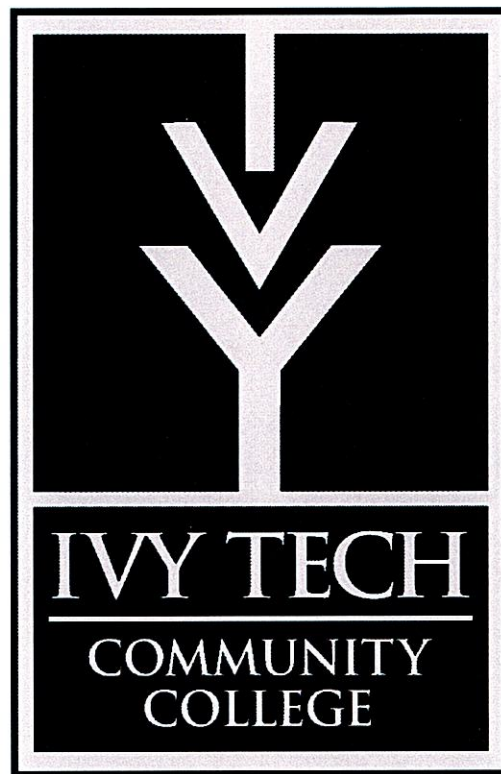


IVY TECH COMMUNITY COLLEGE OF INDIANA



October 16, 2026

Muncie Campus

Muncie Board of Trustees

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Board of Trustees
Ivy Tech Community College of Indiana**

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NOTICE OF MEETING

IVY TECH COMMUNITY COLLEGE OF INDIANA MUNCIE CAMPUS BOARD OF TRUSTEES

Notice is hereby given that the Muncie Campus Board of Trustees of Ivy Tech Community College will hold a regular Board meeting on Friday, October 16, 2026, at 8:30 a.m. at the Ivy Tech John and Janice Fisher Building, 345 S. High Street, Muncie, Indiana, Room 110. Reports from the campus staff will be presented, and trustees will consider and take action on such items as may be brought before them.

About Ivy Tech Community College

Ivy Tech Community College is the state's largest public postsecondary institution and the nation's largest singly accredited statewide community college system. Ivy Tech has campuses throughout Indiana. It serves as the state's engine of workforce development, offering affordable degree programs and training that are aligned with the needs of its community, along with courses and programs that transfer to other colleges and universities in Indiana. It is accredited by the Higher Learning Commission and a member of the North Central Association.

**Ivy Tech Community College
Muncie Campus Board of Trustees
Agenda**

Friday, October 16, 2026
8:30 a.m.

Ivy Tech Community College
John and Janice Fisher Building
345 South High Street
Muncie, Indiana

- I. Call Meeting to Order
- II. Trustees Roll Call
- III. Report on Notice of Meeting
- IV. Introduction of Guests and Staff
- V. Approval of Most Recent Meeting Minutes
 - Regular Meeting, July 17, 2026
- VI. Chairperson's Report
 - Resolution Number, 2026-07, Board Resignation
- VII. Muncie Service Area Reports
 - A. Chancellor's Report, **Chancellor Jeffrey D. Scott**
 - Strategic Plan Metrics
 - B. Guest Presentations:
Faculty Academic Council, Muncie Campus Chair, Aaron Goodpaster
Student Government President, Alannah Silverstein
 - C. Pillar 1: Academic and Instructional Quality-**Vice Chancellor Dr. Qiana Clemens**
 - D. Pillar 2: Career and Transfer Pathways-**Vice Chancellor Jennifer Skene**
 - E. Pillar 3: Student Centered Journey-**Vice Chancellor Wayne Johnson**
 - F. Pillar 4: Innovation and Future Readiness-**Vice Chancellor Emery Peck**
 - G. Finance Update-**Vice Chancellor Kristin Keisling**
 - Resolution Number, 2026-08, Campus Expenditures
 - H. Human Resources Update-**Vice Chancellor Amber Young**
- VIII. State Board Meeting Highlights
- IX. Action Items
- X. Discussion Items
- XI. Future Meetings and Important Dates
- XII. Adjournment

MINUTES OF THE MEETING OF THE MUNCIE CAMPUS

BOARD OF TRUSTEES

IVY TECH COMMUNITY COLLEGE

July 17, 2026

Chairperson Helms called the July 17, 2026, regular meeting of the Muncie Campus Board of Trustees to order at 8:35 a.m. at the John and Janice Fisher Building, 345 South High Street, Muncie, Indiana.

ROLL CALL

It was confirmed that a notice was sent to the Trustees, and the presence of a quorum was announced. The following Trustees were present:

Ms. Laura Helms, Chairperson
Mr. Brock Davis, Vice Chairperson
Dr. Dea Bell, Secretary
Dr. Anissa Conley, Trustee
Mr. Frank Scott, Trustee

INTRODUCTION OF GUEST AND STAFF

The following individuals were introduced to the Muncie Campus Board of Trustees:

David Haynes, Executive Director of Academic Advising
Jennifer Parks-Strack, Executive Director of Development
Danielle Richardson, Executive Director of Site Administration, Henry County
Alannah Silverstein, Student Government Association, President
Juliana Patterson, Student Government Association, Vice President
Corey Turner, Custodian
Neesha Cox, Custodian

APPROVAL OF MINUTES

Chairperson Helms requested a motion to approve the January 16, 2026, Board minutes. Trustee Conley made a motion to approve the minutes as presented. Secretary Bell seconded the motion. The motion carried unanimously.

Chairperson Helms requested a motion to approve the May 9, 2026, Board minutes. Vice Chairperson Davis made a motion to approve the minutes as presented. Trustee Conley seconded the motion. The motion carried unanimously.

CHAIRMAN'S REPORT

Chairperson Helms expressed her appreciation to the staff for their assistance with the annual Altrusa Fundraising event. The event was very successful, and the Altrusa organization appreciated Ivy Tech's generosity in the donation of the multi-purpose room.

Chairperson Helms announced that Trustee Lis McDonnell, representing the agricultural sector, has submitted her resignation from the Muncie Campus Board of Trustees. Chairperson Helms presented Resolution Number 2026-02, which expressed the Muncie Campus Board of Trustees' appreciation to Lis McDonnell for her dedicated service to the College and the Muncie Campus Board of Trustees. Secretary Bell moved to approve Resolution Number 2026-02. Vice Chairperson Davis seconded the motion. The motion carried unanimously. Chairperson Helms added that a plaque with the resolution will be mailed to Lis McDonnell.

Chairperson Helms presented Resolution Number 2026-03, which called for the nomination of Joe Hamilton to the Muncie Campus Board of Trustees, representing agriculture. Vice Chairperson Davis moved to approve Resolution Number 2026-03 as presented. Secretary Bell seconded the motion. The motion carried unanimously.

Chairperson Helms presented Resolution Number 2026-04, which called for the nomination of Elizabeth Bremigan to the Muncie Campus Board of Trustees, representing education and workforce. Secretary Bell moved to approve Resolution Number 2026-04 as presented. Vice Chairperson Davis seconded the motion. The motion carried unanimously.

Chairperson Helms stated Resolution Numbers 2026-03 and 2026-04 will be presented to the State Board of Trustees for their consideration at their August meeting.

CHANCELLOR'S REPORT

Chancellor Scott reviewed with the Campus Board of Trustees the strategic metrics for the Muncie Campus. Muncie total headcount for the year 2025-2026 was 6,479, and fall-to-fall retention was 36.1%. Muncie fall-to-spring retention was 72.5%, with completions at 1,914. The Trustees also received room utilization numbers for the John and Janice Fisher Building, George and Frances Ball Building, Advanced Technology Center, and Henry County Campus.

Chancellor Scott informed the Trustees that the Vice Chancellors will be presenting reports for their areas as it relates to the 2030 Strategic Plan and future initiatives.

PILLAR 1 – ACADEMIC & INSTRUCTIONAL QUALITY

Dr. Qiana Clemens, Vice Chancellor for Academics and Resource Development, reviewed upcoming events for academics and resource development offerings, which will include a business course refresh and a non-instructional week plan with an adjunct fair. In addition, there will be an HRSA Weekend Nursing Cohort and Course Planning session and Health Sciences Pre-requirements and retakes held on Saturdays at the John and Janice Fisher Building. Plans also include offerings for medical imaging and respiratory therapy.

PILLAR 1 – ACADEMIC & INSTRUCTIONAL QUALITY (continue)

Dr. Clemens informed the Trustees that Resource Development will host a Circle of Ivy Event on Thursday, July 30th from 4 p.m. until 6 p.m. at Tonne Winery. The Trustees also received a metric overview of the Muncie Foundation for the year.

PILLAR 2 – CAREER & TRANSFER PATHWAYS

Jennifer Skene, Vice Chancellor for Workforce Partnerships and Economic Impact, informed the Trustees that the YouthBuild program will now be housed at the Fisher Building. Ivy Tech Muncie will offer free Google AI training to the public in Muncie, Henry, and Jay counties. Also offered are robotics bootcamp, community CPR courses, adult basic education, and training for the Horizon Convention Center in CPR, First Aid, and AED.

Vice Chancellor Skene presented to the Trustees the following goals and priorities for 2026-2027:

1. Revenue goal: \$250,000
2. Skills Training headcount goal: 1,100
3. Implementation of Internship Process
4. Increase in Testing Center revenue

Vice Chancellor Skene added that Ivy Tech Muncie is launching the “Our Story” campaign to showcase all the amazing things that are made, created, developed, and invented in Muncie. In addition, the Trustees were informed that Ivy Tech will sponsor the 5th annual Fire-up Downtown Festival held on Saturday, August 1st.

PILLAR 3 – STUDENT CENTERED JOURNEY

Wayne Johnson, Vice Chancellor for Enrollment and Success, informed the Trustees that this coming fall his team will focus on three priorities, including strengthening pipeline connections, deepening Ivy Tech’s presence in the middle and high schools, as well as welcoming adult learners. In addition, the team will work closely with John Jay Center for Learning to expand Ivy Tech enrollment. Vice Chancellor Johnson shared an Ivy Tech window display at the John Jay Center. In addition, he shared that new student orientation will be held at the Fisher Campus on August 13th and 14th.

PILLAR 4 – INNOVATION AND FUTURE READINESS

Emery Peck, Vice Chancellor-Chief Operating Officer, informed the Trustees that the campus administration is continuing to modernize the technology environment that supports students, faculty, staff, and community partners. The Apple device refresh process has begun for staff and faculty. The campus is also continuing to develop partnerships and implementation strategy around AdvisorAI and will continue to prioritize responsible AI use, process clarity, and ownership boundaries.

PILLAR 4 – INNOVATION AND FUTURE READINESS

Vice Chancellor Peck indicated the major focus for the campus has been the continued development of the Strategic Plan 2030. The campus has completed the first two phases of the process, including feedback, listening, discovery, and moving into synthesis around emerging themes, priorities, and implementation needs. Next steps will include a campus simplex workshop, which will include interactive engagement, connect the dots, and develop outcome-driven goals.

FINANCE AND OPERATIONS

Kristin Keisling, Vice Chancellor for Finance and Strategic Compliance, informed the Trustees that the State Board of Trustees approved the Muncie General Operating budget of \$18,766,987. Salaries and fringes are 80.5 percent of the budget, utilities are 4.2 percent, and discretionary/distribution supplies and expenses are 15.3 percent. It was noted that the College has seen a significant budgetary impact due to five percent across-the-board cuts and an additional five percent holdback to be distributed at the Governor’s discretion. The Muncie Campus impact will be \$829,190. Vice Chancellor Keisling noted the College has waived the three percent reserve growth requirement for one year.

RESOLUTION NUMBER 2026-05

Vice Chancellor Keisling presented **Resolution Number 2026-05** requesting Muncie Campus Board of Trustees approval for the Muncie General Operations Fund Budget allocation for the 2026-27 fiscal year at a total of \$18,766,987. In addition, the Chancellor shall allocate budget increases or decreases to the Campus’ instructional and non-instructional fund accounts during the fiscal year when additional revenues and/or budget allocations are transacted. Further, the resolution stated that additional restricted funds may be expended by the Muncie Campus administration for their intended purpose with the mission of the College. Vice Chairman Davis moved to approve **Resolution Number 2026-05** as presented. Secretary Bell seconded the motion. The motion carried unanimously.

RESOLUTION NUMBER 2026-06

Vice Chancellor Keisling presented **Resolution Number 2026-06** requesting Muncie Campus Board of Trustees approval of purchase orders:

Brooks Construction	\$217,702
EMCOR Mechanical	76,917
Woof Boom Radio	61,850

The total of the purchase orders was \$356,469. Trustee Conley moved to approve **Resolution Number 2026-06** as presented. Trustee Scott seconded the motion. The motion carried unanimously.

STATE BOARD MEETING HIGHLIGHTS

Chancellor Scott informed the Trustees that the State Board of Trustees met at the Lawrenceburg Campus on August 8th; the Board approved key strategic resolutions, including the upcoming fiscal year operating budget and tuition and fee rates for the next two academic years. In addition, State Trustees received comprehensive updates for workforce and career initiatives, academic programming, finance, and statewide marketing.

FUTURE MEETINGS AND IMPORTANT DATES

Chairperson Helms reminded the Trustees that the next Muncie Campus Board of Trustees meeting will be held on Friday, October 16, 2026, at 8:30 a.m.

ADJOURNMENT

With no further business to come before the Muncie Campus Board of Trustees, Vice Chairperson Davis moved to adjourn at 10 a.m. Secretary Bell seconded the motion. The motion carried unanimously.

IVY TECH COMMUNITY COLLEGE OF INDIANA MUNCIE CAMPUS BOARD OF TRUSTEES

Ms. Laura Helms, Chairperson

Dr. Dea Bell, Secretary

Approved: October 16, 2026

Prepared by: Sheila K. Johnson, Chief of Staff



Muncie Campus Board of Trustees October 16, 2026

Chancellor's Report

Student Government Association Update

This semester, SGA has prioritized **student outreach and visibility** by ensuring SGA representation at Student Life events, club meetings, and campus activities. We are continuing to build *SGA Speaks*, our student-focused social media initiative, while directing students to the Ivy Life portal for campus information and engagement opportunities. We are also expanding our outreach beyond Muncie, including SGA representation at the Henry County Campus Trunk-or-Treat on October 30. As SGA President, I have made it a personal priority to attend club events and meetings whenever possible so that students feel supported and have opportunities to collaborate directly with SGA.

We are also focusing on **campus collaboration and student well-being**. SGA has partnered with Student Advocacy on mental health literacy programming and supported the Suicide Awareness & Prevention Panel, which brought together campus and community partners, including Ball State University. Additionally, two SGA officers are representing the student voice on an administrative committee focused on strengthening the first-semester student experience and supporting students in successfully completing their first 15 credit hours.

Finally, SGA is working to create a stronger **student feedback loop** through the Statewide SGA President's Council's *State of the Student* Feedback Project. Our goal is to hear from 300 students across the Muncie and Henry County service area through in-person and online outreach. We are using surveys, classroom presentations, tabling events, online outreach, and student engagement activities to gather feedback on resources, communication, academic success, and the overall student experience.

Ultimately, our goal is to ensure that students are not only represented, but heard—and that their feedback becomes a meaningful part of how Campus Leadership can continue to strengthen the student experience at Ivy Tech.



Muncie Campus Board of Trustees

October 16, 2026

Academic and Instructional Quality

We continue to align academic initiatives with Pillar 1 of the 2030 Strategic Plan by investing in faculty excellence, expanding instructional capacity, strengthening academic pathways, and enhancing student learning experiences.

School Updates

School of Education

- Grant-funded ECED Skills Trainings are going well. We have had 24 and 22 students attend each of the last two opportunities. The October training is full at 24 and has a wait list! Safe Sitter for students ages 9-14 is going strong with waitlists for fall dates as well.
- We will begin offering safe sitter and various skills trainings this fall and more in the spring in Jay County in partnership with their ECE Coalition and the Jay Co Community Foundation.
- We are partnering with Ivy Tech Career Link and BY5 to offer First Aid and CPR for any ECED or EDUC (K-3 interest) student free of charge (thanks to our Lilly grant) in early November.
- We are determining the viability of starting a Saturday blended cohort for our new Early Intervention CT.
- Our Elementary Education program has earned IDA (International Dyslexia Association) accreditation for Science of Reading. We are the first community college in the nation to earn this accreditation! Erin Donovan, Sarah Haisley, and Jamie Ellis were all part of the statewide team leading this effort.
- Working Professionals Pathways (late afternoon/evening cohorts) for EDUC started in the fall and SPED in Spring.

IU Health Ball Memorial Hospital School of Health Sciences

- Great meeting with IU Health Ball 9/22/2026--Moving forward with Respiratory and Medical Imaging programs
- Grow Indy Grant moving forward; job is posted, and goal is to expand General Sonography by 6 seats at New Castle Fall 2026
- CNA Instructor for 2nd 8 weeks named Tai who will be doing a weekend CNA cohort

Ball Brothers School of Nursing

Muncie/New Castle School of Nursing – 2026 Program Highlights

- Student Enrollment & Program Growth
- ASN Transition – Muncie: Admitted 29 students for Summer 2026.
- ASN Traditional – Muncie: Admitted 40 students for Fall 2026.
- ASN Traditional – New Castle: Admitted 25 students for Summer 2026.
- Muncie added 5 additional seats to the Summer 2026 start.

- HRSA funding supported expansion of the ASN Transition pathway, increasing enrollment capacity by 10 additional seats.
- Continued development and expansion of nursing pathways to increase access to nursing education in the Muncie/New Castle service area.

2026 YTD NCLEX Pass Rates

- ASN – Muncie/New Castle Combined: 84.70%
- PN – Muncie/New Castle: 100%
 - Above the Indiana state requirement.

Student Retention

- All current program retention rates are above benchmark:
- Muncie/New Castle ASN Traditional: 80%
- Muncie ASN Transition: 92.86%
- PN: 87.88%

HRSA Grant – Program Expansion & Student Support

- Muncie received a second year of HRSA grant funding.
- Grant funding has supported:
 - Expansion of the ASN Transition program and increased enrollment capacity.
 - Tuition and student fee assistance for eligible students.
 - Ivy+ textbook support.
 - ATI resources and support.
 - UWorld NCLEX preparation resources.
 - CPR certification and skills training.
 - Virtual simulation experiences.
 - Approximately 80 additional clinical/program training hours across the Transition curriculum.
 - Hiring of new full-time faculty and adjunct faculty to support program growth.
 - Faculty salaries/wages and fringe associated with program expansion.
 - Faculty professional development.
 - Purchase of laptops and a charging cart to support student learning.
 - Recruitment and program promotion activities.
- HRSA support contributed to the addition of 5 Summer 2026 seats and 10 additional Fall 2026 seats.

Perkins Grant – Program Quality & Student Success

- Perkins funding has strengthened the quality of the Muncie/New Castle nursing programs through:
- Expanded NCLEX preparation and student learning resources, including UWorld.
- Faculty attendance at professional conferences and development activities.
- Increased opportunities for hands-on skills practice and competency development.
- Upgraded simulation and laboratory equipment, including:
 - Patient-care simulation equipment.
 - Blood-pressure training technology with digital feedback.
 - Updated clinical beds and related equipment.
- These investments support student readiness for clinical practice, skills competency, retention, and NCLEX preparation.

- Equipment and resources purchased through Perkins can continue to be used across multiple cohorts, helping sustain the impact of grant funding.

Faculty Development & Program Capacity

- One faculty member completed an MSN.
- Two faculty members are currently pursuing their MSN degrees.
- Added full-time and adjunct faculty to support increased enrollment and program expansion.
- Faculty participated in professional development and conferences supported through grant funding.
- Faculty continue to strengthen program quality through professional development, advanced education, simulation, and clinical teaching.

Student & Faculty Community Engagement

- Nursing faculty and students continue to contribute to the community through service and health education:
- Nursing students provided life-skills education at the ARC.
- Students volunteered with Second Harvest Food Bank.
- Students participated in community health fairs.
- Students provided presentations and health education at the YWCA.
- Students provided preschool health lessons at the YMCA.
- These activities provide opportunities for students to develop communication, health-promotion, community-health, and professional nursing skills while serving the community.

School of Advanced Manufacturing, Engineering & Applied Science (AMEAS)

- Frank Aviah joined the Building Construction program as a full-time fellow. He will focus on teaching the majority of MACC building construction students taking classes at the Ivy Tech Advanced Technology Center. Frank is an Ivy Tech alum and was the AMEAS Outstanding Student the year he graduated.
- Fall-to-Fall enrollment for the Building Construction Program has increased a whopping 207%!
- Ivy Tech Welding Lab at the Advanced Technology Center at Cowan Road is on pace to be certified as an independent American Welding Society (AWS) Accredited Testing Facility (ATF) during this academic year.

School of Arts & Sciences

- Weekend Cohorts for COMM101, MATH123, and APHY101 will begin 2nd 8 weeks.

School of Business

- Working to establish weekend options for Spring

School of Information Technology

- Viewing presentations from BSU architecture students on a design concept for relocating SOIT to Cowan Road.

Garatoni School of Entrepreneurship

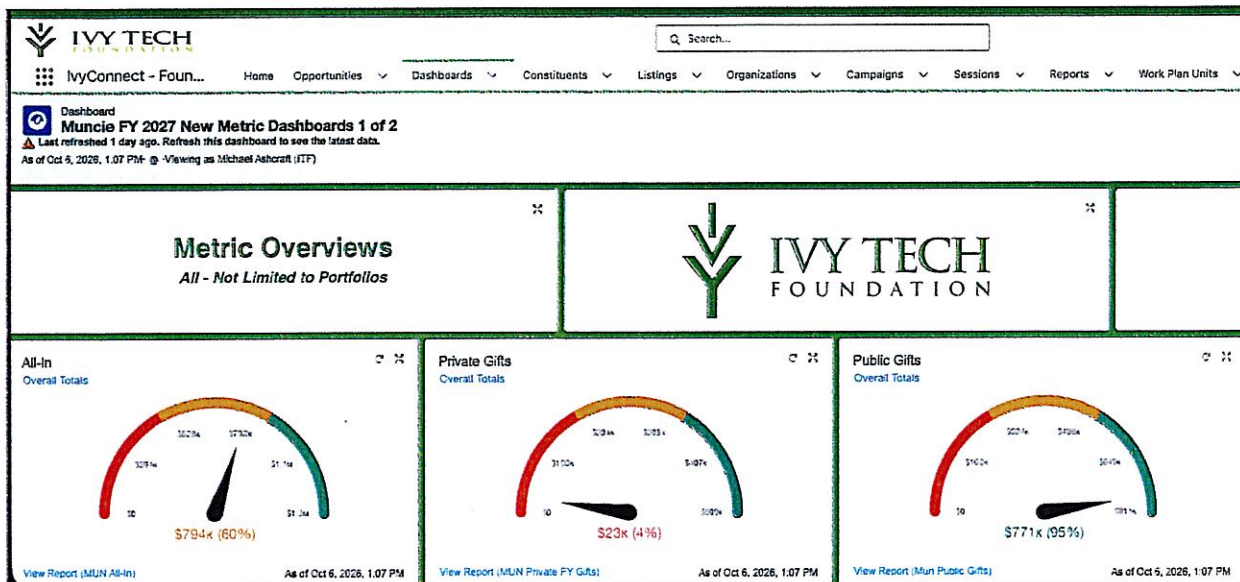
- We are working to establish a weekend cohort starting this Spring for the ENTR Certificate.
- Sample Structured Schedule can be viewed [here](#).

Academic Affairs Quick Links and other Updates

- [Chief Academic Officers Meeting Minutes from 9/16](#)



Foundation and Resource Development



Updates, Grants & Proposals

- Ball Brother's Foundation Optimus Primary Grant | \$20K | Supporting Health Sciences Education Programs | AWARDED
- IU Health Ball Memorial Hospital | \$1M Proposal | Supporting Respiratory and Medical Imaging Programs | Pending
- Caterpillar Inc./Progress Rail | \$300K Proposal | Supporting Welding and Wiring Labs | Pending
- Perkins Reserve | \$125K | supporting AMEAS and Health Sciences | Writing Stage

Quick Links

- [Foundation FY27 Metrics Structure](#)





Muncie Campus Board of Trustees October 16, 2026

Career and Transfer Pathways

Executive Summary

Career and Transfer Pathways continues to advance the campus's strategic priorities through workforce development, employer engagement, student support, and community impact.

Key highlights this quarter include **64 Achieve Your Degree students representing 19 employer partners**, continued momentum in **Skills Training following a 62% year-over-year increase and more than 1,000 students served in FY25-26**, and expanded workforce offerings in CDL, welding, leadership development, healthcare, real estate, and AI training.

The Testing Center supported **1,242 exams, certifications, and assessments**, serving both students and community members through academic testing, workforce certifications, healthcare licensure exams, and industry credentialing.

Marketing initiatives aligned with Strategic Plan 2030 continued to drive awareness and engagement. Digital campaigns generated more than **428,000 impressions and 2,700 clicks**, maintaining performance well above national benchmarks while promoting high-demand programs including Nursing, CDL, Advanced Manufacturing, Weekend Courses, and Workforce Training.

Overall, these results reflect continued progress in strengthening workforce pipelines, supporting student success, expanding employer partnerships, and delivering economic impact throughout the region.

CareerLink Update

Achieve Your Degree Activity Summary Fall Enrollment

- 64 Students from 19 employers

Skills Training

Skills Training Headcount for 25-26: Finished with over 1000 students, up 62% YoY

Skills Training Headcount Year to Date: 116

Fall Skills Training Courses

- CDL Class A
- CPR, AED, First Aid for dual-enrolled Career Center and Ivy Tech Early Education Students, Ivy Tech healthcare students, new/existing/prior parents, and the Horizon Convention Center

- Early Childhood Development: Nature-Based Learning, Early Literacy, Where Wonder Begins, Art Experiences
- Bloodborne Pathogens
- SHRM Certification Prep
- Real Estate Certification Prep
- Welding Certification for a Henry County Employer
- **PLC Bootcamp 10/19--10/23**
- **Leadership Training for Advanced Manufacturing Employer**
- **Peer Recovery Course in New Castle**
- **Offered 3 Google AI Trainings in Muncie, Henry County, and Jay County**

Saturday Open Enrollment Offerings

- **Building Rapport – ISA Way (Two Offerings)**
- **Social. Media/ Canva**
- **Financial Literacy**
- **Grant Writing**
- **CPR (Two Offerings)**
- **Google AI Essentials (Two Offerings)**

Employer Engagement

- 10 employers attended Gradfest at Cowan Road
- Realtor AI presentation at their September 25th meeting
- **In partnership with Thrive Credit Union, we will run a Financial Literacy Class for 4 weeks—intended audience: HS students**

Career Coaching

Hirelvy & 1:1 Appointments

- **33** resumes reviewed in Hirelvy & during 1:1 appointments
- **47** 1:1 career coach appointments that covered topics such as Exploring Your Major & Career Path, Deciding on a Program of Study, Resumes/Cover Letters/ LinkedIn Profile Creation, Interview Preparation, and Job & Internship Search Strategies.

Workshops /Events/ Initiatives

- **9** Workshops/ Events/ Classroom Visits

Topics Covered

- Resume & Cover Letters
- Employability Skills
- Interview Preparation
- Deciding on a Program of Study
- LinkedIn Profiles
- Job Search Strategies

Testing Center Update -

Testing Services Exam & Certification Activity Summary July 1 through September 30, 2026

Smarter Proctoring Exams

- **477** Smarter Proctoring Academic Exams — In-Center
- **109** Smarter Proctoring Virtual Exams

Total Smarter Proctoring Exams: 586

Student Certifications

71 Student Certifications, including:

- 6 — MOS Excel
- 2 — Intuit QuickBooks
- 12 — Certified Surgical Technologist Exams
- 34 — ESCO
- 15 — NIMS
- 2 — FANUC

Community Certifications

423 Community Certifications, including:

Pearson VUE — 282

- AEMT Certification Exam

- Board Certified Behavior Analyst Assistant
- CDA Exam
- Certified Arborist Utility Specialist Exam
- Certified Associate in Python Programming
- Certified Personal Trainer
- Indiana Property
- Indiana Health Insurance
- Indiana Health Producer
- Paramedic
- CompTIA
- Certified Education Technology Leader
- CDA Exam
- Pharmacy Technician
- Registered Behavior Technician
- Special Agent
- Technical Knowledge
- Uniformed Division Entry Exam
- Vehicle Maintenance Exam
- EMT Certification

Other Community Certification Providers

- **15** — PROV: Plumbing
- **8** — METRO: Pesticides
- **16** — MEASURE-BOC: Athletic
- **76** — PSI: Cosmetology, Manicurist, CCMA, CDN, SFS, CHPNA
- **5** — IDHS-Acadis: Primary Instructor
- **20** — Talogy ITCC: Drinking Water, CPSP Peer Support
- **1** — Kryterion-HUD: Housing

CNA Assessments

- 37 — Written CNA Exams
- 8 — CNA Skills Exams
- 18 — QMA Assessments

Total CNA Assessments and QMA: 63

Additional Assessments

- 91 — TEAS Assessments
- 18 — CLEP Assessments
- 7 — WebCAPE Spanish Assessments

Overall Activity Summary

Category	Number
Smarter Proctoring Academic Exams — In-Center	477
Smarter Proctoring Virtual Exams	109
Student Certifications	58
Community Certifications	419
CNA Assessments	45
QMA Assessments	18
TEAS Assessments	91
CLEP Assessments	18
WebCAPE Spanish Assessments	7
Total Testing Activity	1,242

Testing Services supported a total of 1,242 exams, certifications, and assessments across academic, student certification, community certification, and assessment programs.

Marketing Update

Strategic Signage & Campus Partnerships

Following the official adoption of Strategic Plan 2030, the Marketing team, in close partnership with Facilities, successfully updated key directional and organizational signage across the Muncie campus. Key updates include:

- Strategic Plan & Core Values Signage: Installed new Core Values pyramids and posters across campus buildings.
- Career Link Suite: Designed and installed custom posters to enhance student engagement.

Media & Campaign Highlights

- July: Launched the HRSA Grant-funded Nursing video ad (a cross-departmental collaboration among Marketing, Nursing, and the Foundation). Mobile conquering campaigns targeted AMEAS, Real Estate Pre-licensing, and "AI-Proofing Your Future."
- August: Continued the HRSA Nursing video ad series while focusing mobile conquering specifically on driving Real Estate Pre-licensing registrations.
- September: Campaign focus shifted toward driving enrollment in Weekend Courses, the Weekend Nursing Cohort, and the CDL Program (*September metrics pending from Woof Boom*).

Digital Marketing Performance (Woof Boom Digital)

Overall Campaign Performance

Metric	July 2026	August 2026	Change / Trend
Impressions Served	186,312	242,162	+30.0%
Total Clicks	1,226	1,567	+27.8%
Click-Through Rate (CTR)	0.66%	0.65%	Consistent
Vs. National Average	9.40x higher	9.24x higher	Sustained Top-Tier Performance

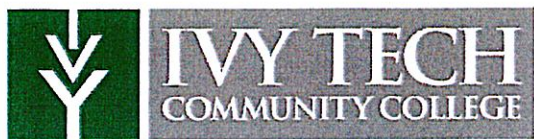
Audience Demographics Breakdown

Segment	Demographic	July Impressions	August Impressions	Growth
Key Age Group	18–24	24,400	50,810	+108.2%
	25–34	20,100	42,300	+108.9%
	35–44	18,900	40,200	+111.6%
Gender	Female	26,690	46,400	+73.8%
	Male	23,310	39,120	+67.8%
	Other / Unspecified	556	797	+43.3%

Scan the QR code below for “Ivy Tech in the News” and recent marketing designs:



<https://tinyurl.com/octobermarketingreport>



Muncie Campus Board of Trustees

October 16, 2026

Student Centered Journey

Board Report Summary – October 2026

The Office of Enrollment and Student Success is actively advancing student recruitment, retention, and support across all areas this Fall 2026 semester. Admissions staff are engaged in ongoing outreach through community partnerships, high school visits, Junior Achievement CareerIgnite events, and collaboration with the John Jay Center. Our Enrollment Specialist and Financial Aid teams are supporting students through system transitions, scholarship awards, veteran services, and expanded work-study opportunities. Student Life delivered a highly successful Fall Kick-Off and has a full calendar of community-building events through the end of the semester. Ivy Cares has served more than 300 students through Rudi's Success Nest, resumed monthly Second Harvest food giveaways, processed emergency funding applications, and continues to support our loaner laptop program to address technology access barriers. New Student Orientation welcomed more than 150 students, and new community pipeline efforts are underway through the Excel Center Lunch and Learn series, weekly middle school visits, and the developing M.O.R.E. (Muncie Orientation Resource Experience) initiative targeting students in their first 15 credit hours. Two signature initiatives are now in active implementation: the First 15 Credit Hour Initiative, which is translating student focus group findings into a Spring 2027 pilot focused on advising, transfer pathways, resource awareness, and course format access, and The Cypher, a staff mentor-based retention program for Black male students launching its 2nd 8-week engagement phase on October 26th. Student Advocacy continues to prioritize mental health through monthly awareness events and a campus-wide Suicide Awareness Panel held in October. Across every area, this team remains committed to meeting students where they are and creating the conditions for them to succeed.

Admissions

- Continuing to contact all incoming leads via email, phone, and/or text.
- Continuing to attend monthly directors' meetings to provide updates on enrollment initiatives, review upcoming events, discuss new programs, curriculum changes, financial aid issues, and other issues.
- Reviewing statewide VC meeting notes to stay up-to-date with statewide and campus initiatives / best practices.
- Fall HS visits are being conducted.
- Continuing to attend all Junior Achievement CareerIgnite events this coming fall. Very well-attended and well-managed events.
- CareerIgnite events have led to additional opportunities to meet with smaller cohorts of students from participating schools.
- Continue working with John Jay Center to expand Ivy Tech enrollment.

- Attended the Fall HERDI Innovation Conference.
- Continuing to attend community events and partners to promote the college at WIB, community centers, Work One, etc.
- Planning statewide FBLA Conference. Scheduled for March 12-13, 2027.
- Continuing to schedule campus tours with potential students and families.
- Continuing to engage with local community partners for non-traditional and traditional student recruitment, community outreach, and student retention.
- Fall FTE enrollment is still positive at this time. Applied but non-enrolled students have been contacted regarding second 8-week classes.
- Continuing to focus on applicant conversion rate.

Enrollment Specialist

- Assist walk-in students
- Process incoming applications via Ivy Connect
- Verify Identity for applications to process
- Reach out to unenrolled students
- Assist students and parents with FAFSA
- Assist students and parents with financial aid verification
- Work on the drop list to get students in a “paid” status
- Attend bi-weekly Enrollment Services meetings via Zoom
- Attend monthly Director’s meeting via Zoom for Enrollment Services

Financial Aid

- Processing Special Circumstances, Dependency Reviews, SAP reviews, verifications, emails, phone calls.
- Helping students learn the new uploading process of verification documents through Dynamic Forms.
- Learning the new ticketing process from Service Now.
- Adapting to new SAP appeal processes that run through financial aid only.
- Processing various Ivy Analytics reports each week.
- Participating in orientation to provide financial aid and VA support to students and parents.
- Preparing for Veterans Day and ways to celebrate our veteran students.
- Working with VA on receiving their benefits.
 - VA committee has created space on campus for all Veterans
- Awarding all foundation scholarships for Fall 2026 through NextGen.
- Working with new financial aid holds and potential fraud students.
 - Continuing to adjust to IDology 2.0 challenges and the differences in Identity Statement changes (IVER)
 - Learning the new processes with rejection codes straight through FAFSA to the campus.
- Continuing to modify our Muncie Campus work-study processes
 - Working directly with HR on processes and positions
 - Provided in-person training to all potential supervisors, including off-campus for Spring semester.

- Checking eligibility and increasing our work-study count for Muncie campus.
- Continuing to work with departments on ineligible courses reflecting on students' accounts.
- Providing Trainings to advisors on financial aid processes.
- Actively working with students on WRG changes to independent only for the 2627 aid year.
 - Exception for dependent receiving in the 2526 aid year.

Student Life

The Fall Kick-Off was a huge success this past August! Thank you to everyone who participated and helped make the event such a memorable experience. Thanks to a generous sponsorship, shirts were made available to everyone who attended. Student Life hopes to offer shirts to all attendees again at next year's Fall Kick-Off on Thursday, August 26, 2027.

Student Life has also continued to see success with the other events hosted at our Muncie campus locations. We have even had vendors reach out to express interest in participating in future events as a result of positive word-of-mouth recommendations. This speaks to the growing engagement and excitement surrounding our campus events and the strong relationships we are building with our community partners.

Upcoming Events

Saturday, Oct. 24th – Ball State Homecoming Parade – Details TBA – We will need participants to walk in the parade.

Tuesday, Oct. 27th – Week of Welcome/Halloween table event from 11 am - 1 pm in FISH Lobby

Friday, Oct. 30th – SLA Session #1 for selected student participants from 11 am-2 pm

Friday, Oct. 30th – Henry County Campus Trunk or Treat from 5 - 7 pm in their parking lot (SGA)

First Generation Week and Spirit Week – Nov. 2nd – Nov. 6th

Friday, Nov. 6th – SLA Session #2 for selected student participants from 11 am – 2 pm

Friday, Nov. 13th – SLA Session #3 for selected student participants from 11 am – 2 pm

Monday, Nov. 16th - SGA Meeting from 5 – 6 pm in F113

Thursday, Nov. 19th - Second Harvest Food Giveaway at 11 am in FISH Lobby

Friday, Nov. 20th – SLA Session #4 for selected student participants from 11 am - 2 pm

Dec. 1st – 3rd – Juried Art Show in the MPR (Details TBA)

Thursday, Dec. 3rd – Light Up Downtown/Parade w/preparation beginning around 5 pm

Friday, Dec. 4th – SLA Final Session for selected student participants from 11 am – 2 pm

Monday, Dec. 7th - SGA Meeting from 5 – 6 pm in F113

Thursday, Dec. 10th – “Elf” movie lunch event from 11 am – 1 pm in F110 (Co-sponsored with Student Advocacy)

Thursday, Dec. 10th - Second Harvest Food Giveaway at 11 am in FISH Lobby

Tuesday, Dec. 15th – Finals event from 11 am – 1 pm in FISH Lobby

Wednesday, Dec. 16th – Finals event from 11 am – 1 pm in FISH Lobby

Ivy Cares

- **Swipe Out Hunger Grant:** Applied for the latest round (2026-2027) of grant funding through Swipe Out Hunger to support student food security initiatives.
- **Food Giveaways:** Food giveaways have resumed monthly through our partnership with Second Harvest, providing additional food resources and support to students experiencing food insecurity.
- **Rudi's Success Nest:** Since the last report, more than 300 students across both campuses have utilized Rudi's Success Nest for food and basic-needs support.
- **Emergency Funds:** Ivy Cares has received 16 emergency funding applications since the beginning of the academic year, demonstrating the continued need for financial assistance among our students.
- **Loaner Laptop Program:** Submitted a request for additional loaner laptops from campuses that are discontinuing their laptop loan programs. These devices will help expand technology access for students who may otherwise face barriers to completing their coursework. To date, we have received 27 requests for loaner devices.
- **Donation Drive:** A donation drive to support Rudi's Success Nest was held September 28–October 2. The drive helped increase awareness of the pantry and encouraged the campus community to support students' basic needs.

Engagement

- **New Student Orientation:** New Student Orientation welcomed more than 150 new students to Ivy Tech, providing students with an opportunity to connect with campus resources, faculty, and support services as they begin their Ivy Tech journey.
- **M.O.R.E:** Planning is underway for a cross-campus collaborative initiative focused on addressing the needs of students with 0–15 credit hours, as well as students who are currently on academic warning or dismissal status. The initiative will focus on strengthening connections to resources, increasing engagement, and supporting student persistence and success. M.O.R.E stands for Muncie Orientation Resource Experience
- **The Excel Center Partnership:** Through our partnership with The Excel Center, the Lunch & Learn series has been established to introduce prospective students to Ivy Tech programs and opportunities. Each session highlights a different school or program offered at Ivy Tech Muncie. Faculty, Deans, and/or Department Chairs will have the opportunity to visit The Excel Center during each of its eight-week terms to engage directly with prospective students and share information about their programs. The Excel Center is providing lunch for each session.
- **Middle School Initiative:** Weekly visits to The Excel Center and Northside Middle School continue to be successful. These ongoing visits provide opportunities to build relationships, increase awareness of Ivy Tech, and connect students and prospective students with resources and educational pathways.

Student Advocacy

- Student Advocacy focuses on creating events and initiatives alongside students to promote mental health awareness and encourage students to reach out for support. Each month, we will host a small hallway event, activity, or conversation centered around mental health, wellness, and the importance of seeking help. By partnering with students in planning these initiatives, we hope to create opportunities that feel approachable, relevant, and connected to the campus community.
- On October 7th, we hosted a Suicide Awareness Panel for students, staff, faculty, and community members. The panel provided an open and meaningful conversation focused on understanding suicide risk, prevention and early intervention, mental health and stigma, physical health and suicide prevention, connection and help-seeking, college and community resources, and 988. Panelists also discussed lived experiences, recovery, suicide loss and postvention, and the importance of safe and responsible communication and public awareness surrounding suicide prevention.



Muncie Campus Board of Trustees October 16, 2026

Academic Innovation and Future Readiness

Strategic Plan 2030

Phase III of the Strategic Plan 2030 process is in its final steps.

Since July, the campus has moved beyond gathering and organizing input and into the decisions required for implementation. We have selected the key numbers and measures that will define progress, determined the direction of the campus plan, and are now establishing the working teams that will carry the work forward.

The final phase of this work is focused on translating the plan into clear ownership. Working teams will connect the priorities identified through the planning process to specific campus work, measures, and responsibilities. This positions the campus to move from strategic planning into active implementation.

AdvisorAI Implementation

AdvisorAI has advanced significantly since the July update. The focus has shifted from introducing the platform to establishing practical implementation models that can be tested, tracked, and adapted for different student populations.

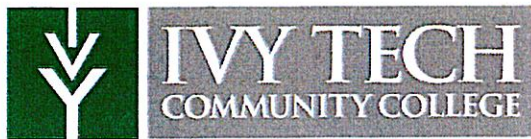
Implementation plans are now in place for **Jay County** and the **School of Health SIG cohort**.

In Jay County, the work has progressed toward a defined rollout model with local ownership, identified student audiences, and a practical approach for introducing AdvisorAI to students and the staff who support them. Within the School of Health, the SIG implementation provides an opportunity to follow a defined student cohort over time. Rather than measuring success only through account creation or initial use, the campus will track engagement through the student journey and examine whether AdvisorAI activity results in meaningful pathway exploration, advising connections, and identifiable next steps. At the same time, planning is beginning for **Henry County**. We are coordinating a meeting with **New Castle Schools** to introduce the platform, understand local advising and pathway needs, identify an initial student population or pathway for implementation, and establish local ownership before launching.

Together, these three settings give the campus different implementation environments to learn from: a regional rollout in Jay County, a defined cohort through the School of Health SIG, and a new partner implementation beginning with New Castle Schools.

Apple Device Refresh

The campus-wide review of employee devices is complete. All existing devices were checked and found to be in good operating condition. This allowed the refresh process to proceed as a planned modernization effort rather than an emergency replacement cycle. New Apple devices have now been ordered and will begin arriving soon. Deployment will occur in **two coordinated batches across November and December**. Each rollout will be managed as a full device transfer, allowing employees to move from their existing device to the new device in a single coordinated process that includes setup, data transfer, validation, and return of the outgoing device.



Muncie Campus Board of Trustees

October 16, 2026

Finance and Operations

Business Office/Sponsored Programs/Finance/Facilities

Accounts Receivable

- Sponsorship of dual credit, AYD, and other third-party students for fall semester; will begin most invoicing after the start of the 2nd 8 weeks
- Skills training sponsorship and billing
- Fall unpaid accounts list management: Student outreach, regularly updating reports, increasing collaboration with other departments
- Muncie Bursar's Office continues to represent Ivy Tech Muncie at John Jay weekly
- Processing and application of outside scholarships, as Fall is when the most are received
- Bursar's Office completes all monthly and quarterly banking reconciliations: trial balance reports, money drawer attestations, banking machine maintenance
- Work regular reports: payment plan enrollment, weekly noncredit unpaid, credit balance, daily refunds, collection accounts

Accounts Payable

The Business Office has been completing the following tasks to support departments and ensure purchasing and payment processes are handled accurately and in a timely manner:

- Worked with departments to establish standing purchase orders for the new fiscal year.
- Review and approve purchase requisitions.
- Review invoices and create receipts as needed to ensure invoices are processed and cleared in a timely manner.
- Work with departments to match invoices with the appropriate purchase orders and resolve discrepancies.
- Monitor open purchase orders daily and weekly to resolve outstanding invoices and ensure timely closure.
- Review and clear draft receipts to maintain accurate financial records and prevent payment delays.
- Review and reconcile outstanding credit card transactions.
- Process catering bills and prepare journal vouchers as needed.
- Close and liquidate zero-balance purchase orders.
- Provide support and assistance to departments in resolving purchasing, invoicing, receipt, vendor, and payment issues.
- Assist departments with Business Office procedures and Workday purchasing processes.
- Ensure daily Business Office processes run smoothly and efficiently.

Sponsored Programs (Grants & Gifts)

- Perkins: We are ahead of the expected 45% spend rate prior to the September 30 deadline, with 59.49% of the total allocation currently spent. As a result, we were able to be considered for additional funding through the Perkins Reserve funding stream.
- Grant Spending: We have drawn down 71% of our total grant funding ahead of the anticipated closeout dates, excluding the recently awarded RHTP and HRSA Year 2 grants. This progress is largely due to staying connected with project leads, keeping them focused on their proposed projects, and reinforcing the importance of carrying out those plans within the grant timelines.
- Financial Literacy Initiative: Partnering with our local credit union to provide a financial literacy workshop for high school students, with the first sessions planned to begin at the end of October.
- Sybertooth Grant: We were awarded \$14,796 from the Ball Brothers Foundation for Sybertooth, which will expand our ability to provide cybersecurity training aligned with the evolving technology needs of the law enforcement field. This funding provides an opportunity to purchase relevant equipment and training platforms that will give students valuable hands-on experience.
- HRSA Year 2 Funding: We received notice that our Year 2 HRSA funding was awarded. In partnership with the Bloomington campus, these funds will allow both campuses to provide programming designed to expand the healthcare workforce in our communities. The total award is up to \$545,290, which will be split between Bloomington and Muncie. Muncie plans to use its portion to provide financial assistance to students enrolled in the nursing program.
- GROW RHTP Grant: The GROW RHTP grant will help enhance Henry County's sonography program. We received a total of \$165,787 to support this initiative.
- Nature Playscape Grant: The Nature Playscape grant from the Henry County Foundation has been implemented to provide a nature-based play area for a childcare center in New Castle. We look forward to receiving pictures once the equipment and materials have been assembled!
- Final purchases made to close out the BBF Optimus Primary EMT Pathways award

Other Business Office Activities

- Continue professional learning and development related to grants and grant-finance processes.
- Provide ongoing assistance, guidance, and communication to Finance staff to support daily operations and resolve questions or issues efficiently.
- Review and approve daily, weekly, and monthly banking reconciliations, helping ensure financial accuracy and appropriate internal controls.
- Monitor and ensure completion and submission of all required monthly and quarterly finance inspections.
- Prepare, review, and approve contracts as appropriate to ensure compliance with applicable requirements and institutional processes.
- Prepare sole-source documentation for Systems Office review and approval.
- Maintain ongoing communication with internal stakeholders to ensure finance-related requirements, deadlines, policies, and process changes are clearly understood and consistently implemented.
- Identify opportunities to improve financial processes, reduce barriers, strengthen communication, and create greater efficiencies for both staff and students.
- Three members of the team are registered to attend the Indiana Association of College and University Business Officers (IACUBO) one-day conference in October

Finance

- All year-end close activities are completed; we were able to surplus funds to increase our scholarship reserves, facility R&R reserves, and our Carry-Forward/Days on Hand (DOH) to 126 days
 - By meeting the DOH metric in FY26, we are waived from this metric for FY27

- Finalize building HVAC contracts, as this is a continued need for dedicated preventive maintenance and ongoing repairs. Ball and Cowan will use Shambaugh and Sons, and Fisher will remain with Commercial Services. Purchase Orders are presented for Board approval via Resolution.
- Reconcile completed Facility R&R projects; we were under budget on the Fisher elevator project, so \$25k will revert to the campus' R&R reserve fund.
- Review of all department accounts in Fy27 for any budgeting errors or staff cost allocations to match budget assignments. Allocate approved one-time budget funds where appropriate.
- Preparing plans for increased campus-wide trainings for budget reports, contract management, travel, requisitions, and the receipting process.

Facilities

- New Castle RTUs (2) have been replaced, and the system is up and running
- Fisher building heat package is expected to arrive mid-October, with installation to follow
- Ball building parking lot striping completed
- Ball building main drain project is upcoming
- Obtaining estimated quotes and pre-bid planning for Welding lab expansion project
- Cowan Rd paving project completed by Brooks Construction September 30 (see picture)



2026-27 Muncie Reserves/Other Funds Analysis
as of September 30, 2026

Recurring Reserve

	Subtotals	Totals
Recurring Reserve Beginning Balance		\$ -
Summer EOT Enrollment Adjustment-Muncie		(95,605)
Summer EOT Enrollment Adjustment-Henry Co		26,255
Fall Enrollment Adjustment-Muncie		
Fall Enrollment Adjustment-Henry Co		
Spring Enrollment Adjustment- Muncie		
Spring Enrollment Adjustment- Henry Co		
Recurring Reserve Current Balance		\$ (69,350)

One-Time Reserve

Beginning Net Carry-forward		\$ 6,178,890
Year-end Carry-Forward Adjustment (pending)		290,001
FY27 Hub Budget Pool	142,974	
Reallocate library hub budget (pending)	25,198	
FY27 Hub Expense Transfers to SO	(168,172)	-
Dual Credit Funding	523,023	
Reallocate Dual Credit to Dept Cost Center	(149,531)	373,492
Nursing Line Allocation	479,001	
Reallocate Nursing Line to Dept Cost Center	(271,598)	207,403
Credit Hour Model Comparison Funding - Summer 2026	(48,876)	
Credit Hour Model Comparison Funding - Fall 2026		
Credit Hour Model Comparison Funding - Spring 2027		(48,876)
AYD Hub Chargebacks		
Guild Chargebacks		
ATI Test fee differential	17,250	
Accreditation Fee Budget	18,165	
Out of Service Area Faculty Support		
Allocated to Dept Cost Center	(3,500)	31,915
Unallocated Balance		\$ 7,032,825
Gross Year End Reserve- State Board of Trustees Metric (may waive in FY26 or FY27)		\$ 6,468,891
Cost per Day Operations		\$ 51,226
Current Operating Days in Reserves (180 days on hand SBoT Metric)		126.3

Manager Budgetary Balance Report 2026-27 Muncie Service Area
as of September 30, 2026

Ledger Account/Summary	Original Budget	Budget Adjustments	College Operating Budget Structure- 9/30/26	Actuals	Encumbrances	Balance
40000:Other Fees	(497,892.00)	-	(497,892.00)	(483,060.95)	-	(14,831.05)
40002:Non Credit Fees	(250,000.00)	-	(250,000.00)	(59,516.87)	-	(190,483.13)
40003:Bad Debt Write Off	-	-	-	99.40	-	(99.40)
40004:Reinstatement Revenue	-	-	-	(11,270.60)	-	11,270.60
41000:General Student In State Fees Fall	(3,974,470.00)	-	(3,974,470.00)	(4,123,186.76)	-	148,716.76
41001:General Student In State Fees Spring	(3,676,238.00)	-	(3,676,238.00)	(821,958.41)	-	(2,854,279.59)
41002:General Student In State Fees Summer	(1,236,403.00)	60,626.00	(1,175,777.00)	-	-	(1,175,777.00)
41003:General Student In State Fees Other	-	-	-	(16,908.50)	-	16,908.50
41004:Deferred Summer Fees	-	-	-	(534,621.48)	-	534,621.48
41005:Out of State Fees Fall	(142,747.00)	-	(142,747.00)	(91,714.56)	-	(51,032.44)
41006:Out of State Fees Spring	(129,917.00)	-	(129,917.00)	(32,459.96)	-	(97,457.04)
41007:Out of State Fees Summer	(54,789.00)	8,724.00	(46,065.00)	-	-	(46,065.00)
41008:Out of State Fees Other	-	-	-	2,093.82	-	(2,093.82)
46000:Sales and Services of Education Departments	(130,000.00)	-	(130,000.00)	(30,159.06)	-	(99,840.94)
47102:Auxiliary UBI	-	-	-	(6,085.00)	-	6,085.00
48000:Other Income	(25,000.00)	-	(25,000.00)	(7,270.69)	-	(17,729.31)
48001:Other Income - Foundation	-	-	-	(3,594.58)	-	3,594.58
49000:Overhead Recovery	(50,000.00)	-	(50,000.00)	(11,075.38)	-	(38,924.62)
Student tuition/fees	(10,167,456.00)	69,350.00	(10,098,106.00)	(6,230,689.58)	-	(3,867,416.42)
Budget adjustments to date	-	(865,440.00)	(865,440.00)	(865,440.00)	-	-
Other/Statewide funds	(8,599,531.00)	-	(8,599,531.00)	(8,599,531.00)	-	-
Total Revenues	(18,766,987.00)	(796,090.00)	(19,563,077.00)	(15,695,660.58)	-	(3,867,416.42)
				61.7%		
62000:Faculty Full Time Salaries and Wages	4,089,823.37	34,503.33	4,124,326.70	901,009.00	2,698,464.80	524,852.90
62002:Staff Full Time Salaries and Wages	5,257,739.73	160,998.02	5,418,737.75	1,210,106.71	4,282,442.44	(73,811.40)
62010:Overtime	4,000.00	-	4,000.00	972.24	-	3,027.76
62011:Stipends	8,210.02	-	8,210.02	1,849.51	6,315.40	45.11
63000:Adjunct Faculty Part Time Salaries and Wages	944,945.00	(2,208.00)	942,737.00	169,593.47	189,271.40	583,872.13
63001:Staff Part Time Salaries and Wages	414,817.00	27,845.14	442,662.14	103,489.89	767,324.50	(428,152.25)
63002:Part Time Salaries and Wages - Other	-	-	-	995.71	-	(995.71)
Total Salaries & Wages	10,719,535.12	221,138.49	10,940,673.61	2,388,016.53	7,970,041.94	582,615.14
68001:Benefits Employee Assistance	1,879.00	-	1,879.00	1,879.00	-	-
68002:Benefits Retiree 75 Plan	53,964.00	-	53,964.00	8,208.73	-	45,755.27
68003:Benefits Fee Remission	135,685.00	-	135,685.00	36,289.55	-	99,395.45
68006:Employee Tuition	87,089.00	-	87,089.00	23,821.08	4,797.50	58,470.42
68100:Pooled Fringe Benefit Expense	3,975,072.71	81,952.59	4,057,025.30	845,945.76	3,177,440.39	33,639.15
Total Fringe Benefits	4,253,689.71	81,952.59	4,335,642.30	916,144.12	3,182,237.89	237,260.29
Total Salaries & Fringe	14,973,224.83	303,091.08	15,276,315.91	3,304,160.65	11,152,279.83	819,875.43

Ledger Account/Summary	Original Budget	Budget Adjustments	College Operating Budget Structure- 9/30/26	Actuals	Encumbrances	Balance
73000:Supplies and Other Services	1,678,763.37	455,845.92	2,134,609.29	288,497.92	577,991.79	1,268,119.58
73002:Accreditation Fees and		3,500.00	3,500.00	3,500.00	5,085.00	(5,085.00)
73003:Supportive Services	-	1,750.00	1,750.00	9,808.77	38,069.12	(46,127.89)
73004:Marketing Services	75,500.00	2,000.00	77,500.00	46,423.23	59,091.01	(28,014.24)
73005:Testing Costs	-	50,000.00	50,000.00	56,495.50	23,346.00	(29,841.50)
73006:Facilities Services	-	-	-	24,414.32	80,391.43	(104,805.75)
73007:Equipment	-	-	-	5,726.49	163.34	(5,889.83)
73010:Ivy Online	970,000.00	-	970,000.00	93,020.00	-	876,980.00
73011:Professional Development	-	155.00	155.00	155.00	845.00	(845.00)
75000:Travel	23,250.00	2,477.00	25,727.00	4,721.80	1,467.77	19,537.43
76000:Lease Expense - Facilities	10,000.00	-	10,000.00	-	9,998.00	2.00
76001:Lease Expense - Equipment	19,330.80	-	19,330.80	4,832.70	14,498.10	-
76002:Lease Expense - Software	600.00	-	600.00	-	-	600.00
77000:Utilities	784,621.00	-	784,621.00	163,637.06	-	620,983.94
78003:Scholarships and Grants	5,000.00	14,000.00	19,000.00	5,374.24	-	13,625.76
78004:Regionally Funded Fin. Aid		1,500.00	1,500.00	1,500.00	-	-
78005:ITCC Grants Awards	90,752.00	97,716.00	188,468.00	76,592.69	-	111,875.31
Discretionary						
91000:Transfer In		-	-	(1,000.00)	-	1,000.00
Supplies & Expenses	3,793,762.17	492,998.92	4,286,761.09	783,699.72	810,946.56	2,692,114.81
Total Campus Expenses	18,766,987.00	796,090.00	19,563,077.00	4,087,860.37	11,963,226.39	3,511,990.24

20.90% end of September 2026



Muncie Campus Board of Trustees October 16, 2026

HR and Campus Engagement

Current Open Positions

No full-time positions currently open

Highlights

We are in the midst of the conversion to the new retirement plan record keeper. The switch from Transamerica to Voya is anticipated to be finalized by the week of October 19th. This change will result in better employee support for the plans as well as lower record keeper fees for participants and the college.

Gallup Engagement survey just closed on Oct 7th. We anticipate results in the coming weeks and will share those at the January Board meeting.

Employee engagement efforts are going well, with the Annual Employee Awards Banquet being held on October 14th. Below are those who were honored for their years of service:

25 Years

- Vickie Moore
- Delena Main
- William York

20 Years

- Nina Bartling
- Charity Bowling

15 Years

- Teresa Chapman
- Angela Horak
- Aaron Goodpaster
- Warren Hyso
- Jamie Dick

10 Years

- Krista Turner
- Jin Kyoung Park

5 Years

- Shelly Smythe
- Christina Main
- Rebekah Ireland
- Elizabeth Sherrow
- Lisa Stephens
- Mary McFalls
- Tai Webster
- Neil Behrman



Muncie Campus Board of Trustees
October 16, 2026

High School Partnerships & Pathways

2026-27 Concurrent Enrollment Progress
Students Served

- 2,619
 - 1.4 percentage-point increase
- 1,396 Male/1,185 Female/36 Not Reported
- 15,288 dual credit credit hours/2,069 dual enrolled revenue generating credit hours

Tuition Saved

- \$2,727,073

Degree Paths and Credentials

- 36 degree paths pursued, including, but not limited to the following:
 - Associate of General Studies
 - TC Indiana College Core
 - CT Structural Welding
 - CT Maintenance and Light Repair
 - CT Carpentry Specialist
 - CT Electrical Specialist
 - CT Dementia Care
 - CT CNA
 - CT CCMA
 - CT Basic Emergency Medicine
 - CT Machine Tool
 - CT Professional Bookkeeping and Payroll—New at New Castle High School
 - CT Community Health Worker—New at New Castle High School
 - CT Mental Health Direct Support—New at New Castle High School
 - CT Early Childhood Classroom Support Professional
 - CT Early Childhood CDA Processes
 - CT Criminal Justice
 - CT Culinarian
 - TC Healthcare Specialist
 - TC Accounting—New at New Castle High School

- TC Visual Communications
- TC Machine Tool
- TC Elementary Education—New at New Castle High School

Schools Served— *italicized schools partner with us for the Indiana College Core*

Our staff visited all but three of the schools on this list to provide on-site registration and Knowledge Assessment Assistance.

- *Wapahani High School*
- *University of Delta High School*
- *Wes-Del High School*
- Yorktown High School
- *Cowan High School*
- *Daleville Jr./Sr. High School*
- *Muncie Central High School*
- Indiana Academy of Sciences, Mathematics, and Humanities
- *Heritage Hall Christian School*
- *Virtual Preparatory Academy*
- Muncie Burriss
- Shenandoah High School
- Blue River High School
- *Knightstown High School*
- *New Castle High School*
- *Tri Jr./Sr. High School*
- *Jay County High School*
- Muncie Area Career Center
- New Castle Career Center

Dual Credit Instructor Processes

- Director of K-12 Educational Quality, Peter Belser, has organized and completed record numbers of onboarding, syllabus reviews, and site visit scheduling.



Muncie Campus Board of Trustees October 16, 2026

Henry County and Completions

Henry County Site

(submitted by Danielle Richardson, Executive Director, Site Administration)

- **Haley Norris joins Henry County Teams as Student Success Navigator**
 - She holds a bachelor's degree from Purdue University and a master's degree in Applied Behavior Analysis from Ball State University. Her last position was working within an admissions department of a university, so she was able to hit the ground running. She is a welcome and valuable addition to the team.
- **Student Events for Fall 2026**
 - Opened the Spring Registration week with "Don't Do Your Advisor Dirty (Soda)" Day
 - Will offer mid-term Pancake "Break-fast" to students
 - Annual Trunk or Treat Event for Community on Oct 30 from 5 p.m.-7 p.m.
- **Community Oriented Offerings**
 - Recent requests from community organizations to use building space for educational and informational sessions.
 - Second Harvest requested use of campus space to offer its "Staying Ahead" workshop with Carol Bradshaw.
 - The workshop provides continued support to participants from lower-income households by offering guidance on overcoming adversity, building a supportive community, and connecting participants with local resources.
 - New Castle-Henry County Economic Development Corporation will offer REaP (Regional Entrepreneurial Pipeline) program.
 - The program consists of a series of workshops designed to provide education, resources, and support to the novice owners of local small businesses.

- Retirement 101: Planning for Success partnership with Jeshua Morgan from Asset Consulting & Safe Money Inc.
 - Free, open to the public

Enrollment Update

2026-2026 Goal		2026-2027 to date	
Headcount	FTE	Headcount	FTE
262/256	156/144.07	74/71	52/48.2
Increase of 6	Increase of 11.93		
Fall to Fall Retention	52.3%	Ivy Analytics Enrollment and Retention Rpts of 10.5.26	

Completions

2025-2026			GOAL	1584
Associate 486	Technical Certificate 682	Certificate 486		
			Total Awarded	1929



Muncie Campus Board of Trustees

October 16, 2026

Advising

Overview

Academic advising is concentrating on fall-to-fall retention: working caseloads, reaching out to students at risk of being dropped for nonpayment, and helping walk-in students with academic plans and schedules. Fall-to-fall retention is at 50.6%, the best point-in-time percentage in at least five years. Jeff Scott, Jeannie Hamblin-Fox, and David Haynes led the faculty advising refresher series and have since seen improvement in advising workflow and operations with faculty advisors.

Staffing Update

In August, academic advising hired an experienced new advisor, Ruth Snyder, to join the dedicated advising staff and to work cases with Crystal Waters and the faculty in health sciences. Ruth has hit the ground running. She is based in the advising center and works a pre-sonography caseload and assists with walk-in appointments.

Karen Bergdoll, a pre-nursing advisor, has moved offices to be closer to nursing and health sciences in the Fisher Building.

Looking Ahead

The core academic advising team will soon begin designing a yearly fall-to-fall retention strategy with clear roles and expectations. The team will also evaluate campus advising resources and create a plan to update them. Alongside both initiatives, the team will work to strengthen communication and accountability between advising liaisons and the departments and schools with which they work.



Muncie Campus Board of Trustees

October 16, 2026

Strategic Partnership

STEM Camp 2026

Our 7th Annual STEM Camp welcomed 32 girls for a week filled with discovery, creativity, and hands-on fun! The girls explored STEM through exciting activities that challenged them to build, create, solve, and think outside the box. Most importantly, they discovered that STEM is for them!

Monday – Technology

- Created pottery coasters, assisted by Made in Muncie Pottery,
- featuring the Ivy Tech logo.
- Toys Forever Models & Hobbies provided unique table games for the girls to enjoy during lunch.
- Built working speakers while exploring electronics, circuits, and sound, gaining hands-on experience with basic electrical engineering.

Tuesday – Science

- Created colorful tie-dyed T-shirts.
- Chewy Boom, a skincare company created for teens, led an interactive session exploring the science behind skincare and the ingredients used in everyday products. Campers applied what they learned by creating their own sunscreen and moisturizer.
- Learned about the purpose and benefits of a medicinal garden and created a medicinal garden while exploring the connection between plants, health, nature, and science.

Wednesday – Mathematics

- Local bookstore Ink Drinkers Anonymous led a creative bookmark-making activity.
- Each girl received a copy of *The Probability of Everything* by Sarah Everett.
- The Mathematics Department created an interactive Math Escape Room experience. Campers traveled through four rooms, completing math problems and challenges in each room. Successfully completing each room earned the girls one piece of a puzzle. After collecting all four pieces, the girls assembled the puzzle to determine how to unlock the treasure chest. Each girl received a “squishy” from the treasure chest.

Thursday – Engineering

- Participated in a presentation on Personal Branding. Explored the importance of identifying their strengths, talents, interests, and personal qualities.
- Completed a hands-on engineering project creating wearable necklaces using LED lights. Learned how engineering, technology, creativity, and design can work together. Created a finished project they could wear and take home.

Friday – Final Day & Celebration

- Campers completed unfinished STEM projects from throughout the week.
- Held a closing ceremony featuring a special video highlighting memorable moments from STEM Camp 2026. Celebrated a graduating senior who participated in STEM Camp for six years, recognizing her commitment and growth, as well as one of our very first STEM Campers, who is now an adult pursuing a career in acting.
- Each camper received a Certificate of Completion and an Ivy Tech swag bag, which included STEM workbooks donated by Classroom Connections.
- Closed the week by celebrating the growth, accomplishments, and lasting connections created through STEM Camp.

Our volunteers and community partners are essential to the success of STEM Camp, generously sharing their time, talents, expertise, and resources to create meaningful experiences for the participants.

STEM Camp Volunteers (Faculty, Staff & Students)

- | | | |
|----------------------|---------------------|---------------------|
| • Elizabeth Sherrow | • Arianna Dunn | • Tai Webster |
| • Lisa Mansfield | • Laura Gregory | • Linzi Rodgers |
| • Jessica Barnes | • Brooke Hughes | • Autumn Baker Mogg |
| • Terri Sanders | • Daniella Flowers | • Rachel Boatman |
| • Dr. Funmi Olorunda | • Dr. Jin Park | • Sara Lipphardt |
| • Ashley Holder | • Shruthie Ramasamy | • Monique Vargas |
| • Mary Kay Raggio | • Paytn Greene | • Nina Bartling |

COMMUNITY PARTNERS

- | | | |
|---------------------------------|--------------------------|-----------------------|
| • Made in Muncie Pottery | • Northwest Bank | • Chewy Boom |
| • Classroom Connections | • Ink Drinkers Anonymous | • Thrive Credit Union |
| • Toys Forever Models & Hobbies | | |

2nd Harvest Food Bank

- Toured and volunteered at the Second Harvest Food Bank to learn more about its operations and community impact.
- Gained firsthand experience with the volunteer process and the types of service opportunities available for youth.
- Explored ways STEM Camp participants can volunteer at the food bank as part of future camp programming.
- Identified opportunities to connect STEM Camp with community service, leadership, and civic responsibility.
- Developed ideas for helping campers understand the importance of giving back and serving others.

Circle of Ivy

- Served as a presenter at Circle of Ivy's Sip, Sign & Shine event.
- Presented on Boss Moves and shared highlights from STEM Camp.
- Highlighted how Circle of Ivy grant funding makes these programs and experiences possible.
- Shared examples of how the programs educate and empower young women and girls.

- Emphasized the impact of providing opportunities that build confidence, encourage personal growth, and expose participants to new experiences and possibilities.
- Demonstrated the direct impact of Circle of Ivy's investment in programs serving young women and girls.

Muncie Public Library

- As a Muncie Public Library Board member, I help strengthen the library's connection to the community by identifying opportunities for involvement and partnership.
- Board members are encouraged to invite the library to participate in programs and events within our places of employment and throughout the community.
- As a result, Muncie Public Library was invited to participate in Ivy Tech's Fall Kick-Off celebration by hosting an outreach booth. During the event, 27 Ivy Tech faculty, staff, and students registered for free library cards.

MLK Dream Team

- Appointed to serve on the Martin Luther King Jr. Dream Team Breakfast Planning Committee, with responsibility for leading the Sponsorships & Partnerships Committee.
- Responsible for identifying and cultivating community partnerships, engaging prospective sponsors, and securing resources to support the event.
- The appointment strengthens Ivy Tech's presence within the community while creating opportunities to develop and expand relationships with businesses, organizations, and community leaders.



Muncie Campus Board of Trustees

October 16, 2026

Community Engagement

Fire Up DWNTWN Presented by Ivy Tech Community College again this year

- Ivy Tech, for the 5th year in a row, was the presenting sponsor for Fire Up DWNTWN. The event was packed with engaging activities and attractions for the whole family. Fire Up DWNTWN is the “can’t-miss, over-the-top-hot” event of the season! With a mixture of hot air balloons, food, a rib-eating contest, live music, games, and more. This year, the attendee numbers were down to just over 9,000, which is still considered successful since we had to shut down the event early due to bad weather.

Heart of Indiana United Way Day of Action

- A group of faculty & staff members came together in service and remembrance by volunteering at Heart of Indiana United Way 9/11 Day of Action. On Day of Action, hundreds of volunteers come together across the city of Muncie to strengthen our community through volunteerism. This day provides an opportunity to honor those we lost by giving back to our community, supporting local organizations, and making a positive difference. All volunteers will receive a Heart of Indiana United Way T-shirt to wear on Day of Action.

Muncie’s Bridge Dinner

The Muncie Bridge Dinner is a free outdoor community event where people can enjoy food and drinks from local vendors or bring their own. They can also listen to music and check out vendors selling Muncie-themed items. The idea for this dinner came from Peter Kageyama, who wrote books about loving cities and making them more fun and engaging. He spoke in Muncie on March 15, 2017, and inspired the community to think differently about development. The first Muncie Bridge Dinner was held in September 2017 on the Washington Street Bridge, with help from over a dozen organizations. The legacy continues now with more than 15 groups & organizations who come together to plan and support the dinner. Each year Ivy Tech, in addition to serving on the planning

committee, provides food and drinks for the JROTC high school students who volunteer to assist with the event.

Indiana Business Journal Media Events

- IBJ Media and the Indiana Chamber hosted an invite-only breakfast at Ball State University that I attended via invitation from President Mitch Frazier.
During the breakfast, we discussed regional and statewide economic development and opportunities to fuel growth across East Central Indiana as well as local initiatives.
In addition to the breakfast invite, we were permitted to bring a group of students to the **Innovate East Central** Indiana Luncheon at the Horizon Convention Center. Governor Mike Braun was the keynote, and Gerry Dick, President of Inside Indiana Business, served as moderator for a panel that included Geoffrey Mearns, President of BSU, Marcy Minton from Community Foundation, Caitlin Hancock, President/CEO of Forge, ECI, Matt Voss, President of Near Space Launch, and Terry Truitt, President/CEO of Flagship Enterprise Center. Ivy Tech students, along with BSU & IWU students, were recognized and permitted to submit questions for the panelists.
The Innovate Indiana Series consists of nine events across the state (Evansville, Bloomington, Clarksville/Jeffersonville, Fort Wayne, Lafayette, Valparaiso, South Bend, Muncie and Indianapolis).

**IVY TECH COMMUNITY COLLEGE OF INDIANA
MUNCIE CAMPUS**

Brock Davis

RESOLUTION NUMBER 2026-07

WHEREAS, Brock Davis, who has represented the commerce sector on the Ivy Tech Community College of Indiana, Muncie Campus Board of Trustees since August of 2018 has submitted his resignation from the Muncie Campus Board of Trustees, and

WHEREAS, Brock Davis, through his dedicated service has greatly contributed to the success of Ivy Tech Community College of Indiana, Muncie Campus as a Campus Board of Trustee, and

WHEREAS, the Ivy Tech Community College of Indiana, Muncie Campus Board of Trustees wishes to formally recognize Brock Davis for his service to the College; and

NOW THEREFORE BE IT HEREBY RESOLVED, that the Ivy Tech Community College of Indiana, Muncie Campus Board of Trustees extends its grateful appreciation to Brock Davis for his loyal and dedicated service as a member of the Muncie Campus Board of Trustees of Ivy Tech Community College.

**IVY TECH COMMUNITY COLLEGE OF INDIANA
MUNCIE CAMPUS BOARD OF TRUSTEES**

Ms. Laura Helms, Chairperson

Dr. Dea Bell, Secretary

Signed this 16th day of October, 2026

**IVY TECH COMMUNITY COLLEGE OF INDIANA
MUNCIE CAMPUS
APPROVAL OF EXPENDITURES**

RESOLUTION NUMBER 2026-08

WHEREAS, Ivy Tech Community College-Muncie Campus Board of Trustees' by-laws states that all expenditures of \$50,000 or more will be pre-approved by the Campus Board of Trustees, and

WHEREAS, the Ivy Tech Community College financial management policy relating to Authorization of Expenditures states that all purchases must not be split in such a way as to place the dollar value of the expenditures into a lower authorization level so that they can be approved without review by a higher authorization level, and

WHEREAS, the College procurement policies follow federal OMB uniform guidance where all purchases in excess of \$10,000 require competitive bids, and

WHEREAS, the Campus administration of Ivy Tech Community College has presented the following purchase requests of \$50,000 and over to the Muncie Campus Board of Trustees for their approval:

Commercial Services	\$ 70,569
Shambaugh & Son LP	\$ 50,000

Total Current PO's	\$120,569
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NOW THEREFORE BE IT RESOLVED, that the Ivy Tech Community College Muncie Campus Board of Trustees approves the campus Purchase Orders of \$120,569.

**IVY TECH COMMUNITY COLLEGE OF INDIANA
MUNCIE CAMPUS BOARD OF TRUSTEES**

By: _____
Laura Helms, Chairperson

Attest: _____
Dr. Dea Bell, Secretary

Signed this 16th day of October 2026

Purchase Order Log
Over \$50,000
2026-2027
October 16, 2026

To	Description	Grand Total
Commerical Services of Bloomington Inc	PO184447 Fisher Building HVAC Preventive Maintenance Contract FY27 (Operations)	\$ 70,569.00
Shambaugh & Son LP	PO184727 Ball and Cowan Buildings HVAC Maintenance FY27 (Operations)	\$ 50,000.00
Total Purchase Orders for Board Approval		<u>\$ 120,569.00</u>

Ivy Tech Community College – Muncie Campus

Calendar of Events

<u>Date</u>		<u>Time</u>	<u>Location</u>
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MUNCIE/HENRY COUNTY CAMPUS BOARD OF TRUSTEES' MEETINGS

10/16/2026	Friday	8:30 am	John & Janice Fisher Building
01/22/2027	Friday	8:30 am	John & Janice Fisher Building
04/16/2027	Friday	8:30 am	John & Janice Fisher Building
07/16/2027	Friday	8:30 am	John & Janice Fisher Building
10/15/2027	Friday	8:30 am	John & Janice Fisher Building

STATE BOARD OF TRUSTEES' MEETINGS

12/03/2026	Thursday	9:00 am	Indianapolis
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SPECIAL EVENT

05/08/2027	Saturday		Muncie Commencement Ceremony Muncie Fieldhouse
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COLLEGE CALENDAR

10/19/2026	Monday		Fall Break
11/26/2026	Thursday		Thanksgiving Break
12/21/2026	Monday		Winter Break

IVY TECH COMMUNITY COLLEGE GLOSSARY

Ivy Tech Community College	Full name of the College
MYIvy	An informational video series that applicants view as part of the enrollment process to inform them of next steps, such as assessment and MyIvy
HireIvy	The College's talent recruitment system for students to find full-time, part-time, temporary, and volunteer jobs, as well as work-and-learn opportunities like internships
IvyAchieves	Incentive program for students to stay engaged with studies and completion
IvyAdvance	Leadership conference for students
IvyAdvising	The College's advising and case management system (Starfish)
IvyAlert	The College's emergency alert system
IvyAmbassador	A student who is chosen by their campus to represent the College for tours, etc.
IvyAnalytics	The College's visual data analytics platform built on Tableau
IvyAssist	The College's platform that connects students to local resources (AuntBertha)
IvyBenefits	The College's employee benefits enrollment and management platform

IvyCares	Wraparound services, focusing on transportation needs, food insecurity, mental health, and emergency funds
IvyConnect	The College's Customer Relationship Management (CRM) software (Salesforce)
IvyFLEX	A blended classroom model involving co-teaching and co-facilitation of Ivy Tech course work in dual credit classrooms with Ivy Tech faculty and high school teachers
IvyLead	Employee Learning Management System (LMS) for employees to Learn, Explore, And Develop
IvyLearn	The College's online learning platform (Canvas)
IvyLife	Student life at the College
IvyMarkets	The College's platform for ordering supplies and professional services
IvyMobile	The College's mobile application
IvyOnline	Used externally to describe/market Ivy Tech's online offerings; used internally to describe a functional area within the College
IvyTime	The College's time reporting platform for faculty and staff
MyIvy	Student, faculty, staff platform for HR/student data
TeamIvy	The College's employee workforce



IVY TECH
COMMUNITY COLLEGE

Accelerating Greatness – The College has extended its Accelerating Greatness strategic plan through 2025 in order to help reach the nation's goal of postsecondary degree attainment. This plan is aligned with national higher education goals to achieve 60 percent post-secondary attainment among working adults by 2025. (Strategic Planning)

Accreditation – Ivy Tech is accredited by the Higher Learning Commission (HLC) of the North Central Association of Colleges and Schools.

AAC&U – Association of American Colleges and Universities.

AACC – American Association of Community Colleges.

AAUP – American Association of University Professors.

ACCUPLACER – ACCUPLACER is an assessment tool used by the College to determine a student's level of reading, writing and math skills in order to place them in the appropriate classes.

ACE – American Council of Education.

Adjusted Budget – Initial budget revised with all adjusting entries done throughout the fiscal year.

AG2025 – Accelerating Greatness 2025, which is the name of Ivy Tech's Strategic Plan. (Strategic Planning)

AIR – Association for Institutional Research.

American Honors – American Honors is a new, competitive 2-year Honors College offered at Ivy Tech designed to prepare students for junior- and senior-level coursework at competitive colleges and universities in Indiana and the United States.

ASA – Advanced Skills Assessment, which is a term used for remedial education courses. (Academic Affairs)

ASAP – The Associate Accelerated Program (ASAP) provides Ivy Tech students with an opportunity to earn a degree in one year instead of the traditional two-year track.

ASOM – The Academic Support and Operation Manual includes all the academic and student affairs policy for the College. (Academic Affairs)

Assessment – The College assesses all students to determine their level of reading, writing and math skills in order to place them in the appropriate classes. Assessment can be measured in several ways, including previous college credit, SAT/PSAT or ACT scores, high school GPA, or through ACCUPLACER.

Associate Degree – Academic degree programs have on average 60-credit hours of curriculum. Degree programs fall into one of the four divisions at Ivy Tech: 1) Health, 2) Technology, 3) Business & Public Services and 4) University/Transfer. Degrees are a mix of workforce and transfer programs. Examples include: Nursing, Culinary Arts, Liberal Arts. (Credential)

ATD – Achieving the Dream is an initiative of Ivy Tech's strategic plan, Accelerating Greatness. Achieving the Dream is an initiative to help more community college students succeed, leading to improved skills, better employability, and economic growth for communities and the state as a whole. (Strategic Planning)

AVI – AVI Foodsystems is the company that manages the College's vending services.

Banner – Banner is the College's ERP (Enterprise Resource Planning) system which stores records and executes administrative processes. Banner is utilized by most departments, including but not limited to Admissions, Registrar, Financial Aid, Student Affairs, Academic Affairs, Human Resources and Finance, at all campuses.

Blackboard (Bb) – Blackboard is Ivy Tech's online course management system that can be used by both on-campus and online students.

Blackboard call center – The Blackboard call center houses 888-IVY-LINE. Agents there take care of answering incoming calls between 7 a.m.-1 a.m. EST and also make outgoing calls for recruitment and retention efforts.

Bookstore Reserve – Account set up through Central Office and the pass through for bookstore commissions and bookstore write offs; this can be used for special projects in the Region upon request to Central Office Finance; it is not state allocated money so there are fewer restrictions on usage of the account

BOT – Board of Trustees.

Campus Connect – Campus Connect is Ivy Tech's online student portal where students can register for classes, pay bills, view financial aid status, check email and more. Also used by faculty and staff.

Career Certificate – Career certificate programs have on average 16-18 credit hours of curriculum. Career certificates fall into the three workforce divisions at Ivy Tech: 1) Health, 2) Technology and 3) Business & Public Services. Certificates are workforce driven programs. Examples include: Routing and Switching, Microsoft Administration, Child Development Associate. (Credential)

Carry Forward Reserve – Unused operating dollars carried forward from year to year. This account should be between 10-15% of the total operating budget; must have Central Office Finance approval to use any of these funds; source of one time budget needs.

Certifications – Certifications are awarded by third parties based on the testing of one's knowledge against an industry knowledge base or industry set of standards. Ivy Tech has course offerings with certification opportunities embedded in the course and provides certification testing in centers throughout the state. Examples include; Manufacturing Skills Standards Council, National Institute for Metalworking Skills, Commercial Driver's License. (Credential)

CHE – The Indiana Commission for Higher Education is a 14-member public body created in 1971 to define the missions of Indiana's colleges and universities, plan and coordinate the state's postsecondary education system, and ensure Indiana's higher education system is aligned to meet the needs of students and the state.

CCRC – Community College Research Center.

CCSSE – Community College Survey of Student Engagement.

CLA – Collegiate Learning Assessment.

Continuing Student – A student is considered Continuing after the first term of enrollment until a student type changes take place.

Co-req (co-requisites) model – A co-req model allows students to take a credit-bearing, program level class and remedial instruction (formal coursework or required supplemental instruction) during the same semester. The model is used to accelerate academic progress, and is primarily for math and English classes (example Math 080+ Math 123). (Academic Affairs)

Corporate College – Ivy Tech Corporate College offers workforce solutions and training to employers and employees that are industry-recognized, affordable, customizable, proven and flexible. (Academic Affairs)

CRN – Course Reference Number; this is a unique course ID number that we often use for tracking.

Degrees – Degrees are credentials formally approved by the Indiana Commission for Higher Education to be offered by Ivy Tech. The College grants the following degree types: Associate of Science, Associate of Applied Science, Associate of Fine Arts, Associate of General Studies degrees, and Technical Certificates. In addition, the college grants short-term Certificates. (Credential)

Dual Credit – Dual Credit is a way for high school students to get a jump start on college by earning college credits while still attending high school. Courses offered through Ivy Tech range from accounting to creative writing, calculus to welding, computer programming to public speaking.

Dual Credit Reserve – Pool of funds set up through Central Office and requested by the Region for growth and development of the dual credit program; required spending plan to be submitted and approved prior to release of funds; new in fiscal year 2014.

ECHS – Early College High School Program (Smart Scholars).

Encumbrances/Commitments – Funds set aside planned to fund a purchase order or salary commitment.

Express Enrollment Center – Focused on improving service to students, Express Enrollment Centers combine enrollment services (including admissions, financial aid, registration) on campuses throughout Indiana. The first Express Enrollment Center opened in Fall 2013. There are now 17 centers at various Ivy Tech campuses.

Express Enrollment Event – These events are designed to allow applicants to complete all their enrollment steps in one day, including orientation, financial aid, assessment, advising and registration.

FAFSA – The Free Application for Federal Student Aid (FAFSA) is used by most financial aid sources to determine the amount of money each student is eligible to receive in financial aid.

FERPA – Family Educational Rights and Privacy Act is a United States federal law that gives students access to their education records, an opportunity to seek to have the records amended, and some control over the disclosure of information from the records.

First Time Admitted Students – Students who have never attended any college prior to admission at Ivy Tech, but may have earned college credit before graduation from high school. Students can only be New First Time Admits during their first term of enrollment.

Follett – Follett operates the College's bookstores.

Global – Global Financial Aid Services is a company that provides financial aid services to Ivy Tech.

Go Ivy Day – These are open house-style events designed for prospective students to explore campus, meet with admissions and get started on enrollment steps.

Guest Student – A student enrolled at another college or university who chooses to take a course or a few courses at Ivy Tech to transfer back to their home institution.

HigherOne – HigherOne is the company the College has partnered with to help manage financial aid and tuition refunds to students. HigherOne is a financial services company that serves higher education institutions.

HLC – Ivy Tech is accredited by the Higher Learning Commission (HLC) of the North Central Association of Colleges and Schools.

IEA – Indiana Evaluation Association; IEA is a statewide professional organization that provides information and networking opportunities for evaluation professionals.

INAIR – Indiana Association for Institutional Research.

IPEDS – Integrated Postsecondary Education Data System. This is a way of classifying a cohort of first-time, full-time students upon which success at the college is measured.

IR – The Institutional Research (IR) department at Ivy Tech facilitates evidence-based decision making through collaborative work and proactively analyzing and interpreting data, information and processes for internal and external key stakeholders.



ISIR – Institutional Student Information Records (ISIR) contain processed student information reported on the Free Application for Federal Student Aid (FAFSA), as well as key processing results and National Student Loan Data System (NSLDS) financial aid history information. ISIRs are sent electronically to schools by the Central Processing System (CPS).

Ivy Appointment – Ivy Appointment is the online appointment tool students use to schedule advising appointments.

Ivy Institute of Technology – The Ivy Institute of Technology is a set of programs that focuses on the skills and knowledge required for industries where jobs are in high demand. The Ivy Institute offers accelerated programs in high-demand areas, including Automotive, HVAC, Machine Tool, Mechatronics (Advanced Manufacturing), Office Administration and Welding, that allow students to earn a Technical Certificate in a new career in 40 weeks of laboratory/classroom instruction.

Ivy Life! – IvyLife is an internal branding identity for Student Life activities on campuses statewide.

Ivy Markets – Module used to create and establish a purchase order.

Ivy Tech Foundation – Ivy Tech Foundation partners with donors to invest in Ivy Tech Community College students, faculty and programs to build stronger communities and a better Indiana.

Ivy Tech Online – Ivy Tech offers a vast selection of online courses and online degree programs making it easier for students to take classes to fit their schedules.

Ivy Tech Online Ohio – Ivy Tech Online Ohio is an online, affordable option for Ohio students to attend Ivy Tech.

Jackson Group – Jackson Group is an Indianapolis-based printer that handles fulfillment operations for the College. The College has also partnered with them to offer online marketing tools in a custom built print-on-demand and email system.

Miller Brooks – Miller Brooks is a Zionsville-based advertising agency that serves as Ivy Tech's agency of record, collaborating on advertising and marketing efforts.

M/WBE – Minority/Women-Owned Business Enterprise.

MSCHE – Middle States Commission on Higher Education.

NACE – National Association of Colleges and Employers.

NACEP – National Alliance for Concurrent Enrollment Partnerships.

NCAT – National Center for Academic Transformation.

NCES – National Center for Education Statistics.

NCSDCC – National Council of State Directors of Community Colleges.

newT – Short for 'New Thing'; name of new Data Warehouse.

Non-Budgetary R&R Operating Reserve – Account set up through Central Office and funded through optional annual year-end deposits from the Region. This can be used upon request to Central Office Finance and Facilities for R&R projects as the need arises for expenses that could not be absorbed in the regular operating budget; discretionary fund; typically covers projects/equipment greater than \$10,000

NSSE – National Survey of Student Engagement.

OIT – Office of Information Technology.

\$1 Student Fee Reserve – Pool of funds set up through Central Office and requested by the Region for growth and development of the student life program; required spending plan to be submitted and approved prior to release of funds; new in fiscal year 2014 from student requested \$1 increase to their tuition bill.

Original Budget – Initial budget allocated to the Region for disbursement across departments; begins in July of each year.

PARCC – Partnership for Assessment of Readiness for College and Career.

Pell – Federal Pell Grants are federal need-based grants that students do not have to repay.

PLA – The College offers Prior Learning Assessment for students with select qualifications and expertise. Ivy Tech evaluates students' credentials to see how much credit they are qualified to receive.

Pre-req (Pre-requisite) – Requirements to be completed before an advanced course. Pre-requisites can be met through remedial coursework, credit courses, dual credit classes, test scores, certifications, and other related means.

PTK – Phi Theta Kappa

Raiser's Edge – Raiser's Edge is the fundraising and donor management software used by Ivy Tech Foundation.

Rainy Day Reserve – Account in Central Office as a holding place for 1/3 of enrollment adjustment dollars; helps offset negative entries charged back to the Region for enrollment declines and sets aside 1/3 of enrollment adjustment dollars into the reserve when enrollment increases.

RAOC – Regional Academic Officer Committee.

Readmits – Students who have been enrolled at Ivy Tech but last attended more than two years prior to the term for which they are registering are considered Readmit students. The student's program may be the same or may change.

Recurring Reserve – Account in the operations budget where permanent budget adjustments are posted (i.e. enrollment adjustments, position changes, etc.); positive balances can be reallocated among operations account and negative balances are offset with unused operating dollars or throughout the year from budget or position cuts; adjustments impact all future budgets.

Remedial Courses – College prep courses for students who are not academically prepared for program-level/college level course work. (Academic Affairs)

Revenue Generating FTE – Revenue generating FTE is calculated by dividing the number of revenue generating credit hours by 15. This figure represents the total FTE generated by tuition paying students and is aggregated based upon the course campus/region.

Revenue Generating Headcount – The unique count of tuition-paying students registered for courses in a given term. This is based upon a student's home campus/region.

R&R Operating Reserve – Accounts set up through Central Office and funded 50% from the Region and 50% from Central Office. Projects are established upon request and approval of Central Office for specific dollar limits pending funding availability.

RSAOC – Regional Student Affairs Officer Committee.

SAP – Satisfactory Academic Progress. Federal regulations require all financial aid recipients to maintain satisfactory academic progress in a course of study leading to a degree or certificate. Failure to meet one or more of the established standards of Financial Aid Satisfactory Academic Progress (SAP) will make a student ineligible for financial aid, however, students may file an appeal.

SAR – Student Aid Report generated by the U.S. Department of Education after a student submits a FAFSA (Free Application for Federal Student Aid).

SSACI – State Student Assistance Commission of Indiana.

Starfish – Starfish is a tool used by the College to assist students with completing educational goals. Instructors use the tool as a way of communicating student progress to advisors.

STEM – Science, Technology, Engineering, and Mathematics.

Student Success/Help Center – The formal name for the Blackboard call center that manages 888-IVY-LINE. Agents there take care of answering incoming calls between 7 a.m.-1 a.m. EST and also make outgoing calls for recruitment and retention efforts. In addition, an online knowledge base and help center is available for students to access critical account information and FAQs.

Tax-intercept – New program in 2013 in coordination with the State of Indiana; unpaid student tuition and fees are offset by the student's Indiana tax refund check; small fee paid to the state for this service; effectively reduces the annual student account write-off.

Team Ivy – Team Ivy is an internal branding identity used mainly by Human Resources; also used in some outside employee recruitment advertising.

Technical Certificate – Academic certificate programs have on average 32-credit hours of curriculum. The majority of technical certificates fall into the three workforce divisions at Ivy Tech: 1) Health, 2) Technology and 3) Business & Public Services. Certificates are workforce driven programs. Examples include: Licensed Practical Nursing, Automotive Service, Electric Line Technology. (Credential)

TETT – Teacher Education Transfer Template.

Transfers: Students who have identified attendance at another college or university prior to admission are considered Transfer Students their first term at Ivy Tech. After the first term of enrollment, the student type will change to Continuing.

Transfer General Education Core – The Transfer General Education Core (TGEC) classes are designed to meet Indiana's transfer general education core requirement and guarantee 30-credits of transfer credit to any public college or university. Completion of the TGEC is a requirement for all transfer students in order to complete their degree at Ivy Tech.

VCAA – Vice Chancellor of Academic Affairs.

Verification – The U.S. Department of Education selects some FAFSA applicants for a verification process. FAFSAs selected for verification may include those with incomplete or inaccurate information, although many are selected at random.

VFA – Voluntary Framework of Accountability.

VSA – Voluntary System of Accountability.

Work Study – The work-study program provides part-time employment to undergraduates and graduates to help with college expenses. There are two different kinds of work-study: Federal Work-Study and non-Federal Work-Study.

Write-off – Amount of student fees and tuition deemed uncollectable and greater than one year old; reduces the revenue account; amounts approved by the Regional Board of Trustees and the State Board of Trustees in the Fall, and written off the student's account in the Spring after the tax-intercept program and related adjustments are completed