Our Community Works

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- Organizational structure outdated and top-down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• Outdated regions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

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

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

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

https://indianacareerready.com/indemandjobs
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
## Credentials Earned

<table>
<thead>
<tr>
<th>Year</th>
<th>Certification</th>
<th>Technical Certificate</th>
<th>Certificate</th>
<th>Associate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>21,932</td>
<td>9,267</td>
<td>3,110</td>
<td>9,555</td>
</tr>
<tr>
<td>2017</td>
<td>21,222</td>
<td>9,446</td>
<td>2,767</td>
<td>9,009</td>
</tr>
<tr>
<td>2018</td>
<td>25,981</td>
<td>11,445</td>
<td>5,505</td>
<td>9,031</td>
</tr>
<tr>
<td>2019 Projected*</td>
<td></td>
<td>11,186</td>
<td>7,359</td>
<td>9,264</td>
</tr>
</tbody>
</table>

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

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

Growing Quadrant 1
Capped Quadrant 2
Shrinking Quadrant 3
Equilibrium Quadrant 4
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.
INDIVIDUALS PLACED GREATER VALUE ON PROGRAMS THAT ARE CLOSELY TIED TO CAREERS.

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 18-85 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.
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.

Ivy Tech serves 100,000 students annually
LEADING INDICATORS FOR SUCCESS
PRE-IVY TECH & ORIENTATION

- Career exploration + clarity tools
- Major-specific orientation focused on career outcomes
- Labor market data
LEADING INDICATORS FOR SUCCESS

STUDENT EXPERIENCE

- Career Action Plan
- Resume + professional networking profile
- Interview prep + employability skills
- Work-and-learn experience
- Career placement platform
LEADING INDICATORS FOR SUCCESS

POST-GRADUATION OUTCOMES

- Employment, transfer status, or military enrollment
- Employment in area related to field of study
- First Destination survey
- Median wages
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
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

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

<table>
<thead>
<tr>
<th>Retention (Fall 18 - Spring 19)</th>
<th>White</th>
<th>Black</th>
<th>Hispanic</th>
<th>Asian</th>
<th>2 or More Races</th>
<th>Other</th>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>72.9%</td>
<td>62.1%</td>
<td>72.0%</td>
<td>75.7%</td>
<td>67.8%</td>
<td>73.0%</td>
<td>71.1%</td>
</tr>
<tr>
<td>Retention (Fall 17 - Fall 18)</td>
<td>49.5%</td>
<td>38.7%</td>
<td>51.2%</td>
<td>60.6%</td>
<td>41.6%</td>
<td>48.3%</td>
<td>47.9%</td>
</tr>
</tbody>
</table>
## Goal 8 – Recognizing the Gaps

<table>
<thead>
<tr>
<th>Ivy Tech Community College</th>
<th>Student Race/Ethnicity</th>
<th>Ivy Tech Statewide K-12 Enrollment Percentage by Race/Ethnicity</th>
<th>Indiana K-12 Enrollment Percentage by Race/Ethnicity*</th>
<th>Indiana Population Percentage by Race/Ethnicity**</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Not Available</td>
<td>4.5%</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td></td>
<td>American Indian or Alaska Native</td>
<td>0.3%</td>
<td>0.2%</td>
<td>0.2%</td>
</tr>
<tr>
<td></td>
<td>Asian</td>
<td>2.1%</td>
<td>2.5%</td>
<td>2.1%</td>
</tr>
<tr>
<td></td>
<td>Black or African American</td>
<td><strong>5.7%</strong></td>
<td><strong>12.3%</strong></td>
<td><strong>5.1%</strong></td>
</tr>
<tr>
<td></td>
<td>Hispanic or Latino</td>
<td>3.6%</td>
<td>12.3%</td>
<td>6.7%</td>
</tr>
<tr>
<td></td>
<td>Multiracial</td>
<td>4.1%</td>
<td>5.0%</td>
<td>1.9%</td>
</tr>
<tr>
<td></td>
<td>Native Hawaiian or Other Pacific Islander</td>
<td>0.2%</td>
<td>0.1%</td>
<td>0.0%</td>
</tr>
<tr>
<td></td>
<td>White</td>
<td>79.6%</td>
<td>67.6%</td>
<td>79.8%</td>
</tr>
</tbody>
</table>

* IDOE Compass Data 2018-2019: https://compass doe in.gov/dashboard/overview.aspx

** 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!