

## Indian River State College, 2022 – 2025 Strategic Plan

A number of themes emerged through our strategic planning process and are reflected in the draft plan. The institution has identified three strategic goals, each with three associated sub-goals.

Several performance indicators have been identified for each sub-goal; baseline data will be collected and shared across the College, and targets for improvement will be established.

Additional measures that are more granular will be developed as needed to support assessment of specific initiatives.

### Strategic Goal 1: Improve Student Outcomes

Sub-goal	Tactics	Lead	Key Performance Indicators
1.1 Improve Student Learning	1.1.a. Strengthen Program Learning Outcomes Assessment and use of results to improve student learning; increase faculty participation and engagement in assessment and curricular conversations	Academic Affairs	Student Achievement Data; Address student challenges with ENC1101; Program review
	1.1.b. Reimagine the Institute for Academic Excellence to better support faculty development and promote faculty excellence	Academic Affairs	Reinvest in IAE
	1.1.c. Promote adoption of high impact learning practices, especially active / experiential learning	Academic Affairs	ACUE adoption of high impact practices; ACUE survey data

<b>Sub-goal</b>	<b>Tactics</b>	<b>Lead</b>	<b>Key Performance Indicators</b>
1.2 Improve the Student Learning Environment	1.2.a Support students' out-of-class study by providing tutoring support and contemporary, welcoming study spaces; assess need for classroom space	Academic Affairs & Financial Services	Assess college assets and student needs; space utilization
	1.2.b Assess students' needs and preferences for student activities	Student Success & Student Affairs	Student Survey for satisfaction with facilities, support services, technology and activities; KPI for survey is above the median for benchmark
	1.2.c Provide appropriate technology services for students	Institutional Technology	Survey results; technology help desk / tech support for students
	1.2.d. Customize the learning environment to suit the distinct culture of each branch campus and the community it serves	Financial Services & Campus Presidents	Branch campus needs; campus presidents identify and justify needs per campus

<b>Sub-goal</b>	<b>Tactics</b>	<b>Lead</b>	<b>Key Performance Indicators</b>
1.3 Improve Student Retention and Completion	1.3.a. Improve technology systems	Institutional Technology & Student Success	Pathify; CRM; Track student usage to determine next steps; Academic Progress Report improvement
	1.3.b. Implement student success advisors, advising by meta-major	Student Success	Add KPI for retention by meta major
	1.3.c. Ensure that advisors/faculty have information and tools needed to support students	Student Success, Academic Affairs, & Institutional Technology	Faculty roster; Early Alert System; relationship management tool
	1.3.d. Enhance students' understanding of programs, program outcomes, and program requirements	Student Success	Increase in enrollment by program; excess hours at graduation
	1.3.e. Develop a resource that provides students with information about the student support services available at IRSC and how our students can access those services.	Student Success	Develop IRSC Thrive Guide

## Strategic Goal 2: Increase College-Going in the Community

Sub-goal	Tactics	Lead	Key Performance Indicators
2.1 Raise community awareness of and interest in IRSC programs	2.1.a. Update marketing, outreach, and recruitment strategies	Strategic Initiatives and Marketing & Student Success	Agency approach to supporting student success recruitment events; Data for effectiveness/ROI of marketing and recruitment events
	2.1.b. Prospecting and marketing revision/improvement	Strategic Initiatives and Marketing & Student Success	How do we manage prospects/implement CRM?
	2.1.c. Collect input / information from potential students and community members regarding their needs and preferences for services and programs, including student life	Student Success & Campus Presidents	Work with local county EDC; align program offerings with industry needs; survey student needs / preferences for student life
	2.1.d. Highlight smaller, less well-known programs with good student outcomes (retention, completion, and job placement)	Academic Affairs & Research and Institutional Effectiveness	Targeted Program enrollment; identify HSHW
	2.1.e. Pre-K-20 pipeline expansion	Academic Affairs	Charter school development; expansion of teacher education options; increased access to Pre-K and K options; promote IRSC education graduates' employment in local service district schools

<b>Sub-goal</b>	<b>Tactics</b>	<b>Lead</b>	<b>Key Performance Indicators</b>
2.2 Improve financial support for potential students	2.2.a. Launch IRSC Promise Program; improve and expand program	Student Success	Participation data for Promise Program
	2.2.b. Track IRSC Promise student progress; support their success	Student Success & Research and Institutional Effectiveness	Work study participation; program participation
	2.2.c. Expand scholarships and streamline scholarship applications	Strategic Initiatives and Marketing & Student Success	Amount of financial support available to students; work study participation
	2.2.d. Increase FAFSA completion rates and numbers in our district	Student Success	Percentage increase; workshop participation
	2.2.e. Expand foundation assets to meet financial needs of students in our service district	Strategic Initiatives and Marketing	Develop endowment for Promise Program that covers program's cost

<b>Sub-goal</b>	<b>Tactics</b>	<b>Lead</b>	<b>Key Performance Indicators</b>
2.3 Streamline transition from secondary to IRSC post-secondary programs	2.3.a. Improve application for admission	Student Success & Institutional Technology	Revise student recruitment dashboard; Percentage of application starts that are completed
	2.3.b. Develop partnerships with in-district schools	Student Success & Campus Presidents	Events at schools; prospect tracking; CRM
	2.3.c. Improve academic record transfer technologies for matriculation and transfer	Institutional Technology & Student Success	Matriculation rates, disaggregated by source
	2.3.d. Promote student matriculation from IRSC feeder programs (charter high schools, adult education and ESOL, TRIO programs, HSDE) to IRSC college programs	Student Success, Student Affairs, & Research and Institutional Effectiveness	Matriculation rates by program and charter school

**Strategic Goal 3: Promote Continuous Improvement to Enhance Organizational Performance**

<b>Sub-goal</b>	<b>Tactics</b>	<b>Lead</b>	<b>Key Performance Indicators</b>
3.1 Improve institutional effectiveness and efficiency	3.1.a. Expand access to and use of data	Research and Institutional Effectiveness & Institutional Technology	Become a data-informed institution; improve use of strategic plan implementation; Data governance
	3.1.b. Align policies, procedures and processes to best practices consistent with State statutes and rules	Institutional Technology & Strategic Initiatives and Marketing	NEOLA project; Board Docs
	3.1.c. Increase professional development opportunities for staff and administrators	Human Resources, Institutional Technology, & Research and Institutional Effectiveness	Tracking use of AI/Precipio; compliance training tracking
	3.1.d. Promote responsible stewardship of College funds	Financial Services	Decentralized budget; financial literacy sessions/education
	3.1.e. Improve communication and engagement between and among all College employee groups	Leadership Team	Faculty Senate and Staff Senate; improved communication via strategic plan implementation; town hall meetings; Continuous improvement of a collegial, professional, and productive work environment

<b>Sub-goal</b>	<b>Tactics</b>	<b>Lead</b>	<b>Key Performance Indicators</b>
3.2 Distinguish IRSC and strengthen brand	3.2.a. Develop and promote programs of distinction (i.e., Treasure Coast Public Safety and Training Center, Advanced Manufacturing, Healthcare)	Strategic Initiatives and Marketing	Numbers and types of new or expanded programs and related enrollment; relationships that improve facilities and opportunities for students
	3.2.b Provide the College high profile products and entities	Strategic Initiatives and Marketing	Numbers and types of new or expanded partnerships
	3.2.c. Leverage branch campuses and relationships with community members / local industry and business	Campus Presidents/ Development Officers	Numbers and types of new or expanded partnerships; funding



<b>Sub-goal</b>	<b>Tactics</b>	<b>Lead</b>	<b>Key Performance Indicators</b>
3.3 Cultivate alternative revenue sources	3.3.a. Expand grants and sponsored programs	Research and Institutional Effectiveness	Increase grant revenue by 10%; funded grants burn rates; increased faculty participation
	3.3.b. Cultivate/leverage internal resources to support the College	Deans/Directors	Strategic use of College resources to grow revenue; Continuous review of all non-academic fees to ensure institutional viability
	3.3.c. Expand opportunities for direct financial support of IRSC (i.e., Foundation, Direct Service Organizations, Athletics, etc.)	Financial Services & Strategic Initiatives and Marketing	Diversity of funding; increase in funding