

**CHANGING LIVES.  
EMPOWERING COMMUNITIES.**  
STRATEGIC PLAN 2024-2028

**DMACC**  
DES MOINES AREA  
COMMUNITY COLLEGE





## A MESSAGE FROM OUR PRESIDENT

The Des Moines Area Community College (DMACC) 2023-2028 Strategic Plan "Changing Lives. Empowering Communities" was developed over a period of two years and relies on input collected from a wide variety of constituents. It was finalized and approved by DMACC's Board of Trustees in November 2022. The work ahead of us now is to ensure this Plan becomes an integral part of how DMACC operates. The Plan will guide us through major initiatives, such as fully implementing the Guided Pathways model to ensure student success; better serving diverse and underrepresented populations; streamlining our operations; and most importantly, enhancing quality and excellence in everything we do. The Plan also guides day-to-day functions such as budgeting and community outreach. And as a result of the work we put in to develop this Plan, it will be a living document embedded in all aspects of DMACC's operations.

The Strategic Plan was developed with input from internal and external stakeholders. It continues some multi-year projects from the previous Plan and includes several new ones designed to continuously improve the student experience. DMACC has always maintained sound fiscal management, but ensuring this continues is especially critical in the current environment. New projects such as implementing a 15 to Finish Academic Advising model for full-time Liberal Arts students to increase the rate of completion and reduce the time to completion will be transformational for our students and our community. Other new projects, including the Strategic Facilities Plan, will help us maximize the College's resources and respond to student and community needs. As part of our process, we also ensured that our goals matched our core values.

The following illustrates the high-level aspects of the Plan, including the vision, mission, core values, higher level initiatives, and broad goals for the 2024-2028 Strategic Plan. I would like to thank all of our students, faculty, staff, board members, and community members who contributed to our Strategic Plan, and I invite you to stay engaged with us in the years ahead.



Rob Denson

A handwritten signature in blue ink, appearing to read "Rob Denson". The signature is fluid and cursive, with a long horizontal stroke at the end.

President, Des Moines Area Community College

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# MISSION

DMACC provides quality, affordable, student-centered education and training to empower our diverse communities and to serve as a catalyst for economic development.

# VISION

DMACC's vision is to improve quality of life for our students, support our communities, and cultivate a prosperous Iowa.

# VALUES

**Accessible Learning:** DMACC provides accessible and affordable life-long learning opportunities.

**Diversity & Inclusion:** DMACC embraces the differences of individuals, champions mutual respect, and provides enriching environments for growth and understanding.

**Quality & Excellence:** DMACC delivers high-quality instruction and services utilizing standards of excellence, ethics, and professionalism.

**Service:** DMACC educates, supports, and provides resources to develop skills and talent for a competitive workforce.

**Engagement:** DMACC fosters partnerships in and with the businesses and communities we serve.





# OVERVIEW OF THE STRATEGIC PLANNING PROCESS

Des Moines Area Community College (DMACC) began the process of revising its Strategic Plan in 2020 by establishing High Level Initiatives (Diversity, Equity, and Inclusion, and Guided Pathways) through its "Strategy on a Page" document. This document guided individual departments as they completed Balanced Scorecards. Scorecards were completed by the Physical Plant, Counseling, Student Conduct, Orientation, Continuing Education, Work Based Learning, Assessment, Student Activities, the Business Office, and Student Affairs. Goals generated through this process informed the creation of an enterprise-level scorecard and a draft Strategic Plan in 2022.

In addition to the departments listed above, the following groups provided feedback on the Strategic Plan during the drafting process: DMACC Executive Council; Guided Pathways co-directors; the Director of Diversity, Equity, and Inclusion; a faculty focus group representing all campuses; the Office of Planning, Assessment, and Data; and ICCLI/LINC alumni. This Strategic Plan also incorporates survey feedback from students and community members.

Finally, ten campus sessions analyzing DMACC's strengths, weaknesses, opportunities, and threats (SWOT) were conducted with faculty, staff, and administration during the Fall 2022 term. Results from these sessions informed the drafting process and will be rolled into future Strategic Plan cycles.

## ESTABLISHING HIGH-LEVEL INITIATIVES

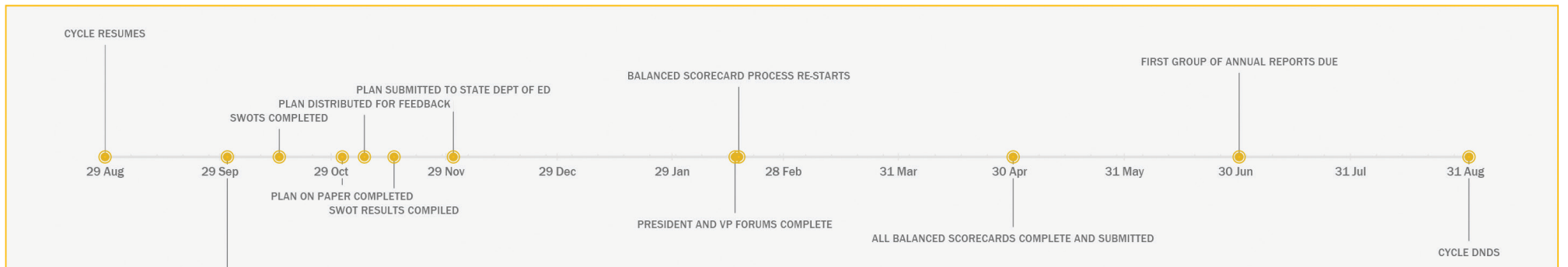
1. Diversity, Equity, & Inclusion
2. Guided Pathways

## COLLECTING INPUT

1. Executive Council
2. Guided Pathways co-directors
3. Director of DEI
4. Faculty focus group
5. Office of Planning, Assessment, & Data
6. ICCLI/LINC Alumni

## SWOT SESSIONS BY THE NUMBERS

- Eleven sessions including one at each campus
- ~275 participants
- ~1,300 feedback items





# DMACC'S STRATEGIC GOALS

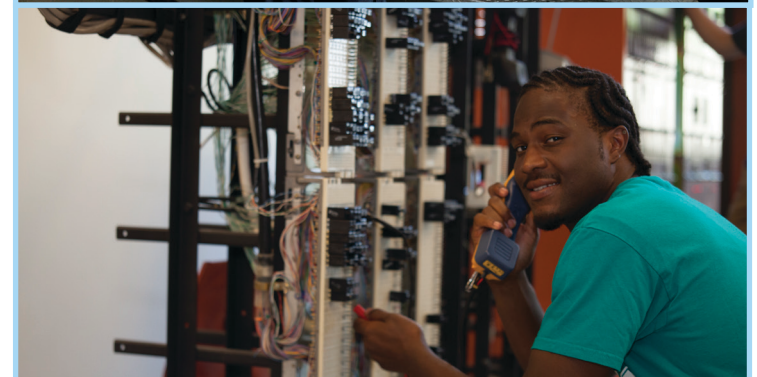
The Changing Lives. Empowering Communities: 2024-2028 Strategic Plan sets DMACC's institutional direction for the next five years, enabling the institution to progress through a series of changes necessary to its mission. The strategic goals and associated indicators are numbered to assist with tracking and references, not to imply hierarchy.

## STRATEGIC GOAL 1: DMACC WILL CHANGE LIVES BY IMPROVING STUDENT SUCCESS WITH GUIDED PATHWAYS.

Within the Guided Pathways model, students who are still deciding on a degree program can explore their options within a pathway without losing time, credits, or money. DMACC will support career exploration and help students gain clarity on their futures, including career planning and/or successful transfer. In Guided Pathways, students become part of a community, with resources and a success team to support them, ensuring an effective way to learn, explore, and succeed.

### *Key Strategies for Advance Student Success*

- 1.1** Increase degree-seeking student progression by increasing the percentage of students who earn 15+ credit hours in the first semester and increasing the percentage of students who earn 30+ credit hours in the first year.
- 1.2** Increase part time degree-seeking student progress by increasing the credit hours earned for those enrolled in less than 12 credit hours during their first semester.
- 1.3** Increase Fall-to-Fall retention of degree-seeking students across all racial groups.
- 1.4** Increase student proficiency on Essential Learning Outcomes by pathway.







## STRATEGIC GOAL 2: DMACC WILL CREATE A DIVERSE AND INCLUSIVE COMMUNITY COMMITTED TO LEVERAGING RESOURCES TO DISMANTLE STRUCTURAL BARRIERS.

DMACC will leverage resources to create a diverse and inclusive community in which all people are valued and supported and will celebrate the similarities and differences among us. In doing so, we will prepare the DMACC community to live, to learn, and to work together in a global society.

### *Key Strategies for Diversity, Equity & Inclusion*

- 2.1 DMACC will strive to ensure that the overall composition of its faculty and staff reflects human diversity as appropriate within its mission, vision, and values for the constituencies it serves.
- 2.2 DMACC will strive to improve student retention, persistence and completion using goals that are ambitious, attainable, and appropriate to our mission, vision, and values, our student populations, and our educational offerings.
- 2.3. DMACC will build and implement educational programs that recognize human and cultural diversity and provide students with growth opportunities and lifelong skills to live and work in a multicultural world.
- 2.4 DMACC will foster a climate of respect among all students, faculty, staff and administrators from a range of diverse backgrounds, ideas, and perspectives.





### STRATEGIC GOAL 3: DMACC WILL PROVIDE QUALITY AND EXCELLENCE IN ALL AREAS ACROSS THE DISTRICT.

DMACC continues to improve the quality and excellence of its educational and student services offerings. Providing a quality student experience also requires efficient and effective institutional operations. Operational excellence is achieved when institutional resources are aligned with the core mission, and high performance is matched with fiscal stewardship on the behalf of stakeholders. The college also recognizes that investing in the quality and excellence of its staff and faculty through professional development is vital to its mission.

#### *Key Strategies for Quality and Excellence*

- 3.1** Continue to be a preferred employer in the region where employees are fully equipped to perform their job responsibilities at high levels.
- 3.2** Bolster student enrollment, success, and completion to help students move in and move on.
- 3.3** Increase funding for student scholarships, and facility and program enhancements through the Foundation.
- 3.4** Build and maintain a culture of analysis-informed decision-making across the institution.
- 3.5** Provide sound fiscal management to ensure the financial integrity of the College and its supportive services to meet the needs of our stakeholders.
- 3.6** Strengthen internal communication, district operations, and facilities planning.





#### **IV. STRATEGIC GOAL 4: DMACC WILL EDUCATE, SUPPORT, AND PROVIDE RESOURCES TO DEVELOP SKILLS AND TALENT FOR A COMPETITIVE WORKFORCE. TO MEET THIS CHALLENGE, DMACC WILL IMPROVE ITS FINANCIAL STEWARDSHIP AND ECONOMIC DEVELOPMENT EFFORTS.**

DMACC exists in a vibrant sector of Iowa and receives significant financial support from students and families, state and federal funding, and property taxpayers. The college's financial strength and stewardship allows it to provide education and training opportunities for all communities and to partner in initiatives that further its mission. DMACC will continue to serve as a catalyst for economic development by maintaining a responsible allocation of resources.

##### ***Key Strategies for Financial Stewardship***

- 4.1** Maintain sound financial performance.
- 4.2** Align financial resources to strategic goals.
- 4.3** Achieve greater agility and efficiency by streamlining processes and establishing clear organizational roles, responsibilities, and accountability.

##### ***Key Strategies for Economic Development***

- 4.4** Develop and use a transparent and data-informed process to identify high-demand, labor market needs appropriate to the mission of the College, whether credit or non-credit, and develop or revise programs to meet those needs.
- 4.5** Actively partner with external stakeholders, including businesses, organizations, donors, alumni, and governing bodies.



## STRATEGIC GOAL 5: DMACC WILL FOSTER PARTNERSHIPS IN AND WITH THE COMMUNITIES WE SERVE.

DMACC is a full partner in community growth and development across the district. The College provides opportunities for community education and engagement consistent with its mission to empower diverse communities. In order to strengthen its partnerships, DMACC will improve communication and collaboration with community organizations.

### *Key Strategies for Community Outreach and Engagement*

- 5.1.** Create goals aligned with DMACC's mission to guide community outreach.
- 5.2** Identify and partner with community organizations that share DMACC's mission to create mutually beneficial outcomes.
- 5.3** Establish a centralized resource for community outreach and partnership information to improve tracking and collaboration with the public.
- 5.4** Strengthen relationships with local school districts to create seamless pathways for more students to enter DMACC.
- 5.5** Partner with social service organizations to identify and meet the needs of underserved communities and populations.



# THE FOLLOWING GROUPS PLAYED KEY ROLES IN DEVELOPING THIS STRATEGIC PLAN

## EXECUTIVE COMMITTEE

Robert Denson, President & CEO

Shelli Allen, VP for Enrollment Services & Student Success

MD Isley, VP for Academic Affairs

Kyle Collins, Assistant to the VP of Academic Affairs

Deborah Kepple-Mamros, Executive Director of the Office of Planning, Assessment, & Data

Ben Voaklander, Controller

Naomi Sea Young Wittstruck, Director of Diversity, Equity, & Inclusion

Karen Stiles, Chief Innovation Officer

Jennifer Owenson, Executive Director of Human Services

## DEANS/PROVOSTS

Joe DeHart, Newton Campus Provost

Anne Howsare Boyens, Urban Campus Provost

Joel Lundstrom, Carroll Campus Provost

Drew Nelson, Boone Campus Provost

Anthony Paustian, West Des Moines Campus Provost

Jenny Foster, Dean of Industry & Technology

Jeanie McCarville-Kerber, Dean of Health & Public Services

Scott Schultz, Dean of Science, Engineering, Math, and Social Sciences

Jim Stick, Dean of Liberal Arts

## OFFICE OF PLANNING, ASSESSMENT, & DATA

Deborah Kepple Mamros, Executive Director

Andrew Neuendorf, Director of Assessment

Carolyn Farlow, Director of Institutional Effectiveness

Megan Mohrhauser, Data Analyst

Ananda Subramanian, Data Analyst

Amy Harris, Assessment Specialist

Bonnie Slykhuus, Continuous Improvement Consultant

Machelle Sabin, Continuous Improvement Consultant

## BOARD OF TRUSTEES

Cheryl Langston, District 1

Fred Greiner, District 2

Jim Gossett, District 3

Kevin Halterman, District 4

Joe Pugel, District 5

Denny Presnall, District 6

Madelyn Tursi, District 7

Felix Gallagher, District 8

Angela Jackson, District 9



## DES MOINES AREA COMMUNITY COLLEGE STATE OF IOWA COVERAGE

