

2008-2012 Strategic Plan



Doña Ana Community College

Strategic Plan

2008-2012



NMSU | DOÑA ANA COMMUNITY COLLEGE

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Doña Ana Community College

Mission, Vision, and Values

Mission Statement

DACC is a responsive and accessible learning-centered community college that provides educational opportunities to a diverse community of learners in support of workforce and economic development.

Vision Statement

DACC will be a premier learning college that is grounded in academic excellence and committed to fostering lifelong learning and active, responsible citizenship within the community.

Values Statement

As a learning-centered community college, DACC is committed to the following core values:

Education that –

- offers lifelong learning opportunities
- fosters dynamic learning environments designed to meet the needs of our students
- guarantees equality of rights and access
- ensures integrity and honesty in the learning process
- provides comprehensive assessment of learning

Students who will be –

- respected for their diversity
- provided with a safe and supportive learning environment
- challenged to become critical and independent thinkers
- expected to take an active role in their learning process

Employees who –

- practice tolerance and inclusiveness in decision-making and shared governance
- encourage and support professional growth
- demonstrate high ethics and integrity
- encourage collaborative interaction among faculty and staff
- practice responsible fiscal management and personal accountability
- ensure equal opportunities for a diverse faculty and staff

Communities that –

- build partnerships, including educational alliances
- strengthen industry partnerships to provide workforce development services and programs in support of economic development
- develop and adapt instructional programs in response to changing economical needs

Doña Ana Community College 2007-2008 Program Review & Institutional Planning Committee

Margie Huerta	President
Fred Lillibridge (Chair)	Campus Institutional Effectiveness & Planning Officer
John Paulman	Marketing and Communications Coordinator
Andy Burke	Campus Finance Officer
Lori Allen	Computer Support Director
Kelly Brooks	Business Manager
Ike Ledesma	Campus Student Services Officer
Brad Mazdra	Student Development Coordinator
Anna Chieffo	Campus Academic Officer
John Walker	Associate Campus Academic Officer
Lydia Bagwell	Division Dean - Business & Information Systems, Interim
Carmen Aguilera-Goerner	Division Dean - General Studies
Jerry Welch	Division Dean - Technical & Industrial Studies
David Pearse	Division Dean - Health & Public Services
Sylvia Nickerson	Division Dean - Adult Basic Education
Tammy Welch	Division Dean Library and Learning Technologies
Bill Glenn	Division Dean - Continuing Education, Interim
Meg Haines	Customized Training Director
Katiba Ulbricht	Associated Students of DACC - President
David Twitty	Faculty Council President
Kim Seifert	Faculty Budget Committee Chair

2008-2012 Strategic Plan Task Chairs

Strategic Priority 1: Ike Ledesma, Campus Student Services Officer
 Strategic Priority 2: Jon Juarez, Department Chair, Computer and Information Technology
 Strategic Priority 3: Fred Lillibridge, Campus Institutional Effectiveness and Planning Officer
 Strategic Priority 4: Jerry Welch, Dean, Technical and Industrial Studies Division
 Strategic Priority 5: Andy Burke, Campus Finance Officer
 Strategic Priority 6: Lori Allen, Computer Support Director

Strategic Priority 1: Improve Graduation Rates

Activity 1: Develop and implement the Freshman Year Experience.

- A. Develop the Freshman Year Experience program, which will be a comprehensive program for first-time, full-time, degree/certificate seeking students that combines academic rigor with a strong support system.
- B. Create support system comprised of programs and services that engage students in their educational experience, which will increase the sense of responsibility that DACC students have for their educations.
- C. Recruit non-credit students and non-degree seeking students for degree programs.

Implementation and Coordination Lead: Campus Student Services Office
Significant Partner: Campus Academic Office
Campus Associate Academic Office

Activity 2: First-time, full-time students will show an increase in the number of students who apply and receive Associate degrees.

- A. Require students to declare career-technical majors and/or indicate degree or certificate expected for those students pursuing the Associate of Arts degree.
- B. Communicate how the Associate of General Studies (AGS) degree can be valuable to students for a variety of reasons including enhancing academic confidence, increasing self-esteem and extending financial aid benefits.
- C. Identify eligible students within the cohort and actively encourage them to apply for the AGS degree.

Implementation and Coordination Lead: Campus Student Services Office
Significant Partner: Campus Institutional Effectiveness and Planning Office
Campus Academic Office

Activity 3: Increase the graduation rates of career-technical students.

- A. Develop and implement a one or two-week non-credit college success orientation before classes begin to educate students regarding time management, study skills, financial aid information, degree/certificate information, and other activities.
- B. Implement work-keys assessment to determine work readiness.
- C. Administer pre and post Compass assessment during career-technical orientation to determine proper placement.

- D. Review degree plans of career-technical programs to determine the appropriateness of general education course requirements.
- E. Offer full certificate or associate degree programs at south county centers.
- F. Develop additional fully on-line certificate and degree programs.

Implementation and Coordination Lead: Campus Academic Office
Significant Partner: Campus Student Services Office

Strategic Priority 2: Nurture a Culture of Evidence

Activity 1: Build awareness of and need for collection and retention of data.

- A. Design information sessions to cultivate an atmosphere that engages all members of the college community to become equal partners.
- B. Design information and training sessions to foster the free flow of information throughout the college community.

Implementation and Coordination Lead: President's Office

Significant Partners: Campus Institutional Effectiveness and Planning Office

Activity 2: Support better understanding of research methodology, research design, research analysis, and interpretation of data.

- A. Mandate training sessions for division deans, department chairs, program directors, and full-time faculty.
- B. Standardize documentation formats.

Implementation and Coordination Lead: Campus Academic Office

Significant Partners: President's Office

Activity 3: Ensure timely distribution of information for planning, resource allocation, and enrollment management.

- A. Identify information needs of individuals and units based upon individual and unit needs.
- B. Develop and publish information distribution timelines and processes.

Implementation and Coordination Lead: Campus Finance Office

Significant Partners: President's Office
Campus Academic Office

Activity 4: Build awareness of availability of analyzed information.

- A. Identify and promote access to all repositories of information maximizing utilization of intranet and internet.
- B. Develop and publish an index of all information repositories.

Implementation and Coordination Lead: Campus Institutional Effectiveness and Planning Office

Significant Partners: Campus Finance Office - Computer Support

Activity 5: Evaluate the effectiveness of key accountability processes.

- A. Evaluate and recommend necessary changes to processes related to assessment of student learning, evaluation of instruction, periodic review of programs, and utilization of financial and physical resources.

Implementation and Coordination Lead: Campus Academic Office
Significant Partners: President's Office
Campus Finance Office
Campus Student Services Office

Strategic Priority 3: Enhance Internal and External Communication

Activity 1: Improve the DACC Internet Web site.

- A. Develop a content management system and Web site maintenance process.
- B. Upgrade hardware to increase disk drive capacity and increase processor speed.

Implementation and Coordination Lead: Campus Finance Office - Computer Support
Significant Partners: President's Office - Marketing and Communication

Activity 2: Create a secure internal DACC Intranet.

- A. Provide timely, accurate, and consistent data and information to support data-driven decision making.
- B. Create a DACC digital archive to preserve historical documents.

Implementation and Coordination Lead: Campus Institutional Effectiveness and Planning Office
Significant Partners: Campus Finance Office - Computer Support
Library and Learning Technologies Division

Activity 3: Improve communication with part-time faculty.

- A. Increase use of Blackboard, WebCT, or similar platform discussion boards.
- B. Make full use of SunGard Banner communication and data access tools.
- C. Provide email accounts for all part-time faculty.

Implementation and Coordination Lead: Campus Academic Office
Significant Partners: Library and Learning Technologies Division
Campus Finance Office - Computer Support

Activity 4: Create a unified email system so that all DACC employees will have access to the same email accounts.

- A. Establish broadcast-type e-lists as a tool for announcements.
- B. Reduce access to use of "Everyone" as email recipient.
- C. Determine whether internal GroupWise accounts should be eliminated.

Implementation and Coordination Lead: Campus Finance Office - Computer Support
Significant Partners: President's Office - Marketing and Communication

Activity 5: Create a unified phone system.

- A. Create system with one central point of control for phone and voice management that will be used by all DACC centers and campuses.
- B. Include features such as call accounting, automated attendant, and unified messaging.

Implementation and Coordination Lead: Campus Finance Office

Significant Partners: Campus Finance Office - Computer Support

Strategic Priority 4: Increase and Strengthen Educational, Community, and Industry Partnerships

Activity 1: Better serve the community and develop shared goals and processes to improve communication with educational, community, and governmental partners.

- A. Increase educational partnerships and linkages with high schools and post-secondary education programs through the expansion of recruitment and outreach activities such as GEAR UP, Regional Education Initiative and dual credit programs in order to create a seamless educational (K-20) system.
- B. Increase the number of DACC forums with government, education, and industry partners to promote a seamless (K-20) educational system.
- C. Create and strengthen partnerships with community stakeholders and entities.
- D. Improve communication about and promote public awareness of DACC partnerships.

Implementation and Coordination Lead: Campus Academic Office
Significant Partners: Dean, Continuing Education
Academic Deans
President's Office
President's Office - Marketing and Communication

Activity 2: Develop stakeholder partnerships that promote economic and workforce development to better serve our business and industry community.

- A. Improve, expand, and increase participation of business partners in the annual DACC Workforce Economic Summit.
- B. Expand the activities of the Career Fair to increase the number of educational participants and student referrals, and provide on-campus interviews.
- C. Ensure that all instructional programs, both credit and non-credit, meet the needs of the labor market, and have Advisory Councils to promote collaboration and improve programs.
- D. Increase scholarship opportunities by strengthening partnerships with community stakeholders.

- E. Create a positive image for virtual learning, non-credit instruction, and career pathways to promote and expand unique training opportunities and to share resources.

Implementation and Coordination Lead: Campus Academic Office
Significant Partners: Dean, Continuing Education
Academic Deans
Campus Student Services Office - Career Placement

Activity 3: Expand learning partnerships with the growing non-traditional retiree population.

- A. Conduct market research to better understand the education needs of this group.
- B. Expand services based on results of research.

Implementation and Coordination Lead: Dean, Continuing Education
Significant Partners: President's Office - Marketing and Communication
Campus Institutional Effectiveness and Planning Office

Strategic Priority 5: Continue to Develop Facilities

Activity 1: Ensure continued capital funding.

- A. Hold local bond issue elections periodically to renew the one-mill tax levy for capital funding. The next election is planned for 2009.
- B. Annually request capital funding through the State Legislature from general fund appropriations, the severance tax fund, or state general obligation bonds.

Implementation and Coordination Lead: Campus Finance Office
Significant Partners: President's Office
President's Office - Marketing and Communication

Activity 2: Effectively plan for future DACC facilities and space utilization.

- A. Gather input and update the Facilities Master Plan by utilizing the services of a facilities planner.
- B. Utilize a participatory internal process to evaluate, identify, and prioritize space needs for each major project and to recommend the optimal use for facilities.
- C. Continue to identify and utilize public schools and community facilities in response to current and future space needs.
- D. Perform major repair work on, and/or replace, the heating, ventilation and air conditioning systems, building interior finishes, and exterior envelopes of older facilities.
- E. Establish space for new and growing programs and services as need is demonstrated.
- F. Identify and implement projects to upgrade infrastructure to support evolving technology.

Implementation and Coordination Lead: Campus Finance Office
Significant Partners: President's Office
Campus Finance Office - Facilities Support

Activity 3: Complete construction and renovation projects to improve DACC facilities in order to meet the needs of students and constituents.

- A. Complete construction of the Workforce Center remodel and addition to improve space for the Continuing Education division and provide Technical and Industrial space for the dual credit high school program by 2008.

- B. Complete the renovation project at the Central campus to accommodate the new Dental Hygiene Program by 2008.
- C. Complete the construction of phases three and four at the East Mesa campus to provide three computer classrooms, eight general and specialty classrooms for General Studies, Library and Learning Technology space, an open computer lab, a Student Success Center, and space for a bookstore and food service for 2009.

Implementation and Coordination Lead: Campus Finance Office
Significant Partners: President's Office
Campus Academic Office and Deans
Campus Finance Office - Facilities Support

Activity 4: Actively seek new developments to meet expected program and college growth.

- A. Design, bid, and construct the Technical Studies Building remodel and addition to improve space for Technical Studies programs for 2009.
- B. Design, bid, and construct phase five at the East Mesa campus to provide a large auditorium and support classroom spaces for 2009.
- C. Design, bid, and construct phase two at the Gadsden Center to provide additional classroom and support spaces for 2009.
- D. Acquire land for and design, bid, and construct satellite centers in Chaparral and Hatch by 2009.

Implementation and Coordination Lead: Campus Finance Office
Significant Partners: President's Office
Campus Academic Office and Deans
Campus Finance Office - Facilities Support

Strategic Priority 6: Provide State-of-the-Art Technology

Activity 1: Enhance information technology infrastructure.

- A. Improve DACC's network infrastructure to provide security, increased bandwidth and wireless accessibility.
- B. Develop a disaster recovery plan and encourage staff to backup their desktop computer.
- C. Improve external internet access for students.
- D. Implement a computer work order system that would tie into existing information sources such as in-house inventory database and DACC's active directory domain.
- E. Complete college-wide technology plan.

Implementation and Coordination Lead: Campus Finance Office
Significant Partners: Campus Finance Office - Computer Support

Activity 2: Create a Department of Virtual Learning and Instructional Technology to provide leadership and improve instruction in virtual education.

- A. Create a Department of Virtual Learning and Instructional Technology position for a coordinator or director.
- B. Reorganize the Technology Resource Center to merge with the newly created Department of Virtual Learning and Instructional Technology.
- C. Provide necessary resources to support reorganized department.
- D. Improve the Interactive Television system.
- E. Improve Instruction in the Virtual Learning Environment by establishing procedures and guidelines to implement an effective assessment process for quality control of online courses.
- F. Implement a Learning Management System certification process for all faculty members that teach online.

Implementation and Coordination Lead: Campus Academic Office
Significant Partners: Library and Learning Technologies Division
Campus Finance Office

Activity 3: Enhance the use of technology to support student learning and effective operations.

- A. Establish minimum standards for equipment and assess the adequacy of new student learning technology equipment in the classroom.
- B. Develop an equipment preventive maintenance and replacement program.

Implementation and Coordination Lead: Campus Academic Office
Significant Partners: Academic Deans
Library and Learning Technologies Division
Campus Finance Office - Computer Support



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