

# IVY TECH COMMUNITY COLLEGE OF INDIANA

## Region 9

### 2004-2005 PLAN

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

Updated July 20, 2005

#### I. MISSION

Ivy Tech Community College of Indiana 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. PURPOSES

Ivy Tech Community College of Indiana strives to accomplish its mission placing strategic emphasis on:

- ***Professional and technical education*** to prepare students with the knowledge, comprehension, and skills to achieve their goals, meet the needs of Indiana's employers, and be contributing members of the Indiana economy.
- ***General education*** to develop students' understanding and appreciation of our society, of social, political, civic, and environmental responsibilities. These provide students with awareness and understanding of knowledge and facts, and abilities to make sound, ethical judgments, to pursue critical and reflective thinking, and to engage in creative applications.
- ***Transfer education*** to enable students to acquire knowledge and skills in general, technical, and professional areas and apply them to a baccalaureate degree at a four-year institution.
- ***Developmental education*** to prepare students with knowledge, skills, and competencies in language arts, mathematics, computing, and college life skills. Courses are designed to enable students to be successful in their postsecondary education studies as well as to function productively in society.
- ***Student development and services*** for recreational, social, wellness, and personal interest activities, involvement in community activities, and leadership activities. These also include career and academic counseling, advising, job placement, transfer services, tutoring, and accommodating students with unique needs.

- ***Continuing education*** for licensing renewal, re-certification requirements, and other employment-related interests or requirements. These opportunities may include courses for the General Equivalency Diploma, and courses, workshops, and seminars for personal interest, self-improvement, and enjoyment.
- ***Workforce education and training*** in credit, noncredit, and contract credit courses, certifications, custom-designed courses, and consultative and evaluative services offered to businesses and industries to enable the State's employers to be effective, productive, and competitive globally.
- ***Community service*** that connects the resources of the College to the cultural, recreational, and civic aspects of our service communities by making College resources available through volunteerism and community involvement.
- ***Diversity*** that reflects the communities we serve and their diverse needs. Diversity is sought in the student body, faculty, staff, and services, and in providing accessible, inclusive, and caring learning environments.
- ***Continuous improvement*** of all instruction and services offered to students, employers, and the community, including increasing compensation and numbers of full-time faculty, and student support staff. Continuous improvement also encompasses seeking program accreditations, increasing graduation rates, upgrading libraries and instructional equipment, increasing use of technology in instructional and administrative activities, improving the condition and amount of space, and acquiring new types of space for student activities, continuing education, and community services.

### III. 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 community 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 professional, technical, transfer, and lifelong 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
  - d. We practice respectful, professional behavior that will enhance the dignity and worth of all students.
3. We believe that people are our greatest resource and that the best way to strengthen our organization is by developing the potential of those who compose it, therefore:
- a. We provide an environment in our daily work that results in personal, professional and educational growth;
  - b. We are committed to a systems approach to management (reference: The Fifth Discipline: The Art and Practice of the Learning Organization by Peter Senge). Flexibility, teamwork, open communication, respect of opinions and statements of others, consensus building, and professionalism will be central to our horizontal management structure which distributes decision making opportunity at the appropriate levels thus providing an empowering environment;
  - c. We are committed to being an effective employee community. Therefore, the meanings of information will be shared, not just facts. We will talk through issues, not just about issues. Every member of our employee community will be educated in the matters that pertain to the whole;
  - d. We encourage continuous strategic thinking by our employees, who are at the center of our planning framework. We expect all employees to continually evaluate our performance in implementing our strategic plan and to address the need for changes in the operations of the College;
  - e. We allocate resources within the framework of our strategic plan and are cognizant of the need for resources to implement individual employee objectives;
  - f. We are committed to keeping an open mind to new ideas and encouraging innovation and risk-taking with the knowledge that sometimes we will fail;
  - g. We believe that compassion, reason, justice, freedom of inquiry, freedom of expression, integrity, forthrightness, and civility are essential elements of the high quality work life we seek. We will select leaders who will acclaim and ensure the above;
  - h. We are a learning community recognizing that all faculty and staff will be learners first since our own skills and quest for knowledge set the example for others;
  - i. We are committed to hiring employees who meet or exceed College and accreditation standards;
  - j. We recognize employees that perform the daily operational functions that enable us to implement our vision; and
  - k. We mentor employees in the development of their leadership skills.

4. We believe in the interdependent relationship of Ivy Tech Community College of Indiana Region 9 (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.

#### **IV. VISION**

We envision Ivy Tech to be a diverse community college recognized as a leader for providing quality, innovative programs and services that improve the lives of individuals and strengthen our regional economy.

#### **V. STRATEGIC GOALS & 2004-2005 OBJECTIVES<sup>1</sup>**

Strategies and 2004-2005 objectives are listed below.

Those objectives that are High Priority Objectives (HPOs) are highlighted in yellow.

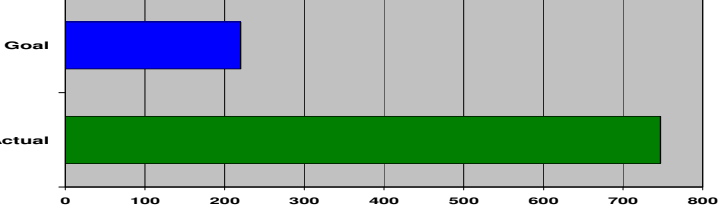
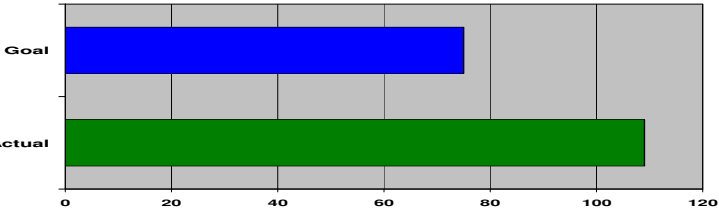
The work units directly accountable for each objective are listed based on the following legend:

|      |  |
|------|--|
| AA   | Academic Affairs                               |
| All  | All Work Units                                 |
| ALUM | Alumni   |
| CCES | Corporate and Continuing Education Services    |
| DEV  | Resource Development                           |
| FFIT | Finance, Facilities and Information Technology |
| HR   | Human Resources                                |
| SA   | Student Affairs                                |

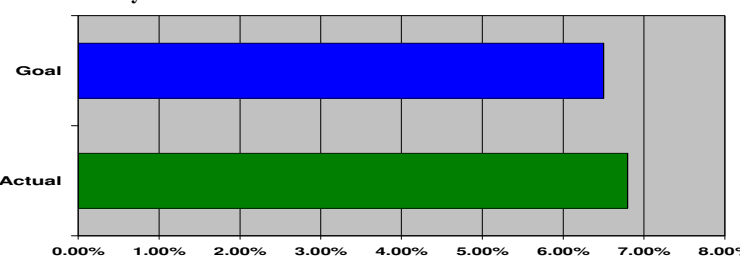
Where multiple work units are listed, the first work unit listed is the “lead” work unit for the objective.

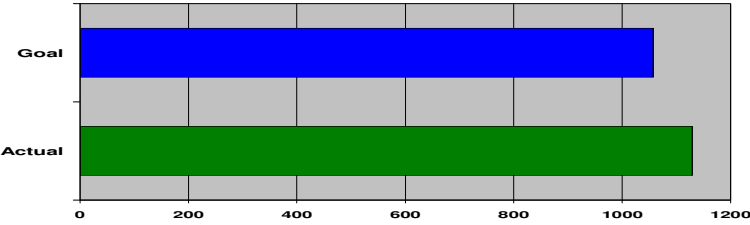
---



<sup>1</sup> All 2004-2005 objectives listed to be completed by April 15, 2005 unless otherwise noted.

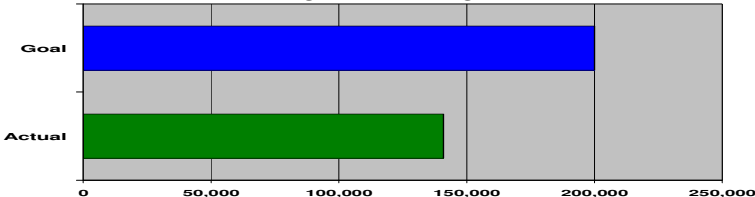
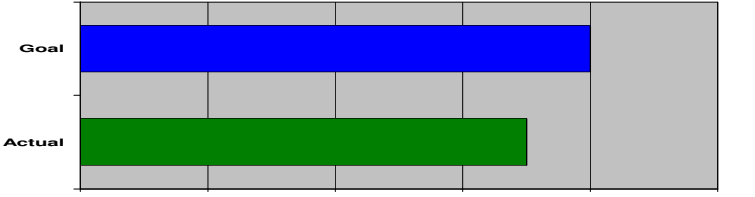
| A        | Expand the role of the College in strengthening east central Indiana's economy and attracting and retaining local businesses and industries.                                | Unit(s) | Achieved | Status/Comments  |          |       |      |     |        |     |          |       |      |    |        |     |
|----------|---|---------|----------|--|----------|-------|------|-----|--------|-----|----------|-------|------|----|--------|-----|
| 1<br>HPO | Increase CCES service delivery volume through continuing education, workforce certification training programs and contracted training, achieving at least a break-even net. | All     |          | Incomplete. Break-even net will not be achieved. Number of programs delivered was same as last year and student volume has increased.<br><b>Programs delivered by 06/30/05 were 112 (compared to 112 in 03-04); Students served increased to 1525 (compared to 983 in 03-04). 2005 Gross = \$275,186; Net = \$-96,540</b>  |          |       |      |     |        |     |          |       |      |    |        |     |
| 2<br>HPO | Complete certification training for at least 220 students and award 75 or more certifications.  | All     | ✓        | <p>As of June 30, 2005, certification training has been completed for 747 students and 109 certifications have been awarded.</p> <p style="text-align: center;"><b>Certification Training Completed (Students)</b></p>  <table border="1" data-bbox="1018 641 1732 852"> <thead> <tr> <th>Category</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Goal</td> <td>220</td> </tr> <tr> <td>Actual</td> <td>747</td> </tr> </tbody> </table> <p style="text-align: center;"><b>Certifications Awarded</b></p>  <table border="1" data-bbox="1018 901 1732 1112"> <thead> <tr> <th>Category</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Goal</td> <td>75</td> </tr> <tr> <td>Actual</td> <td>109</td> </tr> </tbody> </table> | Category | Value | Goal | 220 | Actual | 747 | Category | Value | Goal | 75 | Actual | 109 |
| Category | Value   |         |          |  |          |       |      |     |        |     |          |       |      |    |        |     |
| Goal     | 220   |         |          |  |          |       |      |     |        |     |          |       |      |    |        |     |
| Actual   | 747   |         |          |  |          |       |      |     |        |     |          |       |      |    |        |     |
| Category | Value   |         |          |  |          |       |      |     |        |     |          |       |      |    |        |     |
| Goal     | 75  |         |          |  |          |       |      |     |        |     |          |       |      |    |        |     |
| Actual   | 109   |         |          |  |          |       |      |     |        |     |          |       |      |    |        |     |
| 3        | Continue to diversify client base by delivering training services to at least 60 different clients.   | CCES    |          | Incomplete. Delivered training services to 40 different clients (compared to 26 in 03-04).   |          |       |      |     |        |     |          |       |      |    |        |     |
| 4        | Launch at least 1 new program that will result in opportunities for workforce certification.  | CCES    | ✓        | MSSC (Manufacturing Skills Standard Council) Production Certification scheduled to launch nationally July 2005. Ivy Tech participated in beta testing in 2004. First national certification related to manufacturing production.   |          |       |      |     |        |     |          |       |      |    |        |     |
| 5        | Launch marketing campaign to promote Workforce Certification with business, industry and community agencies.  | CCES    | ✓        | Part-time coordinator hired to start July 5, 2005. Position will focus on marketing and research to expand activity / visibility internally and externally. Brochure has been created for WCC and IC3.   |          |       |      |     |        |     |          |       |      |    |        |     |

| <b>A</b> | <b>Expand the role of the College in strengthening east central Indiana's economy and attracting and retaining local businesses and industries.</b> | <b>Unit(s)</b> | <b>Achieved</b> | <b>Status/Comments</b>  |
|----------|---|----------------|-----------------|---|
| 6        | Publish a minimum of eight issues of a monthly newsletter that notes the connection between Ivy Tech's mission and economic development.            | DEV            |                 | Incomplete. Five issues were completed.   |
| 7        | Host 1 Managers Roundtable on campus.   | DEV            |                 | Incomplete. Discussions took place but a plan never developed. Additional discussions for next year created a workable plan tied to Johnson Hall. |

| <b>B</b> | <b>Continue to build student and employee diversity by increasing understanding and providing direction across the organization.</b>                                  | Unit(s)    | Achieved | Status/Comments  |          |            |      |      |        |      |
|----------|---|------------|----------|--|----------|------------|------|------|--------|------|
| 1<br>HPO | Achieve an annual minority enrollment of at least 6.5% of total annual enrollment.  | All        | ✓        | <p>Summer 2004      6.1%</p> <p>Fall 2004         7.6%</p> <p>Spring 2005      6.7%</p> <p>Annual              6.8%</p> <p style="text-align: center;"><b>Minority Enrollment / Percent of Total Annual Enrollment</b></p>  <table border="1" style="display: none;"> <caption>Minority Enrollment Data</caption> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Goal</td> <td>6.5%</td> </tr> <tr> <td>Actual</td> <td>6.8%</td> </tr> </tbody> </table> | Category | Percentage | Goal | 6.5% | Actual | 6.8% |
| Category | Percentage  |            |          |  |          |            |      |      |        |      |
| Goal     | 6.5%  |            |          |  |          |            |      |      |        |      |
| Actual   | 6.8%  |            |          |  |          |            |      |      |        |      |
| 2        | Distribute region-wide e-mail after each Communities-In-Schools (CIS) meeting to share information learned and opportunities for involvement with employee community. | CCES       | ✓        | Brenda McLane was on the CIS board and distributed information regionally prior to leaving the Region. Idris Bond, who is also on the board, now continues this practice to ensure that the regional employee community is aware of opportunities and activities involving this organization and our community.  |          |            |      |      |        |      |
| 3        | Plan, host and sponsor African American History Month celebration activities.   | SA/<br>DEV | ✓        |  |          |            |      |      |        |      |
| 4        | Assess employee community with Predictive Index survey to build on job development and behaviors for those departments that request it.                               | HR         | ✓        | Complete as written.   |          |            |      |      |        |      |
| 5        | Plan and execute 5 diversity workshops/events/displays.   | SA         | ✓        |  |          |            |      |      |        |      |
| 6        | Stimulate interest in and restore the Multicultural Student Organization by having an organizational meeting once each semester.                                      | SA         | ✓        |  |          |            |      |      |        |      |

| C        | Increase credit and noncredit enrollments throughout the Region.  | Unit(s) | Achieved | Status/Comments   |          |       |      |      |        |         |
|----------|---|---------|----------|---|----------|-------|------|------|--------|---------|
| 1<br>HPO | Increase credit enrollment by 1% to 1,057 annualized FTE (31,710 total student-credit-hours).   | All     | ✓        | <p>Summer 2004      362.50<br/>           Fall 2004        952.40<br/> <u>Spring 2005</u>      944.00<br/>           Annualized FTE    1129.45</p> <p style="text-align: center;"><b>Credit Enrollment (Annualized FTE)</b></p>  <table border="1" style="display: none;"> <caption>Credit Enrollment (Annualized FTE)</caption> <thead> <tr> <th>Category</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Goal</td> <td>1057</td> </tr> <tr> <td>Actual</td> <td>1129.45</td> </tr> </tbody> </table> | Category | Value | Goal | 1057 | Actual | 1129.45 |
| Category | Value   |         |          |   |          |       |      |      |        |         |
| Goal     | 1057  |         |          |   |          |       |      |      |        |         |
| Actual   | 1129.45   |         |          |   |          |       |      |      |        |         |
| 2        | Increase noncredit enrollments by 5%.   | CCES    | ✓        | CCES records indicate 04-05 FY 1525 students served through June 2005 (compared to 983 students served in 03-04).   |          |       |      |      |        |         |
| 3        | Complete analysis of data from central office report to review noncredit to credit migration back to 2000 to determine opportunities to positively impact credit and noncredit enrollments. | CCES    |          | Incomplete. Have made initial request for information. Will carry this objective over to next year with specific goal / objectives for analysis and action.   |          |       |      |      |        |         |
| 4        | Publish a TACO-U focus newsletter.  | DEV     | ✓        |   |          |       |      |      |        |         |
| 5        | Present the Ivy Tech Story in the Ohio service area to a minimum of 1 high school and 1 service club.   | DEV     |          | Incomplete. On Hold   |          |       |      |      |        |         |
| 6        | Convert 35% of 03-04 TACO-U students to degree seeking students.  | SA      |          | Incomplete. 32% converted to degree-seeking students.   |          |       |      |      |        |         |
| 7        | Increase enrollment from Butler, Darke, and Preble Counties by 20% Fall-to-Fall and by 50% Spring-to-Spring.  | SA      | ✓        | Fall-to-fall growth for the Butler-Preble-Darke County area (Ohio Reciprocity areas) went from 64 to 85; an increase of 32%. Spring-to-Spring enrollment increased from 55 to 91; an increase of 65%.   |          |       |      |      |        |         |
| 8        | Research and make a written recommendation on scanning of admissions documents.   | SA      | ✓        |   |          |       |      |      |        |         |










| <b>C</b> | <b>Increase credit and noncredit enrollments throughout the Region.</b>   | <b>Unit(s)</b> | <b>Achieved</b>   | <b>Status/Comments</b>   |
|----------|---|----------------|---|--|
| 9        | Investigate the use of system generated tracking letters and make a recommendation on their usage before January. | SA             |  |  |
| 10       | Communicate with all GTS/GTS/TC students to determine their appropriate programs for admission.                   | SA             |  |  |
| 11       | Promote Marketing Action Plans (MAPs) approved within the regional marketing plan (MAP 14).                       | SA             |   | Incomplete. A small group, representing the functional areas within the Region, has been formed by the marketing and communications office. This group will monitor promotion of the various MAPs and assist in the ongoing revision of the regional promotion calendar. |
| 12       | Establish guidelines for consistency in printed publications targeted to external publics (MAP 12).               | SA             |   | Incomplete. Guidelines will be established once the College develops a statewide image marketing campaign utilizing the College's new name and logo.   |
| 13       | Gather information and create a regional promotional calendar (MAP 13).   | SA             |   | Incomplete. The calendar has been created and is being reviewed by the small group which was formed to monitor promotion of the MAPs. After the group's review is complete, the calendar will be placed on the region's share-all server.                                |

| <b>D</b> | <b>Increase funding available from new and nontraditional sources.</b>  | <b>Unit(s)</b> | <b>Achieved</b> | <b>Status/Comments</b>  |          |            |      |         |        |         |          |                  |      |     |        |     |
|----------|---|----------------|-----------------|---|----------|------------|------|---------|--------|---------|----------|------------------|------|-----|--------|-----|
| 1<br>HPO | Raise \$200,000 in pledges and cash gifts to the Foundation and increase the number of donors to 200.   | All            |                 | <p>Incomplete. As of June 30, 2005, \$140,839 has been raised from 175 donors.</p> <div style="text-align: center;"> <p><b>Foundation Pledges and Non-Pledge Gifts (\$)</b></p>  <table border="1" style="margin: 0 auto;"> <caption>Foundation Pledges and Non-Pledge Gifts (\$)</caption> <thead> <tr> <th>Category</th> <th>Value (\$)</th> </tr> </thead> <tbody> <tr> <td>Goal</td> <td>200,000</td> </tr> <tr> <td>Actual</td> <td>140,839</td> </tr> </tbody> </table> <p><b>Foundation Donors</b></p>  <table border="1" style="margin: 0 auto;"> <caption>Foundation Donors</caption> <thead> <tr> <th>Category</th> <th>Number of Donors</th> </tr> </thead> <tbody> <tr> <td>Goal</td> <td>200</td> </tr> <tr> <td>Actual</td> <td>175</td> </tr> </tbody> </table> </div> | Category | Value (\$) | Goal | 200,000 | Actual | 140,839 | Category | Number of Donors | Goal | 200 | Actual | 175 |
| Category | Value (\$)  |                |                 |   |          |            |      |         |        |         |          |                  |      |     |        |     |
| Goal     | 200,000   |                |                 |   |          |            |      |         |        |         |          |                  |      |     |        |     |
| Actual   | 140,839   |                |                 |   |          |            |      |         |        |         |          |                  |      |     |        |     |
| Category | Number of Donors  |                |                 |   |          |            |      |         |        |         |          |                  |      |     |        |     |
| Goal     | 200   |                |                 |   |          |            |      |         |        |         |          |                  |      |     |        |     |
| Actual   | 175   |                |                 |   |          |            |      |         |        |         |          |                  |      |     |        |     |
| 2        | Research, evaluate, plan and if appropriate implement (implementation component to be completed by April 2006) a fundraising campaign for scholarship dollars that will help make tuition more affordable (MAP 10). | DEV            |                 | Incomplete. The focus this year became the completion of the major gifts campaign.  |          |            |      |         |        |         |          |                  |      |     |        |     |
| 3        | Create a 'connection' theme for the Employee campaign by October 2004.  | DEV            | ✓               |   |          |            |      |         |        |         |          |                  |      |     |        |     |
| 4        | Investigate and implement (if appropriate) inclusion of donor Bill of Rights in all publications.   | DEV            | ✓               |   |          |            |      |         |        |         |          |                  |      |     |        |     |
| 5        | Investigate and implement (if appropriate) inclusion of a business reply envelope with newsletters.   | DEV            | ✓               |   |          |            |      |         |        |         |          |                  |      |     |        |     |
| 6        | Develop a planned giving society by hosting 1 Will Writing workshop and providing information on planned giving through insurance opportunities.  | DEV            | ✓               |   |          |            |      |         |        |         |          |                  |      |     |        |     |





| <b>D</b> | <b>Increase funding available from new and nontraditional sources.</b>   | <b>Unit(s)</b> | <b>Achieved</b> | <b>Status/Comments</b>   |
|----------|--|----------------|-----------------|--|
| 7        | Cultivate the local planned giving society by hosting a planned giving roundtable breakfast with the Chancellor and Chuck Harris.  | DEV            | ✓               |  |
| 8        | Meet with Foundation Subcommittee before March to plan for 2005-06.  | DEV            |                 | Incomplete. The Foundation subcommittee membership has changed. The committee's focus has been on the major gifts campaign.                              |
| 9        | Host scholarship recipient/donor luncheon for endowed scholarships.  | DEV            |                 | Incomplete. The health of the individuals who established the scholarships is questionable creating difficulty with this objective.                      |
| 10       | Investigate and develop written recommendations for expanding African American History events to raise funds for scholarships.   | DEV            |                 | Incomplete. Continuing to work with planning committee to encourage a change in approach that would enable this to become an opportunity to raise funds. |
| 11       | Investigate and develop written recommendations for expanding Oktober Invest activities to raise funds for scholarships by November.   | DEV            |                 | Incomplete. Continuing to work with planning committee to encourage a change in approach that would enable this to become an opportunity to raise funds. |
| 12       | Investigate, and if appropriate, inform donors through the annual appeal of the true impact of their gift by sharing information regarding the percentage of dollars used for administrative costs by January. | DEV            | ✓               |  |
| 13       | Develop plans and implement a "half-time" celebration to provide the at-large community an opportunity to participate in the Workforce Education – Building Our Future Now campaign.                           | DEV            | ✓               |  |
| 14       | Prepare a mass mailing final appeal to the community offering naming opportunities or purchasing bricks for Johnson Hall.  | DEV            |                 | Incomplete. With the announcement of IUE/Purdue campaign decided that the community would not be supportive of this activity.                            |
| 15       | Develop and implement procedures for online giving.  | DEV            |                 | Incomplete. Form downloaded but procedures have not been implemented. Working with Central Office to get support for this.                               |
| 16       | Investigate and develop written recommendations for developing adjunct faculty as supporters of the Ivy Tech Foundation.   | DEV            |                 | Incomplete. Gathering information for the development of a plan.   |
| 17       | Produce and mail a thank you card from the Chancellor to all donors by August.   | DEV            | ✓               |  |



| <b>D</b> | <b>Increase funding available from new and nontraditional sources.</b> | <b>Unit(s)</b> | <b>Achieved</b> | <b>Status/Comments</b> |
|----------|--|----------------|-----------------|------------------------|
| 18       | Participate in writing at least one grant proposal.                    | FFIT           | ✓               |                        |




| <b>E</b>                       | <b>Continually improve the quality of instruction, facilities, support services, technology and lab equipment.</b>           | <b>Unit(s)</b> | <b>Achieved</b> | <b>Status/Comments</b>   |      |            |                 |      |                  |      |                            |      |                                |      |
|--------------------------------|--|----------------|-----------------|--|------|------------|-----------------|------|------------------|------|----------------------------|------|--------------------------------|------|
| 1<br>HPO                       | Achieve a Regional Quality Index average for fall and spring terms of 4.3.   | All            |                 | <p>Incomplete. Regional quality index of 4.13 reflects the student affairs data, facilities/business office data and academic affairs data for year-end.</p> <div data-bbox="997 386 1661 711" style="border: 1px solid black; padding: 5px;"> <p style="text-align: center;"><b>2004-05 Regional Quality Measure Index</b></p> <table border="1" style="margin-top: 10px;"> <caption>2004-05 Regional Quality Measure Index Data</caption> <thead> <tr> <th>Unit</th> <th>RQMI Value</th> </tr> </thead> <tbody> <tr> <td>Student Affairs</td> <td>4.35</td> </tr> <tr> <td>Academic Affairs</td> <td>4.00</td> </tr> <tr> <td>Facilities/Business Office</td> <td>4.15</td> </tr> <tr> <td>Regional Quality Measure Index</td> <td>4.13</td> </tr> </tbody> </table> </div> <p>The Regional Quality Index is comprised of three work units: Academic Affairs, Student Affairs, and Business Affairs/Facilities. The SUMMA information is collected from student evaluations distributed in the fall and spring academic terms. Service Receivers surveys are generally distributed annually in mid to late spring. The Regional Quality Index is calculated in June or July. The index is calculated on a 5.0 scale.</p> | Unit | RQMI Value | Student Affairs | 4.35 | Academic Affairs | 4.00 | Facilities/Business Office | 4.15 | Regional Quality Measure Index | 4.13 |
| Unit                           | RQMI Value   |                |                 |  |      |            |                 |      |                  |      |                            |      |                                |      |
| Student Affairs                | 4.35   |                |                 |  |      |            |                 |      |                  |      |                            |      |                                |      |
| Academic Affairs               | 4.00   |                |                 |  |      |            |                 |      |                  |      |                            |      |                                |      |
| Facilities/Business Office     | 4.15   |                |                 |  |      |            |                 |      |                  |      |                            |      |                                |      |
| Regional Quality Measure Index | 4.13   |                |                 |  |      |            |                 |      |                  |      |                            |      |                                |      |
| 2                              | Incorporate the use of Blackboard in CIS 100 fall 2004 and/or spring 2005.   | AA             | ✓               | Ready for fall 2004 term (2 <sup>nd</sup> 8-week class session)  |      |            |                 |      |                  |      |                            |      |                                |      |
| 3                              | Develop a bridge program (assessment/advising) for high school students in Early Childhood Education and First Level Health. | AA             |                 | Incomplete. Outline of program elements developed.   |      |            |                 |      |                  |      |                            |      |                                |      |
| 4                              | Complete a self-study for NAIT re-accreditation of all Technology Division programs by January.                              | AA             | ✓               |  |      |            |                 |      |                  |      |                            |      |                                |      |
| 5                              | Complete NATEF (ASE) re-certification of the Automotive Technology program.  | AA             |                 | Incomplete. Currently in the process of re-certification.  |      |            |                 |      |                  |      |                            |      |                                |      |
| 6                              | Review the process for dual credit registrations and prepare written recommendation for improving the process.               | AA             |                 | Incomplete. Reviewed, not completed. Extended to 05-06 with addition of process for prerequisite assessment.   |      |            |                 |      |                  |      |                            |      |                                |      |
| 7                              | Develop written recommendation / need analysis for an ECE Preschool by January.  | AA             | ✓               |  |      |            |                 |      |                  |      |                            |      |                                |      |
| 8                              | Implement IP video by January.   | AA             | ✓               |  |      |            |                 |      |                  |      |                            |      |                                |      |








| <b>E</b> | <b>Continually improve the quality of instruction, facilities, support services, technology and lab equipment.</b>                                | <b>Unit(s)</b>      | <b>Achieved</b>   | <b>Status/Comments</b>  |
|----------|---|---------------------|---|---|
| 9        | Revamp and implement quality review of e-Learning courses.  | AA                  |    |   |
| 10       | Develop the adjunct faculty component of the Lilly Initiative Grant for Region 9 and implement per grant timetable through.                       | AA                  |    | Central Office approval received.   |
| 11       | Expand communication via memos/e-mail with adjunct faculty regarding academic information and procedures.   | AA                  |   | Incomplete. Somewhat expanded, not extensively.   |
| 12       | Develop and implement a workable plan for the Connersville Automated Manufacturing Lab allowing for both credit and noncredit activity expansion. | CCES                |    | Continuing progress – Jim King on contract and working with vendors. Lab is now clear of old / unusable equipment with plan for set up. Jim King met with Louis Harvey and Jim Stokes of MIT to continue work on lab layout / design for credit and non-credit use in Connersville. |
| 13       | Develop and deliver an in-service for CCES trainers to improve the quality of noncredit instruction.  | CCES                |   | Incomplete. Progress has been halted on this objective for this reporting period due to strained staff resources and other immediate priorities. Plans are developing at the statewide level for opportunities for trainer in-services which may materialize in the coming year.    |
| 14       | Have administrative support staff become MOS certified to enhance the quality of their work performance and work unit efficiency.                 | CCES                |   | Incomplete. Job descriptions are current with certification requirements for administrative staff in CCES. New hire for Richmond post will be on track to achieve them as required, but not by end of reporting year for objectives.  |
| 15       | Develop plans for utilizing funds raised through the Workforce—Building Our Future Now campaign.  | DEV/<br>FFIT/<br>AA |    |   |
| 16       | Provide workshop/in-service on budget reports, purchasing process, and travel reimbursement by January.   | FFIT                |  | Held on January 31.   |
| 17       | Develop bookstore plan for Johnson Hall as well as plan for Connersville bookstore services.  | FFIT                |  |   |
| 18       | Establish financial reserves of at least 5% of the Region’s operating budget.   | FFIT                |  |   |
| 19       | Develop comprehensive relocation plan for transition to Johnson Hall.   | FFIT                |  |   |
| 20       | Expand T1 access to Connersville by January.  | FFIT                |  |   |

| <b>E</b> | <b>Continually improve the quality of instruction, facilities, support services, technology and lab equipment.</b>  | <b>Unit(s)</b> | <b>Achieved</b> | <b>Status/Comments</b>   |
|----------|---|----------------|-----------------|--|
| 21       | Implement IP Video from the desktop and IP Video at the Connersville center.  | FFIT           |                 | Incomplete. Central Office and IHETS will not certify Connersville as an IP Video site unless video runs over a dedicated T1. We currently share a T1 for both data and video. An additional T1 would cost approximately \$11,000 annually (recurring cost). We have done several test calls for IP Video from the desktop successfully. |
| 22       | Have each member of Finance, Facilities and Information Technology staff participate in at least one professional development activity (in addition to the annual fall in-service). | FFIT           | ✓               |  |
| 23       | Develop service recognition letter/gift for adjunct faculty.  | HR             | ✓               |  |
| 24       | Develop and provide in-house professional development opportunity for all staff employees.  | HR             | ✓               | Held on March 25.  |
| 25       | Conduct two SIS and FERPA training sessions.  | SA             | ✓               | Sessions planned, dates announced and training in progress.  |
| 26       | Conduct one faculty information session on Web for Faculty.   | SA             | ✓               |  |
| 27       | Test and provide training for new room scheduling software (full implementation scheduled for summer 2006).   | SA             |                 | Incomplete. Full implementation scheduled for summer 2006. Software preparation in progress. Staff attended preliminary information/training session May 25-26. Delay of move to Johnson Hall pushed full implementation due date to fall 2006. Testing for software will be conducted during the summer 2006.                           |
| 28       | Prepare Registrar office and office procedures for move to new facility by August 2005.   | SA             |                 | Incomplete. Document imaging of files to consolidate space is in progress. Plan for transcript and registration services while system is down is in progress.  |
| 29       | Establish and implement data safeguard procedures as recommended by the College's data committee by January.  | SA             | ✓               |  |
| 30       | Provide data for IPAS retention analysis support.   | SA             | ✓               |  |
| 31       | Visit ITSC Lafayette campus to review office procedures including document imaging processes.   | SA             | ✓               |  |
| 32       | Update website for Career Services and create websites for Disability Services and Multicultural Affairs.   | SA             | ✓               |  |


| <b>F</b> | <b>Prepare needs analysis and program proposals for new programs and/or specialties within our service area.</b>       | <b>Unit(s)</b> | <b>Achieved</b>   | <b>Status/Comments</b>  |
|----------|--|----------------|---|---|
| 1        | Develop an AS in MIT New Program Proposal by January.  | AA             |  |   |
| 2        | Develop an AAS in Radiologic Technology Proposal by January.   | AA             |  | AS completed instead of AAS.  |
| 3        | Prepare a written recommendation regarding an AS in Accounting by January.   | AA             |   | Completed after target date. Recommendation prepared after January 2005.                    |
| 4        | Develop a Security Specialty in CIS.   | AA             |   | Incomplete. Focus was on restructure of CIS-Information Systems and Information Technology. |
| 5        | Prepare a recommendation report for the potential of adding the Visual Technologies Program.                           | AA             |   | Incomplete. Focus was on restructure of CIS-Information Systems and Information Technology. |
| 6        | Develop a plan of implementation for Human Services e-Learning Program by mid-December.                                | AA             |   | Completed in January after the target date.   |
| 7        | Develop a CIS Career Development Certificate of 1-credit online courses by January.                                    | AA             |  | Completed. Now enrolling Visteon employees.   |
| 8        | Prepare a recommendation report regarding the potential of a shared Respiratory Therapy program with Region 6.         | AA             |  |   |
| 9        | Prepare a recommendation report regarding the potential partnership with Region 8 to develop re-entry nursing program. | AA             |   | Incomplete. Promoted Region 8 Nursing re-entry program.                                     |




| <b>G</b> | <b>Expand and enhance academic skills curriculum, delivery and tutorial support.</b>  | <b>Unit(s)</b> | <b>Achieved</b>   | <b>Status/Comments</b>  |
|----------|---|----------------|---|---|
| 1        | Implement IVY 071 Study Skills Survey, IVY 072 Research Strategies, and/or IVY 073 Styles of Learning in fall 2004 and/or spring 2005 terms.                                      | AA             |  | Courses offered fall 2004, no enrollment. IVY 072 implemented in spring 2005.     |
| 2        | Dual enroll students in MAT 050 and SOC 111, and/or ENG 025 and ENG 032, and/or IVY 072 and PSY 101 in fall 2004 and/or spring 2005 terms and report on student academic success. | AA             |   | Incomplete. A cohort of students for participation not identified.                |
| 3        | Make recommendations for possible implementation of Program Chair for Academic Skills Advancement, fall 2004 or spring 2005.  | AA             |  |   |
| 4        | Communicate information regarding assessment and academic expectations for program level work with service area high schools.   | AA             |   | Completed after target date. Letter sent to superintendents after April 15, 2005. |

| <b>H</b> | <b>Expand continuing education options.</b>   | <b>Unit(s)</b> | <b>Achieved</b>   | <b>Status/Comments</b>   |
|----------|---|----------------|---|--|
| 1        | Develop an on-line review course for CMA exam.  | AA             |   | Incomplete. Development in process.  |
| 2        | Collaborate with credit/noncredit faculty and staff to identify new program opportunities for Continuing Education. | CCES/<br>AA    |  | Becky Murray attends Instructional Team meetings regularly and solicits input into course offerings. CCES will also attend advisory board meetings as able / appropriate.  |
| 3        | Enhance outreach of Continuing Education regionally by expanding methods and volume of marketing.                   | CCES           |  | Con Ed catalog distribution was expanded in fall 2004 to nearly 6500 business and residential. Online marketing and class to class marketing continues. Adding to mailing lit to include all advisory board members.   |
| 4        | Conduct a survey with at least 2 organizations to identify potential continuing education options.                  | CCES           |  | Survey conducted with newly formed Gateway Training Partnership (manufacturing consortium group) regarding training needs, which resulted in initial training matrix and schedule for start up July / August 2005. Have also met with Innovation Center and CEC to survey their interest in pursuing joint Continuing Education programming options for fall 2005. |

| <b>I</b> | <b>Align with appropriate community organizations to create partnerships for program and event development.</b>   | <b>Unit(s)</b> | <b>Achieved</b>   | <b>Status/Comments</b>  |
|----------|---|----------------|---|---|
| 1        | Present a feasibility report by January regarding developing an Explorer program currently being proposed in partnership with Communities-In-Schools, Economic Development and the Richmond Wayne County Chamber. | AA             |    |   |
| 2        | CIS and SCA in partnership with the FIND Center to offer computer literacy courses for parents.   | AA             |    | Explored with Find Center. Find Center to identify parent base; we are “on call.”   |
| 3        | Business Administration to partner with local organizations and agencies to enhance economic development and to provide learning experiences for students with results reported.                                  | AA             |    |   |
| 4        | Explore ways that Construction Technology can partner with Habitat for Humanity and Area 9 to provide learning experiences for students and report findings.  | AA             |    | Discussions occurred; will not work with schedules.   |
| 5        | Apply for Verizon grant to increase community computer literacy.  | AA             |    |   |
| 6        | Coordinate at least 2 programs or events in conjunction with appropriate community organizations within our service area.   | CCES           |  | Have delivered training for small businesses funded by the Rush County Economic Development office. Programming continues. Also working with the Innovation Center in Richmond to identify programs to offer jointly. Continue to work with College Cooperative Southeast (CCS) via Rush-Shelby in Rushville. Planning to meet with Hagerstown Assessor’s office to consider programming options there. |
| 7        | Coordinate with faculty and staff to host 3 Ivy Tech Story presentations in Indiana but outside of Wayne County.  | DEV            |   | Incomplete. One held in Connersville.   |
| 8        | Co-sponsor Legislative Updates and Candidates Forum events with the Chamber of Commerce.  | DEV            |  |   |
| 9        | Investigate and develop a public relations plan in coordination with the marketing committee.   | DEV            |   | Incomplete. Still in process of completing.   |

| <b>I</b> | <b>Align with appropriate community organizations to create partnerships for program and event development.</b> | <b>Unit(s)</b> | <b>Achieved</b> | <b>Status/Comments</b>  |
|----------|---|----------------|-----------------|---|
| 10       | Investigate and develop plans for community outreach through broadcast media.                                   | DEV            |                 | Incomplete. Contact made with local media. Still working to develop resources for the development and completion of plan. |
| 11       | Host 1 afternoon tea focusing on the traditional women's organizations.   | DEV            |                 | Incomplete. A tea is planned for next year.   |





| <b>J</b> | <b>Improve shared utilization of facility space used for credit, noncredit and community service activities.</b> | <b>Unit(s)</b> | <b>Achieved</b>   | <b>Status/Comments</b>   |
|----------|--|----------------|---|--|
| 1        | Develop a plan for shared classroom space at the Connersville Technology Center by December 2004.                | AA/<br>CCES    |  | Credit and CCES staff have worked together to coordinate use of equipment and labs and for effective delivery of programming at the Connersville site. |

| <b>K</b> | <b>Increase education, student, and community service activities at our Connersville Centers.</b>                | <b>Unit(s)</b> | <b>Achieved</b>   | <b>Status/Comments</b>  |
|----------|--|----------------|---|---|
| 1        | Offer at least 1 program activity that allows for a partnered experience in training at the Connersville Center. | CCES           |  | OSHA training class held on-site in Connersville involved several industries (Visteon, MEG and Autocar).              |
| 2        | Host at least 3 events at the Connersville Center involving industry, community organizations or residents.      | CCES           |  | Manufacturing forum held in May 2005, Gateway Training Partnership meeting hosted in April 2005, EIDD meeting hosted. |
| 3        | Provide student life opportunities at the Connersville site by establishing a Connersville student organization. | SA/<br>AA      |  | Student surveys did not reflect the desire for this to happen.  |

| <b>L</b> | <b>Increase cultural, social, and service opportunities for students.</b>  | <b>Unit(s)</b> | <b>Achieved</b> | <b>Status/Comments</b>  |
|----------|--|----------------|-----------------|---|
| 1        | Develop plan for service learning to be incorporated into First Level Health program.  | AA             | ✓               |   |
| 2        | OAD and BUA Program Chairs to become official advisors of Students in Free Enterprise (SIFE) to coordinate the organization with IU East and to promote initial student participation. | AA             | ✓               |   |
| 3        | Develop plans and implement a fundraising event for recognizing graduation award winners, distinguished alumni and President's award winner with proceeds directed for scholarships.   | DEV            |                 | Incomplete. Hosted a luncheon for honorary award recipients as a trial for hosting events to recognize award recipients. Very successful.   |
| 4        | Develop and implement plans to host 1 activity with local legislators by January.  | DEV            | ✓               |   |
| 5        | Increase and track the number of students involved in Development activities.  | DEV            | ✓               | Students participated in the African American history month celebration, unity banquet, newsletters, car show, October Invest, and student award recipients were featured in written media graduation features. |
| 6        | Develop and produce one Student Newsletter each semester.  | SA             | ✓               |   |

| <b>M</b> | <b>Increase graduation rates.</b>   | <b>Unit(s)</b> | <b>Achieved</b>   | <b>Status/Comments</b> |
|----------|---|----------------|---|------------------------|
| 1        | Implement Academic Advising Services for Returning Students utilizing a multi-program advisory process by November. | AA             |  |                        |

| <b>N</b> | <b>Improve student retention.</b>  | <b>Unit(s)</b> | <b>Achieved</b> | <b>Status/Comments</b>   |
|----------|--|----------------|-----------------|--|
| 1        | Investigate and develop an online application for Foundation scholarships.   | DEV            | ✓               |  |
| 2        | Evaluate and report effectiveness of the scholarship brochure by November.   | DEV            |                 | Incomplete. Was unable to secure needed data.  |
| 3        | Update and disseminate information on the labor market and transfer opportunities to current students.   | SA             | ✓               |  |
| 4        | Host 5 interview roundtables.  | SA             | ✓               |  |
| 5        | Host 5 resume roundtables.   | SA             | ✓               |  |
| 6        | Increase student use of CareerLink by 5%.  | SA             | ✓               |  |
| 7        | Obtain at least a 25% response rate to the graduate survey.  | SA             | ✓               |  |
| 8        | Explore the institution of online COMPASS testing to better accommodate local and distance education students and once available, set up testing sites in at least three states. | SA             | ✓               |  |
| 9        | Improve COMPASS reporting by developing 1 report per term and 1 annual report for a total of 4 reports.  | SA             | ✓               |  |
| 10       | Develop a preliminary draft of the retention plan.   | SA             |                 | Incomplete. Search for a retention specialist was not completed until June 2006. As a result the plan was not written. |
| 11       | Purchase 1 piece of adaptive technology.   | SA             | ✓               |  |
| 12       | Implement a better method of tracking students on probation and setting up strategies to assist with their success.  | SA             | ✓               |  |
| 13       | Write a TRIO (Student Support Services) grant proposal by September.   | SA             | ✓               |  |

| <b>O</b> | <b>Increase alumni participation in campus and student-life activities.</b>   | <b>Unit(s)</b> | <b>Achieved</b>   | <b>Status/Comments</b>   |
|----------|---|----------------|---|--|
| 1        | Plan and hold an on-campus alumni/student-life fall semester activity and evaluate its potential as an annual event by October 2004.    | ALUM           |  | Dinner and a Movie event was very successful. Will continue this event annually after building construction projects on campus have been completed.  |
| 2        | Explore and coordinate with Development Office the possibility of an alumni event as part of the plans for the new building open house. | ALUM           |  | Inquiries to and discussions with other Regions on alumni functions for special events took place. Participating on building dedication committee for planning of event and incorporating alumni activity.                                     |
| 3        | Work with student government association to incorporate alumni and alumni activities into the regional student-life plan.               | ALUM<br>/SA    |  | Working with SGA and met with Student Life Director to discuss student life activities. Will work jointly on events to avoid duplication of efforts. Alumni will conduct an activity (lunch) at the Student Life Welcome Week, September 5-10. |
| 4        | Develop an Office of Student Life.  | SA             |  |  |

| <b>P</b> | <b>Promote safety-related practices at all Ivy Tech facilities.</b>   | <b>Unit(s)</b> | <b>Achieved</b>   | <b>Status/Comments</b> |
|----------|---|----------------|---|------------------------|
| 1        | Establish safety committee to evaluate safety issues at all Ivy Tech Region 9 sites and correct any issues. | HR/<br>FFIT    |  |                        |