



OUTCOMES REPORT

Fiscal Year 2024

 College of DuPage



INSTITUTIONAL OUTCOMES REPORT

Fiscal Year 2024

Office of Planning, Performance and Technology

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

LEADERSHIP

Board of Trustees

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Board Chair

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Board Secretary

Florence Appel

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General Counsel

Wendy McCambridge
Director
Legislative Relations
Special Assistant to the President

Keith Tyrka
Vice President
Planning, Performance &
Technology

CORE INSTITUTIONAL STATEMENTS

PHILOSOPHY

College of DuPage believes in the power of teaching and learning. We endorse the right of each person to accessible and affordable opportunities to learn and affirm the innate value of the pursuit of knowledge and its application to life. Our primary commitment is to facilitate and support student success in learning.

College of DuPage is committed to excellence. We seek quality in all that we do. To ensure quality, we are committed to continual assessment and self-evaluation.

College of DuPage values diversity. We seek to reflect and meet the educational needs of the residents of our large, multicultural district. To this end, we recognize the need for freedom of expression and that facts, arguments, and judgments should be presented, tested, debated, challenged, deliberated, and probed for their objective truth in the marketplace of ideas. Every College individual owes a duty to exercise his or her own individual judgment; and to permit others to exercise that same freedom of conscience.

We recognize the importance of embracing individual differences and cultures and value the contributions made to the College by people of all ethnic and cultural backgrounds. We affirm our role as a catalyst for promoting dialogue and tolerance.

College of DuPage promotes participation in planning and decision-making. We support participatory governance and the involvement of the College community in the development of a shared vision. We believe that all students, employees, and residents can make meaningful contributions

within a respectful environment that encourages meaningful discourse.

We strive to build an organizational climate in which freedom of expression is defended and civility is affirmed. College of DuPage is a benefit to students and our community. The needs of our students and community are central to all we do.

VISION

College of DuPage will be the primary college district residents choose for high quality education.

MISSION

The mission of College of DuPage is to be a center for excellence in teaching, learning and cultural experiences by providing accessible, affordable and comprehensive education.

VALUES

INTEGRITY: We expect the highest standard of moral character and ethical behavior.

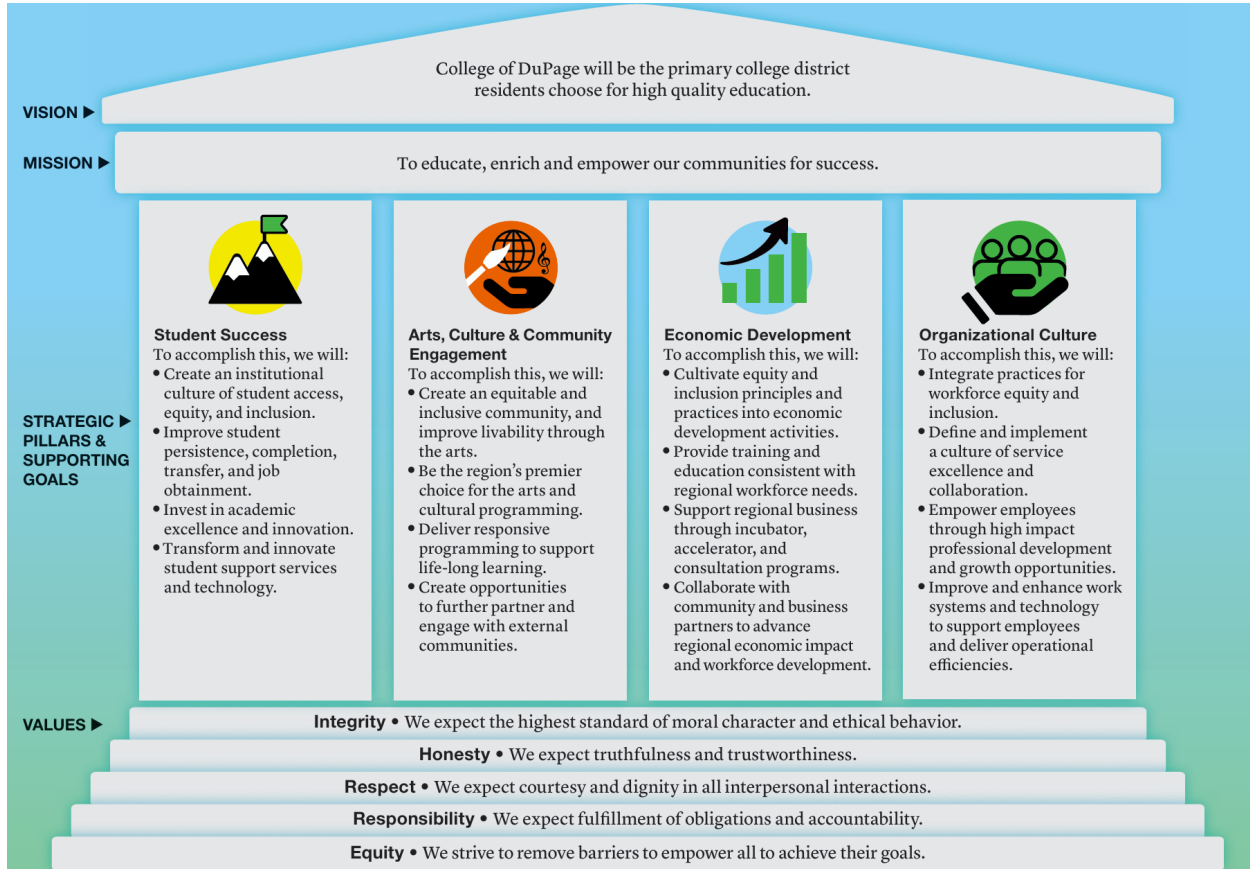
HONESTY: We expect truthfulness and trustworthiness.

RESPECT: We expect courtesy and dignity in all interpersonal interactions.

RESPONSIBILITY: We expect fulfillment of obligations and accountability.

EQUITY: We expect that everyone in our college community has an equal opportunity to pursue their academic, personal and professional goals.

COLLEGE OF DUPAGE
Fiscal Year 2022-2026 STRATEGIC
LONG RANGE PLAN
Approved by Board of Trustees: July 16, 2020



Strategic planning at College of DuPage (COD) is a continuous process that guides the direction of the institution and provides evidence of progress made towards advancing our mission and achieving our vision. The foundation for the College's Strategic Long Range Plan (SLRP) are the Values of Integrity; Honesty; Respect; Responsibility; and Equity. Sitting upon the solid foundation of those values are four Strategic Pillars. The first three Strategic Pillars: *Student Success*; *Arts, Culture & Community Engagement*; and *Economic Development* are outward facing, whereas the fourth Strategic Pillar: *Organizational Culture* is inward facing. Broadly stated, these four Strategic Pillars are what the College must achieve to remain competitive and ensure its long-term success.

By definition, pillars provide strength and support for something. In the case of the College's strategy formulation, the Strategic Pillars hold up the College's vision and mission. Remove one of the Strategic Pillars, and the Vision and Mission are at risk of collapse.

Administrative Affairs

Cabinet Officer: Ellen M. Roberts	
Action #1: Student Services Center Renovation.	
KPI: Commence phase 1 of the Student Services Center renovation project. Appropriately relocate impacted employees to temporary spaces in order to accomplish the construction.	
SLRP Pillar Alignment: Student Success	
3rd Quarter	
Percent Complete <input type="checkbox"/> <25% <input type="checkbox"/> 26% - 50% <input type="checkbox"/> 51% - 75% <input checked="" type="checkbox"/> >75%	Satisfactory Progress Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<p>Notes: Q1 Update: Phase 1 office moves to temporary locations have been completed with the exception of Student Life, which is scheduled to move the week of January 15, 2024.</p> <p>Q2 Update: Pending Board approval, construction activities will begin the second week of March 2024.</p> <p>Q3 Update: The Board approved moving forward with Mortenson as construction manager with a GMP contract less than budgeted. All temporary walls are constructed, and new primary walls have begun on the first floor. Shop drawings for lead trades are approved and procurement has begun. On track to turn Phase 1 back to the College in October 2024.</p> <p>Q4 Update – Phase 1 construction well underway and proceeding within budget and on schedule. Wall construction completed on all floors, finishes beginning on 1st floor with paint, carpet and ceiling tiles beginning. Owner provided furnishings are underway with office and workstation purchases finalized. Project is on target to relocate Phase 1 staff to their newly constructed areas and begin relocation of Phase 2 staff to temporary locations as Phase 2 construction begins, October 2024.</p> <p>KPI 100% Achieved.</p>	

Cabinet Officer: Ellen M. Roberts	
Action #2: Deployment of officer body worn cameras.	
KPI: Successful implementation of body cameras prior to calendar year 2025.	
SLRP Pillar Alignment: Organizational Culture	
3rd Quarter	
Percent Complete <input type="checkbox"/> <25% <input type="checkbox"/> 26% - 50% <input type="checkbox"/> 51% - 75% <input checked="" type="checkbox"/> >75%	Satisfactory Progress Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<p>Notes: Q1 Update: RFP process well underway; committee has final meeting scheduled to identify the preferred vendor.</p> <p>Q2 Update: Contract for body worn cameras (BWCs) approved on 1.18.24, with purchase order to be created by 1.25.24. Target date to receive BWCs is 3.1.24. Current plan is to train, recalibrate policy, and engage in community outreach, with deployment by 5.1.24.</p> <p>Q3 Update: BWCs were received from Axon on 4.4.24 (one month later than expected). On 4.9.24 Axon provided training to a team of officers who were selected to train the remainder of the department. A community outreach video is being created for publication early in May. Training, recalibration of the policy, engagement in the community and deployment of BWCs targeted for 6.1.24.</p> <p>Q4 Update: Community outreach video was created and released on July 1. Video was delayed due to a series of revisions. All officers, except for two part-time officers, have been trained to deploy cameras. Cameras were deployed as a pilot for commencement in late May. BWC procedure will be refined, and cameras will be more formally deployed no later than 8.1.24.</p> <p>KPI 100% achieved; cameras will be fully deployed by deadline of 1.1.25.</p>	

Cabinet Officer: Ellen M. Roberts	
Action #3: Enhance procurement processes through implementation of a new e-procurement system.	
KPI: Implement a seamless request-to-payment system.	
SLRP Pillar Alignment: Organizational Culture	
3rd Quarter	
Percent Complete <input type="checkbox"/> <25% <input checked="" type="checkbox"/> 26% - 50% <input type="checkbox"/> 51% - 75% <input type="checkbox"/> >75%	Satisfactory Progress Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<p>Notes: Q1 Update: Working with Research & Analytics to create a survey for financial system users to capture information regarding their satisfaction and/or pain points. Survey results will be used to identify a system that would more effectively meet our needs. Creating a committee to determine the next steps.</p> <p>Q2 Update: The survey was conducted of all current system users. Results indicated two primary points: 1) It would significantly benefit the College and all users to have one seamless system from requisition to payment, including contracts. 2) Most users indicated they have adapted to the current systems being used and would not benefit from replacement of these systems with multiple new systems. Some ongoing issues identified with invoicing. Based on the survey responses, an RFP Committee with representation from Procurement, IT, and end users has been identified. Development of an RFP for a single seamless system from requisition to payment is underway. If RFP responses do not provide a single seamless system, extension of the current contracts may be considered.</p> <p>Q3 Update: In March 2024, we were notified by COD Information Technology Services Department of an upcoming Ellucian modernization project. While we had previously considered reviewing options for replacing this system with one that provides a seamless requisition-to-payment workflow and includes additional functionality, the modernization efforts being undertaken with our core system, Ellucian Colleague, results in a delay in those efforts while the modernization takes place. This avoids the potential of duplicate efforts to integrate a new procurement management system to our on-premise Colleague solution and then re-integrating after Colleague has been moved to the cloud. The modernization project is scheduled to take about two years and the implementation of a new e-procurement system will be addressed after the project is completed and will include potential recommendations from the project.</p> <p>Q4 Update: The Board of Trustees approved funding for an extension of ESM Purchase and Contract Management system. New agreement effective July 2024 for 3 years with 2 optional one-year renewals upon mutual agreement. New e-procurement system search will be reinitiated in the future.</p> <p>While action was taken to gather input regarding user needs, an RFP Committee was formed, and the process of developing an RFP was begun, the KPI was not achieved due to postponement of this project as a result of the Ellucian Modernization project. The Modernization project requires that upgrades/new systems requiring integration be placed on pause. Considering the efforts of the team, and the pause being outside of their immediate control, we consider satisfactory progress was made. Additionally, the Procurement Services and Accounts Payable departments continue to seek opportunities to streamline processes and procedures.</p>	

Cabinet Officer: Ellen M. Roberts	
Action #4: Pilot implementation of Projects Accounting Module in Colleague ERP Systems.	
KPI: Projects module is running on daily basis, integrating all relevant parts of Colleague (procurement, payables, reporting, etc.).	
SLRP Pillar Alignment: Organizational Culture	
3rd Quarter	
Percent Complete <input type="checkbox"/> <25% <input type="checkbox"/> 26% - 50% <input type="checkbox"/> 51% - 75% <input checked="" type="checkbox"/> >75%	Satisfactory Progress Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<p>Notes: Q1 Update: Met with Ellucian to identify process to integrate Projects Accounting with relevant College Departments.</p> <p>Q2 Update: Ongoing meetings with Ellucian have gone well. Complexity of this project is greater than originally anticipated, which may delay implementation from original target date. Moving forward with continued dialogue with Ellucian around implementation planning for the MAC.</p> <p>Q3 Update: The pilot has continued to provide insight into the feasibility of this working for various divisions and projects throughout the College, including for the MAC and Grants Accounting. Several challenges were identified including ensuring all systems could handle the project ID's, the potential error rate in managing correct project ID's and the consequences of those errors, and the significant amount of staff time required in the user departments for implementation with minimal added value. After numerous hours of consulting with Ellucian, testing Projects Accounting, attempting integration with our financial/procurement systems, and working with potential user groups, the Financial Affairs staff weighed all options and concluded that it is not practical to further pursue the Projects Accounting module at this time.</p> <p>Q4 Update: This project concluded as of the end of Q3</p> <p>While the Projects Accounting pilot was completed, the KPI was not achieved due to the pilot results indicating it does not meet the needs of the users. Although the decision was made to not implement Projects Accounting, due to the completion of the pilot we consider that satisfactory progress was made. Financial Affairs will continue to work with individual groups to identify improved tracking solutions.</p>	

Cabinet Officer: Ellen M. Roberts	
Action #5: Capture and monitor Facilities Department BEP spend data to ensure annual BEP goals are met.	
KPI: BEP Spend by Facilities is captured, analyzed, and reported in the College’s Annual BEP Report to the State.	
SLRP Pillar Alignment: Organizational Culture	
3rd Quarter	
Percent Complete <input type="checkbox"/> <25% <input type="checkbox"/> 26% - 50% <input type="checkbox"/> 51% - 75% <input checked="" type="checkbox"/> >75%	Satisfactory Progress Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<p>Notes: Q1 Update: Process is in development within Facilities to capture BEP spend data specifically related to subcontractors.</p> <p>Q2 Update: BEP spend by Facilities was captured and provided to Procurement Services for inclusion in the FY23 Annual BEP Report. Facilities continues to actively pursue and capture prime and subcontractor BEP firms. Project Managers and Administrative Assistants are being trained to pursue and document BEP participation and access BEP contractor information on state website. Procurement and Facilities continue to meet regularly to review BEP progress.</p> <p>Q3 Update: FY23 BEP spend directly with prime contractors totaled \$258,072 (up from \$42,600) in FY22 and spend with BEP certified subcontractors totaled \$769,634 (up from \$194,587 in FY22). To date, approximately 33% of construction dollars spent on the SSC renovation went to BEP contractors, including eight new BEP certified firms.</p> <p>Q4 Update: Facilities has created, in conjunction with Procurement format needs, a worksheet that when complete captures data that is necessary for State report. Vendor data has been captured and refined during the year. As FY 2024 financial books close, a final pass through overall and BEP spend will begin. As a new program that still has some kinks to work out, in order to assure what Facilities is delivering will fit nicely with Procurement reporting needs, a meeting the first week of August is scheduled, which will allow a final “draft” product to be delivered to Procurement by first week in September.</p> <p>KPI 100% Achieved, BEP efforts ongoing.</p>	

General Counsel

Cabinet Officer: Lilianna Kalin	
Action #6: Enhance legal compliance through tracking and monitoring with implementation of third-party solution.	
KPI: Reduce non-compliance of required reporting.	
SLRP Pillar Alignment: Organizational Culture	
3rd Quarter	
Percent Complete <input type="checkbox"/> <25% <input checked="" type="checkbox"/> 26% - 50% <input type="checkbox"/> 51% - 75% <input type="checkbox"/> >75%	Satisfactory Progress Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Notes: General Counsel terminated contract with vendor. Reviewing possible options with IT to create legal portal for submitting legal requests and tracking legal matters throughout the institution.	

Cabinet Officer: Lilianna Kalin	
Action #7: Develop and implement training and development programs with key College stakeholders.	
KPI: Provide training on legal issues to various constituent groups to reduce institutional risk and non-compliance with applicable laws.	
SLRP Pillar Alignment: Organizational Culture	
3rd Quarter	
Percent Complete <input type="checkbox"/> <25% <input type="checkbox"/> 26% - 50% <input type="checkbox"/> 51% - 75% <input checked="" type="checkbox"/> >75%	Satisfactory Progress Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Notes: OGC participated in pilot training program developed for Managers and Supervisors with specific focus on "Legal Considerations and Issues for Supervising Personnel". The legal section provided an overview of state and federal laws and legal doctrine that guide employment and labor matters faced daily by supervising personnel. Training further provided guidance on what to do to prevent legal risk when faced with discriminatory and harassment reports and how to effectively discipline personnel minimizing legal risk. The training emphasized the importance of understanding and following federal and state law, College policies and procedures and applicable collective bargaining agreements to be an effective Manager and Supervisor.	

Human Resources

Cabinet Officer: Bill Dial	
Action #8: Employee Training.	
<p>KPI: Formulate and implement a comprehensive training and development framework for the college. The framework will include skills training for the classified staff as well as a Leadership Academy for current and aspiring leaders at the college. The Leadership Academy will include, but not be limited to, management and organizational communication skills as well as supervisor roundtables.</p>	
SLRP Pillar Alignment: Organizational Culture	
3rd Quarter	
<p>Percent Complete</p> <p><input type="checkbox"/> <25%</p> <p><input type="checkbox"/> 26% - 50%</p> <p><input type="checkbox"/> 51% - 75%</p> <p><input checked="" type="checkbox"/> >75%</p>	<p>Satisfactory Progress</p> <p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p>
<p>Notes: The Leadership Academy Framework has been established along with the associated training and development infrastructure. The pilot cohort for Managing in the Community College has launched with 3 sessions being completed to date with the cohort. For Classified Skills Development, 298 courses have been completed by our Classified Staff. For the Supervisory Roundtable some 130 individuals have attended the four sessions that have been offered thus far.</p> <p>4th Quarter Update: The Leadership Academy roll out has been a success for the College of DuPage employees. The pilot of Managing in the Community College continues with the first cohort, with an evaluation session taking place in the upcoming weeks. The Classified Skills Development Series has also been a success as evaluated through the lens of attendance and participation. A recognition of participants was recently held, with certificates presented to those employees who had completed ten (10) or more courses. The Supervisory Roundtable session concluded at the end of the spring semester and will re-commence in the fall. Human Resources is leveraging the Approach/Deploy/Learn/Integrate framework at this time as we evaluate the overall Leadership Academy Framework, taking time to learn from a data informed lens, and integrating that learning into new and revised approaches.</p>	

Cabinet Officer: Bill Dial	
Action #9: Mental Health Action Plan.	
KPI: Implement a mental health strategic plan to enhance the mental health offerings and support services for students and employees of the institution. Develop and carry out a marketing and communications campaign to promote awareness of the mental health support services.	
SLRP Pillar Alignment: Organizational Culture	
3rd Quarter	
Percent Complete <input type="checkbox"/> <25% <input type="checkbox"/> 26% - 50% <input type="checkbox"/> 51% - 75% <input checked="" type="checkbox"/> >75%	Satisfactory Progress Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<p>Notes: The mental health action plan for employees and students was presented to the Board of Trustees in December 2023. Key activities conducted during the first half of FY24 include: a mental health resource fair, online telehealth platform procurement, and mental health learning and development sessions. The supporting marketing campaign will be rolled out during the second half of FY24. The campaign will include more intentional marketing of our Employee Assistance Program services and promote financial wellness. We will also promote our COD Physical Fitness Programs and the availability of the Chaparral Fitness Center and/or external health club memberships. In addition to the above referenced activities, COD HR will be exploring additional mental health resources that will further enhance our mental health services offered through the EAP.</p> <p>4th Quarter Update: COD HR has engaged in the RFP process for a new EAP due to our previous EAP ending their contract with the college. The new EAP should be ready for roll out by the fall semester. Additional mental health resources are also being explored that will augment the new EAP.</p>	

Cabinet Officer: Bill Dial	
Action #10: Improve and enhance HR work systems and technology to support employees and deliver operational efficiencies.	
KPI: Use of metrics on various HR functions to identify obstacles to improve response time and efficiency.	
SLRP Pillar Alignment: Organizational Culture	
3rd Quarter	
Percent Complete <input type="checkbox"/> <25% <input type="checkbox"/> 26% - 50% <input checked="" type="checkbox"/> 51% - 75% <input type="checkbox"/> >75%	Satisfactory Progress Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<p>Notes: Aligned with the moving forward of the classification/compensation study for non-union, full-time personnel. A primary goal of any classification/compensation work system is to enhance efficiencies of the workforce—by providing a sound compensation philosophy with a compensation model that is transparent and easily understandable. As of May 1, 2024, the PDQ data information process is complete, with some 75% of employees and their supervisors completing their PDQ's. At this time, the consultant with which we are working is compiling/analyzing data and the HR team will be working with the consultant in arriving at recommendations—forecasted to be ready in September/October.</p> <p>4th Quarter Update: CBIZ, the consultant with which we are working, continues to compile and analyze data with the above referenced timelines still accurate.</p>	

Cabinet Officer: Bill Dial	
Action #11: Implement Paid Leave for all Workers Act (PLAWA).	
KPI: Development of administrative procedures, guidebooks, and department processes to support employee and labor relations.	
SLRP Pillar Alignment: Organizational Culture	
3rd Quarter	
Percent Complete <input type="checkbox"/> <25% <input type="checkbox"/> 26% - 50% <input type="checkbox"/> 51% - 75% <input checked="" type="checkbox"/> >75%	Satisfactory Progress Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<p>Notes: A primary focus has been the roll-out and administration of the PLAWA which went into effect on January 1, 2024, and was implemented on April 1, 2024. Final Leave Policy was approved by the Board of Trustee in the April session. The lone remaining item to close out this action will be publishing of the corresponding procedure and revised guidebooks.</p> <p>4th Quarter Updates: PLAWA procedures have been presented to Shared Governance and all Employee Guidebooks have been updated to reflect compliance with this statute.</p>	

Cabinet Officer: Bill Dial	
Action #12: Support and participate in the development and implementation of the Diversity, Equity, Inclusion and Belonging (DEIB) efforts to create alignment and commitment across the College.	
KPI: College policies and procedures will be aligned to the College’s DEIB strategy and DEI consultant’s deliverables from the Year 2 Project Plan.	
SLRP Pillar Alignment: Organizational Culture	
3rd Quarter	
Percent Complete <input checked="" type="checkbox"/> <25% <input type="checkbox"/> 26% - 50% <input type="checkbox"/> 51% - 75% <input type="checkbox"/> >75%	Satisfactory Progress Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Notes: Awaiting the final Belonging Plan, at which time Human Resources will collaborate with the Chief Organizational Culture Officer to build synergies between HR work systems and best practices in DEIB. This action item will carry over into FY25.	
4th Quarter Update: The COD Belonging Plan was submitted to the Illinois Community College Board on May 31, 2024. The second Human Resources strategy and procedure that will align with the Belonging Plan Strategy 2, <i>Increase inclusivity and equity in recruitment, hiring, retention and advancement by increasing internal capability and updating policies and procedures</i> . Two primary outcomes of this HR strategy will be to revise the current COD talent acquisition procedures through the shared governance process, with corresponding KPI’s to measure the strategy.	

Institutional Advancement

Cabinet Officer: Walter J. Johnson	
Action #13: Advancement Plan.	
KPI: Increase grant revenue by \$390,000 to a total of \$12,490,000 (3.2% increase over FY23) to provide greater resources to support students.	
SLRP Pillar Alignment: Student Success	
3rd Quarter	
Percent Complete <input type="checkbox"/> <25% <input type="checkbox"/> 26% - 50% <input type="checkbox"/> 51% - 75% <input checked="" type="checkbox"/> >75%	Satisfactory Progress Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Notes: 2024 grant income total was \$15.14m which includes \$3.05mil for CEJA. Total grant awards for 2024 was \$19.91mil.	

Cabinet Officer: Walter J. Johnson	
Action # 14: Increase in person meetings, direct contact, and overall communication with current donors and prospective donors.	
KPI: Achieve overall retention rate above 65%.	
SLRP Pillar Alignment: Student Success	
3rd Quarter	
Percent Complete <input type="checkbox"/> <25% <input type="checkbox"/> 26% - 50% <input checked="" type="checkbox"/> 51% - 75% <input checked="" type="checkbox"/> >75%	Satisfactory Progress Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Notes: Final Retention Rate for FY24: 63.44% which is 23 points better than the national average. We had a small drop in retention due to onetime gifts for Warhol Gala donations and Memorial Gifts which are normally only counted once.	

Cabinet Officer: Walter J. Johnson	
Action #15: Increase alumni donations fundraising results by 3.5%.	
KPI: Secure \$350,000 in donations from alumni, alumni events and associated initiatives.	
SLRP Pillar Alignment: Student Success	
3rd Quarter	
Percent Complete <input type="checkbox"/> <25% <input type="checkbox"/> 26% - 50% <input type="checkbox"/> 51% - 75% <input checked="" type="checkbox"/> >75%	Satisfactory Progress Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Notes: FY24 Alumni donations totaled \$358,896 which surpassed the 3.5% expected increase in alumni contributions.	

Office of the President

Cabinet Officer: Wendy McCambridge	
Action #16: Government Officials' Event.	
KPI: Plan and organize an event to educate area government officials on current and potential educational and other programmatic offerings of the college as well as to discern how the college may better serve District 502.	
SLRP Pillar Alignment: Arts, Culture & Community Engagement	
4th Quarter	
Percent Complete <input type="checkbox"/> <25% <input type="checkbox"/> 26% - 50% <input type="checkbox"/> 51% - 75% <input checked="" type="checkbox"/> >75%	Satisfactory Progress Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Notes: The event was held at the Robert J. Miller Homeland Security Education Center (HEC). There were 14 attendees. The formal presentation by Dr. Caputo and Assistant Dean Ross focused on the building's offerings including the Suburban Law Enforcement Academy (SLEA), Fire Science and Criminal Justice Studies. A tour of the HEC and the Homeland Security Training Center was provided by Chief Roy Newton, SLEA Instructor.	

Cabinet Officer: Wendy McCambridge	
Action #17: Engage strategically with state, federal and local elected officials on issues of interest to the College of DuPage.	
KPI: Event or meeting, held in-person or virtually, with elected officials in attendance.	
SLRP Pillar Alignment: Arts, Culture & Community Engagement	
4th Quarter	
Percent Complete <input type="checkbox"/> <25% <input type="checkbox"/> 26% - 50% <input type="checkbox"/> 51% - 75% <input checked="" type="checkbox"/> >75%	Satisfactory Progress Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Notes: Dr. Caputo has met with over 75% of state legislators at their local district offices, on campus, or in their federal offices. The Office of the President is making substantial process towards meeting the goal's objective.	

Cabinet Officer: Nevien Shaabneh	
Action #18: Develop Belonging Plan.	
KPI: Develop a plan that incorporates belonging in our diversity, equity, inclusion and belonging (DEIB) work at the college. The plan will consider the findings of the 2023 DEI survey and focus groups administered by the DEI consultant.	
SLRP Pillar Alignment: Organizational Culture	
3rd Quarter	
Percent Complete <input type="checkbox"/> <25% <input type="checkbox"/> 26% - 50% <input type="checkbox"/> 51% - 75% <input checked="" type="checkbox"/> >75%	Satisfactory Progress Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<p>Notes: The RISE (Respect, Inclusion, Support, Equity) Team has been established to inform the formulation of the DEIB plan. Student voices were included in the creation of actionable strategies and practices to address equity gaps for minority, low-income, adult, individuals with disabilities, or other marginalized, underrepresented groups. Constituency groups across the college were invited to engage in discussions regarding matters of importance to them. The mission statement and equity value were also shared with all constituency groups. The DEI survey report has been presented to all COD constituency group leaders; additional meetings have taken place for employees.</p> <p>4th Quarter Update: College of DuPage’s DEIB Plan has been successfully submitted to the Illinois Community College Board on May 31, 2024, along with the required addition of the BEP Plan portion that was submitted on June 30, 2024. Analysis of current COD initiatives, programs, and efforts for advancing equity will continue to inform this work. The DEIB Webpage is complete and consists of resources for the College community relating to DEIB. In addition, a DEIB Team Site has been established for employee access to DEIB information and initiatives focused on advancing student and employee success. Questions regarding employee belonging were added to the PACE survey to help identify areas of strengths and improvement.</p>	

Planning, Performance, and Technology

Cabinet Officer: Keith Tyrka	
Action #19: Information Technology Plan	
KPI: Develop a technology and performance strategic plan to optimize systems capabilities and integration across the institution.	
SLRP Pillar Alignment: Organizational Culture	
4th Quarter	
Percent Complete <input type="checkbox"/> <25% <input type="checkbox"/> 26% - 50% <input type="checkbox"/> 51% - 75% <input checked="" type="checkbox"/> >75%	Satisfactory Progress Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Notes: The PPT strategic themes were documented and presented to the Cabinet with approval. The focus of the strategic themes are as follows: optimize systems/integration; security; customer experience and support, ERP modernization and partnership. The PPT leadership will implement on those plans in FY 2025.	

Cabinet Officer: Keith Tyrka	
Action #20: Baldrige Performance Excellence Framework.	
KPI: Support the Baldrige Champions group in working with select college departments to accomplish two to three high-priority systems improvement projects.	
SLRP Pillar Alignment: Organizational Culture	
4th Quarter	
Percent Complete <input type="checkbox"/> <25% <input type="checkbox"/> 26% - 50% <input type="checkbox"/> 51% - 75% <input checked="" type="checkbox"/> >75%	Satisfactory Progress Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Notes: Multiple high priority project came through the ADLI (change management) process through the Fiscal Year. Examples of such projects were the SSC renovation; Ellucian Modernization Plan, and Travel Reimbursement.	

Cabinet Officer: Keith Tyrka	
Action #21: Ensure that all external regulatory/accreditation reporting is accurate and timely.	
KPI: All reports submitted by due dates.	
SLRP Pillar Alignment: Organizational Culture	
4th Quarter	
Percent Complete <input type="checkbox"/> <25% <input type="checkbox"/> 26% - 50% <input type="checkbox"/> 51% - 75% <input checked="" type="checkbox"/> >75%	Satisfactory Progress Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Notes: All regulatory and accreditation report due dates have been met.	

Cabinet Officer: Keith Tyrka	
Action #22: Initiate Enterprise Resource Planning (ERP) Modernization Process.	
KPI: Initial processes to review and enhance our current solution.	
SLRP Pillar Alignment: Organizational Culture	
4th Quarter	
Percent Complete <input type="checkbox"/> <25% <input type="checkbox"/> 26% - 50% <input type="checkbox"/> 51% - 75% <input checked="" type="checkbox"/> >75%	Satisfactory Progress Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Notes: Phase I plans were presented to the Board and College and approved in April 2024. The contract for Phase I implementation with Ellucian was signed in June 2024 and implementation will happen in FY 2025.	

Provost

Cabinet Officer: Mark Curtis-Chávez	
Action #23: Student Success Completion Plan.	
KPI: Implement the case management advising method to support increased persistence and completion, subject to contract negotiations. Work with faculty to adopt a graduation requirement for a one-credit, first-year experience course to enhance student success.	
SLRP Pillar Alignment: Student Success	
4th Quarter	
Percent Complete <input type="checkbox"/> <25% <input type="checkbox"/> 26% - 50% <input type="checkbox"/> 51% - 75% <input checked="" type="checkbox"/> >75%	Satisfactory Progress Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<p>Notes: The remaining 13 vacant positions were filled with 9 candidates getting approved at the June Board Meeting, with four more in progress for the Board’s approval in July. The Navigators began their new role as enrollment coach and the Associate Dean for Advising and Transfer has been finalized and started the new role after Board approval in June. The position description for the Dean of Counseling and Advising is under review and will be posted again.</p> <p>Pending Board approval reducing the minimum credit hours from 64 to 60, the FYE course (COLLG 1100) can either become part of our academic degrees or become a graduation requirement. Both methods require faculty participation on how to implement and administer the additional credit.</p> <p>In preparation for fall COLLG 1100 offerings, over 30 faculty attended the May 2024 training workshop to teach this course, expanding the capacity for sections.</p>	

Cabinet Officer: Mark Curtis-Chávez	
Action #24: Strategic Enrollment Management.	
KPI: Increase the fall 2023 semester headcount enrollment by 1% over the fall 2022 enrollment.	
SLRP Pillar Alignment: Student Success	
4th Quarter	
Percent Complete <input type="checkbox"/> <25% <input type="checkbox"/> 26% - 50% <input type="checkbox"/> 51% - 75% <input checked="" type="checkbox"/> >75%	Satisfactory Progress Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<p>Notes: This goal was achieved fall 2023. Currently, fall 2024 application and registration remains in progress. Current data demonstrates higher numbers than those at this time last year. One unknown variable for fall 2024 enrollment is the impact of the delayed FAFSA.</p>	

Cabinet Officer: Mark Curtis-Chávez	
Action #25: Dual Credit Expansion.	
KPI: Increase the number of courses offered by high schools by 2% and increase the number of high school students taking dual credit courses by 3%.	
SLRP Pillar Alignment: Student Success	
4th Quarter	
Percent Complete <input type="checkbox"/> <25% <input type="checkbox"/> 26% - 50% <input type="checkbox"/> 51% - 75% <input checked="" type="checkbox"/> >75%	Satisfactory Progress Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Notes: These goals were met. From spring 23 (5,360) to spring 24 (6,699) comparison, there was a 25% (1,339) increase of students enrolled in dual credit courses. There are 67 new dual credit courses being offered in the high schools. College of DuPage is now leading the state of Illinois with the highest number of dual credit enrollment of 7,391.	

Cabinet Officer: Mark Curtis-Chávez	
Action #26: Syllabi Management System.	
KPI: Investigate the capacity of a system for managing, storing, and connecting syllabi to the learning management system.	
SLRP Pillar Alignment: Student Success	
4th Quarter	
Percent Complete <input type="checkbox"/> <25% <input type="checkbox"/> 26% - 50% <input type="checkbox"/> 51% - 75% <input checked="" type="checkbox"/> >75%	Satisfactory Progress Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Notes: This spring, faculty assisted with the investigation of the HelioCampus syllabi management capabilities. Over this Summer 2024 term, these capabilities are being tested. This will determine the viability of the HelioCampus system or if we need to seek a syllabus management provider via RFP.	

Cabinet Officer: Mark Curtis-Chávez	
Action #27: Increase retention by 1%.	
KPI: Student retention rate.	
SLRP Pillar Alignment: Student Success	
4th Quarter	
Percent Complete <input type="checkbox"/> <25% <input type="checkbox"/> 26% - 50% <input type="checkbox"/> 51% - 75% <input checked="" type="checkbox"/> >75%	Satisfactory Progress Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Notes: Increased fall to fall retention 2.9%. The following efforts have contributed: 350 full and part-time faculty members have been trained in COD Connects and a pilot study of 26 courses showed a 14% increase in retention when this technique was used.	

Cabinet Officer: Mark Curtis-Chávez	
Action #28: 2025 Major Art Exhibit.	
KPI: Select a major art exhibit for 2025 that will engage the community and provide an impactful cultural experience.	
SLRP Pillar Alignment: Arts, Culture & Community Engagement	
4th Quarter	
Percent Complete <input type="checkbox"/> <25% <input type="checkbox"/> 26% - 50% <input type="checkbox"/> 51% - 75% <input checked="" type="checkbox"/> >75%	Satisfactory Progress Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Notes: The Hokusai exhibition has been approved by the Board, and the contract is being finalized. A press announcement to engage community partners has occurred.	

Cabinet Officer: Mark Curtis-Chávez	
Action #29: Public Art Initiative.	
KPI: Launch an initiative that engages one or more DuPage County/District 502 communities beyond Glen Ellyn.	
SLRP Pillar Alignment: Arts, Culture & Community Engagement	
4th Quarter	
Percent Complete <input type="checkbox"/> <25% <input type="checkbox"/> 26% - 50% <input type="checkbox"/> 51% - 75% <input checked="" type="checkbox"/> >75%	Satisfactory Progress Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Notes: Year one of a two-year project has been completed with the installation of 33 Olmec heads throughout DuPage County. A county-wide family fiesta was held with over 2,000 visitors to introduce and celebrate this public art initiative. Partners have been engaged, including the DuPage Convention and Visitor’s Bureau, the DuPage County Forest Preserves, Mayslake Peabody Estate, the Village of Glen Ellyn, and Cities of Wheaton, Naperville, and West Chicago. For a complete list see www.OlmecTrails.com .	

Cabinet Officer: Mark Curtis-Chávez	
Action #30: Project Hire-Ed.	
KPI: Launch apprenticeships in three sectors: Medical Assisting, Human Resources, and Early Childhood Education.	
SLRP Pillar Alignment: Economic Development	
4th Quarter	
Percent Complete <input type="checkbox"/> <25% <input type="checkbox"/> 26% - 50% <input type="checkbox"/> 51% - 75% <input checked="" type="checkbox"/> >75%	Satisfactory Progress Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Notes: Exceeded goal. The Medical Assisting apprenticeship started in January 2024, the Human Resources apprentices in August 2023, and Early Childhood Education apprentices began in September 2023. Both Medical Assisting and Early Childhood Education are registered with the Department of Labor, while expansion opportunities are presented with the healthcare pathway. An additional occupation approved by the Department of Labor for Computer Programmer in Information Technology, and a new Electronics Technician apprenticeship was established with Fermilab National Laboratory.	

Cabinet Officer: Mark Curtis-Chávez	
Action #31: Entrepreneurial Programming.	
KPI: Create and execute a program of entrepreneurial activities to incubate 50 new businesses and accelerate 30 maturing businesses. Train at least 1,000 new clients through the Business Development Center to facilitate the growth of their individual businesses and overall regional economic development.	
SLRP Pillar Alignment: Economic Development	
4th Quarter	
Percent Complete <input type="checkbox"/> <25% <input type="checkbox"/> 26% - 50% <input type="checkbox"/> 51% - 75% <input checked="" type="checkbox"/> >75%	Satisfactory Progress Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Notes: All goals were exceeded prior to the close of the fiscal year: 129 companies are in active incubation (goal 50); 42 companies have been accelerated (goal 30); and the BDC has served 1,878 unique clients through advising and another 887 attendees through workshops.	

Public Relations, Communications, and Marketing

Cabinet Officer: Wendy E. Parks	
Action #32: Impact the enrollment and marketing funnels through various integrated communications targeted campaigns.	
KPI: Increase student engagement via paid and non-paid media by 2% over FY 2023.	
SLRP Pillar Alignment: Student Success	
3rd Quarter	
Percent Complete <input type="checkbox"/> <25% <input type="checkbox"/> 26% - 50% <input type="checkbox"/> 51% - 75% <input checked="" type="checkbox"/> >75%	Satisfactory Progress Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Notes: Completed goal of increasing student engagement via paid and non-paid media by more than 2% over FY 2023 through integrating search engine optimization (SEO) for the website and social media as well as student participation in dual credit. In collaboration with the Dual Credit Faculty and Staff Team, Marketing and Communications created and executed a comprehensive plan to help augment student participation, which contributed to COD earning the highest dual credit enrollment in Illinois in 2023 with 7,391 actively enrolled students.	

Cabinet Officer: Wendy E. Parks	
Action #33: Strengthen the College's value proposition, brand awareness and equity in support of its mission, vision, values, and the strategic long-range plan.	
KPI: Increased end-user engagement by 3% over FY 2023.	
SLRP Pillar Alignment: Student Success	
3rd Quarter	
Percent Complete <input type="checkbox"/> <25% <input type="checkbox"/> 26% - 50% <input type="checkbox"/> 51% - 75% <input checked="" type="checkbox"/> >75%	Satisfactory Progress Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Notes: Achieved goal to increase end-user engagement by more than 3% over FY 2023 through growth of the institution's official social media channels: Facebook, LinkedIn, Instagram, Twitter, TikTok and YouTube as well as enhancing our community engagement and key external partnerships throughout District 502. Marketing and Communication's Community Engagement Department executed Presidential Community Luncheons with key stakeholders to broaden the institution's working relationships and developed its inaugural COD Presents Speakers Series, drawing hundreds of community members, students, faculty and staff to the College. Other key events included Gift of Giving, which garnered the highest participation of students, faculty and staff since its inception and Roll Up Your Sleeves. These events assisted community organizations throughout District 502 meet their various needs from veterans to homeless shelters and more.	

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