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

Notice is hereby given that the State Board of Trustees of Ivy Tech Community College of Indiana will be holding the following meetings on October 4 and 5, 2023, at the Evansville Campus. The meetings will take place at 3501 N First Avenue, Evansville, IN.

Wednesday, October 4, 2023

1:30 pm  Education Session of the State Board of Trustees (open to the public)
The State Trustees will hold a meeting in person to consider and take action on such items as may be brought before them.

3:00 pm  Executive Session of the State Board of Trustees
The State Trustees will meet in Executive Session and are permitted under IC 5-14-1.5-6.1(b), to discuss the subjects listed below. For each subject, a reference to the applicable subdivision of IC 5-14-1.5-6.1 (b) and a description of that subject are included.

(2) (B) Initiation of litigation that is either pending or has been threatened specifically in writing.
(2)(C) The implementation of security systems.
(2) (D) A real property transaction, including:
   (i) a purchase; (ii) a lease as lessor; (iii) a lease as lessee; (iv) a transfer; (v) an exchange; or (vi) a sale;
(5) To receive information about and interview prospective employees.
(7) For discussion of records classified as confidential by state or federal statute.
(9) To discuss job performance evaluations of individual employees. This subdivision does not apply to a discussion of the salary, compensation, or benefits of employees during a budget process.

Thursday, October 5, 2023

8:30 am  Board Committee Meetings (open to the public)
The State Trustees will hold the regular committee meetings in person.
8:30 am – 8:40 am  Introduction to Committees
8:40 am – 9:25 am  Workforce and Careers
9:25 am – 10:10 am  Academics & Student Experience
10:10 am – 10:30 am  Break
10:30 am – 11:15 am  Finance and Business Affairs
11:15 am – 11:40 am  Marketing & Public Affairs
11:40 am - Noon  Building, Grounds & Capital

1:00 pm  Regular State Board of Trustees Meeting (open to the public)
The State Trustees will hold a regular meeting in person to consider and act on such items as may be brought before them.
MINUTES OF THE MEETING OF THE
STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
August 3, 2023

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

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
Ms. Kim Emmert O'Dell, Secretary
Mr. Terry Anker
Mr. Jesse Brand
Ms. Jennie Dekker
Mr. Michael R. Dora
Ms. Gretchen Gutman
Ms. Paula Hughes-Schuh
Mr. Stewart McMillan

The following State Trustees were present virtually:
Mr. Andrew W. Wilson, Vice-Chair
Ms. Tanya Foutch
Ms. Marianne Glick
Mr. Kerry Stemler

The following State Trustees were not present:
Mr. Harold Hunt

A. EXECUTIVE SESSION MEMORANDA

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

The State Board of Trustees met in Executive Session on August 2, 2023, at 1:00 pm at 3701 Dean Drive, Fort Wayne, Indiana.

Members present were Stephanie Bibbs, Chair; Andrew Wilson, Vice Chair; Kim Emmert O'Dell, Secretary; Terry Anker, Jesse Brand, Jennie Dekker, Michael Dora, Tanya Foutch, Marianne Glick, Gretchen Gutman, Paula Hughes-Schuh, and Stewart McMillan.

The Trustees considered the following items as permitted under IC 5-14-1.5-6.1(b). For each subject, a reference to the applicable subdivision of IC 5-14-1.5-6.1(b) and a description of that subject are included.
(2) (B) Initiation of litigation that is either pending or has been threatened specifically in writing.
(5) To receive information about and interview prospective employees.
(7) For discussion of records classified as confidential by state or federal statute.
(9) To discuss job performance evaluations of individual employees. This subdivision does not apply to a discussion of the salary, compensation, or benefits of employees during a budget process.

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

B. NOTICES OF MEETING MAILED AND POSTED

Trustee Kim Emmert-O'Dell, Secretary, confirmed that the notice of August 3, 2023, regular meetings were properly mailed and posted. The public was invited to attend the meetings open to the public.

C. APPROVAL OF BOARD MINUTES

Trustee Anker moved to approve the June 8, 2023, board meeting minutes. Trustee Dora seconded the motion. The motion carried unanimously.

D. COMMITTEE REPORTS

Prior to hearing committee reports, Chair Bibbs recognized four individuals listed as one of the Indiana Business Journals, Indiana 250. These individuals are considered the most influential and impactful leaders across business in the state of Indiana.
Civic Leadership – Terry Anker, Marianne Glick, and Larry Garatoni
Not-For-Profit & Education – Sue Ellspermann

Item 1
Chair Bibbs called upon Trustee Michael Dora for an Academics & Student Experience Committee report. Trustee Dora reported that there were two action items for board approval.

Provost Dean McCurdy updated the Board about the Higher Learning Commission mid-cycle review. This review is part of the institutional accreditation process for the College. A team reviewed Ivy Tech's performance and progress on 18 core criteria and determined that the College fully meets all criteria.

Rebecca Rahschulte, Vice President for Academic Affairs, discussed how Ivy Tech will meet the State of Indiana's literacy goals using the Science of Reading. Through a partnership with the Lilly Endowment, the College received a planning
grant and is currently working to embed appropriate reading concepts into our early childhood and elementary teacher education programs.

Monica Hingst, Interim Vice President for K-14 and Strategic Initiatives, updated the Board on the Indiana College Core (ICC). This set of courses, which constitutes a year of college-level work, allows students to start as a sophomore at all public and most private four-year institutions in the State. Completing the ICC in high school is associated with a very high matriculation rate to college and can be done at low or no cost to students and their families. Working closely with the Indiana Department of Education and the Indiana Commission for Higher Education, Ivy Tech has been growing ICC completions at the high school level each year, with over 2000 awarded in 2023 and a goal of providing the ICC to students at all high schools by 2026.

Provost McCurdy's enrollment report reported that the new academic year is off to a strong start. Total headcount, our strategic plan metric, is currently running over 10% ahead of the prior year, with significant increases in all categories of student enrollment. Summer FTE is up 10% and up at all 19 campuses, and Fall FTE is currently up over 9% above last year. While we are seeing increases in enrollment across all student categories, enrollment is up most for New First Time Adults, Continuing Adults, students who identify as Black, African American, or Two or More Races; and male students. Student Fall-Fall retention is also tracking above the prior year.

Patrick Englert, Vice President for Student Success and Retention Strategy, proposed adopting the College's first comprehensive student engagement system. This platform will serve as the College's advising platform and a platform for engagement by Career Link, faculty, and Student Affairs teams. The recommendation to the Board, which was developed by our Provost Office, Career Link, IT, and our campuses, is to adopt a system to be implemented by Strada Information Group (SIG) operating on the Salesforce platform.

Trustee Dora moved to approve Resolution 2023-25, Approval of Contract with akaCRM/SIG, a division of Strata Information Groups, INC. Systems Office. Trustee Hughes-Schuh seconded the motion. The motion carried unanimously.

Trustee Dora moved to approve Resolution 2023-26, Approval of Contract with Salesforce, INC., Systems Office. Trustee Hughes-Schuh seconded the motion. The motion carried unanimously.

Item 2

Chair Bibbs called upon Trustee Gutman for a report from the Audit Committee. Trustee Gutman reported there was one action item for consideration and approval.

The Audit committee met, discussed, and reviewed the following issues:
Reports to the confidential hotline and cybersecurity.

- A revised Internal Audit Charter.
- Final Internal Audit Department fiscal year 2023-24 budget.
• Audit schedule for 2023-24 and the three-year audit plan.
• Internal audit reports that had been issued since our last meeting.

Trustee Gutman moved to approve Resolution 2023-34, Approval of a Revision to the Audit Committee Charter. Trustee Dekker seconded the motion. The motion carried unanimously.

Item 3
Chair Bibbs called upon Trustee McMillan for a Building, Grounds, and Capital Committee report. Trustee McMillan reported that there was one action item for consideration and approval. The Committee received an update on the Facility Master Plan, which is on track to be completed in January 2024, and the status of the quarterly XBE spend.

Trustee McMillan moved to approve Resolution 2023-27, Approval of a Contract for Portion of Connie and Steve Ferguson Academic Building Roof Replacement. Trustee Hughes-Schuh seconded the motion. The motion carried unanimously.

Item 4
Chair Bibbs called upon Trustee Brand for a Budget & Finance Committee report. Trustee Brand reported that there are no action items for consideration and approval. The Committee received updates on Diverse Investment Manager RFP, Uber Partnership, and the Fiscal Year 2023 Budget Preliminary Update.

Courtney Roberts, President of Ivy Tech Foundation, provided the following updates:

Invest IN Ivy Tech, the first-ever statewide comprehensive campaign closed on June 30 – at an astounding $340.1M! This is $55M above our goal of $285M!

High-level campaign highlights include:

• The last year of the campaign was by far the most significant fundraising year – at $86.6M
• The campaign was made up of 14,281 donors: individuals made up 76%, and organizations made up 24%

Campaign dollars break down into four areas of impact - Our Students, Our Workforce, Our Infrastructure, and Our Future. The Foundation will present how these dollars break down at the statewide and campus level as part of the Foundation Board’s Annual Meeting and then share with the State Board of Trustees in October.

Campaign results will be shared publicly through a comprehensive campaign strategy in early to mid-October.

The Foundation is working with Johnson Grossnickle & Associates on conducting a thorough campaign evaluation, including qualitative and quantitative analysis, with results and recommendations shared with the Foundation Board in January 2024.
The Foundation closed the FY with 100% giving from the State Board of Trustees and Foundation Board and 85% from campus boards – which is 5% over our goal.

The Foundation Board unanimously approved the Foundation’s new strategic plan, developed to support the College’s new strategic plan. The Foundation Board will consider three nominees to serve as board members at the annual meeting in September.

**Item 5** Chair Bibbs called upon Trustee Emmert O’Dell for the Human Resources & Operations Committee report. Trustee Emmert O’Dell reported that there were two action items for consideration and approval.

Matt Etchison, Senior Vice President and Chief Information Officer, presented the recommendation for the College to approve a contract for the purchase of computing hardware and peripherals with Dell, Inc. from September 8, 2023, through September 7, 2026, at a cost not to exceed two million dollars per year.

Trustee Emmert O’Dell moved to approve Resolution 2023-28, Approval of Contract with Dell Marketing, L.P., Systems Office. Trustee Gutman seconded the motion. The motion carried unanimously.

Matt Etchison also presented an update on the College’s successful Workday ERP go-live, which is the largest in Higher Ed in 2023. The project was completed both on time and under budget.

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

Vice President Jo Nahod-Carlin provided a recap of the AY23 Marketing and a preview of the new AY24 Marketing plans.

As part of the AY23 review, Carlin reported several highlights from last year, including an overall increase in applications, enrollment, website performance, a reduction in the number of days it takes students to get registered, and new analytics dashboards and reporting functionality.

Carlin shared the vision of the College in the new fiscal and academic year. The new Marketing plan is grounded in the College’s new Strategic Plan, which focuses on increasing enrollment to 190,000, producing 50,000 annual credential completions, and increasing retention by 5%. The strategy will include a mix of traditional and digital marketing campaigns to engage with prospective and current students for their entire experience at Ivy Tech.

Carlin also shared a new element of this year’s strategy to build a new statewide effort promoting our Workforce and Skills Training opportunities through a new
website presence, digital marketing tactics, and new collateral materials for our campus teams.

**Item 7**

Chair Bibbs called upon Trustee Emmert O’Dell to give the report from the *Workforce Alignment Committee*. **Trustee Emmert O’Dell** stated there were no action items for consideration and approval.

Senior Vice President Molly Dodge described how and why Ivy Tech Community College is uniquely positioned to serve the two million adults in Indiana with no postsecondary experience. Ivy Tech provides multiple on-ramps, including high-quality skills training resulting in industry certifications that can be cross-walked for academic credit; stackable short- and long-term certificate credentials enabling our students to qualify for wage and job promotions at each milestone, and opportunities to earn associate degrees that seamlessly transfer to bachelor’s degree opportunities. Ivy Tech’s competitive advantage in serving adults is strengthened by our 19 Ivy+ Career Link departments, providing career coaching and students the opportunity to experience the real world of work. In the example provided, Dodge also illustrated how Ivy Tech provides these opportunities to high school students.

Dodge also foreshadowed the opportunity Ivy Tech may have to offer academic programs in partnership with the Indiana Department of Correction by leveraging Second Chance Pell. These students will be provided opportunities to earn industry certifications and workforce credentials aligned to industry while incarcerated. Upon release, these students can enter high-wage, high-demand jobs and continue their educational journey at an Ivy Tech campus close to home.

**E. TREASURER'S REPORT**

Chair Bibbs called upon Dom Chase, CFO and Treasurer, to provide the Treasurer's Report.

At the close of FY23, which ended on June 30, Ivy Tech remains in a strong financial position, displaying resilience while achieving strategic growth. The College's net assets will increase over the previous year, with final results being reported in October following our financial statement audit with the State Board of Accounts. The results will reflect our prudent investment strategies and effective cost management.

The College's strong financial position has enabled us to navigate economic uncertainties and laid the foundation for future success. Our liquidity position remains strong, with adequate reserves at both the system and campus levels, ensuring stability and flexibility in pursuing educational innovations. We continue investing in vital areas such as technology enhancement, new enrollment initiatives, and campus infrastructure, aligning with our mission to provide accessible, high-quality education.
We have also successfully retired the last capital facility lease, lowering campus operating expenses. Fitch Ratings recently reaffirmed our AA bond rating with a positive outlook. We are working with S&P Global on our annual rating review and look forward to reporting on that outcome in the next meeting.

In conclusion, Ivy Tech Community College's financial strength is essential to our continued success. Our sound financial management is a testament to our commitment to excellence and positions us well for sustainable growth and a positive impact on our community.

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 spotlighted Denita Washington, Fort Wayne Alumna.

President Ellspermann noted the Capital Campaign Success bringing in $340.1 million (nearly 20% over goal).

President Ellspermann noted Ivy Tech Community College received the equivalent of a stamp of approval from the Higher Learning Commission (HLC), an entity that reviews the colleges and ensures institution quality. The HLC evaluation determined that the College met all criteria, which include alignment to mission, commitment to public good, ethical and responsible conduct, academic rigor, and alignment of faculty and staff needed for effective, high-quality programs and student services.

President Ellspermann spotlighted the Ivy Online Awards and Conference and Excellence in Dual Credit Instruction.

President Ellspermann spotlighted the Career Link 2023 Summer campus, including Semiconductor Camps, Cyber Camp, Stem and Steam, and the Healthcare Academy.

President Ellspermann noted that Ivy Tech received the Golden Bridge Award. Ivy Tech is the only North American school to have won. Noting she is proud of Shabbir Qutbuddin and all the School of IT Networking faculty.

“The Golden Bridge Award recognizes Ivy Tech for providing students with the skills needed to work in the IT field and the ability to earn industry-recognized certifications. We’re also excited to see apprenticeship opportunities expanding with local business community partnerships, impacting the lives of students and the organizations they will ultimately work for.”

President Ellspermann provided an update on the 2023-25 Strategic Plan – Higher Education at the Speed of Life.

President Ellspermann thanked Trustee Larry Garatoni for his ten years of service on the board and read the resolution.
Trustee Gutman moved to approve Resolution 2023-32, Resolution Honoring the Service of Larry Garatoni. Trustee Anker seconded the motion. The motion carried unanimously.

OLD BUSINESS

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

F. NEW BUSINESS

Chair Bibbs called for new business.

Trustee Dekker moved to approve Resolution 2023-29, Approval of Campus Board of Trustees. Trustee Emmert O’Dell seconded the motion. The motion carried unanimously.

Trustee Anker moved to approve Resolution 2023-30, Amendment to State Board By-Laws to Change Permanent Committees. Trustee Hughes-Schuh seconded the motion. The motion carried unanimously.

Trustees Dekker moved to approve Resolution 2023-31, Approval of Appointment of Trustees to Serve on Foundation Board. Trustee Dora seconded the motion. The motion carried unanimously.

Trustee Hughes-Schuh moved to approve Resolution 2023-33, Election of Offices for the State Board of Trustees. Trustee Dekker seconded the motion. The motion carried unanimously.

G. ADJOURNMENT

With no further business to come before the Board, Trustee Hughes-Schuh called for a motion to adjourn the meeting. Trustee Emmert O'Dell seconded the motion.

STATE TRUSTEES
IVY TECH COMMUNITY COLLEGE

Dated August 4, 2023, prepared by Gretchen L. Keller, Recording Secretary
APPROVAL OF THE CONTRACT FOR THE ARCHITECTURAL AND ENGINEERING SERVICES FOR THE INDIANAPOLIS RESTRUCTURE CAPITAL PROJECT INDIANAPOLIS CAMPUS

RESOLUTION NUMBER 2023-35

WHEREAS, the Indianapolis Campus Restructure Capital Project was approved by the State Board of Trustees on August 4, 2022, and

WHEREAS, the total estimated cost for the project is $38,001,450, and

WHEREAS, after an evaluation process, interview, and staff review, GMB Architecture & Engineering has been selected as the preferred bid for architectural and engineering services in the amount of $1,707,000 with an alternate of $65,000, and

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

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

NOW THEREFORE BE IT RESOLVED that the State Trustees of Ivy Tech Community College of Indiana do hereby approve the contract with GMB Architecture & Engineering in the amount of $1,707,000 with an alternate of $65,000, and

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

STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE OF INDIANA

______________________________
Andrew Wilson, Chair

______________________________
Michael Dora, Secretary

Dated October 5, 2023
RESOLUTION NUMBER 2023-36

WHEREAS, the Indianapolis Campus Restructure Capital Project was approved by the State Board of Trustees on August 4, 2022, and

WHEREAS, the total estimated cost for the project is $38,001,450, and

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

WHEREAS, the estimated construction cost is $26,700,000, and

WHEREAS, the base contract amount for preconstruction services is $55,000, and

WHEREAS, the bid process has been completed in accordance with Indiana law related to CMc practices, and

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

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

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

NOW THEREFORE BE IT RESOLVED that the State Trustees of Ivy Tech Community College of Indiana do hereby approve the contract with Pepper Construction in the amount of $55,000, and

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

STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
OF INDIANA

Andrew Wilson, Chair

Michael Dora, Secretary

Dated October 5, 2023
RESOLUTION NUMBER 2023-37

WHEREAS, the Indianapolis Campus (“Campus”) recently conducted a Request for Proposals (RFP) process to select a new contractual partner to provide security services to the Campus, and

WHEREAS, after thorough evaluation of the services and pricing of each of the proposals received during the RFP process, Universal Protection Service, LP d/b/a Allied Universal Security Services (“Allied”) was selected to provide security services for the Campus, and

WHEREAS, the proposed Agreement with Allied is for a term of two (2) years, with an optional third year; and

WHEREAS, the proposed pricing is based on hourly rates and necessary personnel types to meet the different requirements set forth in the RFP; and

WHEREAS, based on the estimated hours and costs associated with the necessary personnel type for the different requirements, the proposed estimated costs for the Campus are:

- Year 1: $1,038,223.00,
- Year 2: $1,079,838.00,
- Year 3: $1,122,754.00, and

WHEREAS, while these costs are based on good faith estimates of necessary hours and personnel, the actual costs of services could vary based on actual hours and personnel over the course of the term of the Agreement, but the per hour rates for each personnel type are established per the contract terms; and

WHEREAS, the proposed Agreement with Allied was presented and approved by the Indianapolis Campus Board on September 26, 2023, and

WHEREAS, the Campus now seeks approval via this resolution to enter into the Agreement with Allied as proposed; and

WHEREAS, the State Board of Trustees of Ivy Tech Community College must approve any contract by the College exceeding $500,000 unless the obligation was previously approved by the Board through the allocation of funds.

NOW THEREFORE BE IT RESOLVED, that the State Board of Trustees authorize and direct the College President, or his designee, to enter into a three-year Agreement with Allied Universal to provide the Indianapolis Campus with security services after the contract has been approved by the College Counsel.

STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
OF INDIANA

Andrew Wilson, Chair

Michael Dora, Secretary

Dated October 5, 2023
RESOLUTION NUMBER 2023-38

WHEREAS, in anticipation of the College’s network equipment systemwide nearing the end of its life, the College began a two-step process in the spring of 2023 to identify a manufacturer and replace the network equipment across the entire state, and

WHEREAS, the College’s first step of the process was to conduct a Request for Proposals (RFP) process to evaluate equipment from different manufacturers in the marketplace; and

WHEREAS, as a result of that RFP process, the College selected Juniper Mist as the preferred manufacturer for a refresh of the College’s network equipment systemwide; and

WHEREAS, Juniper Mist sells its equipment directly through selected partners that serve as resellers in selling Juniper Mist equipment; and

WHEREAS, due to this arrangement, the College’s second step of the process was to conduct a second RFP process to select an authorized reseller of Juniper Mist equipment to provide final pricing of equipment based on prior negotiated discounts and to provide pricing on implementation services, and

WHEREAS, as part of the second RFP the College identified specific equipment types and the expected necessary quantities; and

WHEREAS, the second RFP process resulted in proposals from ten (10) different resellers offering pricing on Juniper Mist equipment and implementation services; and

WHEREAS, after full evaluation of the proposals, the College has selected People Driven Technology as the reseller and implementation services provider for this refresh of the systemwide network equipment, and

WHEREAS, the proposed contract for equipment and implementation services to be provided by People Driven Technology is for anticipated amount of $11,648,865.24, based on sum of the costs of equipment of $11,007,615.24 and the costs for implementation services of $641,250.00; and

WHEREAS, the College anticipates using financing options provided through Juniper Financial Services to finance this purchase over five (5) years at an interest rate of zero percent (0%); and
WHEREAS, the State Board of Trustees of Ivy Tech Community College must approve any contract by the College exceeding $500,000 unless the obligation was previously approved by the Board through the allocation of funds.

NOW THEREFORE BE IT RESOLVED, that the State Board of Trustees authorize and direct the College President, or her designee, to enter into Agreements with People Driven Technology and with Juniper Financing Services to complete the acquisition and implementation of Juniper Mist network equipment after said agreements have been approved by the College Counsel.

STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
OF INDIANA

______________________________
Andrew Wilson, Chair

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Michael Dora, Secretary

Dated October 5, 2023
IVY TECH COMMUNITY COLLEGE

HIGHER EDUCATION at the SPEED OF LIFE
October 2023
State Board of Trustees

Academic and Student Experience
AGENDA

1. Enrollment and Retention Update
2. Enrollment Pipeline
3. CHE Pre-admissions Program
Enrollment and Retention Update

Dr. Dean McCurdy
Provost & Senior Vice President, Academic Affairs
2023–2024 Total Headcount

All campuses have increased enrollment

<table>
<thead>
<tr>
<th>Current Total Headcount (Unduplicated)</th>
<th>Annual Goal</th>
<th>Distance to Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>124,357, +16.7%</td>
<td>180,000</td>
<td>55,643</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Undergraduate (Credit-Bearing)</th>
<th>Dual Credit</th>
<th>Skills Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>76,973; +6.8%</td>
<td>44,503, 37.6%</td>
<td>6,936; +35.7%</td>
</tr>
</tbody>
</table>

As of 9/6/23
Congratulations, Madison!
## Fall 2023: Undergraduate
(Credit-Bearing Enrollment)

### Headcount: +5.8%, FTE: +5.9%

<table>
<thead>
<tr>
<th>Student Type</th>
<th>Head Count</th>
<th>% Change</th>
<th>FTE</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuing</td>
<td>30,118</td>
<td>2.7%</td>
<td>17,958.7</td>
<td>3.9%</td>
</tr>
<tr>
<td>Dual Enrollment</td>
<td>4,770</td>
<td>14.8%</td>
<td>1,667.2</td>
<td>12.7%</td>
</tr>
<tr>
<td>Guest</td>
<td>1,714</td>
<td>6.4%</td>
<td>483.7</td>
<td>-2.2%</td>
</tr>
<tr>
<td>New First Time – Adult</td>
<td>2,651</td>
<td>19.9%</td>
<td>1,537.7</td>
<td>24.1%</td>
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<tr>
<td>New First Time – Trad.</td>
<td>7,164</td>
<td>2.6%</td>
<td>5,153.8</td>
<td>2.2%</td>
</tr>
<tr>
<td>Readmit</td>
<td>4,527</td>
<td>1.7%</td>
<td>2,452.6</td>
<td>4.4%</td>
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<tr>
<td>Transfer In</td>
<td>2,108</td>
<td>9.0%</td>
<td>1,308.8</td>
<td>10.2%</td>
</tr>
</tbody>
</table>

As of 9/6/23
Fall – Fall Retention (Point-in-Time)

As of 9/6/23

% Retained Fall 2022 – Fall 2023

- 2019-2020: 45.4%
- 2020-2021: 44.2%
- 2021-2022: 47.5%
- 2022-2023: 47.6%
Student Journey Overview: Student Types

- Undergraduate (Credit-Bearing)
  - 2020: 94,452
  - 2021: 88,619
  - 2022: 95,050

- Dual Credit
  - 2020: 59,205
  - 2021: 70,081
  - 2022: 75,155

- Skills Training
  - 2020: 11,645
  - 2021: 12,083
  - 2022: 15,081
Prospective Student Enrollment Stages

- Lead (Prospect)
- Opportunity (Applied)
- Enrolled (Registered)
# Student Journey Overview

## 2022-2023 Conversion Rate by Student Type

<table>
<thead>
<tr>
<th>Student Type</th>
<th>New Applicant Count</th>
<th>Conversion Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dual Enrolled</td>
<td>2,044</td>
<td>92%</td>
</tr>
<tr>
<td>New First Time</td>
<td>37,097</td>
<td>41%</td>
</tr>
<tr>
<td>Readmit</td>
<td>26,601</td>
<td>36%</td>
</tr>
<tr>
<td>Guest</td>
<td>16,690</td>
<td>64%</td>
</tr>
<tr>
<td>Transfer</td>
<td>9,494</td>
<td>44%</td>
</tr>
<tr>
<td>Apprentice</td>
<td>3,158</td>
<td>80%</td>
</tr>
<tr>
<td>Senior Scholar</td>
<td>318</td>
<td>74%</td>
</tr>
</tbody>
</table>

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2022-2023 Academic Year
Enrollment Pipeline

Enrollment Services

Leads

Leads that do not become applicants

Assessment

Opportunities

Apps that don’t become registered

Student Success (Advising / Reg.)

Students that do not persist past 1st term

Workforce & Careers

Students that do not persist through 1st year

Retention

Students that do not persist through Year 2

Academic Affairs

Completion

Stop-outs near completion

Apps that don’t become registered

Stagnant applications

Leads that do not become applicants
CHE Pre-Admissions Update

• Launched September 2023
• The Numbers
  o 327 High Schools
  o 38 Colleges & Universities
  o 56,000+ Student Leads
• Key Messages
  o Transfer
  o Workforce
  o Affordability
  o Programs
  o Degree & Certs
• Recruitment Plan
  o Direct Mail
  o Digital Ads
  o SMS Text
  o Call Campaigns
Appendix A

TOTAL ENROLLMENT DATA
Point-in-time each year

(by campus, all sources, unduplicated)
# 2023 – 2024 Total Enrollment by Campus
(Point in Time Comparison, 2019-2020 to 2022-2023)

Data pulled 9/6/23

<table>
<thead>
<tr>
<th>Campus</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lafayette</td>
<td>5,862</td>
<td>5,151</td>
<td>5,048</td>
<td>6,387</td>
<td>7,166</td>
</tr>
<tr>
<td>Lake County (Cty/Chk/ Crown)</td>
<td>4,756</td>
<td>4,436</td>
<td>5,328</td>
<td>6,210</td>
<td>7,248</td>
</tr>
<tr>
<td>Lawrence (Chk)</td>
<td>1,661</td>
<td>1,946</td>
<td>2,151</td>
<td>2,903</td>
<td>3,232</td>
</tr>
<tr>
<td>Madison</td>
<td>1,280</td>
<td>1,171</td>
<td>1,228</td>
<td>1,323</td>
<td>2,714</td>
</tr>
<tr>
<td>Marion (Grant County)</td>
<td>1,110</td>
<td>1,048</td>
<td>1,222</td>
<td>1,476</td>
<td>1,778</td>
</tr>
<tr>
<td>Muncie</td>
<td>3,094</td>
<td>3,108</td>
<td>3,084</td>
<td>3,662</td>
<td>3,793</td>
</tr>
<tr>
<td>Richmond</td>
<td>2,207</td>
<td>1,520</td>
<td>1,701</td>
<td>2,281</td>
<td>2,342</td>
</tr>
<tr>
<td>Sellersburg</td>
<td>5,802</td>
<td>5,418</td>
<td>5,467</td>
<td>6,943</td>
<td>7,860</td>
</tr>
<tr>
<td>South Bend/Elkhart</td>
<td>4,870</td>
<td>5,448</td>
<td>5,426</td>
<td>6,146</td>
<td>7,325</td>
</tr>
<tr>
<td>Terre Haute</td>
<td>4,567</td>
<td>4,093</td>
<td>3,969</td>
<td>5,431</td>
<td>5,953</td>
</tr>
<tr>
<td>Valparaiso</td>
<td>4,040</td>
<td>3,742</td>
<td>3,870</td>
<td>7,107</td>
<td>8,643</td>
</tr>
</tbody>
</table>

![Graph of enrollment data]
Appendix B

Fall 2023 ENROLLMENT DATA

(Undergraduate: Revenue Generating/Academic Programs)
## Fall Enrollment (Undergraduate = Academic Program Headcount)

### Gender

<table>
<thead>
<tr>
<th></th>
<th>Headcount</th>
<th>% Change from 2022</th>
<th>FTE</th>
<th>% Change from 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>33,025</td>
<td>5.3%</td>
<td>18,947.1</td>
<td>5.8%</td>
</tr>
<tr>
<td>Male</td>
<td>24,791</td>
<td>6.4%</td>
<td>13,203.0</td>
<td>6.1%</td>
</tr>
<tr>
<td>Not Reported</td>
<td>502</td>
<td>12.9%</td>
<td>533.7</td>
<td>8.5%</td>
</tr>
</tbody>
</table>

Data pulled 9/6/23
## Fall Enrollment (Undergraduate = Academic Program Headcount) Race/Ethnicity

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Headcount from 2022</th>
<th>% Change from 2022</th>
<th>FTE from 2022</th>
<th>% Change from 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian or Alaskan Native</td>
<td>362</td>
<td>32.1%</td>
<td>202.5</td>
<td>34.8%</td>
</tr>
<tr>
<td>Asian</td>
<td>1,465</td>
<td>9.1%</td>
<td>832.6</td>
<td>6.7%</td>
</tr>
<tr>
<td>Black or African American</td>
<td>8,582</td>
<td>12.2%</td>
<td>4,646.0</td>
<td>11.9%</td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td>2,327</td>
<td>-1.6%</td>
<td>1,323.8</td>
<td>-2.0%</td>
</tr>
<tr>
<td>Native Hawaiian/Pacific Islander</td>
<td>143</td>
<td>32.4%</td>
<td>81.8</td>
<td>31.7%</td>
</tr>
<tr>
<td>Two or More Races</td>
<td>2,564</td>
<td>11.0%</td>
<td>1,515.7</td>
<td>11.6%</td>
</tr>
<tr>
<td>Unknown</td>
<td>3,834</td>
<td>11.0%</td>
<td>1,716.5</td>
<td>4.5%</td>
</tr>
<tr>
<td>White</td>
<td>39,543</td>
<td>3.9%</td>
<td>22,364.7</td>
<td>4.7%</td>
</tr>
</tbody>
</table>

Data pulled 9/6/23
## Fall Enrollment
(Undergraduate = Academic Program Headcount)

### Age

<table>
<thead>
<tr>
<th>Age</th>
<th>FTE</th>
<th>% Change from 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;18</td>
<td>1,716.6</td>
<td>10.4%</td>
</tr>
<tr>
<td>18-19</td>
<td>8,002.9</td>
<td>2.9%</td>
</tr>
<tr>
<td>20-21</td>
<td>5,626.1</td>
<td>6.7%</td>
</tr>
<tr>
<td>22-24</td>
<td>4,626.3</td>
<td>10.7%</td>
</tr>
<tr>
<td>25-29</td>
<td>4,635.7</td>
<td>6.9%</td>
</tr>
<tr>
<td>30-34</td>
<td>3,244.5</td>
<td>6.7%</td>
</tr>
<tr>
<td>35-39</td>
<td>2,001.8</td>
<td>6.0%</td>
</tr>
<tr>
<td>40-44</td>
<td>1,287.7</td>
<td>3.6%</td>
</tr>
<tr>
<td>45-49</td>
<td>785.0</td>
<td>0.0%</td>
</tr>
<tr>
<td>50-54</td>
<td>462.1</td>
<td>0.4%</td>
</tr>
<tr>
<td>55-59</td>
<td>212.5</td>
<td>-2.6%</td>
</tr>
<tr>
<td>60-64</td>
<td>58.8</td>
<td>-19.4%</td>
</tr>
<tr>
<td>&gt;64</td>
<td>22.8</td>
<td>9.8%</td>
</tr>
</tbody>
</table>

Data pulled 9/6/23
## Fall Enrollment (Current FTE) By Campus

<table>
<thead>
<tr>
<th>Campus</th>
<th>Value</th>
<th>Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anderson</td>
<td>797.9</td>
<td>57.6</td>
<td>7.78%</td>
</tr>
<tr>
<td>Bloomington</td>
<td>1,928.6</td>
<td>77.8</td>
<td>4.20%</td>
</tr>
<tr>
<td>Columbus</td>
<td>1,609.9</td>
<td>133.5</td>
<td>9.04%</td>
</tr>
<tr>
<td>Distance Apprenticeship</td>
<td>3.6</td>
<td>-1.9</td>
<td>-34.15%</td>
</tr>
<tr>
<td>Evansville</td>
<td>1,704.7</td>
<td>134.4</td>
<td>8.56%</td>
</tr>
<tr>
<td>Fort Wayne</td>
<td>3,168.3</td>
<td>86.2</td>
<td>2.80%</td>
</tr>
<tr>
<td>Hamilton County</td>
<td>882.0</td>
<td>157.6</td>
<td>21.75%</td>
</tr>
<tr>
<td>Indianapolis/Lawrence/Pl.</td>
<td>6,919.3</td>
<td>544.9</td>
<td>8.55%</td>
</tr>
<tr>
<td>Kokomo</td>
<td>1,243.4</td>
<td>79.9</td>
<td>6.87%</td>
</tr>
<tr>
<td>Lafayette</td>
<td>1,922.4</td>
<td>-57.7</td>
<td>-2.92%</td>
</tr>
<tr>
<td>Lake County(Gary/E Chic/...)</td>
<td>1,847.1</td>
<td>169.7</td>
<td>10.12%</td>
</tr>
<tr>
<td>Lawrenceburg</td>
<td>658.7</td>
<td>77.7</td>
<td>13.37%</td>
</tr>
<tr>
<td>Madison</td>
<td>444.1</td>
<td>47.7</td>
<td>12.02%</td>
</tr>
<tr>
<td>Marion (Grant County)</td>
<td>430.8</td>
<td>24.0</td>
<td>5.91%</td>
</tr>
<tr>
<td>Muncie</td>
<td>1,318.9</td>
<td>-52.3</td>
<td>-3.81%</td>
</tr>
<tr>
<td>Richmond</td>
<td>629.8</td>
<td>12.1</td>
<td>1.95%</td>
</tr>
<tr>
<td>Sellersburg</td>
<td>1,752.5</td>
<td>206.2</td>
<td>13.34%</td>
</tr>
<tr>
<td>South Bend/Elkhart</td>
<td>1,955.6</td>
<td>178.8</td>
<td>10.06%</td>
</tr>
<tr>
<td>Terre Haute</td>
<td>1,800.1</td>
<td>23.5</td>
<td>1.32%</td>
</tr>
<tr>
<td>Valparaiso</td>
<td>1,666.1</td>
<td>-67.9</td>
<td>-3.92%</td>
</tr>
</tbody>
</table>

Data pulled 9/6/23
## Fall Enrollment (Current Headcount) By Campus

<table>
<thead>
<tr>
<th>Campus</th>
<th>Value</th>
<th>Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anderson</td>
<td>1,402.0</td>
<td>120.0</td>
<td>9.36%</td>
</tr>
<tr>
<td>Bloomington</td>
<td>3,494.0</td>
<td>274.0</td>
<td>8.51%</td>
</tr>
<tr>
<td>Columbus</td>
<td>2,695.0</td>
<td>181.0</td>
<td>7.20%</td>
</tr>
<tr>
<td>Distance Apprenticeship</td>
<td>11.0</td>
<td>-7.0</td>
<td>-38.89%</td>
</tr>
<tr>
<td>Evansville</td>
<td>3,105.0</td>
<td>242.0</td>
<td>8.45%</td>
</tr>
<tr>
<td>Fort Wayne</td>
<td>5,785.0</td>
<td>79.0</td>
<td>1.38%</td>
</tr>
<tr>
<td>Hamilton County</td>
<td>1,407.0</td>
<td>244.0</td>
<td>20.98%</td>
</tr>
<tr>
<td>Indianapolis/Lawrence/Pl.</td>
<td>13,041.0</td>
<td>942.0</td>
<td>7.79%</td>
</tr>
<tr>
<td>Kokomo</td>
<td>2,037.0</td>
<td>77.0</td>
<td>3.93%</td>
</tr>
<tr>
<td>Lafayette</td>
<td>3,125.0</td>
<td>-208.0</td>
<td>-6.24%</td>
</tr>
<tr>
<td>Lake County/Gary/E Chic/..</td>
<td>3,387.0</td>
<td>315.0</td>
<td>10.25%</td>
</tr>
<tr>
<td>Lawrenceburg</td>
<td>1,247.0</td>
<td>89.0</td>
<td>7.69%</td>
</tr>
<tr>
<td>Madison</td>
<td>917.0</td>
<td>128.0</td>
<td>16.22%</td>
</tr>
<tr>
<td>Marion (Grant County)</td>
<td>824.0</td>
<td>84.0</td>
<td>11.35%</td>
</tr>
<tr>
<td>Muncie</td>
<td>2,127.0</td>
<td>-59.0</td>
<td>-2.70%</td>
</tr>
<tr>
<td>Richmond</td>
<td>1,092.0</td>
<td>23.0</td>
<td>2.15%</td>
</tr>
<tr>
<td>Sellersburg</td>
<td>3,715.0</td>
<td>554.0</td>
<td>17.53%</td>
</tr>
<tr>
<td>South Bend/Elkhart</td>
<td>3,453.0</td>
<td>146.0</td>
<td>4.41%</td>
</tr>
<tr>
<td>Terre Haute</td>
<td>3,098.0</td>
<td>120.0</td>
<td>4.03%</td>
</tr>
<tr>
<td>Valparaiso</td>
<td>2,858.0</td>
<td>-92.0</td>
<td>-3.12%</td>
</tr>
</tbody>
</table>

Data pulled 9/6/23
Appendix C

Fall – Fall RETENTION DATA

(Undergraduate: Revenue Generating/Academic Programs)
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Anderson</td>
<td>48.87%</td>
<td>44.23%</td>
<td>43.76%</td>
<td>49.16%</td>
<td>49.53%</td>
</tr>
<tr>
<td>Bloomington</td>
<td>47.13%</td>
<td>42.48%</td>
<td>43.42%</td>
<td>46.30%</td>
<td>46.09%</td>
</tr>
<tr>
<td>Columbus</td>
<td>51.45%</td>
<td>49.62%</td>
<td>48.10%</td>
<td>50.44%</td>
<td>51.94%</td>
</tr>
<tr>
<td>Evansville</td>
<td>47.92%</td>
<td>43.93%</td>
<td>43.49%</td>
<td>48.83%</td>
<td>47.76%</td>
</tr>
<tr>
<td>Fort Wayne</td>
<td>49.15%</td>
<td>46.75%</td>
<td>44.97%</td>
<td>48.61%</td>
<td>48.31%</td>
</tr>
<tr>
<td>Hamilton County</td>
<td>45.23%</td>
<td>41.96%</td>
<td>43.93%</td>
<td>47.41%</td>
<td>50.23%</td>
</tr>
<tr>
<td>Indianapolis/Lawrence</td>
<td>49.96%</td>
<td>45.91%</td>
<td>44.49%</td>
<td>47.50%</td>
<td>47.78%</td>
</tr>
<tr>
<td>Kokomo</td>
<td>49.56%</td>
<td>48.92%</td>
<td>43.89%</td>
<td>51.47%</td>
<td>52.37%</td>
</tr>
<tr>
<td>Lafayette</td>
<td>49.26%</td>
<td>46.94%</td>
<td>46.05%</td>
<td>47.07%</td>
<td>47.52%</td>
</tr>
<tr>
<td>Lake County/Gary/Chic/Crown</td>
<td>45.72%</td>
<td>40.84%</td>
<td>40.65%</td>
<td>42.18%</td>
<td>44.06%</td>
</tr>
<tr>
<td>Lawrenceburg</td>
<td>52.08%</td>
<td>48.92%</td>
<td>49.31%</td>
<td>53.39%</td>
<td>49.75%</td>
</tr>
<tr>
<td>Madison</td>
<td>49.13%</td>
<td>50.11%</td>
<td>44.92%</td>
<td>49.47%</td>
<td>56.78%</td>
</tr>
<tr>
<td>Marion (Grant County)</td>
<td>46.57%</td>
<td>48.07%</td>
<td>45.07%</td>
<td>45.59%</td>
<td>45.77%</td>
</tr>
<tr>
<td>Muncie</td>
<td>46.82%</td>
<td>47.96%</td>
<td>45.51%</td>
<td>47.59%</td>
<td>48.10%</td>
</tr>
<tr>
<td>Richmond</td>
<td>46.54%</td>
<td>45.81%</td>
<td>44.70%</td>
<td>43.77%</td>
<td>42.35%</td>
</tr>
<tr>
<td>Salisbury</td>
<td>44.72%</td>
<td>46.24%</td>
<td>45.65%</td>
<td>49.61%</td>
<td>47.29%</td>
</tr>
<tr>
<td>South Bend/Ekhart</td>
<td>46.51%</td>
<td>42.19%</td>
<td>40.32%</td>
<td>47.41%</td>
<td>44.34%</td>
</tr>
<tr>
<td>Terre Haute</td>
<td>52.71%</td>
<td>47.20%</td>
<td>44.02%</td>
<td>46.88%</td>
<td>48.84%</td>
</tr>
<tr>
<td>Valparaiso</td>
<td>46.81%</td>
<td>42.86%</td>
<td>42.57%</td>
<td>43.52%</td>
<td>43.32%</td>
</tr>
</tbody>
</table>

Data pulled 9/6/23
THANK YOU!
The committee did not meet this month, therefore there is no report for the October State Board of Trustees Meeting.
HIGHER EDUCATION at the SPEED OF LIFE
Building, Grounds, Capital Committee
Amanda Wilson, Vice President for Capital Planning and Facilities

AGENDA

1. Indianapolis Campus, A&E Services for Capital Restructure Project
2. Indianapolis Campus, CMc Services for Capital Restructure Project
3. Information Item: Sellersburg Campus, Land Transfer to Family Scholar House
4. Information Item: Contract, Spend
Indianapolis, Restructure Capital Project
A&E Services

A&E Contract

Selection Process:

• Request for qualifications (Submissions ranked by committee)

• Interviews and pricing request (Interviews discussed and ranked by selection committee for collective score)

• Requested a Best And Final Offer

• Total Contract: $1,707,000 (including reimbursables), plus $65,000 in optional FF&E specification services
Indianapolis, Restructure Capital Project
CMc Services

CMc Contract

• Pre-construction phase of contract $55,000
• Guaranteed Maximum Price will be established as design is developed and executed as an addendum to the pre-construction contract
• We will receive cost estimates at multiple stages of design to confirm budget compliance
• $50,000 Fee at Risk and $50,000 incentive (funded from cost savings)
• Total project cost is $38,001,450
Sellersburg Land Transfer

Update

- Land transferred from State Police
- Portion of land transferred to Family Scholar House
- Planning for future road project
**State-Certified Diverse Spend**

**Overall**

- $9.4M
- 14%
- 105 Vendors

**Construction Only**

<table>
<thead>
<tr>
<th></th>
<th>Minority</th>
<th>Women</th>
<th>Veteran</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount</td>
<td>$1,007,661</td>
<td>$875,246</td>
<td>$204,868</td>
</tr>
<tr>
<td>Participation</td>
<td>6%</td>
<td>5%</td>
<td>1%</td>
</tr>
<tr>
<td>Participation Goal</td>
<td><strong>7%</strong></td>
<td><strong>5%</strong></td>
<td><strong>3%</strong></td>
</tr>
</tbody>
</table>
THANK YOU!
The report will be given at the State Board of Trustees Meeting on October 5, 2023
Network Refresh
Resolution Presentation
Current State
Current state of the network

Business Risks
Overview of current risks

Vendor Selection
Features overview

Existing Customers
Client portfolio

Investment Request
Cost and benefit overview
Current State of the Network

- Out of hardware and software support
- Wireless speeds from 2009
- Power over Ethernet (PoE) capped at 30W
- Wireless hardware born in 2012
- Wired hardware born in 2010, 2012, & 2013

Diagram showing:
- 802.3bt: 60-95W
- 802.3at: 30W
- 802.3af: 15W
- Comparison of WiFi speeds:
  - WiFi 3 (802.11g): 54 Mbps
  - WiFi 4 (802.11n): 600 Mbps
  - WiFi 5 (802.11ac): 3.5 Gbps
  - WiFi 6 (802.11ax): 9.6 Gbps

16X more capacity by 2020

Matt Etchison - CIO | OIT
Business Risks

- **Cybersecurity Risk**
  - No security patches
  - No software updates
  - Insurance carrier concerns

- **Operational Risk**
  - Difficult to manage
  - No configuration centralization
  - Low visibility & observability
  - High operating costs

- **Strategic Risk**
  - Low flexibility in service delivery
  - Low business enablement
Why Juniper Mist?

- 2022 Market leader in enterprise LAN
- Next-Gen AI-enabled networking
- Software-defined cloud management
- Self-diagnosing
- Self-monitoring
- Advanced data-driven insights and analytics
- ChatGPT virtual network assistant
- Advanced power delivery
- Increased wireless capacity
- Improved wireless experience
- Indoor way finding
- Location tracking

Juniper Second Quarter 2023 Financial Performance
Net revenues were $1,430.1 million, an increase of 13% year-over-year and an increase of 4% sequentially.
Customers

- Juniper
- Seagate
- UPS
- RICOH
- Walmart
- Amazon
- Verizon
- Servicenow
- Gap
- University of Oxford
- University of Michigan
- Dartmouth
- IKEA
**OEM**

| How much?          | $2.3 M per year  
|                   | ($11,648,865.24 total) |
| How long?         | 5 years          |
| Includes?         | • Implementation & Support  
|                   | • 5-10 jobs for Ivy Tech students |

**Partner Reseller**
THANK YOU!
IVY TECH COMMUNITY COLLEGE

HIGHER EDUCATION at the SPEED OF LIFE
Foundation Update
Courtney Roberts, President, Ivy Tech Foundation

AGENDA

1. Invest IN Ivy Tech Impact
2. Campaign Evaluation Update
3. Evansville Spotlight
4. 60th Anniversary Gala
$340M
of $285M campaign goal

INVEST IN IVY TECH
## Overview

<table>
<thead>
<tr>
<th>Type</th>
<th>$$ to Raise In the Millions</th>
<th>Grand Total as of 6.30.2023</th>
<th>% to Goal</th>
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<tr>
<td>Grants</td>
<td>$175</td>
<td>$224</td>
<td>128%</td>
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<td>All Other Gifts</td>
<td>$110</td>
<td>$116</td>
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<td><strong>Total</strong></td>
<td><strong>$285</strong></td>
<td><strong>$340</strong></td>
<td><strong>119%</strong></td>
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Highlights by the Numbers

**INVEST IVY TECH STATEWIDE NUMBERS GRAND TOTAL**

- **2018**: $5.2M
- **2019**: $55M
- **2020**: 61.5M
- **2021**: $67.4M
- **2022**: $65.2M
- **2023**: $85.7M
- **TOTALING $340 MILLION**

**Students**: $150 Million

**Workforce**: $121 Million

**Infrastructure**: $42 Million

**Future**: $27 Million
BY THE NUMBERS

$285 MILLION
GOAL

$340 MILLION
TOTAL RAISED

102,933
TOTAL GIFTS

TOTAL DONORS
14,313

INDIVIDUALS
10,926

ORGANIZATIONS
3,387

First-Time Donors
8,388

INVEST IN IVY TECH
Students
$150 Million Raised

407 Scholarships Funded

1,922 instances of emergency aid support

$600 average amount of emergency support per student
Workforce
$121 Million Raised

$20 million raised
for nursing expansion initiative

400+
new nurses and counting

Garatoni School of Entrepreneurship and Innovation
Industry 4.0
Ivy+ Career Link
Infrastrucure
$42 Million Raised

Campuses benefited from new facilities or renovations

13

Anderson
Columbus
Evansville
Fort Wayne
Hamilton County
Indianapolis
Kokomo

Lake County
Muncie
Sellersburg
South Bend/Elkhart
Richmond
Terre Haute
Future
$27 Million Raised

167 planned gifts committed
124 new endowments established for student scholarships
Campaign Evaluation Update
Evaluation Process

- **Interview Planning**: JUL - AUG
- **Conduct Interviews & Focus Groups**: AUG - SEP
- **Draft Campaign Evaluation & Planning Report**: OCT - NOV
- **Finalize & Present Report**: DEC - JAN
Evansville Spotlight

• 41 Academic Programs
• Campaign total $16.3M ($4.2M over goal)
• Launched Old National Bank K-14 Partnership
• Launched IMPAACT Scholars Initiative
• Nursing and Health Sciences Expansion is underway
60th Anniversary Gala
Friday, November 10
JW Marriott | 5:30 p.m. Cocktail Reception | 6:30 p.m. Program

Sponsorship levels at:
$50,000, $25,000, $15,000, and $10,000
Tables of 10 may be purchased for $2,500

If interested in sponsoring, please contact Gretchen Keller at gkeller3@ivytech.edu or your campus development staff.
THANK YOU!
Revised Operations

8-week Course Model
Redesigned course scheduling and modalities to support student flexibility

Evidenced-based Analytics
Leveraging data to inform practices and proactive student outreach

Wraparound Support Services
Providing students with laptops and emergency aid meeting all student needs

Ivy+ Tuition & Textbooks
Removing financial barriers, closing equity gaps, and improving student outcomes
One Brand, One Message
Current State

Career Link
Tuition & Textbooks
Higher Education at the Speed of Life
IT Academy

Achieve Your Degree
Ivy Tech Community College

Graduation Day Pays Off Every Day
Learn More

70+ Program Options, One Meant for You
Explore Programs

92% of Alumni Would Choose Ivy Tech Again
Apply Now
Statewide Brand, Local Voice

HIGHER EDUCATION at the SPEED OF LIFE

Madison Campus, Department of Corrections 2023-2025 Strategic Plan

HIGHER EDUCATION at the SPEED OF LIFE
Market Share

Recruitable Population: 2,500,000
- Grades 10-12
- Indiana Undergraduates: 480,000
- Ivy Tech: 160,000
- High School Graduates with No Degree
Market Share
Traditional First Time Students

76,327 High School Grads

- 47% IN Colleges
- 37% Ivy Tech
- 9% Out of State
- 7% No College

Out of State
Ivy Tech
IN Colleges
No College
Market Share
% of High School Grads Not Going to College

2015: 35%
2016: 36%
2017: 37%
2018: 39%
2019: 41%
2020: 47%
Systems Office Marketing Channels
AY 2024

- Streaming: 22%
- Social Media: 19%
- Digital Ads: 21%
- TV: 16%
- Signs/Billboards: 22%
- Non-trackable
FY23 Media Spend
Systems Office & Campus

Marketing Costs
$2,572,368

Digital: $1,159,714
Traditional: $1,412,654

30,637 Applications
FY23 Completed Applications

73,192 total applications

Digital Media
30,637
42%
Application Origination Identifiable

1. Prospective student clicks Facebook ad
Application Origination Identifiable

2. Ad forwards to application

3. Applications linked back to Facebook ad
Current Media Revenue Data

30,637 applications \( \times \) Registered \( \times \) Tuition Paid = Revenue

Unknown
Current Digital Media Data

- number of applications

Applies

- Registers

Does Not Apply

- Does Not Register
December 2023 Digital Media Data

- specific students
- programs
- credits

Applies

Registers

Does Not Register

Does not Apply
Application Predictive Analytics

1. Determine applications most likely to register
2. Distill data for campuses
3. Quickly process most likely to register
4. Support those least likely to register
Is college still worth it? *This one is.*

[IVY TECH COMMUNITY COLLEGE]

apply today [ivytech.edu]
Workforce & Careers
Molly Dodge, Senior Vice President of Workforce and Careers
Indiana’s Hiring Challenge

Hiring Challenges In 2023: Are You Prepared?

Annual Employer Survey: Three-Quarters Left Jobs Unfilled Due to Talent Shortage; Companies Increase Training in Response

Indiana Businesses Cannot Expand Amid Labor Shortage

Recruiters Brace for a Challenging Year Ahead

Skills-based hiring will continue to resonate even as the economy cools
Indiana’s Skills Mismatch

Most jobs (58%) require some postsecondary education beyond high school.

But too few workers can access the Skills Training and education needed to fill in-demand jobs.

Source: National Skills Coalition IN-Skills-Mismatch-Fact-Sheet-2020
Indiana’s Multi-dimensional Labor Shortage

The working age population (ages 24 – 65) has stopped growing

The population of retirees is rapidly increasing

The population of minors will steadily decline for the foreseeable future

Source: American Enterprise Institute - Time to Choose: Indiana’s Decade to Decide Its Demographic Future (2020)
# Indiana’s Educational Attainment

<table>
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<tr>
<th>Certification Type</th>
<th>Percentage</th>
<th>2021</th>
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<tbody>
<tr>
<td>Workforce Certifications</td>
<td>5.0%</td>
<td></td>
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<tr>
<td>Certificates</td>
<td>8.3%</td>
<td></td>
</tr>
<tr>
<td>Associate Degrees</td>
<td>9.9%</td>
<td></td>
</tr>
<tr>
<td>Bachelor’s Degrees</td>
<td>20.6%</td>
<td></td>
</tr>
<tr>
<td>Graduate or Professional</td>
<td>10.1%</td>
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</table>

**Indiana’s Current Attainment:** 53.9%

**GOAL:** 60% by 2025

**Source:** [Lumina Foundation Stronger Nation Report 2021](https://www.lumina.org/reports/stronger-nation-2021/)
Co-Creating Talent Pipelines with Employers

1. Employer Engagement
2. Needs Analysis
3. Tool Selection
4. Talent Sourcing
5. Implementation Support
6. Continuous Co-Creation
Scenario – Based on a true story

Landmark Manufacturing Company

- 126 Employees
- Advanced Manufacturing - Automotive & Recreational Vehicle Supplier
- Industrial Robotic Tube Bending Technology
The CEO of Landmark Manufacturing faces a workforce challenge - Landmark is in desperate need of Robotics Maintenance Technicians and Operators.
Engage the Employer

Career Link reaches out and holds on-site meeting with CEO
Assess the Employer’s Needs

- Job Descriptions and Competencies for New Technology
- Apprenticeship Program (crossed out)
- Tuition Reimbursement for Associate Degrees, Certificates and Skills Training (crossed out)
- Customized Skills Training (crossed out)
Select the Best Tools

- Tuition assistance
- A path to upskilling the incumbent workforce

Achieve Your Degree
Achieve Your Degree

- 2022-2023 Retention of AYD Students Exceeds Ivy Tech Targets
  - Fall to Fall Retention 57.7% (target 50%)
  - Fall to Spring Retention 76.4% (target 72%)

- Current AYD Enrollments are Approaching Last Year’s Total
  - 2022-2023 Total AYD Registered Students = 2,184 students
  - 2023-2024 AYD Headcount as of 9/26/23 = 2,108 students

- Over 310 AYD Company Agreements

Source: Total Headcount by Type Dashboard
Select the Best Tools

- A win-win for students and the employer
- Designed for the talent needs of industry

Apprenticeships
Apprenticeships

- Over 8,100 enrollments in registered and non-registered apprenticeships as of 9/25/23

- 190 companies plus union partnerships

- Nationally 89% of apprentices are retained by their employer at least 5 years after completion
Select the Best Tools

- Customized training to meet employer needs
- Stackable towards higher credentials
Skills Training Classes & System Upgrades

400+ Skills Training Classes

Advance your career with skills training

Classes to skill up your employees
Talent Sourcing
Career Link – Sourcing Ivy Tech Talent

• 1,000 Career Workshops / Career Fairs with 8,000 students participating

• 512 non-academic Work and Learn / Job Postings on Hire Ivy

• 4,000 Employer Engagement Sessions

Academic Year 2022 / 2023
Implementation Support

- Coaching HR and Supervisors
- Ensuring student program completion
- One-to-one Career Coaching
Collaboration is Key

- Design enrollment strategies
- Leverage subject matter experts
- Ensure student success
The Best Tools for Landmark Manufacturing

- Skills Training
- Apprenticeships
- Work and Learn
- Achieve Your Degree
- Career Exploration
- Academic Affairs
  - Student Affairs
Landmark Manufacturing’s Career Ladder

**Skills Training**
- Customized Robotics and PLC Training + OSHA10

**Apprenticeship**
- Automation and Robotics Technology Long Term Certificate

**Achieve Your Degree**
- AAS in Advanced Automation and Robotics

**Embedded Workforce Recognized Certifications**

$39,600  $44,200  $55,500
Continuous Co-Creation

- Celebrate student success with the employer
- Critical roles filled
- Conduct new needs analysis
- Add new programs per employer needs
A Better Every Day After!
THANK YOU!
Whitehouse Investing in America Advanced Manufacturing Workforce Session
ENTEK Groundbreaking
DoD Semiconductors Funding Award

- $238 million in Creating Helpful Incentives to Produce Semiconductors (CHIPS) and Science Act funding for establishment of Microelectronics Commons regional innovation hubs.
- For Indiana, $32.9 million awarded to Applied Research Institute (ARI).
- Ivy Tech Bloomington was part of this proposal and will be working with ARI to develop a smart manufacturing and microelectronics lab will be awarded.
Ivy Tech Sellersburg named recipient of Healthcare Workforce Leadership Award at Optimize Conference
This just in….

Ivy Tech Valparaiso Student Dustin Price - 1st Place in the US Cyber Challenge 2023 Cyber Security Competition
Ivy+ Textbooks Update
Ivy+ Textbooks Impact
Fall 2021 – Summer 2023

Day One Access & Student Success
- Over 135,500 eligible students
- Over 612,000 course material units

Textbook Costs & Affordability
- Ivy+ saved students over $73.9M in textbook costs
- 75% digital-first delivery

Seamless Student Experience
- $17 per credit hour Ivy+ Textbook Fee
- Only 123 eligible students opted-out (0.24%)
Summer 2022 & Summer 2023

2,036 Students
Over $1M Dollars

Higher Course Success Rates (86%)

Higher Summer to Fall Retention (88%)
Strategic Plan Goals

- Operational Excellence
- Student Experience
- Teaching & Learning
- Workforce & Careers
Strategic Plan Metrics

- 50,000 Annual Completions
- 5% Increase in Student Retention
- Increase Enrollment to 190,000
- 60% of Grads Earning Above Median Wage
Strategic Plan Metrics
AY 2023

- Total Enrollment
- Student Retention (F2F & F2S)
- Completions
- % Above Median Wage
Other KPIs

AY 2023

- FTE
- Financial
- Employee Engagement
- Community Engagement
Community Engagement Survey

Community Engagement Index

Thought leadership
(n=1,210; 1,383; 1,017)

Economic and workforce development*
(n=1,273; 1,484; 1,092)

Diversity and belonging* **
(n=1,073; 1,113; 869)

Addressing community needs* **
(n=1,071; 1,408; 1,049)

Strongly disagree Strongly agree

2023 Mean 2022 Mean 2019 Mean

Thought leadership
(n=1,210; 1,383; 1,017)

Economic and workforce development*
(n=1,273; 1,484; 1,092)

Diversity and belonging* **
(n=1,073; 1,113; 869)

Addressing community needs* **
(n=1,071; 1,408; 1,049)

Strongly disagree Strongly agree

Community Engagement Survey

Community Engagement Index

Educational leadership* **
(n=1,304; 1,513; 1,133)

2023 Overall CE Score
2019 Overall CE Score

8.27
8.25
8.14
7.84
7.88
8.14
8.21
8.18
8.24
8.27
8.37
8.54
7.74
8.14
October Spotlight:
Advanced Manufacturing, Engineering and Applied Science

School Spotlight
School of Advanced Manufacturing, Engineering & Applied Science

Have an appreciation for applied science?
Visit Ivy Tech this October to learn about the School of Manufacturing, Engineering & Applied Science
Visit IvyTech.edu/Tuesdays

LEARN MORE
National Manufacturing Day: Oct. 6
November: National Apprenticeships Month

A WIN-WIN FOR STUDENTS & EMPLOYERS
November Spotlight: Public Affairs and Social Sciences
Community Spotlight: Tell City

Dr. Tara Bishop
Superintendent
Perry Central Community Schools

Katie King
Site Director
Ivy Tech Tell City
TELL CITY SITE
Since 1981

April 16, 1981
2:00 P.M.

3100 Tell Street
Tell City, Indiana
Our Programs
In-person @ Ivy Tech Tell City

- Industrial Electrical
- Industrial Mechanical
- Structural Welding
- Education Professions
- Human Services
- CNA / QMA Pre-Nursing
COMING SOON

to Ivy Tech Tell City

- Advanced Automation & Robotics Technology (AART)
- Expanded Testing
PARTNERSHIPS

- Industrial Electrical - *CT Completion*
- Structural Welding - *CT Completion*
- Education Professions
- Human Services
- A&P 1 & 2
- Associate Degree Mapping
- Skills Mapping with Schools & Employers
- Collaboration with A & P instructors

Next Level Programs of Study
CELEBRATING SUCCESS
Student Outcomes

67 High School Seniors earned Ivy Tech credentials
77 Certificates and Technical Certificates
1665 earned college credits
over $249,000 in saved tuition costs

34.18% of our 10 county service area
From Perry Co.
PARTNERSHIPS

- Interdisciplinary CT & TC
- Skills Training
- Testing Services
- On-Site Training & Consulting
- Classroom visits

*Industry’s 1st Choice for training*
EVENTS

- College Success Coalition - Aspire Event
- Tour of Opportunity
- Skilled Trades Fair
- Graduation Celebration
In the center of community change, county growth, and economic prosperity.
Michelle Simmons Retirement

Thank You, Michelle!
THANK YOU!
HONORING THE LEADERSHIP OF MICHELLE SIMMONS

RESOLUTION NUMBER 2023-40

WHEREAS, Michelle Simmons was first employed at the Kokomo Campus of Ivy Tech Community College on August 23, 1993, and

WHEREAS, Simmons spent many of her first 24 years with the College in the Kokomo service beginning as Business Office Supervisor, and in 1999 as Executive Director Workforce and Economic Development, and in 2006 as Executive Director of Finance, and in 2010 as Vice Chancellor of Student Affairs, and in 2014 as Campus President, and

WHEREAS, in July 2017, President Sue Ellspermann appointed Simmons as Vice President of Strategic Operations – Northern Indiana and then as Vice President for Internal Relations in October 2022, and

WHEREAS, during her tenure with the College, Simmons has been a part of various leadership teams and individually instrumental in many accomplishments including but not limited to the following:

Kokomo Service Area
- Developed and expanded apprenticeships and customized training programs, professional and personal courses, and workforce certification services
- Fiscal responsibility for Logansport site building project
- Advocate and helped secure state appropriations for a $43 million renovation and construction project

Systems Office
- Assisted with College restructure
- Supported and responded to the day-to-day operational management of 19 campuses, and

WHEREAS, Simmons has provided outstanding leadership to the College, and provided thoughtful, insightful, and confidential counsel to the Campus and President always having the best interests of the faculty, staff and students of Ivy Tech Community College and its mission in mind.

NOW THEREFORE BE IT RESOLVED the Board of Trustees of Ivy Tech Community College of Indiana does hereby honor Michelle Simmons by this resolution as a means of recognizing and thanking her for her leadership, dedication, passion and service to Ivy Tech Community College of Indiana.

STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE OF INDIANA

Andrew Wilson, Chair

Michael Dora, Secretary

Dated October 5, 2023
APPOINTMENT OF CAMPUS BOARD TRUSTEES
TO INDIANAPOLIS, EVANSVILLE, AND MUNCIE CAMPUSES

RESOLUTION NUMBER 2023-39

WHEREAS, the Ivy Tech Community College Campus Boards of the Indianapolis, Evansville, and Muncie campuses have recommended individuals to serve on their campus Boards, and.

WHEREAS, these Campus Boards affirm that the recommended candidates meet all the attributes and expectations delineated in Resolution Number 2008-53; and

WHEREAS, these Campus Boards request the State Trustees appoint those recommended individuals,

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

STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
OF INDIANA

Andrew Wilson, Chair

Michael Dora, Secretary

Dated October 5, 2023
Exhibit A  
Resolution 2023-39

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<td>Jason Kloth</td>
<td>At-Large</td>
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<tr>
<td>Dr. David Smith</td>
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<td>Anthony Jones</td>
<td>Manufacturing</td>
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