Focused on Student Success 2025

The Strategic Plan For

IVY TECH COMMUNITY COLLEGE
OF INDIANA
Summary

Focused on Student Success 2025, an expanded strategic plan for Ivy Tech Community College (Ivy Tech) focuses the College staff, faculty, students and stakeholders on supporting student success. This plan is aligned with national higher education goals that achieve 60 percent postsecondary attainment among working-age adults by 2025. The Indiana Commission for Higher Education (ICHE) adopted this goal and Ivy Tech will contribute significantly to Indiana’s efforts to achieve this goal.

Based on Ivy Tech’s Strategic Plan 2010, Accelerating Greatness 2013, and components of Jim Collin’s Good to Great, a Balanced Scorecard model of planning, and lessons learned from Achieving the Dream, Focused on Student Success 2025 focuses on four strategies—Ensuring students meet their educational objectives; Ensuring a sustainable financial resource base; Ensuring processes are of optimal quality, efficiency, and effectiveness; Ensuring human, space and physical resources are sustained. Strategies, objectives and initiatives are listed in the plan.

Context for Focused on Student Success 2025

Ivy Tech’s Strategic Plan 2010 and Accelerating Greatness 2013 positioned the College as the Community College of Indiana and as a national leader in addressing issues of student success. Building on the College’s good work, the foundation of a Balanced Scorecard model and the tenants of Jim Collin’s 2005 monograph Good to Great and the Social Sectors, the revised Focused on Student Success 2025 plan will focus on student success, obtaining the resources and refining the process to help students meet their educational objectives, and contributing to Indiana’s share of the 2025 higher education goal of 60 percent postsecondary attainment among working-age adults in the United States.

In this extended version of Focused on Student Success, the mission, vision, and core values remain the same:

Mission

To prepare 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.

Vision


Core Values

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 and 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
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

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

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

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

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
Focused on Student Success 2025

Strategy 1: Ensure students meet their educational objectives. (Kathleen Lee, Indianapolis; Mary Ostrye, Office of the President, Lea Anne Crooks, Terre Haute)

Objective 1.1: Increase student success and completion.

Initiative 1.1.a: Develop strategies with employers to provide training that leads to increased employment, workplace quality, and pathways to earning certificates and degrees. (Craig Lamb, Lafayette and Sue Griffith Smith, Office of the President)

Initiative 1.1.b: Develop targeted enrollment strategies to increase the proportion of students who start at Ivy Tech college-ready. (Robyn Boss, Fort Wayne and Kelly Hauflaire, Office of the President)

Initiative 1.1.c: Create and implement plans for targeted groups of students who could earn credentials and degrees in accelerated pathways (examples: veterans, employees with employer support, and international credential holders). (Mary Lewellen, Muncie/Anderson and TBD)

Retention and Completion Co-Leaders Russell Baker and Rachel Boon

Initiative 1.1.d: Develop research-driven strategies to promote student development, engage students in the college experience, and better tie academic programs to community and career. (John Hogan, Columbus and Carey Treager-Huber, Office of the President)

Initiative 1.1.e: Develop a data-driven strategy to increase student retention and success. (Ryan Johnson, Central Office, Catherine Sherrard, Sellersburg and Susan Hawkins-Wilding, Office of the President)

Initiative 1.1.f: Work with the state and four-year institutions on policy and practice incentives to encourage students to complete the core transfer certificate or associate degrees prior to transfer. (Darrell Cain, Indianapolis and Bradley Thurmond, Bloomington)

Initiative 1.1.g: Evaluate and implement alternative mechanisms to delivering education that better aligns with student/market needs and expectations. (Cathy Maxwell, Fort Wayne, Jeff Pittman and Rob Deadman, Office of the President).

Strategy 2: Ensure a sustainable financial resource base. (Steve Daily, Kokomo; Mike Davidson, Indianapolis; and Chris Ruhl, Office of the President)

Objective 2.1: Increase revenues.

Initiative 2.1.a: Support the Foundation Strategic Plan focused on raising $500 million for student success. (Therese Copeland, Columbus, Luis Gonzalez, Gary and Christopher Hancock, Office of the President)

Initiative 2.1.b: Align tuition and fee models with program costs. (Deanna King, Terre Haute, Alisha Aman, Evansville and Jacob Williams, Office of the President)
Initiative 2.1.c: Create public policy strategies to advocate for additional local, state and federal funds. (James Helms, Lawrenceburg/Madison and Rebecca Nickoli, Office of the President)

Initiative 2.1.d: Increase business revenue streams, including corporate college, on-line out of state and unrelated business income tax policy. (Doug Giles, Bloomington and JD Lux, Office of the President)

Objective 2.2: Decrease costs.

Initiative 2.2.a: Implement processes that decrease costs and avoid additional costs through administrative efficiencies and shared services – analyze effective philanthropic and corporate practices outside higher education. (Rebecca Miller, Terre Haute and Thomas Skidmore, Office of the President)

Initiative 2.2.b: Develop a systemic approach to identify, fund and measure energy savings efforts. (Christopher Marks, Lafayette and William Bogard, Office of the President)

Strategy 3: Ensure processes are of optimal quality, efficiency, and effectiveness. (Tina Gross, Columbus/Franklin; Jerrilee Mosier, Fort Wayne; and Jeff Terp, Office of the President)

Objective 3.1: Improve and expand external relationships.

Initiative 3.1.a: Develop a plan and launch comprehensive student support services through a network with private, state, and federal resources. (Sabrina Pennington, Richmond; Scott Horvath, Indianapolis; and Charles Lepper, Office of the President)

Initiative 3.1.b: Work with employers and the business community to address global workforce needs in curriculum and experiential learning opportunities for students, faculty, and staff. (Joe Moore, Lawrenceburg and Glen Roberson, Office of the President)

Objective 3.2: Increase continuous process improvement among functions and regions.

Initiative 3.2.a: Establish a knowledge management process that includes a methodology for process improvement and problem-solving, prioritizing initiatives, reviewing effective practices, and communicating and evaluating progress. (Elliot Thostesen, Gary and Kristen Moreland, Office of the President)

Objective 3.3: Improve internal and external service delivery.

Initiative 3.3.a: Implement technology solutions to improve the classroom and online environment. (Steven Combs, Columbus and Kara Monroe, Office of the President)

Initiative 3.3.b: Improve the student enrollment experience through one-stop implementation including virtual, voice and in-person experiences. (Keith Branham, South Bend, Ann Valentine, Office of the President and Kristen Moreland, Office of the President)

Strategy 4: Ensure optimal human and physical resource capacity. (Steven Tincher and Julie Lorton-Rowland)

Objective 4.1: Increase human resource capacity.

Initiative 4.1.a: Develop a comprehensive recruitment and retention plan for faculty
Initiative 4.1.b: Create a model that documents position and department knowledge, cross trains faculty and staff, and develops succession plans. (Kevin Bostic, Kokomo and Taundra Miles, Office of the President)

Objective 4.2: Improve and increase space capacity.
Initiative 4.2a: Create quality and security frameworks around space needs that are aligned with student success and that accurately measure total use – credit courses, non-credit courses, and community engagement. (Mike Karickhoff, Kokomo and Lori Dunlap, Central Office)

Objective 4.3: Improve and increase physical resource and technology capacity.
Initiative 4.3.a: Create quality frameworks around physical resource and technology needs that are aligned with student success. (Joseph Dutka, South Bend and Thomas Riebe, Office of the President)

Indiana Commission for Higher Education

The Indiana Commission for Higher Education (ICHE), the state’s public higher education coordinating agency, adopted Reaching Higher, Achieving More, its new strategic plan, in March 2012. This plan calls for a higher education system in Indiana that is student-centered, mission-driven, and workforce-aligned. Additionally, it challenges higher education to increase on-time graduation rates by at least 25 percent by 2018, double the number of certificates and degrees produced from 60,000 to 120,000 by 2025, and increase Indiana’s higher education attainment to 45 percent by 2018 and 60 percent by 2025.i

2025 Higher Education Goal

Several national nonprofit, philanthropic and government organizations adopted aspirational higher education goals to position the United States as the global leader in adult degree attainment by 2025. To reach this goal, degree production must increase and 60 percent of working adults (ages 25-64) will need associate degrees or higher by 2025. Lumina Foundation for Education indicates that the goal is not just be number one but that “the percent of the American population with a postsecondary credential or degree – has remained flat for 40 years, in spite of the dramatic economic and social changes during that period. Meantime, higher education in the rest of the world has increased.”ii

Georgetown University researcher Anthony Carnivale estimates that by 2018, 55 percent of jobs or 1.7 million jobs in Indiana will require credentials beyond high schooliii and we may not be poised to fill them.

Achieving the Dream

Three years ago, Ivy Tech joined Achieving the Dream (ATD), a national network of community colleges and nonprofit organizations working to increase success for community college students, especially low-income students and students of color. The initiative defines success by the following measures:

- Successful completion of remedial and developmental courses.
- Successful completion of gateway courses in English and math – with a grade of C or better.
- Semester to semester persistence.
- Certificate and degree attainment.

Ivy Tech’s ATD initiatives include mandatory orientation and advising, the Ivy student success courses, and gateway English re-design. The strategies and goals for ATD and Focused on Student Success’ student success
strategy overlap. As a result, Ivy Tech will fully operationalize ATD and its work will become the retention and completion components of the new student success strategy.

**Good to Great**

Ivy Tech embraces the higher education challenges and its contribution to positioning Indiana in the global economic marketplace. To do this, the College prepares students for college-level work, provides high quality workforce training programs, and serves as an affordable alternative to associate and bachelor’s degree attainment. Ivy Tech is the only higher education institution in the state that has both an open access mission and has the flexibility to adjust quickly to market and policy demands.

Not unlike other social sector organizations, Ivy Tech’s 14 regions with 30 campuses and 80 instructional sites operate under a complex governance structure. From market and student research, it is clear that students and families view Ivy Tech as one college. Leaders will continue to refine process, policies and regional needs for flexibility to accomplish goals within a diffuse and complex organizational structure.

President Snyder rolled out the *Good to Great* concepts in 2008, during the planning phase for *Accelerating Greatness 2013*. Jim Collins writes the following:

*The number-one resource for a great social sector organization is having enough of the right people willing to commit themselves to the mission. The right people can often attract money, but money by itself can never attract the right people. Money is a commodity; talent is not. Time and talent can often compensate for the lack of money, but money cannot ever compensate for lack of the right people.*

Ivy Tech can be the best in the world at: Serving Indiana as a comprehensive community college system delivering world-class workforce training and high-quality/affordable certificates, degrees, and preparing for baccalaureate work.

Resources driving Ivy Tech include technology, human capacity, processes, revenues (tuition, public and philanthropic), and the value of our brand.
Priorities and Constraints

National higher education goals are extremely ambitious for Ivy Tech – as our contribution to Indiana’s share of reaching 60 percent postsecondary attainment will exceed that of any other institution in the state. Indiana lags behind other similar, Midwestern, manufacturing and agriculture-based economies in the percent of the workforce with associate degrees and technical training. Given the current policy climate and state higher education funding environment, Ivy Tech’s ability to produce 50,000 annual associate degrees in 2025 will be nearly impossible. We will provide two scenarios – base case (growth we can achieve through process improvements, efficiencies, and a greater focus on student success with modestly growing resources) and a best case (Ivy Tech’s effort to reach the 2025 goal with significant policy, structural and financial model changes).

With internal changes, directed at student success, Ivy Tech technical certificate and associate degrees awarded could climb to 33,000 annually. With internal, state and federal policy changes, coupled with a change in the state funding formula and a dramatic increase in philanthropic resources, the annual number of students earning technical certificates and associate degrees could grow to 55,000 – exceeding the target needed to achieve Indiana’s educational and economic objectives.

Additionally, Ivy Tech receives accreditation from the Higher Learning Commission and follows principles of ethical professional conduct from a number of affiliated associations. College leaders will adhere to these policies and regulations.

Finally, Ivy Tech’s unique governing structure and decentralized model limits the ability for each faculty and staff member to be involved in the planning process. We reviewed the revised plan thoroughly with senior leadership in the Office of the President and at each region. We also provided opportunity for faculty, regional board and community review of the documents and submitted updates to the Higher Learning Commission.

A message from President Snyder

It is fitting to start the 50th Anniversary of Ivy Tech Community College with a bold, revised strategic plan, focused on the students we serve. Nationally, nonprofit, government and education organizations adopted the lofty higher education goal of returning the United States to number one in the world in postsecondary attainment among its working-age population. This means the nation must grow from 40 percent of working adults holding associate degrees or higher to 60 percent by the year 2025.

Indiana is farther behind the nation with just more than 33 percent of its working-age population holding associate degrees or higher. We have work to do. We will need to recruit more students and retain more students. We must pay close attention to effective practices in remediation and continue to reengineer parts of the College, always putting the students first. We will focus on the core issues to move the state closer to 60 percent attainment. Our past performance, vision, and future strategy indicate we are up for this challenge.

Through its 50 year history, Ivy Tech grew from a modest vocational training institution to the largest and only singly-accredited statewide community college in the nation – and the largest postsecondary institution in the state of Indiana. For the state to meet the 2025 higher education goal, we must dramatically increase student success at Ivy Tech. Through valuable workforce training and high quality certificate and degree programs, no other institution in the state is positioned to contribute to Indiana’s
education and economic growth as well as Ivy Tech. Staff, faculty, students and the community share equal responsibility to make sure students complete their educational objectives.

Our vision: *Changing Lives, Making Indiana Great* is more than just a vision. Ivy Tech is leading the way in making this state great. Thank you for your good work and contributions to *Accelerating Greatness 2013*, and your input in refining *Focused on Student Success 2025* to take us into the future. Follow our progress at [www.IvyTech.edu/acceleratinggreatness](http://www.IvyTech.edu/acceleratinggreatness).

Sincerely,

Thomas J. Snyder  
President, Ivy Tech Community College

**Adoption and Acknowledgements**

*Accelerating Greatness 2013* strategy and initiative champions, the president’s cabinet, chancellors and regional leaders developed and reviewed the expanded *Focused on Student Success 2025* plan in November 2012. Ivy Tech’s 14-member governing State Board of Trustees, appointed by the Governor of Indiana, reviewed the drafts and adopted the plan in February 2013.

**State Board of Trustees**

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**Accelerating Greatness Strategy Champions**

Dr. Russell Baker, Vice President Academic Affairs, Office of the President (Strategy 1)
Lea Ann Crooks, Executive Director of Corporate College, Terre Haute Region (Strategy 2)
Tina Gross, Executive Director, Franklin Campus (Strategy 3)
Luis Gonzales, Vice Chancellor/Dean, East Chicago Campus (Strategy 4)

**Accelerating Greatness Co-Chairs**

Thomas Snyder, President  
Jill Robinson Kramer, Associate Vice President for Planning and Research, Office of the President

**Accelerating Greatness** is a rolling, three-year plan. Each year, the regional research and data representatives, institutional research staff in the office of the president, chancellors, and strategic planning council (including the president’s cabinet representatives) will review annual targets and ensure appropriate alignment with short-term and long-term metrics. High-level dashboard metrics will include the following:

- Annual number of associate degrees.
• Annual number of technical certificates.
• Annual number of career certificates.
• Annual number of workers trained.
• Annual Corporate College net revenue.
• Annual Foundation donations/revenue.
• Annual number of process improvement projects and waste reduction.
• Increase in staff cross training.
• Increase in space and resource need acquisition aligned with student success research and data.

Additionally, the college will develop and track process metrics measured in the following categories:

• Student satisfaction
• Faculty and staff satisfaction
• Employer satisfaction
• Impact of learning outcomes
• Transfer student success at a four-year institution
• Consistency and quality of customer service and operational processes from region to region
• Efficiencies in operations

**Focused on Student Success 2025 Leadership**

Focused on Student Success 2025 serves as Ivy Tech Community College’s rolling, three-year plan. Each year, regional leadership will work with the Strategic Planning Council (SPC), AG2025’s oversight body, to report on and communicate successes, adjust and add new initiatives, and monitor progress toward increased student success. Initiative and strategy champions will bring recommendations to the SPC as resources, evaluation and communication efforts are needed. Recommendations will run through the SPC and the chancellor co-chair (or his/her designee) will then take recommendations to the Executive Council for final approval. Thus, as initiatives are completed and added, AG 2025 leadership will transition and responsibilities will be shared broadly.

The SPC is co-chaired by President, Tom Snyder and Associate Vice President for Planning and Research, Jill Robinson Kramer. Strategy champions, a faculty representative, a student government representative and a representative from the office of technology, the Foundation, marketing and communication, institutional research, student affairs, and three chancellor representatives will also serve on the SPC.

Roles and responsibilities for Strategy Champions include the following:

• Develop initiative teams with leaders from regions and the office of the president.
• Ensure initiative champions report on progress on a timely basis.
• Monitor and report on progress towards achieving the targets and objectives for the strategy.
• Ensure alignment of initiative goals with regional and functional work goals.
• Serve as a spokesperson and a liaison to the SPC for the strategy.
• Work with initiative champions to identify and address implementation, policy, and resource barriers, as they arise.
Roles and responsibilities for Initiative Champions include the following:

- Mange and lead the initiative teams.
- Create and implement initiative project plans; develop work goals, tasks, deliverables, accountabilities, deadlines and milestones, resource requirements and interdependencies.
- Coordinate, monitor and report on progress on college-wide initiative project plans.

Roles and responsibilities for Initiative Teams include the following:

- Create work plans to test the feasibility of, the implementation of, and the evaluation of work to accomplish goals.
- Create outputs, intermediate and long-term metrics for the work.
- Engage regional and Office of the President leadership to develop and implement the work.

Roles and responsibilities for Metric Owners include the following:

- Confirm accuracy of the metric baseline data and progress and performance data.
- Assist in establishing annual metric targets, metric specifications and procedures.
- Coordinate the acquisition and reporting of progress and performance data.

**Strategy 1 Champions**

Kathleen Lee, Chancellor, Indianapolis

Mary Ostrye, Provost

Enrollment Leader, Lea Ann Crooks, Terre Haute

1.1.a
Craig Lamb, Lafayette
Sue Smith, Office of the President
Amy Metcalf, Terre Haute
Sheila Yancey, Central Indiana
Paul Werling, East Central
Teresa Begley, Columbus
Ken Parry, Kokomo
Bob Thalls, Central Indiana

1.1.b
Robyn Boss, Fort Wayne
Kelly Hauflaire, Office of the President
Randy Proffit, Columbus
Lauren Rochefort, Office of the President
Nicole Conrad, Central Indiana
Gary Pellico, Central Indiana
Joe Anderson, East Central  
Andrew Welch, Fort Wayne

1.1.c  
Mary Lewellen, Muncie/Anderson  
Marcus Kolb, Central Office  
Rebecca Nickoli, Office of the President  
Mark Kinkle, Sellersburg  
Amanda Billings, Bloomington  
Frank Moman, Central Indiana  
Rhonda Angsman, Central Indiana  
Jeff Plasterer, Richmond  
Michael Siegel, Columbus  
Duane Embree, Office of the President  
Laura Vest, Office of the President  
Lannette Mullins, Northwest  
Alison Akey, Lafayette  
Elaine Jolayemi, Central Indiana

Achieving the Dream Retention and Completion Co-Leaders  
Rachel Boon, Central Office  
Russell Baker, Office of the President

1.1.d  
John Hogan, Chancellor, Columbus  
Carey Treager-Huber, Office of the President  
Marcia Worland, Kokomo  
Daysha Jackson, Fort Wayne  
Anila Din, Central Indiana  
Clint Whitson, Central Indiana  
Kris Giere, Central Indiana  
Amy Johnson-Price, East Central  
Mark Brandyberry, Lafayette  
Sam Centellas, North Central  
Thomas Evans, South  
Uzoma Oluka, Northwest

1.1.e  
Ryan Johnson, Central Office  
Catherine Sherrard, Sellersburg  
Susan Hawkins-Wilding, Office of the President  
Seana Murphy, Office of the President
Leo Stubach, Kokomo
Kathryn Waltz-Freel, North Central
Jessica Metz, Central Indiana
Taine Watkins, Central Indiana
Shakira Grubbs, Southeast
Brian Bright, Northwest

1.1.f
Darrell Cain, Indianapolis
Brad Thurmond, Bloomington
Nancy Green, Richmond
Mike Slocum, Central Indiana
Tonya Marbley, Central Indiana
Mia Johnson, East Central
Ben Young, Office of the President
John Laws, Lafayette
David Merrill, Northwest

1.1.g
Cathy Maxwell, Fort Wayne
Jeff Pittman, Office of the President
Robert Deadman, Office of the President
Michelle Hall, Office of the President
Ethan Heicher, Kokomo
Mike Clippinger, Central Indiana
Rod Brown, Central Indiana
Cynthia Barr, East Central
Rod Dowell, Terre Haute
Kathyne Pavey, Northwest
Pauline Sadek, Central Indiana

Strategy 2
Steve Daily, Chancellor, Kokomo
Michael Davidson, Indianapolis
Christopher Ruhl, Office of the President

2.1.a
Therese Copeland, Columbus
Luis Gonzalez, Gary
Carin Werbeck, Office of the President
Kelly Karickhoff, Kokomo
Tracey Danner-Odenwelder, East Central
David Murphy, East Central
Rob Hensen, Evansville

2.1.b
Deanna King, Terre Haute
Alisha Aman, Evansville
Jacob Williams, Office of the President
Greg Silcox, Central Indiana
Jeff Scott, East Central
Jennifer Meece, Southeast

2.1.c
James Helms, Chancellor, Madison/Lawrenceburg
Rebecca Nickoli, Office of the President
Tom McCool, Lafayette
Tim Harris, Office of the President

2.1.d
Doug Giles, Bloomington
JD Lux, Office of the President Jane Harper
Stephanie Amos, Columbus
Jeff Pittman, Office of the President
John Pyzik, Office of the President
David Gray, Kokomo
Roy Winkler, East Central
Bill White or Mike Wolf, Sellersburg

2.2.a
Rebecca Miller, Terre Haute
Thomas Skidmore, Office of the President
Angie Scanlon, Central Indiana
Roy Winkler, East Central

2.2.b
Christopher Marks, Lafayette
William Bogard, Office of the President

Strategy 3
Tina Gross, Columbus/Franklin
Jerrilee Mosier, Chancellor, Ft. Wayne
Jeff Terp, Office of the President
*Jeff Fanter, Office of the President
3.1.a
Sabrina Pennington, Richmond
Scott Horvath, Indianapolis
Karen Williams, Gary
Ann Heiny, Central Indiana
Linda Mann, East Central

3.1.b
Joseph Moore, Madison/Lawrenceburg
Glen Roberson, Office of the President
Jan Bailey, Kokomo
Jim Willey, East Central
Ron Dougherty, Columbus
Jill Canine, Columbus
Bob Calliotte, Central Indiana

3.2.a
Elliot Thostesen, Gary
Kristen Moreland, Office of the President
Beth DeWees, East Central
Curtis Blakely, Richmond
Brenda Ragle, Columbus
Jim Teeple, Office of the President
Theodore Russell, North Central
Francis Hardin, Kokomo
Kami Kitchen, Central Office
Keith Greathouse, Columbus

3.3.a
Steven Combs, Columbus
Kara Monroe, Office of the President
Michelle Morrical, Office of the President
Christina Collins, Central Indiana
Joanna Oberthur, Central Indiana
Julia Stumpf, Columbus
Adam Lamb, Fort Wayne
Margaret Semmer, Northwest
Deb Schrager, South Bend
Clifford Clarke, Northeast

3.3.b
Keith Branham, South Bend
Anne Penny Valentine, Office of the President
Kristen Moreland, Office of the President
Seana Murphy, Office of the President
Tracie Davis, South Bend
Sheila Reich, Central Indiana
Bob Cain, East Central
Chris Cathcart, Northeast

**Strategy 4**
Steven Tincher, Chancellor, Richmond
Julie Lorton-Rowland, Office of the President

4.1.a
Ben Young, Office of the President
achel Nadeau, Evansville
Josh Rockey, Kokomo
Sherry Moore, Central Indiana
Angie Scanlon, Central Indiana
Tim Kelsey, East Central

4.1.b
Kevin Bostic, Kokomo/Logansport
Taundra Miles, Office of the President
Gerald Maki, Central Indiana
Tim Kelsey, East Central
Maribeth Anderson, Columbus
Julie Murphy, Southeast
Norma Anderson, East Central

4.2.a
Mike Karickhoff, Kokomo
Lori Dunlap, Office of the President
Daniel Cox, East Central

4.3.a
Joseph Dutka, South Bend
Thomas Riebe, Office of the President
Jim Barney, Central Indiana
Pam Schmelz, Columbus
Data and metric owners
Cory Clasemann, Institutional Research, Office of the President
Corey Back & Heather Higgs, Corporate College, Office of the President
Christopher Ruhl, Finance, Office of the President
Marlene Emenaker, Human Resources, Office of the President
Kevin Honingford, Foundation, Office of the President

\(^2\) Lumina Foundation for Education: Goal 2025. www.luminafoundation.org