

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



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 and was updated April 2024. The work ahead of us now is to ensure this Plan be-comes 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



President, Des Moines Area Community College



TABLE OF CONTENTS

MISSION, VISION, VALUES.....	4
STRATEGIC GOAL 1: STUDENT SUCCESS.....	5
<i>Key Strategies for Student Success.....</i>	<i>5</i>
STRATEGIC GOAL 2: DIVERSITY, EQUITY, AND INCLUSION.....	6
<i>Key Strategies for Diversity, Equity, and Inclusion.....</i>	<i>6</i>
STRATEGIC GOAL 3: QUALITY AND EXCELLENCE.....	7
<i>Key Strategies for Quality and Excellence.....</i>	<i>7</i>
STRATEGIC GOAL 4: FINANCIAL STEWARDSHIP AND ECONOMIC DEVELOPMENT.....	8
<i>Key Strategies for Financial Stewardship.....</i>	<i>8</i>
<i>Key Strategies for Economic Development.....</i>	<i>8</i>
STRATEGIC GOAL 5: COMMUNITY OUTREACH.....	9
<i>Key Strategies for Community Outreach and Engagement.....</i>	<i>9</i>
KEY CONTRIBUTORS TO THE STRATEGIC PLAN.....	10

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.



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 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 stake-holders. 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
 Erica Spiller, VP for Student Affairs & Student Success
 Bill LaTour, Vice President for Operations
 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
 Dan Ryan, Coordinator Internal Communications
 Amanda Easton, Executive Director of Human Services

OFFICE OF PLANNING ASSESSMENT AND DATA

Deborah Kepple Mamros, Executive Director
 Autumn Cartagena, Director of Assessment
 Megan Mohrhauser, Research Analyst
 Ananda Subramanian, Research Analyst
 Andrew Powers, Research Analyst
 Dawn Walker Chalmers, Assessment Specialist
 Deb Koua, Director of Grants
 Sarah Becker, Grants Specialist
 Machel Sabin, Continuous Improvement Consultant

EXECUTIVE DEAN by PATHWAY

Agriculture, Animals & Natural Resources	Scott Schultz
Design, Media & the Arts	Jim Stick
Business	Anne Power
Education, Communication & the Humanities	Drew Nelson
Engineering & Manufacturing	Jenny Foster
Information Technology	Anne Power
Health Sciences & Fitness	Jeanie McCarville-Kerber
Math & Science	Scott Schultz
Building Trades & Transportation	Jenny Foster
Public & Community Services	Jeanie McCarville-Kerber
Distance Learning	Joel Lundstrom

EXECUTIVE DEAN by CAMPUS

Boone Campus	Drew Nelson
Carroll Campus	Jen Wollesen
West Campus	Kristin Brookover
Newton Campus	Bill Peters
Urban Campus	Abby Zegers

BOARD OF TRUSTEES

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