

**MINUTES OF THE MEETING OF THE STATE
BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
June 22, 2016**

Chairperson Paula Hughes called the June 22, 2016 regular meeting of the State Board of Trustees to order at 1:00 pm at the Crowne Plaza Indianapolis, Downtown Union Station, 123 W. Louisiana St, Indianapolis, IN

A. ROLL CALL

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

The following State Trustees were present:

**Ms. Paula Hughes, Chairperson
Mr. Michael R. Dora, Vice Chair
Mr. Jesse Brand
Mr. Larry Garatoni
Mr. Richard R. Halderman
Ms. Lillian Sue Livers
Mr. Lee J. Marchant
Mr. Steve Schreckengast
Mr. Darrel Zeck**

The following State Trustees were unable to attend:

**Mr. Michael A. Evans
Mr. Bob Jones, Secretary
Mr. Stewart McMillan
Ms. Kimra Schleicher
Ms. Kaye H. Whitehead**

B. EXECUTIVE SESSION MEMORANDA:

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

The State Board of Trustees met in Executive Session on June 21, 2016 at 1:00 p.m. at the Crowne Plaza Indianapolis, Downtown Union Station, 123 W. Louisiana St, Indianapolis, IN

Members present were: Mr. Richard R. Halderman, Ms. Paula Hughes, Mr. Michael Dora, Mr. Bob Jones, Mr. Jesse Brand, Mr. Larry Garatoni, Ms. Lillian Sue Livers, Mr. Lee J. Marchant, Mr. Steve Schreckengast, and Darrell Zeck

Members absent were: Mr. Michael A. Evans, Mr. Stewart McMillan, Ms. Kimra Schleicher, Ms. Kaye H. Whitehead

The Trustees considered the following items as permitted under IC 5-14-1.5-6.1(b). For each subject, a reference to the applicable subdivision of IC 5-14-1.5-6.1 (b) and a description of that subject are included.

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

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

C. NOTICES OF MEETING MAILED AND POSTED:

Vice Chair Michael Dora serving as acting secretary in Bob Jones absence confirmed that notices of the June 22, 2016, regular meeting were properly mailed and posted.

D. APPROVAL OF BOARD MINUTES:

Trustee Sue Livers moved for approval of the minutes of the April 13, 2016 regular board meeting. Trustee Garatoni seconded the motion and the motion carried unanimously.

Trustee Richard Halderman moved for approval of the minutes of the May 18, 2016 special board meeting. Trustee Sue Livers seconded the motion and the motion carried unanimously.

E. COMMITTEE REPORTS:

- Item 1** Chairperson Hughes reported that the Executive Committee met, and made mention of President Snyder's last Board meeting and President Elect Sue Ellspermann's Listening Tour visiting all regions at Ivy Tech Community College the month of June and will start officially on July 1, 2016. Speaking on behalf of the board that they are excited for the new potentials for Ivy Tech Community College and look forward to the grace and passion she will bring to the Office of the President.
- Item 2** Chairperson Hughes called upon Trustee Schreckengast, Chair of the Committee, to give the **Building, Grounds and Capital Committee Report**. Trustee Schreckengast reported three action items for approval.

Trustee Schreckengast moved for approval of

Resolution 2016-15, Approval of Contract with Monroe Construction Group, LLC for Renovation to Kokomo Main Campus, Region 5/Kokomo Indiana

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

Trustee Schreckengast moved for approval of

Resolution 2016-16, Approval to Enter into Financial Agreement with Foundation to Assist with Precision AG Project Region 7/Terre Haute

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

Trustee Schreckengast moved for approval of

Resolution 2016-17, Approval to Purchase Land Located at the Corner of Capitol Avenue and 28th Street in Indianapolis Region 8/Central Indiana

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

The committee received information on an upcoming greenhouse project in Fort Wayne. We also received an update on the Capital Planning Process and discussed the newly created Capital Review Committee which will be making recommendations for projects to the Board at our next meeting.

Item 3

Chairperson Hughes called upon Trustee Jesse Brand, Member of the Committee, for a report from the **Budget and Finance Committee**. Trustee Brand reported the committee received update on the College's 2016-2017 Operating Budget

Trustee Brand moved for approval of

Resolution 2016-18, Approval of the College 2016-17 Fiscal Year Operating Budget

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

Trustee Brand moved for approval of

Resolution 2016-19, Approval of the Purchase of Anatomage Tables for the Health Sciences and Nursing Program

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

Trustee Brand moved for approval of

Resolution 2016-20, Approval to Enter into Statement of Work for Student Coaching Programs, Office of the President/Statewide

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

Item 4

Chairperson Hughes called upon Trustee Sue Livers, Member of the Committee, for a report from the **Planning and Education Committee**. Trustee Livers reported there is one action items for approval. Trustee Livers noted we had many updates.

Jeff Fanter and Kara Monroe presented on an initiative to review and address scheduling including block and predictive scheduling.

A project is underway that is looking at four elements of scheduling and developing future state plans for these scheduling processes. Those are: predictive/block scheduling; multi-campus scheduling; the process of schedule building and recovery processes for student enrollment when classes are cancelled.

Survey results from students regarding preferences for course scheduling and information needed at new student orientation were reviewed. Some of the findings from the surveys are:

Full Time students are equally divided between transfer and workforce objectives

Part Time students are more focused on workforce objectives

Overall, there isn't one stand-out day/time frame preferred – however a few trends emerged:

10 am to 12 pm is the most preferred time frame day for all students

Part Time students generally preferred evening courses more than full-time students and prefer almost as much at the 10-12 time frame.

A “new finding” is a preference for shorter term classes for students who want online classes

Students are very interested in receiving a year-long schedule of classes and even a prescriptive schedule of courses for their programs.

There is also a preference for predictive scheduling a year in advance

Order of preference for students toward course selection

1. Location
2. Time
3. Day
4. Instructor

Students identified College resources and the importance of studying/class preparation as information for new student orientation

Next steps will be student focus groups in the fall – to follow-up on the information students relayed in the survey. Jeff and Kara will also use the information gained through this survey and the overall project to inform the revision of the College's orientation program.

Jeff Fanter presented on Summer enrollment

Summer 2016 enrollment is -4% from Summer 2015 (Summer 2015 enrollment was -7% from Summer 2014)

President Snyder reported there is a federal initiative to re-establish summer Pell grants which is expected to have a positive impact on future summer enrollment.

An analysis of the tuition freeze relays that growth in summer enrollment from the tuition freeze will probably not offset the revenue reduction from the tuition freeze.

Russ Baker presented an update for the University Transfer Division. The differences between the AS degrees (transfer focus) and AAS degrees (workforce focused) were discussed. The AS degrees have more general education courses than the AAS degrees. The 30 cr. hr. general education core is embedded in each AS degree and transfers to public universities via state legislation. He also provided enrollment and completion data for the last four years that shows an increase in completions, while enrollment has followed the statewide decline.

The Transfer Division program enrollment percentage decline over the past several years generally reflects the overall percentage decline in the College's enrollment. It was noted that the General Studies degree has the highest number of enrolled students (12,000+) within the division. Initiatives of the division were reviewed particularly noting reverse transfer which now has resulted approximately 100 students being awarded an Ivy Tech degree. It was noted that the process for awarding reverse transfer degrees requires significant staff time investment. A SWOT analysis was also reviewed that noted the challenge of the low full-time faculty/student ratio in the division.

Calvin Thomas, Larry Swafford and Chancellor Vaughan presented a new program proposal for a Technical Certificate and Associate of Applied Science degree in Optometric Technology at the Bloomington campus.

Indiana University requested that Ivy Tech Bloomington offer this program and there is a number of program support letters from community Doctors of Optometry and optical labs. The workforce demand for the program was reviewed from EMSI data. The program will be cohort based with limited enrollment. Breakeven is projected at 20 FTE which is expected to be exceeded in Year 2. Chairperson Hughes recommended a projected revenue/expense/margin statement and this will be incorporated in future new program proposals. The Planning and Education Committee recommends approval of Resolution 2016-21, Approval of a New Program (for Optometric Technology).

Trustee Livers moved for approval of

Resolution 2016-21, Approval of Degree Program

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

Item 5

Chairperson Hughes called upon Trustee Brand, Member of the Committee, for a report from the **Audit Committee**. Trustee Brand reported no action items. There are no action items from the Audit Committee, but discussed the following issues:

- We discussed the exit conference related to the federal compliance audit that took place in March. As part of the discussion of the federal compliance audit, it was noted that this was the 5th consecutive year where there were no federal findings. Since a majority of the federal audit relates to federal financial aid, the Audit Committee would like to take this opportunity to commend the ongoing efforts of the Financial Aid Department on this accomplishment.
- We discussed the reports to the confidential hotline and an update on pending litigation.
- We reviewed and approved the Internal Audit Department budget for fiscal year 2016-17.
- We reviewed and approved the Audit Committee Charter, the Internal Audit Department Charter, the Internal Audit Mission Statement, the Trustees Code of Conduct Policy, Trustees Conflict of Interest Policy,

and the procedures for confidential, anonymous submissions by employees.

- We reviewed the audit schedule for 2015-16, 2016-17 and the three-year audit plan.
 - We reviewed internal audit reports that had been issued since our last meeting.
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- **Item 6** Chairperson Hughes called upon Trustee Garatoni, Chair of the Committee, for a report from the Corporate College Committee. Trustee Garatoni reported there were no action items for the board to consider. Trustee Garatoni reported the committee heard an update Presentation by:
 - Chris Lowery; Kristen Moreland; and Mark Gerstle, (Corporate College Advisory Board and retired Cummins senior executive)
 - Chris discussed the process for looking outwardly for strategy development; he reviewed the state's Career Council report, *Align, Engage, and Advance*, and its relevance to the strategy we should deploy as a college around workforce development; critical areas of note were:
 - Key economic sectors in the state, such as manufacturing, health care, and transportation, should be our focus
 - Metrics should be tied to employer and employee outcomes
 - Kristen reviewed the **deep dive work** that has been done in the past several months; areas of note were:
 - 80+ improvements that have been made to processes and systems
 - Voice of the Customer research and the strong desire of employers to collaboratively partner with Ivy Tech
 - Analysis of performance by economic sectors and product lines
 - Mark and Chris reviewed the **proposed strategic framework** for Corporate College and its role in workforce alignment and development; keys were:
 - **Vision** that is demand-driven, customer-centric, and high-quality workforce training and education for key economic sectors in the State of Indiana; Fiscal Performance Goals should Flow from Vision/Mission/Strategic Objectives.
 - **Mission** is to play a leading and collaborative role in the transformation of Indiana's economy where: Employers will have the skilled workforce necessary to compete successfully in the global economy, and Employees will have the skills necessary to increase their productivity and income.
 - **Key Objectives** are to:
 - **Align** with and **Focus** on Indiana's **Key Economic Sectors**
 - **Advance** and **Embed** a **Demand-Driven, Voice-of-the-Customer Culture of Quality** to form a Deep Understanding of Each Customer's Business Strategies and Goals

- Engage as a **Strategic, Collaborative Partner with Employers and Leading Organizations** at the **State and Regional** levels via Customer Councils or existing collaborative networks to close Skills Gaps
- Measure **Success as Defined by Employer and Employee Outcomes**
- Establish **Empowerment and Accountability Culture** with Clear Understanding of Roles, and Decisions for Strategic Alignment across the organization, including academic affairs, student affairs, and corporate college to be one face in partnering with employers
- Ask for your formal endorsement, with a motion and vote, of the strategy presented

F. TREASURER'S REPORT:

Chairperson Hughes called upon Senior Vice President Chris Ruhl for the Treasurer's report

- Full year Tuition/fee revenue projected at \$23 million below budget and 6% below prior year
- Other revenue sources projected to be on budget
- Salaries/benefits are trending 4% higher compared to prior year given key initiatives around faculty contract days and additional health care costs
- Supply and equipment expenses continue to trend below budget, helping to offset revenue declines
- On a net basis, through eleven months, FY 2016 operating income of \$50 million is \$16 million below prior year, due to lower tuition revenue and budgeted increases in salaries and benefits
- June is budgeted at a loss of \$35 million to account for write-offs, funding various liabilities and transfers to R&R accounts

Trustee Garatoni moved for approval of the Treasurer's Report.

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

G. STATE OF THE COLLEGE

Chairperson Hughes called upon President Snyder for the President's report. President Snyder called upon and introduced three new employees, Corey Back, Executive Director of Finance, Central Indiana; Ron Chojecki, Executive Director of Facilities, Lafayette; Marsha Jackson, Executive Director of Marketing and Communications, Southwest/Wabash Valley.

President Snyder introduced Brian Thomas, Executive Director of Grants for a brief report

Total Currently Active Grants:

(125) Competitive Grants: \$35,863,914
(15) Non-Competitive Grants: \$10,740,851
(130) Total Active Ivy Tech Grants: \$46,604,765

Ivy Tech currently has 58 pending grant submissions totaling \$12,303,112; \$961,984 is budgeted as indirect costs.

H. OLD BUSINESS

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

I. NEW BUSINESS

Chairperson Hughes called for new business.

Trustee Livers moved for approval of:

Resolution 2016-22, Reappointment of Regional Trustees - Bloomington

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

Trustee Brand moved for approval of:

Resolution 2016-23, Appointment of Regional Trustee - Columbus

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

Trustee Garatoni moved for approval of:

Resolution 2016-24, Appointment of Regional Trustee - North Central

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

Trustee Livers moved for approval of:

Resolution 2016-25, Appointment of Regional Trustee - Southeast

Trustee Zeck seconded the motion and the motion carried unanimously.

Trustee Zeck moved for approval of:

Resolution 2016-26, Appointment of Regional Trustees – Southwest

Trustee Halderman seconded the motion and the motion carried unanimously.

Trustee Garatoni moved for approval of:

Resolution 2016-27, Honoring the Leadership of B. Patrick Bauer

Trustee Schreckengast seconded the motion and the motion carried unanimously.

Trustee Halderman moved for approval of:

Resolution 2016-28, Reappointment and Appointment of Regional Trustees – Richmond

Trustee Schreckengast seconded the motion and the motion carried unanimously.

Trustee Garatoni moved for approval of the Executive Committee to ratify contract with President Elect Sue Ellspermann

Trustee Zeck seconded the motion and the motion carried unanimously.


J. ADJOURNMENT

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

Trustee Zeck moved for approval. Trustee Halderman seconded the motion, and the motion carried unanimously.

Chairperson Hughes adjourned the meeting.

**STATE TRUSTEES
IVY TECH COMMUNITY COLLEGE**



Paula Hughes, Chairperson



Michael Dora, Vice Chair

Dated June 27, 2016

Prepared by Gretchen L. Keller, Recording Secretary