

Category #2:
Accomplishing Other
Distinctive Objectives

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2C1 Other Institutional Objectives

College of DuPage provides quality training, information and cultural opportunities for district residents. It serves as a center for the cultural and intellectual enrichment of DuPage County. In addition to credit generating coursework, the College engages in non-instructional community outreach as well as non-credit coursework. The community outreach units include the Business and Professional Institute (BPI), Continuing Education (CE), McAninch Arts Center (MAC), College of DuPage Foundation, and Resource Development/Grants.

2C2 Alignment with mission and vision

The units involved in community outreach support the College's mission to respond to the lifelong learning needs of residents and businesses. The key areas of programming open to the public in Continuing Education (CE) include: Adult Continuing Education, Youth Education, the Older Adult Institute, the Academy for Non-Profit Excellence and the Suburban Law Enforcement Academy (SLEA). SLEA is one of six law enforcement academies in the state which provide basic law enforcement training to new police recruits as well as continuing law enforcement training to experienced police officers. The key areas of programming provided by Business and Professional Institute (BPI) include the Center for Customized Solutions (CCS) (formerly called the Center for Corporate Training) and the Center for Entrepreneurship. The CCS provides both off-the-shelf and customized solutions to companies and organizations in business and industry, with a focus on employee development and quality improvement. The Center for Entrepreneurship operates three units with grants from the state and federal government: the Illinois Small Business Development Center, the Illinois Procurement Technical Assistance Center and the Illinois International Trade Center. The library in the Center for Entrepreneurship houses materials on government policies, business development, financing, and directories of resources. There is a long-term and highly successful partnership with SCORE (Service Corps of Retired Executives) members who do first-level orientation with businesses seeking services.

COD serves as a center for the cultural and intellectual enrichment of the community through its Arts Center. The College established the MAC as a central location where patrons can experience the arts

under one roof. The MAC offers a full range of programming from purely entertaining to artistically challenging, designed to foster lifelong appreciation of the arts, sensitivity to cultural diversity, and willingness to experience new artistry.

In order to provide the necessary external funding for COD to achieve its mission, Resource Development works through two distinct means of fundraising. The College of DuPage Foundation is the fund-raising arm of the College. It works primarily with individuals, corporations, private and family foundations in order to raise, accept and administer gifts, grants and bequests. Resource Development/Grants works with project directors and College leaders to develop projects and proposals which can be submitted through a formal process to a diverse group of potential funders: agencies of the state and federal government, government-funded agencies, and public foundations. While Grants often works in collaboration with the Foundation in pursuing funding through corporations and private foundations, currently the Grants list reads only public funding sources; individual or family foundations are not pursued.

2C3 Support in Helping Students Learn

CE provides a broad spectrum of programming opportunities across generations. Youth programs target students in grades 3-12 including specialty groups, such as gifted and talented as well as home schooled children. In collaboration with local high schools, CE provides high school-level courses that result in high school credit awarded by the home high schools. The BPI primarily focuses on the workforce training and the economic development of the region. The integration of culture and learning is evident in the numbers of students (500) participating each year in music, theatre and dance performance opportunities at the MAC, as well as the 30-40 students selected to participate in the Annual Juried Student Art Exhibit. In addition, more than 50 workshops/master classes, pre- and post-performance discussions, artist receptions, and special lectures are offered annually to the College and community at minimal or no charge. The reduced student prices for nearly all events encourage students to attend cultural events. The College of DuPage Foundation and Resource Development/Grants support and complement the processes and systems for Helping Students Learn by funding scholarships, equipment, endowments, fellowships, buildings and educational programs. In the past five-year period, Foundation

assets have grown from \$4.5 million to \$9 million. Each of the year's grant proposals addressed one or more of COD's Institutional Priorities through a variety of program plans and activities. For FY07, these included: implement enrollment management; with attention to increase in program completers, student persistence toward goals, and expanded academic offerings to meet community expectations; improve operational efficiencies with resources for initiatives, new programming and to strengthen services; improve student experience and customer service; improve leading and communication. The total dollar amount of funded proposals for FY07 was \$6,320,268.

2P1 Determining other objectives

The College's other distinctive objectives have evolved during the last 41 years. Historically, the College of DuPage has responded to community needs as they became apparent. The newly implemented planning process (see Category #7) should lend itself to identifying additional needs in a more intentional manner while allowing the College to respond to changing economic conditions.

2P2 Communicating expectations

The College maintains an intranet site that includes a list of current institutional goals and objectives. Each unit of the College develops objectives annually. An objective is defined as a measurable, time-sensitive statement of how an area at the College will help implement the College's strategic goals, going beyond day-to-day activities and focusing on improving processes, developing new capabilities and transforming programs.

2P3 Determining needs

Resource needs are addressed in the planning process after area objectives have been approved. One component of the action plans produced during the planning process by each unit is the identification of resource needs. These requests are visible on the intranet site and reviewed by the appropriate administrators. Community outreach areas either function as cost-recovery units or compete for education funds in the budgeting process. The MAC uses a number of mechanisms to determine the needs of the Performing Arts Center. The Director of Performing Arts has created an Advisory Board comprised of community members, patrons, and donors to help address future needs of the MAC. Also, periodic audience surveys are conducted to determine patrons' satisfaction and

interest in programming. Through the ticketing process, patrons also have the opportunity to rate events. A marketing firm, taking into consideration demographics and other factors, helps determine appropriate marketing targets and community response patterns.

2P4 Assessing and reviewing objectives

The appropriate vice president reviews the annual objectives. The objectives or the processes that support them may be adjusted during this review. In addition, each approved objective is required to have at least one action plan associated with it. The appropriate vice president also reviews the action plan.

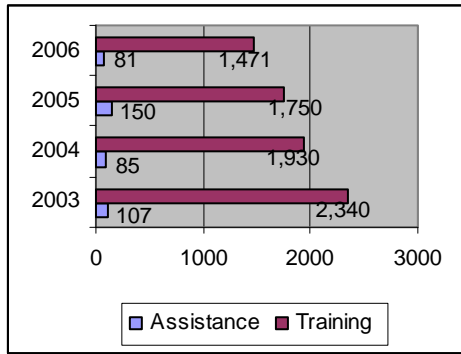
2P5 Measures

Currently, BPI and CE collect data related to program participation and financials, as well as participant satisfaction. The MAC tracks attendance, profit/loss, audience surveys, focus groups, the number of subscribers each season and anecdotal input (letters/e-mails of praise/criticism). Foundation and Resource Development/Grants regularly collect and analyze financials such as assets and fundraising/grant writing efforts, along with the number of funded proposals, number of active grant projects, number of employees supported with grant funding, and number of students served. Additionally, grant reports outline outcomes and deliverables and enumerate impact.

2R1 Results for accomplishing other distinctive objectives

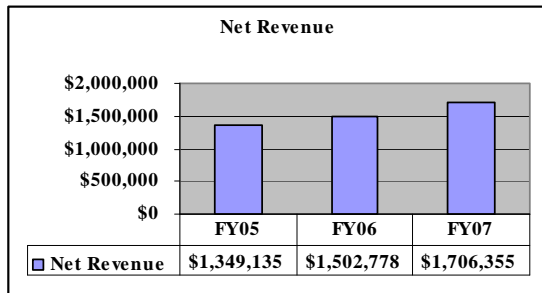
Results for the number of individuals receiving customized training and the number of businesses provided with technical assistance are shown in Figure 2.1, reflective of decreasing Federal and State dollars available to assist companies in reducing the cost of the training.

Figure 2.1 Business and Professional Institute Results



Continuing Education programs produce significant revenue, as evidenced by an 11.4% increase from FY 05 to FY 06 and a 13.3% increase from FY 06 to FY 07 as shown in Figure 2.2.

Figure 2.2 Continuing Education Net Revenue



The McAninch Arts Center tracks the total number of patrons, performances, events (speakers or forums), art exhibits, and locales as well as funding and revenue. In three of the data categories there was an upward trend from 2006-2007 with a 26% increase in the number of patrons (Figure 2.3), a 19% increase in the number of performances and a 26% in the number of events; the remaining three categories remained stable (Figure 2.4).

Figure 2.3 McAninch Arts Center Patrons

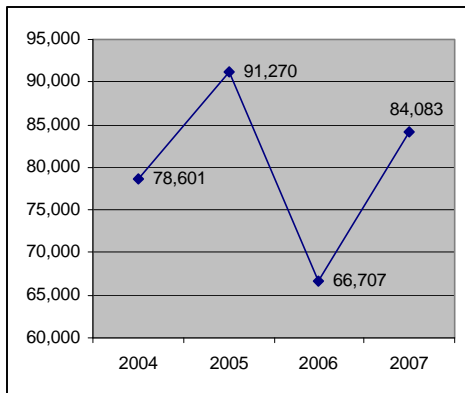


Figure 2.4 McAninch Arts Center Tracking Results

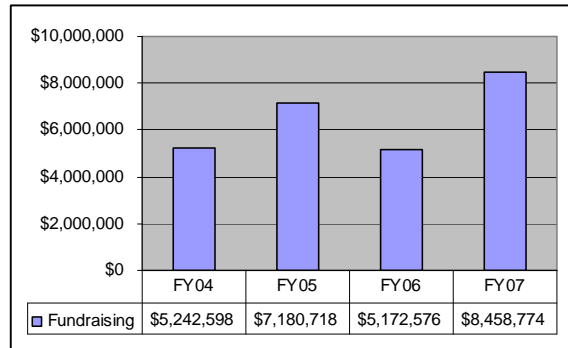
Data Area	2004	2005	2006	2007
Performances	243	255	233	277
Events	90	104	88	111
Art Exhibits	7	7	7	7
Illinois Towns	222	228	213	213

The following are new data categories being tracked by the MAC:

- Illinois Arts Council Funding = \$57,750
- Ticket Revenue = \$1,281,651
- Touring attendance = 36,977
- Resident Professional Ensemble attendance = 20,242
- College Music/Theatre attendance = 10,273
- Student involvement in the MAC-supported ensembles and performance groups
 - College Music = 682 students enrolled in 10 ensembles
 - 23 student concert events
 - College Theatre = 215 students enrolled in 7 fully stage productions

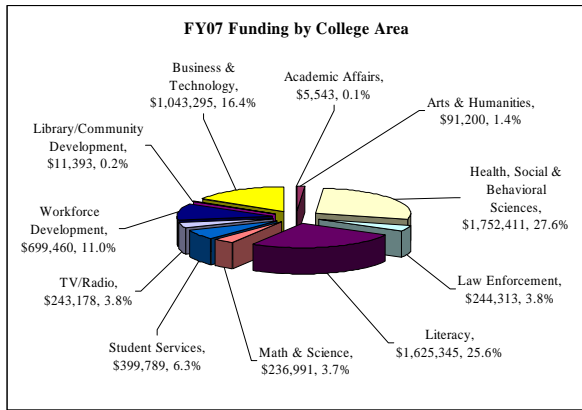
Last year, College of DuPage grant awards were up 47.6%, with a significant \$4 million that has been submitted and remains pending. Foundation fundraising had a 139.9% increase last year, breaking the \$2 million threshold and indicative of success in reaching individual donors because of a large bequest and a donation from a private individual. Together, the Foundation and Grants results increased by 63.5% over last year (Figure 2.5)

Figure 2.5 Foundation Fundraising



Foundation and Grants distributes funding across wide areas of the College as revealed in Figure 2.6.

Figure 2.6 FY 07 Grant Funding by College Area

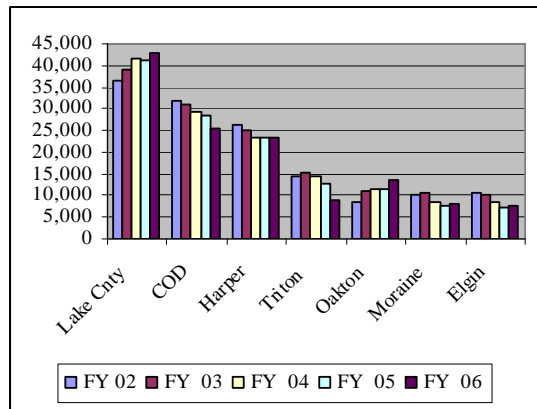


FY07 grant statistics include: 156 active grant initiatives; 80 new or continuing proposals submitted; eight proposals submitted through the COD Foundation, resulting in \$32,650 of funding; 45 employees supported with grant funding; and 12 new project directors or co-project directors.

2R2 Results comparisons

Continuing Education across the state and nationally (according to the Learning Resources Network) has experienced a decrease in enrollments as a result of the economy. Nonetheless, according to data submitted to the ICCB, CE at COD continues to provide one of the largest, most successful CE programs in the state (Figure 2.7).

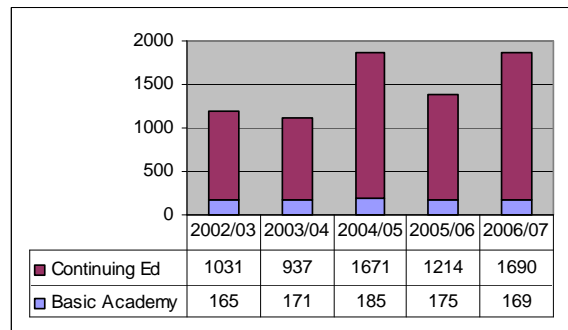
Fig 2.7 Continuing Education Enrollment Comparisons



According to the National Community College Benchmarking Project (NCCBP) 2007 aggregate data for Business and Industry Productivity (FY 2006) category, College of DuPage ranks favorably against the 100+ institutions providing similar services, placing it in the 98th percentile for number of companies served. (See also results in Section 9R2).

The Suburban Law Enforcement Academy is one of six academies in the state. Although two of the six law enforcement academies in the state have decreased annual enrollments, the Suburban Law Enforcement Academy at the College continues to register a consistent level of enrollments (Figure 2.8). An increased level of enrollments is expected in FY08 as expanded facilities become available and an additional cycle of basic law enforcement training is added to serve a combination of interns at Harper College and police recruits from within the College’s district.

Figure 2.8 SLEA Enrollments



In order to increase its corporate outreach and business presence, BPI is undergoing reorganization and a move to a new facility. Center for Customized Solutions revenues in the past three years have not met goals and new targets have been defined for each salesperson as well as the unit as a whole. Tracking mechanisms have been developed and are reviewed weekly. The Center for Entrepreneurship’s tracking complies with the parameters set by the state and federal funding agencies. In last year’s report, the funders expressed satisfaction with the targets achieved.

In FY08, the McAninch Arts Center was named a “Partner in Excellence” by the Illinois Arts Council. College of DuPage is the only community college in the state to receive this designation. Illinois Arts Council “Partners in Excellence” are selected for their contributions in providing the highest level of arts programming to the community, for their superior management and financial stability, and for providing access to the arts to underserved and multicultural audiences. The College compares favorably with other institutions in its cultural offerings to the public. 2007 data from Elgin Community College can be compared to that of COD as revealed in Figure 2.9.

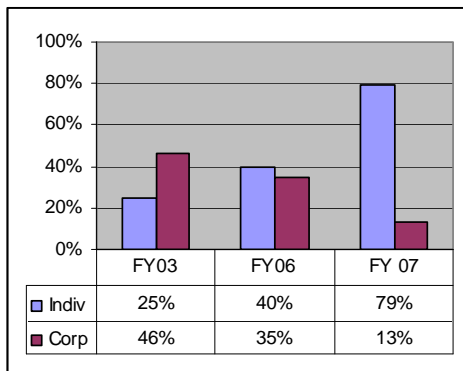
Figure 2.9 Comparative Results for Cultural Offerings

Data Area	Elgin CC	COD	% Difference
Patrons	68,204	84,083	+21.5%
Performances/Events	204	388	+90.2%
IL Arts Council Funding	\$15,750	\$57,000+	+261.9%
Ticket Revenue	\$452,000	\$1,281,651	+183.6%

The Association for Performing Arts Presenter, American Symphony Orchestra League, Arts Midwest, and similar arts service organizations survey national audience attendance at performing arts events. Studies measure attendance based on capacity of the facility, with the national average holding around 72%. The MAC measures its attendance capacity at 70% for similar professional events (non-academic and Resident Professional Ensemble events).

COD Foundation efforts have been focused on obtaining a greater percentage of funding from individuals, which accounts for over 80% of charitable giving nationally. (Figure 2.10) Traditionally, results in community colleges have been much higher from corporations, which represent less than 5% of charitable giving nationally. The goal has been to engage in activity that results in numbers more reflective of national philanthropy.

Figure 2.10 Funding Sources



College of DuPage Literacy Programs are second only to the City Colleges of Chicago system in size, performance and funding. Nearly 6,500 students accessed literacy programs in seven distinct instructional areas. COD literacy programs, with 130 part-time faculty and 14 staff, exceed the size of some community colleges. At over \$1.4 million, ICCB funding for Adult Education and Family Literacy represents the largest state grant awarded to COD for FY07. The program has the highest rating in statewide performance influenced by the percentage of documented student outcomes and the

provision of excellent services. District 502 has a growing Index of Need for literacy services, the second highest in Illinois.

2R3 Strengthening the institution

The College of DuPage district depends upon the MAC to provide a wide variety of arts events including world music, dance, theatre, jazz, and classical as well as an eclectic music series. Home to four resident professional ensembles, the MAC supports regional Illinois artists and provides quality performance opportunities to patrons. The MAC also provides the College and the community with engagement opportunities beyond traditional performances. During the 2006-07 season the MAC brought the ensemble *Sones de Mexico* to the West Chicago public library for a lecture demonstration on traditional Mexican folk music, provided lectures by artists in the gallery, offered master classes, and pre- and post-performance discussions for multiple events. This past year the MAC hosted a free international film festival showcasing eight award-winning films that had a community and campus attendance of 2,272. The non-instructional community outreach activities at COD encourage the development of community alliances within and beyond the College district. Along with non-credit coursework, these areas help the College respond to the lifelong learning needs of its community as well as provide high quality cultural opportunities. An additional benefit is the enhanced image presented to the residents of the district.

As a result of funding from grant proposals:

- 148 families participated in family literacy programs at five sites. After 80 hours of instruction, 77% of eligible adults increased English language skills by one or more levels. One hundred percent of adults increased communicative English skills and reading time with their children. Additionally, 80 parents participated in a pilot project to improve language skills, foster citizenship and increase community engagement.
- 404 students were provided with tutoring from The Adult Volunteer Literacy Program, supported by Illinois Secretary of State funding. One hundred thirty two volunteers, specially trained in Reading, Math and ESL, tutored adult learners for 6,075 hours at 30 sites. These efforts contributed to significant learning gains:

- 51 Adult Basic Education (ABE) students gained on reading grade level;
- 26 ABE students reached a 9th grade reading level;
- 182 ESL students gained at least one proficiency level;
- 65% of the adult students receiving math tutoring gained at least one grade level;
- 48% gained at least two grade levels.

The Licensed Practical Nursing (LPN) Capacity Bridge Program, implemented with a \$1.4 million grant awarded by the US Department of Labor Community-Based Job Training Initiative, along with an additional \$3.4 million in leveraged resources contributed by College of DuPage and community partners, expects to:

- impact 1,300 youth and adults, and 200 parents by the end of the three-year grant period;
- graduate 110 LPNs, and increase the capacity to serve an additional 300 students annually in the Certified Nursing Assistant program;
- target 50 middle school students, 195 high school students, and their parents to participate in career development activities;
- target 45 K-12 teachers to participate in healthcare information workshops.

Career and Technical Education (CTE) students benefited from nine grant proposals and over \$1 million in funding that improved programs with enhanced advising; a refined curriculum to teach academic, vocational and technical skills; and equipment reflecting current industry standards:

- 14 female participants participated and nine completed intensive study in math, physical fitness, hands-on construction skills and job readiness to prepare for the construction apprenticeship exam and additional COD coursework through the Non-Traditional Career and Apprenticeship Training Program funded by Chicago Women in Trades.
- ICCB grant funds were used to acquire: mammography program scanners; an auto service technology alignment machine; software for the motion picture/television program; and removable drives for the Computer Internetworking Technology program.

- Student advising first-term guide sheets for 19 CTE programs were printed.
- COD worked in collaboration with local high schools to: pilot a course in study skills and reading for high school seniors; offer computer-based software for remedial assistance in math, reading and writing; provide workshops for high school counselors; and career awareness activities for high school students. A targeted group of at-risk youth completed a pilot project to encourage postsecondary education in high-wage, high-growth technology fields.
- Perkins Postsecondary Career and Technical Education funding supported significant activities such as: tutoring in high-risk “gateway” courses - those that prevent students from advancing in their chosen programs; upgrading selected labs, instructional systems, software and equipment; acquiring library materials in business and health programs; designing and implementing skills assessment tools within vocational programs.

Over 2,400 College of DuPage students benefited nearly \$400,000 in funding for outreach and diversity awareness activities; enhanced service learning opportunities, sustained programs to foster academic preparation for college; and support services and equipment for students with disabilities:

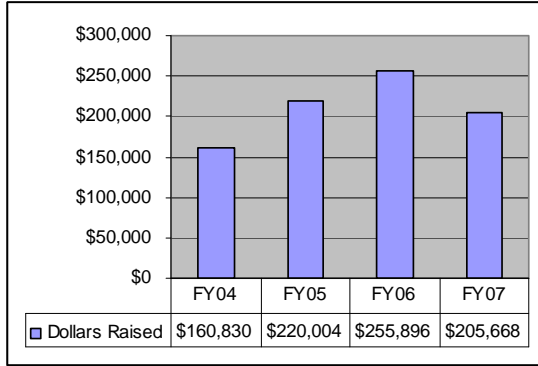
- 115 service learning students worked with medically fragile children and their families over the last two years.
- The CoACH – COD partnership was named a semi-finalist for the Jimmy and Rosalynn Carter Partnership Award for Campus - Community Collaboration.

A growing focus on Science, Technology, Engineering, Math (STEM) related initiatives resulted in over \$236,000 in impact funding:

- Biocalculus, chemistry and physics curricula will be enhanced through three National Science Foundation grants.
- A *Shifting Gears* initiative to prepare students for postsecondary education leading to careers in manufacturing aligns with regional labor market projections. Submitted to ICCB/Joyce Foundation in FY07, the proposal was one of eight Illinois community colleges selected for funding in FY08.

Students benefit from support received for student scholarships (Figure 2.11). In FY07, 55 students were provided tuition and fee scholarships and 56 students received textbook awards. Other scholarships were distributed with a total of \$360,481 in awards offered to COD students from the Foundation.

Figure 2.11 Scholarship Funds Raised



2I1 Improving systems

The departments within the Business, Professional and Continuing Education Division use a variety of strategies to seek continuous improvement. They include: advisory groups, steering committees, data analysis and surveys as well as internal focus groups and working groups to address specific issues and processes. Additionally, during school year 2006-2007, the CE and BPI divisions underwent in-depth program reviews by the Learning Resources Network (LERN). The CE Department has implemented almost all of the recommendations made by LERN in their report to the College. Most importantly, CE is now fully engaged in a permanent process of continuous improvement, focused on streamlining procedures and improving customer satisfaction. BPI is implementing the LERN recommendations with new weekly tracking, redesign of its mission and its outreach mechanisms, and an analysis of its staffing and costs.

The MAC improves systems and processes by holding monthly staff meetings and individual post-production meetings with Resident Professional Ensemble Directors in order to analyze and discuss numerous kinds of data, including attendance, capacity, revenue, expenses, demographics, ticketing patterns, and so forth. Changes to processes, such as marketing or ticketing, are made in collaboration with other areas of the College, as needed. Changes in individual ensembles are made after careful planning and in conjunction with stakeholders who interface with the Performing Arts.

The College of DuPage Foundation and Resource Development/Grants improves systems and processes by reviewing the year’s accomplishments and setting targets and goals for the next fiscal year by listening to the needs of the College: funding scholarships, equipment, endowments, fellowships, buildings and educational programs.

2I2 Targets and improvement priorities

Targets for improvement in the Business, Professional and Continuing Education Division differ depending on the process used. For advisory groups and steering committees, targets for improvement include greater stakeholder participation and satisfaction as well as increased student satisfaction (e.g. removal of barriers to satisfaction); for internal focus groups and working groups, the targets for improvement are defined in the charter for each group, e.g. improved/streamlined registration processes and customer-friendlier refund policy. As to communicating results, the division uses email within the College and an electronic newsletter to external customers/students. BPI has developed a quarterly Continuing Education newsletter for use within the College.

Implementing new marketing strategies and hiring an outside PR firm will help the MAC attain its goal of achieving 75% capacity, above the national average. Additionally, individual Resident Professional Ensembles have individual capacity goals, based on past performance. As an example, the New Philharmonic’s capacity has improved in the last two years from 45% to 58%. The goal for the coming year is 65%.

The COD Foundation efforts have been working toward developing greater strength in the private side of philanthropy through individual support. (See Section 2R2) These percentages jumped significantly for “individuals” in FY07 because of two large gifts, and yet illustrate success with the intentional and strategic shift toward a more balanced fundraising program which has greater dependence on the relationships built with private donors. With uncertainties related to public funding, and corporate giving on the decline, strengthening a private donor-base remains critical for the future of COD. Greater attention to the growing number of family and private foundations will become part of the strategic research efforts in the future.

Strengthening the internal culture of COD remains an ongoing, yet positive development. Not only are many new project directors supporting grant

development, but new program areas have received the help of the Resource Development Office to build their own knowledge and skills to start some directed fundraising for their efforts. While the number of employees who were Foundation donors decreased, their overall financial support increased, and this remains an area for continued growth strategies.

Building a strategic plan to take greater advantage of alumni relationships for fundraising is in progress. An important donation highlight is the coding and tracking of support received specifically from those identified as alumni of COD. An important initial step will be acquiring and updating any available data. Each student graduating in 2007 received a note of congratulations and a "COD Alumni" pin from the COD Foundation at commencement. A new manager of Annual Giving and Events position will provide additional support to strengthening a comprehensive fundraising strategy by expanding direct mail efforts to include alumni, and move toward on-line giving as an option for donors.