INDIAN RIVER STATE COLLEGE

STRATEGIC PLAN

2018-2023

Committed to One Priority…
Student Success
IN DEDICATION TO OUR STUDENTS...

You are preparing for life...

IRSC is a resource in your learning for life... as we have been for over a million students before you.

We are people providing a learning environment, and an unparalleled spirit to support you in reaching your fullest potential...

Thoughtful people... giving of themselves the best they know how.
State of the art equipment and facilities... enabling you to learn faster, better and with enduring value.
An “up with student” spirit... so great and contagious it will move you and always be with you.

What you will find is... learning in an environment where you are encouraged, challenged, and championed...

Encouraged to explore and grow... discovering who you are and building the foundation for your life.
Challenged to stretch... to never, never, never give up in becoming the very best you can be.
Championed to reach... performance and goals you might not have thought possible before joining our family.

WE COMMIT TO...

Sustain our leading edge...

We choose to continually assess our institutional relevance by sensing and responding to both the present and the future.

Perpetually determine student skill and knowledge requirements in a fast changing world...

And as a result optimize education within a superior learning environment.

Create an all-encompassing environment where learning complements rather than complicates our lives...

Strengthening IRSC’s entrepreneurial and innovative posture in the communities we serve.

Assure a culture throughout the College...

Where the dignity of every individual is honored and respected by deeds and subject-focused communication.

A strong and viable College...

Through disciplined processes that provide for a consistent endeavor for excellence through intellectual investigation, interpersonal communication, and pride in a set of shared values.

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Student Success is the Most Important Thing at Indian River State College...
Indian River State College
Mission Statement & College Goals
Approved April 24, 2018, by the IRSC District Board of Trustees

As a leader in education and innovation, Indian River State College transforms lives by offering high-quality, affordable and accessible education to the residents of Indian River, Martin, Okeechobee, and St. Lucie counties through traditional and online delivery. IRSC is a comprehensive college accredited to award Baccalaureate Degrees, Associate Degrees, and Career and Technical Certificates.

We commit to

- Sustain a learning environment that stimulates the intellect and inspires the imagination
- Provide a comprehensive support system for academic and career success
- Advance cultural awareness and appreciation of diversity
- Stimulate economic growth
- Develop a highly-skilled workforce
- Create partnerships to foster economic development and expand opportunities
- Provide cultural enrichment and lifelong learning
- Promote civic responsibility and community engagement
- Treat all students, employees, and community members fairly and with respect

Our Mission is fulfilled through the accomplishment of the following goals:

**Educational Access**: Provide open access to educational opportunities for members of our service region.

**Student Success**: Provide services and resources that promote student growth and achievement.

**Student Development and Satisfaction**: Enhance and enrich the student learning experience through comprehensive and accessible support services and co-curricular activities.

**Educational Programs**: Develop and deliver educational programs that lead to attainment of students’ educational and career goals and provide the knowledge and skills needed in the workforce.

**Cultural Enrichment**: Improve the quality of life and promote social interaction in our community by serving as a resource for cultural enrichment.

**Equity and Diversity**: Demonstrate our commitment to diversity and equity by ensuring that each individual receives the specific resources and services needed to achieve their educational and professional goals.

**Technology**: Maximize educational quality, student learning, efficiency of operations, and service to the community through the appropriate integration and utilization of technological resources and infrastructure.

**Fiscal Resources**: Ensure that all funding secured, received, and utilized by the College is effectively managed in alignment with the mission, goals, and priorities of the institution, as well as the educational needs of the community.

**Physical Resources**: Provide and maintain the necessary land, facilities, and physical resources to create an environment conducive to effective teaching and learning.

**Workforce Development**: Train and prepare a skilled, competent workforce aligned with current and future employment needs and opportunities in our community.

**Economic Development**: Collaborate with economic development stakeholders and leaders to implement bold initiatives and entrepreneurial opportunities for our service region.

**Employee Development**: Enrich the organizational culture and enhance employee performance through educational and professional growth opportunities.

**Service**: Provide informed, responsive, and respectful service to our students, employees, and community.

**Institutional Effectiveness**: Collect, analyze, and share performance and outcome data to support evidence-based decision-making.
The IRSC Culture

In 2001 Indian River State College (at that time, Indian River Community College) began a process of self-examination that served as a powerful institutional planning process. The College had been “wired” for nearly ten years, was in the midst of expansion of facilities and programs, had a mature faculty and staff, had seasoned leaders on the verge of retirement, and was in the process of preparing for its decennial accreditation review by the Commission on Colleges of the Southern Association of Colleges and Schools. In addition, the College, like the rest of the world, had recently entered a new century and new millennium that promised to be challenging. The challenges facing the College, its faculty and staff, and its students included:

♦ Tremendous environmental pressure and turbulence
♦ Rapid fire advances in technology
♦ Globalization
♦ Enrollment growth pressures
♦ Student demand for access independent of time and place
♦ Changing demographics
♦ External competition

Ultimately, our goal was to create a culture that understands and anticipates the need to change to remain relevant, encourages employee expression, and supports individual development and empowerment. In short, we sought a culture that nurtures employees and supports organizational learning.

We recognized early on that we would reach our goal only if we engaged in a process that involved all College employees and representatives of other stakeholder groups, including students, alumni, area employers, and community leaders. We also recognized that the process would take time, as all meaningful change processes do, and that professional outside guidance and facilitation would be beneficial. We ended up with a process that was not “off-the-shelf,” but was our own and one that progressed naturally over the ensuing years, involving all College employees and other groups.

The process began with focus-group interviews of more than 200 employees, students, alumni, and community leaders, which resulted in the 30-page report Organizational Climate Study of Indian River Community College. The study was distributed to all College employees, followed by a series of eight Town Hall Meetings. These meetings provided a forum where employees could anonymously ask questions and confront rumors, all of which were answered by IRSC President, Dr. Ed Massey, after careful research. Workshops were then held for the College administration to review the Climate Study and the questions from the Town Hall Meetings to identify themes to be addressed as we moved into our new future. Five strategic themes emerged from this work.

“Ultimately, our goal was to create a culture that understands and anticipates the need to change to remain relevant, encourages employee expression, and supports individual development and empowerment. In short, we sought a culture that nurtures employees and supports organizational learning.”
**Jumping The Curve**

The foundational principal of Indian River State College’s cultural enhancement initiative rests in the fervent desire to make the leap as an institution from **good** to **great**. While traditional benchmarks and outcomes assessments reveal a college actively engaged in long-term sustained performance, *Jumping the Curve* aims for the “next level” of greatness and long-term superiority. But what does it mean to “jump the curve”? With performance indicators revealing above average results in outputs and outcomes, going to the next level entails the connections between people within the College community. The focal point of *Jumping the Curve* is the enhancement of day-to-day relationships. To penetrate the institution at its core, *Jumping the Curve* begins with each individual identifying ways to enhance personal awareness, attitudes, and actions that impact daily behavior.

**The IRSC Culture**

The culture that emerged from *Jumping the Curve* is one where faculty, staff, and administration, both collectively and individually, exhibit:

- World-class expectations
- An Abundance Mentality, rather than a Scarcity Mentality
- Involvement and empowerment
- Consistency and commitment to improvement
- Ability to transcend identity boundaries

“While traditional benchmarks and outcomes assessments revealed a college actively engaged in long-term sustained performance, *Jumping the Curve* aims for the ‘next level’ of greatness and long-term superiority.”

![Graph showing the transition from Good to Great through Maturity, Renewal, and Creativity & Inquiry](image)
**STRATEGIC THEMES**

- Our *purpose* and how we live that purpose
- Evolving a *learning environment* throughout the College
- Understanding the motivation and driving force of *future students*
- Building a *strong and viable organization*
- Creating a superior *communication* environment

In 2002 we created five workgroups of faculty and staff to focus on each of the five strategic themes. The workgroups studied the literature, looked at practices of peer institutions, analyzed student data, and discussed extensively how the course of IRSC would be shaped by our decisions and future work in each of these critical areas. Among the outcomes to emerge were the *Communication Protocol* (back cover) and the following *Guiding Principles*:

**GUIDING PRINCIPLES**

- The “will” to be the best
- Challenge the status quo
- Face the brutal facts
- Surgically evaluate
- React to the results

Another enduring product of this work was our *In Dedication to Our Students*, which has become the hallmark of how we, the faculty, staff, and administration of Indian River State College, view the significant role we play in this community and in the lives of its citizens.
Purpose

Indian River State College is quick to respond to community needs and to capitalize on opportunities for collaboration. To ensure that IRSC evolves in a manner consistent with its central purpose, it is important that the faculty, staff, and administration remain firmly focused on the College Mission and College Goals, while also operating from our Core Values.

Core Values

♦ Trust
We are IRSC. We are family. We care. We have faith in each other.

♦ Innovation
We go beyond the commonplace and routine.

♦ Integrity
We do what is right, with quality and excellence in the forefront.

♦ Relevance
We provide the programs that the community wants and needs.

♦ Excellence
We strive for improvement every day.

♦ Access
We are here for you. We reach out into the community.

♦ Dedication
We are committed to providing lifelong learning opportunities to our community.
Learning Environment

Learning environment encompasses all facets of the intellectual, physical, personal, temporal, and virtual space that comprise Indian River State College. The College consists in its ability to foster learning and the pursuit of learning in traditional and nontraditional venues. In order to integrate those spaces in such a way that IRSC remains a vital force for all stakeholders, we operate upon these principles:

- **Intellectual Space** involves the principle that learning is the primary objective of the institution.
- **Physical Space** should be developed to promote maximum flexibility and usability so that learning is facilitated.
- **Temporal Space** includes acknowledgment that all stakeholders do not share the same schedule.
- **Personal Space** recognizes that concern for the whole student rather than merely his academic performance is the hallmark of a true learning environment.
- **Virtual Space** is the realization of the anywhere/anytime paradigm of learning.
Indian River State College exists for its students. We constantly strive for ways to better meet their needs and expectations. Biomedical research and discoveries, new and emerging technologies, shifting demographic trends, continued globalization, and changes in societal culture and values will have an impact on the way we live, work, and learn. Our student population is changing, and their needs and expectations are changing. To remain competitive in this ever-changing society, we must find and create the reasons for students to choose us over everyone else. Students are and should be at the center of every decision we make.

- Create a sense of **caring**.
- Create a sense of **support** that students will be successful here.
- Teach **basic academic skills**.
- Teach **critical thinking skills**.
- Reveal and teach **life skills**.
- Use **technology** to enhance communication, services, and learning.

*The best way to predict the future is to create it.*
STRONG & VIABLE INSTITUTION

Indian River State College recognizes that a strong and viable organization is focused on a shared purpose in support of a successful learning environment. To fully understand and act upon this concept, the essential elements must be considered individually:

- **Purpose**
  To provide our stakeholders with the best possible opportunities and environment to achieve their educational goals.

- **Stakeholders**
  Those with vested interest in lifelong learning.

- **Learning Environment**
  An atmosphere conducive to an optimal learning experience.

- **Communication**
  An essential element to the future of the institution by encouraging continuous active dialogue.

To maintain a strong and viable organization we must develop systems that recognize concerns regarding organizational processes.

- **Identify** possible solutions and determine their impact on the overall organization
- **Implement** solutions that will *enhance* our ability to achieve our purpose.
- Establish a continuous dynamic *evaluation* process that remains *flexible* enough to allow changes as needed.
COMMUNICATION

The employees of Indian River State College work continuously to improve communication with one another. We see effective communication as the most critical skill individuals and groups can possess. To that end, we have adopted a Communication Protocol based upon these fundamental principles:

♦ **Dignity** Every member of the IRSC community is valuable.
♦ **Respect** Each member of the community is worthy of respect.
♦ **Information** We must aspire to provide people with the information they need to do their jobs well.
♦ **Resourcefulness** Take initiative, be involved, and use the resources around you.
♦ **Caring** Show others that you care and are devoted to the same objectives they are.
♦ **Community** Seek to strengthen the IRSC community by remembering that institutional and personal success are complementary goals.
HIGHLIGHTS

♦ In 2017-2018, Indian River State College (IRSC) celebrated the largest graduating class in the College’s history—3,951 graduates. This marks the sixth consecutive year that the College’s graduating class has exceeded 3,000 students.

♦ In 2018, two IRSC students were awarded the prestigious Jack Kent Cooke Scholarship for community college graduates transferring to selective four-year institutions.

♦ In May 2018, IRSC was named a top-ten national finalist for the 2019 Aspen Prize for Community College Excellence, marking the third-consecutive time the College has been selected as a top ten finalist for that award. In 2017, the College advanced to the Aspen Prize Top 3 as a Finalist with Distinction.

♦ In 2017, IRSC was chosen to join the Frontier Set, a select group of colleges and universities, state systems, and organizations committed to increasing student access and success, and eliminating disparities in college attainment.

♦ IRSC is one of 30 colleges selected in 2015 to participate in the AACC Pathways Project, a three-year program to design and implement structured academic and career pathways for all of our students.

♦ According to the U.S. Department of Education’s 2017 College Affordability and Transparency Report, IRSC is the most affordable college in Florida and the third-most affordable college in the country.

♦ In 2017-2018, the IRSC Foundation provided more than $2.5 million in scholarships to support students in degree and certificate programs.

♦ The College secured $16.4 million in funding from successful federal, state, and private grant applications in 2016-17 to support innovative projects that serve our students and our community.

♦ IRSC was awarded $5.6 million in grants in 2016-2017 from the National Science Foundation to continue the Regional Center for Nuclear Education and Training (RC-NET) and the Regional Center for Lasers and Fiber Optics (LASER-TEC). IRSC is the only community college in the nation with two NSF-ATE Regional Centers.

♦ In 2016-2017, IRSC secured $4.3 million from the U.S. Department of Education to continue Upward Bound St. Lucie County, Upward Bound Indian River County, and Upward Bound Math and Science projects.

♦ The College partnered with CareerSource Research Coast, St. Lucie County Habitat for Humanity, and the Treasure Coast Builder’s Association to secure a $900k grant from the U.S. Department of Labor YouthBuild program to support the Building Fort Pierce project beginning in 2018.

♦ IRSC partnered with CareerSource Research Coast and local Workforce Development Boards to secure $254k from Florida Department of Economic Opportunity to enroll a cohort of 20 additional nursing students in 2017.

♦ In 2017, IRSC was one of two Florida community colleges selected to participate in Start Smart, a two-year project examining strategies for helping students select and enter a college program of study.

♦ Since 2016, IRSC has been an Achieving the Dream Leader College in the forefront of innovative measures to enhance achievement, particularly among low-income and minority students.

♦ Dr. Edwin R. Massey, IRSC President, received the Marie Y. Martin Southern Regional Chief Executive Officer of the Year Award from the Association of Community College Trustees in October 2013.

The Indian River State College family is extremely proud of these accomplishments and others too numerous to mention. The momentum and foundation created through the Jumping the Curve Initiative will be sustained far into the future through our commitment to our students, employees and the community we serve.
Indian River State College is committed to helping ALL students succeed in their educational and career goals.
KEY INDICATORS FOR STUDENT ACCESS AND SUCCESS

- ENROLLMENT
- RETENTION
- COMPLETION
- CONTINUING EDUCATION
- GRADUATE JOB PLACEMENT
- GRADUATE WAGES
- EQUITY
- DIVERSITY

- OUTSTANDING SERVICE – TO OUR STUDENTS, OUR EMPLOYEES AND OUR COMMUNITY
The general education curriculum at Indian River State College is designed to empower students to become lifelong learners. Students who complete a degree and/or certificate will acquire a broad body of knowledge from Humanities, Social Sciences, Natural Science, and Mathematics disciplines. These courses foster critical thinking, effective communication, and application of knowledge to meet new challenges in our student’s everyday life.

**Indian River State College General Education Learning Outcomes**

**Communication** - Demonstrate essential skills in verbal, performative, and written communication, to include the articulation of content clearly and precisely.

**Interpretation and Evaluation** - Demonstrate critical thinking skills in the analysis of key values and ideas presented in areas such as philosophy, history, information literacy, literature, music, theatre, visual arts, and religious studies.

**Behavioral and Social Analysis** - Demonstrate scientific reasoning in the analysis of various human phenomena such as human nature, human behavior, human diversity, and human social systems.

**Scientific and Mathematical Reasoning** - Demonstrate scientific or mathematical reasoning in problem solving.

*IRSC….where student success comes first*
The IRSC Annual Planning & Assessment Cycle

**August**
- Adjunct Faculty meeting
- Faculty meeting
- President’s State of the College Address
- Fall classes begin

**September**
- New unit plans due in SPOL Sept 15
- Dean/Provost approval for unit plans due in SPOL Sept 30
- Quality Enhancement Council meeting

**October**
- Faculty meeting
- VP approval for unit plans due in SPOL Oct 15

**November**
- Faculty meeting
- Review & Realignment Day

**December**
- Adjunct Faculty meeting
- Spring classes begin

**January**
- Faculty meeting
- Professional Enhancement Day

**February**
- Faculty meeting
- Professional Enhancement Day

**March**
- Professional Enhancement Day for Adjunct Faculty
- Budget Workshop
- Administrators develop budgets
- Quality Enhancement Council meeting, as needed

**April**
- Faculty meeting
- Vice Presidents review budgets

**May**
- Accountability & Budget Review meetings
- Closing-the-Loop Day
- Actual Results/Use of Results due in SPOL May 30

**June**
- College Profile produced
- Deans/Provosts review Actual Results/Use of Results by June 15
- VPs review Actual Results/Use of Results by June 30

**July**
- New planning year and new budget year begin July 1

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Revised 03/27/2018
COMMUNICATION PROTOCOL

Keep the good of the institution clearly in focus.

Operate on the principle of charity.

Give people the information they need.

Respect the dignity, interests, and needs of all members of the IRSC community.

Take the initiative and don’t pass the buck.

IRSC… Where shared values are communicated through behavior