

Ivy Tech Community College is pleased to submit its operating and capital budget requests for the 2023-2025 biennium.

## **Background**

Ivy Tech's strategic plan, "Our Communities. Your College. Pathways for Student Success and a Stronger Indiana," is the College's map to Ivy Tech students earning 50,000 high-quality certifications, certificates, and degrees per year aligned with workforce needs by 2025. For Academic Year 2021-2022, Ivy Tech students earned 31,196 credentials, not including third party certifications. When the full count is completed by October 1, we expect to be approaching 40,000 credentials, including certificates, degrees, and industry certifications that pay above median wage.

The [plan](#) aligns with Indiana's educational attainment goal to equip 60 percent of the workforce with a high-value, post-secondary degree or credential by 2025. Our vision represents Ivy Tech's contribution toward this goal, which will help increase Hoosier per capita income and support the transformation of the State's advanced industries economy.

The strategic plan includes eight goals, with detailed strategies and tactics accompanying each goal, and metrics to ensure success:

- Goal 1 – Student Success: Ensure every student persists towards their educational objective.
- Goal 2 – Recruitment and Enrollment: Recruit and enroll Hoosiers from every demographic into high-demand/high-wage career pathways.
- Goal 3 – Completion: Students earn 50,000 high quality certificates, certifications, and degrees annually.
- Goal 4 – Workforce: Students are placed into and succeed in high-demand, high-wage jobs.
- Goal 5 – Employee: Become known as a great place to work.
- Goal 6 – Financial: Ensure the institution has sufficient financial resources to achieve our mission.
- Goal 7 – Community: Effectively engage with and serve our unique communities.
- Goal 8 – Diversity, Equity, and Belonging

The College is in the process of updating our strategic plan, and we expect to release the renewed plan by January 2023.

## **General Operations**

Ivy Tech's workforce alignment mission means that the College must be nimble in both our course offerings and how we operate. Individuals hear routinely in the media that higher education is expensive and has questionable value. At Ivy Tech, our faculty and staff are committed to providing students with the education and skills they need for success and providing them affordably. With more than 70 programs and credentials including short-term

certificates, workforce certifications, and associate degrees, students can get skilled in fields that have a high demand for workers or they can start their education and transfer seamlessly to a of four-year institution through one of our guaranteed admissions programs. Approximately 81 percent of students graduate from Ivy Tech without debt because of generous state and federal support that allows us to maintain low tuition, which was frozen for the past two years.

Ivy Tech serves a different demographic than other institutions in Indiana. More than 69 percent of our students attend classes part-time while they work to raise their families or support themselves; 39 percent of our students have dependents. More than half of our students are older than the traditional college age of 18-21, and 40 percent of students who file a federal application for student aid are eligible for federal Pell grants.

To allow for an increase in dedicated student-facing, student-success resources, the College has strengthened our operating efficiencies over the past six 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, in close alignment with the State of Indiana's performance funding model. 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.

The operational excellence is proven through employee engagement survey results and external awards. For 2022, Forbes named Ivy Tech one of the best employers for diversity, for women, and a best state employer. Additionally, the College was honored for using financial resources exceptionally with the investment in a qualified low-income community area of Indianapolis with the schools's new Automotive Technology Center. The investment aligned to the needs of the city both in workforce and economic development, providing Hoosiers with postsecondary training that will lead to credentials in the areas like diesel electronics, electric and hybrid vehicle technology, auto body technology, automotive service technology, diesel heavy truck technology, and motorsports.

The College launched another student-friendly initiative in December 2021 by providing transcripts to all students regardless of financial debts to College. The practice of withholding transcripts is common throughout higher education, but it is not in line with our goal of helping students improve their lives. The College has not forgiven the debt, but rather by allowing students to access these transcripts, we are enabling students to return to another school to finish their education or use the transcript to secure better employment. Ivy Tech is the only college in

Indiana with this practice; nationally, less than 3 percent of institutions have this policy. More than 2,000 students have taken advantage of this as of September 2, 2022, and students have shared that they have been able to return to college to complete a degree. One student shared, “Having access allowed me to get back to continuing my education. I had a lot of issues becoming a widow at that time of my life, and it was a setback... continuing my education will allow me to have a career and get on track to be able to pay Ivy Tech back.”

## **Academic Affairs and Student Success**

Maintaining affordability and offering our students a high level of support is critical to keeping students enrolled and on the path to completion, so Ivy Tech looks for creative ways to address student academic needs. When the federal government provided the College with funds to address the Coronavirus pandemic, Ivy Tech spent more than half of the funds on direct financial relief payments to students to help them meet basic needs. Additionally, the College worked to provide students with free textbooks for two academic years. The result was a cost savings of over \$34.2 million to more than 132,000 students. The textbooks initiative ensures students have their textbooks on the first day of class and that all students have what they need to succeed. Results of the initiative include:

- Increased the percent of full-time students earning 30+ credits in the fall and spring increased +1.70 percentage points, with even greater improvements for Hispanic students (+5.73), Adult students (+3.94), Asian students (+3.34), Pell-eligible students (+3.05), State Aid students (+2.66), and Black students (+2.06).
- Increased course success rates improved for full-time students by +.25 percentage points with greater results for Hispanic students (+1.29), Black students (+1.29), Multiracial students (+1.16), State Aid students (+.95), Adult students (+.65), and 21 Century Scholars (+.44).

In addition to the textbooks initiative and banded tuition, Ivy Tech offered a Summer-Flex Scholarship, designed to offer additional flexibility for students who are full-time but do not take 15 credits in Fall and Spring terms. Summer-Flex allowed students to take any remaining credit hours over the summer to reach 30 credit hours for the year.

In Summer 2022, the college helped over 1,000 students reach 30 credit hours for the year representing nearly 3,500 credit hours

Four years ago, Ivy Tech offered campuses the opportunity to deliver courses largely in an 8-week format, and this change has been transformational for campuses and students.

- Success rates in 8-week courses are six (6) percentage points higher than in 16-week courses.
- Success rates have increased for nearly all student population groups.
- Withdrawal rates are three (3) percentage points lower in 8-week courses than in 16-week courses.

- Success rates in 8-week courses have increased two (2) percentage points since 8-week offerings first started as faculty mastery in 8-week courses improves.
- With courses starting every 8 weeks, students in most programs now have 5 “starting points” rather than 3 each year.

Prior to the pandemic, Ivy Tech began reinventing its online courses to improve the quality of the online experience for students. Our review of online courses demonstrated that we had an unacceptable double-digit lower pass rate in online versus face-to-face courses. By consolidating offerings, increasing educational technology support for faculty and students, faculty training and certification online, and investing in state-of-the-art technology in a new unit called IvyOnline, our results have improved. For courses offered in both online and traditional formats during the same term, for example, the course success gap has been narrowed to under 2 percent, and after accounting for effects such as course instructor, the course title, and academic program, the gap has been reduced further. We will continue to work to eliminate outcome gaps by improving course designs and technology, ensuring faculty members teaching online are highly skilled in this modality, and providing students with more online support and training.

Ivy Tech continues to be the state leader in dual credit offerings for high school students, serving 67,808 in 450 high schools and career centers in Academic Year 2021-2022, with an additional 4,540 dual enrollment students attending courses on Ivy Tech campuses while in high school. These students collectively earned over 6,400 credentials prior to high school graduation. Career and Technical Education courses comprise 56.1 percent of the dual credit offerings through Ivy Tech and nearly 64 percent of credentials earned by high school students were earned in CTE-related fields, showing that Ivy Tech’s dual credit offerings are preparing students for the workforce in addition to overall postsecondary experiences. We have pushed to create more intentional dual credit offerings that result in the Indiana College Core (ICC), which is equivalent to a student’s freshman year at a four-year college. Last year, 1,819 students earned the ICC, which gave them a better opportunity to complete college just three years after graduating high school. Dual credit funding is awarded 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 earning a credential prior to high school graduation.

Ivy Tech’s transfer mission allows students to save thousands of dollars by completing the general education requirements or sub-baccalaureate degrees closer to home. Still, many students transfer prior to completion because they worry they will lose credits in a transfer to another college or worry they won’t get accepted into their program of choice at the transfer institution. While the Transfer as a Junior ([Transfer Single Articulation Pathways, TSAP](#)) ensures acceptance of all credits if a student is accepted into a program, acceptance has not traditionally been guaranteed. As such, Ivy Tech has also worked to increase the number of guaranteed admissions programs in the state to ensure the most seamless transfers possible. We currently have guaranteed admissions agreements or negotiations underway or with all of the state’s public four-year colleges, including regional campuses, and a growing number of private colleges. These agreements ease the mind of students, who can know they will not lose money when transferring to another school. The expansion of Ivy Tech’s Accelerated Associate Degree

Program (ASAP) has further enhanced access and success in transfer between Ivy Tech and four-year institutions.

Students overall are pleased with Ivy Tech. The Revealing Institutional Strengths and Challenges (RISC) Survey provides detailed, actionable data about student beliefs and student success. The most recent survey was conducted in Spring 2022 to 46,694 Ivy Tech students. According to the survey results, 94 percent of Ivy Tech students believe their education is worth what they paid for (or even more), and 93 percent of students would be somewhat or very likely to recommend Ivy Tech to a friend.

## **Workforce and Careers**

The mission of Ivy Tech's Workforce and Careers division is to ensure collaboration between Ivy Tech Academic Affairs and our workforce partners to provide innovative, tailored solutions for Indiana's employers.

One way the College has does this is through the establishment of the Achieve Your Degree (AYD) initiative. Through this program, private businesses partner with Ivy Tech to promote higher education and offer 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, on-line, or on-site.

Over 4,000 students have enrolled through AYD with more than 250 active employer partners. Additionally, the State of Indiana is in the process of signing a partnership that will include 80 state agencies.

As of 2021-22 academic year, students enrolled in AYD have achieved 2,843 credentials. Top Three campuses for enrollment are Fort Wayne, Bloomington, and Evansville. The Top Three programs are Business Administration, Healthcare Specialist, and Industrial Technology.

Approximately 72 percent of all credentials awarded are at the certificate level, in-line with our general student population. Of those, 34 percent are in Business, Logistics & Supply Chain, 20 percent are in Advanced Manufacturing, and 11 percent are in Healthcare. Partnerships include Parkview Health, Amazon, Cook Medical, Trilogy, Old National Bank, and many others..

The Next Level Jobs program has provided significant opportunity, with 10,812 students enrolled during Academic Year 2021-2022. Since the programs beginning in 2017, over 42,000 students have enrolled and over 25,000 students have completed a credential from an eligible program.

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 140 Hoosier companies, with the top three being construction, manufacturing, and healthcare.

Across the various economic sectors, the College has over 8,000 apprentices in companies like Stellantis, Cummins, Eli Lilly, Allison Transmission, and others, in addition to partnering with 12 different building trades programs at 60 locations across the state.

In 2022, the College received \$4,746,976 from the U.S. Department of Labor's Apprenticeship Building America program for the Expanding Registered Apprenticeship Programs (ERAP) project. The ERAP project establishes a statewide apprenticeship hub to promote apprenticeships as viable postsecondary "education to career" options and expand employer use of apprenticeships as a recruitment, training, and retention strategy.

With the manufacturing sector being one-third of the state's gross domestic product, it is another focus for Ivy Tech. However, Ivy Tech is focused on the future of manufacturing. There are an estimated 15,000 unfilled manufacturing jobs in Indiana currently, and approximately half will require a postsecondary credential or training. Ivy Tech recognizes that even though we provide nearly half of all the advanced manufacturing credentials in the state, it is not enough. We are working to increase the supply with the first Associate of Applied Science degree in Smart Manufacturing and Digital Integration (SMDI). Graduates will come out of Ivy Tech prepared for careers in Mechatronic and Robotic Engineering, and Automation and Systems Integration with companies like Lippert Components and Endress+Hauser and can make between \$53,000 and \$88,000 per year.

Information Technology is another high-demand field that is continually changing, and Ivy Tech is transforming its course offerings as well. Starting in 2023, Ivy Tech will launch the Ivy+ IT Academy, which will provide IT training that is customized to meet the needs of top employers. With 15 major partners including Salesforce, Microsoft, Workday, AWS, and Google, the College will be able to deliver a seamless job placement experience for students. The bootcamp-style program will be delivered statewide online, in-person, and in hybrid modalities to best meet student needs and requirements of the courses.

Ivy Tech also enhances the workforce by attracting large businesses to Indiana. These companies know that they can count on Ivy Tech providing them trained and skilled workers. For example, on May 24, 2022 Stellantis and Samsung announced their decision to build their second North American electric vehicle battery factory in Kokomo. Both companies are leading global markets in automaking and battery and electronic materials, and Ivy Tech will provide graduates to meet those needs. The organizations plan to spend \$230 million to retool three Kokomo-area factories and provide 1,400 jobs. Additionally, Skywater Technology announced their plan to build a \$1.8 billion state-of-the-art semiconductor research, development and production facility in Indiana, which will produce 750 new high-wage jobs in Tippecanoe County. An academic partnership between Ivy Tech and Purdue University helped secure the commitment from the company as they knew their workforce needs could be met.



## **Existing Line Items**

Ivy Tech submits the following line items for consideration.

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

The State of Indiana places an emphasis on providing educational opportunities to individuals in rural communities in a number of ways including through funding to Ivy Tech for what has been traditionally been known as the Southern Indiana Educational Alliance. 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.

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.

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

Certifications are a way to validate skills and are attractive to employers, and many professions 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 university 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 70,000 certification and professional licensure exams per 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, so 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 generally 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.

Continued funding of this initiative allows Hoosiers an opportunity to obtain these required licenses and certifications. Ivy Tech provides a statewide footprint for testing locations and, in some cases, is the only testing location for these exams in Indiana.

**Existing Line Item, increase in funding requested**



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

Ivy Tech currently offers nursing programs at 18 campuses and affiliated sites, with the 19th campus (Hamilton County) to launch Spring 2023 (pending approval from the Indiana State Board of Nursing, expected in September 2022).

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 had to turn away over 300 qualified students because it did not have the adequate amount of faculty and clinicals to support the high number of applicants. With HEA 1003, Ivy Tech can better 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 will be getting into the workforce faster.

Thanks in part to this legislation, Ivy Tech increased its nursing program bringing the total Fall enrollment for nursing to 2,556 as of September 1, 2022. By 2025, Ivy Tech has a plan to increase the number of students by 33 percent (or 600 students) and become the producer of 45 percent of all Hoosier nurses. Currently, Ivy Tech completes about 1,300 Associates of Science in Nursing (ASN) students annually, which totals 32 percent of all new Registered Nurses (RN) in Indiana.

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. Most recently, Ivy Tech was rated the number 1 program out of 34 nursing schools in Indiana by [NursingProcess](#).

The Indiana Hospital Association and Hoosier hospital CEO's have affirmed the need for Ivy Tech ASN graduates, and all the major hospital systems have requested workforce agreements to increase their nursing pipeline. Because Ivy Tech's role of reputation of producing qualified nurses, healthcare partners have committed \$18,322,522 to help Ivy Tech with its nursing efforts. Currently, donations have come from IU Health, Marion Health, Brownsburg Healthcare, North Central Health Services, Union Health Terre Haute, Baptist Health, and Community Health Network.

In 2021, there were 4,300 job openings for nurses, with a predicted 5,000 additional nurses needed by 2031 to fully meet Indiana's healthcare needs. Although HEA 1003 was a giant step forward in providing Hoosiers with more healthcare workers, Ivy Tech requires additional funding to properly address the shortage. Requested funds would be used for recurring expenses like nursing salaries, instruction material, and healthcare training equipment. Additionally, the funds will pay for support services to improve nursing retention rates and ensure students are prepared for the nursing licensure exam (NCLEX), which they must pass to obtain their nursing license.

## **New Line Item**

### **Career Link - \$8,000,000**

Ivy Tech is requesting \$8,000,000 in new funding for Ivy+ Career Link, a career services model that emphasizes developmental career coaching for students and expanded employer engagement processes. Initially funded through a generous donation from the Lilly Endowment and others, the Career Link program includes the opportunity for students to create a career development portfolio by completing activities that bring career awareness, exploration, preparation, and experience into focus. Students work with individual career coaches to identify their interests, strengths, and career objectives. Students also have access to resources to develop technical and employability skills. Employers work directly with talent connection managers to intentionally build pipelines from the College through student engagement and experience activities, Career Link representatives offer training and customizable professional development opportunities to the employer's existing workforce and that help recruit new talent.

Results from the first two years are impressive. Data show an increase of 177 percent in career coaching from year 0 (2021) to year 1 (2022) and a 15.52 percent increase in retention of students who participated in at least one Career Link coaching session or meeting versus their peers who did not participate. The College retained first-time students who participated at a rate of 16.47 percent higher than those first-time students who did not participate and retained first-generation students at a 17.12 percent higher rate than those who did not participate. Students who described themselves as ethnically Black or African American were retained at a rate that was 18.30 percent higher than their non-participating peers.

Ivy Tech employs more than 40 career coaches to provide immediate career-related support to Ivy Tech students, including some high school learners participating in dual credit (depending on the campus). Ivy Tech Community College's Ivy+ Career Link program also takes the employer relationship to a new level. Under the holistic approach of Employer Consultants, the program connects and empowers incumbent workers with tools, resources, and transformational career coaching to help incumbent workers grow their careers and succeed in the workplace across the state. The College has engaged with over 2,000 employers to create relevant training opportunities for each employer's needs and has offered 442 workforce training sessions. These Ivy Tech offerings impact employee and student retention and engagement and lead to enhanced company productivity. They also empower students with professional career coaching and training to support a lifelong career journey. By strengthening social capital, preparing for workforce readiness, and connecting talent to opportunity, Ivy Tech students will positively impact Indiana's economy.

The campus teams include professionally trained executive directors, career coaches, talent connection managers, employer consultants, and program managers who work with students, employers, and community partners in our campus service areas statewide.

The fundamental goals of Career Link are to continue transforming Ivy Tech’s career development for today’s learners and guide students to be successful before and after they graduate. Receiving this funding and continuing to provide quality guidance to our students is essential to their success.

Ivy Tech stands out due to its transformational career coaching available to all learners and the act of each student receiving a trained coach. By using statistically valid, psychometric career assessments, Ivy Tech can help learners find a best-fit course of study and career field where they can thrive. Career Link will also utilize specific data from the Lightcast labor market to point students towards opportunities in their geographic area in high-wage, high-demand career sectors. Career Link will help the state develop a robust talent pipeline of Hoosiers by growing employability and career-readiness skills.

### Capital Projects

For the 2023-2025 biennium, Ivy Tech requests authorization and funding of \$210,356,196 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 its facilities. This amount will enable Ivy Tech to meet Indiana’s needs by training students to be workforce ready. These capital requests are needed to provide adequate quality and functional space for these students and to address critical repairs to the capital investments already made by the state.

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 and site visits to assist in defining the request priority and level of capital needed. The process also requires alignment with programs that lead to high-demand, high-wage jobs and alignment with our strategic plan focusing on right sizing.

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

Priority	Project	Amount
1	Indianapolis	\$33,001,450
2	Michigan City	\$22,578,551
3	Fort Wayne	\$64,148,322
4	Terre Haute	\$55,647,565

5	Evansville	\$10,292,156
6	Anderson	\$24,688,152

### **Priority 1: Ivy Tech Community College Indianapolis**

#### **Capital Request: \$33,001,450**

The goal of this project is to effectively and efficiently create and use space while supporting growth in the most in-demand programs to support the State’s workforce needs.

This requires:

- Relocation of the currently offered services from the Fairbanks Center for Healthcare Professions to the Fall Creek Campus
- Creating a central point for student services to provide easier access to assistance.

The Indianapolis Campus serves Boone, Hendricks, and Marion counties. This Service Area worked on a Facility Master Plan in May of 2021 to evaluate the current and future needs of its physical space to best serve students, faculty, staff, and the community. This involved the assessment of the Service Area’s more than one million square feet (SF) at three locations within Marion County, including the Fall Creek Campus (approximately 775,000 SF), the Lawrence Campus (approximately 300,000 SF), and the Automotive Technology Center on the west side of Indianapolis (approximately 60,000 SF).

The outcome of this evaluation period created a plan to best use current space, as well as support growth in the most sought-after programs. There are four primary elements of this project. The first element is to relocate the services currently offered at the Fairbanks Center for Healthcare Professions (300,000 SF in Lawrence) to the Fall Creek Campus. This includes the School of Nursing, School of Health Sciences, Mortuary Sciences, Biotechnology and the support services for these student populations. The result will include expanded, leading-edge program space for these critical programs. This will also create efficiency with support and administrative services, reducing redundancy in resource allotment. Additionally, it removes the need for a significant capital improvement project for the Fairbanks Center, which is currently in need of more than \$30M in infrastructure improvements, including HVAC replacement, window replacement, and building envelope refurbishment. Finally, this change brings our health sciences students into downtown, closer to the Indianapolis service area’s largest hospitals.

The second element of the plan is to create a central point for student services. Currently, many student services are offered in the North Meridian Center (NMC). Most enrollment services departments reside on the first floor and others are spread throughout the building. A core service missing from the NMC is the Academic Advising department, which currently resides in the Glick Technology Center. As a result, the in-person enrollment process requires students to visit multiple buildings. Completion of this project would make it easier for students to access

assistance, which could positively impact enrollment. This would include bringing Academic Advising, Career Coaching, Ivy Cares and Student Life into one, highly-visible and easily accessible location.

The third element of the plan is to build a centralized location for the campus' cohort programs, which connect students with mentors who help them navigate through the college process and take advantage of all student resources available to them. One of the most common needs is having space where the program and the student populations can engage meaningfully with one another. Rather than having duplicate space for each program, this would provide an opportunity to have common lounge spaces for students to gather, while also having the ability to house program specific spaces, which would be adjacent to the central lounge.

The final element takes the necessary action to ensure all students, faculty and staff have access to equitably-equipped space. Feedback received from internal stakeholders identified the discrepancy in space and its available features depending upon the program building. To ensure space is flexible and efficient, there is a need to standardize the information technology and audio/visual systems that are available in all academic spaces across the campus. This component of the project would also include providing consistent administrative support space for faculty and staff, which would ensure workers have access to environments that help them focus, appropriately equipped work rooms, and break rooms for breaks and meals.

Overall, this project will use space and create environments where students can focus on learning in effective classrooms and industry-standard lab spaces. The changes will also allow faculty to more easily provide instruction and support in a meaningful way.

## **Priority 2: Ivy Tech Community College Michigan City Capital Request: \$22,578,551**

The goal of this project is to provide a state-of-the-art facility for students to increase enrollment and train employees to supply a growing workforce, meeting anticipated demands in the northwest Indiana region.

This requires:

- Demolishing the Ivy Tech Pejic building on Franklin Street in Michigan City.
- Constructing a new facility in the same location as the Ivy Tech Pejic building, which allows for addition of Nursing and a Flex Lab.

The Michigan City site is located inside LaPorte County. The funds requested will go towards the demolition of the current Ivy Tech Pejic building on Franklin Street, as well as the construction of a new facility at the same location. The new facility would be a state-of-the-art 38,796 square foot building. Programs offered within the new building include Medical

Assisting, CNA, Industrial Technology, and Business—all of which align with high demand jobs in LaPorte County.

This new facility will provide lab space for Ivy Tech’s manufacturing and healthcare programs in addition to offering opportunities to residents who need post-secondary credentials. LaPorte County’s educational attainment (adults ages 25-64 holding at least an associate degree) is 28.6 percent compared to 48 percent state average. The potential student population for the site includes more than 16,000 adults ages 25-44 who have a high school diploma or have attended college, but who do not hold a postsecondary credential.

Healthcare-related employment is, and will continue to be, a strong need northwest Indiana. Additionally, manufacturing projects are expected to result in 600 new jobs in Michigan City, reinforcing the need for a skilled workforce in the areas of Advanced Manufacturing, Industry 4.0, and Business Supply Chain and Logistics. The Double Track project, which is the construction of a double track rail along the South Shore line from Gary to Michigan City, will realize a \$1 billion investment into the service area.

**Priority 3: Ivy Tech Community College Fort Wayne**  
**Capital Request: \$64,148,322**

The goal of this project is to provide a state-of-the-art campus capable of training the current and future workforce in a variety of professions.

This requires:

- Constructing a new Nursing and Health Sciences facility with a hospital-like environment, which will allow the campus to eliminate leased space.
- Relocating the existing Student Life Center to eliminate currently scattered student support functions.
- Renovating the Coliseum Campus and modernizing it with a focus on updating labs and unifying programs in the School of Information Technology and School of Arts Sciences and Education programs.
- Demolishing Harshman Hall and Carroll Hall, which are both outdated, inefficient and deteriorating.

The Fort Wayne Campus services Adams, Allen, Dekalb, Huntington, Kosciusko, LaGrange, Noble, Steuben, Wabash, Wells, and Whitley counties. Since 2008 the Fort Wayne campus has been evolving based upon economic factors, state and service area workforce needs, program and curriculum changes, and technological advances. Buildings in use since the 1960s have exceeded their usefulness and other buildings require renovation to meet student needs and expectations, as well as align programs with industry. The funds requested will allow for construction of a new single-story Nursing and Health Sciences Center, renovation of Coliseum Campus and Student Life Center, and the demolition and site restoration of the 1960s era Harshman Hall and Carroll Hall buildings. All facilities will be designed with a focus on the student learning experience. Lab spaces will be updated to mirror industry experiences, as appropriate, and to accommodate current and future program offerings. Classrooms will be



designed to accommodate multiple teaching methodologies, taking into consideration post-pandemic changes. The campus is intentionally seeking to restructure and realign facilities to better serve the healthcare workforce needs of its service area, to provide enhanced student support, and reduce the total campus footprint.

The project includes the demolition of two outdated and deteriorating facilities that require the relocation of services and programs housed in those buildings. The campus would construct a new interdisciplinary Nursing and Health Sciences Center on the North Campus to house all of the health sciences and nursing programs, along with associated support services. This new building would replace the deteriorating Harshman and Carroll Halls. When this portion of the project is completed in the 2025-26 academic year, the campus anticipates being able to increase enrollment in Health Sciences and Nursing by 7 percent and increase completions by 20 percent, with opportunities for additional growth in subsequent years. With a projected Indiana shortage of 5,000 nurses and 63,000 healthcare workers by 2026, the proposed Nursing and Health Sciences center will position Ivy Tech Fort Wayne to increase enrollment and completions in healthcare programs to help meet the workforce needs of the campus's service area and the State of Indiana.

Student support services will also be unified and co-located in the renovated Student Life Center to eliminate the currently scattered support functions and provide a fully functional one-stop-shop for student convenience. Student experiences and student support services impact retention, educational attainment, improved academic performance, dealing with life circumstances and opportunities for career guidance. Additionally, the Coliseum Campus will be renovated and modernized to accommodate programs displaced from our North Campus and to provide updated academic spaces for life and physical sciences, visual communications, hospitality administration, and other programs. Associated support services such as tutoring, group study areas, library access and academic advising would be available. The overall intent of this project is to provide prospective students with a streamlined entry process and to give enrolled students exceptional academic spaces and access to the support services.

This modernization will provide updated instructional labs and classrooms with student support services near the program areas. There will be approximately a 47 percent increase in specialty lab stations, \$733,000 estimated annual savings in operating costs along with future deferred maintenance on deteriorating buildings.

**Priority 4: Ivy Tech Community College Terre Haute**  
**Capital Request: \$55,647,565**

The goal of this project is to remove the two oldest buildings and renovate an existing building to meet safety standards and accommodate general and health science classes. The project will also make tutoring, career coaching, and staff efficiency better by bringing all three into one central location.

This requires:

- Demolishing the 1967 and 1985 buildings on campus.

- Renovating the 2009 building to provide general and health science classes with new classrooms that are better suited for each specific topic.
- Updating the 2009 building to ensure it complies with all ADA and safety requirements.

The Terre Haute Campus services Clay, Parke, Putnam, Sullivan, Vermillion, and Vigo counties. The funds requested will go towards addressing aesthetic and infrastructure items on the main campus, which has several connected buildings ranging in age from 19 to 55 years old. Although the Terre Haute campus has maintained buildings well through self-funding or fundraising for renovations, the campus is to a point where larger renovation is needed to address systems and safety issues. A large-scale renovation was analyzed but it became apparent that a new building would be more cost effective and would provide a stronger learning environment.

The original facility on campus was built in 1967 and has extensive issues, including restroom ADA compliance, plumbing, metal storefronts, poor room layouts, and several safety issues, such as not having a sprinkler system, dead end hallways, and two bathrooms with major failures. With limited campus resources, small renovations have been made in an attempt to meet the changing campus needs over the years. However, because of the changes within academic program offerings, class sizes, and other needs, previous renovations have left the campus severely limited, under-utilized, nonfunctional, and unsafe. Currently, the School of Health Sciences programs are not housed together and do not have adequate space to accommodate growth. Throughout the year, health teaching materials that are necessary for training must be transferred multiple times to accommodate classes. Furthermore, student resources are in different areas, which results in poor utilization of staff. In addition to the myriad of issues found within the oldest building, an added building constructed in 1985 also lacks building code standards, including the lack of a sprinkler system and safety issues caused by a complicated layout. For example, many rooms within this building are small, hidden behind other classrooms, and have heating and air flow issues. The new construction will replace both the 1967 and 1985 buildings.

The 2009 building will remain and be renovated to house all of the health sciences and nursing programs to create the best learning experience for students. Funds obtained through these efforts will support the project with resources for additional equipment and necessary amenities to enhance a learning environment. The new renovations will include the creation of a state-of-the-art health sciences wing and student resources area, which will aid in tutoring and career coaching. Relocation will allow for the creation of a Learning Commons in the same space as the library and tutoring center. These funds will also provide additional space for general education classrooms and ensure all health science classes are moved into more suitable classrooms for the subject matter. The mechanical system updates will include HVAC, plumbing, fire systems, metal storefronts, lighting, and increased energy efficiency throughout the main campus. Some funding will also go toward the aesthetics of the building to make the campus more appealing to prospective students.

**Priority 5: Ivy Tech Community College Evansville  
Capital Request: \$10,292,156**

The goal of this project is to expand the Evansville automotive lab by adding and updating existing equipment and reconfiguring space to allow more hands-on teaching for students.

This requires:

- Reconfiguring 1,400 square feet of the current automotive lab.
- Incorporating current outdoor storage space of 3,660 square feet.
- Expanding work stations for students to allow for larger storage areas and more accommodating equipment.

The Evansville Campus services Daviess, Dubois, Gibson, Knox, Perry, Pike, Posey, Spencer, Vanderburgh, and Warrick counties. The funds requested will go towards Evansville's current automotive lab, which was built in 2005 as part of the Phase 1 major renovation. Currently, the lab space is limited and significantly restricts the ability to offer courses, prevents hands-on opportunities, and results in damage to vehicles because of tight spaces. This project would reconfigure 1,400 square feet of the current automotive lab, incorporate current outdoor storage space of 3,660 square feet, and expand work stations for students by providing interactive classrooms and creating a larger storage area to accommodate equipment. The space will also provide the flexibility necessary for future program growth to meet industry demands. Right now, there is limited equipment used to raise cars and trucks for easy access to wheel assemblies and the underside of the vehicle. The limitation reduces hands-on learning, a critical component of this program. Since there is not enough lab space to offer all the classes each semester, the campus is forced to offer remaining classes in the summer. The inadequate lab size also limits the number of cars students are able to work on in a given semester and are limited to how many bays for cars can be in the lab at one time.

Due to these limitations, Ivy Tech is unable to help the regional needs for automotive technicians. During the October 2021 Accreditation exit interview, the accreditation team noted that the lab space needed to be increased to provide more room for student projects and work. The current Automotive Lab has six total stations for students to work on vehicles, with at least four students to a car and upwards of an entire class gathered around a vehicle. Diesel classes, which are in high demand, cannot be offered on campus. To offer these classes, Evansville must use space at the Southern Indiana Career Technical Center for a fee. Unfortunately, no one was allowed in the building during COVID. Having the ability to hold those classes on the Ivy Tech campus will provide control and allow the program to grow.

The funding will also allow workstations to double by adding two classrooms where cars can move into the classroom and be lifted for better understanding. The project will add diesel lab space and incorporate equipment needed to provide adequate electric car instruction. The expanded space will provide the flexibility to accommodate industry changes, such as the transition to Electric Vehicles, as well as maintaining CDL Program equipment.

The Automotive Service industry within Evansville's service area is strong and has seen an increase of 9 percent within the Automotive Service Technician field over the past five years. Overall, mechanics and technicians for a variety of vehicle and equipment types experienced a growth of 6 percent in occupations over the past 5 years. As this industry continues to grow and

transform, Evansville projects continued growth and employment ranging from \$15 - \$25 an hour. During 2021, Job Postings report demonstrated 3,098 total job postings with advertised median salary of \$43.6k. Further, 170 average hirings per month during the 2021 calendar year. Ivy Tech Evansville can be a stronger partner with a facility positioned to better support the local automotive industry training and workforce needs.

**Priority 6 - Ivy Tech Community College Anderson**  
**Capital Request: \$24,688,152**

The goal of this project is to centralize all programs into one building, which will ensure students have access to all student services, provide opportunity for program expansion, and allow faculty and staff greater collaboration.

This requires:

- Demolishing the building on 53rd Street.
- Expanding the building on 60th Street to host all health science and nursing programs.
- Moving all student services, including the free childcare program, to the updated 60th Street location.

The Anderson campus serves the counties of Hamilton, Madison, and Hancock. The campus has two main buildings: one on 53rd St and another on 60th St. Currently, all health science and nursing programs are housed at the older, smaller 53rd St location, which also houses all of student services, including free childcare. Unfortunately, because these locations are over a mile apart, students do not have easy access to student services or the free childcare. Once all programs are moved to the 60th Street location, the College will sell the 53rd Street building. The College explored renovation of 53rd Street, but due to the age and structure of the building, expansion would involve knocking down load-bearing walls, digging through the slab to add additional plumbing, and more it is more beneficial to consolidate locations. By moving programs within the 53rd St building to the 60th St location, this allows for inclusion of the welding. The welding program is currently housed in the Anderson Community Schools Career Center-D26, which is not a part of the Ivy Tech campus. Bringing all programs into one building will ensure all students have access to services vital to their success, such as financial aid, tutoring, and any additional support needed. The project also puts all faculty and staff at one location for greater collaboration.

With these changes, enrollment is expected to increase due to all programs and services being co-located with increased visibility. Beyond enrollment, several programs will have the opportunity of expansion. First, the nursing program would be able to grow the number of students to help meet the overwhelming demand in Indiana. The campus would also start new programs, such as Occupational Therapy Assistant (OTA), Diagnostic Medical Sonography (DMSI) and Respiratory Therapy (RESP). The funding would also allow the Ivy Tech welding program to be housed on the actual Ivy Tech campus. Because of this additional funding, more students in the surrounding counties will have greater access to healthcare programs at a new, close-to-home, state of the art building with the latest technology and equipment. This solution is long term. Right now, there is no room for growth at the 53rd St location. With increasing

shortages in healthcare science areas, the campus needs more space and better equipment to continue growing. After selling the 53rd St building and adding additions to 60th St, the total net reduction of space would total 5,329 GSF.

## **Conclusion**

Ivy Tech remains grateful for the support the Indiana legislature has provided. We invest money into projects and initiatives that benefit students, communities, and the State. This is seen in Ivy Tech's funding requests, selected because of their prioritization of workforce and career alignment, as well as their long-term benefits to students and the State's needs. Ivy Tech solves pressing issues, such as the need for more trained and qualified nurses, improving training spaces to better prepare students for the real world, and filling in-demand, high-wage jobs. Because of this, Ivy Tech will continue improving methods that are most helpful to students to add skilled laborers to the workforce and strengthen Indiana's taxbase. Ivy Tech changes the trajectory of student lives through an affordable and quality education, which will help mold future leaders and build stronger communities. The end goal is much more than making it to graduation day—it's making every day after a success.