



## 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>FTE</u>	<u>F18</u>	<u>F19</u>	<u>F20</u>	<u>F21</u>	<u>F22</u>
Resident	225	250	275	300	325
WUE	50	60	70	80	90
Non-resident	40	45	50	55	60
Total	<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 programs 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					
1.3—Expand flexibility in delivery of academic programming					
a. have summer course offerings grow by 10 percent per year	VPASA	June 2018			Enrollment increased 22% over last summer.
b. offer 10 new online courses per academic year	Director of Enrollment Mgmt	August 2018	With the new sessions, and added Moodle classes, we need better training/resources on Moodle classes.		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.  These courses increased HDCT by 21 additional students, and 24% FTE.
<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	Director of Enrollment Mgmt	August 2018			We have implemented the Buccaneer Excellence program. For 2018-2019 we offered 28 scholarships, and had

2018, enroll 30 students through this initiative					25 students accept the scholarship and enroll at DCC.
b. perfect the Welcome Center dedicated to student services and success	Director of Enrollment Mgmt	August 2018			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	Director of Enrollment Mgmt	January 2019			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.
d. 1) improve media relations and dedicate additional staff time to this responsibility;  2) develop a plan for increased media exposure	Marketing Director	August 2018  August 2019			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  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
e. grow in-state enrollment by 50 students and continue to grow 25 students per year	Director of Enrollment Mgmt	August 2018			Increased in-state by 50 student HDCNT, for a total of 326 students.
f. strengthen the student ambassador program	Director of Enrollment Mgmt	January 2019			Created a better welcome and training for students, and created a student contract requiring students to have phone call time for recruiting purposes.
g. grow non-traditional students by 5 percent using fall 2017 as the baseline	Director of Enrollment Mgmt	August 2018			Increased non-traditional student HDCNT from 71 to 181 students.
h. increase enrollment of international students by 10 using fall 2017 as your baseline	Director of Enrollment Mgmt	August 2019			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.
i. develop an approved DCC brand	Marketing Director	August 2018			Policies and templates regarding logo use, release of information, etc. drafted; central messaging and accompanying materials to reflect mission and key characteristics in development
j. update all old logos and signs to reflect new DCC logo	Marketing Director	August 2020			
k. develop a student centered website that is attractive and easy to navigate	IT Director	August 2018	None		Working with Firespring to deliver student-centered website.

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	Director of Enrollment Mgmt	August 2018			Dual Enrollment has increased by 39 students from Fall 2017 to Fall 2018.
5.3—Increased college enrollment through international associations					
a. become a member and align partnerships through Community Colleges for International Development (CCID) conference and outreach	President	August 2018			
b. become a member and align partnerships through The Association for International Educators (NAFSA) conference and outreach	President	January 2019			