IVY TECH
COMMUNITY COLLEGE

HIGHER EDUCATION
at the *SPEED OF LIFE*

TABLE OF CONTENTS

LETTER FROM THE PRESIDENT AND BOARD CHAIRWOMAN:

Dear Members of the Ivy Tech Community:

Higher Education at the Speed of Life. It's the title of our new Strategic Plan, and it conveys all we seek to achieve with the vision, mission, and goals we have laid out. Life moves fast. Economies change. Technology disrupts. We must anticipate and respond rapidly to have the maximum positive impact on the state we call home. At Ivy Tech, the goal isn't graduation day. It's a better every day after. And that's why we are pleased to share with you a plan that keeps pace with the demands of our lives and our communities with Ivy Tech Community College as the workforce engine of Indiana's economy.

Our vision remains: Ivy Tech students will earn 50,000 high-quality credentials each year, aligned with the needs of Indiana's workforce and communities. This represents the contribution Ivy Tech must make each year to achieve Indiana's educational attainment goal of 60% of Hoosiers in the workforce having a degree or credential by 2025, and to meet employers' needs for talent. We are proud to have nearly *doubled* credential production over the past five years, and while challenging, we will grow another 25% over the next three years.

We have also made significant progress on the goals from our prior strategic plan in areas including growing enrollment and increasing retention, along with improved workforce alignment, diversity, employee engagement, community outreach and financial strength. This solid foundation allows us to focus on four goals:

1.   Promote effective **Teaching and Learning** across the college,

2.   **Workforce and Careers:** Innovate in response to changing employer needs,

3.   Transform the **Student Experience** to foster student success, and

4.   Maximize **Operational Excellence** to advance campus- and college-wide initiatives

These goals are supported by strategies, tactics, and metrics that ensure Ivy Tech is the highest-quality, agile, relentlessly workforce-focused community college in the nation.

The work ahead will not be easy, but it is critical to the success of Hoosiers, employers, and the state. We are revolutionizing higher education in the State of Indiana and beyond, and we can't do it without you. Thank you for joining us on this journey.

Sincerely,

Dr. Sue Ellspermann
President

Stephanie Bibbs
Chairwoman, State Board of Trustees

William Fletcher, 2013 Graduate, Information Technology — Bloomington

VISION:

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

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 College.

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 through leveraging technologies, modalities, instructional practices, training, and other means outlined in our strategies.

"Ivy Tech provided the hands-on experience I was looking for. I formed lasting relationships, developed a professional network, as well as new community connections which ultimately allowed me to start my own advertising agency in 2008. Now I'm proud to give back to Ivy Tech by serving as adjunct faculty where I get to make an impact on the next generation of learners looking for their opportunity."

Dustin Brenton

2003 Ivy Tech Graduate
Associate Degree Graphic Design & Web Interactive Media

Current Ivy Tech Adjunct Faculty

TEACHING & LEARNING CONTINUED

Strategy 1
Align course offerings and academic supports to maximize successful student outcomes.

Relevancy of Programs and Course Offerings
Ensure program and course matches content the industry needs and career skills students will use upon completion. Ensure courses are accessible to all students.

Personalize Academic Supports
With individual goals of students in mind, connect students to the most relevant academic resources for success and continuously improve the effectiveness and accessibility of academic support systems.

Reimagine Gateway Courses
Rethink entry-level courses with transfer partners and industry to reduce barriers to success, ensure relevancy, and align course objectives.

Strategy 2
Use data-informed technologies and progressive teaching practices supporting our specific student demographics.

Framework for Teaching and Learning
Integrate cultural diversity and adult education best practices into the teaching and learning framework.

Timely Data for Faculty
Provide timely student data and feedback to empower faculty to continuously improve their teaching and learning strategies.

"I chose Ivy Tech for three reasons. It was the most cost-effective option for me, the 8-week course options meant I could go to school and still balance a career and a family, and I'd been told by numerous colleagues that Ivy Tech's Nursing program produced quality graduates who would be prepared for the workforce upon graduation."

Brittney Vickery
Current Ivy Tech Student
Associate Degree
School of Nursing

Strategy 3
Cultivate a continuing culture of innovative teaching through policies, processes, and practices.

Focus Faculty Responsibility
Align faculty responsibilities with teaching and learning as the highest priority, removing barriers and providing tools to focus on student success. Review and refine faculty loading policies. Balance and optimize loading to increase student success and faculty effectiveness.

Access to Critical Resources
Supply all faculty, both adjunct and full-time, with training, onboarding, continuous learning, and system access to effectively educate students using industry-equivalent equipment and emerging technologies.

Align Support Systems to Academic Strategies
Pursue innovative technologies and processes to achieve academic goals of Ivy Tech's teaching and learning strategies.

"I'm thankful my professors noticed my ambition and took an interest in me early on. They encouraged me to work hard, go the extra mile with Capture the Flag (CTF) computer security competitions, and network as much as I could. Their influence in my life has played an instrumental role in where I am today."

Aaron Wilks

2021 Ivy Tech Graduate
Associate Degree Cybersecurity and Information Assurance

GOAL TWO

WORKFORCE & CAREERS:
Innovate in response to changing employer needs.

Nicole Miles, 2020 Graduate, Nursing

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 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 Indiana's diverse career opportunities and empowered to succeed with in-demand careers.

Strategy 1
Ensure every student discovers and pursues a high-impact career aligned with their interests.

Transformational Opportunities
Provide students with comprehensive career coaching; intertwine career exposure and embed relevant work and learn experiences; elevate employer relationships to serve both the individual student and Ivy Tech at large.

Leverage Career Exploration Options
Recruit and develop top-talent in our Career Link departments with expertise in serving diverse student populations and developing strong relationships with employer and community partners.

Use Data to Support Students
Analyze and disaggregate workforce data to identify student opportunities and outcomes for career pathways.

MURSIX

"As a community partner, Mursix understands that meeting the workforce talent management needs of our community cannot be done alone. Our organization, as a member of the Work Matters collaborative, facilitated by Ivy Tech Community College to ensure the community's progression and workplace vitality. We believe that the Work Matters Collaborative proposal submitted through Ivy Tech and East Central Indiana Talent Collaborative provides the necessary infrastructure to achieve our talent attraction, talent development, and talent connection goals in East Central Indiana. We fully support this proposal to ensure its long-term viability and success for our community."

Todd Murray
President/CEO, Mursix

Strategy 2
Accelerate program expansion and implementation in response to real-time employer needs.

Establish Trusted Partnerships
Serve as a trusted partner to state agencies, regional and local workforce boards, and economic development partners to align with evolving industry demands.

Maximize the Flexibility of Academic Programs
Create maximum flexibility and stackability within degree programs to ensure alignment with changing workforce needs, employer partners, and transfer institutions.

Accelerate Accreditation Processes
Leverage agile processes to meet workforce needs. Ivy Tech will seek to influence accreditation processes to operate at the speed of employers.

Strategy 3
Integrate intentional pathways between credit and skills training offerings.

Maximize Credit Earned
Develop a standardized skills training definition. Assess opportunities for crosswalk of workforce training to credit and ensure transferability of all credit for prior learning. Evaluate and continuously improve policies to ensure rigor and alignment to industry expectations.

Meet Employer Needs
Define customized training needs for employers, in collaboration with Academic Affairs, to develop quality solutions and relevant offerings for offsite and onsite training.

Strategy 4
Co-Create Talent Pipelines

Employer Collaboration
Collaborate with employers in projecting demand, technology needs, and skill needs. Strengthen Advisory Committees. Share resources and equipment.

Create Deep Talent Pipeline Partnerships
Engage with the Department of Workforce Development, Indiana Economic Development Corporation, the Governor's Workforce Council, local Economic Development Corporations, Chambers and others to develop in-demand talent pipelines.

Workforce Data Projections and Analysis
Provide data, recommendations and resources for employers and relevant state agencies to illuminate our talent pipeline in support of workforce diversification and upskilling efforts.

Advisory Board Engagements
Re-invent Program Advisory Boards to maximize employer input for programs and develop career opportunities for our students.

"StarPlus Energy, LLC is excited to partner with a respected educational institution like Ivy Tech who are committed to training and upskilling employees on the latest technology. They are extremely adaptable and offer many choices to fit a company's educational and training needs. "

Josh Kucholick
Head of HR – StarPlus Energy, LLC
Stellantis/Samsung Joint Venture

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
Successfully engage students outside of the classroom to nurture increased student engagement.

Increase Student Participation
Connect with all student populations, with special focus on students in online classes, to provide successful student engagement opportunities. Ensure relevant and innovative opportunities are available, accessible, and tie to student success.

Increase Employee Participation
Facilitate intentional employee engagement with all student populations as mentors and navigators.

Equip Employees for Student Support
Provide skills-based training, such as Mental Health First Aid, to employees so they can recognize and support students in need.

For New Castle High School (NCHS) 2022 graduate Ellen Bergum taking advantage of dual credit course opportunities at her high school as well as participation in the Health Sciences program at the local Career Center allowed her to graduate with certifications in Certified Nursing Aid (CNA), Dementia Care and Pre-Nursing studies as well as the 30 credits of general education coursework needed to finish the Indiana College Core Technical Certificate with Ivy Tech. Bergum began taking advantage of dual credit class offerings at her high school during her sophomore year.

Ellen Bergum
2022 Dual Credit Ivy Tech Graduate
Associate Degree Health Sciences

"For any incoming high school students, I would tell them to always take dual credit classes. The endless amount of help I have received from Ivy Tech will forever help me in and out of school."

Strategy 2
Connect with and engage students throughout their first 15 credit hours.

Create a Strong "First" Experience
Ensure students have a successful first visit, first semester, and first year experience. The scale-up of programs such as Ivy Achieves will cultivate and fully implement an effective orientation and transition to college.

Data-Informed, Proactive Support for Students
Use data analysis and predictive analytics to implement proactive solutions and support for students in their first 15 credit hours.

Strategy 3
Create a seamless experience for students throughout their academic journey.

Enhance First-Generation Supports
Proactively engage and connect with first-generation students through required career coaching in parallel with academic advising.

Build Deep Trusted Relationships with Our Students
Empower and encourage staff to build strong relationships with students. Ensure planning a successful student experience transition is at the forefront of staff changes.

Create an Exceptional Student-Centered Process
Develop a lean management approach and culture focused on delivering the highest level of value to all students. Outcome will reflect a seamless student journey from point of application, to successful graduate, and finally, engaged alumni.

Academic Schedules through Completion
Ensure students have an individualized schedule of classes that meet their personal needs and goals.

Student-Informed Scheduling Process
Use student data to create an adaptive scheduling process that helps students complete their programs of study.

OPERATIONAL EXCELLENCE:

Maximize statewide resources to advance campus- and college-wide 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
Attract and cultivate diverse top talent.

Recruit, Hire and Develop High-Performing Employees
Provide professional development opportunities and ensure equity and access for all employees. Intentionally recruit faculty and staff to represent the students we serve.

Develop High Performing Teams
Understand the capacity of our internal teams and where there are opportunities for growth and efficiency. Welcome and incorporate new employees through effective on-boarding. Expand our Talent Development Programs.

Hire and Develop Innovative Faculty
Intentionally hire innovative faculty. Encourage faculty to engage in national conversations, innovation, and research. Provide adjunct faculty with specific training and support to improve their effectiveness in the classroom.

Strategy 2
Operate at scale.

Streamline Work
Refine internal processes to promote the implementation of best practices. Replicate process improvements across the system.

Increase Communications of Strategic Initiatives
Identify, communicate, and share opportunities to proactively collaborate in advancing the strategic goals of the organization.

Identify "Best in Class" Ivy+ Opportunities
Establish the criteria, process, and evaluation framework for the Ivy+ "Seal of Excellence" to recognize innovation, transformation, and student-centered practices.

Strategy 3
Leverage external resources and partners to support student success and employer-driven outcomes.

Expand Financial Assistance
Secure approval of financial aid (including federal aid for short-term programs and high-value, in-demand skills training credentials) and employers' use of company-sponsored assistance and reimbursement tuition benefits.

Build External Partnerships
Build and nurture external partnerships with state, federal, and philanthropic partners that support student success and employer needs. Recruit diverse suppliers and vendors representative of the students we serve.

Leverage our Institutional Size
Leverage our institutional size, reputation, and resources to drive the transformation of higher education to meet the needs of Hoosier students, employers, and Indiana's economy.

Partner with 425
high schools & career centers across the state

$50M
saved for students in the first two years of Ivy+ Tuition & Textbooks

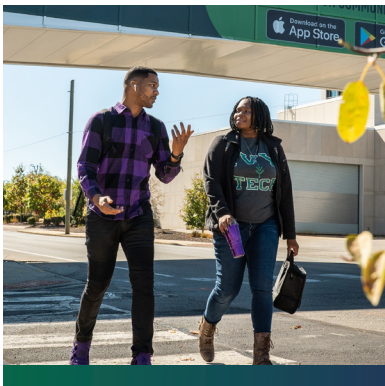Crossing the Finish Line has saved students and families over
$2,500,000
in tuition, fees, textbook, transcript and CLEP test fees

PAID IN FULL

4 out of 5
graduates have **NO college debt**

92%
of our alumni would choose to attend Ivy Tech again

6,438
total completions earned in high school in 2021-2022

40%
first-generation college students

5,000+
transfer to a 4-year university

STRATEGIC PLAN METRICS:

We will track the success of our efforts at the system and campus levels in both qualitative and quantitative ways.
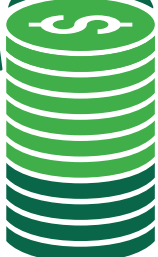
SYSTEM-WIDE BY 2025

50,000 ANNUAL COMPLETIONS

5% INCREASE IN STUDENT RETENTION

INCREASE ENROLLMENT TO **190,000**

60% OF GRADS EARNING ABOVE MEDIAN WAGE

"**Ivy Tech ready to train for EV jobs**"
- Inside Indiana Business, Sep. 8, 2022

"**Community Health Network and Ivy Tech Expand Partnership to Solve Nursing Shortage**"
- Inside Indiana Business, Oct. 25, 2022

"**Improving community college retention rates: Ivy Tech launches program with 10 'high-impact' habits**"
- Chalkbeat Indiana, Dec. 14, 2022

"**Ivy Tech establishes School of Entrepreneurship & Innovation**"
- WBIW, Feb. 18, 2022

"This is an investment in our state employees that provide them with more flexibility to pursue education opportunities that ultimately contribute to a stronger workforce. We are grateful for this partnership with Ivy Tech that will ease the up-front financial burden for our employees to enroll in courses."

- Governor Eric J. Holcomb

"**Ivy Tech's STEM mobile lab lets students learn about technology at a young age**"
- The Herald Bulletin, Apr. 10, 2022

"**Ivy Tech Extends Ivy+ Program, Continues to offer Free Textbooks in 2022-2023**"
- WSCH, Feb. 9, 2022

"State of Indiana Partners with Ivy Tech to Offer Educational Opportunities for State Employees"
Muncie Journal, Dec 15, 2022

"**New Ivy Tech Program Offers Career Guidance to Formerly Incarcerated Hoosiers**"
– "ELEVATE: Change Starts Here"
WFYI, Nov. 30, 2022

"**Ivy Tech and LIFT Academy Partner to Expand Aviation Training Opportunities in Indiana**"
- Business Wire, Jul. 25, 2022

"**Ivy Tech offers free classes for High School students this summer.**"
- Tribute-Star, Dec. 23, 2022

"**IU Health, Ivy Tech Responding to Nursing Shortage**"
- Inside Indiana Business, Jan. 12, 2022

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