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# MEMORANDUM

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**TO: MADISON CAMPUS BOARD OF TRUSTEES**

**FROM: DR. AMANDA HARSIN**

**DATE: February 22, 2026**

**SUBJECT: February 24, 2026 TRUSTEE PACKET AND MEETING REMINDER**

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Enclosed is the packet for the February 24, 2026 Ivy Tech Community College Campus Board of Trustees meeting **beginning at 8:00 AM**. The meeting will take place at Ivy Tech Community College – **Madison Campus, 590 Ivy Tech Drive, Madison, IN** beginning in **BCC 2020**. Coffee and water will be served in BCC 2020.

If you have any questions, please contact Chancellor Dr. Amanda Harsin at (812) 701-5039; email: [aharsin1@ivytech.edu](mailto:aharsin1@ivytech.edu) or Karen Gorbett, Executive Office Coordinator, at 812-265-2580 ext. 4122, email [kgorbett1@ivytech.edu](mailto:kgorbett1@ivytech.edu).

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## Ivy Tech Community College Mission

We are Ivy Tech, Indiana’s Community College. We serve the people of our state through accessible and affordable world-class education and adaptive learning. We empower our students to achieve their career and transfer aspirations. We embrace our vision of economic transformation inspired by the education and earnings attainment of our citizens, the vitality of our workforce, and the prosperity of our unique and diverse communities.



MADISON CAMPUS BOARD OF TRUSTEES MEETING AGENDA  
*February 24, 2026 – 8:00 a.m.*  
*BCC 2020*

- I. Call Meeting to Order – **Carol Dozier**
- II. Roll Call – **Amanda Harsin**
- III. Report of Notice of Meeting – **Amanda Harsin**
- IV. Introduction of Guests – **Amanda Harsin**
- V. Board Chairman’s Report Action
  - a. Approval of Previous Minutes – **Carol Dozier**
- VI. Chancellor’s Report – **Amanda Harsin**
- VII. Discussion and Informational Items
  - a. Enrollment Report – **Dustin Stewart**
  - b. Correction Education Report – **Amber Finnegan**
- VIII. Future Meetings and Important Dates

**2026 Campus Board of Trustees**

<b>Date</b>	<b>Time</b>	<b>Room</b>
April 23, 2026	8:00 – 9:00 a.m.	BCC 2010-2030

**2026 State Board of Trustees**

**April 2, 2026 Richmond, Indiana**

- IX. Adjournment – **Carol Dozier**

**Ivy Tech Community College of Indiana**  
**Madison Campus**  
**Board of Trustees**  
**Minutes for November 20, 2025**

The Madison Campus Board of Trustees of Ivy Tech Community College met on Thursday, November 20 at 8:00 AM at the Madison Campus, 590 Ivy Tech Drive, Madison, IN. 47250.

**Campus Board of Trustees Present:**

Britt Copeland, Trustee  
Chad Lewis, Secretary  
Tom Steveley, Trustee  
Carol Dozier, Chairperson  
Joe Bulach, Vice Chair  
David Hertz, Trustee

**Campus Board of Trustees Absent:**

Margo Olson, Trustee

**Ivy Tech Staff Members Present:**

Dr. Amanda Harsin, Chancellor  
Bridget Leach, Executive Director of Finance  
Karen Gorbett, Executive Office Coordinator  
Megan Earls, Director of Marketing and Public Relations  
Brittany Dyer, Executive Director of Ivy+ CareerLink  
Andrea McDole, Executive Director of K-14 Initiatives  
Kate Sutter, Director of Development  
Chad Renfro, Director of Facilities

**Ivy Tech Staff Members Absent:**

Kay Stokes, Vice Chancellor for Academic Affairs  
Dustin Stewart, Vice Chancellor for Enrollment Services and Student Success  
Cary Strouse, Vice Chancellor of Human Resources and Strategic Operations  
Amber Finnegan, State Director of Correctional Education

**Special Guests:**

Paula Clark, Career and Technical Education Coordinator  
Katherine Nevins, SGA President

**Call Meeting to Order**

Chairperson Dozier called the trustee meeting to order at 8:01 AM.

**Roll Call**

Roll Call was held, and quorum was present.

### **Report on Notice of Public Meeting**

Karen Gorbett, Executive Office Coordinator, reported the Notice of Public Meeting was duly posted at Ivy Tech Madison and was also posted outside of the meeting room.

### **Approval of Meeting Minutes**

Chairperson Dozier called for a motion to approve the minutes from the November 20, 2025 Madison Campus Board Meeting, Trustee Copeland moved to approve the motion, Secretary Lewis seconded the motion and the motion carried unanimously.

### **Introduction of New Members/Guests**

Chancellor Dr. Harsin introduced guests Paula Clark, Career and Technical Education Coordinator, and Katherine Nevins, SGA President

### **Chancellor's Report**

Chancellor Dr. Harsin began her report by sharing that the Madison campus team achieved all goals for the 2024-2025 year: enrollment, retention, completion, and fundraising, and was the only campus to fully meet all targets this year. Harsin shared that the team visited Sinclair College in Dayton, Ohio to benchmark best practices in enrollment, retention, completion, and fundraising. Chancellor Dr. Harsin emphasized continuous improvement despite all goals being met, the campus aims to stretch further by seeking external benchmarks. Harsin also shared that a new way we are reaching students is through EdSights. Dr. Harsin concluded her report and turned the floor over to Kate Sutter, Director of Development.

### **Foundation Report**

Kate Sutter recapped the 2023 campaign that brought in \$340 million statewide and reviewed the current campaign timeline. Sutter explained the four campaign pillars with example components of each and concluded her report by providing upcoming dates for events and fundraisers. Dr. Harsin turned the floor over to Brittany Dyer.

### **Career Link Report**

Brittany Dyer highlighted the programming and skills training that have been completed since August with partnerships with local companies. Dyer emphasized the ongoing relationship building and recurring partnerships, especially for PME for annual training needs, with a focus on conflict resolution, hospitality, and upskilling mid-level managers.

### **Academic Affairs Report**

Chancellor Dr. Harsin updated the board on program growth and resource allocation process. Harsin reviewed the structured timeline and process that has been introduced to manage requests for new programs and hiring and turned the floor over to Andrea McDole.

**Enrollment Report:**

Andrea McDole, Executive Director of K-14 Initiatives, presented the Enrollment Reports as follows:

**Fall 2025 Enrollment Data:** 1,249

**Fall 2024 to Fall 2025 Retention:** 57.8%

**Fall 2025 to Spring 2026 Retention:** 37.6%

McDole concluded the enrollment report, and the floor was turned over to Paula Clark for a Correctional Education Update. Clark highlighted the correctional education programs, ABE, CTE, operations, notable events, and concluded her report.

**Upcoming Important Dates**

<u>Meeting</u>	<u>Date</u>	<u>Time</u>	<u>Room/ Location</u>
CBOT	February 24, 2026	8:00 AM	BCC 2020

**Adjournment**

There being no further business to come before the Campus Board of Trustees, Chairperson Dozier called for a motion to adjourn, Trustee Olson seconded the motion, and the motion carried unanimously.

\_\_\_\_\_  
Carol Dozier, Chairperson

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Chad Lewis, Secretary

Submitted by:  
Karen Gorbett  
Executive Office Coordinator

**Report to Madison Campus Board**  
**Academic Affairs**  
**February 2026**

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**Veterinary Nursing Update** – The Veterinary Nursing program enrolled its first cohort of 16 students in January, exceeding its first-year projections. Faculty are now busy working to support current students and recruit new ones, finish building out second-year courses, and begin the accreditation self-study that will be due this time next year.

We are also working to identify surgical facilities for the program. Veterinary Nurses must learn how to assist with surgery, provide anesthesia, conduct radiological exams, and perform dental cleanings. The veterinary surgical trailer can meet needs temporarily. As a permanent solution, Ivy Tech is partnering with the Jefferson County Animal Shelter to develop a new shelter facility on the campus perimeter which would contain the necessary surgical, examination, and meeting spaces as part of an expanded and upgraded shelter.

Ivy Tech would supply \$350,000 in equipment and deed property to the shelter. A Friends of the Shelter group has raised more than \$200,000 in funds, and Jefferson County has pledged an additional \$150,000. Jefferson County has now applied for a \$2 million grant from the Our Southern Indiana Regional Development Authority to complete the funds needed for construction. The RDA meets March 6 to review proposals, and they will announce funding on March 13.

**Lilly AI Grant Initiative** – Both the Madison campus and the Ivy Tech system are working to secure funding to address the impacts of AI on the lives of students, faculty, and staff. Lilly Endowment, Inc.'s Artificial Intelligence in Higher Education initiative offers the state's colleges and universities significant funding to address the challenges and opportunities presented by AI. The grant is designed to fund initiatives that support the adoption and integration of AI and/or address its impact on the classroom, on faculty and staff, and on campus operations and systems. It asks questions like, How will we prepare students to responsibly evaluate and apply AI content? How will we help them build the critical thinking, communication, and other competencies needed in a world increasingly shaped by artificial intelligence?

An implementation grant will provide the Ivy Tech statewide system up to \$25 million. A second collaborative grant opportunity could bring up to \$30 million to the Madison service area through a partnership between Hanover College and Ivy Tech Madison. Hanover and Ivy Tech Madison are working to develop a collaborative proposal that would include local schools, employer partners, and municipalities. While ideas are still in development, the collaborative grant might include AI training for K-12 teachers and a community AI model and makerspace that could be used by employers, students, non-profits, and municipalities.

Both the implementation grant proposal and a concept paper for the collaborative grant are due May 1. For collaborative grants, LEI will invite institutions to submit a more detailed proposal in September for the competitive grant. Funding for both implementation grants and collaboration grants is expected by the end of 2026. We welcome any feedback or ideas you might have for the grant.

**Academic Success Hours** – Starting this Spring Term, we have rebranded our campus tutoring and office hours to provide more support to both on-campus and on-line Madison students.

Instead of separate office hours and tutoring hours, faculty now list four “Academic Success Hours” per week on a common online schedule. The new name and process was chosen with the help of the Student Government Association, which asked that academic assistance be more visible and accessible on campus.

The re-brand helps combat the stigma associated with “tutoring” and also fights the common misunderstanding of “office hours.” Students sometimes think this is time reserved for faculty to be in their offices working and unbothered by students! All hours are listed on a centralized campus webpage. Posters with a QR code for access have been hung around campus. Students can reserve an appointment online or drop in. Both on-campus and online students are welcome to stop in for help. The new system also expands student understanding of faculty support.



Students often are unaware that faculty can assist with more than just their subject area. Instructors can help with general issues like navigating the Ivy Tech online learning management system, working in Word or Excel, understanding APA or MLA style, or helping with time management and study skills.

First-generation college students often struggle with these basic aspects of higher education. We want them to know that there’s a whole building full of people who can help. As one faculty member said, “We all speak college here!”

**Report to Madison Campus Board  
Career Link  
February 2026**

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The Career Link team has been prioritizing student engagement within our department, while actively raising awareness of our resources among faculty, students, and employers, in efforts to bridge employment gaps and support successful career outcomes for our student population.

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**Career Link Impact 2025-2026**



*\* data is point in time*

**2025 –2026 Skills Trainings:**

- Indiana Department of Corrections, CLA/CLT (Cohort 10) – August 2025
- Indiana Department of Corrections, Welding (Cohort 21) – August 2025
- PMC Organometallics/Madison Precision Products, Excel Levels 1,2,3 – September 2025
- Belterra Park, Leadership Development Series – August/September 2025
- Belterra Casino and Resort (Unreasonable Hospitality) - September 2025
- Madison Precision Products, Blueprint Reading – September 2025
- Indiana Department of Corrections, CLA/CLT (Cohort 11) – September 2025
- Indiana Department of Corrections, CNC (Cohort 28) – September 2025
- Early Childhood Education (Classroom Ready) - October 2025
- Indiana Department of Corrections, CNC (Cohort 29) – November 2025
- Belterra Casino and Resort (Leading with Ownership and Influence) - November 2025
- Indiana Department of Corrections, Welding (Cohort 22) - December 2025
- SHRM Essentials (Open Enrollment) - January 2026
- Televerde Foundation (Professional Communication and Business) - February 2026

**Future Skills Trainings**

- Belterra Leadership Training

- Indiana Department of Corrections, CLA/CLT (Cohort 11) – March 2026
- Indiana Department of Corrections, CNC (Cohort 30) - March 2026
- SHRM Certification Prep+ (Open Enrollment) - March 2026
- Leadership Training (Open Enrollment)
- Grote Maintenance Training (TBA)

## Career Link Employer and Student Engagement

- **Madison Vocational Partnership (MVP)**

- Partners

- Nucor
    - LG&E/KU
    - Grote
    - SuperATV (added in December 2025)

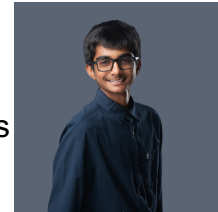


- Employers interested in becoming partners:

- Nucor Data Systems
    - The Indiana-Kentucky Electric Corporation (IKEC)

- **Mix and Mingles**

- Over 100 students have participated
  - Students are walking away with opportunities:  
Adith (a high school IT student) is now working as an IT co-op at North American Stainless



- **Job Shadow Opportunities**

- Arvin Sango
  - Jefferson County Highway Garage
  - Madison Chemical
  - Madison Precision Products
  - Royer

- **Reverse Career Fairs**

- Nursing: 62 students for 2025-2026 school year

- **Industry Tours**

- Scheduled (May 2026)
    - North American Stainless
    - Nucor Data System
    - Kentucky Utilities
    - Arvin Sango
    - Madison Precision Products
    - Super ATV
    - Vehicle Service Group
    - Madison Chemical
    - Grote

- **Pathway Exploration Day**
  - Career Exploration: 49 students
- **Madison Correctional Facility**
  - Professional Development
    - 6 month series
    - Led by both our career coach and executive director
    - 23 women participated
  - Healthy & Wellness Workshop
    - Led by our career coach
    - 38 women participated

## **Report to Madison Campus Board Correctional Education February 2026**

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Ivy Tech Correctional Education continues to demonstrate strong progress toward academic, workforce, and operational goals midway through the 2025–2026 program year. Statewide performance reflects a data-informed system focused on instructional quality, workforce alignment, and continuous improvement while navigating the operational realities of correctional environments.

Mid-year outcomes show sustained enrollment growth, expanding workforce training pipelines, and measurable academic progress. Strategic investments in professional development, onboarding systems, technology integration, and standardized continuous quality improvement processes have strengthened instructional consistency across sites and positioned the program for continued gains in the second half of the year.

### **Key Performance Metrics (2/10/26)**

#### **Adult Basic Education & HSE (July 1 to February 10, 2026)**

- 2175 ABE enrollments (70% of annual goal)
- 406 HSE completions (54% of annual goal)

#### **Career and Technical Education**

- 2227 CTE enrollments (74% of annual goal)
- 1214 CTE completions (57% of annual goal)

#### **Out-Custody (Madison, South Bend, Columbus, Terre Haute):**

- Enrolled: 146
- Completed: 133

Types of training: Welding, CNC, MSSC CLA/CLT, MSSC CPT

Enrollment targets were met during Quarter 2 in both ABE and CTE programs. Literacy completions increased 25% year-over-year, reinforcing the foundation for future HSE attainment and long-term student success.

CTE programs continue to serve as a primary driver of credential attainment, with high-demand pathways such as logistics, culinary arts, business technology, welding, and NCCER-aligned programs supporting workforce readiness.

### **Highlights & Achievements**

The planning for the first in-custody Certified Production Technician (CPT) program at Plainfield is underway following recent funding approval. The current instructor is facilitating logistics and will be moving CPT once IDOC installs the computer lab. MSSC has donated two Skill Bosses for this program. One will remain at the Madison Campus and the other will go to the Plainfield Correctional Facility.

Sites continue to engage unions and industry partners while exploring opportunities to align correctional education credentials with Ivy Tech academic credit pathways.

A standardized statewide student orientation framework including a revised handbook, program descriptions, and onboarding materials has been completed for site implementation.

A new GED performance report has been developed to provide instructors with detailed analysis of commonly missed content areas on the GED exam. This tool enables teachers to intentionally target high-need subject areas in instruction, strengthening student preparation, improving testing performance, and increasing overall pass rates.

Digital literacy initiatives and technology-focused professional development have progressed; however, infrastructure challenges such as software installation, network stability, and lab access continue to limit full implementation at some facilities.

Addressing these barriers remains critical to expanding digital learning and testing capabilities.

### **STRADA Research Partnership**

Ivy Tech Correctional Education, the Indiana Department of Correction (IDOC), and STRADA are advancing a multi-year research partnership focused on evaluating the long-term employment, earnings, educational attainment, and recidivism outcomes of incarcerated learners participating in academic and workforce programs. Indiana was selected as a lead state due to its strong correctional education infrastructure and centralized statewide model.

The study will use securely shared, de-identified data to identify education pathways that generate the strongest labor-market outcomes and provide actionable recommendations to strengthen workforce alignment for returning citizens. An Indiana-specific advisory board will support research direction and data governance.

Data elements are actively being compiled, and research teams are beginning the process of pulling and analyzing datasets in preparation for formal study launch. The partnership is grant-funded through STRADA and is structured to minimize fiscal impact on Ivy Tech and IDOC.

### **Contract Update**

There are no new updates regarding contract renewal at this time. A joint memo from the Secretaries of Education and Public Safety has been submitted to Governor Braun recommending that Indiana formalize its correctional education partnership with Ivy Tech through a multi-year statewide agreement. The proposal highlights Ivy Tech's strong outcomes, statewide infrastructure, and role in expanding workforce-aligned credentials while supporting reentry and economic mobility. The recommended structure would stabilize program delivery, maintain funding with cost-of-living adjustments, and strengthen cross-agency technology and data integration.

### **Conclusion**

As Ivy Tech Correctional Education enters the second half of the academic year, the program is positioned for continued progress. Strengthened systems, expanding workforce pathways, and targeted site-level interventions provide a solid foundation for improving completion outcomes and advancing credential attainment.

Collectively, these efforts reflect a statewide program committed to accountability, continuous improvement, and the delivery of high-quality educational opportunities that support student success and long-term reentry outcomes.

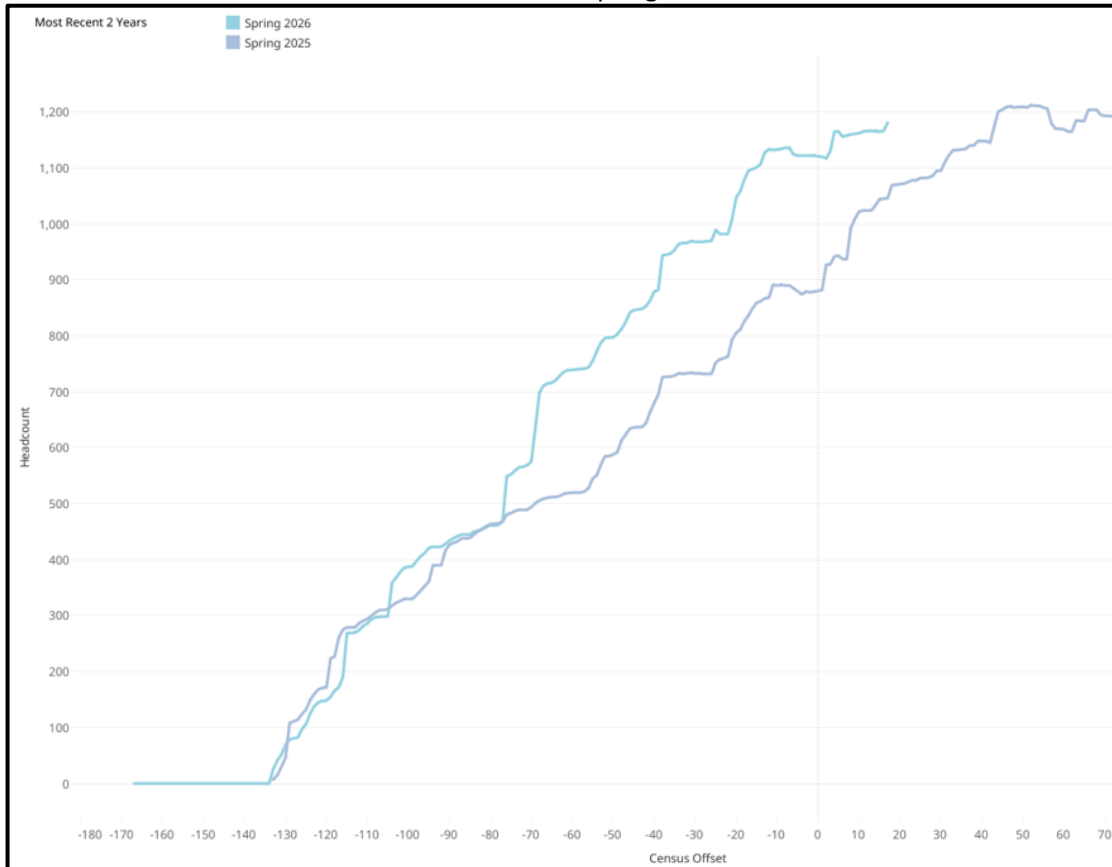
## Report to Madison Campus Board Enrollment Services and Student Success February 2026

### 2025-2026 Enrollment Data

Spring 2026

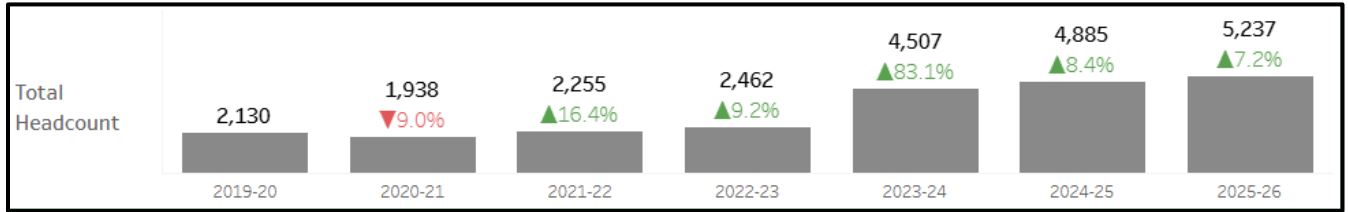
Student Population	Spring 2025: Point in Time	Spring 2026: To Date	Difference
Continuing	471	565	94
Guest	29	26	-3
High School Student	396	415	19
New First Time	76	86	10
Readmit	53	66	13
Transfer	21	23	2
<b>Totals</b>	<b>1046</b>	<b>1181</b>	<b>135</b>

Trend Data for Spring 2026

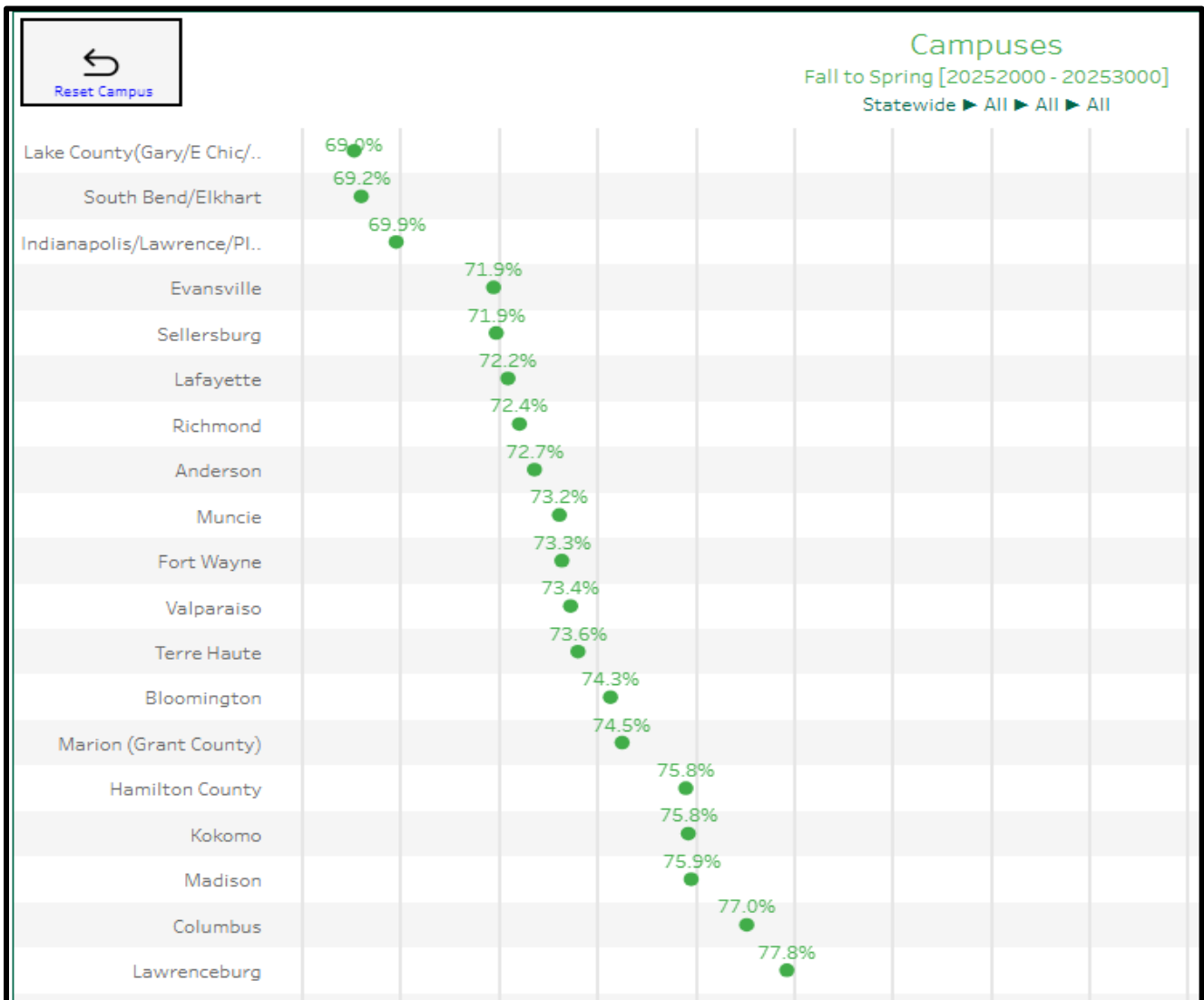


*Annualized Total Enrollment Data for 2025-2026 (Point in Time)*

Goal is: 5,868



**Fall 2025 to Spring 2026 Retention**



## Marketing:

Ivy Tech Madison continues its partnership with Williams Randall, a full-service marketing agency specializing in analytics, measurement, and strategic reporting. Since launching our updated contract in August, Williams Randall has provided ongoing data-driven insights that help us evaluate the performance of our campaigns and understand which strategies are most effective in reaching prospective students.

Since the start of the campaign, the Madison campus is trending up in impressions, clicks, and applications since this time last year. This year's strategy places a strong emphasis on promoting Madison-specific information and showcasing Madison students to build community, connection, and trust. Additionally, we are working to close the gap between male and female enrollment by expanding our use of male-focused advertising.

Digital tactics including Google Search, Facebook, Instagram, and Snapchat are delivering the strongest performance. We have reallocated budget away from underperforming channels, such as Google Demand Gen and YouTube, and will continue to prioritize ad placements that drive the highest traffic and engagement.

Google Display ads for Spring Enrollment:



## K14:

We are proud to share another year of strong momentum from our K-14 team as we continue expanding opportunities for high school students across our service area.

### Record Growth in Degree Attainment

This year we are on track to award nearly 300 degrees to high school students. This is a continued upward trend that reflects the strength of our partnerships and the ambition of the students we serve. These credentials include Indiana College Core completions, allowing students to enter four-year

institutions as sophomores, as well as career-focused degrees that position graduates to move directly into high-wage, high-demand careers.

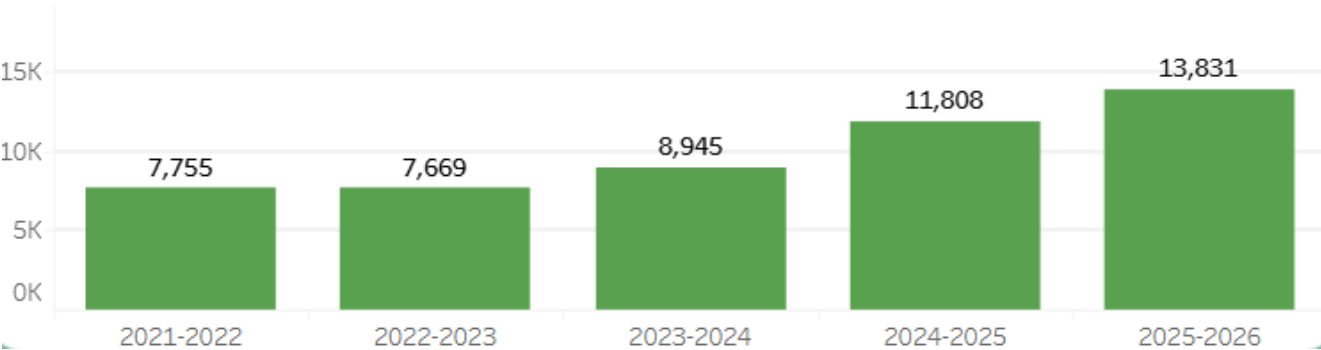
Every credential earned represents a student stepping forward with confidence, clarity, and a head start on their future. Our K-14 partnerships remain focused on building seamless pathways that give students both academic momentum and real-world career readiness.

**Dual Credit Achievement Continues to Climb**

Dual credit participation also reached new heights this year. Students will earn 13,831 college credits this year, which is an increase from 11,808 in 2024/2025.

This growth translates directly into opportunity. We estimate families will save more than \$2.3 million in tuition this year alone, easing financial barriers and accelerating students’ progress toward a degree.

**DC Credits**



**Report to Madison Campus Board  
Finance  
February 2026**

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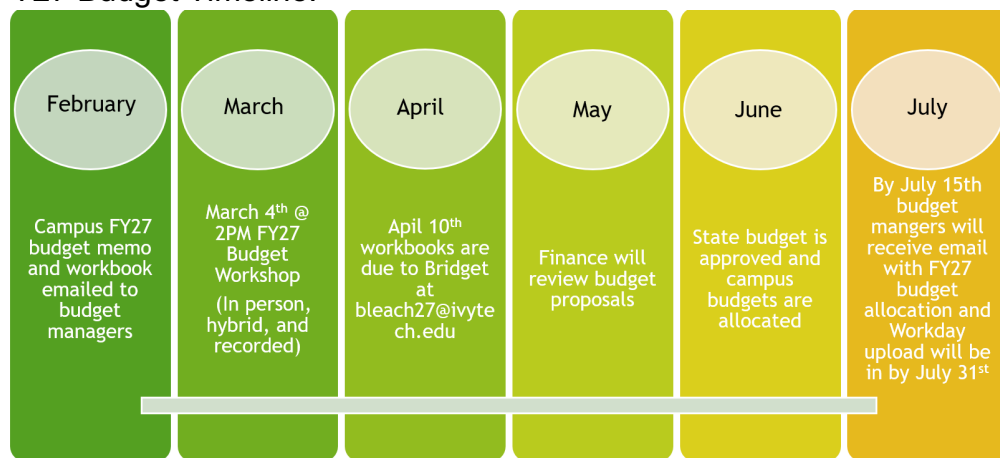
**FTE Base Budget Adjustments:**

Campus continues to be in a good fiscal position with increased enrollment and expense management.

Semester (FY26)	FTE Goal (Previous End of Term)	Total FTE (Current End of Term)	Budget Adjustment
Summer 2025	205	19 (-7)	-\$24,674
Fall 2025	493	564	+\$174,199
Spring 2026 (ESTIMATE)	474		~+\$200,000

**Next Fiscal Year 2027**

- State Budget Biennium included allocations for 2025-26 and 2026-27 (no change for FY27)
- Campus budget planning for FY27
  - Each department submits a zero-base budget request
  - FY27 Budget Timeline:



**Report to Madison Campus Board  
Foundation  
February 2026**

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**25/26 Fundraising Goal: \$408,268.00**

**Fundraising to Date: \$466,244.44**

*114% to goal*

**Updates:**

**Ivy Tech Day Sponsorships**

Received \$4,000 in sponsorships from community partners as of 2/16/2026.

**Vet Tech Mobile Unit**

The VETN program trailer project is completed. The newly wrapped trailer is back on campus with a fresh new look.

**New Scholarship**

The Mary Kay Cubbin Memorial Endowment was established in December of 2025 and will be awarded to a student perusing a nursing degree starting in the academic year 26/27.

**Save the Date:**

New Statewide Foundation President Stephannie Bailey's visit / Coffee and Conversation on **March 11, 2026.**

Ivy Tech Day Tuesday, **April 21, 2026.**

**Report to Madison Campus Board  
Human Resources & Facilities  
February 2026**

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**Staffing**

- We recently celebrated the retirement of Marta Belt after 15 years in a full-time role with our campus. Marta decided to remain with us in an adjunct faculty role.
  
- Openings – we currently have no full-time openings on campus. We have six openings in correctional education.
  
- Turnover – Campus turnover is 0% YTD. Correctional Education is 12%.

**Facilities**

- We had a new LED sign installed in January. The pillar around the LED was also rewrapped in the last week giving it a new and fresh look topped off with our mascot Niko.