involved in its development. She added that she knows we need to get to students earlier, and she applauded our College for Kids program. Chancellor Vaughan further noted that, in addition to offering summer camps, we are now offering spring break camps to elementary-age students.

FUTURE MEETINGS AND IMPORTANT DATES

February
- “Florida Friends” Foundation/Donor events (February 22 – 23; Naples/Bonita Springs, FL)

March
- Spring Break (entire College): March 10 – 18, 2018
- Regional Board meeting (Tuesday, March 27; 4:00 – 5:00 p.m.; Executive Board Room, Connie and Steve Ferguson Academic Building)
- Annual Scholarship Reception (Tuesday, March 27; 5:00 – 6:30 p.m.)

April
- Ivy Tech’s student production of Anon(ymous) opens April 6 and runs April 7 and April 12 through 14 (Rose Firebay, Ivy Tech John Waldron Arts Center; showtimes are 7:30 p.m.)
- O’Bannon Institute for Community Service (April 26 - 27)
  - 15th Annual Fundraising Dinner – Thursday, April 26; Cook Pavilion
  - Service Awards Breakfast and Annual O’Bannon Institute Day of Service – Friday, April 27; Shreve Hall

May
- Commencement Ceremony (Friday, May 11; 6:00 p.m.; IU Auditorium)
  - NEW THIS YEAR: Trustees and spouses will be invited to an after-ceremony celebration with employees; location TBD (There is no separate dinner for VIPs this year.)
- Regional Board Meeting (Tuesday, May 22; 4:00 – 5:00 p.m.; Executive Board Room, Connie and Steve Ferguson Academic Building)

ADJOURNMENT

Chairwoman Ferguson called for a motion to adjourn the meeting. Trustee Coyne moved to adjourn the meeting, and Trustee Touloukian seconded the motion. The motion was approved unanimously. The meeting adjourned at 4:17 p.m.

___________________________  ______________________
Chair                                      Secretary

___________________________
Date
INTRODUCTION

- Built in support of legislature, CHE, DWD, and the Governor’s Office
- Convened over 200 industry stakeholders and community leaders for input
- Studied best practices and exemplary community college practices
- This plan reflects Indiana’s critical need for college alignment to workforce needs
- This plan leverages the power of the nation’s largest statewide community college system
VISION

Ivy Tech Community College students will earn 50,000 high-quality certifications, certificates, and degrees per year aligned with the needs of our workforce.

MISSION

We are Ivy Tech, Indiana’s Community College. We serve the people of our state through accessible and affordable world-class education and adaptive learning. We empower our students to achieve their career and transfer aspirations. We embrace our vision of economic transformation inspired by the education and earnings attainment of our citizens, the vitality of our workforce, and the prosperity of our unique and diverse communities.
GOAL 1: STUDENT SUCCESS

STRATEGY 1.1 Ensure basic needs of students are met.

STRATEGY 1.2 Support students to succeed in gateway courses on first attempt.

STRATEGY 1.3 Expand capacity for high-demand selective admission programs.

STRATEGY 1.4 Ensure that students’ educational pathways provide for continuous enrollment through completion based upon their timeframe.

STRATEGY 1.5 Support students to intentionally engage with the College leading to individual academic and career success.

STRATEGY 1.6 Utilize technology to create a seamless and intuitive student experience.
## METRICS

### STUDENT SUCCESS

<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 3</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall to Spring Retention</td>
<td>70%</td>
<td>75%</td>
<td>80%</td>
</tr>
<tr>
<td>Fall to Fall Retention</td>
<td>50%</td>
<td>55%</td>
<td>60%</td>
</tr>
</tbody>
</table>

## GOAL 2: RECRUITMENT AND ENROLLMENT
GOAL 2

RECRUITMENT AND ENROLLMENT

STRATEGY 2.1  
Target and attract adult learners who may or may not have college experience by establishing relationships with organizations that serve potential adult students.

STRATEGY 2.2  
Develop comprehensive recruitment and enrollment services training to recruit and enroll high school students including the use of dual credit pathways.

STRATEGY 2.3  
Attract working adults through programs such as Achieve Your Degree to showcase real-life benefits of a certificate or degree and train staff to better recognize and meet adult student needs.

METRICS

RECRUITMENT AND ENROLLMENT

<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 3</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue Generating Headcount</td>
<td>100,472</td>
<td>107,625</td>
<td>119,787</td>
</tr>
<tr>
<td>Revenue Generating Recruits</td>
<td>50,598</td>
<td>52,901</td>
<td>56,122</td>
</tr>
</tbody>
</table>
GOAL 3: COMPLETION

STRATEGY 3.1 Ensure students receive intentional advising to make well-informed decisions toward attaining their educational and career goals.

STRATEGY 3.2 Create a seamless K-14 system.

STRATEGY 3.3 Increase completions of certificates.

STRATEGY 3.4 Increase the number of reverse transfer degrees awarded.
<table>
<thead>
<tr>
<th>METRICS</th>
<th>COMPLETION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Credentials Earned</strong></td>
<td>Year 1</td>
</tr>
<tr>
<td></td>
<td>23,000</td>
</tr>
<tr>
<td><strong>Percent of Students Completing (100% Timeframe)</strong></td>
<td>8%</td>
</tr>
<tr>
<td><strong>Percent of Students Completing (150% Timeframe)</strong></td>
<td>15.8%</td>
</tr>
<tr>
<td><strong>Percent of Students Completing (300% Timeframe)</strong></td>
<td>18.8%</td>
</tr>
</tbody>
</table>

**GOAL 4: WORKFORCE**
GOAL 4  WORKFORCE

STRATEGY 4.1 Ensure campuses focus on high-wage, high-demand jobs by offering the right programs at the right places.

STRATEGY 4.2 Increase work-and-learn experiences for all programs related to high-wage, high-demand jobs.

STRATEGY 4.3 Engage employers to ensure job placements meet workforce needs.

STRATEGY 4.4 Focus career development on placement of students in high-demand, high-wage jobs.

METRICS  WORKFORCE

- **Q4** Percent Completions in Demand/Supply Equilibrium Programs
- **Q3** Percent Completions in Low-Demand/High-Supply Programs
- **Q2** Percent Completions in High-Demand/Limited-Enrollment Programs
- **Q1** Percent Completions in High-Demand/Low-Supply Programs

<table>
<thead>
<tr>
<th>Year</th>
<th>Median Wages at Year One (Percent Above State Median)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>41%</td>
</tr>
<tr>
<td>Year 3</td>
<td>53%</td>
</tr>
<tr>
<td>Year 5</td>
<td>80%</td>
</tr>
</tbody>
</table>
GOAL 5: EMPLOYEE

STRATEGY 5.1 Increase retention of high-performing, talented employees.
STRATEGY 5.2 Foster creativity and increase innovation in faculty and staff.
STRATEGY 5.3 Recruit high-performing, talented employees.
STRATEGY 5.4 Build a world-class adjunct faculty model.
**METRICS**

**EMLOYEE**

<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 3</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Engagement and Insights Survey</td>
<td>72%</td>
<td>74%</td>
<td>76%</td>
</tr>
</tbody>
</table>

**GOAL 6: FINANCIAL**
GOAL 6  FINANCIAL

STRATEGY 6.1  Attract and secure more external funding, focused on philanthropy and grants.

STRATEGY 6.2  Better leverage capital assets to create revenue.

STRATEGY 6.3  Maximize current allocation of resources.

METRICS  FINANCIAL

<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 3</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reserves: Days on Hand</td>
<td>180 Days</td>
<td>180 Days</td>
<td>180 Days</td>
</tr>
<tr>
<td>Reserves: Percent Annual Growth</td>
<td>3%</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>Total Dollars Raised (Foundation and Grants)</td>
<td>$52.3M</td>
<td>$64.6M</td>
<td>$64.3M</td>
</tr>
</tbody>
</table>
GOAL 7: COMMUNITY

STRATEGY 7.1 Work collaboratively with our community leaders.
STRATEGY 7.2 Engage directly with each community’s most pressing needs.
STRATEGY 7.3 Leverage best practices across campuses.
STRATEGY 7.4 Empower campus flexibility within statewide policy and processes.
UNDERSTANDING YOUR CAMPUS’ PERFORMANCE

How might Trustees help the campus deliver and perform?

- Each campus has a proportionate share of the statewide metrics for each of the five years; and, each Chancellor owns their campus-level metrics
- Seek to understand the metrics and what contributes to achieving them
- Ask for regular updates on metrics and the campus’ progress to plan
- Offer your insights, experience, and guidance when it comes to metrics
- Recognize strong performance relative to the metrics
UNDERSTANDING YOUR CAMPUS’ PERFORMANCE
Bloomington Campus 5 year Revenue Generating Projections

Baseline Academic Year 2017-2018
Projected: 8,667  Actual: 8,742

Academic Year 2018-2019:
Projected: 9,440

Academic Year 2019-2020:
Projected: 9,723

Academic Year 2020-2021:
Projected: 10,112

Academic Year 2021-2022:
Projected: 10,618

Academic Year 2022-2023:
Projected: 11,255

COMMUNITY-BASED BOARDS LEGISLATION

- Current Statute – IC 21-22-6
- Change word “regional” to “campus” or “campus service area”
- Maintain language that require representatives of the manufacturing, commercial, agricultural, labor, and educational groups
- Change requirement to fill vacancy from 40 days to 90 to coincide with quarterly meeting requirement
- Add language to emphasize workforce alignment focus mission
PARTNERSHIP WITH WORKFORCE ALIGNMENT

• Serve as an employer/community thought leader, providing strategic advice and counsel to the chancellor and cabinet
• Provide input and feedback relative to workforce market demand and supply data and information
• Provide advice regarding credit and non-credit education and training programs
• Make links and connections with employers, K-12, and other key groups in the community, serving as a convener when possible
• Model employer best practices including strategies around talent development, human resources policies, and relationships with secondary and post-secondary education entities

COLLEGE REACCREDITATION

• Higher Learning Commission scheduled visit April 15/16, 2019, with several campus visits before/after this date
• Ivy Tech drafts and submits two arguments – Assurance and Compliance – one month prior to visit
• Purpose of visit, conducted by higher education peers, is to assure quality of structure and service throughout all functions of the College
• State and campus committees are working on arguments, collecting supporting evidence, and preparing for visits
• If you see more information about accreditation in a newsletter, on the website, in a Town Hall, take a moment to look closely – everyone will play a role in successful reaccreditation!
• Questions/concerns to Marcus Kolb (mkolb14@ivytech.edu)