IVY TECH COMMUNITY COLLEGE
STATE BOARD OF TRUSTEES MEETING
THURSDAY, December 8, 2016
2:00PM – 3:00PM

TABLE OF CONTENTS

MEETING NOTICE ii

AGENDA 1

MINUTES:

Regular Board Meeting, October 6, 2016 3

PROPOSED RESOLUTIONS:

Resolution 2016-45, Approval to Purchase 7.11 Acres of Land Adjacent to the Lafayette Campus from The Ivy Tech Foundation, Region 4/Lafayette 11

Resolution 2016-46, Approval of Accounts Receivable Write-Offs for the Fiscal Year Ending June 30, 2016 12

Resolution 2016-47, Approval of Volume Purchase Agreement with CDWG 13

Resolution 2016-48, Approval of a Software Subscription Agreement with ESM Solutions 14

Resolution 2016-49, Approval of a Five-Year Agreement with Instructure to Provide the College with Learning Management System 15

BUILDING, GROUNDS, CAPITAL COMMITTEE REPORT 16

BUDGET AND FINANCE COMMITTEE 21

PLANNING AND EDUCATION COMMITTEE REPORT 24

AUDIT COMMITTEE REPORT 48

WORKFORCE ALIGNMENT COMMITTEE REPORT 49

TREASURER'S REPORT 81

PRESIDENT'S REPORT 91

GRANTS REPORT 92

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 at the Corporate College and Culinary Center, 2820 N. Meridian Street, Indianapolis, IN 46208

Wednesday, December 7, 2016

1:00 pm **Executive Session of the State Board of Trustees**

The State Trustees will meet in Executive Session at the Corporate College and Culinary Center, 2820 N. Meridian Street, Indianapolis, IN 46208
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)(D)	The purchase or lease of real property by the Governing Body up to the time a contract or option to purchase or lease is executed by the parties.
(5)	To receive information about and interview prospective employees
(7)	For discussion of records classified as confidential by state or federal statute.
(9)	To discuss job performance evaluations of individual employees. This subdivision does not apply to a discussion of the salary, compensation, or benefits of employees during a budget process.

Thursday, December 8, 2016

7:00 am- Noon **Board Committee Meetings *(open to the public)***

The State Trustees will hold the regular committee meetings at Corporate College and Culinary Center, 2820 N. Meridian Street, Indianapolis, IN 46208

9:00 am – 10:00 am	**Planning and Education**
10:00 am – 11:00 am	**Building, Ground, & Capital Committee**
11:00 am - Noon	**Workforce Alignment (formally Corporate College)**
Noon – 1:00pm	**Break**
1:00pm – 2:00pm	**Budget and Finance**

2:00 pm – 3:00 pm **Regular State Board of Trustees Meeting (*open to the public)***

The State Trustees will hold a regular meeting at the Corporate College and Culinary Center, 2820 N. Meridian Street, Indianapolis, IN 46208
to consider and take action on such items as may be brought before them.

Secretary
Dated this 21st November 2016

Preliminary Agenda as of November 30, 2016*

Meeting of the State Board of Trustees
December 8, 2016

I. Roll Call

II. Report of Secretary on Notice of Meeting

III. Approval of Minutes

Regular Meeting, October 6, 2016

IV. Reports of Board Committees

a) Executive Committee, Michael Dora, Chair

b) Building, Grounds, and Capital Committee, Steve Schreckengast, Chair

Resolution 2016-45, Approval to Purchase 7.11 Acres of Land Adjacent to the Lafayette Campus from the Ivy Tech Foundation, Region 4/Lafayette

c) Budget and Finance Committee, Jesse Brand, Chair

Resolution 2016-46, Approval of Accounts Receivable Write-Offs for the Fiscal Year Ending June 30, 2016

Resolution 2016-47, Approval of Volume Purchase Agreement with CDWG

Resolution 2016-48, Approval of a Software Subscription Agreement with ESM Solutions

Resolution 2016-49, Approval of a Five-Year Agreement with Instructure to Provide the College with Learning Management System

d) Planning and Education Committee, Kaye Whitehead, Chair

e) Audit Committee, Stewart McMillian, Chair

f) Workforce Alignment Committee, Darrel Zeck, Chair

V. Treasurer's Report, Chris Ruhl, SVP/Finance and Treasurer

VI. State of the College, Sue Ellspermann, PhD President

VII. Old Business

VIII. New Business

IX. Adjournment

MINUTES OF THE MEETING OF THE STATE BOARD OF TRUSTEES

IVY TECH COMMUNITY COLLEGE

October 6, 2016

Chair Michael Dora called the October 6, 2016 regular meeting of the State Board of Trustees to order at 1:00 pm at 8204 Hwy 311, Sellersburg, Indiana 47172

ROLL CALL

Secretary Sue Livers called the roll and the presence of a quorum was announced.

The following State Trustees were present:

Mr. Michael R. Dora, Chairperson
Ms. Paula Hughes, Vice Chair (on the phone)
Ms. Lillian Sue Livers, Secretary
Mr. Terry Anker
Mr. Jesse Brand
Ms. Kimra Schleicher
Mr. Steve Schreckengast
Ms. Kaye H. Whitehead
Mr. Darrel Zeck

The following State Trustees were unable to attend:

Mr. Larry Garatoni
Mr. Lee J. Marchant
Mr. Stewart McMillan

Student Representatives:
Ms. Trisha Norfleet
Ms. Terri Sanders

A. EXECUTIVE SESSION MEMORANDA:

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

The State Board of Trustees met in Executive Session on October 5, 2016 at 1:00 p.m. at the 8204 Hwy 311, Sellersburg, Indiana 47172

Members present were: Ms. Paula Hughes, Mr. Michael Dora, Mr. Jesse Brand, Ms. Lillian Sue Livers, Mr. Steve Schreckengast, Ms. Kimra Schleicher, Ms. Kaye H. Whitehead and Darrell Zeck

Members absent were: Mr. Larry Garatoni, Mr. Lee J. Marchant, Mr. Stewart McMillan

The Trustees considered the following items as permitted under IC 5-14-1.5-6.1(b). For each subject, a reference to the applicable subdivision of IC 5-14-1.5-6.1 (b) and a description of that subject are included.

(2) (B)	Initiation of litigation that is either pending or has been threatened specifically in writing.
(5)	To receive information about and interview prospective employees
(7)	For discussion of records classified as confidential by state or federal statute.
(9)	To discuss job performance evaluations of individual employees. This subdivision does not apply to a discussion of the salary, compensation, or benefits of employees during a budget process.

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

B. NOTICES OF MEETING MAILED AND POSTED:

Trustee Sue Livers serving as secretary confirmed that notices of the October 6, 2016, regular meeting were properly mailed and posted.

C. APPROVAL OF BOARD MINUTES:

Trustee Darrel Zeck moved for approval of the minutes of the August 4, 2016 regular board meeting. Trustee Whitehead seconded the motion and the motion carried unanimously. Trustee Terry Anker abstained.

Trustee Kaye Whitehead moved for approval of the minutes of the September 8, 2016 special board meeting. Trustee Brand seconded the motion and the motion carried unanimously. Trustee Terry Anker abstained.

D. COMMITTEE REPORTS:

Item 1 Chair Michael Dora reported that the Executive Committee met, and heard Security Report from Rob Carter, Executive Director Statewide Security and Safety. President Ellspermann provided an update on her organizational chart. We also discussed metrics and had discussion on Tom Snyder's final check for hitting metric goals.

Item 2 Chair Michael Dora called upon Trustee Schreckengast, Chair of the Committee, to give the **Building, Grounds and Capital Committee Report.** Trustee Schreckengast reported four action items for approval.

Trustee Schreckengast moved for approval of:

Resolution 2016-36, Approval to Donate Land to Gary Development Commission for use by Community Healthnet, INC., Region 1/Gary

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

Trustee Schreckengast moved for approval of:

Resolution 2016-37, Approval to Purchase the Tippecanoe County and College Library on the Lafayette Campus, Region 4/Lafayette

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

Trustee Schreckengast moved for approval of:

Resolution 2016-38, Approval of Request to Sell Anderson North Property in Alexandria, Region 6/Anderson

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

Trustee Schreckengast moved for approval of:

Resolution 2016-39, Approval to Donate Land to City of Indianapolis for use by Habitat for Humanity, Region 8/Central Indiana

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

The committee received an update on the Capital Submissions and the College 10 year Capital Plan. We also received an update on previously shared Fort Wayne Parkview Partnership.

Item 3 Chair Dora called upon Trustee Jesse Brand, Member of the Committee, for a report from the **Budget and Finance Committee**. Trustee Brand reported there were no action items to be consider by the Finance committee. We did receive an update on employee benefits and foundation.

Item 4 Chairperson Hughes called upon Trustee Whitehead, Chair of the Committee, for a report from the **Planning and Education Committee.** Trustee Whitehead reported there is one action items for approval.

Trustee Whitehead moved for approval of:

Resolution 2016-43, Approval of Degree Program

Trustee Livers seconded the motion, and the motion passed unanimously.

New Program Proposal – Aviation Technology Management

A new program proposal was presented for Aviation Technology Management to be offered at the Ivy Tech Columbus Region. The program includes an Associate of Applied Science degree and Technical Certificate in Aviation Technology Management. The workforce focus for these credentials is municipal airfield management although graduates may also have employment opportunities at regional airports. Additionally, a Technical Certificate in Aviation Flight is a component of this new program proposal. This certificate links to the current Aviation Certificate that prepares students for private pilot licensure at the visual level. The new TC prepares students to add the aviation instrumentation level for licensure. This TC provides a pathway for single engine cargo plane commercial pilot.

The following was also presented in

1. The new program proposal was developed from industry request (Columbus Regional Airport).
2. The program expands the existing partnership with Ivy Tech Columbus and Columbus Municipal Airport.
3. The program links directly to the Columbus Education Cooperative.
4. The program supports role of municipal airports in community economic development (e.g., Cummins at Columbus)
5. While the projected workforce demand is small, the program will be offered College-wide and support statewide needs. Currently, do not expect the Aviation Technology Management AAS and TC to be offered at other Ivy Tech sites (because of current projected demand).
6. The program provides two pathways for students - commercial aviation and airfield management.
7. The program has a projected small positive margin in Year 3.
8. The region will fund the program chair expense from the Perkins Grant for the first three years. While this is an opportunity cost, it will not initially require regional operational funding for the most significant cost item for the program. Status of continuing the program will be made in consideration of applicable metrics.
9. The Columbus Regional Airport will provide the flight instructional lab.
10. One-time expense start-up is less than $1K.
11. Discussions with ISU are positive in regards to transfer-in opportunities.
12. The AAS Aviation Management will transfer to BAS degree (business track) across IU regional campuses and also has other selected business transfer opportunities.

Trustee Whitehead noted the Committee received updates from Kara Monroe, Vice President, Academic Innovation and Jeff Fanter.

Student Success Initiatives Report to Commission of Higher Education

A Student Success Initiative Status Report is due to CHE on November 1st. This is a report Ivy Tech will file annually with the Commission through 2018. This specific report must address elements of the Commission's last report on the Community College published December 2015 – but more importantly allows Ivy Tech the opportunity to highlight to the Commission and other statewide stakeholders the continued scaled implementation of student success and workforce initiatives. The five areas identified in the Commission's December 2015 report that the College must specifically address are:

Remediation
Course Scheduling
Transfer Students
Advising and Student Support
Corporate College

A large team from the College began working on this report in August under the leadership of Dr. Rachel Boon. This team is continuing its work following Dr. Boon's departure from the college and will meet the November 1 reporting timeline.

Dr. Monroe highlighted several of the initiatives which will be discussed in this report including the implementation of the new advising model, career development work, and promotion of TSAP, Achieve Your Degree, and implementation of structured scheduling.

Ivy Tech's overarching strategy beyond this report, as highlighted in the ASPEN/ATD report, will likely include better refinement of a student success system – one that allows students to move seamlessly through the student success infrastructure at the college to receive advising, coaching, tutoring, other academic support, and career development without feeling as though they are moving through a maze of different academic offices but rather one unified system.

Introduction of Student Liaisons

We had the pleasure of meeting Trisha Norfleet and Terri Sanders. They along with Daniel Blough, who could not be in attendance today, will serve as the student liaisons between the State Board of Trustees and the student body this school year. This is a new position starting with this board meeting. What is great about it, is it came at the request of the Student Government Association presidents as part of their legacy project. Last year's presidents made this request to President Snyder last spring and with the election of new SGA presidents at the start of the school year President Ellspermann followed through on the student's request and after an application and interview process Trisha, Terri and Daniel were selected to serve in this role. We welcome them to today's meeting and look forward to their attendance at future board meetings.

Item 5 Chair Dora called upon Trustee McMillan, Chair of the Committee, for a report from the **Audit Committee.** Trustee McMillan reported no actions items. There are no action items from the Audit Committee.

We discussed three year Audit Plan

Item 6 Chair Dora called upon Trustee Zeck, Chair of the Committee, for a report from the Corporate College (Workforce Alignment) Committee. Trustee Zeck reported there were no action items for the board to consider. Trustee Zeck welcome, Chris Lowery, to his new role as Senior Vice President, Workforce Alignment. The committee heard updated on Demand Driven Data and the Corporate College performance report

E. TREASURER'S REPORT:

Chair Dora called upon Senior Vice President Chris Ruhl for the Treasurer's report

Income
Tuition and fee revenue below budget and prior year due to modest decline in Fall enrollment
State appropriation on budget
Investment income higher vs. prior year and above budget
Total revenue through three months -2.5% vs. prior year and $8 million below budget
Expenses
Total expenses $8 million below budget through three months driven by S&E and leases
Salaries and benefits +6% vs. prior year driven by budgeted salary increase and three bi-weekly payrolls in Sept (vs. Oct in FY 2016)

Trustee Schreckengast moved for approval of the Treasurer's Report.

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

F. STATE OF THE COLLEGE

Chair Dora called upon President Ellspermann for the President's report. President Ellspermann.

Teaching IVYT Classes across the state

- Building a "Career that Matters"
- Focused on demand-driven career development
- *"A career is the series of occupations in which a dream is lived"*
- Homework assignment

Project Early Success
Ivy Tech used machine learning to "predict" which students may struggle in specific courses just 2-weeks into the term. And then reached out to those students at the start of the semester. 16,247 Students Identified; 25,543 Call Attempts Made; 5,237 Student Contacts, 70 % of students rated the contact positive as well as their experience at Ivy Tech being positive.

Student Concerns Learned
Analyzing the reporting (text from notes) and placing into buckets:
Books – Inability to obtain course materials (15.3%)
Personal – Work, family, time management, etc (10.4%)
Financial – Concerns with finances including lack of financial aid (5.5%)
Health – Student or someone close has/had a health issue (5.2%)
Faculty/Staff – Instructor or advisor issue or lack of advising (3.5%)
Technical – Personal internet access or computer issues (2.7%)
Transportation – Inability to get to campus for classes (2.0%)

Strategic Plan will be done by end of next year, various committees are being put together now.
Exploring how we might provide tables/laptops to all Ivy Tech Students.

G. OLD BUSINESS

Chair Dora called for old business, and there was none.

H. NEW BUSINESS

Chair Dora called for new business.

Trustee Schleicher moved for approval of:

Resolution 2016-40, Reappointment Regional Trustees-North Central

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

Trustee Schreckengast moved for approval of:

Resolution 2016-41, Appointment of Regional Trustee-Kokomo

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

Trustee Livers moved for approval of:

Resolution 2016-42, Endorsement of College Policy Regarding Transgender and Gender Non-Conforming Students and Employees

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

Trustee Hughes moved for approval of:

Resolution 2016-44, Resolution on Performance and Compensation Metrics

ROLL CALL

Mr. Michael R. Dora, Chairperson	**Yea**
Ms. Paula Hughes, Vice Chair (on the phone)	**Yea**
Ms. Lillian Sue Livers, Secretary	**Yea**
Mr. Terry Anker	**Yea**
Mr. Jesse Brand	**Yea**
Ms. Kimra Schleicher	**Yea**
Mr. Steve Schreckengast	**Yea**
Ms. Kaye H. Whitehead	**Yea**
Mr. Darrel Zeck	**Yea**

Trustee Brand seconded the motion and the motion carried unanimously.

I. ADJOURNMENT

With no further business to come before the Board, Chairman Dora called for a motion to adjourn the meeting.

Trustee Zeck moved for approval. Trustee Livers seconded the motion, and the motion carried unanimously.

Chairman Dora adjourned the meeting.

STATE TRUSTEES
IVY TECH COMMUNITY COLLEGE

_____
Michael Dora, Chairperson

_____
Lillian Sue Lives, Secretary

Dated October 7, 2016
Prepared by Gretchen L. Keller, Recording Secretary

APPROVAL TO PURCHASE 7.11 ACRES OF LAND ADJACENT TO THE LAFAYETTE CAMPUS FROM THE IVY TECH FOUNDATION REGION 4/LAFAYETTE

RESOLUTION NUMBER 2016-45

WHEREAS, in 2012 at the request of the State Trustees of the College, the Ivy Tech Foundation purchased approximately twenty one (21) acres with future plans of constructing and operating the Intersection Connection (including YMCA and Junior Achievement of Lafayette) on or by the Lafayette campus for the benefit of the public and Ivy Tech, and

WHEREAS, at the time of the purchase a mobile home park was located on a portion of the land and the purchase included acquiring the mobile home park for a total cost of $5,800,000 ($300,000 of which was deferred for home removals), plus a prepayment penalty, and

WHEREAS, a purchase agreement between the parties to the Intersection Connection can be negotiated whereby the YMCA will purchase 13.45 acres for an estimated amount of $4,054,500 from the Foundation, and the College will purchase 7.11 acres for an estimated amount of $1,945,500 from the Foundation, and

WHEREAS, the 7.11 acres of land purchased by the College will be used by the Lafayette Region for future growth at the main campus, and

WHEREAS, the Region 4/Lafayette Regional Board of Trustees has approved a resolution requesting that this purchase be approved by the State Trustees authorizing the acquisition of the 7.11 acres by the College, by making two equal installment payments over the next two years with bridge loan interest to the Foundation.

NOW THEREFORE BE IT RESOLVED, that the State Trustees do hereby approve the acquisition by the College of the 7.11 acres as an addition to the Lafayette campus from the Ivy Tech Foundation in an amount not to exceed $1,945,500, 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 all necessary documents for the acquisition of said interest in the property after the documents have been approved by the College General Counsel.

State Trustees
Ivy Tech Community College of Indiana

_____
Michael Dora, Chairman

_____
Lillian Sue Livers, Secretary

Dated December 8, 2016

APPROVAL OF ACCOUNTS RECEIVABLE WRITE-OFFS
FOR THE FISCAL YEAR ENDING JUNE 30, 2016

RESOLUTION NUMBER 2016-46

WHEREAS, certain outstanding student accounts receivable amounts have been deemed uncollectible by the regional administration responsible for their collection as evidenced by action of their respective regional boards, 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;

NOW THEREFORE BE IT RESOLVED, that the accounts receivable totaling $5,336,880 of student fees and charges owed, which is approximately 2.41% of the total of $221,184,595 operations fund gross student fees for 2015-16, and $2,200,847 of bookstore and other charges are hereby declared uncollectible for accounting purposes and are to be written-off by the Senior Vice President, CFO and General Counsel of the College, and

FURTHER BE IT RESOLVED, that all records of any student whose debts are written-off shall be encumbered and no grades or other information for said students shall be released until their obligations are paid in full.

State Trustees
Ivy Tech Community College of Indiana

_____
Michael Dora, Chairman

_____
Lillian Sue Livers, Secretary

Dated December 8, 2016

APPROVAL OF VOLUME PURCHASE AGREEMENT WITH CDWG

RESOLUTION NUMBER 2016-47

WHEREAS, on October 1, 2012, the College entered into a Master Products Sales Agreement with CDWG Government LLC ("CDWG") for the purchase of various projectors, hardware, software and peripheral equipment that are commercially available through CDWG's catalog at discounted rates, and

WHEREAS, under the agreement the College has the ability to purchase equipment from CDWG that will result in the lowest discounted rate available to the College, and

WHEREAS, at the request of the Chief Information Officer, the Office of Technology is requesting to renew the agreement for another two (2) years, and

WHEREAS, pursuant to its By-Laws the Board of Trustees must approve any contract imposing a financial obligation on the College in excess of $500,000.

NOW THEREFORE BE IT RESOLVED, that the State Board of Trustees do hereby approve the purchase of products and services from CDWG that may exceed $500,000.

State Trustees
Ivy Tech Community College of Indiana

_____

Michael Dora, Chairman

_____

Lillian Sue Livers, Secretary

Dated December 8, 2016

APPROVAL OF A SOFTWARE SUBSCRIPTION AGREEMENT WITH ESM SOLUTIONS

RESOLUTION NUMBER 2016-48

WHEREAS, in 2013 the College underwent a re-engineering of its business processes to align with best practices in the higher education industry, and

WHEREAS, the College has a software subscription agreement with ESM Solutions for on-line purchasing and contract management applications which expires on June 27, 2017, and

WHEREAS, based on negotiations with ESM Solutions, the Procurement Office has determined that the price the College negotiated with ESM Solutions is the lowest possible cost to the College for the software subscription and support that will meet the College's ongoing needs, and

WHEREAS, under the agreement the College will have access to software enhancements, new releases and unlimited support, and

WHEREAS, by renewing early, the College will lock-in the current annual cost of $132,000 with no increase, and

WHEREAS, the term of this new software maintenance agreement will be five years commencing on June 28, 2017 and continuing through June 27, 2022 for a total contractual cost not to exceed $660,000, and

WHEREAS, pursuant to its By-Laws the Board of Trustees must approve any contract imposing a financial obligation on the College 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 officer of the College designated by the President, to sign the proposed software maintenance agreement with ESM Solutions with the terms described above after the Agreement has been approved by the College General Counsel.

State Trustees
Ivy Tech Community College of Indiana

_____

Michael Dora, Chairman

_____

Lillian Sue Livers, Secretary

Dated December 8, 2016

APPROVAL OF A FIVE-YEAR AGREEMENT WITH INSTRUCTURE TO PROVIDE THE COLLEGE WITH LEARNING MANAGEMENT SYSTEM

RESOLUTION NUMBER 2016-49

WHEREAS, the College will enter into a five-year Agreement with Instructure, to provide their Canvas Learning Management System;

WHEREAS, the College sought proposals from bidders to provide the College with a Learning Management System that best meets the College's functional and technical requirements at a competitive price;

WHEREAS, the College sought proposals from bidders to provide the College with an Employee Training Learning Management System that best meets the College's functional and technical requirements at a competitive price;

WHEREAS, based on in-depth evaluations of and demonstrations by four Academic LMS finalists, a single vendor was selected based on the best fit for functional and technical solutions, faculty and student ease of use and affordability factors;

WHEREAS, based on in-depth evaluations of and demonstrations by four Employee Training LMS finalists, a single vendor was selected based on the best fit for functional and technical solutions, employee ease of use and affordability factors;

WHEREAS, the College will enter into an Agreement with Instructure to provide both an Academic LMS and an Employee Training LMS at a cost not to exceed $4,300,000 over a five-year term;

WHEREAS, pursuant to its By-Laws the Board of Trustees must approve any contract imposing a financial obligation on the College in excess of $500,000.

NOW THEREFORE BE IT RESOLVED, that the State Board of Trustees authorize and direct the College President, or his designee, to enter into a five-year Agreement with Instructure to provide the College with a Learning Management System has been approved by the College General Counsel.

State Trustees
Ivy Tech Community College of Indiana

_____

Michael Dora, Chairman

_____

Lillian Sue Livers, Secretary

Dated December 8, 2016

Building, Grounds and Capital Committee

December 8, 2016

IVY TECH COMMUNITY COLLEGE

CHANGING LIVES
MAKING INDIANA GREAT

Buildings Grounds and Capital Discussions

Construction and Land Acquisition Topics (Resolutions)

A. Region 4; Land Purchase on Lafayette Campus

Discussion or Information Items

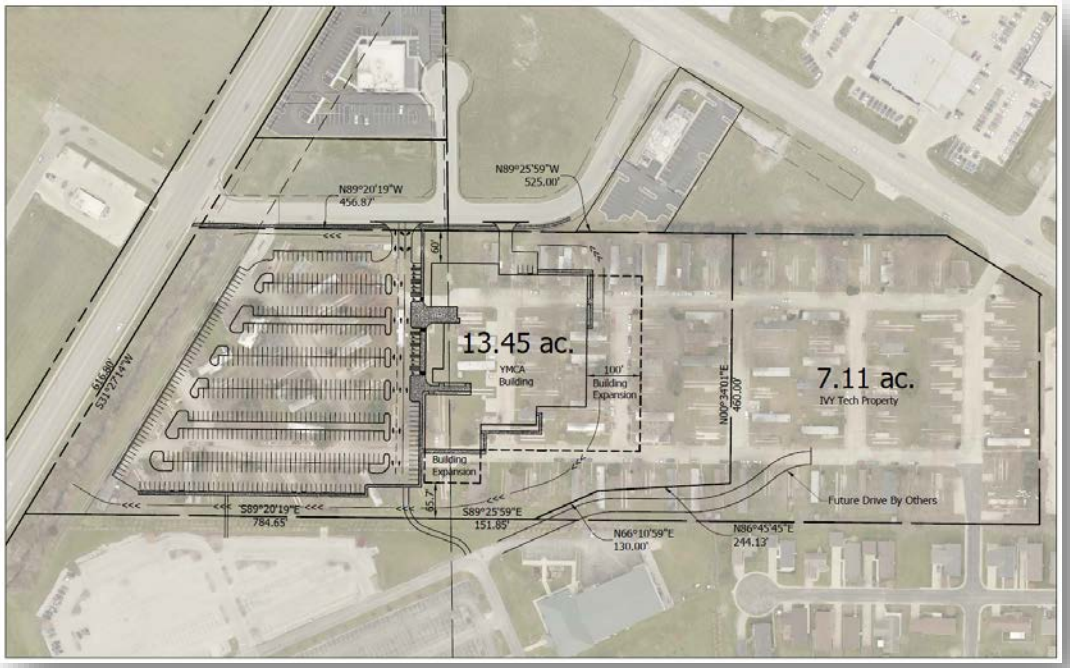
South Bend; Library Renovations

Fort Wayne; Parkview Lease Proposal

IVY TECH COMMUNITY COLLEGE
CHANGING LIVES
MAKING INDIANA GREAT

A. Region 4/Lafayette – Request Approval to Purchase 7.11 acres on Lafayette Campus

- 2012 Foundation purchased 21 acres for $5,800,000
  - YMCA to purchase 13.45 acres for $3,852,500
  - Ivy Tech to purchase 7.11 acres for $1,945,500
- Purchase is recommended by Regional Board of Trustees and the Facilities and Design Council



REQUEST: Approval to purchase 7.11 acres of land located on Lafayette Campus in the amount of $1,945,500

IVY TECH COMMUNITY COLLEGE
CHANGING LIVES
MAKING INDIANA GREAT

Informational Items

- No action or approval needed at this time
- Details shared by Chancellor or regional designee
- Informational topics
  - South Bend; Library Renovations
  - Fort Wayne; Parkview Lease Proposal

Questions?

IVY TECH COMMUNITY COLLEGE
CHANGING LIVES
MAKING INDIANA GREAT

BUDGET AND FINANCE COMMITTEE

I. Action Items:

A. Accounts Receivable Write-Offs for the Fiscal Year Ending June 30, 2016

- Certain outstanding student accounts receivable amounts have been deemed uncollectible by the regional administration responsible for their collection as evidenced by action of their respective regional boards.
- 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.
- The accounts receivable totaling $5,336,880 of student fees and charges owed, which is approximately 2.41% of the total of $221,184,595 operations fund gross student fees for 2015-16, and $2,200,847 of bookstore and other charges are hereby declared uncollectible for accounting purposes and are to be written-off by the Senior Vice President, CFO and General Counsel of the College.
- All records of any student whose debts are written-off shall be encumbered and no grades or other information for said students shall be released until their obligations are paid in full.
- Accounts Receivable Write-Offs for the Fiscal Year Ending June 30,2016 (Attachment A)

Location	FY2015-16 Operations Fund Student Fees	Operations Fund Write-off	Write-Off As a Percent of Operations Fund Student Fees	Bookstore/Other Write-Off
Gary	$ 21,943,016	$ 950,446	4.33%	$ 293,187
South Bend	13,550,286	399,895	2.95%	196,876
Fort Wayne	19,086,921	320,303	1.68%	199,184
Lafayette	14,307,334	261,180	1.83%	135,624
Kokomo	7,744,658	176,240	2.28%	73,886
Muncie	17,280,300	382,442	2.21%	205,390
Terre Haute	10,671,095	315,399	2.96%	109,311
Indianapolis	44,725,900	1,496,513	3.35%	479,349
Richmond	5,076,105	145,045	2.86%	72,675
Columbus	7,717,017	86,502	1.12%	45,280

Madison	6,107,512	103,764	1.70%	56,830
Evansville	10,776,939	234,932	2.18%	145,063
Sellersburg	10,418,633	207,742	1.99%	90,534
Bloomington	14,577,260	256,479	1.76%	97,657
Office of the President *	17,201,617	-	0.00%	-
Totals	$ 221,184,595	$ 5,336,880	2.41%	$ 2,200,847

B. Volume Purchase Agreement with CDWG

- Ivy Tech entered into a Master Sales Agreement with CDWG in 2012.
- The annual addendum provides an Ivy Tech discount as a percentage off of CDWG's advertised price for CDWG-defined product categories.
- This Agreement is not an exclusive purchasing contract. Ivy Tech may continue to validate pricing through obtaining quotes for individual purchases.
- Since July 2014, the College has obtained a 37.4% discount on CDWG purchases – a savings of $2.7M over CDWG's advertised price.
- Ivy Tech purchases the following commodity types from CDWG.

    - Accessories (A)
    - Cables (W)
    - Carts and Furniture (O)
    - Collaboration Hardware (T)
    - Data Storage/Drives (D)
    - Enterprise Storage (E)
    - Memory/System Components (U)
    - NetComm Products (N)
    - Notebook/Mobile Devices (L)
    - Point of Sale/Data Capture (F)
    - Power, Cooling & Racks (B)
    - Printing & Document Scanning (P)
    - Printers, Scanners, Toner
    - Servers & Server Management (H)
    - Services (Partner Delivered) (Q)
    - Software (S) Autodesk, VMware, MS, Adobe
    - Video-Projection-Pro Audio (V)

C. Software Subscription Agreement with ESM Solutions

- The ESM Solutions suite includes Purchasing, Contract Management and Integration Services.
- ESM Enterprise Purchase: is the online ordering application that automates procurement activities from beginning to end and integrates with Banner. ESM Purchase supports numerous approval-routing and payment options, as well as reporting and analytics capabilities.
- ESM Enterprise Contract Management: The Contract Management application automates the contract lifecycle. All drafts and existing contracts can be monitored and stored from creation, amendment, and renewal, to archive; resulting in a central contract repository for the College.
- ESM Integration Services for ERP: The Integration Services is the data connector between Purchase and Banner.
- The College currently uses:
    - Purchasing (Ivy Markets)
        - Live January 1, 2014
        - Integrates with Banner
        - Process approx. 30,000 purchase orders annually
    - Contract Management System
        - Live September 14, 2015
        - Central repository for statewide contracts (non-personnel related)
        - Tracking mechanism for contract renewals and expirations
        - Over 5,500 contracts uploaded
- The current contract term is 6/28/2013 – 2017. The 2017 annual subscription cost is $132,000. In the current Agreement, the 2018 subscription cost would increase by 5% to $138,600.
- By renewing for a five (5) year term before January 1, 2017, our subscription cost will stay fixed at $132,000/year from 2017 – 2022. This will provide a $33,000 savings over 5 years.

D. Five – Year Agreement with Instructure to Provide the College with Learning Management System

- FY17 Blackboard annual cost is $1.4M. Instructure's Canvas product is an average cost over five years as proposed is $845K.
- Instructure provided the second lowest five year cost in response to our RFP. The lowest priced bidder was the faculty's second choice after reviewing the written proposals and sitting through two full days of demos.
- HR has also selected an Instructure product, Bridge, to replace a system that was developed over years by in-house staff. This system no longer meets the College's needs.
- Procurement believes the College can obtain a lower final 5-year price for both Canvas and Bridge following a best and final negotation process.
- IUPUI and many Indiana high schools currently use Canvas. As a result, the ease of adoption for Ivy Tech students may benefit from this familiarity.
- IU manages our Helpdesk. They are all well-versed in handling heldesk calls related to using Canvas. This is another ancillary benefit to our faculty and students.

Agenda for the Planning and Education Committee

December 7th Meeting

1. LMS Contract – Steve Tincher, Kara Monroe, & Emily Styron
2. Enrollment Update – Jeff Fanter
3. Project Student Success Update – Anne Valentine & Brendan Aldrich

IVY TECH COMMUNITY COLLEGE

CHANGING LIVES MAKING INDIANA GREAT

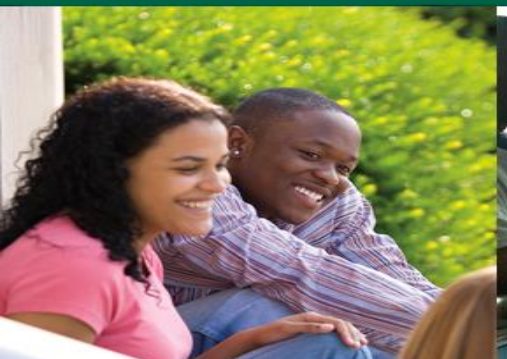
2016 December SBOT Presentation

LMS Contract

Dr. Steve Tincher
Provost & Sr. Vice President of Academic Affairs
&
Dr. Kara Monroe
Vice President of Academic Innovation and Support
&
Emily Styron
Vice President of Finance & Chief Procurement Officer

IVY TECH COMMUNITY COLLEGE

CHANGING LIVES MAKING INDIANA GREAT



Why look at LMS now?

- Blackboard's new version, Blackboard Ultra, is significantly different from the current version of Blackboard.
- Given Ivy Tech's scale, we need to play a more active role in the LMS marketplace
- We have a duty to our students and faculty to review all products in the space particularly with regards to reliability.
- An RFP will encourage the most aggressive pricing from all potential vendors.

Process

-Timeline
-Region/Stakeholder Engagement and Feedback

REQUEST FOR
PROPOSAL!
RFP
RFP
RFP
RFP
RFP

Evaluation Process

Decision

Implementation Plan

2016 December SBOT Presentation

Enrollment Update

Jeff Fanter

Sr. Vice President of Student Experience &
Customer Service in Communications & Marketing

IVY TECH COMMUNITY COLLEGE

CHANGING LIVES MAKING INDIANA GREAT

2016 December SBOT Presentation

Project Student Success Update

Anne Valentine

Vice President of Student Experience & Customer Service in Communications & Marketing

&

Brendan Aldrich

Chief Data Officer

CHANGING LIVES MAKING INDIANA GREAT

State Board of Trustees Project Early Success

December 8, 2016

IVY TECH COMMUNITY COLLEGE

Project Early Success

Ivy Tech used machine learning to predict which students may struggle in specific courses just 2-weeks into the term.

And then reached out to those students at the start of the semester.

IVY TECH COMMUNITY COLLEGE

Project Early Success - Number of Students

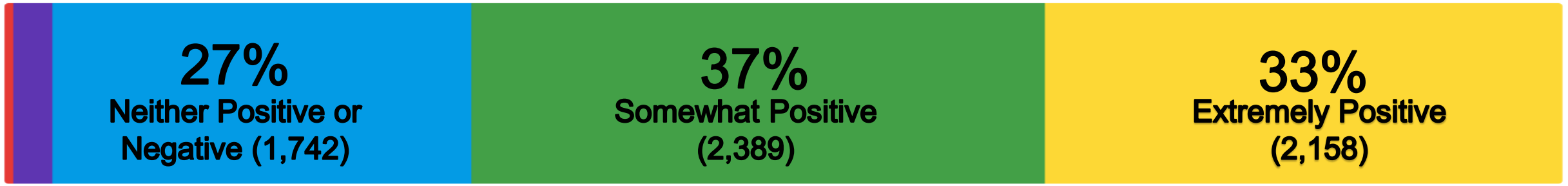
		Week 1	Week 2	Overall
Region code	Region Name	Total	Total	Total
A	Northwest	1,227	527	1,754
B	North Central	728	333	1,061
C	Northeast	1,146	402	1,548
D	Lafayette	714	379	1,093
E	Kokomo	290	138	428
F	East Central	1,114	401	1,515
G	Wabash Valley	621	224	845
H	Central Indiana	2,844	1,111	3,955
I	Richmond	258	135	393
J	Columbus	349	176	525
K	Southeast	266	112	378
L	Southwest	515	241	756
M	Southern Indiana	419	163	582
N	Bloomington	1,004	410	1,414
Grand Total		11,495	4,752	16,247

Project Early Success – Attempts and Contacts

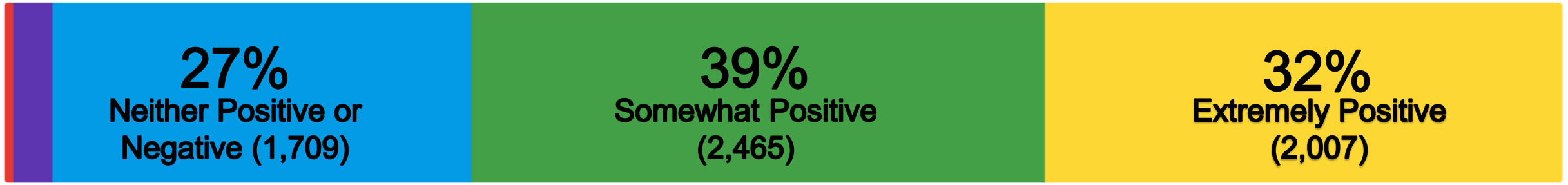
			Contacted		Attempted, No Contact		No Attempt	
Region Code	Region Name	PES Students	Total	Percentage	Total	Percentage	Total	Percentage
A	Northwest	1,754	606	34.5%	937	53.4%	211	12.0%
B	North Central	1,061	282	26.6%	742	69.9%	37	3.5%
C	Northeast	1,548	394	25.5%	800	51.7%	354	22.9%
D	Lafayette	1,093	333	30.5%	582	53.2%	178	16.3%
E	Kokomo	428	141	32.9%	230	53.7%	57	13.3%
F	East Central	1,515	314	20.7%	762	50.3%	439	29.0%
G	Wabash Valley	845	406	48.0%	439	52.0%	0	0.0%
H	Central Indiana	3,955	1,285	32.5%	2,632	66.5%	38	1.0%
I	Richmond	393	95	24.2%	197	50.1%	101	25.7%
J	Columbus	525	225	42.9%	268	51.0%	32	6.1%
K	Southeast	378	135	35.7%	243	64.3%	0	0.0%
L	Southwest	756	262	34.7%	482	63.8%	12	1.6%
M	Southern Indiana	582	254	43.6%	328	56.4%	0	0.0%
N	Bloomington	1,414	360	25.5%	1,043	73.8%	11	0.8%
	Totals:	**16,247**	**5,092**	**31.3%**	**9,685**	**59.6%**	**1,470**	**9.0%**

Project Early Success – Student Feedback

How receptive did the student seem to be in regards to being contacted?



How did the student seem to feel about their Ivy Tech Community College experience



Project Early Success – Metrics

	Label	Weight %	Description
Metric 1:	Week 1 Contacts	10	Unique count of 'at-risk' student contact attempts / Total count of 'at-risk' students on contact list. Based on submissions through Friday, September 9th.
Metric 2:	Week 2 Contacts*	15	Unique count of 'at-risk' student contact attempts / Total count of 'at-risk' students on contact list. Based on submissions through Friday, September 16th.
Metric 3:	Form Completion*	25	Percentage of questions with response, excluding open-ended questions. If a contact attempt is unsuccessful, this calculation is made using only on the first three questions. Based on submissions through Friday, September 16th.
Metric 4:	Passing at Midterm**	25	Percentage of 'at-risk' students earning either an A, B, C, or D at Midterm in all of their courses. Data date: October 20, 2016
Metric 5:	Students 'Saved'**	25	Percentage of students no longer 'at-risk' according to the Random Decision Forrest model run at the end of Week 6, Friday, September 30th.

NOTE: If an 'at-risk' student drops out, they remain in the calculations for metrics 1, 2, 4, and 5.

Final Fall 2016 Standings:

Region	PES Students	METRIC 1: Week 1 Contact Attempts	METRIC 2: Week 2 Contact Attempts	METRIC 3: Form Completeness	METRIC 4: Passing at Midterm	METRIC 5: Students 'Saved'	Weighted Score	Rank
Weight	Count	(10%)	(15%)	(25%)	(25%)	(25%)		
J - Columbus	525	46.00%	220.60%	88.50%	30.98%	51.66%	80.5	1
K - Southeast	378	35.20%	180.80%	93.90%	28.94%	46.91%	73.1	2
M - Southern Indiana	582	78.10%	127.40%	87.80%	40.19%	45.40%	70.3	3
N - Bloomington	1,414	69.40%	111.90%	91.30%	37.60%	44.08%	67.0	4
G - Wabash Valley	845	102.10%	80.80%	87.40%	45.91%	43.81%	66.6	5
C - Northeast	1,548	35.10%	107.70%	83.50%	37.19%	49.46%	62.2	6
L - Southwest	756	113.10%	52.70%	89.80%	33.93%	41.21%	60.5	7
B - North Central	1,061	69.50%	35.20%	88.10%	40.54%	55.69%	58.3	8
D - Lafayette	1,093	46.00%	63.90%	85.90%	39.58%	47.16%	57.3	9
I - Richmond	393	22.70%	86.40%	83.50%	43.60%	40.89%	57.2	10
A - Northwest	1,754	48.30%	61.30%	80.30%	36.05%	54.16%	56.7	11
H - Central Indiana	3,955	70.30%	38.40%	84.70%	39.27%	43.63%	54.7	12
E - Kokomo	428	45.40%	55.10%	84.40%	34.32%	45.71%	53.9	13
F - East Central	1,515	23.70%	65.80%	82.10%	37.51%	35.89%	51.1	14
Statewide	**16,247**	**59.10%**	**74.90%**	**86.20%**	**38.17%**	**44.79%**		

Another measurement discovered…
Impact on midterm grades

Statewide Drop in D and F Grades at Midterm (all students)

	Term		
	Fall 2015	Fall 2016	
Course Region	% Students Receiving D / F	% Students Receiving D / F	Point Change from 2015FA
Northwest	32.9%	28.5%	-4.4%
North Central	35.0%	30.9%	-4.1%
Northeast	33.6%	28.5%	-5.0%
Lafayette	38.6%	36.4%	-2.2%
Kokomo	33.6%	29.4%	-4.1%
East Central	34.5%	32.2%	-2.3%
Wabash Valley	32.3%	35.1%	2.8%
Central Indiana	34.9%	31.8%	-3.1%
Richmond	33.3%	31.3%	-2.0%
Columbus	28.7%	27.6%	-1.0%
Southeast	26.7%	25.2%	-1.5%
Southwest	26.9%	21.7%	-5.3%
Southern Indiana	27.1%	23.9%	-3.2%
Bloomington	37.8%	33.1%	-4.7%
	37.0%	33.8%	-3.3%

What's Next?

Sharing best practices across regions at a workshop with regional Project Early Success leads on November 30

Improving metrics for Spring 2017

Evaluating tools used for student interventions

IVY TECH COMMUNITY COLLEGE

Surveyed staff and faculty that participated in project

- Online form was easy to follow and understand (88% Agree/Strongly Agree)
- Callers had the ‘right’ student information to facilitate the call (79% Agree/Strongly Agree)
- Easy to gauge and record how the student felt about being contacted (77% Agree/Strongly Agree)
- Easy to gauge and record how to student felt about their Ivy Tech experiences (68% Agree/Strongly Agree)
- Callers felt the listed concerns were sufficient to capture student responses (69% Agree/Strongly Agree)

Evaluation of tool used to gather data during calls to students

“I wish this interface were used when we advised students. It was so much easier to navigate than IvyAdvising and was very helpful.”

“Pretty solid. These categories allow for all the responses I needed to give.”

“I would also recommend a category addressing issues with classmates/other peers as students sometimes report feeling out-of-place, singled out, treated unfairly, etc.”

“I am happy for the opportunity to contact students for the project. I believe it was a good effort. I am concerned about the number of students I was not able to reach when I attempted to call. A follow-up call to these students would be nice. I am interested in knowing how the project made am impact overall. I would like to do something like this in the future.”

Challenge: Low Blackboard Activity Flag

- Two-thirds of respondents spoke with students marked with Low BB flag who indicated that they didn’t need to use BB for their class.

“Low Blackboard Activity - many times students would say the instructor does not use BB. Students would say they turn in hard copies of assignments do not turn them in through BB. Many times low Blackboard was the only thing listed and when I check the grade average, the student had a very high percentage.”

“The chart is easy to understand but in traditional classes students may only use BB for their introduction and not again for that class. When I mentioned BB use, they just said they don't use BB in their class.”

Spring 2017

Classes Begin
January 17, 2017

Student interventions begin
January 30, 2017

AUDIT COMMITTEE

Report will be given at the State Board of Trustees Meeting December 8, 2016

Workforce Alignment Board Update

December 2016

Today's Agenda

1. Workforce Alignment 100-Day Plan
2. Workforce Alignment Strategy
    1. Framework
    2. Cycle
3. Workforce Alignment Metrics (draft)
    1. Enrollment
    2. Completions
    3. Success
4. 5 Key Economic Sectors Demand v. Supply
    - Technology
    - Health Care, Public and Social Services
    - Manufacturing and Applied Sciences
    - Logistics/Supply Chain
    - Agriculture
5. Workforce Alignment Organizational Update
    1. Organizational Chart
    2. Internal Partnership Construct
    3. Consulting Cycle
    4. Economic Sectors – Top 5 Partners
6. Demand Driven Data & Visualization
7. Strategic Management Process Review

Workforce Alignment 100-day Plan
(Mid-September to End of December)

- Milestone 1: Strategy refinement
  - Addition of enrollment (recruitment and retention), completion, and success
  - Initiatives identification
  - Metrics drafted
- Milestone 2: Organizational structure finalized
  - Most key positions filled
  - Consultative sales training identified and planned
- Milestone 3: Key partnerships identified by economic sectors
  - Plan developed for ways to strengthen relationship
  - Strategic initiative plans for each relationship
- Milestone 4: Demand-driven data and Map Visualization Project
  - Finalize partnership agreement with DWD
  - Phase I completed and tested
  - Phase II plan finalized
- Milestone 5: Communication and transparency culture underscored
  - Joint communications re: strategy/initiatives/metrics, organization, map visualization, and other topics
  - Metrics finalized

Workforce Alignment 100-day Plan

Task 1 Addition of enrollment (recruitment & retention), completion, and success

Task 2 Initiatives identification

Task 3 Metrics drafted

Task 1 Plan developed for ways to strengthen relationship

Task 2 Strategic initiative plans for each relationship

Task 1 Most key positions filled

Task 2 Consultative sales training identified and planned

Task 1 Finalize partnership agreement with DWD

Task 2 Phase I completed and tested

Task 3 Phase II plan finalized

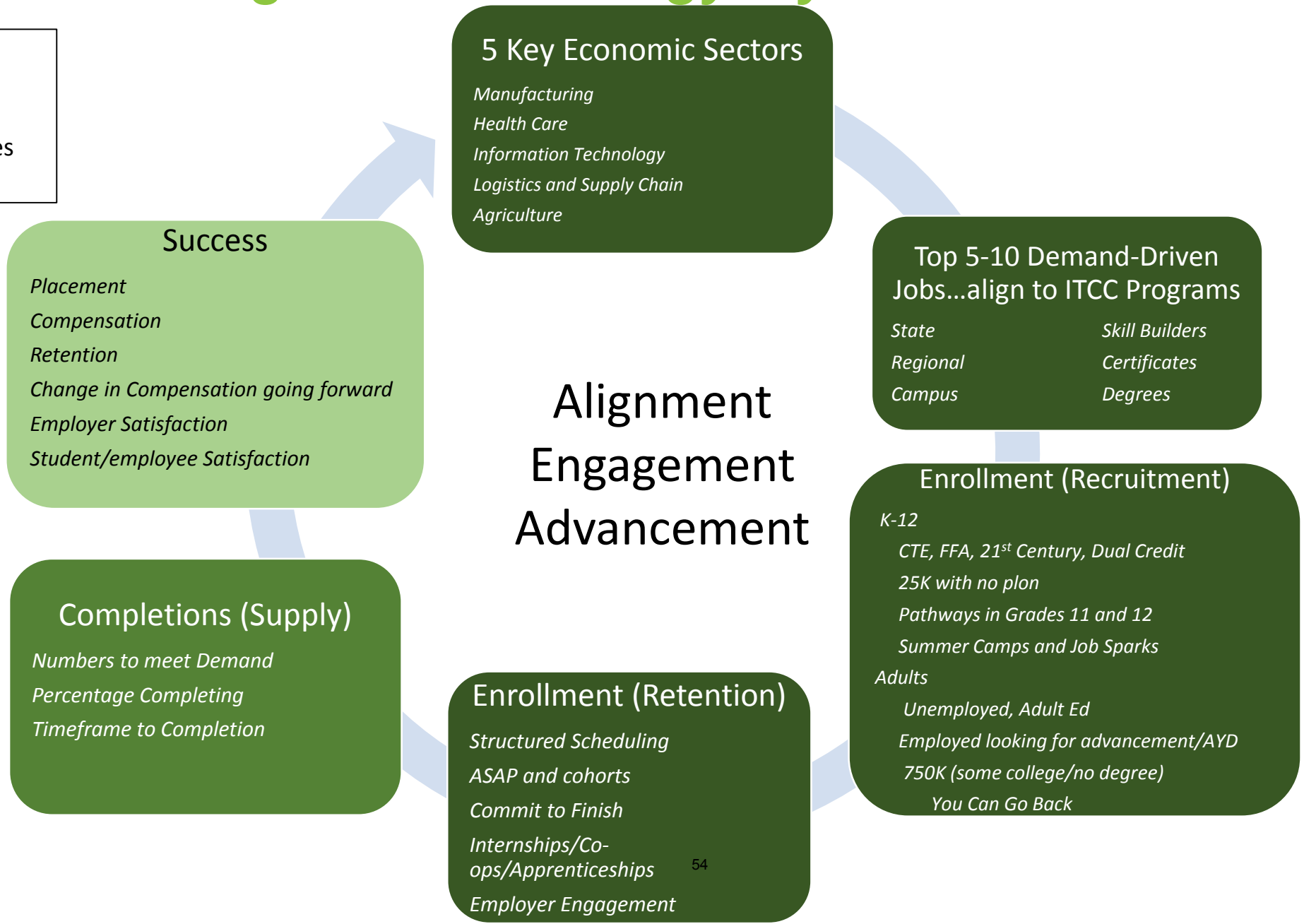
Task 1 Joint communications re: strategy/initiatives/metrics, organization, map visualization, and other topics

Workforce Alignment Strategy Framework - 2016/2017

Vision/Mission	Strategic Objectives	Strategic Initiatives	Who	When	Metric
To be the primary provider of demand-driven, customer-centric, high-quality workforce training and education for key economic sectors in the State of Indiana. Establish Initiatives and Metrics to Flow from Vision/Mission/Strategic Objectives. To play a leading and collaborative role in the transformation of Indiana's economy where: Employers will have the skilled workforce necessary to compete successfully in the global economy, and Employees will have the skills necessary to increase their productivity and income.	**Key Economic Sectors Focus** **Align** with and **Focus** on Indiana's **Key Economic Sectors**	1. Focus on Indiana's five key economic sectors 2. Establish clear organizational leadership along key economic sectors 3. Identify top employers, by key sectors, within all regions			
	Demand-Driven, VOC, Culture of Quality Advance and Embed a **Demand-Driven**, **Voice-of-the-Customer Culture of Quality** to form a Deep Understanding of Each Customer's Business Strategies and Goals	1. Leverage demand-driven data from the DWD, sectors, employers, and other key partners to align with workforce needs 2. Establish VOC-driven, standardized quality processes for developing strategies and goals based on rich customer data 3. Train appropriate employees on consultative collaboration with feedback loop and clear expectations 4. Incorporate Lean training as part of workforce DNA 5. Implement standard processes for effectiveness and efficiency			
	Customer Councils by Economic Sector Engage as a **Strategic, Collaborative Partner** with **Employers** and **Leading Organizations** at the **State** and **Regional** levels via Customer Councils or existing collaborative networks to close Skills Gaps	1. Establish collaborative partnerships with statewide and regional organizations including DWD, IEDC, IMA, CICP, ECO15 and other similar entities 2. Establish collaborative partnerships with regional organizations including Works Councils, WIBs, and others as relevant 3. Establish statewide and regional economic sector councils with employers 4. Robustly Integrate and utilize demand-driven data			
	Employer, Employee, and CC Outcomes Measure **Success** as Defined by **Employer and Employee Outcomes**	1. Determine primary measures by which employers do and should determine successful outcomes 2. Develop tools to assist employers in maximizing business impact 3. Align workforce organizational metrics to employer/employee outcomes 4. Build annual and 5-year business plans at state and regional levels			
	Empowerment and Accountability Culture Establish **Empowerment and Accountability** Culture with Clear Understanding of Roles, and Decisions for Strategic Alignment across the organization	1. Determine new organizational structure with clear empowerment, reporting, and accountability for state and regional teams; deploy talent strategy 2. Central Office team to set 4Ps (Product, Price, Promotion, Positioning), establish goals, and provide tool box of solutions to regions 3. Drive metrics, including P&L, to state office and regions; Central Office leadership will establish/approve revenue and expense targets 4. Develop a one-face, collaborative process to work with customers including academics, student affairs, and training teams with a focus on workforce alignment and development			

Workforce Alignment Strategy Cycle

Workforce Alignment
- Strategy
- Initiatives
- Metrics



Workforce Alignment Metrics – Draft

Enrollment against Demand

- Recruitment of
  - High school students
  - Adults
- Retention through
  - Structured scheduling
  - Cohorts
  - Work and learn (internships, etc.)

Completions (supply) against Demand

- Numbers to meet demand
- Percentage completing
- Timeframe to completion

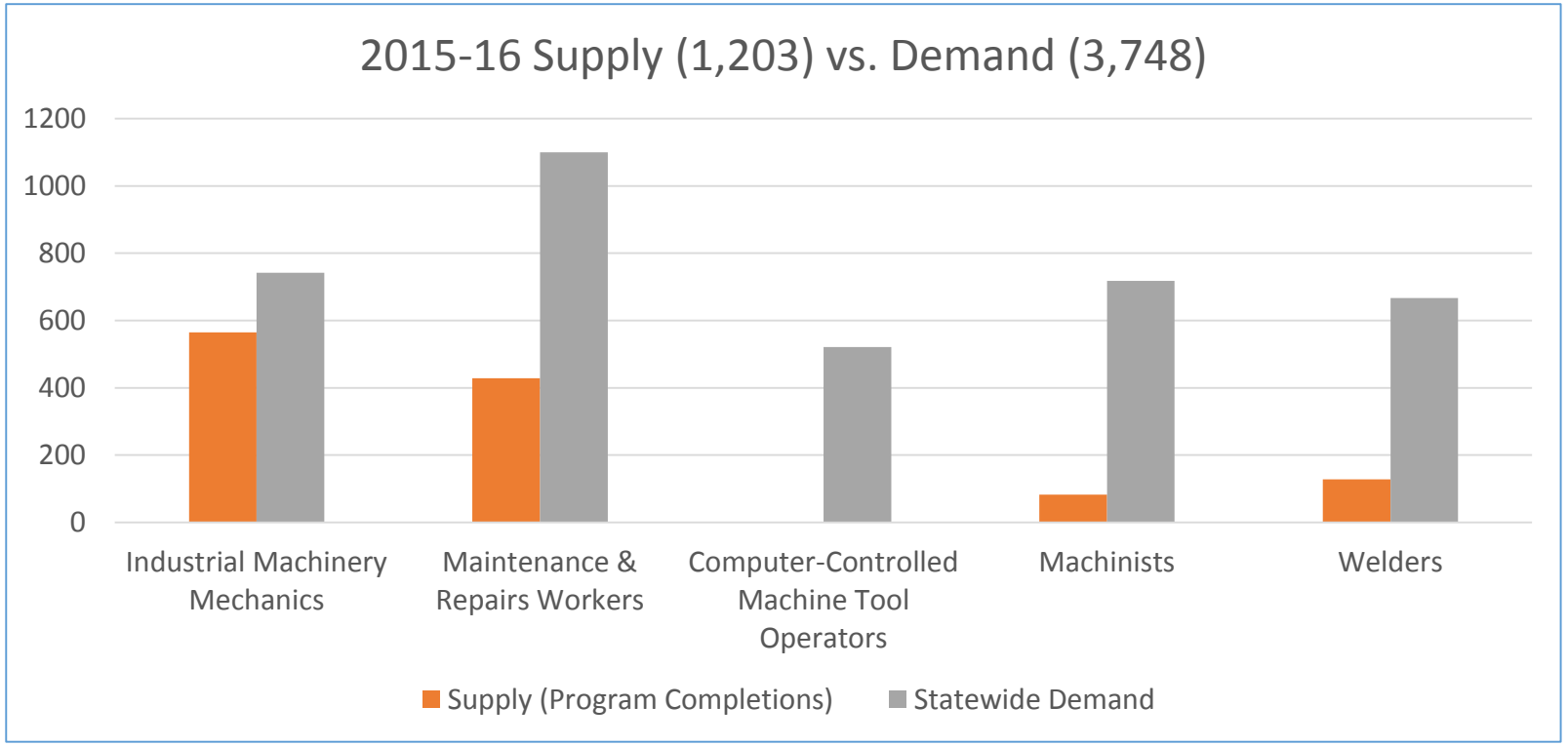
Success against Demand

- Placement & Retention
  - Placement rate w/in 3 month period
  - Job retention one year after placement
- Compensation
  - Wage coming in vs. wage demand
  - Compensation at placement vs. wages at one year
  - Average income by the top 5 jobs
  - Per capita income
  - Livable wage
- Satisfaction
  - Employer: Workforce readiness of students/don't require additional training or remediation
  - Employee:
    - Engaged in chosen profession
    - Conversant in content

5 Key Economic Sectors Demand v. Supply

- Manufacturing/Construction
- Agriculture
- Healthcare/Public & Social Service
- IT
- Logistics and Supply Chain

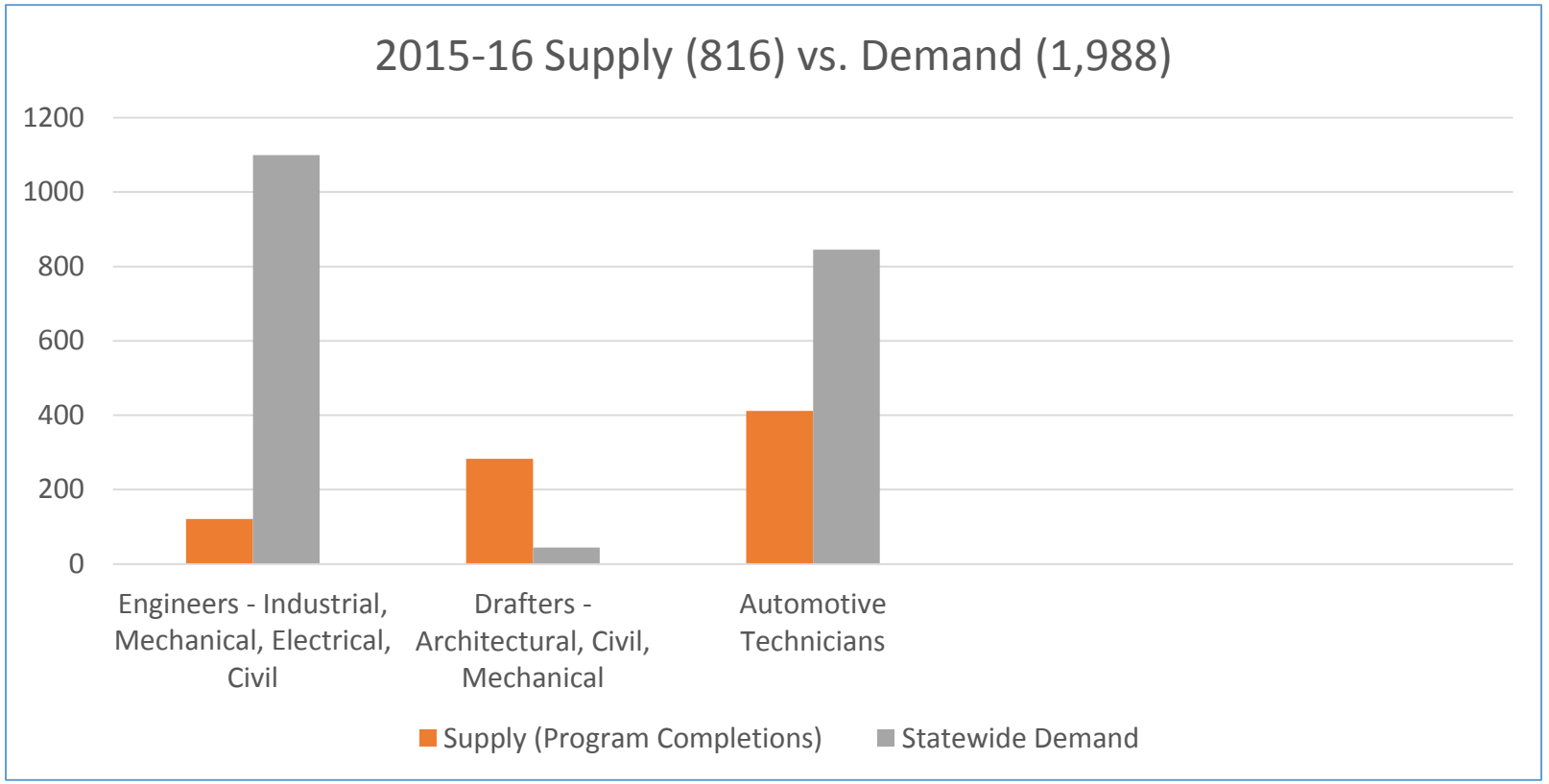
Monthly Review – Manufacturing/Industrial Sector Top 8 (pg. 1)
Owner: Sue Smith
Date: November 2016



Root Causes:
1. Manufacturing careers have poor reputation for being dirty and unstable
2. Students are not encouraged to go into manufacturing careers
3. Lack of understanding of scope of opportunities

Countermeasures:
1. Raise awareness of programs through program marketing
2. Internships/apprenticeships for all programs
3. Develop and maintain strategic partnerships
4. Better align with industry partners
5. Increase incumbent worker training

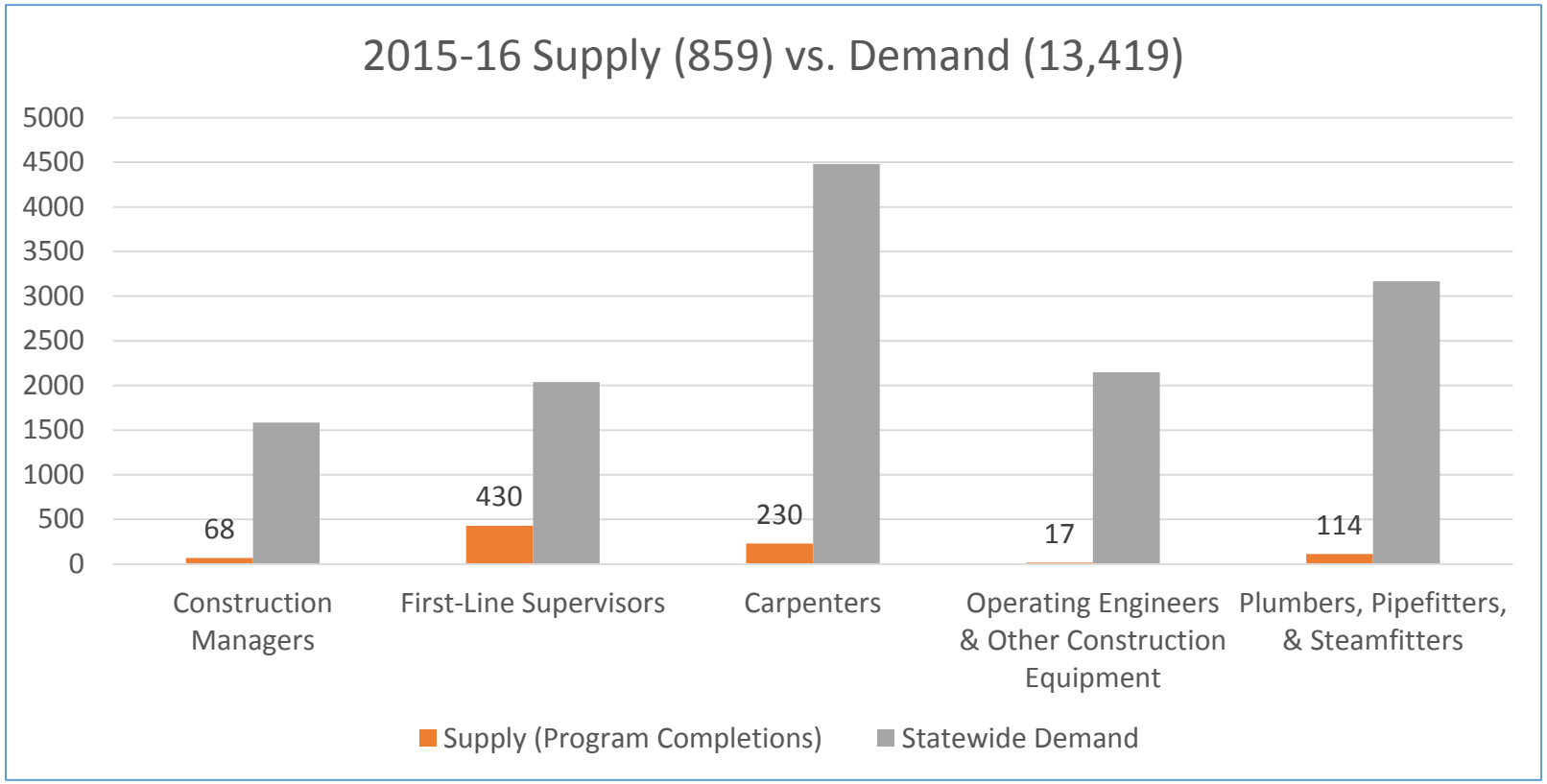
Monthly Review – Manufacturing/Industrial Sector Top 8 (pg. 2)
Owner: Sue Smith
Date: November 2016



Root Causes:
1. English has low pass rates
2. Low Math pass rates
3. Students are recruited before completion
4. Students transfer before completion

Countermeasures:
1. Focus on strategies for pass rates – limited enrollment like nursing
2. Work with strategic partners to encourage/value completion
3. Raise awareness of opportunities

Monthly Review – Construction Sector Top 5
Owner: Sue Smith
Date: November 2016



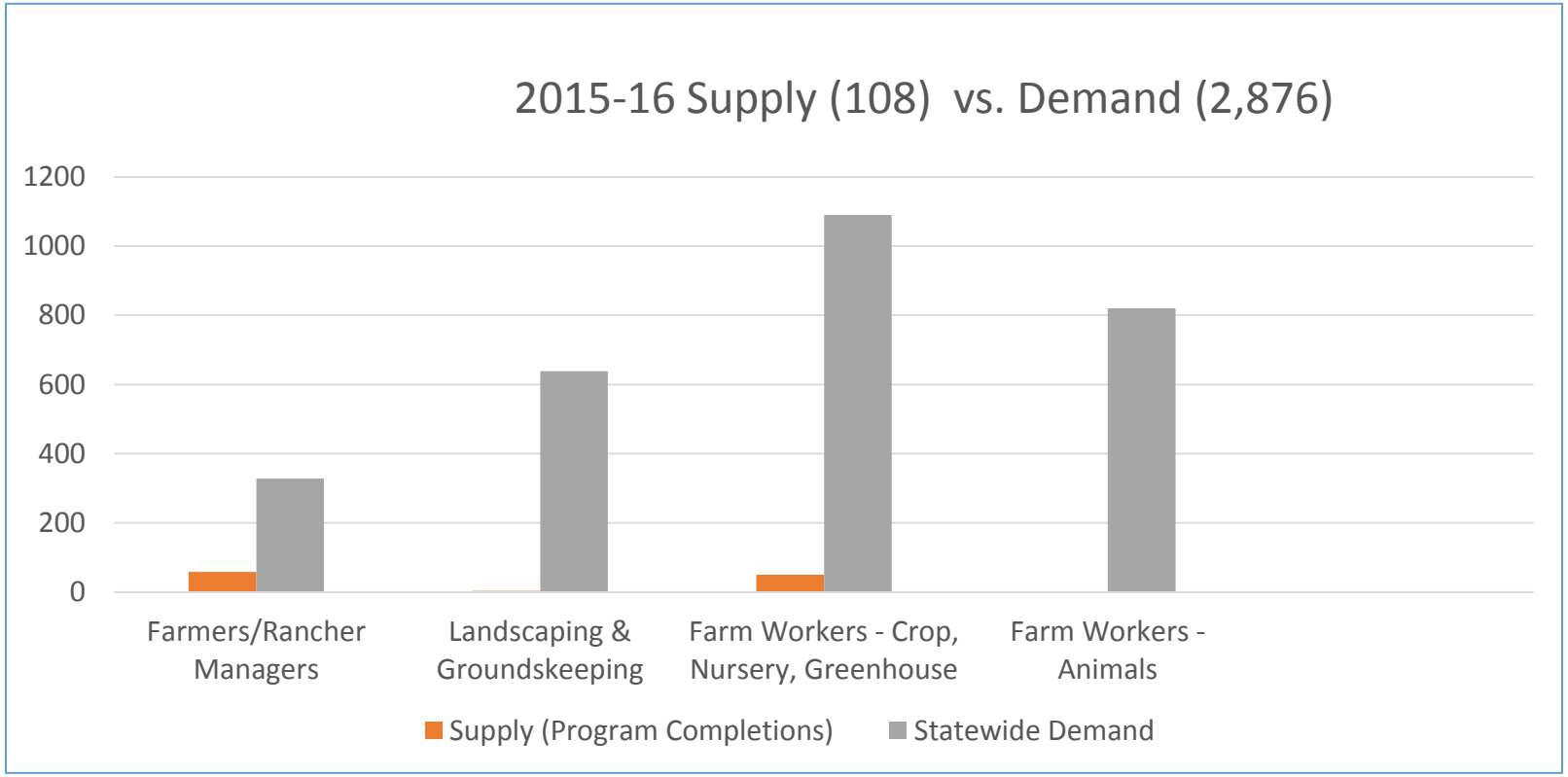
Root Causes:

1. Employees are hired by union
2. Limited number of programs in regions
3. Difficult to recruit students to careers

Countermeasures:

1. Raise awareness
2. Work with union to increase apprenticeship numbers
3. Work with strategic partners
4. Increase dual credit

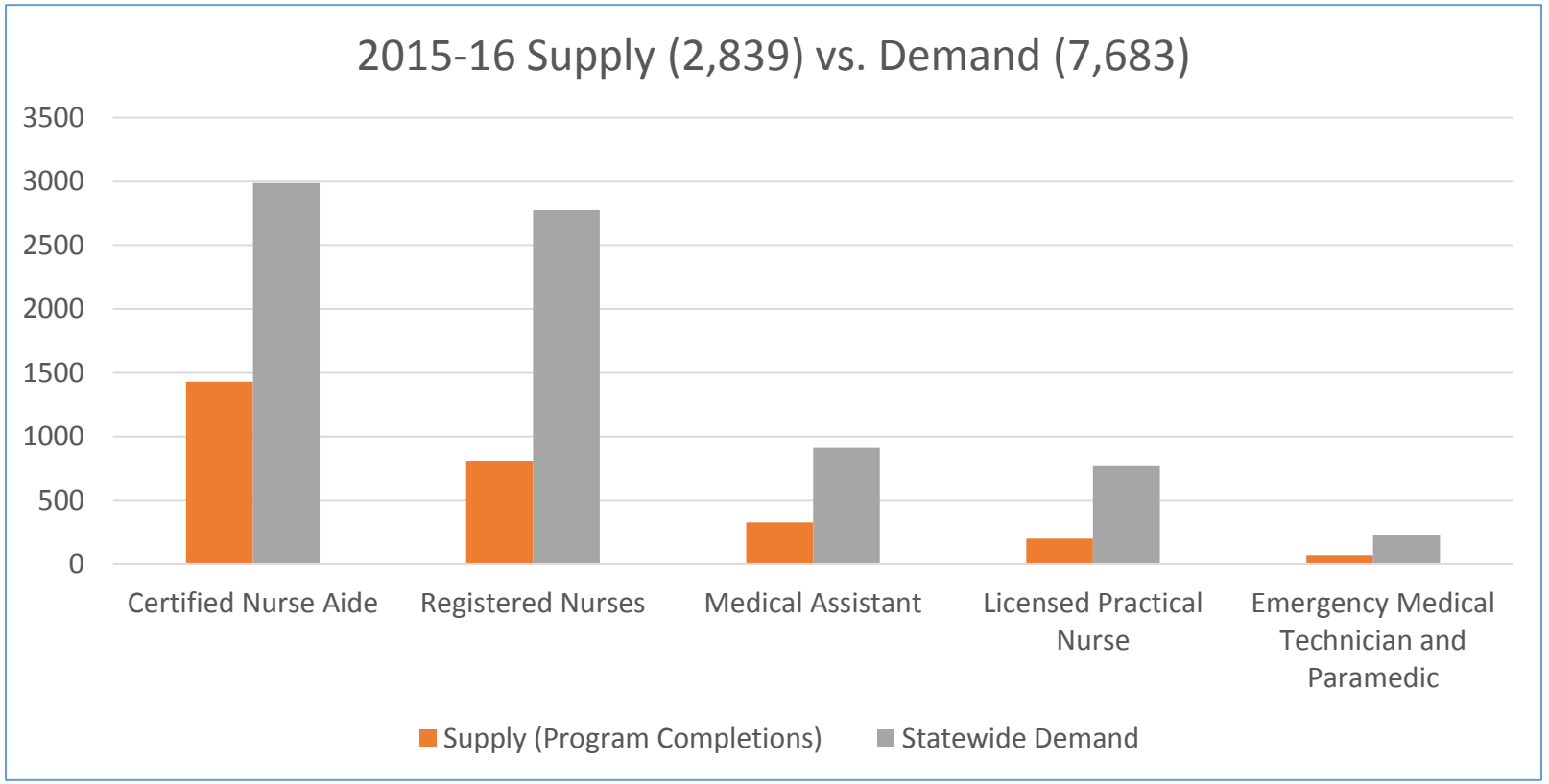
Monthly Review – Agriculture Sector Top 4
Owner: Sue Smith
Date: November 2016



Root Causes:
1. English pass rates are around 48%
2. Agriculture students study both animal and crop
3. Low enrollment – low awareness

Countermeasures:
1. Raise awareness of opportunities
2. Work with strategic partners to recruit students
3. Increase dual credit

Monthly Review - Healthcare Sector Top 5
Owner: Calvin Thomas IV
Date: November 2016



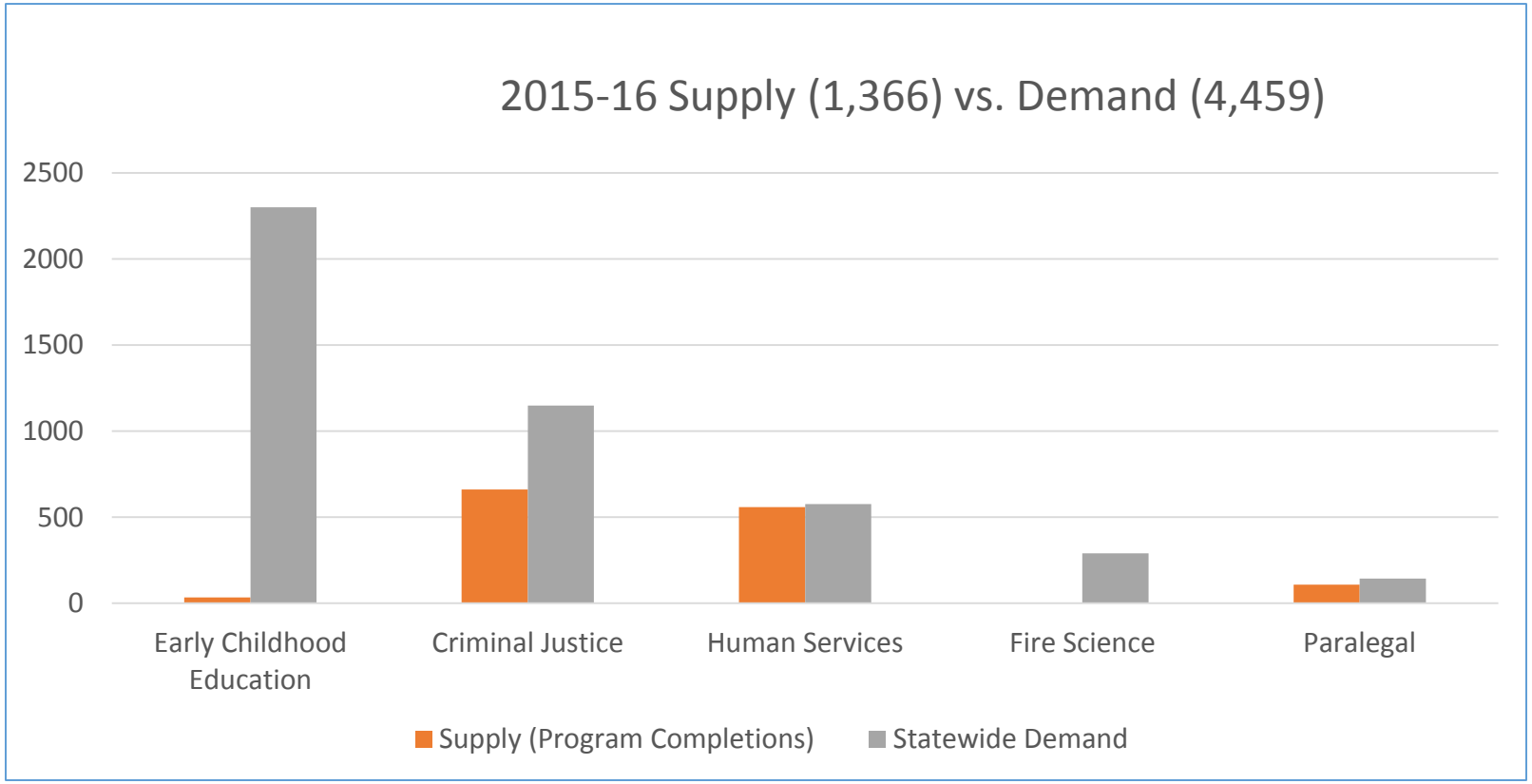
Root Causes:

1. Course completion isn't reflective of those who successfully passed the certifying exam.
2. Availability faculty and access to clinical sites are limiting factors for increasing the number of cohorts.
3. A few programs have low first-time pass rates.

Countermeasures:

1. Will need to integrate the testing center's database with this data.
2. Look for health system partnerships for additional faculty and clinical site access.
3. Need to re-examine pre-requisite criteria and test prep material for successful 1st time pass rates.

Monthly Review - Public & Social Services Top 5
Owner: Calvin Thomas IV
Date: November 2016



Root Causes:

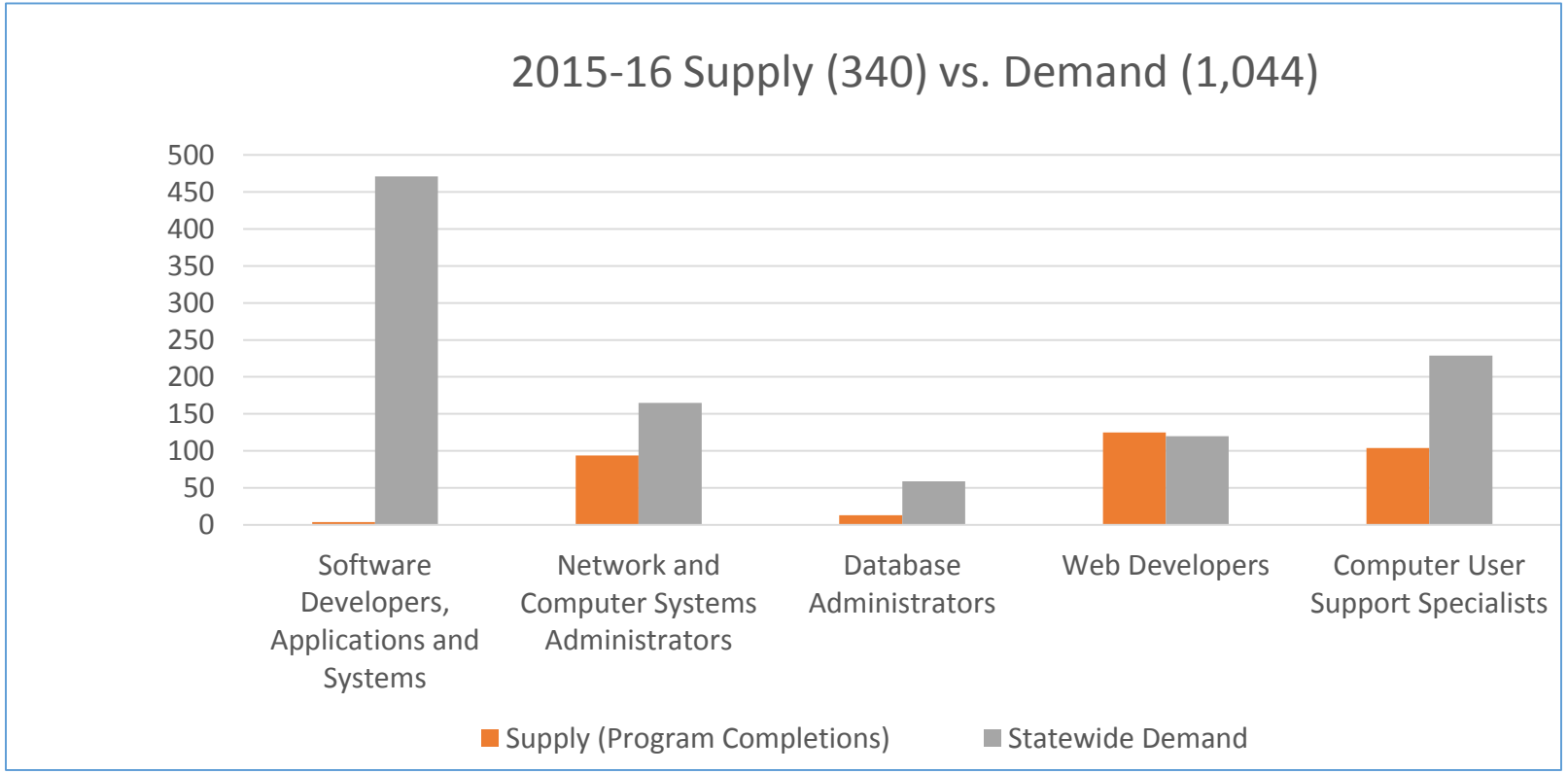
1. 'Top 5' focus is new concept applied to this group of programs and offerings; clear imbalance between enrollment, completion and high demand jobs

Countermeasures:

1.Improve program offerings to reflect high growth demand jobs

2. Additional advising may be needed to direct enrollment into other high demand jobs or sectors.

Monthly Review - Information Technology Sector Top 5
Owner: Matt Etchison
Date: November 2016



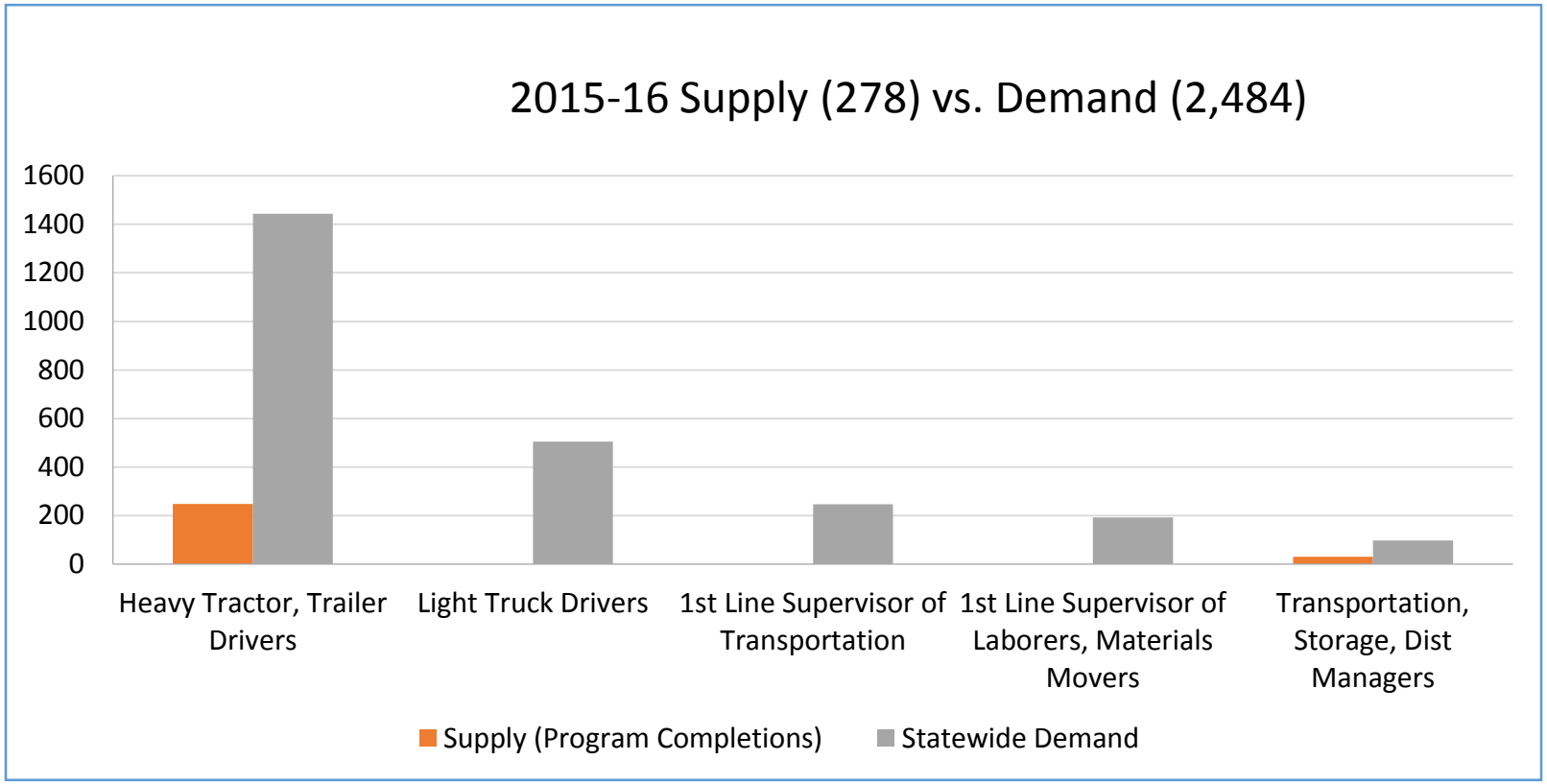
Root Causes:
1. High enrollment; low completion
2. Very high IT growth in Indiana in recent years
3. Pace of change

Countermeasures:
1. Targeted degree via Advising
2. More agile delivery for success
3. Strategic partnerships with world's largest IT companies

Monthly Review – Supply Chain Logistics Sector Top 5

Owner: **Open**

Date: November 2016



Root Causes:

1.

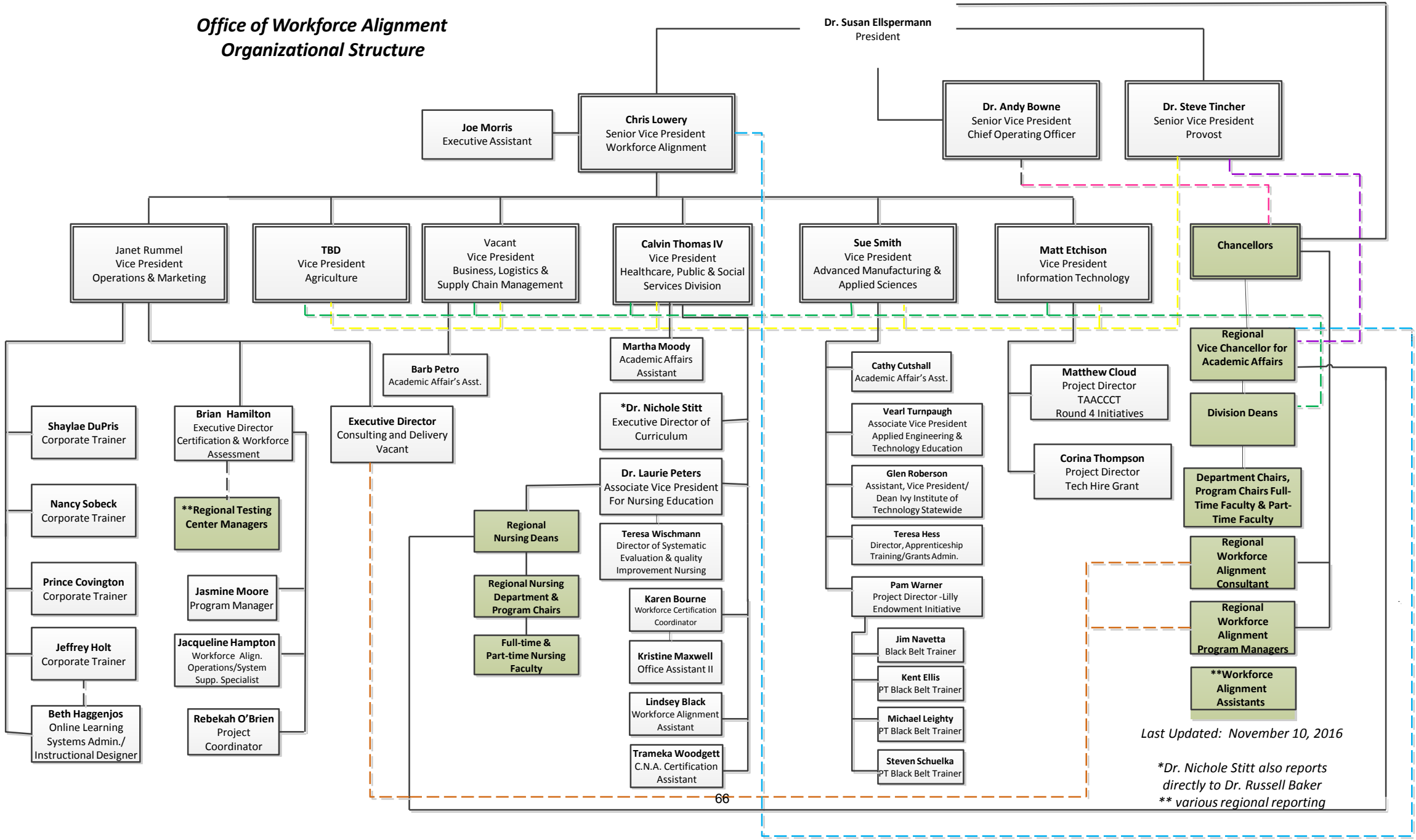
Countermeasures:

1.

Organizational Structure Update

- Organizational structure rolled out college-wide in early November
- Initial feedback has been positive
- Matrix organization with collaboration between workforce alignment and academics
- Key vacancy filled as of November 28 – Vice President of Operations & Marketing
- Currently interviewing for VP Logistics and Executive Director Consultancy & Sales
  - Started work on the consultative sales cycle for workforce development consultants statewide

Office of Workforce Alignment Organizational Structure

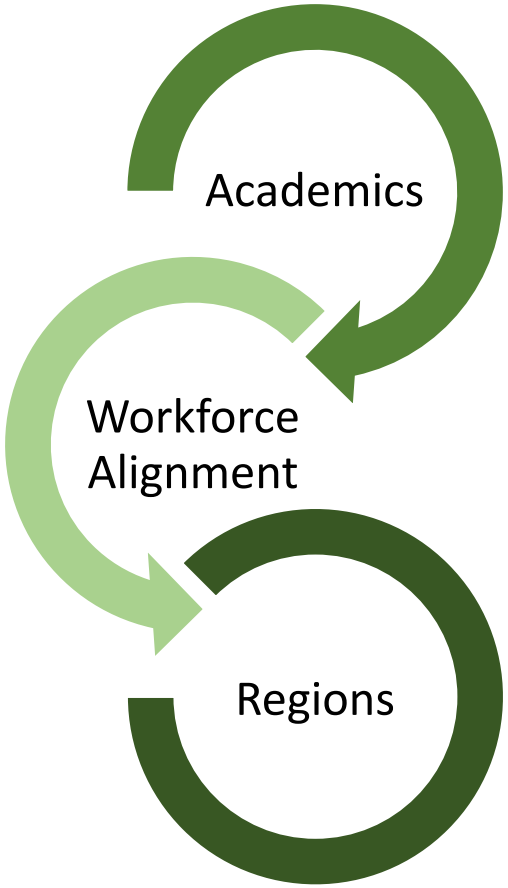


Last Updated: November 10, 2016

**Dr. Nichole Stitt also reports directly to Dr. Russell Baker*
*** various regional reporting*

Workforce Alignment Internal Partnership Construct

Workforce Alignment must work in tandem with Academics and Regions to deliver effectively.



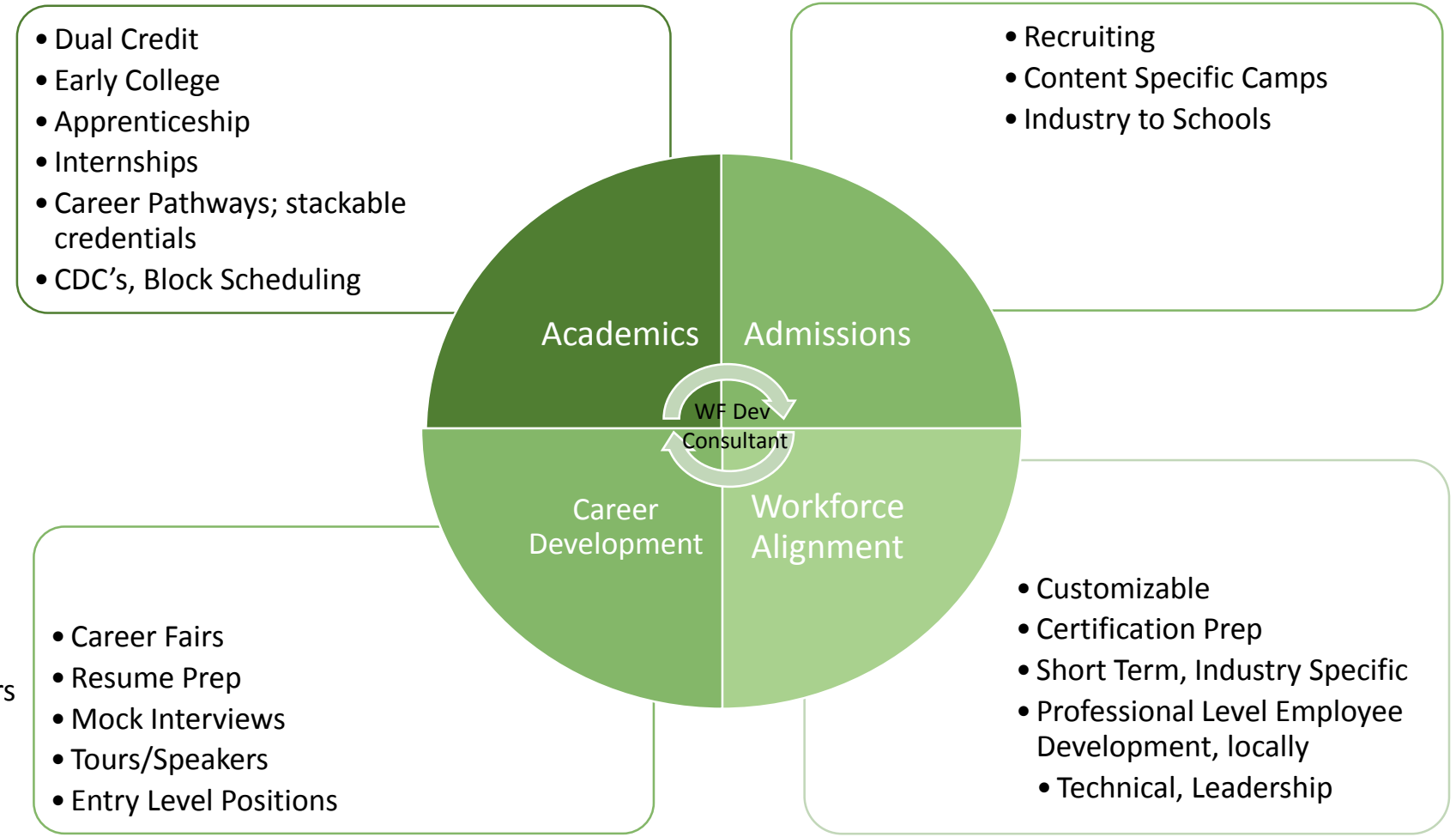
Organizational Structure Update

Employer Responsibilities as Partner

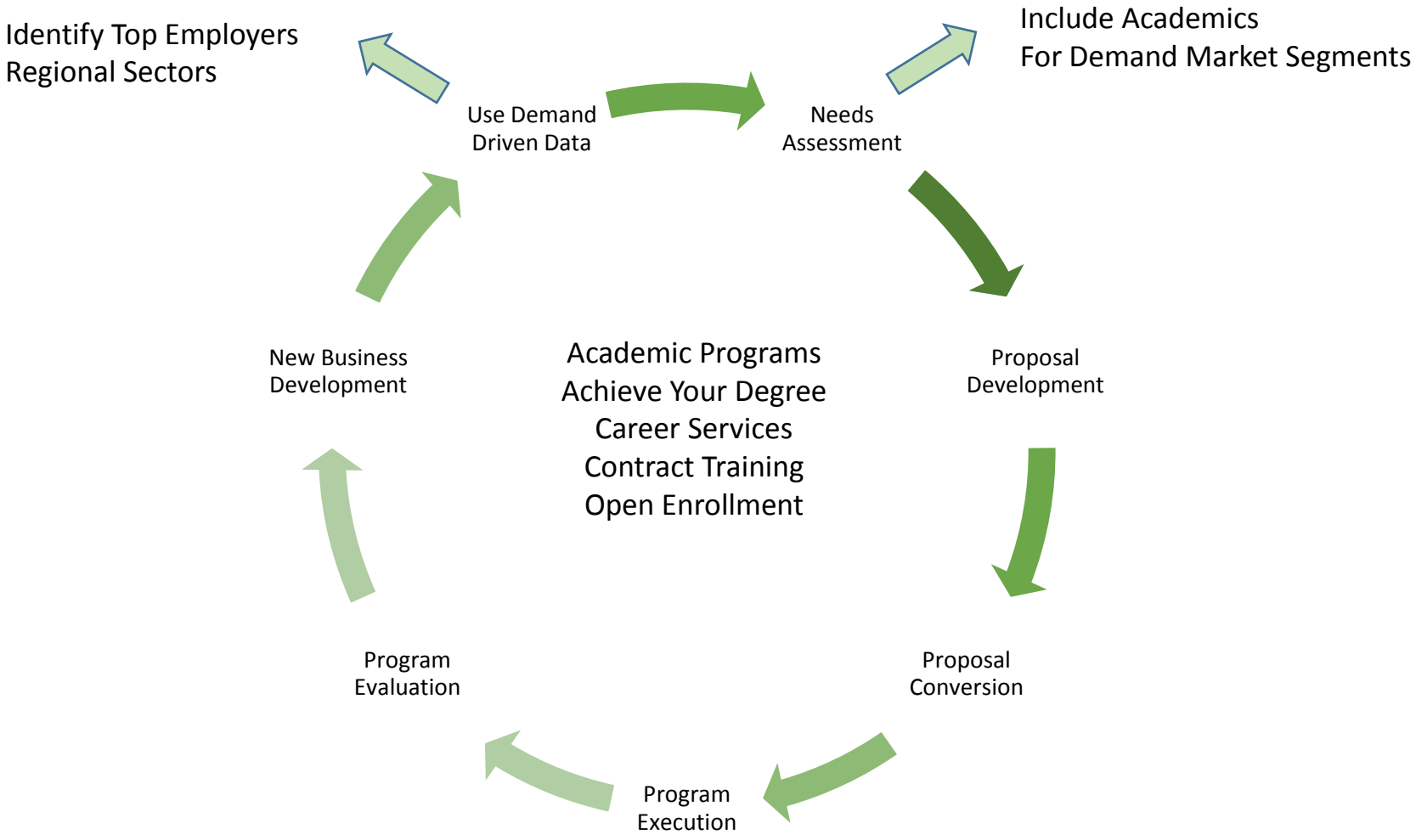
- Career Path Identification
- Open positions/strategy
- Incentives for Educational Attainment
  - Tuition Assistance/AYD
- Internships
- Externships
- Job Shadowing
- Tours
- Guest Speakers
- Mock Interviews
- Mentorships
- OJT Support
  - Skills Checks

Engagement Strategy

- CEO – Chancellor
- Operations – Dean/Campus President
- HR – Career Development/Adult Recruiters
- Development & Training – Workforce Consultant
- Superintendent – Campus President
- Principal/Counselor – Recruiters
- C4, JAG, Ivy Manufacturing – Program Chair



Workforce Alignment Consulting Cycle



5 Key Economic Sectors Partners

- Manufacturing/Construction
- Agriculture
- Healthcare/Public & Social Service
- IT
- Logistics and Supply Chain

Manufacturing and Applied Sciences Economic Sector Top 8 External Associations

- Indiana Manufacturers Association
- Conexus
- Indiana Automotive Council
- Orthoworx
- Manufacturing Policy Initiative
- LIFT
- Biocrossroads
- National Tool & Machining Association (Indiana Chapter)

Construction Economic Sector
Top 5 External Associations

- Indiana Construction Roundtable
- Top Notch
- Indiana/Kentucky/Ohio Regional Council of Carpenters
- UA Local 440 Plumbers & Pipefitters
- Indiana Department of Labor

Agriculture Economic Sector
Top 5 External Associations

- Agrinovus
- Indiana FFA
- Indiana State Department of Agriculture
- Agribusiness Council of Indiana
- AgrIInstitute

Healthcare Economic Sector
Top 5 External Associations

- Indiana State Department of Health
- Indiana Health Care Association
- Indiana Center for Nursing
- Indiana Rural Health Association
- Indiana Hospital Association

Information Technology Economic Sector Top 5 External Associations

- TechPoint
- IGTLA (Indiana Government Technology Leaders' Association)
- IEEE/ACM
- AITP (Association of Information Technology Professionals)
- CompTIA

Business, Logistics, and Supply Chain Economic Sector Top 5 External Associations

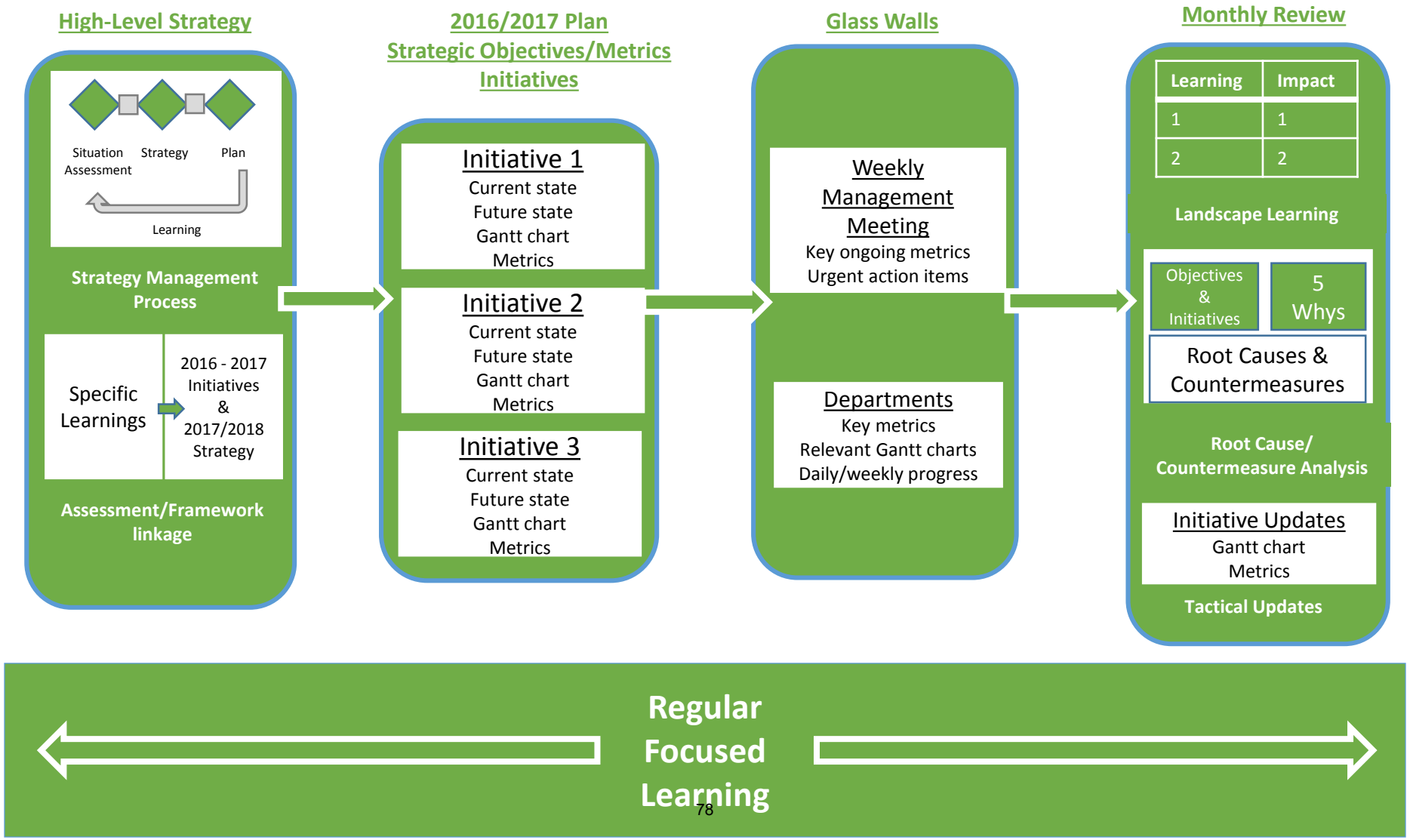
- Indiana Chamber of Commerce
- Conexus
- Indiana Automotive Council
- Indiana Motor Truck Association
- ABCDE

Demand Driven Data & Visualization

- Demand-Driven Workforce Alignment Committee
  - Use of Occupational Demand Report
  - Mapping of all Ivy Tech programs to Occupational Demand is complete
  - IBRC has been engaged to produce the Gap Analysis Report
  - Ivy Tech now preparing data for review by academic affairs in determining programs with insufficient student and/or employer demand or insufficient grad and/or transfer rates.
- Data Visualization Committee
  - Ivy Tech has partnered with DWD to produce a unified occupational demand visualization with integrated Ivy Tech data
  - Phase 1: Available programs, enrollment & completion by campus
  - Phase 2: Programs with embedded certifications, completion projections by program, physical and/or instructional capacity by campus

Strategic Management Process

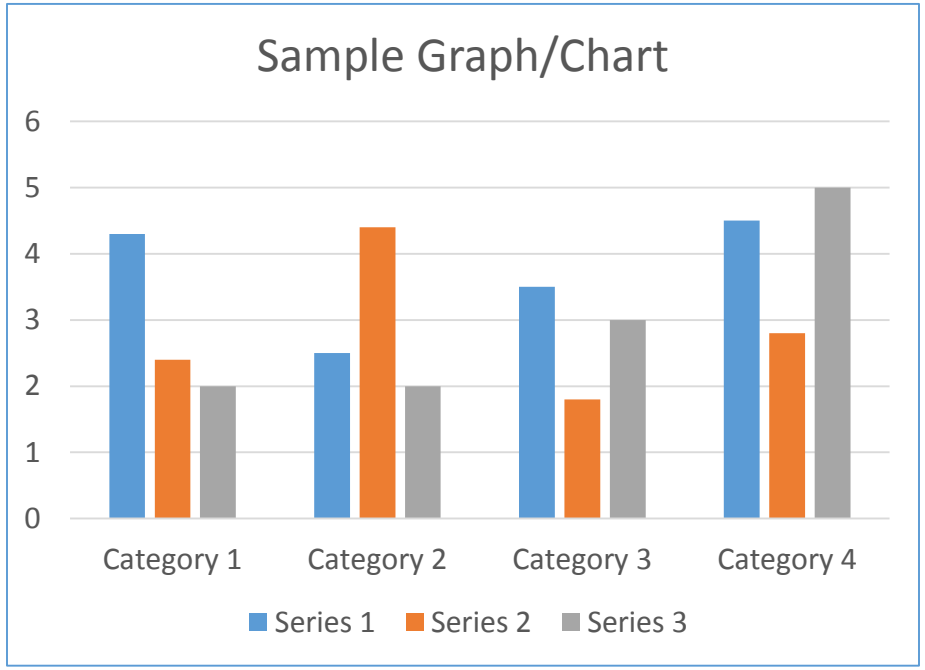
Workforce Alignment - Integrating Strategy Management into the Overall Management Process



Monthly Review - Strategic Objective X/Metric
Owner: Bill Smith
Date: Month and Year

The “So What” and “Why”

Recruitment is down by x% YTD to Plan and y% YTD to PY because of askfljajsdkfj



Root Causes:
1.
2.
3.
4

Countermeasures:
1.
2.
3.
4

Monthly Review - Strategic Objective X/Metric
Owner: Bill Smith
Date: Month and Year

Strategic Initiative						
Initiative (What)	**Responsible - Lead and Team (Who)**	**Start Date (When)**	**Due Date (When)**	**Actual Date (When)**	**Resources Needed (How)**	**Comments**
Initiative One						
Action step 1						
Action step 2						
Action step 3						
Initiative Two						
Initiative Three						
Initiative Four						

TREASURER'S REPORT

IVY TECH COMMUNITY COLLEGE
SPONSORED PROGRAM FUNDS
September 1, 2016 THROUGH Sepember 30, 2016

Region	Title or Description	Amount	Effective Date	Expiration Date
Sellersburg	231 AHEC Continuing Education Conference (Mini Grant)	$ 1,400	11/30/2015	8/31/2016
Central Indiana	181 CHE ScholarCorp AmeriCorp 2016-2017	2,000	8/1/2016	7/31/2017
Northwest	Northwest Educational Talent Search	257,769	9/1/2012	8/31/2017
Columbus	201 Innovative Work and Learn Grant	40,000	7/15/2016	6/30/2017
Bloomington	241 SCI SBDC CY2016 Federal	99,048	1/1/2016	12/31/2016
Bloomington	241 SCI SBDC CY2016 State	41,912	1/1/2016	12/31/2016
East Central	161 CHE ScholarCorp 16-17 Marion	2,000	8/1/2016	7/31/2017
Wabash	171 NEH CTR Humanities & Medicine (Increase)	20,822	9/1/2011	7/31/2018
Northwest	111 SSS TriO Grant Yr 2; 2016-2017 (Increase)	226,596	9/1/2015	8/31/2020
Central Indiana	181 Strengths Quest 2016-2017	15,000	9/1/2016	8/31/2017
Bloomington	241 ROI Graduation Coaches	770,000	5/1/2016	5/30/2018
Northwest	111 City of LaPorte-Training Facilitty	25,000	5/1/2015	5/31/2017
Lafayette	141 Faculty on Loan 2016-2017	14,647	8/16/2016	5/24/2017
		$ 1,516,194		

IVY TECH COMMUNITY COLLEGE
SPONSORED PROGRAM FUNDS
October 1, 2016 THROUGH October 31, 2016

Region	Title or Description	Amount	Effective Date	Expiration Date
North Central	121 Perkins 2016-2017-NC (Allocation #1)	$ 165,928	7/1/2016	6/30/2017
Columbus	201 Perkins 2016-2017 (Allocation #1)	72,749	7/1/2016	6/30/2017
Kokomo	151 Perkins 2016-2017 (Allocation #1)	92,017	7/1/2016	6/30/2017
Office of the President	901 IRHA IRWIN Grant (Fund R02692)	40,186	8/1/2015	7/31/2018
Lafayette	141 Perkins 2016-2017 (Allocation #1)	104,474	7/1/2016	6/30/2017
Lafayette	141 SUB NSF/ATE Sim Wind Turbine	78,493	7/1/2016	6/30/2019
Northwest	111 Perkins 2016-2017-NW (Allocation #1)	187,853	7/1/2016	6/30/2017
Northeast	131 Pauline Barker 2016-2017	34,488	7/1/2016	6/30/2017
Northeast	131 Perkins 2016-2017 (Allocation #1)	204,463	7/1/2016	6/30/2017
East Central	161 Perkins 2016-2017 (Allocation #1)	189,348	7/1/2016	6/30/2017
Richmond	191 Perkins 2016-2017 (Allocation #1)	75,739	7/1/2016	6/30/2017
Southeast	211 Perkins 2016-2017 (Allocation #1)	55,974	7/1/2016	6/30/2017
Central Indiana	181 CHE AmeriCorps Vista DiSantis	4,500	6/20/2016	6/19/2017
Central Indiana	181 CHE AmeriCorps Vista Evans	4,500	6/20/2016	6/19/2017
Bloomington	241 Perkins 2016-2017 (Allocation #1)	78,065	7/1/2016	6/30/2017
Office of the President	901 In-MaC 2016-2017	200,000	8/1/2016	8/31/2017
East Central	161 SUB UCSD/Arnold Fdn_Incentives	129,839	8/1/2016	12/1/2022
Wabash Valley	171 Perkins 2016-2017 (Allocation #1)	99,989	7/1/2016	6/30/2017
Northwest	111 NW Educational Talent Search 2012-2017 (Increase)	22,071	9/1/2012	8/31/2017
Office of the President	901 Digital Promise Grant	20,000	9/29/2015	9/29/2016
		$ 1,860,676		

IVY TECH COMMUNITY COLLEGE
SPONSORED PROGRAM FUNDS
July 1, 2016 THROUGH June 30, 2017

		Grants & Contracts
Total this Report	$	1,516,194
2016-2017 YTD-Total to Date		7,515,157
2015-2016 Fiscal Year-End Total		18,906,875
2014-2015 Fiscal Year-End Total		20,718,246
2013-2014 Fiscal Year-End Total		27,105,576
2012-2013 Fiscal Year-End Total		23,049,587
2011-2012 Fiscal Year-End Total		26,290,960
2010-2011 Fiscal Year-End Total		24,631,272
2009-2010 Fiscal Year-End Total		40,659,468
2008-2009 Fiscal Year-End Total		22,864,309
2007-2008 Fiscal Year-End Total		15,516,944
2006-2007 Fiscal Year-End Total	$	17,679,145

IVY TECH COMMUNITY COLLEGE
SPONSORED PROGRAM FUNDS
July 1, 2016 THROUGH June 30, 2017

	Grants & Contracts
Total this Report	$ 1,860,676
2016-2017 YTD-Total to Date	9,375,833
2015-2016 Fiscal Year-End Total	18,906,875
2014-2015 Fiscal Year-End Total	20,718,246
2013-2014 Fiscal Year-End Total	27,105,576
2012-2013 Fiscal Year-End Total	23,049,587
2011-2012 Fiscal Year-End Total	26,290,960
2010-2011 Fiscal Year-End Total	24,631,272
2009-2010 Fiscal Year-End Total	40,659,468
2008-2009 Fiscal Year-End Total	22,864,309
2007-2008 Fiscal Year-End Total	15,516,944
2006-2007 Fiscal Year-End Total	$ 17,679,145

DISBURSEMENTS OF $100,000.00 AND OVER
FOR THE MONTH OF SEPTEMBER 2016

Authorization for Disbursement		Purpose of Disbursement	Amount of Disbursement	Approved Vendor	Check Date	Reference Number
I. Article VIII Contracts and Other Documents Approval and authorization of the Board.	A	FICA/MQFE/Federal Taxes	328,632.39	PNC Bank	######	J0180505
	B	Life & LTD Insurance	104,493.38	The Standard	######	J0180749
	C	County and State Taxes	794,842.15	PNC Bank	######	J0180768
	D	Reimbursement for Health Ins. Claims	431,242.15	Anthem Blue Cross Blue Shield	######	J0180820
	E	Rx Payment	162,400.21	Express Scripts	######	J0180821
	F	FICA/MQFE/Federal Taxes	1,933,226.28	PNC	######	J0180966
	G	Retirement	1,116,702.56	Transamerica	######	J0181004
	H	Rx Payment	159,382.29	Express Scripts	######	J0181054
	I	Reimbursement for Health Ins. Claims	874,491.60	Anthem Blue Cross Blue Shield	######	J01810855
	J	Retirement	106,179.14	PERF	######	J0181086
	K	FICA/MQFE/Federal Taxes	684,496.92	PNC	######	J0181087
	L	Health Savings Account	160,789.93	Chard-Snyder	######	J0181278
	M	Retirement	104,600.64	PERF	######	J0181533
	N	Reimbursement for Health Ins. Claims	269,009.91	Anthem Blue Cross Blue Shield	######	J0181561
	O	Rx Payment	140,845.59	Express Scripts	######	J0181562
	P	FICA/MQFE/Federal Taxes	2,527,023.19	PNC	######	J0181702
	Q	Health Savings Account	703,734.11	Chard-Snyder	######	J0181740
	R	Rx Payment	161,517.32	Express Scripts	######	J0181741
	S	Retirement	1,152,879.24	Transamerica	######	J0181744
	T	Reimbursement for Health Ins. Claims	300,791.29	Anthem Blue Cross Blue Shield	######	J0182050

DISBURSEMENTS OF $100,000.00 AND OVER
FOR THE MONTH OF SEPTEMBER 2016
Page 2

Authorization for Disbursement		Purpose of Disbursement	Amount of Disbursement	Approved Vendor	Check Date	Reference Number
II. Article IV. Officers of the Board. Section 5. Treasurer. Article VIII. Execution of Contracts and other Documents. Section A. Approval and authorization of the Board.	A	Money Market	783,000.00	Lake City Bank	######	J0180763
	B	Money Market	678,000.00	Lake City Bank	######	J0180932
	C	Money Market	8,642,000.00	Lake City Bank	######	J0181226
	D	Money Market	17,606,000.00	Lake City Bank	######	J0181416
	E	Money Market	932,207.00	Lake City Bank	######	J0181475
	F	Money Market	1,519,000.00	Lake City Bank	######	J0181733
III. Reported to the Board of Trustees under $500,000	A	Utilities	132,094.38	Telamon	######	J0180767
	B	Instructional Equipment	108,817.19	Aidex Corporation	######	50-I0111449
	C	Inventoried Computers < $3,000	125,371.77	Dell	######	50-I0111618
	D	Utilities	192,903.59	Telamon	######	J0180930
	E	Utilities	206,848.79	Telamon	######	J01801072
	F	Lease Computer Software	336,524.40	Bell Tech Logix	######	50-I0111962
	G	RR General Construction, Terre Haute	135,020.00	Huff Sealing Corp	######	50-I01889659
	H	Instructional Equipment	159,068.75	Midwest Manufacturing Resources	######	50-I0112162
	I	Instructional Equipment	131,093.00	Stratasys, Inc.	######	50-I0112542
	J	Utilities	154,127.55	Telamon	######	J0181281
	K	Utilities	105,284.52	Telamon	######	J0181396
	L	General Construction, Muncie	127,201.20	Gibraltar Construction Corp	######	50-I0113198
	M	Utilities	139,743.69	Telamon	######	J0181695
	N	RR Buildings and Improvements, Kokomo	311,609.09	Monroe Construction Corp	######	50-I0113485

	O	Purchasing Card	223,680.27	PNC Bank	######	J0181892

DISBURSEMENTS OF $100,000.00 AND OVER
FOR THE MONTH OF SEPTEMBER 2016
Page 3

Authorization for Disbursement		Purpose of Disbursement	Amount of Disbursement	Approved Vendor	Check Date	Reference Number
III. Reported to the Board of Trustees under $500,000	P	RR Buildings and Improvements, Michigan City	206,910.00	Larson-Danielson Construction	######	50-!0113880
	Q	RR Buildings and Improvements, Kokomo	175,927.67	Monroe Construction Corp	######	50-!0113892
IV. Approved by the Board of Trustees over $500,000.	A	Insurance	1,212,684.60	Arthur J Gallagher Risk Management	######	50-!0111455
	B	Financial Aid Reimbursement	10,672,426.50	Follett Bookstore	######	J0181674
	C	Services and Fees	547,095.83	Blackboard Inc.	######	50-!0113435

DISBURSEMENTS OF $100,000.00 AND OVER
FOR THE MONTH OF OCTOBER 2016

Authorization for Disbursement		Purpose of Disbursement	Amount of Disbursement	Approved Vendor	Check Date	Reference Number
I. Article VIII Contracts and Other Documents Approval and authorization of the Board.	A	Life & LTD Insurance	131,567.24	The Standard	10/04/16	J0182135
	B	Health Savings Account	163,801.66	Chard-Snyder	10/06/16	J0182231
	C	Retirement	105,260.45	PERF	10/06/16	J0182246
	D	County and State Taxes	938,789.94	PNC Bank	10/10/16	J0182401
	E	FICA/MQFE/Federal Taxes	2,547,541.99	PNC	10/11/16	J0182429
	F	Retirement	1,101,423.75	Transamerica	10/11/16	J0182447
	G	Reimbursement for Health Ins. Claims	552,295.76	Anthem Blue Cross Blue Shield	10/11/16	J0182452
	H	Rx Payment	178,983.15	Express Scripts	10/11/16	J0182453
	I	Reimbursement for Health Ins. Claims	609,574.11	Anthem Blue Cross Blue Shield	10/18/16	J0182770
	J	Rx Payment	221,330.02	Express Scripts	10/18/16	J0182771
	K	FICA/MQFE/Federal Taxes	732,363.20	PNC	10/24/16	J0182985
	L	FICA/MQFE/Federal Taxes	1,844,400.93	PNC	10/26/16	J0183098
	M	Retirement	1,192,515.89	Transamerica	10/26/16	J0183102
	N	Reimbursement for Health Ins. Claims	639,419.90	Anthem Blue Cross Blue Shield	10/26/16	J0183197
	O	Rx Payment	155,397.46	Express Scripts	10/26/16	J0183198
	P	Reimbursement for Health Ins. Claims	369,186.32	Anthem Blue Cross Blue Shield	10/31/16	J0183384
	Q	Rx Payment	190,981.81	Express Scripts	10/31/16	J0183385
	R	Health Savings Account	164,769.96	Chard-Snyder	10/31/16	J0183598

DISBURSEMENTS OF $100,000.00 AND OVER
FOR THE MONTH OF OCTOBER 2016
Page 2

Authorization for Disbursement		Purpose of Disbursement	Amount of Disbursement	Approved Vendor	Check Date	Reference Number
II. Article IV. Officers of the Board. Section 5. Treasurer. Article VIII. Execution of Contracts and other Documents. Section A. Approval and authorization of the Board.	A	Money Market	808,000.00	Lake City Bank	10/18/16	J0183111
	B	Money Market	18,520,000.00	Lake City Bank	10/20/16	J0183113
	C	Money Market	661,000.00	Lake City Bank	10/27/16	J0183300
III. Reported to the Board of Trustees under $500,000	A	RR Buildings and Improvements	147,447.60	Tri-Electronics	10/04/16	50-!0114190
	B	Utilities	175,190.46	Telamon	10/10/16	J0182406
	C	Media Advertising	114,179.49	Miller Brooks, Inc	10/12/14	50-!0114945
	D	Utilities	236,432.33	Telamon	10/12/14	J0182503
	E	Utilities	252,534.14	Telamon	10/18/16	J0182735
	F	Insurance	169,151.00	Arthur J Gallagher Risk Management	10/21/16	50-!0115941
	G	Utilities	130,522.09	Telamon	10/24/16	J0182994
	H	Hardware Maint/Upgrade/Support	333,391.20	CDW Government,Inc.	10/26/16	50-!0116376
	I	Instructional Equipment	112,798.20	Aidex Corporation	10/27/16	50-!0116510
	J	RR Land Improvements	129,911.00	Bowman Construction Company, Inc	10/27/16	50-!0116510
	K	RR General Construction	176,094.00	Henry C Smither Roofing Company	10/28/16	50-!0116634
	L	Purchasing Card	223,680.27	PNC Bank	10/28/16	J0183332
	M	Instructional Equipment	282,017.40	Aidex Corporation	10/31/16	50-!0116720
	N	Marketing Services	152,849.70	Miller Brooks, Inc.	10/31/16	50-!0116760
	O	Utilities	112,012.86	Telamon	10/31/16	J0183410

DISBURSEMENTS OF $100,000.00 AND OVER
FOR THE MONTH OF OCTOBER 2016
Page 3

Authorization for Disbursement	Purpose of Disbursement	Amount of Disbursement	Approved Vendor	Check Date	Reference Number
IV. Approved by the Board of Trustees over $500,000.	A Real Property	3,222,353.00	Ivy Tech Foundation	10/12/16	50-!0113435
	B Instructional Equipment	594,000.00	Anatomage	10/20/16	50-!0115820
	C Instructional Equipment	594,000.00	Anatomage	10/21/16	50-!0115940
	D Services and Fees	560,034.83	Blackboard Inc.	10/26/16	50-!0116380
	E Facilities Operating Lease	500,000.00	City of Fort Wayne	10/26/16	50-!0116380
	F Financial Aid Reimbursement	485,963.83	Follett Bookstore	10/28/16	J0183596

PRESIDENTS REPORT

Report will be given at the State Board of Trustees Meeting December 8, 2016

Period: September 10 – November 17, 2016

GRANTS REPORT

Total Currently Active Grants:

(112) Competitive Grants: $44,787,819
(18) Non-Competitive Grants: $13,382,201
(130) Total Active Ivy Tech Grants: $58,170,020

Ivy Tech currently has 41 pending grant submissions totaling $5,558,243. Of the total, $645,438 is budgeted as indirect costs.

Note: Due to space limitations, only an illustrative sample of awards and submissions are described below.

Grants Awarded During Period (32 - $12,059,573)

- **Northeast** was awarded $20,000 from the Zollner Foundation to provide scholarships to students who are enrolled in the Schools of Technology or Business.

- **Central Indiana** received two grants totaling $939,839 from the National Science Foundation's SSTEM and LSAMP programs to support STEM partnerships with IUPUI. This is the first SSTEM award made to a community college.

- **Bloomington** was awarded $110,000 from the City of Bedford to expand its Regional Opportunities Initiative College Connection Coach program.

- **Columbus** received $5,000 from the Bartholomew REMC Memberships Community Trust to support the construction of a greenhouse that will be utilized by Ivy Tech and high School students to enhance their education.

- **Southwest** received $666,506 from the State of Indiana DWD Skill Up grant program to support the expansion and promotion of the New Hoosier Apprenticeship Model.

Grants Submitted During Period (24 - $3,630,851)

- **Northeast** requested $833,833 from the National Science Foundation to expand their work in microsystem technician education.

- **Wabash Valley** requested $1,360,500 from the U.S. Department of Commerce Economic Development Agency to support construction and renovation of their Precision Agriculture facility.

- **Southwest** requested $75,000 through the Holiday Management Foundation to assist in the establishment of an Early Learning Center on the Evansville campus.

- **Southeast** requested $10,000 from the Proctor & Gamble Foundation to support service learning programs for Ivy Tech Health Science students.

- **Office of the President** submitted a $435,056 in conjunction with Purdue University to develop a dedicated Digital Manufacturing program that will lead to transfer opportunities.

Proposals Declined During Period (29 - $11,782,946)