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THE PRESIDENT *Fr. Tom Ascheman, SVD*

Board of Trustees - Taking the Long View

The Board of Trustees met on Friday and Saturday, October 4 and 5. At present there are 27 trustees, including 9 SVDs, two Holy Spirit Missionary Sisters, 17 laypersons, and one Benedictine Sister. They bring wide experience to their work as trustees, including educators and educational administrators, experts in finance and management, religious leaders, and business people. Their task is to help govern the College by taking a long view of our efforts to implement the College mission statement in today's environment of challenges and opportunities. They do look into some details, but they are careful to leave day-to-day management of the College to the faculty, formation staff and the Board of Administration.

Various members of the faculty and staff of the College attend the Trustee Committee meetings on Friday evening. They bring much needed practical experience to the discussions.

Three principal concerns focused the Trustee's discussions: the Assurance Argument for the upcoming visit of the Higher Learning Commission, the new Divine Word College Policy Handbook, and the DWC Strategic Plan. The Trustees:

- Endorsed the **Assurance Argument** and expressed gratitude for the extensive work undertaken by so many members of the college community in preparing the report. The Argument will be posted to the Higher Learning Commission website on Wednesday, October 9. The introduction to the Assurance Argument, that I wrote, is attached to the LOG. It presents some important points of context for the rest of the Argument.
- Endorsed the **Divine Word College Policy Handbook** as the normative policy statement of the College. The handbook has been posted on the DWC website. The Board of Administration will continue to review the handbook in their upcoming meetings. Any comments or suggestions about DWC policy are always welcome.



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- Reviewed the progress report on the **DWC Strategic Plan 2018-2021**. We are now half way through the current plan, and you can note both the progress and the obstacles to the 74 action steps spelled out in the plan by reviewing the attached scorecard.

As President, I am enormously grateful to the DWC Trustees for their expertise, encouragement and enthusiastic support for Divine Word College. Every time they visit, I count as a blessing.

Board of Administration Summary

The Board of Administration met on Wednesday, October 1, and discussed the following:

- Reviewed and approved the Drug Free School and Campuses Regulations Report (EDGAR), appended to the LOG.
- Awarded the Presidential Scholarship to Mr. Omar Gonzalez. Another Presidential Scholarship will be available in January 2020 for this academic year.
- Reviewed and approved the Crime Statistics Report, appended to the LOG.
- Reviewed and approved the Annual Fire and Safety Report, available on the College website.
- Reviewed the HLC Student Survey results.
- Reviewed and approved Chapter 6, Policies for Faculty and Staff, of the DWC Policy Handbook.

VICE PRESIDENT FOR ACADEMIC AFFAIRS *Fr. John Szukalski, SVD*

Interim Academic Appeals Committee - The following were nominated by their respective departments and confirmed by the Faculty Senate for service on the Interim Academic Appeals Committee. Fr. Tom Ascherman formally appointed these three faculty members, who will serve until a formal committee can be constituted: Dr. Ronald Condon (DTP); Ms. Kirsten Lillegard (IELI), and Dr. Yasmin Rioux (DIS).

Professional Development

Fr. John A. Szukalski, SVD, Ph.D., Assistant Professor of Sacred Scripture and Vice President for Academic Affairs, will attend the Higher Learning Commission's 2020 Annual Conference from April 18-21, 2020 in Chicago, IL.



Faculty In-Service

On Monday, October 21, 2019, all ESL and Undergraduate faculty are required to participate in their respective Faculty In-Service as listed below. If unable to attend, please notify the VP for Academic Affairs in advance.

ESL Faculty In-Service (9:00 – 11:50 a.m.)

Topics: Review of Commission on English Language Program Accreditation (CEA) Standards, CEA process, timeline, and eligibility application. The CEA Standards comprise 44 individual standards grouped into 11 standard areas: mission; curriculum; faculty; facilities, equipment, and supplies;

administrative and fiscal capacity; student services; recruiting; length and structure of program of study; student achievement; student complaints, and; program development, planning, and review.

Undergraduate Faculty In-Service (9:00 – 11:50 a.m.)

Topics: Review of Core Competency identification, verification, and mapping across the undergraduate program. Faculty will explore how Core Competencies are taught and utilized in courses, and how these are measured and assessed. The objective will be to provide data for the creation of a final draft curriculum map. As an optional second topic, faculty will review how to effectively create and use the “Lessons” feature within Populi.

VICE PRESIDENT FOR FORMATION DEAN OF STUDENTS

Fr. Bang Tran, SVD

Wednesday, October 9, weather permitting, **DWC Men Soccer Championship** will be held at 5:00 P.M, on the soccer field. The formation group of Galatians will play against the Ephesians. Please come out to support your favorite team! Free beverages will be served during the game.

The weekend of October 11 to 13, the formation group of Galatians will have their **annual retreat** in East Troy, WI. Please keep them in your prayers so that they may deepen their relationships with God through prayer and experience God’s presence in their lives.

Saturday, October 12, weather permitting DWC students will have **friendly soccer and volleyball games** against the Burmese youth from Waterloo. The sign-up list is posted on the student board. All the soccer and volleyball players please get ready and make us proud. Have fun!

Group Ministry Theological Reflection week begins Sunday, October 13 and ends Friday, October 18. Those students involved in ministry will meet with your DWC supervisors and ministry group. Your DWC supervisor will contact you and let you know when and where to meet. Please come prepared with a significant ministry experience or event that you would like to reflect on. Basic guidelines for theological reflection will be sent out later this week.

Drug-Free School and Campuses Regulations Report (EDGAR) – The Institute of Higher Education requires that we submit an annual report on Drug-Free Schools and Campuses. You will find this report appended to The LOG and on the College website, [Student Life>Safety and Security](#).



VICE PRESIDENT FOR ADMISSIONS

Mr. Len Uhal

Come and See Visitor

We welcome Peter Thien Van Nguyen from Lauderdale Lakes, Florida, to campus this week for a Come and See visit. He will arrive on Thursday and leave on Sunday. Please keep him in your prayers as he discerns his vocation.

More Campus Visitors

On Saturday, October 12, Bro. Duylinh will host a group of Burmese students from Waterloo, Iowa. About 40 boys and girls will arrive about 9:00 AM and leave around 4:00 PM. They will enjoy a fun day on campus with us, but also learn more about the Divine Word Missionaries and Divine Word College.

DWC Domestic Students

Financial Aid - All students who are U.S. citizens or Lawful Permanent Residents should meet with Ms. Carolyn Waechter to finish the FAFSA and financial aid process for the academic year. **Please do so immediately!**

Knights of Columbus Scholarship

From time to time, different Knights of Columbus councils will offer scholarships to SVD candidates at Divine Word College. Currently, the council at St. Patrick Parish in St. Charles, Illinois, the parish of DWC Trustee Dan Kadolph, is offering a \$500 scholarship. If you are an SVD candidate here at Divine Word College, you may apply for this scholarship. Please see Mr. Len Uhal or Ms. Carolyn Waechter in the Admissions Office for an application. You must submit the application by October 25. The Admissions Office will keep all applications on file for future KC scholarships that become available. Click on the link to learn more about the [Knights of Columbus](#).

Where are they now?

Fr. Francis left for India yesterday to visit his father who is very ill. Please keep his father and the whole family in your prayers. Bro. Duylinh will be on campus this week hosting a Come and See visitor and a group of Burmese youth on Saturday. Fr. Emilio is flying today back to California and will attend the African American Men's Conference in Los Angeles this weekend to promote the SVD and DWC among those attending. Fr. Anthony is also in California this week visiting candidates. Fr. Adam is traveling to Texas for the University of Dallas Ministry Conference this week (along with Sr. Aprilia!). Len is on campus until Thursday afternoon, but will leave to attend an immigration seminar with Patti on Friday at Techny. Carolyn will also be out of the Admissions Office on Friday.

VICE PRESIDENT FOR OPERATIONS *Mr. Steve Winger*

Updated reports available on website

The Jeanne Clery Disclosure of Campus Security and Policy and Campus Crime Statistics Act is a federal statute requiring colleges and universities participating in federal financial aid programs to maintain and disclose campus crime statistics and security information. As you can see from the attached report, we had no reportable issues concerning crime and security. It is important that we continue to learn and practice safe habits. This report is attached and also available on the College website, [Student Life>Safety and Security](#).

Annual Fire Safety Report and Annual Security Report is an annual report required by the Higher Education Opportunity Act signed into law in 2008 and contains several crucial campus safety components. You will find the full report on the College website, under [Student Life>Safety and Security](#).

PUBLIC RELATIONS DIRECTOR

Epworth Volleyball League

Local volleyball teams will once again use the DWC gym for their winter league. This is a great opportunity for the college to welcome community members to the college and to share our resources. The teams will play each Thursday evening from approximately 6:30 PM – 10 PM. The first games are scheduled for **Thursday, October 10**.

Videotaping at Mission Sunday

Craig Shaefer, Professor of Media Studies at Loras College, will videotape portions of the Mission Sunday Celebration. The film will be used for a new video being developed by the Vocation Office. Be sure to smile if the camera finds you!



Mission Sunday

A Celebration of the
Catholic Church in the World

Sunday, October 20
Liturgy - 1 pm
Taste of DWC - 3 pm

You're invited to join in a **celebration of cultures**.
Participate in the **multilingual liturgy** and **sample foods** from across the globe.

All activities, including liturgy and Taste of DWC, are family friendly. *Free-will donations are appreciated.*
Visit **Divine Word College** and **experience a celebration of diversity** that reflects the work of
Divine Word Missionaries around the world.



Divine Word College

102 Jacoby Drive SW Epworth, Iowa 563.876.3353



October 14 – DASH Board meeting

6 PM Room 108

October 14 – ESL Fall 2019 Term B classes begin

October 15 - DWC Blood Drive

The blood drive will be held in the gym. A sign-up sheet is on the main bulletin board. The deadline to sign up is Tuesday October 8.

October 16 – Withdrawal Deadline (Undergraduate)

October 18 – NO CLASSES (Undergraduate and ESL)

October 21 – NO CLASSES (Undergraduate and ESL)

October 21 – Faculty In-Service

October 23 – Heating Assistance Sign-Up

Operation New View, a local service agency, will hold a heating assistance sign-up event in the Weyland Art Gallery from 9 AM – Noon.

October 24 – Senior Citizens visit

Residents from a local nursing home will join the community for 8 am Mass followed by refreshments in the dining room. Please welcome our guests and stop by to chat in the dining room!

October 27 - Welcome reception

St. Patrick's Church in Epworth is hosting a Welcome for DWC students. Coffee and Donuts at 8:30am (After the 7:30 am Mass and before the 9:30 am Mass).

November 8–9 - Teams of Lady Retreat

15 – 20 married couples will participate in a retreat designed to help them grow together in spirituality. Deacon Tom Lange is organizing the retreat.

November 9 - Loras College Antioch Retreat

Loras College will hold a reconciliation service in the main chapel from 6 – 9 PM.

November 20 – Matthew 25 Celebration

October 1, 2019
Epworth, Iowa

In September 1964, Divine Word College opened as a seminary whose fundamental purpose is to provide a college education for seminarians of the Society of the Divine Word (SVD), a worldwide Roman Catholic religious missionary congregation. The College is the successor institution to the undergraduate seminary program first established in Techny, IL in 1912.

To educate SVD missionaries. The missionary training program of the Society of the Divine Word seeks to prepare young men for a lifetime commitment as missionary Priests and Brothers in the Society of the Divine Word. Generally, candidates for the Society:

- complete undergraduate studies and personal formation at Divine Word College;
- continue in a one year spiritual training program at Divine Word Novitiate in Techny, IL, in preparation to profess vows of Poverty, Chastity and Obedience;
- and complete four to six years of postgraduate studies in Theology or other disciplines at Catholic Theological Union in Chicago, IL and/or in other study programs.

DWC is the first stage of the training process, and it has been quite successful at recruiting candidates for the Society. The SVD Recruitment (Vocations) program is a principal component of the College Admissions Department. Each year, approximately 45-50 DWC students are SVD candidates, and another 10-15 are SVD members in temporary or perpetual vows.

Most importantly, over the past five years, DWC has educated an annual average of seven young men who then entered the novitiate. This result places the Society of the Divine Word among the most successful religious congregations in the United States in terms of formation of new members. Each year, across the three programs, there are approximately 90 young men in training (initial formation) for the Society. In comparison, only 20% of religious communities of vowed life in the USA have even five members in training. The full initial formation program requires between 9 and 12 years.

A remarkable sponsor. Because of its role in training new missionaries, Divine Word College has a remarkable sponsor in the Society of the Divine Word (SVD).

The relationship between the Society and the College is much, much closer than the usual association between a faith community and a faith-based college. The Society of the Divine Word, founded in 1875 in the Netherlands, is the largest Roman Catholic Missionary Congregation, counting approximately 6000 members engaged in pastoral and educational ministries in 85 countries around the world. Divine Word College was founded by the Society, and the intellectual and practical missionary heritage of the Society guides and animates the College's understanding of missionary service. Divine Word Missionaries (SVDs), who make up approximately 30% of DWC personnel, offer their work as contributed services to the College. The Society is the principal financial backer of the school, providing approximately \$3 million per year.

Rapid and far-reaching change. Over the past ten years, Divine Word College has been quite responsive and very adaptive to changing times and conditions. The major changes include:

- Broadening the College Mission Statement to include religious women (Sisters) and lay students (2009).
- Developing programs for women religious students (2010) and lay students (2011) while reaffirming and strengthening the missionary identity of the College.
- Redrawing the organizational chart, delineating clear reporting lines and organizational structure (2012 and 2019).
- Reforming the core curriculum and establishing Institutional Learning Outcomes (2013).

- Reorganizing the faculty into three major units: the Department of Interdisciplinary Studies, the Department of Theology & Philosophy, and the Intensive English Language Institute (2014).
- Establishing the 2014-2017 Strategic Plan and follow-up procedures (2014).
- Establishing the Faculty Senate (2014).
- Reorganizing the College Administration into five units: Academic Affairs, Admissions, Formation & Student Life, and Operations, each overseen by the corresponding Vice President; and External Affairs overseen by the President (2017).
- Approving the 2018-2021 Strategic Plan and follow-up procedures (2017-2018).
- Consolidating and revising the DWC policy handbook and the student handbook (2018-2020).
- Identifying five Core Competencies to replace earlier Institutional Learning Outcomes (2019).
- Initiating a process of review of the organization of the Board of Trustees to align more closely with the reorganized College Administration (2019).

These changes were widely discussed among the Faculty, by the Board of Administration, and by the Board of Trustees. Not everyone has agreed with all of the changes, but they have proven to be largely successful and are now accepted practice.

The students. Divine Word Missionaries commit their lives to share in Jesus' mission by reaching out to faith-seekers, to people of many cultures, to the poor and marginalized, and to followers of other faith traditions. Consequently, in North America, we are deeply committed to serving among immigrants and with ethnic minorities. The students at Divine Word College come from a similar background. In August 2019, the roster of 117 students includes men and women from 21 nations. (In recent years, we have had a net increase of 8-10 students in the second semester.)

Since almost all of the students come from families with very limited means, roughly 90% of student costs are covered by scholarships and grants. Divine Word College proposes to provide the education; the students propose to give their lives in missionary service.

The average age of the student body (30.7 years) is older than most undergraduate programs; and with that, the students are very dedicated and exhibit a mature sense of purpose. Combining these students with our faculty and staff is producing some remarkable results. In the last five years, 235 students have departed from the College, (86 came to DWC for English language studies only, 136 matriculated into the undergraduate programs, and 13 were auditors/part-time).

- Of the 136 enrolled in undergraduate studies, **79.4% completed the studies they planned.**
- Of the 99 students who completed a BA/AA degree or preTheology studies, **70.7% have enrolled in graduate school.** (Five more are expected to begin graduate studies in 2020.)
- Of the 28 undergraduate students who withdrew over the past five years, we are aware of eight who continued their studies elsewhere, including two in graduate school.

What comes next? With the College in a solid position regarding educational outcomes and finances, we continue to look for ways to improve.

In 2017-2019, the development office has had two of their most successful years ever. The staff has helped build an endowment fund that could sustain the College for four to six years without additional income. The DWC development office is actively involved with the fund-raising department of the Chicago Province of the Society of the Divine Word, seeking improved procedures to sustain and increase financial support from benefactors.

The newly approved Core Competencies, Critical Thinking Acuity, Communication Effectiveness, Intercultural Competence, Social & Global Responsibility, and Missionary Discipleship, are tied closely to the DWC Mission Statement. They are solidly rooted in the missionary experience of the Society of the Divine Word, and they suggest many avenues for continued improvement. The Director of Institutional

Effectiveness and Instructional Technology, together with the Assessment Committee and the Formation Team, is working to develop more systematic ways of tracking progress toward the associated Student Learning Outcomes. Surely, this is one of the most important areas for the ongoing growth of the College. We have a long history of missionary training, and we have an excellent program at present; but we cannot simply sit back and enjoy the success. As we look to the future, we must keep asking: How can we improve? What comes next?

The assurance argument I present to you is the work faculty, staff and administration who researched and composed the responses to the various criteria. The resulting sections of the argument have been shared with the entire DWC community through the College weekly newsletter, the LOG. I believe it is an excellent summary presentation of the current state of Divine Word College, and it reflects the widely shared sentiment to continue moving forward, grasping as many opportunities as possible to help our students grow in their missionary commitment.

Rev. Thomas J. Ascherman SVD, PhD

President

Progress Report – Strategic Plan 2018-2021

October 5, 2019

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	Complete
Action Step 1.2 Define the curriculum utilizing PPF-5 requirements and existing Pre-Theology certificate programs.	VPAA and DTP Chair	negligible	●●●	Fall 2018	Complete
Action Step 1.3 Secure requisite approvals from BOA, BOT, and HLC.	VPAA and ALO	negligible	●●●	Spring 2019	Complete
Action Step 1.4 Market to the SVD and select men's religious orders.	VPAA and President	\$2,000	●●○	Spring 2019	Action Step 6.3
Action Step 1.5 Implement in Fall 2019. Requires one adjunct instructor.	VPAA and DTP Chair	\$6,000	●●●	Fall 2019	Complete
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	Initiated
Action Step 2.2 Define the curriculum according to the assessed market needs and SVD charism.	VPAA and DIS Chair	negligible	●○○	Fall 2019	Initiated
Action Step 2.3 Secure requisite approvals from BOA, BOT, and HLC.	VPAA and ALO	\$925-HLC	○○○	Spring 2020	Not Started

● = Project Initiated ●● = Significant Progress ●●● = Complete/Ongoing

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	Not Started
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	Not Started
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	Complete
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	Complete
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	Updated curriculum for Fall 2019 based on year one data.
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	Application for eligibility filed.
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	Writing Intensive Courses – Pilot Fall 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	Faculty Institute on Critical Thinking – August 2018
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	Not Started
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	Critical Thinking Scores (CCTST) Ongoing

● = Project Initiated ●● = Significant Progress ●●● = Complete/Ongoing

GOAL B – VOCATIONS AND 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 2018 Oct 2019	We now have liaisons from both the USS and USW. We need to identify new vocation directors.
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	This has been completed and is ongoing.
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	Committee formed and contracting with video production services.
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	Successful gathering took place and positively moving forward.
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	One year under way and we had 6 referrals this year.
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	Discussions continue on this and we continue to look at the possibility.
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	The Good Neighbor Scholarship has been established and advertising has begun. Looking to enroll students in Aug. 2020.
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	Program just approved. Will begin to market it.
Action Step 6.4 Develop a written recruitment plan to enroll 15 commuter students into the IELL.	VP Admissions	\$500/yr.	○○○	Aug 2020	Need to begin this effort.

● = Project Initiated ●● = Significant Progress ●●● = Complete/Ongoing

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	Working to advertise opportunities more consistently.
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	Completed. New procedure implemented.
Action Step 7.3 Evaluate co-locating all Admissions Office functions into one office location.	VP Admissions	negligible	●●●	Aug 2018	Completed.

● = Project Initiated ●● = Significant Progress ●●● = Complete/Ongoing

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	●○○	Spring 2019	The Tri-Province Formation Commission is always seeking potential and qualified formation directors for all of our different formation programs, and I will work to have this objective 8 as our priority especially for the formation program at DWCS.
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	In the last Lunar New Year and St. Bakhita celebrations, our students were actively involved.
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	●●○		More Sisters from Cameroon and Nigeria were accepted.
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	We are reaching the end.
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

● = Project Initiated ●● = Significant Progress ●●● = Complete/Ongoing

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	5-year CIP \$1,490,922	●●○	Oct 2018	Received bids for roof replacement. Getting bids for Megan Hall siding. Pool evaluation in progress, before end of 2019.
Action Step 11.2 Survey the DWC community regarding issues and concerns with the current building and grounds.	VP Operations	Negligible	●●●	Dec 2018	Discussed building and grounds with appropriate staff. Ongoing.
Action Step 11.3 Develop a policy and procedure to integrate the CIP with the annual budget.	VP Operations	negligible	●●●	May 2019	Discussed and approved process with Financial Affairs Committee and Board of Administration. Ongoing.
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	●●○	May 2018	LED project completed w/rebates and DRA grant. Working w/Mark Singsank. Ongoing.
Action Step 11.5 Create a centralized archive area and reduce the amount of stored materials that do not add value to DWC operations.	VP Operations	\$10,000	●●○	June 2019	In process of decluttering porch area. Meet with Archivist to determine needs this fall.
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, IS Director, IS Comm.	negligible	●●●	Dec 2018	Completed IS survey in March 2019. Ongoing.
Action Step 12.2 Review current state of information systems with Information Systems Director and BOA.	VP Operations, IS Director, IS Comm.	negligible	●●●	Dec 2018	Reviewed survey results with IS Committee

● = Project Initiated ●● = Significant Progress ●●● = Complete/Ongoing

Action Step 12.3 Create a 5-year Capital Improvement Plan for the IS department in collaboration with the DWC community.	VP Operations, IS Director	5-year CIP \$64,500	●●●	Jan 2019	Completed IS 5-year CIP. Ongoing. Ongoing.
Action Step 12.4 Develop a budget process that integrates the CIP into the annual budget.	VP Operations	negligible	●●●	Jan 2019	Budget process approved by Board of Administration. Ongoing.
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, Financial Affairs	negligible	●●●	Sept 2018	Board of Administration approved a budget policy & procedure. Complete.
Action Step 13.2 Streamline and codify department processes and procedures related to budget development.	VP Operations	negligible	●●●	Mar 2019	Budget procedure approved by the Board of Administration. Complete.
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	IP-ongoing with Financial Affairs Committee. Ongoing.
Action Step 13.4 Review budget policies and procedures on an annual basis to reduce waste and streamline processes.	VP Operations, Financial Affairs	negligible	●●○	Fall 2018	IP-ongoing with the Financial Affairs Committee. Annual.

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GOAL E – EXTERNAL AFFAIRS (PRESIDENT, DEVELOPMENT, PR, ALUMNI)

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	●●○	Summer 2018	We continue to validate and update the addresses and emails. Facebook has been helpful.
Action Step 14.2 Hire an Alumni Director to work closely with the DWC development office.	President	negligible contributed services	●●●	Dec 2018	Fr. Thang Hoang, SVD, is the appointed Alumni Coordinator. Complete.
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	Develop a book featuring 40 personal stories and photos of alumni to be distributed at the Alumni Gathering on Labor Day 2020.
Action Step 14.4 Prepare our current students for future participation in the Alumni Association.	DWC Alumni Coordinator		●●○	Spring 2019	Students before graduation are individually invited to be a part of the alumni association. This year they will be introduced in the alumni gathering of the Midwest region here at DWC on May 4. Ongoing.
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	Still in discussion. Prepare for Alumni Reunion 2020.
Action Step 14.6 Host another general reunion of alumni at Divine Word College.	DWC Alumni Coordinator		●●○	September 2020	We are preparing for the 2020 reunion by contacting and connecting with the alumni

● = Project Initiated ●● = Significant Progress ●●● = Complete/Ongoing

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	●●○	Aug 2018	Program launched Jan. 22, 2019 at Presidential Forum. Presented description and rationale for the program. Was well received by faculty and staff. Several questions submitted to use for on-going education. "Did You Know" is featured on the PR monitor and in The LOG. Ongoing.
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	Faculty and staff members received a fact card at the Presidential Forum in January 2019. Faculty and staff were encouraged to use the data to accurately answer questions from friends and family. A new fact card will be developed and distributed at the beginning of each semester. Ongoing.
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	Invite needs to be formalized. Will seek input from Trustee Development Committee.
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	Approach new hires in Fall 2019. Begin to meet this fall.
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	Included in liturgical aids for Matthew 25, Lunar New Year, Peace Vespers. Ongoing.
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	Included a request for volunteer ESL tutors and host families in the Feb. issue of Epworth's <i>Voice of Progress</i> publication.

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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	No activity.
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	Frequent groups in 2019 – Worldwide Marriage Encounter, Catholic Daughters of America, Arch. of Dubuque Priests Convocation. Ongoing.
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	●○○	June 2018	Produced only 3-4-Cost effective? Formation poster sent to all SVD parishes with greater success.
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	Having some difficulties with PayPal – not possible on Facebook but okay on Website.
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	●●●	May 2018	Have segmented the first two appeals this way. Ongoing.
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	●●●	May 2018	Ongoing.
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	Ongoing.
Action Step 18.2 Seek help from the Province Development Committee Executive Director to improve the number of major gifts.	Development Director		●●●	Summer 2018	Ongoing.
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	Opened Dropbox account to deposit stories and photos.
Action Step 18.4 Minimize duplicates of benefactors' information.	Development Director	negligible	●●○	Fall 2019	Went active 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	New effort at developing DWC magazine/annual report.

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Drug-Free School and Campuses Regulations Report

Name of Report: Annual Drug-Free School and Campuses Regulations Report
Required by: Institute of Higher Education (IHE)
Office Responsible: Dean of Students
Date Due: October 15
How often submitted: Annually
Date presented to Students: January 10 and August 16, 2019 at orientation for all students
Date Published in *The Log*: October 8th, 2019

Standard of Conduct

Divine Word College (DWC) is a Catholic educational institution oriented toward religious life and ministry. DWC is a drug free workplace and college. Students enrolling in DWC assume an obligation to behave in a manner compatible with the College's function as a Catholic educational institution.

No employee or student shall unlawfully manufacture, distribute, dispense, possess or use any narcotic drug, hallucinogenic drug, amphetamine, barbiturate, marijuana, or any other controlled substance, as defined in schedules "I" through "V" of Section 202 of the "Controlled Substances Act (21 U.S.C. 812).

Workplace is defined to mean the site for the performance of work including any college building or any college premises; any college owned vehicle used to transport students to and from college or college-sponsored or College approved activity, event or function, such as a field trip or athletic event where students are under the jurisdiction of the College. (Student Handbook #917)

Sanctions

The College recognizes that students are adults and are expected to obey the law and take personal responsibility for their conduct; however, students will be disciplined if their use of alcohol creates a public disturbance, danger to themselves and/or others, or property damage.

All students are to obey the laws of the State of Iowa and the regulations of the College concerning the use and/or possession of alcohol, prescription or non-prescription drugs, and illegal drugs. The legislation reads in part: "A person shall not sell, give, or otherwise supply alcoholic liquor, wine or beer to any person knowingly or having reasonable cause to believe him to be under the age of eighteen, and a person or persons under the age of eighteen shall not purchase or attempt to purchase, or individually or jointly have alcoholic liquor, wine or beer in their possession or control; except in the case of liquor, wine or beer given or dispensed to a person under the age of eighteen within a private home and with the knowledge, presence, and consent of the parent or guardian for beverage or medicinal purposes or as administered to him by either a physician or dentist for medicinal purposes or and except to the extent that a person under the age of eighteen may handle alcoholic beverages and beer during the regular course of

the person's employment by a liquor control licensee, or wine or beer permittee under this chapter." (Code of Iowa, Section 123.47) (Student Handbook #190 1.1)

In accord with the Iowa Code, students of the legal age (21 years of age and older) may drink alcoholic beverages. To sell or give or otherwise provide a person under the legal age with alcoholic beverages is prohibited. (Student Handbook #190 1.2)

The consumption of alcoholic beverages is limited to the recreation area: Pourhouse, student lounge, TV rooms, Arkfeld House lounge, Megan Hall lounge and TV room. (Student Handbook #190 1.4)

Using or storing alcohol in student dorms is not permitted. Alcohol is not permitted in the kitchen or dining room except during special events when permission has been granted by the Dean of Students (Student Handbook 390.6.). Alcohol is to be kept in the Dean's Offices or in the Pourhouse. (Student Handbook #190 1.5)

Alcohol is not permitted in any other areas unless permission is granted by the Dean of Students. (Student Handbook #190 1.6)

The use of alcoholic beverages does not excuse one from respect towards others, towards the property of others, or towards a general atmosphere of quiet in the dorms. (Student Handbook #190 1.8)

The preceding guidelines are to be considered an integral part of formation for a mature Christian and for someone considering the religious, missionary vocation. They are intended to encourage both responsible enjoyment of alcohol and a gradual self-mastery as well. (Student Handbook #190 1.9)

The College does not allow student drivers to drink alcohol or use illegal drugs and drive College cars. The College may conduct random drug/alcohol tests if a student appears to be under the influence of any kind of drug. (Student Handbook #530.5)

Health Risks Associated with Alcohol and Other Drugs (AOD) Abuse

Drugs are chemicals that affect the body and brain. Different drugs can have different effects. Drugs can change how the brain works and interfere with a person's ability to make choices, leading to intense cravings and compulsive drug use. Consequently, this behavior can turn into a substance dependency, or drug addiction. The risks of drug use can range from changes in appetite, wakefulness, heart rate, blood pressure, heart attack, stroke, psychosis, overdose, mental illness, heart or lung disease, cancer, and even death.

Prevention Programs

The Religious Formation Program offered a curriculum throughout the academic year which includes certain topics on the prevention of AOD, namely, Introduction to Addiction, Alcohol, and Drug Addiction. On February 13, 2019 a presentation on "Drug & Alcohol Prevention" by

Mr. Erik Anderson, LMHC, CADC was presented to all students and College community at Dean's Forum. Mr. Anderson works at Mercy Turning Point Treatment Center.

Besides the curriculum of the Religious Formation Program, the Counseling Center can assist with AOD counseling for students and employees and can make referral as needed. There also are other programs available nearby and nationwide. A number of resources are listed below.

Campus Resource

DWC Counseling Center
Room 220
Phone (563) 876-3353 Ext 270

Off-Campus Resource

Turning Point Treatment Center
250 Mercy Drive Dubuque, IA 52001
Phone: (563) 589-8925

National Institute on Drug Abuse
1-800-662-HELP

Substance Abuse Services Center
799 Main Street
Dubuque, IA 52001
Phone: (563) 582-3784

National Council on Alcoholism
1-800-622-2255

Disciplinary Sanctions for Violations of the Standards of Conduct

Violation of the Student Handbook #190 will be dealt with strictly. Such violations will result in the confiscation of the alcoholic beverage and may result in the revocation, for a specific period, of the student's privilege regarding drinking. It may also result in disciplinary probation. If such violations continue, the student will be brought before the Formation Committee. (Student Handbook 190.1.7)

DUI Policy A student arrested for DUI (Driving Under the Influence) is ordinarily subject to immediate dismissal from the College. A student may appeal a dismissal decision to the Formation Appeals Committee if there are mitigating circumstances warranting consideration. The decision to consider an appeal rests with the Formation Committee. (Student Handbook 190.2)

Drugs The policy of the College in regard to drugs is that anyone possessing and/or using illegal drugs is subject to immediate dismissal by the Dean of Students. (Student Handbook 190.3)

(Reviewed and approved by the Board of Administration, October 2, 2019)

DIVINE WORD COLLEGE
CAMPUS SAFETY AND SECURITY REPORT

October 1, 2019

Divine Word College publishes the following annual security report as required by the Crime Awareness and Campus Security Act of 1990 Section-204-Disclosure of Campus Crime Statistics.

This report presents statistics concerning the occurrence of the following criminal offenses on campus and on-campus student housing facilities reported to campus security authority or local police agencies for the past three calendar years ending December 31, 2018:

	2016	2017	2018
Murder/Non-negligent manslaughter	0	0	0
Negligent manslaughter	0	0	0
Sex offenses - Forcible	0	0	0
Rape	0	0	0
Fondling	0	0	0
Sex offenses - Non-forcible	0	0	0
Incest	0	0	0
Statutory rape	0	0	0
Robbery	0	0	0
Aggravated assault	0	0	0
Burglary	0	0	0
Motor vehicle theft	0	0	0
Arson	0	0	0
Domestic violence	0	0	0
Dating violence	0	0	0
Stalking	0	0	0
Weapons: carrying, possessing, etc.	0	0	0
Drug abuse violations	0	0	0
Liquor law violations	0	0	0
Unfounded crimes	0	0	0
FIRES	0	0	0
Megan Hall-102 Jacoby Drive SW	0	0	0
Leonard House-309 First Street SW	0	0	0
Arkfeld House-204 South Center Avenue	0	0	0
Main Campus-102 Jacoby Drive SW	0	0	0

You can access the most recent statistics for Divine Word College reported to the Department of Education at <http://ope.ed.gov/security/index.aspx>.