

DANVILLE AREA COMMUNITY COLLEGE

A future written in success

STRATEGIC PLAN 2026-2031

Danville Area Community College


DANVILLE AREA COMMUNITY COLLEGE
80
Celebrating 80 years of Learning, Growth, and Legacy
HOME
GUEST
3
5
DANVILLE
JAGUARS

ACKNOWLEDGEMENTS

Board of Trustees

Mr. Greg Wolfe – Chair
Mr. Terry T. Hill – Vice Chair
Mrs. Sandra Finch
Mr. Dylan Haun
Mrs. Caroline Harby
Mrs. Lisa Martin
Mr. Maruti Seth
Mr. Leonidas Hamza – Student Trustee
Dr. Randall Fletcher – President
Mrs. Tammy Betancourt – Treasurer
Mrs. Kerri Thurman - Secretary

President's Executive Cabinet

Tammy Betancourt – Vice President, Finance/Chief Financial Officer
Kerri Thurman – Vice President, Operations/Board Secretary
Jill Cranmore – Vice President, Human Resources and Labor Relations/Title IX Coordinator
Dr. Penny McConnell – Interim VP of Academic Affairs

President's Extended Cabinet

Dr. Randy Fletcher, President
Doug Adams, Executive Director, Facilities
Tammy Betancourt, Vice President, Finance/Chief Financial Officer
Jill Cranmore, Vice President, Human Resources and Labor Relations/Title IX Coordinator
Vacant, Dean, Business & Technology
Angie Bergman, Interim Dean, Adult Education and Literacy/Middle College/College Express
Laura Hensgen, Executive Director, Marketing, College Relations, and Creative Content
Timothy Halstead, Chief Information Officer Tonya Hill, Executive Director, College Foundation and Grant Development
Dr. Penny McConnell, Vice President, Academic Affairs, Interim
Stephane Potts, Director, Counseling/Transfer Coordinator
Melissa Rome, Dean, Institutional Effectiveness and Strategic Initiatives
Angela Shaffer, Dean, Nursing & Allied Health Kathy Sturgeon, Interim Dean, Math and Sciences
Kerri Thurman, Vice President, Operations/Board Secretary
Dr. Amanda Turner, Dean of Students
Brittany Woodworth, Asst. Vice President, Operations/Executive Director, Workforce Development
Ryan Wyckoff, Interim Dean, Liberal Arts
Katie Mickle, Coordinator, Administrative Services/Expanded College, Cabinet Secretary

Strategic Planning Steering Committee

DACC Staff, Faculty, Student Members

Doug Adams
Emily Chappell
Jason Combs
Karla Coon
Cole Crawley - Student Trustee 2025
Terri Cummings
Leonidas Hamza - Student Trustee 2026
Brian Hensgen
Dr. Michael Hepner
Tonya Hill
Doug Hunter
Dale McCoy
Dawn Nasser
Melissa Rome
Angela Shaffer
Jennifer Slavik
Collin Wright
Shanay Wright
Whitney Yoder

External Stakeholder Members/Alumni

Aaron Hird, Regional Superintendent
Jodie Ingram, Vermilion Advantage
Michael Johnson, First Financial Bank

LETTER FROM THE PRESIDENT

Dear DACC community,
A Future Written in Success is the title and spirit of Danville Area Community College's new five-year strategic plan. This plan offers a distinct framework for growth, learning, and student achievement, guiding our everyday operations and projects. Grounded in our tradition of excellence, it supports our vision to meet every student where they are and empower their success. We remain committed to serving the community through best-practice teaching and learning. As the world evolves, we will stay flexible and adaptive, welcoming new opportunities and creative approaches to assist our students in their educational pursuits.

Through the operationalization of the strategic plan, DACC will continue to explore new teaching techniques, explore innovation and technology, and build partnerships to prepare students for the future. Our agility ensures we meet changing student needs while defending our mission. We also recognize that student success relies on the health of those who support them. We are dedicated to fostering a respectful, supportive, and fulfilling environment for our employees, knowing that a cooperative workforce drives student achievement. Over the next five years, our efforts will strengthen an institutional culture where learning is central, and student success stands as our top priority. This tactical plan will guide us in building an inclusive, forward-thinking community college where students become empowered and supported.

Thank you to our community, our business & industry partners, faculty, staff, administration, and Board of Trustees for your persistent dedication to our students.
Respectfully,

Dr. Randall P. Fletcher
President













OUR MISSION & VISION

Vision Statement

Every student, every story, a future written in success.

Mission Statement

Committed to teaching and learning, Danville Area Community College serves the community and transforms lives.



CORE VALUES

We are DACC

Our values define our culture and the behaviors we expect from every member of the DACC family.



Diverse

Strength in difference.

By embracing varied identities and viewpoints, we create a richer, more resilient learning environment that prepares students for a global workforce.

Adaptable

Thriving through change.

We remain agile in the face of economic and technological shifts, ensuring our curriculum and services evolve as quickly as the world around us.

Committed

All in, always.

We provide unwavering support for our students, recognizing that our dedication is the primary driver of their retention and completion.

Community

United for impact.

We are an anchor institution. Our success is directly linked to the prosperity of Vermilion County and the surrounding region through deep-seated partnerships.

STUDENT PROFILE

Total Student Enrollment (FY26)

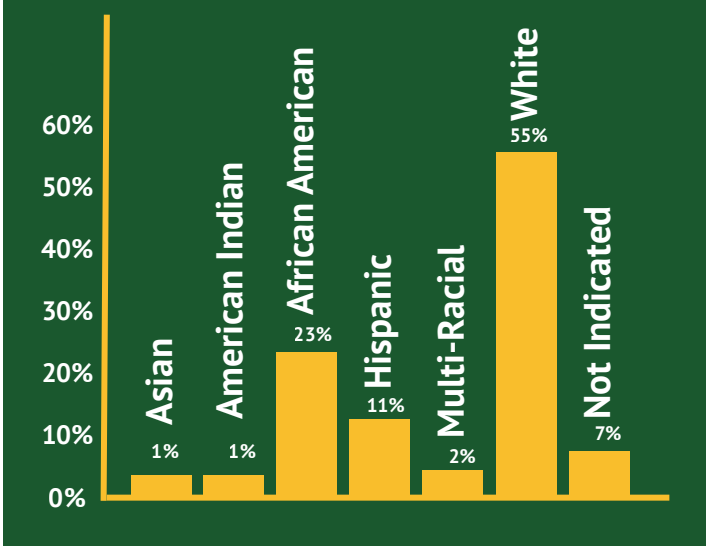
4,794

Total Credit Students	3,430
Total Non-Credit Students	1,364
Average Age of All Students	27

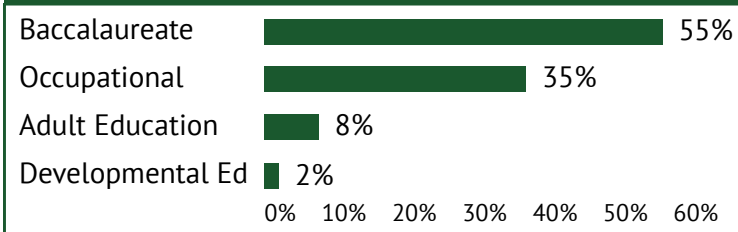
Credit Student Breakdown

Full-Time (24+ Credits)	20%
Part-Time	80%
Female	56%
Male	43%
Unknown/Other	1%

Credit Student Race/Ethnicity (FY26)



Curriculum Breakdown (FY26)



Percentage of courses taught by *Full-Time faculty (FY26)*

87%

Percentage of first-time, full-time students *who received Pell Grants (FY24)*

55%

Student Profile Highlights

Class Size **17:1** Fall 2025	First Generation Students **54%** FY26
Credit Hours Delivered Online **50%** FY26	Dual Enrollment High School Students **864** FY26
Tuition Rate per Credit Hour **$165** FY27	Degree/Certificate Completions **720** FY26

INTRODUCTION

Danville Area Community College (DACC) stands at a unique and vital crossroad. As the primary engines of economic mobility and lifelong learning, we serve as the crucial link between local talent and a rapidly evolving workforce. However, staying relevant in an era of shifting demographics, technological disruption, and changing economic demands requires more than just day-to day management. It demands a deliberate, forward-thinking roadmap. Over the course of the last 18 months, DACC has undertaken a comprehensive, multi-phase process to develop the new Strategic Planning Framework. This process was designed to be more than just a box to check or a plan to collect dust on a shelf. Instead, it is a collaborative and data driven blueprint designed to align our institutional mission with the emerging realities of tomorrow.

Our Story

DACC is an accredited public two-year community college providing higher education opportunities for youth and adults in East Central Illinois. Established initially as an extension center of the University of Illinois in 1946, DACC became a public junior college under Danville Public Schools in 1949, and received the name Danville Junior College in 1951. In June 1966, the College became an independent two-year area college with its own Board of Trustees and junior college district. The name Danville Junior College was changed to Danville Area Community College in 1979, to be more reflective of the services rendered. The College, housed until 1965 at Danville High School, is now located on an attractive 75-acre campus at the east edge of Danville, Illinois. In 2012, DACC expanded its ability to service residents in the northern part of the district by opening the DACC Higher Learning Center - Hoopeston in Hoopeston, Illinois. DACC has become a tradition in the lives of the people it serves. Multiple generations have sent their children to DACC to prepare for a career or begin the journey through higher education. As DACC celebrates its 80th year in 2026, the College has served the community with distinction, fostering learning, workforce development, and artistic initiatives, and maintaining a rich tradition of excellence in education. DACC has helped thousands of students pursue degrees, launch careers, transfer to four-year institutions, and achieve personal and professional goals.

Our District

DACC serves District #507, which encompasses most of Vermilion County and includes portions of Edgar, Iroquois, Ford, and Champaign counties, with a combined estimated population of 78,000. The college also serves a small portion of Indiana residents on the Illinois/Indiana border. DACC spans across 13 school districts. Vermilion County is classified as a micro area, defined by an urban core population between 10,000 and 49,999, and is considered a rural region. Vermilion County has an estimated population of 71,259 and a land area of approximately 898.32 square miles, resulting in a population density of 82.9 people per square mile. Vermilion County is the 7th largest county in Illinois by total area. (US Census).

STRATEGIC PLANNING DEVELOPMENT PROCESS

The strategic planning development process was structured into five distinct phases over an 18-month period, each designed to ensure inclusive participation, data-driven and informed decision-making, and a shared vision for the college's future. Each phase relied heavily on feedback provided by DACC staff, faculty, students, and the community at large.

Phase 1: Planning and Alignment

- ***Inventory & Gap Analysis:*** Evaluated existing planning documents and the current strategic matrix.
- ***Governance:*** Formed a Steering Committee to oversee the process
- ***Engagement:*** Formally introduced the initiative at the Spring 2025 faculty/staff in-service to ensure institutional transparency.

Phase 2: Information Gathering and Environmental Scanning

- ***Data Collection:*** Conducted an environmental scan spanning regional demographics, economic/workforce metrics, enrollment patterns, and 2023-24 student surveys. Findings were compiled into a *Local Assessment and Trend Analysis Report*.
- ***Stakeholder Input:*** Gathered qualitative and quantitative feedback via SWOT and PESTEL analyses to assess institutional performance and shape the 2026-2031 Strategic Plan.
- ***Focus Groups:*** Engaged external consultant Monyok Leadership to conduct 14 objective focus groups with students, faculty, high school personnel, community members, industry leaders, retirees, and the DACC Board of Trustees. All groups conducted a SWOT/PESTEL Analysis.
- ***Survey:*** Administered a campus/community-wide survey in October 2025, generated 250 responses.
- ***Review:*** Results were summarized and reviewed by the Cabinet, Extended Cabinet, and Steering Committee.

Strengths	Weaknesses	Opportunities	Threats
• Affordability and Scholarships • Faculty expertise and relationships • Adaptability in moments of need • Campus that feels like a college • Workforce development • Programs and academics • Community partnerships	• Communication and decision-making transparency • Admissions and technology friction • Staffing shortages • Weak student life and limited campus presence • Unclear recognition systems	• Promoting scholarships • State and federal funding opportunities • Marketing through students • Collaborations • Improve student life and campus engagement • Embracing and reshaping AI • Sustainable practices	• Population decline • Campus safety perceptions • AI and Automation shift • Online competition • Economic and political barriers/instability

Phase 3: Drafting the Strategic Plan

Following the data-collection phase, the Strategic Planning Steering Committee synthesized the qualitative and quantitative findings from the focus groups, community-wide surveys, and the Local Assessment and Trend Analysis Report. Using these data-driven insights as a foundation, the Committee revised and modernized DACC's Mission, Vision, Core Values, and primary institutional Focus Areas to align with the emerging needs of our students and region.

To ensure this high-level vision translates into measurable operational success, DACC adopted the structured **GOST (Goals, Objectives, Strategies, and Tactics) Hierarchy**. This framework establishes a clear, top-down line of sight from our broad organizational aspirations to daily campus operations:

- **Goals:** Establish the broad, long-term institutional destinations and aspirations for each of the strategic pillars.
- **Objectives:** Supply the specific, time-bound, and highly measurable benchmarks required to monitor our progress and track success.
- **Strategies:** Outline the comprehensive, structured approaches and pathways the college will take to achieve those targeted outcomes.
- **Tactics:** Define the concrete, day-to-day initiatives and projects executed on the ground by departments to move our key metrics forward.

Through this methodical approach, the Steering Committee has ensured that every daily campus activity directly connects to and advances the core mission of Danville Area Community College.

Phase 4: Finalization and Approval

To transition the Strategic Plan from a working draft into a formalized institutional policy, DACC utilized a highly collaborative, review process that ensures widespread alignment, accuracy, and institutional buy-in.

- **Stakeholder feedback and revision:** The draft plan was distributed campus-wide to faculty, staff, the Cabinet, and the Steering Committee, which includes external community and industry partners, to collect constructive, final feedback.
- **Review and refinement:** Thoroughly reviews final feedback and implemented targeted revisions, cementing alignment across departments and establishing a cohesive path forward for the college.
- **Formal Governance and Board Authorization:** The new Mission, Vision, and Core Values were presented to the Board at the February 2026 Board of Trustees meeting and adopted and approved at the April 2026 Board meeting. Dr. Fletcher, President, and Melissa Rome, the Dean of Institutional Effectiveness and Strategic Initiatives, presented the comprehensive Strategic Plan 2026-2031 to the Board of Trustees at the August 2026 Board meeting.

"I love DACC! We are so lucky to have this college in our area! College can sometimes scare people as you feel you're not good enough or smart enough & DACC does a wonderful job of making all feel welcome."
-Survey respondent

Phase 5: Implementation

The true value of a strategic plan lies in its execution. Beginning in September 2026, DACC will transition from planning to action, using a disciplined implementation framework to ensure accountability, transparency, and progress. To prevent the plan from "sitting on a shelf," DACC will utilize an assessment structure:

Evaluation Cycle	Responsibility	Primary Actions
Quarterly Tactical Reviews	Department Heads and IR Office	Track the progress of active tactics and address operational roadblocks.
Annual KPI Audits	Strategic Planning Steering Committee and IR Office	Assess year-over progress against key metrics (e.g. enrollment, retention, and transfer rates.)
Board Progress Reports	President's Cabinet	Present a biannual status update to the Board of Trustees on Pillar milestones
Mid-Point Evaluation	Strategic Planning Steering Committee	Conduct a comprehensive mid-term audit to adjust strategies for emerging economic or technological shifts.



DACC STRATEGIC PLAN PILLARS FRAMEWORK

To bring this framework to life over the next five years, DACC will align its resources and oversight with four strategic pillars: Student Success, Teaching and Learning, Community Engagement, and Institutional Excellence. These pillars serve as the foundation of our vision for the college.

Our Students

Enhancing the holistic experience, from enrollment to career placement, ensuring every student feels seen and supported.

Areas of Impact:

- Enhance student life
- Elevate transfer and career placement
- Diversify enrollment

Our Teaching and Learning

Investing in innovative pedagogy, modern technology, and faculty development to maintain academic excellence.

Areas of Impact:

- Faculty empowerment
- High impact learning
- Innovative programs

Our Community

Strengthening our role as an economic engine through workforce development and civic engagement.

Areas of Impact:

- Develop a skilled workforce
- Engage business and industry
- Economic engine

Our Institution

Ensuring long-term sustainability through fiscal responsibility, open communication, modern infrastructure, and a healthy organizational culture.

Areas of Impact:

- Sustainability
- Efficiency
- Healthy organizational culture

"DACC should be known as the college that delivers career-ready graduates with both technical expertise and workplace skills that employers trust. Most importantly, DACC should be recognized as the most welcoming on-ramp to higher education in the region: practical, accessible, and deeply rooted in the success of the people it serves."
- Survey Respondent

PILLAR 1: OUR STUDENTS

Institutional Focus: Enhancing the holistic experience, from enrollment to career placement, ensuring every student feels seen and supported.

Goal 1: Stabilize and diversify the enrollment base

- Launch "Adult First" academic delivery methods
- Execute a "Stop-Out" re-engagement campaign
- Streamline the onboarding process to reduce early "melt"
- Support full-time completion
- Expand wrap-around support services to increase student stability
- Embed DACC resources directly within local K-12 districts
- Increase dual-credit to degree completion numbers

Goal 2: Elevate transfer rates and career placement outcomes for all learners

- Improve communication on articulation pathways with regional 4-year universities
- Enhance early transfer advising and readiness
- Deepen the integration of career services throughout the student lifecycle
- Expand work-based learning and networking

Goal 3: Enhance student life and engagement

- Establish the signature series monthly event framework
- Institutionalize anchor traditions to build a shared campus identity
- Formalize peer-to-peer support structures
- Launch the Open Lab Project to break down departmental barriers to high-tech equipment
- Develop holistic wellness and motion spaces accessible to the general student body

Key Metrics

- Credit headcount/FTE enrollment
- Credit hours completion rates
- Retention rates
- High school capture rate
- Transfer rates
- CTE employment placement
- Student participation rate
- Event number outcomes
- Cross-disciplinary facility usage volume
- Student survey results
- Student enrollment plan

PILLAR 2: OUR TEACHING & LEARNING

Institutional Focus: Investing in innovative pedagogy, modern technology, and faculty development to maintain academic excellence.

Goal 1: Modernize pedagogy through faculty empowerment

- Implement a comprehensive faculty development series
- Expand professional development structures for full-time and adjunct faculty
- Institutionalize modern pedagogy via the Annual Evaluation Cycle
- Diversify the modalities of the Professional Development Menu

Goal 2: Cultivate an inclusive, high-impact learning environment

- Remove financial barriers to learning materials
- Modernize curriculum delivery and assessment
- Expand proactive and accessible academic support services
- Implement early-alert systems to identify and support struggling learners
- Ensure equitable student access to necessary technology
- Integrate project-based learning (PBL) into general education curricula
- Embed career-connected learning and practical skill demonstrations directly into general education coursework

Key Metrics

- Percentage of faculty participating in methodology-focused workshop annually
- Percentage of faculty participating in content-focused workshop annually
- Course success/completion rates
- Course success rate performance gaps
- Percentage of general education course sections integrating experiential or applied learning components

"DACC should be known for its "Excellence in teaching and learning and being an Institution that gives students what they need to succeed."
- Survey Respondent

PILLAR 3: OUR COMMUNITY

Institutional Focus: Strengthening our role as an economic engine through workforce development and civic engagement.

Goal 1: Serve as the primary driver of economic mobility and workforce development

- Build proactive alliances with local manufacturing, healthcare, and logistics sectors
- Connect community members to rapid-training opportunities
- Pursue federal, state, private, and foundation grants
- Strengthen partnerships across state and county borders
- Execute a proactive industry engagement framework

Goal 2: Enhance DACC's role in civic engagement and community revitalization

- Integrate service-learning directly into the academic curriculum and student organizations
- Restore public presence and institutional leadership visibility
- Expand accessible public programming on campus
- Make campus facilities more accessible to community organizations and small businesses
- Consistently communicate the institution's societal and financial value

Key Metrics

- Non-credit and corporate training enrollment numbers
- Total number of local clinical and workforce/internship placements facilitated by DACC
- Total number of active, newly secured customized training contracts
- Student/Staff community service rates
- Campus programming numbers
- External organization events or space utilization on campus annually
- Community satisfaction index score



PILLAR 4: OUR INSTITUTION

Institutional Focus: Ensuring long-term sustainability through fiscal responsibility, open communication, modern infrastructure, and a healthy organizational culture

Goal 1: Ensure long-term fiscal resilience and operational efficiency

- Monetize institutional assets during off-peak hours
- Generate additional revenue by exploring new education and training opportunities
- Aggressively pursue federal, state, and private and foundation grants
- Implement data-driven decision-making frameworks for course scheduling
- Optimize administrative cycle time
- Enhance space functionality

Goal 2: Cultivate a healthy organizational culture built on transparent communication

- Enhance employee recognition and internal wellness initiatives
- Invest in internal leadership and staff development pipelines
- Establish consistent, bi-directional communication channels
- Foster cross-departmental collaboration and experiential knowledge sharing

Key Metrics

- Alternative revenue totals
- Operational cost savings
- Employee satisfaction/communication score
- Annual employee retention/turnover rate

"Our students feel safe here, which is more important than people realize."
- Community Member Focus Group Attendee

100%

of high school students who pass a dual credit course ***will*** receive college credit



$1,000,000+

awarded in scholarships by the DACC Foundation

4

tutoring centers on campus





student-to-faculty ratio

100+

career & transfer offerings



8

NJCAA Division II sports



Funded to serve

190

students

TRIO

serving the community for

80

years



“This college was born to serve the needs of students of all backgrounds. I never want to lose that.”

Mary Miller



DANVILLE AREA COMMUNITY COLLEGE

2000 E Main Street.
Danville, IL 61832

Danville Area Community College does not discriminate on the basis of race, color, national origin, sex, disability or age in its programs and activities, including admissions and employment.

Inquiries may be directed to Jill A. Cranmore, Vice President, Human Resources, Affirmative Action Officer, Title IX Coordinator, and Section 504/ADA Coordinator,
Danville Area Community College, 2000 E. Main St., Martin Luther King Memorial Way, Danville, IL 61832-5199, 217-443-8756, or
jcranmore@dacc.edu.

Danville Area Community College