## STATE BOARD OF TRUSTEES  
### COMMITTEE AND BUSINESS MEETINGS  

**Carmel, Indiana**

**Day 1 & 2 Meeting Location:** 502 E Event Center, 502 E Carmel Street, Carmel, IN  

**Hotel Accommodations:** Renaissance Indianapolis North, 11925 N Meridian Street, Carmel, IN

### WEDNESDAY, February 5, 2020

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
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</thead>
<tbody>
<tr>
<td>9:00 am – 4:00 pm</td>
<td>One Summit</td>
<td>502 E Event Center</td>
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<tr>
<td>3:00 pm – 4:00 pm</td>
<td>Executive Session</td>
<td>Greyhound Conference Room</td>
</tr>
</tbody>
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### THURSDAY, February 6, 2020

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
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<tbody>
<tr>
<td>7:00 am – 8:00 am</td>
<td>Audit Committee w/Breakfast</td>
<td>Carey Conference Room</td>
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<tr>
<td>7:00 am – 8:00 am</td>
<td>Breakfast</td>
<td>Eller Conference Room</td>
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<tr>
<td>8:00 am – Noon</td>
<td><strong>Committee Meetings</strong></td>
<td>Wabash Ballroom</td>
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<tr>
<td>8:00 am – 8:45 am</td>
<td>Academics &amp; Student Experience</td>
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<tr>
<td>8:45 am – 9:30 am</td>
<td>Workforce Alignment</td>
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<tr>
<td>9:30 am – 10:00 am</td>
<td>Human Resources &amp; Operations</td>
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<tr>
<td>10:00 am – 10:15 am</td>
<td>Break</td>
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<tr>
<td>10:15 am – 10:45 am</td>
<td>Budget &amp; Finance</td>
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<td>10:45 am – 11:15 am</td>
<td>Building &amp; Grounds</td>
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<tr>
<td>11:15 am – 11:40 am</td>
<td>Marketing &amp; Public Relations</td>
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<td>11:40 am – Noon</td>
<td>Foundation</td>
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<tr>
<td>Noon – 1:00 pm</td>
<td>Lunch</td>
<td>Eller Conference Room</td>
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<tr>
<td>1:00 pm – 3:00 pm</td>
<td><strong>STATE BOARD OF TRUSTEES MEETING</strong></td>
<td>Wabash Ballroom</td>
</tr>
</tbody>
</table>
I. Roll Call

II. Report of Secretary on Notice of Meeting

III. Approval of Minutes
   December 6, 2019

IV. Resolutions

   Building and Grounds

   **Resolution 2020-1**, Approval to Enter into Lease with City of Columbus Board of Aviation Commissioners, Columbus Campus

   **Resolution 2020-2**, Approval of the Contract for the Architectural and Engineering Services for the Columbus Building Replacement Capital Project, Columbus Campus

   **Resolution 2020-3**, Approval of the Contract for the Design Architect Services for the Columbus Building Replacement Capital Project, Columbus Campus

   **Resolution 2020-4**, Approval of the Contract for the Construction Manager as Constructor (Cmc) for the Columbus Building Replacement Capital Project, Columbus Campus

Reports of Board Committees

   a) Audit Committee
   b) Academics & Student Experience
   c) Workforce Alignment
   d) Human Resources & Operations
   e) Budget & Finance
   f) Building & Grounds
   g) Marketing & Public Relations
   h) Foundation

V. Treasurer’s Report, Matt Hawkins, Senior VP CFO and Treasurer

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

VII. Old Business
VIII. New Business

Resolution 2020-5, Appointment of Campus Board Trustees

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

Notice is hereby given that the State Board of Trustees of Ivy Tech Community College of Indiana will be holding the following meetings in Carmel, Indiana, February 5-6, 2019

Wednesday, February 5, 2019

3:00 pm Executive Session of the State Board of Trustees
The State Trustees will meet in Executive Session at the 502 E Carmel Drive, Carmel, IN 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 6, 2019

8:00 am- Noon Board Committee Meetings
The State Trustees will hold the regular committee meetings at 502 E Carmel Drive, Carmel, IN
8:00 am – 8:45 am Academics & Student Experience
8:45 am – 9:30 am Workforce Alignment
9:30 am – 10:00 am Human Resources & Operations
10:00 am – 10:15 am Break
10:15 am – 10:45 am Budget & Finance
10:45 am – 11:15 am Building & Grounds
11:15 am – 11:40am Marketing & Public Relations
11:40 am – Noon Foundation

1:00 pm Regular State Board of Trustees Meeting
The State Trustees will hold a regular meeting at 502 E Carmel Drive, Carmel, IN to consider and take action on such items as may be brought before them.

Secretary
Dated this 29th of January 2020
Chairman Terry Anker called the meeting of the State Board of Trustees to order at 1:00 pm at the Indianapolis Campus, 2820 N Meridian Street, Indianapolis, Indiana.

ROLL CALL

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

The following State Trustees were present:

Mr. Terry Anker, Chairman  
Ms. Stephanie Wade, Vice Chair  
Mr. Andrew W. Wilson, Secretary  
Mr. Jesse Brand  
Mr. Michael R. Dora  
Ms. Kim Emmert O’Dell  
Mr. Larry Garatoni  
Ms. Marianne Glick  
Ms. Gretchen Gutman  
Ms. Paula Hughes-Schuh – via phone  
Mr. Harold Hunt  
Mr. Stewart McMillan  
Mr. Steve Schreckengast  
Mr. Kerry Stemler  

The following Trustees were absent:  
Mr. Bradley Clark

A. NOTICES OF MEETING MAILED AND POSTED:  

Trustee Andrew Wilson, Secretary, confirmed that notices of the December 5, 2019, regular meeting were properly mailed and posted.

B. APPROVAL OF BOARD MINUTES:  

Trustee Garatoni moved for approval of the minutes of the October 3, 2019, board meeting. Trustee Dora seconded the motion and the motion carried unanimously.

C. COMMITTEE REPORTS:
Item 1 Chairman Anker reported the Executive Committee met on November 15, 2019, seeking approval of the request to sell Ivy Tech Foundation Property in Muncie.

Annex Property at Muncie Campus
- In 1998, the Foundation acquired the property, and there is currently no debt on the property.
- The Annex and Maintenance Buildings are located at 3651 South Cowan Road, in Muncie. The property consists of three buildings situated on 3.44 acres.
- At the October State Board of Trustees Meeting, Resolution 2019-33 requested the Ivy Tech Foundation to sell the property.
- An offer of $249,000 was received. The building and property are appraised at a value of $235,000.
- State Board of Trustee approval is needed to request the Ivy Tech Foundation to accept the offer and proceed to closing.
- Waiting until December State Board of Trustees meeting delays the buyer from inspections, Phase I, and financing.

The Committee unanimously approved Resolution 2019-51, Approval of Request to Sell Foundation Property in Muncie.

Item 2 Chairman Anker called upon Trustee Gretchen Gutman, Chair of the Audit Committee to give a report from the committee. Trustee Gutman reported there are no action items from the Audit Committee. The Audit Committee discussed the reports to the confidential hotline, an update on pending litigation, and a cybersecurity report.

Discussion around the entrance conference related to the financial and federal compliance audits that occurred in August and the exit conference for the financial statement audit that took place in November. The College received an unmodified opinion on the financial audit. The exit conference for the federal compliance audit is scheduled for the week of December 9, 2019.

They reviewed the audit schedule for 2019-20, the three-year audit plan, and internal audit reports that had been issued since the last meeting.

Item 3 Chairman Anker called upon Trustee Michael Dora for a report from the Academics & Student Experience Committee. Trustee Dora reported there are no action items for approval. Cory Clasemann-Ryan, Vice President for Student Success provided an update on required advising.
which began this fall for classes beginning in spring. All students who are in good standing and have a current academic plan have been sent their PIN, while the remaining students will need to meet with an advisor to register for classes. Each campus has developed a plan for increasing advising capacity over the next month to accommodate students needing to sign-up for spring courses.

Rebecca Rahschulte, Vice President for K-12 Initiatives and Statewide Partnerships, updated on K-14 Initiatives and Statewide Partnerships. An overview of the purpose, standards, and timeline for National Alliance of Concurrent Enrollment Programs (NACEP) accreditation was provided with a goal for the College to submit the pre-application in October/November 2020. Strategic teams (Hub Implementation Team, K-14 Transformation Subteams, and Strategy 3.2 Tactical Teams) are addressing statewide consistency across processes and procedures such as MOUs, professional development, and site visits. Efforts will be led by a NACEP Executive Team and a NACEP Steering Committee comprised of representatives from each of the College’s 18 campuses.

Clasemann-Ryan provided an overview of Ivy Tech’s recent student success report that was submitted to CHE. This is the fourth year Ivy Tech has submitted an annual report, which detailed how the College is working to restructure its student services and support areas to increase completions for all students.

Clasemann-Ryan, Ginny Leonard, Director of Student Success and Retention, and LaKeisha Williams, Assistant Director of Student Success and Retention, presented on I-SUCCEED, which is a program that provides coaching and financial incentives to students to help them stay enrolled full-time and graduate. The program is currently at the Bloomington, Indianapolis, and Kokomo campuses.

Kathryn Stremiecki, Executive Director for Student Life and Development, and Wraparound Services, spoke about the Ivy Tech Student Leadership Academy. This 20 contact hour leadership development program is offered to students during the fall semester. Through the program, students learn leadership skills, professional skills, and the history and traditions of the College. Ten to fifteen students from each campus are selected to participate in the program, depending on the size of the campus. During the Fall 2019 application process, nearly 775 students applied to participate for 230 participant spots. The program boasts a 95% Fall 2018 to Spring 2019 retention rate.

Item 4 Chairman Anker called upon Trustee Andrew Wilson for a report from the Workforce Alignment Committee. Sr. Vice President for Workforce and
Careers Chris Lowery and members of his senior leadership team presented updates on various Workforce and Careers initiatives:

- Over $3M in external funding has been secured to date for the initial implementation of the Career Coaching and Employer Connections (CCEC) initiative; an additional $8M in funding is pending and other discussions are taking place (at varying stages), including with Lumina, Strada, and the Gates Foundation.

- The hiring of CCEC staff is in process, with executive directors at the Systems Office and alpha campus levels anticipated to be filled by late December 2019 and other positions (coaches, employer consultants, and career experience coordinators) by January 2020. A Resource Toolkit and technology platform for the Career Action Plan are being further developed for use with students starting this spring, and other possible technology solution discussions are ongoing with Strada.

- Ivy Tech is partnering with Purdue University as an educational provider in its cybersecurity apprenticeship program (P-CAP) funded by the US Department of Labor. Efforts are underway to explore P-CAP pathways for Ivy Tech students as well.

- Ivy Tech is partnering with The Multi Agency Academic Cooperation (MAAC) for Emergency Services Training facility in Valparaiso to align our degree curriculum and credit crosswalks with MAAC training. The partnership will allow the College to utilize fire equipment at the MAAC facilities for hands-on training for our students and provide MAAC program trainees the opportunity to receive academic credit and continue through degree completion at Ivy Tech.

- Under the Interdisciplinary Degree program, companies are increasingly creating stackable CT and TC pathways for their employees and also incorporating the CTs and TCs in apprenticeship programs. Some examples of employers are Berry Plastics, Ardagh, Beldon, and Caterpillar.

- Ivy Tech continues to pursue multiple avenues for obtaining industry-recognized certification completion data in order to count high-value certifications in our 50,000 credential completion goal and to inform our understanding of student pathways and workforce outcomes. High value is determined by whether the certification is linked to a high-demand Ivy Tech program and occupation. In order to be included, the certification completion data are readily available and reliable. For the 2018-19 academic year, the College will include 7,617 certification completions in the completion metric (at both the campus- and college- levels).
**Item 5** Chairman Anker called upon Trustee Kerry Stemler for a report from the Human Resources & Operations committee. Trustee Stemler reported there are no action items for approval.

The committee received a report from Michelle Simmons and Chad Bolser, the two vice presidents for operations, about the work of the Operations team in supporting campus leadership teams. Their report focused on the semi-annual campus updates where each of our 18 Chancellors and their Cabinets meet with President Ellspermann and her Cabinet. The most recent updates center were held in November and center on each campus’ performance on the metrics, including a root cause analysis when metrics are not met, and how the Systems Office team can support the campus in achieving the metrics moving forward. The second part of their report addressed the deeper level of support for campuses when metrics aren’t met for two consecutive years. The Operations team is working with three campuses to more fully develop this process and support metric attainment moving forward.

Interim Vice President Doran Moreland provided an update on the work that the College is doing in building Diversity, Equity and Belonging elements into student and employee functions of the College. Starting with accountability through Goal 8 of the Strategic Plan, the College is committed to understanding the individual needs of the students while meaningfully addressing employee satisfaction. Moreland introduced Doneisha Posey, the College’s newly hired Executive Director of Employee Diversity, Equity and Belonging. In the coming weeks, statewide processes for diverse hiring and promotion will be introduced, trainings focused on educational and racial equity will be identified for campus and administrative leadership, and student feedback will be collected and analyzed to create interventions for student success. Each of these efforts will be pursued to support the College’s vision of awarding 50,000 high-quality certifications, certificates, and degrees annually.

**Item 6** Chairman Anker called upon Trustee Jesse Brand for a report from the Budget & Finance committee. Trustee Brand reported there are two action items for approval. The committee received Fiscal Year 2019 update

Trustee Brand moved for approval.

**Resolution 2019-52**, Approval of Accounts Receivable Write-Offs for the Fiscal Year Ending June 30, 2019
Trustee Garatoni seconded the motion and the motion carried unanimously.

Trustee Brand moved for approval.

**Resolution 2019-53, Approval of Appirio, INC. Contract Services**

Trustee Garatoni seconded the motion and the motion carried unanimously

**Item 7**

Chairman Anker called upon Trustee Steve Schreckengast for a report from the Building and Grounds Committee. Trustee Schreckengast reported there are four action items for consideration and approval. The committee received an update on the status of the Columbus capital project and on State Board approved contracts, XBE spend.

Trustee Schreckengast moved for approval.

**Resolution 2019-54, Approval to Transfer Property to Muncie Schools, Muncie Campus**

Trustee Wade seconded the motion and the motion carried unanimously.

Trustee Schreckengast moved for approval.

**Resolution 2019-55, Approval to Enter Into an Easement Agreement, with the City of Evansville for Permanent Water and Sanitary Sewer, Evansville Campus**

Trustee Wilson seconded the motion and the motion carried unanimously.

Trustee Schreckengast moved for approval.

**Resolution 2019-56, Approval to Accept Offer for a Residential Property, Elkhart Campus**

Trustee Hunt seconded the motion and the motion carried unanimously.

Trustee Schreckengast moved for approval.

**Resolution 2019-57, Approval to Request State Trustees Authorize Alternate Delivery Method to Complete Kokomo Construction Project, Kokomo Campus**

Trustee Garatoni seconded the motion and the motion carried unanimously.
Item 8  Chairman Anker called upon Trustee Stephanie Wade for a report on the Marketing and Public Relations Committee. The Marketing and Public Relations Committee, heard from Kelsey Batten, Assistant Vice President Marketing & Communications.

The committee learned about the results of the 2018-2019 statewide digital campaign performance in which the College generated more than 10,000 applications, 15,000 click-to-chats, and 5,000 click-to-calls.

Additionally, Batten presented the 2019-2020 statewide digital campaign tactics and approaches including remarketing, AYD geofencing, focus on those with some college, no degree, etc.. Lastly, Batten reviewed the year-to-date statistics on statewide social media, the Ivy Tech website and earned media.

D. TREASURER’S REPORT:

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

Matt Hawkins noted that the State Board of Accounts financial statement Audit for Fiscal Year 2019 received an unmodified opinion. For fiscal year 2020, the College’s current operating overall revenue is on target. There is concern about the compositions of revenue, as tuition revenue is down compared to budget. Hawkins will closely monitor this in the coming days and weeks. Fiscal year 2020 expense is trending below budget by about $4M, due primarily to compensation.

Trustee Wilson moved for approval of the Treasurer’s Report. Trustee Dora seconded the motion and the motion carried unanimously.

E. STATE OF THE COLLEGE

Chairman Anker called upon President Ellspermann to provide State of the College. President Ellspermann called Sr. Vice President/Chief Operating Officer, Andy Bowne to provide update on 2018-2019 Metrics and Vice President for Student Success, Cory Clasemann-Ryan, to provide a corresponding retention update.

President Ellspermann then provided updates on IvyOnline, Single Moms Design Challenge and announced Faculty Council Chair, Jennifer Dennis Schaefer, Vice Chair, Thomas Chester and Secretary Leighann Rechtin.
President Ellspermann provided an overview of the Community Perception Survey work conducted by BBC on behalf of Ivy Tech.

Chancellor Kathy Lee introduced their community partner, the Boner Center and the Apartment Maintenance Training program that is conducted in partnership with Ivy Tech. The John Boner Neighborhood Centers (JBNC) inspires neighbors and partners to improve the quality of life on the Near Eastside by providing tools for change and growth. Ivy Tech and JBNC have partnered to create an apartment maintenance technician training program.

- Goal to develop maintenance technician pipeline to meet employer needs
- Employer partners: TWG, Stenz, Englewood CDC, Partners in Housing, JBNC
- Ivy Tech catered training to diverse employer needs
- Includes important industry certifications
- Includes 40 hour paid internship
- Opportunity to grow within field or move into construction and skilled trades

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 2019-58, Appointment of Campus Board of Trustees

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

Trustee Glick moved for approval of

Resolution 2019-59, Resolution on Performance and Compensation Metrics

Trustee Garatoni seconded the motion, and 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 Emmert O’Dell moved for approval to adjourn the meeting. Trustee Glick seconded the motion and the motion carried unanimously.
APPROVAL OF BOND FOR TREASURER AND ASSISTANT TREASURER
SYSTEMS OFFICE

RESOLUTION NUMBER 2020-6

WHEREAS, Pursuant to Article 3 Section 6 of the Trustee By-laws both the Treasurer and the Assistant Treasurer shall give a bond in an amount and with a surety approved by the Board, and

WHEREAS, each bond must be payable to the State and conditioned upon the faithful discharge of the Treasurer's and Assistant Treasurer's duties, and

WHEREAS, for many years the bond has been established in the amount of $100,000, and

WHEREAS, following research of the bond amounts of other institutions it is being recommended that the bond continue to be in the amount of $100,000.00.

NOW THEREFORE BE IT RESOLVED that the State Trustees of Ivy Tech Community College of Indiana do hereby approve the bonds for the Treasurer and Assistant Treasurer in the amount of $100,000.00 each with Travelers Casualty and Surety Company of America.

State Trustees
Ivy Tech Community College of Indiana

______________________________
Terry W. Anker, Chairman

______________________________
Andrew Wilson, Secretary

Dated February 6, 2020
APPROVAL TO ENTER INTO LEASE WITH CITY OF COLUMBUS BOARD OF AVIATION COMMISSIONERS, COLUMBUS CAMPUS

RESOLUTION NUMBER 2020-1

WHEREAS, Poling Hall on the Columbus Campus is located on property owned by the Board of Aviation Commissioners for the City of Columbus (“Airport Board”), and

WHEREAS, the College entered into a forty (40) year land lease agreement (“Lease”) on September 20, 1982 with the Airport Board to construct Poling Hall, and

WHEREAS, Ivy Tech will be constructing a new building at the Columbus Campus to replace Poling Hall, and

WHEREAS, the Airport Board and the Columbus Campus Administration have negotiated a new forty (40) year lease for the same property, and

WHEREAS, the lease term exceeds two years and therefore requires 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 forty (40) year lease with the Board of Aviation Commissioners for the City of Columbus in the amount of $1 per year, and

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

State Trustees
Ivy Tech Community College of Indiana

______________________________
Terry W. Anker, Chairman

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Andrew Wilson, Secretary

Dated February 6, 2020
RESOLUTION NUMBER 2020-2

WHEREAS, the Columbus Campus Building Replacement Capital Project was approved by the State Board of Trustees on August 2, 2018, and

WHEREAS, the total estimated cost for the project is $32,879,000, and

WHEREAS, after an evaluation process, interview, and staff review, CSO has been selected as the preferred bid for architectural and engineering services in the amount of $1,303,437 with an alternate of $45,000, and

WHEREAS, the bid process has been completed in accordance Indiana law related to Construction Manager as Constructor (CMc), and

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

NOW THEREFORE BE IT RESOLVED that the State Trustees of Ivy Tech Community College of Indiana do hereby approve the contract with CSO in the amount of $1,303,437 with an alternate of $45,000, 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 General Counsel.

STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE OF INDIANA

Terry W. Anker, Chairman

Andrew Wilson, Secretary

Dated: February 6, 2020
APPROVAL OF THE CONTRACT FOR THE DESIGN ARCHITECT SERVICES FOR
THE COLUMBUS BUILDING REPLACEMENT CAPITAL PROJECT
COLUMBUS CAMPUS

RESOLUTION NUMBER 2020-3

WHEREAS, the Columbus Campus Building Replacement Capital Project was approved by the State Board of Trustees on August 2, 2018, and

WHEREAS, the total estimated cost for the project is $32,879,000, and

WHEREAS, after an interview, and staff review, IwamotoScott has been selected as the preferred design architect in the amount of $1,019,180, and

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

NOW THEREFORE BE IT RESOLVED that the State Trustees of Ivy Tech Community College of Indiana do hereby approve the contract with IwamotoScott in the amount of $1,019,180, and

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

STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE OF
INDIANA

______________________________
Terry W. Anker, Chairman

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Andrew Wilson, Secretary

Dated: February 6, 2020
RESOLUTION NUMBER 2020-4

WHEREAS, the Columbus Campus Building Replacement Capital Project was approved by the State Board of Trustees on August 2, 2018, and

WHEREAS, the total estimated cost for the project is $32,879,000, and

WHEREAS, after an evaluation process, interview and staff review, Pepper Construction has been selected as the preferred bid for Construction Manager as Constructor (CMc), and

WHEREAS, the contract will be amended at a later date to include a guaranteed maximum price (GMP), estimated construction cost is $21,500,000, and

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

WHEREAS, the bid process has been completed in accordance with Indiana law related to Construction Manager as Constructor (CMc) practices, and

WHEREAS, an amendment to the base contract will be forthcoming to establish the GMP which will exceed $500,000, and

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

WHEREAS, the amendment will come before the Trustees for consideration once it has been established following the completion of the preconstruction services.

NOW THEREFORE BE IT RESOLVED that the State Trustees of Ivy Tech Community College of Indiana do hereby approve the contract with Pepper Construction in the amount of $30,000, 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 General Counsel.

STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE OF INDIANA

______________________________
Terry W. Anker, Chairman

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Andrew Wilson, Secretary

Dated: February 6, 2020
AUDIT COMMITTEE

Report will be given at the State Board of Trustees Meeting February 6, 2020
Academics & Student Experience

February 6\textsuperscript{th} Meeting
Agenda:

1. Faculty Council
2. IvyCares Update
3. IvyOnline
4. 8 – Week Course Update
5. Nursing Programmatic Update
Faculty Council

Chair
Jennifer Dennis Schaefer
Department Chair for Criminal Justice, Paralegal and Legal Studies
Evansville Campus

Vice Chair
Thomas Chester
Department Chair for Arts, Sciences and Education
Marion Campus

Secretary
Leighann Rechtin
Department Chair for Communications & General Studies
Lawrenceburg Campus/Batesville Site
IvyCares Update

Kat Stremiecki
Assistant Vice President for Student Life, Development, and Wraparound Services
From Wraparound Services to IvyCares

• Goal 1, Strategy 1 of the Strategic Plan
• 4 areas of wraparound services
  • Emergency Funds
  • Transportation
  • Food Insecurity
  • Mental Health
• Naming of department
IvyAssist

- Social care network to connect students with people and programs
- Ivy Tech users log in using their login credentials
- Search for services by zipcode
- Can search for services such as
  - Food
  - Housing
  - Transportation
  - Health
  - Money
Search for free or reduced cost services like medical care, food, job training, and more.

Zip 90210  Search
1228 programs serve people in Kokomo, IN (46902)

Type a search term, or pick a category
Search for free or reduced cost services like medical care, food, job training, and more.

Emergency Food

Emergency Food - All (2)

Food Delivery
Food Pantry
Help Pay For Food
Meals
Nutrition Education

Type a search term, or pick a category
Food Pantry
by St Luke's United Methodist Church

St Luke’s United Methodist Church provides food to meet basic nutritional needs for individuals and families in need. Our clients are children, adults or senior citizens with limited or no income.

- **Main Services:** food pantry
- **Serving:** anyone in need, all ages

Next Steps:
Contact or go to the nearest location or call 765-453-0555.

- 2.23 miles (Serves your local area)
- 700 East Southway Boulevard, Kokomo, IN, 46902
- Closed Now: See open hours

Food Pantry
by Center Road Church Of Christ
IvyAssist Data

• As of December,
  • 3 most common search terms: Food Pantry, Help Pay for Gas, and Help Find Housing
  • 15,269 unique users since site launched; 21,925 sessions
  • 41% of searches take place outside of business hours
  • Most common locations searched: Indianapolis, Sellersburg and Evansville for the month of November; South Bend (two zip codes) and Sellersburg for the month of December
IvyAssist Next Steps

Program claiming

Use data to market services currently available and recruit more community based organizations/social services
Uber Pilot Goals & Budget

Goals
• Student-centered
• Campus Flexibility
• Measurable Outcomes

Budget
• $300,000 ($250,000 + $50,000 Uber Match)
Uber Pilot

• Process
  • Student meets briefly with IvyCares staff
  • Staff discusses transportation options with the student.
  • If Uber is determined to be the best option, staff will complete a brief form with the student.
  • Staff sets up an Uber account for student
  • Controls can be put in place for each student
Other considerations

• Students without smartphones and/or form of payment on file
  • Rides can be set up on a student’s behalf using the campus account. For students without smartphones, texts can be sent to a basic cellular phone
• Meets a need for students who may not be able to access local public transportation
Data Collection

• Students who use Uber through this pilot will be tracked for completion of courses/term and retention

• What we have learned since the launch
Matthew Pittman
Assistant Vice President for Educational Technology
Efficiency Metrics

Sections

- Fall 2018: 420
- Fall 2019: 430

Enrollment

- Fall 2018: 6000
- Fall 2019: 9000
### Efficiency Metrics Cont.

<table>
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<tr>
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<th>Fall 2018 Average Section Size</th>
<th>Fall 2019 Average Section Size</th>
<th>Change ‘18 to ’19</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Day</td>
<td>23.13</td>
<td>25.31</td>
<td>+2.18</td>
</tr>
<tr>
<td>Last Day</td>
<td>19.44</td>
<td>22.39</td>
<td>+2.95</td>
</tr>
</tbody>
</table>
Course Outcomes Analysis

- **BIOL 101**
  - Enrollment increased 39.02%
  - Success rate (A, B, or C) increased by 4.2%
  - Withdrawal rate decreased by 1.1%

- **INFM 109**
  - Enrollment increased 5.4%
  - Success rate increased by 4.8%
  - Withdrawal rate decreased by 2.7%

- **PSYC 101**
  - Enrollment increased 14.55%
  - Success rate increased by 1.9%
  - Withdrawal rate held steady
Faculty Leads Develop Online Faculty

- Challenge faculty to post videos and to personalize the online classroom
- Pilot new tools in the online classroom, such as Packback and Perceivant
- Expand and innovate the course mentor role with the Instructional Design team
- Meet 1:1 with online faculty to develop confidence with technology and build trust with faculty
- Hold online-specific orientations prior to the start of term
Faculty Leads Build Communities of Instructors

- Hold weekly faculty meetings highlighting Ivy Tech opportunities, guest speakers (Provost Monroe was a guest), and best practices
- Develop a dynamic online site (ORGZ shell) where faculty can collaborate, discuss teaching, and locate resources
- Review outcomes data and collaborate with Instructional Designers and course mentors to make improvements
Faculty Survey Results (Fall 2019 Survey)

- 108 responses from current IvyOnline Arts, Sciences, and Education faculty
- 73% Strongly Agree and Agree that IvyOnline courses and programs are helping students achieve their educational goals
- 72% Strongly Agree and Agree that teaching with IvyOnline is desirable because IvyOnline develops and supports online faculty
- 71% Strongly Agree and Agree that IvyOnline is increasing scheduling efficiency
- 88% Strongly Agree and Agree that IvyOnline leadership and staff accurately respond to questions and concerns
8 – Week Course Update

Cory Clasemann-Ryan
Vice President for Student Success

&

Stacy Atkinson
Chancellor, Richmond
Fall 2019 Update

- Fall 2019: More than half (58%) of all courses offered in 8-week format
- Second year utilizing 8-week champions to support campus leadership and 8-week transition
- Revised mini-grants to support campus collaboration
- Beginning to address need to provide support services in new and innovative ways
- On-going faculty/staff professional development becoming part of our culture
Fall 2019 Grades

• Of the 14 core gateway courses when comparing 8-week vs. 16-week – pass rates were 6 percentage points higher

• When comparing all 8-week vs. 16-week courses
  • Withdraw rates (W grades) were 3.4 percentage points lower
    • 8.4% vs. 5.0%
  • FW rates (no longer attending class, but not officially withdrawn from the course) were 2.4 percentage points lower
    • 10.1% vs. 7.7%
# Gateway Course Pass Rates

## Fall 2019

<table>
<thead>
<tr>
<th>Course</th>
<th>Standard 16-week Term</th>
<th>8-Week Courses</th>
<th>First 8-week Term</th>
<th>Second 8-week Term</th>
<th>Fall 2018 8-Week vs. 16 Week</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCT101</td>
<td>68.6%</td>
<td>69.3%</td>
<td>71.3%</td>
<td>62.6%</td>
<td>0.7%</td>
</tr>
<tr>
<td>APHY101</td>
<td>65.5%</td>
<td>75.9%</td>
<td>77.8%</td>
<td>69.4%</td>
<td>10.4%</td>
</tr>
<tr>
<td>BIOL101</td>
<td>68.9%</td>
<td>69.8%</td>
<td>74.5%</td>
<td>65.1%</td>
<td>0.9%</td>
</tr>
<tr>
<td>COMM101</td>
<td>72.3%</td>
<td>78.4%</td>
<td>80.4%</td>
<td>76.7%</td>
<td>6.1%</td>
</tr>
<tr>
<td>ENGL111</td>
<td>58.0%</td>
<td>64.9%</td>
<td>69.4%</td>
<td>59.8%</td>
<td>6.9%</td>
</tr>
<tr>
<td>HIST101</td>
<td>70.2%</td>
<td>77.0%</td>
<td>80.9%</td>
<td>69.1%</td>
<td>6.8%</td>
</tr>
<tr>
<td>HLHS101</td>
<td>70.7%</td>
<td>77.4%</td>
<td>80.8%</td>
<td>73.6%</td>
<td>6.7%</td>
</tr>
<tr>
<td>MATH023</td>
<td>55.2%</td>
<td>66.1%</td>
<td>68.5%</td>
<td>57.5%</td>
<td>10.9%</td>
</tr>
<tr>
<td>MATH122</td>
<td>77.7%</td>
<td>81.5%</td>
<td>81.1%</td>
<td>81.9%</td>
<td>3.8%</td>
</tr>
<tr>
<td>MATH123</td>
<td>64.0%</td>
<td>65.8%</td>
<td>69.7%</td>
<td>62.4%</td>
<td>1.8%</td>
</tr>
<tr>
<td>MATH136</td>
<td>54.7%</td>
<td>57.7%</td>
<td>59.6%</td>
<td>56.0%</td>
<td>3.0%</td>
</tr>
<tr>
<td>PSYC101</td>
<td>66.1%</td>
<td>76.2%</td>
<td>80.0%</td>
<td>72.8%</td>
<td>10.1%</td>
</tr>
<tr>
<td>SOCI111</td>
<td>71.4%</td>
<td>72.6%</td>
<td>76.4%</td>
<td>69.5%</td>
<td>1.2%</td>
</tr>
<tr>
<td>All Courses</td>
<td><strong>73.2%</strong></td>
<td><strong>79.2%</strong></td>
<td><strong>81.1%</strong></td>
<td><strong>77.2%</strong></td>
<td><strong>6.0%</strong></td>
</tr>
</tbody>
</table>
Nursing Programmatic Update

Mary Anne Sloan
Vice President, Healthcare
Current and Future Demand

• Registered Nurses
  • 67,792 employed in 2019
  • 77,178 employed in 2029
  • 45,909 job openings between 2019 and 2029

• Licensed Practical Nurses
  • 15,386 employed in 2019
  • 17,019 employed in 2029
  • 13,122 job openings between 2019 and 2029
Current Programs

- Associate of Science in Nursing (ASN)
  - Offered at 18 campuses and 3 sites

- Practical Nursing (PN)
  - Offered at 18 campuses (Marion to be added Summer 2020) and 2 sites

- Licensed Practical Nurse to ASN
  - Offered at 18 campuses

- Paramedic to ASN
  - Offered at 2 campuses (2 other campuses considering)
Nursing Enrollment AY 16-17 thru Current

16.3% increase over 4 AY
Nursing Enrollment by Program

ASN TRAD: 1052, 1051, 1052

Legend: Blue = 2016-17, Orange = 2017-18, Grey = 2018-19, Yellow = 2019-2020
Nursing Graduates AY 16-17 thru AY 18-19

9.4% increase over 3 AY
### Nursing Graduates by Program AY 16-17

#### Current

<table>
<thead>
<tr>
<th>Program</th>
<th>2016-17</th>
<th>2017-18</th>
<th>2018-19</th>
<th>2019-20 td*</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASN TRAD</td>
<td>838</td>
<td>833</td>
<td>33</td>
<td>361</td>
</tr>
<tr>
<td>LPN-ASN</td>
<td>408</td>
<td>349</td>
<td>368</td>
<td>357</td>
</tr>
<tr>
<td>PARM-ASN</td>
<td>108</td>
<td>33</td>
<td>1</td>
<td>38</td>
</tr>
<tr>
<td>PN</td>
<td>361</td>
<td>351</td>
<td>398</td>
<td>458</td>
</tr>
</tbody>
</table>

---

*Note: td* represents the total degree.
NCLEX Pass Rates Annual 2016 - Present

<table>
<thead>
<tr>
<th>Year</th>
<th>ASN TRAD</th>
<th>LPN-ASN</th>
<th>PARM-ASN</th>
<th>PN</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>85%</td>
<td>86%</td>
<td>100%</td>
<td>50%</td>
</tr>
<tr>
<td>2017</td>
<td>88%</td>
<td>87%</td>
<td>85%</td>
<td>98%</td>
</tr>
<tr>
<td>2018</td>
<td>87%</td>
<td>84%</td>
<td>91%</td>
<td>96%</td>
</tr>
<tr>
<td>2019</td>
<td>88%</td>
<td>85%</td>
<td>99%</td>
<td>99%</td>
</tr>
</tbody>
</table>
NCLEX-RN Pass Rates AY 16 - Present

2% increase over 4 years

<table>
<thead>
<tr>
<th>Year</th>
<th>ITCC-ASN</th>
<th>National Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>85.3%</td>
<td>81.7%</td>
</tr>
<tr>
<td>2017</td>
<td>86.6%</td>
<td>84.2%</td>
</tr>
<tr>
<td>2018</td>
<td>86.8%</td>
<td>85.1%</td>
</tr>
<tr>
<td>2019</td>
<td>87.0%</td>
<td>86.5%</td>
</tr>
</tbody>
</table>
NCLEX PN Pass Rates AY 16 - Present

1.8% increase over 4 years

<table>
<thead>
<tr>
<th>Year</th>
<th>ITCC-PN</th>
<th>National Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>96.8%</td>
<td>83.7%</td>
</tr>
<tr>
<td>2017</td>
<td>96.4%</td>
<td>83.8%</td>
</tr>
<tr>
<td>2018</td>
<td>98.3%</td>
<td>86.2%</td>
</tr>
<tr>
<td>2019</td>
<td>98.3%</td>
<td>85.9%</td>
</tr>
</tbody>
</table>

ITCC-PN, National Ave, Linear (ITCC-PN)
Proposed Programs

- Medical Assistant to ASN
- Corpsman/Medic to ASN
- Both will be a similar pathway as current Paramedic to ASN program
- Two courses will allow both MA’s and Military medics to gain necessary foundational knowledge to continue in the ASN program

To be implemented in Fall of 2021 pending internal approval and Board of Nursing Commission for Nurse Education Accreditation (CNEA) approvals.
Faculty

- 848 IAC 1-2-19 - The ratio of faculty to students shall be a maximum of 1:10 or any portion thereof in the clinical or observational experience, exclusive of the nurse director or coordinator.

- 848 IAC 1-2-13 … The majority of the faculty shall be full-time employees of the institution.

- Current Faculty

  Full-time:       Adjunct:
  BSN – 10         BSN – 23
  MSN – 184        MSN – 55
  DNP/Ph.D./Ed.D. – 11  DNP – 1
  Total – 205       Total – 79

Faculty can teach in all programs.
Initiatives to Increase Enrollment and Retain Students

• Legislation – HB 1002- provision for Bachelor’s prepared nurses to teach at Associate level - enacted 2018
• Faculty “on loan”
• Dedicated Education Units
• Program Audits
• Exploring additional programs and pathways
• Utilizing alternative clinical placement options and times
• Ongoing efforts to assure all “seats” are filled up to the first day of class
• Pre-Nursing Pathway
• CNA credit
• Curriculum Revision (anticipate Fall of 2021)
Regulatory Considerations and Market Challenges

• Title 848 – Indiana State Board of Nursing
• Accreditation Standards – Commission for Nursing Education Accreditation (CNEA)
• Demand for qualified faculty - competing with nursing “practice” wages and benefits
  • Current RN average salary in Indiana is $62,317
  • Nursing faculty average is $54,675 (without benefits & fringes)
• Clinical sites in some service areas
• Large demand for nurses however we do not want to lower our admission standards which directly correlate with student success
Opportunities

• Recruitment of High School students (currently 29% of Nursing students are age 18-22)
• Continue work with Advising to assure student preparedness/appropriateness for Nursing
• Provide ATI Smart Prep or similar nursing preparation assistance to students
• Increase Nursing tutoring
• Innovation in clinical placements
• Addition of summer courses
• Exploring part-time, hybrid and/or distance learning options to meet the needs of students.
• Curriculum Revision
• Increased computer lab space
• Utilization of Program Fees
<table>
<thead>
<tr>
<th>Item</th>
<th>PN Program 4 Semesters - 45 Total Credit Hours</th>
<th>ASN Traditional Program 5 semesters - 65 Total Credit Hours</th>
<th>LPN to ASN Transition Program 4 semesters - 55 Total Credit Hours</th>
<th>Paramedic to ASN Transition Program 4 semesters - 57 Total Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>*IN-STATE Tuition ($137.85 per credit hour)</td>
<td>$6,203</td>
<td>$8,960</td>
<td>$7,582</td>
<td>$7,857</td>
</tr>
<tr>
<td>*OUT OF STATE Tuition ($269.69 per credit hour)</td>
<td>$12,136</td>
<td>$17,530</td>
<td>$14,833</td>
<td>$15,372</td>
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<tr>
<td>Technology Fee ($75 per semester)</td>
<td>$300</td>
<td>$375</td>
<td>$300</td>
<td>$300</td>
</tr>
<tr>
<td>ATI Testing Package (CARP) (non-refundable)</td>
<td>$425</td>
<td>$540</td>
<td>$540</td>
<td>$540</td>
</tr>
<tr>
<td>NRSG 128 Course Fee-ATI NCLEX Live Review (non-refundable)</td>
<td>$345</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>NRSG 208 Course Fee-ATI NCLEX Live Review (non-refundable)</td>
<td>NA</td>
<td>$345</td>
<td>$345</td>
<td>$345</td>
</tr>
<tr>
<td>Nursing Fee ($125 per semester following admission to and throughout enrollment in nursing program)</td>
<td>$375 (x 3 nursing course semesters - estimate only)</td>
<td>$500 (x 4 nursing course semesters - estimate only)</td>
<td>$375 (x 3 nursing course semesters - estimate only)</td>
<td>$375 (x 3 nursing course semesters - estimate only)</td>
</tr>
<tr>
<td>Books (estimate for entire program)</td>
<td>$2,000</td>
<td>$3,000</td>
<td>$3,000</td>
<td>$3,000</td>
</tr>
<tr>
<td>Physical Exam &amp; Immunizations</td>
<td>Varies</td>
<td>Varies</td>
<td>Varies</td>
<td>Varies</td>
</tr>
<tr>
<td>CPR Certification for the Health Care Provider</td>
<td>Varies</td>
<td>Varies</td>
<td>Varies</td>
<td>Varies</td>
</tr>
<tr>
<td>Background Check &amp; Drug Screen</td>
<td>$96</td>
<td>$96</td>
<td>$96</td>
<td>$96</td>
</tr>
<tr>
<td>Background Check &amp; Drug Screen Annual Recheck</td>
<td>$70</td>
<td>$70</td>
<td>$70</td>
<td>$70</td>
</tr>
<tr>
<td>Clinical Document Manager/Clinical Placement Manager</td>
<td>$70 (estimate)</td>
<td>$140 (estimate)</td>
<td>$70 (estimate)</td>
<td>$70 (estimate)</td>
</tr>
<tr>
<td>Uniforms &amp; Other Supplies</td>
<td>$300</td>
<td>$300</td>
<td>$300</td>
<td>$300</td>
</tr>
<tr>
<td>*IN-STATE</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Estimated Program Costs</td>
<td>$10,114+</td>
<td>$14,216+</td>
<td>$12,610+</td>
<td>$12,884+</td>
</tr>
<tr>
<td>*OUT OF STATE</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Estimated Program Costs</td>
<td>$16,049+</td>
<td>$22,776+</td>
<td>$19,861+</td>
<td>$20,400+</td>
</tr>
</tbody>
</table>

GRADUATE LPN or RN License Fees

License Fees
NCLEX exam fee ($200) Indiana State Board of Nursing (ISBN) background check fee ($39.45) ISBN License Application Fee ($50)

$289.45
NOTE: The $50 License Application Fee is required to be submitted to the ISBN in early February for any May graduates.

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NOTE: The $50 License Application Fee is required to be submitted to the ISBN in early February for any May graduates.
Program Fee

- Current Nursing student Program Fee is $125
- 50% to students’ home campus –from $3,000 to $83,000 (Avg ~$27K)
  - Campus Utilization of Fees
    - Tutoring
    - Student Assistance
    - Equipment
- 50% to Nursing Systems Office
  - Systems Office Utilization of Fees
    - Professional Development
      - National League for Nursing LEAD
      - National League for Nursing Executive
      - National League for Nursing Simulation
      - IU Simulation Training
      - Conference attendance
    - Mini-grants
    - Innovative campus programs
    - Tutoring
    - NCLEX Review Tools – U-World
    - Miscellaneous Campus Needs
    - Curriculum Consultant
    - Sponsorships – IHA, ICHA, etc.
Considerations

• Utilizing all current program fees we could increase by 12 nursing faculty positions statewide
• Current faculty and student support would require funding form another source
• Based on current enrollment, for every $100 increase in the nursing fee would recognize approximately $200K statewide in nursing fees allowing for 3 additional faculty Program Costs
Career Coaching and Employer Connections (CCEC) Updates

**Staffing**

**Systems Office CCEC Team Hires:**
- Brandi Smith, Executive Director Career Coaching
- Kathy Neary, Executive Director Employer Connections
- Cindy Randolph, Executive Director Career Experiences

**Alpha Campuses CCEC Hires:**
- Fort Wayne - Joe McMichael, Executive Director
- Indianapolis - Executive Director forthcoming
- Kokomo - Stephen Waddell, Executive Director
- Madison - Paula Clark, Director
- Sellersburg - Kofi Darku, Executive Director
- South Bend/Elkhart - Kelly Friend, Executive Director

**Full Alpha Team hires in-progress**

**Funding**
- $11.33 M secured
- $700 K pending
- Meetings scheduled in February with Lumina and Strada Foundations

**Employer Thought Leaders**
- Seeking input from stakeholders statewide

**Design Thinking Model**
- Human Centered approach
- Prototype, Test, Iterate

**Statewide Enthusiasm**
- DWD, employers, community organizations
Career Coaching and Employer Connections (CCEC) Updates

“Ivy Tech is known as the place to launch your career…”

• **Resource Tool Kit** (RTK) – exemplar tools for students, CCEC staff and employers

• **Career Action Plan** – accountability milestones at each 15-credit mark

• **Strategic Partnerships**: Skillful Indiana, Strada, Ascend Indiana

**So What**

• We are **professionalizing** the career development experience

• Ivy Tech will be a role model nationally for other academic institutions

• Matching critical hiring needs with Ivy Tech talent

**Now What**

• Extensive training for career coaches, employer consultants, and career experiences staff

• Spring RFP for Phase II Alphas
Human Resources
State Board of Trustees Meeting
February 6, 2020
Strategy Goal 5
Become Known as a Great Place to Work

2019
A Year in Review
Goal 5 Employee Strategies

5.1 Increase retention of high performing, diverse and talented employees
5.2 Foster creativity and increase innovation in faculty and staff
5.3 Recruit high performing, diverse and talented employees
5.4 Build a world class adjunct faculty model
5.5 Improve communications among employees
Key Achievements

- Implemented a 2.5% salary plan for continuing FT faculty and staff, adjunct faculty and part-time staff - up from 2% the previous year
- Raised the minimum salary for entry level full-time non-exempt staff to $30,000 and adjusted the minimums for non-exempt classification levels
- Implemented a Workplace Flexibility policy to provide various schedule options and alternative work location for staff members
- Created a seniority bridge for returning employees
Key Achievements

- Increased the rate of vacation accrual for non-exempt staff to align with administrative staff
- Adjusted for DOL’s January 1 salary threshold increase for exempt staff in October for 25 affected staff
- Adjusted full-time 9 month faculty pay schedule to eliminate pay gaps between terms
- Full-time 9 month faculty contracted days were reduced by five without adjustment to base salary
- Academic year calendar now includes a full week (5 days) Fall break for faculty
Key Achievements

- Approved policy change for full-time faculty to report lost time in same increments as staff
- Supported the staffing design and implementation of Ivy Online
- Focused Campus and Systems Office employee engagement efforts
- Held recordkeeping fees to same level for 403(b) and 457(b) retirement plans for another 3 years
- Added a diabetes prevention program at no cost to employees
- Launched auto enrollment for employee directed retirement savings
Key Achievements

- Created systems integration process of open enrollment elections from Ivy Benefits to Banner HR – saving significant staff time
- Developed a model for innovation spaces and stood up three pilots at the South Bend, Lawrenceburg and Muncie campuses
- Redesigned Supervisor Education to meet changing needs of the College
- Created a new executive/sr. leadership talent development program, Pathways to Peak Leadership, focused on the individual employee
Key Achievements

- Rolled out on-site Campus Cabinet training on performance improvement process
- Launched the Adjunct Faculty Certification Institute for adjunct faculty professional development and rank
- Launched new e-learning courses on information security/awareness, diversity, and career enrichment
- Published 3 talent development newsletters: Refresh & Recharge, Innovation & Creativity and Coaching
Early Starters for 2020

- Your Money Line – personal finance resource for full-time employees
- Staff performance evaluation process upgrade
- Implement spot bonus policy
- Launch statewide employee assistance program
- Restructure educational support tuition reimbursement policy
Budget & Finance Committee Report

State Board of Trustees
February 6, 2020
Agenda Items

1. OIT Update
2. Legislative Update
3. Debt & Capital Leases
4. Tax Intercept
5. Revenue & Expense
6. Surety Bond
Office of Information Technology (OIT) UPDATE
What is OIT?

187 Employees Across 6 Major Departments

- InfoSec & Infrastructure
- Enterprise Services
- Shared Services
- Business Intelligence
- CRM
- IT Project Management Office
OIT Facts

Hardware & Software

• 21,500+ computers (desktops and laptops)
• 851+ printers and 481 copiers
• Over 1,000 different software publishers

Network & Security

• 686.9 million web clicks occurred at the college last month
• Over 62.4 million emails sent to Ivy Tech last month
  • Of those, 49.5 million malicious emails were blocked
• Over 2,500 WiFi access points
OIT Facts

Custom Applications & ERP

• **30** custom web applications
• Over **270k** lines of custom code written by OIT staff
• Banner (our ERP/SIS) consists of:
  • Roughly **75 servers** total
  • Over **40 applications**
  • There are **7 database copies** (Oracle) across all instances
From the December Board meeting:

• SI implementation partner proposal for our SaaS CRM that integrates with the ERP/SIS and LMS.

What does that mean?
ERP/SIS

ERP – Enterprise Resource Planning
  • Human Capital Management and Finance system for the college

SIS – Student Information System
  • Student records, financial aid, registration, admissions, etc.

LMS – Learning Management System
  • Class assignments, grading, and other resources

• Ellucian’s Banner Product single system for both ERP and SIS since 2007.
FAFSA

• Federal FUTURE Act – passed and signed
  • FAFSA Simplification
  • Verification Relief
  • Repayment simplification
• SB 223 (Leising)
  • Requires all students in their senior year to complete and submit FAFSA with some exceptions
Other Updates

• Bills not heard in committee and passed by at least one Chamber are now “dead”
• Statehouse Day – at least 31 legislators stopped by
• HB 1007 – Cash for Capital Projects – passed and signed
• Workforce Cabinet – HB 1153 and HB 1419
  • Add more members to the workforce cabinet.
• Others
DEBT & CAPITAL LEASES
Benefits of Columbus Cash Funding

• Lowers cost of the project for the state
  • Projected interest of $13.3M at 2.60%
• Unencumbers $1.9M from state budget each year for the next 20 years
• Eliminates transaction costs of issuing bonds
• Allows Ivy Tech’s to continue to reduce fee replaced debt
• Provides future flexibility for issuing debt
Capital Lease Obligation
in millions

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount (in millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2015</td>
<td>$18.23</td>
</tr>
<tr>
<td>FY 2016</td>
<td>$16.47</td>
</tr>
<tr>
<td>FY 2017</td>
<td>$12.50</td>
</tr>
<tr>
<td>FY 2018</td>
<td>$10.66</td>
</tr>
<tr>
<td>FY 2019</td>
<td>$7.82</td>
</tr>
</tbody>
</table>
Number of Capital Leases

FY 2015: 14
FY 2016: 13
FY 2017: 8
FY 2018: 7
FY 2019: 4
<table>
<thead>
<tr>
<th>Property</th>
<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technology Building</td>
<td>$827</td>
<td>$765</td>
<td>$699</td>
<td>$628</td>
<td>$559</td>
</tr>
<tr>
<td>Rayl Building</td>
<td>$529</td>
<td>$483</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Dupont Building</td>
<td>$1,172</td>
<td>$1,114</td>
<td>$1,015</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Trialon Building &amp; First Ave Building</td>
<td>$1,614</td>
<td>$1,464</td>
<td>$1,309</td>
<td>$1,152</td>
<td>$0</td>
</tr>
<tr>
<td>Brentlinger &amp; Doughmaker Building</td>
<td>$984</td>
<td>$786</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Fishers Building</td>
<td>$312</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Perkins Building</td>
<td>$1,240</td>
<td>$1,179</td>
<td>$1,121</td>
<td>$1,061</td>
<td>$0</td>
</tr>
<tr>
<td>Michigan City Building</td>
<td>$1,564</td>
<td>$1,295</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Automotive Building</td>
<td>$626</td>
<td>$517</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Aviation Building</td>
<td>$1,859</td>
<td>$1,809</td>
<td>$1,756</td>
<td>$1,700</td>
<td>$1,641</td>
</tr>
<tr>
<td>OAMTC Building</td>
<td>$1,650</td>
<td>$1,475</td>
<td>$1,295</td>
<td>$1,109</td>
<td>$917</td>
</tr>
<tr>
<td>Crown Point Building</td>
<td>$5,854</td>
<td>$5,589</td>
<td>$5,308</td>
<td>$5,013</td>
<td>$4,703</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$18,231</strong></td>
<td><strong>$16,475</strong></td>
<td><strong>$12,502</strong></td>
<td><strong>$10,662</strong></td>
<td><strong>$7,821</strong></td>
</tr>
</tbody>
</table>
TAX INTERCEPT
FY 2020 Submitted to DOR

<table>
<thead>
<tr>
<th>Accounts</th>
<th>Dollars</th>
<th>Average Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>77,239</td>
<td>$53,101,081</td>
<td>$687</td>
</tr>
</tbody>
</table>
Dollars Recovered

in millions

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Dollars Recovered (in millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 13</td>
<td>$4.42</td>
</tr>
<tr>
<td>FY 14</td>
<td>$6.07</td>
</tr>
<tr>
<td>FY 15</td>
<td>$5.87</td>
</tr>
<tr>
<td>FY 16</td>
<td>$5.54</td>
</tr>
<tr>
<td>FY 17</td>
<td>$4.55</td>
</tr>
<tr>
<td>FY 18</td>
<td>$4.39</td>
</tr>
<tr>
<td>FY 19</td>
<td>$3.93</td>
</tr>
<tr>
<td>FY 20</td>
<td>$3.82 (Projected)</td>
</tr>
</tbody>
</table>
We received last year: $393.1
We planned to receive this year: $383.6
We adjusted for enrollment: $384.2
We actually received: $388.1
Expense

We spent last year $269.0
We planned to spend this year $285.1
We adjusted for enrollment $286.2
We actually spent $275.1
February 2020 Board Report

Active Grant Breakdown:
(127) Competitive Grants: $39,096,772
(23) Non-Competitive Grants: $27,804,588
(150) Total Active Ivy Tech Grants: $66,901,360

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

Grants Awarded During Period (19- $13,039,197)
(19) Competitive Grants: $13,039,197
(0) Non-Competitive Grants: $0

• **Muncie** received the Indiana Commission for Higher Education’s Stan Jones Student Success grant. The $4,500 grant will be used to expand the Cardinal Reboot program, a transfer program between Ivy Tech Muncie and Ball State University to assist students that are academically dismissed from Ball State.

• **Indianapolis** received $1,000,000 from the Marianne Glick and Mike Woods Charitable Fund of Central Indiana Community Foundation (CICF) for the Glick Scholars Program. The grant funding will provide wraparound services and support to Ivy Tech students receiving a scholarship from the TeenWorks Scholarship Fund, a fund of CICF.

• **Columbus** received a $2,000 grant from Corteva Agriscience to promote student engagement in science education. The funds will be used for a weather balloon launch, an opportunity for students to actively learn about atmospheric science.

• **Systems Office** was awarded a combined total of $8.25 million for the College’s Career Coaching and Employer Connections (CCEC) initiative. The $8,000,000 award from Lilly Endowment Inc. and the $250,000 grant from the Central Indiana Community Foundation will support the necessary operational and technology infrastructure costs to successfully implement the CCEC program.

Grants Submitted During Period (9 - $3,057,363)
(9) Competitive Grants: $3,057,363
(0) Non-Competitive Grants: $0

• **Lafayette** submitted a $997,424 proposal as part of Purdue University’s application to the National Science Foundation’s STEM Learning and Learning Environments, Broadening Participation, and Workforce Development grant initiative. The proposed project would incorporate data visualization into Ivy Tech STEM curriculum, teaching students to better understand and utilize raw, complex data.

• **Kokomo** submitted a $30,000 request to the Dukes Healthcare Foundation of Miami County for nursing scholarships.

• **Terre Haute** submitted a proposal to the Indiana Department of Natural Resources’ Next Level Trails grant opportunity. The $269,038 request will be used to support a trail development project on the campus, connecting Ivy Tech Terre Haute with the Vigo County Parks Development trail system at Ruble Park, the Garden Quarter apartment complex and Dixie Bee Elementary School.

Proposals Declined During Period (7 - $6,473,499*)
* A thorough review of proposals in submitted status was conducted during this time, which resulted in a significant amount of proposals being marked as declined.
Building, Grounds, and Capital Committee

Amanda Wilson
Vice President for Capital Planning and Facilities
Buildings, Grounds, and Capital Discussions

Construction and Land Acquisition Topics (Resolutions)
A. Columbus Campus- Airport Land Lease for Main Building
B. Columbus Campus- Capital Project Architect of Record Contract
C. Columbus Campus- Capital Project Design Architect
D. Columbus Campus- Capital Project CMc Contract

Informational Items
A. SBOT Approved Contracts and XBE Spend
A. Columbus Campus: Airport Land Lease

- The College entered into a lease with Airport Board on September 20, 1982, to construct Poling Hall (located at 4475 Central Ave, Columbus, IN 47203)
- Ivy Tech’s Columbus capital project is to construct a new building to replace Poling Hall on the same land
- The College has negotiated a new lease on the same property for another 40 years
- Lease amount remains the same at $1 per year

REQUEST: Approval of Land Lease with Board of Aviation Commissioners for the City of Columbus
B. Columbus Campus: Approval of Contract with CSO as the Architect of Record for the Columbus Capital Project

Selection Process

- Step #1: Request for qualifications
  - Submissions individually ranked by committee

- Step #2: Interviews and request for pricing
  - Interviews discussed and ranked by selection committee for collective score

- Requested a Best And Final Offer

- Total Contract: $1,303,437 (including reimbursables), plus $45,000 in FF&E specification services

REQUEST: Approval of contract with CSO in the amount of $1,303,437 with an alternate of $45,000
C. Columbus Campus: Approval of Contract with IwamotoScott as the Design Architect for the Columbus Capital Project

Selection Process
• Step #1: Received Shortlist from Cummins Foundation

• Step #2: Interviews and request for pricing
  • Interviews were ranked by selection committee for collective score; included architect of record representative

• Total Contract: $1,019,180 (including reimbursables)

• Design architect expenses covered by grant

REQUEST: Approval of contract with IwamotoScott in the amount of $1,019,180
D. Columbus Campus: Approval of Contract with Pepper Construction as the Construction Manager as Constructor (CMc) for the Columbus Capital Project

- Selection of partners completed in phases as architect and engineer
- Pre-construction phase of contract $30,000
- Guaranteed Maximum Price (GMP) will be established as design is developed and executed as an addendum to the pre-construction contract
- $50,000 Fee at Risk and $50,000 Incentive (funded from cost savings)
- We will receive cost estimates at multiple stages of design to confirm budget compliance
- Total project cost $32,879,000

REQUEST: Approval of contract with Pepper Construction in the amount of $30,000 with addendum to follow for GMP
Information Item A: SBOT Approved Contracts

Contract Approvals:

- Indianapolis OIT HVAC Replacements (JOC) 77.26% XBE
- Indianapolis ASAP Build Out Pending
- 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
Questions?
Marketing and Public Relations Update

Jeff Fanter and Kelsey Batten
Application Wildly Important Goal (WIG)

Increase Summer Applications from 0 to **11,368**

**Total Summer applications: 13,107** (115% to goal)

Increase Fall Applications from 0 to **42,898**

**Total Fall applications: 44,973** (105% to goal)

Increase Spring Applications from 0 to **21,293** by February 24, 2020

**Current Spring applications: 20,232** (95% to goal)

2019-2020 Academic Year from 0 to **75,559**

**Current total applications: 78,313** (104% to goal)
**Current Digital Marketing Efforts**

Focus on January, March, June, August 2020 start dates

Budget from campus pool dollars = $1,373,717 (spent $327K)

Cost per application goals created by campus
Currently hitting CPA for 17 of 18 campuses

Statewide cost per application goal = $125

**Current statewide CPA = $61.80**
Completed Applications and Cost by Week
Focus on March Start

Awareness Campaigns
Achieve Your Degree – Geofence locations
Some College/No Degree (2,751 clicks)

Lead Generation Campaigns
Upside Down Campaign ($35 CPA)
Volunteer Firefighters (831 clicks)
Next Level Jobs (5,085 clicks)

New Initiatives Being Tested
McDonald’s Geofencing (177 clicks)
Pay per conversion (5.3M impressions)
Homeschool (154 clicks)
2019-202 FAFSA filers
Post Applicant Nurturing (275 clicks)
Enrolled in 1st Eight Weeks but not 2nd (88 clicks)
Guest Student Pool (334 clicks)
Achieve Your Degree Campaign Interest

Served up 234,163 impressions

2,027 ad clicks

$1,073 investment

Cook Medical – 103
Adidas – 56
Union Hospital – 83
Kings Daughter Hospital – 69
Beacon Health Systems – 67
Subaru – 65
Jackson County Hospital – 63
Parkview – 61

Wabash National - 58
Deaconess – 56
Rolls Royce – 51
Lutheran Life Villages – 45
Lutheran Health – 45
Batesville Tool & Die – 45
Honda – 45
Need some additional education or training for a high-wage, high-demand career? Ivy Tech Community College can get you ready with classes starting in March—yes, March! There’s no need to wait. Ivy Tech now offers more March courses than ever before. With in-demand programs like information technology, healthcare, supply chain and advanced manufacturing, Ivy Tech is the place to get started—or continue working toward—your educational goals. Apply for free at Ivy Tech dot e-d-u. But hurry-- classes start March 16.
“This event was amazing. We ended up having 8 tables with a lot of hands on activities for the students to engage with. We easily spoke to over 350 students as we directed them to have one on one discussions with the faculty members we brought. ILI told me that we have been the best institution to work with from top to bottom.” – Ivy Tech South Bend’s German “Q” Quezada

“The ILI Education Summit was amazing! Myself and Karen Iglio from the Noblesville campus were able to put on workshops in front of well over 100 students each. At our booth, I was using a clicker to try and keep track of how many visitors we had and at the end of the day we were up over 600! I’m sure the number was even higher as I was speaking with students constantly and missed some that stopped by.” – Ivy Tech Central Indiana’s Andrew Penalva

Received a list of 695 students and developed a targeted campaign including digital, e-mail and text.
Social Media and Website

Facebook
• 116,063 followers
• 43,081,159 impressions

Twitter
• 8,341 followers
• 1,309,458 impressions

Instagram
• 4,505 followers
• 4,282,712 impressions

LinkedIn
• 119,397 followers
• 239,495 impressions

2019 Numbers
• 22.4 million page views

Top Three Pages
• Programs A-Z
• Apply Now
• Ivy Learn
Earned Media for 2019

Total Ad Equivalency = $4,507,026

- News (Print/Online) = $4,004,019
- Blogs = $138,159
- Television = $364,848

Kicked off 2020 with good PR
- McDonald’s partnerships
- Richard M. Fairbanks grant
- Lilly Endowment grant
- Over $1M in earned media
Research Project Update

Asked four to submit an RFP (select partner by February 28)
  • Asher Agency (Fort Wayne)
  • Willow Marketing (Indianapolis)
  • 360 Group (Indianapolis)
  • Borschoff (Indianapolis)

• Internal and External Audiences (kicks off early March)
  • Surveys
  • Focus Groups

• Phase I: Do we consider a name changed (complete by July)
• Phase II: What does our messaging look like to address perception challenges (complete by September)
Questions?

Thank You!
In Memory of Bill Goins
1952 - 2020

• State Board of Trustees 1995 – 2008
• Ivy Tech Foundation Board of Directors 1997 – 2020
• City of Rushville Council 1992 – 2003
• Rush County Boys & Girls Club Board of Directors President
• Rush County Foundation Advisory Board
• Great Friend, Board Member, Confidant, Community Leader, and Family-Centered Member
2019 Top Foundation Achievements

1. Results
   • 2019 was one of our finest years, $54.9M of donations and grants
   • 2020 fiscal year goal has been reached as of 12/31/19
   • All metrics achieved for 2019
   • Exceeding statewide campaign target by $8.7M (from inception to date)
   • 10 campuses above target for year 2 of campaign goal

2. Lilly Endowment Initiatives
   • $5.5M of CCEC grants received to date
   • $3M additional matching opportunity available
   • Additional opportunities of $24.5M

3. Growth in Circle of Ivy
   • Raised over $500,000 in four years
   • Nearing 800 members
   • Membership and governance review scheduled for 1st quarter of 2020

4. Increased Pipeline Management
   • 3 – 5 year pipeline update is under construction to be completed 12/31/20
   • Increased focus on campus pipeline development
## Contributions by Type (thru December)

<table>
<thead>
<tr>
<th>Donation Type</th>
<th>2019/20 YTD Actual</th>
<th>2019/20 Budget</th>
<th>% to FY Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants</td>
<td>$28.3</td>
<td>$29.1</td>
<td>97%</td>
</tr>
<tr>
<td>Planned Gifts</td>
<td>$7.0</td>
<td>$2.4</td>
<td>Exceeded</td>
</tr>
<tr>
<td>Major Gifts</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&gt;$10k</td>
<td>$8.3</td>
<td>$10.8</td>
<td>77%</td>
</tr>
<tr>
<td>Annual Fund</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt;$10k</td>
<td>$3.8</td>
<td>$4.2</td>
<td>90%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$47.4</strong></td>
<td><strong>$46.5</strong></td>
<td><strong>Exceeded</strong></td>
</tr>
</tbody>
</table>
# Campaign By Service Area

<table>
<thead>
<tr>
<th>Service Area</th>
<th>Campaign Goal In the Millions</th>
<th>Grand Total As of 12/31/19</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>$64.3</td>
<td>$32.4</td>
<td>50%</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>$23.7</td>
<td>44%</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>$22.1</td>
<td>42%</td>
</tr>
<tr>
<td>Statewide</td>
<td>$113.5</td>
<td>$29.3</td>
<td>26%</td>
</tr>
<tr>
<td>Subtotal</td>
<td>$285</td>
<td>$107.5</td>
<td>38%</td>
</tr>
</tbody>
</table>

**Goal:** Each Campus and Service Area @ 40% to Campaign Goal by June 30, 2020

Campuses @ 40% as of 12/31/19
- Bloomington
- Columbus
- Kokomo
- Lafayette
- Lake County
- Lawrenceburg
- Madison
- Muncie
- South Bend/Elkhart
- Valparaiso/Michigan City
It is important to:
• keep our momentum moving
• keep pushing forward
• stay ahead of goal in the silent phase of the campaign

There are several unknowns that could impact the next year of the campaign:
• 2020 Presidential election
  Donor uncertainty may delay gift decisions
  Administration changes could effect federal grant programs
• Potential for a recession
  Continue to solicit leadership gifts now, while the stock market and economy is strong
# Board Giving

Fiscal Year 2019/20

<table>
<thead>
<tr>
<th>*College Trustees</th>
<th>*Foundation Directors</th>
<th>Campus Boards</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>67%</strong>&lt;br&gt;10 out of 15</td>
<td><strong>63%</strong>&lt;br&gt;38 out of 60</td>
<td><strong>40%</strong>&lt;br&gt;53 out of 133</td>
</tr>
<tr>
<td>GOAL 100%</td>
<td>GOAL 100%</td>
<td>GOAL 80%</td>
</tr>
</tbody>
</table>

* Achieved 100% for past 6 years
Grants Update

Grants Proposals/Submissions - Highlights:

- 72 YTD Grant Submissions – as of December 31 we are at ~55% of annual goal
- Cummins Architecture Grant – Columbus Campus - $2.5M
- US Department of Education Student Support Services, 5 campuses – potential ~$6.25M

Lilly Endowment Work:

<table>
<thead>
<tr>
<th>Career Coaching &amp; Employer Connections</th>
<th>Charting the Future</th>
<th>Enhancing Opportunity in Indianapolis</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Focus:</strong> CCEC Model</td>
<td><strong>Focus:</strong> Equity &amp; Rural</td>
<td><strong>Focus:</strong> Decreasing Poverty</td>
</tr>
<tr>
<td><strong>Funding Potential:</strong> $8M</td>
<td><strong>Funding Potential:</strong> $5.5-15M</td>
<td><strong>Funding Potential:</strong> Up to $10M</td>
</tr>
<tr>
<td><strong>Status:</strong> $5M Awarded – Additional $3M available if matched</td>
<td><strong>Status:</strong> $500k planning grant received. Full proposal under development</td>
<td><strong>Status:</strong> Concept Paper Under Development</td>
</tr>
<tr>
<td><strong>Due Date:</strong> Match due by October 2021</td>
<td><strong>Due Date:</strong> April 15, 2020</td>
<td><strong>Due Date:</strong> March 2020</td>
</tr>
</tbody>
</table>
Circle of Ivy

Experiencing Continued Growth

MEMBERSHIP NUMBERS

- FY 15: 133
- FY 16: 270
- FY 17: 343
- FY 18: 401
- FY 19: 782
- FY 20: 781

Projected Member Number by June 30

Organizing Governance (Guiding Circle) in the New Year
#GivingTuesday Success

67% increase in giving since last year

Giving Tuesday FY Analysis

- FY 18: 246 donations, $20,233 raised
- FY 19: 415 donations, $40,650 raised
- FY 20: 558 donations, $67,799 raised

Number of Donations: Green
Dollars Raised: Blue

IN ALL DIRECTIONS WE MADE AN IMPACT!
THANK YOU FOR ALL YOU DO FOR IVY TECH!
### IVY TECH COMMUNITY COLLEGE

#### SPONSORED PROGRAM FUNDS

**November 1, 2019 THROUGH December 31, 2019**

<table>
<thead>
<tr>
<th>Grant Number</th>
<th>Campus</th>
<th>Title or Description</th>
<th>Source</th>
<th>Amount</th>
<th>Original Effective Date</th>
<th>Expiration Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>R03136</td>
<td>Indianapolis</td>
<td>181 INCB25 Foster Youth Recruitment <em>(increase)</em></td>
<td>Indiana Connected by 25, Inc</td>
<td>$38,060.00</td>
<td>11/1/2019</td>
<td>9/30/2020</td>
</tr>
<tr>
<td>R03138</td>
<td>Indianapolis</td>
<td>181 SUB Skill Up HCWIN DWD <em>(increase)</em></td>
<td>LF Charitable Holdings LLC</td>
<td>$55,224.00</td>
<td>7/1/2018</td>
<td>5/31/2020</td>
</tr>
<tr>
<td>R03347</td>
<td>Kokomo</td>
<td>151 Giving Shelf 2019</td>
<td>Community Foundation of Howard County, Inc</td>
<td>$1,000.00</td>
<td>7/1/2019</td>
<td>12/31/2019</td>
</tr>
<tr>
<td>R03254</td>
<td>Indianapolis</td>
<td>181 Glick Scholars Program</td>
<td>Central Indiana Community Foundation</td>
<td>$1,000,000</td>
<td>9/1/2019</td>
<td>8/31/2024</td>
</tr>
<tr>
<td>R03255</td>
<td>Columbus</td>
<td>201 IN-MaC CyberPatriot Camp</td>
<td>Purdue University</td>
<td>$1,500.00</td>
<td>6/8/2019</td>
<td>6/30/2020</td>
</tr>
<tr>
<td>R03256</td>
<td>Columbus</td>
<td>201 IN-MaC Career Explore Summer Camp</td>
<td>Purdue University</td>
<td>$2,000.00</td>
<td>10/24/2019</td>
<td>8/31/2020</td>
</tr>
<tr>
<td>R03258</td>
<td>Indianapolis</td>
<td>181 JAG College Success 2019-20</td>
<td>Indiana Department of Workforce Development</td>
<td>$81,000.00</td>
<td>7/1/2019</td>
<td>6/30/2020</td>
</tr>
<tr>
<td>R03349</td>
<td>Indianapolis</td>
<td>181 Ignite: Former Foster Youth</td>
<td>Nina Mason Pulliam Charitable Trust</td>
<td>$200,000.00</td>
<td>11/13/2019</td>
<td>11/15/2021</td>
</tr>
<tr>
<td>R03261</td>
<td>Indianapolis</td>
<td>181 Future of Work Lab Noblesville</td>
<td>Hamilton County Community Foundation</td>
<td>$75,000.00</td>
<td>10/1/2019</td>
<td>12/31/2021</td>
</tr>
<tr>
<td>R03262</td>
<td>South Bend</td>
<td>121 SUB Lilly LIFT iFlex Lab (ND)</td>
<td>University of Notre Dame</td>
<td>$1,000,000</td>
<td>4/1/2019</td>
<td>3/31/2024</td>
</tr>
<tr>
<td>R03259</td>
<td>Warsaw</td>
<td>122 Warsaw HS Tool Program - Zimmer</td>
<td>Zimmer Biomet Foundation, Inc</td>
<td>$10,000.00</td>
<td>8/1/2019</td>
<td>7/31/2020</td>
</tr>
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**Competitive**

Subtotal Competitive **$13,738,747.00**

**Non-Competitive**

Subtotal Non-Competitive **$ - **

**TOTAL** **$13,738,747.00**
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## DISBURSEMENTS OF $100,000.00 AND OVER
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### DISBURSEMENTS OF $100,000.00 AND OVER

#### FOR THE MONTH OF NOVEMBER 2019

#### PAGE 2

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### DISBURSEMENTS OF $100,000.00 AND OVER
FOR THE MONTH OF NOVEMBER 2019

#### PAGE 3

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## DISBURSEMENTS OF $100,000.00 AND OVER
FOR THE MONTH OF DECEMBER 2019

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### DISBURSEMENTS OF $100,000.00 AND OVER
FOR THE MONTH OF DECEMBER 2019
PAGE 2

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State Board of Trustees
President’s Report
Dr. Sue Ellspermann
McDonald’s Archways to Opportunity

Launched with statewide media event on January 9

McDonald's provides employees at its stores the opportunity to earn a college degree and/or certificate with little to no cost

- Tuition Assistance (Up to $2,500 for crew members and $3,000 for managers)
- Eligible after 90 days and minimum of 15 hours of work per week
Partner Highlight:

Mr. James Poore
The Poore Organization
Owner/Operator of 4 McDonalds in Northwest Indianapolis
James and Pam Poore

• Became owners of McDonalds in 2002
• Committed to the success of their employees: tutoring, emergency assistance and, of course, their pursuit of college
• Earned the Ronald Award, Coach of the Year, and Press On Awards
• Outstanding Young Alumni Award from IWU
• Distinguished Hoosier Award from State of Indiana
• Hosted Governor Holcomb for the statewide launch of McDonalds Archway Program
McDonald’s Partnership

CENTRAL INDIANA

• Working with an Advisory Group that consists of AYD, McDonald’s lead, Enrollment team, Career Development, and Campus Vice-Chancellors, and Marketing.
  • First meeting - Feb 4th. Action plan in place.

• Working with McDonald’s corporate to identify all Central Indiana locations and owner operators. Over 100 in Central Indiana.

• Focusing on Summer & Fall enrollment - Creating a calendar of events leading up to summer/fall semesters for events both on campus and at strategic McDonald’s locations.

• Will refer students seeking employment to McDonald’s career website.
What is Indy Achieves?

- Program created by Mayor Joe Hogsett
- Ensures every Marion County resident has ability to pursue and complete a postsecondary credential or degree at Ivy Tech or IUPUI
- Provides scholarships, wraparound services, mentorships and more
- Seeks out new potential students (Promise Scholarships) and helps others come back if unable due to outstanding balance (Completion Grants)
Promise Scholarship - Marion County residents who have financial need beyond financial aid
• 235 students were eligible to receive minimum award of $200, some received more based on unmet need
• $66,973.27 was applied to student’s accounts
• Fall to Spring retention of this group was 73%

Completion Grant - Marion County residents who have existing credits but have unpaid balances preventing reenrollment
• 206 students who owed a past due balance were assisted
• $122,491.42 in past debt paid off
• $176,103.87 in fall tuition paid
• 21 completions
• Fall to Spring retention 63%
## Metrics

### Student Success

<table>
<thead>
<tr>
<th></th>
<th>2018-19 Targets</th>
<th>2018-19 Actual</th>
<th>2019-20 Targets</th>
<th>2019-20 To Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall to Spring Retention</td>
<td>70%</td>
<td>71%</td>
<td>72%</td>
<td>70%</td>
</tr>
<tr>
<td>Fall to Fall Retention</td>
<td>50%</td>
<td>48%</td>
<td>52%</td>
<td></td>
</tr>
</tbody>
</table>

### Recruitment and Enrollment

<table>
<thead>
<tr>
<th></th>
<th>2018-19 Targets</th>
<th>2018-19 Actual</th>
<th>2019-20 Targets</th>
<th>2019-20 To Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue Generating Headcount</td>
<td>100,472</td>
<td>94,739</td>
<td>103,486</td>
<td>90,868</td>
</tr>
<tr>
<td>Revenue Generating Recruits</td>
<td>50,598</td>
<td>47,224</td>
<td>51,610</td>
<td>44,538</td>
</tr>
</tbody>
</table>

Our Communities. Your College.  
Pathways for Student Success and a Stronger Indiana.
### National Student Clearinghouse Data

#### Overall Enrollment Change

<table>
<thead>
<tr>
<th></th>
<th>Fall 2017</th>
<th>Fall 2018</th>
<th>Fall 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public 2-year</td>
<td>-1.7%</td>
<td>-3.2%</td>
<td>-1.4%</td>
</tr>
<tr>
<td>Ivy Tech</td>
<td>-4.9%</td>
<td>-0.8%</td>
<td>-0.8%</td>
</tr>
</tbody>
</table>

#### Enrollment Change by Age Group

<table>
<thead>
<tr>
<th></th>
<th>Fall 2017</th>
<th>Fall 2018</th>
<th>Fall 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>18-24</td>
<td>Over 24</td>
<td>18-24</td>
</tr>
<tr>
<td>Public 2-year</td>
<td>-0.5%</td>
<td>-11.5%</td>
<td>-7.3%</td>
</tr>
<tr>
<td>Ivy Tech</td>
<td>-3.8%</td>
<td>-7.7%</td>
<td>-2.8%</td>
</tr>
</tbody>
</table>

#### Enrollment Change by Full-time/Part-Time

<table>
<thead>
<tr>
<th></th>
<th>Fall 2017</th>
<th>Fall 2018</th>
<th>Fall 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Full</td>
<td>Part</td>
<td>Full</td>
</tr>
<tr>
<td>Public 2-year</td>
<td>-1.5%</td>
<td>-1.9%</td>
<td>-4.7%</td>
</tr>
<tr>
<td>Ivy Tech</td>
<td>-8.7%</td>
<td>-3.2%</td>
<td>-3.5%</td>
</tr>
</tbody>
</table>
Enrollment Factors: The Perfect Storm

Implications of Student Success Strategies
- Required Advising implemented Spring 2020 requiring students to have an academic plan to register (receive a PIN)
- 8-week courses, now at 60%, causing our students to enroll later and Banner, our SIS, can’t handle prereqs in back-to-back 8-weeks

Workforce Demand
- Stackable credentials resulting in more students “stopping out” with a credential less than their declared degree
- Employers actively recruiting students before completion

Schedule Decisions
- Spring 2020 start one week earlier than previous years
<table>
<thead>
<tr>
<th>Campus</th>
<th>Current FTE Spring</th>
<th>Previous FTE Spring</th>
<th>FTE Delta</th>
<th>Delta Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bloomington</td>
<td>2,046</td>
<td>2,314</td>
<td>-268</td>
<td>-11.6%</td>
</tr>
<tr>
<td>Evansville</td>
<td>1,465</td>
<td>1,626</td>
<td>-161</td>
<td>-9.9%</td>
</tr>
<tr>
<td>Fort Wayne</td>
<td>3,440</td>
<td>3,702</td>
<td>-262</td>
<td>-7.1%</td>
</tr>
<tr>
<td>Indianapolis</td>
<td>7,556</td>
<td>7,671</td>
<td>-116</td>
<td>-1.5%</td>
</tr>
<tr>
<td>Lafayette</td>
<td>2,134</td>
<td>2,360</td>
<td>-226</td>
<td>-9.6%</td>
</tr>
<tr>
<td>Lake County</td>
<td>1,993</td>
<td>2,008</td>
<td>-15</td>
<td>-0.8%</td>
</tr>
<tr>
<td>South Bend/Elkhart</td>
<td>1,803</td>
<td>1,768</td>
<td>35</td>
<td>+2.0%</td>
</tr>
<tr>
<td>Valparaiso</td>
<td>1,889</td>
<td>1,938</td>
<td>-49</td>
<td>-2.5%</td>
</tr>
<tr>
<td><strong>C1 Total</strong></td>
<td><strong>22,325</strong></td>
<td><strong>23,387</strong></td>
<td><strong>-1,062</strong></td>
<td><strong>-4.5%</strong></td>
</tr>
</tbody>
</table>
# C2 Campuses Spring FTE (2020 vs 2019)

<table>
<thead>
<tr>
<th>Campus</th>
<th>Current FTE Spring</th>
<th>Previous FTE Spring</th>
<th>FTE Delta</th>
<th>Delta Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Columbus</td>
<td>1,123</td>
<td>1,227</td>
<td>-104</td>
<td>-8.5%</td>
</tr>
<tr>
<td>Kokomo</td>
<td>1,172</td>
<td>1,270</td>
<td>-98</td>
<td>-7.7%</td>
</tr>
<tr>
<td>Muncie</td>
<td>1,344</td>
<td>1,526</td>
<td>-182</td>
<td>-11.9%</td>
</tr>
<tr>
<td>Sellersburg</td>
<td>1,576</td>
<td>1,703</td>
<td>-126</td>
<td>-7.4%</td>
</tr>
<tr>
<td>Terre Haute</td>
<td>1,762</td>
<td>1,986</td>
<td>-224</td>
<td>-11.3%</td>
</tr>
<tr>
<td><strong>C2 Total</strong></td>
<td><strong>6,977</strong></td>
<td><strong>7,711</strong></td>
<td><strong>-734</strong></td>
<td><strong>-9.5%</strong></td>
</tr>
</tbody>
</table>
## C3 Campuses Spring FTE (2020 vs 2019)

<table>
<thead>
<tr>
<th>Campus</th>
<th>Current FTE Spring</th>
<th>Previous FTE Spring</th>
<th>FTE Delta</th>
<th>Delta Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anderson</td>
<td>738</td>
<td>873</td>
<td>-136</td>
<td>-15.5%</td>
</tr>
<tr>
<td>Lawrenceburg</td>
<td>668</td>
<td>695</td>
<td>-27</td>
<td>-3.9%</td>
</tr>
<tr>
<td>Madison</td>
<td>419</td>
<td>470</td>
<td>-50</td>
<td>-10.7%</td>
</tr>
<tr>
<td>Marion</td>
<td>336</td>
<td>366</td>
<td>-30</td>
<td>-8.1%</td>
</tr>
<tr>
<td>Richmond</td>
<td>735</td>
<td>793</td>
<td>-58</td>
<td>-7.3%</td>
</tr>
<tr>
<td><strong>C3 Total</strong></td>
<td><strong>2,896</strong></td>
<td><strong>3,197</strong></td>
<td><strong>-301</strong></td>
<td><strong>-9.4%</strong></td>
</tr>
</tbody>
</table>

Total Statewide Annual Spring FTE is down 6.1% vs. 2019
Ivy Tech Fresh Start eligible past students via outreach – 17,147
Total past students completing interest forms - 830

Fresh Start students with signed agreements - 112
Re-enrolled students $50 and less forgiven – 21

Fresh Start Dollars Committed to date - $110,000
Volunteer Firefighters Scholarship

Purpose
• Recruit and retain Volunteer Firefighters in rural communities championed by Rep. Randy Frye

Spring 2020
• Nearly 90 students and more than $110K offered in scholarships to date (of $250K Ivy Tech commitment)

Media events
• Lawrenceburg with Representative Frye
• Bedford with Senator Koch
• Facebook/social media activity by IVFA
Uber Solution

Purpose
• Solve transportation challenge for students, particularly where bus transportation is not robust
• First collaboration in the country between higher education and Uber

How it will work
• Uber is gifting $50k and Ivy Tech is committing $250k to pilot a platform developed with Uber, which campuses can control

Most likely uses
• Transport students home before/after bus routes begin/end
• Emergency transportation (flat tire) to get student to/from class within the hour
• Transport a student to a clinical site which is not on a bus route

How you can help
• Pilot program is funded by Systems Office and Uber funds. If successful, campuses will need to fund/fundraise to continue the program.
• Ivy Tech will track the impact on retention and completion of students who utilize this service.
• Ivy Tech Foundation will be instrumental in ensuring this innovative option remains available for students.
What are we doing about enrollment?

- **Emphasis on 2nd 8-week opportunities** - course offerings, increasing FTE, previous term not Spring, fifth start for the year (those not able to start in Jan., those dropped for non-payment)
- **4DX efforts** - Cabinet, Campus Teams, Author of 4DX on campus March 18
- **Employer Engagement** - AYD, McDonald’s
- **Root cause analysis and corrective action** (statewide analysis, additional training)
- **Strategic Enrollment Planning** is underway at all campuses
What are we doing about enrollment (long-term)?

Strategic Enrollment Planning
• Pilot campuses – kick-off May 2019 with Ruffalo Noel Levitz
  • Evansville, Fort Wayne, Indianapolis, Valparaiso
  • Final plans submitted December 2019
  • 6 month check in meetings with cabinets to be scheduled

14 remaining campuses – kick-offs staggered from September through December 2019
• Systems Office plan to be added
• Final plans due March 2020
• 6 month check in meetings with cabinets to be scheduled
SEP is a continuous and data-informed process that:

• Uses a return-on-investment (ROI) and action item approach;
• Aligns the institution’s mission, current state, and changing environment; and
• Aligns and integrates academic and co-curricular planning with marketing, recruitment, retention, and financial aid strategies…

…to foster planned long-term enrollment and fiscal health.
## Metrics

<table>
<thead>
<tr>
<th>Completion</th>
<th>2018-19 Targets</th>
<th>2018-19 Actual</th>
<th>2019-20 Targets</th>
<th>2019-20 To Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Credentials Earned</td>
<td>23,000</td>
<td>35,293</td>
<td>25,000</td>
<td>13,839</td>
</tr>
<tr>
<td>Students Completing (100%)</td>
<td>8%</td>
<td>18%</td>
<td>10%</td>
<td></td>
</tr>
<tr>
<td>Students Completing (150%)</td>
<td>16%</td>
<td>24%</td>
<td>19%</td>
<td></td>
</tr>
<tr>
<td>Students Completing (300%)</td>
<td>19%</td>
<td>18%</td>
<td>23%</td>
<td></td>
</tr>
</tbody>
</table>

*Our Communities. Your College.*
*Pathways for Student Success and a Stronger Indiana.*
## Metrics

<table>
<thead>
<tr>
<th>Workforce</th>
<th>2018-19 Targets</th>
<th>2018-19 Actual</th>
<th>2019-20 Targets</th>
<th>2019-20 To Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>High-Demand/Low-Supply Completions (Growing)</td>
<td>70%</td>
<td>70%</td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td>High-Demand/Limited-Enrollment Completions (Capped)</td>
<td>12.5%</td>
<td>15%</td>
<td>13%</td>
<td></td>
</tr>
<tr>
<td>Low-Demand/High-Supply Completions (Shrinking)</td>
<td>7.5%</td>
<td>9%</td>
<td>7%</td>
<td></td>
</tr>
<tr>
<td>Demand/Supply Equilibrium Completions (Equilibrium)</td>
<td>10%</td>
<td>5%</td>
<td>30%</td>
<td></td>
</tr>
<tr>
<td>Median Wages at Year One (Percent Above State Median)</td>
<td>41%</td>
<td>47%</td>
<td>45%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Employee</th>
<th>2018-19 Target</th>
<th>2018-19 Actual</th>
<th>2019-20 Target</th>
<th>2019-20 To Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Engagement</td>
<td>71.2</td>
<td>72</td>
<td>73</td>
<td>72</td>
</tr>
</tbody>
</table>
Grant announcements – Fairbanks and Lilly

New Funding Secured for Ivy Tech Initiative

INDIANAPOLIS - The new career coaching and employer connections initiative by Ivy Tech has received new funding in the form of a grant from the Richard M. Fairbanks Foundation. The more than $1 million grant will help to facilitate employer connections in the program from enrollment to graduation.

The statewide initiative will focus on career readiness that will require students to develop a career action plan within the first semester. Ivy Tech coaches will work with students to ensure career-aligned milestones occur every 15 credit hours, which includes interview preparation, resume development, and employer engagement.

“We are grateful and honored for the investment the Richard M. Fairbanks Foundation has made in Ivy Tech and our students,” Ivy Tech President Sue Ellspermann said. “Our approach to the career’s one that we refer to as career advising or career services is going to change and become part of the student experience from day one so that when our graduates leave that they have a career they are ready to enter into a high-value, high-demand job.”

Ivy Tech plans to phase in the new program over the next four years. The first phase has begun on six campuses: Indianapolis, Fort Wayne, South Bend/Elkhart, Kokomo, Sellersburg, and Madison. Student initiative activities will start on these campuses this spring.

Ivy Tech Lands $8M for Career Coaching Program

INDIANAPOLIS - Indianapolis-based Lilly Endowment Inc. has awarded the Ivy Tech Foundation a $8 million grant to support a new employment initiative launched by Ivy Tech Community College.

The Career Coaching and Employer Connection program is designed to help better prepare Ivy Tech graduates by emphasizing career readiness practices in addition to course work.

“We know that employers and have designed this program to ensure our graduates leave Ivy Tech career-ready, enter into available high-value, high-demand careers within local industry, and earn family-sustaining wages,” said Ivy Tech President Sue Ellspermann.

Ivy Tech’s new academic approach puts more emphasis on career advising and employer engagement throughout their time at Ivy Tech, not just when they’re ready to graduate.

As part of the CCCC, each student will have a required career action plan that has benchmarks every 15 credit hours, including resume development, interview preparation, and embedded “work and learn” experiences within their career focus.

“Lilly Endowment is impressed with the quality of thought and planning that has resulted in this strategic new approach to help Ivy Tech’s students prepare for and find meaningful careers in Indiana,” said Ted Maple, Lilly Endowment’s vice president for education.
# Metrics

## Financial

<table>
<thead>
<tr>
<th></th>
<th>2018-19 Targets</th>
<th>2018-19 Actual</th>
<th>2019-20 Targets</th>
<th>2019-20 To Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reserves: Days on Hand</td>
<td>180 Days</td>
<td>236 Days</td>
<td>180 Days</td>
<td></td>
</tr>
<tr>
<td>Reserves: Percent Annual Growth</td>
<td>3%</td>
<td>18.6%</td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td>Total Dollars Raised (Foundation and Grants)**</td>
<td>$52.3M</td>
<td>$54.9M</td>
<td>$46.5M</td>
<td>$49.8M</td>
</tr>
</tbody>
</table>

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

## Community

<table>
<thead>
<tr>
<th></th>
<th>2018-19 Target</th>
<th>2018-19 Actual to Date</th>
<th>2019-20 Target</th>
<th>2019-20 To Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Satisfaction Survey</td>
<td>N/A</td>
<td>8.06</td>
<td>8.0</td>
<td>8.18</td>
</tr>
</tbody>
</table>

*Our Communities. Your College. Pathways for Student Success and a Stronger Indiana.*
## Diversity, Equity and Belonging

### Student Goals

<table>
<thead>
<tr>
<th>Goal Description</th>
<th>2019 Actual</th>
<th>2020 Target Reduction</th>
<th>2021 Target Reduction</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% (6%)</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>-0.4% (5.8%)</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>-0.7% (4.7%)</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>-0.8% (5.7%)</td>
</tr>
</tbody>
</table>

### Employee Goals

<table>
<thead>
<tr>
<th>Goal Description</th>
<th>2019 Actual</th>
<th>2020 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Belonging Score</td>
<td>0.0</td>
<td>Above 0.0</td>
</tr>
<tr>
<td>Affirmative Action Plans</td>
<td>0 complete</td>
<td>19 approved plans by 10/1/2020</td>
</tr>
</tbody>
</table>
## Goal 8 Student Metrics

Our goal is to eliminate equity gaps in 10 years specifically measured by:
- Conversion Rate
- Fall to Fall Retention
- 100% Completion Rate
- 200% Completion Rate

<table>
<thead>
<tr>
<th>Conversion Rate Gap Percentage (White Students to Students of Color)</th>
<th>Year</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>7.0%</td>
<td></td>
</tr>
<tr>
<td>2021</td>
<td>6.0%</td>
<td></td>
</tr>
<tr>
<td>2022</td>
<td>5.0%</td>
<td></td>
</tr>
<tr>
<td>2023</td>
<td>4.0%</td>
<td></td>
</tr>
<tr>
<td>2024</td>
<td>3.0%</td>
<td></td>
</tr>
<tr>
<td>2025</td>
<td>2.0%</td>
<td></td>
</tr>
<tr>
<td>2026</td>
<td>1.0%</td>
<td></td>
</tr>
<tr>
<td>2027</td>
<td>0.0%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fall to Fall Retention Gap Percentage (White Students to Students of Color) Stretch goal</th>
<th>Year</th>
<th>Stretch goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>6.2%</td>
<td></td>
</tr>
<tr>
<td>2021</td>
<td>5.8%</td>
<td></td>
</tr>
<tr>
<td>2022</td>
<td>5.0%</td>
<td></td>
</tr>
<tr>
<td>2023</td>
<td>4.0%</td>
<td></td>
</tr>
<tr>
<td>2024</td>
<td>3.0%</td>
<td></td>
</tr>
<tr>
<td>2025</td>
<td>2.0%</td>
<td></td>
</tr>
<tr>
<td>2026</td>
<td>1.0%</td>
<td></td>
</tr>
<tr>
<td>2027</td>
<td>0.0%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>100% Completion Rate Gap Percentage (White Students to Students of Color) Stretch goal</th>
<th>Year</th>
<th>Stretch goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>5.4%</td>
<td></td>
</tr>
<tr>
<td>2021</td>
<td>4.7%</td>
<td></td>
</tr>
<tr>
<td>2022</td>
<td>3.9%</td>
<td></td>
</tr>
<tr>
<td>2023</td>
<td>3.0%</td>
<td></td>
</tr>
<tr>
<td>2024</td>
<td>1.9%</td>
<td></td>
</tr>
<tr>
<td>2025</td>
<td>1.0%</td>
<td></td>
</tr>
<tr>
<td>2026</td>
<td>0.5%</td>
<td></td>
</tr>
<tr>
<td>2027</td>
<td>0.0%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>200% Completion Rate Gap Percentage (White Students to Students of Color) Stretch goal</th>
<th>Year</th>
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Campus Board Visits

Purpose

• Get to know 18 Campus Boards (CBOT) across the state

• Share statewide metrics, alongside their campus performance

• Review role of CBOT and answer questions regarding new structure

• Ask CBOT to assist campuses with difficult metrics in helping us serve their community and citizens
Campus Board Visit Calendar

**Visited (5)**
- Anderson (December 17)
- Valparaiso/Michigan City (January 10)
- Marion (January 21)
- Indianapolis (January 27)
- Bloomington (January 28)

**Scheduled (11)**
- Columbus (February 11)
- Richmond (February 13)
- Sellersburg (March 3)
- Kokomo (March 5)
- Lake County (March 12)
- South Bend/Elkhart (March 16)
- Madison (March 17)
- Terre Haute (March 20)
- Fort Wayne (March 24)
- Lafayette (April 20)
- Muncie (April 21)

**To Be Scheduled (2)**
- Lawrenceburg
- Evansville
APPOINTMENT OF CAMPUS BOARD TRUSTEES

RESOLUTION NUMBER 2020-5

WHEREAS, the Evansville Campus Board have recommended individuals to serve on the Evansville Campus Board.

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

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

STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE OF INDIANA

______________________________
Terry W. Anker, Chairperson

______________________________
Andrew Wilson, Secretary

Dated: February 6, 2020
<table>
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<tr>
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<td>Rev. Rabon L. Turner, Sr.</td>
<td>At Large</td>
<td>6/30/2023</td>
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