



# ANNUAL PLAN

Fiscal Year 2021



**COLLEGE OF DuPAGE**

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# COLLEGE OF DuPAGE LEADERSHIP

## Board of Trustees

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James Benté, *Vice President*  
Planning and Institutional Effectiveness

Wendy McCambridge, *Director*  
Legislative Relations & Special Assistant to  
the President

Dr. Mark Curtis-Chávez  
*Provost*

Wendy E. Parks, *Vice President*  
Public Relations, Communications, and  
Marketing

Walter Johnson, *Interim Vice President*  
Institutional Advancement

Ellen Roberts, *Interim Vice President*  
Administrative Affairs

Lilianna Kalin  
*General Counsel*

Linda Sands-Vankerk, *Vice President*  
Human Resources and Project Hire-Ed

# COLLEGE OF DuPAGE

## 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.

# COLLEGE OF DuPAGE

## 2017-2021 STRATEGIC GOALS

*Fall 2018 Update*

*Approved by Board of Trustees: November 15, 2018*

### **Goal 1: Accountability**

College of DuPage is committed to being transparent, answerable, and responsible to all stakeholders.

### **Goal 2: Value Added Education**

College of DuPage is committed to ensuring the courses and programs we provide deliver facts, experience, skills, and intellectual growth to students and the community. College of DuPage is committed to going beyond standard expectations and providing something more to the students and communities we serve.

### **Goal 3: Student Centeredness**

College of DuPage is committed to methods of teaching that shift the focus of instruction from the teacher to the student.

### **Goal 4: Equality and Inclusiveness**

College of DuPage is committed to ensuring that all stakeholders are involved in setting institutional direction; that their perspectives are heard and valued and their needs are understood and addressed.

### **Goal 5: Relationships**

College of DuPage is committed to cooperating and collaborating with all stakeholders in order to advance mutual interests.

### **Goal 6: Innovativeness**

College of DuPage is committed to making meaningful change that enhances organization effectiveness and adds new value for stakeholders

### **Goal 7: Financial Stewardship**

College of DuPage is committed to the careful and responsible management of the resources entrusted to its care

### **Goal 8: Infrastructure**

College of DuPage is committed to maintaining, improving, and developing structures, systems, and facilities necessary for the delivery of high quality education and meaningful cultural events.

# COLLEGE OF DuPAGE 2021 ANNUAL PLAN

Aligns with Presidential Goal

## Office of the President

<b>Cabinet Officer: Wendy McCambridge</b>
<b>Key Strategy 1: To increase the visibility of the College in the community and advance mutual interests in strengthening partnerships.</b>
<b>SLRP Alignment: Goal 5: Relationships</b>
<b>Action Steps</b> <i>How will the Strategy be Accomplished?</i>
1. Meet with community leaders.
2. Arrange speaking engagements and interviews with various media outlets.
3. Plan and organize a summit to educate area government officials on current and potential educational and other programmatic offerings of the College as well as to discern how the College may better serve District 502.

<b>Cabinet Officer: Wendy McCambridge</b>
<b>Key Strategy 2: To interface with Board of Trustees to enhance their knowledge.</b>
<b>SLRP Alignment: Goal 1: Accountability</b>
<b>Action Steps</b> <i>How will the Strategy be Accomplished?</i>
1. Create calendar for board meetings and presentations to inform of programs and events.
2. Enable training options to be available and accessible to the board of trustees.
3. Engage Trustees in participating in events and campaigns with students, staff, and faculty.
4. Implement new agenda management software and provide iPads.

## Office of the Provost

<b>Cabinet Officer: Mark Curtis-Chávez</b>
<b>Key Strategy 3: To advance student success.</b>
<b>SLRP Alignment: Goal 2: Value Added Education</b>
<b>Action Steps</b> <i>How will the Strategy be Accomplished?</i>
1. Develop targets for success applicable to the student body as a whole.
2. Complete the program maps for transferring to the most common destinations of COD students.
3. Implement the recommendations and complete the logistical planning for an expanded First-Year Experience (FYE) program in the 2021-2022 academic year.
4. Make progress towards a) assessing general education outcomes and making data-driven changes; b) Linking co-curricular activities to learning outcomes and using co-curricular assessment to improve student learning.
5. Work with the high school districts to increase the number of dual credit courses by seven percent, with an emphasis on Illinois Articulation Initiative courses.

<b>Cabinet Officer: Mark Curtis-Chávez</b>
<b>Key Strategy 4: To grow enrollment.</b>
<b>SLRP Alignment: Goal 7: Financial Stewardship</b>
<b>Action Steps</b> <i>How will the Strategy be Accomplished?</i>
1. Maintain aggregate spring 2021 semester enrollment at no less than the same level as the fall 2020 semester, with a focus on attracting adults with no college and those with some college but no degree (SCND).

<b>Cabinet Officer: Mark Curtis-Chávez</b>
<b>Key Strategy 5: To advance the College as a center for arts and culture.</b>
<b>SLRP Alignment: Goal 5: Relationships</b>
<b>Action Steps</b> <i>How will the Strategy be Accomplished?</i>
1. Present the Frida Kahlo “Timeless” exhibit with a year of wrap-around events, educational programs, and festivals.
2. Confirm a world-class exhibition for the summer of 2022 or 2023 (depending upon the possible future southern expansion of the museum).
3. Establish a program to promote public art throughout District 502.

<b>Cabinet Officer: Mark Curtis-Chávez</b>
<b>Key Strategy 6: To promote economic and workforce development.</b>
<b>SLRP Alignment: Goal 5: Relationships</b>
<b>Action Steps</b> <i>How will the Strategy be Accomplished?</i>
1. Create and execute a program of entrepreneurial activities to incubate 50 new businesses and accelerate 30 maturing businesses.
2. Train at least 1,000 new clients through the Business Development Center to facilitate the growth of their individual businesses and overall regional economic development.

## Human Resources & Project Hire-ED

<b>Cabinet Officer: Linda Sands-Vanker</b>
<b>Key Strategy 7: To streamline HR processes for improved efficiency and user experience.</b>
<b>SLRP Alignment: Goal 6: Innovativeness</b>
<b>Action Steps</b> <i>How will the Strategy be Accomplished?</i>
1. Review and identify H.R. process gaps or pain points.
2. Introduce tools and processes as appropriate that support greater efficiency/role clarity.

<b>Cabinet Officer: Linda Sands-Vanker</b>
<b>Key Strategy 8: To develop and implement training and development programs in accordance with the College's priorities, goals, and objectives.</b>
<b>SLRP Alignment: Goal 4: Equality and Inclusiveness</b>
<b>Action Steps</b> <i>How will the Strategy be Accomplished?</i>
1. Provide training on tools to enhance the effectiveness of teaching and working in the remote environment. Include training on diversity, equity, and inclusion.
2. Develop and deliver non-teaching employee in-service to support COD staff.
3. Assist Human Resources with the training of employees with employment systems, employee performance tools, or other processes, systems or as needed.
4. Research and recommend Difficult Conversations training for multiple levels of employees in the College.

<b>Cabinet Officer: Linda Sands-Vanker</b>
<b>Key Strategy 9: To identify and develop partnership opportunities with DuPage County employers to assist them in meeting their workforce planning and talent pipeline needs.</b>
<b>SLRP Alignment: Goal 5: Relationships</b>
<b>Action Steps</b> <i>How will the Strategy be Accomplished?</i>
1. Continue to conduct outreach with community employers to assist in solidifying partnerships.
2. Continue to build relationships with organizations (workforce, economic development, professional, and public) and community leaders.
3. Expand the College's apprenticeship programs within the manufacturing sector and add a program in at least one other sector, such as healthcare, computer and information technology, or banking.
4. Develop new and convert current apprenticeship programs to Registered Apprenticeship programs in compliance with IDCEO grant requirements.

## Administrative Affairs

<b>Cabinet Officer: Ellen Roberts</b>
<b>Key Strategy 10: To enhance technology availability and security.</b>
<b>SLRP Alignment: Goal 8: Infrastructure</b>
<b>Action Steps</b> <i>How will the Strategy be Accomplished?</i>
1. Prepare a Continuity of Operations Plan (COOP) to provide for the continued delivery of educational services to the community after a significant emergency incident.
2. Prepare for cyber security consulting regarding plan to respond to a data breach. Contract for cyber security peer assessment from REN-ISAC.N STEPS.

<b>Cabinet Officer: Ellen Roberts</b>
<b>Key Strategy 11: To streamline workflow processes and approval thresholds for all purchase-to-payment systems.</b>
<b>SLRP Alignment: Goal 6 Innovativeness</b>
<b>Action Steps</b> <i>How will the Strategy be Accomplished?</i>
1. Review current workflow and approval thresholds to increase efficiency while maintaining controls.

<b>Cabinet Officer: Ellen Roberts</b>
<b>Key Strategy 12: To enhance the delivery of services rendered to the College through financial operations and systems.</b>
<b>SLRP Alignment: Goal 1 Accountability</b>
<b>Action Steps</b> <i>How will the Strategy be Accomplished?</i>
1. Implementation of Chrome River Invoicing Module, ESM Purchasing Module, and Procurement and Travel Card programs.

## Public Relations, Communication & Marketing

<b>Cabinet Officer: Wendy Parks</b>
<b>Key Strategy 13: To create marketing and communications initiatives to help grow enrollment.</b>
<b>SLRP Alignment: Goal 7: Financial Stewardship</b>
<b>Action Steps</b> <i>How will the Strategy be Accomplished?</i>
1. Develop an annual marketing and advertising plan.
2. Plan and execute events to support enrollment.
3. Experiment with new marketing technologies to make efforts more efficient.
4. Create a dual credit marketing campaign that targets parents, superintendents, principals, and community partners.

<b>Cabinet Officer: Wendy Parks</b>
<b>Key Strategy 14: To support the College's mission through effective use of media technologies to satisfy the communication needs of administrators, faculty, staff, students, and the community.</b>
<b>SLRP Alignment: Goal 5 Relationships</b>
<b>Action Steps</b> <i>How will the Strategy be Accomplished?</i>
1. Increase the visibility of the College through speaking engagements and interviews with various media outlets.
2. Produce Spotlight videos highlighting the success of current students, staff, faculty, and alumni.
3. Develop and deliver the media content to support the College's Marketing and Communications Plan.
4. Produce promotional videos for academic programs.
5. Provide video support/streaming for In-service, Board of Trustees meetings, and guest lectures.

## Institutional Advancement

<b>Cabinet Officer: Walter Johnson</b>
<b>Key Strategy 15: To support student success</b>
<b>SLRP Alignment: Goal 3: Student Centeredness</b>
<b>Action Steps</b> <i>How will the Strategy be Accomplished?</i>
1. In cooperation with the COD Foundation, increase philanthropy by 8% over fiscal year 2019-2020 to garner resources that will support the College's strategic direction.

<b>Cabinet Officer: Walter Johnson</b>
<b>Key Strategy 16: To identify and implement optimal methods of communicating with and engaging all College stakeholders (e.g., alumni business leaders, elected officials).</b>
<b>SLRP Alignment: Goal 5 Relationships</b>
<b>Action Steps</b> <i>How will the Strategy be Accomplished?</i>
1. Renew the Distinguished Alumni Program.

## Office of the General Counsel

<b>Cabinet Officer: Lilianna Kalin</b>
<b>Key Strategy 17: To review and revise Board of Trustees Policy Manual.</b>
<b>SLRP Alignment: Goal 1 Accountability</b>
<b>Action Steps</b> <i>How will the Strategy be Accomplished?</i>
1. Review and revise Board of Trustees Policy Manual.
2. Present revised Policy Manual to Shared Governance Council for input.

<b>Cabinet Officer: Lilianna Kalin</b>
<b>Key Strategy 18: To enhance institutional compliance.</b>
<b>SLRP Alignment: Goal 1 Accountability</b>
<b>Action Steps</b> <i>How will the Strategy be Accomplished?</i>
1. Institute a system for monitoring and ensuring the College's timely compliance with federal and state legal and regulatory requirements.

## Planning & Institutional Effectiveness

<b>Cabinet Officer: Jim Benté</b>
<b>Key Strategy 19: To prepare the College for the 2021-2022 HLC Comprehensive Review and Site Visit &amp; ICCB Recognition Process.</b>
<b>SLRP Alignment: Goal 1 Accountability</b>
<b>Action Steps</b> <i>How will the Strategy be Accomplished?</i>
1. Develop the first draft of the Higher Learning Commission Assurance Argument's Criteria of Accreditation 1, 2, 3 and 5 completed in the Assurance System and reviewed by the Cabinet, HLC Response Planning Team, and Shared Governance Council.
2. Conduct a credible Illinois Community College Board Recognition self-evaluation that includes: Procedure for Review; Findings; and Correction Action Plans for relevant ICCB standards in the anticipated areas of instructional, administrative, financial, facility, and equipment.

<b>Cabinet Officer: Jim Benté</b>
<b>Key Strategy 20: To advance a culture of performance excellence.</b>
<b>SLRP Alignment: Goal 6: Innovativeness</b>
<b>Action Steps</b> <i>How will the Strategy be Accomplished?</i>
1. Develop a plan for socializing and deploying the Baldrige Performance Excellence Framework throughout the College with the long-term goal of creating an effective management system capable of driving performance excellence.

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**Office of Planning and Institutional Effectiveness**

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