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Meeting of the State Board of Trustees
Ivy Tech Community College of Indiana
October 9, 2008

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  - Regular Meeting, August 14, 2008

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    Arts and Hospitality Administration Center in Indianapolis, Region 8/Central
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OFFICIAL NOTICE OF MEETING
IVY TECH COMMUNITY COLLEGE
STATE BOARD OF TRUSTEES

Notice is hereby given that the State Board of Trustees of Ivy Tech Community College will hold the following meetings at the Ivy Tech Community College – Lawrenceburg Campus, 50 Walnut Street, Lawrenceburg, Indiana.

Wednesday, October 8, 2008

11:30 a.m. – 4:30 p.m. Standing Committee Meetings – Lawrenceburg Campus
11:30 a.m. – 12:30 p.m. Audit Committee (Room 500)
12:30 – 1:30 p.m. Budget & Finance Committee (Room 446)
1:30 – 2:30 p.m. WED Committee (Room 446)
2:30 – 3:30 p.m. Buildings, Grounds & Capital Committee (Room 446)
3:30 – 4:30 p.m. Planning & Education Committee (Room 446)

Thursday, October 9, 2008

7:00 a.m. – 9:00 a.m. Meeting of State Trustees in Executive Session in Room 448 to discuss the following subjects pursuant to I.C. 5-14-1.5-6.1 (b):
(2) (B) Litigation
(2) (D) Leasing of real estate property
(9) Job performance evaluation of employees
(11) Train state trustees with an outside consultant about the performance of the role of trustees as public officials

9:00 a.m.

The State Trustees will hold a regular meeting in Room 446 to consider and take action on such items as may be brought before them. Included will be a public hearing at which a decision will be made with regard to the awarding of a contract for the following public works:

Build-to-Suit with a Purchase Agreement Contract for the Elkhart New Campus Project, Region 2/North Central

Please note that the Board of Trustees will consider Resolution Number 2008-42, Approval of Amended and Restated By-Laws of the State Board of Trustees, which will approve an amended and restated set of by-laws that incorporates previously approved amendments, Board policies, and changes to the Indiana Code.

Anne K. Shane, Secretary

Dated this 3rd day of October, 2008
PRELIMINARY AGENDA AS OF OCTOBER 3, 2008*
Meeting of the State Board of Trustees

October 9, 2008

I. Roll Call

II. Report of Secretary on Notice of Meeting

III. Approval of Minutes:
- Regular Meeting, August 14, 2008

IV. Reports of Board Committees

A. Executive Committee, Kaye H. Whitehead, Chair

   Resolution Number 2008-42, Approval of Amended and Restated
   By-Laws of the State Board of Trustees

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

C. Planning and Education Committee, Linda Buskirk, Chair

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

   Resolution Number 2008-43, Approval of a Lease Agreement for the
   Culinary Arts and Hospitality Administration Center in Indianapolis,
   Region 8/Central Indiana

   Resolution Number 2008-44, Approval of a Lease Agreement for the
   Warsaw Orthopedic and Advanced Manufacturing Training Center,
   Region 2/North Central

   Resolution Number 2008-46, Approval of an Architectural Firm for the
   Multimodal Project, Region 8/Central Indiana
Public Hearing and Consideration of:

Resolution Number 2008-47, Approval of a Build-to-Suit with a Purchase Agreement Contract for the Elkhart New Campus Project, Region 2/North Central

E. Audit Committee, David M. Findlay, Chair

F. Workforce and Economic Development Committee, Steve Schreckengast, Chair

G. Board Engagement Committee, Lee J. Marchant, Chair

Resolution Number 2008-48, Resolution to Reappoint Regional Trustees Whose Terms Have Expired

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

VI. State of the College, Thomas J. Snyder, President

- Regional Campus Reports
  a. Wabash Valley – Dr. Jeff Pittman, Chancellor
  b. Southeast – Jim Helms, Chancellor

- Engagement Reports
  a. Student Life – Dr. Benjamin Young, Vice Provost for Student Affairs & Diversity and Enrollment Management
  b. Faculty – Dr. Donald S. Doucette, Senior Vice President and Provost; Dr. Marnia Kennon, Vice Provost for Academic Affairs
AGENDA
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VII. Old Business

VIII. New Business

IX. Adjournment

*Matters may be added to or deleted from the board agenda between the date of this preliminary agenda and the board meeting.*
MINUTES OF THE MEETING OF THE STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE OF INDIANA
SOUTH BEND, INDIANA
AUGUST 14, 2008

Vice Chairman Norman E. Pfau, Jr. called the August 14, 2008, regular meeting of the State Board of Trustees to order at 9:00 a.m. in Room 1121/1122 at the Ivy Tech Community College – South Bend Campus, 220 Dean Johnson Boulevard, South Bend, Indiana.

A.    ROLL CALL:

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

    Mr. Norman E. “Ned” Pfau, Jr., Vice Chair
    Ms. Martha E. Rivas-Ramos, Secretary
    Ms. Linda Buskirk
    Ms. Leigh A. Duckwall
    Mr. David M. Findlay
    Ms. Lillian Sue Livers
    Mr. Lee J. Marchant
    Mr. Robert L. McCreary
    Mr. Anthony J. Moravec
    Mr. Steve Schreckengast
    Mrs. Anne K. Shane
    Mr. V. Bruce Walkup
    Ms. Linda E. White
    Ms. Kaye H. Whitehead

    At this time during the meeting, Vice Chairman Pfau thanked Chancellor Calvin for her hospitality in hosting the trustees to her campus. Vice Chairman Pfau also welcomed two new state trustees, Sue Livers and Tony Moravec, to the Board.

B.    NOTICES OF MEETINGS MAILED AND POSTED:

    Secretary Martha E. Rivas-Ramos confirmed that notices of the August 14, 2008, regular meeting were properly mailed and posted.

C.    APPROVAL OF BOARD MINUTES:

    Vice Chairman Ned Pfau directed the trustees’ attention to the minutes of the June 12, 2008, regular board meeting. Trustee V. Bruce Walkup made the motion to approve the minutes of the June 12, 2008, regular meeting as submitted. Trustee Steve Schreckengast seconded the motion, and the motion was carried unanimously.
D. CONSIDERATION OF RESOLUTION NUMBER 2008-34

Vice Chairman Pfau directed the trustees to Resolution Number 2008-34, Amendments to State Board Bylaws to Change the Terms of Board Officers and the Composition of the Executive Committee. Vice Chairman Pfau explained that this resolution will change the terms of the Board officers from one year to two years, with a limit of two consecutive two-year terms, which could be extended even further upon a vote of the Board. In addition, the executive committee membership is being increased from five people to seven people. The Executive Committee will be comprised of the three Board officers plus the chairs of the Budget & Finance, Planning & Education, Building & Grounds, and WED standing committees. Trustee Robert L. McCreary moved to approve Resolution Number 2008-34. Trustee Walkup seconded the motion, and the motion carried unanimously.

E. REPORT OF THE NOMINATING COMMITTEE AND ELECTION OF BOARD OFFICERS

As the chairman of the nominating committee, Vice Chairman Pfau reported that on July 16, the committee consisting of himself and Trustees Rivas-Ramos and Schreckengast met by phone, and he offered the following slate of Board officers:

Chairman: Kaye Whitehead  
Vice Chairman: Lee Marchant  
Secretary: Anne Shane  
Treasurer: Bob Holmes  
Assistant Treasurer: Mark Husk  
Assistant Secretary: Bill Morris

These officers would serve effective immediately for two years. Trustee Schreckengast moved to close the nominations, and Trustee David M. Findlay seconded the motion. The motion to close the nominations carried unanimously.

Vice Chairman Pfau called for a motion to accept the report of the nominating committee. Trustee Schreckengast moved to approve the report, and Trustee Linda Buskirk seconded the motion. Vice Chairman Pfau called for discussion, and there was none. The motion carried unanimously.

Trustee Pfau turned the gavel over to newly elected Chairman, Kaye H. Whitehead. Chairman Whitehead thanked the trustees for the opportunity to serve them in this capacity, and noted that this is not a “one person show.” It will take everyone on this Board to make things happen. She also added that she will work closely with the president to make things happen: it is a total team effort, and she is looking forward to working with everyone.
F. CONSIDERATION OF RESOLUTION NUMBER 2008-35

Chairman Whitehead called on Trustee Walkup to present Resolution Number 2008-35, Election of State Trustees to Board of Directors of Ivy Tech Foundation, Inc.

Trustee Walkup explained that the articles of incorporation of the Ivy Tech Foundation by-laws provides that four members of the Ivy Tech Foundation board of Directors are to be State Trustees of Ivy Tech Community College, elected to the Foundation Board by the College’s State board of Trustees annually and... Trustee Walkup nominated Trustees Linda Buskirk, David Findlay, Steve Schreckengast, and Lee Marchant to serve on the Foundation Board of Directors. Trustee Anne K. Shane seconded the motion, and the motion carried unanimously.

G. COMMITTEE REPORTS:

Item 1 Reporting for the Executive Committee, Chairman Whitehead reported that no Executive Committee meeting had been held since the last regular meeting of the full Board in June.

Item 2 Chairman Whitehead called upon Trustee Norman E. Pfau, Jr. for the Budget and Finance Committee Report. Trustee Pfau reminded the trustees of the detailed discussions of the following resolution during the committee meetings the previous afternoon and moved for the approval of:

Resolution Number 2008-36, Ratification of the Biennial Legislative Budget Request for Operating Funds Submitted to the Indiana General Assembly

Trustee Shane seconded the motion to approve Resolution Number 2008-36, and the motion carried unanimously.

Trustee Pfau also reported that the committee heard an update on the student fee bonds and discussed the 2007-08 year-end close process and carry forward, marketing and advertising, and the 2008 internal operating budget.

Item 3 Chairman Whitehead called on Trustee Lee J. Marchant for the Planning and Education Committee Report. Trustee Marchant reminded the trustees of the detailed discussions of the following resolutions during the committee meetings the previous afternoon and moved for the approval of:

Resolution Number 2008-37, Approval of New Programs

Trustee Shane seconded the motion to approve Resolution Number 2008-37, and the motion carried unanimously.
Resolution Number 2008-38, Approval of Contract for Call/Fulfillment Center Services

Trustee Shane seconded the motion to approve Resolution Number 2008-38, and the motion carried unanimously.

Trustee Marchant also commented on other discussions held during the committee meeting yesterday. He said they had an excellent discussion on the call center. They had considerable discussion about the nursing program, especially about the capacity and demand, and he thinks this will be an ongoing discussion. Updates were also provided on the College’s 2008 enrollment, institutional research, and financial aid.

Item 4

Chairman Whitehead called on Trustee V. Bruce Walkup to give the Buildings, Grounds, and Capital Committee Report. Trustee Walkup reminded the trustees of the detailed discussions of the following resolutions during the committee meetings the previous afternoon and moved for the approval of:

Resolution Number 2008-39, Approval to Purchase 0.193 Acres of Improved Land at 612 Sheridan Road in Evansville, Region 12/Southwest

Trustee Schreckengast seconded the motion to approve Resolution Number 2008-39, and the motion carried unanimously.

Resolution Number 2008-40, Request that Ivy Tech Foundation, Inc. Receive a Gift of 30 Acres and Purchase 43 Acres Unimproved Land in Elkhart County for Lease to the College, Region 2/North Central

Trustee Schreckengast seconded the motion to approve Resolution Number 2008-40, and the motion carried unanimously.

At this time during the regular meeting, Chairman Whitehead called a public hearing for the consideration and awarding of public works contracts.

Trustee Walkup made the motion to approve Resolution Number 2008-41 for the awarding of the Phase 3 renovation of part of the Holman Building in Peru. Trustee Leigh A. Duckwall seconded the motion. Chairman Whitehead asked if anyone in attendance had anything to present to the Board regarding this Resolution or any questions about this resolution. Trustee McCreary asked if certification of apprenticeship was part of the bid process, and Assistant Vice President Tully said that it was and that it was also a single bid. Chairman Whitehead called for additional questions or comments from anyone in attendance, and no one came forward. Chairman Whitehead called for a vote to approve Resolution Number 2008-41, Approval to Renovate
Part of the Holman Building in Peru – Phase 3, Region 5/Kokomo, and the motion carried unanimously.

Concluding his report, Trustee Walkup said that the committee discussed the bidding process for the Sellersburg and Elkhart facilities’ and design build with options to purchase project.

Item 6
Chairman Whitehead called upon Trustee David M. Findlay to give the Audit Committee Report. Trustee Findlay reported that there were no action items to bring before the Board. He said that the committee reviewed the annual agenda that the Audit Committee will follow during each of their meetings. They also reviewed, in detail, a practice advisory administered by the Institute of Internal Audit to ensure that our internal audit practices were consistent with those outlined by the Institute. The Audit Committee determined that, in general, Ivy Tech’s internal audit practices were consistent with the Institute's advisory. The committee reaffirmed the audit committee charter, the internal audit department charter, and the internal audit department organizational charter. The committee also discussed, which is of particular importance to the chancellors, the continuing evolution of the internal audit function as a consulting function to assist not only the central administration but also the regional administration in understanding best practices in certain areas of their business. The audit committee, along with President Snyder’s encouragement and agreement, agreed that internal audit’s expanded role as consultants will help in the identification of best practices. The Audit Committee also discussed the ongoing challenges apparent in the financial aid process. It is a very complex process. The administration was encouraged that, in regions where problems have been identified, those regions are addressing the problems and that the recommendations provided by internal audit are being followed.

Item 7
Chairman Whitehead called upon Trustee Anne K. Shane for a report on the activities of the Workforce and Economic Development Committee. Trustee Shane reported that there were no action items to bring before the Board. She reported that they received an update on the accelerated certified training website from Vice President for Marketing and Communications Jeff Fanter. Utilization of the website has tripled since March, but Trustee Shane will continue to “hound” the staff on the issue of online registration (which is in-process) which is a critical consumer outreach issue. The committee received an update on the Joyce Grant activities from the Policy team that is focusing on the results of the Joyce Grant, which is focused on the low-skilled adult workforce in Indiana. Some of the trends that we are seeing are the consolidation of adult basic education. They also received an update that the Ivy Tech-Terre Haute region has taken over the obligation as service provider for WorkOne for the Department of Workforce Development in the economic growth region, which is very exciting news. Trustee Shane called on Terre
Haute Chancellor Jeff Pittman for additional comments, and Chancellor Pittman echoed her excitement. He said that the services which they plan to assume full responsibility for include the plans for DWD as service provider, particularly around the concept of integration. The College already does assessments, training, career planning, anything to ready the workforce. All of the regions may eventually want to accept a similar role. The Terre Haute region is putting together a pilot program that the rest of the state will be proud of. Continuing, Trustee Shane said that Vice President for WED Becky Nickoli provided a report on second engagement teams. The fact that the College is trying to grow expertise in a lot of these different clusters and economic sectors around the state can be utilized by anyone within the College. Senior Vice President for WED Susan Brooks also provided a report about DWD displaced workers funding that they provided to the College, particularly for retraining for laid off workers like those at American Trans Air in Indianapolis, at Monaco in Elkhart, and other areas around the state. Trustee Shane also acknowledged Jean Perrin and her staff at the South Bend campus for the work that they have been doing with the displaced workers because it has been exceptional.

Item 8 Chairman Whitehead called on Trustee Linda E. White for a report from the Planning Committee. Trustee White said there was no committee report at this time.

H. TREASURER’S REPORT:

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

- Treasurer Bob Holmes said that we have closed out the 2007-08 fiscal year and we are in the midst of completing the operating budget carry forward calculations. Once that is complete, the next big initiative will be putting together the year-end financial statements. Although the final carry forward is not yet complete, we are in sound financial shape. The College as a whole and all of the regions are safely in the black. For the second year in a row, the College has received all of the general operating, special line item, repair and rehabilitation, and debt service funds appropriated by the State. This is significant, as many other colleges and universities in surrounding states and throughout the country are experiencing budget cuts and budget delays. In addition, in 2007-08, the State continued paying back the one year’s appropriation delay. That total was $10.7 million that was delayed for Ivy Tech back in 2001-02. Slightly over $3 million was repaid in 2007-08, leaving a balance of about $3.1 million that is still owed. That is scheduled to be repaid during the upcoming year if the State’s revenue estimates continue to meet projections. The State has advised us that they are rescinding the 3 percent increase that was budgeted in 2008-09 for workforce certification, as well as other budgetary line items for other institutions. Total general fund revenues for the College in 2007-08 are projected to total about $318 million, which is an increase of about 12 percent over last
year. The growth is primarily due to our enrollment growth, as student fees increased by $21 million from 2006-07 to $155 million. This is particularly important as we prepare to sell our bonds next week as they are actually an obligation on our student fees. State operating appropriations grew by slightly over $9 million from last year to $153 million; however, this increase was considerably under our enrollment growth for the year. Other revenues were up slightly, primarily a result of increases in investment income. Total general fund expenditures are projected to be about $315 million, so we continue to have a positive spread for the year. Slightly over $210 million was for salaries and benefits, which were up about $20 million over last year as a result of the 3.5 and 4.5 percent salary pools and the new faculty and staff added to serve our new students. As enrollment continues to grow at record levels on an annual basis, the margin between revenues and expenses has become narrower. Despite the efforts of many state leaders, the College’s funding per full-time equivalent student is significantly below other Indiana higher education institutions. On a positive note, in Indiana, unspent college and university funds to not revert to the State at the end of the fiscal year as they do in other states. This is a real advantage for both Ivy Tech and the State as there is no end of the fiscal year buying binge and allows the College as a whole to plan for the future needs or to save. Good examples are the $34 million software project that is currently being paid for without incurring any debt and regions saving for new furnishings and equipment when a new academic building comes on line. Vice President Holmes also noted that in 2007-08, the College continued to make progress toward the goal of fully funding our compensated absences liability. Although this liability is paid out over time as people leave the College and not in any one year, it is a liability on our financial statements and the goal is to fully fund the reserve through future incremental contributions. In addition in 2007-08, the College again contributed to our post-employment benefits reserve; however, 2007-08 will be the first year that the College will be required to recognize that actuarial cost on the annual financial report and it will be a significant liability. As we close out this year and begin 2008-09, Vice President Holmes recognized the chancellors and finance directors for the excellent jobs they have done in managing the budgets throughout this time of exceptional growth. Vice President Holmes also noted the increased College bond rating by Standard and Poor’s. The upgrade from A+ to AA- will save the College and the State interest costs. This was a team effort, and he directed the trustees to their copies of the presentation made to Standard and Poor’s and Fitch Ratings, along with each company’s write up. We plan on selling the bonds next week pending good market conditions and he reported that the interest rates this week are moving in the right direction. President Snyder added that the change in the College’s bond rating was especially significant not only for the financial savings but also for how Ivy Tech’s rating compares to the 1,200 community colleges in the country. We are proud to have one of the highest bond ratings in the country for community colleges, and he recognized the leadership of Vice President Holmes and acknowledged the College’s track record for being able to generate positive contributions for the carry forward each year for the past several years. The reputation of the College as a strong, robust, financial institution is something to be proud of. We will announce this when we sell the bonds, and we will be sending letters to business and community leaders and the General Assembly so they are aware. Vice President Holmes echoed that this was a team effort.
and we could not have attained this rating without it. Vice President Holmes called for questions, and there were none. Trustee Shane moved that the Treasurer’s Report be approved. Trustee Linda E. White seconded the motion, and the motion carried unanimously.

I. STATE OF THE COLLEGE:

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

- President Snyder reported that Governor Daniels made an appearance on the Terre Haute campus of Ivy Tech yesterday, and it was a momentous event in the history of the College as it was a testimony to all of the hard work of the faculty, administration, as well as the leadership of the State Trustees. This has been a team effort by everyone, and we have brought the visibility of the College’s mission to the attention of all of the elements in the state and how important we are in bringing the state to the next level. Chancellor Pittman and his team put together a half-day event where the Governor could announce one of many education initiatives, which we called “Higher Education Day.” We had a roundtable with approximately 30 business leaders, we had an open session where the Governor was introduced by the president of the student government association. It was important for Ivy Tech to host this event to showcase how the College can help take “one step up.” For the College to continue to grow, we need to educate more people—we can be the first stop on the path to continuing education. The Governor announced his proposal for families with incomes of $60,000 or less have the opportunity to earn an associate’s degree at no cost at Ivy Tech or receive $6,000 in need-based aid for the first two years at any Indiana college or university. The goal is to get 24,000 new high school graduates to receive a college promise, of which they expect 6,300 to receive 100 percent of their aid. This will also help the public and private colleges and universities in the state.

- President Snyder announced that the Board would hear reports from Chancellors Mark Keen, David Bathe, and Virginia Calvin about their respective regions, Fort Wayne, Lafayette, and South Bend. He also said that Vice President for WED Becky Nickoli would provide the engagement report on Accreditation; Vice President for Marketing and Communications Jeff Fanter would provide the engagement report on Marketing; and Assistant Vice President for Facilities Planning Dick Tully would provide the engagement report on Facilities.

All of these reports were provided for information only; no Board action was required.

(Narratives and PowerPoint presentations were distributed to the Board prior to the meeting and are on file with the approved minutes of this meeting.)

During the Facilities Engagement Report, Trustee Pfau recommended that the Facilities and Design Council should have state board representation with one or two trustees; it is important, especially if this group is going to be determining the future of what some of
these campuses look like. President Snyder agreed, and suggested that the Board Chair appoint one or two trustees to the Facilities and Design Council. Chairman Whitehead asked all of the trustees to let her know who is interested in participating in these Facilities and Design Council meetings.

J. **OLD BUSINESS:**

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

K. **NEW BUSINESS:**

Chairman Whitehead called for new business.

- Chairman Whitehead called on Trustee Shane. Trustee Shane moved that the Board Chairman, in consultation with President Snyder and his staff, appoint a diverse ad hoc committee to study the issue of regional trustee development, including selection criteria, term limits, duties, and any other items deemed by the committee to be relevant to the provision of quality regional leadership of the College with the intention of presenting a list of recommendations to the Board at their October meeting. Trustee McCreary seconded the motion, and the motion carried unanimously.

- Trustee Shane moved to appoint the following people as new trustees to the respective regional boards of trustees:

  Ms. L. Ann Malott, Lafayette Regional Board representing At-large
  Ms. Colleen M. Reilly, Northwest Regional Board representing Manufacturing

  Trustee Schreckengast seconded the motion, and Chairman Whitehead called for discussion. There was none; the motion carried unanimously.

- Chairman Whitehead again thanked the trustees for the opportunity to serve with them. She echoed Trustee Pfau’s sentiments towards the South Bend region for being gracious hosts.
BOARD MINUTES
AUGUST 14, 2008

L. ADJOURNMENT:

There being no further business to come before the Board, Chairman Whitehead called for a motion to adjourn the meeting. Trustee Martha E. Rivas-Ramos made the motion to adjourn, and Trustee Shane seconded the motion. The motion carried unanimously.

STATE TRUSTEES
IVY TECH COMMUNITY COLLEGE

Kaye H. Whitehead, Chairman

Anne K. Shane, Secretary

Dated August 14, 2008

Prepared by Tina S. Phelps, Recording Secretary
APPROVAL OF AMENDED AND RESTATED BY-LAWS OF THE
STATE BOARD OF TRUSTEES

RESOLUTION NUMBER 2008–42

WHEREAS, the last significant restatement of the By-Laws of the State Board of Trustees was approved in 2006, after the College’s name was changed from Ivy Tech State College to Ivy Tech Community College of Indiana, and

WHEREAS, subsequent to the 2006 revisions, the State Board has approved three separate amendments to the By-Laws, the State Board has established a Code of Conduct and a Conflict of Interest Policy for all State and Regional Trustees of the College, and the Indiana General Assembly has enacted a comprehensive re-codification of the State’s higher education statutes and as well as other laws that impact how the State Board conducts its business, and

WHEREAS, the State Board finds it to be in the best interests of the College to update the State Board’s By-laws to so recognize and incorporate those By-Law amendments, significant new policies, and statutory revisions that have been adopted since the 2006 revision;

NOW THEREFORE BE IT RESOLVED, that the State Board of Trustees hereby adopts the Amended and Restated By-Laws for the State Board that are included in attached Exhibit A.

State Trustees
Ivy Tech Community College of Indiana

Kaye H. Whitehead, Chairperson

William F. Morris, Assistant Secretary

Dated October 9, 2008
IVY TECH COMMUNITY COLLEGE OF INDIANA

BY-LAWS
OF THE STATE TRUSTEES

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BY-LAWS OF THE STATE TRUSTEES OF THE IVY TECH COMMUNITY COLLEGE OF INDIANA

ARTICLE I

Definitions and Rules of Construction

SECTION 1. Application of Definitions. The definitions set forth in this Article I apply throughout these By-Laws.

SECTION 2. Code References. All references to Indiana Code (IC) provisions in these By-Laws are to those provisions as amended from time to time.

SECTION 3. Corporation. The term "Corporation" means the body corporate and politic created by the General Assembly of Indiana under the name "The Trustees of the Ivy Tech Community College of Indiana." [IC 21-22-2-3 and IC 21-22-3-2]

SECTION 4. Board. The term "Board" or "State Board" means the State Board of Trustees of Ivy Tech Community College of Indiana.

SECTION 5. College. The term "College" means the educational institution created by IC 21-22-2 and governed by the Board.

SECTION 6. Region. The term “Region” means a region of the College established by the Board under IC 21-22-6-1. [IC 21-22-1-5]

SECTION 7. Regional Board. The term "Regional Board" means a Regional Board of Trustees established under IC 21-22-6-2. [IC 21-22-1-4]

ARTICLE II

The State Board

SECTION 1. Board of Trustees, Membership. The College is governed by a board of trustees appointed by the governor. The number of members of the State Board equals the number of Regions. One (1) member of the State Board must reside in each Region and members of the Board must have knowledge or experience in one or more of the following areas: (1) manufacturing; (2) commerce; (3) labor; (4) agriculture; (5) state and regional economic development needs; (6) Indiana's educational delivery system. Board members represent the interests of the entire College as a whole and not their regions of residence. Appointments are for three (3) year terms, on a staggered basis. Vacancies on the Board are filled by the governor. [IC 21-22-3-1 and IC 21-22-3-3]

SECTION 2. General Powers and Duties of Trustees. The State Board is a body corporate and politic and is known by the name of "The Trustees of Ivy Tech Community
College of Indiana." In the corporate name and capacity the State Board may sue and be sued, plead and be impleaded, in any court of record. The State Board has responsibility for the management and policies of the College and its Regions within the framework of laws enacted by the general assembly. [IC 21-22-2-3, IC 21-22-3-2, and IC 21-27-6-2]

**SECTION 3. Specific Powers and Duties of the Trustees.** (a) The State Board has the following powers and duties:

<table>
<thead>
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<th>Item Number</th>
<th>Description of Statutory Power or Duty</th>
<th>Statute or Statutes</th>
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<tbody>
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<td>1</td>
<td>Develop educational programs and workforce services</td>
<td>IC 21-41-5-10 (1)</td>
</tr>
<tr>
<td>2</td>
<td>Operate specialized educational programs through committee or other entities</td>
<td>IC 21-41-5-10 (2)</td>
</tr>
<tr>
<td>3</td>
<td>Contract with other educational institutions to provide specific programs</td>
<td>IC 21-41-5-10 (3)</td>
</tr>
<tr>
<td>4</td>
<td>Divide the State into Regions</td>
<td>IC 21-22-6-1 (1)</td>
</tr>
<tr>
<td>5</td>
<td>Issue charters to Regions, supervise the development of Regions, and coordinate Regional programs</td>
<td>IC 21-22-6-1 (2)</td>
</tr>
<tr>
<td>6</td>
<td>Study budget requirements, both regional and statewide, prepare a budget, and provide for the construction or rental of facilities</td>
<td>IC 21-22-6-1 (3)</td>
</tr>
<tr>
<td>7</td>
<td>See that the financial records of each Region are audited on at least a biennial basis</td>
<td>IC 21-22-6-1 (4)</td>
</tr>
<tr>
<td>8</td>
<td>Appoint the members of each Regional Board of Trustees</td>
<td>IC 21-22-6-6-2 and IC 21-22-6-6-4</td>
</tr>
<tr>
<td>9</td>
<td>Acquire and sell real and personal property</td>
<td>IC 21-31-2-5</td>
</tr>
<tr>
<td>10</td>
<td>Accept gifts, grants, bequests, and devises</td>
<td>IC 21-30-4-2</td>
</tr>
<tr>
<td>11</td>
<td>Adopt educational programs to be offered and workforce services to be provided</td>
<td>IC21-41-5-8</td>
</tr>
<tr>
<td>12</td>
<td>Employ the College President and other staff and professional employees as are required</td>
<td>IC 21-38-3-6</td>
</tr>
<tr>
<td>13</td>
<td>Develop a statewide salary structure and classification system, employee benefit programs, and personnel policies</td>
<td>IC 21-38-3-7 (1)</td>
</tr>
<tr>
<td>14</td>
<td>Employ the chief administrator of each Region</td>
<td>IC 21-38-3-7 (2)</td>
</tr>
<tr>
<td>15</td>
<td>Authorize the chief administrator of each Region to employ regional personnel, determine their qualifications, and fix their compensation</td>
<td>IC 21-38-3-7 (3)</td>
</tr>
<tr>
<td>16</td>
<td>Grant appropriate certificates of achievement and associate degrees</td>
<td>IC 21-41-5-9</td>
</tr>
<tr>
<td>17</td>
<td>Prescribe rules for the effective operation of a statewide program</td>
<td>IC 21-27-6-3</td>
</tr>
<tr>
<td>18</td>
<td>Exercise powers not otherwise specified by law that are necessary for the efficient management of a statewide program</td>
<td>IC 21-27-6-4</td>
</tr>
<tr>
<td>19</td>
<td>Establish a schedule of fees or charges for students</td>
<td>IC 21-14-2-4</td>
</tr>
<tr>
<td>20</td>
<td>Provide scholarships and remission of fees in proper cases</td>
<td>IC 21-15-2-3</td>
</tr>
<tr>
<td>21</td>
<td>Establish written policies for the investment of College funds in a manner consistent with IC 30-4-3-3</td>
<td>IC 21-29-2-2</td>
</tr>
<tr>
<td>22</td>
<td>Enter into contracts with the federal government and others concerning the financing or operation of facilities and programs</td>
<td>IC 21-27-6-6</td>
</tr>
<tr>
<td>23</td>
<td>Establish a diversity committee at the home campus and each Regional campus</td>
<td>IC 21-27-6-7</td>
</tr>
</tbody>
</table>

(b) Before taking any action under a statute referred to in item 9, 11, 14, 17, or 18 of the preceding table that would substantially affect a Region, the State Board shall request recommendations concerning the proposed action from the Regional Board for that Region. [IC 21-22-6-10]
(c) Upon request of a Regional Board that has submitted recommendations under subsection (b) or subdivision (7) of IC 21-22-6-8, the State Board shall conduct public hearings concerning the recommendations at a regular or special meeting of the State Board. [IC 21-22-6-11]

(d) To provide for the efficient management of the College, the State Board, by resolution, may from time to time delegate specific powers and duties to the President of the College or to other College officers. [IC 21-27-6-3 and IC 21-27-6-4]

**ARTICLE III**

**Officers of the Board**

**SECTION 1. Election.** At the annual meeting of the Board in the third quarter of each calendar year, the Board shall elect from among its members a Chairperson, a Vice-Chairperson, and a Secretary. In order to provide for appropriate rotation of the offices of Chairperson, Vice-Chairperson, and Secretary among the various interests represented by the Trustees, a Trustee shall not be elected Chairperson for more than two (2) terms, nor Vice-Chairperson for more than two (2) terms, nor Secretary for more than two (2) terms. However, if the Board finds it to be in the best interests of the College, such terms may be extended for a fixed period beyond the four year limitation if approved by a vote of two-thirds (2/3) of the members of the Board duly appointed and serving. The Board may select from its members a Treasurer, or the Board may appoint a Treasurer or Assistant Secretaries or Assistant Treasurers who are not members of the Board. The offices of Assistant Secretary or Assistant Treasurer of the College may be held by the same person. All officers shall serve for a term of two (2) years and until their successors have been duly chosen. [IC 21-22-4-1, IC 21-22-4-2 and IC 21-22-4-3]

**SECTION 2. Chairperson of the Board.** Except as otherwise provided in these By-Laws, the Chairperson of the Board shall call and preside at all meetings of the Board and shall have such other powers and duties as these By-Laws or the Board may prescribe.

**SECTION 3. Vice-Chairperson.** The Vice-Chairperson of the Board shall have all the powers and perform all the duties incumbent upon the Chairperson of the Board during the Chairperson's absence or disability and shall have such other powers and duties as these By-Laws or the Board may prescribe.

**SECTION 4. Secretary.** The Secretary for the Board shall keep, or cause to be kept, a true and complete record of the proceedings of meetings of the Board, and shall perform a like duty, when required, for all committees appointed by the Board. The Secretary or an Assistant Secretary shall:

(1) if necessary, attest the execution by the College of all deeds, leases, agreements and other official documents;
(2) if necessary, affix the corporate seal to documents;
(3) see that all notices of the College required by these By-Laws or by law are given and served;
(4) have custody of the books (except books of account), records and corporate seal of the College; and
(5) perform all duties pertaining to the office of Secretary of the Board and such other duties as these By-Laws or the Board may prescribe. [IC 21-22-4-6]

SECTION 5. **Treasurer.** The Treasurer for the Board shall;

(1) be the chief financial and business officer of the College;
(2) keep correct and complete records of account, showing accurately at all times the financial condition of the College;
(3) have charge and custody of, and be responsible for, all funds, notes, securities, gifts, fees, grants, bequests, devises, and other valuables which may from time to time come into the possession of the College;
(4) deposit or invest, or cause to be deposited, invested or reinvested, all funds of the College to the benefit of the College;
(5) furnish at meetings of the Board, or whenever requested by the Chairperson of the Board, a statement of the financial condition of the College; and
(6) perform all duties pertaining to the office of Treasurer for the Board and such other duties as these By-Laws or the Board may prescribe. [IC 21-22-4-4]

SECTION 6. **Bond of Treasurer.** The Treasurer and Assistant Treasurer for the Board shall give a bond in an amount and with a surety approved by the Board. Each bond must be payable to the State and conditioned upon the faithful discharge of the Treasurer's duties. The Board's approval of the bond shall be recorded by the Secretary of the Board and shall be placed in the official records of the College. [IC 21-22-4-5]

SECTION 7. **Assistant Officers.** The Assistant Secretary and the Assistant Treasurer for the Board shall have such powers and duties as the Secretary and Treasurer whom they are appointed to assist specify and delegate to them and such other powers and duties as these By-Laws or the Board may prescribe. The Assistant Secretary for the Board may, in the absence or disability of the Secretary of the Board, attest the execution of documents in the name of the College and affix the corporate seal to College documents.

SECTION 8. **Compensation of Members of the Board.** Each member of the Board or of any committee of the Board shall be reimbursed for necessary expenses incurred by the member in the conduct of business of the Board and shall receive any salary per diem provided by law. [IC 21-38-2-3]
ARTICLE IV

Meetings of the Board

SECTION 1. Regular Meeting. Regular meetings of the Board shall be held at least four (4) times a year, with one (1) of the regular meetings to be held in each calendar quarter of each year. Regular meetings of the Board shall be held at such time, date and place as may be specified by the Chairperson of the Board at least ten (10) days prior to the date of the meeting. The regular meeting of the Board held in the third quarter of each calendar year shall be the annual meeting. Written notice of the time and place of all regular meetings shall be given by the Secretary or Assistant Secretary of the Board to each member of the Board at least ten (10) days prior to the date of the meeting. [IC 21-22-5-2]

SECTION 2. Special Meetings. Special meetings of the Board may be called by the Chairperson of the Board at any time. A special meeting of the Board shall be called by the Chairperson upon the written request of three (3) or more members of the Board. Written notice of the time and place of a special meeting of the Board shall be given by the Secretary or Assistant Secretary of the Board to each member of the Board at least ten (10) days prior to the date of the meeting.

SECTION 3. Form of Notice. Any written notice required to be given of any meeting of the Board is proper if the notice is delivered personally, by regular United States mail, by telegram, or by facsimile transmission.

SECTION 4. Waiver of Notice. Notice of any meeting may be waived in writing before or after the meeting. Attendance at a meeting constitutes a waiver of any notice of that meeting.

SECTION 5. Action at Regular and Special Meetings. At all regular and special meetings of the Board, the Board may act on any subject within the power of the Board and the College.

ARTICLE V

Procedure at Meetings

SECTION 1. Quorum: Voting. A majority of the number of Board members duly appointed and serving constitute a quorum for the transaction of business. In the absence of a quorum, a majority of those present at the time and place set for the meeting may adjourn the meeting from time to time until a quorum is present. If a quorum is present, the Board may take action by the affirmative vote of a majority of the members, unless a greater number is required by law or by these By-Laws.
SECTION 2. Participation by Electronic Means. If a quorum is physically present at a meeting of the Board, then a member of the Board may participate in the meeting by using a means of communication that permits all members participating in the meeting and all members of the public who are physically present at the meeting to simultaneously communicate with each other during the meeting. The minutes of the meeting must indicate those members who were physically present, those members who participated by a means of communication described in this Section, and those members who were absent. [IC 21-22-3-5]

SECTION 3. Order of Business. The business at each regular or special meeting of the Board shall be conducted in the following order unless changed by the Board:

A. Roll call;
B. Report of Secretary on giving notice of meetings;
C. Approval of minutes of prior meetings of the Board;
D. Report of officers;
E. Reports of Board committees;
   (1) Permanent committees,
   (2) Special committees;
F. Old business;
G. New business.

ARTICLE VI

Committees of the Board

SECTION 1. Permanent Executive Committee. The Executive Committee of the Board shall consist of the Chairperson, Vice-Chairperson, and Secretary of the Board and the Chairpersons of the Budget and Finance Committee, the Planning and Education Committee, the Buildings, Grounds, and Capital Committee, and the Workforce and Economic Development Committee. If, at any time between the regular meetings of the Board, immediate Board action is required to further or safeguard the best interests of the College, the Chairperson of the Board shall cause each member of the Board to be given notice in person, by telephone, facsimile transmission or in writing, of the action so required. If a special meeting of the Board cannot be called and held in time to take the required action, the Executive Committee of the Board has and may exercise all the powers of the Board with respect to the matter necessitating the immediate action. All actions taken by the Executive Committee of the Board under this Section shall be reported to the Board at its next meeting and shall be entered in full upon the minutes of that meeting of the Board.

SECTION 2. Other Permanent Committees. In addition to the Executive Committee, the other permanent committees of the Board are the Budget and Finance Committee, the Planning and Education Committee, the Buildings, Grounds, and Capital Committee, the Audit Committee, and the Workforce and Economic Development Committee. At any regular or special meeting, the Board may designate such other permanent Committees of the Board as the
Board may, from time to time, consider necessary or desirable. Those other permanent committees shall have such members and functions as the Board may prescribe and shall operate under the general supervision of the Board.

SECTION 3. Special Committees of the Board. At any regular or special meeting, the Board may designate such special committees of the Board as the Board may, from time to time, consider necessary or desirable. Those special committees shall have such members and functions and shall exist for such a period of time as the Board may prescribe and shall operate under the general supervision of the Board.

ARTICLE VII

President, Faculty and Staff of the College

SECTION 1. President of the College. (a) The President of the College shall be selected and employed by the Board. The employment of the President shall be determined by the affirmative vote of a majority of the Trustees duly appointed and serving provided two-thirds (2/3) of the Trustees duly appointed and serving are present at the meeting at which action is taken. The Board shall determine the length, which may be indeterminate, and terms of the President's employment. The President of the College, or a member of the President's staff whom the President designates, shall attend all meetings of the Board and shall report upon the affairs of the College.

(b) The President of the College shall be the chief executive officer of the College and, subject to the powers, duties and authorities granted to the Board, shall manage, direct, and be responsible for the administration, operation and for all affairs of the College, except those which by law or these By-Laws are made the specific responsibility of the Board, the Chairperson of the Board, another officer of the Board, or other persons.

(c) The President of the College shall have the power, in the name of the College, to make and execute all contracts and written instruments made in the ordinary course of the operation of the College except those which must be specifically approved and authorized by the Board or executed by the Chairperson or Vice-Chairperson of the Board as provided in Article IX of these By-Laws. Should the President cease to be employed or become incapacitated, the Board shall select an interim successor until a new President is selected by the Board. [IC 21-38-3-6]

SECTION 2. Faculty and Administrative Staff. All appointments to the faculty or administrative staff of the College, other than the Chief Administrator of each Region, shall be made by the President, or his designee, subject to such policies and procedures as may from time to time be established by the Board.
ARTICLE VIII

Policies and Procedures

From time to time, the Board may cause to be prescribed and promulgated policies and procedures not inconsistent with the Indiana Code or these By-Laws. The policies and procedures may deal with the conduct and coordination of programs for carrying out the mission of the College throughout the State and the manner of conducting those programs by the College and by any Region. [IC 21-27-6-3]

ARTICLE IX

Execution of Contracts and Other Documents

SECTION 1. Approval and Authorization of the Board. Except as otherwise expressly authorized by resolution of the Board or these By-Laws, all contracts and other written instruments relating to:

(1) the acquisition or disposition of real estate or any interest in real estate (other than leases or licenses of two (2) years or less);
(2) new capital plant improvements and additions or major alterations, repairs and rehabilitation to property owned by the College, including change orders increasing the amount of such a contract by ten percent (10%) or more;
(3) the issuance of a charter to a Region; and
(4) any other contract imposing a financial obligation on the part of the College in excess of Five Hundred Thousand Dollars ($500,000), unless the obligation was previously approved by the Board through the allocation of funds or otherwise;

must be specifically approved and authorized by the Board. Except as otherwise expressly provided by resolution of the Board, all of those contracts and written instruments shall be executed in the name of the College by the President of the College and may be attested by the Secretary or Assistant Secretary.

SECTION 2. Other Instruments. All contracts and written instruments not requiring the specific approval and authorization of the Board shall be executed in the name of the College by the President of the College or a person designated by the President of the College.

ARTICLE X

Code of Conduct for State and Regional Trustees

SECTION 1. Introduction. The State Board has adopted this Code of Conduct in order
to insure that all those who act on behalf of the College do so in a manner that is consistent with
the mission and values of the College. It is explicitly understood that the State and Regional
Trustees of the College will execute their duties and responsibilities in a manner consistent with
the office to which they are appointed and will, at all times, comply with this Code of Conduct.
For purposes of this Article X, the term “Board,” with respect to a State Trustee, means the State
Board, and, with respect to a Regional Trustee means the applicable Regional Board.

SECTION 2. Code of Conduct. (a) Trustees shall be familiar with, accept and abide
by the legal and fiscal responsibilities of their office as specified in federal and state law, federal
and state regulations, Board bylaws and rules of procedure, and Board polices and resolutions.

(b) Trustees shall devote such time, attention and study to their duties as is necessary to
faithfully carry out their responsibilities.

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

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

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

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

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

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

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

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

(k) Trustees shall recognize that they represent the College and shall refrain from any actions, behaviors or acts of omission that may prove embarrassing to the College.

(l) Trustees shall act and make judgments always on the basis of what is best for the College as an institution and the advancement of the mission of the College.

SECTION 3. Procedure for Addressing Violations of the Code of Conduct. (a) All potential violations of this Code of Conduct shall be within the purview of the Executive Committee of the State Board, whether the alleged violation involves a State Trustee or a Regional Trustee. Regional Boards have no authority to investigate or take action regarding this Code of Conduct, except to report an alleged violation of the Code to the Executive Committee of the State Board and to cooperate in any investigation. If an allegation of a violation of the Code of Conduct involves a member of the Executive Committee that member may not participate whenever the Committee considers the allegation.

(b) Should evidence or an allegation of a violation of this Code of Conduct by a Trustee come to the attention of the Executive Committee, the Committee shall promptly review the matter and investigate the allegation. If necessary, the Executive Committee may enlist the assistance of additional Trustees or legal counsel in conducting the investigation. All Trustees are expected to provide full cooperation with regard to such an investigation.

(c) After a full review of all the circumstances, including the opportunity of the accused Trustee to respond to an alleged violation, the Executive Committee shall determine whether there is sufficient evidence to conclude that there has been a breach of the Code of Conduct. At the conclusion of its investigation and depending on the seriousness of the violation, the Executive Committee may attempt to resolve the matter with the accused Trustee without public action.

(d) Should the Executive Committee determine that the matter is not appropriate for private resolution, or should the Trustee commit an additional violation of the Code, the Executive Committee shall bring the matter to the State Board in executive session for discussion.
(e) If official action is considered necessary, the matter shall be placed on the agenda for discussion at a public meeting of the State Board. At that time, the State Board shall discuss the matter in an open session and permit the Trustee whose conduct is at issue to provide an explanation of the conduct. The State Board may then by majority vote censure the Trustee.

(f) If public action is taken to censure a member of the State Board, the State Board shall promptly report the matter to the office of the Governor. If public action is taken to censure a member of a Regional Board, the State Board shall promptly report the matter to the Regional Board.

ARTICLE XI

Conflict of Interest Policy for State and Regional Trustees

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

SECTION 2. Definitions. (a) As used in this Article, the term “interested person” means a Trustee who has a direct or indirect financial interest.

(b) For purposes of this Article, person has a “financial interest” if the person has, directly or indirectly, through business, investment or family:

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

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

(c) As used in this Article, the word “Policy” means the conflict of interests policy established by this Article.
(c) As used in this Article, the word “Trustee” means an individual who is a member of the State Board or a member of a Regional Board.

SECTION 3. Policy. It is the policy of the College that no interested person shall, without the specific approval provided for in this Policy:

(1) have a direct or indirect financial interest in any business enterprise or with any individual that has current or known prospective dealings with the College as a supplier, vendor, contractor, customer, lessor, or lessee;
(2) seek or receive, for personal or any other person's or entity's gain, any payment, whether for services or otherwise loan (except from a bank at a competitive rate), gift or discount of more than nominal value, or entertainment that goes beyond common courtesies usually associated with accepted business practice from any business enterprise, that has current or known prospective dealings with the College as a supplier, vendor, contractor, customer, lessor, or lessee;
(3) for personal or any other person's or entity's gain, deprive the College of any opportunity that could be construed as related to any existing or reasonably anticipated future activity of the College;
(4) for personal or any other person's or entity's gain, make use of or disclose confidential financial information learned as a result of the person's relationship with the College; or
(5) do any act or omission that potentially could conflict with the purposes that this policy is intended to implement.

SECTION 4. Duty to Disclose and Procedures for Assessment and Approval. (a) Annual Statement. Each Trustee shall annually sign a statement similar to that attached as Exhibit 1, which affirms that such person:

(1) has received and read a copy of the Policy;
(2) agrees to comply with the Policy in all respects, and that in the event of any actual or potential conflict of interest, will comply with the disclosure obligations of the Policy; and
(3) has received and read a copy of IC 35-44-1-3 and agrees to comply with the terms of that statute in all respects.

(b) Procedures for Assessment of Potential Conflicts of Interest and Approval. Occasionally, what appears to be prohibited by a conflict of interest may, under certain circumstances, be authorized by appropriate disclosure and approval. In connection with any actual or possible conflict of interest, an interested person must disclose the existence and nature of his or her financial interest. The disclosure must allow for the College to determine whether an actual conflict of interest exists and provide sufficient information for the potential approval of the transaction, contract, purchase or other arrangement in question. Such a disclosure must be made before action on the transaction, contract, purchase or other arrangement is taken by filing the form set forth in Exhibit 2 with the College’s General Counsel. The interested person
who has the actual or possible conflict of interest may not participate when action is taken on the
proposed transaction, contract, purchase or other arrangement.

SECTION 5. Violations of the Conflict of Interest Policy. All interested persons have
a fundamental duty of loyalty to the College. Accordingly, the prohibitions of this Policy should
be construed broadly. Each interested person has the personal responsibility of compliance with
this Policy. In the event of any question as to whether a conflict of interest exists in a particular
situation, a Trustee is encouraged to discuss the matter with the President of the College or the
Chairperson of the State Board. No set of guidelines can eliminate the need for good judgment.
In the event an interested person fails to disclose an actual or possible conflict of interest or
otherwise violates this Policy, appropriate action will be taken under the procedures established
by the State Board for addressing a violation of the Code of Conduct.

ARTICLE XII

Amendments

These By-Laws may be changed or amended and additional By-Laws may be adopted at
any regular or special meeting of the Board by an affirmative vote of a majority of the Board
duly appointed and serving provided:

(1) that two-thirds (2/3) of all of the members of the Board duly appointed and
serving are present at the meeting at which the action is to be taken; and

(2) that notice of intention to change, amend, or add to the By-Laws, in whole or in
part, and the exact text of such a change, amendment, or addition, was given in the
notice of the meeting.
EXHIBIT 1

ANNUAL CONFLICT OF INTEREST STATEMENT

To: General Counsel, Ivy Tech Community College of Indiana

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

1. I have received a copy of the College's Conflict of Interest Policy (the "Policy").
2. I have read the Policy.
3. I declare that I will comply with the Policy in all respects and that, in the event of any actual or potential conflict of interest, I will comply with the disclosure obligations of the Policy.
4. I understand that any violation of the Policy will result in appropriate action being taken under the procedures set forth in the Code of Conduct for Trustees of the College.
5. I have received a copy of IC 35-44-1-3, the Indiana conflict of interest statute, and the disclosure form developed for compliance with that statute.
6. I disclose the following in regards to my financial interests:

   A. I am employed by the following entity or entities:

   B. My spouse is employed by the following entity or entities:

   C. I or my spouse, or both, have an ownership interest of more than five percent (5%) in the following business or businesses:

   D. I am an officer or director of the following entity or entities:

   E. My spouse is an officer or director of the following entity or entities:
EXHIBIT 1 CONTINUED

F. I or my spouse, or both, have a legal or beneficial interest in the following real estate that the College currently leases or that the College may have an interest in acquiring or leasing in the future because of its proximity to other property owned or leased by the College:

Signed: ___________________________  Date: ______________

Name Printed: ______________________
Exhibit 2

UNIFORM CONFLICT OF INTEREST DISCLOSURE STATEMENT
Indiana Code 35-44-1-3

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

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

1. Name and Address of Public Servant Submitting Statement:

2. Title or Position With Governmental Entity:

3. a. Governmental Entity: ____________________________
b. County: ____________________________

4. This statement is submitted (check one):
   a. _____ as a "single transaction" disclosure statement, as to my financial interest in a specific contract or purchase connected with the governmental entity which I serve, proposed to be made by the governmental entity with or from a particular contractor or vendor; or
   b. _____ as an "annual" disclosure statement, as to my financial interest connected with any contracts or purchases of the governmental entity which I serve, which are made on an ongoing basis with or from particular contractors or vendors.

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

6. Description(s) of Contract(s) or Purchase(s) (Describe the kind of contract involved, and the effective date and term of the contract or purchase if reasonably determinable. Dates required if 4(a) is selected above. If "dependent" is involved, provide dependent's name and relationship):


17
Exhibit 2 Continued

7. Description of My Financial Interest (Describe in what manner the public servant or "dependent" expects to derive a profit or financial benefit from, or otherwise has a pecuniary interest in, the above contract(s) or purchase(s); if reasonably determinable, state the approximate dollar value of such profit or benefit):

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

(Attach extra pages if additional space is needed)

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

I (We) being the __________________________ of __________________________

(Name of Governmental Entity)

(Title of Officer or Name of Governing Body)

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

_________________________________________       __________________________

Elected Official       Office

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

_________________________________________       __________________________

Date Submitted       Date of Action on Contract or Purchase

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

Signed: __________________________

(Signature of Public Servant)

Date: __________________________

Within 15 days after final action on the contract or purchase, copies of this statement must be filed with the State Board of Accounts, Indiana Government Center South, 302 West Washington Street, Room E418, Indianapolis, Indiana, 46204-2765 and the Clerk of the Circuit Court of the county in which the governmental entity executed the contract or purchase. A copy of this disclosure will be forwarded to the Indiana State Ethics Commission.
APPROVAL OF A LEASE AGREEMENT FOR THE CULINARY ARTS AND
HOSPITALITY ADMINISTRATION CENTER IN INDIANAPOLIS,
REGION 8/CENTRAL INDIANA

RESOLUTION NUMBER 2008-43

WHEREAS, Junior Achievement officials and Ivy Tech Central Indiana have been formulating
plans for an Ivy Tech – Culinary Arts and Hospitality Administration Center in Indianapolis, and

WHEREAS, there is need for space to accommodate growing Culinary Arts and Hospitality
Administration enrollments and demand to support an Ivy Tech leased facility, and

WHEREAS, Junior Achievement has offered to construct an addition to their Center in
Indianapolis for lease to the College, and

WHEREAS, the Region 8/Central Indiana Board of Trustees have requested this lease, and

WHEREAS, the lease period is greater than two years and the rent for the lease period is greater
than $200,000 therefore requiring State Trustee approval;

NOW THEREFORE BE IT RESOLVED, that the State Trustees do hereby authorize and
direct the President and any other appropriate, designated College employee to negotiate a lease
agreement with said Junior Achievement officials and to execute all necessary documents for the
above stated lease for an original term not to exceed ten years with a ten-year renewal term at a
rental not to exceed $48,622 per year for the first three years and $139,788 per year for the next
seven years, payable monthly after the building has been constructed, after the documents have
been approved by the College General Counsel.

State Trustees
Ivy Tech Community College of Indiana

Kaye H. Whitehead, Chairman

William F. Morris, Assistant Secretary

Dated October 9, 2008
APPROVAL OF A LEASE AGREEMENT FOR THE WARSAW ORTHOPEDIC AND ADVANCED MANUFACTURING TRAINING CENTER, REGION 2/NORTH CENTRAL

RESOLUTION NUMBER 2008-44

WHEREAS, Ivy Tech Warsaw has been offering classes in a small Orthopedic and Advanced Manufacturing Training Center near the future Warsaw Campus site since October 2006, and

WHEREAS, enrollment growth and the projected need for training in the orthopedic industry prompted Ivy Tech North Central to seek a larger facility for its offerings from developers in the area, and

WHEREAS, two developers responded to the Region’s queries, and

WHEREAS, Van Vactor Construction, LLC submitted the lowest cost and shortest construction time response to provide the instructional space and sufficient parking, and

WHEREAS, the Region 2/North Central Board of Trustees have requested this lease, and

WHEREAS, the lease period is greater than two years and the rent for the lease period is greater than $200,000 therefore requiring State Trustee approval;

NOW THEREFORE BE IT RESOLVED, that the State Trustees do hereby authorize and direct the President and any other appropriate, designated College employee to negotiate a lease agreement with said owner and to execute all necessary documents for the above stated lease for an original term not to exceed four years with six one-year renewal terms at a rental not to exceed $221,100, $224,417, $227,783, and $231,199 for each of the first four years respectively, increasing to no more than $241,460 per year in year ten, with payments starting upon completion of the building, and with a first right of refusal to purchase the building after the documents have been approved by the College General Counsel.

State Trustees
Ivy Tech Community College of Indiana

Kaye H. Whitehead, Chairman

William F. Morris, Assistant Secretary

Dated October 9, 2008
APPROVAL TO LEASE THE FORMER ST. VINCENT PROPERTY IN INDIANAPOLIS TO A PRIVATE DEVELOPER TO CONVERT THE BUILDING TO STUDENT HOUSING, REGION 8 - CENTRAL INDIANA

RESOLUTION NUMBER 2008-45

WHEREAS, the College has owned the former St. Vincent Hospital property at the North Meridian Center since May 2006, and

WHEREAS, the building cannot be renovated to College standards or unit cost expectations without exceeding the project budget limits and the College’s normal cost per square foot, and

WHEREAS, the College is in receipt of a proposal from a group that would form an Indiana Limited Liability Corporation (LLC) to lease the property from the College for 99 years for the purpose of converting the building to student housing at no cost to the College, and

WHEREAS, said LLC wishes to proceed expending funds for planning and design work in the next 30 days and this resolution would foster their proceeding in a cost effective manner, and

WHEREAS, said building, converted to privatized student housing, will be an asset to College students and the surrounding community and will result in a rehabilitated building;

NOW THEREFORE BE IT RESOLVED, that the State Trustees do hereby approve the above stated lease to an Indiana Limited Liability Corporation (LLC) to be formed by Michael J. Alboher, Stephen Shea and Janice Shea, Hassan Mercho and Francois Mercho subject to any required subsequent approvals, and

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

State Trustees
Ivy Tech Community College of Indiana

Kaye H. Whitehead, Chairman

William F. Morris, Assistant Secretary

Dated October 9, 2008
Buildings, Grounds, and Capital Committee
Region 8/Central Indiana – Lease of the former St. Vincent Hospital property in Indianapolis to a private developer to convert the building to student housing
October 8 and 9, 2008

This item will lease the former St. Vincent Hospital property at the North Meridian Center Campus to a private developer who will convert the building to student housing at no cost to the College.

- As you have been previously informed, the College convened a Presidential Blue Ribbon Committee of the original stakeholders that considered the College’s 2006 request to acquire the former St. Vincent Hospital property to advise President Snyder on the reuse of the property
- The College issued a news release and a Request for Proposals (RFP) asking for proposals for the reuse of the property
- At least 20 different firms and individuals contacted the College about the news release or RFP and at least a dozen toured the former hospital
- The College received four proposals for reuse of the property one of which was assembled prior to the College’s news release and the only one that would use private funding (i.e. the other three would use College bonding authority)
- The fully, privately funded proposal has verified private financing and would create student housing in the building, adding housing and retail space once the initial space is filled
- In order to take advantage of current financing conditions, the College needs to be prepared to move forward with this proposal once the Blue Ribbon Committee makes its recommendations (prior to the December board meeting) and if the recommendation is for housing as the best use of the property
- Execution of the agreement with the developer (an Indiana LLC to be formed by Michael J. Alboher, Stephen Shea and Janice Shea, Hassan Merch and Francois Merch) depends on approval from the State Trustees, City of Indianapolis, and HUD

Action Requested: Approval of a 99-year lease of the former St. Vincent Hospital property to the identified Indiana LLC to be formed.
APPROVAL OF AN ARCHITECTURAL FIRM FOR THE MULTIMODAL PROJECT, REGION 8/CENTRAL INDIANA

RESOLUTION NUMBER 2008-46

WHEREAS, the College has received multiple Federal Transit Administration earmarks to construct a multimodal facility at the North Meridian Center Campus in Indianapolis, and

WHEREAS, there exists a need to employ an architectural firm to assist College officials with planning the project, and

WHEREAS, the Facilities and Design Committee and Region 8 administration, upon undertaking appropriate procedures to advertise, interview and select a project architect, has recommended the firm of HCO, Inc. as the project architect for said new construction project, and

WHEREAS, the estimated fee and reimbursables to be paid HCO, Inc. for their services for the new construction project is $640,500 and requires State Trustee approval;

NOW THEREFORE BE IT RESOLVED, that the State Trustees do hereby approve HCO, Inc. as the project architect for the Indianapolis Multimodal new construction project and approve a design budget not to exceed $640,500 including reimbursables, and

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

State Trustees
Ivy Tech Community College of Indiana

Kaye H. Whitehead, Chairman

William F. Morris, Assistant Secretary

Dated October 9, 2008
APPROVAL OF A BUILD-TO SUIT WITH A PURCHASE AGREEMENT CONTRACT FOR THE ELKHART NEW CAMPUS PROJECT, REGION 2/NORTCENTRAL

RESOLUTION NUMBER 2008-47

WHEREAS, the 2007 General Assembly approved bonding authority in the amount of $16,000,000 and the State Budget Committee and Governor authorized the release of $14,000,000 of that authority for the Elkhart new construction project, and

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

WHEREAS, the lowest and best bid according to College procedures is from The Hagerman Group for $14,238,000, which requires approval by the State Trustees, and

WHEREAS, the lowest bid exceeds the $14,000,000 authorized release of bonding authority requiring a request to State Agencies to increase the authorization to $15,500,000;

NOW THEREFORE BE IT RESOLVED, that the State Trustees do hereby authorize and direct the President and any other appropriate designated College employee to seek said project authorization up to $15,500,000, and

FURTHER BE IT RESOLVED, that the State Trustees do hereby approve a contract award for the above stated project to The Hagerman Group for $14,238,000, 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 a contract with said firm, subject to subsequent project authorization up to $15,500,000, after the documents have been approved by the College General Counsel.

State Trustees
Ivy Tech Community College of Indiana

Kaye H. Whitehead, Chairman

William F. Morris, Assistant Secretary

Dated October 9, 2008
Buildings, Grounds, and Capital Committee
Region 2/Northcentral, Elkhart – Approval of a build-to-suit with purchase agreement for the Elkhart new construction project, $14,230,000
October 8 and 9, 2008

This item will approve a contract with a firm to design and construct a build-to-suit project to College standards and specifications and for the College to purchase the project when completed. It also authorizes the College to seek additional authority up to $15,500,000 from the State agencies.

- As reported in your agenda material four bids were received
- Staff have reviewed the bids and the lowest bidder, The Hagerman Group at $14,238,000, has been judged to meet all State Trustee requirements
- The College will also be pursuing release of additional authority up to $15,500,000 from the State agencies (Commission for Higher Education, State Budget Committee, and Governor)
- Funding will come from the Elkhart new construction

Action requested: Approval of Resolution 2008-47 for a build-to-suit with purchase agreement for the Elkhart project.
RESOLUTION TO REAPPOINT REGIONAL TRUSTEES WHOSE TERMS HAVE EXPIRED

RESOLUTION NUMBER 2008-48

WHEREAS, the terms of appointment for the regional trustees listed by name and region on the attachment to this resolution have expired, and

WHEREAS, the individuals listed on the attachment to this resolution have been nominated for reappointment by their respective Regional Boards of Trustees, and

WHEREAS, it is important to insure the continuity of the boards with these trustees who are serving with expired terms;

NOW THEREFORE BE IT RESOLVED, that those regional trustees listed on the attachment to this resolution shall be reappointed as trustees for their respective regions for three-year terms beginning on July 1 after the expiration date of their previous appointment,

FURTHER BE IT RESOLVED, that future appointments and reappointments will be suspended until the State Board Regional Engagement Committee has completed its study of the duties, roles, expectations and terms of regional trustees and the State Board has acted upon their recommendations.

State Trustees
Ivy Tech Community College of Indiana

Kaye H. Whitehead, Chairman

William F. Morris, Assistant Secretary

Dated October 9, 2008
<table>
<thead>
<tr>
<th>REGION</th>
<th>NAME</th>
<th>CONSTITUENCY</th>
<th>PREVIOUS TERM EXPIRATION</th>
<th>NEW TERM EXPIRATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northwest</td>
<td>William Willett</td>
<td>Labor</td>
<td>6/30/07</td>
<td>6/30/10</td>
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<td></td>
<td>William Lain</td>
<td>Agriculture</td>
<td>6/30/07</td>
<td>6/30/10</td>
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<td>Franklin Troyer</td>
<td>Labor</td>
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<td>Philip J. Faccenda, Sr.</td>
<td>Education</td>
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<td>6/30/10</td>
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<td></td>
<td>Mark T. Mow</td>
<td>Education</td>
<td>6/30/08</td>
<td>6/30/11</td>
</tr>
<tr>
<td></td>
<td>Stephen A. Bussmann</td>
<td>At-Large</td>
<td>6/30/08</td>
<td>6/30/11</td>
</tr>
<tr>
<td></td>
<td>Timothy M. Kuhar</td>
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<td>6/30/07</td>
<td>6/30/10</td>
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<td>Northeast</td>
<td>Jeff Reed</td>
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<td>6/30/08</td>
<td>6/30/11</td>
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<td>Gregg Tharp</td>
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<td>6/30/08</td>
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<td>Roger L. Murphy</td>
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<td>East Central</td>
<td>B. Thomas Lowe</td>
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<td>Wabash Valley</td>
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<td>Central Indiana</td>
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<td>P. Dean Denhart</td>
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<td>Richmond</td>
<td>Rebecca A. Gibson</td>
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<td>6/30/08</td>
<td>6/30/11</td>
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<td></td>
<td>Ellen T. Bennett</td>
<td>Education</td>
<td>6/30/08</td>
<td>6/30/11</td>
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<td>J. Joe Meyer</td>
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<td>6/30/08</td>
<td>6/30/11</td>
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<tr>
<td>REGION</td>
<td>NAME</td>
<td>CONSTITUENCY</td>
<td>PREVIOUS TERM EXPIRATION</td>
<td>NEW TERM EXPIRATION</td>
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<td>Columbus</td>
<td>Wesley M. Boas</td>
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<td>6/30/11</td>
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<td>6/30/11</td>
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<td>Kenzie W. Bentle</td>
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<td>Harold Hunt</td>
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<td>6/30/08</td>
<td>6/30/11</td>
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<tr>
<td>Southwest</td>
<td>Mary F. Roberson</td>
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<td>6/30/08</td>
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<td>Carolyn C. Walters</td>
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<td>6/30/11</td>
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<td>Sellersburg</td>
<td>Connie Weigleb Sipes</td>
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<td>6/30/08</td>
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<td>Gary Chaplin</td>
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## I. REVENUE REPORT

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<thead>
<tr>
<th>Category</th>
<th>Budget Original</th>
<th>Budget Adjusted</th>
<th>Revenue To Date</th>
<th>Budget Variance Compared to Adj. Budget</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Amount</td>
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<tr>
<td>Student Fees</td>
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<td>155,023,380</td>
<td>81,405,414</td>
<td>(73,617,966)</td>
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<td>State Appropriation</td>
<td>190,382,903</td>
<td>190,382,903</td>
<td>41,143,394</td>
<td>(149,239,509)</td>
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<td>Investment</td>
<td>3,200,000</td>
<td>3,200,000</td>
<td>667,027</td>
<td>(2,532,973)</td>
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<td>Transfers In:</td>
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<td></td>
<td></td>
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<tr>
<td>Budgeted</td>
<td>100,000</td>
<td>100,000</td>
<td>0</td>
<td>(100,000)</td>
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<tr>
<td>Bookstore</td>
<td>0</td>
<td>335,000</td>
<td>335,000</td>
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<td>IIIS Non-Capital 1-Time Costs</td>
<td>0</td>
<td>3,209,218</td>
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<td>Other (Miscellaneous)</td>
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<td>4,290,598</td>
<td>528,036</td>
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<td>Total Unrestricted Revenue</td>
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<td>356,541,099</td>
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<td>Carry Forward</td>
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<td>49,034,590</td>
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<td>(49,034,590)</td>
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<td>Total</td>
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<td>405,575,689</td>
<td>127,288,089</td>
<td>(278,287,600)</td>
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## II. EXPENDITURE REPORT BY MAJOR OBJECT CLASSIFICATION

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<tr>
<th>Category</th>
<th>Budget Original</th>
<th>Budget Adjusted</th>
<th>Expenditures/Encumbrances</th>
<th>Available Balance Compared to Adj. Budget</th>
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<td></td>
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<td>Amount</td>
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<tr>
<td>Compensation</td>
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<td>188,885,792</td>
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<td>General S&amp;E &amp; Capital Equip.</td>
<td>127,666,972</td>
<td>126,908,450</td>
<td>38,604,641</td>
<td>88,303,809</td>
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<td>Utilities</td>
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<td>8,529,190</td>
<td>8,168,931</td>
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<td>Facility Leases</td>
<td>5,799,349</td>
<td>5,799,349</td>
<td>4,915,437</td>
<td>883,912</td>
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<td>Budgeted Transfers Out</td>
<td>20,680,608</td>
<td>29,691,020</td>
<td>14,074,219</td>
<td>15,617,001</td>
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<tr>
<td>Total</td>
<td>399,565,470</td>
<td>405,575,689</td>
<td>254,649,020</td>
<td>150,926,669</td>
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### Operating Budgets by Location

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<tr>
<th>Regions/Sites</th>
<th>2008-09 Original Budget</th>
<th>Regional Board Approved Increases</th>
<th>Gross Carry Forward</th>
<th>Enrollment Adjustment</th>
<th>Economic Develop. Revolving Fund</th>
<th>Transfers and Other Adjustments</th>
<th>Total Adjusted Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gary</td>
<td>$14,040,084</td>
<td>-</td>
<td>-</td>
<td>$145,047</td>
<td>-</td>
<td>$153,061</td>
<td>$14,048,098</td>
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<tr>
<td>Valparaiso</td>
<td>$9,766,219</td>
<td>-</td>
<td>-</td>
<td>$53,344</td>
<td>-</td>
<td>-</td>
<td>$9,819,563</td>
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<td>East Chicago</td>
<td>$4,174,534</td>
<td>-</td>
<td>-</td>
<td>$26,099</td>
<td>-</td>
<td>-</td>
<td>$4,200,633</td>
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<tr>
<td>Michigan City</td>
<td>$2,984,673</td>
<td>-</td>
<td>-</td>
<td>$11,571</td>
<td>-</td>
<td>-</td>
<td>$2,996,244</td>
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<td><strong>Total Region (1)</strong></td>
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<td>-</td>
<td>-</td>
<td>$54,033</td>
<td>-</td>
<td>$153,061</td>
<td>$31,064,538</td>
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<td>South Bend</td>
<td>$17,599,486</td>
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<td>-</td>
<td>$17,668</td>
<td>-</td>
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<td>$17,781,364</td>
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<td>Warsaw</td>
<td>$1,698,756</td>
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<td>-</td>
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<tr>
<td>Elkhart</td>
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<td>-</td>
<td>$23,186</td>
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<td>-</td>
<td>-</td>
<td>$97,945</td>
<td>-</td>
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<td>Fort Wayne (3)</td>
<td>$29,302,701</td>
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<td>Lafayette (4)</td>
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<td>-</td>
<td>$259,694</td>
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<td>$160,804</td>
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<td>Kokomo</td>
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<td>-</td>
<td>$159,713</td>
<td>-</td>
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<td>Logansport</td>
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<td>-</td>
<td>$25,988</td>
<td>-</td>
<td>-</td>
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<td><strong>Total Region (5)</strong></td>
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<td>-</td>
<td>$185,701</td>
<td>-</td>
<td>$132,661</td>
<td>$14,911,906</td>
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<td>Muncie</td>
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<td>-</td>
<td>$123,095</td>
<td>-</td>
<td>$530,836</td>
<td>$16,879,121</td>
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<td>Anderson</td>
<td>$5,720,383</td>
<td>-</td>
<td>-</td>
<td>$10,301</td>
<td>(175,000)</td>
<td>$5,555,684</td>
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<td>Marion</td>
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<td>-</td>
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<td><strong>Total Region (6)</strong></td>
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<td>-</td>
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<td>T - Hauta (7)</td>
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<td>$227,152</td>
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<td>$173,373</td>
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<td>$297,589</td>
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<td>$36,986</td>
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<td>$13,203,690</td>
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<td>-</td>
<td>$111,275</td>
<td>-</td>
<td>$89,902</td>
<td>$14,279,171</td>
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<td>Madison</td>
<td>$7,279,923</td>
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<td>-</td>
<td>(9,006)</td>
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<td>$47,288</td>
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<td>Lawrenceburg</td>
<td>$5,916,218</td>
<td>-</td>
<td>-</td>
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<td>-</td>
<td>$5,911,981</td>
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<td><strong>Total Region (11)</strong></td>
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<td>$13,241</td>
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<td>$47,288</td>
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<td>$125,793</td>
<td>-</td>
<td>$116,067</td>
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<td>-</td>
<td>$117,501</td>
<td>-</td>
<td>$53,793</td>
<td>$14,603,182</td>
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<td>Bloomington (14)</td>
<td>$19,317,557</td>
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<td>-</td>
<td>$129,959</td>
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<td>$51,761</td>
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<td>-</td>
<td>45,507</td>
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<td>80,675</td>
<td>59,088,565</td>
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<td>-</td>
<td>$3,542,218</td>
<td>$405,575,689</td>
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</table>
### IVY TECH COMMUNITY COLLEGE  
**SUMMARY SCHEDULE OF INVESTMENT TRANSACTIONS**  
**AUGUST 1 - AUGUST 31, 2008**

<table>
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<tr>
<th></th>
<th>CURRENT YEAR</th>
<th></th>
<th>PRIOR YEAR</th>
<th></th>
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<td>Total Funds</td>
<td></td>
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<td><strong>PRINCIPAL</strong></td>
<td>$106,682,332</td>
<td>$120,293,207</td>
<td>$107,406,907</td>
<td>$118,305,784</td>
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<td><strong>Ending Balance</strong></td>
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<td><strong>INTEREST INCOME</strong></td>
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<td></td>
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<tr>
<td></td>
<td>Pooled Investment Fund 01</td>
<td>Other Funds (2)</td>
<td>Total Funds</td>
<td>Pooled Investment Fund 01</td>
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<td>Beginning Cash</td>
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<td>$36,646</td>
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<td>$546,779</td>
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<td>620,711</td>
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<tr>
<td>Int earned with Trustee</td>
<td>-</td>
<td>-</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>Adjustments</td>
<td>-</td>
<td>-</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>Transfers</td>
<td>(34,373)</td>
<td>(42,944)</td>
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<td>(42,944)</td>
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<td>Cash collections to date</td>
<td>287,538</td>
<td>1,124,547</td>
<td>95,609</td>
<td>1,221,156</td>
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<td>Adjustments</td>
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<td>Intr Accruals - Fut. Maturities</td>
<td>1,156,173</td>
<td>1,156,173</td>
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<td>Intr Accruals - YEC 07-08</td>
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<td>(2,060,146)</td>
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<td>Int Accrual Basis</td>
<td>$67,027</td>
<td>$71,019</td>
<td>$738,047</td>
<td>$910,967</td>
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</table>

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

Per WSJ – as of August 31, 2008  
Commercial Paper 35 - 120 days: 2.447%  
Thirteen Week Treasury: 1.710%  
Three Months CD: 2.830%  
Average yield to Maturity as of August 31, 2008: 3.840%  
Average yield to Maturity as of August 31, 2007: 5.404%  

---

<table>
<thead>
<tr>
<th><strong>Institution</strong></th>
<th><strong>Type of Investment</strong></th>
<th><strong>$</strong></th>
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</thead>
<tbody>
<tr>
<td>National City Bank</td>
<td>Certificate of Deposit</td>
<td>$33,000,146</td>
</tr>
<tr>
<td>Dreyfus Corporation</td>
<td>Commercial Paper</td>
<td>106,066</td>
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<td>Federated Investors</td>
<td>Agency</td>
<td>15,186,996</td>
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<tr>
<td>Lake City Bank</td>
<td>Savings</td>
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<tr>
<td>Lafayette Savings Bank</td>
<td>Prime Cash Obligations Fund</td>
<td>2,500,000</td>
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<tr>
<td>Huntington Capital Corp</td>
<td>Dreyfus Cash Management</td>
<td>15,000,000</td>
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<tr>
<td>ML Corp</td>
<td>Total</td>
<td>9,000,000</td>
</tr>
<tr>
<td>KeyBank Banking</td>
<td></td>
<td>9,000,000</td>
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<tr>
<td>Irwin Union Bank</td>
<td></td>
<td>14,000,000</td>
</tr>
<tr>
<td>Fifth Third Bank</td>
<td></td>
<td>3,000,000</td>
</tr>
<tr>
<td>First Federal Bank</td>
<td></td>
<td>$3,500,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>$120,293,207</td>
</tr>
<tr>
<td>Region</td>
<td>Title or Description</td>
<td>Source</td>
</tr>
<tr>
<td>--------------</td>
<td>------------------------------------------</td>
<td>---------------------------------------</td>
</tr>
<tr>
<td>Region 04 Lafayette</td>
<td>WIRED-5-59 Grant</td>
<td>Purdue University</td>
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<tr>
<td>Region 06 Muncie</td>
<td>SBDC Grant - SG-09-244</td>
<td>Indiana Economic Development Corp.</td>
</tr>
<tr>
<td>Region 06 Muncie</td>
<td>SBDC Grant - CDA-09-239</td>
<td>Indiana Economic Development Corp.</td>
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<tr>
<td>Region 07 Terre Haute</td>
<td>WIA-8-07 Adult Grant</td>
<td>Workforce Network, Inc</td>
</tr>
<tr>
<td>Region 07 Terre Haute</td>
<td>WIA-8-07 Dislocated Worker Grant</td>
<td>Workforce Network, Inc</td>
</tr>
<tr>
<td>Region 07 Terre Haute</td>
<td>WIA-8-07 Youth Grant</td>
<td>Workforce Network, Inc</td>
</tr>
<tr>
<td>Region 12 Evansville</td>
<td>WIRED Grant</td>
<td>Grow Southwest Indiana Workforce Board, Inc.</td>
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<tr>
<td>Region 00 Central Office</td>
<td>High Growth Job Training Initiative Energy Industry</td>
<td>US Department of Labor</td>
</tr>
<tr>
<td>Year</td>
<td>Grants &amp; Contracts</td>
<td>TFP Companies</td>
</tr>
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<td>-------------------</td>
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<td>Total this Report</td>
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<td>2008-2009 YTD-Total</td>
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<td>2007-2008 Fiscal Year-End Total</td>
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<td>2006-2007 Fiscal Year-End Total</td>
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<td>2005-2006 Fiscal Year-End Total</td>
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<td>2004-2005 Fiscal Year-End Total</td>
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<td>1998-1999 Fiscal Year-End Total</td>
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### DISBURSEMENTS OF $100,000.00 AND OVER
FOR THE MONTH OF AUGUST 2008

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<th>Authorization for Disbursement</th>
<th>Purpose of Disbursement</th>
<th>Amount of Disbursement</th>
<th>Approved Vendor</th>
<th>Check Date</th>
<th>Reference Number</th>
</tr>
</thead>
<tbody>
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<td>I. Article VIII Contracts and Other Documents Approval and authorization of the Board.</td>
<td>A. FICA/MQFE/Federal Taxes</td>
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<td>B. Retirement</td>
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<td>TIAA/CREF</td>
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<td>J0021269</td>
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<td>C. County/State Taxes</td>
<td>601,963.09</td>
<td>National City Bank</td>
<td>08/19/08</td>
<td>J0021708</td>
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<td>D. FICA/MQFE/Federal Taxes</td>
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<td>E. Insurance</td>
<td>1,860,829.48</td>
<td>Gregory &amp; Appel insurance</td>
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<td>F. Retirement</td>
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<td>A. Prime Cash Obligations Fund</td>
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<td>F. Certificate of Deposit</td>
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<td>G. Certificate of Deposit</td>
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<td>H. Certificate of Deposit</td>
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<td>O. Certificate of Deposit</td>
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III. Reported to the Board of Trustees over 100,000 under 500,000.

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

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<th>Purpose of Disbursement</th>
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<th>Check Date</th>
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IVY TECH COMMUNITY COLLEGE
REVENUE AND EXPENDITURE GRAPHS -- ADDITIONAL INFORMATION
Fiscal Years 2007, 2008, 2009

OPERATIONS FUND REVENUE -- TOTAL REVENUE GRAPH BACKGROUND

The graph depicting Total Operations Fund Revenue includes revenues from State Appropriations, Student fees, and Other Income (including interest income). We normally receive our state appropriation check (approximately $13.5 million) on the fifteenth of each month. Peak months for student fee revenues are July, August, November, December, and April of each year during the early registration periods. The debt service, student activity fee, and parking fee revenue and subsequent transfers have been backed out of the Operations Fund Revenue for all the years shown to present a clearer picture of the Operations Fund activity.

August--2008 Analysis: For the year, both student fee revenue (up $5.4 million or 7.1%) and state operating appropriations (up $844,000 or 2.1%) increased over fiscal year 2007-08. Summer 2008 FTE enrollments were up by 4.5% over last year. Other income is currently decreased by $-672,000 (or -12.4%). Total fiscal year to date revenue is up by $5.6 million (4.6%) over fiscal year 2007-08.

OPERATIONS FUND EXPENSE -- TOTAL EXPENSES GRAPH BACKGROUND

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

The highest months for expenses are typically October and February when College Fee Remission expenditures occur. Hourly personnel receive twenty-six pays a year; therefore, twice a year they receive three pays during a month. In FY 2006-07, September and March, in FY 2007-08, August and February, and in FY 2008-09 August and January, are the two months when three pays will be recorded.

August--2008 Analysis: The 2008-09 total expenditures are approximately $1.5 million (2.4%) higher as compared to 2007-08. For the year, compensation has increased by $3.5 million or 11.8%. Compensation has increased due to the increase in faculty and staff as well as the 4% salary increase for faculty and 3% salary increase for all other employees. Other expenditures have decreased by $-2.1 million (or -6.5%) primarily as a result of decreases in transfers out, duplicating and copying, telephone, DP equipment and capital expense. $2.8 million of the total fiscal year expenditures are for the Integrated Information System (IIS) project.
Budget and Finance Committee

October 8, 2008

I. Action Items:

There are no action items to be considered.

II. Information Items:

A. Summary of the $65,095,000 Series L Bond Issue Used to Finance Construction of the Fort Wayne, Logansport, and Greencastle Academic Buildings

- Planning for the bond issue began in late 2007 after General Assembly approval of $163 million of project bonding authority for 2007-09.

- Series L bonds included funding for new academic buildings in Fort Wayne ($26,700,000), Logansport ($16,000,000), and Greencastle ($8,000,000) after those projects were approved by the State Budget Committee in March 2008.

- As the tax exempt bond market improved between March and July, the refunding of the College’s Series E bonds previously issued to finance Phase I of the South Bend project was added to the plan of finance along with the refinancing of the Fairbanks project bank loan that matures on November 3, 2008.

- In early July, a credit package was prepared and forwarded to rating agencies and potential bond insurers. Credit meetings were held in New York City on July 14th and 15th with Standard and Poor’s and Fitch Ratings (the ratings agencies) and FSA and Assured Guaranty (the potential bond insurers).

- The presentations summarized the strides Ivy Tech has made in enrollment growth, program development, transfer of credit, fundraising, and financial strength. They also emphasized the College’s strategic plan and its position as a statewide comprehensive community college system.

- These presentations resulted in a ratings upgrade to “AA-“ from S & P and a confirmation of the existing “AA-“ from Fitch Ratings. Having two “AA” category ratings became critical in late July, when the two remaining bond insurers (FSA and Assured Guaranty) were placed on negative outlook for a downgrade, compromising their value as “AAA” bond insurers.

- This compelled Ivy Tech to proceed with the Series L bond sale without insurance, the College’s first uninsured bond issue in over 25 years.
• The tax exempt market improved in early August and the College sold the issue on August 20th. This timing proved to be extremely advantageous as the tax exempt market increased 50 to 100 basis points within a month, primarily due to illiquidity caused by the near financial meltdown during the week of September 15th.

• The bonds were offered as all serial maturities through 2027 with two maturities targeted for retail distribution with just a five year call period.

• The final interest rate of 4.27% was significantly lower than the 4.61% estimated at the end of June and July. Likewise, the present value savings of the refunding was $218,000 (4.00% of the refunded bonds), much higher than earlier estimates. The ratings upgrade saved Ivy Tech and the State of Indiana, 20 basis points per maturity or $1,500,000 in debt service costs over the life of the bond issue.

• The College closed on the bond issue on September 10th and invested much of the proceeds in certificates of deposit, competitively offered by Indiana banks with high credit ratings and secured by the Public Deposit Insurance Fund. The balance of the bond proceeds are invested in a money market fund held by the bond trustee.

**B. Investment Policy for Ivy Tech Community College**

• With the turmoil in the world’s financial markets, this is an opportune time to review the College’s investment policy.

• The investment policies are adopted by the State Board of Trustees while day-to-day oversight of the program is delegated to the Treasurer. The current policy was adopted in 2002 and was reviewed by the Board in 2006.

• The investment objective is to obtain the highest income while maintaining safety of principal and insuring adequate liquidity for institutional needs.

• The following investments are authorized:

  • Certificates of Deposit – must be insured by the Public Deposit Insurance Fund (PDIF) or the Federal Deposit Insurance Fund (FDIC). The maximum maturity of the CD is five years. One bank’s deposit must not exceed 30% of the College’s total investment portfolio.

  • U.S. Government Treasury Bills, Notes, and Bonds with a maximum maturity of five years.

  • U.S. Agency Issues with a maximum maturity of five years.
- Bankers’ Acceptances with a maximum maturity of 180 days and a maximum single investment of $1,000,000.

- Commercial Paper with a maximum maturity of 270 days. The paper must have a credit rating of A-1 or P-1. The College’s total investments in commercial paper may not exceed 50% of total investments. No more than $1,000,000 or 10% of the College’s total investment, whichever is less, may be invested in any one company. No more than 25% of the total commercial paper portfolio may be invested in a single industry.

- Money Market Accounts are limited to funds totaling at least $250,000,000 or funds managed by Indiana banks insured by the Public Deposit Insurance Fund.

- It is the College’s policy to solicit bids for investments.

- As of September 29th, the College’s investment portfolio totals $188,000,000.
  - $48,000,000 is invested in two money market accounts, both rated AAA by Standard and Poor’s and Moody’s and approved by the National Association of Insurance Commissioners.
  - Nearly all of the remainder is invested in certificates of deposit insured by the Federal Deposit Insurance Corporation and the Public Deposit Insurance Fund.
  - The College has the following CD investments:
    - National City (30,500,000)
    - Fifth Third (25,000,000)
    - Huntington (20,000,000)
    - Irwin Union (19,000,000)
    - Lake City (16,000,000)
    - MI (10,500,000)
    - Key (9,500,000)
    - Lafayette Savings (4,000,000)
    - First Federal (3,000,000)
    - U.S. Bank (2,000,000).

- The College redeemed $2,500,000 of CD’s with National City Bank during September.

- The College has been in contact with the administrator’s of the Public Deposit Insurance Fund (PDIF) and the State Treasurer’s Office. They stated that they believe the PDIF has enough reserves to meet any potential losses. Representatives stated that they have the power to issue bonds and assess monthly fees on financial institutions accepting public funds if necessary.
C. Enterprise Data Warehouse Acquisition

- In 2005, Ivy Tech began a $34 million project to implement an integrated information system known as Banner. SunGard Higher Education, Inc. was the supplier of software and consulting services for the project. The Banner system includes modules for finance, student administration, human resources, advancement, and various subsystems of these larger modules.

- Modern integrated systems like Banner perform two major functions:
  - Processing financial, personnel, student, or advancement transactions;
  - Provide an information system that allows the College to analyze the transactions and to generate data to support decision-making.

- An enterprise data warehouse stores financial, personnel, student, and advancement transaction data in a format that is accessible to a broad range of functional staff across the College without requiring the intervention of database programmers and other highly skilled technicians. Not only is reporting made easier, the data warehouse allows decision makers to more easily track long-term trends and other complex analyses. Thus the College is able to make more data-driven decisions.

- Because of budget constraints, Ivy Tech did not include a data warehouse in the original contract with SunGard. Now, as the Banner implementation has entered the final year of the contract both on-time and under budget, the advantages of implementing a data warehouse to support decision-making, reporting, and data inquiries have become apparent.

- Ivy Tech and SunGard have negotiated a price of $621,000 for the software. Six months of the 2008-09 maintenance charges will be waived, leaving a maintenance cost of $30,000 for this year. Professional services from SunGard assisting in the implementation of the product total $118,000 for a total first year cost of $769,000. The list fee for these products and services totals $1,921,000.

- Funding will come from the contingency fund set aside to support the implementation of the Banner project.
PLANNING AND EDUCATION COMMITTEE

Wednesday, October 8, 2008

I. Action Items

No resolutions are presented for action at this meeting.

II. Discussion Items

A. Enrollment Report

A brief report will be provided on Academic Year 2007-08 enrollment and Fall 2008 enrollment (see attached)

B. Fall Semester Enrollment Process Analysis

A report regarding the fall 2008 enrollment period, its challenges and plans for improvement will be provided for discussion. (see attached)

C. Information Technology Update

A report of the current status of the IIS/Banner project and future IT plans will be provided for discussion. (see attached)

D. Program Reports

An update on Ivy Tech’s Nursing program, including a recent request to the Indiana State Board of Nursing will be provided. (see attached)

An update on the current status of Ivy Tech’s Logistics and Supply Chain Management program will be provided.

III. Information Items

A. A description of the Food Stamp Employment and Training Program (FSET), a new Ivy Tech initiative, will be provided. (see attached)

B. The results of a Survey of Employers of Recent Ivy Tech Graduates will be summarized. (see attached)

C. Engagement Reports on Faculty and Student Retention will be made at the State Board meeting.
Enrollment Update

Prepared by:
Ivy Tech Community College Office of Institutional Research
September 2008

Preliminary Annual Unduplicated
Headcount & FTE
2007-08
### Preliminary Annual Unduplicated Headcount 2007-08

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<td>Sellersburg, R-13</td>
<td>5,066</td>
<td>5,127</td>
<td>5,114</td>
<td>5,809</td>
<td>14.4%</td>
</tr>
<tr>
<td>Bloomington, R-14</td>
<td>5,086</td>
<td>5,692</td>
<td>6,335</td>
<td>6,920</td>
<td>9.2%</td>
</tr>
<tr>
<td>Collegewide</td>
<td>105,761</td>
<td>104,788</td>
<td>111,143</td>
<td>119,053</td>
<td>7.1%</td>
</tr>
<tr>
<td>Percent Change vs. Prior Year</td>
<td>3.4%</td>
<td>-0.6%</td>
<td>6.4%</td>
<td>7.1%</td>
<td></td>
</tr>
</tbody>
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### Preliminary Annual FTE 2007-08

<table>
<thead>
<tr>
<th>Region</th>
<th>2004-05</th>
<th>2005-06</th>
<th>2006-07</th>
<th>Estimate 2007-08</th>
<th>Change vs. Previous Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northwest, R-1</td>
<td>3,264</td>
<td>3,056</td>
<td>3,435</td>
<td>3,831</td>
<td>10.9%</td>
</tr>
<tr>
<td>North Central - R2</td>
<td>3,160</td>
<td>2,996</td>
<td>3,049</td>
<td>3,000</td>
<td>12.0%</td>
</tr>
<tr>
<td>Fort Wayne, R-3</td>
<td>4,266</td>
<td>4,250</td>
<td>4,528</td>
<td>4,864</td>
<td>7.0%</td>
</tr>
<tr>
<td>Lafayette, R-4</td>
<td>3,616</td>
<td>3,700</td>
<td>4,023</td>
<td>4,124</td>
<td>2.5%</td>
</tr>
<tr>
<td>Kokomo, R-5</td>
<td>1,958</td>
<td>2,034</td>
<td>2,044</td>
<td>2,199</td>
<td>7.6%</td>
</tr>
<tr>
<td>East Central, R-6</td>
<td>4,210</td>
<td>4,087</td>
<td>4,078</td>
<td>4,282</td>
<td>5.0%</td>
</tr>
<tr>
<td>Teme Hunt, R-7</td>
<td>3,097</td>
<td>3,228</td>
<td>3,323</td>
<td>3,505</td>
<td>5.0%</td>
</tr>
<tr>
<td>Indianapolis, R-8</td>
<td>8,036</td>
<td>8,419</td>
<td>8,736</td>
<td>9,330</td>
<td>6.8%</td>
</tr>
<tr>
<td>Richmond, R-9</td>
<td>1,119</td>
<td>1,262</td>
<td>1,464</td>
<td>1,507</td>
<td>3.0%</td>
</tr>
<tr>
<td>Columbus, R-10</td>
<td>1,438</td>
<td>1,496</td>
<td>1,706</td>
<td>1,864</td>
<td>9.3%</td>
</tr>
<tr>
<td>Southfort, R-11</td>
<td>1,154</td>
<td>1,190</td>
<td>1,282</td>
<td>1,380</td>
<td>7.7%</td>
</tr>
<tr>
<td>Evansville, R-12</td>
<td>2,945</td>
<td>3,009</td>
<td>3,096</td>
<td>3,438</td>
<td>11.0%</td>
</tr>
<tr>
<td>Sellersburg, R-13</td>
<td>2,006</td>
<td>2,069</td>
<td>2,166</td>
<td>2,054</td>
<td>13.3%</td>
</tr>
<tr>
<td>Bloomington, R-14</td>
<td>2,159</td>
<td>2,469</td>
<td>2,955</td>
<td>3,287</td>
<td>11.2%</td>
</tr>
<tr>
<td>Collegewide</td>
<td>43,436</td>
<td>42,975</td>
<td>45,687</td>
<td>49,445</td>
<td>7.8%</td>
</tr>
<tr>
<td>Percent Change vs. Prior Year</td>
<td>3.7%</td>
<td>1.3%</td>
<td>6.7%</td>
<td>7.8%</td>
<td></td>
</tr>
</tbody>
</table>

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### Fall 2008

Headcount & FTE

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### Statewide, Fall Enrollment Overview

<table>
<thead>
<tr>
<th>Unduplicated Headcount</th>
<th>Fall 2006</th>
<th>Percent Change vs. prior year</th>
<th>Fall 2007</th>
<th>Percent Change vs. prior year</th>
<th>Fall 2008</th>
<th>Percent Change vs. prior year</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Day of Classes</td>
<td>69,803</td>
<td>+6.9%</td>
<td>77,013</td>
<td>+10.3%</td>
<td>86,130</td>
<td>+11.8%</td>
</tr>
<tr>
<td>Ten Day Count</td>
<td>67,435</td>
<td>+3.4%</td>
<td>74,022</td>
<td>+9.8%</td>
<td>87,669*</td>
<td>+18.4%*</td>
</tr>
<tr>
<td>End of Term Count</td>
<td>72,687</td>
<td>+3.9%</td>
<td>76,776</td>
<td>+8.4%</td>
<td>TBD</td>
<td>TBD</td>
</tr>
</tbody>
</table>

* Note: A shift in drop date for non-payment in fall 2008 accounts for some of the relative increase.
Statewide, Fall Enrollment Overview

<table>
<thead>
<tr>
<th>FTE</th>
<th>Fall 2006</th>
<th>Percent Change vs. prior year</th>
<th>Fall 2007</th>
<th>Percent Change vs. prior year</th>
<th>Fall 2008</th>
<th>Percent Change vs. prior year</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Day of Classes</td>
<td>40,160.4</td>
<td>+8.5%</td>
<td>44,765.0</td>
<td>+11.5%</td>
<td>50,114.9</td>
<td>+12.0%</td>
</tr>
<tr>
<td>Ten Day Count</td>
<td>38,071.2</td>
<td>+5.2%</td>
<td>42,190.5</td>
<td>+10.8%</td>
<td>50,101.8*</td>
<td>+18.8%*</td>
</tr>
<tr>
<td>End of Term Count</td>
<td>40,056.9</td>
<td>+6.6%</td>
<td>43,577.7</td>
<td>+8.8%</td>
<td>TBD</td>
<td>TBD</td>
</tr>
</tbody>
</table>

* Note: A shift in drop date for non-payment in fall 2008 accounts for some of the relative increase.

Analysis of Growth in Headcount

<table>
<thead>
<tr>
<th></th>
<th>Fall 2007</th>
<th>Fall 2008</th>
<th>Headcount Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Enrollment First Day of Classes</td>
<td>77,013</td>
<td>86,130</td>
<td>9,117</td>
</tr>
<tr>
<td>Ten Day Count</td>
<td>74,036</td>
<td>87,669*</td>
<td>13,633</td>
</tr>
<tr>
<td>First time college students (Freshman)</td>
<td>14,611 (20% of 10 day count enrollment)</td>
<td>23,516 (27% of 10 day count enrollment)</td>
<td>8,905 (65% of total 10 day count increase)</td>
</tr>
</tbody>
</table>

* Additional analysis of the profile of Ivy Tech students, and new students in particular, is planned to better understand which groups are driving Ivy Tech growth.
Fall Enrollment Trends

Fall Enrollment Trends
2002-2008

Page 9
Fall 2008 Enrollment
"The Perfect Storm"

Office of the Provost
October 8, 2008

Fall 2008 Perfect Storm

- Banner student system go-live
- Follett bookstore go-live
- BlackBoard upgrade to version 8.0
- Unprecedented increase in student demand
Major Problems

- Students experienced long waits and poor customer service
- Financial aid processing delayed
- Inability to use financial aid for bookstore purchases
- Students unable to log on to major enrollment-related systems through CampusConnect

Major Problems (continued)

- Students unsure of next steps in enrollment processes
- Students unable to communicate with college, get questions answered, lack of redundant information
- Help Desk backlog
- BlackBoard outages
- Unfamiliarity of front line staff with Banner systems, limiting problem solving
Short-Term Interventions

- "All Hands on Deck"--staffed up front line services throughout regions and college (use of part-time faculty and staff, etc.)
- Extended service hours (evenings and weekends)
- Expanded Help Desk staffing and hours/creation of "war room"
- Follett increased dedicated support
- Ongoing technical fixes

Lessons Learned

- Senior Leadership Council analysis and identification of 5 areas for improvement
  - Financial Aid
  - Enrollment processes
  - Bookstore
  - Blackboard
  - Help Desk and Communications with Students
- Debriefing sessions in all regions
- Technical staff debriefing
Improvements

• Improve financial aid, bookstore and other processes
• Resolve student identity/access issues
• Update training of front line staff, including system knowledge, problem solution and customer service
• Plan to flex up staffing of support functions
• Improve communication with students regarding processes, time lines, etc.

Technical Fixes

• Identify process training needs and develop refresher activities
• Refine and automate student ID synchronization
• Provide regions additional tools to assist in resolving student access issues
• Improve Financial Aid processing
• Improve communications with students
• Upgrade Central Indiana telephony infrastructure
• Complete infrastructure improvements to handle current and future growth
Status of IIS (Banner) Project

- The IIS project implementation is on time.
- The IIS project implementation is within budget.
### IIS Dashboard
(Week of September 29, 2008)

<table>
<thead>
<tr>
<th>Module:</th>
<th>Budget $</th>
<th>Schedule/Quality</th>
<th>Resource (Staff/Facilities)</th>
<th>Scope</th>
<th>Change Mgt</th>
<th>Technical (data, core, integ)</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance</td>
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<td>Admissions</td>
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<td>Registrar</td>
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<td>Financial Aid</td>
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<td>Accounts Receivable</td>
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</table>

**Status: On Target October 3, 2008**

### IIS Dashboard
(Week of September 29, 2008)

<table>
<thead>
<tr>
<th>Module:</th>
<th>Budget $</th>
<th>Schedule/Quality</th>
<th>Resource (Staff/Facilities)</th>
<th>Scope</th>
<th>Change Mgt</th>
<th>Technical (data, core, integ)</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
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<tr>
<td>Advance-ment</td>
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</table>

**Status: On Target October 3, 2008**
IIS Student Go-Live Successes

- Ivy Tech successfully enrolled 87,000+ students in the Fall 2008
- Banner application was stable
- Lessons learned and improvements being implemented

IIS Student Go-Live Challenges

- Student IDs not synchronizing across multiple systems resulted in access issues
- Migrated data caused registration and access issues
- Financial Aid processes delayed due to data migration issues
- Financial Aid data sharing between the bookstores and Banner
- Financial Aid and other processes not consistent or well understood across the institution
Non-IIS Student Go-Live Challenges

- Central Indiana phone system lacked capacity to handle the high call volumes
- Blackboard instability

Improvements from Lessons Learned

- Identify process training needs and develop refresher activities
- Refine and automate student ID synchronization
- Provide regions additional tools to assist in resolving access issues
- Improve Financial Aid processing
- Improve communications with students
- Upgrade Central Indiana telephony infrastructure
- Complete infrastructure improvements to handle current and future growth
IIS-Related IT Agenda

- Complete implementation of IIS HR, Advancement and WED registration systems.
- Implement post-Sungard IIS support infrastructure and team.
- Implement broad-based training for IIS users.
- Re-engineer major processes to leverage investment in Banner (i.e. financial aid, enrollment processes, etc.)
- Implement workflow to automate processes.
- Implement data warehouse and build institutional reporting and analytical capabilities.
- Implement enrollment management system.

Non-IIS IT Agenda

- Complete standardization of collegewide network.
- Implement collegewide telecommunications plan, including voice over IP
- Update data center, including disaster recovery/redundancy
- Improve or transition to new instructional management system (BlackBoard).
- Implement updated information security awareness program
- Implement updated identity management
September 19, 2008

Sean Gorman, Director, and the
Nurse Education Subcommittee of the Indiana State Board of Nursing
The Indiana State Board of Nursing
402 W. Washington Street,
Indianapolis, Indiana 46204

Dear Mr. Gorman and the Members of the Nurse Education Subcommittee:

Nursing education is part of the foundation of Ivy Tech Community College’s offerings. The Practical Nursing programs date back to 1968 and the Associate Degree in Nursing programs date back to 1982. Ivy Tech educates the majority of the state’s Practical Nurses, and in the 25 years in which Ivy Tech has been educating Registered Nurses, the College has become a major provider of RNs.

All regions of the state are served by Ivy Tech’s 21 Associate of Science in Nursing programs. The College has recently revised its nursing curricula, resulting in benefits to our students and to the state. As a result of the reinvestments of resources, expanded capacity, and a particular emphasis on Registered Nurses because of continued shortages and concern for meeting needs in the future, graduation from our AS in Nursing was able to rise to 1,030 students in 2007-08. This is an increase of almost 230 percent over 1995, and much of that growth has occurred since 2005.

Even with the expanded opportunities provided by Ivy Tech and other colleges and universities, Registered Nurses still top the list of in-demand occupations for Indiana. The demand for additional nurses may peak next year, when over 2,800 new RNs will be needed to fill openings resulting from expansion, as demand increases, and from replacement, as nurses retire or otherwise leave the field. With our 1,030 graduates last year, Ivy Tech will clearly continue to be one of the largest sources of new RNs in Indiana. To meet the anticipated need for 2009 and beyond, though, Ivy Tech will need to expand its capacity.

Two major factors limit our capacity to expand: availability of faculty who meet the specific requirements of the Indiana State Board of Nursing, and availability of clinical opportunities for nursing students. To begin to address this unmet need, Ivy Tech requests that the Indiana State Board of Nursing consider the following changes to its nursing practice laws as they relate to faculty requirements and ratios:

50 WEST FALL CREEK PARKWAY NORTH DRIVE
INDIANAPOLIS, INDIANA 46208-5752
P. 317-921-4882

Ivy Tech is an accredited, equal opportunity, affirmative action community college.
1. Allow BSN-prepared instructors who are not pursuing graduate degrees to serve as clinical faculty.

Current Indiana regulations require that all nursing faculty who hold the BSN must be pursuing a graduate degree within one year. We are asking that the ISBN permit use of BSN nurses to serve as clinical faculty, whether or not they are enrolled in a graduate program.

A shortage of nursing faculty with graduate degrees is a national problem. In Indiana, there are insufficient MSN-prepared faculty for the thousands of nursing students Ivy Tech serves every year. Further, it is difficult for a community college like Ivy Tech -- with its tradition of keeping tuition low and with the lowest level of per-FTE state funding among Indiana’s public colleges and universities -- to attract and retain full-and part-time faculty who hold the MSN degree. Nurses with the MSN degree can command much higher salaries at health care systems, insurance and managed care organizations, and universities.

A review of other states’ standards for nursing faculty shows the following:

- 30 states allow Registered Nurse programs to use BSN-prepared instructors who are not pursuing graduate degrees.
- Of these 30, eight states set the minimum for all faculty in RN programs as BSN, with no stipulation that faculty pursue graduate degrees.
- Nineteen states allow RN programs to use BSN prepared clinical instructors, with no stipulation to pursue a graduate degree.
- The remaining three states that allow BSN-prepared faculty who are not pursuing graduate degrees to serve as instructors in RN programs restrict those appointments to part-time faculty only.

The outcomes of other states indicate that making the change that Ivy Tech is requesting will not negatively affect nursing education or practice:

- Of the ten states with the highest NCLEX-RN pass rates, seven allow use of BSN-prepared clinical faculty without the requirement of pursuing a nursing graduate degree.
- Fourteen of the 30 states that allow BSN nursing faculty were among the top half of the states in NCLEX-RN pass rates for 2006.
- Ten of the 19 states that allow BSN-prepared faculty for clinical-only instruction are in that top half.
By moving to the standards in place at those 19 states, Indiana will greatly increase its ability to meet its needs for Registered Nurses over the next ten years. Therefore, we request that the ISBN regulations be changed to allow BSN-prepared instructors, whether or not they are pursuing graduate degrees, to serve as clinical faculty. We are not requesting that the standards be adjusted for didactic faculty.

2. Maintain the requirement that the majority of faculty be full-time, but adopt a full-time to part-time faculty ratio that reflects hours of teaching, rather than a count of faculty.

Indiana requires that the majority of faculty in a nursing program be full-time, using a headcount of faculty, rather than a calculation of teaching hours.

- Only four other states include language addressing full-time to part-time requirements.
- The vast majority of states’ Nurse Practice Acts do not contain any language related to ratios of full-time and part-time faculty.

Appropriate employment of part-time nursing faculty can raise the quality of the educational experience, make possible increased enrollment and capacity, and maintain the affordability of nursing education. Part-time hospital-based nursing faculty can bring immediacy to the clinical experience, and part-time nursing lecturers with specific areas of expertise can raise the level of the didactic classes.

Indiana’s nursing faculty ratio regulations are restricting Ivy Tech’s ability to help the state meet its needs for additional Registered Nurses. Rather than eliminating language related to ratios of faculty, as most states have done, we request that ISBN adopt a full-time to part-time faculty ratio requirement that reflects teaching hours, or FTE, rather than a simple count of faculty.

We thank you for your consideration of this request, and look forward to working with you for the betterment of nursing education in Indiana.

Respectfully,

Don Doucette, Ph.D.
Senior Vice President and Provost

Copies: President Tom Snyder
Gail Sprigler, Director of Nursing Education
Members of the Ivy Tech Community College State Board of Trustees
The Food Stamp Employment and Training Program
An Opportunity for Ivy Tech Community College to Serve Low Income Students

Background
In 1985, the Food Stamp Employment & Training (FSE&T) program was established by the Food Security Act. Administered by the U.S. Department of Agriculture (USDA), this federally funded program enables states to offer training and education to food stamp recipients to help them secure employment. While many food stamp recipients are mandated to work, only a small portion of participants were extended FSE&T services. Further, the programs have consisted of limited, short term, job training and search services that usually result in low paying job opportunities for the FSE&T participant.

Workforce advocates argued that millions of food stamp recipients — eligible for food stamps because they earn less than 130% of poverty — worked full time in low paying, dead end jobs. Yet, due to the program’s restrictions, these full-time employed food stamp recipients were prohibited from receiving FSE&T services. Through strategic lobbying efforts, advocates convinced Congress to include in the reauthorization act of the 2008 Farm Bill minor amendments that will now allow working food stamp participants to voluntarily participate in FSE&T funded employment and training services.

Prospects for FSE&T Reimbursement
Recently, Ivy Tech was approached by the Annie E. Casey Foundation to consider exploring how to work with the state to offer improved and more meaningful FSE&T programming to Indiana’s food stamp participant — and receive additional funding in the process. The college approached Indiana’s Family and Social Service Administration (FSSA) to compare Ivy Tech’s student enrollment records from 2008 Spring Term with the State of Indiana’s current Food Stamp recipient. The computer match revealed that 9,726 food stamp recipients attended Ivy Tech 2008 Spring Semester, representing 11% of Ivy Tech’s student population.

While the State of Indiana receives an annual, relatively small entitlement from the USDA to operate FSE&T, the majority of money that the State can collect is a 50 percent reimbursement for non-federal money expended on educational training and related services. If Ivy Tech does receive approval from the State to operate a FSE&T training program, half of the tuition costs of an Ivy Tech course can be reimbursed. Ivy Tech can also collect half of the average state appropriation for one Ivy Tech credit hour. In theory, the college can collect $317 for every food stamp student taking one 3 hour credit course - developmental or college level — provided the tuition was paid with funds other than federal monies. Further, any support services, such as case management advising and counseling, free or reduced books, supplies, training materials, testing fees, or basic supports such as transportation or daycare expenses can be reimbursed at 50 percent its cost. Finally, the costs of administrating the program are reimbursable at 50 percent. Again, no federal funds can be used upfront.

Plan of Action for Ivy Tech Community College
The Student Affairs Sector will be assigned management responsibilities. The initial plan of action calls for establishing pilots in three regions—Fort Wayne, Richmond, and Indianapolis. A program director will be hired to serve as the link between state government and the College and to ensure appropriate tracking and monitoring of program participants. A benefit of this program is the fact that FSE&T reimbursement money can be used for whatever purpose the College deems fit. Ivy Tech has made a preliminary decision that reimbursement funds received from the program will be applied to Student Affairs staffing centrally and regionally to support front end retention initiatives for food stamp recipient primarily and at-risk students in general. Another benefit will be the opportunity to identify candidates who are eligible and could benefit from food stamps but are not receiving them currently. Like any new program, there will be challenges. Marketing the program to eligible food stamp students may prove difficult if they perceive their participation as negatively impacting their benefits. Documenting and tracking requirements of the program will be rigorous and labor intensive. Finally, there is the challenge of securing startup funds from the college to establish the needed program services for food stamp students that will later be reimbursed by the government. Overall, this program enhances the College’s mission to serve the low-income, low-skill Hoosier and thereby improve the health of Indiana’s economy.
Survey of Employers of Recent Ivy Tech Graduates
Summary Report of Statewide Results to Board of Trustees

Prepared by:

APPLIED MARKETING RESEARCH, INC.

Ivy Tech Community College Office of Institutional Research
October 2008

Survey Overview

• **Survey Objectives included:**
  - Measuring overall employer satisfaction with recent Ivy Tech graduates
  - Assessing Ivy Tech graduates’ overall qualifications in terms of training and work performance
  - Measuring the likelihood of employers hiring other Ivy Tech graduates in the future
  - Gathering information that can be used to improve classroom instruction and delivery of Ivy Tech services

• **600 Telephone surveys** were conducted June/July 2008, averaging 11 minutes each

• **Respondents** were direct supervisors of an Ivy Tech graduate or a hiring manager at an Ivy Tech graduate’s employer (if the direct supervisor was not available.)
  - Names and contact information of respondents were provided by respondents to the Ivy Tech survey of recent graduates, but feedback was not sought for specific individuals.
Employer's Industry

- Over half (55%) of the employers surveyed were in the medical, health or veterinary industries. About one in ten (11%) represented the trades.
  - Organizations in the business services and retail sales industries are significantly more likely to be smaller organizations with fewer Ivy Tech graduates on staff. Medical companies are significantly more likely to be larger with more Ivy Tech graduates as employees.

Employer's Primary Industry

- Medical, health, or veterinary 55%
- Trades 11%
- Retail sales 7%
- Education 4%
- Business services 4%
- Finance, accounting, etc. 3%
- Childcare 3%
- Civil service or government 2%
- Transportation 1%
- Religious and pastoral services 1%
- Public services 1%
- Media and photography 1%
- Legal services 1%
- Information technology 1%
- Human or social services 1%
- Hospitality and food services 1%
- Engineering or architecture 1%
- Agriculture, horticulture, etc. 1%
- Other 1%
Overall Employer Satisfaction with Ivy Tech Graduates

- Almost all of the employers (95%) were overall either very or somewhat satisfied with Ivy Tech graduates.
  - Nearly six in ten (59%) said that they are very satisfied.
- Average satisfaction was 4.5 out of 5.0.
- Employers whose most recent Ivy Tech graduate was employed with the company prior to graduation were statistically significantly more satisfied than those whose graduate was not employed prior to graduation.

Overall Employer Satisfaction with Ivy Tech Graduates

- Somewhat satisfied 36%
- Neither satisfied nor dissatisfied 4%
- Somewhat dissatisfied 1%
- Very dissatisfied 0%
- Very satisfied 59%

Base = those answering who had hired a recent grad (n=328).
Scale: 1=Very dissatisfied, 2=Somewhat dissatisfied, 3=Neither satisfied nor dissatisfied, 4=Somewhat satisfied, 5=Very satisfied

Overall Employer Satisfaction with Ivy Tech Graduates by Region

- No statistically significant differences were found between regions on overall satisfaction.*

Average Overall Employer Satisfaction by Region

Base = those answering who had hired a recent grad (n=328).
*The number of completed surveys for some regions was too small to enable the results to be representative of the population for that region. Statistical significance tests do not function properly when the sample sizes are too small.

Survey of Employers of Ivy Tech Graduates Page 5

Applied Marketing Research, Inc.
Overall Employer Satisfaction with Ivy Tech Graduates by Division

- No statistically significant differences were found between divisions on overall satisfaction.

### Average Overall Employer Satisfaction by Division

<table>
<thead>
<tr>
<th>Division</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business</td>
<td>4.6</td>
</tr>
<tr>
<td>Health Sciences</td>
<td>4.5</td>
</tr>
<tr>
<td>Collegewide</td>
<td>4.5</td>
</tr>
<tr>
<td>Public Services</td>
<td>4.4</td>
</tr>
<tr>
<td>Technology</td>
<td>4.4</td>
</tr>
<tr>
<td>General Studies</td>
<td>4.4</td>
</tr>
<tr>
<td>Arts &amp; Design</td>
<td>4.0</td>
</tr>
</tbody>
</table>

Base: those answering who had hired a recent grad (Total n=326)

*The number of completed surveys for some divisions was too small to enable the results to be representative of the population for that division. Statistical significance tests do not function properly when the sample sizes are too small.

Scale: 1=Very satisfied, 2=Somewhat satisfied, 3=Neither satisfied nor dissatisfied, 4=Somewhat dissatisfied, 5=Very satisfied

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Employers' Ratings of Ivy Tech Graduates' Skills and Abilities

- About nine in ten employers rated Ivy Tech graduates as excellent or good on seven of the thirteen attributes included in the survey.
- Employers rated graduates' leadership skills, critical thinking, and problem solving the lowest.

### Attributes of Ivy Tech Graduates

<table>
<thead>
<tr>
<th>Attribute</th>
<th>% Rating Graduates Good or Excellent</th>
<th>Mean Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall performance</td>
<td>94%</td>
<td>3.3</td>
</tr>
<tr>
<td>Quality of work</td>
<td>94%</td>
<td>3.3</td>
</tr>
<tr>
<td>Computer skills</td>
<td>92%</td>
<td>3.3</td>
</tr>
<tr>
<td>Attendance/dependability</td>
<td>92%</td>
<td>3.4</td>
</tr>
<tr>
<td>Initiative</td>
<td>90%</td>
<td>3.3</td>
</tr>
<tr>
<td>Work well in a team</td>
<td>90%</td>
<td>3.3</td>
</tr>
<tr>
<td>Technical competency</td>
<td>89%</td>
<td>3.2</td>
</tr>
<tr>
<td>Communication skills</td>
<td>87%</td>
<td>3.1</td>
</tr>
<tr>
<td>Professional attitude</td>
<td>87%</td>
<td>3.2</td>
</tr>
<tr>
<td>Mathematical skills</td>
<td>85%</td>
<td>3.0</td>
</tr>
<tr>
<td>Problem solving</td>
<td>83%</td>
<td>3.1</td>
</tr>
<tr>
<td>Critical thinking</td>
<td>81%</td>
<td>3.0</td>
</tr>
<tr>
<td>Leadership</td>
<td>70%</td>
<td>2.8</td>
</tr>
</tbody>
</table>

Base: those answering who had hired a recent grad (n=231-314)

Scale: 1=Poor, 2=Fair, 3=Good, 4=Excellent
Specific things Employers Like about Ivy Tech's Training

- About six in ten (61%) employers who had hired a recent Ivy Tech graduate had positive comments about the quality of the training these graduates received.
  - Positive feedback was provided most frequently about the quality of Ivy Tech graduates' technical skills, hands-on training, general knowledge of the field, and preparation for the work environment.
  - Employers from large companies (200+ employees) were statistically significantly more likely to mention that Ivy Tech graduates were prepared to do the work right away on their new job.
- Nearly two in ten (17%) employers praised graduates' dependability, enthusiasm, and focus.

Comparative Quality of Ivy Tech Graduates

- Employers were asked to rate Ivy Tech graduates' comparative quality—the graduates' overall qualifications compared to other employees in similar positions.
- Nearly all of the employers (94%) said that Ivy Tech graduates are either similarly or better qualified for their jobs than other employees in similar positions.
  - More than four in ten (43%) believe that Ivy Tech graduates are better qualified.
  - The average for this measure was 3.5 out of 5.0.
  - Ratings from companies who actively recruit Ivy Tech graduates were statistically significantly higher than ratings from companies who do not actively recruit Ivy Tech graduates.

Qualifications of Ivy Tech Grads Compared to Other Employees

- Scale: 1=Much less qualified, 2=Somewhat less-qualified, 3=Similarly qualified, 4=Somewhat better qualified, 5=Much better qualified
Employer's Suggestions to Improve Ivy Tech Training

- About one in five (22%) employers who had hired a recent Ivy Tech graduate mentioned that they would like Ivy Tech to offer more diverse clinical or technical training to their students.
  - Importantly, almost half (46%) did not have any suggestions for improvement.
  - Employers in the medical/health industry were statistically significantly more likely than others to mention the need for more diverse clinical and technical experience (27%).
  - Employers from mid-sized companies (51 to 199 employees) were more likely than others to mention the need for leadership and supervisory skills training (12%).

Employer's Likelihood of Hiring Ivy Tech Graduates in Future

- More than eight in ten (83%) of all employers surveyed said they would be either extremely or somewhat likely to hire Ivy Tech graduates over graduates from a comparable program in the future.
  - One quarter of the employers said they were extremely likely to hire Ivy Tech graduates.
  - The average for this measure was 3.2 out of 4.0.
  - Statistically significant differences were found among groups of interest for this measure.
    - Employers in the medical/health industry, larger employers (those with 200+ employees), employers with a greater number of Ivy Tech graduates, and employers who actively recruit Ivy Tech graduates were significantly more likely than others to say that they would hire Ivy Tech graduates in the future.
    - Employers in the retail sales industry were significantly less likely than others to say they would hire Ivy Tech graduates in the future.
Conclusions and Recommendations

- Overall, employers are satisfied with the training that Ivy Tech provides
- Areas of focus to increase employer satisfaction should be:
  - Providing students with increased hands-on experience/clinical experience
    - Specific suggestions included training for students on:
      - How to interact with patients and physicians
      - How to do charting
      - Critical thinking and assessment
      - Problem-solving
    - The number of internship opportunities available to students could be increased.
      - Employers suggested developing partnerships with local companies that will provide training for students.
      - Internship opportunities could be developed from these partnerships.
      - Students could also work as interns in understaffed Ivy Tech offices (i.e., human services students could have internships in Disability Support Services offices).
    - Role-playing and case studies could also be incorporated in classroom training.
  - Developing students' critical thinking and problem solving skills
    - Classroom instruction could involve more assignments related to real-life situations and problems that students must solve.

Conclusions and Recommendations (continued)

- Developing students' leadership skills and understanding of professional workplace behavior
  - Employers suggested providing students with leadership classes that focused on professionalism, communication skills, and problem solving.
    - Classroom instruction could involve students leading the rest of the class in an activity related to the field of study.
  - Employers also suggested that students be trained on the importance of taking initiative in the workplace.
  - Interview skills training and training on employers' expectations of professionalism and good work habits should be embedded in coursework.

- Communicating the quality of Ivy Tech instruction to employers
  - Because some employers expressed concern about the quality of Ivy Tech instructors, including an unwillingness to hire Ivy Tech graduates because of these concerns, it is important to communicate to these employers how well-qualified and well-educated Ivy Tech instructors really are.
    - Almost 60% of Ivy Tech's full-time faculty hold master's degrees, and an additional 8% have doctoral degrees.*
    - About two thirds (62.7%) of Ivy Tech's adjunct faculty hold master's degrees, and an additional 9.5% have doctoral degrees.**

Sources: *Board Engagement Report on Ivy Tech Faculty and Staff, Office of Academic Affairs, October 2007 **2008 Adjunct Faculty Survey Full Report of Statewide Results, Office of Institutional Research, April 2009.
APPENDIX

Specific Things Employers Like About Ivy Tech's Training

Examples of Open-Ended Comments from Employers about what they Like about Ivy Tech's Training

- The initiative, their knowledge base and critical thinking. The graduates from Ivy Tech could be easily set aside and noticed as the better working employee, compared to other hires.
- They seem more ready to start working in the real world. They've had more clinical time so they're not timid about doing the work.
- Computer skills are excellent.
- They have good skills with CAD. They overall have competency with engineering programs.
- ... they are just easy to train. I believe that they are already in that mind frame of listening and taking directions, and it makes it easier for them to do the job.
- They get a lot of hands-on training. They know how to do the work when they start working for us.
- I do not know how you teach them common sense, but that is what Ivy Tech does. They give them confidence to do the job without asking; their skills are so much better. I've had nurses go back to the 'one on one' program and they come back with remarkable skills. Everybody that I've talked to who has said they want to go back to school, I recommend Ivy Tech to them.
- In all cases, they come [to] the position knowing just what is expected from them. They are ready to work. They transition quickly in their roles, much better than others I've hired. Computer skills are exceptionally strong. I like the diversity that they bring to the table. They come with a full package, knowing the computer, knowing how to perform their job, etc.
- The quality of the program has increased to be much better. Their teachers are more hands-on and have real field-time experience, which is huge. It's important because when you don't have an instructor that has done the work, it's hard for them to relay that information to their students.
- "Everyone that we have is just so well-focused. They are very dependable and willing to learn not only their craft but are self-motivated. They just do things without having to be told. I really like go-getters."
Employer's Suggestions to Improve Ivy Tech Training

Examples of Open-Ended Comments from Employers on How Ivy Tech Can Improve Training

• "Encourage more to continue their training in early childhood education. Bachelor degrees are more in demand."
• "Provide leadership classes. I think that it will improve the overall professionalism, communication skills, and problem solving that’s lacking. The technical level is excellent. Improve on the communication level of training."
• "They need to instruct [on] the importance of attendance, appearance, and professionalism in the classroom. Also, confidentiality and work habits.
• "Additional clinical instruction around critical decisions and judgments. They struggle to delegate, and need some assistance in delegating and they struggle with the charge nurse role."
• "More classes on motivation, problem solving, and the thought process in general. Well, they get to a certain point in completing the work and never finish it."
• "Set up partnership with community companies and use business leaders for participation and training."
• "Problem solving with getting along with other staff members; being able to see their own role with other team members; leadership skills; [the ability to] work independently [and] take initiative when someone else doesn’t step up to the plate."
• "Charting is an area to work on...[as well as] experience talking with the doctor—perhaps offer role playing. Computer skills—if still paper charting, they need to know how to use the computer to do that. Ivy Tech needs to teach them...time management"
• "Computer, communications, and professionalism skills needed."
• "More critical thinking—assessment"
• "More hands-on experience"
• "Interview skills—I just interviewed 13, and six did well and seven just did okay. They didn’t seem to be prepared for questions. Customer service—make sure the student understands excellence [in] taking care of patients. It is also a social skill, and [it] is as important to be understanding [and] to be able to be on the same level as patients."
BUILDINGS, GROUNDS, AND CAPITAL COMMITTEE

October 8, 2008

I. DECISION ITEMS

A. Region 8/Central Indiana, Indianapolis – Approval of a new lease at the Junior Achievement Center in Indianapolis, rent of $48,622 per year for the first three years and $139,788 per year for the next seven years.

This item will authorize the College to enter into a lease for new space at the Junior Achievement Center in Indianapolis for the Culinary Arts and Hospitality Administration Program.

- Nationally and locally the hospitality industry is growing rapidly
- The Central Indiana region’s program cannot expand in its current location to accommodate increasing enrollment demands
- Junior Achievement of Central Indiana will build an addition to their headquarters building at 7435 N. Keystone Avenue to house the major portion of Ivy Tech’s Hospitality Administration Program
- Ivy Tech will use 24,300 square feet of the addition
- With the additional space, the program is expected to double in three years and grow to 1,100 students in five years
- Ivy Tech Central Indiana is conducting a $3 million campaign to equip and expand the program
- The location has easy access from IS 465 at the Keystone exit, has Metro bus service, and is 20 minutes drive time from the North Meridian Center campus and the Lawrence campus
- The lease will be for ten years with a ten year renewal term
- The lease would start January 1, 2010
- Rent for the first three years will be $48,622 per year and for the next seven years $139,788 per year
- The Central Indiana Board of Trustees has recommended this lease
- State Trustee approval is needed since the term exceeds two years and the rent for the term exceeds $200,000
- The Facilities and Design Committee has reviewed this item and recommends its approval

Action requested: Approval of the Junior Achievement/Culinary Arts and Hospitality Administration lease.
B. Region 2/Northcentral, Warsaw – Approval of a new lease for a larger Orthopedic and Advanced Manufacturing Training Center, rent of $221,100, $224,417, $227,783, and $231,199 for the first four years.

This item will authorize the College to enter into a lease for new space in Warsaw to be constructed to College requirements for an Orthopedic and Advanced Manufacturing Training Center (OAMTC).

- The College started offering training and some for-credit courses in a 5,600 square foot Orthopedic and Advanced Manufacturing Training Center near the future Warsaw campus site in October 2006
- The Center has received heavy use from the start and there are over 190 prospective students on a wait list for the Manufacturing Skills Training program
- The orthopedic industry has asked the College to respond to industry needs by expanding the Center in Warsaw
- The building cannot be expanded at its current site
- Northcentral staff contacted developers in the Warsaw area that could construct a 20,000 square foot OAMTC near the current OAMTC site
- Two developers, including the builder and owner of the current OAMTC - Van Vactor Construction, LLC, responded to the Region’s queries
- Van Vactor has proposed the lowest cost and shortest construction period for a 20,000 square foot building meeting the College’s OAMTC requirements
- The lease will be for four years with six one-year renewal terms
- The lease would start when the building is available in January 2009
- Rent for the initial four years would be $221,100, $224,417, $227,783, and $231,199 respectively
- Rent for the renewal terms would start at $234,667 and increase to $241,460 in year ten
- The College expects to lease the OMATC until a new building is constructed at the new site for the Warsaw campus
- The Northcentral Board of Trustees has recommended this lease
- State Trustee approval is needed since the term exceeds two years and the rent for the term exceeds $200,000
- The Facilities and Design Committee has reviewed this item and recommends its approval
- The Governor’s approval, State Budget Committee approval, and a Commission for Higher Education review and recommendation are needed since the rent is greater than $150,000 per year

Action requested: Approval of the new Orthopedic and Advanced Manufacturing Training Center lease in Warsaw and authorization to seek state agency approvals.
D. Region 8/Central Indiana, Indianapolis – Approval of an architect for the Multimodal facility at the North Meridian Center, contract is under negotiation.

This approval will identify the architectural firm to be used for the Indianapolis North Meridian Center Multimodal new construction project and authorize a contract with the firm.

- The College has received multiple Federal Transit Administration (FTA) earmarks to construct a Multimodal facility (combination IndyGo transfer center and Ivy Tech parking garage)
- Planning for the project is now at the stage where an architect needs to be approved and the design process started
- Full schematic planning could start soon after this approval so that construction can start during the last half of 2009
- Ivy Tech - Central Indiana posted advertisements and solicited letters of interest from architectural firms in June with a deadline of July 18, 2008
- Each firm that responded with a letter of interest was issued a Request for Qualifications (RFQ) on July 25, 2008 with a deadline of August 25, 2008
- Federal Brooks Act applies to FTA funded projects and requires an RFQ that does not include a cost proposal; a cost agreement is to be negotiated with the highest ranking firm and if agreement cannot be achieved, negotiations move to the next highest ranking firm
- Nine firms submitted a response to the RFQ and were evaluated and scored on five sets of measures by a subgroup of the Facilities and Design committee
- On September 12, the Facilities and Design Committee decided to interview the five top scoring firms
- On September 19, the five firms were interviewed and ranked based on qualifications and interviews
- The top ranking firm from the September 19 process is HCO, Inc. and their design team is made up of RATIO Architects, Inc., Walker Parking, and Infrastructure Engineering
- Specialty services will be provided by Faithful + Gould, Edificio Specifications, TesTech Geotechnical, and Gil Holmes
- Regional and state staff have negotiate with HCO, Inc. and have contract agreement for a fee and reimbursables of $640,500
- State Trustee approval is needed since the contract will exceed $200,000

Action requested: Approval of HCO, Inc. as the architectural firm for the Indianapolis Multimodal project
POSSIBLE DECISION ITEMS

E. Region 2/Northeastern, Elkhart – Approval of a build-to-suit with purchase agreement for the Elkhart new construction project, bid evaluation is underway.

This item will approve a contract with a firm to design and construct a build-to-suit project to College standards and specifications and for the College to purchase the project when completed.

- The 2007 General Assembly approved bonding authority in the amount of $16,000,000 for the Elkhart project and the State agencies recently approved proceeding with the project releasing $14,000,000 of that authority
- The College initiated a Request for Qualifications (RFQ) process for interested professional developers that wished to be considered to build the project to Ivy Tech specifications and standards and sell the building to the College when completed
- RFQs were due June 27, 2008 (19 responses were received) and were reviewed, evaluated, scored and ranked by members of the Facilities and Design Committee
- Hagerman, Shiel Sexton, Wilhelm, and GDI Construction were selected to receive the Request for Proposals (RFP) for the Elkhart project upon recommendation and concurrence of the Facilities and Design Committee and President Snyder
- The RFP was distributed August 4, 2008 and bids were due at Ivy Tech Facilities Planning offices September 4, 2008
- All four firms submitted a response to the RFP
- The lowest bid exceeded the $14,000,000 authorized
- The College has met with the two lowest bidders (Hagerman and GDI respectively) to determine their cost basis
- At those meetings, it was discovered that the College’s aggressive completion requirements (approximately 15 months) and the College’s construction standards did not contribute to the higher than expected bid
- However, the cost of financing and higher than anticipated inflation for steel, asphalt, and cooper did contribute to the higher than anticipated bids
- Staff are continuing to review the bids and expect to have a contractor and contract amount recommendation prior to the October 8 and 9 meetings
- The College will also be pursuing release of additional authority up to $15,500,000 from the State agencies (Commission for Higher Education, State Budget Committee, and Governor)

Action requested: Approval of a build-to-suit agreement and contractor for the Elkhart project provided bids are acceptable and subject to additional authority being approved.
II. DISCUSSION ITEM

A. Planning for increased capacity

- At the Buildings, Grounds, and Capital Committee meeting staff will present a review of building capacity and planning for additional students

III. INFORMATION ITEM

A. Facilities and Design Committee report

Since the August State Trustees meeting the Facilities and Design Committee:

- Reviewed Kokomo land acquisition plan
- Reviewed Indianapolis Junior Achievement lease
- Reviewed Central Indiana multimodal project
- Interviewed and recommended Central Indiana multimodal project architect
- Discussed ways for Ivy Tech campuses to provide additional instruction with reduced state funding for buildings
B. Time line for the Fort Wayne, Logansport, Greencastle, Indianapolis, Sellersburg, Elkhart, Muncie/Anderson, Warsaw, and Bloomington projects authorized by the 2007 General Assembly.

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

**Projects with prior approval:**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Ft. Wayne</th>
<th>Logansport</th>
<th>Greencastle</th>
</tr>
</thead>
<tbody>
<tr>
<td>Request to Proceed submitted to State Trustees</td>
<td>August 2007</td>
<td>August 2007</td>
<td>August 2007</td>
</tr>
<tr>
<td>Request to Proceed submitted to State agencies</td>
<td>September 2007</td>
<td>September 2007</td>
<td>September 2007</td>
</tr>
<tr>
<td>Governor’s approval</td>
<td>March 2008</td>
<td>March 2008</td>
<td>March 2008</td>
</tr>
<tr>
<td>Bid package 1 opening</td>
<td>March 25, 2008</td>
<td>March 27, 2008</td>
<td>March 25, 2008</td>
</tr>
<tr>
<td>State Trustees approve bid package 1 contracts</td>
<td>April 10, 2008</td>
<td>April 10, 2008</td>
<td>April 10, 2008</td>
</tr>
<tr>
<td>Package 1 work begins</td>
<td>April 2008</td>
<td>April 2008</td>
<td>April 2008</td>
</tr>
<tr>
<td>State Trustees approve bid package 2 and 3 contracts</td>
<td>June 2008</td>
<td>June 2008</td>
<td>June 2008</td>
</tr>
<tr>
<td>Bond Closing</td>
<td>August 2008</td>
<td>August 2008</td>
<td>August 2008</td>
</tr>
<tr>
<td>Package 2 and 3 construction / renovation begins</td>
<td>June 2008</td>
<td>June 2008</td>
<td>June 2008</td>
</tr>
<tr>
<td>Construction completed – Construction length estimated based on Schematic Design</td>
<td>Community Mall 12 months</td>
<td>New construction 18 months</td>
<td>18 months</td>
</tr>
</tbody>
</table>
## New projects with project authority:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Indianapolis</th>
<th>Sellersburg</th>
<th>Elkhart</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction Management</td>
<td></td>
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<td>Design Build</td>
</tr>
<tr>
<td>FDC sends to firms on College list and advertises RFQ for architectural services</td>
<td>July 30, 2007</td>
<td>July 30, 2007</td>
<td>July 30, 2007</td>
</tr>
<tr>
<td>FDC interviews and recommends architectural firms to, with subsequent approval by, President Snyder</td>
<td>Sept. 7, 2007</td>
<td>Sept. 7, 2007</td>
<td>Sept. 7, 2007</td>
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<tr>
<td>Schmidt Associates</td>
<td>MSKTD, Indianapolis office</td>
<td>MSKTD, Fort Wayne office</td>
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<tr>
<td>FDC sends and advertises RFQ for construction manager (CM)</td>
<td>September 21, 2007</td>
<td>September 21, 2007</td>
<td>NA</td>
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<tr>
<td>CM RFQ due – 12 respondents</td>
<td>October 8, 2007</td>
<td>October 8, 2007</td>
<td>NA</td>
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<tr>
<td>Request to release part of bonding to proceed with planning submitted to State Trustees</td>
<td>October 11, 2007</td>
<td>October 11, 2007</td>
<td>October 11, 2007 for full project approval</td>
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<tr>
<td>FDC selects short list for CM interviews</td>
<td>October 26, 2007</td>
<td>October 26, 2007</td>
<td>NA</td>
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<tr>
<td>Request to release part of bonding to proceed with planning submitted to State agencies</td>
<td>October 29, 2007</td>
<td>October 29, 2007</td>
<td>October 29, 2007 for full project approval</td>
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<tr>
<td>FDC interviews and recommends CM firms to President Snyder</td>
<td>November 1, 2007</td>
<td>November 1, 2007</td>
<td>NA</td>
</tr>
<tr>
<td>CHE recommendation</td>
<td>November 2008</td>
<td>March 14, 2008</td>
<td>June 13, 2008</td>
</tr>
<tr>
<td>Governor approval</td>
<td>December 2008</td>
<td>August 2008</td>
<td>August 2008</td>
</tr>
<tr>
<td>FDC sends and advertises RFQ for Professional Developer (PD)</td>
<td>NA</td>
<td>June 5, 2008</td>
<td>June 5, 2008</td>
</tr>
<tr>
<td>Design Criteria Developer starts developing design criteria</td>
<td>NA</td>
<td>June 18, 2008</td>
<td>June 17, 2008</td>
</tr>
<tr>
<td>Professional Developer’s RFQ due</td>
<td>NA</td>
<td>June 27, 2008</td>
<td>June 27, 2008</td>
</tr>
<tr>
<td>FDC selects Professional Developers to receive RFP</td>
<td>NA</td>
<td>July 30, 2008</td>
<td>July 30, 2008</td>
</tr>
<tr>
<td>Design criteria finished</td>
<td>NA</td>
<td>August 4, 2008</td>
<td>August 4, 2008</td>
</tr>
<tr>
<td>FDC sends RFP to selected Professional Developers</td>
<td>NA</td>
<td>August 4, 2008</td>
<td>August 4, 2008</td>
</tr>
<tr>
<td>Professional Developer RFPs due</td>
<td>Sept. 4, 2008</td>
<td>Sept. 4, 2008</td>
<td>Sept. 4, 2008</td>
</tr>
<tr>
<td>Activity</td>
<td>Indianapolis</td>
<td>Sellersburg</td>
<td>Elkhart</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>--------------</td>
<td>-------------</td>
<td>---------</td>
</tr>
<tr>
<td>Start planning study followed by schematic planning</td>
<td>January 2009</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>Finish schematic planning</td>
<td>March 2009</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>Request to Proceed with the full project submitted to State Trustees</td>
<td>April 2009</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>CHE recommendation</td>
<td>June 2009</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>SBC and Governor’s approval</td>
<td>August 2009</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>Complete planning</td>
<td>August 2009</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>Bid opening</td>
<td>September 2009</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>State Trustees approve contracts</td>
<td>October 2009</td>
<td>Oct. 9, 2008</td>
<td>Oct. 9, 2008</td>
</tr>
<tr>
<td>SBC and Governor’s approval of additional bonding authority</td>
<td>NA</td>
<td>November 2008</td>
<td>November 2008</td>
</tr>
<tr>
<td>Bond closing</td>
<td>November 2009</td>
<td>November 2009</td>
<td>November 2008</td>
</tr>
<tr>
<td>Construction completed – Construction length estimated based on Schematic Design</td>
<td>Components completed at different times</td>
<td>Dec. 15, 2009</td>
<td>Dec. 15, 2009</td>
</tr>
<tr>
<td>Purchase Sellersburg or Elkhart building</td>
<td>NA</td>
<td>Upon possession</td>
<td>Upon possession</td>
</tr>
</tbody>
</table>

**New projects with planning authority:**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Muncie/Anderson</th>
<th>Bloomington</th>
<th>Warsaw</th>
</tr>
</thead>
<tbody>
<tr>
<td>FDC sends to firms on College list and advertises RFQ for architectural services</td>
<td>July 30, 2007</td>
<td>July 30, 2007</td>
<td>July 30, 2007</td>
</tr>
<tr>
<td>FDC sends and advertises RFQ for construction manager (CM)</td>
<td>September 21, 2007</td>
<td>September 21, 2007</td>
<td>September 21, 2007</td>
</tr>
<tr>
<td>CM RFQ due – 12 responders</td>
<td>October 8, 2007</td>
<td>October 8, 2007</td>
<td>October 8, 2007</td>
</tr>
<tr>
<td>Request to release bonding or cash to proceed with planning submitted to State Trustees</td>
<td>October 11, 2007</td>
<td>October 11, 2007</td>
<td>October 11, 2007</td>
</tr>
<tr>
<td>Activity</td>
<td>Muncie/Anderson</td>
<td>Bloomington</td>
<td>Warsaw</td>
</tr>
<tr>
<td>----------------------------------------------------------</td>
<td>-----------------</td>
<td>-------------</td>
<td>----------------</td>
</tr>
<tr>
<td>FDC selects short list for CM interviews</td>
<td>October 26, 2007</td>
<td>October 26, 2007</td>
<td>October 26, 2007</td>
</tr>
<tr>
<td>Request to release bonding or cash to proceed with planning submitted to State agencies</td>
<td>October 29, 2007</td>
<td>October 29, 2007</td>
<td>October 29, 2007</td>
</tr>
<tr>
<td>FDC interviews and recommends CM firms to President Snyder</td>
<td>November 1, 2007</td>
<td>November 1, 2007</td>
<td>November 1, 2007</td>
</tr>
<tr>
<td>Financing plan meeting with IFA</td>
<td>November 2, 2007</td>
<td>November 2, 2007</td>
<td>November 2, 2007</td>
</tr>
<tr>
<td>CHE recommendation</td>
<td>November 2008</td>
<td>November 2008</td>
<td>November 2008</td>
</tr>
<tr>
<td>SBC and Governor’s. approval</td>
<td>December 2008</td>
<td>December 2008</td>
<td>December 2008</td>
</tr>
<tr>
<td>Start planning study followed by schematic planning</td>
<td>January 2009</td>
<td>January 2009</td>
<td>January 2009</td>
</tr>
<tr>
<td>Finish schematic planning</td>
<td>February 2009</td>
<td>February 2009</td>
<td>February 2009</td>
</tr>
<tr>
<td>Prepare a capital project request to be included in the College’s 2009-11 Budget Request</td>
<td>June 2008</td>
<td>June 2008</td>
<td>June 2008</td>
</tr>
<tr>
<td>State Trustees approve College’s 2009-11 Capital Budget Request</td>
<td>June 12, 2008</td>
<td>June 12, 2008</td>
<td>June 12, 2008</td>
</tr>
<tr>
<td>General Assembly approval for new projects</td>
<td>April 2009</td>
<td>April 2009</td>
<td>April 2009</td>
</tr>
</tbody>
</table>

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

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

Changes since August:
Sellersburg and Elkhart bids received
Marion, Madison and Valparaiso completed and removed from report
## IVY TECH COMMUNITY COLLEGE OF INDIANA
### CURRENT CAPITAL PROJECTS BY FUNDING

<table>
<thead>
<tr>
<th>Project</th>
<th>Biennium Authorized</th>
<th>Authorized Amount</th>
<th>Gross Square Feet</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indianapolis Fall Creek Expansion</td>
<td>2007-09</td>
<td>69,370,000</td>
<td></td>
<td>Bonding authority approved, architect selected, and Request to Proceed with planning submitted to State agencies</td>
</tr>
<tr>
<td>Sellersburg new construction and renovation</td>
<td>2007-09</td>
<td>20,000,000</td>
<td>80,000</td>
<td>Bonding authority approved, architect selected, Request to Proceed with planning submitted to State agencies, CHE recommend to proceed at $16,000,000 as a purchase of a Professional Developer’s build-to-suit building, and SBC approval to proceed as recommended by CHE, build-to-suit project bid and bids received, lowest bid higher than expected, additional bonding authority being requested</td>
</tr>
<tr>
<td>Project</td>
<td>Biennium Authorized</td>
<td>Authorized Amount</td>
<td>Gross Square Feet</td>
<td>Status</td>
</tr>
<tr>
<td>--------------------------------------</td>
<td>---------------------</td>
<td>-------------------</td>
<td>-------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Elkhart Phase 1 new construction</td>
<td>2007-09</td>
<td>16,000,000</td>
<td>70,000</td>
<td>Bonding authority approved, architect selected, Request to Proceed submitted to State agencies, CHE recommended to proceed at $14,000,000 as a purchase of Professional Developer’s build-to-suit building, and SBC approval to proceed as recommended by CHE, build-to-suit project bid and bids received, lowest bid higher than expected, additional bonding authority being requested</td>
</tr>
<tr>
<td>Muncie/Anderson A&amp;E planning</td>
<td>2007-09</td>
<td>4,800,000</td>
<td></td>
<td>Bonding authority approved, architect selected, and Request to Proceed with planning submitted to State agencies</td>
</tr>
<tr>
<td>Warsaw A&amp;E planning</td>
<td>2007-09</td>
<td>1,000,000</td>
<td></td>
<td>Bonding authority approved, architect selected, and Request to Proceed with planning submitted to State agencies</td>
</tr>
<tr>
<td>Bloomington A&amp;E planning Phase 2</td>
<td>2007-09</td>
<td>350,000</td>
<td></td>
<td>Cash approved, architect selected, and Request to Proceed with planning submitted to State agencies</td>
</tr>
<tr>
<td>Project</td>
<td>Biennium Authorized</td>
<td>Authorized Amount</td>
<td>Gross Square Feet</td>
<td>Status</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>---------------------</td>
<td>-------------------</td>
<td>-------------------</td>
<td>----------------------------------------------------------------------</td>
</tr>
<tr>
<td>Lamkin Center for Instructional Development and Leadership</td>
<td>2007-09</td>
<td>1,000,000</td>
<td></td>
<td>Bonding authority approved</td>
</tr>
<tr>
<td>Ft. Wayne Technology Ctr. Planning</td>
<td>2005-07</td>
<td>2,500,000</td>
<td></td>
<td>Planning completed</td>
</tr>
<tr>
<td>Technology Center, Community Mall &amp; Demolition</td>
<td>2007-09</td>
<td>26,700,000</td>
<td>76,000</td>
<td>71,000</td>
</tr>
<tr>
<td>Subtotal Ft. Wayne</td>
<td></td>
<td></td>
<td>29,200,000</td>
<td>76,000</td>
</tr>
<tr>
<td>Logansport planning</td>
<td>2005-07</td>
<td>300,000</td>
<td></td>
<td>Planning completed</td>
</tr>
<tr>
<td>Logansport construction</td>
<td>2007-09</td>
<td>16,000,000</td>
<td>81,880</td>
<td>Bonding authority approved, Request to Proceed submitted to State agencies, CHE recommendation, SBC and Governor’s approval to proceed, early bid package contracts approved, new construction contracts approved, construction underway</td>
</tr>
<tr>
<td>Subtotal Logansport</td>
<td></td>
<td></td>
<td>16,300,000</td>
<td>81,880</td>
</tr>
</tbody>
</table>
# IVY TECH COMMUNITY COLLEGE OF INDIANA
## CURRENT CAPITAL PROJECTS BY FUNDING

<table>
<thead>
<tr>
<th>Project</th>
<th>Biennium Authorized</th>
<th>Authorized Amount</th>
<th>Gross Square Feet</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greencastle planning</td>
<td>2005-07</td>
<td>250,000</td>
<td></td>
<td>Planning completed</td>
</tr>
<tr>
<td>Greencastle construction</td>
<td>2007-09</td>
<td>8,000,000</td>
<td>32,200</td>
<td>Bonding authority approved, Request to Proceed submitted to State agencies, CHE recommendation, SBC and Governor’s approval to proceed, early bid package contracts approved, new construction contracts approved, construction underway</td>
</tr>
<tr>
<td>Subtotal Greencastle</td>
<td></td>
<td>8,250,000</td>
<td>32,200</td>
<td></td>
</tr>
<tr>
<td>Portage planning for lease</td>
<td>2003-05</td>
<td>275,000</td>
<td></td>
<td>Architect selected, planning underway, request for lease funds submitted for 2005-07 but not funded, request for lease funds not submitted for 2007-09 but funding provided, request on hold</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>166,545,000</td>
<td>340,080</td>
<td>71,000</td>
</tr>
</tbody>
</table>
E. Possible action items for future meetings.

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

Region 2, Northcentral renovation projects – The Northcentral region has one or more renovation projects and a parking lot project that may exceed $500,000 and would therefore need State Trustee approval.

Region 4, Lafayette parking lot project – The Lafayette region has a parking lot project that may exceed $500,000 and would therefore need State Trustee approval.

Region 5, Kokomo renovation projects – The Kokomo region has one or more renovation projects that may exceed $500,000 and would therefore need State Trustee approval.

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

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

Region 7, Wabash Valley renovation project – The Wabash Valley region has a Center for Workforce Development renovation project that may exceed $500,000 and would therefore need State Trustee approval.

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

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

Region 8, Central Indiana renovation projects – The Central Indiana region has one or more renovation projects and a parking lot project that may exceed $500,000 and would therefore need State Trustee approval: 1) additional renovations of the Fairbanks building and 2) one or more additional parking lot projects at the North Meridian Center.

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

October 8, 2008

The Audit Committee will have no action items to bring forward. A report will be provided at the State Board of Trustees meeting on October 9, 2008.
WORKFORCE AND ECONOMIC DEVELOPMENT COMMITTEE

October 8, 2008

I. Discussion Items

A. Strategic Planning

Regional WED staff are implementing initiatives in support of the College’s Strategic Plan Strategy #2: Provide workforce education and economic development for Indiana’s communities. Of the several initiatives identified, two are to target new businesses with whom they have never worked before and to identify new segments they have not previously served. We have several examples of each activity. The Sellersburg region is working with the local government sector for the first time and is developing an internet/digital instruction project for city employees in Charlestown. They also won a new client contract to provide welding training for the W.H. Kelley Company in New Albany. The Kokomo region is developing several agricultural seminars to be offered in January and February of 2009 that are meant to attract students into the new credit Agricultural program. They are also targeting Human Resources professionals for training in a Society of Human Resources Managers (SHRM) program.

The Evansville region has been very active in working with the energy industry. They recently participated in the Alternative Energy Roundtable and are beginning to developed curriculum for the ethanol industry, training that will be delivered in Mt. Vernon. The Evansville campus also hosted a Sustainable Communities Symposium to discuss the benefits of recycling and green program initiatives. The continuing education staff is also hosting the 2nd Annual Building Green Conference for contractors, architects, businesses, and homeowners. The Muncie region is also participating in a “Gateways to Green Economy” with a partnership group involving local school corporations, local economic development corporations, a four-year university, the regional workforce board, and Energize ECI. One of their new target populations involves working with residents of a domestic abuse shelter. The Muncie WED Department is also establishing a Non-Profit Development Institute.

The Madison/Lawrenceburg region is offering new small business workshops in topics such as Business Law, Marketing/Sales, QuickBooks, High Impact Hiring, and Customer Service. They are also beginning non-credit Fire Science training for Southeast Indiana and, because of significant local interest, are working with local and state historic preservation groups to explore offering hands-on workshops in preserving masonry, windows, and other elements of building restoration. The Lafayette campus is developing up to five new courses per school in continuing education and professional development for alumni of Ivy Tech credit programs to continue their educations and, in some cases, become certified in specific areas. They are targeting companies with between 50-250 employees as new clients this year and putting training courses on the
open enrollment schedule as this size of company often does not have a critical mass to contract for a course just for their own employees.

The Bloomington region will launch at least two workplace-based cohorts of the College for Working Adults in the spring semester and is currently recruiting interested employers. They will also be working with Central Office staff, using Lumina funds, to build a new approach to helping employers use their tuition assistance programs in ways that are more attractive to employees.

The Richmond region has recently co-hosted with Work One to offer an employee orientation event for Really Cool Foods. They began training sessions with new hires for that company the week of September 22. Richmond is also offering Lean training for several sectors and is working with the newly-opened Reid Hospital on developing new training opportunities. The Fort Wayne campus is providing ESOL classes for Vera Bradley and Catholic Social Services for the growing Burmese population in that area. They are also partnering with several local high schools to provide welding training for both the high school students and for area dislocated workers at the high school locations.

II. Information Items

A. Great Lakes Manufacturing Initiative

The Great Lakes Manufacturing Council leadership is provided by industry, education (President Snyder is a Board of Directors member), industry associations (National Association of Manufacturers) and other stakeholders. The Council includes members from Wisconsin, Illinois, Indiana, Michigan, Ohio, Western Pennsylvania and Western New York, also including the provinces of Ontario and Quebec. The intent of the Council is:

- To develop and pursue a common agenda that will result in a regional competitive advantage for the Great Lakes region and preserve the prosperity of the region.
- To establish shared goals to maintain and increase the competitive advantages of manufacturing in the Great Lakes region.
- To develop an effective, interactive network among all stakeholders focused on the success of manufacturing in the Great Lakes region.

The vision of the Council is:

- To require new efforts in developing innovation-focused manufacturing workforce pipelines for producing a skilled workforce focused on nationally recognized standards and competency models.
- To assisting current residents in obtaining the skills and knowledge to succeed in advanced manufacturing.
- To produce an innovation driven curricula with common themes and a common agenda, mutually aligned with all regional stakeholders.

The role of Ivy Tech Community College is:

- To provide leadership at the Board of Directors level.
• To provide leadership in new and highly innovative proposal responding to the next Community Based Jobs Training Grant (CBJTG) from the U.S. Department of Labor/ Employment & Training Administration.

The Ivy Tech led grant solution will include:
• Ivy Tech leading partnerships which will engage community colleges and four year universities from the seven states, industry, and all stakeholder groups.
• Ivy Tech leading and coordinating a highly innovative groundbreaking proposal.
• Ivy Tech leadership in creating a clear, concise and consolidated effort to improve the level of workforce education and training across the Great Lakes region.

Initial conversations have just begun around the specifics of the grant proposal. We will keep you updated regarding this as it rolls out.

B. Staff Assignments

We are pleased to announce that Scott Neal has accepted the position of Eco15 Coordinator in the economic growth regions that include Ivy Tech’s Columbus and Madison/Lawrenceburg regions. Scott was formerly at the College’s Central Office in the WED Department and was recently appointed the Director of the Franklin site. He has begun his joint appointment already and will be representing the College at weekly meetings of the Eco15 Advisory Committee. Lieutenant Governor Becky Skillman will participate on September 30 in a formal launch event for the Eco15 project. Ivy Tech staff members in the Columbus and Madison regions have already been trained on the concepts associated with the Eco15 project.

The College is currently in various stages of reviewing and interviewing candidates for the Energy Grant project director, a project director for Department of Corrections activities at the College, and to fill the Executive Director position in Sales and Marketing formerly held by Scott Neal.