Strategic Planning, Implementation, Reporting, and Monitoring

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Agenda

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td>10:00 am – 10:15 am</td>
<td>Welcome, Introductions, and Overview of MDC’s Institutional Effectiveness (IE) Model</td>
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<tr>
<td>10:15 am – 10:45 am</td>
<td>Strategic Planning Process, Implementation, Monitoring, and Reporting</td>
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<td>10:45 am – 11:20 am</td>
<td>Small Group Activity and Whole Group Sharing</td>
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<td>11:20 am – 11:30 am</td>
<td>Wrap-Up &amp; Evaluations</td>
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About Miami Dade College

- 1960
- Largest undergraduate enrollment
- Eight campuses

Institutional Effectiveness at MDC

PLANNING

MDC Mission, Vision, and Values

ASSESSMENT & EVALUATION
Institutional Effectiveness at MDC

Collegewide Strategic Planning (5-year)

Action Planning (5-year)

Budget Priorities

MDC Mission, Vision, and Values

Unit Annual Reports

Other data collection

Internal and External Reports

Annual Work Plans

Individual employee work plans which may be required by unit leadership

Strategic Planning at MDC

• Conducted every five years
• Coordinated by a Collegewide committee
• For 2015–2020 Strategic Plan:
  ▪ Focus on fewer strategic goals that yield higher-impact results;
  ▪ Improve alignment between the strategic plan and annual plans across all levels at the College; and
  ▪ Institutionalize processes to monitor performance for continuous improvement and accountability
Process and Timeline

<table>
<thead>
<tr>
<th>2014</th>
<th>1. Review the College’s mission, vision, and values</th>
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<tr>
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<td>2. Conduct comprehensive environmental scans</td>
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<td>3. Engage in collaborative planning and outreach</td>
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<td>2015</td>
<td>4. Integrate feedback and develop strategic goals</td>
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<td>5. Develop the Collegewide action plan</td>
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<td>6. Develop campus, district area, and unit annual plans</td>
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<td>2016</td>
<td>7. Monitor and evaluate progress</td>
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<td>8. Refine campus, district area, and unit annual plans</td>
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Phase 1
Review Mission, Vision, and Values

- Reviewed existing mission, vision, and value statements based on prior strategic plan
- Surveyed stakeholders and incorporated feedback
Phase 2
Comprehensive Environmental Scans

• SWOT Analysis
• Reviewed literature and best practices and consulted with subject matter experts

Phase 2
Comprehensive Environmental Scans

• External Factors
  ▪ Population trends
  ▪ Enrollment forecasts
  ▪ Labor market trends
  ▪ Emerging industries
  ▪ Competitive landscape
  ▪ Innovations
  ▪ Resources
  ▪ Policy trends

• Internal Factors
  ▪ Student success
  ▪ Academic quality
  ▪ Institutional capacity
Phase 3
Collaborative Planning and Outreach

• Conducted employee town halls on all campuses
• Conducted student focus groups on all campuses
• Meetings with different stakeholder groups
• Administered a web-based survey to community stakeholders

Phase 3
Collaborative Planning and Outreach

• Employee Town Halls and Student Focus Groups
  ▪ Identify and prioritize strategic issues on which Miami Dade College should focus in the next five years
• Agenda
  ▪ Update on the strategic planning process
  ▪ Overview of the environmental scan
  ▪ Exercise
Phase 3
Collaborative Planning and Outreach

• Exercise
  ▪ Part 1: Visioning (Individual)
    ✓ What do you want the MDC of 2020 to look like?
    ✓ For what do we want MDC to be known locally? Nationally?
  ▪ Gallery walk
    ✓ Stickers to rate

• Exercise
  ▪ Part 2: Identifying Strategic Issues (Small Group)
    ✓ Strategic issue:
      * Have broad and deep impact
      * Require a multifaceted, multi-stage response from all levels of the organization
      * Are long-term
      * May be controversial
  ▪ Sharing
Phase 3
Collaborative Planning and Outreach

• Exercise
  ▪ Part 3: Prioritizing Strategic Issues (Individual)
    ✓ Given limited time and resources, on which strategic issues should the College focus?
  ▪ Gallery Walk
    ✓ Stickers to rate

• Behind-the-Scenes
  ▪ Staff compiled input from all the town halls and meetings and analyzed the data to identify themes
Phase 4
Setting Strategic Priorities and Goals

• Based on feedback from collaborative planning sessions, town halls, focus groups, and meetings, the Strategic Plan Coordinating Committee drafted strategic priorities and goals

Intentional focus on the few things that will move the College forward
Phase 4
Setting Strategic Priorities and Goals

- Student Access and Success
- Institutional Agility
- Educational Quality

Phases 5 and 6
Action Planning 2015–2020

- Shared draft priorities and goals with stakeholders with ask for five-year commitments of how they would implement the plan
- Five-year Collegewide Action Plan
  - Strategic, intentional, coordinated
  - Includes Collegewide strategic initiatives
  - Includes campus- and unit-specific initiatives that support the Collegewide strategic goals
    - Aligned with campus and unit annual plans
Phase 7
Implementation, Reporting, and Monitoring

• Implementation
  - 9 Collegewide strategic initiatives
  - 150+ campus- and unit-specific initiatives

• Provided technical assistance
  - Plan-Do-Study-Act cycle
    - Campus and unit planning
    - Measurement (lead, lag measures)
    - Alignment with campus- and unit-specific annual planning and reporting calendar

• Reporting
  - Collegewide strategic initiatives
    - Quarterly updates
    - Annual report
  - Campus- and unit-specific initiatives
    - Annual report

• Monitoring
  - Opportunities for collaboration and leveraging
  - Course correction, if necessary
  - New initiatives, if appropriate
Phase 8
Refine Annual Plans

• Annual planning and reporting cycle allows for revision of five-year commitments
  ▪ We are currently in Year 2 of Strategic Plan implementation
    ✓ Monitoring progress
    ✓ Providing technical assistance to ensure progress
    ✓ Providing motivation and encouragement

Lessons Learned

• Collaborate
  ▪ Transparency throughout the process
  ▪ Development of a “living” Strategic Plan that organization built together

• Communicate
  ▪ Expectations
  ▪ Follow-up

• Connect
  ▪ For efficiency and effectiveness
Small Group Activity

Where is your organization in the strategic planning process?

• Review the *Tools and Resources* provided to your group in the folder
• Discuss and share what you find helpful (+) or would change (Δ) and why?

Thank you!

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