OUTCOMES REPORT

Fiscal Year 2023

College of DuPage

INSTITUTIONAL OUTCOMES REPORT
Fiscal Year 2023

Office of Planning and Institutional Effectiveness

College of DuPage
425 Fawell Blvd.
Glen Ellyn, IL 60137

LEADERSHIP

CORE INSTITUTIONAL STATEMENTS

PHILOSOPHY

College of DuPage believes in the power of teaching and learning. We endorse the right of each person to accessible and affordable opportunities to learn and affirm the innate value of the pursuit of knowledge and its application to life. Our primary commitment is to facilitate and support student success in learning.

College of DuPage is committed to excellence. We seek quality in all that we do. To ensure quality, we are committed to continual assessment and self-evaluation.

College of DuPage values diversity. We seek to reflect and meet the educational needs of the residents of our large, multicultural district. To this end, we recognize the need for freedom of expression and that facts, arguments, and judgments should be presented, tested, debated, challenged, deliberated, and probed for their objective truth in the marketplace of ideas. Every College individual owes a duty to exercise his or her own individual judgment; and to permit others to exercise that same freedom of conscience.

We recognize the importance of embracing individual differences and cultures and value the contributions made to the College by people of all ethnic and cultural backgrounds. We affirm our role as a catalyst for promoting dialogue and tolerance.

College of DuPage promotes participation in planning and decision-making. We support participatory governance and the involvement of the College community in the development of a shared vision. We believe that all students, employees, and residents can make meaningful contributions

within a respectful environment that encourages meaningful discourse.

We strive to build an organizational climate in which freedom of expression is defended and civility is affirmed. College of DuPage is a benefit to students and our community. The needs of our students and community are central to all we do.

VISION

College of DuPage will be the primary college district residents choose for high quality education.

MISSION

The mission of College of DuPage is to be a center for excellence in teaching, learning and cultural experiences by providing accessible, affordable and comprehensive education.

VALUES

INTEGRITY: We expect the highest standard of moral character and ethical behavior.

HONESTY: We expect truthfulness and trustworthiness.

RESPECT: We expect courtesy and dignity in all interpersonal interactions.

RESPONSIBILITY: We expect fulfillment of obligations and accountability.

EQUITY: We expect that everyone in our college community has an equal opportunity to pursue their academic, personal and professional goals.

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COLLEGE OF DUPAGE
Fiscal Year 2022-2026 STRATEGIC
LONG RANGE PLAN
Approved by Board of Trustees: July 16, 2020
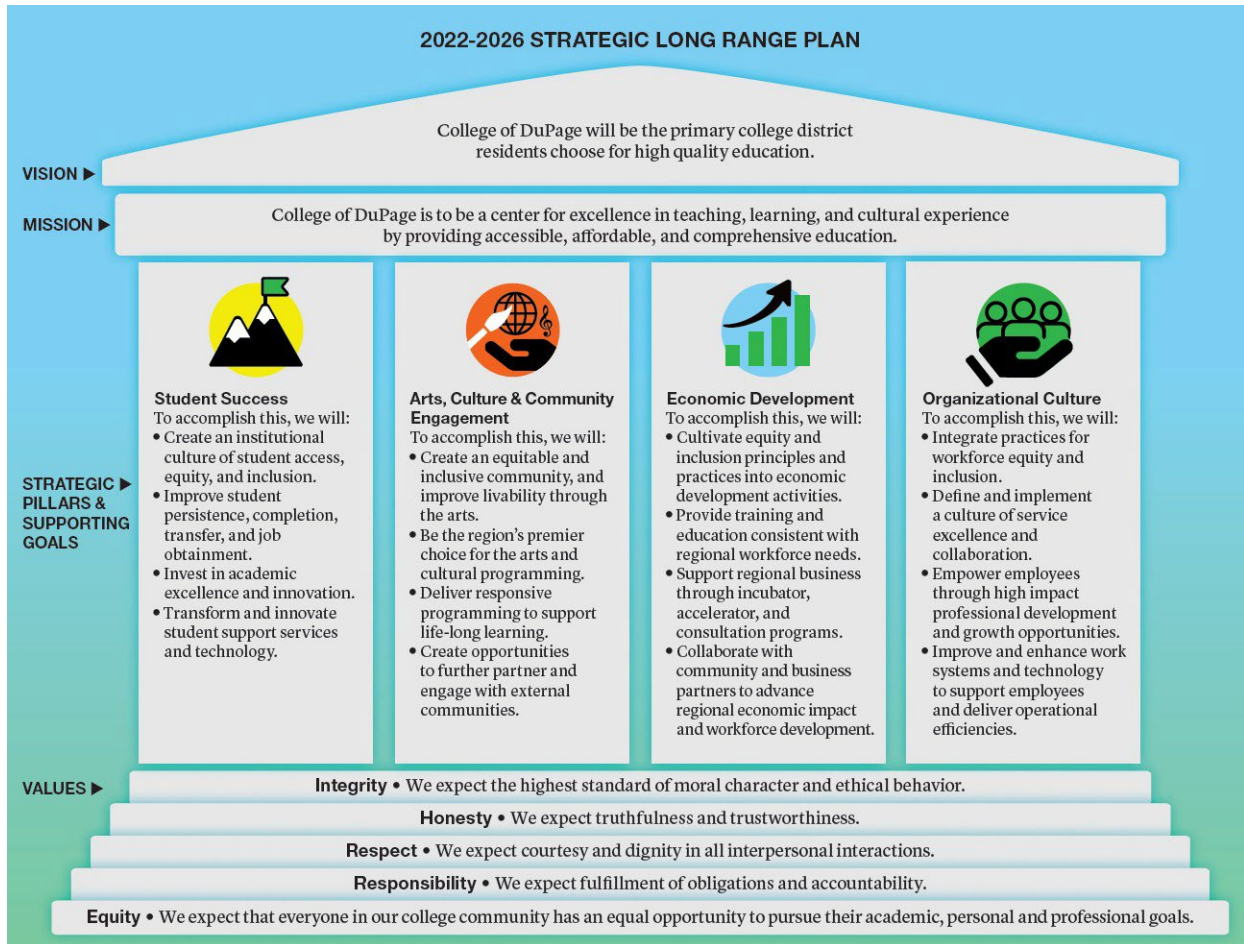
Strategic planning at College of DuPage (COD) is a continuous process that guides the direction of the institution and provides evidence of progress made towards advancing our mission and achieving our vision.The foundation for the College's Strategic Long Range Plan (SLRP) are the Values of Integrity; Honesty; Respect; Responsibility; and Equity. Sitting upon the solid foundation of those values are four Strategic Pillars. The first three Strategic Pillars: *Student Success*; *Arts, Culture & Community Engagement*; and *Economic Development* are outward facing, whereas the fourth Strategic Pillar: *Organizational Culture* is inward facing. Broadly stated, these four Strategic Pillars are what the College must achieve to remain competitive and ensure its long-term success.

By definition, pillars provide strength and support for something. In the case of the College's strategy formulation, the Strategic Pillars hold up the College's vision and mission. Remove one of the Strategic Pillars, and the Vision and Mission are at risk of collapse.

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Administrative Affairs

Cabinet Officer: Ellen M. Roberts
Strategy: Enhance technology to effectively protect the College from cyber breaches.
KPI: Reduced number of compromised system user accounts as compared to prior years.
SLRP Pillar Alignment: Organizational Culture

4th Quarter	
Percent Complete ☐ **<25%** ☐ **26% - 50%** ☐ **51% - 75%** ☒ **>75%**	**Satisfactory Progress** **Yes** ☒ **No** ☐

Notes: First Quarter:
- Deployed monthly security updates to desktops and servers
- Discontinued use of basic authentication on Microsoft 365 per announced retirement
- Enhancing security deployment methods on MAC OS
- Researching implementation of Security Operations Center
- Researching network segmentation to protect high value assets
- Planning upgrade to Forefront Identity Manager
- Upgraded network hardware (Fortinet firewalls and SPAM mail appliance, BGP routers, switches)
- Planning upgrade of Wi-Fi network over Christmas Break
- Server OS upgrades planned
- Reviewing privileged access management solution
- Mandatory compliance training included security training
- Researching Security Information and Event Management (SIEM) system
- Pursuing cybersecurity retainer
- Creating remote access policy for vendors

Second Quarter:
- Completed major upgrade of Wi-Fi network
- Created remote access policy for vendors
- Implementing Windows Defender for Identity
- Reviewing data loss prevention functionality
- Reviewing RFP and contract language for technology vendors
- Researching infrastructure redundancy improvements to aid in recovery efforts

Third Quarter:
- Identified servers requiring operating system upgrade and developed remediation plans
- Announced additional security features (number matching) for student MFA
- Identified replacement system for Forefront identify Manager (self-service password reset)
- Implemented data loss prevention in audit mode
- Drafted data loss prevention policy
- Started Ellucian Strategic Alignment plan to provide timely updates to Ellucian products
- Working with vendor to develop a statement of work for implementation of dynamic network segmentation

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- Contracted with vendor to perform annual penetration testing
- Finalized statement of work (pending Board approval) with vendor for data center redundancy project
- Reviewing potential security and process enhancements to the Student Employee account creation process
- Completed cyber security self-assessment for cyber insurance renewal
- Upgraded firewall operating system

Fourth Quarter:
- Continued server operating system upgrade project
- Migrated desktops to latest Windows 10 release (22H2)
- Pilot testing new Mac OS authentication functionality (JAMF connect)
- Met with Info Tech to discuss blue print / guided implementation to create next InfoSec strategic plan
- Purchased replacement system for Forefront Identify Manager (self-service password reset)
- Continued working with Ellucian on planning for possibility of migrating to Recruit SaaS and Colleague SaaS
- Reviewed results of penetration testing and developed plans for remediating and major findings
- Scoped and scheduled data center redundancy project consulting

Cabinet Officer: Ellen M. Roberts
Strategy: Enhance procurement processes through centralization of functions.
KPI: Centralization of functions completed in alignment with budgeted staff positions.
SLRP Pillar Alignment: Organizational Culture

4th Quarter	
Percent Complete ☐ <25% ☐ 26% - 50% ☐ 51% - 75% ☒ >75%	**Satisfactory Progress** Yes ☒ No ☐

Notes: First Quarter: A Contract Specialist job description was created, and the position was posted and filled. This position's responsibilities include working directly with vendors on contract term revisions, removing the requester from this responsibility. New language was added to the PO to eliminate the need for a contract review under certain circumstances.
Second Quarter: Vendor additions and communications with vendors have been targeted for centralization in Procurement effective 2.1.23; revised process and new forms have been completed and an ADLI form has been submitted to Cabinet for review in January.
To ensure all pertinent parties are included on RFP/bid evaluation committees, the Procurement Buyer reviews the list of members and makes recommendations.
Updated IT and Facilities Equipment Review forms to streamline approval process.
Updated Purchase Order terms to eliminate need to submit quotes with signature line through the contract approval process, as long as additional terms and conditions are not included on the quote.
Implemented 48 hour window for vendors submitting bids/proposals to correct minor omissions or errors to allow for greater vendor opportunity, reduce spend, and significantly reduce bid/proposal

rejections and re-bids.

Third Quarter: A second Expeditor has been hired, which has improved the turnaround time for requisition processing. The vendor intake process has been fully transferred from the end user to the procurement Services Department; this change has been successful with positive feedback received from end users.

Fourth Quarter: Credit application processing has been established as the responsibility of Procurement Services, which has improved the end user and vendor processing activities. The Procurement Services Department has also engaged with a consultant to review practices associated with the Business Enterprise Program (BEP). The project aims to evaluate and make recommendations to help improve future compliance results. Assessment results will be evaluated, and short- and long-term strategies will be established in FY24. Those efforts are anticipated to boost COD's participation and focus on the established aspirational goal of 30%.

Cabinet Officer: Ellen M. Roberts	
Strategy: Ensure compliance with Illinois 2021 Police Reform Bill (SAFE-T Act) and trailers as they become effective.	
KPI: Policy development and officer training compliance.	
SLRP Pillar Alignment: Organizational Culture	

4th Quarter	
Percent Complete ☐ **<25%** ☐ **26% - 50%** ☐ **51% - 75%** ☒ **>75%**	**Satisfactory Progress** **Yes ☒ No ☐**

Notes: First Quarter: COD PD is fully compliant with all aspects of the SAFE-T act, which have already gone into effect. We are monitoring potential changes to the act, and preparing to comply with new regulations as they go into effect. For example we have secured a partial grant to assist with body worn cameras and are including them in our budget planning. We have revised policies and trained officers as required.

Second Quarter: COD PD remains fully compliant with all aspects of the act in effect. Currently monitoring legal challenges to remaining sections. Camera acquisitions on track for implementation prior to 01/25 timeline.

Third Quarter: COD PD remains fully compliant with SAFE-T act components in effect. We are in ongoing contact with camera grant administrators and have begun camera review for vendor selection.

Fourth Quarter: COD PD remains fully compliant with all in effect SAFE-T Act provisions.

Cabinet Officer: Ellen M. Roberts
Strategy: Improve the process to account for financial aid in payment plans and drops for non-payment.
KPI: New process is operational and available to students.
SLRP Pillar Alignment: Student Success

4th Quarter	
Percent Complete ☐ **<25%** ☐ **26% - 50%** ☐ **51% - 75%** ☒ **>75%**	**Satisfactory Progress** **Yes ☒ No ☐**

Notes: First Quarter: The initial process has been tested w/ IT and a fail system check has been put in place. The process to identify students with financial aid has also been completed. Next steps are to modify the drop list to notate expected financial aid. This project remains on track to be rolled out in the Summer of 2023 registration (March 2023 time frame).   **Second Quarter:** We remain on track to have this rolled out when registration opens in March, 2023.   **Third Quarter:** 100% up and running. More than 200 students have already taken advantage of this and did not have to enroll in a payment plan.   **Fourth Quarter:** The Financial Affairs Office completed this project in third quarter. The Completion Committee continues to explore additional improvements.

General Counsel

Cabinet Officer: Lilianna Kalin
Strategy: Develop and implement legal training on legal issues to reduce risk of litigation and union grievances.
KPI: Training provided based on identified College needs and conformity with the law.
SLRP Pillar Alignment: Organizational Culture

4th Quarter	
Percent Complete ☐ <25% ☒ 26% - 50% ☐ 51% - 75% ☐ >75%	**Satisfactory Progress** Yes ☒ No ☐
Notes: A pause was taken in providing training to employee groups due to ongoing negotiations and the potential impact of changes to the various working groups. Once negotiations are concluded training topics will be reviewed and training will resume in FY24.	

Cabinet Officer: Lilianna Kalin
Strategy: Continue to serve the College through legal support and guidance by enhancing communication and responsiveness.
KPI: Create intake form and legal tracking system.
SLRP Pillar Alignment: Organizational Culture

4th Quarter	
Percent Complete ☐ <25% ☐ 26% - 50% ☒ 51% - 75% ☐ >75%	**Satisfactory Progress** Yes ☒ No ☐
Notes: The Board Approved the procurement of High Q (Westlaw) to implement new legal database for intake of legal issues/questions and compliance related tracking in FY24.	

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Human Resources

Cabinet Officer: Ellen Roberts
Strategy: To streamline HR processes for improved efficiency and user experience.
KPI: Reduce number of process steps and completion times.
SLRP Pillar Alignment: Organizational Culture

4th Quarter	
Percent Complete ☐ **<25%** ☐ **26% - 50%** ☐ **51% - 75%** ☒ **>75%**	**Satisfactory Progress** **Yes ☒ No ☐**

Notes: First Quarter: Final testing of Ellucian Workflow for Notice of Change form completed. Implementation of automated verification of employment is in progress.

Second Quarter: Communication planning in progress. Implementation of automated verification of employment in final testing phase prior to communication of launch.

In process:

Development of a reasonable suspicion process and forms to better assist supervisors, managers, and leaders in determining when an employee may be under the influence.

Researching online resources to assist with case management of investigations related to misconduct and violations of policies; seeking a system that will streamline the intake of information, communications, and collaboration during the investigation and with reporting of data and trends.

Third Quarter: Proceeding with updating general notice of change PDF form for better utilization/data collection. Implemented service award eligibility date tracking in Colleague. Launched Experian Verify April 2023.

Fourth Quarter: Ellucian Workflow system is not being implemented by the College. An alternate system, Softdocs, has been selected and HR has been put in the queue for implementation during FY24. Implemented automated process for submission of Remote Work forms and updating job descriptions with position assessment outcomes.

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Cabinet Officer: Ellen Roberts
Strategy: Continue to promote positive and effective Labor and Employee relations.
KPI: 1. CODFA contract ratified. 2. LOCAL PGMC CBA ratified.
SLRP Pillar Alignment: Organizational Culture

4th Quarter	
Percent Complete ☐ <25% ☐ 26% - 50% ☐ 51% - 75% ☒ >75%	**Satisfactory Progress** Yes ☒ No ☐
Notes: First Quarter: 1) Intent to Bargain received from CODFA 10.17.22, and 2) continuing to engage in mediation with PGMC. **Second Quarter:** 1) CODFA bargaining scheduled to begin in February, and 2) PGMC mediation allowed for continued dialogue and negotiations are progressing. **Third Quarter:** 1) CODFA bargaining in process, and 2) PGMC contract negotiations successfully concluded. **Fourth Quarter:** 1) CODFA bargaining in process, 2) Local 399 Engineers contract negotiations successfully concluded.	

Cabinet Officer: Ellen Roberts
Strategy: To develop and implement training and development programs in accordance with the College's priorities, goals, and objectives.
KPI: Training provided based on identified College needs.
SLRP Pillar Alignment: Organizational Culture

4th Quarter	
Percent Complete ☐ <25% ☐ 26% - 50% ☐ 51% - 75% ☒ >75%	**Satisfactory Progress** Yes ☒ No ☐

Notes: First Quarter: 72 virtual or in-person training and development sessions were held during the first quarter focusing on multiple areas, including:
- Diversity and Inclusion (e.g., Mental Health First Aid, Safe Zone)
- Employee Experience (e.g., New Employee Orientation, Onboarding, COD Management Orientation)
- Safety (e.g., Crisis Intervention, Fire Extinguisher, CPR)
- Teaching and Learning (e.g., Basic Advising, Connecting Careers to the Classroom)

In addition, new self-paced trainings included:
- Annual Compliance Training for all employees
- DEI Playlists (e.g., Understanding Equity, Inclusivity at Work)
- College processes and systems (e.g., Peak Agenda Management System)

Second Quarter: 71 virtual or in-person training and development sessions were held during the second quarter focusing on multiple areas including:

- COD procedures and systems (e.g., COD Budgets)
- Diversity and Inclusion (e.g., UndocuALLY, Safe Zone)
- Employee Experience (e.g., Campus Tours, Onboarding, COD Management Orientation)
- Safety (e.g., Active Violence Preparedness, Crisis Intervention, Stop the Bleed)
- Teaching and Learning (e.g., 4 Connections, Magna Mentor series, Yuja series)

In addition, new self-paced trainings included:
- Annual Compliance Training for all employees
- DEI Playlists (e.g., DEIB: Your Role as a Leader)

Third Quarter: 66 virtual or in-person training and development sessions were held during the third quarter focusing on multiple areas including but not limited to:
- COD procedures and systems (e.g., Blackboard's New Look, Courseleaf Curriculum Management Training, OER Support Grant Meeting)
- Diversity and Inclusion (e.g., UndocuALLY, Safe Zone)
- Employee Experience (e.g., Prep Your New Employees for Success, COD Management Orientation)
- Teaching and Learning (e.g., Gen Ed Learning Redux series, 2023 Spring Teaching Excellence Series)
- Wellness (Mental Health First Aid)

In addition, self-paced trainings included:
- New – DEI Playlist: Supporting Diverse Colleagues in the Workplace
- New – ADLI: Understanding and Applying the ADLI Model
- Continued – Annual Compliance Training for all employees
- Continued – Diversity and Interviewing Training for Hiring Managers/Search Committee Members

Fourth Quarter: 103 virtual or in-person training and development sessions were held during the fourth quarter focusing on multiple areas including but not limited to:
- Adjunct Faculty Development + Engagement (e.g., COD Connects 4 Connections Faculty Learning Cohort (ADJ); Literacy Strategies for CTE Courses; Improving Learning and Mental Health in the College Classroom)
- Employee Development (e.g., Summer Staff Development Day)
- Employee Experience (e.g., Performance Evaluations; Employee Goals; Remote Work Position Assessment Form Training)
- Safety (e.g., Active Violence Preparedness; Self Defense)
- Wellness (e.g., Financial Wellness; Mindfulness; Stress Management; Work Safety)
- Two (2) communications training sessions – Effective Communication for Leaders and Difficult Conversations – were developed and are the inaugural modules for the Leadership Academy. Effective Communications for Leaders was presented to Cabinet in July, 2023, and remaining sessions will be scheduled throughout FY24.

In addition, new self-paced trainings included:
- Records Management Policy and Procedure
- ADLI: Understanding and Applying the ADLI Model
- Financial User Training Academy (for Level IV users)
- Supervisor Remote Work Training and Employee Remote Work Training
- Annual PCI Training 2023
- Performance Evaluations - Direct Manager Activities and Supervisor Toolkit

Cabinet Officer: Ellen Roberts
Strategy: Assist with the development and implementation of Diversity, Equity, and Inclusion efforts at the College.
KPI: College policies, procedures, and employment laws will be aligned with DEI best practices, as appropriate, and relevant training will be provided to ensure College-wide deployment.
SLRP Pillar Alignment: ☒ Organizational Culture

4th Quarter	
Percent Complete ☐ **<25%** ☐ **26% - 50%** ☐ **51% - 75%** ☒ **>75%**	**Satisfactory Progress** **Yes ☒ No ☐**

Notes: First Quarter: Actions are pending recommendations from Kaleidoscope Group. Second Quarter: Actions from Kaleidoscope Group are still pending. Assisted Kaleidoscope Group with data collection survey distribution. Registered five (5) HR staff members for a diversity training course focused on assessment, inclusion and retention. Performance goals have been included for completion of these courses. Third Quarter: Manager Learning and Organizational Development (L&OD) consulted with Interim Director DEI on employee training rollout for Fall 2023. Training will be rolled out through the Employee Development Center with multiple large group sessions in person. Next meeting to discuss training rollout with Kaleidoscope April 20. Fourth Quarter: Manager L&OD continued to consult with Interim Director DEI on employee training rollout for Fall 2023. Pilot with Cabinet completed in July 2023.

Institutional Advancement

Cabinet Officer: Walter Johnson
Strategy: Increase philanthropic giving and grant funding support by 4% to meet the FY23 needs of the College and the College of DuPage Foundation.
KPI: Secure $11.3mil in funding support through multiple Institutional Advancement and Foundation initiatives.
SLRP Pillar Alignment: Student Success, Arts, Culture & Community Engagement, Economic Development, Organizational Culture

4th Quarter	
Percent Complete ☐ **<25%** ☐ **26% - 50%** ☐ **51% - 75%** ☒ **>75%**	**Satisfactory Progress** **Yes ☒ No ☐**
Notes: Overall Advancement and Foundation results for FY23 exceeded goal.	

Cabinet Officer: Walter Johnson
Strategy: Implement a robust donor retention plan that provides exemplary stewardship of donors and their funds.
KPI: Achieve overall retention rate of 65%.
SLRP Pillar Alignment: Student Success, Arts, Culture & Community Engagement, Economic Development, Organizational Culture

4th Quarter	
Percent Complete ☐ **<25%** ☐ **26% - 50%** ☐ **51% - 75%** ☒ **>75%**	**Satisfactory Progress** **Yes ☒ No ☐**
Notes: Donor retention through Q4 is at 66.5% which exceeds the goal and keeps COD donor retention trending ahead of the national average.	

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Cabinet Officer: Walter Johnson
Strategy: Support institutional priorities and strategic plan pillars through significant grant funding.
KPI: $7.3M in grant funding from at least 33 grant awards by the end of FY2023.
SLRP Pillar Alignment: Student Success, Arts, Culture & Community Engagement, Economic Development, Organizational Culture

4th Quarter	
Percent Complete ☐ **<25%** ☐ **26% - 50%** ☐ **51% - 75%** ☒ **>75%**	**Satisfactory Progress** Yes ☒ No ☐
Notes: Grant funding for FY23 was $12.15mil, which was $4.85mil over goal. The total number of grant awards was 46, which was 13 over goal.	

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Office of the President

Cabinet Officer: Wendy McCambridge
Strategy: Engage with state and federal legislators on issues of interest to the College of DuPage.
KPI: Number of events or meetings held either in-person or virtually with state or federal legislators in attendance.
SLRP Pillar Alignment: Arts, Culture & Community Engagement

4th Quarter	
Percent Complete ☐ **<25%** ☐ **26% - 50%** ☐ **51% - 75%** ☒ **>75%**	**Satisfactory Progress** **Yes ☒ No ☐**
Notes: In early May, the President and Trustees met with legislators in Springfield for Lobby Day. Also, on June 20th the Elected Officials Summit was held. For the Elected Officials Summit, federal, state, county and municipal elected officials were invited to campus to learn about the College and have a tour of the Andy Warhol exhibit and the Augmented Reality/Virtual Reality (AR/VR) rooms and Immersive Visualization Lab (IVL). There were approximately fifty local elected officials in attendance at the event.	

Planning and Institutional Effectiveness

Cabinet Officer: James R. Benté	
Strategy: To advance a culture of performance excellence.	
KPI: 2023 IMEC Award for Excellence Submitted.	
SLRP Pillar Alignment: Organizational Culture	

4th Quarter	
Percent Complete ☐ **<25%** ☐ **26% - 50%** ☐ **51% - 75%** ☒ **>75%**	**Satisfactory Progress** **Yes** ☒ **No** ☐

Notes: Finalized documents and processes:
- Socialization Flow Chart
- ALDI Rubric
- LeTCI Rubric
- PLAN - DO - STUDY - ACT (PDSA) Cycle
- Process/System Development Worksheet (ALDI)
- Project Decision Rubric
- Process Facilitator Rubric

Provost Council+ (all academic and student affairs leaders) and the Task Force on Procedural and Systems Improvements were provided with Process/System Development Worksheet (ALDI) training.

Institution-wide training in development. Training will be self-paced in Cornerstone and can be broken up/modularized. The training will roll out in January or early February, and will consist of:
1. Baldrige overview
2. ADLI overview
3. Introduction to the process and components
4. Demo of application

In January or early February, a pilot will be undertaken where departments will be asked to submit processes for evaluation and potential improvement effort using the Process/System Development Worksheet (ALDI). Two or three processes will be selected, and working with the staff in the selected areas, Baldrige Champions will walk them through an ADLI evaluation, and engage them in potential improvement efforts if warranted.

3rd Quarter Update: The Approach-Deployment-Learning-Integration tool was revised to make it more user-friendly, and an on-line training module has been developed and is in Cornerstone, the College's Human Resource platform. With respect to the Pilot Projects, departments were solicited for participation, and we currently have four areas that are willing to be involved. The Baldrige Champion Team will be meeting next week to determine what Champion will be assisting which departments. With the retirement of Jim Benté in June, Judy Coates has agreed to take the lead with respect to helping individuals and departments with the completion of the Approach-Deployment-Learning-Integration tool.

4th Quarter Update: With respect to achieving the defined KPI (2023 IMEC Award for Excellence Submitted), IMEC, like Baldrige, put the award cycle on hiatus, and therefore, it was impossible to submit an award application. However, as noted in 3rd Quarter Update, the Approach-Deployment-Learning-Integration tool is being utilized on a regular basis when process and systems are being implemented or revised. The use of the ADLI rubric has and will continue to socialize the Baldrige principles throughout the institution. In addition, the College's National Community College Benchmarking Project (NCCBP) data is analyzed and reported by using the Levels-Comparisons-Trends-Integration (LeCTI) rubric. Like the ADLI rubric, using the LeCTI rubric has continued to promote and socialize Baldrige as the institution's operating system.

Cabinet Officer: James R. Benté	
Strategy: Use the Illinois Community College Board Recognition Feedback, and Higher Learning Commission Comprehensive Evaluation Feedback to drive improvement.	
KPI: Work plans developed and implemented.	
SLRP Pillar Alignment: Student Success, Organizational Culture	

4th Quarter	
Percent Complete ☐ **<25%** ☐ **26% - 50%** ☐ **51% - 75%** ☒ **>75%**	**Satisfactory Progress** Yes ☒ No ☐

Notes:

Higher Learning Commission Comprehensive Evaluation

The nine recommendations made by the Peer Reviewers during their April 2022 visit were reviewed by Cabinet and assigned for follow up and action to the following areas:

Criterion 2 Summary
1. Board conflict of interest (Board)
2. Board focus (Board)
3. Courses offered (Provost)
4. Syllabi management system (Provost)

Core Component 3.B
5. Assessment and curriculum management (Provost)
6. Engage adjunct faculty (Human Resources)

Core Component 3.C
7. Job descriptions and job expectations (Human Resources)

Core Component 3.D
8. Roles of Navigators, Advisors and Counselors (Provost)

Criterion 4 Summary
9. Assessment data (Provost)

Illinois Community College Board Recognition

The three "Advisory Recommendations" made by the ICCB during the 2021 Recognition cycle were assigned and being followed up as follows.

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1. The ICCB recommends that the College clarify its residency policy with respect to aspects of the definition of residency not explicitly reflected in the current policy.
   - *The College's Registration Services team is currently reviewing and making appropriate changes.*

2. The College did not report on their current loan default rate. The ICCB recommends including this data in future reports.
   - *Future reports will include the College's official cohort default rates as reported by the United States Department of Education.*

3. Most data submissions have been timely, accurate, and complete. The ICCB is appreciative of this and looks forward to continued timely, accurate, and complete data submissions from College of DuPage. Focused efforts are recommended to improve the timeliness of the Annual Enrollment and Completion Data (A1), the Annual Course Data (AC), and the Noncredit Course Enrollment Data (N1).
   - *To reduce data errors and submission time, the College's Research & Analytics Department is working on enhancing QA reporting to proactively notify Records, Registration, Scheduling, and Academic Affairs offices to correct errors before the data are submitted to ICCB, and revising business processes to improve practices that introduce data errors into the student information systems.*

4th Quarter Update:

Illinois Community College Board Recognition
1. The residency definition has been revised and is now posted on the Residency Page of the COD website.
2. The College's official cohort default loan rates are accessible on the COD website via a link to the website of the Department of Education, Office of Federal Student Aid.
3. The College's Research & Analytics Department has developed quality assurance reporting to proactively notify Records, Registration, Scheduling, and Academic Affairs offices to correct errors before the data are submitted to ICCB. This effort has resulted in revised business processes that have significantly reduced data errors. The process of data quality assurance reporting continues to be enhanced and we work to reduce data errors.

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Cabinet Officer: James R. Benté
Strategy: Ensure that all external regulatory/accreditation reporting is accurate and timely.
KPI: All reports submitted by due dates.
SLRP Pillar Alignment: Organizational Culture

4th Quarter	
Percent Complete ☐ **<25%** ☐ **26% - 50%** ☐ **51% - 75%** ☒ **>75%**	**Satisfactory Progress** **Yes ☒ No ☐**

Notes:
The Research & Analytics Department makes regulatory and accreditation reporting a top priority. To ensure they are made in a timely and accurate fashion, multiple Research & Analytics analysts have been trained and/or cross trained to make these submissions. The Director of Research & Analytics has been assigned as the ICCB and Higher Learning Commission "Key Holder," and oversees all submissions.

3rd Quarter Update: The Higher Learning Commission (HLC) Annual Update, which was due in February, was completed accurately and on time. Illinois Community College Board (ICCB) and Integrated Postsecondary Education Data System (IPEDS) reports were submitted accurately and on time.

4th Quarter Update: The Research & Analytics team continues to meet the due dates for compliance documents.

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Provost

Cabinet Officer: Mark Curtis-Chávez
Strategy: To be the region's premier center for arts and cultural events.
KPI: The local and surrounding community will be engaged in arts and cultural activities and express their satisfaction with programming.
SLRP Pillar Alignment: Arts, Culture & Community Engagement

4th Quarter	
Percent Complete ☐ <25% ☐ 26% - 50% ☐ 51% - 75% ☒ >75%	**Satisfactory Progress** Yes ☒ No ☐
Notes: The MAC has reached 98% of its annual sales goal, with the New Philharmonic at 89%. The MAC has installed two public art installations. One is the traveling Glen Ellyn Letters Exhibit, and the other is The Grove, a mural in Glen Ellyn. We have over 22 Warhol community murals installed in DuPage County, and over 50 community partners, arts organizations and businesses engaged in supporting Warhol. WARHOL opened on June 3 with a transformation of over 11,000 sq. feet of exhibits with significant press throughout the Chicago Area and featured on every major network Chicago TV news station.	

Cabinet Officer: Mark Curtis-Chávez
Strategy: Continue to serve the Community through Economic Development and support.
KPI: Increase outreach with local industry and public entities as noted in the Action Steps.
SLRP Pillar Alignment: Economic Development

4th Quarter	
Percent Complete ☐ <25% ☐ 26% - 50% ☐ 51% - 75% ☒ >75%	**Satisfactory Progress** Yes ☒ No ☐
Notes: Project Hire-Ed has built or is building Department of Labor Registered Apprenticeship opportunities, with over 30 local employers, 35 apprentices and 7 apprentice graduates, in multiple industry areas, including manufacturing, information technology, healthcare, human resources, and education. The Business Development Center has served 2,426 clients to date (goal 1,000), while helping 77 business starts and providing 10,091 advising sessions. Innovation DuPage incubated 51 new companies (goal: 50) and accelerated 51 (goal: 30).	

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Cabinet Officer: Mark Curtis-Chávez	
Strategy: Increase retention by 1%.	
KPI: Student retention rate.	
SLRP Pillar Alignment: Student Success	

4th Quarter	
Percent Complete ☐ **<25%** ☐ **26% - 50%** ☐ **51% - 75%** ☒ **>75%**	**Satisfactory Progress** Yes ☒ No ☐

Notes: Athletics has contributed to retention efforts by increasing support and monitoring of the academic progress of our student athletes. The recruitment and retention of Black and Hispanic men and women athletes has helped also at the institutional level.

Counseling, Advising and Transfer Services hosted Mental Health Awareness week targeted at students to help break the stigma of mental health and to market our services to students. Students who seek assistance are more likely to persist in classes. An alcohol screening and "Drunkbusters" event aimed at helping students understand the dangers of alcohol and encouraging them to seek assistance with our counseling team was also offered and well attended.

Counseling, in collaboration with Office of Diversity and Inclusion, hosted a student group centered on 1st generation students to provide support for these students and discuss end of the semester success strategies. They also discussed with the students signing up for classes for the following semester.

Center for Student Diversity, Equity, and Inclusion had 36 students and 36 mentors participate in the Peer Mentoring Program.

Stem support:
- Supported women in STEM mentors
- LSAMP success coach held spring events, intrusive advising, connection to summer internships, and PUMA Stem club
- SSTEM success coach held spring events, intrusive advising, connection to summer internship
- SSTEM and LSAMP scholarships funded students to continue in their path
- Supported the ESports team which allowed them to purchase uniforms and enter tournaments, one of which they won

Cabinet Officer: Mark Curtis-Chávez	
Strategy: Increase enrollment (headcount) by 1%.	
KPI: Student enrollment	
SLRP Pillar Alignment: Student Success	

4th Quarter	
Percent Complete ☐ **<25%** ☐ **26% - 50%** ☐ **51% - 75%** ☒ **>75%**	**Satisfactory Progress** **Yes** ☒ **No** ☐
Notes: Increased fall 2022 headcount by 5.3%, surpassing our goal. Much of the headcount increase is driven by dual credit and continuing education. We will continue to build tuition-generating headcount.	

Public Relations, Communications, and Marketing

Cabinet Officer: Wendy E. Parks
Strategy: Contribute to the reversal of the enrollment decline through various integrated marketing and communications targeted campaigns.
KPI: Increase student engagement via paid and non-paid media by 2% over FY 2022.
SLRP Pillar Alignment: Student Success

4th Quarter	
Percent Complete ☐ <25% ☐ 26% - 50% ☐ 51% - 75% ☒ >75%	**Satisfactory Progress** Yes ☒ No ☐
Notes: Marketing and Communications exceeded this goal by 31.8% over FY22 in its primary social media platform, Instagram, targeting student engagement.	

Cabinet Officer: Wendy E. Parks
Strategy: Enhance the College's visibility and brand equity in support of its mission, vision, values, and the strategic long-range plan key pillars.
KPI: Increase audience engagement by 5% over FY 2022.
SLRP Pillar Alignment: Student Success

4th Quarter	
Percent Complete ☐ <25% ☐ 26% - 50% ☐ 51% - 75% ☒ >75%	**Satisfactory Progress** Yes ☒ No ☐
Notes: Marketing and Communications exceeded this goal regarding its general-market target audiences over FY22 by 83% via its LinkedIn platform and 9.4% via its Facebook platform.	

Institutional Outcomes Report 2023

Office of Planning and Institutional Effectiveness
College of DuPage
425 Fawell Blvd.
Glen Ellyn, IL 60137
cod.edu
(630) 942-2800