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.

5 Campuses in Fort Pierce, Vero Beach, Stuart, Okeechobee, and Port St. Lucie, FL.
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
What is “Culture?”
...it has become a VERY vogue term...

Does your culture have a Name?

Culture of Creativity and Inquiry
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.
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
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.
Adequate Performance
- Mission/Purpose
- Student Success Most Important
- Welcome + Embrace Change
- Quality Enhancement
- Transformational Change

LOW Performance
- Ethics Complaints
- Bad Audits
- Lawsuits

1960
- Rules
- Regulations
- Standardization

1988
- Rules, regulations, and standardized approaches – rigid, fear of mistakes

2000: Jumping The Curve

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

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
Layering new approaches on top of an old culture doesn’t work…

Change not anchored in cultural change is just another “project”
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.*
Peak Performance

**CREATIVITY + INQUIRY | CURVE 3.**

- Intentional approach to shaping Culture
- Management/Leadership
- Olaf --- Gap Analysis
- Administrator Workshops, Organizational Climate Survey, Town Hall Meetings
- Create climates that empowers employees to question status quos, perform research, and be innovative and creative in a risk-free environment that results in peak performance.
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.
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

Purpose

Future Students

Learning Environment

Climate Survey

Strong & Viable Organization
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…*
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.

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...

Technology

Facilities

Grounds

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
• 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.
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…
Questions?

Ed Massey, Ph.D., President