



## 2018-2022 STRATEGIC ACTION PLAN

### DCC's MISSION:

Dawson Community College fosters a culture of excellence in education, providing all students quality learning and opportunities for growth and partnership in local and global communities.

### DCC's VISION:

Dawson Community College strives to become the standard of excellence for institutions of higher education.

### DCC's CORE THEMES:

**Excellence through Academics:** This objective provides quality curriculum and instruction through multiple learning pathways, expanding opportunities in education adaptive to the needs of a changing student body

**Excellence through Student Engagement:** This objective provides a student-centered focus through student and academic support services, quality faculty and staff, residence life, clubs, and organizations

**Excellence through Community:** This objective provides the greater community lifelong learning opportunities through open access to the College

**Excellence through Outreach:** This objective provides opportunities for workforce development, apprenticeships and internships, continuing education, personal enrichment and youth programming

**Excellence through Recruiting:** This objective provides opportunities to invite all learners to be a part of DCC, maintain sustained growth with not only more applicants, but also better prepared students equipped with tools for success

**Excellence through Financial Practices:** This objective provides budget oversight and expanded opportunities in education for both transfer and career and technical education and workforce development, as well as personal enrichment for our faculty, staff, students and community

**Excellence through Property and Learning Facilities:** This objective provides the management of all grounds and facilities to help provide the best learning environment possible

**DCC's KEY CHARACTERISTICS:**

- Low student to faculty ratio
- Seamless transferability for all core classes
- Quality career and technical programs
- Career readiness educational programming
- Highly qualified and dedicated faculty and staff
- Student-focused modern library facilities
- Campus-wide WIFI and independent computer labs
- Competitive athletic programs
- Active student government and student life programming
- Quality apartment-style housing
- Quality learning environment in a unique geographical region of the United States

**DCC PRINCIPLES:**

- Dedication to the development of all students.
- Actively engage students to encourage a desire for lifelong learning and gainful employment or transfer.
- Provide comprehensive practical and applied educational opportunities to students and community.
- Commitment to seek and teach relevant and meaningful academic courses and programs.
- Inspire social responsibility and the commitment to community engagement and leadership.
- Commitment to personal integrity and responsibility.
- Respect for the expertise, contributions, perspectives and personal worth of all members of the college community.

## Dawson Community College – Administrative Three–year Strategic Action Plan

**Team Goals & Measurements:** Goals and updates will be monitored quarterly with updates to the DCC Foundation Board, the President and the DCC Board of Trustees. This plan will be used to help to support our students, stakeholders while contributing to the overall satisfaction and growth of DCC.

**Review Dates:** September 15, December 15, March 15, and June 15, of each year.

### Administrative Strategic Action Plan goals:

#### COLLEGE-WIDE GOAL

<u>ANNUALIZED FTE</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
RESIDENT	225	250	275	300	325
WUE	50	60	70	80	90
NON-RESIDENT	40	45	50	55	60
<b>TOTAL</b>	<b>315</b>	<b>355</b>	<b>395</b>	<b>435</b>	<b>475</b>

1. Prepare DCC to be a premier institution of higher learning in Montana by evaluating current and implementing new programs and courses.
2. Expand quality Career and Technical Education programming.
3. Investigate alternative scheduling options (four-day week, block scheduling, etc.).
4. Develop international programming that supports our mission as well as community, students, faculty and staff.
5. Initiate fundraising activities that fully support DCC educational programming.
6. DCC will refocus on recruiting efforts to enroll both on campus and online students.
7. Focus on a recruiting strategy that recruits 60% student/athletes and 40% student/non-athletes overall with a strong focus on Montana.
8. Investigate and implement the steps for the development of a cutting-edge Energy Center.
9. Investigate and implement the steps for the development of an Agricultural Center of Excellence (ACE).

- 10.** Make DCC a place of destination by providing an excellent student life experience.
- 11.** Prepare DCC for achieving reaffirmation of accreditation, including resource allocation, personnel and procedures.

Team Action Plan - Goals & Measurements	Person(s) Responsible	Target Date for Completion	Additional Resources Required:	Estimated Cost	Progress to Date
<b>Core Theme 1 – Excellence through Academics:</b> Provide quality curriculum and instruction through multiple learning pathways expanding opportunities in education adaptive to the needs of a changing student body					
1.1—Implement a system to identify and develop student academic success.					
a. assess student learning outcomes in every course and report in a summary. The results of that assessment will be used to improve classroom instruction in subsequent semesters	Traci/VPASA/VPASA	December 2018	Will request additional funding in the budget to bring pd regarding assessment	\$10,000	TLE committee is meeting and working towards increasing from last year. Also looking at bringing a guest to discuss assessment and best practices.
b. develop a system to expand implementation of the ownership programs in business and agriculture, including agriculture student ownership of donated heifers upon graduation	Traci/VPASA/VPASA	December 2019		N/A	Scott/President and Katie Carrier are working on partnerships.
c. have all Career & Technical programs work with their industry advisory committees to identify and evaluate appropriate program level student learning outcomes	Traci/VPASA/VPASA	January 2019	<b>Set aside \$\$ for Advisory Committee Meetings</b>	<b>\$2000</b>	Criminal Justice done. Animal Science/Ag in progress of scheduling.
d. develop a ladder-like system allowing students with various goals and academic abilities to achieve success, academic credentials and career preparation skills	Traci/VPASA	January 2019		N/A	Technical Skills program has CTS, CAS and AAS. Welding and Corrosion have CTS, CAS and AAS.
e. support student transfers by increasing transfers to a baccalaureate program by 10 percent each year	Suela/VPASA	June 2020	<b>Need to have a position to oversee</b>	<b>\$400000</b>	<b>Developed three new transfer agreements to help with</b>

			<b>academic transfers and coordinator academic resource work.</b>		<b>seamless transferring of students.</b>
f. increase involvement of students to have the opportunity to be members of an appropriate professional organization	Traci/VPASA/VPASA	September 2019	Allocate resources from the academic budget.	<b>\$500</b>	<b>Faculty are encouraged to share information regarding professional organizations related to their careers. With COVID this has not been pushed as much.</b>
g. include in the general curriculum information, if needed, important life skills needed for student success such as financial literacy, communication skills, problem-solving skills, computational skills, work habits, ethics and civic engagement	Traci/VPASA/VPASA	December 2020	Work with TLE in designing a College success course	<b>N/A</b>	DCC101 Dawson College Success incorporate some of this. Will continue to research including more in the DCC101 or other class opportunities.
h. develop and implement a curriculum bank to assure quality educational standards are taught and met.	Traci/VPASA	December 2020	Work with faculty bargaining unit in language purchasing curriculum.	<b>\$5000/year</b>	In progress. Fall2020: need to request more \$ for the future. Fall 2021: need more \$\$ to keep the project going.
<b>1.2—Hire and support quality faculty</b>					
a. develop and implement a new faculty orientation program	Traci/VPASA	August 2018		\$1000	A committee is working on this. Further development will be done for faculty after completion of the committee.
b. develop and implement a system to support faculty acquisition of a terminal degree that leads to 50 percent of full-time faculty having a terminal degree	Traci/VPASA	December 2019	Need financial recourses to help. Work with foundation.	<b>\$5000</b>	Professional Development funds available. Hiring more faculty with terminal degrees upon hiring.

c. have two faculty approved as MUS professors of practice	VPASA	December 2020		N/A	6/3/2020 On hold. Montana does not recognize Professors of Practice. I worked with UofM but hit road blocks.  10/2021 MUS approved new Faculty Scholar
d. develop a system to support faculty who wish to be involved in applied research	Traci/VPASA	January 2020	06/2019 Need to allocate resources from academic affairs budget before we start the process.	\$10000	07/2019 Work with foundation to set money aside
e. have 80 percent of faculty holding active memberships in their professional organizations	Leslie/VP of HR/ VP of HR	Ongoing Complete	N/A	N/A	Dean of Academics works directly with faculty to promote. All of our faculty currently hold active memberships.
f. develop a plan to bring the average nine-month faculty salary to the 75th percentile as reported by NCES/IPEDS/Mountain States for public, two-year, rural, small colleges	Leslie/VP of HR/VP of HR	Ongoing	Start discussions at Budgeting Committee to address this and allocate resources proactively.	\$50,000	Complete - worked with J King/Dir of Bus. Op to collect Ipedes and Chronicle data. Faculty salaries increased in FY bargaining. Data shows faculty within percentage.
g. have 80 percent of the faculty in each Career and Technical unit have appropriate industry experience or credentials	Traci/VPASA	May 2020	Allocate financial resources to help with training cost.	\$5000	<b>12/20219: Get Welding faculty AWS trained.</b>  <b>12/2020: Postponed due to COVID</b>  <b>07/2021: start conversations with new welding faculty</b>
1.3—Expand flexibility in delivery of academic programming					

a. have summer course offerings grow by 10 percent per year	Traci/VPASA	June 2018	Increase marketing and advertising for hiring adjunct faculty and course offerings.	\$10000	Enrollment increased 22% over last summer.
b. grow summer camps by 10 percent each year	Sara/Director of WD	June 2019	Increase financial resources and bring summer instructors to provide offerings.	\$10000	Multiple camps are in the process of being scheduled summer 2020.
c. facilitate the Technical Skills Associate degree. Target enrollment is 10 students at startup	Traci/VPASA	August 2019	N/A	\$1500	08/2019 Program approved. Currently enrolling. We will research recent students who did not finish at DCC to see if they are eligible.
d. implement a Winter Intersession	Traci/VPASA	December 2018	Allocate \$\$ in marketing, and need to allocate hr towards the work.	\$2000/y early	Will pilot a winter mini-session December 2019 - January 2020 12/2020 Winter session numbers increased at high rates. 12/2021 Winter session attached to Fall didn't work well.
e. offer 10 new online courses per academic year	Suela/Director of Enrollment	August 2018	With the new sessions, and added moodle classes, we need better training/resourc	\$10000	As of this fall, we are offering 3 new online short-term sessions with an additional 118 courses. In addition, we added three new Moodle courses.



			es on Moodle classes.		<p>These courses increased HDCT by 21 additional students, and 24% FTE.</p> <p>05/2020 Provided training through MSU to teach online.</p> <p>01/2021 Created Online teaching course for faculty interested in teaching.</p>
f. offer pilot educational programs (traditional and non-traditional focus) in Sidney and Baker to explore the development of programming in other regional locations	VPASA	August 2019	N/A	\$2000	<p>09/2019 Glasgow - offering evening College Writing. Working with Circle School District.</p> <p>09/2020 – No updates as COVID continues to require remote work.</p>
g. explore the development of dual enrollment face-to-face programming for high school students who are not residents of Glendive by hiring adjunct faculty in high school communities	Director of Enrollment	August 2020	Work with Enrollment Committee. Need to allocate financial resources advertising and adjunct faculty.	\$10000	<p>Will start working on this, as I start traveling and working with HS faculty.</p> <p>1/17 We have hired an adjunct faculty in Glasgow to teach Writ 101 in Glasgow HS.</p> <p>06/19 We have two other faculty at Glasgow who have expressed interest in this model for Summer 2019.</p>
h. develop a program to utilize rural high schools as outreach learning centers for DCC courses	Director of WD	May 2020	N/A	N/a	05/20 Working with Circle to do adult education courses but its postponed due to COVID.
i. explore the development of educational academies in high schools	Suela/Director of Enrollment	August 2019	N/A	N/A	<p>09/2019: No action taken.</p> <p>09/2020: Postponed due to COVID.</p>

					09/2021: Postponed due to COVID
j. have five programs (certificates or degrees) completely online; by January 2020, have 10 programs completely online	Suela/Direct or of Enrollment	January 2021	N/A	N/A	10/2020: Postponed due to COVID. Wil review later.
k. fully implement (process, FA, etc.) late start session for both fall and spring courses and programs	Traci/VPASA	August 2019	N/A	N/A	Currently being done

1.4—Implement appropriate practices to ensure successful reaffirmation of accreditation by the Northwest Commission of Colleges and Universities					
a. develop a detailed plan for achieving reaffirmation of accreditation, including resource allocation, personnel and procedures	VPSASA	October 2019	Allocate an accreditation budget regarding pd.	\$5000	Will work with Suela to transition
b. develop and implement a college-wide assessment plan that will focus on all aspects of assessment at DCC (i.e. finance, courses, Perkins, IPEDS, etc.).	Scott/President	August 2020	N/a	N/A	1/11/19 - Looking at survey models to accomplish this goal. 6/3/2020 Plan is in place. Curriculum mapping has started with anticipation for completion in early fall. Handbook and policies are being updated. 12/21 Need more pd with new faculty on-campus.
c. monitor and update the DCC Committee structure.	Suela	August 2018	N/A	N/A	Will work with Suela to transition 09/2019 Committee List updates.

					09/2020 Committee info sent college wide, reviewing with Cabinet. 09/2021 Committee Handbook updated.
<b>1.5—Facilitate the use of technology in DCC teaching environments</b>					
a. develop a system for updating and maintaining the computer system	IT	January 2019	None	\$50,000	Raising Windows Server service level to 2016 (currently being worked on) allows the adoption of a Windows Update server. <b>DONE</b> Exploring VMWare Horizon (desktop VM) for lab machines. <b>CURRENT</b> 2019-10-02 2019-01-07 - CW Automate implementation includes Windows update management. This will be initiated this month. This month also marks the start of our regular scheduled Banner updates! Hired Morrison Mairle to handling the computer systems.
b. develop a campus technology plan prioritizing teaching and operational technology needs, budgets and the timeline for technology implementation	IT	August 2019	Work with Morrison Mairlee	N/A	This has not been started yet. One year and five years plans impending. 2019-07-01 - ongoing process 08/2020 Contract with Morrison Mairle approved 08/2021 Morrison Mairle contract is addressing that.
c. explore and develop a learning resource center to support student learning across campus	Traci/VPASA	January 2019	N/A	N/A	Some resources purchased (Bluetooth microphones, recorders). Looking at online 24/7 tutoring.



Team Action Plan - Goals & Measurements	Person(s) Responsible	Target Date for Completion	Additional Resources Required:	Estimated Cost	Progress to date
<b>Core Theme 2 – Excellence through Student Engagement:</b> Provide a student-centered focus through quality faculty and staff, residence life, clubs and organizations, and student and academic support services					
2.1—Ensure a high degree of student satisfaction with DCC campus life					
a. develop an instrument and protocol for annual assessment of student perception of campus life, including campus comfort and aesthetics	Virginia/Registrar	May 2019	With with Enrollment and Financial aid. Allocate \$\$ for prizes	\$100	Currently using old survey. Would like to switch to Noel Levitz. 09/2019 Enhance Student Survey 09/2020 Student Survey results reviewed.  09/2021 Student Survey results reviewed.
b. include steps in the annual planning cycle to further facilitate improvement of students' perceptions of campus life, including academic activities and facilities, residence halls, meals and college activities	Traci/VPASA	May 2019	Need \$\$ to attract students to attend events.	\$1000	Student listening sessions and forums. Looking to add surveys.  6/8/2020 ASB is working to generate a calendar of events for an entire year. JLL  10/2020 Moved back to online.  10/2021 Listening session with students.
c. evaluate the development of student counseling services	Traci/VPASA	January 2019	Need to allocate \$\$ in the budget. Need grants written to help with this.	\$50000	Working to provide a better counseling space and more outreach for students. <b>Want to implement student fee to help with offering counseling. Also working with Dawson County Domestic Violence to provide support.</b>

					6/8/2020 Have secured free counseling services for the next two years for DCC students both in person and remote delivery. JLL 08/2021 Work with One Health to create the space on campus.
d. explore the acquisition and use of electronic identification cards, including electronic debit capability for meals and other on-campus purchases. Consider allowing faculty and staff to use identification cards as debit cards for meal purchases and campus functions	Jennifer K/ Dir of Operations/ Director of Business Opr	May 2020	Need financial resources to purchase a new point of sale system.	\$10000	A new Point of Sale system was put into place August 2019. This function is integrated in the system for Food Service and Buc's Brew.
e. implement a meal plan that meets the needs of the students. Key factors should include cost, nutrition and flexible meal plans (ex. 5 meals, 14 meals, 21 meals, etc.)	Jennifer K/ Dir of Operations/ Director of Business Opr.	August 2018	Allocate more resources in cafeteria. Review real cost per cost and assess.	N/A	Approved by BoT December 2018 with 10 meal and 16 meal options per week, plus auxiliary funds.
f. increase housing needs for traditional students to meet growing demands (ex. 80 to 100 beds).	Scott/Presid ent	August 2018	N/A	N/A	1/11/19 - Discussions with Manor apts has slowed down. No discussions are going on currently. John Benallo, 303-606-7841 <a href="mailto:jbenallo@svrre.com">jbenallo@svrre.com</a>  6/3/2020 Nothing further  10/2021 Interim President discussed with Manor – need to address to decide about next year.
2.2—Implement low cost teams and clubs that represent Montana students					

a. begin a cross country team comprised of 15 runners, 80 percent of whom are Montana residents	Joe/ Director of Athletics	August 2018	<b>Need to hire a coach and allocated scholarships to attract students.</b>	<b>\$60000</b>	<b>As of 2/8/21- Current semester- 10 men and 3 women; Fall 2021- 20-25 student-athletes (not sure of MT numbers)</b>
b. begin a cheer squad/dance team made up of 10 participants, 80 percent of whom are Montana residents	Traci/VPASA	August 2018	<b>Need to hire a coach and allocated scholarships to attract students.</b>	\$60000	09/2020: Started program We have a squad of 6 girls right now and should have 10+ for fall of 2021
c. form a competitive shooting team representing DCC	Traci/VPASA	August 2019	<b>N/A</b>	<b>\$50000</b>	<b>09/2019 No progress made. 05/2020 Postponed due to COVID. 05/2021 Postponed due to COVID and financial restrictions. The College has decided</b>
d. add one club per year that reflects the needs of DCC students	Jon	August 2018	<b>Need to allocate staff and faculty advisors to help.</b>	<b>N/A</b>	Agricultural Club started Spring 2020; Collegiate Young Farmers & Ranchers Club 09/2021: Clubs have been hard to be added due to COVID
<b>2.3—Increase college enrollment through increased student graduation rates</b>					
a. measure graduation rates in each program area and develop a system to improve graduation rates by 5 percent each year	Traci/VPASA	May 2019	Work with the committee structure.	N/A	Graduation rates are measured through program review. Looking at high impact practices and other measures to increase graduation.

2.4—Increase college enrollment through increased student retention					
a. measure retention in each program area and develop a system to encourage improved retention by 5 percent each year	Traci/VPASA	May 2019	Work with Enrollment Committee	N/A	Working to improve - part of NWCCU Student Success, Retention and Completion Academy
b. develop and implement appropriate learning communities	Traci/VPASA	May 2019	N/A	N/A	Postponed due to COVID.
c. update and/or develop a student exit questionnaire (Student Services and Housing) to measure why students leave Dawson Community College	Traci/VPASA	August 2018	N/A	N/A	Updating and giving to students earlier in the semester.
d. continue to develop appropriate living communities	Jon	August 2018	Allocate resources in housing.	N/A	<p>2018-There are 6 RA's. Futons were included in each hall this semester. Updating reporting paperwork.</p> <p>2019-There are 6 RA's and 2 SLA's. Solid Metal stools were added to halls that will last for years. Open gyms were tested 6 times a week and will be 2 times a week going forward. Intramurals are starting October 2019.</p> <p>Flooring replacement in four apartments Summer 2020 taking place. Revamping of programming model for Housing and Student Life in response to COVID-19. 6/8/2020 JLL</p>
2.5—Campus Security					
a. develop a college-wide campus security system.	Scott/President	August 2019	Need to hire contracted services to	\$20000	6/3/2020 Updating camera system. Need to look into a call alert type system.



			help with this.		
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Team Action Plan - Goals & Measurements	Person(s) Responsible	Target Date for Completion	Additional Resources Required:	Estimated Cost	Progress to date
<b>Core Theme 3 – Excellence through Community:</b> Provide the greater community lifelong learning opportunities through open access					
3.1—Develop a college-wide system that organizes standard timelines, procedures and responsible individuals					
a. evaluate the college’s calendaring process and, if necessary, distribute to the college community an annual calendar (available in both electronic and hard copy) outlining standard college deadlines, responsible individuals and links for additional information, where appropriate	Traci/VPASA	January 2019	N/a	N/A	An academic calendar timeline has been created for this year and next. With changes to academic calendar this current year, we are reviewing for any changes next year. Calendar will be finalized early March. Working with IT to create an institutional calendar.
b. evaluate and improve, if necessary, metrics for timely college-wide processing of standard college functions such as employee evaluations, grades and travel reimbursements	Leslie/VP of HR	Done But continuous assessment	N/A	N/A	Employee evaluations noticed in October of every year for completion in November. New hires reviewed at 3 month and 6 months (minimum). Continue to develop and improve onboarding process. DONE 10/2019 Jennifer K/ Dir of Operations reviewed and updated travel and reimbursement policies.  <b>Suela - surveys, grades, etc.</b>
3.2—Ensure a friendly, nurturing, and supportive college community					

<p>a. incorporate regular (2 times per semester) listening sessions with the administration, faculty, staff, students and community</p>	<p>Scott/President</p>	<p>January 2019</p>	<p>N/A</p>	<p>\$200</p>	<p>1/11/2019 - we held listening sessions throughout Eastern Montana last year. In addition I held 2 student listening sessions. F18 Traci/VPASA help student listening session focused on tuition, fees, housing and meal plan costs.</p> <p>6/3/2020 listening sessions are taking place across campus each semester. We hold 4 per year for all employees.</p>
<p>b. ensure a high level of employee satisfaction and morale by developing an instrument and protocol for annual assessment of customer service and campus climate, including assessment of all units and key personnel</p>	<p>Leslie/VP of HR</p>	<p>Ongoing Completed August 2020</p>	<p>N/A</p>	<p>\$500</p>	<p>President developed tool to be administered from the President's office.</p>
<p>c. include steps in the annual planning and/or evaluation cycle to facilitate improvement of customer service and campus climate based on assessment results</p>	<p>Leslie/VP of HR</p>	<p>Completed Ongoing May 2020</p>	<p>N/a</p>	<p>N/A</p>	<p>Evaluation tools updates to gather information. Results discussed at cabinet and new opportunities implemented</p>
<p>d. explore development of a program to provide DCC employees with the opportunity to secure a degree through DCC. Consider optional release time and tuition waiver if making satisfactory progress toward a degree</p>	<p>Scott/President</p>	<p>January 2019</p>	<p>Need to allocate fin. Resources.</p>	<p>\$10000</p>	<p>1/11/2019 - Community College focused classes was a first approach to this model. A Class was offered on The Community College System. Spring, 2019 there will be a Community College Instruction class as well Community College Administration class. In all cases optional release time was granted as well as a free tuition for employees.</p>

					6/3/2020 We continue to offer classes to employees at a reduced rate or no cost.
e. develop a system of target customer service ratings and protocol to support the improvement of customer service ratings as needed	Scott/President	January 2020	N/A	N/A	This was postponed due to COVID.
f. evaluate and modify, as necessary, a staff professional development program allowing the allocation of funds and associated release time	Scott/President	January 2019	N/A	N/A	1/11/2019 - the process for staff has been revised. A process for exempt employees is being discussed.  6/3/2020 Transfer of Faculty PD funds from DC Foundation has occurred.

Team Action Plan - Goals & Measurements	Person(s) Responsible	Target Date for Completion	Additional Resources Required:	Estimated Cost	Progress to Date
<b>Core Theme 4 – Excellence through Outreach:</b> Provide opportunities for workforce development, apprenticeships and internships, continuing education, personal enrichment and youth programming					
4.1—Improve Community Relations					
a. outline and provide programs and services that help address the professional, social, and personal enrichment needs of the region	Traci/VPASA	August 2019	N/A	N/A	Continues to be in progress.
b. develop a seamless approach at DCC from graduation to transfer and/or workforce entry	Traci/VPASA	August 2019	N/A	N/A	Working on articulation agreements. Possible career fair.
c. each director serves as part of a community organization	Scott/President	August 2018	Allocate finances to help pay.	\$1000	1/11/2019 Scott/President - Member of Just Serve, Rural Colleges Commission with AACC, Lion's Club and Get Outdoors Montana. Leslie/VP of HR - Board of Director MCAN (Montana College Access Network), Board member Tumbleweed Justin - Assistant Coach for 8th Grade Basketball.
d. starting August 2018, the President will visit each community in eastern Montana once per semester	Scott/President	August 2018	N/A	N/A	1/11/2019 times and travel are being scheduled.

						<b>6/3/2020 visits still take place. COVID-19 has stopped travel for a bit this spring. Starting again mid-June.</b>
<b>4.2—Develop and increase continuing education and community service programming</b>						
a. evaluate procedures for continuing education and explore the possibility of facilitating growth of the DCC continuing education programs	Traci/VPASA	August 2020	N/A	<b>N/A</b>		Exploring grant opportunities, community partnerships, workforce training, softskills.
b. increase workforce opportunities to all communities in our service area using fall 2017 as a baseline	Traci/VPASA	Fall 2018	N/A	<b>N/A</b>		<b>Work with WD – increase exposure to service areas.</b>
c. increase workforce participants by 30 learners per year using fall 2018 as the baseline	Traci/VPASA	Fall 2019	N/A	<b>N/A</b>		<b>The numbers of participants is growing. 05/2020 COVID is taking a toll on WD – we will monitor the department closely.</b>
d. generate \$100,000 through workforce development by the end of FY2019; increase 10 percent annually thereafter. Use the FY2018 as the baseline	Traci/VPASA	Fall 2018	<b>Need to allocate appropriate # of staff</b>	<b>N/A</b>		Fall 2019:
<b>4.3—Increase apprenticeships, mentorships and internships</b>						
a. have one apprenticeship program fully implemented; increase annually.	Traci/VPASA	August 2018	<b>N/A</b>	<b>N/A</b>		Grants department applied for an apprenticeship grant. Focus would be LPN.
b. implement, a minimum of one internship in all career and technical programs	Traci/VPASA	Fall 2019	<b>N/A</b>	<b>N/A</b>		<b>Internships in agriculture, welding.</b>
<b>4.4—Increase external partnerships</b>						

a. develop a Business Incubator on campus at Dawson Community College	ct/President	2021	N/A	N/A	6/3/2020 Still looking into it. Maybe as new Business instructor comes to DCC. We need to be the Economic driver for Eastern Montana.
b. develop a partnership with the Montana Law Enforcement Academy in Helena to better serve eastern Montana - Rick is working on this. Meeting in February 2020 to explore further.	ct/President	Fall 2019	00 - Ullman funds	N/A	6/3/20 Rick and Sara E. have done an outstanding job. First class will happen in Summer 2020. Rick is also exploring buildings around Glendive to have a CJ Academy. There is progress in this area.
c. align learning opportunities for the Business classes with the Lions Camp	Teri	Fall 2019	N/A	N/A	ns Camps wasn't able to partner.
d. develop programs and certificates with local correctional facilities; work with DC Foundation to cover costs for learners Watching Dept of Ed Financial Aid regulations. They have started to allow this as a trial with a few colleges.	aci/VPASA	Fall 2019	N/A	N/A	07/2021 Apply with Depart of Ed for second chance pell program 12/2021 Received approval for next phase of Second Chance Pell

Team Action Plan - Goals & Measurements	Person(s) Responsible	Target Date for Completion	Additional Resources Required:	Estimated Cost	Progress to Date
<b>Core Theme 5 – Excellence through Recruiting:</b> Provide opportunities to invite all learners to be a part of DCC, maintain sustained growth with not only more applicants, but also better prepared students equipped with tools for success					
5.1—Increase college enrollment through recruitment activities.					
a. implement an educational waiver/scholarship program; by August 2018, enroll 30 students through this initiative	Suela	August 2018	N/A	\$50000	We have implemented the Buccaneer Excellence program. For 2018-2019 we offered 28 scholarships, and had ___ students accept the scholarship and enroll at DCC.
b. perfect the Welcome Center dedicated to student services and success	Suela	August 2018	N/A	\$10000	The Welcome Center has been updated with a more welcoming environment, furniture dedicated to students to be seated, and as a waiting area.  In addition, we strategically positioned the Asst. Director of Recruiting and Accounts Receivable in the main office, to further better our “One-stop-shop” atmosphere.
c. implement an out-of-state recruitment initiative to grow out-of-state enrollment by 20 students with a 20 student per year growth thereafter	Suela	January 2019	Need out of state recruiter and more \$\$ in our budget	\$10000	Added out-of-state high school visits for ND/SD/WY for the first time. This was a learning experience for us about the times and places to best capture students.



<p>d. 1) improve media relations and dedicate additional staff time to this responsibility; 2) develop a plan for increased media exposure</p>	<p>Katy</p>	<p>August 2018  August 2019</p>	<p><b>N/A</b></p>	<p><b>N/A</b></p>	<p><b>1) Face-to-face meet and greet meetings have taken place with local media representatives to begin building relationships; additional meetings are scheduled for mid-September with Billings-area media representatives and other stakeholders</b></p> <p><b>2)Marketing plan is in draft form; it includes plans for distributing information on a routine (e.g. weekly, bi-weekly) basis and opportunities for increasing exposure in different markets through a variety of means</b></p> <p><b>4-3-19: Discussions have taken place with digital marketing companies and partners to look at ways/costs of expanding digital reach and increasing ROI</b></p> <p><b>6-26-19: Working with digital marketing company on statewide campaign; 2019-2020 communication plan prioritizes promoting brand state and region-wide through various channels</b></p>
<p>e. grow in-state enrollment by 50 students and continue to grow 25 students per year</p>	<p>Suela</p>	<p>August 2018</p>	<p><b>Increase mKT budgeta and enrollment budget</b></p>	<p><b>N/A</b></p>	<p><b>Increased in-state by 50 student HDCNT, for a total of 326 students.</b></p>
<p>f. strengthen the student ambassador program</p>	<p>Suela</p>	<p>January 2019</p>	<p><b>N/A</b></p>	<p><b>N/A</b></p>	<p><b>Created a better welcome and training for students, and created a</b></p>

					<b>student contract requiring students to have phone call time for recruiting purposes.</b>
g. grow non-traditional students by 5 percent using fall 2017 as the baseline	Suela	August 2018	<b>N/A</b>	<b>N/A</b>	<b>Increased non-traditional student HDCNT from 71 to 181 students.</b>
h. increase enrollment of international students by 10 using fall 2017 as your baseline	Suela	August 2019	<b>N/A</b>	<b>N/A</b>	<b>With TAC not fully in swing and extending the deadline, we will need to be more strategic, and increase international student base from within the US.</b>
i. develop an approved DCC brand	Katy	August 2018	<b>N/A</b>	<b>N/A</b>	<b>Policies and templates regarding logo use, release of information, etc. drafted; central messaging and accompanying materials to reflect mission and key characteristics in development</b>  <b>1-16-19: Spring 2019 In-Service presentation to address communication and branding with all DCC faculty and staff</b>
j. update all old logos and signs to reflect new DCC logo	Katy	August 2020	<b>N/A</b>	<b>N/A</b>	<b>1-16-19: Addressing old forms with staff at Spring 2019 In-Service</b>  <b>4-3-19: A student-worker is assisting with updating forms</b>
k. develop a student centered website that is attractive and easy to navigate	Marc /IT	August 2018	<b>N/A</b>	<b>\$30000</b>	<b>2019 August: Completed</b>
a. web presence reviews - check linkbacks and online descriptions	Marc/ IT	August 2019	<b>N/A</b>	<b>N/A</b>	<b>05/2020 Started reviewing links</b>
5.2—Increase college enrollment through expanded Dual Credit offerings and enrollments					

a. increase dual credit enrollment of high school students by 25 students using fall 2017 as a baseline; by January 2019, grow dual credit enrollment to 250 and continue to grow dual credit enrollment by 10 percent per year after this goal is reached	Suela	August 2018	<b>Need human resources to help to oversee the program.</b>	<b>N/A</b>	<b>Dual Enrollment has increased by 39 students from Fall 2018 to Fall 2019.</b>
<b>5.3—Increased college enrollment through international associations</b>					
a. become a member and align partnerships through Community Colleges for International Development (CCID) conference and outreach	Scott/President	August 2018	<b>N/A</b>	<b>\$1000</b>	<b>1/11/2019 - Membership has been paid and we may take an active role this year (even years) by attending their conference.  6/3/2020 ongoing. Traci/VPASA, Suela and myself attended and presented.</b>
b. become a member and align partnerships through The Association for International Educators (NAFSA) conference and outreach	Scott/President	January 2019	<b>N/A</b>	<b>\$5000</b>	<b>1/11/2019 - Membership has been paid and we may take an active role next year (odd years) by attending their conference.  6/3/2020 ongoing. We have membership and have attended.</b>

Team Action Plan - Goals & Measurements	Person(s) Responsible	Target Date for Completion	Additional Resources Required:	Estimated Cost	Progress to Date
<b>Core Theme 6 – Excellence through Financial Practices:</b> Provide budget oversight and expanded opportunities in education for both transfer and career and technical education and workforce development, as well as personal enrichment for our faculty, staff, students and community					
6.1—Increase College Resource Base					
a. develop a strong capital campaign to raise funds for an educational center which includes Agriculture and Energy Centers of Excellence	Scott/President	August 2022	N/A	<b>N/A</b>	<b>1/11/2019 - discussions have started with Sinclair Oil on an Energy Center. We have been invited to continue having conversations with them.</b>  <b>Scott/President has toured a couple of ag /energy Centers that are National spotlights (i.e. ag center at Sheridan College)</b>  <b>6/3/2020 working committees have been established and have met. Some donors have been visited with. COVID slowed down the progress.</b>
1. develop footprint for brochure and talking points.			N/A	<b>\$500</b>	<b>1/11/2019 - currently being developed to share with Sinclair Oil.</b>  <b>01/2020 Working with MKT</b>
2. develop brochure and presentations			N/A	<b>\$100</b>	
3. retain a fundraising manager			Need to allocate	<b>N/A</b>	<b>No discussion to date.</b>

			financial resources.		
4. work with Montana industry leaders – wall, lab and classroom sponsorships		Cont'	N/A	N/A	<b>05/2019 WBI Grant to help with outdoor facility</b>
5. work with regional businesses to attract sponsorship (ex. CHS)		Cont'	N/A	N/A	<b>Continue working on this.</b>
b. implement a limited capital campaign; secure gifts and in-kind contributions totaling \$300,000 per year	Scott/President	August 2018	N/A	N/A	<b>1/11/2019 outline of potential grants has been developed. Statewide agency discussions and grant opportunities have been and are being pursued.  6/3/2020 in progress annually.</b>
c. implement a program to develop industry support for increased grant funds by \$300,000 per year	Scott/President	August 2018	N/A	N/A	<b>1/11/2019 Opportunities and discussions with - Sinclair Oil, Gary Tharaldson, USDA, Montana Economic Development, Montana Stockgrowers...  6/3/2020 In progress</b>
d. leverage support of DC Foundation to fund 80 percent of all Dual Credit at Dawson Community College	Scott/President	August 2018	N/A	N/A	<b>1/11/2019 - DC Foundation earmarked \$53,000 for spring 2019 dual credit.  6/3/2020 still in progress. Building relations!</b>
e. leverage support from DC Foundation to lead a capital campaign to support new structure on campus	Scott/President	January 2019	N/A	N/A	<b>1/11/2019 Dennis and I are working closely with Makoshika Wellness to secure funding to partner and build on DCC property. One idea has been to add onto the Toepke Center east and south sides (gyms, pool, racquetball, outdoor activities...)</b>

f. develop a rainy day fund (ex. \$1.6M) develop procedures and process for fund.	Jennifer K/ Dir of Operations	August 2020	N/A	N/A	Continue discussing with Budget Committee.
6.2—Increase campus-wide understanding of, and participation in, the budgeting process					
a. evaluate the tie between the college's budgeting system and planning	Jennifer K/ Dir of Operations	January 2019	N/A	N/A	Currently in process.
b. prepare an all-inclusive process of where learning leads the budgeting process	Traci/VPASA	January 2019	N/A	N/A	Will need more direction on this.
c. outline the definitions and uses for student fees	Jennifer K/ Dir of Operations	August 2018	N/A	N/A	Mandatory fees definitions are outlined in the budget book. Fees that have been questioned by students were presented in 12/2018 listening session.
d. document a system to improve understanding of the budgeting process and the opportunity for college-wide input into the budgeting process	Jennifer K/ Dir of Operations	January 2019	N/A	N/A	Currently in process.
e. disseminate documentation outlining procedures detailing how academic departments access summer budgets for teaching and ongoing departmental activities and growth	Jennifer K/ Dir of Operations	May 2019	N/A	N/A	Working with VPASA on a better process.
f. implement a budget system to address adjunct, learning capital, IT and Professional Development needs	Scott/President	May 2020	N/A	N/A	1/11/2019 - budget processes have been outlined but not implemented fully.  Budget wide process has been implemented and it in its first year of use.  6/3/2020 Learning capital will be incorporated for fall 2020. Funds (\$10,000) have been identified

g.	outline a process to be on time with all audit related activities	Jennifer K/ Dir of Operations	August 2018	N/A	N/A	Currently in process. Monthly reconciliations and reporting has been a large effort and help with this goal.
h.	outline and implement the process at DCC that includes processes and timeline for sending out and receiving information; all budget information will be approved by July 1 of each year	Jennifer K/ Dir of Operations	August 2018	N/A	N/A	Currently in process.
i.	outline the course fee process; all course fees should be sent and approved through the Assistant Vice President of Learning	Traci/VPASA	August 2019	N/A	N/A	A process is already in place. Being reviewed by Faculty Lead, Dean, and VP for updates.
j.	increase student-based scholarships by \$40,000 each year over the next three years	Scott/President	May 2019	N/a	N/A	6/3/2020 not completed. In progress.
k.	develop a plan to bring the staff salary to the 75th percentile as reported by NCES/IPEDS/Mountain States for public, two-year, rural, small colleges	Leslie/VP of HR	Completed Ongoing May 2020	N/A	N/A	Done – ongoing to be utilized during negotiations with GFT and DCCU. Also yearly contract review with exempt staff. Using information from Chronicle of Higher Education <a href="https://data.chronicle.com/category/state/Montana/faculty-salaries/">https://data.chronicle.com/category/state/Montana/faculty-salaries/</a>

Team Action Plan - Goals & Measurements	Person(s) Responsible	Target Date for Completion	Additional Resources Required:	Estimated Cost	Progress to Date
<b>Core Theme 7 – Excellence through Property &amp; Learning Facilities:</b> Provides the management of all grounds and facilities to help provide the best learning environment possible					
7.1—Improve exterior campus aesthetics and landscaping					
a. develop a campus beautification committee.	Scott/President	August 2018	N/A	N/A	<b>1/11/2019 - Randi and Denise have taken the lead on campus beautification. Traci/VPASA has helped with discussion related to the learning side of the institution (murals, classrooms painted, Ullman center ceiling tiles and lights...)</b>  <b>Completed</b>
b. develop and implement a system facilitating the maintenance of campus grounds and external aesthetics	Todd	August 2018	N/A	N/A	<b>Plan already in progress. Trimmed all trees. Refinished bedding in back of Main Hall. Painted parking lot lines. Updated lighting, ceiling, etc. in cafeteria and board room. Written plan being developed.</b>
c. explore the development of a recreation area on campus that leads to a greater Campus Life	Jon	September 2019	N/A	N/A	<b>Working to utilize current resources</b> <b>08/2018 Intramurals and Open Gyms</b>  <b>A larger weight room and cardio room would be beneficial to our students and community.</b>



<p>d. explore the development of additional aesthetic, information and safety items for campus grounds. Consider:</p> <ul style="list-style-type: none"> <li>○ Lighting around buildings and in parking lots</li> <li>○ Blue phones/security cameras</li> <li>○ Outdoor cameras for virtual tours</li> <li>○ Improvement of campus maps</li> <li>○ Improvement and replacement of campus signage</li> </ul>	Todd	December 2019	N/A	N/A	<p>08/2022 Lights in main parking lot and main campus buildings have been replaced with LED lighting. Housing and walking path have been quoted and will be done no later than summer 2019. Working with IT on more security cameras for parking lots.</p>
7.2—Improve maintenance of campus facilities					
<p>a. hire additional maintenance staff for preventive maintenance/grounds campus-wide</p>	Todd	April 2020	N/A	N/A	<p>2 - maintenance engineer positions are currently posted and accepting applications.</p>
<p>b. develop and implement a system for the regularly scheduled maintenance of campus facilities, including the allocation of resources sufficient to maintain functionality of all facilities</p>	Todd	April 2020	N/A	N/A	<p>05/2019 In progress</p> <p>10/2020 A plan is part of the facilities plan.</p> <p>10/2021 Reviewed the facilities plan.</p>
7.3—Renovate existing facilities or develop new facilities					
<p>a. develop a facilities master plan outlining the development or renovation of potential new facilities. Include methods to ensure handicap accessibility for campus facilities. Consider these potential facilities:</p> <ul style="list-style-type: none"> <li>i. Distance education classrooms</li> <li>ii. Interactive conference room development</li> <li>iii. Meat Lab</li> </ul>	Todd	August 2018	N/A	N/A	<p>Back area of Main Hall/Ullman Center is prime location for expansion. Waiting on remaining MSU equipment and wind towers to be removed this summer.</p> <p>08/2021 updated facilities plan</p>

<ul style="list-style-type: none"> <li>iv. Livestock facility with on-campus housing for students' horses.</li> <li>v. An Alumni Center</li> <li>vi. Recreation Center</li> <li>vii. Montana Education Center</li> <li>viii. Additional Housing needs to meet growth demand</li> <li>ix. Energy Center</li> <li>x. Early Childhood Education Learning Lab</li> </ul>					
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