

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