

MDC Strategic Plan 2010-2015 Strategic Goals and Objectives

The mission of Miami Dade College is to change lives through the opportunity of education.

As democracy's college, MDC provides high quality teaching and learning experiences that are accessible and affordable to meet the needs of our diverse students, and prepare them to be responsible global citizens and successful lifelong learners. The College embraces its responsibility to serve as an economic, cultural, and civic beacon in our community.

The vision of Miami Dade College is to be a college of excellence, renowned for its values:

An exceptional learning environment in which students are challenged and empowered through innovation, state-of-the-art technology, teaching excellence and student support programs that prepare each student with the knowledge, skills and values to succeed in a dynamic world.

Goal 1: Review and transform curriculum and its delivery to optimize student access and success.

- *Redesign developmental education to increase student success and completion and to facilitate expedient and effective transition into college-level courses.*
- *Review and improve STEM program curricula and implement innovative instructional strategies.*
- *Assess, develop and expand baccalaureate degree programs to ensure that programs meet workforce needs.*
- *Increase course scheduling options to include additional accelerated and/or self paced choices for students.*
- *Expand online course and program options while implementing consistent, high standards of quality.*

Goal 2: Strengthen instructional support to optimize student progression and degree/certificate completion.

- *Implement and evaluate promising, cost-effective strategies to improve student progression and success, particularly in targeted areas including high-risk courses and lower achieving student groups.*
- *Strengthen support for baccalaureate students to optimize their progression, retention, degree completion and job placement.*
- *Assess student performance in courses and programs with low success rates and develop and implement an intervention plan.*
- *Enhance classroom facilities with state of the art technology and equipment.*

Goal 3: Develop a comprehensive student support model that focuses on engagement and excellence in service.

- *Enhance academic and career advisement through a series of intentional interactions which assist students in identifying, clarifying and mapping their academic and career goals.*
- *Improve financial aid processes at the College by simplifying, expediting and improving processes.*
- *Assess and expand student support services online for students enrolled in traditional and online courses.*
- *Assess and enhance students' experiences as they transition to the College to optimize retention and success.*

A culture of inquiry and evidence that is characterized by the commitment of faculty, staff and students to accountability for learning excellence through the achievement of measureable learning outcomes, innovative assessment methods and data-driven decisions that foster adaptability in programs and services.

Goal 4: Fully integrate the MDC Learning Outcomes into the fabric of the curriculum.

- *Complete mapping of the Learning Outcomes into courses, programs, and major areas of study including appropriate assessments at each level.*

- *Complete mapping of the Learning Outcomes to co-curricular events and activities including appropriate assessments.*
- *Incorporate the Learning Outcomes into the degree audit and academic planners for student use in monitoring attainment of outcomes.*

Goal 5: Create a systematic approach to coordinating data collection and dissemination.

- *Articulate and use a college-wide data oriented decision-making approach.*
- *Create coordinated report matrix in order to reduce duplication and promote consistency.*
- *Make data more accessible to college employees.*

Goal 6: Identify and promote the use of indicators of learning and success that are appropriate for the college.

- *Participate in national dialogue about community college student achievement milestones and markers.*
- *Create a college report on MDC student achievements.*

An exceptional work environment that makes MDC the “employer of choice” for an exemplary, diverse workforce that is engaged in and accountable for the quality of MDC’s learning environment, and that benefits from excellent support, state-of-the-art technologies, growth opportunities and a competitive compensation program.

Goal 7: Implement policies to promote work/life balance.

- *Develop a culture which focuses on achieving goals and delivering student services but also accepts and values the benefits of flexibility and alternative working schedules*

Goal 8: Develop creative incentives for exemplary performance.

- *Institute innovative recognition, appreciation and reward programs.*

Goal 9: Increase professional development and external learning experiences for faculty and staff.

- *Implement ongoing CTD needs assessments to identify and prioritize professional development opportunities for the College workforce.*
- *Create professional development guidelines and competencies for MDC employees.*

Goal 10: Implement a strategic human capital management plan.

- *Utilize diverse methods to identify employees’ potential for growth and advancement, and create individualized development plans as appropriate.*
- *Continue the College’s commitment to mirror the multi-cultural, racial and gender diversity in our community among college employees at all levels.*

Quality community partnerships that serve as the foundation for the development of relevant workforce, cultural and civic programs to foster community service and create a pervasive understanding throughout the greater Miami-Dade County community of the essential importance of education.

Goal 11: Develop a comprehensive College-wide approach to cultivating and managing community partnerships.

- *Build and train college teams to promote opportunities in philanthropy, sponsorship, internship and job placement, service learning, workforce training, and other areas that contribute to productive relationships for the college.*

Goal 12: Develop relationships with Miami-Dade County Public Schools that foster college readiness for graduating students

- *Develop a replicable model that enhances college readiness and student success.*
- *Build collaboration and partnerships that generate grant funding and result in productive initiatives to benefit students, faculty, and staff.*

A commitment to cultural initiatives that complement academics and promote the advancement and appreciation of the arts, thereby contributing to the richness of our multicultural community.

Goal 13: Increase the number of students, faculty and staff participating in cultural initiatives at every campus.

- Increase involvement and integration of academic affairs and student services in cultural events and activities.
- Provide diverse events and activities across campuses to reach students.
- Provide outreach programs, lectures, master classes and other means to support MDC's Learning Outcomes.

Goal 14: Elicit greater community participation in cultural initiatives and programs sponsored by the college which reflect the varied interests of the county.

- Partner with community organizations for co-presentation of cultural programs.
- Solicit participation from community leaders on cultural initiatives.
- Provide programs, exhibits, performances that reflect the interests and diversity of our community.
- Increase and enhance delivery methods of information on cultural programs.

Sustainability practices that distinguish Miami Dade College as a leading innovator in educating our students as contributors to a healthy planet, and as an institution that accepts its responsibility to preserve the natural environment.

Goal 15: Address environmental sustainability in all operations of the college to promote a positive impact on the environment.

- Revise and develop policies, procedures and practices to promote environmental sustainability.
- Implement construction policies and procedures guided by LEED standards.
- Develop a coordinated plan to assess and address energy conservation and generation throughout the College.
- Develop a variety of transportation alternatives that support environmentally sound commuting.
- Promote communications media and equip facilities to reduce travel.

Goal 16: Educate students, staff and community to be contributors to a healthy planet.

- Expand credit and non-credit programs, courses and activities that promote an understanding of natural systems as the basis for changing departmental, discipline and personal practices.
- Expand professional development opportunities that promote an understanding of environmental sustainability so that this concept can be incorporated into existing credit and non-credit courses, programs and credentials as well as the development of new ones.

Resource development and operational efficiencies that ensure effective support for the College's long-term efforts to provide an innovative and exemplary learning environment.

Goal 17: Maximize federal, state, local, and internally-developed resources

- Promote legislative advocacy efforts via the Board of Trustees, staff, faculty, student, alumni, and community efforts to support funding and substantive legislation supporting the College's Mission and Vision
- Pursue and secure partnerships with individuals, corporations, foundations, governmental agencies and other entities to significantly increase philanthropic and other revenues in support of the College's goals
- Analyze resources to ensure appropriate allocation to support the College's mission and vision

Goal 18: Optimize use of valuable resources by fostering a culture focused on continuously enhancing operational efficiency and effectiveness.

- *Develop measurements and benchmarks to evaluate efficiencies across all departments and programs.*
- *Empower and create incentives for College faculty, staff and students to develop, implement and continuously improve processes and programs.*

Goal 19: Innovate and invest in educational programs and technologies that foster competitive advantages that benefit our students and the community.

- *Ensure rapid turnaround in implementing new high quality technologies.*
- *Create an environment where innovation is encouraged and rewarded.*

Global reach and awareness that enrich the curriculum and provide a truly international perspective to students.

Goal 20: Develop learning experiences that prepare students to be global citizens.

- *Increase learning experiences to engage student interest, appreciation and participation in diverse cultures.*
- *Expand academic and co-curricular programming to encompass diverse cultures.*

Goal 21: Enrich the learning experiences of students and the academic community through strong global connections.

- *Create and implement a systematic plan for recruitment of international students.*
- *Expand exchange and study abroad programs with international institutions.*
- *Develop international sister institutions.*

Goal 22: Promote the rich diversity and inclusive nature of our multi-cultural institution.

- *Implement a plan to strategically share information internally and externally about the College's global reach and diversity.*