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 April 6-7, 2022, at 50 Walnut Street, Lawrenceburg, IN

Wednesday, April 6, 2022

1:00 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.

3:10 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, April 7, 2022

8:00 am  Board Committee Meetings (open to the public)
The State Trustees will hold the regular committee meetings in person
8:00 am  Introduction to Committees
8:05 am – 8:35 am  Human Resources & Operations Committee
8:35 am – 9:30 am  Budget & Finance Committee
9:30 am – 10:00 am  Workforce Alignment Committee
10:00 am – 10:15 am  BREAK
10:15 am – 11:00 am  Academics & Student Experience Committee
11:00 am – 11:30 am  Marketing & Public Relations
11:30 am – Noon  Building & Grounds Committee

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.

Secretary
Dated this March 30, 2022
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  
Ms. Kim Emmert O'Dell, Secretary  
Mr. Terry Anker  
Mr. Jesse Brand  
Mr. Michael R. Dora  
Mr. Steve Schreckengast  
Mr. Kerry Stemler

The following State Trustees were present via Zoom Webinar

Ms. Tanya Foutch  
Ms. Gretchen Gutman  
Ms. Paula Hughes-Schuh  
Mr. Harold Hunt

The following State Trustees were not present

Mr. Andrew W. Wilson, Vice-Chair  
Mr. Larry Garatoni  
Ms. Marianne Glick  
Mr. Stewart McMillan

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 February 9, 2022 at 9:45 am at 2820 N. Meridian Street, Indianapolis, IN.

Members present were Stephanie Bibbs, Chair, Kim Emmert O’Dell, Secretary, Terry Anker, Jesse Brand, Michael Dora, Steve Schreckengast, Kerry Stemler, Tanya Foutch, Gretchen Gutman, Paula Hughes-Schuh and Harold Hunt.
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, the Secretary, confirmed that notice of February 9, 2022, 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 Brand moved for approval of December 2, 2021, board meeting minutes. Trustee Dora seconded the motion, and the motion carried unanimously.
D. COMMITTEE REPORTS:

Item 1  Chair Bibbs called upon Trustee Michael Dora for an Academics & Student Experience Committee report. Trustee Dora reported there are no action items for approval.

Dr. Cory Clasemann presented results of interviews conducted with non-returning students. Overall these students reported a generally positive experience, but identified opportunities for improvement in several areas such as the online course experience, communication, and knowledge of available support services. An action plan has been created to address concerns the students have raised.

Jo Nahod-Carlin reported that overall Spring enrollment is down from last year, however there are several campuses who have met their overall enrollment goal for the 2021-2022 academic year, as well as those who have exceeded their headcount and FTE from last year. She also reported the college has increased applicant conversion from 29% last year to 35.7% this year. Nahod-Carlin presented Spring New First Time Student demographics and shared that females are successfully registering at a higher rate than males, the college is converting 18 - 24 year old’s at 43% while adults are only converting at 30%. With all this data, the college is recalibrating the marketing spend to focus on conversion as well as adjusting our communication journeys with clear campaigns for both Systems Office and campuses to help students through each step of the process. Nahod-Carlin also shared some key successes in using Artificial Intelligence in student texting campaigns, as well as new collateral that’s been created to support K-14 and Workforce recruitment as well as engagement efforts with continuing students.

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 financial and federal compliance audits, reports to the confidential hotline, received an update on pending litigation and a cybersecurity report. The committee reviewed the audit schedule for 2021-22 and the three-year audit plan and internal audit reports that had been 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 three 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 2022-1, Approval of Transfer of Land to City of Logansport, Kokomo Campus. Trustee Dora seconded the motion. The motion carried unanimously.

Stephanie Bibbs, Chair  __X__
Andrew Wilson, Vice Chair ______
Kim Emmert O’Dell, Secretary  __X__
Terry Anker  __X__
Jesse Brand  __X__
Michael Dora  __X__
Tanya Foutch  __X__
Larry Garatoni ______
Marianne Glick ______
Gretchen Gutman  __X__
Paula Hughes-Schuh ______
Harold Hunt  __X__
Stewart McMillan ______
Steve Schreckengast  __X__
Kerry Stemler  __X__

Trustee Schreckengast moved for approval of Resolution 2022-2, Approval of Shelbyville Site Lease Addendum, Columbus Campus. Trustee Foutch seconded the motion. The motion carried unanimously.

Stephanie Bibbs, Chair  __X__
Andrew Wilson, Vice Chair ______
Kim Emmert O’Dell, Secretary  __X__
Terry Anker  __X__
Jesse Brand  __X__
Michael Dora  __X__
Tanya Foutch  __X__
Larry Garatoni ______
Marianne Glick ______
Gretchen Gutman  __X__
Paula Hughes-Schuh ______
Harold Hunt  __X__
Stewart McMillan ______
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 tax intercepts and fiscal year 2022.

Trustee Brand moved for approval of **Resolution 2022-5**, Amendment to the Ivy Tech Community College of Indiana Defined Contribution Plan, Systems Office. Trustee Dora seconded the motion. The motion carried unanimously.

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Trustee Schreckengast moved for approval of **Resolution 2022-3**, Approval for Sale of Land, Anderson Campus. Trustee Foutch seconded the motion. The motion carried unanimously.

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Trustee Brand moved for approval of **Resolution 2022-6**, Approval of Contract with Truepill, Systems Office. Trustee Gutman 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 is two action items for consideration and approval.

Matt Etchison, Sr. Vice President and Chief Information Officer, presented the recommendation for the College to approve a professional services contract with Cloud for Good, LLC through February 28, 2023 at a cost not to exceed $863,756. This contract is for professional services to rapidly build out new IvyConnect/Salesforce CRM features and capabilities including an improved application experience, optimized lead conversion, and retention paths for students who are not accepted into select admission programs.
Trustee Stemler moved for approval of Resolution 2022-4, Approval of Contract with Cloud for Good, Systems Office. Trustee Emmert O’Dell seconded the motion. The motion carried unanimously.

Stephanie Bibbs, Chair ___X__
Andrew Wilson, Vice Chair _____
Kim Emmert O’Dell, Secretary ___X__
Terry Anker ___X__
Jesse Brand ___X__
Michael Dora ___X__
Tanya Foutch ___X__
Larry Garatoni _____
Marianne Glick _____
Gretchen Gutman ___X__
Paula Hughes-Schuh _____
Harold Hunt ___X__
Stewart McMillan _____
Steve Schreckengast ___X__
Kerry Stemler ___X__

Trustee Anker moved for approval of Resolution 2022-4, Approval of Contract with Cloud, Systems Office. Trustee Emmert O’Dell seconded the motion. The motion carried unanimously.

Stephanie Bibbs, Chair ___X__
Andrew Wilson, Vice Chair _____
Kim Emmert O’Dell, Secretary ___X__
Terry Anker ___X__
Jesse Brand ___X__
Michael Dora ___X__
Tanya Foutch ___X__
Larry Garatoni _____
Marianne Glick _____
Gretchen Gutman ___X__
Paula Hughes-Schuh _____
Harold Hunt ___X__
Stewart McMillan _____
Steve Schreckengast ___X__
Kerry Stemler ___X__

**Item 6**  
Chair Bibbs called upon Trustee Emmert O’Dell for a Marketing & Public Relations Committee report. Trustee Emmert O’Dell reported there are no action items for consideration and approval.
Jo Nahod-Carlin provided an overview of the Ivy Tech Brand Evolution focus groups conducted in November. The purpose of the external audience research was to inform the messaging and visual direction for the brand evolution, making Ivy Tech’s next campaign as effective as possible and to ensure the creative will resonate with all audiences and allow them to draw our intended conclusions. Three different groups of stimuli were tested, including the outcomes-focused television concepts, 7 different image collages that represent graduates in various careers, and various statistics and impact statements. **Overall, participants responded positively to these outcome statistics.** Most felt that these statistics prove how important Ivy Tech is to the Indiana job force and many felt that Ivy Tech is making a difference in people’s lives. Many cited these statistics are impressive. Some mentioned these statistics would positively influence them in looking further into attending Ivy Tech. **The nursing statistics seem to be a few of the most eye-catching and impressive statistics,** according to many participants. Many in Groups 1 (Parents of High School Students, Rural) and 2 (High School Students, Urban) were surprised that Ivy Tech graduates the most Indiana nurses and were impressed with the “1,500+ nurses” statistic. All other groups also found the nursing statistics impressive. **Participants were split on whether whole numbers or percentages are most motivating.** Dollar signs are eye-catching. Participants of all groups/segments overall agreed that **seeing information about where graduates work and job titles would be very valuable** and help in decision-making for attending college. Nahod-Carlin reported the college is already putting these findings into practice, especially as it relates to strategy and content decisions on the website redesign. Phase I launched on January 31. From a brand evolution perspective, we’re currently concepting radio scripts and working with campuses to arrange the still photography shoots that will be used for outdoor and online advertising and also on the redesigned website. After the still photography is complete, we will begin producing television. Nahod-Carlin also shared an overview of key priorities for 2022 including a focus on Tuesdays@TheTech, School Spotlight programmatic marketing, student engagement, how to videos and new collateral creation.

**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.

**Nursing Expansion update – Mary Anne Sloan, VP of Nursing and Health Sciences**

- Funding:
  - IU Health provided grant of $8.75 million
  - Beacon Health providing student sponsorships, faculty and faculty stipends – value of $7.5 million
Baptist Health providing facility infrastructure
Union Health providing funding for Terre Haute campus
Ongoing work with IHA and other health systems for additional support

- Faculty Salaries
  - Salary survey completed with consultant
  - Salaries are lower than other institutions of higher education
  - Proposal is being completed

- Faculty Recruitment
  - Statewide faculty recruitment campaign being completed

- Legislation
  - HB 1003 – Nursing Indiana Back to Health out of committee

- Enrollment
  - Application closed Feb 1 for summer which reflected an increase of 29 seats

**READI Grant update – Brian Thomas, AVP of Grants**

- Grants have been awarded to the various regions, ranging from $5 million to $50 million
- READI is a $500 million state investment across 17 regions
- All regions including funding requests for Ivy Tech initiatives
- Chancellors, campus teams, and systems office colleagues have been working actively to secure final funding for Ivy Tech projects
- The dynamics are very fluid and final awards are expected in May or June
- IEDC is focused on project eligibility, return on investment (ROI), and experience in delivering outcomes
- Ernst Young (EY) is currently reviewing regional proposals to determine which projects are eligible/ineligible due to federal requirements.
- Ivy Tech is experienced, ready to lead our projects, and has significant experience in dealing with federal and state grants
- READI will not be the only funding source for projects. EY will work with regions to help prioritize projects and identify additional funding sources
- Grants Office, Workforce Team, and Thomas P. Miller and Associates continue to be engaged with the College and Economic Development Regions

**E. TREASURER'S REPORT:**

Chair Bibbs called upon Matt Hawkins, Executive Vice President Business Administration and Treasurer, to provide the Treasurer's Report.
As CFO Chase presented to you in the morning session, the college’s revenue is below adjusted budget by $4.1M due to enrollment declines.

As always, the college is living within its means, with expenses $37M below adjusted budget at this point in the year.

The State’s Biennial 2023-25 budget process will begin almost immediately after this short session ends. The data that will likely be included in the upcoming biennial budget is set. This includes student level data from the years 2016, 17 and 18 vs. 2019, 20, 21. These data are outcomes based on graduation counts, on-time graduation rates, Pell graduates, STEM graduates and Persistence metrics.

We will begin to internal develop our capital, and line-item requests over the next few months.

In each meeting from now until June of 2023 you will receive an update on that process, and where we are in the process.

Unlike many institutions, because of Ivy Tech’s fiscal strength we can continue using federal HEERF dollars for covid expenses, and student initiatives like free textbooks.

The HEERF dollars that were used to replace campus enrollment decline revenue is now being employed by campuses for student success initiatives.

The fiscal health of Ivy Tech remains very strong.

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

Stephanie Bibbs, Chair __X__
Andrew Wilson, Vice Chair ______
Kim Emmert O’Dell, Secretary __X__
Terry Anker __X__
Jesse Brand __X__
Michael Dora __X__
Tanya Foutch __X__
Larry Garatoni ______
Marianne Glick ______
Gretchen Gutman __X__
Paula Hughes-Schuh ______
Harold Hunt __X__
Stewart McMillan ______
Steve Schreckengast __X__
Kerry Stemler __X__
E. STATE OF THE COLLEGE

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

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

F. OLD BUSINESS

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

G. NEW BUSINESS

Chair Bibbs called for new business.

Trustee Brand moved for approval of Resolution 2022-7 Appointment of Campus Board of Trustees. Trustee Anker seconded the motion. The motion carried unanimously.

Stephanie Bibbs, Chair  __X__
Andrew Wilson, Vice Chair  ______
Kim Emmert O’Dell, Secretary  __X__
Terry Anker  __X__
Jesse Brand  __X__
Michael Dora  __X__
Tanya Foutch  __X__
Larry Garatoni  ______
Marianne Glick  ______
Gretchen Gutman  __X__
Paula Hughes-Schuh  ______
Harold Hunt  __X__
Stewart McMillan  ______
Steve Schreckengast  __X__
Kerry Stemler  __X__

ADJOURNMENT

With no further business to come before the Board, Trustee Brand called for a motion to adjourn the meeting. Trustee Emmert O’Dell seconded the motion.

STATE TRUSTEES
IVY TECH COMMUNITY COLLEGE
Dated February 10, 2022, prepared by Gretchen L. Keller, Recording Secretary
RESOLUTION NUMBER 2022-8

WHEREAS, the College has been using Tutor.Com as its online tutoring services provider since 2015, and

WHEREAS, Resolution 2019-21 approved a three (3) year agreement with Tutor.com to provide the College with an online tutoring service platform, and

WHEREAS, in December of 2021 the College issued a Request for Proposal (“RFP”) from multiple vendors to provide the College and its students with an online tutoring service platform, and

WHEREAS, the RFP process resulted in Tutor.Com, Inc. (“Tutor.Com”) being the lowest cost and best provider of online tutoring services, and

WHEREAS, under the proposed contract Tutor.Com will be compensated at a rate of $23.50 per hour, reflecting a 9.6% savings from the amount of usage during 2021, and

WHEREAS, based on prior year’s usage of the service it is anticipated that the College’s students will utilize the service for approximately 21,000 hours, and

WHEREAS, the estimated annual cost to the College will be $493,500.00, and

WHEREAS, the College staff proposes entering into an agreement with Tutor.Com for a three-year term, and

WHEREAS, the State Board of Trustees must approve any contract imposing a financial obligation on the part of 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 hereby approves the College entering into a contract with Tutor.com for the College’s online tutoring service platform, and

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

STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE OF INDIANA

______________________________________________
Stephanie Bibbs, Chair

______________________________________________
Kim Emmert O’Dell, Secretary

April 7, 2022
APPROVAL OF CAPITAL PROJECT
LAKE COUNTY CAMPUS

RESOLUTION 2022-9

WHEREAS, the De La Garza building in East Chicago ("Building") serves as the main hub for the Lake County Campus, including the locations for the majority of the campus administration, fifteen (15) academic programs, industrial technology, human services, hospitality, business and workforce alignment programming, and

WHEREAS, the Building needs major repair and rehabilitation, and

WHEREAS, in Resolution 2020-28 the State Trustees authorized and directed the President to include a major renovation project for the Building in the College’s Legislative Request for Capital Funds, and

WHEREAS, the state of Indiana’s biennial budget for 2021-2023 approved in the 2021 session of the General Assembly did not include funding for any capital projects requested by the state educational institutions, and

WHEREAS, the Lake County Campus and Systems Office administrations have established a proposal to use $7,249,371 of College funds and $5,000,000 of private donations to complete a renovation project of the Building, and

WHEREAS, pursuant to IC 21-33-3-6, the State Trustees may engage in a repair and rehabilitation project for which the cost exceeds $2 million and is funded by state appropriated funds or student fees only if the project is reviewed by the Commission of Higher Education ("CHE") and approved by the Governor on recommendation of the budget agency.

NOW THEREFORE BE IT RESOLVED, that the State Trustees hereby approve the renovation project for the De La Garza Building in East Chicago in the estimated amount of $12,249,371, and

FURTHER BE IT RESOLVED, that the State Trustees authorize and direct the President and any other appropriate, designated College employee to ask the CHE, state budget agency, and Governor for approval to proceed with the renovation project for the De La Garza Building, and

FURTHER BE IT RESOLVED, that the State Trustees do hereby authorize and direct the President or Treasurer, or other appropriate designated College employee to execute all necessary documents for the above stated project after the documents have been approved by the College Counsel.

STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE OF INDIANA

____________________________
Stephanie Bibbs, Chair

____________________________
Kim Emmert O’Dell, Secretary

April 7, 2022
RESOLUTION NUMBER 2022-10

WHEREAS, State R&R Funds have been allocated to replace HVAC units at the Coliseum Building on the Fort Wayne Campus (“Project”), and

WHEREAS, the total Project including construction cost, architect design fees, project management and contingency should not exceed $726,755, and

WHEREAS, the College has sought bids pursuant to IC 5-16 for the installation, curbing, and new controls for the Project, and

WHEREAS, Project Design and Piping, Inc. submitted the lowest and best bid at $688,900, and

WHEREAS, the State Board of Trustees must approve any contract imposing a financial obligation on the part of 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 Trustees of Ivy Tech Community College of Indiana do hereby approve contracting with Project Design and Piping, Inc. in the amount not to exceed $688,900 to complete the Project, and

FURTHER BE IT RESOLVED, that the State Trustees do hereby authorize and direct the President, Treasurer 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

____________________________________
Stephanie Bibbs, Chair

___________________________________
Kim Emmert O’Dell, Secretary

April 7, 2022
RESOLUTION NUMBER 2022-11

WHEREAS, the current enterprise agreement with Oracle America, Inc. (“Oracle”) ends on May 10, 2022, and

WHEREAS, the College has negotiated a new enterprise agreement with Oracle for database software manufactured by Oracle that is critical to the continued ability of the College to meet its educational mission, and

WHEREAS, the Office of Information Technology has determined the negotiated price with Oracle is the lowest possible cost to the College for this software that will meet the College’s ongoing needs, and

WHEREAS, the term of this new enterprise agreement would be one year commencing on May 11, 2022, and continuing through May 10, 2023, for a cost not to exceed $1,191,284, and

WHEREAS, the State Board of Trustees must approve any contract imposing a financial obligation on the part of 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 hereby approves the College entering into a contract with Oracle in an amount not to exceed $1,191,284,

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

STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
OF INDIANA

___________________________________
Stephanie Bibbs, Chair

___________________________________
Kim Emmert O’Dell, Secretary

April 7, 2022
AGENDA

Academics & Student Experience

1. IvyOnline
2. K-14 Engagement
3. Enrollment & Retention
4. Online/Remote Tutoring Contract
IvyOnline will provide high-quality, accessible online programs and courses that allow all students to achieve desired educational outcomes.

Primary Goals

• Improve online course and program outcomes
• Improve operational efficiency for online courses (one model)
Charter Focus Areas (2/2/2022)

- Academic Performance of Students
- Employee Engagement and Culture
- Financial Model Efficiency

Data-Informed Engagement (February & March 2022)

- Reduce gaps between online and traditional course completion rates
- Apply online courses to enhance program and community access and success
- Increase success of all modalities - focus on teaching and learning
Initial concerns after rollout (anecdotal):

- Lower success and retention rates
- Loss of student connection with campus services and student life
- Loss of faculty connection with home campus and community, leading to loss in recruiting efforts for programs that went primarily online
- Decreased ability to support programs locally leading to program closures on campuses, limiting options for students and faculty
- Challenges with campus culture due to complex reporting structure
- Challenges predicting IOL charges to campus budget from semester to semester
Employee Engagement & Culture
- Need for increased transparency in IOL loading
- Job security concerns
- Workload balance
- Accountability, reporting and audits

Financial Model Efficiency
- Lack of ability to project cost to campus when preparing budgets
- Lack of understanding of IOL costs breakdown
- Competing adjunct rates between campus and IOL

Academic Performance
- Too many independent variables to derive any overarching observations
Recommendations

Employee Engagement & Culture
- Address and create implementation charters around four major areas of concern identified in survey

Financial Model Efficiency
- Establish metrics for IOL related to finance
- Increase transparency, collaboration on decisions with financial impact to campuses
- Implement guardrails around staffing levels, faculty loading, mix and max # of students per course, adjunct compensation rates

Academic Performance
- Conduct a data science project to isolate variables and test hypothesis

Overall Approach: Conduct academic performance analysis first, validate or build vision for IOL and then address HR and Finance recommendations to support this vision
Fall 2021 Course Enrollment

Female
- Online: 38,000
- Traditional: 19,000

Male
- Online: 12,000
- Traditional: 11,000

IvyOnline
Delivered by Ivy Tech Community College
Fall 2021 Course Enrollment

- **Asian**: Online and Traditional
- **Black or African American**: Online and Traditional
- **Hispanic/Latino**: Online and Traditional
- **White**: Online and Traditional

The graph shows the enrollment numbers for each group for both online and traditional courses.
Fall 2021 Course Enrollment

Online  Traditional  Column1

17 and under  18-19  20-21  22-24  25-29  30-34  35-39  40-49  50-59  60 and older

- IvyOnline
Delivered by Ivy Tech Community College
Course Enrollment by School

- Advanced Manufacturing, Engineering & Applied Sciences
- Arts, Science, Education
- Business, Logistics, Supply Chain
- Health Sciences
- Information Technology
- Public Affairs & Social Services

IvyOnline
Delivered by Ivy Tech Community College
Initial Hypotheses: Record “gut instincts” of stakeholders about business processes that might affect outcomes. Ideas → Testable hypotheses

Population Analysis: Initial statistical analysis

Measure System Analysis: Are we measuring and recording the data needed to test the hypotheses or do we need to create these processes?

Feature Creation: Identify the indicators that can be influenced and are tied to outcomes

Predictive Modeling: Use predictive features to monitor actions
Initial Hypothesis (Chancellors)
• Modality (traditional or online) affects student course completion and retention

Population Analysis
• Courses where the same instructor taught in traditional and online modalities in the same semester (Spring 2020 – Fall 2021)
• Assessed course completion and early retention (Spring–Fall or Fall–Spring)

  Unique Courses = 82
  Unique Instructors = 93
  Unique Students = 4,959
Initial Results (5,709 cases)

Next Steps: Data Science Project
- Employ full data science approach
- Duration = 4-6 months

Course Completion
Most Important Factors
- Course Instructor
- Course Title

Early Retention
Most Important Factors
- Course Instructor
- Program of Study (major)

Controlling for other factors, modality (online, traditional) was not a significant predictor of course completion or early retention for this population of students.
IvyOnline: Financial Model

Tools
• Develop dashboard with IvyOnline cost projections for campus teams

Budget
• Present annual IvyOnline budget to Chancellors (May)
• Set efficiency goals, e.g., 2022-2023 = $70 / credit hour
• Align adjunct faculty rates to campuses
Staffing Model

- Improve loading model (technology and communication)
- Explore structural changes to increase campus engagement

Example: Campus Pilot (Fall 2022)

- Group online IVYT students from the Terre Haute area into an IvyOnline section taught by a Terre Haute instructor
- “Localize” the student experience and connect students with campus resources
K-14 Engagement
<table>
<thead>
<tr>
<th>Objective</th>
<th>Deadline</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self Study (Continuous Improvement)</td>
<td>Since October 2019</td>
<td>CONTINUOUS</td>
</tr>
<tr>
<td>Pre-Application Submission</td>
<td>February 26, 2021</td>
<td>COMPLETED</td>
</tr>
<tr>
<td>NACEP “Readiness” Response</td>
<td>April 15, 2021</td>
<td>COMPLETED</td>
</tr>
<tr>
<td>Full Application</td>
<td>July 1, 2021</td>
<td>COMPLETED</td>
</tr>
<tr>
<td>Commissioner &amp; Peer Review Team Assigned</td>
<td>July-August 2021</td>
<td>COMPLETED</td>
</tr>
<tr>
<td>Additional Evidence Submission</td>
<td>November 19, 2021</td>
<td>COMPLETED</td>
</tr>
<tr>
<td>Virtual Peer Review Site Visit</td>
<td>February 14, 2022</td>
<td>COMPLETED</td>
</tr>
<tr>
<td>Final Determination</td>
<td>May 1, 2022</td>
<td>PENDING</td>
</tr>
</tbody>
</table>
• Covers tuition, books, and fees for high school students (including graduating seniors) close to earning the Indiana College Core, an associate degree, technical certificate, or other short-term credential

• Funded through a partnership with the Indiana Department of Education and the Indiana Commission for Higher Education

• Summer 2021: Ivy Tech served over 1,800 students and awarded over 700 completions

• Spring & Summer 2022: Ivy Tech has identified over 16,000 eligible high school students. Campuses have developed growth goals
Inaugural K-14 Events: June 2022

Dual Credit Instructor Summit
- One-day statewide conference for dual credit faculty
- Includes keynote speakers, breakout sessions, and discipline-specific conversations
- Focus on teaching and learning

Dual Credit Faculty of the Year Awards
- Recognize President’s Award winners for Excellence in Instruction (one per campus)
- Dual Credit Faculty of the Year (statewide winner)
Enrollment and Retention
## Total Headcount

<table>
<thead>
<tr>
<th></th>
<th>Total Enrollment</th>
<th>2022 Min Enrollment Target (GOAL)</th>
<th>Enrollment Target Difference</th>
<th>Apprentice</th>
<th>Dual Credit</th>
<th>Non-Credit</th>
<th>Regular</th>
<th>Senior Scholar</th>
</tr>
</thead>
<tbody>
<tr>
<td>As of last board meeting</td>
<td>156,791</td>
<td>167,534</td>
<td>10,743</td>
<td>7,236</td>
<td>63,446</td>
<td>7,334</td>
<td>78,417</td>
<td>358</td>
</tr>
<tr>
<td>As of 3/22/22</td>
<td>164,698</td>
<td>167,534</td>
<td>2,836</td>
<td>7,862</td>
<td>65,973</td>
<td>8,939</td>
<td>81,549</td>
<td>375</td>
</tr>
</tbody>
</table>

Currently 98.30% to annual goal

Data pulled 3/22/22
Total Headcount Goals Achieved

- Anderson
- Columbus
- Evansville
- Hamilton County
- Kokomo
- Lawrenceburg
- Lake County
- Madison
- Richmond
- Terre Haute
- Valparaiso
## Enrollment by Student Category

<table>
<thead>
<tr>
<th>Student Type</th>
<th>Enrolled 2021</th>
<th>Enrolled 2022</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apprentices</td>
<td>5,302</td>
<td>6,473</td>
<td>18%</td>
</tr>
<tr>
<td>Continuing</td>
<td>38,488</td>
<td>33,968</td>
<td>-11.74%</td>
</tr>
<tr>
<td>Dual Enrollment</td>
<td>3,450</td>
<td>4,197</td>
<td>17.80%</td>
</tr>
<tr>
<td>Guest</td>
<td>1,780</td>
<td>2,679</td>
<td>33.50%</td>
</tr>
<tr>
<td>New First Time – Adult</td>
<td>1,720</td>
<td>2,020</td>
<td>14.85%</td>
</tr>
<tr>
<td>New First Time – Trad.</td>
<td>1,773</td>
<td>1,911</td>
<td>.07%</td>
</tr>
<tr>
<td>Readmit</td>
<td>3,519</td>
<td>3,400</td>
<td>-.03%</td>
</tr>
</tbody>
</table>
Enrollment Comparison:
Headcount Academic Progress

Data pulled 3/22/22
Summer & Fall Enrollment

Enrollment Comparison One Day Post Registration Opening

Data pulled 3/22/22

- Up by 918 for Summer
- Up by 471 for Fall
Fall – Spring Retention Goals Achieved

- Lawrenceburg
- Kokomo
- Columbus
- Madison
- Muncie
- Terre Haute
Online/Remote Tutoring
Online/Remote Tutoring

Services and Benefits

• 250+ subjects offered
• Available to all students
• 24/7 tutor availability
• Drop-off writing lab turnaround time less than 12 hours
• Ability to request new subjects based on need
Online/Remote Tutoring

2021 Usage = 21,000 hours across all campuses

- Average tutor ranking = 4.65 / 5
- Average student satisfaction rating = 96.4 / 100

Recommendations
- New agreement with Tutor.com
- $23.50 per hour (current rate is $26.00 per hour)
- Projected savings of $52,500 based on 2021 usage
- NEW: Ability to include on-campus tutoring services within platform
- Three-year contract
The report will be given at the State Board of Trustees Meeting on April 7, 2022.

The report will be available the week of April 4, 2022.
Building, Grounds and Capital

Amanda Wilson
Vice President for Capital Planning and Facilities
Building, Grounds and Capital

AGENDA

1. Lake County Campus: East Chicago Building Renovation
2. Fort Wayne Campus: Coliseum Building HVAC Contract
3. Informational Item: Contracts, Spend
East Chicago Building Renovation

- Renovate large portion of East Chicago building
- Cost: $12,249,371 (includes owner’s representative)
Coliseum Building HVAC Contract

- Impacted area is 105,000 GSF
- Request approval to contract with Project Design and Piping in the amount of $688,900.
- Total project cost is $726,755
Diverse Spend

FY 2022 State-Certified Minority, Women, Veteran, and Disability-Owned (XBE) Construction Spend

<table>
<thead>
<tr>
<th>Category</th>
<th>Spend</th>
<th>% of Spend</th>
<th>State Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minority Owned</td>
<td>$928,697</td>
<td>5%</td>
<td>7%</td>
</tr>
<tr>
<td>Women Owned</td>
<td>$409,252</td>
<td>2%</td>
<td>5%</td>
</tr>
<tr>
<td>Veteran Owned</td>
<td>$666,790</td>
<td>4%</td>
<td>3%</td>
</tr>
</tbody>
</table>

Legend:
- **Minority Owned**: $928,697
- **Women Owned**: $409,252
- **Veteran Owned**: $666,790

**Chart Title**: Diverse Spend

**Diverse Spend FY 2022 State-Certified Minority, Women, Veteran, and Disability-Owned (XBE) Construction Spend**
THANK YOU!

Questions?
State Board of Trustees

Finance & Budget Committee Report

April 7, 2022
Finance & Budget Report

Dominick Chase
Senior Vice President of Business Affairs and Chief Financial Officer
Finance and Budget

AGENDA

1. Fiscal Year Update
2. Sponsored Programs Update
3. Grant Spotlight: Perkins
Fiscal Year 22 Update
FY 22 Operating Revenue

Preliminary March 2022 (millions)

- FY 22 Adopted Budget: $425.2M
- Adjusted Revenue Budget: $456.7M
- Actual Revenue: $459.3M
FY 22 Operating Expenses

Preliminary March 2022 (millions)

- FY 22 Adopted Budget: $348.0M
- Adjusted Expense Budget: $380.9M
- Actual Expenses: $340.9M
Sponsored Programs
Total Grant Activity

Excludes COVID-19 Funding

<table>
<thead>
<tr>
<th>Year</th>
<th>Funding (M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>$28</td>
</tr>
<tr>
<td>2011</td>
<td>$31</td>
</tr>
<tr>
<td>2012</td>
<td>$33</td>
</tr>
<tr>
<td>2013</td>
<td>$26</td>
</tr>
<tr>
<td>2014</td>
<td>$22</td>
</tr>
<tr>
<td>2015</td>
<td>$22</td>
</tr>
<tr>
<td>2016</td>
<td>$23</td>
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<td>2017</td>
<td>$23</td>
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<tr>
<td>2018</td>
<td>$21</td>
</tr>
<tr>
<td>2019</td>
<td>$23</td>
</tr>
<tr>
<td>2020</td>
<td>$24</td>
</tr>
<tr>
<td>2021</td>
<td>$28</td>
</tr>
</tbody>
</table>
Grant Spotlight: Perkins
Funding Types

**Appropriation**: Funding set aside through federal or state budgets. Legislation names the funded organization.

**Formula Funding**: Funding awarded through a set formula. Typically, Federal funds that are *allocated* to States are considered Formula funding.

**Competitive Funding**: Funding awarded by the Federal government directly that is based on merit and not a set formula.
Perkins Overview

• Strengthening Career and Technical Education for the 21st Century Act (Perkins V)

• $1.3 billion annually for career and technical education (CTE) programs

• Perkins V expands opportunities for students to explore, choose, and follow CTE programs and career pathways to earn a credential of value
Perkins Background & Overview

Background
• Perkins moved to the Governor’s Workforce Cabinet (GWC) in 2019 to strengthen alignment with the state’s strategic plan

Funding Structure
- Federal Appropriation
- State Allocation
- Formula Funding Application
Why It Matters

Mission Alignment: Preparing students for high-skilled, meaningful careers

Enrollment: Enrolling students in CTE career pathways

Skilled Workforce: Preparing Indiana’s workforce with high-skilled employees
## Perkins Allocation by Campus

**FY21 Total Allocation:** $8.2M

<table>
<thead>
<tr>
<th>Campus</th>
<th>Allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anderson</td>
<td>3.6%</td>
</tr>
<tr>
<td>Bloomington</td>
<td>5.5%</td>
</tr>
<tr>
<td>Columbus</td>
<td>5.5%</td>
</tr>
<tr>
<td>Evansville</td>
<td>5.8%</td>
</tr>
<tr>
<td>Fort Wayne</td>
<td>11.7%</td>
</tr>
<tr>
<td>Indianapolis</td>
<td>17.7%</td>
</tr>
<tr>
<td>Kokomo</td>
<td>3.6%</td>
</tr>
<tr>
<td>Lafayette</td>
<td>5.3%</td>
</tr>
<tr>
<td>Lake County</td>
<td>5.8%</td>
</tr>
<tr>
<td>Lawrenceburg</td>
<td>1.9%</td>
</tr>
<tr>
<td>Madison</td>
<td>1.1%</td>
</tr>
<tr>
<td>Marion</td>
<td>1.2%</td>
</tr>
<tr>
<td>Muncie</td>
<td>4.0%</td>
</tr>
<tr>
<td>Richmond</td>
<td>3.7%</td>
</tr>
<tr>
<td>Sellersburg</td>
<td>4.6%</td>
</tr>
<tr>
<td>South Bend/Elkhart</td>
<td>7.1%</td>
</tr>
<tr>
<td>Terre Haute</td>
<td>6.5%</td>
</tr>
<tr>
<td>Valparaiso</td>
<td>5.5%</td>
</tr>
</tbody>
</table>
Perkins Activity by Expense Type

- Supplies & Services: 78%
- Wages & Benefits: 17%
- Indirect Costs: 4%
- Travel: 1%
East Chicago Welding Lab

- Purchased over $214,000 in state-of-the-art equipment for the welding lab renovation
- Leveraged Perkins funding to support equipment upgrades
Foundation Report

AGENDA

1. Comprehensive Campaign Update
2. Nursing Expansion Fundraising Update
3. Florida Friends Recap
4. Finance Update
Ivy Tech Foundation, Inc.
## Campaign Update: By Area

<table>
<thead>
<tr>
<th>Service Area</th>
<th>$ to Raise In the Millions</th>
<th>Grand Total As of 2/28/2022</th>
<th>% to Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northern Service Area</td>
<td>$63.3</td>
<td>$74.0</td>
<td>117%</td>
</tr>
<tr>
<td>(7 campuses)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Central Service Area</td>
<td>$54.2</td>
<td>$48.9</td>
<td>90%</td>
</tr>
<tr>
<td>(5 campuses)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Southern Service Area</td>
<td>$53.0</td>
<td>$48.7</td>
<td>92%</td>
</tr>
<tr>
<td>(7 campuses)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Statewide</td>
<td>$114.5</td>
<td>$68.4</td>
<td>60%</td>
</tr>
<tr>
<td>Total</td>
<td>$285</td>
<td>$240</td>
<td>84%</td>
</tr>
</tbody>
</table>
Campaign Counting Policy

- Follows Council for Advancement and Support of Education (CASE) Standards

- Gifts and pledges received July 1, 2018 - December 31, 2023, from individuals, corporations, foundations or other organizations

- The pledge period for multi-year commitments will be up to a maximum of five (5) years

- Exceptions will be considered on a case-by-case basis. Final determination for such a requested exception will be made by the President of the Foundation, in collaboration with the President of the College
# Campaign Update: By Type

<table>
<thead>
<tr>
<th>Type</th>
<th>Goal (In Millions)</th>
<th>Total as of 2.28.2022</th>
<th>% to Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants</td>
<td>$175</td>
<td>$143.6</td>
<td>82%</td>
</tr>
<tr>
<td>All Other Gifts (Major Gift, Planned Gift, Annual Fund and Other)</td>
<td>$110</td>
<td>$96.4</td>
<td>88%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$285</strong></td>
<td><strong>$240</strong></td>
<td><strong>84%</strong></td>
</tr>
</tbody>
</table>
## Nursing Expansion

<table>
<thead>
<tr>
<th>Type</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gifts/Pledges (5)</td>
<td>$11.17M</td>
</tr>
<tr>
<td>Proposals in Development (23)</td>
<td>Estimated $10-$15M</td>
</tr>
<tr>
<td><strong>Goal</strong></td>
<td><strong>$20M</strong></td>
</tr>
</tbody>
</table>
Florida Friends - Recap

Bonita Springs, FL - March 3 & 4

- Statewide Event Engagement
  - Circle of Ivy - 54
  - Golf - 52
  - Bowens - 121

- Campus Engagement - 14 Campuses Represented
  - Visits - 92 households
  - Estimated Gifts in Progress - $2.3M

- Evaluating & Revisioning with Focused Expectations
Finance Update

Sale of the Capital Ave Building
• Closed January 28th
• Believe Charter School purchased for $2.9M
• Eliminates risk for maintenance costs and a building no longer needed by the College

C4 Building Ownership Transfer
• State Budget Committee approved in February
• Transfer amount of $10.5M
• Closing planned after dissolution of new market tax credit condo structure
Human Resources & Operations

AGENDA

1. Gallup Employee Engagement Survey
2. Global Threat Response Initiatives
Human Resources

Mike McNichols
Vice President of Human Resources
Gallup Employee Engagement Survey
Goal 5 Employee: Become known as a great place to work

Metric: Increase Employee Engagement via Emplify Survey

- Year 1: 72 engagement
- Year 5 (2023): 76 engagement

Highly engaged teams are 21% more productive
Why Employee Engagement?

**Employee:** Ownership and empowerment

**Performance:** Contributions, loyalty, and results

**Authentic Culture:** Competitive advantage
Gallup Employee Engagement

Impact
Empower & influence companies worldwide

Values
Core values drive our work

Culture
Build exceptional workplaces
Drivers of Engagement

- My Satisfaction
- My Boss
- My Annual Review
- My Weaknesses
- My Job

- My Development
- My Coach
- My Ongoing Conversations
- My Strengths
- My Life
Why Gallup?

Strategic Alignment: Goals 5 and 8

Evidenced-based: Asking the right questions

Leaders & Managers: Data analytics and action plans
Implementation

- Stakeholder Interviews
- Communications & Implementation Management
- Semi-annual Survey April 2022
Oracle Resolution

Matt Etchison
Chief Information Officer
Oracle Resolution

Annual Oracle software maintenance/support renewal

- Oracle database software is required to run Ellucian’s Banner product, the current ERP system for the College
- Yearly renewal to remain in place until the complete Workday platform is implemented (HCM/FIN and Student)
- The yearly renewal period is May 11th through May 10th the following year
- Renewal cost is $1,191,283.79
Global Threat Response Initiatives

Matt Etchison
Chief Information Officer
Global Threat Response Initiatives

AGENDA

1. Russia/Ukraine Conflict
   Ivy Tech's Role

2. Ivy Tech's Readiness & Response
   Vigilant, Ready, and Informed
Russia/Ukraine Conflict

<table>
<thead>
<tr>
<th>Traditional High Value Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Utilities</td>
</tr>
<tr>
<td>Gas/Electric</td>
</tr>
<tr>
<td>Water/Sanitation</td>
</tr>
</tbody>
</table>

What strategic value would Ivy Tech have for a state-sponsored adversary?

Disruption of Service
Source of Income
Disruption of Confidence
Attack on Infrastructure
Readiness & Response

Inbound connections blocked between 02MAR2022 - 09MAR2022

Outbound connections blocked between 02MAR2022 - 09MAR2022
Readiness and Response

- Increased review of account fraud and abuse along with a continuous review of new and evolving State and Federal threat guidance
- Collecting Indicators of Compromise (IOC) related to theater of operations
- Increased strategic meetings with cyber vendors and information security subject matter experts
Ivy Tech is well-prepared to protect against cyberattacks that pose increased threats as a result of the Russian-Ukraine conflict.
State Board of Trustees

Marketing & Public Relations

April 7, 2022
Introducing Jennifer Hashem
Executive Director of Public Affairs
Introducing Rachel Massey
Director of Public Affairs
Website: Phase 1 Success

Preliminary Findings since January 31

• Organic search ranking significantly increased due to new site’s speed and SEO strategy
• Prominent placement of contact info has increased inquiries to info@ivytech.edu, receiving as many emails in a week as used to be received in a year
• Customer service via chat has increased when deployed as a persistent icon vs. popup
New Pages Launched March 28

- Contact Us
- Locations
- Admissions
- Tuition & Financial Aid
- Student Services
- About Ivy Tech
New Pages Launched March 28

- Contact Us
- Locations
- Admissions
- Tuition & Financial Aid
- Student Services
- About Ivy Tech
New Pages Launched March 28

- Contact Us
- Locations
- Admissions
- Tuition & Financial Aid
- Student Services
- About Ivy Tech
New Pages Launched March 28

- Contact Us
- Locations
- Admissions
- Tuition & Financial Aid
- Student Services
- About Ivy Tech
Website: Ongoing

User Interviews

• Interviews wrapping up
• Report to be presented soon
• Tested new navigation and pages
• Wanted to learn what current and prospective students need on Program and Campus pages

Programs Section

• First section for full build out
• Sitemap finalized
• Wireframes and designs in progress
• Rolling launch of pages to start in May
Brand Evolution Campaign

Alumni Photography
• Working with campuses to identify graduates, employers to feature
• Capturing diversity of ethnicity, age, programs and careers
• Photography complete by May 6
• Design execution on a rolling basis

Creative Development
• Television production immediately following photo shoots
• Radio and online advertising will be first to hit the market
Nursing Faculty Recruitment

Paid Media Campaign

- Campaign dates: March 14-July 3
- Billboards near hospitals to recruit current nurses
- Direct mail to recently retired nurses
- Streaming audio
- Traffic and weather radio sponsorships
- Online advertising

Landing page
Nursing Faculty Recruitment

Messaging Strategy
Using a respectful tone to invite current and recently retired nurses to help solve nursing shortage in Indiana

Social media example

Online display example

Outdoor billboard example
Traditional Media and Creative Support

- Supporting traditional media buys for 7 campuses
- Campus-specific messages for new programs, enrollment deadlines, etc. planned to layer with branding
K14 Strategy 2020 & 2021 Grads

Statewide Recruitment Event April 26, 2022

Target Audiences
- 2020 Grads & 2021 Grads
- Parents of
- K12 Partners

Marketing Support
- Paid marketing campaign
- Event flyer template
- Digital and creative assets
- Social media content
- Call campaigns
1. CCEC 2021 Outcomes
   Caroline Dowd-Higgins, VP Career Coaching and Employer Connections

2. Smart Manufacturing and Digital Integration Degree
   Sue Smith, VP Advanced Manufacturing, Engineering & Applied Science

3. Credit for Prior Learning and Achieve Your Degree
   Dr. Stacy Townsley, VP Adult Strategy and Statewide Partnerships

4. Nursing Expansion
   Kristen Moreland, SVP and Chief Strategy Officer
Career Coaching & Employer Connections: 2021 Outcomes

Caroline Dowd-Higgins, Vice President Career Coaching and Employer Connections
Launched Statewide

CCEC hired or repurposed:
• 50 Career Coaches
• 27 Talent Connection Managers
• 27 Employer Consultants
• 19 Executive Directors
CCEC Strategy

1. CAREER DEVELOPMENT PORTFOLIO
2. CAREER COACHING
3. TALENT CONNECTIONS
4. EMPLOYER CONSULTING
CCEC: 2021 at a Glance

- 14,251 students served
- 2,440 employers engaged
- 114 community based orgs engaged
- 19 Career Coaching and Employer Connections campuses launched
Enabling learners to better connect to opportunities aligned to their interests and skillsets

14,251 Students engaged in career coaching sessions

5,583 resumes reviewed by a career coach

6,107 Ivy Career Strong Assessments completed
CCEC: Employer Impact 2020-21

Employer-informed process

442 non-credit training offerings created → 3,514 non-credit training learners

215 active Achieve Your Degree agreements signed → 4,520 Achieve Your Degree learners
CCEC: What’s Ahead in 2022

1. Develop Robust Talent Pipelines
2. Evaluate Impact and ROI of Employer Services
3. Elevate Youth Career Advising Research
4. Connect More Students to CCEC to Increase Enrollment, Retention, Completion, and Placement
Smart Manufacturing and Digital Integration Degree Update

Sue Smith, Vice President
Advanced Manufacturing, Engineering and Applied Science
Smart Manufacturing Digital Integration (SMDI) Degree

- **Industrial Technology (INDT)**
- **Advanced Automation Robotics Technology (AART)**
- **Smart Manufacturing Digital Integration (SMDI)**

Industries:
- **Industry 1.0**
- **Industry 2.0**
- **Industry 3.0**
- **Industry 4.0**
SMDI Implementation Impact

Smart Automation Certification Alliance (SACA) Upgrades

- Faculty: 473 Silver Level, 299 Gold Level
- Curriculum: 20 Silver Certifications, 19 Gold Certifications
- Labs: 34 Secondary and Post Secondary Approved, 8 Ivy Tech SMDI AAS Approved

SMDI Course Development 65% Complete
SMDI and SACA Student Impact

- Curriculum, Labs, Faculty, Secondary, Post Secondary
- Total Investment to Date $1.5 Million
- 1,525 Silver Awards
- 577 Gold Awards
Impact from Grant Funding

Industrial Internet of Things Apprenticeship Expansion
  • Over $1 Million for 8 Labs
  • Staff statewide – employer engagement
  • Statewide Employer Advisory Board

Expanding Community College Apprenticeships
  • Over $400,000
  • Curriculum development
  • Faculty and student certifications
Advanced Smart Technologies

Smart Product ID RFID & Barcode
Smart Sensors
Smart Factory Assembly
Autonomous Mobile Robot System
Ethernet Network Communications & Security
Machining Center
Smart Conveyor System
Smart Production & Maintenance Software
Laser Scanner System
Advanced Smart Technologies
Credit for Prior Learning and Achieve Your Degree

Stacy Townsley, Vice President
Adult Strategy and Statewide Partnerships
CPL Strategy = Expansion & Integration

Why:
- CPL students more likely to complete than non-CPL students*
- Fewer than 1 in 20 (4%) adult learners utilize CPL at a community college; Ivy Tech similar

What We’re Doing:
- Integrating CPL into recruitment/enrollment process for all
- Strengthening statewide CPL coordinator community of practice
- Expanding current CPL crosswalks
- Partnering with Purdue Global and the state (CHE, GWC) to expand the recognition, transfer, and use
- Partnering with national leaders (CAEL, ACE) to develop tools and training

*National research (CAEL, 2020), regardless of age, race, ethnicity, and income level.
AYD promising model for supporting adult learner success, from recruitment through completion.

- **Enrollment**: approx. 5,000 total AYD participants since Fall 2016
- **Retention**: average 75% Fall-Spring; 53% Fall-Fall
- **Completions**: as of Fall 2021, 1,052 AYD students had earned 2,077 credentials
- **Employer AYD Partners**: 260+, growth in new MOUs has doubled in past 6 months

AYD has not yet reached fullest potential statewide
**AYD 2.0 = Expansion & Integration**

**Expansion**
- Existing statewide MOUs
- Potential new national partner platforms
- Indiana Chamber
- Purdue Global

*Timeline: Spring 2022 - ongoing*

**Integration**
- Program-based marketing
  - Indiana Chamber
  - Tuesdays at the Tech / School-specific AYD focus

*Timeline: Spring 2022 – ongoing*

- AYD Application integration with IvyConnect (window into full lifecycle)

*Timeline: Fall 2022*
Nursing Expansion

Kristen Moreland, Senior Vice President and Chief Strategy Officer
Student Experience Enhancements

Outreach to Student Populations
Timeline: Spring 2022 - ongoing

Improved Web Experience
Timeline: Spring 2022 – ongoing updates
Faculty Recruitment Efforts

Ivy Tech is hiring nurses to teach.

Learn more...
Internal Grant Distribution Process

Campus: Complete the Budget, and Budget Narrative

Campus: Complete the Fund Request Form via DocuSign

Campus: Submit the DocuSign Form for Approval

Business Affairs: Establish Fund and PO for Fund Use
OBJECTIVE #1:
Increase the number of students enrolled in nursing programs by 30%

OBJECTIVE #2:
Increase the number of faculty and staff supporting the nursing program and students by adding at least 48 faculty positions across the state

OBJECTIVE #3:
Improve the nursing programs and student supports by investing in upgrades to technology, equipment or facilities to support the needs of campuses
OBJECTIVE #4:
Ivy Tech will increase student support efforts by 24 support team members and advancing classroom supports

OBJECTIVE #5:
Ivy Tech will develop financial reports by January 15th of each year for disbursement of funds in accordance with the terms of the project scope and grant agreement

OBJECTIVE #6:
Ivy Tech will seek community donors to invest in Ivy Tech’s nursing program to expand the impact in fulfilling critical nursing shortages
### IVY TECH COMMUNITY COLLEGE SPONSORED PROGRAM FUNDS

**January 1, 2022 THROUGH February 28, 2022**

<table>
<thead>
<tr>
<th>Grant Number</th>
<th>Campus</th>
<th>Title or Description</th>
<th>Source</th>
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<td>Lafayette</td>
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**Competitive Total:** $684,985.00

**Non-Competitive**

**Non-Competitive Total:** $ -

**Total Board Report:** $684,985.00
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$684,985.00 SP Report Total
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$3,167,824.00 items on GM report not on SP report
$3,469,808.00 GM report Total
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### DISBURSEMENTS OF $100,000.00 AND OVER
FOR THE MONTH OF JANUARY 2022

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DISBURSEMENTS OF $100,000.00 AND OVER
FOR THE MONTH OF FEBRUARY 2022

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## DISBURSEMENTS OF $100,000.00 AND OVER
FOR THE MONTH OF FEBRUARY 2022

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## DISBURSEMENTS OF $100,000.00 AND OVER
FOR THE MONTH OF FEBRUARY 2022

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**Grand Total**

- Total Amount: $20,382,912.14
- Total Payment: $4,779,942.24
- Total Sales: $2,417,686.19

**Total**

- Grand Total: $20,382,912.14
The report will be given at the State Board of Trustees Meeting on April 7, 2022.

The report will be available the week of April 4, 2022.
March 29, 2022

Dear President Ellspermann,

The Student Government Association (SGA) at Ivy Tech Community College exists to promote student interests, needs, and welfare within the College community and to foster positive relationships between students and faculty/administration. Also, the SGA exists to ensure a positive campus environment and to enable the expression of student opinion.

The SGA Presidents’ Council was originally established in 2011. The Presidents’ Council consists of one student representative from each campus service area, typically the SGA President. The Presidents’ Council members represent the students from our elected campus service areas. As a whole, we serve as the voice of the students college-wide.

At the start of each academic year, the Presidents’ Council selects a topic or issue that is relevant to students at all campuses. Throughout the year, the members research this topic and then offer recommendations to the administration. We call this our Legacy Project, as it is the legacy left by the Presidents’ Council for future students. It is our hope that our efforts will enhance the overall student experience.

In the fall of 2021, the Council systematically gathered feedback from students college-wide through the Student Feedback Project. Based on the information gathered, the Council selected to further explore the issue of “How might we make students more aware of resources available to support student success?” A task force was formed consisting of five Presidents’ Council members who reviewed the student feedback and gathered information, including meeting with various individuals such as:

- Jo Nahod-Carlin, Vice President of Recruitment, Enrollment Management, and Marketing
- Sarah Cleveland, Assistant Vice President of Enrollment Strategy
- Christopher Douse, Director of Retention and Engagement
- Valerie L. Holmes, Assistant Vice President of Student Life, Development, and Wrap Around Services
- Shannan Norris, Associate Professor of IVYT

This information was shared with the full Presidents’ Council membership for review and discussion and the following recommendations were developed and approved.
Recommendation 1: Take steps to ensure students take IVYT within the first 16 weeks of coursework at Ivy Tech.

Currently only 60% of students take the IVYT Student Success course during their first semester at Ivy Tech. Through researching this topic, the President's Council had the opportunity to hear from both students who took the course early in their time with Ivy Tech as well as students who took the course in one of their final semesters. Consistently, they heard that the information and resources shared through the course are valuable to student success. The course helps students understand what resources are available to them both digitally and physically on campus. When students take the course late in their time at Ivy Tech, they still find the resources valuable, but expressed a wish that they had access to that information earlier in their time on campus. The Council recommends that first time, readmit, and transfer students be strongly encouraged to complete the IVYT Student Success course within their first 16 weeks of coursework at Ivy Tech.

Additionally, the Council recommends that each on-campus IVYT include not only a discussion of digital and physical resources, but also a tour of campus highlighting the physical locations of resources such as the IvyCares office, Learning Resource Center, Tutoring, Financial Aid, and other campus offices providing student support. COVID-19 has shown that Ivy Tech students are comfortable taking courses in a variety of modalities, including online and virtual classes not through their home campuses. Online and virtual IVYT courses should share digital resources, but also when appropriate provide information on how students might access information about resources offered at either their home campus or the nearest physical campus for online in-state students.

Recommendation 2: Improve communication to students about resources

Repetition builds memory. Sharing of specific resources as well as where students can connect for more information clearly and from day one is important to student success. The following resources were specifically identified through the Student Feedback Project across the state as resources students wished Ivy Tech offered without knowing these resources are already available:

- IvyCares: specifically mental health support, technology access, transportation assistance, food insecurity, and emergency funds), IvyAssist, and Financial Aid.

It is important that students interact with these resources multiple times and in a variety of mediums. The Council recommends that student success resource information be shared through a common welcome packet to all new, readmit, and transfer students, introduced by their academic advisor at their initial advising appointment, and be embedded in both new student orientation and the IVYT course.
While not all resources are the same campus to campus, the Council believes sharing statewide resources through avenues like a welcome packet tied to a student's admission to the college would allow campuses to build on that basic knowledge through advising, orientation, and IVYT.

Additionally, the Council recommends that the College examine the ways we are currently sharing resources with students to ensure those ways are easy to navigate and have appropriate information. One area that could be improved is by providing a better description of resources in IvyLearn. Right now the resources tab in IvyLearn is confusing, especially in its icon form without the accompanying word “Resources.” When students click on the icon to expand the menu, the descriptions for each service/resource are short and, in some cases, unhelpful in fully describing what each service/resource actually provides. Several of the resource links, such as IvyCares, navigate to statewide webpages where the menu for specific campuses is buried at the bottom of the page. The Council is aware that the college webpage, including the IvyCares page, is currently being updated. The Council recommends that thought be given to the ease of navigation and accessibility for students seeking to access college and campus specific resources.

**Recommendation 3: Update the IvyMobile app**

Students today spend a significant amount of time accessing information through smart phones, specifically, through phone apps. We believe that the IvyMobile app for students has a lot of potential; unfortunately, through a confusing design and lack of easy to access information, many students do not regularly use the app - if they are aware it exists. Students who do use the app report that they mostly use it only to access their student ID number.

The Council recommends the College explore an app redesign; working with a group of students to provide feedback during the process. The redesign should include items such as: easy to access course information/schedules, access to Student Life event information, and most importantly, access to the resources listed in recommendation two outlined in a clear, easy to navigate way. Ideally, the app would include an option to easily personalize the information to a specific campus should a student select that campus.

Additionally, The Council recommends an easy to use chatbot where students can get automated replies to Frequently Asked Questions (FAQ) with the opportunity to escalate their request to a person or a campus if the FAQ response does not meet their needs. The more clicks a student has to make to find the information they seek, the more likely they are to give up accessing the information before finding what they need.
We appreciate your willingness to review these recommendations. Thank you in advance for your consideration.

Sincerely,

SGA Presidents’ Council

Whitney Richwine-Anderson
Felicia Hershman-Bloomington
Bernard Reen-Columbus
Christian Holder-Evansville
Micah Weller-Fort Wayne
Tapiwa Mzumara-Indianapolis
Arlene Emmert- Hamilton County
Jared Boone-Kokomo
Alison Gadient-Lafayette
Leanna Steverson-Lake County

Brody Taylor-Lawrenceburg
Kamryn Dicks-Madison
Open-Marion
Marissa Steele-Richmond
Cynthia Kendall-Sellersburg
Kierstan Taylor-South Bend/Elkhart
Robert Smiley-Terre Haute
Malinda Gustafson-Valparaiso

50 WEST FALL CREEK PARKWAY NORTH DRIVE
INDIANAPOLIS, INDIANA 46208-5752
P. 888-IVY-LINE

Ivy Tech is an accredited, equal opportunity, affirmative action community college.
Student Government Association
President’s Council
- Statewide Legacy Project -

Presented to
Ivy Tech Community College State Board of Trustees
April 7, 2022
Legacy Project Methodology

Research Question:
“How might we make students more aware of resources available to support student success?”

Fall 2021
Student Feedback Project (Qualitative)
• 1102 Responses from 19 Campuses
• Surveys, 1:1 Discussions, and Small Focus Groups
• Theme Development

Spring 2022
Factual Information Gathering
• Recruitment, Enrollment Management, and Marketing
• Enrollment Strategy
• Retention and Engagement
• Student Success
• IVYT
Recommendation #1

Take steps to ensure students take IVYT within the first 16 weeks of coursework at Ivy Tech.

Need
• Acclimate first time, readmit, and transfer students to navigating Ivy Tech

Actions
• Strongly encourage course completion within the first 16 weeks
• Enhance and Streamline the Curriculum
• Create a digital and physical cohort feel to the experience
• College: Focus discussion on digital and physical resources
• Campus: Provide tours highlighting the physical locations of resources such as the IvyCares office, Learning Resource Center, Tutoring, Financial Aid, and other campus offices providing student support
Recommendation #2
Improve communication to students about resources.

Need
- Acclimate first time, readmit, and transfer students to student resources
- Increase knowledge of student resources to increase use of said resources
- Clarify information/resources

Actions
- Create and disseminate a Resource Welcome Packet
- Include the Packet in the initial academic advising appointment
- Embed the Packet in the New Student Orientation & IVYT
- Audit all information portals, including IvyLearn and IvyCares, to ensure navigational ease of use, clarity, proper link connections, and accessibility
Recommendation #3

Update the Ivy Mobile App

Need

• Acclimate first time, readmit, and transfer students to student resources
• Increase knowledge of student resources to increase use of said resources
• Clarify information/resources

Actions

• Redesign the Ivy Mobile app
• Include students in the entire process of the redesign and launch
• Include statewide and customizable campus specific information & resources
• Include an AI FAQ Chatbot with an option to escalate questions to each Campus
APPOINTMENT OF CAMPUS BOARD TRUSTEES

RESOLUTION NUMBER 2022-12

WHEREAS, the Marion Campus have recommended individuals to serve on their campus Boards.

WHEREAS, these Campus Boards request the State Trustees appoint those persons and that the recommended candidates meet all the attributes and expectations delineated in Resolution Number 2008-53.

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 – Marion effective immediately.

STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
OF INDIANA

______________________________
Stephanie Bibbs, Chair

______________________________
Kim Emmert O’Dell, Secretary

April 7, 2022
### MARION

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RESOLUTION APPOINTING DOM CHASE TO BE TREASURER OF IVY TECH COMMUNITY COLLEGE OF INDIANA

RESOLUTION 2022-13

WHEREAS, pursuant to IC 21-22-4-2 the Board of Trustees may appoint a treasurer who may also be an employee of the College, and

WHEREAS, pursuant to IC 4-22-4-3 the Board of Trustees may appoint employees to serve as assistant treasurer, and

WHEREAS, in Resolution 2017-54, William M. Hawkins was appointed by the Trustees to serve as treasurer of the College, and

WHEREAS, in Resolution 2020-33, Dominick M. Chase was appointed by the Trustees to serve as assistant treasurer of the College, and

WHEREAS, Hawkins, who previously served the College as Senior Vice President for Business Affairs & Chief Financial Officer was appointed by President Ellspermann to serve as Executive Vice President and Chief of Staff, and

WHEREAS, since June of 2021 Chase has served as Senior Vice President for Business Affairs & Chief Financial Officer for the College, and

WHEREAS, in this role Chase is responsible for overseeing the management and reporting of the College’s finances, and

WHEREAS, with the recent realignment of the College’s administrative leadership, President Ellspermann recommends the Board appoint Dominick M. Chase to serve as Treasurer and William M. Hawkins to serve as Assistant Treasurer.

NOW THEREFORE BE IT RESOLVED, the Board of Trustees of Ivy Tech Community College hereby appoints Dominick M. Chase to serve as Treasurer and William M. Hawkins to serve as Assistant Treasurer of the College effective immediately.

STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE OF INDIANA

__________________________
Stephanie Bibbs, Chair

__________________________
Kim Emmert O’Dell, Secretary

April 7, 2022
RESOLUTION NUMBER 2022-14

WHEREAS, in May of 2017 the Ft. Wayne Campus of Ivy Tech Community College joined the National Junior College Athletic Association (NJCAA) Division II for the purpose of offering students the opportunity to play intercollegiate baseball while pursuing their college studies and to provide an additional strategy to increase enrollment, improve student success, and deepen the relationship between the community and the College, and

WHEREAS, on April 5, 2019, the State Trustees authorized the Ft. Wayne campus to compete in the NJCAA Division II in baseball and other sports provided that the Intercollegiate Athletics Program (“Program”) at the Ft. Wayne Campus be 100% funded by external sources (e.g. private funding, in-kind support, etc.) and use no state funds appropriated to the College, or student fees, or other College funds to pay any of the expenses of the Program, and

WHEREAS, the Student Life and Development Office at the Ft. Wayne Campus managed the baseball program and has presented the relevant data associated with the program to the State Trustees, and

WHEREAS, the relevant data includes the costs associated with the operation of the program, the source of funds used to support the program, the number of student-athletes involved in the program, as well as the academic success of team members, and

WHEREAS, the College’s administration evaluated the issues, including Title IX compliance and costs related to the operation of the expansion of athletics, and

WHEREAS, the Ft. Wayne Campus has been unable to raise enough funds from external sources to support baseball and other sports, and

WHEREAS, pursuant to Indiana law the Board of Trustees of Ivy Tech Community College has responsibility for the management and policies of Ivy Tech Community College and its campuses within the framework of laws enacted by the General Assembly.

THEREFORE BE IT RESOLVED, that the State Trustees do hereby instruct the College to discontinue participation in NJCAA Division II in baseball and other sports as of June 30, 2023. Having reviewed and considered the relevant data and associated costs with the operation of athletics, the State Trustees will not reconsider participation in the NJCAA for a minimum period of three (3) years.
STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE OF INDIANA

Stephanie Bibbs, Chairman

Kim Emmert O’Dell, Secretary

Dated: April 7, 2022
APPROVAL OF AMENDMENT TO EMPLOYMENT AGREEMENT WITH PRESIDENT SUSAN J. ELLSPERMANN

RESOLUTION NUMBER 2022-15

WHEREAS, Indiana Code Section 21-38-3-6 authorizes the State Board of Trustees (“State Board”) to select and employ a President under such terms and conditions as the State Board deems appropriate, and

WHEREAS, the State Board previously entered into an employment agreement with Susan J. Ellspermann (“President Ellspermann”) with an effective date of July 1, 2016 and an ending date of June 30, 2019 (“Employment Agreement”), and

WHEREAS, Resolution 2019-39 approved the First Amendment to the Employment Agreement extending the Employment Agreement for three (3) years from July 1, 2019 thru June 30, 2022, and

WHEREAS, a Second Amendment to the Employment Agreement (“Second Amendment”) will be completed by the Board Chair and President Ellspermann, and

WHEREAS, the Second Amendment shall extend the term of the Employment Agreement for a three (3) year term from July 1, 2022 through June 30, 2025, and

WHEREAS, pursuant to the State Trustee bylaws 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.

NOW THEREFORE BE IT RESOLVED, that the State Board of Trustees approve the Second Amendment to the Employment Agreement with President Susan J. Ellspermann, and

FURTHER BE IT RESOLVED, that the State Trustees do hereby authorize and direct the Chair of the Board to execute the Second Amendment to the Employment Agreement after the document has been approved by College Counsel.

STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE

______________________________
Stephanie Bibbs, Chair

______________________________
Kim Emmert O’Dell, Secretary

April 7, 2022