

PRESIDENT MADELINE PUMARIEGA

# FIRST 100 Days

*Madeline Pumarega*



Miami Dade  
College



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## LETTER FROM THE PRESIDENT

Dear Friends of MDC,

I returned to my alma mater as its fifth president amid a global pandemic that has challenged Miami Dade College, our community and nation in ways that we never thought possible. Adapting to this accelerated change that the institution has faced—and will continue to face—demands innovative approaches to institutional practices at all levels. It will require us at MDC to reimagine our strategic priorities and practices to better serve our student and community needs. On my first day, I launched a “Leading Through Listening Series” that included sessions with college leadership, students, faculty, staff and community partners.

Your stories, passion and pursuit to carry out the mission of Miami Dade College inspire me. Listening to each of you has helped shape the areas which I believe will be most important in our efforts to meet this unprecedented moment of new opportunities, competition and approaches to education. It is an exciting time for us at MDC as we refine our focus and inspire each other and those around us to ensure that we fulfill our mission and play a key role in our community’s recovery and prosperity.

Miami Dade College has long served as the catalyst of opportunities for our students and community. During the past 100 days, as you will see highlighted in this report, we have been focused on the initiatives and priorities that are imperative to moving beyond the pandemic. These days have also set the vision for the strategic priorities that will provide our roadmap as we continue to serve as a beacon of hope for students and our community.

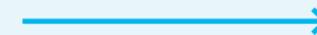
I am incredibly proud of everyone at MDC and how we understand the “why” of what we do and the difference we make! It is truly a privilege to work alongside you, and it is an honor to serve as your president. I look forward with great optimism and gratitude as we build upon the steps we have taken in my first 100 days.

# Leading Through Listening

**I have heard from more than 1,000 students, faculty and staff, trustees and friends of MDC during my first 100 days. Through campus visits, meetings, a series of informal listening sessions and town halls, I have heard your heartfelt expressions of passion for our College and community.**

In the first 100 days of listening, five themes emerged. These themes, inspired by you, will guide a collective vision and inform a strategic plan that will help us build our way forward.

### How we engaged



# 6

PRESIDENTIAL TOWN HALLS

# 13

CAMPUS VISITS AND LISTENING SESSIONS

# 200

IDEAS SHARED

# 300+

FACULTY AND STAFF ENGAGED

# 150+

STUDENTS ENGAGED

# 25

MEETINGS WITH ELECTED OFFICIALS

# 475

FRIENDS ENGAGED

# 1,000

PARTICIPANTS ENGAGED

### 5 Themes



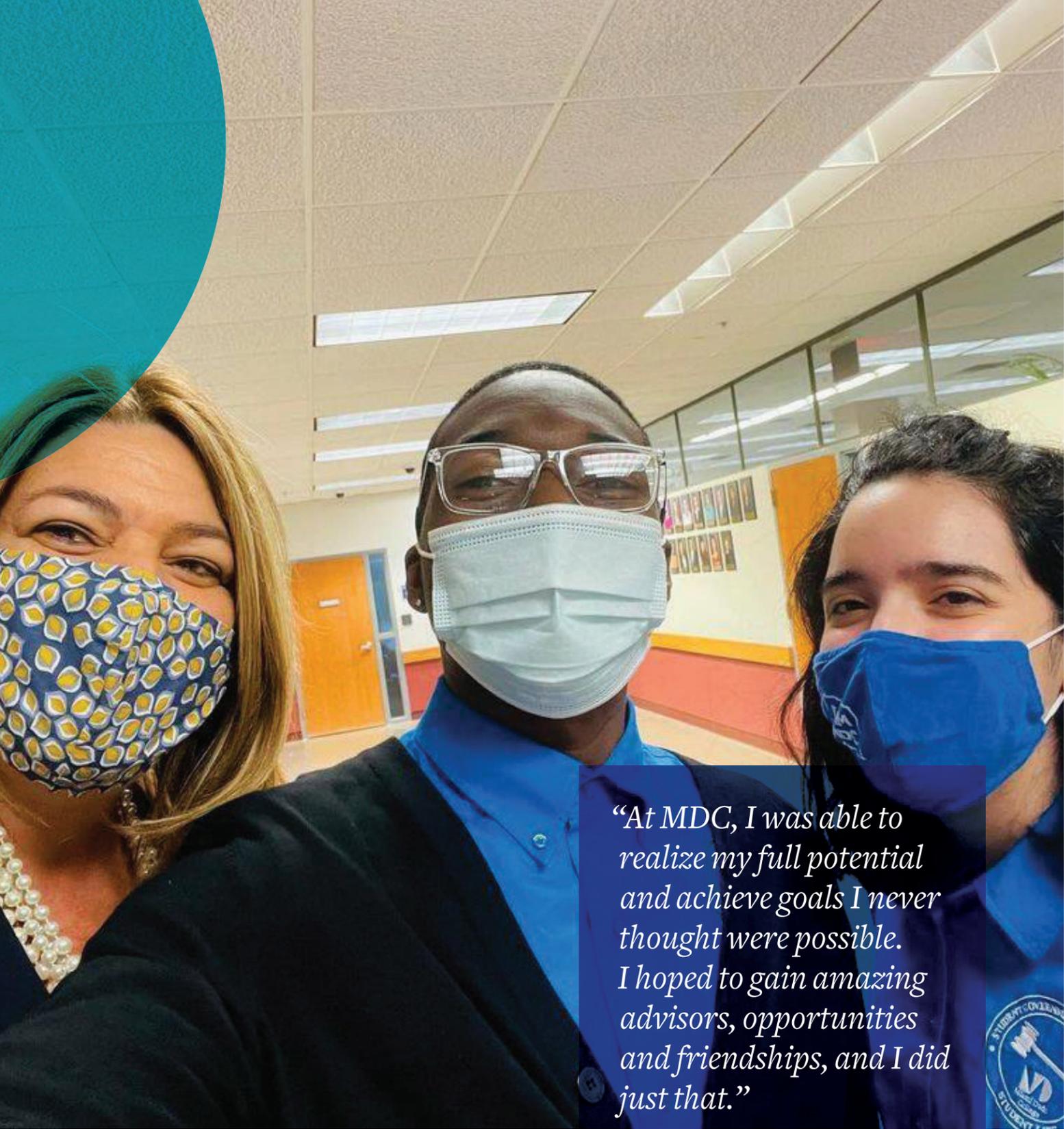
REIMAGINING FOR STUDENT SUCCESS

ACCELERATING ACADEMIC EXCELLENCE AND INNOVATION

SUPPORTING A CULTURE OF CARE

LIVING OUR VALUES OF EQUITY AND ACCESS

SECURING OUR FUTURE



*“At MDC, I was able to realize my full potential and achieve goals I never thought were possible. I hoped to gain amazing advisors, opportunities and friendships, and I did just that.”*

CAMRYN GONZALEZ, 2021 GRADUATE,  
BUSINESS ADMINISTRATION

# Reimagining for Student Success

## PERSONALIZING THE LEARNING EXPERIENCE

All of our undertakings in the first 100 days are in support of our mission: student success. Our **students are the "why"** for every decision we make at MDC. I met with student leaders from our eight campuses during my campus visits and virtual town halls to hear from them and inform our actions. I heard their aspirations and walked away with ideas on how we can reimagine the student experience, supporting them, their friends and their families for success in the classroom and beyond.

**I am so inspired by our students' determination and by the resolve of our faculty and staff to support their journey. And, as many of you acknowledged, we have work to do to ensure that every student has what they need from us.**

This means streamlining processes and providing personalized communications, augmenting learning modalities and strategically utilizing scholarships for recruitment and retention. We must continue to deliver **virtual student support services** to help students navigate their college experience, offer real-time support and connect them with resources.

The new **MDC LIVE** (Learning Interactively in a Virtual Environment) now provides synchronous courses with all of the benefits of face-to-face instruction in a live, remote setting. This modality, along with MDC Online, in-person and blended courses, gives students learning options to fit their individual needs. We want every student to feel like they belong and to find the pathway that will set them up for success.

The COVID-19 pandemic has brought new focus on supporting college students' basic needs to improve their success obtaining degrees. As MDC shifted to remote learning, many of our students found themselves needing technology support and help with basic needs. Supporting our students by addressing food and housing insecurity will be important, so that our most vulnerable enrollees can stay in school and complete their studies.

Learning from students and informed through by data, together, we will reimagine a more **personalized student experience** that recognizes and supports students' academic success, personal well-being and professional goals.

### What we heard → Our vision forward

Students want to be engaged in opportunities that help them succeed	Emphasizing changemaking education with greater social innovation opportunities for students
Students need holistic support	Implementing innovative academic and student support services
Students want to be ready to succeed at work and be prepared for success at universities	Leveraging data and proven strategies that prepare students for the future



# Accelerating Academic Excellence and Innovation

## GROWING OUR COMMUNITY'S TALENT

As we build upon the success of our students, Miami Dade College will continue to be the **pathway to the American dream**, benefitting not only our community and future generations, but also our state and nation. Our ultimate goal is to ensure each of our students has the opportunity to pursue a college education at an affordable cost, graduate in a timely manner and learn the skills needed to be prepared for the workforce.

We heard that when students have guided pathways, advising and resources, they are more successful. As we continue to focus on strategies that lead to academic success, we will need to enhance our efforts and provide students clear pathways and personalized advising. We also need to leverage technology to help them navigate from MDC to a four-year program of study.

In many ways, the pandemic accelerated **workforce innovations and technological advancements** that will create additional opportunities for our students. MDC will continue to align program offerings to meet the changing needs of the labor market, including new program development. We announced several in-demand tech programs — including rapid credentials and digital badges, as well as new associate and bachelor's degrees — that will help everyone have a path to prosperity.

Our business and community leaders look to MDC to meet their talent needs. As we move forward, developing and sustaining partnerships with educational institutions, businesses and civic organizations will be vital in ensuring MDC remains a trusted partner. We are building on partnerships with companies such as IBM, Amazon, Google IT and Tesla, and forging new ones, including a recent alliance with SoftBank and Correlation One that offers students a path to pursue opportunities in data science. Amazon Web Services (AWS) learning resources and internship opportunities are also preparing students for success.

Faculty and staff bring passion and devotion to their work. We will continue to promote student learning through faculty professional development. During our MDC Employee Retreat, a long-standing tradition at the College, we invited Dr. Sara Goldrick-Rab, a national speaker on equity in higher education. We reflected on our data and collectively worked on focusing on our equity and student success initiatives.

**MDC is committed to training Miami's future technology workforce. With Miami's growing technology and entrepreneurship ecosystem, no institution is better poised to deliver the talent for this new workforce.**

Accelerating innovation and academic excellence are what a pandemic and post-pandemic academic learning environment requires to meet the needs of our community.

*“It’s about bridging the gap to get students to think critically, connect to the reading, and care for their communities.”*

DR. KIMBERLY CARTER  
LEAD FACULTY, THE HONORS COLLEGE  
NORTH CAMPUS

### What we heard → Our vision forward

Increase student course success	Developing more student-centered approaches to learning
Diversify credentials for economic mobility	Building stackable credentials and pathways for students
Talent is the economic driver for job growth	Aligning programs to industry demands



*“All the TRIO staff encouraged and supported me in my pursuit of an engineering career. It was inspiring having a team in my corner.”*

BERTRAND ISADORE, 2021  
SENIOR MAINTENANCE SPECIALIST, FPL

# Supporting a Culture of Care

CARING FOR AND ABOUT EACH OTHER AND OUR COMMUNITY

This past year has been challenging, but it also has been filled with opportunities to demonstrate the importance of caring for one another.

At MDC, our most important asset is the talented team of faculty and staff, so I have prioritized creating a culture of care by launching **MDC CARE (Comprehensive Access to Resources and Education)**. In collaboration with multiple institutions, we began offering COVID-19 testing at three sites—North Campus, Kendall Campus and Homestead Campus—to our students, teachers and employees, at no cost. MDC’s North Campus also began serving as a **federal COVID-19 mass vaccination site**. This designation speaks to the critical role the College plays in this community and the nation.

Ensuring that we recognize our employees making a difference is important to valuing excellence. Together with our leadership team we decided to bring back the Presidential Excellence Award Program that provides one-time monetary awards to employees who have gone the extra mile. In addition, the Employee Enrollment Initiative will offer a more personalized continuing education experience.

**Ensuring the safety of our students and employees, as well as serving all of Miami, is our ultimate goal.**

With help from donors, the MDC Foundation Board of Directors and other generous partners, we secured devices for students for remote learning, provided meals and groceries, and expanded scholarships early on, along with expanded scholarships and **support for veterans**. MDC Single Stop and Student Life offices also collaborated with the nonprofit Farm Share and elected officials on numerous **food distributions** at multiple campuses.

I saw firsthand the impact of our health care heroes. MDC alumni in the position to step up, did. From nurses to teachers to first responders, alumni from some of the College’s longest-running and most highly regarded programs became everyday heroes. To honor and thank our hometown first responders who got their start at the College, we developed a special **heroes edition of our MDC Alumni Hall of Fame Awards**. The awards recognize our pandemic heroes helping our community while inspiring the next generation of first responders by raising essential scholarship dollars.

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. Together, we are creating a brighter future for our city.

## What we heard → Our vision forward

Professional development opportunities	Investing in professional development and continuing education
Pride in MDC	Building on our sense of community through engagement and transparency
Remain nimble to act and adapt	Streamlining processes to maximize efficiencies



*“Our Rising Black Scholars initiative will help advance equity for educational excellence, student access and success.”*

DR. MALOU C. HARRISON  
EXECUTIVE VICE PRESIDENT AND PROVOST

# Living Our Values of Equity and Access

MAKING INCLUSION FOUNDATIONAL AND CENTRAL TO EVERYTHING WE DO

As the nation’s most diverse higher learning institution, MDC is committed to equity and access for all members of our community. But it is not enough for us to tout our diverse student body or values. We need to act.

What I heard from you has informed numerous commitments and actions we are taking. We need a comprehensive approach to address long-standing systemic issues.

**We must ensure that every student has a path to economic and social mobility.**

MDC is the place where, like me, many in our community begin their journey into higher education. We are where so many come for the opportunity to live out the American dream by getting the degree they need to transfer to a university or go to work using their skills in a job that will provide a better life for themselves and their families.

The **Fast Track Sharks program**, for example, is designed to help incoming freshmen transition to college by providing a strong academic foundation, individualized advisement, and a supportive learning environment. We will increase educational attainment of students from under-resourced

communities by identifying and eliminating barriers, systems and policies. Built into the **Rising Black Scholars Program** are wraparound services, including tutoring and personalized advising, in addition to fully paid tuition, laptops and scholarships. The program will launch in summer 2021.

Further, **students value the sense of belonging afforded upon becoming global citizens and leaders.** The Office of Changemaking Education and Social Innovation is a collaborative hub that brings together impact leaders and units from across MDC campuses, and a host of other community partners. We are continuing our commitment to infuse the student learning experience with vibrant global citizenry and **changemaker education** practices in and out of the classroom.

MDC is the institution of choice for residents in South Florida. As democracy’s college, MDC 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.

## What we heard → Our vision forward

We are democracy’s college: creating an opportunity for everyone	Integrating equity-based approaches that personalize learning
Commitment to student equity	Expanding MDC Honors College, developing presidential scholars program and early college programs
Support diverse student needs	Establishing on-demand support for students



*“Thought leadership is needed as we advocate for building a stronger, more inclusive talent pipeline that is resilient and adaptable to the jobs of today and tomorrow.”*

NICOLE WASHINGTON, VICE CHAIR,  
MDC DISTRICT BOARD OF TRUSTEES

# Securing Our Future

LEVERAGING OUR LOCATION AND FORGING PARTNERSHIPS

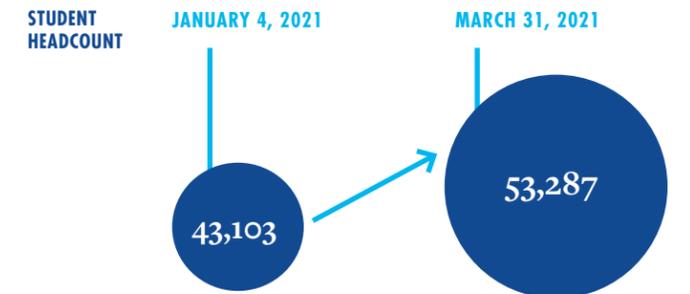
Higher education is at a critical inflection point that has been accelerated by the pandemic. We must meet the moment with courage and creativity.

**Leveraging new technology, investing in faculty, creating innovative revenue streams, and providing best-in-class student success practices will be essential to empowering and transforming the lives of our students through economic mobility.**

We will develop a bold vision with clear priorities and key performance metrics, and then fund our priorities. The budget will reflect our commitment to helping students achieve their dreams and transform their lives through education. How will we turn vision into reality? We will do it together.

In the first 100 days, I **appointed three senior members to the MDC leadership team**. In January, I announced the appointment of North Campus President Dr. Malou C. Harrison as the College’s new executive vice president and provost. Shortly after, I appointed Dr. Jaime Anzalotta as the College’s chief enrollment officer, tasked with leading MDC’s enrollment with strategies to recruit, enroll and retain students. In March, I welcomed Maryam Laguna Borrego to serve as vice president of external affairs and strategy as well as chief of staff in the president’s office.

The College has many **partnerships throughout Miami** with businesses, government entities, nonprofits, education partners and more. It will be critical to leverage these partnerships to provide graduates access to hands-on learning experiences and career opportunities. From area schools and local officials to regional chambers and professional organizations, I have met with decision-makers and policy makers, community, state and federal elected officials, **sharing MDC’s story and contributing to conversations** that are driving the future of education and business in our region. Establishing strategic and innovative alliances with key partners enables us to future-proof our institution.



## Enrollment is Looking Up

During President Pumariega's first 100 days, our efforts have been focused on enrollment.

What we heard → Our vision forward

Increase revenue	Developing strategic enrollment initiatives to increase our region's talent pipeline
Utilize best-in-class learning technology and modalities	Cultivating entrepreneurship mindsets, leveraging automation and integrating artificial intelligence
Streamline processes	Creating operational efficiencies and effectiveness

# FIRST 100 Days Milestones

## JANUARY



### Toured All Eight MDC Campuses

President Pumariega spent time with students during the first week of spring term, meeting with student leaders and touring campuses.

**Introduced a New Teaching Modality: MDC LIVE**

**Enhanced Virtual Student Support Services**

**Established MDC Care for COVID-19 Testing and Vaccinations**

MDC CARE was introduced to facilitate vaccines for MDC employees 65 and older and provide free COVID-19 testing for MDC students, employees and the community at large. In February, MDC North Campus became South Florida's only federal COVID-19 mass vaccination site.

**Developed a Fast Track Learning Pipeline for 2021 Graduating High School Students**

**Hosted Town Hall On Community and Police**

**Appointed New Executive Vice President and Provost – Dr. Malou C. Harrison**

**Expanded Community-wide Food Distributions**

**Named Dr. Jaime Anzalotta as Chief Enrollment Officer**

**Developed Partnerships to Expand Opportunity**

To celebrate President Pumariega's appointment as MDC's first woman president, Cesar Conde of NBCUniversal made a gift to MDC for equity and diversity scholarships.

## FEBRUARY



### Launched a Program for Rising Black Scholars

As part of MDC's ongoing commitment to equity and access for all students, the College launched the Rising Black Scholars Program, a groundbreaking initiative that will provide Black students graduating from high school in 2021 with free tuition for up to two years.

**Partnered on New Career Programs in the Technology Industry with Generation USA**

**Introduced Rapid Credentials and Digital Badges for In-Demand Tech Programs**



**Visited MDC North Campus Mass Vaccination Site**

## MARCH



### Unveiled New Space for Labs and Student Services

New facilities for science labs and student services at Padrón Campus will enhance the student experience.



### Hosted Virtual Town Halls With Students, Faculty and Staff

Hosted a series of virtual town halls with student leaders, faculty, staff and leadership to hear their ideas on how they can help craft the future of MDC and its culture of success and excellence.

**Hosted Town Hall Marking Miami-Dade County Mayor Daniella Levine Cava's First 100 Days**

**Announced Employee Continuing Education Incentive**

**Held MDC Employee Retreat**

**Hosted Virtual Event to Kick Off Women's History Month**

**Re-started Presidential Excellence Award**

**Fostered Collaborative Conversations in Higher Education with American Council on Education Women's Network**

## APRIL



**Convened with Local and State Legislators on Higher Education Accessibility and College Affordability During the Legislative Session**

**Hosted Community Job Fair at MDC Kendall Campus**

**Participated in Greater Miami Chamber of Commerce's Smart Cities Panel Discussion**

**Greeted MDC's Class of 2021 Grads at Cap and Gown Distributions and School of Science White Coat Ceremony**

**Inducted into FSCAA Basketball Hall of Fame**



**An alliance with SoftBank and Correlation One will offer students a path to pursue opportunities in data science.**

**When Miami Dade College opened its doors in 1960, the College championed diversity, opportunity and educational excellence—values more important now than ever. What's next?**

**We are going to continue building upon MDC's legacy, using these five themes as our compass.**

**Working with groups from all areas of the College, we will finalize our strategic planning process that will result in an inclusive blueprint for the post-pandemic future. I believe deeply in the mission of the College and look forward to sharing my vision for Miami Dade College to meet this unprecedented moment.**

**In every way, I am MDC.**

*Madeline Quinlan*

**Miami Dade College Office  
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