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Birthday Corner:

FEBRUARY

20 Sr. Cecilia Egho, SUSC



THE PRESIDENT

Fr. Tom Ascheman, SVD

Transitions Take Time!

A guy named Dave was at the gym but was late for a class, so he rushed to get dressed. He grabbed his clothes, slipped on a shirt, and ran out the door. When he got to the classroom, the others stared at him in confusion. Dave looked down—he'd transitioned into classroom mode... but forgot to transition out of his gym shorts!

Moral of the story? Transitions are important... and sometimes you need a *little* more time between the gym and the office!

Last week I announced the appointment of a new Director of Institutional Effectiveness. There is a little more to the story...

For the past four years, Dr. Yasmin Rioux has been serving as DWC's first Director for Institutional Effectiveness. With painstaking attention to myriad details, she truly has established the office. A quick review of the items currently on her "to-do-list" makes me take a deep breath! The top concerns on her mind just now include:

- Collaborate with the HLC (Higher Learning Commission) Assurance Argument Steering Committee in preparation for September's accreditation visit.
- Pilot the new ARC (Academic Resource Center) Assessment Project.
- Finalize the Fall 2024 academic assessment project.
- Establish the upcoming Spring 2025 assessment project by adding relevant student demographic information.
- Continue leading the Institutional Assessment Committee. That includes: examining the Fall 2024 project data; continuing work on the Religious Formation Program assessment materials, preparing the new DWC Annual Assessment Report due in April/May; reviewing and finalizing the new signature assignment & rubric review process; and updating the DWC Assessment Manual.





As Yasmin looks forward to her upcoming move to Germany, she is adding another BIG item to her top concerns – she is helping Ms. Kimberly Burnett-Hackbarth to slowly take on the full responsibility for Institutional Assessment. By shadowing Yasmin, and sharing greater responsibilities, step-by-step, they hope to complete a smooth and effective transition. Unlike Dave in the story, they don't want to hurry too much.

Last week I announced that Kimberly would be the Director of Institutional Effectiveness *effective immediately*. That phrase may have left the impression that we are at the end of a transition, when in fact we are at the beginning. I added that Yasmin would continue in this transition time as “co-director”. That was probably confusing. (I am feeling a bit like Dave in the story, needing to leave a bit more time for the transition.) I do want to remind everyone that Yasmin is still in office and carrying the final responsibility for the work just ahead.

The transition is getting underway. Yasmin continues as Director, Kimberly is the Incoming Director. To Yasmin I say: *Thank you!* To Kimberly I say: *Courage!*

All missionaries eventually face a situation when they must leave a place where they have been working and pouring out their lives for the people they have served. The very best missionaries take great care to help their successors take on responsibility for the next steps, which we know Yasmin is also doing!

Board of Administration Meeting – Feb 13, 2025

The agenda for the recent BOA meeting of Feb 13 included informative discussions on:

- Updates for the **Strategic Plan 2024-2027**. *A copy of the updated scorecard is attached to this issue of the LOG.*
- Report on **Green Initiatives Updates at Divine Word College** as outlined in the LOG from last week.
- **DWC Finance Statements** for mid-year (2024-12-31).
- Recent meeting of the Trustees' **Planning and Operations Committee**.

Reviewed planning for:

- **St. Josephine Bakhita Celebration** scheduled for this coming weekend. The African-Caribbean Student Association are the principal organizers.
- **Spring Break Project** which will include three SVD parishes: St. Augustine, Memphis; Resurrection, St. Louis; St. Matthew, Toronto. We are grateful to the SVD confreres willingness to welcome seminarians for this brief experience of SVD parish-life.
- **Donaghey Award and the Donor Appreciation Event** scheduled for Sunday, April 6. We plan to honor three Congregations of Women Religious in Dubuque who offer hospitality to some of our students. The congregations are BVMS, Presentations, and Franciscans.

Decisions were made regarding:

- Revisions of **job descriptions** for the Development Office.
- College procedures regarding payment for **dental care** for students.
- Plans to place a large welcoming **statue of the Sacred Heart** near the sign at the front driveway to the College.



A Long Transition for St. Arnold

Fr. Albert Voellmecke SVD served for a short time as a private secretary for Fr. Arnold during the final two years of the Founder’s life. At that time he was not yet 30 years old. Fr. Albert once commented on a life-long transition he noticed in St. Arnold.

“If (Fr. General) was very strict in his younger years, he became more mild and kind as a mature man. Once it happened that a letter concerning a delicate matter had to be rewritten three times. The exact expression was still missing. The substance of the letter remained the same; only the form in which it was expressed had to be softened as much as possible.

“Once after he had dictated such a letter I got up to leave so I could get started with the typing of the letters but Father Arnold stood in front of me, covered his eyes with his hands and said quite emphatically: ‘You see, as Superior I must do this very often – that is, cover my eyes. One must not see everything.’

“That impressed me deeply. I knew that in such matters the Founder had formerly been very strict. The great transition from strictness to mildness was the work of God’s grace – but also the work of faithful cooperation on the part of his servant Arnold.”



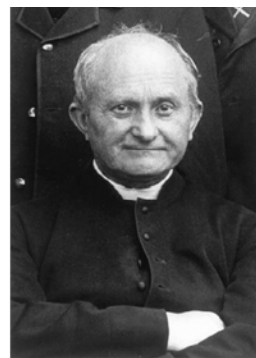
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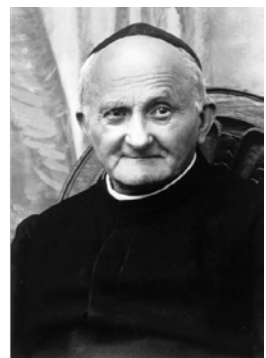
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VICE PRESIDENT FOR ACADEMIC AFFAIRS
Dr. Joshua Young

Listening: The Forgotten Communication Skill

I recently had a chapter proposal on teaching listening accepted to an upcoming book called The Handbook of Critical Communication Pedagogy. As I’ve been doing my research, it’s clear that listening is seldom taught as a skill in the classroom; it seems most teachers just assume students come ready to listen the right way for their learning. However, as missionaries, we know the truth is much more complicated. The relationship between speaker and listener in a communication act is a delicate dance. The speaker and the listener each come to the context with their own goals, dreams, ambitions, and fears. Sometimes those things are complimentary but sometimes they are contradictory. That is why teaching is the best form of prophetic dialogue. Prophetic dialogue involves taking time to listen to the needs of the community, recognizing each person’s human dignity and granting them the ability to make their own choices, hopefully for the common good. While prophetic dialogue involves preaching the truth, the words must come from a space that has listened for and to the Divine Word. Students, take time to really consider how you listen to your teachers. What things do you need from them to become more effective listeners? Teachers, take time to really listen to your students and help them understand how to listen for the truths that inspired you in your vocational journey.



 **Dr. Yasmin Rioux**

Assessment Bites

Conclusion of Fall 2024 Evaluations

This week marks the conclusion of the Fall 2024 evaluations of signature assignments. THANK YOU to everyone! Your work IS GREATLY APPRECIATED! As we are now moving on with a new way of gathering recommendations, we will not be seeking your data-based feedback and recommendations just yet. I will, however, upload all assessment data to the “Assessment at DWC” Populi page. If you have concerns, recommendations, or any questions, send me an email. Thank you again.



VICE PRESIDENT FOR FORMATION/DEAN OF STUDENTS

Fr. Tuan Hoang, SVD



St. Josephine Bakhita Celebration

This Saturday, February 22, 2025, the African Caribbean Student Association (ACSA) will organize a celebration to honor St. Josephine Bakhita. She was a sister of the Canossian Daughters of Charity, Servant of the Poor. She served in Italy for 45 years. Before she entered religious life, she was a slave in Sudan. We honor and celebrate her life because of her witness and faith to God despite the struggles she encountered in her daily life. Because of her faith, she was the first African woman to be canonized as a saint in the modern era. We will celebrate her special day with mass at 1:00 p.m. in the main chapel followed by a banquet. Please come dressed in formal or traditional attire.

In order to prepare for this special celebration, this Thursday, February 20, 2025, there will be liturgy preparation to go over some of the songs we will be singing for mass. Liturgy preparation will be in the main chapel at 1:00 p.m. All students are required to attend.

Ministry Practicum – Change of Ministry

Due to the temporary closure of St. Patrick’s Epworth Community Meal for maintenance and renovation, the ministry practicum here will be cancelled for the remainder of the semester. Those who are doing ministry practicum here will be assigned to another site for the remainder of the semester. Sr. Aprilia Untarto, SSpS, the coordinator of the ministry program at Divine Word College, is currently looking for other ministry sites to assign those who worked at St. Patrick’s Epworth Community Meal.



Presentation on the SVD Brotherhood Program

A reminder for all SVD Juniors and SVD Candidates: there will be a presentation on the SVD Brother Vocation. Brother Jim Zabransky, SVD and Brother Vincent Nguyen, SVD will be here this Wednesday, February 19, 2025 to share about the SVD brothers and their mission stories. Fr. Nick Hien Nguyen, SVD, the director of the SVD Brother Program, will provide some information to students about the program.

The presentation will be at 7:30 p.m. in Room 107. All SVD Juniors and SVD Candidates are required to attend this meeting.



VICE PRESIDENT FOR ADMISSIONS

Len Uhal



Come and See Visitor

From February 25 to March 1, Chris Mariamo from Montreal, Canada, will be visiting Divine Word College. He is discerning a religious vocation and is visiting our campus to learn more about the Divine Word Missionaries and Divine Word College. Thank you in advance for making him feel at home in our community.



Mission Trip to Mexico

The vocation office is sponsoring its annual mission experience trip—this year to MEXICO! Fr. Anthony Nguyen, SVD, will host this trip from May 20 to June 2, 2025. This trip is open to Divine Word College students, faculty and staff who would like to learn more about the missionary work of the Church and work alongside SVD and SSpS in Mexico City.

To learn more, [click here](#). There is also a promotional flier posted on the bulletin board. If you have questions, please contact Len Uhal at luhal@dwci.edu. He can assist you in applying if you are interested in participating. Please note that this is not a free trip—there is a cost to participate. Again, please see Len with your questions.

Justice and Peace Committee



Educational Opportunities: Immigration

Please note these two educational opportunities to learn about immigration issues:

Theology of Immigration & Immigration Legislation

When: Sunday February 23rd, 1:00 p.m.

Where: Sisters of Presentation 2360 Carter Road Dubuque, IA

What: This public forum will explore the Christian theology of immigration, review state immigration legislation, and provide some ideas for action. Bring your questions and concerns: this will be a community conversation.

Dubuque Area Congregations United


When: Tuesday February 25th, 7:00 p.m.

Where: St. Patrick's Church, Foley Hall, 1425 Iowa Street, Dubuque, Iowa

What: Dubuque-area leaders discuss the faith community's role in the migrant community. Panelists include:

- Alex Baum - Director of Advocacy, Data & Learning, Community Foundation of Greater Dubuque
- Ry Meyer - Immigration Lawyer, Catholic Charities of Iowa & the Archdiocese of Dubuque
- Megan Ruiz - Executive Director, the Presentation Lantern Center, Dubuque
- Dora Serna Bedoya - Recent US Citizen & Multilingual Engagement Coordinator, Dubuque Community School District
- R.R.S. Stewart - Chair of the Board, Dubuque for Refugee Children

Visit the Dubuque Area Congregations United website: <http://www.dacuonline.org>

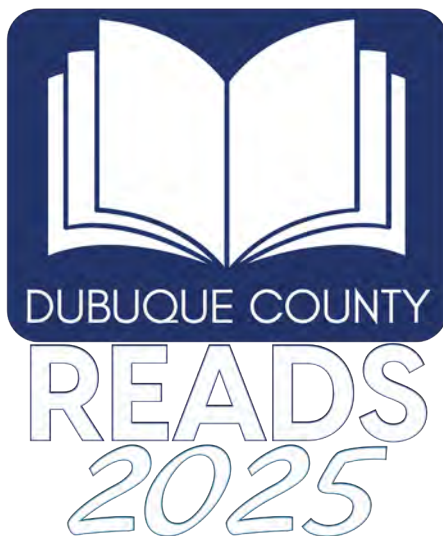

 Matthew Jacoby Library

opac.dwci.edu

Book Discussion Tips

The Dubuque County Reads is a big book club where everyone in Dubuque County is invited to participate in book discussions and other events. There are even bigger book campaigns such as the [All Iowa Reads](#) (for everyone in Iowa) or the digital book club [Together We Read](#) (for everyone in the US). There are also [online book clubs](#) that involve people from all over the world.

A book club typically involves everyone in the club or group reading the same book and then sharing their thoughts with their group members either in person or virtually. Sometimes, it can be intimidating to share your thoughts in a group setting. Here are some tips for participating in a book discussion:



- Follow the guidelines set by the discussion leader. Sometimes book clubs are structured around pre-determined questions while other times book clubs may be unstructured—allowing participants to guide the conversation.
- Use your active listening skills. Respond to the previous speaker before adding your own thoughts.
- Be open to different opinions. It's okay to disagree about an interpretation of the book (or to dislike the book).
- Support your views. Use specific passages from the book as evidence for your ideas.
- Share passages that you enjoyed, or that were significant or funny or insightful.
- Ask questions. If something was confusing or unclear, you can ask your fellow book club members for their thoughts.

Find more reading and book discussion tips on the Dubuque County Reads website: [Dubuque County Reads: Tips for Participants](#).

New Interlibrary Loan Request Form

Interlibrary loan (ILL) is a service that allows users to borrow materials from other libraries. It's also known as document delivery, document supply, or resource sharing. DWC students and employees can borrow books and journal articles from libraries all over the world. To do so, fill out an [Interlibrary Loan Request Form](#). The new form is linked directly to our OCLC system, which expedites the ILL process. Be sure to check our catalog and electronic databases (EBSCO, JSTOR, and Project Muse) before submitting an ILL request.

Strategic Plan Scorecard 2024-2027

October 2024

3.2

Divine Word College, a Roman Catholic seminary in the tradition of the Society of the Divine Word, educates men and women for missionary service as priests, brothers, sisters and laypersons.

For this purpose, we offer an education that combines spiritual formation, a liberal arts curriculum, language learning and mission preparation within an environment that teaches and honors the rich cultural diversity of the world.

This spiritual, academic, and experiential preparation serves the particular learning needs of our students, promotes their development as whole and responsible persons, and fosters a lifelong commitment to serving God’s people. (2009)

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

Objective 1. Implement data-driven recommendations from the Institutional Assessment Committee for continual curricular improvements.	Responsible	Budget	Progress	Target Date	Notes
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.	Departmental faculty & Dir. for Institutional Effectiveness	\$1,500 annually	●○○	Every semester	Progress made
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.	Institutional Assessment Committee & VPAA	\$9,000 annually	●○○	Every semester	Progress made
Action Step 1.3 Publish an Annual Assessment Report identifying trends and recommending data-driven curricular changes for approval and implementation	Faculty Senate, Dir. for Institutional Effectiveness & VPAA	N/A	●○○	Annually	Progress made

● = Project Initiated ●● = Significant Progress ●●● = Complete/Ongoing

Objective 2. Strengthen academic writing and research skills.	Responsible	Budget	Progress	Target Date	Notes
Action Step 2.1 Implement two new Core Curriculum courses: Narration & Description (ENG 150) and Argument & Research (ENG 200).	Departmental faculty	N/A	●●●	Every semester	Complete
Action Step 2.2 Implement Advanced Writing & Research (ENG 250) as a graduation requirement for all new students starting Fall 2024 Semester.	Departmental faculty, Registrar	N/A	●●●	Every semester	Complete
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.	Institutional Assessment Committee	N/A	○○○	Every semester	The Courses aren't assessed again until 2027
Objective 3. Advance commitment to Social & Global Responsibility grounded in Catholic Social Teaching.	Responsible	Budget	Progress	Target Date	Notes
Action Step 3.1 Implement new Core Curriculum course: Catholic Social Teaching— Fundamental Principles (THM 277).	Departmental faculty	N/A	●●●	Every semester	Complete
Action Step 3.2 Assess student knowledge of Catholic Social Teaching principles via embedded signature assignments according to approved rubrics.	Departmental faculty, trained evaluators	N/A	●○○	Every semester	Progress made
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.	Institutional Assessment Committee	N/A	○○○	Every semester	No Change

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GOAL B – ADMISSIONS & 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.					
Objective 4. Admit eight SVD candidates per year from the three USA SVD Provinces.	Responsible	Budget	Progress	Target Date	Notes
Action Step 4.1 Vocation Directors to visit 50 parishes a year for vocation promotion.	VP for Admissions	\$15,000	●○○	May 2026	July-Dec: 46 parish visits in 32 different parishes/28 cities/14 States. 17 college/university visits at 6 different campuses.
Action Step 4.2 Participate in 20 promotion programs around the country each year.	VP for Admissions	\$25,000	●○○	May 2026	July-Dec 2024: 15 promotion events in 10 States
Action Step 4.3 To increase candidate referrals, host campus visits at DWC for SVDs from the three USA provinces each semester	VP for Admissions	\$6,000	●○○	May 2027	Hosted 2 SVDs in Nov. 2024 from USS
Action Step 4.4 Host two St. Arnold Dinners each year at SVD Parishes – one each semester.	VP for Admissions	\$1,500	●○○	May 2027	Hosted 1 st dinner with voc. dir. In Feb. 2025, but a parish hosted two others in Fall 2024
Action Step 4.5 Host an annual online program for SVDs in parishes focused on ways to promote Arnoldus Family vocations.	VP for Admissions	Negligible	○○○	May 2025	
Action Step 4.6 Collaborate with the SSpS to host in-person or online retreat experiences focused on discernment.	VP for Admissions	Negligible	○○○	May 2026	
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.	VP for Admissions	\$5,000	●○○	May 2026	DWC students help host Come and See visitors/several students helped at Marian Days/one in temp. vows gave a vocation talk to a youth group/several helped during online discernment program.
Objective 5. Collaborate with other SVD provinces to admit 5 SVDs in temporary vows and/or pre-novitiate candidates per year	Responsible	Budget	Progress	Target Date	Notes
Action Step 5.1 With the help of the USC provincial superior, identify possible collaborative provinces.	VP for Admissions	About \$23,000 for each scholarship student	●○○	May 2027	USC Provincial working on continued collaboration with VIE province – 2 more students coming in Aug. 2025.
Action Step 5.2 Contact provincials with an offer to collaborate and facilitate the admission process.	VP for Admissions	Negligible	○○○	May 2027	

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Objective 6. Strengthen our collaboration with our College partners to grow current enrollment by 15 non-SVD candidate students.	Responsible	Budget	Progress	Target date	Notes
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.	VP for Admissions	About \$23,000 for each scholarship student	●○○	May 2027	New SVDs planned from AFRAM Zone, 3 from Indonesia/1 SSps sister from Poland
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.	VP for Admissions	About \$23,000 for each scholarship student	●○○	May 2027	Several recent referrals from China, Zimbabwe, and Rwanda for scholarships. Paying students from S. Korea and Owensboro Diocese in Kentucky.

● = Project Initiated ●● = Significant Progress ●●● = Complete/Ongoing

GOAL C – FORMATION AND STUDENT LIFE-Articulate the Formation and Student Life Program, aligning it with the institutional core competencies and the five facets of the missionary formation program.

Objective 7. Implement data-driven recommendations from the Institutional Assessment Committee for formation and student life improvements.	Responsible	Budget	Progress	Target date	Notes
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.	VP for Formation	negligible	●○○	Spring 2024	Currently we are working on the revision for the Formation Assessment Survey. Hopefully the revision will be completed in April 2025.
Action Step 7.2 Collaborate closely with the Institutional Assessment Committee to facilitate a seamless flow of feedback, insights, and recommendations for program improvements.	VP for Formation	negligible	○○○	Fall 2025	
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.	VP for Formation	negligible	○○○	Fall 2025	
Objective 8. Revise and implement the formation program for religious men and women in temporary vows.	Responsible	Budget	Progress	Target date	Notes
Action Step 8.1. Establish subcommittees to work on each facet of the formation program.	VP for Formation	negligible	●○○	Fall 2025	Subcommittees are currently looking over the previous formation program for the women's temporary vows to see if there are any changes needed
Action Step 8.2 Conduct a thorough review of the existing program descriptions and objectives to support their growth and respective charisms.	VP for Formation	negligible	●○○	Spring 2025	In progress
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.	VP for Formation	negligible	●○○	Spring 2025	In progress
Action Step 8.4 Develop an assessment tool to evaluate and measure the growth and development of religious members in temporary vows.	VP for Formation	negligible	○○○	Spring 2025	
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.	Responsible	Budget	Progress	Target date	Notes

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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.	VP for Formation	negligible	○○○	Fall 2026	Not started
Action Step 9.2 Conduct an external review of the spiritual formation facet to assess its structure, content, and impact on student spiritual life	VP for Formation	\$5000 expenses	○○○	Fall 2026	
Action Step 9.3 Analyze feedback from the external review report to identify key recommendations for program improvements.	VP for Formation	negligible	○○○	Fall 2026	
Action Step 9.4 Implement recommended changes to enhance the student spiritual life at DWC.	VP for Formation	negligible	○○○	Fall 2026	
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.	VP for Formation	negligible	●○○	Spring 2027	Ministry Coordinator gives workshop to students in ministry practicum each semester.
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.	VP for Formation	negligible	●○○	Spring 2027	We have the guidelines. Looking it over to see if there are any revisions needed
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.	VP for Formation	negligible	○○○	Spring 2027	

● = Project Initiated ●● = Significant Progress ●●● = Complete/Ongoing

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

Objective 11: Utilize the 2023 Facilities Study as a guideline for improving the college facilities.	Responsible	Budget	Progress	Target date	Notes
Action Step 11.1: Create a project priority list from the Facilities Plan with input from the Maintenance Department.	VP Operations and Maintenance Director	Negligible	●○○	July 2024	Have project list from Randy. Will share with Planning Committee.
Action Step 11.2: Collaborate with the Board of Trustees Planning and Operations Committee to determine list of actionable projects on an annual basis.	VP Operations and Planning and Operations Committee	Negligible	●○○	Annually in May or October	Review projects in February 2025 and in May of 2025
Action Step 11.3: Ensure priorities are communicated to the Financial Affairs Committee and Board of Administration on an annual basis.	VP Operations	Negligible	●○○	Annually	Meet with Fin. Affairs in Feb. of 2025.
Objective 12: Create a capital improvement plan and annual budget that reflects and incorporates needs identified in the Facilities Study	Responsible	Budget	Progress	Target date	Notes
Action Step 12.1: Create a Capital Improvement Plan with input from the Business Director and Planning and Operations Committee.	VP Operations and Business Office Director	Negligible	●○○	May 2024 and annually thereafter	Discuss/review at Feb. 2025 meeting.
Action Step 12.2: Review and update the CIP annually as part of the budget planning process.	VP Operations	Negligible	●○○	May 2024 and annually thereafter	Reviewing CIP at Fin. Affairs meeting in February 2025
Objective 13: Develop an employee transitioning plan that identifies needs and ensures continuity of college operations.	Responsible	Budget	Progress	Target date	Notes
Action Step 13.1: Identify and maintain a list of employees who are nearing retirement or planning to transition away from Divine Word College.	VP Operations	negligible	●○○	Annually prior to budget	I have a list of employees who are nearing retirement. We have two retirements in 2025. I am researching retirement education for employees.
Action Step 13.2: Identify and write procedures for critical tasks that the employee performs.	VP Operations and Board of Administration	negligible	●○○	Annually prior to budget	Pres. Secretary created a central repository for procedures. This is just getting started as of Feb. 2025

● = Project Initiated ●● = Significant Progress ●●● = Complete/Ongoing

Action Step 13.3: Add critical procedures to the Policy Handbook and revise as necessary.	VP Operations and Board of Administration	negligible	○○○	December 2025 and annually thereafter	Preparing and gathering has started.
Objective 14: Identify all contracted services and develop a plan to ensure the college is receiving the best competitive pricing available.	Responsible	Budget	Progress	Target Date	Notes
Action Step 14.1: Create a master list of all outsourced/contracted companies with input from the Business Office.	VP Operations and Business Off. personnel	negligible	○○○	January 2025	Not started. Need to push employees to provide this information.
Action Step 14.2: Determine what outsourced/contracted companies require a competitive bid.	VP Operations	negligible	○○○	July 2025	Need more information. Not started.
Action Step 14.3: Create a contract review schedule to ensure contracts are being reviewed and vetted in a timely manner.	VP Operations	negligible	○○○	July 2025	Not started.
Objective 15: Research and develop a plan to reduce the college's overall energy consumption and carbon footprint.	Responsible	Budget	Progress	Target Date	
Action Step 15.1: Determine the annual energy consumption of the entire college.	VP Operations	Negligible	●○○	January 2025 and annually thereafter	Gathering data from the Business Office.
Action Step 15.2: Research and identify areas where we can reduce energy consumption.	VP Operations	Negligible	●○○	May 2025	Boiler efficiency is being reviewed, Feb. 2025. Others include air handlers, dampeners, heating system/A/C components
Action Step 15.3: Identify tools and technology to reduce energy and resource consumption.	VP Operations	Negligible	●○○	July 2026	Solar Power, was reviewed with Eagle Point Solar. Concerned we will lose the EV credit if we move forward.
Action Step 15.4: Create a plan that includes students and JPIC in the planning and implementation of green initiatives.	VP Operations	Negligible	○○○	October 2025	Not started.

● = Project Initiated ●● = Significant Progress ●●● = Complete/Ongoing

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

Objective 16: Use the college itself, its exhibits, events and people to present the missionary outreach of the Church and the mission of DWC.	Responsible	Budget	Progress	Target date	Notes
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.	PR Director	\$12,000	○○○	September 2025	
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.	PR Director	\$24,000	○○○	May 2027	
Objective 17: Invite and welcome more people, especially local people, to the College for mission related events	Responsible	Budget	Progress	Target date	Notes
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.	PR Director	Negligible	●○○	Ongoing	Notice of daily Mass time is running in the bulletins of St. Elizabeth Pastorate.
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.).	PR Director	\$5,000	●●●	Jan 2025	The Welcome Packet is complete. Copies are available at the front entrance and distributed in all guest rooms.
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.	PR Director & VP for Formation	Negligible	○○○	Ongoing	
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.	VP for Admissions	TBD	○○○	Sept 2025	
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.	Alumni Director	TBD	●○○	Sept 2025	Planning continues. Registration is open.

● = Project Initiated ●● = Significant Progress ●●● = Complete/Ongoing

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%.	Responsible	Budget	Progress	Target date	Notes
Action Step 18.1: In the course of upcoming personnel transitions, restructure development department personnel to free development directors for visiting of benefactors.	Development Director	\$70,000	○○○	Jan 2025	
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.	Development Director	TBD	○○○	Jan 2026	
Action Step 18.3: Host small DWC events for prospective and long-term benefactors (e.g. presidential dinner, coffee break at Rosie's, etc.).	PR Director	TBD	○○○	Dec 2026	

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