Notice is hereby given that the State Board of Trustees of Ivy Tech Community College of Indiana will be holding the following meetings virtually on February 3-4, 2021. These meetings are being held in compliance with IC 5-14-1.5 et seq and the Governor’s Executive Orders 20-04 and 20-09. No members of the governing body will attend in person but will instead participate remotely.

**Wednesday, February 3, 2021**

The public is invited to attend the meetings open to the public by remote access using this link:
https://ivytech.zoom.us/j/96663635719?pwd=N2pteU1TMmVUcHNKWDRkdmCWJzUT09

**Noon**

**Audit Committee Executive Session**
The Audit Committee will meet in Executive Session and are permitted under IC 5-14-1.5-6.1(b), to discuss the subjects listed below. For each subject, a reference to the applicable subdivision of IC 5-14-1.5-6.1 (b) and a description of that subject are included.

(7) For discussion of records classified as confidential by state or federal statute.

**12:15 pm**

**Audit Committee (open to the public)**

The public is invited to attend the meetings open to the public by remote access using this link:
https://ivytech.zoom.us/j/97507826493

**2:30 pm**

**Education Session of the State Board of Trustees (open to the public)**
The State Trustees will hold a meeting virtually to consider and take action on such items as may be brought before them.

**3:00 pm**

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

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

**Thursday, February 4, 2021**

The public is invited to attend the Committee and Board meetings open to the public by remote access using this link: https://ivytech.zoom.us/j/99654564397?pwd=TE11RXFTQXJqcWVvdU9zcXl5OGMvdmz0

**8:30 am**

**Board Committee Meetings (open to the public)**
The State Trustees will hold the regular committee meetings virtually
8:30 am – 9:15 am Academics & Student Experience
9:15 am – 10:00 am Budget & Finance
10:00 am – 10:30 am Building & Grounds
10:30 am – 10:45 am  Break
10:45 am – 11:00 am  Foundation
11:00 am – 11:15 am  Marketing & Public Relations
11:15 am - Noon  Workforce Alignment

1:00 pm  Regular State Board of Trustees Meeting *(open to the public)*

The State Trustees will hold a regular meeting virtually to consider and take action on such items as may be brought before them.

Secretary
Dated this January 27, 2021
Chairman Terry Anker called the State Board of Trustees' meeting to order at 1:00 pm via Zoom Webinar.

ROLL CALL

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

The following State Trustees were present (via Zoom Webinar):

- Mr. Terry Anker, Chairman
- Ms. Stephanie Bibbs, Vice Chair
- Mr. Andrew W. Wilson, Secretary
- Mr. Jesse Brand
- Mr. Michael R. Dora
- Mr. Larry Garatoni
- Ms. Kim Emmert O'Dell
- Ms. Tanya Foutch
- Ms. Marianne Glick
- Ms. Paula Hughes-Schuh
- Mr. Stewart McMillan
- Mr. Steve Schreckengast
- Mr. Kerry Stemler

The following Trustees were absent:

- Ms. Gretchen Gutman
- Mr. Harold Hunt

A. NOTICES OF MEETING MAILED AND POSTED:

Trustee Andrew Wilson, Secretary, confirmed that notice of December 3, 2020, regular meetings were properly mailed and posted. This meeting is being held in compliance with IC 5-14-1.5 et seq and the Governor's Executive Orders 20-04 and 20-09. No members of the governing body attended in person and instead participated remotely. The public was invited to attend the meetings open to the public by remote access by which a link was shared in that public notice.
**B. APPROVAL OF BOARD MINUTES:**

Trustee Glick moved for approval of the minutes of the October 8, 2020 board meeting. Trustee Bibbs第二ed the motion, and the motion carried unanimously.

**Secretary Andrew Wilson called roll**

Terry Anker, Chair  "Aye"
Stephanie Bibbs, Vice Chair  "Aye"
Andrew Wilson, Secretary  "Aye"
Jesse Brand  "Aye"
Michael Dora  "Aye"
Kim Emmert O'Dell  "Aye"
Tanya Foutch  "Aye"
Larry Garatoni  "Aye"
Marianne Glick  "Aye"
Gretchen Gutman not present
Paula Hughes-Schuh  "Aye"
Harold Hunt not present
Stewart McMillan  "Aye"
Steve Schreckengast  "Aye"
Kerry Stemler  “Aye”

**C. COMMITTEE REPORTS:**

**Item 1** Chairman Anker called upon Trustee Michael Dora for a report from the **Academics & Student Experience Committee**. Trustee Dora reported there was one action item for approval.

Trustee Dora moved for approval of

Resolution 2020-43, Ivy Tech Community College of Indiana and Martin University Partnership

Trustee Brand seconded the motion, and the motion carried unanimously

The Board heard from Russ Baker, Vice President for Academic Affairs, on Guaranteed Admission. The biggest 'gap' of TSAP legislation, from our perspective, is that students still had considerable doubt as to whether they would be admitted to the four-year institution of their choice. Guaranteed admission closes that uncertainty gap as long as the student chooses a program included within the initiative and then meets the GPA requirements upon graduating from Ivy Tech.
Marcus Kolb, Assistant Vice President for College Accreditation, Learning Assessment, and Academic Quality, provided a Higher Learning Commission update.

**Item 2**

Chairman Anker called upon Trustee Gutman for a report from the Audit Committee. Trustee Gutman reported there were no action items for approval. Trustee Gutman reported the committee discussed many items. We discussed the reports to the confidential hotline, received an update on pending litigation and a cybersecurity report. We discussed the entrance conference related to the financial and federal compliance audits in August and the exit conference for the financial statement audit in November. The College received an unmodified opinion on the financial audit. We reviewed the audit schedule for 2020-21 and the three-year audit plan. We reviewed internal audit reports that had been issued since our last meeting.

**Item 3**

Chairman Anker called upon Trustee Jesse Brand for a report from the Budget & Finance committee. Trustee Brand reported there are three action items for approval. The Trustees received updates on the annual financial report & audit, accounts receivable write-offs, performance funding metrics, CHE budget recommendations, bond refunding – Series X, and fiscal year 2021 Budget Update.

Trustee Brand moved for approval

**Resolution 2020-45, Approval of Accounts Receivable Write-Offs for the Fiscal Year Ending June 30, 2020**

Trustee Hughes-Schuh seconded the motion

**Secretary Andrew Wilson called roll**

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<tr>
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</thead>
<tbody>
<tr>
<td>Terry Anker, Chair</td>
<td>&quot;Aye&quot;</td>
</tr>
<tr>
<td>Stephanie Bibbs, Vice Chair</td>
<td>&quot;Aye&quot;</td>
</tr>
<tr>
<td>Andrew Wilson, Secretary</td>
<td>&quot;Aye&quot;</td>
</tr>
<tr>
<td>Jesse Brand</td>
<td>&quot;Aye&quot;</td>
</tr>
<tr>
<td>Michael Dora</td>
<td>&quot;Aye&quot;</td>
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<tr>
<td>Kim Emmert O'Dell</td>
<td>&quot;Aye&quot;</td>
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<tr>
<td>Tanya Foutch</td>
<td>&quot;Aye&quot;</td>
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<tr>
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<tr>
<td>Marianne Glick</td>
<td>&quot;Aye&quot;</td>
</tr>
<tr>
<td>Gretchen Gutman</td>
<td>not present</td>
</tr>
<tr>
<td>Paula Hughes-Schuh</td>
<td>&quot;Aye&quot;</td>
</tr>
<tr>
<td>Harold Hunt</td>
<td>not present</td>
</tr>
<tr>
<td>Stewart McMillan</td>
<td>&quot;Aye&quot;</td>
</tr>
</tbody>
</table>
Steve Schreckengast  "Aye"
Kerry Stemler  “Aye”

The motion carried unanimously.

Trustee Brand moved for approval of

**Resolution 2020-46**, Approval of Contract for Custodial Services Fort Wayne Campus and Warsaw Site

Trustee Hughes-Schuh seconded the motion

*Secretary Andrew Wilson called roll*
Terry Anker, Chair  "Aye"
Stephanie Bibbs, Vice Chair  "Aye"
Andrew Wilson, Secretary  "Aye"
Jesse Brand  "Aye"
Michael Dora  "Aye"
Kim Emmert O'Dell  "Aye"
Tanya Foutch  "Aye"
Larry Garatoni  not present
Marianne Glick  "Aye"
Gretchen Gutman  not present
Paula Hughes-Schuh  "Aye"
Harold Hunt  not present
Stewart McMillan  "Aye"
Steve Schreckengast  "Aye"
Kerry Stemler  “Aye”

The motion carried unanimously.

Trustee Brand moved for approval of

**Resolution 2020-47**, Resolution of the State Board of Trustees of the Trustees of Ivy Tech Community College of Indiana Authorizing the Issuance and Sale of One or More Series of Ivy Tech Community College Student Fee Bonds, for the Purpose of Refunding Certain Prior Debt and Certain Related Actions

Trustee Hughes-Schuh seconded the motion

*Secretary Andrew Wilson called roll*
Terry Anker, Chair  "Aye"
Stephanie Bibbs, Vice Chair  "Aye"
Andrew Wilson, Secretary  "Aye"
Jesse Brand  "Aye"
Item 4
Chairman Anker called upon Trustee Steve Schreckengast for a report from the Building and Grounds Committee. Trustee Schreckengast reported there are three action items for consideration and approval. The committee received an update on the status of XBE contract spend and an update on the electrical outage at the Muncie Campus.

Trustee Schreckengast read a summary of the discussion by Chair Anker.

The Committee will move forward with marketing of the building to sell, which may include engaging a broker, getting valuation, and/or public signage. No sale can be complete of this or any property without further action of the Trustees. While it may seem redundant to move into marketing of the building while still considering alternatives, value, use, and viability of the property will be, in part, best determined by this process. The Building and Grounds review will provide clarity as property utilization is further considered for this region.

The Committee will move forward with a review of alternatives in the region which may include this building or other space. The initial report will occur in February and will be complete no later than the April Trustee's meeting.

The Building and Grounds Committee will invite the perspective of the Chancellor, other staff, and the Campus Board (and, if appropriate, its special committees) to inform its review.

Other than customary maintenance expenses, no capital investments (other than those already approved) will be considered until the completion of the review.

Trustee Schreckengast moved for approval.
Resolution 2020-44, Approval of Request to Sell Property in Michigan City

Trustee Dora seconded the motion

Secretary Andrew Wilson called roll
Terry Anker, Chair "Aye"
Stephanie Bibbs, Vice Chair "Aye"
Andrew Wilson, Secretary "Aye"
Jesse Brand "Aye"
Michael Dora "Aye"
Kim Emmert O'Dell "Aye"
Tanya Foutch "Aye"
Larry Garatoni not present
Marianne Glick "Aye"
Gretchen Gutman not present
Paula Hughes-Schuh "Aye"
Harold Hunt not present
Stewart McMillan "Aye"
Steve Schreckengast "Aye"
Kerry Stemler “Aye”

Item 5
Chairman Anker calls upon Trustee Kerry Stemler for the Human Resources & Operations Committee report. Trustee Stemler reported there is nothing to report at this time.

Item 6
Chairman Anker called upon Trustee Wilson for a report from the Workforce Alignment Committee. Trustee Wilson reported there are no action items for approval. Sr. Vice President for Workforce and Careers Chris Lowery and members of his team, AVP for Workforce and Careers Dr. Stacy Townsley, VP for Business, Logistics, and Supply Chain Management Aaron Baute, and Mary Anne Sloan, VP for Healthcare and Statewide Nursing, along with Dr. Nichole Stitt, AVP of Curriculum, presented updates.

The month-long Taking Hoosiers to the Next Level (THNL) campaign before the second 8-week fall session resulted in over 2,700 enrollments in short-term certificates (CTs) in high demand fields within advanced manufacturing, business, healthcare, IT, transportation and logistics, and building and construction. The College partnered with the Department of Workforce Development in a first-ever direct "Ivy Tech push" to communicate to over 600,000 DWD clients the opportunity to receive 100% free training using CARES Act funding. Of those enrolled, we saw strong
representation by women (66%) and people of color (40%), with the highest enrollments in business (38%), IT (24%), and healthcare (20%).

The College has launched the design phase of a new Skills Academy concept closely aligning non-credit and credit offerings through skills mapping, employer partnerships, and student supports. In partnership with Education Design Lab (EDL) and community stakeholders, this initiative will develop by mid-2021 micro-credentialing pathways for IT, advanced manufacturing, and supply chain/logistics. Ivy Tech is one of six institutions nationwide selected to participate in EDL's Community College Growth Engine Fund.

Through CARES Act funding from the Governor's Workforce Cabinet, Ivy Tech is working with the Council for Adult and Experiential Learning (CAEL) to expand and standardize Prior Learning Assessment (PLA) opportunities for adult learners, starting with the School of Business.

The College also continues to develop a deeper engagement strategy with the community- and faith-based organizations and employers by creating a Bridges of Hope model that will connect and coordinate relief, educational opportunities, and employment transformation for adult students' cohorts neighborhood level.

The College's Insurance Industry Partnership includes over 30 industry members and has helped streamline and align credential offerings to industry needs. Enrollment increased from 3 students to over 120 in one semester.

As part of a recently refined program review process, the Library Technical Assistant Program was identified as a statewide candidate for closure; this program's resources can be deployed to support other programs.

The CDL Plus CT was approved by the Department of Education and will start in spring 2021 in partnership with the Indiana Motor Truck Association, Conexus, and Venture Logistics. This Supply Chain Management program has significantly benefited from the partnership with the Department of Workforce Development, and enrollment has almost doubled in the program over the past five years.

The Nursing and Health Sciences Limited Enrollment Program On-Line Application was provided, part of Release 2 of Ivy Connect. The new application system will "go-live" on March 15. The new application system will provide students a more efficient way to apply to the nursing and health sciences limited enrollment programs. They will allow students to select more than one program to apply to and up to three campus locations. The system will "auto-select" students based on predetermined criteria and will
allow program chairs and deans to select students if seats remain manually. Application data will be sharable across the State. It is believed that the new system will allow Ivy Tech to retain more students related.

D. TREASURER'S REPORT:

Chairman Anker called upon Matt Hawkins, Sr. Vice President/Chief Financial Officer, to provide the Treasurer's Report.

The College received an unmodified audit opinion, best possible outcome, discussed in-depth our account receivable write-off. The College's performance funding first state-level budget from CHE's next recommendation will come from the Governor and provide a report at the February Board meeting. Revenue is down $7.4M to date. Tuition down $11.9M, Investment Income up to $4.9 monitoring spring revenue pattern closely. The Operating expenses are down $8M to budget.

Trustee Glick moved for approval of the Treasurer's Report. Trustee Brand seconded the motion.

Trustee Brand seconded the motion

Secretary Andrew Wilson called roll
Terry Anker, Chair "Aye"
Stephanie Bibbs, Vice Chair "Aye"
Andrew Wilson, Secretary "Aye"
Jesse Brand "Aye"
Michael Dora "Aye"
Kim Emmert O'Dell "Aye"
Tanya Foutch "Aye"
Larry Garatoni not present
Marianne Glick "Aye"
Gretchen Gutman "Aye"
Paula Hughes-Schuh "Aye"
Harold Hunt not present
Stewart McMillan "Aye"
Steve Schreckengast "Aye"
Kerry Stemler “Aye”

The motion carried unanimously

E. STATE OF THE COLLEGE

Chairman Anker called upon President Ellspermann to provide her State of the College report. President Ellspermann welcomed President of Martin University Dr. Sean
Huddleston, Mattie Jones and Marcus Kolb to provide update on the Ivy Tech and Martin University partnership. President Ellspermann welcomed the College Jo Carlin, Vice President Recruitment and Enrollment Management, and the newly promoted Mia Johnson as Chancellor of our Anderson Campus.

President Ellspermann provided the COVID-19 Operational update, Strategic Plan metrics updates, and Capital project prioritization.

F. OLD BUSINESS

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

G. NEW BUSINESS

Chairman Anker called for new business.

Trustee Glick moved for approval of

Resolution 2020-48, Appointment of Campus Board of Trustees

Trustee Foutch seconded the motion

Secretary Andrew Wilson called roll

Terry Anker, Chair "Aye"
Stephanie Bibbs, Vice Chair "Aye"
Andrew Wilson, Secretary "Aye"
Jesse Brand "Aye"
Michael Dora "Aye"
Kim Emmert O'Dell "Aye"
Tanya Foutch "Aye"
Larry Garatoni Not Present
Marianne Glick "Aye"
Gretchen Gutman "Aye"
Paula Hughes-Schuh "Aye"
Harold Hunt Not Present
Stewart McMillan "Aye"
Steve Schreckengast "Aye"
Kerry Stemler “Aye”

Trustee Hughes-Schuh moved for approval of

Resolution 2020-49, Resolution on Performance and Compensation Metrics

Trustee Foutch seconded the motion
Secretary Andrew Wilson called roll

Terry Anker, Chair "Aye"
Stephanie Bibbs, Vice Chair "Aye"
Andrew Wilson, Secretary "Aye"
Jesse Brand "Aye"
Michael Dora "Aye"
Kim Emmert O'Dell "Aye"
Tanya Foutch "Aye"
Larry Garatoni Not Present
Marianne Glick "Aye"
Gretchen Gutman "Aye"
Paula Hughes-Schuh "Aye"
Harold Hunt Not Present
Stewart McMillan "Aye"
Steve Schreckengast "Aye"
Kerry Stemler “Aye”

The motion carried unanimously

ADJOURNMENT

With no further business to come before the Board, Chairman Anker called for a motion to adjourn the meeting. Trustee Dora seconded the motion.

STATE TRUSTEES
IVY TECH COMMUNITY COLLEGE

Dated December 3, 2020, Prepared by Gretchen L. Keller, Recording Secretary
RESOLUTION NUMBER 2021-1

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

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

WHEREAS, the College has utilized the State of Indiana’s Job Order Contracting ("JOC") method of procuring the services including compliance with State Trustee Resolution 2017-4 regarding the use of apprentices, and

WHEREAS, utilizing JOC the College may contract with F.A. Wilhelm Construction Company in an amount not to exceed $1,630,000 to complete the Project, and

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

NOW THEREFORE BE IT RESOLVED that the State Trustees of Ivy Tech Community College of Indiana do hereby approve contracting with F.A. Wilhelm Construction Company in the amount not to exceed $1,630,000, and

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

STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
OF INDIANA

______________________________
Terry W. Anker, Chairman

______________________________
Andrew Wilson, Secretary

Dated February 4, 2021
DECLARATION OF EMERGENCY RECONSTRUCTION AND REHABILITATION OF THE FISHER BUILDING

RESOLUTION NUMBER 2021-2

WHEREAS, as part of the Campus in downtown Muncie the Trustees of Ivy Tech Community College own the Fisher Building located 345 South High Street (“Fisher Building”), and

WHEREAS, the Fisher Building had been part of a major renovation and construction project of the Muncie Campus, and

WHEREAS, an explosion occurred at the Fisher Building on November 24, 2020 causing extensive damage to the basement of the building, including the destruction of two chemistry labs, and

WHEREAS, it appears the explosion originated in the basement at or near the room housing the electrical switchgear equipment installed as part of the renovation with causation being further investigated by interested parties, and

WHEREAS, in order to protect the health, safety, and welfare of the public and restore the necessary governmental operations of Ivy Tech it is imperative that the College procure the expert services of architects, construction managers and contractors to reconstruct and repair the damaged space in the Fisher building, and

WHEREAS, IC 5-16-1-1.6 allows for the reconstruction or repair of a building to proceed without advertising for bids when an emergency has been declared.

NOW THEREFORE BE IT RESOLVED, pursuant to IC 5-16-1-1.6 the State Trustees declare that as a result of the explosion at the Fisher Building on November 24, 2020, the health, safety, and welfare of the public and the necessary government operations of Ivy Tech are endangered, and that an emergency exists, and that Ivy Tech may proceed to enter contracts necessary to reconstruct and repair the building without advertising for bids, and

FURTHER BE IT RESOLVED, the State Trustees do hereby authorize the College to proceed to procure the necessary services to reconstruct and repair the building without advertising for bids and that the President or her designee, is authorized to execute the necessary documents and contracts in such form and substance as they approve and as are consistent with the purposes of this resolution, regardless of amount, after the documents have been approved by College Counsel, and

FURTHER BE IT RESOLVED, the total costs of the contracts procured to reconstruct and repair the building shall not exceed $5 million without first obtaining approval of the Trustees.

STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
OF INDIANA

Terry W. Anker, Chairman

Andrew Wilson, Secretary

Dated February 4, 2021
APPROVAL OF A CONTRACT FOR RESTORATION OF TEMPORARY POWER TO THE FISHER BUILDING MUNCIE

RESOLUTION NUMBER 2021-6

WHEREAS, WHEREAS, as part of the Campus in downtown Muncie the Trustees of Ivy Tech Community College own the Fisher Building located 345 South High Street (“Fisher Building”), and

WHEREAS, the Fisher Building had been part of a major renovation and construction project of the Muncie Campus, and

WHEREAS, an explosion occurred at the Fisher Building on November 24, 2020 causing extensive damage to the basement of the building, including the destruction of two chemistry labs, and

WHEREAS, acting in the best interests of public safety it was necessary to restore power to the building as soon as possible, and

WHEREAS, the College is engaging the services of Gaylor Electric to complete the work necessary for the restoration of temporary power to the building and the costs of this work is expected to be $481,822.

WHEREAS, contracts exceeding $500,000 require approval by the State Board of Trustees.

NOW THEREFORE BE IT RESOLVED that the State Trustees of Ivy Tech Community College of Indiana do hereby approve the contract with Gaylor Electric in the amount of $481,822, and

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

STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE OF INDIANA

Terry W. Anker, Chairman

Andrew Wilson, Secretary

Dated February 4, 2021
NEW AGREEMENT FOR THE COLLEGE'S STATEWIDE DIGITAL ADVERTISING WITH STATWAX

RESOLUTION 2021-3

WHEREAS, it is apparent that the College's prospective students are increasing their use of social and digital media and even more so during this unexpected pandemic and that the College should continue its digital media marketing presence, and

WHEREAS, in June 2020, the State Trustees adopted Resolution 2020-10 approving a contract with Statwax for digital media services for a term of three (3) years and options to extend two (2) additional years with an amount spent not to exceed $2.5 million per year, and

WHEREAS, the efforts with Statwax have proven very successful especially during these times we are in and are expected to continue, and

WHEREAS, individual campus marketing staff are increasing financial commitments and making additional purchases with Statwax, and

WHEREAS, the College staff recommends that the amount authorized to be spent with Statwax annually be increased to $3,250,000, and

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

NOW THEREFORE BE IT RESOLVED, That the State of Board Trustees authorize the College to increase the amount of digital media advertising purchased through Statwax in an amount not to exceed $3,250,000 total per fiscal year throughout the life of the Statwax contract utilizing already budgeted funds, 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 an amendment of the contract with said firm after the documents have been approved by the College Counsel.

STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE OF INDIANA

________________________
Terry W. Anker, Chairman

________________________
Andrew Wilson, Secretary

Dated February 4, 2021
APPROVAL OF SMART MANUFACTURING
AND DIGITAL INTEGRATION DEGREES

RESOLUTION 2021-4

WHEREAS, Ivy Tech Community College of Indiana (“Ivy Tech”) has identified the importance of providing education opportunities for its students, and

WHEREAS, Ivy Tech has identified needs for degree and certificate programs to support the continued development of a highly skilled workforce for the manufacturing industry in the campus service areas, and

WHEREAS, Ivy Tech is committed to working together with our K-12 partners to address the growing talent and skills shortages compounded by the increase of technical skills in the fourth industrial revolution, and

WHEREAS, the Campus Academic Officers Council, the Provost and the Senior Vice President of Workforce and Careers has reviewed the following proposed degree program(s) and recommended their approval:

SMART MANUFACTURING AND DIGITAL INTEGRATION DEGREE
(75 credit hours)

WHEREAS, under Indiana law the State Board of Trustees is charged with analyzing the educational needs and opportunities of the State of Indiana, including an analysis of programs and pathways designed to meet workforce and employer demand.

NOW THEREFORE BE IT RESOLVED the State Board of Trustees of Ivy Tech Community College does hereby approve the adoption of the Smart Manufacturing and Digital Integration Degree on campuses throughout the Ivy Tech system, and

FURTHER BE IT RESOLVED that the State Board of Trustees authorize the submission of the proposal to the Commission for Higher Education for appropriate action.

STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
OF INDIANA

_____________________________
Terry W. Anker, Chairman

_____________________________
Andrew Wilson, Secretary

Dated February 4, 2021
Academics & Student Experience

AGENDA

1. IvyOnline Review & Updates
   Matthew Pittman, Assistant Vice President of Distance Learning & Educational Technology

2. Enrollment Update
   Jo Carlin, Vice President of Recruitment & Enrollment
IvyOnline Review & Updates

Matthew Pittman
Assistant Vice President of Distance Learning & Educational Technology
IvyOnline Review & Updates

Purpose & Objectives

Purpose - The purpose of IvyOnline is to provide high-quality, accessible online programs and courses that allow all students to achieve desired educational outcomes.

Objectives - Increase enrollment, retention and completions by:

- Developing a comprehensive and student-centric online learning experience
- Ensuring student success at the same level as other delivery methods while eliminating the success gap
- Becoming experts in developing and supporting faculty to instruct online
- Ensuring development and delivery of high quality online programs and courses aligned with community and employer needs
- Realizing operational efficiencies resulting to be reinvested in faculty and academic support
IvyOnline Review & Updates

Timeline

- **Dec. 2016**: Reorganization Interview Theme
- **Jun. 2017**: Scheduling Simplex
- **Jan - Jul 2018**: Distance Education Hub Process
- **Jul 2018**: DE Hub Recommendations
- **Aug 18 - Sep 19**: IvyOnline Reorganization
- **Aug 19 - May 20**: Alpha Implementation

- **Fall 2021**: Full Implementation (Scheduling)
- **Fall 2022**: Full Implementation (Course Design)
IvyOnline Review & Updates

Updates & Accomplishments

• Revised academic policy (ASOM 7.5.2) around delivery of online courses
• Launched the IvyOnline Advisory Council
• Launched the Closing the Gap Grant to fund faculty ideas to improve success and retention in their online courses
• Moved majority of IvyOnline courses to Inclusive Access to ensure Day 1 access to course materials
• Launched the Virtual Instruction Certification
## IvyOnline Review & Updates

### Size & Scope

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<td>278</td>
<td>1,084</td>
<td>25,556</td>
<td>78,274</td>
</tr>
<tr>
<td>Fall 21</td>
<td>536</td>
<td>3,355</td>
<td>87,284</td>
<td>247,555</td>
</tr>
</tbody>
</table>
IvyOnline Review & Updates

Cost Per Credit Hour

<table>
<thead>
<tr>
<th></th>
<th>Fall 2019</th>
<th>Spring 2020</th>
<th>Fall 2020</th>
<th>Spring 2021</th>
<th>Fall 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual Cost</td>
<td>$95.19</td>
<td>$62.86</td>
<td>$58.66</td>
<td>$70.00</td>
<td>$71.50</td>
</tr>
<tr>
<td>Projected Cost</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
IvyOnline Review & Updates

Ongoing and Upcoming Projects

• Fact Finding Virtual Tour
• Online Learning Consortium Scorecard
  • Administration of Online Programs
  • Student Support
• Focus on
  • Improving Outcomes
  • Communication\Transparency
  • Professional Development
Outcomes & Enrollment Data – ENGL 111 – English Composition

<table>
<thead>
<tr>
<th></th>
<th>Fall 2019</th>
<th>Fall 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrollment</td>
<td>3,461</td>
<td>4,529</td>
</tr>
<tr>
<td>Success Rate</td>
<td>47.3%</td>
<td>55.2%</td>
</tr>
<tr>
<td>Withdrawal Rate</td>
<td>13.9%</td>
<td>9.3%</td>
</tr>
<tr>
<td># of Sections</td>
<td>181</td>
<td>220</td>
</tr>
<tr>
<td># of FT* Sections</td>
<td>n/a</td>
<td>92 (41.2%)</td>
</tr>
<tr>
<td># of W1** Sections</td>
<td>n/a</td>
<td>74 (80.4%)</td>
</tr>
</tbody>
</table>

In the next nine slides:
*FT = total sections taught by Full Time faculty members across all waves
**W1 = total sections taught by Full Time faculty members as part of their contractual load
# IvyOnline Review & Updates

## Outcomes & Enrollment Data – PSYC 101 – Introduction to Psychology

<table>
<thead>
<tr>
<th></th>
<th>Fall 2019</th>
<th>Fall 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrollment</td>
<td>2,761</td>
<td>3,175</td>
</tr>
<tr>
<td>Success Rate</td>
<td>59.5%</td>
<td>71.8%</td>
</tr>
<tr>
<td>Withdrawal Rate</td>
<td>7.6%</td>
<td>4.7%</td>
</tr>
<tr>
<td># of Sections</td>
<td>115</td>
<td>122</td>
</tr>
<tr>
<td># of FT Sections</td>
<td>35 (30.4%)</td>
<td>39 (32.0%)</td>
</tr>
<tr>
<td># of W1 Sections</td>
<td>22 (62.9%)</td>
<td>27 (69.2%)</td>
</tr>
</tbody>
</table>

## Outcomes Metrics

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Fall 2018</th>
<th>Spring 2018</th>
<th>Fall 2019</th>
<th>Spring 2019</th>
<th>Fall 20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Success Rate</td>
<td>57.4%</td>
<td>63.4%</td>
<td>59.5%</td>
<td>71.4%</td>
<td>71.8%</td>
</tr>
<tr>
<td>Withdrawal Rate</td>
<td>7.6%</td>
<td>6.2%</td>
<td>7.6%</td>
<td>4.8%</td>
<td>4.7%</td>
</tr>
</tbody>
</table>
## IvyOnline Review & Updates

### Outcomes & Enrollment Data – APHY 101 – Anatomy & Physiology I

<table>
<thead>
<tr>
<th></th>
<th>Fall 2019</th>
<th>Fall 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrollment</td>
<td>892</td>
<td>2,064</td>
</tr>
<tr>
<td>Success Rate</td>
<td>62.2%</td>
<td>64.1%</td>
</tr>
<tr>
<td>Withdrawal Rate</td>
<td>9.6%</td>
<td>7.3%</td>
</tr>
<tr>
<td># of Sections</td>
<td>43</td>
<td>81</td>
</tr>
<tr>
<td># of FT Sections</td>
<td>n/a</td>
<td>29 (35.8%)</td>
</tr>
<tr>
<td># of W1 Sections</td>
<td>n/a</td>
<td>11 (37.9%)</td>
</tr>
</tbody>
</table>

### Outcomes Metrics

- **Success Rate:**
  - Fall 18: 60.8%
  - Spring 18: 61.6%
  - Fall 19: 62.2%
  - Spring 19: 75.1%
  - Fall 20: 64.1%

- **Withdrawal Rate:**
  - Fall 18: 9.9%
  - Spring 18: 9.9%
  - Fall 19: 9.6%
  - Spring 19: 7.2%
  - Fall 20: 7.3%
### IvyOnline Review & Updates

Outcomes & Enrollment Data – COMM 101 – Fundamentals of Public Speaking

<table>
<thead>
<tr>
<th></th>
<th>Fall 2019</th>
<th>Fall 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrollment</td>
<td>870</td>
<td>1,839</td>
</tr>
<tr>
<td>Success Rate</td>
<td>56.9%</td>
<td>62.0%</td>
</tr>
<tr>
<td>Withdrawal Rate</td>
<td>15.4%</td>
<td>9.5%</td>
</tr>
<tr>
<td># of Sections</td>
<td>49</td>
<td>94</td>
</tr>
<tr>
<td># of FT Sections</td>
<td>28 (57.1%)</td>
<td>25 (26.6%)</td>
</tr>
<tr>
<td># of W1 Sections</td>
<td>22 (78.6%)</td>
<td>23 (92.0%)</td>
</tr>
</tbody>
</table>

### Outcomes Metrics

- **Success Rate**
  - Fall 18: 58.7%
  - Spring 18: 65.6%
  - Fall 19: 56.9%
  - Spring 19: 65.3%
  - Fall 20: 62.0%

- **Withdrawal Rate**
  - Fall 18: 15.3%
  - Spring 18: 13.4%
  - Fall 19: 15.4%
  - Spring 19: 12.2%
  - Fall 20: 9.5%
IvyOnline Review & Updates
Outcomes & Enrollment Data – BUSN 101 – Introduction to Business

<table>
<thead>
<tr>
<th></th>
<th>Fall 2019</th>
<th>Fall 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrollment</td>
<td>1,184</td>
<td>1,445</td>
</tr>
<tr>
<td>Success Rate</td>
<td>66.5%</td>
<td>76.7%</td>
</tr>
<tr>
<td>Withdrawal Rate</td>
<td>6.1%</td>
<td>2.7%</td>
</tr>
<tr>
<td># of Sections</td>
<td>53</td>
<td>55</td>
</tr>
<tr>
<td># of FT Sections</td>
<td>n/a</td>
<td>20 (36.4%)</td>
</tr>
<tr>
<td># of W1 Sections</td>
<td>n/a</td>
<td>16 (80.0%)</td>
</tr>
</tbody>
</table>

Outcomes Metrics
### IvyOnline Review & Updates

**Outcomes & Enrollment Data – BIOL 101 – Introductory Biology**

<table>
<thead>
<tr>
<th></th>
<th>Fall 2019</th>
<th>Fall 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Enrollment</strong></td>
<td>1,104</td>
<td>1,186</td>
</tr>
<tr>
<td><strong>Success Rate</strong></td>
<td>51.5%</td>
<td>66.9%</td>
</tr>
<tr>
<td><strong>Withdrawal Rate</strong></td>
<td>9.1%</td>
<td>5.6%</td>
</tr>
<tr>
<td><strong># of Sections</strong></td>
<td>45</td>
<td>45</td>
</tr>
<tr>
<td><strong># of FT Sections</strong></td>
<td>14 (31.1%)</td>
<td>14 (31.1%)</td>
</tr>
<tr>
<td><strong># of W1 Sections</strong></td>
<td>7 (50.0%)</td>
<td>13 (92.9%)</td>
</tr>
</tbody>
</table>

#### Outcomes Metrics

- **Success Rate**:
  - Fall 2018: 48.1%
  - Spring 2018: 55.4%
  - Fall 2019: 51.5%
  - Spring 2019: 66.1%
  - Fall 2020: 66.9%

- **Withdrawal Rate**:
  - Fall 2018: 10.6%
  - Spring 2018: 7.1%
  - Fall 2019: 9.1%
  - Spring 2019: 5.6%
  - Fall 2020: 5.6%
IvyOnline Review & Updates

Outcomes & Enrollment Data – INFM 109 – Informatics Fundamentals

<table>
<thead>
<tr>
<th></th>
<th>Fall 2019</th>
<th>Fall 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrollment</td>
<td>693</td>
<td>1,180</td>
</tr>
<tr>
<td>Success Rate</td>
<td>69.3%</td>
<td>65.0%</td>
</tr>
<tr>
<td>Withdrawal Rate</td>
<td>7.8%</td>
<td>8.0%</td>
</tr>
<tr>
<td># of Sections</td>
<td>31</td>
<td>46</td>
</tr>
<tr>
<td># of FT Sections</td>
<td>14 (45.2%)</td>
<td>10 (21.7%)</td>
</tr>
<tr>
<td># of W1 Sections</td>
<td>13 (92.9%)</td>
<td>8 (80.0%)</td>
</tr>
</tbody>
</table>
IvyOnline Review & Updates

Outcomes & Enrollment Data – MATH 136 – College Algebra

<table>
<thead>
<tr>
<th></th>
<th>Fall 2019</th>
<th>Fall 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrollment</td>
<td>839</td>
<td>1,155</td>
</tr>
<tr>
<td>Success Rate</td>
<td>33.4%</td>
<td>35.2%</td>
</tr>
<tr>
<td>Withdrawal Rate</td>
<td>26.7%</td>
<td>28.3%</td>
</tr>
<tr>
<td># of Sections</td>
<td>37</td>
<td>46</td>
</tr>
<tr>
<td># of FT Sections</td>
<td>28 (76.7%)</td>
<td>39 (84.8%)</td>
</tr>
<tr>
<td># of W1 Sections</td>
<td>25 (89.3%)</td>
<td>30 (76.9%)</td>
</tr>
</tbody>
</table>

Outcomes Metrics

- Success Rate:
  - Fall 18: 43.80%
  - Spring 18: 28.30%
  - Fall 19: 33.90%
  - Spring 19: 33.40%
  - Fall 20: 46.20%

- Withdrawal Rate:
  - Fall 18: 22.80%
  - Spring 18: 26.70%
  - Fall 19: 23.20%
  - Spring 19: 28.30%
IvyOnline Review & Updates

Outcomes & Enrollment Data – APHY 102 – Anatomy & Physiology II

<table>
<thead>
<tr>
<th></th>
<th>Fall 2019</th>
<th>Fall 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrollment</td>
<td>595</td>
<td>1,070</td>
</tr>
<tr>
<td>Success Rate</td>
<td>77.8%</td>
<td>77.0%</td>
</tr>
<tr>
<td>Withdrawal Rate</td>
<td>5.2%</td>
<td>6.5%</td>
</tr>
<tr>
<td># of Sections</td>
<td>32</td>
<td>42</td>
</tr>
<tr>
<td># of FT Sections</td>
<td>n/a</td>
<td>15 (35.7%)</td>
</tr>
<tr>
<td># of W1 Sections</td>
<td>n/a</td>
<td>8 (53.3%)</td>
</tr>
</tbody>
</table>

Outcomes Metrics

- **Success Rate**
  - Fall 18: 77.7%
  - Spring 18: 73.8%
  - Fall 19: 77.8%
  - Spring 19: 88.8%
  - Fall 20: 77.0%

- **Withdrawal Rate**
  - Fall 18: 7.2%
  - Spring 18: 6.7%
  - Fall 19: 5.2%
  - Spring 19: 2.8%
  - Fall 20: 6.5%
# IvyOnline Review & Updates

## Outcomes & Enrollment Data – SCIN 100 – Earth Science

<table>
<thead>
<tr>
<th></th>
<th>Fall 2019</th>
<th>Fall 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrollment</td>
<td>978</td>
<td>1,049</td>
</tr>
<tr>
<td>Success Rate</td>
<td>78.9%</td>
<td>85.0%</td>
</tr>
<tr>
<td>Withdrawal Rate</td>
<td>5.5%</td>
<td>3.5%</td>
</tr>
<tr>
<td># of Sections</td>
<td>44</td>
<td>39</td>
</tr>
<tr>
<td># of FT Sections</td>
<td>n/a</td>
<td>8 (20.5%)</td>
</tr>
<tr>
<td># of W1 Sections</td>
<td>n/a</td>
<td>6 (75.0%)</td>
</tr>
</tbody>
</table>

## Outcomes Metrics

<table>
<thead>
<tr>
<th>Year</th>
<th>Success Rate</th>
<th>Withdrawal Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 18</td>
<td>77.9%</td>
<td>5.3%</td>
</tr>
<tr>
<td>Spring 18</td>
<td>80.6%</td>
<td>5.0%</td>
</tr>
<tr>
<td>Fall 19</td>
<td>78.9%</td>
<td>5.5%</td>
</tr>
<tr>
<td>Spring 19</td>
<td>82.7%</td>
<td>3.7%</td>
</tr>
<tr>
<td>Fall 20</td>
<td>85.0%</td>
<td>3.5%</td>
</tr>
</tbody>
</table>

Success Rate: Fall 18 77.9%, Spring 18 80.6%, Fall 19 78.9%, Spring 19 82.7%, Fall 20 85.0%
Withdrawal Rate: Fall 18 5.3%, Spring 18 5.0%, Fall 19 5.5%, Spring 19 3.7%, Fall 20 3.5%
IvyOnline Review & Updates

IvyOnline Professional Development

01 Certifications & Training
- Virtual Instructor Certification
- Online Faculty Certification
- Developer & Mentor Training

02 General Webinars
- Non-Instructional Week Activities
  - What’s New In IvyLearn
  - Getting Started in IvyLearn (Students)

03 Publisher & Educational Technology Tools
- McGraw Hill Connect, Pearson MyLab & Mastering, Cengage Mindtap
- Google, Microsoft, Zoom, and Others
- Ally Accessibility Tool

04 Special Events
- Online Instructional Strategies Conference (OISC)
- Indiana Black Expo Virtual Instructor Certification
- Cengage Professional Development Series

05 School & Program-Level Programming
- School-specific faculty meetings
- Faculty orientation each semester
- Best practices and online teaching guidance
- Links to virtual conferences and industry training
IvyOnline Review & Updates
Professional Development Highlights

01 Certifications & Training

- Virtual Instructor Certification
- Online Faculty Certification
- Developer & Mentor Training

Virtual Instructor Certification

- Developed at zero cost by IvyOnline to Support COVID Transition from Traditional to Virtual Instruction
- Offered a total of 6 Times Since May 2020
- 1,168 Faculty have completed

Online Faculty Certification Program

- Quality Matters (QM)-Recognized Training and PD program for all online faculty
- Averages 100 faculty per term and sets the foundation for quality online instruction
Indiana Black Expo Partnership
- Ivy Tech offered the Virtual Instructor Certification to IBE Education Conference Attendees free of charge
- 113 Participants along with 15 Dual Credit Instructors Completed the Course
- 16 Participants earned Ivy Tech Online Certification

Online Instructional Strategies Conference
- IvyOnline’s Conference dedicated to Ivy Tech online faculty
- 300 in-person attendees in Summer 2019 & 250 Virtual attendees in Nov. 2020 as part of National Distance Education Week celebration
- Featured Full-day sessions on QM, Online Course Development, & Google Tools for Instruction
IvyOnline Review & Updates

Professional Development Goals

- Reimagine Online Faculty Certification Program at scale
- Complete a professional development needs assessment survey from all stakeholders
- Support Blended (BT) and Learn Anywhere (LA) instructional modalities with additional professional development courses
- Create evaluation process to assess effectiveness of current and future professional development offerings
IvyOnline Review & Updates
Orientation for Students New to Online

Completion Rate

- Completed One Module
- Completed Course

<table>
<thead>
<tr>
<th>Location</th>
<th>Completed One Module</th>
<th>Completed Course</th>
</tr>
</thead>
<tbody>
<tr>
<td>Columbus</td>
<td>37%</td>
<td>24%</td>
</tr>
<tr>
<td>Lawrenceburg</td>
<td>35%</td>
<td>48%</td>
</tr>
<tr>
<td>Richmond</td>
<td>48%</td>
<td>28%</td>
</tr>
<tr>
<td>South Bend</td>
<td>42%</td>
<td>35%</td>
</tr>
<tr>
<td>THNL</td>
<td>44%</td>
<td>26%</td>
</tr>
<tr>
<td>Total</td>
<td>42%</td>
<td>27%</td>
</tr>
</tbody>
</table>
IvyOnline Review & Updates
Orientation for Students New to Online

Was the information in the course helpful for online students?

- Yes, most of the information was new (47%)
- Some of the important information was new to me (13%)
- No, at least for most of the information (40%)
Enrollment Update

Jo Nahod-Carlin
Vice President of Recruitment & Enrollment Management
### Enrollment Update

#### 2020 – 2021 Headcount

- Annual headcount information

<table>
<thead>
<tr>
<th>Student Category</th>
<th>Unduplicated Headcount</th>
<th>Unduplicated Headcount</th>
<th>% Difference</th>
<th>Unduplicated Headcount</th>
<th>Unduplicated Headcount</th>
<th>% Difference</th>
<th>Unduplicated Headcount</th>
<th>Unduplicated Headcount</th>
<th>% Difference</th>
<th>Unduplicated Headcount</th>
<th>Unduplicated Headcount</th>
<th>% Difference</th>
<th>Unduplicated Headcount</th>
<th>Unduplicated Headcount</th>
<th>% Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Term</strong></td>
<td><strong>Snapshot Date</strong></td>
<td><strong>Fall 2019</strong></td>
<td><strong>Fall 2020</strong></td>
<td><strong>Spring 2020</strong></td>
<td><strong>Spring 2021</strong></td>
<td><strong>Summer 2019</strong></td>
<td><strong>Summer 2020</strong></td>
<td><strong>Grand Total</strong></td>
<td><strong>% Difference</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continuing/Other</td>
<td>36,301</td>
<td>33,149</td>
<td>-10%</td>
<td>40,571</td>
<td>38,060</td>
<td>-7%</td>
<td>17,951</td>
<td>17,651</td>
<td>-2%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dual Enrolled Revenue Generating</td>
<td>3,058</td>
<td>3,132</td>
<td>2%</td>
<td>3,032</td>
<td>3,165</td>
<td>4%</td>
<td>928</td>
<td>1,065</td>
<td>13%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Guest</td>
<td>2,286</td>
<td>1,833</td>
<td>-25%</td>
<td>2,615</td>
<td>1,557</td>
<td>-68%</td>
<td>8,142</td>
<td>7,783</td>
<td>-5%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New First Time</td>
<td>11,271</td>
<td>9,875</td>
<td>-14%</td>
<td>3,201</td>
<td>2,692</td>
<td>-11%</td>
<td>1,843</td>
<td>1,343</td>
<td>-37%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Readmit</td>
<td>4,850</td>
<td>5,883</td>
<td>17%</td>
<td>3,148</td>
<td>2,735</td>
<td>-15%</td>
<td>1,414</td>
<td>1,173</td>
<td>-21%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfer In</td>
<td>3,076</td>
<td>3,056</td>
<td>-6%</td>
<td>2,255</td>
<td>1,553</td>
<td>-45%</td>
<td>1,230</td>
<td>960</td>
<td>-29%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>61,664</strong></td>
<td><strong>57,508</strong></td>
<td><strong>-7%</strong></td>
<td><strong>54,822</strong></td>
<td><strong>49,967</strong></td>
<td><strong>-10%</strong></td>
<td><strong>31,516</strong></td>
<td><strong>29,975</strong></td>
<td><strong>-5%</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Enrollment Update
National Headcount Trends

• According to The Chronicle of Higher Education, data collected by the National Student Clearinghouse Research Center found 2-year Public institutions suffered the largest enrollment loss of any other higher education segment – 9.5%

• According to the Community College Research Center, community college students are cancelling their plans to attend college at more than twice the rate of 4-year college students. Cancelled plans are much higher among low-income households because of economic insecurity
  • Article Link: [https://ccrc.tc.columbia.edu/easyblog/covid-enrollment-community-college-plans.html](https://ccrc.tc.columbia.edu/easyblog/covid-enrollment-community-college-plans.html)
Enrollment Update
Project Hoosier Recruit

1 – Basics
- First year experience owned by several departments
- VCES replaced by ED, Recruitment reporting directly to SO

2 – First Term Experience
- Marketing reports to the Chancellor
- VCREM & VCSS
- C3 Combined Role
- VCRED Dotted Line to SO
- First year experience managed by VCREM including orientation and first-term registration
- Recruiter Title (Adult & K-12*)
- Recruiter Goals
- Accountability / 4DX
- Staffing Level Rec.
- Marketing provide a sales focus & dedicated support to a recruitment function

3 – Holistic
- *College Connection Coaches included in this group
Enrollment Update
Project Hoosier Recruit

Progress Updates

1. The Basics:
   * Dale Carnegie Sales & Recruitment Training
   * Accountability metrics defined
   * Job Descriptions defined
   * VP of Recruitment & Enrollment Mgt
     Hired 10.19.20
   * AVP of Recruitment Strategy -
     Interviews in progress

2. First Term Experience:
   * Process maps & role definitions confirmed
   * Sales & Role training in progress
   * Financial Aid Hubb in progress
   * Go live 3.17

3. Holistic
   * Reporting structures confirmed
   * Sales & Role training in progress
   * Accountability metrics defined
   * Interim goals in progress
   * Target segments in progress
Enrollment Update

Future Enrollment Strategy Development

Recruitment
• Sales Training & Accountability

• Market Data Analysis

• Personas & Market Segmentation
  • High School Segments
    • Dual Credit/Enrollment
    • Students without a plan
    • 21st Century Scholars / ASAP
    • Home School
  • Adult Segments
    • ASAP for Adult
    • AYD
    • Veteran
Enrollment Update
Future Enrollment Strategy Development

**Enrollment**

- IvyConnect (CRM) Implementation
- Enrollment Funnel Progress
  - Identify pain points
  - Conversion strategy
- Student Ambassador Program
  - Work/study opportunities
  - Recruitment support
Enrollment Update

Questions
AUDIT COMMITTEE

The report will be given at the State Board of Trustees Meeting on February 4, 2021.
Finance & Budget Committee Report

Matt Hawkins
Treasurer/CFO, & SVP for Business Affairs
State Board of Trustees

AGENDA

1. Legislative Update
2. State Budget Development
3. Revenue & Expense
LEGISLATIVE UPDATE
State Budget Development
Ivy Tech Budget Development
in millions

FY 2023
- CHE: $286
- Gov: $284
- House: $278
- Senate: $278
- As Passed 21: $280

FY 2021
- CHE: $284
- Gov: $274
- House: $278
- Senate: $273
- As Passed 21: $277

FY 2019
- CHE: $281
- Gov: $267
- House: $267
- Senate: $273
- As Passed 21: $277
Revenue

- We received last year: $393.0
- We planned to receive: $373.5
- We actually received: $369.2

We actually received $369.2, which is less than the $393.0 we received last year, and less than the $373.5 we planned to receive.
We actually spent $269.0

We planned to spend $270.3

We spent last year $274.1
PRESENTATION INTRO

BUILDING, GROUNDS, AND CAPITAL COMMITTEE

February 4, 2021

OUR COMMUNITIES. YOUR COLLEGE.
Building, Grounds and Capital

AGENDA

1. East Chicago Campus: HVAC Contract
   Amanda Wilson, Vice President for Capital Planning and Facilities, Chancellor Louie Gonzalez

2. Muncie Campus: Rebuild Contracts
   Amanda Wilson, Vice President for Capital Planning and Facilities, Chancellor Jeff Scott

3. Informational Item: SBOT Approved Contracts and Minority, Women, Veteran and Disability – Owned (XBE) Spend
   Amanda Wilson, Vice President for Capital Planning and Facilities
Building, Grounds, and Capital

AMANDA WILSON
VICE PRESIDENT FOR CAPITAL PLANNING AND FACILITIES
Building, Grounds, and Capital
East Chicago Campus; HVAC Project

- Address: 410 E Columbus Dr, East Chicago
- Campus: 115,940 GSF, Built in 1981
- Mechanical systems are original and in need of replacement
- Utilizing the Job Order Contracting (JOC) delivery method
- Request approval of contract with F.A. Wilhelm in the amount not to exceed $1,630,000
On November 24, 2020 an electrical event resulted in damage in the basement of the Fisher Building causing significant damage to the basement and left the building without power.

The cause of the event is still under investigation. The College is able to work towards restoring power to floors 1-4. Work in the basement will take longer due to the amount of damage.
Building, Grounds, and Capital

Informational Item; SBOT Approved Contract and Minority, Women, Veteran, and Disability-Owned (XBE) Spend

Contract Approvals:

- Indianapolis OIT HVAC Replacements (JOC)  
  - 77.26% XBE
- Indianapolis ASAP Build Out  
  - 28% XBE
- Indianapolis A&E Services for Auto Project  
  - Pending
- Indianapolis CMc Services for Auto Project  
  - Pending
- Elkhart A&E Services for Flex Lab Project  
  - Pending
- Elkhart CMc Services for Flex Lab Project  
  - Pending
- Columbus A&E Services for Capital Project  
  - Pending
- Columbus CMc Services for Capital Project  
  - Pending
Highlights

Results

- Financial performance exceeds budget
- Raised $43.2M as of 12/31/2020 for FY2021
- New CRM conversion in progress
- Strategic objectives on target
- Blackbaud Incident – Successfully Closed
- Provided over $900K of Emergency Aid through Glick/Woods Match To Date
- Currently at least 13 Campuses on Target to Achieve Their Year End Goal
- Circle of Ivy has Reached Nearly 900 Members
- Giving Tuesday – 600 Gifts, $137,000 Raised
Finance Highlights Thru 12/30/20

• Net income is significantly favorable to budget
• Closed NMTC Financing on the Indianapolis Motor Center
• Investment in come has increased 300%+ over budget
• Net assets are 12% greater than budget
## Preliminary Income Statement Thru December 30, 2020

<table>
<thead>
<tr>
<th>(in $000's)</th>
<th>Actual Thru 12/31/20</th>
<th>Annual Budget FY2021</th>
<th>Actual as % of Annual Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Contributions</td>
<td>$11,020</td>
<td>$24,368</td>
<td>45.2%</td>
</tr>
<tr>
<td>Investment Income</td>
<td>7,519</td>
<td>2,406</td>
<td>312.5%</td>
</tr>
<tr>
<td>Real Estate Income</td>
<td>4,485</td>
<td>892</td>
<td>502.6%</td>
</tr>
<tr>
<td>Other (e.g. Vending, Events)</td>
<td>90</td>
<td>752</td>
<td>11.9%</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>23,114</td>
<td>28,419</td>
<td>81.3%</td>
</tr>
<tr>
<td><strong>College Support/Expenses</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial Aid</td>
<td>2,442</td>
<td>3,866</td>
<td>63.2%</td>
</tr>
<tr>
<td>Facilities, Supplies and Equip</td>
<td>1,401</td>
<td>8,300</td>
<td>16.9%</td>
</tr>
<tr>
<td>Special Programs</td>
<td>2,354</td>
<td>3,482</td>
<td>67.6%</td>
</tr>
<tr>
<td>Other Expense (e.g. Outreach)</td>
<td>223</td>
<td>1,416</td>
<td>15.8%</td>
</tr>
<tr>
<td>Real Estate Expense</td>
<td>428</td>
<td>555</td>
<td>77.2%</td>
</tr>
<tr>
<td>Admin &amp; Fundraising</td>
<td>608</td>
<td>1,600</td>
<td>38.0%</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>7,457</td>
<td>19,219</td>
<td>38.8%</td>
</tr>
<tr>
<td><strong>Net Income w/o Depr &amp; Donated Prop.</strong></td>
<td>$15,657</td>
<td>$9,200</td>
<td>170.2%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>(1,242)</td>
<td>(2,488)</td>
<td>49.9%</td>
</tr>
<tr>
<td>Donated/Disposed Property</td>
<td>-</td>
<td>-</td>
<td>N/M</td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td>$14,415</td>
<td>$6,711</td>
<td>214.8%</td>
</tr>
</tbody>
</table>
## Preliminary Balance Sheet at 12/31/20

<table>
<thead>
<tr>
<th>(in 000's)</th>
<th>Actuals at 12/31/20</th>
<th>Actuals at 6/30/20</th>
<th>Over/(Under) Prior Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and Investments</td>
<td>$ 73,631</td>
<td>$ 66,107</td>
<td>$ 7,524</td>
</tr>
<tr>
<td>Pledge Receivables</td>
<td>11,777</td>
<td>13,676</td>
<td>(1,899)</td>
</tr>
<tr>
<td>Notes Receivable and Cash - NMTC</td>
<td>20,660</td>
<td>-</td>
<td>20,660</td>
</tr>
<tr>
<td>Other Receivables (e.g. Capitalized Lease, Vending income)</td>
<td>5,376</td>
<td>5,138</td>
<td>238</td>
</tr>
<tr>
<td>Property</td>
<td>37,694</td>
<td>35,106</td>
<td>2,588</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>$ 149,138</td>
<td>$ 120,027</td>
<td>$ 29,111</td>
</tr>
</tbody>
</table>

| Notes Payable and Lines of Credit                                        | $ 4,290             | $ 5,568             | $ (1,278)               |
| Notes Payable - NMTC                                                     | 16,020              | -                   | 16,020                  |
| Other Payables (e.g. Capitalized lease, Annuity Liability, A/P)           | 5,409               | 5,432               | (23)                    |
| **Total Liabilities**                                                    | $ 25,719            | $ 11,023            | $ 14,719                |

| Net Assets (Assets less Liabilities)                                     | $ 123,419           | $ 109,004           | $ 14,415                |

- Assets, Liabilities and Net Assets increase significantly due to NMTC’s and Investment Income.
## Fiscal Year 2020/21

### as of 11/30/2020

<table>
<thead>
<tr>
<th></th>
<th>*College Trustees</th>
<th>*Foundation Directors</th>
<th>Campus Boards</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Percentage</strong></td>
<td><strong>Achievement</strong></td>
<td><strong>Achievement</strong></td>
<td><strong>Achievement</strong></td>
</tr>
<tr>
<td>44%</td>
<td>7 out of 16</td>
<td>41%</td>
<td>35%</td>
</tr>
<tr>
<td>GOAL 100%</td>
<td></td>
<td>GOAL 100%</td>
<td>GOAL 80%</td>
</tr>
</tbody>
</table>

* Achieved 100% for past 7 years
## Board Giving

### 5 Year Review

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>College Trustees</th>
<th>Foundation Directors</th>
<th>Campus Boards</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2021</td>
<td>$481</td>
<td>$567K</td>
<td>$871K</td>
<td>$1.9M</td>
</tr>
<tr>
<td>(as of 11/30/2020)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY2020</td>
<td>$570K</td>
<td>$872K</td>
<td>$1.6M</td>
<td>$3.0M</td>
</tr>
<tr>
<td>FY2019</td>
<td>$1.2M</td>
<td>$2.2M</td>
<td>$2.5M</td>
<td>$5.9M</td>
</tr>
<tr>
<td>FY2018</td>
<td>$1.1M</td>
<td>$381K</td>
<td>$445K</td>
<td>$1.9M</td>
</tr>
<tr>
<td>FY2017</td>
<td>$120K</td>
<td>$1.1M</td>
<td>$329K</td>
<td>$1.6M</td>
</tr>
<tr>
<td><strong>5 Year Total</strong></td>
<td><strong>$3.5M</strong></td>
<td><strong>$5.1M</strong></td>
<td><strong>$5.7M</strong></td>
<td><strong>$14.3M</strong></td>
</tr>
</tbody>
</table>

### $14.3 Million

Over 5 Years
## Statewide Campaign Update

<table>
<thead>
<tr>
<th>Service Area</th>
<th>$$ to Raise In the Millions</th>
<th>Grand Total as of 11/30/20</th>
<th>% to Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northern Service Area</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>David Findlay (7 Campuses)</td>
<td>$63.3</td>
<td>$50.0</td>
<td>79%</td>
</tr>
<tr>
<td>Central Service Area</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maria Quintana (4 Campuses)</td>
<td>$54.2</td>
<td>$39.2</td>
<td>72%</td>
</tr>
<tr>
<td>Southern Service Area</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Paul Perkins (7 Campuses)</td>
<td>$53</td>
<td>$27.7</td>
<td>52%</td>
</tr>
<tr>
<td>Statewide</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$114.5</td>
<td>$46.4</td>
<td>41%</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>$285</strong></td>
<td><strong>$163.3</strong></td>
<td><strong>57%</strong></td>
</tr>
</tbody>
</table>

12 Campuses Exceeding 3-Year Cumulative Campaign Target as of 11/30/2020
**Campaign Timeline – Public Phase Details**

**Campaign Study & Planning**
July 2017 to June 2018

**Leadership Gift Phase**
July 2018 to June 2021
- Raise $165M to $180M

**Public Phase**
July 2021 to June 2023
- Public Announcement September 2021

**$285 Million Goal**

- November 2020 – February 2021
  - Establish campaign brand
  - Identify & engage internal planning task force
  - Draft public phase plan & resources needed (financial & human capital)

- February – April 2021
  - Public phase plan finalized
  - Internal review of plan by campuses
  - External group of campaign leaders review plan

- April - May 2021
  - Steering committee reviews & endorses plan
  - Approval of financial & human capital
  - Begin implementation of plan
Enhancing Client Relationship Management System (CRM)

Instituting new CRM in 2021-2022 – UCI/ascent + Salesforce

High-Level Benefits:
- Interconnectivity with College Data
- Increased Mobile Accessibility
- Enhanced Reporting & Dashboards
- Intuitive Marketing & Communications
- Prospect Management Enriched
- Customizable Gift Processing & Receipting
- Increase Efficiencies to Help us Raise More Money
## Goal 6 - Financial

**Strategy 6.1 – Attract and secure more philanthropic funding.**

<table>
<thead>
<tr>
<th>Tactic 1</th>
<th>Plan, Launch, and Successfully Conclude a Statewide Comprehensive Campaign</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tactic 2</td>
<td>Enhance and Formalize a Meaningful Alumni Engagement Strategy</td>
</tr>
<tr>
<td>Tactic 3</td>
<td>Increase Annual, Major, and Planned Gift Donor Pipeline and Move Donors Through the Donor Continuum</td>
</tr>
<tr>
<td>Tactic 4</td>
<td>Identify, Attract, and Secure an Increased Number of Grants from Local and National Funders</td>
</tr>
<tr>
<td>Tactic 5</td>
<td>Integrate Planned Giving into Fundraising Program Through Enhanced Resources, Training, and Awareness</td>
</tr>
<tr>
<td>Tactic 6</td>
<td>Create a College-Wide Culture and Understanding of the Role of Philanthropy at Ivy Tech</td>
</tr>
<tr>
<td>Tactic 7</td>
<td>Establish Consistent and Impactful Foundation Brand Messaging to Engage and Inspire Current and New Donors</td>
</tr>
</tbody>
</table>

**Adding a Tactic 8 – Diversity, Equity and Belonging**
Virtual Florida Friends

Event Overview
• 45 Minute Virtual Fundraising Event
• Hosted by: Bob & Terry Bowen
• Presenters: Sue Ellspermann, Mike Harmless & John Murphy
• Student Stories
• Foundation Leadership Fundraising Challenge

RSVP Information
• Call or text 765.994.1303
• https://connect.ivytech.edu/floridafriends2021
Marketing and Communications

AGENDA

1. Earned Media/Brand Evolution Next Steps
   Jeff Fanter, Vice President for Marketing and Communications

2. Digital Advertising Update/Resolution Recommendation
   Kelsey Batten, Assistant Vice President for Marketing and Communication,
   Jeff Fanter, Vice President for Marketing and Communications

3. Blackboard Call Center Update
   Kate Wallace, Executive Director Recruitment Communications
Earned Media in 2020

$35,418,752

- Online + Print: $27,896,989 (79%)
- National TV: $3,824,094 (11%)
- Local TV: $3,686,262 (10%)
- Social: $11,407 (1%)

Generated via:
- Statewide press releases
- Campus press releases
- Media pitches
- Relationship building
- Subject matter expertise
- Breaking news

Using new media monitoring platform – Critical Mention
Vision of the Evolution
Within five years, Ivy Tech Community College will prove itself to be the best value in education, enabling students to launch a career with Indiana’s top companies and earn a great wage. As a result, perceptions will change dramatically about Indiana’s community college and what Ivy Tech produces will be better understood.

Brand Evolution Efforts

Approved Recommendations

• Retain the name-evolve the brand
• Affordability supporting message but not standalone
• Transfer supporting message but not solely tied to cost savings but also tied to outcomes
• Lead all messages with evidence-based, data supported facts about completions, placements, earnings
• Improve internal brand advocacy
• Focus on right audiences with right message
Brand Evolution Efforts

• Adjusting Messaging

• Sharing findings across the College
  • Defining the why behind the evolution (complete by April)
  • Exploration on the how for data gathering
  • **Opportunity for you to assist**

• Seeking partners to assist
  • Message, creative and campaign development
  • New website and content management system
  • Secure a partner by May
  • Launch new campaigns in September
Digital Advertising Update

Kelsey Batten
Assistant Vice President for Marketing and Communications
In December 2019, messaging adjusted for soft rollouts of possible new messaging to reflect brand research findings, including IvyOnline and expansion of high school and parent audiences.

**Digital Performance in 2020**

- 14,000,000 impressions
- 10,401 completed applications
- $65.49 cost per application (goal $125)
- 5,000+ phone calls
## Always Tracking Results

### Age Breakdown

<table>
<thead>
<tr>
<th>Age</th>
<th>Clicks</th>
<th>Impr.</th>
<th>CTR</th>
<th>Avg. CPC</th>
<th>App. Starts</th>
<th>Cost / start</th>
<th>Conv. rate</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>18to24</td>
<td>23,139</td>
<td>621,647</td>
<td>3.72%</td>
<td>$3.87</td>
<td>4,151</td>
<td>$21.55</td>
<td>7.66%</td>
<td>$89,460.92</td>
</tr>
<tr>
<td>25to34</td>
<td>20,299</td>
<td>795,505</td>
<td>2.55%</td>
<td>$3.76</td>
<td>3,236</td>
<td>$23.60</td>
<td>8.00%</td>
<td>$76,378.91</td>
</tr>
<tr>
<td>35to44</td>
<td>12,607</td>
<td>558,537</td>
<td>2.26%</td>
<td>$3.72</td>
<td>1,787</td>
<td>$26.21</td>
<td>6.27%</td>
<td>$46,843.77</td>
</tr>
<tr>
<td>45to54</td>
<td>10,026</td>
<td>417,654</td>
<td>2.40%</td>
<td>$3.74</td>
<td>1,142</td>
<td>$32.85</td>
<td>5.79%</td>
<td>$37,511.40</td>
</tr>
<tr>
<td>55to64</td>
<td>5,089</td>
<td>521,228</td>
<td>0.98%</td>
<td>$3.20</td>
<td>407</td>
<td>$40.07</td>
<td>3.08%</td>
<td>$16,307.28</td>
</tr>
<tr>
<td>gt64</td>
<td>4,225</td>
<td>365,426</td>
<td>1.16%</td>
<td>$3.22</td>
<td>399</td>
<td>$34.10</td>
<td>3.79%</td>
<td>$13,622.27</td>
</tr>
<tr>
<td>Grand total</td>
<td>75,385</td>
<td>3,279,997</td>
<td>2.30%</td>
<td>$3.72</td>
<td>11,122</td>
<td>$25.19</td>
<td>6.67%</td>
<td>$280,124.55</td>
</tr>
</tbody>
</table>
Always Tracking Results

A Look at Social Media

Clicks by Platform and Date

- Pinterest
- YouTube
- TikTok
- Snapchat
- Instagram
- Facebook

- Clicks:
  - Pinterest: 15.9%
  - YouTube: 19.2%
  - TikTok: 19.6%
  - Snapchat: 26%
  - Instagram: 42.5%

- Impressions:
  - Pinterest: 11.6%
  - YouTube: 11.9%
  - TikTok: 26%
  - Snapchat: 44.2%

- Cost:
  - Pinterest: 26.9%
  - YouTube: 28.5%
  - TikTok: 38.4%

- Completed Applications:
  - Pinterest: 17.5%
  - YouTube: 80.7%
# Always Tracking Results

## Finding an Online Audience

### IvyOnline

<table>
<thead>
<tr>
<th>Search keyword</th>
<th>Clicks</th>
<th>Impr.</th>
<th>CTR</th>
<th>Avg. CPC</th>
<th>App. Starts</th>
<th>Cost / start</th>
<th>Conv. rate</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>online college degree</td>
<td>35</td>
<td>298</td>
<td>11.74%</td>
<td>$11.16</td>
<td>6</td>
<td>$65.10</td>
<td>17.14%</td>
<td>$390.57</td>
</tr>
<tr>
<td>+lu +online</td>
<td>57</td>
<td>1,365</td>
<td>4.18%</td>
<td>$9.97</td>
<td>5</td>
<td>$126.20</td>
<td>7.90%</td>
<td>$568.01</td>
</tr>
<tr>
<td>+purdue +online</td>
<td>64</td>
<td>2,517</td>
<td>2.54%</td>
<td>$8.53</td>
<td>4</td>
<td>$136.46</td>
<td>6.25%</td>
<td>$545.85</td>
</tr>
<tr>
<td>+online +trade +school</td>
<td>9</td>
<td>58</td>
<td>15.52%</td>
<td>$9.90</td>
<td>3</td>
<td>$29.69</td>
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<td>11.10%</td>
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Always Tracking Results
Which Ad Designs Perform Best

### Image Ads

<table>
<thead>
<tr>
<th>Photo Content</th>
<th>Message</th>
<th>Color</th>
<th>Link</th>
<th>Clicks</th>
<th>Impr.</th>
<th>CTR</th>
<th>CPC</th>
<th>Cost</th>
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<tr>
<td>Computer</td>
<td>Free Credit</td>
<td>IVY</td>
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<td>1,146</td>
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<td>$1,605.94</td>
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<td>130</td>
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<td>0.23%</td>
<td>$1.19</td>
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<tr>
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<td>Credits that Tra</td>
<td>IVY</td>
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<td>403</td>
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<td>Four-Year Coll...</td>
<td>IVY</td>
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<td>11</td>
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<tr>
<td>Female</td>
<td>Launch Your C...</td>
<td>IVY</td>
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<td>Next Step Now</td>
<td>IVY</td>
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<td>IVY</td>
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### CTR by Photo Content

<table>
<thead>
<tr>
<th>Photo Content</th>
<th>CTR</th>
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<tbody>
<tr>
<td>Computer</td>
<td>0.81%</td>
</tr>
<tr>
<td>Female</td>
<td>0.35%</td>
</tr>
<tr>
<td>Female Mask 1</td>
<td>0.35%</td>
</tr>
<tr>
<td>Male</td>
<td>0.34%</td>
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<tr>
<td>Male No Mask 1</td>
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<tr>
<td>Female Mask 2</td>
<td>0.29%</td>
</tr>
<tr>
<td>Female Laptop V1</td>
<td>0.29%</td>
</tr>
<tr>
<td>Female Laptop V2</td>
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<tr>
<td>IvyOnline</td>
<td>0.26%</td>
</tr>
<tr>
<td>Mother Daughter</td>
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### CTR by Message

<table>
<thead>
<tr>
<th>Message</th>
<th>CTR</th>
</tr>
</thead>
<tbody>
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<td>Free Credit</td>
<td>0.81%</td>
</tr>
<tr>
<td>Future</td>
<td>0.6%</td>
</tr>
<tr>
<td>Four-Year College</td>
<td>0.48%</td>
</tr>
<tr>
<td>Increase Annual</td>
<td>0.46%</td>
</tr>
<tr>
<td>Yes to Jan</td>
<td>0.45%</td>
</tr>
<tr>
<td>Credits that Tra</td>
<td>0.44%</td>
</tr>
<tr>
<td>Options</td>
<td>0.39%</td>
</tr>
<tr>
<td>Your Student</td>
<td>0.37%</td>
</tr>
</tbody>
</table>

[IVY TECH COMMUNITY COLLEGE]
Total Applications (new, transfer, readmit)

Estimated 20-25% of applications come direct from digital advertising.
Request to Increase Digital Spend

Board Resolution in June of 2020 approved statewide spending (Systems Office and Campus marketing efforts) up to $2.5M with Statwax.

Projected Spend Thru March Start Push
- Campuses = $1,708,404
- Systems Office = $774,025
- **Total Projection Spend = $2,482,429**

Expect to see additional spend to push for June and August courses between March and June, 2021. Requesting the ability to **increase spend with Statwax to $3,250,000.**
Blackboard Call Center Update

Kate Wallace
Executive Director, Recruitment Communications
Blackboard Volume Overview 2020

339,180 live support inbound interactions (calls & chats)

605,716 outbound campaign calls made

3,140,191 outbound text messages sent

87,638 lead/opportunity calls made
Support during COVID Shutdown
May 1 – May 30, 2020

Projected and Actual Interactions

45 percent increase
ASA 204

Resulted in staffing and self-service adjustments to continue strong customer service during the pandemic.
Thank You & Questions
PRESENTATION INTRO

Workforce Alignment

February 4, 2021
Workforce Alignment

AGENDA

1. **Industry 4.0**
   Sue Smith, Vice President of Advanced Manufacturing

2. **Nursing Online Application**
   Mary Anne Sloan, Vice President of Healthcare and Statewide Nursing

3. **CCEC: Moving Forward**
   Caroline Dowd-Higgins, Vice President of Career Coaching and Employer Connections
Smart Manufacturing and Digital Integration

New Industry 4.0 Degree for AMEAS

Sue Smith
Vice President, AMEAS
• Certified Industry 4.0 Associate I – Basic Operations

• Certified Industry 4.0 Associate II – Advanced Operations

• Certified Industry 4.0 Associate III – Robotic Operations

• Certified Industry 4.0 Associate IV – IIoT Operations
Industry 4.0 Education Checklist – Associate

- Mechatronics Fundamentals
- Electricity
- Drives
- Fluid Power
- Relay Control / Ladder Logic
- Motor Control
- Power Distribution
- Mechanical Drives
- Robotics
- Automation
- Pick & Place Feeding
- Gauging
- Sorting
- Torquing
- Inventory Storage

- Barcode
- RFID
- Electronic Sensors
- Smart Devices
- Smart Sensors
- Smart Output Devices
- I/O Link
- PLC’s
- Safety PLC’s
- HMI’s
- I/O Interfacing
- Electronic and VF Drives
- Motor / Motion Control
- Power & Control Electronics

- Internet Protocol
- Foundation Fieldbus
- Computer Networks
- Networked Devices
- Network Servers
- Distributed Servers
- Routers
- Switches
- Gateway Devices
- Managed Switches
- Unmanaged Switches

- Data Analysis
- Diagnostics
- Analytic Creation
- Algorithms
- AI
- Machine Learning
- Predictive Analytics
- Prescriptive Analytics

- Internet Protocol
- Foundation Fieldbus
- Computer Networks
- Networked Devices
- Network Servers
- Distributed Servers
- Routers
- Switches
- Gateway Devices
- Managed Switches
- Unmanaged Switches

- Ethernet
- Profibus
- Wireless
- Linking
Implementing Industry 4.0 – Process

Industry Implementation

• Interest and understanding varies by company
• Companies are in various stages
• Implement in process and measure
• Similar to Lean Six Sigma
• Create greater skills/workforce deficits
• 9 campuses and employer partners participated in validation study

Education Implementation

• Educate faculty and staff internally
• Must be able to address needs of all employer partners at all levels of 4.0 adoption
• Upgrade curriculum – embed certifications if applicable
• New degree pathways and stand-alone credentials for incumbent upgrades
• Upskill faculty – in process
• New and upgraded equipment – lab lists will be finalized in January
Award Winning 4.0 Degree Development Team – Award from the Indiana Manufacturers Association

- Joe Otte - Chair, Columbus
- Natalie Medich - Chair, South Bend/Elkhart
- George Tackett - Chair, Madison
- Molly Joseph - Chair, Terre Haute
- Bryce Eaton - Chair, Lafayette

- **Indiana Manufacturers Association**
- The **Manufacturing Talent Champion** recognizes an individual/company/entity who works to bring focus to the critical need of attracting Indiana’s next-generation workforce to manufacturing's variety of career options.
Smart Manufacturing and Digital Integration

Degree Rationale

• “Seventy-five million to 375 million may need to switch occupational categories and learn new skills.”

• “A larger challenge will be ensuring that they have the skills and support needed to transition to new jobs. Countries that fail to manage this transition could see rising unemployment and depressed wages.”


• Results from survey in Indiana:
  • 93.8% of companies responding see a need for a technical degree in 4.0
  • 91.7% forecast a high or medium demand for 4.0 positions in the next 3 to 5 years
Health Sciences and Nursing
Online Application
Student Interface Demonstration

Mary Anne Sloan – Ivy Tech Vice President of Healthcare & Statewide Nursing
Nichole Stitt – Ivy Tech Assistant Vice President of Curriculum
Tere Traub – Appirio – Higher Ed/Non-Profit Industry Managing Consultant
Ryan To – Appirio – Salesforce Solution Architect
Health Sciences & Nursing Online Application

Problem

• Approximately 25% of Health Sciences and Nursing interest students do not reenroll in Ivy Tech from Spring to Fall semesters.

Goal

• Increase enrollment and retention in Nursing and Health Sciences Limited Enrollment programs.
• Retain students not accepted into Nursing and Health Sciences Limited Enrollment programs.

Objectives

• Provide students with an easy to use application system
• Provide students options (program and campus)
• Provide equity
• Provide Deans and Program Chairs an efficient system by which to effectively fill programs
CCEC: Moving Forward

CAROLINE DOWD-HIGGINS
VICE PRESIDENT FOR CAREER COACHING AND EMPLOYER CONNECTIONS
Launch and Implementation Progress Report

• Launching, Hiring, Professionalizing, and Data Gathering
• Career Coaching
  • Statewide Events - Actions, and Outcomes
  • Campus Events - Actions, and Outcomes
• Career Experiences
  • Work & Learn and Career Placement Focus
  • Events, Actions, and Outcomes
• Employer Consulting
  • Actions and Outcomes
  • New or Enhanced Relationships
  • Examples and Highlights
• What’s Coming Next?
• Building Culture
Launching, Hiring, Professionalizing, and Data Gathering
March 2020 – January 4, 2021

CCEC Implementation: 10 campuses in construct: Alpha I & II

• Hired/transitioned 90+ staff members on 10 campuses
• Moved Career Coaching, Recruiting events, Employer engagement, and special programs to a virtual experience
• Onboarding and training new staff virtually
• Created the Career Development Portfolio execution plan for students
• Assessed and leveraged tech platforms to initiate data tracking
• Virtual Engagement: 10 Alpha Campuses; 8 legacy campuses
  o 3,131 Zoom meetings (since March 2020)
  o Monthly statewide CCEC Virtual Office Hour 150+ participants
Career Coaching – Actions and Outcomes

Early-Stage Data – Alpha I Campuses Launched August 24, 2020

• Each Alpha I campus launched w/pilot student cohort
• Work the model; put coach training into practice
  1 to 1 Student coaching sessions since August 2020 – 6 Alpha campuses
  • 432 Career Awareness/Assessment
  • 675 Career Exploration
  • 1,476 total meetings

110 Coach-led workshops
  • 496 Students

• Pandemic created decline in student engagement
  • Team initiated outreach to engage
    • 15,000 + text messages sent
    • 6,000 + emails sent
    • 1,600 + calls made

2,328 students in Alpha I Cohort
Career Experiences – Events, Actions, and Outcomes

Work-and-Learn – Career Placement Focus

National Intern Day: July 30th
• Inaugural statewide celebration and promotion of Ivy Tech interns
• Social Media Hashtag: #InternedWithIvyTech
• Ivy Tech Intern Web Page: http://www.ivytech.edu/interns

1st Statewide Virtual Internship Fair- November 5th
• Inaugural event during Career Development Week
• 84 employer participants

Employment Postings since August 2020
• New, intentional focus on employer engagement
• Internship and Career Postings: 4,745 (20% internships)
• New Employer Postings: 391

Employer Engagement: Alpha I Campuses Pilot Data: August 24, 2020- Dec 31, 2020
• 46 total events; 398 students; 225 employers
• Info sessions, panels, recruiting events, mock interviews, etc.
EMPLOYER Consulting - Actions and Outcomes

Workforce & Career tools in one place

• Alpha I campuses since August 2020
  • 1,788 Employers served
• Top 5 Areas of Interest
  • Workforce and Contract Training
  • Degrees
  • Apprenticeships
  • Work & Learn – Internships
  • Hiring/Talent Pipeline

• 66 Community Organizations Engaged
  • Top 5 Areas of Interest
    • Advisory Committee
    • Training
    • Work & Learn - Internships
    • Grant Partnerships
    • CCEC Awareness

employer resources web page
https://www.ivytech.edu/employerresources/
Employer Relationship Highlights

• **Genesys** - new internship program - preparing first cohort of 12 students trained on Genesys Cloud. Students will get certified three times - a pipeline feeder for full-time hires; 1 full-time hire

• **EPS Global** – hired 3 students

• **Insurance Group of Indiana** – seeking 50+ statewide interns in 38 companies; job shadow/mentor opportunities

• **Bell Techlogix** – hired 3 students

• **Indianapolis Children’s Museum** - hired 2 interns; first time at Ivy Tech

• **160 Driving Academy** - launched new CDL training partnership; hired student as Branch Manager

• **OneAmerica** - “gold-standard” partnership to support Taking Hoosiers to the Next Level students with Co-ops and employer engagement events

• **SAIC** - started new intern program partnership, hired first interns in Product Assurance
What’s Coming Next?

• **Alpha III Cohort**: Lake County, Marion, Anderson and Lafayette kick-off started: January 2021

• ROI **predictive modeling tool** for employers by KSM: February 2021

• **CCEC Fundraising Toolkit**: February 2021

• **New CCEC pages** on Ivy Tech website: February 2021

• **Alpha IV Cohort**: Bloomington, Columbus, Muncie, Terre Haute, and Hamilton County: Spring 2021

• Deep dive **placement metrics** – work & learn and career: Spring 2021

• **Taking Hoosiers to the Next Level** – **placement focus** for May 2021 completion
Career Champions: Creating a Statewide Culture

Strategizing to Create a Celebratory Placement Culture
• All-play involvement in next destination recognition of students
• Ensure the capture of better placement data

Career Champions: developing the CCEC culture of support
• A Strategy Team 4.4 initiative
• Launched November 2, 2020
• 239 faculty & staff enrolled
• 193 Champions completed
<table>
<thead>
<tr>
<th>Grant Number</th>
<th>Campus</th>
<th>Title or Description</th>
<th>Source</th>
<th>Amount</th>
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<th>Expiration Date</th>
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<td>241 IEDC SBDC INTAP CY2020 <em>(increase)</em></td>
<td>Indiana Economic Development Center</td>
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<td>241 SUB DOS IU Ethiopia PiBelt</td>
<td>Indiana University</td>
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<td>231 GNCIF Fresh Produce for Students</td>
<td>Greater North Clark Health Foundation</td>
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<td>R03563</td>
<td>Muncie</td>
<td>161 PTK Honors IN Action</td>
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<tr>
<td>R03294</td>
<td>Fort Wayne</td>
<td>131 ACCELerate</td>
<td>American Association of Port Authority</td>
<td>$82,000.00</td>
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<td>2/28/2021</td>
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<td>R03568</td>
<td>Evansville</td>
<td>221 GCF Princeton Health Specialty Lab Equipment 2020</td>
<td>Gibson County Community Foundation</td>
<td>$8,655.00</td>
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<td>10/22/2021</td>
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<tr>
<td>R03567</td>
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<td>122 OAMTC/Warsaw Career Center 2020-2021</td>
<td>Kosciusko County Community Foundation</td>
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<td>R03569</td>
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<tr>
<td>R03570</td>
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<td>R03576</td>
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<td>Muncie</td>
<td>161 Sybertooth_Ball Brothers Foundation Rapid Grant</td>
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<tr>
<td>R03573</td>
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<td>111 SUB NSA Pilot AI Cybersecurity</td>
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<td>9/32/2022</td>
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<td>181 IN-MAC Supply Chain Supplies</td>
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**Competitive Total:** $3,081,791.87

**Non Competitive**

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**Non-Competitive Total:** $ -

**Total Board Report:** $3,081,791.87
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<td>2016-2017 Fiscal Year-End Total</td>
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<td>2015-2016 Fiscal Year-End Total</td>
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## DISBURSEMENTS OF $100,000.00 AND OVER

FOR THE MONTH OF NOVEMBER 2020

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

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<tr>
<th>Authorization for Disbursement</th>
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III. Reported to the Board of Trustees under $500,000

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### DISBURSEMENTS OF $100,000.00 AND OVER FOR THE MONTH OF DECEMBER 2020

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<th>Amount of Disbursement</th>
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<th>Transaction Date</th>
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<tbody>
<tr>
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### DISBURSEMENTS OF $100,000.00 AND OVER
### FOR THE MONTH OF DECEMBER 2020
### PAGE 3

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

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<th>Authorization for Disbursement</th>
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<td>Sellersburg R&amp;R Project</td>
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<td>DeBra-Kuempel Inc</td>
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<tr>
<td>Professional Services and Fees</td>
<td>391,666.67</td>
<td>Blackboard Collaborate Inc</td>
<td>12/28/2020</td>
<td>!0242628</td>
</tr>
<tr>
<td>Furniture for Indianapolis NMC Classrooms</td>
<td>107,414.94</td>
<td>Lee Co Inc</td>
<td>12/28/2020</td>
<td>!0242712</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Authorization for Disbursement</th>
<th>Amount of Disbursement</th>
<th>Approved Vendor</th>
<th>Transaction Date</th>
<th>Reference Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Digital Course Materials &amp; Financial Aid Reimbursement</td>
<td>1,254,371.48</td>
<td>Barnes &amp; Noble Education Inc</td>
<td>12/1/2020</td>
<td>!0241167</td>
</tr>
<tr>
<td>Indianapolis Automotive Project</td>
<td>1,157,672.58</td>
<td>Pepper Construction Company</td>
<td>12/16/2020</td>
<td>!0242067</td>
</tr>
<tr>
<td>Professional Services and Fees</td>
<td>1,090,925.62</td>
<td>Appirio Inc.</td>
<td>12/22/2020</td>
<td>!0242360</td>
</tr>
<tr>
<td>Apprenticeship Contract Expense</td>
<td>580,913.82</td>
<td>Indiana/Kentucky Council of Carpenters</td>
<td>12/22/2020</td>
<td>2394638</td>
</tr>
<tr>
<td>Principal &amp; Interest Bond Payment</td>
<td>6,962,084.58</td>
<td>US Bank</td>
<td>12/31/2020</td>
<td>J0252489</td>
</tr>
<tr>
<td>Inclusive Access</td>
<td>1,333,044.64</td>
<td>Barnes &amp; Noble Education Inc</td>
<td>12/21/2020</td>
<td>J0252307</td>
</tr>
</tbody>
</table>
PRESENTATION TO THE
State Board of Trustees
President’s Report

February 4, 2021
William R. Goins Spirit of Diversity Award

IVY TECH COMMUNITY COLLEGE

Inaugural Virtual Ceremony
Honoring the Legacy of William "Bill" Goins
The award was created to recognize Ivy Tech faculty and staff whose service, inspired by William “Bill” Goins’ dedication to the advancement of diversity, goes above and beyond their regular duties and contributes to the development of a diverse, equitable campus community with a sense of belonging for all.

The Spirit of Diversity honoree will also select an Ivy Tech department, student organization, employee affinity group, or campus foundation to receive a $2,500 grant to further the College’s diversity, equity, and belonging initiatives.
Applications were reviewed based on the following criteria:

- Demonstration of emerging or sustained commitment to the values of diversity, equity and belonging by documented efforts that are above and beyond the routine expectations of the job or project
- Evidence of exceptional efforts to promote a College culture that is free from bias and discrimination.
- Substantiation of the contribution that the individual, team, or unit has made towards advancing diversity, equity and belonging.
Congratulations!

Wendy Chinn
Financial Aid Advisor and Diversity Lead
Evansville Campus
Congratulations!

Robin Harrington
Assistant Professor/Program Chair, Human Services
Sellersburg Campus
Congratulations!

Wendy Railing
Director of Financial Aid
South Bend/Elkhart Campus
Congratulations

William R. Goins Spirit of Diversity Award

IVY TECH COMMUNITY COLLEGE

Wendy Chinn, Robin Harrington and Wendy Railing
Stacy Atkinson
Chancellor
Hamilton County Campus
Thank You!
Kathy Lee
Chancellor, Indianapolis
Thank You!
David Bathe
Chancellor, Lafayette
COVID-19
Operational Update
COVID Updates

• Metrics in Indiana are headed in the right direction; positivity, cases per capita, and hospitalizations are all down.

• Offering face-to-face instruction only where it is necessary to meet learning objectives (labs, etc.).

• While the intensity of the virus is decreasing, we need to stay the course for now.

• Planning is underway for 2nd eight weeks and summer. We will “open up” to the extent that the positivity allows.

• Continued universal face coverings, social distancing, contact tracing, and vaccinations are the keys to the path forward.
COVID Updates
As of 2/3/2021

<table>
<thead>
<tr>
<th>Service Area</th>
<th>Newly Reported Cases 01/27/2021 - 02/03/2021</th>
<th>Spring Semester Cumulative Case Count</th>
<th>Overall Cumulative Case Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anderson</td>
<td>0</td>
<td>1</td>
<td>21</td>
</tr>
<tr>
<td>Bloomington</td>
<td>0</td>
<td>3</td>
<td>52</td>
</tr>
<tr>
<td>Columbus</td>
<td>0</td>
<td>2</td>
<td>44</td>
</tr>
<tr>
<td>Evansville</td>
<td>3</td>
<td>4</td>
<td>54</td>
</tr>
<tr>
<td>Fort Wayne</td>
<td>6</td>
<td>11</td>
<td>133</td>
</tr>
<tr>
<td>Indianapolis</td>
<td>3</td>
<td>12</td>
<td>169</td>
</tr>
<tr>
<td>Kokomo</td>
<td>2</td>
<td>5</td>
<td>78</td>
</tr>
<tr>
<td>Lafayette</td>
<td>2</td>
<td>6</td>
<td>78</td>
</tr>
<tr>
<td>Lake County</td>
<td>0</td>
<td>3</td>
<td>43</td>
</tr>
<tr>
<td>Lawrenceburg</td>
<td>0</td>
<td>2</td>
<td>54</td>
</tr>
<tr>
<td>Madison</td>
<td>1</td>
<td>1</td>
<td>27</td>
</tr>
<tr>
<td>Marion</td>
<td>0</td>
<td>1</td>
<td>20</td>
</tr>
<tr>
<td>Muncie</td>
<td>0</td>
<td>2</td>
<td>45</td>
</tr>
<tr>
<td>Richmond</td>
<td>0</td>
<td>0</td>
<td>44</td>
</tr>
<tr>
<td>Sellersburg</td>
<td>4</td>
<td>7</td>
<td>62</td>
</tr>
<tr>
<td>South Bend-Elkhart</td>
<td>0</td>
<td>1</td>
<td>60</td>
</tr>
<tr>
<td>Terre Haute</td>
<td>0</td>
<td>1</td>
<td>74</td>
</tr>
<tr>
<td>Valparaiso</td>
<td>1</td>
<td>1</td>
<td>68</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>22</strong></td>
<td><strong>63</strong></td>
<td><strong>1,132</strong></td>
</tr>
</tbody>
</table>
First 8 Weeks CRRSAA Distribution

- 23% distributed to minority students (compared to 15% of population)
- $17.5M of $43.8M allocated for student awards
- 68% distributed to Pell-eligible students (compared to 47% of population)
First 8 Weeks CRRSAA Distribution

awards by campus
- Anderson: 3%
- Bloomington: 6%
- Columbus: 3%
- Evansville: 5%
- Fort Wayne: 11%
- Indianapolis: 24%
- Kokomo: 4%
- Lafayette: 5%
- Lake County: 6%
- Lawrenceburg: 2%
- Madison: 1%
- Marion: 2%
- Muncie: 5%
- Richmond: 3%
- Sellersburg: 5%
- South Bend/Elkhart: 6%
- Terre Haute: 6%
- Valparaiso: 6%

awards by amount
- $1,500: 0.01%
- $1,300: 0.05%
- $1,200: 0.01%
- $1,100: 0.20%
- $1,000: 27%
- $900: 4%
- $800: 16%
- $700: 24%
- $600: 7%
- $500: 4%
- $400: 4%
- $300: 2%
- $200: 10%
College Update
Strategic Plan Metrics Dashboard - Goals 1 and 2

https://us-east-1.online.tableau.com/#/site/ivytechcommunitycollege/views/StrategicMetrics/StrategicMetricOverview?iid=1
## Revenue Generating Headcount

<table>
<thead>
<tr>
<th>Campus</th>
<th>Summer 2020</th>
<th>Fall 2020</th>
<th>Spring 2021 To Date</th>
<th>Total 2020-2021 To Date</th>
<th>Goal</th>
<th>% to Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anderson</td>
<td>701</td>
<td>998</td>
<td>297</td>
<td>1,996</td>
<td>2,444</td>
<td>82%</td>
</tr>
<tr>
<td>Bloomington</td>
<td>3,407</td>
<td>2,731</td>
<td>973</td>
<td>7,111</td>
<td>9,723</td>
<td>73%</td>
</tr>
<tr>
<td>Columbus</td>
<td>966</td>
<td>1,503</td>
<td>310</td>
<td>2,779</td>
<td>3,518</td>
<td>79%</td>
</tr>
<tr>
<td>Evansville</td>
<td>1,127</td>
<td>2,210</td>
<td>719</td>
<td>4,056</td>
<td>4,929</td>
<td>82%</td>
</tr>
<tr>
<td>Fort Wayne</td>
<td>2,728</td>
<td>4,461</td>
<td>1,231</td>
<td>8,420</td>
<td>10,263</td>
<td>82%</td>
</tr>
<tr>
<td>Indianapolis/Lawrence</td>
<td>7,750</td>
<td>10,131</td>
<td>3,113</td>
<td>20,994</td>
<td>24,652</td>
<td>85%</td>
</tr>
<tr>
<td>Kokomo</td>
<td>966</td>
<td>1,386</td>
<td>317</td>
<td>2,669</td>
<td>3,494</td>
<td>76%</td>
</tr>
<tr>
<td>Lafayette</td>
<td>2,139</td>
<td>2,537</td>
<td>689</td>
<td>5,365</td>
<td>7,566</td>
<td>71%</td>
</tr>
<tr>
<td>Lake County</td>
<td>1,389</td>
<td>2,397</td>
<td>587</td>
<td>4,373</td>
<td>5,199</td>
<td>84%</td>
</tr>
<tr>
<td>Lawrenceburg</td>
<td>727</td>
<td>982</td>
<td>246</td>
<td>1,955</td>
<td>2,106</td>
<td>93%</td>
</tr>
<tr>
<td>Madison</td>
<td>450</td>
<td>767</td>
<td>173</td>
<td>1,390</td>
<td>1,159</td>
<td>120%</td>
</tr>
<tr>
<td>Marion</td>
<td>400</td>
<td>654</td>
<td>143</td>
<td>1,197</td>
<td>1,172</td>
<td>102%</td>
</tr>
<tr>
<td>Muncie</td>
<td>1,089</td>
<td>1,448</td>
<td>555</td>
<td>3,092</td>
<td>3,979</td>
<td>78%</td>
</tr>
<tr>
<td>Richmond</td>
<td>631</td>
<td>1,006</td>
<td>195</td>
<td>1,832</td>
<td>2,523</td>
<td>73%</td>
</tr>
<tr>
<td>Sellersburg</td>
<td>1,126</td>
<td>1,907</td>
<td>553</td>
<td>3,586</td>
<td>3,956</td>
<td>91%</td>
</tr>
<tr>
<td>South Bend/Elkhart</td>
<td>1,547</td>
<td>2,490</td>
<td>655</td>
<td>4,692</td>
<td>6,250</td>
<td>75%</td>
</tr>
<tr>
<td>Terre Haute</td>
<td>1,381</td>
<td>1,834</td>
<td>503</td>
<td>3,718</td>
<td>4,401</td>
<td>84%</td>
</tr>
<tr>
<td>Valparaiso</td>
<td>1,451</td>
<td>2,265</td>
<td>562</td>
<td>4,278</td>
<td>6,153</td>
<td>70%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>29,975</strong></td>
<td><strong>41,707</strong></td>
<td><strong>11,821</strong></td>
<td><strong>83,503</strong></td>
<td><strong>103,487</strong></td>
<td><strong>81%</strong></td>
</tr>
</tbody>
</table>
Fall 2020 College Enrollment Declines 2.5%
Nearly Twice the Rate of Decline of Fall 2019

![Figure 3. Enrollment Changes by Credential Type](image)

<table>
<thead>
<tr>
<th>Credential Type</th>
<th>Fall 2019</th>
<th>Fall 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate Certificate</td>
<td>-4.0%</td>
<td>-9.0%</td>
</tr>
<tr>
<td>Associate</td>
<td>-1.8%</td>
<td>-9.0%</td>
</tr>
<tr>
<td>Bachelor's</td>
<td>-0.5%</td>
<td>-1.1%</td>
</tr>
<tr>
<td>Post Baccalaureate Certificate</td>
<td>0.8%</td>
<td>5.0%</td>
</tr>
<tr>
<td>Master's</td>
<td>1.3%</td>
<td>3.4%</td>
</tr>
<tr>
<td>Doctoral</td>
<td>2.4%</td>
<td>2.9%</td>
</tr>
<tr>
<td>First Professional</td>
<td>-0.6%</td>
<td>-0.6%</td>
</tr>
<tr>
<td>Graduate Certificate</td>
<td>2.9%</td>
<td>4.1%</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>-0.2%</strong></td>
<td><strong>-3.3%</strong></td>
</tr>
</tbody>
</table>
Spring 2021 Enrollment Update

- Express Enrollment Weeks: December 1-4 (2,300 RSVPs) and January 5-8 (5,200 RSVPs)
- Created Cross Department Enrollment standup meetings during peak
- Increasing advising capacity with “drop in” advising appointments for students
- Created new zoom registration rooms to accommodate increased student traffic
- Launching sales and recruitment trainings with Dale Carnegie & Associates
- IvyConnect Release 2 scheduled for later this month – focused on the enrollment checklist and student funnel
Indiana Colleges
2019-2020 Headcount

*Source: CHE – limited to degree-seeking students, includes resident and non-resident
Taking Hoosiers to the Next Level

Over 2,700 enrollments

Nearly 10,000 applications

- **Female**: 66%
- **Black, African American, Hispanic, Latino, or Multiracial**: 36%
- **Ages 25-54**: 52%
- **Business**: 38%
- **Information Technology**: 24%
- **Health Sciences**: 20%
- **Advanced Manufacturing**: 12%
- **Transportation & Logistics**: 5%
Taking Hoosiers to the Next Level

https://www.youtube.com/watch?v=-x8ATKfYd5k&feature=youtu.be
Taking Hoosiers to the Next Level – 1.b.

Timeframe: 2nd 8-weeks of Spring 2021

Continued partnership with DWD and leveraging Workforce Ready Grant as “first dollar”, covering books and materials, as well as tuition and fees

Campus Focused
• Campuses contact those who applied in THNL Phase 1 and did not enroll (6,068 total)
• Campuses select programs that are in demand (Quadrant 1)

Career Coaching as a Key
• 1:1 coaching for individuals seeking and needing additional attention
• Availability and information regarding a variety of tools and services including job boards, Indiana EMSI data, and Indiana Career Explorer career assessment tools
• Career and job fairs with individual and multiple employers
Taking Hoosiers to the Next Level – 2.0

Timeframe: Summer 2021

Continued partnership with DWD and Leveraging Workforce Ready Grant as “first dollar”, covering books and materials as well as tuition and fees

Campus program selection:
  - Aligned program with state’s high-wage, high-demand program offerings in WRG
  - Aligned with local employers’ jobs and careers in the campus service area
  - Aligned with those that are in demand (Quadrant 1) at Ivy Tech
  - Emphasis on CT, TC, and industry certifications
  - Aligned with programs in which students have successes

Focus on Career Coaching as a Key – continuation of 1.b.
<table>
<thead>
<tr>
<th>Completion</th>
<th>2019-20 Targets</th>
<th>2019-20 Actual</th>
<th>2020-21 Targets</th>
<th>2020-21 To Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Credentials Earned</td>
<td>25,000</td>
<td>37,509</td>
<td>25,000</td>
<td>12,673</td>
</tr>
<tr>
<td>Students Completing (100%)</td>
<td>10%</td>
<td>19%</td>
<td>10%</td>
<td>14%</td>
</tr>
<tr>
<td>Students Completing (150%)</td>
<td>19%</td>
<td>28%</td>
<td>19%</td>
<td>26%</td>
</tr>
<tr>
<td>Students Completing (300%)</td>
<td>23%</td>
<td>20%</td>
<td>23%</td>
<td>24%</td>
</tr>
</tbody>
</table>
Indiana Colleges
2019-2020 Credentials Earned

*Source: CHE – includes all credit-bearing awards, does not include above median wage industry certifications included in Ivy Tech metric
## Metrics

### Workforce 2019-20

<table>
<thead>
<tr>
<th>Completion Category</th>
<th>2019-20 Targets</th>
<th>2019-20 Actual</th>
<th>2020-21 Targets</th>
<th>2020-21 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>High-Demand/Low-Supply Completions (Growing)</td>
<td>50%</td>
<td>61%</td>
<td>50%</td>
<td>-</td>
</tr>
<tr>
<td>High-Demand/Limited-Enrollment Completions (Capped)</td>
<td>13%</td>
<td>15%</td>
<td>13%</td>
<td>-</td>
</tr>
<tr>
<td>Low-Demand/High-Supply Completions (Shrinking)</td>
<td>7%</td>
<td>16%</td>
<td>7%</td>
<td>-</td>
</tr>
<tr>
<td>Demand/Supply Equilibrium Completions (Equilibrium)</td>
<td>30%</td>
<td>8%</td>
<td>30%</td>
<td>-</td>
</tr>
<tr>
<td>Median Wages at Year One (Percent Above State Median)</td>
<td>45%</td>
<td>TBD</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

### Employee 2019-20

<table>
<thead>
<tr>
<th>Metric</th>
<th>2019-20 Target</th>
<th>2019-20 Actual</th>
<th>2020-21 Targets</th>
<th>2020-21 Actual as of 10/20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Engagement</td>
<td>73</td>
<td>74</td>
<td>73</td>
<td>74</td>
</tr>
</tbody>
</table>
## Metrics

### Financial

<table>
<thead>
<tr>
<th></th>
<th>2019-20 Targets</th>
<th>2019-20 Actual</th>
<th>2020-21 Targets</th>
<th>2020-21 To Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reserves: Days on Hand</td>
<td>180 Days</td>
<td>275 Days</td>
<td>180 Days</td>
<td>-</td>
</tr>
<tr>
<td>Reserves: Percent Annual Growth</td>
<td>3%</td>
<td>16.7%</td>
<td>0%</td>
<td>-</td>
</tr>
<tr>
<td>Total Dollars Raised (Foundation and Grants)**</td>
<td>$46.5M</td>
<td>$61.5M</td>
<td>$46.5M</td>
<td>$43.2M</td>
</tr>
</tbody>
</table>

**Includes gifts in kind, revocable estate gifts, etc.**

### Community

<table>
<thead>
<tr>
<th>Overall Community Engagement Score</th>
<th>2019-20 Target</th>
<th>2019-20 Actual</th>
<th>2020-21 Targets</th>
<th>2020-21 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.0</td>
<td>8.0</td>
<td>8.18</td>
<td>8.0</td>
<td>8.10</td>
</tr>
</tbody>
</table>
## Metrics

### Diversity, Equity and Belonging

#### Student Goals

<table>
<thead>
<tr>
<th>Metric</th>
<th>2018-19 Baseline</th>
<th>2020-21* Target</th>
<th>2020-21 To Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce Equity Gap in Conversion (white students to students of color)</td>
<td>8.0%</td>
<td>-1.0% (7.0%)</td>
<td>-1.8% (6.2%)</td>
</tr>
<tr>
<td>Reduce Equity Gap in Fall to Fall Retention (white students to students of color)</td>
<td>6.5%</td>
<td>-0.3% (6.2%)</td>
<td>-</td>
</tr>
<tr>
<td>Reduce Equity Gap in 100% Completion Rate (white students to students of color)</td>
<td>6.4%</td>
<td>-1.0% (5.4%)</td>
<td>-0.1% (6.3%)</td>
</tr>
<tr>
<td>Reduce Equity Gap in 200% Completion Rate (white students to students of color)</td>
<td>7.1%</td>
<td>-0.6% (6.5%)</td>
<td>+1.3 (8.4%)</td>
</tr>
</tbody>
</table>

### Diversity, Equity and Belonging

#### Employee Goals

<table>
<thead>
<tr>
<th>Metric</th>
<th>2019-20 Actual</th>
<th>2020-21 Target</th>
<th>2020-21 To Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Belonging Score</td>
<td>0.1</td>
<td>&gt; 0.0</td>
<td>-</td>
</tr>
</tbody>
</table>

### Diversity, Equity and Belonging

#### Plan Goals

<table>
<thead>
<tr>
<th>Metric</th>
<th>2018-19</th>
<th>2020-21 Target</th>
<th>2020-21 To Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campus &amp; Systems Office Diversity Plans</td>
<td>N/A</td>
<td>19 Approved Oct 15 2020</td>
<td>-</td>
</tr>
</tbody>
</table>
Strategic Plan Refresh 2021
Why Refresh?

- As a living plan, we have continuously refreshed strategies and goals.
- This year we are refreshing Goals 1, 2, and 4 to match the changes in our environment, including our students' lives, our employers, and the current economy and workforce needs.
- We were not achieving the metrics/outcomes desired in Goals 1 and 2; thus need to examine strategies, tactics and measures.
2021 Refresh Underway

- In November, we held a service area analysis
- In January, the Strategic Planning Team held Fact Finding, Problem Definition, and Strategy Mapping for Goals 1, 2, and 4
- All campuses and Systems Office are represented throughout the entire process, including staff and faculty at varying levels
- The Strategic Planning Team held open vetting sessions through virtual webinars and at One Summit 2021
What’s Next For The 2021 Refresh?

• The Strategic Planning Team will vet the final changes with President's Cabinet and Executive Council
• An analysis of Goal 1, 2, and 4 metrics will occur in February
• The 2021 Strategic Planning Refresh will be finalized by the end of February and the strategy teams will begin meeting in March
Bringing It All Together

• The refreshed Strategic Plan will be “relaunched” within the college
  • Rolled out through “Virtual Town Halls” with faculty and staff
  • Integration with 4DX on campuses
• New strategic plan document printed/unveiled on website
• New initiatives emerging from new strategy and tactics will be integrated into the Public Phase of the Capital Campaign launching Fall 2021
THANK YOU!
APPOINTMENT OF CAMPUS BOARD TRUSTEES

RESOLUTION NUMBER 2021-5

WHEREAS, the Fort Wayne and Muncie Campus Boards have recommended individuals to serve on their campus Boards.

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

NOW THEREFORE BE IT RESOLVED, that the individuals listed on the attached Exhibit A are hereby appointed as campus trustees for Ivy Tech Community College of Indiana –Fort Wayne and Muncie effective immediately.

STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
OF INDIANA

Terry W. Anker, Chairman

Andrew Wilson, Secretary

Dated February 4, 2021
### FORT WAYNE

<table>
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<tr>
<th>Name</th>
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<tr>
<td>Debra “Faye” William-Robbins</td>
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### MUNCIE

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<tr>
<td>Joseph Anderson</td>
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<td>Carla Cox</td>
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<tr>
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<tr>
<td>Stuart Brock Davis</td>
<td>Commerce</td>
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<td>Jeff Rodeffer</td>
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