



INSTITUTIONAL OUTCOMES REPORT

Fiscal Year 2021

**INSTITUTIONAL
OUTCOMES
REPORT**

Fiscal Year 2021

COLLEGE OF DUPAGE LEADERSHIP

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Dr. Brian Caputo
President

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 J. Johnson, *Vice President*
Institutional Advancement

Lilianna Kalin
General Counsel

Ellen Roberts, *Vice President*
Administrative Affairs

Maritza Ruano, *Vice President*
Human Resources

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
YEAR END
2021 ANNUAL PLAN REVIEW**

Aligns with Presidential Goal

Office of the President

Cabinet Officer: Wendy McCambridge	
Key Strategy 1: To increase the visibility of the College in the community and advance mutual interests in strengthening partnerships.	
SLRP Alignment: Goal 5: Relationships	
Action Steps <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.	
Strategy 1 Achieved	Notes
YES NO <input type="checkbox"/> <input checked="" type="checkbox"/>	Due to COVID-19, a government officials' summit was unable to be held during this year. This has been deferred to FY 22 for completion.

Cabinet Officer: Wendy McCambridge	
Key Strategy 2: To interface with Board of Trustees to enhance their knowledge.	
SLRP Alignment: Goal 1: Accountability	
Action Steps <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.	
Strategy 2 Achieved	Notes
YES NO <input checked="" type="checkbox"/> <input type="checkbox"/>	

Office of the Provost

Cabinet Officer: Mark Curtis-Chávez	
Key Strategy 3: To advance student success.	
SLRP Alignment: Goal 2: Value Added Education	
Action Steps <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.	
Strategy 3 Achieved	Notes
YES NO <input checked="" type="checkbox"/> <input type="checkbox"/>	

Cabinet Officer: Mark Curtis-Chávez	
Key Strategy 4: To grow enrollment.	
SLRP Alignment: Goal 7: Financial Stewardship	
Action Steps <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).	
Strategy 4 Achieved	Notes
YES NO <input checked="" type="checkbox"/> <input type="checkbox"/>	

Cabinet Officer: Mark Curtis-Chávez	
Key Strategy 5: To advance the College as a center for arts and culture.	
SLRP Alignment: Goal 5: Relationships	
Action Steps <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.	
Strategy 5 Achieved	Notes
YES NO <input checked="" type="checkbox"/> <input type="checkbox"/>	

Cabinet Officer: Mark Curtis-Chávez	
Key Strategy 6: To promote economic and workforce development.	
SLRP Alignment: Goal 5: Relationships	
Action Steps <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.	
Strategy 6 Achieved	Notes
YES NO <input checked="" type="checkbox"/> <input type="checkbox"/>	

Cabinet Officer: Mark Curtis-Chávez	
(Moved from Human Resources)	
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.	
SLRP Alignment: Goal 5: Relationships	
Action Steps <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.	
Strategy 9 Achieved	Notes
YES NO <input checked="" type="checkbox"/> <input type="checkbox"/>	

Human Resources

Cabinet Officer: Maritza Ruano	
Key Strategy 7: To streamline HR processes for improved efficiency and user experience.	
SLRP Alignment: Goal 6: Innovativeness	
Action Steps <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.	
Strategy 7 Achieved	Notes
YES NO <input type="checkbox"/> <input checked="" type="checkbox"/>	There is ongoing work to streamline HR Processes (i.e., JDXpert, Job Elephant ATS implementation); however, streamlining department-level processes and improving efficiency often requires development/implementation of identified solutions across multiple years. Additional work is needed under this key strategy.

Cabinet Officer: Maritza Ruano	
Key Strategy 8: To develop and implement training and development programs in accordance with the College's priorities, goals, and objectives.	
SLRP Alignment: Goal 4: Equality and Inclusiveness	
Action Steps <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.	
Strategy 8 Achieved	Notes
YES NO <input checked="" type="checkbox"/> <input type="checkbox"/>	

Administrative Affairs

Cabinet Officer: Ellen Roberts	
Key Strategy 10: To enhance technology availability and security.	
SLRP Alignment: Goal 8: Infrastructure	
Action Steps <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.	
Strategy 10 Achieved	Notes
YES NO <input checked="" type="checkbox"/> <input type="checkbox"/>	COOP Plan completed and presented to the Board of Trustees January 21, 2021. RFP conducted in February, 2021; contract with Campus Guard signed May, 2021. (Assessment conducted in July, 2021. Final report expected in September, 2021.)

Cabinet Officer: Ellen Roberts	
Key Strategy 11: To streamline workflow processes and approval thresholds for all purchase-to-payment systems.	
SLRP Alignment: Goal 6 Innovativeness	
Action Steps <i>How will the Strategy be Accomplished?</i>	
1. Review current workflow and approval thresholds to increase efficiency while maintaining controls.	
Strategy 11 Achieved	Notes
YES NO <input checked="" type="checkbox"/> <input type="checkbox"/>	New e-procurement, contract, and invoice thresholds introduced 6.28.21; implemented 7.6.21 to align with new FY.

Cabinet Officer: Ellen Roberts	
Key Strategy 12: To enhance the delivery of services rendered to the College through financial operations and systems.	
SLRP Alignment: Goal 1 Accountability	
Action Steps <i>How will the Strategy be Accomplished?</i>	
1. Implementation of Chrome River Invoicing Module, ESM Purchasing Module, and Procurement and Travel Card programs.	
Strategy 12 Achieved	Notes
YES NO <input type="checkbox"/> <input checked="" type="checkbox"/>	Procurement and Travel Card programs fully implemented. ESM Purchase fully implemented 7.6.2021 to align with new FY. Chrome River implementation scheduled for 7.6.21 to align with new FY; delayed to 7.29.21 due to design issues.

Public Relations, Communication & Marketing

Cabinet Officer: Wendy Parks	
Key Strategy 13: To create marketing and communications initiatives to help grow enrollment.	
SLRP Alignment: Goal 7: Financial Stewardship	
Action Steps <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.	
Strategy 13 Achieved	Notes
YES NO <input checked="" type="checkbox"/> <input type="checkbox"/>	

Cabinet Officer: Wendy Parks	
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.	
SLRP Alignment: Goal 5 Relationships	
Action Steps <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.	
Strategy 14 Achieved	Notes
YES NO <input checked="" type="checkbox"/> <input type="checkbox"/>	

Institutional Advancement

Cabinet Officer: Walter Johnson	
Key Strategy 15: To support student success	
SLRP Alignment: Goal 3: Student Centeredness	
Action Steps <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.	
Strategy 15 Achieved	Notes
YES NO <input checked="" type="checkbox"/> <input type="checkbox"/>	

Cabinet Officer: Walter Johnson	
Key Strategy 16: To identify and implement optimal methods of communicating with and engaging all College stakeholders (e.g., alumni business leaders, elected officials).	
SLRP Alignment: Goal 5 Relationships	
Action Steps <i>How will the Strategy be Accomplished?</i>	
1. Renew the Distinguished Alumni Program.	
Strategy 16 Achieved	Notes
YES NO <input checked="" type="checkbox"/> <input type="checkbox"/>	We have reestablished the Alumni Executive Committee. Along with the Manager of Alumni Relations, the Executive Committee is planning for the next DA awards to be given in 2022.

Office of the General Counsel

Cabinet Officer: Lilianna Kalin	
Key Strategy 17: To review and revise Board of Trustees Policy Manual.	
SLRP Alignment: Goal 1 Accountability	
Action Steps <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.	
Strategy 17 Achieved	Notes
YES NO <input checked="" type="checkbox"/> <input type="checkbox"/>	Completed in full with Board approval during January 2021 meeting.

Cabinet Officer: Lilianna Kalin	
Key Strategy 18: To enhance institutional compliance.	
SLRP Alignment: Goal 1 Accountability	
Action Steps <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.	
Strategy 18 Achieved	Notes
YES NO <input checked="" type="checkbox"/> <input type="checkbox"/>	Substantial completion, follow up meetings occurring virtually or in person during Fall semester to complete tracker.

Planning & Institutional Effectiveness

Cabinet Officer: Jim Benté	
Key Strategy 19: To prepare the College for the 2021-2022 HLC Comprehensive Review and Site Visit & ICCB Recognition Process.	
SLRP Alignment: Goal 1 Accountability	
Action Steps <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.	
Strategy 19 Achieved	Notes
YES NO <input type="checkbox"/> <input checked="" type="checkbox"/>	<p>First drafts of Assurance Argument Criteria 1 and 4 have been completed and have been reviewed by SGC and Cabinet. A revised schedule was developed during the fiscal year that pushed Criteria 2, 3, and 5 into fiscal year 2022.</p> <p>The Illinois Community College Board (ICCB) has yet to publish a 2021-2025 Recognition Manual. Without an updated manual and schedule from ICCB, the College cannot submit a Recognition Self-Study.</p>

Cabinet Officer: Jim Benté	
Key Strategy 20: To advance a culture of performance excellence.	
SLRP Alignment: Goal 6: Innovativeness	
Action Steps <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.	
Strategy 20 Achieved	Notes
YES NO <input checked="" type="checkbox"/> <input type="checkbox"/>	Fiscal Year 2022 Performance Excellence Plan developed and implemented.

Office of Planning and Institutional Effectiveness

College of DuPage

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