

# Significant Institutional Outcomes

## January 2009 to December 2014

- Provided equalized benefits for all employee groups.
- Introduced Enhance COD to solicit College improvement ideas from all employees.
- Established the Resources for Excellence Grant program to support innovative ideas for improving instruction, student experiences and support services for the College and community.
- Created new College-wide brand positioning.
- Reconstituted the Teaching and Learning Center (TLC), adding new value-added development programs for faculty and staff.
- Redesigned the College's entire website, improving navigation and the interactive nature of the site.
- Developed COD CARES, an institution-wide program to promote charitable activities on and off campus.
- Added 53 new certificate programs with 6 additional pending approval, and 16 new degree programs.
- Received initial or reaffirmation of accreditation for 22 academic programs.
- Secured passage of \$168 million capital referendum – the second largest in the nation in November 2010.
- Increased the unallocated fund balance by more than \$130 million to \$177 million or 97 percent of the College's operating budget.
- Generated excess operating revenue over expenses of \$1.1 million in FY 2014 for the College's four regional centers. This is an increase of over \$300,000 or almost 37 percent over previous year.
- In 2009, refinanced a portion of the College's capital debt, saving taxpayers \$2.14 million.
- Launched Waterleaf restaurant and the Inn at Waters Edge.
- Introduced Variable Tuition in high cost associate degree health care programs, saving the College approximately \$1 million annually.
- Conceived of and implemented an annual comprehensive Strategic Long-Range Planning process. In 2014, the Association for Strategic Planning awarded the College the *Richard Goodman Strategic Planning Award* for distinction in the practice of Strategy Development, Implementation and Results.
- Completed a \$550 million campus improvements project involving more than 1.5 million square feet of enhanced educational space.
- Earned two gold, two silver and two LEED certifications for six buildings, with expectations of one more gold and two more silver LEED-certified buildings in the near future, with two additional submissions pending.
- Reduced energy costs by nearly 13.5 percent while adding more than 630,000 square feet to the Glen Ellyn campus.
- Received the 2013 Illinois Council of Community College Administrators Innovation Award for the development of 12 new 3+1 baccalaureate completion programs with five university partners.
- As of 2014, College of DuPage offers 13, 3+1 baccalaureate completion programs with six university partners.
- Received the 2014 Illinois Council of Community College Administrators Innovation Award for *Strengthening Division Teamwork*, an innovative approach to student collaboration based on a multi-discipline simulation involving students in EMT, Nursing, Surgical Tech, Nuclear Medicine and Respiratory Care programs.
- Commissioned ReSET (Reconceiving the Student Experience Team) to review policies and procedures

to improve customer service and escalate student success.

- Executed ESEIP (Enhanced Student Experience Implementation Plan) which addressed 36 of 54 key strategies to improve student recruitment, retention and customer service.
- From 2010 to 2014, increased fall credit headcount by 10.3 percent and Full Time Equivalent Students (FTES) by 6.0 percent. COD was one of only three Illinois community colleges districts to increase headcount between these years and the only community college district to increase FTES. During this time Illinois community colleges in aggregate lost 11.1 percent in credit headcount and 13.1 percent in FTES.
- Between Fall 2012 and 2013 headcount grew 9.4%. This increase ranked sixth in the country among community colleges and first, when excluding California community colleges.
- Provided students with consistent experience by implementing appointment and queue management application across multiple departments.
- Implemented 100% of courses in College's learning management system, Blackboard, with consistent minimum content to meet student expectations.
- Transformed the entire 273-acre campus' external "curb appeal" through the completion of a \$25 million Site Development Plan that added green landscaping and the creation of diversionary areas to attract prospective students and better serve current students.
- Introduced the Presidential and Academic Scholars programs, increasing high-achieving student enrollment by 562 percent from 2010 to 2014.
- Strengthened the College's external image through the creation of the award-winning "Unexpected" ad campaign and Impact magazine, which is distributed to 390,000 households three times per year.
- Established the College's use of social media outlets such as Flickr, Twitter, You Tube, Linked-In, Google+ and Facebook, increasing COD Facebook followers from zero in 2010 to more than 8,700 in 2014.
- Successfully transformed the Business and Professional Institute into the highly lucrative and effective Business Solutions program, a one-stop resource for business training and development that realized over \$1.8 million in revenue for FY2014, an increase of over \$350,000 or 24.5 percent from prior year.
- Awarded \$26.7 million in capital funding from the State of Illinois.
- Established the Career and Training Center at the Illinois Department of Employment Security in Lombard to serve unemployed and underemployed community members.
- Continued a successful Fulbright Scholarship program, with the "Chronicle of Higher Education" ranking COD as a top producer of Fulbright Scholars.
- Awarded the 2012 Annual Award for Business Excellence from the Daily Herald Business Ledger.
- Received national recognition from the Institute of International Education in 2010-2011 and 2011-2012 for having the second-highest number of students among community colleges involved in international study programs.
- From 2010 to 2014, increased fall online (unduplicated) credit headcount by 115.4 percent and online Full Time Equivalent Students (FTES) by 36.4 percent, making COD the largest provider of online course offerings among Illinois community colleges. In comparison, during this time Illinois community colleges in aggregate increased 6.2 percent in online (unduplicated) credit headcount and 2.1 percent in online FTES.
- Served thousands of students with the implementation of staffed Welcome Tables during the first two weeks of each semester.
- Instituted and successfully completed Community Nights for 13 communities in District 502 to exchange information with area educational, governmental and corporate leaders.
- Received more than \$25 million in grants between 2009 and 2014.
- Completed a \$2.3 million internal and external way finding project to increase safety and provide improved, consistent campus-wide signage.

- Completed the fifth Personnel Assessment on the College Environmental (PACE) Survey in spring 2013 with an overall mean score in the high Consultative Leadership Range, indicating a healthy campus climate. The 2013 overall mean score of 3.72 essentially tied the all-time high mean score achieved in 1999.
- Developed and implemented the COD Leadership Academy professional development program for College supervisors to enhance their effectiveness in supporting the goals of the College.
- Redrafted and reformatted the entire Board Policy Manual and Procedures.
- Refreshed the College's Chaparral logo, selected a new College mascot and installed an 8-foot bronze statue north of the Student Services Center to encourage College loyalty and spirit among students and staff.
- Maintained affirmation of the College's Aaa/AAA bond rating from Moody's and Standard and Poor's.
- Received consistently unqualified clean financial audit opinions from external auditing firm Crowe Horwath LLP from FY 2009 to FY 2014.
- Received the 17<sup>th</sup> consecutive Distinguished Budget Presentation Award and 21<sup>st</sup> consecutive Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) of the U.S. and Canada.
- Received the Illinois Performance Excellence (ILPEX) Bronze Award for Commitment to Excellence as part of the College's reaffirmation of accreditation process, making COD only the sixth community college ever to earn this award.
- Strengthened the College of DuPage Foundation with the addition of new leadership and staff, with total assets listed as \$14.4 million for FY 2014.
- Continually ranked among the top 10 institutions in Illinois for campus safety by StateUniversity.com, ranking seventh in the state among its peers in 2013.
- Increased high school dual-credit Full Time Equivalent Students (FTES) by 137 percent between fall 2013 and fall 2014. This resulted in 21 sites offering 259 college credit sections.
- Completed implementation of a \$6 million Elucian Colleague Student Information system, including the launching of Recruiter, prospect and application management.
- Participated in the AQIP-Baldrige Option Pilot for reaffirmation of accreditation and was one of only seven schools out of 200 – and the only Illinois college – approved by the Higher Learning Commission to be part of this study.
- Hosted a Joint Command Center for the NATO Summit in Chicago at the College's new Homeland Security Education Center.
- Received approval to begin Phase II of the College's Homeland Security Training Institute, which will house the only multi-jurisdictional training site of its kind within a 1,000-mile radius of the College.
- Instituted the COD Alerts system that notifies students and staff through texts, emails, voice mails and social media about College closings due to weather or emergency situations.
- Replaced and updated the College's financial management and budgeting systems.
- Implemented online procurement solution to expedite and improve procurement management.
- Created a new user-friendly portal system for College employees and students.
- Implemented ChapApp, the College's mobile application.
- Achieved the highest number of online enrollments ever in fall 2013, with 80 percent of courses registered for online through myaccess.cod.edu.
- More than doubled the number of scholarships awarded by the COD Foundation from 300 in 2009 to more than 600 in 2014.
- Implemented green measures through paperless forms, enrollments and reports and the reduction of 109 physical servers to 62 physical servers.
- Developed and delivered Student Employee Orientation Program.

- Developed and implemented Basic Service Excellence training programs for all employees.
- Developed Advanced Service Excellence training programs for “front-line” employees that have been utilized throughout the College.
- Developed quarterly skills building forums for supervisors to ensure consistent application of COD policies and procedures and improve their management skills.
- Introduced the Strengths Based Approach to Learning in the classroom and administration college-wide.
- Created and rolled-out New Employee Orientation programs for all employees.
- Developed and implemented mandatory Diversity training for all employees serving on search committees, Supervisors and Managers, and increased the number of Diversity recruitment sourcing mechanisms.
- Hosted Diversity career fairs on the COD campus.
- Instituted a requirement that performance evaluations must be completed for all full- and part-time employees.
- Developed employee self-evaluation instrument for use in conjunction with annual evaluations.
- Revamped and implemented a new Employee Recognition Program through the “I Am COD” awards.
- Revised Constituency Guidebooks, resulting in more effective practices and an increased ease of information flow.
- Replaced the manual employee recruiting process with a robust, efficient and user-friendly online applicant tracking system.
- Identified VALIC as a new Third Party Administrator for Deferred Compensation Plans (403b/457 plans) to ensure COD meets fiduciary, audit and plan objectives.
- Created custom COD enrollment website for the 403b/457 Deferred Compensation Plans.
- Implemented an online employee benefits enrollment process for selected benefits.
- Eliminated the six-month waiting period for eligibility for new employees to participate in Dental and Vision plans.
- Engaged a new Flexible Spending Account provider to increase cost-effectiveness and efficiency and improve service for employees.
- Improved the integration of Adjunct Faculty to the College with the addition of two new Assistant Dean of Adjunct Faculty Support positions.
- Developed new Adjunct Faculty Lecturer positions that provide increased loads and health insurance.
- Created regular, ongoing employee engagement meetings for all constituency groups.
- Restructured Shared Governance Council based on input from COD constituencies.
- Facilitated the development and implementation of College practices that adhere to new SURS Return to Work and The Affordable Care Act legislation.
- Significantly increased efficiencies and effectiveness in processes and procedures throughout the Human Resources function.
- Established College of DuPage as a tobacco-free campus on Aug. 6, 2012.
- Increased retention of students by 25 percent from fall 2012 to fall 2013 through the implementation of a revamped New Student Orientation program that focuses on student engagement.
- Retained a commitment to the intercollegiate football program and received the NATYCAA Cup (National Alliance of Two Year College Athletic Administrators) in 2009 that recognizes excellence in two-year college athletics.
- Constructed a \$5 million athletic field complex, which included new stands, track, turf field and press box.
- Implemented a new Graduation Initiative that has identified and notified more than 5,335 students since April 2013 about their completion of degree or certificate requirements.
- Received the Governor’s Award for Academic Excellence in serving veterans, making COD the first

community college ever to earn this award from the Illinois Department of Veterans Affairs.

- Introduced first inaugural Graphics Standards manual and Experts Guide for use by the COD Speakers Bureau and members of the media.
- Upgraded the Screenscape plasma screen software and introduced a new campus-wide calendar.
- Received 2013 and 2014 NCMPR gold and silver Medallion Awards for advertising, publications and media relations efforts. For 2014, received the most awards to any college and the most golds awarded to a single college.
- Introduced “COD This Week,” a weekly online newsletter from the President to employees that contains information on College and educational issues.
- Established three new College offices: Marketing and Communications, Enrollment Management, and Planning and Institutional Effectiveness.
- Successfully merged Enrollment Management and Student Affairs, formally linking recruitment, retention and completion.
- Implemented Campus Central for the Student Affairs Division to serve as the main information hub and a starting point for students who require information or services.
- Implemented the Pathways program in fall 2012, which serves as a guaranteed admissions agreement with the University of Illinois-Urbana Champaign (UIUC) Engineering program.
- Increased Latino headcount by 51.5% between fall 2011 and fall 2014.
- Implemented the Middle School Admissions outreach program to target middle school students and their families.
- Increased Adult Student Admissions outreach efforts districtwide.
- Obtained Higher Learning Commission approval to offer four A.A.S. degrees and six certificate programs online.
- Introduced Centers of Excellence initiative to enhance key academic programs through the allocation of a \$150,000 grant to recipients of this award.
- Acquired through a gift the first operational CAT scan machine on a community college campus in the nation for use by College Medical Imaging programs.
- Successfully negotiated four employee union contracts, several contract extensions and the addition of part-time advisors and counselors into the CODAA contract.
- Successfully created and implemented new Center for Student Diversity.
- Received an outstanding Quality Checkup Report from the Higher Learning Commission, noting COD completely met the HLC’s Criteria for Accreditation and Core Concepts, and was in full compliance with the U.S. Department of Education’s Federal Compliance Guidelines. Based on the strength of the Quality Checkup Report, we anticipate that COD will be permitted to continue in AQIP with its accreditation reaffirmed for another eight years.
- President is leading a state-wide initiative to secure legislation for Illinois community colleges to award the Bachelor of Applied Technology and/or Bachelor of Applied Science degree(s).
- Started work on an Early College Initiative with West Chicago and Glenbard East high schools that will allow students to earn up to 15 hours of college general education credit before graduating from high school.
- Implemented a series of electronic applications (e.g., Recruiter, IntelliResponse, ChapApp, MyAdvise, FA~Link, Schedule Planner, etc.) designed to transform student service through technology.
- Implemented “New Student Enrollment Seminars” - programming designed to benefit new at-risk students when navigating the steps to enrollment and making important connections at the College.
- Created and implemented the myACCESS lab to assist students with building a class schedule, registering for classes, finalizing financial aid, and making payment arrangements.
- Implemented a comprehensive call center for the purpose of following up with students to assist them at vulnerability points throughout the recruitment and enrollment process.

- Developed a process using Maxient to create an institutional-wide database for student and staff reporting of student concerns and incidents. Initiated expansion of process to include complaint reporting.
- Developed Behavioral Intervention Team (BIT) marketing materials to promote the importance of campus safety.
- Purchased a license with Campus Clarity for the “Think about It” orientation program to provide training and awareness on sexual misconduct for students.
- Developed student loan awareness by developing information sessions—“Smart Borrowing”-- on the obligations of student loan borrowing.
- Streamlined process of assigning students to counselors/advisors with a goal of every full-time student having a designated contact to work with to develop their educational plan and to serve as a contact for “Early Alert” notices/follow up.
- Developed “introductory pathways” into the four Regional Centers by providing educational planning and student financial assistance programming specific to the centers and leading to the assignment of these new students to a Student Success Counselor at that Regional Center.
- Planned and coordinated cultural events targeting the Latino population including Latino Student Visit Day; parent workshops; the Dare to Dream Conference for Latino 8th grade and freshman girls; and a new Mother’s Day event honoring mothers of our Latino students.
- Required all F-1 students to purchase an insurance policy in order to have coverage while attending classes.
- Collaborated with Marketing and Communication Services, expanded the use of social media in the recruitment process via Facebook, LinkedIn, Twitter and other social mediums.
- Collaborated with Multimedia and Marketing and Communications to create a virtual campus tour.
- Returned Homecoming to campus after a 40-year hiatus.
- Developed new Fitness Center enhancing the wellness initiatives for the entire community.
- Employees have received an average annual 3.46 percent increase to the salary pool over the last four years, FY12 to FY15. Additionally, all employee salary pools will increase 3 percent per year in FY16 and FY17, or an average increase to the salary pool of 3.3 percent for the six year period.
- Opened the IDEA Center, a support entity for full- and part-time faculty to help develop research or innovative teaching or assessment projects for their classrooms.
- Launched the Lakeside Pavilion at COD, where 7500 plus patrons enjoyed the inaugural Summer Starlight Series.
- The Foundation raised \$11.2 million in private support and public grants during FY14, representing the largest amount raised in the history of College of DuPage.
- Developed and implemented a formal COD Institutional Review Board (IRB) for review and approval of human subject research projects.
- Created and launched a Distinguished Alumni Program to recognize, celebrate and engage high achieving Alumni. The 2014 class of distinguished alums consisted of eight individuals from various centers of excellence within the College.
- Completed the fourth Noel-Levitz Student Satisfaction Inventory Survey with overall results being the highest of any previous survey. The survey also revealed that for 83 percent of the students COD was their first or second choice for higher education, and cost and academic reputation were the most influential factors for choosing COD.
- Completed a community “Pulse Survey” in Dec. 2014 that showed District 502 residents overwhelmingly believe that COD’s tuition is a good value; COD has a good image and academic reputation; COD should offer bachelor degrees in select fields where job opportunities exist; that the portion of property taxes allocated to COD is reasonable; and that COD should have at least nine months of financial reserves (fund balance).

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