

MIAMI-DADE COMMUNITY COLLEGE

2000-2005 STRATEGIC PLAN

January, 2000

**Miami-Dade Community College
2000-2005 STRATEGIC PLAN**

Table of Contents

I.	College Mission and Vision	2
II.	Areas of Emphasis for 2000-2005	3
	1. Physical Plant	3
	2. Workforce Development	4
	3. Welfare-to-Work	5
	4. Transfer and Honors Programs	5
	5. Student Services	6
	6. Resource Development	7
	7. Technology	8
	8. Professional Development & Training	9
	9. Legislative Support	9
	10. Cultural Affairs	10
	11. Diversity	10
III.	Goals	12
IV.	Processes	15
V.	Timelines	16
VI.	College Coordinating Committee	18

Miami-Dade Community College
2000-2005 STRATEGIC PLAN

The Miami-Dade Community College 2000-2005 Strategic Plan is designed to ensure that the mission, vision, and goals of the College are regularly and thoughtfully reviewed. Equally important is the continuous review of the objectives and measures so that achievements are recognized and actions are taken where change and improvements are warranted.

MISSION

The mission of Miami-Dade Community 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

The desired state of Miami-Dade Community College is to be the premier community college, renowned for its:

Satisfied, well-prepared students who, through their extraordinarily positive experience at M-DCC, 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 M-DCC's educational and training programs; and

Effective use of adequate resources to enable programs to flourish and the talents of people to emerge.

Miami-Dade Community College
2000-2005 STRATEGIC PLAN

AREAS OF EMPHASIS FOR 2000-2005

The following areas represent some, but certainly not all, priorities for the College as it develops and refines its strategic plan. These priorities will be reflected in the goals, objectives, and performance measures of the approved strategic plan for 2000-2005.

1. Physical Plant: Access to Campus Programs and Outreach Centers

With six campuses and three major outreach centers, in addition to course offerings at other off-campus sites, including the actual sites of some businesses, the College programs are reasonably accessible to most of the residents of Miami-Dade County. Moreover, the growth of distance education programs, especially over the Internet and World-Wide Web, will allow many other students to access an increasing number and variety of courses.

Nevertheless, in terms of the time required to travel in Miami-Dade County, programs have become less accessible, especially when a program or course is offered only at one or two campuses. The College will be assessing the impact of distance education and how well such courses meet the needs of the majority of students. Since education and learning are in many respects social processes, and not simply the independent activity of the individual learner, it would seem that there will always be a need for both group instruction and direct interaction among the teacher and a group of students taking a particular course.

As the population density increases and transportation becomes more difficult, it is important, therefore, for the College to plan permanent educational sites in other high-growth areas. The College should seek funding for the purchase of future educational sites to meet future educational needs. These might include, for example, sites in west and northeast Miami-Dade County, and on Miami Beach.

**Miami-Dade Community College
2000-2005 STRATEGIC PLAN**

In addition, the College should continue its efforts to identify and secure needed new facilities and to ensure that the current facilities are maintained and renovated to ensure their long life.

Priority: Identify high growth areas where land acquisition is needed for future development, and where the College does not now have accessible, permanent educational facilities. Continue the ongoing efforts to maintain the current facilities in excellent condition.

2. Workforce (and Occupational Cluster) Development

The College is undergoing a rather rapid transformation from a college with a majority of enrollment in pre-baccalaureate transfer programs to a college that has a steadily increasing enrollment in occupational programs designed for immediate employment. The enrollment in transfer programs, however, is static. The occupational clusters (Schools) have the potential to strengthen and increase these offerings and need continued support and development. New program development which is clearly and directly responsive to the needs of business and industry is critical. New degrees and certificates tentatively identified include:

- ❖ Biomedical Equipment Technology
- ❖ Web Design
- ❖ Multi-media Presentation Design
- ❖ Data Processing
- ❖ Equipment Repair
- ❖ Internet Graphic Design
- ❖ Telecommunications Technician
- ❖ Dental Office Management
- ❖ Histology Technician
- ❖ Licensed Practical Nurse
- ❖ Avionics Technician
- ❖ Dispatcher
- ❖ Logistics Technician
- ❖ Retail Management
- ❖ Non-profit Management

Priority: Develop and expand the occupational clusters, including new degree and short-term certificate programs.

**Miami-Dade Community College
2000-2005 STRATEGIC PLAN**

3. Welfare-to-Work (WAGES)

Although the College has participated over the years in a variety of projects and programs to assist those in need of employability skills and basic training, the WAGES initiative is greater in scope and impact on Miami-Dade County and the State of Florida. There is potential for forming new partnerships and strengthening existing ones not only with Miami-Dade County, the State of Florida governments and the Miami-Dade County Public Schools, but also with local employers and other public and private agencies. The College needs to provide the organizational support necessary for the successful implementation of various welfare-to-work programs and to coordinate these as far as possible with its existing and new occupational training and job placement programs.

Priority: Provide strong leadership and support for welfare-to-work programs, especially the WAGES contracts, and seek opportunities to expand and enhance these services.

4. Transfer and Honors Programs

Even though the College is committed to improving its occupational programs and developing needed new programs, the transfer programs continue to be a critical service which the College must not allow to be diminished. It is imperative that the College's students, especially those who start with basic skills deficiencies, or in English as a Second Language programs, or after minimum success in their previous academic experiences, or after a number of years hiatus

**Miami-Dade Community College
2000-2005 STRATEGIC PLAN**

from formal education, have the opportunity and achieve success in transfer programs. When graduates do transfer, they must be competitive with the universities' native students and achieve the same levels of success.

Important to a successful transfer program is a strong, challenging, respected honors program. Such a program attracts outstanding students and those with high potential, who in turn serve as role models and collaborators in the learning of other students. The College should continue to promote its honors programs, publicize the outstanding success of its honors graduates, and review and enhance the honors curricula.

A special initiative to serve our community more fully is the development of baccalaureate programs for areas not now available. Working within the guidelines of the Legislature and the Postsecondary Education Planning Commission, the College will propose Bachelor's degrees in response to higher education needs of area residents.

Priority: Recruit students for the transfer Associate in Arts Programs and ensure the success of its graduates. As part of the transfer initiative, the College will continue to expand, enhance, and publicize the strengths and successes of its Honors Program. Baccalaureate programs will be proposed to address specific higher education needs of area residents.

5. Student Services

The College has realigned its academic organization to provide greater student access to educational programs and more consistent instructional support College-wide. The development of a similar plan for realigning student services has

Miami-Dade Community College
2000-2005 STRATEGIC PLAN

begun. In order to provide more support to students in the admissions, advisement, testing, financial aid, registration, transfer and job placement areas, the College should assess the effectiveness of these services and organize them so as to ensure consistent quality across the campuses.

The previous emphasis on implementing a smooth, efficient “student flow” model must continue. Improved placement of students in academic programs and training courses is needed. It is especially important that all areas of the College provide the “customer satisfaction” that students and the public expect.

Another particular area of concern is to develop a College-wide procedure for providing specialized or intensive counseling services to students, especially when there are difficult issues. Faculty and staff need to have resources for providing counseling assistance in serious cases.

Priority: Refine and implement a plan to provide more effective and consistent student support. Give special attention to providing a system to meet serious counseling needs.

6. Resource Development

A priority for the College must be to continue to work to secure the essential resources to enable the College to continue to fulfill its mission with the excellence to which it is committed. Two areas should receive special attention: (1) the implementation of a strong capital campaign through the Foundation, and (2) the College-wide consolidation of the campus efforts to identify and secure public and private grants. With regard to the former, the College must provide the strongest support possible to the capital campaign effort to ensure the critical internal support.

**Miami-Dade Community College
2000-2005 STRATEGIC PLAN**

With regard to the latter, the College is in the process of selecting a College-wide Grants Director who will be responsible for coordinating the grant application efforts on all of the campuses. The College-wide and Campus grant directors will also work closely with the MDCC Foundation in support of the capital campaign and the securing of funding from various foundations.

Priority: Implement a comprehensive resource development plan, including a capital campaign and a unified grants development program.

7. Technology

Although the College has made significant progress during the past five years in establishing a sophisticated infrastructure for using technology and new software systems to enable the College to serve students more effectively, much more can be done to apply technology to enhance student learning. Thus, the College must continue to refine its technological systems to provide the best possible support to faculty, staff, and students. The College needs to give increased attention to improved ways of communicating knowledge, providing instruction and training, and to supporting the faculty's interaction with their students.

Priority: Continue to implement a state-of-the-art technology infrastructure. Develop and implement a plan to support faculty in applying technology to support student learning.

**Miami-Dade Community College
2000-2005 STRATEGIC PLAN**

8. Professional Development and Training

The College can maintain excellence only if its faculty, staff, and administrators continue to develop and grow professionally. While the College has improved the effectiveness of its professional development programs through the establishment of a College Training and Development Office to serve the entire College, it must expand these efforts to ensure that College personnel have the knowledge and skills to adapt to recent developments and best practices in management, technology, pedagogy, and specific job skills. Faculty need the support necessary to stay current in their disciplines and to incorporate the most productive teaching methods as identified through research.

Priority: Expand the professional development program for all personnel, faculty, support staff, and managers, to ensure that they have the knowledge and skills to perform their duties most effectively.

9. Legislative Support

The Legislature continues to take a more active role in establishing priorities for postsecondary education and in directing State resources to meet specified legislative goals. The College needs to build on its excellent foundation for working with the Legislature to secure the legislation, the policies, and the resources to fulfill its mission. With the leadership of the District Board of Trustees, the College should plan strategies and identify opportunities to involve more community members in support of its legislative priorities.

Priority: Continue to develop a strong legislative agenda, in coordination with the State Board of Community Colleges, to address College priorities; broaden the base of community support to assist the District Board of Trustees and the College President in achieving legislative goals.

Miami-Dade Community College
2000-2005 STRATEGIC PLAN

10. Cultural Affairs

Cultural events have a special place at an institution of higher education. MDCC has been at the forefront in sponsoring presentations, exhibits, and the promotion of creative arts. While the individual campuses have each made notable contributions to the development of the arts in southeast Florida, some of the potential impact throughout Miami-Dade County has not been realized because of the very fact that these often were individual campus efforts. The College should proceed to develop and implement a comprehensive cultural affairs program which would not replace, but rather would enhance the many campus initiatives. Under College-wide coordination more cultural events can be shared by all the campuses and more events can be brought to the attention of the entire community,.

Priority: Develop a comprehensive College-wide cultural affairs program to enhance student learning and to support community access to high quality fine arts experiences.

11. Diversity

The College should renew its commitment to represent and to support the racial, ethnic, and cultural diversity which is a cornerstone of the College's mission. Opportunity must be for all, and the College must reflect that opportunity in all that it does.

As the faculty and staff become older on the average, the College should anticipate a higher proportion of retirements and the need to hire replacements of the same high quality. Thus, it is important that the College develop a plan to identify new faculty and staff to carry on the tradition of excellence that has been established. Critical to such a plan is a systematic and conscientious effort to

Miami-Dade Community College
2000-2005 STRATEGIC PLAN

increase the numbers of underrepresented groups to ensure that the College reflects the diversity of the Miami-Dade community.

Likewise, the College must renew its efforts to recruit students from those groups for whom access has not always been available, to provide the financial assistance necessary to take advantage of the College's educational opportunity, and to increase the success of these students. This requires a comprehensive, coordinated marketing program to reach out to new or under-represented populations.

In the area of the College's business affairs, it is important that the College continues to develop strategies to ensure that all of its business activities related to construction and maintenance of facilities, purchasing of equipment and supplies, and contracted services have substantial participation of all diverse groups.

Priority: Develop a plan to ensure a diverse College workforce for the future, a diverse student body, and diverse participation by the business community in supporting the College's operations.

**Miami-Dade Community College
2000-2005 STRATEGIC PLAN**

GOALS

Based upon the College Vision and Areas of Emphasis, the following are proposed goals for 2000-2005. These will be modified and refined based on additional feedback and analysis.

1. Expand the community's access to the physical plant by:

- ▶ Establishing priorities to acquire land for future development in high growth areas to assure accessible educational facilities;
- ▶ Identify and secure funding for developing new facilities to meet the campuses' educational goals;
- ▶ Continue to implement plans to ensure that existing facilities are maintained in excellent condition.

2. Expand workforce development by:

- ▶ Expanding occupational clusters by developing new degree and short term certificate programs;
- ▶ Continuing to develop the occupational Schools (clusters) so that students at all campuses have access to the various occupational programs
- ▶ Working closely with business and industry, as well as the chambers of commerce (especially the One Vision/One Goal initiative), to meet their training needs.

3. Support welfare-to-work programs:

- ▶ Providing leadership and support for welfare-to-work programs and seeking opportunities to expand and enhance services;
- ▶ Responding to state and local welfare-to-work priorities.

4. Enhance transfer and honors programs by:

- ▶ Implementing an aggressive recruitment plan that publicizes the strengths of transfer programs and promotes student enrollment in transfer and honors programs;
- ▶ Continuing to set high standards to ensure the success of graduates;
- ▶ Developing retention strategies to increase student success;
- ▶ Establishing and promoting an Honors College ("College within a College");
- ▶ Propose baccalaureate programs to respond to unmet needs of some professions.

Miami-Dade Community College
2000-2005 STRATEGIC PLAN

5. Improve student services by:

- ▶ Ensuring access services for students to facilitate enrollment and financial aid support and to meet the special needs of students;
- ▶ Continuing to implement the “student flow” model to improve students’ ability to access the student support systems;
- ▶ Implementing College-wide systematic counseling services for special or serious student problems;
- ▶ Continuing to implement “customer service” training.

6. Improve resource development by:

- ▶ Implementing a capital campaign;
- ▶ Coordinating a College-wide, unified grant writing program.

7. Provide technology support by:

- ▶ Updating a technology plan that uses resources effectively and ensures access to and the development of high quality technology;
- ▶ Continuing to implement an efficient technology infrastructure;
- ▶ Providing training to support the application of technology to support student learning, including Virtual College (distance education).

8. Expand professional development and training by:

- ▶ Updating the College-wide training and development plan to ensure that identified needs are met;
- ▶ Supporting faculty updating their knowledge in their disciplines;
- ▶ Implementing a management development program;
- ▶ Developing new development programs to meet specific needs of staff.

9. Increase legislative support by:

- ▶ Continuing to develop annually a strong legislative agenda;
- ▶ Continuing to make use of the special expertise and knowledge of the Board of Trustees;
- ▶ Broadening the support of local legislators and community members.

Miami-Dade Community College
2000-2005 STRATEGIC PLAN

10. Expand access to cultural affairs by:

- ▶ Building a College-wide cultural affairs program that capitalizes on the resources and strengths of college programs and the local arts community;
- ▶ Coordinating planning and marketing so that students on all campuses and local communities have greater access to these cultural events.
- ▶ Continuing to find external resources to support cultural events.

11. Increase diversity by:

- ▶ Developing and implementing a faculty recruitment and management “succession” plan to meet and surpass the College’s diversity goal;
- ▶ Continue to implement an aggressive student recruitment plan to increase enrollment of underrepresented groups;
- ▶ Implement strategies to ensure that all groups, especially those underrepresented in the business community, have fair access to participation in College business activities.

Miami-Dade Community College 2000-2005 STRATEGIC PLAN

Processes

The Miami-Dade Community College Strategic Plan incorporates College, Campus and District area processes. This comprehensive approach requires all areas of the College to review their successes in contributing to the achievement of the College mission, vision and goals.

To date, the mission, vision, and preliminary goals/objectives have been identified and approved. The next step in the process involves establishing the Strategic Planning Coordinating Committee to oversee the following College activities:

Oversight:

- Refine the Strategic Planning cycle of activities and timelines;
- Oversee the work of the Task Forces responsible for each goal;
- Review the status of each goal/objective annually;
- Determine if goals/objectives or performance measures should be added or deleted.

Documentation:

- Obtain documentation and annually catalog status of each goal, objective and measure;
- Review progress of performance measures.

Effectiveness:

- Incorporate accountability and other State performance measures, where appropriate;
- Assess outcomes.

Report

- Provide the Executive Committee with an annual update on the Strategic Plan;
- Provide the Executive Committee with recommendations for the revision of goals, objectives and/or measures, and revisions to the planning process and timeline.

In addition to the work of this Coordinating Committee, each campus and district area will establish a work group to oversee the activities mentioned above.

**Miami-Dade Community College
2000-2005 STRATEGIC PLAN**

These work groups will submit reports and recommendations to Campus Cabinets or to the District Executive Committee.

The College's Executive Committee will review the work and recommendations from the College Strategic Planning Coordinating Committee. In addition, an annual report will be compiled for the District Board of Trustees. This report will include the College's annual Strategic Planning update and Campus and District area reports. The District Board of Trustees response will be forwarded to either the College Coordinating Committee, Campus Cabinet or District Council, as appropriate.

Timelines

The following calendar will guide the work of the College's Strategic Planning Task Force, the Campus and District Work Groups:

- ❖ **March, 2000** College Strategic Planning Coordinating Committee named.
- ❖ **March- April, 2000** Coordinating Committee identifies Task Forces to review goals and identify performance measures and develop action plans. Coordinating Committee completes oversight responsibilities.
- ❖ **May, 2000** Coordinating Committee reviews Task Force action plans and forwards plans to the Executive Committee for review. Committee begins documentation activities.
- ❖ **June, 2000** Progress report submitted to the District Board of Trustees.
- ❖ **August, 2000** College Task Forces and Campus and District Work Groups submit report to the Coordinating Committee. Coordinating Committee reviews and begins effectiveness activities.

**Miami-Dade Community College
2000-2005 STRATEGIC PLAN**

- ❖ **October, 2000** Coordinating Committee assesses outcomes of performance measures. Reviews outcomes with Task Forces, Campus and District Work Groups.

- ❖ **November, 2000** Coordinating Committee submits recommendations for revisions to objectives or measures to the Executive Committee and provides an update of accomplishments.

- ❖ **December, 2000** Strategic Plan is incorporated into budget discussions to ensure that Strategic Planning priorities are consistent with budget and funding allocations.

- ❖ **April, 2001** Coordinating Committee forwards draft Annual Strategic Plan Report to Executive Committee. Plan incorporates College Areas of Emphasis, and campus and District achievements.

- ❖ **June, 2001** Annual Strategic Plan Report is presented to the District Board of Trustees.

Visioning meetings for employees will be held to report on objectives accomplished and progress made during the year. Through the annual visioning meetings new objectives can be added as needed, or priorities can be revised as necessary. An Annual Strategic Plan Report will be prepared following the visioning meeting to highlight accomplishments of the year.

**Miami-Dade Community College
2000-2005 STRATEGIC PLAN**

**MIAMI-DADE COMMUNITY COLLEGE
COLLEGE STRATEGIC PLANNING COORDINATING COMMITTEE**

2000 - 2005

Vice Provost, Education Policy, Programs and Analysis - Chair

Director, Institutional Research

Academic Dean Representative

Student Dean Representative

Administrative Dean Representative

Campus President Representative

Faculty Member Representing CASSC

Support Staff Representative

Business Affairs Representative

Employee Development and Quality Enhancement representative

Facilities Management Representative

Information Systems Representative

MDCC Foundation Representative

Student Representative

District Board of Trustees Liaison