



THE LOG

Divine Word College

November 26
2019

A Bulletin for the Divine Word College Community

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In This Issue:

New Faculty	2-3
Epworth Country Christmas	4
Coming Events	5

Birthday Corner

November

- 28 Junior Jean Baptiste
- 28 Sr. Ndigue Formilack Magdalene, SST

December

- 1 Sr. Thi-Hoa Phung, LHC
- 1 Mark Singsank

THE PRESIDENT *Fr. Tom Ascheman, SVD*

Giving Thanks – An Intercultural and Interreligious Feast

Thanksgiving is a favorite feast for many people in the United States. Here in Iowa, it is easily associated with family and harvest time. Now, the fields are mostly prepared for a winter's rest, the crop is stored or already sold, and families start to look forward to Christmas. We take a day to rest, to gather, and to give thanks to God for one another and for the amazing blessings of the year.



We sometimes forget the earliest roots of the Thanksgiving holiday. It goes back to the 1600's when the first European immigrants came to the coast of what is now the State of Massachusetts in the United States. Many of those first immigrants came to the "new world" looking for religious freedom for themselves and their children. They landed in early November, and so they spent a very precarious and hungry first winter. With the help of various Native Americans, about half of the 100 immigrants survived and were able to plant a crop the following spring. In the fall of 1621, they held a feast to celebrate the harvest and the gift of life. There were about 50 European settlers and about 90 Native Americans gathered for the feast.

The first Thanksgiving was an intercultural and interreligious celebration. Today we remember and honor the welcome that these early immigrants received from the people who were here before them.

Let me share one story about giving thanks.

There was a farmer who sold a truckload of pigs to the slaughterhouse. He got an excellent price and decided to go to the local café for a good meal before returning home. He sat down to a tasty dinner, but before eating, he took a moment to bow his head to thank God. There were some young troublemakers in the café and they started mocking the farmer the moment



continued on page 2

he first came in. They criticized his clothing, his humble way of speaking, even his truck parked out front. When they saw the man bow his head in prayer, one of the smart alecks yelled out, HEY MISTER, DOES EVERYBODY DO THAT WHERE YOU COME FROM?!? The farmer looked up, and replied calmly, “Yes son, everybody gives thanks..., everybody except the pigs.”

Let us give thanks.

Strategic Plan Scorecard

The DWC Strategic Plan outlines a number of longer-range projects that take several years to accomplish. The current strategic plan covers the years 2018-21. We are now about halfway through the plan, and we have been making good progress on many of the projects. I have attached the Scorecard for the Strategic Plan that the Board of Administration reviewed in October. The plan was also an element in the recent visit by the Higher Learning Commission. As you look over the Scorecard, you may find something that merits a prayer of thanks to God and a word of thanks to people here at DWC.

VICE PRESIDENT FOR ACADEMIC AFFAIRS *Fr. John Szukalski, SVD*

New Full-Time Theology Instructor – Dr. Benjamin Winter

Dr. Benjamin Winter has been hired as a new full-time Theology instructor for the Department of Theology & Philosophy with the academic rank of Assistant Professor. He will begin teaching at Divine Word College in January 2020.

Dr. Winter recently completed a Ph.D. in Historical Theology at Saint Louis University in St. Louis, Missouri. The title of his dissertation is: “Renewing Disciplines of the Mind: Philosophical Errors, Virtue, and the Soul’s Journey to Wisdom in Vision One of Bonaventure’s Collationes in Hexaëmeron.” He also possesses an M.A. in Theological Studies from Villanova University in Villanova, Pennsylvania.

Help me to thank the members of the Search Committee for all the hard work of reviewing 30 applications, holding initial remote interviews, and hosting on-campus interviews over the past two months: Dr. Ron Condon (Chair), Dr. Jason Reed, Fr. Nick-Hien Nguyen SVD, and Dr. Yasmin Rioux.

New Full-Time ESL Instructor – Ms. Karolina Achirri

Ms. Karolina Achirri has been hired as a new full-time ESL instructor for the Intensive English Language Institute. She will begin teaching at Divine Word College in August 2020.

Ms. Achirri is currently a Doctoral Candidate in Second Language Studies at Michigan State University in East Lansing, Michigan and is scheduled to graduate with a Ph.D. in May 2020. She has experience teaching in the fields of applied linguistics, English as a Second Language, and English literature in her native Poland, in China, and in the United States. Ms. Achirri is quite the polyglot, able to communicate in English, Russian, Ukrainian, Chinese, and Latin (besides her native tongue, Polish)!

Help me to thank the members of the Search Committee for all the hard work of reviewing 46 applications, holding initial remote interviews, and hosting on-campus interviews over the past two months: Dr. Seo Hyun Park (Chair), Ms. Michelle Vargo, Ms. Gwyneth Gates, and Dr. Evelyn Dias.

New Adjunct Instructor of Mathematics – Mr. Ronald Rioux

Mr. Ronald Rioux has been hired as a new adjunct instructor of Mathematics for the Department of Interdisciplinary Studies [DIS]. He will begin teaching at Divine Word College in January 2020. Mr. Rioux possesses an M.S. degree in Soil and Water Science from the University of New Hampshire (Durham, NH) and a B.A. degree in Philosophy from Southampton College of Long Island University (Southampton, NY). Please make Mr. Rioux (Yasmin's father) welcome when you meet him.

Search Committee for a Full-Time Instructor In ESL (August 2020)

Divine Word College is advertising for a full-time instructor of English as a Second Language (ESL), to begin on August 10, 2020 for ESL Fall Term A. I am hereby establishing the following Search Committee:

- * Dr. Seo Hyun Park – Chair, Director of the Intensive English Language Institute
- Mr. Larry Udry – Assistant Professor of ESL, IELI
- Ms. Gwyneth Gates – Instructor of ESL, IELI
- Dr. Richard Garrett – Assistant Professor of English Lang. & Lit., DIS

The Search Committee will review all applications received by the Executive Secretary to the President, hold initial remote screening interviews with prospective candidates, and perform on-campus interviews with the two or three top qualified candidates. Upon the consensus of the Search Committee, the Chair will forward the name(s) of recommended candidates along with appropriate documentation to the VP for Academic Affairs. The actual hiring of the recommended candidate is within the sole competency of the College President.

Faculty Annual Performance Evaluations:

Self-Evaluation and Planning Goals due December 2, 2019

In accord with the Divine Word College Policy Handbook, undergraduate and ESL faculty are reminded that self-evaluations and annual planning goals are due to the respective Chair/Director by Monday, December 2, 2019. If necessary, individual faculty members may request extra time to submit these documents but not later than Friday, December 13, 2019. The annual faculty performance evaluation/planning requirement does not apply to adjunct faculty.

Faculty Self-Evaluation: Provide a narrative self-evaluation addressing performance goals from previous year's Annual Plan (if applicable) and actual performance in each area of teaching effectiveness, professional engagement, and service (see DWC-PH, 9.01.04)

Faculty Annual Plan: Provide specific performance goals related to teaching effectiveness, professional engagement, and service for the following academic year (see DWC-PH, 9.01.05)

Faculty In-Service: For All Undergraduate and ESL Faculty 8:00 – 10:30 a.m. on Monday, February 24, 2020

(Note early start time)

Learning How to Think: Teaching Reasoning, Problem Solving, and Critical Thinking Skills
Dr. Mark Taylor

Though critical thinking is espoused as a desired outcome of most college classes and of most instructors, according to employers it is rarely evident in graduates. Many faculty report limited understanding of what critical thinking actually is so they may be unaware of how to lead students to and to measure meaningful critical thinking outcomes. Real critical thinking is a complex process and requires the disciplined application of reasoning and problem solving skills, data interpretation, bias and assumption identification, predicting skills and self-monitoring. In college classes critical thinking may only follow students' learning a range of requisite thinking and self-knowing skills. This program will help instructors across disciplines better understand how to help their students develop reasoning, problem solving and critical thinking skills to better prepare them for the workplace, civic engagement and a variety of adult roles.

VICE PRESIDENT FOR FORMATION DEAN OF STUDENTS

Fr. Bang Tran, SVD

Formation Meeting

In observance of Thanksgiving Day, there will be no formation meetings, on Wednesday, November 27.

Happy Thanksgiving

It is more than the festivities; it is truly a time to be grateful for all the blessings that God has bestowed upon us and our families, in particular our community at DWC. Let's join in singing the Psalm 107:1 "Give thanks to the Lord for He is good; His love endures forever." Wishing you and your loved ones a blessed and grace-filled Thanksgiving!

Thanksgiving Break

Those students who are planning to be away during Thanksgiving break are expected to return to DWC before midnight on Sunday, December 1st.

Advent Recollection Service

Scheduled for Monday, December 2nd at 7:30 P.M in the main Chapel. This service will replace the Holy Hour and the weekly formation meeting. Fr. Nick Hien Nguyen, SVD, will lead the reconciliation service.

Epworth Country Christmas

Divine Word College is partnering with the Epworth community for a Christmas Celebration, on Wednesday, December 4, beginning from 5:00 P.M until 7:30 P.M. All students and faculty are highly encouraged to attend this special event. The sign-up sheet is posted on the student board, and for further information, contact Dr. Evelyn Dias.

Dubuque Area Swimmin' Hurricanes

Have you noticed the beautiful poinsettia at the front entrance? It's a gift to the DWC Community from the Dubuque Area Swimmin' Hurricanes (DASH)! It's a small thanks for allowing them to rent our pool while theirs is under construction!



November 28-30 – Thanksgiving Break No classes; offices closed

December 2 – Advent Reconciliation Service 7:30 p.m.

December 4 – DWC Community Christmas Luncheon 11:45 – 1:00 p.m.

December 4 – Epworth Country Christmas 5 - 7:30 p.m.

December 5 – Student Music Recital 1:00 p.m.

December 6 – ESL Term B Classes End

December 6 – Student Resource Center – Essay Structures 4:00 – 5:00 p.m.

This workshop explores how to effectively structure essays, including introductions, thesis statements, topic sentences, transitions, body arrangements, supporting claims, and more.

December 7 - Our Lady of Guadalupe - SVD Hispanic-American Ministry 3:00 p.m. Liturgy

December 10 - ESL Poster Presentation 12:30 – 1:30 p.m. Student Resource Room Hallway

December 12 – Employee Christmas Social 3:30 – 5:00 p.m.

December 13 – Christmas Break Begins



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Progress Report – Strategic Plan 2018-2021

October 5, 2019

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					
Institute and implement new academic programs to increase student enrollment, to address student learning needs, and to improve student learning outcomes.					
Objective 1. Institute a new Certificate Program in Pre-Theology.	Responsible	Budget	Progress	Target Date	Notes
Action Step 1.1 Assess the market for seminarians from the SVD and other men's religious orders.	VPAA and President	negligible	●●●	Fall 2018	Complete
Action Step 1.2 Define the curriculum utilizing PPF-5 requirements and existing Pre-Theology certificate programs.	VPAA and DTP Chair	negligible	●●●	Fall 2018	Complete
Action Step 1.3 Secure requisite approvals from BOA, BOT, and HLC.	VPAA and ALO	negligible	●●●	Spring 2019	Complete
Action Step 1.4 Market to the SVD and select men's religious orders.	VPAA and President	\$2,000	●●○	Spring 2019	Action Step 6.3
Action Step 1.5 Implement in Fall 2019. Requires one adjunct instructor.	VPAA and DTP Chair	\$6,000	●●●	Fall 2019	Complete
Objective 2. Institute a new Certificate Program in Orientation to Intercultural Ministry.	Responsible	Budget	Progress	Target Date	Notes
Action Step 2.1 Assess the existing and potential markets from the SVD, SSpS, other men and women religious orders, and regional diocese.	VPAA and President	negligible	●○○	Fall 2019	Initiated
Action Step 2.2 Define the curriculum according to the assessed market needs and SVD charism.	VPAA and DIS Chair	negligible	●○○	Fall 2019	Initiated
Action Step 2.3 Secure requisite approvals from BOA, BOT, and HLC.	VPAA and ALO	\$925-HLC	○○○	Spring 2020	Not Started

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

Action Step 2.4 Market to the SVD, SSpS, select men and women religious orders, and select regional dioceses.	VPAA and President	\$1,500	○○○	Spring 2020	Not Started
Action Step 2.5 Implement in Fall 2020. Requires one full-time or two adjunct instructors.	VPAA and DIS Chair	\$71,000 FT or \$12,000 Adjuncts	○○○	Fall 2020	Not Started
Objective 3. Implement the new ESL 8-level curriculum and 8-week format	Responsible	Budget	Progress	Target Date	Notes
Action Step 3.1 Implement the new ESL 8-level format in Fall 2018. Requires one full-time instructor, one adjunct instructor, and one part-time administrative assistant.	VPAA and IELI Director	\$100,000	●●●	Fall 2018	Complete
Action Step 3.2 Market the new ESL 8-level format in existing domestic and international markets of SVD & SSpS candidates, other men and women religious, among diocesan clergy, and off-campus international students.	VPAA and IELI Director	\$1,500	●●●	Fall 2018	Complete
Action Step 3.3 Evaluate and publish reports on curricula, assessment, and student performance annually in January.	VPAA and Dir. Instit. Effectiveness	negligible	●○○	January 2019 January 2020	Updated curriculum for Fall 2019 based on year one data.
Action Step 3.4 Commence pursuit of the Commission on English Language Program Accreditation (CEA).	VPAA and IELI Director	\$3,300 CEA \$6,850 on-sit vis.	●○○	Fall 2020	Application for eligibility filed.
Objective 4. Increase student scores in critical thinking, academic writing, and oral presentation.	Responsible	Budget	Progress	Target Date	Notes
Action Step 4.1 Implement strategies to improve academic writing in all undergraduate courses.	VPAA and DTP and DIS Chairs	negligible	●○○	Spring 2019	Writing Intensive Courses – Pilot Fall 2019
Action Step 4.2 Incorporate two andragogy instructional methods that encourage critical thinking skill development into 300 and 400-level course syllabi.	VPAA and DTP and DIS Chairs	negligible	●○○	Fall 2019	Faculty Institute on Critical Thinking – August 2018
Action Step 4.3 Incorporate at least one oral presentation assignment into 300 and 400-level course syllabi.	VPAA and DTP and DIS Chairs	negligible	○○○	Fall 2019	Not Started
Action Step 4.4 Assess student scores in critical thinking, academic writing, and oral presentation skills utilizing standardized testing and rubrics.	VPAA and Dir. Instit. Effectiveness	negligible	●○○	Spring 2020 Fall 2020, Spring 2021	Critical Thinking Scores (CCTST) Ongoing

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GOAL B – VOCATIONS AND ADMISSIONS

Maintain a critical mass of SVD Candidates and a total enrollment sufficient for quality educational programming.

Objective 5. Attain and maintain an enrollment of 50 SVD candidates committed to SVD Charism and DWC’s mission.	Responsible	Budget	Progress	Target Date	Notes
Action Step 5.1 Ensure Tri-Province personnel for the Vocation office team. Confirm commitment by the three provincials to appoint a representative to attend the Trustee Recruitment Committee.	VP Admissions	\$2,000	●●○	Dec 2018 Oct 2019	We now have liaisons from both the USS and USW. We need to identify new vocation directors.
Action Step 5.2 Increase SVD candidate referrals by SVDs 10% to 20 referrals per year.	VP Admissions	\$5,000/yr.	●○○	May 2020	
Action Step 5.3 Engage five current DWC students to assist in religious vocation promotion in the greater Epworth area and their hometown.	VP Admissions	negligible	●●●	May 2019	This has been completed and is ongoing.
Action Step 5.4 Collaborate with young confreres already in vows to produce three videos for use on the Vocation Office website and Facebook.	VP Admissions	negligible	●○○	May 2020	Committee formed and contracting with video production services.
Action Step 5.5 Host a collaborative workshop for vocation promoters and Admissions Committee members to work towards implementing a consistent and predictable assessment and admission process.	VP Admissions	\$4,000	●●●	Dec 2019	Successful gathering took place and positively moving forward.
Action Step 5.6 Re-engage in search engine marketing (SEM) to identify 15 candidates (5 per year) sourced from SEM.	VP Admissions	\$20,000/yr.	●●○	May 2021	One year under way and we had 6 referrals this year.
Objective 6. Attain and maintain an enrollment of 125 full-time equivalent students	Responsible	Budget	Progress	Target Date	Notes
Action Step 6.1 Explore the feasibility of dual enrolled courses for high school students and decide or not to pursue the possibility.	VP Admissions	negligible	●○○	May 2020	Discussions continue on this and we continue to look at the possibility.
Action Step 6.2 Implement and advertise a scholarship program for local, lay students from within a 5-7 county radius to seek an AA at DWC.	VP Admissions	\$1,000/yr.	●●○	May 2019	The Good Neighbor Scholarship has been established and advertising has begun. Looking to enroll students in Aug. 2020.
Action Step 6.3 Complete a written marketing plan to advertise new pre-theology program in collaboration with the VP for Academic Affairs.	VP Admissions	\$2,000	○○○	May 2019	Program just approved. Will begin to market it.
Action Step 6.4 Develop a written recruitment plan to enroll 15 commuter students into the IELL.	VP Admissions	\$500/yr.	○○○	Aug 2020	Need to begin this effort.

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

Action Step 6.5 Develop a written marketing plan to enroll more local students in the greater Epworth area into undergraduate classes, especially theology classes.	VP Admissions	\$500/yr.	●○○	July 2019	Working to advertise opportunities more consistently.
Objective 7. Integrate all Admission Office functions (recruitment, financial aid and international student advising) into one effective department.	Responsible	Budget	Progress	Target date	Notes
Action Step 7.1 Provide appropriate professional development as needed to all personnel in order to cross-train team members.	VP Admissions	\$2,500	●●○	May 2019	Admissions staff have started attending appropriate workshops to start cross-training.
Action Step 7.2 Restructure budgeting procedure to collaborate with the DWC business office.	VP Admissions	negligible	●●●	Aug 2018	Completed. New procedure implemented.
Action Step 7.3 Evaluate co-locating all Admissions Office functions into one office location.	VP Admissions	negligible	●●●	Aug 2018	Completed.

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

GOAL C – FORMATION AND STUDENT LIFE

Enhance and Innovate the Religious Formation Program.

Objective 8. Culturally diversify the SVD personnel in the Formation Committee.	Responsible	Budget	Progress	Target date	Notes
Action Step 8.1 Work with the three Provincials and request the other two US provinces (USS and USW) to provide at least one qualified confere for formation ministry.	VP Formation	negligible	●○○	Spring 2019	Talked with the two provincials from the USS and USC.
Action Step 8.2 Have this objective as priority in the Tri-Province Formation Commission (Fall 2018).	VP Formation	negligible	●○○	Spring 2019	The Tri-Province Formation Commission is always seeking potential and qualified formation directors for all of our different formation programs, and I will work to have this objective 8 as our priority especially for the formation program at DWCS.
Objective 9. Deepen intercultural community formation.	Responsible	Budget	Progress	Target date	Notes
Action Step 9.1 Invite and encourage members of AHA, ACSA and VSA to be actively involved in each other's' celebrations i.e. Our Lady of Guadalupe, St. Josephine Bakhita and Lunar New Year.	Formation Director for each formation group	negligible	●●○	every December and January	In the last Lunar New Year and St. Bakhita celebrations, our students were actively involved.
Action Step 9.2 Continue to diversify the student population, especially in Megan Hall. (Two to three new Sisters from Africa or South America per academic Year.)	VP Formation and President	negligible	●●○		More Sisters from Cameroon and Nigeria were accepted. Ongoing.
Objective 10. Revise and update the <i>Student Handbook</i> .	Responsible	Budget	Progress	Target date	Notes
Action Step 10.1 Form groups of three with the members of the Formation Committee; each group will be assigned a section of the <i>Student Handbook</i> to update and revise.	Formation Committee		●●●	Spring 2019	We are reaching the end.
Action Step 10.2 Correct and approve each section at the Formation Committee meeting.	Formation Committee	\$4,000 C & B Review	●●○	Fall 2020	On-going

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

GOAL D – OPERATIONS

Advance and protect the physical and financial well-being of Divine Word College through long-term planning and continuous improvement.

Objective 11. Develop 5-year Capital Improvement Plan to guide facility improvements and budgeting requests.	Responsible	Budget	Progress	Target date	Notes
Action Step 11.1 Coordinate with Trustee representative(s) and staff to evaluate condition of DWC buildings and grounds.	VP Operations	5-year CIP \$1,490,922	●●○	Oct 2018	Received bids for roof replacement. Getting bids for Megan Hall siding. Pool evaluation in progress, before end of 2019.
Action Step 11.2 Survey the DWC community regarding issues and concerns with the current building and grounds.	VP Operations	Negligible	●●●	Dec 2018	Discussed building and grounds with appropriate staff. Ongoing.
Action Step 11.3 Develop a policy and procedure to integrate the CIP with the annual budget.	VP Operations	negligible	●●●	May 2019	Discussed and approved process with Financial Affairs Committee and Board of Administration. Ongoing.
Action Step 11.4 Seek-out and secure various sources of funding to assist with the cost of building and maintenance improvements.	VP Operations	negligible	●●○	May 2018	LED project completed w/rebates and DRA grant. Working w/Mark Singsank. Ongoing.
Action Step 11.5 Create a centralized archive area and reduce the amount of stored materials that do not add value to DWC operations.	VP Operations	\$10,000	●●○	June 2019	In process of decluttering porch area. Meet with Archivist to determine needs this fall.
Objective 12. Maintain and improve DWC computer information systems and infrastructure for students, faculty and staff.	Responsible	Budget	Progress	Target date	Notes
Action Step 12.1 Survey the DWC community to determine current and future needs pertaining to information systems.	VP Operations, IS Director, IS Comm.	negligible	●●●	Dec 2018	Completed IS survey in March 2019. Ongoing.
Action Step 12.2 Review current state of information systems with Information Systems Director and BOA.	VP Operations, IS Director, IS Comm.	negligible	●●●	Dec 2018	Reviewed survey results with IS Committee

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

Action Step 12.3 Create a 5-year Capital Improvement Plan for the IS department in collaboration with the DWC community.	VP Operations, IS Director	5-year CIP \$64,500	●●●	Jan 2019	Completed IS 5-year CIP. Ongoing. Ongoing.
Action Step 12.4 Develop a budget process that integrates the CIP into the annual budget.	VP Operations	negligible	●●●	Jan 2019	Budget process approved by Board of Administration. Ongoing.
Objective 13. The annual budget is a vital document that guides our efforts and resources. DWC will develop an inclusive and transparent budget process.	Responsible	Budget	Progress	Target date	Notes
Action Step 13.1 Collaborate with the Board of Trustee's, Finance Committee, and Board of Administration to develop a budget timeline, policy and procedure.	VP Operations, Financial Affairs	negligible	●●●	Sept 2018	Board of Administration approved a budget policy & procedure. Complete.
Action Step 13.2 Streamline and codify department processes and procedures related to budget development.	VP Operations	negligible	●●●	Mar 2019	Budget procedure approved by the Board of Administration. Complete.
Action Step 13.3 Work collaboratively with staff and faculty to develop an annual budget submission that meets the needs of the entire community.	VP Operations	negligible	●●○	Mar 2019	IP-ongoing with Financial Affairs Committee. Ongoing.
Action Step 13.4 Review budget policies and procedures on an annual basis to reduce waste and streamline processes.	VP Operations, Financial Affairs	negligible	●●○	Fall 2018	IP-ongoing with the Financial Affairs Committee. Annual.

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GOAL E – EXTERNAL AFFAIRS (PRESIDENT, DEVELOPMENT, PR, ALUMNI)

As a College looking outward, our mission is to encourage others to embrace a more missionary lifestyle.

Objective 14. Reorganize and strengthen Divine Word Alumni Association.	Responsible	Budget	Progress	Target date	Notes
Action Step 14.1 Update and further develop an alumni database to include alumni from all SVD educational institutions in North America. The database will be housed within the Development department at DWC.	DWC Alumni Coordinator	negligible	●●○	Summer 2018	We continue to validate and update the addresses and emails. Facebook has been helpful.
Action Step 14.2 Hire an Alumni Director to work closely with the DWC development office.	President	negligible contributed services	●●●	Dec 2018	Fr. Thang Hoang, SVD, is the appointed Alumni Coordinator. Complete.
Action Step 14.3 Reach out to all alumni (not only SVDs) to recognize their ongoing missionary commitment and to share their stories.	DWC Alumni Coordinator		●●○	Spring 2019	Develop a book featuring 40 personal stories and photos of alumni to be distributed at the Alumni Gathering on Labor Day 2020.
Action Step 14.4 Prepare our current students for future participation in the Alumni Association.	DWC Alumni Coordinator		●●○	Spring 2019	Students before graduation are individually invited to be a part of the alumni association. This year they will be introduced in the alumni gathering of the Midwest region here at DWC on May 4. Ongoing.
Action Step 14.5 Develop a Distinguished Alumni Award to recognize the achievements of vowed and/or lay alumni as they continue to live missionary ideals in their daily life.	DWC Alumni Coordinator		●○○	September 2020	Still in discussion. Prepare for Alumni Reunion 2020.
Action Step 14.6 Host another general reunion of alumni at Divine Word College.	DWC Alumni Coordinator		●●○	September 2020	We are preparing for the 2020 reunion by contacting and connecting with the alumni

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Objective 15. Prepare all members of the DWC Community to confidently share the mission of DWC with others.	Responsible	Budget	Progress	Target date	Notes
Action Step 15.1 Develop a monthly series of short "Did you know." statements about DWC and place them in both external and internal communication vehicles.	PR Director	negligible	●●○	Aug 2018	Program launched Jan. 22, 2019 at Presidential Forum. Presented description and rationale for the program. Was well received by faculty and staff. Several questions submitted to use for on-going education. "Did You Know" is featured on the PR monitor and in The LOG. Ongoing.
Action Step 15.2 Develop a fact card that faculty, staff, students and others can carry with them that contains current data regarding Divine Word College.	PR Director	\$250/yr.	●●○	Fall 2018	Faculty and staff members received a fact card at the Presidential Forum in January 2019. Faculty and staff were encouraged to use the data to accurately answer questions from friends and family. A new fact card will be developed and distributed at the beginning of each semester. Ongoing.
Action Step 15.3 Invite faculty and staff members to bring their social groups to DWC for Mass, tour and possibly a meal.	PR Director	negligible	○○○	Fall 2018	Invite needs to be formalized. Will seek input from Trustee Development Committee.
Action Step 15.4 Develop an on-going educational plan to equip DWC Community members with factual responses to the questions often asked by those unfamiliar with our mission.	PR Director	\$1000/yr.	○○○	Fall 2019	Approach new hires in Fall 2019. Begin to meet this fall.
Objective 16. Cultivate benefactors (volunteers and donors) from our own neighborhood.	Responsible	Budget	Progress	Target date	Notes
Action Step 16.1 Include a "Call to Action" in all liturgy aids that suggests ways for people to become partners in mission.	PR Director	negligible	●●○	Fall 2018	Included in liturgical aids for Matthew 25, Lunar New Year, Peace Vespers. Ongoing.
Action Step 16.2 Organize a group of "DWC Friends" including FAN Club members, volunteer tutors, Trustees, local benefactors, etc.; develop a systematic way of recognizing their efforts and encouraging them to continue playing an active role in the DWC Mission.	PR Director	\$2000/yr.	●●○	2019	Included a request for volunteer ESL tutors and host families in the Feb. issue of Epworth's <i>Voice of Progress</i> publication.

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Action Step 16.3 Identify and help prepare qualified presenters from within the DWC Community. Actively seek speaking opportunities through the Dubuque Speakers Bureau and elsewhere.	PR Director	negligible	○○○	Fall 2019	No activity.
Action Step 16.4 Invite Serra Club, Knights of Columbus, Catholic Order of Foresters, DBQ Chamber of Commerce and other such organizations to visit for prayer and/or meetings.	PR Director	negligible	●●○	Fall 2019	Frequent groups in 2019 – Worldwide Marriage Encounter, Catholic Daughters of America, Arch. of Dubuque Priests Convocation. Ongoing.
Objective 17. Increase the number of General Outreach benefactors for Divine Word College.	Responsible	Budget	Progress	Target date	Notes
Action Step 17.1 Send 50 DWC World newsletters w/reply envelopes, to each SVD parish in US and Canada, two times a year, the June and February newsletters. There are 79 SVD parishes in US and Canada.	Assoc. Devel. Director	approx. \$3500 annually	●○○	June 2018	Produced only 3-4-Cost effective? Formation poster sent to all SVD parishes with greater success.
Action Step 17.2 Donation button on Facebook page and share student/alumni stories there and on website. (As soon as possible in conjunction with launch of new website.)	Assoc. Devel. Director	transaction fees	●●●	Summer 2018	Having some difficulties with PayPal – not possible on Facebook but okay on Website.
Action Step 17.3 Increase specific appeal letters (approx. 2000) to donors who are lapsed up to 10 years, asking them to renew their support.	Assoc. Devel. Director	approx. \$1,000 annually	●●●	May 2018	Have segmented the first two appeals this way. Ongoing.
Action Step 17.4 When receiving memorial gifts, add names to database and include in newsletter mailings. If they send additional gifts, then send Annual Fund appeal.	Assoc. Devel. Director	negligible	●●●	May 2018	Ongoing.
Objective 18. Fully integrate the DWC development office into the newly- organized Development Committee of the Chicago Province.	Responsible	Budget	Progress	Target date	Notes
Action Step 18.1 Strengthen our personnel resources by contributing to the salary of the Executive Director of the Province Development Committee and having an additional SVD staff member.	Development Director	\$40,000 for Exec. Dir. \$0 for SVD	●●●	Summer 2018	Ongoing.
Action Step 18.2 Seek help from the Province Development Committee Executive Director to improve the number of major gifts.	Development Director		●●●	Summer 2018	Ongoing.
Action Step 18.3 Develop and maintain a centralized supply of stories, photos and videos that can be used by anyone as they promote the mission of Divine Word College and the SVD.	Development Director		●○○	Spring 2019	Opened Dropbox account to deposit stories and photos.
Action Step 18.4 Minimize duplicates of benefactors' information.	Development Director	negligible	●●○	Fall 2019	Went active 2019.
Action Step 18.5 Request the names of possible benefactors from trustees, alumni, DWC partners, employees, students, and SVD parishes.	Development Director	negligible	●○○	Fall 2019	New effort at developing DWC magazine/annual report.

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

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