

2023-2025 Strategic Plan



IVY TECH
COMMUNITY COLLEGE
TERRE HAUTE | GREENCASTLE

HIGHER EDUCATION at the *SPEED OF LIFE*

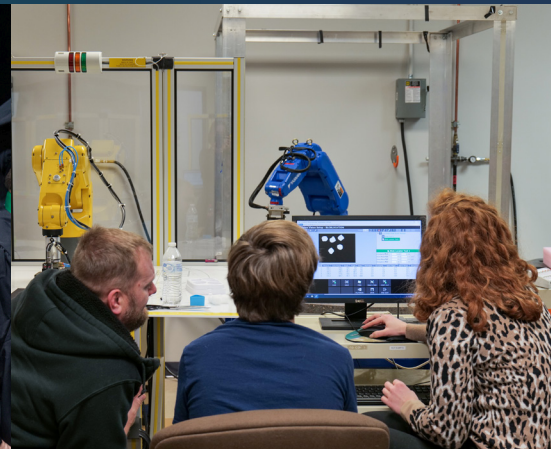


TABLE OF CONTENTS

- 1 Letter from the Chancellor
- 2 Vision, Mission & Core Values
- 4 **Goal 1: Teaching & Learning**
Elevate effective teaching and learning throughout the campus.
- 6 **Goal 2: Workforce & Careers**
Innovate in response to changing employer needs.
- 8 **Goal 3: Student Experience**
Transform our student experiences to foster improved student success.
- 10 **Goal 4: Operational Excellence**
Maximize resources to advance campus initiatives.
- 12 Strategic Plan Metrics

LETTER FROM THE CHANCELLOR:



Our world is changing so fast. Our communities are growing and attracting new industries that need uniquely skilled workers. Our students' needs are shifting, requiring the way we deliver our high-quality curriculum to adapt. These changes call for flexibility, innovation, and efficiency. What got us to where we are won't get us to where we need to be. At Ivy Tech, we are focused on the future. We are keenly aware of the essential role we play in our region, and how we must be nimble as a key partner in West Central Indiana. It's why we have named our new strategic plan *Higher Education at the Speed of Life*.

To align with the workforce needs of West Central Indiana, we are committed to students earning 2,500 high-quality credentials each year. Statewide, Ivy Tech aims to annually award 50,000 high-quality credentials to students.

Building on the success of our last strategic plan, we aim to achieve our vision by focusing on four goals:

1. Promote effective **Teaching and Learning** across the campus
2. **Workforce and Careers:** innovate in response to changing employer needs
3. Transform our **Student Experiences** to foster student success
4. Maximize **Operational Excellence** to advance campus initiatives

Our new strategic plan mirrors the college's statewide plan, but with unique strategies carefully crafted for each goal to fit our local demands. Our plan will pull on the wisdom and insight of subject matter experts, both on and off campus, and will enable us to find solutions to new and emerging challenges that come with building a thriving region.

Ivy Tech will continue to revolutionize higher education here in West Central Indiana and throughout the state. Our goals, metrics, and progress will be at the forefront of what inevitably will be hard but vital work to ensure the success of our students, our employers, and our local economy. Discover how we will measure our success and see our progress at ivytech.edu/terrehauteplan. Thank you for joining us now and in the future. We cannot do it without you.



Lea Anne Crooks, Ph.D.
Chancellor





VISION:

Locally, Ivy Tech students will earn 2,500 high-quality credentials each year aligned with the needs of West Central Indiana's workforce and communities. Statewide, Ivy Tech students will earn 50,000 high-quality credentials.

MISSION:

We are a diverse open-access college that fuels Indiana's economy through excellence in teaching and proactive engagement with industry and community partners, embedded in a culture of innovation that empowers all students to learn and succeed.

VALUES:



EMPATHY

We stand with our students, partners, and communities.



INTEGRITY

We treat all with dignity and respect.



ACCOUNTABILITY

We deliver on our commitments.



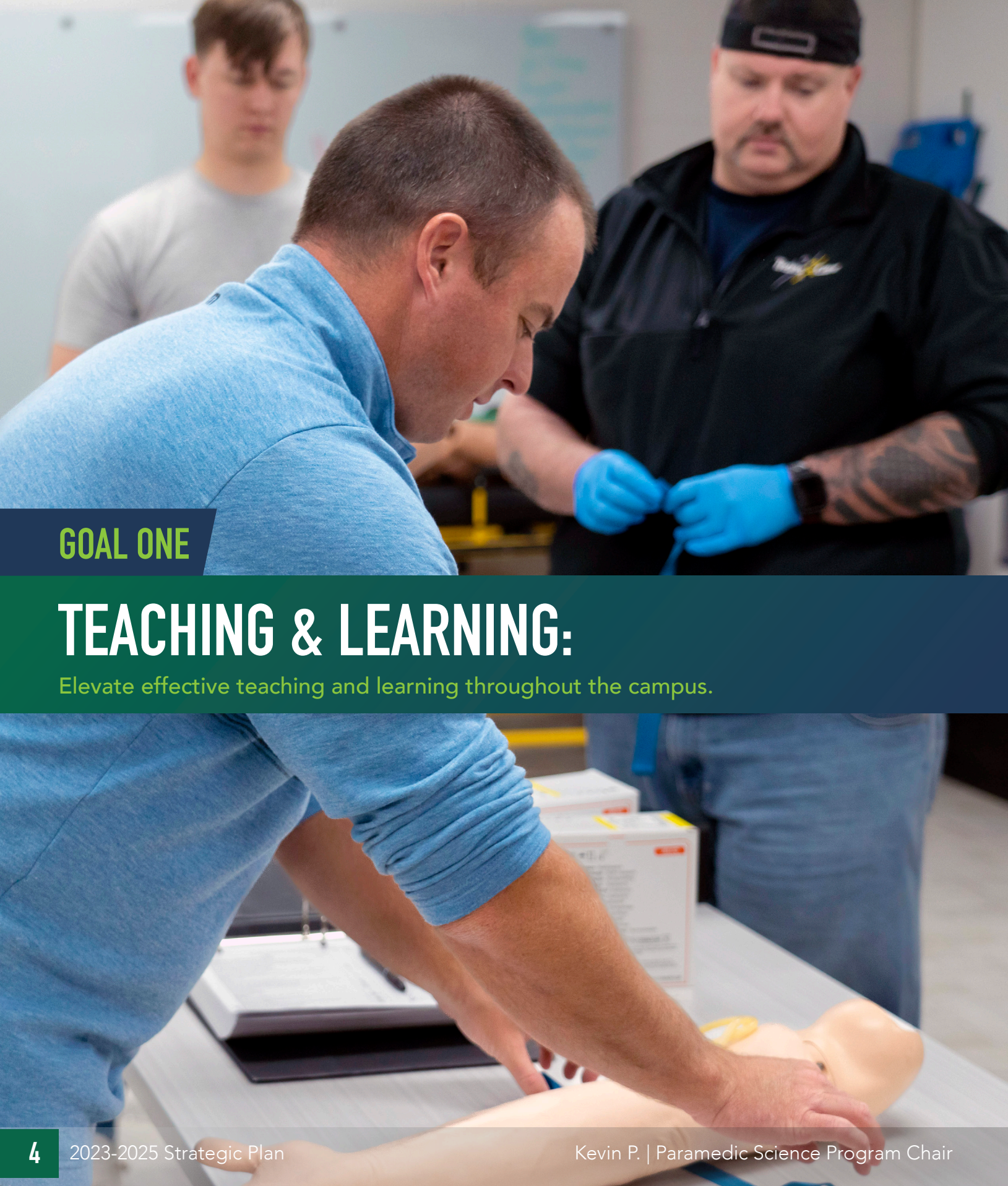
AGILITY

We innovate, iterate, and transform.



CONNECTIVITY

We connect with partners to strengthen communities and ensure student success for all.



GOAL ONE

TEACHING & LEARNING:

Elevate effective teaching and learning throughout the campus.



INTRODUCTION

Faculty have the most direct impact on student success and act as a bridge between academic and workforce offerings. As an open-access institution, the classroom experience must innovate and adapt to the diverse needs of learners. Ivy Tech is committed to investing in the development of our faculty. Ivy Tech will expand skills and practices by leveraging technologies, modalities, instructional practices, training, and other means outlined in our strategies.

Strategy 1: Ensure courses are offered in modalities that best lead to student success.

Strategy 2: Create a culture of instructional excellence and student engagement.

Strategy 3: Focus on gateway courses where first-attempt course pass rates are low.



GOAL TWO

WORKFORCE & CAREERS:

Innovate in response to changing employer needs.



INTRODUCTION

Ivy Tech is Indiana's workforce engine and must innovate and rapidly respond to employer needs, economic changes, and workforce requests. The transforming needs of West Central Indiana's current employers and future projected economic growth require seamless opportunities for students to achieve credentials, certifications, degrees, and other industry training. Students – both current and future – will be informed of West Central Indiana's diverse career opportunities and empowered to succeed with in-demand careers.

Strategy 1: Proactively evolve curriculum and skills training to meet projected workforce needs.

Strategy 2: Leverage employer relations to increase the connection between students and the local workforce.

Strategy 3: Determine and help define the student's career and professional goals.



GOAL THREE

STUDENT EXPERIENCE:

Transform our student experiences to foster improved student success.



INTRODUCTION

Recognizing that we serve a diverse student population, beginning at the point of registration, Ivy Tech will transform student experiences to improve student success.

Strategy 1: Enhance career services and provide a robust, specialized support system for students throughout their academic and career journey.

Strategy 2: Prepare students for academic and personal success prior to day one and reinforce throughout their academic career.

Strategy 3: Create a welcoming environment that fosters a sense of belonging with engaging student activity on campus.



GOAL FOUR

OPERATIONAL EXCELLENCE:

Maximize resources to advance campus initiatives.



INTRODUCTION

Ivy Tech excels in managing effective operations of a large institution by optimizing resources, leveraging the skills of team members across the enterprise, and engaging with external partners for expertise and subject matter support. We support and promote our top talent and collaboration across the system to accelerate growth and performance.

Strategy 1: Improve our ability for cross-functional teamwork to better serve community partners.

Strategy 2: Enhance succession plans and increase professional development opportunities.

Strategy 3: Increase transparency, collaboration, and communication amongst teams across campus.



STRATEGIC PLAN METRICS:

We will track the success of our efforts in both qualitative and quantitative ways.



MEASUREMENTS OF SUCCESS

Annually, the campus will evaluate each metric to ensure we are pushing ourselves to the highest attainable number for each of the following areas:

**INCREASE
ANNUAL
COMPLETIONS**



 **INCREASE
STUDENT
RETENTION**

 **INCREASE
ENROLLMENT**



 **INCREASE
GRADUATES
EARNING ABOVE
MEDIAN WAGE**

Discover our annual metrics and the strides we are making toward our goals.
ivytech.edu/terrehauteplan



34%

first-generation college students



200

new laptops awarded to students to help alleviate a barrier to earning their credential

More than \$3 million

in tuition dollars saved by high school students and families by taking dual credit courses



PAID IN FULL

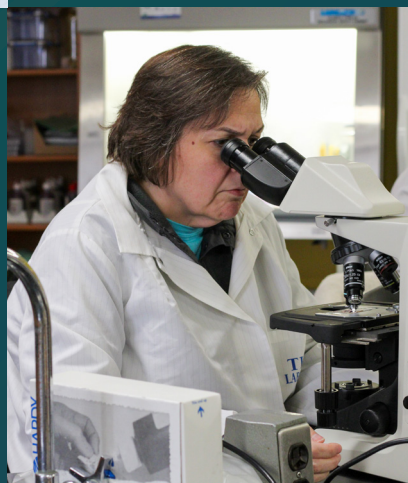
4 out of 5

graduates have NO college debt



92%

of our alumni would choose to attend Ivy Tech again



350+

credentials awarded to high school students



IVY TECH

COMMUNITY COLLEGE

Terre Haute Campus | 8000 S Education Drive | Terre Haute, IN 47802
Greencastle Site | 915 S Zinc Mill Road | Greencastle, IN 46135

812-298-2201
ivytech.edu/terrehauteplan