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THE PRESIDENT

Fr. Tom Ascheman, SVD

Mission is “Putting on Joy”

“An evangelizer must never look like someone who has just come back from a funeral! Let us recover and deepen our enthusiasm, that ‘delightful and comforting joy of evangelizing, even when it is in tears that we must sow...’”

That’s the advice of Pope Francis in *Evangelii Gaudium* (*The Joy of the Gospel*), published in 2013, where he echoes the teaching of Pope St. Paul VI. I was reminded of Francis’ exhortation during Mass this past weekend.

A Wedding Garment. The Gospel story from Sunday’s reading was about a great wedding feast (Matthew 22). Two of the invited guests claimed they were too busy with farming or with business matters to attend. Later, when the king invited everyone to come, one man showed up without a wedding garment! He was thrown out of the party.

On first reading, the treatment of the man without a wedding garment seems very unjust. Some background information may help us to see the story in different light. In Jesus’ time, weddings were really major events, lasting several days. Families, neighbors, and acquaintances gathered for extended celebrations of food, drink, dance, and JOY. Everyone would wear some sort of party dress.

A second consideration is the context of Jesus’ story. Stories about kings, wedding feasts, and garments can be understood against the wider cultural and religious background of Jesus’ time. Whatever the precise background of this particular detail, the man’s lack of a wedding garment draws our attention to something more than simply accepting an invitation.



The cultural background and the story itself suggest to me a different interpretation of Jesus story. I think it can be understood as a reminder to his disciples, and to the religious leaders of the time, that God invites us to the feast of the union of his Son with all of us. However, to participate in the feast, we have to do more than accept invitation: we must also prepare ourselves to share in the joy of the feast.

Attitude is Everything. In Jesus' story, one man received an invitation, but was so concerned about his farm that he could not make time for a celebration. Another was so absorbed in business matters, that he would not be "distracted" by such frivolity. The third man, the one who did not put on a wedding garment, is of particular interest. Have you ever been to a party where someone in attendance seemed not to belong – not because of what they were wearing, but because of the attitude they brought with them?

Imagine a birthday party for an 11-year-old girl. She's been looking forward to the party for days and has invited her classmates. Everything is prepared; her dress, the cake, candles, decorations, party-favors, and gifts. Her guests begin to arrive for an afternoon of games, laughter and joy.

However, one guest comes dressed in an "attitude." He thinks: "Why do I have to come to this stupid party? Why does she have so many gifts? I don't like the classmates that came here. I hate this kind of cake."

This last guest is very, very far from joy. He has accepted the invitation, but he has not come prepared to celebrate.

Put On Joy. As I get ready for Mission Sunday this coming weekend – I have been evaluating which of my three favorite party-shirts to wear to the celebration. In the end, it won't matter very much what I wear. What WILL matter is whether I arrive with an openness to JOY.

Sometimes our worries, daily responsibilities, future plans, and petty jealousies can put joy out of reach for us. We are like the man who came to the wedding feast with no intention of finding his way to joy.

As Pope Francis reminded us: "Proclaiming Christ means showing that to believe in and to follow him is not only something right and true, but also something

beautiful, capable of filling life with new splendor and profound joy, even in the midst of difficulties."

At our Mission Sunday celebration, we will also present the DWC Matthew 25 Award to the Holy Spirit Missionary Sisters of Epworth. We will celebrate a small community that knows how to give food to the hungry, drink to the thirsty, and welcome to strangers. Jesus instructed his followers: "Just as you did it to one of the least of these who are members of my family, you did it to me." And the Sisters do it with smiles!

Share your master's joy! Just before that instruction, Jesus told the story of a master entrusting large amounts of gold to his servants. After a long time, those who brought back a good return on their investment heard their master's response: "Well done... Come, share your master's joy." I have seen countless portraits of Jesus with a serious expression. Can you imagine Jesus with a smile?

What a wonderful invitation – and what a wonderful description of mission. We are invited not only to serve others, but also to discover joy in serving them.

This Mission Sunday, let's do more than put on our best party clothes. Let's put on JOY—and share it with the world!



Strategic Plan 2024-2027

Some projects can be completed in a day. Others may take a week or more. The projects outlined in the DWC Strategic Plan, however may take a year or longer to implement. The plan identifies five principal goals:

- **GOAL A – ACADEMIC AFFAIRS.** Formulate and execute data-driven recommendations to measurably boost student skill achievement of two Core Competencies: Communication Effectiveness and Social & Global Responsibility.
- **GOAL B – ADMISSIONS & 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.
- **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.
- **GOAL D – OPERATIONS & PLANNING-** Provide high-quality facilities, employees and services

in a cost-effective manner, while maintaining a commitment to environmental sustainability.

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

Our efforts to achieve these goals are outlined in **18 Objectives and 55 Action Steps**. I've attached the Strategic Plan Scorecard to this edition of the LOG so you can review our progress so far, and take note of areas where we have fallen short.

The DWC Strategic Plan is reviewed with the Board of Trustees at each meeting. It is especially important to the Trustees because their role is to take a strategic, longer-term view of the College and its activities. The plan is also discussed at many meetings of the Board of Administration, and, during my weekly meetings with the Vice Presidents and Directors.

During the upcoming Presidential Forum on Tuesday, October 20, we will have an opportunity to review the current plan together as we begin preparations to formulate a new Strategic Plan for 2027-2030.





VICE PRESIDENT FOR ACADEMIC AFFAIRS

Dr. Joshua Young

College Testing Pangram and AI at DWC

Divine Word College is currently reviewing use of Pangram, an AI detection tool used to determine if students have used AI to complete their assignments. Initial reports suggest there is significant AI use on campus amongst the student population. More details about Pangram and results from the College's testing period will be presented at the Faculty In-Service on Monday, October 19, 2026. Students should be aware that faculty are concerned and want to work with students to successfully adopt AI as an effective tool for learning. Faculty should review course policies related to AI and students should be aware of their instructor's standard.

In the last meeting of the Faculty Senate, a committee of faculty and staff recommended AI literacy be the guiding project for the upcoming Higher Learning Commission Student Success Quality Initiative (SSQI). Upon review of the Board of Administration, this proposal was approved and sent back to the committee to further define the SSQI and develop measurable goals for the project. Students and faculty are highly encouraged to discuss their experience and needs with AI with members of the committee. More information will be forthcoming.



Sabbatical Requests due Nov. 1

Faculty are reminded that Sabbatical Requests are due to the Vice President for Academic Affairs by November 1, 2026. Faculty Sabbatical Requests are specifically to fund deep scholarly exploration that conflicts with teaching courses. When a Faculty Sabbatical Request is granted, a Faculty member is paid to do their research instead of teach, with the expectation that the research will greatly advance the research agenda of the Faculty member and will significantly benefit the College in fulfilling its Mission. Faculty members are responsible for all logistics and receive no additional financial support beyond their salary. Most Sabbaticals are for one semester.

Some Faculty have recently taken advantage of Sabbatical. In Fall 2025, Br. Brian McLaughlin, SVD, used his Sabbatical to travel the Camino and interview hikers about their spiritual journeys of healing while hiking the popular pilgrimage path. In Spring 2026, Dr. Jason Reed completed a project in Ireland, staying with an SVD community, that focused on St. Thomas Aquinas. He will present information about his project at an upcoming Faculty Senate Meeting. Fr. Sam Cunningham will be going on Sabbatical in Spring 2027 to work on a book project focused on the Arnoldus Family Educational Mission.

NetVUE Journal: Studies in Vocation and Calling

Complimentary copies of [Studies in Vocation and Calling](#) are available in the cafeteria while supplies last. The journal is a publication of the Network for Vocation in Undergraduate Education (NetVUE), and features research, reflections, and reviews about vocation from a plethora of diverse perspectives. Faculty are encouraged to find out how they might submit their work to this promising journal.



VICE PRESIDENT FOR FORMATION/DEAN OF STUDENTS

Fr. Tuan Hoang, SVD

World Mission Sunday – Final Reminders

World Mission Sunday is only a few days away, and preparations around the college will become increasingly busy. I ask for your cooperation and commitment in carrying out your assigned responsibilities this week. Please check the Student Bulletin Board daily for any updates regarding the preparation and celebration.

A few important reminders for this weekend:

- The schedule, work assignments, and rehearsal times have been posted on the Student Bulletin Board. Please take responsibility for your assigned tasks and be present where you are expected to be, arriving on time.
- On Thursday, October 15, 2026, there will be a liturgy preparation at 1:00 p.m. in the Main Chapel to review the music for the World Mission Sunday celebration. Attendance is required for all students.
- All ingredients to prepare the meals for the Taste of DWC will be distributed on Friday, October 16, 2026, following Mass. Please come promptly to receive your ingredients. If any items are missing, notify either Sr. Aprilia or me immediately so that we can obtain them.
- Pho, generously sponsored by Pho Tam, will be served at 5:30 p.m. in the Dining Room on Friday, October 16, 2026.
- Please plan to attend the celebration wearing formal, religious, or cultural attire.

Mission Sunday Liturgy

Join Divine Word College online for Mass at 1 PM on Sunday, October 18. Please share the livestream link with friends and family and invite them to pray with our community as we celebrate the Church's missionary calling.

<https://www.youtube.com/@DWCEpworth>



All Souls' Day – Volunteers Needed

The Catholic Church dedicates the month of November to praying for the faithful departed, especially the souls in purgatory. On Monday, November 2, 2026, we will join the universal Church in commemorating All Souls' Day. On this day, we remember our family members and loved ones who have gone before us in faith, and we entrust them to God's mercy through our prayers.

We anticipate welcoming many friends and benefactors who will join us for Mass as we pray for their deceased family members and loved ones. We will also remember and pray for our departed benefactors.

The Development Office is seeking volunteers to assist with the liturgy and the breakfast reception following Mass. A sign-up sheet has been posted on the Student Bulletin Board. Please consider volunteering for this special celebration as a way of expressing our gratitude and hospitality to our guests and benefactors. Your assistance would be greatly appreciated.

UPCOMING EVENTS:

10/14/2026	ESL Term B Classes Begin
10/14/2026	7:30 PM.....Formation Group Meeting
10/15/2026	1:00 PM.....Liturgy Prep
10/15/2026	5:00 PM.....Formation Group Meeting - Sisters
10/16/2026	NO CLASSES - UG and ESL
10/16/2026	Withdrawal deadline - UG
10/16 - 10/17/2026	Mission Sunday Preparation
10/18/2026	Mission Sunday
	1:00 PM.....Liturgy
	3:00 PM.....Taste of DWC
10/19/2026	NO CLASSES - UG and ESL
	Faculty In-Service
10/20/2026	12:45 PM.....Presidential Forum
10/21/2026	ESL Term B Add/Drop Ends
10/21/2026	7:30 PM.....Formation Group Meeting
10/22/2026	9:30 AM.....Board of Administration
10/22/2026	12:45 PM.....FSLC Meeting
10/22/2026	12:45 PM.....IELI Meeting
10/22/2026	5:00 PM.....Formation Group Meeting - Sisters
10/23/2026	8:00 AM - 2:00 PM..Beckman Catholic Retreat at DWC
10/23-25/2026	Retreat Weekend
10/25/2026	10:00 AM.....30th Sunday in Ordinary Time
10/25/2026	7:30 PM.....Vespers
10/26/2026	7:30 PM.....Holy Hour
10/27/2026	8:00 AM.....Ordinary Weekday - LC Mass
10/27/2026	11:00 AM - 2:00 PM..Blood Drive
10/27/2026	12:45 PM.....Faculty Senate
10/27/2026	5:30 PM.....Formation Staff Meeting



VICE PRESIDENT FOR OPERATIONS

Steve Winger

Fire Safety Awareness Month

October is Fire Safety Awareness Month, making it a good time to ask yourself a simple question: If a fire occurred right now, would I know what to do? Would you know the nearest exit from your classroom, office, residence hall, or work area? Would you know where to go once you left the building? Would you know where your department or group gathers for accountability?

The DWC Policy Handbook, Section 5.08.02 - Fire, provides guidance for fire emergencies. When a fire alarm sounds, everyone should leave the building immediately through the nearest exit, walk quickly without running, and proceed to the soccer field assembly area. Students should gather with their formation groups, employees should gather together, and SVD members should gather together.

Individuals should remain with their assigned group until the fire department or designated officials provide further instructions.

The handbook also reminds us that no one should re-enter a building or attempt to search for a missing person. Only emergency responders should return to the building during a fire emergency.

Fire safety is not just about knowing the rules. It is about taking a few moments to prepare before an emergency occurs. This month, take time to identify the exits nearest your work area and consider what route you would take if your primary exit were unavailable.

Preparation is a simple but important part of keeping our campus community safe. Thank you for helping make Divine Word College a safe place to learn, work, and live.



VICE PRESIDENT FOR ADMISSIONS

Len Uhal

Welcome New Students

As we begin Term B, we welcome the following new students to Divine Word College:

SVD Candidates

My Hoang Tran Dinh Texas

Religious Seminarian

Jose Carlos Justiniano Parapaino Bolivia

Diocesan Seminarian

Juan Carlos Lazo Soriano El Salvador

SVD Member

Frt. Jiabo Su, SVD China

Diocesan Priest

Fr. Ngoc Van Le Vietnam

Come and See Visitor

The Vocation Office will host a Come and See visitor later this week. Phuc Nguyen from Charlotte, North Carolina, will arrive on Thursday and leave the College on Monday. He is discerning a religious vocation and wants to learn more about the Divine Word Missionaries and Divine Word College. Thank you in advance for welcoming him to our community.



On View in the Gallery

Last Week of *Imagine Peace*

This is our last full week with *Imagine Peace* on campus, so please take a moment to stop by the Weyland Art Gallery. With mid-term tests and papers, we can all benefit from a contemplative pause in a creative space. Make sure to read the artist statement and bio on the right as you enter, because this is where you will find information about the artist's intention, *Project Create Peace*, and more. These are important parts of an exhibit, and most people miss them because they're focusing solely on the artwork. If you'd like to know more about the project, please visit their website: projectcreatepeace.com/about-us

Reminder: for those who haven't been able to find your *Project Create Peace* t-shirt size – and anyone else interested – Xene will set up her printing station during lunch on Wednesday, October 21 (this is her birthday!). Please bring a t-shirt you'd like to have the new peace symbol printed on and a \$5-\$10 donation. Keep in mind these will not be ice dyed, so no tie dye effect.



Casey J. Wullner

Other art news: Another successful art ministry to report on Monday night creatively serving four female residents and their staff member at a Goodwill House.

Our student team is doing a fantastic job, especially because they have to be flexible and adaptive since we never know anything about the living space or the people we're about to encounter. It's definitely an immersion method of learning to connect through art anywhere we land!

Reminder: If you have art supplies of any kind gathering dust at home, please consider sharing them with us. Thank you!



Around Divine Word College

Get to Know the LifeVac

You may have noticed something new hanging on the dining room wall: a LifeVac. This non-invasive suction device is designed to help clear a blocked airway when standard choking first aid has been unsuccessful. In a choking emergency, call 911 and begin standard choking first aid promptly. The LifeVac is an additional tool to use if those measures fail.

Please review the instructions included as an addendum and familiarize yourself with the device's location and proper use. A few minutes of preparation could help save a life.



This week's article from the JPIC Committee is from Emmanuel Mayani. Emmanuel is an SVD candidate and has a special interest in the abolition of the death penalty:

United Against the Death Penalty

October 10 was World Day Against the Death Penalty (DP). According to Amnesty, the DP remains legal in 86 countries. Mother Church teaches: the DP is 'inadmissible' in all cases because it attacks human dignity, inviolable even after atrocities. Prisons can detain dangerous criminals (even for life), and no punishment should close the door for conversion.

Sadly, many Catholics still support DP. In the U.S., 2 in 3 Catholics support DP for convicted murders, according to Pew Research. As we observe "Respect for Life" month, may we help one another, and fellow Catholics, embrace the Church's position on the DP.

Remembering our Faithful Departed on All Souls' Day

As we prepare to honor All Souls' Day on Monday, November 2, the Divine Word College community will gather in prayerful remembrance of those who have gone before us. During the mass that day, our friends and benefactors will join faculty, staff, and students to remember all who have passed away in the past year.

You are invited to take part in this commemoration by submitting a photo of a loved one who has died since October 31st, 2025. Please include the name of the deceased with the photo. The images will be included in a special slideshow shown during the All Souls' Day celebration. Please send your photo to Monica Meissen (mmeissen@dwci.edu) by Thursday, October 29th. Together, let us give thanks for the lives of our loved ones and pray for their eternal peace.



Matthew Jacoby Library

opac.dwci.edu

Last day to take the AI Survey

Faculty, Staff, and Students:

If you haven't already, please complete the [AI and Technology Use Survey](#) today. The survey takes about 10 minutes, and responses are anonymous.

Questions? Contact Elizabeth Winter, Library Director and Archivist, at ewinter@dwci.edu.

AI Basics

Natural language processing (NLP) is the branch of AI that helps computers work with human language. It powers everyday tools like spell check, translation, and text predictions, as well as newer generative AI tools like Copilot.

AI Tools to Investigate

Read Aloud

What it is: Reads text out loud using AI-generated voices that sound more natural than older text-to-speech tools. Available in Word, Outlook, and the Edge browser.

Try it: Open a document in Word, go to the Review tab, and select Read Aloud. Listen to a paragraph and see if you catch any typos.

Good to know: Listening is a good way to proofread. You can change the voice and reading speed in the settings.

Access: Included with your DWC Microsoft 365 account and in Microsoft Edge.

Learn more:

- [Use read Aloud in Microsoft Edge](#)
- [Listen to your Word documents](#)

Immersive Reader

What it is: A reading tool that combines display settings, like spacing and background colors, with AI features that break words into syllables, label parts of speech, and translate text. Available in Word, Outlook, OneNote, and Edge.

Try it: Open a document in Word, go to the View tab, and select Immersive Reader. Try Line Focus and different background colors.

Good to know: Helpful for readers with dyslexia, language learners, and anyone reading on screen for long periods. It can also break words into syllables and label parts of speech, which is useful for language instruction.

Access: Included with your DWC Microsoft 365 account and in Microsoft Edge.

Learn More:

- [Use Immersive Reader in Word](#)
- [Open Immersive Reader for Outlook](#)
- [Use Reading Mode in Microsoft Edge](#)



MISSION SUNDAY WEEKEND SCHEDULE 2026



FRIDAY, October 16, 2026 – Work Day (No Classes)

6:30 AM	Breakfast
8:00 AM	Eucharist (<i>main chapel</i>)
9:30 AM	Set up in the gym & work assignments (<i>see bulletin board for assignments</i>)
NOON	Lunch
1:00 –3:30PM	Music/Liturgy rehearsal (<i>see a separate sheet</i>)
2:00 PM	Decorations in the gym
3:00 PM	Room inspections (<i>Main Building, Megan Hall & Arkfeld House</i>)
5:30 PM	Supper– Vietnamese Phở sponsored by Phở Tâm Restaurant
6:30 PM	FOOD PREPARATIONS (<i>until midnight</i>) (<i>Main kitchen & Martha's kitchen</i>)

SATURDAY, October 17, 2026 – Preparation Day

8:00 AM	Eucharist (<i>main chapel</i>)
8:30 AM	Breakfast
9:30 AM	Decorations (<i>main chapel</i>)
NOON	Lunch
3:00 - 5:30PM	Music/liturgy/entertainment practice (<i>see a separate sheet</i>)
5:30 PM	Supper
7:30 PM	FOOD PREPARATIONS as needed (<i>until midnight</i>)

SUNDAY, October 18, 2026 – World Mission Sunday

6:30 AM	Breakfast
10:00AM	BRUNCH
11:00—12:30PM	Music/Liturgy rehearsal <i>(See a separate sheet)</i>
1:00 PM	EUCHARISTIC CELEBRATION <i>(Formal, Religious or Traditional Attire)</i>
3:00 PM	TASTE OF DWC – GYMNASIUM (Cleanup after the celebration) No Sunday Vespers

MONDAY, October 19, 2026 - Free Day

6:30 AM	Breakfast
8:00 AM	Eucharist <i>(No Language Mass)</i>
NOON	Lunch
5:30 PM	Supper

Strategic Plan Scorecard 2024-2027

October 2026

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 Formulate and execute data-driven recommendations to measurably boost student skill achievement of two Core Competencies: Communication Effectiveness and Social & Global Responsibility					
Objective 1. Implement data-driven recommendations from the Institutional Assessment Committee for continual curricular improvements.	Responsible	Budget	Progress	Target Date	Notes
Action Step 1.1 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	All Core Competencies and PLO's during cycle assessed with results published during Strategic Plan 2024-2027 cycle
Action Step 1.2: 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	All Core Competencies and PLO's during cycle assessed with results published during Strategic Plan 2024-2027 cycle.
Action Step 1.3 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	Annual Assessment Report Published Fall 2026

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

Objective 2. Strengthen academic writing and research skills.	Responsible	Budget	Progress	Target Date	Notes
Action Step 2.1 Implement two new Core Curriculum courses: Narration & Description (ENG 150) and Argument & Research (ENG 200).	Departmental faculty	N/A	●●●	Every semester	Complete
Action Step 2.2 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
Action Step 2.3 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	Rubrics under review, Fall 2026, for use in Spring 2027
Objective 3. Advance commitment to Social & Global Responsibility grounded in Catholic Social Teaching.	Responsible	Budget	Progress	Target Date	Notes
Action Step 3.1 Implement new Core Curriculum course: Catholic Social Teaching— Fundamental Principles (THM 277).	Departmental faculty	N/A	●●●	Every semester	Complete
Action Step 3.2 Assess student knowledge of Catholic Social Teaching principles via embedded signature assignments according to approved rubrics.	Departmental faculty, trained evaluators	N/A	●●●	Every semester	Complete
Action Step 3.3 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	Published Fall 2026

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

GOAL B – ADMISSIONS & 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.					
Objective 4. Admit eight SVD candidates per year from the three USA SVD Provinces.	Responsible	Budget	Progress	Target Date	Notes
Action Step 4.1 Vocation Directors to visit 50 parishes a year for vocation promotion.	VP for Admissions	\$15,000	●●●	May 2026	Regular parish visits take place weekly. This action plan is met and is an ongoing strategy.
Action Step 4.2 Participate in 20 promotion programs around the country each year.	VP for Admissions	\$25,000	●●●	May 2026	The team is averaging more than 20 promotion events a year. The action step is met and is an ongoing effort.
Action Step 4.3 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	The vocation office hosted SVDs in the 2024-25 school year, but no one visited during 2025-26. This year we are trying a new approach and hopefully we'll have some visits.
Action Step 4.4 Host two St. Arnold Dinners each year at SVD Parishes – one each semester.	VP for Admissions	\$1,500	●○○	May 2027	We are reaching out to parishes to host these dinners. Keep up the effort.
Action Step 4.5 Host an annual online program for SVDs in parishes focused on ways to promote Arnoldus Family vocations.	VP for Admissions	Negligible	●●●	May 2025	The vocation team hosted online program last year. Personal visits were made to the USW in Feb. 2026 and the USS in June 2026. Goal is completed, but ongoing communication and collaboration is important.
Action Step 4.6 Collaborate with the SSps to host in-person or online retreat experiences focused on discernment.	VP for Admissions	Negligible	○○○	May 2026	No longer focused on this initiative.
Action Step 4.7 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	This action step is completed and is now incorporated into standard practice.
Objective 5. Collaborate with other SVD provinces to admit 5 SVDs in temporary vows and/or pre-novitiate candidates per year	Responsible	Budget	Progress	Target Date	Notes

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

Action Step 5.1 With the help of the USC provincial superior, identify possible collaborative provinces.	VP for Admissions	About \$23,000 for each scholarship student	●●●	May 2027	Both VIE and SIN provinces have sent men to USC for formation. USC provincial recently visited Indonesia to begin collaboration. This is an ongoing effort.
Action Step 5.2 Contact provincials with an offer to collaborate and facilitate the admission process.	VP for Admissions	Negligible	●●●	May 2027	Procedures are in place to reach out immediately to help with the admission process.
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
Action Step 6.1 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	We receive several referrals a year. We just welcomed a new SSpS sister in August for ESL. Some had had troubles getting visas. Continue the effort.
Action Step 6.2 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	We receive a steady stream of referrals and we recently extended scholarship offers to 24 priests, brothers and sisters for January 2027. In addition, we enrolled 11 non-scholarship/full pay students sponsored by the Maryknoll Missionaries and the Louisville, Owensboro, Amarillo, Lansing, Des Moines and Davenport Dioceses the last three years—all in our ESL program.

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

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
Action Step 7.1 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). Complete – May 2025
Action Step 7.2 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	Sr. Aprilia has presented this to the Institutional Assessment Committee for review – August 2025 I will present this to the Board of Administration on April 9, 2026.
Action Step 7.3 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	Complete – August 2026
Objective 8. Revise and implement the formation program for religious men and women in temporary vows.	Responsible	Budget	Progress	Target date	Notes
Action Step 8.1. 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. Complete - November 2025

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Action Step 8.2 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 Update – The program descriptions have been reviewed and are currently nearing completion of the revision – March 2026
Action Step 8.3 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 4-year cycle completed, now working on the description for each of the conference topics – March 2026
Action Step 8.4 Develop an assessment tool to evaluate and measure the growth and development of religious members in temporary vows.	VP for Formation	negligible	○○○	Spring 2025	
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.	Responsible	Budget	Progress	Target date	Notes
Action Step 9.1 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	Complete – April 2026
Action Step 9.2 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	
Action Step 9.3 Analyze feedback from the external review report to identify key recommendations for program improvements.	VP for Formation	negligible	○○○	Fall 2026	
Action Step 9.4 Implement recommended changes to enhance the student spiritual life at DWC.	VP for Formation	negligible	○○○	Fall 2026	
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.					
Action step 10.1: 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.
Action step 10.2: 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

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					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). Complete – May 2026
Action step 10.3: 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). Complete – May 2026

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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.

Objective 11: Utilize the 2023 Facilities Study as a guideline for improving the college facilities.	Responsible	Budget	Progress	Target date	Notes
Action Step 11.1: Create a project priority list from the Facilities Plan with input from the Maintenance Department.	VP Operations and Maintenance Director	Negligible	●●●	July 2024	Facilities Improvement Plan priorities reviewed and updated with the Maintenance Department. Project list continues to guide capital planning and deferred maintenance decisions.
Action Step 11.2: 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	Facility priorities reviewed with the Planning & Operations Committee and incorporated into annual planning discussions. Process is established and ongoing
Action Step 11.3: Ensure priorities are communicated to the Financial Affairs Committee and Board of Administration on an annual basis.	VP Operations	Negligible	●●●	Annually	Facility priorities and capital projects communicated through Financial Affairs Committee, Board of Administration, and budget presentations.
Objective 12: Create a capital improvement plan and annual budget that reflects and incorporates needs identified in the Facilities Study	Responsible	Budget	Progress	Target date	Notes
Action Step 12.1: Create a Capital Improvement Plan with input from the Business Director and Planning and Operations Committee.	VP Operations and Business Office Director	Negligible	●●●	Annually	Facility Improvement Plan updated to reflect current capital projects, deferred maintenance needs, and strategic priorities.
Action Step 12.2: Review and update the CIP annually as part of the budget planning process.	VP Operations	Negligible	●●●	May 2024 and annually thereafter	FIP reviewed during FY2027 budget development and adjusted as needed to reflect project priorities and available resources.

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Objective 13: Develop an employee transitioning plan that identifies needs and ensures continuity of college operations.	Responsible	Budget	Progress	Target date	Notes
Action Step 13.1: 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	Retirement and transition planning reviewed annually. Key positions and succession risks are monitored as part of workforce planning. Hired 3 employees in Business Office and the Student Health Coordinator. 3 of the 4 were retirements. Have several more coming in 26/27.
Action Step 13.2: Identify and write procedures for critical tasks that the employee performs.	VP Operations and Board of Administration	negligible	●●●	Annually prior to budget	Additional operational, business office, facilities, and HR procedures have been documented and added to the central repository.
Action Step 13.3: Add critical procedures to the Policy Handbook and revise as necessary.	VP Operations and Board of Administration	negligible	●●○	December 2025 and annually thereafter	Critical procedures continue to be organized and incorporated into institutional documentation to support succession planning and continuity
Objective 14: Identify all contracted services and develop a plan to ensure the college is receiving the best competitive pricing available.	Responsible	Budget	Progress	Target Date	Notes
Action Step 14.1: Create a master list of all outsourced/contracted companies with input from the Business Office.	VP Operations and Business Off. personnel	negligible	●●●	January 2025	Master contract inventory established and maintained for procurement planning, contract administration, and risk management.
Action Step 14.2: Determine what outsourced/contracted companies require a competitive bid.	VP Operations	negligible	●●●	July 2025	Competitive bidding completed for major service categories including food service, health insurance, auditing, and other contracted services as needed.

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Action Step 14.3: Create a contract review schedule to ensure contracts are being reviewed and vetted in a timely manner.	VP Operations	negligible	●●○	July 2025	Contract review schedule developed and continues to be refined as agreements are inventoried and evaluated.
Objective 15: Research and develop a plan to reduce the college's overall energy consumption and carbon footprint.	Responsible	Budget	Progress	Target Date	
Action Step 15.1: Determine the annual energy consumption of the entire college.	VP Operations	Negligible	●●●	January 2025 and annually thereafter	Utility consumption data collected and analyzed annually to support financial planning and facility benchmarking
Action Step 15.2: Research and identify areas where we can reduce energy consumption.	VP Operations	Negligible	●●○	May 2025	Energy reduction opportunities continue to be evaluated through HVAC improvements, boiler replacement planning, facility upgrades, and operational reviews.
Action Step 15.3: Identify tools and technology to reduce energy and resource consumption.	VP Operations	Negligible	●●○	July 2026	Energy-efficient technologies are considered during vehicle purchases, equipment replacement, and major facility improvement projects.
Action Step 15.4: Create a plan that includes students and JPIC in the planning and implementation of green initiatives.	VP Operations	Negligible	●○○	October 2025	Initial discussions have occurred regarding campus sustainability initiatives and opportunities for student participation in environmental stewardship activities.

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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
Action Step 16.1: 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	Missionary Skills display complete. Dialogue Partners display planned for summer 2026.
Action Step 16.2: 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	Scholarship and Honor display completed and installed July 2026. Dining Room monitor updated daily with important community information. Weyland Art Gallery hosts new exhibits at least four times per year that attract visitors from the area.
Objective 17: Invite and welcome more people, especially local people, to the College for mission related events	Responsible	Budget	Progress	Target date	Notes
Action Step 17.1: 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 of college events continues through social media channels as well as traditional media. Participation in RAGBRAI and Town and Country Days parade garnered outstanding interaction online.
Action Step 17.2: 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.
Action Step 17.3: 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 took part in RAGBRAI and Town and Country events locally, reaching out to local citizens as well as guest from across the country.

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Action Step 17.4: 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 the Welcome Packet, staff are making an effort to share program details when meeting with the public.
Action Step 17.5: 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	Complete. It was a success!
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%.	Responsible	Budget	Progress	Target date	Notes
Action Step 18.1: 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	The internal restructuring of the Development Office is continuing. An additional staff member, Sister Cecilia has been hired, along with new staff, Ms. Monica, replacing those who have retired.
Action Step 18.2: 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	Several personal visits with benefactors have been made by Fr. Linh and Fr. Thang, and three fundraising events are being planned for November 2026.
Action Step 18.3: 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	A second Dinner with the President will be scheduled soon. Mike Ward and Dave Cushman will host.

Updated 09-14-2026 cj

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INSTRUCTIONS FOR USE

FOLLOW CURRENT CHOKING PROTOCOL AND DIAL 911



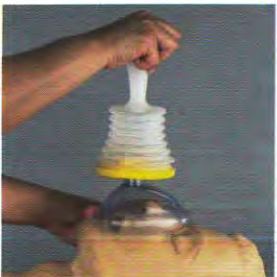
Insert mask into the unit with a firm twisting motion while applying pressure. **Make sure that you check mask to ensure it's attached to the unit. The stem of the mask DOES NOT need to be completely inserted into the unit.**



Place mask over nose and mouth, **holding chin upwards. MASK MUST BE HELD FIRMLY OVER NOSE AND MOUTH WITH HAND.**



Holding mask in place with one hand and chin held upwards, push handle down with other hand to compress unit.



Once handle is depressed, **pull handle upward with a short, SWIFT tug while holding mask firmly in place.**



Roll person on side and sweep the mouth to clear any debris. **Also check unit for debris. Repeat steps as necessary. If LifeVac is used refer to the Information Page Literature (Indications For Use) section for additional action.**



IF NO SPONTANEOUS RESPIRATION IS NOTED, THEN RETURN TO CURRENT CHOKING PROTOCOL AND START CPR.



PRACTICE INSTRUCTIONS



Open the bag visually inspect contents for any defects/cracks and review all literature provided. **ONLY OPEN AND REMOVE PRACTICE MASK. DO NOT OPEN OTHER MASKS UNTIL NECESSARY.** Look at unit and become familiar with it. The rattle you hear is the custom one-way valve and is a normal sound. Familiarize yourself with the current choking protocol. LifeVac suggests *becoming certified in CPR and becoming familiar with the Heimlich maneuver and back slaps.*



Gently insert the **PRACTICE MASK** into the unit with a twisting motion while applying pressure. Make sure that you check the mask to ensure it is securely attached to the unit. The stem of the mask **DOES NOT** need to be completely inserted into the unit.



Use on a hard, flat surface. With your hand on the mask, hold it in place and depress the handle.



Once handle is depressed, pull handle upward with a short, swift tug while holding mask firmly in place. You will feel the negative pressure that the LifeVac unit generates. Repeat this procedure a few times to understand how LifeVac works.



Once familiar with the LifeVac Unit, remove the mask by twisting and pulling it, while holding the unit's base. It should be hard to remove the mask. If so, you know you have secured the mask properly. Dispose of the **PRACTICE** mask. If difficulty removing the mask type the link below into your browser to view a helpful video. <https://lifelvac.net/how-to-remove-the-lifelvac-mask/> or scan this QR code.

Scan Me



Repack the LifeVac unit, **unopened** masks and literature back into the storage bag, making sure **no masks are attached to the unit.** Store in a safe, dry, accessible place in case of an emergency.