



THE  
**FUTURE**  
OF COLLEGE

# 2026-2030 Strategic Plan

## VALUES



Empathy

We lead with care and connectivity, ensuring we meet our students where they are.



Integrity

We act responsibly and ethically in the best interest of our students, employees, partners, institution, and the State.



Agility

We move with purpose and adapt to the evolving needs of our students, employers, and the State to produce relevant, high-value credentials.



Impact

We exist to change lives through quality education. Our work strengthens individuals, families, communities, and the future of Indiana.



**9 out of 10**  
students are Indiana residents



**40%**  
first-generation college students



**4 out of 5**  
graduates finish debt-free

## MISSION

Ivy Tech is Indiana's community college and workforce engine, delivering: high-quality learning experiences that propel Indiana's communities, measurable economic return, excellence in teaching, and industry-aligned credentials of value, empowering every learner to achieve lifelong success.

## VISION

By 2030, Ivy Tech will redefine what a community college can achieve, setting a new national standard for transformative student outcomes that change lives and expand opportunity.

# STRATEGIC PILLARS

## 1. Academic & Instructional Quality

Ivy Tech will be known for delivering high-quality academic programs grounded in rigorous standards, effective teaching practices, and consistent learning expectations, ensuring every student achieves meaningful learning and earns a credential of lasting value.

### ***Optimize Student Placement & Academic Readiness***

Strengthen processes and systems that guide students into the right course, program, and modality best aligned to their goals and level of preparation to support retention, mastery, and credential completion.

### ***Strengthen Systematic Program Review***

Implement a system-wide rigorous, transparent, and ongoing program review framework that ensures all academic programs remain relevant and aligned with statewide student demand and workforce needs.

### ***Ensure Consistent Quality Across Learning Modalities***

Establish shared academic standards and expectations across all instructional modalities to ensure the credibility, rigor, and transferability of Ivy Tech credentials.

### ***Invest in Faculty Excellence***

Develop a comprehensive faculty development culture that strengthens teaching effectiveness, subject matter expertise, and innovative instructional practices.

## 2. Career & Transfer Pathways

Ivy Tech will ensure every learner is connected to a clear and relevant pathway that is high-quality, affordable, and aligned to student goals and Indiana's evolving workforce and economic needs.

### ***Clarify Pathway Mapping***

Define transparent roadmaps with explicit milestones connecting every credential to 4-year transfer or high-demand careers.

### ***Assess Workforce Alignment***

Audit program locations and delivery models on an ongoing basis to ensure total synchronization with state and regional economic labor demands.

### ***Operationalize Career-Connected Learning***

Embed career coaching, work-based learning, and career development tools directly into the curriculum to bridge the gap between classroom instruction and employer expectations.

### ***Serve as Indiana's Talent Nexus***

Align employer demand, labor market intelligence, and regional partnerships to connect education, training, and work-based learning to create clearly defined pathways.

## 3. Student-Centered Journey

Ivy Tech will deliver a seamless, unified experience so every learner can access clear roadmaps, efficient systems, timely academic and career support services, and transparent communication at every stage.

### ***Streamline Enrollment & Advising***

Redesign institutional structure surrounding enrollment and advising into an integrated support model accessible to all learners throughout their entire lifecycle.

### ***Establish Transparent Success Roadmaps***

Develop unified academic roadmaps and digital tracking tools that provide learners with clear benchmarks and real-time clarity on their progress toward completion.

### ***Build Student Momentum***

Create a proactive institutional framework that ensures a seamless and successful start for every student's academic and professional journey.

### ***Operationalize Holistic Student Supports***

Deploy a proactive "wrap-around" service model, mitigating student success barriers to ensure every student can be retained and meet their academic goals.

## 4. Innovation & Future Readiness

Ivy Tech will operate as a sustainable, future-ready institution by making informed decisions and strategically aligning policies, systems, finances, and people to enable long-term resilience and impact.

### ***Cultivate Institutional Talent***

Invest in employee development to foster innovation and excellence, and to build internal leadership capacity.

### ***Optimize & Enhance Technology***

Leverage AI and advanced technologies to optimize operational efficiency and scale future-proof learning models.

### ***Diversify & Scale Funding***

Scale non-state revenue through strategic partnerships, philanthropy, and workforce-aligned programming to ensure long-term institutional sustainability.

### ***Prioritize Data-Informed Decisions***

Implement a disciplined framework that aligns all institutional investments and partnerships with 2030 strategic priorities.