

## Ivy Tech Community College Executive Summary

Ivy Tech Community College is pleased to submit its operating and capital budget requests for the 2026-2027 biennium.

### Operating Narrative

#### Background

Since its inception in 2023, Ivy Tech's strategic [plan](#), *Higher Education at the Speed of Life*, has served as a guiding roadmap to help students earn high-quality certifications, certificates, and degrees. Our annual goal is for Ivy Tech students to achieve 50,000 high-quality credentials that align with the needs of Indiana's workforce and communities.

To date, in the Academic Year 2023-2024, Ivy Tech students earned 35,556 credentials, excluding third-party certifications. This includes over 8,600 associate degrees and nearly 27,000 certificates — of which 6,179 are Indiana College Core (ICC) certificates. By October 1, with the full count completed, we anticipate approaching 45,000 credentials, including certificates, degrees, and industry certifications that offer above-median wages — putting Ivy Tech very close to achieving our vision of 50,000 completions per year aligned to Indiana's economy. Ivy Tech's strategic plan continues to drive efforts to increase Hoosier per capita income and support the transformation of the State's advanced industries economy. The strategic plan includes four goals, with detailed strategies and tactics accompanying each goal, and metrics to ensure success:

- Goal 1 – Teaching and Learning
- Goal 2 – Workforce and Careers
- Goal 3 – Student Experience
- Goal 4 – Operational Excellence

#### General Operations

Ivy Tech's workforce alignment mission requires the College to be nimble in both the courses we offer and in how we operate. Hoosiers regularly hear in the media and elsewhere that higher education is expensive and has questionable value. At Ivy Tech, our staff and faculty — many of whom are from industry — are committed to providing students with the high-quality education and training they need for success and doing it more affordably than any other public institution in Indiana.

By offering more than 70 programs and credentials including short-term certificates, workforce certifications, and associate degrees, students can obtain skills for fields that have a high demand for workers, or they can start their education at Ivy Tech and seamlessly transfer their credits to a four-year institution through one of our transfer partnerships — including Guaranteed Admissions, Transfer as a Junior (TSAP), and Start as a Sophomore (Indiana College Core) pathways. Approximately 85 percent of students graduate from Ivy Tech without debt because of generous state and federal support that allows us to maintain low tuition. In Fall 2023, 53 percent

of degree-seeking students paid nothing out of pocket to attend Ivy Tech after their financial aid award package was applied.

To allow for an increase in dedicated student-facing, student-success resources, the College has strengthened our operating efficiencies over the past several years by realigning financial and back-office resources. One way we do this is through an annual internal budget determined by full-time equivalent (FTE) enrollment, miscellaneous revenues provided by campus, and historical data of the prior year, including adjustments.

Ivy Tech allocates state operating funds based on certificate and degree completions. Of the state funds allocated to the campus, 90 percent of the base remains at the campus and 10 percent is redistributed annually based on credential and degree completions and an equity index. The equity index recognizes additional investment should be made in communities that are not experiencing economic prosperity. It provides additional investments to service areas with lower per capita income, higher unemployment rate, and lower educational attainment. The index is also reviewed each year during the College's budget preparation process. Additionally, the College allocates dual credit funding from the State to campuses to ensure the bulk of those dollars go to operations that are closest to the student.

Our commitment to operational excellence is proven through bond rating increases, employee engagement survey results and external awards. In August 2023, S & P raised Ivy Tech's bond rating from aa AA to an AA+ and in May 2024, Fitch did the same. Additionally, for the three consecutive years, Ivy Tech has made the *Forbes* list of Best Employers in Indiana.

## **Our Student Population**

Ivy Tech serves a different demographic than other public institutions in Indiana. During Fall and Spring semesters, approximately 70 percent of our students attend classes part-time while they work, raise their families, or support themselves. These students typically take six credit hours per term. Those students attending full-time are taking an average of 13 credit hours. In contrast to our four-year institution peers, only 9 percent of Ivy Tech students are "first-time, full-time" students. Last year, 23 percent of our students reported having dependents, and about 57 percent of our students are older than the traditional college age of 18-21 years old. About 60 percent of our total student population are from low-income households and qualify for federal Pell grants, and about 70 percent of those students who file the Free Application for Federal Student Aid are Pell-eligible.

Additional details about our student population include the following:

- Gender
  - 62% Female
  - 37% Male
  - 1% Unreported
- Race/Ethnicity
  - American Indian or Alaska Native - 0.60%

- Asian - 2.52%
- Black or African American - 16.19%
- Hispanic/ Latino - 3.84%
- Native Hawaiian or Pacific Islander - 0.22%
- Two or more races - 4.62%
- Unknown/ Not Reported - 5.45%
- White - 66.55%

## **Academic Affairs and Student Success**

### *Enrollment*

Ivy Tech continues to serve students in a variety of settings: in-person at our campuses or satellite locations, online, through high school and career center partnerships, and in the workplace. Over the past three years, enrollment has increased each year (overall by 22.8%), reaching 198,128 students for Academic Year 2023-2024 – our highest enrollment since 2014. Enrollment has increased across all categories we track, but the largest increases have come from categories where students are served through employer partner relationships (e.g., apprenticeships and programs like Achieve Your Degree, described below). Ivy Tech has continued to see increases in the enrollment of high school students through dual credit and dual enrollment partnerships and immediately after graduation from high school. Since 2022, we have also observed a sharp increase in the number of students transferring to Ivy Tech from four-year institutions seeking degrees. Considering instructional modalities, the College continues to see growth in the enrollment of students electing to study in-person at our campuses and online.

### *Student Success and Retention*

In addition to rapidly growing enrollment, the College has continued to prioritize student retention, which has improved each of the past three years across all measures and to the highest levels in over a decade.

- **Fall-to-Spring Retention Rate**
  - Fall 23 - Spring 24 retention rate saw increase of 0.9 percentage points from the prior year with additional increases in sub-populations: New First Time Traditional Students (+1.8 points), 0-14 Credit Hour Students (+1.53 points), Black / African American (+1.5 points) and Hispanic students (+0.7 points).
  - Fall 22-Spring 23 retention rate saw increase of 1.1 percentage points from the prior year with additional increases in sub-populations: New First Time Adult students (+1.5 points), Black / African American (+0.8 points), Hispanic/Latino (+2.1 points), Two or More Races (+3.7 points), and 0-14 Credit Hour students (+0.76 points).
- **Fall-to-Fall Retention Rate**
  - Fall 23 - Fall 24 Retention data will not be final until December 1, 2024, but point in time data suggests an improvement from prior year. Comparison of point in time data shows 1.2 percentage point increase in Fall-to-Fall retention with additional increases for the following sub-populations: New First Time Adult

- (+2.6 points), New First Time Traditional (+0.7 points), 0-14 Credit Hour (+1.48 points), Two or More Races (+1.5 points), and Hispanic (+0.5 points).
- Fall 22 - Fall 23 Retention Rate saw a 0.4 percentage point increase from the prior year with additional increases for the following sub-populations: New First Time Traditional (+0.4 points), Two or More Races (+1.8 points), and Hispanic/Latino students (+0.8 points).

Since 2022, Ivy Tech has implemented 4DX, the Four Disciplines of Execution, focused on retention. All 19 campuses have departmental teams including faculty working on the College's Wildly Important Goal (WIG): term-to-term retention. Each week, hundreds of teams meet to review their campus' retention, share progress, and affirm their next week's commitments. Sub-WIGs include online-only students, students of color, course success rates, part-time students, or whichever category represents the largest gaps in retention on the campus. The President holds a weekly WIG call with Chancellors that reviews their campus' and the College's progress. Ivy Tech will receive Franklin Covey's national award for excellence in 4DX this year.

In July 2024, the College launched a comprehensive system engagement and retention system known as Ivy Connect: Student Success and Support to further improve the institution's student success outcomes. This system engages faculty, advisors, enrollment services staff, and career coaches directly with students for effective outreach using predictive analytics. Built and launched in under a year, this Customer Relationship Management (CRM) system is based on the Salesforce platform already used by the College for admissions and enrollment, and it incorporates a student success score each term that is informed by variables correlated to success at Ivy Tech. As a result, faculty, advisors, and student support staff are able to provide earlier interventions to impact student success. They are also now aware of interventions taking place outside of their immediate area and can complement those efforts.

Ivy Tech has also expanded our Ivy Achieves student success program — from four campuses two years ago to 18 of our 19 campuses beginning this Fall. We will stand up the program on the final campus in Spring 2025. This program for new-first-time students is a partnership with the Lilly Endowment to support retention and success by engaging students with high-impact “success habits” in their first year. The success metrics used change each semester and are informed by our own data on predictors of student success (e.g., logging into courses every week, early completion of the FAFSA, completing orientation, and meeting with a career coach and advisor). With support from the College's Business Intelligence team, the College has developed new and “real time” dashboards for this and other programs, so that employees can see their direct impact on term-to-term, Fall-to-Spring, and Fall-to-Fall retention goals for students in their programs and at their campuses.

Maintaining affordability and offering our students a high level of support is critical to keeping students enrolled and on the path to completion, and Ivy Tech is always looking for creative ways to address student academic needs. One such program is Ivy+ Textbooks, an equitable access program that supplies eligible students with all the required textbooks and courseware at a low, per-credit-hour price — significantly reducing the average student's cost of materials. Since the program's start, the flat rate has been lowered from \$19 per-credit-hour to \$16.50 per-credit-

hour. Through Ivy+ Textbooks, students have day-one access to all required digital textbooks and courseware, which better prepares them for the first day of class. By negotiating savings on behalf of students, we have saved students nearly \$29 million this past school year off the posted retail value of new materials. Students are saving money, and because students do not have to worry about the high cost of textbooks or finding the textbook, there has been increased success in student performance. Since the initiative started in 2021, the College has seen an increase in the number of full-time students earning 30+ credit hours in the Fall and the Spring, as well as increased course success rates for full-time students.

- +1.19 percentage points - Increased the percent of full-time students earning 30+ credits in the Fall and Spring, with even greater improvements for Black students (+3.27), Pell-eligible students (+1.55), State Aid students (+1.27), Adult students (+1.91), Asian students (+4.80), and 21 Century Scholars (+1.96).
- +3 percentage points - Increased course success rates for full-time students with greater results for Hispanic students (+4.29), Black students (+4.99), Multiracial students (+5.61), State Aid students (4.79), and 21 Century Scholars (+4.71).

In addition to the Ivy+ Textbooks initiative and the College's banded, flat-rate tuition model, Ivy Tech offers a Summer-Flex Scholarship, designed to offer additional flexibility for students who are full-time but do not complete 15 credits in the Fall and Spring terms. Summer-Flex allows students to take any remaining credit hours over the summer to reach 30 credit hours for the year for free. During Summer 2024, the College helped over 1,100 students reach 30 credit hours for the year, representing over 5,600 credit hours. Summer-Flex saved students over \$575,000 in 2024 alone, totaling over 16,000 credits earned and \$1.6 million dollars saved since 2022.

The College has also accelerated the use of Open Educational Resources (OER) across the College to reduce the cost of textbooks and improve student outcomes. These open-access materials are developed by and shared among our faculty, and they deepen engagement between students and faculty with the course content. Last Fall alone, there were over 27,000 students enrolled in OER courses (a 664% increase from the prior year), and their completion rates were 10 percentage points higher than students in non-OER courses.

### *Curriculum*

Ivy Tech Community College provides academic curriculum and programs that are both relevant and nimble, ensuring that programming meets the needs of Indiana employers. During the Academic Year 2023-2024, the College's 75 faculty-led curriculum committees initiated 224 course-level changes to continue to revise and refine course learning objectives in alignment with the ever-changing needs of our employer and industry partners. Informed by local advisory committees comprised of employers and community partners, there were 66 new courses proposed and 14 new short-term credentials and industry-recognized certifications established during Academic Year 2023-2024. These new credentials are in areas such as Building & Property Maintenance and Semiconductor Fabrication, as well as new degree programs, such as an Associate of Applied Science in Veterinary Nursing and Certificate in Veterinary Assistant. These credentials were developed in partnership with Hanover College and our Madison campus.

To ensure alignment to Indiana’s workforce, the College has developed and launched new tools for program review such as our Academic and Workforce insights dashboard, which allows faculty and staff at the campus and statewide levels to assess how enrollment and degree production compare with employment demand in each community we serve. Ivy Tech continues to review every program annually and adjust based on alignment to workforce needs (e.g., opening or closing programs; redesigning courses).

Curriculum committees have also identified programmatic changes that are required to improve student success. This includes expanding from a three Math Pathway model to a four Math Pathway model. The new model will create distinct pathways for College Algebra (i.e., students pursuing social sciences) and for Calculus (i.e., students pursuing STEM majors such as engineering), which will ensure that students are exposed to the mathematical concepts and courses that are most relevant to their future degrees and careers.

Through engagement with four-year colleges and universities, Ivy Tech has devised new [Transfer Single Articulation Pathway \(TSAP\)](#) degrees during Academic Year 2024-2025. TSAP degrees ensure acceptance of all credits within the associate degree if a student is accepted to a public, in-state baccalaureate program within aligned disciplines. New TSAP degrees for Academic Year 2025-2026 include Cybersecurity, Secondary Education (English), and Secondary Education (Social Studies), which now offer guaranteed 2+2 transfer credit for students who pursue in-State public programs.

In addition to TSAP degrees, the College works with both public and private colleges and universities to derive articulation agreements for disciplines in which TSAP degrees do not exist. To date, the College holds over 200 formal articulation agreements with nearly 60 colleges and universities. Starting with Academic Year 2024-2025, improved processes are ensuring that transfer partners provide data on student success and the long-term outcomes of our Ivy Tech graduates. This includes a review process that requires our four-year partners to provide data on the number of Ivy Tech transfer students; the success, retention, and on-time completion rates of Ivy Tech transfer students; and employability and wage data post-baccalaureate completion.

During Academic Year 2023-2024, a new formal transfer program with an assured admissions agreement was formed between Ivy Tech Community College’s Columbus campus and Purdue University’s College of Engineering at the request of industry. The [Green2Gold program](#) offers a combined Associate of Science (AS) in engineering from Ivy Tech and a Bachelor of Science (BS) in engineering from Purdue. This programming is aimed at growing Indiana’s engineering workforce and creating another pathway for Indiana residents to become Purdue engineers. Participating students are co-enrolled at both institutions for their first two years of studies. After completing their associate degree from Ivy Tech and meeting course and GPA requirements for their major, Green2Gold students will be eligible for direct admission to Purdue’s College of Engineering — one of the nation’s top engineering schools. Green2Gold classes are held in small, closely-knit groups called cohorts. Students remain with their cohort throughout the program, providing a built-in support network to aid student persistence and retention. While the



Ivy Tech Columbus campus is the first to offer the Green2Gold program, which started in Fall 2024, conversations are underway to expand to two additional Ivy Tech campuses in Fall 2025.

Significant curriculum and programming within the area of Education (our Teacher Preparation Programs) are aligned with the goals of our State agency partners — including the integration of Science of Reading concepts and new standalone Science of Reading courses that ensure that future teachers are prepared to provide scientifically-based early literacy instruction. Ivy Tech faculty have received and continue to participate in robust professional development to ensure their knowledge, skills, and competencies in this space. Additionally, the College has leaned into “Grow Your Own” models, whereby K-12 paraprofessionals can now participate in Elementary Education programming through a federally registered [teacher apprenticeship program](#) offered at our Kokomo campus.

Efforts are also being undertaken within Early Childhood Education — including efforts aligned with Indiana’s Early Learning Advisory Committee (ELAC) — to support the creation of competency-based mechanisms to affirm and train individuals who seek entry-level employment as a childcare provider. Pathways will create stackable opportunities within the field, including short-term credentials, associate degrees, robust transfer pathways for baccalaureate degree seekers, and apprenticeship programming. Elementary and middle school efforts will build the pipeline of prospective talent.

Ensuring that students from various backgrounds and life circumstances (e.g., working adults, single parents) have access to the College’s academic programming, Ivy Tech offers coursework that is accessible and delivered across various instructional modalities — including traditional programming, synchronous virtual courses, asynchronous online courses, blended modalities, as well as a modality referred to as Learn Anywhere. Ivy Tech’s online programming is centralized in a unit known as IvyOnline, which creates increased faculty support through training and certification, as well as created increased resource efficiencies. Within the Learn Anywhere format, courses are taught from an on-site classroom at a scheduled time, and students can attend live in-person or via live webcast technology. Students can choose how they would like to attend on a week-to-week basis.

In alignment with the College’s strategic plan, Ivy Tech has invested in advancing Credit for Prior Learning (CPL) opportunities for current and prospective students. It’s the right thing to do for students – many earning CPL are adult learners, and CPL honors their knowledge and skills through documented and verified academic credit. Additionally, CPL accelerates credential completion and expedites students’ entry or advancement in the workforce. Ivy Tech offers various CPL opportunities, including those involving credit by evaluation (e.g., Advanced Placement, CLEP, International Baccalaureate, Cambridge International). The College also houses a training and certification crosswalk that includes over 340 national certifications that can be redeemed for academic credit. Students can also document their college-level learning through a CPL Portfolio.

Ivy Tech, in partnership with Purdue Global, has led the development of a new short-term microcredential, titled *Disagree Better*. This programming is intended to serve as a tool for

equipping individuals with skills to engage in productive conflict management and artful persuasion which are essential elements of a healthy democracy and invaluable tools for everyday personal and professional life. The course has been developed as a part of the broader effort being driven by the [National Governors Association's Disagree Better Initiative](#) in partnership with the National President's Forum and the Indiana Governor's Office. This four-module, non-credit course includes a skills-focused curriculum that will assist Indiana citizens, our workforce, and youth with valuable communication skills.

### *K-14 Partnerships*

Ivy Tech continues to be the state leader in dual credit offerings for high school students. We served 84,844 students in 447 high schools and career centers in Academic Year 2023-2024, and an additional 13,003 students attended courses as dual enrollment students (on Ivy Tech campuses, through Ivy Tech online courses, or with an Ivy Tech teacher embedded in their classroom while in high school.) In total, the College served 91,247 high school students during Academic Year 2023-2024. These students collectively earned 9,238 credentials while in high school, with many of them earned prior to graduation. Nearly 64 percent of credentials earned by high school students were earned in Career and Technical Education (CTE) fields, and 54 percent of dual credit course enrollments were in CTE programs — showing that Ivy Tech's dual credit offerings are preparing students for the workforce in addition to further postsecondary experiences. We have pushed to create more intentional dual credit offerings that result in Indiana College Core (ICC) completions, which is equivalent to a student's freshman year at a four-year college. Last year, 2,234 high school students earned the ICC, which gave them a better opportunity to complete a bachelor's degree in three years. The College has also grown the number of high school partners that are offering the ICC; we currently partner with 194 of the 266 high schools in the State that offer the ICC (73 percent of the established ICC high school sites).

The College appreciates the State's support of dual credit funding, which the College awards to campuses based on the following: one-third based on dual credit FTE, one-third based on the dual credit student being enrolled at least one term as non-dual credit student, and one-third based on a student earning a credential prior to high school graduation.

One modality of dual enrollment programming exists in the iCAP (Indiana Course Access Portal) offering, which allows high schools to partner with Ivy Tech to deliver classes that they are unable to offer in our most common structures. This program grants students with full online access to the Ivy Tech course led by our faculty and can be facilitated at the high school and supported on their site. This creates access to programming to ensure schools are able to partner to fulfill multiple routes to completion — including plenty of options to complete the Indiana College Core.

Another way that Ivy Tech plays a critical role for our K12 partners is through our College Connection Coaches. These team members are focused on helping dual credit and dual enrollment students meet their completion goals in high school while building awareness and exposure to College and career opportunities post-graduation. These teams are charged with helping students meet any future goal — whether that is for future enrollment to any of our



State's quality higher education institutions, directly to employment careers, or for military enlistment. The ability for new programming focused on career coaching — leveraging the expertise of the Ivy+ Career Link team and our existing K12 partnerships — was recently supported by a grant from the Indiana Commission for Higher Education. This grant was a portion of the \$25 million appropriation from the Indiana General Assembly in the last biennium. With pilots occurring across the State, high schools are quickly turning to Ivy Tech as the clear and obvious partner for college and career coaching support.

While the entire College has focused on the *Higher Education at the Speed of Life* strategic plan, certain accelerated programs meet student needs in additional ways. Ivy Academy is a model that awards associate degrees to motivated students while in high school, while our “ASsociate Accelerated Program” (ASAP) helps students complete an associate degree in the year immediately following their high school graduation. Additionally, Ivy Accelerate appeals to an adult audience that desires to complete courses and credentials as quickly as possible. This past year, Ivy Tech has intentionally incubated new partnerships to build awareness of how these programs help students reach their goals in a way that is most cost effective and allows participants to quickly enter the workforce with credentials of value. Combined with the influx of students across the State enrolling with some dual credit and dual enrollment, these programs can create the most efficient and accessible higher education credential or degree completion in the State.

## **Workforce and Careers**

Ivy Tech’s Workforce and Careers division, named Ivy+ Career Link, brings the “marketplace” to the College — ensuring our academic and skills training students are prepared for roles in Indiana’s targeted industries on day one. At the system level, industry sector leads ensure alignment of our program offerings to the needs of statewide and regional sector-based organizations, while campus-based staff work directly with employers in their service areas to identify solutions to their workforce talent pipeline challenges. Voice of the customer feedback is also routinely generated at each campus through employer advisory boards, in which employers are given agency to review academic curriculum, co-design work-based learning opportunities for students, and design customized skills training to meet reskilling and upskilling needs.

Career coaches ensure students are pursuing relevant, high impact careers aligned to Indiana’s economy, as over 90% graduates stay in Indiana. Talent connection managers place students into internships, apprenticeships, and graduate placement. Our SVP of Workforce is at the table with the IEDC to meet with prospects and attract new employers to Indiana, such as Samsung SDI, SK hynix, and Entek. Eli Lilly has provided \$15 million for Ivy Tech to fill their demand for 1,000 technician and operator talent positions as demand for medicines treating diabetes, obesity, and Alzheimer’s disease surges. Ivy Tech is a primary partner in three EDA-funded tech hubs focused on serving emerging industries in Indiana — including semiconductor/microelectronics, biopharma manufacturing, and clean hydrogen production.

Through the College’s [Achieve Your Degree \(AYD\)](#) initiative, private businesses partner with Ivy Tech to promote higher education and offer upfront tuition assistance to their employees.

The College works within an organization's tuition assistance program guidelines to tailor course offerings to fit employers' needs for specific credentials or courses. Deferred and direct billing to the businesses minimizes costs to students, who can take classes at a local campus, online, or on-site with their employer.

Over 8,000 students have enrolled through AYD, with more than 300 active employer partners. During Academic Year 2023-24, students enrolled in AYD achieved 2,564 credentials. The top three campuses for enrollment are Bloomington, Fort Wayne, and Indianapolis; the top three programs are Business Administration, Healthcare Specialist, and Industrial Technology. Our AYD partners include Parkview Health, Amazon, Cook Medical, Trilogy, Old National Bank, and many others.

The Next Level Jobs program has provided significant opportunity for upskilling and reskilling, with 8,347 students enrolled during Academic Year 2023-2024. Since the program's beginning in 2017, over 56,000 students have enrolled and over nearly 35,000 students have completed a credential from an eligible program at Ivy Tech.

Apprenticeship is a proven workforce development strategy for recruiting, training, and retaining world-class talent, and Ivy Tech offers relevant, nationally recognized apprentice programs of study. The College works with all sector employers across Indiana to design and deliver customized training with national certifications embedded in stackable degree programs. We provide apprenticeship training to over 150 Hoosier companies, with the top three fields of study and employment in construction, manufacturing, and healthcare.

Across the various economic sectors, the College has over 11,000 apprentices, which includes building and trades as well as non-registered workforce apprentices with companies such as Stellantis, Cummins, Eli Lilly, and Allison Transmission. We partner with 12 different building trades programs at 60 locations across the State. Of note is the paraprofessional teacher apprentice program at the College's Kokomo campus, where we are working with four local school systems to upskill current employees. Our Ivy Tech apprentices are part of the federal Registered Apprenticeship Program (RAP) for building and property maintenance technicians.

The advanced manufacturing sector generates one-third of the State's gross domestic product, and Ivy Tech awards nearly half of all the advanced manufacturing credentials in Indiana. We offer the first-in-the nation Associate of Applied Science degree in Smart Manufacturing and Digital Integration (SMDI). Our graduates leave Ivy Tech prepared for careers in Mechatronic and Robotic Engineering, and Automation and Systems Integration with companies like Lippert Components, Endress+Hauser, and other Industry 4.0-leading companies.

## **Line Items**

### **Existing Line Items**

Ivy Tech submits the following line items for consideration.

### **Nursing - \$9,000,000**

Ivy Tech currently offers nursing programs at 19 campuses and affiliated sites.

In 2022, the Indiana General Assembly passed House Enrolled Act (HEA) 1003 to allow Ivy Tech to expand nursing education programs by adding more spots for qualified students, allowing more instructors to help with the education of students, and adapting teaching methods to create more opportunities for students to learn. In 2021, Ivy Tech turned away over 300 qualified students because it did not have adequate faculty and clinicals to support the high number of applicants. With HEA 1003, Ivy Tech has been better able to meet the demands of the workforce by hiring more adjunct faculty and creating additional clinical spaces for students through community care facility partnerships and simulations, which means more nurses are entering the workforce – and faster than most other schools in the State because of our two-year Associate in Nursing program.

Thanks in part to HEA 1003-2022 and the generous allocation of the Indiana General Assembly and hospital partners providing funding, Ivy Tech increased its nursing program enrollment to 2,812 as of August 8, 2024. Our stated goal was to increase enrollment by 600 students, and we exceeded that by more than 905 total expanded seats as of Fall 2024, with the first expanded seats occurring in Summer 2022. In Academic Year 2023-2024, 1,412 Associate in Nursing (ASN) students graduated from Ivy Tech, increasing the number of graduates by 5%, with many of the expanded seats graduating in upcoming semesters.

According to the Integrated Postsecondary Education Data System (IPEDS), Ivy Tech has been nationally ranked number one in associate completions for RNs for the past five years.

According to the Indiana Hospital Association, Indiana will need an additional 5,000 nurses by 2031, which means the State needs to ensure that we are graduating an additional 1,300 nurses each year until that time.

With the increase in enrollment and flexibility of administration, we have continued to see incredible results. Our systemwide NCLEX-RN Pass rate was 93.23% for Q2 2024, up from 90.55% in 2023 and 83.23% in 2022.

This line item contributes to the Commission’s HOPE Strategic Plan by increasing the number of Hoosiers who have earned a college credential, contributing to an increased educational attainment rate in Indiana.

### **Indiana Rural Education Initiative - \$1,057,738**

The State of Indiana places an emphasis on providing educational opportunities to individuals in rural communities. From its beginnings in the mid-1990s with Indiana State University, the goal has been to provide programs and services that respond to individual, community, and workforce and economic development needs. This is accomplished by providing access and services through learning centers for Hoosiers faced with logistical barriers. Though the methods by which this has been provided has changed over the years, the state funding assists in paying for sites and services in Bedford, French Lick, Greensburg, Linton, North Vernon, Rushville, Salem, Shelbyville, Seymour, Scottsburg (Mid-America Science Park), and Vevay. This line item contributes to the HOPE Strategic Plan by increasing the number of Hoosiers who have earned a College credential, contributing to an increased educational attainment rate in Indiana.

Ivy Tech is dedicated to promoting expansion of electronic delivery of programs/courses to learning centers through the utilization of asynchronous programs/courses that meet the needs of the rural Hoosiers.

These include:

- Classrooms for credit and non-credit (skills-based) courses
- Computer labs
- Testing rooms
- College Connection Coaches
- Enrollment Services
- Financial Aid Services and Advising
- Academic Advising
- Tutoring
- Hosting of community collaborations and events

Community and grant funds are also provided in many locations to cover the costs associated with the operations.

This line item could be rolled into the base allocation for the College.

### **Indiana Certification Testing Centers - \$710,810**

Certifications are a way to validate skills and attractive to employers, as well as many professions which require professional licensure. IC 21-41-5 identifies a significant role for Ivy Tech in certification and professional licensure testing. Ivy Tech is charged with providing credentialing opportunities for state workforce and economic development organizations, business associations, private businesses, Indiana Professional Licensing Agency and other credentialing groups. As such, the College has created a statewide network of Indiana Certification Testing Centers (Centers) on its campuses to deliver certification and professional licensing testing directed toward increasing the credentialing of Indiana's workforce. The Centers support economic development by providing access to credentials that lead to high wage and high demand jobs. The Centers offer convenient locations, flexible operating hours, and testing-only environments. The focus of each center is to meet the credentialing demand of their individual community.

There are 24 Centers across Ivy Tech's 19 campuses and sites. The Centers deliver more than 70,000 certification and professional licensure exams each year to both students and non-students. As a breakdown, approximately 75 percent of these exams are administered to non-Ivy Tech students, while 25 percent are provided to Ivy Tech students for certifications or licensing exams that are built into their coursework.

The industries and service areas vary greatly and include:

- Indiana Department of Environmental Management (IDEM) - operator state licensing
- Indiana Department of Homeland Security - firefighter state licensing
- Indiana Department of Health (IDOH) - CNA, QMA state licensing

- Indiana State Chemist - applicator state licensing
- Indiana Department of Insurance - agent state licensing
- Indiana Realtor Association - broker and agency state licensing
- Indiana Sheriffs Association - officer credentialing
- Manufacturing - various credentials including industry-recognized MSSC, NIMS, etc.
- IT - various credentials including industry-recognized Salesforce, Microsoft, Cisco, etc.
- Indiana Cosmetology - state licensing

Through our partnerships with credentialing agencies and international testing organizations, we have access to, and can deliver, over 3,000 individual certification and professional licensing exams. The exams delivered are, for the most part, considered “high stakes” exams for which we must meet strict vendor guidelines and approvals to administer the certification and licensing exams. The majority of the centers are accredited by the National College Testing Association, which is a national group that promotes adherence to standard best-practices for college-based testing centers to support academic integrity, exam security, and customer service.

The funds allocated by the General Assembly are used to support operations and pay for full-time and part-time staff (6 full-time and 36 part-time staff), supplies and equipment (monitoring devices, security systems, testing carrels, general office supplies), funds for instructors to gain certification in classes they teach, and funds to support exam hosting platforms to support contracts with State agencies like IDEM and IDOH.

The HOPE Agenda calls for Indiana to be a top ten state in economic and social mobility and prosperity outcomes. Continued funding of this initiative allows Hoosiers an opportunity to obtain the required licenses and certifications which allow them to get jobs that pay higher wages and contribute to the Indiana workforce needs. Ivy Tech provides a statewide footprint for testing locations and, in some cases, is the only testing location for these exams in Indiana. This line item could be rolled into the base allocation for the College.

### **New Line Item Request**

#### **Free Summer for High School Students - \$5 million**

The Free Summer program began in 2022 to supplement other programs with the goal to provide high school students with the coursework and credits needed without any limitation to access college classes. While Crossing the Finish Line has created a positive focus on completion for the State, Ivy Tech has identified that the demand for programming went far beyond those who were “near completers” and that high school students across the State desired access to taking college courses over the summer. For some it may have been their first course or one that was otherwise unavailable at their school. The Free Summer program is for all high school students from “rising” 9th graders to those who just graduated.

While Crossing the Finishing Line served over 3,000 students at Ivy Tech this past summer, Free Summer programs added greatly to that number. In the first cohort of Free Summer in 2022, a total of 3,063 students were served beyond Crossing the Finish Line. Last summer the demand

for this program more than doubled with 6,546 students taking coursework in addition to other summer programming options. The total number of high school students in these programs this summer exceeded 9,000 combined. Free Summer has put thousands of completions within reach by the senior year of high school. Also, since the inception of Free Summer, we have seen over 1,000 additional students matriculate within the next academic year. Overall, 74% of students who earn dual credit matriculate to a postsecondary institution.

Indiana is the nation's leader in high school students earning college credit thanks to robust programming ensuring "intentional dual credit" towards an industry recognized credential, the ICC or an Associate degree. This past year, over 9,000 high school students earned a college credential or degree from Ivy Tech raising educational attainment in our communities, reducing the time and cost of completion in college, and preparing them for high wage careers. In the redesign of high school, we anticipate exciting additional opportunities for students earning these college completions alongside the high school diploma and youth apprenticeship.

The need for Free Summer is continuing to grow at a rapid pace and to keep up with the demand coming from our high school students, the support of our Indiana General Assembly will allow Indiana to continue to serve all Hoosiers. This past year, the total cost of the combined summer programs for high school students was over \$7.3 million. With the growth of the past three years, we project next year could expand an additional 2,000 students.

Free Summer is critical to allow students to access courses otherwise not available to them. Some reasons why a student may only find these opportunities through this program include: a high school may not be able to offer the entire library of college prerequisites, a high school may not have a credentialed instructor for a course needed to the completion, the equipment for certain workforce credentials is very specific and the technology required changes quickly, etc. Additionally, many students may not be within reach of a completion to qualify or have access in their high school to the program they want to pursue. Free Summer ensures essential equitable opportunities for high school students: rural, urban and suburban, large and small districts, low and higher income, across the State.

This line item contributes to the HOPE Strategic Plan by increasing the number of Hoosiers who have earned a college credential, contributing to an increased educational attainment rate in Indiana.

### **Capital Narrative**

For the 2026-2027 biennium, Ivy Tech requests authorization and funding of \$117,401,189 from the General Assembly for capital improvement needs. As Ivy Tech seeks to change the trajectory of our student's lives, we must maintain and improve the College's facilities, particularly those related to lab space and hands-on learning.

Ivy Tech continues to follow a process implemented in 2016 that requires campuses to submit capital requests to our internal Capital Review Committee. This committee uses a collaborative prioritization tool to assist in defining the request priority and level of capital needed. The



process also requires alignment with workforce needs and programs that lead to high-demand, high-wage jobs and alignment with our strategic plan focused on right sizing.

The following projects have been approved by the Ivy Tech State Board of Trustees for submission:

Priority	Project	Amount
1	Terre Haute	\$67,140,311
2	Evansville	\$34,999,910
3	Michigan City	\$14,999,968

**Priority 1: Ivy Tech Terre Haute  
 Capital Request: \$67,140,311**

The proposed project will enhance Ivy Tech Terre Haute’s main campus to create a modern campus with state-of-the-art classrooms, labs, and facilities to provide our students with an academically excellent environment. The project includes a multifaceted approach with plans to renovate some existing structures and spaces, while also planning for significant demolition and rebuilding of most of the main campus. Critical goals of the project include: creating a student services hub; relocating the nursing and health sciences programs to allow for growth, better facilitate collaboration and mirror the industry environment; and enhancing critical infrastructure to bring plumbing, electrical, and safety systems up to code. The project will reduce square footage by approximately 16,000 square feet.

The original building, built in 1967, has extensive infrastructure issues that would be nearly impossible to resolve with renovations. For instance, there is no fire suppression system in the original building, which is a significant safety concern. Plumbing issues are a recurring hazard, with restrooms that continue to have major failures and difficult repairs due to the plumbing under a concrete slab foundation.

In 1985, the campus added a new building connected to the original building to accommodate growth. This portion of the campus also lacks modern building code standards and does not have a fire suppression system.

Over the last 40 years, both buildings have been renovated to keep pace with growth, program changes, and some infrastructure updates. This has resulted in confusing floor plans and room layouts with dead-end hallways and maze-like walkways leading to faculty offices, making it

difficult for students to access faculty support outside of class. Many offices and rooms are inadequately sized, hidden behind other classrooms, and have heating and air flow issues as a result of walls added from previous renovations. This configuration is also a fire hazard.

Due to changes in academic program offerings, class sizes, and other needs, our previous renovations have left us with spaces that are now underutilized, not functional, not safe, and limiting our growth and responsiveness to industry needs. For example, the School of Health Sciences programs are not currently housed together and do not have adequate space to accommodate growth. The School of Nursing is presently housed at our south campus, two miles away. Additionally, student-facing offices are spread out in different areas of the main campus, which results in poor staff utilization, a lack of collaboration, and inconvenience for students.

The comprehensive plan of this proposed project will resolve all of the issues outlined above by creating a main campus environment focused on the student experience.

The demolition will eliminate the two buildings built in 1967 and 1985. New construction will replace two buildings creating a student services hub and house the School of Arts, Sciences, & Education, the School of Business, Logistics, & Supply Chain, the School of Information Technology, and the School of Public Affairs & Social Service. The building that was built in the mid-2000s will undergo extensive renovations to create a healthcare wing, which will house the School of Health Sciences and the School of Nursing.

By co-locating the School of Nursing and the School of Health Sciences, the students and faculty will have a collaborative environment and share a simulation center to better experience the healthcare industry's cross-functionality. This will also create a robust learning laboratory environment and interdisciplinary interaction and allows for future program growth. The School of Health Sciences has limited ability to expand program enrollment due to the confines of the current space, which continues to increase enrollment to meet healthcare provider needs. Ivy Tech Terre Haute has extensive partnerships with Union Health, Regional Hospital, Good Samaritan Hospital, and Putnam County Hospital, among other healthcare providers in West Central Indiana. In addition, Hendricks Regional Health is expanding into Putnam County. This project is a critical component in ensuring a strong pipeline of skilled workers for our partner employers.

By relocating the School of Nursing to the main campus, the space vacated in the south building will allow for future expansion opportunities for the School of Advanced Manufacturing, Engineering, and Applied Sciences (AMEAS) through separate funding sources. The AMEAS labs are currently shared for academic programming, dual enrollment classes, Department of Correction training, customized training for industry/business partners, and WorkOne. Future enhancements will increase scheduling flexibility for the growing demand and relocate welding labs from the main campus. The future expansion of lab spaces will better enable the campus to address workforce needs for key partners like ENTEK, Steel Dynamics, GE Aviation, Saturn Petcare, and ThyssenKrupp.

In addition, this project will deepen our opportunities to provide pathways for K-12 students in the region to earn the credentials they need to enter the workforce or be prepared to transfer to earn their bachelor's degree affordably. Plus, it allows growing IT partnerships with companies like Joink to flourish. Lastly, Ivy Tech Terre Haute is focused on supporting regional efforts to address substance use disorder and mental health by ensuring students find their purpose through meaningful careers and consider pursuing careers in human services.

Due to traffic and road construction surrounding the main campus, our original main drive was removed, and the entrance shifted to the rear of the building. This created a confusing approach to traffic patterns and unclear entrances into the building, which is particularly difficult for new students and visitors. The new building will remedy the situation and create a clear main entrance to welcome students and visitors.

**Priority 2: Ivy Tech Community College Evansville**  
**Capital Request: \$34,999,910**

This project is a comprehensive campus realignment to best meet student and regional workforce needs in the four top industry sectors for southwest Indiana: Healthcare, Advanced Manufacturing, Transportation & Logistics, and Entrepreneurship. This expansion will result in an additional square feet to the main campus building (mostly in the form of lab space for hands-on training) and will be the first major upgrade since 2005. The project will address infrastructure changes and repurposing of spaces to adapt to evolving student and industry needs. Main projects include expanding the automotive lab to allow training for electrical and diesel vehicles, constructing a new School of Health Science, and repurposing existing space into a smart manufacturing & digital integration (SMDI) lab and entrepreneurship innovation lab. Currently the School of Health Science is scattered among the main building and two separate buildings, one of which is under a lease. This project will consolidate all the faculty, programs and labs in a new, State-of-the-art space, while eliminating the lease and demolishing a portion of the Plaza building, resulting in the removal of 16,789 square feet.

We have secured \$542,000 towards this project from three private funding sources: The Sol and Arlene Bronstein Foundation (\$320k), Good Samaritan Hospital (\$60K), and Deaconess Hospital (\$150K), and friends and family of Thomas Boeglin (\$12K). In addition, we have existing partnerships with all key employers in our region, including Ascension/St. Vicent, Trilogy, Toyota, Alcoa, SABIC, CenterPoint, Berry Global, OFS, Waupaca, WSI, inc., and others that are very supportive and encouraging of this expansion.

The investment made in enhancing our capabilities in the four key sectors identified above will impact 13 existing programs and add 3 new programs. This will increase overall capacity in programs that are either in high demand with enrollment at capacity or meeting demand but have inadequate spaces and labs, in addition to adding new programs in areas of growing industry demand. Currently, the educational attainment for the Evansville service area stands at 37.8%. This space will allow us to increase completions by 20% annually in areas of high skill and high wages.

The project will positively impact several industry sectors. For the healthcare industry, we currently lack space for growth, specifically in new programs like Physical Therapist Assistant and Med Lab Tech, which are showing high growth. There are 1,196 jobs that we help fill through our healthcare programs. Advanced manufacturing has 2,500 open jobs. To better support this sector, we need a new SMDI lab, as well as upgrades to welding, HVAC, energy, and industrial technology programs. Within the transportation and logistics sector, there are 850 open jobs. Through the project, Ivy Tech would expand automotive technology to increase enrollment capacity by 100% and provide a skilled workforce in critical areas that support the agricultural, mining, utilities and manufacturing industries, as well as automotive repair. Additionally, Ivy Tech's entrepreneurship program is at capacity with 25 students. The Evansville region struggles with business churn and will benefit from the rapid growth of a program that has proven very effective in training and supporting successful entrepreneurs.

**Priority 3: Ivy Tech Michigan City**  
**Capital Request: \$14,999,968**

Ivy Tech Community College's Michigan City campus is seeking funding to replace a 55-year-old developmental hospital with asbestos, safety, and HVAC issues with a new 22,536 square foot facility that will align the campus in a sustainability-focused, long-term plan designed to meet the needs of LaPorte County students, employers, and community by:

- Increasing Advanced Manufacturing and Information Technology program capacities and program offerings
- Reducing the facility footprint from approximately 65,000 GSF to approximately 22,536 GSF
- Modernizing the facility to a current standard from the original 1968 building, which will be torn down.
- Maintaining Ivy Tech's presence in the community by using the existing location which is co-located with the HealthLinc campus where Ivy Tech offers healthcare programs and a deep healthcare workforce partnership.

This project directly aligns with the workforce needs of Indiana by providing employers with skilled professionals within the fields of data, IT, and advanced manufacturing. The project will provide a new facility with ample lab space and modern physical resources to support faculty instruction and student learning. Additionally, the new facility will improve operating efficiency through a reduced footprint and lower operating costs by reducing the gross square footage by over 42,000 square feet. With the new building, the Michigan City offerings will be industrial technology, smart manufacturing and digital integration, and information technology. These programs will complement the current partnerships involving nursing and health sciences.

The project will result in additional opportunities to grow and forge partnerships with Amazon, Microsoft, HealthLinc, Franciscan Health, Northwest Health, Hitachi Global Air Power, KTR, and Northwest Indiana Transit Development Districts. The Michigan City campus also has relationships with LaPorte County Career and Technical Education (A.K. Smith Career Center), Michigan City High Schools, and Marquette Catholic High School with an intense focus on CTE programs. The location of the Michigan City campus is vital because it is within the healthcare

corridor, close to manufacturing companies and area high schools/career technical centers, between downtown and the new train station, and close to Interstate I-94.

## **Conclusion**

Ivy Tech remains deeply grateful for the robust support from the Indiana legislature, which allows us to continue to deliver on meaningful projects and initiatives that benefit students, employers, and the State. Our funding requests are strategically selected to prioritize workforce and career alignment, ensure high quality laboratory and educational facilities, and deliver long-term benefits for students, employers, communities, and Indiana's economy. We are proud to serve as Indiana's workforce engine and are deeply committed to responding with agility — at the *Speed of Life* — to deliver a workforce-ready talent pool that meets the demands of our State's industries and employers.

Through strategic partnerships with local employers, we ensure our curriculum aligns with market needs in all 92 counties — producing graduates who are prepared to contribute from day one. State funding enables us to offer high-quality, affordable, and industry-aligned education that directly supports Indiana's economic growth and vitality.

Every dollar invested in Ivy Tech is a dollar invested in Indiana's future. Our graduates stay, work, and contribute to communities across the State. They become the nurses, technicians, IT professionals, skilled trades, and business leaders who keep Indiana competitive. Ivy Tech also stands as the primary workforce provider for Indiana's new and emerging industries including batteries, semiconductors, data, and biopharma. State funding not only supports our students but also fuels the broader economic engine that powers Indiana.

Ivy Tech is not just an educational institution; we are a catalyst for growth across Indiana. We respectfully request your support in securing the necessary funding for the upcoming budget cycle to continue delivering on our mission. Together, we can ensure that Ivy Tech remains a vital resource for all Hoosiers while driving workforce development, economic growth, and community prosperity.