

Miami Dade College

Strategic Plan Campus Town Meetings

Summarized Feedback

Introduction

The Strategic Plan Coordinating Committee held Town Meetings on each campus. Employees were invited by their campus president to attend the meetings to share their thoughts and ideas about MDC priorities for the next five years. Approximately 1,400 employees participated in these meetings. During the meetings, employees heard highlights from the Strategic Plan 2009 Progress Report and External Scan Reports. They were then asked to choose their top two priorities from those proposed for each of the eight values during the leadership planning sessions. Participants were also asked to add new priorities or comments if they chose to do so. This feedback was captured on index cards that were color coded for each value. Participants were invited to share their ideas with others during the meetings.

Campus results were tallied and recorded by the Office of Institutional Effectiveness before combining for the College report. The Strategic Plan Coordinating Committee will use the results of these meetings to draft priorities for the [MDC Strategic Plan 2010-2015](#).

Selection of Priorities

Participants were asked to select their top two priorities from lists provided for each value. The priorities that were most often chosen for the college are shown below with the number of campuses that included in the top two shown.

	College Rank by Percent Choosing in Top Two	# Campuses choosing as #1 or #2
Exceptional Learning Environment		
<i>Increase course schedule options (accelerated, flexible, modular and student-paced)</i>	1	8
<i>More and earlier academic/career advisement</i>	2	7
<i>Enhance facilities and technology in classroom (prototypes)</i>	3	1
<i>Apply "honors college" approach college-wide (cohorts, special attention, integrated activities, etc.)</i>	4 (tied)	0
<i>Increase percentage of sections taught by full-time faculty</i>	4 (tied)	0
<i>Build a stronger infrastructure and support for baccalaureate programs and students</i>	5	0
<i>Curriculum review and reform</i>	6	0
<i>Create advisory committees for general education</i>	7	0

	College Rank by Percent Choosing in Top Two	# Campuses choosing as #1 or #2
Culture of Evidence		
<i>Develop more systematic process to use data collected</i>	1 (tied)	6
<i>Expand and systematically integrate assessment, evidence, and data-driven decision-making throughout MDC</i>	1 (tied)	7
<i>Become national advocate for valid and appropriate indicators of learning and success for community college students</i>	2	2
<i>Embed assessment in curriculum and programs</i>	3	2
<i>Build capacity to embed assessment in course and co-curricular activities as part of a systematic process</i>	4	2
Exceptional Work Environment		
<i>Implement policies to promote work/life balance such as flexible schedules</i>	1	7
<i>Develop more creative incentives for performance</i>	2	4
<i>Increase professional development and external learning experiences for faculty and staff</i>	3	4
<i>Fund and reward innovation</i>	4	3
<i>Conduct analysis of work functions; retool workforce and work flow</i>	5	1
Quality Community Partnerships		
<i>Develop major state and national partners to help identify jobs for the future and training needs</i>	1	7
<i>Strengthen partnerships with MDCPS</i>	2 (tied)	5
<i>Use community partnerships to develop resources</i>	2 (tied)	4
<i>Ensure that partnerships are financially effective and mutually beneficial</i>	3 (tied)	1
<i>Make better use of alumni base</i>	3 (tied)	1
<i>Take a leadership role in engaging all sectors of the Miami educational community</i>	4	0
<i>Hold an annual educational summit</i>	5	0
Cultural & Academic Initiatives		
<i>Ensure integration of cultural initiatives and academics</i>	1	5
<i>Increase collaboration and engagement of academic areas in planning cultural events</i>	2	8
<i>Survey and develop base of support among community audience</i>	3	2
<i>Ensure consistency in cultural events and activities across the college</i>	4	1
<i>Improve promotion of cultural programs</i>	5	0
Sustainability Practices		
<i>Operate a College shuttle between campuses</i>	1	5
<i>Embed sustainability practices in daily operations</i>	2	6
<i>Explore additional "green" academic programs</i>	3	3
<i>Make financial commitment to sustainability</i>	4	2
<i>Fund deferred maintenance plan</i>	5	1
<i>Provide incentives and accountability for sustainability</i>	6	0
<i>Improve ability to measure carbon footprint</i>	7	1

	College Rank by Percent Choosing in Top Two	# Campuses choosing as #1 or #2
Resource Development, Operational Efficiencies, State-of-the-Art Technologies		
<i>Ensure quicker turnaround in implementing new technologies</i>	1 (tied)	7
<i>Create the culture, develop awareness, and educate employees to accomplish resource development and operational efficiencies</i>	1 (tied)	6
<i>Create an internal succession plan</i>	2	5
<i>Analyze resources and reallocate to core mission and strategic plan</i>	3	1
<i>Integrate development of grants with programs and strategic plan</i>	4	1
<i>Review and redistribute lab resources</i>	5	0
Global Reach & Awareness		
<i>Develop student learning experiences that prepare them for international participation</i>	1	7
<i>Increase recruitment of foreign students to enhance MDC image and revenue</i>	2	6
<i>Establish virtual sister institutions</i>	3 (tied)	1
<i>Strengthen global offerings within virtual college</i>	3 (tied)	2
<i>Reach out across the Americas</i>	3 (tied)	2
<i>Ensure that outreach and international programs benefit both institutions</i>	4	0

Additional suggestions and comments

Town meeting participants were invited to share additional suggestions with the group verbally and submit on index cards. These comments and suggestions were typed and analyzed for themes. Following are the common themes emerging from the written comments for each of the eight values.

There were 438 comments on **Exceptional Learning Environment**. Of these, 328 (75%) spoke to the existing priorities with some suggestions on where to focus.

1. Course schedule options- suggestions included: "Express courses" (6 or 8 week), more online courses, and blended courses.
2. Advisory committees for Gen Ed- suggestions included: involve faculty, and include cultural activities.
3. Support for baccalaureate- the most specific suggestion was to increase the number of degrees offered.
4. Apply "Honors College" approach- suggestions included: recruit from MDC students, use cohorts or learning communities, and provide hands-on experiences.
5. Increase % of sections taught by FT Faculty- the most specific suggestion was to increase the number of FT faculty at MDC.
6. Curriculum review and reform- suggestions included: professional development opportunities, industry feedback, and more online courses.

7. Enhance Facilities & technology- suggestions included: more parking, better labs, enhance libraries, and update classroom technology.

8. Academic/career advisement-suggestions included: setting up course pathways for students (IEPs), more faculty advising, mandatory orientation, and advisement at specific academic benchmarks.

Suggestions for additions to Exceptional Learning Environment grouped around: Faculty- training and supervision (especially adjuncts), a need to reduce class size, increasing "hands-on" learning, and partnering with high schools, universities, businesses, etc.

There were 220 comments on **Culture of Evidence**. Of these, 96 (44%) simply reiterated the stated priorities. The remaining comments can be usefully grouped around:

- What to assess- comments were varied and included student success, course success, programs, support areas, etc.
- How to assess- comment were few but included the use of qualitative data
- Uses of the data- comments stressed the need to share the data, make it easy to access and understand, and use data that we already have.

There were no clear suggestions for any additions to the priorities.

There were 368 comments on **Exceptional Work Environment**. Of these, 245 (67%) spoke to the existing priorities with some suggestions on where to focus.

1. Analysis of work functions/retool- suggestions generally were about the need for a better understanding of work flow.
2. Increase professional development- suggestions included funding outside development activities, increasing CTD workshops, and bringing graduate courses on campus.
3. Fund and reward innovation- the most specific comment was to have some kind of excellence award.
4. Creative incentives for performance- there were no clear suggestions on how this could be done.
5. Implement policies for work/life balance- this priority had many positive comments and some suggestions including: a 4-day work week, working from home via computer, and different choices for the start and end times of the workday.

Suggestions for additions to Exceptional Work Environment grouped around: Fully staffing areas, including part-timers in these priorities, suggestions to increase benefits and perks, and retooling some of the technology systems.

There were 193 comments on **Quality Community Partnerships**. Of these, 99 (51%) spoke to the existing priorities and generally endorsed them with few specific suggestions.

One major suggestion for an addition to Quality Community Partnerships was to place specific emphasis on partnering with businesses (27 comments), specifically for internships and job placement.

There were 183 comments on **Cultural & Academic Initiatives**. Of these, 83 (45%) spoke to the existing priorities with some suggestions on where to focus.

1. Integration with academics- suggestions included the need for more advanced planning and lead time, providing transportation for students, and making provisions for disabled students.
2. Increase collaboration of academic areas in planning- the most specific suggestion was to include students in this planning.
3. Consistency across the college- the most specific comment was to equalize funding for cultural events across the campuses
4. Improve promotion- comments generally just endorsed this priority.
5. Community base- there were few comments and they generally just endorsed this priority.

One major suggestion for an addition to Cultural & Academic Initiatives was to expand the cultures included (17 comments), and not just have Hispanic and African-American events.

There were 193 comments on **Sustainability Practices**. Of these, 128 (66%) spoke to the existing priorities with some suggestions on where to focus.

1. Embed practices in daily operations- this priority received the most suggestions focused on educating staff & students, conserving electricity, recycling, and using technology.
2. Operate a college shuttle- the most specific suggestion was to make it a "green" shuttle.
3. Financial commitment- there were few comments
4. Fund deferred maintenance- there were few comments
5. Measure carbon footprint- there were few comments
6. Provide incentives- there were few comments
7. Explore additional programs- the most specific comment was to apply the idea to existing programs

The major suggestion for an addition to Sustainability Practices was to focus on transportation in general by subsidizing mass transit, encouraging car pools, etc.

There were 112 comments on **Resource Development, Operational Efficiencies, and State-of-the-art Technologies**. Of these, 70 (62%) spoke to the existing priorities with some suggestions on where to focus.

1. Analyze & reallocate to mission and strategic plan- suggestions were varied but centered around the ideas of equitable resource distribution and transparency.
2. Review/redistribute lab resources- suggestions were varied but included more labs and use of lab fees for labs.
3. Integrate grants with programs & strategic plan -there were few comments
4. Quicker turnaround in new technologies- this priority had the most comments with most simply agreeing, and a few suggestions on what new technologies should be pursued.
5. Internal succession plan- suggestions here centered on the need to promote from within the college.

6. Culture/awareness/educate- comments reiterated the themes in this priority.

The major suggestion for an addition to Resource Development, Operational Efficiencies, and State-of-the-art Technologies was to focus on upgrading existing technologies such as computers.

There were 142 comments on **Global Reach & Awareness**. Of these, 62 (44%) spoke to the existing priorities with some suggestions on where to focus.

1. Develop student learning experiences- suggestions included course specific recommendations and also using the diverse MDC student body as a resource,
2. Global offerings Virtual college- comments generally just supported this priority.
3. Ensure benefit in outreach/international programs- there were few comments
4. Outreach across the Americas- there were few comments, but the most specific suggestion was to include North America (USA).
5. Increase recruitment of foreign students- comments generally just supported this priority.
6. Establish virtual sister institutions- comments generally just supported this priority.

Suggestions for additions to Global Reach & Awareness included exchange programs for faculty & students (15 comments), supporting student travel (6), reaching out across the USA (6), and strengthening foreign language training (5). Concern about global outreach taking resources and classroom space from local students was expressed in several comments (6).

Prepared by J. Bashford, 3/15/2010