



# Institutional Effectiveness

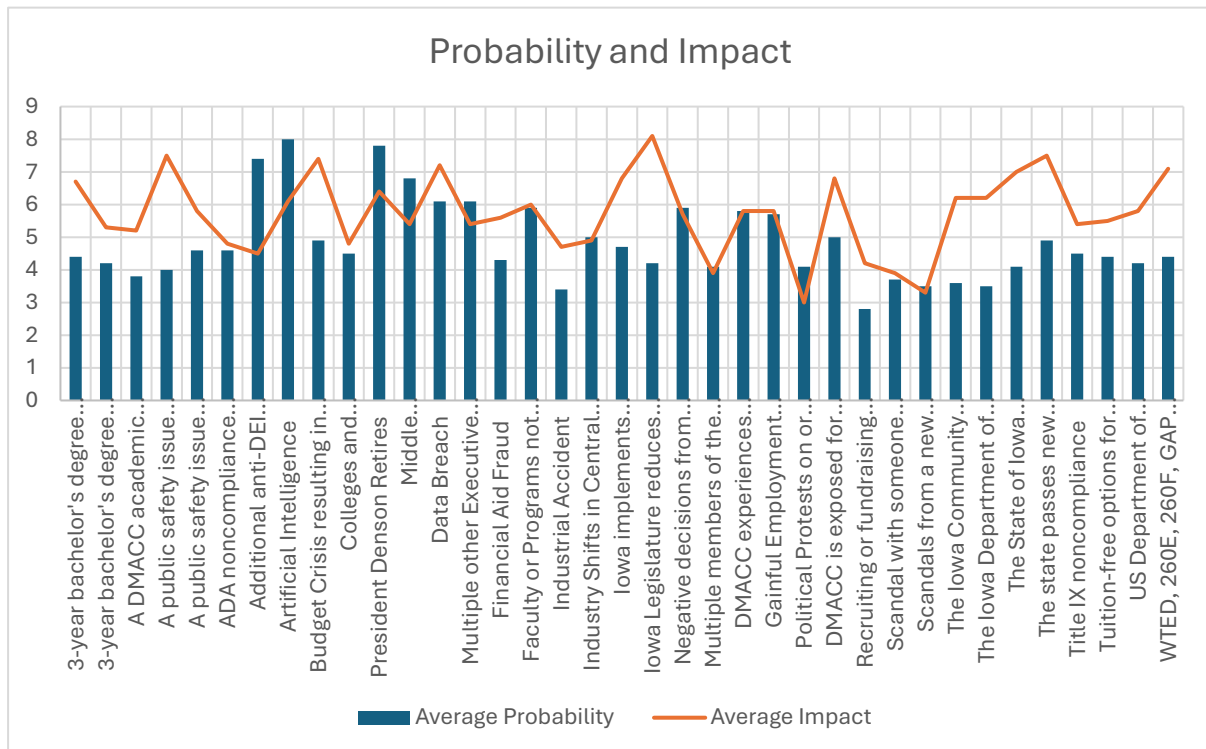
## Scenario Planning Survey Recap

Scenario Planning is a process that generates multiple narratives about the future. It allows the College to anticipate and prepare for possible outcomes well ahead of a situation occurring. In January 2025, 70 DMACC leaders received a survey asking them to rank 37 scenarios on a scale of 1-10 for the probability of the situation happening and also rank them on the same scale for their impact should the situation occur. A rank of 1 was the lowest probability and least impactful, while a rank of 10 was the highest probability and most impactful to the College.

Of the 70 people surveyed, 55 responded (response rate: 78.6%).

## Results

Results of scenario planning are typically laid out on a chart, like below. With so many scenarios, the results are somewhat hard to interpret. The focus of our attention should be on the areas with the highest probability and the highest impact to the College. However, we want to acknowledge a few scenarios that we all agree will have an outsized impact even if the probability is low.



Scenarios rated High Probability and High Impact, ranked in order of highest probability.

1. Artificial Intelligence
2. President Denson Retires
3. Middle Management/Leaders retire or move on/up
4. Data Breach
5. Multiple Executive Committee leaders and/or Deans leave
6. Faculty or Programs not keeping up with technology
7. Negative decisions from state or federal agencies that impact DMACC or specific programs
8. DMACC experiences issues with hiring or attracting enough candidates for a particular position or types of positions, due to population decline/aging or critical areas without enough expertise in the region
9. Gainful Employment Data becomes public and several DMACC programs are determined to not have financial value or produce graduates who are not gainfully employed
10. DMACC is exposed for covering up misconduct

Other scenarios that ranked high on impact but not probability

1. Iowa Legislature reduces DMACC's funding significantly
2. A public safety issue (shooting, rape, building collapse, etc.) where DMACC is negligent
3. The state passes new legislation on dual enrollment to include 4-year institutions as an option
4. Budget Crisis resulting in budget cuts and/or layoffs
5. WTED, 260E, 260F, GAP or Pace funding disappears

## Appendix

### Scenario Planning Questions

1. The state passes new legislation on dual enrollment to include 4-year institutions as an option.
2. Industry Shifts in Central Iowa
3. President Denson Retires
4. Multiple other Executive Committee leaders and/or Deans leave
5. Middle Management/Leaders retire or move up/on.
6. Multiple members of the Board of Directors resign, retire or lose elections in a single year.
7. Iowa Legislature reduces DMACC's funding significantly.
8. Iowa implements Performance Based Funding
9. Gainful Employment Data becomes public and several DMACC programs are determined to not have financial value or produce graduates who are not gainfully employed.
10. A public safety issue (shooting, rape, building collapse, etc.) where DMACC is negligent.
11. A public safety issue (shooting, rape, building collapse, etc.) where DMACC is not negligent.
12. DMACC is exposed for covering up misconduct.
13. The Iowa Community Colleges governance is moved under the Board of Regents.
14. The State of Iowa realigns the Community Colleges, reducing the number and expanding DMACC's region.
15. 3-year bachelor's degree becomes more common and instead of students spending 1 year at DMACC their dual credit counts for 1 year and they bypass DMACC.
16. 3-year bachelor's degree becomes more common, and more students choose to spend year 1 at DMACC before going on to one of the regents or private colleges.
17. The Iowa Department of Education approves community colleges to offer 3-year bachelor's degrees in a limited number of high-demand programs.
18. Tuition-free options for low-income students expand to other regional colleges and/or expand within those that currently offer them.
19. A DMACC academic program loses program accreditation.
20. DMACC experiences issues with hiring or attracting enough candidates for a particular position or types of positions, due to population decline/aging or critical areas without enough expertise in the region.
21. Budget Crisis resulting in budget cuts and/or layoffs.

22. Artificial Intelligence
23. Data Breach
24. Scandal with someone adjacent to DMACC (someone who has a building named after them, on foundation board, etc.)
25. Negative decisions from state or federal agencies that impact DMACC or specific programs.
26. WTED, 260E, 260F, GAP or Pace funding disappears
27. Industrial Accident
28. Faculty or Programs not keeping up with technology
29. Financial Aid Fraud
30. Political Protests on or near a Campus
31. Scandals from a new hire's past
32. ADA noncompliance (Example, a student enrolls in a course that they cannot complete due to documented handicap and DMACC is determined to be noncompliant)
33. Title IX noncompliance
34. Recruiting or fundraising scandal
35. US Department of Education Closes
36. Additional anti-DEI moved by the state
37. Colleges and Universities in Iowa begin outpacing DMACC with Credit for Prior Learning practices to attract more adult learners.