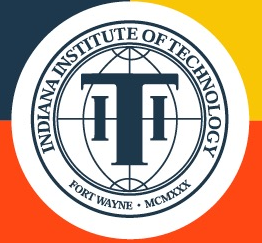


INDIANA**TECH**



Building a Century of Excellence

**Phase 2:
2024-2030**





We seek to empower every person in the world to increase their knowledge, build their skills, reach their fullest potential, and positively impact their community.



The best university for career-relevant programs and world-class student support

Building a Century of Excellence 2024-2030

Our Mission

Indiana Tech provides learners a professional education; prepares them for active participation, career advancement, and leadership in the global 21st century society; and motivates them toward a life of significance and worth.

Our Vision

Indiana Tech will be distinctive by aligning with workforce needs, providing world-class student support, and increasing student success.

Our Values

Respect

Commitment

Honesty

Passion

Integrity

Belonging

Strategic Approach

To achieve our vision, we use a set of strategic goals to provide us with focus and clarity.

Guided by the strategic goals, we develop strategic initiatives to allocate resources effectively.

THE STRATEGIC PLAN

VISION
What we want to be

MISSION
Why we exist

STRATEGIC GOALS
What we want to achieve

STRATEGIC INITIATIVES
How we achieve it

ANNUAL ACTION PLAN
What we do now

Strategic Context

Higher Education's
Past, Present and Future –
The Great Upheaval

PAST

PRESENT

FUTURE

Rising online and on-demand higher education

- 2010** Western Governors University – Indiana founded as WGU’s first satellite school. Becomes eligible for Indiana state financial aid.
- 2011** Stanford offers first massive open online course (MOOC). 160,000 students register and over 20,000 complete the course.
- 2012** Coursera is launched, revolutionizing online education market with low-cost courses (\$49) and subscription plans for certificates and degrees (\$399 per year).
- 2017** Purdue acquires for-profit Kaplan U. and enters online and post-traditional space as Purdue Global.
- 2020** COVID pandemic forces colleges to cancel in-person classes. Many enter online education space for first time.
- 2020** WGU and Southern New Hampshire U. each enroll over 100,000 online students.

PAST

PRESENT

FUTURE

Declining enrollments and public perception of the value of a college degree

- 2013** U.S. experiences first two-year decline in higher ed enrollments since early 1990s.
- 2011-20** Enrollment in higher ed declines by 2.2 million – a 12% drop.
- 2015** U.S. Department of Education launches College Scorecard to help students compare the cost and value of colleges and universities.
- Multi-year trend** Public perception of value of college degree declines.
- Low unemployment leads many employers to remove degree requirements to hire entry-level employees.

PAST PRESENT FUTURE

Challenges

- Competition is growing outside of traditional higher ed. Coursera is now world's largest provider of online courses, serving over 82 million users.
- College going rate of high school graduates in Indiana is currently 53% -- down from 64% in 2016 and ten percentage points below national average.
- 18 colleges and universities permanently closed in 2023, with 10 more closures planned by June 2024. Since 2020, 47 schools have closed in the U.S. due to dwindling enrollment and financial resources.
- Increased price sensitivity among undergrads has driven a shift to lower-priced state-subsidized public universities in Indiana. Publics saw a 2.5% annual increase in 2023 enrollment while privates saw a slight decrease.
- Mental health is a leading cause of college stop-outs. A 2023 U.S. Census Bureau survey finds 49.9% of adults 18-24 report anxiety and depression symptoms compared to 32.3% of adults overall.

PAST PRESENT FUTURE

Opportunities

- Today, 770,000 Hoosiers have some college and no degree. Only 40% of adults in Indiana have a bachelor's degree.
- Private universities have the agility to respond quickly to societal and industry needs. 2023 graduate program enrollments at Indiana privates are up 32.3% from 2022 while graduate enrollments at Indiana publics are down 0.3%.
- In the 22-23 academic year, 1.1 million international students attended U.S. universities – up 12% from prior year. India's total was 268,923 and had greatest increase of any country from prior year (+35%).
- The top 20 jobs in 2023, ranked by U.S. News, are all in health care, STEM, and business analytics.
- In 2023, the Lilly Foundation announced a \$300 million grant program to help Indiana universities collaborate with community stakeholders on projects that enhance quality of life and place in their shared communities.
- In-person and online students are seeking greater levels of wrap-around support services in and out of the classroom.
- Enrollment in non-degree programs and certificates grew 5% nationally in 22-23.

PAST
PRESENT
FUTURE

Declining domestic enrollments, increasing pressure

- Demographic cliff begins to affect the Midwest in 2025. Regional universities may see a 15% decline in domestic traditional undergrad enrollment through 2030.
- More colleges and universities will struggle and close. Stronger universities will drive more mergers and acquisitions in the higher ed space.
- Fewer domestic traditional students and an excess supply of schools will create downward pressure on price. Successful colleges will resist this pressure by selling their DISTINCTIVE value.

PAST PRESENT FUTURE

Rising international markets

- Africa is a new frontier for international students. Nigeria and Ghana are already among top 25 countries sending students to the U.S., with the highest annual growth rates after India.

Partnerships will redefine who drives demand and who pays for education

- Corporate partnerships will become vital to enroll students. As companies in a tight labor market hire employees without degrees, they seek partners for upskilling, retraining, and education of employees.
- Partnerships with third-party benefit providers will become more critical to enroll students as companies do more to educate their workforce and look for efficiencies in managing their education benefit programs.

PAST PRESENT FUTURE

U.S. policy and spending will impact higher ed

- The 2024 presidential election will affect higher ed significantly from 2025 to 2029, impacting immigration policy, investment in military and regulation of higher ed.
- Partnering with the military on education will continue to be an opportunity. U.S. is forecast to increase annual defense spending from \$786 billion in 2022 to over \$1.1 trillion in 2033.

National and regional jobs will grow in key industries

- The Bureau of Labor Statistics predicts 15% annual growth in STEM job opportunities through 2030.
- The National Institutes of Health predicts 29% annual growth in health care job opportunities through 2030.
- Innovation in advanced manufacturing in Northeast Indiana is a regional focus for growth by 2030.

Strategic Outcomes

Our strategic plan aims to achieve four outcomes by 2030

8,000 Students

\$75M Annual Revenue

75% Retention Rate

**Great Colleges to Work
for Honor Roll**

8,000 Students

1,700 traditional day students

1,000 residents

1,000 in STEM

300 early start students

6,000 CPS students

1,500 military and veterans

2,500 corporate

2,500 in STEM

2,000 international grad

\$75M Annual Revenue

\$19.5M net traditional day tuition

\$29.0M net CPS tuition

\$13.0M auxiliary and other

\$7.0M contributions and grants

\$6.5M investment returns draw

75% Retention Rate

First year traditional day retention rate is above 75%

CPS session-to-session retention is above 75%

Great Colleges to Work For Honor Roll

Among the Great Colleges to Work For program's elite institutions

Implemented best-in-class workplace practices

Strategic Process

We identified four areas
of focus:

Academic quality, reputation and
alignment with workforce needs

External reach and impact

Student experience and support

Supporting, developing and
retaining human resources

Strategic Process /

2024–30 Strategic Goals Task Force

CO-CHAIRS

Dr. Staci Lugar Brettin

Professor of Marketing and Management

Ryan Ozbun

Associate Vice President for Military and Veteran Services

Academic quality, reputation and alignment with workforce needs

Dr. Staci Lugar Brettin
Lead

Dr. Said Abushamleh
Assistant Professor, Electrical Engineering

David Phan
Associate Registrar & Data Analyst

Dr. Alicia Wireman
Associate Professor, Communication

Tammy Barker
Professor of Practice, Engineering and Computer Sciences

Indiana Tech's external reach and impact

Ryan Ozbun
Lead

Kristin Conley
Director of Ph.D. Admissions

Matt Bair
Director of Marketing

Katie Parrish
Director of Educational Partnerships

Erica Lay
Assistant Director of Admissions

Kristi Jarmus
Director of Alumni Relations

Student experience and support

Ryan Ozbun
Lead

Jordyn Hartfield
2023 alumna

Caleb Resinger
Director, Warrior Information Network (WIN)

Cory Tubbs
Admissions Representative

Angela Williams
Disability Services Coordinator

David Bokhart
Associate Director of Athletics

Supporting, developing, and retaining Indiana Tech's human resources

Dr. Staci Lugar Brettin
Lead

Jennifer Chipchosky
Human Resource Specialist

Stephanie Smith
ETL Data Integration Analyst and Developer

Ryan Seiler
Assistant Director for Career Development, Career Coach

Lisa Green
Assistant Director, Student Financial Services

Strategic Process / The 2024 – 2030 Strategic Goals Task Force's Charge

The task force's charge is to develop a set of four to six strategic goals to guide Indiana Tech's strategic planning process during the 2024-2030 period. Each subgroup will develop and propose one or two goals related to their area of study. As a part of the process to develop each strategic goal, the subgroups may address the following questions as a part of their analysis:

What are Indiana Tech's strengths, weaknesses, opportunities, and threats associated with the assigned area of study? How can we better leverage our strengths and opportunities, turn our weaknesses into opportunities to improve, and minimize our threats?

How are Indiana Tech's current strategic initiatives supporting the assigned area of study? Are there strategic initiatives that should be added?

Consider the metrics and the KPIs that measure success for each strategic initiative related to the assigned area of study. Are we measuring the right things to ensure that we are making progress with achieving our goals? Are there additional metrics and KPIs that we should consider tracking?

How do we define success in 2030 in each area? And beyond 2030?

What other campus groups should we consult with to help us answer these questions?

Strategic Process / Our Timeline

2023**2024****SEPT. – DEC.**

Task force subgroups, in consultation with the full task force and the cabinet leadership team, develop a draft of a strategic goal (or multiple strategic goals) for each area and conduct a strategic analysis of each area by answering the relevant questions on the previous slide.

JAN. 12

Task force subgroups, as part of the January in-service all-employee gathering, conduct workshops to discuss the draft strategic goals and to seek further input from the Indiana Tech community.

FEB. 29

Members of the task force subgroups and the cabinet leadership team conduct workshops with the Board of Trustees to discuss the draft strategic goals and to seek further input and feedback.

LATE APRIL

A final draft of the 2024-2030 strategic goals are presented to the Indiana Tech community.

MAY 10

The 2024-2030 strategic goals are brought to the Board of Trustees for approval.

Indiana Tech's Strategic Goals 2024-2030

1

We will provide quality and relevant academic programs that prepare students for success in the workforce.

2

We will be a global leader in student-centric support that will equip our students for graduation and success beyond.

3

We will increase Indiana Tech's external reach and impact globally.

4

We will together create a more cohesive and dynamic working environment at Indiana Tech to increase employee satisfaction.

1

We will provide quality and relevant academic programs that prepare students for success in the workforce.

- We will create a greater alignment with academic programs and workforce needs.
- We will promote teaching excellence, innovation, and quality by providing faculty with more support and development opportunities.
- We will improve the systems and processes that evaluate and provide feedback to all instructors at Indiana Tech.
- We will improve our processes and practices that onboard and support adjunct faculty.
- We will be an industry leader in online learning.
- We will develop academic programs that include professional experiences to attract and retain international students.

2

We will be a global leader in student-centric support that will equip our students for graduation and success beyond.

- We will provide data-informed student support and services to improve retention and graduation outcomes.
- We will provide comprehensive on-boarding for new students that is specific to their modality.
- We will develop a residential-destination campus with modern buildings and amenities to meet students' needs and interests.
- We will incorporate customer service training into our employee development programs.
- We will continue cultivating a diverse staff, faculty, and student body that celebrates all races, cultures, ethnicities, and disabilities.
- We will provide engaging career development opportunities for all students with corporate and alumni partners.

3

We will increase Indiana Tech's external reach and impact globally.

- We will expand our marketing reach to new audiences.
- We will develop a strong and cohesive strategic approach to continue growing external partnerships.
- We will expand our grant and fundraising capabilities and execute a centennial comprehensive capital campaign.
- We will become a top transfer credit friendly institution.

4

We will together create a more cohesive and dynamic working environment at Indiana Tech to increase employee satisfaction.

- We will cultivate a people-centric culture that prioritizes the well-being, engagement, and professional development of our employees.
- We will actively champion employees to emphasize, embrace, and value the diversity of all people.
- We will foster an environment of positivity, collaboration, and kindness that transcends departmental boundaries and leads our talent to collective success.
- We will refine and enhance a comprehensive compensation and benefits strategy to retain, motivate, and attract top talent.

Ultimately, what will be our purpose in the next phase of the strategic plan?

We continue to fulfill our mission to provide learners a professional education...
...and motivate them toward a life of significance and worth.

We achieve financial sustainability through enrollment growth, increased efficiency, and expense evaluation.

How do we accomplish the goals in our strategic plan?

We work to achieve our vision.

Align with workforce needs

- Develop new academic programs through a systematic process that aligns with industry needs
- Place emphasis on Engineering/STEM
- Launch the Northeast Indiana Center for Engineering
- Identify core group of corporate partners and strengthen these educational relationships
- Expand our student outreach nationally and internationally

Provide world-class student support

- Create a seamless and frictionless customer service experience
- Implement technology solutions – LMS, communications manager, student portal, mental health, tutoring

Increase student success

- Implement strategies and technology solutions to increase retention
- Investigate, understand, and implement strategies to reduce student failure rates
- Build physical infrastructure (Zollner, new res hall, Andorfer) and virtual infrastructure (data lake house, student portal) to improve student experience – and ultimately their success

GO
FOR IT.

INDIANA TECH