INSTITUTIONAL OUTCOMES REPORT

Fiscal Year 2018

College of DuPage

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Fiscal Year 2018

Office of Planning and Institutional Effectiveness

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

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.

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GOALS AND OBJECTIVES

Goal 1

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

Strategic Objectives:

1.1 Exceed the accreditation requirements of the Higher Learning Commission and other program specific accreditations and certifications (e.g., Accreditation Commission for Education in Nursing).

1.2 Develop, analyze and use meaningful metrics to demonstrate how well College of DuPage is educating students, including transfer and employment placement rates.

1.3 Ensure accuracy, integrity and reliability of data and of the data management system.

1.4 Integrate institutional data sources in order to track daily operations and overall organizational performance, including progress on achieving strategic objectives and annual targets.

1.5 Improve internal controls that create an auditable trail of evidence in order to promote efficiency and effectiveness of operations, ensure the safeguarding of assets, and to enhance fraud prevention and detection.

1.6 Ensure compliant and transparent processes that will promote stakeholder confidence and trust.

1.7 Create a fear-free culture where employees and other stakeholders feel compelled to speak up when they witness potential acts of wrongdoing or unethical conduct.

Goal 2

Value-Added Education - *College of DuPage is committed* to going beyond the standard expectations and providing something more to the students and communities we serve.

Strategic Objectives:

2.1 Empower students to design/customize their education to meet their specific educational goals and needs.

2.2 Ensure that educational descriptions are clear (including required prerequisites), accurate and that transferability is clearly stated.

2.3 Review, revise and develop curricular offerings to assure high quality education and alignment with the current and emerging employee skill needs of local businesses and employers.

2.4 Add additional and strengthen current academic transfer partnerships agreements (e.g., 3+1, 2+2) and create greater opportunities for students to earn college credit while still in high school (e.g., Early College initiative, dual credit).

2.5 Support student success by addressing student identified (e.g. Noel-Levitz Student Satisfaction Inventory survey) issues with academic advising, with a focus on the academic advisor's knowledge about programs at College of DuPage and transfer requirements at other institutions.

2.6 Support student completion within 150 percent of normal time (e.g., three years for an associate's degree) by implementing a guided-pathways approach to programs and degrees.

2.7 Expand efforts to attract and provide resources to assist nontraditional students to

enroll in credit courses, especially those in the 55-plus age group.

2.8 Continue to improve Adult Basic Education (ABE)/High School Equivalency (HSE)/ English Language Acquisition (ELA), etc., with a focus on transitioning students from non-credit to success in college degree and certificate programs of study.

2.9 Grow credit enrollment by enhancing and being known for providing exceptional educational and cultural experiences to students (e.g., study abroad programs, learning technologies, and co-curricular activities).

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.

Strategic Objectives:
3.1 Enhance and expand opportunities to support student learning needs, including helping students identify a course of study, recognize their specific goals, and assist them to overcome their weaknesses.

3.2 Create awareness among employees concerning student mental health and disability issues and adopt College policies and procedures to ensure they meet the needs of this population.

3.3 Develop innovative ways to gather quantitative and qualitative data from students about their needs and act upon that input.

3.4 Develop ways to better share data concerning student needs and success methods across all areas of the College.

3.5 Create effective communication pathways from the student, to the faculty, to the rest of the College.

3.6 Ensure that current College policies and procedures lead to improved student outcomes.

3.7 Foster a culture of intellectual expectations, achievement and engagement for students.

3.8 Leverage faculty expertise to develop and implement original content/learning modules that can be scaled to meet current and emerging student educational goals and local employer needs.

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. To accomplish this, we will:

Strategic Objectives:
4.1 Implement methods (e.g., Personal Assessment of the College Environment survey) to assess the institutional culture and climate and develop specific actions related to identified opportunities for improvement.

4.2 Incentivize employees to utilize College of DuPage resources (facilities, services and offerings).

4.3 Expand the availability and use of professional development funds for all employees.

4.4 Support cross-departmental knowledge exchange for all constituencies (starting with on-boarding and continuing throughout the employee's career).

4.5 Expand the Shared Governance Council to drive the culture so that it is inclusive of people, processes, inputs, ideas, thoughts, beliefs and perspectives.

4.6 Continue to foster a culture of inclusiveness for students, employees and the community through programs, activities, policies and procedures.

4.7 Develop and implement programs and services to enhance institutional diversity and global engagement, including recruitment and support for international students.

Goal 5

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

Strategic Objectives:
5.1 Increase College of DuPage's exposure and partnerships in District 502 by utilizing existing facilities in cities, towns and villages (e.g., municipal centers, libraries).

5.2 Develop a Learning Network by leveraging the off-campus centers and other community locations for the delivery of College programs and services.

5.3 Identify and implement optimal methods of communicating with and engaging all College stakeholders (e.g., alumni, business leaders, elected officials).

5.4 Utilize internal resources to develop a new College of DuPage brand and implement a communications plan that considers the preferences and needs of students and other internal and external stakeholders.

5.5 Modernize College of DuPage's website and other interfaces to improve functionality, information accessibility and user friendliness.

5.6 Identify, assess and enhance College of DuPage's community outreach activities, with a focus on the visual and performing arts.

5.7 Support collaboration, creation and learning by promoting and providing College of DuPage resources to all District 502 residents in DuPage, Will and Cook Counties (e.g., Center for Entrepreneurship).

5.8 Rebuild public confidence in College of DuPage's institutional integrity through

increased engagements by College staff, faculty and Board members with community organizations (e.g., Rotary, Chambers, Libraries) with a focus on assessing and meeting community needs through the College's programs and services.

5.9 Continue to spotlight and promote faculty through social media, live events, etc., in order to give students and other stakeholders insight into the quality of instruction and programs provided by College faculty.

Goal 6

Innovativeness - *College of DuPage is committed* to making meaningful change that enhances organizational effectiveness and adds new value for stakeholders.

Strategic Objectives:
6.1 Foster an innovative culture and climate by encouraging (risk-free) experimentation and the sharing of best practices by all employees.

6.2 Develop a process to systematically seek student perspectives and ideas in order to enhance the student experience.

6.3 Leverage College technology in innovative ways for the benefit of students and the community at large.

6.4 Provide professional development opportunities to promote innovative ideas and solutions College-wide.

6.5 Support cross-departmental knowledge exchange for all constituencies (starting with on-boarding and continuing throughout the employee's career).

Goal 7

Financial Stewardship - *College of DuPage is committed* to the careful and responsible management of the resources entrusted to its care.

Strategic Objectives:

7.1 Keep tuition and property taxes as affordable as possible without impairing the quality or integrity of College programs and services.

7.2 Develop a financial model that identifies new revenue sources while eliminating the reliance on State of Illinois apportionment funds.

7.3 Educate stakeholders on the role, benefits and value of community colleges, with a focus on College of DuPage's value and stewardship of taxpayer dollars.

7.4 Increase philanthropic giving in order to increase access to education and to enhance cultural opportunities for the community.

7.5 Investigate and act upon opportunities to partner with co-branded programs and services with other Illinois community colleges.

7.6 Increase the active involvement of alumni in giving of their time and resources to support the College of DuPage Foundation mission.

7.7 Explore and, if feasible, incentivize students (e.g., reduced tuition) for taking courses during non-peak times.

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.

Strategic Objectives:

8.1 Use faculty and other stakeholder input and appropriate institutional and benchmark data to analyze and understand current space capacity and utilization, and further develop and implement a detailed Facility Master Plan with a focus on future academic and student support needs.

8.2 Unify the west and east sides of the Glen Ellyn campus, creating a pedestrian-friendly crossing and a *one campus* feel.

8.3 Investigate the need for additional Centers with a focus on how they would impact student preferences, accessibility and needs and enhance a Learning Network that advances student success.

8.4 Revise, integrate and implement the Information Technology Strategic Plan in order to enhance student success, maximize institutional effectiveness and ensure hardware and software are reliable, secure (from data breaches), and are user friendly to students, employees, and other stakeholders.

Results

	Area/Division: Academic Affairs		Cabinet Officer: Kirk Overstreet
	Strategy	**Alignment** (SLRP Objectives)	**Key Accomplishments Related to Strategy**
1.	Increase responsiveness to stakeholder needs.	1.1., 1.2., 2.5., 3.5., 3.7., 3.8.	• Staff, faculty, Associate Deans and Deans are engaged in division-wide activities. • Staffing requirements in Physical Education have been addressed. • Held retreat for support staff integrating materials used during the Center for Creative Leadership session for administrators. • Program Review reports completed and submitted for English Professional Writing and American Sign Language and Interpreting (ASLI). • Ensured Syllabi for SP and SU 2018 are 100 percent compliant for course description and objectives consistent with Active Course Files across delivery modes. • Completed review of all adjunct faculty portfolios in Liberal Arts to ensure compliance with hiring guidelines. • Completed, updated, and filed with Human Resources Faculty Transcript/Hiring Guideline Evaluation forms for all Adjunct Faculty in Liberal Arts • Faculty in Liberal Arts joined their Dean bi-monthly at Liberal Arts matters meetings to learn about emerging challenges and trends in higher education and discussed how Liberal Arts can best collaborate at COD to help students be successful. • Shared numerous articles from the Chronicle and other online sources with FT and adjunct faculty to initiate discussions about relevance and quality in Liberal Arts education. • Liberal Arts faculty presented a STEAM booth at STEM-CON, April 28 to raise awareness of intersections of the arts and sciences. • Initiated and led assessment and discussion of Shared Governance models and Best Practices on Shared Governance Council.

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	Strategy	**Alignment** (SLRP Objectives)	**Key Accomplishments Related to Strategy**
			- Engaged all BTEC faculty and staff with regular communications. - Maximize CTE Retention Specialist services throughout BTEC. - Expand CE's external and cross-campus relationships to better inform program development, continuous improvement and service of non-traditional students, community members and businesses. - Improved CE communications across campus and across D502 to improve and expand student, community and business service. - Improved CE processes, policies and systems to increase efficiency, student/customer service and to increase value add to the region's residents, municipalities and businesses. - Completed HLC compliance report with committee and submitted to HLC. - Charter for updated college wide assessment committee accepted through faculty senate process. Newly formed committee will start work fall 2018. - Online Foundations – rebuild and reconfigure - Re-examine and enhance the online foundations courses to influence a wider audience and increase development of faculty at COD. - Setting up "Flexible Mobile Training Modules" to be presented at the COD centers/and across campus. Bringing development and training out to the Centers to assist in the development of faculty and staff that work almost exclusively with students and community members at these locations. - Develop the Faculty Coordinator position - LT just hired a faculty liaison to foster collaboration and improve development opportunities. The Faculty coordinator will work with LT staff, IT and other constituency groups to foster pedagogical best practices in eLearning. - Re-construction and Workflow – The physical foot print of LT is being reconstructed to mirror the workflow and assistance of faculty in creating quality eLearning opportunities. Two "huddle room" a new green screen and Light Board studio will be completed over the summer of 17 to create more conducive learning environment and to assist in producing high quality eLearning solutions. A new ticketing system has

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			been purchased and will be engaged for FA17, ensuring enhanced customer service to faculty and staff.
2.	Provide program offerings to meet current and emerging employee and employer skill needs.	2.3., 2.8., 2.9., 3.7., 5.9., 6.3.	• West London Partnership in criminal justice has moved its way through institutional requirements. • Chief Magistrate from London will present in the Mock Courtroom on April 26, 2018. • Field Studies coursework has replaced 1820 course numbers with individual course numbers. • New location for the ANTHR Field School in the Czech Republic has been developed. • 2018 Summer ANTHR Field School is expected to run. • COD leads in the statewide implementation of Gateways credentialing in ECEC. • New cohort designation in drop-down menu in MyACCESS so students are able to easily find the cohorts being developed. • Valuing Family and Education cohort scheduled for fall 2018 includes ANTHRO 1100, PSYCH 1100 and EDUCA 1115. The special populations' admissions specialist is working with high schools this spring to promote the cohort. • Large posters marketing the Valuing Culture, Family and Education Cohort are displayed and postcards have been sent to applicants from high schools with diverse populations. • Develop future plan for Manufacturing Technology and Welding to keep pace with industry needs. • Build Apprenticeship action plan for BTEC. • Support successful re-accreditation for PLGL and AUTO programs. • Advance career pathways and institutional understanding of CE to degree program matriculation to inform strategy to support educational continuation and completion. • Completed program reviews for those on rotation for 2017/18 academic year. • Reviewed Critical Program Review process with academic deans.

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	Strategy	**Alignment** (SLRP Objectives)	**Key Accomplishments Related to Strategy**
			• Met with work force development leaders to explore course offerings to satisfy short-term training needs for clients. • Training/faculty development – Learning Technologies has created several developmental courses to assist in the development of strong pedagogically based methods for delivering instruction in all modes of eLearning. • LT Steering Committee – Make learning technology related policy recommendations to relevant action group(s) based on committee/sub-team research. • All instructional assistants are being on boarded through Hire Touch. • All faculty who teach Field Studies/Study Abroad have been audited and are in compliance with the hiring guidelines. • Developing programs based on student suggestions from past course evaluations to build strong cohort of repeat students. • New comparative technology CIS program developed and approved. Set to run 2018SU to Taiwan and Vietnam. Program was cancelled due to low enrollment but is being revised to include only one country and will be offered again 2019 summer.
3.	Support success of new Academic Affairs Reorganization Structure.	1.7., 4.6., 4.7.	• Shepherded the media lab expansion through information for the Board of Trustees. • Realign BTEC division support processes in response to AA reorganization. • Budgeted for two new positions to support Academic Affairs, Director of Assessment and Coordinator of Partnerships and Articulations. • Developed new positon for Director of Guided Pathways and Student Success and welcomed Jane Smith into that role in Academic Affairs.
4.	Grow Pathways for district students' lifelong academic pursuits.	2.3., 2.4., 2.5., 2.6., 3.5., 6.3.	• All syllabi for fall and spring terms were reviewed and corrections made • Faculty in EDUCA, ECEC, HUMAN and LIBRA disciplines use course mapping in their advising. • All disciplines reviewed courses to deactivate and are initiating curricular deactivation where appropriate.

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			• SOAPs have been reviewed and are being administered in all disciplines. • Received ICCB approval for Costa Rica study abroad curriculum: Spanish 1120: Culture and Civilization of Costa Rica. • Nearly 100 students enrolled in Language and Culture summer study abroad programs to Costa Rica, Spain, Germany, Italy, and Japan through Liberal Arts. • Met with faculty and administration from Columbia College to discuss articulation of an enhanced 2 + 2 agreement in English and Creative Writing. • Signed new Dual Credit agreement with Hinsdale Central HS in SPANI 2251 and 2252: Spanish Conversation and Composition I and II. • Renewed Dual Credit agreement with York HS for ENGLI 1110: Technical Writing. • Renewed Dual Credit agreements with Naperville North and Naperville Central HS in SPANI 2251 and 2252: Conversation and Composition I and II. • Online pedagogy and course shells updated for general education core courses HISTO 1130 and 1140. • Held several events to promote global/international education and humanities curriculum: ○ Faculty on the NEH grant: "Dialogues on the Experience of War" held a community forum on June 14 to discuss the outcomes of the team-taught seminar titled "Connections and Disconnections in U.S. Military Conflicts: From the Illinois Frontier to the Global Frontier." Part of NEH's Standing Together initiative, Dialogues on the Experience of War grants provide opportunities for veterans, through the study and discussion of important humanities sources, to think more deeply about issues raised by war and military service.

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			o First annual ASL Immersion Day, April 7th: 100 high school and COD students and community members enjoyed a day in SRC 2000 learning about various topics in ASL.
			o ASLI hosted the first ASL Movie Night on March 10; the film was subtitled in ASL: "Hedy and Heidi: The Lost Sister;" 85 students and community members attended.
			o French, German, and Italian Immersion Days were held for high school students.
			o Celebration of the Francophone World was held in the Atrium in April with students presenting and community members attending.
			o Students in ENGLI 1102 presented their research at the Celebration of Academic Writing held in the MAC Lobby in April.
			o Three outstanding COD students were honored at the Carter Carroll Excellence in History Awards and banquet on April 16; adjunct professor James Heniff lectured on: "Oorahs and Hinomarus: Reliving the World War II experience through documents and family artifacts."
			o Approximately 120 students and community members attended the 26th annual Asia Symposium: Contemporary Issues of Asia; Deputy Council General Donghan Yang (Korean Consulate of Chicago) spoke on "Korea-US Relations: Midwest Economic and Trade Cooperation;" Martin Farrell, Professor of Politics and Government, Ripon College, spoke on "China's New Silk Road."
			o Liberal Arts faculty presented a STEAM booth at STEM-CON, April 28 to raise awareness of intersections of the arts and sciences.
			o Students in Poetry Writing class led a workshop as their final exam on May 17th to students and the community: *Everything You Wanted to Know about Writing Poetry but Were Afraid to Ask*.

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			○ Students and community members who published poetry, fiction, and creative nonfiction in our literary journal *Prairie Light Review* performed their works live for an audience as part of the Writers Read series on May 3. - Faculty in Liberal Arts attended an online forum on Pathways on April 2nd with faculty members from Pathways institutions to discuss models and implementation of student success initiatives. COD faculty had the opportunity to ask questions and discuss with the panelists how they have conceived and implemented Pathways at their institutions, and how it has impacted them and their students. - Maintained a schedule of courses that fit student needs in terms of course offerings and students' availability/preference to attend. - Worked closely with the new Pathway coordinator and committee to help identify and develop appropriate and efficient paths for students to achieve success within my disciplines. - Launched/expanded no less than six new programs across CE to proactively meet student, community member, and business educational, and training needs while reviewing and improving existing offerings; and offering at least 20 percent new courses overall. - Explored new articulations with Columbia, IIT. - Continued work on articulations with IIT and several other colleges. - Reviewed 3+1 Agreements with partner colleges. - Situated the new Director of Guided Pathways and Student Success into department. - Attended Summer Institute on Learning Communities with a campus team to build two-year action plan to bring Learning Communities into Pathway transformation and serve as a role model for lifelong learning.
5.	Build and strengthen Local, National and Global Partnerships.	5.1., 5.3., 5.7., 5.8.	- All end of year portfolio reviews included outreach to HS staff. - Art program initiated 2-day advising push for students in studio courses. - Music hosted ACDA festival and a treble choir festival, each bringing @700 prospective students HS faculty to campus. - Frequent community service events. For example:

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		○ In May we hosted ten special needs students from Hinsdale South High School along with seven chaperones. They made Photograms in our darkroom and then went to MPTV for the Green Screen experience. ○ Full-time faculty member traveled to Sri Lanka to develop local art education programming. ○ Easter Seals service learning in Photography program. ○ Incorporated field filming in MPTV classes and in the CNTV production. • Strengthened partnerships with local high schools, junior high schools, and grade schools in order to ensure students are well positioned to be successful in college-level courses, particularly in Math. • Worked to promote STEM in the community, and in our feeder high schools, junior high schools, and grade schools, particularly to traditionally underrepresented groups. • Re-investigated the construction of an immersive theater on-campus to enhance academic opportunities in the sciences, to attract potential future students to campus, and to enhance current student success/achievement. • Worked to refile an NSF grant proposal to create a multi-disciplinary DuPage River Center. The Center would offer interdisciplinary courses for students and community members to learn about the ecology of the DuPage River and rivers in general and help promote environmental stewardship within the community. • Launched Innovation DuPage (incubator, accelerator and co-working space) to expand COD's impact on regional economic development. • Ongoing work with partner schools, new agreements being built in English, Philosophy, Nursing, Engineering, Architecture, Computer Technology, etc. • Lydia Bastianich event completed. • Savion Glover event – 30 dance students from COD and the community along with several dance faculty and donors attended the Master Class hosted by Savion after the show in the COD dance studio.

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			- Ten students attended the pre-show Q & A and Meet & Greet with Michael Rezendes, the students who write for the Courier Newspaper, and a mass communication class attended. - Held three Nat Geo Events. - A masterclass for theatre appreciation students with a cast member of Broadway's Next Hit Musical 30 students participated in an improvisational workshop. The high-energy event was a huge success with 100 percent engagement by all students. - Rosanne Cash did a Meet & Greet with music students and let them sit in on a sound check. - The MAC was awarded a $42,000 grant for 2017/2018, and named a *Partner in Excellence* by the Illinois Arts Counsel for our efforts in outreach, education, and enrichment of the community. - The MAC hosted a 3-day ACDA Choral Directors conference where choral directors and educators from all over the state attended, showcasing our facilities and Music department. - Wings Gallery held six student shows - The Paper Dolls Show was featured throughout the College with a great response. - We opened the new Tech-cetera Gallery for technical students, which has proven to be a very exciting new space with wonderful content being delivered by the Tech division students and faculty who are showcasing in the Gallery. - We used funds from our Mactastic Treat Seats for Kids to bring eight music, theatre, and dance students to an out of town Pre-Broadway show and Meet and Greet Q&A with cast members. Our outreach program also provided for 15 dance students to see a professional dance company downtown with a Meet & Greet post show experience. - The MAC has had good press this season and the NYE shows were featured on several media outlet's local news. We enjoyed SOLD OUT performances for Savion Glover, Perkin's Presley Lewis and Cash, four shows of *The Nutcracker*, and *New Philharmonic's New Year's Eve* had two sellouts! We added a show to the New Phil schedule with a third performance of the Broadway show and it was a financially successful

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			• move for us. We distributed over 100,000 season brochures, and our Facebook following has grown from 7,306 to & 7,951. • Two Gallery shows Luftwerks and Leslie Baum were listed as *must see* by Time Out and Tribune. • The Gallery received a donation of another 36 pieces valued at $118,000. • We completed the summer Lakeside season with great attendance at our indoor shows. The community was thrilled that we provided them opportunity to see these Lakeside shows and we continue to get incredible feedback on these events. We estimate that over 12,760 people attended the Summer Events. • Members of Arts DuPage. • Hosted a subscriber dinner for MAC donors and subscribers in August with about 100 attendees, and a donor dinner in August for New Philharmonic Donors with 80 Attendees. We also took 100 people to Hamilton and 50 people to the premier of Escape to Margaretville and raised about $12,000 from these outings. • The MAC hosted a Mardi Gras Fundraiser that raised over $5,000.
6.	Address Facility Needs.	8.1., 8.2., 8.3	• Facilitated TEC building projects to incorporate Food Service and Learning Commons. • Conducted TEC building space utilization review. • Worked with FMP group on impact of Pathways work on facilities, specifically developing a Pathways Resource Center and a facility for Student Success Specialists (Navigators).
7.	Further develop assessment methods across the Academic Affairs Division.		• Investigated the effectiveness of alternative course delivery methods for developmental math (e.g. hybrid courses, etc.) to improve student success/achievement. • Monitored the effectiveness of the Math 0465 pathway to college-level math in terms of student success/achievement and determined appropriate scheduling for the future. • Conducted CE Program Review to improve existing programs.

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			• Investigated the effectiveness of the ALEKS placement test now used for placement in Math courses. • Budgeted for new Director of Assessment to begin FY19. • Reviewed electronic frameworks to assist in assessment process. Will work to launch an RFP for a framework in FY19.

Area/Division: Administrative Affairs			Cabinet Officer: Dr. Brian Caputo
#	Strategy	Alignment (SLRP Objectives)	Key Accomplishments Related to Strategy
GENERAL			
1.	Reduce the debt service costs of the college and, by extension, its taxpayers.	7.1.	• Issued the Series 2018 General Refunding Bonds to replace all of the outstanding Series 2007 General Obligation Bonds resulting in a $2.1 million present value savings (6.6 percent) for property taxpayers. In connection with the issue, S&P Global Ratings increased the college's bond rating from AA to AA+, reducing borrowing costs.
2.	Develop a plan to provide for the continuing operations of the college while recovering from plausible disaster incidents.	8. (general)	• Deferred to FY19. The college focused on developing and exercising the Emergency Operations Plan during FY18.
FINANCIAL AFFAIRS			
1.	Educate the faculty and staff on the new travel expense reimbursement procedure.	1.6., 4.4.	• Notified faculty and staff of the changes in procedure and requirements that were necessary under new state law. Additionally, Accounts Payable opened the Concur Help Desk phone and email option to employees, which provided immediate assistance to anyone needing help. Accounts Payable also conducted individual and group training sessions on request.
2.	Prepare and distribute Accounts Payable Fiscal Year annual performance metrics report relative to cash disbursements.	1.3., 1.4.	• Developed the report. The report will be issued after the FY18 audit has been completed. The report will include the number of invoices processed and the payments made by type.
3.	Improve accountability for the college's fixed assets.	1.3., 1.5., 7.3.	• Setup COD as a client of auction site *GovDeals.com* and competitively sold two obsolete items. • Completed administrative procedures and forms for 1) donated assets and 2) asset disposal. • Implemented tagging process with the warehouse to insure assets processed through the warehouse are tagged when received. • Consolidated the I-Pass process through the Fixed Asset Section. This insures all I-Pass accounts are being monitored and accounted for properly.
4.	Create and sustain student-friendly payment plans aimed at promoting financial success and incentivizing earlier student enrollment.	2.1., 3.3., 6.2., 7.1.	Increased Active Payment Plan Enrollment • Six percent increase from fall 2016 to fall 2017. • Three percent increase from spring 2017 to spring 2018. Increased Installment Success

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			• Three percent increase in success rate for dollar amount and headcount for fall 2017.
5.	Improve the ACH acceptance rate for student payments/refunds.	1.5., 3.6.	• Increased ACH refund enrollment by 23 percent.
6.	Create more user-friendly financial statements to help stakeholders review the value of COD and the stewardship of taxpayer dollars.	1.6., 7.3.	• In addition to issuing its *Comprehensive Annual Financial Report for Fiscal Year ended June 30, 2017*, the college also issued, for the first time in its history, a *Popular Annual Financial Report* (PAFR). The PAFR provides financial information in a summarized, easily understandable format.
BUDGETING			
1.	Improve the college's ability to budget for and control employee positions.	1.5.	• Collaborated with IT and HR to implement Ellucian's position control feature.
2.	Enhance the ability of the general public to understand the college's annual budget.	1.6., 7.3.	• Published college's first Budget-in-Brief. (The publication won GFOA's Award for Excellence in Government Finance.) • Updated college's annual budget book to include additional strategic planning elements, such as the divisional action plans.
3.	Facilitate the ability of college administrators to monitor the execution of their annual budgets.	1.6.	• Collaborated with IT to develop monthly budget report publications. • Created a Budget Office team site.
BUSINESS AFFAIRS			
1.	Implement Agent of the Board of Trustees oversight at all bid/RFP openings to enhance fraud protection and transparency.	1.5., 1.6.	• Trained 10 Board-approved Agents of the Board of Trustees for FY18. • Scheduled Agents to ensure the attendance of one agent at each bid/RFP/RFQ opening. • Created a formal Agent checklist for bids/RFPs. • Trained 19 Agents of the Board of Trustees for FY19.
2.	Increase transparency of competitive bid process by posting vendor listings for each bid/RFP on the Purchasing website after award of contract.	1.6.	• Implemented posting of signed Board items and vendor listings on Purchasing website after approved award of contract.
3.	Provide the opportunity for interested employees to better understand the operations of Business Affairs departments through TLC "Getting Started" sessions.	4.4., 6.5.	• Conference & Events Manager gave presentation at a managerial staff meeting regarding services provided. • Staff Services hosted an informational table at fall 2018 In-Service. • Facilitated Staff Services/Print Center Informational session through TLC. • Facilitated Print Center Online training session through TLC.

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			• Created and posted online video instruction for Print Center Online.
4.	Provide the opportunity for interested employees to better understand the procedures and policies of college purchasing through open monthly training sessions.	4.4., 6.5.	• Provided one-on-one training to Mercury Commerce users. • Purchasing Manager gave presentation at managerial staff meeting regarding services provided and offered individualized training. • Meetings with Purchasing and Facilities staff/management held monthly. • Conducted training sessions on the vendor request process and answered general procedural questions during the sessions. • Conducted training session with Continuing Education coordinators pertaining to contracts.
5.	Provide ongoing opportunities for student involvement in campus services.	4.6., 6.2.	• Hired one student worker in Purchasing; one student worker in the warehouse. • Conference & Events hired 11 student workers to support various events. • Conference & Events staff works directly with students to coordinate various internal events such as Surgical Tech Graduation, Nursing Pinning, Honey Bee Fair, Student Life end-of-year celebrations, Academic Excellence, Fashion Show, and Black History month events. • Warehouse staff works with District 200 Vocational Program for special needs students to help them build skills needed in the workplace; groups of students, along with their coordinator, work with Warehouse staff twice per week.
6.	Create a "one campus" feel by instituting comparable food service venue on the west side of campus.	8.2.	• Opened the Jazzman's concession in February, 2018 in the TEC building, providing a variety of beverages and simply-to-go cold and hot food items.
7.	Improve Purchasing Department productivity and enhance purchasing processes and controls.	8.4.	• Created bid/RFP opening scripts, pre-bid scripts for use by buyers. • Submitted for approval a recommendation for a new e-procurement system. • Published a request for proposals pertaining to procurement and travel expense credit cards.
POLICE DEPARTMENT			
1.	Ensure the financial integrity of the college by conducting criminal investigations pertaining to financial aid fraud.	1.5.	• Conducted investigations into three financial aid fraud rings in FY18.

#	Area/Division: Administrative Affairs — Strategy	Cabinet Officer: Dr. Brian Caputo	

#	Strategy	Alignment (SLRP Objectives)	Key Accomplishments Related to Strategy
2.	Create single source document for safety and crime awareness, including campus crime statistics in accordance with the Cleary Act.	1.6., 3.5., 4.4., 6.5.	• Published the Annual Security Report. The report includes all local and regional crime statistics and is available to all college students and staff.
3.	Prepare the college community to respond to emergency events.	4.6.	• Completed the college's Emergency Operations Plan and Violence Prevention Plan. Submitted the plans to the Illinois Emergency Management Agency for approval and certification.
4.	Increase campus knowledge and preparedness of appropriate emergency response actions in time of crisis.	3.5., 4.4., 6.4., 6.5.	• The college conducted a tabletop exercise with members of the Incident Management Team, their alternates, and non-governmental organizational partners. • Continued to promote the college's emergency preparedness and response video on the Police Department's website.
5.	Update and improve campus camera system.	8.4.	• Enhanced the capacity to remotely monitor parking lots and exterior spaces on campus.
6.	Provide general classroom safety training to full- and part-time faculty members.	3.5., 4.4., 6.4., 6.5.	• Provided several presentations related to classroom safety, de-escalation, emergency preparedness, and fraud awareness and prevention, both independently, and in coordination with the Behavioral Intervention Team.
7.	Provide active violence training programs to staff.	3.5., 4.4., 6.4., 6.5.	• Provided eleven Active Violence Preparedness – Phase II classes. Trained approximately 175 faculty, staff, students, and members of the college community.
RISK MANAGEMENT			
1.	Enhance the quality of information provided to the college community on risk management and safety topics.	1.6., 3.5.	• Utilized an online format for training employees when their job description dictates the need for specialized sessions. Some of the topics are covered by the online forum alone and others utilize an online component along with a practicum or *hands on* section.
2.	Provide an electronic means for the college community to report unsafe conditions on campus in general and challenging conditions for disabled persons in particular.	1.7., 3.2., 3.5.	• Posted all of our reporting documents on our employee portal page. The forms are *fillable* for ease of use. These forms are introduced at the New Employee Orientation and are reintroduced in a quarterly newsletter.
3.	Empower the college community to assist disabled individuals in emergency events.	3.2., 3.5.	• A member of The Center for Access and Accommodations joined the Emergency Action Team and one of nine safety committees. This individual acts as a "front-line" resource when considering the needs of those who are

Area/Division: Administrative Affairs			Cabinet Officer: Dr. Brian Caputo
#	Strategy	Alignment (SLRP Objectives)	Key Accomplishments Related to Strategy
			disabled. Coordinated with the Fire Department to aid those with special needs, as they will be the ones responding to the emergency.
4.	Promote student awareness of the affordable health insurance that is available through the college.	3.5., 3.6., 6.2.	• Identified the points of resource used by students as they navigate enrollment procedures. These areas and departments are supplied with brochures and contact business cards so students can contact the college's consultant(s) for health, vision and dental insurance. Several links have also been provided within the web pages used by students.
5.	Prepare the college community to respond effectively to emergency events.	4.6.	• Ran four effective emergency drills to prepare the college community in the event of fire or severe weather. The drills were run in both the daytime and evening. The drills were followed by a survey to collect feedback and help focus institutional efforts to better prepare the college should an actual event occur.
INFORMATION TECHNOLOGY SERVICES			
1.	Implement Ellucian Elevate solution.	8.4.	• Software limitations required reassessing the Ellucian solution. Proceeded with internal development as an alternative solution. Completed.
2.	Upgrade Mercury Commerce solution.	8.4.	• Suspended due to user department request.
3.	Implement Financial Aid Self Service.	8.4.	• In progress. Expected implementation August 2018.
4.	Implement Mobile App Upgrade.	8.4.	• Completed – August 2017.
5.	Implement performance management solution.	8.4.	• Completed – May 2018.
6.	Implement Position Management modules.	8.4.	• Position Control functions were implemented in December 2017.
7.	Upgrade Recruit.	8.4.	• Completed – April 2018.
8.	Upgrade SARS.	8.4.	• Completed – December 2017.
9.	Implement training and compliance tracking solution.	8.4.	• In progress. Expected launch of initial use in September 2018.
PLANNING AND EMERGING TECHNOLOGY			
1.	Prepare the FY19 Information Technology Strategic Plan.	1.3., 1.4., 6.3., 8.1., 8.4.	• In progress. Anticipating input based on current organization structure.
2.	Continue to lead and refine the Faculty Technology Advisory Committee to a broader	4.3., 6.1., 6.3.	• In progress with strong discussions and demonstrations on technology use and technology futures.

Area/Division: Administrative Affairs			Cabinet Officer: Dr. Brian Caputo
#	Strategy	Alignment (SLRP Objectives)	Key Accomplishments Related to Strategy
	view and platform for faculty involvement in teaching and learning technologies, IT Academic Strategy, and issue discussion.		
3.	Work with the TLC/Staff Development area in determining and delivering the appropriate types of training which would promote and educate regarding the use of office/instructional technologies.	6.1., 6.3.	• In progress with delivery of formal and "Ask the Expert" sessions around the Office and Adobe products.
4.	Continue to perform the duties of the Facilities Technology Liaison.	4.4., 6.3., 8.1.	• Continued activity surround numerous facilities projects.
NETWORK SERVICES			
1.	Implement the Information Technology Replacement Plan for Network Services.	8.4.	• Completed.
2.	Complete the replacement/upgrade of the college wide wireless network.	6.3. & 8.4.	• Completed the upgrade doubling the amount of access points.
3.	Install replacement Weather Department servers.	8.4.	• Completed the purchase and installation of new servers.
4.	Research, design, purchase, and replace core network switches and routers.	8.4.	• Purchased switches. Implementation planned for July 2018.
5.	Upgrade one of our two ISP connections for increased speed.	6.3. & 8.4.	• Completed two ISPs each with one GB connections.
6.	Replace aging UPS for BIC Telecom room per replacement plan.	8.4.	• Completed in June 2018.
OFFICE & CLASSROOM TECHNOLOGY			
1.	Implement FY18 IT replacement plan projects.	6.3., 8.4.	• Completed. Projects included replacing PCs in 12 ACC classrooms, three Addison center classrooms, CS 112, HSC 2140, BIC 2D03, Access and Accommodations, HSC adjunct faculty center, PE lab, Fashion Design, five Architecture classrooms, two library labs, tech rooms, and 25 percent of all staff devices. Replaced Macs for Graphic Design and Continuing Education. Replaced projectors on floors two and three of BIC.

Area/Division: Administrative Affairs			Cabinet Officer: Dr. Brian Caputo
#	Strategy	Alignment (SLRP Objectives)	Key Accomplishments Related to Strategy
2.	Improve stability, security, and reliability of desktop computing devices.	8.4.	• Completed. Upgraded all devices to Windows 10 while removing administrative privileges.
3.	Improve student feedback regarding technology solutions implemented by the college.	6.2.	• Completed. Student Technology Advisory Council met during the school year providing valuable student feedback regarding IT initiatives and future planning.
4.	Leverage college technology to improve business processes.	6.3.	• Completed. Implemented new work flows in Perceptive Content for various departments including new budget request process.
CHIEF SECURITY OFFICE, IT			
1.	Insure Colleague Security users have access to only the Colleague Security data to do their assigned jobs – and no more.	1.5., 1.6., 8.4.	• Completed. Performed Colleague Security Audit of 100 percent of transferred/promoted employees, 100 percent of "high-risk" employees, and statistically acceptable sample of all Colleague Security users. All records are kept for external audit purposes. This is an ongoing project/process.
2.	Insure College IT processes are compliant with all federal and state laws and regulations, industry standards, and appropriate best practices that apply to the College.	1.5., 1.6., 8.4.	Completed. • Passed annual external audit performed approx. June/July 2017: Included: passing/remediating Payment Card Industry (PCI) quarterly scans and successfully completing a PCI annual Self-Assessment Questionnaire by November 2017. • Require and record successful completion of all-staff new/refresher security training. • Completed annual penetration testing and made appropriate security upgrades (August 2017). • Helped deploy the most secure PCI credit-card handling process (EMV/P2PE) (June 2018). • Identity Access Management coordination and management (ongoing).
3.	Provide access for all employees to security training focused on improving employees electronic and online security practices in the performances of their jobs to improve the overall cybersecurity position of the College.	1.5., 1.6., 8.4.	• Completed. Reduced employee insecure electronic and online security practices (phishing click-rate) from 14 percent to 5 percent (approx. 65 percent) well below the industry standard. • Security training is an ongoing project/process.
4.	Provide a deterministic, reproducible, and audit-worthy EDiscovery process for the IT	1.5., 1.6.	• Completed 18 EDiscovery requests within the legally acceptable amount of time allowed. In the process of trying to transition responsibility for college-

Area/Division: Administrative Affairs			Cabinet Officer: Dr. Brian Caputo
#	Strategy	Alignment (SLRP Objectives)	Key Accomplishments Related to Strategy
	department to respond to subpoenas, warrants, FOIA, and internal requests for electronic evidence and information.		wide EDiscovery process to the General Counsel. Managing the College EDiscovery process (until GC assumes responsibility) and coordinating the IT EDiscovery process is an ongoing project/process.
FACILITIES			
1.	Improve service levels and increase the customer service ratings for the department.	8.4., 4.6., 1.6.	• Conducted regular team leadership meetings to reinforce Facilities role as a service organization. Several recent awards to custodial staff and thank you notes from various customers are indicators of positive progress.
2.	Manage the FY2018 Capital Maintenance projects.	1.5.	• Initiated and/or completed 29 capital maintenance projects. • Initiated 47 projects of which 27 were completed. The remainder are in progress. • Initiated 37 projects of which 14 were completed. The remainder are in progress.
3.	Develop annual target values and implement the purchase of both electricity and natural gas.	1.6., 6.3.	• During the year 50 percent of COD natural gas utilization costs were secured, reducing the college's exposure to seasonal price changes.
4.	Manage and administer the infrastructure of the building systems with improved operational efficiency and minimum unplanned down time.	7.3., 7.1.	• No unexpected equipment failures occurred during the fiscal year. The only campus down time was caused by snow or ComEd power failures related to weather or ComEd infrastructure failures.
5.	Apply and obtain grants for all energy efficiency and facilities related projects.	7.1., 6.3.	• The College did not benefit from energy related grants as qualifying projects were conceived after the various grant application dates. • Natural gas pricing was secured by contract for 50 percent of our projected demand and another 50 percent of the remainder was secured during December, January and February, resulting in a total annual saving of $102,550 versus open market pricing.
6.	Ensure compliant and transparent processes that will promote stakeholder confidence and trust.	1.6.	• Continued collaboration with COD Purchasing and Legal Departments to ensure compliance and transparency.
7.	Incentivize employees to utilize College of DuPage facilities resources.	4.2.	• Several team members took classes or ongoing training at COD or signed up for PE Health Club memberships.
8.	Reinforce departmental goal of project collaboration.	5.3., 6.5., 8.1.	• Conducted weekly departmental leadership meetings to reinforce team collaboration and cooperation.

Area/Division: Administrative Affairs			Cabinet Officer: Dr. Brian Caputo
#	Strategy	Alignment (SLRP Objectives)	Key Accomplishments Related to Strategy
9.	Maintain project financial integrity and oversight.	7.3.	• Project and departmental financial data are regularly shared with the Financial Affairs department to ensure proper accounting and accountability of project funds.
10.	Develop a long-term, comprehensive Facilities Master Plan.	8.1.	• Launched in June, 2018 with expected completion in December, 2018.
11.	Execute College projects on time and within budget.	8.1.	• All completed, with the exception of the SRC North Vestibule. The SRC North Vestibule project was not completed by the target date due to a manufacturing issue.
12.	Unify the east and west campuses.	8.2.	• To be considered during the Facilities Master Plan development process.
13.	Improve existing facilities to enhance ongoing operations and opportunities.	8.1.	• All 113 Space & Planning and Construction capital projects initiated were intended to enhance ongoing operations and opportunities.

	Area/Division: Human Resources		Cabinet Officer: Mia Igyarto
	Strategy	**Alignment** (SLRP Objectives)	**Key Accomplishments Related to Strategy**
1.	Develop and implement professional development programs in accordance with the College's priorities, goals and objectives.	3.2., 3.8., 4.2., 4.3., 4.4., 4.6., 6.1., 6.3., 6.4., 6.5.	• The cross constituency TLC Advisory Council met in October and February. Highlight: We connected the COD Police with Registrar's office to be trained on enhanced search options for investigations. • Faculty Professional Development Committee comprised of Faculty representatives as well as Academic leadership, Learning Technologies and the TLC met monthly from January – May. Highlights: Creation of FPD Course Proposal and review rubric, and a FPD Action Plan. • Through the RFP process, *Leading Collaboratively into the Future* leadership development was selected and delivered to our positional leaders (155 participants) by Center for Creative Leadership in April 2018. • A leadership development plan for 2019 was approved by the President in April 2018. • Leadership highlights: Exploring Leadership cohorts of 17 participants and Individual Contributor series 14 participants.
2.	Provide compliance training and administration in accordance with the College's priorities, goals and objectives.	1.3., 1.4., 1.5., 1.6., 1.7., 3.2., 4.6., 5.3.	• Through the RFP process a new compliance vendor, Skillsoft was selected for implementation in FY19. • A compliance schedule for all-college mandatory trainings was proposed. In fall 2018 an assignment of four compliance trainings will be administered: ethics, workplace harassment active violence and information technology security. Ramifications for non-compliance were established. • Through the RFP process, a learning management system (through which we will administer compliance training) was contracted. Compliance training rollouts will be administered through Cornerstone on a bi-annual basis in even years, along with mandatory certification agreements on the odd years. • Annual PCI compliance training was administered April-May 2018 to 158 employees. • Additional NIMS 100, 200, 700 and 800 training was administered in April 2018 to 10 employees per a request from the COD Police in order to fulfill a certification requirement.

	Area/Division: Human Resources		Cabinet Officer: Mia Igyarto
	Strategy	**Alignment** (SLRP Objectives)	**Key Accomplishments Related to Strategy**
3.	Update and revise current performance evaluation process to increase overall effectiveness and efficiency.	3.7., 4.1., 4.2., 4.3., 4.4., 4.6. 5.3., 6.1., 6.4., 6.5.	• Training on current performance evaluations via the new system Cornerstone was administered in spring 2018. • Committee work on new evaluation process was completed and approve by the Cabinet. Implementation plans are being developed.
4.	Continue to promote positive labor and employee relations.	1.6., 1.7., 3.5. 3.8., 4.3., 4.4., 4.6., 4.7., 5.3., 6.3., 6.4., 6.5., 7.1., 8.2., 8.4.	• Completed successful negotiation of CODAA CBA August 19, 2017. • Student Success/Pathways, Noel Levitz and PACE: • October 2017 In-Service included: *Connecting the Dots*, Jim Benté; *Redesigning College for Student Success: A Clearer Path*, Davis Jenkins, Senior Research Scholar; Cross-Functional Application breakouts and Functional Focus breakouts related to Davis Jenkin's presentation. • January 2018 In-Service included: *HLC Update: Progress and Vision*; *NL and CCSSE Data Reflection* working breakouts; *Pathways - A Current Look: A Division Explores and Discovers Its Domains* presentation; *Pathways: Next Steps; Pathways Application* on a Division Level division meetings • April 2018: *Lessons Learned from the AACC Pathways Project and National Pathways Examples*, Gretchen Schmidt, Executive Director of the American Association of Community Colleges Pathways Project.
5.	Improve the efficiency and effectiveness of the Human Resources Department.	1.3., 1.4., 1.5., 1.6., 4.1., 4.2. 4.3., 4.6., 5.3., 5.4., 5.5., 6.4. 8.4.	• Developed new structure for Human Resources department. Implementation is ongoing with the hiring of the first two new positions. • Implemented an automated new hire notice prior to the employees first day initiated by the creation of a new hire record. Manager notification alerts when new employee has network access from IT.
6.	Expand the availability and use of professional development funds for all (applicable) employees.	3.2., 3.7., 3.8., 4.2., 6.1., 6.4.	• Offerings were increased but faculty participation continues to be low. • Professional development opportunities were emphasized in each Onboarding and New Employee Orientation held in FY18. • Information sessions were marketed to departments as well as targeted employee groups. • Information Session: Using Your Professional Development Dollars was held five times to 33 employees

	Area/Division: Human Resources		Cabinet Officer: Mia Igyarto
	Strategy	**Alignment** (SLRP Objectives)	**Key Accomplishments Related to Strategy**
7.	Provide leadership and direction to improve employee diversity efforts at the College.	3.2., 4.1., 4.3., 4.4., 4.6., 4.7.	• Diversity and Interviewing online training was provided to 155 employees. • 100 percent of FY18 full time faculty search committee members completed diversity training.
8.	Create a COD Employer Branding Strategy that supports employee recruiting efforts and is aligned with the College's mission, vision and values.	4.4., 4.5., 4.6., 4.7., 5.4.	• Given the number of changes ongoing with the institution that require marketing and branding as well as high level initiatives that may have an impact on how we position the college, we believe it is best served to postpone this goal.
9.	Establish Guidelines for COD Internship and Volunteers Program(s).	1.5., 1.6., 3.6., 3.7., 4.5., 4.6. 4.7., 5.3., 5.4., 5.7.	• Pending report.
10.	Review and update the COD Compensation/Salary. Administration Guidelines to ensure alignment with the Colleges priorities, goals and objectives and market competiveness.	1.5., 1.6., 3.6., 7.1., 7.3.	• Data and analysis ongoing.

	Area/Division: Office of the President		Cabinet Officer: Mary Ann Millush
	Strategy	**Alignment** (SLRP Objectives)	**Key Accomplishments Related to Strategy**
1.	To increase visibility of the College in the community by strengthening partnerships.	5.1., 5.6.	• Recognized Architecture program for AIA Distinguished Project Award on State and Federal levels. • Information is provided regularly to local, regional, state, and federal Community leaders. • STEM and workforce development is a focus of the President. The President, with Faculty, have enhanced partnerships with Argonne National Laboratory and Fermilab offering educational and work related opportunities to COD students. • The President has fostered partnerships with leaders of District 502 communities and DuPage County to aid in addressing educational/training opportunities for residents and students.
2.	To help ensure an improved sense of community within the College.	1.7.	• Conducted reception/tours of newly reopened Honors Commons. • Board held Committee of the Whole meetings. • President and Constituency Leaders meet regularly to identify matters of concern and potential solutions. • President or member of Cabinet meets with the Shared Governance Council on a bi-weekly basis. • President has continued to build community and employee recognition within the College Community, continuing the traditions of the *Fall All-college Picnic*, *Thanksgiving Turkey Give-away* and *Holiday Gathering*. • President showcases Student and Faculty art in the Office of the President each semester and hosts a reception in recognition.
3.	To advance approved legislative agenda.	5.7., 5.8.	• Met with Legislators to advocate on behalf of the students, College and communities the College serves. o This is an on-going initiative. • Information provided on regular and on-going basis. • Trustee met with Federal Legislators during NLS. • Assisted SLC with Student Advocacy Days.
4.	To help strengthen the College's financial position.	7.1., 7.3.	• Board reconstituted the Audit, Academic, and Budget Committees. • President has reached out to high schools, sister community colleges, as well as the following four-year institutions to strengthen and establish new partnerships that will benefit College of DuPage students:

	Area/Division: Office of the President		Cabinet Officer: Mary Ann Millush
	Strategy	**Alignment** (SLRP Objectives)	**Key Accomplishments Related to Strategy**
			o NIU o Benedictine o Elmhurst o North Central o Illinois Tech.
5.	To interface with Board of Trustees to enhance their knowledge and effectiveness.	1.7.	• Board achieved compliance with PA 99-0692. • Trustees received training in the areas of governance, procurement, ethics, and assessment. • Trustee presented at ACCT Leadership conference regarding Student Financial Literacy. • Board held approximately three meetings a month: Regular, Special, Committee of the Whole, and/or Committee meetings.
6.	To carry out other administrative roles and responsibilities as needed to advance presidential initiatives.	8.3.	• Evaluated Southeast region of district; efforts to address gaps to occur in FY19. • Board charged Administration to develop an innovation center for enhanced learning opportunities for students and faculty and foster economic development in the region.

	Area/Division: Planning and Institutional Effectiveness		Cabinet Officer: James Benté
	Strategy	**Alignment** (SLRP Objectives)	**Key Accomplishments Related to Strategy**

1.	Create a College-wide council that promotes greater inclusion and engagement of faculty, staff, and students in accreditation activities with the Higher Learning Commission.	1.1., 1.6., 4.6., 6.1.	• The Accreditation and Regulatory Compliance Council (ARCC) was formed and chartered. The Council has representation from all constituency groups as well as several ad hoc members (e.g., IPEDS & HLC Key Holder, Chief Compliance Officer, Title IX Coordinator, etc.). The charge of the ARCC is to provide recommendations and guidance to the College's President and Cabinet concerning regional (Higher Learning Commission) accreditation, Department of Education federal compliance standards, and Illinois Community College Board recognition requirements. Specific council work includes but is not limited to:
			  o Staying abreast of changing and immerging accreditation and regulatory compliance standards.
			  o Monitoring and continually evaluating the College's compliance with accreditation and regulatory requirements, and providing quarterly reports and recommendations to the College's Cabinet.
			  o Providing input for updating, writing, and submitting accreditation and regulatory related reports and documents (e.g., HLC Assurance Argument, Monitoring Reports, etc.).
			  o Encouraging and supporting active engagement with the High Learning Commission (e.g., promoting, attending, and reporting on HLC conferences, identifying individuals to serve on the HLC Peer Review Corps, etc.).
			  o Reviewing and analyzing accreditation feedback reports and making recommendations to the Cabinet on actions to address deficiencies and opportunities for improvement.
			  o Communicating and championing accreditation and regulatory compliance initiatives with colleagues and other constituency groups.
			  o Reviewing key metrics related to accreditation and regulatory compliance issues and requirements.

2.	Lead and coordinate the FY '19 update to the 2017-2021 Strategic Long Range Plan.	1.1., 1.6., 4.6.	• In collaboration with Cabinet, developed consensus on the general direction of the SLRP update, which included fewer goals and objectives, and a clearer, more simplistic layout so that there could be a consistent communication of goals with all internal stakeholders. • With the Board of Trustee Planning Liaison, reviewed the 2017-2021 SLRP, 2018 Planning Metrics, and other relevant formation and documents.

	Area/Division: Planning and Institutional Effectiveness		Cabinet Officer: James Benté
	Strategy	**Alignment** (SLRP Objectives)	**Key Accomplishments Related to Strategy**
			• Repopulated the Strategic Long Range Plan Advisory Committee (SLRPAC) through calls to the Faculty Committee on Committees, Classified Leadership, Managerial Representatives, Administrators and Adjunct Faculty Leadership. • Developed and conducted a SLRPAC orientation session, so that all members would be on the *same page* with respect to the planning process and their roles and responsibilities. • Provided and reviewed with the SLRPAC data on: Service Area; Student Demographics; Enrollment – ICCB; Degrees & Certificates; Student Engagement – CCSSE; Student Persistence & Completion – NCCBP; Student Success – NCCBP; Student Satisfaction – Noel-Levitz; Staff Satisfaction – Personal Assessment of the College Environment; Staff/Student Ratios – NCCBP; Revenue & Expenses – IPEDS; Grants, Aid, or Scholarships; High School & University Data; and Out-Migration of High School Graduates from Illinois. • Based on the most current data and information, and in collaboration with the SLRPAC, reviewed and revised the Environmental Scan and SWOT analysis. • In collaboration with the SLRPAC and Cabinet, developed recommendation for the Board of Trustees that reduced the number of strategic goals from eight to five, and reduced the number of objectives from 56 to 17. • Developed a detailed SLRPAC Update Report for the Board of Trustees. The report showed relevant recommendations and rationale. • In collaboration with the Board of Trustees Planning Liaison, developed and administered a survey to solicit Board of Trustee input on the SLRPAC recommendations. • Developed a Board of Trustees Survey Report reflecting input provided by Trustees.
3.	Lead and coordinate the FY '19 Action Plan development process.	1.1., 4.6., 1.6.	• In collaboration with the Cabinet and the College's Budget Office, developed the FY '19 Annual Action Plan, which was a key input into the FY '19 budget. The Annual Action Plan has 129 Key Strategies distributed across 23 areas, divisions or subdivisions. Each Key Strategy is aligned with one or more SLRP objective, has clear Action Steps noting how the Strategy will be accomplished, Performance Measures that define how we will know that the Strategy has been met, and if any new budgetary requirements exist.

	Area/Division: Planning and Institutional Effectiveness		Cabinet Officer: James Benté
	Strategy	**Alignment** (SLRP Objectives)	**Key Accomplishments Related to Strategy**
4.	Ensure that all routine required external reporting submissions (e.g., ICCB) are timely and accurate.	1.1., 1.3., 1.6.	• Annual Higher Learning Commission (HLC) update submitted. Update includes: Institution Information; Contact Information; Ownership; Financial Information; Composite Financial Index; Federal Compliance Information; Student Head Count by Level; Student Head Count by Category; Institutional Head Count; Dual Credit Information; Certificates & Degrees Awarded; Certificate & Degree Programs Offered; Distance Education Information; Additional Locations; Contractual Arrangements; and Consortial Arrangements. • All Illinois Community College Board (ICCB) required reports submitted. These reports include: Capital Budget Request (RAMP); Noncredit Course Enrollment (N1); CTE Program Improvement Grant; CTE Postsecondary Perkins; Annual Enrollment and Completion (A1); Square Footage Planned Construction (C1.1, C1.2 & C1.3); Noncredit Course Enrollment (N6); Annual Completions (A2); Annual Course (AC); Facilities (F3 ,F6, B3 & R3); Annual Student Identification (ID); Tax Revenue/Budget; Fall Term Enrollment Data (E1); Fall Enrollment; FY Audit; FY Budget; Faculty Staff & Salary; Chargeback; Faculty Staff & Salary Supplementary; Summer Graduate IPEDS; Certificate of Publication for Annual Financial Statement; Construction Project Status; Fall Term S6 & S7; Fall Term SR; Fall Term SU; Certificate of Tax Levy; African American Employment Plan Survey; Asian American Employment Plan Survey; Bilingual Needs and Bilingual Pay Survey; Hispanic Employment Plan Survey; Spring Semester Enrollment; Underrepresented Groups; Annual Faculty Staff Salary & Benefits (C3); Spring Term SR; and Spring Term SU. • In collaboration with Academic and Student Affairs, created and submitted a required Higher Learning Commission Interim Monitoring report. The report addressed three key areas and included 17 appendixes, totaling 507 pages.

	Area/Division: Student Affairs and Institutional Advancement		Cabinet Officer: Earl Dowling
	Strategy	**Alignment** (SLRP Objectives)	**Key Accomplishments Related to Strategy**
ACCESS AND ACCOMMODATIONS/STUDENT DEVELOPMENT			
1.	Promote awareness and increase knowledge of disabilities among members of the college community by offering learning opportunities and resources which encourage inclusive practices.	3.2., 6.5.	• Sessions with TLC geared toward faculty and staff on Universal Design and reasonable accommodations. • Presentation with Career Services on disability and employment.
2.	Create opportunities for staff and students to learn about and embrace differences.	4.6.	• TLC sessions • Table talk with various students with disabilities.
3.	Establish an outreach program to the Special Education departments for public high schools in DuPage county.	2.4., 3.1., 5.7., 5.8.	• Contacts have been identified at many local high schools. • We are working with the transitions staff.
4.	Modify and expand existing office space to create a more welcoming and accessible flow for students and staff coming to the center.	8.3.	• A request for additional space and/or renovation was put in last year. • Adequate space is a growing concern.
5.	Engage in recurring collaboration with disability service departments of other community colleges to better serve the population of students with disabilities here at College of DuPage.	1.2., 3.1., 3.2.	• We have hosted two meetings for service providers from other community colleges. • We are all able to share information and discuss best practices for serving students with disabilities.
MARKETING & CREATIVE SERVICES			

1.	To help grow enrollment.	2.2., 2.7., 2.9., 5.3., 5.4., 5.7. 5.8., 5.9.	• Completed print, radio, TV and digital advertising campaigns to support recruiting initiatives.
			 • Completed more than 2,200 projects during FY18 that included:
			   o Four hundred seventy-five publications, postcards and other material to support recruiting
			   o Forty Ad campaigns
			   o Eight Class Schedules for both credit and non-credit classes

	Area/Division: Student Affairs and Institutional Advancement		Cabinet Officer: Earl Dowling
	Strategy	**Alignment** (SLRP Objectives)	**Key Accomplishments Related to Strategy**
2.	To support the communications goals of Institutional Advancement.	5.1., 5.3., 5.7, 5.8., 5.9.	• Completed materials for the COD4COD campaign as well as 52 individual projects to support IA.
3.	Web Site Refresh.	2.2., 2.7., 2.9., 3.1., 5.3., 5.4. 5.7., 5.8., 5.9.	• Completed materials for the COD4COD campaign as well as 52 individual projects to support IA.
4.	Develop and maintain a catalog of program marketing materials.	2.2., 2.7., 2.9., 3.1., 5.7.	• Developed and revised materials for 30 percent of the academic programs.
5.	To maintain the staff training necessary to maintain currency and proficiency in appropriate technology.	4.2., 4.3., 6.4.	• Every member of the team attended at least one training session or conference outside of the College.
6.	Maintain and upgrade Multimedia Services digital media storage server.	6.3.	• Purchased 64TB hard-drives and re-purposed older server cages to create fiber back-up of our master libraries. Re-formatted and purchased new media for field cameras and record decks. Continually monitor, maintain and expand storage capacity of server in order to keep up with demand.
7.	Create and Produce video programs targeted for current and potential students, faculty, staff, alumni and the College of DuPage community.	2.2., 2.7., 2.9., 3.1., 5.1., 5.7.	• Completed over 150 projects all targeted to the college community in some way. Programs include: o Academic/ Student Life o Counseling & Advising Welcome Overview o NSO Leadership Welcome Video o NSO Highlight video o Ad Portfolio Night- Spring 2018 o STEMinar Series: FY18 o Nursing Lab Skills Demo o Dance Show o Fashion Show o Commencement (Live Stream) o Continuing Ed o HSTI Live "Domestic Terrorism" (Live Webcast) o HSTI Live "Cyber Security" (Live Webcast)

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	Strategy	**Alignment** **(SLRP Objectives)**	**Key Accomplishments Related to Strategy**
			o Succession Planning (Peter James) o Keys to Digital Marketing o Employee Development/Training o In-Service Fall 2017 o In-Service Spring 2018 o Retirement Readiness Seminar 2018 o Print Center Video o Cadaver Lab A/V Equipment Training o Foundation o Alumni Stories NSO 2017 o Distinguished Alumni Profiles 2017 o Employee Giving Campaign FY18 o Scholarship Reception 2017 o Marketing Communications o Innovations DuPage Video o Arboretum Podcast o Community Briefing Breakfast Video o Dr. Rondeau welcome Message o Ernie Gibson MLK Presentation o Food Truck Rally and Sunset 5k – 2017 o Images (monthly) o Backstage Buzz at the MAC (monthly) o Fall Recruitment 2017 o Marketing Campaign FY18 (What will Your Story Be?) o Founder's Day o Social Media Support o Board of Trustee Meeting Live Stream/Archive (monthly) o External Revenue o Seven projects generating over $40,000 of revenue
8.	STEM Outreach.	3.1., 5.1., 5.3., 5.7.	• Completed eight STEMinars • STEMCON attracted more than 2,100 attendees. • Women in STEM conference attracted more than 50 high school students to campus.

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	Strategy	**Alignment** (SLRP Objectives)	**Key Accomplishments Related to Strategy**
			• High school teacher professional development completed. • Supported Science Olympiad. • Organized Engineering Olympics.
9.	Innovation DuPage.	5.1., 5.3., 5.7.	• Created logo and website as well as collateral material to promote ID as well as recruit the inaugural class.
STUDENT AFFAIRS (STUDENT SUCCESS COUNCIL)			

1.	Develop a Pathways/Student Success Culture with the leadership and direction of President Rondeau and Cabinet. The Pathways model is based on coherent and easy-to-follow college-level programs of study that are aligned with requirements for success in employment and at the next stage of education.
	
	 The pathways model is built upon three important design principles:
	
	 Colleges' program redesigns must pay attention to the entire student experience, rather than to just one segment of it (such as developmental education or the intake process).
	
	 A guided pathways redesign is not the next in a long line of discrete reforms, but rather a framework or general model that helps unify a variety of reform elements around the central goal of helping students choose, enter, and complete a program of study aligned with students' goals for employment and further education.
		1.2., 1.3., 2.1.-2.9., 3.1.-3.8., 4.6., 4.7., 5.1.-5.7., 6.1.-6.5.	• The Pathways/Student Success culture has been evolving since Fall of 2017 with:
			    o over 35 meetings held with campus leadership groups
			    o two In-Services dedicated to Pathways
			    o an all-day visit and keynote from the Executive Director of the American Association of Community Colleges Pathways Project
			    o a keynote from Davis Jenkins of the Community College Research Association
			    o a visit and presentation on analytics in higher education.
			 • The Pathways Steering Committee was formed and met regularly throughout the spring 2018 semester, along with the formation and regular meetings of the Pathways Steering Committee Executive Council.
			 • Planning teams were formed for program mapping and Pathways communication.
			    o A Technology and Data Science Working Group was formed.
			    o All three of these groups worked on Pathways related projects throughout the summer 2018.
			 • Over 70 employees – faculty, staff and administration have been involved in Pathways work over the past academic year.
			 • Two presentations were made before the Board of Trustees on the progress made on Pathways.
			 • Two national Pathways leader colleges were visited by a team of nine faculty and staff in September of 2017 to study Pathways.

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	Strategy	**Alignment** **(SLRP Objectives)**	**Key Accomplishments Related to Strategy**
	The redesign process starts with student end goals for careers and further education in mind and "backward maps" programs and supports to ensure that students are prepared to thrive in employment and education at the next level.		
2.	Developed and will be piloting a student success-themed learning community curricula for PSYCH1100 and ENGL1101 for Fall 2017. Explore expansion and redevelopment of EDUC 1105 and 1115 to align with proven FYE curricula.	3.1., 3.7.	• The learning community was launched and fully enrolled. It is continuing to be offered. • The Pathways FYE research could result in the redevelopment of EDUC 1105 and 1115.
3.	Enhance Early Alert system. Representatives of the Pathways Council will join the existing Early Alert committee to investigate, recommend, and implement improvements to the system.	2.5., 3.3., 3.5., 3.6., 3.7.	• Once a data analytics company is hired through the current RFP process, alerts will be part of the outcomes of that work – identifying at-risk students and intervening to assist with staying on track to reach their goals.
4.	New Student Advising, Registration and Engagement program (formerly known as Smart Start) redeveloped to scale programming for all new students – anticipated population of over 4,000. Three years of Smart Start data indicate substantial positive outcomes between attendees and non-attendees in the areas of persistence, GPA, and course	2.1., 2.2., 2.5., 2.6., 3.1., 5.2., 5.4., 6.2., 6.3., 8.4.	• Overall, 6,552 students were invited to NSAR. • NSAR programs were attended by 3,254 students (154 of these were seen at COD Centers). • A total of 277 sessions were held (18 of these were at COD Centers). ○ Sessions ran 4/24 – 8/19/17 • Enrollment overview videos were viewed more than 451 times 8/15 – 8/21.

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	Strategy	**Alignment** **(SLRP Objectives)**	**Key Accomplishments Related to Strategy**
	load. Significant difference in registration/enrollment rates between the two populations.		
5.	Connect Academic Affairs, Faculty Senate, CODFA/CODAA and/or Board of Trustees with a goal of encouraging shared educational resources to assist students with the cost-prohibitive nature of text books and supplies.	3.1., 6.2., 6.3.	• This issue will be reviewed through the Pathways Steering Committee to identify resource options.
6.	Onboarding Pathways: Continue to enhance the Key Points of Service through the interventions of the Enrollment Support Center in the enrollment process; promote the use of the new Steps to Enrollment web-based multi-media interactive tool walks visitors through the requirements to be an enrolled student in relation to the application process, advising, registration, financial aid and payment arrangements, student life/engagement, and accessing supportive resources to assist students with the onboarding process. Explore partnering/contracting with the Education Advisory Board's online onboarding software module to individually track each student's steps to enrollment outlined above in an automated fashion, with alerts and a progress bar to remind students where they are in the process and what is yet	3.3., 3.4., 3.5., 6.3., 8.4.	• The Enrollment Support Center followed-up with students at key junctures throughout the enrollment process during the entire year. • The web-based tool continued to be available on the website. • EAB was not pursued for onboarding as we are in the midst of an RFP to hire an analytics firm who will likely provide the services outlined here.

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	Strategy	**Alignment** (SLRP Objectives)	**Key Accomplishments Related to Strategy**
	to be done. Analytics will allow for College intervention to assist students through the processes.		
7.	Ongoing data examination for SSC projects and the HLC Academy for Persistence and Completion. Five years of persistence data will be further reviewed, 1st generation, late registration, midterm grades and withdrawals, high-frequency DFWI courses, will continue to be examined, while additional data will be generated based upon each of the action projects currently underway.	1.2., 2.6., 3.3., 6.3., 8.4.	• Institutional Research is in the midst of compiling additional data requested in support of the Pathways effort. This is a work in progress as the IR team is hired and developed. ○ Much data has been provided throughout the year and is contained in the Board of Trustee reports: ▪ Data contained in various reports covers a myriad of key metrics ▪ completion ▪ persistence ▪ still enrolled ▪ developmental course success and completion ▪ first college level course success and completion ▪ five-year persistence tables.
8.	Resubmit prior recommendations to VPAA for Midterm Grading, Blackboard Grade Center Usage (the Predictive Analytics Task Force (a sub-team of the SSC) is analyzing Blackboard data to understand faculty usage and analytics that will support student interventions and success); Attendance Policy; and the Adoption of MetaMajors, which are general areas of study into which undecided students can be guided. The earlier identification of an area of study is a proven factor in increasing the chances for student success. It also results in a heightened sense of belonging. The elimination of wasted	2.6., 3.3., 3.4., 3.6., 6.3., 8.4.	• The Pathways Technology and Data Science Working Group has examined Blackboard faculty usage data and is issuing a Blackboard survey to faculty in August, 2018. • MetaMajors will be discussed by the Pathways Mapping Working Group commencing fall of 2018.

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	Strategy	**Alignment** (SLRP Objectives)	**Key Accomplishments Related to Strategy**
	credits and excess time taken to obtain a degree are also significant benefits.		
CAREER SERVICES			
1.	Collaborate with Academic Affairs and discipline program to build a career readiness component into the guided pathways approach to programs and degrees.	2.6., 1.2., 3.8.	• Career Services Manager was added to the Pathways Steering team to collaborate and develop career readiness component. • Career Services team has developed a template for career readiness that can be incorporated into each Pathway that is developed. It is ready for implementation once the mapping of courses begins.
2.	Career Services will collaborate with Academic Affairs and Research and Analytics to develop a first destination survey in order to investigate how well College of DuPage is educating and preparing students for the workforce.	1.2., 3.8., 5.3.	• Meeting with Research & Analytics to develop outcomes measurements and the survey instrument.
3.	Increase by 5 percent the number of students participating in internship opportunities at College of DuPage.	1.2., 3.8.,	• Internship participation increased by six percent in FY18. • Student interns were hired by 78 employers. • Students earned 248 credit hours via their internship.
4.	Collaborate with the COD Foundation in order to engage with alumni and connect current students for potential employment opportunities.	5.3., 7.6.	• Alumni were engaged in multiple career preparation events for students including; a networking workshop, a panel discussion for students attending an accounting career fair, and one-on-one feedback on their elevator pitch and resumes with an alumni member in their field of study (accounting).
INSTITUTIONAL ADVANCEMENT			
1.	Build external partnerships with area corporations, community organizations, business leaders, private foundations and community members.	2.4., 3.8., 5.1., 5.7., 5.8., 5.9., 7.5.	• Developed relationship with Vistex Corporation which resulted in $64,000 in scholarships and future conversations surrounding internships and job shadowing. • S-STEM Grant Project team developed a partnership with Eaton for two student internships; ongoing partnerships with Argonne, Fermilab, and IIT for STEM internships.
2.	Seek external funding from public (state and federal) and private (corporate and foundation) sources, as well as individual	7.4.	• FY18 Grants total: $7,462,983 • FY 18 Foundation Total Raised: $2,071,483 from more than 7,000 donors.

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	Strategy	**Alignment** (SLRP Objectives)	**Key Accomplishments Related to Strategy**
	donors, to support students, faculty and college programs.		o 29 new scholarships established to support students were created by the community, equating to an additional $30,500 per year to aid in closing the financial gap for students.
3.	Participate in program development in response to state and federal funding initiatives, college priorities, and student need.	2.5., 2.6., 2.8., 3.1., 3.7., 3.8., 6.1.	• Worked with Resource for Excellence grant applicants in the development of their ideas toward successful outcomes. • Ongoing work with humanities, IT, and other STEM faculty in development of potential grant programs.
4.	Engage alumni with students, faculty and college programs in order to leverage the expertise and other resources they can bring to the college.	7.6.	• A number of alums engaged with career services from mentoring to resume review. o In addition, ten alums spoke at industry specific events throughout the year. • Distinguished Alum, Peach Carr engaged with over 30 makers at the inaugural Maker's Market.
5.	Build an internal and external culture of philanthropy around the mission and vision of College of DuPage.	4.1., 4.6., 7.4.	• $82,000 raised via the Employee Giving Campaign from 300 employees up from $48,000 in FY16.
COUNSELING AND ADVISING			
1.	Review current advising model at College of DuPage.	1.5., 1.6., 2.5., 3.1., 3.5., 3.6. 3.7., 4.6., 5.2., 6.3., 8.1., 8.3.	• Launched Advising Task Force resulting in examination of roles, tools and training needed for college wide advising resulting in examination of roles, tools and training needed to provide student centered advising. • Developed Advising Syllabus and First Semester Educational Planning Guides.
2.	Increase professional development.	3.1., 3.2., 4.2., 4.3., 6.1., 6.4.	• Developed monthly professional development sessions to all staff. • Collaborated with other departments such as Financial Aid, Records, Information Technology and Academic discipline areas to provide training to all staff. • Co-sponsored faculty members' attendance at conferences and workshops, including The National Career Development Conference, Strength Finder, and Mindfulness and Meditation conferences. • Developed streamlined process for providing college program updates.

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	Strategy	**Alignment** **(SLRP Objectives)**	**Key Accomplishments Related to Strategy**
3.	Develop and implement comprehensive communication plan.	1.6., 2.5., 3.2., 3.4., 3.5., 4.4. 4.6., 5.2., 5.4., 5.5., 6.3., 6.5.	• Collaborated with Marketing to design communication protocol for programming information to students. • Partnered with other Student Affairs offices to communicate programming to all students.
4.	Developing and executing new data reporting to assist in data informed decision making/advising systems.	1.3., 1.4., 1.6., 2.5., 3.1., 3.3. 3.4., 4.1. 6.2.	• Used data to revamp the appointment and walk-in system to better align with students needs and improve student wait times. • Used data to inform program development. • Partnered with Institutional Research and Analytics to develop new data collection opportunities.
DEAN OF STUDENT DEVELOPMENT			

1.	Provide oversight to ensure institutional compliance under the federal regulations as required under the Campus Save Act and Title IX.	1.1., 1.6., 3.2., 4.6.	• Increased the completion rate of the online interpersonal violence training for students by five percent from last year.
			• Provided in-person Title IX training to all new employees at bi-monthly New Employee Orientation.
			• Completed 504 Coordinator Training.
			• Completed Level Three Civil Rights Investigator Training.
			• Managed, investigated, responded and/or adjudicated the following cases:
			  o Behavioral Intervention Team – 84
			  o Title IX - 25
			  o Code of Student Conduct – 51
			  o Code of Academic Conduct – 89
			  o Student Complaints – 178
			• Wrote and provided input on the Annual Security Report and the Preventing Sexual Violence in Higher Education Report.

2.	Provide leadership and oversite in the development of an enhanced advising model to support student success and the pathways to completion project.	1.5., 1.6., 2.1., 2.2., 2.5., 2.6., 3.8., 5.5., 6.4., 6.5.	• Enhanced the training for full-time faculty to participate in the Summer Advising Program. Increased faculty participation by 100 percent over FY16. • Developed the action plan, budget and job descriptions to articulate the vision, which supports the Pathways Initiative Project. The new department will reside within Student Development. The "Student Services Support Center" will begin

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	Strategy	**Alignment** (SLRP Objectives)	**Key Accomplishments Related to Strategy**
			implementation FY19. The case management model of this new Center will redesign the experience for a student from the first semester through completion.
3.	Establish a student-centered website in the areas of Student Development to improve student flow and knowledge.	3.3., 3.4., 3.5., 3.7., 5.5.	• Updated the Dean of Students website to reflect current student services. • Collaborated with Marketing to ensure updating and editing access for staff and to improve the overall appearance of information.
4.	Establish transfer advising as a service within the Counseling and Advising Center.	2.4., 2.6., 3.5., 5.5., 6.4., 6.5.	• Renovated the Counseling and Advising Center to improve student service, provide a call center and to identify space for Transfer Information. Renamed the newly remodeled area to the "Counseling, Advising and Transfer Center". • Developed the monthly professional development e-newsletter for counselors, advisors and faculty on all "transfer-related news and information. • Provide monthly training for counselors and advisors on tools, tips and guidelines on the transfer process.
TRANSFER PROGRAMS			
1.	Update the transfer resources website to be more student centered and contain current information.	2.5., 3.5., 5.5.	• Reviewed, edited, and reorganized current college transfer information. • Identified missing transfer information and incorporated it into newly created pages. • Relaunched new transfer information website, http://www.cod.edu/academics/transfer_programs/index.aspx • Linked new website to other College of DuPage webpages to make it easier for students, faculty, counselors, and advisors to use.
2.	Develop structured approach for the Transfer Tuesdays Facebook live series to highlight transfer opportunities and resources to the students.	2.4., 2.5., 5.1., 6.3.	• Did not complete

3.	Strengthen and expand relationships with our college /university partners.	5.1.	• Attended transfer update meetings hosted by transfer institutions.
			  o Increased Table Visits (62.3 percent) and Advising Session (49.3 percent) over last year.
			  o Piloted new transfer events: admitted students days, on-the-spot admissions, and major specific transfer fairs (business transfer day in Feb 2018).
			• Attended state wide Transfer Coordinator meetings.

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	Strategy	**Alignment** (SLRP Objectives)	**Key Accomplishments Related to Strategy**
4.	Work with offices on and off campus to gather data on where our students transfer.	1.2., 3.4.	• In collaboration with Student Affairs Data Specialist, we were able to take both internal and state reported transfer data to identify College of DuPage top 10 transfer intuitions. o This information also allowed us to identify the top 5 majors that College of DuPage student transfer into.
5.	Provide regular training to counselors and advisors on transfer requirements.	2.5., 2.4., 3.5.	• Provided a transferology lab training and 3+1 Financial Aid Appeals '"best practices" trainings. o Will work with Associate Dean to become a more regular part of the monthly Counseling and Advising staff meetings.
STUDENT LIFE			
1.	Provide quality New Student Orientation Program.	2.9., 3.7., 4.6., 5.9.	• Welcomed and engaged 1,143 students and an estimated 300 parents/family members at Fall NSO (53 percent of target population without being mandatory). • Increased pre-registered, attended students at NSO by 33 percent via a video tutorial informing students of the step-by-step process for pre-registration and how to prepare for NSO. • Collaborated with 46 faculty and staff, three campus vendors, and four student organizations at Fall NSO. • Offered 17 different workshop options for students. • Welcomed and engaged 215 students at Spring NSO, an 18 percent increase from SP2017. • Collaborated with over 22 departments/areas to offer tabling and information to new students at Spring NSO. • According to on-site evaluations at spring 2018 NSO, 98 percent felt that attending NSO was worthwhile; 98 percent felt they received information and had opportunities they expected from attending. • Piloted using a QRL code for on-site evaluations through Snapchat to help streamline the on-site evaluation process and make it more efficient. This resulted in a 66 percent response rate one session and a 75 percent response rate for the other. Piloting this method during Spring NSO proved to be valuable and we will be moving forward to implement this at fall 2018 NSO. • Trained 54 Orientation Leaders for FA2017 NSO with 52 completing Phase I of the Living Leadership Program (96 percent completion rate for Orientation Leader

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	Strategy	**Alignment** **(SLRP Objectives)**	**Key Accomplishments Related to Strategy**
			Program & Phase I Living Leadership Program). This represents a five percent increase in completion from the previous year. • Worked with NSO Workshop Presenters to better prepare OLs to assist and participate in their workshops, better engage students and allow OLs' share their stories during presentations. • Hired and trained new Events Specialist.
2.	Provide quality online student engagement via Chap Life.	2.9., 3.7., 4.6., 4.7., 6.3.	• Worked with CampusLabs and COD IT continuously to troubleshoot ongoing issues with Engage platform (ChapLife) (ID scanning, data accuracy, etc.). • Researched other engagement platforms and organized demos with campus stakeholders to get feedback with the goal to secure a platform that will be more student and user friendly to increase usage and have the capability to provide meaningful data. • Maintaining 1,551 involved users on ChapLife and strategizing to continue promoting it as the online home for student life and campus involvement (increase usage). • Resolved data accuracy issues with data import from COD to CampusLabs. • Improved ID scanning accuracy (better identify students that scan ID's to have less unrecognized users) for events and improved tracking of involvement as well as data.
3.	Provide quality co-curricular certificate program through the Edge Program including Living Leadership Program.	2.9., 3.7., 4.6., 4.7.	• Living Leadership program held 23 events that had a total attendance of 481 attendees consisting of 274 unique students. • Thirty seven students completed the Living Leadership Program. • Began work on converting the Edge Program to align with the Pathways model.
4.	Facilitate Student Clubs and Organizations as a means to encourage student engagement with each other, faculty & staff and academic programs.	2.9., 3.7., 4.6., 4.7.	• Increased number of clubs to 95. • Clubs held over 1,600 meetings and over 250 events. • Converted officer training to a comprehensive one-day retreat in the fall, with training-on-demand after that. • Held seven advisor training workshops. • Held six club leadership lunches. • A total of 19 clubs received Club Excellence Awards (six Level Threes, 10 Level Twos, and three Level Ones).

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	Strategy	**Alignment** (SLRP Objectives)	**Key Accomplishments Related to Strategy**
			• Ten club officers were nominated for Student Leader of the Year and seven Club advisors were nominated for Advisor. • Alter Ego Productions hosted 19 events on campus throughout 2017-2018. • The Courier Student Newspaper won 21 awards from Illinois Community College Journalism Association (twelve First Place, five Second Place, three Third Place, and one Honorable Mention). • Phi Theta Kappa co-hosted the IL Regional Convention and welcomed 200 Phi Theta Kappa's from around the state. • Phi Theta Kappa won a regional Honors in Action award. • Phi Theta Kappa's Fuel Pantry regularly served 50-75 students each week. • The Prairie Light Review won First Place Magazine Award from the American Scholastic Press Association (third year in a row). • Student Leadership Council finished the work of the previous officer team on the Proposal for Expanding the Center for Student Diversity and Inclusion which was accepted for implementation by Shared Governance Council and Dr. Rondeau. • Received Ed Snyder Merit Book Award from Illinois Community College Student Activities Association. • Hired and trained new Club Specialist and Courier Advisor/Advertising Coordinator.
5.	Manage Student Activities Fund.	1.6.	• Worked with student organization advisors and officers to set and follow budgets. • Sponsored over events including Chaparral Days, Spirit Week, Winter Welcome Week, Wellness Week and Relaxation Week (2X). • Work to re-establish Student Activities Fee Allocation Committee postponed due to other priorities with Finance Office.

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