



M O V I N G F O R W A R D T O G E T H E R

*"Daring ideas are like chessmen moved forward.
They may be beaten, but they may start a winning game."*

JOHANN WOLFGANG VON GOETHE
German Writer, Artist, & Politician



STRATEGIC PLAN 2013-2016

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Danville Area Community College

LETTER FROM THE PRESIDENT

On behalf of the Danville Area Community College (DACC) Board of Trustees, faculty and staff, it is my great pleasure to present this three year Strategic Plan (2013 – 2016), which will help guide the future direction of DACC. The Danville area, like many communities across the country, faces many challenges to prepare a workforce and educate area residents so that they may be competitive and achieve exceptional outcomes in their lives. This plan outlines the strategic road for DACC over the next several years and builds on the accomplishments of previous plans and the lessons learned in implementing those strategies as well as proposing a number of exciting new initiatives. In adopting this Strategic Plan, the leadership at DACC has considered a number of recommendations to advance DACC's long term operations. Our theme "Moving Forward Together" is an energizing message that gives us a new incentive to focus on the journey of making DACC a more accessible resource for its service area. This focus reminds us that by moving forward towards a common objective, we challenge ourselves to dream and strive towards excellence as a community. It is my hope that this Strategic Plan also inspires each segment of our community to work together, share knowledge and take advantage of opportunities in ways that reinforce the values and mission of our institution. I am confident that as DACC moves forward over the next several years, the College district and service area as a whole will benefit greatly from the direction set forth within this document.

I would like to express my appreciation to faculty and staff involved in the planning process as well as the many people who participated in strategic planning focus groups, for the time, energy and commitment they brought to this effort. The focus groups involved in this process represented a wide and diverse cross section of the many institutions and individuals who are served by or contribute to the outstanding programs and services at the college. I anticipate that this document will provide a clear and focused strategic direction that will enable DACC to accomplish its long term goals of serving the needs of this dynamic region. DACC will strive to fully implement this plan and I look forward to an exciting future for our institution and for our area.

Sincerely,

Dr. Alice Marie Jacobs
President



*"If everyone is moving
forward together, then
success takes care of
itself."*

HENRY FORD

American Industrialist/Founder
The Ford Motor Company

INTRODUCTION

Since 1946, Danville Area Community College (DACC) has provided educational programs and services and has grown to serve nearly 9,000 people annually. DACC is home to more than 1,500 specialized courses offered to the residents of its service district including: college transfer, programs, occupational degrees and certificates, re-training, skills development, customized training as well as other areas of special interest. In order to meet the needs of its ever-expanding community, DACC periodically solicits input from its employees and the people who are touched by its programs to engage in a process that will guide its future direction. The Strategic Plan for 2013-2016 offers an intentional and introspective direction for prioritizing future initiatives and allocating limited resources. It will assist the DACC Board of Trustees, faculty, and staff in focusing their efforts to efficiently serve students and the many communities that are in the College district and service area. DACC's leadership recognizes the need to offer a clear strategy for outcomes the organization expects to achieve. This document commits DACC to periodically reviewing how well the organization is performing and to take appropriate action. These actions will be balanced between many factors including the degree of uncertainty within the environment, the time it takes to develop and act on new ideas and the amount of resources that the organization is prepared to put into the process.

In developing the Strategic Plan, DACC's leadership identified that all of its educational programs and services would be enriched by the unique experiences and knowledge of the community, students, faculty and staff. It reflects input of diverse and broad based focus groups made up of DACC stakeholders. The process also has benefitted from leadership that has consistently engaged in reflective deliberation and a Continuous Quality Improvement (CQI) management system that has been important in concentrating on enhancing organizational strengths and addressing weaknesses.

Implementation of the plan will be overseen by the President of the college in consultation with the Board of Trustees and the DACC Administrative Council. Senior staff will be charged with identifying aspects of the plan most pertinent to their responsibilities and applying goals to their internal planning and the activities of their respective groups. Action plans will be coordinated with the ongoing assessment of the Strategic Plan which will remain open to amendment and revision as needed. The successes as well as challenges of the plan will be documented and evaluated regularly according to benchmarks. Departments will be asked for information on how the Strategic Plan has been implemented and its measurable contributions to the campus. Feedback will follow regarding how to advance the positive impacts and minimize negative impacts, and the plan will be modified accordingly. If internal assessments indicate that the Strategic Plan needs to be amended or revised, suggested changes will be incorporated into the plan. The Strategic Plan is intended to be prescriptive in its goals and flexible in its application providing DACC leadership the appropriate opportunity for course corrections and adjustments toward meeting its long term goals.



“If you are planning for a year, sow rice; if you are planning for a decade, plant trees; if you are planning for a lifetime, educate people”

CHINESE PROVERB

MISSION

DACC's mission serves as a guide that provides a common organizational "compass" allowing DACC to proactively evaluate its activities and maintain sight of its core competencies. The mission statement is directly linked to DACC's overall desired outcomes. By simply having and consistently referring to its mission statement, DACC has realized various benefits that have contributed to the effective operations of the college over the course of its history. DACC's mission helps determine what activities it will pursue as an organization and what it will strive to accomplish in the long term. The mission endeavors to be specific enough to focus its direction while also giving enough flexibility that allows DACC to evolve with changing times. After reviewing the mission of the college, it was reaffirmed as relevant and suitable as a continued ideal as DACC looks to move forward. The DACC mission states:

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

To ensure that DACC maintains the focus on its mission, it will emphasize its importance by continuously communicating the objectives of the organization, posting the mission statement in various forums and acknowledging accomplishments of the broad goals it sets forth. It is the intent of DACC's leadership that friends and constituents of the college will be reassured when reading the mission statement and will see that DACC is committed to organizational improvement guided by an emphasis on integrity. As it relates to this Strategic Plan, periodic assessment will help in implementing the mission and will reinforce the importance of the strategy and its importance to leadership. It will provide motivation and allow for follow-through and a sustained effort. It could potentially promote faster changes in implementation and in routine tasks as well as greater accountability and better communication of responsibilities. Guided by the Strategic Plan, operational definitions and the overall mission, each functional area can create its own measures of success and define its own specific performance criteria guided by the college's common mission.



"I have found that great people do have in common an immense belief in themselves and in their mission. They also have great determination as well as an ability to work hard. At the crucial moment of decision, they draw on their accumulated wisdom. Above all, they have integrity."

YOUSUF KARSH
Photographer/Journalist

VISION

DACC has long recognized the importance of having a clearly defined vision statement. It functions as a succinct declaration of DACC's ideal future and is guided by the purpose and values of the organization. While it is fully understood that DACC's vision statement cannot predict the future direction of the college, its importance lies in the shared efforts of bringing that vision to fruition. That process of pursuing a shared vision creates an opportunity to draw every stakeholder of the college together and to co-create the best future possible for the institution, students and surrounding community. It is also through this process that creates a possibility for effective leadership and team building to emerge. DACC will build upon the previous vision and continue to be a proactive partner in developing and maintaining academic excellence and community development of the diverse communities it serves. The main tenants of DACC's vision include being:

- ❖ *a comprehensive and dynamic environment to learn;*
- ❖ *a modern and technologically forward-thinking institution;*
- ❖ *a place with a well-developed learning culture where assessment of student academic achievement is valued across the institution, departments, and programs;*
- ❖ *an affordable and convenient institution for students;*
- ❖ *a globally conscious institution of learning;*
- ❖ *a diverse and inclusive community of students, faculty, and staff;*
- ❖ *a community partner helping to develop innovative and vital solutions to meet changing academic and socio-economic needs;*
- ❖ *a catalyst for student exploration of their full potential through rigorous academics, multifaceted campus organizations, and novel career experiences; and*
- ❖ *a resource for enhancing opportunities for student success through comprehensive support services.*



“Visionary people face the same problems everyone else faces; but rather than get paralyzed by their problems, visionaries immediately commit themselves to finding a solution.”

WILLIAM HYBELS
Founder/Senior Pastor
Willow Creek Community
Church, South Barrington,
Illinois

DECLARATION OF CORE VALUES

INTEGRITY

DACC develops trust and an ethical reputation by: respecting everyone; treating people with honesty and sincerity; acting with fairness and reason; taking responsibility; meeting commitments and obligations; and remaining true to academic disciplines

EXCELLENCE

DACC seeks to consistently achieve exceptional results by being accountable, introspective, responsive, prompt, effective, and financially sound. It also strives to provide superior learning experiences and services; being student centered; encouraging continuous improvement, lifelong learning, growth; innovation and proactivity.

COMMUNICATION

DACC promotes positive and productive relationships through the open exchange of ideas and information. DACC fosters an environment of acceptance; participation, and collaboration as well as a spirit of teamwork empowering others to be decisive, take action, and feel secure in expressing themselves.

ADAPTATION

DACC seeks to continuously meet changing needs and respond to challenges by: providing relevant, meaningful educational services; being flexible; developing and demonstrating new competencies, and displaying versatility needed for continuing success. Key to this is anticipating and capitalizing on opportunities and taking appropriate risks that contribute to success.

DIVERSITY

DACC offers a safe and secure environment for personal and intellectual growth in a changing world by promoting and upholding a commitment to equal treatment and fairness. DACC endeavors to be inclusive in delivering services and values differing perspectives which contributes to practices that address the unique needs of diverse populations.



“It’s not hard to make decisions when you know what your values are.”

ROY DISNEY

Senior Executive

The Walt Disney Company

STATEMENT OF INCLUSION

“Danville Area Community College provides access to a broad spectrum of quality educational opportunities and life experiences. DACC values diversity as an enhancement of those experiences, in its classrooms, administrative offices, and board room. The College is committed to policies that promote fairness and inclusion for all in the life of the College. As a reflection of the College's commitment, the DACC Board of Trustees strives to promote fairness and inclusion in all policies and practices of the College.

The College should be free to pursue standards and policies that allow it to fulfill its diversity vision. The students who are educated will help provide tomorrow's leaders, and their College experience must demonstrate the richness and substance of our diverse, multi-cultural and global environment. The College environment should promote understanding and appreciation of others, while encouraging students to grow as individuals.

In accord with this philosophy, the DACC Board expects the Community College to continually evaluate its hiring, admissions, and financial aid policies to ensure diversity and equal access within the institution. The College should ensure that the results of these evaluations conform to the concept of open access -- the cornerstone of the community college mission.

A community college is, in effect, a microcosm of our greater society. As such, it should encourage and enhance the fullest understanding of human rights and responsibilities and should teach the skills that allow students to effectively participate in a democratic society. The college is responsible for creating opportunities for all within the College community to interact with understanding, tolerance, and respect for others. In this way, diversity in education not only serves as a model for the world at large, but it also helps perpetuate social harmony for the future.”



“We need to give each other the space to grow, to be ourselves, to exercise our diversity. We need to give each other space so that we may both give and receive such beautiful things as ideas, openness, dignity, joy, healing, and inclusion.”

MAX DE PREE

American Businessman/Author

ACHIEVING EXCELLENCE AND EQUITY

For many community colleges, improving its performance and operations is a continuous issue, but new perspectives in light of changing social and economic realities can play a vital role in ensuring sustainable success. Organizations that excel at what they do are motivated. They have identified and refined what motivates them and added knowledge, skill, experience and practice to perform at the highest levels. In addition, it is no longer enough to consider the college in isolation; therefore a strategy which engages with the wider society including the local government, community groups and local businesses - is needed to achieve the kinds of successes that are impactful and lasting. By taking a more holistic view, DACC will increase its chances of accomplishing its goals.

DACC continuously seeks to alter the way it delivers education in order to achieve better student outcomes. Utilizing data to drive strategies helps build a "culture of evidence." By using data to track students' performance, over time DACC faculty and administrators can identify barriers to academic progress. DACC has developed strategies to improve organizational outcomes and will conduct further research on student progress with the goal of employing effective programs. DACC has dedicated a number of resources guided by its institutional research department and enjoys broad-based support from administrators, faculty, and staff. DACC produces accessible reports on student achievements and regular evaluations of activities and it strives to scale up its successful programs. Residents of the College district and service area stand to benefit from this effort to improve the success of community college students, particularly those in groups that have been underserved in higher education. DACC attracts high proportions of low-income, minority and first-generation college students yet the challenges faced by community colleges – specifically increasing costs – can negatively affect student success and retention. Through the process to develop this Strategic Plan, DACC is taking a more central role in finding solutions and is seeking input from community leaders about specific needs the college can address.

DACC's success will be defined in part by its effectiveness and measured by its achievements. Using these factors, DACC will be able to gauge its success toward these long term goals. While accomplishments will not simply occur immediately, DACC faculty and staff recognize that it will require more than accountability and superficial changes. DACC needs to design its processes and culture in a way that ensures that those responsible for the successes of the institution are capable of providing the highest levels of excellence and a high level of achievement.



“Human resources are like natural resources; they're often buried deep. You have to go looking for them, they're not just lying around on the surface. You have to create the circumstances where they show themselves.”

SIR KEN ROBINSON

English Author, Speaker &
International Advisor

SOCIAL RESPONSIBILITY

Social responsibility within the context of fulfilling DACC's Strategic Plan will be defined as how DACC seeks to enhance the social, environmental and economic impact of its presence in the community. At the very center of community colleges is the call to serve all segments of society and the community. Civic responsibility requires participation in community life in an enlightened, committed, and constructive manner, with a focus on the public good. DACC has a significant tradition of promoting active volunteerism in the college district and service area. Volunteer service provides benefits to both the people who engage in it and the community agencies that receive their assistance. The recognition of the ethical implications of knowledge, actions and social policies is one of its understated objectives. DACC is dedicated to the inherent social responsibilities that accompany its position in the college district and service area. As both an educational institution and a large employer, DACC has a major role to play in the social and economic welfare of the college district and the wider region in addition to a principled responsibility to the social betterment of the community by taking positive actions. DACC is invested in working positively to evaluate and expand its role in the community. By providing opportunities to promote transparency and stakeholder engagement, DACC aims to create a holistic approach to being a "good neighbor." DACC works closely with businesses and civic organizations in the local community in a variety of ways including providing low cost, high impact training programs to companies and businesses and opportunities for knowledge sharing.

Because the nature of social responsibility is often proactive, there is no objective way to measure and set standards for the benefits that employees of DACC provide to the community, and is therefore not reflected empirically in this Strategic Plan. However DACC has consistently been an active participant in the social and economic affairs of the college district and service area. Implied in its social responsibility are the voluntary actions that it takes, over and above its routine mission driven activities, to address both the institutions competitive interests and the interests of the wider society. DACC has made a clear commitment to this and seeks to engage with the local, national and international community, while recognizing its wider obligations to society. DACC aims to become a model institutional leader engaging with the wider community and continually surveying, improving and reporting on DACC's achievements in informal ways. By continually reflecting upon the college's commitment, DACC will develop its own unique role as a responsible institutional citizen toward shaping a more inclusive, just, and compassionate world. DACC has developed a culture that encourages, evaluates, and facilitates the development of internal community practices, educational programs, and institutional outreach initiatives, which build on the distinctive strengths of the college in meeting these ends. By nurturing the development of civic responsibility in its constituents, DACC can help counteract citizen disengagement and identify opportunities that exist for citizen involvement in solving public issues.



"We have a social responsibility, a constitutional opportunity and a moral obligation to help others."

JANIE LEWIS

Children's Book Author

SAFETY AND SUTAINABILITY

DACC has made long strides toward increasing its sustainable practices and aligning its goal for an environmentally responsible, healthy and safe campus. Together with stakeholders, DACC strives to maintain the highest standards to preserve our environment and protect and enhance the health and safety of employees and the surrounding community. It is important to understand that secure and sustainable facilities don't just happen, but is achieved with an integrated process that identifies and embraces the goals of safety and sustainability. Safety is the first priority of the institution, both as a starting point and foundation for all aspects of DACC's operations. Safe operational practices and safe working conditions enable DACC to protect employees, students and visitors to the campus. With the goal of promoting a safe and environmentally responsible campus, DACC monitors and reviews activities to ensure accordance with federal, state and local safety regulations.

The environmental sustainability, health, and safety efforts of DACC are focused on advancing its social responsibility and being good stewards of the environment. DACC is committed to fostering effective collaboration between college units and campus departments to find ways of reducing environmental impacts and promoting sustainability, and measuring and reporting on campus sustainability efforts. This focus encourages faculty, staff and students to consider and prioritize environmental sustainability, health, and safety in their community. DACC is committed to fostering effective collaboration between college units and campus departments to find ways of infusing sustainable practice throughout all aspects of the college's operations to steer students and the community toward a better quality of life by reducing environmental impacts and promoting sustainability, and measuring and reporting on campus sustainability efforts. DACC endeavors to eliminate, reduce, and control the release of pollutants into the environment and to manage health and safety hazards associated with an organization's activities, products, and services. It is motivated by the desire for a globally sustainable and socially responsible future

The difference in DACC's approach has been felt right away and at every level from student and faculty use of recycling bins to the move toward a tobacco free campus. DACC leadership is confident that students will feel positive about their contributions to making the environment cleaner. DACC will strengthen and maintain an aesthetically stimulating, inspiring and green campus that supports opportunities for students, faculty, staff, and community members to engage in responsible stewardship of our resources and will also contribute to establishing a distinct identity for the campus. While attempting to maintain an appropriate balance between the institutional environment and DACC's activities, the institution will seek to ensure campus safety and security of our diverse constituents on campus.



“Safety and security don't just happen; they are the result of collective consensus and public investment. We owe our children, the most vulnerable citizens in our society, a life free of violence and fear.”

NELSON MANDELA

Former President of South Africa

METHODOLOGY

DACC focus groups, as well as internal data and information led to the following Strategic Plan. The value of the focus group model led to open-ended group interaction. Respondents were able to answer questions in their own words and provide much richer responses than if forced to give yes/no, multiple choice or numerical answers. Participants also reacted to the many responses and built upon diverse ideas, drawing from each other within their groups and sparking new ideas. Focus group leaders were able to delve deeply into complicated topics which are not as feasible with surveys or quantitative data analysis. Unlike the one-way flow of information in one-on-one interviews, focus groups generate data through the “give and take” of group discussion. The process also offered more flexibility and spontaneity. The use of focus groups allowed for the emergence and pursuit of unexpected information. DACC used the focus group process in conjunction with other informative tools as a part of a broader effort. Each focus group sought to be clear on its primary purpose and leaders established clear goals at the outset to inform discussion, moderate sessions and recruit relevant participants. DACC conducted more than one focus group to allow for a greater diversity of opinions which helped contribute to a clearer consensus. The reliability of the results was greatly enhanced when the results of several focus groups were evaluated together. The data analysis was systematic and verifiable and the process sought to discover trends or ideas that cut across all of the discussions of the focus groups. Data was examined and reported on three levels, including: 1) the raw data that presents statements as they were said by respondents; 2) a summary of the findings, process and comments that provide illustrative examples using the raw data; and 3) independent interpretation and recommendations that builds on a descriptive process and provides meaning to the data, rather than simply summarizing the data.

Based on focus group responses, it was determined if central answers to the inquiries that were sought were relevant. Responses were coded into categories to enable organization of the large amounts of text and to discover patterns that would be difficult to detect and were eliminated, combined, or subdivided into categories as well as sorted to look for repetitive ideas and larger themes that connect. Repeated ideas represented by different respondents or across focus groups and broader connected themes were organized together. All of the conclusions developed in the Strategic Plan were established after fully analyzing the data. DACC’s leadership is confident that the data collected is representative of the diverse views of its stakeholders and that the process by which it was secured was sufficiently open, accessible and forthright. The plan draws upon the recommendations and observations of a diverse group of friends and employees of Danville Area Community College. Altogether the strategic planning process solicited over 400 responses from over 80 respondents which comprised 13 significant groups representing the various operational and organizational interests of the college. Nine comprehensive clusters were identified to capture and group responses to stakeholders input as a guiding element in the development and implementation of the Strategic Plan. Accordingly, each cluster must make specific and appropriate efforts to:



“Let it be your constant method to look into the design of people's actions, and see what they would be at, as often as it is practicable; and to make this custom the more significant, practice it first upon yourself.”

MARCUS AURELIUS
Roman Emperor (161-180 CE)
& Philosopher

- Recognize, reinforce and commit to the importance of effective **administration** of the college
- Emphasize that DACC encourages a **culture** that is conducive to learning and working and is open to the broader community
- Focus efforts to improve **infrastructure** to develop the physical structure of the campus and its surrounds as well as the tools needed to manage the functions of the college
- Champion the use of **policies** that make the operations and the working and learning environment efficient
- Encourage all stakeholders and utilize all resources to focus on the college's primary goals of **student success and completion**.
- Foster strategies that impart the values, accomplishments and value of DACC through effective **communication**
- Ardently follow accepted and responsible principles of fiscal reporting and management in order to efficiently and effectively **finance** DACC's operations
- Emphasize the commitment to quality, supportive and effectual **instruction** of traditional and nontraditional students.
- Ensure that organizational **procedures** offer clear and economical ways of achieving the goals of DACC.

For a full representation of responses (by focus group), its cluster category, and weighted score based on group feedback, please see the attached ADDENDUM - DATA TABLE.



“The most difficult thing is the decision to act, the rest is merely tenacity. The fears are paper tigers. You can do anything you decide to do. You can act to change and control your life; and the procedure, the process is its own reward.”

AMELIA EARHART
American Aviation Pioneer and
Author

DANVILLE AREA COMMUNITY COLLEGE STRATEGIC PLAN 2013-2016

The following are the Danville Area Community College Strategic Goals for 2013 – 2016 each with the three primary tactics DACC will pursue to achieve those goals.

MAKE REVISIONS AND ENHANCEMENTS TO THE COUNSELING/ADVISING PROCESS TO IMPROVE STUDENT SUCCESS

- Continue with Student Success and Completion Initiatives
- Provide a tutorial in Success in College at the beginning of the semester for underperforming students
- Offer career counseling early for students

MODIFY ALL POLICIES AND PROCEDURES THAT ARE DETRIMENTAL TO STUDENT SUCCESS

- Develop mentoring program for underachieving students to increase their chances of success
- Expand services for at-risk youth
- Assign counseling advisor to undeclared majors

IMPLEMENT AN EARLY WARNING SYSTEM TO IDENTIFY AT-RISK STUDENTS

- Engage mentors early on to improve student success which would include scheduled mandated meetings
- Increase visibility of our at-risk programs (Middle College)
- Provide faculty guidance on how to work with low performing students

REVISE AND ENHANCE THE COLLEGE'S PLACEMENT AND ASSESSMENT SYSTEMS FOR STUDENTS

- Conduct basic skills assessment in conjunction with other assessments
- Require taking certain sections of placement test based on ACT/SAT category scores
- Use individual course aptitude assessments

DEVELOP AND IMPLEMENT A COMPREHENSIVE RECRUITMENT AND RETENTION PLAN

- Provide earlier information to K-12 students on benefits of attending DACC
- Identify an office as a student's initial contact
- Utilize students as advocates for marketing DACC programs and services

EXPAND COMMUNITY LINKAGES AND PARTNERSHIPS TO BETTER SERVE STUDENTS

- Expand relationship with public officials
- Link professional certifications as part of a curriculum, especially with career programs
- Increase involvement in the development of East/Main Corridor

PROVIDE CURRICULUM OFFERINGS TO MEET THE NEEDS OF THE COMMUNITY WHILE SERVING STUDENTS

- Create accelerated opportunities for career programs
- Create common benchmarks/curriculum for core (gateway) courses
- Research and develop course offerings that include more traditional face-to-face late start sections /classes scheduled around students availability

ENHANCE ARTICULATION EFFORTS WITH AREA HIGH SCHOOLS AND FOUR YEAR COLLEGES

- Enhance ongoing relationships with school counselors
- Establish regular meetings with high school faculty on what is lacking with students when entering college
- Expand pathway programs with colleges

SEEK INNOVATIVE WAYS TO REDUCE THE COST OF COLLEGE

- Enhance marketing to adult students including available scholarships
- Continue to generate alternative sources of revenue and continue emphasis on cost containment
- Develop alternative solutions to reduce the high cost of textbooks

REVIEW STAFFING LEVELS TO INSURE ADEQUATE PERSONNEL TO FOCUS ON STUDENT SUCCESS

- Develop succession plans
- Create a system of faculty and staff referrals
- Expand student support personnel

PROVIDE ADDITIONAL PROFESSIONAL DEVELOPMENT FOR ALL FACULTY AND STAFF

- Increase the use of a mentors program for faculty
- Increase faculty presence at national associations and conferences
- Increase the number of tools available for faculty professional development and provide additional professional development experiences for staff

IMPROVE COMMUNICATIONS BOTH INTERNALLY AND EXTERNALLY TO KEEP ALL STAKEHOLDERS INFORMED

- Enhance the communications between departments
- Streamline and increase user utility for DACC's Website
- Develop capacity to communicate grading via web

EXPAND THE PROMOTION, IMAGE AND HIGH QUALITY STANDARDS OF PROGRAMS AND SERVICES

- Increase awareness of offerings at DACC
- Broadly market dual credit and college express
- Expand the frequency of Alumni and community events on campus

INCREASE THE COLLEGE'S SUSTAINABILITY EFFORTS AND IMPLEMENT DACC'S SUSTAINABILITY PLAN

- Develop and carry out the College's current sustainability efforts
- Adopt technological changes that improve efficiency and therefore reduce energy costs
- Promote behavioral change among faculty, staff, and students to realize sustainable practices campus and community wide

GENERATE ALTERNATIVE SOURCES OF REVENUE AND CONTINUE EMPHASIS ON COST CONTAINMENT

- Develop / strategic planning to increase endowments/legacy gifts – long term growth of Foundation/ Foundation Board Retreat
- Increase grant submissions
- Explore grant opportunities for building improvements

EMBRACE DIVERSITY ACROSS THE CAMPUS

- Develop model programs to address needs of underrepresented groups
- Increase diversity in staff college-wide
- Recruit more minority students

PROVIDE STATE OF THE ART TECHNOLOGY TO ENHANCE LEARNING, STUDENT SUCCESS, SAFETY, AND PRODUCTIVITY

- Survey faculty on how they use technology in their classrooms
- Develop tutorials that can be offered on the website
- Enhance collaboration and coordinate and streamline IT support for student success

IMPLEMENT FACILITY IMPROVEMENTS THAT CONTINUE TO ENHANCE DACC'S LEARNING AND WORKING ENVIRONMENT

- Develop outreach facility in Hoopston
- Continue to research the development of student housing
- Investigate need for expansion of technology center