

THE LOG

Divine Word College

January 15
2019

A Bulletin for the Divine Word College Community

Vol. 38 No. 18

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THE PRESIDENT

Happy Feast Day of St. Arnold

At Mass this morning, Fr. Jim Bergin spoke about the step by step development of St. Arnold's missionary consciousness. Nourished by prayer and dedicated service, his heart slowly expanded to include those who had died, then Christians of other church communities, and then people all over the world. His emblematic prayer finishes with the phrase "may the heart of Jesus live in the hearts of all!" That is Arnold's legacy – that we open ourselves to the limitless love of God.

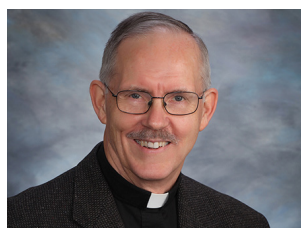


All of us at Divine Word College owe a debt of gratitude to Fr. Arnold. Without his openness to the Spirit, we would not be here in Epworth working to build up an intercultural missionary community. Let us strive to be like him, opening our hearts to include people of every race, language and nation. In that way, we too can experience the blessing that St. Paul mentioned in his letter to the Ephesians:

- That Christ may dwell in our hearts through faith,
- That rooted and grounded in love we may have the strength to comprehend with all the holy ones what is the breadth and length and height and depth,
- To know the love of Christ that surpasses knowledge,
- So that we may be filled with all the fullness of God.

Higher Learning Commission Accepts DWC Interim Report

On January 2, I received a wonderful gift to start the year. The Higher Learning Commission, the accrediting agency for Divine Word College, sent news that they accepted our interim report regarding Shared Governance and Strategic Planning.



The interim report was prepared last academic year, summarizing the steps we have taken to improve our understanding and practice

of Shared Governance at the College and to develop a Strategic Plan with contributions from the entire DWC community.

I want to thank all who contributed to efforts to improve Shared Governance and Strategic Planning. In particular, I would like to express my appreciation for those who helped prepare the 23-page report and the accompanying 107 pages of appended materials:

<i>Task Force on Strategic Planning</i>	<i>Task Force on Shared Governance</i>
Mr. Steve Winger, Chair (Operations) Mr. Len Uhal (Admissions) Fr. Long Phi Nguyen, SVD (Associate Dean) Dr. Anton Jacobs (Interdisciplinary Studies) Dr. Yasmin Rioux (Interdisciplinary Studies) Sr. Carol Welp, SSsP (Holy Spirit Missionary Sisters)	Fr. Pablito M. Tagura, SVD, Chair (Theo & Phil) Fr. John Szukalski, SVD (Academic Affairs) Dr. Ron Condon (Faculty Senate) Dr. Cathleen Cleary (Interdisciplinary Studies) Mrs. Ann Maiers (Business Office)

The Monitoring Report Committee helped oversee the year-long process and put the materials into final form. The members were:

Interim Monitoring Report Committee

Dr. Mathew Kanjirathinkal, Chair (Interdisciplinary Studies)
Fr. Ken Anich, SVD (Interdisciplinary Studies),
Mr. Steve Winger (Operations)
Fr. Pablito Tagura, SVD (Theology & Philosophy)

I have attached the HLC letter and the summary of their analysis of our report (**appears at the end of The Log**). As you read the analysis, it helps to note the order in which the ideas are presented. First come the challenges that HLC asked us to examine; second come their summary of the principal points of the DWC response; third, come the indication that our responses were accepted.

You will note one continuing challenge to which we need to respond during our regular HLC evaluation visit next Fall. It deals with the way we gather and use data, both in our planning and in helping students complete their course of studies. I'll write about that challenge next week.

A final word of thanks to Dr. Mathew Kanjirathinkal who serves as the DWC Accreditation Liaison Officer with the Higher Learning Commission. His expertise in accreditation procedures and his persistence are great gifts he shares with the whole college community.



Working from a Remote Location

In the past several years, the issue of working from home or from another remote location has come up occasionally. In general, the College has not permitted employees to work from home, although there was no clear policy in the Handbooks. However, there may be exceptional occasions when permission could be given. The Board of Administration discussed this topic at length at its meeting on December 14, 2018. Following the discussion, the Board approved a policy, effective January 1, 2019. The policy statement and the accompanying form follow:

Divine Word College employees are not allowed to work from home or from other remote locations. However, on a limited case-by-case basis, there are instances when a supervisor may allow an employee to temporarily work from a remote location. The employee must seek prior approval from their supervisor, in consultation with the corresponding member of the Board of Administration (e.g. for faculty, the Vice President for Academic Affairs, for staff, the Vice President for Operations).

A written record of the agreement must be filed in the Business Office on a form designated for such purpose.

Note: This agreement does not pertain to employees who work remotely on a regular basis as part of their normal work assignments, e.g., vocation promoters.

WORK FROM REMOTE LOCATION AGREEMENT FORM

Start Date: _____ End Date: _____

Additional instructions from the Supervisor and/or Vice President:

Employee _____
(Signature)

Supervisor _____
(Signature)

Final Approval/Vice President or President _____
(Signature)

Date: _____

Each party will receive a copy of this signed agreement. The original form must be filed in the Business Office. (Approved 2018.12.14)

VICE PRESIDENT FOR ACADEMIC AFFAIRS

New Faculty Members for the Spring 2019 Semester - Welcome to DWC!

BROTHER BRIAN MCLAUCHLIN, SVD – Bro. Brian McLauchlin, SVD comes to DWC as an adjunct lecturer and will teach a special topics course in the Department of Interdisciplinary Studies – ICS 475: Cross-Cultural Perspectives on Trauma and Healing. Bro. McLauchlin recently completed an M.A. degree in Conflict Transformation with a focus on Trauma and Healing at Eastern Mennonite University in Harrisonburg, VA. He also possesses an M.A. in Anthropology from the Catholic University of America in Washington, DC. Bro. Brian is no stranger to DWC; he was a faculty member from 1991-1997 and previous to that, a student from 1980-1984!

MR. JENWEI YU – Mr. Jenwei Yu comes to DWC as an adjunct lecturer of violin in the Department of Interdisciplinary Studies. Mr. Yu is currently pursuing a DMA degree in Viola Performance at the University of Illinois at Urbana-Champaign, having already earned an MM at DePaul University. He also earned a BM in Violin Performance at Arizona State University. Mr. Yu has extensive performance experience with various symphonies in Omaha, the Quad Cities, Des Moines, Waterloo-Cedar Falls, Dubuque, Peoria, and Milwaukee.

FR. LONG PHI NGUYEN, SVD will teach TRS 232 Public Witness Reflection Skills as an Instructor of Theology. Fr. Long Phi possesses an M.Div. degree with a concentration in World Mission from the Catholic Theological Union in Chicago and an M.A. in Pastoral Counseling from Loyola University in Chicago.

MR. PAUL STAMM, Director of Instructional Technology & Institutional Effectiveness, will teach one of the two sections of COM 160 Public Speaking as an Instructor of Communications. Mr. Stamm possesses an M.S. in Communications from Ball State University in Muncie, Indiana.

ESL TUTORING ORIENTATION

An orientation session for new/returning ESL volunteer tutors and students took place from 4:00 to 5:00 p.m. on Monday 14 January 2019, organized by Ms. Paola Armfield in her role as the Administrative Assistant in the Intensive English Language Institute. Attendees heard about the ESL tutoring program, and learned some practical tutoring tips and perspectives on intercultural communication. This was also an opportunity for tutors and students to meet each other and set up schedules. Thanks to so many generous volunteer tutors and eager students who make this academic support program a success!

STUDENTS TRANSITIONING FROM ESL TO UNDERGRADUATE STUDIES

Congratulations to the following students who successfully completed the ESL program and who have now transitioned to undergraduate studies in the Spring 2019 semester:

Mr. Lam Nguyen
Mr. Franciste Mervil
Sr. Duong Y, IMM
Sr. Phuong Thu Tran, LHC
Sr. Thuong Phan, FMV

Sr. Nhiem Thi Nguyen, LHC
Sr. Liem Nguyen, IHM
Sr. Thuan-Kim Phan, LHC
Fr. Antonius Waget, SVD
Sr. An Ngo, LHC

Two other students also successfully completed the ESL program and have moved on to other studies/ministries: Fr. Duong Van Tran, CSC and Fr. Jean Ndagijimana.

Drop/Add Period

As a reminder to all students and academic advisors, the Drop/Add Period for both the undergraduate Spring 2019 semester and ESL Term C ends on Friday 18 January 2019.

Monograph Publication Award

Full-time faculty are eligible to apply for the DWC \$1,000 Monograph Publication Award for each new monograph published while under contract at DWC. See Faculty Handbook #212.3 for further details and requirements. This Award is just another of the many ways that Divine Word College encourages and recognizes faculty professional development and scholarship.

Faculty Professional Development

- **Dr. Mathew Kanjirathinkal**, Professor of Sociology in the Department of Interdisciplinary Studies [DIS], has been granted professional development funding to attend the Midwest Sociological Society annual meeting from 17-18 April 2019 in Chicago, IL. Dr. Kanjirathinkal is responsible for organizing and presenting one of the conference sessions.
- **Dr. John A. Szukalski, SVD**, Assistant Professor of Sacred Scripture and VP for Academic Affairs, will attend the annual meeting of the Association of Catholic Colleges and Universities from 2-4 February 2019 in Washington, DC. One full-day component of the conference is dedicated to the topic of "Building Intercultural Competence for Catholic Colleges and Universities," a topic of special interest to Divine Word College and the SVD.

VICE PRESIDENT FOR FORMATION DEAN OF STUDENTS

Welcome back to all the returning and new students! Wishing you a successful Spring Semester.

- Tuesday, January 15, we will celebrate the **Feast of St. Arnold Janssen, SVD**, the founder of the three congregations (SVD, SSpS and SSpSAP). We begin with a Large Community Mass at 8:00 A.M and Evening Prayer at 6:00 P.M followed by a banquet. Evening Prayer and banquet are mandatory for all students. Please dress semi-formal.
- **Formation meetings** will begin Wednesday, January 16, at 7:30 P.M in designated rooms. Work-study and other community services also begin so please check the Student Bulletin Board for further information.
- **All ministries** will resume Sunday, January 20th. Early dinner for those involved in ministries will be served at 5:30 P.M.
- Sunday, January 20th, the formation group of Ephesians will prepare a **cultural dinner**, served at 5:30 P.M in the dining room. Welcome and enjoy a delicious meal!

VICE PRESIDENT FOR ADMISSIONS

Welcome

The Admissions Office welcomes all new and returning students! Our prayers are with you for a wonderful semester.

Knights of Columbus Scholarship for SVD Candidates

There are two (2) \$500 KC Scholarships available for SVD candidates. If you are interested in applying for the scholarship, please see Carolyn, Patti or Len in the Admissions Office to get the formal application. You must submit the application by February 1.

Other Scholarships for all Students

From time-to-time, the College receives information from a variety of sources about available scholarships for college students. We will make this information available here in The Log for any student interested in researching these scholarships and applying for them. There are certain eligibility requirements that you will need to meet which are different for each scholarship. Please let the Financial Aid Coordinator know if you receive any of these scholarships.

Entrepreneurial Scholarship

<https://www.simmrinlawgroup.com/2019-entrepreneurial-scholarship>

Deadline for Applications: June 15, 2019

Adrian Rubin Scholarship

<http://adrianrubinscholarship.com>

Deadline: July 1, 2019

Chase Rubin Scholarship

<http://chaserubinfoundation.com>

May 31, 2019

The Word Among Us

The latest issue of The Word Among Us arrived over the Christmas holiday. There should be a copy of the booklet in all student mailboxes. A few extra copies were put in the SVD lounges.

Where are they now?

All of the vocation directors were on campus to welcome students for the new semester. I hope you had a chance to greet them. While Fr. Emilio, Fr. Anthony and Bro. Duylinh are still on campus, Fr. Francis already left to make his way to Houston, Texas, for some vocation promotion activities. Fr. Adam left, but will return to campus tomorrow (Wednesday). Fr. Adam and Fr. Emilio will leave on Friday for vocation promotion activities in Chicago. Len is available on campus if anyone needs something; however, he will be in California next week meeting with the three SVD provincial councils at the SVD house in Riverside.



HIGHER LEARNING COMMISSION

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January 2, 2019

Rev. Thomas Ascheman, President
Divine Word College
102 Jacoby Dr. SW
PO Box 380
Epworth, IA 52045-0380

Dear President Ascheman:

The interim report you submitted to our office has now been reviewed. The staff analysis of the report is attached.

On behalf of the Higher Learning Commission staff received the report on governance and strategic planning. No further reports are required.

The Standard Pathway Year Four Comprehensive Evaluation is scheduled for 2019 --2020. The institution's next reaffirmation of accreditation is scheduled for 2025 – 2026.

For more information on the interim report process contact Lil Nakutis, Accreditation Processes Manager, at lnakutis@hlcommission.org. Your HLC staff liaison is Barbara Johnson (bjohnson@hlcommission.org); (800) 621-7440 x 129.

Thank you.

HIGHER LEARNING COMMISSION



STAFF ANALYSIS OF INSTITUTIONAL REPORT

DATE: January 2, 2019

STAFF LIAISON: Barbara Johnson

REVIEWED BY: Sherilyn W. Poole

INSTITUTION: Divine Word College, Epworth, IA

EXECUTIVE OFFICER: Rev. Thomas Ascherman, President

PREVIOUS COMMISSION ACTION AND SOURCES: An interim report is required by 8/1/2018 on governance and strategic planning. Focus of the report should be on:

- Efforts to improve communication on policy and procedure changes under consideration;
- Implementation of improvements in the atmosphere around shared governance;
- Evidence of deeper Board of Administration comprehension of critical compliance expectations;
- Broader institutional collaboration in development of strategic planning; and
- Improved strategies for use of data in college planning and efforts to improve persistence and completion statistics for student success.

This interim report derives from the 2016 comprehensive evaluation. While the team did not require interim monitoring, IAC voted to change the team's evaluation of Criterion 5B and 5C from "Met" to "Met with Concerns" with the following evidence and determined a monitoring report should be submitted.

5B Met with Concerns: The Board of Administration lacks understanding of compliance requirements such as CFI and federal compliance requirements. The institution recently responded to two consecutive years of CFI issues and three regarding persistence and completion. While the persistence and completion issues are a direct result of a small student enrollment pool, the institution has not worked through a way to report with disaggregation. Further, recent policy and procedure changes, including an explicit faculty performance review, have created an undercurrent of tension throughout the institution. While there is considerable effort by institutional leaders to respond to the tensions, these are strong indications that the faculty and staff feel they lacked involvement in creating these changes. There is significant tension surrounding shared governance as the institution attempts to move from a family environment to a more professional organization.

5C Met with Concerns: While planning to accomplish this, the institution does not link assessment of student learning, internal processes and resource allocation to the strategic plan. Further the current strategic plan was apparently designed by a member of the Board of Administration. While input was sought from some staff, the leadership and responsibility for the plan residing in one BOA member does not constitute collaboration across the institution for this significant document. Further the BOA must become more aware of the environment in which it functions, including compliance requirements, professional development opportunities for all members of the Divine Word College, including the board itself. Finally, the institution is not positioned to use the data it collects effectively. Use of data is still immature and is primarily a simple response to compliance rather than a mature organizational data design to drive wise decisions. This is extremely important to an institution planning to decrease its financial dependency on the Order in the near future, an institution which has found itself responding to CFI concerns in the recent past.

REPORT PRESENTATION AND QUALITY: The Divine Word College interim report provided clear and specific information about the College's responses to the two Core Components, 5.B and 5.C. The evaluation of these two components was changed from Met to Met With Concerns by the IAC after review and discussion of the Team report. The initial efforts to address the areas of focus began under the College's former President and former VPAA and continued under the current President and VPAA. After the introduction, the interim report provides detailed descriptions of the activities implemented to correct the deficiencies in two major headings, Governance and Strategic Planning.

REPORT SUMMARY:

- 1) Efforts to improve communication on policy and procedure changes under consideration

The President formed task forces to address the two areas of focus: the Task Force on Strategic Planning (TFSP) and the Task Force on Shared Governance (TFSG). The Task Force on Shared Governance focused on strengthening current opportunities for face-to-face meetings of members of the campus community, electronic publications, and bulletin boards. The primary purpose of these activities is to share information of interest to the various campus groups and encourage participate in decision-making as appropriate. The opportunities for involvement in shared governance listed in the interim report include the Presidential Forum, the Academic and Formation Advisory Council, the Faculty Senate, the Faculty Institute, Faculty In-Services, departmental meetings, the Dean's Forum, and a number of staff and committee meetings. The descriptions of these groups demonstrated how members of the campus community are able to learn about and discuss a variety of issues relating to College operations.

Electronic publications are created and distributed from several College offices to share information about the President, Board of Trustees, Board of Administration, Vice

Presidents, academic and faculty affairs, and information management. The Activities and Liturgical Calendar is the College document published annually which serves as the academic calendar and informs the campus community of the dates and times of meetings of the Board of Trustees, the Board of Administration, other Boards, Councils, academic departments, and standing committees. The Almanac also includes the dates and times of activities and celebrations which occur during the year.

2) Implementation of improvements in the atmosphere around shared governance

In addition to strengthening communication to the campus community, the College implemented activities to clarify the understanding of shared governance. This was done through in-service activities for faculty and a day-long Fall 2017 Faculty Institute on Shared Governance. This Institute was facilitated by an outside consultant experienced in higher education administration and HLC criteria and expectations. All full-time faculty, some part-time faculty, and the Board of Administration participated in the Institute. The facilitator led discussions and guided exercises to help the participants understand the processes used to make decisions at the College. The Task Force on Shared Governance developed a survey focused on shared governance and administered it to the DWC campus community. Almost 40% of the recipients completed and returned the survey; 48% percent of those returning the survey were faculty members. A significant finding from the survey was that almost a third of the respondents felt that “shared governance means equal rights.” The results of the survey also showed that the majority of the respondents agree “the College has in place adequate and appropriate structures and processes to exercise shared governance.” The interim report included descriptions of the College structures in place to support shared governance including the Board of Administration, the Faculty Senate, the Chairs Council and a number of standing and ad hoc committees. Several examples of recent utilization of shared governance to make decisions and implement changes in the College organization and operations were included in the interim report.

3) Evidence of deeper Board of Administration comprehension of critical compliance expectations

The College contracted with a consulting firm to provide several services to ensure the College complies with required training and operations. The consulting firm conducted a Job Audit, an FLSA Compliance Audit, a Compensation Review and Employee Classifications, Handbooks Revision, and Employee Performance Evaluation forms review. The College entered into a contract with another consulting firm “to raise awareness in the campus community of employment laws and regulations and professional conduct in the workplace.” All employees are assigned training modules to complete each semester. Students are also required to complete training modules. (NB – the reviewer noticed there is no training module focused on FERPA.) The College has begun collecting information on professional development activities by faculty, staff, and administrators. The activities include attendance to and presentations at professional meetings and conferences, participation in professional associations, research, and publications. The College Human Resources services unit has been reorganized and

placed under a new Vice President for Operations, a replacement for the former position of Vice President for Finances.

4) Broader institutional collaboration in development of strategic planning

The Task Force on Strategic Planning began its work by conducting a SWOT analysis by electronically administering an open-ended questionnaire to the campus community (Faculty, Staff, Administrators, SVD, Students, Trustees). Seventy-one completed questionnaires were returned; the majority of the responses came from students. The task force conducted an analysis to place the responses into themes and ranked the priorities based on the number of responses under each theme. The results of the analysis and the priorities ranking were submitted to the Board of Administration. Each Vice President was charged with formulating 1-5 goals, 1-5 objectives, and 2-5 action steps for their respective areas. The Vice Presidents were encouraged to seek input and consultation from their constituents. The campus community was kept updated and informed about the progress of the planning process. Beginning in January 2018 the Vice Presidents met with their constituents as they developed drafts of their plans. Over the next few months, drafts were reviewed, discussed, and revised. A full draft of the DWC Strategic Plan 2018-2021 was published in April 2018. Also in April, the Board of Administration approved the plan and forwarded it to the Board of Trustees for review and approval. On May 5, 2018, the Board of Trustees approved the DWC Strategic Plan 2018-2021. A Town Hall meeting was held in April 2018 for the entire College community. Led by the President, the Chairs of the two task forces made presentations of their work, described the activities they used to accomplish the charges to each task force which resulted in the creation of the Monitoring Report. The draft of the Monitoring Report was distributed to the campus community in March for review and comments.

5) Improved strategies for use of data in development of strategic planning and efforts to improve persistence in completion statistics for student success

In May 2018, the College hired an individual for the new position of Director of Educational Technology & Institutional Effectiveness. The Director will “enhance the collection, analysis, and interpretation of data to facilitate institutional effectiveness in the areas of planning, program assessment, learning outcomes assessment, and curriculum improvement. The Director will support faculty and administrative personnel in the effective use of organizational data to drive wise decision-making.” The interim report was submitted in May 2018 which did not allow for information about the activities of the Director to be included.

REPORT ANALYSIS: The current President and VPAA assumed their positions in the Fall 2017 semester and continued the work started by their predecessors to address the areas of concern. Two task forces were formed to lead the members of the campus community in activities to bring the College into compliance with the two HLC criteria identified as Met with Concerns. The interim report provided descriptions of the various groups, committees, and councils charged with moving the College forward. The various initiatives implemented by the members of the campus community were described in the report and were also documented by the thirty-one items included as appendices to the interim report.

The College hopes to be able to use data to guide and strengthen decision-making and monitor College success. A new position was created, Director of Educational Technology & Institutional Effectiveness to collect, analyze, and interpret data to inform planning, efficiency, and effectiveness of student learning. The individual selected to fill the position assumed the role in May 2018. The interim report was due in May 2018 which did not allow the efforts of the Director to be included. **However, by the Standard Pathway Year Four Comprehensive Evaluation in 2019-2020, the College should present evidence in its Assurance Argument of the Director's leadership in the use of data in college planning and efforts to improve persistence and completion statistics for student success. (Please see Staff Finding designation for CC 5.C below.)**

The Higher Learning Commission will not require additional reporting on Core Component 5.C with regard to improved strategies for use of data in planning pertaining to student success. However, DWC should assume the HLC Peer Review Team that conducts the Standard Pathway Four Year Comprehensive Evaluation will most certainly examine the institution's progress in this area. (Please see the Staff Finding section below.)

STAFF FINDING:

Note the relevant Criterion, Core Component(s) or Assumed Practice(s) – 5B

Efforts to improve communication on policy and procedure changes under consideration

Statements of Analysis (check one below)

- ☒ Evidence demonstrates adequate progress in the area of focus.
- ☐ Evidence demonstrates that further organizational attention is required in the area of focus.
- ☐ Evidence demonstrates that further organizational attention and HLC follow-up are required.
- ☐ Evidence is insufficient and a HLC focused visit is warranted

STAFF FINDING:

Note the relevant Criterion, Core Component(s) or Assumed Practice(s) – 5B

Implementation of improvements in the atmosphere around shared governance

Statements of Analysis (check one below)

- ☒ X Evidence demonstrates adequate progress in the area of focus.
- ☐ Evidence demonstrates that further organizational attention is required in the area of focus.
- ☐ Evidence demonstrates that further organizational attention and HLC follow-up are required.
- ☐ Evidence is insufficient and a HLC focused visit is warranted.

STAFF FINDING:

Note the relevant Criterion, Core Component(s) or Assumed Practice(s) – 5B

Evidence of deeper Board of Administration comprehension of critical compliance expectations

Statements of Analysis (check one below)

- ☒ X Evidence demonstrates adequate progress in the area of focus.
- ☐ Evidence demonstrates that further organizational attention is required in the area of focus.
- ☐ Evidence demonstrates that further organizational attention and HLC follow-up are required.
- ☐ Evidence is insufficient and a HLC focused visit is warranted.

STAFF FINDING:

Note the relevant Criterion, Core Component(s) or Assumed Practice(s) - 5C

Broader institutional collaboration in development of strategic planning

Statements of Analysis (check one below)

- ☒ X Evidence demonstrates adequate progress in the area of focus.
- ☐ Evidence demonstrates that further organizational attention is required in the area of focus.
- ☐ Evidence demonstrates that further organizational attention and HLC follow-up are required.
- ☐ Evidence is insufficient and a HLC focused visit is warranted.

STAFF FINDING:

Note the relevant Criterion, Core Component(s) or Assumed Practice(s) – 5C

Improved strategies for use of data in college planning and efforts to improve persistence and completion statistics for student success

Statements of Analysis (check one below)

- ☐ Evidence demonstrates adequate progress in the area of focus.
- ☒ Evidence demonstrates that further organizational attention is required in the area of focus.
- ☐ Evidence demonstrates that further organizational attention and HLC follow-up are required.
- ☐ Evidence is insufficient and a HLC focused visit is warranted.

The Director of Educational Technology & Institutional Effectiveness, a new position at the College, assumed his role in May 2018, the month when the interim report was due. By the Standard Pathway Year Four Comprehensive Evaluation in 2019-2020, the College should present evidence of the Director's leadership in the use of data in college planning and efforts to improve persistence and completion statistics for student success.

STAFF ACTION: Receive the report on governance and strategic planning. No further reports are required.

The Standard Pathway Year Four Comprehensive Evaluation is scheduled for 2019 -- 2020. The institution's next reaffirmation of accreditation is scheduled for 2025 – 2026.