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COLLEGE MISSION

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 including career, general, developmental and transfer education, lifelong learning, 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.

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.

COLLEGE VISION

Delaware Technical & Community College will be:

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

STRATEGIC PLAN

Foster Learning



Delaware Tech will excel at the development of diverse strategies to facilitate learning in education and training. The College will foster an environment that focuses on learner competencies, supports faculty as learning facilitators and encourages instruction to be delivered in a variety of ways.

Put Students First



Delaware Tech will enhance the effectiveness of services to students in the current dynamic environment, where lifelong learning is critical. The College community will be instilled with the highest standards of respect for differences and responsiveness to the learning needs of individuals.

Target Markets



Delaware Tech will maximize its ability to recognize education and training opportunities in a rapidly changing and competitive environment. The College will identify needed learner competencies to connect target markets of learners with the education/training that they need for work.

Infuse Technology



Delaware Tech will become a regional and national leader in developing and delivering technology-enhanced career programs and services. In order to enhance all aspects of learning and operations, the College will continue to integrate technology in today's rapidly changing and competitive environment.

Promote Organizational Synergy



Delaware Tech will create a synergistic, operational environment that maximizes the development and use of its human resources. By building knowledge and forging connections, the College will facilitate continual change and renewal.

Strengthen Fiscal Vitality



Delaware Tech will take a proactive approach in developing and integrating its business plan to maximize available resources and position itself to capitalize on future opportunities.

OWENS CAMPUS MISSION

The Owens Campus is the Delaware Technical & Community College Campus which serves Sussex County. The Campus mission is:

- ◆ To provide the student quality education guided by the College mission and vision and focus on increasing the student's economic opportunities.
- ◆ To deliver this education effectively through advanced technology and varied methods of instruction compatible with diverse learning styles.
- ◆ To treat the student as we expect to be treated - providing holistic services and creating a supportive environment which is conducive to learning.
- ◆ To be dynamic and responsive - readily adapting to changing community needs with demonstrated commitment to innovation and excellence.
- ◆ To be a leader in collaboration - at the forefront of providing human development and economic growth for the community.
- ◆ To expect and accept from ourselves nothing short of the best – drawing from our strength as a statewide institution and remembering that each of us in the Delaware Tech family makes a difference.

CAMPUS AGENDA

Goal 1



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

Objective 1: (SG 1.8, MST-R 7.1) Collaborate collegewide to develop a process for the formulation of a campus long-range (10 to 20 years out) facilities master plan, based on instructional and student service needs to determine land use, construction, renovation, and infrastructure projects and priorities.

Objective 2: (SG 1.8, MST-S 7.4) Develop a formal long-range plan for replacement of instructional equipment and technology, along with identification of projected major funding sources.

Objective 3: (SG 1.8) Develop and implement an annual process to prioritize unfunded campus needs for Institutional Advancement grant writing and private fundraising efforts.

Goal 2



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

Objective 4: (SG 5.2) Enhance paper work and reports used by administrators for human resource processes and financial accounting resulting in greater ease of use and effectiveness.

Objective 5: (SG 5.2) Promote use of EDGE as campus communication vehicle (replacing Connect Line) and develop methods to communicate information to any groups unable to access EDGE.

Goal 3

Enhance campus to support recruitment/retention initiatives and promote the well-being of students and staff.

Objective 6: Implement the Gymnasium Complex use plan upon completion of the gym renovation.

Objective 7: Develop and begin implementation of a plan to maximize the use of outdoor spaces including placement of outdoor furniture on campus.

ADMINISTRATIVE SERVICES DIVISION

MISSION

The Administrative Services Division provides all facility operation services necessary to ensure a safe, comfortable and pleasant building environment, as well as for the safety and beautification of the campus. The Division strives to achieve the most conducive atmosphere for academic and community activities.

Goal 1



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

Objective 1: (SG 1.8) In collaboration with the HVAC department, install an environmentally controlled learning lab to enable year round instruction and support an atmosphere conducive to learning.

Objective 2: (SG 1.8) Complete Phase 1 of renovations on the Agriculture Education Center to include the development of a classroom and computer lab for use by the Agriculture, Turf Management, and Horticulture students.

Objective 3: (SG 1.8) Complete the renovation of sheds for the Automotive and HVAC technologies.

Goal 2



Develop methods to encourage and sustain innovation.

Objective 4: (SG 5.1) Develop and implement a plan to fabricate signage statewide for uniformity and cost savings.

Goal 3



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

Objective 5: (SG 5.2) Develop and implement an ESOA plan for the Administrative Services Division.

Objective 6: (SG 5.2) Implement and report on newly funded construction projects.

Objective 7: (SG 5.2) Collaborate with the Campus Director and Business Services Division to develop a formal long-range plan for replacement of instructional equipment and technology, along with identification of projected major funding sources.

- Goal 4 Address the best use of space in Campus facilities.
Objective 8: (MSSS-R 7.2) Develop and begin implementation of a plan to renovate the second floor of the library to include a classroom and computer lab.
- Objective 9: (MSSS-R 7.2) Convert the weight room in the Student Services Center into a multipurpose meeting room.**
- Goal 5 Strengthen Administrative Services through electronic tracking of tasks.
Objective 10: (MSSS-R 7.4) Implement web-based SchoolDude work order and preventive maintenance program as a process within the Administrative Services Division.
- Goal 6 Strengthen mechanisms to maintain safety and security on campus.
Objective 11: (MSSS-R 7.3) Install new sidewalks at William A. Carter Partnership Center to enhance safety of students, staff and the community.
- Objective 12: (MSSS-R 7.3) Install five additional outside emergency phone stations to bring the campus into compliance with ICLEA and the Clery Act, make phones operational, and develop and implement a method for communicating the purpose and use of the phones.**
- Goal 7 Begin the final phase of Jason Technology Center renovations.
Objective 13: Relandscape the Jason Technology Center.
- Objective 14: Complete repairs to the east sidewalk of the Jason Technology Center.**
- Goal 8 Complete campus projects that enhance the outdoor environment.
Objective 15: Relandscape the Carter Partnership Center.
- Objective 16: Re-pave two of the parking lots in the back of the campus.**

BUSINESS SERVICES DIVISION

MISSION

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



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

Objective 1: (SG 1.8) Develop financial support to increase teaching capacity by renovation of existing space and adding additional square footage on campus.

Objective 2: (SG 1.8, MST-S 7.4) Collaborate with the Campus Director and Administrative Services Division to develop a formal long-range plan for replacement of instructional equipment and technology, along with identification of projected major funding sources.

Goal 2:



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

Objective 3: (SG 5.2, MST-S 7.3) Establish Campus policy to address the establishment of a minimum fund balance reserve requirement as a means of enhancing financial stability.

Objective 4: (SG 5.2, MST-S 7.6) Develop and implement an Educational Support Outcomes Assessment plan for the campus Business Services division.

Goal 3:



Develop processes to integrate planning, resource development and marketing for increased effectiveness.

Objective 5: (SG 5.3, MST-S 7.2) Prepare a multi-year financial forecast, based on enrollment and other revenue/expense projections in support of long-range planning.

Goal 4:



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

Objective 6: (SG 6.3) Collaborate with Development Council and collegewide Institutional Advancement to expand donor recognition and planned giving initiatives.



Objective 7: (SG 6.3) In collaboration with Campus Development Council, coordinate planned giving seminars on campus for lawyers and for financial planners, and assist in the development of associated print materials.

Goal 5 Investigate and collaborate on improved web based functions and their use.

Objective 8: Institute WEB payment options for credit and non-credit students.

Objective 9: Increase use of web based registration and grading functions in Banner.

Goal 6 Create new ways to empower College stakeholders and encourage their interaction for effective problem solving and improvement.

Objective 10: Collaborate with Campus administration to develop new financial methods/reports that will improve financial management by divisions.

Goal 7 Enhance customer service.

Objective 11: Develop a plan, to include print and web based communication materials, to communicate and disseminate the Financial Aid attendance policy to faculty and students.

Objective 12: Develop a plan, to include print and web based communication materials, to communicate and disseminate the enrollment/payment policies.

Objective 13: Develop and implement a plan to help students with financial need pay for basic level developmental courses.

Objective 14: Develop and implement a plan to utilize current funds to help more needy students with the expense of text books.

Goal 8 Improve budget information available to departments.

Objective 15: Review OMS and DFMS reports available and develop ways to make them timelier and user friendly.

CORPORATE & COMMUNITY PROGRAMS DIVISION

MISSION

The Corporate and Community Programs Division of the College provides lifelong learning opportunities for personal and professional growth for a diverse population through quality education and training programs. In addition, the Division supports economic development efforts by designing and delivering training programs that address the specific needs of local businesses and industries.

Goal 1



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

Objective 1: (SG 1.1) Bundle and offer three new training programs utilizing ACT on-line course offerings with in-class instruction.

Objective 2: (SG 1.1) Research, identify, and expand offerings to include three new professions requiring continuing education units.

Objective 3: (SG 1.1) Develop and implement two new career camp offerings that have market potential and lead to a learning pathway at DTCC.

Objective 4: (SG 1.1) Develop and implement two new courses for the water and wastewater non-credit continuing education program.

Objective 5: (SG 1.1) Develop and implement three new Personal Enrichment offerings that have market potential and lead other learning opportunities.

Objective 6: (SG 1.1) Develop a Commercial Driver's License refresher course, utilizing non-credit and distributed education format.

Goal 2



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

Objective 7: (SG 1.4) Develop an Internal Career Education Pathway, in collaboration with the Instruction Division, that provides a non-credit to-credit bridge for the Customer Service Program to Business Administration Technology.

Goal 3 Develop a system to maximize the effectiveness of core Students Services.



Objective 8: (SG 2.5) Complete 50% of The Council for the Advancement of Standards in Higher Education (CAS) self-assessment and implement recommendations.

Goal 4 Use career cluster trend information and analysis to prioritize, develop and implement timely education/training solutions which respond to learner needs and opportunities



Objective 9: (SG 3.1) In collaboration with the E.S.L. Department, design, develop and deliver Spanish courses that target market area professions.

Objective 10: (SG 3.1) Develop two new courses or programs that respond to Sussex County needs identified in Department of Labor reports and feedback received from local chambers of commerce and the community.

Goal 5 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 11: (SG 3.2) Develop and conduct a survey of Owens Campus employees to evaluate current camp offerings and determine areas for expansion.

Goal 6 Develop processes to define markets of prospective students for enrollment in education and training programs, and identify the appropriate marketing strategies.



Objective 12: (SG 3.3) Develop a business plan for FY05-06 that defines a mission statement, markets of prospective students, and programming options for each operational unit.

Objective 13: (SG 3.3) Develop a marketing plan for CCP programming that identifies the right mix of strategies (alliances, group presentations, personal visits, advertising, and distribution of materials); prioritize support needed from Marketing in FY05 & FY06.

Objective 14: (SG 3.3) In collaboration with Marketing, enhance CCP printed material for target market distribution.

Objective 15: (SG 3.3) Collaborate with Marketing to evaluate and begin restructuring of CCP webpage.

Objective 16: (SG 3.3) Enhance the format of the CCP Course Schedule to make more user friendly.



Objective 17: (SG 3.3) Research ways to utilize Banner and incorporate information into CCP mailing databases for each sector area.

Objective 18: (SG 3.3) Expand Elderhostel program to enhance outreach to individuals ages 30-55.

Objective 19: (SG 3.3) Expand Adult+ course offerings to two additional satellite locations in order to increase membership and course enrollments by 10%.

Objective 20: (SG 3.3) Increase enrollment in environmental training courses by 5% by contacting at least 10 county-based businesses during the summer and fall of 2004.

Objective 21: (SG 3.3) Enhance current process for database management to streamline information and identify key contacts.

Goal 7



Expand course delivery methods through multiple electronic media.

Objective 22: (SG 4.1) Develop and implement a plan to incorporate technology into professional development and contract training courses.

Goal 8



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

Objective 23: (SG 5.2) Develop and implement SLOA and ESOA plans for the Corporate and Community Programs Division.

Goal 9



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

Objective 24: (SG 5.6) Promote and nurture cross-collaboration within CCP and throughout Campus community to identify potential for new program offerings.

Goal 10:



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

Objective 25: (SG 6.6) Develop systems, processes, and that will increase swimming pool revenue by 10% during FY 05.

Objective 26: (SG 6.6) Work with Institutional Advancement to research grant opportunities from agencies and foundations that support the needs of CCP and the mission of the college.

HUMAN RESOURCES DIVISION

MISSION

The mission of the Human Resources Division is to provide leadership and expertise on human resource issues to accomplish the strategic objectives of Delaware Technical & Community College by serving as internal/external consultants to prospective/current 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



Develop methods to encourage and sustain innovation.

Objective 1: (SG 5.1, MSSS-R 6.7, MST-R 6.1) Work with collegewide Human Resources staff to develop a supervisory training program which includes performance appraisal procedures, employee coaching, conflict management, and due process procedures.

Objective 2: (SG 5.1, MSSS-R 6.7, MST-R 6.1) Conduct newly developed workshop on Campus for managers and supervisors on college human resources policies and staffing procedures.

Goal 2



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

Objective 3: (SG 5.2) Develop an orientation program for new Owens Campus employees to enhance their knowledge of specific Campus procedures and processes.

Objective 4: (SG 5.2) Establish a process to enhance the review of campus staffing needs and the establishment of new positions.

Objective 5: (SG 5.2) Develop and implement an ESOA Plan for the Campus Human Resources Division.

Objective 6: (SG 5.2) In collaboration with department chairs, develop a plan to attract diverse applicant pools for upcoming vacancies in the Instructional Division.

Goal 3

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



Objective 7: (SG 5.6) Establish a process for all Campus employees to review and update their personnel information.

INSTRUCTION DIVISION

MISSION

In response to constantly changing economic and employment realities, the Division of Instruction provides market-driven educational programs to meet students' career and life-long 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

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



Objective 1: (SG 1.1) Develop intended outcomes and new course syllabi for the proposed Agribusiness online degree option.

Objective 2: (SG 1.1) Develop new Education courses for the 2004-2005 academic year: EDC 211: Classroom Management (Paraeducator Technology), EDC 250: Internship and Seminar (Paraeducator Technology), EDC 260: Educational Psychology (Mathematics Secondary Education), EDC XXX: Field Experience in Education (Paraeducator Technology-Primary Education Option), EDC XXX: Parent, Family, & Community Interaction (Paraeducator Technology-Primary Education Option).

Objective 3: (SG 1.1) In collaboration with the University of Delaware, support the fall 04 (2005-51) implementation of the Associate in Arts program including provision of ENG 051, MAT 012, SOC 111, and PSY 121 courses to AA students.

Objective 4: (SG 1.1) Offer mathematics courses (MAT 210, 281, 282, 283, 291) at the campus which are required by the new Secondary Mathematics Education and Paraeducator programs and articulation agreements.



Objective 5: (SG 1.1) Integrate a software and online remediation learning system in each clinical nursing course in the practical diploma and associate degree nursing curricula.

Objective 6: (SG 1.1) Implement the new Biological Sciences Option for the Biotechnology program.

Objective 7: (SG 1.1, MST-S 1.4) Develop 16 one-hour workshops for new ESL students focusing on life skills needed in daily activities in the United States and local communities.

Goal 2

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



Objective 8: (SG 1.4, MST-R 5.1) Complete Primary Education Option articulation agreements with Wilmington College and Delaware State University.

Objective 9: (SG 1.4, MST-R 5.1) After the completion of the Primary Education articulation agreements, initiate the chairperson-led articulation process to create a Mathematics Secondary Education Connected Degree with another institution.

Objective 10: (SG 1.4, MST-R 5.1) In collaboration with Student Services, implement the Dual Admission/Articulation Agreement with Delaware State University, providing DTCC/DSU Connected Degree students with information and access to Dual Admissions procedures and advisement.

Objective 11: (SG 1.4, MST-R 5.1) Create an articulation agreement for Criminal Justice with Wilmington College's Behavioral Science program, utilizing the chairperson-led process.

Objective 12: (SG 1.4, MSSS-R 4.3) In Collaboration with Corporate and Community Programs, develop an Internal Career Education Pathway that provides a non-credit to credit bridge.

Objective 13: (SG 1.4, MST-R 5.1) Complete the chairperson-led articulation process for Engineering Technology with University of Delaware, Business Technology with Wilmington College, Radiologic Technology with Thomas Jefferson University, Medical Laboratory Technology with Salisbury

State University, and Applied Agriculture with University of Delaware.



Objective 14: (SG 1.4, MST-R 5.1) Develop a Connected Degree between the Engineering Technologies Department's Construction Management Program and Wilmington College's Business bachelor's degree program, utilizing the chairperson-led process.

Goal 3

Incorporate learning outcome assessment methods within each career pathway.



Objective 15: (SG 1.5, MSSS-R 2.2, MST-R 2.1) Implement the actions identified in each associate degree program's Student Learning Outcomes Assessment (SLOA) plan and each Instructional Division educational support unit's Educational Support Outcomes Assessment (ESOA) plan for the FY05 academic year.

Objective 16: (SG 1.5, MSSS-R 2.2, MST-R 2.1) Offer a workshop series on Student Learning Outcomes Assessment components including development of assessment tools.

Goal 4

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



Objective 17: (SG 1.7, MSSS-R 3.2) Provide training and support to adjunct faculty members on Blackboard usage.

Objective 18: (SG 1.7, MSSS-R 3.2) Promote technology skill development in faculty through presentations that showcase examples of exemplary educational technology in Owens academic programs.

Goal 5

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



Objective 19: (SG 1.8) Identify and solicit funding resources for an agriculture education facility to improve the learning environment for the Applied Agriculture students.

Objective 20: (SG 1.8) Obtain, install, and implement instructional use of additional smartboards in classrooms.

Objective 21: (SG 1.8) Develop and implement a plan to secure the equipment resources to teach new technologies emerging in veterinary medicine.

Objective 22: (SG 1.8) Implement use of the new ACR 110, Climate Control Lab, in instruction.

Objective 23: (SG 1.8) Upgrade the Electrical Trainers used in ACR 103, completing Phase III of their refurbishment.



Objective 24: (SG 1.8) Develop an action plan for the completion of the Language Lab.

Objective 25: (SG 1.8) Acquire one Global Positioning System (GPS) with instructor training for the surveying courses in the Engineering Technologies Department.

Goal 6

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



Objective 26: (SG 1.9) Provide faculty-led consultation sessions for faculty with the purpose of creating consistent and effective approaches to foster student skills in information evaluation, critical thinking, and creative problem-solving.

Goal 7

Strengthen and sustain program success through accreditation, certification, curriculum improvement, and other development methods.

Objective 27: Pursue the addition of one more clinic facility, increasing the Radiologic Technology program's student capacity by 7%.

Objective 28: Obtain reaccreditation for the Respiratory Care program.

Objective 29: (MSSS-R 3.1) In collaboration with the college Application System Specialist, improve the library catalog information and display interface of search results to enhance information for users.

Objective 30: Incorporate newer technology into Radiology classroom instruction, specifically "Cassette Readers" (CR), "Digital Radiography" (DR), and "Picture Archiving Communication System" (PACS).

Objective 31: Obtain reaccreditation for the Medical Laboratory Technology program.

Objective 32: (MSSS-R 4.1) Submit preliminary application for National Association for Developmental Education (NADE) certification of the campus developmental education program.

Objective 33: Submit the Legal Assistant Option of the Office Administration Technology report to the American Bar Association for initial accreditation evaluation.

Objective 34: Revise the Computer Application in Criminal Justice course, CRJ 105, to obtain reinstatement of the Delaware Justice Information System (DELJIS) certification for students.

Objective 35: (MST-R 5.1) Secure the agreement of a senior institution that offers a Master's degree in Occupational Therapy Education to begin the articulation process.

Objective 36: Restructure the current Veterinary Technology internship program to enhance student learning.

Objective 37: Complete the Council for Standards in Human Services Education accreditation process for the Human Services/Gerontology associate degree programs, including hosting the accreditation site visit.

Objective 38: (MSSS-R 2.2, MST-R 2.1) Offer CET 244, Principles of Site Development, as part of Civil Engineering Technology, Survey and Materials Option curriculum to provide a comprehensive capstone course for the program.

Objective 39: Complete the self-study phase of the Engineering Technologies Department TAC/ABET accreditation process.

Objective 40: Apply for certification of the Architectural Engineering, General Engineering, Engineering Drafting, and Civil Engineering Technology programs from the American Design Drafting Association.

Goal 8



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

Objective 41: (SG 2.2) Lead small group discussions for academic departments to strengthen development of professional behavior through curricula.

Goal 9



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

Objective 42: (SG 3.1, MSSS-R 4.3) Develop a Commercial Driver's License refresher course, utilizing non-credit and distributed education format.

Goal 10



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

Objective 43: (SG 3.3) In collaboration with the Marketing department, create an integrated marketing plan for the proposed Agribusiness online degree option.

Objective 44: (SG 3.3) Deliver targeted recruitment activities for the Paraeducator Technology to all Delaware school districts each semester, including first-time presentations to paraeducators at Appoquinimink, Cape Henlopen, Delmar, Laurel, Polytech, Seaford, Smyrna, and Sussex Tech school districts.

Objective 45: (SG 3.3) Revise current marketing materials for the Mathematics Secondary Education Program.

Objective 46: (SG 3.3) Visit area high schools to recruit students who would benefit from the credit ESL program.

Objective 47: (SG 3.3) Complete renovations to the Heating, Refrigeration, and Air Conditioning van for recruiting purposes.

Objective 48: (SG 3.3) Expand marketing efforts for the Refrigeration, Heating, and Air Conditioning program to additional states.

Objective 49: (SG 3.3) In collaboration with the Marketing department, develop and implement an integrated marketing plan for the Commercial Transportation program.

Objective 50: (SG 3.3) Collaborate with Marketing to create a workshop for faculty to promote exemplary recruitment strategies in Owens academic programs.

Objective 51: (SG 3.3) Implement new recruitment strategies in designated Instructional programs.

Goal 11



Expand course delivery methods through multiple electronic media.

Objective 52: (SG 4.1) Implement CIS 201, Microdatabase Programming, in the online format.

Objective 53: (SG 4.1, MSSS-R 3.2) Implement Blackboard use by all full-time and adjunct English faculty members.

Goal 12 Increase student access by expanding electronic communication in onsite courses and increase the number of Internet-based College offerings in education and training.



Objective 54: (SG 4.2) Identify Computer Information System courses appropriate for the distributed learning format and begin approval process.

Objective 55: (SG 4.2) Develop Basic Keyboarding (OAT 110) as an online course.

Goal 13 Maintain a high touch focus on high tech instructional development by providing virtual instructional support and virtual interactive student services.



Objective 56: (SG 4.4) Review and revise online course assessment of English papers and editing tests including design of an appropriate vehicle to provide meaningful feedback to students, facilitate the process for instructors, and maintain academic integrity.

Objective 57: (SG 4.4) Use the new web page template to create/update program/departmental web pages.

Goal 14 Improve methods and processes across the institution and benchmark practices with other similar institutions.



Objective 58: (SG 5.2) Expand the tutor training program to align with College Reading and Learning Association (CRLA) standards.

Objective 59: (SG 5.2) Research other community college ESL programs to evaluate their language lab facilities and programs and incorporate best practices into the campus program.

Objective 60: (SG 5.2, MSSS-R 3.1) Increase faculty-librarian communication regarding holdings, information literacy classes for specific majors, and other services, with librarians assigned to specific departments.

Goal 15 Continue to form strategic alliances and partnerships to further the College educational mission.



Objective 61: (SG 5.5, MSSS-R 4.3) In collaboration with Adult Plus, present a Library Information Literacy workshop for the community.

Objective 62: (SG 5.5) Collaborate with Lake Forest High School to offer Mastering College Life to a pilot group of high school seniors with the purpose of introducing them to college life.

Objective 63: (SG 5.5) Strengthen relationships between the Veterinary Technology and Delaware veterinarians.

Objective 64: (SG 5.5) Host the DEMEP and State Chamber of Commerce sponsored "Make-It Camp" with the Engineering Technologies Department, involving General Engineering Technology students as lab assistants.



Objective 65: (SG 5.5) Host the Statewide SkillsUSA sponsored competition for architectural and technical drafting with the Engineering Technologies Department.

Goal 16

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



Objective 66: (SG 5.6) Provide Veterinary Technology program updates through the Delaware Veterinary Medical Association newsletter.

Goal 17

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



Objective 67: (SG 6.1) Host Chesapeake Bay Fieldwork Council (Occupational Therapy Assistant) Annual Workshop.

PLANNING & ADVANCEMENT DIVISION

MISSION

The Planning and Advancement Division provides leadership and services in a variety of tactical areas and new initiatives that support the advancement of the institution. The Division strives to coordinate and facilitate the collaboration of diverse groups to increase effectiveness, enhance quality, foster innovation and promote continuous improvement.

The **Planning Department** strives to increase campus effectiveness through strategic planning, continuous self-study, institutional research, constituency involvement and resource allocation. Through the coordination of the Planning Council, campus plans, budgets, and achievement reports are developed with broad-based campus involvement.

The **Marketing and Public Relations Department** develops and implements strategies to communicate college/ campus information in a consistent voice across all media. The Department communicates accurate information about programs, services, and direction to a wide variety of external and internal audiences through print and electronic media, public relations, and personal/ community outreach. The products created by the division enhance the college image, support recruitment/ enrollment goals, and provide communication support for processes and procedures.

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

The **Higher Education Partnerships Department** provides coordination for the operation of other universities/ colleges in the Carter Partnership Center. The Department promotes collaboration among the institutions and monitors adherence to agreements, policies and procedures regarding partner program offerings.

Goal 1 Utilize the Internet to market the College's image, products and services.



Objective 1: (SG 3.4) Create Marketing & Public Relations Department web site to enhance communication of services and to include online request forms.

Objective 2: (SG 3.4) Develop web pages to promote services of campus partners, including Aladdin Food Management and the higher education partner institutions.

Goal 2 Promote EDGE as the primary source of communication for faculty, staff and students.



Objective 3: (SG 5.2) Enhance the visual appeal of EDGE announcements through the use of photos and web links.

Goal 3 Develop marketing and promotional initiatives for athletic programs.



Objective 4: (SG 5.2) Develop, coordinate and promote activities (i.e. Grotto pizza day, media day, little league day, free give-away day, redesign of sports web pages, print advertising, on-campus posters, WDTS, Script, sports schedule) to enhance attendance at sporting events.

Goal 4 Develop marketing and promotional plan for campus bookstore to increase awareness and improve merchandise sales.



Objective 5: (SG 5.1) In collaboration with bookstore staff, enhance merchandise offerings, develop advertising and promotional events, and plan for onsite and offsite merchandise sales and promotion.

Goal 5 Develop and implement a private sector giving strategy that includes planned giving and increased contributions from alumni, foundations, businesses, and individuals.



Objective 6: (SG 6.3) Implement the next steps of the comprehensive plan (see Owens Campus Development Council Plan) for the development of a Planned Giving Program working through the Development Council.

Goal 6 Strengthen identification and outreach efforts for prospective donors.



Objective 7: (SG 5.2) Develop and implement processes to identify and make contact with prospective donors in Sussex County.

Objective 8: (SG 5.2) In collaboration with the Development Council, establish a November event to thank donors and to present the Arts & Humanities Award and/or the new Outstanding Philanthropist Award.

Goal 7 Improve methods and processes across the institution and benchmark practices with other similar institutions.

Objective 9: Implement collegewide database to consolidate, maintain and manage public and private proposals, donors and prospects at the Campus.

Objective 10: Contribute to the establishment of a collegewide shared drive for Institutional Advancement to facilitate the exchange of information, approvals, and grant submissions.

Objective 11: Collaborate with ITS to improve the electronic grant submission process including electronic signature capabilities and identification of technical requirements for uploading.

Objective 12: Develop and implement an ESOA Plan for the Planning and Advancement Division.

Goal 8

Develop and implement strategies to maximize campus grant writing efforts.



Objective 13: (SG 5.1) Enhance the grant writing process to include, prior to pursuing the funding source, the development of a work plan that identifies grant team members and responsibilities, partnering organizations and responsibilities, research needed, timelines for completion of tasks, and a checklist of supporting documentation needed for the proposal.

Objective 14: (SG 5.1) Utilize online resources and collegewide federal and state prospect management list to identify public funding sources for unfunded campus initiatives.

Goal 9

Increase public awareness/understanding of Delaware Tech partner institutional educational pathways for different career areas.

Objective 15: In collaboration with the higher education partners, develop and post a Partnership web page on the Owens Campus home page highlighting connected degree information, processes, contacts, and scholarships for the partner institutions.

Goal 10

Increase alumni participation in campus and alumni association events.



Objective 16: (SG 5.6) In collaboration with the Campus Alumni Association, revise the nomination and submission requirements for the Walk of Success Award to encourage increased participation.

Objective 17: (SG 5.6) In collaboration with the Campus Alumni Association, identify and implement web strategies to enhance alumni outreach efforts.

Objective 18: (SG 5.6) In collaboration with the Alumni Board, develop and implement a new operational structure for the Alumni Association to formalize planning efforts, meeting schedules, and subcommittee work.

Goal 11 Improve processes for the preparation and reporting of planning related documents.



Objective 19: (SG 5.2) Utilize assessment results and improvement goals from Division SLOA and ESOA plans to inform the annual planning process.

Goal 12 Contribute to the development of the College's new long-range strategic directions.



Objective 20: (SG 5.1) In collaboration with the Campus Planning Council, identify strategic issues and trends related to the Owens Campus and Sussex County.

Goal 13 Develop Campus Middle States Monitoring Report.



Objective 21: (SG 5.1) In collaboration with the Campus Planning Council, identify progress toward completion of Middle States Self Study and Team Recommendations, share with the Campus community, and compile the results for use in the future Middle States Periodic Review Report.

STUDENT SERVICES DIVISION

MISSION

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.

Goal 1

SG4.5/MSS 1.3/MSS 5.7 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 1: (SG 4.5, MSSS-R 5.7) Collaborate with collegewide admissions staff and Computer Services representatives to improve and increase usage of Recruitment Module in Banner.

Goal 2

SG2.4/MSS 1.3/MSS 5.7 Identify and implement collegewide best practices in the provision of services to students in conjunction with implementation of the new administrative software system.



Objective 2: (SG 2.4, MSSS-R 5.7) Utilize Banner system to streamline processes and procedures related to athletics programs.

Goal 3

SG1.1/MSS 1.1 Develop a greater variety of learning options and instructional delivery modes to actively engage an increasingly diverse student body.



Objective 3: (SG 1.1, SG 1.1, MSSS-R 1.1) In collaboration with Cardio-Kinetics, develop student fitness programs to promote personal growth and well-being.

Goal 4

SG2.1 Strengthen the Student Services program to support students in becoming better learners and responsible decision-makers.



Objective 4: (SG 2.1) In collaboration with the Marketing Department, enhance the design and format of the new student orientation packet.

Objective 5: (SG 2.1, SG 2.1) Develop and implement a process to insure all new students receive campus orientation information.

Goal 5



Strengthen holistic services, giving students support beyond classroom instruction.

Objective 6: (SG 1.1, SG 2.1, SG 2.3, MSSS-R 1.1) Develop multicultural activities to maximize the benefits of diversity by teaching students to understand multiple perspectives and effectively function in diverse groups.

Objective 7: (SG 1.1, SG 2.1, SG 2.3, MSSS-R 1.1) Expand recreational and educational activities that promote healthy lifestyle choices.

Objective 8: (SG 2.3, MSSS-R 1.4) Create and implement a plan to increase services in the Career Services Center for day and evening hours.

Goal 6

SG3.2/MSS 1.1 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 9: (SG 3.2, SG 3.2, SG 3.3, MSSS-R 1.1) Develop tracking and communication processes for student recruitment through the Banner Recruitment Module.

Goal 7

SG3.3/MSS 1.1 Develop processes to define markets of prospective students for enrollment in education and training programs, and identify the appropriate marketing strategies.



Objective 10: (SG 3.2, SG 3.3, MSSS-R 1.1) Utilize the Banner Recruitment Module to identify targeted populations for underenrolled programs.

Goal 8

MST 8.1 Implement a comprehensive institutional assessment plan including utilization of the results for improving student learning outcomes and institutional effectiveness.

Objective 11: (MST-R 1.1, MST-S 8.1) Develop and implement an ESOA Plan for the Student Services Division.