

# **IVY TECH STATE COLLEGE RICHMOND • CONNERSVILLE**

## **2002-2003 ANNUAL PLAN**

### **MISSION, VALUES, VISION, STRATEGIC GOALS & OBJECTIVES**

Revised August 18, 2003  
**Year-End Status Report**

#### **I. MISSION**

**Ivy Tech State College is a statewide, open-access, community college that provides residents of Indiana with professional, technical, transfer, and lifelong education for successful careers, personal development, and citizenship. Through its affordable, quality educational programs and services, the College strengthens Indiana's economy and enhances its cultural development.**

#### **II. VALUES**

We affirm the following values and pledge to pursue them when decision-making must go beyond the formula of policy and into the realm of practice. These values support our mission and we commit to practicing them as we fulfill our professional responsibilities to students, to the employee community, and to others with whom we interact on behalf of students. All full-time and part-time Ivy Tech employees (hereinafter referred to as "employees") contribute to the implementation of our mission and, in doing so, have an obligation to demonstrate a commitment to the values listed below.

##### **A. College-wide**

- 1. We provide a life-long learning environment with an atmosphere where freedom of expression is valued and practiced and healthy debate is encouraged.**
- 2. We practice the highest academic and professional standards to ensure that we are consistently recognized for excellence in instruction and services. We remain current in our professional practices and serve as life-long learning models for our students and our colleagues.**
- 3. We value the diversity of our students, our employees, and the communities we serve by establishing an atmosphere that fosters respect, support, accessibility, and appreciation for the fundamental differences between human beings.**

4. We assist individuals, whether students or employees, in developing to the extent their potential and interests allow.
5. We use a collaborative process in matters of statewide policy development. We ensure fair and consistent treatment of all students, employees, and associates of the College.
6. We engage in honest and forthright communication with one another and with all constituencies. We value input from the community regarding our academic programs and are responsive to our communities' changing needs.
7. We require ethical conduct.
8. We ensure that respect for confidentiality is consistently upheld in all College-related activities as required by law and professional standards.
9. We service our communities through encouraging volunteerism and service activities.
10. We provide an educational and professional environment that allows individuals to engage in their daily activities in a safe, healthy, and secure manner.
11. We encourage the practice of academic freedom as reasonable and appropriate for the two-year technical college environment.

## **B. Regional**

1. We achieve and embrace diversity by actively and affirmatively supporting equal rights and opportunities for all.
2. We are a student-centered college. We will continually seek input from our students. We believe that the quality of, and students' satisfaction with, our educational programs and services will determine our future existence, therefore:
  - a. We establish standards for the quality of education and student services and provide our students with education and services that meet or exceed those quality standards;
  - b. We are committed to the development of our students as confident, capable people contributing in the workplace, family and society as a whole (reference *Developing Capable People*, Appendix A) by providing occupational, technical, and general education with long-term value for students;
  - c. We maintain the flexibility and resources to adequately serve students, and provide students with the appropriate tools to succeed; and



4. **We believe in the inter-dependent relationship of Ivy Tech State College Richmond/Connersville (hereinafter referred to as “Ivy Tech” or “College”) and our communities, therefore:**
  - a. **We strive to be a responsible corporate citizen and provide leadership to improve the overall quality of life in our communities. This includes, but is not limited to, individuals contributing to our communities as agents of the College;**
  - b. **We encourage and take pride in the strong spirit of voluntarism that exists among our employees and students; and**
  - c. **We respond quickly and effectively to the needs of our communities.**

### **III. VISION**

**We collectively envision Ivy Tech to be an accessible community college:**

- A. That continually improves the quality of its educational programs, services, relevant technology, and facilities by means of a comprehensive institutional effectiveness program;**
- B. That achieves strong community ownership through public recognition as an innovative, cost-effective, affordable, high-quality provider of programs and services which meet the technical education, general education, and training needs of the Ivy Tech commuting area;**
- C. That evaluates our enrollments and achieves appropriate enrollment goals;**
- D. That achieves public recognition as an educational leader in career planning and in the development of capable people (Reference *Developing Capable People*, Appendix A);**
- E. That is the first choice within the business and industry community to provide workforce training and certification, and promote economic development through consultation, planning, and educational responsiveness;**
- F. Recognized nationally as a leader for providing innovative and quality programs and courses that transfer to state supported and private baccalaureate institutions;**
- G. That offers affordable educational opportunities and services and in appropriate places (including distance education), and at times convenient for students;**
- H. With a highly diverse community of students, trustees, faculty, staff and administrators;**
- I. With strong linkages to supporting agencies and programs, e.g., adult literacy, basic skills providers, etc.;**

- J. That successfully integrates state-of-the-art technology to create a learning community of students, faculty, and staff by improving communication, productivity, and information sharing;
- K. With one Richmond Campus with two state-of-the-art facilities, and well-documented needs for a third;
- L. That continually seeks new resources to improve the quality of instructional and student services;
- M. With a wide variety of student life programs and opportunities;
- N. That has a clear, focused, and positive internal and external identity;
- O. That has a wide array of flexible programs and services which provide easily-accessible, multiple entry points; and
- P. That has vastly improved bookstore services, including virtual options.

## STRATEGIC GOALS AND TACTICAL OBJECTIVES

### A. Become the open-access institution of choice for life-long learning.

#### Development

1. Work with the scholarship committee to award the budgeted \$93,617 for scholarships.

**COMPLETED. Awarded budgeted amount of \$93,617 plus additional \$9,841.36 for a total of \$103,458.36 as of 3/17/03.**

#### Student Affairs

1. Develop and document a Regional Marketing Plan by June 2003.

**NOT COMPLETED. Continue to look at options; a plan has not been implemented yet.**

### B. Promote and expand access to traditional and distance education programs, and services that meet students' abilities, interests and potentials.

#### Regional High Priority Objective

1. Sustain FTE enrollment at 963 annualized FTE.

**COMPLETED. Annualized FTE: 1000.25**

**Summer 2002: 389.90**

**Fall 2002: 778.50**

**Spring 2003 (Ten Day): 832.10**

#### Corporate and Community Services

1. Use CCS to assist with recruitment or the marketing of programs through coordination with instructional team and student affairs. Conduct at least two activities that support this strategy.

**COMPLETED. Assisted with distributing and marketing of business condensed program series with CCES clients; act to refer client calls (received weekly) from our OE catalog to appropriate program areas. Also oversee management of regional CRU initiative, coordinating the marketing and management of CRU-related offerings in credit and non-credit areas for teachers.**

#### Development

1. Publish a quarterly newsletter, “Workforce Education—Building Our Future Now,” that will focus on a program of study or course that directly impacts economic development. First volume mailed September 2002.

**NOT COMPLETED. No additional publications. Working with two different College departments to achieve this objective was difficult with the limited resources of time and money.**

#### Student Affairs

1. Develop a documented plan for improving the delivery of services to students through expanded use of technology by May 2003.

**NOT COMPLETED. A formalized, documented plan was not developed but the following improvements were implemented: increased use of on-line system and WEB 4 for the summer semester, received funding approval for document imaging, and no longer mail grade-mailers—students now obtain grades on-line.**

- C. **Provide an educational environment that meets the lifelong learning goals of individual students.**
- D. **Continually enhance the quality of the educational environment in regard to institutional identity, life-long learning, access, community service, programs and student services.**

#### Regional High Priority Objective

1. **Achieve a Regional Quality Index average for Fall and Spring terms of 4.3.**

Regional Quality Measure Index									
	RQMI Wt.	Fall 02 (022)	022 RQMI Wt.	RQMI	Spr 03 (023)	023 RQMI Wt.	RQMI	Annual	
		Raw Data	Calculated		Raw Data	Calculated		02/03	
<b>Student Affairs</b>				<b>4.03</b>			<b>4.14</b>	<b>4.09</b>	
SUMMA Q#44		4.29			4.25				
SUMMA Q#45		3.87			4.19				
SUMMA Q#46		4.13			4.41				
SUMMA Q#47		4.17			4.37				
SUMMA TOTAL (60%)	15.00%	4.115	0.61725		4.305	0.64575			
SR - Faculty & Staff		3.78			3.78				
SR - Students		4.02			4.02				
SR (40%)	10.00%	3.9	0.39		3.9	0.39			
<b>Instructional Affairs</b>				<b>4.02</b>			<b>4.04</b>	<b>4.03</b>	
SUMMA Instructional Index Total (30%)	15.00%	4.35	0.6525		4.4	0.66			
Faculty Assessment Mean (50%)	25.00%	3.77	0.9425		3.77	0.9425			
Technical Outcome Assessment (20%)*	10.00%	4.155	0.4155		4.155	0.4155			
		*Complete Data Not Available until mid August							
<b>Business Affairs/Facilities</b>				<b>4.19</b>			<b>4.23</b>	<b>4.21</b>	
Physical Plant SR (25%)	6.25%	3.96	0.2475		3.96	0.2475			
Business Office SR (25%)	6.25%	4.32	0.27		4.32	0.27			
SUMMA Q#48 - Physical Plant (25%)	6.25%	4.28	0.2675		4.38	0.27375			
SUMMA Q#49 - Business Office (25%)	6.25%	4.2	0.2625		4.25	0.265625			
<b>Calculated Totals - Fall 02/Spring 03</b>			<b>4.07</b>			<b>4.11</b>			
<b>Regional Quality Measure Index - 02/03</b>								<b>4.09</b>	

**Current Status: Quality Index for Student Affairs increased from 3.97 to 4.09; for Business Affairs/Facilities decreased from 4.23 to 4.21; Instructional Affairs data is incomplete until mid-August.**

### Alumni

1. Implement the Alumni membership/discount card program by end of September 2002.

**COMPLETED. Card Program was implemented by end of September 2002 and will be a continued program.**

2. Explore and document possible methods for delivery of communications and services to alumni through available technology (website, email access, Campus Pipeline) by June 2003.

**COMPLETED. Website contains new alumni pages on regional chapter, distinguished alumni award, honor roll of distinguished alumni award recipients, events, and alumni giving. Explored usage of campus pipeline for alumni email service; due to system problems and changes could not implement this service but will continue to explore options.**

### Business Affairs/Facilities

1. Improve Plant Operations service receiver's responses to an 85% rating with added emphasis on cleanliness and timelines.

**NOT COMPLETED. Service receiver total fell from 81% to 79%, although the rating for cleanliness improved 4%.**

2. Each Plant Operations staff member will participate in at least one external training opportunity to enhance his/her technical skills  
**NOT COMPLETED. Budgetary restraints and workload restricted outside training opportunities.**
  
3. Improve Business Office service receiver's responses to a 90% rating with added emphasis on appropriate communication flow.  
**NOT COMPLETED. Service receiver total fell from 87.3% to 86.4%, although the rating for appropriate communication flow improved 1%.**
  
4. Each Business Office staff member will participate in at least one external training opportunity to enhance his/her technical skills.  
**COMPLETED. All Business Office staff attended IACUBO.**
  
5. Provide formal internal budget training to faculty and staff.  
**NOT COMPLETED. Materials built and tested on pilot group.**
  
6. Provide formal training to Plant Operations and Business Affairs staff in customer service.  
**NOT COMPLETED. Budgetary restraints and workload restricted specialized training opportunities.**

Corporate and Community Services

1. Host at least one event to bring to Ivy Tech representatives from key organizations CCS interacts with in our region to assist with awareness and relationship building.  
**COMPLETED. Hosted EIDD meeting in Connersville July 2002. Also hosted Lean Manufacturing Consortium breakfast for interested employers in Connersville – August 2002, and Administrative Professionals kick-off event in Richmond at Annex summer 2002. Hosted 4<sup>th</sup> annual Manufacturing Forum May 2003 in Connersville with 50 attending from regional industry and organizations. Currently working to oversee options for paraprofessional training and have hosted and facilitated a meeting involving area school officials and administrators October 2002.**
  
2. Be involved in at least one community event in Richmond, and one in Connersville, allowing for exposure and access by the public to Ivy Tech CCS information and services.  
**COMPLETED. CCES had a booth with Student Affairs and attending the annual HR conference in Richmond (May 2003) and a booth at the Business / Ed Forum at WTCC (March 2003); CCES also**

**had visible presence at the Tech Summit in Richmond summer 2002 and the Main Street Small Business Picnic 2003.**

3. Seek opportunities to invite representatives from the community into Ivy Tech to tour and visit facilities and services. Host at least three (3) such tours.

**COMPLETED. Toured representatives from Richmond (Mayor Miller, Frank Mazzei); Hoffco representatives; EIDD meeting participants using facility for meeting including John Catey and Jim Hizer; Fayette county EDC representative has toured prospective clients through the Connersville training center; representatives from Green Acres have toured; CCES staff assisted in school visits to the center from Rush county; attendees to the Manufacturing Forum in May 2003 received tours of the facility.**

#### Development

1. Publish monthly newsletters: Chronicle of Success, Chancellor's Newsletter, and Workforce Education—Building Our Future Now.

**NOT COMPLETED. Wilma Dickerson, Chronicle of Success in August; Computer Program feature in October; Chancellor's Newsletter in January; Bill Rauthe, Chronicle of Success in March.**

2. Track employee community involvement; work to ensure that 90% of organizations that directly impact the mission of the College are covered. Yearly update will be completed September 2002.

**COMPLETED. Update completed in September 2002. In Connersville 8 organizations were identified as having a direct impact on the mission of the College; 50% of these organizations are covered by Region 9 employees. In Richmond 23 organizations were identified as having a direct impact on the mission of the College; 91% of these organizations are covered by Region 9 employees.**

3. Facilitate the distribution of the CD-ROM based multimedia presentation to area organizations and key community players such that less than 10% of the CDs remain in storage by July 2003.

**NOT COMPLETED. 1,082 CD-ROMs were printed; 139 CDs have not been distributed (13% remain with the CCES office).**

#### Human Resources

1. Continue to review and make documented recommendations for enhancement of current employee orientation program.

**COMPLETED. Procedures were refined to accommodate online instructors.**

- Review and make documented recommendations for improvement of annual employee events.

**COMPLETED. Employees are now formally recognized for academic and other achievements each year.**

- Develop a strategic plan document for human resources by June 2003.

**NOT COMPLETED. Due to scheduling difficulties and time constraints of participants objective was not formally addressed. This is an important initiative and remains as an open objective.**

Student Affairs

- Strengthen overall quality in customer service, student life and access to service as indicated by improved results from ACT Student Opinion Survey by June 2003.

**COMPLETED.**

<b>ACT Student Survey Results (State and National Level Comparisons)</b>		
<b>Service Areas</b>	<b>1999 Rankings</b>	<b>2002 Rankings</b>
Student Employment	Below	Below
Cultural Programs	Below	Met
CLEP/AP Programs	Below	Above
Day Care	Below	Above
Athletic	Below	Below
Study Areas	Below	Below
Student Commons	Below	Met
Bookstore	Below	Above

- Improve services provided with the branch campus model at Connersville site by providing staff with update capabilities in SIS Plus by May 2003.

**COMPLETED. COMPASS testing was implemented in place of ASSET. There is now the ability to admit students at the Connersville site.**

**E. Be proactive advocates for students.**

Student Affairs

- Begin participation in Ivy Tech Student Leadership Academy by May 2003.

**COMPLETED. Will start first class in fall 2003.**

**F. Consistently provide quality instruction based on effective methods and delivery of content.**

Academic/Information Technology/FAS

- Distance Education Quality Review Implementation.

- Review all “new to distance education” courses prior to delivery and document that course designs incorporate standards before delivery.
- Implement post delivery review and document standards achieved.
- Review 20 courses “not new to distance education” and document implementation of required changes.

**NOT COMPLETED. The post delivery review for Spring 2003 is not completed yet. Documentation of required changes has been done on a "spot check" basis; some courses will need to be delivered again before the review can occur.**

2. Promote Use of Library Resources

- Develop information library brochure. **(completed)**
- Include library information in fall faculty inservice. **(completed)**
- General Education to implement six (6) campus library review sessions. **(completed)**
- Distribute library information to all students and faculty. **(not completed)**  
**NOT COMPLETED. Cannot confirm “all” students and faculty received the library information, however, the library information was distributed fall 2002 and is currently available.**

3. Professional Development focus on Teaching Strategies, Academic Expectations

- Develop and deliver inservice on academic rigor expectations (ref: Education Trust) and grading standards. **(completed)**
- Implement ongoing related faculty discussions on Academic.com and/or in inservices. **(completed)**
- Document grade distribution contrasted to spring 2002. **(completed)**
- Achieve 90% compliance with selected operational expectations (defined by academic affairs office) by established due date. **(completed)**

**COMPLETED. The faculty discussions were completed via inservices.**

Corporate and Community Services

1. Utilize routine quality controls to ensure that feedback from clients is reviewed and reflected in program and service adaptations to increase competencies gained and/or training retention. Increase program effectiveness as delivery is repeated.  
**COMPLETED. Completed process with major client Visteon as a function of their need for calculating return on investment in training. Pre/Post tests and measures of outcomes now accompany all segments of large block training programs, and others as requested. Other clients are routinely offered this service as well as part of training delivery. Vendor related training requires this type of pre/post assessment as a reportable measure.**

**G. Promote diversity throughout the educational environment including people, programs and curricula.**

Regional High Priority Objective

1. Sustain minority headcount enrollment as a percent of total enrollment at 6.5%.  
**NOT COMPLETED.**

<b>Summer 2002:</b>	<b>5.4%</b>
<b>Fall 2002:</b>	<b>7.5%</b>
<b>Spring 2003 (Ten-Day):</b>	<b>8.4%</b>

Human Resources

1. Refine, report and incorporate documented strategies to increase the number of minority faculty to stimulate minority student enrollment by June 2003.  
**COMPLETED. Re-implemented the practice, as stated in the Affirmation Action Plan, of mailing postings to African American churches. Implemented the practice of sending job openings (those available at this and other regions) by email. Continue with on-line advertising.**

Student Affairs

1. Refine documented minority enrollment plan by June 2003.  
**NOT COMPLETED. A formalized, documented plan was not developed but the following actions were taken: involved Minority Advisory Committee in scholarship selection process, held African American History Month activities, developed proposal for Minority Mentoring program and achieved record minority enrollment by headcount.**

**H. Continually improve the quality of facilities, technology and equipment.**

Corporate and Community Services

1. Utilize at least two partnership opportunities to allow access to noncredit and/or credit students to current technology and equipment for training and education purposes.  
**COMPLETED. Through partnerships with Hane Training and contracting with Competency Training Partners (CTP) credit students were given opportunities to observe state of the art equipment at the Connersville site used for CCES classes. No classes or activities involving the equipment were requested outside of CCES activities. Pantesting – CCES’s new web-based assessment partner, has been utilized in conjunction with Region 9’s WCC to test fifteen (15) local maintenance people from Amcast – an assessment which resulted in the immediate evaluation of skills and development of a 64 hour customized electrical maintenance program.**

Development

1. Implement the “Workforce Education—Building Our Future Now” Campaign and achieve the goal of \$1,000,000.  
**COMPLETED. On target with \$1,342,360 committed.**

2. Investigate and pursue the Department of Natural Resources grant for landscaping the grounds of the Ivy Tech Richmond campus. Decision to apply for grant and application process to begin by July 2003.

**COMPLETED. Not much interest from Department of Natural Resources in doing this.**

#### Student Affairs

1. Identify and prioritize capital equipment needs by December 2002.

**COMPLETED.**

### **I. Contribute to Indiana's economic development by providing the education and training programs for a skilled workforce necessary to attract and retain businesses and industries.**

#### Regional High Priority Objectives

1. Achieve CCS noncredit net financial operating position of at least \$132,000 by year-end.

**CURRENT STATUS: NOT COMPLETED. Current projections indicate a breakeven position for end-of-year with a total gross revenue generated of \$500,000+ with information known as of 6/18/03.**

2. Complete certification training for at least 220 students and award 100 or more certifications.

**COMPLETED. 548 trained, 105 certifications awarded.**

#### Academic/information Technology/FAS

1. Assess community needs and explore community college program offerings for specific new academic program(s) and prepare findings report by March 30, 2003.

**COMPLETED. Findings were documented and considered by Academic Affairs during strategic planning.**

#### Corporate and Community Services

1. Have 40 "new" clients receive paid services in 2002-03.

**NOT COMPLETED. Although 39 different clients have paid for services through CCES this fiscal year (which is itself a record), current records indicate 25, not 40, "new" clients were amongst them (new = clients who have not received services the past two years).**

2. Launch at least two (2) new programs in response to regional market needs.

**COMPLETED. Management & Supervisory Institute (MSI) and Administrative Professional Certificate series (including Microsoft Office Specialist certification) launched in 2002-03. MSI is now running March-August 2003 with 10 participants representing 6 local employers. Additional market-driven offerings have included Lean Manufacturing, Quality and a program developed in direct response to Visteon focusing on Manufacturing Business Basics – to be released to the public in summer 2003.**

**J. Maximize resources to accomplish strategic goals.**

Regional High Priority Objective

1. Raise \$1,075,000 in pledges and cash gifts to the Foundation and increase the number of donors to 186.

**COMPLETED. \$1,342,360 cash and pledges committed to-date.**

**Total cash contributions to-date (6/3/3) \$281,866; increased number of donors to 236.**

Alumni

1. Support the Lilly II initiative through June 2003 by:

- Expanding and updating the alumni database (PledgeMaker), and
- Assisting the regional development office in successfully implementing the fundraising campaign.

**COMPLETED. PledgeMaker database continues to be expanded and updated. Assisted regional development office with a “thanksgiving card” mailing in November 2002 and will continue to explore more opportunities for communications with alumni on alumni giving (Lilly 2 Initiative).**

Corporate and Community Services

1. Secure one strategic partnership opportunity that results in at least one additional regional resource.

**COMPLETED. Have formal partnerships established with Hane Training and Westech Consulting – both of which have provided expanded training and programming for our client base. Other strategic alliances are underway with Region 6 CCES and Professional Staff Management. In addition, collaborative efforts with Region 6 CCES have resulted in shared resources and client connections for business opportunities.**

Development

1. Maintain annual giving at \$75,000 for the fiscal year.

**NOT COMPLETED. Annual giving for the fiscal year was \$60,179.**

2. Secure one new donor from Fayette, Franklin, Union or Rush Counties by June 2003.

**NOT COMPLETED. By May 2003, there were a record number of donors for the year, 236 donors. With the Lilly 1 Initiative for Trustees, there were three new donors, one from Rush, Union and Fayette Counties. However, this objective was a focus on major donors from outlying counties.**

3. Submit two grant proposals by June 2003.

**COMPLETED. Edit Grant 8/02; Student Leadership Grant 9/02; Fayette County—Smart Board/Project request 10/02; Wayne County’s Workforce: Implementing a Common Language for Workforce Skills 11/02.**

Human Resources

1. Expand recognition of faculty and staff involvement in technical development activities by December 2002.

**COMPLETED. Faculty and staff completing degrees within the past two years were recognized at the annual awards banquet in 2002.**

2. Identified Human Resources staff will complete the Microsoft Office Specialist certification exam by May 2003.

**NOT COMPLETED. The identified HR staff, Sabrina Pennington, did not complete the certification process due to scheduling difficulties and time constraints.**

Student Affairs

1. Identified Student Affairs staff will complete the Microsoft Office Specialist certification exam by May 2003.

**COMPLETED. Three Student Affairs staff members took a total of seven certification tests and passed five.**