



THE LOG

Divine Word College

October 9
2018

A Bulletin for the Divine Word College Community

Vol. 38 No. 8

IN THIS ISSUE:

New Trustee Members	2
Academic Strategic Plan	2
Mission Sunday Details	7
Online Store is Open!	8

BIRTHDAY CORNER

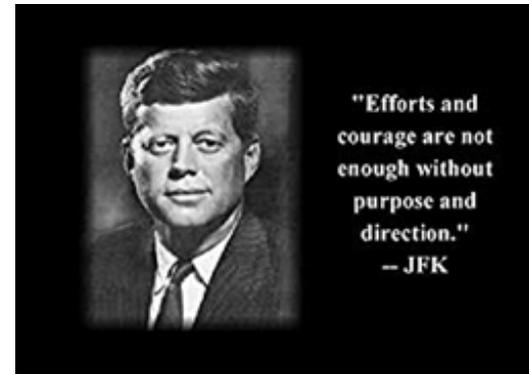
October

10	Wilson Joseph
11	Fr. Paul Aquino, SVD
12	Fr. Tri Thien Tran
13	Sr. Thu Phuong Tran
16	Marc Declama

THE PRESIDENT

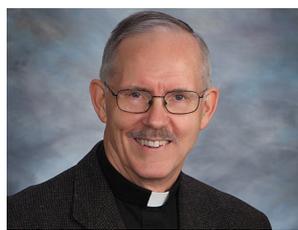
Turning hopes and dreams into action

Over the weekend, the members of the Board of Trustees of Divine Word College gathered for their biannual meeting. The Board of Trustees is responsible for oversight of the college. They focus on the “big picture,” starting with the college mission statement and taking a long-range view of developments at the college. The details of implementation fall to the board of administration, the faculty, students and staff. *All of us have a huge part in turning hopes and dreams into action.*



The trustees have been instrumental in helping to develop the 2018-2021 DWC Strategic Plan and reviewing progress at each meeting. The plan, approved last May at the end of the last academic year, has five major goals.

- **GOAL A: ACADEMIC AFFAIRS.** Institute and implement new academic programs to increase student enrollment, to address student-learning needs, and to improve student-learning outcomes.
- **GOAL B: ADMISSIONS.** Maintain a critical mass of SVD Candidates and a total enrollment sufficient for quality educational programming.
- **GOAL C: FORMATION AND STUDENT LIFE.** Enhance and Innovate the Religious Formation Program.
- **GOAL D: OPERATIONS.** Advance and protect the physical and financial well-being of Divine Word College through long-term planning and continuous improvement.
- **GOAL E: EXTERNAL AFFAIRS.** As a College looking outward, we encourage others to embrace a more missionary lifestyle.



These 5 goals are fleshed out in 18 objectives and 74 action steps. Each goal is reviewed in trustee committee meetings on Friday evening, and they are a primary focus of the discussions of the full board on Saturday. To help keep track of the progress toward these long-range goals, we have developed a “scorecard” to track progress over the

life of the plan. I have attached a copy of the scorecard to this issue of the *DWC Log*. You will also find an extensive review of the progress toward GOAL A in Fr. John Szukalski's contribution to this week's *Log*.

Five new members have joined the board of Trustees.

- *Mr. James Duffy, De Pere, Wisconsin* – James is a long-term, benefactor of DWC who often gives a gift for ESL projects since his wife (deceased) was an ESL instructor. He has an M.S. in Guidance and Counseling.
- *Mr. David and Mrs. Elizabeth Cushman of Dubuque* – Dave is Executive VP of Morrison Brothers Co., a Dubuque based manufacturer of industrial machinery. Liz is an international coordinator and national director for “Mothers Prayer.” Dave and Liz are very active with the Dubuque County Right to Life organization and many other non-profit organizations in Dubuque.
- *Mr. William Coleman of Milwaukee, WI* – William was educated in Ghana by SVDs and has frequently visited the Divine Word Missionaries at Techny who were his teachers in Ghana. He is President of Coleman & Williams, LTD. He has an MBA in Finance, and a BSC in Accounting from DePaul University.
- *Fr. Stan Uroda SVD of Detroit, MI*. Fr. Stan has served in Ghana and West Virginia in school and parish ministry. He served as provincial of the Chicago Province from 1996-2002, as rector at Divine Word Theologate from 2005-2014. More recently, he worked in Vietnam as an English language tutor. Now Fr. Stan is the religious superior at East Troy, Wisconsin.

I am very grateful for their willingness to share their time, talent and treasure with Divine Word College.

VICE PRESIDENT FOR ACADEMIC AFFAIRS

ACADEMIC STRATEGIC PLAN 2018-2021—PROGRESS UPDATE

Here is an update regarding progress on the Action Steps in the Academic Strategic Plan 2018-2021 requiring reporting during the Fall 2018 semester. This update is part of my semi-annual VPAA report delivered to the Board of Trustees Academic Affairs Committee this past weekend.

Academic Goal: Institute and implement new academic programs to increase student enrollment, to address student learning needs, and to improve student learning outcomes.

Objective 1: Institute a new Certificate Program in Pre-Theology

The Department of Theology & Philosophy has been providing theology and philosophy courses for so-called SVD Associates for a number of years to prepare them for formal theological studies at Catholic Theological Union (CTU) in Chicago, IL. These SVD Associates are typically older men who already possess at least a Bachelor's degree in another academic discipline, are candidates interested in SVD

priesthood, but who lack the requisite credit hours in theology and philosophy stipulated by the Program for Priestly Formation (PPF) and for entrance into CTU. There is currently no coherent program of pre-theology studies for these SVD Associates at DWC; they simply earn the credits they need and move on to CTU.

The institution of a new certificate program in pre-theology at DWC will provide an opportunity for SVD Associates to enroll in a more academically coherent program, will address a real need for SVD candidates in a more effective manner, and will provide credentials in the form of a bona fide academic certificate. Moreover, instituting a formal certificate program in pre-theology will also allow the College to market a desired program beyond the SVD toward other men's religious orders which have their own associate candidates requiring academic preparation prior to theological studies for priesthood. When successful, the certificate program in pre-theology will increase undergraduate enrollment and tuition revenue for DWC.

Action Step 1.1: Assess the market for seminarians from the SVD and other men's religious orders.

The market for SVD Associates is very well-established since there have been a number of these candidates at DWC nearly every year. It would be informative to perform a multi-year statistical report of SVD Associate students in terms of enrollment, average length of study, and average number of credit hours earned at DWC. Nonetheless, it can already be asserted that a market certainly exists for SVD Associates. A more interesting project is determining the market for a pre-theology certificate among other men's religious orders. Such certificate programs exist at other academic institutions, but DWC might offer a more attractive and cost-effective alternative especially among certain men's religious orders in the United States. The VPAA and President may collaborate on sending letters targeted to select men's religious orders exploring interest in such a certificate program within the next few months.

Action Step 1.2: Define the curriculum utilizing PPF-5 requirements and existing Pre-Theology certificate programs.

Pre-theology certificate programs exist at other academic institutions. The curriculum tends to be rather narrowly defined in congruence with the requirements for 30 credit hours in philosophy and 12 credit hours in theology, and even with regard to specific course content. Defining the curriculum is not difficult; it is essentially predetermined with some variations. The DTP Chair has already begun the process of compiling examples of curricula and requirements from various academic institutions' pre-theology certificate programs. This process should be completed by the end of the Fall 2018 semester.

Objective 3: Implement the new ESL 8-level curriculum and 8-week format

The Intensive English Language Institute (IELI) is now implementing the new ESL 8-level curriculum and 8-week format beginning with Fall Term A in August-October 2018. This initiative is the culmination of a two-year collaborative process that began officially with Board of Administration approval in December 2016 and concluded with Board of Trustees approval in May 2018. A tremendous amount of time and energy has been invested in terms of study, internal planning, and external consultation to ensure that the new curriculum adheres to professional standards and best practices of ESL instruction. The dedicated collaboration and leadership of the IELI Director, Dr. Seo Hyun Park, with the VPAA and ESL faculty has been indispensable to this successful transition.

Action Step 3.1: Implement the new ESL 8-level format in Fall 2018.

The implementation of the new ESL 8-level format required the hiring of one additional full-

time instructor and one additional part-time instructor/administrative assistant. The two hires were secured for approximately \$98,000, just under the estimated cost for this action step (\$69,000 in salaries plus \$29,000 in benefits). The voluntary departure of one twenty-year veteran ESL instructor in May 2018 also necessitated the hiring of a replacement ESL instructor. Current IELI staffing levels are deemed appropriate for the new format: one IELI Director, eight full-time ESL instructors, and one part-time ESL instructor/administrative assistant.

Action Step 3.2: Market the new ESL 8-level format in existing domestic and international markets of SVD & SSpS candidates, other men and women religious, among diocesan clergy, and off-campus international students.

Marketing of the new ESL program is only in its initial stages, but has already resulted in new enrollments directly attributable to such efforts among local dioceses and academic institutions. To date, this has been achieved at negligible cost through the creation and distribution of an attractive flyer within the local area. Information is also posted on the newly updated Divine Word College website (dwci.edu). In Fall Term A, new enrollments directly attributable to marketing efforts include the following: one seminarian for the Diocese of Des Moines (on-campus), two seminarians for the Archdiocese of Dubuque (off-campus), one MBA student from the University of Dubuque (off-campus), and two Saudi Arabian students from Dubuque (off-campus). In addition to boosting enrollment in the IELI by approximately 10%, these additional enrollments generate real tuition dollars for DWC operations: full-time off-campus tuition is \$2,000 per 8-week term, full-time on-campus tuition is \$3,250 per 8-week term. Thus, students during Fall Term A will pay approximately \$12,450 in actual tuition. Enrollment and tuition revenue will increase as efforts extend beyond these initial stages and markets in the coming months.

**EVALUATIONS FOR ESL AND UNDERGRADUATE COURSES:
NOTES ON PURPOSE, REVISION, & IMPLEMENTATION**

The Board of Administration granted final approval to the revised versions of the Course Evaluations for English as a Second Language courses on 19 September 2018 and for Undergraduate courses on 3 October 2018.

The revision process represents a collaborative enterprise among several constituencies that actually began in February 2018 with a sub-committee of the Faculty Senate, members of the IELI and undergraduate faculty, and input from the Student Senate. These initial efforts, however, did not lead to a finished product. A second attempt was launched this semester involving the newly-restructured Assessment Committee, members of the IELI and Undergraduate faculty, and a new sub-committee of the Faculty Senate. The Assessment Committee forwarded final draft versions to me as VP for Academic Affairs, and I in turn recommended approval to the Board of Administration after some modifications to the Undergraduate form.

The primary focus of Course Evaluations is to assess both course effectiveness and student learning. You will notice that questions are deliberately written with this perspective in mind. Students do not directly evaluate teachers, rather, students evaluate course effectiveness and their own learning. This is in accord with the purposes of Course Evaluations as stipulated in Faculty Handbook #603:

- [to] facilitate the routine evaluation of each course
- [to] encourage teaching staff to reflect on effective course design and delivery
- [to] provide a mechanism for students to provide feedback to enhance the quality of learning and teaching
- [to] collect information concerning the implementation of the Student Learning Outcomes
- [to] gather evidence that may be used to demonstrate quality teaching and curriculum design.

To clarify, the Assessment Committee, in consultation with the Faculty Senate, is responsible for the assessment of course effectiveness and student learning. The respective Department Chair or IELI Director is responsible for the annual evaluation of individual faculty performance. These are two different processes, which both fall under the umbrella of the VP for Academic Affairs.

The Course Evaluation forms completed by students at the end of every term / semester provide very important feedback regarding course effectiveness and student learning. Students should view Course Evaluations seriously and take the opportunity to provide free and honest feedback. The Course Evaluations are anonymous; no teacher will know your identity, and no teacher will be able to view results until after final grades are posted. Your feedback on course effectiveness and learning are taken seriously by both faculty and the administration. While students do not directly evaluate teachers, data provided on Course Evaluation forms is rightly used by Department Chairs and the IELI Director as one criterion for evaluating teacher effectiveness in annual faculty performance evaluations (Faculty Handbook #232.2.2 and #263.2.2).

Finally with regard to implementation, the Registrar will administer Course Evaluations according to the following schedule at the conclusion of each term/semester. Note that students are given approximately five days to complete the Course Evaluations, which always includes a weekend.

ESL Term A	Wednesday 10 October – Monday 15 October 2018
ESL Term B & Undergrad F'18	Wednesday 12 December – Monday 17 December 2018
ESL Term C	Wednesday 6 March 2019 – Monday 11 March 2019
ESL Term D & Undergrad S'19	Wednesday 15 May 2019 – Monday 20 May 2019
ESL Term E	Wednesday 10 July 2019 – Monday 15 July 2019

FACULTY PROFESSIONAL DEVELOPMENT

- Three members of the Intensive English Language Institute [IELI] have been granted professional development funding. Mr. Braden Chase, Instructor of ESL, Ms. Gweneth Gates, Instructor of ESL, and Mr. Evan Hudson, Lecturer of ESL, will attend the annual EnglishUSA conference in San Francisco, CA from 17-18 January 2019. EnglishUSA, with

approximately 500 member institutions, is the largest professional association of intensive English programs in the United States. The ESL program at Divine Word College has been officially affiliated with EnglishUSA since 2017—one of only four such ESL programs in Iowa—demonstrating that our program is recognized for its adherence to national professional standards.

QUICK HITS

- **Academic & Formation Advisory Council [AFAC]:** The Academic & Formation Advisory Council met on Tuesday 9 October for a presentation by **Fr. Ed Peklo, SVD** on the topic **“Community Living: SVD Value and Goal of Community Living.”** The AFAC facilitates the effective collaboration and integration of academic and formation programs to help students develop as whole and responsible persons as stated in the College’s Mission Statement, and to address issues relating to the coordination of these programs. As such, the AFAC serves as an important forum for Shared Governance among administration, faculty, and formation.
- **Sabbatical Applications due 1 November 2018:** By way of reminder to all eligible faculty members, any sabbatical leave application requests for the AY 2019-2020 are due to the VP for Academic Affairs no later than Thursday 1 November 2018. The policies and procedures governing sabbatical leave are published in the Faculty Handbook #221. The application form may be found on the College website under Faculty & Staff Forms > Application for Leave.
- **ESL Field Trip:** All ESL students will participate in a field trip to Vesperman Farms in Lancaster, WI on Wednesday 25 October 2018. The field trip will provide students with meaningful experiences, extra learning opportunities, and authentic language encounters with native speakers of English. Instructors will organize in-class activities and/or assignments that can enhance students’ learning experience before/during/after the trip, dealing with vocabulary, speaking, and comprehension exercises using materials related to American pumpkin patch and typical family recreational outings in the fall season.

VICE PRESIDENT FOR FORMATION DEAN OF STUDENTS



1. Many thanks to Br. Linh Tran, SVD, and Sr. Aprillia Untarto, SSpS for organizing a day of friendship with a group of Burmese youth from the Waterloo, Iowa. Congratulations to both women’s volleyball team and men’s indoor soccer team on your fearless efforts and great win. Well done!
2. Special thanks to the formation group of “Agage” for such a delicious cultural dinner. Your hard work and warm hospitality were very much appreciated.
3. As midterm exam week begins, we wish all the students the best of luck. Exam is for giving you a chance

to test your skill and knowledge. Just believe in yourself! Good luck!

4. **A farewell lunch with Br. Wayne Till, SVD.** A note from Fr. Thang Hoang, SVD: "As you might have known that Bro. Wayne Till has been suffering with bone cancer for some time and his condition is becoming worse. So, he has decided to move to Techny, in around 2 weeks. He has done so much for the college and community. We will miss him a lot. Bro. Wayne requests to have a simple lunch for his farewell, no long speeches! So, to honor his request, there will be a simple farewell lunch on **Tuesday October 16th 2018** for him in the dining room. Every one of the college community is invited. Please inform me if there are outside guests."

5. Sunday, October 21st is **World Mission Sunday!** A note from Fr. Bang Tran, SVD: "Besides the beautiful Intercultural Liturgy, the highlights of our celebration is the **Taste of DWC.** Each year we have around 200 guests come to enjoy the dishes that we prepared; hence, we need chefs for this festival. Please sign up to cook a dish or two from your home country or a dish that you like. A sign-up sheet is already posted on the bulletin board. You will be given **\$30 per dish** in which you purchase the necessary items. Ms. Brenda Williams in the kitchen can order beef, chicken, pork, and other items at a discounted price. If you need these items then please see Brenda before **Monday, October 15.** She will need some time to order the food. Please see Fr. Bang Tran or Fr. Long Phi Nguyen if you have any questions."



VICE PRESIDENT FOR ADMISSIONS

Campus Visitors

Thank you to all who helped welcome our visitors to campus this past week. We had two Come and See visitors here who think they may like to come to Divine Word College for school. In addition, we had a group of Burmese youth here from Waterloo, Iowa, for some sporting events and prayer time. It always takes the whole community to help welcome guests to our campus. Thank you, EVERYONE!

National Vocation Awareness Week

November 4-10, 2018 is National Vocation Awareness Week. [Click here](#) to learn more.

The Vocation Office invites everyone at Divine Word College to suggest ways we can celebrate this week. Send your suggestions to Len Uhal at lual@dwci.edu.

Order Your Shirts!

Those students who want to order the new Divine Word College shirts that are available and need assistance, please come to the Vocation Office and ask Patti for help. There are only a few more days to place your order.

Where Are They Now?

The vocation directors are scattering this week! *Fr. Adam* is heading down to Texas with *Sr. Aprilia* for the Dallas Ministry Fair. *Bro. Duylinh* is going to Lincoln, Nebraska, to visit two candidates and promote vocations to the Divine Word Missionaries. *Fr. Emilio* will be leaving campus to return to Riverside tomorrow... we probably will not see him back to campus until January. Please wish him well! *Fr. Anthony* is in California this week and will visit two different parishes this week in Riverside and Montclair. *Len* will travel to Techny with *Patti* and *Carolyn* for the province's annual immigration seminar. *Fr. Francis* will return to campus this week and continue with his orientation program as a new vocation director.

PUBLIC RELATIONS DIRECTOR

Our ONLINE STORE is LIVE – Now through Friday, October 12!

www.companycasuals.com/DivineWord/start.jsp

Divine Word College has its own online store! The store features a variety of short and long sleeve shirts, sweaters and fleece jackets. Each item can be embroidered with the Divine Word College logo or a Divine Word Missionaries logo – it's your choice!

Ordering is easy and convenient.

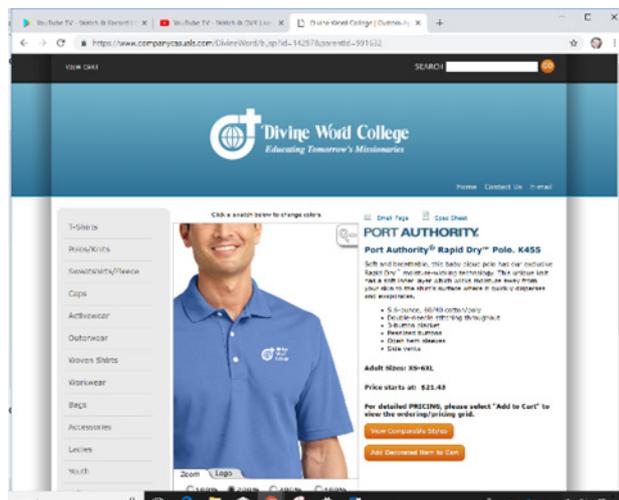
Click on the link above for access. **Please carefully read the first screen that includes instructions for ordering and paying for your items.**

You will notice that the store uses PayPal for payment, but you **DO NOT** need a PayPal account to purchase items.

You will have two options of logos – Divine Word College or Divine Word Missionaries. All items will have an embroidered logo.

Items will be delivered to the college in approximately three weeks or you can have them shipped to your home.

Feel free to contact Sandy Wilgenbusch (563-876-3353, ext 302, or 563-590-4758 cell) if you have questions.



Progress Report – Strategic Plan 2018-2021

October 2018

Divine Word College, a Roman Catholic seminary in the tradition of the Society of the Divine Word, educates men and women for missionary service as priests, brothers, sisters and laypersons.

For this purpose, we offer an education that combines spiritual formation, a liberal arts curriculum, language learning and mission preparation within an environment that teaches and honors the rich cultural diversity of the world.

This spiritual, academic, and experiential preparation serves the particular learning needs of our students, promotes their development as whole and responsible persons, and fosters a lifelong commitment to serving God’s people. (2009)

GOAL A – ACADEMIC AFFAIRS					
Institute and implement new academic programs to increase student enrollment, to address student learning needs, and to improve student learning outcomes.					
Objective 1. Institute a new Certificate Program in Pre-Theology.	Responsible	Budget	Progress	Target Date	Notes
Action Step 1.1 Assess the market for seminarians from the SVD and other men’s religious orders.	VPAA and President	negligible	○○○	Fall 2018	
Action Step 1.2 Define the curriculum utilizing PPF-5 requirements and existing Pre-Theology certificate programs.	VPAA and DTP Chair	negligible	●○○	Fall 2018	
Action Step 1.3 Secure requisite approvals from BOA, BOT, and HLC.	VPAA and ALO	\$925-HLC	○○○	Spring 2019	
Action Step 1.4 Market to the SVD and select men’s religious orders.	VPAA and President	\$2,000	○○○	Spring 2019	
Action Step 1.5 Implement in Fall 2019. Requires one adjunct instructors.	VPAA and DTP Chair	\$6,000	○○○	Fall 2019	
Objective 2. Institute a new Certificate Program in Orientation to Intercultural Ministry.	Responsible	Budget	Progress	Target Date	Notes
Action Step 2.1 Assess the existing and potential markets from the SVD, SSpS, other men and women religious orders, and regional diocese.	VPAA and President	negligible	○○○	Fall 2019	
Action Step 2.2 Define the curriculum according to the assessed market needs and SVD charism.	VPAA and DIS Chair	negligible	○○○	Fall 2019	
Action Step 2.3 Secure requisite approvals from BOA, BOT, and HLC.	VPAA and ALO	\$925-HLC	○○○	Spring 2020	
Action Step 2.4 Market to the SVD, SSpS, select men and women religious orders, and select regional dioceses.	VPAA and President	\$1,500	○○○	Spring 2020	
Action Step 2.5 Implement in Fall 2020. Requires one full-time or two adjunct instructors.	VPAA and DIS Chair	\$71,000 FT or \$12,000 Adjuncts	○○○	Fall 2020	

Objective 3. Implement the new ESL 8-level curriculum and 8-week format	Responsible	Budget	Progress	Target Date	Notes
Action Step 3.1 Implement the new ESL 8-level format in Fall 2018. Requires one full-time instructor, one adjunct instructor, and one part-time administrative assistant.	VPAA and IELI Director	\$100,000	●●●	Fall 2018	
Action Step 3.2 Market the new ESL 8-level format in existing domestic and international markets of SVD & SSps candidates, other men and women religious, among diocesan clergy, and off-campus international students.	VPAA and IELI Director	\$1,500	●○○	Fall 2018	
Action Step 3.3 Evaluate and publish reports on curricula, assessment, and student performance annually in January.	VPAA and Dir. Instit. Effectiveness	negligible	○○○	January 2019 January 2020	
Action Step 3.4 Commence pursuit of the Commission on English Language Program Accreditation (CEA).	VPAA and IELI Director	\$3,300 CEA \$6,850 on-sit vis.	○○○	Fall 2020	
Objective 4. Increase student scores in critical thinking, academic writing, and oral presentation.	Responsible	Budget	Progress	Target Date	Notes
Action Step 4.1 Implement strategies to improve academic writing in all undergraduate courses.	VPAA and DTP and DIS Chairs	negligible	○○○	Spring 2019	
Action Step 4.2 Incorporate two andragogy instructional methods that encourage critical thinking skill development into 300 and 400-level course syllabi.	VPAA and DTP and DIS Chairs	negligible	○○○	Fall 2019	
Action Step 4.3 Incorporate at least one oral presentation assignment into 300 and 400-level course syllabi.	VPAA and DTP and DIS Chairs	negligible	○○○	Fall 2019	
Action Step 4.4 Assess student scores in critical thinking, academic writing, and oral presentation skills utilizing standardized testing and rubrics.	VPAA and Dir. Instit. Effectiveness	negligible	○○○	Spring 2020 Fall 2020, Spring 2021	

GOAL B – ADMISSIONS					
Maintain a critical mass of SVD Candidates and a total enrollment sufficient for quality educational programming.					
Objective 5. Attain and maintain an enrollment of 50 SVD candidates committed to SVD Charism and DWC's mission.	Responsible	Budget	Progress	Target Date	Notes
Action Step 5.1 Ensure Tri-Province personnel for the Vocation office team. Confirm commitment by the three provincials to appoint a representative to attend the Trustee Recruitment Committee.	VP Admissions	\$2,000	●●●	Dec 018 Oct 2019	We now have liaisons from both the USS and USW.
Action Step 5.2 Increase SVD candidate referrals by SVDs 10% to 20 referrals per year.	VP Admissions	\$5,000/yr.	●○○	May 2020	
Action Step 5.3 Engage five current DWC students to assist in religious vocation promotion in the greater Epworth area and their hometown.	VP Admissions	negligible	●●●	May 2019	Already this semester we have involved more than five students in vocation promotion activities. We will continue to invite students to assist as opportunities arise.
Action Step 5.4 Collaborate with young confreres already in vows to produce three videos for use on the Vocation Office website and Facebook.	VP Admissions	negligible	○○○	May 2020	
Action Step 5.5 Host a collaborative workshop for vocation promoters and Admissions Committee members to work towards implementing a consistent and predictable assessment and admission process.	VP Admissions	\$4,000	○○○	Dec 2019	
Action Step 5.6 Re-engage in search engine marketing (SEM) to identify 15 candidates (5 per year) sourced from SEM.	VP Admissions	\$20,000/yr.	●●○	May 2021	We should go live with our advertising by Oct. 1.
Objective 6. Attain and maintain an enrollment of 125 full-time equivalent students	Responsible	Budget	Progress	Target Date	Notes
Action Step 6.1 Explore the feasibility of dual enrolled courses for high school students and decide or not to pursue the possibility.	VP Admissions	negligible	●○○	May 2020	Len participated in a workshop in DBQ in May 2018 with several admissions counselors from the region and gather substantial information. A bit more is needed to make a final decision about this.
Action Step 6.2 Implement and advertise a scholarship program for local, lay students from within a 5-7 county radius to seek an AA at DWC.	VP Admissions	\$1,000/yr.	●○○	May 2019	A draft is complete, but needs to work its way through the approval process.
Action Step 6.3 Complete a written marketing plan to advertise new pre-theology program in collaboration with the VP for Academic Affairs.	VP Admissions	\$2,000	○○○	May 2019	
Action Step 6.4 Develop a written recruitment plan to enroll 15 commuter students into the IELI.	VP Admissions	\$500/yr.	○○○	Aug 2020	
Action Step 6.5 Develop a written marketing plan to enroll more local students in the greater Epworth area into undergraduate classes, especially theology classes.	VP Admissions	\$500/yr.	●○○	July 2019	Started conversations about advertising some theology courses that will be offered in the Spring 2019 semester.

Objective 7. Integrate all Admission Office functions (recruitment, financial aid and international student advising) into one effective department.	Responsible	Budget	Progress	Target date	Notes
Action Step 7.1 Provide appropriate professional development as needed to all personnel in order to cross-train team members.	VP Admissions	\$2,500	●●○	May 2019	Admissions staff have started attending appropriate workshops to start cross-training.
Action Step 7.2 Restructure budgeting procedure to collaborate with the DWC business office.	VP Admissions	negligible	●●●	Aug 2018	This is completed and is being fully implemented at present. Everything seems to be going well.
Action Step 7.3 Evaluate co-locating all Admissions Office functions into one office location.	VP Admissions	negligible	●●●	Aug 2018	This is completed and everything seems to be going well.

GOAL C – FORMATION AND STUDENT LIFE**Enhance and Innovate the Religious Formation Program.**

Objective 8. Culturally diversify the SVD personnel in the Formation Committee.	Responsible	Budget	Progress	Target date	Notes
Action Step 8.1 Work with the three Provincials and request the other two US provinces (USS and USW) to provide at least one qualified confere for formation ministry.	VP Formation	negligible	●○○	Spring 2019	Talked with the two provincials from the USS and USC.
Action Step 8.2 Have this objective as priority in the Tri-Province Formation Commission (Fall 2018).	VP Formation	negligible	●○○	Fall 2018	
Objective 9. Deepen intercultural community formation.	Responsible	Budget	Progress	Target date	Notes
Action Step 9.1 Invite and encourage members of AHA, ACSA and VSA to be actively involved in each other's' celebrations i.e. Our Lady of Guadalupe, St. Josephine Bakhita and Lunar New Year.	Formation Director for each formation group	negligible	●○○	every December and January	
Action Step 9.2 Continue to diversify the student population, especially in Megan Hall. (Two to three new Sisters from Africa or South America per academic Year.)	VP Formation and President	negligible	●○○		
Objective 10. Revise and update the <i>Student Handbook</i>.	Responsible	Budget	Progress	Target date	Notes
Action Step 10.1 Form groups of three with the members of the Formation Committee; each group will be assigned a section of the <i>Student Handbook</i> to update and revise.	Formation Committee		●○○	Spring 2019	On-going
Action Step 10.2 Correct and approve each section at the Formation Committee meeting.	Formation Committee	\$4,000 C & B Review	○○○	Fall 2020	On-going

GOAL D – OPERATIONS**Advance and protect the physical and financial well-being of Divine Word College through long-term planning and continuous improvement.**

Objective 11. Develop 5-year Capital Improvement Plan to guide facility improvements and budgeting requests.	Responsible	Budget	Progress	Target date	Notes
Action Step 11.1 Coordinate with Trustee representative(s) and staff to evaluate condition of DWC buildings and grounds.	VP Operations	negligible	●○○	Oct 2018	Rubber roof of main building inspected. Megan Hall siding tested for asbestos. Bid forthcoming for siding/gutters & roof. Landscaping plan in progress.
Action Step 11.2 Survey the DWC community regarding issues and concerns with the current building and grounds.	VP Operations	negligible	○○○	Dec 2018	Will send out survey in November.

Action Step 11.3 Develop a policy and procedure to integrate the CIP with the annual budget.	VP Operations	negligible	○○○	May 2019	Will discuss with Finance Committee.
Action Step 11.4 Seek-out and secure various sources of funding to assist with the cost of building and maintenance improvements.	VP Operations	negligible	●○○	Ongoing	DRA grant for pool cover & AED. Butterfly garden grant.
Action Step 11.5 Create a centralized archive area and reduce the amount of stored materials that do not add value to DWC operations.		\$10,000	○○○	June 2019	Need to declutter building to make space-fall cleanup '18.
Objective 12. Maintain and improve DWC computer information systems and infrastructure for students, faculty and staff.	Responsible	Budget	Progress	Target date	Notes
Action Step 12.1 Survey the DWC community to determine current and future needs pertaining to information systems.	VP Operations	negligible	○○○	Dec 2018	Survey in November, results in December.
Action Step 12.2 Review current state of information systems with Information Systems Director and BOA.	VP Operations	negligible	○○○	Dec 2018	Meeting with IS committee in Sept/October.
Action Step 12.3 Create a 5-year Capital Improvement Plan for the IS department in collaboration with the DWC community.	VP Operations	negligible	○○○	Jan 2019	
Action Step 12.4 Develop a budget process that integrates the CIP into the annual budget.	VP Operations	negligible	○○○	Jan 2019	
Objective 13. The annual budget is a vital document that guides our efforts and resources. DWC will develop an inclusive and transparent budget process.	Responsible	Budget	Progress	Target date	Notes
Action Step 13.1 Collaborate with the Board of Trustee's, Finance Committee, and Board of Administration to develop a budget timeline, policy and procedure.	VP Operations	negligible	●○○	Sept 2018	Will submit rough draft to BOT and Finance Committee September/October
Action Step 13.2 Streamline and codify department processes and procedures related to budget development.	VP Operations	negligible	○○○	Mar 2019	
Action Step 13.3 Work collaboratively with staff and faculty to develop an annual budget submission that meets the needs of the entire community.	VP Operations	negligible	●○○	Mar 2019	Completed major update to the budget line items
Action Step 13.4 Review budget policies and procedures on an annual basis to reduce waste and streamline processes.	VP Operations	negligible	○○○	Annual	

GOAL E – PRESIDENT, PR, DEVELOPMENT

As a College looking outward, our mission is to encourage others to embrace a more missionary lifestyle.

Objective 14. Reorganize and strengthen Divine Word Alumni Association.	Responsible	Budget	Progress	Target date	Notes
Action Step 14.1 Update and further develop an alumni database to include alumni from all SVD educational institutions in North America. The database will be housed within the Development department at DWC.	DWC Alumni Coordinator	negligible	●○○	Beginning in Summer 2018	I have received the database lists from both Mike Cousins and Paul Stamm. I hope to get the database of the development office, and then compile them into one list. The next step is to validate the addresses and emails.
Action Step 14.2 Hire an Alumni Director to work closely with the DWC development office.	President	negligible contributed services	●●●	Dec 2018	
Action Step 14.3 Reach out to all alumni (not only SVDs) to recognize their ongoing missionary commitment and to share their stories.	DWC Alumni Coordinator		○○○	Spring 2019	
Action Step 14.4 Prepare our current students for future participation in the Alumni Association.	DWC Alumni Coordinator		○○○	Spring 2019	
Action Step 14.5 Develop a Distinguished Alumni Award to recognize the achievements of vowed and/or lay alumni as they continue to live missionary ideals in their daily life.	DWC Alumni Coordinator		○○○	September 2020	
Action Step 14.6 Host another general reunion of alumni at Divine Word College.	DWC Alumni Coordinator		○○○	September 2020	
Objective 15. Prepare all members of the DWC Community to confidently share the mission of DWC with others.	Responsible	Budget	Progress	Target date	Notes
Action Step 15.1 Develop a monthly series of short "Did you know." statements about DWC and place them in both external and internal communication vehicles.	PR Director	negligible	●○○	Initiate in Aug 2018	Have drawn up a plan for collecting and disseminating questions for "Did You Know". Currently developing graphics and messaging for kick-off.
Action Step 15.2 Develop a fact card that faculty, staff, students and others can carry with them that contains current data regarding Divine Word College.	PR Director	\$250/yr.	○○○	Fall 2018	
Action Step 15.3 Invite faculty and staff members to bring their social groups to DWC for Mass, tour and possibly a meal.	PR Director	negligible	○○○	Fall 2018	
Action Step 15.4 Develop an on-going educational plan to equip DWC Community members with factual responses to the questions often asked by those unfamiliar with our mission.	PR Director	\$1000/yr.	○○○	Fall 2019	
Objective 16. Cultivate benefactors (volunteers and donors) from our own neighborhood.	Responsible	Budget	Progress	Target date	Notes
Action Step 16.1 Include a "Call to Action" in all liturgy aids that suggests ways for people to become partners in mission.	PR Director	negligible	●○○	Fall 2018	Developing messaging – first Call to Action will be included in Donaghey Award Liturgy Aid.

Action Step 16.2 Organize a group of "DWC Friends" including FAN Club members, volunteer tutors, Trustees, local benefactors, etc.; develop a systematic way of recognizing their efforts and encouraging them to continue playing an active role in the DWC Mission.	PR Director	\$2000/yr.	○○○	2019	
Action Step 16.3 Identify and help prepare qualified presenters from within the DWC Community. Actively seek speaking opportunities through the Dubuque Speakers Bureau and elsewhere.	PR Director	negligible	○○○	Fall 2019	
Action Step 16.4 Invite Serra Club, Knights of Columbus, Catholic Order of Foresters, DBQ Chamber of Commerce and other such organizations to visit for prayer and/or meetings.	PR Director	negligible	○○○	Fall 2019	
Objective 17. Increase the number of General Outreach benefactors for Divine Word College.	Responsible	Budget	Progress	Target date	Notes
Action Step 17.1 Send 50 DWC World newsletters w/reply envelopes, to each SVD parish in US and Canada, two times a year, the June and February newsletters. There are 79 SVD parishes in US and Canada.	Assoc. Devel. Director	approx. \$3500 annually	●○○	Beginning in June 2018	Sent in June, will send again in November w/cover letter from Fr. Ascheman.
Action Step 17.2 Donation button on Facebook page and share student/alumni stories there and on website. (As soon as possible in conjunction with launch of new website.)	Assoc. Devel. Director	transaction fees	●○○	Summer 2018	Researching various options.
Action Step 17.3 Increase specific appeal letters (approx. 2000) to donors who are lapsed up to 10 years, asking them to renew their support.	Assoc. Devel. Director	approx. \$1,000 annually	●●○	On going	Have segmented the first two appeals this way.
Action Step 17.4 When receiving memorial gifts, add names to database and include in newsletter mailings. If they send additional gifts, then send Annual Fund appeal.	Assoc. Devel. Director	negligible	●●○	Immediate	Ongoing as received.
Objective 18. Fully integrate the DWC development office into the newly- organized Development Committee of the Chicago Province.	Responsible	Budget	Progress	Target date	Notes
Action Step 18.1 Strengthen our personnel resources by contributing to the salary of the Executive Director of the Province Development Committee and having an additional SVD staff member.	Development Director	\$40,000 for Exec. Dir. \$0 for SVD	●●●	Summer 2018	
Action Step 18.2 Seek help from the Province Development Committee Executive Director to improve the number of major gifts.	Development Director		●●●	Summer 2018	
Action Step 18.3 Develop and maintain a centralized supply of stories, photos and videos that can be used by anyone as they promote the mission of Divine Word College and the SVD.	Development Director		○○○	Spring 2019	
Action Step 18.4 Minimize duplicates of benefactors' information.	Development Director	negligible	○○○	Fall 2019	
Action Step 18.5 Request the names of possible benefactors from trustees, alumni, DWC partners, employees, students, and SVD parishes.	Development Director	negligible	●○○	Fall 2019	