



TO: Governor Eric Holcomb, Members of the State Budget Committee, and Members of the Legislative Council

FROM: Dr. Sue Ellspermann, President

RE: Report required under IC 21-41-5-13 (Senate Enrolled Act 301-2016, Section 10)

DATE: September 30, 2019

The following report is compliance with Indiana Code 21-41-5-13, which reads:

“The president of Ivy Tech Community College shall, before October 1 of each year, report to the governor, the budget committee, and the legislative council (in an electronic format under IC 5-14-6) concerning progress in the efforts to align career and technical education courses and programs and certification courses and programs with the workforce needs and educational requirements within each region designated under IC 20-19-6-3 (before its expiration).”

Building upon the momentum established by Ivy Tech Community College’s Workforce Alignment team over the past three years, , Ivy Tech continues to focus on the needs and educational requirements of Indiana’s workforce. Ivy Tech’s State Board of Trustees approved a strategic plan, *Our Communities, Your College*, in December 2017. The plan outlines strategies to meet the College’s 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.” The College continues to review programs and allocate resources based on community market demand; to leverage strategic sector-based partnerships consisting of employers, K-12 institutions, governmental, and nongovernmental organizations; and to improve internal systems to facilitate execution of workforce alignment strategies. Since the passage of Senate Enrolled Act 301-2016, credit-bearing completed credentials have increased by over 40%, from approximately 20,000 to over 28,000. In addition, the College has begun collecting information related to completion of non-credit industry certifications and, for the first time in the history of the institution, expects to be able to include more than 7,000 such credentials for this past fiscal year. This will result in over 35,000 high-quality certifications, certificates, and degrees having been awarded in 2018-19 academic year.

Demand-Driven Program Review & Resource Allocation

As noted in previous annual reports as part of their program review process, Ivy Tech campuses utilize local supply and demand data, which guides decisions to grow or suspend programs. The program review process requires campuses to evaluate program offerings that do not meet enrollment and completion thresholds, taking market demand into consideration. Suspending programs that are not aligned to local demand allows campuses to reallocate faculty and resources to grow high-demand programs.

Supply Chain Management Program Growth

Several campuses added faculty to the Supply Chain Management program, and Ivy Tech added Commercial Driver’s License (“CDL”) and new Supply Chain Management certificate and associate



degree pathways at campuses across the state. Campuses have continued to invest resources in Supply Chain Management as enrollment in these programs has risen more than 40% over the past two years. Other initiatives such as a Saturday “Fast Track Cohort” project management certificate program in South Bend/Elkhart will allow working adults to quickly move through the program without disrupting their work week.

Nursing Program Growth

Responding to Indiana’s tremendous demand for registered nurses and licensed practical nurses, Ivy Tech’s School of Nursing optimized faculty loading, hired additional faculty where needed, more efficiently utilized campus resources, and took advantage of legislation that allows the College to hire faculty with Bachelor of Science credentials who are currently pursuing a Master’s degree or Nurse Educator certificate. Campuses continue to find innovative ways to expand faculty and clinical sites. Parkview Health in Fort Wayne entered into a shared staff/faculty Memorandum Of Understanding (“MOU”), which allows a Parkview Master’s-prepared nurse to work as a full-time faculty member for two years at the Ivy Tech Fort Wayne campus. Ball Memorial in Muncie signed a MOU allowing for a “Dedicated Education Unit,” which allows one unit of the hospital to be solely dedicated to Ivy Tech nursing students. Muncie also opened a new Health Sciences and Nursing building in the summer of 2019. These and other statewide efforts resulted in an enrollment increase of nearly 5% in Associate of Science in Nursing (“ASN”) and Licensed Practical Nursing (“LPN”) programs from Fall 2018 to Fall 2019. The number of ASN and LPN completions also continue to grow, increasing 10% over the past year (from 1,564 to 1,727 graduates). Even with this growth the program continues to improve and exceed state and national benchmarks for the National Council Licensure Examination (“NCLEX”) pass rates, achieving a NCLEX-RN pass rate of 86.83% and a NCLEX- PN pass rate of 92.29% in 2018.

Facing capacity issues, the College was unable to place 897 qualified students in an Ivy Tech Nursing program for the 2019-20 academic year. Ivy Tech Nursing Programs, both ASN and PN, at all campuses are at full capacity. Further expansion requires significant investments in faculty, equipment, and expanded clinical sites. The College made a line item request to the legislature for this budget, but it was not funded. Campuses and the college continue to do all they can toward the expansion of nursing programs, including building or re-modeling in Muncie and Kokomo, and the addition of Practical Nursing programs in Marion and Lawrenceburg campuses. These as well as ongoing efforts to increase faculty and clinical sites continue to allow Ivy Tech to modestly expand capacity for the nursing programs.

Information Technology Program Growth

Ivy Tech’s School of Information Technology focused on the continued growth of Information Technology (“IT”) programs, reflective of the ever-increasing demand for IT talent statewide. Due to the strong marketability of skills attained by Ivy Tech students as well as the local, state, and national demand within the Information Technology sector, the number of course enrollments in IT classes increased by 10% from Spring 2017 to Spring 2019. Moreover, enrollment in IT short-term credential pathways (Certificate (“CT”) and Technical Certificate (“TC”)) had the highest percentage increase for the entire college at 118% from Spring 2017 to Spring 2019.

Demand-Driven Physical Plant and Personnel Investments

The College now integrates analyses of workforce supply and demand data into considerations of physical plant investments, equipment funding, and personnel decisions. In the area of physical plant investment, each campus is now required to tie labor market supply and demand analysis to their capital project



requests. That analysis serves to illustrate current and future needs of employers in the service area. The result is that renovations and other changes to campus facilities are tied directly to determinants such as the needs to grow, sustain, minimize, or eliminate programs. Coupled with this approach around capital projects and physical plant, all requests related to equipment, including annual Perkins Grants requests, are required by the College to be tied directly to the supply and demand analysis. Overall, this strategic approach of leveraging supply and demand data has created a more robust level of discussions for campus and systems office leaders around the importance of thoughtfully utilizing scarce resources and their appropriate allocation.

Development of Strategic Partnerships and Employer-Centric Programming

Next Level Jobs

The mission of Ivy Tech Community College's Workforce Alignment team is to be the primary provider of demand-driven, customer-centric, high-quality workforce training and education for key economic sectors in the State of Indiana. Achieving this mission requires strong engagement in the network of stakeholders throughout the state, particularly as Indiana employers face challenges in attracting, developing, and retaining quality talent. Working to address such challenges, Ivy Tech collaborated with the Office of Governor Eric Holcomb, the Governor's Workforce Cabinet, the Department of Workforce Development ("DWD") and the Commission for Higher Education ("CHE") to further develop and execute the Next Level Jobs initiative, engaging with local employers to identify high-impact, short-term degrees and noncredit training required to skill up Indiana's workforce. To date, 20,053 students have enrolled in Next Level Jobs eligible programs at Ivy Tech, with 7,897 Certifications, CTs, and TCs earned. In addition, the Workforce Ready Grant has funded 2,767 enrollments in these programs, and the College continues to collaborate with DWD and CHE to promote these opportunities.

Achieve Your Degree

Ivy Tech's innovative Achieve Your Degree ("AYD") program offers many benefits to both students and employers. AYD 1) removes financial barriers through tuition deferral, 2) provides high-touch student support through a concierge model with employer onsite assistance and intensive advising, 3) leverages employer tuition dollars through utilization of federal and state financial aid, and 4) supports completions in programs of student relevant to the employer's workforce needs. Since the program's inception in 2016, 3,490 students have enrolled in the AYD program, earning 804 degrees and other credentials. AYD credentials are concentrated in high-demand sectors, with the highest percentage (31%) awarded in business logistics and supply chain. Ivy Tech has more than 200 AYD employer partners and is collaborating with the Indiana Chamber of Commerce and others to aggressively expand AYD over the next several months.

Employer-Driven, Short-Term Certificates

Employers and DWD report that a large percentage of high-demand, high-wage jobs require less than an Associate Degree, and in response, Ivy Tech created additional shorter-term CT and TC credentials, all of which are stackable, building upon one another toward an Applied Associate of Science (AAS) degree. In 2018-19, students earned 18,673 CTs and TCs, an 80% increase since 2015-16.

In response to the Indiana Health Care Association's increasing need for Certified Nurse Aides (CNAs) and the need to provide career pathways for existing CNAs, Ivy Tech created the Long Term Care Specialist CT, which allows a student to stack certifications from the following credentials; CNA, Dementia Care, Qualified Medication Aide ("QMA"), and either Restorative Care or Meal Planner.



Further, the School of Nursing redesigned the Pre-Nursing pathway as a direct admission pathway from high school into the Ivy Tech Nursing program, and now awards points for CNAs toward Nursing admission applications. This both increases the availability of CNAs to meet local demand and the quality of nursing applications.

In the other Indiana employment sectors, Ivy Tech has also partnered accordingly. Recognizing the need to continue to increase the artificial intelligence, machine learning, system integration and all the skills included in the fourth industrial revolution, Ivy Tech partnered with companies, other community colleges, and the Smart Automation Certification Alliance (“SACA”) to determine the needed competencies for Industry 4.0 and develop certifications to be used as training to upskill the current workforce and to be embedded in the Advanced Automation and Robotics Technology (“AART”) and Industrial Technology (“INDT”) degrees for the workforce of the future. Responding to demand in the logistics and supply chain industries, Ivy Tech developed the CDL Plus CT and the Associate of Applied Science (“AAS”) and TC degrees in Supply Chain Management, working with Conexus, the Indiana Motor Trucking Association, FedEx, UPS, Geodis and others to validate the curricula. In partnership with the Indiana Land Title Insurance Association (“ILTA”), Ivy Tech created the Indiana Title Insurance pathway within the existing Business Administration TC, and work with Erie Insurance and the Indiana Insurance Industry led to the development of a new Insurance CT, stackable to the Business Administration TC and AAS.

Lastly, but no less critically, Ivy Tech’s new interdisciplinary Workforce Alignment CT and TC allow Ivy Tech and employer partners to build custom credentials utilizing the existing course catalog to select courses that best meet employer needs. Several companies have developed custom credentials, including Cummins, Steel Warehouse, Waupaca, Vectren, and Vera Bradley, and many others are progressing statewide. Since the adoption of the interdisciplinary degree in AART and INDT last year the following programs have also adopted the model:

- Automotive Technology
- Design Technology
- Energy Technology
- Heating, Ventilation & Air Conditioning
- Machine Tool Technology
- Manufacturing Production & Operations
- Building Trades Apprenticeships (CT only)

The result has been a 45% increase in completions in credentials addressing specific employer needs.

Indiana Department of Correction

Ivy Tech partners with the Indiana Department of Correction (“IDOC”) to offer short-term training to qualified felony offenders that results in a national industry-recognized portable occupational certifications. The partnership, which began at the Madison campus, has now expanded to include seven campuses in total: Anderson, Columbus, Fort Wayne, Madison, South Bend, Terre Haute and Valparaiso. Funding for these programs to date has been secured through a variety of sources including: IDOC budget funds; Workforce Ready Grant (DWD); Skill Up grant funding, and private funding. To date, 669 students have been served in these programs and Ivy Tech has awarded 1,054 certifications including: Certified Production Worker (MSSC-CPT certifications: Safety, Quality, Production & Maintenance); Computer Numerical Control Operator (NIMS Mill, Lathe & Measurement Materials & Safety certifications); Welder (AWS 1, 2, 3, 4 G certifications); and OSHA-10. The success of this partnership



has been highlighted in a national publication, *America Working Forward* produced annually by the U.S. Chamber of Commerce Foundation. Jessica Barton, IDOC welding student served by the Madison campus, is featured on the cover; IDOC student Brittany Young, is featured in a photo inside the magazine. Most recently, the partnership was described in the fall 2019 issue of the Lumina Foundation's *Focus* magazine.

Muscatatuck Cyber Academy

In collaboration with the Indiana Adjutant General's Office and the National Center for Complex Operations, Inc., Ivy Tech launched the Muscatatuck Cyber Academy in August 2018, providing opportunities for current military personnel and civilian applicants to earn an accelerated Cyber Security/Information Assurance Associate of Applied Science degree. Students participating in the 11-month program study on the Muscatatuck Urban Training Center (MUTC) campus in southern Indiana, where everything from military training and development to prototype testing and evaluation occur regularly. MUTC, home to the Department of Defense's largest urban training complex, includes infrastructure that integrates into the cyber academy's curriculum. Over 80 students have participated in the Muscatatuck Cyber Academy thus far (including those whose parents are leaders of major Indiana IT companies). Students are a mix of both traditional and non-traditional students, ranging from 17 to 60 years of age, as well as a mix of civilian and citizen-soldiers. The goal is to expand the MUTC program to 200 students annually, augmenting the cybersecurity programs on our 18 campuses to help meet this high-wage, high-demand workforce need cutting across all industries and all geographies of the state that has approximately 1,500 annual job openings and growing.

NIPSCO Partnership

Ivy Tech's Energy Technology program in Valparaiso has been an exemplary one as a result of its strong partnership with NIPSCO. Together, they developed a program in order to meet workforce needs throughout northern Indiana. Since the implementation of this program, over 100 credentials have been awarded to students, preparing them for high-wage, high-demand careers. This success has been made possible through NIPSCO's deep involvement in the program, including their financial partnership to create Ivy Tech's state of the art Energy Technology Lab, providing current and former employees to teach classes, and serving on the Energy Program advisory board. Ivy Tech's Energy program in Valparaiso received NIPSCO's Luminary Award in September, 2019.

K-12 Initiatives

Recognizing that developing the state's talent pipeline needs to begin at younger ages, Ivy Tech collaborates with high schools, CTE centers, and employers to equip high school students with the skills needed for a more demanding job market and postsecondary opportunities. The Ivy Tech/Miami County welder pipeline initiative provides an example of this collaborative approach. Addressing a local workforce need, Ivy Tech, Maconaquah High School, the Miami County Economic Development Authority (MCEDA), and the Miami County Council worked together to establish of a new welding lab at Maconaquah High School with funding support from Miami County Council and a full-time Ivy Tech faculty member providing instruction. This recently established two-year structural welding program has 62 high school students enrolled in a pathway that will include the Structural Welding Certificate (CT) issued through Ivy Tech, certifications through the American Welding Society ("AWS"), and a final semester work-based learning experience at a local employer. The program builds upon Ivy Tech Kokomo's successful Integrated Technology Education Program ("ITEP") pathway program with Fiat Chrysler (FCA). Upon completion, this pipeline will allow students to transition seamlessly to Ivy Tech to



pursue a Technical Certificate, an Associate degree or transition into a high-wage, high-demand career upon graduation from high school.

Based on Ivy Tech’s success in connecting high school students to postsecondary education and training aligned to career pathways, the Indiana State Board of Education (“ISBOE”) invited the College to assist in the establishment of high school graduation pathways. After approval by ISBOE, Ivy Tech continued to serve in an advisory capacity, assisting in the development of guidance documents and best practices. The College reclassified a position to coordinate and expand such programming. A new Vice President of K-12 Initiatives position now reports to the Provost and President. Ivy Tech also is engaging with the Office of Career & Technical Education (“CTE”), housed within the Governor’s Workforce Cabinet, to ensure better K-12 alignment with post-secondary and industry through a backward design of secondary curriculum from post-secondary. This partnership will ensure rigorous K-12 programming that will allow for the completion of a post-secondary Technical Certificate (approximately 30 credit hours) prior to graduation from high school by ensuring course alignment through mapping. These efforts will be undertaken through collaborative planning sessions that will bring together curricular experts from each institution to create new secondary course titles, course descriptions, and course standards with an intentional embedding of work-and-learn opportunities and industry-recognized certifications. Through these strategic efforts, approximately 60 CTE secondary pathways will be formally rolled out over the next three academic years.

Reinventing Career Development at Ivy Tech – Partnering with Ascend Indiana

Ivy Tech has sought to transform its Career Development office to better support students through the duration of their Ivy Tech experience and ensure alignment with the student outcome goals articulated in its broader strategic plan. Within the plan, the College stated its intent to ensure 80% of students participate in work-and-learn experiences and 80% of students are placed into and succeed in high-wage, high-demand jobs. To achieve these goals, Ivy Tech partnered with Ascend Indiana (“Ascend”) from January through December 2018 to assess the current state of Career Development; research career services best practices; complete a gap analysis to define Ivy Tech’s alignment with best practices; determine areas of opportunity; and develop a comprehensive strategy that will transform its existing career services practices and measurably impact student graduation, employment, and wage outcomes.

The resulting strategic plan outlined strategies to implement Career Coaching and Employer Connections (“CCEC”), a new career services model that prioritizes proactive engagement with students from pre-enrollment through post-graduation, outlines a methodology for engaging employers, and inextricably links students’ career action plans with their academic plans. The career action plans include milestones that give each student specific elements to complete, including creating and refining a resume and LinkedIn profile, participating in ongoing employability skill development, doing mock interviews, completing one or more work-and-learn experiences, and engaging with employers. Ivy Tech will initially implement the CCEC model at six campuses, known as “Alpha campuses” during the 2019-20 academic year. This initiative will markedly shift the entire institution’s approach to intentional career advising, employer engagement and job pipelines, and longitudinal outcomes for students focused on career placement and wages.

If you have any questions, please contact Mary Jane Michalak, Vice President of Government Relations, at mmichalak@ivytech.edu or 317-679-2192.