

**Doña Ana Community College
2025 Strategic Plan
Final – January 15, 2021**



Letter from the President
January 15, 2021

On behalf of the faculty and staff of Doña Ana Community College, I am pleased to share the 2020-2025 Doña Ana Community College Strategic Plan. This comprehensive plan is a result of 1.5 years of focused conversations—assessing the college’s efforts; wrestling with realities and possibilities; and drafting goals, objectives, and actions—in order to create a plan that not only supports some of those things we are already doing effectively, but also prompts us to work on other projects and initiatives that promise positive outcomes for our students, our employees, and our communities.

Ensuring that we meet our mission, embrace our vision, and share our values has, and always will be, our primary goal. This plan focuses on helping students develop the skills and knowledge they need to function effectively in the workforce and in their communities; on ensuring that we use the things we know and teach to solve real-world problems in our communities; and on building a work environment that is effective, efficient, and empowering. As we concluded this plan, COVID-19 emerged and created new challenges that have made the need for intentional and strategic action even more important.

As we continue to grow and adapt to our ever-changing world, I have no doubt that **access, excellence,** and **innovation** will remain the foundation that will allow us to be the most effective community college possible. With all of this in mind, I ask that DACC community continue to explore and refine ways to ensure that the citizens of Doña Ana County benefit from the opportunities available at DACC.

In closing, I would like to thank the members of the Strategic Plan Steering Committee for the countless hours of research, discussion, and hard work to produce and distribute this plan. Committee members brought much needed perspective, enthusiasm, and persistence to the task, which in turn, allowed the group to make thoughtful decisions.



Mónica F. Torres, Ph.D.
President
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MISSION, VISION, PRINCIPLES

OUR MISSION

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

OUR VISION

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

OUR PRINCIPLES

ACCESS

- Defined pathways to workforce and/or bachelor's degree
- Affordable education
- Flexible schedule options
- Programs and services that support a wide range of student needs

INNOVATION

- Intentional and creative use of technology
- Focus on "real-world" practical experience
- Diverse perspectives and viewpoints
- Informed risk-taking

EXCELLENCE

- Responsive curriculum
- Quality teaching and learning environment
- Rigorous expectations
- Community impact

GOAL 1. Enhance Student Success and Social Mobility

Student success at DACC is founded on the belief that DACC students can be agents of their own learning. In collaboration with faculty and staff, students learn to design their own pathways to success through critical thought, skills development, self-appraisal, decision-making, healthy independence, and respect for themselves and others. Upon graduation, DACC students can demonstrate that they have learned what it means to be engaged employees and citizens who can think critically and creatively in complex environments, and who can apply knowledge in a variety of contexts by applying tools effectively, working collaboratively, and acting ethically.

Objective 1.1. Develop, implement, and support programs that help pre-college students cultivate skills and knowledge they need for successful entry into college.

Actions

- a. Support the development of college-going culture throughout the K-12 pipeline by increasing student/community engagement with college environments and activities.
- b. Support student access to information about careers and the academic programs that prepare them for those careers.
- c. Coordinate activities and events that promote the use of materials that prepare students for college success, in general, and for particular majors/careers.
- d. Support student preparation in basic academic skills.

Objective 1.2. By identifying and addressing opportunity gaps, increase the number of students who successfully progress through programs of study including career technical education, general and transfer education, and adult education.

Actions

- a. Develop policies, practices, and structures so students can identify career options, select a major, and develop an academic plan during their first semester of enrollment.
- b. Develop initiatives that support successful student completion of their first semester at DACC.
- c. Support student engagement in experiential learning that contributes to the development of essential skills.
- d. Develop policies, practices, and structures that re-engage “drop-outs” and “stop-outs.”
- e. Develop policies, practices, and structures that support student achievement of satisfactory academic progress (SAP).
- f. Strengthen a campus culture that acknowledges and supports graduation from DACC and/or transfer from DACC.
- g. Increase programs that support and document post-credential job placement.

Objective 1.3. Prepare students to become global citizens with the essential skills needed for the 21st century including the following: effective communication, quantitative reasoning, critical thinking, personal and social responsibility, and information and digital literacy.

Actions

- a. Develop, provide access to, and place students in service learning and civic engagement opportunities.
- b. Develop and provide access to study abroad opportunities.
- c. Work across disciplines to identify how to enhance and highlight how 21st century skills are being taught across the curriculum and to identify gaps and opportunities to expand.
- d. Develop strategic partnerships with industry affiliates to increase internship/externship and apprenticeship opportunities and placement for students.
- e. Increase student leadership opportunities for students to participate in regional, state, national, and international competitions and/or conferences.
- f. Develop an on-campus student employee campaign focused on 21st century skill development.
- g. Articulate and promote the value of effective communication, quantitative reasoning, critical thinking, personal and social responsibility, and information and digital literacy skills for the 21st century worker, community member, and global citizen.

Objective 1.4. Foster a culture of lifelong learning by developing opportunities for community members to develop skills and knowledge in support of personal, civic, social, and/or employment goals.

Actions

- a. Promote lifelong learning as a necessity in the 21st century workforce and community.
- b. Integrate principles of lifelong learning in instructional and support activities at DACC.
- c. Coordinate learning opportunities and resources for a broad range of community members in ways that are accessible (time, location, cost, etc.).
- d. Engage community members to ensure that opportunities and resources are relevant.
- e. Broadly and consistently disseminate information about available opportunities and resources.

Objective 1.5. Cultivate pride in DACC and the NMSU system.

Actions

- a. Support co-curricular organizations and activities including student government, student organizations, campus activities, etc.
- b. Develop and/or celebrate college traditions.
- c. Create, initiate, or partner with NMSU on events that celebrate Aggie Life.
- d. Develop and support opportunities for alumni to engage in college events and initiatives.

GOAL 2. Research and Creative Activity

DACC Seeks to deepen our understanding and development of research and creative activity in the community college environment. DACC recognizes the significance of using applied, real-world information and experience to solve real-world problems in our community.

Objective 2.1. Cultivate a culture that supports research and creativity at DACC.

Actions

- a. Establish a working group/oversight committee (aka "Research Center") to coordinate/supervise support for research and creative activities.
- b. Develop inventory/repository for faculty, staff, and student research and creative activity.
- c. Build capacity among students to develop and conduct research.
- d. Establish a research and creative activity symposium series.
- e. Support interdisciplinary collaboration within DACC.
- f. Provide resources to support research activities.
- g. Identify & create processes for accessing internal funding for research and creative activities.

Objective 2.2. Identify and engage with local and regional problems by doing research in classes, labs, and administrative units to develop practical solutions and applications.

Actions

- a. Increase grant applications and collaborations, including with NMSU faculty and staff.
- b. Promote and support academic research activities for faculty and staff.
- c. Expand opportunities for service learning, student internships, co-ops, apprenticeships, and practicums.
- d. Create and fund reward/incentive programs for research and creative activities.

Objective 2.3 Engage in analysis of institutional data to address/redress inequities in institutional policies, procedures, and practices

Actions

- a. Develop data sets and other information that will allow for identification and/or assessment of institutional practices that potentially lead to inequity.
- b. Create structures and processes to support analysis and address issues.

GOAL 3. Amplify Services to Our Communities

Faculty, staff, and students at DACC are committed to improving the quality of life in Doña Ana County by leveraging our expertise and energy in support of a wide range of community activities engaged in economic, workforce, and community development.

Objective 3.1. Cultivate a culture of civic responsibility.

Actions

- a. Cultivate the development of civic responsibility, community engagement, and leadership development through academic and non-academic studies.
- b. Foster a culture of service, activism, and leadership in and through student organizations.
- c. Support activities that identify and address inequity in our communities.
- d. Promote programs and collaborations that meaningfully address problems in our communities.

Objective 3.2. Foster community-wide awareness of and support for workforce development.

Actions

- a. Develop information campaign focused on workforce needs in Doña Ana County.
- b. Facilitate an advisory council of business and industry leaders.
- c. Bolster relationships with workforce program advisory councils.
- d. Provide instructional opportunities for citizens from across the county to develop skills in areas needed in workforce, including those in underserved areas.

Objective 3.3. Support economic development activities in the community.

Actions

- a. Prepare materials about college impact on economic and community development in Doña Ana County.
- b. Participate in activities with local economic and community development organizations (e.g. MVEDA and CAA) to improve quality of life in the county.

GOAL 4. Build a Robust University System

DACC seeks to improve the University System for faculty, staff, students, alumni, donors, prospective students and their families, and other stakeholders. Cooperation throughout the NMSU system will be exemplary for university systems across the nation through efficient, effective, and empowering operations that align with our strategic goals.

Objective 4.1. Embracing diversity as an asset, become a leader among community colleges in promoting and implementing programs that support diversity, equity, and inclusion for our students and communities.

Actions

- a. Integrate equity, diversity, and inclusion practices across DACC.
- b. Ensure faculty and staff demographics reflect DACC student gender and ethnicity through recruiting, hiring, and retention practices.
- c. Partner with student and community organizations to address issues of diversity, equity and inclusion.
- d. Seek national recognition as a leader in diversity, equity, and inclusion.

Objective 4.2. Acknowledge and continue to cultivate faculty and staff excellence.

Actions

- a. Evaluate current compensation policies to ensure fair-market value for faculty and staff.
- b. Develop a plan to determine merit pay/compensation for faculty and staff.
- c. Support faculty and staff through professional development opportunities that foster diversity, academic and professional excellence.
- d. Leverage and support DACC's representation in system-wide decision making and shared governance.
- e. Identify, acknowledge and celebrate faculty and staff excellence.

Objective 4.3. Establish operational excellence through a metric-driven, service-oriented approach.

Actions

- a. Develop data informed decision processes that drive operational efficiencies fairly and transparently.
- b. Incentivize metric-driven unit performance.
- c. Value and promote customer service and continuous improvement through professional development.
- d. Create a culture of upward mobility through succession planning, management training programs, and leadership development.

Objective 4.4. Incorporate quality technology to support DACC missions.

Actions

- a. Ensure that resources—technology and human—are available to implement instructional technologies at DACC that will support effective and innovative teaching and learning.
- b. Ensure that resources are available to implement technology at DACC that will support effective and innovative operations.
- c. Provide and/or support professional development and training opportunities in the use of technology in higher education.

Objective 4.5. Align budget priorities to institutional mission and goals.

Actions

- a. Revise budget request process and documents to align with strategic goals and strategic planning process.
- b. Revise budget justification expectations to align with strategic goals and strategic planning process.
- c. Revise budget decision-making criteria to align with strategic goals and strategic planning process.

Objective 4.6. Identify challenges and mobilize resources to build a sustainable institution and community.

Actions

- a. Empower students, faculty, and staff to identify, collaborate, and solve institutional, local, and regional challenges.
- b. Use qualitative and quantitative data to identify emerging trends that DACC shall address.
- c. Cultivate, solicit, and steward private financial support from alumni, parents, friends, corporations, foundations, and others that benefit students and programs.
- d. Cultivate the capacity to identify, write, and implement grants.
- e. Ensure hiring, business, and budgeting practices that are clear, align to our mission, and enable productive decision-making.
- f. Cultivate an institutional culture that values the sustainability of resources within the community we serve.

For more information about the DACC 2025 Strategic Plan, including key performance indicators and metrics, please visit <https://dacc.nmsu.edu/fs/dacc-2025-strategic-plan/>.