



**District Board of Trustees  
Strategic Planning Committee Meeting  
Indian River State College – Massey Campus  
Ben L. Bryan Administration Building, Board Room A301  
3209 Virginia Ave, Fort Pierce, FL 34981**

**January 27, 2026**

**AGENDA**

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1. Call to Order – *Trustee Conrado, Chair*
2. Request approval of the draft framework for the 2026-29 Strategic Plan – *Dr. Angela Browning*
3. Adjourn



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**TOPIC:** Framework for the 2026-29 Strategic Plan

**REGULAR AGENDA OR COMMITTEE:** Strategic Planning Committee

**SUBMITTED FOR:**  ACTION/VOTE  
 INFORMATION  
 DISCUSSION

**SUMMARY:**

Draft framework of the 2026-29 strategic plan is attached for Board review and approval.

**ALTERNATIVE(S):** N/A

**FISCAL IMPACT:** N/A

**PRESIDENT'S RECOMMENDATION:** Recommend approval

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SUBMITTED BY: Dr. Angela Browning

DATE: 1/7/26

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BOARD ACTION:

DATE: 1/27/26

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Strategic Goal 1: Indian River State College is committed to developing a highly-skilled workforce and to stimulating economic growth in the community. Toward this end, the College will strive to expand opportunities for students pursuing targeted career training.

- A. Expand secondary to post-secondary pathways
- B. Expand short-term credentials
- C. Partner with employers to provide continuing education
- D. Leverage marketing to reach learners throughout the community

Strategic Goal 2: Indian River State College is committed to embracing students of all backgrounds, ages, and abilities and to cultivating student success. The College will strive to meet students where they are – providing the services and resources they need to achieve their academic and career goals.

- A. Optimize implementation of new ERP to enhance the student experience
- B. Expand student wellness services and support for mental health
- C. Help students identify their educational and career objectives
- D. Increase hands-on learning opportunities / internships

Strategic Goal 3: Indian River State College is committed to creating a superior teaching and learning environment and recognizes that this can only be accomplished by creating a superior working environment and judiciously using resources. The College will strive to support employees and optimize institutional processes.

- A. Establish an AI Center to evaluate available tools and develop recommendations for AI-assisted processes across the College
- B. Increase opportunities for professional development
- C. Develop and implement a program review process
- D. Enhance campus safety