

**MINUTES OF THE MEETING OF THE STATE
BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
April 4, 2019**

Chair Paula Hughes-Schuh called the special meeting of the State Board of Trustees to order at 1:00 pm at the Marion Campus, 261 Commerce Drive, Indianapolis, Indiana

ROLL CALL

Trustee Paula Hughes-Schuh called the roll and the presence of a quorum was announced.

The following State Trustees were present:

**Ms. Paula Hughes-Schuh, Chairperson
Mr. Terry Anker, Vice Chair
Ms. Marianne Glick, Secretary
Mr. Jesse Brand
Mr. Michael R. Dora
Ms. Kim Emmert O'Dell
Ms. Gretchen Gutman – via phone
Mr. Stewart McMillan
Mr. Steve Schreckengast
Mr. Kerry Stemler
Mr. Andrew W. Wilson**

The following Trustees were absent:

**Mr. Bradley Clark
Mr. Larry Garatoni
Mr. Harold Hunt
Ms. Stephanie Wade**

A. NOTICES OF MEETING MAILED AND POSTED:

Trustee Marianne Glick Secretary, confirmed that notices of the April 4, 2019, regular meeting were properly mailed and posted.

B. APPROVAL OF BOARD MINUTES:

Trustee Anker moved for approval of the minutes of the February 6, 2019, special board meeting. Trustee Stemler seconded the motion and the motion carried unanimously.

Trustee Brand moved for approval of the minutes of the February 6, 2019, special board meeting. Trustee Dora seconded the motion and the motion carried unanimously.

C. COMMITTEE REPORTS:

Item 1 Chairperson Hughes-Schuh reported the Board met in an Education Session in which they discuss College Athletics, Higher Learning Commission Prep

Item 2 Chairperson Hughes-Schuh called upon Trustee Michael Dora for a report from the Academics & Student Experience Committee. Trustee Dora reported there are no action items for approval. Trustee Dora called upon Provost, Dr. Kara Monroe for a committee update. Dr. Monroe reminded the Board of the HLC Reaccreditation visit taking place April 15 – 18. Board members are invited to attend a dinner with the Peer Corps Team on April 15.

Dr. Russ Baker presented an update on the Transfer As A Junior initiative at Ivy Tech. Ivy Tech is now offering a total of 18 single articulation pathway programs. The most recent addition is Secondary Education in fall 2018. Transfer as a Junior enrollment has grown from 3166 in the fall of 2015 to 9471 in Spring 2019. Of the students currently enrolled, the two largest enrollments are in business administration with 2,171 students and nursing with 1425. Other large programs are elementary education, human services social work and psychology. Russ mentioned specifically that he is pleased that we have over 400 students enrolled in the biology program and over 500 in Computer Science.

Ivy Tech has had 1739 students completing a Transfer As A Junior degree through fall 2018 and will be well over 2000 graduates after the spring semester. By taking their first two years at Ivy Tech, Transfer As A Junior students have saved over \$17 million since the program was initiated.

Dr. Bowne provided an overview of the coaching process that the Operations team uses to support campuses, with a focus on strategic enrollment management. The College has contracted with Ruffalo Noel Levitz to provide strategic enrollment management coaching to four campus teams and a Systems Office team. This work is expected to assist the College to meet metrics we have set regarding enrollment, retention, and completions.

Mr. Fanter provided an enrollment update. Annual revenue generating headcount is at about 95,000 which is about 5.5% short of the strategic plan goal of 100,472. Four campuses are meeting their strategic plan goals. This number is also just above last year's annual enrollment total,

which is a shift in the growth trend over the last few years. In looking at just this spring term and FTE numbers, eight of our 19 campuses are seeing increased numbers. Overall statewide spring FTE is slightly below where enrollment was at this time in 2018. As 2019 comes to a close the College is shifting its focus on the 2019-20 goals which include annual enrollment growth just under 9 percent.

Item 2

Chairperson Hughes-Schuh called upon Trustee Andrew Wilson, member, for a report from the **Workforce Alignment Committee**. Trustee Wilson reported there were no action items for the board to consider. Chris Lowery, Sr. Vice President was recognized for a committee update.

Key Partnerships Developing in South Bend/Elkhart

- RV industry (10+ companies) seeking collaboration with Ivy Tech in upskilling workforce and moving into high-tech advanced manufacturing space (particular in RV suppliers).
- University of Notre Dame, Goshen College, and Ivy Tech envisioning joint partnership for advanced manufacturing center, with 2, 4, and 6-year students working and collaborating together on same projects.
- Elkhart County with Horizon Education Alliance adopting Careerwise (Colorado) HS apprenticeship model, layering in credit-based training to complete Ivy Tech certificates and degrees. 7 school districts, 9 high schools. Expected rollout 2019-20 academic year.
 - So What
 - RV industry historically resistant to working with the College; break-through partnership opportunity
 - Possible joint advanced manufacturing center with ND and Goshen would be one of the first in the country
 - HS-based apprenticeship model would be ahead of state; regional need is urgent
 - Now What
 - Continued outreach with employer and community organizations, with Ivy Tech often serving as key collaborator

Expansion of Interdisciplinary Degree

- The CT and TC employer-driven and customized model developed for Industrial Technology has been expanded to other technical programs. (Multiple Examples)
- Newly approved programs in the WA CT & TC Degree:
 - Automotive Technology – 5WAL-AUT
 - Design Technology - 5WAL-DSN
 - Energy Technology – 5WAL-ENR
 - Heating, Ventilation & Air Conditioning – 5WAL-HVC
 - Industrial Technology – 5WAL-IND
 - Machine Tool Technology – 5WAL-MTT
 - Manufacturing Production & Operations – 5WAL-MPR
 - Building Trades Apprenticeships (CT only) 5WAL-CT

- So What
 - Increased completions
 - Degree completions available to more employers in other sectors
 - Examples include Vectren – model program recognized nationally – meeting with Duke
- Now What
 - Work with program chairs and deans to implement
 - Continue to demonstrate alignment with employers
 - Develop tools to support expanded implementation

Critical need for CDL Drivers

- Indiana Bureau of Motor Vehicles only awards 1,400 CDL A licenses a year
- Currently 5 trucking companies that directly contract to large manufacturers in the Anderson, Lafayette and Fort Wayne markets need to hire a total of 720 drivers to bring production materials into the plants and deliver outbound product.
- That demand does not count the 100's of other manufacturers that have transportation needs across the state nor the distribution companies (Amazon, Geodis, Walmart, Chewy.com) and common carriers (Schneider, UPS, FedEx)
- Not currently included in the Workforce Ready Grant programs
 - So What
 - Training capacity in state may start to deteriorate without consistent funding for individuals
 - With wages increasing rapidly and companies footing the bill for training, the financial viability of the contract carriers are in jeopardy
 - Now What
 - Ivy Tech aggressively pursuing eligibility for the Workforce ready Grant
 - Working collectively with DWD, Conexus, Indiana Motor Truck Association and Venture Logistics to increase quality and reduce costs of existing training

Other Key Projects and Progress

- Framework for the redesign is in place, many details need to be developed as we prepare for implementation.
- Working with Ascend Indiana to convene cross-functional teams in April and May to develop the details, including a team to help determine which campuses will participate in the alpha phase, a resource toolkit group, and a technology solutions group.
- Campus RFP release scheduled for early May, with decision by July 1.

- Goal 4 Strategy teams also supporting deeper dives into areas of work to be developed (e.g., career coaching, work and learn and placement, and infrastructure and data needs)
- Funding asks continue; \$1.5M secured to date (actually more: \$100K for research and analysis; \$500K Salesforce; \$1MM recent gift; \$50K for implementation from Commission for Higher Education)

Item 3

Chairperson Hughes-Schuh called upon Trustee Kerry Stemler for a report from the Human Resources & Operations committee. Trustee Stemler reported there are no action items for approval. Trustee Stemler yielded the floor to Vice President for Human Resources, Julie Lorton-Rowland for committee update.

Jen Fisher, Asst. Vice President for Employee Benefits shared an update on the College's health plans. For plan year 2018 the health plan ran well and funding was appropriate to cover claims expenses. There were two participants in the plan whose claims exceeded the stop loss deductible of \$450,000. The College's health plans continue to be attractive choice as 87% of eligible employees have enrolled in medical coverage. 65% are enrolled in the high deductible health plan. Preliminary projected health plan costs for 2020 is 5% over 2019. Rates will be finalized prior to the June Board meeting. The College marketed the dental plan through a competitive bid process and Delta Dental was retained as the College's dental provider.

An Employee Health and Retirement Benefit Summary was provided in our Board information covering greater details of the College's comprehensive benefits programs.

Jen also provided an update on the College's Retirement Plan. The College contribution rate change from 12% to 10% for newly hired benefits eligible employees went into effect on February 1, 2019. This change was approved by Board resolution at the December 2018 meeting. Beginning April 1st the College employee auto enrollment contribution of 2% was implemented. This applies to those eligible employees hired into a full-time position. Employees may opt out of this program prior to their first payroll. This feature, while new to Ivy Tech, is considered a best practice to increase the retirement readiness of our employees. Today the average employee deferral in the 403(b) plan is 8.5% and the 457(b) plan is 9.7%.

Julie Lorton-Rowland, Sr. Vice President for Human Resources provided an update on the College's strategic plan Goal 5 – To Become Known as a

Great Place to Work. She provided information and results on the Goal 5 metric, measuring the engagement level of our full-time employees. The most recent survey completed early March reflects a moderately engaged full-time workforce – considered typical for employees. The metric goal for year 1, a score of 72, was just shy at 71.5 in September 2018 but met in March 2019 with a score of 72.5. 1200 adjunct faculty were invited to survey for the first time this spring. With a response rate of 47% the college-wide score was 82 – considered highly engaged. Julie mentioned notable work completed or in progress with each of the Goal 5 strategies.

Item 4

Chairperson Hughes-Schuh called upon Trustee Jesse Brand for a report from the Budget & Finance committee. Trustee Brand reported there are four (4) action items for approval. Trustee Brand reported the committee received update on fiscal Year 2019 Budget Update and House 2019-2021 Biennial budget Recommendation.

Trustee Brand motioned for approval of

Resolution 2019-7, Approval of Knowledge Services Contract Services

Trustee Dora seconded the motion, and the motion carried unanimously

Ms. Paula Hughes-Schuh, Chairperson	Y
Mr. Terry Anker, Vice Chair	Y
Ms. Marianne Glick, Secretary	Y
Mr. Jesse Brand	Y
Mr. Michael R. Dora	Y
Ms. Kim Emmert O'Dell	Y
Ms. Gretchen Gutman – via phone	Y
Mr. Stewart McMillan	Y
Mr. Steve Schreckengast	Y
Mr. Kerry Stemler	Y
Mr. Andrew W. Wilson	Y

Trustee Brand motioned for approval of

Resolution 2019-8, Approval of CISCO Systems/CDWG Contract Services

Trustee Glick seconded the motion, and the motion carried unanimously

Ms. Paula Hughes-Schuh, Chairperson	Y
Mr. Terry Anker, Vice Chair	Y
Ms. Marianne Glick, Secretary	Y
Mr. Jesse Brand	Y
Mr. Michael R. Dora	Y
Ms. Kim Emmert O'Dell	Y
Ms. Gretchen Gutman – via phone	Y
Mr. Stewart McMillan	Y
Mr. Steve Schreckengast	Y
Mr. Kerry Stemler	Y
Mr. Andrew W. Wilson	Y

Trustee Brand motioned for approval of

Resolution 2019-9, Approval of a Three-Year Volume EES License Agreement with Microsoft Reseller SHI International

Trustee Schreckengast seconded the motion, and the motion carried unanimously

Ms. Paula Hughes-Schuh, Chairperson	Y
Mr. Terry Anker, Vice Chair	Y
Ms. Marianne Glick, Secretary	Y
Mr. Jesse Brand	Y
Mr. Michael R. Dora	Y
Ms. Kim Emmert O'Dell	Y
Ms. Gretchen Gutman – via phone	Y
Mr. Stewart McMillan	Y
Mr. Steve Schreckengast	Y
Mr. Kerry Stemler	Y
Mr. Andrew W. Wilson	Y

Trustee Brand motioned for approval of

Resolution 2019-17, Approval of a Five-Year Agreement with One-Year Renewal Options with Barnes & Nobles for Bookstore Operations

Trustee Wilson seconded the motion, and the motion carried unanimously

Ms. Paula Hughes-Schuh, Chairperson	Y
Mr. Terry Anker, Vice Chair	Y
Ms. Marianne Glick, Secretary	Y
Mr. Jesse Brand	Y
Mr. Michael R. Dora	Y
Ms. Kim Emmert O'Dell	Y
Ms. Gretchen Gutman – via phone	Y
Mr. Stewart McMillan	Y
Mr. Steve Schreckengast	Y
Mr. Kerry Stemler	Y
Mr. Andrew W. Wilson	Y

Item 5 Chairperson Hughes-Schuh called upon Trustee Schreckengast for report from the Building and Grounds Committee. Trustee Schreckengast report there are four action items for consideration and approval and the committee received update on the sale of East Washington Property.

Trustee Schreckengast moved for approval of

2019-10, Approval to Accept Offer on a Residential Property in Elkhart, Elkhart Campus

Trustee Glick seconded the motion, and the motion carried unanimously.

Ms. Paula Hughes-Schuh, Chairperson	Y
Mr. Terry Anker, Vice Chair	Y
Ms. Marianne Glick, Secretary	Y
Mr. Jesse Brand	Y
Mr. Michael R. Dora	Y
Ms. Kim Emmert O'Dell	Y
Ms. Gretchen Gutman – via phone	Y
Mr. Stewart McMillan	Y
Mr. Steve Schreckengast	Y
Mr. Kerry Stemler	Y
Mr. Andrew W. Wilson	Y

Trustee Schreckengast moved for approval of

2019-11, Approval to Accept Offer on a Residential Property in Elkhart, Elkhart Campus

Trustee Dora seconded the motion, and the motion carried unanimously.

Ms. Paula Hughes-Schuh, Chairperson	Y
Mr. Terry Anker, Vice Chair	Y
Ms. Marianne Glick, Secretary	Y
Mr. Jesse Brand	Y
Mr. Michael R. Dora	Y
Ms. Kim Emmert O'Dell	Y
Ms. Gretchen Gutman – via phone	Y
Mr. Stewart McMillan	Y
Mr. Steve Schreckengast	Y
Mr. Kerry Stemler	Y
Mr. Andrew W. Wilson	Y

Trustee Schreckengast moved for approval of

2019-12, Approval of a Contract for HVAC Work at the Fairbanks Center, Indianapolis Campus

Trustee Dora seconded the motion, and the motion carried unanimously.

Ms. Paula Hughes-Schuh, Chairperson	Y
Mr. Terry Anker, Vice Chair	Y
Ms. Marianne Glick, Secretary	Y
Mr. Jesse Brand	Y
Mr. Michael R. Dora	Y
Ms. Kim Emmert O'Dell	Y
Ms. Gretchen Gutman – via phone	Y
Mr. Stewart McMillan	Y
Mr. Steve Schreckengast	Y
Mr. Kerry Stemler	Y
Mr. Andrew W. Wilson	Y

Trustee Schreckengast moved for approval of

2019-13, Approval of a Change Order to American Structurepoint, INC. Contract for A&E Design Services to Complete Additional Scope on the Capital Project, Kokomo Campus

Trustee Glick seconded the motion, and the motion carried unanimously.

Ms. Paula Hughes-Schuh, Chairperson	Y
Mr. Terry Anker, Vice Chair	Y
Ms. Marianne Glick, Secretary	Y
Mr. Jesse Brand	Y
Mr. Michael R. Dora	Y
Ms. Kim Emmert O'Dell	Y
Ms. Gretchen Gutman – via phone	Y
Mr. Stewart McMillan	Y
Mr. Steve Schreckengast	Y
Mr. Kerry Stemler	Y
Mr. Andrew W. Wilson	Y

Item 6 Chairperson Hughes-Schuh called upon Trustee Kim Emmert-O'Dell for report on Marketing & Public Relations. Trustee Emmert-O'Dell report there are no action item for the board to consider. Trustee Emmert – O'Dell reported we received a brief overview of how marketing has evolved at Ivy Tech in the last 15 years. Currently the focus is on lead and application generation along with awareness building. The College has set goals with respect to how to best spend marketing dollars and to date is exceeding those goals but will continue to generate more applications to reach the goals of the future. We also heard about public relations efforts including how the College generated nearly \$6 million in earned media last year. The College is also active with its web efforts including its website and other social media platforms led by the marketing/communications team. The team also leads efforts with specific events to generate exposure for the College and drive potential students to campuses along with fulfillment operations, call center operations and a licensing program. The Board looks forward to receiving updates on these various efforts and more as part of this newly created committee.

D. TREASURER'S REPORT:

Chairperson Hughes-Schuh called upon Matt Hawkins to provide the Treasurer's Report.

Matt Hawkins noted for the first time in many years the college's full year revenue budget has been adjusted upward. Revenue is \$8.6M up to adjusted budget. Total expenses are \$8.2M below budget, adjusted for payroll lag of approx. \$10.8M in July of calendar 2019. The college is entering the fourth quarter of the FY19 year projecting our operating margins to be in line with the previous seven years.

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

E. STATE OF THE COLLEGE

Chairperson Hughes-Schuh called upon President Ellspermann to give the State of the College. The Indiana Career and Technical Education Awards for Excellence program identifies and celebrates career and technical education students, programs, active partnerships that contribute to high quality career and technical education, guidance/career services displaying excellence in Indiana, and outstanding contributors to careers in technical education in Indiana.

Education Design Lab Grant - Each year, 2.1 million single mothers enroll in higher education. Research from the Institute for Women's Policy Research found that nearly 90 percent were low-income, 43 percent worked more than 30 hours a week, and 40 percent said they were likely or very likely to drop out due to dependent care obligations. IWPR reports that among all women attending community college, 21 percent are single mothers and 44 percent of all single student mothers attend public two-year institutions.

Biennium Budget update - Under these budget proposals, the majority of higher education dollars would be reallocated among the state educational institutions. Ivy Tech would lose money in the first year of the biennium and be up only slightly (a few hundred thousand dollars) in the second year of the biennium.

Strategic Plan Refresh Highlights –

In reviewing the work of the first year, the participants strongly felt it was not enough to embed Diversity, Equity, and Inclusion into each goal. Rather, to be strategic, focused, and accountable, we had to create a separate goal around DEI.

As they discussed the importance of diversity, equity, and inclusion at the College, there was a groundswell of support and Goal 8 was born.

We want to ensure the entire campus community has the opportunity to build Goal 8.

Goal 8 will include, but will not be limited to diversifying the College's faculty and staff, deepening our commitment to XBE vendors and closing historical achievement gaps.

F. OLD BUSINESS

Chairperson Hughes-Schuh called for old business.

Trustee Glick moved for approval of

Resolution 2019-14, Approval of Intercollegiate Athletics, Fort Wayne Campus

Yesterday during the learning session, the Board heard a presentation regarding the continuation of athletics beyond the 2-year pilot period. In the presentation, we heard about the successful pilot program in Fort Wayne and the Titans baseball team. Coach Hershberger and the Fort Wayne

leadership team have done a great job of standing up the baseball program, with a firm commitment to student success. They also have done exceptionally well on the baseball field. We have a resolution for our consideration, based on the request of the Fort Wayne Campus Board of Trustees and their desire to see athletics continue at the Fort Wayne campus. Together with the Fort Wayne leadership team, our college leadership team has developed a plan to ensure that (if we decide to move forward with a continuation and expansion of athletics) we maintain compliance with JJCAA, Title IX, and Ivy Tech regulations and policy. The campus is expected to raise the funding necessary to run a successful athletics program as no college funds may be sued to cover the operational costs of the team. We are being asked to consider the continuation of athletics because athletics is good for students and ultimately needs to be a student success initiative. It is not about giving athletics a chance to compete for two more seasons; it is about student athletes' using their sport as an avenue to earn a credential with us.

Trustee Dora seconded the motion, the motion did not pass unanimously.

Ms. Paula Hughes-Schuh, Chairperson	Y
Mr. Terry Anker, Vice Chair	Y
Ms. Marianne Glick, Secretary	Y
Mr. Jesse Brand	Y
Mr. Michael R. Dora	N
Ms. Kim Emmert O'Dell	Y
Ms. Gretchen Gutman – via phone	N
Mr. Stewart McMillan	N
Mr. Steve Schreckengast	Y
Mr. Kerry Stemler	N
Mr. Andrew W. Wilson	N

G. NEW BUSINESS

Chairperson Hughes-Schuh called for new business.

Trustee Brand moved for approval of

Resolution 2019-15, Consent to Amend the Ivy Tech Foundation Articles of Incorporation

Trustee Schreckengast seconded the motion, and the motion carried unanimously.

Ms. Paula Hughes-Schuh, Chairperson	Y
Mr. Terry Anker, Vice Chair	Y
Ms. Marianne Glick, Secretary	Y
Mr. Jesse Brand	Y
Mr. Michael R. Dora	Y
Ms. Kim Emmert O'Dell	Y
Ms. Gretchen Gutman – via phone	Y
Mr. Stewart McMillan	Y
Mr. Steve Schreckengast	Y
Mr. Kerry Stemler	Y
Mr. Andrew W. Wilson	Y

Trustee Schreckengast moved for approval of

Resolution 2019-16, Appointment of Campus Trustees

Trustee Brand seconded the motion, and the motion carried unanimously.

Ms. Paula Hughes-Schuh, Chairperson	Y
Mr. Terry Anker, Vice Chair	Y
Ms. Marianne Glick, Secretary	Y
Mr. Jesse Brand	Y
Mr. Michael R. Dora	Y
Ms. Kim Emmert O'Dell	Y
Ms. Gretchen Gutman – via phone	Y
Mr. Stewart McMillan	Y
Mr. Steve Schreckengast	Y
Mr. Kerry Stemler	Y
Mr. Andrew W. Wilson	Y

ADJOURNMENT

With no further business to come before the Board, Chairperson Hughes-Schuh adjourned the meeting.

**STATE TRUSTEES
IVY TECH COMMUNITY COLLEGE**



Paula Hughes-Schuh, Chairperson



Terry W. Anker, Vice Chair

Dated April 5, 2019

Prepared by Gretchen L. Keller, Recording Secretary