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## THE PRESIDENT

Fr. Tom Ascheman, SVD

### The Trustees are Coming!

Twice each year the DWC Board of Trustees gathers for a meeting at the College. I am always happy to see them come for a visit. Chris Jackson, my Executive Secretary, says that this time she is “excited” to see them all again. We certainly do have a lot to look forward to this weekend.



**What is a trustee?** You may notice the word “trust” in the title of those who come to visit. Trustees are *trusted friends*. They have deep interest in the mission of Divine Word College, and want to help us be an excellent school for mission. They are *governors of the college* and are involved in some major decisions each year. For instance, they vote whether the graduates will earn their hoped for degree! They look after the overall well-being of the College, including such matters as financial health, academic programs, formation, student life and public image. We place our trust in them, and they put a great amount of encouragement and trust in us!

**Who are they?** There are currently 22 trustees, and 2 new trustees are likely to be added to the group this weekend. They bring with them a wealth of experience! Six of the trustees are SVD members, including the provincials of the Chicago and Southern Province. Three are women religious. Ten trustees have worked as instructors and administrators in other colleges and universities. Seven have worked in finance and business management. Five have experience in health care and counseling.

They come from near and far; Wisconsin, Kansas, Illinois, Missouri, California, Ohio, Washington DC, New York, Mississippi and Ontario. Of course there is also a big group from Iowa. There are priests and sisters (I’m still looking for a brother), married people and single folk, men and women. They bring great diversity of background, experience and skill they are glad to share with us here at the College.

**What do they do?** The most important thing for Trustees is to keep a focus on the big picture of the College and our world. That is what helps to guide the College in fulfilling our mission. We open every general meeting with a prayer and a recitation of the mission statement. That helps set the tone for all of the subsequent discussions. At every meeting we review the DWC Strategic Plan. The strategic plan is a set of goals that we spell out for each three year period. Last year a new plan was approved after wide consultations. Do you want to know how we are doing on it? Check out the updated scorecard attached to this issue of the DWC LOG. The Trustees will be studying it along with you.

The meeting this weekend will be studying the most recent version of the Assurance Argument for a renewal of the accreditation of the College by the Higher Learning Commission. It's eighty pages long! Have you read it? We have been working on the document since last September. Soon it will be available to everyone.

In the midst of a lot of busyness, meetings, reports, papers, tests, celebrations, etc., a prayer comes to mind: "It helps now and then to step back and take the long view..." That's what the trustees will help us to do this weekend. Everyone is welcome to join in the reception for the Trustees on Friday afternoon. Please trust them enough to come and say "Hi," and "Welcome," and "Thanks." If you have time, please offer a prayer for us this weekend.

## Prophets of a Future Not our Own

**Bp. Ken Untener, 1979**

It helps, now and then, to step back and take a long view.  
The kingdom is not only beyond our efforts,  
It is even beyond our vision.

We accomplish in our lifetime only a tiny fraction  
Of the magnificent enterprise that is God's work.  
Nothing we do is complete, which is a way of saying  
That the Kingdom always lies beyond us.

No statement says all that could be said.  
No prayer fully expresses our faith.  
No confession brings perfection.  
No pastoral visit brings wholeness.  
No program accomplishes the Church's mission.  
No set of goals and objectives includes everything.

This is what we are about.  
We plant the seeds that one day will grow.  
We water seeds already planted, knowing that they hold future promise.  
We lay foundations that will need further development.  
We provide yeast that produces far beyond our capabilities.  
We cannot do everything, and there is a sense of liberation in realizing that.

This enables us to do something, and to do it very well.  
It may be incomplete, but it is a beginning, a step along the way,  
An opportunity for the Lord's grace to enter and do the rest.

We may never see the end results, but that is the difference  
Between the master builder and the worker.  
We are workers, not master builders; ministers, not messiahs.  
We are prophets of a future not our own.





## VICE PRESIDENT FOR ACADEMIC AFFAIRS

Dr. Joshua Young

### Accreditation to be Focus of Trustees Meeting

As the academic year progresses, we draw closer to a significant moment in the life of our institution, the upcoming meeting of our esteemed Board of Trustees. This gathering provides a vital opportunity for reflection, assessment, and collaborative planning as we continue to advance our mission of fostering faith, knowledge, and service in the spirit of Catholic missionary work. Importantly, the Board of Trustees will be voting on graduates and on faculty promotions, however, Trustees will also review the Higher Learning Commission Assurance Argument before it is finalized and submitted to the HLC visitation team.



The Executive Board has proposed that members meet in mixed, small groups in the morning allowing for greater collaboration across the Board's operating committees and for Board members to meet and interact with other Administration members. In the afternoon, Board members will engage in a SWOT analysis of the Assurance Argument draft and suggest revisions before final submission. Their involvement is critical in the accreditation visit preparation. The Board of Trustees plays an indispensable role in guiding our college, and their wisdom and commitment are deeply appreciated. As we prepare for their visit, let us continue to uphold the values that define us and to work together with dedication and purpose. Your contributions, both big and small, are what make our community so special and so effective in fulfilling our unique mission.

 Dr. Yasmin Rioux

# Assessment Bites

## Spring and Fall Assessments

### Spring 2025 (to be assessed in Fall 2025):

- CORE 4 Social & Global Responsibility (Catholic Social Teaching)
- ICS – BA – 4 (ICS 111 Intercultural Communication);
- PHI – BA – 1 (PHI 499 Philosophy Capstone)
- PHI – BA – 2 (PHI 499 Philosophy Capstone)
- PHI – BA – 3 (PHI 499 Philosophy Capstone)

### Fall 2025 (to be assessed in Spring 2026):

- CORE 5 Missionary Discipleship (THM 212 New Testament)
- CF-PTH-3 (PHI 445 Metaphysics Research Paper)



## VICE PRESIDENT FOR FORMATION/DEAN OF STUDENTS

Fr. Tuan Hoang, SVD



### Religious Brother's Day

On Thursday, May 1, 2025, we will join the Catholic Church celebrating Religious Brother's Day. Religious brothers have been a vital part of the Catholic Church with their various ministries as they work hard to be examples and living witnesses to the Gospel. At Divine Word College, we have experienced this through the works and prayers of our SVD brothers, as well as the faith and dedication of our religious brothers who are studying at the college.

On this day, we join the Church to celebrate and give thanks for their lives, especially our SVD brothers in the Epworth community – Br. Don Champagne, SVD, Br. Mike Decker, SVD, Br. Larry Keiffer, SVD, Br. Anthony Kreinus, SVD, and Br. Brian McLauchlin, SVD. We will celebrate Religious Brother's day with a large community mass at 8:00 am, and during mass, Brother Ron Fratzke, SVD, a missionary in Thailand, will share through video his life and mission as a Divine Word Missionary. Let us show our prayers and appreciation to our brothers.

### Board of Trustees

This weekend from Friday, May 2, 2025, to Saturday, May 3, 2025, members of the Board of Trustees will meet at Divine Word College for their bi-annual meeting. The Board of Trustees are an elected group of people who have the overall responsibility for the management of Divine Word College. They will be here for the end of the year meeting. I ask you to keep them in your prayers at this meeting, and please welcome them when you see them around.

A social will be held for the Divine Word College community on Friday from 5:00 pm to 6:00 pm in the dining room. This is an opportunity for the community to meet and have a chat with the members of the Board of Trustees. All are invited to join the social.

### Student Piano Recital

On Tuesday, May 6, 2025, there will be a Student Piano Recital at 1:00 pm. At the recital, students will be showing off their musical talents. They have been practicing throughout the semester for their recital. If you have time, please come to the gym after lunch and offer your support.



# Matthew Jacoby Library

[opac.dwci.edu](http://opac.dwci.edu)

## Research Databases and Open Access Content

Expand your research toolkit by using free-to-use databases that contain open access content. If you check the library's [Online Public Access Catalog \(OPAC\)](#) frequently, you may have noticed that there are a few more research databases listed. These databases are free to use and contain both open access and paid access sources. In addition to JSTOR, Project Muse, EBSCO, and Google Scholar, try these research databases:

- **Open Alex:** OpenAlex is a *free and open academic database* that indexes **250 million** scholarly works from 250k sources, with extra coverage of humanities, non-English languages, and the Global South. *Open Alex was launched in 2022* by OurResearch, a nonprofit dedicated to making research *open*. Try Open Alex: <https://openalex.org/>
- **Semantic Scholar:** Semantic Scholar is a *free, AI-powered research tool* for scientific literature that contains over 200 million academic papers. Semantic Scholar is similar to Google Scholar, but there are major differences. [Google Scholar](#) is a broad, general academic search engine while Semantic Scholar is an AI-powered tool focused on providing more relevant and in-depth insights into academic research. Like Open Alex, Semantic Scholar was launched by a non-profit. The Allen Institute for AI (abbreviated AI2) was founded by late Microsoft co-founder and philanthropist Paul Allen in 2014. Semantic Scholar was released a year later. Try Semantic Scholar: <https://www.semanticscholar.org/>
- **Open Access Digital Theological Library:** The Open Access Digital Theological Library (OADTL) contains over 1 million books and 52 million articles in religious studies that are fully open access (no paywalls!). The original DTL was launched in 2016 by a nonprofit company. Try OADTL: <https://libguides.thedtl.org/oadt/home>
- **PhilPapers:** PhilPapers is a comprehensive index and bibliography database that is maintained by the academic philosophy community. If you are looking for full text papers, PhilPapers also hosts **PhilArchives**, which is the largest open access e-print archive in philosophy. Try PhilPapers: <https://philpapers.org/> and PhilArchives: <https://philarchive.org/>

## What is Open Access?

**Open access (OA)** is a set of principles and practices through which research outputs like journal articles are distributed online, free of cost or other access barriers.

A **paywall** restricts access to scholarly content by requiring a user to have an institutional log in or purchase the content. If you run into a paywall, submit an Interlibrary Loan Request Form on the [library website](#). Article requests are typically filled within 48 hours. Book requests typically take between 1-2 weeks due to processing time and shipping speeds.



# Strategic Plan Scorecard 2024-2027

April 2025

3.2

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)

<b>GOAL A – ACADEMIC AFFAIRS</b>					
<b>Formulate and execute data-driven recommendations to measurably boost student skill achievement of two Core Competencies: Communication Effectiveness and Social &amp; Global Responsibility</b>					
<b>Objective 1. Implement data-driven recommendations from the Institutional Assessment Committee for continual curricular improvements.</b>	<b>Responsible</b>	<b>Budget</b>	<b>Progress</b>	<b>Target Date</b>	<b>Notes</b>
<b>Action Step 1.1</b> Academic departments collect assessment data on all Core Competencies (CCs) and Program Learning Outcomes (PLOs) according to the Assessment Plan schedule.	Departmental faculty & Dir. for Institutional Effectiveness	\$1,500 annually	●○○	Every semester	Progress made
<b>Action Step 1.2</b> Institutional Assessment Committee analyzes student achievement of all Core Competencies (CCs) and Program Learning Outcomes (PLOs) according to the Assessment Plan schedule.	Institutional Assessment Committee & VPAA	\$9,000 annually	●○○	Every semester	Progress made
<b>Action Step 1.3</b> Publish an Annual Assessment Report identifying trends and recommending data-driven curricular changes for approval and implementation	Faculty Senate, Dir. for Institutional Effectiveness & VPAA	N/A	●○○	Annually	Progress made

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

<b>Objective 2. Strengthen academic writing and research skills.</b>	<b>Responsible</b>	<b>Budget</b>	<b>Progress</b>	<b>Target Date</b>	<b>Notes</b>
<b>Action Step 2.1</b> Implement two new Core Curriculum courses: Narration & Description (ENG 150) and Argument & Research (ENG 200).	Departmental faculty	N/A	●●●	Every semester	Complete
<b>Action Step 2.2</b> Implement Advanced Writing & Research (ENG 250) as a graduation requirement for all new students starting Fall 2024 Semester.	Departmental faculty, Registrar	N/A	●●●	Every semester	Complete
<b>Action Step 2.3</b> Publish student achievement data on Communication Effectiveness (written) in the Annual Assessment Report, with specific data-driven recommendations for curricular improvements in ENG 150, 200, 250 where indicated.	Institutional Assessment Committee	N/A	○○○	Every semester	The Courses aren't assessed again until 2027
<b>Objective 3. Advance commitment to Social &amp; Global Responsibility grounded in Catholic Social Teaching.</b>	<b>Responsible</b>	<b>Budget</b>	<b>Progress</b>	<b>Target Date</b>	<b>Notes</b>
<b>Action Step 3.1</b> Implement new Core Curriculum course: Catholic Social Teaching— Fundamental Principles (THM 277).	Departmental faculty	N/A	●●●	Every semester	Complete
<b>Action Step 3.2</b> Assess student knowledge of Catholic Social Teaching principles via embedded signature assignments according to approved rubrics.	Departmental faculty, trained evaluators	N/A	●○○	Every semester	Progress made
<b>Action Step 3.3</b> Publish student achievement data on Social & Global Responsibility in the Annual Assessment Report, with specific data-driven recommendations for curricular improvements in THM 277 where indicated.	Institutional Assessment Committee	N/A	○○○	Every semester	No Change

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<b>GOAL B – ADMISSIONS &amp; VOCATIONS-Achieve and maintain a total enrollment of 125 students (75 in the undergraduate program and 50 in the IELI). Include at least 40 students in formation for the SVD and SSpS, along with Arnoldus Family members in perpetual vows.</b>					
<b>Objective 4. Admit eight SVD candidates per year from the three USA SVD Provinces.</b>	<b>Responsible</b>	<b>Budget</b>	<b>Progress</b>	<b>Target Date</b>	<b>Notes</b>
<b>Action Step 4.1</b> Vocation Directors to visit 50 parishes a year for vocation promotion.	VP for Admissions	\$15,000	●○○	May 2026	July-Dec: 46 parish visits in 32 different parishes/28 cities/14 States. 17 college/university visits at 6 different campuses.
<b>Action Step 4.2</b> Participate in 20 promotion programs around the country each year.	VP for Admissions	\$25,000	●○○	May 2026	July-Dec 2024: 15 promotion events in 10 States
<b>Action Step 4.3</b> To increase candidate referrals, host campus visits at DWC for SVDs from the three USA provinces each semester	VP for Admissions	\$6,000	●○○	May 2027	Hosted 2 SVDs in Nov. 2024 from USS
<b>Action Step 4.4</b> Host two St. Arnold Dinners each year at SVD Parishes – one each semester.	VP for Admissions	\$1,500	●○○	May 2027	Hosted 1 <sup>st</sup> dinner with voc. dir. In Feb. 2025, but a parish hosted two others in Fall 2024
<b>Action Step 4.5</b> Host an annual online program for SVDs in parishes focused on ways to promote Arnoldus Family vocations.	VP for Admissions	Negligible	○○○	May 2025	
<b>Action Step 4.6</b> Collaborate with the SSpS to host in-person or online retreat experiences focused on discernment.	VP for Admissions	Negligible	○○○	May 2026	
<b>Action Step 4.7</b> Invite current men in formation to help in vocation promotion activities once a semester – allowing potential candidates to meet current men in formation.	VP for Admissions	\$5,000	●○○	May 2026	DWC students help host Come and See visitors/several students helped at Marian Days/one in temp. vows gave a vocation talk to a youth group/several helped during online discernment program.
<b>Objective 5. Collaborate with other SVD provinces to admit 5 SVDs in temporary vows and/or pre-novitiate candidates per year</b>	<b>Responsible</b>	<b>Budget</b>	<b>Progress</b>	<b>Target Date</b>	<b>Notes</b>
<b>Action Step 5.1</b> With the help of the USC provincial superior, identify possible collaborative provinces.	VP for Admissions	About \$23,000 for each scholarship student	●○○	May 2027	USC Provincial working on continued collaboration with VIE province – 2 more students coming in Aug. 2025.
<b>Action Step 5.2</b> Contact provincials with an offer to collaborate and facilitate the admission process.	VP for Admissions	Negligible	○○○	May 2027	

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Objective 6. Strengthen our collaboration with our College partners to grow current enrollment by 15 non-SVD candidate students.	Responsible	Budget	Progress	Target date	Notes
<b>Action Step 6.1</b> Collaborate with SVD and SSps provinces around the world to refer SVD and SSps students to DWC for ESL and undergraduate studies.	VP for Admissions	About \$23,000 for each scholarship student	●○○	May 2027	New SVDs planned from AFRAM Zone, 3 from Indonesia/1 SSps sister from Poland
<b>Action Step 6.2</b> Leverage the College's scholarship programs to increase enrollment of religious sister, male religious, other seminarians and lay students in both the ESL and undergraduate programs.	VP for Admissions	About \$23,000 for each scholarship student	●○○	May 2027	Several recent referrals from China, Zimbabwe, and Rwanda for scholarships. Paying students from S. Korea and Owensboro Diocese in Kentucky.

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**GOAL C – FORMATION AND STUDENT LIFE-Articulate the Formation and Student Life Program, aligning it with the institutional core competencies and the five facets of the missionary formation program.**

Objective 7. Implement data-driven recommendations from the Institutional Assessment Committee for formation and student life improvements.	Responsible	Budget	Progress	Target date	Notes
<b>Action Step 7.1</b> Initiate a comprehensive formation group survey among three groups of students (Freshmen, Juniors, and Seniors) at the conclusion of each formation year.	VP for Formation	negligible	●●○	Spring 2024	Currently we are working on the revision for the Formation Assessment Survey. Hopefully the revision will be completed in April 2025.  Assessment Survey is complete and will be launched beginning April 22, 2025 (Updated – April 17, 2025).
<b>Action Step 7.2</b> Collaborate closely with the Institutional Assessment Committee to facilitate a seamless flow of feedback, insights, and recommendations for program improvements.	VP for Formation	negligible	○○○	Fall 2025	
<b>Action Step 7.3</b> Analyze and identify key areas for improvement and develop concrete action plans to meet the diverse needs of the student body.	VP for Formation	negligible	○○○	Fall 2025	
Objective 8. Revise and implement the formation program for religious men and women in temporary vows.	Responsible	Budget	Progress	Target date	Notes
<b>Action Step 8.1.</b> Establish subcommittees to work on each facet of the formation program.	VP for Formation	negligible	●○○	Fall 2025	Subcommittees are currently looking over the previous formation program for the women’s temporary vows to see if there are any changes needed.
<b>Action Step 8.2</b> Conduct a thorough review of the existing program descriptions and objectives to support their growth and respective charisms.	VP for Formation	negligible	●○○	Spring 2025	In progress
<b>Action Step 8.3</b> Develop a dynamic four-year cycle curriculum that includes relevant and applicable topics to support their own charism objectives and address their respective needs and circumstances.	VP for Formation	negligible	●○○	Spring 2025	In progress
<b>Action Step 8.4</b> Develop an assessment tool to evaluate and measure the growth and development of religious members in temporary vows.	VP for Formation	negligible	○○○	Spring 2025	

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<b>Objective 9. Conduct a thorough review and evaluation of the spiritual formation facet of the religious formation program to enrich the spiritual lives of our DWC students.</b>	<b>Responsible</b>	<b>Budget</b>	<b>Progress</b>	<b>Target date</b>	<b>Notes</b>
<b>Action Step 9.1</b> Form an Ad Hoc Committee to create a data-driven survey to assess all the liturgical activities of the formation program.	VP for Formation	negligible	○○○	Fall 2026	Not started
<b>Action Step 9.2</b> Conduct an external review of the spiritual formation facet to assess its structure, content, and impact on student spiritual life	VP for Formation	\$5000 expenses	○○○	Fall 2026	
<b>Action Step 9.3</b> Analyze feedback from the external review report to identify key recommendations for program improvements.	VP for Formation	negligible	○○○	Fall 2026	
<b>Action Step 9.4</b> Implement recommended changes to enhance the student spiritual life at DWC.	VP for Formation	negligible	○○○	Fall 2026	
<b>Objective 10. Articulate the core principles of missionary discipleship to enhance students' ministry skills, helping them to use their gifts, abilities, and learning for effective missionary services.</b>					
<b>Action step 10.1:</b> Schedule a ministry workshop session at the beginning of each semester to deepen students' understanding of missionary identity, spirituality, and the skills necessary for effective missionary services both within the community and at specific ministry sites.	VP for Formation	negligible	●●●	Spring 2027	Ministry Coordinator gives workshop to students in ministry practicum each semester.
<b>Action step 10.2:</b> Create simple and clear guidelines for students to write an incident report that thoughtfully reflects their ministry experiences through the lens of Sacred Scripture.	VP for Formation	negligible	●●○	Spring 2027	We have the guidelines. Looking it over to see if there are any revisions needed  Formation team plans to give a formation conference in the formation year 2025-2026 to give students a better understanding of how to do Theological Reflection. (Updated – April 17, 2025).
<b>Action step 10.3:</b> Design and execute a comprehensive evaluation survey to assess the overall effectiveness of the ministry program at the conclusion of each formation year.	VP for Formation	negligible	●●○	Spring 2027	Complete revised ministry survey, with the approval of IAC (Updated – April 17, 2025).

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**GOAL D – OPERATIONS & PLANNING-Provide high-quality facilities, employees and services in a cost-effective manner, while maintaining a commitment to environmental sustainability.**

<b>Objective 11: Utilize the 2023 Facilities Study as a guideline for improving the college facilities.</b>	<b>Responsible</b>	<b>Budget</b>	<b>Progress</b>	<b>Target date</b>	<b>Notes</b>
<b>Action Step 11.1:</b> Create a project priority list from the Facilities Plan with input from the Maintenance Department.	VP Operations and Maintenance Director	Negligible	●●○	July 2024	Have project list from Randy. Will share with Planning Committee. Will share list at May '25 meeting.
<b>Action Step 11.2:</b> Collaborate with the Board of Trustees Planning and Operations Committee to determine list of actionable projects on an annual basis.	VP Operations and Planning and Operations Committee	Negligible	●○○	Annually in May or October	Review projects with Planning Committee in May of 2025
<b>Action Step 11.3:</b> Ensure priorities are communicated to the Financial Affairs Committee and Board of Administration on an annual basis.	VP Operations	Negligible	●○○	Annually	Meet with Fin. Affairs in Feb. of 2025.
<b>Objective 12: Create a capital improvement plan and annual budget that reflects and incorporates needs identified in the Facilities Study</b>	<b>Responsible</b>	<b>Budget</b>	<b>Progress</b>	<b>Target date</b>	<b>Notes</b>
<b>Action Step 12.1:</b> Create a Capital Improvement Plan with input from the Business Director and Planning and Operations Committee.	VP Operations and Business Office Director	Negligible	●○○	May 2024 and annually thereafter	Discuss/review at Feb. 2025 meeting.
<b>Action Step 12.2:</b> Review and update the CIP annually as part of the budget planning process.	VP Operations	Negligible	●○○	May 2024 and annually thereafter	Reviewing CIP at Fin. Affairs meeting in February 2025
<b>Objective 13: Develop an employee transitioning plan that identifies needs and ensures continuity of college operations.</b>	<b>Responsible</b>	<b>Budget</b>	<b>Progress</b>	<b>Target date</b>	<b>Notes</b>
<b>Action Step 13.1:</b> Identify and maintain a list of employees who are nearing retirement or planning to transition away from Divine Word College.	VP Operations	negligible	●○○	Annually prior to budget	Created a list of employees who are nearing retirement. We have two retirements in 2025. I am researching retirement education for employees.
<b>Action Step 13.2:</b> Identify and write procedures for critical tasks that the employee performs.	VP Operations and Board of Administration	negligible	●○○	Annually prior to budget	Pres. Secretary created a central repository for procedures. Started as of Feb. 2025

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

<b>Action Step 13.3:</b> Add critical procedures to the Policy Handbook and revise as necessary.	VP Operations and Board of Administration	negligible	●○○	December 2025 and annually thereafter	Preparing and gathering has started.
<b>Objective 14: Identify all contracted services and develop a plan to ensure the college is receiving the best competitive pricing available.</b>	<b>Responsible</b>	<b>Budget</b>	<b>Progress</b>	<b>Target Date</b>	<b>Notes</b>
<b>Action Step 14.1:</b> Create a master list of all outsourced/contracted companies with input from the Business Office.	VP Operations and Business Off. personnel	negligible	●○○	January 2025	Requesting employees to provide this information.
<b>Action Step 14.2:</b> Determine what outsourced/contracted companies require a competitive bid.	VP Operations	negligible	●○○	July 2025	Need more information. Looking for bids on Health insurance in summer of '25
<b>Action Step 14.3:</b> Create a contract review schedule to ensure contracts are being reviewed and vetted in a timely manner.	VP Operations	negligible	○○○	July 2025	Not started.
<b>Objective 15: Research and develop a plan to reduce the college's overall energy consumption and carbon footprint.</b>	<b>Responsible</b>	<b>Budget</b>	<b>Progress</b>	<b>Target Date</b>	
<b>Action Step 15.1:</b> Determine the annual energy consumption of the entire college.	VP Operations	Negligible	●○○	January 2025 and annually thereafter	Gathered initial data and will share with Planning Committee.
<b>Action Step 15.2:</b> Research and identify areas where we can reduce energy consumption.	VP Operations	Negligible	●○○	May 2025	Boiler efficiency is being reviewed, Feb. 2025. Others include air handlers, dampeners, heating system/A/C components
<b>Action Step 15.3:</b> Identify tools and technology to reduce energy and resource consumption.	VP Operations	Negligible	●○○	July 2026	Solar Power, was reviewed with Eagle Point Solar. Concerned we will lose the EV credit if we move forward.
<b>Action Step 15.4:</b> Create a plan that includes students and JPIC in the planning and implementation of green initiatives.	VP Operations	Negligible	○○○	October 2025	Not started.

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**GOAL E – External Affairs – Cultivate new and existing friendships to invite, welcome, and encourage participation in missionary service.**

Objective 16: Use the college itself, its exhibits, events and people to present the missionary outreach of the Church and the mission of DWC.	Responsible	Budget	Progress	Target date	Notes
<b>Action Step 16.1:</b> Develop and install displays to highlight the five Missionary Skills (DWC Core Competencies): Critical Thinking, Communication Effectiveness, Intercultural Competence, Social & Global Responsibility, and Missionary Discipleship; and to highlight the SVD Dialogue Partners in Mission: Faith seekers, Poor and marginalized, People of other cultures and Followers of different faith traditions.	PR Director	\$12,000	●○○	September 2025	Temporary displays in place while planning for more permanent display is underway.
<b>Action Step 16.2:</b> General review and updating of other exhibits: Scholarship/Awards, Alumni Pictures, Development Gifts, Gallery, Matthew 25 and Donaghey Award winners, Dining Room and Hallway Monitor.	PR Director	\$24,000	●○○	May 2027	Design concept underway for scholarship and award display. Gallery exhibits scheduled for six months. Monitor to replace individual photos of Matthew 25 Awards recipients.
Objective 17: Invite and welcome more people, especially local people, to the College for mission related events	Responsible	Budget	Progress	Target date	Notes
<b>Action Step 17.1:</b> Provide regular information about College events and activities through local advertising and parish announcements to increase and strengthen awareness of DWC with people in our immediate area.	PR Director	Negligible	●○○	Ongoing	Promotion continues. Catholic Daughters of America tour. Archdiocesan Priest Convocation June 2025.
<b>Action Step 17.2:</b> Prepare and distribute "welcome to DWC" materials for visitors and groups who come to the college (ACCW, Worldwide Marriage Encounter, Archdiocesan Priest Convocation, Serra Club, piano recitals, etc.).	PR Director	\$5,000	●●●	Jan 2025	Customizable packet developed and in use with visiting groups. Materials have been well received.
<b>Action Step 17.3:</b> Organize opportunities for our neighbors to meet, interact and form friendships with members of the DWC Community. Encourage our students to share their stories of God's call.	PR Director & VP for Formation	Negligible	●○○	Ongoing	Students are encouraged to sit with guests at college events such as Donor Appreciation and Donaghey Award celebration.
<b>Action Step 17.4:</b> Promote and encourage people to take advantage of the education opportunities at DWC. For example, the Good Neighbor Scholarship, classes for non-traditional students, etc.	VP for Admissions	TBD	●○○	Sept 2025	Informational materials included in Welcome Packet, staff making an effort to share program details when meeting with the public.

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

<b>Action Step 17.5:</b> Hold a general Alumni Reunion during Labor Day 2025 to celebrate 150th anniversary of the founding of the SVD and the Arnoldus Family.	Alumni Director	TBD	●○○	Sept 2025	Registration is open.
<b>Objective 18: Over the next three years, Increase the number of NEW general outreach benefactors by 300, Vietnamese outreach benefactors by 1500, and maintain overall donor retention at 65%.</b>	<b>Responsible</b>	<b>Budget</b>	<b>Progress</b>	<b>Target date</b>	<b>Notes</b>
<b>Action Step 18.1:</b> In the course of upcoming personnel transitions, restructure development department personnel to free development directors for visiting of benefactors.	Development Director	\$70,000	●○○	Jan 2025	Job descriptions have been re-worked. Search committee in process.
<b>Action Step 18.2:</b> Develop and implement a plan for personal visits, phone contact, and personal correspondence to long time benefactors and major donors to further strengthen our relationships with them.	Development Director	TBD	○○○	Jan 2026	
<b>Action Step 18.3:</b> Host small DWC events for prospective and long-term benefactors (e.g. presidential dinner, coffee break at Rosie's, etc.).	PR Director	TBD	○○○	Dec 2026	

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