

# *Donnelly College Strategic Plan*

*2008-2013*

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## ***Donnelly College Mission***

*Donnelly College is a Catholic institution of higher education that seeks to continue the mission of Jesus Christ in our own time by making the love of God tangible in our world. Specifically, the mission of Donnelly College is to provide education and community services with personal concern for the needs and abilities of each student, especially those who might not otherwise be served.*

## ***Donnelly College Vision***

*By the year 2016, Donnelly College will be known for its wide variety of outstanding programming options and will serve as a model of excellence in all programs and instruction. Donnelly's Catholic identity will be apparent in all of its programs and services. Donnelly will be a financially strong institution with an expanded presence in order to best serve our students and our community. Our utmost priority, in all endeavors, will be to demonstrate unwavering commitment to the respect for diversity of every individual.*

## *STRATEGIC GOALS 2008-2013*

1. Donnelly College will implement programs and policies that reflect: our Catholic and Benedictine values; concern for quality higher education; belief in each individual's potential; and dedication to the community's needs.
2. Donnelly College will ensure a strong future by understanding the current state of enrollment, programs, services, and facilities; planning for their continuous improvement; and generating and managing the funds needed to maintain the overall operation of the institution.
3. Donnelly College will promote learning for students, faculty, staff, alumni, and the community by providing academic resources, technology, continuing education, and community service. These avenues will help the Donnelly community achieve their academic goals and provide evidence of both student learning and teaching effectiveness.
4. Donnelly College will enroll a sufficient number of students to provide educational opportunities in effective, efficient, and meaningful ways that are relevant to the needs of Kansas City, Kansas and the surrounding communities.
5. Donnelly College will assess the academic achievement of its students, effectiveness of its programs, services and instructors, and delivery methods, and will use the results in future planning.

***STEERING COMMITTEE:***

Teresa Kriley (chair), Emily Buckley, Wen Li Shu, Roger Berg, Joe Multhauf,  
Napoleon Crews, Amber Blomfield-Martiez, Sue Larid

***SUBCOMMITTEE ONE: MISSION AND INTEGRITY***

Emily Buckley (chair)  
Steve Jansen  
Sister Lucy Kramer  
Lynette Jones  
Cyrus Shadfar  
Roxie Vaughns  
Jane Ballagh de Tovar  
Sister Marie Kathleen Daugherty

***SUBCOMMITTEE TWO: FUTURE PLANNING***

Wen-Li Shu (co-chair)  
Roger Berg (co-chair)  
Ellen Cole  
Sergey Solovev  
Susan Serrano  
Felicia Johnson  
Pat Cooley  
Ralph Clifford  
Robert Dobbertin

***SUBCOMMITTEE THREE: SUPPORT OF TEACHING & LEARNING***

Joe Multhauf (chair)  
Tom Brown  
Sister Fran Cross  
Karen Judy  
David Mann  
Frances Sanders  
Aaron Faulkner  
Toni Levine  
Belinda Ogan  
Janice Stouse  
Suzy Scott  
Ada Williams

***SUBCOMMITTEE FOUR: ENGAGEMENT AND SERVICE***

Napoleon Crews (chair)  
Judy French  
Nancy Sedorcek  
Cyrus Shadfar  
Ivy Junior  
Amber Reagan-Kendrick  
Nakesha Hyder

***SUBCOMMITTEE FIVE: ASSESSMENT***

Amber Bloomfield-Martinez (co-chair)  
Sue Laird (co-chair)  
Leesa Pohl  
David-Michael Allen  
Jaime Fuentes  
Amber Reagan-Kendrick  
Frances Sanders  
Denise Johnson

## ***STRATEGIC GOAL #1: MISSION & INTEGRITY***

*Donnelly College will implement programs and policies that reflect: our Catholic and Benedictine values; concern for quality higher education; belief in each individual's potential; and dedication to the community's needs.*

### **OBJECTIVES:**

- A. Donnelly College will review institutional policies and the effectiveness of its governance.
- B. Donnelly College will actively promote the diversity of faculty and staff through its recruitment and retention efforts.
- C. Donnelly College will promote collaboration and communication among all college employees and board members.
- D. Donnelly College will strengthen our Catholic identity by engaging the community in awareness of the heritage and values of Donnelly's founders.
- E. Donnelly College will exert leadership and provide opportunities to foster among Donnelly students, employees and the surrounding community a deeper appreciation of diversity and understanding of related social issues.

## **ANALYSIS OF THE CURRENT SITUATION:**

Donnelly College is a mission-driven institution and has been since 1949. Donnelly's mission was expanded in May 2007 by the Board of Trustees to emphasize Donnelly's Catholic and Benedictine values. The revised mission is as follows: Donnelly College is a Catholic institution of higher education that seeks to continue the mission of Jesus Christ in our time by making the love of God tangible in our world. Specifically, the mission of Donnelly College is to provide education and community services with a personal concern for the needs and abilities of each student, especially those who might not otherwise be served.

Our long-range planning, our funding efforts, our curriculum development and our policies are all guided by our mission and values to create opportunities for those in our community who might not otherwise be served. In 2006, the Mission & Integrity committee crafted a values statement to help describe who we are and to guide us as we seek to serve. However, it was not widely publicized and needs to be promoted more internally and externally. The community must now be concerned with evaluating how well Donnelly demonstrates those values and what actions, events, or activities could be implemented to relay our values more visibly to our students. With that end in mind, Donnelly held its first school-wide Founder's Day event in September 2006. This event needs to be solidified as an annual event and to grow to have more involvement from all Donnelly constituencies.

Our refined vision needs to be more widely promoted and progress towards it needs to be regularly assessed. There particularly needs to be more attention to the goal to attain a "stronger Catholic identity." Specific action steps toward this end are yet to be determined. We have begun and received funds for a Catholic Student Scholarship program, but broader planning is needed.

In order to accomplish our mission and maintain our integrity, Donnelly College must have financial security, in-demand and high-quality degree programs, as well as appropriate administrative policies. Donnelly will retain its integrity by demanding excellence in each of these arenas. Donnelly continues to rely on many sources of funding, including student tuition, donations, government grants and foundation gifts. Our many financial partners demand accountability through reports on the use of their funds. The business, enrollment, financial aid, and development offices continue to work together to make sure all necessary reporting is performed accurately and in a timely manner. At Donnelly College we continue to update our policies and procedures to ensure that we are in compliance with government and foundation regulations and requirements. Our annual audits of financial statements hold us accountable to our funders and assist us in our ongoing internal evaluation.

Donnelly employees regularly review program offerings to ensure that we are aligning institutional objectives that both meet the community's needs as well as establish a more secure future for Donnelly, particularly in regards to enrollment forecasts. This has been a continuing process and has resulted in the beginning of our first baccalaureate degree program in 2006. Pending approval, the plan is to begin an LPN program in summer 2008 and an Elementary Teacher Education BA degree by 2009. The school looks for funding opportunities to make such initiatives more successful, especially since Donnelly received significant program start-up funds from a \$2.8 Million U.S. Department of Education Title V grant for Hispanic Serving Institutions.

In order to establish a governance structure that allows for involvement of the staff of Donnelly College, the organizational structure is reviewed and revised regularly. Policies and procedures are updated and are easily available on our website. This has significantly improved general awareness and knowledge of our stated policies and procedures. However, in general, effective communication is an ongoing effort. Communication improvements have been made to give staff a greater opportunity for input into and awareness of decision making.

Our Board of Trustees reviews and approves our annual budget, our planning documents and our policies regularly. Annually, the Board receives and accepts the financial audit. Further, the board members each serve on at least one of four standing Board committees. The Finance Committee reviews all school finance issues in depth. The Nominating Committee works to enforce board policies and recruit new members. The Development Committee works to aid in fundraising for the school. The Academic Program Committee determines which academic issues need Board attention. The President keeps the Board and the Donnelly College community informed of the policies and the government regulations in an effort to maintain accountability. Dedication to Donnelly is very high among our board members. Still, board members are working on new strategies to strengthen board involvement in the school and understanding of Donnelly's plans, vision, and need for funds to help meet objectives. Beginning an annual board retreat is under consideration.

A Code of Conduct has been established by which the college promotes an environment conducive to academic, social, spiritual, personal and physical growth for persons from a variety of economic, social, religious, racial, ethnic and national backgrounds. The college may take disciplinary sanctions whenever conduct interferes with its responsibility of providing an opportunity for educational achievement or of protecting the rights, health and safety of its members.

**OBJECTIVE A:** Donnelly College will establish a procedure to review institutional policies and the effectiveness of its governance.

**YEAR ONE  
2008-2009**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Review, update and revise outdated policies.	Discuss all policies as listed in Policies and Procedures Manual within appropriate departments	May 2009	President	President's Council, necessary staff Board of Trustees	a. Policies are revised, amended  b. New P&P Manual approved and distributed.	\$0
2. Study the effectiveness of Donnelly's governance and administrative leadership	a. Each governance body (Board, President's Council, Academic Council, Administrative Council, Faculty Senate, etc.) will conduct a mini self-study to evaluate its effectiveness and success in achieving goals.  b. Annual Review of Top School Administrators (President & Division heads) to include feedback/reviews from students/individuals in their division/peers.	May 2009	President  Board of Trustees	President's Council	Final report of each body reviewed by each committee. President to review all reports and make suggestions for improvements.  Top leaders are evaluated by total college or representatives.	\$0
3. A review of Donnelly's values and vision reflected in policies and governance	Governing bodies will review the Vision and Values Statement and the resulting implication for each body.	Oct 2008	President	Academic and Administrative Council	Governing bodies and policies will reflect Donnelly's vision and values	

**YEAR TWO  
2009-2010**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Implement appropriate governance improvements as suggested by President	Governing bodies review suggestions and identify steps they can take to implement those suggestions	May 2010	Committee Chairs	President	Governing bodies report changes to President	\$0

2. Survey Community to determine effectiveness and usefulness of policies	a. Compile and administer survey. b. Study results.	May 2010	President	President's Council, Coordinator of Institutional Research	Results presented and recommendations made to President and President's Council Identify overlaps and gaps in policies and address differences	\$0
3. Study the effectiveness of the Organizational Chart for Donnelly	Evaluate the governance through organizational chart Gather Community input (such as from Faculty Senate, Academic and Administrative Councils).	Dec 2009	President	President's Council, Board of Trustees	Report of findings made by President to President's Council.	\$0
4. Review the effectiveness of Donnelly's governance in achieving institutional goals	Measure Donnelly's accomplishments against institutional goals set forth in self-study, strategic plans, vision etc.	May 2010	President	Board	Report of findings and suggestions for improvements.	\$0

**YEAR THREE  
2010-2011:**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Begin bi-annual thorough review of Policies Manual	Revise/update policies and distribute to the Donnelly Community	May 2011	President	President's Council	Policies revised/updated as needed	\$0
2. Develop a policy to periodically review policies and procedures	Establish system of regular review	May 2011	President	President Council	New policy for review added to the policies & procedures manual.	0
3. Implement suggestions from Year 2 to better reach institutional goals by improving governance	a. President works with each governance body's chair to review suggestions. b. Chair works with committee to implement improvements	May 2011	Committee Chairs	President	Committee chairs present changes to President	0

**YEAR FOUR  
2011-2012:**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Develop strategy to periodically review success and structure of Donnelly's governance	a. Develop process for review of governance  b. Establish a procedure to ensure routine review.	May 2012	President	Presidents Council, Board of Trustees	Process institutionalized	\$0

**YEAR FIVE  
2012-2013:**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Institutionalize process for evaluating Policies and Procedures	Follow the outlined policy to review the policies and procedures manual as proposed in Year 3.	May 2013	President	President Council	Policies revised/updated as needed	\$0
2. Initiate self-study work for accreditation renewal	a. Appoint and engage committee  b. Explain process to community	May 2013	President	Institutional Planning Coordinator	Accreditation Process Outlined – responsibilities assigned	\$10,000

**OBJECTIVE B:** Donnelly College will actively promote the diversity of faculty and staff through its recruitment and retention efforts.

**YEAR ONE  
2008-2009**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Review practices to recruit and hire a diverse faculty and staff	a. Review current job recruiting practices  b. Research Donnelly's % of diversity as compared to other colleges	Dec 2008	Human Resources	President, Institutional Research	Human Resources presents results to President's Council	\$0
2. Retain more faculty and staff by making Donnelly an even better place to work.	a. Establish a welcoming committee for new hires  b. Assist new employees (including adjuncts) to adjust to Donnelly College by providing a peer mentor  c. Develop Committee for annual recognition of contributions of faculty or staff members (i.e. Teacher of the Year Award, or Staff Member of the Year Award)	May 2009	Human Resources	President	Easy Transition for New Hires  Mentors assigned.  Present annual award (perhaps at Donnelly Graduation)	\$250
3. Increase salaries of faculty and staff	Develop plan to gradually increase salaries to encourage quality faculty and staff to apply for positions.	Dec. 2008	President	Board	Annual Report from President on progress of achieving competitive salaries	Cost of increased salaries

**YEAR TWO  
2009-2010**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Develop method to track diversity of job applicants	Send a thank you letter to job applicant including an optional, anonymous survey (to track diversity of job applicants)	Feb. 2010	Human Resources	President, Hiring Administrators	Letters and surveys sent to all Donnelly College job applicants	\$30
2. Implement plan to increase salaries	Carry out initial steps in plan to raise salaries.	Apr. 2010	President	Board	Report from President on progress of achieving	Cost of increased

					competitive salaries at Community meeting	salaries
3. Improve grievance reporting systems for faculty and staff	a. Survey community on satisfaction with grievance policies  b. Review exit interview policy and implementation practice  c. Review existing policy for grievances and make suggestions for improvements, if necessary.  d. Review ways for all employees to give more feedback in program and personnel evaluations	June 2010	Human Resources	President, Instructional Dean	Report of new findings made to President's Council and at a community Meeting	\$0
4. Review Exit Surveys	Review exit surveys annually to look for patterns	May 2010	Human Resources	President	Results presented to President and President's Council	\$0

**YEAR THREE  
2010-2011:**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Review and evaluate new recruiting efforts begun in Year two	a. Review each new recruiting effort for cost effectiveness.  b. Implement suggestions from Year 2 to draw more diverse applicants	Dec. 2010	Human Resources	President's Council	Report made by HR with plans to continue or discontinue new efforts.	\$0
2. Continue to implement plan to increase salaries	Carry out steps developed in year 1 in plan to raise salaries.	Apr. 2011	President	Board	Report from President on Progress of achieving competitive salaries at Community meeting	Cost of increased salaries
3. Implement reported suggestions to the grievance process	Base steps on review and report from previous year.	Sept. 2010	Human Resources	President	Report on actions taken by Spring 2010 at community meeting	\$0

**YEAR FOUR  
2011-2012:**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Review new efforts from Year three to draw more diverse applicants	Study survey results to measure if new efforts are resulting in more diverse pool of applicants	May 2011	Human Resources	President's Council	Report in June of diversity of job applicants throughout the year.	\$0
2. Survey community on satisfaction with salaries	a. Develop survey – repeating relevant questions from the self-study to measure change in satisfaction over the years  b. Implement survey and tabulate results	Fall 2010	Human Resources	President	Report results at community meeting  Use results to revise plan to increase salaries	\$0
3. Survey community on satisfaction with grievance policies	a. Develop survey – repeating relevant questions from the self-study to measure change in satisfaction over the years  b. Implement survey and tabulate results	Fall 2010	Human Resources	President, Coordinator of Institutional Research	Report results at next community meeting  Use results to revise grievance policies	\$0

**YEAR FIVE  
2012-2013:**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Review current salary levels and need for further improvements.	Base review on survey results and industry standards	Dec. 2012	President	President's Council	President announces status and revised plan to community	0

**OBJECTIVE C:** Donnelly College will promote collaboration and communication among all college employees and board members.

**YEAR ONE  
2008-2009**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Survey community on status of effective communication, collaboration and morale and ways to improve	Repeat relevant questions from employee survey from the self-study to show progress.	Fall 2008	Marketing Coordinator	Coordinator of Institutional Research, Human Resources	Survey re-created and implemented. Use results to create future action steps	\$0
2. Discover the communication and engagement needs/desires of the Board	a. Evaluate Annual Retreat needs b. Ascertain interest in speaking to Donnelly Community or class or interacting with students in other ways	Fall 2008	President, Board Chair	Dir. of Development	a. Evaluate feedback b. Use results to create future action steps	\$0
3. Evaluate need for employee-wide workshops to improve communication and collaboration	Evaluate need for group trainings, such as “Leadership” workshop for all supervisors, or “Teambuilding” workshop/retreat for all employees. Other possibilities: Hospitality, Retention, etc	Spring 2009	President	Human Resources Director	Increased morale, collaboration, communication, and understanding	\$600
4. Conduct events to bring unity and inspiration to employees	a. Hold annual Founders/ convocation day –Sept 14 b. Brainstorm other event possibilities	Fall 2008 and Spring 2009	Marketing Coordinator	President, Dean of Student and Community Services	Increased knowledge about each other and other institutional aspects Increased collaboration	\$500
5. Improve communication through electronic means	a. Ensure all employees have Donnelly e-mail address b. Evaluate need for IQ Web training.	Fall 2008 Spring 2009	Dir. of Computing	Division Head	Each employee has Donnelly e-mail.	\$0
6. Begin Story of the Month	a. Solicit and compile Donnelly stories to inspire employees and volunteers b. Publish monthly	Fall 2008	Marketing Coordinator	Dir. of Development	Improved morale, commitment to work	\$0
7. Keep all board members and major college investors/ partners well informed of activities, issues, accomplishments, challenges and impact.	a. Write a quarterly letter, including an inspirational student story each time to maintain enthusiasm (Aiming to release mid-term between each board meeting)	Fall 2008	President, Board Chair	Dir. of Development	Letter sent quarterly	\$1000

	b. Have both a staff member and student talk about experiences/program at each board meeting				Issues, successes, and operation of college more well known	
8. Provide opportunities for board members to interact with Donnelly staff and students	Invite to social events, such as holiday party, student gatherings Invite to community meetings to be a resource	Fall 2008	President	Board Chair, Dir. of Development	Board members have opportunity to engage with employees	\$0

**YEAR TWO  
2009-2010**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Continue to Hold events to bring unity and inspiration to employees	a. Hold annual Founders/ convocation day –Sept 14  b. Brainstorm (and execute) other event possibilities	Fall 2009 and Spring 2010	Marketing Coordinator	President, Dean of Student and Community Services	Increased knowledge about each other and other institutional aspects  Increased collaboration	\$500
2. Review electronic communications	Computer Services and Marketing to each assess e-communications and make suggestions for improvement	Spring 2010	Dir of Computing, Marketing Coordinator	Division Heads	Improved use of electronic communication	\$0
3. Evaluate process of soliciting input from various departments for all publications: the Digest, The Front Page, and The Voice	Evaluate success of getting input for publications	Fall 2009	Marketing Dept	Division Head	More community input into publication content	\$0
4. Review success of keeping all board members well informed of activities and issues	a. Assess the value of quarterly letter. Institutionalize if successful, try alternative method if not.  b. Assess value of staff and student presentations at Board meetings.  c. Assess board retreat if needed	Fall 2009	President	Board Chair	Board member dedication remains high Involvement increases	\$0
5. Evaluate progress in providing opportunities for board members to interact with Donnelly staff and students	a. Measure board involvement  b. Solicit board feedback	Spring 2010	President	Board Chair	Board members have increased understanding of Donnelly	\$0

**YEAR THREE**

**2010-2011:**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Survey community on communication, collaboration and morale status and ways to improve	Repeat survey from Year 1 to measure progress from action steps.	Dec 2010	Marketing Coordinator	Coordinator of Institutional Research, Human Resources	Compare results against previous results to measure success	\$0
2. Survey board members to find out their communication needs/desires.	Repeat survey from Year 1 to measure progress from actions.	Fall 2010	President	Board Chair, Dir. of Development	Compare results against previous results to measure success  Create revised actions	\$0
3. Evaluate need for employee-wide workshops to improve communication and collaboration	Evaluate need for group trainings, such as "Leadership" workshop for all supervisors, or "Teambuilding" workshop/retreat for all employees. Other possibilities: Hospitality, Retention.	Spring 2011	President	Human Resources Director	Increased morale, collaboration, communication, and understanding	\$600
4. Institutionalize annual events to bring unity and inspiration to employees	Take necessary steps to build plans for annual Founders Day in Fall, Spring event, etc.	Spring 2011	Marketing	President, Appropriate Division heads depending on event	Increase morale and collaboration	\$600
5. Institutionalize annual improvements of electronic communications	Computer Services prepare procedures to report annual progress/new ideas	Spring 2011	Dir. of Computing	Division Head	Report recommendations to Division Head	\$0
6. Institutionalize process to solicit input from various departments	Institutionalize process to continue Story of the Month and soliciting of employee input/suggestions for news	Spring 2011	Marketing Dept	Dir. of Development	Improved morale and commitment to work	\$0

**YEAR FOUR**

**2011-2012:**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
Review Yr 3 survey and Recommendations	Implement new communication strategies if needed	Fall 2011	President	Marketing, Human Resources	Continuing to look at ways to improve morale, communication, investment in school	

**YEAR FIVE  
2012-2013:**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
Evaluate need for employee-wide workshops to improve communication and collaboration	Evaluate need for group trainings, such as “Leadership” workshop for all supervisors, or “Teambuilding” workshop/retreat for all employees. Other possibilities: Hospitality, Retention,	Spring 2013	President	Human Resources Director	Increased morale, collaboration, communication, and understanding	\$600

**OBJECTIVE D:** Donnelly College will strengthen our Catholic identity by engaging the community in awareness of the heritage and values of Donnelly's founders.

**YEAR ONE  
2008-2009**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Begin Heritage Project: Gather together relevant historical sources	Contact various informants and archives such as Benedictines and Archdiocesan archives	Dec. 2008 May 2009 for compilation	History faculty	Marketing, Alumni Relations, Librarian, Benedictines	Information gathered from the widest possible range of informants and archives	\$200
2. Display Heritage Project: Promote Donnelly history to the school community	Compile and create simple displays with some of the historical information/documents	Spring 2009	History faculty	Marketing, Alumni Relations	New displays hung to inform students, employees and visitors	\$500
3. Develop series of actions to strengthen Catholic Identity	Gather necessary people to brainstorm ideas/outline strategy and specific actions to strengthen Donnelly's Catholic Identity	Fall 2008	President	President's Council, Board	The outline and strategy will be shared with Donnelly Board and Community	

**YEAR TWO  
2009-2010**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Implement Action Steps to strengthen Catholic Identity	Phase II of implementing the outline devised in Year 1	Fall 2009	President	Board	Different steps to enhance Catholic Identity will be visible.	TBD
2. Display Heritage Project: Promote Donnelly history to the school community	Create simple displays with some of the historical information/documents	Sept 2009	History faculty	Marketing, Alumni Relations	New displays hung to inform students, employees and visitors	\$500
3. Develop detailed plan to further communicate the Donnelly story	a. Explore with those involved in publicity and administration ways available to share history, expanding access over several years  b. Develop timetable to accompany the plan	Spring 2010	President	History Faculty Alumni Relations	The inclusion and involvement of the relevant professionals in preparation of material and then the development of events and opportunities to communicate who we have been	

**YEAR THREE  
2010-2011:**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
Implement plan to communicate the Donnelly story	Follow the plan: The continued use of events and opportunities via print, performance, multi-media and internet venues	June 2011	Marketing	History Faculty, Alumni Relations, Development	Donnelly story told in new methods at Donnelly to inform more people	

**YEAR FOUR  
2011-2012:**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
Assess through surveys student and faculty response	Develop surveys.	Spring 2013	Marketing	History Faculty, Alumni Relations, Development	High percentage of respondents acknowledging effectiveness of information	

**YEAR FIVE  
2012-2013:**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
Evaluate success toward strengthening our Catholic identity	Develop surveys.	Spring 2013	President		High percentage of respondents acknowledging improvement	

**OBJECTIVE E:** Donnelly College will exert leadership and provide opportunities to foster among Donnelly students, employees, and the surrounding community a deeper appreciation of diversity and understanding of related social issues.

**YEAR ONE  
2008-2009**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Develop Speaker Series	Develop interest survey to disseminate to students, faculty	Fall 2008	Deans	Students, community	a. 50% of surveys returned b. Speakers contacted c. Series implemented d. High attendance	\$0
2. Develop cultural programs	Increase student and public interaction, for instance in ESL program	Feb 2008	Deans, Student Services, ESL, BA, Marketing	Students	Student participation	\$100
3. Create group and individual volunteer/social service opportunities	a. Identify volunteer projects b. Recruit staff, faculty and students c. Develop Service-Learning program outlines and establish community connections d. Explore baccalaureate student participation in campus leadership roles	Fall 2008 and Spring 2009	Dean of Students, Dean of Instruction, Coordinator of Organizational Leadership	SSS, Faculty, Students, Community,	Participation	\$0

**YEAR TWO  
2009-2010**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Update speaker and movie series surveys	Review interest surveys	Fall 2009	Dean	Students, community	Modifications are made	\$0
2. Increase multicultural resources	a. Identify contemporary resources b. Purchase updated resources	Fall 2009	Librarian	Faculty	Current resources accessible in library	\$1,000

3. Paint multicultural mural inside Donnelly dormitory	a. Develop committee b. Identify artist	May 2010	Art faculty	Students, Donnelly community, community at-large, alumni	Plan in place	\$0
4. Create academic-supported group and individual volunteer opportunities	Introduce service-learning concept as educational course	Fall 2009	Faculty, Student Services	Students, Community	Service-Learning course in course catalog	\$100

**YEAR THREE  
2010-2011**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
Paint multicultural mural inside Donnelly dormitory	Artwork begins	Fall 2010	Art faculty	Students, Donnelly community, community at-large, alumni	Project complete	\$500

**YEAR FOUR  
2011-2012**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
Institutionalize speaker series.	Develop policy for speakers	Fall 2011	Dean of Students	President's Council	Increased number of systematically planned speakers each year	\$0

**YEAR FIVE  
2012-2013**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
Assess service learning program.	Perform qualitative and quantitative assessment of program	Spring 2013	Institutional Research	Dean of Instruction	Goals and objectives met	\$200

## ***STRATEGIC GOAL #2: FUTURE PLANNING***

*Donnelly College will ensure a strong future by understanding the current state of enrollment, programs, services, and facilities; planning for their continuous improvement; and generating and managing the funds needed to maintain the overall operation of the institution.*

### **OBJECTIVES:**

- A. Donnelly College will increase funding from donors and various grants.
- B. Donnelly College will develop facilities to support our vision.
- C. Donnelly College will provide staff and faculty with necessary, up-to-date technological training and needed education that promotes individual growth and productivity.
- D. Donnelly College will continue to offer technology support for faculty and staff integrating technology in their instruction or administrative process and to support other innovative and strategic uses of technology.
- E. Donnelly College will manage its financial resources to meet current and long-term plans.

### **ANALYSIS OF THE CURRENT SITUATION:**

Currently the academic division and support services undergo a self-evaluation process on a three year, rotating basis. This process provides baseline information needed to evaluate the current state of affairs at the institution. The strategic planning process is used to guide future endeavors at the college. It also requires budgetary thought for accomplishment of certain institutional goals.

Although we operate on a relatively small budget, we utilize grants received from donors and the federal government when available to improve technology, buildings, and equipment. We continue to reach out in new ways in our fundraising efforts for both annual scholarship dollars and program expenses. We held a successful “First Annual Scholarship Dinner,” in August of 2007 which is now, with full Board approval, a planned annual event. We hired a full-time Marketing Coordinator to assist and improve our marketing efforts and an online Donnelly merchandise store was added in December of 2007. The institution continues to focus on adding degrees and opportunities for higher education in addition to our Associate Degree. We added our first Bachelor’s Degree in Organizational Leadership in 2006 and we received another 5 year, Department of Education, Title V grant, which will provide funding for new classrooms, equipment, and development/start-up of an LPN program, and a teacher education program.

In 2007 we updated the meeting room including a video screen and computer projector from a donor received gift. This is a multi-purpose meeting room used for Mass on Wednesday mornings, a community voting location and for many student support services, including “Movie Night,” held by the Organization of Student Leaders. Our students asked for meals, so we contracted with Hy-Vee to provide daily lunch specials for sale in the Student Center. In 2006 we purchased the International Center, a dormitory adjacent to the main facility to accommodate international students and local students who want the experience of campus life. The dorm is currently at ninety percent occupancy. We plan to convert a vacant meeting room into additional dorm rooms in order to provide additional housing for our students.

In August of 2007, the Archdiocese donated Marian Hall to help foster the development of a campus atmosphere and expand available dormitory and classroom space. Meanwhile maintenance continues on the building we have been using since 1982. We continue to face challenges in maintaining and upgrading our facility. For example, there is a need to upgrade our windows, restrooms, the overall appearance of the facility and improving the efficiency of our heating/cooling systems along with an overall energy audit. Improvements to the International Center, Marian Hall, and the main building are all part of the capital campaign proposal currently in the planning stage. A new security system has been installed throughout campus, and additional personnel have been hired to address security concerns. The maintenance department purchased a vehicle, snow-blade, and salt dispenser so they would have the ability to clear the parking lot of ice and snow in a timely fashion. We strive to be self sufficient, providing safe, up-to-date facilities for our faculty, staff, and students.

We have made great strides in integrating our information systems which is providing Donnelly new opportunities to improve services to students. In 2007 we set up distance learning equipment at Lansing prison. Instructors can now interact with other classes remotely at all prison sites. We will continue to explore our online courses as well as online enrollment in the near future. We upgraded Exchange E-mail Server and Name Server. Network switches were also replaced. We will put more data/network servers in virtual environments. Also, financial reporting has been improved through integration of the student record system with the financial system. We implemented a new book inventory/order system which provides us the tools to offer our students higher amounts of money received during the book buy back and the institution with a system that maintains accurate, updated, book inventory information. Our Financial Aid Office successfully implemented, as required by the Department of Education, online Student Financial Aid applications. This required laptops at registration and training students to navigate the online system.

We need to keep in mind, the impact of the sub-prime loan crisis on student loans. Our main lender is no longer participating in the student loan program, which means we will need to review current student's master promissory notes to ensure their lender services their loan through Mohela. As the cost of living expenses increase, so will the number of students participating in the Student Loan Programs, increasing our default management expenses.

We have made great strides in the budgeting process. Our estimates are realistic and have allowed us to create a balanced budget and to budget additional money for our cash reserves for the last 4 years. As we move forward, we are making good progress toward growing our endowment through fundraising efforts and being conservative in budgeting income from the endowment to be used for operating expenses.

**OBJECTIVE A:** Donnelly College will increase funding from donors and various grants.

**YEAR ONE  
2008-2009**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Increase the amount of general operating, endowed, and temporary scholarship dollars raised	a. Solicit former, current and prospective funders  b. Identify donors by asking Board member, faculty and other donors who may have an interest in our mission.	May 2009	Dir. of Development	Development Office  Development Committee	An increase in the amount of funds raised for general, endowed, and temporary scholarships during fiscal year	\$0
2. Increase number of proposals submitted during the fiscal year	Add prospective funders to the Development Office's tickler File.	May 2009	Dir. of Development	Development Office	Increased number of proposals submitted	\$0
3. Use grant writing consultant services to prepare federal and other grant applications and explore HSI opportunities.	Contact consultant when funding opportunities become available and maintain a working relationship to build awareness of Donnelly's needs.	May 2009	Dir. of Development	Development Office	Prepare 3 or more grants with consultant's assistance during the fiscal year.	\$0
4. Increase viability of Alumni Association	a. Hold regular meetings of steering committee/board  b. Increase volunteer participation.  c. Host event(s) involving alums	May 2009	Development Associate/ Alum Director	Development Office	Regular meetings held.  Increased participation level.  Event(s) planned and held.	\$500
5. Involve faculty and staff in fundraising process and qualifying and identifying prospects	a. Distribute information to faculty and staff regarding the fundraising process  b. Invite faculty and staff to be involved in requests that concern their divisions.	May 2009	Dir. of Development	Development Office	Periodic development updates at community meetings.  Cooperation on preparation of funding proposals and updates.	\$0
6. Capital Campaign	a. Review Feasibility Study  b. Revise as needed and prepare to launch capital campaign	Summer 2008	Dir. of Development	Development Office  Dev. Committee, Board of Trustees	Board of Trustees reviews feasibility study and launches Capital Campaign	\$0
7. Hold Scholarship Dinner	Plan and hold annual scholarship dinner to raise funds for student scholarships.	Sept. 2008	Dir. of Development	Development Office, Event Comm.	Successful event held; funds raised for endowed and temp restricted scholarships	\$20,000

**YEAR TWO  
2009-2010**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Increase the amount of general operating, endowed and temporary scholarship dollars raised	a. Solicit former, current, and prospective funders  b. Identify donors by asking Board members, faculty and others who may have an interest in our mission.	May 2010	Dir. of Development	Development Office  Development Committee	An increase in the amount of funds raised for general, endowed, and temporary scholarships during fiscal year	\$0
2. Increase number of proposals submitted during the fiscal year	Add prospective funders to the Development Office's tickler file.	May 2010	Dir. of Development	Development Office	Increased number of proposals submitted	\$0
3. Use grant writing consultant services to prepare federal and other grant applications and explore HSI opportunities.	Contact consultant when funding opportunities become available and maintain a working relationship to build awareness of Donnelly's needs.	May 2010	Dir. of Development	Development Office	Prepare 3 or more grants with consultant's assistance during the fiscal year.	\$0
4. Increase viability of Alumni Association	a. Hold regular meetings of steering committee/board  b. Increase volunteer participation  c. Host event(s) involving alums	May 2009	Development Associate/ Alum Director	Development Office	Regular meetings held.  Increased participation level.  Event(s) planned and held.	\$500
5. Involve faculty and staff in fundraising process and qualifying and identifying prospects	a. Distribute information to faculty and staff regarding the fundraising process  b. Invite faculty and staff to be involved in requests that concern their divisions.	May 2010	Dir. of Development	Development Office	Periodic development updates at community meetings. Cooperation on preparation of funding proposals and updates.	\$0
6. Capital Campaign	a. Monitor success of capital campaign  b. Continue to identify prospects and send pledge reminders.	May 2010	Dir. of Development	Development Office, Development Committee, Board of Trustees	Capital campaign is 2/3 towards fundraising goal.	\$0
7. Hold Scholarship Dinner	Plan and hold annual scholarship dinner to raise funds for student scholarships.	Sept. 2009	Dir. of Development	Development Office, Event Committee	Successful event held; funds raised for endowed and temp restricted scholarships	\$20,000

**YEAR THREE  
2010-2011:**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Increase the amount of general operating, endowed and temporary scholarship dollars raised	a. Solicit former, current and prospective funders  b. Identify donors by asking Board members, faculty and others who may have an interest in our mission.	May 2011	Dir. of Development	Development Office, Development Committee	An increase in the amount of funds raised for general, endowed, and temporary scholarships during fiscal year	\$0
2. Increase number of proposals submitted during the fiscal year	Add prospective funders to the Development Office's tickler file.	May 2011	Dir. of Development	Development Office	Increased number of proposals submitted.	\$0
3. Use grant writing consultant services to prepare federal and other grant applications and explore HSI opportunities.	Contact consultant when funding opportunities become available and maintain a working relationship to build awareness of Donnelly's needs.	May 2011	Dir. of Development	Development Office	Prepare 3 or more grants with consultant's assistance during the fiscal year.	\$0
4. Increase viability of Alumni Association	a. Hold regular meetings of steering committee/board  b. Increase volunteer participation.  c. Host event(s) involving alums	May 2009	Development Associate/ Alum Director	Development Office	Regular meetings held.  Increased participation level.  Event(s) planned and held.	\$1000
5. Involve faculty and staff in fundraising process and qualifying and identifying prospects	a. Distribute information to faculty and staff regarding the fundraising process  b. Invite faculty and staff to be involved in requests that concern their divisions.	May 2011	Dir. of Development	Development Office	Periodic development updates at community meetings.  Cooperation on preparation of funding proposals and updates.	\$0
6. Capital Campaign	Monitor success of capital campaign continue to identify prospects and send pledge reminders.	May 2011	Dir. of Development	Development Office, Development Committee, Board of Trustees	Capital campaign achieves fundraising goal.	\$0
7. Hold Scholarship Dinner	Plan and hold annual scholarship dinner to raise funds for student scholarships.	Sept. 2010	Dir. of Development	Development Office, Event Committee	Successful event held; funds raised for endowed and temp restricted scholarships	\$20,000

**YEAR FOUR  
2011-2012:**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Increase the amount of general operating, endowed, and temporary scholarship dollars raised	a. Solicit former, current and prospective funders  b. Identify donors by asking Board member, faculty and others who may have an interest in our mission..	May 2012	Dir. of Development	Development Office, Development Committee	An increase in the amount of funds raised for general, endowed and temporary scholarships during fiscal year	\$0
2. Increase number of proposals submitted during the fiscal year	Add prospective funders to the Development Office's tickler file.	May 2012	Dir. of Development	Development Office	Increased number of proposals submitted	\$0
3. Use grant writing consultant services to prepare federal and other grant applications and explore HSI opportunities.	Contact consultant when funding opportunities become available and maintain a working relationship to build awareness of Donnelly's needs.	May 2012	Dir. of Development	Development Office	Prepare 3 or more grants with consultant's assistance during the fiscal year.	\$0
4. Increase viability of Alumni Association	a. Hold regular meetings of steering committee/board  b. Increase volunteer participation.  c. Host event(s) involving alums	May 2009	Development Associate/ Alum Director	Development Office	Regular meetings held  Increased participation level  Event(s) planned and held.	\$1000
5. Involve faculty and staff in fundraising process and qualifying and identifying prospects	a. Distribute information to faculty and staff regarding the fundraising process  b. Invite faculty and staff to be involved in requests that concern their divisions.	May 2012	Dir. of Development	Development Office	Periodic development updates at community meetings  Cooperation on preparation of funding proposals and updates	\$0
6. Hold Scholarship Dinner	Hold annual scholarship dinner to raise funds for student scholarships	Sept. 2011	Dir. of Development	Development Office, Event Committee	Successful event held; funds raised for endowed and temp restricted scholarships	\$20,000

**YEAR FIVE  
2012-2013:**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Increase the amount of general operating, endowed and temporary scholarship dollars raised	a. Solicit former, current and prospective funders  b. Identify donors by asking Board members, faculty and others who may have an interest in our mission	May 2013	Dir. of Development	Development Office  Development Committee	An increase in the amount of funds raised for general, endowed and temporary scholarships during fiscal year	\$0
2. Increase number of proposals submitted during the fiscal year	Add prospective funders to the Development Office's Tickler File.	May 2013	Dir. of Development	Development Office	Increased number of proposals submitted	\$0
3. Use grant writing consultant services to prepare federal and other grant applications and explore HSI opportunities.	Contact consultant when funding opportunities become available and maintain a working relationship to build awareness of Donnelly's needs.	May 2013	Dir. of Development	Development Office	Prepare 3 or more grants with consultant's assistance during the fiscal year.	\$0
4. Increase viability of Alumni Association	a. Hold regular meetings of steering committee/board  b. Increase volunteer participation  c. Host event(s) involving alums	May 2009	Development Associate/ Alum Director	Development Office	Regular meetings held. Increased participation level. Event(s) planned and held.	\$1000
5. Involve faculty and staff in fundraising process and qualifying and identifying prospects	a. Distribute information to faculty and staff regarding the fundraising process  b. Invite faculty and staff to be involved in requests that concern their divisions.	May 2013	Dir. of Development	Development Office	Periodic development updates at community meetings. Cooperation on preparation of funding proposals and updates.	\$0
6. Hold Scholarship Dinner	Plan and hold annual scholarship dinner to raise funds for student scholarships.	Sept. 2012	Dir. of Development	Development Office, Event Committee	Successful event held; funds raised for endowed and temp restricted scholarships	\$20,000

**OBJECTIVE B:** Donnelly College will develop facilities to support our vision.

**YEAR ONE  
2008-2009**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Renovate Marian Hall to add classrooms and technology to support the LPN and Teachers Education programs.	a. Start and complete construction for Marian Hall renovations.	Sept 2008	President, VP, Dir. of Title V	Nursing Faculty, Board, Hollis and Miller Architects, Inc.	Design and bids complete  construction completed on time and within budget  The best technology and equipment purchased for classroom and labs.	\$828,228 Construction \$160,365 Equipment
	b. Purchase classroom and lab equipment.	Sept 2009				
2. Plan a capital campaign that will fund the modernization of all campus buildings in order to support new programs and campus growth.	a. Completion of capital campaign feasibility study.	July 2008	President, Board, Director of Development	Hartsook Companies Inc. (Feasibility Study) Philanthropic Organizations/ Donors (Capital Campaign)	Successful feedback and recommendation to go forward with a Capital Campaign and Board approval.	\$20,000 (Feasibility Study)  Total campaign need TBA
	b. Start Capital Campaign	TBA				
3. Assess current needs/improvements.	Prepare description of improvements needed. Include estimated costs to be budgeted.	Dec. 2008	VP	Dir. of Facilities	Budget approved at May Board meeting. Improvements completed.	TBD

**YEAR TWO  
2009-2010**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Prioritize modernization and campus improvements (see Capital Campaign case).	Analysis and recommendation of critical needs outlined as Phase 1 – final Phase.	Feb. 2009	President	VP, Board	Board approval.	\$0
2. Assess current needs/improvements.	Prepare description of improvements needed. Include estimated costs to be budgeted.	Dec. 2009	VP	Dir. of Facilities	Budget approved at May Board meeting.  Improvements completed.	TBD

**YEAR THREE  
2010-2011**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Start Phase 1 of construction, modernization of building improvements from approved priority list.	a. Send out and receive RFP's b. Board approval of contract awards c. start work.	July 2010	President	VP, Board	Project started and completed on time within budget.	TBA
2. Assess current needs/improvements.	Prepare description of improvements needed. Include estimated costs to be budgeted.	Dec. 2010	VP	Dir. of Facilities	Budget approved at May Board meeting. Improvements completed.	TBD

**YEAR FOUR  
2011-2012**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Start Phase 2 of construction, modernization of building improvements from approved priority list.	a. Send out and receive RFP's, b. Board approval of contract awards c. c. Start work.	July 2011	President	VP, Board	Project started and completed on time within budget.	TBA
2. Assess current needs/improvements.	Prepare description of improvements needed. Include estimated costs to be budgeted.	Dec. 2011	VP	Dir. of Facilities	Budget approved at May Board meeting. Improvements completed.	TBD

**YEAR FIVE  
2012-2013**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Start Phase 3 of construction, modernization of building improvements from approved priority list.	a. Send out and receive RFP's b. Board approval of contract awards c. start work.	July 2012	President	VP, Board	Project started and completed on time within budget	TBA
2. Assess current needs/improvements.	Prepare description of improvements needed. Include estimated costs to be budgeted.	Dec. 2012	VP	Dir. of Facilities	Budget approved at May Board meeting. Improvements completed.	TBD

**OBJECTIVE C:** Donnelly College will provide staff and faculty with necessary up-to-date technological training and needed education that promotes individual growth and productivity.

**YEAR ONE  
2008-2009**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Assess the technological training needs of the staff and faculty	Implement computer assessment	June 2009	Academic Computing Coordinator, Dean of Instruction	Computer Services staff, Department Supervisors	Faculty and staff assessed Decreased helpdesk request	\$0
2. Develop individualized/group training to address needs of staff and faculty	Determine what curriculum needs to be presented to address the needs of faculty and staff	Jan. 2009	Academic Computing Coordinator, Dean of Instruction	Computer Services staff	Training developed. Decreased helpdesk request.	\$0
3. Individualized/Group Employee Technology Training provided to faculty and staff to address their needs	Scheduling training sessions for IQ Web, Microsoft Office, Outlook, and other software as needed.	June 2009	Academic Computing Coordinator, Dean of Instruction	Computer Services staff, Department Supervisors	Faculty and staff trained and skills improved as a result Decreased helpdesk request.	\$0
4. Update faculty and staff awareness regarding professional development opportunities.	Update Tuition Remission Participant list.  Make employees aware of development fund.	June 2009	Dir. of HR, President	Vice President	Updated list available to faculty and staff  Faculty and staff provided information about development fund	\$0

**YEAR TWO  
2009-2010**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Assess the technological training needs of the staff and faculty	Implement computer assessment	June 2010	Academic Computing Coordinator, Dean of Instruction, Division Supervisors	Computer Services staff, Division Supervisors	Faculty and staff assessed Decreased helpdesk request	\$0
2. Develop individualized/group training	Determine what curriculum needs to be presented to address the needs of faculty	Jan. 2010	Academic Computing	Computer Services staff	Training developed. Decreased helpdesk request.	\$0

to address needs of staff and faculty	and staff		Coordinator, Dean of Instruction			
3. Individualized/Group Employee Technology Training provided to faculty and staff to address their needs	Scheduling training sessions for IQ Web, Microsoft Office, Outlook, and other software programs as needed	June 2010	Academic Computing Coordinator, Dean of Instruction	Computer Services staff, Division Supervisors	Faculty and staff trained and skills improved as a result Decreased helpdesk request	\$0
4. Update faculty and staff awareness about educational benefits	Update faculty and staff regarding tuition remission partnership and development fund	June 2010	Dir. of HR, President	Vice President	Faculty and staff are updated about their educational benefits	\$0

**YEAR THREE  
2010-2011**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Assess the technological training needs of the staff and faculty	Implement computer assessment	June 2011	Academic Computing Coordinator & Dean of Instruction	Computer Services staff, Division Supervisors	Faculty and staff have been assessed Decreased helpdesk request	\$0
2. Develop individualized/group training to address needs of staff and faculty	Determine what curriculum needs to be presented to address the needs of faculty and staff	Jan. 2011	Academic Computing Coordinator, Dean of Instruction	Computer Services staff	Training developed Decreased helpdesk request	\$0
3. Individualized/Group Employee Technology Training provided to faculty and staff to address their needs	Scheduling training sessions for IQ Web, Microsoft Office, Outlook, and other software programs as needed	June 2011	Academic Computing Coordinator, Dean of Instruction	Computer Services staff, Department Supervisors	Faculty and staff trained and skills improved as a result Decreased helpdesk request	\$0
4. Update faculty and staff awareness about educational benefits	Update faculty and staff regarding tuition remission partnership and Development Fund	June 2011	Dir. of HR, President	Vice President	Faculty and staff are updated about their educational benefits	\$0

**YEAR FOUR  
2011-2012**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Assess the technological training needs of the staff and	Implement computer assessment	June 2012	Academic Computing, Dean of	Computer Services staff,	Faculty and staff have been assessed	\$0

faculty			Instruction	Division Supervisors	Decreased helpdesk request.	
2. Develop individualized/group training to address needs of staff and faculty	Determine what curriculum needs to be presented to address the needs of faculty and staff	Jan. 2012	Academic Computing Coordinator, Dean of Instruction	Computer Services staff	Training developed Decreased helpdesk request.	\$0
3. Individualized/Group Employee Technology Training provided to faculty and staff to address their needs	Scheduling training sessions for IQ Web, Microsoft Office, Outlook, and other software programs as needed	June 2012	Academic Computing Coordinator, Dean of Instruction	Computer Services staff, Division Supervisors	Faculty and staff trained and skills improved as a result Decreased helpdesk requests	\$0
4. Update faculty and staff awareness about educational benefits	Update faculty and staff regarding tuition remission partnership and Development Fund	June 2012	Dir. of HR President	Vice President	Faculty and staff are updated about their educational benefits	\$0

**YEAR FIVE  
2012-2013**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Assess the technological training needs of the staff and faculty	Implement computer assessment	June 2013	Academic Computing Coordinator, Dean of Instruction	Computer Services staff, Department Supervisors	Faculty and staff assessed Decreased helpdesk requests	\$0
2. Develop individualized/group training to address needs of staff and faculty	Determine what curriculum needs to be presented to address the needs of faculty and staff	Jan. 2013	Academic Computing Coordinator, Dean of Instruction	Computer Services staff	Training developed Decreased helpdesk requests	\$0
3. Individualized/Group Employee Technology Training provided to faculty and staff to address their needs	Scheduling training sessions for IQ Web, Microsoft Office, Outlook, and other software programs as needed	June 2013	Academic Computing Coordinator, Dean of Instruction	Computer Services staff, Department Supervisors	Faculty and staff trained and skills improved as a result Decreased helpdesk request.	\$0
4. Update faculty and staff awareness about educational benefits	Update faculty and staff regarding tuition remission partnership and Development Fund	June 2013	Dir. of HR, President	Vice President	Faculty and staff updated about their educational benefits	\$0

**OBJECTIVE D:** Donnelly College will continue to offer technology support for faculty and staff in integrating technology in their instruction or administrative process and to support other innovative and strategic uses of technology.

**YEAR ONE  
2008-2009**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Provide policy, planning and direction for the application of technology.	Provide written procedures for all administrative functions.	Mar. 2009	Division Heads	Computer Director	Technology policy and procedure updated and reviewed.	\$0
2. Maintain the functionality of hardware and software.	a. Expand wireless network college-wide. b. Increase Bandwidth to accommodate IQ.Web usage. c. Upgrade and acquire PowerCampus and Virtual Machine servers. d. Expand Donnelly phone, network to Marian Hall building.	Dec. 2008	Computer Director	Computer Staff	Campus hardware upgraded; software updated.	TBA
3. Evaluate options for increasing the use of technology to enhance instructional delivery.	a. Explore computer and technology needs of proposed education degree program. b. Change 614/615 computer labs to mobile labs equipped with laptop carts. c. Update Office 2003 to Office 2007 on staff/faculty PCs.	Dec. 2008	Academic Computing	Computer Director	Distance learning equipment purchased  New technology added to classrooms	TBA
4. Reduce administrative costs and protect technology investments.	a. Further train lab assistant and technician to do hardware maintenance b. Continue to implement and expand the use of the document imaging system c. Reduce paper usage in labs.	Dec. 2008	Computer Director	Computer Staff	Technician trained  Paper usage reduced	\$0
5. Improve security and	a. Test disaster recovery software	Dec. 2008	Computer Director	Computer Staff	Disaster recovery plans	TBA

formalize disaster recovery plans.	regularly b. Troubleshoot server alert software c. Attend more I.T. solution companies' workshops and seminars				tested.	
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**YEAR TWO**

**2009-2010**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Provide policy, planning and direction for the application of technology.	Review and revise written procedures for all administrative functions.	Dec. 2009	Division Heads	Computer Director	Technology policy and procedure updated and reviewed.	\$0
2. Maintain the functionality of hardware and software.	a. Replace all administrative workstations b. Renew PC software licenses as needed c. Hire a part time computer technician (non-work study)	Aug. 2009	Computer Director	Computer Staff	Campus hardware upgraded; software updated  Personnel hired	TBA
3. Evaluate options for increasing the use of technology to enhance instructional delivery.	a. Explore computer and technology needs of proposed education degree program. b. Purchase DV.D or Blue-ray equipped laptops for full time instructors.	Dec. 2009	Academic Computing	Computer Director	New technology added to classrooms	TBA
4. Reduce administrative costs and protect technology investments.	Host workshops to train proper usage of equipment.	Dec. 2009	Computer Director	Computer Staff	Workshops planned and implemented.	\$0
5. Improve security and formalize disaster recovery plans.	Test disaster recovery software regularly.	Dec. 2009	Computer Director	Computer Staff	Disaster recovery plans tested.	TBA

**YEAR THREE  
2010-2011**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Provide policy, planning and direction for the application of technology.	Review and revise written procedures for all administrative functions.	Dec. 2010	Division Heads	Computer Director	Technology policy and procedure updated and reviewed.	\$0
2. Maintain the functionality of hardware and software.	a. Upgrade computer labs with newer PCs and printers.  b. Purchase and update instructional software in labs.	Aug. 2010	Computer Director	Computer Staff	Campus hardware upgraded; software updated;	TBA
3. Evaluate options for increasing the use of technology to enhance instructional delivery.	a. Explore computer and technology needs of proposed education degree program  b. Further train instructors to use online technology	Dec. 2010	Academic Computing	Computer Director	New technology added to classrooms	TBA
4. Reduce administrative costs and protect technology investments.	Host workshops to train proper usage of equipment.	Dec. 2010	Computer Director	Computer Staff	Workshops planned and implemented.	\$0
5. Improve security and formalize disaster recovery plans.	Test disaster recovery software regularly.	Dec. 2010	Computer Director	Computer Staff	Disaster recovery plans tested.	TBA

**YEAR FOUR  
2011-2012**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Provide policy, planning and direction for the application of technology.	Review and revise written procedures for all administrative functions.	Dec. 2011	Division Heads	Computer Director	Technology policy and procedure updated and reviewed.	\$0
2. Maintain the functionality of hardware and software.	Continue to assess and upgrade hardware as needed.	Aug. 2011	Computer Director	Computer Staff	Campus hardware upgraded; software updated;	TBA
3. Evaluate options for increasing the use of technology to enhance instructional delivery.	a. Explore computer and technology needs of proposed education degree program	Dec. 2011	Academic Computing	Computer Director	New technology added to classrooms	TBA

	b. Further train instructors to use online technology.					
4. Reduce administrative costs and protect technology investments.	Host workshops to train proper usage of equipment.	Dec. 2011	Computer Director	Computer Staff	Workshops planned and implemented.	0
5. Improve security and formalize disaster recovery plans.	Test disaster recovery software regularly.	Dec. 2011	Computer Director	Computer Staff	Disaster recovery plans tested.	TBA

**YEAR FIVE  
2012-2013**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Provide policy, planning and direction for the application of technology.	Review and revise written procedures for all administrative functions.	Dec. 2012	Division Heads	Computer Director	Technology policy and procedure updated and reviewed.	0
2. Maintain the functionality of hardware and software.	Continue to assess and upgrade hardware as needed.	Aug. 2012	Computer Director	Computer Staff	Campus hardware upgraded; software updated;	TBA
3. Evaluate options for increasing the use of technology to enhance instructional delivery.	a. Explore computer and technology needs of proposed education degree program  b. Further train instructors to use online technology	Dec. 2012	Academic Computing	Computer Director	New technology added to classrooms	TBA
4. Reduce administrative costs and protect technology investments.	Host workshops to train proper usage of equipment	Dec. 2012	Computer Director	Computer Staff	Workshops planned and implemented.	0
5. Improve security and formalize disaster recovery plans.	Test disaster recovery software regularly	Dec. 2012	Computer Director	Computer Staff	Disaster recovery plans tested.	TBA

**OBJECTIVE E:** Donnelly College will manage its financial resources to meet current and long term plans.

**YEAR ONE  
2008-2009**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Submit a balanced budget to the Board.	a. Review projections b. Revise and analyze with division managers	Feb. 2009	President, Dir. of Business	Division Managers, Finance Committee	Break even at end of fiscal year.	TBA
2. Approve use of unrestricted endowment investment income distribution.	a. Propose to the Board any requirements for use other than gains or income from investments b. Follow investment policy	May 2009	President, Board	Dir. of Business Affairs, Finance Committee	Board approval Positive return on investment.	TBA
3. Initiate new programs to generate new sources of revenue.	Research options for new programs.	May 2009	President's Council	President	New program initiated.	TBA
4. Dormitory rented to capacity, generating income sufficient to pay operating expenses and principal & interest on note to Archdiocese.	a. Update dormitory building b. Promote student housing.	Sept. 2008	Dean of Students	Vice President, Dir. of Business Affairs, Donnelly Community	Break even at end of fiscal year	TBA
5. Review personnel needed to support growth and division needs.	a. Prepare analysis of position needs b. Write job description c. Hiring approved for additional personnel.	Jan. 2009	Division Managers	President	Assessment of additional productivity for added position.	TBA

**YEAR TWO  
2009-2010**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Submit a balanced budget to the Board.	a. Review projections b. Revise and analyze with division managers	Feb. 2010	President, Dir. of Business	Division Managers, Finance Committee	Break even at end of fiscal year.	TBA
2. Approve use of unrestricted endowment investment income	a. Propose to the Board any requirements for use other than gains	May 2010	President/Board of Trustees	Director of Business Affairs,	Board approval. Positive return on investment.	TBA

distribution.	or income from investments b. Follow investment policy.			Finance Committee		
3. Initiate new programs to generate new sources of revenue.	Research options for new programs.	May 2010	President's Council	President	New program initiated	TBA
4. Review personnel needed to support growth and division needs.	a. Prepare analysis of position needs b. Write job description  c. Hiring approved for additional personnel.	Jan. 2010	Division Managers	President	Assessment of additional productivity for added position.	TBA

**YEAR THREE  
2010-2011**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Submit a balanced budget to the Board.	a. Review projections  b. Revise and analyze with division managers.	Feb. 2011	President, Dir. of Business	Division Managers, Finance Committee	Break even at end of fiscal year.	TBA
2. Approve use of unrestricted endowment investment income distribution.	a. Propose to the Board any requirements for use other than gains or income from investments  b. Follow investment policy.	May 2011	President, Board	Dir. of Business Affairs, Finance Committee	a. Board approval.  b. Positive return on investment.	TBA
3. Initiate new programs to generate new sources of revenue.	Research options for new programs.	May 2011	President's Council	President	New program initiated	TBA
4. Review personnel needed to support growth and division/dept. needs.	a. Prepare analysis of position needs  b. Write job description  c. Hiring approved for additional personnel.	Jan. 2011	Division Managers	President	Assessment of additional productivity for added position.	TBA

**YEAR FOUR  
2011-2012**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Submit a balanced budget to the Board.	a. Review projections  b. Revise and analyze with division managers	Feb. 2012	President, Dir. of Business	Division Managers, Finance Committee	Break even at end of fiscal year.	TBA
2. Approve use of unrestricted endowment investment income distribution.	a. Propose to the Board any requirements for use other than gains or income from investments  b. Follow investment policy.	May 2012	President, Board	Dir. of Business Affairs, Finance Committee	a. Board approval.  b. Positive return on investment.	TBA
3. Initiate new programs to generate new sources of revenue.	Research options for new programs.	May 2012	President's Council	President	New program initiated	TBA
4. Review personnel needed to support growth and division/dept. needs.	a. Prepare analysis of position needs  b. write job description  c. hiring approved for additional personnel.	Jan. 2012	Division Managers	President	Assessment of additional productivity for added position.	TBA

**YEAR FIVE  
2011-2013**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Submit a balanced budget to the Board.	a. Review projections  b. Revise and analyze with division managers.	Feb. 2013	President, Dir. of Business	Division Managers, Finance Committee	Break even at end of fiscal year.	TBA
2. Approve use of unrestricted endowment investment income distribution.	a. Propose to the Board any requirements for use other than gains or income from investments  b. Follow investment policy.	May 2013	President, Board	Dir. of Business Affairs, Finance Committee	a. Board approval  b. Positive return on investment.	TBA
3. Initiate new programs to generate new sources of revenue.	Research options for new programs.	May 2013	President's Council	President	New program initiated	TBA
4. Review personnel needed to support growth and	a. Prepare analysis of position need	January 2013	Division Managers	President	Assessment of additional productivity for added	TBA

division/dept. needs.	b. Write job description c. Hiring approved for additional personnel.				position.	
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### ***STRATEGIC GOAL #3: SUPPORT OF TEACHING & LEARNING***

*Donnelly College will promote learning for students, faculty, staff, alumni, and the community by providing academic resources, technology, continuing education, and community service. These avenues will help the Donnelly community achieve their academic goals and provide evidence of both student learning and teaching effectiveness.*

#### **OBJECTIVES:**

- A. Donnelly College will create interdisciplinary forums to provide opportunities for acknowledgement, dissemination and reward of professional development, personal enrichment, and issues facing the community.
- B. Donnelly College will encourage increased student involvement and self-esteem by promoting student-led organizations, participation in community service projects, and other leadership-building opportunities.
- C. Donnelly College will continue to prepare, assist, and assess the number of Donnelly graduates who pursue a Baccalaureate or Graduate degree.
- D. Donnelly College faculty will continue to evaluate and modify its entire educational and liberal arts curriculum in order to meet the needs of its students.
- E. Through freshman orientation processes and collaborative learning techniques, intensive English students and first-time freshman students, enrolled in preparatory classes will experience a more successful transition upon entering general education courses.
- F. Donnelly College will improve teaching and learning through the proper use of faculty evaluation data, and by recognizing teaching effectiveness.
- G. Donnelly College will develop new educational programs to meet the needs of the students and the surrounding community.

### **ANALYSIS OF THE CURRENT SITUATION:**

Donnelly College has adopted a philosophy of a general education that guides students and faculty through knowledge and skills necessary for them to become educated lifelong learners and contributors to a diverse global community. Part of the mission of the combined Teaching and Learning and Support of Learning committee is to develop learning outcomes needed to address the skills and effectively lead instruction into the future.

Donnelly continues to seek cost-effective, creative ways to provide learning and research experiences for administrators, staff, and faculty, thereby modeling for students a lifelong pursuit of learning. The Donnelly community needs to discuss new ways of sharing/disseminating information gleaned from off-campus workshops, classes, seminars, and conferences and of maximizing participation in the technology workshops and lecture opportunities offered on campus.

With our philosophy leading each effort, retention of students remains a major concern for the Support of Teaching and Learning committee. The vast majority of students are first generation college students and test into at least one preparatory (pre-college) course. Our student body is composed of many at-risk students and non-native English speakers. Our challenge is to help these students succeed and continue in their pursuit of their college degrees. Donnelly's newly established baccalaureate program inspires a very visible goal for students interested in accessing higher education. Donnelly is providing Hispanic, other minorities, and low-income residents with increased access to new educational programming leading to growing, well-paying career fields in the community; expanding access to residents not served by current institutional programs; and increasing overall institutional revenue by developing two new programs: the Certificate in Licensed Practical Nursing (LPN), and the Bachelor of Science degree in Elementary Education. The LPN program design has been presented for accreditation by the Kansas State Board of Nursing and is pending the Board's approval in the spring of 2008. To prepare students to fill area teacher shortages, particularly bilingual minority teachers prepared for the urban classroom, Donnelly has proposed a new baccalaureate program in Elementary Education, and this pilot program is projected to start in the fall of 2009. This program will be aligned with the National Council for Teacher Education (NCATE) accreditation standards. In addition, a certificate program for the Allied Health program has been developed. Strong articulations and transfer programs need to be continued and new ones initiated. However, we also need to explore job training and accelerated courses that are not offered elsewhere for non-traditional students.

Learning communities continue to be established, as needed, for full-time day students testing into preparatory writing and reading comprehension. However, we need to reexamine how to pool more participants into the learning communities for more effective academic achievement. Currently, Student Support Services and the Retention Committee are meeting with the four currently enrolled 2005 CORE participants for lunch and an informal focus group discussion to identify the benefits of their learning community experience and the obstacles faced during college. Results from the focus group will be distributed by the SSS Director to the Retention Committee, Institutional Research, and the Dean of Students and Community Services. Additionally, Donnelly College's institutionalized freshman orientation has developed into a required skills-based College

Study Systems (CSS) course that is paired with a mainstream course which applies study skills to practical coursework. The committee continues to study the results of these initiatives and to modify them based on our experiences. We also see the need to add academic resources for evening students. Additionally, Donnelly has a coordinator for the Developmental Education program to coordinate developmental efforts into a centralized program with common goals and objectives.

The transition from ESL classes to traditional program writing classes is an area we need to address. Supplemental instruction, accelerated and on-line coursework, the use of technology in the classroom, and tracking of non-classified and certificate students will continue to be areas of focus. Priorities also center on providing educational opportunities to staff and faculty to ensure that instructors have appropriate academic resources while strengthening their instructional effectiveness to meet the needs of the students. With help from the Development Office, sources of funding for professional development could include scholarships, gifts, and grants.

Those in student services are exploring new ways to involve students in service activities and in enrichment workshops. Taskforces are initiated, as needed, to gain student input. However, on a commuter campus with students who need to work part-time, it is difficult to arrange time for these activities. The Donnelly community needs to build stronger relationships with alumni in order to assess how many students continue their education at a four-year school, how long it takes them to complete the degree, and how their Donnelly experience contributed to their quality of life. The Alumni Office is in the process of forming an Alumni Board who will help in this area.

**OBJECTIVE A:** Donnelly College will create interdisciplinary forums to provide opportunities for acknowledgement, dissemination and reward of professional development, personal enrichment and issues facing the community.

**YEAR ONE  
2008-2009**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Continue to refine the process of awarding staff/faculty for professional growth.	a. Create criteria for awarding faculty/staff  b. Gather input from community  c. Decide on award	Mar. 2008	SOTL Committee	Dir. of Public Relations	Publish criteria for award and decide upon value.	TBD
2. Faculty and staff will be encouraged to disseminate information from disciplines, workshops and conferences in interdisciplinary forums.	Reassess “work shop & conference” sessions	Apr. 2008	Chair of organizing committee	Committee members	a. Average attendance of 7-12 (or more) per session  b. Attendees deem sessions are beneficial  c. Attendees fill out evaluation form	\$0
3. Ongoing evaluation of Donnelly’s IQ web site that serve as information update center, allowing conversation about professional development, campus issues, and meeting minutes	Evaluate & Institutionalize IQ web	Mar. 2009	SOTL Committee, Marketing Coordinator	Computer Services	Ongoing evaluations presented and reviewed	\$0

**YEAR TWO  
2009-2010**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Evaluate award process for professional development.	a. Evaluate award criteria  b. Evaluate award  c. Ongoing award	Feb. 2010	SOTL committee	Computer Services, Dir. of Public Relations	Plan evaluated and ongoing	TBD

2. Faculty and staff will be encouraged to disseminate information from disciplines, workshops, and conferences in interdisciplinary forums.	a. Reassess formal interdisciplinary forum for faculty and staff to exchange ideas	Mar. 2010	Chair of interdisciplinary forum	Committee members	Participation of at least 3 faculty / staff.	\$0
	b. Pilot the use of Donnelly website to distribute information from workshops and conferences to interested faculty and staff	Mar. 2010	Chair of investigational team	Computer Services	Information posted on website	

**OBJECTIVE B:** Donnelly College will encourage increased student involvement and self-esteem by promoting student-led organizations, participation in community service projects, and other leadership-building opportunities.

**YEAR ONE  
2008-2009**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Continue OSL student publication, <i>The Delta Planet</i> in order to encourage increased student involvement.	Publication of <i>The Delta Planet</i>	Dec. 2008	Student Support Staff	Student Organizations leaders and sponsors	a. Monthly publication b. Increased readership and contributing writers.	\$100
2. Review progress for OSL goals for student organization.	Develop a formal evaluation of goals to be completed by students.	Mar. 2008	SSS	Student organization leaders and sponsors	Formal evaluation verifies that retention is stabilized/improved	\$0
3. Explore appealing for Healthy Student Taskforce funds to send students off-campus for development and community service.	Development office contacted for input	May 2008	Student Support Staff	Student organization sponsors, student organization leaders, Development office	Contacts documented	\$100

**YEAR TWO  
2009-2010**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Increase participation in student-led organizations through redeveloped structures and missions.	Areas of success and areas in need of improvement will be identified and documented.	May 2009	Student Support Staff	Student organization sponsors, Student organization leaders	Results from focus groups' evaluations will be disseminated; these results should reflect a 15% increase in student participation and a 15% increase in student retention from previous year.	\$100
2. Establish policies to be followed after students attend workshops/conferences	Policies discussed with student leaders and written down to be approved by administration	May 2009	SSS	Student Organizations sponsors, Student Organizations leaders	Policies implemented	\$50

3. Establish partnerships for leadership opportunities in community/social service organizations	Meet to work out details	May 2009	SSS	Student Organizations sponsors, Student Organizations leaders Development office	Minimum of two new alliances established with community social service organizations	\$100
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**YEAR THREE  
2010-2011**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Institutionalize student organizations and focus groups	Continue evaluations	May 2010	Student Support Staff	Student organizations sponsors, Student organizations leaders	Continued increase in membership and in retention	\$50
2. Policies will be reviewed and revised	Formal evaluations created	May 2010	SSS	Student organizations sponsors, Student organizations leaders	Policies implemented	\$50
3. Partnerships continued	Details tailored for each partnership	May 2010	SSS	Student organizations sponsors, Student organizations leaders, Development Office	a. Add 2 new alliances established with community social service organizations  b. Students attend leadership conferences, document materials from the conferences and disseminate information	\$50

**OBJECTIVE C:** Donnelly College will continue to prepare, assist, and assess the number of Donnelly graduates who pursue a Baccalaureate or Graduate degree.

**YEAR ONE  
2008-2009**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Each semester, students who complete the Petition to Graduate will be asked to indicate if they will be transferring.	a. Complete "Exit Interview for Potential Graduates" survey b. Reassess "Exit Interview." Evaluate/tabulate results	Nov.2008 and Apr. 2009 May 2009	Academic Advisors		a. Completed forms.  b. Present results to Institutional Research Appropriated forms revised.	\$0
2. At graduation, confirm with student where they will be transferring	Ask graduates during rehearsal where they will be transferring	Dec. 2008 and May 2009	Deans	Person assisting with graduation duties	Confirmation of transfer information from each graduate	\$0
3. Survey alumni at Phone-a-Thon	a. Ask former students info re: transfer after Donnelly b. Review results of survey	Apr. 2009	Dir. of Development	Phone-a-thon volunteers	Appropriate response from survey to gather statistical data to review	\$0
4. Work with the Development Office to create optimal contact with alumni.	Form a committee	May 2009	Dir. of Development		Report findings to community	\$0
5. Send survey to 2004-2005 graduates	a. Ask information regarding enrollment status, degree completion, experience at Donnelly b. Review returned surveys	Sept. 08	Assessment Committee  Assessment Committee	Registrar –to get list of names	Completed surveys returned	\$200

**YEAR TWO  
2009-2010**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Increase the number of workshops preparing students for area 4-year institutions	Identify and plan financial, social, and academic orientation	Nov. 2008 and Apr. 2009	Academic Advisors	Financial Aid, SSS	50% of qualified students attend workshops and indicate "above average" satisfaction	\$0
2. Assess the effectiveness of workshops	Participants complete survey for workshops	Dec. 2008 and May 2009	Workshop facilitators	SSS	75% of surveys returned	\$0
3. Revision of workshops based on survey results	Restructure workshops based on participants feedback	Apr. 2009	Workshop facilitators	Phone-a-thon volunteers	Restructuring of workshops complete	\$0

**YEAR THREE  
2010-2011**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
Send survey to those eligible for transfer preparation workshops in 2008 - 2009	a. Ask information regarding enrollment status b. Review results of survey	July 2009	Assessment Committee	Registrar	Indicate "above average" satisfaction with preparation for students current academic transition to 4 year institutions	\$100

**YEAR FOUR  
2011-2012**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
Ongoing evaluation of workshops and past participants' survey results	Continue revising workshop format.	Nov. 2010	Assessment Committee		Give results to Institutional Planning	\$0

**OBJECTIVE D:** Donnelly College faculty will continue to evaluate and modify its entire educational and liberal arts curriculum in order to meet the needs of its students.

**YEAR ONE  
2008-2009**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Faculty Senate will initiate discussions about the importance of liberal arts as a foundation for a lifetime of learning that is important to them and that will be part of the curriculum for the Donnelly Students	Ongoing discussion and review of liberal arts curriculum	Apr. 2009	Faculty Senate Chairperson	Faculty Senate	a. Discussion notes in minutes of faculty senate meeting  b. Appropriate actions taken.	\$50
2. Faculty Senate will form a committee to evaluate, on a regular basis, the place of liberal arts in Donnelly's curriculum.	A committee will be formed from faculty senate	Feb. 2009	Faculty Senate	Academic Council, Institutional Research	Discussion notes in minutes	\$0
3. Faculty Senate Committee will disseminate findings and solicit feedback	Make recommendations comparing Donnelly's liberal arts education to area, regional and national standards.	Mar. 2009	Faculty Senate	Academic Council	Discussion notes in minutes	\$0

**YEAR TWO  
2009-2010**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
Faculty Senate will present a yearly review of findings, (stated in year 1) at the Community Meeting in February.	Liberal arts committee will gather information from the group and present its review of research and findings to larger community for discussion.	Feb.2009	Liberal Arts Committee	Faculty Senate	Discussion notes in minutes	\$0

**YEAR THREE  
2010-2011**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Faculty Senate will present a yearly review of findings at the Community Meeting in February.	Institutionalize this plan	Feb. 2010	Liberal Arts Committee		Discussion notes in minutes	\$0

**OBJECTIVE E:** Through freshman orientation processes and collaborative learning techniques, intensive English students, and first-time freshman students enrolled in preparatory classes will experience a more successful transition upon entering general education courses.

**YEAR ONE  
2008-2009**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Modify and evaluate orientation class	Make necessary changes based on data from pilot	Aug. 2008	Faculty Senate	Academic council	Modifications determined and implemented	\$0
2. Continue pilot program	All first-time freshman advised of requirement	Aug. 2008	Orientation faculty	Preparatory education program coordinator	Freshman enrolled in orientation class	\$0
3. Establish blocks of classes for day and evening students who are non-SSS eligible	a. Identify students through testing b. Determine specific needs of students c. Offer courses that meets student needs	Dec. 2008	Preparatory education program coordinator	Student support services staff, Academic council, Faculty Senate	Program established	\$30,000 plus benefits for two instructors
4. Evaluate the pilot class for studies skills	a. 2 <sup>nd</sup> group level 11 & 12 students enroll and complete class b. Evaluate and modify	Dec. 2008	Full-time ESL faculty	Dean of International Students, ESL faculty, student advisors	a. Test scores and student feedback b. Advisor's recommendations	\$0
5. Continue the improvement in use of technology	a. Implement objectives in the class b. Track number of faculty using computers for class c. Modify self-study d. Administer test	Dec. 2008	Full-time ESL faculty	Lab techs and monitors, ESL faculty	Objectives met in classes Data collected assimilated Modifications completed Results compared with a paper test	\$200

6. Evaluate CORE program	a. Track original CORE students	Oct. 2008	Student Support Services	SSS staff	Higher percentage of students retained 2nd year	\$50
	b. Have CORE reunion for 2005-2006 Core— anecdotal/formal feedback— Pizza Party		Student Support Services	SSS staff		
7. Evaluate-Self Assessment Inventory	Track returning students	Aug. 2008	Dir. of Advising	Advising Staff	Increased number of returning students	\$0
8. Delta Learning Community	a. Track original Delta students b. Have a Delta Reunion in 3 <sup>rd</sup> Semester to get anecdotal/formal feedback c. Create an evaluation.	Nov. 2008	Title V Staff	Delta faculty	Most students retained to 3 <sup>rd</sup> semester	\$50

**YEAR TWO  
2009-2010**

1. Institutionalize CORE with accompanying tracking and evaluation.	Continue to monitor CORE	Aug. 2009	Student Support Services Director	SSS Staff	More students retained.	\$0
2. Institutionalize Delta with accompanying tracking and evaluation	Continue to monitor Delta	Aug. 2008	Preparatory Studies Coordinator	Institutional Research	More students retained.	\$0
3. Faculty Senate will have discussions about introducing more writing intensive courses for the Associates/Bachelor's degree	a. Form a committee b. Discuss writing across the curriculum c. Include minimum writing assignment in each course	Oct. 2008	Writing across the curriculum committee	Academic Council	Each course syllabus includes a writing assignment	\$0

**YEAR THREE  
2010-2011**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Send survey to identified group of graduates	a. Ask for information regarding enrollment status b. Review results of survey	July 2009	Assessment Committee	Registrar- to get list of names	a. Survey mailed b. Results shared with community	\$0

**OBJECTIVE F:** Donnelly College will improve teaching and learning through the proper use of faculty, evaluation data, and by recognizing teaching effectiveness.

**YEAR ONE  
2008-2009**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Develop procedure for recognition of teaching effectiveness	a. Get faculty input b. Present to community.	Feb. 2008	Faculty Senate Study Group	Faculty, Community.	Procedure developed	\$0
2. Determine teacher effectiveness rewards	a. Discuss motivators with faculty b. Research other reward programs.	Mar. 2008	Faculty Senate Study Group	Faculty, President's Council	Reward Determined	\$0

**YEAR TWO  
2009-2010**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
Evaluate recognition/reward program	Get faculty input on effectiveness of program	Oct. 2009	Faculty Senate	Faculty and staff	Evaluation completed	\$0

**OBJECTIVE G:** Donnelly College will develop new educational programs to meet the needs of the students and the surrounding community.

**YEAR ONE  
2008-2009**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Pilot an LPN certificate program for evening and weekend students.	a. Classes scheduled b. Students admitted to the program.	Summer 2009	Director of Nursing	Nursing Faculty. Admissions committee	First two semesters completed	\$280,625
2. Begin work on developing an elementary education program	a. Director hired b. Self-study begun c. Curriculum approvals granted	Summer 2009	Dir. of Elementary Education	Faculty, Title V Staff	Self-study draft in progress.	\$64,673

**YEAR TWO  
2009-2010**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Evaluate and modify the LPN program based on pilot results	a. NCLEX results analyzed and compared with class results b. Site visit follow-up from Board of Nursing c. Curriculum modified.	Fall 2009	Director of Nursing	Nursing Faculty, Testing Staff.	Modified curriculum taught to groups 3 and 4	\$141,581
2. Receive Board of Education approval for elementary education program	a. Complete self-study b. Schedule site visit	Fall 2009	Dir. of Elementary Education	Title V staff, General education faculty	Board of Education recommends approval of degree	\$105,380

**YEAR THREE  
2010-2011**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Evaluate and modify the LPN program based on year 2 results	a. NCLEX results analyzed and compared with class 3 and 4 results b. Curriculum modified.	Spring 2011	Director of Nursing	Nursing Faculty, Testing Staff	Modified curriculum taught to groups 5 and 6	\$129,945
2. Pilot Junior year of Elementary Education program.	a. Market year 1 b. Admit 50 students c. Begin classes d. Design senior year classes	Fall 2010	Dir. of Elementary Education	Title V staff, General Education faculty	50 students in program	\$69,113

**YEAR FOUR  
2011-2012**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Evaluate and modify the LPN program based on year 3 results	a. NCLEX results analyzed and compared with class 5 and 6 results b. Curriculum modified	Spring 2012	Dir. of Nursing	Nursing Faculty, Testing Staff.	Modified curriculum taught to groups 7 and 8	\$155,141
2. Pilot senior year of elementary education program.	a. Student teaching sites assigned b. Professional program sequence implemented c. Modify junior year classes	Spring 2012	Dir. of Elementary Education	Faculty	28 graduates	\$82,680

**YEAR FIVE  
2012-2013**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Modify elementary education program as needed	a. Make needed changes based on assessment data b. Pilot modified courses	Spring 2013	Dir. of Elementary Education	Faculty	Program institutionalized	\$68,743
2. LPN program institutionalized	a. Board of Nursing self-study completed	Spring 2013.	Dir. of Nursing.	Nursing faculty, Institutional	Program approved.	\$140,548

	b. Site visit scheduled and held Recommendation for continued approval received.			Research		
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## ***STRATEGIC GOAL #4: ENGAGEMENT & SERVICE***

*Donnelly College will enroll a sufficient number of students to provide educational opportunities in effective, efficient, and meaningful ways that are relevant to the needs of Kansas City, Kansas and the surrounding communities.*

### **OBJECTIVES:**

- A. Donnelly College will increase new student enrollment by implementing an enrollment management model that stresses Donnelly's strengths: small classes, faith-based community, individual attention, affordability and diverse and multicultural environment.
- B. Donnelly College will create a new image through marketing and public relations that reflects the new academic programming.
- C. Donnelly College will increase student retention by continually seeking connections with students and broadening our student support systems.
- D. Donnelly College will further engage with our service area by identifying student and community needs and by adding programs within budget limitations.

**ANALYSIS OF THE CURRENT SITUATION:**

Donnelly College strives to increase enrollment each year by recruiting new students, retaining current students, and engaging in an effective marketing strategy.

Donnelly currently faces some recruitment challenges including the inability to reach our projected goal in the number of recent high school graduates recruited. In addition, Donnelly must compete for students with several larger area community colleges and four-year institutions, all of which have larger campuses, larger budgets, a broader variation of class offerings, and greater name recognition. We also face challenges recruiting adult students. The baccalaureate program in Organizational Leadership was implemented, in part, as an effort to address this need. However, the baccalaureate program comes with some major challenges of its own including sharing its budget with high school recruiting efforts. In addition, the college has limited marketing venues, and only one baccalaureate program, at this time. However, Donnelly has acquired a dormitory creating an opportunity to increase campus life as well as make the college more marketable. Additionally, health care programs including the LPN program will increase enrollment. An elementary education degree is also being pursued to enhance and meet the needs of the community.

Donnelly strives for higher retention rates every semester. New and future baccalaureate opportunities will aid this effort through retaining students two to three years longer than the associate degree. Donnelly College provides many services to retain students and help them succeed. However, convincing the students to use these services has been an ongoing challenge. Student services and instructors continue to work together to intervene early in order to identify and assist students and direct them to appropriate resources. However, student attendance, follow through, and involvement beyond the classroom continue to be significant challenges. Student organizations struggle to maintain student membership and involvement. The addition of the dorm and efforts to create a campus environment are positive steps toward addressing this problem.

Donnelly College's current marketing budget is insufficient to effectively promote recruitment and retention of students. The marketing plan must be updated in order to freshen Donnelly's look by creating a new image that reflects the new academic programs, growing student population, and the school's Catholic identity.

**OBJECTIVE A:** Donnelly College will increase new student enrollment by implementing an enrollment management model that stresses Donnelly’s strengths: small classes, faith-based community, individual attention, affordability, personal interest and diverse and multicultural environment.

**YEAR ONE  
2008-2009**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Update Recruitment Plan	a. Evaluate previous year’s plan b. Make improvements for next school year	Aug. 2008	Coordinator of Admissions	Admissions Staff, Dir. of Public Relations	a. Improved use of time and budget b. Increase in number of students.	\$15,000
2. Assess schedule and programs to ensure deliveries.	Study results of student survey and possible new programs and/or delivery methods	July 2008	Dean of Instruction	Academic Advisors	New course delivery methods or new programs planned	\$100
3. Continue to find new ways to recruit ESL students from surrounding area.	a. Evaluate previous year’s recruitment efforts b. Research new advertising options.	May 2008	Dean of International Students	Admissions Staff	Increased enrollment in ESL and English classes	\$0
4. Apply new ways to recruit international students abroad	a. Assess agency agreement b. Add new agreements if favorable.	Aug. 2008	Dean of International Students	Admissions Staff	Increased number of I-20 students enrolled	\$5,000
5. Expand high school days at Donnelly	Schedule visits for 2 new high schools	Mar. 2009	Admissions Coordinator	Admissions Representative	Increase of new students in summer and fall program	\$1,000
6. Develop Community College-Business relationships	a. Schedule recruitment times at community colleges b. Advertise in community college newspapers. c. Continue to hold luncheons for community college counselors. d. Continue to recruit community colleges and business employees serve on Donnelly Boards. e. Conduct business visits f. Continue to expand mailings to businesses.	Sept. 2008	Admissions Coordinator, Director of PR  Admissions Coordinator  Admissions Coordinator	Admissions Representative, Admissions Coordinator, Admissions Representative  Admissions Representative	Student success is recognized and promoted	\$5,000

**YEAR TWO  
2009-2010**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Update Recruitment Plan	Evaluate previous year's outcomes and make recommendations	Aug. 2009	Coordinator of Admissions	Admissions Staff, Dir. of Public Relations	a. Improved use of time and budget  b. Increase in number of students.	\$0
2. Assess schedule and programs to ensure deliveries.	Study results of schedule changes	May 2009	Dean of Instruction	Academic Advisors	Enrollments in courses with new deliveries.	\$0
3. Continue to find new ways to recruit ESL students from surrounding area.	Evaluate previous year's recruitment efforts and research new advertising options.	May 2009	Dean of International Students	Admissions Staff	Increased enrollment in ESL and English classes	\$0
4. Apply new ways to recruit international students abroad	a. Assess agency agreements  b. Add new agreements if favorable	Aug. 2009	Dean of International Students	Admissions Staff	Increased of I-20 students enrolled	\$5,000
5. Expand high school days at Donnelly	a. Assess results of expanded visits  b. Add more if favorable	Mar. 2009	Admissions Coordinator	Admissions Representative	Increase of new students in summer and fall program	\$1,000
6. Develop Community College-Business (healthcare specifically) relationships.	Evaluate previous year's programs and adjust	Sept. 2009	Admissions Coordinator	Admissions Representative, Dir. of Public Relations	New student's attributable to the programs.	\$0

**YEAR THREE  
2010-2011**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Update Recruitment Plan	Evaluate previous year's outcomes and make recommendations	Aug. 2010	Coordinator of Admissions	Admissions Staff, Dir. of Public Relations	a. More adequate use of time and budget  b. Increase in number of students	\$0
2. Assess schedule and programs to ensure deliveries	Study results of schedule changes	May 2010	Dean of Instruction	Academic Advisors	Enrollments in courses with new deliveries	\$0
3. Continue to find new ways to recruit ESL students from surrounding area.	Evaluate previous year's recruitment efforts and research new advertising options.	May 2010	Dean of International Students	Admissions Staff	Increased enrollment in ESL and English classes	\$0

4. Apply new ways to recruit international students abroad.	a. Assess agency agreements b. Add new agreements if favorable	Aug. 2010	Dean of International Students	Admissions Staff	Increased number of I-20 students enrolled	\$5,000
5. Expand high school days at Donnelly	a. Assess results of expanded visits b. Add more if favorable	Mar. 2010	Admissions Coordinator	Admissions Representative	Increase of new students in summer and fall program	\$1,000
6. Develop Community College-Business (healthcare specifically) relationships	Evaluate previous year's programs and adjust.	Sept. 2010	Admissions Coordinator	Admissions Representative, Dir. of Public Relations	New students attributable to the programs	\$0

**YEAR FOUR  
2011-2012**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Update Recruitment Plan	Evaluate previous year's outcomes and make recommendations.	Aug. 2011	Coordinator of Admissions	Admissions Staff, Dir. of Public Relations	a. Improved use of time and budget b. Increase in number of students	\$0
2. Assess schedule and programs to ensure deliveries.	Study results of schedule changes	May 2011	Dean of Instruction	Academic Advisors	Enrollments in courses with new deliveries	\$0
3. Continue to find new ways to recruit ESL students from surrounding area.	a. Evaluate previous year's recruitment efforts b. Research new advertising options	May 2011	Dean of International Students	Admissions Staff	Increased enrollment in ESL and English classes.	\$0
4. Apply new ways to recruit international students abroad.	a. Assess agency agreement b. Add new agreements if favorable	Aug. 2011	Dean of International Students	Admissions Staff	Increased number of I-20 students enrolled	\$5,000
5. Expand high school days at Donnelly	a. Assess results of expanded visits b. Add more if favorable	Mar. 2011	Admissions Coordinator	Admissions Representative	Increase number of new students in summer and fall program.	\$1,000
6. Develop Community College-Business (healthcare specifically) relationships	Evaluate previous year's programs and adjust.	Sept. 2011	Admissions Coordinator	Admissions Representative, Dir. Public Relations	New student's attributable to the programs.	\$0

**YEAR FIVE  
2012– 2013**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Update Recruitment Plan	a. Evaluate previous year's outcomes b. Make recommendations	Aug. 2012	Coordinator of Admissions	Admissions Staff, Dir. of Public Relations	a. Improved use of time and budget b. Increase in number of students	\$0
2. Assess schedule and programs to ensure deliveries	Study results of schedule changes.	May 2012	Dean of Instruction	Academic Advisors	Enrollments in courses with new deliveries	\$0
3. Continue to find new ways to recruit ESL students from surrounding area.	Evaluate previous year's recruitment efforts and research new advertising options.	May 2012	Dean of International Students	Admissions Staff	Increased enrollment in ESL and English classes.	\$0
4. Apply new ways to recruit international students abroad.	a. Assess agency agreement b. Add new agreements if favorable	Aug. 2012	Dean of International Students	Admissions Staff	Increased number of I-20 students enrolled	\$5,000
5. Expand high school days at Donnelly	a. Assess results of expanded visits b. Add more if favorable	Mar. 2012	Admissions Coordinator	Admissions Representative	Increase of new students in summer and fall program.	\$1,000
6. Develop Community College-Business (healthcare specifically) relationships	Evaluate previous year's programs and adjust.	Sept. 2012	Admissions Coordinator	Admissions Representative, Dir. of Public Relations	New student's attributable to the programs	\$0

**OBJECTIVE B:** Donnelly College will create a new image through marketing and public relations that reflects the new academic programming.

**YEAR ONE  
2008-2009**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Update marketing plan	a. Evaluate previous year's plan. b. Make improvements in plan as needed. c. Launch BA marketing plan	June 2008	Marketing Coordinator	Dir. of Public Relations, Marketing committee	Evaluation completed	\$0
2. Focus on marketing additional programs	Add Baccalaureate program and nursing	June 2008	Marketing Coordinator	Dir. of Public Relations, Marketing committee	New plan developed	\$0
3. Expand KC Star, TV ads, cable offerings	Add Baccalaureate program and nursing	June 2008	Marketing Coordinator	Dir. of Public Relations, Marketing committee	Offerings expanded	\$10,000
4. Increase minority focus in advertising efforts.	Add Baccalaureate program and nursing	June 2008	Marketing Coordinator	Dir. of Public Relations, Marketing committee	Ads refocused	\$0

**YEAR TWO  
2009-2010**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Review updated marketing plan	Update plan	Apr. 2009	Marketing Coordinator	Dir. of Public Relations, Marketing committee	Update completed	\$0
2. Continue to promote Donnelly College through marketing plan	Evaluate marketing plan for Hispanics.	Apr. 2009	Marketing Coordinator	Dir. of Public Relations, Marketing committee	Evaluation completed	\$12,000

3. Update websites, ads, cable TV, satellite programs	Update meaning/effectiveness	May 2009	Marketing Coordinator	Dir. of Public Relations, Marketing committee	Updated websites and ads	\$0
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**YEAR THREE  
2010-2011**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Review marketing plan	a. Evaluate plan for 2009-2010 b. Modify plan	Apr. 2010	Marketing Coordinator	Dir. of Public Relations, Marketing committee	Updated plan for 2010-2011 enrollment	\$0
2. Continue to promote Donnelly College programs	Evaluate. Marketing plan for Hispanic and A.A. students	Apr. 2010	Marketing Coordinator	Dir. of Public Relations, Marketing committee	Evaluation completed	\$15,000
3. Websites, ads, cable TV, satellite programs increased	Update meaning/ effectiveness	May 2010	Marketing Coordinator	Dir. of Public Relations, Marketing committee	Updates completed	\$0
4. Delete ineffective marketing media.	Study effectiveness of current marketing approaches.	May 2010	Marketing Coordinator	Dir. of Public Relations, Marketing committee	Ineffective marketing media deleted	\$0

**YEAR FOUR  
2011 - 2012**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
Conduct a survey regarding adding graduate studies	Establish a committee to begin studying need.	May 2011	Institutional Research	Dir. of Public Relations	Recommendation to President	\$0

**OBJECTIVE C:** Donnelly College will increase student retention by continually seeking connections with students and broadening our student support systems.

**YEAR ONE  
2008-2009**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Involve instructors in recruiting students from their own classes for better retention	a. Orientation for instructors b. Implementation of the learned method	Spring 2009	Deans	All Instructors	Higher percentage of returnee students each semester	\$0
2. Hire highly qualified instructors committed to Donnelly's mission.	a. Have applicants observe a targeted class b. Observe applicants teaching before hiring	Spring 2009	Deans	Faculty	a. Qualified faculty b. Higher percentage of returnee students each semester	\$0
3. Develop a survey to determine our students' academic needs and interests	a. Form the survey b. Administer survey to students	Spring 2009	Dean of Students, Institutional Research	Donnelly Community,	Higher percentage of returnee students each semester	\$0
4. Develop a method for better advising, contact and serving after advising	a. Provide the method b. Execute method	Spring 2009	Dean of Students	Advisors	a. More satisfied students b. Higher percentage of returnee students each semester	\$0

**YEAR TWO  
2009-2010**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Provide customers (students) PR training in needed areas	Invite guest speakers for better PR	May 2009	Deans	Business office Manager	a. Activities identified b. 20 students involved in activities	\$0
2. Provide monthly activities of interest for students	a. Identify the activities b. Execute activities	May 2009	Dean of Students	Advisors, Instructors	a. Number of students in attendance b. Feedback from students	\$0

3. Increase number of articulation agreements with community colleges and other universities	Contact more colleges and review our current agreement	May 2009	Dir. of enrollment	Vice-president	Higher percentage of retention	\$0
4. Develop new programs and certificates based on our survey	a. Develop a survey b. Get the program approved through different departments	May 2009	Deans, Faculty Senate, Academic Council, President Board	Instructors	More new and returnee students	\$0
5. Develop more online courses and weekend classes	Approve the targeted courses through different departments at Donnelly	May 2009	Deans, Faculty Senate , Academic council, President	Instructors	Higher enrollment in classes	\$0

**YEAR THREE  
2010-2011**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Survey Community Colleges to identify the areas of interest for a BA Concentration	Set up a table at different local colleges to find student interests	May 2010	Vice president, Dir. of Enrollment	Admissions Staff	a. More new Students and b. Higher percentage of returnee students	\$0
2. Develop a plan to market the BA program through current full time and adjunct faculty	Provide a training session for targeted instructors	May 2010	Deans	Targeted Instructors	Higher enrollment in the BA program	\$0
3. Develop a plan to file FAFSA in the spring each year	a. Designate a week to make it a classroom activity b. Implement plan	May 2010	Dir. of Financial Aid	All instructors and students	a. Faster, easier enrollment b. More funds for students	\$0
4. Develop a plan for SOL members to go to different classes for motivation purposes	a. Construct the plan b. Implement plan	May 2010	Dean of Students	Advisors	More members in SOL	\$0
5. Develop a plan to continually remind the students to receive their degree at Donnelly	a. Construct a plan b. Execute the plan	May 2010	Director of PR	Advisors	Better student retention	\$0
6. Evaluate Donnelly by surveying students who are graduating or leaving	a. Implement plan	May 2010	Dean of students, Institutional research	Advisors	Better student retention	\$0

**OBJECTIVE D:** Donnelly College will further engage with our service area by identifying student and community needs and by adding programs within budget limitations.

**YEAR ONE  
2008-2009**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
Develop Year 1 of LPN program	a. Design and construct new classroom and clinical facilities.	Fall 2008	Title V Grant Dir. Vice-President, Nursing Ed. Specialist	Deans, Admissions, Financial Aid, Nursing Ed. Faculty	Courses and facilities ready	\$600,000
	b. Recruit students	Summer 2008			20 students enrolled	\$100,000
	c. 2 semesters of coursework offered.	Spring 2010			80% of students complete year 1 successfully	
2. Sophomore level education curriculum developed.	Education Specialist hired and oriented	Fall 2009	Title V grant Director Vice-President	Dean		\$50,000

**YEAR TWO  
2009-2010**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Junior level curriculum developed.	Curriculum developed and approved.	Spring 2010	Education Specialist	Dean Faculty	Program ready to be piloted.	\$27,500
2. Sophomore year education program piloted.	a. Students recruited. b. 2 semesters of coursework offered	Fall 2010	Education Specialist	Admissions, Financial Aid, Education faculty	a. 20 students enrolled. b.80% of students complete year 1 successfully.	\$27,500

**YEAR THREE  
2010-2011**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Develop Senior level curriculum	a. Develop curriculum b. Approve curriculum	Spring 2011	Education Specialist	Dean of Instruction, faculty	Program ready to be piloted	\$30,.000
2. Pilot Junior year education program	a. Recruit students b. 2 semesters of coursework offered	Fall 2011 Fall 2011 & Spring 2012	Education Specialist	Admissions, Financial Aid	a. 20 students enrolled b. 80% of students complete year 1 successfully	\$30,000

**YEAR 4  
2011-2012**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
Pilot Senior year education program	a. Recruit students b. 2 semesters of coursework offered	Fall 2012	Education Specialist	Admissions, Financial Aid, Education Faculty	a. 20 students enrolled. b. 80% of students complete year 1 successfully	\$60,000

## ***STRATEGIC GOAL #5: ASSESSMENT***

*Donnelly College will assess the academic achievement of its students, effectiveness of its programs, services, instructors, and delivery methods, and will use the results in future planning.*

### **OBJECTIVES:**

- A. Donnelly College will assess the learning of its students.
- B. Donnelly College will assess academic levels of incoming students for appropriate course placement.
- C. Donnelly College will establish and publish standardized objectives for each course offered; objectives will be reviewed regularly.
- D. Donnelly College will use all assessment results to influence curriculum decision making.
- E. Donnelly College will assess the effectiveness of its programs, services, and instruction.
- F. Donnelly College will assess the instructors and delivery methods.
- G. Donnelly College will continue to monitor the tracking mechanisms to find out how many students continue their education, how long it takes them to complete their degrees, and how their Donnelly experience contributed to their quality of life.

### ***ANALYSIS OF THE CURRENT SITUATION:***

Ongoing assessment of the educational programs at Donnelly College is an integral component of the planning process. Additionally, it is a requirement for accreditation, and that requirement includes the need for widespread faculty involvement in the process. To that end, the Assessment Committee includes representation from the core disciplines (English, Math/Science, and Computer Technology), as well as various faculty members and student support personnel.

The institution uses Accuplacer for placement and pre- and post-testing for traditional students and the results are stored in PowerCampus. Although we have compiled this information in the past, it has not been utilized to its fullest potential (i.e. used as a tool for future planning, assessment of program effectiveness, etc.). Modifying testing protocols and cut-off scores have been done regularly and will continue to be done on an ongoing basis, but we are taking strides to make this process more efficient, more useful, and more accessible.

In addition to pre- and post-tests, we have also focused on testing critical thinking. In the past, an instrument has been identified for this purpose, but was only administered on a limited basis and to a limited number of students. Because of turnover in personnel, the committee feels that the way in which we assess critical thinking needs to be revisited. Specifically, we need to make a determination regarding the best/most efficient instrument to use, determine the selection of students, appropriate timing for test administration, and how the results can be used for future planning.

We are in the process of centralizing placement testing of ESL students in the testing center. In fall 2007, the testing center began using Accuplacer to place new ESL students. At present, testers are being trained to administer the oral interview component of ESL testing. This process should be in place by fall 2008. ESL students are assessed using the TOEFL exam at the end of the semester.

Baccalaureate Program courses are evaluated through professional portfolios and journals. The goal is to analyze how effective the students are in meeting both course and program student learning outcomes. In addition, a senior capstone project is required for graduation, and is also used to determine whether program outcomes have been met.

Each year all courses and instructors are evaluated by the students. Although there is an evaluation process in place to assess instructor effectiveness, with increased use of technology and IQWEB, the committee feels that there is a need to include the effectiveness of delivery methods as well. Towards this end, the committee will focus on redesigning the tool that is already in place.

We are currently in the process of determining a procedure whereby collected data are processed, disseminated, and used to inform change and planning in a timely and systematic way. Towards this goal, the office of Institutional Research continues to establish an intranet library of research for internal use.

**OBJECTIVE A:** Donnelly College will assess the learning of its students.

**YEAR ONE  
2008-2009**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Evaluate the process for assessing student outcomes on the Associate's level and certificate programs	a. Review assessment efforts from other institutions and compare to how Donnelly assesses our courses/programs	Spring 2009	Assessment Coordinator, Dean of Instruction	Assessment Committee,	Programs evaluated and updated	\$0
	b. Review computer technology pre- and post-test for effectiveness and discuss institutionalizing tests	Spring 2009	Assessment Coordinator, Dean of Instruction	Assessment Committee, Dir. Computer Services	Pre- and post-tests evaluated and institutionalized	\$0
2. Assessment test results used to improve curriculum	Scores reported to Deans, Coordinators & faculty	Dec. 2008 May 2009 July 2009	Dean of Instruction	Assessment Committee, Testing Center staff	Recommendations for change made	\$0
3. The assessment of the Organizational Leadership Program and courses will be reviewed	Review assessment efforts from other institutions and compare to how we assess our courses/program	Spring 2009	Coordinator of Organizational Leadership	Dean of Instruction, Assessment Committee	Programs and courses evaluated and recommendations made	\$0
4. Review Critical Thinking Assessment	a. Review the test currently used and research other testing options	Fall 2008	Assessment Coordinator	Assessment Committee, Dean of Instruction, and/or Coordinators	Test identified and policy and procedures in place	\$0
	b. Set criteria for when to test and which students to test	Spring 2009	Assessment Coordinator		Criteria set	\$0
5. Prepare LPN students for NCLEX exam	a. Review/test-taking sessions scheduled	Summer 2009	Coordinator of Nursing	Nursing faculty	Students scheduled for NCLEX-PN in Fall	\$0
	b. Students prepare for NCLEX-PN with practice exams	Summer 2009			Practice exams taken	

**YEAR TWO  
2009-2010**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Evaluate the process for assessing student outcomes on the Associate's level and certificate programs	Create a policy for the assessment of the Associate's level and certificate programs	Spring 2010	Assessment Coordinator, Dean of Instruction	Assessment Committee, Deans	Policy for assessment of student outcomes created	\$0
2. Assessment test results used to improve curriculum	Scores reported to Deans, Coordinators & faculty	Fall 2009	Dean of Instruction	Assessment Committee, staff	Process Institutionalized	\$0
3. The assessment of the programs and courses in the Bachelor's degree program will be reviewed	Review assessment efforts from other institutions and compare to how Donnelly assesses our courses/program	Spring 2009	Coordinator of Organizational Leadership	Dean of Instruction, Assessment Committee	Recommendations implemented and process is Institutionalized	\$0
4. Begin testing students on critical thinking skills	Pilot critical thinking testing	Fall 2009	Assessment Coordinator	Assessment Committee, Dean of Instruction, Faculty	Testing scheduled for Fall and Spring	\$0
5. Review existing pre- and post-testing process	Identify appropriate points and or classes for pre- and post-testing	Fall 2009 & Spring 2010	Assessment Committee	Dean of Instruction and/or Coordinators	Pre- and post-testing policy and procedures in place	\$0
6. Post-test LPN completers	a. Review/test-taking sessions scheduled	Sept. 2009	Coordinator of Nursing Program	Nursing faculty	NCLEX-PN test results fulfill state requirements Applications submitted	\$0
	b. Group two student applications submitted	Sept. 2009				\$0 (Students pay for exams)
	c. Testing scheduled	Apr. 2010				\$0

**YEAR THREE  
2010-2011**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Evaluate the process for assessing student outcomes on the Associate's level and certificate programs	Create a policy for the assessment of the Associate's level and certificate programs	Spring 2010	Assessment Coordinator, Dean of Instruction	Assessment Committee, Dean of Instruction	Process Institutionalized	\$0

2. Review critical thinking assessment	a. Research other instruments and compare to instrument currently used	Fall 2010	Dean of Instruction and/or Coordinators,	Faculty Senate Academic Council	Research completed	\$0
	b. Identify the instrument to be used	Fall 2010	Assessment Coordinator	Assessment Committee Dean of Instruction, and/or Coordinators, Faculty Senate, Academic Council	Instrument identified	\$0
	c. Go through approval process	Fall 2010	Assessment Coordinator		Process completed and approved	\$0
3. Review existing pre- and post-testing process	Identify appropriate points and or classes for pre- and post-testing	Fall 2009 & Spring 2010	Assessment Coordinator	Assessment Committee, Dean of Instruction, and/or Coordinators	Pre- and post-testing policy and procedures in place	\$0
4. Post-test LPN completers	a. Review/test-taking sessions scheduled	Sept 2010	Coordinator of Nursing Program	Nursing faculty	NCLEX-PN test results fulfill State requirements	\$0
	b. Group three and four student applications submitted	Sept 2010		Nursing faculty	Applications submitted	\$0 (Students pay for exams)
	c. Testing scheduled	Apr. 2011		Students	Sessions scheduled NCLEX-PN State Board results meet State requirements	\$0

**YEAR FOUR  
2011-- 2012**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Academic programs will be evaluated on a regular basis	This process will be institutionalized	Fall 2011	Dean of Instruction	Assessment Committee	Institutionalized	\$0
2. Review critical thinking assessment	Process institutionalized	Fall 2011	Dean of Instruction, and/or Coordinators	Faculty Senate, Academic Council	Institutionalized	\$0
3. Post-test LPN completers	a. Review/test-taking sessions scheduled	Sept 2011	Coordinator of Nursing Program	Nursing Director, Nursing faculty,	Sessions scheduled	\$0

	b. Groups 5 and 6 student applications submitted	Apr. 2012	Coordinator of Nursing Program	Testing Center	NCLEX-PN State Board results meet State requirements	\$0 (Students pay for applications & exams.)
	c. Testing scheduled	Spring 2012	Coordinator of Nursing Program	Testing Center	Testing Scheduled	

**YEAR FIVE  
2012 – 2013**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
Post-test LPN completers	a. Review/test-taking sessions scheduled	Sept.2012	Coordinator of Nursing Program	Nursing Director, Nursing faculty, Testing Center	Sessions scheduled	\$0
	b. Groups 5 and 6 student applications submitted	April 2013	Coordinator of Nursing Program		NCLEX-PN state board recommended pass rate results for groups seven and eight	\$0 (Students pay for applications & exams.)
	c. Testing scheduled	April 2013	Students		Tests taken	\$0 (Students pay for applications & exams)

**OBJECTIVE B:** Donnelly College will assess academic levels of incoming students for appropriate course placement.

**YEAR ONE  
2008-2009**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Centralize ESL placement test	a. Implement ESL placement test	Fall 2008/Spring 2009	Dir. of Testing Center	ESL faculty	a. Rubric reviewed  b. Students are successfully placed in the proper class	\$1,000
2. CT111 assessment test	a. Pilot CT111 assessment test	Fall 2008	Dir. of Testing Center	Computer Coordinator, faculty, Coordinator of Organizational Leadership	CT111 students in selected class (or classes) takes assessment test	TBD
	b. Implement CT111 assessment test	Spring 2009	Academic Computer Coordinator, Dir. of Testing Center	Testing Center, Computer faculty, Testing Center	Data from assessment test collected  Policy regarding assessment testing for CT111 established  All CT111 students take assessment test	TBD

**YEAR TWO  
2009-2010**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Review placement tests for Math, Reading, and Writing	Review placement procedure and cutoff scores for Math, Reading, and Writing	Fall 2009	Dean of Instruction	Testing Center, Math and English faculty, Coordinator of Developmental Education	Students properly placed	\$0

2. Implement any changes of placement tests for Math, Reading, and Writing	a. Modify placement testing forms	Spring 2010	Dir. of Testing Center	Testing Center, Math and English faculty, Coordinator of Developmental Education,	Materials are modified	\$0
	b. Retrain staff who proctor placement tests	Spring 2010	Dir. of Testing Center	Testing Center	Test proctors are retrained	\$0

**YEAR THREE  
2010-2011**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Review placement tests for ESL program	Review placement procedure and cutoff scores for ESL program	Fall 2010	Dean of ESL	Testing Center, ESL faculty, Dean of Instruction	Students properly placed	\$0
2. Implement any changes of placement tests for ESL program	a. Modify ESL placement testing forms	Fall 2010	Dir. of Testing Center	Testing Center	Changes are integrated into placement test Staff retrained	\$0
	b. Retrain staff who proctor placement tests	Fall 2010	Dir. of Testing Center			
3. Review placement tests for CT111	a. Review placement procedure and cutoff scores for computer course	Spring 2011	Academic Computer Coordinator	Coordinator of Organizational Leadership, Testing Center, Computer faculty	Placement procedures and cutoff scores reviewed and amended if applicable	\$0
	b. Modify placement testing forms	Spring 2011	Academic Computer Coordinator	Testing Center	Forms modified	\$0
	c. Retrain staff who proctor placement tests	Spring 2011	Dir. of Testing Center	Testing Center	Staff retrained	\$0

**YEAR FOUR  
2011-2012**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Review placement tests for Math, Reading, and Writing	Review placement procedure and cutoff scores for Math, Reading, and Writing	Fall 2011	Dean of Instruction	Assessment Coordinator, Testing Center, Math and English faculty, Director of Developmental Education	Institutionalized	\$0
2. Implement any changes of placement tests for Math, Reading, and Writing	a. Modify placement testing forms	Spring 2012	Assessment Coordinator,	Dir. of Testing Center	Institutionalized	\$0
	b. Retrain staff who proctor placement tests	Spring 2012	Dir. of Testing Center	Testing Center	Institutionalized	\$0

**YEAR FIVE  
2012-2013**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Review placement tests for ESL program	Review placement procedure and cutoff scores for ESL program	Fall 2012	Dean of ESL	Testing Center, ESL faculty	Institutionalized	\$0
2. Implement any changes of placement tests for ESL program	a. Modify ESL placement testing forms	Spring 2013	Assessment Coordinator	Director of Testing Center	Institutionalized	To be determined
	b. Retrain staff who proctor placement tests	Spring 2013	Dir. of Testing Center	Testing Center	Institutionalized	\$0

3. Review assessment tests for CT111	a. Modify assessment testing procedure	Fall 2012	Academic Computer Coordinator	Coordinator of Organizational Leadership, Assessment Coordinator, Testing Center, Computer faculty	Institutionalized	\$0
	b. Retrain staff who proctor assessment test	Fall 2012	Academic Computer Coordinator	Dir. of Testing Center, Testing Center	Institutionalized	\$0
4. Implement any changes of assessment tests for CT111	Implement CT111 assessment test	Spring 2013	Academic Computer Coordinator	Dir. of Testing Center	Institutionalized	\$0

**OBJECTIVE C:** Donnelly College will establish and publish standardized objectives for each course offered; objectives will be reviewed regularly.

**YEAR ONE  
2008-2009**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Create standardized objectives for all Baccalaureate courses and preparatory courses	Learning outcomes will be standardized and aligned with the learning objectives for the class and/or program	Spring 2009	Academic Deans and/or Coordinators	Dean of Instruction, Appropriate Instructors	a. Assessment rubrics identified & implemented b. Common syllabi electronically published	\$0

**YEAR TWO  
2009-2010**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Review standardized objectives for ESL, English and Math courses	Learning outcomes will be standardized and aligned with the learning objectives for the class and/or program	Spring 2010	Academic Deans and/or Coordinators	Dean of Instruction, Assessment Coordinator, Appropriate Instructors	a. Assessment rubrics identified & implemented b. Common syllabi electronically published	\$0
2. Review standardized objectives for LPN courses	Learning outcomes will be standardized and aligned with the learning objectives required by State of Kansas	Spring 2010	Coordinator of Nursing Program	Dean of Instruction, Assessment Coordinator, Appropriate Instructors	a. Assessment rubrics identified & implemented b. Common syllabi electronically published	\$0

**YEAR THREE  
2010-2011**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Create standardized objectives for all other courses not yet addressed	Learning outcomes will be standardized and aligned with the learning objectives for the class and/or program	Spring 2011	Academic Deans and/or Coordinators	Dean of Instruction, Assessment Coordinator, Appropriate Instructors	a. Assessment rubrics identified & implemented b. Common syllabi electronically published	\$0

2. Create standardized objectives for new education courses	Learning outcomes will be standardized and aligned with the learning objectives for the Education Program	Spring 2011	Coordinator of Elementary Education	Dean of Instruction, Assessment Coordinator, Appropriate Instructors	a. Assessment rubrics identified & implemented b. common syllabi electronically published	\$0
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**YEAR FOUR  
2011-2012**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Review standardized objectives for all Baccalaureate courses and preparatory courses	Learning outcomes will be reviewed	Spring 2012	Academic Deans and/or Coordinators	Dean of Instruction, Assessment Coordinator, Appropriate Instructors	a. Review process completed b. Recommendations made, if applicable	\$0

**YEAR FIVE  
2012-2013**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Review standardized objectives for ESL, English, Math and LPN courses	Learning outcomes will be reviewed.	Spring 2013	Academic Deans and/or Coordinators	Dean of Instruction, Assessment Coordinator, Appropriate Instructors	a. Review process completed b. Recommendations made, if applicable	\$0

**OBJECTIVE D:** Donnelly College will use all assessment results to influence curriculum decision making.

**YEAR ONE  
2008-2009**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Make assessment data available	a. Survey administrators and department heads to find out what information they need to be able to make curriculum decisions	Oct. 2008	Institutional Research	Assessment Committee	Surveys collected	\$0
	b. Determine what data is needed, if it is currently available, how best to collect it	Nov. 2008		Assessment Committee Faculty Senate	List of data fields for library	\$0
	c. Using list of data fields for library, survey faculty to see if they need any other data	Feb. 2009		Assessment Committee	Review collected	\$0
	d. Collect data from previous years and current years	Spring 2009		Assessment Committee	Data collected	\$0
	e. Design an on-line library to store assessment data and institutional research to ease access to information	Spring 2009		Assessment Committee Web-designer	Library created	\$0
2. Review the calendar of assessment activities	If the calendar of assessments activities is being utilized continue updating yearly	Fall 2008	Assessment Committee	Dean of Instruction	Process institutionalized	\$0

**YEAR TWO  
2009-2010**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
Review the on-line assessment data library	a. Survey community to see if they utilize the on-line library and ask suggestions for improvement	Oct. 2009	Institutional Research	Assessment Committee	Surveys collected	\$0
	b. Survey Board of Trustees to see if there is any other data that would be helpful to them	Oct. 2009	Institutional Research	President, Assessment Committee	List of modifications developed	\$0

	c. Review results of survey	Nov. 2009	Assessment Committee	Dean of Instruction	List of modifications developed	\$0
	d. Modify database as needed	Spring 2010	Institutional Research	Assessment Committee Web-designer	Database modified	\$0

**YEAR THREE**

**2010-2011**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
Review the on-line assessment data library	a. Survey community to see if they utilize the on-line library and ask suggestions for improvement	Oct. 2010	Institutional Research	Assessment Committee	Institutionalized	\$0
	b. Review results of survey	Nov. 2010	Assessment Committee	Institutional Research	Institutionalized	\$0
	c. Modify database as needed	Spring 2011	Institutional Research	Assessment Committee, Web-designer, Dean of Instruction	Institutionalized	\$0

**OBJECTIVE E:** Donnelly College will assess the effectiveness of its programs, services.

**YEAR ONE  
2008-2009**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Academic, certificate and ESL programs will be evaluated on a regular basis	a. Review evaluation instruments currently in place	Fall 2008	Assessment Coordinator	Academic Deans and/or Coordinators, Dean of Instruction, Assessment Committee, Faculty Senate	Review completed Determination made regarding evaluation instrument(s)	\$0
	b. Established academic programs will be evaluated every 3 years and new programs evaluated at the end of the first year	Feb. 2009	Dean of Instruction	Academic Deans and/or Coordinators Faculty Senate	Program modifications made based upon evaluation results	\$0
	c. Program evaluation results reviewed to inform decision making regarding programs	Apr. 2009	Dean of Instruction	Academic Deans and/or Coordinators, Faculty Senate	Results reviewed Recommendations made and implemented	\$0
2. Donnelly services will be evaluated on a regular, cyclic basis Services to be defined as: Registrar, Advising, Deans, Housing, Student Activities, Financial Aid, Facilities, Bookstore, Library, Computer Services, and Food Services	Develop a standard program evaluation instrument	May 2009	Assessment Coordinator	Institutional Research, President, Assessment Committee	Instrument developed and implemented	\$0

**YEAR TWO  
2009-2010**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Academic programs will be evaluated on a rotating basis	a. Review evaluation instruments currently in place; modify as needed	Fall 2009	Assessment Coordinator	Academic Deans and/or Coordinators, Dean of Instruction,	Process Institutionalized	\$0

	b. Established academic programs will be evaluated every 3 years and new programs evaluated at the end of the first year	Feb. 2010	Dean of Instruction	Faculty Academic Deans and/or Coordinators, Faculty Senate	Process Institutionalized	\$0
	c. Program evaluation results reviewed to inform decision making regarding programs	Apr. 2010	Dean of Instruction	Academic Deans and/or Coordinators Faculty Senate	Process Institutionalized	\$0
2. Donnelly services will be evaluated on a regular, cyclic basis	a. All services will be evaluated every two years by students, faculty and staff via surveys available throughout the semester	May 2009	Institutional Research	Faculty, Students	Evaluations completed	\$0
	b. Surveys will be collected at the end of the semester and sent to the Institutional Research Coordinator for tabulation	Dec. 2008	Institutional Research	Faculty, Students	Evaluations collected and tabulated	\$0
	c. Evaluation results will be forwarded to Division heads, Assessment Committee, Academic Deans and/or Coordinators, Vice-President, and President for recommendations	May 2009 Jan. 2009 June 2009	Institutional Research	Faculty Students	Suggestions discussed with appropriate parties and/or implemented	\$0

**YEAR THREE  
2010-2011**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
Academic programs will be evaluated on a rotating basis	Evaluation instrument will be reviewed and modified as needed	Feb. 2011	Assessment Coordinator	Academic Deans and/or Coordinators, students, faculty, staff	Review process and modifications completed	\$0

**YEAR FOUR  
2011-2012**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
Academic programs will be evaluated on a regular basis	Evaluation instrument will be reviewed and modified as needed	Feb. 2012	Assessment Coordinator	Academic Deans and/or Coordinators, students, faculty, and staff	Institutionalized	\$0

**OBJECTIVE F:** Donnelly College will assess the effectiveness of its instructors and their delivery methods.

**YEAR ONE  
2008-2009**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Instructor effectiveness will be evaluated	a. Course evaluations will be completed by students	Spring 2009	Assessment Coordinator	Faculty	Course evaluations reviewed	\$200 (Survey Monkey)
	b. Self-evaluations will be completed by instructors	Spring 2009	Academic Deans and/or Coordinators	Dean of Instruction	Self evaluations reviewed	\$0
	c. Mentoring program pilot will be reviewed	Fall 2008	Dean of Instruction	Faculty Senate Academic Deans and/or Coordinators	Mentoring program evaluated and recommendations are made	\$0
	d. Mentoring program revised as needed	Spring 2009	Dean of Instruction	Faculty Senate Academic Deans and/or Coordinators	Program revised and recommendations implemented	\$0
2. Course evaluations will be conducted	a. Course evaluations will be completed by students	Spring 2009	Institutional Research	Academic Deans and/or Coordinators	Evaluations completed	\$0
	b. Course evaluations will be completed by instructors	Spring 2009	Academic Deans and/or Coordinators	Dean of Instruction Faculty	Evaluations completed	\$0
	c. Full-time and adjunct faculty will complete and submit self-assessments annually	Spring 2009	Academic Deans and/or Coordinators	Dean of Instruction Faculty	Self-assessments completed	\$0
	d. The course evaluation process will be reviewed	Spring 2009	Assessment Coordinator	Assessment Committee Faculty Senate	Review process completed	\$0
3. The results of the evaluations to measure faculty effectiveness will be used to further faculty professional development	a. Full-time and adjunct faculty will be evaluated annually (beginning in first semester of service)	Spring 2009	Academic Deans and/or Coordinators	Faculty Dean of Instruction	Self-assessments completed and submitted	\$0
	b. Evaluation results will be discussed with the faculty and used to determine how they can be used to develop, modify, or adjust individual	Spring 2009	Academic Deans and/or Coordinators	Faculty Dean of Instruction	Evaluations discussed Professional development plans completed	\$0

	professional development plans					
	c. Course evaluation process will be reviewed	Spring 2009	Assessment Committee	Faculty Dean of Instruction	Process reviewed	\$0
4. The results of the course evaluations to measure course effectiveness will be used to improve course delivery methods	a. Courses will be evaluated annually	Spring 2009	Academic Deans and/or Coordinators	Faculty Dean of Instruction	Course evaluations completed	\$0
	b. Evaluation results will be used to determine how to improve course delivery methods	Spring 2009	Academic Deans and/or Coordinators	Faculty Dean of Instruction	Evaluations used to improve delivery methods, if applicable	\$0
	c. The process of course evaluations will be reviewed	Spring 2009	Academic Deans and/or Coordinators	Faculty Dean of Instruction	Process reviewed; changes implemented (if applicable)	\$0
5. The results of the evaluations used to measure the effectiveness of instructors will be used to enhance/modify course development	An assessment will be made regarding whether instructors were successful in meeting the needs of students and the objectives of courses	Spring 2009	Dean of Instruction	Assessment Committee, Academic Deans and/or Coordinators, Faculty Senate	Delivery methods studied and results used to develop, modify or adjust course development	\$0
6. The results of the evaluations used to measure the effectiveness of delivery methods will be used to enhance/modify course development	An assessment will be made regarding whether current delivery methods were successful in meeting the needs of students and the objectives of courses	Spring 2009	Dean of Instruction	Assessment Committee, Academic Deans and/or Coordinators & Faculty Senate	Delivery methods studied and results used to develop, modify or adjust course development	\$0

**YEAR TWO  
2009-2010**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Instructor effectiveness will be evaluated	a. Course evaluations will be completed by students	Spring 2010	Institutional Research	Dean of Instruction Academic Deans and/or Coordinators Assessment Coordinator	Process institutionalized	\$0
	b. Self-evaluations will be completed by instructors	Spring 2010	Faculty	Dean of Instruction Academic Deans and/or Coordinators	Process institutionalized	\$0

	c. Mentoring program will be evaluated	Spring 2010	Faculty Senate	Dean of Instruction Academic Deans and/or Coordinators Faculty	Process institutionalized	\$0
2. Course evaluations will be conducted	a. Course evaluations will be completed by students	Spring 2010	Institutional Research	Academic Deans and/or Coordinators	Process institutionalized	\$0
	b. Course evaluations will be completed by instructors	Spring 2010	Academic Deans and/or Coordinators	Dean of Instruction Faculty Senate	Process institutionalized	\$0
	c. Full-time and adjunct faculty will complete and submit self-assessments annually	Spring 2010	Academic Deans and/or Coordinators	Dean of Instruction	Process institutionalized	\$0
	d. The course evaluation process will be reviewed	Spring 2010	Assessment Coordinator	Assessment Committee Faculty Senate	Process institutionalized	\$0
3. The results of the evaluations to measure faculty effectiveness will be used to further faculty professional development	a. Full-time and adjunct faculty will be evaluated annually (beginning in first semester of service)	Spring 2010	Academic Deans and/or Coordinators	Faculty Dean of Instruction	Process institutionalized	\$0
	b. Evaluation results will be discussed with the faculty and used to determine how they can be used to develop, modify, or adjust individual professional development plans	Spring 2010	Academic Deans and/or Coordinators	Faculty Dean of Instruction	Process institutionalized	\$0
4. The results of the course evaluations to measure course effectiveness will be used to improve course delivery methods	a. Courses will be reviewed annually	Spring 2010	Academic Deans and/or Coordinators	Faculty Dean of Instruction	Process institutionalized	\$0
	b. Evaluation results will be used to determine how to improve course delivery methods	Spring 2010	Academic Deans and/or Coordinators	Faculty Dean of Instruction	Process institutionalized	\$0
5. The results of the evaluations used to measure the effectiveness of instructors will be used to enhance/modify course development	An assessment will be made regarding whether instructors were successful in meeting the needs of students and the objectives of courses	Spring 2010	Dean of Instruction	Assessment Committee, Academic Deans and/or Coordinators, Faculty Senate	Process institutionalized	\$0
6. The results of the evaluations used to measure	An assessment will be made regarding whether current delivery methods	Spring 2010	Dean of Instruction	Assessment Committee,	Process institutionalized	\$0

the effectiveness of delivery methods will be used to enhance/modify course development	were successful in meeting the needs of students and the objectives of courses			Academic Deans and/or Coordinators, Faculty Senate		
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**OBJECTIVE G:** Donnelly College will monitor tracking mechanisms to find out how many students continue their education, how long it takes them to complete their degrees, and how their Donnelly experience contributed to their quality of life

**YEAR ONE  
2008-2009**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Improve tracking in PowerCampus of students who have completed a program of study, regardless of whether or not they actually graduated	Develop a policy to designate in PowerCampus when a student has reached their educational goal; e.g., completion of ESL program or healthcare courses	May 2009	Assessment Coordinator	Registrar, Assessment Committee	Policy created and implemented to track when completion of educational goal is obtained	\$0
2. Send alumni survey to a core group of graduates from 1994 to 2004	a. Develop new survey	Oct. 2008	Assessment Committee	Alumni Relations, Registrar- to get list of names	New survey devised	\$0
	b. Compile list of students to survey	Jan. 2009	Alumni Relations	Registrar	List compiled	\$0
	c. Mail survey (with Phone-a-thon mailer)	Feb. 2009	Assessment Coordinator	Alumni Relations	Survey mailed	\$150
	d. Compile survey results and distribute to community	May 2009	Institutional Research	Assessment Committee	Results compiled and reported	\$0

**YEAR TWO  
2009-20010**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
1. Review alumni survey process	Review the process of conducting alumni surveys and make necessary changes	Dec. 2009	Assessment Coordinator	Assessment Committee, Alumni Relations	a. Changes suggested b. Process updated and institutionalized	\$0
2. Send survey to a core group of graduates from 1983 to 1993	a. Compile list of students	Jan. 2010	Alumni Relations	Alumni Relations	List compiled	\$0
	b. Mail out survey (with Phone-a-thon mailer)	Feb. 2010	Assessment Coordinator	Alumni Relations	Survey mailed	\$150
	c. Compile survey results and distribute to community	May 2010	Institutional Research	Assessment Committee	Results compiled and reported	\$0

**YEAR THREE  
2010-2011**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
Send survey to a core group of graduates from 1972 to 1982	a. Compile list of students	Jan. 2011	Alumni Relations	Alumni Relations	List compiled	\$0
	b. Mail out survey (with Phone-a-thon mailer)	Feb. 2011	Assessment Coordinator	Alumni Relations	Survey mailed	\$150
	c. Compile survey results and distribute to community	July 2011	Institutional Research	Assessment Committee	Results compiled and reported	\$0

**YEAR FOUR  
2011-2012**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
Send survey to a core group of graduates from 1961 to 1971	a. Compile list of students	Jan. 2012	Alumni Relations	Alumni Relations	List compiled	\$0
	b. Mail out survey (with Phone-a-thon mailer)	Feb. 2012	Assessment Coordinator	Alumni Relations	Survey mailed	\$150
	c. Compile survey results and distribute to community	July 2012	Institutional Research	Assessment Committee	Results compiled and reported	\$0

**YEAR FIVE  
2012-2013**

<i>Action Plan</i>	<i>Implementation Steps</i>	<i>Target Date</i>	<i>Primary Person Responsible</i>	<i>Other People Responsible</i>	<i>Indicators of Success</i>	<i>Estimated Cost</i>
Send survey to a core group of graduates from 1949 to 1960	a. Compile list of students	Jan. 2013	Alumni Relations	Alumni Relations	List compiled	\$0
	b. Mail out survey (with Phone-a-thon mailer)	Feb. 2013	Assessment Coordinator	Alumni Relations	Survey mailed	\$150
	c. Compile survey results and distribute to community	July 2013	Institutional Research	Assessment Committee	Results compiled and reported	\$0

