

## Dr. Joe DeHart

### Leadership Profile

Energetic, collaborative, and performance-driven community college leader known for exceeding expectations and being committed to the positive impact community colleges have on the quality of life for students, their families, and our communities.

#### Finance

- Served on district finance team responsible for developing \$150 million operating budget
- Created a predictive budget model to analyze revenue and enrollment trends
- Researched, designed, and conducted a district facilities usage study and master facilities plan
- Secured grant funding to meet student mental health needs and expand electrical trades program
- Increased rentals of the Newton Conference Center by 80% from pre-pandemic levels
- Managed \$5 million campus budget to meet prioritized needs and build for the future
- Secured largest Newton campus estate gift of \$500,000 to support new program development

#### Institutional Performance

- Achieved highest matriculation rate in the district for students attending DMACC after high school
- Created district performance scorecards used by President and Board of Directors for over 10 years
- Collaborated with faculty to increase enrollment capacities in high demand areas without adding positions
- Improved campus efficiency by creating automated enrollment and student performance reports
- Created student success model using course evaluation, grade distribution, and assessment data

#### Leadership

- Created, implemented, and monitored multiple stakeholder-focused strategic plans for the college
- Led multiple successful accreditation cycles using the Higher Learning Commission's AQIP process
- Mitigated enrollment decline from 18% for the three years ending in 2016, to a 7% decline in 2019
- Created and led COVID student service model resulting in increased enrollment during the pandemic
- Lead economic development efforts as member of the Newton Development Corporation Board
- Expanding On Campus Course Option (OCCO) programming to bring more high school students on campus
- Designed and grew assessment of student learning process to improve teaching and learning
- Experience within Iowa Valley Continuing Education as an instructor/coordinator
- Ally of all forms of diversity to ensure hard work is valued equally among all diverse groups
- Grew social media presence with 1,300 Facebook followers with 450 monthly post engagements

#### Professional Relationships

- Supported and collaborated with DMACC Board of Directors in various projects including the annual evaluation of the President, strategic planning, institutional performance and various studies
- Experience leading and working with public and private governing boards
- Founded state-wide Iowa Community College Association for Institutional Research (IACCAIR) in 2005
- Currently partnering with seven school districts to operate the Jasper County Career Academy
- Partnering with local YMCA to host ESL courses to provide child watch services for students and appeal to potential ESL students previously engaged with the YMCA
- Support and supervise 32 full-time faculty and staff along with 20 adjuncts and part-time staff
- Experience collaborating with leaders in key educational organizations including community college Presidents' Group, Community Colleges for Iowa, the Iowa Department of Education, and Board of Regents

## Professional Experience

### **DES MOINES AREA COMMUNITY COLLEGE, Ankeny, IA**

#### **Provost, Newton Campus (2017-Present)**

Serve as the chief executive officer of the DMACC Newton campus serving over 1,100 students annually. Manage Newton Conference Center in conjunction with Legacy Plaza (formerly Maytag Headquarters) to serve community needs and generate additional revenue. Maintain mutually beneficial partnerships with businesses housed within the Newton Campus including Heartland AEA, Impact Services, and the ISU Extension Office for Jasper County. Ensure campus meets the unique needs of Jasper County while thriving in a larger college district. Serve as a senior member of the DMACC leadership team to develop and implement district-wide services to address the needs of the college. Specific accomplishments pertaining to this position include:

#### Growth and Enrollment Management

- Increased program enrollment capacities without adding faculty positions in Electrical Trades (50%), Court Reporting (25%), and Baking and Pastry Arts (33%) by empowering faculty to be creative with technology, curriculum, and scheduling
- Pivoted Culinary Arts program to Baking and Pastry Arts to attract new students
- Advocated for and secured unique Accelerated Nursing Program on the Newton Campus resulting in program expansion by attracting new students from the Des Moines metro area
- Created DMACC's first-ever registered apprenticeship as part of Electrical Trades program
- Slowed enrollment slide from 18% for the three years ending in 2016, to 7% during the past two years resulting in the 2<sup>nd</sup> lowest campus enrollment decline in the district
- Created effective COVID student service model resulting in a 6% enrollment increase during pandemic
- Assisting local K12 districts by providing on campus course options (OCCO) to offer English and Speech course specifically for high school students
- Created short-term certificate programs in Early Childhood, EMT, and Human Services

#### Student Success

- Maintain highest matriculation rates in the district for high school students attending DMACC
- Hired full-time social worker to assist lower income families without increasing campus FTE
- Improved student life through creation of exercise and fitness facility and student commons
- Transitioned to online bookstore to better meet needs of students and staff and improve efficiency
- Automated several key data systems to improve enrollment tracking resulting in earlier course cancellations, less disruptions to students and a more efficient schedule for students
- Wrote successful grant applications to help students access mental health services and expand programs
- Led faculty in the creation of Newton's student success model using course assessment, grade distribution, and learning assessment data to help faculty monitor and address student progress towards completion

#### Fundraising

- Secured \$500,000 estate gift and designated it for new programming at the Newton Campus
- Raised over \$2 million in 10 years for DMACC Foundation as part of team conducting CEO Golf Invitational
- Assists Culinary Arts program in raising over \$100,000 annually at Fleur de Lys Gala and Auction
- Increased conference center revenue by 80% from pre-pandemic levels

#### Community Leadership

- Collaborated with the City of Newton and other DMACC agencies to bring housing, entertainment and businesses to transform former Maytag headquarters in mixed-used facility
- Expanded campus profile through leadership in various organizations and committees including Hometown Pride, Newton-fest, Substance Abuse Council, Community Leadership Committee, Rotary, Scouting, Salvation Army, Newton YMCA, Newton Chamber of Commerce, and others
- Leader in economic development as board member of Newton Development Corporation
- Established Newton Diversity Alliance to help Newton promote diversity and meet needs of immigrants

### **Executive Director of Institutional Effectiveness/ Assistant to the President (2002 – 2016)**

Senior leader responsible for district-level efforts in institutional effectiveness including institutional research, assessment of student learning, evaluation and assessment of academic programming, strategic planning, accreditation, and continuous improvement. Served as Assistant to the President to provide direct assistance to projects initiated by the President and/or the Board of Directors. Supervised seven professional institutional effectiveness staff including two directors and five coordinators with total budgetary responsibilities totaling over one million dollars annually. Served on Joint Deans Leadership Team with Provosts and Academic Deans and a member of President's Cabinet. Served as Treasurer for the DMACC Board of Directors. Specific accomplishments pertaining to this position include:

- Created an innovative 10-year strategic plan process ensuring input from all DMACC stakeholders
- Led college-wide assessment of student learning initiatives resulting in timely, actionable, and accurate data for 1,500 faculty members
- Maintained college accreditation with the Higher Learning Commission and the State of Iowa through Academic Quality Improvement Pathway (AQIP) and was primary author of 2 systems portfolios
- Created innovative institutional grant program for faculty and staff to support initiatives related to the college's strategic plan
- Developed continuous quality improvement (CQI) processes including creation of the Continuous Improvement Commission to ensure district-wide participation in CQI
- Implemented Ad Astra scheduling software including district scheduling policies in cooperation with student services resulting in more efficient student schedules and significant energy savings across all campuses
- Served as a key member of Enrollment Management Team and created commonly used enrollment analyses for President, Cabinet, Campus Provosts and Academic Deans
- Researched, selected, and administered course evaluation survey software allowing each of our 25,000 students to evaluate each course section every term
- Taught professional development seminars for new institutional research professionals at the request of the Midwest Association for Institutional Research
- Assisted DMACC Foundation staff in fundraising through golf, dinner and auction events
- Served as part of ISU/DMACC Engineering Grant Team focused on increasing services to pre-engineering students attracting diversity to the engineering field and strengthening matriculation from DMACC to Iowa State University
- Created processes, tools, and data used by the DMACC Board to establish annual goals for the President
- Taught SDV 108 course to orient new students to college focusing on social and academic expectations, the value of diversity in an educational setting, and resources available to students
- Ensured compliance and accuracy for all state and federal data reporting requirements of the college
- Created institutional data warehouse maximizing access to data for all employees using the SAS Business Intelligence Platform
- Collaborated with academic support services including academic achievement centers to research factors correlated with student success which led to significant changes in how DMACC serves students (i.e.- SDV 108, placement testing, etc.)
- Mentored over 25 Masters' and Doctoral candidates at Iowa State University analyzing their research methodologies, data collection and analysis
- Co-chaired the district-wide Meals From the Heartland service day as part of DMACC's 50<sup>th</sup> Anniversary celebration resulting in over 210,000 meals prepared for those in need locally and globally
- Taught graduate level Program Evaluation and Research classes at Iowa State University
- Represented President at meetings and functions in his absence

## **IOWA DEPARTMENT OF EDUCATION, Des Moines, IA (1998 – 2002)**

### **Consultant- Bureau of Planning, Research and Evaluation**

Lead consultant for the Basic Educational Data System (BEDS) for all K-12 public and non-public districts and schools. Transitioned the BEDS process from paper forms to electronic submission of data through secure web site. Used data collected to conduct analyses necessary to assist Department leaders, legislators, and other state government officials in the decision-making process.

- Developed web-based data submission process that reduced errors by checking data consistency across submissions while maintaining simple, efficient operation for the end user
- Trained and provided phone support for all public and non-public schools in Iowa during the creation and refinement of the web-based data submission system
- Created retirement projections for Iowa's K-12 educators
- Compiled and submitted Common Core Data to the US Department of Education on behalf of Iowa Schools
- Responded to fiscal notes and other legislative information and analysis requests

## **IOWA VALLEY COMMUNITY COLLEGE DISTRICT, Marshalltown, IA (1991 – 1998)**

### **Associate Director of Alternative Schools (1996-1998)**

Collaborated with educational leaders in Tama, Grinnell, and Iowa Falls to create alternative high school programs to meet the needs of a diverse student population. Hired, trained, and supervised six educators and support staff. Guided curriculum development, policies, and procedures to maximize educational opportunities for students while maintaining local achievement standards. Served on the Iowa Association of Alternative Educators Board.

### **Instructor/Coordinator- EXCEL Alternative High School (1991-1998)**

Part of original four-person team hired to create EXCEL Alternative High School in Marshalltown, IA. Taught all levels of high school math and science curriculum. Created "high adventure" program for alternative physical education credit. Developed relational database solution using 4<sup>th</sup> Dimension software to serve as a student information system. Served as local member of school district improvement team.

## **Education**

### **IOWA STATE UNIVERSITY, Ames, IA**

#### **Ph.D., Educational Leadership (2007)**

Dissertation: *The effects of student input into school organization, operation and governance on dropout rate in Iowa alternative schools and programs*

#### **M.S., Educational Leadership (1996)**

Thesis: *Comparison of learning styles of alternative and traditional high school students in three central Iowa communities*

### **UNIVERSITY OF IOWA, Iowa City, IA**

#### **B.S., General Science (1988)**

## **Professional Recognition**

Awarded the 2018 Jasper County Council of Business and Industry Service Award in recognition of Newton Campus's 25 years of service to Jasper County

Awarded the 2015 SAS National Excellence in Education Award given to a professional educator in higher education who has made significant contributions to enhancing higher education using data analytics

Awarded the 2013 Julia M. Duckwall Award from the Midwest Association for Institutional Research in recognition of continuous contribution to institutional research and higher education

Phi Kappa Phi (1994)

### **Professional Service**

National Association of Branch Campus Administrators (2022 to present)

National Community College Benchmark Project (NCCBP) Advisory Board (2015 to present)

Iowa Assessment Task Force, made recommendation to Iowa Legislature to implement Smarter Balanced Assessments in Iowa (2013-2016)

Iowa Community College Association for Institutional Research, founder and leader (2005-2016)

Midwest Association for Institutional Research, new professionals workshop (2008- present)

Iowa Workforce Development and Department of Education Technical Assistance Team (2008- present)

Child Advocacy Board member for the State of Iowa, (2009-2014)

Robert C. Byrd Scholarship Selection Committee (2008- 2012)

Iowa Community College Performance Indicator Task Force (2007-2012)

Community College Leadership Consortium (2009)

National Council on Community College Research and Planning Board (2007)

Iowa Association for Alternative Education Board (1996-1998)

### **National and Regional Presentations**

National Association for Institutional Research (invited) 2017, Creating a culture of inquiry for faculty and staff through access to analytic tools, Washington, DC

SAS Global Forum (invited) 2016, Improving service to students through predictive modeling and visual analytics, Las Vegas, NV

Indiana Association for Institutional Research (invited) 2016, Improving service to students through predictive modeling and visual analytics, Indianapolis, IN

Midwest Association for Institutional Research (invited) 2015, Displaying complex relationships between students and their institutions through visual analytics, Kansas City, KS

Rocky Mountain Association for Institutional Research (invited) 2015, Displaying complex relationships between students and their institutions through visual analytics, Las Vegas, NV

Ad Astra Scheduling Software User Conference (invited) 2013, Using Astra reports to support capacity, management and efficient scheduling, Kansas City, KS

Mid-AIR Regional Conference, 2012, Predictive modeling at DMACC, Omaha, NE

National Community College Benchmark Conference (invited) 2008-2010, Using benchmarks to measure institutional performance, Kansas City, KS

National Fund for Workforce Solutions Peer Learning Meeting (invited) 2009, Leveraging student information systems to track and measure workforce outcomes, Washington, DC

Community College Enrollment Management and Student Marketing Symposium (invited) 2008, Data and processes necessary for successful enrollment management, Cary, NC

League for Innovation Conference (invited) 2008, Supporting decision making in higher education, Salt Lake City, UT

League for Innovation Conference on Information Technology (invited) 2008, Effective institutional research models and the SAS Business Intelligence platform, Denver, CO

Association for Institutional Research National Forum 2006, Using ArcView GIS software to visualize and track student enrollment patterns, Orlando, FL

## **Community Service**

### Current

Salvation Army Advisory Board Chair

Newton Development Corporation Board member

Jasper County Substance Abuse Coalition member

Rotary member

Newton Economic Development Board ex-officio member

Hometown Pride Committee member

Newton-Fest Committee member

Newton Chamber of Commerce member

State Corrections Re-entry Task Force member

### Past

YMCA Board of Directors member and Board President

Boy scout leader, Troop 354, Woodrow Wilson Elementary

Cub scout den leader, Pack 353, Aurora Heights Elementary

YMCA youth soccer coach

High School church youth group leader

AWANAS game time leader

Volunteer handyman for elderly in Newton through church outreach

Salvation Army volunteer