
MEMORANDUM

TO: MADISON CAMPUS BOARD OF TRUSTEES

FROM: DR. AMANDA HARSIN

DATE: August 25, 2025

SUBJECT: August 28, 2025 TRUSTEE PACKET AND MEETING REMINDER

Enclosed is the packet for the August 28, 2025 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 or Karen Gorbett, Executive Office Coordinator, at 812-265-2580 ext. 4122, email 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
August 28, 2025 – 8:00 a.m.
BCC 2020

- 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 March 13, 2025 and April 24, 2025 – **Carol Dozier**
 - b. Resolution 2025-05 Board Budget Resolution – **Amanda Harsin**
- 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

2025 Campus Board of Trustees

Date	Time	Room
November 20, 2025	8:00 – 9:00 a.m.	BCC 2010-2030

2025 State Board of Trustees

September 3, 2025.....Indianapolis

- IX. Adjournment – **Carol Dozier**

Ivy Tech Community College of Indiana
Madison Campus
Board of Trustees
Minutes for March 13, 2025

The Madison Campus Board of Trustees of Ivy Tech Community College met on Thursday, March 13, 2025, at 8:00 AM at the Madison Campus, 590 Ivy Tech Drive, Madison, IN. 47250.

Campus Board of Trustees Present:

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

Campus Board of Trustees Absent:

Ivy Tech Staff Members Present:

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

Ivy Tech Staff Members Absent:

Bridget Leach, Executive Director of Finance

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 November 19, 2024 Madison Campus Board Meeting, Trustee Copeland moved to approve the motion, Trustee Clayton seconded the motion and the motion carried unanimously.

Chancellor's Report

Chancellor Dr. Harsin gave an Ivy Tech Day overview to the Board, detailing the day and time of the event, as well as our Campus goal of \$10,000. Harsin turned the floor over to Vice Chancellor for Academic Affairs, Kay Stokes.

Academic Affairs Report

VCAA Kay Stokes briefly discussed the Vet Nursing program beginning in Fall 2025. Stokes shared Dr. Melissa Newcomb has been busy writing curriculum, securing clinical placement for students, and identifying supplies needed for the program, as well as getting her classroom ready for students. Stokes also noted the arrival of the Vet surgical trailer. Stokes then touched on the IUS 2+2 Business program, entrepreneurship, and early childhood education. VCAA Stokes shared with the board that Paramedic had a 100% pass rate for the 2024 cohort, touched on Healthcare Academy, and Nursing before turning the floor over to Brittany Dyer, Executive Director of Ivy+ CareerLink.

Ivy+CareerLink Report:

Dyer shared "Building Your Future Fridays" with the board, highlighting the success of the program before turning the floor over to Dustin Stewart, Vice Chancellor of Enrollment and Student Success.

Student Success Report:

Vice Chancellor Stewart briefly shared the Pantry Packs initiative with the board.

Dr. Harsin concluded her Chancellor's report and gave the floor back to Dustin Stewart for an enrollment update.

Enrollment Report:

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

Spring 2025 Enrollment Data: 1,130

Fall 2024 to Spring 2025 Retention: 79.1%

Vice Chancellor Stewart shared a Marketing update and turned the floor over to Andrea McDole for a K14 update.

Chairperson Dozier turned the floor over to Amber Finnegan for a Correctional Education update. Mrs. Finnegan reviewed metrics, enrollments and completions, and vocational program completions.

The board then heard briefly from Dr. Melissa Newcomb before touring the vet trailer.

Upcoming Important Dates

<u>Meeting</u>	<u>Date</u>	<u>Time</u>	<u>Room/ Location</u>
CBOT	April 24, 2025	8:00 AM	BCC 2020

Adjournment

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

Carol Dozier, Chairperson

Joe Bulach, Vice Chair

Submitted by:
Karen Gorbett
Executive Office Coordinator

Ivy Tech Community College of Indiana
Madison Campus
Board of Trustees
Minutes for April 24, 2025

The Madison Campus Board of Trustees of Ivy Tech Community College met virtually and in person on Thursday, April 24, 2025, at 8:30 AM at the Madison Campus, 590 Ivy Tech Drive, Madison, IN. 47250.

Campus Board of Trustees Present:

Neil Clayton, Trustee
Britt Copeland, Trustee
Carol Dozier, Chairperson
Joe Bulach, Vice Chair

Campus Board of Trustees Absent:

Chad Lewis, Secretary
Tom Steveley, Trustee
David Hertz, Trustee

Ivy Tech Staff Members Present:

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

Ivy Tech Staff Members Absent:

Call Meeting to Order

Chairperson Dozier called the trustee meeting to order at 8:31 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

Approval of Meeting Minutes from March 13, 2025 to be approved at the next Board Meeting on August 25, 2025.

Chancellor’s Report

Chancellor Dr. Harsin gave attendees a brief Legislative overview, and discussed how to proceed with the Free Summer program. Harsin then touched on the upcoming graduation being held on May 10, 2025. Dr. Harsin shared briefly on Ivy Tech Day, and asked Kate Sutter, Director of Foundation, to share a brief video. Dr. Harsin gave a brief Career Link update, touching on The Good Neighbor Internship Program, before congratulating and thanking Trustee Neil Clayton for his seven years of service on the Campus Board of Trustees. Trustee Clayton took a moment to thank members. Dr. Harsin shared an enrollment update of meeting and exceeding the total enrollment goal, enrollment to date for Spring 2025, and Spring and Fall 2025 trend data. Harsin moved on to share an update from Correctional Education, before concluding her report.

Upcoming Important Dates

Meeting	Date	Time	Room/ Location
CBOT	August 28, 2025	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 Clayton seconded the motion, and the motion carried unanimously.

Carol Dozier, Chairperson

Joe Bulach, Vice Chair

Submitted by:
Karen Gorbett
Executive Office Coordinator

APPROVAL OF MADISON CAMPUS – OPERATING BUDGET FOR FISCAL YEAR 2025-26

RESOLUTION 2025-05

WHEREAS, development of the criteria and guidelines for the Ivy Tech statewide budget has been completed by the College Officers and State Board of Trustees following passage of the budget by the General Assembly, and

WHEREAS, operating revenues for the Madison Campus have been estimated to be \$3,478,587 in student tuition and fees and \$12,787,510 in additional revenues and Indiana Department of Correction contracts for the 2025-26 fiscal year, and

WHEREAS, this revenue combined with a state appropriation, result in a total operating expenditure budget of \$19,810,958 with an initial carry forward budget of \$4,763,615 for the 2025-26 fiscal year, and

WHEREAS, adjustments to the budget will occur during the course of the fiscal year and provisions have been made to adjust the expenditure budget to be commensurate with changes in the revenue budget,

NOW THEREFORE BE IT RESOLVED, that the Madison Campus Board of Trustees do hereby approve a recurring operating expenditure budget of \$19,810,958 for the 2025-26 fiscal year.

Ivy Tech Community College
Madison Campus Board of Trustees

Board Chairman

Board Secretary

Date: August 28, 2025

Madison Operating Budget FY 2025-2026

<u>Revenue</u>	<u>Budget</u>
Student tuition	\$ 3,293,587
Other student fees	\$ 185,000
Skills Training	\$ 375,000
IDOC	\$ 12,406,010
Other income	\$ 6,500
Campus Revenue Budget	\$ 16,266,097
Statewide Contribution	\$ 3,544,861
Total Operating Revenue with Statewide Contribution	\$ 19,810,958

<u>Expenditures</u>	<u>Budget</u>
FT Salary	\$ 2,025,682
FT Faculty (IOL Bill \$430K)	\$ 1,740,873
PT-Hourly	\$ 148,745
PT-Adjunct	\$ 502,087
Fringe	\$ 1,616,676
Other Benefits	\$ 66,593
Utilities	\$ 322,975
Facility Lease	\$ 21,678
Financial Aid	\$ 25,471
Hub Expenses	\$ 96,953
Travel/Professional Development	\$ 32,400
Supplies & Equipment	\$ 804,815
Campus Operating Budget	\$ 7,404,948
IDOC	\$ 12,406,010
Recurring Operating Expenditure Budget	\$ 19,810,958

Carryforward/Days on Hand Metric	221 days	\$ 4,763,615
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Report to Campus Board of Trustees
Academic Affairs
August 2025

Faculty and Academic Support Services Updates

The state budget reductions resulted in the loss of two local Academic Affairs positions. The Madison campus eliminated its full-time librarian, as well as a full-time faculty member in Psychology. The librarian also served as campus Disability Services Coordinator and as the person who coordinated campus tutoring services. The Madison campus is committed to ensuring students and faculty still have access to important library, tutoring, and DSS services, and so those functions have been reallocated to other employees to ensure continuity.

The Ivy Tech Madison campus began this Fall Semester with 27 full-time faculty and program chairs and 62 part-time instructors. Program chairs and core faculty work to teach and mentor students, grow programs, keep current on accreditation and professional development, and ensure that the content of local degrees and certificates aligns with statewide standards.

Adjunct faculty are often local business, industry, and technology leaders who bring the latest workforce developments into their classrooms. Ivy Tech Madison is always seeking the right people in our community to teach in our programs, whether they have experience in instruction or not. Ivy Tech Community College largely thrives on experienced industry leaders.

If you know someone that would be interested in teaching, please send them to the appropriate chairperson listed below. If you know anyone who serves as an adjunct professor from this list, please thank them for their service as a member of the Campus Board of Trustees.

Deans and Program Chairs (Teach & Oversee Programs)		
Troy Alvey	Dean of Arts, Sciences, & Education	ASE
Tony Bullard	Business	BUSN
Orelia Drounette	Health Sciences	HS
Carmen Elliott	Paramedic Science	PARM
Susie Hamner	Criminal Justice & Human Services	CRIM, HUMS
Stephanie Knox	Dean of Nursing – Madison & Lawrenceburg	NURS
Melissa Newcomb	Veterinary Nursing	VETN
David Rettig	Information Technology	IT, BUSN
George Tackett	Adv. Manuf., Industrial Tech, Adv. Automation & Robotics	AMEAS
Kami True	Nursing	NURS
Full-Time Professors		
Matt Adams – ASE	Laura Krall - NURS	
Marta Belt – ASE	Jill Kelly-Koren - ASE	
Robyn Copeland - NURS	Laura Krall - NURS	
Shannon Dattilo - ASE	Rae Morris - NURS	
Tracie Davis - NURS	Ron Novak - AMEAS	
Emy Duke – NURS	Emily Penderghest - VETN	
Tim Fisher – ASE	Kalee Weegman - NURS	

Randall French - AMEAS	Eric Wiederhoeft - ASE
Becky Grider - ASE	
Adjunct Professors (Part-time)	
Tammy Allen – NURS	Emeka Koren – ASE
Patrick Bear – ASE	Ryan Lamb – AMEAS
Amanda Boswell – HS	Karenza Lambert - ASE
Jessica Bradley – Career Coach & IVYT	Daniel Lawson – AMEAS
Cheri Brown – HS	Matthew Longville - AMEAS
Ricky Burgess – AMEAS	Jessica McCollum
Brittany Chatham - NURS	Rebekah McCollum Brinson
Tim Cloud – AMEAS	Kara Miller - HS
Patricia Cole – HS	Julie Mitchell - HUMS
Donnie Collings - ASE	Jeffrey Phagan - AMEAS
Paul Cronen – HS	Andrea Pope - AMEAS
Dalton Cyrus - AMEAS	Jerry Powers - IT
Brittany Dyer – CareerLink & AMEAS	Nicholas Rayburn - AMEAS
Myron Eaglin – AMEAS	Larry Reese - AMEAS
Kevin Everwine - BUSN	Tim Renners – BUSN
Thomas Foltz – ASE	Sandy Risk - ASE
LeAnn Fox – HS	Harry Sanders - ASE
Lynn Fravell – PARM	Jason Sandlin - AMEAS
Kelsey Goodin – NURS	Jane Stormer - ASE
Mellindy Gregory - HUMS	David Sutter - CRIM
Steven Grossman - AMEAS	Emily Tingle – Admissions Advisory & IVYT
Meghan Hadley – HS	Iva Thompson - ASE
Katie Hardy – CNA, NURS	Sara Thorpe - NURS
Kelly Hatton – IT	Mike Turner - AMEAS
Stephanie Hellman – ASE	Julie Van Laar - ASE
Raven Hudson – Student Success & IVYT	Leif Van Laar - IVYT
Pam Jackson – BUSN	Roger Ward - AMEAS
Mary Jeffers – PARM	Dennis Werner - AMEAS
Daniel Kelly – BUSN	Shane Williams - PARM
Rich Knudson – BUSN	Jason Wright - PARM
Bucky Lord – AMEAS	Megan Zinz - HS

Veterinary Nursing AAS and Veterinary Assistant CT

The Veterinary Nursing program kicked off its inaugural class on Monday with 16 students enrolled in VETN100 Introduction to the Veterinary Profession. An additional five are already enrolled in VETN100 in the second 8 weeks. We had planned for an initial cohort of 16, so we are proud that we've met our enrollment goal for Fall 2025 and then some.

Now that the first class is underway, Program Director Dr. Melissa Newcomb and Veterinary Instructor Emily Penderghest are continuing to build out the program. In addition to working with

their new students, they must develop curriculum for 19 more VETN courses, begin a self-study for the VETN accreditor, and finish securing clinical placements.

Emily Penderghest joined Ivy Tech in April. She is a Registered Veterinary Technician with almost 30 years of experience as a veterinary assistant, RVT, and patient care manager. She is a specialist in exotic companion animal medicine and in the training of RVT and DVM students in clinical settings. Prof. Penderghest has a B.A. in Eastern Religions from Butler University and an AAS in Veterinary Technology from Purdue University.



The veterinary surgical trailer we acquired from the Purdue University DVM program now has new tires and A/C systems thanks to Koehler Tire and Steinhardt Heating and Cooling. A new wrap with Ivy Tech branding is on its way. Many thanks to Director of Development Kate Sutter for her hard work in fundraising for this project.

Early Childhood Education

The Madison campus received \$700,000 in funding to advance Early Childhood Education initiatives in Jefferson and Switzerland counties. This three-year grant from Lilly Endowment Inc. is part of a \$27 million award to Ivy Tech statewide. On the Madison campus, ECED dollars will be used to fund a new faculty position in Early Childhood Education, to expand the number of students who receive a Child Development Associate (CDA) certificate, and to assist the local community in helping to remedy an extreme shortage in childcare providers.

Becky Grider, the new ECED faculty member, joined the College earlier this summer. In addition to teaching courses, Becky will work with local child development centers, home-based providers, business and industry leaders, the school systems and non-profits, and other partners to develop a Childcare Coalition. This group will meet regularly to identify and eliminate barriers, create and provide professional development opportunities for providers, and address local needs.



Prof. Grider has a Bachelor of Science in Early Childhood Education from Marian University, a Master of Arts in Curriculum and Instruction from Concordia University, and a Master of Arts in Higher Education Leadership from Post University.

Prof. Grider worked most recently with SPARK Learning Lab as a training facilitator and business management specialist. She created educational content to help private childcare providers and Head Start centers implement best practices in both care for young children and in managing center business and operational needs. She has also served as an adjunct professor at Post

University in their Child Studies Department and a Family Case Manager Supervisor for the Indiana Department of Child Services.

Business and Entrepreneurship Programs

Entrepreneurship; New Business program chair Tony Bullard spent the summer meeting with local business, non-profit, and government leaders to better understand the needs of area entrepreneurs. Ivy Tech Madison has received a \$27,000 grant from the Garatoni-Smith Family Foundation to develop workshops, gatherings, certificates, and bootcamp programs to help new entrepreneurs get their ventures off the ground and to assist growing business leaders in achieving new levels of success. Dr. Bullard will be working this Fall to develop a schedule of programs and events.

Dr. Bullard joined us on June 2nd from Blue Mountain Christian University in Mississippi. Among other duties at Blue Mountain, Dr. Bullard served as the Business program chair and senior faculty, and he helped Blue Mountain launch an online Master of Business Administration program.

Dr. Bullard holds an Associate of Science degree in Electronics Engineering Technology from RETS Electronics Institute, a Bachelor of Science in Business and a Master of Science in Business Administration from Indiana Wesleyan University and a Doctorate in Business Administration from Jones International University.



Indiana University Southeast 2+2 Program; The 2+2 program is getting a slower start than anticipated. Five students expressed interest in the program, but only one enrolled for the Fall 2025 start. We had hoped for 12 students in the first cohort. IUS and Ivy Tech Madison have made the decision to wait until later in the year to launch. This will provide more time to promote the program. This program (previously run by IU-East) allows IT-Madison Business graduates to finish a four-year degree in 15 months. Once the program is underway, IU-Southeast faculty will travel to campus each week to teach upper-level Business classes.

Health Care Programs

The Ivy Tech Madison healthcare programs continue to grow. Milestones include:

- Paramedic Science; The program has grown from 12 students enrolled in 2021-22 to 23 this Fall.
- Health Sciences; The campus hosted 20 students for the Summer Healthcare Academy in 2025. This program introduces high school students to healthcare careers and offers them the opportunity to earn college credits as well as gain valuable experience. Summer academies have helped Health Sciences grow from 107 in 2021-22 to 223 enrolled today.
- Nursing; Enrollment now stands at 140 students, up from 118 in 2021-22. This including 11 from the Hanover College 2+2 program. We project 18 new HC students next Fall and a total Nursing program enrollment of 150 next year.

Enrollment Services and Student Success

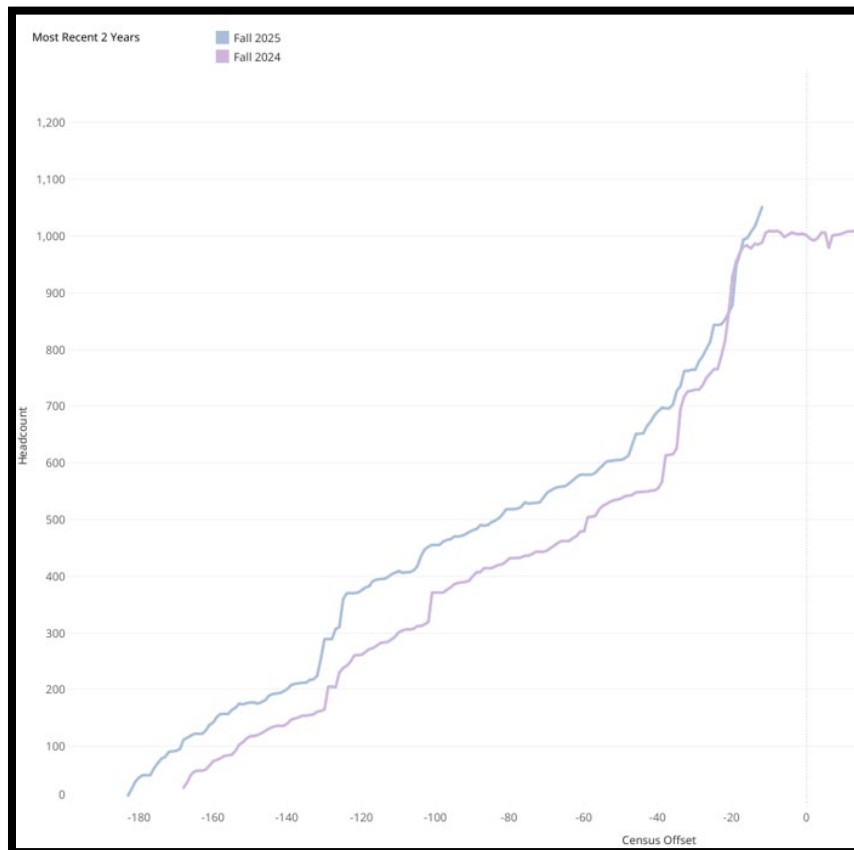
Madison Campus

2024-2025 Enrollment Data

Fall 2025

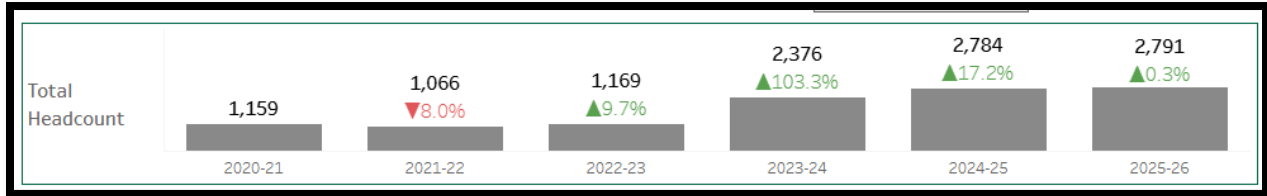
Student Population	Fall 2024: Point in Time	Fall 2025: To Date	Difference
Continuing	455	522	67
Guest	13	13	0
High School Student	346	268	-78
New First Time - Adult	31	49	18
New First Time - Traditional	65	98	33
Readmit	55	68	13
Transfer	23	33	10
Totals	988	1051	63

Trend Data for Fall 2025

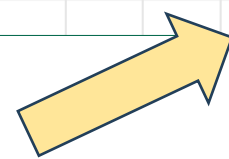
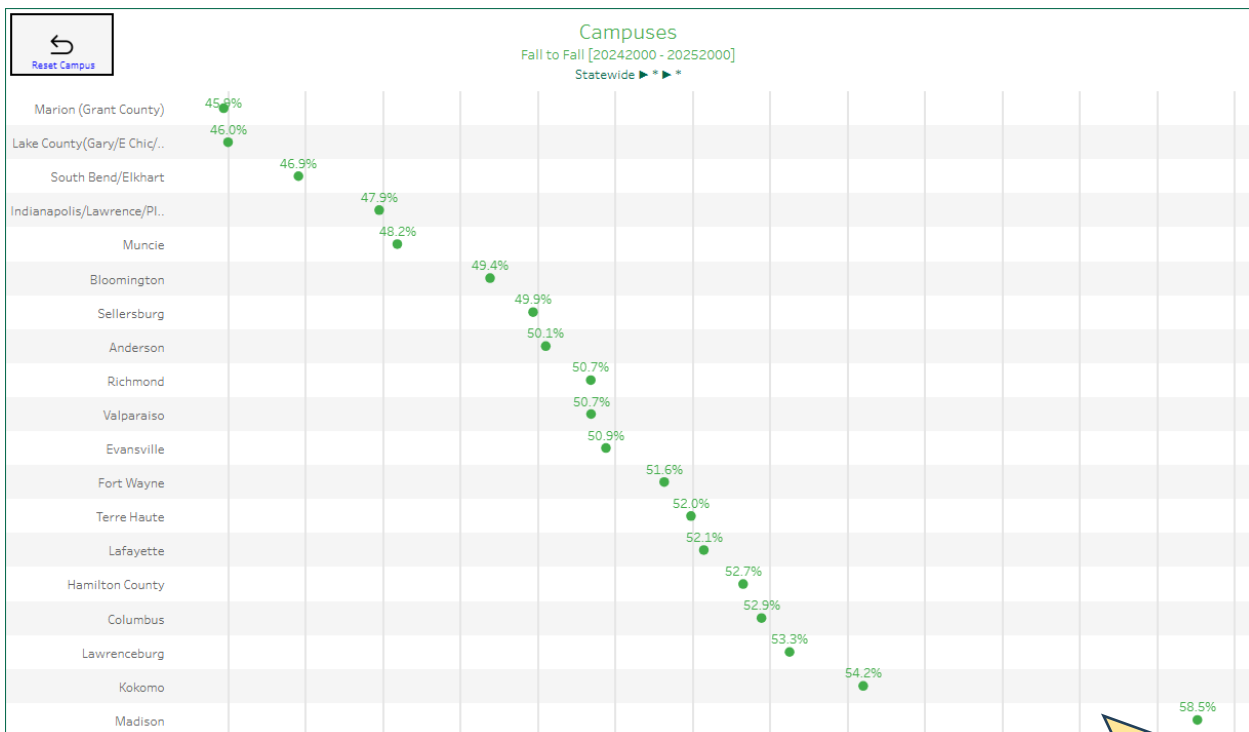


Annualized Total Enrollment Data for 2025-2026 (Point in Time)

Goal is: 5,868



Fall 2024 to Fall 2025 Retention



K14 Report:

Summer Highlights:

The K-14 team had a strong and impactful summer, even without state funding for free summer opportunities. Through a combination of Crossing the Finish Line, school-sponsored courses, the second annual Healthcare Academy, and a generous donation from Madison Precision Products, our campus served nearly 200 high school students. These opportunities not only supported academic progress for our high school students, but also strengthened our partnerships with local schools and employers.

Dual Credit and NACEP Reaccreditation Year:

This academic year marks an important milestone for our campus and for Ivy Tech statewide as we prepare for our first NACEP (National Alliance of Concurrent Enrollment Partnerships) Reaccreditation. This reaccreditation process ensures that our dual credit program meets the highest national standards for quality, rigor, and student support.

Key focus areas this year include:

- Strengthening partnerships with our high school teams through consistent communication and collaboration, especially when meeting deadlines.
- Supporting our faculty liaisons in maintaining alignment of high school dual credit courses with campus-level expectations.
- Continuing to provide professional development opportunities for dual credit faculty.
- Collecting, reviewing, and submitting documentation that demonstrates compliance with NACEP standards.

This reaccreditation effort is a team-wide priority for both K-14 and faculty, and it is an opportunity to showcase the innovative work happening throughout our high schools to support student success.

Our K-14 team is also working diligently over the next four weeks to support students through the dual credit process. We are visiting each of our area high schools over multiples days, collaborating closely with counselors and teachers, and helping students complete their dual credit enrollment steps. These efforts continue to strengthen our partnerships with schools as we ensure every student has the opportunity to enroll in their dual credit courses.

Dual Enrollment - Open House & Orientation:

We were excited to host high school students and their families at our Dual Enrollment Open House and Pathway Orientation on August 19th to kick-off the school year. Nearly 50 students attended with their families, where they were able to meet their instructors, learn more about the campus resources available to them as Ivy Tech students, and tour the campus.

The evening also included a fun scavenger hunt that encouraged students to interact with faculty and staff - complete with selfies along the way. The energy and excitement from students and families reinforced the importance of creating welcoming, community-centered experiences for our dual enrollment population. Please enjoy some of the selfies:



Marketing Report:

Madison Campus has completed the 2024-2025 Williams Randall advertising contract. Data below.

Online Metrics

The Ivy Tech Madison campaign has resulted in more than **2.8 million impressions** and **10,700 clicks** to the landing pages. This led to a 33% YoY increase in our total number of applications.

Metrics Summary					
Ad Metrics	Total Spent	Impressions	Clicks	CTR	CPC
	\$34,150	2,874,903	10,771	0.37%	\$3.17
Intent Metrics	Clicks to Learn More About Programs	Clicks to Apply	Clicks to Register		
	2,483	611	128		
Completion Metrics	RFI Form Completions	Application Completions			
	337	894			

According to Salesforce application attribution, WR ads have generated 266 applications. **31%** of the applicants have registered for classes.

Tactics included are Google Paid Search, Vendor Geofencing, YouTube, Facebook/Instagram, and Snapchat

Full-Funnel Approach

The journey to becoming a student is a multifaceted process. So far, we have seen success at all points of the funnel while targeting new prospective students and existing leads.

Clicks to Learn More: **2,483**

RFI Form Completion: **337**

Apply: **1,505**

Register: **128**

Research & Discovery

Student

Ivy Tech Madison has once again signed an advertising contract with Williams Randall for the 2025-2026 academic year. To continue upon the year-to-year success with decreased budget, Williams Randall is going to focus on mid-to-lower-funnel digital tactics that are proven conversion drivers. Advertising will include radio, billboard, newspaper, Google Demand Gen, Google Display, Facebook, Instagram, Snapchat, and Google Search.

	Audience			KPI			
TACTIC	Traditional Students	Traditional Student Influencers	Adult Learners	Elevate Brand Perception	Drive Exploration and Leads	Generate Applications	Generate Registrations
Radio	✓	✓	✓	✓			
OOH	✓	✓	✓	✓			
Print	✓	✓	✓	✓			
Google Demand Gen	✓	✓	✓		✓		
Google Display	✓	✓	✓				✓
Facebook/Instagram	✓	✓	✓		✓	✓	✓
Snapchat	✓					✓	
Google Search	✓	✓	✓			✓	

Ivy Tech Correctional Education

Executive Summary from the 2024-2025 Annual Report

The 2024–2025 program year marked a period of substantial progress, innovation, and collaboration across Ivy Tech’s Correctional Education system. Now in our fifth year of partnership with the Indiana Department of Correction (IDOC), our team has continued to strengthen the educational foundation we’ve built—expanding access, improving instruction, and aligning academic and workforce training with the needs of incarcerated learners across the state.

Grounded in our shared vision to *transform lives by empowering incarcerated individuals through accessible and high-quality education*, this year’s efforts reflect the dedication of educators, administrators, and support staff who have served more than 6,000 students this year. From Adult Basic Education (ABE) and High School Equivalency (HSE) instruction to robust Career and Technical Education (CTE) programming and Integrated Education and Training (IET) pathways, Ivy Tech has worked to ensure that every learner—regardless of their starting point—has a meaningful opportunity to grow, achieve, and reenter society with confidence.

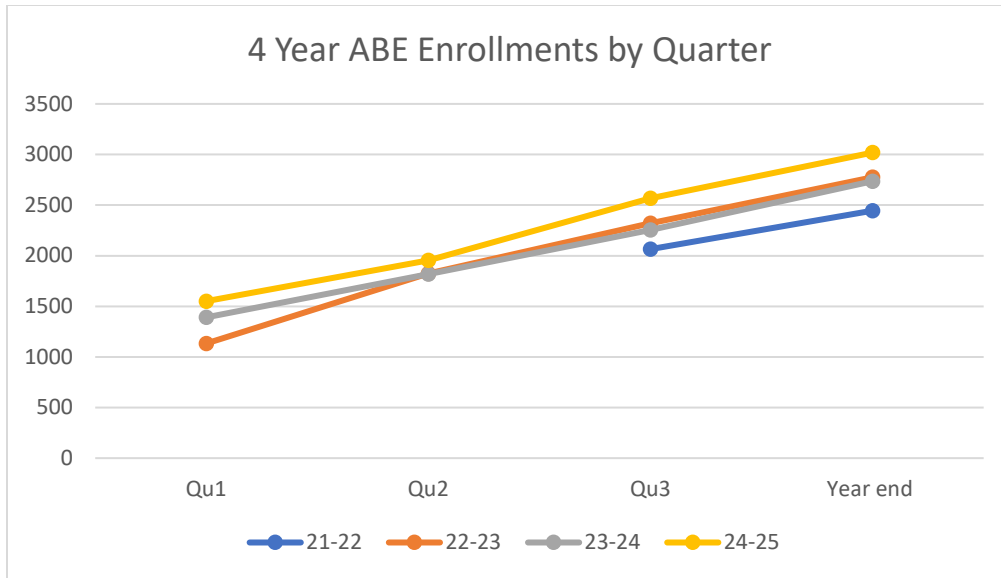
This report provides a comprehensive overview of our statewide outcomes, performance data, and site-level accomplishments. It also highlights key strategic initiatives launched this year, including enhancements in professional development, digital learning integration, vocational program expansion, special education services, and efforts to improve student engagement through orientation and incentive structures. Notably, we surpassed established goals in vocational enrollments, completions, and measurable skills gains, along with increases in ABE enrollments and HSE completions.

While challenges remain—from facility limitations to infrastructure needs—this year’s achievements demonstrate the strength of our partnership with IDOC and the resilience of our staff and students. We are proud of the momentum we have built and remain committed to continuous improvement as we look ahead to the 2025–2026 school year and beyond.

ABE Enrollments – Four-Year Summary

Adult Basic Education (ABE) enrollments have shown consistent growth over the past four years. In 2021–2022, the program ended the year with 2,445 enrollments. Since then, enrollment numbers have steadily increased each year:

- **2024–2025** marked the highest year to date, reaching **3,021 enrollments**, a **10% increase** over the prior year and a **24% increase** compared to 2021–2022.



2024-2025: 10 Sites meeting Enrollment Goal:

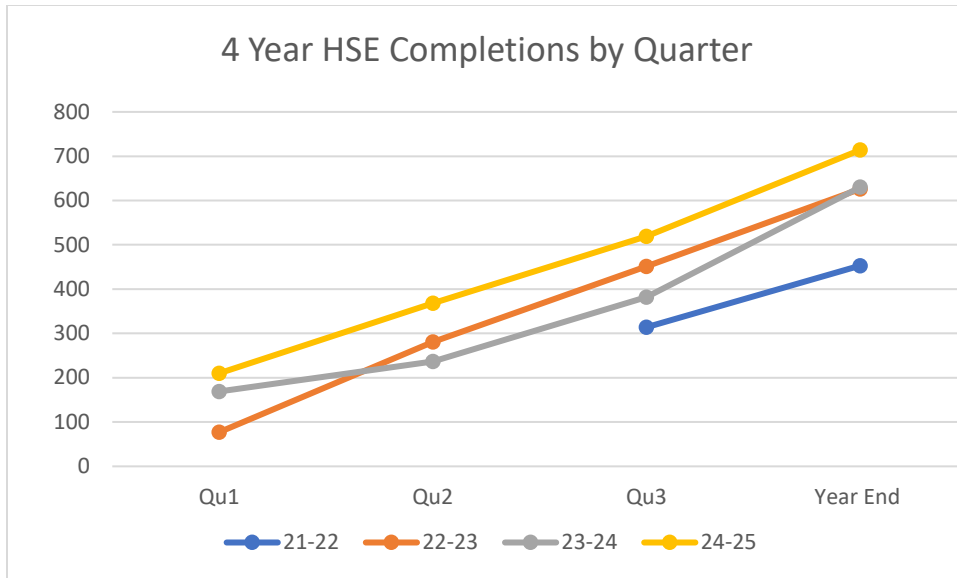
- | | |
|-------------|----------------|
| Putnamville | Branchville |
| New Castle | CIF |
| Rockville | Heritage Trail |
| Madison | Edinburgh |
| ISR | IWP |

HSE Completions – Four-Year Summary

High School Equivalency (HSE) completions have demonstrated consistent growth over the past four years, with steady gains in each program year.

- Most recently, in **2024–2025**, the program reached its highest completion total to date: **718**, a **14% increase** over the previous year and a **58% increase** compared to 2021–2022.

These results reflect the combined efforts of educators, support staff, and students in promoting timely academic achievement within the correctional education system.



7 Sites Meeting 2024-2025 HSE Completion Goals

New Castle	CIF
Madison	Branchville
Putnamville	ISR
ISP	

Integrated Education and Training (IET)

IET Enrollments – Four-Year Growth Summary

Integrated Education and Training (IET) enrollments have experienced substantial growth over the past four years, demonstrating the program’s expanding reach and impact within correctional education.

- The most recent program year, **2024–2025**, reached a record **518 enrollments**, reflecting a **39% year-over-year increase** and nearly a **fivefold increase** from just four years ago.
- New Castle Correctional Facility implemented a new IET Logistics program which started in June 2025.

IET Completions:

- In the most recent year, **2024–2025**, completions reached an all-time high of **417**, a **24% increase** over the previous year and a **97% increase** from two years ago.

This upward trend highlights the expanding capacity and impact of IET programming across the state.

IET 24-25 SY Enrollments and completions:

Site	IET Enrollments	IET Completions
IYC	115	84
ISR	80	55
RCF	60	53
BCF	84	80
ISF	67	63
HTCF	58	50
CIF	38	32
NCCF	16	0 (new program started in June)
IDOC	518	417

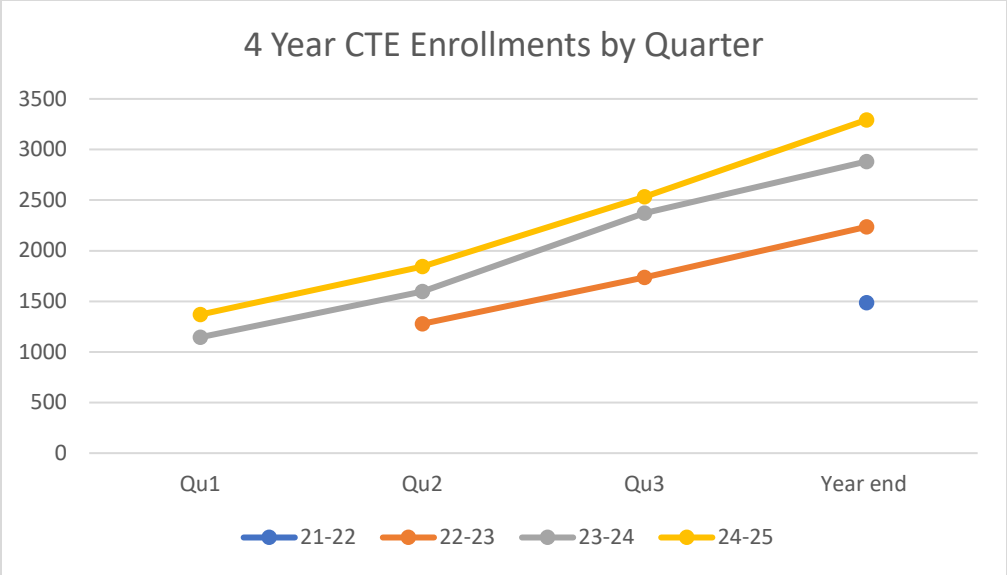
Career and Technical Education (CTE) Programs

CTE Enrollments – Four-Year Growth Overview

Career and Technical Education (CTE) enrollments have grown steadily over the past four years, demonstrating increasing student interest and expanding access to vocational programming across correctional education sites.

- The **2024–2025**, the program reached a record high of **3,293 CTE enrollments**, reflecting a **14% increase** over 2023–2024 and a **121% increase** from four years ago.

The ongoing expansion of CTE programming supports student skill-building, certification attainment, and preparation for reentry into the workforce.



CTE Enrollments SY 24-25

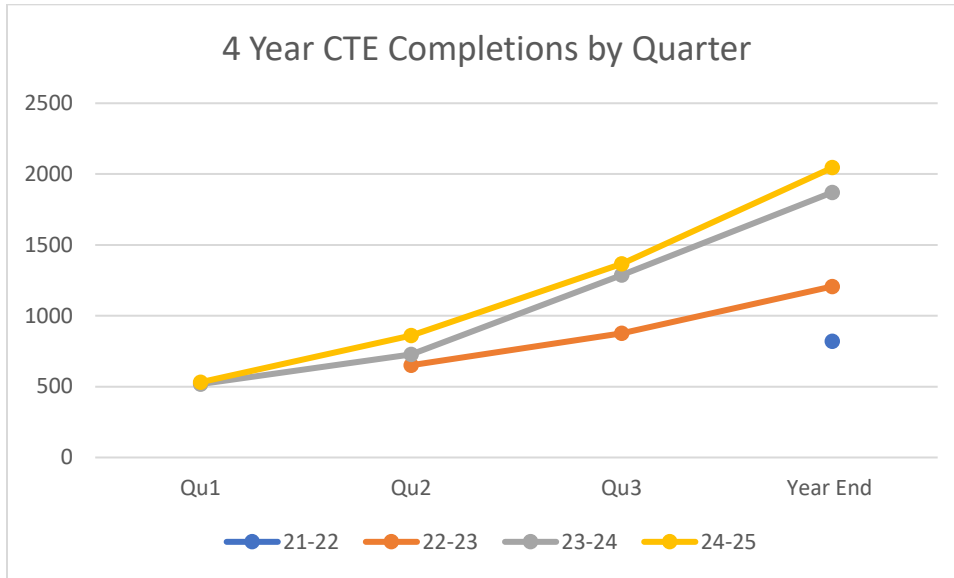
Program	Enrollment	Yearly Enrollment Goal	% to Goal
Auto Tech	27	24	112%
Building Trades	379	331	115%
Barber	29	7	414%
Business Tech	654	678	96%
CORE (IET and NCCER stand alone)	395	446	89%
Cosmetology	64	29	238%
Culinary Arts	587	468	125%
Horticulture	58	43	135%
Logistics	687	600	114%
RVTI	83	77	108%
TLM	83	51	163%
AVP	21	9	233%
Welding	204	141	145%
Total	3293	2500	132%

Sites Meeting SY 24-25 CTE Enrollment Goals:

- Branchville Heritage Trail ISP
- IWP Madison New Castle
- ISR Plainfield Putnamville
- Rockville Wabash Valley

CTE Completion Summary (Program Years 2021–2025)

In 2024–2025, CTE completions reached a new high of **2,045**, representing a **9% increase** over the prior year and a **150% increase** from 2021–2022.



CTE SY 24-25 Completions

Program	Completions	Yearly Completion Goal	% to Goal
Auto Tech	21	18	117%
Building Trades	250	222	113%
Barber	5	5	100%
Business Tech	440	493	89%
CORE (IET and NCCER stand alone)	287	292	98%
Cosmetology	28	15	187%
Culinary Arts	319	342	93%
Horticulture	33	32	103%
Logistics	461	421	110%
RVTI	62	58	107%
TLM	20	27	74%
AVP	4	7	57%
Welding	115	109	106%
Total	2045	1800	%114

Sites meeting SY 24-25 CTE Completion Goals:

Branchville	Heritage Trail	Plainfield
IWP	ISR	Putnamville
Rockville	New Castle	

High-Performing Sites: Meeting ABE and CTE Enrollments, Completions, Table 4 and Distance Learning Metrics:

Putnamville ISR New Castle Branchville

Special Education

Ivy Tech Correctional Education remains committed to providing high-quality special education services for its incarcerated youth and adult populations. The 2024–2025 school year reflects significant growth, innovation, and achievement across its special education programs.

Special Needs (Under Age 22)

- A total of **375 intake interviews** were conducted with new arrivals under the age of 22 who had not yet earned a GED or high school diploma.
- Of those interviewed, **51 students** formally requested special education services.
- An **average of 23 students** under age 22 received active special education support through Individualized Education Programs (IEPs) each month.

Special Services (Age 22 and Over)

- On average, **49 adult students per month** received educational accommodations through **Section 504 Plans** under the Americans with Disabilities Act (ADA), ensuring continued access and support for learners with documented disabilities.

SY Budget Summary:

At the close of the fiscal year, ABE expenditures ended at 76% of the allocated RFP budget, while VOC program expenditures ended at 75%. Our teams remain committed to stretching every dollar to maximize student impact. Additionally, we were able to utilize additional DWD funds for updated GED materials and expanding the number of student study buddies in FY25. We appreciate state and site leadership focusing on financial planning and good stewardship of our resources.

Special Recognition

This year, we are proud to celebrate the outstanding achievements of our team and partners through several special recognitions. The Indiana Department of Workforce Development honored multiple programs with prestigious Awards of Excellence, highlighting our commitment to delivering transformative educational and career opportunities. In addition, we launched our first annual Ivy and Iron Awards—created to recognize individuals whose dedication, innovation, and leadership have left a lasting impact on correctional education. **Sydney Goffinet** from Rockville Correctional Facility was selected for the IDOC Commissioner’s Teacher of the Year award and was recognized at the IDOC Leadership Conference in October. Recipients for DWD and Ivy and Iron Awards are as follows:

DWD Excellence Award:

- Branchville
- Madison
- Putnamville
- Rockville
- Plainfield
- IWP

Ivy and Iron Recipients:

- Heart of the school: **Debbie Davis**, New Castle Correctional Facility
 - Outstanding dedication: **Lori Stranger**, Plainfield Correctional Facility
 - Innovator of the year: **Joe Wenig**, Miami Correctional Facility
 - Promising leader: **Dr. Sam Frantz**, Wabash Valley Correctional Facility
 - Administrator of the year: **Linda Brinkman**, Westville Correctional Facility
 - ABE teacher of the year: **Gin Jarnagin**, New Castle Correctional Facility
 - CTE teacher of the year: **Shane Schwartzkopf**, Westville Correctional Facility
 - Site Manager of the Year: **Shawn Hughes**, Putnamville Correctional Facility
 - ABE Excellence: **Erica Jane Coulter**, Madison Correctional Facility
 - CTE Excellence: **Jeremiah Johnson**, Putnamville Correctional Facility
 - Education department of the Year: **Branchville Correctional Facility**
(*Laura James, Kendall Zabel, Michael Phillips, Brad Zellner, Kara Scott, Bryan LaFollette, James Rash*)
-

2024-2025 Goals and Objectives Outcome Summary:

The 2024–2025 program year was guided by five strategic goals aligned with Ivy Tech’s institutional priorities and our ongoing partnership with the Indiana Department of Correction. These goals served as the framework for advancing teaching and learning, expanding workforce readiness, increasing student engagement, improving operational effectiveness, and enhancing educational technology. Each goal was supported by measurable objectives and targeted strategies, many of which achieved or exceeded expectations. The following summary highlights progress made across all goal areas, celebrating key accomplishments while identifying next steps for continued growth in the coming year.

Goal #1: Teaching and Learning: Deliver high quality academic programming and instruction.

Achieved:

- Ivy Tech provided instructors professional development opportunities throughout the school year to improve performance and GED pass rates. Professional Development opportunities included: Regional Teacher training; IAACE, IACTE, quarterly special education trainings, and virtual trainings. Trainings included topics on math instruction improvement; targeted math concepts; differentiated instruction; GED analysis; effective practices using data, and the incorporation of Professional Learning Communities in each site.
- A New Employee Orientation program was developed and provided April 30-May 2nd which provided staff with a wide variety of topics on incorporating best teaching practices, utilizing data to maximize student success, and communication.
- Accommodations for vocational programs were researched, documented, approved and disseminated to staff.

This year’s Table 4 (83%) exceeded our goal of 75% to reinforce the strategies used to increase teacher performance have been impactful. Table 4b (number of students who have been pre and post tested that have made a gain) also ended with an impressive 91%. We have also started to evaluate pass rates by subject through the GED database. Since this is the first full year of GED completions, these rates can be used as a baseline for future pass rate evaluation.

Goal #2: Workforce and Careers: Identify areas of improvement and established partnerships with internal and external stakeholders to improve workforce connections.

Progress was made across all sub-goals aimed at aligning vocational programs, enhancing reentry pathways, and expanding workforce readiness initiatives. While analysis of vocational program alignment is ongoing pending the completion of a statewide wage study, several other key efforts were successfully completed:

- **Quarterly vocational roundtable meetings** were established to foster collaboration and review program alignment opportunities. Coordination is underway to explore academic credit crosswalks for vocational training.

- **Partnerships with HIRE coordinators** were solidified, with regular communication now occurring across all sites to support seamless reentry and transition to campus programs.
- **Internal hiring pathways** were evaluated through site-level discussions and a key meeting with IDOC leadership to explore workforce opportunities for students post-training.
- **IET (Integrated Education and Training) programs** expanded, including the launch of a new program at NCCF, CIF, and ISR. While evaluation efforts are on hold due to funding shifts, strategic planning continues.

These efforts reflect a strong commitment to preparing justice-involved individuals for meaningful employment and continued education, strengthening the bridge from correctional education to career readiness.

Goal #3: Increase student engagement.

Achieved:

- Ivy Tech has enhanced the use of the incentive matrix to more intentionally recognize students' progress and continues to brand participants as Ivy Tech students, emphasizing the benefits they will gain upon release, and developing strategies to engage and motivate them effectively.

In progress:

- A key initiative launched this year focused on developing a standardized Student Orientation process across all sites. The goal is to create a consistent and informative experience for students entering educational programming, while still allowing flexibility for site-specific details and promotional content. Initial steps included observing current orientation practices and beginning the formation of a cross-disciplinary committee to identify essential content for all students statewide. Planned resources include standardized videos and materials to ensure uniform messaging and expectations. This initiative will continue into the next school year as we work toward full implementation, aiming to enhance student engagement from day one through clear communication, consistent onboarding, and improved access to educational opportunities.

Goal #4: ITCC will assist sites in maximizing operational effectiveness

Achieved:

- A comprehensive glossary of terms was developed and published to assist new staff in navigating correctional education terminology, supporting clearer communication and onboarding.
- The implementation of Professional Learning Communities (PLCs) began across all sites to foster collaboration and instructional growth. While some sites experienced a

delayed start, consistent monitoring and upcoming professional development are helping ensure full engagement.

- Continuous Quality Improvement (CQI) processes were actively reviewed each quarter. Although progress has been made in report submissions and identifying areas for improvement, the development of a more efficient statewide reporting system remains a priority.
- A new monitoring system for vocational program start-up timelines was successfully implemented, helping to reduce downtime between classes and increase student enrollments.
- A sustainability plan for Arbinger Outward Performance principles was completed, including succession planning, glossary integration, training for new staff, and a procedural checklist to embed principles into decision-making.
- Quarterly leadership development trainings were provided for the state and site management teams, focusing on communication, team-building, and accountability, with strong alignment to Arbinger principles and engagement strategies.

These collective efforts have laid a strong foundation for improving systems, strengthening leadership, and sustaining long-term program success.

Goal #5: Ivy Tech will partner with IDOC to enhance the use of technology in Correctional Education.

This year, Ivy Tech made significant strides in advancing the use of technology across IDOC facilities, ensuring students and instructors have access to modern tools that support learning

- Tablet integration for digital learning was successfully expanded statewide. Regional trainings in July and August 2024 equipped staff to effectively utilize tablets for instruction. Educational content was uploaded, and the learning management system (LMS) was aligned with new tablet deployments to ensure smooth use.
- Ivy Tech also supported the rollout of GED Flash and GED Play, two interactive digital tools used in the classroom designed to improve GED preparation. GED Flash offers targeted practice questions and instant feedback, while GED Play provides engaging video content to reinforce core concepts.
- In partnership with IDOC, Ivy Tech also assessed and fulfilled site requests for additional Study Buddies, which were delivered in May 2025. These handheld learning devices support students who benefit from self-paced, offline study resources.

Conclusion:

The 2024–2025 program year reflects the powerful impact of correctional education when it is grounded in strategic planning, cross-agency collaboration, and a belief in the potential of every learner. From our highest enrollment and completion numbers to the expansion of career-aligned pathways and enhanced instructional practices, this year has been defined by measurable success and meaningful transformation.

Our achievements are a direct result of the dedication of Ivy Tech’s correctional education staff, the continued support of our partners at the Indiana Department of Correction, and the drive of our students who show up each day ready to learn and grow. Together, we have advanced our mission of *changing lives inside and out*, creating opportunities for academic achievement, workforce preparation, and long-term reentry success.

As we move into the 2025–2026 school year, our focus remains on deepening our impact. Priorities will include standardizing student onboarding, strengthening professional learning communities, optimizing data systems, and expanding digital learning tools. We will continue to innovate, reflect, and adapt—always with the goal of empowering students to realize their full potential.

CBOT Report

August 2025



- Brittany Dyer, Executive Director
- Rhonda Bradley, Program Manager
- Jessica Bradley, Career Coach

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.

2025 Skills Trainings:

- Belterra Park, Leadership Development Series – Began April 2025
- US Premier Tube Mills, Arc Flash Training – May 2025
- Women’s Giving Circle Welding
 - Introduction to Welding – May 2025
- Indiana Department of Corrections, Welding (Cohort 20) – May 2025
- Arvin Sango, Mitsubishi PLC – June 2025
- SHRM Learning – June 2025
- Historic Preservation, Maintaining and Repairing Wooden Window Sashes – June 2025
- Healthcare Academy – Summer 2025
 - Ambulance/Apartment Simulation Training
 - Suturing 101
 - Nursing Simulation
 - Basic First Aid
 - Stop the Bleed
- Madison Precision Products – Maintenance E-Assessments – July 2025
- Indiana Department of Corrections, CLA/CLT (Cohort 9) – July 2025
- Televerde Foundation, Introduction to Business (Cohort 6) – July 2025
- Indiana Department of Corrections, Welding (Cohort 21) – August 2025



Future Skills Training:

- Indiana Department of Corrections, CLA – August 2025
- Indiana Department of Corrections, CPT – September 2025
- Indiana Department of Corrections, CNC (Cohort 28) – September 2025
- SHRM Learning – September 2025
- Introduction Artificial Intelligence – September 2025
- PMC Organometallics/Madison Precision Products, Excel Levels 1,2,3 – September 2025
- Belterra Park, Leadership Development Series – August/September 2025

- Madison Precision Products, Blueprint Reading – September 2025
- SHRM Essentials – November 2025

Career Link Employer and Student Engagement

- Madison Vocational Partnership (MVP):

- Current Partners
 - Nucor
 - LG&E/KU
 - Grote
- LG&E/KU
 - 3 students placed (maintenance and operations positions)
 - 30-day check-ins completed, ensuring a positive experience for both the student and employer.
- Nucor
 - 1 maintenance intern, expected graduation fall 2025



- Building Your Future – Fall 2025
 - Year 1 successful! Transitioning into Year 2, with intentional curriculum (Junior Achievement)
 - Trilogy, SuperATV, LG&E, MPP and Norton’s have already connected with these students.
 - Community Partners (James Dell and Betty Jefferies) will partner with our team to provide dress shirts to keep!
- Dual Enrollment Industry Tours – Pathways (Spring 2025)



- Lunch Etiquette
 - The largest turnout for this event (60 attendees!)

- Super ATV
 - Partnering with Super ATV with purchase of HCR Racing
 - The partnership led to 8 of their 14 welders being our students!



- Internships
 - Madison Consolidated Schools – 2 IT Students
 - US Premier Tube Mills – 1 Marketing Internship
 - Madison Chemical – 1 Maintenance Internship
 - Ivy Tech Community College – 3 Facilities Maintenance Internship
 - Madison Regional Airport – 2 Maintenance Internships
 - Aisin – 2 Maintenance Internships
 - Kentucky Utilities – 2 Maintenance Internships and 1 Operations Internship



Career Link Faculty Engagement

- Meetings are continuing with academic teams and other student facing departments to partner with Career Link.

Career Link Student Engagement

- Over 200 career coaching visits last year! Our goal this year is to exceed 175 unduplicated students.
- Medical Assisting Reverse Career Fair & Prep
- The Good Neighbor Events (Pre-Retreat, Lunch & Learn, Celebration, and Post-Retreat)
- Indiana Department of Corrections, MSSC Interview Prep
- IVYT – Career Exploration (DeBruce Agilities)
- IVYT – Resume Prep

**Report to Madison Campus Board
Foundation
August 2025**

25/26 Fundraising Goal: \$408,268.00
Fundraising to Date: \$269,874.00

Updates:

24/25 Fundraising Goal: \$396,228.00
24/25 Total Fundraising: \$635,961.43
Closed out year at 161% of goal.

Vet Tech Mobile Unit

All sponsorships have been sold totaling \$25,500. Renovations are set to begin soon.

Recent Gifts:

\$100,000 gift came in from a private donor. \$40,000 to be used for nursing scholarships and \$60,000 to be used for nursing equipment upgrades.

Upcoming Events:

Chancellor's Recognition Luncheon- Thursday, Sept. 11, 2025, at 11:30am in the BCC. Help us recognize and celebrate our scholarship recipients, donors, benefactor of the year, distinguished alum, staff and faculty, and student ambassadors.

Finance Update

Madison Campus

August 2025

Fiscal Year 2026 Budget Allocations:

- Madison Campus Operating Budget: \$19,810,958
 - Adjusted budget will vary throughout the year depending on enrollments/expenses for both campus and IDOC
- Madison campus initial carryforward: \$4,763,615
- Department budgets have been allocated (including IDOC budgets)

Fall 2025 Tuition and Textbook Changes for 2025-2026:

- Tuition will remain the same as 2024-2025
- Ivy+ Textbook per credit hour rate increased
- Additional information can be found here:
<https://www.ivytech.edu/tuition-aid/tuition-fees/>