

**MINUTES OF THE MEETING OF THE
STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
August 5, 2021**

Chairman Terry Anker called the State Board of Trustees' meeting to order at 1:00 pm.

ROLL CALL

Chairman Terry Anker called the roll, and the presence of a quorum was announced.

The following State Trustees were present in person:

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

The following State Trustees were present via Zoom Webinar
Ms. Marianne Glick

The following Trustees were absent:

Mr. Harold Hunt
Mr. Stewart McMillan
Mr. Kerry Stemler

A. NOTICES OF MEETING MAILED AND POSTED:

Trustee Andrew Wilson, the Secretary, confirmed that notice of August 5, 2021, regular meetings were properly mailed and posted. The public was invited to attend the meetings open to the public.

on six campuses occurred in January, 2021, with 6-7 additional campuses in fall 2021. The remaining campuses will launch in January 2022. Guided Pathways has a strong focus on removing equity gaps based on race/ethnicity, gender, socioeconomic status, and other factors. Cory and Russ reported that initial data show that our metrics mirror national averages, including that less than half of the new students completing college-level math and English in the first year.

Jo Nahod-Carlin presented an update on fall 2021 enrollment. With IvyConnect implementation and development moving along, we have more data in the system, and we are beginning to see some initial funnel data. We can see that the vast majority of applicants are in an "Application Accepted" stage, which means that they have not yet taken an enrollment step. The next group are in the Enrollment Checklist, which means they are working on KA, completing FAFSA, etc. Then the smallest group is in closed/won registered. We also have visibility into how long it's taking our students to get through the enrollment process. We know the average time it takes a student to apply and get registered is 84 days. We can see the longest time through the process of the maximum age of an opportunity is 134 days. And the shortest time we've seen is two days. This demonstrates a student can walk in and get into classes the next day, but that is the exception, not the rule.

We are currently down in almost all student types and are working to attack these deficiencies. Campus teams are focusing on student engagement, daily reports and accountability metrics. We prioritize Fall applicants with a new RFI, train the front line, provide suggested messaging, and focus on diversity, equity, and inclusion strategies. Additionally, we have shifting our Systems led paid marketing and engagement campaigns towards conversion support. We are now targeting students in the funnel, targeting continuing students for re-registration and targeting Fall students with less than 12 hrs with Ivy+ info, encouraging them to increase their course load. We've also engaged new communication journeys as well as outbound Blackboard campaigns. These efforts are being monitored and measured daily, and we will be able to analyze what worked and what areas still need more development.

Item 2 Chairman Anker called upon Trustee Gutman for a report from the **Audit Committee**. Trustee Gutman reported there are no action items for consideration and approval. The Audit Committee met and discussed the reports to the confidential hotline, received an update on pending litigation and a cybersecurity report. They reviewed and approved the Internal Audit Department budget for the fiscal year 2021-22. The committee reviewed the audit schedule for 2021-22 and the three-year audit plan and reviewed internal audit reports that had been issued since our last meeting.

Item 3 Chairman Anker called upon Trustee Hughes-Schuh for a report from the Marketing & Public Relations Committee. Trustee Hughes-Schuh reported there are is one action item for consideration and approval.

Trustee Hughes-Schuh moved for approval of **Resolution 2021-31**, Agreement for the College's Brand Evolution Marketing Agency. Trustee Dora seconded the motion. The motion carried unanimously.

Jeff Fanter shared with the board steps taken in searching for the right agency to assist Ivy Tech in proving itself to be the best value in education, enabling students to launch a career with Indiana's top companies and earn a great wage. As a result, perceptions will change dramatically about Indiana's community college, and what Ivy Tech produces will be better understood.

Item 3 Chairman Anker called upon Trustee Jesse Brand for a report from the **Budget & Finance Committee**.

Trustee Brand reported there is one action item for approval.

Trustee Brand motions for approval of **Resolution 2021-32**, Approval of Contract with Anthem for Employee Medical Plan. Trustee Hughes-Schuh seconded the motion. The motion carried unanimously.

Trustee Brand reported the committee heard updates on Higher Education Emergency Relief Funds I, II, III (HEERF). Total HEERF Award: \$283.2 million received: HEERF I - \$34.7 million, HEERF II - \$91.2 million, HEERF III - \$157.3 million. Economic Impact Update highlighting key economic influencers impacting higher education and the nation due to the pandemic. Enrollment, examining Indiana's attainment goals and student revenue. Fiscal 2021 Closeout Update – preliminary Year-End FY21

Operating Expenses and Revenue and Campus Operating Reserves 2017 vs 2021.

Item 4

Chairman Anker called upon Trustee Wilson for a report from the **Workforce Alignment Committee**. Trustee Wilson reported there are no action items for consideration and approval.

Mary Anne Sloan, VP of Nursing and Health Sciences, provided an update on Nursing expansion. A Market Supply/Demand/Gap Analysis shows the following:

As estimated by Emsi/Burning Glass (a Strada company), the annual demand is estimated to be ~2,800 for the next ten years in the sub-baccalaureate space; this includes changes from growth and attrition.

The most recent annual supply was 1,650, of which Ivy Tech accounts for 1,320 or 80%; these numbers account for program completions and passage of NCLEX.

The annual marketplace gap is estimated to be 1,150.

To fill the annual market gap, with consideration to program completions and NCLEX passage, Ivy Tech would need to seat ~1,535 more students annually.

In recent years, 337 students who would likely have performed well were not admitted because of program limitations; thus, an additional 1,200 would need to be recruited and admitted.

Strategic Planning Process

2021 August – complete the analysis for each campus service area and convene a Task Force, co-chaired by Nursing Dean and Chancellor working with the Systems Office

September/October – complete the gap analysis

November – campuses to provide recommendations to the Task Force

December – final report to the State Board of Trustees

2022 - January – March – finalize implementation plan for phased enrollment and retention increases

March-August – first round of campuses fulfill infrastructure needs

Fall – first round of enrollment increases

2023 and Beyond - Spring 2023 – Fall 2024 – continue enrollment increases per plan with goal enrollment attainment by Fall of 2024 and retention goal attainment by Spring 2025

Ongoing – focus on improved retention, completions, and NCLEX performance

Brian Thomas, AVP of Grant Development to provide a READI Grant Update

READI Regions

18 Regions; although, this number is in flux as a couple regions are considering consolidation

Central Indiana asked to consider consolidation

Mix of established regions and newly developed regions

Existing regional plans driving the work of established regions

New plans being created for the recently formed regions

IEDC READI Evaluation Guidelines

Primary objective:

Accelerate population growth within the region

Funding based on:

Alignment with IEDC priorities, potential impact of the region's plan, the region's capacity to leverage public and private resources

The Board will consider:

Applicant's economic development impact

Extent to which plan includes focus on rural communities

Degree of regional collaboration

Alignment with state's economic development priorities (Quality of Place & Quality of Life, Innovation & Entrepreneurship, Talent Development & Attraction)

Other criteria determined by the Board

The original deadline for application submissions was August 31, but has been extended to September 30; some regions are maintaining their current timelines

READI for Regional Recovery

Multiple potential projects have been or are being submitted by campuses across the Ivy Tech system

Based upon currently available details, total investment estimates for Ivy Tech projects/requests range upwards of \$40 million

Item 5 Chairman Anker called upon Trustee Steve Schreckengast for a report from the **Building and Grounds Committee**. Trustee Schreckengast reported there are two action items for consideration and approval. The Committee received information on the sale of 15.9 acres in Franklin approved by the Board's Executive Committee on July 14, 2021, and also received an update on the ongoing status of XBE contract spend.

Trustee Schreckengast moved for approval of **Resolution 2021-33**, Approval of East Chicago Campus Welding Lab Project, Lake County Campus. Trustee Garatoni seconded the motion. The motion carried unanimously.

Trustee Schreckengast moved for approval of **Resolution 2021-34**, Approval of Contract for HVAC Replacement at East Chicago Campus Lake County. Trustee Foutch seconded the motion. The motion carried unanimously.

D. TREASURER'S REPORT:

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

Ivy Tech is closing out FY21, which ended June 30. We will report the final financial performance in October. We expect an underspend of about 5% or \$26M systemwide. All campuses are now above 90 days of operating cash on hand in reserve. This is fantastic and even more remarkable when factoring in the situation of the past two years.

Ivy Tech's CFO Dom Chase reported in the morning session that Ivy Tech is one of the few institutions directing a substantial portion of the institutional federal funds to students in the form of grants and Ivy+ providing free textbooks, which will reduce their overall cost of attendance for students.

Ivy Tech's state appropriation for FY22, which began on July 1, restored the 7% cut from FY21. We now have one capital lease, down from 14 a few years ago. Ivy Tech's overall debt load is lower than it has been in a decade. I mention these things again because Ivy Tech's financial stability cannot be reflected only by reserves, but the reduction of debt allows frozen tuition and other innovative initiatives that help our students.

The Board, President, and Chancellors should all be extremely proud of the institution's financial stability.

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

E. STATE OF THE COLLEGE

Chairman Anker called upon President Ellspermann to provide her State of the College report. President Ellspermann congratulated Cory Clasemann on Aspen Rising Presidents Fellowship. Thank retiring Foundation President John Murphy, Fort Wayne Chancellor Jerrilee Moser, Lafayette Chancellor David Bathe for their excellence in service and leadership to Ivy Tech Community College and welcomed new Lafayette Chancellor Aaron Baute and Vice President of Public Safety and Emergency Preparedness, Lewis Eakins.

President Ellspermann provided updates on the COVID-19 Operations Strategic Plan Metrics Dashboard. Hamilton County Campus Grand Opening, Garatoni iFlex Lab, Made@Plainfield Opening, Indianapolis Student African American Brotherhood (SAAB) Chapter Affiliation and The Economic Value of Ivy Tech analysis of the economic impact and return on investment of education.

F. OLD BUSINESS

Chairman Anker called for old business, but there was none.

G. NEW BUSINESS

Chairman Anker called for new business.

Trustee Bibbs moved for approval of **Resolution 2021-35**, Appointment of Campus Board of Trustees. Trustee Garatoni seconded the motion. The motion carried unanimously.

Trustee Wilson moved for approval of **Resolution 2021-36**, Approval of Appointment of Trustees to Serve on Foundation Board. Trustee Hughes-Schuh seconded the motion. The motion carried unanimously.

Chair Anker called upon Trustee Schreckengast to Chair a nominating committee for the Selection of Officers.

Trustee Schreckengast moved for approval of **Resolution 2021-37**, Election of Officers for the State Board of Trustees. Trustee Dora seconded the motion. The motion carried unanimously.

ADJOURNMENT

With no further business to come before the Board, Trustee Gutman called for a motion to adjourn the meeting. Trustee Bibbs seconded the motion.

**STATE TRUSTEES
IVY TECH COMMUNITY COLLEGE**

Kim Emmert O'Beirne

Dated August 6, 2021, prepared by Gretchen L. Keller, Recording Secretary