

OPERATIONAL PLAN

FY2005

Delaware Technical & Community College ♦ Stanton/Wilmington Campus



DELAWARE
TECH 

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COLLEGEWIDE MISSION STATEMENT

Delaware Technical & Community College is a statewide multi-campus community college committed to providing open admission, post-secondary education. The College offers comprehensive educational opportunities including career, general, developmental and transfer education, lifelong learning, and workforce education and training, and community services.

The College believes in the practical value of higher education as a means of economic and personal advancement. The College respects and cares for students as individuals and as members of diverse groups, and supports their aspirations for a better life.

Goals

The College will achieve its mission through these goals:

1. Academic programs will prepare students for successful employment upon completion and transfer to a senior institution.
2. Developmental education will prepare students in math and English to be successful in entry level College program courses and occupational skills training.
3. Occupational skills training will prepare students with basic job skills to enter the labor market and to continue their education through degree programs.
4. Continuing professional development programs for business and the professional community will support a competitive workforce by providing education and training to advance career skills, and earn/retain certifications.
5. Programs, activities, and services will maximize the benefits of diversity by teaching students to understand multiple perspectives and effectively function in diverse groups.
6. Community services and programs will provide personal enrichment opportunities and promote lifelong learning.
7. Administrative and educational support services will provide an environment conducive to student learning.
8. College and partnership resources will be obtained and utilized to advance the College Mission and Goals.



COLLEGEWIDE VISION STATEMENT

2005-2010

Delaware Technical & Community College will be:

1. An institution that is nationally recognized for its education excellence and its commitment to learning.
2. A learning organization focused on continual improvement based on the assessment of student learning and services.
3. A caring, supportive learning community where principles of equality and respect are modeled and demonstrated.
4. An educational leader in fields that address increased workforce needs: biotechnology, health careers, financial services, and entrepreneurship.
5. A leading partner in state, national, and international initiatives which enhance educational opportunities and improve the economic viability of Delaware.
6. The first choice of students seeking a quality education that is accessible and affordable.



COLLEGEWIDE AGENDA



Foster Learning Develop a greater variety of learning options and instructional delivery modes to actively engage an increasingly diverse student body. Implement an electronic instructional management system that is based on learner competencies and is accessible to all faculty to facilitate program development, articulation and student assessment. Incorporate learning outcomes assessment methods within each career pathway. Support faculty as learning facilitators through well-planned professional development.



Put Students First Strengthen the Student Services program to support students in becoming better learners and responsible decision-makers. Improve student retention through a coordinated program of support and academic services. Develop a system to maximize the effectiveness of core Student Services. Identify and implement collegewide best practices in the provision of services to students in conjunction with implementation of the new administrative software system.



Target Markets Use career cluster trend information and analysis to prioritize, develop, and implement timely education/training solutions which respond to learner needs and opportunities. Strengthen recruitment through development of a plan for multiple contacts between the college and children, youth and adults that highlights career exploration and other appropriate services.



Infuse Technology Expand course delivery methods through multiple electronic media. Increase student access by expanding electronic communication in on-site courses and increasing the number of Internet-based college offerings in education and training. Integrate the college homepage with the administrative software system and develop the website as a point of access for prospective students, current students, alumni, employees, and the community for the purpose of conducting transactions related to the college.



Promote Organizational Synergy Develop methods to encourage and sustain innovation. Improve methods and processes across the institution and benchmark practices with other similar institutions.



Strengthen Fiscal Vitality Develop and implement a private sector giving strategy that includes planned giving and increased contributions from alumni, foundations, businesses, and individuals. Develop business plans focused on the changing methods in the way education is delivered by the college and the potential impact on revenues and expenses.



CAMPUS MISSION STATEMENT

The mission of the Stanton/Wilmington Campus is to provide opportunities for the residents of New Castle County to fulfill their educational aspirations at the post-secondary level and thus contribute to the economic well being of the county. To this end, the campus encourages and supports diversity by providing educational opportunities that facilitates growth and promote educational advancement. The campus provides associate degree, career-oriented programs, as well as developmental and community service activities. In all of its endeavors, the campus strives to maintain a one-college reality within an environment dedicated to supporting students in their desire to learn. The Stanton/Wilmington Campus is guided by its strategic and long-range plans which are based on the college mission and goals as approved by the Board of Trustees.



STANTON/WILMINGTON CAMPUS 2005 AGENDA

Goal 1

Implement the College agenda.

Goal 2

Implement Middle States recommendations and SLOA/ESOA effectiveness measures.

Goal 3

Begin the construction phase of the Stanton Master Plan Expansion.

Goal 4

Identify new degree, diploma, and certificate program opportunities.

Goal 5

Identify new training opportunities that meet the needs of businesses and continue to develop the workforce.

Goal 6

Participate with statewide hospitals group, Christiana Care Health Services, and grant funding agencies to support the current health care shortage.

**Goal 7**

Continue to integrate the approved recommendations for IACLEA.

Goal 8

Uphold an environment in which all policies, procedures, and actions reflect the one-college reality.

Goal 9

Hold a fundraising event with the newly established Campus Development Council with an anticipated income of \$20,000.

Goal 10

Continue to integrate the new administrative software system into the campus processes and procedures to assure greater effectiveness and efficiency.

Goal 11

Continue to upgrade facilities at the Stanton/Wilmington Campus.



ADMINISTRATIVE SERVICES DIVISION

MISSION STATEMENT

The Administrative Services Division provides all facility and ground services necessary to ensure a safe, comfortable, pleasant building environment. The division strives to achieve the most conducive atmosphere for academic and community activities.

ADMINISTRATIVE

Goal 1

Improve budgetary oversight.

Objective 1.1 Control expenditures.

Objective 1.2 Control inventory.

Goal 2

Empower employees. (MSSS-R7.11)

Objective 2.1 Employ participatory management technique by encouraging individual to participate.

Objective 2.2 Support staff recommendations for better service.

Goal 3

Be a part of the team.

Objective 3.1 Ensure supervisory participation in the Mission.

Objective 3.2 Develop concise expectations of each employee and assure that the expectations are known. (MSSS-R 7.11)

Objective 3.3 Implement the Middle States recommendations for Administrative Services. (MSSS-R 7.4, MSSS-R 7.5, MSSS-R 7.6, MSSS-R 7.8, MSSS-R 7.9, MSSS-R 7.11, MSSS-R 7.12)



PUBLIC SAFETY

Goal 4

Complete the IACLEA recommendations. (Campus Agenda Goal 7)

Objective 4.1 Establish a safe campus through aggressive public safety practices and ensure that the perception of safety permeates our campus community. (MSSS-R 7.7)

CUSTODIAL

Goal 5

Implement quality and inventory control.

Objective 5.1 Change the role of supervisors from workers to supervisors.

Objective 5.2 Make supervisors responsible for quality control.

Objective 5.3 Make supervisors responsible for inventory control.

MAILROOM

Goal 6

Upgrade postal machines and improve inventory control.

Objective 6.1 Conduct cost benefit analysis to determine if buying or leasing a postal machine is more cost effective.

Objective 6.2 Determine what inventory should be ordered and control its disbursement.



MAINTENANCE

Goal 7

Organize short and long term goals for the unit's improvement of facilities.

Objective 7.1 Organize maintenance shops and staff work areas.

Objective 7.2 Have staff assess the needs and plan for their accomplishment through short and long term planning.

Objective 7.3 Enforce team work to encounter large tasks.

GROUNDS

Goal 8

Beautify and maintain campus grounds.

Objective 8.1 Hire two grounds keepers to handle both campuses.

Objective 8.2 Encourage pride in the grounds through personal initiatives for beautification and care.



CAFETERIA/CONFERENCE CENTER OPERATIONS

Goal 9

Extend cafeteria hours while becoming more profitable.

Objective 9.1 Review current menu and streamline for better inventory control and larger profits. **(MSSS-R 7.10)**

Objective 9.2 Increase conference center use.

CAMPUS RENOVATION

Goal 10

Start construction of the Biotechnology and Medical Education facility.
(Campus Agenda Goal 3)

Objective 10.1 Attain funds to start construction. **(MSSS-R 7.4)**

Objective 10.2 Exhaust funds committed.

Objective 10.3 Prepare for second phase of construction. **(MSSS-R 7.4)**



ASSISTANT TO THE CAMPUS DIRECTOR DIVISION

MISSION STATEMENT

The Assistant to the Campus Director Division facilitates the accomplishment of strategic objectives and enhances the College's image through community awareness and continuous relationship building with potential and current students through internal and external communications medium.

Goal 1

Refine the campus strategic planning process.

- Objective 1.1** Continue to implement the Middle States recommendations.
- Objective 1.2** Examine the formatting/design for the Middle States monitoring report due September 2005.
- Objective 1.3** Collaborate collegewide to develop a new Strategic Plan and examine the campus planning structure in accordance with the new plan.

Goal 2

Facilitate data collection, report generation, and data analyses in the areas of program review, retention, and student tracking. **(MSSS-R 2.2)**

- Objective 2.1** Continue to develop, refine, and implement the recruitment modules of the Banner system.
- Objective 2.2** Create interim web pages for special projects to accurately quantify the number of hits generated from that source.



TARGET MARKETS

Goal 3

Integrate data collection into campus planning, target marketing, and public awareness.

Objective 3.1 Use data collected from the Banner recruitment modules for making marketing decisions.

Goal 4

Strategic Goal 3.1



Use data gathered through the planning process and analysis to prioritize, develop, and implement timely education/training solutions that respond to learner needs and opportunities.

Objective 4.1 Establish measurement parameters for improvement of specific activity or process for use in Educational Support Outcomes Assessment (ESOA). **(MST-2.2)**

Goal 5

Strategic Goal 3.2



Strengthen recruitment through the development of a plan for multiple contacts between the college and children, youth, and adults that highlights career exploration and other appropriate services.

Objective 5.1 Execute initiatives for increased outreach and contact with high school juniors and seniors.

Goal 6

Strategic Goal 3.3



Develop processes to define markets of prospective students for enrollment in education and training programs, and identify the appropriate marketing strategies.

Objective 6.1 Develop and execute strategies to heighten awareness of availability of scholarship and increase the numbers of students applying for them. **(MSSS-R 7.17)**



Assistant to the Campus Director Division

Goal 7

Strategic Goal 3.4



Utilize the Internet to market the college's image, products, and services.

Objective 7.1 Requested funding for the development of a virtual tour of the Stanton and Wilmington Campus that will reside on the campus web site. **(MSSS-R 7.18)**

Objective 7.2 Develop an on-line web presence for every department and technology at the Stanton/Wilmington Campus. **(MSSS-R 7.19)**

Goal 8

Increase awareness of the college/campus.

Objective 8.1 Create new radio and telecommunication spotlighting career-oriented education.

INFUSE TECHNOLOGY

Goal 9

Strategic Goal 4.5



Implement the new administrative software system tool to create an interactive college community that optimizes the effectiveness of transactions for students, the use of information by employees, and the efficiency of business practices.

Objective 9.1 Research the development of an effective, but inexpensive marketing technique, for small groups of potential students with similar interests by developing a pilot e-marketing campaign using the administrative software system (Banner).

Goal 10

Strategic Goal 4.6



Integrate the college homepage with administrative software system and develop the website as a point of access for prospective students, current students, alumni, employees, and the community for the purpose of exchanging information and conducting transactions related to the college.



Objective 10.1 Update the “Tech Info” and “Web Registration” websites on a constant basis to keep those sites up-to-the-minute.
(MSSS-R 2.10)

Objective 10.2 Update and refresh the college homepage, “News & Events”, and the Stanton/Wilmington homepage on a weekly basis.

PROMOTE ORGANIZATIONAL SYNERGY

Goal 11

Strategic Goal 5.1



Develop methods to encourage and sustain innovation.

Objective 11.1 Increase number of brainstorming sessions among creative staff to develop approaches and strategies for large projects.

Goal 12

Strategic Goal 5.2



Improve methods and processes across the institution and benchmark practices with other similar institutions.

Objective 12.1 Actively seek opportunities for departmental personnel to visit marketing and graphic operations at advertising agencies, businesses, and other educational institutions.

STRENGTHEN FISCAL VITALITY

Goal 13

Strategic Goal 6.1



Maintain, develop, and strengthen relationships with state government and the business community.

Objective 13.1 Investigate opportunities for access to school district employee databases for direct marketing of the para-educator programs.



Goal 14

Strategic Goal 6.4



Establish a process that monitors the college's business practices for continual improvement and cost containment.

Objective 14.1 Develop and implement plan for elimination of one of the four course schedules currently printed annually including supplemental communication plan targeting CCP audience.



BUSINESS SERVICES DIVISION

MISSION STATEMENT

The Business Services Division provides financial accounting records, financial aid, and auxiliary services to assist students in obtaining their educational goals with honest, accurate, efficient, and courteous service. The division strives to comply with college, state, and federal regulations at all times and to maintain the financial integrity and stability of the college.

PUT STUDENTS FIRST

Goal 1


Provide a positive experience to all students utilizing the services of the Business Services Division in an effort to improve student satisfaction and ultimately retention.

- Objective 1.1** Cultivate a customer service environment.
- Objective 1.2** Evaluate practices and identify possibilities for improvement.
- Objective 1.3** Identify measures of effectiveness that establish benchmarks, measure progress, and lead to enhanced effectiveness (ESOA) in the Financial Aid and Bookstore operations.

INFUSE TECHNOLOGY

Goal 2

Strategic Plan 4.5

 Implement the new administrative software system tool to create an interactive college community that optimizes the effectiveness of transactions for students, the use of information by employees, and the efficiency of business practices.

- Objective 2.1** Evaluate web payment options for credit and non-credit students. (MSSS-R 1.2, MSSS-R 1.5, MSSS-R 1.6)



Objective 2.2 Evaluate electronic fund transfer options for check processing. **(MSSS-R 1.6)**

Objective 2.3 Review procedures and processes, recommend reports and solutions.

PROMOTE ORGANIZATIONAL SYNERGY

Goal 3**Strategic Plan 5.1**

Develop methods to encourage and sustain innovation.

Objective 3.1 Provide professional development opportunities.

Objective 3.2 Collaborate with colleagues collegewide to creatively address issues and solve problems.

Goal 4**Strategic Plan 5.2**

Improve methods and processes across the institution and benchmark practices with other similar institutions.

Objective 4.1 Implement the Middle States recommendations.
(Campus Agenda Goal 2)

Objective 4.2 Identify measures of effectiveness that establish benchmarks, measure progress, and lead to enhanced effectiveness (ESOA) in the Business Office operations.
(Campus Agenda Goal 2)

Goal 5**Strategic Plan 5.4**

Recognize and reward knowledge and skill development by all employees.

Objective 5.1 Support nominees for the Leadership Development Program.



Objective 5.2 Nominate individuals for the Excellence in Service awards program.

Objective 5.3 Publicize staff achievements.

Goal 6**Strategic Plan 5.6**

Create new ways to empower college stakeholders and encourage their interaction for effective problem solving and improvement.

Objective 6.1 Support staff leadership to support problem-solving and innovation.

STRENGTHEN FISCAL VITALITY

Goal 7**Strategic Plan 6.5**

Establish a process that monitors the college's business practices for continual improvement and cost containment.

Objective 7.1 Monitor and strengthen cash control procedures within Business Services, as well as in auxiliary budget units.

Objective 7.2 Provide independent assessment of Campus operations through targeted audits performed by outside CPA firms.

Objective 7.3 Work with Budget Committee to continuously improve and strengthen the Campus budget process. **(MSSS-R 7.1)**



CORPORATE & COMMUNITY PROGRAMS DIVISION

Stanton/Wilmington Campus

MISSION STATEMENT

The mission of the Corporate & Community Programs Division, Stanton/Wilmington Campus, is to provide lifelong learning opportunities to a diverse population through quality education and training programs. The Division offers enrichment programs for pre-college youth, job training programs for unemployed, underemployed and incumbent adult workers, and personal and professional development opportunities to community residents. The Division supports the state's economic development efforts by designing and delivering training programs that address the specific needs of local businesses and industries. Additionally, the Division collaborates with local agencies and organizations to develop program initiatives that meet the needs of the communities we serve

FOSTER LEARNING

Goal 1

Strategic Goal 1.1



Develop a greater variety of learning options and instructional delivery modes to actively engage an increasing diverse student body.

Objective 1.1 Increase electronic communication and computer based learning in tutoring sessions.

Objective 1.2 Incorporate "Blackboard" into selected CCP courses.
(MST-S 4.1)

Goal 2

Strategic Goal 1.4



Establish seamless career pathways that include both credit and non-credit curricula, have multiple entry and exit points, and lead to employment and/or to senior institutions.



Objective 2.1 Add articulation agreements with the Instructional Division whereby certain non-credit courses or groupings of non-credit courses would, with the addition of an assessment capstone project, become credit course equivalents. **(MSSS-R 4.5)**

Objective 2.2 Continue to develop CCP articulation agreements with external organizations, i.e. colleges, unions and corporations.

Goal 3

Strategic Goal 1.5



Incorporate learning outcome assessment methods within each career pathway.

Objective 3.1 Implement SLOA processes in selected CCP programs. **(MSSS-R 4.9, MST-S 2.2)**

Objective 3.2 Identify appropriate methods for use in internal career education pathways. **(MSSS-R 4.5)**

Goal 4

Strategic Goal 1.7



Support faculty as learning facilitators through well-planned professional development.

Objective 4.1 Identify professional growth opportunities as part of the performance evaluation process.

Objective 4.2 Encourage CCP faculty/staff to take courses in Project Management.

Objective 4.3 Encourage CCP faculty/staff to obtain relevant national certification, such as OSHA, CTT+ and others.

Goal 5

Strategic Goal 1.8



Provide the facilities and equipment necessary to support a learning-centered, innovative college community.



Corporate and Community Programs Division

- Objective 5.1** Collaborate with Instruction to identify classroom and lab space for CCP/ITD programs. **(Campus Agenda Goal 11)**
- Objective 5.2** Update the multi-year replacement cycle for existing classroom and office computers, software, ITV, and other equipment and identify funding sources to enable purchase. **(MSSS-R 3.5)**
- Objective 5.3** Begin the upgrade of the CCP Health programs facilities, phasing in the upgrade to include expanded C.N.A. Nursing lab on the Wilmington Campus and eventual presence on the Stanton Campus as well as upgrade the Phlebotomy lab facility and initiate the Pharmacy Technician lab.

TARGET MARKETS

Goal 6

Strategic Goal 3.1



Use career cluster trend information and analysis to prioritize, develop and implement timely education/training solutions, which respond to learner needs, and opportunities.

- Objective 6.1** Use information from the Department of Labor (DOL), Delaware Economic Development Office (DEDO) and Delaware Manufacturing Extension Program (DEMEP) to initiate program development.
- Objective 6.2** Develop certificate/specialized programs to meet the community's changing educational needs. **(Campus Agenda Goal 5)**
- Objective 6.3** Review existing course offerings currently available in ITD for viability with existing clients and develop alternatives to re-package those training courses.

Goal 7

Strategic Goal 3.2



Strengthen recruitment through the development of a plan for multiple contacts between the College and children, youth and adults that highlights career exploration and other appropriate services.



Corporate and Community Programs Division

- Objective 7.1** Meet quarterly with the Marketing Department to keep abreast of branding initiatives and to communicate our program offerings.
- Objective 7.2** Pursue opportunities for intra- and inter-divisional collaboration to support cross marketing initiatives.
- Objective 7.3** Identify special programs and events to strengthen relationships for age related cohorts across Corporate & Community Programs and with other divisions.
- Objective 7.4** Continue to survey existing groups for sequential or related program offerings.

Goal 8

Strategic Goal 3.3



Develop processes to define markets of prospective students for enrollment in education and training programs, and identify the appropriate marketing strategies.

- Objective 8.1** Work with the offices of Instruction and Marketing to develop and implement activities having mutual benefit.
- Objective 8.2** Work with DEMEP to develop a direct marketing plan which will utilize a part-time marketing/outreach person to review ITD's previous and new contacts.
- Objective 8.3** Develop a comprehensive plan to promote WIA voucher-eligible programs in Workforce Training, Technology and ITD departments at the New Castle County offices of the Department of Labor Employment & Training Division.

Goal 9

Strategic Goal 3.4



Utilize the Internet to market the College's image, products and services.

- Objective 9.1** Work with the Marketing Department and College-wide Web Committee to establish a Corporate & Community Programs presence.
(MSSS-R 7.18, MSSS-R 7.20, MSSS-P 4.1.8, MST-S 4.1)
- Objective 9.2** Initiate strategies for content development for CCP web site.
(MSSS-R 7.18, MSSS-R 7.20)



INFUSE TECHNOLOGY

Goal 10

Strategic Goal 4.1



Expand course delivery methods through multiple electronic media.

Objective 10.1 Integrate the use of distance-learning technology in courses offered to corporate clients. **(Campus Goal 10)**

Objective 10.2 Expand ACT Center enrollment. **(MSSS-P 4.4)**

Objective 10.3 Begin a partial conversion of telecourse classes from videotapes to DVD's.

Goal 11

Strategic Goal 4.2



Increase student access by expanding electronic communication in on-site courses and increasing the number of Internet-based College offerings in education and training.

Objective 11.1 Support additional on-line and distance learning course offerings through partnerships with such providers as ACT, Education To Go, as well as other community colleges. **(MSSS-P 4.1.3, MST-S 4.1)**

Objective 11.2 Identify and expand on-line youth course offerings. **(MST-S 4.1)**

Objective 11.3 Identify on-line and distance education courses as reinforcement for in-class learning. **(MST-S 4.1)**

Goal 12

Strategic Goal 4.5



Implement the new administrative software system tool to create an interactive college community that optimizes the effectiveness of transactions for students, the use of information by employees, and the efficiency of business practices.

Objective 12.1 Play an active role in developing processes for CCP web registration and web payment. **(MSSS-R 7.18)**

Objective 12.2 Use the capabilities of Banner generated reports to improve office operations. **(MSSS-P 6.1)**



PROMOTE ORGANIZATIONAL SYNERGY

Goal 13



Modify the Corporate & Community Programs organizational structure and processes to provide effective and efficient delivery of services in a changing external environment. **(MSSS-R 7.5)**

Objective 13.1 Continue to monitor the organizational structure and staffing needs. **(Campus Agenda Goal 4)**

Objective 13.2 Develop a CCP intranet web site to improve communication. **(MSSS-R 4.7)**

Objective 13.3 Continue to re-examine existing office space and lab areas and reallocate where appropriate to meet changing needs of Division.

Objective 13.4 Implement the Middle States recommendations. **(Campus Agenda Goal 2, MSSS-R 4.4, MSSS-R 4.7)**

Goal 14

Identify processes to interface more effectively with campus Student Services.

Objective 14.1 Work with Student Services and Marketing to develop processes for dissemination of CCP materials based on initial student inquiries.

Objective 14.2 Meet with Student Services counselors on a quarterly basis.

Goal 15

Strategic Goal 5.1



Develop methods to encourage and sustain innovation.

Objective 15.1 Identify staff members to attend national/regional conferences in respective disciplines when funding is available.

Objective 15.2 Disseminate summary reports and presentations from conference attendees.



Corporate and Community Programs Division

Goal 16

Strategic Goal 5.2



Improve methods and processes across the institution and benchmark practices with other similar institutions.

Objective 16.1 Evaluate current operational procedures and develop more uniformity throughout the division.

Goal 17

Strategic Goal 5.4



Recognize and reward knowledge and skill development by all employees.

Objective 17.1 Encourage faculty/staff presentations at regional/national conferences.

Objective 17.2 Encourage internal promotions both in the division, campus and College.

Objective 17.3 Identify Corporate & Community Program candidates for the Leadership Development Program and Excellence in Teaching and Service Awards.

Objective 17.4 Participate in the Staff Senate mentoring program.

Goal 18

Strategic Goal 5.5



Continue to form strategic alliances and partnerships to further the College educational mission.

Objective 18.1 Identify opportunities for additional strategic alliances and implement new programming options with the public sector.

Objective 18.2 Identify opportunities for additional strategic alliances and implement new programming options with the private and non-profit sector.



Corporate and Community Programs Division

Goal 19

Strategic Goal 5.6



Create new ways to empower College stakeholders and encourage their interaction for effective problem solving and improvement.

Objective 19.1 Use established cross-departmental work groups to identify and address divisional issues.

STRENGTHEN FISCAL VITALITY

Goal 20

Strategic Goal 6.1



Maintain, develop and strengthen relationships with state government and the business community.

Objective 20.1 Identify unmet areas of certification and develop new programs. **(Campus Agenda Goal 4)**

Goal 21

Strategic Goal 6.4



Integrate college-wide Institutional Advancement, Corporate & Community Programs and Marketing in planning to develop target areas that will result in additional resources.

Objective 21.1 Participate in college-wide committees and task forces to accomplish stated goal.

Objective 21.2 Encourage Department Chairpersons to research and identify opportunities for additional resources/opportunities in respective areas of expertise.

Goal 22

Strategic Goal 6.5



Establish a process that monitors the College's business practices for continual improvement and cost containment.

Objective 22.1 Continue to improve financial processes, which improve the Division's ability to plan, report, project and account for the expenditure of funds.



Corporate and Community Programs Division

Objective 22.2 Continue to evaluate current operational procedures across units to develop more uniformity throughout the division.

Objective 22.3 Obtain access to the online DFMS reports.

Goal 23

Expand corporate contracts and programming initiatives.

Objective 23.1 Identify 5 new companies for potential contract development.

Objective 23.2 Obtain at least 5 new contracts with new corporate clients.

Objective 23.3 Develop IT training contract opportunities with mid-size businesses.

Objective 23.4 Expand the scope of corporate offerings with existing clients.

Goal 24

Expand youth programming initiatives.

Objective 24.1 Expand community based partnerships with organizations within the City of Wilmington and New Castle County.

Objective 24.2 Expand school year partnerships with districts in New Castle County.

Objective 24.3 Enhance school year and summer programming initiatives for the grant funded programs (i.e. UB, UBMS, ETS, SOAR).

Objective 24.4 Expand the number of specialty/partnership camps.

Objective 24.5 Seek scholarship assistance for summer camp programs.

Goal 25

Review and implement Middle States recommendations.

Objective 25.1 Identify priority recommendations.

Objective 25.2 Define implementation timelines for selected recommendations.



HUMAN RESOURCES DIVISION

MISSION STATEMENT

The mission of the Human Resources Division is to provide leadership and expertise on human resources issues to accomplish the strategic objectives of Delaware Technical & Community College by serving as internal and external consultants to college employees in the following areas:

- Developing and supporting a quality workforce.
- Facilitating an efficient and effective employment process.
- Directing a comprehensive performance management process.
- Providing a continuum of learning to support professional and organizational development.
- Serving as an advocate for equity, diversity, and lifelong learning.

PUT STUDENTS FIRST

Goal 1

Develop a process to attract and integrate Delaware Tech graduates into the Recruitment and Selection process.

Objective 1.1 Post employment opportunities in the career centers.

Objective 1.2 Develop relationship with the SGA.



INFUSE TECHNOLOGY

Goal 2

Integrate technology to enhance the functions of the Human Resources Department.

Objective 2.1 Develop a technology enhanced Employee Orientation Program.

Objective 2.2 Develop a campus HR web page.

Objective 2.3 Continue to enhance Internet recruitment strategies to improve the applicant pool for all positions.

Objective 2.4 Continue to upgrade existing office equipment and staff computers.

Objective 2.5 Encourage HR employees to enroll in ETC programs to incorporate technology into the daily responsibilities of HR employees.

PROMOTE ORGANIZATIONAL SYNERGY

Goal 3

Continue to unify Stanton/Wilmington Human Resources functions.

Objective 3.1 Create cross-training opportunities for HR employees to improve quality of services provided.

Objective 3.2 Implement the Middle States recommendations and identify measures of effectiveness for use in Educational Support Outcomes Assessments (ESOA).

**Goal 4**

Develop and present Human Resource workshops to heighten employees' awareness of human resources policies and procedures.

Objective 4.1 Continue to enhance Supervision 101 Training Program.

Objective 4.2 Continue to present HR 101 workshops.

Objective 4.3 Continue to provide general staff development and skill enhancement training activities for employees and supervisory personnel.

Goal 5

Improve the Americans with Disabilities Act (ADA) function.

Objective 5.1 Establish a relationship with the ADA Community to identify resources and improve services to students.

Objective 5.2 Continue ADA-oriented programs.

Objective 5.3 Work with the Campus Bookstores to develop a system to monitor the purchase/return and buy back of textbooks purchased with ADA funds.

Goal 6

Establish historical record archiving system.

Objective 6.1 Continue to train the Human Resources staff on preparing files for archives to eliminate unnecessary accumulation of records.

Objective 6.2 Continue to archive material and finish all historical records.

Objective 6.3 Prepare terminated/retired employee files for archiving utilizing the State archiving system.

Objective 6.4 If limited funding continues, recommended purchase of a HR-specific archive system.

Objective 6.5 Clean and organize Cage 2 (Human Resources records).



Goal 7

Broaden advertising of vacant positions to increase more diverse pools of qualified applicants.

Objective 7.1 Develop vacancy advertising mailing list.

Objective 7.2 Identify non-traditional advertising vehicles to improve applicant pools.



INSTITUTIONAL ADVANCEMENT DIVISION

MISSION STATEMENT

The Institutional Advancement Division develops and implements funding procurement strategies to ensure the continuing enhancement and expansion of college programs and initiatives. The division coordinates fundraising activities including grant development, annual giving, major campaigns, planned giving, and special events through relationships with individuals, alumni, corporations, foundations, and government.

TARGET MARKETS

Goal 1

Strategic Goal 3.4



Utilize the Internet to market the College's image, products and services.

Objective 1.1 Work with appropriate contacts to establish a Stanton/Wilmington Campus presence on the Institutional Advancement web site. Use the site to keep alumni and friends informed of Campus events, news, grants, major gifts, activities, and the 2005 special event.

PROMOTE ORGANIZATIONAL SYNERGY

Goal 2

Strategic Goal 5.2



Improve methods and processes across the institution and benchmark practices with other similar institutions.

Objective 2.1 Use the database to track Stanton/Wilmington alumni, donors, prospects, and friends. Populate and use the database to manage the invitation and mailing lists for the special event in February 2005. Use the database to manage notes on contacts and visits with prospects.



- Objective 2.2** Implement the Middle States recommendations and identify measures of effectiveness for use in Educational Support Outcomes Assessment (ESOA).
(Campus Agenda 2, MSSS-R 7.21, MSSS-R 7.22, MSSS-R 7.23, MST-S 7.2)
- Objective 2.3** Research and identify foundations and corporations to fund Stanton/Wilmington Campus priority needs. Research and identify individual prospects for Campus specific gifts.
(MSSS-R 7.23)
- Objective 2.4** Update and manage the Stanton/Wilmington Campus prospects on the Collegewide Prospect Management List monthly.
- Objective 2.5** Identify current Stanton/Wilmington Campus stewardship practices.

Goal 3

Strategic Goal 5.5



Continue to form strategic alliances and partnerships to further the College's educational mission.

- Objective 3.1** Coordinate with the Collegewide RDO on the plans and timeline for the creation of a Collegewide alumni organization and the feasibility of reorganizing and reconvening of the Stanton/Wilmington Campus alumni association. **(MST-S 7.2)**
- Objective 3.2** Talk with appropriate Stanton/Wilmington Campus deans and directors to identify campus priority needs and wish lists. Identify and contact corporations and foundations to assess areas of collaboration and funding that fit Stanton/Wilmington Campus priority needs and wish lists.
(MSSS-R 7.23)



STRENGTHEN FISCAL VITALITY

Goal 4

Strategic Goal 6.1



Maintain, develop and strengthen relationships with state government and the business community.

Objective 4.1 Research and track additional public funding opportunities.

Goal 5

Strategic Goal 6.3



Develop and implement a private sector giving strategy that includes planned giving and increased contributions from alumni, foundations, businesses and individuals.

Objective 5.1 Coordinate and implement an annual special event starting in February 2005 as a fund and friend raiser. **(MSSS-R 6.7)**

Objective 5.2 Identify the top 24 Stanton/Wilmington prospects and make personal contact with each over the next year. **(MST-S 7.2)**

Objective 5.3 Participate in the development of an annual campaign strategy for alumni, employee and friend giving. Implement the identified annual campaign strategy as it pertains to the Stanton/Wilmington Campus. **(MST-S 7.2)**

Objective 5.4 Identify the Stanton/Wilmington Campus stakeholders. **(MST-S 7.2)**



INSTRUCTIONAL DIVISION

MISSION STATEMENT

In response to constantly changing economic and employment realities, the Division of Instruction provides market-driven education programs to meet student's career and lifelong learning goals. The division facilitates learning through innovative competency-based instruction. Instructional programs utilize information technology in an expanding array of delivery formats to enhance learning and promote student access and success. Problem solving, teamwork skills, and effective communication competencies are among the competencies addressed in each technology program. The programs also offer clear educational pathways that connect the associate degree to secondary schools and senior institutions.

FOSTER LEARNING

Goal 1

Strategic Goal 1.1



Develop a greater variety of learning options and instructional delivery modes to actively engage an increasingly diverse student body.

- Objective 1.1** Expand the use of alternative instructional delivery modes, such as multi-media, distance learning, on-line courses, DS3, etc. (MSSS-P 4.1.1, MSSS-P 4.1.2, MSSS-P 4.1.3, MSSS-P 4.1.4, MSSS-P 4.1.5, MSSS-P 4.1.7, MSSS-P 4.1.12, MSSS-P 4.2)
- Objective 1.2** Collaborate with Instructional Division counterparts statewide on curriculum content and instructional delivery modes. (MSSS-R 2.2, MSSS-P 2.2, MSSS-P 2.3, MST-S 2.2)
- Objective 1.3** Ensure that librarians are consulted when courses (including online courses) are being developed or updated. (MST-S 3.1)

**Goal 2****Strategic Goal 1.5**

Incorporate learning outcome assessment methods within each career pathway.

Objective 2.1 Evaluate and update the currency and relevancy of learner competencies in associate degree, diploma, and certificate programs through the re-establishment of the program review process, accreditation, and consultation with advisory committees. **(MSSS-P 2.1.4, MSSS-P 2.1.5, MSSS-P 2.1.6, MSSS-R 2.2, MSSS-R 2.25, MSSS-R 2.27, MSSS-R 2.28, MST-S 2.2)**

Objective 2.2 Implement the next steps of the Student Learning Outcomes Assessment (SLOA) Plan by reviewing and revising program goals (PGC's) and setting intended outcomes; selecting at least one PGC to measure, identifying one or more criteria for success, and implementing appropriate assessment; gathering and analyzing initial assessment data; and reviewing and revising Core Curriculum Competencies (CCC's) and setting intended outcomes based on input from technology program faculty and students.
(Campus Agenda Goal 2, MSSS-P 2.1, MSSS-P 2.1.1, MSSS-P 2.1.2, MSSS-P 2.1.3, MSSS-P 2.3, MSSS-P 2.1.5, MSSS-R 2.16, MSSS-R 2.17, MSSS-R 2.18, MSSS-R 2.26, MSSS-R 4.9, MST-R 2.1, MST-S 2.2)

Objective 2.3 Provide training for faculty on topics related to SLOA, including formative and summative assessment and the creation and use of rubrics. **(MSSS-R 2.22)**

Goal 3**Strategic Goal 1.6**

Adopt a comprehensive model for developmental studies that includes English as a Second Language.

Objective 3.1 Initiate the gathering and utilization of research data to determine which approach(es) work best in developmental education for given populations.
(MSSS-R 4.1, MSSS-R 4.2, MST-S 2.1, MST-R 4.1)

Objective 3.2 Incorporate introductory technology courses and create curriculum cohesiveness, learner-centeredness, and relativity across disciplines.
(MSSS-R 4.2, MSSS-R 4.5)



- Objective 3.3** Reconstruct the current organizational infrastructure to support this change.
- Objective 3.4** Assess and develop cognitive and affective pre-assessment tools. **(MSSS-R 3.4)**
- Objective 3.5** Empower students to develop academic identities and learner-centeredness through a redefinition and incorporation of strong student services and advisement components. **(MSSS-P 1.1, MSSS-P 1.4)**
- Objective 3.6** Strengthen partnerships among public, business, industry, and education (PBIE) partners.

Goal 4

Strategic Goal 1.7



Support faculty as learning facilitators through well-planned professional development.

- Objective 4.1** Provide opportunities for faculty and librarians to stay current in technology and academic areas through participation in the Educational Technology Certificate program and Teaching Resource Center activities. **(MSSS-R 4.8)**
- Objective 4.2** Provide opportunities for faculty and librarians to stay current in technology and academic areas through participation in activities, workshops, and conferences. **(MSSS-R 4.8)**

Goal 5

Strategic Goal 1.8



Provide the facilities and equipment necessary to support a learning-centered, innovative college community.

- Objective 5.1** Upgrade, expand, replace, and/or maintain Instructional Division facilities, equipment, materials, and furniture. **(MSSS-R 6.12, MSSS-R 3.5, MSSS-R 7.5)**
- Objective 5.2** Provide computers and other appropriate technology for faculty, librarians, classrooms, and the library. **(MSSS-R 3.1, MSSS-R 3.5, MSSS-R 3.10, MSSS-R 6.12)**
- Objective 5.3** Provide the technological infrastructure necessary to support computers and other technology for classrooms, faculty, library, and librarians. **(MSSSS-R 3.5)**



Objective 5.4 Provide input on an advisory basis in decisions regarding the use of technologies that affect faculty work and performance. (MSSS-R 3.2, MSSS-R 3.10, MST-S 3.3, MST-S 6.2)

Goal 6**Strategic Goal 1.9**

Create content and delivery methods to provide students with multidisciplinary approach to evaluation of information, critical thinking, and creative problem solving.

Objective 6.1 Provide diverse curricula, courses, and instructional methods.

Objective 6.2 Implement the web-based Information Literacy Program. (MSSS-P 3.1, MSSS-R 3.3, MSSS-R 3.4).

Goal 7

Develop initiatives that promote educational excellence.

Objective 7.1 Promote the Excellence in Teaching Award.

Objective 7.2 Promote the Excellence in Service Award.

Objective 7.3 Explore the concept of educational excellence within the context of today's teaching and learning environment. (MSSS-R 2.23)

Goal 8

Review and update related/support program competencies.

Objective 8.1 Request the additional faculty and support staff positions needed to sustain updated program competencies. (MSSS-R 6.1)



PUT STUDENTS FIRST

Goal 9

Strategic Goal 2.2



Foster student effectiveness in managing relationships by integrating competencies from the emotional dimension of intelligence in education, training, and services to students.

Objective 9.1 Implement the core curriculum competencies that focus on working effectively in groups of people from diverse backgrounds, demonstrating ethical and professional understanding and conduct, and identifying and explaining behavioral and social factors that shape human interaction. **(MSSS-P 2.2, MSSS-P 2.3, MSSS-R 2.16)**

Goal 10

Strategic Goal 2.3



Improve student retention through a coordinated program of support and academic services.

Objective 10.1 Partner with Student Services on the development and implementation of a mandatory orientation program. **(MSSS-P 1.4, MSSS-R 1.12, MSSS-R 1.14, MST-S 1.2)**

Objective 10.2 Improve advisement services to students by addressing the campus Advisement/Registration Task Force recommendations, including providing advisor training, exploring the feasibility of an academic advisement center, and involving English and math faculty in student advisement. **(MSSS-P 1.1, MSSS-R 1.14)**

Objective 10.3 Partner with Student Services to address the needs of diverse special student populations. **(MSSS-R 1.14)**

Objective 10.4 Integrate multi-cultural and global awareness and build communication skills through curricular and co-curricular programs. **(MSSS-R 1.14)**

Objective 10.5 Strengthen holistic services, giving students support beyond classroom instruction. **(MSSS-R 1.4, MSSS-R 6.11)**



TARGET MARKETS

Goal 11

Strategic Goal 3.1



Use career cluster trend information and analysis to prioritize, develop, and implement timely education/training solutions which respond to learner needs and opportunities.

Objective 11.1 Identify appropriate content from Instructional Division offerings for use in Corporate & Community Program training programs.

Objective 11.2 Establish seamless career pathways that include both credit and non-credit curricula, have multiple entry and exit points, and lead to employment and/or senior institutions.
(MSSS-R 2.10, MSSS-R 2.15, MSSS-R 4.5, MSSS-R 6.18)

Goal 12

Strategic Goal 3.2



Strengthen recruitment through the development of a plan for multiple contacts between the College and children, youth, and adults that highlights career exploration and other appropriate services.

Objective 12.1 Attend information sessions, career fairs, and community college month activities.

Objective 12.2 Keep the marketing department informed of new developments in the Instructional Division.
(MSSS-R 1.1, MSSS-R 2.10, MSSS-R 2.13, MSSS-R 7.14)

Objective 12.3 Participate in the development of new program-specific brochures and videos. **(MSSS-R 2.12, MSSS-R 2.13)**

Objective 12.4 Participate in recruitment activities at local high schools.

Goal 13

Strategic Goal 3.3



Develop processes to define markets of prospective students for enrollment in education and training programs, and identify the appropriate marketing strategies.

Objective 13.1 Consult with appropriate divisions to define markets of prospective students. **(MSSS-R 1.1)**

**Goal 14**

Develop and implement new and expanded programs and initiatives in response to business and community needs.

Objective 14.1 Provide the faculty and staff positions needed to support new and expanded programs.

Objective 14.2 Provide the library materials, facilities, equipment, and furniture needed to support new and expanded programs.

INFUSE TECHNOLOGY**Goal 15****Strategic Goal 4.1**

Expand course delivery methods through multiple electronic media.

Objective 15.1 Increase the number of courses using technology-enhanced learning.

Goal 16**Strategic Goal 4.2**

Increase student access by expanding electronic communication in onsite courses and increasing the number of Internet-based College offerings in education and training.

Objective 16.1 Expand the number of Internet-supported and Internet-based courses.

Objective 16.2 Request the appropriate technology, technical support, and training to support instructors and librarians in the development and delivery of Web-based courses.

Goal 17**Strategic Goal 4.4**

Maintain a high touch focus on high tech instructional development by providing virtual instructional support and virtual interactive student services.

Objective 17.1 Provide Web-based instructional support services, such as library services and tutoring. **(MSSS-R 3.1, MSSS-R 3.3)**

**Goal 18****Strategic Goal 4.5**

Implement the new administrative software system tool to create an interactive college community that optimizes the effectiveness of transactions for students, the use of information by employees, and the efficiency of business practices.

Objective 18.1 Expand the use of the new administrative software system to enhance services to students. (MSSS-P 1.2, MSSS-R 1.3)

PROMOTE ORGANIZATIONAL SYNERGY**Goal 19****Strategic Goal 5.1**

Develop methods to encourage and sustain innovation.

Objective 19.1 Collaborate creatively with collegewide Instructional Division counterparts to achieve collegewide goals.

Goal 20**Strategic Goal 5.2**

Improve methods and processes across the institution and benchmark practices with other similar institutions.

Objective 20.1 Collaborate with other divisions and similar institutions to develop processes that benefit full-time and adjunct faculty and students.

Objective 20.2 Collaborate with Instructional Division counterparts statewide to improve current library systems and implement new library technology by adding a systems librarian to the collective libraries.

Goal 21**Strategic Goal 5.4**

Recognize and reward knowledge and skill development by all employees.



Objective 21.1 Recognize the professional achievements of faculty and staff.

Objective 21.2 Offer the Mentoring Program for new faculty.
(MSSS-R 2.3, MSSS-R 2.4)

Goal 22**Strategic Goal 5.5**

Continue to form strategic alliances and partnerships to further the College educational mission.

Objective 22.1 Expand articulation agreements and activities with high schools. (MSSS-R 3.12)

Objective 22.2 Expand articulation agreements with institutions of higher education. (MSSS-P 2.4)

Objective 22.3 Collaborate with the University of Delaware to fully implement the new Associate in Arts Program.

Objective 22.4 Expand the alliance between the College and the Delaware Division of Libraries in order to acquire the best library resources for our students.

Goal 23**Strategic Goal 5.6**

Create new ways to empower College stakeholders and encourage their interaction for effective problem solving and improvement.

Objective 23.1 Increase opportunities for Instructional Division stakeholders to actively influence the direction not only of their own division, but also of other divisions, which impact the Instructional Division. (MSSS-R 2.24, MSSS-R 6.5)

Objective 23.2 Seek ways in which adjunct faculty can enter into campus life and decision making.
(MSSS-R 2.24, MSSS-R 6.5, MST-S 5.4)



STRENGTHEN FISCAL VITALITY

Goal 24

Strategic Goal 6.7



Develop avenues and sources of funding to facilitate professional development.

Objective 24.1 Participate in grant opportunities.



STUDENT SERVICES DIVISION

MISSION STATEMENT

The mission of the Student Services Division at Delaware Technical & Community College is to provide comprehensive and diverse opportunities for students that enhance the mission of the college through student development. The division promotes the academic, personal, and professional growth of students. Comprehensive Student Services cultivate opportunities, challenges, and a safe environment for diverse students to build leadership, citizenship, and interpersonal skills. Student services are provided to assist students in developing decision-making skills, which will aid them in personal and academic planning. The division has a tradition of maintaining lifelong learning relationships with the college community by creating strong alliances and partnerships.

The responsibilities of the Student Services Division include three major objectives. The first objective is to provide services to a dynamic multicultural community. The division strives to promote courteous, high quality services to the college community in a convenient and efficient manner. The second objective is student development. This is accomplished by promoting the social, cultural, intellectual, emotional, and career development of students. The third objective is community. We create a friendly and accessible college environment that helps students set and attain realistic career goals while fostering understanding and appreciation of a diverse student population.

The division is committed to student development providing continuously improved services in the following functional areas:

- Academic Support Services
- Admissions and Assessment
- Adult Student Support Services
- Athletics
- Career Counseling
- Counseling
- Distance Learning and Electronic Campus Support Services
- First-Year Student Success Courses and College Readiness Programming
- Foreign Student Services and Support
- Health Services
- Peer Support
- Placement Services
- Recruitment
- Registration
- Student Activities, Clubs and Student Government Association
- Students with Special Needs Support Services
- Transfer Counseling
- Veterans Services
- Transfer Counseling
- Women's Center Support Services



SUPPORTIVE COLLEGE ENVIRONMENT

PUT STUDENTS FIRST

Goal 1



Strengthen the Student Services program to support students in becoming better learners and responsible decision makers.

Objective 1.1 Continue to develop linkages between the Instructional Division and Student Services for integrated educational programs to support students' academic success. **(MSSS-R 1.8, MSSS-R 1.14, MSSS-P 1.4, MST-R 1.1)**

Objective 1.2 Implement the revised SSS courses, First Year Experience, that includes assessment of student learning and learning outcomes (SLOA). **(MSSS-R 4.3, MSSS-R 1.14, MSSS-P 1.3, MSSS-P 1.4)**

Objective 1.3 Identification of outcomes/objectives for educational support outcomes assessment (ESOA) in the divisional areas of admissions, registrar, career center and student activities. **(Campus Agenda Goal 2)**

Objective 1.4 Continue to create linkages between other divisions and student clubs/organizations to integrate and expand multi-cultural activities; such as, African American History Month and Unity Week.

Goal 2

Foster student effectiveness in managing relationships by integrating the competencies from the emotional dimensions of intelligence in education, training and services to students.

Objective 2.1 Develop a faculty to student mentoring program and increase faculty involvement in student service programs and functions. **(MSSS-R 1.14)**



- Objective 2.2** Maintain the Peer Associate Program to support the program during every semester. **(MSSS-R 1.14)**
- Objective 2.3** Evaluate organizational structure, processes and procedures of Student Government Association and clubs. **(MST-S 1.3, MSSS-R 5.9)**
- Objective 2.4** Continue to provide students with the information and knowledge concerning College's policy and process options for student complaints. **(MSSS-R 1.14, MST-S 1.4, MST-S 5.3)**

INFUSE TECHNOLOGY

Goal 3



Maintain a high touch focus on high tech instructional development by providing virtual instructional support and virtual interactive student centered services.

- Objective 3.1** Develop admissions and counseling procedures that support students taking online courses to ensure that they receive virtual interactive student centered services. **(MSSS-P 1.1)**
- Objective 3.2** Continue to research and update admissions and registration technology applications to support the effective and efficient delivery of services to students. **(MSSS-R 1.1, MSSS-P 1.5, MSSS-R 1.4, MSSS-R 1.13, MSSS-R 3.4)**
- Objective 3.3** Assist with the College wide initiative for online registration and update web link for Student Services Department. **(MSSS-R 1.1, MSSS-P 1.1)**
- Objective 3.4** Increase the availability of the technological support (equipment & software) necessary for student self – serve access. **(MSSS-R 1.2, MSSS-R 1.6, MSSS-P 1.1)**

**Goal 4**

Implement the new administrative software system to create an interactive college community that optimizes the effectiveness of transactions for students, the use of information by employees and the efficiency of business practices.

Objective 4.1 Continue to provide opportunities to ensure training of Student Services staff on administrative software system for effective and efficient technology use. Encourage the participation by staff in Educational Technology Certificate Program. **(MSSS-R 1.2, MSSS-R 1.3, MSSS-R 1.6, MSSS-P 1.2, MST-S 1.1)**

Objective 4.2 Continue to educate students with the process and procedures required to access information from the Administrative Software Program. **(MSSS-R 1.6, MSSS-P 1.1)**

PROMOTE ORGANIZATIONAL SYNERGY**Goal 5**



Improve methods and processes across the institution and benchmark practices with other similar institutions.

Objective 5.1 Implement the student orientation program that includes activities designed to increase student academic success and student retention. **(MSSS-R 1.7, MSSS-R 1.12, MSSS-R 1.14, MST-S 1.2)**

Objective 5.2 Continue to promote the First Year Experience Program. This program includes conducting student success courses and supporting the English Department with orientation courses for basic and pre tech students. **(MSSS-R 1.14)**

Goal 6

Create new ways to empower College stakeholders and encourage their interaction for effective problem solving and improvement.



- Objective 6.1** Continue to encourage student services staff to actively become change agents for the implementation of more effective and efficient student programs.
- Objective 6.2** Encourage staff leadership experiences to support problem-solving and innovation.



TECHNICAL SERVICES DIVISION

MISSION STATEMENT

Technical Services is a collegewide function incorporating four-campus locations plus the President's Office's technical staff.

It is the mission of this collegewide function to make sure that the entire college community complies with the college's overall mission and the requirements of the Wide Area Network in the design, implementation, and delivery of totally standardized, state-of-the-art technical services.

COMPUTER/NETWORK SERVICES

INFUSE TECHNOLOGY

Goal 1

Strategic Goal 4.5



Implement the new administrative software system to create an interactive college community that optimizes the effectiveness of transactions for students, the use of information by employees, and the efficiency of business practices.

- Objective 1.1** Synchronize collegewide e-mail services for all staff, students, faculty, and administrators. **(MSSS-R 3.9)**
- Objective 1.2** Integrate Banner and e-mail with the new College Portal. **(MSSS-R 3.9)**
- Objective 1.3** Implement the Middle States recommendations and identify measures of effectiveness for use in Educational Support Outcomes Assessment (ESOA). **(Campus Agenda Goal 2, MSSS-R 7.3, MST-R 7.2, MST-S 7.4, MSSS-R 6.10, MSSS-R 6.11, MSSS-R 6.12, MSSS-R 3.6, MSSS-R 3.8, MSSS-R 3.10)**