MINUTES OF THE MEETING OF THE
STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
December 2, 2021

Chair Stephanie Bibbs called the State Board of Trustees' meeting to order at 1:00 pm.

ROLL CALL

Trustee Emmert O'Dell called the roll, and the presence of a quorum was announced.

The following State Trustees were present in person:

Ms. Stephanie Bibbs, Chair
Mr. Andrew W. Wilson, Vice-Chair
Ms. Kim Emmert O'Dell, Secretary
Mr. Terry Anker
Mr. Jesse Brand
Mr. Michael R. Dora
Ms. Gretchen Gutman
Mr. Stewart McMillan
Mr. Steve Schreckengast
Mr. Kerry Stemler

The following State Trustees were present via Zoom Webinar
Ms. Tanya Foutch
Ms. Marianne Glick
Ms. Paula Hughes-Schuh

The following State Trustees were not present
Mr. Larry Garatoni
Mr. Harold Hunt

A. NOTICES OF MEETING MAILED AND POSTED:

Trustee Kim Emmert-O'Dell, the Secretary, confirmed that notice of December 2, 2021, regular meetings were properly mailed and posted. The public was invited to attend the meetings open to the public.

B. APPROVAL OF BOARD MINUTES:

Trustee Anker moved for approval of October 7, 2021, board meeting minutes. Trustee Dora seconded the motion, and the motion carried unanimously.

C. COMMITTEE REPORTS:

Item 1   Chair Bibbs called upon Trustee Michael Dora for an Academics & Student Experience Committee report. Trustee Dora reported there is one action item for approval.

Trustee Dora moved for approval of Resolution 2021-58, Approval Accepting Gift and Naming Nursing Program – South Bend/Elkhart Campus. Trustee Gutman seconded the motion. The motion carried unanimously.

Marcus Kolb presented an update on the Higher Learning Commission Accreditation. There are three specific pieces of work currently underway. Excellent progress on shoring up our learning assessment efforts will give us a great story to tell during our June '23 mid-cycle review. Our Multilocation visit process, involving an HLC Peer Corps member visiting 36 of our sites across the State, is about a third-of-the-way complete. Finally, our visitor for the Hamilton County campus HLC Campus Evaluation Visit has been identified and will spend the day on the campus on February 28.

Rebecca Rahschulte updated the College's NACEP Accreditation process/timeline. She reviewed the general themes that emerged from the "NACEP Request for Additional Information." She outlined the steps to prepare the internal team to participate in the peer review site visit on February 14, 2022.

Jo Nahod-Carlin reported on Spring Enrollment. When tracking against the same time last year, we were down over 3,000 FTE and just over 5,000 in headcount. To close this gap for spring, we are trying several new initiatives, including a renewed focus on conversion communications to help our applicants in moving through the enrollment funding, targeting continuing students with digital ads, and focused communications, which are two things we have not done with intentionality in the past. We are also piloting AI technology with our texting platform and implementing some new outbound campaigns with the Blackboard call center.

We've learned a lot over the past year. Recently I conducted a Student Journey Mapping process and gleaned some helpful information. Lessons Learned include the need to extend the communication journeys – it takes well over 100 days on average for our students to move through the enrollment funnel; however, our communication plans stopped at 20 days. We need to extend the timeline overall and reconstruct the messaging. An opportunity to build cohesive call/email/text/digital campaigns. We need to continue the 'sell' particularly to our adult students– as a college, we worked to see the student complete the application but then made a "hard shift" into transaction communications rather than continuing to sell the College to help the student validate and build on their decision to apply. But we're in a great position to pivot. Resources Available with Blackboard for outbound call campaigns, Signal Vine for 1:1 texting campaign, AI support and documented interactions with students, Inside Track for additional student support, and CCEC to ensure our students were choosing a major for success in the workforce after graduation

Although there is much more work to do, we saw some wins over the past year. We started focusing on developing relationships in our recruitment process with Dale Carnegie trainings; we have successfully introduced personas into recruitment and enrollment efforts and are developing additional personas for training. Extensive training on Next Level Jobs, Adult, and Homeschool strategies was completed. Within the first six weeks from adjustments in the paid spend, we have yielded 220 more new students registered compared to the same time last year. We have new transparency and reporting through IvyConnect with clearer visibility into the enrollment funnel.

Item 2   Chair Bibbs called upon Trustee Gutman for a report from the **Audit Committee**. Trustee Gutman reported there are no action items for consideration and approval. The Audit Committee met yesterday and discussed the reports to the confidential hotline, received an update on pending litigation and a cybersecurity report.

Also, we discussed the entrance conference related to the financial and federal compliance audits that occurred in August and the exit conference for the financial statement audit in November. The College received an unmodified opinion on the financial audit.

We also reviewed the audit schedule for 2021-22, the three-year audit plan, and reviewed internal audit reports issued since our last meeting.

Item 3   Chair Bibbs called upon Trustee Steve Schreckengast for a report from the **Building and Grounds Committee**. Trustee Schreckengast reported there are four action items for consideration and approval. The Committee received an update on the ongoing status of XBE contract spending.

Trustee Schreckengast moved for approval of **Resolution 2021-48,** Approval of Nursing and Health Sciences Lab Project, Hamilton County Campus. Trustee McMillan seconded the motion. The motion carried unanimously.

Trustee Schreckengast moved for approval of **Resolution 2021-49,** Approval to Sell Foundation Property in Indianapolis, Systems Office. Trustee Dora seconded the motion. The motion carried unanimously.

Trustee Schreckengast moved for approval of **Resolution 2021-50,** Approval to Purchase Property, Lake County Campus. Trustee McMillan seconded the motion. The motion carried unanimously.

Trustee Schreckengast moved for approval of **Resolution 2021-51,** Approval of a Contract Amendment for a Guaranteed Maximum Price with Larson Danielson, Lake County Campus. Trustee Dora seconded the motion. The motion carried unanimously.

Item 4   Chair Bibbs called upon Trustee Jesse Brand for a report from the **Budget & Finance Committee**. Trustee Brand reported there are three action items for consideration and approval.

Trustee Brand reported the Committee heard updates on the Fiscal year 2021 Annual Financial Report & Audit. The State Board of Accounts issued an unmodified opinion for the 2021 fiscal year financial statements. The fiscal year 2021 update includes the 2022 operating revenue and expenses from November 2021.

Trustee Brand moved for approval of **Resolution 2021-52**, Approval of Accounts Receivable Write-Offs. Trustee Emmert O'Dell seconded the motion. The motion carried unanimously.

Trustee Brand moved for approval of **Resolution 2021-53**, Authorizing the Issuance and Sale of One or More Series of Ivy Tech Community College Student Fee Bonds, Systems Office. Trustee Dora seconded the motion. The motion carried unanimously.

Trustee Brand moved for approval of Resolution 2021-54, Approval of Contract for Custodial Services, Evansville Campus. Trustee Wilson seconded the motion. The motion carried unanimously.

Item 5   Chair Bibbs called upon Trustee Kerry Stemler for a Human Resources & Operations Committee report. Trustee Stemler reported there are two action items for consideration and approval.

Mike McNichols, Vice President of Human Resources, presented that the employee signature block policy is expected to be effective by the calendar year's end. The policy is necessary to mitigate potential legal concerns, including discrimination and freedom of speech issues. The policy clearly outlines the information that is required to be included in an employee email signature in addition to information that is permitted but not required. The policy includes the requirement of a confidentiality statement to be included in all outbound emails. The confidentiality statement will be automatically included in all outbound emails through a system-generated process to be implemented by IT.

Matt Etchison, Sr. Vice President and Chief Information Officer, and OIT Business Analyst Channing Gabe presented and demonstrated the WalkMe software platform. WalkMe is an innovative digital adoption platform that will help the institution provide training to students, faculty, and staff.

Trustee Stemler moved for approval of **Resolution 2021-55,** Approval of Adobe Contract. Trustee Wilson seconded the motion. The motion carried unanimously.

Trustee Stemler moved for approval of **Resolution 2021-56,** Approval of Salesforce CRM Renewal Contract, Systems Office. Trustee Schreckengast seconded the motion. The motion carried unanimously.

Item 6   Chair Bibbs called upon Trustee Hughes-Schuh for a Marketing & Public Relations Committee report. Trustee Hughes-Schuh reported there are no action items for consideration and approval.

Mary Jane Michalak and Jo Nahod-Carlin reported on the recent restructure of the Marketing Department. The Marketing, Recruitment & Enrollment teams are joined together and will report to the Vice President of Recruitment, Enrollment & Marketing, who reports to the Provost. Marketing will focus on external communications, agency management,

social media strategy. Media planning and paid marketing, brand management, and website oversight. Ivy Tech's VP of Government Relations will become the VP of Public Affairs, reporting to the EVP. This team will serve as the media spokespeople, media relations, media coverage to inform future campaigns, government relations strategies, and internal communications.

Carlin spoke to key priorities for marketing, including evaluating and recalibrating the paid spend. The first focus will be on providing local campus strategy, new media mix, and programmatic recruitment. We will begin advertising directly to our current students to help increase re-registration and overall retention.

Communications will also be a focus. A statewide workgroup will create a shared vocabulary and extended communication journeys, tailoring journeys based on audience, using the outbound call center in different strategies, and focusing on current student retention. Monthly newsletters will also be created and customizable for the campus to engage our community, K12, and employer partners.

Collateral creation will be a key focus, including how-to guides and videos, program descriptions with wage and completion info, strategy toolkits, and Spanish language translation. Ivy Tech will expand efforts beyond application generation and go deeper with our prospecting. Beginning this month, we will be adding a new "Schedule a tour" feature to our website so that prospects interested in Ivy Tech can schedule an appointment for a formal tour. The button will be available on our home page, and each campus will have its landing page unique to them. This will be an opportunity to show share what we have and engage current students to help tell our story and get our faculty and program chairs involved from the beginning to create an emotional connection with the campus.

A new program called Tuesday @ The Tech will replace Express Enrollment Weeks with weekly recruitment and enrollment events before the start of term. Statewide marketing will invite the community to Ivy Tech every Tuesday. This can be as big or small as the campus can host but can include FAFSA workshops, community events, K12 tours, and opportunities for our employer partners to engage with our students.

Ivy Tech will also begin marketing programmatically with a monthly focus on a different school called School Spotlight. Statewide messaging and

advertising will be broad about the school, and each campus will have the flexibility to amplify the specific programs that make sense for their service area. And, we can tie this concept back to Tuesdays @ The Tech for natural program-driven events.

Williams Randall presented an update on the brand refresh, including research that's been completed, as well as a status update on the new website home page launch in January. They also shared key findings from research and presented the new 'days' concept to the Board.

Item 7

Chair Bibbs called upon Trustee Tanya Foutch for a report from the **Workforce Alignment Committee.** Trustee Foutch reported there are no action items for consideration and approval.

Stacy Townsley, VP of Adult Strategies and Statewide Partnerships, provided a completions update. Credential completions are trending up to nearly 39,000, supporting Ivy Tech's strategic plan goal of 50,000 annual completions by 2023 and the State's Big Goal of 60% post-secondary attainment by 2025. Certificates (TCs and CTs) represent the primary and growing share (over two-thirds) of credential completions at the College. In partnership with several industry certification vendors such as MSSC, SACA, and CompTIA, the College also is tracking high-value industry certification completions, which account for 20% of the overall total completions included in the 50K strategic plan goal. Health Sciences is the fastest growing sector for credential completions, up to seven percentage points (from 14% to 21%) of total completions since the 2016-17 academic year. The Indiana College Core TC—the general education foundation for both the associate and bachelor's degree in Indiana—represents an increasing share (65%) of all Arts, Sciences, and Education credential completions. In addition to driving completion numbers, short-term, stackable credentials are a crucial component of a more integrated education-workforce ecosystem. Increased recognition of learners' work and life experience through credit for prior learning, targeted state funding, and innovative approaches to bridging non-credit and credit programming are part of the broader context within which Ivy Tech is engaged in national partnerships and thought leadership to benefit the College and Indiana.

Mary Anne Sloan, VP of Nursing and Health Sciences, provided an update on Franciscan Partnership. Franciscan Health has entered into a nursing sponsorship agreement and will sponsor 10 ASN students at Lake,

Lafayette, and Indianapolis. After completing their first semester in the program, students will be selected through an interview process. They will work approximately 12 hours per month at a Franciscan facility in a paid position. Franciscan will pay up to $3200 per semester per student for tuition, books, and fees. The Franciscan cohorts will attend all possible clinical at Franciscan facilities. The number of students will increase to up to 100.

D. TREASURER'S REPORT:

Chair Bibbs called upon Matt Hawkins, Executive Vice President Business Administration and Treasurer, to provide the Treasurer's Report.

CFO, Dom Chase, reported many of the College's current fiscal year details. To provide more context on our financial position, I will talk a bit about our net position over the past five years. Net position is assets minus liabilities – essentially a non-profits balance sheet.

Ivy Tech's total net position has increased 45% in five years from $673 to $929M. Most importantly, our unrestricted net position has increased nearly 70% from $331M to $561M.

Our unrestricted assets allow the college maximum protection and flexibility in all situations. This increase was by design, and the unrestricted assets allowed us to defend our AA Stable bond rating in a time when hundreds of other institutions could not do the same.

Ivy Tech is unique because our business and finance staff are focused on stability and the defense against the unknown and student success.

At the same time, Ivy Tech's financial stability has strengthened; we have invested more in student success than at any time in our history.

- Ivy Tech froze tuition for the first time– for two years

- Ivy Tech covered the costs of textbooks for students for the first time – the only Indiana institution to do so.

- As the president said, we will now remove the holds on transcripts related to non-payment for over 80K students.

- We invested in best-in-class software platforms such as Salesforce, Workday, DocuSign, ServiceNow, etc.

- When the State reduced Ivy Tech's operating allotment in FY21, our strong financial position allowed us to use the funds made available by Federal reimbursement to eliminate past capital arrangements and address repair and rehabilitation needs for our future.

- Campuses have been paid $16M in revenue loss related to enrollment declines

- We invested $15M to upgrade technology on campuses for virtual learning
- These are a few examples, with more projects in the works.

My colleagues have given me feedback that while I communicate our financial position well to you, I am not communicating well the amount of time and effort they spend on student success efforts and why those efforts are unique to Ivy Tech's business teams.

To quote one of them, "higher ed finance staff usually use the 'X must always be greater than Y. We don't care what you do with Y' technique – and that is not who we are, or what we are doing." They are correct.

As affirmed by eternal stress tests, our financial position remains extremely strong.

Trustee Dora moved for approval of the Treasurer's Report. Trustee Brand seconded the motion. The motion carried unanimously.

E. STATE OF THE COLLEGE

Chair Bibbs called upon President Ellspermann to provide her State of the College report.

President Ellspermann provided updates on the COVID-19 response and vaccine update and strategic plan goal updates.

F. OLD BUSINESS

Chair Bibbs called for old business, but there was none.

G. NEW BUSINESS

Chair Bibbs called for new business.

Trustee Wilson moved for approval of **Resolution 2021-57,** Appointment of Campus Board of Trustees. Trustee Schreckengast seconded the motion. The motion carried unanimously.

Trustee McMillan motions to approve the conflict of interest declaration for a member of the Lake County Campus Board of Trustee Jená Belleza. Trustee Dora seconded the motion. The motion carried unanimously.

Trustee Schreckengast moved for approval of **Resolution 2021-59**, Resolution on Performance and Compensation Metrics. Trustee Schreckengast seconded the motion. The motion carried unanimously.

ADJOURNMENT

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

STATE TRUSTEES
IVY TECH COMMUNITY COLLEGE

Kim Emmert O'Dell

Dated December 3, 2021, prepared by Gretchen L. Keller, Recording Secretary