Strategic Planning, Implementation, Monitoring, and Reporting

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Division of Institutional Effectiveness

Updated 08/21/17

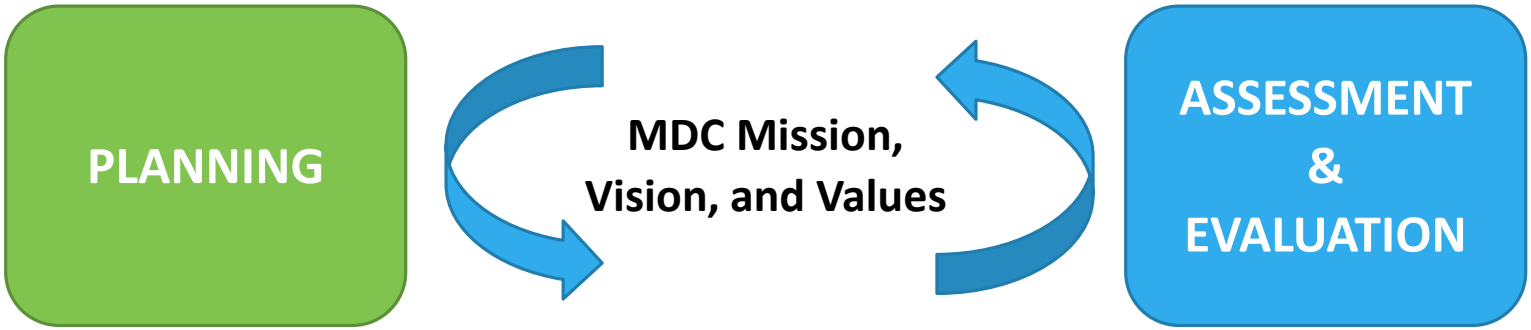
Agenda

10:45 am – 11:00 am	Welcome, Introductions, and Overview of MDC's Institutional Effectiveness (IE) Model
11:00 am – 11:15 am	Strategic Planning Process, Implementation, Monitoring, and Reporting
11:15 am – 11:40am	Small Group Activity and Whole Group Sharing
11:40 am – 11:45 am	Q&A and Wrap-Up

About Miami Dade College

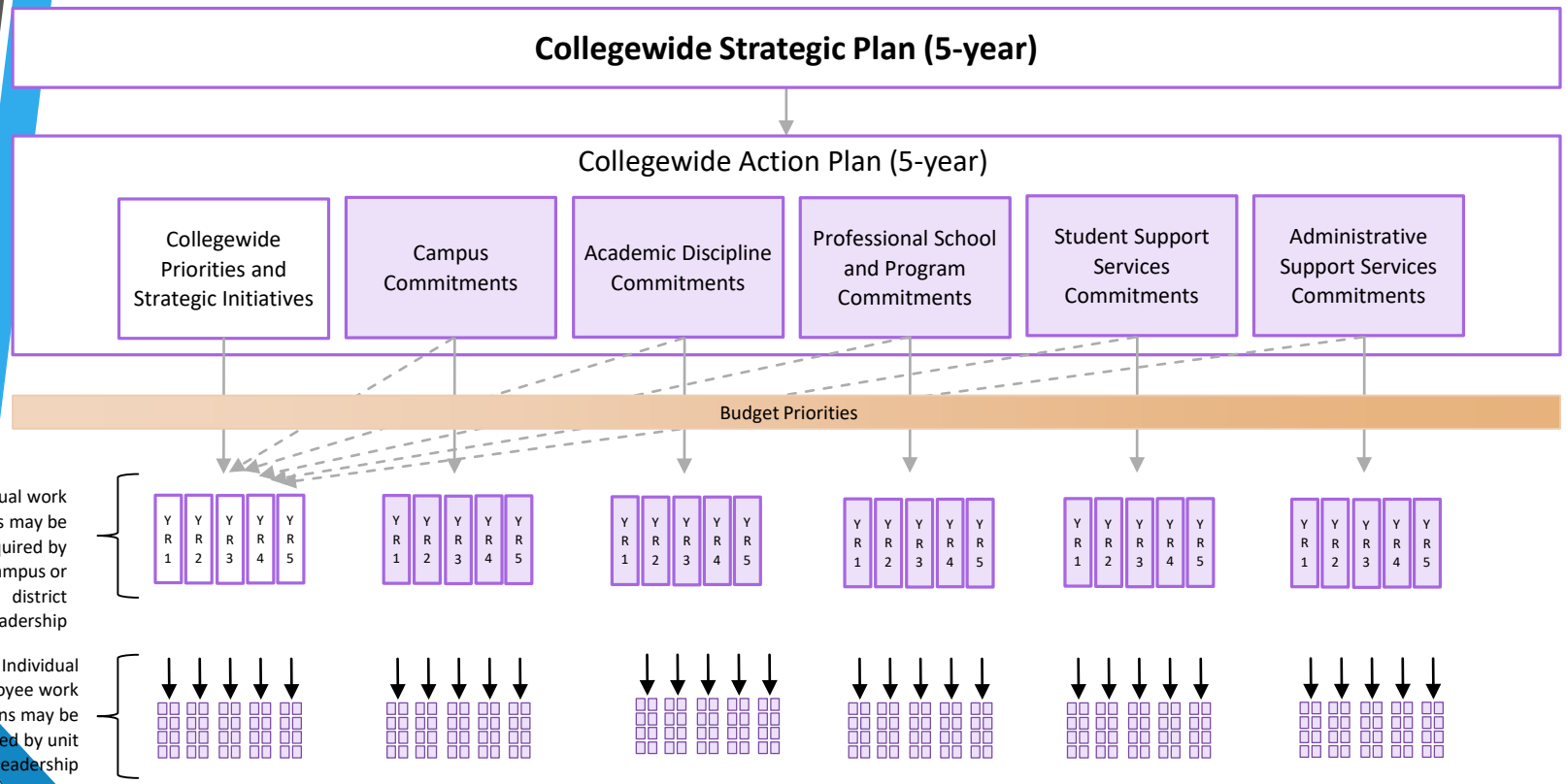
- 1960
- Largest undergraduate enrollment
- Eight campuses

Institutional Effectiveness at MDC

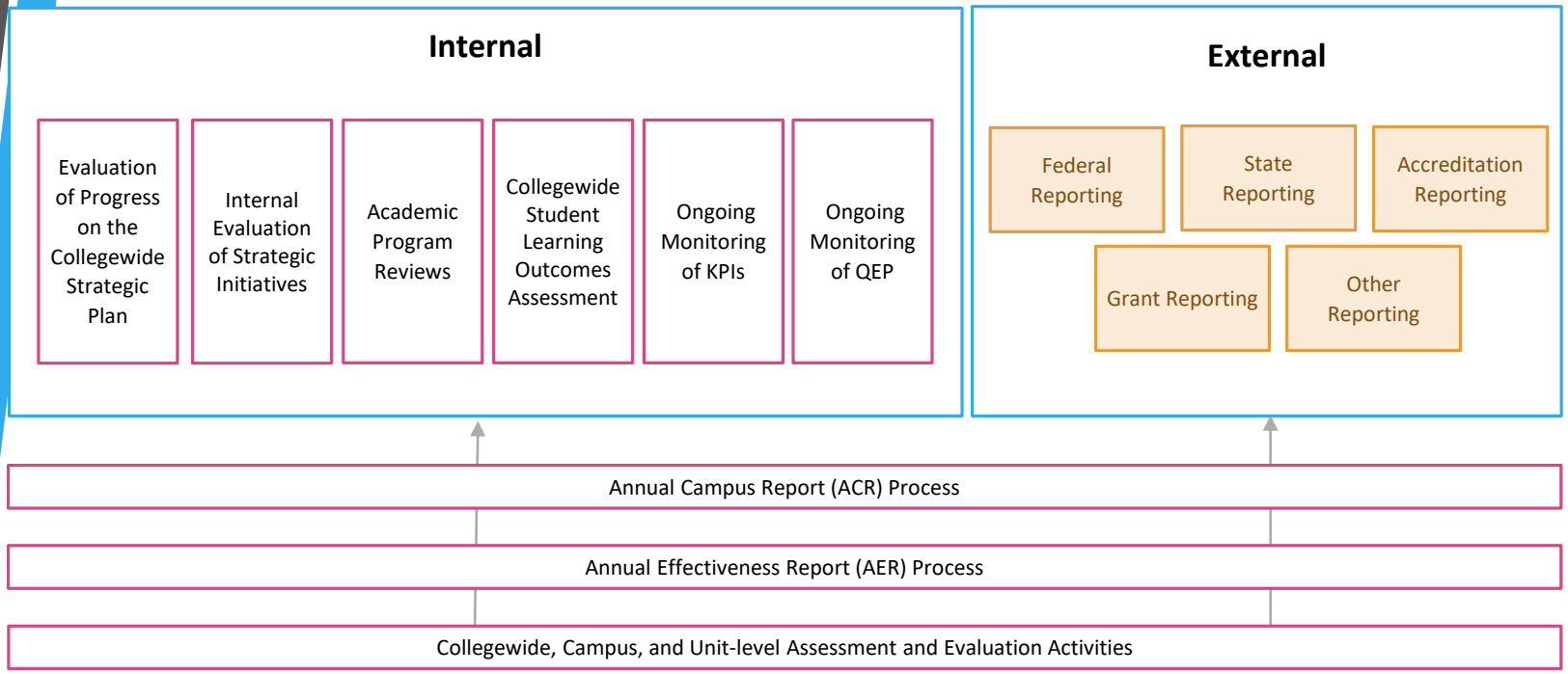


Miami Dade College

Planning



Assessment and Evaluation



Institutional Effectiveness Processes and Artifacts

PLANNING

- ↓ **Collegewide Strategic Planning**
  Conducted every five years
- ↓ **Collegewide Action Planning**
  Five-year plan with Collegewide strategic initiatives and priorities and commitments from campuses; academic disciplines; professional schools and programs; student support services; and administrative support services
  - ↓ **Annual Planning**
    District; campuses; academic disciplines; professional schools and programs; student support services; and administrative support services develop annual work plans based on the Collegewide Strategic Plan and commitments
  - ↓ **Setting Annual Budget Priorities**
    Set annually based on the Collegewide Strategic Plan and commitments

ASSESSMENT & EVALUATION

Internal

- ↑ **Collegewide Strategic Plan**
  Annual evaluation of progress
- ↑ **Internal Evaluation of Strategic Initiatives**
- ↑ **Academic Program Review**
  Academic Program Review reports
- ↑ **Collegewide Student Learning Outcomes**
  Annual summary report
- ↑ **Ongoing Monitoring of KPIs**
- ↑ **Ongoing Monitoring of QEP**

External

- ↑ **Federal Reporting**
  Annual IPEDS, Gainful Employment, etc. reporting
- ↑ **State Reporting**
  Annual State Accountability, Perkins, Baccalaureate Accountability, $10K Degree, Developmental Education, etc. reporting
- ↑ **Accreditation Reporting**
- ↑ **Grant Reporting**
  Annual progress reporting
- ↑ **Other Reporting**

↑**Campus-level Effectiveness**
Annual Campus Report

↑**Unit-level Effectiveness**
Annual Effectiveness Report, which includes updates on Strategic Plan Commitments, Annual Work Plans, information on Collegewide General Education Student Learning Outcomes, Program Level Outcomes, and Performance Outcomes

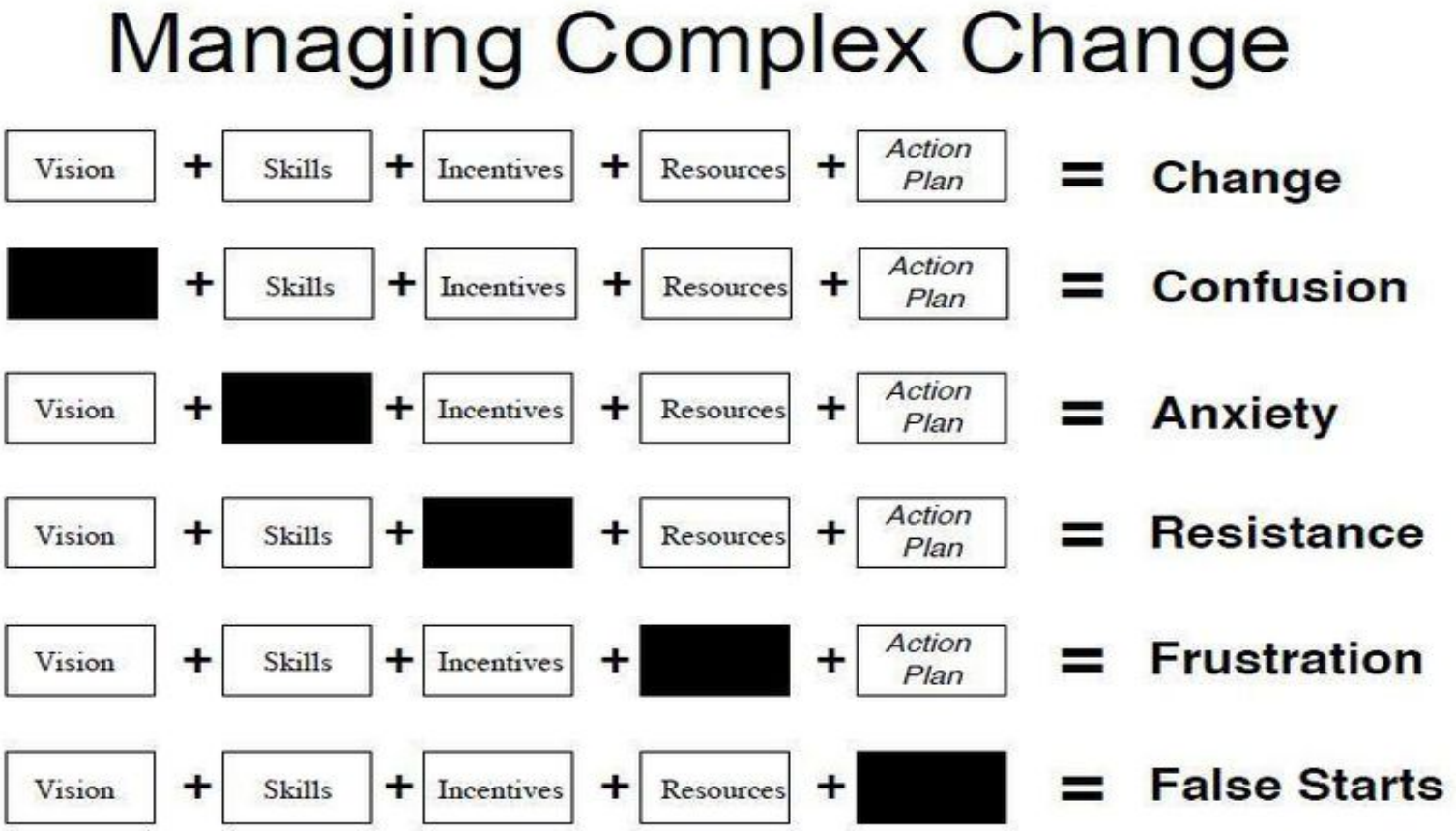
Why a Strategic Plan?

In an era of renewed scrutiny and accountability for higher education, these institutions must learn to adapt and focus their efforts, as well as enhance their agility or ability to respond to an ever increasing number of both internal and external forces and mandates. To this end, the effective development and implementation of strategic plans has gained greater importance.

What the research says…

- It is possible that up to 90% of organizations fail to execute on their strategies (Kaplan & Norton, 2006). Though the actual figure may actually lie somewhere between 60% and 90%, the most important point here may be that the most significant inhibitor to business success might be in the execution or the lack thereof (Keyte, 2012).
- “Further analysis suggests that while a huge effort is often put into the definition of strategic imperatives, hardly any effort is put into strategic execution and measurement. In other words, we all get excited about great ideas, but few of us want to actually get down to the business of implementation.” (Keyte, 2012, p.1)
- Read more at http://www.business2community.com/strategy/90-of-business-strategies-fail-due-to-poor-execution-0319429#5RgLF2PmrzfU197I.99

Components to Consider



Adapted from Knoster, T., Villa R., & Thousand, J. (2000). A framework for thinking about systems change. In R. villa & J. Thousand (Eds.), Restructuring for caring and effective education: Piecing the puzzle together (pp. 93-128). Baltimore: Paul H. Brookes Publishing Co.

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

2014

1. Review the College's mission, vision, and values

2015

2. Conduct comprehensive environmental scans
3. Engage in collaborative planning and outreach
4. Integrate feedback and develop strategic goals
5. Develop the Collegewide action plan
6. Develop campus, district area, and unit annual plans
7. Monitor and evaluate progress

2016

8. Refine campus, district area, and unit annual plans

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

Phase 3
Collaborative Planning and Outreach

- 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

Phase 3
Collaborative Planning and Outreach

- 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

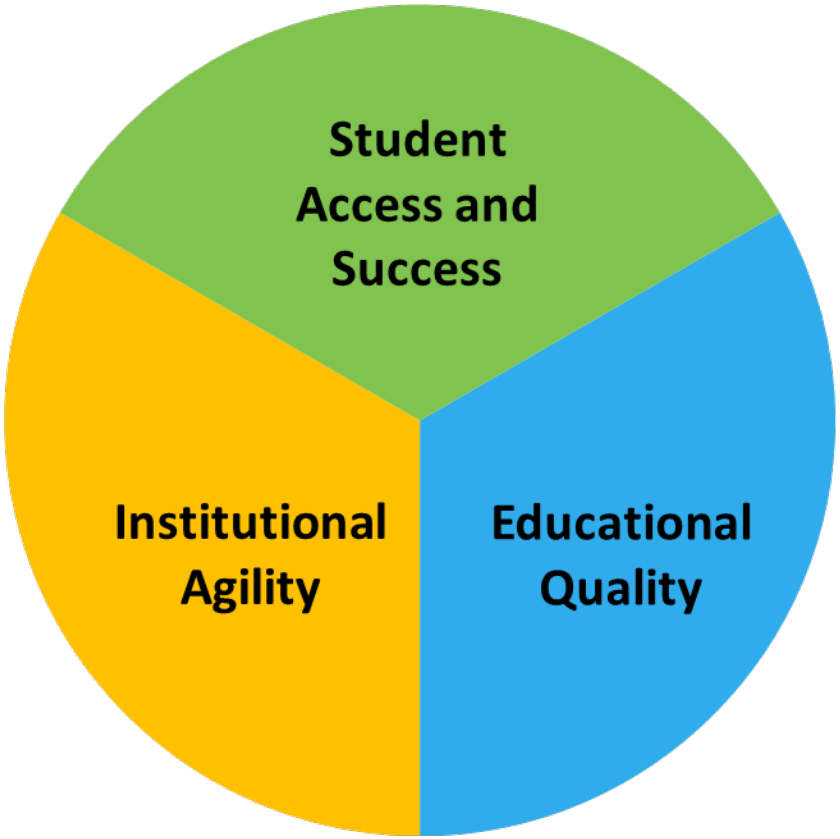
- Based on feedback from collaborative planning sessions, town halls, focus groups, and meetings, the Strategic Plan Coordinating Committee drafted strategic priorities and goals

Phase 4
Setting Strategic Priorities and Goals

Intentional focus on the <u>few</u> things that will move the College forward

Phase 4

Setting Strategic Priorities and Goals



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

Phase 7
Implementation, Reporting, and Monitoring

- 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

Quarterly Monitoring Matrix

Miami Dade College
2015–2020 College-wide Strategic Plan
College-wide Strategic Initiative Monitoring Template: 2017-18

Instructions: Please provide a numerical estimate of progress for the quarter and include one or two key milestones achieved during this period.

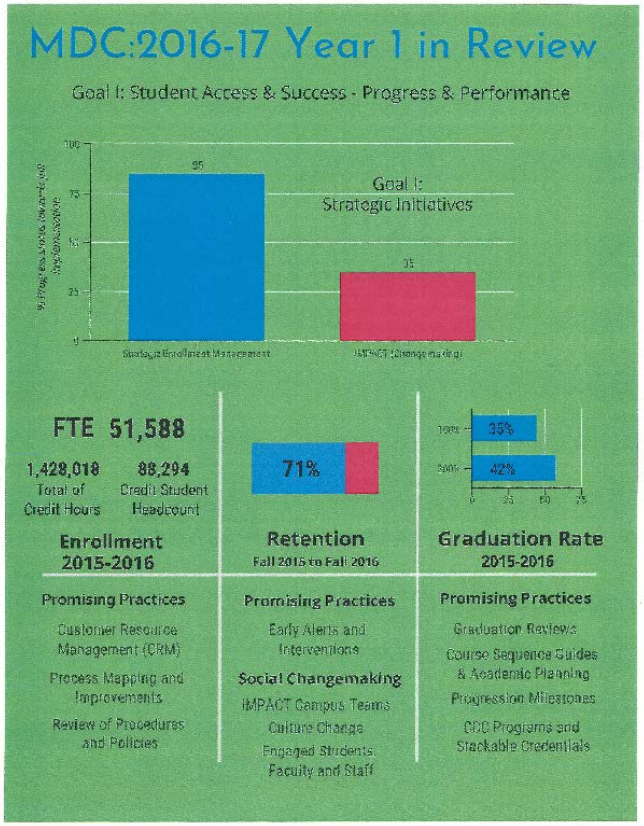
College-wide Strategic Initiatives	Point Person	Q1 (Sep/Oct/Nov 2017)	Q2 (Dec 2017/Jan/Feb 2018)	Q3 (Mar/Apr/May 2018)	Q4 (Jun/Jul/Aug 2018)
I. Establish and implement a College-wide framework for strategic enrollment management *(Leads: Kathy Maalouf, Campus Presidents)*	Kathy Maalouf	% Complete	% Complete	% Complete	% Complete
II. Establish and implement a College-wide framework for infusing changemaking into all aspects of the student experience *(Leads: Impact Committee, Campus Presidents)*	Sandra Lafleur	% Complete	% Complete	% Complete	% Complete
III. Enhance College-wide and program-level student learning outcomes and assessments (including QEP) *(Leads: Julie Alexander, Faculty, Campus Presidents)*	Julie Alexander	% Complete	% Complete	% Complete	% Complete
IV. Establish and implement a College-wide framework for strategic academic program development and review *(Leads: Julie Alexander, Faculty, Campus Presidents)*	Julie Alexander	% Complete	% Complete	% Complete	% Complete
V. Institutionalize avenues for recognizing empirically proven innovation in teaching and learning *(Leads: Julie Alexander, Pat Nellis, Campus Presidents, Faculty)*	Julie Alexander, Pat Nellis	% Complete	% Complete	% Complete	% Complete

DRAFT

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

Annual Reporting



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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Updated 07/12/17