



*Our Future.*

**ENERGIZED.**

# MIAMI DADE COLLEGE

STRATEGIC PLAN 2021 - 2026

..... AUGUST 2021

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# Dear Miami Dade Community,

## HOW OUR STRATEGIC PLAN WAS CREATED

Strategic planning for 2021-2026 began with an assessment of the College landscape and invaluable direction from the District Board of Trustees. The data informed planning process was driven by our steadfast commitment to engage, empower, and elevate the students and communities that we serve. The process was inclusive and characterized by consensus-building dialogue, planning workshops, and online surveys. The plan benefits from input by hundreds of participants from across MDC.

### Five key takeaways created the framework for the strategic plan:

- Create Data-Informed Strategies
- Provide Flexible Learning Methods
- Support Under-Served Populations
- Enhance the Brand
- Align Budget and Strategic Plan

### Five intentional goals surfaced and provided the foundation for how we move forward together:

- Reimagining for Student Success
- Accelerating Academic Excellence & Innovation
- Building a Culture of Care to Advance Student Outcomes
- Fueling the Talent Needs of a Global Economy
- Securing Our Future

## MDC STRATEGIC PLAN 2021-2026: *Our Future. Energized.*

In keeping with our rich tradition of academic excellence, workforce innovation and transforming our community through the power of education, this strategic plan reflects a collective impact approach with shared alignment with our mission.

The strategic plan elaborated on the following pages provides the goals and high impact strategies that form the foundation for College action plans at the individual, division, department, and program levels. While the plan has been developed and implementation strategies are underway, we will continue to remain nimble and responsive to the needs of our community and students.

I look forward to working with every member of the MDC community, our valued partners, and friends in achieving the College's collective goals.

I offer my sincerest appreciation to everyone who engaged in the strategic planning process, shaped the contents of the plan, and enabled the successful roll out of a dynamic guide to our preferred future.

Thank you all for your continued dedication and support of Miami Dade College.



*Madeline Pumariega*

Madeline Pumariega | President | Miami Dade College

**AS DEMOCRACY'S  
COLLEGE, WE ARE  
COMMITTED TO  
ENSURE THAT  
EVERY STUDENT  
HAS A PATH TO THE  
AMERICAN DREAM  
AND IS SUPPORTED  
THROUGH IT.**

- MDC PRESIDENT MADELINE PUMARIEGA

Leveraging the Board of Trustees' foundational guidance and driven by campus conversations, we will personalize learning experiences while we grow our community's talent. We will care for our students, about each other, and our community to make inclusion foundational and central to everything we do. We will leverage our location and brand as we continue to forge meaningful and impactful partnerships. As a united MDC community of leaders, innovators, and equity-minded change makers, we are perfectly positioned as the agile agents of change to accelerate our impact.

While our 2021-2026 Strategic Plan formally enables us to renew our unwavering commitment to the relentless pursuit of student success, we recognize that our MDC culture matters now more than ever. We will live our ethos of cultivating entrepreneurial mindsets to best serve our students. As collaborative problem solvers, we will encourage curiosity, embrace challenges, and remain solutions focused by recognizing and prioritizing actionable opportunities. With gratitude for the hundreds of passionate voices that contributed to this work, we are pleased to present our 2021-2026 Strategic Plan.

## GUIDING PRINCIPLES



# 1

### STUDENT SUCCESS

Provide innovative paths and student support that is personalized and proactive to ensure student success



# 2

### QUALITY EDUCATION

Deliver high quality teaching and learning experiences that lead to credentials of value and upward mobility.



# 3

### AGILITY

Execute and accelerate data-driven, mission-aligned decisions

## BOARD OF TRUSTEES KEY TAKEAWAYS



### **CREATE DATA-INFORMED STRATEGIES**

Build the Plan's foundation on current and comprehensive information



### **PROVIDE FLEXIBLE LEARNING METHODS**

Expand flexibility and choice for when and how students can take classes by further integrating technology, pedagogy, and implementation changes



### **SUPPORT UNDERSERVED POPULATIONS**

Invest in underserved student populations and elevate performance



### **ENHANCE THE BRAND**

Leverage MDC's distinct heritage, location, and name to broaden reach and attract new students, including international students



### **ALIGN BUDGET & STRATEGIC PLAN**

Align and create consistencies between the strategic plan, the fiscal budget and capital investments

## GOAL 1: REIMAGINING FOR STUDENT SUCCESS

OBJECTIVE	HIGH IMPACT STRATEGIES
<p>Redesigning the student experience to elevate engagement and success.</p>	<ul style="list-style-type: none"> <li>1.1 Redesign and personalize the student experience by integrating technology and service excellence to elevate engagement and success.</li> <li>1.2 Strengthen processes, practices, and student support services that guide students through their academic and career pathways by leveraging technology, data, and proven-best in-class strategies</li> <li>1.3 Expand opportunities and eliminate barriers of access by offering flexible modalities and innovative curriculum to support equity and success.</li> <li>1.4 Intensify partnerships to expand affordable pathways and access to early college programs for learners across the K-12 ecosystem</li> </ul>

## GOAL 2: ACCELERATING ACADEMIC EXCELLENCE & INNOVATION

OBJECTIVE	HIGH IMPACT STRATEGIES
<p>Fostering a culture of excellence and innovation in teaching, learning, and service.</p>	<ul style="list-style-type: none"> <li>2.1 Enhance student transitions across the education pipeline through certificates, badges, industry certificates, and workforce training programs to increase formal recognition of skill attainment and degree completion.</li> <li>2.2 Establish MDC as the leader in the future of work, life-long learning, and a talent engine through high quality, robust offerings for all learnings.</li> <li>2.3 Prioritize teaching and learning innovations to ensure that programs, course curriculum, and offerings are agile, market-aligned, and lead to high demand, high wage jobs.</li> <li>2.4 Implement equity-minded, student centered high impact teaching strategies that promote student success and learning outcomes.</li> </ul>

## GOAL 3: VALUING A CULTURE OF CARE TO ADVANCE STUDENT OUTCOMES

OBJECTIVE	HIGH IMPACT STRATEGIES
<p>Caring for our students, each other, and our community.</p>	<ul style="list-style-type: none"> <li>3.1 Design professional development to promote the best practices for employee advancement, skill acquisition, and support to enhance teaching, learning, and drive service and student excellence.</li> <li>3.2 Ensure continuous workplace, business, and digital skills acquisition to develop deep expertise in all professional development opportunities.</li> <li>3.3 Develop an organizational talent management strategy designed to attract, retain, manage, and motivate employees.</li> <li>3.4 Position MDC to serve as convener of people, innovation, and changemaking.</li> </ul>

## GOAL 4: FUELING THE TALENT NEEDS OF A GLOBAL ECONOMY

OBJECTIVE	HIGH IMPACT STRATEGIES
<p>Preparing all students for the future of work.</p>	<ul style="list-style-type: none"> <li>4.1 Ensure outcomes of all students including persistence, degree and certification completion, as well as transfer success and job placement.</li> <li>4.2 Provide all students with access to high quality experiential based learning such as internships, apprenticeships, research, and practicums to enhance workforce readiness.</li> <li>4.3 Expand partnerships to strengthen the talent ecosystem for emerging industries.</li> <li>4.4 Leverage technology to provide on-demand job training.</li> </ul>

## GOAL 5: SECURING OUR FUTURE

OBJECTIVE	HIGH IMPACT STRATEGIES
<p>Leveraging institutional capacity and agility to ensure success.</p>	<ul style="list-style-type: none"> <li>5.1 Establish a holistic strategic enrollment and communication plan that attracts, retains, and graduates students reflective of our community.</li> <li>5.2 Align the budget to organizational priorities and fortify financial stability through diversified revenue streams and partnerships.</li> <li>5.3 Build a data-driven culture to enhance institutional outcomes and promote continuous success.</li> <li>5.4 Ensure agility by maximizing organizational efficiencies to drive institutional success.</li> </ul>

# KEY PERFORMANCE INDICATORS



## ENROLLMENT

### Credit Hours:

Increase credit hour production to more fully serve our community.

## RETENTION

### Fall to Fall:

Persisting from one semester to the next following degree map pathways leads to certificates and degree attainment.

## DEMOGRAPHICS

### Student Headcount:

The extent to which MDC's student body is inclusive of the wider community we serve.

## COURSE SUCCESS

### Successful Course Completion:

Students gain skills and traction and demonstrate progression toward achieving their goals by successfully completing courses.

## INTENSITY

### Full & Part Time Headcount:

Increase enrollment intensity to shorten time to degree/award.

## GRADUATION

### Graduation Rate:

Along with number of graduates, the graduation rate tracks student success, inclusive of students with stackable credentials.

# OUR FOUNDATIONAL PILLARS

## MISSION

As democracy's college, Miami Dade College changes lives through accessible, high-quality teaching and learning experiences. The College embraces its responsibility to serve as an economic, cultural and civic leader for the advancement of our diverse global community.

## VISION

To be the recognized leader in student learning, achievement and success while enriching our community.

# MISSION, VISION & VALUES

1

An exceptional learning environment that challenges students and empowers them to attain their academic goals

2

An international perspective that makes our students civically engaged and globally competitive

3

A commitment to evidence-informed decision making and accountability

4

Innovation and efficiency that ensure affordability while optimizing educational quality

5

An exceptional work environment that engages an exemplary and diverse workforce

6

Quality community partnerships that serve as the foundation for the development of relevant workforce and cultural and civic programs

7

Cultural initiatives that capture the richness of Miami-Dade County's multicultural fabric

8

Environmental awareness that results in intentional sustainability practices

# GOAL 1: REIMAGINING STUDENT SUCCESS

## REDESIGNING THE STUDENT EXPERIENCE TO ELEVATE ENGAGEMENT AND SUCCESS

Students are the why behind every decision made at Miami Dade College (MDC). College leadership is inspired by the resilience of MDC’s students and the dedication of college faculty and staff to support them on their journey to develop additional knowledge and skills.

Moving forward, we will use a student-centered approach to guide our efforts and reimagine key components of the college experience to prepare individuals to meet their professional goals. Learning from students and informed by data, together, we will elevate student success by augmenting instructional modalities, streamlining college processes, promoting personal well-being, and personalizing communications.

### HIGH IMPACT STRATEGIES

1.1 Redesign and personalize the student experience by integrating technology and service excellence to elevate engagement and success.

1.2 Strengthen processes, practices and student support services that guide students through their academic and career pathways by leveraging technology, data, and proven best in-class strategies.

1.3 Expand opportunities and eliminate barriers of access by offering flexible modalities and innovative curriculum to support equity and success.

1.4 Intensify partnerships to expand affordable pathways and access to early college programs for learners across the K-12 ecosystem.

### METRICS

1 Changemaking impact

2 Students enrolled in cohorts based on major

3 Average class size

4 Student success management system usage (EAB)

5 Courses by modality

6 MDC cultural events provided

7 Enrollment by modality & MDC Online enrollment

8 Student Satisfaction

# GOAL 2: ACCELERATING ACADEMIC EXCELLENCE & INNOVATION

## FOSTERING A CULTURE OF EXCELLENCE AND INNOVATION IN TEACHING, LEARNING, AND SERVICE

Miami Dade College offers pathways to the American dream. Graduating from college directly benefits the student and their immediate family and can make an intergenerational impact by elevating earnings and raising educational expectations. Additionally, MDC helps individuals develop into engaged global citizens and leaders who go on to make a positive difference in our community, state, and nation. MDC is dedicated to ensuring that each student has the opportunity to pursue a college education at an affordable cost, develop their talents and skills to be workforce ready, and graduate in a timely manner.

Our aim is to help additional community members have clearly defined paths to prosperity. We will expand guided pathways, personalize advising, and leverage technology to increase student completion, transfer, and career advancement. MDC will partner to strengthen alignments between program offerings and changing labor market needs. This includes developing new programs and continuously improving existing offerings. MDC is committed to talent development and training Miami’s future technology workforce.

### HIGH IMPACT STRATEGIES

**2.1** Enhance student transitions across the education pipeline through certificates, badges, industry certificates, and workforce training programs to increase formal recognition of skill attainment and degree completion.

**2.2** Establish MDC as the leader in the future of work and life-long learning and a talent engine through high quality, robust offerings for all learnings.

**2.3** Prioritize teaching and learning innovations and ensure that programs, course curriculum, and offerings are agile, market-aligned and lead to high demand, high wage jobs.

**2.4** Implement equity-minded, student centered high impact teaching strategies that promote student success and learning outcomes.

### METRICS

**1** Number of industry certifications

**2** Number of certificates earned

**3** Number of degrees earned

**4** Prior learning assessment counts

**5** Dual enrollment counts

**6** Active Business Advisory Councils

**7** Earnings for AS and BAS graduates

**8** Number of partnerships and MOU’s

# GOAL 3: VALUING A CULTURE OF CARE TO ADVANCE STUDENT OUTCOMES

## CARING FOR STUDENTS, ABOUT EACH OTHER, AND OUR COMMUNITY

MDC’s talented team of faculty and staff are the difference makers for our students. Ensuring the safety of our students and employees is a college-wide priority. The college is expanding its culture of care by launching the MDC CARE -- Comprehensive Access to Resources and Education -- initiative with an emphasis on supporting one another, recognizing excellence, and promoting continuous improvement. We are bringing back the Presidential Excellence Award Program that provides one-time monetary recognition to employees who have gone the extra mile. At the same time, our Employee Enrollment Initiative will offer a more personalized continuing education experience.

The college has extended a helping hand to students during the pandemic with programs to fight food insecurity, fund technology to support remote learning, and expand scholarships. To honor and thank our hometown first responders who got their start at Miami Dade College, we developed a special heroes edition of our MDC Alumni Hall of Fame Awards. The way MDC and our community took action and adapted, from the quick pivot to remote teaching and learning to the careful planning for a safe return to campus, shows how we care for and about each other. MDC is committed to augmenting our exceptional team by improving systems and promoting continuous improvement through professional development. Together, we are creating a brighter future for the region.

### HIGH IMPACT STRATEGIES

- 3.1 Design professional development to promote best practices for employee advancement, skill acquisition, and support to enhance teaching and learning and drive service and student excellence.
- 3.2 Ensure continuous workplace, business, and digital skills acquisition and develop deep expertise in all professional development opportunities.
- 3.3 Develop an organizational talent management strategy designed to attract, retain, manage, and motivate employees.
- 3.4 Position MDC to serve as a convener of people, innovation, and changemaking.

### METRICS

- 1 Professional development (Employees & hours)
- 2 Food, housing insecurity, and homelessness survey results
- 3 Full and part-time employees
- 4 Offers accepted rate
- 5 Employee turnover

# GOAL 4: FUELING THE TALENT NEEDS OF A GLOBAL ECONOMY

## PREPARING ALL STUDENTS FOR THE FUTURE OF WORK

Transforming lives is core to Miami Dade College's (MDC) mission and values. As a proud predominantly minority community college, MDC serves students of all backgrounds and walks of life, and provides enriching learning experiences that enable their success at MDC and beyond. With advancements and shifts in the future of work, MDC's goal is to help prepare all students for the jobs of the future.

We will better harness our programs and services to create industry pathways and truly become a future-ready institution. From providing experiential based learning to enhance workforce readiness to using technology for on-demand job training, the College will create future pathways for all its students.

### HIGH IMPACT STRATEGIES

- 4.1 Ensure outcomes of all students including persistence, degree and certification completion, as well as transfer success and job placement.
- 4.2 Provide all students access to high quality experiential based learning such as internships, apprenticeships, research, and practicums to enhance workforce readiness.
- 4.3 Expand partnerships to strengthen the talent ecosystem for emerging industries.
- 4.4 Leverage technology to provide on-demand job training.

### METRICS

- 1 Student satisfaction
- 2 High performing student initiative participation
- 3 Online student support usage (LDS)
- 4 Dual enrollment counts

# GOAL 5: SECURING OUR FUTURE

## LEVERAGING INSTITUTIONAL CAPACITY AND AGILITY TO ENSURE SUCCESS

A key pillar of any college’s success is its branding and operational effectiveness. Aligning our capital, operational, and technological investments with strategic priorities is critical to advance the strategic plan objectives and create a financially sustainable future for the College. Simultaneously, leveraging MDC’s unique location and heritage will help draw in new students to more fully serve our community, the region, and others who can benefit. Moving forward, the College will work to reverse the enrollment trend, cultivate entrepreneurial mindsets and innovation, and create operational efficiencies to provide financial stability and suitable facilities.

### HIGH IMPACT STRATEGIES

- 5.1 Leverage a holistic strategic enrollment and communication plan that attracts, retains, and graduate students reflective of our community.
- 5.2 Align the budget to organizational priorities and fortify financial stability through diversified revenue streams and partnerships.
- 5.3 Build a data-driven culture to enhance institutional outcomes and promote continuous success.
- 5.4 Ensure agility by maximizing organizational efficiencies to drive institutional success.

### METRICS

- |   |  |
|---|--|
| 1 Enrollment                                | 5 Number of Public Private Partnerships (P3)             |
| 2 Retention (Fall to Fall & Fall to Spring) | 6 Facility utilization                                   |
| 3 New FLDOE approved programs               | 7 Discretionary dollars invested in strategic priorities |
| 4 Grant dollars obtained                    | 8 P3 investments and economic impacts                    |

The strategic plan process began in March 2020. The Office of Strategy and Institutional Effectiveness, together with AECOM Strategy+, led the process in collaboration with the Board of Trustees and College leadership. Through deep engagement with the campus community - from district and campus leadership and cabinet to students, faculty, and staff - and through workshops, roadshows, and surveys, a vast array of voices, perspectives, and ideas were sought out to form the College's strategic plan.

The process timeline below highlights the sequence and depth of the engagement.



**CURRENT LANDSCAPE & BOARD TAKEAWAYS**

MAR - JUN 2020

- 2015 - 2020 Strategic Plan Close-Out
- Environmental Scan
- Peer Analysis
- Board of Trustees Survey & Key Takeaways



**CAMPUS, DISTRICT & SCHOOL ROADSHOWS**

JUL - AUG 2020

- Areas of excellence
- Areas of opportunity
- Initial action areas



**STRATEGIC PLAN COMMITTEE WORKSHOPS**

AUG - OCT 2020

- Strategic planning coordinating committee survey
- Impact to effort
- Goals, objectives, tactics, and measures of success
- Resourcing & funding



## CAMPUS STRATEGIES WORKSHOPS

NOV - DEC 2020

Two sets of workshops took place with the eight campus presidents and their cabinets for a total of 16 workshops. Through these workshops, campuses defined their campus priorities against the college-wide plan to create individual campus plans. The plans, with objectives and tactics individualized to each campus, live in a separate document.

- Campus-specific strategies
- Priority initiatives, resourcing, and funding



## STUDENT, FACULTY, AND STAFF SURVEY

NOV - DEC 2020

Two sets of workshops took place with the eight campus presidents and their cabinets (16 total). Campuses defined their campus priorities against the College plan to create campus plans. A survey gathered feedback from 2,677 employees & students.

- Student, faculty & staff feedback



## LISTENING EXERCISE

JAN - MAY 2021

Campus plans were further developed using feedback gathered in the eight Employee Retreat sessions. KPIs were also developed to define how to measure success across the five goals. The 100-Day Report reflecting the President's vision was released and aligned closely with the strategic plan.

- 100-Day report campus
- Strategic plans under development



## IMPLEMENTATION BEGINS

JUNE - AUG 2021

College leadership, including Campus Presidents and District Vice Provosts, carefully reviewed campus input and streamlined action items to advance High Impact Strategies across the campuses.

- Champions & District advisors Identified
- Coordinating Initiatives Across Campuses

# THE CAMPUS COMMUNITY THAT BROUGHT THE PLAN TO LIFE

The strategic plan was developed in close collaboration and partnership with the campus community. Together, the Office of Strategy and Institutional Effectiveness and AECOM Strategy+ engaged several groups across the College to set the direction and gather insight to enable the College's continued success through 2026. The Board of Trustees and College leadership first set the direction. Using the Board's direction as the guiding framework, the strategic plan was developed directly from feedback, ideas, and observations received in the 11 roadshows with 245 individuals, the 31 workshops with 100+ individuals, and the surveys with responses from 2,500+ students, faculty, and staff combined. The plan has been developed by the campus community for the campus community.

## BOARD OF TRUSTEES

Established direction and reviewed the final plan for final approval.

## EXECUTIVE LEADERSHIP TEAM

Provided advice on direction and progress throughout the development of the plan.

## STEERING COMMITTEE

OFFICE OF STRATEGY & INSTITUTIONAL EFFECTIVENESS & AECOM STRATEGY+

Led strategic plan development, workshops, synthesis and deliverable creation.

## STRATEGIC PLANNING COORDINATING COMMITTEE (SPCC)

As a group, 55+ individuals leveraged subject-matter expertise to develop goals, objectives, tactics, and metrics for each focus area.

## CAMPUS PRESIDENTS & CABINETS

All eight campuses provided campus-specific knowledge in roadshows and workshops to inform the college-wide plan and individual campus plans.

## DISTRICT VICE PROVOST & STAFF

Shared key insights during roadshows and workshops on current successes and areas to improve across the College.

## SENIOR LEADERSHIP

PRESIDENT & EXECUTIVE VICE PRESIDENT AND PROVOST

Provided oversight, guidance, and approval throughout the process.

## STUDENTS, FACULTY & STAFF

Provided feedback on the college-wide plan through the surveys and as key members in SPCC and campus workshops.

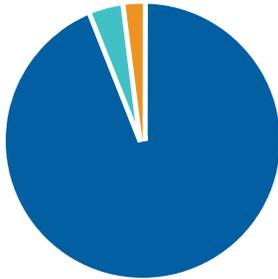
## CAMPUS DIRECTORS OF ADMINISTRATION & CAMPUS CIO'S

Shared key insights during roadshows and workshops on current successes and areas to improve across the campuses.

# FEEDBACK FROM THE CAMPUS COMMUNITY

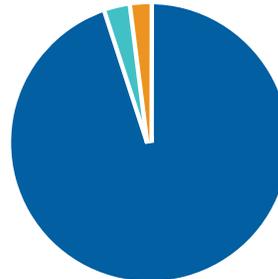
Upon completing the draft plan, two surveys were developed in November 2020 to gather feedback from the campus community on the 2021-2026 Strategic Plan. One survey was sent to students and one was sent to faculty and staff. In total, there were 2,677 responses, with 1,355 from employees and 1,322 from students. Both surveys asked respondents to rate the extent to which they agreed with the vision statement, guiding principles, and the six goal areas. Ratings ranged on a scale from strongly agree to strongly disagree. Comments were also solicited. The surveys were synthesized to understand the campus community's thoughts, and key insights were incorporated into the plan, specifically in tactics. The graphs below demonstrate the level of agreement across all five goal areas.

## FLEXIBLE LEARNING



### STUDENT

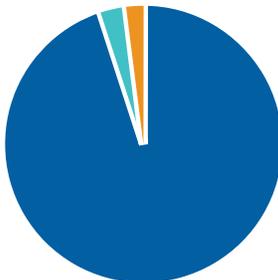
- AGREE | 93.9%
- DISAGREE | 2.6%
- NEUTRAL | 3.5%



### EMPLOYEE

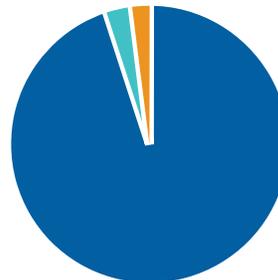
- AGREE | 95.2%
- DISAGREE | 1.9%
- NEUTRAL | 2.9%

## STUDENT SUCCESS & EQUITY



### STUDENT

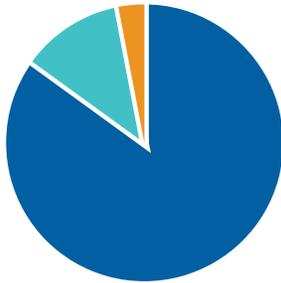
- AGREE | 94.9%
- DISAGREE | 2%
- NEUTRAL | 3%



### EMPLOYEE

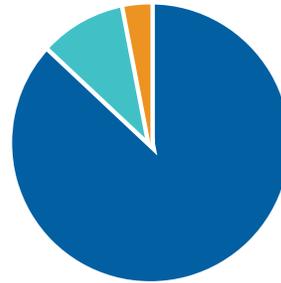
- AGREE | 94.5%
- DISAGREE | 2.1%
- NEUTRAL | 3.5%

### CHANGEMAKING



#### STUDENT

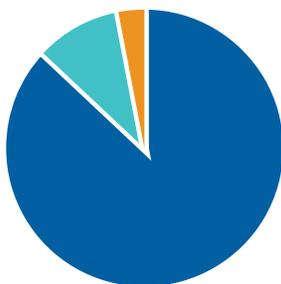
- AGREE | 85.5%
- DISAGREE | 3%
- NEUTRAL | 12%



#### EMPLOYEE

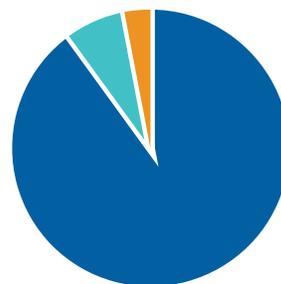
- AGREE | 87%
- DISAGREE | 2.7%
- NEUTRAL | 10.3%

### EMPLOYEE EXCELLENCE



#### STUDENT

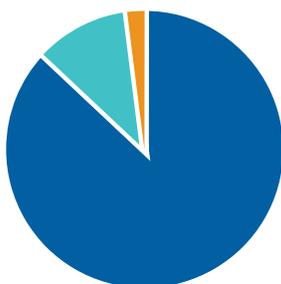
- AGREE | 86.9%
- DISAGREE | 3%
- NEUTRAL | 10%



#### EMPLOYEE

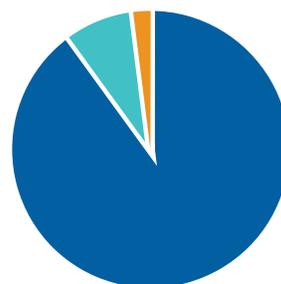
- AGREE | 89.9%
- DISAGREE | 3.5%
- NEUTRAL | 6.6%

### INVESTMENT ALIGNMENT



#### STUDENT

- AGREE | 87%
- DISAGREE | 2%
- NEUTRAL | 11%

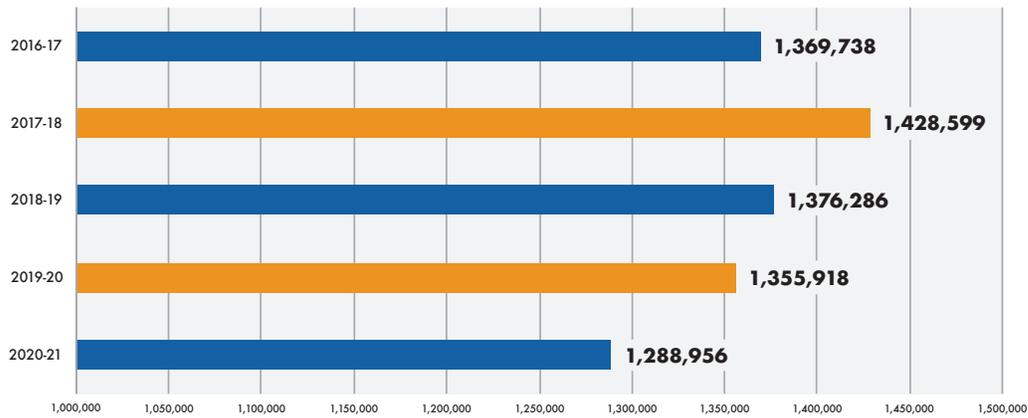


#### EMPLOYEE

- AGREE | 90.6%
- DISAGREE | 1.4%
- NEUTRAL | 8%

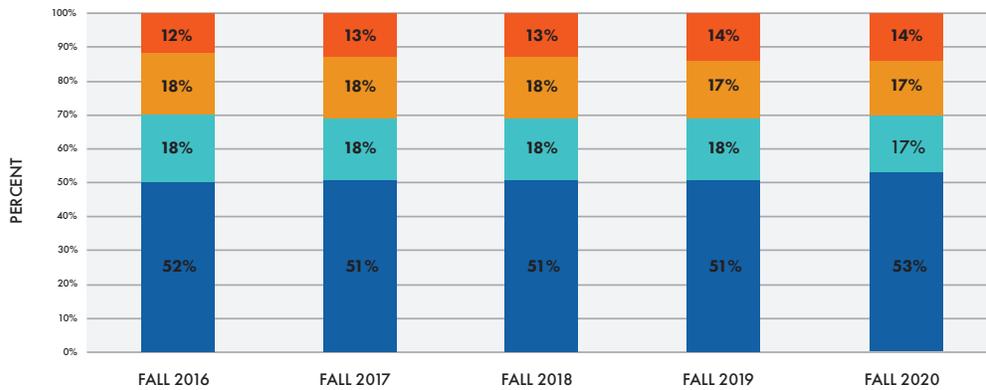
### ENROLLMENT CREDIT HOURS

Fiscal Year 2016-17 To 2020-21



### MIAMI DADE COLLEGE STUDENT COURSE TAKING INTENSITY

FULL TIME & PART-TIME FALL 2016 TO FALL 2020

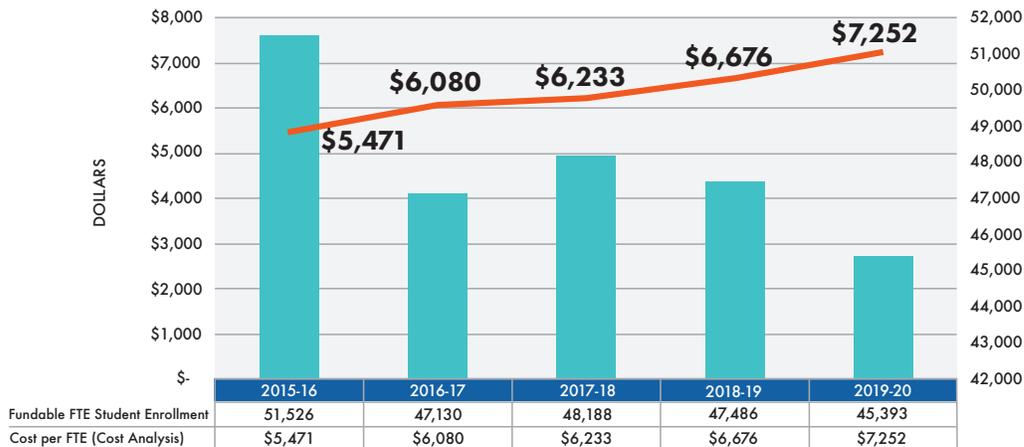


**ACADEMIC INTENSITY DEFINITIONS**

FULL TIME = 12+ credits | THREE-QUARTERS = 9 to 11 credits | HALF-TIME = 6 to 8 credits | LESS THAN HALF TIME = 1 to 5 credits

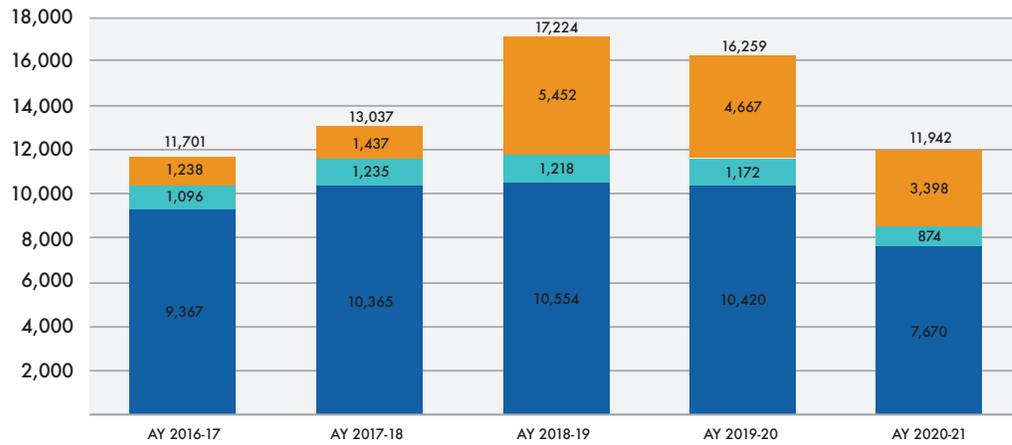
### COST PER FUNDABLE FULL TIME EQUIVALENT (FTE)

Fiscal Year 2015-16 to 2019-20



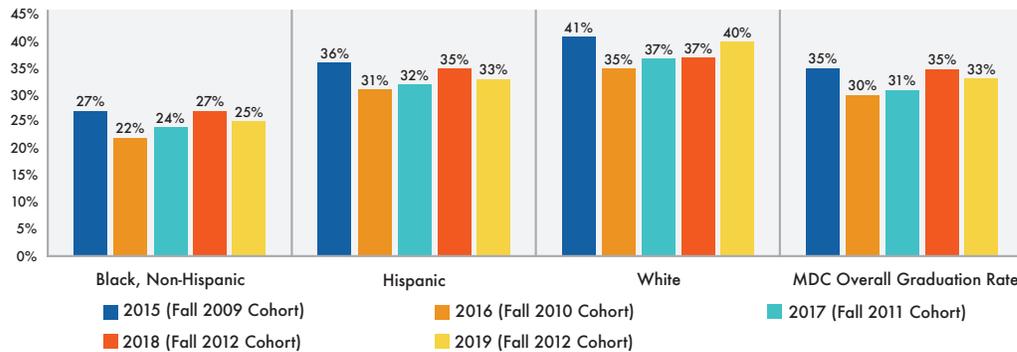
### COMPLETIONS BY AWARD TYPE

ACADEMIC YEARS 2016-17 to 2020-21



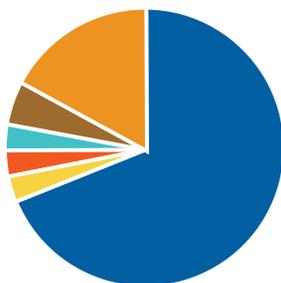
### FEDERAL FOUR YEAR INSTITUTION

150% GRADUATION RATE BY RACE/ETHNICITY AND OVERALL



### MDC ENROLLMENT RACE/ETHNICITY%

AY 2020-21

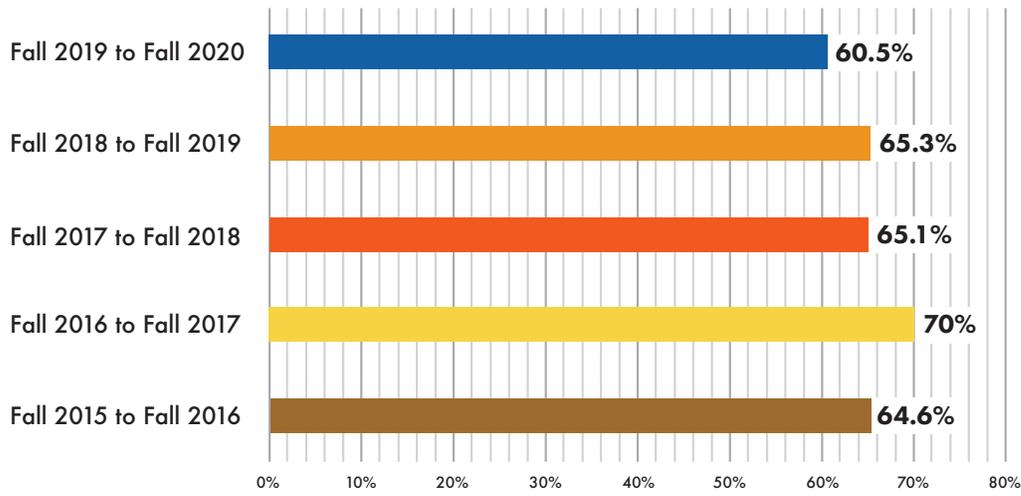


#### STUDENT

- HISPANIC/LATINO | 74%
- AMERICAN INDIAN/ALASKAN | 0.1%
- ASIAN | 1%
- HAWAIIAN/PACIFIC ISLANDER | 0.1%
- WHITE NON-HISPANIC | 5%
- BLACK NON-HISPANIC | 17%

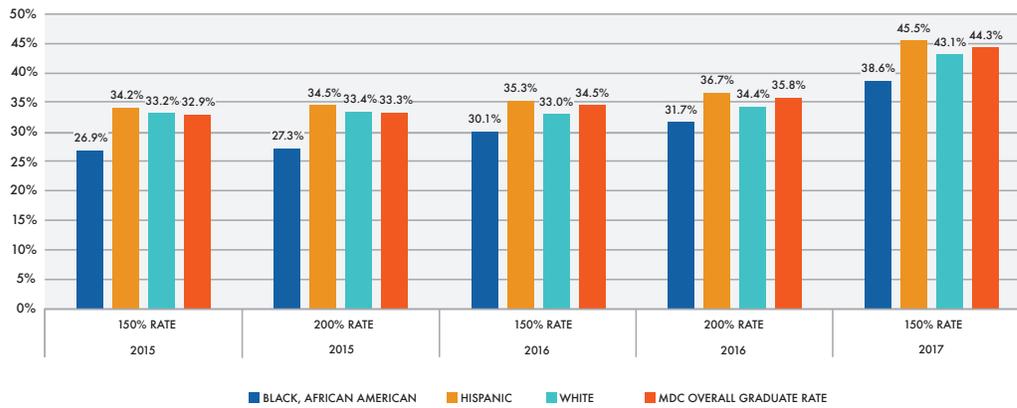
### CREDIT FTIC STUDENT RETENTION

FALL TO FALL RETENTION BETWEEN 2015 AND 2020



### FLORIDA COLLEGE SYSTEM STATE TWO-YEAR COLLEGE PROGRAM

150% AND 200% GRADUATION RATE BY RACE/ETHNICITY AND OVERALL



*Our Future.*

**ENERGIZED.**

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