



STRATEGIC
PROGRESS
PLAN
REPORT

DECEMBER 2009



THEME 1

Theme 1/Goal 1

Increase student enrollment, enhance transfer experiences, and support the diverse educational paths of our students.

Objective 1: Ensure expertise of employees, consistency of service across campuses, and optimal coordination of services provided to students.

- Three college-wide forms used with international students have been revised or newly-designed to ensure consistency across the campuses: 1) OPT Agreement Form, 2) Insurance Cancellation Form, and 3) Driver's licenses (first time and renewal).
- Calls to students who have applied but did not register are now made on an ongoing basis.

Objective 2: Streamline processes and systems to enhance student experience.

- Enhancements to the International Admission Application, which was launched in November 2007, have resulted in 1,738 international admissions via the web since July 1, 2008.
- Online application system and "E-Mail Welcome" developed to enhance international student enrollment and completion of I-20 form.
- Implementation of new financial aid system Prosam, which will enhance our financial aid delivery to students when full implementation is achieved.

Objective 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.

- Community expos and high school partnerships that emphasize STEM areas are in development, to be presented in Fall 2009. Measures will include 1) number of attendees at each event, 2) number of prospective contacts developed for follow-up, and 3) survey to gauge impact of the event.
- Presentation materials in development for 8-12th grade students that emphasize the following :
 - MDC students' excellent performance in the State University System;
 - the quality of MDC's Honors College;
 - MDC's learning outcomes;
 - accessibility of MDC; and
 - leadership and cultural experiences.
 - Additional information describes the financial impact of attending college vs. only finishing high school.
- For the first time, the Open House was promoted via an ad on Face Book.
- The ad generated approximately 3.6 million "impressions" (viewers on pages with the ad) but more importantly, resulted in 1,439 "click through" to the Open House landing page.
- The college wide Spring Open House was held over several days during the period January 27- 31, 2009. The number of individuals registering for the event increased 8.4% over last year. The number attending increased 11.5%. Applications collected also jumped 19%.

Objective 4: Streamline processes to support and encourage transfer students from other public or private colleges or universities.

- No report

Objective 5: Transform our systems infrastructure to provide services that fit our students' digital lifestyle.

- Online Admission Application Process Enhancements have resulted in an increase from 13,573 applications (Fall 2007) to 16,424 (Fall 2008), an increase of 2,851 or 21 percent.
- Collegewide advisement website up and running with completion achieved by June, 2009.
- Moved from paper Academic Planner to Electronic Individualized Education Plan
- Three MDC TV segments in progress on the topics of job placement, short-term programs, and retraining and certification, to be completed by March 2010.
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- Three podcasts in development: How to be advised, how to be admitted, and how to pay for College.
- "Millennial" student research on contemporary motivation factors completed and presented to MDC Board of Trustees.

Objective 6: Provide exemplary support to facilitate the transfer of MDC students to other institutions.

- Transcript requests on the web from July 1, 2008, through May 18, 2009, totaled 32,719 compared to the previous year's total of 31,621, an increase of 1,098 or 3.5%.
- Transfer counseling sessions developed to enhance students' awareness of the benefits of completing an AA degree; statistical review in progress.

Objective 7: Support development and enrollment in MDC baccalaureate programs.

- Baccalaureate Degrees at MDC (as of Fall 2008-1)
 - 534 students (+18%) in B.S. Education
 - 374 students (+42%) in B.S. Public Safety Management
 - 191 students in new B.S. Nursing (BSN)
 - Upcoming bachelor's programs in Management and Supervision; Film, Television and Digital Production; Electronics and Engineering Technologies; and Health Sciences - Physician Assistant Studies

Theme 1/Goal 2

Maintain and enhance MDC's competitive position in higher education market. Goal champion: Dr. Gina Cortes Suarez (with Dr. Rene Garcia, Student Deans and others as appropriate for objective)

Objective 1: Conduct market analysis to identify opportunities for growth in programs and population sectors.

- Survey those who apply but do not register.

Objective 2: Increase instructional delivery options and embrace digital collaborative environments for learning.

- No report

Objective 3: Develop a student/customer relationship management system to cultivate a relationship with our students and customers.

- V-Coach at Hialeah developed at Hialeah Campus.
- Development of Medical Center Campus Tracking System.
- Enhanced use of ExactTarget e-mail system.
- Enhancing NACE-link for job placement.
- Communication with prospective students (first contact to application) enhanced via:
 - Electronic newsletter
 - Promotional materials (LEAP, President's Mailer, PURL).
- Communication with newly admitted students (application to first registration) enhanced via:
 - Assignment of an advisor to each student
 - Completion of Individualized Education Plan (IEP)
 - Regular surveys asking "why are you attending?" "How are you doing?"
- Communication with current students (first registration onward) enhanced via:
 - "Register Now" email
 - "How are you doing?" surveys for First Time in College students
 - Enrolled student survey/Graduation survey
 - Promotion of the value of completing AA degree prior to transfer
- Call Center campaigns to reach prospective, newly admitted and current students:
 - Outbound calling campaigns
 - Reply to ASKMDC
 - On-line chats
 - Reply to email inquiries
 - Reply to students who want to be contacted when responding to surveys
- Enhanced troubleshooting of specific student difficulties:
 - Incomplete admission applications
- Unsuccessful registration
 - Withdrawal from classes

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

- To support implementation of SB 1908 regarding assessment of high school students:
 - Early Testing implemented by MDC with high school students
 - "Educators Go To College" initiative

Objective 5: Ensure equitable geographic access throughout the county.

- No report

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

- Survey of students by Institutional Research implemented

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

- No report

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

- No report

THEME 2

Theme 2/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.

Objective 1: Collaboratively identify and address barriers to success.

- Instituted Collegewide Training & Development workshops for chairpersons and school directors to support more effective annual report writing. These workshops were conducted in May 2009.
- Developed and provided Learning Styles Workshops/Training.
- Established a Program of frequent Assessment in target Math Courses, resulting in higher pass and retention rates in MAC1105; mixed results in MAT1033 suggest more research and application is needed to improve student success.
- Developed learning prescriptions for students to target individual skill deficiencies; ALEKS (Assessment Learning in Knowledge Spaces) software was identified as tool to address Learning Prescriptions and Supplemental Instruction; pilot was conducted in 2007-2 and analysis indicated that Students who used ALEKS had higher pass rates and retention rates and greater learning gains on pre/post tests than the control group.
- Incorporated math into other disciplines. IR evaluation of pass and re-enrollment rates for learning communities compared to same courses offered separately showed positive results for the learning communities.
- Established math advisement procedures to encourage students to take math courses early in academic career and sequentially. Progression rates into subsequent math courses increased for three of the target courses and remained stable for the remaining course in 2007-08 compared to 2006-07. Math advisement web portal completed 2008-3.
- Students attending Math Lab were surveyed before and after tutor training; results of student surveys indicated higher student satisfaction with tutors and labs after training, and lab usage increased 7 percentage points to 91%, along with an increase in frequency of use.
- Developed and provided Study Skills Training especially for repeaters in MAT0020/MAT0024. Success Skills Modules addressed 1) test-taking; 2) note-taking; 3) learning styles inventory; 4) study skills; & 5) math anxiety and were incorporated in currently used software (MyMathlab). Software was piloted and an analysis of pre/post attitude surveys indicated that overall target goal for improvement was reached.
- Funding was provided via 2008-09 Perkins grants for student success in Career Technical Education (CTE) non-traditional occupations, including:
 - Homestead Campus – CTE Student Success Program;
 - Hialeah/West Campuses – Academic Support Lab;
 - Kendall Campus – Computer Courtyard;
 - North Campus – AS degree/College Credit Certificate in Crime Scene Investigation; Collaborative Pathways & Student Success Center;
 - Wolfson Campus – Computer Courtyard.
 - Early data analysis indicates that milestones have been met in the areas of award completion, retention and transfer, and job placement in most programs. Further data analysis is needed to identify areas of weakness and implement strategies in Aviation, Computer and Engineering

Technologies, Education, Architecture, English and Communications, and Entertainment and Design Technologies.

- An MDC team was invited to participate in the prestigious Carnegie Academy for the Scholarship of Teaching and Learning (CASTL) Institutional Leadership Program (ILP) under the theme: *Building Scholarship of Teaching and Learning System-wide*. The team, implemented several projects:
 - The Provost's Symposium
 - Presentations and dissemination of MDC CASTL initiatives conducted at all campuses and President's Council Meetings, at Conference Day 2007 & 2008, QEP, Math Discipline Retreat 2009 and more.
 - The launch of an MDC CASTL resource website, as part of Faculty Initiatives: http://www.mdc.edu/asa/faculty_initiatives_castl.asp
 - Identified CASTL research projects from various campuses and disciplines; three projects presented and in progress.
 - 37 faculty members have participated in CASTL workshops and have submitted ideas for MDC SoTL projects – work in progress.
 - One MDC project is featured on the CASTL Gallery of Teaching and Learning Website: <http://www.cfkeep.org/html/snapshot.php?id=80187503043737>

Objective 2: Develop strategies for faculty and students to monitor and track success.

- A poll of faculty regarding strategies to monitor and track success revealed the following faculty recommendations:
 - An open or longer window in which the interim reports could be completed and sent to students.
 - Review current choices regarding the communication of progress and the opportunity to select several as recommendations to students.
 - Options regarding communication of grades; faculty can opt for “S” or “U” for the early weeks of the semester or use traditional letter grades.
 - Send multiple interim progress reports beginning at 25% completion of the course and ending at 50% completion.
 - Revised Progress Report Tool went ‘live’ in Summer B; revision implemented suggestions from faculty.
 - E-mails containing progress report information will be sent in batches on a daily basis compared to previous weekly standard.
- To foster more positive student attitudes toward the learning of mathematics, a target of ½ SD above baseline survey results was set and reached as of Attitude Survey conducted in 2008-1.
- Target pass rate in designated math courses was set at 60%; IR 2008-1 evaluation of pass rates indicates that goal has been met for 2 of the four courses, MAT1033 and MAC1105.

Objective 3: Implement efficient, inclusive, committee structure and organization to improve dialogue and ensure collaborative decision-making to enhance student success.

- Academic Leadership Council (ALC) appointed the Task Force on Collegewide Academic and Support Staff Council (CASSC) Process and Information Flow. Taskforce established the following goals:
 - Streamlining the information and forms required in the CASSC process.
 - Establishing more effective cross-college communication regarding CASSC discussions and action.

- Actions produced recommendations to establish more consistent communication and publishing of report forms, which were adopted in the first semester of 2009.
- Both task force recommendations were implemented as of Fall 2009.

Objective 4: Enhance and innovate current programs and practices.

- Established the Workforce Innovations Group to spearhead activities associated with the development of a new MDC Perkins Grant Model, including an innovative Perkins project selection process that identifies internal selection criteria, guidelines, and process for internally allocating the Perkins basic grant.
 - Perkins model and process culminated with the submission of the 2008-2013 MDC Perkins application in June 2008.
 - MDC Perkins Funding Categories and Strategies approved by President's Cabinet on Feb 5, 2008.
- Task Force was appointed to examine best practices for MDC Student Life Skills (SLS) course.
 - The FYE Task Force recommended that further work is needed to investigate the critical factors, implications, design and implementation of the recommendation. Recommendations of the Taskforce included:
 - * SLS course be required for all students.
 - * The formation of an ongoing, College-wide FYE Team.
 - * Inclusion of math strategies that support the QEP in SLS courses.
 - * SLS faculty training.
 - * Recommendations to increase and improve the awareness of College personnel about the positive impact that SLS courses have on student success.
 - * Specific review, based on IR data, indicate that SLS courses delivered via Virtual College produce lower pass rates. Further exploration needed and tentative recommendation that face-to-face approach may be needed for SLS success.
 - * Taskforce was extended to Fall 2011.
 - Recommendations made will be taken to appropriate collegewide groups for review and possible approval. FYE Task Force will request update from Institutional Research on research regarding "Scheduling Factors and SLS Success.

Objective 5: Strengthen College resources available to students beyond the classroom to enhance student learning.

- Student support activities beyond the classroom contributed to improved Fall-to-Fall and Fall-to-Spring retention rates. Activities included:
 - New Student Orientations
 - Convocation
 - Student Success Workshop Series
 - Enforcement of SLS courses when advising First Time in College (FTIC) students
 - Faculty or peer mentorship
 - Developmental advisement and IEPs (Individualized Education Plans)
 - Summer programs (e.g. Jump Start) to assist direct-entry students with their transition to College
- Fall-to-Fall Retention rate of FTIC students rose from 61.8% in Fall 2006 to 65.8 % in Fall 2007); Fall-to-Spring retention and graduation rate of degree seeking students in 2007-08 rose slightly from 78.7% to 79.0%.

- The results of this year's Enrolled Student Survey (2008) demonstrate that eighteen of the nineteen departments/programs increased in the percent of users who were satisfied with the services provided.
 - Career Services made the most notable improvement in satisfaction rating from 74.3% in 2006 to 82.1% in 2008; Advisement Services also increased its satisfaction rating from 77.7% in 2006 to 81.9% in 2008.
 - Financial Aid, the only department with a decline, is being proactive in ways to expedite the packaging of financial.
- A total of fifty-four grants were submitted to the MDC Foundation focusing on retention and student success, of which ten were funded. Results of the grants are due in 2009/2010.
- The College became one of seven nationwide to receive funds from Scholarship America through its Wal-Mart Foundation Dreamkeepers Program late in the fall term of 2008. Students are eligible to receive up to \$500 to address emergency situations with the aim of staying in school. Over \$50,000 has been distributed from a total award of \$55,000.
- "Viva El Éxito,(Homestead Campus), aims to enhance student retention and success through a one-stop center for all student support services. Outcomes indicate that participants improved their college placement scores on the CPT, had higher pass rates in their developmental courses and showed an increase in their pass rates on the reading exit exam.
- The TRIO Student Support Services Program at the North Campus serves economically disadvantaged students and those who are First Generation college students. It provided services to 160 students each year since its inception in 2005. The program has exceeded student retention and other performance benchmarks.
- Campus Counseling Services (CCS), an external agency that has provided on campus services at 7 campuses, recently submitted a new contract for the College's consideration. Progress to date includes:
 - In the past two years, CCS reports service to 200 students college-wide, of which 130+ attended only one session and where the majority indicated they were unable to afford follow-up sessions (first session was free). The issue is among the many important considerations in offering on-site services.
 - A communication plan was developed to include presentations at academic department meetings and faculty orientations, classroom presentations, flyers and other collateral material. The UFMDC-MDC Spring Conference on Students in Distress was attended by faculty from throughout the College,
 - The development and maintenance of a current list of agencies in each Student Dean's office.
- 50 Student Services Workshops, provided through Collegewide Training & Development, were presented in 2007 & 2008 with a focus on educating student services representatives and faculty on a full range of support options.

Objective 6: Encourage creativity and innovation in program development and instructional practices.

- Developed a task force to research a repository of innovative program design and instructional and student services practices that impact learning. Recommendations included:
 - Requirements for the repository
 - Evaluation of existing and external solutions
 - Recommendation of a platform (Orange Grove System)
 - Oversight group to monitor implementation

Theme 2/Goal 2

Establish exemplary methods for students to demonstrate their learning and for the College to continuously improve to optimize student learning.

Objective 1: Monitor and improve student attainment of College learning outcomes and objectives through the implementation of valid, reliable assessments.

- The Office of Learning Outcomes Assessment in Institutional Effectiveness in conjunction with the Learning Outcomes Assessment Team (LOAT) successfully coordinated the Collegewide Student Learning Outcomes Assessment initiative which included:
 - Assessment design (*three new pilots for implementation in 2010-2011*) and revision (*all tasks*)
 - LOAT-led scoring sessions (*more than 1000 responses scored from 508 potential term graduates*)
 - Eight faculty information sessions
 - LOAT facilitated workshops
 - Strategies to increase assessment validity and reliability (e.g., norming sessions, additional survey items added to tasks to assess student effort, specialized training for moderators of videotaped tasks, etc.)
 - Professional development (e.g., five LOAT members were selected to participate in the prestigious Assessment Institute at Indiana University-Purdue University at Indianapolis).

Objective 2: Identify additional outcomes to represent value added to students through participation in higher education.

- The Office of Institutional Effectiveness administered a number of collegewide measures to collect additional data about Learning Outcomes Initiative and published findings accordingly. Data collected included:
 - 2007-08 Alumni Survey report published and distributed to MDC employees. Highlights included in CSLOA Report.
 - 2007-08 Graduating student survey report ed. Highlights included in CSLOA Report.
 - HC post assessments administered to 2009 graduates; analysis shows greatest gains for addressing an audience, communication skills, using scientific method, and global awareness.
- The Office of Institutional Effectiveness also compiled data to inform program-level assessment of some operational outcomes. These data included the following:
 - Placement rates by program and school report distributed to MDC School directors 12/08.
 - Transfer rates and success shared with disciplines for inclusion in annual reports.
 - Perkins measures broken down by program and school for use in improving outcomes.

Objective 3: Share information on student learning outcomes with MDC community and the public.

- Published MDC profile in Trudy Banta's new book, *Designing Effective Assessment: Principles and Profiles of Good Practice* (in print July, 2009) and a series of articles on MDC assessment work (in "College Forum" – September, 2008; October, 2008; and January, 2009) to increase awareness about MDC's Learning Outcomes Assessment initiative.
- LOAT (in collaboration with the Learning Outcomes Coordinating Council-LOCC) developed/facilitated 5 campus dialogues (December, 2008 and January, 2009), an executive briefing for Deans, School/Service Directors, Department Chairs (February, 2009--110 participated) and an authentic assessment workshop for faculty and student services (February, 2009--80 participated).

- Presented – *by invitation* – on aspects of the MDC Learning Outcomes Initiative at various venues including the following: (1) Valencia Learning Conversations Conference, Orlando (October 2009); (2) Johnson County Community College (JCCC) in Overland Park, Kansas (January, 2009); (3) AACU's Network for Academic Renewal Conference in Baltimore, MD (February, 2009) and (4) Florida Council of Instructional Affairs' State Assessment Workshop (June, 2009).

Theme 2/Goal 3

Design and develop integrated, real-time systems to help monitor and track student learning and success.

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

- Pop-up survey completed with action options for students who are withdrawing from classes, including an option of contact by an advisor; a database storage function has been developed for further analysis.
- Online Individualized Education Plan (IEP) developed and available in student portal.
- Virtual Coach (V-Coach) project in development with the aim of tracking student progress and sending necessary prompts for support and contact with faculty and advisors; Hobson's software purchased and being configured.
- Medical Center Campus student tracking application in development with ability to create a student plan; to be incorporated into Virtual Coach application with necessary adjustments for Medical Center students; baseline model can be tailored to other campuses.
- Google analytics active for top two levels of College website, approximately 100 pages; plan to be developed for how to use and report findings.
- Optional, unobtrusive surveys are now active on the International student website, serving as a model for similar surveys throughout MDC's website.
- Software created that accesses and extracts data on students who do not complete admission, allowing for contact and assistance regarding missing application information.
- Creation of a data warehouse with state consortium; to date, TCC and MDC have agreed to share database conceptual and logical designs; each school projected to contribute different parts of the data warehouse.

Objective 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 another.

- In-house acquisition of Angel was completed August, 2008. Upgrade to Angel 7.4 is scheduled for Spring 2010.
- EIS integration in progress.
- Purchase of Second Life Island completed; initial development of Welcome Center and classrooms has also been completed; Phase II development is currently being planned.

Objective 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.

- Several prototypes under review that use Microsoft Business Intelligence tools (SharePoint, Performance Point, Reporting Services and Analytical Services; one has been developed specifically for graphic pulls.
- The consortium has agreed to make data warehousing a strategic project; part of the data warehousing effort is to provide dashboard reporting; TCC and MDC have agreed to share dashboards.

THEME 3

Theme 3/Goal 1

Provide cultural, civic, and other specialized programming to enrich, enlighten, and educate the broader community.

Objective 1: Collaboratively sponsor and conduct cultural, civic, and artistic events for MDC students and the community.

- The Writers Institute of the Florida Center for the Literary Arts (May 09) exceeded the previous year's attendance; 12 states and 1 foreign country were represented with 25% attending from outside Florida.
- Conducted numerous theatre workshops and master classes with industry professionals from Peru, Spain and Colombia.
- Miami International Film Festival presented 11 screenings and 7 Miami Film Society sneak-previews at various cinemas throughout Miami, drawing over 2100 attendees; MIFF also presented two off-season film industry panels at the Miami Beach Cinematheque, featuring prominent Hollywood film directors and producers, drawing 200 students and film professionals from the Miami community.
- Implemented numerous activities related to *The Thief and The Dogs* by Egyptian writer Naguib Mahfouz. MDC students and faculty participated in on-line discussions with peers and colleagues from three universities in Alexandria and Cairo, Egypt. This initiative involved 12 faculty members across the College who incorporated the novel into their syllabus.
- Received a grant from the Knight Foundation and joined the International Cities of Refuge network to begin the work of identifying an appropriate writer to take residence in Miami and at MDC, providing the writer freedom of expression. ;

Objective 2: Partner with community, government, and private sector to be a catalyst to improve and revitalize our community.

- Survey for employers developed by Workforce Education Advisory Committee, reviewed by IR and submitted to school directors for feedback; release for Spring 2009-10.
- Miami-Dade Career Pathways Consortium targeted six areas in 2008-09 to develop into Program of Study.
- Four new workforce-related baccalaureate degree proposals submitted and approved by Florida Department of Education.
- Developed FIAP (Faculdade de Informática e Administração Paulista - São Paulo, Brazil) partnership for globalizing technology education.
- Established FPL partnership for electrical power technology training.
- Established the Televisa partnership for the Televisa Centre for Film and Television Production.
- Partnered with the Civil Aviation Administration of China to train their air traffic controllers.
- Established the new Center for Customer Service Excellence.

Objective 3: Offer relevant, timely and appropriate community and continuing education courses and programs.

- Center for Service Excellence was launched in October 2008. 14 classes have been conducted to date with 219 people completing the training course.
- Environmental activities have flourished; including school nature tours and classes at the Green Urban Living Center, Environmental Center. Nearly 1,800 classes, tours and other activities have been offered.
- New “Green” classes include “Nature Photography” and “Urban Wildlife: Birds in the ‘hood;” green landscaping series ; and “Becoming a Green Contractor (Construction Seminar series).
- Miami International Film Festival presented 11 screenings and 7 Miami Film Society sneak-previews at various cinemas throughout Miami, drawing over 2100 attendees; MIFF also presented two off-season film industry panels at the Miami Beach Cinematheque, featuring prominent Hollywood film directors and producers, drawing 200 students and film professionals from the Miami community.
- Expanded the Management Development program by adding 1) Management and Supervision Professional Development Certificate Program; 2) Developing Quality Business Presentations; and 3) Building a Successful Consulting Practice.
- Expanded the Import/Export program by adding 1) Marketing Your Import/Export Business; and 2) International Costing and Pricing.

Objective 4: Promote environmental sustainability within the College and community.

- Green Teams established at each campus offering a range of activities that approached sustainability and greening the campuses:
 - **Wolfson** - Greening of Miami Book Fair International including 18 authors focused on environmental issues; Student Life offered a “Welcome Back” event with Environmental Sustainability focus; Earth Hour Celebration; and Women’s History Programs highlighting earlier sustainability efforts.
 - **North** – Green Cleaning Award; National Recycle Day event; North Campus Children’s Winter Festival; Green Roundtable Series with Commissioner Katy Sorenson; Earth Hour Celebration; Earth Day Celebration/Fair; Palmetium Learning Lab; Project Puentas- Developing the 2+2 program for Environmental Sciences.
 - **Hialeah** – Green Learning Lunches; Greening the Campus Stairwell Project, College-wide Workshop.
 - **Homestead** – Student Green Club; Butterfly Garden; Recycling Education; Environmental Clean-up at Everglades and Biscayne Bay National Parks.
 - **IAC**- Green Learning Lunches; Environmental Sustainability Fair.
 - **Kendall** – Recycling Education; Green Wisdom Lunches; Ethics Forum; Women’s History Programs.
 - **West** – Green Wisdom Lunch; Earth Day Program, Native Plant Garden preparation.
 - **Medical** – Environmental Impact on Health Lectures; Narrow Ridge Field Experience for students.
- Recycling of paper, bottles and cans established College-wide Fall 2008
- 2008-2009 Interdisciplinary Workshops/Conferences/
 - Lectures/Immersion/Programs/Organic Community Gardens
Total Programs Held: 113
 - MDC faculty and staff participating: 665
 - MDC Lesson Plans generated: 64

- MDC Students reached: 4804
- Miami-Dade County Public School teachers reached: 20
- Miami Dade County Public School students reached: 711
- Private School K-12 reached: 20
- Members from the Community attending workshops: 153
- Community Environmental Education Organization Partnerships: 39
- Lectures on Environmental Topics added to iTunes U - 3
- Student PSAs on iTunes U
- MDC was awarded \$2,348,275 for execution in 2008-09 including the following awards:
 - DOE Environmental Science program; \$2.3 million
 - MDC Foundation Grants:
 - * MDC, Earth Ethics Institute(EEI) -\$19,900 for Student Immersions Program, College Wide;
 - * MDC, North Community Ed - \$15,000-Green Urban Living Center (GULC)– Kitchen Improvements, Nutrition/Cooking
 - * MDC, Hialeah – \$13,375 for The “Going Green” Artist-In-Residence & Stairwell Revitalization Project
- Total of 11 grant proposals written in 2008-09 including the following:
 - Educational Center for Renewable Energy and Technology: 1.2 million
 - Student Services grant for Summer Science program with an environmental focus
 - Wild Ones Seeds for Education Fund: \$100-\$500 for seed/plant purchases
 - American Honda Foundation Environmental Science Field Workshops: \$40,000 for K-12 student trips to the Environmental Center at Kendall Campus
 - U.S. DOE Environmental Science program: \$2.3 million to establish an environmental science AA degree that leads to transfer to a 4-year program, including lab and field experience; partnership with University of Puerto Rico
 - EPA Building Healthy Communities for Active Aging: \$91,379 for Project WISE: Working to Insure a Smart Environment (GULC and North Dept. Biology)
 - FLDOE Governor’s Summer Program; \$30,000 for Green Teen Academy environmental awareness
 - NSF ATE Renewable Energy Systems certificates for solar technicians (School of Engineering)
 - Shell Foundation Green Urban Living Center (applied through MDC Foundation)
 - EEI COPE garden projects; \$600 through Area Health Education Center
 - -EPA Environmental Education/Interdisciplinary Environmental Literacy Lectures & Immersions (EEI): \$48,000
 - Arbor Foundation – Trees for North Campus
 - Coca Cola NRC recycling bins

Objective 5: Extend MDC’s reach by participating in digital, on-line communities.

- The MDC website had nearly 9 million visits from users outside of the MDC campuses. The top 10 countries that visited include USA, Venezuela, Canada, Colombia, UK, Bahamas, Spain, Dominican Republic, India, and Puerto Rico.
- MDC Island in Second Life purchased and development is underway.
- Nearly 1,200 tracks are on MDC iTunes U site. Over 20,000 subscribers are averaging 3,000 downloads per week.
- MDC’s Virtual College continues to expand as reflected by the following development:
 - 135 different courses are available online.

- During the 2007 academic year, 914 sections were offered online.
- The Virtual College grew over 30% with 22,256 course enrollments in the 2007.
- 107 full time faculty and 71 adjuncts are certified to teach in the Virtual College.
- A new Student Help Desk for online students was established; online students searched the Help Desk knowledge base more than 1,800 times.
- Blended (hybrid) courses will be taught at MDC beginning in the spring (20082); nearly 60 sections are scheduled at 7 campuses.

Theme 3/Goal 2

Provide multiple opportunities for students to gain practical experience and the community to reap benefits of student contributions.

Objective 1: Expand service learning program to benefit students and the community.

- Awarded Carnegie Foundation for the Advancement of Teaching's "Community Engagement Classification" for exemplary collaboration with our community via curricular engagement and outreach partnerships
- Winner of the "Florida Campus Compact Engaged Campus of the Year Award"
- Named to the "President's Community Service Honor Roll"
- Secured \$436,000 in grant monies for 2007-09 (AmeriCorps, State Farm, Florida Campus Compact, AACC, MS, AHEC)
- Created service-learning course for K-12 teacher recertification
- Produced AAC&U's "Service-Learning & Learning Outcomes" video
- Supported 859 service-learning classes, 285 faculty and 4,928 students in 2007-08 (115,048 hours)
- Recognized 330 students with President's Volunteer Service Award

Objectives 2 & 3: Create internships that match workforce programs and disciplines; and increase job placement opportunities for our students and graduates.

- Successful 7/7/08 implementation of NACElink Career Service Manager, a more efficient and user-friendly online employment software.
- Over 30 academic managers received cross-training on how to use and enter job placements on the new and improved online system at Wolfson and Kendall campuses.
- Despite Florida's 10% unemployment rate, 3,612 businesses have employer accounts and an average of 100 jobs are available to MDC students and alumni.
- 6,041 students have logged in, completed their profile, uploaded or built their resume, and searched for jobs.
- Increased reported placements due to successful employer partnerships (i.e. State Farm, FPL, Ocean Bank, Walt Disney, U.S. Department of State, U.S. Attorney's Office as well as private businesses reflecting all industries).
- Exceeded set goal for successful placements in jobs and internships .

THEME 4

Theme 4/Goal 1

Maximize federal, state, local, and internally-developed resources.

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

- Capital and Perkins allocations for 2009-10 complete. 2009-10 Financial Plan presented at June BOT meeting. Cost reduction efforts ongoing.

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

- Efforts are underway to secure additional funding for 2010-11 Session as well as to revisit Local Option Tax bill for next Session.

Objective 3: Continue advocacy for local tax referendum to support MDC

- Local Option Tax efforts ongoing after stalling in House Committee during last Session.

Objective 4: Maximize investment income to College and Foundation.

- Guidelines revised during 2008-09 year
- Both College and Foundation portfolios exceeded median returns for > \$1

Objective 5: Preserve resources through efficient, effective operations college-wide

- Cost reduction initiatives developed by Executive Committee; targeted initiatives implemented
- Many cost savings initiatives enacted as part of May, 2009, reorganization.

Theme 4/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.

Objective 1: Rebuild Foundation and Resource Development functions.

- Approximately \$23 million (including state match) was raised by MDC Foundation in the fiscal year ending March 31, 2009, a 29% increase from the previous year. Approximately \$9 million was for scholarships; approximately \$9 million in proposals was submitted during the same period.
- The MDC Fund, a repository for unrestricted gifts, was established, and the MDC 1960 Society, a group of leadership donors of \$1,000 or more annually, was launched.
- Resource Development was awarded over \$24 million, representing 60 percent of funds requested and a 5 percent increase in new funds received over last year.
- 137 proposals (a 24 percent increase over 2008 – 2009) were submitted and 62 of them (45 percent) were awarded (industry average is 30 percent).

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

- The MDC Foundation Board of Directors invested in a system called Personix to segment the vast alumni database for more targeted promotions and to identify major gift prospects. So far this has resulted in one alumni-owned business making a \$150,000 pledge. The value of this pledge far exceeds the amount of the investment in the data segmentation.

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

- Programming designed to reconnect alumni with the College was launched; more than 1,000 alumni attended events from September 2008 to May 2009.
- The first email and direct mail solicitations were tested in December 2008; the initiative did slightly better than break-even, which is not customary for initial donor acquisition campaigns.
- A new website for the MDC Foundation and MDC Alumni was launched.
- Comprehensive, customized reports were sent to all endowment donors, and will be mailed annually each summer henceforth.

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

- A development committee of the MDC Foundation Board of Directors was formed and specific priorities established, including scholarships; start-up funds for the School of Culinary Arts; health sciences; renovation of the dental clinic at the Medical Center Campus; arts and culture (including Miami Book Fair International and Miami International Film Festival), and donor-directed projects.

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

- Training of College leadership and volunteers continues as requested; training has included Campus Presidents, senior leadership at Kendall, Homestead and North Campuses, New World School of the Arts Foundation Board, and other College employees attending sessions offered at Conference Day.

Theme 4/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.

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

- Odyssey Ports will be implemented on 11/2009.
- The College continues to encourage partnerships with local and national small /disadvantaged business associations.

Objective 2: Expand the College's utilization of underrepresented groups in the business community.

- On-going efforts in reaching out to local businesses by sponsoring one-on-one matchmaking business sessions and reverse trade shows.

Theme 4/Goal 4

Become a model for effective use of technology in support of higher education.

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

- The IT Strategic Plan is completed. An update is being worked on at this time. The next step is to operationalize the strategic plan into annual operating plans.

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

- The Microsoft Platform Roadmap has been updated.
- The Operations 2009 Roadmap has been drafted.

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

- The Financial Aid system replacement is on plan (budget and time) to be completed by August (with a change request to be delivered by Sigma by October)
- An overall plan for the replacement of Integrow/Odyssey has been developed. The first step is to port the Integrow system from the mainframe to Linux. Astra and AVIS System ports are being scoped.

THEME 5

Theme 5/Goal 1

To become one of Miami's best places to work!

- No report

Objective 1: Enhance current employee rewards system.

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

- Operations Divisions - Business Affairs, Facilities, Human Resources and IT - embraced and implemented service philosophies initiatives developed by committee members representing all employee levels within the division.

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

- College-wide, cross-training initiatives continue to be implemented.

Objective 4: Develop an employee support and mentoring system.

- Team with Support Staff Council Presidents developing program.

Objective 5: Implement strategies to retain solid performers.

- Interim Assignments and committee assignments such as CAST, Screening, RFPs and other projects continue to be offered to employees.

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

- College offers discounted rates at childcare center
- Subsidy for participating in Wellness events such as Corporate Run (2008: 300+ employees participated, 2009: approximately 200 employees participated)
- Medical Center Campus Annual Health Fair is also open to employees.
- Flu Shots.
- Developed a comprehensive Wellness Program currently under review.
- Working with health care provider to offer "Biometric Screenings" to FT employees.

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

- HR Surveys conducted in 2008-2009 include 2009 Open Enrollment; Aetna/Cigna Customer Service; HR Web-site and annual Supervisory Feedback resulted in very positive outcomes with more than 63% response rate

- In 2009, the College received the Great Colleges to Work For award by the Chronicle of Higher Ed.
- Developed Service Standards for the Operations Division, currently under review.

Theme 5/Goal 2

To recruit, hire, and retain the best workforce!

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

- In 2008-2009, 12% of all FT faculty were awarded promotions and 30% of FT annual faculty were awarded continuing contracts. For Non-Instructional personnel, during a hiring freeze, 53.5% of all openings were internal promotions.

Objective 2: Improve staff and faculty hiring and recruitment processes.

- Online employment process was implemented in 2007; additional enhancements have been added resulting in improved communication, streamlined process and significant reduction in time to fill positions.
- In FY 2008-09, 75% improvement in hiring SNEs (44 days vs. 180 days); 45% for PENCs (99 days vs. 180 days); 24% for PECs (136 days vs. 180 days); and 42% for Faculty (103 days vs. 180 days).

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

- No report

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

- On-boarding program implemented in January 2008 has considerably improved the new hire experience at MDC. Survey results indicate that 90% of all attendees (59 in 2008-09) felt that the on-boarding process assisted with assimilation to the College; 75% of all supervisors felt that the process prepared the new hires for their jobs.

Objective 5: Employ a diverse workforce that mirrors the Miami-Dade community.

- MDC continues to surpass our commitment to a diverse workforce: 57% Females; 20% Blacks; 50% Hispanics; 3% Asian/Pacific Islanders and 2% American Indians.

STRATEGIC PLAN COORDINATING COMMITTEE MEMBERSHIP 2009

Dr. Joanne Bashford (Chair)	Associate Provost for Institutional Effectiveness
Dr. Gina Cortes-Suarez	President, InterAmerican Campus
Milagros Fernandez	Administrative Services, North Campus
Pradel Frank	Faculty, Wolfson Campus
Dr. Rene Garcia	Director of Enrollment Management
Karl Herleman	Vice Provost for IT/College CIO
Glenn Kaufhold	Executive Director of Foundation
E.H. Levering	Senior Vice Provost for Business Affairs & CFO
Theodore Levitt	Director, Division of College Communications
Maria Medina	Student
Dr. Tom Meyer	Int. Academic Dean, Wolfson Campus
Veronica Nicoleau	Academic Advisement, Kendall Campus
Glenda Phipps	Library Director, Hialeah Campus
Madeline Pumariega	Student Dean, Medical Campus
Dr. Sandra Schultz	Faculty, North Campus
Dr. Greg Sharp	Director of Professional Development
Brian Stokes	Director of Administrative Services, InterAmerican Campus

GOAL CHAMPIONS

Theme 1 – Access to the College

- **Strategic Goal 1:** Increase student enrollment, enhance transfer experiences, and support the diverse educational paths of our students. **Goal champion: Dr. Jose Vicente, with Madeline Pumariega**
- **Strategic Goal 2:** Maintain and enhance MDC's competitive position in higher education market. **Goal champion: Dr. Gina Cortes Suarez, with Dr. Rene Garcia**

Theme 2 – Student Achievement and Success

- **Strategic Goal 1:** Enhance student learning and success by indentifying barriers and implementing strategies to overcome the challenges faced by our diverse and non-traditional student body. **Goal champion: Dr. Norma Martin Goonen, with Sandy Schultz**
- **Strategic Goal 2:** Establish exemplary methods for students to demonstrate their learning and for the College to continuously improve to optimize student learning. **Goal champions: Dr. Joanne Bashford, Sean Madison, Dr. Tom Meyer and the Academic Leadership Council**
- **Strategic Goal 3:** Design and develop integrated, real-time systems to help monitor and track student learning and success. **Goal champion: Karl Herleman, with Glenda Phipps**

Theme 3 – Serving the Community

- **Strategic Goal 1:** Provide cultural, civic, and other specialized programming to enrich, enlighten, and educate the broader community. **Goal Champion: Dr. Jeanne Jacobs, with Vivian Donnell Rodriguez and Gary Gosnell**
- **Strategic Goal 2:** Provide multiple opportunities for students to gain practical experience, and for community to reap benefits of student contributions. **Goal Champion: Dr. Mercy Quiroga**

Theme 4 – Resource Development and Allocation

- **Strategic Goal 1:** Maximize federal, state, local, and internally-developed resources. **Goal champion: E.H. Levering**
- **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. **Goal champion: Dr. Anita Kaplan and Glenn Kaufhold**
- **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. **Goal Champion: E.H. Levering**
- **Strategic Goal 4:** Become a model for effective use of technology in support of higher education. **Goal champion: Karl Herleman**

Theme 5 – Employees and the College

- **Strategic Goal 1:** To become one of Miami's best places to work! **Goal champion: Iliana Castillo-Frick**
- **Strategic Goal 2:** To recruit, hire, and retain the best workforce! **Goal champion: Iliana Castillo-Frick**
- **Strategic Goals 3:** To continue efforts to fairly and appropriately compensate employees. **Goal champion: Iliana Castillo-Frick**