



**District Board of Trustees
Strategic Planning Committee Meeting
Indian River State College – Dixon Hendry Campus
Williamson Conference Center Auditorium, C112
2229 NW 9th Avenue, Okeechobee, FL 34972**

October 27, 2026

AGENDA

1. Call to Order – *Trustee Luna, Chair*
2. 2026-2029 Strategic Plan – 2026 Annual Report (*for information only*) – *Dr. Angela Browning and Strategic Planning & Budgeting Workgroup Members*
3. Adjourn



TOPIC: 2026-29 Strategic Plan, 2026 Annual Report

REGULAR AGENDA OR COMMITTEE: Strategic Planning Committee

SUBMITTED FOR: ACTION/VOTE
 X INFORMATION
 X DISCUSSION

SUMMARY:

The Strategic Plan goals, sub-goals, progress, and established outcomes / KPI's will be discussed.

ALTERNATIVE(S): N/A

FISCAL IMPACT: N/A

PRESIDENT'S RECOMMENDATION: N/A

SUBMITTED BY: Dr. Angela Browning

DATE: 10/12/26

BOARD ACTION: None required

DATE: 10/27/26

Indian River State College, 2026 – 2029 Strategic Plan Report

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.

Sub-goal	Progress	Outcomes / KPI
1A. Expand secondary to post-secondary pathways	The 1A subgroup researched and established data needed to measure success. The College now has three-year baseline data for career pathway completions, matriculation to the College, and students receiving articulated credit. Additionally, the College now receives county-level lists of career pathway completers, enabling the College to proactively identify students who may be eligible for articulated credit.	The 1A subgroup identified secondary CTE faculty as key communication partners due to their direct, ongoing interaction with students. A CTE Learning Day is planned for May, bringing secondary faculty to the College to meet faculty in their disciplines, tour programs and facilities, and strengthen their understanding of available pathways. The subgroup is also exploring alternative pathways for awarding college credit for prior learning and industry experience. The goals are to increase the number of career pathways completers who matriculate to the College and increase the number of students receiving articulated credit.
1B. Expand short-term credentials	The College is successfully expanding short-term credentials and continuing education employer partnerships. Key achievements include: Expanded Offerings: More than fifty (50+) non-credit courses were delivered, serving individuals and businesses across high-demand sectors like AI, Trades, Healthcare, Manufacturing, and Public Safety. In Fall 2026, Five new, MCL-aligned, 15-week training programs will be launched in manufacturing, telecommunications, and advanced trades. The College is also launching two new AI programs in collaboration with CyberGen Academy.	The College has successfully contracted Canvas Catalog to serve as the College's all-in-one, public-facing storefront and registration system for non-credit continuing education. The aim is to achieve implementation and core setup of the system in 2026-27. Over the next two years, the College will follow three priority tracks to launch student-facing registration and catalog systems, increase program offerings, and increase industry partnerships.

Sub-goal	Progress	Outcomes / KPI
	Market Alignment: More than 10 (10+) programs were aligned with the Florida Master Credentials List (MCL) or Regional Occupational Demand list.	
1C. Partner with employers to provide continuing education	The 1C subgroup adopted a two-pronged approach to expanding partnerships: Corporate Engagement: Five new employer partnerships were launched and contracted in 2025–26 for customized employee training. Industry Integration: The College will leverage FETPIP data and MCL-aligned programs to actively recruit industry partners for localized continuing education contracts.	The College will maintain and expand existing accounts with the goal to grow year-over-year training revenue from existing business partners by at least 5%. The College will work to expand business partnerships with the goal to add two new employer partners each year. The College will also determine a measure for partnership engagement and establish a baseline so that engagement can be tracked and promoted.
1D. Leverage marketing to reach learners throughout the community	The 1D subgroup made meaningful progress toward its charge of leveraging marketing to reach learners throughout the community by bringing together a cross-functional group that includes representatives from Marketing, Recruitment and Admissions, Community Engagement, Athletics, Events, Student Communications, and campus leadership. The subgroup determined benchmarks from the 2025-26 Paid Media Program: 11.5M impressions (Views) - CPL of \$58 6.4k enrollment leads; 652 tracked applications, CVR 14%	The 1D subgroup is testing brand messages for awareness efforts and shaping messaging narrative from results: “Not Your Parents’ Indian River State College” & “Close to Home, Far from Average” (Screenshots included below) The subgroup is also updating Brand Guidelines with expanded elements and guidance on appropriate use, including how to appropriately utilize AI in creative design.

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.

Sub-goal	Progress	Outcomes / KPI
2A. Optimize implementation of new ERP to enhance the student experience	The College moved from a test environment for student registration in March of 2026 to full registration of students in Banner SaaS in August of 2026.	Over 15,000 students registered and were enrolled in fall classes on the first day of the Fall 2026 semester. The College will continue to optimize the student registration experience and launch Degree Works in Fall 2026.
2B. Expand student wellness services and support for mental health	1. An institution-wide Student Wellness Survey was administered in Fall 2026. Findings reveal several barriers that may affect students' ability to attend class or complete coursework, with stress management (66%), mental health (58%), financial pressures (47%), and basic needs such as food, housing, and transportation (19%-35%) emerging as predominant concerns. The survey identified strong demands to expand wellness programming around: • stress-management activities (53%), • tranquility spaces (47%), • test-anxiety support (40%), • social connection activities (32%). Common themes identified from the survey comments are: • competing work and academic responsibilities, need for flexible programming, • support group interests, • opportunities for social connections, • tailored services for working adults and online students.	• Plans to meet the need for wellness services and support include: • Expand Tranquility Spaces institutionally (2026-2029 – one space at each campus). • Develop a Student Mental Health and Emotional Distress Response Guide as a staff and faculty resource to mitigate appropriate responses in crisis or stress situations (2027). • Increase student mental health and wellness resource awareness through enhanced marketing and targeted communications (2026-2029). • Increase Student Wellness personnel presence and programming across the institution (determined annually by incidence data – consistent presence at Pruitt campus as of 2027) to support programming, interventions, and enhance awareness. • Develop programming specific to test anxiety, stress management, support groups – in flexible modalities that support adult and online student populations (2026-2027). Leverage partnerships to connect students to local support groups and services.

Sub-goal	Progress	Outcomes / KPI
	2. Year-to-year data for use of Student Wellness Services was analyzed for trends: • Mental Health Counseling +68%, • Pantry Services +75%, • Tranquility Spaces +80%, • Baker Acts - • Full academic year 2025-26 = 6; • <u>First 6 weeks of Fall 2026</u> = 6 (related to suicide attempts). 3. An institution-wide Wellness Services and Resources inventory was completed.	• Leverage and cultivate partnerships to promote a culture of well-being and student success (ex. connect the Wellbeing Health Literacy Club with the Pruitt Library). • Develop resource guides by county for student access (2027-2029 - refreshed each year).
2C. Help students identify their educational and career objectives	The 2C subgroup is working to initiate career conversations earlier - ideally in middle and high school level. Beginning summer 2027: admission counselors will no longer advise but will focus on early career-exploration conversations with prospective students. Career assessments are encouraged; resources are available on the College website.	Next steps for the College include: • Develop a plan to support career conversations with secondary students. • Develop and implement a first year advising model in 2027. • Increase number of students completing career assessments.
2D. Increase hands opportunities / internships -on learning	The 2D subgroup was formed and began work to determine a definition of hands-on learning, develop a survey to gather information from faculty and establish baseline data. Initial work included several focus groups with faculty representing varying academic programs to gain insight into practices across the college.	The Focus Group Workgroup will conduct the two remaining divisional/departamental Focus Group sessions before the end of October 2026. The 2D subgroup will develop a Faculty Survey on “Hands-on Learning/Internships,” to be distributed in late January 2027 and then analyze the survey data to determine a metric and baseline for hands-on learning / internships. The subgroup will support departments and faculty to increase hands on learning activities.

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.

Sub-goal	Progress	Outcomes / KPI
3A. Establish an AI Center to evaluate available tools and develop recommendations for AI-assisted processes across the College	The 3A subgroup has made substantial progress toward its goal of establishing an AI Center to evaluate available tools and develop recommendations for AI-assisted processes across the College. Building on last year's groundwork - the policy and security infrastructure for safe AI deployment, the College's institution-wide partnership with Superhuman, the introduction of an AI fluency framework, and proof-of-concept builds (RiverGuide and Iris, AI agents serving critical institutional needs) – the center now has an identify (CAI), structure, and funding.	The work of the Center so far has saved the College approximately \$1.4 million in costs for services essential to its business processes (e.g., salvaging the Foundation's Giving website from AI hackers, creating a pipeline to transfer 900k+ documents from Workday to Banner, and creating an alternative to the vender-supported chatbot for the Indian River State College website). Currently, the CAI is supporting practical applications of AI tools in Finance, the Foundation, and Auxiliary Services.
3B. Increase Opportunities for Professional Development	In the Summer 2025 employee survey (406 respondents), 22% of respondents disagreed that the College offers effective staff development, and another 26% were unable to rate it, suggesting that employees may be unaware of professional development opportunities. A workforce led by HR and including representatives from Faculty Development, Institutional Research, Continuing Education, Student Services, and the Center for Artificial Intelligence was formed. Progress has focused on visibility and access. HR Central, the employee resource hub, was developed and launched with professional development pages underway. The HR Heads Up newsletter and new hire orientation promote Academic Impressions and Percipio offerings, and a new AI compliance attestation increased Percipio use.	Academic Affairs is partnering with Academic Impressions on a custom leadership program for Deans and Associate Deans, which will expand to college leadership in 2027. Karen Douglas is certified to offer in-house Five Paths leadership assessment debriefs. Marketing this opportunity will follow. Next steps also include a follow-up survey segmented by employee group, a professional development spending baseline with Finance, tuition and certification funding research, and promoting the first AI literacy offering, ahead of a Summer 2027 resurvey targeting 3.8 or higher for all groups.

Sub-goal	Progress	Outcomes / KPI
	For faculty, the College hired a Director of Faculty Professional Development, launched the ten-month New Faculty Institute to onboard educators, and revamped Institute for Academic Excellence offerings for full-time and adjunct faculty, including classroom AI, open educational resources, and the learning management system.	
3C. Develop and Implement a Program Review Process	The 3C subgroup developed a structured, two-part program review framework that includes formal policies and procedures, as well as a flexible data collection tool designed to support continuous improvement and evolving institutional needs. The group established a phased review process with routine Level I reviews and Level II reviews triggered by performance concerns, while deferring instructional cost and return-on-investment analysis to a future phase. The subgroup advanced implementation by creating focused workgroups to address specific challenges such as aligning financial reporting with course-level FTE calculations and finalizing the Level I Program Review Form, including variable definitions and Edify data integration for program-level reporting.	Implementation of the program review process will begin in 2027.
3D. Enhance Campus Safety	The 3D subgroup's work has concentrated on three primary areas: communications and dispatch, the transition to a Campus Police Department, and Emergency Preparedness. To consolidate public safety communications, the Safety and Security Department has relocated to a new facility with dedicated space for a Communications Center. The Center is currently under design and will provide centralized call-taking and dispatch services for all campuses and work locations through a single telephone number. A new	The timeline for implementation is: Launch new dispatch and records management system in 2027. Prepare documentation and submit application for accreditation as a police department by 2029. Publish updated emergency preparedness plans by fall of 2028.

Sub-goal	Progress	Outcomes / KPI
	Computer-Aided Dispatch and Records Management System will support these operations. The College is also progressing with the transition to a Campus Police Department. The Board-approved Resolution establishing the Indian River State College Police Department has been submitted to the FDLE and the FBI as part of the process for obtaining an ORI number. The College is working with its FDLE Field Services Representative to satisfy statutory and operational requirements. Emergency preparedness initiatives include developing an Emergency Response Plan, a Family Reunification Plan, and an Active Assailant Plan, as well as establishing a Threat Management Team. Additional accomplishments include implementing a new Records Management System, enhancing Clery Act compliance, and adopting FortifyFL for anonymous reporting of safety concerns.	