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Meeting of the State Board of Trustees
Ivy Tech Community College of Indiana
December 13, 2007

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OFFICIAL NOTICE OF MEETING  
IVY TECH COMMUNITY COLLEGE  
STATE BOARD OF TRUSTEES

Notice is hereby given that the State Board of Trustees of Ivy Tech Community College will hold the following meetings at the Ivy Tech Community College – Indianapolis Campus, 50 West Fall Creek Parkway North Drive, Indianapolis, Indiana; and the Sheraton Indianapolis City Centre, 31 West Ohio Street, Indianapolis, Indiana. Please note that the Board of Trustees will consider changing their by-laws as provided with Resolution Number 2007-74.

Wednesday, December 12, 2007

12:45 p.m. – 4:15 p.m.  
Standing Committee Meetings – Ivy Tech Community College  
Indianapolis Campus  
North Meridian Center, 4th Floor Auditorium  
12:45 – 1:45 p.m.  
Planning & Education Committee  
2:00 – 3:00 p.m.  
Buildings, Grounds, & Capital Committee  
3:15 – 4:15 p.m.  
Budget & Finance Committee  
TBD  
Audit Committee

Thursday, December 13, 2007

7:30 a.m. – 9:00 a.m.  
Meeting of State Trustees in Executive Session at the Sheraton Indianapolis City Centre in the Library to discuss the following subjects pursuant to I.C. 5-14-1.5-6.1 (b):  
(2) (B)  
Litigation  
(2) (D)  
Leasing of real estate property  
(9)  
Job performance evaluation of employees  
(11)  
Train state trustees with an outside consultant about the performance of the role of trustees as public officials

9:00 a.m.  
The State Trustees will hold a regular meeting at the Sheraton Indianapolis City Centre in the Meridian Ballroom Center to consider and take action on such items as may be brought before them. Included will be a public hearing at which a decision will be made with regard to the awarding of a contract for the following public works:

Renovation of the Makuta Building in Columbus, Region 10-Columbus

Martha E. Rivas-Ramos, Secretary

Dated this 6th day of December, 2007
PRELIMINARY AGENDA AS OF DECEMBER 6, 2007*
Meeting of the State Board of Trustees

December 13, 2007

I. Roll Call

II. Report of Secretary on Notice of Meeting

III. Approval of Minutes:

- Regular Meeting, October 11, 2007

IV. Reports of Board Committees

A. Executive Committee, Jesse R. Brand, Chair

Resolution Number 2007-61, Reappointment of Regional Trustee, Sellersburg

B. Budget and Finance Committee, Norman E. Pfau, Jr., Chair


Resolution Number 2007-63, Approval of the Noncredit Management System of Record Project

C. Planning and Education Committee, Lee J. Marchant, Chair

D. Buildings, Grounds, and Capital Committee, V. Bruce Walkup, Chair

Resolution Number 2007-64, Approval to Purchase 1.35 Acres of Improved Land at 1318 South 6th Street in Elkhart, Region 2-Northcentral

Resolution Number 2007-65, Request that Ivy Tech Foundation, Inc. Purchase 5.45 Acres of Improved Land at 1904 East Morgan Street in Kokomo for Lease to the College, Region 5-Kokomo

Resolution Number 2007-66, Approval to Purchase 2.583 Acres of Improved Land at 261 South commerce Drive in Marion, Region 6-Eastcentral
Resolution Number 2007-67, Approval to Dispose of Property Not Needed by the College at its Valparaiso Campus by Easement, Region 1-Northwest

Resolution Number 2007-68, Approval to Dispose of Property Not Needed by the College at its Madison Campus by Easement, Region 11-Southeast

Resolution Number 2007-69, Approval to Grant a Right of Entry to the City of Bloomington Utilities at the Bloomington Campus, Region 14-Bloomington

Resolution Number 2007-70, Approval to Exercise a Two-Year Renewal Option for the Warsaw Instructional Center, Region 2-Northcentral

Resolution Number 2007-71, Approval to Exercise a Two-Year Renewal Option for the Business/Technology Annex in Sellersburg, Region 13-Southcentral

Resolution Number 2007-72, Approval of a Lease Addendum for the Connersville Instructional and Technology Center, Region 9-Whitewater

Public Hearing and Consideration of:

Resolution Number 2007-73, Approval to Renovate the Makuta Building in Columbus, Region 10-Columbus

E. Audit Committee, Mark J. Neff, Chair

F. Planning Committee, Linda E. White, Chair

Resolution Number 2007-74, Amendment to State Board By-Laws to Reduce the Number of Transactions for Which Board Approval is Required

Resolution Number 2007-75, Approval of a Code of Conduct for the State and Regional Boards of Trustees

Resolution Number 2007-76, Approval of a Conflict of Interest Policy for the State and Regional Trustees of the College
Resolution Number 2007-77, Approval of a Conflict of Interest Policy for Executive Level Employees of the College

Resolution Number 2007-78, Resolution Affirming Structure for Internal Audit Department

Resolution Number 2007-79, Resolution Affirming Appointment of External Legal Counsel

Resolution Number 2007-80, Resolution Appointing President Thomas J. Snyder to Standing Committees

V. Treasurer’s Report, Robert C. Holmes, VP/Finance and Treasurer

VI. State of the College, Thomas J. Snyder, President
   • Regional Campus Reports
     a. Lafayette – Dr. David Bathe, Chancellor
     b. Central Indiana – Dr. Hank Dunn, Chancellor
     c. Wabash Valley – Dr. Jeff Pittman, Chancellor
   • Engagement Reports
     a. Strategic Plan – Dr. Dan Schenk, Chancellor-Southwest Region
     b. Diversity – Dr. Ben Young, Vice Provost for Student Affairs and Diversity

VII. Old Business

VIII. New Business

IX. Adjournment

*Matters may be added to or deleted from the board agenda between the date of this preliminary agenda and the board meeting.
MINUTES OF THE MEETING OF THE STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE OF INDIANA
INDIANAPOLIS, INDIANA
OCTOBER 11, 2007

Chairman Jesse R. Brand called the October 11, 2007, regular meeting of the State Board of Trustees to order at 10:00 a.m. in the Shields Ballroom at the Indianapolis Marriott North, 3645 River Crossing Parkway, Indianapolis, Indiana.

A. **ROLL CALL:**

Secretary Martha Rivas-Ramos called the roll and the presence of a quorum was announced. The following State Trustees were present:

- Mr. Jesse R. Brand, Chair
- Mr. Norman E. “Ned” Pfau, Jr., Vice Chair
- Ms. Martha Rivas-Ramos, Secretary
- Ms. Linda Buskirk
- Ms. Leigh A. Duckwall
- Mr. David M. Findlay
- Mr. Lee J. Marchant
- Mr. Robert L. McCready
- Mr. Steve Schreckengast
- Mrs. Anne K. Shane (via phone)
- Ms. Linda E. White
- Ms. Kaye H. Whitehead

Trustees unable to attend the meeting:

- Mr. Mark J. Neff
- Mr. V. Bruce Walkup

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

Secretary Martha Rivas-Ramos confirmed that notices of the October 11, 2007, regular meeting were properly mailed and posted.

C. **APPROVAL OF BOARD MINUTES:**

Chairman Jesse R. Brand directed the trustees’ attention to the minutes of the August 9, 2007, regular board meeting. Trustee Steve Schreckengast made the motion to approve the minutes of the August 9, 2007, regular meeting as submitted. Trustee Lee J. Marchant seconded the motion, and the motion was carried unanimously.
D. COMMITTEE REPORTS:

Item 1 Reporting for the Executive Committee, Chairman Brand reported that no Executive Committee meeting has been held since the Board last met.

Chairman Brand called on Trustee Linda Buskirk to present Resolution Number 2007-60. Trustee Buskirk explained that, due to the resignations of Fred Andrews and Joyce Keiffer, the Northeast/Fort Wayne Regional Board has nominated two candidates to fill the vacancies. Trustee Buskirk moved to approve Resolution Number 2007-60, Appointment of Regional Trustees, Northeast Region/Fort Wayne, appointing Kathy B. Bruns and Dr. Robert Dettmer as regional trustees for Ivy Tech Community College of Indiana – Northeast Region/Fort Wayne, both representing commerce. Additionally, the constituency now represented by Trustee John Nigro is Manufacturing, and the constituency now represented by Trustee Jeff Reed is Agriculture. Trustee Leigh A. Duckwall seconded the motion, and the motion carried unanimously.

Item 2 Chairman Brand suggested that the Board consider the following 2 resolutions as a single consent action since each had been thoroughly discussed in the Budget & Finance Committee meeting yesterday. With the Board fully apprised of each proposed resolution, Trustee Norman E. Pfau, Jr. moved that the following 2 resolutions be adopted. Those resolutions are delineated as follows:

Resolution Number 2007-52, Resolution of the State Board of Trustees of the Trustees of Ivy Tech Community College of Indiana Authorizing the Executive Committee of the Board of Trustees to Authorize the Issuance of a Series of Student Fee Bonds for the Purpose of Financing New Projects and Refunding Prior Bonds

Resolution Number 2007-53, Approval to Purchase Furniture for the Valparaiso Phase II Campus Construction-Northwest Region

Trustee Buskirk seconded the motion to approve the above resolution, and the motion carried unanimously.

Chairman Brand took this opportunity to say that he believes this new meeting format gives all of the trustees the opportunity to attend the committee meetings. He encouraged all of the trustees to make every effort to be present at the committee meetings because it is a way that they as a Board can more effectively do the work of the College and for the people of the State of Indiana. Chairman Brand reminded the trustees that the format change was implemented at the last Board meeting and was successful; and he reiterated that this is a benefit for all state trustees.
Item 3  Chairman Brand called upon Trustee Lee J. Marchant to give the Planning & Education Committee report. With the Board fully apprised of the proposed resolution, Trustee Marchant moved that Resolution Number 2007-54, Approval of New Programs, be approved. Trustee Marchant also moved that the Board endorse the Ivy Tech Community College Statement of Diversity, which was presented to the Board during the Planning & Education Committee meeting yesterday. Trustee Robert L. McCreary seconded the motion, and the motion carried unanimously.

Chairman Brand announced that Trustee Rivas-Ramos has agreed to lead the efforts of the Board to coordinate their interest in diversity and the work of Dr. Ben Young. Trustee Rivas-Ramos and Dr. Young will collaborate to ensure that the Board is doing everything it can to continue the support of this initiative and to increase the effectiveness of diversifying the College.

Item 4  Chairman Brand suggested that the Board consider the following 4 resolutions as a single consent action since each had been thoroughly discussed in the Buildings, Grounds, and Capital Committee meeting yesterday. With the Board fully apprised of each proposed resolution, Trustee Steve Schreckengast moved that all 4 resolutions be adopted. Those resolutions are delineated as follows:

Resolution Number 2007-55, Approval of a Lease Agreement for the White County Instructional Center Building in Monticello, Region 4-Lafayette

Resolution Number 2007-56, Approval of a Lease Agreement for the Franklin Instructional Center Building, Region 10-Columbus

Resolution Number 2007-57, Approval to Proceed with the Planning of the Bloomington, Muncie/Anderson, Warsaw, Indianapolis, and Sellersburg Construction Projects

Resolution Number 2007-58, Approval to Proceed with Financing and to Acquire or Construct a New Campus in Elkhart

Trustee Kaye H. Whitehead seconded the motion to approve the above 4 resolutions.

Chairman Brand noted that there was much discussion during the Building, Grounds, and Capital Committee meeting yesterday. He said it was a good discussion about important issues and the future of the College and how the trustees must think about the things they do and how it affects the community college. He said he was pleased with the discussion and pleased with the fact that while many different opinions were expressed during the meeting, the
committee was able to support these resolutions in the end. Trustee Shane said that she missed the discussions yesterday but hoped that, particularly regarding Resolution Number 2007-57 and the other capital projects that are anticipated, the Board expressed a willingness to work closely with the Office of Management and Budget in the Governor’s Office to respect the financial constraints of the entire state budget relative to Ivy Tech’s capital construction costs, and that the College is in the process of developing some kind of capital construction plan of prioritized projects. She also said she hopes that the College and trustees are being responsive to the needs of our regional economies, respecting the kinds of services provided by workforce development, and how we can continue to be responsive to the regional economies that are supported by our Ivy Tech campuses. She said she would vote in favor of these resolutions, but she wanted these caveats noted in the public record. Chairman Brand thanked Trustee Shane for her comments and assured her that every one of them was discussed during the meetings yesterday and continued during the dinner last night. In particular was the idea of creating a concrete 10-year capital plan so we have a good feel for where we are trying to go in this respect. Chairman Brand said that her comments were very astute in recognition of exactly what the trustees were talking about, and he appreciated her addition of these comments. With the motion to approve the above named resolutions made and seconded, Chairman Brand called for a vote to approve the resolutions, and the motion carried unanimously.

Item 6 Chairman Brand called upon Trustee David M. Findlay to give the Audit Committee Report. Trustee Findlay reported that the Audit Committee conducted a positive meeting yesterday with Ben Burton, Executive Director of Internal Audit. Trustee Findlay said that Mr. Burton reported that the relationship between President Snyder and internal audit continues to strengthen. Trustee Findlay reported that all other matters discussed during the meeting were satisfactory.

Item 7 Chairman Brand called upon Trustee Linda E. White for a report on the activities of the planning committee. Trustee White said that for the purposes of today’s meeting, she would provide a verbal report but would have minutes and synopses of the committee’s proceedings incorporated within in the next Board booklet mailing. Trustee White reminded the trustees of the three charges to the Planning Committee: reviewing the statutory changes that need to be incorporated into the College’s governing documents; reviewing the duties that should be maintained by the president versus those duties that should remain within the domain of the Board of Trustees, which is actually clarifying the authority; and reviewing the process for strategic planning for the “next cycle” because the College has a deadline of one year. She said that a good presentation on the strategic planning process was made, but what we want to do is talk about the process and how the Board should be involved in
the future cycle. A subcommittee composed of Trustees Findlay and Neff, along with external legal counsel Marilee Springer, reviewed the by-laws of Indiana University and Purdue University and compared those to the by-laws of Ivy Tech to determine where Ivy Tech should be. The entire committee will review the delegation of authority for the president, along with the development of a conflict of interest policy not only at the Board level but at the whole College level. President Snyder is also looking into this. The committee is also developing a code of conduct for the trustees and reviewing the role of the external legal counsel, reporting structure of internal auditing, the selection of board officers, reviewing whether the College’s open door law should be specifically designated in the by-laws, and approval of capital expenditures. These are items that the Planning Committee will continue to review and discuss and provide a full report to the full Board of Trustees at a future meeting.

The committee agreed that it was of utmost importance to have a code of conduct for the Trustees as well as a conflict of interest statement. They asked Ms. Springer develop a code of conduct for the trustees, which President Snyder is well aware of. Trustee White said that she would distribute a draft of this code of conduct at the end of her presentation so it could be discussed at both the management level and at the Board level. The committee asked President Snyder to submit a list of powers that he thought could be delegated to the Board and those that should be delegated to the president, which he did. A subcommittee will review those duties and submit their recommendations to the full board at a future meeting. Trustee White said she had a conversation with President Snyder and asked him what his three most pressing issues were as they related to the planning committee, and his three were the reporting relationship of the internal auditor, the role of external legal counsel to the Board of Trustees, and the selection and termination of the chancellors because it appears confusing in the current by-laws as to how that occurs. At their September 28 meeting, they asked external counsel to help them with the code of conduct for the trustees as well as a conflict of interest statement. They also talked about the hiring and termination of the chancellors—whose duty is it and to make sure that it is very clear. A subcommittee has been formed to review that. Chairman Brand is also discussing with President Snyder some of Snyder’s thoughts and recommendations on that issue. They also reviewed what duties President Snyder had recommended to be retained and delegated, and Trustee Schreckengast and Ms. Springer will review those items and provide further information to the committee. The Planning Committee had a lengthy discussion on external legal counsel, and as they looked at the legal needs of the Board and looked at the sensitive issues being brought to the Board, by consensus, the Planning Committee recommended that they would continue to have external legal counsel to the Board of Trustees. The full Board of
Trustees has not yet discussed this, so we have another discussion ahead of us on this subject.

The next topic the Committee talked about was the internal audit reporting relationship. As they talked about what is happening with the audit committee and the good communications they had between the audit committee and the president, the consensus of the Planning Committee was to bring to the Board of Trustees a recommendation that the audit function report to the Board of Trustees. This too will be brought back to the full Board for discussion.

As it relates to coverage of strategic planning, Trustee White and Chancellor Schenk have met a few times, and Trustee White reported that they are on course with the current strategic plan and it will involve many more people as a process. It is not this Board’s duty to come up with a strategic plan—our duty is to talk about the processes, and there will be future discussions on this. This summarizes the Planning Committee just over the last two months.

Trustee Findlay added that it is also the consensus of the Planning Committee and the Audit Committee that is vitally important that internal audit have open and effective communications with the administration and the chancellors and to be viewed within the College as a partner to the administration and chancellors as opposed to what some might view as a necessary evil or “we” versus “they.” He said it is critically important that internal audit be a partner to the College and its administration and its chancellors and that that relationship be very open in communicating.

Chairman Brand called on Chancellor Schenk for a report on the strategic planning process. Chancellor Schenk directed the trustees to their folders for a copy of the report that he would be addressing. He thanked Chairman Brand for participating in a lively discussion at yesterday’s Senior Leadership Team meeting, where they spent the better part of an hour seeking the support and engagement and ownership of the senior leadership team in this process.

Chancellor Schenk stated that he and Vice President Bill Morris co-chair the strategic planning council that was appointed to update the 2010 Strategic Plan, which must also be in sync with the Higher Learning Commission criteria for reaccreditation. We have made tremendous progress in a short period of time (which is a good thing) because the project timeline projects Board approval in December. The strategic planning council will meet later today and again in the morning with an outside consultant who has been a tremendous help. Chancellor Schenk said that today, on behalf of the council, he is seeking the Board’s support and endorsement—final approval will be requested in December—of the Level 1 terms, overarching metrics through strategies. We come back to the trustees in late November or early December via a teleconference to share with the Board the progress on the objectives and the initiatives, the Level 2 terms. These are the foundation elements, and with Board support today, on top of the support and encouragement we received
yesterday, it puts us in a good position to continue our process. He noted that some changes as a result of the discussion during the senior leadership team meeting have already been incorporated to the copy provided to the trustees. There were five previous overarching metrics: counting associate degrees, technical certificates, industry recognized certifications, transfers, and headcount. As a result of yesterday’s discussion, new certificates added by the Commission for Higher Education were added. The mission statement has been revised to be more in sync with the requirements for the Higher Learning Commission’s upcoming visit. The Purpose Statement is also new, as are the Core Values. Because this is a working document, Chancellor Schenk said he would not seek Board approval at this time, simply support to continue moving forward. There are now seven strategies to this strategic plan, increased and renamed from the previous five goals from the original strategic plan from 2003. The five original goals, or strategies, from the 2003 strategic plan remain the same, but after discussion of the strategic business council, it became apparent to add two more. One was to transform the institutional culture and supporting the structure for the growth. The Level 1 terms are virtually complete at this point, although some supporting statements need to be added. The objectives and initiatives included in Level 2 are where the council will focus at this point. We expect to have a formal Board resolution to approve Strategic Plan 2010 in December. Chancellor Schenk asked the Board for comments or questions, and there were none.

Chancellor Schenk then shared another document with the Board and explained that it is a “concept” piece to help the Board understand where we are at this point. As the council thinks about the strategies and all of the other things occurring in the organization, like the overarching metrics, we need to be sure that those tie back to the strategies; that the organizational priorities tie in; as well as the key quality indicators. Chancellor Schenk said that there are approximately 12 to 15 operational and tactical plans already in the College, and the President’s stretch goals will also be incorporated. The goal is to create an electronic template for all of the regional strategic plans because currently they all slightly vary. The expectation through this cycle is that each of the regions would have a strategic plan template that would look similar throughout the system and would augment the system-wide strategic plan. On the operational and tactical plans, we need to be sure that those look more alike, that each lists the mission and vision and other elements of the plan, and specifically indicate what tactical and operational plans link back to at the strategy level. The end game would be to have a strategic plan with prioritized initiatives that are priced out and fed in to the finance plan. The goal will be to have the costs associated with each initiative established by the time we develop the next budget for the system. The strategic planning council will be meeting soon with the champions of the seven initiatives and the owners of the operational and tactical plans as well. These exercises should culminate in a very strong updated Strategic Plan 2010. Since this is a
three-year strategic plan through the end of 2010, Trustee White asked if we start the process all over again or do we always have a three-year plan in front of us. Chancellor Schenk said that there has been discussion within the business council level that once we get through the Higher Learning Commission’s visit, that is probably when the next strategic plan needs to start being developed. President Snyder added that the strategic plan be a living document that continues to be updated. He reiterated that the second step in this process is to integrate the strategic plan with the budget, and that task will be new for the College. If we put a strategic plan in place without the resources to support it, the plan will be compromised. Chancellor Schenk reminded the trustees that we are not seeking official action by the board but instead asking the Board for encouragement and support to continue moving forward. Chairman Brand said on behalf of the Board that this group is doing good work and to continue moving forward.

E. TREASURER’S REPORT:

Chairman Brand called on Bob Holmes, Vice President for Finance/Treasurer, for the Treasurer’s Report.

- Treasurer Bob Holmes said that we have completed the first quarter of the 2007-08 fiscal year, and through September, total revenues have increased by $11.9 million over last year. Growth in student fee revenue accounts for the biggest portion of this increase, as it is up $8.7 million from last year. Since our student fee increase was only 3.9 percent, student fee revenue has been largely impacted by our growth in enrollment: 10.8 percent, up as of fall semester 10-day count. Both state appropriations, which are up $2.3 million; and other revenue, including investment income which is up by $850,000, have also shown nice increases. The state operating appropriation increase is 6.4 percent from last year, but significantly below the 10.8 percent increase in enrollment as of 10-day count. Investment income continues to be strong. Our average yield at maturity is 5.3 percent. Investible balances have grown due to our increasing student fee revenue. The state budget committee is scheduled on Friday to consider our request for the second portion of the payment delay funds that the state had withheld from all public higher education institutions since 2001-02. The total amount withheld from all public higher education was $100 million, of which the Ivy Tech share was $10.6 million. The College received $4.6 million in repayment in 2006-07. The 2007 General Assembly appropriated the remaining $6.1 million that is owed to us, with half to be distributed to us this year in 2007-08 and the final repayment in 2008-09, both on the recommendation of the budget committee. Vice President Holmes reminded the trustees that the General Assembly required these funds to be utilized for general R and R projects. He stated that those lists have already been submitted, and that is what is to be considered on Friday. Total expenditures as of the end of September have increased by $4.9 million—significantly less than the revenue increase. Salaries and benefits make up the entire increase, as supplies, equipment, utilities, leases, and other expenses are currently tracking 2006-07. It is likely that the implementation of the new Banner software system has slowed down
the expenditure stream for these other expenditures, as staff across the state become familiar with the new system. From September 2006 to September 2007, we added 63 new faculty positions, of which we have filled 49. We have made a significant increase in our number of full-time faculty during this last academic year. Vice President Holmes called for questions, and there were none. Trustee Schreckengast moved that the Treasurer’s Report be approved. Trustee Robert L. McCreary seconded the motion, and the motion carried unanimously.

F. STATE OF THE COLLEGE:

Chairman Brand called on President Thomas J. Snyder for the President’s Report.

- President Snyder began his remarks by reminding the trustees that they would hear engagement reports throughout the year covering strategic issues facing the College and that each of the chancellors will present a report about their region over the next three years. The Board meetings will be rotated throughout the state so the trustees will have the opportunity to visit each of the College’s campuses during their tenure. We will continue to have community receptions, similar to the one last night, that will permit us to further engage the communities and trustees.

- President Snyder reminded the trustees about the Foundation Board of Directors meeting immediately following the state trustees’ meeting today. Later this afternoon, he and other members of the College’s administration will be making a presentation to the State Budget Committee at the Ivy Tech – Bloomington campus to promote the authorization to proceed with the capital projects approved by the General Assembly.

- President Snyder reminded the trustees of two senior staff appointments made during the last two months. He introduced Susan Brooks and Joyce Rogers, who were both in attendance. Effective this month is the appointment of Senior Vice President for Workforce and Economic Development and General Counsel, Susan Brooks, who brings with her tremendous legal and administrative experience. Joyce Rogers will become the College’s Vice President for Development and senior operating officer of the Ivy Tech Foundation, Inc. effective November 16. Ms. Rogers most recently served as a nationally recognized figure as CEO of the Indiana Black Expo, Inc.

- President Snyder reported that he and Vice President for External Partnerships, Pat Bauer, have set an agenda to meet with all of the K-12 superintendents of all of Indiana’s urban schools. Twenty school districts enroll 40 percent of the K-12 students in the state. We are meeting with these 20 superintendents to better understand their needs and challenges so that by the end of our fiscal year we will have a template of what Ivy Tech can do to help address the high dropout rate and a low college-going environ in Indiana. President Snyder reported that he and Vice President Bauer have already had multiple meetings with Indianapolis Public School Superintendent Dr. White, as well as superintendents in Fort Wayne, South Bend, Goshen, and Elkhart.
• Since Ivy Tech is unique and the largest statewide system in the United States, we are also doing more of a national outreach. President Snyder said that he and Vice President for Engagement Jeff Terp have gone to Washington to reintroduce Ivy Tech into the national scene. In June, they met with all of the state congressional representatives and they were also able to meet with Senator Richard Lugar and Congressman Mike Pence. They also met with the Undersecretary of Education, Sara Martinez Tucker; and the Assistant Secretary of Labor, Emily DeRocco, to get their respective views. President Snyder reported that although Ivy Tech’s work in both education and workforce development are viewed as crucial, that work is not fully recognized.

• Continuing, President Snyder characterized the state of the College as successful but overwhelmed. We are accomplishing our goal of attracting students, and we will work harder on retaining them. Not only did we have a 10 percent increase in enrollment, but we also had a 20 percent increase in first-time students, also known as “freshmen.” All of this growth has put a massive strain on our system, which is why we have the issues that face us today. We recognize that our 10 percent enrollment growth will cause the state to give us additional money on the enrollment side, and we recognize that our facilities are challenged as we bring on all of these students. It is important that we have our own initiatives, and that those initiatives fall into three areas. The first is looking internally at where we can save money ourselves so we can tell the state that we are the most effective stewards of their money. Second is the importance of the appointment of Joyce Rogers to head up private fundraising through the Foundation. Chuck Harris will continue to focus on planned giving. Together, we will create opportunities to endow faculty and financial aid. Third, we want to further engage the communities so they can help us in various ways. When we report to the State Budget Committee later today, we will point out that in virtually every case, the communities themselves have already raised substantial money for land or granted us land, so we know that there is a partnership commitment with the communities. Although the state is fiscally conservative, it is committed to improving the skill set of its workforce. Ivy Tech is well-positioned to bring a lot of positive attention to itself and we have an excellent team throughout the state to deliver on our potential.

• President Snyder announced that the Board would hear reports from Chancellors Virginia Calvin and Jim Helms about their respective regions. He also said that Vice President for Administration Bill Morris and Vice Provost for Academic Affairs Marnia Kennon would provide the engagement report on Faculty and Staff. Vice Provost for Student Affairs and Diversity, Ben Young, provided an engagement report on Student Affairs during the Planning and Education Committee meeting yesterday.
All of these reports were provided for information only; no Board action was required.

(Narratives and PowerPoint presentations were previously distributed to the Board and are on file with Minute Material.)

- President Snyder said that he is pleased to highlight programs that are unique to Ivy Tech. One such unique program is the teaching academy. Vice President for Professional Development, Bob Garton, has also been charged with putting together a council to oversee professional development at the College. It is critical for us to develop our own talent, especially if we think we will experience turnover as baby boomers retire.

- More than half of our students on financial aid make $35,000 or less as an individual or as a family. The number of students, independent from their parents, making less than $15,000 is approximately 17,000, making Ivy Tech a “bridges out of poverty” school. This also speaks to the issue of facilities versus distance learning. This fall, we had 31,000 students enrolled in distance learning. This is the largest enrollment in the state, and possibly the Midwest. Distance education programs are limited, however, because they are not as successful where remediation is required. About 15 percent of our student body requires remediation, but they have to interact with a teacher on a real-time basis. This also does not necessarily reduce the number of adjunct faculty because internet teacher can still only handle a finite number of students. So distance education does not necessarily reduce faculty costs, but they do take some of the load off of the classrooms. Distance education programs have been successful for us, and for our proprietary competitors, such as the University of Phoenix. However, about 47 percent of our programs are technical, which require laboratory or clinical interaction and those cannot be conducted without facilities. We have found that our liberal arts programs with strong group learning can reduce the number of contact hours, but since we are so heavily technical, it is difficult for us to reduce a typical 60 hour class load over a two year graduation because the students will not get the laboratory experience that they need. We need to do a better job of communicating the financial risk of our students and our facilities needs, and we have to solve that problem ourselves, both as trustees and administrators, because the state will run out of money. Trustee Shane noted the exercise that the Columbus community went through, looking at the roles of the K-12 system, adult ed, regional campus, and trying to parcel out the pipeline. If you only have a finite number of faculty, that speaks to the necessity of cutting down on duplication of some of the different providers. President Snyder added that Ivy Tech is lowest cost provider. President Snyder concluded by saying that he has been incredibly impressed with how far the College has come and with the strength of our academic programs. The 20 percent increase in first-time students is evidence that people are recognizing us for quality. Chairman Brand thanked President Snyder, chancellors, Dr. Kennon, and Dr. Young for their reports at the committee meetings yesterday and at the meeting today. These reports are another format change that has been positive and allows the Board to be more informed and engaged in the affairs of the College.
G. OLD BUSINESS:

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

H. NEW BUSINESS:

Chairman Brand called for new business.

- Chairman Brand directed the trustees to Resolution Number 2007-59, Election of State Trustees to Board of Directors of Ivy Tech Foundation, Inc., and explained that at its annual meeting to be held later today, the Board of Directors of Ivy Tech Foundation, Inc. will be considering amendments to its Articles of Incorporation and Bylaws to make certain changes in the composition of that Board. The proposed amendments to be considered by the Foundation’s Board of Directors provide that four members of that Board are to be State Trustees of the College elected to the Foundation Board by the College’s State Board of Trustees annually. The Foundation Board terms of the four State Trustees so elected to that Board begin October 11, 2007, and end when their successors are elected at the next annual meeting of the State Board of Trustees. Implementation of this resolution 2007-59 is dependent upon the Articles of Incorporation and Bylaws of Ivy Tech Foundation, Inc. being amended in the manner described in this resolution. Trustee Rivas-Ramos moved to approve Resolution Number 2007-59, appointing Trustees Linda Buskirk, Leigh A. Duckwall, Lee J. Marchant, and Steve Schreckengast to serve as members of the Board of Directors of Ivy Tech Foundation, Inc. Chairman Brand called for any questions or discussion, and there were none. Trustee White seconded the motion, and the motion carried unanimously.

- Chairman Brand called on Trustee Duckwall to present another resolution. Trustee Duckwall stated that the State Board of Trustees is responsible for
  a) assisting the president in setting measureable goals for the College and his individual development
  b) evaluating the performance of the president on an annual basis

Trustee Duckwall moved that the trustees appoint an evaluation committee composed of Trustees Brand, Pfau, and Findlay. Trustee Schreckengast seconded the motion, and the motion carried unanimously.

- Chairman Brand reminded the trustees that they could get copies of the Planning Committee’s report from Trustee White following the adjournment of this meeting.
I. **ADJOURNMENT:**

There being no further business to come before the Board, Chairman Brand called for a motion to adjourn the meeting. Trustee Pfau made the motion to adjourn, and Trustee Schreckengast seconded the motion. The motion carried unanimously.

STATE TRUSTEES
IVY TECH COMMUNITY COLLEGE

Jesse R. Brand, Chair

Martha Rivas-Ramos, Secretary

Dated October 11, 2007

Prepared by Tina S. Phelps, Recording Secretary
REAPPOINTMENT OF REGIONAL TRUSTEE, SELLERSBURG

RESOLUTION NUMBER 2007-61

WHEREAS, the term of appointment of William L. Taylor expired on June 30, 2007, and

WHEREAS, the preferred candidate meets the qualifications and has indicated a willingness to serve;

NOW THEREFORE BE IT RESOLVED, that William L. Taylor is hereby reappointed as regional trustee for Ivy Tech Community College of Indiana – Sellersburg, representing Commerce, and

FURTHER BE IT RESOLVED, that William L. Taylor’s term shall expire on June 30, 2010, or on the date a successor is duly appointed.

State Trustees
Ivy Tech Community College of Indiana

Jesse R. Brand, Chairman

Martha E. Rivas-Ramos, Secretary

Dated December 13, 2007
APPROVAL OF ACCOUNTS RECEIVABLE WRITE-OFFS
FOR THE FISCAL YEAR ENDING JUNE 30, 2007

RESOLUTION NUMBER 2007-62

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 $2,550,669 of student fees and charges owed, which is approximately 1.91% of the total of $133,708,905 operations fund student fees for 2006-07, and $813,185 of bookstore charges and student loans are hereby declared uncollectible for accounting purposes and are to be written-off by the Vice President for Finance and Treasurer 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 of Indiana

Jesse R. Brand, Chairman

Martha E. Rivas-Ramos, Secretary

Dated December 13, 2007
APPROVAL OF THE NONCREDIT MANAGEMENT SYSTEM OF RECORD PROJECT

RESOLUTION NUMBER 2007-63

WHEREAS, significant growth in workforce and noncredit training is expected, outpacing the College’s ability to serve employers and individuals, while staffing in the department is expected to remain at or near its current level, and

WHEREAS, the new generation of Internet-savvy students and employers will demand self-service capability 24 hours a day, 7 days a week, 365 days a year, and

WHEREAS, the current SunGard/SCT Plus software used for administrative processing is more than 20 years old and support will be discontinued in the fall of 2008, and

WHEREAS, The new Sungard/SCT Banner software is designed primarily for regular credit student enrollment, and

WHEREAS, the College requires information systems that can deliver operational data to the right people at the right time to support the workforce development and economic growth priorities of the state, and

WHEREAS, the College has undertaken an inclusive and competitive process to identify new software and has concluded that the solution proposed by Jenzebar is the best value to the College to meet its needs, and

WHEREAS, the College has identified sources of funds to cover software license fees, implementation consulting services, additional staffing, and software maintenance needed for the project budget, and

WHEREAS, the College will appoint a work team to drive the development, implementation and testing of the system and will report to the Senior Vice President of WED the progress of the project:

NOW THEREFORE BE IT RESOLVED, that the College President or designee is hereby authorized to enter into contracts and make expenditures with Jenzebar and other vendors as required not to exceed the projected amount of $383,345 after review by the College General Counsel; and

FURTHER BE IT RESOLVED, that the College Treasurer or designee will report any contracts over $100,000 executed under the authority of this resolution.

State Trustees
Ivy Tech Community College of Indiana

Jesse R. Brand, Chairman

Martha E. Rivas-Ramos, Secretary

Dated December 13, 2007
APPROVAL TO PURCHASE 1.35 ACRES OF IMPROVED LAND AT 1318 SOUTH 6TH STREET IN ELKHART, REGION 2 – NORTHCENTRAL

RESOLUTION NUMBER 2007-64

WHEREAS, the long-range planning for the PULL program in Elkhart includes the need for additional space controlled by the College, and

WHEREAS, a property at 1318 South 6th Street is available for purchase from the City of Elkhart at no cost to the College if the College continues to use the building for the PULL program for at least five years, and

WHEREAS, the Region 2/Northcentral Board of Trustees has requested that the State Trustees purchase said improved land;

NOW THEREFORE BE IT RESOLVED, that the State Trustees do hereby approve the acquisition of 1318 South 6th Street in Elkhart by entering into a note and mortgage for $100,000 provided the purchase agreement states that the College’s payment under the note and mortgage, is forgiven at $20,000 per year for the first five years of use by the College for the PULL program, and

FURTHER BE IT RESOLVED, that the State Trustees do hereby authorize and direct the President and any other appropriate designated College employee to enter into said purchase of said property, after the documents have been approved by the College General Counsel.

State Trustees
Ivy Tech Community College of Indiana

Jesse R. Brand, Chairman

Martha E. Rivas-Ramos, Secretary

Dated December 13, 2007
REQUEST THAT IVY TECH FOUNDATION, INC. PURCHASE 5.45 ACRES OF IMPROVED LAND AT 1904 EAST MORGAN STREET IN KOKOMO FOR LEASE TO THE COLLEGE, REGION 5 - KOKOMO

RESOLUTION NUMBER 2007-65

WHEREAS, the long-range planning for the Kokomo campus location includes the need for additional facilities and parking and said planning also includes the acquisition of properties in the vicinity of the Kokomo campus to accommodate said need, and

WHEREAS, one of the properties within the Region’s land acquisition plan at 1901 East Morgan Street is available for purchase from the owner for a price not to exceed $1,600,000, and

WHEREAS, since its principal value exceeds $300,000 the College cannot purchase the property without prior General Assembly approval, and

WHEREAS, Ivy Tech Foundation, Inc. could purchase the property and lease it to the College until the College can purchase the property in some future biennium, and

WHEREAS, the Region 5/Kokomo Board of Trustees has requested the involvement of Ivy Tech Foundation, Inc. in the purchase of the property and subsequent lease to the College;

NOW THEREFORE BE IT RESOLVED, that the State Trustees do hereby request that Ivy Tech Foundation, Inc. purchase said property for the purpose of leasing the property to the College for a rent not to exceed $150,000 per year through June 30, 2009 with subsequent two-year renewal periods, and

FURTHER BE IT RESOLVED, that the State Trustees do hereby authorize and direct the President and any other appropriate designated College employee to enter into said lease with Ivy Tech Foundation, Inc. for said property after the documents have been approved by the College General Counsel.

State Trustees
Ivy Tech Community College of Indiana

Jesse R. Brand, Chairman

Martha E. Rivas-Ramos, Secretary

Dated December 13, 2007
RESOLUTION NUMBER 2007-66

WHEREAS, the long-range planning for the new Marion campus includes the need for additional space for a separate maintenance facility and additional space for new Workforce and Economic Development programs not originally envisioned for the campus, and

WHEREAS, a property at 261 South Commerce Drive is available for purchase from its owners for $400,000 using interest earnings or project contingency on the Marion new construction project, and

WHEREAS, the Region 6/Eastcentral Board of Trustees has requested that the State Trustees purchase said improved land;

NOW THEREFORE BE IT RESOLVED, that the State Trustees do hereby approve the acquisition of 261 South Commerce Drive in Marion for $400,000, and

FURTHER BE IT RESOLVED, that the State Trustees do hereby authorize and direct the President and any other appropriate designated College employee to enter into said purchase of said property, after the documents have been approved by the College General Counsel.

State Trustees
Ivy Tech Community College of Indiana

Jesse R. Brand, Chairman

Martha E. Rivas-Ramos, Secretary

Dated December 13, 2007
APPROVAL TO DISPOSE OF PROPERTY NOT NEEDED BY THE COLLEGE AT ITS VALPARAISO CAMPUS BY EASEMENT, REGION 1 - NORTHWEST

RESOLUTION NUMBER 2007-67

WHEREAS, the College owns land at its new campus in Valparaiso, and

WHEREAS, the City of Valparaiso has requested a thirty-foot wide easement through College owned property for the purpose of maintaining a hydrant water line, and

WHEREAS, the College will benefit from granting said easement, and

WHEREAS, the Region 1/Northwest Board of Trustees request granting such easements at a cost of $1.00 to the City of Valparaiso;

NOW THEREFORE BE IT RESOLVED, that the State Trustees do hereby approve granting the utility easement on said land of approximately 0.585 acres to the City of Valparaiso at a cost of $1.00 to said entity, and

FURTHER BE IT RESOLVED, that the State Trustees do hereby authorize and direct the President and any other appropriate designated College employee to negotiate and execute all necessary documents for the granting of said easement after the documents have been approved by the College General Counsel.

State Trustees
Ivy Tech Community College of Indiana

[Signature]
Jesse R. Brand, Chairman

[Signature]
Martha E. Rivas-Ramos, Secretary

Dated December 13, 2007
APPROVAL TO DISPOSE OF PROPERTY NOT NEEDED BY THE COLLEGE AT ITS MADISON CAMPUS BY EASEMENT, REGION 11 - SOUTHEAST

RESOLUTION NUMBER 2007-68

WHEREAS, the College owns land at its new campus in Madison, and

WHEREAS, the College has requested that the owner of contiguous land (Regency Commercial Associates, LLC.) to the southwest of College land in Madison relocate a sewer line and maintain said sewer line and maintain a gas line that serves the owner’s building and that are on College property, and

WHEREAS, the owner has requested a fifteen-foot wide easement on said College-owned property for the purpose of maintaining said sewer and gas lines, and

WHEREAS, the College will benefit from granting said easement and from using, at no cost, 7,800 square feet of storage in the owner’s building during the renovation phase of the Madison project, and

WHEREAS, the Region 11/Southeast Board of Trustees request granting such easement to the owner;

NOW THEREFORE BE IT RESOLVED, that the State Trustees do hereby approve granting the utility easement on said land of approximately 0.213 acres to Regency Commercial Associates, LLC at no cost provided the owner provides 7,800 square feet of storage space in Madison, and

FURTHER BE IT RESOLVED, that the State Trustees do hereby authorize and direct the President and any other appropriate designated College employee to negotiate and execute all necessary documents for the granting of said easement after the documents have been approved by the College General Counsel.

State Trustees
Ivy Tech Community College of Indiana

[Signature]
Jesse R. Brand, Chairman

Martha E. Rivas-Ramos, Secretary

Dated December 13, 2007
APPROVAL TO GRANT A RIGHT OF ENTRY TO THE CITY OF BLOOMINGTON UTILITIES AT THE BLOOMINGTON CAMPUS, REGION 14 - BLOOMINGTON

RESOLUTION NUMBER 2007-69

WHEREAS, the College owns land at its new campus in Bloomington, and

WHEREAS, the City of Bloomington has requested a Right of Entry to College owned property in Bloomington for the purpose of maintaining a water and sewer line, and

WHEREAS, the College will benefit from granting said Right of Entry, and

WHEREAS, the Region 14/Bloomington Board of Trustees request granting such Right of Entry at a cost of $1.00 to the City of Bloomington;

NOW THEREFORE BE IT RESOLVED, that the State Trustees do hereby approve granting the Right of Entry on said land to the City of Bloomington a cost of $1.00 to said entity, and

FURTHER BE IT RESOLVED, that the State Trustees do hereby authorize and direct the President and any other appropriate designated College employee to negotiate and execute all necessary documents for the granting of said easement after the documents have been approved by the College General Counsel.

State Trustees
Ivy Tech Community College of Indiana

Jesse R. Brand, Chairman

Martha E. Rivas-Ramos, Secretary

Dated December 13, 2007
APPROVAL TO EXERCISE A TWO-YEAR RENEWAL OPTION FOR THE WARSAW INSTRUCTIONAL CENTER, REGION 2 - NORTHCENTRAL

RESOLUTION NUMBER 2007-70

WHEREAS, the College has been leasing the Warsaw Instructional Center since August 1, 2002, and

WHEREAS, the College has a continuing commitment to the delivery of instructional programs and Workforce and Economic Development services in the Warsaw area that are housed in said building, and

WHEREAS, the current term expires July 31, 2008 and has a six-month renewal notification requirement, and

WHEREAS, the rent and duration for this renewal option is specified in the lease, and

WHEREAS, the Region 2/Northcentral Trustees have requested the exercise of this renewal option, and

WHEREAS, the rent for the two-year option period is greater than $200,000 and therefore requires State Trustee approval;

NOW THEREFORE BE IT RESOLVED, that the State Trustees do hereby authorize and direct the President and any other appropriate designated College employee to exercise the next renewal option for said lease agreement and to execute all necessary documents for the above stated two-year renewal option at a rent of $211,013.04 for each year of the option after the documents have been approved by the College General Counsel.

State Trustees
Ivy Tech Community College of Indiana

[Signature]
Jesse R. Brand, Chairman

[Signature]
Martha E. Rivas-Ramos, Secretary

Dated December 13, 2007
APPROVAL TO EXERCISE A TWO-YEAR RENEWAL OPTION FOR THE BUSINESS/TECHNOLOGY ANNEX IN SELLERSBURG, REGION 13 - SOUTHCENTRAL

RESOLUTION NUMBER 2007-71

WHEREAS, the College has been leasing the Business/Technology Annex in Sellersburg since July 15, 1989, and

WHEREAS, the College has a continuing commitment to the delivery of instructional programs and Workforce and Economic Development services in the Sellersburg area that are housed in said building, and

WHEREAS, the current term expires February 28, 2008, and

WHEREAS, the rent and duration for this renewal option is specified in the lease, and

WHEREAS, the Region 13/Southcentral Trustees have requested the exercise of this renewal option, and

WHEREAS, the rent for the two-year option period is greater than $200,000 and therefore requires State Trustee approval;

NOW THEREFORE BE IT RESOLVED, that the State Trustees do hereby authorize and direct the President and any other appropriate designated College employee to exercise the next renewal option for said lease agreement and to execute all necessary documents for the above stated two-year renewal option at a rent of $108,035 for each year of the option after the documents have been approved by the College General Counsel.

State Trustees
Ivy Tech Community College of Indiana

Jesse R. Brand, Chairman

Martha E. Rivas-Ramos, Secretary

Dated December 13, 2007
APPROVAL OF A LEASE ADDENDUM FOR THE CONNERSVILLE INSTRUCTIONAL AND TECHNOLOGY CENTER, REGION 9 - WHITewater

RESOLUTION NUMBER 2007-72

WHEREAS, the College has been leasing the Connersville Instructional and Technology Center since March 1, 1999, and

WHEREAS, the College has a need for additional space in the Center due to enrollment increases and anticipated enrollment growth due to plant closures in the area, and

WHEREAS, the 12,000 square feet of space leased by the Indiana University Foundation for use by Indiana University East was available for lease starting August 1, 2007, at a rent of $6,300 per month, that would be added by addendum to the current lease of 24,213 square feet at a rent of $12,711.83, previously approved by the Ivy Tech State Trustees as part of a March 1, 2007 through February 28, 2009 renewal option and reduced by a $1,000 per month credit from the owner for August 1, 2007 through July 31, 2008 and a $500 per month credit from the owner for August 1, 2008 through February 28, 2009, and

WHEREAS, the Region 9/Whitewater Trustees have requested this lease addendum, and

WHEREAS, the rent for the two-year March 1, 2007 through February 28, 2009 option period is greater than $200,000 and therefore requires State Trustee approval;

NOW THEREFORE BE IT RESOLVED, that the State Trustees do hereby authorize and direct the President and any other appropriate designated College employee to exercise the addendum for said lease agreement and to execute all necessary documents for the above stated addendum at a total rent of $18,011.83 per month from August 1, 2007 through July 31, 2008 and $18,511 per month from August 1, 2008 for each remaining month of the current option and a new total rent of $255,301.65 per year for the next renewal term starting March 1, 2009 after the documents have been approved by the College General Counsel.

State Trustees
Ivy Tech Community College of Indiana

Jesse R. Brand, Chairman

Martha E. Rivas-Ramos, Secretary

Dated December 13, 2007
APPROVAL TO RENOVATE THE MAKUTA BUILDING IN COLUMBUS, REGION 10 - COLUMBUS

RESOLUTION NUMBER 2007-73

WHEREAS, the recently leased Makuta Building in Columbus needs renovation for use as an Advanced Manufacturing Center and to provide Workforce and Economic Development training, and

WHEREAS, the project bid process has been completed in accordance with applicable statutes, Indiana Case Law and College procedures including State Trustee Resolution 2004-32 regarding the use of apprentices, and

WHEREAS, the lowest and best bid according to College procedures is from Repp and Mundt, Inc. for $426,200, which requires approval by the State Trustees, and

WHEREAS, the Region 10/Columbus Board of Trustees has reviewed the project and made a recommendation on a contract award;

NOW THEREFORE BE IT RESOLVED, that the State Trustees do hereby approve the above stated project and approve a contract award to Repp and Mundt, Inc. for $426,200, and

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

State Trustees
Ivy Tech Community College of Indiana

Jesse R. Brand, Chairman

Martha E. Rivas-Ramos, Secretary

Dated December 13, 2007
AMENDMENT TO STATE BOARD BYLAWS TO REDUCE THE NUMBER OF TRANSACTIONS FOR WHICH BOARD APPROVAL IS REQUIRED

RESOLUTION NUMBER 2007–74

WHEREAS, under Article IX, Section 1 of the Bylaws of the State Board of Trustees all contracts imposing a financial obligation of more than $200,000 on the College must be approved by the Board, and

WHEREAS, the current $200,000 limitation requires the College to take many contracts of a routine nature to the Board for approval, such as contracts for cleaning or security services, and

WHEREAS, several State Trustees have voiced a desire to reduce the number of items that must come to the State Board for approval and to thus permit the Board to spend more time on strategic and policy related matters, and

WHEREAS, increasing the threshold at which contracts must be taken to the State Boards for approval from $200,000 to $500,000 will help achieve that objective, and

WHEREAS, the State Board of Trustees finds that the adoption of such a change in the Board’s Bylaws is in the best interest of the College:

NOW THEREFORE BE IT RESOLVED, that Article IX, Section 1 of the Bylaws of the State Board of Trustees of Ivy Tech Community College of Indiana is amended to read as follows:

SECTION 1. Approval and Authorization of the Board. Except as otherwise expressly authorized by resolution of the Board or these By-Laws, all contracts and other written instruments relating to the acquisition or disposition of real estate or any interest therein (other than leases or licenses of two (2) years or less), all contracts for new capital plant improvements and additions or for major alterations, repairs and rehabilitation to property owned by the College and all change orders increasing the amount of such contracts by ten percent (10%) or more, any certificate of incorporation issued to a Regional Institute, and all contracts imposing financial obligations on the part of the College in excess of Five Hundred Thousand Dollars ($500,000), unless the obligation was previously approved by the Board through the allocation of funds or otherwise, shall be specifically approved and authorized by the Board. Except as otherwise expressly authorized by resolution of the Board, all such contracts and written instruments shall be executed in the name of the College by the Chairperson or Vice Chairperson of the Board and attested by the Secretary or Assistant Secretary.

State Trustees
Ivy Tech Community College of Indiana

Jesse R. Brand, Chairman

Martha E. Rivas-Ramos, Secretary

Dated December 13, 2007
APPROVAL OF A CODE OF CONDUCT FOR
THE STATE AND REGIONAL BOARDS OF TRUSTEES

RESOLUTION NUMBER 2007–75

WHEREAS, the State Board of Trustees of the College has responsibility for establishing policies for the College and may prescribe rules for the effective operation of the College, and

WHEREAS, it has become common for governing boards, such as the State Board of Trustees, to adopt a code of conduct for members of the board, and

WHEREAS, the adoption of such a code of conduct is considered one of the best practices that governing boards are encouraged to implement, and

WHEREAS, the State Board of Trustees believes that the adoption of such a code of conduct will help members of both the State Board of Trustees and the Regional Boards of Trustees better understand the unique nature of each member’s fiduciary responsibility to the College, and

WHEREAS, the State Board of Trustees finds that the adoption of such a code of conduct for both the State Board of Trustees and the Regional Boards of Trustees is in the best interest of the College:

NOW THEREFORE BE IT RESOLVED, that the State Board of Trustees of the College hereby adopts the following code of conduct for the State and Regional Trustees of the College:

CODE OF CONDUCT FOR
THE STATE BOARD OF TRUSTEES AND THE REGIONAL BOARDS OF TRUSTEES
OF
IVY TECH COMMUNITY COLLEGE OF INDIANA

I. Introduction

The State Board of Trustees (“Trustees”) of Ivy Tech Community College of Indiana (“Ivy Tech” or the “College”) has adopted this Code of Conduct in order to insures that all those who act on behalf of the College do so in a manner that is consistent with the mission and values of Ivy Tech. It is explicitly understood that the Trustees, whether State or Regional, will execute their duties and responsibilities in a manner consistent with the office to which they are appointed and will, at all times, comply with this Code of Conduct.

II. Code of Conduct

1. Trustees shall be familiar with, accept and abide by the legal and fiscal responsibilities of their office as specified in federal and state law, federal and state regulations, Board bylaws and rules of procedure, and Board polices and resolutions.
2. Trustees shall devote such time, attention and study to their duties as is necessary to faithfully carry out their responsibilities.

3. Trustees shall be familiar with the mission of Ivy Tech and its functions and shall recognize the College’s unique role in post-secondary education in Indiana.

4. Trustees shall carefully prepare for, regularly attend and actively participate in all Board meetings and committee assignments.

5. Trustees shall base Board votes upon all available information and shall assess each situation exercising their best judgment in making decisions.

6. Trustees shall vote according to their individual conviction. Trustees may challenge the opinions and views of others when necessary and appropriate, but must always exercise discretion, respect and civility. Trustees must also be willing to sustain and support the majority decisions of the Board and work with fellow Board members in a spirit of cooperation.

7. Trustees shall, at all times, maintain the confidential nature of Board deliberations in executive session. This obligation of confidentiality includes written and verbal communication concerning any executive session. The Chair of the Board shall serve as the spokesperson for the Board on all matters of public interest. Other Trustees shall avoid commenting publicly (or anonymously) and shall not presume to act as spokespersons for the Board, unless specifically authorized to do so by the Chair. To that end, Trustees shall use designated institutional channels when conducting Board business. For example, Trustees shall refrain from public comment regarding presidential searches and shall refer inquiries to the Board Chair.

8. Trustees shall understand the role of the Board as a general policy making and oversight body and avoid active involvement in the administration of the College and College policy, unless specifically authorized to do so by the Board or required by law.

9. Trustees shall refrain from personal involvement in matters outside the scope of Board business and shall refer such matters through designated institutional channels. For example, faculty and student grievances that come to the attention of Trustees shall be referred to the appropriate College administration official.

10. Trustees shall comply with the Conflict of Interest Policy and all requirements prescribed by Board bylaws and state laws regarding such conflicts. Trustees will refrain from accepting duties, incurring obligations, accepting gifts or favors, engaging in private business or professional activities when there is, or would appear to be, a conflict of interest, unless such interest is disclosed and approval is given as outlined in the Conflict of Interest Policy.

11. Trustees shall recognize that they represent Ivy Tech and shall refrain from any actions, behaviors or acts of omission that may prove embarrassing to the College.
12. Trustees shall act and make judgments always on the basis of what is best for Ivy Tech as an institution and the advancement of the mission of the College.

13. Trustees shall assist the College administration in maintaining an environment that is free of harassment, including sexual harassment, and prohibited discrimination of any kind. Prohibited discrimination can include, but is not limited to, discrimination on the basis of race, color, religion, age, national origin, gender, sexual orientation, physical or mental disability or any other status protected by law. Trustees shall not make any statement or take any action that may be potentially offensive, discriminatory or embarrassing to other Trustees, Ivy Tech employees, Ivy Tech students, visitors of the College or the public at large. Trustees shall always adhere to normal and customary standards of courtesy, consideration and decency.

III. **Procedure for Addressing Violations of the Code of Conduct**

1. All potential violations of this Code of Conduct shall be within the purview of the Chair of the State Board of Trustees, whether the alleged violation involves a Trustee of the State Board or of a Regional Board. Regional Boards shall have no authority to investigate or take action regarding this Code of Conduct, except to report such matters to the Chair of the State Board and to cooperate in any investigation. Any allegation involving a violation of the Code of Conduct by the Chair of the State Board of Trustees may be reported to the Vice Chair of the State Board who will then be responsible for the implementation of these procedures.

2. Should evidence or allegations of a violation of this Code of Conduct by a Trustee come to the attention of the Chair of the State Board, the Chair of the State Board shall immediately review the matter and investigate the allegations. If necessary, the Chair of the State Board may enlist the assistance of additional Trustees or legal counsel, in conducting the investigation. All Trustees are expected to provide full cooperation with regard to any investigation.

3. After a full review of all the circumstances, including the opportunity of the accused Trustee to respond to the alleged violation(s), the Chair of the State Board will determine whether there is sufficient evidence to conclude that there has been a breach of the Code of Conduct. At the discretion of the Chair of the State Board, and depending on the seriousness of the violation, at the conclusion of the investigation, the Chair of the State Board may attempt to resolve the matter with the accused Trustee without public action.

4. Should the Chair of the State Board determine that the matter is not appropriate for private resolution, or should the Trustee commit additional violations of the Code, the Chair of the State Board shall bring the matter to the Board in executive session for discussion.

5. If official action is deemed necessary, the matter shall be placed on the agenda for discussion at a public board meeting. At such time, the Board shall discuss the matter in open session, allowing the Trustee whose conduct is at issue to provide an explanation of the conduct. The Board may then by majority vote censure the Trustee.
6. If public action is taken to censure a Trustee of the State Board, the Chair of the State Board shall promptly report the matter to the office of the Governor.

State Trustees  
Ivy Tech Community College of Indiana

______________________________
Jesse R. Brand, Chairman

______________________________
Martha E. Rivas-Ramos, Secretary

Dated December 13, 2007
APPROVAL OF A CONFLICT OF INTEREST POLICY
FOR THE STATE AND REGIONAL TRUSTEES OF THE COLLEGE

RESOLUTION NUMBER 2007–76  TABLED

WHEREAS, the State Board of Trustees of the College has responsibility for establishing policies for the College and may prescribe rules for the effective operation of the College, and

WHEREAS, it has become common for governing boards, such as the State Board of Trustees, to adopt a conflict of interest policy, and

WHEREAS, the adoption of such a conflict of interest policy is considered one of the best practices that governing boards are encouraged to implement, and

WHEREAS, the State Board of Trustees finds that its members desire for all of the College’s State and Regional Trustees to be in strict compliance with such a conflict of interest policy as well as the Indiana conflict of interest statute, IC 35-44-1-3, and

WHEREAS, the State Board of Trustees finds that the adoption of such a conflict of interest policy is in the best interest of the College:

NOW THEREFORE BE IT RESOLVED, that the State Board of Trustees of the College hereby adopts the following conflict of interest policy for the State and Regional Trustees of the College:

CONFLICT OF INTEREST POLICY FOR
THE STATE BOARD OF TRUSTEES AND THE REGIONAL BOARDS OF TRUSTEES
OF
IVY TECH COMMUNITY COLLEGE OF INDIANA

Section 1. Purpose. The purpose of this conflict of interest policy ("Policy") is to protect the interests of Ivy Tech Community College of Indiana (the "College") when it has entered into, or is contemplating entering into, any transaction or arrangement that might benefit the private interest of a trustee or related person or entity (defined below as "Interested Person"). As a public institution, the College must conduct its business in a manner which is beyond reproach. The actions of College trustees must be proper in all respects. The College expects all trustees to exercise sound judgment and the highest ethical standards in their private activities if such outside activities can in any way affect the College. In particular, every trustee has an obligation to avoid any activity, agreement, business investment or interest, or other situation that could be construed either as in conflict with the College's interest or as an interference with the trustee's duty to serve the College. To implement this principle and to establish guidelines, this Policy has been adopted.
Section 2. Definitions.

(a) Interested Person. Any member of the College's State Board of Trustees ("State Trustee") or any member of any of the College's Regional Boards of Trustees ("Regional Trustee") who has a direct or indirect financial interest, as defined below, is an interested person.

(b) Financial Interest. A person has a financial interest if the person has, directly or indirectly, through business, investment or family:

(1) an ownership or investment interest in, or a compensation arrangement (which includes direct or indirect remuneration as well as substantial gifts or favors) with, any entity or individual with which the College has a transaction, purchase, contract or other arrangement; or

(2) a potential ownership or investment interest in, or a compensation arrangement (which includes direct or indirect remuneration as well as substantial gifts or favors) with, any entity or individual with which the College is negotiating a transaction, purchase, contract or other arrangement.

Section 3. Policy. It is the policy of the College that no Interested Person shall, without the specific approval provided for in this Policy:

(1) have a direct or indirect financial interest in any business enterprise or with any individual that has current or known prospective dealings with the College as a supplier, vendor, contractor, customer, lessor, or lessee;

(2) seek or receive, for personal or any other person's or entity's gain, any payment, whether for services or otherwise, loan (except from a bank at a competitive rate), gift or discount of more than nominal value, or entertainment that goes beyond common courtesies usually associated with accepted business practice from any business enterprise, that has current or known prospective dealings with the College as a supplier, vendor, contractor, customer, lessor, or lessee;

(3) for personal or any other person's or entity's gain, deprive the College of any opportunity that could be construed as related to any existing or reasonably anticipated future activity of the College;

(4) for personal or any other person's or entity's gain, make use of or disclose confidential financial information learned as a result of the person's relationship with the College; or

(5) do any act or omission that potentially could conflict with the purposes that this policy is intended to implement.

Section 4. Duty to Disclose and Procedures for Assessment and Approval.

(a) Annual Statements. Each State Trustee and each Regional Trustee shall annually sign a statement similar to that attached as Exhibit 1, which affirms that such person:
(1) has received and read a copy of the conflict of interest policy;

(2) agrees to comply with the conflict of interest policy in all respects, and that in the event of any actual or potential conflict of interest, will comply with the disclosure obligations of the policy; and

(3) has received and read a copy of Ind. Code 35-44-1-3 and agrees to comply with the terms of the statute in all respects.

(b) Procedures for Assessment of Potential Conflicts of Interest and Approval. Occasionally, what appears to be prohibited by a conflict of interest may, under certain circumstances, be authorized by appropriate disclosure and approval. In connection with any actual or possible conflict of interest, an Interested Person must disclose the existence and nature of his or her financial interest. The disclosure must allow for the College to determine whether an actual conflict of interest exists and provide sufficient information for the potential approval of the transaction, contract, purchase or other arrangement in question. Such a disclosure must be made using the form set forth in Exhibit 2.

Section 5. Violations of the Conflict of Interest Policy. All Interested Persons have a fundamental duty of loyalty to the College. Accordingly, the prohibitions of this Policy should be construed broadly. Each Interested Person has the personal responsibility of compliance with this Policy. In the event of any question as to whether a conflict of interest exists in a particular situation, you are encouraged to discuss the matter with the President of the College or the Chairperson of the State Board of Trustees. No set of guidelines can eliminate the need for good judgment. In the event an Interested Person has failed to disclose actual or possible conflicts of interest or otherwise violates this Policy, appropriate action will be taken.

State Trustees
Ivy Tech Community College of Indiana

________________________
Jesse R. Brand, Chairman

________________________
Martha E. Rivas-Ramos, Secretary

Dated December 13, 2007
EXHIBIT 1

ANNUAL CONFLICT OF INTEREST STATEMENT

To: General Counsel, Ivy Tech Community College of Indiana

I, the undersigned, am associated with Ivy Tech Community College of Indiana (hereinafter the "College") as a member of the State Board of Trustees or as a member of a Regional Board of Trustees, represent that, as of the date specified below:

(1) I have received and read a copy of the College's Conflict of Interest Policy (the "Policy");

(2) I declare that I will comply with the Policy in all respects and that in the event of any actual or potential conflict of interest, I will comply with the disclosure obligations of the Policy; and

(3) I have received and read a copy of Ind. Code 35-44-1-3 and I declare that I will comply with the terms of the statute in all respects.

Signed: ________________________________

Printed Name: __________________________

Dated: _________________________________
UNIFORM CONFLICT OF INTEREST DISCLOSURE STATEMENT

Indiana Code 35-44-1-3

A public servant who knowingly or intentionally has a pecuniary interest in or derives a profit from a contract or purchase connected with an action by the governmental entity served by the public servant commits conflict of interest, a Class D Felony. A public servant has a pecuniary interest in a contract or purchase if the contract or purchase will result or is intended to result in an ascertainable increase in the income or net worth of the public servant or a dependent of the public servant who is under the direct or indirect administrative control of the public servant; or receives a contract or purchase order that is reviewed, approved, or directly or indirectly administered by the public servant. "Dependent" means any of the following: the spouse of a public servant; a child, stepchild, or adoptee (as defined in I.C. 31-3-4-1) of a public servant who is unemancipated and less than eighteen (18) years of age; and any individual more than one-half (1/2) of whose support is provided during a year by the public servant.

The foregoing consists only of excerpts from I.C. 35-44-1-3. Care should be taken to review I.C. 35-44-1-3 in its entirety.

1. Name and Address of Public Servant Submitting Statement:


2. Title or Position With Governmental Entity:


3. a. Governmental Entity:

b. County:

4. This statement is submitted (check one):

a. _____ as a "single transaction" disclosure statement, as to my financial interest in a specific contract or purchase connected with the governmental entity which I serve, proposed to be made by the governmental entity with or from a particular contractor or vendor; or

b. _____ as an "annual" disclosure statement, as to my financial interest connected with any contracts or purchases of the governmental entity which I serve, which are made on an ongoing basis with or from particular contractors or vendors.

5. Name(s) of Contractor(s) or Vendor(s):


6. Description(s) of Contract(s) or Purchase(s) (Describe the kind of contract involved, and the effective date and term of the contract or purchase if reasonably determinable. Dates required if 4(a) is selected above. If "dependent" is involved, provide dependent's name and relationship):
7. **Description of My Financial Interest** (Describe in what manner the public servant or "dependent" expects to derive a profit or financial benefit from, or otherwise has a pecuniary interest in, the above contract(s) or purchase(s); if reasonably determinable, state the approximate dollar value of such profit or benefit.):

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

(Attach extra pages if additional space is needed)

8. **Approval of Appointing Officer or Body** (To be completed if the public servant was appointed by an elected public servant or the board of trustees of a state-supported college or university):

I (We) being the ____________________________

(Title of Officer or Name of Governing Body)

________________________________________________________________________

(Name of Governmental Entity)

and having the power to appoint

the above named public servant to the public position to which he or she holds, hereby approve the participation to the appointed disclosing public servant in the above described contract(s) or purchase(s) in which said public servant has a conflict of interest as defined in Indiana Code 35-44-1-3; however, this approval does not waive any objection to any conflict prohibited by statute, rule, or regulation and is not to be construed as a consent to any illegal act.

________________________________________________________________________

Elected Official

Office

9. **Effective Dates** (Conflict of interest statements must be submitted to the governmental entity prior to final action on the contract or purchase.):

Date Submitted ____________________________

Date of Action on Contract or Purchase ____________________________

10. **Affirmation of Public Servant**: This disclosure was submitted to the governmental entity and accepted by the governmental entity in a public meeting to the governmental entity prior to final action on the contract or purchase. I affirm, under penalty of perjury, the truth and completeness of the statements made above, and that I am the above named public servant.

Signed: ____________________________

(Signature of Public Servant)

Date: ____________________________

Within 15 days after final action on the contract or purchase, copies of this statement must be filed with the State Board of Accounts, Indiana Government Center South, 302 West Washington Street, Room E418, Indianapolis, Indiana, 46204-2765 and the Clerk of the Circuit Court of the county in which the governmental entity executed the contract or purchase. A copy of this disclosure will be forwarded to the Indiana State Ethics Commission.
APPROVAL OF A CONFLICT OF INTEREST POLICY
FOR EXECUTIVE LEVEL EMPLOYEES OF THE COLLEGE

RESOLUTION NUMBER 2007-77

WHEREAS, the State Board of Trustees of the College has responsibility for establishing policies for the College and may prescribe rules for the effective operation of the College, and

WHEREAS, it has become common for the governing board of a college or university to adopt a conflict of interest policy for the trustees and executive level employees of the institution, and

WHEREAS, the adoption of such a conflict of interest policy is considered one of the best practices that governing boards are encouraged to implement, and

WHEREAS, under a separate resolution, the State Board of Trustees is adopting a conflict of interest policy for the State and Regional Trustees of the College, and

WHEREAS, the State Board of Trustees finds that the adoption of a conflict of interest policy for the executive level employees of the College is in the best interest of the College:

NOW THEREFORE BE IT RESOLVED, that the State Board of Trustees of the College hereby adopts the following conflict of interest policy for the executive level employees of the College:

CONFLICT OF INTEREST POLICY FOR CERTAIN EMPLOYEES OF IVY TECH COMMUNITY COLLEGE OF INDIANA

Section 1. Purpose. The purpose of this conflict of interest policy ("Policy") is to protect the interests of Ivy Tech Community College of Indiana (the "College") when it has entered into, or is contemplating entering into, any transaction or arrangement that might benefit the private interest of an employee who is defined as an "Interested Person" in section 2 of this policy. As a public institution, the College must conduct its business in a manner which is beyond reproach. The actions of College employees who have the ability to make or influence financial decisions must be proper in all respects. The College expects such an employee to exercise sound judgment and the highest ethical standards in his or her private activities if the outside activities can in any way affect the College. In particular, such an employee has an obligation to avoid any activity, agreement, business investment or interest, or other situation that could be construed either as in conflict with the College's interest or as an interference with the employee's duty to serve the College. To implement this principle and to establish guidelines, this Policy has been adopted.

Section 2. Definitions. (a) Interested Person. Any College employee whose position is either unclassified or classified at the E-3 level or above and who has a direct or indirect financial interest, as defined in this section, is an interested person.
(b) **Financial Interest.** A person has a financial interest if the person has, directly or indirectly, through business, investment or family:

(1) an ownership or investment interest in, or a compensation arrangement (which includes direct or indirect remuneration as well as substantial gifts or favors) with, any entity or individual with which the College has a transaction, purchase, contract or other arrangement; or

(2) a potential ownership or investment interest in, or a compensation arrangement (which includes direct or indirect remuneration as well as substantial gifts or favors) with, any entity or individual with which the College is negotiating a transaction, purchase, contract or other arrangement.

**Section 3. Policy.** It is the policy of the College that no Interested Person shall, without the specific approval provided for in this Policy:

(1) have a direct or indirect financial interest in any business enterprise or with any individual that has current or known prospective dealings with the College as a supplier, vendor, contractor, customer, lessor, or lessee;

(2) seek or receive, for personal or any other person's or entity's gain, any payment, whether for services or otherwise, loan (except from a bank at a competitive rate), gift or discount of more than nominal value, or entertainment that goes beyond common courtesies usually associated with accepted business practice from any business enterprise that has current or known prospective dealings with the College as a supplier, vendor, contractor, customer, lessor, or lessee;

(3) for personal or any other person's or entity's gain, deprive the College of any opportunity that could be construed as related to any existing or reasonably anticipated future activity of the College;

(4) for personal or any other person's or entity's gain, make use of or disclose confidential financial information learned as a result of the person's employment with the College; or

(5) do any act or omission that potentially could conflict with the purposes that this policy is intended to implement.

**Section 4. Duty to Disclose and Procedures for Assessment and Approval.** (a) **Annual Statements.** Each College whose position is either unclassified or classified at the E-3 level or above shall annually sign a statement similar to that attached as Exhibit 1.

(b) **Procedures for Assessment of Potential Conflicts of Interest and Approval.** Occasionally, what appears to be prohibited by a conflict of interest may, under certain circumstances, be authorized by appropriate disclosure and approval. In connection with any actual or possible conflict of interest, an Interested Person must disclose the existence and nature of his or her financial interest. Such a disclosure must provide sufficient information to permit the College to determine whether an actual conflict of interest exists and for the potential
approval of the transaction, contract, purchase or other arrangement in question. Such a disclosure must be made on a form provided by the College and must, at a minimum:

(1) be in writing;

(2) describe the transaction, contract, purchase or other arrangement to be made or entered into by the College;

(3) describe the financial interest that the College employee has in the transaction, contract, purchase or other arrangement;

(4) be affirmed under penalty of perjury; and

(5) be submitted to the College’s General Counsel.

The College and the employee may not enter into the transaction, contract, purchase or other arrangement unless a special review committee of disinterested employees appointed by the General Counsel determines that the transaction, contract, purchase or other arrangement is in the best interest of the College. In addition, if the Interested Person is the College President, the report of the special review committee must be referred to the State Board of Trustees, and the College may not enter into the transaction, contract, purchase or other arrangement unless the Board approves it during a public meeting. If the Board approves such a transaction, contract, purchase or other arrangement that involves the College President, the General Counsel shall see that written documentation of the Board’s approval is filed with the State Board of Accounts within fifteen (15) days after the Board’s action.

**Section 5. Violations of the Conflict of Interest Policy.** All Interested Persons have a fundamental duty of loyalty to the College. Accordingly, the prohibitions of this Policy should be construed broadly. Each Interested Person has the personal responsibility of compliance with this Policy. In the event of any question as to whether a conflict of interest exists in a particular situation, the employee is encouraged to discuss the matter with the College General Counsel. No set of guidelines can eliminate the need for good judgment. In the event an Interested Person has failed to disclose an actual or possible conflict of interest or otherwise violates this Policy, appropriate disciplinary action will be taken, which could include termination of employment.

**State Trustees**

**Ivy Tech Community College of Indiana**

____________________________

**Jesse R. Brand, Chairman**

____________________________

**Martha E. Rivas-Ramos, Secretary**

**Dated December 13, 2007**
EXHIBIT 1

ANNUAL CONFLICT OF INTEREST STATEMENT

To: General Counsel, Ivy Tech Community College of Indiana

I, the undersigned, represent that, as of the date specified below:

(1) I am associated with Ivy Tech Community College of Indiana (hereinafter the "College") as an employee whose position is either unclassified or classified at the E-3 level or above;

(2) I have received and read a copy of the College's Conflict of Interest Policy; and

(3) I declare that I will comply with the Policy in all respects and that in the event of any actual or potential conflict of interest, I will comply with the disclosure obligations of the Policy.

(4) As of this date, I have the following financial interests as defined in the College's Conflict of Interest Policy:

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

I hereby affirm that the foregoing information is correct and complete.

Signed:  
Printed Name:  
Date:  

Signed:  
Printed Name:  
Dated:  

44
RESOLUTION AFFIRMING STRUCTURE FOR INTERNAL AUDIT DEPARTMENT

RESOLUTION NUMBER 2007–78

WHEREAS, the State Board of Trustees of the College has received and reviewed the report of the Planning Committee dated November 30, 2007, and in particular, the discussion and recommendations regarding the form and structure of the Internal Audit Department;

WHEREAS, the Internal Audit Charter, adopted by the State Board of Trustees on April 13, 2006, states that “The College has established an Internal Audit Department to independently review and appraise the soundness, adequacy, and application of accounting, financial, and other operating controls”;

WHEREAS, the Internal Audit Charter further provides that “the Internal Audit Department also exists as an extension of the State Board of Trustees Audit Committee for the purpose of assisting the Board in satisfying their fiduciary responsibilities for the College”;

WHEREAS, the Internal Audit Charter further provides that “while the Internal Audit Department is an integral part of the College and functions in accordance with the policies established by the State Board of Trustees, it has an independent, functional reporting responsibility to the Audit Committee of the State Board of Trustees. Operationally, the Executive Director of Internal Audit reports to the chairman of the Audit Committee”; and

WHEREAS, the Audit Committee Charter, adopted by the State Board of Trustees on April 13, 2006, provides that “the Audit Committee shall authorize the hiring, dismissal, oversight and compensation of any external auditor/consultant.” For this purpose, an “external auditor/consultant” is defined as “any individual, company/firm, or non-state agency that is engaged to assess operational risk, internal controls or issue an opinion on the financial status of the College or the College’s system of internal controls…”

NOW THEREFORE BE IT RESOLVED, that the State Board of Trustees of the College directs that the Internal Audit Department shall continue to report to the Audit Committee of the State Board of Trustees. For these purposes, the State Board of Trustees directs that the Audit Committee shall have functional and exclusive authority and oversight of the Executive Director of Internal Audit, the Internal Audit Department, the Internal Audit budget, the Internal Audit staffing size and plan, and market based salary adjustments for the Internal Audit personnel; and

FURTHER BE IT RESOLVED, that the Executive Director of Internal Audit shall have administrative reporting responsibility to the president of the College to ensure that the Internal Audit Department is appropriately involved in the development and implementation of the strategic plan of the College and can therefore design and implement an effective internal audit plan; and
FURTHER BE IT RESOLVED, that recognizing that the responsibility for retaining external auditors or consultants rests with the Audit Committee, the State Board of Trustees directs the Audit Committee to consider and evaluate whether to retain an external auditor or consultant to conduct a review of the College's internal control processes and environment and to provide its recommendations back to the Board of Trustees for consideration.

State Trustees  
Ivy Tech Community College of Indiana

[Signature]
Jesse R. Brand, Chairman

[Signature]
Martha E. Rivas-Ramos, Secretary

Dated December 13, 2007
RESOLUTION AFFIRMING APPOINTMENT
OF EXTERNAL LEGAL COUNSEL

RESOLUTION NUMBER 2007–79

WHEREAS, the State Board of Trustees of the College has received and reviewed the report of
the Planning Committee dated November 30, 2007, and in particular, the discussion and
recommendations regarding the appointment of external legal counsel; and

WHEREAS, the Board intends to utilize the General Counsel of the College as its primary
counsel, and recognizes that the General Counsel serve the interests of both the administration of
the College and the Board of Trustees.

NOW THEREFORE BE IT RESOLVED, that the State Board of Trustees of the College, at
its sole discretion, may elect to utilize external legal counsel whose experience and qualifications
are deemed acceptable to the Board, and such retention of external legal counsel on behalf of the
Board of Trustees shall be subject to the approval of the Board of Trustees and based upon
consultation with the General Counsel of the College; and

FURTHER BE IT RESOLVED, that the Board finds it desirable and in the best interests of the
Board to continue its historical practice of reevaluating the role of external legal counsel
annually in conjunction with the election of officers.

State Trustees
Ivy Tech Community College of Indiana

Jesse R. Brand, Chairman

Martha E. Rivas-Ramos, Secretary

Dated December 13, 2007
RESOLUTION APPOINTING
PRESIDENT THOMAS J. SNYDER TO STANDING COMMITTEES

RESOLUTION NUMBER 2007–80

WHEREAS, the State Board of Trustees of the College has received and reviewed the report of the Planning Committee dated November 30, 2007, and in particular, the discussion and recommendations regarding the appointment of President Thomas J. Snyder as an ex-officio, nonvoting member of the standing committees of the State Board of Trustees.

NOW THEREFORE BE IT RESOLVED, that the State Board of Trustees of the College finds it desirable and in the best interests of the Board and the College to appoint President Thomas J. Snyder as an ex-officio, nonvoting member of each standing committee of the State Board of Trustees, with the exception of the Audit Committee, which by its Charter, must be composed entirely of Trustees and may not include any employee of the College.

State Trustees
Ivy Tech Community College of Indiana

[Signature]
Jesse R. Brand, Chairman

[Signature]
Martha E. Rivas-Ramos, Secretary

Dated December 13, 2007
APPOINTMENT OF REGIONAL TRUSTEE, CENTRAL INDIANA

RESOLUTION NUMBER 2007-81

WHEREAS, a vacancy exists on the Central Indiana Regional Board due to the resignation of Joyce Rogers, and

WHEREAS, the preferred candidate meets the qualifications and has indicated a willingness to serve;

NOW THEREFORE BE IT RESOLVED, that Yvonne Perkins is hereby appointed as regional trustee for Ivy Tech Community College of Indiana – Central Indiana, representing At-Large, and

FURTHER BE IT RESOLVED, that Yvonne Perkins’ term shall expire on June 30, 2008, or on the date a successor is duly appointed.

State Trustees
Ivy Tech Community College of Indiana

Jesse R. Brand, Chairman

Martha E. Rivas-Ramos, Secretary

Dated December 13, 2007
DELEGATION OF CERTAIN POWERS AND DUTIES TO
THE PRESIDENT OF THE COLLEGE

RESOLUTION NUMBER 2007–82

WHEREAS, the State Board of Trustees of the College has responsibility for establishing policies for the College and may prescribe rules for the effective operation of the College, and

WHEREAS, the President of the College has the authority and responsibility to manage and administer the College in accordance with Board policies and rules, and

WHEREAS, the President has the further responsibility to present to the Board recommended policies for consideration and action by the Board, and

WHEREAS, the Board has determined it to be in the best interest of the College to give its primary attention to substantial policy issues presented to the Board by the President or a member of the Board; and

WHEREAS, for the Board to give full consideration to policies that are of a substantial and continuing value to the College, the Board finds that it is desirable for the Board to delegate certain of its powers and duties to the President:

NOW THEREFORE BE IT RESOLVED, that the State Board of Trustees of the College hereby delegates to the President of the College the following powers and duties of the Board:

<table>
<thead>
<tr>
<th>Description of Statutory Duty or Power</th>
<th>Applicable Statute</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop educational programs</td>
<td>IC 21-41-5-10 (1)</td>
</tr>
<tr>
<td>Operate specialized educational programs through committee or other entities</td>
<td>IC 21-41-5-10 (2)</td>
</tr>
<tr>
<td>Contract with other educational institutions to provide specific programs</td>
<td>IC 21-41-5-10 (3)</td>
</tr>
<tr>
<td>Study budget requirements, both regional and statewide, and prepare a budget</td>
<td>IC 21-22-6-1 (3)</td>
</tr>
<tr>
<td>See that the financial records of each region are audited on at least a biennial basis</td>
<td>IC 21-22-6-1 (4)</td>
</tr>
<tr>
<td>Description of Statutory Duty or Power</td>
<td>Applicable Statute</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------------------------------</td>
<td>--------------------</td>
</tr>
<tr>
<td>Accept gifts, grants, bequests, and devises</td>
<td>IC 21-30-4-2</td>
</tr>
<tr>
<td>Develop a statewide salary structure and classification system, employee benefit programs, and personnel policies</td>
<td>IC 21-38-3-7 (1)</td>
</tr>
<tr>
<td>Authorize chancellors to employ regional personnel, determine their qualifications, and fix their compensation</td>
<td>IC 21-38-3-7 (3)</td>
</tr>
<tr>
<td>Enter into contracts with the federal government or others concerning the financing or operation of facilities and programs</td>
<td>IC 21-27-6-6</td>
</tr>
</tbody>
</table>

Those statutory powers and duties of the State Board of Trustees not so delegated to the President are retained by the Board.

State Trustees  
Ivy Tech Community College of Indiana

Jesse R. Brand, Chairman

Martha E. Rivas-Ramos, Secretary

Dated December 13, 2007
IVY TECH COMMUNITY COLLEGE  
STATE BOARD REPORT FOR MONTH ENDING OCTOBER 31, 2007

I. REVENUE REPORT

<table>
<thead>
<tr>
<th>Category</th>
<th>Budget</th>
<th>Revenue To Date</th>
<th>Budget Variance Compared to Adj. Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Original</td>
<td>Adjusted</td>
<td>Amount</td>
</tr>
<tr>
<td>Student Fees</td>
<td>$134,675,712</td>
<td>$135,380,744</td>
<td>$74,557,176</td>
</tr>
<tr>
<td>Investment</td>
<td>3,200,000</td>
<td>3,200,000</td>
<td>1,990,476</td>
</tr>
<tr>
<td>Budgeted Transfers In/(Out)</td>
<td>(22,227,780)</td>
<td>(22,229,558)</td>
<td>(15,198,889)</td>
</tr>
<tr>
<td>(Debt Service &amp; Student Fees)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Transfers In/(Out)</td>
<td>-</td>
<td>670,000</td>
<td>661,100</td>
</tr>
<tr>
<td>Other (Miscellaneous)</td>
<td>2,290,200</td>
<td>2,290,200</td>
<td>642,090</td>
</tr>
<tr>
<td>Total</td>
<td>$291,885,582</td>
<td>$293,258,836</td>
<td>$128,486,704</td>
</tr>
</tbody>
</table>

II. EXPENDITURE REPORT BY MAJOR OBJECT CLASSIFICATION

<table>
<thead>
<tr>
<th>Category</th>
<th>Budget</th>
<th>Expenditures/ Encumbrances</th>
<th>Available Balance Compared to Adj. Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Original</td>
<td>Adjusted</td>
<td>Amount</td>
</tr>
<tr>
<td>Compensation</td>
<td>$208,256,590</td>
<td>$211,004,061</td>
<td>$183,084,656</td>
</tr>
<tr>
<td>General Supplies &amp; Expense</td>
<td>67,414,916</td>
<td>71,949,811</td>
<td>45,299,517</td>
</tr>
<tr>
<td>Utilities</td>
<td>7,842,034</td>
<td>7,842,034</td>
<td>8,242,060</td>
</tr>
<tr>
<td>Facilities Leases</td>
<td>5,330,086</td>
<td>5,387,925</td>
<td>4,361,913</td>
</tr>
<tr>
<td>Capital Equipment</td>
<td>3,041,956</td>
<td>48,613,886</td>
<td>2,431,225</td>
</tr>
<tr>
<td>Total</td>
<td>$291,885,582</td>
<td>$344,797,717</td>
<td>$243,419,371</td>
</tr>
</tbody>
</table>

Note: Throughout the fiscal year the total of the revenue budget plus the 2006-07 carry forward may differ from the expenditure budget due to transfers to/from other funds.
## IVY TECH COMMUNITY COLLEGE OF INDIANA

### 2007-08 STATE BOARD REPORT FOR MONTH ENDING OCTOBER 31, 2007

**OPERATING BUDGETS BY LOCATION**

<table>
<thead>
<tr>
<th>Regions/Sites</th>
<th>2007-08 Regional Board Budget</th>
<th>Regional Board Approved Other Increases</th>
<th>Gross Carry Forward</th>
<th>Enrollment Adjustment</th>
<th>Economic Develop. Revolving Fund</th>
<th>Transfers and Other Adjustments</th>
<th>Total Adjusted Budget</th>
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<tbody>
<tr>
<td>Gary</td>
<td>$10,994,879</td>
<td>-</td>
<td>$2,124,394</td>
<td>$71,387</td>
<td>-</td>
<td>$90,151</td>
<td>$13,280,811</td>
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<tr>
<td>Valparaiso</td>
<td>5,976,470</td>
<td>-</td>
<td>3,140,109</td>
<td>(23,213)</td>
<td>-</td>
<td>-</td>
<td>9,093,666</td>
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<tr>
<td>East Chicago</td>
<td>3,404,331</td>
<td>-</td>
<td>279,657</td>
<td>(29,947)</td>
<td>-</td>
<td>-</td>
<td>3,654,041</td>
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<td>Michigan City</td>
<td>2,786,199</td>
<td>-</td>
<td>57,268</td>
<td>34,799</td>
<td>-</td>
<td>-</td>
<td>2,878,266</td>
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<td><strong>Total Region (1)</strong></td>
<td><strong>23,161,879</strong></td>
<td>-</td>
<td><strong>5,601,418</strong></td>
<td><strong>53,520</strong></td>
<td>-</td>
<td><strong>$90,151</strong></td>
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<tr>
<td>South Bend</td>
<td>$13,853,407</td>
<td>-</td>
<td>$2,027,873</td>
<td>$67,467</td>
<td>-</td>
<td>$74,244</td>
<td>$16,032,991</td>
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<tr>
<td>Warsaw</td>
<td>1,529,287</td>
<td>-</td>
<td>(58,562)</td>
<td>15,966</td>
<td>-</td>
<td>-</td>
<td>1,466,649</td>
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<tr>
<td>Elkhart</td>
<td>2,607,564</td>
<td>-</td>
<td>1,187,173</td>
<td>(41,032)</td>
<td>-</td>
<td>-</td>
<td>3,753,705</td>
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<td><strong>Total Region (2)</strong></td>
<td><strong>18,000,258</strong></td>
<td>-</td>
<td><strong>3,156,646</strong></td>
<td><strong>42,401</strong></td>
<td>-</td>
<td><strong>74,244</strong></td>
<td><strong>21,273,367</strong></td>
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<td>Fort Wayne (3)</td>
<td>$23,703,510</td>
<td>-</td>
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<td>-</td>
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<td>$20,005,935</td>
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<td>(8,919)</td>
<td>-</td>
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<td>Kokomo</td>
<td>11,347,702</td>
<td>-</td>
<td>489,542</td>
<td>(38,743)</td>
<td>-</td>
<td>$236,673</td>
<td>12,035,374</td>
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<tr>
<td>Logansport</td>
<td>1,778,459</td>
<td>-</td>
<td>237,803</td>
<td>(24,994)</td>
<td>-</td>
<td>-</td>
<td>1,918,268</td>
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<td><strong>Total Region (5)</strong></td>
<td><strong>13,126,161</strong></td>
<td>-</td>
<td><strong>727,345</strong></td>
<td><strong>73,737</strong></td>
<td>-</td>
<td><strong>236,673</strong></td>
<td><strong>14,016,642</strong></td>
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<tr>
<td>Muncie</td>
<td>$13,574,774</td>
<td>-</td>
<td>$2,583,773</td>
<td>(1,398)</td>
<td>-</td>
<td>$230,054</td>
<td>$16,387,205</td>
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<td>Anderson</td>
<td>4,994,101</td>
<td>-</td>
<td>31,271</td>
<td>19,818</td>
<td>-</td>
<td>10,350</td>
<td>5,055,450</td>
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<tr>
<td>Marion</td>
<td>2,944,029</td>
<td>-</td>
<td>(516,701)</td>
<td>(73,747)</td>
<td>-</td>
<td>-</td>
<td>2,353,581</td>
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<tr>
<td><strong>Total Region (6)</strong></td>
<td><strong>21,512,904</strong></td>
<td>-</td>
<td><strong>2,086,343</strong></td>
<td><strong>55,325</strong></td>
<td>-</td>
<td><strong>240,404</strong></td>
<td><strong>23,796,326</strong></td>
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<td>Terre Haute (7)</td>
<td>$18,589,062</td>
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<td>-</td>
<td>$164,708</td>
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<td>Indianapolis (8)</td>
<td>$44,617,409</td>
<td>-</td>
<td>$4,032,718</td>
<td>$163,873</td>
<td>-</td>
<td>$684,981</td>
<td>$49,498,981</td>
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<td>Richmond</td>
<td>$9,708,874</td>
<td>-</td>
<td>$1,721,265</td>
<td>(27,499)</td>
<td>-</td>
<td>$63,037</td>
<td>$11,465,587</td>
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<td>Columbus (10)</td>
<td>$9,690,550</td>
<td>-</td>
<td>$1,194,121</td>
<td>$169,964</td>
<td>-</td>
<td>$74,181</td>
<td>$11,128,816</td>
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<tr>
<td>Madison</td>
<td>$5,060,286</td>
<td>-</td>
<td>$2,235,387</td>
<td>(30,100)</td>
<td>-</td>
<td>$49,926</td>
<td>$7,315,501</td>
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<tr>
<td>Lawrenceburg</td>
<td>4,346,919</td>
<td>-</td>
<td>856,450</td>
<td>28,848</td>
<td>-</td>
<td>354</td>
<td>5,230,371</td>
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<td><strong>Total Region (11)</strong></td>
<td><strong>9,407,205</strong></td>
<td>-</td>
<td><strong>3,091,837</strong></td>
<td><strong>3,452</strong></td>
<td>-</td>
<td><strong>50,282</strong></td>
<td><strong>12,545,872</strong></td>
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<tr>
<td>Evansville (12)</td>
<td>$18,119,286</td>
<td>-</td>
<td>$1,826,025</td>
<td>$198,554</td>
<td>-</td>
<td>$153,570</td>
<td>$20,297,437</td>
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<td>Sellersburg (13)</td>
<td>$11,591,090</td>
<td>-</td>
<td>$1,572,982</td>
<td>$80,165</td>
<td>-</td>
<td>$95,429</td>
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<td>Bloomington (14)</td>
<td>$14,342,145</td>
<td>-</td>
<td>$3,031,770</td>
<td>$39,841</td>
<td>-</td>
<td>$152,657</td>
<td>$17,566,413</td>
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<tr>
<td>State-wide Support</td>
<td>21,657,019</td>
<td>-</td>
<td>5,238,859</td>
<td>32,001</td>
<td>-</td>
<td>3,017,880</td>
<td>29,964,666</td>
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<tr>
<td>C-W Accounts</td>
<td>14,652,383</td>
<td>-</td>
<td>6,053,203</td>
<td>18,570</td>
<td>(3,303,405)</td>
<td>-</td>
<td>(17,420,751)</td>
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<tr>
<td><strong>Total College</strong></td>
<td>$291,865,582</td>
<td>-</td>
<td>$50,057,923</td>
<td>$705,032</td>
<td>-</td>
<td>$2,149,180</td>
<td>$344,797,717</td>
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</tbody>
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IVY TECH COMMUNITY COLLEGE  
SUMMARY SCHEDULE OF INVESTMENT TRANSACTIONS  
OCTOBER 1 - OCTOBER 31, 2007  

<table>
<thead>
<tr>
<th></th>
<th>CURRENT YEAR</th>
<th>PRIOR YEAR</th>
<th>Total Funds</th>
<th>Total Funds</th>
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<tbody>
<tr>
<td></td>
<td>PRINCIPAL</td>
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<tr>
<td>Beginning Balance</td>
<td>$ 155,663,473</td>
<td>$ 126,819,941</td>
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<tr>
<td>Ending Balance</td>
<td>$ 114,857,996</td>
<td>$ 113,188,158</td>
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<td></td>
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<tr>
<td></td>
<td>INTEREST INCOME</td>
<td>Pooled Investment</td>
<td>Fund 01</td>
<td>Other Funds (2)</td>
</tr>
<tr>
<td>Beginning Cash</td>
<td>$ 1,683,161</td>
<td>$ 184,372</td>
<td>$ 1,867,533</td>
<td>$ 849,771</td>
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<tr>
<td>Months interest</td>
<td>422,329</td>
<td>-</td>
<td>422,329</td>
<td>409,034</td>
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<tr>
<td>Int earned with Trustee</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Adjustments</td>
<td>(74,536)</td>
<td>74,536</td>
<td>(134,533)</td>
<td>134,533</td>
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<tr>
<td>Cash collections to date</td>
<td>2,030,953</td>
<td>258,908</td>
<td>2,289,862</td>
<td>1,124,272</td>
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<tr>
<td>Adjustments</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Intr Accrsl - Fut. Maturities</td>
<td>1,329,275</td>
<td>-</td>
<td>1,329,275</td>
<td>996,933</td>
</tr>
<tr>
<td>Intr Accrsl - YEC 06-07</td>
<td>(1,369,753)</td>
<td>-</td>
<td>(1,369,753)</td>
<td>(997,327)</td>
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<tr>
<td>Int Accrual Basis</td>
<td>$ 1,990,476</td>
<td>$ 258,908</td>
<td>$ 2,249,384</td>
<td>$ 1,123,878</td>
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</table>

Footnotes:  
(1) Pooled Investment fund also includes Bookstore, Payroll Withholdings, and Parking  
(2) Other funds include Plant, TFP/IIRT, Insurance Stabilization Reserve, and Student Government

Per WSJ — as of October 31, 2007  
Commercial Paper 35 - 120 days 4.500%  
Thirteen Week Treasury 3.920%  
Three Months CD 4.870%  
Average yield to Maturity as of October 31, 2007 — 5.280%  
Average yield to Maturity as of October 31, 2006 — 5.612%

Summary of Investment Activity as of October 31, 2007

<table>
<thead>
<tr>
<th>Institution</th>
<th>Type of Investment</th>
<th>Amount</th>
</tr>
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<tbody>
<tr>
<td>National City Bank</td>
<td>Certificate of Deposit</td>
<td>$ 97,000,000</td>
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<tr>
<td>Federated Investors</td>
<td>Commercial Paper</td>
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<tr>
<td>Lake City Bank</td>
<td>Agency</td>
<td>10,000,000</td>
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<tr>
<td>Irwin Union Bank</td>
<td>Savings</td>
<td>4,780</td>
</tr>
<tr>
<td>Lafayette Savings Bank</td>
<td>Prime Cash Obligations Fund</td>
<td>7,596,993</td>
</tr>
<tr>
<td>Huntington Capital Corp</td>
<td>Dreyfus Cash Management</td>
<td>256,242</td>
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<tr>
<td>First Federal Savings Bank</td>
<td></td>
<td></td>
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<tr>
<td>J P Morgan-Chase</td>
<td></td>
<td></td>
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<tr>
<td>KeyBanc Investments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>KeyBank Banking</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>$ 114,857,996</td>
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</table>

<p>| Total | $ 114,857,996 |</p>
<table>
<thead>
<tr>
<th>Region</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>Region 01</td>
<td>FY 08 Carl Perkins</td>
<td>Indiana Department of Workforce Development</td>
<td>$450,424</td>
<td>07/01/07</td>
<td>09/30/08</td>
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<tr>
<td>Gary</td>
<td>Remaining Funding</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Region 02</td>
<td>FY 08 Carl Perkins</td>
<td>Indiana Department of Workforce Development</td>
<td>$322,682</td>
<td>07/01/07</td>
<td>09/30/08</td>
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<tr>
<td>South Bend</td>
<td>Remaining Funding</td>
<td></td>
<td></td>
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<tr>
<td>Region 03</td>
<td>FY 08 Carl Perkins</td>
<td>Indiana Department of Workforce Development</td>
<td>$491,331</td>
<td>07/01/07</td>
<td>09/30/08</td>
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<tr>
<td>Fort Wayne</td>
<td>Remaining Funding</td>
<td></td>
<td></td>
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<tr>
<td>Region 04</td>
<td>FY 08 Carl Perkins</td>
<td>Indiana Department of Workforce Development</td>
<td>$244,356</td>
<td>07/01/07</td>
<td>09/30/08</td>
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<td>Lafayette</td>
<td>Remaining Funding</td>
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<td></td>
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<tr>
<td>Region 05</td>
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<td>Indiana Department of Workforce Development</td>
<td>$238,684</td>
<td>07/01/07</td>
<td>09/30/08</td>
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<td>Kokomo</td>
<td>Remaining Funding</td>
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<td></td>
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<td>Region 06</td>
<td>FY 08 Carl Perkins</td>
<td>Indiana Department of Workforce Development</td>
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<td>07/01/07</td>
<td>09/30/08</td>
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<td>Muncie</td>
<td>Remaining Funding</td>
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<tr>
<td>Region 07</td>
<td>FY 08 Carl Perkins</td>
<td>Indiana Department of Workforce Development</td>
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<td>07/01/07</td>
<td>09/30/08</td>
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<td>Terre Haute</td>
<td>Remaining Funding</td>
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<td>Region 08</td>
<td>FY 08 Carl Perkins</td>
<td>Indiana Department of Workforce Development</td>
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<td>09/30/08</td>
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<td>Indianapolis</td>
<td>Remaining Funding</td>
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<td>Region 09</td>
<td>FY 08 Carl Perkins</td>
<td>Indiana Department of Workforce Development</td>
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<td>07/01/07</td>
<td>09/30/08</td>
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<td>Richmond</td>
<td>Remaining Funding</td>
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<td>Region 10</td>
<td>FY 08 Carl Perkins</td>
<td>Indiana Department of Workforce Development</td>
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<tr>
<td>Region</td>
<td>Remaining Funding</td>
<td>Workforce Development</td>
<td>$</td>
<td>07/01/07</td>
<td>09/30/08</td>
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<tr>
<td>Region 11</td>
<td>FY 08 Carl Perkins</td>
<td>Indiana Department of Workforce Development</td>
<td>142,468</td>
<td>07/01/07</td>
<td>09/30/08</td>
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<tr>
<td>Madison</td>
<td>Remaining Funding</td>
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<td>Region 12</td>
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<td>09/30/08</td>
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<td>Evansville</td>
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<td>Region 13</td>
<td>FY 08 Carl Perkins</td>
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<td>166,905</td>
<td>07/01/07</td>
<td>09/30/08</td>
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<td>Region 14</td>
<td>FY 08 Carl Perkins</td>
<td>Indiana Department of Workforce Development</td>
<td>207,049</td>
<td>07/01/07</td>
<td>09/30/08</td>
</tr>
<tr>
<td>Bloomington</td>
<td>Remaining Funding</td>
<td></td>
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## IVY TECH COMMUNITY COLLEGE
### SPONSORED PROGRAM FUNDS
#### October 1, 2007 THROUGH October 31, 2007

<table>
<thead>
<tr>
<th></th>
<th>Grants &amp; Contracts</th>
<th>TFP Companies</th>
<th>BIRT Companies</th>
<th>Energy Grants</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td><strong>Total this Report</strong></td>
<td>$ 4,198,568</td>
<td>$ 0</td>
<td>$ 0</td>
<td>$ 0</td>
<td>$ 4,198,568</td>
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<tr>
<td><strong>2007-2008 YTD-Total</strong></td>
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<tr>
<td><strong>2006-2007 Fiscal Year-End Total</strong></td>
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<tr>
<td><strong>2005-2006 Fiscal Year-End Total</strong></td>
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<tr>
<td><strong>2004-2005 Fiscal Year-End Total</strong></td>
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<td>41,719,722</td>
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<td><strong>2003-2004 Fiscal Year-End Total</strong></td>
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<td><strong>2002-2003 Fiscal Year-End Total</strong></td>
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<tr>
<td><strong>2000-2001 Fiscal Year-End Total</strong></td>
<td>26,204,816</td>
<td>2,980,470 &amp; 12,411,630 &amp; 0</td>
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<td>41,596,916</td>
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<tr>
<td><strong>1998-1999 Fiscal Year-End Total</strong></td>
<td>25,228,673</td>
<td>7,117,601 &amp; 13,157,312 &amp; 21,476</td>
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<td>45,525,062</td>
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* IVY TECH IS THE FISCAL AGENT FOR THESE FUNDS
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## DISBURSEMENTS OF $100,000.00 AND OVER
FOR THE MONTH OF OCTOBER 2007
PAGE 2

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<th>Authorization for Disbursement</th>
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## DISBURSEMENTS OF $100,000.00 AND OVER
### FOR THE MONTH OF OCTOBER 2007
#### PAGE 3

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<th>Purpose of Disbursement</th>
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III. Approved by the Board of Trustees over 100,000 under 200,000.

IV. Approved by the Board of Trustees over 200,000.
IV. Approved by the Board of Trustees over 200,000.

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<th>Approved Vendor</th>
<th>Check Date</th>
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OPERATIONS FUND REVENUE -- TOTAL REVENUE GRAPH BACKGROUND

The graph depicting Total Operations Fund Revenue includes revenues from State Appropriations, Student fees, and Other Income (including interest income). We normally receive our state appropriation check (approximately $12.8 million) on the fifteenth of each month. Peak months for student fee revenues are July, August, November, December, and April of each year during the early registration periods. The debt service, student activity fee, and parking fee revenue and subsequent transfers have been backed out of the Operations Fund Revenue for all the years shown to present a clearer picture of the Operations Fund activity.

October--2007 Analysis: For the year, both student fee revenue (up $9.7 million or 14.9%) and state operating appropriations (up $3 million or 6.4%) increased over fiscal year 2006-07. Summer 2007 FTE enrollments were up by 2.0% over last year and Fall 2007 FTE 10-day count are up by 10.8% over last year. Other income is currently up by $1.2 million (or 69.9%). Total fiscal year to date revenue is up by $14 million (12.1%) over fiscal year 2006-07.

OPERATIONS FUND EXPENSE -- TOTAL EXPENSES GRAPH BACKGROUND

The graph depicting Total Operations Fund Expense includes expenditures for Salaries and Benefits, and Other Expenses. There appears to be a definite correlation in the timing and amounts of expenditures by the College when analyzing total expenses by month for the last three fiscal years.

The highest months for expenses are typically October and February when College Fee Remission expenditures occur. Hourly personnel receive twenty-six pays a year; therefore, twice a year they receive three pays during a month. In FY 2005-06, October and April, and in FY 2006-07, September and March, and in FY 2007-08, August and February, are the two months when three pays will be recorded.

October--2007 Analysis: The 2007-08 total expenditures are approximately $8.7 million (9.9%) higher as compared to 2006-07. For the year, compensation has increased by $7.1 million or 11.7%. Compensation has increased due to the increase in faculty and staff as well as the 4.5% salary increase for faculty and 3.5% salary increase for all other employees. Other expenditures have increased by $1.6 million (or 5.9%) primarily as a result of increases in instructional supplies, promotions and advertising, consulting fees and natural gas utilities. $4.1 million of the total fiscal year expenditures are for the Integrated Information System (IIS) project.
Budget and Finance Committee

December 12, 2007

I. Action Items:

A. Consideration of a Resolution Approving the Accounts Receivable Write-offs for the Period Ending June 30, 2007

In order to present the most accurate and complete annual financial report possible, each year the College writes-off those accounts receivables that are deemed not collectible by each regional administration and Regional Board of Trustees. The College's guidelines require receivables in excess of one year to be identified as not collectable if there is not a reasonable expectation that the amounts will be collected. However, in no circumstance may a receivable more than two years old remain so classified without the specific authorization of the Vice President for Finance and Treasurer. This follows a standard established by Generally Accepted Accounting Principles and reviewed by the State Board of Accounts that requires the writing off of all accounts receivable that are not reasonably expected to be collected. If such accounts are not written off, the assets of the College would be overstated and appropriate accounting procedures would not be followed.

The College-wide accounts receivable write-off amount is $2,550,669, which is an increase of $366,087 from the previous year while total student fee revenues increased by approximately $14.6 million. One factor of the increased write-offs came from the Lafayette region having a large ($58,775) one-time write-off this year of an accounts receivable from their previous collection agency. The collection agency had made collections that were not paid to the region and the collection agency is now out-of-business.

Financial aid students are the largest population of write-offs. This is due to a change in a Federal financial aid rule that became effective on October 7, 2000. The rule previously required the reduction of revenue, instead of establishing accounts receivable, for certain financial aid students that dropped out of classes. Even though these financial aid students have dropped out of classes the Federal government requires the College to return a portion of the financial aid provided to them. The rule was changed to allow the College to record an accounts receivable for these students. The College investigated the possibility of either continuing the past procedure of reducing revenue directly or recording an accounts receivable. The College decided to record the accounts receivable for several reasons: the students have an obligation to pay, some accounts receivable amounts would be collected, and the student will generally still owe the Federal Government in addition to the College. While some of these students pay their debt, the vast majority do not. The regions list financial aid as their largest write-off category with several regions stating that as much as 80% of their write-offs are financial aid related.
While any uncollected receivable may be considered too much, the College makes a concerted effort to minimize the total write-offs. This includes regular invoicing; letters; “flagging” of students with outstanding receivables, thus preventing students from registering, receiving a grade report or transcript, or receiving a diploma; removing students from classes; and use of a collection agency. In addition, if circumstances warrant, the College’s internal auditing staff may be asked to do a special review of a region’s accounts receivable practices. Finally, even after accounts are written off, collection efforts continue. Additionally returning students are required to pay for any outstanding accounts receivable amounts prior to registering for new classes. These “late” collections are one reason why actual student fees collected are typically higher than the budget expectations.

The College-wide percentage for the fiscal year ending June 30, 2007 is 1.91%. Considering the College’s enrollment, the income levels of our students and their heavy dependence on financial aid this percentage is regarded as reasonable by the College staff. The overall 2006-07 write-off rate is a little higher than last year’s rate, which was 1.83%.

For the fiscal year ending June 30, 2006 the College established an allowance for doubtful accounts for the fiscal year ending June 30, 2006. This allowance recognizes in advance the fact that a certain percentage of the accounts receivables will not be collected. Such a practice is followed by at least five of the other six Indiana Public Colleges and Universities. Previously the College recognized the expense based on the actual write-off amounts. The College-wide allowance for doubtful accounts for fiscal year 2006-07 was $2,665,040 for the general operating fund and $784,097 for the bookstores. The actual student fee write-offs were $114,371 less than the allowance and the bookstore write-offs were $29,088 more than the allowance.

Attachment A contains the detailed information for each region.
### ACCOUNTS RECEIVABLE WRITE-OFF
FOR THE PERIOD ENDING JUNE 30, 2007

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<th>Location</th>
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<th>Write-Off As a Percent of Operations Fund Student Fees</th>
<th>Other Write-Offs</th>
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<td>2,898,888</td>
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</table>

| Totals | 133,708,905 | 2,550,669 | 1.91% | 813,185 |

* The vast majority of this amount is central office's portion of the technology fees, the remaining amount is from apprenticeship distance education fees.
B. Consideration of a Resolution Approving the Purchase of a Non-Credit Management System of Record Project

The College administration is requesting approval to proceed with the implementation of a business solution to capture and manage noncredit events and services. This is known as the Noncredit Management System of Record (NMSR) project.

Business Drivers

Based on data that are collected for community colleges in other states, numbers of students in noncredit workforce and continuing education courses are as much as two times greater than the colleges’ credit enrollments. For example in North Carolina, credit students total approximately 200,000 while noncredit students exceed 400,000.

At Ivy Tech Community College the ratio is reversed. Compared to 110,000 credit students, only 22,000 noncredit workforce and continuing education students are enrolled. If ratios in other states are applicable, the number of noncredit enrollments could grow to twice the number of our credit enrollments.

To reach our potential and exponentially increase the number of noncredit workforce and continuing education students, different business solutions are required.

These solutions need to respond to a more technical customer, seeking 24-7 access to review and choose our services. Solutions also need to introduce efficiencies that do not require a linear increase in staffing and supervision. In addition, resources need to focus on proactively engaging our customers.

The College has four business solutions that are being developed. These are:

1. A single, statewide catalog of 465 off-the-shelf products that are in print, Web and CD format from which our customers can choose or our regions can customize to meet an employer’s needs
2. A consistent approach for marketing to Indiana employers based on number of company employees and economic sector
3. A consistent model for comparing revenues and expenditures in our core business functions that provides a basis for making better decisions
4. A noncredit management system of record that will provide immediate access to our statewide catalog and training activities with online enrollment and registration processes

The statewide catalog is ready for printing. It is ready for Web site rollout and production of CDs in the first quarter of 2008. Marketing based on the number of company employees and economic sectors is slated for April. The development of a consistent financial model for equal comparisons between the regions is nearing a recommendation. The remaining business solution is the noncredit management system of record for workforce and continuing education training. It is the subject of this recommendation.
History

Regional workforce departments currently rely on shadow systems they have developed, which then require duplicate activity to manually enter registrations into the College’s credit registration system, SunGard SCT. The current SunGard SCT Plus system will only be maintained until fall 2008. The system replacing it is designed to collect and maintain information for traditional credit students. As an example, the registration process for a person attending a two-hour seminar is the same for a student pursuing a two-year nursing degree.

In the past, several regions have explored purchasing systems developed by different vendors. In 2006 an effort was made to promote a single vendor that regions could opt to purchase. Because of the importance of the registration process, in early 2007 the regions agreed to identify and purchase a single product statewide.

As a result, the WED Directors worked with the College IT, Marketing, Finance and Auditing Departments to develop a Request for Proposal (RFP) that was advertised in the summer 2007 in accordance with College Policy. Each Vendor presented their product to a review process that included a cross-section of College departments and locations. Only one vendor, Jenzebar, met all of the requirements in the RFP.

On November 8, 2007 the College’s Workforce and Economic Development Executive Directors passed a resolution to recommend to the President and the State Board of Trustees the apparent best/lowest-cost response. This motion was taken to the Senior Leadership Team on November 14, 2007 and again passed. It has been an information item previously to the Education and Planning Committee of the State Board of Trustees at their August and October meetings. It is being presented at this State Board of Trustees meeting as an action item.

Benefits

The noncredit management system of record will be used to host all noncredit training and projects managed by the Workforce and Economic Development division. The system will maintain all noncredit project and student records. Banner will be the financial system of record. The noncredit management registration system of record will transfer all financial data to Banner. The business tools provided by Jenzebar include:

a. Project management tools by course/project  
b. Staff time management  
c. Project pricing sheet  
d. Online catalog of our statewide products  
e. Ability to create an account and register online without going through a full academic admissions process  
f. Ability to offer discounts, vouchers and coupons to individuals and business clients (optional feature; pending further implementation discussion)
g. Ability to generate course referrals and training paths (like Amazon.com)
h. Ability to track course certificate programs
i. Ability to track different CEU values
j. Ability to customize and set up one portal to all WED courses
k. Ability to transmit finances to Banner
l. Ability to manage a statewide database of instructors
m. Ability to generate custom reports on WED relevant data
n. Ability to host the system online with no IT staff from Ivy Tech

Management

The College recognizes that satisfying the business drivers and achieving the benefits listed will require dedicated management, consistent oversight and focused champions. Therefore, the College will identify a Project Manager for the term of this project and appoint implementation teams by specialty that will provide input and direction.

Cost

One Time
Product Cost, Implementation, Training
    (Software, Hosting and Implementation): $273,545
Programming to Transport Financial Data to Banner 75,000
Subtotal $348,545

Recurring
Annual Maintenance Fee $ 34,800
Total First-Year Cost $383,345

Source of Funding

One Time
66% from Budgeted Amount, College Funds $230,040
34% from Workforce Certification Funding 18,505
$348,545

Recurring
100% from Regional Contributions, annually
($34,800 Divided by 14 Regions or by Size) $ 34,800

Total First-Year Funding $383,345

II. Information Items:
A. Discussion of the College’s Retiree Health Insurance

In 1997 the College adopted an early retirement health insurance program (known as the 75 Plan) whereby employees between the ages of 55 and 65 with a combined age and years of continuous benefits-eligible service equal to at least 75 may retire and continue to receive health insurance benefits by paying the employee share of such costs (currently 20%). New standards issued by the Governmental Accounting Standards Board require that public institutions must account for and report post-employment healthcare expenses on an actuarial basis rather than on the current practice of paying the actual costs for eligible employees who retire before age 65 (pay-as-you-go). Ivy Tech Community College must report these expenses on an actuarial basis beginning with the 2007-08 annual financial report. However, while the Governmental Accounting Standards Board requires that these liabilities be accounted for and reported, they do not require that they be funded.

Actuarial reports completed for the College calculated an accrued liability of $38.2M with an annual required contribution of approximately $5.0M. After these reports were issued, the College began allocating funds into a special dedicated account to help offset this liability. Currently, the balance of this account is $4.9M.

A committee was created in January 2007 to review internal policies regarding access to and funding for retiree health insurance and to make recommendations for change. Committee members are:

Bill Morris – VP for Administration/Interim Provost – Co-Chair
Bob Holmes – VP for Finance/Treasurer – Co-Chair
David Bathe – Chancellor, Lafayette
Ken Bowman – Executive Director of Human Resources, Central Indiana
Steve Daily – Chancellor, Kokomo
Jeff Hollkamp – Executive Director of Finance, Southeast
Julie Lorton-Rowland – Executive Director of Human Resources
Donna Marr – Executive Director of Human Resources, Northeast
Kelly Rickard – Executive Director of Benefits and Risk Management
Dan Schenk – Chancellor, Southwest
Jim Steck – Chancellor, Richmond

Changes to the existing program must be implemented and announced to employees by June 30, 2008 in order to impact the unfunded liability to be reported on the 2007-08 financial statements.

The committee has considered several options to reduce the unfunded liability, yet maintain some level of retiree health benefits for long-term employees and meet legal requirements. These options include grandfathering certain groups of employees and substituting Health Reimbursement Account (HRA) benefits for future 75 Plan eligibility for other groups of employees.

A report on the College’s financial statements will be provided at the Board of Trustees Meeting.

C. Update on the Financing of the Capital Projects Authorized by the 2007 General Assembly

The 2007 General Assembly authorized several new capital projects for the College. In Indiana, by statute, after projects are approved by the General Assembly, there are still a number of steps that must be taken before projects may be financed and construction begun. The following table identifies the action that has already occurred and the steps that are yet to come.

1. Ivy Tech submitted its capital request in June 2006.
2. The General Assembly adopted its biennial budget in April 2007 and it was signed by the Governor in May 2007.
3. After approval by the State Trustees, the College submitted Requests to Proceed for several projects in September and October 2007 to the Governor, State Budget Committee, and Commission for Higher Education.
4. In October, 2007, the State Trustees approved a resolution (1) authorizing the Executive Committee to approve the issuance of bonds for all projects approved by the General Assembly; (2) authorizing the College to reimburse itself from bond proceeds for preliminary expenses incurred on any of these projects; and (3) authorizing the refinancing of prior bonds.
5. Representatives from Ivy Tech met with the Indiana Finance Authority in November, 2007 to review the College’s current debt position and its financing plan for the projects approved by the General Assembly. The Finance Authority approved the College’s plan.
6. Ivy Tech has distributed a Request for Proposal to investment banking companies for the provision of underwriting services. We expect to submit a resolution to name senior managers and co-managers to the State Trustees early next calendar year.

Steps Yet to Come

7. After the College submits the Requests to Proceed to the State, the Commission for Higher Education, the State Budget Committee, and Governor must all approve the release a project before the College can proceed on financing or construction.
9. Final approval by the State Trustees or Executive Committee of a resolution authorizing the sale of the student fee bonds.
10. Meetings with rating agencies and bond insurance firms.
11. Formal pricing and sale of the bonds.

D. Update on the Implementation of the New SunGard Banner Administrative Software System

An update on the implementation of the new SunGard Banner administrative software system will be provided at the Trustees meeting.

E. Fort Wayne Custodial Contract

For fiscal year 2005-06, the Trustees approved a contract with Executive Management Services for cleaning services at the Fort Wayne region. The base amount of the contract was $176,450.47 and the contract contained an option to renew for two additional one-year terms. In fiscal year 2006-07 the region added their main campus parking lot and grounds cleaning to this contract raising the one year expense to $184,850.47 and the State Trustees were notified of this increase at the June 2006 meeting. The region is in the process of moving into the Harshman building that they acquired from the Fort Wayne State Development Center. The additional expense for the remainder of the fiscal year is $35,000, bringing the one year expense to $221,906.81. Due to the small dollar increase and the fact that the contract had already been approved by the State Trustees, the College administration decided to inform the State Trustees of this situation instead of preparing a resolution for approval.
PLANNING AND EDUCATION COMMITTEE

December 12, 2007

I. Discussion Items

A. Update on Distance Education

Distance education – Internet-based courses, interactive video, and soon, IHETS Interactive – continues to grow. At the beginning of the fall 2007 semester, there were more than 17,000 individual students taking at least one online credit course in the College. Online enrollment comprised approximately 6,000 FTE in the college in the fall 2007. Enrollment in all forms of distance education comprised approximately 7,000 FTE.

This fall, students interested in online courses could choose from one or more of the 353 courses now offered online. Of these courses, 20 are a part of the statewide library of online courses, courses which are commonly developed by faculty from around the state. The statewide library of courses provides a consistent presentation of course content and common assessment of learning to all students enrolled in these courses. The 20 courses in the statewide library of online courses serve a significant portion of the enrollment in online courses.

Growth in distance education is supported by the Statewide Five Year Plan for distance learning approved in May of 2006. Enrollment projections in the plan called for growth equal to approximately 15 percent per year. Growth from fall 2006 to fall 2007 surpassed this projected growth rate by 5 percent.

The fee for online courses that is now charged to students to support regional and system initiatives in distance learning is helping the college respond to this increased demand. At the system level, the fee supports the development of the Center for Instructional Technology which is now staffed by an Executive Director, Instructional Designer, and Technical Specialist. These individuals work not only with course development for online and other distance courses, but also are developing programs to further integration of technology in the classroom and teaching strategies which maximize the benefits of technology in learning. At the regional level, the on-line course fee is being used for increased staffing in distance learning, faculty development and training, access to new technologies, and expanded support services for distance learning.

The Center for Instructional Technology will also work with faculty to select new technologies which will help the College to reach additional students where they live and work. One example of this is exploration of the use of Adobe Connect – a web conferencing service currently hosted by IHETS under the name IHETS Interactive. This service will allow not only for a new type of video based course to be developed but will provide for further enhancement to online courses through the use of video conferencing
for students and faculty for extra assistance or for explanation of complex concepts which are difficult to convey with current methods.

Dr. Jeff Pittman, Chancellor of the Wabash Valley region, has been appointed to a dual role as Chancellor and as Vice Provost for Distance Education. He will provide a more detailed update at the December meeting of the Planning and Education committee.

**B. Expanding K-12 Linkages**

Individuals who have dropped out of high school have become the focus of federal, state, and local efforts to bring them back into the pipeline for the benefit of a stronger workforce. These efforts mesh well with Ivy Tech Community College’s unique mission in Indiana to provide educational and job training opportunities for a large segment of the citizens of Indiana, to assist them in meeting their personal and career goals.

**Fast Track to College**

With the advent of the legislated Fast Track to College program, Ivy Tech has been given legislative authority to offer the Fast Track to College program leading to the high school diploma. In June 2006, the Ivy Tech Community College board approved the awarding of the high school diploma by Ivy Tech Community College.

There are two target audiences in the Fast Track legislation: students 17 and older and still in high school, and individuals 19 years old or older who have dropped out of school. The College has in place a parallel high school curriculum, which is most applicable to the 17 and older in-school audience. All regions currently offer this alternative in a statewide pilot with limited enrollment.

**Services to Adults Without High School Diplomas**

Adults who have not completed high school are another particularly high-need population in the state, and the College is particularly interested in serving the younger “drop-outs,” those between 19 and 30. Approaches used in the community college systems in New York and California (over 20 percent of the national community college enrollment is in California) are particularly helpful in framing new ways of working with adults who have not completed high school. In those states, adult applicants to a community college who have not completed high school graduation requirements are considered for admission based on their demonstrated ability to benefit from college level work.

Current Ivy Tech Community College policy calls for the completion of a high school diploma or GED within one calendar year of enrollment for a student to continue in a program of study leading to a technical certificate or associate’s degree. The College is adjusting its process in the manner in place for the California community colleges:

Beginning fall 2008, Individuals who meet one of the following criteria are eligible for admission to Ivy Tech Community College:
• Individuals 18 years of age or older who are able to benefit from Ivy Tech’s instructional programs
• Graduates of accredited high schools
• Recipients of a General Education Development (GED) certificate

The college is also developing an additional new approach to serve adults who have not completed high school: an Ivy Tech Community College High School Equivalency Diploma, modeled on the New York State High School Equivalency Diploma based on college credit.

Through this equivalency diploma, an eligible individual may be awarded an Ivy Tech Community College High School Equivalency Diploma if that person provides satisfactory evidence the he/she has completed 24 credits or the equivalent as a recognized candidate for a degree or certificate. This coursework may be completed in pursuit of an Associate’s degree. Course distribution requirements for earning an Ivy Tech Community College High School Equivalency Diploma based upon 24 hours of college credits are:

• English Language Arts 6 credits
• Mathematics 3 credits
• Natural Science 3 credits
• Social Science 3 credits
• Humanities 3 credits
• College Degree Program Requirement 6 credits

Individuals who choose to pursue a Certificate or Technical Certificate at Ivy Tech Community College would not be required to secure a high school diploma prior to earning the Certificate or Technical Certificate.

The GED (General Educational Development) is another avenue the adults may choose. Those individuals taking the GED must demonstrate twelfth grade competencies that would have been acquired in a four-year high school education. A battery of tests covers five major subject areas: Language Arts (writing); Language Arts (reading); Social Studies; Science; and Mathematics. Preparation for the GED may occur in a traditional classroom or through the GED-ON- TV/Learn at Home Project offered via PBS television. Sixty-five (65) counties in Indiana offer one or more sites for testing. There are forty-three (43) Comprehensive Program Districts that serve one or more adult education programs funded by the Indiana Department of Education as of July, 2007 including the Indiana Department of Corrections. All ninety-two Indiana counties have a named Local Adult Education and GED Testing Contact Person. In Fall, 2008 all Ivy Tech campuses will have a referral relationship and marketing support with local providers.

Further information on other K-12 initiatives will be presented at the Committee meeting.
C. Institutional Research: Transfer Report (rescheduled from October)

A recently completed transfer report tells us:

- Nearly 11,000 Ivy Tech students from the most recent six cohorts of first-time, degree-seeking students have transferred to another institution through the 2005-06 academic year.

- As might be expected, full-time students transfer at higher rates than part-time students:
  - Full-time students
    - 17.5 percent transferred within 3 years
    - 27.3 percent transferred within 6 years
  - Part-time students
    - 10.6 percent transferred within 3 years
    - 17.5 percent transferred within 6 years
  - Full- & part-time students combined
    - 13.1 percent transferred within 3 years
    - 21.1 percent transferred within 3 years

- Students earned on average 26.8 quality credit hours at Ivy Tech prior to transferring.

- Sixteen percent had earned an Ivy Tech technical certificate or associate degree prior to transferring.

- Transfers from the 2000 cohort, followed for six years, transferred to 364 schools in 41 states, plus the District of Columbia.
  - Despite the diversity of receiving schools, 76 percent of all Ivy Tech transfers from the 2000 cohort went to 20 institutions, predominantly the public, four year institutions in Indiana.
  - Transfers typically shifted to institutions in close geographic proximity to the Ivy Tech region they attended.

- Within 6 years, 22.3 percent of Ivy Tech transfers who transferred to Indiana public colleges/universities had completed a degree at their receiving institution.

Additional details will be provided at the meeting.

D. Institutional Effectiveness Update

The Joyce Grant Policy Team continues to work on developing strategies and recommendations for improving progression through the education “pipeline” for low-skilled Indiana workers. In September, the Joyce Foundation hosted a cross-state meeting of the five Midwest states that have received funding for the “Shifting Gears” initiative and a number of consultants from around the country worked with each state’s team to assist in the development of high-impact strategies that might lead to a shift in
public policy in each team’s state. At the meeting, staff will share the draft of the strategies and position paper that have been developed. The position paper will be sent to the Governor’s office, key legislators, the Commission for Higher Education, the Department of Workforce Development, the Indiana Department of Education and other entities in Indiana who can use the strategy recommendations to stimulate change in the support mechanisms for low-skilled workers in Indiana.

E. Higher Learning Commission Update

The HLC Steering Committee has issued another system-wide newsletter to inform the employee community about the status of preparation for the re-accreditation visit. In addition, a system-wide videoconference will be held on January 11, 2008, to share more in depth information with all faculty and staff, particularly about the new mission/vision/values and strategic planning outcomes. Tentative dates for the visit have now been identified as January 26-28, 2009, and President Snyder has made suggestions for the kinds of team members we think can be most helpful to the College. Each of the seven working committees is collecting and analyzing data and has begun or soon will begin the process of writing the self-study document.

II. Information Items

A. Diversity Report

An engagement report on diversity will be presented to the full board by Ben Young, Vice Provost for Student Affairs and Diversity.

B. Workforce and Economic Development

Based on data that are collected for community colleges in other states, numbers of students in noncredit workforce and continuing education courses are as much as two times greater than the colleges’ credit enrollments. For example in North Carolina, credit students total approximately 200,000 while noncredit students exceed 400,000. At Ivy Tech Community College the ratio is reversed. Compared to 110,000 credit students, only 22,000 noncredit workforce and continuing education students are enrolled.

To reach our potential and exponentially increase the number of noncredit workforce and continuing education students, different business solutions are required. One of the tools needed is a noncredit management system of record. It will be used to host all noncredit training and projects managed by the Workforce and Economic Development division. The system will maintain all noncredit project and student records. Banner will be the financial system of record. The noncredit management registration system of record will transfer all financial data to Banner.

A recommendation concerning a non-credit management system is being be considered by the Finance Committee at this meeting.
BUILDINGS, GROUNDS, AND CAPITAL COMMITTEE

December 12, 2007

I. DECISION ITEMS

A. Region 2, Elkhart – Approval to purchase 1.35 acres of improved land at 1318 South 6th Street in Elkhart, no cost to the College if used for five years.

This item will authorize the College to purchase an improved property (includes a 6,500 square foot one story building) at 1318 South 6th Street in Elkhart to house the College’s Potentials Unlimited Learning Lab (PULL) program.

The Ivy Tech PULL program is an off-campus outreach program that transitions adults with high school diplomas or GEDs from post high school to college through participation in courses that prepare them for the college experience. Its goal is to break down barriers that Elkhart County residents have had to higher education so that they can realize that success in education is possible.

The proposed project is necessary because the program has outgrown its current space and no other space is available at the current location. For six of its seven years, Ivy Tech-PULL has been housed in 2,000 square feet of space, including one 21-student classroom, one 16-station computer lab, and one office space serving three employees. Instructors share the staff office, where they access mailboxes and the copier. In its infancy, this space was adequate, but as the program has grown, additional space is necessary. In order to manage the program’s current enrollment and provide for continued growth, the program needs at least 4,000 to 4,500 additional square feet. Seven other facilities in or near downtown Elkhart were considered. These facilities did not meet the Region’s requirements in terms of space or cost.

The property at 1318 South 6th Street in Elkhart consists of a one-story, 6,500 square foot commercial building with parking on approximately 1.35 acres. It is owned by the City of Elkhart, Department of Redevelopment. Elkhart will transfer ownership of the land and building to Ivy Tech for a $100,000 note and mortgage. The note will be forgiven at the rate of 20 percent a year for five years, provided the College operates the PULL program at that location for those five years. That is, after five years of College PULL program use, the effective purchase price is zero. The Phase I environmental study did not identify any contamination and did not call for any additional investigation.

The Region 2 – Northcentral Trustees have requested approval of this item. State Trustee approval is needed since this is a real estate transaction. The Facilities and Design Committee has reviewed this item and recommends its approval.

Action requested: Approval of the purchase of 1318 South 6th Street in Elkhart.
B. Region 5, Kokomo – Request that Ivy Tech Foundation, Inc. purchase 5.45 acres of improved land at 1901 East Morgan Street in Kokomo for lease to the College, rent not to exceed $150,000 per year.

This item will authorize the College to enter into a lease with Ivy Tech Foundation, Inc. for space the Foundation will purchase, at the College’s request, in Kokomo.

The approximately 5.45 acre property at 1901 East Morgan Street contains a 57,666 gross square foot manufacturing building (the former DuPont facility) that is currently vacant except for a lease to a paper recycling company. The property also contains paved parking. The property is contiguous to and directly east of the College’s main campus in Kokomo and fronts on East Morgan Street. It is owned by Curtis & Michael LLC. They have agreed to sell the building and its contents to the Foundation for $1,600,000; it has been appraised at $2,500,000. A Phase 1 environmental assessment has been completed and “No recognized existing or potential environmental conditions or concerns were found.” No further study was recommended.

The Kokomo Region does not have appropriate educational laboratory space to provide the hands-on experience that is required with the new advanced manufacturing program. Acquiring the DuPont facility will allow the Region’s School of Technology and Department of Workforce and Economic Development to offer high quality training in both academic and customized advanced manufacturing. The building will provide space to simulate advanced manufactured from design through production.

The Foundation has determined that it will be able to obtain a twenty-year bank loan with a favorable interest rate to purchase the property. The interest rate used will depend on bank rates at the time of closing on the loan. Once purchased by the Foundation, property taxes would go away.

Since the College cannot purchase property with a principal value greater than $300,000 without General Assembly approval, the Region 5/Kokomo Trustees are requesting that the College ask the Foundation to purchase the land and building and then lease it to the College. Assuming the land and buildings are purchased by the Foundation subsequent to a State Trustee request that the Foundation does so, the College would enter into a lease with the Foundation for the property. Rent to the Foundation will not exceed $150,000 per year. Actual rent will depend on the interest rate at the time of closing on the bank loan.

Since the rent will not exceed $150,000 in any one year the College does not need to obtain state level approvals. The Facilities and Design Committee has reviewed this item and recommends its approval.

Action Requested: Approval of the request that Ivy Tech Foundation, Inc. purchase the DuPont property at 1901 East Morgan Street in Kokomo for lease to the College.
C. Region 6, Marion – Approval to purchase 2.583 acres of improved land at 261 South Commerce Drive in Marion, $400,000.

This item will authorize the College to purchase an improved property (includes a 20,000 square foot one story commercial building) at 261 South Commerce Drive in Marion.

The new Marion campus does not currently include a separate maintenance facility. It has been anticipated that construction of a small garage building would follow completion of the main facility to house a maintenance vehicle, ground keeping tools and equipment and a workspace. The new Marion campus building will have limited space for Workforce and Economic Development, industrial or mechanical courses. After planning was complete and the project bid, several new opportunities emerged in the distribution field (Wal-Mart and Dollar General). The College was awarded funds to offer logistics training, including forklift operator certification that needs large open space not available in the new construction project. Additionally, the Marion campus may be implementing agriculture and construction technology programs that include courses (e.g. machinery repair, construction, wiring, and plumbing) that need large open manufacturing space. These course offerings were not anticipated during the design phase for the new building and require additional and different kinds of spaces.

The property at 261 South Commerce Drive in Marion is contiguous to the new Marion campus and consists of a one-story, 20,000 square foot warehouse or light manufacturing building with parking on approximately 2.583 acres. It is owned by John and Donna Long. They have agreed to sell the building to the College for $400,000; it has been appraised at $450,000. The Phase I environmental study called for additional investigation due to a concern of potential petroleum products released to ground surface on adjacent property (not due to anything on the property to be purchased). The Phase II study concluded that “the site does not appear to have been significantly impacted [by] petroleum fuels located on nearby properties. No further recommendations appear warranted regarding this matter.”

The Region 6/Eastcentral Trustees have requested approval of this item. Marion new construction interest earnings or project contingency will be used for the purchase. State Trustee approval is needed since this is a real estate transaction. The purchase does not need additional state agency approvals since the General Assembly and state agencies previously approved the purchase of property within the scope of the project. The Facilities and Design Committee has reviewed this item and recommends its approval.

Action requested: Approval of the purchase of 261 South Commerce Drive in Marion.
D. Region 1, Valparaiso – Disposition of property by Easement at the Valparaiso campus as part of the Phase 2 construction project.

This item will provide a new perpetual easement for ingress and egress so that the Department of Water Works, City of Valparaiso can access a hydrant waterline.

As part of the Phase 2 new construction project, the Valparaiso Department of Water Works requires an easement for the hydrant water line. The 30 foot wide easement is roughly a flat “U” shaped configuration on the east, south and west sides of the Phase 2 new construction and contains approximately 0.585 acres (25,462 square feet) of College land in Valparaiso.

The easement will give the Department of Water Works the right to install, construct, operate, maintain, repair, replace or renew water pipelines on the easement. The easement will also require the Department of Water Works to restore any areas disturbed by its use of the easement to the condition equal to the condition prior to the repairs. The College will also be the beneficiary of three fire hydrants on the easement.

The Region 1/Northwest Trustees have recommended that the State Trustees grant the easement for $1. State Trustee approval is needed since this is a real estate transaction. A drawing of the easement is on the next page.

Action requested: Approval of an easement to the Department of Water Works, City of Valparaiso at the Valparaiso campus.
E. Region 11, Madison – Approval to disposition of property by Easement at the Madison campus.

This item will provide a new perpetual easement for utility lines for an adjacent property owner.

At your October 2006 meeting, the State Trustees approve the purchase of an approximately 4.81 acre tract from a 10.39 acre subdivided parcel owned by Madison Partners, LLC for $160,000. The purchase was completed in March 2007. During the negotiation, purchase, and closing process the College was not made aware of any owner installed underground utilities and no easements were identified or requested by the seller. The seller subsequently sold the remaining approximately 5.58 acre tract, containing a 44,000 gross square foot (GSF) commercial building in June 2007 to Regency Commercial Associates, LLC. During that transaction, it was discovered that underground sewer and gas lines associated with the 5.58 acre tract were located on the College-purchased 4.81 acre property. The location of the gas line does not restrict any future use of the College’s property. However, the sewer line location could restrict future use of the property and the College asked the new owner to relocate it at the owner’s expense.

In order to relocate and maintain the sewer line and maintain the gas line, Regency Commercial Associates has requested easements from the College for both lines. In return for the College granting the easements, Regency will relocate the sewer line to the edge of the College’s property in order to not restrict future use of the property. In addition to paying for the relocation, Regency has agreed to allow the College to use 7,800 GSF of vacant warehouse space in its commercial building for the Madison campus to store furniture and equipment for one year while the remodeling phase of the Madison capital project is completed.

The easement will give the Regency Commercial Associates LLC the right to install, construct, operate, maintain, repair, or replace its gas and sewer lines on the easement. The easement will also require Regency to restore any areas disturbed by its use of the easements to the condition equal to the condition prior to the repairs. The 15 foot wide easements will contain approximately 0.213 acres (9,259 square feet) of College land in Madison.

The Region 11/Southeast Trustees have recommended that the State Trustees grant the easements in return for free use of storage space. State Trustee approval is needed since this is a real estate transaction. A drawing of the easement is on the next page.

Action requested: Approval of an easement to Regency Commercial Associates LLC at the Madison campus.
Ivy Tech Community College property is at the top of the drawing (left side and top-left of this page). The easement is in the "hatched" (parallel lines) area.
F. Region 14, Bloomington – Approval to grant a Right of Entry to the City of Bloomington Utilities at the Bloomington Campus.

This item will provide the City of Bloomington Utilities a Right of Entry in order for them to fulfill their responsibility for their sewer and water lines on College property in Bloomington.

As part of the Indiana Center for Life Sciences new construction project, the College has tied into the City of Bloomington Utilities (CBU) water line at North Profile Parkway and sewer line at North Daniels Way. The sewer line runs from south of the Indiana Center for Life Sciences and across the north side of the Bloomington Campus to North Daniels Way. Use of this sewer line will allow use of a gravity line instead of a lift station to pump sewage to the north of the new Life Sciences building. In order for the CBU to maintain, repair or replace the sewer main and water infrastructure, the CBU has requested a Right of Entry instead of an easement. In Bloomington a Right of Entry is typically used instead of an easement for the utilities to fulfill access requirements to work on their infrastructure. For example, Indiana University – Bloomington has granted the CBU a blanket Right of Entry for all their property.

The Right of Entry will give the CBU the right to operate, maintain, repair, replace or renew water and sewer pipes on Ivy Tech property. The Right of Way will also require the CBU to restore any areas disturbed by its use of the Right of Way to the condition equal to the condition prior to the repairs.

The Region 14/Bloomington Trustees have recommended that the State Trustees grant the easement for $1. State Trustee approval is needed since this is a real estate transaction. On the next two pages are drawings of the location of the water and sewer lines for with the Right of Entry has been requested.

Action requested: Approval to grant a Right of Entry to the City of Bloomington Utilities at the Bloomington campus.
G. Region 2, Warsaw – Approval to exercise a two-year renewal option for the Warsaw Instructional Center, $211,013.04 per year for two years.

This item will allow the College to continue leasing part of the Lake City Properties building in Warsaw.

The College has been leasing the Warsaw Instructional Center from Lake City Properties (previously owned by United Telephone Company of Indiana, Inc., also known as Sprint) since August 1, 2002 to house its courses, programs, and services in Warsaw. The lease covers approximately 30,000 square feet of the facility. Rent covers all maintenance, custodial, security and utility costs with the exception of telephone. The lease has five, two-year renewal options with the current period being the second renewal term. The current renewal term of the lease will end on July 31, 2008 and has a six-month renewal notification requirement to remain in the building. The current rent is $204,867.00 per year and the rent for the two-year renewal term will be $211,013.04 per year as specified in the lease.

Since the rent is greater than $200,000 for the renewal term, State Trustee approval is needed. State agency approval for the lease renewal is not needed since an original approval to lease part of the building was obtained with the original lease.

Action requested: Approval of the Warsaw Instructional Center lease renewal.

H. Region 13, Sellersburg – Approval of a lease renewal for the Business/Technology Annex in Sellersburg, $108,030.05 per year for two years.

This item will allow the College to continue to lease the Business/Technology Annex in Sellersburg that it has leased since 1989.

The Business/Technology Annex, a former Clark County Rural Electric Membership Corporation (REMC) facility, is a one story with basement, 23,617 square foot building in Sellersburg. The building was constructed in three phases: 10,440 square feet in 1971, 9,677 square feet in 1974, and 3,500 square feet in 1990. The original lease for the buildings started in July 1989 and the final lease option expired July 15, 1999. The lease was then placed on a month-to-month basis at the same rate as the last year of the final lease option. In January 2000 the Clark County REMC sold the building to Jesse Ballew Enterprises. Since the Region identified a need for continued use of the building, Regional staff contacted the new owner and negotiated a lease for the building at a rent of $98,000 per year for an original term of two years and a two-year renewal term. The College pays property taxes for the owner. In February 2000 the State Trustees approved a new two-year lease with a two-year renewal term for the Business/Technology Annex to start March 1, 2000. The two-year renewal term option was exercised in early 2002.
The building was sold again and with the lease expiring in February of 2004 and a need to continue to use the building, Region 13/Southcentral staff negotiated a new lease for the building with its new owners, William and Fairro Croft. The negotiated term was for four years at a rent of $103,880 per year and a two-year renewal at $108,035 per year. At your December 2003 meeting, the State Trustees approved the new lease. The College now needs to exercise the two year renewal option that will start on March 1, 2008. As under the previous lease, the College will pay the property taxes and be responsible for insurance, repairs and maintenance of the building.

Since the rent for the two-year option is greater than $200,000 State Trustee approval is needed. Southcentral Trustees have requested the lease renewal.


I. Region 9, Connersville – Approval of a lease addendum for the Connersville Instructional and Technology Center, $228,141.90 per year.

This item will authorize the College to enter into a lease addendum for 24,213 square feet of space it has been leasing in Connersville since March 1, 1999 and for 12,000 square feet of additional space.

The College started leasing the Connersville Instructional and Technology Center at 717 West 21st Street in Connersville on March 1, 1999. The lease covers approximately 24,213 square feet in two buildings in the facility. The lease has an initial six-year term and four, two-year renewal options. The initial six-year term ended February 28, 2005. At your August 12, 2004 meeting, the State Trustee approved the first two-year renewal and at your December 2006 meeting the second two-year renewal term at $152,542 per year.

The Region has experienced continued enrollment growth and continues to offer expanded program course offerings to serve the residents of Fayette County and surrounding areas. Enrollment has increased by over 19 percent this fall. Enrollment projections for the next year anticipate a 10 to 30 percent increase.

It has been a long-term plan of the Region to position the Connersville site to better serve the population of the residents of Fayette County and the surrounding area. The community is committed to supporting the College and its initiatives as demonstrated by a strong advisory board and donations to support technology and science labs. In addition, there will be approximately 1,500 individuals affected in loss of employment due to the Visteon Manufacturing plant closure effective December 31, 2007. A significant number of these employees will be eligible for TAA educational benefits in the next 15 months. TAA educational benefits require full-time enrollment. In addition, there are 100 recently laid off individuals (from the Fujitsu Ten plant in Rushville) that the College is serving. Continued enrollment growth in the industrial and manufacturing
technology program is expected. The College needs additional space in Connersville to meet the anticipated demand.

The proposed amendment to the lease would add 12,000 square feet on the first floor of the instruction center. The additional square footage will be leased at the same rate ($6.30 per square foot per year) and terms provided in the original lease including escalation of rent. However, the owner is also giving the College a $1,000 per month credit against the base rent for the first twelve months of the addendum and $500 per month credit for the next seven months of the addendum. Use of the new space started on August 1, 2007 for a new rent (current plus new space for a total of 36,213 square feet) of $18,011.83 per month ($19,011.83 less $1,000 per month) for August 1, 2007 through July 31, 2008 and for $18,511.83 per month ($19,011.83 less $500 per month) and will continue through February 28, 2009. Rent for the next renewal term (March 1, 2009 through February 28, 2011) will be $7.05 per square foot per year or $255,301.65 per year.

The new Ivy Tech space was previously leased by the Indiana University Foundation for Indiana University East to offer class and provide office space. The Region will sublease 2,072 of dedicated space and 1,981 of shared space to Indiana University East for $38,000 per year starting September 1, 2007.

State Trustee approval is needed since the rent for the term exceeds $200,000. State agency approval for the lease renewal is not needed since an original approval to lease part of the building was obtained with the original lease. The Facilities and Design Committee has reviewed this item and recommends its approval.

Action requested: Approval of the amended Connersville Instructional and Technology Center lease.

J. Region 10 – Approval to renovate the Makuta Building in Columbus, $468,510 project cost of which $426,200 is the contract amount.

This project will renovate the Makuta Building located on the Columbus Airport property for placement of an Advanced Manufacturing Center.

As you may remember, at your August 2007 meeting the State Trustees authorized the College to enter into a lease with Ivy Tech Foundation, Inc. for space the Foundation would purchase in Columbus. The Foundation now owns the building and is leasing it to the College. The Columbus Region has experienced significant enrollment growth in both credit and Workforce and Economic Development (WED) courses and programs and the Makuta Building provides room for WED customized training growth and an advanced manufacturing program. As described in August, renovation of the building would be needed to make it functionally useful.
The renovation project consists of interior demolition to allow for new classrooms and restroom configuration; demolition of the existing mechanical, electrical and plumbing systems to allow for the revisions to the new building configuration; construction of new classroom partitions and restrooms; new construction for a new welding lab; revision of mechanical system for new building configuration; and revision of the electrical, lighting, and plumbing systems to allow for the new building configuration.

Following College and State policies regarding advertising and bidding procedures, bids for the project were released on October 13, 2007 and were due in the regional offices on November 1, 2007. Four contractors submitted bids for the project. The lowest bidder, Repp and Mundt, Inc. has been judged to have submitted the best bid meeting all State Trustee requirements. At their November 15, 2007 meeting the Region 10/Columbus Board of Trustees recommended Repp and Mundt for the project and acceptance of five of the ten alternates bid for a contract amount of $426,200. Construction will begin shortly after State Trustee approval. The budget is as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Repp and Mundt, Inc.</td>
<td>$426,200</td>
</tr>
<tr>
<td>Architectural fees and reimbursables</td>
<td>21,000</td>
</tr>
<tr>
<td>Contingency and advertising (5.0 % of the contract)</td>
<td>21,310</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$468,510</strong></td>
</tr>
</tbody>
</table>

The renovation project will be equally funded from Regional sources and College repair and rehabilitation funds.

Action requested: Approval of the Makuta Building renovation project and contractor.

II. DISCUSSION ITEM

A. Facilities and Design Committee report

Since the October State Trustees meeting the Facilities and Design Committee has established a Request for Qualifications (RFQ) process to select construction firms for the 2007-09 projects. The Committee received and reviewed 12 responses to the 25 item RFQ questionnaire. Firms were rated on their responses to the questionnaire with the questions divided into seven groups. The seven groups were given weights by the Committee (highest weight being 10) and each firm was scored on each group of questions with the highest scoring firm given a ten on the group of questions and all others given a score of less than 10. For each firm, the score for each group was then multiplied by the weight for that group of questions and the weighed-scores summed to achieve a final score. The firms were then ranked on the scores and the ranks averaged among the reviewers. Finally, the Governor’s Buy Indiana Initiative was applied to the firms and since all firms had a significant presence in Indiana, the final score did not change. On November 1, 2007 the Committee interviewed the four highest ranking firms (Geupel DeMars Hagerman, Hunt Construction, The Skillman Corporation, and Shiel
Sexton). After the interviews, the same scoring method was used to determine the highest ranking firms.

The Committee made its recommendations to President Snyder. The College will not announce its recommendations until respective projects are released by the State agencies to proceed with construction or planning.

The Committee also:

- Continued discussions on a process to be used and the criteria to be used for developing a statewide capital planning and instructional center through campus facilities development,
- Established the need for a policy and procedure manual to include Capital Project Architectural and Room Standards, the Strategy and Process for Campus, Instructional Center and Site Facility Development, and Ivy Tech special bidding standards,
- Started development of MBE/WBE additional language and reporting requirements to encourage contractor participation in College renovation and construction project, and
- Started discussion of the College’s Capital Budget Planning process including recommendations to the State Trustees regarding criteria that should be used to rank future capital projects.

Jim Steck, Chancellor for the Whitewater Region and Vice Provost for Facilities Planning and Dick Tully, Assistant Vice President for Facilities Planning will discuss with the Committee preliminary thinking of the Facilities and Design Committee regarding criteria to be used to rank capital projects.
III. INFORMATION ITEMS

A. Time line for the Fort Wayne, Logansport, Greencastle, Indianapolis, Sellersburg, Elkhart, Muncie/Anderson, Warsaw, and Bloomington projects authorized by the 2007 General Assembly.

All future dates are dependent on various approvals by State agencies happening in a timely manner and are therefore subject to change. Additionally, the Indianapolis project may be divided into a number of projects with some occurring prior and others following the timeline dates below. For the table: FDC = Facilities and Design Committee, CHE = Commission for Higher Education, SBC = State Budget Committee, IFA = Indiana Finance Authority.

Projects with prior approval:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Ft. Wayne</th>
<th>Logansport</th>
<th>Greencastle</th>
</tr>
</thead>
<tbody>
<tr>
<td>Request to Proceed submitted to State Trustees</td>
<td>August 2007</td>
<td>August 2007</td>
<td>August 2007</td>
</tr>
<tr>
<td>Request to Proceed submitted to State agencies</td>
<td>September 2007</td>
<td>September 2007</td>
<td>September 2007</td>
</tr>
<tr>
<td>Financing plan meeting with IFA</td>
<td>November 2, 2007</td>
<td>November 2, 2007</td>
<td>November 2, 2007</td>
</tr>
<tr>
<td>State Trustees approve contracts</td>
<td>Community Mall February 2008*&lt;br&gt;New construction April 2008</td>
<td>April 2008</td>
<td>April 2008</td>
</tr>
<tr>
<td>Bond Closing</td>
<td>April 2008</td>
<td>April 2008</td>
<td>April 2008</td>
</tr>
<tr>
<td>Construction completed – Construction length estimated based on Schematic Design</td>
<td>Community Mall 12 months&lt;br&gt;New construction 24 months</td>
<td>20 months</td>
<td>18 months</td>
</tr>
</tbody>
</table>

* Note that early bidding and start of renovation for the Community Mall depends on early approval (November 2007) to proceed by the State Budget Committee and Governor. Early approval did not occur.
### New projects with project authority:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Indianapolis</th>
<th>Sellersburg</th>
<th>Elkhart</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction Management</td>
<td></td>
<td>Construction Management</td>
<td>Design Build</td>
</tr>
<tr>
<td>FDC sends to firms on College list and advertises RFQ for architectural services</td>
<td>July 30, 2007</td>
<td>July 30, 2007</td>
<td>July 30, 2007</td>
</tr>
<tr>
<td>FDC interviews and recommends architectural firms to, with subsequent approval by, President Snyder</td>
<td>Sept. 7, 2007</td>
<td>Sept. 7, 2007</td>
<td>Sept. 7, 2007</td>
</tr>
<tr>
<td>Schmidt Associates</td>
<td></td>
<td>MSKTD, Indianapolis office</td>
<td>MSKTD, Fort Wayne office</td>
</tr>
<tr>
<td>FDC sends and advertises RFQ for construction management services</td>
<td>September 21, 2007</td>
<td>September 21, 2007</td>
<td>NA</td>
</tr>
<tr>
<td>RFQ due – 12 responses received</td>
<td>October 8, 2007</td>
<td>October 8, 2007</td>
<td>NA</td>
</tr>
<tr>
<td>FDC selects short list for interviews</td>
<td>October 26, 2007</td>
<td>October 26, 2007</td>
<td>NA</td>
</tr>
<tr>
<td>FDC interviews and recommends construction management firms to President Snyder</td>
<td>November 1, 2007</td>
<td>November 1, 2007</td>
<td>NA</td>
</tr>
<tr>
<td>Financing plan meeting with IFA</td>
<td>November 2, 2007</td>
<td>November 2, 2007</td>
<td>November 2, 2007</td>
</tr>
<tr>
<td>Request to release part of bonding to proceed with planning submitted to State Trustees</td>
<td>October 11, 2007</td>
<td>October 11, 2007</td>
<td>October 11, 2007, for full project approval</td>
</tr>
<tr>
<td>Request to release part of bonding to proceed with planning submitted to State agencies</td>
<td>October 29, 2007</td>
<td>October 29, 2007</td>
<td>October 29, 2007, for full project approval</td>
</tr>
<tr>
<td>CHE, SBC, Gov. approval</td>
<td>December 2007</td>
<td>December 2007</td>
<td>December 2007</td>
</tr>
<tr>
<td>Selection of developer for Elkhart</td>
<td>NA</td>
<td>NA</td>
<td>December 2007</td>
</tr>
<tr>
<td>Start planning study followed by schematic planning</td>
<td>January 2008</td>
<td>January 2008</td>
<td>December 2007</td>
</tr>
<tr>
<td>Finish schematic planning</td>
<td>April 2008</td>
<td>April 2008</td>
<td>May 2008</td>
</tr>
<tr>
<td>Request to Proceed with the full project submitted to State Trustees</td>
<td>April 2008</td>
<td>April 2008</td>
<td>May 2008</td>
</tr>
<tr>
<td>Request to Proceed with the full project submitted to State agencies</td>
<td>May 2008</td>
<td>May 2008</td>
<td>July 2008</td>
</tr>
<tr>
<td>CHE, SBC, Gov. approval</td>
<td>July 2008</td>
<td>July 2008</td>
<td></td>
</tr>
<tr>
<td>Activity</td>
<td>Indianapolis</td>
<td>Sellersburg</td>
<td>Elkhart</td>
</tr>
<tr>
<td>---------------------------------------------------------------</td>
<td>-----------------------</td>
<td>----------------------</td>
<td>---------------------</td>
</tr>
<tr>
<td>Complete planning</td>
<td>September 2008</td>
<td>September 2008</td>
<td></td>
</tr>
<tr>
<td>Bid opening</td>
<td>November 2008</td>
<td>November 2008</td>
<td></td>
</tr>
<tr>
<td>State Trustees approve contracts</td>
<td>December 2008</td>
<td>December 2008</td>
<td>February 2008</td>
</tr>
<tr>
<td>Bond closing</td>
<td>April 2009</td>
<td>April 2009</td>
<td>April 2009</td>
</tr>
<tr>
<td>Construction completed – Construction length estimated based on Schematic Design</td>
<td>Components will be completed at different times</td>
<td>20 - 24 months</td>
<td>12 – 18 months</td>
</tr>
<tr>
<td>Purchase Elkhart building</td>
<td>NA</td>
<td>NA</td>
<td>Upon possession</td>
</tr>
</tbody>
</table>

**New projects with planning authority:**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Muncie/Anderson</th>
<th>Bloomington</th>
<th>Warsaw</th>
</tr>
</thead>
<tbody>
<tr>
<td>FDC sends and advertises RFQ for construction management services</td>
<td>September 21, 2007</td>
<td>September 21, 2007</td>
<td>September 21, 2007</td>
</tr>
<tr>
<td>RFQ due – 12 responses received</td>
<td>October 8, 2007</td>
<td>October 8, 2007</td>
<td>October 8, 2007</td>
</tr>
<tr>
<td>FDC selects short list for interviews</td>
<td>October 26, 2007</td>
<td>October 26, 2007</td>
<td>October 26, 2007</td>
</tr>
<tr>
<td>FDC interviews and recommends construction management firms to President Snyder</td>
<td>November 1, 2007</td>
<td>November 1, 2007</td>
<td>November 1, 2007</td>
</tr>
<tr>
<td>Financing plan meeting with IFA</td>
<td>November 2, 2007</td>
<td>November 2, 2007</td>
<td>November 2, 2007</td>
</tr>
<tr>
<td>Activity</td>
<td>Muncie/Anderson</td>
<td>Bloomington</td>
<td>Warsaw</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>-----------------</td>
<td>-------------</td>
<td>------------</td>
</tr>
<tr>
<td>Request to release bonding or cash to proceed with planning submitted to State Trustees</td>
<td>October 11, 2007</td>
<td>October 11, 2007</td>
<td>October 11, 2007</td>
</tr>
<tr>
<td>Request to release bonding or cash to proceed with planning submitted to State agencies</td>
<td>October 29, 2007</td>
<td>October 29, 2007</td>
<td>October 29, 2007</td>
</tr>
<tr>
<td>CHE, SBC, Gov. approval</td>
<td>December 2007</td>
<td>December 2007</td>
<td>December 2007</td>
</tr>
<tr>
<td>Start planning study followed by schematic planning</td>
<td>January 2008</td>
<td>January 2008</td>
<td>January 2008</td>
</tr>
<tr>
<td>Finish schematic planning</td>
<td>April 2008</td>
<td>April 2008</td>
<td>April 2008</td>
</tr>
<tr>
<td>Prepare a capital project request to be included in the College’s 2009-11 Budget Request</td>
<td>Feb. – May, 2008</td>
<td>Feb. – May, 2008</td>
<td>Feb. – May, 2008</td>
</tr>
<tr>
<td>State Trustees approve College’s 2009-11 Capital Budget Request</td>
<td>April 10, 2008</td>
<td>April 10, 2008</td>
<td>April 10, 2008</td>
</tr>
<tr>
<td>General Assembly approval for new projects</td>
<td>April 2009</td>
<td>April 2009</td>
<td>April 2009</td>
</tr>
</tbody>
</table>

B. A progress report on current projects: recently completed, under construction, or authorized for construction or planning.

Following is a report on the current or recently completed Ivy Tech capital projects. Please note that projects approved over multiple biennia are grouped together by project.

Changes since October:
- Request to proceed submitted for 2007-09 approved projects
<table>
<thead>
<tr>
<th>Project</th>
<th>Biennium Authorized</th>
<th>Authorized Amount</th>
<th>Gross Square Feet</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indianapolis Fall Creek Expansion</td>
<td>2007-09</td>
<td>69,370,000</td>
<td></td>
<td>Bonding authority approved, architect selected, and Request to Proceed with planning submitted to State agencies</td>
</tr>
<tr>
<td>Sellersburg new construction and renovation</td>
<td>2007-09</td>
<td>20,000,000</td>
<td></td>
<td>Bonding authority approved, architect selected, and Request to Proceed with planning submitted to State agencies</td>
</tr>
<tr>
<td>Elkhart Phase 1 new construction</td>
<td>2007-09</td>
<td>16,000,000</td>
<td></td>
<td>Bonding authority approved, architect selected, and Request to Proceed submitted to State agencies</td>
</tr>
<tr>
<td>Muncie/Anderson A&amp;E planning</td>
<td>2007-09</td>
<td>4,800,000</td>
<td></td>
<td>Bonding authority approved, architect selected, and Request to Proceed with planning submitted to State agencies</td>
</tr>
<tr>
<td>Warsaw A&amp;E planning</td>
<td>2007-09</td>
<td>1,000,000</td>
<td></td>
<td>Bonding authority approved, architect selected, and Request to Proceed with planning submitted to State agencies</td>
</tr>
<tr>
<td>Bloomington A&amp;E planning Phase 2</td>
<td>2007-09</td>
<td>350,000</td>
<td></td>
<td>Cash approved, architect selected, and Request to Proceed with planning submitted to State agencies</td>
</tr>
<tr>
<td>Project</td>
<td>Biennium Authorized</td>
<td>Authorized Amount</td>
<td>Gross Square Feet</td>
<td>Status</td>
</tr>
<tr>
<td>----------------------------------------------</td>
<td>---------------------</td>
<td>-------------------</td>
<td>-------------------</td>
<td>------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Lamkin Center for Instructional Development</td>
<td>2007-09</td>
<td>1,000,000</td>
<td></td>
<td>Bonding authority approved</td>
</tr>
<tr>
<td>and Leadership</td>
<td></td>
<td></td>
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<tr>
<td>Ft. Wayne Technology Ctr. Planning</td>
<td>2005-07</td>
<td>2,500,000</td>
<td></td>
<td>Architect and construction manager selected, release of planning funds</td>
</tr>
<tr>
<td></td>
<td></td>
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<td>approved, planning resumed</td>
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<tr>
<td>Technology Center &amp; Demolition</td>
<td>2007-09</td>
<td>26,700,000</td>
<td>76,000</td>
<td>Bonding authority approved, Request to Proceed submitted to State</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>agencies</td>
</tr>
<tr>
<td>Subtotal Ft. Wayne</td>
<td></td>
<td>29,200,000</td>
<td>76,000</td>
<td>71,000</td>
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<tr>
<td>Logansport planning</td>
<td>2005-07</td>
<td>300,000</td>
<td></td>
<td>Architect and construction manager selected, release planning funds</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>approved, planning resumed</td>
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<tr>
<td>Logansport construction</td>
<td>2007-09</td>
<td>16,000,000</td>
<td>81,880</td>
<td>Bonding authority approved, Request to Proceed submitted to State</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>agencies</td>
</tr>
<tr>
<td>Subtotal Logansport</td>
<td></td>
<td>16,300,000</td>
<td>81,880</td>
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</tr>
<tr>
<td>Greencastle planning</td>
<td>2005-07</td>
<td>250,000</td>
<td></td>
<td>Architect and construction manager selected, release of a portion of</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>planning funds approved, planning resumed</td>
</tr>
<tr>
<td>Greencastle construction</td>
<td>2007-09</td>
<td>8,000,000</td>
<td>32,200</td>
<td>Bonding authority approved, Request to Proceed submitted to State</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>agencies</td>
</tr>
<tr>
<td>Subtotal Greencastle</td>
<td></td>
<td>8,250,000</td>
<td>32,200</td>
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<td>Project</td>
<td>Biennium</td>
<td>Authorized</td>
<td>Gross Square Feet</td>
<td>Status</td>
</tr>
<tr>
<td>------------------------------</td>
<td>-------------</td>
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<td>----------------------------------------------------------------------</td>
</tr>
<tr>
<td>Marion planning</td>
<td>2003-05</td>
<td>250,000</td>
<td></td>
<td>Planning completed</td>
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<tr>
<td>Marion</td>
<td>2005-07</td>
<td>20,015,000</td>
<td>104,550</td>
<td>Construction is underway, should finish December 2007</td>
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<tr>
<td>Subtotal Marion</td>
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<td>20,265,000</td>
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<td></td>
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<td>Madison planning</td>
<td>2003-05</td>
<td>826,000</td>
<td></td>
<td>Planning completed</td>
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<tr>
<td>Madison</td>
<td>2005-07</td>
<td>19,144,000</td>
<td>80,700</td>
<td>Construction is underway, should finish new construction December 2007 and renovation August 2008</td>
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<td>Subtotal Madison</td>
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<td>19,970,000</td>
<td>80,700</td>
<td>22,611</td>
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<td>Portage planning for lease</td>
<td>2003-05</td>
<td>275,000</td>
<td></td>
<td>Architect selected, planning underway, request for lease funds submitted for 2005-07 but not funded, request for lease funds not submitted for 2007-09 but funding provided</td>
</tr>
<tr>
<td>Valparaiso land and planning</td>
<td>2001-03</td>
<td>2,600,000</td>
<td></td>
<td>Land purchased, planning completed</td>
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<td>Valparaiso Phase 1</td>
<td>2003-05</td>
<td>15,843,000</td>
<td>84,445</td>
<td>Construction completed June 2006</td>
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<td>Valparaiso Phase 2</td>
<td>2005-07</td>
<td>20,000,000</td>
<td>102,100</td>
<td>Construction underway, should finish February 2008</td>
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<td>Subtotal Valparaiso</td>
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<td>38,443,000</td>
<td>186,545</td>
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<td>Project</td>
<td>Biennium Authorized</td>
<td>Authorized Amount</td>
<td>Gross Square Feet</td>
<td>Status</td>
</tr>
<tr>
<td>-------------------------------------</td>
<td>---------------------</td>
<td>-------------------</td>
<td>-------------------</td>
<td>----------------------------------</td>
</tr>
<tr>
<td>Indianapolis Fairbanks purchase and renovation</td>
<td>2003-05</td>
<td>10,000,000</td>
<td>250,000</td>
<td>Purchase completed</td>
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<tr>
<td>Donations for renovation</td>
<td></td>
<td>6,000,000</td>
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<td>Phase 8 renovations are completed</td>
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<tr>
<td>Subtotal Fairbanks</td>
<td></td>
<td>16,000,000</td>
<td>250,000</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>261,223,000</td>
<td>811,875</td>
<td>93,611</td>
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</tbody>
</table>
B. Possible action items for future meetings.

The following projects have been identified as possible action items for this Committee at future State Trustee meetings.

Region 2, Northcentral renovation projects – The Northcentral region has one or more renovation projects and a parking lot project that may exceed $200,000 and would therefore need State Trustee approval.

Region 4, Lafayette parking lot project – The Lafayette region has a parking lot project that may exceed $200,000 and would therefore need State Trustee approval.

Region 5, Kokomo renovation projects – The Kokomo region has one or more renovation projects that may exceed $200,000 and would therefore need State Trustee approval.

Region 5, Kokomo land acquisition projects – The Kokomo region has several properties in its land acquisition plan that may be available for purchase within the next year.

Region 6, Eastcentral land acquisition projects – The Eastcentral region has several properties in its land acquisition plan that may be available for purchase within the next year.

Region 7, Wabash Valley renovation project – The Wabash Valley region has a Center for Workforce Development renovation project that may exceed $200,000 and would therefore need State Trustee approval.

Region 8, Central Indiana land acquisition projects – The Central Indiana region has several properties in its land acquisition plan that may be available for purchase within the next year.

Region 8, Central Indiana lease project – The Central Indiana region has one or more lease projects that may need State Trustee approval within the next year.

Region 8, Central Indiana renovation projects – The Central Indiana region has one or more renovation projects and a parking lot project that may exceed $200,000 and would therefore need State Trustee approval: 1) additional renovations of the Fairbanks building and 2) one or more additional parking lot projects at the North Meridian Center.

Region 12, Southeast land acquisition projects – The Southeast region has several properties in its land acquisition plan that may be available for purchase within the next year.
AUDIT COMMITTEE

December 13, 2007

The Audit Committee will have no action items to bring forward. A report will be provided at the State Board of Trustees meeting on December 13, 2007.
MEMORANDUM

TO: Ivy Tech Community College of Indiana
    State Board of Trustees
FROM: Planning Committee
DATE: November 30, 2007
RE: Summary of Planning Committee’s Activities

The Planning Committee's Scope

The Planning Committee (the "Committee") was formed on August 9, 2007, by the unanimous resolution of the State Board of Trustees. The scope of the Committee is to:

1. Review the governance structure of the State Board of Trustees and the College;
2. Consider the best practices of peer institutions;
3. Consider the process for State Board strategic planning; and
4. Engage and seek input from the President, College leadership, Regional Trustees and Chancellors.

The Planning Committee is chaired by Trustee White and includes Trustees Brand, Findlay, Neff and Schreckengast.

Development Of Priorities

At the outset of this process, Trustee White asked President Snyder to identify his priorities in regards to the governance matters under consideration by the Committee. In response, President Snyder asked Melissa Reese (Ice Miller LLP) to prepare a comparison of the governance structures of Ivy Tech, IU and Purdue. Ms. Reese submitted her comparison to the Committee on August 31, 2007.

After reviewing Ms. Reese’s comparison of the governance models, the Committee produced a summary of the following priority items for consideration:

1. The development of a written delegation of authority for the President;
2. The development of a Conflict of Interest Policy and annual disclosure statements for State and Regional Trustees;
3. The development of a Code of Conduct for the Trustees;
4. Consideration of the role of external legal counsel to the Board of Trustees;
5. Consideration of the role and reporting structure for Internal Audit;

6. Selection of officers, including (a) whether the election should occur after new Trustees are appointed each year, and (b) whether officers should serve 2 year terms;

7. Determine whether the Open Door law should be specifically described in Bylaws;

8. Approval of capital expenditures, including (a) extent that all routine and recurring contracts should be approved as a budget item, (b) support for volume purchasing program, (c) prohibited contracts (e.g., evergreen), and (d) contracts that continue to require Board approval (e.g., financial conflict present, public bid contracts, etc.);

9. Consideration of compensation to Trustees, including (a) review of per diem in addition to expense reimbursement, and (b) review of whether/how Purdue and IU Trustees are compensated;

10. The development of a Charter for the Finance Committee, together with further delineation and clarity surrounding the roles, responsibility and authority of the Finance Committee and Treasurer; and

11. Consideration of role, responsibility and authority of Executive Committee.

These items have formed the basis for the Committee's work plan.

**Conflict of Interest Policy and Code Of Conduct**

The Committee identified that the development of the Conflict of Interest Policy and a Trustee Code of Conduct were the two highest priority items. The Committee instructed external legal counsel to prepare drafts of both policies for the Committee's review. The Committee provided input regarding the policies, and in later conference calls, reached consensus to present final policies to the full Board of Trustees for review and approval at the December 13, 2007 board meeting (proposed policies and board resolutions to be included in Trustee board packets).

**Analysis Of President Snyder's Governance Priorities**

The Committee also identified as a priority the development of a written delegation of powers to the President. Towards that end, Trustee White asked President Snyder to identify his three most pressing governance issues, which he relayed as follows:

1. Reporting relationship of Internal Audit Department;

2. Role of External Legal Counsel to the Board of Trustees; and

3. Selection and termination of Chancellors (control of process).

Trustee White also asked President Snyder to submit a list of powers he would recommend be delegated to the President. President Snyder submitted a list containing a brief
description of each statutory duty or power currently held by the Board, followed by his recommendation regarding whether the power should be retained by the Board or be delegated to the President.

In successive conference calls, the Committee evaluated and discussed President Snyder's priorities as outlined above and reached consensus on the following points:

**Form And Structure Of Internal Audit Department**

The Committee discussed President Snyder's request that the Internal Audit Department report jointly to the State Board and the President. In its deliberations, the Committee relied heavily upon the audit expertise of Trustees Findlay and Neff, together with Trustee White's experience as the President of a large tax-exempt health care provider. The Committee considered the following facts to be important in its analysis:

1. The trend in both the tax-exempt and commercial arena is towards full independence of the audit function.

2. The College presents unique risks and challenges due to its size, the number of Regions, the decentralization of its processing and documentation, and the lack of uniformity across Regions. These factors increase Ivy Tech's risk exposure and, correspondingly, its need for a strong Internal Audit Department. Given the number of Regions and lack of centralization or uniformity at this time, Ivy Tech's structure likely presents a higher risk profile than its larger peer institutions.

3. The Committee supports the administration's efforts to identify opportunities to decrease expenses. However, the consensus of the Committee is that the Internal Audit Department should remain at its current staffing levels and budget until such time as the underlying risk factors are adequately addressed (i.e., lack of centralization or uniformity across Regions, in financial controls, etc.) and the enhancements are tested by the Internal Audit Department.

4. The State Board of Accounts ("SBA") has consistently and significantly relied upon the work of the College's Internal Audit Department, due in large part to its reliance upon the independence of the Department. This strong working relationship between the College and the SBA has resulted in a net savings of SBA audit fees to the College, which offsets in some respects the Internal Audit budget.

After considerable discussion, the Committee reached a consensus that Internal Audit should continue to report to the Audit Committee of the State Board, with the direction to develop the lines of communication with the President. The Committee noted that any reporting obligation to the administration would compromise the integrity of the process. The Committee further noted that Internal Audit exists to protect the College, its executives and the State Board, and its independence should be protected to assure the benefits of its role. Therefore, the Committee recommends that the Board reaffirm that the Internal Audit Department should continue to report to the Audit Committee of the State Board. For these purposes, the reporting relationship includes the Board's specific and exclusive authority and oversight of the Executive Director of
Internal Audit, the Internal Audit Department, the Internal Audit budget, the Internal Audit staffing size and plan, and market based salary adjustments for the Internal Audit personnel.

**Role Of External Legal Counsel**

The Committee discussed at length the President’s request that the Board designate the College’s General Counsel as the Board’s attorney. Ultimately, the Committee reached a consensus that the Board should continue to retain independent external legal counsel. The Committee recognized that external legal counsel provides a historical legal perspective to the board given the new President, new General Counsel, and a majority of new Trustees. The Committee further discussed that the legal needs of the Board (corporate, governance, and governmental) will differ from the day-to-day legal needs of the College (labor, employment, real estate, contract, regulatory, etc.), thereby requiring different legal expertise. Finally, the Committee recognized that sensitive issues could arise at the Board level that would present a conflict (actual or perceived) in seeking advice from the General Counsel. For these reasons, the Committee recommends that the Board continue its historical practice of retaining external legal counsel as a protection for the Board and the Trustees, and that it reassess this practice annually when the officers are elected each year (typically the June board meeting each year).

**Selection And Termination Of Chancellors**

The Committee considered and evaluated the President's role in selecting and terminating Chancellors and reached the following conclusions:

1. The current Bylaws of the State Board and the Charters of each Region provide that the President is responsible for conducting the search for a Chancellor and recommending the candidate for the approval of both the Regional Board and the State Board. Therefore, any change to this process would require amendments to the Bylaws of the State Board as well as the Charters of each Region.

2. The current governance documents are silent in regards to whether the President has the authority to terminate a Chancellor. The Committee noted that, typically, the party with the power to select also holds the power to terminate. Therefore, given the current ambiguity in terms of the College's governance documents and historical practice, the Committee recommends that the resolution of the selection and termination powers for Chancellors be considered and clarified together.

**Written Delegation Of Powers To The President**

The Committee continues to analyze the proposed delegation of powers to the President for presentation to the full Board of Trustees at a future board meeting. President Snyder has relayed that the most pressing issue in his mind is increasing the level of his authority to execute contracts. The Committee notes that this change would require an amendment to the Bylaws of the State Board of Trustees. The Committee supports a comprehensive review of the approval process for contracts, in conjunction with the Finance Committee, with the goal of approving routine and renewal contracts as part of the biennial budget, rather than the current practice of bringing individual contracts before the Board for approval. In addition, the Committee has
asked Chairman Brand to work with President Snyder in identifying the type, quality, and value of contracts that he would propose for approval by the President.

**Presidential Appointment To Standing Committees**

During this process, President Snyder requested to be appointed, ex-officio, to each standing committee of the State Board of Trustees. The Committee agrees that this action would be very instrumental in ensuring open lines of communication between the Board and President. Therefore, the Committee recommends that the President be appointed as an ex-officio, nonvoting member of each standing committee of the Board of Trustees, with the exception of the Audit Committee, which by its Charter, must be composed entirely of Trustees and may not include any employee of the College.

The Planning Committee continues to prioritize items contained within our scope of work. We welcome the input and comments of each Trustee, and continue to reiterate that our work is to recommend actions for the full consideration and decision of the State Board of Trustees as outlined in our scope of work.