Focused on Student Success: 50,000 Graduates by 2025
Strategy Plan Recommendations 2014-15 Academic Year
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[Draft 9]

Strategy Champions
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Strategic Planning Council: Executive Council and Strategy Team Leaders

Strategy 1: Ensure students meet their educational objectives

Objective 1.a.: Improve student retention and persistence.
Objective 1.b.: Increase graduation and transfer.

Initiative 1.1 Increase alignment between the statewide Student Retention and Success Council with regional councils and functional area management teams to ensure optimal student learning and development.
Catherine Sherrard and Russell Baker will lead this initiative.

Ivy Tech’s goal is to increase the number of graduates (career certificates, technical certificates and associate degrees) to 50,000 by 2025. To accomplish this goal, College faculty and staff will focus on initiatives to increase on-time completion, close achievement gaps, improve the quality of learning (both credit and non-credit), and align graduates with workforce needs.

This initiative team will better align regional and functional area work to strategies to improve student success in the following areas: Recruitment/Enrollment, Entry/Remediation, Progression/Retention, and Completion/Workforce Outcomes for both credit and non-credit programs. The team will use data to drive decision-making keeping the following goals in mind:

- Improve regional alignment, data use, evaluation, and reporting on student success initiatives.
- Improve functional area alignment, data use, evaluation, and reporting on student success initiatives.
- Design and implement strategies that close achievement gaps.
- Design and implement strategies that test innovative models of improving student persistence, completion, and mastery of learning outcomes.
- Create metrics that work to close achievement gaps by region and for the state.

Initiative 1.2: Increase access to non-academic related supports for student success.
Sabrina Pennington and Scott Horvath will lead this initiative.

- Improve the quantity and quality of wrap around services for students.
- Create outcomes, benchmarks, activity standards, and priorities for regions and the state.
- Increase the number of community partnerships to fill the gaps in wrap around service delivery.
- Create metrics that work to close achievement gaps by region and for the state.

Strategy 2: Ensure a sustainable financial resource base.

Objective 2.a.: Increase revenues.
Objective 2.b.: Decrease costs.

Initiative 2.1: Increase the number and quality of individual proposals, grant applications, and segmented solicitations that are based on a commonly understood and articulated framework developed from the strategic plan.
Pat Corey and Brian Thomas will lead this strategy and initiative.

Create a donor-centered fundraising culture and practice.

- Engage a consultant to train college leadership.
- Develop metrics that meaningfully advance donor-centered fund raising.
- Improve data-mining and research capacity to support donor-centered fund raising.
- Use a campaign to raise funds statewide to better equip advanced manufacturing labs as a pilot model to demonstrate best-practices in donor-centered fund raising.

Increase private and federal fund raising efforts.

- Provide professional development to regions.
- Create case statements for regions and functional areas.

Strategy 3: Ensure effective and efficient processes.
Elliot Thostesen and Kristen Moreland will lead this strategy and initiative.

Objective 3.a.: Improve relationships.
Objective 3.b.: Improve service delivery.

Initiative 3.1: Deploy and embed process improvement methodologies college-wide to drive student success by, increasing effectiveness, improving efficiency and supporting decision-making at the college.

Ivy Tech will continue to look for efficient and effective ways to operate, thus, freeing up resources to devote to student success activities. This team will consider the following activities:

- Improve Regional data collection and COIR Dashboards for more effective and immediate responses that effect student progression, enrollment, retention and transfer/graduation.
• Integrate a consistent statewide approach to the use of COIR Dashboards and core tracking systems.
• Increase the number of regions using locally re-engineered systems for greater efficiency and effectiveness as “best practices”.
• Increase the number of processes reassessed, confirmed and or modified statewide (Need benchmarks for central office and regions).
• Increase staff and faculty participation in the following:
  o Process Improvement professional development opportunity.
  o Process Improvement projects at the regional and central office levels.
• Continual Process management and improvement practices.
  o Establish Continuous Process Improvement strategies and methodologies, that will serve to improve the performance and support the goals of Ivy Tech Corporate College.
  o Implement Quality Assurance Plan to monitor client satisfaction with workforce training.
  o Develop functional area strategic plan targeted toward growth and increased training activities in industry sectors.
  o Implementation of Shared Services Agreement within the Regions.

Strategy 4: Ensure a sustainable human and technical resource base.

Objective 4.a.: Improve cross functional and intra-regional processes.
Objective 4.b.: Increase faculty and staff capacity.
Objective 4.c.: Increase space and technology capacity to meet student needs.

Strong faculty and staff are the foundation for an effective, efficient, high quality organization. Additionally, facilities and technologies support effective, quality learning. To this end, Ivy Tech staff will focus on diversity and retention of faculty and staff and ensuring that facilities and technology meet student success needs.

Initiative 4.1: Increase full-time staff and faculty retention.
Larry Swafford and Kirsten Biel will lead this initiative.

Initiative 4.2: Ensure facilities and technology support student success.
Kevin Bostic and Thomas Riebe will lead this initiative.

Initiative 4.3: Ensure College policies reflect and align with the College’s diversity priorities.
Ron Sloan and Cory Clasemann-Ryan will lead this initiative.