



# Putting More Community in Community College

President Sue Ellspermann

# Our Community Works



[https://www.youtube.com/watch?v=XKys\\_TL4jKI](https://www.youtube.com/watch?v=XKys_TL4jKI)



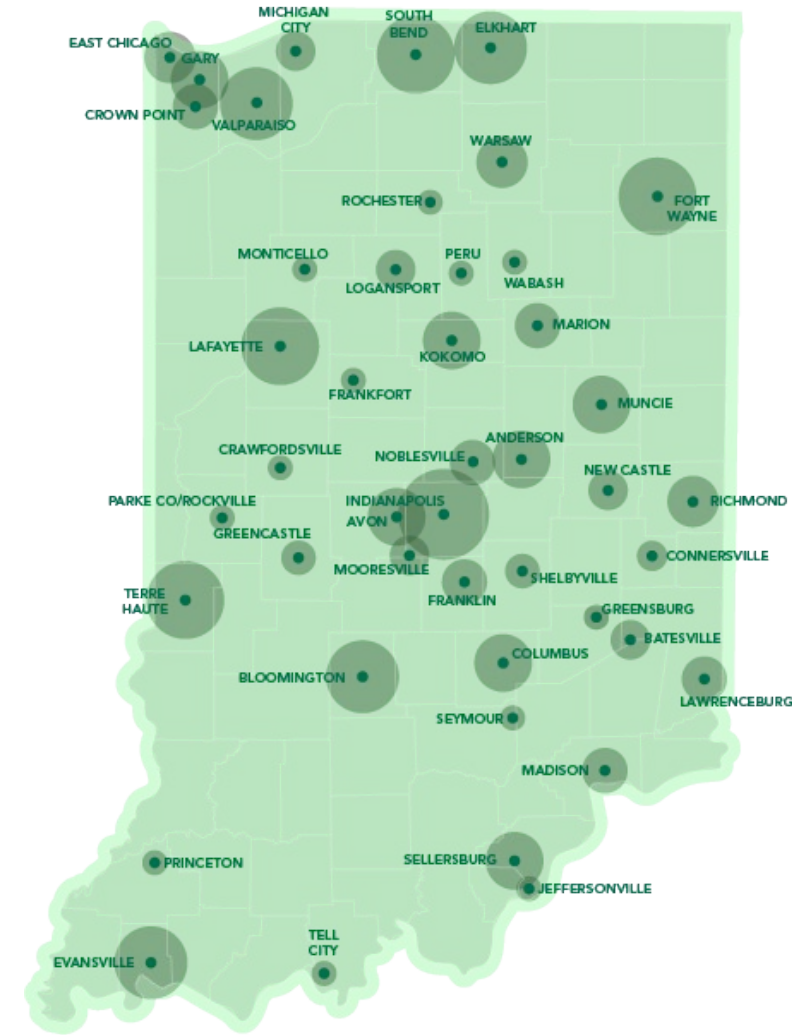


# My Career

- Industrial Engineer, Michelin Tire Corporation
- Production Supervisor, Frito-Lay
- Director, Center for Applied Research and Economic Development, USI
- First Associate, Basadur Applied Creativity
- Indiana State Representative District 74
- Indiana Lieutenant Governor
- President, Ivy Tech Community College

# Ivy Tech Community College in 2015

- Largest statewide singly-accredited higher learning institute in the nation
- 32 degree granting locations, classes in 75 communities
- Enrollment peaked during Great Recession
- 5-10% enrollment reductions in four prior years
- General Assembly unhappy with Ivy Tech completions and responsiveness
- Organizational structure outdated and top-down

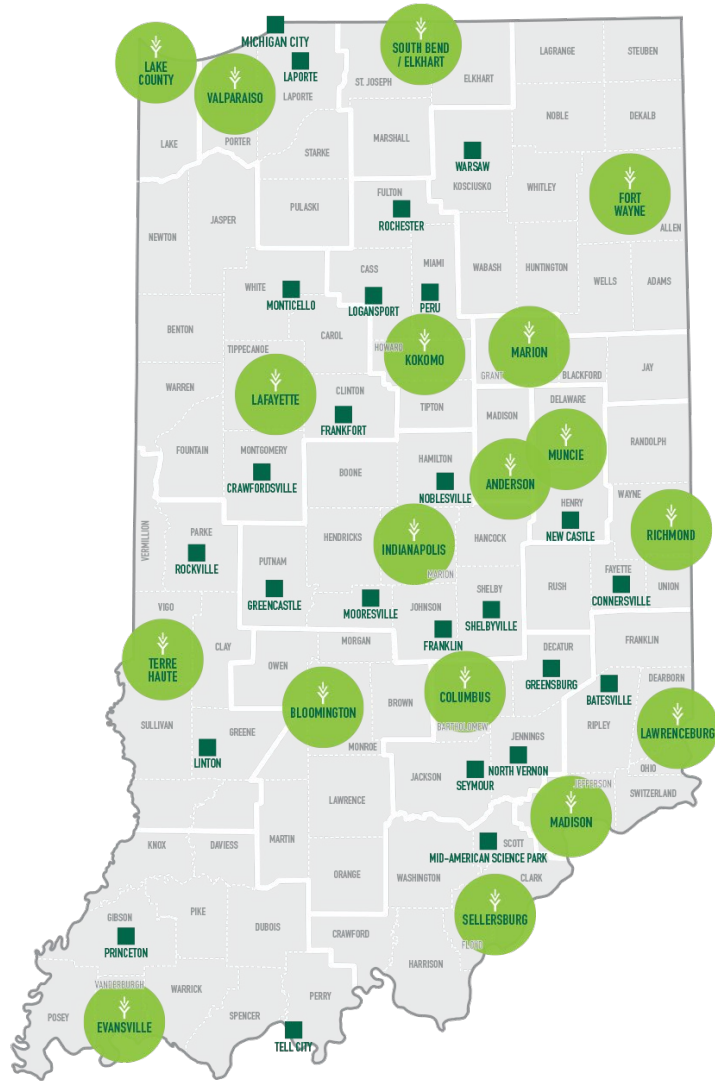


# Structure or Strategy?

Contemporary literature suggests “structure should follow strategy”

However, 30 day Listening Tour demonstrated mismatch and demoralizing impacts of current structure:

- Outdated regions
- Campus Presidents with few direct reports
- Lack of autonomy at campus level
- Lack of focus on basics: recruiting, retention, and completions
- New statute requiring the hire of a “Chief Workforce Officer”



# Ivy Tech Community College Today

**Serving nearly 100,000 students annually**  
Additional 61,000 dual credit students

More than **40 locations** statewide

Offering **associate degrees, short-term certificates, and certifications**

Program areas include: healthcare, advanced manufacturing, IT, supply chain/logistics, business, agriculture, and transfer

# Senate Enrolled Act 301-2016

**Ivy Tech Community College to leverage demand-driven data to inform and support the workforce alignment strategy**

**Chief Workforce Officer** hired by the President, and affirmed by the State Board of Trustees

**Workforce and Career Department** focused on:

- Manufacturing
- Healthcare
- Information Technology
- Logistics and Supply Chain Management
- Agriculture



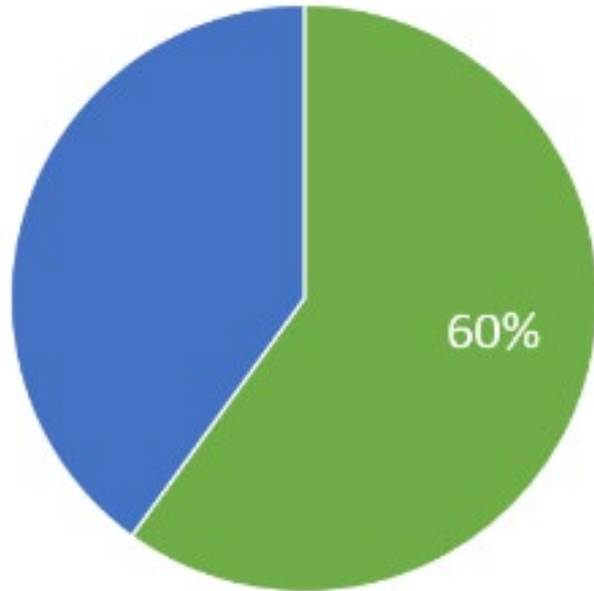
# Indiana's Need for a Skilled Workforce



Lumina  
FOUNDATION



INDIANA COMMISSION for  
HIGHER EDUCATION



**At least 60 percent** of Indiana's workforce to have the postsecondary credentials (industry certifications, certificates, degrees) demanded for Indiana's economy by **2025**

**50,000 jobs per year**  
(requiring more than high school, less than baccalaureate)





# OUR COMMUNITIES. YOUR COLLEGE.

PATHWAYS FOR STUDENT SUCCESS AND A STRONGER INDIANA.



# INTRODUCTION

- Built in support of legislature, CHE, DWD, and the Governor's Office
- Convened over 200 industry stakeholders and community leaders for input
- Studied best practices and exemplary community college practices
- This plan reflects Indiana's critical need for college alignment to workforce needs
- This plan leverages the power of the nation's largest statewide community college system



# VISION

Ivy Tech Community College students will earn 50,000 high-quality certifications, certificates, and degrees per year aligned with the needs of our workforce.





# GOAL 1: STUDENT SUCCESS

Ensure basic needs of students are met

Required advising

8-week courses and IvyOnline



## **GOAL 2: RECRUITMENT AND ENROLLMENT**

**Target high school dual credit and “no plans after graduation” students**

**Recruit working and returning adults**

**Work with Indiana Department of Corrections**



# Achieve Your Degree

Partnership with employers that gives their employees the **opportunity to earn a community college education at minimal cost, or even free**, while they meet employer professional development goals and business outcomes.

Deferred tuition, employer reimbursement programs, financial aid opportunities

Indiana Chamber member net tuition rebate

Currently partnering with **more than 180 companies** statewide



## Transportation and Logistics



Transportation and Logistics

- Aircraft Mechanics and Service Technicians
- First-Line Supervisors of Helpers, Laborers and Material Movers
- Mobile Heavy Equipment Mechanics

## IT and Business Services



IT and Business Services

- Customer Service Representatives
- Billing and Posting Clerks
- Information and Record Clerks
- Interviewers, Except Eligibility and Loan

## Advanced Manufacturing



Advanced Manufacturing

- First-Line Supervisors of Production and Operating Workers
- Industrial Engineering Technicians
- Industrial Machinery Mechanics
- Maintenance Workers, Machinery
- Production Planning and Expediting Clerks

## Building and Construction



Building and Construction

- Plumbers, Pipe Fitters and Steamfitters
- Electricians
- First-Line Supervisors Construction Trades and Extraction Workers
- Heating and Air Conditioning Mechanics and Installers
- Millwrights
- Refrigeration Mechanics and Installers

## Health and Life Sciences



Health and Life Sciences

- Medical Assistants
- Medical Secretaries
- Health Technologists and Technicians
- Medical Records and Health Information Technicians
- Pharmacy Technicians
- Phlebotomists
- Radiologic Technicians
- Surgical Technologists

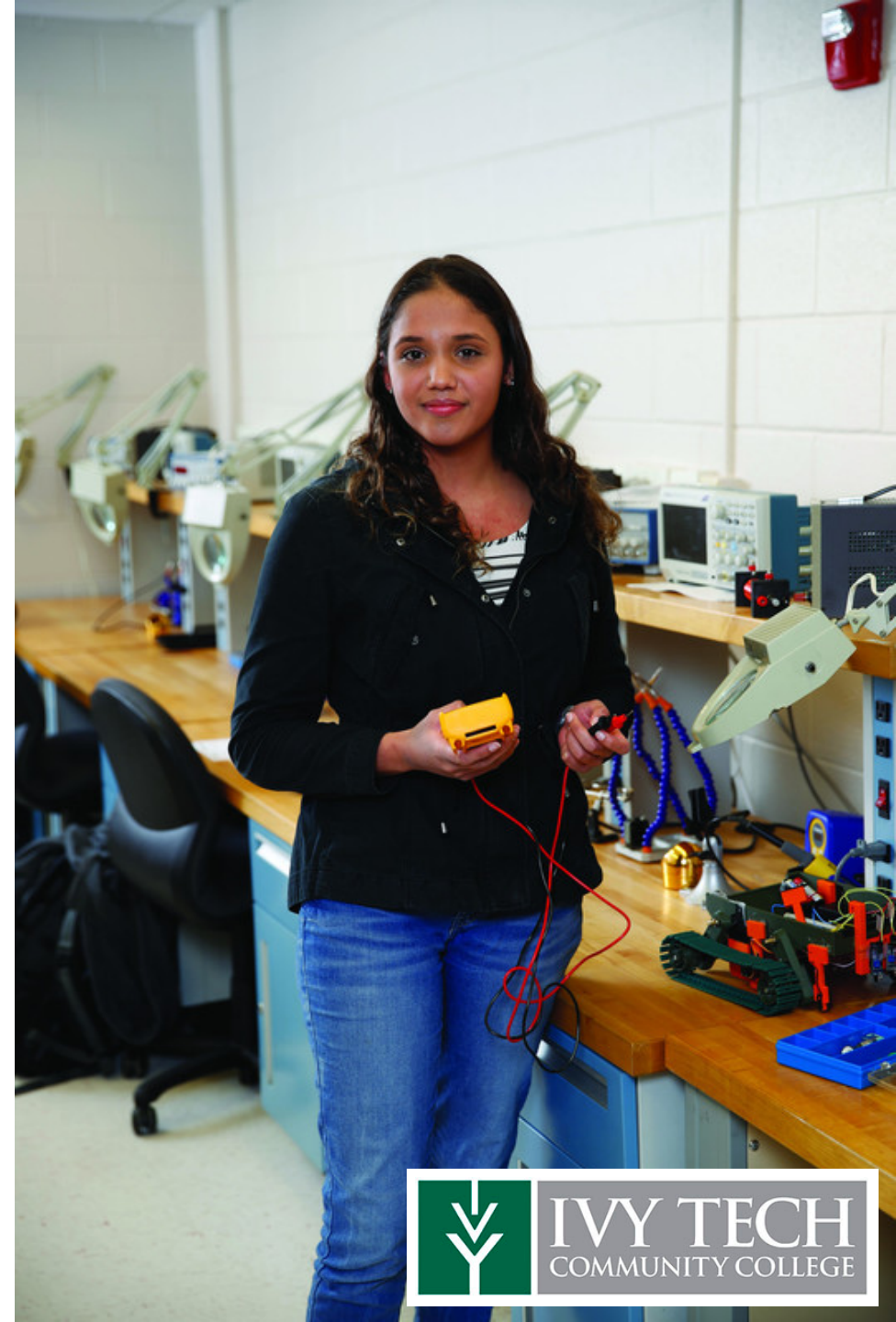


# Employer Training Grant

Provides **reimbursement to employers** for training and retaining employees in high-demand, high-wage industries

Employers can be reimbursed **up to \$5,000 for each new or incumbent employee** who is trained and retained for six months, up to \$50,000 total

Jobs must be middle skill in high-demand, high-wage industries that **require more than a high school diploma, but less than an associate degree**

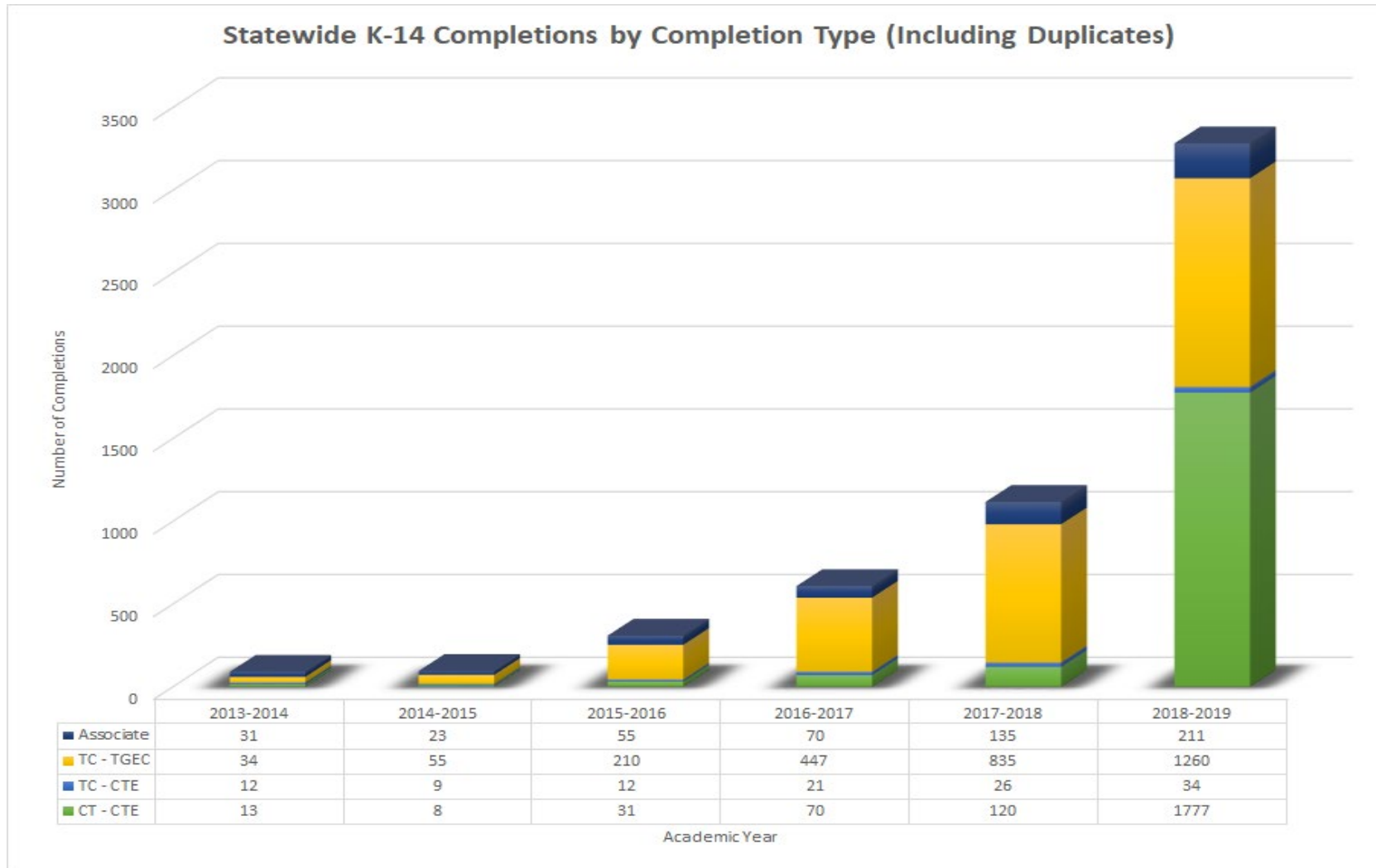




## **GOAL 3: COMPLETION**

**Implemented Reverse Transfer with publics  
Work closely with K-12 on graduation pathways  
Include high value certifications**

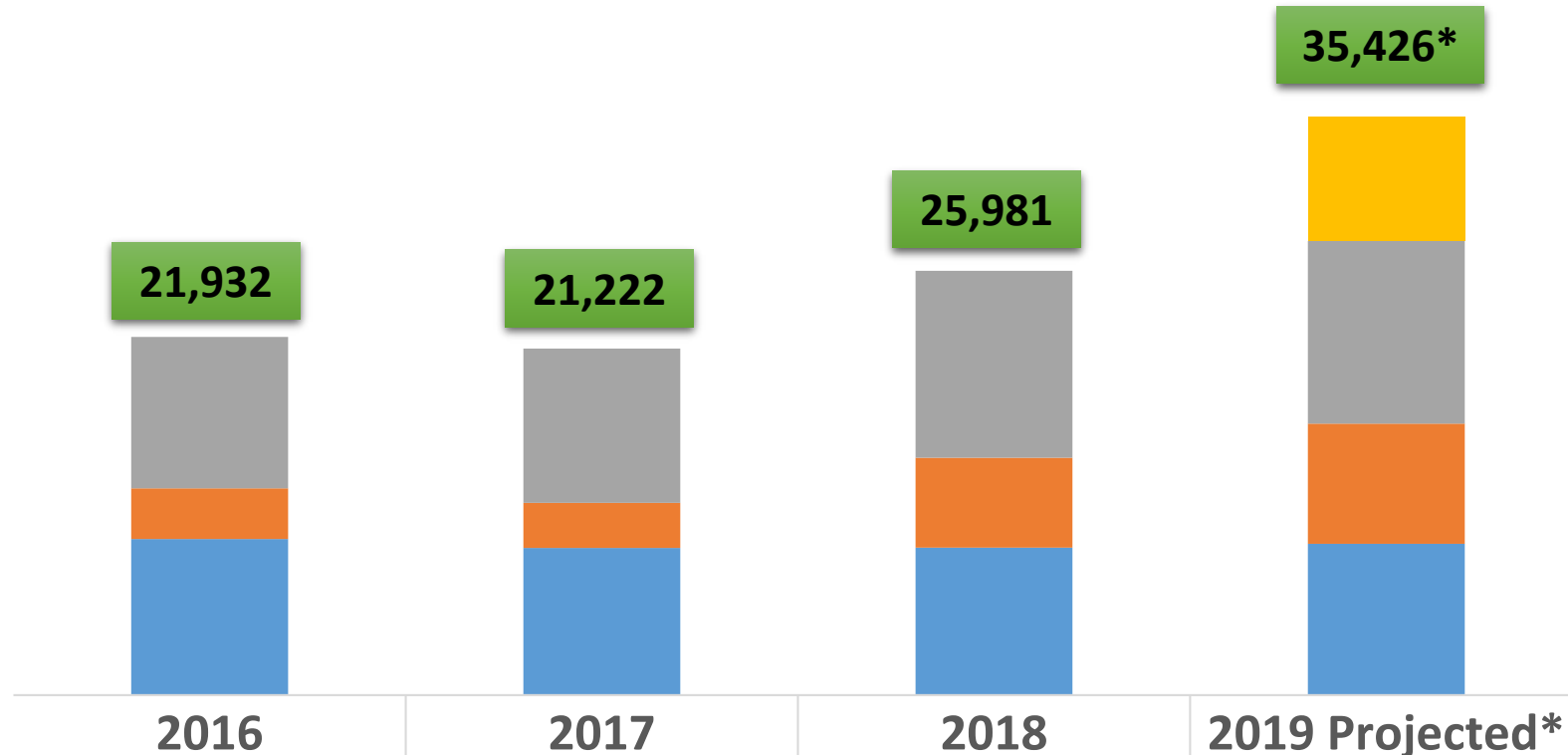
# Ivy Tech Statewide K-14 Completions



*Our Communities. Your College.  
Pathways for Student Success and a Stronger Indiana.*



# Credentials Earned



	2016	2017	2018	2019 Projected*
<span style="color: yellow;">■</span> Certification				7,617
<span style="color: grey;">■</span> Technical Certificate	9,267	9,446	11,445	11,186
<span style="color: orange;">■</span> Certificate	3,110	2,767	5,505	7,359
<span style="color: blue;">■</span> Associate	9,555	9,009	9,031	9,264

*\*2019 projected = awarded and pending AS, TC, CT+ awarded and pending certifications*



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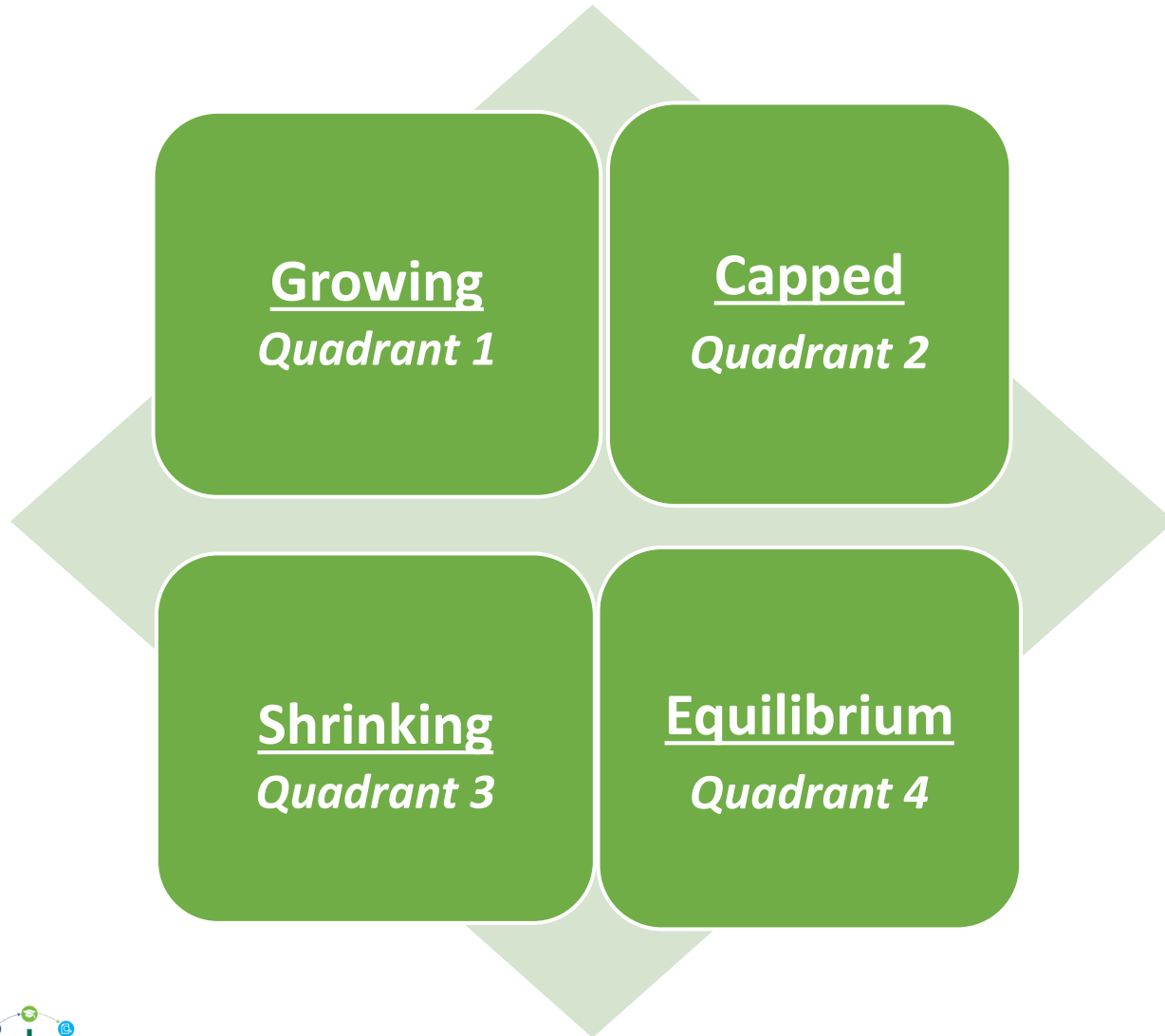




## **GOAL 4: WORKFORCE**

**Focus on high wage, high demand programs  
Career Coaching and Employer Connections rollout  
Deep industry partnerships on every campus**

# Aligning to our Workforce Needs



## Program Review Report

Fully integrated CHE metrics into existing program review process

Creation of quadrants

## Quadrants

Workforce Alignment refining and systemizing the way Ivy Tech uses readily available workforce demand and supply data

Annual analysis



# Some Statewide Growing Programs



**Growing**

*Quadrant 1*

## **Advanced Manufacturing**

Advanced Automation Robotics Technology  
Building Construction Technology  
Industrial Technology  
Machine Tool Technology

## **Public Affairs and Social Services**

Business Administration

## **Supply Chain and Logistics**

Supply Chain Management / Logistics

## **Computing and Informatics**

Cyber Security / Information Assurance  
Information Technology Support  
Network Infrastructure  
Software Development



# Changing the Value Equation for Higher Education

*2019 Strada Foundation Network and Gallup, Inc.*

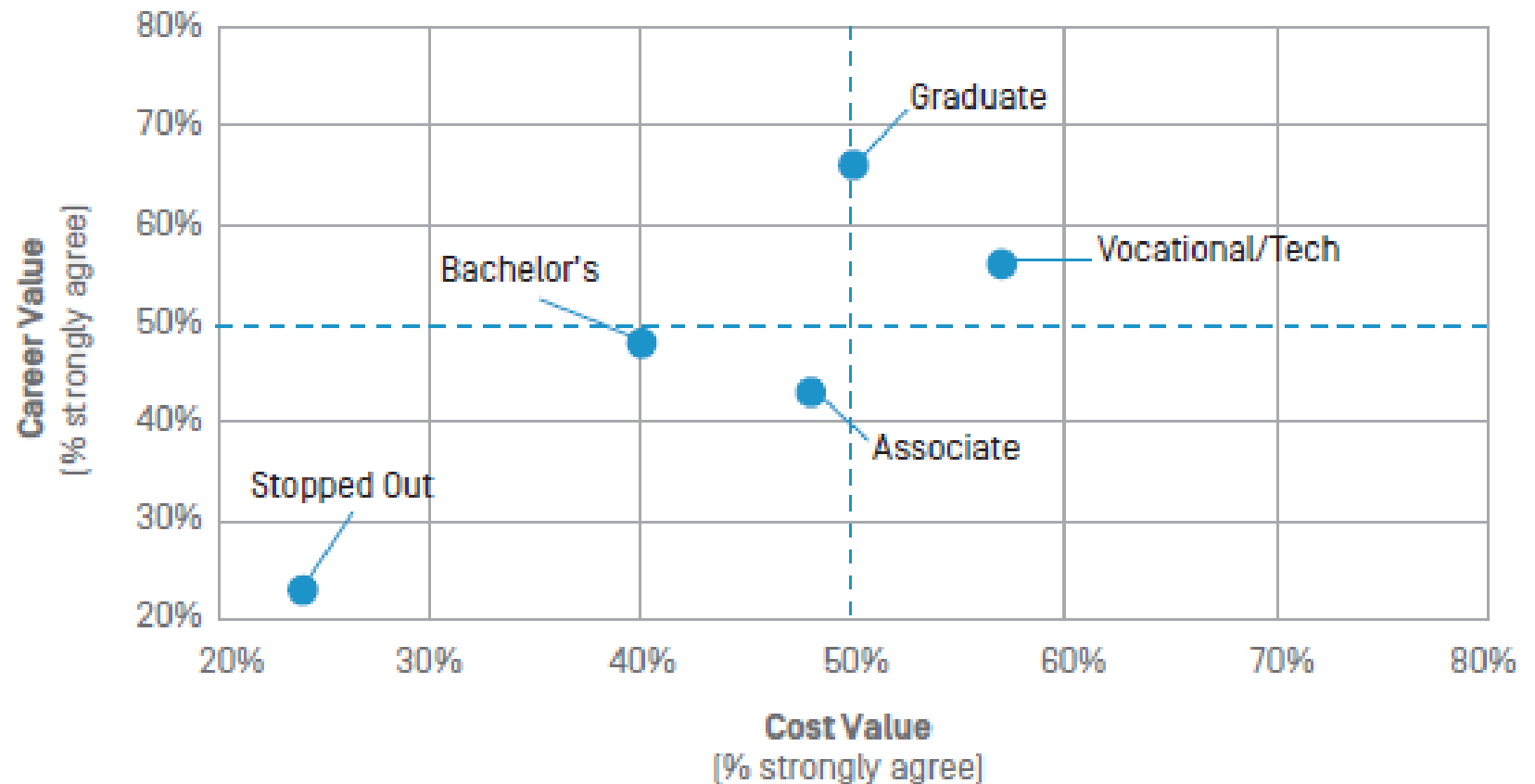


GALLUP®





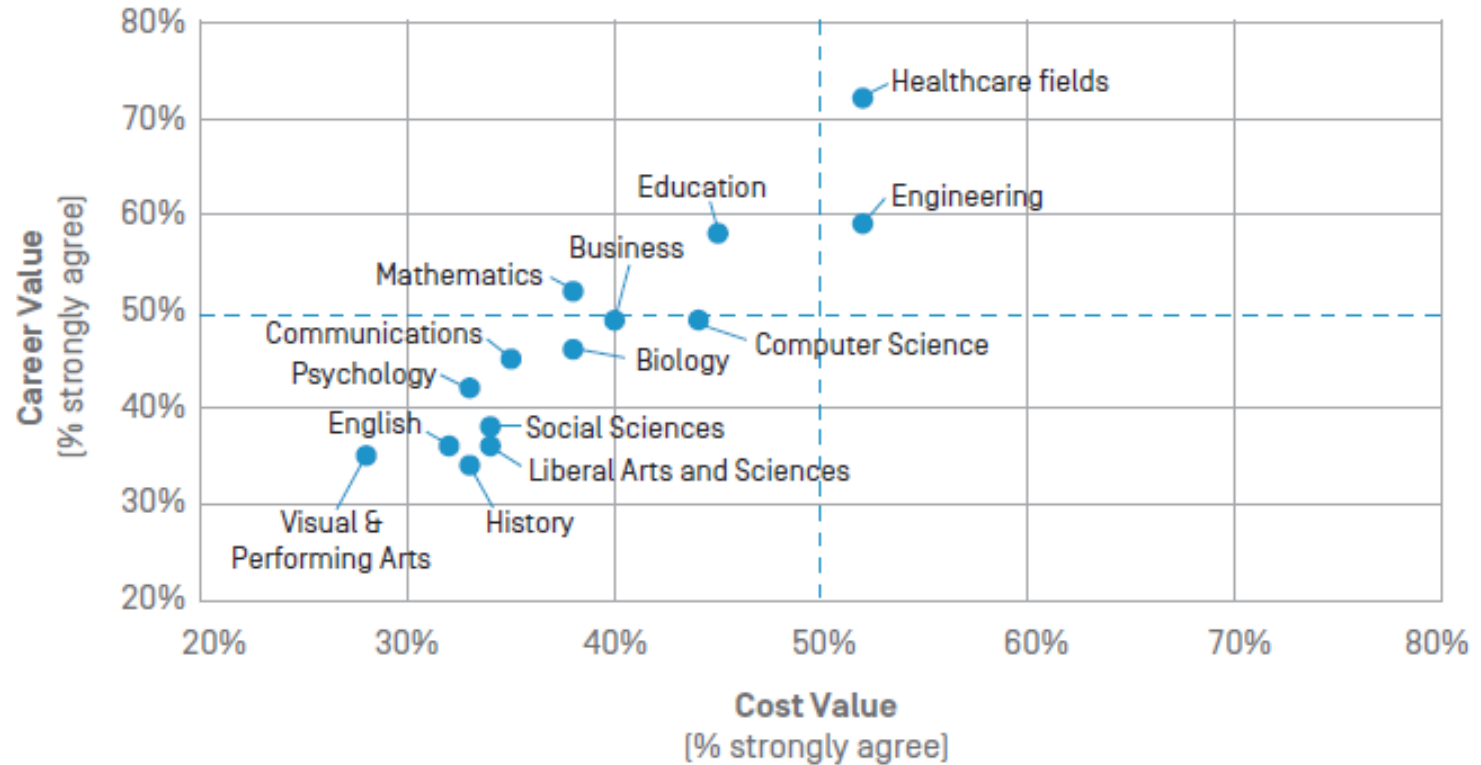
## INDIVIDUALS PLACED GREATER VALUE ON PROGRAMS THAT ARE CLOSELY TIED TO CAREERS.



Source: Strada-Gallup Education Consumer Survey. Base: U.S. Adults 18-65 who graduated or attended in 2000 or later, national n=94,693.



### CONSUMERS SAW GREATER CAREER AND COST VALUE WITH MAJORS THAT ARE TRADITIONALLY ASSOCIATED WITH CAREERS, SUCH AS HEALTHCARE AND EDUCATION.



Source: Strada-Gallup Education Consumer Survey. Base: U.S. Adults age 18-65 not currently enrolled, who graduated with a terminal bachelor's degree in the year 2000 or later, n=33,054

**IVY TECH LED A YEAR-LONG,  
SYSTEM-WIDE EFFORT TO  
TRANSFORM CAREER  
DEVELOPMENT INTO THE  
OFFICE OF CAREER  
COACHING & EMPLOYER  
CONNECTIONS.**





# OFFICE OF CAREER COACHING & EMPLOYER CONNECTIONS

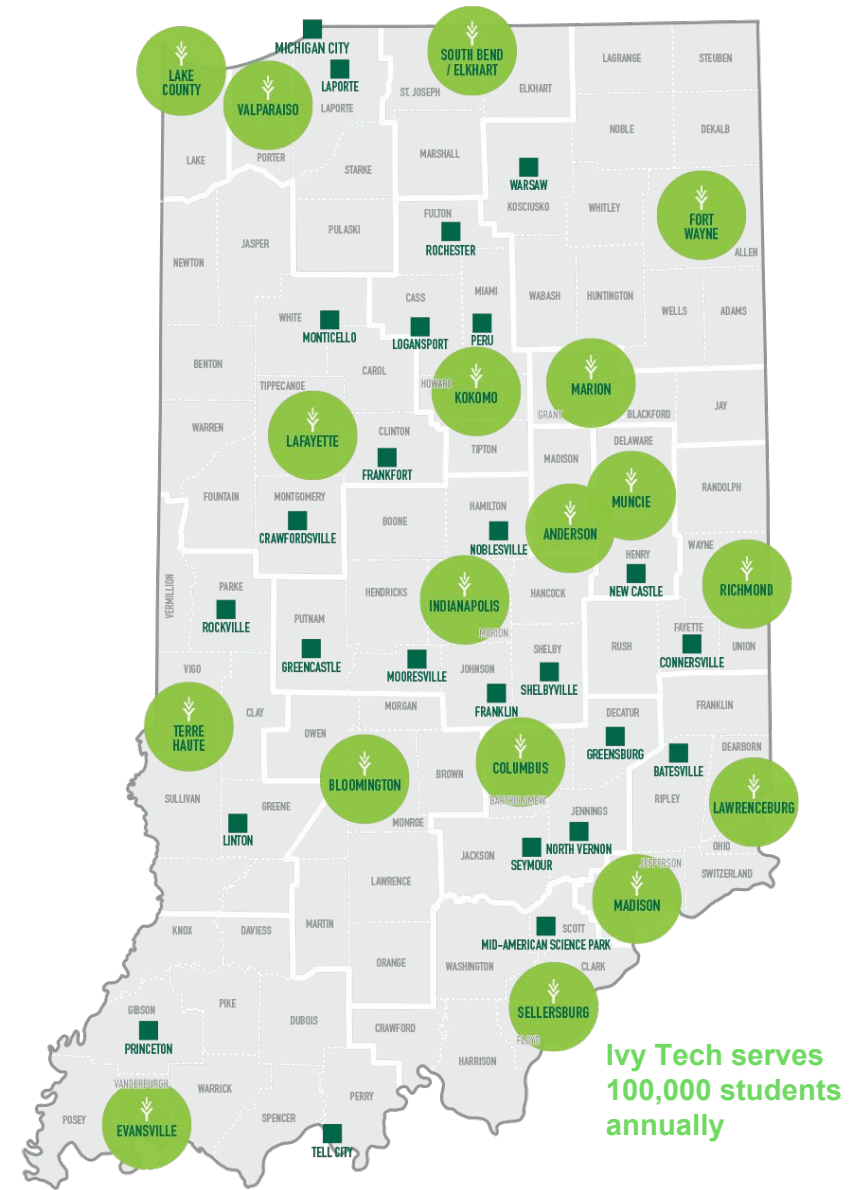
## VISION

Career Coaching & Employer Connections will prepare each student to meet their career goals by *engaging in work-and-learn experiences* and *obtaining employment that aligns with the needs of our workforce*.

## MISSION

The Career Coaching & Employer Connections Office empowers students to make informed academic and career decisions by *proactively engaging, supporting, and connecting* them to high-quality work-and-learn experiences and employment or transfer that serves local workforce needs and bridges social inequities.

# IVY TECH IS UNIQUELY SITUATED TO SIGNIFICANTLY IMPACT THIS GAP.





# LEADING INDICATORS FOR SUCCESS

## PRE-IVY TECH & ORIENTATION



• Career exploration + clarity tools

• Labor market data

• Major-specific orientation focused on career outcomes



PRE-IVY TECH & ORIENTATION

# LEADING INDICATORS FOR SUCCESS

## STUDENT EXPERIENCE



STUDENT EXPERIENCE

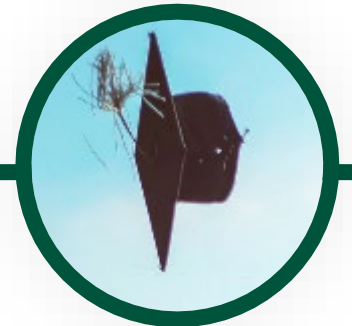
• Career Action Plan

• Interview prep + employability skills

• Work-and-learn experience

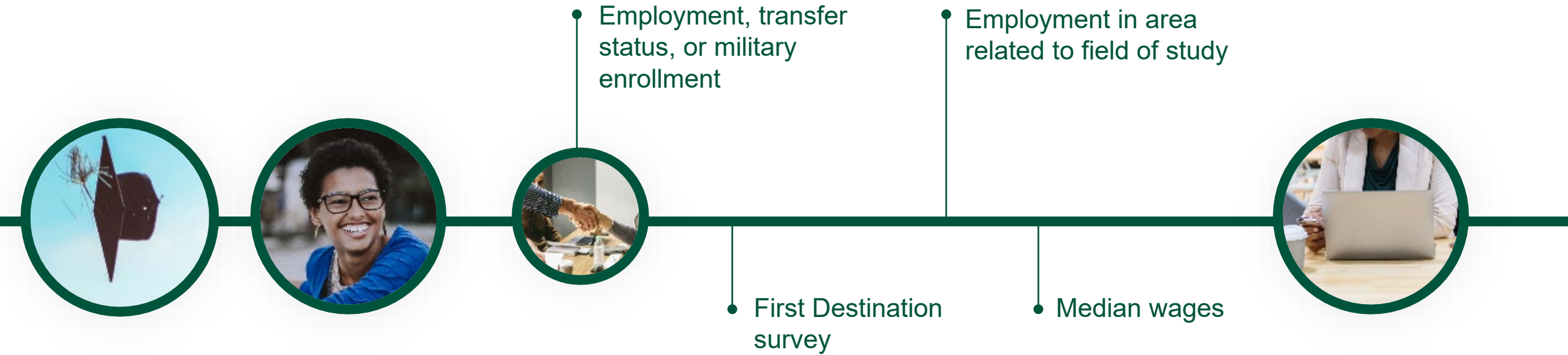
• Resume + professional networking profile

• Career placement platform



# LEADING INDICATORS FOR SUCCESS

## POST-GRADUATION OUTCOMES



POST-GRADUATION OUTCOMES



# EMPLOYERS SECURE QUALIFIED TALENT THROUGH CONSISTENT RECRUITING STRATEGIES.

- Clear processes for engaging with Ivy Tech students
- Access to prepared and skilled talent and higher retention rates
- Sustainable relationships with Ivy Tech campuses
- Reduced costs of recruiting and training
- Improved time to productivity and retention



# PATH FORWARD: INITIAL IMPLEMENTATION

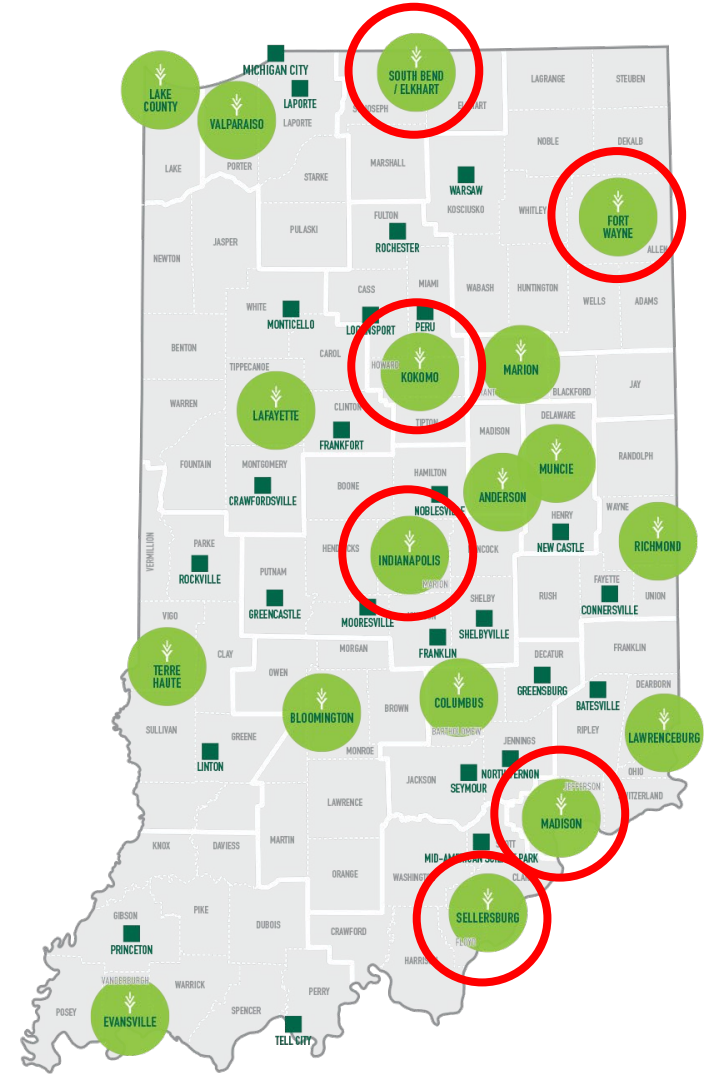
Six alpha campuses: Fort Wayne, Indianapolis, Kokomo, Madison, Sellersburg, South Bend/Elkhart

*The Ivy Tech project team will:*

- secure funding
- increase staffing capacity
- develop necessary infrastructure and curriculum

*Initial campuses will:*

- track student progress
- document best practices and lessons learned



# OUTCOMES & BENEFITS



**STUDENTS**

**+OPPORTUNITY**



**EMPLOYERS**

**+TALENT**



**COMMUNITIES**

**+ENGAGEMENT**



**INDIANA**

**+GROWTH**

## GOAL 8



## DIVERSITY, EQUITY AND BELONGING

- 8.1: Eliminate systemic inequities for students.
- 8.2: Leverage leadership's power and privilege to drive positive change.
- 8.3: Implement new structures to ensure faculty and staff diversity.
- 8.4: Increase diversity in leadership.
- 8.5: Ensure everyone in our College Community feels they belong.

# Goal 8 – Recognizing the Gaps



	White	Black	Hispanic	Asian	2 or More Races	Other	Total Population
Population (IN)	79.8%	9.1%	6.7%	2.1%	1.9%	0.4%	100.0%
Enrollment (18-19)	70.8%	14.4%	4.6%	2.0%	3.6%	4.6%	100.0%
Completions (18-19)	77.2%	8.4%	4.3%	1.9%	3.0%	5.2%	100.0%

	White	Black	Hispanic	Asian	2 or More Races	Other	Overall
Retention (Fall 18 - Spring 19)	72.9%	62.1%	72.0%	75.7%	67.8%	73.0%	71.1%
Retention (Fall 17 - Fall 18)	49.5%	38.7%	51.2%	60.6%	41.6%	48.3%	47.9%



# Goal 8 – Recognizing the Gaps



	Student Race/Ethnicity	Ivy Tech Statewide K-12 Enrollment Percentage by Race/Ethnicity	Indiana K-12 Enrollment Percentage by Race/Ethnicity*	Indiana Population Percentage by Race/Ethnicity**
<b>Ivy Tech Community College</b>	Not Available	4.5%	N/A	N/A
	American Indian or Alaska Native	0.3%	0.2%	0.2%
	Asian	2.1%	2.5%	2.1%
	Black or African American	5.7%	12.3%	9.1%
	Hispanic or Latino	3.6%	12.3%	6.7%
	Multiracial	4.1%	5.0%	1.9%
	Native Hawaiian or Other Pacific Islander	0.2%	0.1%	0.0%
	White	79.6%	67.6%	79.8%
* IDOE Compass Data 2018-2019: <a href="https://compass.doe.in.gov/dashboard/overview.aspx">https://compass.doe.in.gov/dashboard/overview.aspx</a>				
** American Community Survey (US Census), Indiana Population 2017, 5-year estimate				



# Building an Agile College

Telling the **Change Story (why?)** is critical to allow people to come onboard

Our organizational change “tool box”:

- Lean management (continuous improvement)
- Simplex creative problem solving
- Trained facilitators
- 4DX
- Change agents
- Strategic rotation leads





Thank You!