



CALUMET COLLEGE OF ST. JOSEPH

Planning Documents

(Aligned to Strategic Plan and AQIP Categories)

Implemented January 2011



CALUMET COLLEGE OF ST. JOSEPH

Development Plan

January-December 2012

Development Category	AQIP Category	Strategic Plan Item	Context	Goal	Action Steps	Status
Annual Fund	6	VIII	<p>In 2011, the College raised \$48,472 through its direct mail campaign.</p> <p>7,518 alumni were mailed direct mail solicitations in 2011. The College has addresses for 7,662 alumni.</p> <p>In 2011, the College raised \$8,520 through its phonathon.</p> <p>The College has telephone numbers for 6,089 living alumni. Approximately 40 percent of them were solicited for contributions by telephone in 2011.</p> <p>In its 2012 campaign, the College retained 92% of members for its St. Joseph Society and gained 21 new members. With a \$10,000 match, they contributed \$67,000 to the College's operating fund.</p> <p>In all, 64 percent of board members contributed financially to the College at the St. Joseph Society level in 2011-2012.</p> <p>In all, 81 percent of board members contributed financially to the College in 2011-12.</p>	<p>1. In 2012-2013, the College will raise \$50,000 through its direct mail campaign.</p> <p>2. In 2012-2013, the College will raise \$20,000 through its phonathon solicitation.</p> <p>3. In its 2012-2013 campaign, the College will retain 80 percent of its current St. Joseph Society members. It will also recruit 10 new members. In all \$63,000 will be raised for the College's operating fund.</p> <p>4. In 2012-2013, 90 percent of board members will renew their memberships or join the St. Joseph Society.</p> <p>5. In 2012-2013, 100 percent of board members will make a financial contribution to the College.</p>	<p>1.a. By February 1, 2012, develop a gift range chart to support the College's 2012-2013 annual fund campaign.</p> <p>1.b. By May 31, 2012, develop a calendar of activities associated with the College's 2012-2013 direct mail campaign.</p> <p>1.c. By February 2, 2012, develop a case statement in support of the College's 2012 direct mail campaign.</p> <p>1.d. By August 31, 2012, complete the College's 2012-2013 direct mail campaign.</p> <p>2.a. By June 30, 2012, develop a calendar of activities associated with the College's 2012-2013 phonathon.</p> <p>2.b. By June 30, 2012, develop a verbal solicitation script in support of the College's 2012-2013 phonathon.</p> <p>2.c. By October 31, 2012, complete the College's 2012 phonathon.</p> <p>3.a. By September 1, 2012, develop a calendar of activities and materials designed to support the College's 2012-2013 St. Joseph's Society membership campaign.</p> <p>3.b. By October 1, 2012, launch the College's 2012 St. Joseph's Society membership campaign.</p> <p>3.c. By September 1, 2012, complete planning for annual St. Joseph Society breakfast.</p> <p>3d. Host luncheon on March 19th.</p> <p>4.a. By December 2012, develop a "commitment sheet" that can be shared with members of the board.</p> <p>4.b. Request signed "commitment sheets" from all board once commitment sheet developed and adopted by board.</p>	<p>Draft completed for review by board Development Committee.</p> <p>Assigned to Caitlin and Melissa.</p> <p>Assigned to Mike, Caitlin and Melissa. In progress.</p> <p>Assigned to Mike and Caitlin.</p> <p>Assigned to Mike. Done.</p> <p>Assigned to Mike.</p> <p>Assigned to Mike and Caitlin.</p> <p>Assigned to Mike and Caitlin. In process.</p> <p>Assigned to Mike, Caitlin and Melissa</p> <p>Now being developed by two board committees: Governance and Finance.</p>
Events	6	VIII	<p>In 2012, the College realized a net of \$45,586 from the Trustees Ball. In all, some 343 tickets were sold.</p>	<p>6. In 2012-2013, the College will net \$60,000 from the Trustees Ball.</p>	<p>6.a. By December 1, 2012, develop a solicitation strategy for securing underwriting for the Trustee's Ball in the amount of \$65,000.</p>	<p>Assigned to Mike.</p>

			<p>In 2012, the College realized a net of \$6,085 from the raffle associated with the Trustees Ball.</p> <p>The 2011, the College realized a net of \$7,803.90 from its golf outing. In all, some 85 golfers participated in the event.</p> <p>New initiatives are being explored to further advance fundraising and build relationships with current and potential donors</p>	<p>7. In 2012-2013, the College will sell 1,600 raffle tickets with a net value of \$8,000.</p> <p>8. In 2012-2013, the College will net \$10,000 from its annual golf outing.</p> <p>9. In 2012, the College will raise \$17,775 from its first Spirits of St. Joseph Wine Tasting Event.</p> <p>10. In 2012, the President's Office will host the annual Christmas Party</p> <p>11. In 2012-2013, raise a minimum of \$40,000 at a series of dinners designed to introduce potential donors to the College. The dinners will be sponsored by board members and other friends of the College.</p> <p>12. Hold ribbon cutting and naming ceremonies for new building and athletics facility in September 2012.</p>	<p>6.b. By December 15, 2012, implement the solicitation strategy for securing underwriting for the Trustees Ball</p> <p>6.c. By December 15, 2012, develop a ticket marketing strategy for the Trustee's Ball.</p> <p>6.d. By December 21, 2012, implement the ticket marketing strategy.</p> <p>7.a. By December 1, 2012, develop a marketing strategy for selling raffle tickets.</p> <p>7.b. By December 15, 2012, implement the marketing strategy for selling raffle tickets.</p> <p>8.a. By February 1, 2012, develop a calendar of activities associated with the College's 2012-2013 golf outing in partnership with the Athletics Program.</p> <p>8.b. By February 1, 2012, develop a recruiting strategy in support of the College's 2012-2013 golf outing.</p> <p>8.c. By April 1, 2012, implement the recruiting strategy associated with the College's 2012-2013 golf outing.</p> <p>9.a. By September 15, 2012, develop a calendar of activities in support of the Spirits of St. Joseph Wine Tasting</p> <p>9.b. By September 30, 2012, implement plans for Wine Tasting</p> <p>9.c. Hold Wine Tasting at Innsbruck CC on November 18, 2012</p> <p>10.a. By November 1, 2012, finalize plan for the Christmas Party</p> <p>10.b. Starting November 1, 2012, implement plan for Christmas Party</p> <p>11.a. By June 15, 2012, develop a strategy and secure board approval.</p> <p>11.b. By August 18, 2012, pilot the first dinner.</p> <p>11.c. By August 30, 2012, solicit sponsors and develop a schedule of dinners for the remainder of 2012-2013.</p> <p>12.a. By June 30, 2012, develop an event program and invitation list for review by the board of trustees.</p> <p>12.b. Host event September 2012.</p>	<p>Assigned to Mike. Done.</p> <p>Assigned to Mike. Done.</p> <p>Assigned to Mike. Done.</p> <p>Assigned to Mike.</p> <p>Assigned to Mike.</p> <p>Assigned to Caitlin and Peter.</p> <p>Assigned to Peter.</p> <p>Assigned to Peter.</p> <p>Assigned to Mike.</p> <p>Assigned to Mike and Caitlin.</p> <p>Assigned to Mike, Caitlin and Melissa.</p> <p>Assigned to Mike, Caitlin and Melissa.</p> <p>Assigned to Mike.</p>

				13. Before close of 2012, host a grand opening event for the Bishop Andrew Grutka Social Justice Center.	13.a. By June 30, 2012, develop an event program and invitation list for review by the board of trustees. 13.b. Host event November 16, 2012.	
Major Gifts	6	VIII	In 2011, the College received three bequests or gifts of property with a total value of \$759,200. The average value of these bequests was \$253,067. The College knows of three individuals who have included CCSJ in their wills or planned giving plans.	14. Develop a strategy that will secure a minimum of \$220,000 in major gift and/or bequests during 2012-2013. 15. In 2012-2013, the College will increase the number of bequests included in the planned giving strategies of living donors to five.	14.a. By June 30, 2012, identify a viable set of major gift targets and develop request strategies appropriate to each of them. 14.b. By August 31, 2012, implement the strategy. 15.a. By June 30, 2012, develop a case statement in support of the effort to recruit donors who will include the College as a beneficiary in their planned giving. 15.b. By June 30, 2012, recruit a cadre of volunteers who can provide general information to potential donors about planned giving strategies of various kinds. 15.c. By August 31, 2012, develop a marketing strategy in support of the College's planned giving initiative.	Assigned to Dan. Assigned to Dan.
Grants and Foundation Support	6	IV	In 2011, College faculty members were awarded four grants with a total value of \$41,200 and an average value of \$10,312.	16. In 2012-2013, a minimum of five grant opportunities that will provide at least \$70,000 to the institution in excess of expenses associated with the grants themselves will be awarded.	16.a. In collaboration with the Vice President for Academic Affairs, identify and pursue appropriate grants.	Assigned to Dan and Joi.
Endowment Funds	6	VIII	The College now has two partially endowed academic chairs. The value of the endowment for our Chair in Social Justice stood at \$206,472 at the close of 2011. The value of the James Fattore Chair endowment stood at \$421,436 .	17. In 2012-2013, the College will take steps to increase the value of the endowment in place for its Social Justice Chair by at least \$10,000. 18. In 2012-2013, the College will take steps to increase the value of the endowment in place for the James Fattore by at least \$10,000. 19. In 2012-2013, the College will launch an endowment to support a chair in the sciences targeted to minority candidates and raise at least \$10,000. 20. In 2012-2013, the College will launch an endowment to support a chair in Public Safety and raise at least	17.a. By March 1, 2012, develop a strategy in support of the College's effort to solicit additional funds for the endowment that underwrites its Social Justice Chair. 18.a. By July 1, 2012, develop a strategy in support of the College's effort to solicit additional funds for the endowment that underwrites its James Fattore Chair. 19.a. By July 1, 2012, secure the commitment of a select set of board members who will sponsor an initiative to endow a position as a science instructor targeted to a minority candidate. 19.b. By July 1, 2012, develop a gift contribution chart in support of the College's effort to partially endow a science instructor's position that would be targeted to a minority candidate. 19.c. By August 1, 2012, develop a strategy designed to solicit funds in support of an endowment for a science instructor's position that would be targeted to a minority candidate. 20.a. By July 1, 2012, secure the commitment of the College's Public Safety faculty to sponsor an initiative to endow a faculty position.	Assigned to Dan. Assigned to Dan. Assigned to Dan.

				\$10,000.	<p>20.b. By August 1, 2012, secure the commitment of key alumni to lead the effort to endow a position in the College's Public Safety Program.</p> <p>20.c. By July 1, 2012, develop a gift contribution chart in support of the College's effort to partially endow a faculty position in the Public Safety Program.</p> <p>20.d. By August 1, 2012, develop a strategy designed to solicit funds in support of an endowment for a faculty position in the College's Public Safety Program.</p>	Assigned to Dan.
Capital Campaign	6	VIII	At the end of 2011, the amount of outstanding pledges associated with the capital campaign that concluded in September 2011 stood at \$154,046 in cash and \$30,000 in in-kind contributions.	21. By the close of calendar year 2012, the College will collect \$146,000 in outstanding cash pledges associated with its recently concluded capital campaign.	21.a. Pledge reminders go out monthly according to individual pledge schedules	Assigned to Mike and Caitlin with support from Accounting.
Development Capacity	6	VIII	<p>Social media are not now used to support the College's development activities.</p> <p>The College's does not now use a database designed specifically to support fundraising efforts.</p> <p>The College's alumni newsletter is in need of updating.</p> <p>The College does not now have the capacity to process contributions through automatic funds transfer.</p>	<p>22. In 2012-2013, the College will develop and launch a social media strategic in support of its development efforts.</p> <p>23. In 2012-2014, the College will acquire and fully install a database systems specifically designed to support fundraising.</p> <p>24. In 2012-2013, the College will revise the formatting of its alumni newsletter</p> <p>25. In 2012, the College will develop the capacity to process contributions using automatic funds transfer technology.</p>	<p>22.a. By February 1, 2012, enter into a contract relationship to support the development of social media platforms designed to support the College's development initiatives.</p> <p>22.b. By February 29, 2012, launch the College's social media strategy.</p> <p>23.a. By March 1, 2011, identify and secure prices on a database system that will meet the College's development needs.</p> <p>23.b. By March 1, 2012, identify possible funders and solicit contributions toward the purchase of a new database system.</p> <p>23.c. By September 1, 2012, fully install a new database system designed specifically to support the College's fundraising efforts.</p> <p>24.a. By March 15, 2012, develop and approve a new design for the College's alumni newsletter.</p> <p>24.b. By June 30, 2012, publish the College's first alumni newsletter featuring its new design.</p> <p>25.a. By March 1, 2012, develop the capacity to collect contributions via automatic funds transfer.</p>	<p>Angela Hughes engaged on January 10th. Contract now being drafted.</p> <p>Assigned to Angela. Facebook page up and running on March 5, 2012</p> <p>In May 2012, this item was deferred due to budget considerations.</p> <p>Assigned to Angela.</p> <p>First ACH deductions set to occur June 15, 2012.</p>
Mission-based Initiatives	2	V	Historically, the Development Office has provided administrative support for a team's annual visit to a C.P.P.S. parish in Guatemala.	26. In 201-20132, the Development Office will continue to provide administrative support associated with a visit of a team of College representatives to a C.P.P.S. parish in Guatemala.	26.a. By January 1, 2012, develop a calendar of activities designed to support the College's annually sponsored visit to Guatemala.	Assigned to Brother Jerry and Sister Michele.

			<p>Historically, the Development Office has provided staff support to a number of initiatives designed to collect materials or provide services for those in the community who are need.</p> <p>Historically, the Development Office has provided staff support for the College's annual social justice conference.</p> <p>The College provides administrative support for the Lake County Advancement Committee.</p>	<p>27. In 2012, the Development Office will provide administrative support for the following initiatives to be conducted during the timeframes indicated:</p> <ul style="list-style-type: none"> ▪ Food pantry drive (ongoing); ▪ Meals on Wheels service (ongoing); ▪ Clothes for prisoners drive (January 2012); ▪ Education Friendship Tea (Spring Semester); ▪ Women's Guild Spring Luncheon; ▪ Women's Guild Fall Luncheon; ▪ Heart walk (September 2012); and ▪ Coat drive (November 2012). <p>28. In 2012, the Development Office will provide staff support for a social justice conference to be held in November 2012.</p> <p>29. In 2012, the Development Office will provide staff support for the monthly meeting hosted by the Lake County Advancement Committee.</p>	<p>27.a. By January 1, 2012, develop a calendar of activities designed to support the College's annual social justice conference.</p> <p>29.a. Meetings scheduled for 1/20, 2/10, 3/16, 4/13, 5/11, 6/8, 9/14, 10/12, 11/9</p>	<p>Assigned to Caitlin, Linda and Melissa</p> <p>Assigned to Dan and Fr. Al.</p> <p>Assigned to Caitlin.</p>
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CALUMET COLLEGE OF ST. JOSEPH

Enrollment Plan

January-December 2012

Enrollment Strategic Plan 2012

Planning Team Members: Mary Severa (Chair), C. Chocholek, Z. Hall, D. Henderson, D. Jasieniecki, I. Jones, D. Jones-Malone, S. Lobo-Torres, M. McCafferty, R. Leevey; R. Scheive, R. Sexson, J. Patterson

Item	AQIP Category	Strategic Plan Item	Context	Goal	Action Steps	Status
1	8	III.3	For Fall 2011, 170 new students were enrolled. For Fall 2012, the projected increase is based on attainable retention goals.	For Fall 2012, the target number of new traditional students expected to be recruited is 255 , a 50% increase from Fall 2011. Lead: Enrollment Management	1.a. Develop recruiting brochures designated by Program Departments as identified in the College catalog; i.e., Business Management and Computer Technology. 1.b. Collaborate additional initiatives with the Marketing Committee 1.c. Identify key media outlets for recruiting traditional students to include electronic media. 1.d. See strategies listed under Item 2 and Item 3. 1.e. Host an evening Open House in May 2011.	1.a. Ongoing 1.b. Ongoing 1.c. Ongoing 1.e. Scheduled for May 15 th 5:30 – 7:30 pm.
2	9	I.1	The College's is committed to serving the urban community in which it is located. Thus, several public schools in the East Chicago, Gary and Hammond Communities were identified for focused recruiting efforts. As a result, enrollment increased by 17 Freshman from the schools where focused recruiting occurred.	For Fall 2012, increase the enrollment of full-time F1 students from East Chicago, Gary, and Hammond. Additionally, recruiting will expand to include high schools in Lake County as well as Portage High School. Lead: Enrollment Management	2.a. Continue focused recruiting at Hammond High, Clark, East Chicago Central, Whiting High Schools. 2.b. Continue utilizing student ambassadors 2.c. Initiate enrollment Counselors and recruiting ambassadors visit each school once a month 2.d. Initiate recruiting at other Gary High Schools due to the challenge of coordinating recruitment activities with Gary West Side 2.e. Increase recruiting at all Lake County Indiana high schools, Portage High School and Lake Station High School by 50%.	Items a – d are continuous throughout the academic year. 2.e. Adjusted recruiting implementation is immediate and continuous.
3	2	I.6	The College is committed to serving its Catholic roots and mission. Thus, focused recruiting was established at designated Catholic/Private high schools. Freshman Enrollment increased slightly from the focused recruiting efforts.	In order to reach the projected 50% increase from Fall 2011 to Fall 2012 and the plan has identified focused recruiting at Bishop Noll, Andrean and St. Francis DeSales; it is assumed enrollment will increase from these schools. Lead: Enrollment Management	3.a. Continue recruiting utilizing student ambassadors. 3.b. Maintain recruiting schedule at twice a month. 3.c. By February 1, 2012, distribute bilingual recruiting materials to designated churches in Hammond and East Chicago.	3.c. Refer to Marketing Committee for assistance
4	3	I.1	In Fall 2011, 11 students from Hammond enrolled utilizing the Hammond College Bound Initiative.	For Fall, 2012, increase the number of students from Hammond utilizing the Hammond College Bound Program by 5%.	4.a. Continuing supplying institutional funds to narrow the gap to 0 tuition for Hammond College Bound students 4.b. Continue focused recruiting at all Hammond High schools. 4.c. Create new initiatives to publicize CCSJ as a partner in the Hammond College Bound Program. 4.d. Send a postcard addressed to "The Parents" of all the Hammond High School Juniors and Seniors	4.c. Collaborate with Marketing Committee. 4.d. Mary will work with Marketing Dept.
5	8	I.1	In Fall, 2011, CCSJ recruited 93 transfer students. In the 2010-11 academic year, a total of 116 transfer students were recruited.	For the 2012-13 academic year, increase transfer students by 10 percent over the next two years. Lead: Enrollment Management	5.a. Continue focused recruiting at Ivy Tech Community College and South Suburban College. Enrollment counselor to visit each school 1 day a week if possible. 5.b. Enrollment counselors will attend grad fest events and other related recruiting opportunities at Ivy Tech and South Suburban. 5.c. Coordinate with faculty members to visit classrooms at Ivy Tech when applicable.	

6	8	II.1	In Fall 2011, there were 220 athletes recruited; however only 216 completed the fall semester. Athletic Dept. has created a new initiative relative to the Track team.	For Fall 2012, increase the number of athletes recruited to 244. Lead: Enrollment Management and Athletic Director	6.a. Continue the use of the athletic recruiter as the liaison between high school athletes and CCSJ coaches. 6.b. Coordinate athletic recruiter with Recruitment Specialists recruiting activities to coincide as much as possible. 6.c. Complete an analysis during the 2011-12 academic year identifying the cost benefit breaking point of recruiting athletes	
7	9	I.6	The Indiana DOE has recommended that Dual Credit be a viable option for high school students. CCSJ has not implemented an "official" dual credit program at this time.	By Fall, 2012 initiate and implement an accredited dual credit program. Lead: Enrollment Management , Assoc. Vice President of Academic Area, Program Directors	7.a. By Spring 2012 term, offer at least 2 CCSJ courses to be offered for dual credit to high school partners 7.b. Complete MOU's with partner schools: Whiting, Clark, Bishop Noll, Hebron High School.. 7.c. By Fall 2012, be a member of National Alliance of Concurrent Enrollment Partnerships.	
8	9	I.6	To invest in long term planning partnerships with high schools as well as reaching out to middle schools is essential in broadening the market base.	By Fall, 2012, develop school initiatives that include middle schools in the focused recruiting areas of Hammond, East Chicago and Gary.	8.a. Explore possibilities for community outreach into the middle schools 8.b. Coordinate middle school visits to CCSJ to include a faculty driven activity 8.c. Develop a "visiting professor" professional development activity 8.d. Increase co-curricular invitations to middle and high school students.	8.a. Target date adjusted to fall 2012. 8.b. Current visits by high school students have included faculty driven activities and the results have been positive.
9	8	II.6	In the fall term of 2011, there were 256 students enrolled in the Public Safety Management Program. This is an increase of 3% from the fall term of 2010 (249 students). We projected an increase of 5%.	Increase the Fall 2012 enrollment by 2% and maintain the 5% increase Lead: Enrollment Management	9.a Coordinate PSM faculty to recruit with Enrollment Counselors. 9.b Reassign staff in the Enrollment office to provide a dedicated recruiter for PSM and PSA 9.c Identify new target audiences beyond law enforcement services to broaden recruiting base for Fall 2012. 9.d Reach out to current students to identify request their assistance recruiting in promoting the PSM program in there municipalities	10.a. Meeting week of 2/1. (completed). This is ongoing. 10.c. Work with the Marketing Committee 10.d. Coordinate with PSM faculty.
10	8	II.6	In the fall 2010 term, there were 64 students enrolled in the Organization Management Program. For the fall term 2011, 65 students were enrolled. Maintaining the enrollment status for Organization Management was achieved.	Maintain or increase enrollment in the Organization Management by 5% for Fall 2012. Lead: Enrollment Management, Program Director, Marketing Dept.	10.a Contact 5 employers to discuss the Organization Management Program 10.b Hold two events per month marketing Organization Management. 10.c Determine optimum mix of media and information sessions to produce inquiries. 10.d For all accelerated programs, create mini information sessions to be available on CCSJ website. 10.e Work with Marketing Dept. to identify mailing lists with associate degree recipients to send personalized postcards. 10. f Working with the ICD Coordinators of various union operated companies to communicate Labor Studies courses to possibly convert these students to Organization Management students.	11.a Completed and ongoing. 11 b, Still determining if holding two events a month is feasible. 11.c. Ongoing with Marketing 11.d. Target date Fall 2012 11.e. In process 11.f. Ruth Needleman is assisting n this effort.
11	2	II.6	In the Fall 2012, the newly designed Master of Science in Management program will be implemented. The fall delivery will be in a hybrid format and the spring delivery will be an online format.	Start a cohort of 15 students in the Fall 2012 and a cohort of 12 in the Spring of 2013	11.a. Send information to all graduates of the Organization Management and Business Management programs. 11.b Place an announcement in various media formats of the new program. 11,c Coordinate additional marketing strategies with the Marketing Committee and program director.	12.a. Completed on 5/1 12. b. In process 12.c. Creating a brochure for the MSM program

12	2	II.6	In the Fall, 2011 term. 88 students were enrolled in the Public Safety Administration Graduate Program	Maintain the current level of enrollment and explore new ideas for recruiting for non-Chicago cohorts. Lead: Enrollment Management , Director of Public Safety Administration and Department Chairperson of Public Safety and Criminal Justice.	12.a. See action steps for Public Safety Management.	
13	2	II.6	In the fall 2011 term, 20 students enrolled in the Master of Psychology Program. This is an increase of 5 students over the 2010-11 Academic year. Due to admission requirements, the cohort start dates were adjusted to the Spring term. This allows students to take the required undergrad courses.	In Spring 2013, start a new cohort of 15 students. Lead: Enrollment Management, Marketing Department, Program Director	13.a Continue to collaborate with the Marketing Committee for new program initiatives. 13.b Identify 10 organizations in the field of counseling, psychiatric care and human services. 13.c Utilize the direct mailing process to notify identified employers of the MAP program.	
14	2	II.6	During the Fall 2011 term, there were 44 students enrolled in the Master of Arts in Teaching Initial Phase program.	For the 2012-13 academic year increase the number of students in the MAT Initial Phase Fall 2011 and Spring 2012 terms to 20 students per cohort. Lead: Enrollment Management, Director of Education Program and Marketing Department	14.a In conjunction with the Marketing Dept., identify new media opportunities for recruiting. Continue posters on the South Shore train. 14.b Continue direct mailings to school principals to inform school staff about information sessions and MAT educational opportunities 14.c Identify employment opportunities at schools in surrounding communities and develop a plan to use information for recruiting purposes. 14.d Collaborate with the Education Faculty to identify target audience initiatives. 14. e Continue reaching out to principals at schools in our community to build relationship and remind the principals of the MAT program as a licensing avenue for their paraprofessionals and substitute teachers. 14.f Reach out to substitute teachers in area school districts during their summer workshops held for substitute teachers.	Lead: Sr. Michele. Ongoing
15	9		In January 2012, Calumet College of St. Joseph was designated a Hispanic Serving Institution by the Department of Education. CCSJ currently has 149 Hispanic students which si 32.5% of the student body.	For the 2012-13, increase the Latino population enrolled by 5%.	15.a. METAS Education Conference for Students and Parents 15.b. Host a Latino College Night each fall – topics focusing on key concerns for Latinos 15.c. ESL courses for free for Latino Parents 15.d. Spanish classes for staff and faculty 15.e Facilitate better communication and understanding of college processes for Latino parents. 15. f Transition CCSJ to a welcoming environment for Latino parents and students. <ul style="list-style-type: none"> • Create a bilingual phone system • Translate the Web into Spanish • Translate primary marketing materials into Spanish 15. g. Remove the fear factor for undocumented students 15.h . Gain a better understanding of the Latino culture 15.i. Informational sessions in Spanish 15.j. Communicate to High School Counselors CCSJ is a Hispanic Serving Institution 15.k. Have a Latino student/staff person at the reception area	15.a. Collaborate with other METAS Schools. 15.b. Target Fall 2012 for first session 15.c. Target for Fall 2012 15. d. Implement in Fall 2012



CALUMET COLLEGE OF ST. JOSEPH

Facilities Plan

January-December 2012

Plan: Facilities and Infrastructure Deferred Maintenance and Major Maintenance Activities Performed on More than an Annual Basis (2011-2012)

Date Last Updated: 4/11/2012

Planning Team Members: Gene Kessler (Chair), Diane Bailey, Dionne Jones-Malone, Becky Leevey, Cheryl Peek, Bobbie Tucker.

2011-2012				
Item	Context	Expense Item/ Item Action	Estimated Cost	Target Date
1.	Water damage in the window wells opposite the College's elevators is being caused by the freezing and thawing of ice in the roof areas above the window wells.	Tuck point brick work window wells and recaulk windows opposite elevators. Replaster and repainted impacted areas.	\$50,000	6/1/2012
2.	Existing Voice Mail system is over 10 years old.	Replacement Voice Mail system.	\$13,000	5/1/2012
3.	Joints between roof coping stones are leaking.	Remove & replace sealant of coping stones.	\$50,000	6/1/2012
4.	Southeast corner of Library Wing brick has deteriorated.	Replaced damaged brick & install expansion joint.	\$40,000	6/1/2012
5.	South east & southwest corners of elevator tower brick has deteriorated.	Replaced damaged brick & install expansion joint.	\$90,000	6/1/2012
6.	Roof access doors in room 315, 7 th and 8 th floors do not work.	Replace the 3 doors.	\$8,000	6/1/2012
7.	Roof and flashing needs continual maintenance.	Inspect & repair roof.	\$10,000	6/1/2012
8.	Building heating & cooling control system is not current.	Upgrade & expand Johnson Control System.	\$40,000	6/1/2012
9.	Room 315 heating system has failed.	Replace steam coils.	\$15,000	6/1/2012
10.	Building heating & cooling system needs upgrading.	Repair heating & cooling systems.	\$25,000	6/1/2012
			Sum: \$ 341,000	

2012-2013		
Expense Item/Action	Estimated Cost	
1. Replace stair well fire doors.	\$65,000	
2. Replace S6 chilled water valve.	\$25,000	
3. Roof repairs.	\$10,000	
4. Carpet Replacement. 3 rd Floor.	\$10,000	
5. Asbestos abatement.	\$10,000	
6. Replace missing heating & cooling coils.	\$25,000	
7. Ongoing tuck pointing.	\$50,000	
8. Replace window treatments 2 nd Floor.	\$10,000	
9. Repair heating & cooling system.	\$25,000	
10. Upgrade Office furniture.	\$5,000	
		Sum: \$ 235,000

2013-2014		
Expense Item/Action	Estimated Cost	
1. Replace leaking sink faucets.	\$15,000	
2. Upgrade freight elevator.	\$20,000	
3. Roof repairs.	\$10,000	
4. Carpet Replacement. 2 nd Floor.	\$10,000	
5. Asbestos abatement.	\$10,000	
6. Parking lot sealing & striping.	\$35,000	
7. Replacement sewage pumps.	\$15,000	
8. Replace missing heating & cooling coils.	\$25,000	
9. Ongoing tuck pointing.	\$50,000	
10. Replace window treatments 3 rd Floor.	\$10,000	
11. Repair heating & cooling system.	\$25,000	
12. Upgrade Office furniture.	\$5,000	
		Sum: \$ 230,000

2014-2015		
Expense Item/Action	Estimated Cost	
1. Replace telephone system.	\$50,000	
2. Repair & replace classroom spot coolers.	\$25,000	
3. Roof repairs.	\$10,000	
4. Carpet Replacement. Library.	\$10,000	
5. Asbestos abatement.	\$10,000	
6. Replace missing heating & cooling coils.	\$25,000	
7. Ongoing tuck pointing.	\$50,000	
8. Replace window treatments 4 th Floor.	\$10,000	
9. Repair heating & cooling system.	\$25,000	
10. Upgrade Office furniture.	\$5,000	
		Sum: \$ 220,000

2015-2016		
Expense Item/Action	Estimated Cost	
1. Roof repairs.	\$10,000	
2. Carpet Replacement 6 th Floor.	\$10,000	
3. Asbestos abatement.	\$10,000	
4. Replacement sewage pumps.	\$15,000	
5. Replace missing heating & cooling coils.	\$25,000	
6. Ongoing tuck pointing.	\$50,000	
7. Replace window treatments 5 th Floor.	\$10,000	
8. Repair heating & cooling system.	\$25,000	
9. Upgrade Office furniture.	\$5,000	
		Sum: \$ 160,000



CALUMET COLLEGE OF ST. JOSEPH

Human Resource Plan

January-December 2012

Human Resources Plan 2011-2012

Date Last Updated: June 13, 2012

Planning Team Members: Jacqueline Nalls (Chair), Br. Ben Basile, Lynn Duimich, Rebecca Keenan, Michael McCafferty, Adam Raven, Roy Scheive, Mary Severa

Item	AQIP Category	Strategic Plan Item	Context	Goal	Action Steps	Status
1.	7,8	Goal IX C.	According to the Baldrige survey there is a need for on-going professional development for all employees, including administrative & staff personnel.	By May 15, 2011, create and announce professional development training sessions for all staff members. Lead: HR Director	<ul style="list-style-type: none"> a. By May 1, 2011 compile a list of 30 topics, survey employees for topics of interest. b. Determine time and date of training sessions. c. Survey CCSJ employees who could serve as instructors. d. Create an assessment evaluation form. 	<ul style="list-style-type: none"> a. Complete b. Complete c. Using ODS, Inc. d. ODS, Inc. will provide
2.	7,8	Goal IX C.	Exit surveys from former employees indicate a need for supervisor training to improve relationships. These workshops were started in 2006, needs to be implemented again.	By May 15, 2011, develop supervisor training workshops. Lead: Desila Rosetti	<ul style="list-style-type: none"> a. Topic list for Supervisors to include Performance Appraisal training. b. Create an assessment evaluation form. 	<ul style="list-style-type: none"> a. Complete b. ODS will provide
3.	2,4		There is a need to continue the Wellness Committee to help keep health care costs down.	By June 2011, re-establish the Wellness Committee which was disbanded in 2008. Lead: Representative from HR Committee	<ul style="list-style-type: none"> a. Determine who will be on committee. b. Partner with CHC Wellness to implement program. c. Educate College family on Wellness, focusing on Stress/BMI/Blood Pressure. 	<ul style="list-style-type: none"> a. Complete b. Complete c. Complete
4.	4		To continue to keep health care costs down, continue annual health screenings. Implemented three years ago with improved participation each year.	By September 30, 2011, set up health screening benefits for CCSJ employees. Charge the Wellness Committee with overseeing the effort. Lead: Wellness Committee	<ul style="list-style-type: none"> a. Ask Brokers to recommend other health screening companies to consider. b. Get other estimates to determine if current provider is cost effective. c. Make the sessions more private, use smaller room or office for added privacy. 	<ul style="list-style-type: none"> a. Keeping current Company for 2011 b. DNA c. Complete
5.	2,4	Goal IX B.	Continue to implement new employee orientation. It is important to acquaint new hires with the mission, ethos, and procedures of the college.	The Human Resource Department will continue to provide orientation for new hires on an ongoing basis. Lead: HR Director	<ul style="list-style-type: none"> a. Send a welcome e-mail announcing the new employee, possibly with a headshot and brief bio prior to tour of college and introductions. b. Add photos to website of employees and department group photos. 	<ul style="list-style-type: none"> a. Complete & Ongoing b. Canceled
6.	4,8	Goal IX D.	Based on the current ratio it has been determined that the diversity of the student body should also be reflected in the employees.	By June 2011, update a diversity profile of CCSJ employees and develop a plan to increase diversity if needed. Lead: HR Committee	<ul style="list-style-type: none"> a. Review IPEDS report to determine ratios. b. Compare data to colleges in the region and state. c. Revisit study and recommendations developed by faculty committee in diversity planning. 	<ul style="list-style-type: none"> a. Complete b. Complete c. Complete
7.	2,8	Goal VI D.	Currently there is no Succession Plan in place; therefore, a plan is needed to ensure continuity of functions in the event of an immediate vacancy.	By December 2011, have a succession plan in place for each key position in the College. Lead: Department Vice Presidents	<ul style="list-style-type: none"> a. Management will identify key positions in their departments and develop succession plans. b. Implement follow-up training for those key roles. c. Secure the support of the Administration to implement succession plans. 	<ul style="list-style-type: none"> a. Complete b. Complete c. Complete
8.	6,7,8	Goal IX A.	Uniform and effective implementation of the performance appraisal system and have 100% participation rate. System began several years ago, is deemed essential to	By September 2011, review the current performance appraisal process in order to improve communication, increase the	<ul style="list-style-type: none"> a. Consider additional supervisor training on communicating the results of performance appraisals. b. Review the performance management system. c. Streamline the process to make it less cumbersome for 	<ul style="list-style-type: none"> a. Complete b. Complete c. Complete

			good employee relations.	completion rate to 100% and train supervisors every two years. Lead: Department Vice Presidents	d. Supervisors will communicate the goal and purpose of the performance appraisal.	d. Complete
9.	6,8	Goal VI E.	<i>Employees with questions about various topics indicate a need to have an up-to-date Employee Handbook that is readily available. The last review was in 2008.</i>	<i>By April 2011, review and update the current employee handbook on the website. Thereafter, update annually.</i> Lead: HR Committee	a. <i>Update employee handbook and submit changes to web master to post online.</i> b. <i>Provide communication to employees that going forward updates will be sent via email and they'll be able to view the updates online and print to add to their handbooks.</i> c. <i>Secure approval of Administration and The Board.</i>	a. <i>In progress</i> b. <i>Pending</i> c. <i>Pending</i>
10.	5,6	Goal VI E.	There is a need to educate employees on their total benefits package and the costs of those benefits.	By March 2012, have information available for employees to view online and provide employees with their benefits summary annually. Lead: HR Director	a. Research format for HR benefits, whether ECI Empower can create or to be done manually. b. Research actual cost of implementation of employees benefits within our current ECI system. c. Determine and evaluate costs of creating a module and man-hours necessary to accomplish this. d. Determine how updates are processed when benefits change.	a. Complete b. Complete c. Complete d. Complete
11.	4,8	Goal VI A.	The ongoing annual health insurance review has been carried out by the Compensation Committee. The HR Committee will now assume this function.	By November 2011 recommend to Senior Staff the 2012 health care provider. Lead: HR Committee	a. In August contact the insurance brokers to gain our prior years' experience to acquire a bid from our health care providers. b. By mid-November 2011 recommend to Senior Staff which plan is most cost effective. c. Facilitate open enrollment meetings in December.	a. Complete b. Complete c. Complete
12.	4,7	Goal IX B.	According to previous Baldrige results, morale is low; therefore, develop strategies to increase employee morale which would increase participation in Baldrige survey.	By October 2011, begin to implement identified strategies to increase morale. Lead: HR Committee	a. Develop a plan to increase employee morale. b. Determine how to use motivation to increase participation in the Baldrige survey. c. Administer Baldrige survey setting target participation rate at 100%.	a. Having Employee Appreciation Awards Luncheon in Nov 2011 b. Pending c. Complete
13.	3,9	Goal V B.	The development of a volunteer program targeted to alumni and people in the community would promote relationships with key constituencies and augment our limited human resources.	By June 2012, create an alumni volunteer program at CCSJ. Lead: Alumni & Development Department	a. Identify opportunities within the community. b. Develop a job description of the volunteer program candidate. c. Advertise the volunteer program. d. Set agenda for orientation of the volunteers, frequency and time frame per year. e. Identify volunteer opportunities at the college.	a. In progress b. Pending c. Pending d. Pending e. Pending



CALUMET COLLEGE OF ST. JOSEPH

Marketing Plan

January-December 2012

Marketing Strategic Plan 2012

Date Last Updated: June 27, 2012

Planning Team Members: (Linda Gajewski) Darren Jasieniecki, Mary Severa, Melisha Henderson, Andy Marks, Caitlin Mills-Groninger, Terry Ferrari, Mike Kenny

Item	AQIP Category	Strategic Plan Item	Context	Goal	Action Steps	Status
10.	2	Goal I D	The College needs to establish its Identity as a university.	Begin to resolve the naming/branding issues associated with the marketing theme now being used (Your University of Choice" and the College's ongoing development as a university. Lead: Linda Gajewski	<ul style="list-style-type: none"> a. On March 18, 2011, we began to use "Your University of Choice" along with the college seal as the official logo in marketing/advertising. b. Work with the Retention, Enrollment and Marketing Committee of the Board of Trustees to develop new strategies to resolve these issues. 	<ul style="list-style-type: none"> e. Complete f. In process
11.	6	Goal I D	Marketing is currently done on an "as-needed" basis.	Establish a cycle for a planned Marketing theme. Lead: Darren Jasieniecki	<ul style="list-style-type: none"> a. Beginning March 30, 2011, we illustrated the institutional identity through a creative execution and media placement strategy that centers on "People, Programs, and Your Potential". This reflects the College's distinctive character and competitive advantages to reach key constituents. "Programs" was the focus of this campaign. b. This next phase of the campaign, "My Potential", will continue through May of 2013by utilizing our billboards, radio spots, newspaper ads, South Shore train ads, TV and theater commercials, and on-line ads. These will debut in July, 2012 and will highlight alumni. c. Advertising for spring, 2012 begin several months earlier than in past years. d. Advertising for fall, 2012 will begin in June – again much earlier than in past years. 	<ul style="list-style-type: none"> e. Complete f. Ongoing through June 2013.
12.	6	Goal IV A	Enrollment Management plans to continue their plan of targeting area high schools by expanding to include Morton and Gavit in Hammond and Lew Wallace in Gary.	Begin marketing for each semester earlier to promote the college to those students who make decisions early. Provide Enrollment Management with marketing support to assist them in reaching this target audience. Lead: Marketing	<ul style="list-style-type: none"> d. By November 30, 2011, create specific marketing materials for all targeted schools. e. By November 30, 2011 highlight current CCSJ students who are alums of targeted high schools in marketing/admission materials. 	<ul style="list-style-type: none"> a. Complete b. Complete
13.	9	Goal 1 A	CCSJ has developed the CCSJ College Bound Grant to coincide with the Hammond College Bound Scholarship.	To increase enrollment from Hammond high schools using this new CCSJ grant as a valuable incentive for families. Lead: Marketing	<ul style="list-style-type: none"> a. By November 15, 2011, all marketing materials to all Hammond high schools, Bishop Noll Institute, Andrean and Whiting High Schools will include information about the CCSJ College Bound Grant. b. Include this information on the College's website 	<ul style="list-style-type: none"> a. Complete b. Complete
14.	2	Goal I F	The College needs to increase awareness of its Catholic identity.	We will promote the College's Catholic identity. Lead: Marketing	<ul style="list-style-type: none"> a. Beginning in July, 2011, every issue of the Northwest Indiana Catholic will have an ad for CCSJ. b. By November 30, 2011 investigate the cost of regular advertising in the Chicago diocesan newspaper. c. Develop a video about the College, its mission and its connection to St. Joseph to be used at the Annual Ball and other events. d. Advertise in selected parish bulletins in key targeted areas. 	<ul style="list-style-type: none"> a. Complete b. This was cost prohibitive, but we will attempt to advertise in their Education edition. c. Complete d. Complete

15.	6	Goal I A	High school students need to become more familiar with who we are and what we offer.	Become more visible on high school websites. Lead: Marketing	a. By December 1, 2011 contact area high schools in regards to having a presence on their websites.	a. Complete
16.	6	Goal I B	Enrollment Management plans to increase graduate programs' cohort size.	Provide Enrollment Management with marketing support to assist them achieve that goal.	a. By June 30, 2011, create specific marketing materials for individual graduate programs. b. By June 30, 2011, utilize South Shore trains by advertising via posters and piloting wi-fi program. c. By March 1, 2011, incorporate QR codes on all materials d. Meet with all graduate program directors to establish their marketing needs. e. Design and implement marketing plan for the new Masters in Management .	a. Complete b. Posters are complete and wi-fi program is still under construction. c. Complete d. Complete e. Complete
9.	2	Goal I D	There are currently a number of different logos, letterheads, etc. used throughout the college.	Establish uniform brands to be used by all areas of the college. Lead: Marketing	a. Develop a brand book which will illustrate the brands acceptable for use by the college family by July 1, 2012. b. Work with Athletics to assure that the college is sending a consistent message through our advertising and logos. c. Establish the idea throughout the college that there is a standard letterhead and other materials which must be used.	a. In process b. In process c. Complete
10.	2	Goal II A,B,C	The website is used more and more by prospective students and others interested in obtaining information about the College.	Develop a new website to further enhance this experience for those visitors to our site, current students and College family. Lead: Darren Jasieniecki	a. Monitor website analysis metrics on a monthly basis to determine how many visitors we have and what content areas are the most popular and how we can use this information to improve the website.	a. In process – Website should be completed by mid-July, 2012
11.	3	Goal I A	It is often difficult to determine which type of advertising motivates a person to take action.	Conduct student focus groups for freshmen, and seniors to gain insight into what motivated them to attend CCSJ, what motivates them to become involved in CCSJ activities, or how we can improve. Conduct student/parent focus group at Open House to gain insight into what motivated them to attend the event. Lead: Marketing	a. By August, 2012, set up focus groups for both freshmen and seniors and discuss how they became aware of CCSJ, and what methods could be used to get them more involved. This should take place each spring and fall. b. This should take place at each Open House	a. In process b. First one was completed at the spring Open House. Ongoing.
12.	2	Goal II	The goal of the College's Hispanic Initiative is to increase the number of Latino student graduation rates to 60%.	Promote Hispanic enrollment by reaching out to students and parents by using bilingual materials, billboards and commercials and working closely with the Enrollment and Retention Committees. Lead: Marketing	a. New billboards in Spanish have been placed in key areas. b. Key enrollment and financial aid materials will be translated into Spanish to assist parents. c. We will have one Spanish commercial and promote it on a Spanish television station. d. Will promote the Hispanic Open House on Oct. 13th e. Have identified a successful Hispanic alumnus used in our latest marketing campaign to serve as a spokesman.	a. Complete b. In process c. Filmed and is being edited. d. In process. e. In process



CALUMET COLLEGE OF ST. JOSEPH

Retention Plan

January-December 2012

Retention Management Plan 2011-2012

Date Last Updated: May 29, 2012

Planning Team Members: Amy Comparon (Chair), Gina Pirtle, Melisha Henderson, Peter Haring, Mary Jo Curosh, Kirk Robinson, Darren Henderson, Katherine Davis, Diane Bailey, Diana Francis, Ashley Lake, Dionne Jones-Malone; Ex Officio Members: Dr. Dan Lowery and Dr. Joi Patterson

Item	AQIP Category Plan Item	Strategic	Context	Goal	Action Steps	Status
I.				In order to increase F1-S1 retention, the college needs to successfully implement a retention plan that addresses the attrition issues encountered by traditional first year students. This multifaceted, intrusive plan includes strategies to aid in improving F1-S1 retention.	<p>By January 30, 2012, increase F2 use of the Student Success Center by 20%. (Currently 26%)</p> <p>By January 25, 2012 achieve F1-F2 Retention of 90%</p> <p>By June 1, 2012, increase F2-S1 class early registration by 10% over prior year</p> <p>By September 1, 2012, increase F1-S1 retention of high ability students by 10 percent.</p> <p>By September 1, 2012, achieve F1-S1 Retention of 65%</p> <p>By January 2013, increase retention by 15 percent of all students by embedding High Impact Educational Practices throughout the curriculum.</p> <p>Continue implementing "Best Practices" with all students to achieve a minimum Graduation rate of 45%</p>	See attached pages

II.

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Goal III

We recognize students are not utilizing the Student Success Center to its capacity. In 2009-2010, 12 percent F1 students utilized Tutoring Center services.

In 2011 utilization of tutoring services increased by 56% compared to the same time last year. Of the 180 students who sought services (31%) were Education students seeking Praxis Tutoring; 41% were F1 and F2 students (27% and 14% respectively); and 28 % were students from the general student body.

Early Skills Intervention referrals for F1 students were not as anticipated.

By January 30, 2012, increase F2 students' use of the Student Success Center to 20 percent.
Lead: Academic Support, Faculty

- c. By January 17, 2012 remind faculty to use the Early Skills Intervention Form **(Kirk/Jo)**
Completed & On going
- d. By February 15, 2012 review faculty utilization of ESI form and intervene to increase faculty referrals to the tutoring Center
(Amy/Kirk)
- e. By April 1, 2012, review utilization of Early Skills Intervention Form by faculty and make changes to increase student referrals for tutoring services for 2011-12 school year **(Kirk & Amy)** **12% TC utilization spring 2012**
- f. Continue to Track student tutoring contacts using Empower and employ outreach interventions to increase utilization
(Amy/Mary Jo) **On going**
- g. Submit monthly Empower Tutoring Utilization Reports to the committee
(Amy) **On going**
- h. By September 15, 2012, General Education faculty will complete Early Intervention forms by the 3rd week of class for students in academic danger **(GENLFaculty)** **On going**
- i. By January 30, 2012, develop a tutor training program to increase tutors' skills **(Amy)**
- j. By June, 2012, implement tutor training program
(Amy/Mary Jo) **Process**
- k. By August, 2012, make presentations to General

Education faculty on ways to incorporate use of PLATO in curriculum
(Amy/Mary Jo) Completed

III.	3	Goal II Goal III	According to research provided by Dr. Jeanette Shutay, high ability students (students from strong schools) were retained at 34 percent. It is difficult to confirm the reasons of why retention is low for this particular group. However, the assumption can be made that the students are not being challenged.	By September 30, 2012, increase F1-S1 retention of high ability students by 10 percent. Lead VPAA, Faculty	a. By December 30, 2011 assess the utilization and outcomes of the piloted Honors Learning Community for F1 students and make changes as needed (Kirk/Joi) Completed b. By December 17, 2011 review the Placement process of F1 students in GENL courses and develop a Proposal for changes (Kirk) Completed c. By January 15, submit Proposal to Curriculum and Assessment Committee for approval (Kirk) (Process) d. By January 15, develop procedures for moving/transferring students to appropriate GENL sections and Honors LC (Kirk) Completed e. By January 15, 2012 Revise Testing/Assessment processes for Incoming Freshmen (Kirk/Mary S.) Completed f. By August 1, 2012 implement GENL testing and placement changes for incoming 20121 F1
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IV.

Early registration has been recognized as an opportunity to improve retention. The F1 to F2 retention for the 20091 students was 53.8 percent (14/26) and the F1 to S1 retention was 34.6 percent (9/26).

By August 1, 2012, increase F1-F2 class early registration by 10 percent over prior year.
Lead: Academic Advising, Academic Support

- students **(Kirk/Mary S.) Completed**
- g. By February 2012 propose budget and overview for Summer Bridge Program **(Kirk/Amy) Completed**
- h. By August 2012, implement Bridge Program **(Kirk/Amy) Process**
- a. By April 30, 2012, provide a registration opportunity in classrooms for F2 students **(Kathy, Kirk) Completed**
- b. By November 30, 2012 provide registration opportunities in the 095, 096, 103, 104 classes, LC Socials, and targeted athletic meetings **(Kathy, Mary Jo, Peter)**
- c. By March 2012 propose and implement Top 10 Registration Strategies **(Academic Advising) Completed**
- d. By April 15, 2012, provide a registration opportunity during the Learning Community social for F1 students **(Mary Jo) Completed**
- e. By March, 2012, develop individualized academic plans for all students **(Academic Advising Staff) Completed**
- f. By April 2012, create and implement Top 10 Early Registration Strategies. **(Advising) Completed**

V.	1,2,3	Goal III	Currently, the College does not have an intervention in place for students who are performing below a 2.0 GPA.	By June 1, 2012, decrease the number of students dropping due to academic probation. Lead: VPAA and Academic Support	<ul style="list-style-type: none"> a. By December 31, 2011, develop/revise Probationary Student Intervention. (Amy/Kathy) Completed b. In February, 2012 implement the Probationary Students intervention on going c. By February 1, 2012, Academic Support staff will meet with all PACE students with a GPA of below 2.0 to review their individualized academic plans and to refer to needed services. Academic Advising will meet with students in the general population (Amy/Julie and Academic Advising) Completed
VI.	1,2,6	Goal I Goal VI	In 2009-2010, 22 F2-S1 students were on financial aid probation.	By January 2011, decrease the number of students dropping due to financial aid probation. Lead: Financial Aid; Enrollment and Recruitment)	<ul style="list-style-type: none"> a. By Dec. 30, 2011, Financial Aid will assess the rate of student withdrawals/drops due to financial aid issues and intervene accordingly (Gina/Adam) Completed b. Implement efforts that might impact Financial Aid Grants to students (e.g. letters to legislators; communication with students regarding financial supports available to them; etc.) (Gina) Completed c. By January 1, 2012 implement the College Bound program (Enrollment & Recruitment) Completed d. By March 15, 2012 conduct a cost analysis of the impact of increased tuition/tuition rates on retention (Joi/Gina) Completed

					<ul style="list-style-type: none"> e. By February 1, 2012 conduct a building and capacity analysis to assess the number of classes it is realistic for CCSJ to try to accommodate (Diana) f. By March, 2012 Financial Aid will submit a report outlining the overall issues affecting student retention , and make recommendations to Senior Management regarding the implications and interventions implied by the data/info (Gina/Amy) Completed g. Implement measures that will identify students who have stopped out vs. failing grade during mid-semester to prevent financial burden and lower retention rate based on Department of Ed. Requirements WF grade (Gina) Completed
VII.	1,2,4	Goal II Goal IV	External research suggests intrusive advising impacts student achievement, persistence and success. Two year at-risk students, who are at a greater risk of dropping out, often do not seek assistance in time for the assistance to have a positive impact on their progress	By June 30, 2012, reinforce the concept of intrusive academic advising by assessing the needs of mentors and develop and provide professional development opportunities for F1 Learning Community mentors. Lead: Academic Support	<ul style="list-style-type: none"> f. By December 30, 2011, assess the needs of the mentors Completed g. By January 30, 2012, create a professional development program for mentors. Completed h. By June 30, 2012, implement at least 2 professional development programs for mentors On going

VIII.	1,2,3	Goal II Goal III Goal IV	<p>According to research provided by Darren Henderson, the F1 to S1 retention rate for full time 20091 students is less than a 48.5 percent. More than half of the students do not return after their freshman year. In addition, research shows a correlation between Career Service involvement and Retention</p>	<p>By January 2013, increase retention by 15 percent of all students by embedding High Impact Educational Practices throughout the General Education curriculum and actively engaging all departments in retention efforts Lead: Associate VPAA, Faculty, Career Services, Athletic Department</p>	<ul style="list-style-type: none"> a. By August 2012, implement at least 3 high impact educational practices: <ul style="list-style-type: none"> • Collaborative assignments and projects • Undergraduate research • Diversity/global learning • Internships • Capstone projects (All departments) b. By Feb. 2012, visit F1 and F2 class to present Career Services topics (Career Services) Completed c. By Sept. 2012 create a one Career intervention plan using career topics in the classroom (Mike) Completed d. By April, 2012, provide a presentation to faculty at a Faculty Senate meeting to increase their awareness of Career Services (Career Services) Completed e. By March 2012, expand opportunities for student experiential learning by promoting the United Way electronic volunteer database (Career Services) Completed f. By January 30, 2012, develop a progressive 3 year plan to help in the recruitment and persistence of student athletes (Peter) Presented & on going g. By February 10, present Athletic plan to Retention Committee and determine next steps (Peter/Retention Committee) Completed h. By May 2012, educate faculty on Retention Plan and interventions (Retention Committee) Completed
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IX.

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Goal III
Goal VI

According to research provided by the Indiana Latino Higher Education Council (IIHEC), there is a growing population of Latinos who do not attend or complete a college degree. CCSJ is in partnership with area colleges called METAS to provide support for Latino students to be successful in college.

By January 2014, increase retention rates among Latino students.

Lead: Academic Support, Financial Aid, and Faculty

- a. By fall 2013, implement goals and initiatives to increase Latino cultural/academic connections and resources **(Academic Support)**
- b. By fall 2013, create seminar for Latino parents and CCSJ student regarding CCSJ life. **(ASP, Advising, Career Services)**
- c. By Dec. 2013, expand ESI to J1 **(Kirk)**
- d. By Dec. 2013, 100% adoption of ESI from ENGL 095 to ENGL 104 **(Kirk)**
- e. By Jan. 2013, implement bilingual automated payment plan system **(Fin. Aid)**
- f. By spring 2013, gather Latino targeted data identifying first-time, full-time, first generation. Identify documented verses undocumented. Additional data from Student Success Center targeting Latino students' needs. **(ASP, Fin Aid, Darren)**
- g. By fall 2014, make ESL course available to every Latino student in need. **(Advising & Academic Affairs)**
- h. By summer 2014, expand Bridge enrollment to the first two years and increase resources including an ESL Bridge intervention. **(Kirk & Jessica)**

X.

1, 3, 6, 8

Goal I
Goal II
Goal III
Goal IV
Goal VI

Based on Best Practices outlined in the literature regarding Retention, Persistence, and the Freshman Experience, combined with the lessons learned from implementing the 2011 Retention Plan activities, it is critical that interventions that have been found to be instrumental in promoting retention for all students be continued.

In the 2012-2013 school year, continue implementing "Best Practices" with all students to achieve a minimum of 45% Graduation rate
Lead: All Departments

In the 2012-13 school year continue the following interventions conducted in 2011-12 School year

- Learning Communities
- Intrusive Advising
- Mentoring Program
- Early Registration
- Early Skills Assessment and Intervention
- GENL Course Attendance Tracking thru the first semester
- Administer Student Motivation Survey (but administer in the 7th week of the fall semester)
- Summer Bridge Program
- Top Ten Registration Strategies
- Probationary Students
- Professional Development
- Educate Faculty on Retention Plan/Interventions
- Career Services Interventions
- Latino initiatives
- Develop & track Individualized Academic and Financial Plans for Students and
(Follow up by all Departments that were involved in the 2011-12 Retention Plan Interventions)



CALUMET COLLEGE OF ST. JOSEPH

Student Life Plan

January-December 2012

DRAFT

Student Life Committee Plan 2012-2013

Date Last Updated: June 26, 2012

Planning Team Members: (Melisha Henderson) Diane Bailey, Nicole Blackwell, Melissa Genova, Dionne Jones-Malone, Ashley Lake, Jessica Madden, Adrian Mercado, CJ Montgomery, Delia Ramirez

Item	AQIP Category	Strategic Plan Item	Context	Goal	Action Steps	Status
1. Student Activities	3		Provide more activities that traditional students might find interesting. Interest has been expressed about Greek life at CCSJ. The College doesn't have a formal policy.	To increase the awareness and participation from students in Student Activities (Clubs) and Greek Life. Lead:	<ul style="list-style-type: none"> a) Create a College Fair on campus b) Movie Nights c) Concerts on the lawn d) Graduates can form a geek squad e) By August 15, 2012, create an Advisor position for Greek Life. f) By September 15, 2012, establish policies and procedures need to maintain compliance in welcoming Greek organizations g) By September 15, 2012, research the criteria, by-laws, best practices, and regulatory standards in formulating Greek organizations on campus. h) By October 15, 2012, create and publish the adopted Greek life standards for CCSJ on the website 	
2. Community Outreach	9			To increase the involvement in the community for the students involved in student activities and athletics. This project may encourage other students to volunteer or get involved in more community activities. # of targets Lead:	<ul style="list-style-type: none"> a) Become more present in the community and establish relationships with outside businesses, government, and community outreach organizations. Foster a sense of giving back to the community into the student population. 	
3. Auxiliary Services	6					
4. Student Conduct			We have learned that there is a need to educate our student body on the appropriate and expected behavior of CCSJ students on and off campus.	To promote responsibility accepting consequences of behavior, encourage honesty, integrity, and respect for oneself and others. We want to instill in our students that they all should display characteristics of champions or character whether they are athletes or not.	<ul style="list-style-type: none"> a) By September 1, 2012, create an anti-bullying policy b) Student Life/Dean of students should serve as an informative resources for students should serve as an informative resource for students, staff, and parents concerning student rights and standards. c) Provide guidance and educational experiences to assist students I making appropriate choices concerning their behavior. d) Educate students on personal behavior, responsibility, and maturity to enhance their community and college environment. e) Handouts at orientation about student conduct f) Use TV's as news clips 	

DRAFT

5. Intramural Sports

There is an interest from students to participate in intramural sports.

To create an intramural sports program for the 2012-13 school year
Lead: Ashley Lake

- a. Touch football
- b. Volleyball
- c. Baseball/softball



CALUMET COLLEGE OF ST. JOSEPH

Technology Plan

January-December 2012

Plan: Technology Plan (2011-2012)

Date Last Updated: 6/13/12

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2012-2013				2013-2014		2014-2015		2015-2016		2016-2017	
Lead persons: Director of Computer Services, Instructional Technologist											
Item Context	Expense Item/ Item Action	Cost	Target Date	Expense Item/Action	Estimated Cost	Expense Item/Action	Estimated Cost	Expense Item/Action	Estimated Cost	Expense Item/Action	Estimated Cost
1. Replace Writing Lab	Purchase 24 machines and 1 laser printer	\$20,000		1. Upgrade 420 computer lab	\$20,000	1. Upgrade 418 computer lab	\$20,000	1. Upgrade 419 computer lab	\$20,000	1. Upgrade 419 computer lab	\$20,000
2. Upgrade faculty and staff machines (25)	Purchase 25 machines	\$20,000		2. Upgrade faculty & staff PCs (25)	\$20,000	2. Upgrade faculty & staff PCs (25)	\$20,000	2. Upgrade faculty & staff PCs (25)	\$20,000	2. Upgrade faculty & staff PCs (25)	\$20,000
3. Upgrade Smart classrooms 200, 258, 306, 100, Write Lab	Install projector, sound equipment and whiteboards	\$15,000		3. Upgrade smart classrooms 305, 205, 206, IIT site	\$12,000	3. Upgrade smart classrooms 264, 265, 268, 300	\$12,000	3. Upgrade smart classrooms 209, 307, 309, Sci lab	\$12,000	3. Upgrade smart classrooms 209, 307, 309, Sci lab	\$12,000
5. Faculty/staff HW requests	Misc. hardware requests	\$5,000		4. Faculty/staff HW requests	\$5,000	4. Upgrade 4 library reference PCs & 1 laptop	\$4,500	4. Upgrade 4 library reference PCs & 1 laptop	\$4,500	4. Upgrade 4 library reference PCs & 1 laptop	\$4,500
6. Faculty/staff SW requests	Misc. software requests	\$2,000		5. Faculty/staff SW requests	\$2,000	5. Faculty/staff HW requests	\$5,000	5. Faculty/staff HW requests	\$5,000	5. Faculty/staff HW requests	\$5,000
7. Expand WiFi to remainder of main building	Access points for remainder of campus	\$4,000		6. Increase network bandwidth to Gbit	\$25,000	6. Faculty/staff SW requests	\$2,000	6. Faculty/staff SW requests	\$2,000	6. Faculty/staff SW requests	\$2,000
8. Dedicated CIS lecture/Lab room	Establish dedicated lab for CIS program	\$5,000		7. Upgrade 272, 275 smart classrooms	\$9,000	7. Increase network bandwidth to Gbit	\$25,000	7. Increase network Bandwidth to Gbit	\$25,000	7. Increase network Bandwidth to Gbit	\$25,000
9. Increase network bandwidth to Gbit	Replace core and edge switch gear	\$25,000									
10. Purchase 2 new document cameras	Install in writing labs	\$4,000									
11. Update room 271	Projector, cart, doc camera smart boards and white boards	\$9,000									
12. Upgrade 307 with	Short throw projector, mount and install existing smart board	\$5,000									
		Sum: \$ 114,000			Sum: \$93,000		Sum: \$88,500		Sum: \$88,500		Sum: \$88,500