



IVY TECH
COMMUNITY COLLEGE

**Search for the President
Ivy Tech Community College
Indianapolis, Indiana**

THE SEARCH

Ivy Tech Community College (Ivy Tech or the College), with its 19 campuses and 26 additional satellite locations, seeks an experienced and innovative leader as its next President. The next leader should bring a deep understanding of the complex factors facing higher education at this unique moment, and the central role of community colleges in providing education and workforce development for their communities. Since its inception, Ivy Tech has remained committed to open access, affordability, and high-quality programs. The College has had a strong trajectory in recent years and the next President will be expected to build off of the recent success in enrollment, innovative academic programs, and overall positive impact on Indiana's workforce needs. Ivy Tech's President will have the opportunity to work with high-caliber faculty, staff, and campus chancellors; a committed and talented senior leadership team; and a community of stakeholders across the State of Indiana that is eager to work with the institution to elevate educational achievement and economic prosperity.

Ivy Tech was founded in 1963 and is the State of Indiana's largest public institution of higher education and the nation's largest single accredited community college system. The size and scope and unity of vision of Ivy Tech allow it to operate at a scale that positively impacts the state. Ivy Tech currently serves approximately 177,000 students total at various levels and has about 3,200 instructional staff across its 19 campuses. The College has an operating budget of approximately \$583.6 million. The majority of the budget derives from tuition and appropriations from the General Assembly. Ivy Tech's current strategic plan, *Higher Education at the Speed of Life*, seeks to achieve four key outcomes: promoting effective teaching and learning across Ivy Tech; innovating in response to changing employer needs; transforming the student experience to foster student success; and maximizing operational excellence to advance campus and college-wide initiatives. The College recently concluded a five-year capital campaign that resulted in \$340 million earmarked for student scholarships and related support, workforce development, infrastructure, and next-generation programs.

The President of Ivy Tech reports to a Governor-appointed Board of Trustees and serves as the chief executive officer of the institution. The President has responsibility for the integrity of Ivy Tech's academic programs, allocation of resources, external representation, fundraising, and working with state officials.

The President's core leadership team includes the Executive Vice President and Chief of Staff; Provost and Senior Vice President of Academic Affairs; Senior Vice President for Workforce and Careers; Senior Vice President and Chief Financial Officer; Senior Vice President and Chief Information Officer; Senior Vice President and Foundation President and Senior Vice President for Legal and Public Affairs.

The next President of Ivy Tech should continue Ivy Tech's focus on delivering high-quality and innovative academic programs that advance the state's educational attainment goals and workforce development needs. Continuing to serve as an effective external advocate will be critical, both as a thought leader in the broader higher education space and especially with the General Assembly. The next President will work with a strong team of senior leaders and is expected to continue inspiring them to remain ambitious for the institution. Fundraising and maintaining the fiscal integrity of Ivy Tech will be paramount. The President should be a willing participant in cultivating relations with donors and ensuring that enrollment goals are met consistently. Building and maintaining relationships across the spectrum of educational, business, civic, and governmental organizations will be critical to establishing an understanding of the current and future needs of students and the workforce of Indiana.

Ivy Tech has retained Isaacson, Miller to assist in the recruitment of its next President. Please direct all applications, nominations, and inquiries to Isaacson, Miller as indicated at the end of this document.

ABOUT IVY TECH COMMUNITY COLLEGE

Founded in 1963, Ivy Tech Community College is Indiana's largest public post-secondary institution and the nation's largest single-accredited statewide community college system with over 177,000 students enrolled annually and 19 campuses and an additional 26 satellite locations for a total of 45 sites throughout the state. It serves as Indiana's engine for workforce development, offering affordable degree programs and training that are aligned with the needs of its community along with courses and programs that transfer to other colleges and universities in Indiana. Ivy Tech offers hands-on experience with some of the state's most advanced technologies and training facilities, plus the convenience of more than 1,000 online classes, and the attention that comes with small, average class sizes.

Ivy Tech's affordable tuition rates (annual full-time tuition just over \$4,300) keep higher education accessible for residents, a consideration that results in 91% of graduates staying in Indiana. Ivy Tech constantly seeks to anticipate and respond rapidly to economic and technological changes to have maximum impact on Hoosiers. At Ivy Tech, the goal is not simply graduation day, but rather overall career and life preparedness as well as life-long learning. Ivy Tech's focus on stellar student outcomes and career preparedness has resulted in an estimated \$4 billion in economic impact to the state.

Under the leadership of President Sue Ellspermann, Ivy Tech has achieved great successes in enrollment, student outcomes, fundraising, curricular innovation and strong partnerships with state government and the business community. The institution recently articulated a strategic plan for 2023-25, [*Higher Education at the Speed of Life*](#). The overarching aim is to ensure that Ivy Tech students earn 50,000 high-

quality credentials each year, aligned with the needs of Indiana's workforce and communities. This represents the contribution Ivy Tech will make each year to achieve Indiana's educational attainment goal of 60% of Hoosiers in the workforce having a degree or credential by 2025, meeting employers' needs for talent. Ivy Tech nearly doubled credential production over the past five years, and while challenging, plans to grow another 25% over the next three years. The current plan commits Ivy Tech to four key outcomes: promoting effective teaching and learning across Ivy Tech; innovating in response to changing employer needs; transforming the student experience to foster student success; and maximizing operational excellence to advance campus and college-wide initiatives.

Undergirding Ivy Tech's current successes is an acute focus on high-quality data to not only inform overall strategies and reforms but to hold the community accountable as well. Data analysis at the College is focused on the relentless review of retention data, persistence towards academic plan completion, and learning outcomes. The College has provided extensive, system-wide training on how to effectively utilize data and establish appropriate goals for specific campuses. The College leverages its utilization of Ivy Analytics, making real-time data dashboards readily available to faculty and staff for review and decision-making support. Data collection and review processes at Ivy Tech embody continuous reflection and monitoring by stakeholders at all levels of the organization and the state level as well. Ivy Tech also uses tools like "LightCast," an employment projection software and workforce supply and demand data, to illustrate the current and future needs of employers and emerging trends to determine where industries in Indiana will need a skilled and educated workforce.

Academic Programs and Student Services

Ivy Tech currently offers a wide variety of degrees, certificates, and training opportunities for a diverse array of students and learners seeking to either broaden their intellectual horizons or advance in their chosen profession. Currently, there are over [70 academic programs](#) delivered by eight schools that include the School of Nursing; the School of Health Sciences; the School of Business, Logistics, and Supply Chain; the Garatoni School of Entrepreneurship and Innovation; the School of Public Affairs and Social Services; the School of Information Technology; the School of Arts, Sciences, and Education; and the School of Advanced Manufacturing, Engineering, and Applied Science. Many of Ivy Tech's programs are designed to offer stackable credentials to help students quickly upskill and reskill to start a new career or advance in their current ones.

The College also offers a number of special programs to help students succeed inside and outside the classroom. Whether that means earning college credit in high school, getting a free education, earning a credential to improve one's pay before graduation, traveling abroad, or other purposes – each special program is tailored to fit a student's ambitions. Currently, Ivy Tech offers the following special programs:

- [Next Level Jobs](#)
- [Accelerated Programs](#)

- [Ivy+ IT Academy](#)
- [Transfer Options](#)
- [High School Programs](#)
- [Apprenticeships](#)
- [Achieve Your Degree Programs](#)
- [Attend Two Colleges at the Same Time](#)
- [Study Abroad](#)
- [Honors College](#)
- [Global Studies Certificate](#)
- [Senior Scholars](#)

Ivy Tech also offers online courses through [Ivy Online](#). Academic programs through Ivy Online are entirely online and most activities are asynchronous.

Ivy Tech ensures that all of its students are supported during their educational journey. For instance, IvyCares provides students with wraparound services in areas such as emergency transportation assistance, food security, mental health resources, technology assistance, and emergency aid funding. Ivy Tech's TRIO Program (funded through a U.S. Department of Education grant) provides additional support services to first-generation students, low-income students, and/or students with a disability during their time in college. Additionally, Ivy Tech ensures access to students with disabilities; provides benefits to veterans and active military personnel; offers support to prevent suicide and sexual assault; and provides technology support for students, among others.

Students

Ivy Tech is strongly committed to its open-access mission and serving all learners and professionals wherever they are in their educational trajectory. Over the last six years, Ivy Tech has seen strong enrollment trends across a variety of demographics, with the exception of the pandemic period (2020-21). Currently, 25% of Ivy Tech's student population are from underrepresented minorities and 40% are first-generation students.

Ivy Tech provides a strong value proposition to residents of Indiana. With its robust financial aid opportunities, four out of five students coming through Ivy Tech leave with no debt. For students seeking to enter four-year universities or colleges, the College provides exceptional preparation. Top-tier universities and colleges in the state uniformly recognize Ivy Tech students as highly prepared and motivated to succeed if they choose to transfer for further education. For workers seeking to advance in their careers, Ivy Tech has always been seen as the go-to institution to provide cutting-edge training and certification in the professions and fields that power Indiana's economy and overall prosperity. Through its partnership with industry and state government, Ivy Tech develops a detailed understanding of current

and future workforce needs. Information about potential success and salary earnings are communicated clearly to potential students.

Ivy Tech also offers a number of programs that allow high school students to earn college credits. Ivy Tech offers free summer college courses to secondary school students seeking to earn college credits. Through its [dual credit](#) program, high school students take Ivy Tech classes at their school (for free), fulfilling high school graduation requirements while also earning college credits. Through a [dual enrollment](#) program, high school students take college courses at Ivy Tech while still in high school. [iCAP](#) offers online courses to high school students. In recent years, Ivy Tech has offered the [Indiana College Core](#). This is a long-term certificate, known as a technical certificate, consisting of a block of 30 credit hours toward general education requirements, equivalent to a first year of college credit completions. Through these various programs, Ivy Tech services over 70,000 high school students.

Locations

Ivy Tech is exceptional in its reach and breadth across the state of Indiana as well as its unified sense of mission. In total, Ivy Tech has [45 total locations](#) across Indiana. This includes 19 campuses, each with its own chancellor, and 26 satellite locations. Each location offers its own unique set of services. Leadership and staff of each location look to embed and understand the needs of their particular communities to provide worthwhile programs and opportunities. In collaboration with each other and central leadership, each Ivy Tech location carefully crafts strategies to avoid overlap and inefficiencies.

Finances and Fundraising

Ivy Tech's operating budget for FY 2024 is approximately \$583.6 million. The majority of the budget consists of tuition and appropriations from the General Assembly. In recent years, Ivy Tech has been quite successful in raising money from donors and foundations. A number of local philanthropies such as the Lily Endowment and Lumina Foundation have been generous supporters of specific programs to prepare the workforce of the future. Ivy Tech recently completed its five-year capital campaign, [Invest IN Ivy Tech](#). The campaign was Ivy Tech's first-ever comprehensive fundraising effort. The generosity of 14,000 donors resulted in the campaign raising \$340 million earmarked for student scholarships and related support, workforce development, infrastructure, and next-generation programs for those attending one of the 19 campuses.

THE ROLE OF THE PRESIDENT

The President is employed by and reports to a Governor-appointed [State Board of Trustees](#) and serves as the chief executive officer of Ivy Tech. The President is responsible for managing and directing the conduct of all affairs of the College not expressly reserved to the Board. In this regard, the President employs, or delegates the employment of, the faculty and staff necessary to provide post-secondary technical education to the citizens of the state. In consultation with the Board and through appointed staff, the

President directs the development of training programs that are responsive to Indiana business and industry, the development and management of financial resources to deliver the programs of study, and the provision of services to support the students of the College. The President represents the College before the Indiana General Assembly, and its committees, agencies of the state of Indiana, and nationally.

The President's primary direct reports include the Executive Vice President and Chief of Staff; Provost and Senior Vice President of Academic Affairs; Senior Vice President for Workforce and Careers; Senior Vice President and Chief Financial Officer; Senior Vice President and Chief Information Officer; Senior Vice President and Foundation President; and Senior Vice President, Legal and Public Affairs. These roles serve as the President's cabinet.

Ivy Tech's extended leadership group includes vice presidents who oversee functions such as facilities; diversity, equity, and inclusion; student success and retention; project implementation and support; enterprise services; business logistics; marketing and communications; K-14 strategies and services; public safety and emergency preparedness; healthcare; school information technology; enrollment management; career services; finance; and financial aid.

The chancellors of Ivy Tech's 19 campuses play an integral role in the President's leadership team. The Board of Trustees of each campus also works and interacts with the President. While chancellors report to and work closely with the President, they also work directly with relevant members of the President's cabinet. Based on a careful review of a chancellor's performance, two chancellors are chosen to serve as representatives of the whole group to the President's core leadership team.

LEADERSHIP OPPORTUNITIES AND CHALLENGES

The success of Ivy Tech's next President will be determined by how well they meet the following leadership opportunities and challenges:

Remain focused on Ivy Tech's mission of serving the educational and workforce needs of the State of Indiana

Ivy Tech has been at the forefront of Indiana's efforts to cultivate and develop the next generation of a high-quality and capable workforce that will ensure economic dynamism. The mission is mandated by the state and Ivy Tech has many willing partners from industry and government towards achieving this goal. Ivy Tech's next President must continue to ensure that Ivy Tech marshals its talent and resources towards this mission. They should continue to develop new strategies that meet the current moment and develop programs and tactics that respond to the present-day needs of students and industries in the State of Indiana, while also working with state government and industries to prepare for anticipated future needs. Often, stakeholders in state government rely on Ivy Tech to serve as the primary executor of specific workforce development programs. The next President should continue to serve as a reliable partner in these efforts and deliver outstanding results.

Ivy Tech has a strong record of preparing its students for future entry to the State's top-tier research universities and colleges. Throughout its history, Ivy Tech has been an open portal for all Hoosiers, especially first-generation students, who seek an affordable and high-quality education and fulfilling and productive lives as citizens. The President must continue to foster the development of academic programs and student services that will prepare students for successful academic careers and outcomes after graduation.

Serve as external advocate for the institution

The President will be a compelling advocate for Ivy Tech and skillfully communicate the institution's history of excellence and forward-thinking programs. The increasing competition in the education space calls for a leader who can clearly and compellingly articulate Ivy Tech's value proposition to prospective students and external audiences.

The President will cultivate and steward vital external collaborations to elevate Ivy Tech as the partner of choice to meet the region's workforce needs. One of the most important venues where the President must be an effective advocate is the State's General Assembly. Since much of its budget comes from the Assembly, the President must continue to articulate persuasively the outcomes Ivy Tech has achieved and communicate why it is a valued partner for Indiana. The President will also pursue opportunities to showcase Ivy Tech's excellence at the national level, particularly when doing so aligns with opportunities to secure funding for new and ongoing initiatives.

Lead and manage an exceptional leadership team

Ivy Tech's successes owe to the hard work, talent, and commitment of its people. The President will be expected to continue to guide the senior staff in remaining focused on the institution's commitment to providing affordable and high-quality educational and workforce development programs. Over the years, the leadership team has been diligent and dedicated even through challenging moments and exceeding expectations. The next President of Ivy Tech must continue to inspire and hold leadership to account as it evolves its strategies for a changing higher education and economic landscape.

Cultivate financial resources and ensure fiscal stability

For Ivy Tech to continue offering affordable, high-quality education to the community, the President must be dedicated to generating financial resources. Continuing to have strong and productive relationships with the General Assembly will be essential. In addition, the President will work with the Ivy Tech Foundation leadership to advance a coherent, unified fundraising strategy to raise money through philanthropy, corporate sponsorships, business partnerships, foundation grants, and the college's alumni network. Careful attention to enrollment management will be critical as well to ensuring Ivy Tech's fiscal integrity. The President should work with senior leadership to make sure that Ivy Tech is offering programs and services that attract future students so that enrollment goals are met.

Continue to build strong relationships with Ivy Tech's partners across the state and nationally

Ivy Tech has been highly engaged and attuned to the practical demands of its students and the workforce needs of business. Ivy Tech has also partnered closely with the State of Indiana on broader issues of educational attainment and workforce development. The next President will work closely with educational institutions, business, civic, and government agencies to understand not only the current landscape of student and workforce needs but to also anticipate the future. Such partnerships have helped Ivy Tech to stay at the cutting edge of offering innovative and relevant programs that effectively prepare students and professionals for the future.

QUALIFICATIONS AND CHARACTERISTICS

Applicants and nominees should have strong evidence of many, if not all, of the following professional and personal qualities, experiences, and characteristics:

- Demonstrated ability to provide visionary and forward-thinking leadership in large and complex organizations
- Effective interpersonal and communication skills, including the ability to establish strong, relationships with diverse communities
- Personal commitment to and record of success in advancing equity, inclusion, and belonging; demonstrated experience advancing an organization that serves diverse constituencies
- Outstanding record of effectively managing and influencing people; proven experience as a strategic and inclusive leader; the ability to build strong teams, delegate responsibility and authority
- Proven ability to bring about change in a thoughtful manner and to implement solutions and establish best practices that are tailored to the unique needs of the institution
- Ability to serve effectively as the external face of an organization, building relationships within and outside the organization with government, business, community, and educational leaders
- Ability to bring campus constituencies to actionable consensus; the ability to build trust through transparency and to energize and inspire students, faculty, staff, alumni, advisory board members, and external stakeholders
- Fiscal and budgetary experience in a resource-constrained environment; appreciation of public finance and the realities of enrollment-driven budgets
- Appreciation of and support for a culture of shared governance
- Knowledge of current and emerging opportunities, challenges, trends, and strategies in community college and public higher education
- Entrepreneurial and innovative skills; proven ability to build and leverage external alliances and to develop strategic fundraising opportunities and workforce development partnerships

APPLICATIONS, NOMINATIONS, AND INQUIRIES

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and applications (including resumes and statements of interest responding to the opportunities and challenges outlined above) should be sent via the Isaacson, Miller website: <https://www.imsearch.com/open-searches/ivy-tech-community-college/president>. Electronic submission of materials is strongly encouraged.

Donna Cramer, Partner
Michael Baer, Partner
Kahn Lee, Managing Associate
Ryan Smillie, Senior Search Coordinator

Isaacson, Miller

Ivy Tech Community College is an accredited, equal opportunity/affirmative action employer. All qualified applicants will receive consideration for employment without regard to race, color, ethnicity, national origin, marital status, religion, sex, gender, sexual orientation, gender identity, disability, age or veteran status. As required by Title IX of the Education Amendments of 1972, Ivy Tech Community College does not discriminate on the basis of sex in its educational programs and activities, including employment and admissions. Questions specific to Title IX may be referred to the College's Title IX Coordinator or to the U.S. Department of Education Office of Civil Rights.