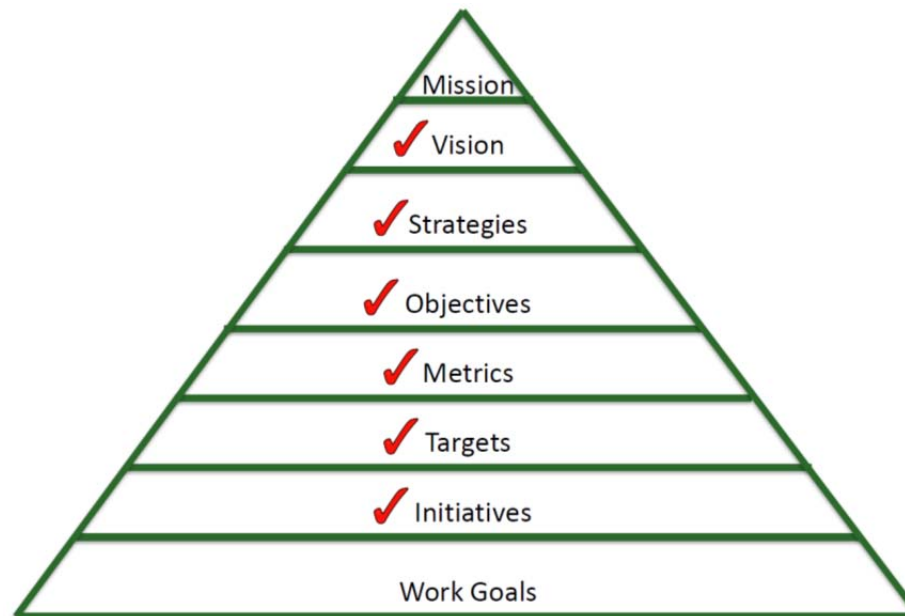




Accelerating Greatness 2013 Strategic Plan

February 2012 Progress Report

CHANGING LIVES AND MAKING INDIANA GREAT



Accelerating Greatness 2013 Changing Lives and Making Indiana Great February 2012 Progress Report

Strategy 1 - Ensure that students achieve their educational goals (Champion – Russell Baker)

During the second quarter of the 2011-12 fiscal year, Strategy 1 initiative champions, under Dr. Russell Baker's leadership, worked to align activities, outputs and outcomes with Achieving the Dream, Academic Affairs and Institutional Research and Reporting. Key accomplishments and activities include the following:

Accomplishments

- Recommended a statewide academic advising vendor (software) to State Board of Trustees for consideration at February 2012 meeting.
- Assisted high school dual credit faculty in meeting credentialing requirements—pending final Indiana State Board of Education rule modification.
- Created and distributed, to regions, a template for providing professional development activities for dual credit instructors as mandated by the National Alliance of Concurrent Enrollment Partnerships.
- Designed and implemented a process for integration of curriculum and industry-recognized certifications.
- Received Commission for Higher Education approval of a new general education transfer core and communicated new curriculum to four -year college/university transfer partners.
- Completed a simplified and standardized template for articulation agreements.
- Presented models to appropriate program curriculum/discipline groups to develop Associate of Art or Associate of Science degrees for transfer.
- Created plan allowing success rate data for dual credit courses to be reported to principals and superintendents.
- Organized and hosted a statewide remediation summit in December 2011. Completed pilot semesters for five remediation initiatives in math.
- Selected an Executive Director of Academic Advising to begin duties end of February 2012.

Activities

- Made major strides toward a consistent and rigorous student orientation and intake process made in conjunction with Achieving the Dream initiatives which require student success courses and mandatory orientation.
- Increased integration of industry-recognized certificates/credentials into coursework.
- Addressed better tracking and increase in matriculation rates for Corporate College non-credit training into academic enrollment.






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Objectives	Metrics		Targets / Results				
				2009-10	2010-11	2011-12	2012-13
1.1 Improve rates at which students persist from semester to semester.	1.1.1 Fall to spring persistence		Targets		71.5%	73.0%	74.6%
			Results	67.6%	72.3%		
	1.1.2 Fall to fall persistence		Targets		50.5%	52.5%	55.0%
			Results	46.6%	47.5%		
1.2 Improve rates at which students successfully complete remedial courses.	1.2.1 Percent of remedial course enrollments completed successfully with grade of A, B, C or P (two years prior)	Math	Targets		58.0%	62.0%	66.4%
			Results	55.3%	52.6%	54.6%	
		Reading	Targets		63.0%	69.0%	76.7%
			Results	58.7%	54.1%	58.9%	
		Writing	Targets		63.0%	68.0%	75.5%
			Results	59.1%	55.6%	58.9%	
1.3 Improve rates at which students identify their educational goals and develop plans to achieve them.	1.3.1 Percentage of students identifying their educational goals and developing plans to achieve them		Targets				Baseline
	Academic Advising process to be implemented July 1, 2011-December 31, 2012. Baseline information available January 2013.		Results				TBD 1/1/13

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Objectives	Metrics	Targets / Results				
			2009-10	2010-11	2011-12	2012-13
1.4 Improve rates at which students transfer to four-year institutions.	1.4.1 Number of students who transfer Ivy Tech credit hours to four-year institutions	Targets		9,000	12,000	15,000
		Results	7,259	8,816		
	1.4.2 Average number of credit hours students transferred to four-year institutions	Targets		20.0	23.0	27.0
		Results	19.4	20.0		
	1.4.3 Rate at which students transfer	Targets		16.0%	18.0%	21.0%
		Results	18.6%	17.9%		
1.5 Improve rates at which high school students enroll in and successfully complete dual enrollment courses	1.5.1 Number of students enrolling in one or more dual enrollment courses	Targets		23,000	25,000	30,000
		Results	21,126	25,429		
	1.5.2 Percent of dual credit enrollments successfully completed with grade of A, B, C or P	Targets		86.25%	87.00%	87.75%
		Results	85.50%	84.5%		
Overall Metrics for Strategy 1	1.0.2 Annual number of students completing certificates or degrees	Targets		10,000	12,000	15,000
		Results	9,419	10,193		
	1.0.3 Rate at which students complete certificates or degrees within 3 years	Targets		12.0%	15.0%	20.0%
		Results	8.0%	8.0%		
	1.0.4 Rate at which students complete certificates or degrees within 6 years	Targets		18.6%	18.8%	19.0%
		Results	18.6%	18.6%		



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Strategy 1 Initiatives				
Initiative	Begin	End	Percent Complete	Initiative Champions / Status
1a Implement student preparedness policies and practices that enable students to be ready to learn on the first day of class	5/15/10	7/1/12	60%	<p style="text-align: center;">Ben Harris, Sellersburg Ben Young, Student Affairs</p>  <p style="text-align: center;">Status Report Details</p>
1b Expand and improve learning support services for all ASA courses	5/15/10	6/30/13	70%	<p style="text-align: center;">Mary Lewellen, Muncie Kathryn Waltz-Freel, South Bend</p>  <p style="text-align: center;">Status Report Details</p>
1c Implement successful scheduling, curriculum and instructional practices in all ASA disciplines throughout the College	5/31/10	6/30/13	52%	<p style="text-align: center;">Pam Lewis, Kokomo Rod Brown, Indianapolis</p>  <p style="text-align: center;">Status Report Details</p>
1d Implement mandatory support services for selected high-risk students	7/1/10	6/30/13	75%	<p style="text-align: center;">Kathryn Waltz-Freel, South Bend Mary Lewellen, Muncie</p>  <p style="text-align: center;">Status Report Details</p>
1e Develop and implement a comprehensive academic advising system	7/1/10	6/30/12	65%	<p style="text-align: center;">Delores Hazzard, Richmond Chuck Lepper, Student Affairs</p>  <p style="text-align: center;">Status Report Details</p>

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Strategy 1 Initiatives				
Initiative	Begin	End	Percent Complete	Initiative Champions / Status
1f Develop and implement college incentives to encourage students to complete associate degrees prior to transfer	6/15/10	6/30/2013	25%	<p style="text-align: center;">Elizabeth Lyon, Bloomington Seana Murphy, Student Affairs</p> <p style="text-align: center;">Status Report Details</p>
1g Simplify and reduce unnecessary variation in the College's transfer-oriented programs	3/15/10	5/31/12	75%	<p style="text-align: center;">Chuck Philip, South Bend Mary Ostrye, Academics/Provost</p> <p style="text-align: center;">Status Report Details</p>
1h Develop a common general education core for the College's transfer-oriented associate degree	5/15/10	5/31/11	100%	<p style="text-align: center;">Robert York, Sellersburg Mary Ostrye, Academics/Provost</p> <p style="text-align: center;">Status Report Details</p>
1i Expand and improve quality of dual enrollment courses offered by Ivy Tech	6/15/10	6/15/12	100%	<p style="text-align: center;">Bonnie Willy, Anderson John Newby, Academics/Provost</p> <p style="text-align: center;">Status Report Details</p>
1j Implement strategies to align curricula, academic rigor, assessment and communications for successful transition from high school to college	6/15/10	5/15/12	100%	<p style="text-align: center;">David Bouck, Lafayette John Newby, Academics/Provost</p> <p style="text-align: center;">Status Report Details</p>

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Strategy 1 Initiatives				
Initiative	Begin	End	Percent Complete	Initiative Champions / Status
1k Participate in statewide data systems and tracking of dual enrollment student success	7/1/10	6/30/11	100%	<p style="text-align: center;">Anne Niebrugge, Student Affairs Karen Stanley, Institutional Research</p>  <p style="text-align: center;">Status Report Details</p>
1l Design and implement a process for tracking Corporate College to academic student enrollments and integration of curriculum and certifications	8/1/10	7/1/12	40%	<p style="text-align: center;">Heather Higgs, Corporate College Susan Newman-Bourne, Academics/Provost</p>  <p style="text-align: center;">Status Report Details</p>

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Strategy 2 – Ensure that Indiana’s citizens, workforce, and businesses are globally competitive (Champion –Lea Anne Crooks)

In January 2012, Susan Brooks began a part-time assignment with Ivy Tech and Lea Anne Crooks took over as sole champion for Strategy 2. Metrics in this strategy include percent of technical and professional development programs with current, validated statewide outcome standards; the number of companies who would consider Ivy Tech students for positions with their companies, and the percent of students placed in preparation related jobs. Key accomplishments and activities include the following:

- Aligned Initiatives 2c and 2d focusing on global competitiveness of curriculum and of students/graduates to ensure teams were not duplicating efforts.
- Defined Global and Cultural awareness for Ivy Tech Community College.
- Created competencies from the cultural awareness and global competitiveness definitions.
- Hired the Global Studies person to establish a coordinating body for both domestic and foreign study/travel, community service travel, policy development and faculty/student exchange.
- Presented Advisory Board restructure recommendations to Vice Chancellors for Academic Affairs and Corporate College for approval at their October meetings. Both groups provided approval. The recommendation will now be brought to SLC at the February meeting.
- Developed modules for internal training. Developed framework for a faculty mentoring program to share with Regional Academic Officers.
- Working with the Office of Technology to record internal training modules. Integrating competencies to be incorporated into a common orientation for faculty and staff. Developing the common orientation training. Pending approval from the RAOs, will draft a faculty mentoring program pilot that includes the following: 1) Pair new and seasoned faculty for a 16 week program, half with set activities and half from a menu of activities; 2) Require self-assessment, diversity, class visit, curriculum assessment as part of the "set" activities; 3) Determine a compensation model.
- Secured funding to test compensation models in pilot sites for faculty mentors.

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Objectives	Metrics	Targets / Results				
			2009-10	2010-11	2011-12	2012-13
2.1 Become a recognized leader in providing fundamental ¹ , applied ² , and technical ³ knowledge and skills in programs that support Indiana's citizens and its economy.	2.1.1 Percent of technical and professional development programs with current, validated statewide outcome standards	Targets		60.0%	75.0%	100%
		Results	53.8%	60%		
	2.1.2a CAAP writing scores	Targets ⁴		61.8	63.0	64.2
		Results	61.8	61.6		
	2.1.2b CAAP math scores	Targets ⁴		54.9	55.8	56.7
		Results	54.9	55.5		
	2.1.2c CAAP critical thinking scores	Targets ⁴		61.2	62.6	63.9
		Results	61.2	60.9		
	2.1.2d CAAP science scores	Targets ⁴		59.1	60.1	61.2
		Results	59.1	58.9		

¹ Fundamental knowledge and skills pertain to core academic subjects such as English, reading comprehension, writing (grammar, spelling, etc.), mathematics, science, government/economics, humanities/arts, foreign languages, and history/geography.

² Applied knowledge and skills, such as critical thinking/problem solving, oral and written communications, teamwork/collaboration, diversity, information technology application, leadership, creativity/innovation, lifelong learning, professionalism, and ethics, refer to those skills that enable students to utilize fundamental and technical knowledge acquired in school to succeed in the modern workplace and community life.

³ Technical knowledge and skills refer to methods, tools, and techniques specific to a given discipline such as computer programming, financial analysis, or welding.

⁴ Target scores for 2010-11, 2011-12 and 2012-13 are respectively: equal to 2009-10 baseline, 0.25 Standard Deviations greater than 2009-10 baseline, and 0.50 Standard Deviations greater than 2009-10 baseline.

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Objectives	Metrics	Targets / Results				
			2009-10	2010-11	2011-12	2012-13
2.2 Increase Ivy Tech's relevance and value to Indiana's employer community.	2.2.1 Level of appropriate business leader participation in college advisory boards	Targets		25.0%	50.0%	100%
		Results	Baseline			
	2.2.2 Percent of companies surveyed who would use Ivy Tech for workforce and professional training (Top 50 Survey)	Targets		Baseline	61.3%	61.6%
		Results	N/A	60.7%		
	2.2.3 Percent of graduates placed in preparation-related jobs	Targets		63.1%	64.1%	65.1%
		Results	61.2%	59.5%		
2.3 Strengthen cultural diversity (D), global awareness (A), and international competitiveness (C) among faculty, staff and students.	2.3.1 Curriculum self-audit based on the DAC Methodology ⁵	Targets		30.0%	60.0%	100%
		Results	0%			
	2.3.2 Advisory Committees survey results based on DAC methodology	Targets		50.0% positive	70.0% positive	90.0% positive
		Results	N/A			

⁵ A methodology for evaluating the extent to which appropriate levels of cultural diversity, global awareness, and international competitiveness (DAC) have become part of College life throughout Ivy Tech (including the content of all relevant courses).

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Strategy 2 Initiatives				
Initiative	Begin	End	Percent Complete	Initiative Champions / Status
2a Design and implement a robust process for engaging the employer community	6/1/10	6/30/13	75%	<p style="text-align: center;">Lea Anne Crooks, Terre Haute Catherine Sherrard, Sellersburg</p> <p style="text-align: center;">Status Report Details</p>
2b Design and implement a proactive statewide needs assessment process	1/15/11	12/15/12	5%	<p style="text-align: center;">Craig Lamb, Lafayette Vearl Turnpaugh, Academics/Provost</p> <p style="text-align: center;">Status Report Details</p>
2c Design and implement a process to ensure our programs advance Indiana's global competitiveness	6/1/10	12/30/12	50%	<p style="text-align: center;">Sue Smith, Columbus Joe Moore, Madison</p> <p style="text-align: center;">Status Report Details</p>
2d Design and implement a process to ensure our students are globally competitive	3/30/10	6/30/13	50%	<p style="text-align: center;">Mary Dentino, Evansville Becky Nickoli, Corporate College</p> <p style="text-align: center;">Status Report Details</p>
2e Design and implement a continuous learning process for faculty, staff, and students	6/24/10	5/15/12	40%	<p style="text-align: center;">Tandra Miles, Human Resources Kim Stephan, Academics/Provost</p> <p style="text-align: center;">Status Report Details</p>

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Strategy 3 – Ensure optimal quality and efficiencies statewide (Champion – Tina Gross)

Strategy 3 efforts focusing on quality and efficiency affect all instructional and support areas of the college. Strategy Champion, Tina Gross, helped work progress despite several initiative champion leadership changes. Highlights include the following:

Process Improvement

- Re-launched process improvement by fully integrating Initiative 3b and continuous improvement activities.
- Surveyed faculty and staff to determine Ivy Tech’s in-house expertise and capabilities around process improvement.
- Developed a work plan to determine areas of the college to run through process improvement.

Cost Savings

- Developed an Office Supply Request for Quotations (RFQ) for publication.

On-Line Learning

- Certified 16 facilitators in Quality Matters Train the Trainer modules to assess student readiness for on-line learning.
- Held the first Ivy Tech-sponsored Quality Matters course.
- Launched Black Board 9.1 Snapshot to allow all faculty, staff, and students to use the new system.
- Completed the Distance Education business model consulting project.
- Implemented the Design Process Worksheet for the Instructional Design Team to monitor all existing projects throughout their duration.
- Held first Blackboard review with ITS staff.

Faculty and Staff

- Developed recommendation for standardized adjunct faculty pay scale; working on a revised plan.

Increasing Capacity:

- Implementation of an upgrade in R25 software used by the college for room scheduling.

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Objectives	Metrics	Targets / Results				
			2009-10	2010-11	2011-12	2012-13
3.1 Improve quality of students' overall Ivy Tech experience.	3.1.1 Student satisfaction in general (very satisfied or satisfied)	Targets		78.6%	79.6%	80.6%
		Results	75.6%	72.1%	72.2%	
	3.1.2 Student satisfaction with opportunities for personal involvement in college activities (very satisfied or satisfied)	Targets		40.3%	42.5%	44.8%
		Results	38.1%	39.3%	41.2%	
3.2 Implement a disciplined approach to organization and governance in order to optimize effectiveness and efficiency	3.2.1 Faculty and staff awareness and understanding of management processes which enhance their ability to perform	Targets		Baseline	67%	70%
		Results	N/A	59.6%	60.6%	
	3.2.2 Number of core management, administrative, and academic/WED processes streamlined for efficiencies and effectiveness	Targets		2 processes each	5 processes each	8 processes each
		Results	N/A	3		
	3.2.3 Cumulative cost savings/efficiency	Targets		\$12M	\$16M	\$20M
		Results	\$8M	\$20.6 M		

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Objectives	Metrics	Targets / Results				
			2009-10	2010-11	2011-12	2012-13
3.3 Achieve efficient and high quality development and delivery of academic and WED programs, courses and service	3.3.1 Quality audit of consistent and duplicative practices across the state	Targets		10.0% variance reduction	10.0% variance reduction	10.0% variance reduction
		Results	TBD by 3/31/12			
	3.3.2 Value and cost benefit analysis of programs and services ⁶	Targets			Develop tool by 3/31/12	Identify 3.0% of programs
		Results	N/A	N/A		
3.4 Achieve consistency, cost effectiveness, and quality of online course development and delivery statewide	3.4.1 Percent of distance education course enrollments that result in passing grades	Targets		64 .0%	65.0%	66.0%
		Results	65.4% (Fall 2007)	60.7% (Fall 2008)	61%	
	3.4.2 Number of online catalog courses that are common statewide	Targets		76	94	114
		Results	57	115		

⁶ Identify lowest value programs and eliminate from curriculum.



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Objectives	Metrics	Targets / Results				
			2009-10	2010-11	2011-12	2012-13
3.5 Achieve optimal deployment and performance of human and physical resources appropriate to enrollment	3.5.1 Faculty and staff satisfaction with recruiting, hiring, developing, assessing, training, and retaining	Targets		55%	58%	61%
		Results	59.3%	TBD 6/30/2012		
	3.5.2 Faculty and staff ratios compared to peer institutions	Targets		35%tile	40%tile	45%tile
		Results	36%tile	TBD		
	3.5.3a Number of campuses with optimal space.	Targets		Baseline	+3	+3
		Results	N/A	7		
	3.5.3b Number of campuses with optimal physical resources.	Targets				
		Results		TBD 6/30/2012		
	3.5.4 Number of faculty involved in standing college-wide committees	Targets		22%	24%	25%
		Results	20%	18%		

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Strategy 3 Initiatives				
Initiative	Begin	End	Percent Complete	Initiative Champions / Status
3a Develop and implement the Ivy Experience for students	4/12/10	6/30/13	94%	<p style="text-align: center;">Jill Muegge, Indianapolis Ben Young, Student Affairs</p>  <p style="text-align: center;">Status Report Details</p>
3b Document, update, streamline, and communicate College's processes 3b1. Management processes 3b2. Administrative processes 3b3. Academic and WED program, course, and services offerings processes	5/1/10	6/30/13	35%	<p style="text-align: center;">Tom McCool, Lafayette Kristen Moreland, Office of the President</p>  <p style="text-align: center;">Status Report Details</p>
3c Develop and implement a "Saving Ivy Green" campaign	5/3/10	6/30/13	38%	<p style="text-align: center;">Dawn Thostesen, Gary Jim Hudson, Office of the President</p>  <p style="text-align: center;">Status Report Details</p>
3d Become premier provider of Community College distance education	5/3/10	6/30/13	30%	<p style="text-align: center;">Jeff Pittman, Terre Haute Kara Monroe, Academics/On-line</p>  <p style="text-align: center;">Status Report Details</p>
3e Add full-time faculty and staff consistent with a comprehensive and sustainable staffing model	4/15/10	5/15/11	35%	<p style="text-align: center;">Alisha Aman, Evansville James Ahern, Evansville</p>  <p style="text-align: center;">Status Report Details</p>

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<p>3f Implement a program to optimize space and physical resource utilization</p>	<p>4/1/10</p>	<p>6/30/13</p>	<p>59%</p>	<p style="text-align: center;"> Tim Becker, Fort Wayne Dick Tully, Office of the President </p>  <p style="text-align: center;">Status Report Details</p>
<p>3g Develop college-wide quality standards</p>	<p>6/1/10</p>	<p>7/31/12</p>	<p>5%</p>	<p style="text-align: center;"> Jim Teeple, Office of the President Andrea Robinson-Hinsey, Fort Wayne </p>  <p style="text-align: center;">Status Report Details</p>

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Strategy 4 – Ensure an adequate and sustainable resource base (Champion – Jeff Terp)

During the last reporting period, Strategy 4 Champions focused energy on working with the American Council on Education (ACE) Fellows. This program helps prepare promising college and university professionals for work as senior administrators and presidents. The class provided consulting to Ivy Tech on a variety of initiatives, including building an alumni affairs department. Key findings from this report include the following:

- Clearly define alumni, identify who and where alumni are, and track alumni in a centralized data base.
- Select a core set of services to offer “engaged” alumni in the association (centralized purchasing, events, news, recognition, access to leaders, and career services).
- Expand social media engagement with alumni.
- Engage alumni to serve as community ambassadors for the college. Ivy Tech has the potential to have the largest alumni association in the country.
- Set engagement and service metrics in addition to fund raising metrics.
- Document the process of building an alumni association, as just half of community colleges have them.

Recommendations include new ideas for the initiative teams to consider and actions that already appear in Ivy Tech’s alumni engagement plan, thus validating some of the work the strategy team and regions are already undertaking. For example, the Strategy Team defined “alumni” earlier this year to be anyone who earns six or more credit hours at Ivy Tech.

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Objectives	Metrics	Targets / Results				
		2009-10	2010-11	2011-12	2012-13	
4.1 Achieve a sustainable funding model	4.1.1 Increased revenues from State	Targets		\$12M	\$25M	\$40M
		Results	\$0	\$20M		
	4.1.2 Corporate College net revenue	Targets		\$0	\$500K	\$1,000K
		Results	\$-3,134K	\$-911,037		
	4.1.3 Value of grants	Targets		\$28M	\$37M	\$52M
		Results	\$22M	\$46.87M		
	4.1.4 Profit from business and entrepreneurial opportunities	Targets		\$150K	\$300K	\$500K
		Results	\$0	\$0		
4.2 Increase alumni contributions and promote alumni pride and participation	4.2.1 Accuracy of alumni and alumni donor lists	Targets		Cut the gap 50.0%	Cut the gap 50.0%	Cut the gap 50.0%
		Results	TBD by 12/31/11			
	4.2.2 Percent of active alumni participants	Targets		2 x baseline	4 x baseline	8 x baseline
		Results	TBD by 12/31/11			
	4.2.3 Value of alumni donations	Targets		\$500K	\$900K	\$3M
		Results	\$225K	\$289,644		

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Objectives	Metrics	Targets / Results				
		2009-10	2010-11	2011-12	2012-13	
4.3 Strengthen engagement and partnerships with external stakeholders	4.3.1 Number of external stakeholders active in Ivy Tech	Targets			+10.0%	+10.0%
		Results		TBD by 3/31/12		
	4.3.2 Number of hours of external civic engagement by staff, and faculty.	Targets		75%	76%	77%
		Results	74%	76%		
	4.3.3 Number of companies served by the College	Targets		1,500	1,750	2,000
		Results	1,249	1,078		
	4.3.4 WorkOne educational and training dollars received by Ivy Tech	Targets		\$18,340K	\$19,807K	\$21,391K
		Results	\$16,981K			
	4.3.5 Number of Ivy Tech Regions successfully implementing higher education collaboration model ⁷	Targets		7	10	13
		Results	1			
4.4 Develop and sustain a culture of common focus and discipline	4.4.1 Results of an annual Good-to-Great survey among faculty and staff	Targets		TBD by 3/31/12	TBD by 3/31/12	TBD by 3/31/12
		Results	TBD by 3/31/12			

⁷ Details of Ivy Tech's Higher Education Collaboration Model are available at [this link](#).

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Strategy 4 Initiatives				
Initiative	Begin	End	Percent Complete	Initiative Champions / Status
4a Implement a comprehensive alumni engagement program	4/15/10	6/30/13	60%	<p style="text-align: center;">Greg Aaron, Kokomo Teresa Goddard, Foundation</p>  <p style="text-align: center;">Status Report Details</p>
4b Implement a comprehensive approach to developing and nurturing external partnerships	7/1/10	6/31/12	50%	<p style="text-align: center;">Randy Proffit, Columbus J.D. Lux, Office of the President</p>  <p style="text-align: center;">Status Report Details</p>
4c Establish a comprehensive and fully capable grants office	4/5/10	12/31/11	100%	<p style="text-align: center;">Val Eakins, Fort Wayne Becky Nickoli, Corporate College</p>  <p style="text-align: center;">Status Report Details</p>
4d/e Communicate and leverage the linkage between Ivy Tech's success and the State's economic success and the success of Indiana's businesses as they compete in the global marketplace	7/22/10	12/31/11	100%	<p style="text-align: center;">Kim Thurlow, Richmond Jeff Fanter, Office of the President</p>  <p style="text-align: center;">Status Report Details</p>
4f Augment/implement the systems, policies, and procedures necessary to increase sustainable revenues from business and entrepreneurial activities	6/1/10	8/1/13	90%	<p style="text-align: center;">Jerrilee Mosier, Fort Wayne David Bathe, Lafayette</p>  <p style="text-align: center;">Status Report Details</p>

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Strategy 4 Initiatives				
Initiative	Begin	End	Percent Complete	Initiative Champions / Status
4g Define and clarify the roles of central office and the regions through employee education/development and change leadership	5/20/10	6/30/13	10%	<p style="text-align: center;">Brenda McLane, Office of the President Ken Bowman, Indianapolis</p>  <p style="text-align: center;">Status Report Details</p>
4h Build supportive Good-to-Great behaviors into the annual performance objectives and expectations for all faculty and staff	4/1/10	5/15/11	100%	<p style="text-align: center;">Jeff Terp, Office of the President Jeff Fanter, Office of the President</p>  <p style="text-align: center;">Status Report Details</p>

Accelerating Greatness 2013
Changing Lives and Making Indiana Great
February 2012 Progress Report

Dashboard Benchmark Metrics

Metrics	Targets / Results				
		2009-10	2010-11	2011-12	2012-13
5.1 Number of credit students enrolled college-wide in the Fall Term	Targets ⁸		116,789	126,132	136,223
	Results	108,138	112,229	111,775	
5.2 Number of individuals served by Ivy Tech college-wide annually	Targets ⁹		206,454	222,970	240,808
	Results	187,789	201,870		

[Link to Accelerating Greatness 2013 Dashboard](#)

⁸ Targets based on 8% annual growth.

⁹ Targets based on 8% annual growth.