

## **MDC STRATEGIC PLAN 2004-2010**

### **Goals and Objectives**

**Theme 1 – Access to the College** (Jose Vicente; Madeline Pumariega as primary Strategic Plan Coordinating committee liaison)

**Strategic Goal 1:** Enhance systems and processes that facilitate orientation, advisement, registration, and financial aid for students.

**Objectives:**

1. Enhance and expand training for all personnel who provide services to students; ensure expertise of employees, consistency across campuses, and understanding of relationship to other services.
2. Re-evaluate staffing and develop creative strategies to ensure equitable and appropriate allocation of staff to meet student demand, particularly during peak periods.
3. Achieve a more integrated computerized student system with more user-friendly interfaces and better student tools; Evaluate and improve systems in relation to fulfilling end users' needs.
4. Streamline processes and systems by assessing functions and steps to determine need, contribution to process, and interrelationships.

**Strategic Goal 2:** Improve systems and processes to encourage student enrollment, enhance transfer experiences, and support a variety of educational goals.

**Objectives:**

1. Support enrollment levels by facilitating transition from high school to MDC.
2. Increase access to the College for non-traditional students.
3. Enhance access to College courses and programs through a variety of modalities including virtual college and blended classes.
4. Streamline processes and systems to support and encourage enrollment of transfer students from other public or private colleges or universities.
5. Provide exemplary support to facilitate the transfer of MDC students to other institutions.

**Strategic Goal 3:** Explore establishment of new campuses in underserved areas of Miami-Dade County.

**Objectives:**

1. Identify locations within Miami-Dade County that would benefit from new campuses.
2. Apply “best practices” in efficient infrastructure and compact site requirements.

**Theme 2 – Student Achievement and Success** (Nora Hendrix; Joe Okungbowa as primary Strategic Plan Coordinating committee support)

**Strategic Goal 1:** Increase student achievement and success by discipline by identifying barriers and implementing strategies to overcome these challenges for our diverse student body, including non-traditional and underprepared students.

**Objectives:**

1. Develop a data-driven method to assist discipline faculty to identify and address barriers to success.

2. Establish creative collaborations between academic and student support personnel to address academic and student support-related barriers to success.
3. Develop a process/forum to encourage discussion and collaboration between faculty and student support personnel and to identify and address high-risk factors.
4. Increase student progression and success through programs and at major transition points (e.g. completion of English as a second language coursework, attainment of GED, and satisfaction of required college preparatory courses)

**Strategic Goal 2:** Document and enhance the quality and consistency of student learning across the spectrum of programs, courses, and student educational goals.

**Objectives:**

1. Identify valid, reliable methods to monitor student attainment of learning outcomes and objectives.
2. Document value added to students as a result of their experience at MDC.
3. Enhance teaching strategies and curriculum through the use of learning outcomes and value-added results.
4. Strengthen the curriculum and program review processes.
5. Strengthen College resources available to students outside the classroom to enhance student learning.

**Theme 3 – Serving the Community** (Rolando Montoya; John Greb as primary Strategic Plan Coordinating committee liaison)

**Strategic Goal 1:** Provide cultural and educational programming, and partner with the community to respond to needs.

**Objectives:**

1. Collaboratively sponsor and conduct cultural and artistic events for MDC students and the community.
2. Collaborate with community and government agencies to address the social and economic concerns confronting our community as they relate to education.
3. Create more community partnerships with representation on college advisory boards.

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

**Objectives:**

1. Enhance co-op and intern opportunities with business and industry, assigning responsibility to disciplines/schools to coordinate placements.
2. Develop and implement a program for alumni involvement in mentoring/sponsoring students.
3. Explore an “interns for resources” partnership model with selected businesses.
4. Develop strategies to encourage student participation and reward faculty for developing new intern opportunities.
5. Expand service learning program to benefit students and the community.

**Strategic Goal 3:** Provide a professional and helpful environment for all who interact with the College.

**Objectives:**

1. Implement service review and improvement program with intent to achieve goals established for exemplary service, including:
  - a. Reinforce the value of providing excellent service at the College.
  - b. Centralize and coordinate college-wide action plans for improvement.
  - c. Increase employee satisfaction.
  - d. Elevate the College's image in the community.
  - e. Reduce student attrition.
  - f. Improve the prospect-to-student enrollment ratio.
2. Identify and address issues that negatively impact the work environment/climate.

#### **Theme 4 – Resource Development and Allocation** (Wasim Shomar; Alexandra Rodriguez as primary Strategic Plan Coordinating committee liaison)

**Strategic Goal 1:** Develop mutually beneficial partnerships to enhance resource contributions from business and industry, as well as public sector sources, private foundations, and individuals.

**Objectives:**

1. Identify and work with appropriate personnel within the College community who will develop strategies to enhance mutually beneficial partnerships with business/industry.
2. Consolidate information about external relationships/partnerships into a college-wide database to improve communication and the effectiveness of resource development efforts.
3. Strengthen partnerships with a variety of public and private sector sources to support MDC, which will in turn support the needs of our partners and the community as a whole.

**Strategic Goal 2:** Ensure that MDC provides equitable opportunities for all groups, including those underrepresented in the business community, to participate in College business activities.

**Objectives:**

1. Identify qualified and competitive local vendors when sourcing goods or services at the College.
2. Provide appropriate information and support to encourage the submission of competitive bids from all vendors including those owned by underrepresented groups.
3. Expand the College's utilization of underrepresented groups in the business community.

#### **Theme 5 – Employees and the College** (Jessie Alvarez; E.H. Levering as primary Strategic Plan Coordinating committee liaison)

**Strategic Goal 1:** Develop and implement a process for employee growth that will encourage creativity and accomplishment and facilitate progression to higher levels.

**Objectives:**

1. Research and develop a 'career ladder' process for support staff to advance within job classification.

2. Enhance the performance evaluation process to encourage goal-setting, accountability, and innovation.
3. Review and revise the current salary and reward systems to motivate employees and reward high performance.
4. Ensure that adequate training and development opportunities are available to support employee growth and advancement.

**Strategic Goal 2:** Employ a diverse workforce that mirrors the Miami-Dade community.

**Objectives:**

1. Implement strategies to ensure that the College hires a workforce that reflects the diversity of Miami-Dade County.
2. Implement a management succession plan that will provide leadership opportunities within the College to all qualified employees, including women and minorities.