Strategic Plan

PROGRESS REPORT

2008

2004-2010

Miami Dade College
Mission
The mission of Miami Dade College is to provide accessible, affordable, high quality education by keeping the learner’s needs at the center of decision-making and working in partnership with its dynamic, multicultural community.

Vision
Miami Dade College is committed to being a college of excellence, renowned for its:

- Satisfied, well-prepared students who, through their extraordinarily positive experience at MDC, have acquired the needed knowledge and skills to be successful in their ongoing academic and career pursuits.

- Empowered employees working within an environment that encourages creativity, risk-taking and accountability, who apply their individual and collective talents to fulfill the College’s mission.

- Highly supportive community that recognizes the significant impact of MDC’s educational and training programs.

- Effective use of adequate resources to enable programs to flourish and the talents of people to emerge.
The Strategic Plan Coordinating Committee refreshed the College’s six-year plan to better align with current and planned changes at MDC, incorporate ideas from new campus leaders, respond to current and anticipated changes in the community, state, and nation, and make effective use of new technologies. We retained the college’s emphasis on an inclusive planning process that provided multiple opportunities for MDC employees to contribute to shaping the goals and objectives.

Key steps:

- Environmental scans were conducted on issues identified by College administrators in August, 2006: the high cost of living; the testing and accountability movement; MDC’s competitive position; students’ readiness for college; and immigration and undocumented students. Teams researched the likely impact on the college, how other colleges were responding, and recommended actions for MDC to consider.

- Internal and external data were collected including strategic plan progress measures, MDC core indicators, student and employee satisfaction ratings, enrollment trends, census data, facility usage, and funding changes.

- The coordinating committee, all campus presidents, and provosts participated in a “Refresh Retreat” in May 2007, to use the scans and data to revise strategic goals and objectives.
The refresh draft was shared with Executive Committee and at town meetings on every campus, as well as an additional meeting for District operations representatives. Suggestions prompted changes to the revised goals and objectives.

**Key changes in the refreshed Strategic Plan 2004-2010 include:**

- Added or emphasized goals and objectives related to supporting baccalaureate programs, program innovation, strengthening curriculum through identification and assessment of learning outcomes, leveraging technology, and promoting environmental sustainability.

- While changes were made to all themes, the most significant changes were made to two in particular: 1) Resource Development and Allocation goals and objectives were revised to reflect the new direction of the Foundation and additional fundraising initiatives, including the tax referendum; and 2) Employees and the College goals/objectives were revised to reflect new and anticipated initiatives to position the College most advantageously in recruiting, hiring, and retaining employees.

**The following changes were made to improve the implementation of the plan:**

- Involve more college leaders directly in the implementation by asking all campus presidents, both provosts, and several vice provosts to “champion” specific goals with the support of a designated coordinating committee member and a work group. In this role, they will review current work toward objectives, plan and/or advocate for new initiatives to reach objectives, and identify performance milestones and measures.

- Provide action plan template to guide work and document progress.

- Schedule regular reports by goal champions during Executive Committee meetings.

- Use the Strategic Plan as the theme for MDC Conference Day.

- Continue to operationalize the plan through campus and area planning meetings and retreats; document annual progress and connections with strategic goals in the School, Discipline, and Service Area Annual Reports; encourage alignment of employee goals with the Strategic Plan.

- Explore opportunities to integrate Strategic Plan activities into the budget process and alternative sources of funding.
ACCESS TO THE COLLEGE

The guiding principles that have steered the College’s efforts since inception are present in this theme’s goals – reaching underserved populations, providing equitable and convenient access, and ensuring that each student receives the personal attention that characterizes the College’s approach to learning. But these traditions are also reinforced by the recognition that our systems of communication and student support must embrace the digital and electronic modalities that are integral to students’ lifestyles. To provide students the best possibility of accessing and valuing MDC’s offerings, and to support them throughout their career at MDC, the combination of the traditional and the innovative is essential.

**Strategic Goal 1:** Increase student enrollment, enhance transfer experiences, and support the diverse educational paths of our students.

**Objectives:**

1. Ensure expertise of employees, consistency of service across campuses, and optimal coordination of services provided to students.
2. Streamline processes and systems to enhance student experience.
3. Facilitate student transition from high school to MDC by collaborating with M-DCPS to offer college awareness, academic preparation, and student success skills programming.
4. Streamline processes to support and encourage transfer students from other public or private colleges or universities.
5. Transform our systems infrastructure to provide services that fit our students’ digital lifestyle.
6. Provide exemplary support to facilitate the transfer of MDC students to other institutions.
7. Support development and enrollment in MDC baccalaureate programs.

**Strategic Goal 2:** Maintain and enhance MDC’s competitive position in higher education market.

**Objectives:**

1. Conduct market analysis to identify opportunities for growth in programs and population sectors.
2. Increase instructional delivery options and embrace digital collaborative environments for learning.
3. Develop a student/customer relationship management system to cultivate further relationships with our students and customers.

4. Establish career pathways for workforce programs to span high school and college educational paths.

5. Ensure equitable geographic access throughout the county.

6. Evaluate student housing as a means to enhance access.

7. Maximize access and target underserved student populations through strategic use of institutional scholarships and other financial incentives.

8. Advocate for legislation at the state and federal levels that will positively impact student opportunities, access, and success.

**Theme 1 Progress Indicators**

- Student Services Institute and Faculty Advisement workshops on cross-training demonstrate results: survey ratings for knowledgeable, friendly and courteous employees increased by 4+ percentage points since 2004.
- High school draw data indicates increase of 5.5 percentage points since 2004.
- Transfers to MDC increase by 23.5% and international students increase by 8.3% since 2004.
- MDC transfer rate increased 5 percentage points within one year; students who transfer with a degree increased 8 percentage points since 2004.
- Enrollment in MDC baccalaureate programs shows 270% increase since 2004.
- Study of competitors and opportunities for growth in programs and population sectors in progress.
- Virtual College enrollment is up 156% since 2004.
- Review of current flexible schedule and other options in progress.
- Student relationship management system shows progress: retention rate has increased 3 percentage points since 2004.
- Student housing options under consideration following student survey.
- Sites being evaluated for potential campus expansion in key areas.
As the nation’s largest undergraduate institution, and its most diverse, MDC’s constant challenge is to provide a dynamic learning environment, one that serves and adapts to the needs of our students and the local workforce. Establishing relevant learning outcomes, offering continual innovation in teaching methods and curriculum, and measuring learning via creative assessment tools is an ambitious and essential agenda for quality learning.

**Strategic Goal 1:** Enhance student learning and success by identifying barriers and implementing strategies to overcome the challenges faced by our diverse and non-traditional student body.

**Objectives:**

1. Collaboratively identify and address barriers to success.
2. Develop strategies for faculty and students to monitor and track success.
3. Implement efficient, inclusive committee structure and organization to improve dialogue and ensure collaborative decision-making to enhance student success.
4. Enhance current programs and practices.
5. Strengthen College resources available to students beyond the classroom to enhance student learning.
6. Encourage creativity and innovation in program development and instructional practices.

**Strategic Goal 2:** Establish exemplary methods for students to demonstrate their learning and for the College to continuously improve to optimize student learning.

**Objectives:**

1. Monitor and improve student attainment of College learning outcomes and objectives through the implementation of valid, reliable assessments.
2. Identify additional outcomes to represent value added to students through participation in higher education.
3. Share information on student learning outcomes with MDC community and the public.
**Strategic Goal 3:** Design and develop integrated, real-time systems to help monitor and track student learning and success.

**Objectives:**

1. Provide new or enhanced applications and technologies to collect, evaluate, and analyze data and information related to student learning and success.

2. Integrate student learning and success information currently collected in the EIS, Angel Learning Management System, and the Student Information Systems so data collected in one system is shared with others.

3. Enhance the EIS system with query and reporting systems, scorecards, and dashboards to more efficiently facilitate the use of data in decision-making related to student learning.

**Theme 2 Progress Indicators**

- Annual reports for disciplines, schools, and service areas provide evidence of strategic use of data in identifying barriers to student success.
- Pass rate increased in 3 of 4 targeted math classes in Quality Enhancement Plan.
- 25% fewer courses flagged “high risk” than in 2004.
- 10% fewer students have GPA’s under 2.0 since 2004.
- Monitoring student progress: interim progress report enhancements and other tools in progress.
- Enhance current programs and practices; encourage creativity and innovation.
- Evaluation and expansion of promising strategies in progress.
- Faculty-driven outcomes assessment in progress.
- New and improved assessment tasks developed via expanded faculty and student involvement.
- Document value added to students: Alumni and graduate survey ratings demonstrate consistently high marks for value added to students.
- Transfer and placement rates are high and exceed state comparison.
- Presentations by faculty (AAC&U, AGLS, College Connections), and published articles (AACU Liberal Education, SACJTC, and others) demonstrate MDC progress and offer a national model.
MDC’s mission statement underscores the importance of the College’s relationship to the community. While MDC’s campuses have provided primary access to academic programs, the College has extended the classroom into the community via civic and cultural programming that has opened the door to enriching experiences across cultures and throughout the economic spectrum. By reaching out through online communities, MDC can also stimulate dialogue and engagement on evolving issues including the environment. Partnerships with private and public entities continue to offer our students new opportunities to support learning and build the tradition of contributing to the community.

**Strategic Goal 1:** Provide cultural, civic, and other specialized programming to enrich, enlighten, and educate the broader community.

**Objectives:**

1. Collaboratively sponsor and conduct cultural, civic, and artistic events for MDC students and the community.
2. Partner with community, government, and private sector to be a catalyst to improve and revitalize our community.
3. Offer relevant, timely, and appropriate community and continuing education courses and programs.
4. Promote environmental sustainability within the College and community.
5. Extend MDC’s reach by participating in digital, online communities.

**Strategic Goal 2:** Provide multiple opportunities for students to gain practical experience and the community to reap benefits of student contributions.

**Objectives:**

1. Expand service learning program to benefit students and the community.
2. Create internships that match workforce programs and disciplines.
3. Increase job placement opportunities for our students and graduates.
Theme 3 Progress Indicators

- Miami Book Fair International, Miami International Film Festival, Cultura del Lobo, Art Galleries, New World School of the Arts, and MDC Program Advisory Committees demonstrate MDC’s leadership in cultural programming.

- Center for Service Excellence, Environmental Center, and Green Urban Living Center offer creative options in continuing education.

- Green teams, recycling efforts, campus-based programs, and more in progress.

- Sustainability criteria added to construction contracts.

- MDC’s Service Learning program, through the Center for Community Involvement at each campus, remains the largest in higher education; 8% increase in students and 111 additional faculty participating since 2004, providing nearly 121,000 hours of service last year.

- Student self-ratings demonstrate improvement in areas of civic responsibility, college learning skills, and interpersonal skills.

- Create internships to match programs and increase job placement opportunities.

- Converting to new software to better track and match students with internships and jobs.
As the largest undergraduate institution of higher education in the nation, MDC is confronted with the challenge of ensuring that its classrooms and support services are responsive to individual students. Maintaining the advantages that distinguish MDC – small classes and exceptional teaching faculty, commitment to academic advisement and student support services, and state-of-the-art educational technology – will require continued development of alternative revenue sources beyond state funding. Expanding the efforts of the MDC Foundation will be central to this effort, along with continued diligence from the entire College community in making the case for MDC to state and federal policymakers.

**Strategic Goal 1:** Maximize federal, state, local, and internally-developed resources.

**Objectives:**

1. Develop initiatives to provide a framework and encourage participation in resource allocation recommendation/decision processes.

2. Enhance representation during federal, state, and local decision-making processes.

3. Continue advocacy for local tax referendum to support MDC.

4. Maximize investment income to College and Foundation.

5. Preserve resources through efficient, effective operations college-wide.
**Strategic Goal 2:** Establish and maintain partnerships with individuals, corporations, foundations and other entities to significantly increase philanthropic revenue in support of the College’s goals.

**Objectives:**

1. Rebuild Foundation and Resource Development functions.

2. Consolidate information about existing and prospective donor relationships/partnerships into the Raisers Edge system that supports Foundation and Resource Development.

3. Establish a comprehensive donor relations program to re-establish contact with previous donors to the Foundation.

4. Create institutional priorities for funding that could include scholarships, facilities, endowed academic positions, and program development.

5. Train College leadership (faculty, administrators, staff, boards) on fundraising.

**Strategic Goal 3:** Ensure that MDC provides equitable opportunities for all groups, including those underrepresented in the business community, and encourages local vendor participation in College business activities.

**Objectives:**

1. Identify qualified and competitive local vendors when sourcing goods or services at the college.

2. Expand the College's utilization of underrepresented groups in the business community.
**Strategic Goal 4:** Become a model for effective use of technology in support of higher education.

**Objectives:**

1. Revise and integrate the College's IT Strategic Plan to support the goals and objectives included in the MDC Strategic Plan.

2. Build technology roadmaps for information technology services, infrastructure, applications, and systems.

3. Replace or enhance administrative systems, including finance and human resources, through innovative use of technology.

**Theme 4 Progress Indicators**

- Constitutional amendment for tax referendum successfully placed on November ballot; advocacy efforts in progress.
- College and Foundation portfolios exceeded median returns for comparable size.
- Annual savings achieved from cost reductions.
- Reverse trade shows with 40 companies and more than 180 participants provide equitable opportunities to do business with MDC.
- Foundation and Resource Development offices and expanding and staffing partnerships.
- 37% increase in contributions/gifts achieved since 2004; 66 grants and $17 million in new funding.
- 10% increase in federal grants and contracts since 2004; 22.9 million new grant dollars to date for 2007-08.
- Fund-raising training conducted for leadership.
- MDC alumni membership program established.
- Foundation mini-grant program implemented.
Our faculty and staff are the heart and soul of the College. The quality of support, from the first moment of recruitment through hiring and long-term employment, must match the care and creativity that we offer to students. Compensation, training and growth opportunities, and life support issues are among the many steps that MDC embraces to create one of the community’s best places to work.

**Strategic Goal 1:** Become one of Miami’s best places to work!

**Objectives:**

1. Enhance current employee rewards system.

2. Create opportunities for employee input and suggestions, and involvement in decision-making.

3. Create opportunities for staff and faculty development, especially training to enhance their leadership skills for mid-level managers.

4. Develop an employee support and mentoring system.

5. Implement strategies to retain solid performers.

6. Assist employees with work/life balance issues (i.e. childcare, housing, wellness programs).

7. Develop and promote effective teamwork and excellent service to the internal and external college community.

**Strategic Goal 2:** Recruit, hire, and retain the best workforce.

**Objectives:**

1. Create opportunities for advancement and faculty and staff development.

2. Improve staff and faculty hiring and recruitment processes.

3. Develop a relocation program to assist new hires moving to the Miami area.

4. Improve the “on-boarding” process to assimilate new employees into the college.

5. Employ a diverse workforce that mirrors the Miami-Dade community.
Strategic Goal 3: Continue efforts to fairly and appropriately compensate employees.

Objectives:
1. Enhance the performance evaluation process, including an evaluation of pay for performance.
2. Complete compensation study.

Theme 5 Progress Indicators
- Launched AskHR.
- Automatic College-paid life insurance benefit established.
- College-wide wellness event attracted more than 300 employees to Mercedes Corporate Run.
- Compensation study in progress.
- Reclassification study completed.
- Performance evaluation process enhancements under consideration.
- Implementing new hire and “on-boarding” process.
- 3 percentage point increase achieved in minority FT employees since 2004.
Strategic Plan
Coordinating Committee 2007-08

Dr. Joanne Bashford (Chair)  Associate Provost for Institutional Effectiveness
Dr. Gina Cortes-Suarez  President, InterAmerican Campus
Dr. Rene Garcia  Director of Enrollment Management
Rebeca Garcia Cartaya  Director of Student Employment Services
Dr. Meredith Gibbs  Provost for Operations
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Brian Stokes  Director of Administrative Services, InterAmerican Campus
Dr. Victor Vazquez  Faculty, Wolfson Campus

Strategic Goal Champions

Theme 1  Dr. Jose Vicente - President, North Campus
Dr. Gina Cortes-Suarez - President, InterAmerican Campus

Theme 2  Dr. Norma Martin Goonen - Provost for Academic and Student Affairs
Dr. Cindy Miles - President, Hialeah Campus
Karl Herleman - Vice Provost for Information Technology & College CIO

Theme 3  Dr. Jeanne Jacobs - President, Homestead Campus
Dr. Rolando Montoya - President, Wolfson Campus

Theme 4  E.H. Levering - Vice Provost for Business Affairs
Dr. Gregory Gray - President, Kendall Campus
Glen Kaufhold - Executive Director, MDC Foundation

Theme 5  Dr. Meredith Gibbs - Provost for Operations
Miami Dade College
Wolfson Campus
300 N.E. Second Ave.
Miami, FL 33132-2296

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