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## **COLLEGE MISSION STATEMENT**

Delaware Technical & Community College is a statewide multi-campus community college committed to providing open admission, post-secondary education at the associate degree level. The College offers comprehensive educational opportunities that support economic development and are relevant and responsive to the needs of the community including career, general, developmental, and transfer education; workforce training; professional development; and lifelong learning. The College believes in the practical value of higher education as a means of economic and personal advancement. The College respects its students as individuals and as members of diverse groups and is committed to fostering student success. (Effective date: July 1, 2009)

### **MISSION GOALS**

1. Academic programs will prepare students for successful employment upon completion and/or transfer to a senior institution.
2. Developmental education will prepare students in mathematics, reading, and writing to be successful in entry-level College courses and workforce training.
3. Workforce training and professional development programs will prepare and support a competitive workforce.
4. Personal enrichment programs will provide lifelong learning opportunities for the community.
5. Programs, activities, and services will create a welcoming and inclusive environment that promotes respect for diverse cultures, backgrounds, and points of view.
6. The College will provide an environment that cultivates student learning and success.
7. Public and private resources will be sought, obtained, and utilized to advance the College Mission and Goals.



# COLLEGE 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.***



## STRATEGIC DIRECTIONS

*As described in the Strategic Directions document, six strategic directions for the College for the period of 2006-2010 were identified through a comprehensive development and review process during the fall, winter, and early spring of 2004-2005, culminating in their adoption in May 2005 by the President's Council. The Strategic Directions are:*

**PROMOTE FLEXIBILITY** – Promote and implement models for instruction, services, and operations that provide the flexible environment sought by increasingly diverse students, employees, and employers in how, when and where program offerings and services are delivered and work is done.

**ENHANCE RESPONSIVENESS** – Enhance responsiveness to emerging economic development opportunities and workforce needs and create streamline processes to produce timely, innovative solutions.

**STRENGTHEN RESOURCES** – Strengthen the revenue structure and resources to sustain and expand comprehensive programs and services for students.

**FOSTER RELATIONSHIPS** – Foster relationships with a broader range of constituencies to develop partnerships that serve common goals and augment resources.

**MAXIMIZE TECHNOLOGY** – Maximize the application of information technology to advance student learning and operational effectiveness in an increasingly service oriented, open, and collaborative environment.

**EMBRACE ACCOUNTABILITY** – Embrace accountability to promote excellence in instruction, student services, and every facet of operations to embrace student learning and the learning environment.

## FY2011 COLLEGE AGENDA

*The following initiatives comprise the College Agenda and communicate the College President's priorities for matrix and divisional attention. The initiatives reflect the College Mission, Vision, Strategic Directions, and current environmental factors.*

- **Showcase and communicate the College's unique and defining attributes through a comprehensive brand strategy that engages the College community.**
- **Expand opportunities for students to experience other cultures by incorporating international education and study abroad options into College curricula and programs.**
- **Maximize responsiveness to Delaware's rapidly changing workforce priorities and labor market needs.**
- **Promote the use of educational technology and diverse instructional delivery strategies to enhance teaching effectiveness.**
- **Promote student retention and graduation by implementing new instructional and advisement practices that foster student engagement.**
- **Initiate the Middle States decennial reaccreditation self study process.**
- **Leverage the College's Web site as a primary communications tool through enhanced content, user-friendly navigation, and improved infrastructure.**
- **Seek public and private resources and promote efforts to acquire a stable capital revenue source in support of the College mission.**
- **Foster relationships with senior institutions to expand transfer opportunities for graduates.**



## 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 facilitate 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.*



## CAMPUS AGENDA

### Goal 1

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Implement the College Agenda.

**Objective 1** Effectively respond to the College priorities as outlined in the FY2011 College Agenda.

### Goal 2

---

Continue to review and analyze the organizational structure.

**Objective 2** (SD Promote Flexibility, CA 3)  
Re-engineer the institutional structure while assessing staffing and facility needs.

### Goal 3

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Enhance new revenue sources.

**Objective 3** (SD Enhance Responsiveness, CA 8)  
Create additional revenue sources to supplement State and tuition revenues.

**Objective 4** (SD Foster Relationships, CA 8)  
Identify new business opportunities, partnerships, and future potential donors.



**Goal 4**

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Enhance labor market responsiveness in a rapidly changing environment.

**Objective 5** (SD Strengthen Resources, CA 5)  
Improve student services programs to effectively respond to the rapidly changing needs of a diverse population.

**Objective 6** SD Enhance Responsiveness, CA 3)  
Develop and offer new credit and non-credit courses to address market demand.

**Objective 7** (CA 3, CA 4)  
Identify or develop creative strategies to enhance Campus and off-site energy and health course offerings.

**Goal 5**

---

Enhance campus services.

**Objective 8** (SD Strengthen Resources, CA 4)  
Continue to develop and expand instructional and administrative technical support resources.

**Goal 6**

---

Acquire the next cycle of accreditation from the Middle States Commission on Higher Education.

**Objective 9** (CA 6)  
Prepare for the 2012 Self-Study while adhering to the Characteristics of Excellence in Higher Education from the Middle States Commission on Higher Education.



# ADMINISTRATIVE SERVICES DIVISION

## MISSION STATEMENT

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

### Goal 1

---

Enhance energy efficiency at both the Stanton and Wilmington Campus locations.

**Objective 1** (SD Strengthen Resources, CP Administrative Services 1, CP Administrative Services 2, MSS Standard 2)  
Complete engineering for boiler replacement in the East Building at the Wilmington Campus location.

**Objective 2** (SD Strengthen Resources, CP Administrative Services 1, CP Administrative Services 2, MSS Standard 2)  
Replace all flush valves and water faucets in the restrooms at Wilmington Campus location and the A Wing at the Stanton Campus location with energy efficient models.

**Objective 3** (SD Strengthen Resources, CP Administrative Services 1, CP Administrative Services 2, MSS Standard 2)  
Replace parking garage lights for energy efficiency and cost savings.

**Objective 4** (SD Strengthen Resources, CP Administrative Services 1, CP Administrative Services 2, MSS Standard 2)  
Install automatic light sensors in all restrooms for energy efficiency.



- Objective 5** (SD Strengthen Resources, CP Administrative Services 1, CP Administrative Services 2, MSS Standard 2)  
Replace parking garage lights with high efficiency lights.
- Objective 6** (SD Strengthen Resources, CP Administrative Services 1, CP Administrative Services 2, MSS Standard 2)  
Replace gym lights with high efficiency lights.
- Objective 7** (SD Strengthen Resources, CP Administrative Services 1, CP Administrative Services 2, MSS Standard 2)  
Replace the old boiler at the Stanton Campus location with a high efficiency boiler for energy efficiency and cost savings.
- Objective 8** (SD Strengthen Resources, CP Administrative Services 1, CP Administrative Services 2, MSS Standard 2)  
Replace the Wilmington Campus East Building boilers with high efficiency gas fired boilers.
- Goal 2**  
Enhance safety measures at both the Stanton and Wilmington Campus locations.
- Objective 9** (SD Embrace Accountability, CP Administrative Services 1, CP Public Safety 2, CP Public Safety 3, MSS Standard 2, MSS Standard 3, MSS Standard 5, MSS Standard 9)  
Request approval to arm the Constables.
- Objective 10** (SD Embrace Accountability, CP Administrative Services 1, CP Public Safety 1, MSS Standard 10, MSS Standard 2, MSS Standard 3, MSS Standard 5)  
Increase the number of Constables on campus.
- Objective 11** (SD Embrace Accountability, MSS Standard 5, MSS Standard 9)  
Replace security cameras in the parking garage at the Wilmington Campus location.



# **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.*

### **Goal 1**

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Evaluate existing expenditures and identify solutions to contain costs and reduce financial obligations.

**Objective 1** (SD Enhance Responsiveness)  
Collaborate with Energy Management consultants to ensure the energy efficiency of existing systems and direct architects to design renewable energy elements into all renovation and construction projects.

**Objective 2** (SD Enhance Responsiveness)  
Work with the Office of the President staff and the Director of Administrative Services to install solar panels as part of a power purchase agreement while reducing annual operating costs.



**Goal 2**

---

Improve business practices and implement internal controls to enhance operational efficiencies.

**Objective 3** (SD Embrace Accountability)  
Solicit services from external auditors and conduct performance review audits and internal desk audits of various auxiliary service departments to evaluate and test best practices.

**Objective 4** (SD Embrace Accountability)  
Complete the business process review of transition requirements to identify implementation strategies for the establishment of start-up training associated with the implementation with the First State Financials fiscal database that will replace OMS and DFMS.

**Objective 5** (SD Maximize Technology)  
Identify operational procedures and a training timetable for the implementation of CCP's new online Xenegrade registration software and the Velocity credit card payment processing system.

**Goal 3**

---

Seek alternative sources to expand and diversify the existing revenue base to advance the goals and mission of the College.

**Objective 6** (SD Strengthen Resources, CP 8)  
Increase the effectiveness of student account receivable collections efforts through improved processes and action plans to be implemented by the College's third party collections agency.

**Objective 7** (SD Strengthen Resources, CP 8)  
Assist other divisions with the review of budgets for federal and state grants that may enhance revenue sources.



**Goal 4**

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Implement Educational Support Outcome Assessment (ESOA).

**Objective 8** (CA6)  
Conduct approved Educational Support Outcome Assessments (ESOA).

**Goal 5**

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Promote the effective and efficient use of resources and enhance access to financial resources for students.

**Objective 9** Notify students of financial aid and SEED scholarship availability.

**Objective 10** (SD Enhance Responsiveness, SD Strengthen Resources)  
Identify best business practices and implement procedures associated with the implementation of the Federal Direct Lending Program that will provide students with access to loans.



# CORPORATE & COMMUNITY PROGRAMS DIVISION

## 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.*

### Goal 1

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Increase access to CCP programs and services.

**Objective 1** (SD Maximize Technology, CP Corporate & Community 1, MSS Standard 13)  
Pilot CCP web registration and payment for selected programs at the Stanton/Wilmington campus.

**Objective 2** (MSSS-R 6.18, SD Maximize Technology, CA 7, CP Corporate & Community 1)  
Leverage the College's Web site as a primary communications tool through enhanced content, user-friendly navigation, and improved infrastructure.



**Objective 3** (SD Promote Flexibility, CA 3, CP Corporate & Community 1, MSS Standard 13)  
Increase outreach to the Hispanic market by translating selected flyers/brochures for pre-college programs into Spanish.

**Objective 4** (SD Enhance Responsiveness, SD Promote Flexibility, CA 3, MSS Standard 13)  
Relocate ITD programs to the Innovation and Technology Center site.

**Goal 2**

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Implement student learning outcomes assessments and educational support assessments.

**Objective 5** (SD Embrace Accountability, CA 6, CP Corporate & Community 4, MSS Standard 2, MSS Standard 7)  
Conduct approved SLOA and ESOA assessments.

**Objective 6** (SD Embrace Accountability, MSS Standard 2, MSS Standard 7)  
Continue the standardization of updating syllabi for CCP and Industrial Training courses.

**Goal 3**

---

Offer a continuum of programs which promote life-long learning opportunities.

**Objective 7**  
(SD Enhance Responsiveness, CA 3, CP Corporate & Community 2)  
Develop and offer new programs to meet market demand.



**Objective 8** (SD Enhance Responsiveness, CA 3, CP Corporate & Community 2)  
Utilize the standing CCP Statewide Outreach Committee to review and evaluate the professional development requirements of the statewide professional organizations identified in FY10 and select three organizations to target for new program development.

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**Goal 4**

Promote the use of educational technology and diverse instructional delivery strategies to enhance teaching effectiveness

**Objective 9** (SD Maximize Technology, SD Promote Flexibility, CA 4, MSS Standard 13, MSS Standard 2)  
Evaluate and develop processes to utilize specific instructional delivery methods for Industrial Training (i.e. Amatrol).

**Objective 10** (MSS Standard 13, MSS Standard 2)  
Evaluate and develop processes to utilize specific instructional delivery methods for Workforce Training (i.e. Blackboard).

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**Goal 5**

Strengthen internal linkages to increase efficiency and effectiveness.

**Objective 11** (SD Promote Flexibility, MSS Standard 3)  
Continue to re-examine the organizational structure to meet the changing needs of the Division.

**Objective 12** (SD Maximize Technology)  
Work with Admissions, Registrar's office, and DIET staff to implement Document Imaging technology for CCP documents.



- Objective 13** (SD Embrace Accountability)  
Compile and refine existing information to organize a Standard Operating Procedures manual for each unit within CCP.
- Objective 14** (SD Maximize Technology, SD Promote Flexibility, CP Corporate & Community 1, MSS Standard 2, MSS Standard 3)  
Develop guidelines and procedures to implement web registration for the new Xenegrade system.
- Objective 15** (SD Maximize Technology, SD Promote Flexibility, CP Corporate & Community 1, MSS Standard 3)  
In collaboration with the business managers, develop guidelines and procedures to implement web payment for the new Xenegrade system.

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### Goal 6

Expand external partnerships.

- Objective 16** (SD Foster Relationships)  
Implement collaborative programs with New Castle County public, private, and charter schools.
- Objective 17** (SD Foster Relationships, CP Corporate & Community 3)  
Work with DEDO staff to develop and implement training programs that address the State's priorities.
- Objective 18** (SD Foster Relationships, CP Corporate & Community 3)  
Work with DOL staff to develop and implement training programs that address the State's priorities.
- Objective 19** (SD Foster Relationships, CP Corporate & Community 3)  
Work with DNREC to develop and implement training programs that address the State's priorities.



**Goal 7**

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Meet division expenses and increase net revenue for division operations.

**Objective 20** (SD Embrace Accountability, CA 3, MSS Standard 2, MSS Standard 3)  
Examine break-even and operational margins for courses and programs.

**Objective 21** (SD Strengthen Resources, MSS Standard 3)  
Continue to build reserves for projected retirement disbursements.

**Objective 22** (SD Strengthen Resources, MSS Standard 2, MSS Standard 3)  
Identify and utilize new reports from Xenegrade and First State Financial system to enhance fiscal operations and revenue projections.

**Goal 8**

---

Prepare for the 2012-13 Middle States accreditation self-study process.

**Objective 23** (CA 6, CP Corporate & Community 4, MSS Standard 4)  
Evaluate and revise, as appropriate, CCP policies, procedures, and practices to ensure consistency.

**Objective 24** (SD Embrace Accountability, MSS Standard 10, MSS Standard 7)  
Review current procedures related to CCP faculty evaluation and develop guidelines for implementation.

**Objective 25** (SD Embrace Accountability, SD Promote Flexibility)  
Collaborate with CCP Directors to develop collegewide syllabi guidelines for non-credit courses that align with syllabi requirements and facilitate non-credit to credit articulation.

# DIVISION OF INFORMATION AND EDUCATIONAL TECHNOLOGIES (DIET)

## MISSION STATEMENT

*The Division of Information and Educational Technologies is a support centered division of the College that provides leadership, cultivates communications, and delivers comprehensive information, communication, and educational technologies support services within an environment that is conducive to student learning.*

### Goal 1

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Incorporate standard protocols into project management practices.

**Objective 1** (SD Embrace Accountability, CP DIET 1)  
Develop a standardized protocol to ensure DIET projects are delivered on time and within the allotted budget.

### Goal 2

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Implement methods to improve the efficiency of support services resources.

**Objective 2** (CP DIET 2)  
Develop a uniform collegewide equipment inventory system.

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❖ **Division of Information and Educational Technologies (DIET)**

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**Objective 3** (CP DIET 2)  
Upgrade computers in 15 instructional labs to accommodate increased software requirements.

**Objective 4** (CP DIET 2)  
Continue to enhance instructional delivery by increasing the number of multi-media classrooms through the use of symposiums.

**Goal 3**

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Develop processes consistent with the systems development life-cycle methodology.

**Objective 5** (CP DIET 3)  
Analyze existing enterprise applications to ensure the most current and effective systems are in operation.

**Goal 4**

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Cultivate electronically facilitated communications within the College community.

**Objective 6** (CP DIET 4)  
Collaborate with Marketing to enhance electronic communications and implement branding initiatives.

**Goal 5**

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Improve enterprise level security across College networks.

**Objective 7** (CP DIET 5)  
Collaborate with Public Safety to implement an identification badge system.



# 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.*

### Goal 1

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Improve supervisory knowledge of the Personnel Policy Manual.

**Objective 1** (SD Strengthen Resources)  
Conduct supervisory workshops specific to the Personnel Policy Manual.

**Objective 2** (SD Enhance Responsiveness)  
Create a supervisory newsletter with topics specific to the Personnel Policy Manual.



**Goal 2**

---

Enhance Employee Enrichment workshops.

**Objective 3** (SD Strengthen Resources)  
Survey employees to obtain workshop topics of interest.

**Objective 4** (SD Strengthen Resources)  
Offer a variety of new workshops.

**Goal 3**

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Improve employee knowledge of the sexual harassment policies at the college.

**Objective 5** (SD Strengthen Resources)  
Offer a sexual harassment refresher course for current employees.

**Objective 6** (SD Strengthen Resources)  
Conduct sexual harassment training for new employees during New Employee Orientation.

**Goal 4**

---

Upgrade and improve the Recruitment and Selection forms to help streamline the paperwork process for the division.

**Objective 7** (SD Strengthen Resources)  
Update all existing forms that are used during the recruitment and hiring process by converting the existing forms from hard copies to editable Excel or PDF forms.

**Objective 8** (SD Strengthen Resources)  
Create a folder to store all forms on a shared drive for easy access by the HR Specialists.



**Goal 5**

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Enhance recruitment strategies to obtain more qualified individuals for the applicant pools.

**Objective 9** (SD Foster Relationships)  
Establish a relationship with the Department of Labor to improve recruitment strategies and applicant pools for vacant positions.

**Objective 10** (SD Strengthen Resources)  
Compile a directory of all State agencies and community resources to use for notification of DTCC vacancies.

**Goal 6**

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Continue to develop a relationship with the Staff Senate.

**Objective 11** (SD Strengthen Resources)  
Assist with upgrading the mentoring program while helping to revamp the current program guidelines.

**Goal 7**

---

Improve the New Hire/Rehire paperwork process to continue to ensure employees are paid on time and reduce deferred payment.

**Objective 12** (SD Enhance Responsiveness)  
Create a New Hire/Rehire cover sheet for packets.

**Objective 13** (SD Strengthen Resources)  
Communicate the New Hire/Rehire process to department contacts.



**Objective 14** (SD Strengthen Resources)  
Create a new hire/rehire link on the HR web page.

**Goal 8**

---

Improve campus department contacts' knowledge of how to complete full-time and part-time attendance and time sheet forms.

**Objective 15** (SD Enhance Responsiveness)  
Provide an informational packet on how to complete leave and time sheet forms.

**Objective 16** (SD Strengthen Resources)  
Create a link on the Human Resources web page which provides access to full-time and part-time attendance and time sheet forms.

**Goal 9**

---

Improve the campus process for employees contemplating signing up for the 457B or 403B retirement plans.

**Objective 17** (SD Enhance Responsiveness)  
Develop a campus informational packet about retirement plans.

**Objective 18** (SD Strengthen Resources)  
Create a Retirement Plan link on the HR web page.



**Goal 10**

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Improve awareness of the tuition-free classes available to employees and dependents.

- Objective 19** (SD Strengthen Resources)  
Create a Tuition-Free link on “My DTCC” under the Stanton/Wilmington tab.

**Goal 11**

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Improve employee awareness of the Wellness Dollars as outlined in the Personnel Policy Manual.

- Objective 20** (SD Enhance Responsiveness)  
Publish Wellness Dollar information in the HR Newsletter.

- Objective 21** (SD Enhance Responsiveness)  
Add an employee wellness section to the HR Web site.

**Goal 12**

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Improve employee Professional Development processes by ensuring supervisors who are responsible for processing professional development paperwork and lane advancements are knowledgeable of the process.

- Objective 22** (SD Strengthen Resources)  
Facilitate a workshop to increase staff knowledge of the professional development process.

- Objective 23** (SD Strengthen Resources)  
Create a Professional Development Tips & Reminders link on the HR Web site.



**Goal 13**

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Enhance the Human Resources Web site.

**Objective 24** (SD Strengthen Resources)  
Revise the HR Web site to make the information more user-friendly.



# 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.*

### Goal 1

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Develop and implement program review based on systematic program selection in conjunction with a 5-year cycle.

**Objective 1** (SD Embrace Accountability, MSS Standard 11)  
Based on the five-year cycle, conduct program review of designated programs and identify improvements to implement. The following programs are to be reviewed: Computer Information Systems, Culinary Arts, Food Service Management, Entrepreneurship, Environmental, Histotechnology, and Human Services.

**Objective 2** (SD Embrace Accountability, MSS Standard 11)  
Implement the recommendations resulting from the FY10 program reviews of the Diagnostic Medical, Echocardiography, Vascular Sonography, Exercise Science, Medical Assisting, Nuclear Medicine, Associate Degree Nursing, Radiologic Technology, Respiratory Care, Elementary Education, Paraeducator, and Math Secondary Education programs.

**Goal 2**

---

Enhance labor market responsiveness in the context of rapidly changing conditions.

**Objective 3** (SD Enhance Responsiveness, CA 3, CP Instruction 1, MSS Standard 11)  
Collaborate with the Deans of Instruction to implement the new annual review process of academic programs' labor market demand and enrollment and follow-up with actions, as indicated.

**Objective 4** (SD Enhance Responsiveness, SD Foster Relationships, SD Strengthen Resources, CA 3, CP Instruction 1, MSS Standard 11)  
Collaborate with the Deans of Instruction to facilitate College consideration of the California community college system's Center of Excellence, which provides high-level labor market analysis of emerging opportunities to guide new program development in support of Delaware workforce priorities.

**Objective 5** (SD Enhance Responsiveness, SD Foster Relationships, CA 3, CP Instruction 1, MSS Standard 11)  
Facilitate advisory committee meetings for all technology programs.

**Objective 6** (SD Enhance Responsiveness, CA 3, CP Instruction 1, MSS Standard 11)  
Explore the feasibility of courses related to gambling addiction.

**Objective 7** (SD Enhance Responsiveness, CA 3, CP Instruction 1, MSS Standard 11)  
Explore the feasibility of offering a new program in gaming management.

**Objective 8** (SD Enhance Responsiveness, CA 3, CP Instruction 1, MSS Standard 11)  
Explore the feasibility of offering a Pre-professional Program in Health Sciences as an associate degree.



- Objective 9** (SD Enhance Responsiveness, CA 3, CP Instruction 1, MSS Standard 11)  
Develop and implement options in the Diagnostic Medical Sonography program to meet community needs.
- Objective 10** (SD Enhance Responsiveness, CA 3, CP Instruction 1, MSS Standard 11)  
Add renewable energy topics to existing technology programs through the development and implementation of new courses and the integration of topics into current courses.
- Objective 11** (SD Enhance Responsiveness, CA 3, CP Instruction 1, MSS Standard 11)  
Develop and implement new programs in Energy Management and Renewable Energy.
- Objective 12** (SD Enhance Responsiveness, CA 3, CP Instruction 1, MSS Standard 11)  
Develop an associate degree program in Health Information.

**Goal 3**

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Enhance teaching effectiveness through promotion of the use of instructional methodology, educational technology, and delivery strategies that engage students, meet their diverse learning needs, and leverage College resources.

- Objective 13** (SD Maximize Technology, SD Promote Flexibility, CA 4, CP Instruction 2)  
Continue to ensure that every full-time faculty member uses Blackboard's features to provide course information and enhance learning.



- Objective 14** (SD Maximize Technology, SD Promote Flexibility, CA 4, CP Instruction 2)  
Collaborate with the Deans of Instruction to implement the services of the new Center for Creative Instruction and Technology.
- Objective 15** (SD Maximize Technology, CA 4, CP Instruction 2)  
Continue to increase the use of educational technology to support real-world application and scenario-based learning, including the use of hand-held devices for accessing instructional resources and e-books in the Associate Degree Nursing Program; the use of TI-Navigator and Smart AirLiner Wireless Slates in the Stanton Mathematics Department; the use of laptop computers that utilize the latest communication software to communicate to vehicles in the Stanton Automotive Technology Department; the use of ACCUCARE software to teach the use of the Alcohol Severity Index (ASI), case notes, progress notes, and treatment planning in the Drug and Alcohol Counseling Program; and the use of industry-standard hotel reservation software in the Hospitality Management Program.
- Objective 16** (SD Maximize Technology, CA 4, CP Instruction 2)  
Offer a faculty workshop through the Teaching Resource Centers about discovery learning to promote use of active and collaborative learning strategies.
- Objective 17** (SD Maximize Technology, SD Strengthen Resources, CA 4, CP Instruction 2)  
In conjunction with the Deans of Instruction, implement the new Instructional Design and Technology Certificate program that replaces the Educational Technology Certificate with updated content and more variety in offerings.



**Objective 18** (SD Maximize Technology, SD Strengthen Resources, CA 4, CP Instruction 2)  
Provide opportunities for faculty and librarians to stay current in technology, academic areas, and instructional strategies through participation in activities, TRC workshops, and conferences.

**Objective 19** (SD Strengthen Resources, CA 4, CP Instruction 2)  
Continue to increase the expertise of the faculty and staff in renewable energy through professional development activities to include coursework, workshops, conferences, and school and industry visitations.

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**Goal 4**

Increase student engagement and retention.

**Objective 20** (SD Enhance Responsiveness, CA 5, CP Instruction 3, MSS Standard 8, MSS Standard 9)  
Collaborate with the Deans of Instruction, the Collegewide Retention Committee, and Student Services to develop a strategic framework with operational practices to improve retention.

**Objective 21** (SD Promote Flexibility, CA 5, CP Instruction 3, MSS Standard 12)  
Collaborate with Student Services to implement service learning and volunteer opportunities that align with the Core Curriculum Competencies and are integrated into a variety of courses and activities.

**Objective 22** (SD Embrace Accountability, SD Enhance Responsiveness, CA 5, CP Instruction 3, MSS Standard 8, MSS Standard 9)  
Collaborate with Planning and Assessment to implement administration of the CCSSE.



- Objective 23** (SD Enhance Responsiveness, CA 5, CP Instruction 3, MSS Standard 8, MSS Standard 9)  
Integrate counselors into program advisement teams while implementing the new advisement-as-teaching model.
- Objective 24** (SD Enhance Responsiveness, CA 5, CP Instruction 3, MSS Standard 9)  
Collaborate with the Collegewide Retention Committee, to implement a collegewide Master Advisor program that provides on-going training and recognition for advisor excellence.
- Objective 25** (SD Enhance Responsiveness, CA 5, CP Instruction 3, MSS Standard 8, MSS Standard 9)  
Identify and implement actions to foster success for first-year students.
- Objective 26** (SD Enhance Responsiveness, CA 5, CP Instruction 3)  
Expand the variety of course delivery methods and schedules, including Maymester offerings, seven-week courses, and alternative course start dates.
- Objective 27** (SD Embrace Accountability, SD Promote Flexibility, CA 5, CP Instruction 3, MSS Standard 8)  
Based on CCSSE data, continue to increase learning projects that require student collaboration.
- Objective 28** (SD Embrace Accountability, SD Promote Flexibility, CA 5, CP Instruction 3, MSS Standard 8)  
In response to CCSSE data, continue to increase student participation in diversity opportunities through coursework.
- Objective 29** (SD Enhance Responsiveness, CA 5, CP Instruction 3, MSS Standard 9)  
Continue to strengthen holistic services, including support services such as library services and tutoring, which give students support beyond classroom instruction.



- Objective 30** (SD Enhance Responsiveness, CA 5, CP Instruction 3)  
In conjunction with Marketing, continue to strengthen recruitment through participation in information sessions, visits to high schools, career fairs, and summer camps.
- Objective 31** (SD Enhance Responsiveness, SD Foster Relationships, CA 5, CP Instruction 3)  
Collaborate with campus and college counterparts to achieve student engagement and retention goals.
- Objective 32** (SD Enhance Responsiveness, CA 5, CP Instruction 3)  
Develop and implement a new introductory course about renewable energy in order to excite students about science, technology, engineering, and math (STEM) education.

**Goal 5**

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Enhance the College's national recognition for excellence.

- Objective 33** (SD Embrace Accountability)  
Promote faculty and program recognition for excellence through awards, approved national conference presentations, publications, and student pass rates on certification/licensure exams.
- Objective 34** (SD Embrace Accountability)  
Complete the reaccreditation process for the Dental Hygiene, Physical Therapist Assistant, and Occupational Therapy Assistant programs.
- Objective 35** (SD Embrace Accountability)  
Write self-studies in preparation for the FY12 reaccreditation site visits for the Histotechnology, Diagnostic Medical Sonography, Vascular Sonography, Echocardiography, and Respiratory Care programs.



**Goal 6**

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Continue implementation of the general education assessment model.

**Objective 36** (SD Embrace Accountability, MSS Standard 12)  
Implement the FY11 steps in the approved Integrated General Education Instruction and Assessment model for program level assessment of the Core Curriculum Competencies.

**Goal 7**

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Continue implementation of student learning outcomes assessment (SLOA) and educational support outcomes assessment (ESOA) and implement appropriate planning actions.

**Objective 37** (SD Embrace Accountability, MSS Standard 14)  
Develop Perkins' assessment criteria for technology programs.

**Objective 38** (SD Embrace Accountability, MSS Standard 14)  
Implement strategies that strengthen assessment.

**Goal 8**

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Prepare for the 2012-13 Middle States accreditation self-study process.

**Objective 39** (SD Embrace Accountability, CA 6, CP Instruction 4, MSS Standard 2)  
In conjunction with the Deans of Instruction, implement a system to "track evidence of program review used to change and improve educational programs."

**Objective 40** (SD Embrace Accountability, CA 6, CP Instruction 4, MSS Standard 7)  
Collaborate with the Deans of Instruction and Student Services to assess the effectiveness of student advisement.



- Objective 41** (SD Embrace Accountability, CA 6, CP Instruction 4, MSS Standard 8)  
Collaborate with the Deans of Instruction to develop and implement a procedure for prospective students to have access to statements of expected student learning outcomes.
- Objective 42** (SD Embrace Accountability, CA 6, CP Instruction 4, MSS Standard 6)  
Collaborate with the Deans of Instruction to evaluate and revise curriculum guidelines to ensure policy, procedures, and practices are consistent.
- Objective 43** (SD Embrace Accountability, CA 6, CP Instruction 4, MSS Standard 9)  
Collaborate with the Deans of Instruction to evaluate programs and services to support “distance and distributed learning” students and identify appropriate improvement actions for approval.
- Objective 44** (SD Embrace Accountability, CA 6, CP Instruction 4, MSS Standard 10)  
Collaborate with the Deans of Instruction to review the process of adjunct faculty evaluation and development.
- Objective 45** (SD Embrace Accountability, CA 6, CP Instruction 4, MSS Standard 6)  
Collaborate with the Deans of Instruction to review and update program admission information and requirements, curriculum sequence sheets, syllabi, and related materials to ensure their accuracy in E-files, the College Catalog, the Student Handbook, and on the Web including departmental Web pages.



**Goal 9**

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Monitor the College's "dashboard" critical effectiveness indicators.

- Objective 46** (SD Embrace Accountability, CP Instruction 5, MSS Standard 14, MSS Standard 7)  
In collaboration with Institutional Research and Students Services, review the FY10 critical effectiveness indicator data for new improvement actions and implement the improvement actions resulting from the FY09 assessments.

**Goal 10**

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Promote partnerships that expand educational opportunities for students.

- Objective 47** (SD Foster Relationships)  
Continue to expand articulation agreements and activities with high schools.

- Objective 48** (SD Foster Relationships, CA 9)  
Continue to expand connected degree opportunities with institutions of higher education.

- Objective 49** (SD Promote Flexibility, CA 2)  
Continue to expand the number of credit courses offered through the collegewide Study Abroad Program.

- Objective 50** (SD Promote Flexibility)  
Continue to expand internship, workshop, and field trip opportunities for science, Biotechnology, Chemistry, Chemical Process Operator, Electronics and Computer Engineering Technology, Allied Health, and Nursing students through partnerships with the Christiana Care, Delaware Biotechnology Institute, Delaware State University, the University of Delaware, Delaware State laboratories, and local industries.



**Objective 51** (SD Promote Flexibility)  
Continue to expand internship, workshop, and field trip opportunities for students through educational and professional partnerships.

**Objective 52** (SD Foster Relationships)  
Collaborate with other divisions and similar institutions to develop processes that benefit full-time and adjunct faculty and students.

**Goal 11**

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Provide the resources, facilities, and equipment necessary to support an innovative and learner-centered environment.

**Objective 53** (SD Enhance Responsiveness)  
Develop plans for the renovation of the interior space that will be vacated when the Industrial Training Department is relocated.

Consider relocation and/or expansion of:

- the Biology and Chemistry labs
- the Electronics and Computer Engineering Technology Depts
- the English faculty offices and Writing Center
- the Culinary Arts faculty offices and the Culinary kitchen
- the Math faculty offices and the Math lab
- the Dean of Instruction office area
- the Architectural Engineering/Civil Engineering/Computer Aided Drafting/Construction Management Technologies' faculty offices

**Objective 54** (SD Enhance Responsiveness)  
Develop plans for a 10,000 sq. ft. expansion to the Associate Degree Nursing program.



- Objective 55** (SD Enhance Responsiveness)  
Develop and equip a new Energy Training Building.
- Objective 56** (SD Enhance Responsiveness)  
Participate in grant opportunities.
- Objective 57** (SD Enhance Responsiveness)  
Continue to identify and implement strategies that reduce the campus budget.



## **PLANNING AND ADVANCEMENT DIVISION**

### **MISSION STATEMENT**

*The Planning and Advancement Division facilitates the accomplishment of strategic objectives to support advancement of the campus.*

### **INSTITUTIONAL ADVANCEMENT**

*Institutional Advancement develops and implements funding procurement strategies to ensure the continuing enhancement and expansion of College programs and initiatives. The division is responsible for raising funds through grant development, annual giving, major campaigns, planned giving, and special events. This unit is also responsible for establishing relationships with individuals, alumni, corporations, foundations, and government.*

### **MARKETING**

*Marketing enhances the College image through community awareness while establishing relationships with potential students to increase enrollment. The unit initiates and supports outreach communication through internal and external media and projects. The products created by the unit enhance recruitment/enrollment efforts and provide communication support for College processes and procedures.*

### **PLANNING AND ASSESSMENT**

*Planning strives to increase campus effectiveness through strategic planning and the coordination of the Campus Planning Council. The unit develops and publishes the Campus Plan and Achievement Report in addition to assisting in the ESOA process and performing a range of duties related to accreditation.*



**INSTITUTIONAL ADVANCEMENT**

**Goal 1**

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Improve Institutional Advancement stewardship and communication with donors.

**Objective 1** (SD Foster Relationships, CA 8)  
Implement the visitation program to host campus friends, donors, alumni, and prospective donors at the campus.

**Objective 2** (SD Embrace Accountability)  
Develop and implement strategies to secure donor email addresses.

**Goal 2**

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Enhance the faculty and staff knowledge of Institutional Advancement's role.

**Objective 3** (SD Embrace Accountability)  
Develop and implement an awareness program for faculty and staff about the functions and benefits of the Institutional Advancement department.

**Objective 4** (SD Embrace Accountability)  
Collaborate with the Scholarship Committee, Business Services and the Financial Aid offices to develop and recommend scholarship processes.

**Goal 3**

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Expand the use of technology in Institutional Advancement initiatives.

**Objective 5** Utilize Raiser's Edge software to enhance reporting capabilities.



**Objective 6** (SD Embrace Accountability)  
Train Institutional Advancement staff to use Raiser Edge Queries, Batches, and Reports.

**Objective 7** (SD Maximize Technology)  
Collect and use e-mail addresses to facilitate electronic communication and save printing costs.

**Goal 4**

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Increase private support from New Castle County resources.

**Objective 8** (SD Strengthen Resources)  
Identify additional private funders for campus initiatives.

**Objective 9** (SD Foster Relationships, CA 8)  
Seek funding for campus fundraising initiatives.

**MARKETING**

**Goal 1**

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Enhance the role of Marketing through utilization of technology.

**Objective 1** (SD Maximize Technology, CA 7)  
Implement the new marketing work order system.

**Objective 2** (SD Maximize Technology, CA 7)  
Enhance Delaware Tech Stanton and Wilmington communications using Facebook and Twitter.



**Objective 3** (SD Maximize Technology, CA 7)  
Collaborate with the Collegewide Web Redesign Committee to complete the web redesign.

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**Goal 2**

Identify and respond to changing target markets.

**Objective 4** (SD Promote Flexibility, CA 3)  
Align advertising initiatives with the media preferences of various generations of students.

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**Goal 3**

Contribute to the College's sustainability efforts by implementing green marketing practices.

**Objective 5** (SD Maximize Technology, SD Promote Flexibility, CA 3)  
Plan and implement a direct mail campaign that will reduce printing while increasing enrollment in low enrollment, high demand technologies.

**Objective 6** (SD Enhance Responsiveness, SD Maximize Technology)  
Collaborate with Collegewide Marketing to create an email marketing policy.

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**Goal 4**

Develop new marketing strategies to communicate the campus message, image, and brand.

**Objective 7** (SD Enhance Responsiveness, CA 1)  
Create a series of marketing postcards, each highlighting a different aspect of Delaware Tech.



**Objective 8** (SD Embrace Accountability, CA 1)  
Collaborate with Collegewide Marketing to develop a branding standards manual for Web and print publications.

**Objective 9** (SD Enhance Responsiveness)  
Collaborate with Student Services to offer off-campus recruiting opportunities for student leaders.

**Objective 10** (SD Foster Relationships, CA 5)  
Develop an awareness campaign for the new Advisement Center.

**Objective 11** (SD Foster Relationships, CA 5)  
Collaborate with Instruction and Corporate and Community Programs to promote credit and non-credit courses.

**Goal 5**

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Strengthen interdepartmental, interdivisional, and intercampus collaborations to more effectively achieve marketing goals and objectives.

**Objective 12** (SD Foster Relationships)  
Collaborate with the Corporate and Community Programs Division to support their marketing initiatives.

**Objective 13** (SD Maximize Technology, CA 5)  
Collaborate with the Student Services Division to enhance the inquiry and application segments of the enrollment process.

**Objective 14** (SD Foster Relationships)  
Participate in the information sessions, high school visits, career fairs, and summer camps to support CCP & Instruction.



## PLANNING AND ASSESSMENT

### **Goal 1**

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Facilitate the review and update of the Campus Planning Documents.

**Objective 1** (SD Embrace Accountability, CA 6)  
Review and implement recommendations resulting from the Planning & Assessment ESOA process.

**Objective 2** (SD Embrace Accountability)  
Involve two or more Campus Planning Council members in the review and editing of the Campus Plan and Achievement Report.

### **Goal 2**

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Prepare for the 2012-13 Middle States Self-Study.

**Objective 3** (SD Embrace Accountability, CA 6)  
Collaborate with the Middle States Self-Study co-chairs to develop a campus plan for the upcoming Self-Study.

**Objective 4** (SD Embrace Accountability, CA 6)  
Attend the 2010 Middle States Conference and Self-Study Institute to learn the necessary information to prepare for the Self-Study.

### **Goal 3**

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Enhance the Campus Planning Council involvement with and knowledge of the campus planning process.



- Objective 5** (SD Embrace Accountability, CA 6)  
Educate the Campus Planning Council members about the Characteristics of Excellence.
- Objective 6** (SD Embrace Accountability, CA 6)  
Increase Campus Planning Council members' knowledge of the divisional plans and the rationale for the goals and objectives.



# 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



**Goal 1**

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Enhance services to assist at-risk female students in developing the necessary skills for achieving their academic goals.

**Objective 1** (CA 5, CP Student Services 1, MSS Standard 9)  
Develop and implement a comprehensive mentoring program for female students at the Wilmington site.

**Objective 2** (CA 5, CP Student Services 1, MSS Standard 9)  
Establish an organization that provides an opportunity for female students to have honest and open dialogue about issues that impact their academic and personal development.

**Goal 2**

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Develop and foster meaningful community service opportunities for students.

**Objective 3** (SD Foster Relationships, CP Student Services 1, MSS Standard 9)  
Increase the number of community service activities required for student clubs.

**Objective 4** (SD Foster Relationships, CP Student Services 1, MSS Standard 9)  
Collaborate with the Instructional Division to identify community service opportunities that support core-curriculum competencies.

**Goal 3**

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Respond to the changing needs of the College's increasingly diverse student population.

**Objective 5** (CP Student Services 1)  
Increase the number of multi-cultural themed events and activities offered.



**Objective 6** (CP Student Services 1)  
Sponsor activities that celebrate the Hispanic culture.

**Objective 7** (CP Student Services 1)  
Collaborate with the Language and Culture Department to create and sponsor multicultural activities.

**Goal 4**

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Provide Student Services staff professional development opportunities that encompass current national trends and issues.

**Objective 8** (MSS Standard 9)  
Offer Student Services Inservice workshops focusing on counseling students dealing with mental illness, social anxiety disorders, and drug and alcohol abuse.

**Objective 9** (MSS Standard 9)  
Partner with community agencies in order to offer mental health counseling seminars to Student Services staff.

**Goal 5**

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Collaborate with the Instructional Division to provide advisement that optimizes retention and graduation rates.

**Objective 10** (SD Foster Relationships, CA 5, CP Student Services 1, CP Student Services 2)  
Implement the new Allied Health Advisement model.



**Goal 6**

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Enhance customer service provided to internal and external constituents of the College.

**Objective 11** (SD Embrace Accountability)  
Develop online and hardcopy evaluations of service tools for the Registrar, Admissions, Counseling and Advisement areas.

**Objective 12** (SD Embrace Accountability)  
Offer customer service training at the fall and spring Student Services Inservices.

**Goal 7**

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Prepare for the 2012-2013 Middle States accreditation self-study process.

**Objective 13** (CA 6, CP Student Services 4)  
Continue to conduct approved ESOA assessments.

**Objective 14** (CA 6, CP Student Services 4) Facilitate roundtable student discussions with students to identify areas of improvement for student services.

**Goal 8**

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Increase the awareness and utilization of student services programs.

**Objective 15** (CA 5, CP Student Services 1, MSS Standard 9)  
Enhance clarity and content of the Student Services web page.

**Objective 16** (CA 5, CP Student Services 1, MSS Standard 9)  
Work with the Marketing Division to revise all Student Services brochures.



**Objective 17** (CA 5, CP Student Services 1, MSS Standard 9)  
Staff Student Services tables at the New Student Welcome Reception, Back to School Bash, New Student Orientations, and Athlete Orientation.

**Objective 18** (CA 5, CP Student Services 1, MSS Standard 9)  
Create a Facebook page for the Student Services Division.

**Goal 9**

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Maximize career services and workplace readiness opportunities for students.

**Objective 19** (CA 3, CP Student Services 3)  
Conduct a fall and spring career services awareness day for students.

**Objective 20** (CA 3, CP Student Services 3)  
Market career services through orientation programs, workshops for first-year experience classes, in-class presentations, and electronic outreach to students.