



D. Create. Collaborate.

2021-2023 Strategic Plan

**DCC**

Danville Community College



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## Message from the President

### DCC 2023: Do. Create. Collaborate.

Greeting DCC Family and Friends,

Danville Community College strives to be the college of choice in our region for exemplary educational programs and services while responding to the community's workforce and economic needs. The 2021-2023 strategic plan is underway serving as our guide to fulfilling DCC's mission to provide quality comprehensive higher education, workforce programs and services to promote student success and to enhance business and community partnerships.

Our focus on diversity, equity, and inclusion has spurred a 25% increase in black applicants and a 26% increase in Hispanic applicants in 2021-22 compared to 2020-21. In addition, DCC experienced a 140% increase in annual non-credit enrollment in 2021-22. DCC has reduced its administrative cost per full-time equivalent (FTE) enrollment by 7%, as we pursue organizational excellence using fiscal responsibility and data.

The two-year strategic plan "DCC 2023: Do. Create. Collaborate." has proven its effectiveness in enhancing the college's awareness of community needs, business & industry emerging trends, and our ability to better serve DCC students.

Sincerely,

A handwritten signature in black ink, appearing to read "Jerry Wallace". The signature is fluid and cursive, written over a white background.

Dr. Jerry Wallace  
President



# Mission, Vision, & Values

## Our Mission

Danville Community College is committed to providing quality comprehensive higher education, workforce programs and services to promote student success and to enhance business and community partnerships.

## Our Vision

DCC will be the college of choice in our region for exemplary educational programs and services while responding to the community's workforce and economic needs.

## Our Values

I am DCC.

<b>Innovation</b>	<b>Accessibility</b>	<b>Momentum</b>	<b>Dignity</b>	<b>Courage</b>	<b>Commitment</b>
We value innovative thinking, improving processes, and implementing new ideas for success.	We provide access to ensure that all students are able to participate in and benefit from learning opportunities.	We meet people where they are, create a supportive learning and working environment, and help them to identify goals and develop a clear path to success.	We foster a culture of diversity, equity, and inclusion that welcomes and respects everyone for who they are and who they will become.	We courageously take initiative and action to continuously improve and stand up for what's right with integrity	We are dedicated to assisting our students, partners, and employees to reach their full potential.

**Strategic Priority 1**  
**Student Success**

- Goal 1:**  
Create and Implement a College Strategic Enrollment Management Plan & Framework
- Goal 2:**  
Enhance Integrated Support Services
- Goal 3:**  
Foster Student Learning & Success

**Strategic Priority 3**  
**Resource Development**

- Goal 1:**  
Ensure Organizational Excellence Using Fiscal Responsibility and Data
- Goal 2:**  
Continue to Cultivate Relationships with External Partners and Officials
- Goal 3:**  
Maximize Effective Use of Technology to Provide Supportive Systems for Students & Employees

**Strategic Priority 2**  
**Advancing Excellence**

- Goal 1:**  
Expand Workforce Services
- Goal 2:**  
Build Comprehensive Policies & Procedures
- Goal 3:**  
Enhance Professional Development

**Strategic Priority 4**  
**Diversity, Equity, & Inclusion**

- Goal 1:**  
Create and Implement a Comprehensive College Diversity, Equity, and Inclusion Plan & Framework
- Goal 2:**  
Improve Recruitment and Retention of Underrepresented Faculty and Staff
- Goal 3:**  
Increase Credential Attainment and Close Gaps for Underrepresented Students at DCC
- Goal 4:**  
Foster Inclusive Campus Climate



## Key Performance Indicators

### Strategic Priority 1: Student Success

- Number of Applications Received from Underrepresented Students
- Number of Underrepresented Students Enrolled at DCC
- Enrollment in Credit Programs (disaggregated)
- Graduation Rates (disaggregated)
- Course Success Rates (disaggregated by delivery modality, race/ethnicity, and gender)
- Retention and Persistence Rates
- Job Placement Rate (in Virginia)

### Strategic Priority 2: Advancing Excellence

- Enrollment in Non-Credit Programs
- Completion Rates in Non-Credit Programs
- Credentials Earned in Workforce programs
- DCC Policy Update Percentage
- Professional Development and Training Completion Rates

### Strategic Priority 3: Resource Development

- VCCS Performance Funding Measures
- Number of Grant Proposals Submitted
- Sources of Funding and Revenue Generation
- Administrative Costs per FTE Enrollment
- Revenue Generation by Program

### Strategic Priority 4: Diversity, Equity, and Inclusion

- Mindfulness of Diversity, Equity, and Inclusion Among Faculty and Staff
- Percentage Representation Throughout the Institution
- Retention of Underrepresented Faculty and Staff
- Increase in Underrepresented Students Graduating in Critical Fields

## Plan

Align initiatives throughout DCC with our strategic plan. College-wide, departmental, and committee plans and goals will align to maximize impact. Planning on an annual basis, with continuous adjustments, will allow us to focus on gaps in our goal achievement and shift to address disruptions or trends that make change important.

## Evaluate

Measure what matters to our success. While our Key Performance Indicators are slower to show progress than other measures and are influenced by many factors, they demonstrate if we are meeting our mission of *providing quality comprehensive higher education and workforce programs and services to promote student success and to enhance business and community development*. Annual student achievement measures help us know if we are on the right track and where we need to adjust. Other performance indicators collectively display a snapshot of DCC and provide additional opportunities to determine if our initiatives are working and where we need to increase focus.

## Track

Provide accessible and transparent information. Using a technology platform called Anthology Planning, departments will submit goals and updates regarding the strategic plan. This comprehensive system will allow accessible and transparent information which will help the College further collaborate on activities, better communicate with stakeholders, track completion, and provide information to decision-makers regarding where funding has the most impact.