Danville Area Community College 2019-20 Strategic Planning Matrix FINAL

"Danville Area Community College is committed to providing quality, innovative, and accessible learning experiences that meet the lifelong academic, cultural and economic needs of our diverse communities and the world we share."

I. Student Learning	II. Student Success	III. Institutional Excellence	IV. Organizational Advancement
A. Curriculum 1. Modify and reassess at least two career and transfer programs in each academic division. 2. Implement and assess an enhanced programs to address community need. 3. Assign an assessment director to oversee academic assessment in concert with faculty assessment champions to ensure that course and program assessments yield improvements in syllabi and curricula. 4. Develop strategies to improve enrollment and retention in academic programs. **B. Transfer Programs** 1. Expand 3+1 bachelor's articulation programs by addressing community need and demand. 2. Develop additional dual-admissions programs with senior institutions for baccalaureate completion. 3. Increase local demand for new transfer programs with the 9 Illinois universities. **C. Developmental Education** 1. Implement and assess multiple measures of college readiness. 2. Assess effectiveness of transitional math in preparing students for credit math 3. Use diagnostic data in mathematics testing for remediation. **D. Career and Technical** 1. Expand students' experiential learning through apprenticeships. 2. Develop new career certificates and stackable credentials based on employer demand. 3. Support College Express initiatives, including participation in Skills USA. 4. Develop plan for educational support for Danville Casino and solar farms. 5. Increase opportunities for combined GED and career-tech training in adult education.	**A. Student Completion and Retention** 1. Increase the graduation rate for first-time, full-time Fall cohorts to 40 percent. 2. Assess and expand student activities to improve retention. 3. Assess expansion of campus tutoring services and infrastructure. 4. Increase "Bonus Class" participation among students. 5. Provide academic tracks for all full-time students. 6. Implement success-sharing for faculty and staff. **B. Access and Affordability** 1. Recruit and retain more students from underrepresented groups. 2. Increase County-wide participation in dual credit. 3. Address the achievement gap for African-American male students 4. Investigate measures to improve security for night classes. 5. Increase student access to Foundation scholarships. 6. Increase open-educational-resource in courses. **C. Student Engagement** 1. Implement and assess effectiveness of new mobile app. 2. Review effectiveness and implement improvements to orientation and Success in College, adding financial literacy and online/Blackboard skills. 3. Expand extracurricular programs, including the development of eSports. 4. Develop a student-friendly library. **D. Workforce Development** 1. Expand corporate education support of local industry by strengthening its linkage with the American Job Center. 2. Increase County-wide outreach of Vermilion County Works. 3. Fully integrate career services, VCW, AJC, and Veterans' services.	**A. Financial Stability** 1. Identify and apply for grant opportunities in support of priority college operations. 2. Investigate and implement new revenue streams. 3. Manage health-care costs while continuing to provide quality service for employees. 4. Study feasibility and savings for in-house armed security and in-house food service. **B. Infrastructure Renewal** 1. Implement maintenance plan from the facilities master plan to ensure a state of good repair. 2. Investigate future expansion of campus facilities. 3. Upgrade the HVAC in the Mary Miller Gym. 4. Implement a plan to acquire the former U.S. Army Reserve. 5. Develop a working plan for renovating Jacobs Hall. 6. Improve athletics facilities, such as by investigating the feasibility of a weight room and an on-campus sports field on East Main Street. **C. Technological Enhancements** 1. Investigate feasibility of SharePoint to advance toward a paperless College. 2. Begin collegial process to build a more engaging Web site. 3. Improve WiFi coverage throughout the Campus. **D. Accreditation/Compliance** 1. Increase faculty and staff participation in HLC training, including assessment director. 2. Address compliance issues for accredited career programs. **E. Professional Development** 1. Develop a professional-development masterplan that includes division training goals. 2. Investigate cross training among staff employees. 3. Increase faculty and staff engagement in self-determination and key initiatives through collegial governance. 4. Ensure that faculty and staff are trained occupational best practices.	**A. Revenue** 1. Improve marketing of community education through a linkage with College marketing, recruitment division, and video broadcasting. 2. Launch a Foundation fundraising campaign to fully and permanently fund the Presidential Scholars program. 3. Expand offerings of night classes to build enrollment County-wide. 4. Increase use of video and social-media marketing to boost enrollment. 5. Increase enrollment in markets for potential "growth," including southern Vermilion County, Hoopeston, Danville Correctional Center, Indiana, "Second Chance," and online. **B. Relationships** 1. Hire and retain more faculty and staff from underrepresented groups. 2. Increase outreach to community groups in underrepresented populations, especially low-income and disenfranchised residents. 3. Review and refresh all advisory groups for career programs. 4. Strengthen relationships with key elected officials, school superintendents, and business leaders. **C. Reputation** 1. Implement strategies to build a revitalized Alumni Association 2. Continue to improve the quality of the experience for participants and attendees of the NJCAA basketball championship tournament. 3. Build new alliances and strengthen existing alliances with legislative, State-and-local, and community groups. 4. Continue to improve the safety and security of students, employees, and visitors.