

Commission For Higher Education

An update on the College's Capital budget request process to identify Capital needs and create a ten-year capital plan.

December 9, 2011



Basis of Capital Needs Planning

- Ten-year capital plan based on enrollment projections and the College's Guideline Space Model
- Renewed every two years based on updated space and enrollment information and projections.
- By renewing the data and enrollment projections every two years and limiting project size, the ten-year plan becomes self-adjusting.
- It is next to impossible to over build at Ivy Tech's campuses.
- Every campus is currently short on space.
- The following description of the 2011-13 planning process will be reiterated each two years into the future.



Capital Project Priorities and ranking criteria for the 2011-13 Biennium and 2011-2021 Ten-Year Plan

- Projects recommended for 2011-13 request on relative need for space alone.
- Information collected on fall 2009 space and end of term enrollments.
- Current space needs by campus calculated using the College's Guideline Space Model.
- Future space needs calculated by applying Model to enrollment projections by campus through 2020.



Continued..

- Space available for 2020 equals fall 2009, space plus new space under construction or authorized by the General Assembly, plus new lease space since the fall 2009 inventory, minus space expected to be terminated between 2009 and 2020.
- Need for Space ratio: the project space needed minus estimated space available fall 2020 divided by the estimated space available fall 2020.
- The higher the ratio, the greater the need.
- The Need for Space ratio was used in the ranking the projects falling into the 2011-13 biennium.
- The Need for Space ratio was also used to rank each campus' space needs for potential projects to be distributed over the ten year period 2011-2021 – the ten-year plan.



Assumptions to produce capital recommendations for 2011-13

- Make the greatest ask for the 2011-13 biennium and limit it to less than \$150 million.
- Distribute the rest of the projects over the remaining eight-year period using the need for space ranking and keeping a total cost per biennium between \$70 and \$100 million.
- Cap projects that provide additional space at \$25 million; approximately 95,000 gross square feet.
- For campuses that need major systems renovation for their older main buildings, include an additional \$5 to \$10 million to upgrade building infrastructure.



Recommendation

- Limiting the 2011-13 request by the assumptions resulted in a request for five projects.
- The five projects were:
 - 1. Muncie - \$35,000,000
 - 2. Lafayette - \$25,000,000
 - 3. South Bend - \$25,000,000
 - 4. Fort Wayne – \$25,000,000,
 - 5. Columbus - \$30,000,000
- All other projects were recommended for the rest of the ten year plan in the order of enrollment driven space needs.



College requests and ranking of projects.

- Table A is a list of capital projects recommended for the 2011-13 biennium, in priority order of the need for space, and the ten-year plan for 2011-13 through 2019-21.
- Table B shows the need for space calculation, rank for each of the campuses, and the need for space from the guideline model.
- Table C provides fall 2009 and fall 2020 full time equivalent (FTE) enrollment, estimated head count enrollment, fall 2009 assignable square feet (ASF), guideline ASF, and gross square feet deficit by 2020.
- Table D is the fall FTE enrollment percent change by campus as modified by the Chancellors (eight percent per year was the standard from which modifications were made).
- Table E is the resulting FTE enrollment change by campus using the modified enrollment percent change by campus in Table D.



**Table A - Ivy Tech Community College of Indiana
Proposed Projects for the 2010-13 Biennium and 2010-21 Ten-Year Plan**

Project	2011-13 Priority	GSF	Cost		2011-13 Cost	2013-15 Cost	2015-17 Cost	2017-19 Cost	2019-21 Cost
			New Const.	Renovation					
Muncie	1	95,000	25,000,000	10,000,000	35,000,000				
Lafayette	2	95,000	25,000,000		25,000,000				
South Bend	3	95,000	25,000,000		25,000,000				
Ft. Wayne	4	95,000	25,000,000		25,000,000				
Columbus	5	95,000	25,000,000	5,000,000	30,000,000				
Sellersburg		95,000	25,000,000			25,000,000			
Bloomington		95,000	25,000,000			25,000,000			
Kokomo		95,000	25,000,000	10,000,000		35,000,000			
Greencastle		52,300	13,800,000			13,800,000			
Elkhart		95,000	25,000,000				25,000,000		
Indianapolis		95,000	25,000,000				25,000,000		
Anderson		95,000	25,000,000				25,000,000		
Evansville		95,000	25,000,000				25,000,000		
Marion		95,000	25,000,000					25,000,000	
Gary		95,000	25,000,000	5,000,000				30,000,000	
Valparaiso		95,000	25,000,000					25,000,000	
Warsaw		80,900	21,300,000					21,300,000	
Lawrenceburg		95,000	25,000,000						25,000,000
Richmond		95,000	25,000,000						25,000,000
Logansport		79,000	20,800,000						20,800,000
Madison		84,900	22,300,000						22,300,000
Total by biennium			435,100,000	30,000,000	140,000,000	98,800,000	100,000,000	101,300,000	70,800,000

Note: This plan leaves the following identified space needs until after the 2019-21 biennium:
Madison, East Chicago and Terre Haute.



**Table B - Ivy Tech Community College of Indiana
Guideline Space Needs Model Applied to 2009 and Projected to 2020**

Campus	Need for Space		Space Needed		95,000	GSF	95,000	GSF	95,000	GSF
	$(ST_{10} - SASF_c) / SASF_c$	Rank	ASF	GSF	Phase 1	Balance	Phase 2	Balance	Phase 3	Balance
Muncie	2.334	1	308,818	475,100	95,000	380,100	95,000	285,100	95,000	190,100
Lafayette	2.153	2	501,212	771,100	95,000	676,100	95,000	581,100	95,000	486,100
South Bend	2.147	3	316,107	486,300	95,000	391,300	95,000	296,300	95,000	201,300
Ft. Wayne	2.132	4	663,737	1,021,100	95,000	926,100	95,000	831,100	95,000	736,100
Columbus	2.120	5	311,511	479,200	95,000	384,200	95,000	289,200	95,000	194,200
Sellersburg	2.016	6	309,612	476,300	95,000	381,300	95,000	286,300	95,000	191,300
Bloomington	1.876	7	374,487	576,100	95,000	481,100	95,000	386,100	95,000	291,100
Kokomo	1.864	8	360,007	553,900	95,000	458,900	95,000	363,900	95,000	268,900
Greencastle	1.629	9	33,982	52,300	52,300	0	0	0	0	0
Elkhart	1.556	10	90,778	139,700	95,000	44,700	44,700	0	0	0
Indianapolis	1.532	11	1,053,909	1,621,400	95,000	1,526,400	95,000	1,431,400	95,000	1,336,400
Anderson	1.518	12	125,342	192,800	95,000	97,800	95,000	2,800	2,800	0
Evansville	1.474	13	364,548	560,800	95,000	465,800	95,000	370,800	95,000	275,800
Marion	1.313	14	83,995	129,200	95,000	34,200	34,200	0	0	0
Gary	1.228	15	164,000	252,300	95,000	157,300	95,000	62,300	62,300	0
Valparaiso	1.175	16	153,937	236,800	95,000	141,800	95,000	46,800	46,800	0
Warsaw	1.169	17	52,579	80,900	80,900	0	0	0	0	0
Lawrenceburg	0.969	18	80,256	123,500	95,000	28,500	28,500	0	0	0
Richmond	0.961	19	133,413	205,300	95,000	110,300	95,000	15,300	15,300	0
Logansport	0.919	20	51,338	79,000	79,000	0	0	0	0	0
Madison	0.784	21	55,193	84,900	84,900	0	0	0	0	0
East Chicago	0.616	22	55,285	85,100	85,100	0	0	0	0	0
Terre Haute	0.534	23	121,330	186,700	95,000	91,700	91,700	0	0	0
Non Tier 1 Campuses - will solve space needs with leased space										
Michigan City	0		51,706	79,500	79,500	0	0	0	0	0
White County	0									
Crawfordsville	0									
Wabash & Peru	0									
Tell City	0									
Total			5,817,082	8,949,300	2,171,700	6,777,600	1,529,100	5,248,500	1,077,200	4,171,300

Note: A 95,000 GSF new construction project will cost approximately \$25,000,000 in 2011-13 dollars
For ranking purposes it is assumed that Michigan City will obtain use of the full building to meet its space needs



**Table C - Ivy Tech Community College of Indiana
Guideline Space Needs Model Applied to 2009 and Projected to 2020**

Campus	Fall FTE with all Distance Education and 90% of Dual Credit FTE Removed				Ratio of Annual HC to Fall FTE	Estimated Annual Headcount		ASF	Guideline ASF (Deficit) or Surplus			2020 GSF Deficit
	2009	2020	Annual growth	Total growth		2009	2020		2009	2009	2020	
Muncie	2,291.37	5,194.24	7.72%	126.69%	2.5283	5,793	13,133	122,600	(72,005)	(308,818)	(475,105)	
Lafayette	3,809.05	8,881.32	8.00%	133.16%	2.9233	11,135	25,962	233,123	(81,664)	(501,212)	(771,096)	
South Bend	2,355.50	5,492.18	8.00%	133.16%	2.6903	6,337	14,775	147,238	(51,483)	(316,107)	(486,318)	
Ft. Wayne	5,096.48	12,103.21	8.18%	137.48%	2.7835	14,186	33,689	257,149	(153,424)	(663,737)	(1,021,134)	
Columbus	2,147.96	5,842.86	9.52%	172.02%	3.2357	6,950	18,906	115,703	(53,340)	(311,511)	(479,247)	
Sellersburg	2,342.01	5,738.50	8.49%	145.02%	2.6381	6,179	15,139	119,717	(69,336)	(309,612)	(476,327)	
Bloomington	2,934.65	6,969.27	8.18%	137.48%	2.3874	7,006	16,639	150,828	(90,902)	(374,487)	(576,134)	
Kokomo	2,309.32	6,650.74	10.09%	188.00%	2.5631	5,919	17,047	193,137	1,070	(360,007)	(553,856)	
Greencastle	288.27	672.14	8.00%	133.16%	2.5631	739	1,723	20,866	(2,657)	(33,982)	(52,280)	
Elkhart	815.26	1,900.89	8.00%	133.16%	3.6525	2,978	6,943	43,934	(20,018)	(90,778)	(139,658)	
Indianapolis	8,910.35	20,775.72	8.00%	133.16%	2.7451	24,460	57,031	647,960	(99,015)	(1,053,909)	(1,621,398)	
Anderson	1,146.18	2,598.24	7.72%	126.69%	2.9881	3,425	7,764	52,935	32,266	(125,342)	(192,834)	
Evansville	3,167.67	7,385.86	8.00%	133.16%	2.8927	9,163	21,365	247,247	(15,142)	(364,548)	(560,843)	
Marion	818.87	1,856.27	7.72%	126.69%	3.0022	2,458	5,573	63,951	(1,313)	(83,995)	(129,223)	
Gary	1,420.82	3,310.23	7.99%	132.98%	3.1863	4,527	10,548	88,021	(39,681)	(164,000)	(252,308)	
Valparaiso	1,535.21	3,583.32	8.01%	133.41%	2.8015	4,301	10,039	130,990	8,918	(153,937)	(236,825)	
Warsaw	526.21	1,226.94	8.00%	133.16%	3.5814	1,885	4,394	42,027	190	(52,579)	(80,891)	
Lawrenceburg	806.60	2,002.60	8.62%	148.28%	3.2058	2,586	6,420	82,847	17,153	(80,256)	(123,471)	
Richmond	1,347.97	3,201.18	8.18%	137.48%	2.8798	3,882	9,219	138,794	24,172	(133,413)	(205,251)	
Logansport	459.00	1,321.90	10.09%	188.00%	3.1905	1,464	4,218	25,662	(11,559)	(51,338)	(78,981)	
Madison	560.80	1,392.33	8.62%	148.28%	2.9960	1,680	4,171	70,423	19,828	(55,193)	(84,912)	
East Chicago	755.00	1,755.76	7.97%	132.55%	3.0879	2,331	5,422	83,715	21,363	(55,285)	(85,053)	
Terre Haute	2,407.07	3,996.10	5.03%	66.02%	2.3453	5,645	9,372	227,123	17,231	(121,330)	(186,661)	
Michigan City	438.84	1,018.64	7.96%	132.12%	2.7584	1,211	2,810	21,782	(14,569)	(51,706)	(79,547)	
Total	48,690.46	114,870.45	8.96%	135.28%	2.9011	136,240	322,302	3,327,772	(633,918)	(5,817,082)	(8,949,365)	

ASF adjusted for the 2009 approved projects: Warsaw, Anderson, Bloomington, and Gary assuming they will be completed at some time in the future.

ASF is adjusted (est.) for Fort Wayne Technology, Logansport, Indianapolis, Elkhart, and Sellersburg since they were under construction in the fall of 2009.



**Table D - Ivy Tech Community College of Indiana
Fall FTE Enrollment Percent Change by Campus, 2009 to 2020 as modified by Chancellors**

Campus	Percent Change: Period to Period													Average	
	Actual			Projected											% Change
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020		
Gary	4.85%	36.35%	0.00%	10.00%	10.00%	9.00%	9.00%	9.00%	9.70%	8.90%	8.20%	7.50%	7.00%	8.03%	
Valparaiso	24.72%	45.16%	0.00%	10.00%	10.00%	9.00%	9.00%	9.00%	9.80%	8.90%	8.20%	7.60%	7.00%	8.05%	
East Chicago	12.20%	48.09%	0.00%	10.00%	10.00%	9.00%	9.00%	9.00%	9.70%	8.80%	8.10%	7.50%	7.00%	8.01%	
Michigan City	0.29%	44.51%	0.00%	10.00%	10.00%	9.00%	9.00%	9.00%	9.60%	8.80%	8.10%	7.50%	6.90%	7.99%	
South Bend	12.03%	17.42%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	
Warsaw	42.03%	49.85%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	
Elkhart	29.49%	41.24%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	
Fort Wayne	15.35%	30.98%	8.00%	10.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.18%	
Lafayette	10.58%	17.13%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	
Kokomo	30.76%	37.16%	23.00%	15.00%	10.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	10.18%	
Logansport	9.00%	41.62%	23.00%	15.00%	10.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	10.18%	
Muncie	10.22%	20.99%	5.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	7.73%	
Anderson	17.77%	16.73%	5.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	7.73%	
Marion	55.70%	27.17%	5.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	7.73%	
Terre Haute	7.44%	0.96%	8.00%	8.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.73%	
Greencastle	22.06%	18.07%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	
Indianapolis	17.91%	15.02%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	
Richmond	18.04%	32.31%	10.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.18%	
Columbus	19.44%	54.94%	15.00%	12.00%	11.00%	10.00%	9.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	9.55%	
Madison	20.88%	21.53%	15.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.64%	
Lawrenceburg	11.90%	30.82%	15.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.64%	
Evansville	2.77%	16.70%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	
Sellersburg	10.34%	11.26%	8.00%	10.00%	15.00%	8.00%	5.00%	5.00%	10.00%	15.00%	8.00%	5.00%	5.00%	8.55%	
Bloomington	20.35%	4.90%	10.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.18%	
Totals	15.00%	21.75%	8.58%	9.08%	8.53%	7.98%	7.79%	7.74%	8.04%	8.21%	7.84%	7.64%	7.61%	8.09%	



**Table E - Ivy Tech Community College of Indiana
Fall FTE Enrollment Projections by Campus, 2009 to 2020 as modified by Chancellors**

Campus	Actual			Projected										
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Gary	1,248	1,309	1,784	1,784	1,963	2,159	2,353	2,565	2,796	3,067	3,340	3,614	3,885	4,157
Valparaiso	1,077	1,343	1,950	1,950	2,145	2,359	2,572	2,803	3,056	3,355	3,654	3,953	4,254	4,551
East Chicago	514	577	854	854	939	1,033	1,126	1,228	1,338	1,468	1,597	1,727	1,856	1,986
Michigan City	412	413	597	597	657	723	788	858	936	1,026	1,116	1,206	1,297	1,386
South Bend	2,133	2,390	2,806	3,030	3,273	3,535	3,817	4,123	4,452	4,809	5,193	5,609	6,058	6,542
Warsaw	333	473	709	765	827	893	964	1,041	1,125	1,215	1,312	1,417	1,530	1,653
Elkhart	541	701	989	1,069	1,154	1,246	1,346	1,454	1,570	1,696	1,831	1,978	2,136	2,307
Fort Wayne	4,201	4,846	6,347	6,855	7,541	8,144	8,795	9,499	10,259	11,080	11,966	12,923	13,957	15,074
Lafayette	3,702	4,094	4,795	5,178	5,593	6,040	6,523	7,045	7,609	8,218	8,875	9,585	10,352	11,180
Kokomo	1,491	1,949	2,674	3,289	3,782	4,160	4,493	4,852	5,241	5,660	6,113	6,602	7,130	7,700
Logansport	363	396	560	689	793	872	942	1,017	1,098	1,186	1,281	1,384	1,494	1,614
Muncie	2,151	2,371	2,868	3,012	3,253	3,513	3,794	4,097	4,425	4,779	5,162	5,574	6,020	6,502
Anderson	1,077	1,268	1,480	1,554	1,679	1,813	1,958	2,115	2,284	2,467	2,664	2,877	3,107	3,356
Marion	485	755	960	1,008	1,089	1,176	1,270	1,372	1,481	1,600	1,728	1,866	2,016	2,177
Terre Haute	3,197	3,434	3,467	3,745	4,044	4,206	4,374	4,549	4,731	4,921	5,117	5,322	5,535	5,756
Greencastle	216	264	311	336	363	392	423	457	494	533	576	622	672	726
Indianapolis	8,262	9,742	11,205	12,102	13,070	14,115	15,245	16,464	17,781	19,204	20,740	22,399	24,191	26,127
Richmond	1,312	1,549	2,049	2,254	2,434	2,629	2,839	3,066	3,312	3,576	3,863	4,172	4,505	4,866
Columbus	1,631	1,948	3,018	3,471	3,887	4,315	4,747	5,174	5,588	6,035	6,518	7,039	7,602	8,210
Madison	491	594	721	830	896	968	1,045	1,129	1,219	1,316	1,422	1,535	1,658	1,791
Lawrenceburg	694	777	1,016	1,168	1,262	1,363	1,472	1,589	1,717	1,854	2,002	2,162	2,335	2,522
Evansville	3,119	3,205	3,740	4,039	4,363	4,712	5,089	5,496	5,935	6,410	6,923	7,477	8,075	8,721
Sellersburg	2,231	2,462	2,739	2,958	3,254	3,742	4,041	4,243	4,455	4,901	5,636	6,087	6,391	6,711
Bloomington	2,915	3,508	3,680	4,048	4,372	4,722	5,099	5,507	5,948	6,424	6,938	7,493	8,092	8,739
Totals	43,795	50,365	61,322	66,586	72,630	78,829	85,116	91,745	98,850	106,798	115,566	124,623	134,149	144,353



Looking forward to the next 20 years

- The same process will be used for future biennia.
- Projects will be re-ranked on relative need for space every two years.
- While unapproved projects may move forward or backward in ranking every two years, the movement is expected to be relatively minor and each campus is currently short of space.
- The next ranking of projects and ten-year plan will be based on fall 2011 end of term enrollments and ten year enrollment projections.
- And will be available in early spring 2012.



Enrollment Projections

- For the 2013-15 Biennium and 2013-23 ten-year plan, Ivy Tech will use a projected annual growth rate of 4.2%. This projected growth rate is based on several factors:
 - Voorhees enrollment study
 - Market penetration analysis
 - Internal Ivy Tech analysis
- During the last several years, Ivy Tech has engaged consultants to assist the College in market analysis and growth projections.
- The firms underestimated actual growth as compared to projected growth.
- The modeling and assumptions were helpful, but market demand and educational attainment levels of Indiana were underestimated.



Continued..

- Ivy Tech also conducted market penetration analysis relative to the number of adults 18-55 years of age attending the community college as compared to other higher education institutions.
- Ivy Tech's market penetration should be in the 3.2-3.5% range if the college is going to favorably compare to other states relative to market penetration.
- Therefore, using previous studies, market penetration and our own analysis, we project an annual growth of 4.2% per year. If we reach this annual growth rate, the College projects market penetration about 2025.
- Further, we project an annual growth rate of 5.0% per year for on-line distance education.



Square Footage Needs

The following two tables show current space by region and the projected need for space through 2030 assuming a 4.2 percent enrollment growth for total enrollments and a 5.0 percent enrollment growth for online distance education.



IVY TECH COMMUNITY COLLEGE OF INDIANA
Preliminary Summary of Facilities, Fall 2011

Region	Cities / Towns	Ownership Status							
		Total		Own		Commercial Lease		Nominal Lease	
		Buildings	GSF	Buildings	GSF	Buildings	GSF	Buildings	GSF
1 - Northwest	5	9	463,630	7	425,480	1	33,600	1	4,550
2 - North Central	4	16	429,283	11	382,093	4	43,650	1	3,540
3 - Northeast	16	65	546,146	4	464,738	4	28,273	57	53,135
4 - Lafayette	3	11	376,663	5	299,612	6	77,051	0	0
5 - Kokomo	8	20	523,517	8	318,361	8	196,956	4	8,200
6 - East Central	9	22	553,300	9	298,831	5	239,935	8	14,534
7 - Wabash Valley	8	17	337,106	8	228,720	2	92,071	7	16,315
8 - Central Indiana	11	25	1,039,924	10	934,866	4	56,417	11	48,641
9 - Whitewater	2	3	196,290	2	160,077	1	36,213	0	0
10 - Columbus	6	13	179,252	3	93,618	10	85,634	0	0
11 - Southeast	3	4	235,322	2	144,582	1	11,240	1	79,500
12 - Southwest	4	12	341,689	1	263,944	9	74,773	2	2,972
13 - Southern	3	5	244,869	3	179,156	2	65,713	0	0
14 - Bloomington	3	8	239,573	2	165,238	5	72,735	1	1,600
Total	82	230	5,706,564	75	4,359,316	62	1,114,261	93	232,987



**IVY TECH COMMUNITY COLLEGE OF INDIANA
OPTIMAL SPACE NEEDS MODEL APPLIED TO
2010 FTE, 2011 ASF AND PROJECTED TO 2030**

Region	Fall FTE with all Online Distance Education and 90% of Dual Credit FTE Removed				ASF	Guideline ASF (Deficit) or Surplus		GSF (Deficit) or Surplus	
	2010	2030	Annual growth	Total growth	2011	2011	2030	2010	2030
1 - Northwest	4,520.88	9,486.68	3.78%	109.8%	346,674	(27,885)	(392,805)	(42,900)	(604,316)
2 - North Central	3,890.87	8,636.40	4.07%	122.0%	290,562	(27,579)	(418,160)	(42,430)	(643,323)
3 - Northeast	5,553.04	12,426.14	4.11%	123.8%	375,354	(67,315)	(633,211)	(103,561)	(974,171)
4 - Lafayette	4,138.40	9,043.49	3.99%	118.5%	251,865	(86,076)	(490,935)	(132,424)	(755,285)
5 - Kokomo	2,947.76	6,626.53	4.13%	124.8%	391,164	149,261	(153,635)	(236,362)	(236,362)
6 - East Central	4,702.44	10,097.82	3.90%	114.7%	368,414	(14,529)	(508,494)	(22,353)	(782,298)
7 - Wabash Valley	2,926.15	6,248.62	3.87%	113.5%	248,417	(1,225)	(290,895)	(1,884)	(447,530)
8 - Central Indiana	9,515.49	21,106.87	4.06%	121.8%	682,283	(107,234)	(927,678)	(164,975)	(1,427,197)
9 - Whitewater	1,658.79	3,536.96	3.86%	113.2%	135,913	(560)	(157,955)	(861)	(243,008)
10 - Columbus	2,468.91	5,276.11	3.87%	113.7%	144,780	(45,267)	(264,801)	(69,641)	(407,386)
11 - Southeast	1,460.80	3,162.44	3.94%	116.5%	160,441	37,586	(107,784)	(165,822)	(165,822)
12- Southwest	3,283.72	7,287.10	4.07%	121.9%	244,708	(25,839)	(357,973)	(39,752)	(550,728)
13 - Southern	2,438.11	5,392.88	4.05%	121.2%	157,072	(38,737)	(277,627)	(59,595)	(427,118)
14 - Bloomington	3,155.13	6,865.28	3.96%	117.6%	174,925	(82,305)	(339,613)	(126,623)	(522,481)
Total	52,660.49	115,193.34	3.99%	118.7%	3,972,572	(337,703)	(5,321,567)	(806,999)	(8,187,026)

Notes: ASF adjusted for the 2009 approved projects: Anderson, Bloomington, and Gary assuming they will be completed at some time in the future.
 ASF is adjusted for Indianapolis Fall Creek Expansion since it is under construction in the fall of 2011.
 It is assumed that Michigan City will renovate the full building to meet its space needs
 Fall FTE is projected to increase through 2030 by 4.2% per year.
 Fall on-line Distance Education is projected to increase through 2030 by 5.0 percent within total enrollment
 The Paulien model for optimal space needs was applied to projected FTE, office, and library BVU.



Instructional Sites Developed Without State Funding

Site	ASF	Fall 2010 Head Count	Fall 2010 FTE
Crawfordsville	5,983	374	175.93
Monticello	8,658	Opening in fall 2011	Opening in fall 2011
Wabash	14,103	399	186.07
Peru	18,803	520	188.80
New Castle	2,558	483	178.47
Avon	10,512	1,730	577.00
Shelbyville	5,600	Opening in fall 2011	Opening in fall 2011
West Washington Street	14,160	Opening in 2012	Opening in 2012
Connersville	27,142	874	333.47
Franklin	15,704	1,145	464.29
Batesville	6,852	207	72.60
Tell City	27,850	206	86.73



Observations

- Ivy Tech capital process is:
 - Data Driven
 - Based on National Studies
 - Based solely on mission and need
 - Transparent
 - Focused on existing campuses
- Ivy Tech buildings and proposed capital projects:
 - Have state of the art classrooms and teaching labs
 - Are functional and basic with no frills, not constructed primarily for “looks”
 - Nice but not glamorous
 - Designed primarily to serve students
 - Contain minimal food service venues
- Capital needs always lag actual
- Unintended consequence—enrollment constraints
- Ivy Tech campuses are usually one or two buildings, not multi-building collections of single or dual purpose facilities



Conclusion

- The 2011-13 ranking and 2010 to 2030 analysis assume that the Anderson, Bloomington, and Gary projects will be released to proceed and are completed. The space short fall for these campuses is among the highest in the College and the projects should be released.
- Ivy Tech is currently 807,000 gross square feet short of space using the model guidelines and has significant needs at Muncie, Lafayette, South Bend, Ft. Wayne, Columbus, and Indianapolis.
- Updating regional campuses with older buildings that are below current Ivy Tech building standards is usually done in conjunction with a new construction project. This analysis does not address the need for updating Gary, Anderson, Muncie, Kokomo, Indianapolis, and Columbus.



Conclusion Continued

- Ivy Tech has already implemented a number of measures to reduce the need for space:
 - Significant support from the local communities for new and expanded instructional sites.
 - Capital campaigns for each new construction project primarily for equipment and furnishings.
 - Students at instructional sites can only take a limited number of courses and need to finish their programs at campuses
 - More online offerings and more students taking online courses.
 - Use of two-way video so that one faculty member can teach students at three different locations.
 - Use of more lease space even though every dollar spent on leased facilities is a dollar that cannot be used for faculty to teach classes
 - Consolidation of some functions to reduce staffing needs including IT, marketing, procurement, call center, and financial aid. Outsourcing call center activities and almost all IT functions to an outside vendor to create efficiencies and reduce space requirements. We will continue to consolidate and centralize in areas of the College where we can reduce cost, eliminate duplication and increase efficiency.



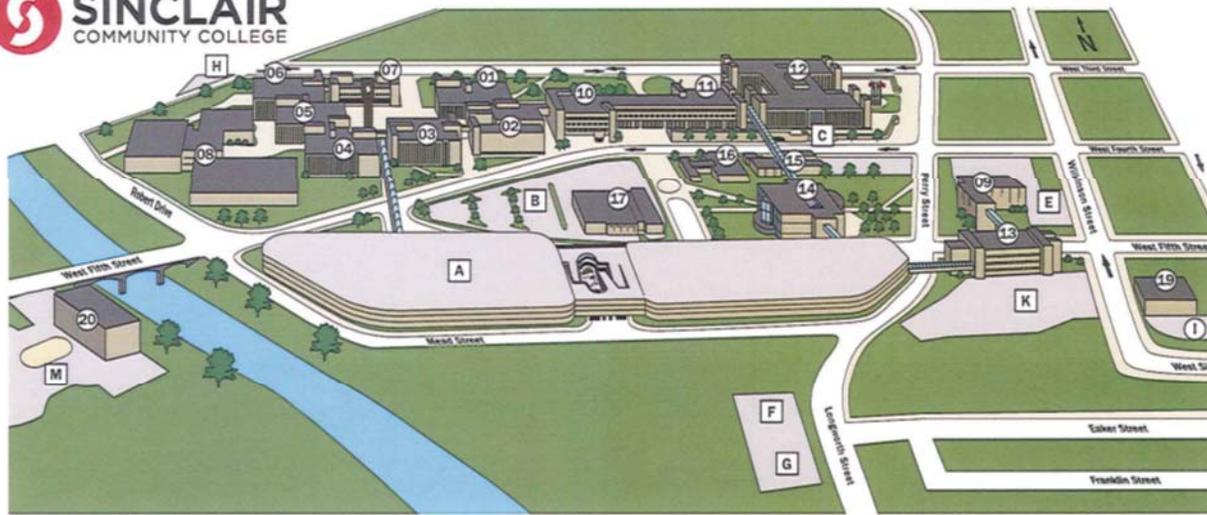
Conclusion Continued

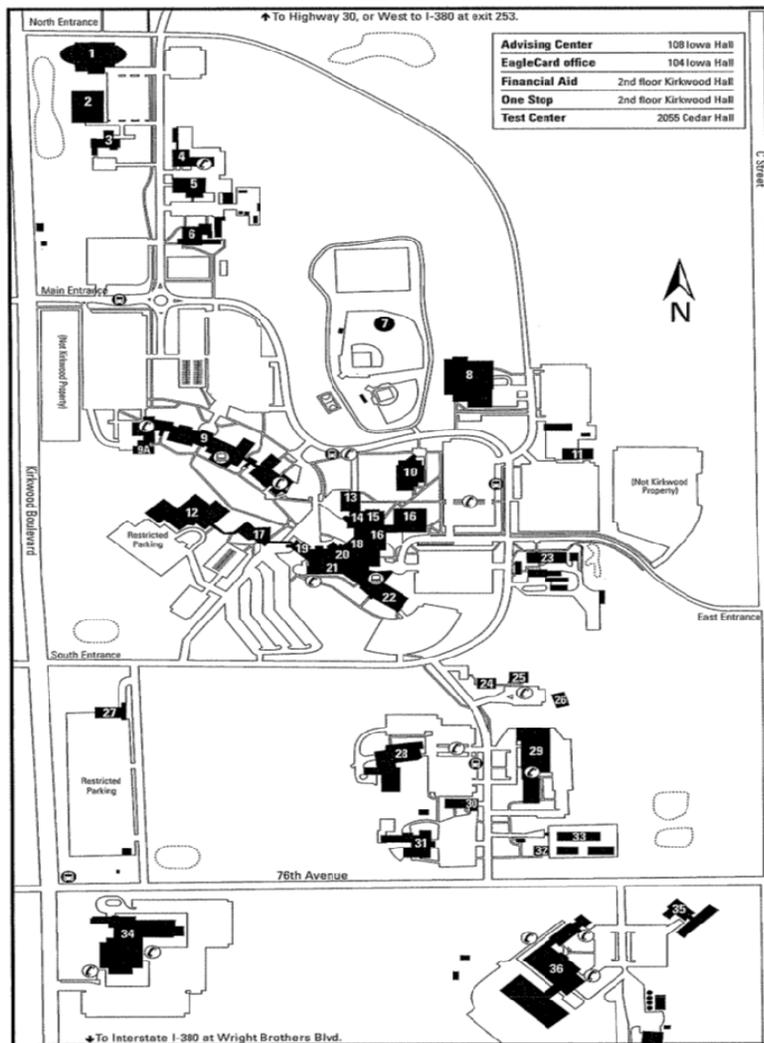
- By renewing the data and enrollment projections every two years and limiting the size of the projects, the ten-year plan becomes self-adjusting so that it is next to impossible to over build at Ivy Tech's campuses. Concerns about over building library stack space, too much office space, adjusting for increasing student use of online distance education, and adjusting for enrollment increases are addressed using this process



Other community colleges to which Ivy Tech is often compared

- Sinclair Community College
 - 19 separate buildings excluding parking garages
 - Enrollment Fall 2010: 21,994 Headcount, 14,120 Full-time Equivalent (FTE); 8 Graduation rate (Fall 2007 Cohort)





- **Kirkwood Community College**
 - 26 separate buildings excluding parking garages
 - Enrollment Fall 2010: 18,456 HC; 12,852 FTE; 29 Graduation rate (Fall 2007 Cohort)



- **Harper Community College**

25 separate buildings excluding parking garages

Enrollment Fall 2010: 16,060 HC;
10,018 FTE; 14 Graduation rate
(Fall 2007 Cohort)

 Harper College

