



Ivy Tech Community College of Indiana – Northwest  
Gary, Valparaiso, East Chicago, Michigan City

## **Regional Board of Trustees Meeting Minutes**

January 30, 2015 | 9:00 AM | Room D-119

Valparaiso Campus | 3100 Ivy Tech Drive | Valparaiso, IN 46383

### **I. Call to Order**

Tim Stoner called the Northwest Regional Board of Trustees to order on Friday, January 30, 2015 in room D-119 at the Valparaiso campus, 3100 Ivy Tech Drive at 9:02 a.m.

### **II. Roll Call**

Trustees Present:

Tim Stoner  
Kris Emaus  
Peter Trinidad  
Janet Seabrook  
Andrew Kyres

Trustees Absent:

Peter Morikis  
Heather McCarthy

A quorum was present.

### **III. Guests and Other Attendees**

Thomas Coley, Chancellor  
Aco Sikoski, Valparaiso Campus President  
Janet Evelyn, South Bend Campus President  
Julie Foster, Elkhart County Campus President  
Karen Vargo, ED Finance and Administration  
Lisa Shaffer, Vice Chancellor Enrollment Management, Marketing, and Communications  
Louie Gonzalez, East Chicago Campus President  
Margaret Semmer, Vice Chancellor Academic Affairs  
Marlon Mitchell, Gary Campus President  
Randy Maxson, ED Institutional Effectiveness  
Cindy Hall, ED Resource Development, Northwest  
Lisa Wenzel, Director, Special Projects

### **IV. Report on Notice of Meeting**

Notice for this meeting was sent to local media, posted on all four regional campuses, and announced on the college website under the Northwest region.

## V. Approval of Meeting Minutes

A. Correction noted: adjourned by - change Peter Morikis to Tim Stoner

### ➡ Approval of minutes from November 19, 2014 with correction, as noted

Motion: Kris Emaus  
Second: Peter Trinidad

Motion unanimously carried.

## VI. Chair's Report

A. New trustee proposed: Charles Weaver

### ➡ Approval of Regional Trustee Charles Weaver

Motion: Peter Trinidad  
Second: Kris Emaus

Motion unanimously carried.

## VII. Chancellor's Report

### A. Enrollment Report: Randy Maxson, ED Institutional Effectiveness

1. A change in search protocols has caused a reduction in the FTE at Gary and an increase in FTE at the other campuses.
  - a. Crediting online courses to the originating campus was a regional cabinet decision.
2. Spring numbers are based on the first day of classes.
3. Possible explanations for the drastic change in Gary's numbers
  - a. Comes somewhat from on-line enrollment
  - b. Representative loss across the state in new students and returning students
  - c. Programs play a part, culinary program moved
  - d. People are returning to work
  - e. Working towards balancing program chairs residing at Gary and supporting enrollment efforts
  - f. The move of Health Sciences will open opportunities for more programs

### B. Finance: Karen Vargo, ED Finance and Administration

1. Change in presentation format: more of a summary.
  - a. Full financial reports are included in the packet.
2. Reserves are at 25%; state requires 12%
  - a. We cannot use reserves to cover deficits
3. Tuition and fees are down 9%, expenses are down 13% to help offset the deficit
  - a. Key reduction in adjunct expenses
4. 81% of budget committed so far this fiscal year.

5. Opportunities that may positively affect the reductions
  - a. Second 8-week class enrollment
  - b. Retention efforts
6. Will move funds to cover negative at Michigan City
  - a. Considering new programming to generate enrollment

**7. Action Item:**

 **Purchases over \$20,000:**

Motion: Andrew Kyles  
Second: Peter Trinidad

Motion unanimously passes.

**8. Action Item:**

 **Approval of Emergency Repairs for Water Damage at Crown Point**

Motion: Kris Emaus  
Second: Janet Seabrook


Motion unanimously passes.

**C. Resource Development: Cindy Hall, Executive Director of Resource Development**

1. Consultants Robert Croft and David Crandall report on feasibility study
  - a. 85 interviews were done to assess the College's image and look for potential issues that would negatively affect a capital campaign
    - i. 94% committed to improving Ivy Tech; 2 had critical view
    - ii. 35% positive view of the board
    - iii. 93% positive view of campus presidents; they appear to be active in the communities
    - iv. 64% of programs are good
    - v. Many conflicting campaigns in process
    - vi. 13 expressed interest in estate planning
  - b. Organization's strengths: accessibility to community, affordability and value, quality workforce training
  - c. Organization's weakness: stigma of community college
2. Result
  - a. 66-77% will give a gift
  - b. 47% say \$10.3M is attainable
  - c. 20% say goal should be lower: \$4.5M with stretch goal of \$5M
  - d. Nearly all interviewees said to move forward

- e. Also an opportunity to increase College's visibility in communities
- 3. Suggestions
  - a. Each campus would need to run its own campaign with coordination between
  - b. Lower amounts
    - i. East Chicago - \$2M
    - ii. Gary - \$1M
    - iii. Michigan City - \$.5M
    - iv. Valparaiso - \$1M
  - c. The case statement addresses the specific plan the fundraising would be based upon; will be modified with reduced goals.
    - i. Need policy to divide regional gift

**4. Action Item:**

 **Approval of Capital Campaign**

Motion: Pete Trinidad

Second: Andrew Kyres

Motion unanimously passes.

**D. Thomas Coley, Chancellor**

- 1. Drive Co contract

 **Approval of CDL Drive Co Contract**

Motion: Kris Emaus

Second: Andrew Kyres

Motion unanimously passes.

**VIII. Adjournment**

 **Adjournment**

Motion: Andrew Kyres

Second: Peter Trinidad

Motion unanimously passes.

Chair Tim Stoner adjourned the meeting at 10:45 a.m.



Ivy Tech Community College of Indiana – Northwest  
Gary, Valparaiso, East Chicago, Michigan City

## **Regional Board of Trustees Retreat**

January 30, 2015 | Room D-119

Valparaiso Campus | 3100 Ivy Tech Drive | Valparaiso, IN 46383

### **Retreat Goals**

Focus on past five years. Will have clear sense of realities

#### **Specific actions to respond to enrollment and financial realities**

- Steps we plan to take to manage through challenges and identify opportunities
- Provide a sense of confidence in what we are doing which can be shared in the community
- Plans to be adapted based on feedback
- Factors Influencing Credit Hour Generation

#### **Changes in Financial Aid**

- PELL: summer, 6 years eligibility
- SAP: one semester of warning, audits, 67% completion requirement
- State aid application of part-time and full-time

#### **Program Changes**

- Math pathways project, often see some dips in enrollment with a major program change
  - Should this be considered as part of the high school level?
- Computing and Informatics, curriculum that wasn't quite ready
  - Changes to on-line learning**
  - Campus distribution is not resolved
  - Loss to other regions working from data
  - There has been a change in course development. Courses can no longer be developed as a regional on-line course, only current
    - An opportunity to talk about how on-line course are developed at a future trustees meeting
  - Remedial and gateway courses**
  - Developmental courses in co-requisite model
  - Reading pre-requisite for math and other gateway courses
  - Foundations Courses
    - State requirements for program credit hour reductions
- Example: State Requirement Programs No More than 60 Credit Hours

## Campus Based Enrollment Initiatives

- Michigan City: Student Focus Groups
- Gary: Health Sciences Move to Crown Point – will also offer gateway courses; subsidize bus passes, building relationships with
- East Chicago: Community Partnership, Process Technology; American honors – local foundation is providing scholarships to strong academic students who are doing well, 25 students for fall from one high school
- Valparaiso: Pilot Divisional Advising; industry engagement to support workforce needs
- The Board offered to support reaching out to the community

## Budget

- FTE has decreased over the past three years.
- This has increased base budget
- Salary has remained relatively flat as positions are reduced and adjunct use is managed balancing with the increase in wages and benefits. i.e. nursing faculty needs to remain at a high ratio and considerable rate which is required for accreditation
- Full time faculty ratio is 23%, which is low compared to other institutions that are not entirely adjunct like Phoenix. Goal is 60%; we are pushing towards 50%. Full time faculty can be more engaged with student and have advising responsibility. Potential quality instruction issue.
  - Affordable care act has an effect with the limit of 30 hours without paying benefits.
- The base budget for the next year is based on the actual adjusted budget for the prior year
- Moving towards cost centers and having these cost centers accountable for their budgets
  - Overspending becomes a performance factor
- Crown Point business plan
- Northwest Total Write Offs
  - Supported by tax intercept
- Example: Northwest Tax Intercept Program

## Administrative Cost Saving Initiatives

- Bi-regional administrative cost savings
  - 18 net positions eliminated (\$1,447,603)
    - 10 Cabinet (\$910,396)
    - 6 Professional Staff (\$450,534)
    - 2 Support Staff (\$86,673)
- Early retirement
  - Current year payout(\$130,346)
  - Positive impact in 2015-16 (\$718,543)

## Budget Contingency Planning

- Hold on hiring open positions
  - \$1.65M in potential savings
- Scheduling - Handout C

## Supplemental Instruction

- New to the Northwest Region
  - 50 section goal, very aggressive
  - Very high turnover
  - Potential for community members

## Recruitment/Retention Planning

- New Students
  - College Goals—2.5% increase in overall headcount
  - NW Goals
    - Improve Yield/Conversion to 50%
    - New Student Application Goals—community engagement and high school goals
    - Increase FTE to HC ratio—encouraging students to enroll in more credit hours
    - Increase number of FAFSA non-filers
    - Increase number of 1<sup>st</sup> Generation
- New Students – High School Graduates
  - Capture 22% of the market share among graduating high school students per high school
    - Dual credit students
    - Specific high schools identified and prioritized
    - Students qualified for direct admit
  - *Example Tactics*
    - On-site admissions at target high schools + letter campaign
    - Campus events: dual-credit transition nights and Go Ivy Days
- New Students – Non-traditional
  - Target zip codes in campus service area using demographic qualifiers
    - Household size and income
    - Education level
  - Target community organizations, adult education programs
  - Maintain and expand partnerships with key organizations
  - *Example Tactics*
    - Drive audience to enroll through direct mail (14K pieces), digital ads and Go Ivy Days
- Marketing Tactics
  1. Paid Advertisements
  2. Media Relations – story placement with news outlets & key organizational newsletters and social media pages
  3. Inreach – Campus sign blitz; promote admissions referral program; use College assets, i.e. using greeting system to promote key events

\*Central office considers itself main
- Express Enrollment
  - Overall Transition
  - East Chicago
  - Michigan City

## **Credential Focused**

- Steelworker for the Future
  - *“Let us steal you away for \$90K”*
  - Completers have been offered jobs based on meeting other hiring requirements
- Technology Programs
  - Working to meet industry needs
  - In EC getting close on NATEF certification

## **New Programming**

- Opportunities in Health Sciences

## **CDL Program**

- CDL in LaPorte

## **Paramedic Science Valparaiso**

- Industry Support
- Employment Demand
- Supporting M.D.
- Clinical Opportunities
- Base of Health Science Students Not Accepted into Limited Enrollment Programs
- Funding Requests:

## **Equipment**

- Fundraising initiatives – will work on updating priorities based on decrease in the total amount to be raised