

Miami Dade College Strategic Planning Process Summary

Goals:

1. Develop a Strategic Plan that responds to and anticipates changes in the community, invites and includes employee and student suggestions, and establishes strategic goals that are consistent with the College's Mission and Vision Statements.
2. Emphasize the importance of the strategic planning process as much as the resulting plan, and encourage on-going collegial discussion about the plan and MDC's mission.
3. Ensure that the Strategic Plan is a 'living' document that responds as needed to changes while keeping College efforts and resources focused on the long-range goals.

The process included several key steps and was conducted by the College-wide Strategic Plan Coordinating Committee, with support from Institutional Research:

1. **The Mission and Vision Statements were reviewed and five "strategic themes" were identified**, with attention given to the State Strategic Imperatives.
2. **An environmental scan was conducted to identify critical issues and trends from internal and external sources that will impact the College over the next 5 years**, as well as potential implications for the College. Scan teams identified trends in five areas: Politics, Demographics, Labor, Economics, and Trends in Higher Education. A 'Hot Issues' list was prepared to assist in the goal-setting process.
3. **A Delphi process was used to gather input on strategic goals.** The Delphi process was conducted on-line and provided an anonymous way to share ideas and submit goals for the College. All full-time employees were invited to participate. All submissions were treated equally and 'votes' were used to select the top goals.

To maximize participation, managers prepared employees for the process by holding brief meetings to discuss theme areas and the meaning of 'college-wide' goals. They also encouraged discussion and brainstorming about possible goals.

Focus groups were held with student representatives to identify 1-2 goals for each theme area. These goals were included in Step 2 of the Delphi.

The Delphi process was conducted on-line in 3 steps:

- Step 1 invited all full-time employees to submit one College-wide long-range goal for each theme area.
 - Step 2 asked employees to select one goal for each theme area from those submitted in the first step.
 - Step 3 asked employees to choose one goal from the 4 or 5 top rated goals for each theme and describe strengths, weaknesses, opportunities and threats the College will need to consider as we pursue the goals (**the SWOT analysis**).
4. The Strategic Plan Coordinating Committee used results to draft objectives for each of the final goals and will prepare draft 2004-2010 Strategic Plan to share with College leaders.
 5. Executive leaders will be asked to assume responsibility for implementing specific goals and objectives, with broad participation by College employees.
 6. The draft Strategic Plan will be shared with the College community through various means for input/reactions before a final 2004-2010 Strategic Plan is prepared and presented to the District Board of Trustees.