



2010 STRATEGIC PLAN

Changing Lives and Changing Indiana



OUR MISSION

Ivy Tech Community College prepares Indiana residents to learn, live, and work in a diverse and globally competitive environment by delivering professional, technical, transfer, and lifelong education. Through its affordable, open-access education and training programs, the College enhances the development of Indiana's citizens and communities and strengthens its economy.

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Ivy Tech Community College has achieved phenomenal growth in recent years, and we are poised for even more growth in the future. Our *2010 Strategic Plan: Changing Lives, Changing Indiana* documents the strategies and objectives that will allow us to achieve this growth while maintaining the highest level of quality in education and training. These goals are ambitious, but they must be if we are to exceed the expectations of students, employers, and partners throughout the state.

No institution in Indiana plays a more vital role in workforce development than Ivy Tech Community College. By offering academic programs that provide students with career skills and credits that transfer to four-year colleges and universities, along with accelerated certified training programs aligned with employer needs, Ivy Tech is truly a catalyst in helping the state compete on a national and global scale. Also, as the largest single-accreditation community college system in the U.S., Ivy Tech is earning a national reputation that will serve us well as we strive to become a leader in making education delivery even more responsive to the needs of those we serve.

Indiana has challenged Ivy Tech Community College to lead the way in preparing our workforce for the jobs of the future, and our *2010 Strategic Plan* demonstrates that we are ready for this challenge. We are grateful for the responsibilities we have been given, and we look forward to continuing to change lives, and change Indiana, through the successful execution of the strategies and objectives put forth in this document.

Sincerely,

Thomas J. Snyder
PRESIDENT



EXECUTIVE SUMMARY

Ivy Tech Community College has undertaken an extensive update of its 2010 Strategic Plan to support both the 2009 re-accreditation visit by the Higher Learning Commission and the 2009 launch of efforts to create a 2015 Strategic Plan. This update is being orchestrated by a Strategic Planning Council with the support of teams of educators and administrators addressing College-wide strategies and the integration of existing functional and regional plans.

This new Plan builds on the strategies expressed in the 2003 “A Strategic Vision: Building the Community College for Indiana” to meet current Higher Learning Commission criteria for accreditation and legislative mandates expanding the role of the College. To better meet the needs of the College’s key stakeholders, there are now seven Strategies addressing educational attainment, workforce development, student services, lifelong learning, community service, the continuing transformation of Ivy Tech into a comprehensive community college system, and institutional capacity. These seven Strategies are informed by statements of direction specifying Ivy Tech’s core purpose, mission, vision, value propositions (to students, employers, and communities), and core values. This interim report includes these statements of direction, presents the essence of each of the seven Strategies and discusses the work remaining to complete the update.

The statements of direction define why the College exists, who it serves and in what ways, what the College aspires to become and the beliefs and norms that must underlie everyday decision-making and behavior.

These three statements are amplified by...

- ◉ Value propositions to students, employers, and communities regarding the benefits Ivy Tech Community College provides to them (better jobs and personal enrichment, on-demand availability of skilled workers, and higher quality of life), and
- ◉ Core values specifying desired behavioral norms (student, faculty, diversity, integrity, community engagement, innovation and excellence).

The seven Strategies (along with their respective Objectives) then delineate the work required to achieve these statements of direction.

Strategy 1: Increase the Educational Attainment of Indiana’s Residents

Strategy 1 is a core element of Ivy Tech’s mission as Indiana’s statewide community college system: providing more educational opportunities and new learning experiences to more of the state’s residents to help them develop personally and professionally satisfying careers. Objectives address needs to increase enrollments and graduation rates, expanding program inventories, developing relationships with high schools, and leveraging technology to increase access and control costs.

Strategy 2: Provide Workforce Education and Economic Development for Indiana’s Communities

Strategy 2 is the second core element of Ivy Tech’s mission as a state-wide community college system: helping Indiana’s businesses (small, medium, and large) improve the quality and competitiveness of their workforces and stimulating economic development throughout the state. Objectives address expanding and focusing workforce and economic development activities, fully supporting Indiana’s economic development goals and strategies, and improving processes and marketing to make these activities cost-effective for the College.

Strategy 3: Provide Support Systems and Development Opportunities that Assure Student Success

Strategy 3 addresses the student-focused systems, policies, and procedures supporting recruitment, retention, and completion and ensuring that Ivy Tech's graduates are fully productive and contributing members of society. Objectives specify what must be done to generate significant College-wide improvements in the availability and quality of student affairs to help them learn social responsibility and leadership skills, graduate, and become contributing members of their communities.

Strategy 4: Serve as Indiana's Provider of Choice for Personal and Professional Enrichment

Strategy 4 emphasizes the valuable contribution Ivy Tech Community College makes to residents and communities across Indiana by providing affordable continuing education opportunities. Objectives for this strategy are focused on strengthening the College's capability and capacity to serve as centers for life-long learning.

Strategy 5: Support Community Development through Civic Engagement and Community Service

Strategy 5 focuses on Ivy Tech's role in improving quality of life in Indiana and its communities by promoting volunteerism, integrating service learning into the curriculum, and using College resources and facilities in support of local communities. The Objectives for Strategy 5 involve developing a College-wide civic engagement and community service plan to be implemented across the regions.

Strategy 6: Complete the Transformation of Ivy Tech to a Nationally Recognized Comprehensive Community College System

Strategy 6 addresses the journey to becoming a leading comprehensive community college by expanding academic programs, internships, preparing faculty and staff for success in a comprehensive community college, and more effectively sharing our story.

Strategy 7: Build Institutional Capacity to Support Our Mission

Strategy 7 provides the foundation for achieving Ivy Tech's mission by actively pursuing additional sources of funding, increasing the number of full-time faculty, implementing common information systems, and leveraging best practices on a College-wide scale. The Objectives for this strategy involve identifying and filling new priority, faculty positions; aligning governance processes; implementing the information technology plan; and standardizing key practices College-wide.

The Strategic Planning Council will be working with the champions for the seven strategies to develop action plans and determine resource requirements for the priority initiatives. The Strategic Planning Council will also be working with the chancellors to ensure that Regional strategic plans and key functional area plans are aligned with the strategies, objectives, and targets established in this 2010 Strategic Plan.



2010 STRATEGIC PLAN FOUNDATION ELEMENTS

VISION
Indiana's residents, communities, and economy will be transformed by Ivy Tech Community College's leadership in higher education.

PURPOSE
Ivy Tech Community College changes lives and changes Indiana through education and workforce development.



Our Stakeholder Promises	
Students	Best-value source for access to higher education and better, higher paying jobs and personal enrichment
Employers	Best-value source for skilled workforce on demand
Communities	Convening place for enhancing the quality of community life through Civic engagement Better-educated citizenry Involvement and leadership in service

Our Core Values	
Value	We value, respect, and promote...
Student-Centered	Our students' right to reach their potential Our students' capability to achieve their educational/personal goals The diverse life experiences of each student Behavior that will enhance the dignity and worth of all students Student need for lifelong learning skills Student contributions to the learning community Students as individuals
Faculty/Staff Focused	The individual and collective contributions of all faculty and staff The diverse life experiences of each employee The importance of investing in personal and professional development of all employees Openness, honesty, and integrity in all employee interactions A culture of leadership development Employees as our greatest asset

Our Core Values Continued...	
Value	We value, respect, and promote...
Diversity	Diversity of thought and opinion The uniqueness of all of our students and employees Cultural experiences of all students and employees An inclusive climate that recognizes and supports a diverse learning and work environment Curricular and co-curricular experiences that enrich student learning Equal rights and opportunities for all
Integrity	Honest and forthright communications with all constituencies Ethical conduct Full and direct disclosure in all print and electronic materials Ethical business practices with all partners Accountable and responsible stewardship of all College resources Confidentiality as required by law and professional standards Fair and consistent treatment of all students and employees
Community Engagement	Being a responsible corporate citizen A strong spirit of volunteerism among students and employees Collaborative partnerships Campuses that are catalysts for service to the community Active engagement and leadership in the community
Innovation	The creation and application of knowledge Keeping an open mind to new ideas A spirit of entrepreneurialism Responsible risk-taking The recognition and celebration of innovative initiatives Continuous improvement A climate conducive to sharing successes and failures
Excellence	High academic expectations A teaching and learning environment that allows students and faculty to achieve their full potential Development of our students as confident, capable people contributing to family, workplace, and society High-quality programs and services Holding ourselves and each other accountable for fulfilling our Mission and achieving our Vision



STRATEGY 1

Increase the Educational Attainment of Indiana's Residents

Strategy 1 is a core element of Ivy Tech's mission as Indiana's statewide community college system: providing more educational opportunities and new learning experiences to more of the state's residents to help them develop personally and professionally satisfying careers.

WHAT THIS MEANS FOR INDIANA

Access to affordable higher education and a better future for Hoosiers.

An effective, inclusive, and seamless higher education system that expands access and maximizes existing resources.

A significant increase in college completion and transfers.

Significant increases in the number of Indiana citizens educated every year at the Community College.

Students will be able to earn at least 45 credit hours of general education at any Ivy Tech Community College campus that will apply to any bachelor's degree at any public university in Indiana.

More bachelor degree holders from Indiana's public universities will have earned some credits from Ivy Tech Community College.

All students beginning at Ivy Tech will be able to continue their education at the baccalaureate level if they choose.

Better retention of college graduates in Indiana communities.

A more seamless continuum of K-16 education.

An institutional "home" for effectively addressing the remediation needs of Indiana's citizens.

WHAT THIS MEANS FOR IVY TECH COMMUNITY COLLEGE

Significant expansion of the current program inventory with the addition of new, fully accredited degree programs in high-wage, high-growth, high-demand career disciplines.

More transfer programs offered at every campus.

Major responsibility for remedial education in higher education in Indiana.

Leveraging technology to offer education in new ways to more Hoosiers, including expanding programs offered through distance learning.

Expanding expectations and opportunities for service learning and international learning experiences.

Continuously improving assessment of learning.

Establishing benchmarks of completion and providing career and transfer ladder opportunities.

Expanding partnerships with high schools and meeting legislated responsibilities for providing high school diplomas and alternatives for adults who have not completed high school.

Expanding partnerships with four-year colleges and universities.

Strategy 1: Objectives to increase the Educational Attainment of Indiana Residents

- 1.1 Increase enrollment
- 1.2 Leverage technology to increase access and control costs
- 1.3 Increase credential attainment of Indiana's residents
- 1.4 Expand College-wide and Regional program inventories, ensuring programs and courses meet external validation standards
- 1.5 Expand partnerships with high schools and provide alternatives for non-completers



STRATEGY 2

Provide Workforce Education and Economic Development for Indiana's Communities

Strategy 2 is the second core element of Ivy Tech's mission as a statewide community college system: helping Indiana's businesses (small, medium, and large) improve the quality and competitiveness of their workforce, and stimulating economic development throughout the state.

WHAT THIS MEANS FOR INDIANA

An education and training partner to work with local economic development agencies, chambers of commerce, and governments to recruit new businesses and help create new jobs.

Campuses throughout the state that work one-on-one with businesses and industries in their service areas to develop and understand their workforce needs and design and implement effective solutions.

Local campuses dedicated to the education and reeducation of the workforce and the success of Indiana's businesses and industries.

A variety of workforce education programming with multiple entry and exit points.

A more robust, well-educated and job-ready workforce.

A statewide network of campuses boosting local economic development efforts in systematic and consistent ways.

A College-wide partnership with local, Regional and statewide economic development agencies to implement Accelerating Growth, Indiana's economic development plan.

WHAT THIS MEANS FOR IVY TECH COMMUNITY COLLEGE

Expanded workplace learning—just-in-time, just-what's-needed, and just-where-it's-needed.

Deployment of distance learning technologies to expand quality workforce education.

Providing professional education and re-licensure opportunities in teaching, health care, and other professions.

Providing alternative entry points into college degree programs through certification training and prior learning assessments.

Providing portable credentials through workforce certification training and testing services.

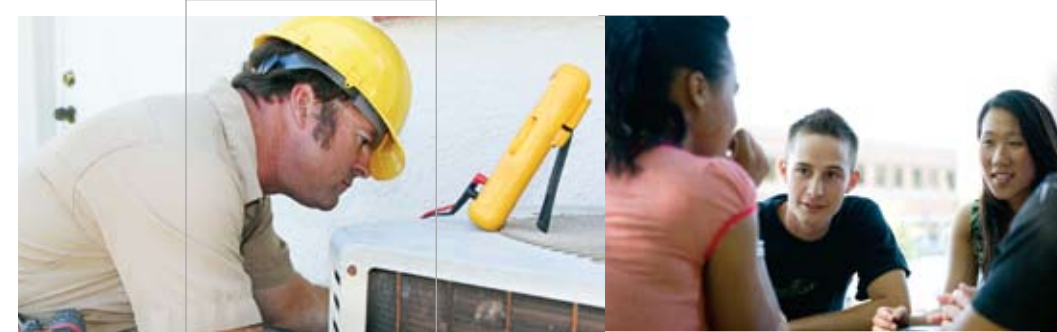
Providing convenient on-campus training facilities for business and industry customers.

Expanded opportunities for the faculty to offer such professional services as consulting, problem-solving, work reorganization and customized training.

Linking business communities more closely with the College for the benefit of faculty and students alike.

Strategy 2: Objectives to Increase Workforce Education and Economic Development for Indiana's Communities

- 2.1 Enhance skills of Indiana workforce
- 2.2 Partner with local, state, and federal entities to support economic development initiatives, recruit and retain businesses, and help create jobs
- 2.3 Increase Workforce and Economic Development value proposition and cost effectiveness



STRATEGY 3

Provide Support Systems and Development Opportunities that Assure Student Success

Strategy 3 addresses the student-focused systems, policies, and procedures supporting recruitment, retention, and completion, and ensures that Ivy Tech's graduates are fully productive and contributing members of society.

WHAT THIS MEANS FOR INDIANA

A vibrant, community-based higher education system offering more services to more students.

Attracting people to pursue higher education who might not do so otherwise.

Specific opportunities to prepare future community and business leaders.

Citizens with a deep sense of social responsibility who make a difference in their communities.

Larger numbers of Indiana's residents completing degree and non-degree programs and making Indiana a more attractive place to live and work.

A more diverse, well-educated and globally aware population.

Opportunities for promoting multicultural experiences and understanding.

WHAT THIS MEANS FOR IVY TECH COMMUNITY COLLEGE

Use of best practices for attracting and retaining students and helping them attain their educational objectives.

Quality approach to student affairs at all campuses throughout the College—standards, processes, resources, and staffing.

Access to services for all students that will help them identify and meet their learning objectives.

Support systems, policies, and procedures designed to ensure the success of minority students and underserved populations.

Specific opportunities for students to learn and experience the skills and values associated with social responsibility and leadership.

Clear pathways from enrollment to completion to employment or transfer.

Increased student well-being from a successful college experience.

Strategy 3: Objectives to Increase Support Systems and Development Opportunities that Assure Student Success

- 3.1 Create and enhance student affairs programs that promote student retention and completion
- 3.2 Implement a robust student affairs model for the College that allows for a holistic approach to student development and student life
- 3.3 Provide opportunities to learn social responsibility and leadership
- 3.4 Undertake recruitment activities that increase the College's market share



STRATEGY 4

Serve as Indiana’s Provider of Choice for Personal and Professional Enrichment Opportunities

Strategy 4 emphasizes the valuable contribution Ivy Tech can make to its communities by providing affordable lifelong learning opportunities for Indiana residents.

WHAT THIS MEANS FOR INDIANA

Centers for continuing education and lifelong learning throughout the state.

Access to affordable personal and professional enrichment for citizens of all ages.

Relevant continuing education programming that reflects and supports the needs of local communities and their citizens.

Access to a wide range of residents in the community who can provide continuing education in their areas of expertise.

Campuses throughout the state that serve as cultural centers for their communities.

WHAT THIS MEANS FOR IVY TECH COMMUNITY COLLEGE

Greater responsibility for lifelong learning and continuing education.

Additional expanded programming for professional development and personal enrichment.

Ongoing, local opportunities for individual enrichment.

Increased access to continuing education via distance learning opportunities.

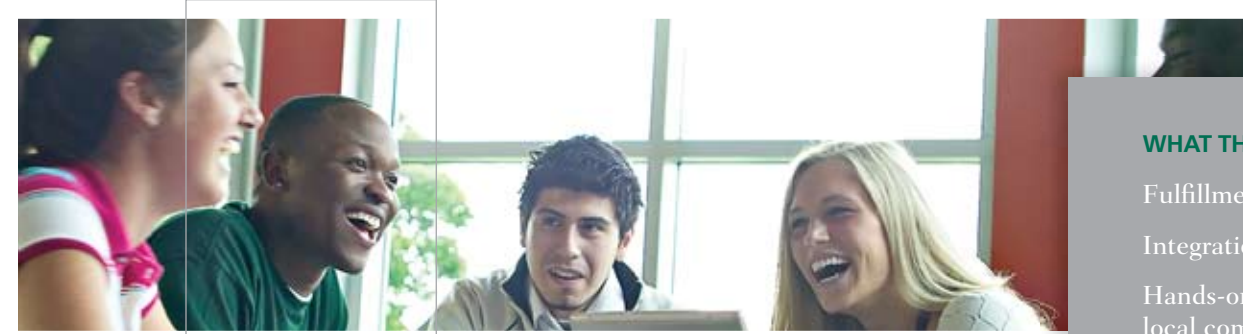
Appropriate continuing education infrastructure Regionally and College-wide.

Best practices sharing to strengthen Regional continuing education capability.

An enhanced and expanded educational presence throughout the State, including small and rural communities.

Strategy 4: Objectives to Serve as Indiana’s Provider of Choice for Personal and Professional Enrichment Opportunities

- 4.1 Develop a “footprint” for a College-wide Continuing Education Plan (CEP)
- 4.2 Develop and implement Regional CEPs
- 4.3 Build Regional infrastructure to support continuing education capability



STRATEGY 5

Support Community Development Through Civic Engagement and Community Service (CECS)

Strategy 5 focuses on Ivy Tech’s role in improving the quality of life in Indiana and its communities by promoting volunteerism, integrating service learning into the curriculum and using College resources and facilities in support of local communities

WHAT THIS MEANS FOR INDIANA

Alignment of College priorities with the State’s commitment to civic engagement and community service.

Coordination with the Office of Faith-based and Community Initiatives to promote community service and volunteerism.

Linkage of College faculty, students, staff, facilities and other educational resources for the benefit of the communities.

Measurable economic value to Indiana communities, not-for-profit and faith-based organizations through volunteerism.

Development of students into “Can do, will do” citizens who recognize their civic responsibilities.

Increase in the number of graduates who are civically engaged.

WHAT THIS MEANS FOR IVY TECH COMMUNITY COLLEGE

Fulfillment of the civic mission of the College.

Integration of service learning into the curriculum.

Hands-on learning experiences and service opportunities in the local communities.

Faculty, Academics, and Student Affairs coordinating and sharing responsibility for service learning and volunteerism.

Comprehensive College plan for civic engagement and service.

New opportunities for promoting involvement and leadership in service to local communities.

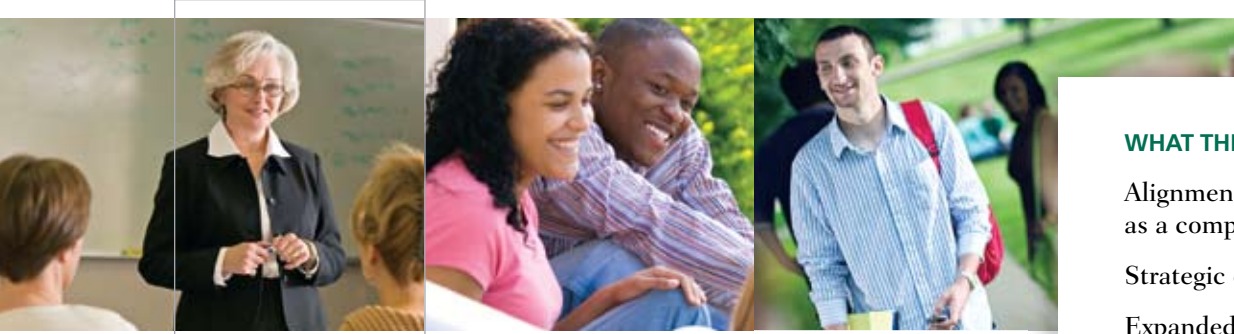
Common measurement and evaluation system—a civic engagement inventory—for tracking civic engagement and community service.

Civic engagement leaders in each region.

Active involvement in the Indiana Campus Compact.

Strategy 5: Objectives to Support Community Development Through Civic Engagement and Community Service (CECS)

- 5.1 Develop and implement a College-wide CECS plan
- 5.2 Design and implement common measurement and evaluation system for tracking civic engagement and community service



STRATEGY 6

Complete the Transformation of Ivy Tech to a Nationally Recognized Comprehensive Community College System

Strategy 6 addresses the journey to becoming a leading comprehensive community college by expanding academic programs, preparing faculty and staff for success and more effectively sharing our story.

WHAT THIS MEANS FOR INDIANA

Graduates who are better prepared for success in a global economy.

Expanded opportunities for internships and exciting international learning experiences.

Expanded educational offerings including liberal arts and fine arts.

More attractive to prospective employers and employees.

Better public appreciation for what Ivy Tech Community College has to offer.

National recognition for Indiana's unique, comprehensive community college system under single accreditation.

WHAT THIS MEANS FOR IVY TECH COMMUNITY COLLEGE

Alignment of programs, services, and systems to support our mission as a comprehensive community college.

Strategic expansion of liberal arts and fine arts programming.

Expanded opportunities for internships and exciting international learning experiences.

Marketing plan to more effectively communicate Ivy Tech's story externally and internally.

More positive perceptions of the College by student, faculty, and external stakeholders, including donors.

Regional Diversity Councils and the development of diversity plans (per HB 1256).

Training and professional development for staff and faculty.

Alignment of incentives to foster desired behaviors and accomplish desired goals.

Strategy 6: Objectives to Complete the Transformation of Ivy Tech to a Nationally Recognized Comprehensive Community College System

- 6.1 Align programs, services and systems to support mission of a comprehensive community college
- 6.2 Prepare faculty, staff and administration for success at a comprehensive community college
- 6.3 Enhance internal and external stakeholder perceptions of the College (including donors)



STRATEGY 7

Build Institutional Capacity to Support Our Mission

Strategy 7 provides the foundation for achieving Ivy Tech's mission by actively pursuing additional sources of funding, increasing the number of full-time faculty, implementing common information systems, and leveraging best practices on a College-wide scale.

WHAT THIS MEANS FOR INDIANA

Improved return on State's investment in Ivy Tech Community College.

Aggressive pursuit of new sources of revenue to support the College's growth.

Public-private partnerships to increase capacity.

College resources deployed as effectively and efficiently as possible in support of academic attainment, workforce and economic development, student services, continuing education and civic engagement.

Stronger academic and workforce development programs by increasing the number of full-time faculty.

WHAT THIS MEANS FOR IVY TECH COMMUNITY COLLEGE

More efficient and effective operations College-wide.

Completing and implementing the Foundation's strategic plan.

Implementing a systematic approach to grant generation.

Increased number of full-time faculty.

Implementation of Banner and the IT strategy.

Standardization of targeted processes and procedures system-wide.

Implementation of strategic sourcing in priority-spend categories.

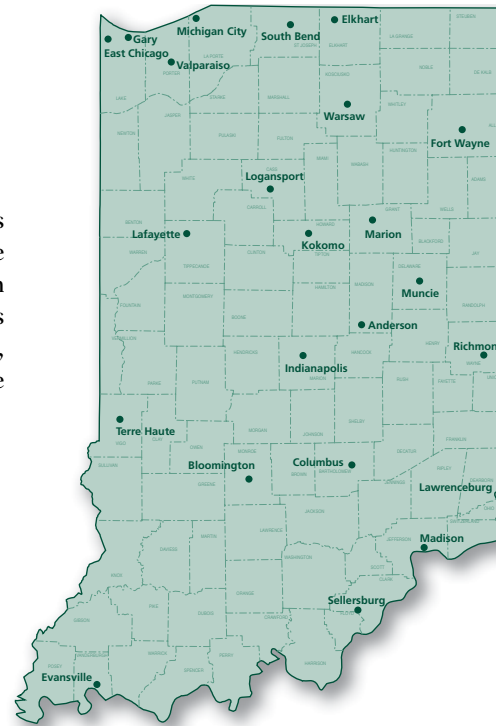
Aligned governance processes, including synchronizing planning and budgeting processes.

Strategy 7: Objectives to Build Institutional Capacity to Support Our Mission

- 7.1 Increase efficiency and effectiveness of operations College-wide
- 7.2 Generate additional sources of individual, corporate, and foundation donations
- 7.3 Generate additional sources of governmental funding
- 7.4 Implement enabling information technology
- 7.5 Align planning, budgeting and control systems with strategies
- 7.6 Increase number of full-time faculty

23 CAMPUSES THROUGHOUT INDIANA

Ivy Tech Community College has 23 campuses throughout the state. We also offer classes in more than 75 communities, bringing us closer to an even greater number of cities and towns. As America's largest singly-accredited statewide community college, we're dedicated to providing those we serve with the options they need to succeed.



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