

**APPROVAL OF 2030 STRATEGIC PLAN: 2026 – 2030  
THE FUTURE OF COLLEGE.**

**RESOLUTION NUMBER 2026-28**

**WHEREAS**, Ivy Tech Community College (“College”) serves as Indiana’s community college and workforce engine, playing a vital role in providing industry-aligned credentials of value to drive economic impact for Hoosier lives and communities across the state; and

**WHEREAS**, a recent report by the College and TEconomy Partners, LLC found Indiana will need to upskill or reskill more than 82,000 working adults each year via non-degree credentials to meet workforce demands over the next decade across advanced manufacturing, transportation and logistics, healthcare, and technology industries; and

**WHEREAS**, the College officially surpassed its ambitious goal of 50,000 credentials to directly support Indiana’s workforce with high-wage, in-demand jobs set in its 2023-2025 Strategic Plan Higher Education at the *Speed of Life* by awarding 51,812 high-quality credentials in the 2024-2025 academic year; and

**WHEREAS**, the College has developed its 2030 Strategic Plan, entitled “The Future of College,” which is attached hereto as Exhibit A, with a vision to redefine what a community college can achieve and set a new national standard for transformative student outcomes; and

**WHEREAS**, The Future of College is anchored by four strategic pillars: Academic & Instructional Quality, Career & Transfer Pathways, Student-Centered Journey, and Innovation & Future Readiness; and

**WHEREAS**, the strategies and localized implementation plans within this intentional framework will ensure the College continues to act with agility and impact, creating lasting value for our students, industry partners, communities, and the State of Indiana;

**NOW THEREFORE BE IT RESOLVED** that the State Board of Trustees approve and endorse the College’s 2030 Strategic Plan, “The Future of College” and authorize and direct the President, or other appropriate designated College employees, to implement the plan in accordance with such policies and procedures as have been or will be established by the State Board.

**STATE BOARD OF TRUSTEES  
IVY TECH COMMUNITY COLLEGE  
OF INDIANA**

  
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**Kim Emmert O’Dell, Chair**

  
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**Michael Dora, Secretary**

**Dated: June 4, 2026**



# Ivy Tech Community College

## 2030 Strategic Plan



### 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.

### Our Core 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.



#### Impact

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

### Strategic Pillars

#### Pillar 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.

#### Pillar 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.

#### Pillar 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.

#### Pillar 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.

## PILLAR 1: ACADEMIC & INSTRUCTIONAL QUALITY – STATEWIDE STRATEGIES

### 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 practice.

## PILLAR 2: CAREER & TRANSFER PATHWAYS – STATEWIDE STRATEGIES

### 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 clearly defined pathways.

## PILLAR 3: STUDENT-CENTERED JOURNEY – STATEWIDE STRATEGIES

### 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.

## PILLAR 4: INNOVATION & FUTURE READINESS – STATEWIDE STRATEGIES

### 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.