

**Organizational Review of Goals 2020-21
Danville Area Community College**

Strategic Planning Matrix 2020-21	Master Plan	Department Goal	2020-21 Outcome	Next Steps
<p>I. A. 1. Update and align course and general-education assessment plans, program reviews, student-learning outcomes for co-curricular activities, curriculum maps and an assessment manual for all programs.</p>	<p>Academic MP: Revise curriculum to ensure teaching excellence</p> <p>Student Services MP: Increase student access, engagement, retention, and success through integrated and comprehensive services.</p>	<p>Academic Affairs - Office of Assessment: Ensure College-wide compliance with HLC assessment criteria.</p> <p>Student Services – Prepare for a seamless and successful HLC follow-up visit by establishing co-curricular assessment.</p>	<p>Launch co-curricular assessment, continue updating learning outcomes and articulate the relationship between course, program and general education outcomes using curriculum maps.</p> <p>Developed co-curricular student learning outcome rubrics for 5 areas. Piloted the newly defined co-curricular assessment process for Navigating Processes & Teamwork/Professionalism.</p> <p>Developed a Co-Curricular Assessment Manual.</p>	<p>Prepare for Oct. 4 – 5 focused visit by the HLC.</p> <p>Provide training to co-curricular activity leaders.</p> <p>Continue to pilot and assess co-curricular student learning outcome rubrics and processes.</p> <p>Share co-curricular activities with staff, students, and other stakeholders.</p>
<p>I. A. 1. Update and align course and general-education assessment plans, program reviews, student-learning outcomes for co-curricular activities,</p>	<p>Academic MP: Revise curriculum to ensure teaching excellence</p>	<p>Academic Affairs: Math, Sciences & Health Professions: Improve pedagogy by assessing student learning outcomes.</p>	<p>Implemented curriculum revamp in radiation technology</p>	<p>Assess effectiveness of the new curriculum.</p>

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<p>curriculum maps and an assessment manual for all programs.</p>				
<p>I. A. 1. Update and align course and general-education assessment plans, program reviews, student-learning outcomes for co-curricular activities, curriculum maps and an assessment manual for all programs.</p>	<p>Academic MP: Revise curriculum to ensure teaching excellence</p>	<p>Operations – Institutional Research: Respond to the HLC comments from 3/19 visit</p>	<p>Assessment team has sub-teams working on improvements to academic assessment and developing an assessment manual. Conducted a COVID survey of students and shared results with faculty.</p>	<p>Collect (improved) student learning and co-curricular assessment data</p>
<p>I. A. 1. Update and align course and general-education assessment plans, program reviews, student-learning outcomes for co-curricular activities, curriculum maps</p>	<p>Academic MP: Revise curriculum to ensure teaching excellence</p>	<p>Academic Affairs – Adult Ed/Middle College: Align Department Master Syllabus and Course Outlines to College template</p>	<p>1. Deactivated 58 courses no longer used 2. Math Sciences and Healthcare Professions developed a mentoring project to ensure master syllabi and outlines are updated and that review processes are in place. 3. Created a shared process for master syllabus review.</p>	<p>1. Master Syllabus review and post on SharePoint 2. Course Outlines review and post on SharePoint</p>

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<p>and an assessment manual for all programs.</p>				
<p>I. A. 1. Update and align course and general-education assessment plans, program reviews, student-learning outcomes for co-curricular activities, curriculum maps and an assessment manual for all programs.</p>	<p>Academic MP: Revise curriculum to ensure teaching excellence</p>	<p>Academic Affairs: Assess instruction in the Math, Sciences & Health Professions Division</p>	<p>Nursing faculty reviewed curriculum to ensure alignment with ACEN and QCEN accreditations. Developed a new substance-abuse policy to align with drug laws.</p>	<p>Curriculum changes will be implemented during Summer 2021.</p>
<p>I. A. 1. Update and align course and general-education assessment plans, program reviews, student-learning outcomes for co-curricular activities, curriculum maps and an</p>	<p>Academic MP: Revise curriculum to ensure teaching excellence</p>	<p>Academic Affairs: Assess instruction in the Math, Sciences & Health Professions Division</p>	<p>Explored accreditation process for echocardiography and sonography</p>	<p>Develop a strategy for building an associate in applied science for medical imaging.</p>

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<p>assessment manual for all programs.</p>				
<p>I. A. 1. Update and align course and general-education assessment plans, program reviews, student-learning outcomes for co-curricular activities, curriculum maps and an assessment manual for all programs.</p>	<p>Academic MP: Revise curriculum to ensure teaching excellence</p>	<p>Academic Affairs: Math, Sciences & Health Professions: develop improved pedagogy for transitional math in high schools.</p>	<p>Piloted a high-school math class with grades rather than Accuplacer used for placement purposes.</p>	<p>Expanding the pilot this fall.</p>
<p>I. A. 1. Update and align course and general-education assessment plans, program reviews, student-learning outcomes for co-curricular activities, curriculum maps and an assessment</p>	<p>Academic MP: Revise curriculum to ensure teaching excellence</p>	<p>Academic Affairs: Math, Sciences & Health Professions: develop improved pedagogy for sciences.</p>	<p>Implemented 3D modeling lab for anatomy and physiology.</p>	<p>Evaluate the effectiveness of the lab.</p>

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manual for all programs.				
I. A. 1. Update and align course and general-education assessment plans, program reviews, student-learning outcomes for co-curricular activities, curriculum maps and an assessment manual for all programs.	Academic MP: Revise curriculum to ensure teaching excellence	Academic Affairs: Liberal Arts - Library: Assess how well library instruction prepares students for research assignments.	The reference librarian has provided direct instruction to Introduction to Psychology classes for several years. This academic year training videos and support materials were prepared for the PSYC students instead. Direct assessment was not possible in the context of the COVID pandemic.	Hopefully face-to-face instruction will resume in the next fiscal year and library staff will again have the opportunity to provide direct instruction to students in PSYC classes. Ideally the instructional videos will be utilized, also, and the effectiveness of the face-to-face instruction could be compared with the video instruction.
I. A. 1. Update and align course and general-education assessment plans, program reviews, student-learning outcomes for co-curricular activities, curriculum maps and an assessment	Academic MP: Revise curriculum to ensure teaching excellence	Operations – Institutional Research: Learn the ICCB curriculum rules and how to use ICCIS	Initial ICCIS training completed.	Internal study and work with ICCB point person

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manual for all programs.				
I. A. 1. Update and align course and general-education assessment plans, program reviews, student-learning outcomes for co-curricular activities, curriculum maps and an assessment manual for all programs.	Academic MP: Revise curriculum to ensure teaching excellence	Academic Affairs – Adult Ed/Middle College: CNA program review	1. Review program 2. Provide professional dev for Teachers	Program assessment will follow.
I. A. 2. Implement a new process to collect “Closing the Loop” data for key programs in each division.	Academic MP: Improve pedagogy and success rate	Academic Affairs: Introduce course-completion rates for individual faculty as a metric for identifying faculty who need improvement in pedagogy.	Introduced course-completion-rate data in meetings with faculty executive board and noted those individual faculty with completion percentages that are well below 70 percent, even pre-COVID. From these discussions, the idea for establishing a full-time Teaching, Learning & Technology Center to provide peer training and professional development all year round (rather than only during In-Services).	After identifying federal relief funding to support the construction of the center, faculty and administration plan to introduce the TLT Center during FY 2022.

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<p>I. A. 2. Implement a new process to collect “Closing the Loop” data for key programs in each division.</p>	<p>Academic MP: Improve pedagogy and success rate</p>	<p>Academic Affairs: Math, Sciences & Health Professions. Study data to measure predictors for student success.</p>	<p>Prepared a report on the influence of prerequisites on nursing completion.</p>	<p>Continue to analyze predictors.</p>
<p>I. A. 2. Implement a new process to collect “Closing the Loop” data for key programs in each division.</p>	<p>Academic MP: Improve pedagogy and success rate</p>	<p>Academic Affairs - Office of Assessment: Ensure College-wide compliance with HLC assessment criteria.</p>	<p>Assessment champions for both academic and non-academic departments have begun tracking initiatives through all five stages of the Nichols model—culminating with “Closing the Loop.”</p>	<p>Initiatives that fulfill the “closing the loop” paradigms will be classified and reported through SharePoint.</p>
<p>I. A. 2. Implement a new process to collect “Closing the Loop” data for key programs in each division.</p>	<p>Academic MP: Improve pedagogy and success rate</p>	<p>Academic Affairs – Math, Sciences & Health Professions: Develop strategies for improving and assessing pedagogical improvements.</p>	<p>Hosted meetings with faculty to review low ratings on student evaluations in order to develop strategies for improvement.</p>	<p>Provide in-depth analysis of low course-completion rates by individual faculty whose average is below 70 percent.</p>
<p>I. A. 2. Implement a new process to collect “Closing the Loop” data for key programs in each division.</p>	<p>Academic MP: Improve pedagogy and success rate</p>	<p>Liberal Arts - Library: Assess if student usage of library resources correlates with student outcomes in terms of retention, persistence and completion.</p>	<p>Data requests had been made the previous year to CARLI to identify which students had created library accounts and which had placed I-Share requests or checked out materials. This activity was put on hold until the consortium had completed the transition to its new platform. The expectation was the new system OpenAthens would enable greater granularization of data and correlating database usage</p>	<p>The initial OpenAthens implementation was completed in December, 2020. Unfortunately EBSCO, because they were setting up multiple organizations within CARLI simultaneously, completed a basic implementation that did not permit the data granularization that</p>

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			with users than previous platforms allowed.	library staff anticipated. The library will continue to work with CARLI to try to improve the granularization of data so the original task can be addressed.
I. A. 3. Develop new programs, such as learning communities and 8-week courses.	Academic MP: Respond to local and regional demand	Academic Affairs: Encourage greater faculty participation in program development.	To more clearly delineate Faculty responsibilities for curriculum development and to more closely align student learning-outcomes to pedagogy, the College governance committee for Academic Affairs has been separated into separate teams: the Curriculum Committee and the Academic Standards Committee.	Establish a procedure for rotating leadership and reporting as part of the College's recommendation from the Governance Advisory Committee.
I.A.4. Implement Dual Credit quality-assurance processes.	Academic MP: Improve pedagogy and success rate	Academic Affairs: Ensure that DACC's dual-credit courses comply with federal Dual Credit Quality Act requirements and Illinois State ICCB requirements.	VP Academic Affairs and deans have met with officials from school districts, assessed teacher credentials for six districts, and provided written guidelines for all District 507 high schools.	Will respond to requests from high schools at an extreme distance from the Danville Campus (Milford in the northern-most part of District 507 and Georgetown in the south) to provide instructors for daytime classes on site at the high schools, beginning in Fall 2021.

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<p>I.A.4. Implement Dual Credit quality-assurance processes.</p>	<p>Academic MP: Expand class offerings throughout District 507</p>	<p>Academic Affairs – Mathematics, Sciences, & Health Professions:</p>	<p>Prepare Georgetown High for dual-credit classes in mathematics.</p>	<p>Evaluate demand for additional math and science classes.</p>
<p>I.A.4. Implement Dual Credit quality-assurance processes.</p>	<p>Academic MP: Expand class offerings throughout District 507</p>	<p>Academic Affairs - Hoopston: Review current course offerings and begin to work toward adding the 2 science, 1 humanities and 1 fine arts courses for students to obtain GGEC at the Higher Learning Center. Work with local high schools to create more dual credit opportunities for students to earn GECC while in high school</p>	<p>Work with Dr. Page and academic deans to add classes, find and qualify instructors.</p>	<p>Participate in Dual Credit Project working with Dr. Page and Becky Doss to streamline and fortify processes and communication.</p>
<p>I.A.5. Deliver classes that adhere to the health-and-safety precautions required in the midst of a pandemic.</p>	<p>Academic MP: Advance student success with classes that are scheduled conveniently</p>	<p>Academic Affairs: In response to the pandemic, the College developed Fall and Spring schedules to accommodate all health and safety protocols.</p>	<p>Spring face-to-face classes began as synchronous online classes and then the vast majority of them returned to campus in mid-March, thanks to the availability of vaccinations for DACC faculty and staff beginning in early February.</p>	<p>Summer 2021 classes will ease back toward face-to-face, with regular scheduling of face-to-face classes resuming in Fall 2021</p>
<p>I.A.5. Deliver classes that adhere to the health-and-safety precautions required in the</p>	<p>Academic MP: Advance student success with classes that are scheduled conveniently</p>	<p>Academic Affairs: Provide College-wide professional development for online pedagogy.</p>	<p>Developed a new professional-development channel via the Teaching and Learning Committee.</p>	<p>Even post-pandemic, the planned Teaching, Learning & Technology Center will provide refreshers.</p>

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midst of a pandemic.				
I.A.5. Deliver classes that adhere to the health-and-safety precautions required in the midst of a pandemic.	Academic MP: Advance student success with classes that are scheduled conveniently	Academic Affairs: Provide College-wide professional development for faculty.	Developed a professional-development plan for accreditation review in health information technology and nursing.	Adopt a similar template for providing professional development in echocardiography and sonography.
I. A. 6. Develop academic plan for the Army Reserve.	Academic MP: Expand class offerings throughout District 507	Academic Affairs: Math, Sciences, & Health Professions: Devise a plan for utilizing the 14 rooms in the two-story main building for the former U.S. Army Reserve	Dean and faculty have submitted a plan to move and accommodate classrooms and offices for nursing, medical imaging, and health-information technology.	Ensure that the architect—once hired—incorporates the academic plan into the project design.
I.B.1. Develop new articulation agreements for baccalaureate access.	Academic MP: Expand class offerings throughout District 507	Liberal Arts: Prepare for expansion into Jacobs Hall with new transfer programs in the arts.	Developed a music business program and a program for music production.	Investigating the feasibility of transfer programs in echocardiography and sonography.
I.B.1. Develop new articulation agreements for baccalaureate access.	Student Services MP: Increase student access, engagement, retention and success through more integrated and comprehensive student services.	Advisement & Counseling: Provide local access to bachelor’s degrees. Expand 3+1 and 2+2 programs based on priority and resources.	Entered into new agreements & MOU’s with Aspen University, St. Joseph’s College, McKendree University, Grantham University, Southern Illinois University, and Iowa Wesleyan University.	Continue to work with faculty and Deans to pursue new agreements with 4-year universities to meet the academic needs of local students and employers.

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<p>I.B.2. Provide high-demand options for career and technical programs.</p>	<p>Academic MP: Expand class offerings throughout District 507</p>	<p>Academic Affairs: Develop and implement high-demand career certifications.</p>	<p>The College introduced a newly approved certificate for public health medical billings.</p>	<p>In anticipation of arrival of a casino in Danville, the College is exploring new programs in hospitality, restaurant management, security, gaming, and gaming-machine repair.</p>
<p>I.B.2. Provide high-demand options for career and technical programs.</p>	<p>Academic MP: Expand class offerings throughout District 507</p>	<p>Operations - Video Production: Expand the college's audio/music program by offering an area to record music/voice.</p>	<p>A room has been established, one that is conducive for audio recordings (carpeted walls). It is currently the eSports lab.</p>	<p>Waiting on construction of Clock Tower's lower level so the eSports lab can be moved into a new space allowing the audio production room to take over the current eSports lab.</p>
<p>I.B.2. Provide high-demand options for career and technical programs.</p>	<p>Academic MP: Expand class offerings throughout District 507</p>	<p>Operations - Video Production: Communication majors would get college credit through an internship at the TV station.</p>	<p>WCIA has approved first step.</p>	<p>Work with the Dean of Liberal Arts to get ICCB approval for this course.</p>
<p>I.B.2. Provide high-demand options for career and technical programs.</p>	<p>Academic MP: Expand class offerings throughout District 507</p>	<p>Business & Technology: Meet burgeoning employer demand for CDL tractor-trailer drivers by increasing the number of graduate</p>	<p>The College increased class capacity by overhauling an additional tractor trailer and cab and by purchasing a new driver simulator, thereby more than doubling the graduates in the six-week program.</p>	<p>Assess the return on investment for adding an instructor and training trailer.</p>
<p>I.B.2. Provide high-demand options for career</p>	<p>Academic MP: Expand class offerings</p>	<p>Academic Affairs: Math, Sciences & Health Professions: Improve learning experiences</p>	<p>Established new HIT clinical sites that ensure students experience more personal assistance.</p>	<p>Investigate small clinics in Hoopeston area.</p>

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and technical programs.	throughout District 507	for health information technology students		
I.B.2. Provide high-demand options for career and technical programs.	Academic MP: Expand class offerings throughout District 507	Academic Affairs: Math, Sciences & Health Professions: Improve learning experiences for radiation technology students	Established a new clinical site at Carle Ortho Sports Medicine clinic.	Evaluate success rate for students in new clinic.
I.B.3. Implement Accounting transfer to CPA and MBA.	Student Services MP: Provide local access to bachelor's degrees	Business & Technology: To provide DACC accounting students with an affordable pipeline to become eligible to earn a CPA license.	Accounting Professor Brian Fink negotiated a transfer program with Indiana Wesleyan University in accounting that enables DACC graduates to earn an associate plus 30 hours at DACC and then transfer to IWU to complete the bachelor's and master's degrees and become eligible to test for the Illinois CPA.	Market this program co-operatively with IWU.
I.C.1 Expand combined GED and career-tech (ICAPS) opportunities.	Academic MP: Improve students' job readiness through career and technical programs	Adult Education: Enable students to earn high-school equivalency diploma while simultaneously achieving credentials in high-demand career-and-technical jobs.	Through adult education and through American Job Center funding, the College provides students with high-school equivalency along with credentials as a certified nurses.	Investigate student interest in ICAP training in welding, mechatronics, and CDL tractor-trailer driving.
I.C.1 Expand combined GED and career-tech (ICAPS) opportunities.	Academic MP: Improve students' job readiness through career and technical programs	Academic Affairs – Adult Ed/Middle College: Increase ICAPS and Bridge offerings	1. Career Awareness Bridge developed & submitted to ICCB 2. Office Systems ICAPS model developed and offered FALL 2021	1. Make revisions and resubmit to ICCB AE 2a. Submit to ICCB AE for approval 2b. Advertise and recruit (develop flyers, share with LWIB partner agencies)

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<p>I.C.2. Through the American Job Center, Corporate Education, and Recruitment, fill the County’s industry-recruitment void by guiding job seekers toward grant-funded education and skills training.</p>	<p>Academic MP: Improve students’ job readiness through career and technical programs</p>	<p>American Job Center: Four the past four years, the DACC-managed AJC has managed an 11-agency partnership to support local and regional economic growth, workforce development, and training for job seekers and incumbent workers.</p>	<p>Based on performance evidence over the past four years, the State has renewed DACC for another four-year contract as the manager of the regional one-stop.</p>	<p>The proposal for 2021-25 includes a closer alignment among partner agencies—including the College’s Corporate Ed, Career Services, Veterans’ Services, and Vermilion County Works.</p>
<p>I.C.2. Through the American Job Center, Corporate Education, and Recruitment, fill the County’s industry-recruitment void by guiding job seekers toward grant-funded education and skills training.</p>	<p>Academic MP: Improve students’ job readiness through career and technical programs</p>	<p>Operations - Corporate Education:</p> <ul style="list-style-type: none"> • Increase programs offered • Increase enrollment • Increase revenue/credit hours 	<ul style="list-style-type: none"> • Client relationships formed through communication and networking • Utilization of WIOA funding to assist clients • Utilize WeTrain Network ListServ • Local EDC Training Survey Results <p>Staying current on regulatory changes affecting industry</p>	<ul style="list-style-type: none"> • Corporate Education database to be used for data analysis and reporting
<p>I.C.2. Through the American Job Center,</p>	<p>Academic MP: Improve students’ job readiness</p>	<p>Operations - Corporate Education:</p>	<ul style="list-style-type: none"> • Using digital marketing to stay connected with program offerings. 	<ul style="list-style-type: none"> • Training Coordinator full time in CCE effective January 2020

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<p>Corporate Education, and Recruitment, fill the County’s industry-recruitment void by guiding job seekers toward grant-funded education and skills training.</p>	<p>through career and technical programs</p>	<ul style="list-style-type: none"> • Immediate availability of training • Self-paced or instructor led • Remote learning option • Cost effective for individual employees needing a class 	<ul style="list-style-type: none"> • Using WIOA funding to promote eligible training Using social media (Facebook and LinkedIn) for open enrollment 	<p>to oversee open enrollment</p> <ul style="list-style-type: none"> • Utilizing Constant Contact and Adobe Suite to promote programs
<p>I.C.2. Through the American Job Center, Corporate Education, and Recruitment, fill the County’s industry-recruitment void by guiding job seekers toward grant-funded education and skills training.</p>	<p>Academic MP: Improve students’ job readiness through career and technical programs</p>	<p>Operations - Corporate Education:</p> <ul style="list-style-type: none"> • Immediate availability of training • Self-paced or instructor led • Remote learning option • Cost effective for individual employees needing a class 	<ul style="list-style-type: none"> • Effective 2017, CCE partnered with Ed-2-Go to provide self-paced and instructor-led online training. • This is cost-effective, meets an immediate training need • Self-paced or instructor-led options <p>2020-CCE Website reorganization so that online courses are easier to locate</p>	<p>COVID campaign offered free courses to promote online CCE options.</p>
<p>I.C.2. Through the American Job Center, Corporate Education, and Recruitment, fill</p>	<p>Academic MP: Improve students’ job readiness through career and technical programs</p>	<p>Operations - Corporate Education:</p> <ul style="list-style-type: none"> • Improve Department Efficiency • Provides central Repository for CCE data 	<p>April 2020 - Access database for invoice creation and retention, logging payments, tracking POs, updating instructor information, company information, Corp Codes, training schedules, creating class</p>	<p>Add reporting of training feedback</p>

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<p>the County’s industry-recruitment void by guiding job seekers toward grant-funded education and skills training.</p>			<p>paperwork, reporting and analysis to streamline overall departmental activities.</p>	
<p>I.C.2. Through the American Job Center, Corporate Education, and Recruitment, fill the County’s industry-recruitment void by guiding job seekers toward grant-funded education and skills training.</p>	<p>Academic MP: Improve students’ job readiness through career and technical programs</p>	<p>Academic Affairs – Adult Ed/Middle College: Develop Recruitment plan for AE</p>	<p>1. Developed plan and submitted to ICCB</p>	<p>1. Hire Social Media Content contractor 2. Increase partnership with Housing Authority 3. Redevelop Gtown/Rfarm HS course offering</p>
<p>I.C.2. Through the American Job Center, Corporate Education, and Recruitment, fill the County’s industry-recruitment void</p>	<p>Academic MP: Improve students’ job readiness through career and technical programs</p>	<p>Academic Affairs – Adult Ed/Middle College: Improve communication with Supts/Principals</p>	<p>1. Joined VVEDS board meeting as recurring guest</p>	<p>1. Attend meetings, listen for opportunities, support public school needs</p>

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<p>by guiding job seekers toward grant-funded education and skills training.</p>				
<p>I.C.2. Through the American Job Center, Corporate Education, and Recruitment, fill the County’s industry-recruitment void by guiding job seekers toward grant-funded education and skills training.</p>	<p>Academic MP: Improve students’ job readiness through career and technical programs</p>	<p>Operations - Corporate Education:</p> <ul style="list-style-type: none"> • Work readiness for individuals in the community • Increase community outreach • Increase credit hours 	<ul style="list-style-type: none"> • Provide coaching and mentoring on importance of Essential Employability Skills – Dependability, Communication, Teamwork, Accountability, etc. • Power Up Essential Skills Coaching developed • Link individuals with job readiness skills while providing a connection to education, training and supportive services <p>Based on Perkins-funded NC-NET Essential Skills curriculum</p>	<p>Vermilion Housing Authority program conducted Fall 2020. New venue being considered for 2021. Goal is to reach more local individuals.</p>
<p>I.C.2. Through the American Job Center, Corporate Education, and Recruitment, fill the County’s industry-recruitment void by guiding job seekers toward grant-funded</p>	<p>Academic MP: Improve students’ job readiness through career and technical programs</p>	<p>Operations - Corporate Education:</p> <ul style="list-style-type: none"> • Improved registration process • Improved payment process • Immediate and systematic Increase number of students served 	<ul style="list-style-type: none"> • Subscribed to registration portal – CourseStorm • Allows students to add courses to cart and pay on credit card 	<p>15% Increase in registration numbers for Community Health, DDC-4, and EMT</p>

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education and skills training.				
<p>I.C.2. Through the American Job Center, Corporate Education, and Recruitment, fill the County’s industry-recruitment void by guiding job seekers toward grant-funded education and skills training.</p>	<p>Academic MP: Improve students’ job readiness through career and technical programs</p>	<p>Operations - Corporate Education:</p> <ul style="list-style-type: none"> • Work readiness for individuals in the community • College support of local economic development • Increase credit hours 	<ul style="list-style-type: none"> • Work with committee, which includes casino owners, to assess needs, develop training program and outfit a DACC Casino Training Center <p>4 week courses on table games, security/surveillance and slot machine technician/attendant</p>	<ul style="list-style-type: none"> • Identify training location • Identify curriculum] • Submit for ICCB approval
<p>I.C.2. Through the American Job Center, Corporate Education, and Recruitment, fill the County’s industry-recruitment void by guiding job seekers toward grant-funded education and skills training.</p>	<p>Academic MP: Improve students’ job readiness through career and technical programs</p>	<p>Operations - Corporate Education:</p> <ul style="list-style-type: none"> • Additional short-term career readiness training options • Work readiness for individuals in the community 	<ul style="list-style-type: none"> • Short term career track • Students complete course with a specialized credential • Certification demonstrates their depth of knowledge, expertise, and commitment 	<ul style="list-style-type: none"> • Faculty member in Business & Technology interested in teaching the course

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<p>I.C.2. Through the American Job Center, Corporate Education, and Recruitment, fill the County’s industry-recruitment void by guiding job seekers toward grant-funded education and skills training.</p>	<p>Academic MP: Improve students’ job readiness through career and technical programs Academic MP: Improve students’ job readiness through career and technical programs</p>	<p>Operations - Corporate Education: <ul style="list-style-type: none"> • Enhance program curriculum from 6 hours to 12-16 hours • Outfit training location with racks so that students can lift and retrieve weighted loads • Add additional types of trucks used in Logistics such as electric rider jack, reachlift /narrow-aisle forklift and a stockpicker Explore funding opportunities for job seekers</p>	<p>Research MSSC Certified Forklift Technician Course for WIOA eligibility through VCW</p>	<p>Investigate WIOA eligibility of this course</p>
<p>I.C.2. Through the American Job Center, Corporate Education, and Recruitment, fill the County’s industry-recruitment void by guiding job seekers toward grant-funded education and skills training.</p>		<p>Operations - Corporate Education: <ul style="list-style-type: none"> • Provide additional IDOC Programs • Increase pipeline of workers for manufacturing positions • Generate credit hours for DACC </p>	<ul style="list-style-type: none"> • Maintenance Technicians and Machine Operators are in high demand • There is a skill shortage in this area • DACC owns training equipment and a curriculum that is portable and can be delivered at the prison • IDOC provides an audience who could benefit from these skills • Includes assessment of mechanical aptitude skills <p>Would generate credit hours for DACC and provide a stronger pipeline of qualified workers for local manufacturers.</p>	<ul style="list-style-type: none"> • Allow full utilization of equipment and curriculum in absence of ICP grant. • Invite Warden and Asst Warden to tour DACC to see equipment and learn about it.

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<p>I.C.2. Through the American Job Center, Corporate Education, Career Services, and Recruitment, fill the County’s industry-recruitment void by guiding job seekers toward grant-funded education and skills training.</p>	<p>Academic MP: Improve students’ job readiness through career and technical programs</p>	<p>American Job Center: Support local industry’s acute need for skilled workers.</p>	<p>The AJC and Career Services hosted three on-campus “Drive-thru” job fairs in the midst of the pandemic, attracting hundreds of job seekers and accommodating more than 40 companies.</p>	<p>The AJC will continue to host outdoor job fairs subsequent to the pandemic.</p>
<p>I.C.2. Through the American Job Center, VCW, Corporate Education, Career Services, and Recruitment, fill the County’s industry-recruitment void by guiding job seekers toward grant-funded education and skills training.</p>	<p>VCW supporting Academic MP: Improve students’ job readiness through career and technical programs</p>	<p>Vermilion County Works: Support local industry’s acute need for skilled workers.</p>	<p>Applied for and received a \$181,598 Apprenticeship Expansion Grant. Reached enrollment goal of 65 participants.</p>	<p>Continue to work with local businesses, Deans, and instructors to develop and implement apprenticeship training programs.</p>

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<p>I.C.3. Develop and implement “Power Up” program for life-skills training in Fair Oaks and for job seekers.</p>	<p>Student Services MP: Maximize resource and improve Student Services’ infrastructures to meet stakeholders’ needs.</p>	<p>Corporate Education: Support local industry by developing and promoting a “life skills” training program.</p>	<p>Pre-pandemic, Corporate Education piloted the “Power Up” program for residents of the Fair Oaks section-8 housing projects. Two former Danville-based residents who rose out of poverty were the chief facilitators.</p>	<p>Plan for a resumption of the pilot during Fall 2021.</p>
<p>I.C.3. Develop and implement “Power Up” program for life-skills training in Fair Oaks and for job seekers.</p>	<p>Student Services MP: Improve student awareness of college services, information, activities and programs.</p>	<p>Finance: Partner with Marketing regarding ways to encourage students to check their account.</p>	<p>In-Progress: (examples include promotional activities, e.g. points for logging and receive reward; postcard reminders, etc.)</p>	<p>With COVID, team has only done virtual webinars this past year. We will also be utilizing the mobile app.</p>
<p>II.A.1. Assess the efficacy of the “Toolbox” for African-American males; Implement “Toolbox II”</p>	<p>Student Services MP: Increase student success</p>	<p>Student Services: Improve the retention and completion rates of underrepresented groups—and in particular African-American male and female students.</p>	<p>The Chief Diversity officer hired and trained a new coordinator to facilitate the program. The retention rate of 82 percent for Toolbox students was 12 percent higher than the overall retention rate.</p> <p>Introduced a partnership between TRIO and Toolbox to expand student network and resources.</p>	<p>For its innovative approach to improving retention in the African-American male cohort, DACC was once again recognized as a Leader College by the national Achieving the Dream organization.</p> <p>Build relationships with middle school and high school students to build</p>

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				natural pathways for Toolbox programs.
II.A.2 Refine “Operation Graduation” to continue the six-year upsurge in graduation rates by focusing on intrusive retention strategies.	Student Services MP: Increase student success	Student Services: Increase Operation Graduation cohort success rates with timelier contacts and increased data/information sharing across campus.	Identified top 3 products to demo to automate Operation Graduation and to incorporate processes into current systems. Potential funding was also identified to purchase product.	Determine best tool to institutionalize Operation Graduation processes into every day systems and communications. Implement new tool and utilize timely data analytics.
II.A.2 Refine “Operation Graduation” to continue the six-year upsurge in graduation rates by focusing on intrusive retention strategies.	Student Services MP: Increase student success	Student Services: Increase the success rate of student-athletes utilizing the newly created tutoring lab that coaches supervise.	After two years, the initiative is paying dividends as a record number of student-athletes (16) earned NJCAA All-Academic Team honors in 2020	While the current lab is in Cannon Hall, Athletics will investigate the possibility of using a lab closer to the hub of athletics—the Mary Miller Complex—once the nursing and medical imaging programs move to Hegeler Hall.
II.A.2 Refine “Operation Graduation” to continue the six-year upsurge in graduation rates by focusing on	Student Services MP: Increase student success	Academic Affairs – Adult Ed/Middle College: Reestablish Tutoring Program at DCC	1. Hired new Program Coordinator 2. Received DOC clearance 3. Met with DACC DOC staff to develop plan	1. Develop policy 2. Train Program Coordinator at DCC 3. Secure classroom space/time 4. Recruit Tutors/Learners

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intrusive retention strategies.				
II.A.2 Refine “Operation Graduation” to continue the six-year upsurge in graduation rates by focusing on intrusive retention strategies.	Student Services MP: Improve student awareness of college services, information, activities and programs.	Finance: Investigate the feasibility of offering food service in Mary Miller and Clock Tower, in addition to Lincoln Hall	In Progress. An RFP team has been created and is discussing options. Also in discussion with Subway regarding the feasibility of them providing this service.	Continue meetings and discussions.
II.A.2 Refine “Operation Graduation” to continue the six-year upsurge in graduation rates by focusing on intrusive retention strategies.	Student Services MP: Increase student success.	Develop and inform Advisors and Counselors to better serve students from underrepresented groups.	Advisors and Counselors completed 6 trainings to assist students from underserved populations, Perkins/special populations, CTE students, and low socioeconomic status groups.	Continue training Advisors/Counselors on serving underrepresented populations and for mental health solutions at community colleges. Advisement and Counseling will continue to serve on CTE Advisory Boards to share recruitment and retention strategies learned.

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<p>II.A.2 Refine “Operation Graduation” to continue the six-year upsurge in graduation rates by focusing on intrusive retention strategies.</p>	<p>Student Services MP: Improve student awareness of college services, information, activities and programs.</p>	<p>Operations – Computer Network Services: Support rehabilitation of Lincoln Hall Lobby</p>	<p>Student Union Audio System equipment has been delivered</p>	<p>Awaiting installation during remodel of student union area</p>
<p>II.A.2 Refine “Operation Graduation” to continue the six-year upsurge in graduation rates by focusing on intrusive retention strategies.</p>	<p>Student Services MP: Increase student success</p>	<p>Operations – Institutional Research: Conduct semiannual Teacher/Course Evaluations via electronic format</p>	<p>Initial roll-out of electronic collection</p>	<p>Collect data to determine effectiveness of initial effectiveness of electronic collection</p>
<p>II.A.2 Refine “Operation Graduation” to continue the six-year upsurge in graduation rates by focusing on intrusive retention strategies.</p>	<p>Student Services MP: Increase student success.</p>	<p>TRIO Student Success Center: Implement mandatory tutoring guidelines for TRIO participants with cumulative GPAs less than 2.0 to participate in weekly academic tutoring sessions and small learning communities.</p>	<p>TRIO Professional Tutors offered in-person and virtual tutoring sessions during the 2020-21 program year.</p>	<p>Revive the TRIO participant contract for student accountability. Implement a tutoring action plan for each participant that does not obtain a 2.0+ GPA at the end of each term.</p>

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<p>II A. Support local industry, job readiness, and workforce development.</p>	<p>Vermilion County Works/Regional and Local WIOA Plans</p>	<p>WIOA: Meet or exceed all goals established for program year.</p>	<p>All WIOA program goals for Program Years 2020 and 2021 were met or exceeded. Goals concentrated on employment rate after exit, median earnings, credential attainment, and measurable skills gained for under-employed adults, dislocated workers, and youth.</p>	<p>Continue to fund student tuition, fees, books, and supportive services to remove barriers that prevent completion.</p>
<p>II.A.3 Expand support for “at risk” cohorts, including underrepresented groups and veterans.</p>	<p>Student Services MP: Increase student success</p>	<p>Academic Affairs - Hoopeston: Improve completion rate for Certified Nursing Assistant students</p>	<p>8 of 13 College express students from 2019/2020 class finished the class and passed the state exam. Spring 2020 Adult Class: 3 of 7 finished the class and passed the state exam. Express class. No adult class has been held in 2020/2021</p>	<p>COVID impacted success rate. Will monitor 2020/2021 College</p>
<p>II.A.3 Expand support for “at risk” cohorts, including underrepresented groups and veterans.</p>	<p>Student Services MP: Increase student success</p>	<p>Academic Affairs - Hoopeston: Help increase high school graduation rate by partnering with the HAHS & Middle College to offer credit recovery access in Hoopeston</p>	<p>For 2019/20 DACC Hoopeston has provided E2020 access for Middle College students when they are unable to get to Danville Campus or need extra time. In 2020 Hoopeston High School purchased Edgenuity licenses so students can do credit recovery there.</p>	<p>With COVID there has been no demand for DACC Hoopeston to continue to offer to Middle College Students. Will revisit if needed.</p>
<p>II.A.3 Expand support for “at risk” cohorts, including underrepresented</p>	<p>Student Services MP: Increase student success</p>	<p>Academic Affairs - Hoopeston: Explore enhancement to services, usage and purpose of the Center. Review and evaluate current use of services in</p>	<p><i>TRIO SSS</i> Continued to have TRIO present at AIO days. We always recommend new and continuing students who qualify to TRIO. Testing Available:</p>	<p>Most on hold due to COVID. Will resume when possible.</p>

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<p>groups and veterans.</p>		<p>Hoopeton and work to increase utilization. Pursue adding TRIO SSS access for Hoopeton. Continue to identify needs of students coming into the Center and connect them with appropriate service resources on campus</p>	<p>Accuplacer, ALEKS, TEAS, ServSafe, State of Illinois Nurse Aid Competency Exam, HiSET paper tests, exams for DACC online students.</p> <p>Career Services still offered. Advising appointments increased. VCW started holding office hours in Hoopeton the 4th Thursday of each month.</p>	
<p>II.A.3 Expand support for “at risk” cohorts, including underrepresented groups and veterans.</p>	<p>Student Services MP: Increase student success</p>	<p>Academic Affairs - Hoopeton: Provide Adult Education instruction in GED/HSE in Hoopeton</p>	<p>Classes suspended for 2020/2021 due to COVID.</p>	<p>Plan to resume 2021/2022</p>
<p>II.A.3 Expand support for “at risk” cohorts, including underrepresented groups and veterans.</p>	<p>Student Services MP: Increase student success</p>	<p>Student Services: Employ strategies to attract and retain veterans.</p>	<p>After investing several years of time and expense into adopting programs to recruit and support the educational success of veterans—which includes the establishing of a Veterans’ Freedom Center as an exclusive lounge where service veterans can relax, study, and socialize among other veterans—the College has earned national recognition as a “Military Friendly” institution.</p>	<p>More closely align benefits through the American Job Center to address veterans’</p>

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II.A.3 Expand support for “at risk” cohorts, including underrepresented groups and veterans.	Student Services MP: Increase student success	TRIO Student Success Center: Enhance partnership with Toolbox to include weekly small learning communities and academic tutoring support for all TRIO-eligible participants.	TRIO/Toolbox partnership was established. The Chief Diversity Officer assisted the development of the partnership.	Work with the Toolbox Coordinator and to continue the partnership.
II.A.3 Expand support for “at risk” cohorts, including underrepresented groups and veterans.	Student Services MP: Increase student success	TRIO Student Success Center: Increase campus partnerships/outreach support with 100% of Middle College program graduates and Career & Veteran Services participants to build pathways to TRIO services.	Worked with the Chief Diversity Officer to build a partnership with the Adult Education department’s GED and Middle College students. Also created a pathway with student veterans to enter TRIO and receive services.	Continue to work with Adult Education and Career & Veteran Services staff to build pathways to the TRIO program and services.
II.A.4 Evaluate and reengineer the “bonus class” program to increase student participation.	Student Services MP: Increase student success; Student Services MP: Increase Enrollment	Student Services: Offer students an opportunity to stay on track for on-time graduation by offering a price incentive bonus for those who enroll for 15 or more credits.	College increased “Bonus Class” participation by 14 percent by changing the plan to a flat \$500 credit for students who enroll in any class beyond 12 credits. Also, rather than restricting bonus classes to a set list, all classes are eligible.	Will have a more accurate analysis of the efficacy of this program after the pandemic.
II.B.1. Enhance mentoring program.	Student Services MP: Increase student success	Student Services: Refocus the mentoring program for all students and assess the outcomes.	Coordinator of mentors emphasized contacts through text-messaging in order to increase communications with full-time students.	Pilot the student-navigator best practice for mentoring.
II.B.2. Review and revise orientation and Success in College	Student Services MP: Increase student success.	Increase student retention, engagement, and success. Improve student awareness of	Completed preliminary assessment of onboarding practices and communication timelines. Identified various holes and gaps in	Complete a formal audit of student onboarding practices (INST 101, orientations). Identify

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<p>to include financial literacy and Blackboard.</p>		<p>college services and information.</p>	<p>success skill-sets and timeliness and methods of communications. Information delivered and methods utilized do not meet the needs of all student groups, especially underserved populations.</p>	<p>strengths and weaknesses and develop a plan of action to incorporate new findings. Assess again after changes have been implemented.</p>
<p>II.B.2. Review and revise orientation and Success in College to include financial literacy and Blackboard.</p>	<p>Student Services MP: Improve student awareness of college services, information, activities and programs.</p>	<p>Student Services: Prepare students for success by offering grant-funded financial literacy.</p>	<p>Financial Aid department has adopted an online financial-literacy tutorial and began encouraging students to avail themselves of it as part of the application process for financial aid.</p>	<p>College will track participation and investigate a possible incentive program to encourage student access to the financial-literacy program.</p>
<p>II.B.3. Reduce costs by increasing Open Educational Resources.</p>	<p>Academic MP: Reduce student textbook costs.</p>	<p>Academic Affairs: Improve affordability by increasing the opportunities for students to receive free resource materials for courses.</p>	<p>In response to the pandemic, the College populated more than half of the 765 online course shells in Blackboard, with more than 70 percent of these courses requiring no additional textbook or software expense.</p>	<p>Establish future goals for OER courses that are both online and face-to-face.</p>
<p>II.B.3. Reduce costs by increasing Open Educational Resources.</p>	<p>President’s Institutional Vision: Revenue, Relationships, and Reputation</p>	<p>Finance: Evaluate process of charging students for Follett Access course materials</p>	<p>Process was changed back to current charges for Follett Access course materials. Section builders are building courses with updated prices that are provided.</p>	<p>Operational</p>
<p>II.B.3. Reduce costs by increasing Open</p>	<p>Academic MP: Reduce student textbook costs.</p>	<p>Finance: Bookstore Partnership & Operations</p>	<p>New. 3 year amendment to contract with Follett expires 6/30/22</p>	<p>Begin internal discussions in 1/2022 for reducing student costs.</p>

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Educational Resources.				
II.B.4. Implement mobile app.	Student Services MP: Improve student awareness of college services, information, activities and programs.	Student Services: Improve student communications and engagement through a mobile app.	After several months of fruitless efforts due to the vendor’s inability to provide a mobile app that fully integrates with the College’s Colleague management-information system, DACC has fired the vendor and contracted with the Colleague provider, Ellucian, without additional expense.	With the execution of a renewed 3-year contract with Ellucian, effective July 1, 2021, the College will be able to adopt the Ellucian version of the mobile app through a far more seamless migration.
II.C.1. Maintain a “safe” summer and fall campus through online and social-distancing.	Academic MP: Advance student success with classes that are scheduled conveniently	Academic Affairs: In response to the pandemic, the College developed Fall and Spring schedules to accommodate all health and safety protocols.	Spring face-to-face classes began as synchronous online classes and then the vast majority of them returned to campus in mid-March, thanks to the availability of vaccinations for DACC faculty and staff beginning in early February.	Summer 2021 classes will ease back toward face-to-face, with regular scheduling of face-to-face classes resuming in Fall 2021
II.C.1. Maintain a “safe” summer and fall campus through online and social-distancing.	Student Services MP: Increase student access, engagement, retention and success through more integrated and comprehensive services.	Student Services: Help ease the difficult transition that students had to make during the throes of the pandemic, DACC supported student access to online education.	Using federal CARES funds, DACC created a technology loaner program, distributing nearly 100 laptops and 200 mobile hotspots and other equipment to ensure that the College’s neediest students were able to participate in online education.	The TELP (Technology Equipment Lending Program) will continue during the Fall 2021 semester, managed by the Student Services division. Institutional funds requested to maintain program in future.
II.C.1. Maintain a “safe” summer	Student Services MP: Increase	Advisement & Counseling: Utilize social media platforms	Utilized Advisement’s Twitter platform to inform students of	Continue to use Twitter and other social media

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<p>and fall campus through online and social-distancing.</p>	<p>student access, engagement, retention, and success through ore integrated and comprehensive services.</p>	<p>to capture Generation Z students’ attention and increase engagement.</p>	<p>registration events and other important dates/deadlines. Shared posts with College Relations to post on digital boards and other social media outlets.</p>	<p>platforms to engage and inform students. Find funding for a Twitter ad to direct students to the Advisement webpage and online scheduling link. Find funding for Canva-Pro to improve signage, informational posters, and graphics for social media posts.</p>
<p>II.C.2. Increase student use of eSports studio and TV studio as a “maker space” for extracurricular activities.</p>	<p>Student Services MP: Increase student access, engagement, retention and success through more integrated and comprehensive student services.</p>	<p>Operations – Video Production: Enhance the facilities and equipment for eSports and the broadcast studio to encourage greater student participation in extracurricular activities.</p>	<p>Community Education and Liberal Arts upgraded the television studio thanks to a donation from Champaign TV WCIA and the College invested \$10,000 to enhance the eSports lab.</p>	<p>With the assistance of DACC’s in-house maintenance staff, the College is planning to expand the eSports and television studio space into an unused section of the Library’s lower level.</p>
<p>II.C.3. Develop a plan based on student input to increase student engagement in the library.</p>	<p>Student Services MP: Increase Student access, engagement, retention and success through more integrated and comprehensive student services</p>	<p>Liberal Arts - Library: Increase student engagement and use of the Library.</p>	<p>To create a more inviting and social area for students to relax, interact, eat lunch, and use computers, Facilities maintenance staff and the Chief Information Officer remodeled the main level of the library to create open space and tables with computers.</p>	<p>The College is developing a new food-service plan that would provide grab-and-go food service in the Library’s main level.</p>

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<p>II.C.3. Develop a plan based on student input to increase student engagement in the library.</p>	<p>Student Services MP: Increase Student access, engagement, retention and success through more integrated and comprehensive student services</p>	<p>Liberal Arts - Library: Monitor circulation statistics to correlate with facility usage and student success.</p>	<p>The library lent 418 items to 176 DACC patrons, 131 items via OCLC to public libraries and out of state libraries and 111 items via I-Share to Illinois college libraries. DACC library patrons borrowed 224 items from other libraries, 171 via I-Share and 53 via OCLC.</p>	<p>Library staff members will continue to work with CARLI and sister libraries to develop analytics for Primo VE.</p>
<p>III.A.1. Develop renovation plans for U.S. Army Reserve.</p>	<p>Student Services MP: Maximize resource and improve Student Services' infrastructures to meet stakeholders' needs.</p>	<p>Foundation: Support the expansion of the College's nursing, medical imaging, and health-information technology programs</p>	<p>The Hegeler Foundation is donating \$3 million (\$1 million per year over three years) to help fund the \$5.7 million renovation of the former U.S. Army Reserve to become the center for DACC's healthcare education.</p>	<p>Hire an architect and plan project timeline and scope of work for two-phase rehabilitation.</p>
<p>III.A.2. Begin renovation of Clock Tower and Horticulture.</p>	<p>Facilities Master Plan, 2016-22</p>	<p>Facilities: Oversee the \$2.5 million renovation of the Clock Tower and Horticulture Center in concert with the Illinois Capital Development Board</p>	<p>Facilities personnel and the CDB have hired an architect and have developed a scope of work for Clock Tower.</p>	<p>Horticulture's scope of work will be completed in the summer 2021, and rehabilitation work will be scheduled for Fall 2021.</p>
<p>III.A.3. Implement SharePoint as a</p>	<p>Academic MP: Ensure HLC compliance</p>	<p>Academic Affairs and Computer Network Services: Implement the SharePoint system as an employee intranet</p>	<p>Director of Online Education and Chief Information Officer installed and customized SharePoint to meet the College's needs for an Intranet.</p>	<p>In advance of the visit by an HLC team for a focused visit on Oct. 4, documents to ensure</p>

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secure repository for sharing data.		for the management and storage of key informational documents.		HLC compliance will be uploaded into SharePoint.
III.A.4. Explore funding and feasibility of on-campus athletics field.	Facilities Master Plan, 2016-22	Athletics: Investigate on-campus fields for both softball and baseball in order to increase recruitment and campus-engagement in athletics.	The East Main Street field proposal remains on the Resource Allocation Master Plan but was deferred on the Foundation plan.	Proposal to the City of Danville awaits a response.
III.A.5. Implement improvements to College infrastructure.	Facilities Master Plan, 2016-22	Facilities: Complete Jacobs Hall renovation on time and within budget in order to achieve beneficial use in the spring.	In May 2021, the College completed the \$2 million rehabilitation of Jacobs Hall to serve as the College’s new center for students studying visual, performing, and musical arts.	Additional Foundation donor contributions will foot the bill for \$30,000 in furniture purchases.
III.A.5. Implement improvements to College infrastructure.	Facilities Master Plan, 2016-22	Finance: Issue \$1.5M bonds to fund deferred maintenance	In Progress. Estimated closing date on bonds is August 2021.	Continue process working with Stifel and Chapman & Cutler
III.A.5. Implement improvements to College infrastructure	Information Technology Strategic Plan, 2018-2024	Operations – Computer Network Services: Telephone system Support, Improvement.	Planning Process to have engineering group develop an RFP to go out for Bid	Seek funding source through reserves.
III.A.5. Implement improvements to College infrastructure.	Facilities Master Plan, 2016-22	Facilities: Renovate buildings to support academic programs and good repair.	DACC’s maintenance staff completed a number of successful projects, including the construction of a room in the Bill Black Center to become the home for the	Maintenance staff will assist State contractors as needed in piecework for the Clock Tower and

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			anatomage table, the renovation of renovated the Bremer Theater’s control booth, and the installation of a protective wall and other security enhancements to the lobby area of the Children’s Development Center.	horticulture-center renovations.
III.A.5. Implement improvements to College infrastructure.	Information Technology Strategic Plan, 2018-2024	Operations and Finance: To safeguard the College network against cyberattacks and to protect its data for essential business operations.	DACC migrating from an on-campus, server-based system to cloud-based computing.	The vendor, Ellucian, has scheduled the full conversion to the cloud by September 2021.
III.A.5. Implement improvements to College infrastructure.	Information Technology Strategic Plan, 2018-2024	Finance: Research options for Electronic Document Workflow	In-Progress. Would like the ability for Request for Pay, Leave Requests, Time sheets and any other paper forms to be transmitted electronically for approvals (outside of Colleague)	Project implementation taking place. Travel authorization form will be implemented. Time sheet form was not feasible in SharePoint.
III.A.5. Implement improvements to College infrastructure.	Information Technology Strategic Plan, 2018-2024	Operations – Computer Network Services: Expand and improve switch capacity on campus	Developing plan and budget items for Phase I.	Implement Phase I and develop and budget to complete in 2023-2024 FY.
III.A.5. Implement improvements to College infrastructure.	Information Technology Strategic Plan, 2018-2024	Operations – Computer Network Services: Campus Computer upgrade	Upgrading Computers remaining on Windows 7 to Windows 10	Identify for budgeting and replacement for next FY
III.A.5. Implement improvements to	Information Technology Strategic Plan, 2018-2024	Foundation: Evaluating online scholarship programs	Online application program was implemented 2018-2019 scholarship year. 2021 marks 4 th year for online applications. We have received 300	Investigate an alternative program that will interface with the College’s Colleague

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College infrastructure.			for the Fall 2021/Spring 2022. The online app also streamlined reading and allowed scoring process. Continuing to work with NexGen to be more streamline and work out some technical issues with colleague.	Management Information System.
III.A.5. Implement improvements to College infrastructure.	Information Technology Strategic Plan, 2018-2024	Operations – Computer Network Services: Improve Firewall Capabilities	Planning to replace current firewall	Budget for 2021-2022 capital
III.A.5. Implement improvements to College infrastructure.	Information Technology Strategic Plan, 2018-2024	Operations – Computer Network Services: Boardroom’s Sound Upgrade	Mixer has been relocated and phone module has been installed.	Replace Crown AMP with new JVC AMP
III.A.5. Implement improvements to College infrastructure.	Student Services MP: Maximize recourses and improve Student Services’ infrastructures to meet stakeholders’ needs.	Student Services: Improve wayfinding in central student service areas. Improve student engagement with social common areas by incorporating technology, design, and comfort.	Secured institutional funds to revitalize common student areas and service areas in Lincoln Hall. Developed a plan to update infrastructure and incorporate much needed wayfinding to assist students. Bidding process completed and company selected to start remodel.	Complete graphics and wayfinding phase of the revitalization. Continue plans to revitalize additional common areas in Vermilion Hall and Cannon Hall.
III.A.5. Implement improvements to	Student Services MP: Maximize recourses and	Advisement & Counseling: Increase student satisfaction rates with services provided.	Explored and obtained a Smart Board for trainings and webinars in the Advisement & Counseling	Continue trainings based on student survey feedback, national best

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College infrastructure.	improve Student Services’ infrastructures to meet stakeholders’ needs.		conference room. Six trainings completed utilizing technology.	practices, and serving underrepresented and/or underserved populations.
III.A.5. Implement improvements to College infrastructure.	Student Services MP: Increase student access, engagement, retention, and success through ore integrated and comprehensive services.	Advisement & Counseling: Develop additional training points and methods for students on how-to use the Self Service Student Planner and other technologies.	Implemented the online appointment scheduling system for Advisors and Counselors. Created “how to” videos on using Calendly. Created an online Degree Audit Request form for students to access off campus.	Purchase Calendly-Pro to expand services and options. Create additional training videos and publications for students to access off campus. Topics will include Self Service applications.
III.A.5. Implement improvements to College infrastructure.	Vermilion County Works: Support local industry, job readiness, and workforce development through Institutional Excellence and outreach capacity.	Vermilion County Works: Create VCW website for outreach of services of the VCW program and partners.	Website will be up and running no later than 7/1/21.	Continue to work with website vendor to update content and design. Track data analytics to assess website effectiveness.
III.A.6. Project-manage a Web site upgrade.	Information Technology Strategic Plan, 2018-2024	College Relations: Overhaul the architecture of the DACC Web site to keep in step with new and emerging student and community needs.	The College’s development and implementation of the SharePoint intranet system has become a far greater priority than a Web site upgrade, addressing much of what	Over the next two years, as SharePoint increasingly supports institutional communication needs, DACC needs to rethink

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			the Web site had been accomplishing.	its expectations for the Web site and determine a future action on an upgrade.
III.A.7. Improve educational technology.	Academic MP: Improve students' job readiness through career and technical programs	Liberal Arts: To improve the learning experience for criminal-justice students.	DACC has partnered with the Danville Police Department to purchase and install the MILO Range Classic simulator.	The system is located in the Copper Penny room and will be in regular use, post-pandemic during Fall 2021.
III.A.7. Improve educational technology.	Information Technology Strategic Plan, 2018-2024	Academic Affairs - Online Support Service: Implement technological improvements to College infrastructure.	Institutional Zoom license was purchased. A Blackboard/ Zoom LTI integration was implemented to support faculty & students for remote learning.	Continue to monitor adoption and provide support.
III.A.7. Improve educational technology.	Information Technology Strategic Plan, 2018-2024	Academic Affairs – Adult Ed/Middle College: Develop dedicated Tech Loan program for AE and MC students	1. Secured ICCB grant to purchase 50 Chromebooks and 20 Kajeet hotspots	1. Log computers 2. Develop loan contract 3. Train students on equipment
III.A.7. Improve educational technology.	Student Services MP: Increase Enrollment	Athletics: Increase participation of student athletes.	DACC's golf coaches for the men's and women's teams raised \$25,000 in donations to purchase a golf simulator for use in the drill room in the former Army Reserve.	Besides attracting more prospective students to the golf team, this equipment may raise revenue by renting use of the simulator to the public and for community-education-led golf lessons.
III.A.7. Improve educational technology.	President's Institutional Vision: Revenue,	Finance: Integrate student balance and transaction activity	Integration is not currently possible with NextGen. Scholarships are	Team still needs to be reactivated to discuss alternatives. Possible

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	Relationships, and Reputation	with NextGen Foundation On-Line scholarship software	entered by 3 different departments, 3 different times.	functionality with Ethos after migrating to the Ellucian Cloud.
III.A.7. Improve educational technology.	Academic MP: Improve students' job readiness through career and technical programs	Liberal Arts - Library: Convert library collection from Dewey to Library of Congress classification	Library staff began the long process of converting the library collection from the Dewey Decimal Classification system to the Library of Congress classification system in December of 2017.	This conversion was on target to be completed by the end of spring semester 2020. With the unexpected closing of the College due to COVID the project was delayed but only briefly. The conversion was completed in July 2020.
III.A.7. Improve educational technology.	Academic MP: Improve Access and Affordability	Academic Affairs - Online Support Service: Improve online-class technology with a proctoring feature.	Respondus Lockdown Browser & Monitor was integrated with Blackboard to provide faculty & students with a remote proctoring solution.	Continue to monitor adoption and provide support.
III.A.7. Improve educational technology.	Academic MP: Improve Access and Affordability	Foundation: Review integration opportunities between donor and accounting systems to reduce duplication of entries and increased access to information	In progress, working with Financial Aid	Ensure that Ellucian addresses this in its new three-year contract.
III.A.7. Improve educational technology.	Academic MP: Improve Access and Affordability	Academic Affairs - Online Support Service: Implement and launch training for Blackboard Collaborate.	Bb Collaborate (web-conferencing tool) was launched and initial training was provided to faculty in 2020SP.	Continue to monitor adoption and provide support.
III.A.7. Improve educational technology.	Academic MP: Improve Access and Affordability	Academic Affairs - Online Support Service: Implement and launch a grades exchange	This solution was originally provisioned under the current Blackboard license. As of 2021SP,	DACC team will partner with Ellucian.

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		solution between Blackboard and Colleague.	has been decided that DACC's Ellucian Cloud migration will provision this integration instead.	Anticipated go-live is summer/fall.
III.A.7. Improve educational technology.	Academic MP: Improve students' job readiness through career and technical programs	Foundation: Raise funds to support DACC's educational programs.	Donations to the DACC Foundation helped improve the educational quality of several programs: the purchase of a transponder that helped improve the clarity of the images appearing on echocardiography screens; new robotics software has funded an overhaul of the robotics program; the purchase of an anatomage table has become a key teaching tool for anatomy and physiology students.	Donations to the Foundation in May will assist with the purchase of furniture for the recently rehabilitated Jacobs Hall.
III.A.7. Improve educational technology.	President's Institutional Vision: Revenue, Relationships, and Reputation	Finance: Implement electronic processes for AP	New - Save resources and increase efficiencies by using electronic means for invoices and AP processes	Operational
III.A.7. Improve educational technology.	Information Technology Strategic Plan, 2018-2024	Operations - Video Production: Classroom will be used by students in the video and music production classes.	New lab/classroom has been identified.	Investigate iRacing as a new program to develop.
III.A.7. Improve educational technology.	Information Technology Strategic Plan, 2018-2024	Operations - Video Production: Update production technology so students are able to use up-to-date equipment.	TV studio and control room have been updated with three new production sets, studio cameras, switching unit, and audio sources.	Need to purchase another teleprompter for second studio camera and zoom/focus controls for tripod.

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<p>III.A.8. Address viability of the greenhouse and sustainability farm.</p>	<p>Academic MP: Promote experiential learning</p>	<p>Academic Affairs: Evaluate the off-campus sustainability lab.</p>	<p>After two years, the farm on Daisy Lane has failed to sustain its initial promise as a learning lab for agriculture students. As a result, the College transitioned from Daisy Lane farm to a campus-based precision-agriculture program with enhanced technology including aquaponics, drones, GPS, and a Farm Bot.</p>	<p>Returning to farmland on 14 DACC-controlled acres due south of the campus has created a synergy between agriculture and wind/solar technology to provide sustainable energy to power precision-ag equipment.</p>
<p>III.B.1. Protect finances negatively impacted by COVID-19 pandemic.</p>	<p>President’s Institutional Vision: Revenue, Relationships, and Reputation</p>	<p>Human Resources: Cultivate a close working relationship with State and local health authorities to maximize employee and student safety.</p>	<p>Thanks to the close working relationship between DACC and the Vermilion County Health Department, DACC became the first college in the State to have access to COVID-19 vaccinations for all full- and part-time staff. This enabled DACC to begin returning to on-campus classes in early March 2021—well ahead of other colleges and more to the benefit of students who registered for face-to-face classes.</p>	<p>DACC is on schedule to reopen classrooms fully in Fall 2021.</p>
<p>III.B.1. Protect finances negatively impacted by COVID-19 pandemic.</p>	<p>President’s Institutional Vision: Revenue, Relationships, and Reputation</p>	<p>Finance: Campus Services- reduce on hand inventory levels.</p>	<p>New & Complete. Inventories were reviewed and required levels assigned. Reduction is ongoing.</p>	<p>Operational - Monitor inventory to identify obsolescence or changing consumption.</p>

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III.B.1. Protect finances negatively impacted by COVID-19 pandemic.	President’s Institutional Vision: Revenue, Relationships, and Reputation	Finance: Campus Services – Implement vehicle usage record- keeping.	New & Complete. Essential data was determined and a new log form created to track units for usage and maintenance.	Operational - Assess data to determine if the information collected is sufficient or requires changes.
III.B.1. Protect finances negatively impacted by COVID-19 pandemic.	President’s Institutional Vision: Revenue, Relationships, and Reputation	Finance: Graphics – reduce on hand inventory levels.	New & Complete. Inventories were reviewed and required levels assigned. Reduction is ongoing.	Operational - Monitor inventory to identify obsolescence or changing consumption.
III.B.1. Protect finances negatively impacted by COVID-19 pandemic.	President’s Institutional Vision: Revenue, Relationships, and Reputation	Finance: Graphics – Create production log for evaluation and business office report improvement.	New & Complete. A production log was created and edits to provide information for management and business office reporting.	Operational - Review as needed to determine is data is still relevant to the business office.
III.B.1. Protect finances negatively impacted by COVID-19 pandemic.	President’s Institutional Vision: Revenue, Relationships, and Reputation	Finance: Transition of Procurement, contracts, and insurance to Finance Division	Complete. Updated job descriptions; requested list of tasks from Mike; trained prior to Mike’s retirement	Complete.
III.B.1. Protect finances negatively impacted by COVID-19 pandemic.	President’s Institutional Vision: Revenue, Relationships, and Reputation	Finance: Purchasing - research feasibility of implementing electronic purchase requisitioning utilizing Colleague	New – no progress to date.	Schedule a consult webinar with Ellucian

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<p>III.B.1. Protect finances negatively impacted by COVID-19 pandemic.</p>	<p>President’s Institutional Vision: Revenue, Relationships, and Reputation</p>	<p>Finance: Purchasing - Review and update Purchasing Policies and Forms</p>	<p>New & Complete. Policies were reviewed and approved by board of trustees.</p>	<p>Operational. Implement and educate staff on changed policies. Continue to review to determine relevance and/or needed revisions.</p>
<p>III.B.1. Protect finances negatively impacted by COVID-19 pandemic.</p>	<p>President’s Institutional Vision: Revenue, Relationships, and Reputation</p>	<p>Finance: Purchasing - Adopt Blanket Purchasing Policy</p>	<p>New. Policy was written and will be submitted to board for review and approval.</p>	<p>Implement and educate staff on changed policies. Continue to review to determine relevance and/or needed revisions.</p>
<p>III.B.1. Protect finances negatively impacted by COVID-19 pandemic.</p>	<p>President’s Institutional Vision: Revenue, Relationships, and Reputation</p>	<p>Finance: Implement Nelnet Past Due Balance Payment Plan</p>	<p>Complete – Nelnet past due balance payment plan was implemented and operational in December 2019. The numbers of students enrolled continues to grow. Enrollees number 103 with 61 currently active. Collected \$50,510, amount owed \$66,244.</p>	<p>Operational</p>
<p>III.B.1. Protect finances negatively impacted by COVID-19 pandemic.</p>	<p>President’s Institutional Vision: Revenue, Relationships, and Reputation</p>	<p>Finance: Utilize HEERF Grant funds to preserve the College’s fund balance and protect finances negatively impacted by the COVID-19 pandemic</p>	<p>In Progress. Attending webinars and reading various materials to ensure grant funds are utilized to the best interest of the College’s finances.</p>	<p>Continue</p>
<p>III.B.1. Protect finances negatively impacted by</p>	<p>Student Services MP: Maximize resources and improve Student Services’</p>	<p>Child Development Center: Provide outstanding Child Development services while maintaining financial stability.</p>	<p>Applied for and received a Child Care Restoration Plan grant. Grant provided over \$100,000 in FY21 to support lost revenue and fund equipment to provide a safe</p>	<p>Continue to meet compliance standards set by ExceleRate Illinois. Current Silver Circle Quality level</p>

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COVID-19 pandemic.	infrastructures to meet stakeholders' needs.		environment under mandated COVID protocol.	allows the Center to apply for additional grant funds.
III.B.2. Continue to review healthcare costs for employees without increasing college expense.	Human Resources Master Plan: 2021-23	Human Resources: Oversee the College-wide Insurance committee to evaluate healthcare options to provide improved benefits to employees without increasing the costs to the College.	After one year of introducing a more affordable family plan, the Insurance Committee and the healthcare provider have decided to continue moving ahead with the current menu of employee options.	Investigate a way to fairly administer the Health Savings Plan, since employees with a HSA or HRA receive a higher level of benefit.
III.B.2. Continue to review healthcare costs for employees without increasing college expense.	Human Resources Master Plan: 2021-23	Finance: Continue to review healthcare costs for employees without increasing college expense	In Progress. Each year this is reviewed by the insurance committee and with ONI Risk Partners	Will evaluate in Fall 2021 with assistance from ONI Risk Partners
III.B.2. Continue to review healthcare costs for employees without increasing college expense.	Human Resources Master Plan: 2021-23	Human Resources: Continue to work with employees and insurance companies to maximize benefits and maintain costs through promoting wellness programs to employees.	In 2019 major changes were made with health insurance to reduce costs to the College and employee. During the fall 2020 enrollment for January 1, 2021, insurance premiums increased just slightly to 1.4%.	Continue to review group insurance plans to reduce/maintain costs and provide quality health insurance to the College and employees. Continue with wellness programs to support healthy lifestyles.
III.B.3. Strive to preserve the College's fund balance.	President's Institutional Vision: Revenue,	Finance: Manage finances in the midst of a pandemic-related enrollment drop.	The College will rely on HEERF funds for lost revenue, which will help preserve fund balances. The College also helped allay much of	Revise the five-year budget plan to reflect a priority of rebuilding the fund balance.

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	Relationships, and Reputation		the financial damages and to keep the fund balance intact by reducing overall expenses.	
III.B.3. Strive to preserve the College's fund balance.	President's Institutional Vision: Revenue, Relationships, and Reputation	Human Resources: Classified Staff union negotiations.	May 2020 a 4 year collective bargaining agreement with the Classified Staff was completed. This labor contract includes an incentive to reduce sick leave taken and prevent late call ins that disrupt campus services.	Continue to find additional resources to expand our recruiting efforts from underrepresented groups.
III.B.3. Strive to preserve the College's fund balance.	President's Institutional Vision: Revenue, Relationships, and Reputation	Finance: Research feasibility of implementing Assignment Contract in Colleague	No progress to date. Will research after Cloud implementation.	Implementing Assignment Contract would eliminate the need for the Faculty Payment Access Database for Overload, Stipends, PT Faculty, etc. and would streamline all processing to Colleague.
III.C.1. Implement the Human Resources master plan and succession plans, including hiring a VP AA.	Human Resources Master Plan: 2021-23	Human Resources: Hire a vice president of academic affairs to lead the faculty and guide academic programs and success outcomes.	After conducting a nation-wide search and attracting more than 70 qualified candidates, the College hired Dr. Natalie Page as the new chief academic office/vice president of academic affairs.	The recent resignation of the Dean of Adult Education/Middle College will require another in-depth search that Dr. Page will oversee.
III.C.1. Implement the Human Resources	Human Resources Master Plan: 2021-23	Chief Diversity Officer: Research Diversity Transformation Frameworks	Planning a Diversity Audit.	Identify framework to use.

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<p>master plan and succession plans, including hiring a VP AA.</p>		<p>Conduct information gathering, institutional self-assessment Analyze data and Develop strategy recommendations</p>		<p>Conduct the self-assessment Gather and analyze data Develop and implement strategies</p>
<p>III.C.1. Implement the Human Resources master plan and succession plans, including hiring a VP AA.</p>	<p>Human Resources Master Plan: 2021-23</p>	<p>Finance: Campus Services – implement employee training program and update training manual.</p>	<p>New & Complete. Training program was reviewed and updated. New training manual was developed to address all job tasks performed by student workers or full time staff.</p>	<p>Operational - Review and test/update as needed.</p>
<p>III.C.1. Implement the Human Resources master plan and succession plans, including hiring a VP AA.</p>	<p>Human Resources Master Plan: 2021-23</p>	<p>Operations – Small Business: Develop a succession plan for the Illinois SBDC at DACC.</p>	<p>Carol Nichols retired at the end of 2020. Earle Steiner was hired as the new Director of the SBDC. An additional reporting level has also been added for the SBDC department. The SBDC director now reports to the Senior Director of Corporate Education. This partnership between Corporate Ed and SBDC will allow for even greater opportunities for the College’s local businesses.</p>	<p>Completed; however, the partnership between Corporate Education and SBDC will continue to grow.</p>
<p>III.C.1. Implement the Human Resources master plan and succession plans, including hiring a VP AA.</p>	<p>Human Resources Master Plan: 2021-23</p>	<p>Human Resources: Update a two-decades-old employee compensation system to ensure that employees’ salary and benefits are competitive and relevant in today’s market.</p>	<p>After a two-month process of assessment and development, the College and the Compease company implemented a system to analyze and implement equitable and accurate compensation ranges for</p>	<p>DACC’s HR department will use Compease as the tool for all requests to evaluate current and future positions at the College.</p>

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			all of DACC’s staff and administrative positions.	
III.C.1. Implement the Human Resources master plan and succession plans, including hiring a VP AA.	Human Resources Master Plan: 2021-23	Finance: Transition of supervision of Campus Services and Graphics to the Controller	New AVP hired to take on Campus Services, Graphics, and VCW. This is also part of succession planning.	Continue to evaluate hierarchy change.
III.C.1. Implement the Human Resources master plan and succession plans, including hiring a VP AA.	Human Resources Master Plan: 2021-23	Finance: Implemented Cross Training Project in the Business Office. All essential functions will be covered in the event of staff absence.	Cross training started and 3 staff levels were increased to abide by union contract. Training is continuing. Will also aid in succession planning.	Each essential function will be covered for ½ day periodically by each department to refresh what was learned. P/R will be run by cross trained individual.
III.C.1. Implement the Human Resources master plan and succession plans, including hiring a VP AA.	Human Resources Master Plan: 2021-23	Finance: Evaluate Colleague Time Entry.	New – no progress to date.	Schedule a consult webinar with Ellucian
III.C.1. Implement the Human Resources master plan and succession plans, including hiring a VP AA.	Human Resources Master Plan: 2021-23	Finance: Implemented SURS DCP (Deferred Comp Plan)	New & Complete – Board resolution and signed contract with SURS with an effective date of 4-1-21. Making system and reporting changes to accommodate.	Operation - Enroll employees as applicable.

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<p>III.C.1. Implement the Human Resources master plan and succession plans, including hiring a VP AA.</p>	<p>Human Resources Master Plan: 2021-23</p>	<p>Academic Affairs - Hoopston: Fill the Office Assistant vacant position.</p> <p>Implement strategy for succession planning for retirement of Director, August 2023.</p>	<p>With resignation of office assistant, the need for hiring well for long term stability in that position is critical.</p>	<p>With retirement of director 2 years away, there is a need for succession planning for the position to ensure long term viability and success of the Hoopston Center.</p>
<p>III.C.1. Implement the Human Resources master plan and succession plans, including hiring a VP AA.</p>	<p>Human Resources Master Plan: 2021-23</p>	<p>Finance: Implemented additional tax choices for Indiana employees</p>	<p>New & Complete - Sent email to Indiana employees regarding new choices.</p>	<p>Operational</p>
<p>III.C.1. Implement the Human Resources master plan and succession plans, including hiring a VP AA.</p>	<p>Human Resources Master Plan: 2021-23</p>	<p>Finance: Transition of Procurement, contracts, and insurance to Finance Division</p>	<p>Complete. Updated job descriptions; Hired AVP to oversee Purchasing, Campus Services and Graphics; Insurance, Contracts and Risk Management transitioned to CFO</p>	<p>Review and evaluate as needed.</p>
<p>III.C.2. Revise the emergency plan based on table-top drills and COVID-19.</p>	<p>Human Resources Master Plan: 2021-23</p>	<p>Human Resources: Adopt a collegial approach to crisis management.</p>	<p>Throughout the early months of the pandemic, Human Resources led the COVID Advisory Response Team (CART) that included members of the faculty and classified-staff associations as well as key administrators.</p>	<p>CART would evolve into weekly meetings of the leadership team and monthly updates with the two bargaining units—and will continue as such through the conclusion of the pandemic.</p>

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III.C.2. Revise the emergency plan based on table-top drills and COVID-19.	Student Services MP: Maximize resources and improve Student Services' infrastructures to meet stakeholders' needs.	Campus Safety & Security: Review, evaluate, and modify the Emergency Operations Plan.	Table Top exercises and COVID-19 pandemic highlighted the need for revisions to the College's Emergency Operations Plan. Update the EOP and share with staff through SharePoint communication tool.
III.C.3. Plan and implement program on Diversity Hiring.	Human Resources Master Plan: 2021-23	Human Resources: Increase the number of faculty and staff from underrepresented groups.	In a collaborative effort that has enabled the College to widen its net for recruiting employees for faculty, staff, and administrative positions, the College has improved the diversity of its pool of job seekers and the employees hired. Continue to emphasize departmental efforts to recruit candidates from underrepresented groups.
III.C.4. Improve new-employee orientation.	Academic MP: Improve pedagogy and success rate	Academic Affairs: Increase faculty participation in the Training Academy for both full- and part-time faculty.	Although the COVID pandemic required in-Service academies to be delivered online, faculty participation was at its highest level in six years. The lesson learned is that delivering these training modules both in-person and online can appreciably increase faculty participation. Both synchronous and asynchronous online options will continue to be offered post-pandemic.
III.C.4. Improve new-employee orientation.	Human Resources Master Plan: 2021-23	Operations – Institutional Research: Learn ICCB/IPEDS student level reporting rules	Attended webinars discussing broad reporting rules and techniques Internal study and work with others on the DACC reporting team

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<p>III.C.4. Improve new-employee orientation.</p>	<p>Human Resources Master Plan: 2021-23</p>	<p>Operations – Small Business: Work with faculty to provide Starting Your Business Workshops for on-campus classes in relevant courses.</p>	<p>This process has continued and expanded with 4 instructors and 4 outside experts on the other areas important to businesses.</p>	<p>Utilize video conferencing to provide the Starting your Business workshop virtually for online classes as well as in person classes when permitted.</p> <p>Continue utilization of video conferencing to allow access to a greater geographical region.</p>
<p>III.C.4. Improve new-employee orientation.</p>	<p>Human Resources Master Plan: 2021-23</p>	<p>Operations – Institutional Research: Increase general institutional research and effectiveness skills</p>	<p>Continuous internal study of IR/IE techniques</p>	<p>Send both employees to IR conferences, and attend webinars (assessment, research, etc...)</p>
<p>IV.A.1 Preserve Summer and Fall enrollment through creative pricing and promotion to new and underserved markets.</p>	<p>Marketing Plan, 2018-22</p>	<p>College Relations: Implement innovative marketing strategies to forestall an anticipated drop in enrollment due to COVID-19.</p>	<p>In spite of half-price discounts for Internet classes and the introduction of Saturday “Six Pack” weekend-college courses, the College suffered a major decline in Fall 20 and Spring 21 enrollment.</p>	<p>DACC saw a major enrollment spike in the summer—thanks in part to the “Shot in the Arm” program that encouraged local residents to get vaccinated by offering a free summer class to anyone with a vaccination card.</p>

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<p>IV.A.1 Preserve Summer and Fall enrollment through creative pricing and promotion to new and underserved markets.</p>	<p>President’s Institutional Vision: Revenue, Relationships, and Reputation</p>	<p>Academic Affairs - Hoopeston: Increase enrollment and encourage certificate completion in HS. Develop second year course plan for Health Occ students, Implement and review curriculum offerings for alignment with community needs.</p>	<p>Classes put on hold for 2020/2021 due to no enrollment as a result of COVID impact. Offering HLTH-102, BOFF-140 Summer 21 and Fall 21 along with HITT-115 fall and GSCI-105 in spring 22. Created nursing program academic planning guide for dual credit students and shared with counselors of Hoopeston, Bismarck, Milford and Armstrong.</p>	<p>Roll out the programs originally planned, pre-pandemic.</p>
<p>IV.A.1 Preserve Summer and Fall enrollment through creative pricing and promotion to new and underserved markets.</p>	<p>President’s Institutional Vision: Revenue, Relationships, and Reputation</p>	<p>Academic Affairs - Hoopeston: Increase enrollment in Center’s College for Kids</p>	<p>Due to declining enrollment beginning in 2017, we changed our format for C4K 2020 to be day camps to address time and money commitments, but cancelled due to COVID.</p>	<p>For 2021 we were going to try again, but will not hold due to medical leave and staff vacancies. Will try for 2022.</p>
<p>IV.A.1 Preserve Summer and Fall enrollment through creative pricing and promotion to new and underserved markets.</p>	<p>President’s Institutional Vision: Revenue, Relationships, and Reputation</p>	<p>College Relations: Assess increased use of in-house video production</p>	<p>The teams worked together to create short and long format videos for use on social media and broadcast. College Relations continues to find new ways to utilize the talents of the Video Production team.</p>	<p>Assess the effects of current projects and implement Tik Tok videos as the new focus for FY22. Now that COVID restrictions are being relaxed, we can resume filming the Legends series.</p>
<p>IV.A.1 Preserve Summer and Fall</p>	<p>President’s Institutional</p>	<p>Community Relations: Assess online media to reach non-</p>	<p>College Relations utilized additional marketing funds to reach</p>	<p>College Relations in concert with Academic</p>

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<p>enrollment through creative pricing and promotion to new and underserved markets.</p>	<p>Vision: Revenue, Relationships, and Reputation</p>	<p>traditional & traditional students, assist with recruitment, and support retention efforts.</p>	<p>out via targeted email, website conquering rather than geo-fencing, and Google Adwords. Response was within acceptable parameters and met or exceeded industry benchmarks</p>	<p>Affairs and Student Services will partner with Interact Communication to contract market research and marketing plan development services for FY22 & FY 23</p>
<p>IV.A.1 Preserve Summer and Fall enrollment through creative pricing and promotion to new and underserved markets.</p>	<p>President’s Institutional Vision: Revenue, Relationships, and Reputation</p>	<p>Academic Affairs - Hoopston: Increase enrollment in Community Ed courses</p>	<p>Enrollment in CE classes continues to decline. For FY20 we only were able to hold Food Service License Classes.</p>	<p>There is no interest in any other community education classes and with current COVID environment, we are placing on hold for now.</p>
<p>IV.A.1 Preserve Summer and Fall enrollment through creative pricing and promotion to new and underserved markets.</p>	<p>President’s Institutional Vision: Revenue, Relationships, and Reputation</p>	<p>Operations – Community Education: Start a marketing campaign of career options in less than six months.</p>	<p>A logo for the marketing concept has been designed.</p>	<p>Use logo on marketing material and list all the offerings the college has to offer where a new career can start after six months of education/training.</p>
<p>IV.A.1 Preserve Summer and Fall enrollment through creative pricing and promotion to new</p>	<p>President’s Institutional Vision: Revenue, Relationships, and Reputation</p>	<p>Operations – Community Education: Expand College for Kids offerings and scholarships.</p>	<p>There have been 13 new summer camps added to the 2021 summer College for Kids offerings.</p>	<p>Market camps.</p>

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and underserved markets.				
IV.A.1 Preserve Summer and Fall enrollment through creative pricing and promotion to new and underserved markets.	President’s Institutional Vision: Revenue, Relationships, and Reputation	Operations – Community Education: Explore possibility of offering a barber program.	Instructor has been established. Working with South Suburban College on finding out their steps for starting a barber program. A location has been secured. Additional equipment will need to be added.	Start working on curriculum to get approval through ICCB to make both AA and certificate program financial aid eligible. Explore possibility of offering through College Express.
IV.A.1 Preserve Summer and Fall enrollment through creative pricing and promotion to new and underserved markets.	President’s Institutional Vision: Revenue, Relationships, and Reputation	Operations – Community Education: Expand career offerings	Two online programs have been added: a certified optician program and veterinary assistant program. Both programs are in the process of getting approved through the WIOA program.	Market programs.
IV.A.2. Launch the Foundation’s “Futures” Campaign.	President’s Institutional Vision: Revenue, Relationships, and Reputation	Foundation: Fully implement the Futures Campaign with a target of raising more than \$3 million over four years.	Although the campaign would never move beyond the “silent” phase due to the COVID-19 crisis, the two years in this initial phase resulted in donations and pledges totaling more than \$4 million—easily surpassing the original campaign target. In 2020 alone, the Foundation awarded 553 scholarships valued @\$650K at our virtual Honors Program held on September 18, 2020. Seventeen	By virtue of this influx of donations along with successful investment, the Foundation’s total endowment surpassed \$21 million—which represents an increase of more than \$9 million in three years.

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			new scholarships were added FY 19-20	
IV.A.3. Increase enrollment in potential growth markets like Indiana outreach, 3 +1, dual credit, southern county, corporate education, online, and the correctional center.	Academic MP: Provide local access to bachelor's degrees	Academic Affairs: Develop new 3 + 1 agreements.	The college unveiled a 3 + 1 bachelor's-in-nursing agreement with Aspen University; a new articulation with McKendree university; a 3 + 1 nursing program Grantham University, offering a pipeline for nursing students to earn an associate degree and complete the bachelor's and master's in nursing; and a transfer program with Indiana Wesleyan University in accounting that enables DACC graduates to earn an associate plus 30 hours at DACC and then transfer to IWU to complete the bachelor's and master's degrees and become eligible to test for the Illinois CPA.	College is exploring 3 + 1 in several programs offered by Southern Illinois University—which could potentially prove more attractive than Franklin University's 30 programs, with the final year at SIU also online and the cost of the degree lower than Franklin's.
IV.A.3. Increase enrollment in potential growth markets like Indiana outreach, 3 +1, dual credit, southern county, corporate education, online, and the	President's Institutional Vision: Revenue, Relationships, and Reputation	Foundation: Cultivate partnerships with High Schools in the 507 District and local Indiana High Schools	2020-2021- was unable to present to 507 Dist. High School Juniors and Seniors due to COVID. Produced virtual tutorial on how to apply.	Plans to visit schools in 2022 if restrictions lifted.

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correctional center.				
IV.A.3. Increase enrollment in potential growth markets like Indiana outreach, 3 +1, dual credit, southern county, corporate education, online, and the correctional center.	Marketing Plan, 2018-22	Operations - Video Production: To help future students and guests become familiar with the campus and to learn about departments and staff.	A 3D camera has been rented to take images.	Get images all over campus and edit together for an online virtual tour.
IV.A.3. Increase enrollment in potential growth markets like Indiana outreach, 3 +1, dual credit, southern county, corporate education, online, and the correctional center.	Marketing Plan, 2018-22	College Relations: Implement advertising to Indiana residents	This ongoing effort continues to evolve. New offerings are available to Indiana students.	New course/tuition “deals” are being made available to Indiana students. With this evolution, the marketing effort is also changed.
IV.A.4. Integrate college-wide marketing.	Marketing Plan, 2018-22	Operations – Community Education: Increase video marketing.	DACC upgraded the television studio and broadcast technology to enable the College to market services by streaming live programming through the	Student-produced podcasts of interviews with DACC faculty and staff will enjoy even greater and more far-

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			educational channel, YouTube, and the Web site.	reaching distribution in the coming year.
IV.A.4. Integrate college-wide marketing.	Marketing Plan, 2018-22	Operations: Build a more collaborative system for integrated, College-wide marketing.	After piloting a grass-roots-level Marketing Users’ Group prior to the pandemic, the plan post-COVID is to hire a contractor—Interact—to provide a full environmental scan, an identification of target markets, evaluation of student recruitment and intake practices, and a communications audit.	This research will inform what will become an integrated marketing plan under the direction of the VP of Student Services and the Executive Director of College Relations.
IV.A.4. Integrate college-wide marketing.	Marketing Plan, 2018-22	Operations – Computer Network Services: LCD TC Upgrade for Digital Signage	Replaced 5 Screens this year	Evaluate for next year screens that need replacement
IV.B.1. Strengthen alliance with local businesses, industry, and educational institutions, especially among underrepresented community groups.	President’s Institutional Vision: Revenue, Relationships, and Reputation	Finance: Reach out to local businesses from underrepresented groups to encourage increased opportunities for selling goods and services to the College.	The College developed and implemented a purchasing program that ensures that Business Enterprise Program companies (minority-owned, women-owned, and disabled-owned businesses) to bid on contracts with DACC. The Board approved this new policy in February 2021.	Develop a comprehensive list of eligible BEP companies throughout the region.
IV.B.1. Strengthen alliance with local businesses, industry, and educational	Vision: Revenue, Relationships, and Reputation	Chief Diversity Officer: Partnered with Governance Teams and Individual faculty hosting: Mental Health Awareness, Coming Out; Black History;	Implemented	Research additional programs and activities

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<p>institutions, especially among underrepresented community groups.</p>				
<p>IV.B.1. Strengthen alliance with local businesses, industry, and educational institutions, especially among underrepresented community groups.</p>	<p>President’s Institutional Vision: Revenue, Relationships, and Reputation</p>	<p>Operations – Small Business: Partner with other area organizations to provide a “business incubator”—a shared workspace opportunities with on-site advisement/training opportunities for small businesses.</p>	<p>Established a new location for the SBDC at Plaza 31 in north Danville, for increased visibility. Co-workspaces continue to be utilized at the Willdon Building in Hoopeston. The new location at Plaza 31 has a large conference room that can be used for workshops with advance notice.</p>	<p>Utilize the existing co-workspaces as a way to nurture minority owned start-ups who may benefit from the low-cost start up option and the mentoring and support of the group environment. SBDC signage being made to help with the large increase with exposure. There will be a pylon sign along with a building sign to promote the center.</p>
<p>IV.B.1. Strengthen alliance with local businesses, industry, and educational institutions, especially among underrepresented</p>	<p>President’s Institutional Vision: Revenue, Relationships, and Reputation</p>	<p>Academic Affairs - Hoopeston: Continue to partner with local healthcare facilities and provide training for CNA’s on a flexible schedule. Offer both initial certification as well as re-certification programs.</p>	<p>Adult classes put on hold due to COVID. Will resume during 2021/2022. Offering C.N.A. class for high school students Summer 2021.</p>	<p>Amount of applicants/ students declining. Partnering with VCW to sponsor students.</p>

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community groups.				
IV.B.1. Strengthen alliance with local businesses, industry, and educational institutions, especially among underrepresented community groups.	President’s Institutional Vision: Revenue, Relationships, and Reputation	Form a community alliance with the neighboring Meade Park Elementary School as DACC’s “sister school.”	Through the Dean of Adult Education and Student Services, the College held a number of outreach events with Meade Park, including classroom interaction, reading sessions, and a mask-sewing activity.	Leverage the linkage with Meade Park school to work with the City to revitalize Meade Park as a possible new home field for the DACC softball team.
IV.B.1. Strengthen alliance with local businesses, industry, and educational institutions, especially among underrepresented community groups.	President’s Institutional Vision: Revenue, Relationships, and Reputation	Operations – Small Business: Encourage entrepreneurial thinking through special events and training offerings in person or virtually.	Utilizing outside resources for workshops including First Midwest Bank for business succession planning and Constant Contact for email marketing.	Continue to offer trainings at multiple locations. Develop next steps in-person seminars. It is paramount for these training to be marketed to the multicultural populations that we serve through equity and inclusion.
IV.B.2. Engage TRIO students and presidential scholars in Board	Student Services MP: Increase student access, engagement, retention and	College Relations: Recruit and engage a representative group of the College’s highest academic achievers to serve on a Board of Student Scholars.	DACC established the Board of Student Scholars with participants including TRIO students, Toolbox students, and presidential scholars.	Although COVID forced the meetings to go online for several months, the in-person meetings resumed in

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of Student Scholars.	success through more integrated and comprehensive student services.			May 2021 with a luncheon. The regular schedule of meetings will be held beginning with the Fall semester.
IV.B.2. Engage TRIO students and presidential scholars in Board of Student Scholars.	Student Services MP: Increase student access, engagement, retention and success through more integrated and comprehensive student services.	College Relations: Assess effectiveness of Board of Student Scholars (BOSS)	BOSS met every other month, virtually, with limited attendance. Those students who did participate were active with hallway banner and #MyDACCStory campaigns. The program has been successful for those students who chose to participate.	Engage new set of participants for FY22, expand the pool of those invited to participate, plan activities to benefit their “resumes,” and utilize their experiences and positive attitudes to recruit in high schools.
IV.B.3. Leverage recent H.S. alumni for recruitment.	Marketing Plan, 2018-22	College Relations: Increase marketing penetration into high schools by utilizing alumni.	Student banners containing pictures and testimonials of high-achieving DACC students have been sent to their high schools of origin.	While banners are the only viable option during a pandemic, DACC’s new recruiter now has an office in Danville high school and could leverage this by including alumni in person for his visits.
IV.B.3. Leverage recent H.S. alumni for recruitment.	Marketing Plan, 2018-22	Operations - Video Production: Create a high school portal for eSports by hosting high school events in the eSports lab.	Hired two additional eSports coaches to help recruit and plan events.	Start contacting high schools and students informing them of next year’s opportunities.
IV.B.3. Leverage recent H.S.	Marketing Plan, 2018-22	Operations - Video Production: Raise awareness about programs.	18 program videos were created in summer 2020, additional program	Continue to develop promotional videos for programs.

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alumni for recruitment.			videos will be created in summer 2021.	
IV.B.3. Leverage recent H.S. alumni for recruitment.	Marketing Plan, 2018-22	Operations - Video Production: Develop videos to target high school students.	Mick Jaguar video campaign was created to target potential students on social media. College Express and TRIO were produced.	Continue to develop videos for social media.
IV.C.1. Advance and enhance the brand, DACC Online.	Marketing Plan, 2018-22	College Relations: Develop and nurture the DACC brand.	With a prolific video-production team producing an exceptional number of promotional pieces, College Relations has helped to cultivate a consistent DACC look.	The planned research that Interact provides in the coming year will help inform the quality and consistency of the College's messaging and images.
IV.C.2. Engage Alumni in a collaborative project.	President's Institutional Vision: Revenue, Relationships, and Reputation	College Relations: Assist alumni in a project to galvanize membership.	The Alumni's executive board has shown a willingness to engage in a number of projects, but the pandemic thwarted these efforts.	In consultation with the leadership of the Alumni board, the College will assist with future planning.
IV.C.2. Engage Alumni in a collaborative project.	President's Institutional Vision: Revenue, Relationships, and Reputation	Foundation: Work with College on alumni engagement program	Attend Alumni meetings and engage with Alumni Board with activities on campus. Promote giving opportunities through social media and marketing. Incorporate alumni stories in bi-annual newsletter. Volunteer at community events such as Rotary and NJCAA to cultivate partnerships with community members	Continue to look for opportunities to reach alumni.

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<p>IV.C.3. Expand video outreach to the community.</p>	<p>Marketing Plan, 2018-22</p>	<p>College Relations and the Office of the VP of Operations: Expand the marketing of the “Legends” video series.</p>	<p>Along with podcasts of student interviews of DACC employees, the revitalized video and television unit has produced and broadcast “Legends II” and “Legends III” in the series of videos honoring iconic people who contributed to the College’s 75-year history.</p>	<p>The fourth and fifth three-interview shows will be produced next year and will appear on cable channel 5 and streaming through the Web site and YouTube.</p>
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