

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

Notice is hereby given that the State Board of Trustees of Ivy Tech Community College of Indiana will be holding the following meetings in person December 1-2, 2021 at 8204 County Rd 311, Sellersburg, IN

Wednesday, December 1, 2021

1:15 pm **Education Session of the State Board of Trustees** (*open to the public*)
The State Trustees will hold a meeting in person to consider and take action on such items as may be brought before them.

2:20 pm **Executive Session of the State Board of Trustees**
The State Trustees will meet in Executive Session and are permitted under IC 5-14-1.5-6.1(b), to discuss the subjects listed below. For each subject, a reference to the applicable subdivision of IC 5-14-1.5-6.1 (b) and a description of that subject are included.

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

3:45 **Audit Committee – Executive Session**
The Audit Committee will meet in Executive Session and are permitted under IC 5-14-1.5-6.1(b), to discuss the subjects listed below. For each subject, a reference to the applicable subdivision of IC 5-14-1.5-6.1 (b) and a description of that subject are included.

- (7) For discussion of records classified as confidential by state or federal statute.
- (9) To discuss job performance evaluations of individual employees. This subdivision does not apply to a discussion of the salary, compensation, or benefits of employees during a budget process.

4:00 pm **Audit Committee** (*open to the public*)

Thursday, December 2, 2021

8:30 am **Board Committee Meetings** (*open to the public*)
The State Trustees will hold the regular committee meetings in person

8:30 – 9:00	Academics & Student Experience
9:00 – 9:30	Marketing & Public Relations
9:30– 10:00	Budget & Finance
10:00 – 10:15	Break
10:15 – 10:30	Human Resources & Operations
10:30 – 11:00	Workforce Alignment
11:00 – Noon	Building, Grounds and Capital

1:00 pm **Regular State Board of Trustees Meeting** (*open to the public*)
The State Trustees will hold a regular meeting in person to consider and act on such items as may be brought before them.

**MINUTES OF THE MEETING OF THE
STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
October 7, 2021**

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

ROLL CALL

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

The following State Trustees were present in person:

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

The following State Trustees were present via Zoom Webinar

Ms. Marianne Glick
Ms. Paula Hughes-Schuh
Mr. Harold Hunt
Mr. Stewart McMillan

A. NOTICES OF MEETING MAILED AND POSTED:

Trustee Kim Emmert-O'Dell, the Secretary, confirmed that notice of October 7, 2021, regular meetings were properly mailed and posted. The public was invited to attend the meetings open to the public.

B. APPROVAL OF BOARD MINUTES:

Trustee Garatoni moved for approval of the minutes of the August 5, 2021, board meeting. Trustee Wilson seconded the motion, and the motion carried unanimously.

C. COMMITTEE REPORTS:

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

Gwenn Eldridge and Tim Kish presented findings on a recent study conducted by Business Intelligence. The study explored course outcomes related to the placement method, including the College's new tool, Knowledge Assessment, implemented during COVID. The study found that, relative to other methods of placement, students placed with KA performed 3 percent higher in math and more than 40 percent higher in English when using this new placement tool. Another key learning that emerged was that students who register less than seven days prior to the start of the term are far less likely to be successful.

Cory Clasemann and Sarah Ferguson presented data from the Revealing Institutional Strengths and Challenges (RISC) student survey administered in spring 2021. Statewide results showed Ivy Tech students generally rate their interactions with key offices more positively than students at other colleges, have very favorable perceptions of Ivy Tech, and feel like they belong. Each campus also received a campus-level report.

Jo Carlin presented an update on Fall enrollment numbers. We are forecasting a deficit of 6% in Headcount and 7% in FTE compared to last year. Carlin reviewed current Spring enrollment funnel data and reported that many applicants had not taken any steps towards registration. The new data shows Ivy Tech has potential students who are either lost, scared, or unsure Ivy Tech is the right option for them. Although this is not what we want to see, the new insights available to us through IvyConnect allow us to be very targeted in our engagement with these students. Carlin also provided an update on current activities to improve recruitment and enrollment efforts, including:

- an application redesign,
- adding career coaching in the enrollment pipeline,
- further training and work with adult strategies such as Achieve Your Degree and Next Level Jobs,
- the creation of virtual tours for websites, phase two recruitment and enrollment training efforts through Dale Carnegie,
- IvyConnect and Signal Vine integrations, and
- new website updates.

Carlin also shared a best practice developed through Project Hoosier Recruit, where Bloomington and Sellersburg campuses are focusing on the

new student experience through improvements to their website and a new communication journey designed to continue engagement and preparing students during the time between registration and when classes begin.

Item 2 Chair Bibbs called upon Trustee Gutman for a report from the **Audit Committee**. Trustee Gutman reported there are no action items for consideration and approval as the Committee did not meet.

Item 3 Chair Bibbs called upon Trustee Steve Schreckengast for a report from the **Building and Grounds Committee**. Trustee Schreckengast reported there are four action items for consideration and approval. The Committee received information on the status of the GMP for the Lake County Welding Lab project, which is expected in December. We also received an update on the ongoing status of XBE contract spending.

Trustee Schreckengast moved for approval of **Resolution 2021-38**, Approval to Sell Foundation Property, Kokomo Campus. Trustee Wilson seconded the motion. The motion carried unanimously.

Trustee Schreckengast moved for approval of **Resolution 2021-39**, Approval to Transfer Property to the City of Franklin for Road Project, Columbus Campus. Trustee Brand seconded the motion. The motion carried unanimously.

Trustee Schreckengast moved for approval of **Resolution 2021-40**, Approval of Pfau Hall Health Science Renovation Project, Sellersburg Campus. Trustee Foutch seconded the motion. The motion carried unanimously.

Trustee Schreckengast moved for approval of **Resolution 2021-41**, Approval to Acquire the Ivy Tech Community College Culinary and Conference Center (C4), Indianapolis Campus. Trustee Dora seconded the motion. The motion carried unanimously.

Item 4 Chair Bibbs called upon Trustee Jesse Brand for a report from the **Budget & Finance Committee**.

Trustee Brand reported there are no action items for approval.

Trustee Brand reported the Committee heard updates on the Fiscal year 2021 Year-End Financial position, the Fiscal year 2022 Budget update preliminary September 2021 (revenue and expenditures both below budget,

the Fiscal year 2021 Financial Aid Report – Ivy Tech awarded \$229M in financial aid to 52,314 recipients and \$121M was awarded to recipients with \$0 Expected Family contribution (EFC).

Item 5 Chair Bibbs called upon Trustee Kerry Stemler for a report from the **Human Resources & Operations Committee**. Trustee Stemler reported there is one action item for consideration and approval.

Matt Etchison, Sr. Vice President, and CIO presented the recommendation for the College to approve a contract with Cognizant Technology Solutions through December 1, 2023, at the cost of \$7,674,733. This contract is for the HCM, Finance, and Payroll implementation of Workday as a replacement for the College's ERP system.

Trustee Stemler moved for approval of **Resolution 2021-42**, Approval of Contract with Cognizant Technology Solutions for Implementation Services of Enterprise Resource Planning Software, Systems Office. Trustee Garatoni seconded the motion. The motion carried unanimously.

Item 6 Chair Bibbs called upon Trustee Anker to give the Foundation Update. Trustee Anker reported there are no action items for consideration and approval. Interim Foundation President Becky Miller covered Foundation highlights, raised \$14.6M as of 8/31. Board giving hit all goals. Campaign Update – hit 71% of the goal. Strategic plan for FY23 – hit all targets.

Item 7 Chair Bibbs called upon Trustee Tanya Foutch for a report from the **Workforce Alignment Committee**. Trustee Foutch reported there are no action items for consideration and approval.

Chris Lowery, SVP, Workforce, introduced new team members: Julius Edwards - Vice President of Business, Logistics, and Supply Chain and Ronda Taylor - Statewide Dean of the School of Entrepreneurship and Innovation

Caroline Dowd-Higgins, VP of Career Coaching and Employer Connections, provided an update on CCEC: Accelerated Statewide Implementation

Quantitative Stats at a Glance (July – September 2021)

Serving 33,329 Students: Alpha I & II, plus Alpha III launch cohort

Engaging with 2,006 Employers Statewide (41% increase over 2020)

Engaging with 91 Community- and Faith-based Organizations Statewide

Serving Marginalized Students

Recruiting Diverse Talent: Help our learners see the possibilities!

Brian Thomas, AVP for Grant Development provided update on READI Grant Update

READI grants were submitted by the regional economic development groups on September 30.

October and November will consist of review and evaluation of proposals by IEDC, with anticipated awards occurring in December 2021

There was variation in Regional Plan submissions – some with detailed plans and others with overarching vision, but no specific details.

Ivy Tech requests included a mix of human capital, physical plant, capital equipment, workforce training, and student success initiatives

The Ivy Tech team is tracking unfunded projects and will consider these for alternative funding requests throughout the year.

Stacy Townsley, VP Adult Strategy and Statewide Partnerships Indiana Career Accelerator Fund Requests and Next Steps

Ivy Tech is submitting program applications for the new Indiana Career Accelerator Fund (ICA), a statewide progressive income share agreement program established by the General Assembly.

The ICA is a zero-interest, no-fee loan that covers tuition and fees up to \$7,500 for high-demand programs, and repayment terms are based on the student's income.

Eligible training programs must be short-term (completion within six months, be in one of Indiana's five designated high-demand career fields, and demonstrate successful graduation rates, job placement, and wage gains

The College has worked closely with fund administrator INVestEd to operationalize the new funding option and is submitting applications for a top 20 list of CTs in Advanced Manufacturing, Business Logistics/Supply Chain, Health Sciences, and IT.

D. TREASURER'S REPORT:

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

We recently closed out FY21. Our net position and unrestricted net position both increased. Our 19 campuses are financially sound, increased their reserves, and grew stronger during the FY21 fiscal year. Made more remarkable because the financial metric has been suspended for two years.

Our reserves allowed the College to maintain our AA stable bond rating this year in the face of enrollment pressures.

All enrollment revenue declines since the pandemic was declared has been reimbursed to campuses.

I am deeply appreciative of chancellors and their finance teams, the central finance team, and my colleagues for their work on our financial position.

When I stand up here and communicate our financial position, it is the result of thousands of entries and decisions that I had nothing to do with – so I feel fortunate to be the one communicating with you. But I am keenly aware and thought just this morning, if bad decisions are made, I am very removed; we would not be able to report such stability to you.

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

E. STATE OF THE COLLEGE

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

President Ellspermann reported there are no action items for consideration and approval.

Trustee Anker moved for approval of **Resolution 2021-45**, Memorial Honoring Trustee Kaye Whitehead. Trustee Schreckengast seconded the motion. The motion carried unanimously.

Trustee Brand moved for approval of **Resolution 2021-43**, Approval Accepting Gift and Naming Statewide Program, Systems Office. Trustee Michael Dora seconded the motion. The motion carried unanimously.

President Ellspermann provided updates on Vaccine Clinic Incentives, Strategic Plan, Ivy+ Textbooks, HEERF Student Aid. President Ellspermann provided an update on the "Invest IN Ivy Tech" Campaign officially launched September 30, 2021 – over \$200M of \$285M Goal Achieved (More than 70%). The campaign will be completed in 2023 in time for the 60th Anniversary of Ivy Tech Community College.

F. OLD BUSINESS

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

G. NEW BUSINESS

Chair Bibbs called for new business.

Trustee Wilson moved for approval of **Resolution 2021-44**, Appointment of Campus Board of Trustees. Trustee Kim Emmert O'Dell seconded the motion. The motion carried unanimously.

Trustee Schreckengast moved for approval of **Resolution 2021-46**, Approval of Chancellor Emeritus Policy. Trustee Garatoni seconded the motion. The motion carried unanimously.

Trustee Schreckengast moved for approval of **Resolution 2021-47**, Honoring the Leadership of Dr. David Bathe. Trustee Foutch seconded the motion. The motion carried unanimously.

ADJOURNMENT

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

**STATE TRUSTEES
IVY TECH COMMUNITY COLLEGE**

Dated October 8, 2021, prepared by Gretchen L. Keller, Recording Secretary

**APPROVAL OF NURSING AND HEAL SCIENCES LAB PROJECT
HAMILTON COUNTY CAMPUS**

RESOLUTION NUMBER 2021-48

WHEREAS, there is a critical need for nurses in Hamilton County and to help meet this critical need the College will be offering a nursing program in Hamilton County, and

WHEREAS, the College has planned to design and construct a nursing and health science lab space for the Hamilton County Campus (“Project”) for an estimated cost of \$1.75 million, and

WHEREAS, the Project will create health science labs in the former cafeteria of the Hamilton County Campus, and

WHEREAS, this Project will be completed in coordination with the facility master plan for the Hamilton County Campus, and

WHEREAS, the College has utilized the State of Indiana’s Job Order Contracting (“JOC”) method of procuring the services including compliance with Resolution 2017-4 regarding the use of apprentices, and

WHEREAS, the Noblesville Campus Trustees and the College’s Facility Design Council recommend entering into a contract with Glenroy Construction, Inc. in the amount of \$1,610,000 to complete the Project, and

WHEREAS, the State Board of Trustees must approve major alterations, repairs, or rehabilitation to property owned by the College, and must also approve any contract by the College exceeding \$500,000 unless the obligation was previously approved by the Board through the allocation of funds.

NOW THEREFORE BE IT RESOLVED that the State Trustees of Ivy Tech Community College of Indiana do hereby approve the construction of a new nursing and health science lab space at the Hamilton County Campus and entering into the contract with Glenroy Construction, Inc. in the amount of \$1,610,000, and

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

**STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
OF INDIANA**

Stephanie Bibbs, Chair

Kim Emmert O’Dell, Secretary

Dated December 2, 2021

**APPROVAL TO SELL FOUNDATION PROPERTY IN INDIANAPOLIS
SYSTEMS OFFICE**

RESOLUTION NUMBER 2021-49

WHEREAS, in Resolution 2012-48 the Trustees requested the Ivy Tech Foundation, Inc. (“Foundation”) purchase the real estate and building located at 2540 North Capitol Avenue in Indianapolis (“Property”), and

WHEREAS, the Foundation has leased the Property to three separate entities since the Property was acquired all of which have operated a charter school, and

WHEREAS, to finance the purchase of the Property in 2012, the Foundation incurred debt which has been serviced with the lease payments from the charter school tenants, and

WHEREAS, the most recent tenant, Believe Circle City High School (“Believe”), entered into a lease with the option to purchase the Property from the Foundation in the spring of 2020, and

WHEREAS, Believe has exercised their option to purchase the Property and has agreed to a purchase price with the Foundation of \$2.9 million.

NOW THEREFORE BE IT RESOLVED, the Board of Trustees of Ivy Tech Community College requests the Ivy Tech Foundation dispose, sell and convey the Property to Believe, for the offered price of \$2.9 million, and that the proceeds of the sale of the Property be used by the Foundation to satisfy any remaining debt associated with the purchase from 2012.

**STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
OF INDIANA**

Stephanie Bibbs, Chair

Kim Emmert O’Dell, Secretary

Dated December 2, 2021

**APPROVAL TO PURCHASE PROPERTY
LAKE COUNTY CAMPUS**

RESOLUTION NUMBER 2021-50

WHEREAS, in June of this year the College acquired ownership of a building in the Purdue Technology Center and Research Park of Northwest Indiana (“Research Park”) in Crown Point from the Purdue Research Foundation (“Purdue”) located at 9900 Connecticut Drive, Crown Point, (“Crown Point Building”), and

WHEREAS, there is an undeveloped lot in the Research Park known as Lot #3 (“Property”) adjacent to the Crown Point Building that the College has a right of first refusal agreement with the Purdue, and

WHEREAS, the Lake County Campus has negotiated with Purdue for the College to purchase Lot #3 for a price of \$600,000, and

WHEREAS, the Lake County Campus Board of Trustees has requested that the State Trustees purchase the Property for the price of \$600,000 and

WHEREAS, the College’s Facilities and Design Council recommends acquiring the Property, and

WHEREAS, all contracts relating to the acquisition of real estate must be approved and authorized by the State Board of Trustees.

NOW THEREFORE BE IT RESOLVED, that the State Trustees do hereby approve the acquisition of the Property for the price of \$600,000, and

FURTHER BE IT RESOLVED, that the State Trustees do hereby authorize and direct the President, the Assistant Secretary of the Board, and any other appropriate, designated College employee to enter into said purchase of said property and execute all necessary documents associated with the acquisition of the Property, after the documents have been approved by the College Counsel.

**STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
OF INDIANA**

Stephanie Bibbs, Chair

Kim Emmert O’Dell, Secretary

Dated December 2, 2021

**APPROVAL OF A CONTRACT AMENDMENT FOR A
GUARANTEED MAXIMUM PRICE WITH LARSON DANIELSON
LAKE COUNTY CAMPUS**

RESOLUTION NUMBER 2021-51

WHEREAS, the East Chicago Welding Lab Project (“Project”) was approved in August 2021, and,

WHEREAS, the total estimated cost for the Project is \$1.8 million, and

WHEREAS, in Resolution 2021-33 Larsen Danielson was approved as construction manager as constructor (“CMc”) with a contract in the amount of \$30,000 for pre-construction and related services, and

WHEREAS, the CMc delivery method requires the Guaranteed Maximum Price (“GMP”) to be established and allows for a contract amendment to establish the GMP for these services, and

WHEREAS, the initial Guaranteed Maximum Price exceeds \$500,000 and is more than ten percent (10%) of the original contract value requiring approval by the State Board of Trustees, and

NOW THEREFORE BE IT RESOLVED that the State Trustees of Ivy Tech Community College of Indiana do hereby approve the contract amendment with Larsen Danielson in the amount of \$1,664,105 for a Guaranteed Maximum Price contract in the amount of \$1,694,105, and

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

**STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
OF INDIANA**

Stephanie Bibbs, Chair

Kim Emmert O’Dell, Secretary

Dated December 2, 2021

**APPROVAL OF ACCOUNTS RECEIVABLE WRITE-OFFS
FOR THE FISCAL YEAR ENDING JUNE 30, 2021**

RESOLUTION NUMBER 2021-52

WHEREAS, certain outstanding student accounts receivable amounts have been deemed uncollectible by the campus administration responsible for their collection, and

WHEREAS, it is in accordance with the College procedure and good business practices to write-off accounts receivable after all reasonable collection procedures have been exhausted and there is not a reasonable expectation that amounts will be collected, and

WHEREAS, even though the College may consider these accounts as being written off for accounting purposes, the debt shall remain due and owing by the student and the College may continue efforts to collect the debt.

NOW THEREFORE BE IT RESOLVED, that the accounts receivable totaling \$4,202,978 of student fees and charges owed, which is approximately 2.00% of the total of \$210,023,612 operations fund gross student fees for 2020-21, and \$669,829 of bookstore charges are hereby declared uncollectible for accounting purposes and are to be written off by the Senior Vice President of Business Affairs, Chief Financial Officer.

**STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE OF INDIANA**

Stephanie Bibbs, Chair

Kim Emmert O'Dell, Secretary

Dated December 2, 2021

**RESOLUTIONS OF THE
STATE BOARD OF TRUSTEES OF
THE TRUSTEES OF IVY TECH COMMUNITY COLLEGE OF INDIANA
AUTHORIZING THE ISSUANCE AND SALE OF ONE OR MORE SERIES OF
IVY TECH COMMUNITY COLLEGE STUDENT FEE BONDS,
FOR THE PURPOSE OF REFUNDING CERTAIN PRIOR DEBT
AND CERTAIN RELATED ACTIONS**

RESOLUTION NUMBER 2021-53

WHEREAS, The Trustees of Ivy Tech Community College of Indiana (the “College”) has full power and authority under and by virtue of the laws of the State of Indiana (the “State”), including Indiana Code 21-34-6 through 10 and Indiana Code 5-1-5 (collectively, the “Act”), to issue bonds secured by student fees, for the purpose of financing and refinancing educational facilities authorized under the Act; and

WHEREAS, the College has heretofore executed and delivered to U.S. Bank National Association, as trustee (the “Trustee”), a Trust Indenture dated as of November 1, 1985, which has previously been supplemented and amended (the “Indenture”), for the purpose of securing its student fee bonds issued from time to time thereunder; and

WHEREAS, the Indenture authorizes the issuance of additional student fee bonds by the College to provide funds for any lawful purpose under the Act, including the refunding of all or a portion of its outstanding student fee bonds; and

WHEREAS, the College now desires to: (i) authorize the refunding, in whole or in part, of certain outstanding student fee bonds set forth in Exhibit A hereto (the “Refunded Bonds”) in order to generate debt service savings and (ii) pay any costs of issuance and other costs incidental to the issuance of such student fee bonds; and

WHEREAS, the purpose stated in clause (i) of the preceding paragraph is referred to herein collectively as the “Refunding”; and

WHEREAS, the Treasurer of the College (the “Treasurer”) has obtained or will obtain all necessary approvals from the Indiana General Assembly, the Commission for Higher Education, the State Budget Agency and the Governor of the State of Indiana, as applicable, along with any other approval necessary to implement the Refunding; and

WHEREAS, there has now been submitted to this State Board of Trustees (the “State Board”) a form of Supplemental Indenture (the “Supplemental Indenture”) and a form of Bond Placement Agreement (the “Bond Placement Agreement”), all in connection with the issuance of one or more series of the Ivy Tech Community College Student Fee Bonds (the “Bonds”);

NOW, THEREFORE, BE IT RESOLVED BY THE STATE BOARD THAT:

Section 1. The issuance of the Bonds by the College on the terms and conditions set forth in the Supplemental Indenture are hereby authorized. The Bonds shall be designated “The Trustees of Ivy Tech Community College of Indiana Ivy Tech Community College Student Fee

Bonds, Series X-3” (to be completed by the Treasurer with any such appropriate series or sub-series designation), with such additions thereto or deletions therefrom as the officer executing the same shall approve. The Bonds shall be issued in one or more series or sub-series, in an aggregate combined principal amount that does not exceed the amount necessary to defease the Refunded Bonds to be refunded, plus amounts necessary to provide money for debt service reserves (if any), credit enhancement (if any) or other costs incidental to the issuance of the Bonds. The Bonds shall be issued in the forms and upon the terms and conditions, at the rate or rates of interest and in the authorized denominations set forth in the Supplemental Indenture and acceptable to the Treasurer.

Section 2. The Bonds, as issued with such serial or term maturities and redemption features as the executing officers shall approve, shall bear a maximum interest rate not to exceed 3.00%. The interest shall be payable at such intervals as may be provided in the Supplemental Indenture. The final maturity of the Bonds shall not exceed the final maturity date of the latest defeased Refunded Bond. The Bonds shall be sold pursuant to a Bond Placement Agreement to a bank or financial institution (the “Purchaser”) chosen by the Treasurer upon advice of the College’s municipal advisor with Stifel Nicolaus & Company, Incorporated serving as the placement agent.

Section 3. The Treasurer shall make necessary findings required by statute, on behalf of this State Board, that: (i) the Bonds, as issued, shall produce a net savings to the College and (ii) the terms of the Bonds shall not extend beyond the term of the final maturity date of the latest corresponding defeased Refunded Bond for the respective series or sub-series of Bonds.

Section 4. The Supplemental Indenture is approved, in substantially the form submitted to this State Board. The Chairperson (the “Chairperson”) or Vice Chairperson of the College (the “Vice Chairperson”) are, and each of them is, hereby authorized to execute and deliver, and the Secretary of the College (the “Secretary”) or the Assistant Secretary of the College (the “Assistant Secretary”) are, and each of them is, hereby authorized to attest the signature of and, if required, to affix, imprint, engrave or otherwise reproduce the corporate seal of the College on the Supplemental Indenture, with any changes in form or substance that the officer executing such document shall approve, such approval to be conclusively evidenced by the execution and delivery thereof.

Section 5. The Bond Placement Agreement is approved in substantially the form submitted to this State Board. The Chairperson, Vice Chairperson or Treasurer, or any of them acting individually, is hereby authorized to execute and deliver the Bond Placement Agreement, with any changes in form or substance that the officer executing such document shall approve, such approval to be conclusively evidenced by the execution and delivery thereof.

Section 6. The Treasurer or the Assistant Treasurer of the College (the “Assistant Treasurer”) is hereby authorized, to prepare the bond forms, as approved by this State Board, required for use in the issuance of the Bonds, and to cause the same to be executed manually, electronically or by facsimile by the proper officers of the College as provided in the Supplemental Indenture. Upon execution of the Bonds, the Treasurer or the Assistant Treasurer shall deliver the Bonds to the Trustee for authentication and, upon authentication, the Treasurer or the Assistant Treasurer is authorized and directed to deliver the Bonds to the Purchaser thereof upon payment of the purchase price.

Section 7. The Chairperson, Vice Chairperson, Treasurer, Assistant Treasurer, Secretary or Assistant Secretary are, and each of them is, hereby authorized and directed to perform any and all further acts, to execute and deliver the Bonds, the Supplemental Indenture, the Bond Placement Agreement, to execute and deliver any and all further agreements, documents, certificates or instruments (collectively, the “Financing Documents”), or to do any other acts necessary or convenient in order to complete the Refunding contemplated by this Resolution and the other matters referred to herein.

Section 8. The State Board hereby authorizes the execution of the Financing Documents in counterparts by the executing officers by Electronic Means (as defined below), all of which counterparts taken together shall constitute one and the same respective instrument. Moreover, the State Board acknowledges and agrees that the Financing Documents may be signed and/or transmitted by e-mail or as .pdf documents or using electronic signature technology (e.g., via DocuSign or similar electronic signature technology) (“Electronic Means”) and that such signed electronic record shall be valid and as effective to bind the party so signing as a paper copy bearing such party’s handwritten signature.

Section 9. The State Board hereby ratifies the selection of, and appoints: (i) Ice Miller LLP, Indianapolis, Indiana, as bond counsel for the Bonds, (ii) Stifel Nicolaus & Company, Incorporated, as placement agent for the Bonds and (iii) Blue Rose Capital Advisors, as municipal advisor for the College related to the Bonds.

Section 10. The Treasurer is hereby authorized to cancel or defer the effectuation of the Refunding as approved by these Resolutions, if the Treasurer concludes in their discretion upon advice of the College’s municipal advisor, that it would be in the best interest of the College to do so based on any combination of national or world events which disrupt the financial markets or substantially change market conditions.

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STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE OF INDIANA

Stephanie Bibbs, Chair

Kim Emmert O'Dell, Secretary

Dated: December 2, 2021

EXHIBIT A

All or a portion of the following series of Ivy Tech Community College Student Fee Bonds:

- The Trustees of Ivy Tech Community College of Indiana Ivy Tech Community College Student Fee Bonds, Series O

**APPROVAL OF CONTRACT FOR CUSTODIAL SERVICES
EVANSVILLE CAMPUS**

RESOLUTION NUMBER 2021-54

WHEREAS, the Evansville Campus custodial services are provided by Glenn’s Cleaning Service under a contract which ends December 31, 2021, and

WHEREAS, a Request for Proposal (“RFP) was issued October 19, 2021 for custodial services to be provided at the Evansville Campus, and

WHEREAS, responses to the RFP were received on November 5, 2021 from seven (7) cleaning companies, and

WHEREAS, Glenn’s Cleaning Service was determined to be the lowest and best proposal for \$312,774.69 per year, and a total contract obligation for two years of \$625,549.38, with one option to extend for one additional year at the same annual rate, and

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

NOW THEREFORE BE IT RESOLVED, that the State Board of Trustees do hereby authorize and direct the President of the College, or any other employee of the College designated by the President, to sign the proposed three-year agreement with Glenn’s Cleaning Service to provide the Evansville Campus with custodial services with the terms described above after the agreement has been approved by the College Counsel.

**STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
OF INDIANA**

Stephanie Bibbs, Chair

Kim Emmert O’Dell, Secretary

Dated December 2, 2021

**APPROVAL OF ADOBE CONTRACT
SYSTEMS OFFICE**

RESOLUTION NUMBER 2021-55

WHEREAS, the College uses Adobe products for both students and employees, and

WHEREAS, the subscription renewal contract will begin on February 1, 2022, and end January 31, 2025, and

WHEREAS, the total cost of the subscription renewal is \$1,287,631.50, and

WHEREAS, the State Board of Trustees must approve any contract imposing a financial obligation on the part of the College exceeding \$500,000 unless the obligation was previously approved by the Board through the allocation of funds.

NOW THEREFORE BE IT RESOLVED, that the State Board of Trustees hereby approves the College renewal of its products and subscription with Adobe to begin on February 1, 2022 and continuing for three (3) years in the amount of \$1,287,631.50, and

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

**STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
OF INDIANA**

Stephanie Bibbs, Chair

Kim Emmert O'Dell, Secretary

Dated December 2, 2021

**APPROVAL OF SALESFORCE CRM RENEWAL CONTRACT
SYSTEMS OFFICE**

RESOLUTION NUMBER 2021-56

WHEREAS, the College uses the Salesforce to provide its customer relation management platform (“CRM”) and,

WHEREAS, the annual subscription renewal contract will begin on January 14, 2022, and

WHEREAS, the total cost of the annual subscription renewal is \$610,311.76, and

WHEREAS, the State Board of Trustees must approve any contract imposing a financial obligation on the part of the College exceeding \$500,000 unless the obligation was previously approved by the Board through the allocation of funds.

NOW THEREFORE BE IT RESOLVED, that the State Board of Trustees hereby approves the College renewal of its CRM with Salesforce to begin on January 14, 2022 for one year in the amount of \$610,311.76, and

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

**STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
OF INDIANA**

Stephanie Bibbs, Chair

Kim Emmert O’Dell, Secretary

Dated December 2, 2021

**APPROVAL ACCEPTING GIFT AND NAMING NURSING PROGRAM
SOUTH BEND-ELKHART CAMPUS**

RESOLUTION NUMBER 2021-58

WHEREAS, the South Bend-Elkhart Campus of Ivy Tech Community College and Beacon Health System (“BHS”) have identified the need for additional trained nurses in the South Bend-Elkhart campus service area to supplement the local nursing workforce, and

WHEREAS, the College and BHS have entered into a Community Benefit Agreement (“Agreement”) for BHS to make a financial contribution to support the Ivy Tech nursing program at the South Bend-Elkhart Campus, and

WHEREAS, the agreement has a term of five (5) years with an option to renew for five (5) additional years, and

WHEREAS, BHS will pay the College \$150,000 per year for the term and renewal term for a total financial contribution of \$1.5 million over ten (10) years, and

WHEREAS, should the Agreement not be renewed after the original five (5) year term, BHS will make a payment to the College of \$400,000 for a total financial contribution of \$1 million for the five (5) year term, and

WHEREAS, in consideration of receiving the financial contribution the nursing program at the College’s South Bend-Elkhart Campus would be named the “Beacon Health System Nursing Program at Ivy Tech Community College South Bend-Elkhart” for the entire term of the Agreement, and

WHEREAS, said Agreement is subject to the approval of both the Ivy Tech Foundation Board of Directors and the College’s State Trustees.

NOW THEREFORE BE IT RESOLVED, the State Trustees approve accepting the contribution from Beacon Health System and having the Nursing Program at the College’s South Bend-Elkhart Campus named the “Beacon Health System Nursing Program at Ivy Tech Community College South Bend-Elkhart”, and

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

**STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE OF
INDIANA**

Stephanie Bibbs, Chair

Kim Emmert O’Dell, Secretary

Dated December 2, 2021



IVY TECH
COMMUNITY COLLEGE

State Board of Trustees

Academics & Student Experience



December 2, 2021



Academics & Student Experience

AGENDA

1

Community Benefit Agreement

David Balkin, Chancellor South Bend/Elkhart Campus

2

Higher Learning Commission Accreditation Update

Marcus Kolb, Assistant Vice President for Academic Quality & Assessment

3

K-14 Update

Rebecca Rahschulte, Vice President for K-14 Initiatives and Statewide Partnerships

4

Spring 2021 Recruitment & Enrollment Update

Jo Nahod-Carlin, Vice President of Recruitment & Enrollment Management, and Marketing



Community Benefit Agreement

David Balkin

Chancellor, South Bend/Elkhart Campus



Beacon Health System “Community Benefit Agreement”



Purpose: To help address BHS’ long term future nursing needs and to enable South Bend/Elkhart’s nursing program staffing and growth challenges

Current Situation:

1. Severe nursing shortages resulting in BHS having to pay exorbitant salaries for visiting nurses
2. High bedside nursing salaries make Ivy Tech Faculty staffing difficult due to relatively low salaries

Key Proposed Terms:

1. Beacon Scholars Program (last-in scholarship \$ and living stipends for students)
2. Beacon full-time nurses serving as full time Ivy Tech SB-E faculty
3. Beacon supplements Ivy Tech full-time and adjunct faculty pay to make it competitive with bedside nursing
4. BHS Nursing Program naming rights for term of agreement in exchange for annual unrestricted gift



Higher Learning Commission Accreditation Update

Marcus Kolb,

Assistant Vice President for
Academic Quality & Assessment



Accreditation Activities Underway



1. Follow-up, mid-cycle visit and report, summer 2023

2. Multi-location visit underway

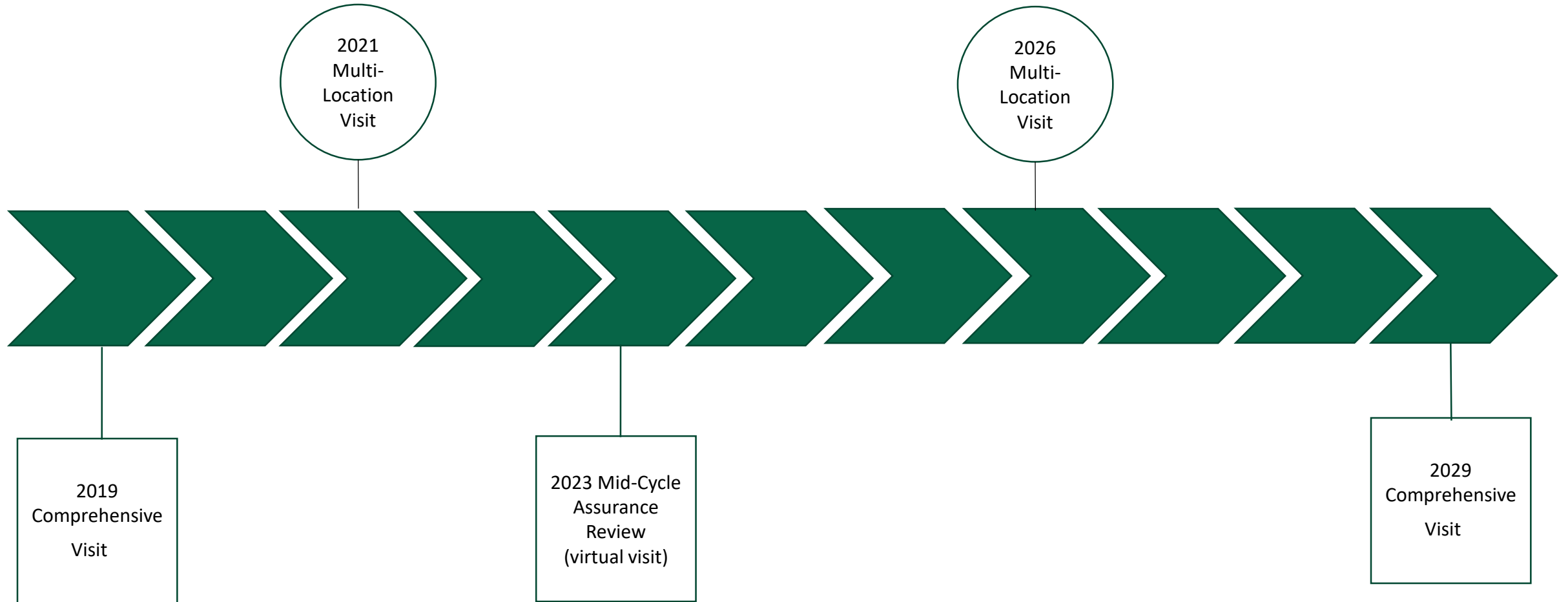
3. Affirming Hamilton County campus



Ten Year Open Pathway Activities



Federal Compliance & Reporting



Institutional Continuous Improvement toward its own mission



Hamilton County Campus

Campus Evaluation Visit





K-14 Update

Rebecca Rahschulte,
Vice President of K-14
Initiatives and Statewide
Partnerships



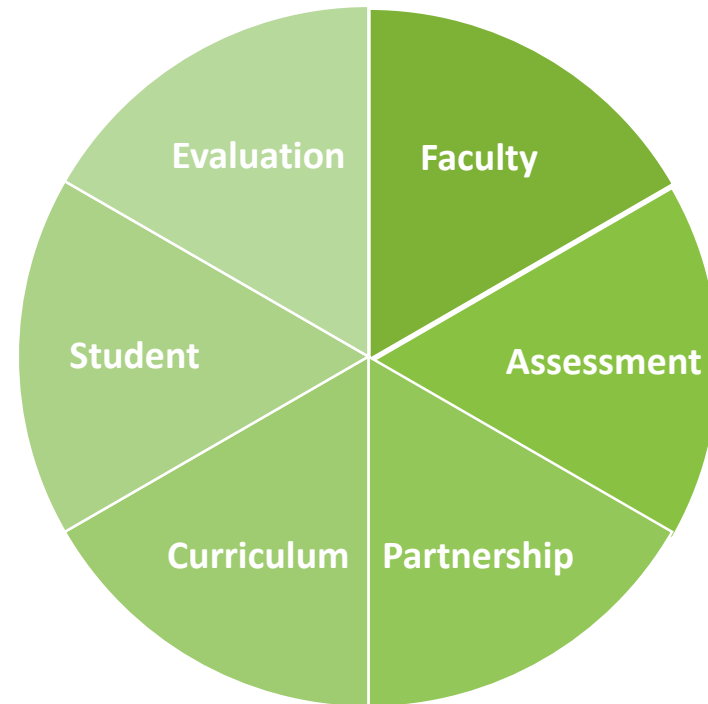
NACEP Overview



NACEP is a national accrediting body with standards that ensure the academic rigor of dual credit courses and their alignment with on-campus programming while advancing college in high school initiatives and policy.



NACEP





What is NACEP Validating?



The standards promote the consistent implementation of policies and practices to ensure that:

- College courses offered in the high school are of the same quality and rigor as the courses offered on-campus at the sponsoring college or university;
- Students enrolled in concurrent enrollment courses are held to the same standards of achievement as students in on-campus courses;
- Instructors teaching college courses through the concurrent enrollment program meet the academic requirements for instructors teaching at the sponsoring postsecondary institution and are provided discipline-specific professional development; and
- Concurrent enrollment programs display greater accountability through required impact studies, analysis of student success, and course and program evaluations.



NACEP Accreditation Timeline



Objective	Deadline	Status
Self Study (Continuous Quality Improvement)	Since October 2019	CONTINUOUS
Pre-Application Submission	February 26th, 2021	COMPLETED
NACEP “Readiness” Response	April 15th, 2021	COMPLETED
Full Application	July 1st, 2021	COMPLETED
Commissioner & Peer Review Team Assigned	July-August 2021	COMPLETED
Additional Evidence Submission	November 19th, 2021	COMPLETED
Virtual Peer Review Site Visit	Late January 2022	
Final Determination	May 2022	



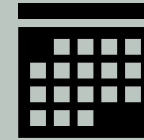
NACEP Request Themes



Consistent
policy
application at
all campuses



Role of Ivy Tech
faculty – policy
governance and
high school
faculty
professional
development



Timelines for
onboarding
high school
students and
dual credit
faculty



NACEP Peer Review Site Visit Preparation



- Formed an Internal Site Visit Team
- Developed NACEP Site Visit Preparation Guide
 - Application strengths for each NACEP standard
 - Application areas for opportunity for each NACEP standard
- Hosting Weekly NACEP Site Visit Preparation Sessions
 - Key talking points for each NACEP standard
 - Review of potential questions for each NACEP standard
 - Identification of campus-based stories for each NACEP standard



Site Visit Team (Internal)



Role	Name	Title
Systems Office	Sue Ellspermann	President
Systems Office	Kara Monroe	Provost
Systems Office	Rebecca Rahschulte	VP K-14
Systems Office	Paula Birt	AVP K-14
Systems Office	Mark Schneider	AVP K-14
Systems Office	Laura Hayes	K-14 Special Projects
Campus Chancellor	Alex Huskey	Marian Chancellor
Campus K-14	Yvonne Norris	Lafayette K-14 Director
Campus K-14	Samantha Hardebeck	Batesville K-14 Director
Campus K-14	Dawn BonAmi	Fort Wayne K-14 Director
Campus K-14	Angie Lubbehusen	Evansville K-14 Director
Campus K-14	Melissa Smith	Richmond K-14 Director
Campus VCAA	Kelly Cozart	Evansville, VCAA
Campus VCAA	Jackie Fischer	Columbus, VCAA
Campus VCAA	Amanda Harsin	Madison, VCAA
Campus Faculty Liaison	Andrew Buckle	Indianapolis, Education
Campus Faculty Liaison	Aaron Goodpaster	Muncie, Life/Physical Sciences
Campus Faculty Liaison	Robert York	Sellersburg, Arts, Sciences & Education
Campus Faculty Liaison	Jeff Bricker	Indianapolis, Hospitality
Campus Faculty Liaison	Leighann Rehtin	Lawrenceburg, Communication
Campus Faculty Liaison	April Bledsoe	Bloomington, Design Tech
Campus Faculty Liaison	Andrea Schwartz	Lafayette, Advanced Manufacturing (AMEAS)



Spring 2021 Recruitment & Enrollment Update

Jo Nahod-Carlin

Vice President of Recruitment & Enrollment
Management, and Marketing



Spring Enrollment Update



	2020 EOT	2021 EOT	2021 as of -190 Days	2022 as of -190 Days
FTE	33,361	31,143	13,988	10,656
Headcount	63,809	58,224	22,862	17,709

January Enrollment Initiatives:

- Focus on conversion communications
- Targeting continuing students (Ads + Comms)
- Piloting AI technology with our texting platform
- Blackboard outbound campaigns

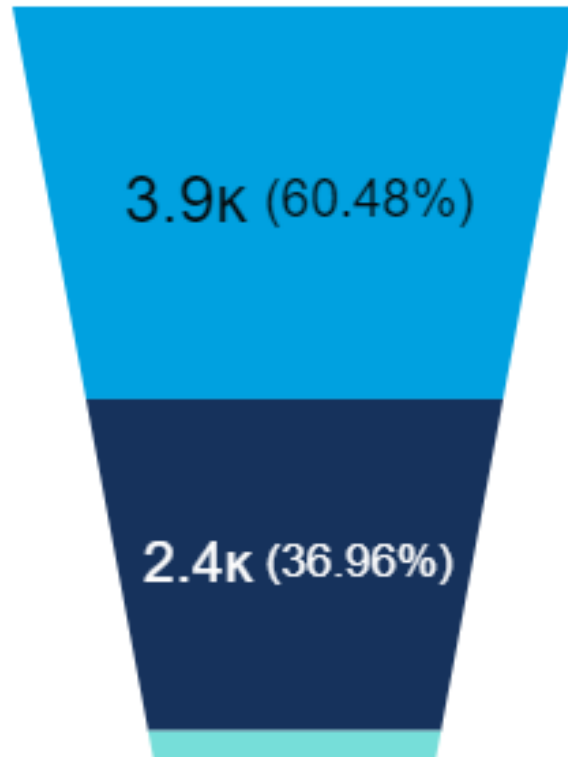


Spring Enrollment Update



Spring Funnel

Record Count: 6.4k



Stage

Application Accepted ■

Enrollment Checklist ■

Other ■

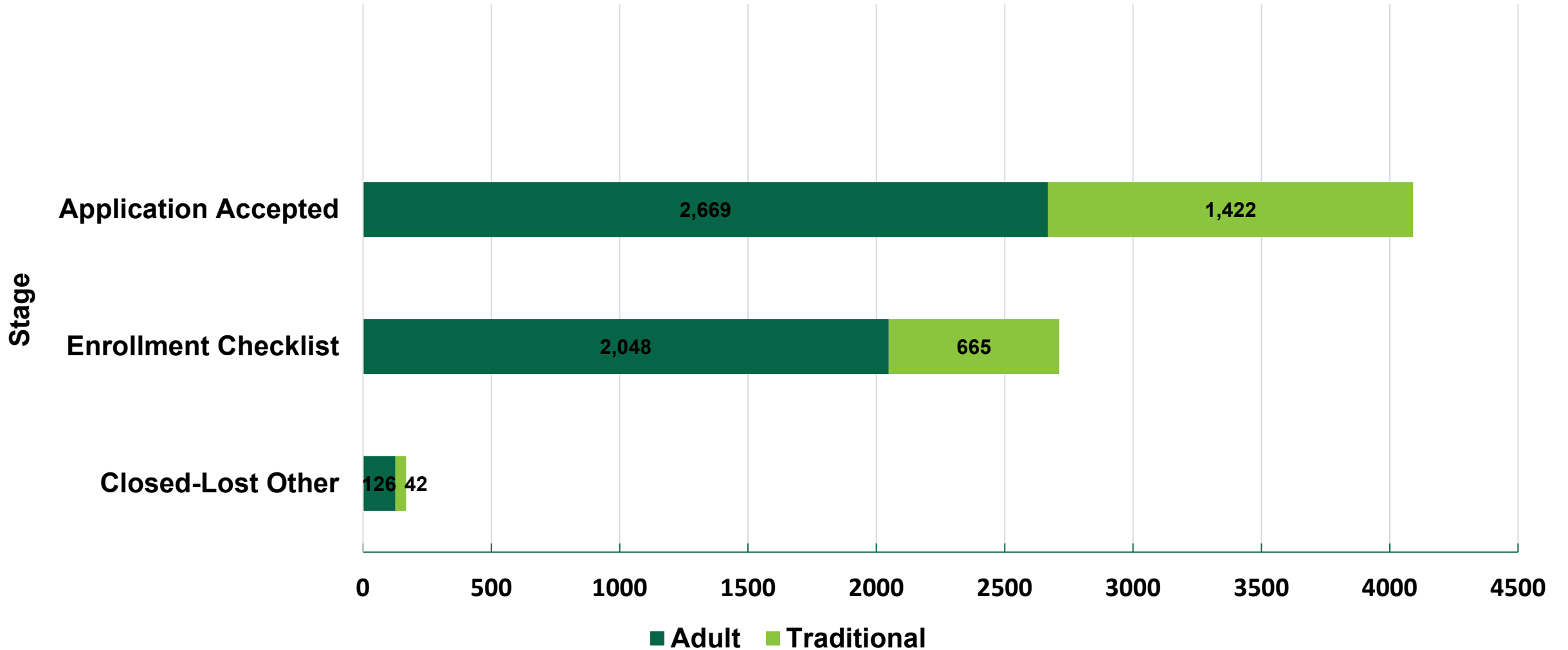
- Continued focus on conversion messaging
- Piloting Introductory meeting
- Providing SO email metrics to increase campus level open rates



Adult vs. Traditional for Spring



Record Count





Adult vs. Traditional for Spring



Considerable opportunity for growth

Can take around 2 years for an adult to decide to go back to school

Focus on case management support

Leveraging Dale Carnegie training

Creating a new Adult focused communication journey

Partner communications with DWD

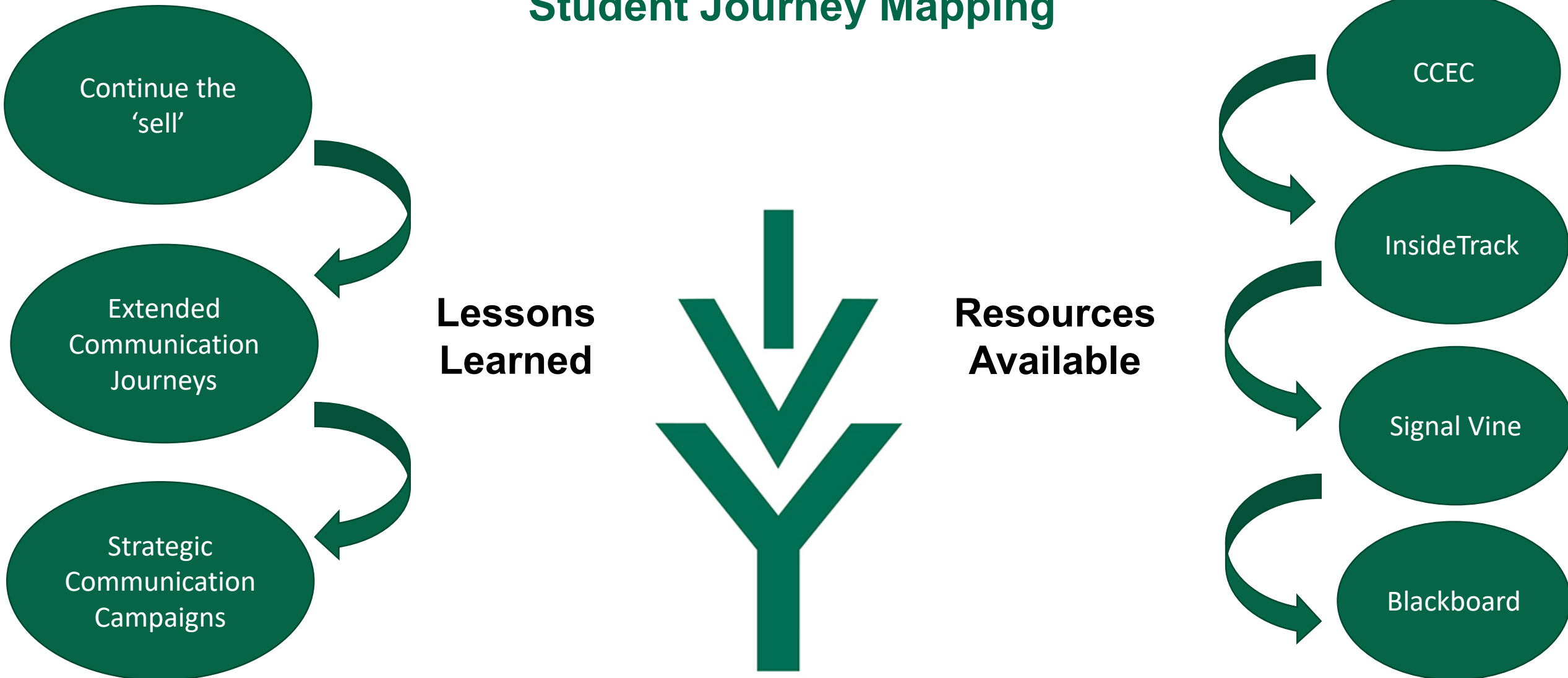
Enhancing digital strategy



Where Have We Been



Student Journey Mapping

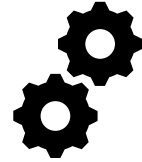




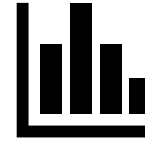
Wins over the Past Year



**Relationships
in Recruitment**



**Conversion
Spend**



**IvyConnect
Reporting**



New Tools



IVY TECH
COMMUNITY COLLEGE

AUDIT COMMITTEE

The report will be given at the State Board of Trustees Meeting on December 2, 2021.

The report will be available the week of November 29, 2021.



IVY TECH
COMMUNITY COLLEGE

State Board of Trustees

Building, Grounds and Capital Committee



December 2, 2021



Building, Grounds and Capital

Amanda Wilson

Vice President For Capital Planning and Facilities



Building, Grounds and Capital

AGENDA

- 1 Hamilton County Campus: Nursing Lab Renovation
- 2 Indianapolis Campus: Believe Building Purchase
- 3 Lake County Campus: Crown Point Land Purchase
- 4 Lake County Campus: East Chicago Welding Lab GMP
- 5 Informational Item: Contracts, Spend

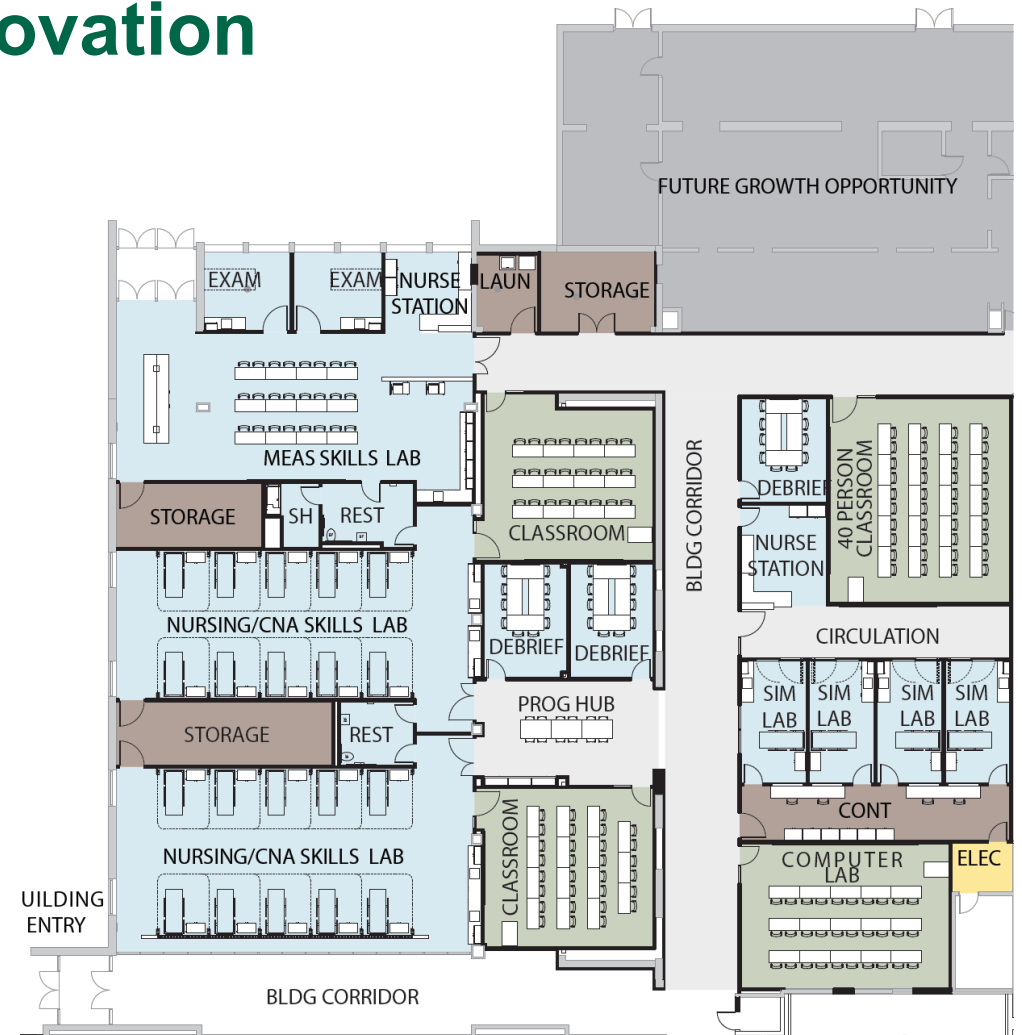


Hamilton Co. Campus



Nursing & Health Science Lab Renovation

- Address: 300 N 17th Street, Noblesville
- Repurpose 16,000 sq ft into lab and class space to support Nursing, CNA and Medical Assisting programs
- Anticipated completion August 2022
- Request approval of JOC contract with Glenroy Construction in the amount of \$1,610,000
- Total cost \$1,750,000



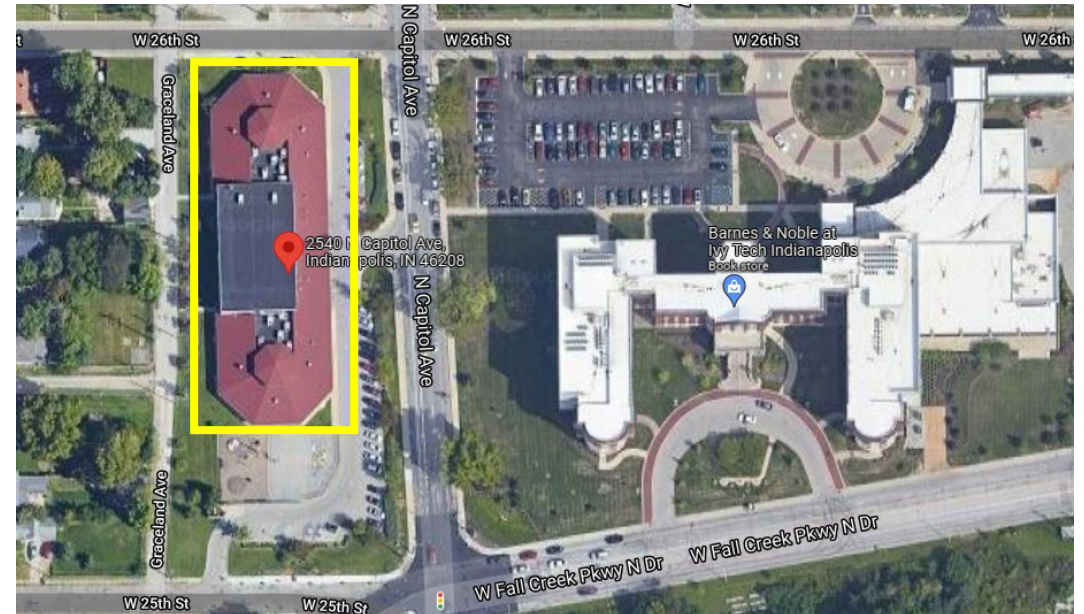


Indianapolis Campus



Believe Building Purchase

- Address: 2540 N Capital, Indianapolis
- Since purchase for \$4.2M in 2012 the Foundation has leased the space to three charter schools
- Space is not needed for College use
- Current tenant is exercising the option to purchase in their lease
- College requests the Foundation board accept offer of \$2.9M





Lake Co. Campus



Crown Point Land Purchase

- Address: 10001 Delaware Street, Merrillville
- Request to purchase 6.41 acres adjacent to Crown Point location for further planning
- Property appraised for \$641,000
- Purdue Research Foundation is asking \$600,000





Lake Co. Campus



East Chicago Welding Lab GMP

- Address: 410 E Columbus Dr, East Chicago
- GMP is established, a design is developed and executed as an addendum to the pre-construction contract
- Pre-construction was approved in August 2021 in the amount of \$30,000
- GMP amendment is \$1,664,105
- Total Larson-Danielson contract \$1,694,105
- Total project cost \$1,800,000

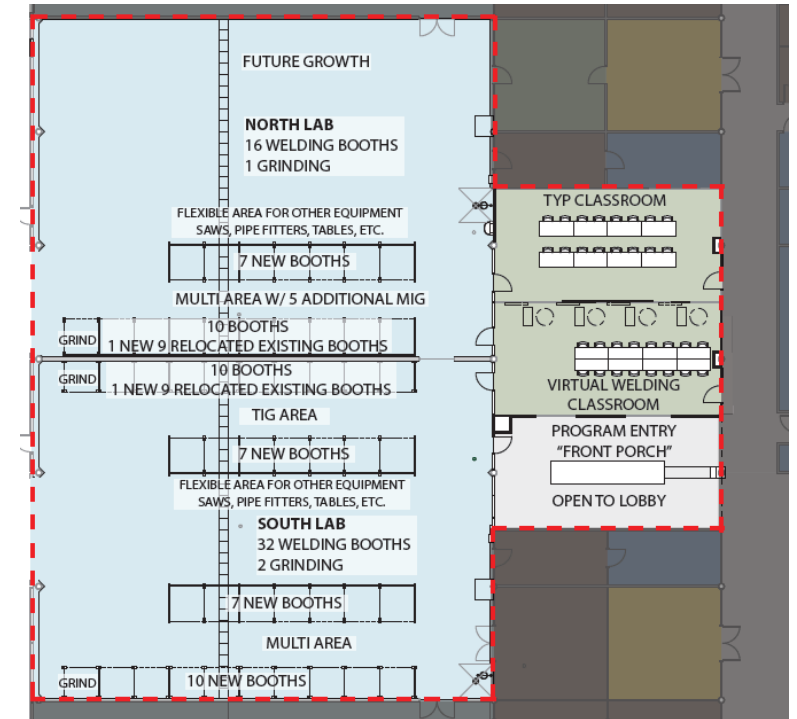




Lake Co. Campus



East Chicago Welding Lab GMP





Approved Contracts, XBE Spend



SBOT Approved Contracts and Minority, Women, Veteran, and Disability-Owned (XBE) Spend

Contract Approvals:

- | | |
|---|-----------------------|
| • Indianapolis OIT HVAC Replacements (JOC) | 77.26% XBE |
| • Indianapolis ASAP Build Out | 28% XBE |
| • Indianapolis A&E Services for Auto Project | 28% |
| • Indianapolis CMc Services for Auto Project | Pending final changes |
| • Elkhart A&E Services for Flex Lab Project | 39.6% |
| • Elkhart CMc Services for Flex Lab Project | 9.10% |
| • Columbus A&E Services for Capital Project | Pending |
| • Columbus CMc Services for Capital Project | Pending |
| • East Chicago HVAC Contract (JOC)- Purchase of equipment | 0% |
| • Muncie Rebuilt Contracts | Pending |



THANK YOU!

QUESTIONS?



IVY TECH
COMMUNITY COLLEGE

State Board of Trustees

Finance & Budget Committee Report



December 2, 2021



Finance & Budget Report

Dominick Chase

Senior Vice President of Business Affairs and
Chief Financial Officer



Finance and Budget

AGENDA

- 1** FY 2021 Financial Report and Audit
- 2** Accounts Receivable Write-Offs
- 3** Bond Refunding – Series X-3
- 4** FY 2021 Budget Update
- 5** Evansville Custodial Services Contract





Annual Financial Report & Audit



SBOA FY 2021 Audit Update

- The State Board of Accounts issued an unmodified opinion for the 2021 fiscal year financial statements
- Unmodified Audit Opinion is where financial statements are presented fairly in all material respects



Accounts Receivable Write-Offs





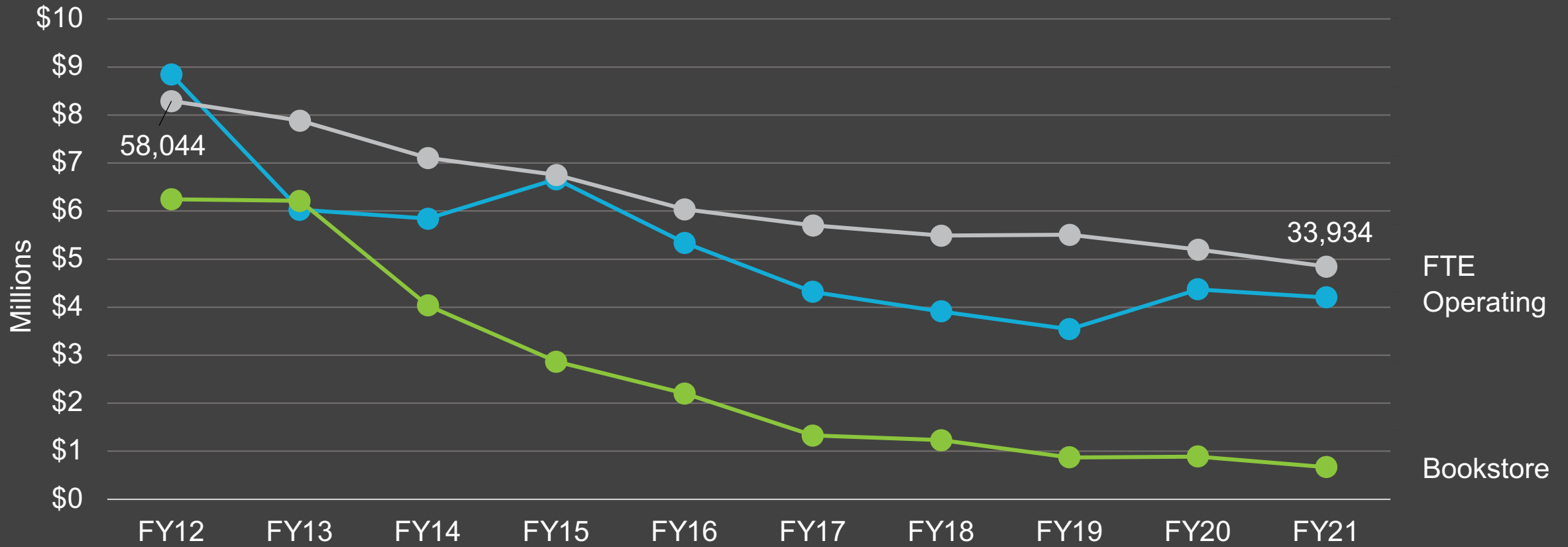
Accounts Receivable Write-Offs

Why it Matters

- Accounts receivable are evaluated annually to determine probability of collection
- The recommended practice is to write off student accounts that will not be collected within one year



Write-Offs





Bond Refunding





Opportunity for Savings

Bonds for Evansville, Madison, Portage, and Valparaiso Projects

- Series O with outstanding principal of \$9,200,000
- Series O refinanced Series I in 2011
- Original rate of 3.52%
- Callable 1-1-2022



Refinancing

Private Placement Structure

- Cost of issuance is lower for smaller refunding amounts
- Stifel serving as Placement Agent
- Received rates from 13 banks reflecting excellent interest

Series X-3 refinancing Series O

- Anticipated rate of 1.12% with a December 2021 closing
- Expected savings of \$633,755



FY 2021 Budget Update

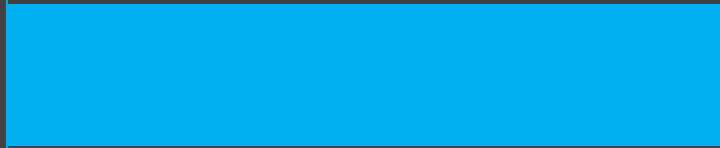




FY 22 Operating Revenue

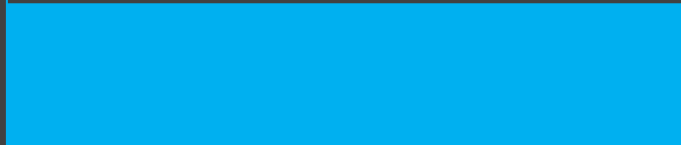
Preliminary November

We planned to receive



\$294.0

We actually received



\$278.1

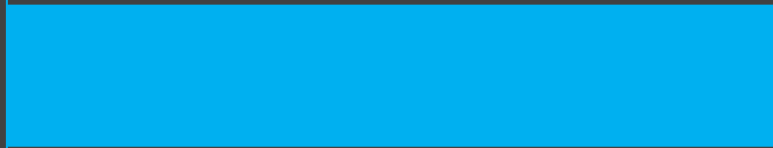




FY 22 Operating Expenses

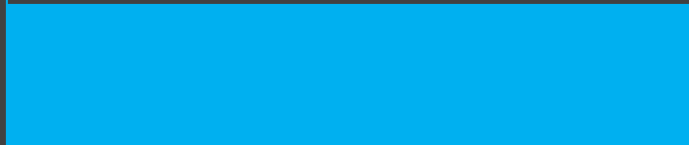
Preliminary November

We planned to spend



\$202.1

We actually spent



\$180.0





Evansville Custodial Services Contract





Board Resolution

Who: Glenn's Cleaning Service

What: Custodial Contract for Evansville

Timeframe: 2 Years

Cost: \$312,775 per year



Questions





IVY TECH
COMMUNITY COLLEGE

State Board of Trustees

Human Resources & Operations



December 2, 2021



Email Signature Block Policy

- Background
- Legal concerns that the policy addresses
 - Discrimination
 - Freedom of speech
- Policy statement
- Email signature block guidelines
 - Required/Permissible, but not required
 - Confidentiality statement
- Enforcement
- Implementation



OIT Approvals



Adobe Software License Renewal

Who: Adobe Inc.

What: Renew Adobe software licenses statewide

Timeframe: February 1, 2022 – January 31, 2025

Cost: \$1,300,000



IvyConnect Salesforce Renewal

Who: Salesforce.com

What: Software licenses renewal to support admissions and enrollment capabilities

Timeframe: January 14, 2022 – January 13, 2023

Cost: Not to exceed \$610,311



Digital Adoption Platform





Why WalkMe



What is WalkMe:

- US company, IPO 6/16/2021
- Augments training by adding in-system help where and when you need it
- On demand “walking you” through your system or application
- Works for any browser and cloud-based product
- Advanced analytics (we now know exactly where people get hung up)
- Built out of co-founder’s need to train his own mother how to use the internet

What we are solving for:

- Training anytime, anywhere 24x7
- Rapid development, rapid deployment (moving at the speed of IT)
- Accelerates digital transformation strategy
- Salesforce, ServiceNow, Canvas, Workday
- Fully-applicable if faculty, staff, or students are remote for whatever reason
- Ever-evolving and rapidly changing training needs at the college



How it Works: Layering



1

GUIDANCE

Contextually drive to action with Walk-Thrus, visual cues and strategically placed content

2

ENGAGEMENT

Shift from reactive to proactive by adding data driven rules for where, when, how and with whom to engage

3

4

AUTOMATION

Better UX and higher productivity by eliminating empty clicks and tedious tasks

1

3

4

3

INSIGHTS

Collect and analyze usage data to identify obstacles and opportunities to engage





IVY TECH
COMMUNITY COLLEGE

State Board of Trustees – December 2021

WalkMe Demo



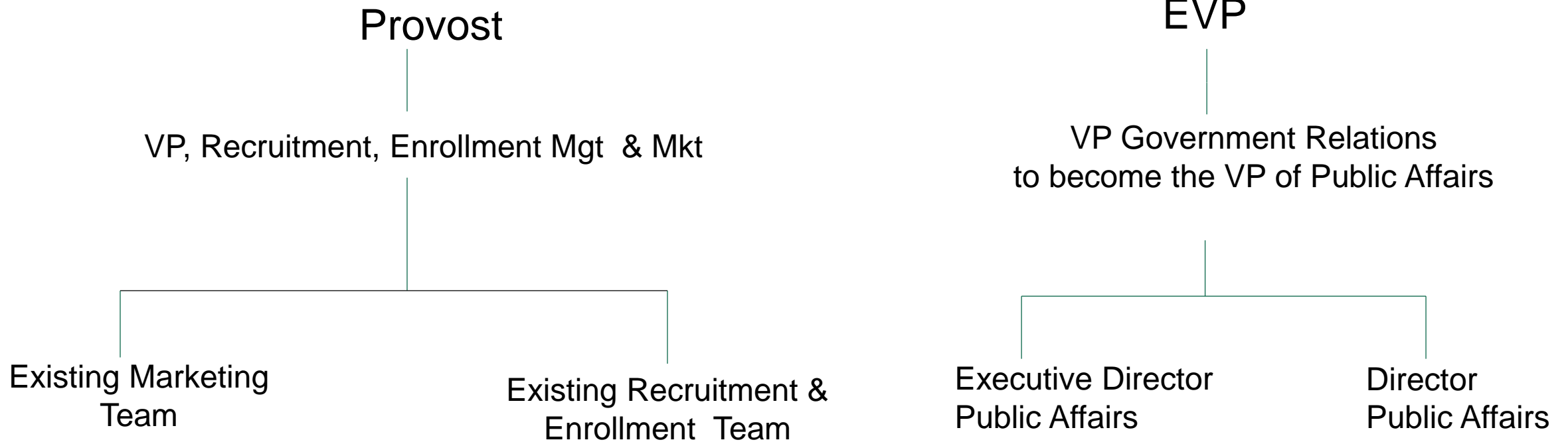


Spring 2021 Marketing Update

Jo Nahod-Carlin & MJ Michalak



Restructure



No net new positions; Public Affairs Team positions created from vacancies in marketing team



Marketing Realignment



Functions of Marketing

- External communications
- Agency(s) management
- Social media strategy & content development
- Media planning & paid marketing
- Brand management
- Website oversight

Functions of Public Affairs

- Serve as media spokespeople
- Media relations
- Media coverage to inform future campaigns
- Government relations strategies
- Internal communications



Public Affairs Update



1:1 Discussions w. Campus MarCom EDs
in progress

Director of Public Affairs Position Posted 11/17

Executive Director of Public Affairs Position will be
posted by January 2022



Marketing Key Priorities



- Localization
- Media Mix
- Programmatic
- Continuing Student

Paid Spend

Communications

- Communication Journeys
- Blackboard Optimization
- Continuing Students

- How To Guides
- Program Guides
- Language Translation
- Strategy Toolkits

Collateral



Where Are We Going



Campus
Visit

- Schedule a Tour

Tuesday
@ The
Tech

- Weekly Enrollment Events

School
Spotlight

- Program Marketing



Brand Refresh Update



BRAND

- **Completed Research**
 - VCES (19)
 - Campus visits (19)
 - Virtual focus groups (10)
- **Creative Testing**
 - Imagery
 - Messaging
 - Data presentation
 - Storyboards

WEBSITE

- **Completed thus far**
 - Site survey
 - Wireframe
 - Site map
- **Up next:**
 - Homepage design
 - Usability testing
- **Phase I completion (Jan launch)**
 - Homepage
 - New site navigation
 - Programs landing page



Brand Refresh Update



FOCUS GROUP FINDINGS

- **Focus groups complete**
 - 10 external key audiences
 - Full key insights report available in February
- **Initial insights**
 - Age, gender and ethnic diversity are all important to prospective students
 - Awareness of Ivy Tech's breadth of programs is low
 - Outcomes messaging very is very motivating to all audiences
 - Current traditional students want help overcoming the stigma of a community college education



Brand Video



CONCEPT | VIDEO :30 | "Days"



VO: The goal isn't graduation day. The goal is every day after. It's the first day in your new career. Your first pay raise. The 5th day of a week-long paid vacation. Or it's the first paid holiday home with your family. It's the day of your last car payment, much sooner than you thought. At Ivy Tech Community College, we don't just care about your degree. We care about your life. And we can get you wherever you want to go. Get started at IvyTech.edu.



Other Brand Elements



CONCEPT | Outdoor Board 1 | *"Days"*





IVY TECH
COMMUNITY COLLEGE

State Board of Trustees

Workforce Alignment



December 2, 2021



Workforce Alignment Committee

AGENDA

1

Completions Update

Dr. Stacy Townsley, VP of Adult Strategy and Statewide Partnerships
Chris Lowery, SVP of Workforce and Careers

2

Franciscan Nursing Partnership

Mary Anne Sloan, VP of Nursing and Health Sciences



Completions Update

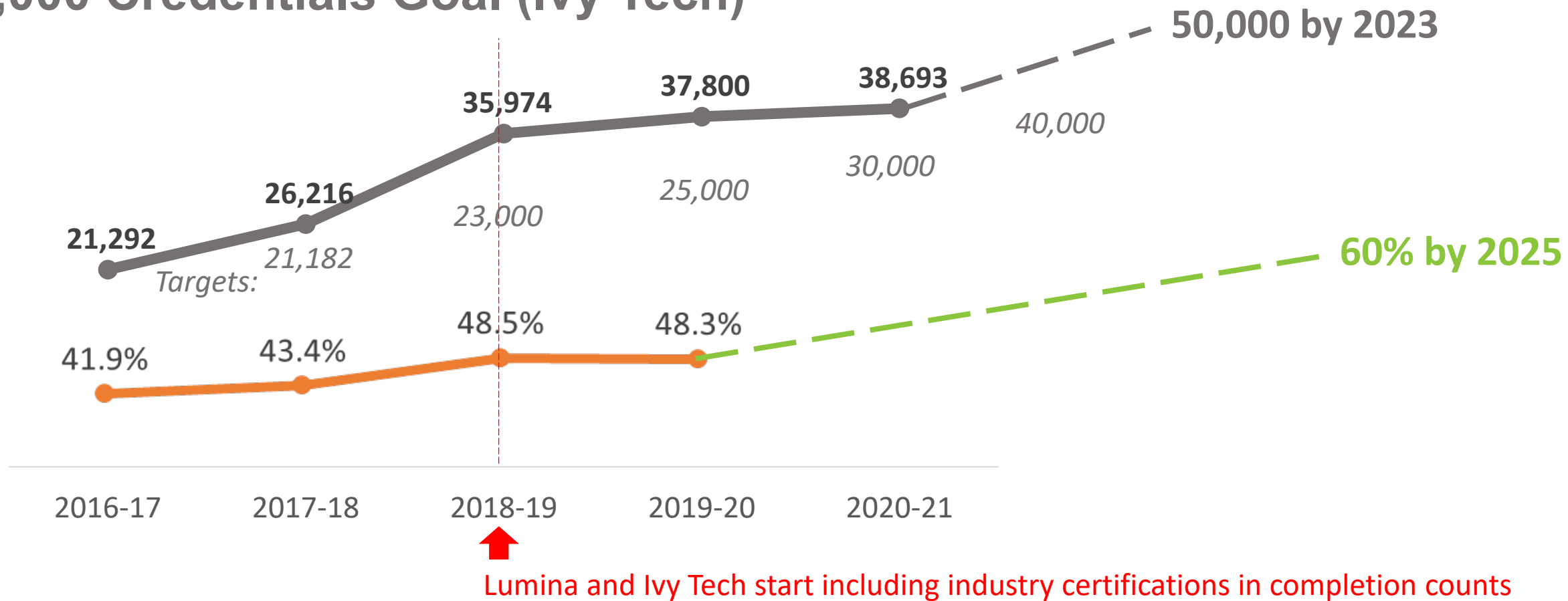
Dr. Stacy Townsley, VP of Adult Strategy and Statewide Partnerships
Chris Lowery, SVP of Workforce and Careers



Completion Trends



60% Post-secondary Attainment Goal (Indiana) and 50,000 Credentials Goal (Ivy Tech)

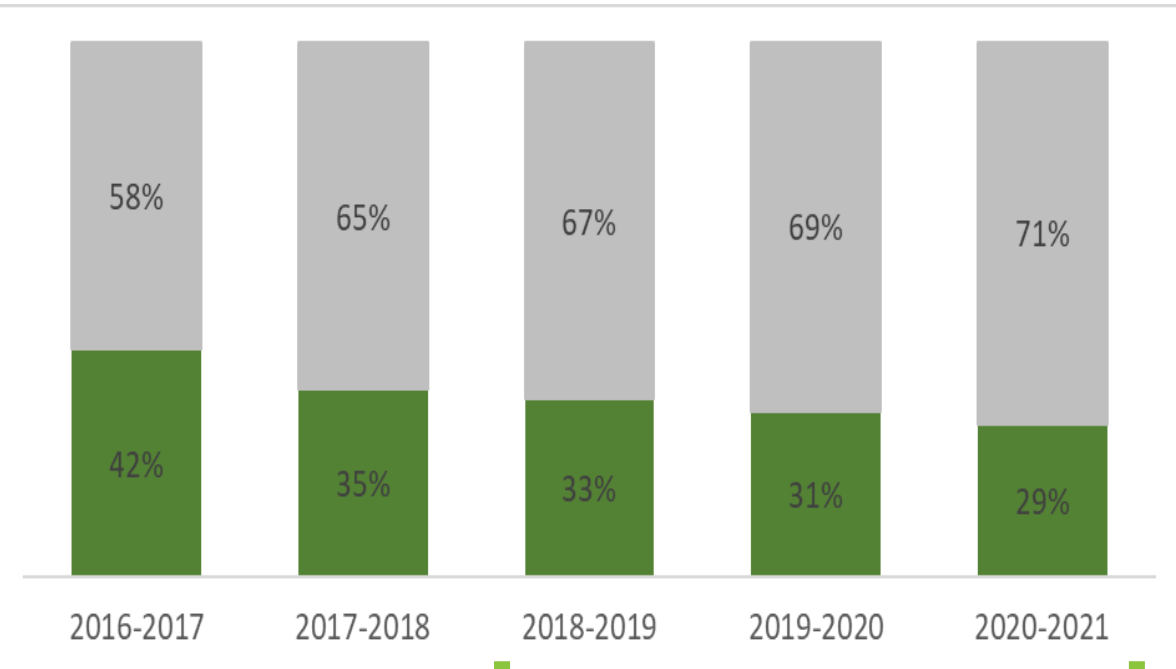




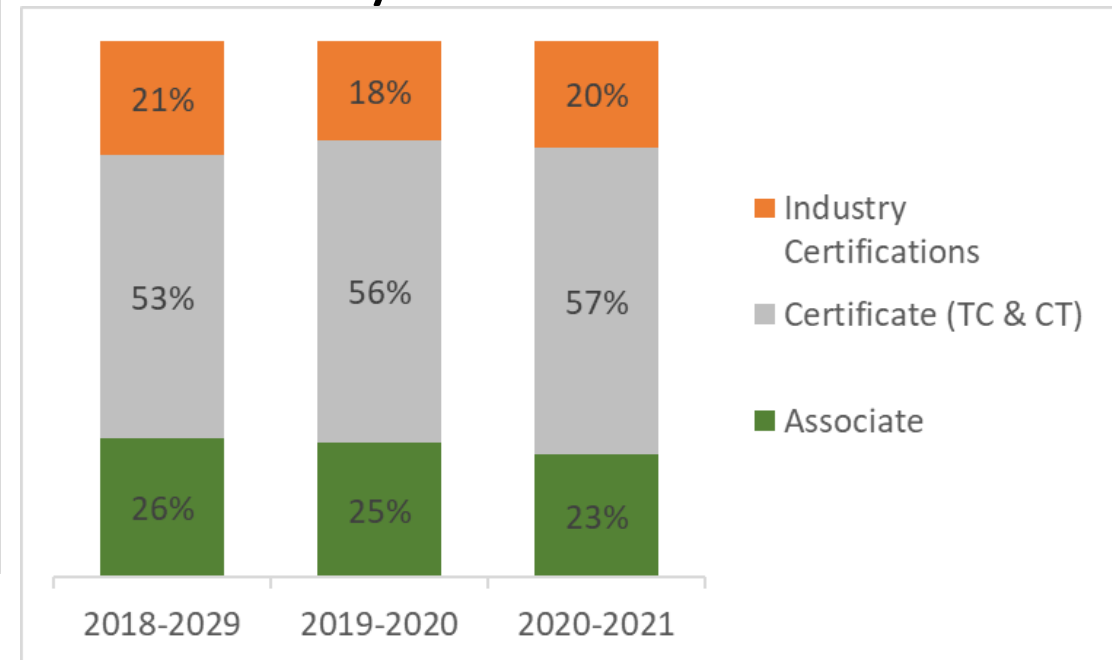
Completions by Credential Type



Certificates (TCs and CTs) represent primary and growing share of completions...



and industry certifications add robust boost





Tracking Industry Certifications

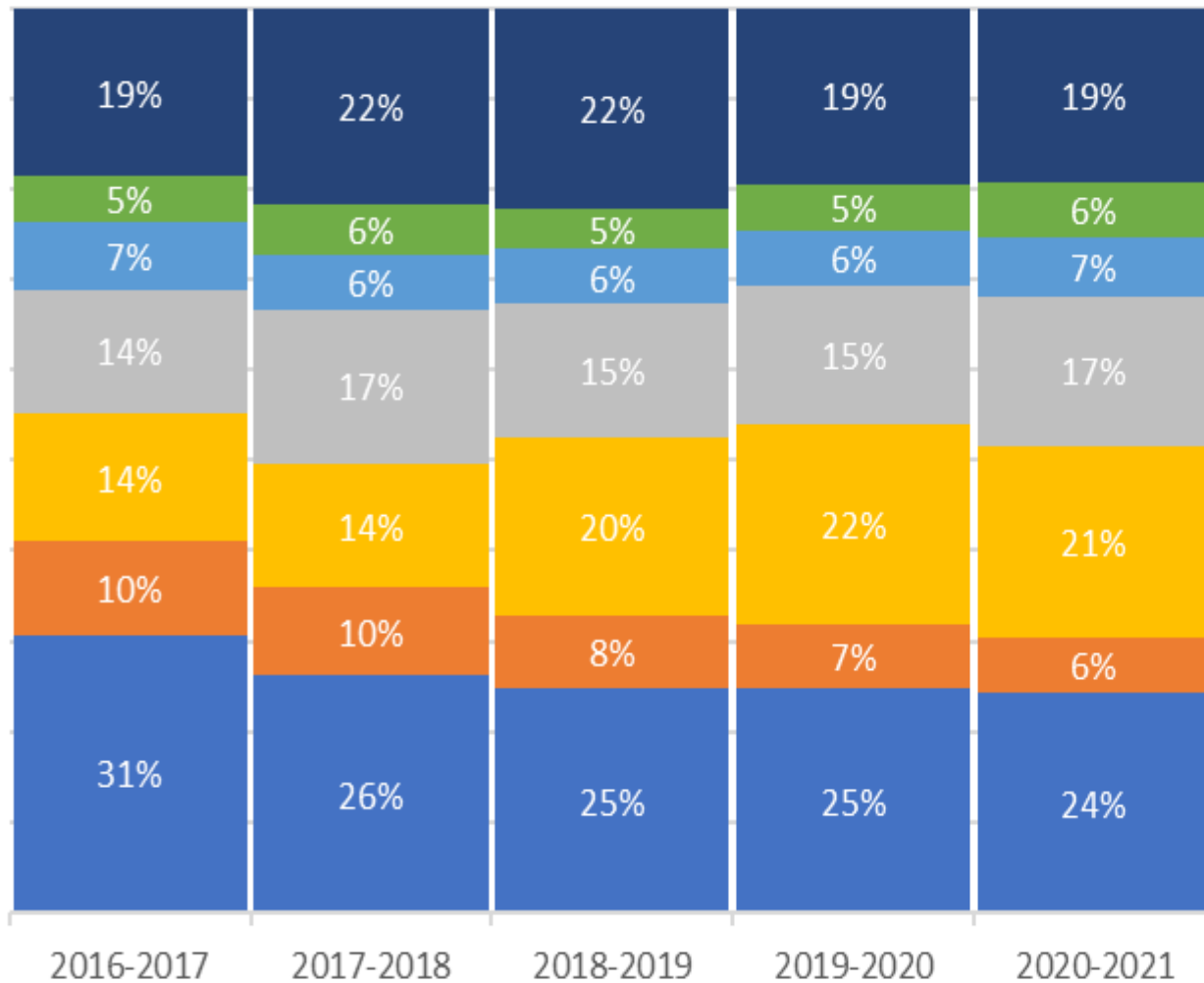


College focusing on tracking high value industry certification completions;
work in progress in partnership with vendors

Advanced Manufacturing, Engineering & Applied Technology	6,486	Business, Logistics & Supply Chain	645
<i>Examples</i>		CDLA	
AWS Welding		Health Sciences	257
ESCO HVAC Excellence		<i>Examples</i>	
MSSC Certified Production Technician		NHA Phlebotomy Technician	
NCCER Construction		Pharmacy Technician	
NIMS CNC Operator		Information Technology	221
SACA Basic Operations		<i>Examples</i>	
Siemens Level 1		CompTIA A+	
		CompTIA Network+	
		CompTIA Security +	
		TOTAL	7,609



Completions by Sector



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

➤ Health Sciences fastest growing share, up 7 pp (from 14% to 21% of total completions)

➤ Indiana College Core TC = 65% (4,856) of all Arts, Sciences & Education completions



Future is Integrated Ecosystem



Ivy Tech and National Context

- Stackable credentials
- Micro-pathway pilots knitting together non-credit and credit
- Workforce Ready Grant and Taking Hoosiers to the Next Level
- Credit for Prior Learning (CPL) – also referred to as PLA
- Partnerships and thought leadership to benefit Ivy Tech and Indiana





Franciscan Nursing Partnership

Mary Anne Sloan, VP of Nursing and
Health Sciences



Franciscan Nursing Fellowship



- ASN students entering their second semester
 - Selected through recommendations and interviews
- Clinicals at Franciscan facilities
- Locations
 - Lake County, Lafayette, Indianapolis
- Spring 22 – 56 students
- 2023 will increase to 100 students



Franciscan Nursing Fellowship



- Students will work 8 – 12 hours per month
- Franciscan will pay up to \$3,200 per semester per student plus fees
- Franciscan will also provide stipends to students

**TREASURER'S REPORT
 IVY TECH COMMUNITY COLLEGE
 SPONSORED PROGRAM FUNDS
 September 1, 2021 THROUGH October 31, 2021**

Grant Number	Campus	Title or Description	Source	Amount	Original Effective Date	Expiration Date
<u>Competitive</u>						
R03735	Lake County	111 Conexus Catapult Program	CICF Foundation	\$ 65,000.00	7/19/2021	6/30/2022
R03734	Lake County	111 COVID-19 Lunch & Learn Discussion	Legacy Foundation Inc	\$ 500.00	6/11/2021	6/10/2022
R03685	Fort Wayne	131 NSF Controlled Environment Ag Educ-Green Censation	National Science Foundation	\$ 569,730.00	8/1/2021	7/31/2024
R03687	Muncie	161 I Pass Single Moms Success	Education Design Lab	\$ 50,000.00	6/10/2021	6/30/2024
R03749	Bloomington	241 PTK Honors in Action 2021-22	Phi Theta Kappa	\$ 1,000.00	8/24/2021	2/7/2022
R03750	Indianapolis	181 SUB Lilly ILI Strengthening Latino Pathways to Professional Careers	Indiana Latino Institutue Inc	\$ 200,000.00	7/23/2021	7/31/2026
RSET22	Systems Office	901 DWD P&I Special Employment & Training - Apprenticeship 21-22	IN Dept of Workforce Development	\$ 4,250,000.00	7/1/2021	6/30/2022
R03751	Evansville	221 DWD Adult Basic Education 2021-22	IN Dept of Workforce Development	\$ 90,368.00	7/1/2021	6/30/2022
R03752	Evansville	221 DWD ABE Test Fees 2021-2022	IN Dept of Workforce Development	\$ 2,500.00	7/1/2021	6/30/2022
R03737	Columbus	201 Heritage Fnd Grant Staircase 2021-22	Heritage Fund, The Community	\$ 150,000.00	8/18/2021	8/18/2022
		171 Wabash Valley Community Fnd School of Health Sciences Renovation Phase II 21				
R03753	Bloomington		Wabash Valley Community Foundation	\$ 50,000.00	4/15/2021	4/15/2023
R03732	Bloomington	241 DWD Adult Basic Education 2021-2022	IN Dept of Workforce Development	\$ 69,222.00	7/1/2021	6/30/2022
R03754	Bloomington	241 DWD ABE HSE Testing Fees Reimbursement 21-22	IN Dept of Workforce Development	\$ 2,500.00	7/1/2021	6/30/2022
R02708	Indianapolis	181 SUB NSF EIDEW- IU (Increase)	Indiana University	\$ 14,738.00	9/15/2016	8/31/2021
R03469	Bloomington	241 IEDC SBDC Cares Act COVID-19 Relief (Increase)	Indiana Economic Development Corpotation	\$ 17,515.00	4/1/2020	12/31/2021
RTAL17	Lake County	111 Talent Search at Northwest 2017-2022 (Yr 5 Increase)	US Department of Education	\$ 323,420.00	9/1/2017	8/31/2022
R03516	Indianapolis	181 USDOE TRIO SSS 2020-25 Central Indiana (Increase)	US Department of Education	\$ 275,105.00	9/1/2020	8/31/2025
R03509	Lake County	111 USDOE TRiO SSS 2020-2025 Lake County (Increase)	US Department of Education	\$ 261,888.00	9/1/2020	8/31/2025
R03524	Fort Wayne	131 USDOE TRiO SSS 2020-25 Fort Wayne (Increase)	US Department of Education	\$ 275,105.00	9/1/2020	8/31/2025
R03507	Richmond	191 USDOE TRiO SSS 2020-2025 Richmond (Increase)	US Department of Education	\$ 261,888.00	9/1/2020	8/31/2025
				Competitive Total:	\$ 6,930,479.00	
<u>Non-Competitive</u>						
R03705	Systems Office	901 US DOE ARP SIP III (Increase R03399 & R03469)	US Department of Education	\$ 6,576,246.00	6/1/2020	6/20/2022
				Non-Competitive Total:	\$ 6,576,246.00	
				Total Board Report:	\$ 13,506,725.00	

**IVY TECH COMMUNITY COLLEGE
SPONSORED PROGRAM FUNDS
July 1, 2021 THROUGH October 31, 2021**

	<u>Grants & Contracts</u>
Total this Report	\$ 13,506,725.00
2021-2022 YTD-Total to Date	\$ 30,105,791.00
2020-2021 Fiscal Year-End Total	\$ 183,415,188.87
2019-2020 Fiscal Year-End Total	\$ 61,493,223.00
2018-2019 Fiscal Year-End Total	\$ 22,580,366.00
2017-2018 Fiscal Year-End Total	\$ 18,122,815.00
2016-2017 Fiscal Year-End Total	\$ 25,626,665.00
2015-2016 Fiscal Year-End Total	\$ 18,906,875.00
2014-2015 Fiscal Year-End Total	\$ 20,718,246.00
2013-2014 Fiscal Year-End Total	\$ 27,105,576.00
2012-2013 Fiscal Year-End Total	\$ 23,049,587.00

**September 1, 2021 THROUGH October 31, 2021
Reconciliation**

On SPA BR but not on GM BR

Grant #	Proposal #	Name	Amount	Notes:
Competitive				
R03750	S00002304	181 SUB Lilly ILI Strengthening Latino Pathways to Professional Careers	\$ 200,000.00	Included on GM July - August 21 BR
R03734	S00002310	111 COVID-19 Lunch & Learn Discussion	\$ 500.00	Included on GM July - August 21 BR
R03735	S00002311	111 Conexus Catapult Program	\$ 65,000.00	Included on GM July - August 21 BR
R03687	S00002297	161 I Pass Single Moms Success	\$ 50,000.00	Included on GM May - June 21 BR
R03685	S00002111	131 NSF Controlled Environment Ag Educ-Green Censation	\$ 569,730.00	Included on GM January - February 21 BR
R03751	S00002286	221 DWD Adult Basic Education 2021-22	\$ 90,368.00	Included on GM May - June 21 BR
R03752	S00002286	221 DWD ABE Test Fees 2021-2022	\$ 2,500.00	Included on GM May - June 21 BR
		171 Wabash Valley Community Fnd School of Health Sciences		
R03753	S00002203	Renovation Phase II 21	\$ 50,000.00	Included on GM March - April 21 BR
R03732	S00002267	241 DWD Adult Basic Education 2021-2022	\$ 69,222.00	Included on May - June 21 BR

Competitive Total: \$ 1,097,320.00

Non-Competitive

Non-Competitive Total: \$ -

Total: 1,097,320.00

On GM BR but not on SPA BR

Grant #	Proposal #	Name	Amount	Notes:
Competitive				
	S00002207	221 DOL SUB City of EV YouthBuild	167,140.00	Waiting on SPFR or might be a Contract
R02856	S00002312	161 USDOE Upward Bound 21-22 Increase	255,543.00	Included on July - Aug. SPA BR
	S00002315	901 PepsiCo Fnd UpLift Scholarship	400,000.00	Waiting on PD to complete SPFR
R03455	S00002342	181 NIEHS HazMat Yr2 Increase	148,000.00	Included on July - Aug. SPA BR
	S00002347	141 Caterpillar Fnd SMDI 2022	128,301.00	Established November 2021
	S00002351	201 EIAHEC PeriopSim Mini-Grant 21	1,670.00	Waiting on SPFR

Competitive Total: 1,100,654.00

Non-Competitive

Non-Competitive Total: -

Total: 1,100,654.00

\$	13,506,725.00	SP Report Total
\$	(1,097,320.00)	items not on GM report but on SP report
	<u>1,100,654.00</u>	items on GM report not on SP report
\$	<u>13,510,059.00</u>	GM report Total



IVY TECH
COMMUNITY COLLEGE

State Board of Trustees President's Report



December 2, 2021



President Awards Winner



Gerald I. Lamkin Award for Excellence in Instruction



Catherine Swinney
Adjunct Faculty, Clinical Instructor PN
and ASN Nursing Programs
Columbus Campus

Glenn W. Sample Founder's Award for Excellence in Instruction



James Hamilton
Associate Professor
Mechanical Engineering Technology
Indianapolis Campus



ATHENA Award Nominee



Women in Business Unlimited Announces 2021 ATHENA Award Nominee



Dr. Mia Johnson, Chancellor Anderson Campus



COVID-19 Response Update



- **Booster Shot Incentive program has been launched.**
 - Provides a \$100 gift card in exchange for uploading vaccination documentation.
- **Averaging thirty (30) COVID-19 cases per week.**

This represents an increase from a month ago. Increase is not specific to any one campus or region.
- **OSHA Emergency Temporary Standard on hold.**
 - Vaccine mandatory or weekly testing
 - If upheld, effects only employees, not students
 - Will not be implemented if court rules against OSHA
 - Ivy Tech is in position to comply with ETS if upheld
- **General Assembly may also take action in legislative session.**



Vaccine Update



The Office of Information Technology developed in-house a tracking system built on ServiceNow for vaccine status. This includes secure and compliant dashboard reporting.

Vaccine Profile Count by Student

865

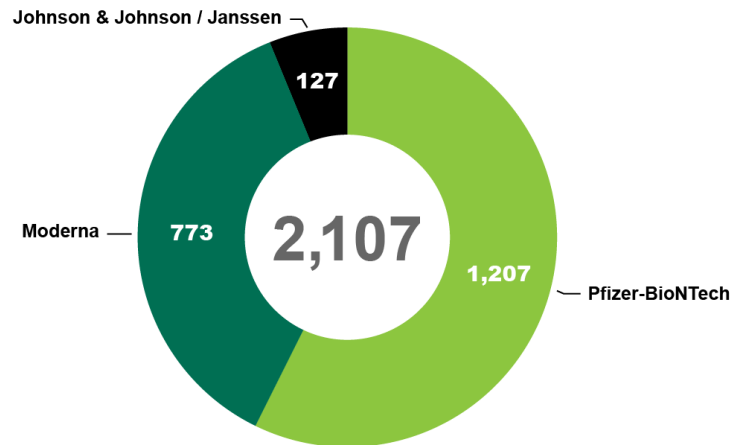
Vaccine Profile Count by Staff

1,400

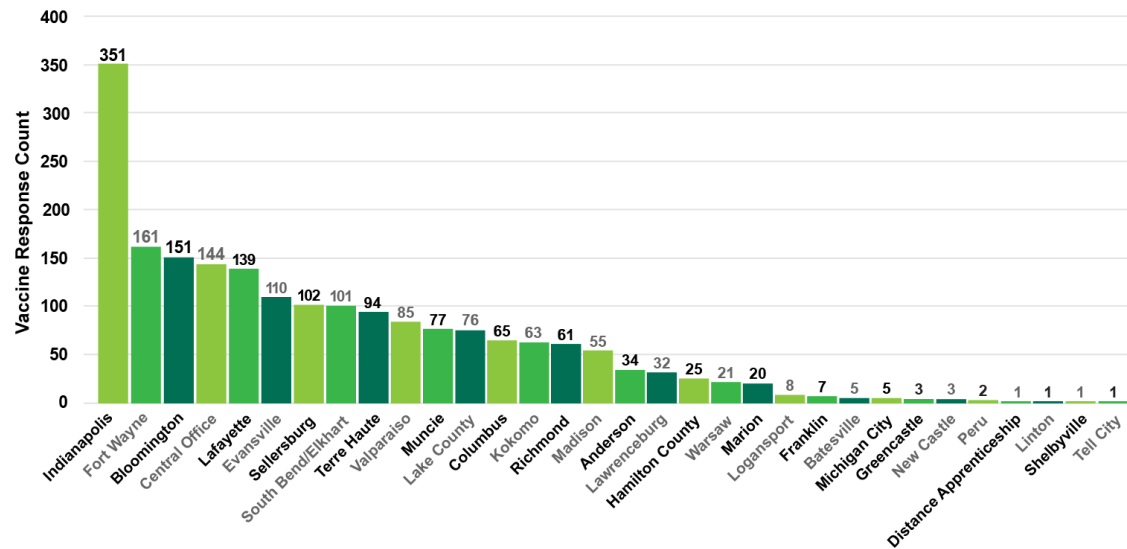
Vaccine Profile Count by Faculty

996

Vaccine Profile Count by Vaccine



Vaccine Profile Count by Campus



















Booster Reward Count = 1,319





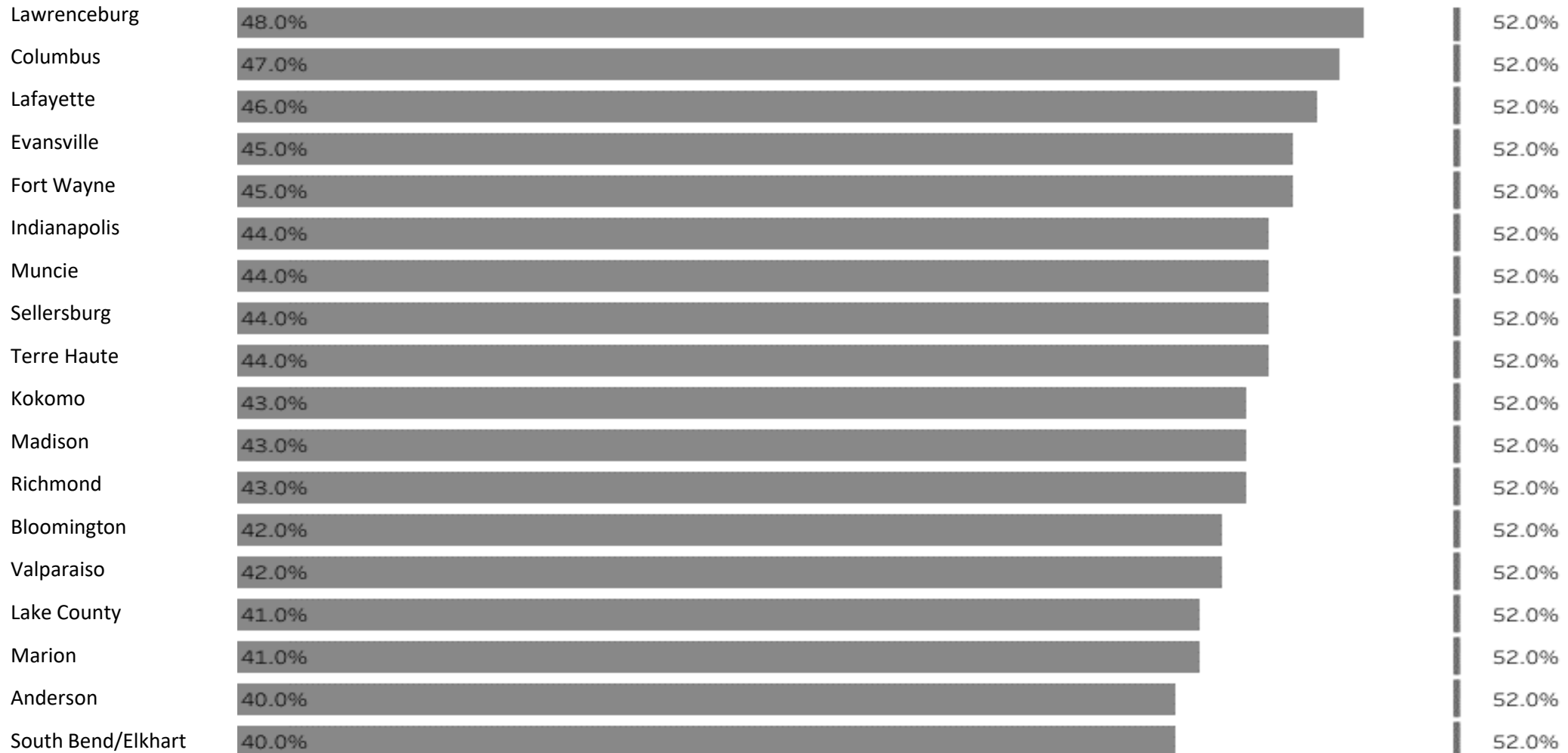
Strategic Plan – Metrics That Matter



	GOAL 1: STUDENT SUCCESS	Fall to Fall Retention Fall to Spring Retention	
	GOAL 2: RECRUITMENT & ENROLLMENT	Total Revenue-Generating Headcount Total Revenue-Generating Headcount Recruits	
	GOAL 3: COMPLETIONS	Annual Credentials	
	GOAL 4: WORKFORCE	Median Wages Programs Matched to Demand	
	GOAL 5: EMPLOYEE	Employee Engagement	
	GOAL 6: FINANCIAL	Stewardship Funds Raised	
	GOAL 7: COMMUNITY	Community Engagement	
	GOAL 8: DIVERSITY, EQUITY, & BELONGING	Equity Gaps Belonging Score Affirmative Action Plans	



Goal 1: Fall-Fall Retention





Goal 1: Spring Retention Initiatives



- **Advising 3.0**
 - Listening Sessions with Faculty, Staff, and Students through December 2021
 - Implement improvements based on data and feedback
- **IvyAchieves Implementation**
 - Enhance retention and success of students using incentives and free course retakes when student success behaviors are exhibited
- **FYIvy Revamp launches late spring**
 - Ensure students have essential information necessary to start strong
- **ACUE Grant with Gates Foundation**
 - Targeted towards gateway courses with large equity gaps in performance



Goal 1: Student Leadership Academy

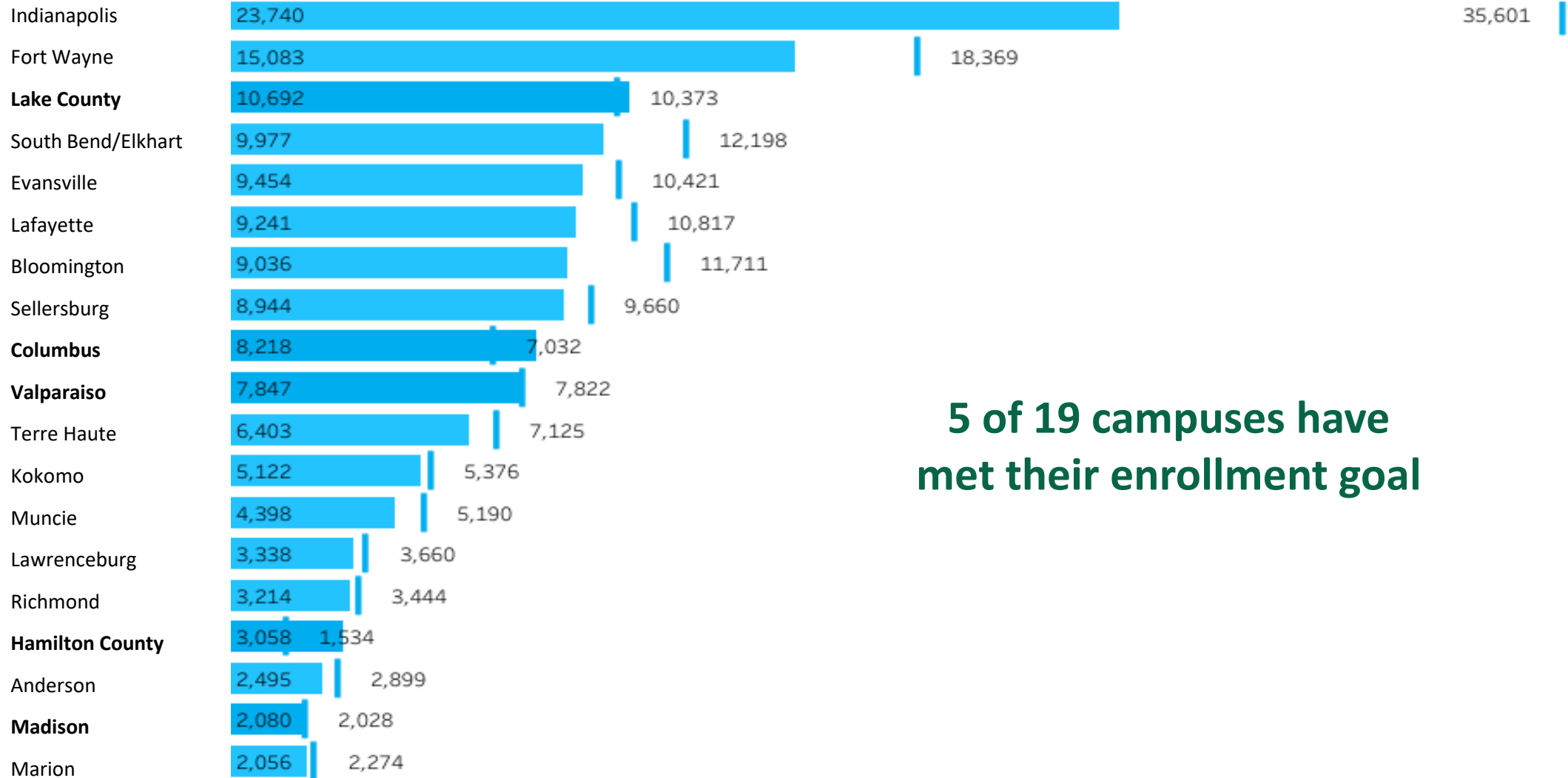


- **Recognize and honor students who have successfully completed SLA, a leadership development program specifically designed for Ivy Tech students.**
- **The goals of the program are to:**
 - develop students' leadership and professional development skills
 - develop future student and alumni leaders
 - increase retention of students from fall to spring semester, and increase students pride in the College.





Goal 2: All-In Enrollment (to date)



5 of 19 campuses have met their enrollment goal



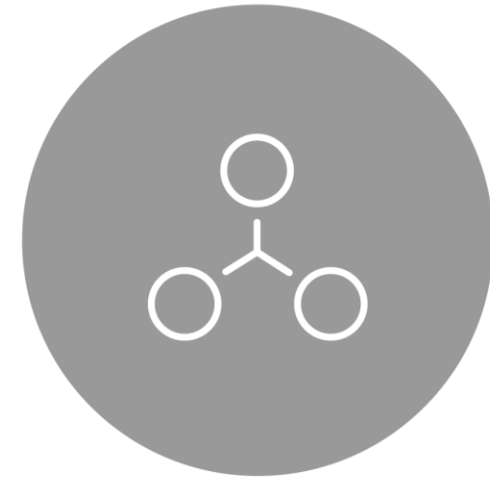
Goal 2: Spring Enrollment Initiatives



**Conversion
Campaigns**



**Targeting
Continuing
Students**



**Piloting AI
Technology**



Goal 2: Release of Transcripts



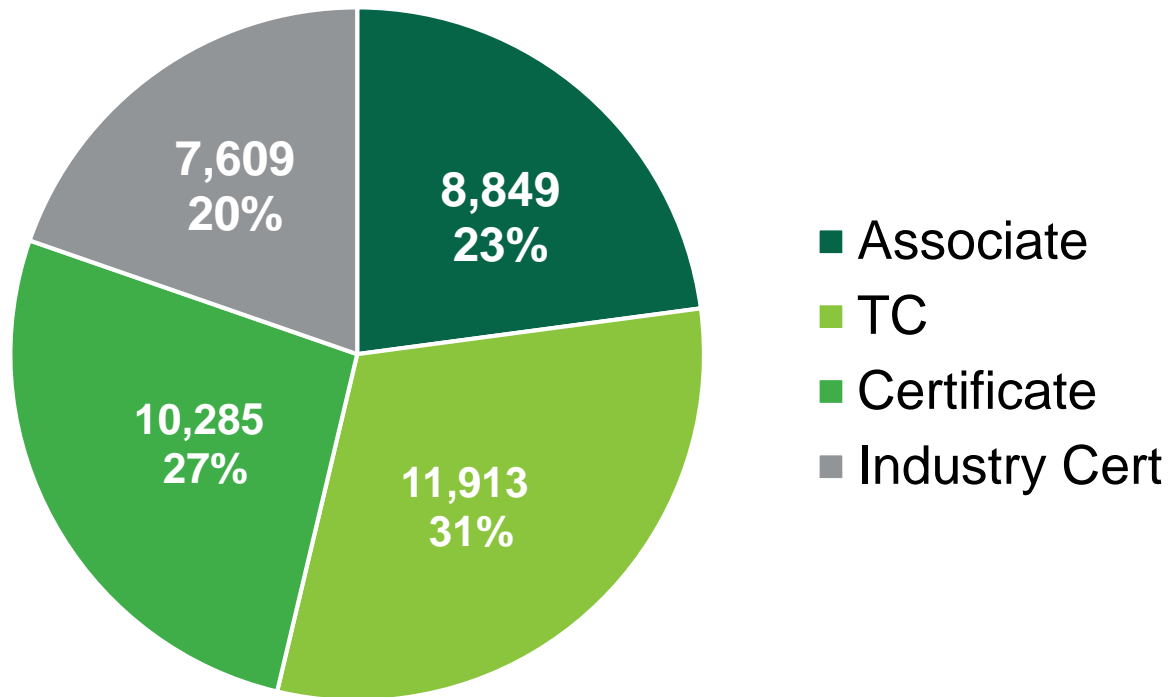
- **Currently, students who have an outstanding balance may not get their transcript.**
 - This is a widely held state and nationwide policy
 - Ivy Tech has a hold on more than 81,000 transcripts
 - We had already begun to forgive smaller amounts of debt
- **Change in Transcript Hold Policy considerations**
 - Proven success of state tax intercept
 - Effectiveness of the Billing and Debt Collection Hub to standardize/improve student communication and bad debt recovery
- **Releasing Transcripts will:**
 - Encourage students to continue their education and degree completion
 - Make it easier for students to provide documentation of knowledge/skills to potential employers
 - Remove a barrier to long-term career advancement, which may improve prospects of collecting an outstanding balance



Goal 3: Completions



✓ **Total Completions = 38,656**
(Goal = 25,000)





Goal 4: Nursing Expansion



+33%

Enrollment increase
(600 new students)

\$6.1M

Tuition
(600 new students)

\$299K

Program fees
(600 new students)

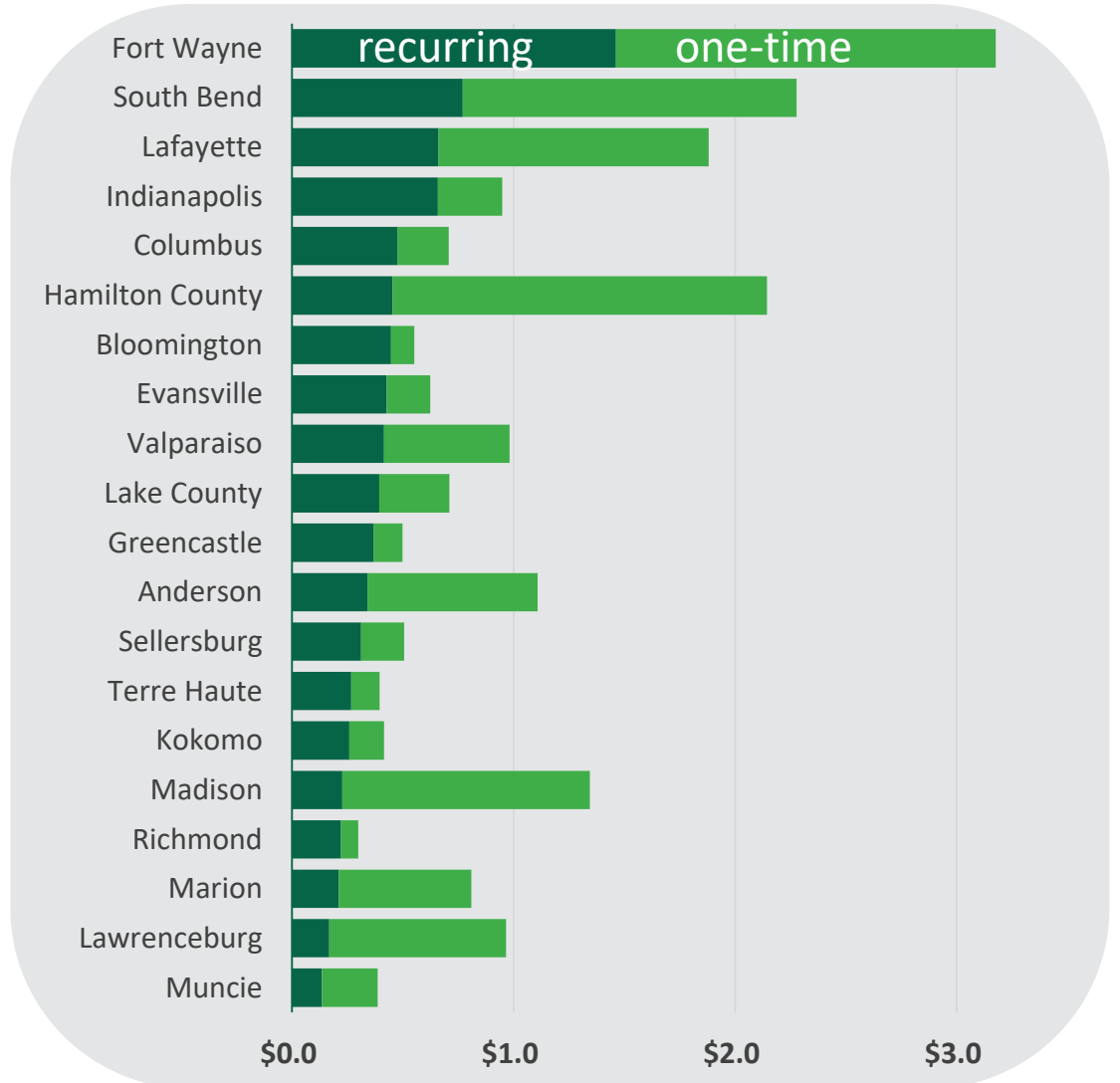
+\$8.7M

Recurring costs

\$12.1M

One-time costs

Costs (millions)





Goal 5: Employee



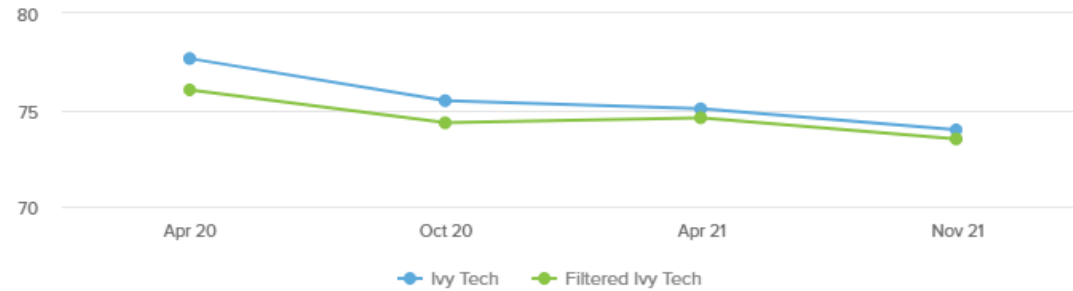
Emplify Employee Engagement Survey – Fall 2021

Emplify Score



Emplify Score Trend

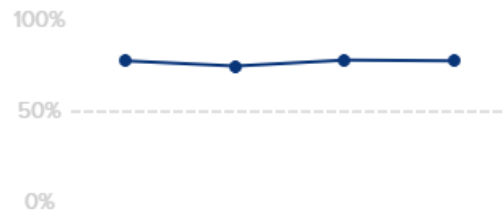
-1.10 pts.
Since April



Response Rate

80%

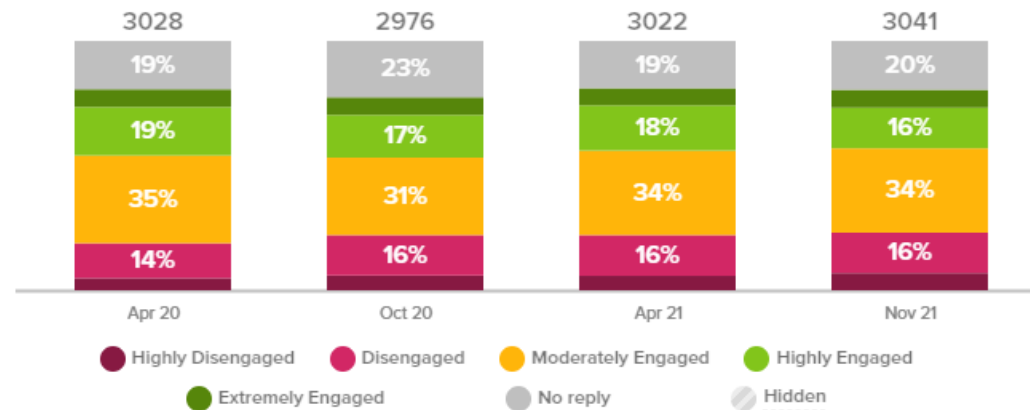
2446/3041



Engagement Breakdown

COUNT

PERCENT





Goal 5: Policy Fellows Program



- **Internal Ivy Tech non-partisan professional development program.**
- **“Build the bench” statewide on creation and support of institutional advocacy at the local, state, and federal level.**
- **Focuses on four competencies:**
 - Executive leadership training and professional development
 - State and federal level policy and politics
 - Networking and relationship building
 - Advocacy strategies, tactics, and communications techniques.
- **Will visit Indiana Statehouse during legislative session and experience an advocacy trip to Washington, D.C.**

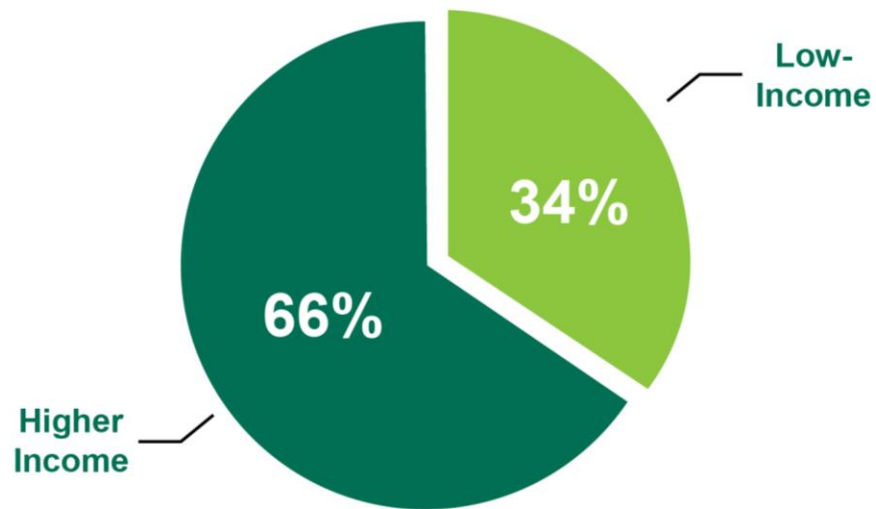


Goal 8: Dual Credit Equity

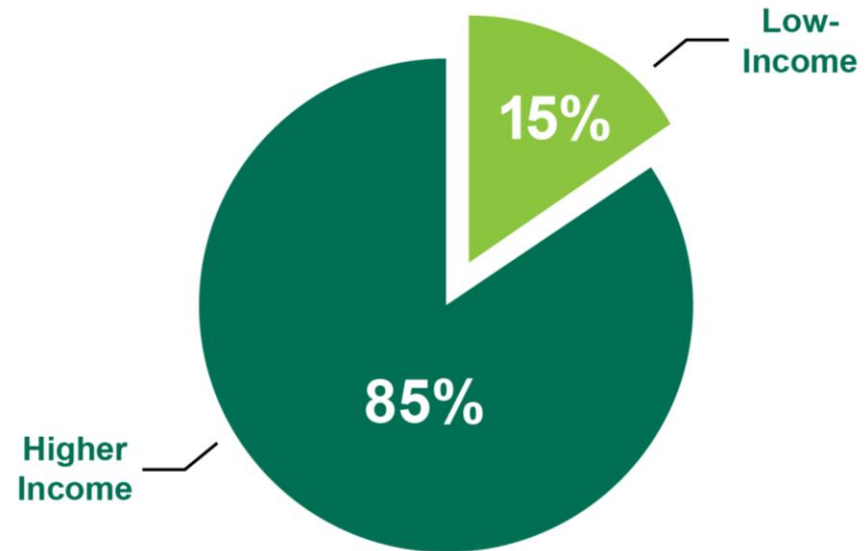


Dual Credit can and should play a role in our equity work.

EQUITY: Income Status of Dual Credit Students



EQUITY: Income Status of AP Students





Good news: IDOC Vocational Services



- **Ivy Tech has been selected as the vendor in response to provide vocational services to the Indiana Department of Correction.**
 - In-house vocational programs at 13 IDOC facilities to serve 2,500 offenders/yr.
 - Out-custody non-credit vocational programs serving 600/year at 7 facilities.
Opportunity to expand these offerings.
- **47 employees dedicated to the in-house contract objectives will transition to ITCC; out-custody training is provided through 7 CCEC programs at Ivy Tech campuses statewide.**
- **Contract to begin Jan. 1, 2022; 4-year renewable contract; \$27M total.**
- **Starting conversations about how to provide academic offerings to IDOC through Second Chance Pell beginning July 2023.**



Thank you for your support of Ivy Tech!



APPOINTMENT OF CAMPUS BOARD TRUSTEES

RESOLUTION NUMBER 2021-57

WHEREAS, the Anderson, Evansville and Kokomo Campuses have recommended individuals to serve on their campus Boards.

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

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

**STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
OF INDIANA**

Stephanie Bibbs, Chair

Kim Emmert-O'Dell, Secretary

Dated December 2, 2021

Exhibit A
Resolution 2021-57

ANDERSON

Name

Clayton Whitson

Constituency

Commerce

Expiration of Term

6/30/2024

EVANSVILLE

Name

Cory Menke

Constituency

Manufacturing

Expiration of Term

6/30/2024

KOKOMO

Name

Linda Gill

Constituency

Commerce

Expiration of Term

6/30/2024

RESOLUTION ON PERFORMANCE AND COMPENSATION METRICS

RESOLUTION NUMBER 2021-59

WHEREAS, the Board of Trustees of Ivy Tech Community College has established performance metrics reflecting the College's priorities to improve student success, and

WHEREAS, the performance metrics are linked to the College's Strategic Plan, Our Communities. Your College. Pathways for Student Success and a Stronger Indiana, and

WHEREAS, pursuant to the President's employment agreement with the Board an incentive bonus may be awarded the President at the Board's discretion based on the College achieving the above referenced performance metrics.

NOW THEREFORE BE IT RESOLVED, the Board authorizes an incentive bonus in the amount \$85,000 for fiscal year 2020-2021 be paid to President Sue Ellspermann based on the achievement of the performance metrics.

**STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
OF INDIANA**

Stephanie Bibbs, Chair

Kim Emmert O'Dell, Secretary

Dated December 2, 2021