

**Organizational Report on Goals 2022-23
Danville Area Community College**

Matrix Strategy	Master Plan	Department Goal	Outcome 2021-22	Next Step
I.A--1. Improve online and classroom pedagogy by introducing a teaching and learning committee.	Academic MP: Improve pedagogy and success rate	Academic Affairs: Develop and maintain a year-long Teaching and Learning Center to provide faculty with strategies to advance student learning.	VP Academic Affairs has established a steering committee of faculty to guide the Center. The first topic that the committee has addressed is the threat and potential benefits of artificial-intelligence devices.	The plan is for the TLC establish a physical presence as well as an online one.
I.A-2. Engage five Criteria-based faculty and staff committees and assessment champions to prepare for March 2024 comprehensive review by HLC.	President's Institutional Vision: Revenue, Relationships, and Reputation	Academic Affairs: Manage a College-wide process to prepare an assurance argument for the HLC	Five Criteria teams formed under leadership team of Dr. Bridges, Mr. McConnell and Maggie Hoover with co-chairs selected for each team. Teams met and pursued evidence during Spring 2023	Draft from each of the teams is due by July 31, 2023. Final draft will be submitted on or before Feb. 4, 2024.
I.A-2. Engage five Criteria-based faculty and staff committees and assessment champions to prepare for March 2024 comprehensive review by HLC.	President's Institutional Vision: Revenue, Relationships, and Reputation	Academic Affairs, Finance, Student Services, and Human Services: Achieve Illinois State "Recognition" for the next five years.	Formed a small senior-leadership team to prepare and submit a report to the ICCB that mirrors the HLC reaccreditation process. After six months of research and reporting, DACC earned Recognition from the ICCB.	Apply much of the data in the State Recognition report to the HLC assurance argument for review in March 2024.

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I.A-3. Expand visibility of DACC Academy aimed at increasing secondary-student engagement.	Academic MP: Expand class offerings throughout District 507	Academic Affairs: Increase dual-credit offerings and enrollment	Held a District-wide meeting with school superintendents to focus on new DACC programs and courses for dual credit.	Followed up by restoring the spring “Articulation” meeting with District-wide guidance counselors.
I.A-4. Investigate offering a full program like CMA at the Hoopeston Learning Center.	Academic MP: Advance student success with classes that are scheduled conveniently	Hoopeston: Increase enrollment by leveraging the relationship with Hoopeston Area High School.	High-school dual-credit hours at the Hoopeston Higher Learning Center increased by 11 percent in Spring 2022	The Center will continue to plan for implementing a full academic program for 2024, though not in CMA.
I.A-5. Explore new student-centered, learning-management-system technologies, including those readily adaptable to mobile-phone use.	Student Services MP: Develop a mobile app and online application	Student Services: Complete research, select, and implement a mobile application to improve communications with students about events, activities, and to build learning communities.	<p>Completed:</p> <p>1.College implemented myDACC, our student portal through Ellucian Experience technologies. It provides timely services and information to students on a PC and mobile friendly platform. The system is fully integrated with Colleague, degree audit, and Student Planning. Integrations are being finalized with Blackboard, our LMS platform.</p> <p>2.myDACC has received rave reviews from all users. Users state the myDACC cards are</p>	<p>1.Continue updating myDACC as needed.</p> <p>Finalize the Blackboard/myDACC integration for students to have direct access to their online courses with the single sign on through myDACC.</p>

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			<p>engaging and useful with the direct integrations. New cards can be developed as needed. New technologies being implemented in FY23 will also integrate with the student portal, directing more student traffic to the tool.</p> <p>3. Ellucian Experience set-up is underway, but will be completed by the end of May 2022.</p>	
I.B-1. Investigate DACC's role in the early- childhood- education consortium and the development of a transferable AAS degree.	Academic MP: Reduce student textbook costs.	Academic Affairs: Promote participation in Illinois grant-funded Early Childhood Education Consortium, using grant funding to eliminate textbook costs.	DACC enrolled 20 students in program leading to an associate in applied science—relying on grant funding to provide tuition waivers and full wrap-around services.	Use the regional navigator to build a second cohort; use Consortium funds to provide video equipment for classroom use.
I.B-2. Provide high-demand options for articulation, inc. additional 3 + 1 programs.	Academic MP: Provide local access to bachelor's degrees	Academic Affairs: Research and introduce high-demand, high-community need programs that attract enrollment and lead to successful careers.	Academic affairs has introduced Music Production, Music for Business, Cancer Registry, CCMSI Claims Representative Certificate, and Barbering Certificate.	Implement associate degree and certificate programs in Fall 2023.
I.B-2. Provide high-demand options for articulation, inc.	Academic MP: Increase Enrollments and Net Revenue	Business & Technology: Develop and market new	Computer Science Department developed courses in Python, Power	Awaiting ICCB approval.

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additional 3 + 1 programs.		programs to increase enrollment.	BI, Introduction to Unreal 3D Engine (for game design), Introduction to 3D Graphics, and a Design and Computer-Aided Drawing degree	
I.B-2. Provide high-demand options for articulation, inc. additional 3 + 1 programs.	Academic MP: Increase Enrollments and Net Revenue	Math, Science & Health Professions: Increase enrollment in engineering.	Department developed a hybrid engineering program that offers fast-track completion. Also will continue with the discount program as a leading indicator of success for students achieving a B or better in Physics and Calculus.	Will introduce the new hybrid modality in Fall 2023
I.B-3. Investigate an increase in transfer courses at the Department of Corrections in alignment with Eastern Illinois University	Academic MP: Increase Enrollments and Net Revenue	Business & Technology: Respond to Danville Correctional Facility demands for career and technical programs that reduce recidivism.	Launched a mechatronics program in the DCC in January 2023.	Develop a CNC Machinist program in concert with DCC officials' requests and needs.
I.B-3. Investigate an increase in transfer courses at the Department of Corrections in alignment with Eastern Illinois University	Academic MP: Increase Enrollments and Net Revenue	Business & Technology: Respond to Danville Correctional Facility demands for career and technical programs that reduce recidivism.	Hired a director of Middle College and Department of Corrections transfer programs. This year, more than 20 inmates graduated with a DACC associate degree.	Develop a CNC Machinist program in concert with DCC officials' requests and needs.

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I.C- 1. Investigate technical programs and certificates to meet the demand of future industry sectors.	Academic MP: Improve students' job readiness through career and technical programs	Math, Sciences & Health Professions: Manage transitioning of CNA from Adult Education to MS&HP.	Developed a certificate to prepare students to transition between CNA and nursing.	Investigate an accelerated pipeline between CNA and RN.
I.C- 1. Investigate technical programs and certificates to meet the demand of future industry sectors.	Academic MP: Improve students' job readiness through career and technical programs	Math, Sciences & Health Professions: Promote new health-information-technology certificates.	DACC participated in the Oct. 27, 2023 Carle HealthCare Fair at Danville High School, promoting HIT as well as medical imaging.	Participated in an outreach event on Apr. 28. 2023, in the Palmer Arena.
I.C- 1. Investigate technical programs and certificates to meet the demand of future industry sectors.	Academic MP: Improve students' job readiness through career and technical programs	Math, Sciences & Health Professions: Promote new health-information-technology certificates.	After a three-year hiatus, DACC resumed the annual Health Professions Day, attracting dozens of local high-school students and college express.	Resume annual event in 2024.
I.C- 1. Investigate technical programs and certificates to meet the demand of future industry sectors.	Academic MP: Improve students' job readiness through career and technical programs	Academic Affairs and Operations: Mine for grant funding to support healthcare.	Received a \$424,000 Illinois State PATH grant to fund recruitment, teaching, and student completion in healthcare professions.	Grant support invested primarily in nursing and medical-imaging professions.
I.C- 1. Investigate technical programs and certificates to meet the demand of future industry sectors.	Academic MP: Improve students' job readiness through career and technical programs	Academic Affairs and Operations: Mine for grant funding to support career and technical programs.	Received a \$12,000 donation from the Haas Corporation to provide scholarships for manufacturing students.	Haas has donated more than \$56,000 for scholarships since 2017.
I.C- 1. Investigate technical programs and certificates to	Academic MP: Improve students' job readiness	Academic Affairs and Operations: Earn accreditation for an	Appointed a director of sonography to lead the accreditation process.	Continue program development through Curriculum Committee

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meet the demand of future industry sectors.	through career and technical programs	associate-degree program in sonography.		
I.C- 1. Investigate technical programs and certificates to meet the demand of future industry sectors.	Academic MP: Improve students' job readiness through career and technical programs	Academic Affairs: Resume annual Academic Challenge to bring the region's high-achieving students to DACC	For the first time in 3 years, Academic Challenge was held in the Gym on Feb. 7 with more than 200 students from 11 County schools.	Continue program in 2024.
I.C- 1. Investigate technical programs and certificates to meet the demand of future industry sectors.	Academic MP: Improve students' job readiness through career and technical programs	Academic Affairs and Operations: Revitalize the HVAC program.	Began providing daytime classes to college students and College Express; purchased a full complement of HVAC training equipment.	Increase sections for Fall 2023.
I.C- 1. Investigate technical programs and certificates to meet the demand of future industry sectors.	Academic MP: Improve students' job readiness through career and technical programs	Business & Technology: Improve enrollment in career and technical programs.	Revamped INST 101 course to focus on more relevant information and technology competencies.	Promote INST 101 as a gateway course to career-and-tech fields.
I.C-2. Explore competency-based learning models for targeted CTE programs.	Academic MP: Respond to local and regional demand	Business & Technology: Explore CDL-tractor trailer as a competency-based program.	Purchased an additional cab and hired an additional instructor to expand training to six days per week and most evenings.	To address need for additional training areas, the College entered into a rental agreement with the owners of the Steel Grip building lot.
I.C-2. Explore competency-based learning models for targeted CTE programs.	Academic MP: Respond to local and regional demand	Business & Technology: Developed a coding program to support local software companies.	Over the past three years, more than 90 percent of the employees at NexLAN are graduates of DACC's coding program. NexLAN is a multi-million dollar	Another client, Hub Media, is benefitting from a competency-based approach to DACC's computer-coding classes.

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			computer software company with 300 clients across 35 states and three continents.	
I.C-3. Refresh the College Express program offerings to reflect an increase in student demand and community need.	Academic MP: Improve students' job readiness through career and technical programs	College Express: Attract more students to manufacturing fields.	College Express, in conjunction with the American Job Center and Vermilion Advantage, sent a team of students to compete in SkillsUSA Illinois, for the second year in a row. Four finalists from DACC were from Early Childhood Development and the fifth was from manufacturing. The manufacturing student earned a Bronze Award. It's the first award that a DACC/College Express student has ever won.	Expand to 10 or more the number of student participants in SkillsUSA regional competition with a goal of qualifying for the national championships in Louisville, KY, in June 2024.
I.C-3. Refresh the College Express program offerings to reflect an increase in student demand and community need.	Academic MP: Increase Enrollments and Net Revenue	Business & Technology: Market automotive technologies to the community.	On Oct. 29, 2022, in honor of deceased student Alex Dinger, Auto Tech hosted one of the most successful car shows in DACC history with more than 150 entries. The event attracted more than 1,000 visitors and raised \$4,400 for the Alex Dinger Scholarship.	Buoyed by the success in Oct. 2022, the Car Show will once again become an annual event.

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I.C-4. Review the ICAP's offerings and identify opportunities to expand and meet student demand and community need.	Academic MP: Increase Enrollments and Net Revenue	Academic Affairs: Expand Middle College/Adult Education offerings for increased C.N.A. options.	C.N.A. has transitioned over to the Nursing Department.	Planned expansion of ICAPs for both Danville Campus and Hoopston.
I.C-5. Partner with local businesses to create industry-specific certificates to prepare students for employment.	Academic MP: Promote experiential learning	Academic Affairs and Operations: Introduce an apprenticeship program to address local-industry needs.	With the receipt of a \$300,000 Illinois WorkNet grant, the College began providing apprenticeship training for up to 30 students—with tuition and all wrap-around costs paid through the grant. The focus is on construction trades—plumbing, electrical, carpentry—in alliance with local unions.	Look to renew the grant for 2024 with a new cohort in another field—perhaps “green energy” like wind- and solar-technologies.

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<p>II.A- 1. Improve three-year graduation rates to 45% by 2024 for the Full-time cohort using Customer Relationship Manager</p>	<p>Student Services MP: Increase student success</p>	<p>Student Services: Increase Op Grad cohort success rates with timelier contacts and increased data/information sharing across campus:</p> <p>Tasks:</p> <ol style="list-style-type: none"> 1. Develop a system/vehicle to record and communicate Op Grad contacts with invested staff/departments. 2. Utilize data/processes within Colleague and Blackboard to funnel data into 1 efficient repository that utilizes, predictive technology and alerts. 	<p>DACC is on track toward the 45% goal for 2024.</p> <p>Current Operation Graduation Rate Data:</p> <p>Fall 2019 cohort completed the 3 year cycle with a 43% completion rate. This is an 8% increase from the Fall 2018 cohort.</p> <p>Graduation rates of African American students remained the same compared to the Fall 18 cohort and Hispanic graduation rates fell, but had a very small cohort to start.</p> <p>Overall, we are trending well, but there is definite room for improvement in our strategies with African American and Hispanic populations.</p> <p>Op Grad: In Progress/Planning:</p> <p>Operation Graduation/Student Retention:</p> <ol style="list-style-type: none"> 1. Completed technical implementation and integration of CRM Advise system with 	<p>Operation Graduation/Student Retention Platform:</p> <ol style="list-style-type: none"> 1. Train staff and build in accountability measures. This may require some shifts in job responsibilities. 2. Pilot initial system developed. 3. Assess pilot system and make changes as necessary. 4. Report CRM Advise communications and interventions put in place with shared platform. 5. Monitor Operation Graduation data for evidence of CRM Advise.

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			<p>our ERP (Colleague) and LMS (Blackboard). This system will automate the former, manual Operation Graduation process, sharing data in real time with each students' identified success team and setting various retention strategies into place as needed (some automatically and some through assigned alerts to staff).</p> <p>2. Developed and prioritized a first-time/full-time cohort to follow in Advise. This group will mirror the group that was pulled for the manual Operation Graduation cohort/process.</p> <p>3. CRM Advise Core Implementation Team completed Train the Trainer modules to be able to train all campus stakeholders in Summer/Fall 2023.</p>	

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II.A-2 Implement a pilot program to improve success for developmental students (i.e., a tuition waiver for co-requisite developmental courses).	Student Services MP: Increase student success	TRIO: Provide additional resources for at-risk students, especially those in developmental programs.	Included Iconic’s African American male students in the TRIO program. Increased enrollment with events like “First-Gen-Friday” on Nov. 4, 2022.	Will offer academic advisement, tutoring, and personal-and-career counseling to at-risk students.
II.A-3 Revitalize the “Toolbox” program in alignment with TRIO to improve the success rates of students from low-income and underrepresented groups.	Student Services MP: Increase student access, engagement, retention and success through more integrated and comprehensive student services.	Student Services: Address achievement gap for African-American male students.	Under the Chief Diversity Officer and the Middle College coordinator, DACC has introduced “Iconic,” a self-named cohort for African American males. With TRIO support, members receive personal academic counseling,	With nearly 20 students, Iconic has improved the graduation rate for the cohort by 7 percent in 2023—but it is still below the overall graduation rate. DACC will work with Achieving the Dream coach Dr. Vanessa Morest to improve the performance of

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			tutoring, and other services as needed.	Iconic students even further.
II.B-1 Develop new outreach plans to reach out to underrepresented communities, African American residents, veterans, adult learners, and Indiana residents.	Academic MP: Increase engagement with students from underrepresented groups and veterans	Vermilion County Works/American Job Center: Serve veterans and underrepresented groups by providing access to employers.	Held "College Day" with nearly 60 colleges and universities on Sept. 15. Held two-day "Drive-by" job fairs in August and October. Collaborated with Vermilion Advantage for an 80-business job fair in the Palmer Arena on Apr. 28.	Identify opportunities in 2023-24 for niche-specific job fairs on the DACC campus.
II.B-1 Develop new outreach plans to reach out to underrepresented communities, African American residents, veterans, adult learners, and Indiana residents.	Academic MP: Increase engagement with students from underrepresented groups and veterans	Academic Affairs and Operations: Address needs of minority students, low-income students, and individuals with disabilities.	Awarded the \$170,000 Illinois Innovative Bridge and Transition Grant to provide technology to support Adult Education students.	Develop a fast-track certificate in public-health medical billing as a follow up to the grant.
II.B-1 Develop new outreach plans to reach out to underrepresented communities, African American residents, veterans, adult learners, and Indiana residents.	Academic MP: Advance a culture of inclusion	Human Resources: Promote the Equity Plan	Introduced the Ally program to advance a culture that is inclusive for LGBTQ+ students and employees; held Coming Out Day on Oct. 11 with a panel discussion consisting of LGBTQ+ students.	Follow up annually with the program.

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II.B-1 Develop new outreach plans to reach out to underrepresented communities, African American residents, veterans, adult learners, and Indiana residents.	Academic MP: Advance a culture of inclusion	Human Resources: Promote the Equity Plan	Office of the Chief Diversity Officer and Diversity Team led month-long events for Hispanic Heritage Month and African American History Month.	Establish a link between Campus Community Team and the Diversity Team.
II.B-1 Develop new outreach plans to reach out to underrepresented communities, African American residents, veterans, adult learners, and Indiana residents.	Academic MP: Improve pedagogy and success rate	Liberal Arts: Continue to demonstrate the effectiveness learning communities	Biology and Speech learning community participated in a field trip to Indiana's Exotic Feline Rescue Center in Indiana.	Introduce learning communities for other paired disciplines.
II.B-1 Develop new outreach plans to reach out to underrepresented communities, African American residents, veterans, adult learners, and Indiana residents.	Academic MP: Increase engagement with students from underrepresented groups and veterans	Recruitment: Host campus tours with underrepresented groups.	Hosted elementary-school-age children from the 3 Kings of Peace mentoring center and children from Mead Park Elementary School. The populations served by both are predominantly African American and Latinx	Schedule tours with other District 118 elementary schools.
II.B-2. Increase enrollment to 2019 levels or better.	Student Services MP: Increase Enrollment	Student Services: Increase enrollment through outreach to high schools and to those who dropped during the pandemic.	On Aug. 3, held the first in a series of open houses targeting students who dropped out during Covid. The first event attracted nearly 50	Recruitment had a similar response in advance of the spring 2023 semester.

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			students who registered for classes totaling 432 credit hours. Apr. 20 Tech Center Tour attracted more than 100 community members for demonstrations in career and technical programs like construction, manufacturing, and computer programming.	
II.B-2. Increase enrollment to 2019 levels or better.	Student Services MP: Increase Enrollment	Student Services: Improve student onboarding and engagement communications by assessing current processes for relevancy and effectiveness with diverse student populations in focus.	<p>In Progress: Implementation of Interact reporting feature.</p> <p>Communications Audit:</p> <ol style="list-style-type: none"> 1. The Communication Audit findings were shared with all stakeholders. 2. The review was mixed between positive and negative elements, though ratings averaged above the median rating on the Interact national scale, indicating a positive trend. 3. Strategies put in place to improve the intended messages for effectiveness and, ultimately, student 	<p>1. Continue to implement recommendations. Focus in FY24 will include the following updates:</p> <ol style="list-style-type: none"> a. Recruitment pieces b. Website updates c. Orientation updates d. Tailor messages to underserved populations in our district. e. Find additional missed student engagement opportunities. <p>.</p>

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			<p>recruitment and engagement include the following:</p> <ul style="list-style-type: none"> a. Information tone was reduced to increase engagement. b. Utilizing the Branding Guide developed as a result of the audit findings. Began with an audit of all Student Service publications and started to update them in order of need. Also used in CRM Advise HTML email templates. c. Utilizing more videos (orientations, social media and website) to engage and assist public. d. Updating website pages. e. Utilizing real students in publications. f. Improving quality of print materials. 	
<p>II.B-2. Increase enrollment to 2019 levels or better.</p>	<p>Student Services MP: Increase Enrollment</p>	<p>Marketing Collaborative: Modify “Bonus Program” to promote early registration.</p>	<p>Introduced “Early Bird” \$600-bonus program in fall 2022, resulting in a 20-percent increase in Spring 2023 enrollment.</p>	<p>Promote “Early Bird” for Fall 2023 with a June 30 deadline for bonus eligibility.</p>

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II.B-3. Promote “marquee” programs, like music production and music for business, barbering, robotics, wind technology, and turf management.	Academic MP: Improve students’ job readiness through career and technical programs	Business & Technology: Increase enrollment in robotics program by upgrading the lab and curricula to support the needs of local business and industry.	The robotics lab underwent a \$50,000 overhaul that included the installation of current software and mechanical equipment and a new network.	Sections for college and College Express began running in the robotics lab in Spring 2023.
II.B-3. Promote “marquee” programs, like music production and music for business, barbering, robotics, wind technology, and turf management.	Academic MP: Improve students’ job readiness through career and technical programs	Facilities: Rehabilitate a store at the Village Mall to become a classroom and a lab for barbering.	In-house facilities maintenance staff completed the rehabilitation work in May 2023 in advance of the Fall opening for the program.	Receive final approval from the Illinois Department of Financial and Professional Regulation.
II.B-3. Promote “marquee” programs, like music production and music for business, barbering, robotics, wind technology, and turf management.	Academic MP: Improve students’ job readiness through career and technical programs	Business & Technology: Promote Agriculture programs.	As an exhibition of precision ag, the College held a Drone-flying competition in the Gym with more than 30 students from six local high schools in Spring 2023.	Will be expanded as an annual competition in 2023-24.
II.B-4. Attract job-seekers to DACC through the American Job Center, Vermilion County Works, and	Student Services MP: Improve student awareness of college services, information, activities and dual-credit programs.	Vermilion County Works/American Job Center: Promote local business and industry.	Produced and widely distributed “Great Careers in the Danville Area,” a guide to opportunities for job seekers in manufacturing, transportation, banking,	Update the guide in 2024.

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DACC Career Services.			education, retail, and more.	
II.C-1. Increase student participation in extracurricular activities.	Student Services MP: Increase student access, engagement, retention and success through more integrated and comprehensive student services.	Athletics: Continue to build an athletic program that emphasizes success in intercollegiate competition and in the classroom.	DACC sports teams excelled in 2022-23: the men's basketball team earned a #3 national ranking, the softball team placed #7 nationally, the women's basketball team was #8 in the nation, and the men's golf team qualified for the national championship. Of DACC's 83 student-athletes, 54 had a grade-point average of 3.0 or better. The softball team's collective GPA was 3.33 and the baseball team's was 3.32.	To respond to an overwhelming community interest and the potential for increasing enrollment, DACC will add women's volleyball to the sports portfolio in the fall of 2024.
II.C-1. Increase student participation in extracurricular activities.	Student Services MP: Increase student access, engagement, retention and success through more integrated and comprehensive student services.	Phi Theta Kappa: Raise profile of the PTK chapter at DACC	PTK students participated in the national convention, which was held in Colorado.	Continue to build service projects that can produce national recognition for DACC's PTK students.
II.C-1. Increase student participation in extracurricular activities.	Student Services MP: Increase student access, engagement, retention and success through more integrated and comprehensive student services.	Student Services: Expand and improve "student life" opportunities to increase engagement and a sense of belonging:	Completed to Date: 1. Added student engagement responsibilities to the Coordinator of Recruitment position. Also added a second	1. Develop a plan to develop comprehensive activities to serve a diverse student community. 2. Continue to survey current and prospective students to determine what

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		<ul style="list-style-type: none"> • Student activities are coordinated and marketed effectively. • Students are satisfied with the diversity of activities available on campus. • Student activity participation increases with increased diversity. 	<p>Recruiter/Student Engagement to help improve and grow the department.</p> <ol style="list-style-type: none"> 2. The Recruitment/Student Engagement team is assessing current student life structure and opportunities and developing a plan for future. 3. Capturing student engagement interactions by utilizing the Colleague Campus Organizations module. By tracking clubs, membership, and activities, the College can integrate the data into CRM Advise and assess what activities are making positive contributions to student retention. 4. Reinstated Women's Volleyball program to expand athletic options for students. 	<p>sports/activities are in demand.</p> <ol style="list-style-type: none"> 3. Complete the implementation process of Campus Organizations module and review the CRM Advise data analytics for additional feedback/assessment.
II.C-2. Promote the wellbeing of students	Student Services MP: Increase student success	Foundation: Support the "Connection Café" program to support	The Connection Café holds coffee socials and	Plan to increase funding so that the programs can be held monthly.

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		mental-health for students and employees through the endowed-chair program.	seminars every other month.	
II.C-2. Promote the wellbeing of students	Student Services MP: Increase student success	Student Services: Support the mental health of students.	Student Services hired an on-campus therapist for three days per week.	With COVID funds no longer available, the College will find another funding source for the program.
II.C-3. Investigate housing options for homeless students.	President's Institutional Vision: Revenue, Relationships, and Reputation	Student Services: Outreach to regional high schools.	The Jan, 23 Vermilion County Youth Conference returned to DACC for day-long discussions with elected officials, civic leaders, educators, ministers, and the media. One area of focus was student homelessness.	DACC needs to determine whether Building 11, which is located on the College side of the Veterans' Administration fence, may be a viable location for student emergency housing.
III.A-1 Continue progress toward good repair.	Facilities Master Plan, 2019-2023	Facilities: Maintain safe buildings and grounds.	Projects completed in 2022-23 include the following: Renovation of the Lincoln hall Food Service Area; construction of a Media suite in the Mary Miller Complex; Installation of a new sun shade in Child Development Center playground; replacement of a light pole in the Mary Miller parking lot; renovate the Village Mall rooms to accommodate the new Barber School;	Upcoming projects include replacing worn carpet in a MMC 208; building a new handicap ramp access to North side of Jacobs Hall; replacing the original hot and cold galvanized plumbing in Mary Miller; renovating the Clock Tower Center and Ornamental Horticulture Buildings; replacing the roof of the Technology Center; and renovating Hegeler Hall to become the Center for

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			remove asbestos from all main domestic water lines in Mary Miller Complex.	corporate and community education.
III.A-2. Renovate the first floor of Hegeler Hall, Clock Tower, and Horticulture Center.	Facilities Master Plan, 2019-2023	Facilities: Using a \$3 million gift from the Hegeler Foundation, renovate the first floor of Hegeler Hall	Awarded \$300,000 to a local vendor to replace the Hegeler Center roof. Architect developed a scope of work and a general contractor was hired.	Work schedule targets early 2024 for the completion of Phase I and beneficial use of the first floor of Hegeler Hall.
III.A-3. Upgrade campus fire system.	Facilities Master Plan, 2019-2023	Facilities: Maintain safe buildings and grounds.	Developed scope of work for fire-system upgrade to be done in conjunction with the installation of the new video-surveillance system.	Board approved the plan, which will be implemented in the summer of 2023.
III.A-4. Enhance security systems by introducing an integrated system with fully compatible text- messaging and other identified tools to improve timely communications to all stakeholders.	Facilities Master Plan, 2019-2023	Facilities, Security, and Finance: Improve the College's preparedness for emergencies.	College installed and activated the Alertus emergency mass-notification system.	Next step is upgrading the video-surveillance system and installing keyless locks throughout the Campus.
III.A-4. Enhance security systems by introducing an integrated system with fully compatible text- messaging and other identified tools	Information Technology Strategic Plan, 2018-2024	Finance: Thwart cyber attacks against the DACC network.	Following up last year's migration to Cloud computing, the College adopted a multi-factor authentication system for email, Web services, and SharePoint.	Further enhance security systems.

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to improve timely communications to all stakeholders.				
III.A-5. Upgrade and enhance student services and commons and athletic facilities, (Gym, Financial Aid, eSports lab, weight room, and athletic fields). Improve wayfinding/signage.	Student Services MP: Maximize resource and improve Student Services' infrastructures to meet stakeholders' needs.	Student Services and Facilities: Upgrade the Gym by installing a broadcast booth.	Broadcast booth installed along the south wall, equipped to broadcast television and radio, operate cameras and "Jumbotron" video board. Work was completed in advance of the Vermilion County Tournament in January and performed exceptionally well during the March NJCAA championships.	Will be incorporated as a practicum for students in broadcast classes at DACC.
III.A-5. Upgrade and enhance student services and commons and athletic facilities, (Gym, Financial Aid, eSports lab, weight room, and athletic fields). Improve wayfinding/signage.	Student Services MP: Maximize resource and improve Student Services' infrastructures to meet stakeholders' needs.	<p>Student Services:</p> <ol style="list-style-type: none"> 1. Increase student engagement with student-focused communications and timely interventions. 2. Students are informed and satisfied with the College's various onboarding/intake/communication strategies. <p>Tasks:</p> <ol style="list-style-type: none"> 1. Develop communication plans 	<p>Planning & Progress:</p> <ol style="list-style-type: none"> 1. Developed and implemented CRM Advise communication and retention strategies specific to the needs of DACC students. Strategies are based on national best practices and various imported data points. 2. Developed several communication plans to improve student engagement communications and 	<ol style="list-style-type: none"> 1. Update business processes to establish clear communications on how staff should respond to each alert assigned to them. 2. Review the effectiveness of the communication plans using student surveys and data analytics and make adjustments as needed. 3. Add additional communication plans as needed.

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		<p>(with CRM Advise) to inform and serve student populations, with special emphasis on underserved populations.</p> <p>2. Assess activities put in place for effectiveness. Make changes as needed.</p>	<p>incorporate retention strategies that are proven effective based on national best practices.</p> <p>3. Incorporated Twilio text messaging, SparkPost bulk email capabilities, and Stripo advanced email building services (to use in combination with SparkPost) to build more efficient strategies.</p> <p>a. Stripo allows us to build dynamic, engaging email templates through SprarkPost. The formatting also follows the College's branding policy.</p> <p>4. Developed HTML dynamic templates utilizing the Branding Guidelines established by the College earlier this year.</p>	
<p>III.A-5. Upgrade and enhance student services and</p>	<p>Student Services MP: Maximize resource and improve Student</p>	<p>Student Services: Improve student engagement with social/common areas by</p>	<p>Phase 1 - Completed Phase 2 - Completed</p>	<p>Phases 3 (1st Floor LH): 1. Complete architect plans and bidding process to</p>

<u>Matrix Strategy</u>	<u>Master Plan</u>	<u>Department Goal</u>	<u>Outcome 2022-23</u>	<u>Next Step</u>
commons and athletic facilities, (Gym, Financial Aid, eSports lab, weight room, and athletic fields). Improve wayfinding/signage.	Services' infrastructures to meet stakeholders' needs.	<p>incorporating technology, design, and comfort.</p> <p>Tasks: Improve department/college signage with updated graphics, communications, and directional signs.</p> <ul style="list-style-type: none"> • Update areas to reflect a modern, fresh, and aesthetically pleasing environment. • With many departments moving on campus and the lack of directional signage from the start, the College needs to help students/ customers find their way and critical resources. 	<ol style="list-style-type: none"> 1. Met with companies to review current options for updated student-centered areas, focusing on student engagement and wayfinding. 2. Plan was downsized into smaller jobs due to infrastructure improvements that needed to be made before wayfinding was implemented. 3. Completed the 1st floor/Lincoln Hall infrastructure updates (prepped and primed) for wayfinding/graphics to be applied. 	<ol style="list-style-type: none"> update the Student Union, VH/LH/CH/PH common areas with directional and service guidance. 2. Prep infrastructure for wayfinding and graphics as needed. 3. Complete graphic and directional signage updates.

<u>Matrix Strategy</u>	<u>Master Plan</u>	<u>Department Goal</u>	<u>Outcome 2022-23</u>	<u>Next Step</u>
III.A-5. Upgrade and enhance student services and commons and athletic facilities, (Gym, Financial Aid, eSports lab, weight room, and athletic fields). Improve wayfinding/signage.	Student Services MP: Maximize resource and improve Student Services' infrastructures to meet stakeholders' needs.	<p>Student Services: Improved campus and community engagement utilizing Mick Jaguar. Ultimate goal is to increase engagement and awareness with K-12 and social services partners.</p> <p>Tasks:</p> <ol style="list-style-type: none"> 1. Hire a person to be the Mick Jaguar character. 2. Develop Mick Jaguar giveaways (ex: activity book) 3. Replace Mick Jaguar costume as needed. 	<p>In Progress/Partially Complete:</p> <p>Video Production team utilized Mick Jaguar in several social media campaigns and activities.</p> <p>Determined that it would be best to have 1 or 2 people in the Mick costume. Investigated the feasibility of hiring someone that is not a student worker if we cannot find some to fill the position.</p>	<ol style="list-style-type: none"> 1. Hold a try-out/interview process for Mick Jaguar. Goal would be to utilize an incoming student who could stick with position while attending DACC. 2. Develop a community-wide engagement calendar utilizing Mick Jaguar as a local draw. 3. Continue to utilize Mick Jaguar in social media campaigns. 4. Assess the benefits/payoff of utilizing Mick Jaguar in the community to plan for future.
III.A-5. Upgrade and enhance student services and commons and athletic facilities, (Gym, Financial Aid, eSports lab, weight room, and athletic fields). Improve wayfinding/signage.	Student Services MP: Maximize resource and improve Student Services' infrastructures to meet stakeholders' needs.	<p>Student Services: The Financial Aid Office provides a student/customer centered environment that allows for streamlined and confidential interactions with students.</p> <p>Tasks:</p> <ol style="list-style-type: none"> 1) Restructure the Financial Aid office, moving Specialists to a more private area where 	<p>Completed early!</p> <ol style="list-style-type: none"> 1. The Financial Aid staff completed the Plan under budget and a year early. The staff cleaned the office, maintenance repaired walls, and furniture was found from around the college. The updated space is professional, allows for private/confidential services, and presents a 	<p>Continue to serve students in a safe, secure, confidential spaces.</p>

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		<p>they can have confidential discussions with students.</p> <p>2) Streamline processes with in person and online services practices.</p>	welcoming service area to all stakeholders.	
III.B-1. Implement improvement to the telephone system with a Voice Over Internet Protocol system.	Information Technology Strategic Plan, 2018-2024	Information Technology Strategic Plan, 2018-2024	Phone system purchased and delivered.	In-house staffs in maintenance and technology will install the new system during the summer of 2023.
III.B-2. Implement available Colleague functionality and investigate the feasibility of full integration of the Foundation's Next Gen with Colleague.	President's Institutional Vision: Revenue, Relationships, and Reputation	Foundation: Goal for 2024 is to distribute \$1 million in scholarships.	By extending the application deadline to May 1, 2023, a record number of scholarship applications were received: 514.	Foundation has begun the process of investigating the donor-management system called Raiser's Edge to replace NextGen, thereby enabling staff to manage scholarship applications and donor records in a system that seamlessly interfaces with DACC's Colleague management-information system.
III.B-2. Implement available Colleague functionality and investigate the feasibility of full integration of the Foundation's Next Gen with Colleague.	Information Technology Strategic Plan, 2018-2024	Finance: Integrate all systems with Colleague	Customer Relationship Management (CRM) had a "go live" on May 18. Also integrated Ellucian Experience with Colleague and Blackboard	Review all technology and implement recommendations.

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III.B-3. Implement a video quizzing utility and cloud-based video portal solution.	Academic MP: Improve Access and Affordability	Academic Affairs: Enable students to take tests in online classes without requiring on-campus presence.	Installation was completed as part of the Kaltura license that was purchased.	Assess the effectiveness of the new video-testing system.
III.C-1. Employ a sustainable financial plan that anticipates potential reductions in local and State subsidies as well as diminishing tuition revenue.	President's Institutional Vision: Revenue, Relationships, and Reputation	Finance: Manage finances to restore the full pre-2015 fund balance.	Tuition was increased \$5 per credit hour effective Summer 2022; FY22 operating funds ended with a surplus of \$1,436,317 (after utilizing HEERF Grant funds for lost revenue), of which \$1,425,000 was transferred to the Board Restricted Fund to utilize in future years. Overall fund balance of Unrestricted Funds (Operating, Auxiliary & Board Restricted) increased by \$885,698.	Board approved a \$2 increase in tuition and a \$3 increase in fees for 2024, thereby keeping the College on pace for small incremental increases without placing a disproportionate burden on students.
III.C-1. Employ a sustainable financial plan that anticipates potential reductions in local and State subsidies as well as diminishing tuition revenue.	President's Institutional Vision: Revenue, Relationships, and Reputation	Foundation: Support College enrollment and programs through fundraising.	Awarded a record amount of scholarships in 2022-23--\$945,450 to help boost College revenue and enrollment.	Foundation aspiring to break the \$1 million award level in 2023-24.

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III.C-2. Secure funding for key State RAMP priority projects, especially the completion of Phase II of Hegeler Hall.	Facilities Master Plan, 2019-23	Facilities and Foundation: Develop a scope of work to maximize the Hegeler Foundation's \$3 million gift to DACC.	Architecture for Hegeler Hall was completed with buildable plans for a full first-floor renovation, leading to beneficial use within 9 months and within the \$3 million budget; for the Clock Tower/Horticulture Center project, the College will provide \$2.4 million to fund local match for this State-managed rehabilitation project.	Corporate and Community Education will become the primary tenants of the Hegeler Center once work is completed.
III.D-1. Develop and implement a plan of action based on information received from the 2022 Employee survey.	Human Resources Master Plan: 2022-24	Human Resources: Administered "Great Colleges to Work For" survey to all employees through ModernThink and the Chronicle of Higher Education.	College received high marks except in "communication," "collaboration," and "confidence in senior leadership."	President commissioned a College-wide Morale Team to examine ways of addressing these concerns.
III.D-2. Investigate institutional succession plan.	Human Resources Master Plan: 2022-24; Academic MP: Develop a succession plan for replacing retiring Academic Admin. and Faculty	Human Resources: Revitalize the workforce by opening opportunities for new employees.	The Board adopted the Voluntary Separation Program, which ran between Dec. 2022 and June 2023. As of April 10, 13 employees with 15 or more years of service accepted a buy out as severance.	Per the Board's directive, the program will end on June 30, 2023.

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III.D-2. Investigate institutional succession plan.	Human Resources Master Plan: 2022-24	Student Services: Replace 32-year director of the services at the DACC Child Development Center	Hired incumbent teacher as director.	With an influx of student workers and funding through the Early Childhood Development Consortium, DACC is expanding classes with a plan to add an additional section.
III.D-3. Create a Diversity, Equity, and Inclusion Council that is charged through Governance to implement the Equity Plan for hiring and retaining employees from under-represented groups.	Human Resources Master Plan: 2021-23	Human Resources: Support the College's Equity Plan and implement the seven key strategies.	President Nacco hired Counseling Director Stephane Potts as Chief Diversity Officer and named her to the College Cabinet. Along with overseeing the community-based Access, Equity, and Diversity committee, the CDO has also assembled a representative group of faculty, staff, and students to serve on the Diversity, Equity, and Inclusion Council.	The Council has begun addressing two of the seven strategies relating to equity in hiring and student recruitment.
IV.A-1. Revise all area-specific strategic plans including -- Academic Services Master Plan, Assessment Plan, Teaching & Learning Plan, Student Services Master Plan, Strategic	President's Institutional Vision: Revenue, Relationships, and Reputation	Academic Affairs and Student Services: Develop a strategic-enrollment plan as a foundation for updates to the academic-services master plan and student-services master plan.	Spring 2023 In-Service featured College-wide participation of faculty and staff in SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) to help inform the master-planning process. Following that were SWOT surveys of	Data from the SWOT analyses have been sorted for analysis by an independent research professional and a candidate for a Ph.D. in research.

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Enrollment Management Plan, Professional Development Plan, Marketing Plan & Technology Plan.			students, Board members, and community members.	
IV.A-1. Revise all area-specific strategic plans including -- Academic Services Master Plan, Assessment Plan, Teaching & Learning Plan, Student Services Master Plan, Strategic Enrollment Management Plan, Professional Development Plan, Marketing Plan & Technology Plan.	Information Technology Strategic Plan, 2018-2024	Finance: Assess the College's overall technology state based on systems, hardware, and staffing.	Hired a consultant to conduct a thorough analysis of the College's technology.	Develop a new Technology Plan based on the consultant's recommendations.
IV.A-1. Revise all area-specific strategic plans including -- Academic Services Master Plan, Assessment Plan, Teaching & Learning Plan, Student Services Master Plan, Strategic	President's Institutional Vision: Revenue, Relationships, and Reputation	Student Services: Increase student satisfaction with improved customer services and expanded cross-training in all Student Service offices. Tasks: 1. Review data gathered from institutional satisfaction	In Progress: 1. With CCSSE & SSI feedback not updated since 2021, Student Services' staff are utilizing point-of-service surveys and CTE/Transfer graduate exit surveys to assess student satisfaction and expectations. If	1. Continue to review Point of Service surveys, Student Satisfaction scores/progress on CCSSE and SSI student satisfaction measures (compare previous results with future results) to verify patterns identified.

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Enrollment Management Plan, Professional Development Plan, Marketing Plan & Technology Plan.		<p>surveys and point of service surveys.</p> <p>2. Implement CRM Advise and use as a tool to provide timely and engaging communications.</p> <p>3. Develop business practices to address areas in need of improvement.</p>	<p>used, the majority of students are satisfied with student services' areas and extracurricular activities. However, many students state that they don't use the services. This is an area we can focus on in the future.</p> <p>2. Incorporated communication plans into CRM Advise tool to improve information sharing with students.</p> <p>3. Assessed current Student Services structures and their ability to meet the current needs of students.</p>	<p>2. Develop strategies and goals to improve student usage and satisfaction.</p> <p>3. Review staffing and cross-training options in front-line options. Make recommendations/changes as appropriate.</p>
IV.A-2. Continue building the Presidential Scholarship endowment.	President's Institutional Vision: Revenue, Relationships, and Reputation	Foundation: Support College enrollment and programs through fundraising.	Awarded a record amount of scholarships in 2022-23--\$945,450 to help boost College revenue and enrollment.	Foundation aspiring to break the \$1 million award level in 2023-24 based on the record-setting 512 applications received in May 2023.
IV.A-3. Promote the Mary Miller Society to increase scholarship bequests.	President's Institutional Vision: Revenue, Relationships, and Reputation	Foundation: Raise awareness of the option for donors to pledge to include DACC in their will.	With the renovation of the displays in the Bremer Center lobby came a prominent new	Continue to include the Bremer Lobby on tours with current and prospective donors—emphasizing the

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			board that lists Mary Miller Society members.	importance of the Mary Miller Society.
IV.A-4. Design and introduce auxiliary programs that raise revenue to subsidize operations, including the community use of Jacobs Hall, in-house dining services, and a campus restaurant.	President's Institutional Vision: Revenue, Relationships, and Reputation	Finance: Manage in-house food services to provide affordable, quality breakfast and lunch for students and employees.	Hired a manager and assistant to introduce daily dining services in the student commons. The service has proven cost effective for the College and provided a greater variety of affordable meals.	To increase profitability of the in-house service, the College implemented a "right of first refusal" whenever an employee group needs catering for groups of 50 or fewer.
IV.A-4. Design and introduce auxiliary programs that raise revenue to subsidize operations, including the community use of Jacobs Hall, in-house dining services, and a campus restaurant.	President's Institutional Vision: Revenue, Relationships, and Reputation	Community Education: Increase capacity for summer College for Kids programs in order to increase revenue.	Athletics programs in College for kids nearly tripled the number of registered students during the summer of 2022.	Continue to expand program with advance marketing in January.
IV.A-5. Through Corporate Education, increase revenue via customized business training with new clients.	President's Institutional Vision: Revenue, Relationships, and Reputation	Operations: Provide Corporate Education support for local business and industry through customized training programs.	As of Mar. 31, 2023, served 1,380 employees in more than 50 regional businesses to generate \$337,235.23 in contract sales. The net income exceeds \$100,000	With the expected move to Hegeler Hall in late Spring 2024, forklift training will move to the gym area of Hegeler.
IV.B-1. Support new industry with workforce development, including casino, Fed	Academic MP: Support Regional Workforce Development	Business & Technology: Host casino training in dealing, game operations, machine repair, and security along with	Training began in January with DACC Career Services and the AJC helping recruit trainees.	Corporate Education will begin providing this training after the casino opens in mid-2023.

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Ex, and expanded Carle.		Corporate Education and the American Job Center		
IV.B-1. Support new industry with workforce development, including casino, Fed Ex, and expanded Carle.	Academic MP: Support Regional Workforce Development	Business & Technology: Participate in Carle’s Illinois State grant for community engagement.	DACC has joined the consortium as a grant partner with grant funds supporting the development of a community garden in proximity to the Carle campus as well as a mental-health therapist degree.	Both projects were launched in spring 2023 and are slated for completion during the calendar year.
IV.B-1. Support new industry with workforce development, including casino, Fed Ex, and expanded Carle.	Academic MP: Support Regional Workforce Development	Small Business Development Center: Support new and legacy businesses with recognition program.	In 2022-23, the SBDC gave awards to four businesses: Awebco, Newton’s Cleaning and Restoration, Owens Excavating and Trucking, and “It’s In Your Head.”	State and federal funding will help DACC continue to participate as a SBDC college in 2023-24.
IV.B-2. Expand use of the “Write Your Story” campaign to include current students, recent graduates, alumni, and community stakeholders.	President’s Institutional Vision: Revenue, Relationships, and Reputation	Student Services: Reengage with alumni through athletics.	For the first time in four years, the College hosted an induction ceremony for noteworthy DACC student athletes. This year’s hall-of-fame class included alumna Jeana Alexander, alumni David Harrell and Corey Fox, and community icon Buzz Cassidy.	The DACC Athletics Hall of Fame will resume its every-other-year schedule for hall-of-fame luncheons.
IV. B-3. Encourage increased participation of minority-owned and	President’s Institutional Vision: Revenue, Relationships, and Reputation	Finance: Meet or exceed the institutional goal of awarding 10 percent of	In FY 2023, DACC increased BEP spending. Of note, a BEP vendor is the architect for the	Because this program is “aspirational” for the State but a defined goal for the College, Finance will

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women-owned businesses through the Business Enterprise Program.		the overall expenditures to BEP companies.	\$240,000 Hegeler project and another BEP vendor was awarded the \$800,000 door lock/camera project. Our list of non-certified BEP continues to grows, but that does not help us meet our goals.	continue to grow the College's list of non-certified BEP vendors in addition to those that are State-certified.
IV. B-4. Reengage DACC retirees with an annual luncheon.	President's Institutional Vision: Revenue, Relationships, and Reputation	President's Office: Hold an annual luncheon for DACC retirees.	A new tradition was born on Oct. 4 with more than 50 of the College's former employees attending the DACC-culinary-catered luncheon in the Bremer Center	Will continue annually in October.
IV. C-1. Update Hoopston Donor wall.	President's Institutional Vision: Revenue, Relationships, and Reputation	Foundation: Like the Bremer Center lobby's display, the Foundation display of donors needs an upgrade.	The Foundation developed a design concept similar to the one in the Bremer Center and now needs to allocate funds and seek out a sign-production company.	The Foundation expects to complete this upgrade during FY 2024.
IV. C-2. Employ All Star Jaguars in an expanded capacity to act as student ambassadors, models, and social media influencers.	Marketing Plan, 2020-24	Operations Vice President: Develop an integrated marketing system that leverages the use of students in promotional pieces.	College established the Marketing Collaborative as a team of employees with a wide range of marketing and recruitment skills.	The Marketing Collaborative has a vacancy due to the Voluntary Separation Program and can redefine the position to fill unmet needs.
IV. C-2. Employ All Star Jaguars in an expanded capacity	Marketing Plan, 2020-24	Operations Vice President: Develop an integrated marketing system that	The Marketing Collaborative enlisted 22	Developed and implemented a payment system based on each

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to act as student ambassadors, models, and social media influencers.		leverages the use of students in promotional pieces.	All-Star Jaguars in 2022-23.	student's outputs in video, blogging, social-media posts, and public appearances for recruitment.

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