Miami Dade College has a systematic, broad based, interrelated planning and evaluation process. The institution has clearly defined mission and vision statements, formulates strategic and annual educational, administrative and student support goals consistent with the mission and vision, evaluates the extent to which these goals are being met, and uses the results to improve.

The Planning and Effectiveness processes at the College begin with the Mission and Vision statements, which are reviewed and affirmed regularly. From these statements, the College develops and follows a Strategic Plan, which defines the broad, College-wide, long term goals with measurable objectives. The College also evaluates its effectiveness in achieving the mission and vision on an annual basis through the Institutional Effectiveness process, which has three levels of reporting and accountability. Both processes inform and support budget decisions at the College, particularly decisions related to allocation of strategic initiative budget monies outside the general operating budget.
Planning Meetings & Reports:
A series of annual College-wide planning meetings are held each summer with all managers to review progress on Strategic Goals and Campus/Area Annual Priorities, as well as performance on Core Institutional Effectiveness Indicators. Annual priorities for the next academic year are developed during or following these planning meetings. A College-wide Institutional Effectiveness Report is prepared and posted to the College’s Planning and Effectiveness website. New priorities for the College, Campus, and District areas are reflected in Annual Priorities documents.

Annual Campus and Divisional planning meetings/retreats are held each year (format varies by Campus/Division), to evaluate progress toward priorities and establish new priorities for the year. Priorities set at the Campus and Divisional level are consistent with College-wide priorities to ensure that the College is achieving the Mission and Vision.

Meetings are held regularly by Schools, Disciplines, and Service areas to discuss activities and improvement strategies, assess progress toward goals, and develop future goals. Annual reports are prepared and submitted to summarize the goals set, outcomes expected, results obtained, and future plans. These reports are posted to the College’s Planning and Effectiveness website.

Budgeting:
Budget requests and decisions are made with consideration given to the potential impact on institutional effectiveness and on achieving strategic goals. Information from College, Campus/Division, and Area Annual Reports is used to support budget requests and decisions.

Strategic Planning:

Strategic Planning is conducted every five years, including review/affirmation of the Mission and Vision Statements, environmental scanning and goal-setting with broad input from the College. The Strategic Plan Coordinating Committee directs this work.

The College Mission and Vision Statements were established in 1995-1996. Prior to development of the Strategic Plan 2000, administrators and members of the College Academic and Student Support Council (CASSC), which includes faculty and support staff reaffirmed the Mission and Vision statements.

In 2003, the District Board of Trustees endorsed a new Strategic Planning process, which will culminate in the 2004-2010 Strategic Plan. As part of the development process, CASSC reviewed the Mission and Vision statements and recommended minor changes. Executive Committee and the District Board of Trustees reviewed and approved the changes.

MDC’s Strategic Planning focuses on different aspects of the College mission and vision for each planning cycle. These include: the effectiveness of college functions for the 1995-2000 Plan; more specific operational goals for the 2000-2005 Plan; and broad themes related to our mission and vision statements for the 2004-2010 Plan.

Strategic initiatives for the MDC 1995-2000 Plan focused on the effectiveness of MDC’s core educational, student service, administrative, and technology functions. These included:

- An Education Review that incorporated a review of the general education curriculum and an examination of student services functions;
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- A Technology Review focused on developing a Technology Master Plan;

College resources were dedicated to these major reviews, and the final reports, progress on measures, and an overall evaluation indicate that 76 of the 78 Strategic Plan goals were either completed, encompassed by new organizational structures, or prioritized for the next plan. Some of the new organizational structures were designed to continue effectiveness processes at MDC. These included the College Academic and Student Support Council (CASSC) and ten CASSC standing committees, Campus CASSCs, college-wide discipline committees, and occupational Schools.

A new Strategic Plan was developed in 2000 with a more operational focus. Representative goals for this plan included 1) increasing access, improving recruitment and retention; 2) establishing an Honors college; 3) establishing a baccalaureate degree program; 4) responding to workforce needs of the community; 5) creating web-based student admission, registration, and advisement systems; 6) providing employees with more comprehensive in-house training opportunities; 7) building a strong cultural affairs program for student and community enrichment; and 8) continuing our emphasis on diversity. These goals were supported with Vision Budget monies, and the MDC District Board of Trustees reviewed progress twice yearly. Most of the goals were accomplished by 2004, and as a result, a new planning cycle was begun.

The 2004-2010 Strategic Plan centers on five themes related to the College mission and vision: Access to the College, Student Achievement and Success, Serving the Community, Resource Development and Utilization, and Employees and the College. This planning process included an environmental scan, focus groups with students, and a Delphi process inviting all full-time employees to participate in establishing goals.

Institutional Effectiveness:

The Miami Dade College Institutional Effectiveness Plan evaluates all aspects of the College mission and vision through a multi-level approach including college level, campus/district area level and unit reviews. The CASSC Institutional Effectiveness Committee coordinates the process.

College Level Effectiveness:

At the College level, key effectiveness questions specifically address the College Mission and Vision statements and are monitored annually for performance and improvement:

1. How accessible are MDC programs and services?
2. How affordable are MDC programs and services?
3. How well does MDC help students progress through the curriculum to acquire needed knowledge and skills?
4. How successful are MDC students in their academic and career pursuits after leaving MDC?
5. How satisfied are MDC students with the education and services provided by the College?
6. How well does MDC encourage creativity, risk-taking and accountability in employees?
7. How well does MDC work in partnership with the community?
8. How effectively does MDC use its resources?

Core Effectiveness Indicators have been identified for each of these questions and provide a college wide focus. Institutional Research (IR) compiles the data for most of these indicators and works with
other departments at the College to obtain additional information. An Institutional Effectiveness Annual Report is prepared by the CASSC Institutional Effectiveness Committee and presented to the College Academic and Student Support Council (CASSC) and Executive Committee.

**Campus/District Area Level Effectiveness:**
Each Campus and District Area identifies three top priorities each year that are consistent with the College Mission and Vision and most relevant to the Campus or District Area. Each campus is assigned responsibility for college-wide coordination of specific Schools, Academic Disciplines, Student Services and Administrative Services. In many cases, Campus priorities incorporate needs identified in the unit level reports. For the District Areas, priorities often incorporate issues identified through the unit level reports for the area. An annual priorities document is prepared by the Office of the Associate Provost for Institutional Effectiveness, shared with College leadership and posted to the Planning and Effectiveness website.

**Unit Level Effectiveness:**
Each School, discipline, student service and administrative service area prepares and submits an annual report. The reports include a statement of purpose, expected outcomes or goals for the unit (e.g. educational outcomes for the academic areas), results obtained and description of how results were used, accomplishments for the year, discussion of resource needs, and new goals for the upcoming year. Area annual reports are prepared by School Directors, Discipline Committees, and Service Areas and include a discussion about expected outcomes, curriculum decisions, program review, customer satisfaction, etc. Responsible Deans, Vice Provosts, Campus Presidents, and Provosts review these documents, and they are used as part of the Campus/District Area and College-wide annual planning processes.