

**MINUTES OF THE MEETING OF THE  
STATE BOARD OF TRUSTEES  
IVY TECH COMMUNITY COLLEGE  
December 5, 2024**

Chair Andrew Wilson called the State Board of Trustees meeting to order at 1:00 pm ET.

**ROLL CALL**

Trustee Dora called the roll, and the presence of a quorum was announced with members in person and virtually.

The following State Trustees were present in person:

**Mr. Andrew W. Wilson, Chair**  
**Ms. Kim Emmert O'Dell, Vice Chair**  
**Mr. Michael R. Dora, Secretary**  
**Mr. Terry Anker**  
**Mr. Jesse Brand**  
**Ms. Jennie Dekker**  
**Ms. Marianne Glick**  
**Ms. Gretchen Gutman**  
**Ms. Paula Hughes-Schuh**  
**Mr. Kyle Hupfer**  
**Mr. Jeremy Lugbill**

The following State Trustee attended virtually:

**Mr. Kerry Stemler**

The following State Trustee was not present:

**Mr. Harold Hunt**  
**Mr. Stewart McMillan**

**A. EXECUTIVE SESSION MEMORANDA**

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

The State Board of Trustees met in Executive Session on December 4, 2024, at 1:35 pm at 2535 N. Capitol Avenue, Indianapolis, Indiana.

Members present were Andrew Wilson, Chair; Kim Emmert O'Dell, Vice Chair; Michael Dora, Secretary; Jesse Brand; Jennie Dekker; Marianne Glick; Gretchen Gutman; Paula Hughes-Schuh, Kyle Hupfer, Jeremy Lugbill, Stewart McMillan and Kerry Stemler.

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

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

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

## **B. NOTICES OF MEETING MAILED AND POSTED**

Trustee Michael Dora, Secretary, confirmed that the notice of the regular meetings on December 5, 2024, was properly mailed and posted. The public was invited to attend the meetings that were open to the public.

## **C. APPROVAL OF BOARD MINUTES**

Trustee Glick moved to approve the board meeting minutes from October 3, 2024. Trustee Gutman seconded the motion, which carried unanimously.

## **D. COMMITTEE REPORTS**

**Item 1:** Chair Wilson called upon Trustee Gutman to give the Audit Committee Report. Trustee Gutman reported there are no action items for consideration and board approval. The Committee met yesterday and discussed the following items: confidential hotline and cybersecurity, along with the entrance conference related to the financial and federal compliance audits that occurred in August, and the exit conference for the financial statement audit that took place in November. The College received an unmodified opinion on the financial statement audit. The committee reviewed the audit schedule for 2024-25 and the three-year audit plan and reviewed the internal audit reports that had been issued since our last meeting.

**Item 2:** Chair Wilson called upon Trustee Hughes-Schuh to give the **Marketing & Public Affairs Committee** report. Trustee Hughes-Schuh reported there are no action items for consideration and board approval.

VP of Marketing reported on developing a visual website refresh that will start in 2025 to enhance the visitor experience. She also reported on implementing a new Business Intelligence module in Salesforce Marketing Cloud that will help integrate a variety of marketing dashboards into one location for better strategy analysis and more detailed metrics. Finally, she outlined four specific statewide marketing campaigns in health science, IT, Entrepreneurship, and Culinary Arts beginning in Jan 2025.

SVP of Legal and Public Affairs Mary Jane Michalak presented an overview of the Indiana Commission for Higher Education's 2025-2027 budget recommendations for public higher education institutions and impact on Ivy Tech. The Commission's recommended total budget for Ivy Tech in FY 26 is \$256M. For FY 27, it is \$261M. The General Assembly will consider adopting these recommendations in the 2025 legislative session. CHE recommends the General Assembly allow public institutions to bond for their #1 capital priority projects. It also recommends the General Assembly increase funding for dual credit to \$50 per credit hour and increase R&R funding by 12%. Ivy Tech has presented its 2025-2027 budget ask to the Commission for Higher Education and the State Budget Committee. The College will present to the House Ways & Means Committee and Senate Appropriations Committee in 2025. Michalak shared that the College will be amplifying its budget ask messaging through a social media campaign. She also discussed CHE's recommended cuts to the Frank O'Bannon financial aid awards, an approximately \$6M reduction in support for Ivy Tech students. Michalak discussed the incoming Braun Administration's proposed changes to the Governor's Cabinet, which would make CHE a quasi-government organization with dotted line reporting to the Secretary of Education.

**Item 3:** Chair Wilson called upon Trustee Dekker to give the **Workforce & Careers Committee** report. Trustee Dekker reported there were no action items for consideration and board approval.

Senior Vice President Dodge first shared that the College has met our 2023-2024 target related to our median wage strategic plan metric. The College is leveraging a data sharing agreement with the Department of Workforce Development and Community Survey data on this median wage calculation. To date, 56% of our students are earning above median three years after graduation and the goal is 60% by 2025-2026. Dodge also gave several examples of how campus leaders can leverage this DWD data to make decisions related to academic and skills training offerings.

Next, Dodge presented positive results of a survey conducted by TEconomy Partners of current and prospective employers related to the College's skills training offerings. Respondents overwhelmingly agreed that our current training offerings effectively and appropriately meet needs and that employees demonstrated new skills learned from the training.

Third, Dodge described Ivy Tech's role in the State of Indiana's new tech hubs focused on microelectronics, biotechnology and clean hydrogen production. As Indiana's workforce engine, Ivy Tech's role within these hubs is to prepare thousands of students for high paying jobs in these emerging tech sectors over the next decade.

Finally, Dodge highlighted numerous powerful partnerships led by our campus Chancellors and teams. These partnerships are offering students opportunities to qualify for electric vehicle technician roles as well as roles in sustainable agriculture and intelligence and participate in new "earn and learn" apprenticeship pathways in the healthcare, human services and education sectors. Dodge also highlighted numerous donor partnerships in support of workforce pathways including Roche, the Lowe's Foundation and the Gene Haas Foundation.

**Item 4:** Chair Wilson called upon Trustee Dora to give the **Academics & Student Experience Committee** report. Trustee Dora reported there are no action items for consideration and board approval.

Provost McCurdy updated the board about the college's enrollment. Enrollment for the 2024-2025 academic year is currently at over 178,000 students, which is an increase of 4.7% in headcount and 6% in FTE from the previous year. With 7 months remaining in our annual enrollment cycle, we are fewer than 6,500 students away from our annual growth goal. He reported that the Hamilton County Campus has already met its annual enrollment goal. Fall semester enrollment has been particularly strong, with the highest growth rates coming in programs within the Schools of Advanced Manufacturing, Health Sciences, and IT. Spring registration is well underway and the next term begins on January 13<sup>th</sup>.

Student retention across the college continues to improve, with an increase in the Fall-to-Fall retention of 1.2 percentage points from the previous year – the fourth consecutive year of increase. Retention is up at 16 campuses and 8 campuses achieved the statewide Fall-Fall retention growth goal: Anderson, Lafayette, Columbus, Lawrenceburg (53.5%), Hamilton County, Madison, Kokomo, and Terre Haute.

Provost McCurdy provided an overview of the college's transfer supports, including the Core Transfer Library, Indiana College Core, Transfer Single Articulation Pathways, and articulation agreements. He also reviewed the process the college uses to develop and maintain articulation agreements, which is focused on student success and the State of Indiana's goals for higher education.

**Item 5:** Chair Wilson called upon Trustee Brand to give the **Finance & Budget Affairs Committee** report. Trustee Brand reported there is one action item for consideration and board approval.

Chief Financial Officer Dom Chase provided updates on the following items: FY 2024 Financial Report and Audit, the State Board of Accounts issued an unmodified opinion for the 2024 fiscal year financial statements., FY 2025 Budget Update, FY25 Operating Revenue and Expenses through October 31, 2024 and Employee Engagement, the annual Gallup employee engagement survey was completed in October, and the results included an increase in both overall survey participation and the College's overall engagement score.

Matt Etchison, Sr. Vice President and Chief Information Officer, presented the recommendation for the College to approve a contract for the renewal of its Adobe licenses to begin on February 1, 2025, for three (3) years to run through January 31, 2028, for a total amount of \$1,316,715;

Trustee Brand moved for the approval of Resolution 2024-42, Approval of Agreement with Adobe, Systems Office. Trustee Dekker seconded the motion. The motion carried unanimously.

Matt Etchison, Chief Information Officer, also presented the recommendation for the College to approve a contract for the Workday Success Plan for a term of 36 months for a total amount of \$1,126,465;

Trustee Brand moved for the approval of Resolution 2024-43, Approval of Contract for Workday Success Plan Systems. Trustee Hughes-Schuh seconded the motion. The motion carried unanimously.

Matt Etchison, CIO, also presented the recommendation for the College to approve a contract for a new phone system for a term of 5 years for a total amount not to exceed \$5,309,831;

Trustee Brand moved for the approval of Resolution 2024-44, Approval of Contract with Ring Central, Systems Office. Trustee Emmert O'Dell seconded the motion. The motion carried unanimously.

Lastly, Matt Etchison, CIO, presented the recommendation for the College to approve a contract for 74,215 consulting hours with Deloitte for Workday Student Implementation Services for a total amount of \$14,814,818;

Trustee Brand moved for the approval of Resolution 2024-45, Approval of Services Contract for Workday Student Implementation Services, Systems Office. Trustee Gutman seconded the motion. The motion carried unanimously.

Courtney Roberts, Foundation President reported the Foundation has been awarded a \$21.9M grant from the Lilly Endowment in support of Ivy Tech's efforts to strengthen the early childhood professionals in the State of Indiana over the next three years. This funding will increase enrollment in early childhood by more than 100% by 2027 – ultimately graduating nearly 2,000 individuals annually. Proposed solutions include:

- Early childhood microcredentials
- Competency assessments that recognize adult professionals for competencies already developed
- Statewide marketing campaign
- Adult-based early childhood apprenticeships
- New transfer pathways that enable students to apply their associate degree in early childhood toward a bachelor's degree in elementary education
- And an opportunity to partner with National Head Start in their Kids on Campus initiative, exploring locating Head Starts on Ivy Tech campuses that may be interested

Progress to FY fundraising goal is \$19M, with \$29M in agreed to gift and in the process of booking.

The Foundation is in the early stages of preparing for a next campaign - working at the statewide and campus level to begin to identify funding priorities

Circle of Ivy collectively raised \$245,000 this year, funding 82 projects to support students across the state.

The Foundation held its first-ever Gratitude Tuesday on December 3 – using Giving Tuesday as a day to THANK donors, rather than solicit donors. Nearly 142,000 contacts were made with donors all across the state, and campuses localized their efforts to engage and thank donors.

**Item 6:** Chair Wilson called upon Trustee Emmert O'Dell to give the **Building, Grounds & Capital Committee** Report. Trustee Stemler reported there are five action items for consideration and board approval.

Trustee Emmert O'Dell moved for the approval of **Resolution 2024-46**, Approval of a Contract Amendment for a Guaranteed Maximum Price with Pepper Construction, Indianapolis Campus. Trustee Gutman seconded the motion. The motion carried unanimously.

Trustee Emmert O'Dell moved for the approval of **Resolution 2024-47**, Approval of Contract for HVAC Replacement, Systems Office. Trustee Brand seconded the motion. The motion carried unanimously.

Trustee Emmert O'Dell moved for the approval of **Resolution 2024-48**, Approval of Michigan City HealthLinc Building Build-Out, Valparaiso Campus. Trustee Gutman seconded the motion. The motion carried unanimously.

Trustee Emmert O'Dell moved for the approval of **Resolution 2024-49**, Approval to Grant a Temporary Easement to Centerpoint Energy Indiana North, Lafayette Campus. Trustee Gutman seconded the motion. The motion carried unanimously.

Trustee Emmert O'Dell moved for approval of **Resolution 2024-54**, Approval to Sell Property to Boys & Girls Clubs of the Northern Indiana Corridor, South Bend Campus. Trustee Gutman seconded the motion. Trustee Lugbill abstained. The motion carried.

#### **E. TREASURER'S REPORT**

Chair Wilson called Dom Chase, CFO, and Treasurer to provide the Treasurer's Report.

Dom Chase report that Ivy Tech Community College remains in an exceptional financial position. Ivy Tech's tuition is more affordable than ten years ago when adjusted for inflation, and record investments have been made in student support initiatives. We continue to invest heavily in technology which will continue to make the College more efficient and allows for more resources to be reallocated to areas that result in improved student outcomes.

Our financial statements reflect a strong operating margin and a healthy increase in net position, reinforcing the soundness of our fiscal policies. These outcomes ensure the college's ability to support its mission of providing accessible and affordable education for all Hoosiers.

As we enter this season of transition, I am proud to say that the next leader will inherit the strongest financial position in the college's history alongside a deeply embedded culture of stewardship and accountability. These foundations will support continued innovation and excellence in the years to come.

In closing, I would like to express my gratitude to my co-treasurer, Matt Hawkins, for his partnership and support and to President Ellspermann for her steadfast leadership and support.

Trustee Anker moved to approve the Treasurer's Report. Trustee Glick seconded the motion. The motion carried unanimously.

## **E. STATE OF THE COLLEGE**

Chair Wilson invited President Ellspermann to provide her State of the College report.

President Ellspermann noted a few awards Valparaiso Faculty member receives national Cybersecurity Award, 2024 President's Awards for Excellence in Instruction, Ivy Tech wins Franklin Covey's 4DX Achievement Award, Ivy Tech Bloomington wins national Entrepreneurial College of the Year Award, Ivy Tech students alumni serve up Culinary Excellence at the World Food Championship.

President Ellspermann notes Ivy Tech graduates are now eligible for lateral entry to the U.S. Coast

Guard and Ivy Tech Richmond opens new Healthcare Education Center in partnership with Reid Health.

President Ellspermann continues Ivy Tech's School Spotlight series is designed to create intentional opportunities for students to engage directly with the business community, aligning their education with real-world career path spotlights School of Business, Logistics & Supply Chain and School of Nursing

President Ellspermann recognized the progress we are making toward the metrics of the Strategic Plan.

## **F. OLD BUSINESS**

Chair Wilson called for old business, but there was none.

## **G. NEW BUSINESS**

Chair Wilson called for new business.

Trustee Glick moved to approve **Resolution 2024-50, Approval of Campus Board of Trustees** Trustee Anker seconded the motion. The motion carried unanimously.

Trustee Glick moved to approve **Resolution 2024-51, Approval of Definition of Campus Service Area.** Trustee Gutman seconded the motion. The motion carried unanimously.

Trustee Gutman moved to approve **Resolution 2024-52, Establishing Institutional Neutrality Policy Required Under Senate Enrolled Act 202-2024.** Trustee Hughes-Schuh seconded the motion. The motion carried unanimously.

Trustee Gutman moved to approve **Resolution 2024-53, Establishing Policy Required Under Senate Enrolled Act 2024-2024.** Trustee Emmert O'Dell seconded the motion. The motion carried unanimously.

Trustee Dekker moved to approve **Resolution 2024-55**, Approval of Performance and Compensation Metrics. Trustee Glick seconded the motion. The motion carried unanimously.

**H. ADJOURNMENT**

Chair Wilson adjourned the meeting with no further business to come before the Board.

**STATE TRUSTEES  
IVY TECH COMMUNITY COLLEGE**

**Dated December 6, 2024, prepared by Gretchen L. Young, Recording Secretary**