

Dear Search Committee:

I am writing to apply for the position of President of Salt Lake Community College. As a leader in workforce development and higher education for over 20 years, I have a proven track record of leading teams and institutions to unprecedented success through transformational engagement. My roles in higher education have included positions of increasing responsibility as a faculty member and then administrator in academic and student affairs, workforce development, foundation relations, enrollment services, and strategic planning.

Currently, I serve as Provost and Senior Vice President for Academic Affairs at Ivy Tech Community College – Indiana's workforce engine and the largest singly accredited and comprehensive community college in the United States (197,000 students). My areas of direct responsibility include statewide enrollment strategy, retention strategy, K-12 partnerships, academic programs, teaching and learning, instructional design, program alignment to workforce needs, credit-for-prior learning, transfer partnerships, accreditation, student affairs, student records, and strategic partnerships. Over the past three years, I have led teams to help grow enrollment by over 30,000 students and to all-time highs in student retention, successful transfer, and completions. Highlights have included developing and launching new enrollment and retention systems, workforce engagement services, an AI task force, and the college's new strategic plan. I have also engaged with faculty to transform our curriculum, resulting in improved student outcomes by redeveloping hundreds of courses, adjusting our course modality mix, redesigning our class schedules, and transforming our online programs.

As Provost, I have sharpened Ivy Tech's focus on workforce education. Examples of success include partnering with employers, community leaders, and the Indiana Economic Development Corporation to secure investments in emerging technologies such as EV battery, biopharma, and semiconductor manufacturing and adding over 700 seats to our Nursing program (already the largest in the country) while improving licensure outcomes by seven percentage points. I also led a workforce master planning process to align college programs to community needs by integrating employment data with "real-time" enrollment and completion data, which has resulted in clear goal setting and rapid growth to meet the greatest needs of our workforce. Through faculty and staff engagement, we have increased apprenticeships by over 30% and nearly doubled skills training completions (our term for non-credit training that leads to high-demand industry credentials paying above the median wage).

As the institutional lead for K-12 partnerships and strategic initiatives, I have extended Ivy Tech's workforce and transfer opportunities across high schools and career centers. The result has been rapid annual enrollment growth (over 91,600 high school students enrolled this year and savings to families of over \$109M in college tuition), and a three-fold increase in the college completions by high students in high-wage, high-demand fields. This growth has engaged faculty, staff, employer partners, and communities and includes successful advocacy

efforts to align K-12 incentives to workforce goals. Under my leadership, Ivy Tech has become the country's largest provider of concurrent enrollment programs; in 2022, our dual credit programs achieved NACEP accreditation.

My approach to engagement is learner-centered. For example, I have worked closely with our finance teams and faculty to eliminate student fees and launch a tuition model that has saved students millions in textbook costs. I have engaged with our Ivy Tech Foundation to help raise over \$340M in support of students through our first statewide capital campaign. On state and national levels, I am an advocate for students through our Commission for Higher Education, the Indiana and the U.S. Departments of Education, the Community College Advisory Panel of The College Board, and in discussions with organizations such as the Carnegie Classification System, American Association of Community Colleges, Jobs for the Future, and the National Council of State Directors of Community Colleges. I recently led our college through our institutional accreditation review, and all criteria were met fully.

Before serving as Provost for the Ivy Tech system, I served as Chancellor of the Ivy Tech Kokomo Campus (5,800 students). There, I led a transformation across the service area by growing enrollment aligned to workforce needs, improving retention and completion rates, shattering fundraising records, dramatically closing outcome gaps, and increasing financial reserves from 21 days on hand to 210 days of reserve while eliminating all campus debt. During my time as Chancellor, the campus moved from an average rank of 16th (among our 19 campuses) to a top-three standing within the Ivy Tech system in all metrics, including the top position in median earnings per graduate and on-time completion rate for students from under-represented communities. While in Kokomo, I oversaw the largest capital project in the history of Ivy Tech. I worked closely with the city and regional EDCs, chambers of commerce, and statewide leaders to secure the most significant economic investments in the history of the region.

In addition to my work through Ivy Tech, I bring extensive workforce development experience through service as a campus chief academic and workforce officer at Kalamazoo Valley Community College and through various roles at a four-year, private, non-profit college focused on experiential learning (Albion College). My work at Kalamazoo Valley included leading the planning, development, construction, fundraising, legislative engagement, and launch of a new campus and new programs; leading institutional campus and program-level accreditation; leading transformational interventions to improve student success (e.g., Guided Pathways; K-Career pathways); developing and managing budgets and financial models; developing strategic plans for enrollment and retention; and managing collective bargaining agreements with full-time and adjunct faculty. Whether growing and sustaining enrollment, broadening revenue streams, bringing new perspectives to campus-community engagement, imagining and launching new systems, transforming learning outcomes, completing capital projects, or managing growth through grants and gifts, I have consistently exceeded institutional goals.

In closing, I am excited about bringing my passion for the community college model, successful academic and workforce development background, and enthusiasm for teaching and learning

to the position of President of Salt Lake Community College. My experience and collaborative partnership approach align with opportunities for your college and community. I appreciate your consideration.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Dean McCurdy", with a long, sweeping horizontal stroke extending to the right.

Dean G. McCurdy, Ph.D.