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# MEMORANDUM

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**TO: MADISON CAMPUS BOARD OF TRUSTEES**

**FROM: DR. AMANDA HARSIN**

**DATE: November 22, 2023**

**SUBJECT: November 28, 2023 TRUSTEE PACKET AND MEETING REMINDER**

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Enclosed is the packet for the November 28, 2023 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 **Business Conference Center 2010-2030**. **Coffee and water will be served at 8:00 AM in Business Conference Center 2010-2030.**

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).

# Table of Contents

Memorandum Cover Page.....	1
Table of Contents.....	2
Agenda .....	3
Previous Meeting Minutes.....	4-7
Department / Chancellor Reports	
❖ Academic Affairs .....	8-10
❖ Enrollment Services and Student Success .....	11-16
❖ Correctional Education.....	17-21
❖ Ivy+ CareerLink.....	22-23
❖ Human Resources .....	24
❖ Foundation.....	25
❖ Finance.....	26

## 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

*November 28, 2023 – 8:00 a.m.*

*BCC 2010, 2020, 2030*

- I. Call Meeting to Order – **Carol Dozier**
- II. Roll Call – **Karen Gorbett**
- III. Report of Notice of Meeting – **Karen Gorbett**
- 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

**2024 Campus Board of Trustees**

<b>Date</b>	<b>Time</b>	<b>Room</b>
TBD	8:00 – 9:00 a.m.	BCC 2010-2030

**2023 State Board of Trustees**

December 7, 2023.....Indianapolis Campus

- IX. Adjournment – **Carol Dozier**

**Ivy Tech Community College of Indiana**  
**Madison Campus**  
**Board of Trustees**  
**Minutes for August 29, 2023**

The Madison Campus Board of Trustees of Ivy Tech Community College met on Tuesday, August 29, 2023 at 8:00 AM at the Madison Campus, 590 Ivy Tech Drive, Madison, IN. 47250.

**Campus Board of Trustees Present:**

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

**Campus Board of Trustees Absent:**

Tom Steveley, Trustee

**Ivy Tech Staff Members Present:**

Dr. Amanda Harsin, Chancellor  
Dr. Jason James, Jr., 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  
Carol Brown, Executive Director of Ivy+ CareerLink  
Andrea McDole, Executive Director of K-14 Initiatives  
Chad Renfro, Director of Facilities  
Kate Sutter, Director of Development  
Karen Gorbett, Executive Office Coordinator  
Amber Finnegan, State Director of Correctional Education  
Bridget Leach, Executive Director of Finance  
Megan Earls, Director of Marketing and Public Relations  
Darrell Amburgey, SGA President

**Ivy Tech Staff Members Absent:**

**Call Meeting to Order**

Chairperson Dozier called the trustee meeting to order at 8:02 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 May 23, 2023 Madison Campus Board Meeting, Secretary Lewis moved to approve the motion, Vice Chair Bulach seconded the motion and the motion carried unanimously.

### **Approval of Operating Budget for Fiscal Year 2023-24 Resolution 2023-03**

Bridget Leach, Executive Director of Finance, presented to the Board regarding Operating Budget for Fiscal Year 2023-24. Chairperson Dozier read aloud the Resolution 2023-03 and called for a motion to approve. Secretary Lewis raised a question regarding a difference shown in the total on the Resolution versus the total shown on the supporting documentation. A recommendation was made to amend the Resolution and a Motion to Approve as corrected was made by Vice Chair Bulach, seconded by Trustee Clayton and passed unanimously.

The Resolution was updated after the meeting and was signed by Chairperson Dozier and Secretary Lewis.

### **Approval of Nursing Expansion Project (Phase 2) Resolution 2023-04**

Cary Strouse, Vice Chancellor of Human Resources and Strategic Operations, gave a brief overview of the Nursing Expansion Project to the board. Chairperson Dozier requested to recuse herself, and Vice Chair Bulach read aloud Resolution 2023-04 and called for a motion to approve, Secretary Lewis seconded, and the approval passed unanimously.

The Resolution was updated after the meeting to reflect a change in the dollar amount provided by NKDH, and was approved and signed by Chairperson Dozier and Secretary Lewis.

### **Introduction of New Members**

Chancellor Dr. Harsin requested for new members Dr. Jason James, Jr., VCAA, Kate Sutter, Director of Development, and Carol Brown, Executive Director of Ivy+ CareerLink to introduce themselves to the board. Introductions were made by each.

### **Chancellor's Report**

Chancellor Dr. Harsin touched on the State Budget Committee Meeting that was held on Campus on August 4<sup>th</sup>, 2023.

Harsin asked Mrs. Sutter to provide a brief overview of the upcoming Ivy Tech 60<sup>th</sup> Anniversary Gala being held on November 10<sup>th</sup>, 2023.

Chancellor Dr. Harsin spoke on the passing of Gerald Lamkin.

Harsin gave a quick overview of the upcoming campus kickoff event and shared detail on the guest speaker who would be in attendance.

Dr. Harsin shared with the board regarding the FAA Testing Ribbon Cutting event that took place at the Madison Airport on August 25<sup>th</sup>, pointing out that Ivy Tech Madison is the only campus in the region that can provide testing.

Harsin requested that Mrs. Brown share a quick update regarding top industries and employment statistics.

Chancellor Dr. Harsin concluded her report and turned the floor over to Vice Chancellor Stewart.

**Enrollment Report:**

Dustin Stewart, Vice Chancellor of Enrollment and Student Success, presented the Enrollment Reports as follows:

**Summer 2023 and Fall 2023 Enrollment Data:** 2009 was the last time over 600 for Summer Enrollment. Currently at 927 for Fall 2023.

**Trend Data for Fall 2023 and Total Enrollment**

**Fall 2022 to Fall 2023 Retention:** Currently 1<sup>st</sup> in State. Goal was 51%, Current is 57.06%.

Vice Chancellor Stewart asked Ms. McDole to update the board on K14 and iCAP. Ms. McDole gave an update and shared detail regarding new hire Emma Patrick and her position in the department.

Chairperson Dozier turned the floor over to Amber Finnegan for a Correctional Education update.

Mrs. Finnegan shared detail from the Executive Summary from the 2022-2023 Annual report.

Mrs. Finnegan reviewed Enrollment, Completion, and Improvement goals with attendees, as well as reviewed the data in the provided tables.

Finnegan concluded her report with a video from Pendleton.

**Future Dates:**

Chairperson Dozier mentioned the next Campus Board of Trustees meeting is November 28<sup>th</sup>, 2023.

Dr. Harsin mentioned the State Board of Trustees will be held in Madison in October of 2024.

### Upcoming Important Dates

<b><u>Meeting</u></b>	<b><u>Date</u></b>	<b><u>Time</u></b>	<b><u>Room/ Location</u></b>
Campus Board of Trustees Meeting	November 28, 2023	8:00 – 9:00 a.m.	BCC 2010-2030

### Adjournment

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

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Carol Dozier, Chairperson

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Joe Bulach, Vice Chairperson

Submitted by:  
Karen Gorbett  
Executive Office Coordinator

## Report to Campus Board of Trustees

Academic Affairs

December 2023

Academic Affairs is a thriving and dynamic part of Ivy Tech, Madison Campus and is comprised of a group of dedicated, committed, and knowledgeable deans, chairs, full-time and adjunct faculty, and academic support services. This group of people work together to promote and ensure academic success among the students in more than 28 programs across seven schools.

Vice Chancellor for Academic Affairs: Dr. Jason L. James Jr.

Ivy Tech, Madison Campus is always seeking the right people in our community to teach in our programs, whether they have experience in teaching or not. Ivy Tech, Madison Campus largely thrives on experienced industry leaders. If you know someone that would be interested in teaching, please direct them to the appropriate academic leadership person.

### **Fall 2023 Semester Faculty Awards and Recognition**

We recently celebrated several faculty awards and distinctions:

THE GERALD I. LAMKIN AWARD FOR EXCELLENCE  
IN INSTRUCTION

**Julie Van Laar**

THE GLENN W. SAMPLE FOUNDER'S AWARD FOR  
EXCELLENCE IN INSTRUCTION

**Kami True**

FULL PROFESSOR / F5 PROMOTION

**Jill Koren**

ONLINE FACULTY OF THE YEAR

**Eric Wiederhoeft**

STATEWIDE FACULTY COUNCIL REPRESENTATIVE

**Karen Howard**

ACADEMIC DEGREE RECIPIENT

**Tracie Davis** (Family Nurse Practitioner, APRN,  
FNP-c from Morningside University)

ACADEMIC DEGREE RECIPIENT

**Orelia Drounette** (Bachelor of Applied Science in  
Healthcare Management from Indiana University)



## Partnerships and Projects

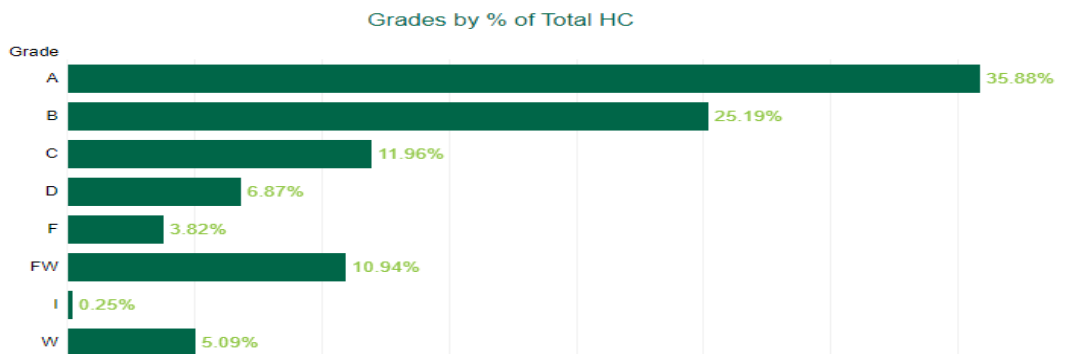
The Ivy Tech, Madison Campus and Hanover College continue partnerships in Education, Veterinarian, and Nursing programs. With additional support from the Bethany Legacy Foundation, Ivy Tech, Madison Campus and Hanover College will establish and enhance specific academic and co-curricular programs that will address the area's prominent wellness issues. Each institution will create offerings that best fit their missions and, where possible, establish partnerships that will improve educational attainment and health outcomes in Jefferson County.



The School of AMEAS and CareerLink will host Internship Opportunity Day on December 6<sup>th</sup>. This event will feature companies from the Madison and Hanover service areas that offer internship opportunities for Ivy Tech, Madison Campus students. The internship opportunities serve as important recruiting initiatives for our industry partners and as important real-world, work-based experiences for students which may lead to permanent employment.

## Academic Outcomes

### Fall 2023 Term 1 Final Grades



## Student Course Successful Completion Rates by School Summer 2023 through Fall 1 2023

Madison	Adv Manuf, Enginrg, Appld Sci	2023-2024	92.48%
	Arts, Sciences, and Education	2023-2024	80.18%
	Business, Logistics, Supply Ch	2023-2024	87.88%
	Health Sciences	2023-2024	78.05%
	Information Technology	2023-2024	88.89%
	Nursing	2023-2024	93.02%
	Public Affairs, Social Services	2023-2024	66.67%

# Enrollment Services and Student Success

## Madison Campus

2022-2023 Enrollment Data

Term Specific Report

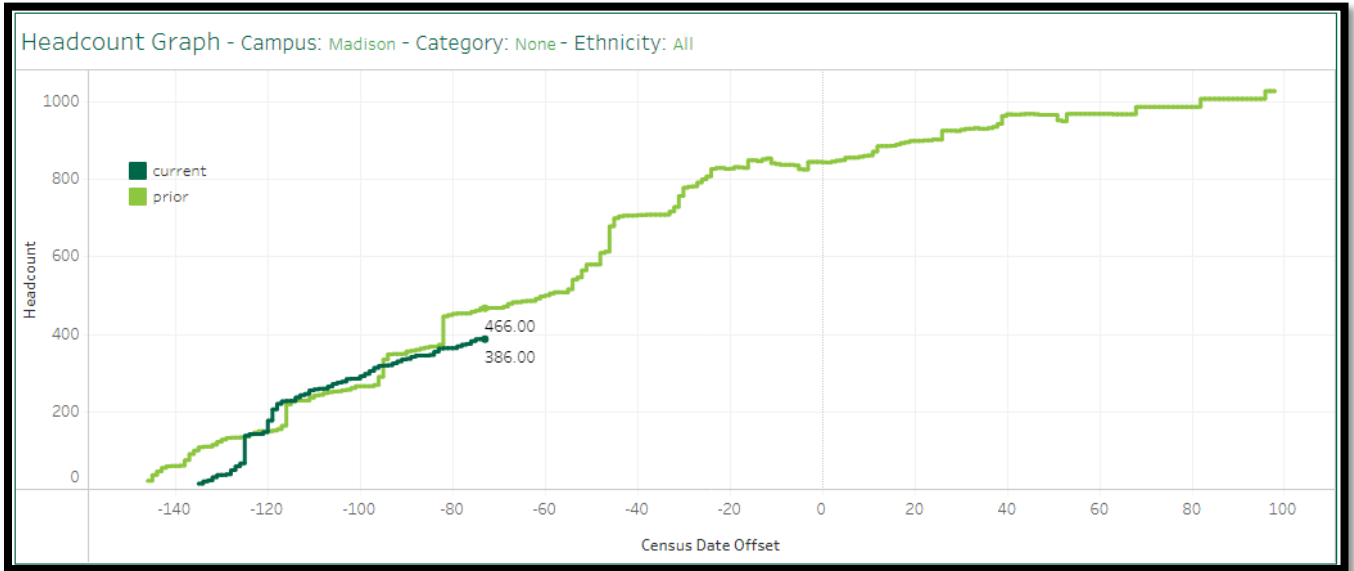
Fall 2023

Student Population	Fall 2022: Final	Fall 2023: Current	Difference
Continuing	360	399	39
Guest	15	19	4
High School Student	260	305	45
New First Time - Adult	149	162	13
New First Time - Traditional	75	62	-13
Readmit	99	123	24
Transfer	22	19	-3
<b>Totals</b>	<b>980</b>	<b>1089</b>	<b>109</b>

Spring 2024

Student Population	Spring 2023: Point in Time	Spring 2024	Difference
Continuing	293	230	-63
Guest	11	15	4
High School Student	140	121	-19
New First Time - Adult	3	7	4
New First Time - Traditional	3	3	0
Readmit	13	18	5
Transfer	4	3	-1
<b>Totals</b>	<b>467</b>	<b>397</b>	<b>-70</b>

### Trend Data for Spring 2024



### Annualized Total Enrollment Data for 2023-2024

# Annual Enrollment Goal = MET!

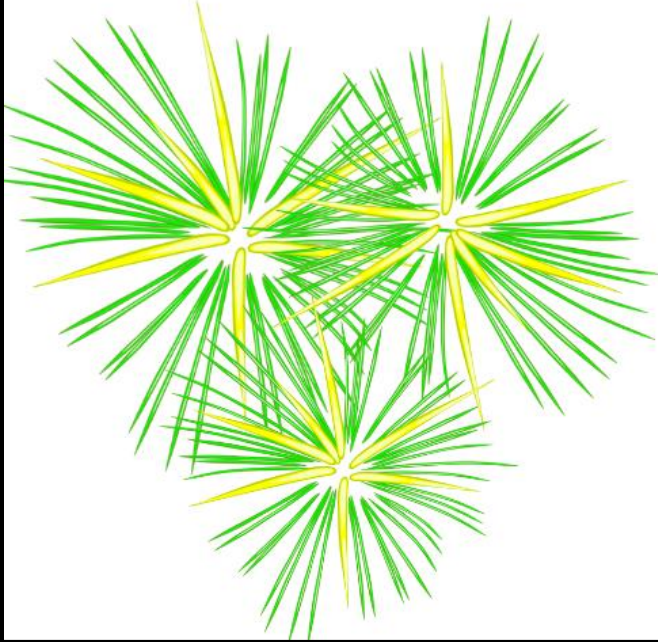
**2023-2024 Goal:**  
2,733 students enrolled

**2023-2024 Actual:**  
3,829 students enrolled (and counting)

*Includes: regular credit, dual credit, and skills training*

**Fall 2022 to Fall 2023 Retention**

# Fall to Fall Retention Goal = MET!



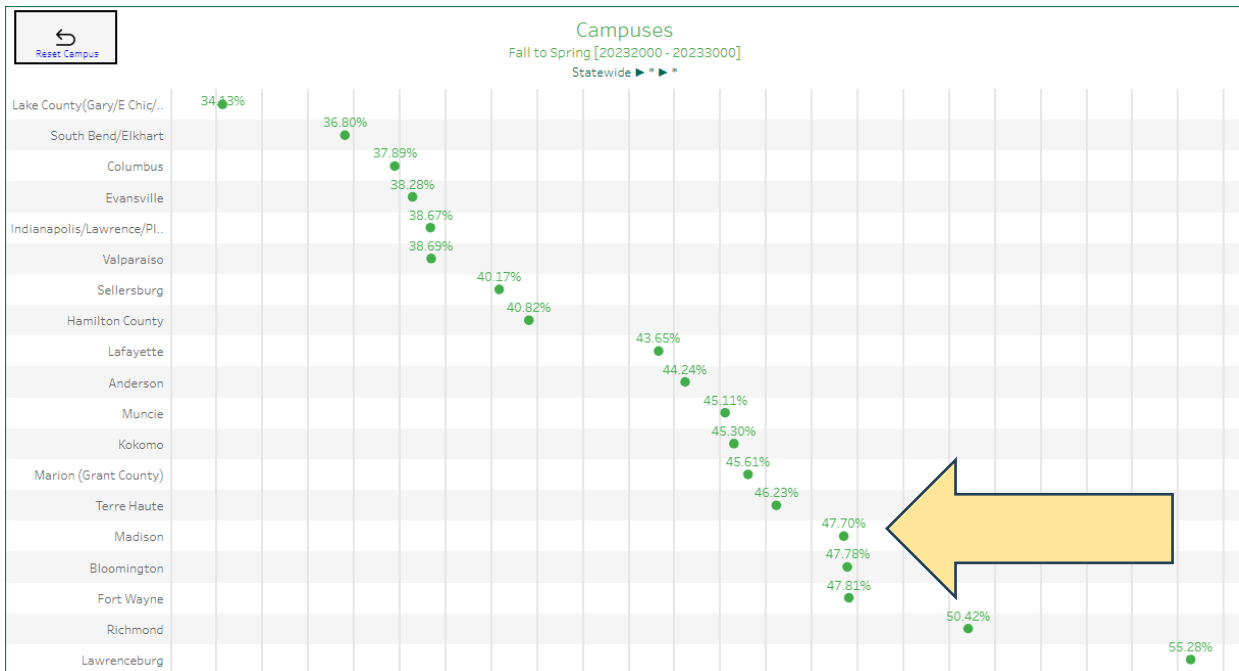
**2022-2023 Goal:**

**51%**

**2022-2023 Actual:**

**56%**

**Fall 2023 to Spring 2024 Retention**



## Marketing Update:

Ivy Tech Madison has partnered with Williams Randall, a full-service ad agency, for the second year in a row. Williams Randall specializes in providing recurring reports centered around analytics, measurement, and tracking. These reports offer a comprehensive breakdown of the effectiveness of various marketing strategies. The reports not only highlight what strategies proved effective, but also dive into areas that could have been more impactful and explain the reasons behind their performance.

Ivy Tech Madison remains committed to a diverse range of promotional channels. These include traditional outlets like radio, billboards, and newspaper, as well as media outlets - Facebook, Instagram, Snapchat, YouTube, and Google. Since the launch of the new contract, Madison campus is the overall top performer for Research and Discovery to learn more about programs among all Ivy Tech campuses. Madison's click through rate (CTR) is .79% and cost per click at \$1.19. This is a good indicator that our ads are relevant and resonating with the college's target audience. Of the amount of people that see the ad, a high percentage of them are clicking and interacting with it. The goal of these metrics is to bring in the most engagement (CTR) at an affordable price per that engagement (CPC). To date, Madison is standing at 533,823 overall impressions and 117 application completions. Ivy Tech Madison is dedicated in staying relevant and engaging across multiple touchpoints, ensuring their messages reach a wider audience with the smallest service area in the state.

Campaign	Total Spent	Impressions	Clicks	CTR	CPC	Clicks to Learn More About Programs	Learn More CR	CP Learn More
Systems Office	\$48,854	3,838,325	14,730	0.38%	\$3.32	8,971	60.90%	\$5.45
Bloomington	\$12,012	960,734	4,433	0.46%	\$2.71	362	8.18%	\$33.14
Fort Wayne	\$11,045	1,202,319	6,873	0.57%	\$1.61	838	12.19%	\$13.18
Terre Haute	\$10,302	1,016,636	3,641	0.36%	\$2.83	251	6.90%	\$41.03
Lake County	\$7,084	568,485	4,126	0.73%	\$1.72	413	10.02%	\$17.14
Evansville	\$5,900	677,632	4,957	0.73%	\$1.19	234	4.72%	\$25.24
Lafayette	\$5,080	507,653	2,235	0.44%	\$2.27	187	8.38%	\$27.12
Indianapolis	\$4,953	332,442	2,170	0.65%	\$2.28	192	8.86%	\$25.77
Madison	\$3,735	396,273	3,139	0.79%	\$1.19	92	2.92%	\$40.72
<b>Grand total</b>	<b>\$113,879</b>	<b>10,161,755</b>	<b>49,448</b>	<b>0.49%</b>	<b>\$2.30</b>	<b>11,973</b>	<b>24.21%</b>	<b>\$9.51</b>



We have continued our 4DX focus this fall of highlighting our students and sharing their success stories. As part of these efforts, the K-14 team partnered with our Admissions Recruiter to relaunch the high school Student Ambassadors Program. Five outstanding dual enrollment students were selected from area high schools to help our teams promote Ivy Tech Madison to peers at their high school, assist with campus events, and promote student engagement.



Be sure to follow our 'K-14 Corner' each week on our Ivy Tech Madison social media pages as we continue to showcase our dual enrollment students and their accomplishments!





## Ivy Tech Correctional Education

November 2023

Current IDOC Contract status: Year 3 Quarter 2

Ivy Tech Correctional Education continues to develop systematic operations, processes, team-building, and leadership across the education departments in 15 Indiana prisons. The dedication and achievements of the team stand as a testament to its commitment to excellence. In reviewing accomplishments, projects, and upcoming events, it becomes evident that CE is well on its way to meeting the standards and expectations of IDOC and DWD. This summary includes the recognition of multiple sites for their exceptional performance, significant strides in professional development including Arbinger Institute training, an overview of ongoing projects, and analysis of key performance metrics.

### Current Accomplishments:

During the September IAACE Conference, the following sites were recognized for meeting DWD standards of excellence: Branchville, Edinburgh, Indiana State Prison, New Castle, Pendleton, and Plainfield.

Hank Cecil (New Castle) received the Everwise Meritorious Service Award at the IAACE Conference

Robin Upchurch (New Castle Admin) received the Outstanding Paraprofessional Award at the IAACE Conference

This month, 9 Ivy Tech CE Staff were trained to facilitate *Outward Performance* through the Arbinger Institute. These facilitators will conduct *Outward Performance* training to over 120 correctional education staff in 2024. This professional development will now be included in the on-boarding training of new staff.

Correctional Education is fully utilizing Banner software and Ivy Analytics for vocational programs. This has made a significant impact on Madison Campus metrics on meeting enrollment goals.

### Project Updates:

DOC IT members and Ivy Tech continue to meet weekly for IT/computer challenges and needs. Currently 3 teachers across 2 sites do not have computers or internet. Other IT projects include

getting all computers functional in the Business Tech labs, moving to on-line testing for CTE programs, and eventually moving to off-line/on-line GED testing.

Correctional Education is expanding and enhancing its tutoring program to increase student success.

CE is participating on the State IDOC IET (Integrated Education and Training) Leadership team and is participating in the Office of Career, Technical, and Adult Education (OCTAE's) Design Camp along with 4 other states. In October, the teams from each state attended OCTAE's IET in Corrections Project and training in Washington, DC to learn how to implement or enhance IET programs in Correctional Education.

The new Auto Tech vocational program at Putnamville will be starting its first class in January.

Formal Continuous Quality Improvement and quality assurance processes are being implemented for the first time this quarter.

### **Staffing Updates**

All teachers are currently licensed except for the three new teachers which are completing Transition to Teach. This is the first time this contract has had a fully compliant faculty since taking over the contract at which time less than 50% of the teachers were compliant.

### **Other Notable Items**

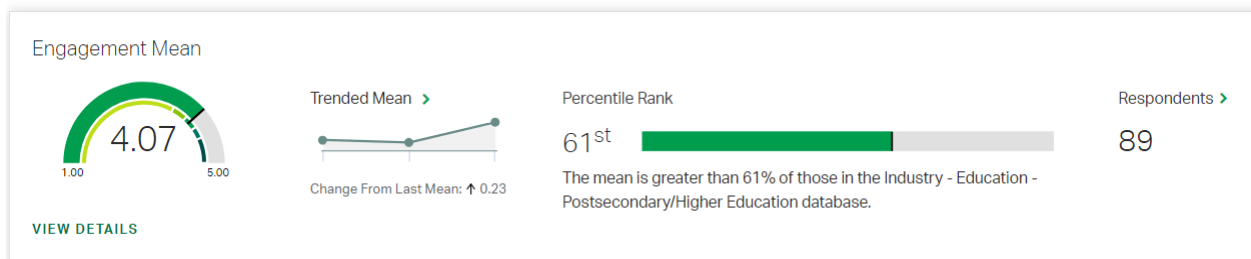
Correctional Education has held 11 graduations since July 2023.

Putnamville held a graduation on 9/11/23 and hosted Ivy Tech President Sue Ellspermann and IDOC Commissioner Reagle along with many other IDOC Central Office and Ivy Tech System's Office team members.

Results from the Gallup surveys have been distributed. Correctional Education improved greatly from last year's results. Although the survey is ranked against all postsecondary/higher education results that Gallup administers, the Correctional Education team results still came in very strong.

The Ivy Tech CE results rank 6<sup>th</sup> among the 19 Ivy Tech campuses (Madison campus-only score ranked #1 in the state). This CE group also had the largest increase in score over last year out of all of Ivy Tech with a .23 improvement.

## Overview:



4.07 is the overall score for the survey and on a 5 point scale. This total score ranks 6<sup>th</sup> best of all of Ivy Tech locations.

### Transition of High School Equivalency (HSE) testing:

IDOC has recently changed the HSE testing vendor from HiSET to GED. The HiSET contract expired on 10/31/23 and sites are currently working through the GED process to set up proctors and registrations. The last day CE was able to administer the HSE test was 10/27/23. It is hopeful some sites will be able to provide testing in December.

### Out-Custody:

- 52 Enrollments over 6 facilities (17% of goal)
- 43 Completions (1 class in progress) 14% of goal
- Several programs run over campus fall/winter/summer breaks

### Performance Metrics (11/17/23):

3100 students enrolled in adult basic education (contingent upon facility shutdowns)

- 1553 ABE Enrollments = 50% of goal

2500 students enrolled in vocational programs (contingent upon facility shutdowns)

- 1470 Vocation Enrollments = 58% of goal

Over 900 completions (contingent upon GED transition)

- 222 HSE completions = 25% of goal

1800 Vocational/CTE Completions (contingent upon vocational programs being in operation)

- 640 Vocational Completions = 36% of goal

11% above state average on Table 4 and all sites have met Distance Learning DWD requirement.



### Unduplicated Headcount

1,299

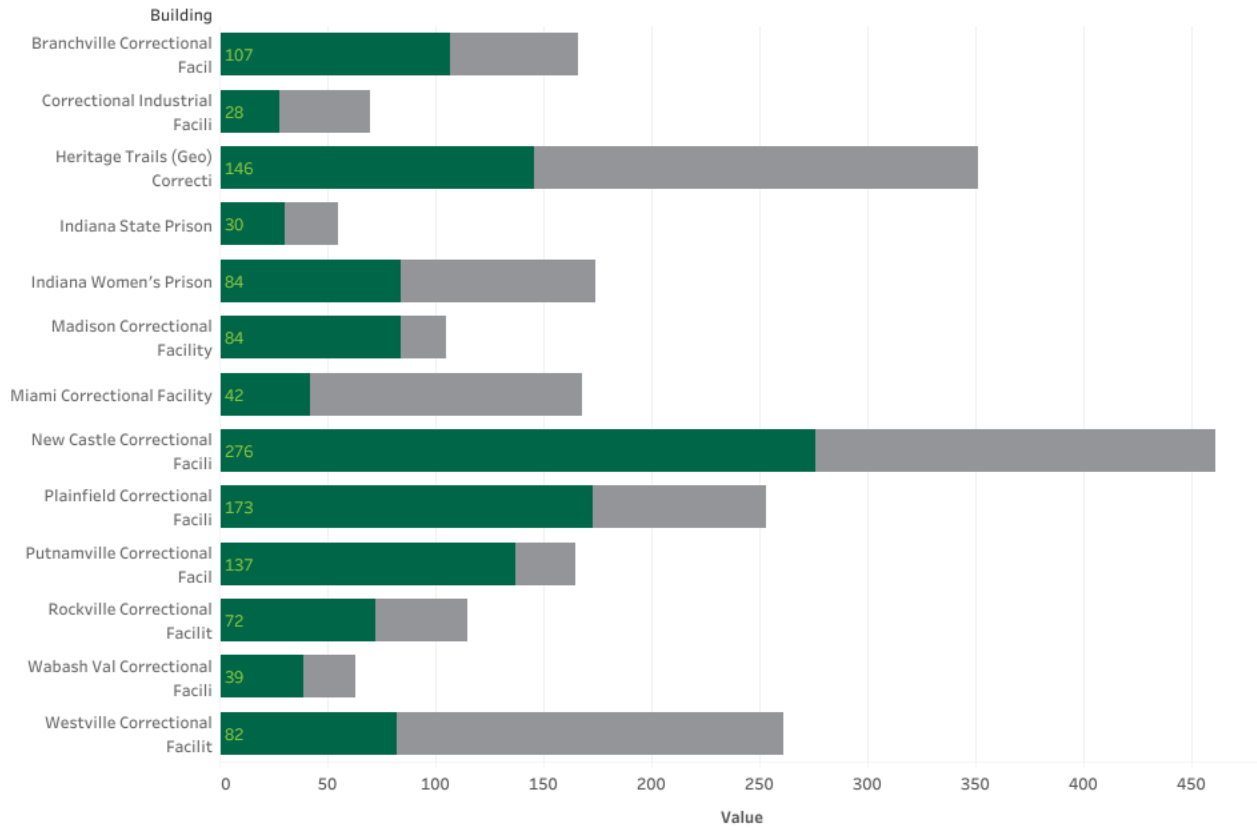
### Course Enrollments

1,470

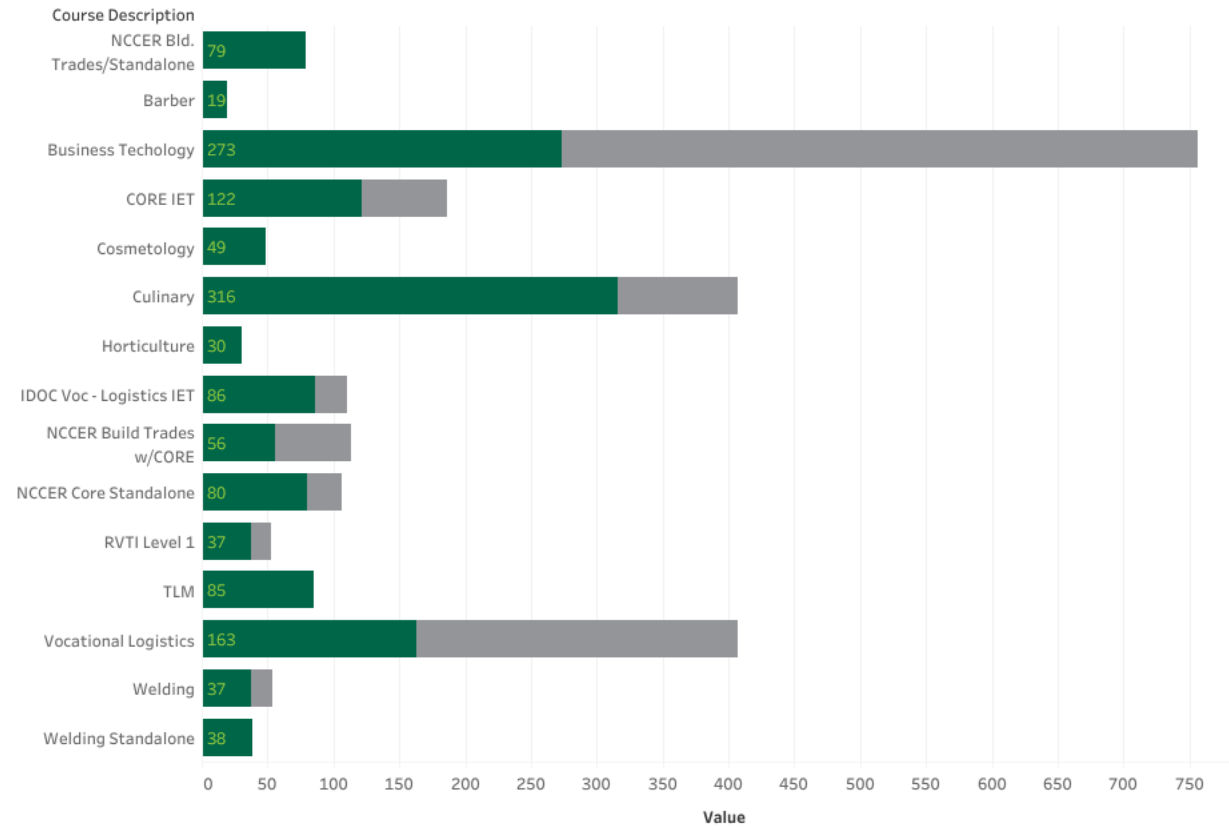
Term Code  
102324

Measure Names  
■ Enrollments  
■ Enrollment Target

### Building Enrollments



### Course Enrollments



Numeric labels are representing actual enrollments only and not the enrollment targets.



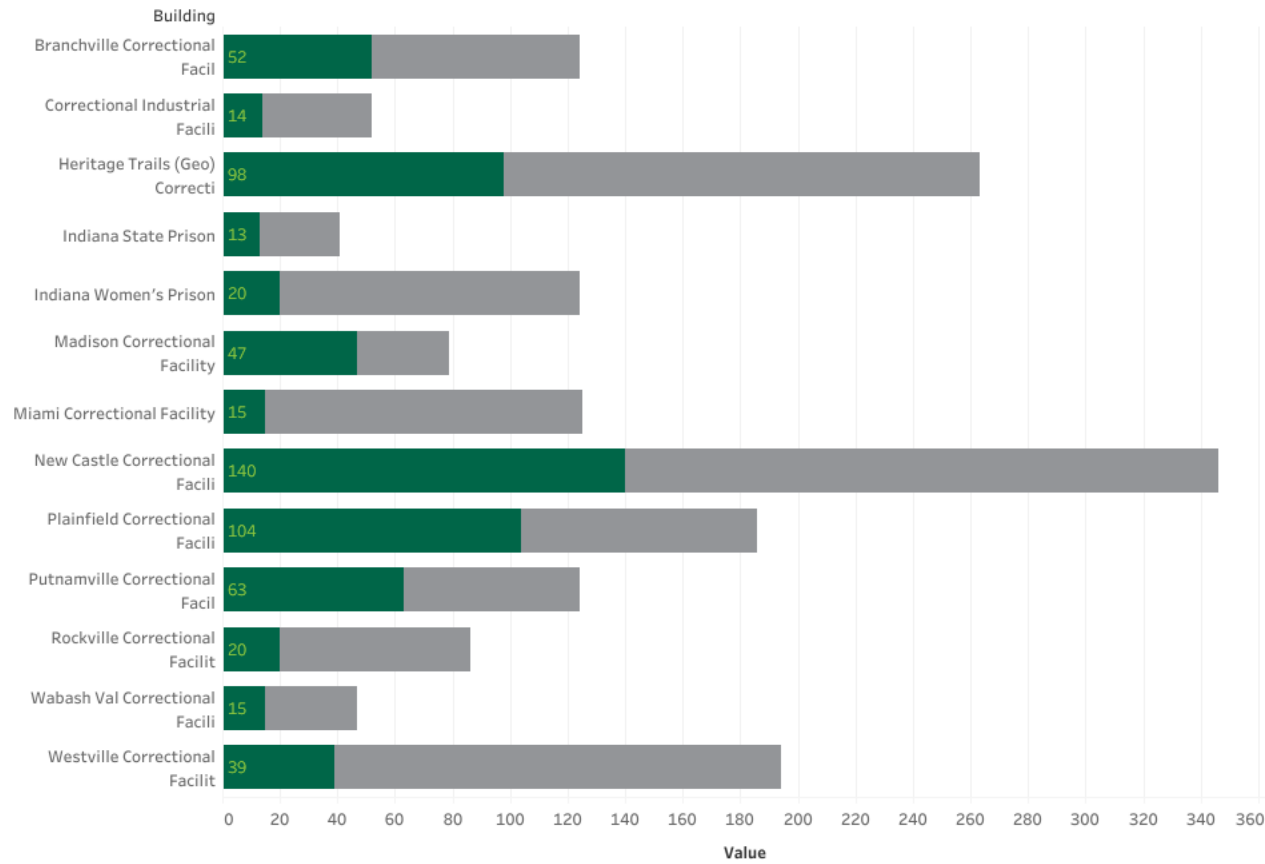
## Course Completions

640

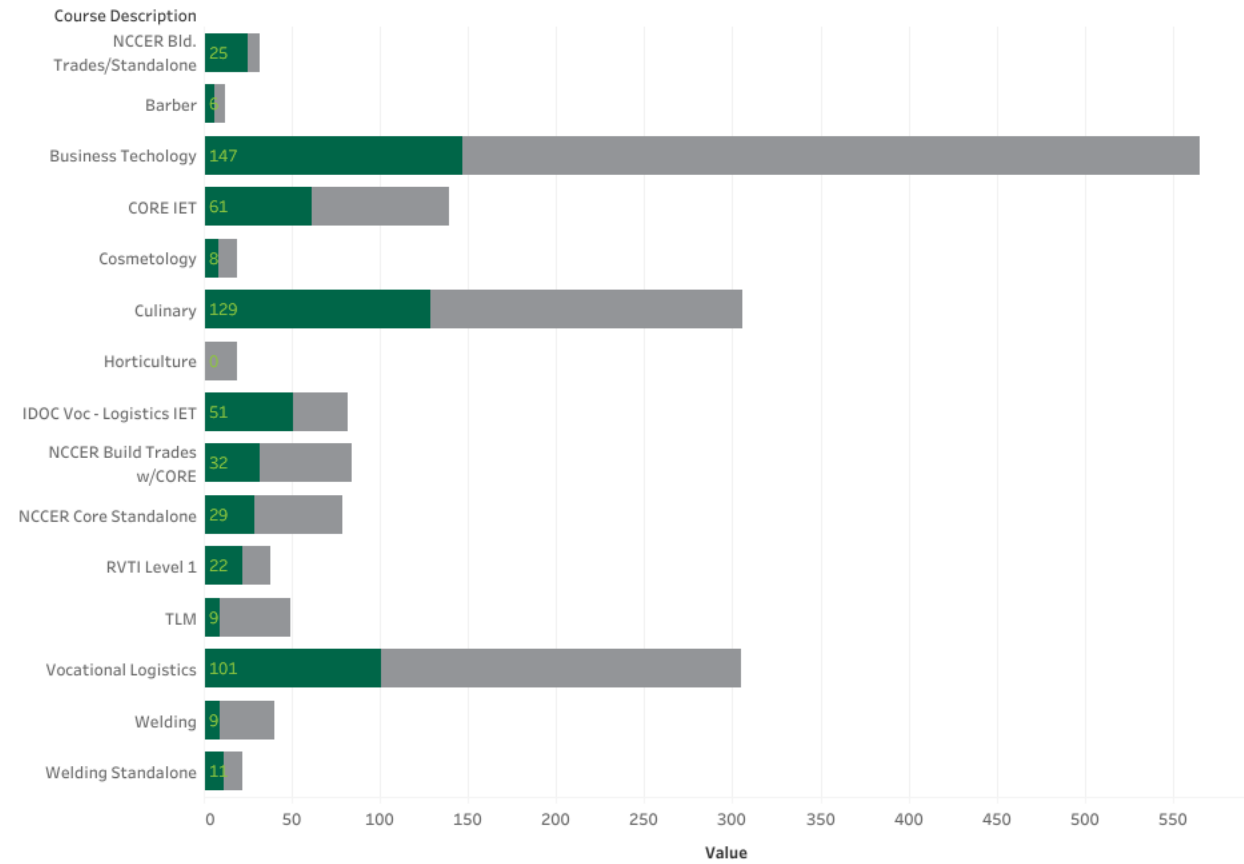
Term Code  
102324

Measure Names  
■ Course Completions  
■ Completion Target

### Completions by Building



### Completions by Course



## **CBOT Report**

November 2023

Carol Brown, Executive Director

Ivy + Career Link

### **Career Link News:**

Carol Brown, Executive Director, and the Career Link team are engaging with faculty, employers, and students to be the needed link toward successful employment and future education.

The Career Link team and their contracted faculty are currently delivering skills training to the following employers:

#### **2022-2023 ongoing Skills Trainings:**

- Grote Industries (maintenance open lab)
- Arvin Sango (Mitsubishi PLC)
- Madison Correctional Facility (MSSC, CNC, Welding, CLA/CLT)
- Belterra Casino & Resort (Leadership)
- Madison Precision Products (CPR) (2022)
- Super ATV (Excel 365)
- Norton's Kings Daughters Health (CCMA)
- Televerde Foundation (Business)
- Hanover College (CNA)

#### **Potential New Skills Training:**

- IKE (Control Technician)
- Royer/MCU (Apprenticeship)

#### **Newly Proposed Open Enrollment Skills Training:**

- Hospitality & Customer Service
- Employee Retention
- Leadership Development
- Computing for Seniors
- Historic Preservation classes, potential certificate

### **Career Link Employer Engagement – Industry Tours**

- Amatrol
- Grote
- Arvin Sango
- Belterra
- NAS
- Key Manufacturing
- SuperATV
- Work One

### **Career Link Community Engagement:**

- Community Connections Luncheon on Nov 2 – well attended (60)
- Community Connection Networking Breakfast coming on Dec 13 – downtown Madison
- Soup, Stew, Chili, & Brew event
- Madison High School Job Fair
- Ohio River Valley Collaborative

### **Career Link Student Engagement:**

- Etiquette Luncheon
- Nursing Reverse Job Fair
- Cocoa with a Career Coach
- Employer Recruiting Kiosk

# Human Resources

November 2023

- The Fall 2023 Gallup Employee Engagement survey results are in. The Madison campus once again returned very strong results. The Campus result was #1 in the state, .11 above the next Campus, and .11 improved over LY. The IDOC result was 6<sup>th</sup> best in the state and improved a .23. This result for this team is unheard of.  
The combined result (Campus and IDOC) ranked #2 in the state and showed a .18 improvement.
- Staffing and retention continues to be a success story for our campus. We are fully staffed on campus and IDOC has just three openings currently.



**Report to Madison Campus Board  
Foundation  
November 2023**

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**23/24 Fundraising Goal: \$390,000.00**

**Fundraising to Date: \$220,000.00**

**Recent Gifts:**

\$150,000 Norton Healthcare pledges \$50,000 over 3 years to fund portion of Nursing Expansion beginning in 2024.

Ask Made: Indiana Department of Homeland Security EMS Training Grant  
\$96,107.48 for tuition cost and fees.

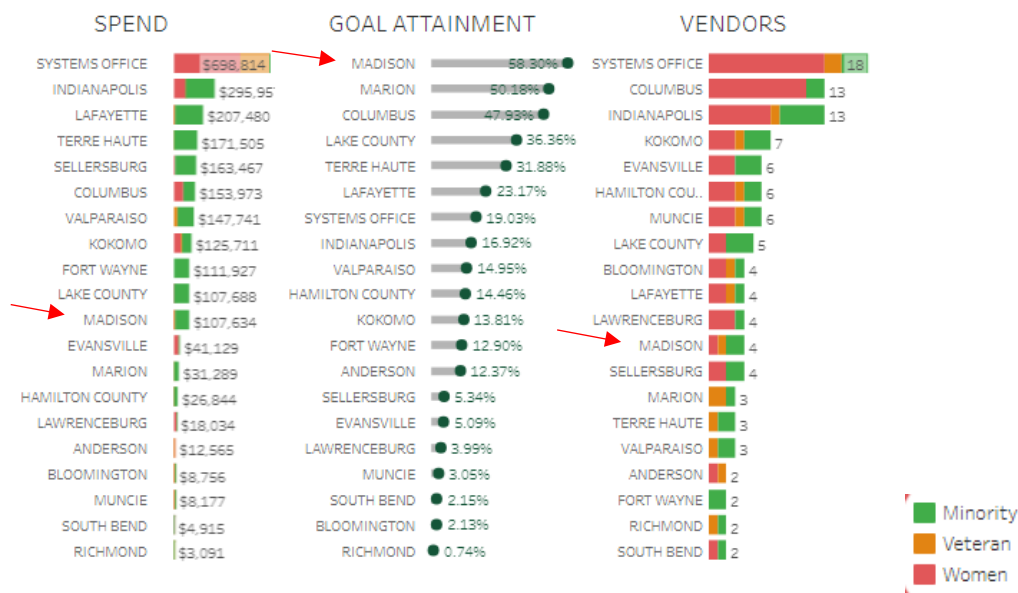
**Upcoming Events:**

Dec. 20 Cocoa and Coffee with the Chancellor  
*Ivy Tech Madison Campus – Student Lounge*

**FTE:**

Term	FTE Goal (Previous EOT)	Total FTE (Current EOT)	Budget Adjustment
Summer 2023	157	167 (+10)	+\$37,174
Fall 2023 (Estimate)	401	~460	~+\$150K

**Q1 XBE Spend (includes IDOC contract):**



**Grant Update**

- Campus has received a sub-grant through Systems Office for the Lilly Endowment (LEI), for the Indiana Youth Programs to be used for Pathway Exploration Day, Summer Camp, and Admission Events
- Paramedic and Medical Assisting have received Systems Office funded mini-grant for the following:

**Madison**

Med Assist	\$ 5,746.05	Newborn Infant Simulator/Manikins (2)
Paramedic	\$ 599.00	Professional Development-Handtevy Prehospital Pediatric Provider Course
Paramedic	\$ 580.76	Essentials + Peds EMS Tabletop Training Kits