



Realizing Potential for Transformational Change *It's about the People*



Texas Pathways Institute #1
November 6, 2019



Indian River State College

- Established as IRJC in 1960
IRCC in 1970 | IRSC in 2008 (4yr.)
- Serve approx. 29K students annually
- Comprehensive offerings:
150+ programs leading to Technical
Certificates and Diplomas, Associate
Degrees, and 17 Baccalaureates.





Who Are Our Students?

College Credit & PSAV Students – Fall 2018

- 42% - First Generation
- 41% - Receive Financial Aid
- 35% - Full-Time / 65% - Part-Time
- 41% - Black / Hispanic / Latino & 51% White
- 69% - 24 yrs. or younger
- 60% - Female / 39% - Male / 1% unknown
- 53% - pursuing Associates degree
- 17% - pursuing a Baccalaureate
- 7% - pursuing a Certificate
- 20% - Dual Enrolled

Culture of Evidence

**Culture of
Research**

**Culture of
Learning**

Culture of Inquiry

What is "Culture?"
...it has become a VERY vogue term...

**Organizational
Culture**

Does your culture have a Name?

**Transformational
Culture**

**Data
Culture**

**Culture of Creativity
and Inquiry**

**Higher
Education
Culture**

Culture

Culture is the set of shared attitudes, values, goals, and practices that characterizes an institution or organization.

~ Merriam Webster

Culture is about the PEOPLE.

Culture is about the People

- Safe and comfortable work environment
- Authentic & vulnerable
- Sense of purpose with shared goals that are meaningful.





Purpose of this Session

- The transformation of an institutional culture
 - Management vs. Leadership
 - Intentional transformation
 - Maximizing employee potential
 - Embracing change
 - Reducing drag
- Lessons learned over the past 19 years.

The IRSC Culture

Our Culture is **intentionally structured** to enable employees to expect and welcome intrinsic and extrinsic **change**. The necessity of reacting to change to maintain relevancy in the business of the College is reinforced at the Board, Administration, Faculty and Staff levels.

This approach significantly **reduces resistance** to new initiatives by employees, allowing us to shorten the time necessary to scale new student success models.

*Where **Student Success***

is the most important thing at Indian River State College....

Good is achieved through *process*, Peak Performance through *cultural change*....

Good is about management....Peak Performance is about leadership....you can't manage people through a cultural change....they must be led.

Extrinsic results in Good...Intrinsic results in Peak Performance.



Adequate Performance

- 2000: Jumping The Curve
- Mission/Purpose
 - Student Success Most Important
 - Welcome + Embrace Change
 - Quality Enhancement
 - Transformational Change

Peak Performance

2019

#1

External

- Aspen Institute
- AACC Pathways
- CCRC | AIR | NCII
- Frontier Set | CCSSE
- ATD Leader
- Jobs for the Future

Internal

- Buildings & Growth
- Virtual Campus
- Guided Pathways
- 20 Baccalaureates
- Data Utilization
- Math Redesign
- Learning Communities
- Performance Funding
- Equity Agenda
- On-Board Transformed
- Scholarships
- Teaching & Learning
- River Way 2.0 & MORE

Gap Analysis

LOW Performance

1988

2000

1960

- Ethics Complaints
- Bad Audits
- Lawsuits

- Rules
- Regulations
- Standardization

HIERARCHY

COMPLACENCY

CREATIVITY + INQUIRY

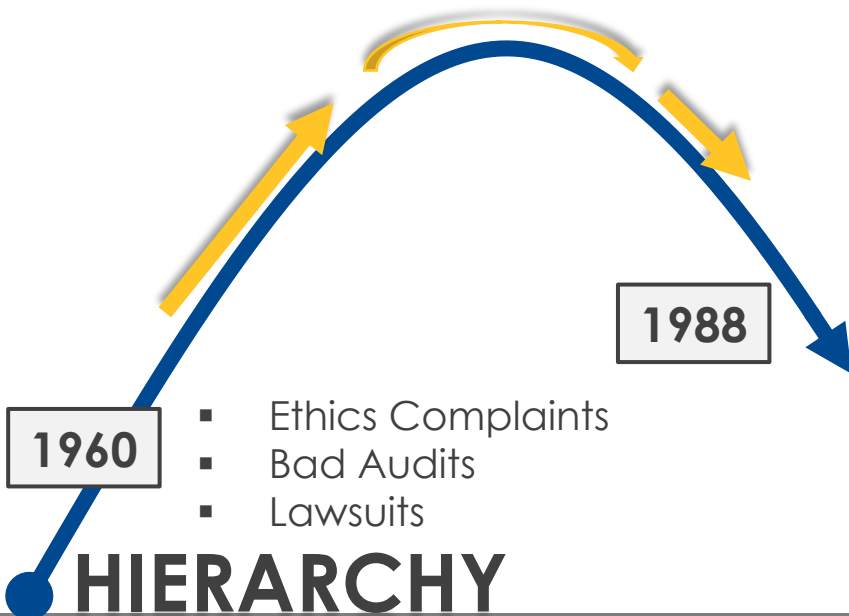
Change Theory driven by Anticipating Change, Embracing Change, Engaging Change...



HIERARCHY | CURVE 1.

- Autocratic – Top Down
- Restricted flow of Communication
- Rules are made to be bent, not broken
- Allowed only one mistake – Fear
- Opportunities seen as problems
- Divide and conquer at Cabinet level

LOW Performance



Change Theory driven by Anticipating Change, Embracing Change, Engaging Change...



Reflection

Leadership moves emotions, either in a negative direction or a positive direction.

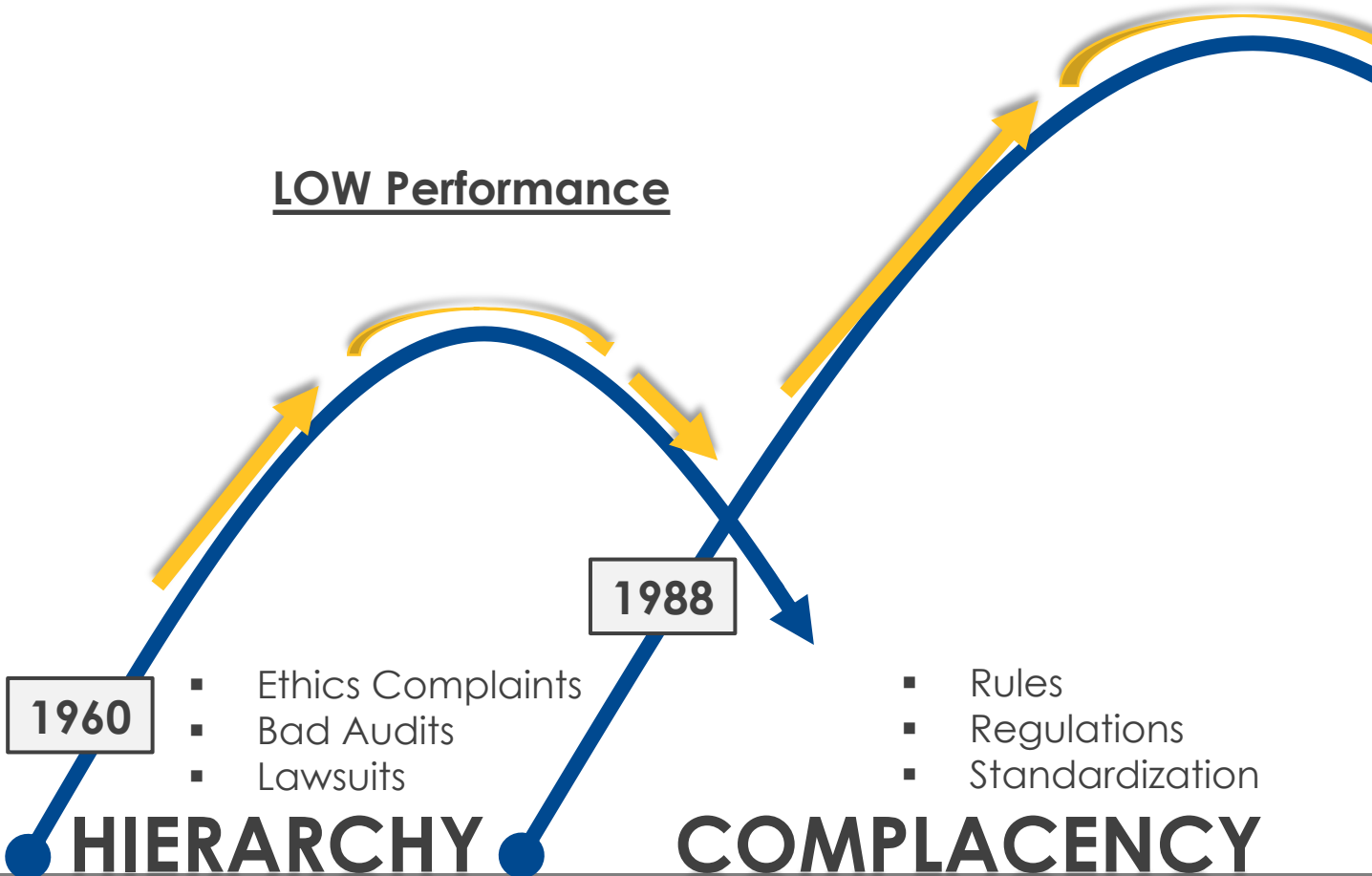
Hierarchy, top-down leadership with a lack of institutional integrity leads to bad habits and a dysfunctional culture.



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COMPLACENCY | CURVE 2.

- Rules, regulations, and standardized approaches – rigid, fear of mistakes
- Will lead to Risk-Averse, disciplined institution with **adequate** results
- Emphasis on form over function
- Leaving potential on the table – Hard work, same results

Change Theory driven by Anticipating Change, Embracing Change, Engaging Change...

***Layering new approaches
on top of an old culture doesn't work...***

Change not anchored in cultural change
is just another “project”



Reflection

Culture reflects and results from leadership styles.

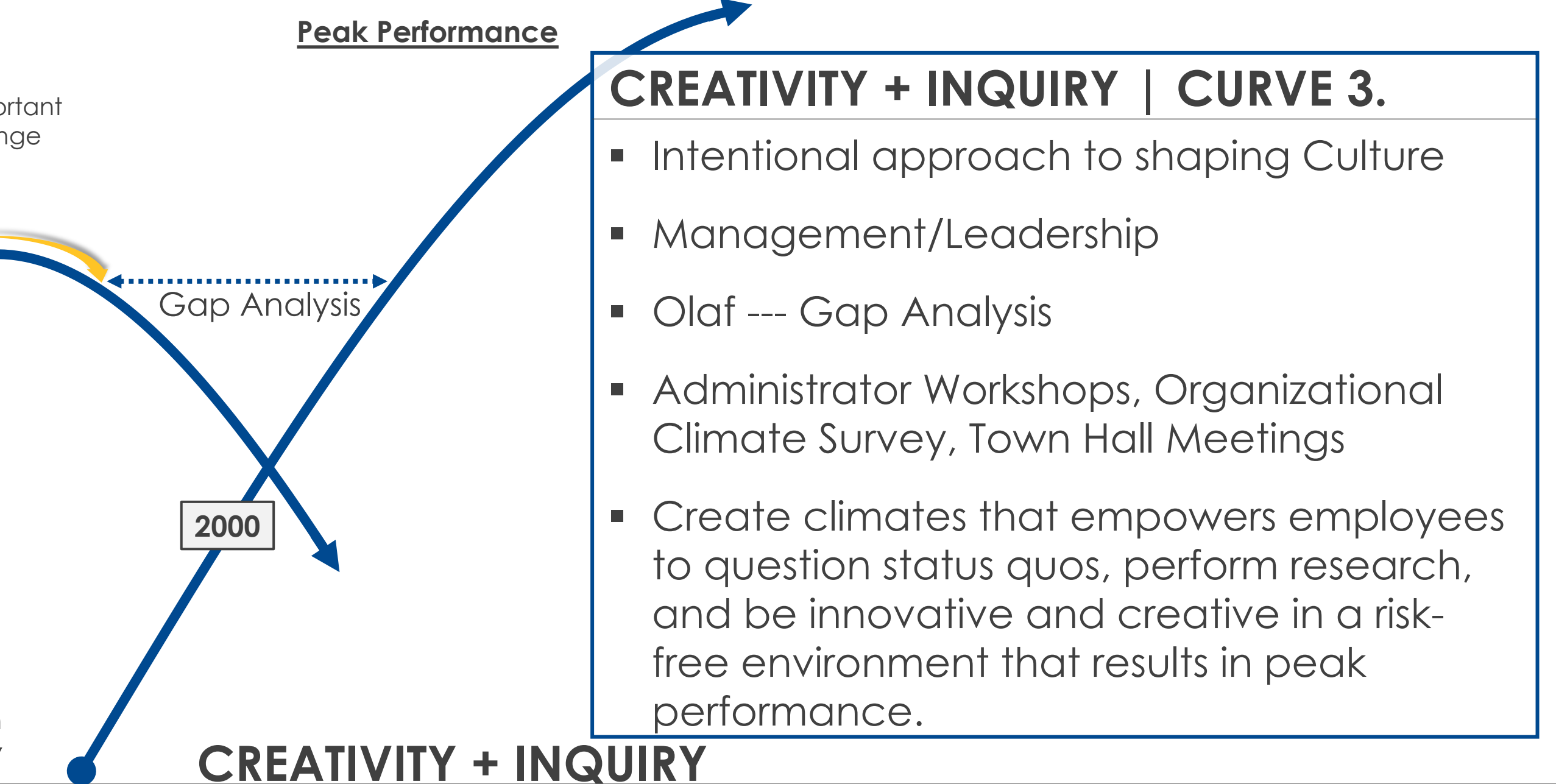
***Leadership style** and the resulting culture created may be effective at accomplishing mechanical / technical goals, but will be bound by limitations if there is a lack of attention to **emotional** considerations.*

Change is the process by which the future
invades our lives....

~Toffler

Many find it painful to keep with the incessant demand
for change that characterizes our time.

***Change is here not only to stay,
but to accelerate.***



Change Theory driven by Anticipating Change, Embracing Change, Engaging Change...

Climate Survey & Town Hall Meetings

- “Chain of command is the most significant deterrent for the College”
- “They”
- “Do it, Do it Right, Do it Now”
- “Only good news travels up”
- “We don’t do it that way here”
- “Be perfect” and “don’t rock the boat”

“I’m only telling you this in the hopes that we all get to work to make it better....”

**Best indicator of cultural change is
level of resistance...**

***When the existing culture gets riled up and
fights back...that's a good sign.***

Some creative & disruptive controversy is a good thing.

Reality Check

GOSH - I'm part of the problem! In that case I **WILL be part of the solution...**



*If you change...everything
around you will change.*

**Strong &
Viable
Organization**

Purpose

**Climate
Survey**

**Learning
Environment**

**Future
Students**

We learned
the power of
workgroups!

Strong & Effective Communication

Will to be
the best

Challenge the
status quo

Face the
brutal facts

Surgically
evaluate

React to
the results

Evolution of the Culture

From:

- Directed Environment
- Chain of Command
- Form
- Everything is forbidden unless it's permitted



To:

- Mentoring Environment
- Chain of Communication
- Function
- Everything is permitted unless it's forbidden

Evolution of the Culture

From:

- Values as Words
- Formalities
- Institutionalizing
- Blaming
- Success stems from avoiding risk

To:

- Values as Actions
- Informalities
- Personalizing
- Accountability
- Success stems from assuming risk

Why does Culture Matter....

- To tap the **full potential** within the institution
- Enables an institution or department **to be fearless in rapidly responding to change**
- **Less resistance** to changes initiated externally and internally

*Results in **empowered employees**
freed up to take it to the next level...*



Reflection

*A **balance** between internal controls, cross-campus communication and collaborations empowers employees to do research and **be creative in a risk-free culture.***

*This creates energy and encourages creativity that results in **peak performance.***

The New Culture

- World-class expectations
- Abundance vs. scarcity mentality
- Involvement/Empowerment
- Consistency/Commitment to improvement
- Transcending identity boundaries.

Values clearly in focus



Student Success

*is the most important thing at Indian River
State College....*

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.

© Indian River Community College 2002

*Student Success is the Most Important Thing at
Indian River State College ...*

IRSC Communication Protocol



COMMUNICATION PROTOCOL

Keep the Good of the Institution Clearly in Focus

Operate on the Principles 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



Results...



Grounds

Facilities

Impactful
Workgroups



Technology & Equipment



THE *Act* OF ENGAGING IN WINNING PARTNERSHIPS

CULTURE HAS LED TO 3RD PARTY VALIDATION AT
INDIAN RIVER STATE COLLEGE

Extensive People Development



The River Way 2.0



- How we treat our students, community & each other
- **Continuous improvement** in processes & systems
- Increased **capacity**
- Focus on self-awareness & enhanced **communication**
- Always striving for a **better version** of ourselves.



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What unlocks potential?

The Culture



Culture is like a very large, complex portrait that emerges out of all kinds of brushstrokes...

...and everyone in the institution carries a brush...



INDIAN RIVER STATE COLLEGE



Questions?

Ed Massey, Ph.D., President

