

DWC Strategic Plan for 2024-2027

May 2024

Goal A – Academic Affairs – Formulate and execute data-driven recommendations to measurably boost student skill achievement of two Core Competencies: Communication Effectiveness and Social & Global Responsibility.

[Rationale: DWC implemented a new five-year academic Assessment Plan and a revised Core Curriculum that aligns with stated Core Competencies. Both the Plan and the Curriculum were developed with extensive professional collaboration between faculty and administration personnel and through engagement in the 2020-2024 cohort of the Higher Learning Commission (HLC) Assessment Academy. These efforts highlighted two areas for targeted attention. The academic goal is to prioritize and measurably improve student skill achievement in Communication Effectiveness and Social & Global Responsibility.]

Objective 1: Implement data-driven recommendations from the Institutional Assessment Committee for continual curricular improvements.

Action Step 1.1: Academic departments collect assessment data on all Core Competencies (CCs) and Program Learning Outcomes (PLOs) according to the Assessment Plan schedule.

Responsible: Departmental faculty & Dir. for Institutional Effectiveness

Target Completion: Every semester

Budget: \$1,500 annually

Action Step 1.2: Institutional Assessment Committee analyzes student achievement of all Core Competencies (CCs) and Program Learning Outcomes (PLOs) according to the Assessment Plan schedule.

Responsible: Institutional Assessment Committee & VPAA

Target Completion: Every semester

Budget: \$9,000 annually

Action Step 1.3: Publish an Annual Assessment Report identifying trends and recommending data-driven curricular changes for approval and implementation.

Responsible: Faculty Senate, Dir. for Institutional Effectiveness & VPAA

Target Completion: Annually

Budget: n/a

Objective 2: Strengthen academic writing and research skills.

Action Step 2.1: Implement two new Core Curriculum courses: Narration & Description (ENG 150) and Argument & Research (ENG 200).

Responsible: Departmental faculty

Target Completion: Every semester

Budget: n/a

Action Step 2.2: Implement Advanced Writing & Research (ENG 250) as a graduation requirement for all new students starting Fall 2024 Semester.

Responsible: Departmental faculty, Registrar

Target Completion: Every semester

Budget: n/a

Action Step 2.3: Publish student achievement data on Communication Effectiveness (written) in the Annual Assessment Report, with specific data-driven recommendations for curricular improvements in ENG 150, 200, 250 where indicated.

Responsible: Institutional Assessment Committee

Target Completion: Every semester

Budget: n/a

Objective 3: Advance commitment to Social & Global Responsibility grounded in Catholic Social Teaching.

Action Step 3.1: Implement new Core Curriculum course: Catholic Social Teaching—Fundamental Principles (THM 277).

Responsible: Departmental faculty

Target Completion: Every semester

Budget: n/a

Action Step 3.2: Assess student knowledge of Catholic Social Teaching principles via embedded signature assignments according to approved rubrics.

Responsible: Departmental faculty, trained evaluators

Target Completion: Every semester

Budget: n/a

Action Step 3.3: Publish student achievement data on Social & Global Responsibility in the Annual Assessment Report, with specific data-driven recommendations for curricular improvements in THM 277 where indicated.

Responsible: Institutional Assessment Committee

Target Completion: Every semester

Budget: n/a

GOAL B – Admissions and Vocations – Achieve and maintain a total enrollment of 125 students (75 in the undergraduate program and 50 in the IELI). Include at least 40 students in formation for the SVD and SSpS, along with Arnoldus Family members in perpetual vows.

[Rationale: A total of 125 students represent a sufficient number of students in the classroom for effective learning. Fifty students in the IELI is a sustainable number for the program. Forty SVD candidates and Arnoldus Family members is a realistic number at this time.]

Objective 4: Admit eight SVD candidates per year from the three USA SVD Provinces.

[Rationale: Based on post-COVID admission numbers, eight new SVD candidates from the three USA Provinces seems to be a reachable goal, which represents about a 50% increase of the actual number enrolled since August 2020.]

Action Step 4.1: Vocation Directors to visit 50 parishes a year for vocation promotion.

Responsible: VP for Admissions

Target Completion: May 2026

Budget: \$15,000

Action Step 4.2: Participate in 20 promotion programs around the country each year.

Responsible: VP for Admissions

Target Completion: May 2026

Budget: \$25,000

Action Step 4.3: To increase candidate referrals, host campus visits at DWC for SVDs from the three USA provinces each semester.

Responsible: VP for Admissions

Target Completion: May 2027

Budget: \$6,000

Action Step 4.4: Host two St. Arnold Dinners each year at SVD Parishes – one each semester.

Responsible: VP for Admissions

Target Completion: May 2027

Budget: \$1,500

Action Step 4.5: Host an annual online program for SVDs in parishes focused on ways to promote Arnoldus Family vocations.

Responsible: VP for Admissions

Target Completion: May 2025

Budget: Negligible

Action Step 4.6: Collaborate with the SSpS to host in-person or online retreat experiences focused on discernment.

Responsible: VP for Admissions

Target Completion: May 2026

Budget: Negligible

Action Step 4.7: Invite current men in formation to help in vocation promotion activities once a semester – allowing potential candidates to meet current men in formation.

Responsible: VP for Admissions

Target Completion: May 2026

Budget: \$5,000

Objective 5: Collaborate with other SVD provinces to admit 5 SVDs in temporary vows and/or pre-novitiate candidates per year.

[Rationale: Efforts to collaborate with SVD Provinces around the world will supplement our vocation ministry efforts here in the three USA Provinces. Eight plus five additional candidates bring us close to our historical average of 14 new SVD candidates per year.]

Action Step 5.1: With the help of the USC provincial superior, identify possible collaborative provinces.

Responsible: VP for Admissions

Target Completion: May 2027

Budget: About \$23,000 for each scholarship student

Action Step 5.2: Contact provincials with an offer to collaborate and facilitate the admission process.

Responsible: VP for Admissions

Target Completion: December 2024

Budget: Negligible

Objective 6: Strengthen our collaboration with our College partners to grow current enrollment by 15 non-SVD candidate students.

[Rationale: Fifteen non-SVD candidate student coupled with our increase in SVD candidates will allow us to reach our goal of 125 total students.]

Action Step 6.1: Collaborate with SVD and SSpS provinces around the world to refer SVD and SSpS students to DWC for ESL and undergraduate studies.

Responsible: VP for Admissions

Target Completion: May 2027

Budget: About \$23,000 for each scholarship student

Action Step 6.2: Leverage the College's scholarship programs to increase enrollment of religious sister, male religious, other seminarians and lay students in both the ESL and undergraduate programs.

Responsible: VP for Admissions

Target Completion: May 2027

Budget: About \$23,000 for each scholarship student

GOAL C – Formation and Student Life – Articulate the Formation and Student Life Program, aligning it with the institutional core competences and the five facets of the missionary formation program.

[Rationale: The Divine Word College Seminary Religious Formation Program is designed to instill a lasting dedication in each student toward serving God's people, addressing their needs and circumstances for spiritual and vocational development.]

Objective 7: Implement data-driven recommendations from the Institutional Assessment Committee for formation and student life improvements.

Action step 7.1: Initiate a comprehensive formation group survey among three groups of students (Freshmen, Juniors, and Seniors) at the conclusion of each formation year.

Responsible: VP for Formation

Target Completion: Spring 2024

Budget: negligible

Action step 7.2: Collaborate closely with the Institutional Assessment Committee to facilitate a seamless flow of feedback, insights, and recommendations for program improvements.

Responsible: VP for Formation

Target Completion: Fall 2025

Budget: negligible

Action step 7.3: Analyze and identify key areas for improvement and develop concrete action plans to meet the diverse needs of the student body.

Responsible: VP for Formation

Target Completion: Fall 2025

Budget: negligible

Objective 8: Revise and implement the formation program for religious men and women in temporary vows.

[Rationale: Our unwavering commitment to inclusivity guarantees that religious men and women in temporary vows from diverse backgrounds and identities discover a supportive and enriching environment within the Religious Formation Program.]

Action step 8.1: Establish subcommittees to work on each facet of the formation program.

Responsible: VP for Formation

Target Completion: Fall 2025

Budget: negligible

Action step 8.2: Conduct a thorough review of the existing program descriptions and objectives to support their growth and respective charisms.

Responsible: VP for Formation and subcommittee coordinators

Target Completion: Spring 2025

Budget: negligible

Action step 8.3: Develop a dynamic four-year cycle curriculum that includes relevant and applicable topics to support their own charism objectives and address their respective needs and circumstances.

Responsible: VP for Formation

Target Completion: Spring 2025

Budget: negligible

Action step 8.4: Develop an assessment tool to evaluate and measure the growth and development of religious members in temporary vows.

Responsible: VP for Formation

Target Completion: Spring 2025

Budget: negligible

Objective 9: *Conduct a thorough review and evaluation of the spiritual formation facet of the religious formation program to enrich the spiritual lives of our DWC students.*

Action step 9.1: Form an Ad Hoc Committee to create a data-driven survey to assess all the liturgical activities of the formation program.

Responsible: VP for Formation

Target Completion: Fall 2026

Budget: negligible

Action step 9.2: Conduct an external review of the spiritual formation facet to assess its structure, content, and impact on student spiritual life.

Responsible: VP for Formation

Target Completion: Fall 2026

Budget: \$5000 expenses

Action step 9.3: Analyze feedback from the external review report to identify key recommendations for program improvements.

Responsible: VP for Formation

Target Completion: Fall 2026

Budget: negligible

Action step 9.4: Implement recommended changes to enhance the student spiritual life at DWC.

Responsible: VP for Formation

Target Completion: Fall 2026

Budget: negligible

Objective 10: *Articulate the core principles of missionary discipleship to enhance students' ministry skills, helping them to use their gifts, abilities, and learning for effective missionary services.*

Action step 10.1: Schedule a ministry workshop session at the beginning of each semester to deepen students' understanding of missionary identity, spirituality, and the skills necessary for effective missionary services both within the community and at specific ministry sites.

Responsible: VP for Formation

Target Completion: Spring 2027

Budget: negligible

Action step 10.2: Create simple and clear guidelines for students to write an incident report that thoughtfully reflects their ministry experiences through the lens of Sacred Scripture.

Responsible: VP for Formation

Target Completion: Spring 2027

Budget: negligible

Action step 10.3: Design and execute a comprehensive evaluation survey to assess the overall effectiveness of the ministry program at the conclusion of each formation year.

Responsible: VP for Formation

Target Completion: Spring 2027

Budget: negligible

GOAL D – Operations – Provide high-quality facilities, employees and services in a cost-effective manner, while maintaining a commitment to environmental sustainability.

[Rationale: Develop and maintain standards for buildings, employees, services while protecting the natural environment. This will be accomplished through data-driven planning, and environmental stewardship.]

Objective 11: Utilize the 2023 Facilities Study as a guideline for improving the college facilities.

[Rationale: The Facilities Study from Gronen lays out a plan for maintain and repairing the college facilities through prioritization and cost analysis of projects.]

Action Step 11.1: Create a project priority list from the Facilities Plan with input from the Maintenance Department.

Responsible: VP for Operations and Maintenance Director

Target Completion: July 2024

Budget: Negligible

Action Step 11.2: Collaborate with the Board of Trustees Planning and Operations Committee to determine list of actionable projects on an annual basis.

Responsible: VP for Operations and Planning and Operations Committee

Target Completion: Annually in May or October

Budget: Negligible

Action Step 11.3: Ensure priorities are communicated to the Financial Affairs Committee and Board of Administration on an annual basis.

Responsible: VP for Operations

Target Completion: Annually

Budget: N/A

Objective 12: Create a capital improvement plan and annual budget that reflects and incorporates needs identified in the Facilities Study.

[Rationale: The capital improvement is a guide to major facility projects and priorities, utilized for budgeting and fundraising campaigns.]

Action Step 12.1: Create a Capital Improvement Plan with input from the Business Director and Planning and Operations Committee.

Responsible: VP for Operations and Business Office Director

Target Completion: May 2024 and annually thereafter

Budget: N/A

Action Step 12.2: Review and update the CIP annually as part of the budget planning process.

Responsible: VP for Operations and Business Office Director

Target Completion: Review annually

Budget: Based on Major Repairs budget, \$140,000 as of FY 2024

Objective 13: Develop an employee transitioning plan that identifies needs and ensures continuity of college operations.

[Rationale: DWC identified transitioning as a major concern as employees reach retirement age. We need to maintain institutional knowledge and continuity of operations.]

Action Step 13.1: Identify and maintain a list of employees who are nearing retirement or planning to transition away from Divine Word College.

Responsible: VP for Operations

Target Completion: ongoing updated annually

Budget: N/A

Action Step 13.2: Identify and write procedures for critical tasks that the employee performs.

Responsible: VP for Operations and Board of Administration

Target Completion: December 2025

Budget: N/A

Action Step 13.3: Add critical procedures to the Procedure Handbook and revise as necessary.

Responsible: VP for Operations and Board of Administration

Target Completion: December 2025 and annually thereafter

Budget: N/A

Objective 14: Identify all contracted services and develop a plan to ensure the college is receiving the best competitive pricing available.

[Rationale: Contracted and/or outsourced services represent a significant cost to the college and should be reviewed on a regular basis to ensure we are getting the best price, product and service.]

Action Step 14.1: Create a master list of all outsourced/contracted companies with input from the Business Office.

Responsible: VP for Operations and Business Office personnel

Target Completion: January 2025

Budget: N/A

Action Step 14.2: Determine what outsourced/contracted companies require a competitive bid.

Responsible: VP for Operations

Target Completion: July 2025

Budget: N/A

Action Step 14.3: Create a “contract review schedule” to ensure contracts are being reviewed and vetted in a timely manner.

Responsible: VP for Operations

Target Completion: July 2025

Budget: N/A

Objective 15: Research and develop a plan to reduce the college’s overall energy consumption and carbon footprint.

[Rationale: Reducing energy consumption will reduce costs to operate our buildings. Reducing our carbon footprint is in accordance with the Catholic Church’s teachings as considered in the Encyclical Letter, LAUDATO SI’ of the Holy Father Francis, On care for our Common Home.]

Action Step 15.1: Determine the annual energy consumption of the entire college.

Responsible: VP for Operations

Target Completion: January 2025 and annually thereafter

Budget: N/A

Action Step 15.2: Research and identify areas where we can reduce energy consumption.

Responsible: VP for Operations

Target Completion: May 2025

Budget: Negligible

Action Step 15.3: Identify tools and technology to reduce energy and resource consumption.

Responsible: VP for Operations

Target Completion: July 2026

Budget: TBD

Action Step 15.4: Create a plan that includes students and JPIC in the planning and implementation of “green” initiatives.

Responsible: VP for Operations

Target Completion: October 2025

Budget: N/A

GOAL E – External Affairs – Cultivate new and existing friendships to invite, welcome, and encourage participation in missionary service.

[Rationale: As Divine Word College prepares students for missionary outreach, it also embodies a missionary presence in our neighborhood and around the world.]

Objective 16: Use the college itself, its exhibits, events and people to present the missionary outreach of the Church and the mission of DWC.

[Rationale: The exhibit areas can be an excellent place to present a contemporary understanding of mission focusing on Prophetic Dialogue and the Core Competencies/Missionary Skills needed to carry out such missionary service]

Action Step 16.1: Develop and install displays to highlight the five Missionary Skills (DWC Core Competencies): Critical Thinking, Communication Effectiveness, Intercultural Competence, Social & Global Responsibility, and Missionary Discipleship; and to highlight the SVD Dialogue Partners in Mission: Faith seekers, Poor and marginalized, People of other cultures and Followers of different faith traditions.

Responsible: PR Director

Target Completion: September 2025

Budget: \$12,000

Action Step 16.2: General review and updating of other exhibits: Scholarship/Awards, Alumni Pictures, Development Gifts, Gallery, Matthew 25 and Donaghey Award winners, Dining Room and Hallway Monitor.

Responsible: PR Director

Target Completion: May 2027

Budget: \$24,000

Objective 17: Invite and welcome more people, especially local people, to the College for mission related events.

[Rationale: Many "local" people show friendship toward the College. We want to cultivate those friendships by more systematically addressing them and recognizing their collaboration. DWC Friends would include trustees, former trustees, people who have been awarded the Donaghey and Matthew 25 awards, former FAN Club participants, volunteers, Conversation Partners, and local benefactors.]

Action Step 17.1: Provide regular information about College events and activities through local advertising and parish announcements to increase and strengthen awareness of DWC with people in our immediate area.

Responsible: PR Director

Target Completion: Ongoing

Budget: Negligible

Action Step 17.2: Prepare and distribute "welcome to DWC" materials for visitors and groups who come to the college (ACCW, Worldwide Marriage Encounter, Archdiocesan Priest Convocation, Serra Club, piano recitals, etc.).

Responsible: PR Director

Target Completion: Jan 2025

Budget: N\$5,000

Action Step 17.3: Organize opportunities for our neighbors to meet, interact and form friendships with members of the DWC Community. Encourage our students to share their stories of God's call.

Responsible: PR Director & VP for Formation

Target Completion: Ongoing

Budget: Negligible

Action Step 17.4: Promote and encourage people to take advantage of the *education opportunities at DWC*. For example, the Good Neighbor Scholarship, classes for non-traditional students, etc.

Responsible: VP for Admissions

Target Completion: Ongoing

Budget: TBD

Action Step 17.5: Hold a general Alumni Reunion during Labor Day 2025 to celebrate 150th anniversary of the founding of the SVD and the Arnoldus Family.

Responsible: Alumni Director

Target Completion: Sept 2025

Budget: TBD

Objective 18: Over the next three years, Increase the number of NEW general outreach benefactors by 300, Vietnamese outreach benefactors by 1500, and maintain overall donor retention at 65%.

[Rationale: Our benefactors have been very generous. In the last several years, they have provided nearly one third of the income to DWC through direct contributions and through return on investments of their gifts. The usual nationwide donor retention rate is 40%; DWC has maintained a retention rate of 65.9%!.]

Action Step 18.1: In the course of upcoming personnel transitions, restructure development department personnel to free development directors for visiting of benefactors.

Responsible: Development Director

Target Completion: Jan 2025

Budget: \$70,000

Action Step 18.2: Develop and implement a plan for personal visits, phone contact, and personal correspondence to long time benefactors and major donors to further strengthen our relationships with them.

Responsible: Development Director

Target Completion: Jan 2026

Budget: TBD

Action Step 18.3: Host small DWC events for prospective and long-term benefactors (e.g. presidential dinner, coffee break at Rosie's, etc.).

Responsible: PR Director

Target Completion: Dec 2026

Budget: TBD