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

**Wednesday, December 2, 2015**

1:30 pm – 5:00pm  **Executive Session of the State Board of Trustees**  
The State Trustees will meet in Executive Session at the Corporate College and Culinary Center, 2820 N Meridian Street, Indianapolis, IN 46208. and are permitted under IC 5-14-1.5-6.1(b), to discuss the subjects listed below. For each subject, a reference to the applicable subdivision of IC 5-14-1.5-6.1 (b) and a description of that subject are included.

1. (2)(B) Initiation of litigation that is either pending or has been threatened specifically in writing.
2. (2)(D) The purchase or lease of real property by the Governing Body up to the time a contract or option to purchase or lease is executed by the parties.
3. (5) To receive information about and interview prospective employees.
4. (7) For discussion of records classified as confidential by state or federal statute.
5. (9) To discuss job performance evaluations of individual employees. This subdivision does not apply to a discussion of the salary, compensation, or benefits of employees during a budget process.

**Thursday, December 3, 2015**

8:00 am – 9:00 am  **Audit Committee Meeting**

9:00 am – Noon  **Board Committee Meetings (open to the public)**  
The State Trustees will hold the regular committee meetings at Corporate College and Culinary Center, 2820 N Meridian Street, Indianapolis, IN 46208.

- 9:00 am – 10:00am  **Planning and Education**
- 10:00 am – 10:15 am  **Building, Ground, & Capital Committee**
- 10:15 am – 11:00am  **Corporate College**
- 11:00 am – Noon  **Budget and Finance**

1:00 pm – 3:00 pm  **Regular State Board of Trustees Meeting (open to the public)**  
The State Trustees will hold a regular meeting at the Corporate College and Culinary Center, 2820 N Meridian Street, Indianapolis, IN 46208 to consider and take action on such items as may be brought before them.

Secretary  
Dated this 16th November, 2015
# IVY TECH COMMUNITY COLLEGE STATE BOARD OF TRUSTEES MEETING

**THURSDAY, DECEMBER 3, 2015**

1:00PM – 3:00PM

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I. Roll Call

II. Report of Secretary on Notice of Meeting

III. Approval of Minutes

Regular Meeting, September 30, 2015

IV. Reports of Board Committees

a) Executive Committee, Paula Hughes, Chair

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

c) Budget and Finance Committee, Jesse Brand, Chair

Resolution 2015-72, Approval of a Revised College Investment Policy

Resolution 2015-73, Approval of Continuing Contract with Oracle America, INC.

Resolution 2015-74, Approval of Contract for Custodial Services at the Southwest Region

Resolution 2015-75, Approval of Accounts Receivable Write-Offs for the Fiscal Year Ending June 30, 2015

V. Planning and Education Committee, Kaye Whitehead, Chair

VI. Audit Committee, Stewart McMillian, Chair

VII. Corporate College Committee, Larry Garatoni, Chair

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

IX. State of the College, Thomas J. Snyder, President
X. Old Business

XI. New Business

Resolution 2015-76, Reappointment of Regional Trustees – Southern Indiana
Resolution 2015-77, Appointment of Regional Trustees – Central Indiana

XII. Adjournment

*Matters may be added to or deleted from the board agenda between the date of the preliminary agenda and the board meeting*
MINUTES OF THE MEETING OF THE STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
September 30, 2015

Chairperson Paula Hughes called the September 30, 2015 regular meeting of the State Board of Trustees to order at 1:00 pm at the Evansville Campus, 3501 First Avenue, Evansville, IN 47710

A. ROLL CALL

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

The following State Trustees were present:

Ms. Paula Hughes, Chairperson
Mr. Michael R. Dora, Vice Chair
Mr. Bob Jones, Secretary
Mr. Jesse Brand
Mr. Larry Garatoni
Mr. Richard R. Halderman (on phone not voting)
Ms. Lillian Sue Livers
Mr. Lee J. Marchant
Ms. Kimra Schleicher
Mr. Steve Schreckengast
Ms. Kaye H. Whitehead

The following State Trustees were unable to attend:

Mr. Michael A. Evans
Mr. Stewart McMillan
Mr. Darrel Zeck

B. EXECUTIVE SESSION MEMORANDA:

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

The State Board of Trustees met in Executive Session on September 29, 2015 at 3:00 pm (CST) at the Evansville Campus, 3501 First Avenue, Evansville, IN 47708

Members present were: Mr. Richard R. Halderman, Ms. Paula Hughes, Mr. Michael Dora, Mr. Jesse Brand, Mr. Larry Garatoni, Mr. Bob Jones, MS. Lillian Sue Livers Mr. Lee J. Marchant, Ms. Kimra Schleicher, Mr. Stewart McMillan, Mr. Steve Schreckengast, Ms. Kaye H. Whitehead and

Members absent were: Mr. Michael A. Evans, Mr. Darrell Zeck
The Trustees considered the following items as permitted under IC 5-14-1.5-6.1(b). For each subject, a reference to the applicable subdivision of IC 5-14-1.5-6.1 (b) and a description of that subject are included.

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

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

C. NOTICES OF MEETING MAILED AND POSTED:
Vice Chair Michael Dora confirmed that notices of the August 30, 2015, regular meeting were properly mailed and posted.

D. APPROVAL OF BOARD MINUTES:
Trustee Larry Garatoni moved for approval of the minutes of the August 6, 2015 regular board meeting. Trustee Livers seconded the motion and the motion carried unanimously.

Trustee Kaye Whitehead moved for approval of the minutes of the September 9, 2015 special board meeting. Trustee Livers seconded the motion and the motion carried unanimously.

E. COMMITTEE REPORTS:

**Item 1** Chairperson Hughes reported that the Executive Committee met, reports it has been an eventful few months as we move into the search process for new President, we thank him for his years of service as there are some big shoes to fill. We will be hosting Listening Tours at five different locations, more information to come.

**Item 2** Chairperson Hughes called upon Trustee Schreckengast, Chair of the Committee, to give the *Building, Grounds and Capital Committee Report*. Trustee Schreckengast reported three action items for approval.

Trustee Schreckengast moved for approval of
Resolution 2015-58, Approval of a Change Order to J.C. Ripberger Contract for General Trades Work Needed to Complete Additional Scope at the Noblesville Campus, Region 8/Central Indiana

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

Trustee Schreckengast moved for approval of

Resolution 2015-59, Approval of a Change Order to Johnson-Melloh, Inc. Contract for Plumbing Work Needed to Complete Additional Scope at the Noblesville Campus, Region 8/Central Indiana

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

Trustee Schreckengast moved for approval of

Resolution 2015-60, Approval of a Change Order to the Rex Collins Contract for Electrical Work Needed to Complete Additional Scope at the Noblesville Campus, Region 8/Central Indiana

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

Resolution 2015-61, Approval of a Contract with B&S Plumbing & Heating, Inc. for HVAC Replacement at Isaac Building in Terre Haute, Region 7/Wabash Valley

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

Resolution 2015-62, Approval of a Contract with Indiana University to Accept Alternate Bid for Build Out of Science Labs in New Art and Science Building in Gary, region 1/Northwest Indiana

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

The committee reviewed current trends in public works bidding and what the College is doing to increase bidder participation.

Item 3

Chairperson Hughes called upon Trustee Jesse Brand, Member of the Committee, for a report from the Budget and Finance Committee. Trustee Jones reported an investment report and an update on the bond refinancing and the procurement goals and there are three action items for approval

Trustee Brand moved for approval of

RESOLUTION NUMBER 2015-63, Approval of Five-Year Agreement with COS-XEROX for Managed Print Services

Trustee Schleicher seconded the motion, and the motion carried unanimously.
Trustee Brand moved for approval of

**RESOLUTION NUMBER 2015-64**, Approval of an Enterprise Agreement with Adobe Systems, INC

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

Trustee Brand moved for approval of

**RESOLUTION NUMBER 2015-65**, Approval to Enter into a Statement of Work for Student Coaching Programs, Office of the President/Statewide

Trustee Whitehead seconded the motion, and the motion carried unanimously

**Item 4**  
Chairperson Hughes called upon Trustee Kaye Whitehead, Chair of the Committee, for a report from the **Planning and Education Committee**. Trustee Whitehead reported there were no action items for approval. Trustee Whitehead noted we had many updates.

Words from the Provost Presenter: *Dr. Steven Tincher, Interim Provost and Vice President for Business and Public Services Division*

*Enrollment Report Fall 2015/ Career Services Update, Jeff Fanter, Senior Vice President Student Experience/Communication & Marketing*

*Anne Valentine, Vice President Student Experience & Customer Service*

*Discipline Dialogue Summary, Dr. Marcus Kolb, Assistant Vice President of Academic Policy and Assessment*

*Online and Competency Based Education Update, Kara Monroe, Associate Vice President Online Academic Programs*

*CHE Review, Dr. Steven Tincher, Interim Provost and Vice President for Business and Public Services Division and Chancellors*

**Item 5**  
Chairperson Hughes called upon Trustee Brand, Member of the Committee, for a report from the **Audit Committee**. Trustee Brand reported no actions items.

**Item 6**  
Chairperson Hughes called upon Trustee Garatoni, Chair of the Committee, for a report from the **Corporate College Committee**. Trustee Garatoni reported there were no action items for the board to consider. Trustee Garatoni reported Anne Brinson Director of Corporate College and Chief Information Officer, provided status update and are assessing Trustee McMillan reported we have dug out of many holes with many great opportunities ahead.
F. TREASURER’S REPORT:

Chairperson Hughes called upon Senior Vice President Chris Ruhl for the Treasurer’s report. Audit Opinion expected in mid-October. No major issues expected.

Higher Learning Commission financial composite score of 4.2 (preliminary) puts College in highest category; Total Assets Increased 4% to $1.037 billion; Net Assets Increased 9% to $598 million; includes pension liability of $16M; Unrestricted Net Assets Increased 6% to $307 million; Outstanding Debt = $334 million, decrease of 5% vs. prior year; Total Revenues were $606M, a 5% decrease compared to prior year; Total Expenses were $558M, a 7% decrease compared to prior year; Net Margin = 8.6%

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

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

G. STATE OF THE COLLEGE

Chairperson Hughes called upon President Snyder for the President’s report.

President Snyder called upon Cory Clasemann-Ryan, Assistant Vice President, Institutional Research and Jill Kramer, Associate Vice President Planning/Research, Grant Development to provide updates on Pell Grants and Metrics.

H. OLD BUSINESS

Chairperson Hughes called for old business, and there was none.

I. NEW BUSINESS

Chairperson Hughes called for new business.

Trustee Schleicher moved for approval of

Resolution Number 2015-66, Approval of Increasing the Number of Board of Trustees from Seven (7) to Nine (9) for Ivy Tech Community College-Southwest

Trustee Garatoni seconded the motion, and motion carried unanimously

Trustee Garatoni moved for approval of

Resolution Number 2015-67, Reappointment of Regional Trustees-North Central
Trustee Schreckengast seconded the motion, and the motion carried unanimously

Trustee Garatoni moved for approval of

**Resolution Number 2015-68**, Reappointment and Appointment of Regional Trustees-Northwest

Trustee Schreckengast seconded the motion, and the motion carried unanimously

Trustee Brand moved for approval of

**Resolution Number 2015-69**, Appointment of Regional Trustee-Columbus

Trustee Schreckengast seconded the motion, and the motion carried unanimously

Trustee Schleicher moved for approval of

**Resolution Number 2015-70**, Appointment of Regional Trustee-Southwest

Trustee Schreckengast seconded the motion, and the motion carried unanimously

Trustee Garatoni moved for approval of

**Resolution Number 2015-71**, Approval of Institutional Metric Process

Trustee Whitehead seconded the motion, and the motion carried unanimously
J. **ADJOURNMENT**

With no further business to come before the Board, Chairperson Paula Hughes called for a motion to adjourn the meeting.

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

Chairperson Hughes adjourned the meeting.

STATE TRUSTEES  
IVY TECH COMMUNITY COLLEGE

_______________________________  
Paula Hughes, Chairman

_______________________________  
Bob Jones, Secretary

Dated October 5, 2015  
Prepared by Gretchen L. Keller, Recording Secretary
APPROVAL OF A REVISED COLLEGE INVESTMENT POLICY

RESOLUTION NUMBER 2015-72

WHEREAS, the Trustees of Ivy Tech Community College are authorized and empowered by IC 21-29-2-2 to establish written policies for the investment of funds, and

WHEREAS, the Trustees approved the current investment policy in 2013, and

WHEREAS, revisions have been identified that will improve the policy, and

WHEREAS, the Senior Vice President and Chief Financial Officer of the College has presented a revised Investment Policy to the Budget and Finance Committee of the Board, and

WHEREAS, the Budget and Finance Committee has reviewed the plan and recommends approval;

NOW THEREFORE BE IT RESOLVED, that the Investment Policy, attached hereto, is adopted.

State Trustees
Ivy Tech Community College

_____________________________
Paula S. Hughes, Chairman

_____________________________
Robert G. Jones, Secretary

Dated: December 3, 2015
INVESTMENT POLICY FOR IVY TECH COMMUNITY COLLEGE

I. Statement of Purpose:

The investment policies are adopted by the State Board of Trustees to direct the prudent investment of College operating funds in a manner consistent with the objectives as hereby stated.

II. Investment Philosophy and Objective:

It shall be the policy of Ivy Tech Community College to manage the investment portfolio of the College in a manner described in the Indiana Constitution and Indiana Code. The investment portfolio is a source of funds for current and future operations of the College. Objectives include:

A. Compliance with all statutory requirements of the State of Indiana
B. Safety and preservation of principal
C. Sufficient liquidity to meet institution needs
D. Maximum return on investment while maintaining safety of principal and adequate liquidity for institutional needs
E. Efficient management of costs and fees to administer and manage the investment portfolio

III. Scope of the Investment Policy:

This investment policy applies to those assets for which the State Board of Trustees and the Senior Vice President and Chief Financial Officer have discretionary authority. Assets subject to this investment policy include:

A. Designated funds held by the College to be invested separately as required by law, contract, or College policy
B. Pooled investments held by the College that are not specifically designated.

Assets excluded from this policy include:

A. Funds held by a bond trustee
B. Endowment funds
C. Voluntary Employee Beneficiary Association (VEBA) trusts
IV. Investment Officer - Authority:

The Senior Vice President and Chief Financial Officer of the College or designee has the exclusive authority to implement and comply with the investment policies set forth in this document. The Senior Vice President and Chief Financial Officer also has the authority to make exceptions to the Investment Policy. Exceptions will be reported back to the State Board of Trustees at the next State Board meeting. If current investment holdings do not meet the parameters of this Investment policy on the date it becomes effective, those holdings not in compliance may be sold or maintained at the discretion of the SVP/CFO taking into consideration the best interests of the College as a whole.

V. Asset Allocation:

The portfolio shall maintain a prudently diversified investment portfolio. The investment structure is divided into liquidity tiers to provide for income maximization while meeting the daily liquidity requirements of the College. The overall investment allocation is designed in accordance with the College’s Investment Philosophy and Objectives.

VI. Authorized Investments:

The following investments shall be authorized subject to the limits indicated:

A. Certificates of Deposit and/or Interest-bearing Deposit Accounts

1. Must be insured by the Federal Deposit Insurance Corporation (FDIC) and the Public Deposit Insurance Fund (PDIF)
2. Maximum maturity: five (5) years.
3. One bank’s deposits must not exceed twenty (20%) of the College’s total investment portfolio at time of purchase.

B. U.S. Government Treasury Securities

1. Maximum maturity: five (5) years.

C. U.S. Government Agency Securities

1. Maximum maturity: five (5) years.

D. Repurchase Agreements

1. Maximum maturity: fourteen (14) days.
2. Collateral: U.S. Treasury and Agency Securities with the College having a perfected interest in the securities. The value of the securities must equal or exceed the principal plus anticipated interest earnings.

E. Commercial Paper

1. Maximum maturity: two hundred seventy (270) days.

2. Must be rated at least A-2 or P-2 by Standard and Poor’s or Moody’s.

3. The College’s total investment in Commercial Paper and corporate bonds combined may not exceed 65% of total investments.

No more than one million ($1,000,000) or ten percent (10%) of the College’s total investment, whichever is less, may be invested in any one company at one time.

No more than twenty-five percent (25%) of the total Commercial Paper portfolio may be invested in a single industry.

F. Money Market Accounts/Funds

1. Investment participation is limited to funds that are subject to SEC Rule 2a-7 with assets totaling at least $1,000,000,000 or funds managed by Indiana banks insured by the Public Deposit Insurance Fund (PDIF).

G. Corporate Bonds and Notes

1. Maximum maturity: 5 years and 3 weeks.

2. At least 85% of the securities shall have, at the time of purchase, a credit quality rating of no less than “BBB-/Baa3”.

3. Corporate bonds and commercial paper combined shall not exceed 65% of the College’s total investment portfolio.

4. No security of an individual corporate bond or note issuer shall exceed 5% of the College’s total investment portfolio.

H. Municipal Bonds

1. Maximum maturity: 5 years and 3 weeks.

2. At least 85% of the securities shall have, at the time of purchase, a credit quality rating of no less than “BBB-/Baa3”.

3. Municipal bonds shall not exceed 25% of the College’s total investment portfolio.
4. No security of a municipal bond issuer shall exceed 5% of the College’s total investment portfolio.

I. Asset and Mortgage Backed Securities (ABS, MBS, CMBS)

1. Shall be rated at least “AA-” at the time of purchase.

2. Asset-Backed Securities and Mortgage-Backed Securities shall not exceed the following limits:
   - Asset Backed (ABS) may not total more than 40% of the portfolio.
   - Residential Agency Mortgage-Backed (MBS) may not total more than 60% of the portfolio.
   - Residential Non-Agency MBS may not total more than 10% of the portfolio.
   - Commercial Mortgage-Backed (CMBS) may not total more than 20% of the portfolio.

3. The maximum amount invested in any single issuer of an asset-backed security or mortgage-backed security shall not exceed 2.5% of the College’s total investment portfolio. Securities backed by the full faith and credit of the United States Government or any of its instrumentalities shall not be subject to these exposure limitations.

Overall Portfolio Guidelines

1. Combined exposure to non-Government sectors, including Commercial Paper, Corporates, Municipal Bonds, Mortgage-Backed, Commercial Mortgage-Backed and Asset-Backed Securities, shall not exceed 85% of the College’s total investment portfolio (15% minimum investment in U.S. Government and Agency securities).

2. The overall portfolio must adhere to a minimum average quality requirement of A-.

VII. Prohibited Securities

A. It is the intent of this policy to not have College funds invested in equities, commodities, preferreds, convertible fixed income securities, purchases of futures and options, swaps, precious metals, purchases of unregistered securities and any transaction that is a “prohibited transaction” under the Internal Revenue Code. Gifts of stock, to the College, may be accepted and held until the SVP/CFO determines a prudent time to dispose of the equities.
VIII. Quality Ratings:

A. The quality rating guidelines that are to be used shall be the ratings as of the date of
the purchase of the security. If a rating change occurs which disqualifies a security that
is already present in the College’s portfolio, the following procedures are to be
implemented:

1. If the investment is to mature within six months from the date of the rating
change, no action is required. Action may be taken, however, if it is deemed to be
in the College’s best interest.

2. If the maturity of the investment exceeds six months from the date of the rating
change, it must be sold within 30 days from the discovery of the rating change.

B. Cash and securities held by brokerage firms must be insured in full to protect the
College against loss from other than market fluctuations.

IX. Qualified Institutional Buyer:

Ivy Tech Community College is a Qualified Institutional Buyer and is permitted to participate
in the market for securities under Rule 144A.

X. Placement of Investments:

It is the College’s policy to solicit bids. Investments are to be placed with the eligible
financial institution submitting the highest and best net bid for the type and amount of
investment requested. Diversification of College assets may be considered in selecting the
best bid. Overnight investments need not be bid. Exceptions to the bid process are
authorized when time constraints are such that a loss of income would result if bids were
solicited.

In determining the number of bids to be solicited and which institutions are to be
contacted, time available to place investments in order to obtain same-day investments of
funds, total net yield over the life of the investment and level of service are to be
considered.

In the event two or more eligible institutions submit the same high net bid for the type of
investment requested, the investment may be placed with the institution selected at the
discretion of the SVP/CFO after considering such factors as accumulated investments
already placed and service provided by the institution.
XI. **External Investment Managers:**

The management of the College portfolio may be delegated in whole or in part to an outside professional investment manager(s)/advisor(s) upon recommendation of the Senior Vice President and Chief Financial Officer and subject to State Board approval. The College may retain a prudent expert (a bank, insurance company or investment advisor as defined by the Registered Investment Advisors Act of 1940). In delegating management to an outside professional investment manager or advisor, the following characteristics shall be considered:

- Investment manager or advisor strategy and approach
- Minimum and maximum investments under management
- Client service capabilities and fees
- Performance criteria relative to an appropriate index or peer group

The Senior Vice President and Chief Financial Officer is responsible for on-going monitoring of investment managers and advisors, including adherence to the Investment Policy, rates of return and investment results relative to appropriate indices and peer groups and material changes in the investment manager or advisor’s investment philosophy, organization or key personnel.

Periodic reporting shall be provided to the Budget and Finance Committee of the Board of Trustees.

Investment Managers are expected to adhere to the Investment Policy. They may, however, be subject to more specific guidelines in their respective contracts or as noted within written exhibits or addendums.

XII. **Premiums or Discounts:**

Securities may be purchased at either a premium or a discount. If securities are purchased at other than par value, the discount or the premium will be amortized over the life of the investment in compliance with Generally Accepted Accounting Principles (GAAP).

XIII. **Gains/Losses:**

Securities may be sold for more or less than book value if such action would be consistent with the College’s investment goals. Any sale of a security that results in a gain or loss must be reflected in current investment income.
XIV. Safekeeping:

Investments purchased from financial institutions are to be safe kept at the institution from which they are purchased. Investments purchased from securities firms may be safe kept at the securities firm on behalf of the College or delivered to the financial institution designated for custodianship.

XV. Reporting:

The Cash and Auxiliary Accounting Department will prepare, on a quarterly basis, reports, which list the investment purchases, income, maturities, and the ending investment balance by College fund. A summary report will be presented to the Board of Trustees and the detail reports are filed in the Senior Vice President and Chief Financial Officer’s office.

Last Updated: December 2015.
APPROVAL OF CONTINUING CONTRACT WITH ORACLE AMERICA, INC.

RESOLUTION NUMBER 2015-73

WHEREAS, Oracle America, Inc. provides the database engine that drives Banner, and

WHEREAS, the current enterprise agreement (EA) with Oracle America, Inc. expires on December 31, 2015, and

WHEREAS, at the request of the Chief Information Officer, the Office of Technology has successfully negotiated a new enterprise agreement (EA) with Oracle America, Inc. for various key software titles manufactured by Oracle America, Inc. and critical to the continued ability of the College to meet its educational mission, and

WHEREAS, based on the negotiations with Oracle America, Inc. and benchmarking results against other state and higher education entities, the Office of Technology has determined that the price the College negotiated with Oracle America, Inc. is the lowest possible cost to the College for the software that will meet the College’s ongoing needs, and

WHEREAS, the term of this new Financing Agreement would be one and a half years commencing on December 31, 2015 and continuing through June 30, 2017 for a total of $2,188,788.93. Payment would be made in two installments of $723,169.62 in December 2016 and $1,465,619.31 in July 2016.

WHEREAS, the State Board of Trustees of Ivy Tech Community College must approve any contract entered into by the College imposing a financial obligation in excess of $500,000.

NOW THEREFORE BE IT RESOLVED, that the State Board of Trustees do hereby authorize and direct the President of the College, or any other officer of the College designated by the President, to sign the proposed enterprise agreement (EA) with Oracle America, Inc., with the terms described above after the Finance Agreement has been approved by the College General Counsel.

STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE

________________________________________
Paula S. Hughes, Chairman

________________________________________
Robert G. Jones, Secretary

Dated: December 3, 2015
RESOLUTION NUMBER 2015-74

WHEREAS, the current custodial service is provided by Glenn’s Cleaning Service and the contract terminates on December 31, 2015.

WHEREAS, a RFP was issued with notice in the Evansville Courier and Press. Further, notice was emailed directly to all previous RFP participants, Mid-States Minority Supplier Development Council, and MBE/WBE/VBE businesses registered in the security services category with the Indiana Department of Administration. Notice was also posted in the Conexus system.

WHEREAS, bids were received from six cleaning companies.

WHEREAS, after reviewing all bids for work plan performance, experience, and compliance with the RFP, Glenn’s Cleaning Service was determined to be the best bid for $218,032.90 per year.

NOW THEREFORE BE IT RESOLVED, that the State Board of Trustees do hereby authorize and direct the President of the College, or any other officer of the College designated by the President, to sign the proposed enterprise agreement with Glenn’s Cleaning Service for an initial term of 2 years beginning on January 1, 2016, with an option to renew for an additional term of 12 months after review by the College General Counsel.

State Trustees
Ivy Tech Community College

__________________________
Paula S. Hughes, Chairman

__________________________
Robert G. Jones, Secretary

Dated: December 3, 2015
RESOLUTION NUMBER 2015-75

WHEREAS, certain outstanding student accounts receivable amounts have been deemed uncollectible by the regional administration responsible for their collection as evidenced by action of their respective regional boards, and

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

NOW THEREFORE BE IT RESOLVED, that the accounts receivable totaling $6,664,362 of student fees and charges owed, which is approximately 2.87% of the total of $232,454,653 operations fund gross student fees for 2014-15, and $2,863,267 of bookstore and other charges are hereby declared uncollectible for accounting purposes and are to be written-off by the Senior Vice President, CFO and General Counsel of the College, and

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

State Trustees
Ivy Tech Community College

________________________
Paula S. Hughes, Chairman

________________________
Robert G. Jones, Secretary

Dated: December 3, 2015
REAPPOINTMENT OF REGIONAL TRUSTEES  
Southern Indiana

RESOLUTION NUMBER 2015-76

WHEREAS, the Southern Indiana Regional Board would like to reappoint four members to the Southern Indiana Regional Trustees, and

WHEREAS, the Southern Indiana Regional Board Nominating Committee has agreed to recommend the individuals listed below to each serve a three year term on the Southern Indiana Regional Board of Trustees;

<table>
<thead>
<tr>
<th>NAME</th>
<th>CONSTITUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paul Perkins</td>
<td>Manufacturing</td>
</tr>
<tr>
<td>Anne Pfau</td>
<td>Manufacturing</td>
</tr>
<tr>
<td>Dana Huber</td>
<td>Agriculture</td>
</tr>
<tr>
<td>David Vince</td>
<td>Commerce/Labor</td>
</tr>
</tbody>
</table>

AND WHEREAS, the recommended candidates meet all of the attributes and expectations delineated in Resolution Number 2008-53;

NOW THEREFORE BE IT RESOLVED, that Paul Perkins, Anne Pfau, Dana Huber and David Vince are hereby reappointed as regional trustees for Ivy Tech Community College of Indiana – Southern Indiana, effective immediately,

AND FURTHER BE IT RESOLVED, Paul Perkins, Anne Pfau, Dana Huber and David Vince will serve through June 30, 2018, or the date, on which successors are duly appointed, whichever is later.

STATE TRUSTEES  
IVY TECH COMMUNITY COLLEGE

__________________________________________
Paula Hughes, Chairperson

__________________________________________
Bob Jones, Secretary

Dated December 3, 2015
RESOLUTION NUMBER 2015-77

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

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

<table>
<thead>
<tr>
<th>NAME</th>
<th>CONSTITUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paul Brenner</td>
<td>Commerce</td>
</tr>
</tbody>
</table>

AND WHEREAS, the recommended candidate meets all of the attributes and expectations delineated in Resolution Number 2008-53;

NOW THEREFORE BE IT RESOLVED, that Paul Brenner is hereby appointed as regional trustees for Ivy Tech Community College of Indiana – Central Indiana, effective immediately,

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

STATE TRUSTEES
IVY TECH COMMUNITY COLLEGE

____________________________________
Paul Hughes, Chairperson

____________________________________
Bob Jones, Secretary

Dated December 3, 2015
## TREASURER'S REPORT
IVY TECH COMMUNITY COLLEGE  
SPONSORED PROGRAM FUNDS  
September 1, 2015 THROUGH September 30, 2015

<table>
<thead>
<tr>
<th>Campus</th>
<th>Title or Description</th>
<th>Source</th>
<th>Amount</th>
<th>Effective Date</th>
<th>Expiration Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fort Wayne</td>
<td>131 CHE ScholarCorps AmeriCorps 2015-2016</td>
<td>Indiana Commission for Higher Education</td>
<td>$2,000</td>
<td>08/01/15</td>
<td>07/31/16</td>
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<tr>
<td>Central Office</td>
<td>901 Employment and Training 2015-2016 Apprenticeship</td>
<td>Indiana Department of Workforce Development</td>
<td>4,250,000</td>
<td>07/01/15</td>
<td>06/30/16</td>
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<tr>
<td>Columbus</td>
<td>201 Heritage Fund - Design Workshop</td>
<td>Community Foundation of Bartholomew County</td>
<td>5,000</td>
<td>08/01/15</td>
<td>05/31/16</td>
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<tr>
<td>Muncie</td>
<td>161 ICC Gardens of Ivy</td>
<td>Indiana Campus Compact</td>
<td>2,250</td>
<td>10/01/15</td>
<td>01/30/16</td>
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<tr>
<td>Central Office</td>
<td>901 IRHA IRWIN Grant</td>
<td>Indiana Rural Health Association</td>
<td>51,110</td>
<td>08/01/15</td>
<td>07/31/18</td>
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<td>Bloomington</td>
<td>RSB15A-B 241 2015 SC ISBDC Prime Grant/Fed CBDG</td>
<td>Indiana Office of Small Business and Entrepreneurship</td>
<td>64,959</td>
<td>07/01/15</td>
<td>12/31/15</td>
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**TOTAL** $4,375,319
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<thead>
<tr>
<th>Campus</th>
<th>Title or Description</th>
</tr>
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<tbody>
<tr>
<td>Sellersberg</td>
<td>RP1623 231 Perkins - Sellersberg 2015-2016</td>
</tr>
<tr>
<td>Lafayette</td>
<td>RP1604 141 Perkins - Lafayette 2015-2016</td>
</tr>
<tr>
<td>Columbus</td>
<td>RP1620 201 Perkins - Columbus 2015-2016</td>
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<tr>
<td>Kokomo</td>
<td>RP1605 151 Perkins - Kokomo 2015-2016</td>
</tr>
<tr>
<td>South Bend (NC)</td>
<td>RP1602 121 Perkins - North Central 2015-2016</td>
</tr>
<tr>
<td>Richmond</td>
<td>RP1609 191 Perkins - Richmond 2015-2016</td>
</tr>
<tr>
<td>Central Indiana</td>
<td>RP1608 181 Perkins - Central Indy 2015-2016</td>
</tr>
<tr>
<td>Bloomington</td>
<td>RP1624 241 Perkins - Bloomington 2015-2016</td>
</tr>
<tr>
<td>Gary (NW)</td>
<td>RP1601 111 Perkins - Northwest 2015-2016</td>
</tr>
<tr>
<td>Terre Haute</td>
<td>R02511 171 NIFA Elevating Precision Ag Education</td>
</tr>
<tr>
<td>Evansville (SW)</td>
<td>R02512 221 ICAN - Trends in Rx Drug Abuse</td>
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<td>Fort Wayne (NE)</td>
<td>RP1603 131 Perkins - Northeast 2015-2016</td>
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<tr>
<td>Muncie (EC)</td>
<td>RP1606 161 Perkins - East Central 2015-2016</td>
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<td>Columbus</td>
<td>R02515 Walmart Ag Program Grant</td>
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<td>Madison (SE)</td>
<td>RP1621 211 Perkins Southeast 2015-2016</td>
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<td>Terre Haute</td>
<td>RP1607 171 Perkins Wabash Valley 2015-2016</td>
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<tr>
<td>Evansville (SW)</td>
<td>RP1622 221 Perkins Southwest 2015-2016</td>
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<td>Source</td>
<td>Amount</td>
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<tr>
<td>------------------------------------------------------</td>
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<tr>
<td>Indiana Department of Workforce Development</td>
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<td>U.S. Department of Agriculture</td>
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<td>Indiana Collegiate Action Network</td>
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<tr>
<td>Indiana Department of Workforce Development</td>
<td>112,529.00</td>
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TOTAL $1,958,309
## Grants & Contracts

<p>| | |</p>
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<tbody>
<tr>
<td>Total this Report</td>
<td>$4,375,319</td>
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<tr>
<td>2015-2016 YTD-Total to Date</td>
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<tr>
<td>2014-2015 Fiscal Year-End Total</td>
<td>20,718,246</td>
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<tr>
<td>2013-2014 Fiscal Year-End Total</td>
<td>27,105,576</td>
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<tr>
<td>2012-2013 Fiscal Year-End Total</td>
<td>23,049,587</td>
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<tr>
<td>2011-2012 Fiscal Year-End Total</td>
<td>26,290,960</td>
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<tr>
<td>2010-2011 Fiscal Year-End Total</td>
<td>24,631,272</td>
</tr>
<tr>
<td>2009-2010 Fiscal Year-End Total</td>
<td>40,659,468</td>
</tr>
<tr>
<td>2008-2009 Fiscal Year-End Total</td>
<td>22,864,309</td>
</tr>
<tr>
<td>2007-2008 Fiscal Year-End Total</td>
<td>15,516,944</td>
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<tr>
<td>2006-2007 Fiscal Year-End Total</td>
<td>$17,679,145</td>
</tr>
<tr>
<td>Fiscal Year-End Total</td>
<td>Total</td>
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<td>-----------------------</td>
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<tr>
<td>2015-2016 YTD-Total to Date</td>
<td>$11,489,051</td>
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<tr>
<td>2014-2015 Fiscal Year-End Total</td>
<td>20,718,246</td>
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<td>2013-2014 Fiscal Year-End Total</td>
<td>27,105,576</td>
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<tr>
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<td>15,516,944</td>
</tr>
<tr>
<td>2006-2007 Fiscal Year-End Total</td>
<td>17,679,145</td>
</tr>
<tr>
<td>2005-2006 Fiscal Year-End Total</td>
<td>$25,057,679</td>
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<tr>
<td>Authorization for Disbursement</td>
<td>Purpose of Disbursement</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>-------------------------</td>
</tr>
<tr>
<td>I. Article VIII Contracts and Other Documents Approval and Authorization of the Board</td>
<td>A Health Savings Account</td>
</tr>
<tr>
<td></td>
<td>B Retirement</td>
</tr>
<tr>
<td></td>
<td>C Retirement</td>
</tr>
<tr>
<td></td>
<td>D FICA/MFQE/Federal Taxes</td>
</tr>
<tr>
<td></td>
<td>E County and State Taxes</td>
</tr>
<tr>
<td></td>
<td>F Reimbursement for Health Ins. Claims</td>
</tr>
<tr>
<td></td>
<td>G Rx Payment</td>
</tr>
<tr>
<td></td>
<td>H Retirement</td>
</tr>
<tr>
<td></td>
<td>I FICA/MFQE/Federal Taxes</td>
</tr>
<tr>
<td></td>
<td>J Reimbursement for Health Ins. Claims</td>
</tr>
<tr>
<td></td>
<td>K Rx Payment</td>
</tr>
<tr>
<td></td>
<td>L Health Savings Account</td>
</tr>
<tr>
<td></td>
<td>M FICA/MFQE/Federal Taxes</td>
</tr>
<tr>
<td></td>
<td>N Retirement</td>
</tr>
<tr>
<td></td>
<td>O Retirement</td>
</tr>
<tr>
<td></td>
<td>P Reimbursement for Health Ins. Claims</td>
</tr>
<tr>
<td></td>
<td>Q Rx Payment</td>
</tr>
<tr>
<td></td>
<td>R Retirement</td>
</tr>
<tr>
<td></td>
<td>S FICA/MFQE/Federal Taxes</td>
</tr>
<tr>
<td></td>
<td>T Reimbursement for Health Ins. Claims</td>
</tr>
<tr>
<td></td>
<td>U Rx Payment</td>
</tr>
</tbody>
</table>
### DISBURSEMENTS OF $100,000.00 AND OVER
FOR THE MONTH OF SEPTEMBER 2015

#### Page 2

<table>
<thead>
<tr>
<th>Authorization for Disbursement</th>
<th>Purpose of Disbursement</th>
<th>Amount of Disbursement</th>
<th>Approved Vendor</th>
<th>Check Date</th>
<th>Reference Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>A Money Market</td>
<td>614,000.00</td>
<td>Lake City Bank</td>
<td>09/03/15</td>
<td>J0162045</td>
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<tr>
<td></td>
<td>B Money Market</td>
<td>9,691,000.00</td>
<td>Lake City Bank</td>
<td>09/16/15</td>
<td>J0162845</td>
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<tr>
<td></td>
<td>C Money Market</td>
<td>1,382,000.00</td>
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<td>D Money Market</td>
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<td>E Money Market</td>
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<td>Lake City Bank</td>
<td>09/21/15</td>
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<td>F Money Market</td>
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<td>Lake City Bank</td>
<td>09/23/15</td>
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<td>G Money Market</td>
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<td>Lake City Bank</td>
<td>09/28/15</td>
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<td>H Money Market</td>
<td>2,135,000.00</td>
<td>Lake City Bank</td>
<td>09/28/15</td>
<td>J0163259</td>
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</tbody>
</table>

| III. Reported to the Board of Trustees under $500,000 | A RR Buildings and Improvements, Gary | 255,232.39 | Powers & Sons Construction Co. | 09/03/15 | 50-0077404 |
| | B General Construction, Bloomington | 349,465.67 | Bruns-Gutzwiller Inc. | 09/08/15 | 50-0077548 |
| | C General Construction, Bloomington | 170,746.35 | Crown Electric Inc. | 09/08/15 | 50-0077561 |
| | D RR General Construction, Indianapolis | 103,981.50 | Nading Mechanical, Inc. | 09/14/15 | 50-0078155 |
| | E RR Mechanical | 258,750.00 | B & S Plumbing and Heating, Inc. | 09/17/15 | 50-0078563 |
| | F Printing & Duplicating | 119,721.43 | The Jackson Group, LLC | 09/22/15 | 50-0079068 |
| | G RR General Construction, Indianapolis | 214,604.00 | J C Ripberger Construction Corp | 09/24/15 | 50-0079328 |
| | H Capital Equipment | 132,255.27 | Aidex Corporation | 09/25/15 | 50-0079438 |

<p>| IV. Approved by the Board of Trustees over $500,000. | A Services and Fees | 547,095.83 | Blackboard Inc. | 09/25/15 | 50-0079447 |
| | B Financial Aid Reimbursement | 10,757,248.36 | Follett Bookstore | 09/25/15 | J0163018 |
| | C Lease Computer Software | 529,686.00 | Oracle America, Inc. | 09/28/15 | 50-0079589 |
| | D SE Other IT Related Components | 955,214.48 | Key Government Finance, Inc. | 09/29/15 | 50-0079707 |</p>
<table>
<thead>
<tr>
<th>Authorization for Disbursement</th>
<th>Purpose of Disbursement</th>
<th>Amount of Disbursement</th>
<th>Approved Vendor</th>
<th>Check Date</th>
<th>Reference Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. Article VIII Contracts and Other Documents Approval and authorization of the Board.</td>
<td>A Health Savings Account</td>
<td>143,300.45</td>
<td>Chard-Snyder</td>
<td>10/02/15</td>
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<td>B Reimbursement for Health Ins. Claims</td>
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**Authorization for Amount of Approved Check Reference Disbursement**

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<th>Amount of Disbursement</th>
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</thead>
<tbody>
<tr>
<td>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.</td>
<td>A Money Market</td>
<td>614,000.00</td>
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<td>3,049,000.00</td>
<td>Lake City Bank</td>
<td>10/06/15</td>
<td>J0163618</td>
</tr>
<tr>
<td></td>
<td>C Money Market</td>
<td>507,000.00</td>
<td>Lake City Bank</td>
<td>10/14/15</td>
<td>J0164011</td>
</tr>
<tr>
<td></td>
<td>D Money Market</td>
<td>297,000.00</td>
<td>Lake City Bank</td>
<td>10/22/15</td>
<td>J0164472</td>
</tr>
<tr>
<td></td>
<td>E Money Market</td>
<td>867,000.00</td>
<td>Lake City Bank</td>
<td>10/26/15</td>
<td>J0164661</td>
</tr>
<tr>
<td></td>
<td>F Money Market</td>
<td>891,000.00</td>
<td>Lake City Bank</td>
<td>10/27/15</td>
<td>J0164662</td>
</tr>
<tr>
<td></td>
<td>G Money Market</td>
<td>496,000.00</td>
<td>Lake City Bank</td>
<td>10/28/15</td>
<td>J0164738</td>
</tr>
</tbody>
</table>

| III. Reported to the Board of Trustees under $500,000 | A RR General Construction, Kokomo | 290,451.50 | Love Contractors, Inc. | 10/01/15 | 50-10079999 |
| | B Lease Facilities, Operating Leases | 108,000.00 | Community Enterprises Properties | 10/06/15 | 50-10080374 |
| | C RR General Construction, Kokomo | 147,390.18 | Rex Collins Electrical Inc. | 10/06/15 | 50-10080426 |
| | D Computers | 121,000.26 | Dell | 10/07/15 | 50-10080493 |
| | E RR General Construction, Muncie | 261,036.25 | Hoosier Glass Co. Inc. | 10/09/15 | 50-10080830 |
| | F General Construction, Bloomington | 384,209.93 | Bruns-Gutzwiller Inc. | 10/14/15 | 50-10081189 |
| | G Printing & Duplicating | 181,293.29 | The Jackson Group, LLC | 10/15/15 | 50-10081440 |
| | H General Construction, Lawrenceburg | 210,116.23 | Bruns-Gutzwiller Inc. | 10/19/15 | 50-10081629 |
| | I General Construction, Bloomington | 194,633.91 | Heflin Industries LLC | 10/20/15 | 50-10081834 |
| | J RR General Construction, Muncie | 169,920.00 | McGuff Roofing Inc. | 10/23/15 | 50-10082181 |
| | K Network Equipment | 273,010.73 | CDW Government Inc. | 10/26/15 | 50-10082303 |
| | L International Student Health Insurance | 149,296.00 | Arthur J. Gallagher Risk Management | 10/27/15 | 50-10082428 |
| | M Marketing Services | 138,035.00 | Miller Brooks, Inc. | 10/27/15 | 50-10082476 |
| | N Instructional Equipment | 111,520.55 | Aidex Corporation | 10/29/15 | 50-10082652 |
| | O RR General Construction, Kokomo | 220,562.00 | Love Contractors, Inc. | 10/29/15 | 50-10082697 |
### III. Reported to the Board of Trustees under $500,000

<table>
<thead>
<tr>
<th>Letter</th>
<th>Description</th>
<th>Amount</th>
<th>Company</th>
<th>Date</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>P</td>
<td>General Construction, Indianapolis</td>
<td>289,330.00</td>
<td>Hagerman, Inc</td>
<td>10/30/15</td>
<td>50-10082840</td>
</tr>
<tr>
<td>Q</td>
<td>General Construction, Indianapolis</td>
<td>349,990.02</td>
<td>Hagerman, Inc</td>
<td>10/30/15</td>
<td>50-10082840</td>
</tr>
<tr>
<td>R</td>
<td>RR General Construction, Indianapolis</td>
<td>291,147.38</td>
<td>Crider and Crider Inc.</td>
<td>10/30/15</td>
<td>50-10082697</td>
</tr>
<tr>
<td>S</td>
<td>RR General Construction, Indianapolis</td>
<td>229,166.06</td>
<td>J C Ripberger Construction Corp</td>
<td>10/30/15</td>
<td>50-10082852</td>
</tr>
<tr>
<td>T</td>
<td>RR General Construction, Indianapolis</td>
<td>147,790.00</td>
<td>Rex Collins Electrical, Inc</td>
<td>10/30/15</td>
<td>50-10082886</td>
</tr>
</tbody>
</table>

### IV. Approved by the Board of Trustees over $500,000

<table>
<thead>
<tr>
<th>Letter</th>
<th>Description</th>
<th>Amount</th>
<th>Company</th>
<th>Date</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>General Construction, Muncie</td>
<td>871,481.55</td>
<td>Gibraltar Construction Corp.</td>
<td>10/09/15</td>
<td>50-10080819</td>
</tr>
<tr>
<td>B</td>
<td>Professional Services</td>
<td>538,500.00</td>
<td>Inside Track, Inc.</td>
<td>10/13/15</td>
<td>50-10081043</td>
</tr>
<tr>
<td>C</td>
<td>Services and Fees</td>
<td>547,095.83</td>
<td>Blackboard Inc.</td>
<td>10/28/15</td>
<td>50-10082531</td>
</tr>
<tr>
<td>D</td>
<td>Financial Aid Reimbursement</td>
<td>842,395.66</td>
<td>Follett Bookstore</td>
<td>10/28/15</td>
<td>J0164739</td>
</tr>
<tr>
<td>E</td>
<td>Lease Facilities, Operating Leases</td>
<td>500,000.00</td>
<td>City of Fort Wayne</td>
<td>10/30/15</td>
<td>50-10082816</td>
</tr>
</tbody>
</table>
Building, Grounds and Capital Committee

December 3, 2015
Buildings Grounds and Capital Discussions

Construction and Land Acquisition Topics (Resolutions)
A. No Items for Approval

Discussion or Information Items
Update on Facility Initiatives
Facility Initiatives

Selection and Implementation of Technology Platform
  • Regional Process Reviews
  • RFP out by 11.20.15

Tours of all sites
  • Region 8 pending

Statewide Training
  • Common Construction Wage
  • Project Bid and Contracting
    • Rollout of Bid Board

Process Updates
  • Lease Language
    • Insurance
    • IT Requirements
  • Lump Sum and AIA Contract Standards
  • Ongoing update to Facility Standards

Opportunities
  • Operational efficiencies
    • Create Preventative Maintenance Programs
    • Leverage buying power
    • Sustainability Audits
Questions?
BUDGET AND FINANCE

I. Action Items:

A. Consideration of a Resolution Concerning the College’s Investment Policy

See attached materials.

B. Consideration of a Resolution Approving the Continuation of a Contract with Oracle America, Inc.

The college is entering into a one and a half year enterprise agreement with Oracle America, Inc. to extend the life of the current agreement. Oracle America, Inc. will provide the following benefits to the college:

- Banner is the system of record for Ivy Tech Community College and Oracle is the front-end application/database for Banner, SSB, ERP and Internet Native Banner.
- Oracle is necessary all Banner applications and Blackboard to function.
- Oracle’s Golden Gate software is used to extract data out of Banner and upload it to the College’s Amazon Web Services Network Solution.
- In FY 2016, the College’s license fee is pro-rated to 6 months in order to co-term the Oracle database and Oracle’s Golden Gate maintenance agreement to June 30, 2015. The College made its fifth and final capital lease payment in FY2015, therefore our annual expenses for Oracle will decrease $552,116 beginning FY2016.

Oracle 6-year Expenditure Summary

<table>
<thead>
<tr>
<th>FY</th>
<th>Annual Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2012</td>
<td>$1,589,058</td>
</tr>
<tr>
<td>FY 2013</td>
<td>$1,903,518</td>
</tr>
<tr>
<td>FY 2014</td>
<td>$2,086,238</td>
</tr>
</tbody>
</table>
C. Consideration of a Resolution Approving a Contract for Custodial Services for the Southwest Region

- The current provider is Glenn’s Cleaning Service, and is under contract for $168,792.63 per year, which terminates December 31, 2015.
- A RFP was issued in accordance with the College’s purchasing policies.
- There were six bids received and after review it was determined that Glenn’s Cleaning Service was the best bid for $218,032.90 per year. The bid was within $80 per year of the lowest bid.
- In order to maintain the Southwest Region’s standards the company added two additional employees at no cost to the College for the past two months. The additional cost as compared to the previous contract reflects the additional staff required to maintain the regional standards going forward.
- Glenn’s Cleaning Service is based in Tell City and the Region is satisfied with the company’s management team.

D. Consideration of a Resolution Approving the Accounts Receivable Write-offs for the Period Ending June 30, 2015

- The College writes-off accounts receivables that are deemed not collectible by each regional administration and Regional Board of Trustees. Additionally Central Office is writing-off $774,562 related to the Ohio On-line initiative as those receivables were deemed uncollectable.
- Receivables in excess of one year are to be written-off, unless there is a reasonable expectation of collection. The definition of a reasonable expectation of collection is that payments are being made currently.
- The College-wide student fee accounts receivable write-off is $6,664,362.
- The College-wide bookstore/other accounts receivable write-off is $2,863,267.
- The total write-off amount is $346,451 less than the previous year.
- The reduction in the write-offs this year is mainly attributed to the College continued participation in the tax offset program administered by the State Department of Revenue and the decline in student enrollment.

- Attachment A contains the detailed information for each region.

Information Items:

Items may be presented at the Board Meeting.
## Accounts Receivable Write-Off

**FOR THE PERIOD ENDING JUNE 30, 2015**

<table>
<thead>
<tr>
<th>Location</th>
<th>FY2014-15 Operations</th>
<th>Write-Off Operations</th>
<th>As a Percent of Operations Fund</th>
<th>Bookstore/Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>Student Fees</td>
<td>Write-off</td>
<td>Student Fees</td>
<td></td>
</tr>
<tr>
<td>Gary</td>
<td>$22,731,537</td>
<td>$940,175</td>
<td>4.14%</td>
<td>$349,534</td>
</tr>
<tr>
<td>South Bend</td>
<td>14,770,026</td>
<td>461,174</td>
<td>3.12%</td>
<td>223,482</td>
</tr>
<tr>
<td>Fort Wayne</td>
<td>19,800,203</td>
<td>386,831</td>
<td>1.95%</td>
<td>276,797</td>
</tr>
<tr>
<td>Lafayette</td>
<td>15,468,110</td>
<td>267,298</td>
<td>1.73%</td>
<td>170,153</td>
</tr>
<tr>
<td>Kokomo</td>
<td>8,726,228</td>
<td>222,821</td>
<td>2.55%</td>
<td>129,428</td>
</tr>
<tr>
<td>Muncie</td>
<td>18,549,714</td>
<td>361,320</td>
<td>1.95%</td>
<td>267,730</td>
</tr>
<tr>
<td>Terre Haute</td>
<td>11,617,792</td>
<td>436,134</td>
<td>3.75%</td>
<td>152,560</td>
</tr>
<tr>
<td>Indianapolis</td>
<td>45,634,648</td>
<td>1,616,564</td>
<td>3.54%</td>
<td>590,450</td>
</tr>
<tr>
<td>Richmond</td>
<td>5,827,003</td>
<td>150,852</td>
<td>2.59%</td>
<td>110,764</td>
</tr>
<tr>
<td>Columbus</td>
<td>8,283,353</td>
<td>131,213</td>
<td>1.58%</td>
<td>75,266</td>
</tr>
<tr>
<td>Madison</td>
<td>6,215,300</td>
<td>85,247</td>
<td>1.37%</td>
<td>72,295</td>
</tr>
<tr>
<td>Evansville</td>
<td>10,872,792</td>
<td>336,555</td>
<td>3.10%</td>
<td>233,053</td>
</tr>
<tr>
<td>Sellersburg</td>
<td>10,135,303</td>
<td>194,205</td>
<td>1.92%</td>
<td>98,974</td>
</tr>
<tr>
<td>Bloomington</td>
<td>14,919,772</td>
<td>299,413</td>
<td>2.01%</td>
<td>112,782</td>
</tr>
<tr>
<td>Office of the President *</td>
<td>18,902,871</td>
<td>774,562</td>
<td>4.10%</td>
<td>-</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>$232,454,653</strong></td>
<td><strong>$6,664,362</strong></td>
<td><strong>2.87%</strong></td>
<td><strong>$2,863,267</strong></td>
</tr>
</tbody>
</table>

*The majority of the revenue is from Out of State Distance Education, Internet based Distance Education and the Technology fees.*
Proposed Investment Policy Statement Amendments

Updated November, 2015
Compliance with all statutory requirements of the State of Indiana

Safety and preservation of principal

Sufficient liquidity to meet institution needs

Maximum return on investment while maintaining safety of principal and adequate liquidity for institutional needs

Efficient management of costs and fees to administer and manage the investment portfolio

Ivy Tech’s investment philosophy and objectives are key in managing the investment portfolio.
**IVY Investment Policy Timeline**

**Today’s proposal:**
1. Utilize a portfolio-wide minimum quality requirement and improve consistency of other quality requirements
2. Reduce the minimum requirement in Government bonds and expand flexibility to invest in non-Government bonds
3. Implement other “housekeeping” changes typical of ongoing policy improvements

The amendments proposed to the Investment Policy Statement do not alter or change Ivy Tech’s investment philosophy and objectives. The amendments instead further improve the investment portfolio and program.
1) Utilize a Portfolio-Wide Minimum Quality Requirement

**Current language:**
- The current quality requirements within the IPS are specific to each sector, with no portfolio-wide quality requirement:

<table>
<thead>
<tr>
<th>Sector</th>
<th>Individual Holding</th>
<th>Average for Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial Paper</td>
<td>A1/P1</td>
<td>none</td>
</tr>
<tr>
<td>Corporates</td>
<td>85% &gt; BBB</td>
<td>A-</td>
</tr>
<tr>
<td>Municipals</td>
<td>85% &gt; BBB</td>
<td>AA-</td>
</tr>
<tr>
<td>ABS/MBS/CMBS</td>
<td>AAA</td>
<td>none</td>
</tr>
</tbody>
</table>

**Proposed updates:**
- Institute a total portfolio average quality of A-
- Eliminate the average quality discrepancy between Corporates and Municipals
- Relax the minimum quality for Commercial Paper and ABS/MBS/CMBS:
  - Commercial Paper: A2/P2
  - ABS/MBS/CMBS: AA-

The portfolio-wide quality requirement of “A-” emphasizes capital preservation, reduces complexity and confusion, and gives active managers more decision-making capability.
2) Reduce Minimum Government Bond Exposure to Expand Flexibility in Non-Government Bonds

Minimum Government Bond Exposure

Current language:
- Combined exposure to non-Government sectors, including Commercial Paper, Corporates, Municipal Bonds, Mortgage-Backed, Commercial Mortgage-Backed and Asset-Backed Securities, shall not exceed 75% of the College’s total Investment portfolio (Implies 25% minimum investment in U.S. Government and Agency securities).

Proposed language:
- Combined exposure to non-Government sectors, including Commercial Paper, Corporates, Municipal Bonds, Mortgage-Backed, Commercial Mortgage-Backed and Asset-Backed Securities, shall not exceed 85% of the College’s total Investment portfolio (15% minimum investment in U.S. Government and Agency securities).

Investing in Non-Government Bonds

Current Sector limits:
- Corporates + Commercial Paper: 50%
- Asset-Backed Securities (ABS): 30%
- Residential Mortgage-Backed Securities (MBS): 60%
- Residential Non-Agency MBS: 10%
- Commercial Mortgage-Backed Securities (CMBS): 15%
- Municipal Bonds: 25%

Proposed Sector limits:
- Corporates + Commercial Paper: 65%
- Asset-Backed Securities (ABS): 40%
- Residential Mortgage-Backed Securities (MBS): 60% -- unchanged
- Residential Non-Agency MBS: 10% -- unchanged
- Commercial Mortgage-Backed Securities (CMBS): 20%
- Municipal Bonds: 25% -- unchanged

Reducing the minimum government bond exposure allows for greater flexibility in investing in non-government bonds without sacrificing safety and preservation of capital, particularly given the portfolio’s strict maturity and quality requirements. Additionally, doing so is in-line with peers.
### 3) “Housekeeping” Amendments

<table>
<thead>
<tr>
<th>A</th>
<th><strong>Current language:</strong></th>
<th><strong>Proposed language:</strong></th>
<th><strong>Rationale:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Maturity limit is 5 years</td>
<td>Change limit to 5 years + 3 weeks</td>
<td>Improves ability to participate in 5-year maturity new issues, given the tendency for some issuers to come to market with maturities of 5 years plus a few days or even weeks.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>B</th>
<th><strong>Current language:</strong></th>
<th><strong>Proposed language:</strong></th>
<th><strong>Rationale:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Policy stipulates that for Corporates and Municipals, “At least 85% of the securities shall have, at the time of purchase, a credit quality rating of no less than BBB.”</td>
<td>Change to: “At least 85% of the securities shall have, at the time of purchase, a credit quality rating of no less than BBB-/Baa3.”</td>
<td>Change would make the guidelines less confusing and more consistent.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>C</th>
<th><strong>Current language:</strong></th>
<th><strong>Proposed language:</strong></th>
<th><strong>Rationale:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Corporates are referred throughout document as “Investment Grade Corporates”</td>
<td>Change to: “Corporates”</td>
<td>Managers have some limited flexibility to purchase non-investment grade corporate bonds, so eliminating the word “Investment Grade” removes confusion.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>D</th>
<th><strong>Additions:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Added “Preferred Securities” under the “Prohibited Securities” section for further clarification.</td>
</tr>
</tbody>
</table>
|   | Incorporated language to confirm Ivy Tech is a Qualified Institutional Buyer:  
  - Reconfirms to managers that Ivy Tech is permitted to participate in the market for securities under Rule 144A. |
INVESTMENT POLICY FOR IVY TECH COMMUNITY COLLEGE

I. Statement of Purpose:

The investment policies are adopted by the State Board of Trustees to direct the prudent investment of College operating funds in a manner consistent with the objectives as hereby stated.

II. Investment Philosophy and Objective:

It shall be the policy of Ivy Tech Community College to manage the investment portfolio of the College in a manner described in the Indiana Constitution and Indiana Code.

The investment portfolio is a source of funds for current and future operations of the College. Objectives include:

A. Compliance with all statutory requirements of the State of Indiana
B. Safety and preservation of principal
C. Sufficient liquidity to meet institution needs
D. Maximum return on investment while maintaining safety of principal and adequate liquidity for institutional needs
E. Efficient management of costs and fees to administer and manage the investment portfolio

III. Scope of the Investment Policy:

This investment policy applies to those assets for which the State Board of Trustees and the Senior Vice President and Chief Financial Officer have discretionary authority. Assets subject to this investment policy include:

A. Designated funds held by the College to be invested separately as required by law, contract, or College policy
B. Pooled investments held by the College that are not specifically designated.

Assets excluded from this policy include:

A. Funds held by a bond trustee
B. Endowment funds
C. Voluntary Employee Beneficiary Association (VEBA) trusts
IV. Investment Officer - Authority:

The Senior Vice President and Chief Financial Officer of the College or designee has the exclusive authority to implement and comply with the investment policies set forth in this document. The Senior Vice President and Chief Financial Officer also has the authority to make exceptions to the Investment Policy. Exceptions will be reported back to the State Board of Trustees at the next State Board meeting. If current investment holdings do not meet the parameters of this Investment policy on the date it becomes effective, those holdings not in compliance may be sold or maintained at the discretion of the SVP/CFO taking into consideration the best interests of the College as a whole.

V. Asset Allocation:

The portfolio shall maintain a prudently diversified investment portfolio. The investment structure is divided into liquidity tiers to provide for income maximization while meeting the daily liquidity requirements of the College. The overall investment allocation is designed in accordance with the College’s Investment Philosophy and Objectives.

VI. Authorized Investments:

The following investments shall be authorized subject to the limits indicated:

A. Certificates of Deposit and/or Interest-bearing Deposit Accounts
   1. Must be insured by the Federal Deposit Insurance Corporation (FDIC) and the Public Deposit Insurance Fund (PDIF)
   2. Maximum maturity: five (5) years.
   3. One bank’s deposits must not exceed twenty (20%) of the College’s total investment portfolio at time of purchase.

B. U.S. Government Treasury Securities
   1. Maximum maturity: five (5) years.

C. U.S. Government Agency Securities
   1. Maximum maturity: five (5) years.

D. Repurchase Agreements
   1. Maximum maturity: fourteen (14) days.
2. Collateral: U.S. Treasury and Agency Securities with the College having a perfected interest in the securities. The value of the securities must equal or exceed the principal plus anticipated interest earnings.

E. Commercial Paper

1. Maximum maturity: two hundred seventy (270) days.

2. Must be rated at least A-24 or P-12 by Standard and Poor’s or Moody’s.

3. The College’s total investment in Commercial Paper and corporate bonds combined may not exceed fifty-sixty-five percent (50%) of total investments.

No more than one million ($1,000,000) or ten percent (10%) of the College’s total investment, whichever is less, may be invested in any one company at one time.

No more than twenty-five percent (25%) of the total Commercial Paper portfolio may be invested in a single industry.

F. Money Market Accounts/Funds

1. Investment participation is limited to funds that are subject to SEC Rule 2a-7 with assets totaling at least $1,000,000,000 or funds managed by Indiana banks insured by the Public Deposit Insurance Fund (PDIF).

G. Investment Grade Corporate Bonds and Notes

1. Maximum maturity: 5 years and 3 weeks.

2. Average credit quality shall not be lower than “A-“ measured by the market value weighted average and relying upon the credit rating agencies of Moody’s, Standard and Poor’s or Fitch. For split-rated securities, the lower rating will govern.

3. At least eighty-five percent (85%) of the securities shall have, at the time of purchase, a credit quality rating of no less than “BBB-/Baa3”.

4. Investment-grade corporate-commercial Corporate bonds and commercial paper combined shall not exceed fifty-sixty-five percent (50%) of the College’s total investment portfolio.

5. No security of an individual investment-grade corporate bond or note issuer shall exceed five percent (5%) of the College’s total investment portfolio.

H. Municipal Bonds

1. Maximum maturity: 5 years and 3 weeks.
2. Average credit quality shall not be lower than “AA-” measured by the market value weighted average and relying upon the credit rating agencies of Moody’s, Standard and Poor’s or Fitch.

32. At least 85% of the securities shall have, at the time of purchase, a credit quality rating of no less than “BBB-/Baa3”.

43. Municipal bonds shall not exceed 25% of the College’s total investment portfolio.

54. No security of a municipal bond issuer shall exceed 5% of the College’s total investment portfolio.

I. Asset and Mortgage Backed Securities (ABS, MBS, CMBS)

1. Shall be rated at least “AAA-” at the time of purchase.

2. Asset-Backed Securities and Mortgage-Backed Securities shall not exceed the following limits:
   - Asset Backed (ABS) may not total more than 30% of the portfolio.
   - Residential Agency Mortgage-Backed (MBS) may not total more than 60% of the portfolio.
   - Residential Non-Agency MBS may not total more than 10% of the portfolio.
   - Commercial Mortgage-Backed (CMBS) may not total more than 15% of the portfolio.

3. The maximum amount invested in any single issuer of an asset-backed security or mortgage-backed security shall not exceed 2.5% of the College’s total investment portfolio. Securities backed by the full faith and credit of the United States Government or any of its instrumentalities shall not be subject to these exposure limitations.

VII. Prohibited Securities

Overall Portfolio Guidelines

1. Combined exposure to non-Government sectors, including Commercial Paper, Corporates, Municipal Bonds, Mortgage-Backed, Commercial Mortgage-Backed and Asset-Backed Securities, shall not exceed 25% of the College’s total investment portfolio (15% minimum investment in U.S. Government and Agency securities).

2. The overall portfolio must adhere to a minimum average quality requirement of A-. 
A. It is the intent of this policy to not have College funds invested in equities, commodities, preferreds, convertible fixed income securities, purchases of futures and options, swaps, precious metals, purchases of unregistered securities and any transaction that is a “prohibited transaction” under the Internal Revenue Code. Gifts of stock, to the College, may be accepted and held until the SVP/CFO determines a prudent time to dispose of the equities.

VII. Quality Ratings:

A. The quality rating guidelines that are to be used shall be the ratings as of the date of the purchase of the security. If a rating change occurs which disqualifies a security that is already present in the College’s portfolio, the following procedures are to be implemented:

1. If the investment is to mature within six months from the date of the rating change, no action is required. Action may be taken, however, if it is deemed to be in the College’s best interest.

2. If the maturity of the investment exceeds six months from the date of the rating change, it must be sold within 30 days from the discovery of the rating change.

B. Cash and securities held by brokerage firms must be insured in full to protect the College against loss from other than market fluctuations.

IX. Qualified Institutional Buyer:

Ivy Tech Community College is a Qualified Institutional Buyer and is permitted to participate in the market for securities under Rule 144A.

VIII. Placement of Investments:

It is the College’s policy to solicit bids. Investments are to be placed with the eligible financial institution submitting the highest and best net bid for the type and amount of investment requested. Diversification of College assets may be considered in selecting the best bid. Overnight investments need not be bid. Exceptions to the bid process are authorized when time constraints are such that a loss of income would result if bids were solicited.
In determining the number of bids to be solicited and which institutions are to be contacted, time available to place investments in order to obtain same-day investments of funds, total net yield over the life of the investment and level of service are to be considered.

In the event two or more eligible institutions submit the same high net bid for the type of investment requested, the investment may be placed with the institution selected at the discretion of the SVP/CFO after considering such factors as accumulated investments already placed and service provided by the institution.

**IX. External Investment Managers:**

The management of the College portfolio may be delegated in whole or in part to an outside professional investment manager(s)/advisor(s) upon recommendation of the Senior Vice President and Chief Financial Officer and subject to State Board approval. The College may retain a prudent expert (a bank, insurance company or investment advisor as defined by the Registered Investment Advisors Act of 1940). In delegating management to an outside professional investment manager or advisor, the following characteristics shall be considered:

- Investment manager or advisor strategy and approach
- Minimum and maximum investments under management
- Client service capabilities and fees
- Performance criteria relative to an appropriate index or peer group

The Senior Vice President and Chief Financial Officer is responsible for on-going monitoring of investment managers and advisors, including adherence to the Investment Policy, rates of return and investment results relative to appropriate indices and peer groups and material changes in the investment manager or advisor’s investment philosophy, organization or key personnel.

Periodic reporting shall be provided to the Budget and Finance Committee of the Board of Trustees.

Investment Managers are expected to adhere to the Investment Policy. They may, however, be subject to more specific guidelines in their respective contracts or as noted within written exhibits or addendums.

**XII. Premiums or Discounts:**

Securities may be purchased at either a premium or a discount. If securities are purchased at other than par value, the discount or the premium will be amortized over the life of the investment in compliance with Generally Accepted Accounting Principles (GAAP).
XIII. Gains/Losses:

Securities may be sold for more or less than book value if such action would be consistent with the College’s investment goals. Any sale of a security that results in a gain or loss must be reflected in current investment income.

XIV. Safekeeping:

Investments purchased from financial institutions are to be safe kept at the institution from which they are purchased. Investments purchased from securities firms may be safe kept at the securities firm on behalf of the College or delivered to the financial institution designated for custodianship.

XV. Reporting:

The Cash and Auxiliary Accounting Department will prepare, on a quarterly basis, reports, which list the investment purchases, income, maturities, and the ending investment balance by College fund. A summary report will be presented to the Board of Trustees and the detail reports are filed in the Senior Vice President and Chief Financial Officer’s office.

Last Updated: December 2012, August, November 2015.
Accounts Receivable/Write-Offs

State Board of Trustees
Finance Committee
December 3, 2015
Background

- Policy: Accounts receivable uncollected after one year are deemed uncollectible and written-off

- Operations Fund:
  - Student Balances: Financial aid funds paid back to USDOE or self-pay balances. College attempts collection from Student
  - Grants

- Bookstore:
  - Student Balances: College allocates financial aid funds to Follett. Deemed an institutional charge. College pays back USDOE. Attempts collection from Student
History of Operations Fund Write-Offs

$ in millions

Board Approved

Actual

2012
2013
2014
2015
History of Operations Fund Write-Offs

% of Student Fees
% of Operating Budget

Leadership Summit

Update on College Finances

Christopher Ruhl
November 12, 2015
Strengths

• Culture of living within the means of our students and taxpayers
  • AA bond rating – one of about a dozen community colleges. Allows for low borrowing costs for capital projects
  • Solid HLC financial index rating – keeps accreditors focused on academic and student success. Failing score can result in restrictions on accessing federal financial aid funds
  • Strong financial results during turbulent environment provides future flexibility

• One statewide system leverages cost savings opportunities and results

• Historically strong performance in state’s performance funding formula
Major Cost Savings Measures Since 2012

- Tax intercept
- Treasury
- Foundation self sufficiency
- Corporate College self sufficiency
- Regional restructuring
- Risk management
- Beverage rights
- Natural gas
- Media/fulfillment
- Retirement plan
- Early Retirement
- HSAs/Medical Plan
- Shared Services
- Consolidated purchasing/state standards
- Life/LTD
- Credit card processing fees
- Managed print/copying

- Completed. $5M in revenue
- Completed. $1M+ in revenue
- In progress. $300k for 2014. $650k for 2015
- In progress. Restructuring complete. First round savings = $2.5M
- Completed. Averaged $500k per consolidation
- Completed $350K savings
- Completed $500K. Revenue to Foundation
- Completed. $25k savings
- Completed. $1M in savings
- Completed. $5M (phased-in) savings
- Completed. $8M recurring savings
- Completed. $1M+ savings
- IT Completed $3M savings. In progress other areas
- Completed/In progress. $3M+ in savings to date
- Completed. $400k savings
- Completed. $400k revenue
- Completed. $400k savings
State Performance Funding – Net $ 2012 to 2017

$ in millions

Ivy Tech
IU
PU
BSU
ISU
USI
Vincennes
Weaknesses

• Government funding per FTE
  • 2 legged stool without local property taxes

• Low instructional spend
  • 95% percentile in part-time faculty – measured by credit hours taught
  • High student to advisor ratio

• Student fees highly reliant on financial aid
  • 72% paid by federal and state aid funds
  • Scrutiny on Cohort Default and Loan Repayment Rates

• Above average institutional debt levels
  • Funded significant capital expansion over the last decade
State Funding per FTE

FY 2016 Operating Appropriation. FY 2014 actual FTE undergrad resident enrollment, excluding dual credit (per CHE)
Instructional Expenditures

Per Credit Hour

- 10th:
  - $108

- Ivy Tech:
  - $113

- 25th:
  - $119

- 50th:
  - $150

- 75th:
  - $196

- 90th:
  - $268

Per FTE Student

- 10th:
  - $3,233

- Ivy Tech:
  - $3,387

- 25th:
  - $3,578

- 50th:
  - $4,514

- 75th:
  - $5,871

- 90th:
  - $8,044

2014 NCCBP
Opportunities

• Retention, Retention, Retention
  • 166,000 non-returners in the last 6 semesters
  • Enrollment declines have offset 4 years of tuition rate increases and additional state performance funding

• Corporate College

• Structural – what, how and where we operate
Threats

• Growth in Tuition - Impact on Affordability
  • Freeze will help

• State Funding Formula - Weighted to On-Time Completion
  • CHE willingness to consider Certificates and Workforce Outcomes could be positive

• HLC Dual Credit Changes
  • State line-item appropriation of $6M at-risk if dual credit enrollments decline

• Enrollment
  • See Prior Chart
Tuition - Percentage Increase Since 2009

ITCC
VU
IU-REG.
USI
PU-REG.
IPFW
ISU
IUPUI
BSU
IU-B
PU-WL
Preliminary data. Persistence losses will likely not be offset by continued gains in degree completion and at-risk degree completion. Remediation efforts paying dividends – e.g. Gateway success rate has significantly increased. On-time degree rate moving very little in either direction
1. **Topic: Dual Credit Faculty Credentialing Challenges**
   
   Presenter: *Dr. John Newby, Assistant Vice president of K-12 Initiatives*

2. **Topic: Ivy Prep**
   
   Presenter: *Saundra King, Assistant Vice President of Remediation and Innovation  
   Ron Sloan, Vice Chancellor Academic Affairs, East Central/Richmond*

3. **Topic: Accreditation**
   
   Presenter: *Dr. Marcus Kolb, Assistant Vice President of Academic Policy and Assessment*

4. **Topic: Pipeline**
   
   Presenter: *Rachel Boon, Executive Director Retention/Completion & Cory Clasemann, Assistant  
   Vice President Institutional Research*
Dual Credit Faculty Credentialing Challenges

Dr. John Newby
Assistant Vice President of K-12 Initiatives
Higher Learning Commission (HLC) is:

- 1 of 6 regional institutional accreditors in the U.S.
- Accredits postsecondary institutions in 19 states, including Indiana, Illinois, Michigan and Ohio
- Accreditation enables institutions to offer federal student aid:
  - Pell Grants
  - Subsidized and Parent PLUS Loans
  - Work-Study Programs
TIMELINE LEADING TO THE POLICY CHANGE

- **Spring 2013:** HLC issues national study of dual credit expressing concerns about rapid growth while ranking Indiana 2nd in terms of standards and quality control.

- **Spring 2015:** HLC issues draft policy calling for all faculty, including dual credit teachers, to have masters degrees and 18 credit hours in the content area they teach.

- **June 10, 2015:** President Snyder, the Indiana Commission for Higher Education and others submit feedback expressing concerns that HLC’s policy is too prescriptive and the implementation deadline too soon.

- **June 26, 2015:** HLC adopts policy, pushing back implementation deadline from Dec. 2015 to Sept. 2017 and exempting Career and Technical Education (CTE).

- **September 2015:** Commissioner Lubbers joins other state higher education chiefs with questions and concerns for HLC.

- **October 2015:** HLC issues guidance on the policy, which does not address Indiana’s expressed concerns or provide additional flexibility.

- **November 2015:** HLC announces “application” process to extend compliance deadline for as much as five years from Sept. 2017 to Sept. 2022.
## DETAILS OF THE NEW POLICY

- No “grandfathering”

- Faculty teaching *general or other non-occupational courses* should possess:
  - **Option 1:** Masters Degree or higher in the discipline/subfield  
    - OR -
  - **Option 2:** Any Masters Degree *plus 18 graduate hours in the discipline/subfield*
CHALLENGES FOR MEETING THE NEW POLICY

• Not enough high school teachers possess these qualifications because:
  • a masters is no longer required to maintain licensure
  • Incentives for earning a masters are no longer in place (e.g., pay scale steps, etc.).

• These actions have resulted in decreased demand for graduate courses in which teachers can enroll.
  • Coursework that teachers need to comply with the new HLC policy are no offered in the quantity needed.
HLC POLICY AT ODDS WITH STATE POLICY

- Indiana high schools are required to offer at least 2 dual credit courses.

- The school accountability letter grade calculation is based on the number of students earning at least 3 college/dual credits.

- Dual credit is part of Academic Honors Diploma requirements.
IMPACT ON DUAL CREDIT STUDENTS & TEACHERS

All Indiana Public Postsecondary Institutions

<table>
<thead>
<tr>
<th>Credentials of Dual Credit Faculty Teaching</th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Masters with 18 hours in content area</td>
<td>720</td>
<td>29.1%</td>
</tr>
<tr>
<td>Masters without 18 hours in content area</td>
<td>1,193</td>
<td>48.2%</td>
</tr>
<tr>
<td>No masters but some graduate work</td>
<td>100</td>
<td>4.0%</td>
</tr>
<tr>
<td>No masters and no graduate work</td>
<td>337</td>
<td>13.6%</td>
</tr>
<tr>
<td>No masters with graduate work unknown</td>
<td>125</td>
<td>5.1%</td>
</tr>
<tr>
<td>Total</td>
<td>2,475</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

Indiana Commission for Higher Education and Center for Excellence in Leadership of Learning, 2015

- It is estimated that some 43,000 dual credit students are being taught by teachers who do not have a masters degree with 18 hours in the content area.

- Dual Credit courses with highest enrollment:
  - English
  - Math – quantitative & calculus based
  - Speech
  - Social Studies
  - Science – biology & chemistry
### IMPACT ON DUAL CREDIT STUDENTS & TEACHERS

<table>
<thead>
<tr>
<th>Credentials of Dual Credit Faculty Teaching Priority Liberal Arts</th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Masters with 18 hours in content area</td>
<td>252</td>
<td>22.2%</td>
</tr>
<tr>
<td>Masters without 18 hours in content area</td>
<td>513</td>
<td>45.3%</td>
</tr>
<tr>
<td>No masters but some graduate work</td>
<td>36</td>
<td>3.2%</td>
</tr>
<tr>
<td>No masters and no graduate work</td>
<td>332</td>
<td>29.3%</td>
</tr>
<tr>
<td>Total</td>
<td>1,133</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

- 20,000+ dual credit students in priority liberal arts courses are being taught by faculty who do not have a masters degree with 18 hours in the content area.
**NEXT STEPS AND POSSIBLE INTERVENTIONS**

<table>
<thead>
<tr>
<th><strong>School Districts</strong></th>
<th><strong>Higher Education Institutions</strong></th>
<th><strong>Legislature and State Agencies</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>- Stipends for teaching dual credit courses</td>
<td>- Discounted Tuition/textbooks/fees</td>
<td>- Dual Credit Advisory Council Re-activated</td>
</tr>
<tr>
<td>- Incentives for tuition/textbooks/fees</td>
<td>- Redesign graduate courses (compressed, online)</td>
<td>- Require graduate coursework for licensure</td>
</tr>
<tr>
<td>- Collaboratives of schools/districts to share dual credit faculty</td>
<td>- Increase faculty on loan opportunities</td>
<td>- Line items of funds for teacher credentialing and developing distance education and graduate courses</td>
</tr>
<tr>
<td></td>
<td>- Offer distance education dual credit courses</td>
<td>- Offer special loan programs for teachers taking graduate coursework</td>
</tr>
<tr>
<td></td>
<td>- On-Campus Offerings</td>
<td>- Clarify options for including steps on district pay schedules</td>
</tr>
</tbody>
</table>
QUESTIONS???
Ivy Prep

Saundra King
Assistant Vice President of Remediation and Innovation

Ron Sloan
Vice Chancellor Academic Affairs,
East Central/Richmond
Ivy Prep – Where we started………. 

During the summer of 2014, all 14 Ivy Tech regions developed and implemented “boot camps” geared toward providing instruction targeted at increasing students ACCUPLACER placement.

Two models were used:

- Lab/Tutor based – involves working with students in a lab based situation, and providing an individualized learned plan.
- IVYT/Ivy Prep – student participates in a 2 week intensive program. Student registers for IVYT 111 and attends during morning. During the afternoon, students participate in staffed, scheduled workshop(s) focusing on needed remediation.
Focus on EdReady Math

East Central region used NROC EdReady Math in their lab/tutor based model.

Based on student success, decision made to use EdReady Math as the instructional tool statewide beginning summer 2015.
2014 East Central Results Include:

- Ivy Prep overall pass rate: 67% (58 total students/39 passed their MATH or math prerequisite course).
- Of the students completing Ivy Prep math and enrolling in MATH 123 and MATH 136, data reflects that:
  - MATH 123: Ivy Prep students (total: 17): 75% passing
    General students (total: 190): 62% passing
  - MATH 136: Ivy Prep students (total: 13): 61% passing
    General students (total: 115): 51% passing
Process

- Lessons correlated to ACCUPLACER math strands, and our math pathways.
- Students present themselves with their ACCU score report, staff reviews, identifies their required math: 122, 123, 136; then work with the student to set up EdReady account.
- Staff lock in the appropriate math modules/group for student. Student works independently on material.
- The Ivy Prep program is self-pace and continuous. Work can be generated from lab, or from home if internet is available. Staff in lab provide extra help if student gets “stuck” with content. Students may begin the program at any time, but must complete before being able to register for their math course.
- Upon completion, students are waived from having to retake ACCUPLACER and may register for their college-level math course.
Summer 2015

- Students completing EdReady Math summer 2015 = 270.
- Number who increased placement:
  - Below math floor score to remedial math = 81
  - Remedial math to college level math = 49

East Central Region piloted English.
Currently:

- Ivy Tech is committed to the use of EdReady Math in Ivy Prep.
- EdReady English now available for regional use.
- Regions will continue to market Ivy Prep via advising, testing, and Express Enrollment Centers.
- Continued collaboration with NROC to provide training and assistance for our regional coordinators.
Accreditation

Dr. Marcus Kolb
Assistant Vice President of Academic Policy and Assessment
Higher Learning Commission Reaccreditation update

- Purpose of regional accreditation – assuring institutional quality and eligibility to receive Title IV financial aid
- Ten year cycle - Assurance Argument and Federal Compliance report to be submitted in fall of 2018; site visit(s) in spring of 2019
- Accreditation committee meeting every few weeks to brainstorm evidence for Assurance Argument – to be completed this fall
- Problem areas noted in 2008: faculty governance, assessment of student learning, FT/adjunct faculty ratios, managing the evolution to comprehensive community college
Next steps to prepare for report and visit

- Assemble **Assessment Steering Committee** and create work plan (2015)

- Convene **subgroups** to troubleshoot areas for improvement or develop necessary functions (Fall 2015)
  - Faculty governance
  - Development of retention and completion goals
  - Mission reaffirmation

- Work in regions to identify “point” people and begin regional preparations (Fall 2015)

- Collect key resources identified by committee and analyze gaps (Fall 2015/Spring 2016)
Next steps to prepare for report and visit

- Begin executing communications plan with regions (Spring 2016)
- Attend Higher Learning Commission Annual Meeting (Spring 2016)
- Meet, in regions, with key personnel (Fall 2016)
- Continue regular communications with CO and key regional personnel
- Draft Assurance Argument and Federal Compliance Report (Spring 2018)
Analysis of Academic Pipeline
Where are the “Leakage” Points

• At what points do students leave Ivy Tech?

• Analyzed students over a three-year period
  • All degree-seeking students new to Ivy Tech in Fall 2010
  • 25,180 students in the cohort (first time in college and transfer in)

• These students started before many interventions began
  • Co-requisite, math pathways, Ivy Prep, and supplemental instruction

• Who completed, who’s still enrolled, who transferred, and who left?
Three-year Outcomes for Fall 2010
First-Time and Inbound Transfer Students

- Not Enrolled Anywhere: 13,733 (54.5%)
- Total Leavers: 17,719 (70.4%)
- earned Ivy Tech Credential: 2,022 (8.0%)
- Still Enrolled at Ivy Tech: 5,439 (21.6%)
- Did not Earn Ivy Tech Credential, Transferred: 3,986 (15.8%)
### Percent of Students

<table>
<thead>
<tr>
<th>Region</th>
<th>Earning Credential</th>
<th>% Still Enrolled at Ivy Tech</th>
<th>Did Not Earn Credential, Transferred</th>
<th>% Not Enrolled Anywhere</th>
</tr>
</thead>
<tbody>
<tr>
<td>#1 Northwest</td>
<td>6.3%</td>
<td>22.5%</td>
<td>18.8%</td>
<td>52.4%</td>
</tr>
<tr>
<td>#2 North Central</td>
<td>5.7%</td>
<td>23.9%</td>
<td>13.6%</td>
<td>56.8%</td>
</tr>
<tr>
<td>#3 Northeast</td>
<td>6.1%</td>
<td>21.9%</td>
<td>15.3%</td>
<td>56.8%</td>
</tr>
<tr>
<td>#4 Lafayette</td>
<td>11.0%</td>
<td>19.0%</td>
<td>16.3%</td>
<td>53.7%</td>
</tr>
<tr>
<td>#5 Kokomo</td>
<td>9.7%</td>
<td>23.6%</td>
<td>11.7%</td>
<td>55.6%</td>
</tr>
<tr>
<td>#6 East Central</td>
<td>9.0%</td>
<td>18.9%</td>
<td>12.0%</td>
<td>60.1%</td>
</tr>
<tr>
<td>#7 TerreHaute</td>
<td>6.7%</td>
<td>22.5%</td>
<td>16.4%</td>
<td>54.4%</td>
</tr>
<tr>
<td>#8 Central Indiana</td>
<td>6.1%</td>
<td>22.4%</td>
<td>18.5%</td>
<td>53.1%</td>
</tr>
<tr>
<td>#9 Richmond</td>
<td>7.6%</td>
<td>23.9%</td>
<td>9.5%</td>
<td>59.0%</td>
</tr>
<tr>
<td>#10 Columbus</td>
<td>10.8%</td>
<td>22.6%</td>
<td>10.9%</td>
<td>55.7%</td>
</tr>
<tr>
<td>#11 Southeast</td>
<td>13.7%</td>
<td>21.7%</td>
<td>12.8%</td>
<td>52.0%</td>
</tr>
<tr>
<td>#12 Southwest</td>
<td>11.6%</td>
<td>20.9%</td>
<td>13.8%</td>
<td>53.3%</td>
</tr>
<tr>
<td>#13 Sellersburg</td>
<td>11.0%</td>
<td>20.2%</td>
<td>16.1%</td>
<td>52.7%</td>
</tr>
<tr>
<td>#14 Bloomington</td>
<td>7.4%</td>
<td>20.3%</td>
<td>24.7%</td>
<td>47.7%</td>
</tr>
</tbody>
</table>

Legends:
- Earning Credential
- % Still Enrolled at Ivy Tech
- Did Not Earn Credential, Transferred
- % Not Enrolled Anywhere

Total Leavers
Leavers by Last Term Enrolled

<table>
<thead>
<tr>
<th>Last Term Enrolled at Ivy Tech</th>
<th># of Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2010</td>
<td>5,513</td>
</tr>
<tr>
<td>Spring 2011</td>
<td>5,901</td>
</tr>
<tr>
<td>Summer 2011</td>
<td>574</td>
</tr>
<tr>
<td>Fall 2011</td>
<td>2,399</td>
</tr>
<tr>
<td>Spring 2012</td>
<td>2,320</td>
</tr>
<tr>
<td>Summer 2012</td>
<td>371</td>
</tr>
<tr>
<td>Fall 2012</td>
<td>228</td>
</tr>
<tr>
<td>Spring 2013</td>
<td>413</td>
</tr>
</tbody>
</table>
Ivy Tech Credits Earned

- Leavers
- Degree-Earners
- Still Enrolled

<table>
<thead>
<tr>
<th># of Students</th>
<th>Cumulative Ivy Tech Credits Earned</th>
</tr>
</thead>
<tbody>
<tr>
<td>96</td>
<td>Leavers: 7.7%</td>
</tr>
<tr>
<td></td>
<td>Degree-Earners: 52.0%</td>
</tr>
<tr>
<td></td>
<td>Still Enrolled: 24.4%</td>
</tr>
<tr>
<td></td>
<td>7.5%</td>
</tr>
<tr>
<td></td>
<td>2.2%</td>
</tr>
<tr>
<td></td>
<td>0.8%</td>
</tr>
<tr>
<td></td>
<td>3.7%</td>
</tr>
<tr>
<td></td>
<td>9.9%</td>
</tr>
<tr>
<td></td>
<td>24.9%</td>
</tr>
<tr>
<td></td>
<td>61.4%</td>
</tr>
<tr>
<td></td>
<td>0.1%</td>
</tr>
<tr>
<td></td>
<td>10.2%</td>
</tr>
<tr>
<td></td>
<td>26.6%</td>
</tr>
<tr>
<td></td>
<td>27.7%</td>
</tr>
<tr>
<td></td>
<td>24.9%</td>
</tr>
<tr>
<td></td>
<td>22.0%</td>
</tr>
<tr>
<td></td>
<td>0.8%</td>
</tr>
<tr>
<td></td>
<td>13.4%</td>
</tr>
<tr>
<td></td>
<td>&gt;=60.0</td>
</tr>
</tbody>
</table>

0% 10.2% 24.4% 26.6% 27.7% 24.9% 22.0% 0.8% 13.4%
AUDIT COMMITTEE

Report will be given at the State Board of Trustees Meeting December 3, 2015
Ivy Tech Corporate College Update

State Board of Trustees Meeting
December 3, 2015
Revenue and Expense Report
## Statewide Revenue and Expense Totals

### 2014-2015

<table>
<thead>
<tr>
<th>Month</th>
<th>Expenditures</th>
<th>Revenues</th>
<th>Profit/Loss</th>
</tr>
</thead>
<tbody>
<tr>
<td>July</td>
<td>($950,122.87)</td>
<td>$1,526,800.37</td>
<td>$576,677.50</td>
</tr>
<tr>
<td>August</td>
<td>($1,987,891.16)</td>
<td>$2,493,261.98</td>
<td>$505,370.82</td>
</tr>
<tr>
<td>September</td>
<td>($2,969,528.89)</td>
<td>$3,698,296.41</td>
<td>$728,767.52</td>
</tr>
<tr>
<td>October</td>
<td>($4,275,510.07)</td>
<td>$4,484,050.06</td>
<td>$208,539.99</td>
</tr>
<tr>
<td>November</td>
<td></td>
<td></td>
<td></td>
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<td>June</td>
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</table>

### 2015-2016

<table>
<thead>
<tr>
<th>Month</th>
<th>Expenditures</th>
<th>Revenues</th>
<th>Profit/Loss</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>($835,362.14)</td>
<td>$1,531,319.82</td>
<td>$695,957.68</td>
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<tr>
<td></td>
<td>($1,965,555.56)</td>
<td>$2,359,083.29</td>
<td>$393,527.73</td>
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<td></td>
<td>($3,057,557.81)</td>
<td>$3,510,349.53</td>
<td>$452,791.72</td>
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<tr>
<td>October</td>
<td>($4,257,042.22)</td>
<td>$4,401,248.34</td>
<td>$144,206.12</td>
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<td>November</td>
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<td>June</td>
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<table>
<thead>
<tr>
<th>Variance</th>
<th>Variance %</th>
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<tbody>
<tr>
<td>$119,280.18</td>
<td>21%</td>
</tr>
<tr>
<td>($111,843.09)</td>
<td>22%</td>
</tr>
<tr>
<td>($275,975.80)</td>
<td>-38%</td>
</tr>
<tr>
<td>($64,333.87)</td>
<td>-31%</td>
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<tr>
<td>Month</td>
<td>Expenditures</td>
</tr>
<tr>
<td>-----------</td>
<td>--------------</td>
</tr>
<tr>
<td>July</td>
<td>($93,147.92)</td>
</tr>
<tr>
<td>August</td>
<td>($134,657.21)</td>
</tr>
<tr>
<td>September</td>
<td>($295,287.22)</td>
</tr>
<tr>
<td>October</td>
<td>($525,866.72)</td>
</tr>
<tr>
<td>November</td>
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<tr>
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<td>May</td>
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<td>June</td>
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</table>
## Statewide Revenue and Expenses minus Certification line item

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Expenditures</td>
<td>Revenues</td>
<td>Profit/Loss</td>
<td>Expenditures</td>
<td>Revenues</td>
<td>Profit/Loss</td>
<td>Variance</td>
<td>Percentage</td>
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<tr>
<td>July</td>
<td>($856,974.95)</td>
<td>$742,547.52</td>
<td>($114,427.43)</td>
<td>($776,029.14)</td>
<td>$735,480.43</td>
<td>($40,548.71)</td>
<td>$73,878.72</td>
<td>65%</td>
<td></td>
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<tr>
<td>August</td>
<td>($1,853,233.95)</td>
<td>$1,416,166.94</td>
<td>($437,067.01)</td>
<td>($1,802,854.39)</td>
<td>$1,711,064.03</td>
<td>($91,790.36)</td>
<td>$345,276.65</td>
<td>79%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>September</td>
<td>($2,674,241.67)</td>
<td>$2,550,540.77</td>
<td>($123,700.90)</td>
<td>($2,696,870.72)</td>
<td>$2,786,436.70</td>
<td>$89,565.98</td>
<td>$213,266.88</td>
<td>172%</td>
<td></td>
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<tr>
<td>October</td>
<td>($3,749,643.35)</td>
<td>$3,225,387.37</td>
<td>($524,255.98)</td>
<td>($3,770,837.98)</td>
<td>$3,558,029.16</td>
<td>($212,808.82)</td>
<td>$311,447.16</td>
<td>-59%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>November</td>
<td></td>
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</tbody>
</table>
Sales Report
## New Proposals

<table>
<thead>
<tr>
<th>Proposal Stage</th>
<th>October 2014</th>
<th>October 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Opportunities</td>
<td>91</td>
<td>75</td>
</tr>
<tr>
<td>--Needs Analysis Stage</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>--Prospecting Stage</td>
<td>6</td>
<td>10</td>
</tr>
<tr>
<td>--Opportunity Lost or Abandoned</td>
<td>9</td>
<td>1</td>
</tr>
<tr>
<td>--Opportunity Won</td>
<td>54</td>
<td>25</td>
</tr>
<tr>
<td>--Proposal Stage</td>
<td>12</td>
<td>22</td>
</tr>
<tr>
<td>--Proposal Negotiation/Review Stage</td>
<td>4</td>
<td>10</td>
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## New Contracts

<table>
<thead>
<tr>
<th>Region</th>
<th>Contracts Won October 2014</th>
<th>Contracts Won October 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northwest</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Northcentral</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>Northeast</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Lafayette</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Kokomo</td>
<td>8</td>
<td>0</td>
</tr>
<tr>
<td>East Central</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Wabash Valley</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Central Indiana</td>
<td>7</td>
<td>3</td>
</tr>
<tr>
<td>Richmond</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Columbus</td>
<td>20</td>
<td>5</td>
</tr>
<tr>
<td>Southeast</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>Southwest</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>Sellersburg</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Bloomington</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Statewide</td>
<td>60</td>
<td>37</td>
</tr>
</tbody>
</table>

*Includes contracts won by CCE’s and PM’s*

## Companies Served

- AAK
- Belden Americas Division
- Community Mental Health Center
- Cummins LDD (Viking)
- Dalton Corporation
- Digger Specialties Inc
- Discount Labels
- DOUBLE H Tennessee
- Easter Seals Arc
- Enhanced Telecommunications Corporation
- Federal Correction Complex
- Federal Mogul, Inc.
- General Electric
- IKORCC JATF
- Jasper Engines & Transmissions
- LHP Software
- MD Logistics
- National Trade Supply, LLC
- Nipro Glass Americas
- Magna Powertrain of America, Inc.
- Perpetual Recycling Solutions
- Polycraft Products Inc.
- General Motors MFD
- St. Vincent Hospital Indianapolis
- Stone Belt Arc, Inc
- TCB Enterprises, LLC
- Toyota Industrial Equipment Mfg.
- Toyota Motor Manufacturing, Indiana

---

*Images of people working together and smiling.*

---

*105*
## Companies Served

### Year-To-Date October 2015

<table>
<thead>
<tr>
<th>Region</th>
<th>2014-2015</th>
<th>2015-2016</th>
<th>Variance</th>
<th>Variance %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northwest</td>
<td>3</td>
<td>8</td>
<td>5</td>
<td>167%</td>
</tr>
<tr>
<td>Northcentral</td>
<td>13</td>
<td>13</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Northeast</td>
<td>11</td>
<td>10</td>
<td>-1</td>
<td>-9%</td>
</tr>
<tr>
<td>Lafayette</td>
<td>4</td>
<td>2</td>
<td>-2</td>
<td>-50%</td>
</tr>
<tr>
<td>Kokomo</td>
<td>10</td>
<td>9</td>
<td>-1</td>
<td>-10%</td>
</tr>
<tr>
<td>East Central</td>
<td>39</td>
<td>17</td>
<td>-22</td>
<td>-56%</td>
</tr>
<tr>
<td>Wabash Valley</td>
<td>7</td>
<td>9</td>
<td>2</td>
<td>29%</td>
</tr>
<tr>
<td>Central Indiana</td>
<td>20</td>
<td>11</td>
<td>-9</td>
<td>-45%</td>
</tr>
<tr>
<td>Richmond</td>
<td>17</td>
<td>21</td>
<td>4</td>
<td>24%</td>
</tr>
<tr>
<td>Columbus</td>
<td>21</td>
<td>10</td>
<td>-11</td>
<td>-52%</td>
</tr>
<tr>
<td>Southeast</td>
<td>16</td>
<td>22</td>
<td>6</td>
<td>38%</td>
</tr>
<tr>
<td>Southwest</td>
<td>28</td>
<td>36</td>
<td>8</td>
<td>29%</td>
</tr>
<tr>
<td>Sellersburg</td>
<td>1</td>
<td>10</td>
<td>9</td>
<td>900%</td>
</tr>
<tr>
<td>Bloomington</td>
<td>11</td>
<td>3</td>
<td>-8</td>
<td>-73%</td>
</tr>
<tr>
<td><strong>Statewide</strong></td>
<td><strong>201</strong></td>
<td><strong>181</strong></td>
<td><strong>-20</strong></td>
<td><strong>-10%</strong></td>
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</table>
## Statewide Corporate College Enrollments

### Year-To-Date October 2015

<table>
<thead>
<tr>
<th>Region</th>
<th>October 2014 Enrollment</th>
<th>October 2015 Enrollment</th>
<th>Variance</th>
<th>Variance %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northwest</td>
<td>288</td>
<td>221</td>
<td>-67</td>
<td>-23%</td>
</tr>
<tr>
<td>Northcentral</td>
<td>455</td>
<td>447</td>
<td>-8</td>
<td>-2%</td>
</tr>
<tr>
<td>Northeast</td>
<td>1,405</td>
<td>665</td>
<td>-740</td>
<td>-53%</td>
</tr>
<tr>
<td>Lafayette</td>
<td>169</td>
<td>139</td>
<td>-30</td>
<td>-18%</td>
</tr>
<tr>
<td>Kokomo</td>
<td>541</td>
<td>403</td>
<td>-138</td>
<td>-26%</td>
</tr>
<tr>
<td>East Central</td>
<td>925</td>
<td>967</td>
<td>42</td>
<td>5%</td>
</tr>
<tr>
<td>Wabash Valley</td>
<td>374</td>
<td>273</td>
<td>-101</td>
<td>-27%</td>
</tr>
<tr>
<td>Central Indiana</td>
<td>746</td>
<td>937</td>
<td>191</td>
<td>26%</td>
</tr>
<tr>
<td>Richmond</td>
<td>132</td>
<td>208</td>
<td>76</td>
<td>58%</td>
</tr>
<tr>
<td>Columbus</td>
<td>757</td>
<td>750</td>
<td>-7</td>
<td>-1%</td>
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<tr>
<td>Southeast</td>
<td>240</td>
<td>471</td>
<td>231</td>
<td>96%</td>
</tr>
<tr>
<td>Southwest</td>
<td>932</td>
<td>1127</td>
<td>195</td>
<td>21%</td>
</tr>
<tr>
<td>Sellersburg</td>
<td>521</td>
<td>678</td>
<td>157</td>
<td>30%</td>
</tr>
<tr>
<td>Bloomington</td>
<td>1,578</td>
<td>972</td>
<td>-606</td>
<td>-38%</td>
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<tr>
<td><strong>Statewide</strong></td>
<td><strong>9,063</strong></td>
<td><strong>8,258</strong></td>
<td><strong>-805</strong></td>
<td><strong>-9%</strong></td>
</tr>
</tbody>
</table>

* *Duplicate enrollment  **Credit and NonCredit*
Revenue In Pipeline

- $388,795  Gross Revenue potential for activity won in October 2015
- $29,749  Gross Revenue in pipeline with 22 written proposals
In Process
Overview

• Created first 90 day action plan (Sept – Dec)
• Process reviews
  • Contract Management complete and in implementation
  • Program Delivery underway
• Faculty Retention and Recruitment starting
• Sales Process starting
• Regular meetings with all staff
Overview (cont’d)

• Voice of the Customer Interviews (Nov – Jan)
• Brought in a seasoned leader to work with the Account Executives
• Reviewing all contracts with 3rd party providers
• Testing Center process review well underway
• Creating a curriculum library
• Developing a plan for Open Enrollment
Next Steps

• Voice of the Customer
  • Interviewing 24 companies provided by regions
  • Complete analysis by January 2016
  • Help guide overall strategy
• Continue Process Improvement projects
• Continue to refine sales process and update metrics
Spotlight

Bob Calliotte  Account Executive Central Indiana

Kim Thurlow  Account Executive East Central – Richmond
GRANTS REPORT

Total Currently Active Grants:

(135) Competitive Grants: $44,737,880
(16) Non-Competitive Grants: $7,480,712
(161) Total Active Ivy Tech Grants: $52,218,592

Ivy Tech currently has 46 pending grant submissions totaling $10,905,379
Of the total, $866,474 is budgeted as indirect costs.

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

Grants Awarded During Period (11 - $892,685)

- **Northeast** received $12,467 from the City of Fort Wayne to support the purchase of equipment to provide hands-on video production training for students enrolled in the Visual Communications program.

- **Lafayette** was awarded $75,000 from the Alcoa Foundation to support student scholarships.

- **East Central** received $3,000 from Indiana Campus Compact, with funding to support the creation of a community garden/outdoor laboratory for use in service learning and curricular student experiences.

- **Central Indiana**, in partnership with **Northeast**, was awarded $240,000 from the JP Morgan Chase Foundation to pilot two accelerated learning programs for adults in these regions.

- **Columbus** was awarded $1,000 from the Walmart Foundation to support the purchase of supplies and equipment for a Hydroponics Education Lab.

- **Southwest** received $30,000 from the Alcoa Foundation to support a summer high school career readiness program for local students.

Grants Submitted During Period (30 - $4,378,447)

- **Northwest**, in partnership with Purdue North Central, submitted a $91,196 proposal to the National Science Foundation’s Improving Undergraduate STEM Education (IUSE) program to develop and pilot an algebra readiness curriculum for pre- or remedial algebra.
• **North Central** submitted a $30,000 proposal to the United Way of Elkhart County to fund an Early College Experience for Merit students.

• **Northeast** requested $829,272 from the National Science Foundation’s Advanced Technological Education (ATE) program, with funding to build on prior ATE awards for the creation of a high-level testing curriculum, including device modeling and characterization for pre-engineering, engineering technology, electrical engineering technology, and electronics/computer technology courses.

• **Lafayette** submitted a $162,005 request to the National Science Foundation’s Advanced Technological Education (ATE) program for the proposed Collaboration, Competition, Certification, and Careers initiative, focused on high-impact career pathways workforce training.

• **Central Indiana**, in partnership with IUPUI, submitted a $445,158 request to the National Science Foundation’s Louis Stokes Alliances for Minority Participation (LSAMP) program, with funding to support academic and research opportunities for underrepresented minority STEM students.

• **Bloomington** requested $262,666 from the National Science Foundation’s Advanced Technological Education (ATE) program to support a regional partnership to improve access to and academic quality of technician education for the incumbent worker.

• The following **Ivy Tech regions** submitted proposals totaling $616,223 to the Indiana Department of Education’s Perkins Competitive Grant Program, with funding to support special projects focused on development, improvement and/or expansion of CTE programs in rural areas: **Northwest** ($100,000), **North Central** ($100,000), **Northeast** ($100,000), **Kokomo** ($56,853), **Central Indiana** ($99,750), **Columbus/Southeast** ($61,019), and **Southwest** ($98,601).

Proposals Declined During Period (11 - $1,549,766)
New Employee Introductions for SBOT Meeting (December 2015)

**Name:** Monty Hughes  
**Title:** Executive Director of Regional IT Operations (North)  
**Location:** Central Office  
**Supervisor:** Thomas Riebe, Executive Director of Regional IT Operations  
**Start Date:** 10/5/2015

Monty has been with the College since 1993. He started as an Adjunct in the East Central region, teaching computer related courses. He moved to the Kokomo region and became a full-time faculty member in 1996 and then Program Chair in 2000. In 2003, Monty was promoted to Director, and later Executive Director, of Instructional Technology, managing regional online education, instructional technology, and computer and technology services. In this new role, Monty will further refine the IT shared services model within the northern regions (Northwest, North Central, Northeast, Lafayette, Kokomo, and East Central & Richmond).

Monty holds a Bachelor of Science degree in Experimental Psychology and a Master of Science degree in Information and Communication Science Management from Ball State University. He also has completed doctoral coursework in Information Technology Management from Cappella University. He is a graduate of Ivy Tech’s Leadership Academy & Master Teacher Seminar.
**Name:** Annette Lamb  
**Title:** Executive Director of Development Operations  
**Location:** Central Office  
**Supervisor:** John Murphy, President of Ivy Tech Foundation & Sr. Vice President of Ivy Tech Community College  
**Start Date:** 9/8/15

Annette has spent the last nine years raising major gifts for Purdue University. She most recently served as a Senior Director of Development in Student Life where she led the fundraising efforts for over 12 departments, oversaw 5 alumni boards, and traveled nationally and internationally meeting Purdue alumni. Annette also developed a multi-year fundraising campaign totaling more than $30 million, raised money for 4 multi-million dollar building campaigns and personally raised over $18 million during her Purdue career. She previously served in the positions of Director of Development for the Black Cultural Center; and Director of Development for the President’s Council; all at Purdue University.

In this new role, Annette will manage the Foundation’s annual fund, donor relations, strategic planning, event planning, grants, and marketing/communications. Annette holds a Bachelor of Arts degree in Elementary Education from Purdue University.
Name: Amy Liter
Title: Executive Director of Regional IT Operations (South)
Location: Central Office
Supervisor: Thomas Riebe, Executive Director of Regional IT Operations
Start Date: 9/16/15

Amy joined the College in January 2000 and has been working with the IT team since then. She served as a Network/Telecom Admin until 2011 and most recently served as Director of Regional IT Operations for the Southeast Region. She has been instrumental in delivering high quality IT customer service. Her influence on the Software Procurement Team has been substantial and her leadership over the statewide Systems Center Configuration Management Team has resulted in a dramatic reduction in IT time spent on statewide software deployment. In this new role, Amy will further refine the IT shared services model within the southern regions (Wabash Valley, Evansville, Southeast, Columbus, Southern Indiana & Bloomington).

Amy earned her Master of Business Administration from Indiana Wesleyan University in 2011 and has a Bachelor’s degree in Post-Secondary Education from Indiana State University. She is also a 1998 graduate of Ivy Tech.
Michael began his career at Ivy Tech in July 2008 as the Assistant Director of Student Life, Leadership and Development for the Bloomington Region. He went on to serve as the Director of Student Support and Development where he oversaw Student Life, Disability Support Services and Orientation. In the fall of 2011, he accepted the opportunity to transition into the Human Resources Office where he served as the Director for two years before moving into the Executive Director role for the region. Under his leadership in Bloomington, the region increased diversity amongst its faculty and staff, executed a comprehensive onboarding program for full-time employees and adjunct faculty, and implemented wellness and employee recognition initiatives.

Michael earned his Professional Certification in Human Resources (PHR) in 2012. He holds a Bachelor of Arts degree in Telecommunications ('05) and a Master of Science degree in Sport Administration ('06).
Melissa began her career at Ivy Tech in 1991 as the regional Bookstore Manager for the Kokomo Region. In that role, she was accountable for every aspect of the region’s three stores for over 17 years. The stores surpassed $2.2 million in sales for her last year as manager. In 2008, she expanded her business office functions, becoming a Grant/Project Accountant, and in 2014, she became the Director of the Business Office in Kokomo. She served as the Interim Executive Director of Finance prior to being appointed to the role permanently.

Melissa earned a Bachelor of Science degree in Business Administration from St. Joseph’s College and a Master of Business Administration from Indiana Wesleyan University.
Name: LaKoya Rochell
Title: Executive Director of Resource Development
Location: East Central Region
Supervisor: Chancellor Andy Bowne
Start Date: 11/1/15

LaKoya has served as an Academic Advisor at the College since 2012 and Campus Office Coordinator since April 2015. She also currently serves as a Capital Campaign Community Member for the Anderson campus. Prior to working in the East Central region, LaKoya was employed with the Central Indiana Region as the Assistant Director of Student Success and Retention, and an Academic Advisor. LaKoya volunteers with the Debutante Cotillion Beautillion Militaire in Anderson, and serves as the Curriculum Chair where she has gained ample fundraising experience. She also is the Vice President for the Women’s Missionary Society in Indiana, HR Director for the Literacy Program in Anderson, and Parent Club Member at St. Ambrose School.

In 2015, LaKoya earned her Master of Arts degree in Business from Indiana Wesleyan University, with a focus in Organizational Leadership. She also has a Bachelor of General Studies from IUPUI, with a minor in Psychology and Certificate in Human Resource Management.
Ivy Tech Foundation
State Board of Trustees Meeting
December 2, 2015
John M. Murphy
2015 – 2016 Foundation Goals

1. Grow donations an average of 15% over three-year period.


3. Facilitate and mobilize Board Member participation as recommended by Strategic Initiatives Committee.

4. Develop long-term needs by Region for focused fundraising.

5. Continue statewide implementation of:
   - Women in Philanthropy – Circle of Ivy
   - Advanced Manufacturing & Business Division.
   - Systematic Training Program.
<table>
<thead>
<tr>
<th></th>
<th>Actual</th>
<th>Goal</th>
<th>% to Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donations</td>
<td>$9.1M</td>
<td>$3.3M</td>
<td>275%</td>
</tr>
<tr>
<td>Donor Visits</td>
<td>1,676</td>
<td>1,641</td>
<td>102%</td>
</tr>
<tr>
<td>Million $ Asks</td>
<td>6</td>
<td>20</td>
<td>30%</td>
</tr>
<tr>
<td>Planned Giving Proposals</td>
<td>4</td>
<td>44</td>
<td>9%</td>
</tr>
<tr>
<td>Donation Asks</td>
<td>175</td>
<td>63</td>
<td>277%</td>
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</table>
2015 – 2016 SUCCESSES

- Donor Gifts
- Donor Pipeline
- Circle of Ivy
- Annual Fund
- Divisional Statewide Campaigns
$5M GIFT
Largest Individual Donation in History of Foundation

$600K Columbus
$300K (2) Lafayette and Central Indiana
$250K (2) Bloomington
$240K Central Indiana
$150K Northwest
$100K Bloomington
$80K Southwest

OTHER GIFTS

$1.3M Foundation Board Member
$800K East Central
$700K Southeast
$350K Central Indiana
$318K Southern Indiana
$250K Northwest
$200K Statewide

$1K+ Donors are up 23% year over year.
2015 – 2016 SUCCESSES

Circle of Ivy

124 Attendees

133 Donors

$42,000+ Raised

25% of Donations Came from 28 New Donors

Congresswoman Susan Brooks Keynote

Very Positive Feedback
November 25th – First-ever Statewide Mailing

Next up – Statewide Nursing Mailing in Spring 2016

Quarterly Segmented Mailings Thereafter
Divisional Statewide Campaign

• 2013 Established plan with staging dates

• Planned for Advisory Committee and Development Committees for each Division:
  – Technology
  – Business
  – Healthcare
  – Transfer

• Established training courses for Chancellors, Campus Presidents, and Deans

• Currently working with Technology, Business, and Healthcare Divisions

• Results:
  – Donor visits by Chancellors and Campus Presidents 398
  – Healthcare Division Pipeline $1.3M
  – Business Division Pipeline $100K
  – Conducted initial meeting with advisory group to establish an insurance $250K+
    industry funded curriculum
<table>
<thead>
<tr>
<th>Entity</th>
<th>FY14-15 Donors</th>
<th>Donations</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>% Giving</td>
<td>2013</td>
<td>2014</td>
<td>2015</td>
</tr>
<tr>
<td>1) State Board of Trustees</td>
<td>14</td>
<td>86%</td>
<td>$619.2</td>
<td>$716.6</td>
<td>$2.2M</td>
</tr>
<tr>
<td>2) Foundation Board</td>
<td>55</td>
<td>100%</td>
<td>$511.4</td>
<td>$608.8</td>
<td>$1.6M</td>
</tr>
<tr>
<td>3) Regional Boards</td>
<td>98</td>
<td>25%</td>
<td>$67</td>
<td>$50.6</td>
<td>$48.7</td>
</tr>
<tr>
<td>4) College Leadership</td>
<td>52</td>
<td>68%</td>
<td>$95.7</td>
<td>$100.8</td>
<td>$72.7</td>
</tr>
<tr>
<td>5) Employees*</td>
<td>3,356</td>
<td>51%</td>
<td>$615.4</td>
<td>$681.7</td>
<td>$610.1</td>
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<tr>
<td>6) Individual Donors</td>
<td>4,371</td>
<td>N/A</td>
<td>$3.3M</td>
<td>$3.8M</td>
<td>$9.6M</td>
</tr>
<tr>
<td>7) Alumni Giving</td>
<td>124,190</td>
<td>0.5%</td>
<td>$206.3</td>
<td>$243.4</td>
<td>$194.9</td>
</tr>
<tr>
<td>8) Campaigns</td>
<td>8</td>
<td>N/A</td>
<td>$8.5M</td>
<td>$14.6M</td>
<td>$14.4M</td>
</tr>
<tr>
<td>9) Prospects on File**</td>
<td>54,621</td>
<td>9%</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

* Without Adjuncts – With Adjuncts 8,978  
** Without Alumni – With Alumni 173,667
**Key Areas of Focus**

**Social Media**
- Research All Media Outlets
- Exploring Crowd Funding
- Increased Sharing of Donor Stories on Social Media

**Planned Giving**
- FY2013-14 5 Gifts; $2.5M in Gifts
- FY2014-15 9 Gifts; $6.0M in Gifts
- FY2015-16 6 Gifts; $2.5M in Gifts

**Annual Giving**
- November 2015 First Statewide Mailing
- Spring 2016 Constituent Mailings (i.e. Nursing)
- Fall 2017 Chancellor’s Mailing

**Pipeline Management**
- Increased Attention to Regional Top 100 Prospects
- Joint Visits with Development Officers
- Develop Metrics on New Donor Cultivation
THANK YOU FOR EVERYTHING YOU DO FOR IVY TECH