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Legend:
SG = Strategic Goal
SST = Self-Study Team Recommendations
MST = Middle States Evaluation Team Recommendations

COLLEGE MISSION STATEMENT

Delaware Technical & Community College is a statewide multi-campus community college committed to providing open admission, postsecondary 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.

GOALS

The College will achieve its mission through these goals:

1. Academic programs will prepare students for successful employment upon completion and transfer to a senior institution.
2. Developmental education will prepare student sin 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.

Revised and approved, June 2004

COLLEGE VISION STATEMENT

Delaware Technical & Community College will be:

1. An institution that is nationally recognized for its educational 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. The first choice of students seeking a quality education that is accessible and affordable.
5. An educational leader in the fields of biotechnology, allied health, financial services, and entrepreneurship.
6. A leading partner in state, national, and international initiatives which enhance educational opportunities and improve the economic viability of Delaware.

TERRY CAMPUS MISSION STATEMENT

The Terry Campus is the centrally located campus of Delaware Technical & Community College, serving Kent County and surrounding communities. The Campus adheres to the Mission of the College and is committed to recognizing and meeting the needs of its diverse community by providing educational opportunities in current and emerging technologies, in career development, and in workplace training partnerships. Programs and practices will adhere to guidelines established in existing diversity plans. The Campus is committed to preparing its students for employment and/or for transfer to another educational institution. Technological trends are monitored for curricula development to enhance the employability of students and to promote economic growth in Delaware and beyond.

ADMINISTRATIVE SERVICES DIVISION

MISSION

The Administrative Services Division provides all facility and grounds 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.

Foster Learning

Goal 1



SG1.8 Provide the facilities and equipment necessary to support a learning-centered, innovative college community.

Objective 1: Develop a structured format for Public Safety Officer Training (SST7.3).

Objective 2: Develop a Public Safety web page (SST7.5).

Objective 3: Pursue the review of and budget request for the WATCH-MAN Patrol System.

Objective 4: In accordance with Middle States evaluation team recommendations, evaluate all safety and security recommendations made by the International Association of Campus Law Enforcement Administrators (IACLEA) and implement them as appropriate (SST7.4, MST7.2).

Objective 5: Complete Tracer Energy Management System Training.

Objective 6: Investigate and recommend a computerized work order system that allows the campus community to provide customer service feedback (SST7.2).

Objective 7: Develop the Systematic Preventative Maintenance Program to include equipment and database.

Objective 8: Complete Terry Campus restroom renovation (contingent on funding).

Objective 9: Develop a formal Grounds equipment replacement schedule to include criteria such as repair costs, age, hours of operation, etc.

Objective 10: Develop and implement an annual calendar for the Grounds Department to include all tasks performed.

Objective 11: Develop a landscape planning calendar to identify new landscape areas and repair/replacement schedule for existing areas.

Objective 12: In accordance with Middle States evaluation team recommendations, continue to identify and implement a continuous improvement process for custodial services. Complete audit of Custodial Department operations to establish baseline of current services (SST7.1, MST 7.1).


Objective 13: Complete review of set-up impact on night shift custodial duties.

Objective 14: Improve inventory control specifically in the Computer Services and Technology area.

Objective 15: Complete Mail Room relocation to the Education & Technology Building.

Objective 16: Continue to work with the Planning and Renovation Committee in the design and construction of the Education & Technology Building.

Promote Organizational Synergy

Goal 2  SG5.4 Recognize and reward knowledge and skill development by all employees.

Objective 17: Continue to provide release time for staff development in both non-credit and credit courses and provide recognition as they progress.

Goal 3 Support collegewide and campus planning and assessment processes.

Objective 18: Provide input for the collegewide and campus Planning Councils to aid in the development of a new collegewide Strategic Plan and campus plan.

Objective 19: Work with college/campus constituents to facilitate the implementation of Educational Support Outcomes Assessment (ESOA).

ASSISTANT TO THE CAMPUS DIRECTOR

MISSION

The Assistant to the Campus Director is responsible for the areas of Marketing, Planning, Distance Learning, Information Support Services, Institutional Advancement, Alumni, Copy Center, and Main Receptionist on campus. The Assistant to the Campus Director serves on the collegewide committees that pertain to the areas below.

Planning strives to increase campus effectiveness through planning, continuous self-study, institutional research, constituency involvement, and resource allocation. This component is responsible for seeing that the standards set by the Commission on Higher Education in the “Characteristics of Excellence in Higher Education Standards for Accreditation” are enacted and that the campus is in compliance.

Distance Learning provides satellite, video, cable, and computer services to enhance the quality of instructional delivery systems. Furthermore, the division provides contractual communication services to the community-at-large. This component provides an alternative method for the delivery of education and training, enabling students to access campus courses and courses from other Delaware Tech campuses.

Information Support Services is made up of two departments, Technical Services and Audiovisual and Media Services. These departments provide technical expertise and support to assist the campus and its community in the delivery of quality instructional services utilizing information technology in an expanding array of delivery formats to enhance learning and promote student access and success. This component provides the resources and up-to-date infrastructure that are essential for quality academic and administrative services.

Institutional Advancement seeks alternative public and private sources of support and works to build a tradition of alumni commitment. This component demonstrates to the community the extent to which Delaware Tech programs and services directly impact the quality of life in the community and merit their continuous support.

Marketing communicates accurate information about the programs and services of the campus to a wide variety of external audiences through personal and community outreach, public relations, telemarketing, and print and electronic media. Through a coordinated marketing approach, this component strives to enhance the College’s image, support recruitment and enrollment goals, and provide marketing support for campus processes and procedures.

Goal 1 Continue to coordinate the campus planning process based on the collegewide Strategic Plan and annual campus and collegewide agendas.

Objective 1: Implement 2002 Self-Study and 2003 Middle States Evaluation Team recommendations.

Objective 2: Work with members of the campus/collegewide Planning Councils to implement the strategic planning process.

Objective 3: Campus constituents will participate in collegewide groups to define the new college and campus strategic directions by conducting an Environmental Scan and SWOT (Strengths, Weaknesses, Opportunities, and Threats).

Objective 4: Work with members of the campus/collegewide Planning Councils to implement the new collegewide planning process (SST8.3, MST8.2).

Objective 5: Work with members of the campus Planning Council to steer the process of campus mission and vision statement review in order to update the campus and divisional mission and vision statements to reflect the campus and the community, as well as the new college vision and mission statements (SST8.4).


Objective 6: Provide a workshop for campus Planning Council members to share the new collegewide planning process and how it complements the new campus planning process (SST8.2).

Objective 7: Provide additional workshops and training sessions as needed for campus Planning Council members to understand and implement the new campus planning process and outcomes assessment model (SST8.2).

Objective 8: Work with college/campus constituents to facilitate the implementation of Educational Support Outcomes Assessment (ESOA).

Objective 9: Continue to work with counterparts to implement collegewide Marketing and Institutional Advancement plans for 2005.

Target Markets

Goal 2  SG3.1 Use career cluster trend information and analysis to prioritize, develop, and implement timely education/training solutions which respond to learner needs and opportunities.

Objective 10: Continue meeting with the Course Schedule Planning Committee to review recommendations and expressed needs of Course Schedule users provided by technology advisory boards and through solicitation of input from students and potential students (SST1.2).

Objective 11: Review collegewide marketing goals and objectives and determine new ways to implement these goals into campus advertising and promotion of technology areas that support the collegewide branding initiative.

Objective 12: The Campus Web Committee will meet regularly to maintain and improve web presence and enhance all online services available to students.

Objective 13: The Campus Web Committee will identify new ways to use the web for recruitment of target markets and general promotion initiatives that support the college brand.

Goal 3



SG3.2 Strengthen recruitment through the development of a plan for multiple contacts between the college and children, youth, and adults that highlights career exploration and other appropriate services.

Objective 14: Use the newly developed radio spot that targets four-year college students to take transfer credits with Delaware Tech while on summer break.

Objective 15: Support the collegewide marketing effort to create a specific web page that targets high school students who want to transfer credits or take the first two years of study near home.

Objective 16: Implement campus appropriate activities/communications to strengthen relationships with various age groups in the community.

Objective 17: Participate with the Enrollment Management Committee to implement and evaluate effectiveness of Admissions Office procedures for collecting and capturing inquiry data for follow-up communications with potential students utilizing the Banner Recruitment Module (SST1.3).

Objective 18: Target the high school and young adult market segment by continuing to focus television advertising buys on proven demographically appropriate networks (The WB, MTV, VH1, and Fox).

Objective 19: In an effort to reach a younger market segment, continue on-screen movie theater advertising with the Dover Mall Carmike Cinema.

Objective 20: Research new ways to communicate with high school and middle school markets.

Goal 4



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

Objective 21: Work with the Enrollment Management Committee to track responses to inquiries from potential students using reports provided by the Admissions Office, generated by the Banner Recruitment Module (SST1.3).

Objective 22: Provide access to general information by working with the Terry Campus Web Committee to develop a prominent link on the campus home page to the new collegewide prospective student web page.

Goal 5



SG3.4 Utilize the Internet to market the College's image, products, and services.

Objective 23: The Terry Campus Web Committee will provide a prominent link on the campus home page to the high school web page when it is completed by collegewide marketing, with focus on logical and easy to remember web addresses that can be promoted through all other media.

Objective 24: With collaboration between the Marketing Department and the Resource Development Officer, develop Institutional Advancement (IA) website content aimed at internal and external audiences, to include IA department web pages, internal forms and policy, web links to funding search engines, and the option to donate to the DTCC Foundation online.

Goal 6



SG3.5 Dedicate the resources necessary to build the capacity and structure of college marketing.

Objective 25: Increase participation in the number of career fairs, trade shows, and education/technology events, directed to specific market segments, i.e., 55+ Expo (seniors and retirees), BIE Job Fair (unemployed and underemployed), and Central Delaware Education Fair (high school students).

Infuse Technology

Goal 7



SG4.1 Expand course delivery methods through multiple electronic media.

Objective 26: A new technology DVD-Rom duplicator system will be put online in 2005, allowing twice the amount of course material on each DVD-Rom than is currently possible.

Objective 27: The Audiovisual and Media Services Department will produce a minimum of 25% of all telecourse program duplication on DVD-Rom media in 2005, providing course materials in both digital video and DVD-Rom formats.

Goal 8



SG4.2 Increase student access by expanding electronic communication in onsite courses and increasing the number of Internet-based college offerings in education and training.

Objective 28: Coordinate with collegewide information technology (IT) personnel to streamline the single sign-on solution to synchronize desktop user ID's and passwords and to integrate other college systems with the new collegewide portal system.

Goal 9



SG4.3 Develop technology infrastructure to expand education and training opportunities beyond state boundaries.

Objective 29: Work with collegewide IT staff on the expansion of collegewide infrastructure to enhance accessibility and support for current and future web-based course development and delivery.

Objective 30: Work directly with the Dean of Instruction's office to identify instructors and course development opportunities to increase the number of in-house courses being created in 2005.

Goal 10



SG4.4 Maintain a high touch focus on high tech instructional development by providing virtual instructional support and virtual interactive student services.

Objective 31: Continue Technical Services Department support of integration initiatives of technology into the distance learning facilities and the instructional environment (SST4.4, MST4.2).

Objective 32: Provide support mechanisms to instruction to facilitate technology integration in course delivery processes, e.g., television studio "B" will come online in 2005, providing a state-of-the-art video facility to instructors for producing course materials.

Objective 33: All new course material developed through the Audiovisual and Media Services Department will be designed to have the dual purpose of being easily adapted to a web-based online course.

Objective 34: Identify potential synergistic opportunities for increasing support of the Visual Communications Department by researching opportunities for students to gain hands-on experience by working in Delaware Tech-Comcast programming.

Goal 11



SG4.5 Implement the new administrative software system tool to create an interactive college community that optimizes the effectiveness of transactions for students, the use of information by employees, and the efficiency of business practices.

Objective 35: Continue to coordinate with collegewide technology personnel to establish unified support practices to enhance the effectiveness of Blackboard and the portal systems.

Goal 12

Continue to obtain the most technical, state-of-the-art equipment to support current and future technology initiatives.

Objective 36: Continue to coordinate with Administrative Services during the renovation of the Education & Technology Building to ensure technology requirements are met.

Objective 37: Work closely with the Director of Administrative Services and the Chief Public Safety Officer to provide technology solutions where appropriate to meet new safety initiatives.

Promote Organizational Synergy

Goal 13 SG5.1 Develop methods to encourage and sustain innovation.



Objective 38: Provide opportunities and encourage technical staff participation in professional enrichment and development programs (technical conferences, training seminars, and certification programs) in order to remain current in evolving technology (SST6.6).

Goal 14 SG5.2 Improve methods and processes across the institution and benchmark practices with other similar institutions.



Objective 39: Increase internal access to Institutional Advancement functions and services through targeted news releases, TRC-sponsored luncheons, and other seminars.

Objective 40: Streamline the Institutional Advancement concept development process.

Objective 41: Develop and implement Institutional Advancement policy and protocol in conjunction with the Collegewide Institutional Advancement Committee.

Strengthen Fiscal Vitality

Goal 15 SG6.1 Maintain, develop, and strengthen relationships with state government and the business community. Dedicate the resources necessary to enhance, support, and expand the college's institutional advancement efforts.



Objective 42: Research and track additional funding opportunities.

Goal 16 Plan and carry out a variety of programs and events through the Alumni Coordinator in order to obtain and maintain alumni involvement.

Objective 43: Continue to identify ways to make alumni activities self-supporting.

Objective 44: Resume and coordinate the alumni phone-a-thon.

Objective 45: Develop strategies to improve regular communication between the Alumni Coordinator, officers, Alumni Advisory Board, membership, and alumni and to encourage alumni participation in the Terry Campus Alumni Association.

Objective 46: Continue to solicit active membership in the Alumni Association on a regular basis.

Objective 47: Continue to maintain and improve the alumni and friends database to allow easy access and updates by the Alumni Coordinator, and to provide a means for conducting the phone-a-thon.

Objective 48: Strengthen and maintain the alumni website.

Objective 49: Work with the Terry Campus Development Council.

Objective 50 : Plan, coordinate, and implement the first Terry Campus fundraising gala to expand scholarship opportunities and provide for unmet needs of students.

BUSINESS SERVICES DIVISION

MISSION

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

Put Students First

Goal 1



SG2.2 Foster student effectiveness in managing relationships by integrating competencies from the emotional dimension of intelligence in education, training, and services to students.

Objective 1: Conduct a series of focus groups with students to strengthen the relationship between the Financial Aid Office and students.

Goal 2



SG2.3 Improve student retention through a coordinated program of support and academic services.

Objective 2: Provide campus-wide promotion of scholarships available to students and raise awareness of currently enrolled students about the importance of applying early for financial aid.

Objective 3: Expand financial aid funding in order to assist a diverse and increasing student population.

Infuse Technology

Goal 3



SG4.5 Implement the new administrative software system tool to create an interactive college community that optimizes the effectiveness of transactions for students, the use of information by employees, and the efficiency of business practices.

Objective 4: Continue to successfully utilize the administrative software system with enhancements to existing Banner functions and implementation of new functions.

Objective 5: Continue to upgrade Business Office and Financial Aid Office computer equipment and related software to satisfy technical standards required by the Banner System and the U.S. Department of Education.

Objective 6: Provide sufficient and relevant Banner training to staff to maintain knowledge at optimally effective level.

Goal 4



SG4.6 Integrate the college home page with the administrative software system and develop the website as a point of access for prospective students, current students, alumni, employees, and the community for the purpose of exchanging information and conducting transactions related to the college.

Objective 7: Update the bookstore web page to provide better service to the campus community.

Objective 8: Implement the web payment function of the Banner System to provide students with the convenience of online payment of tuition and fees.

Promote Organizational Synergy

Goal 5



SG5.2 Improve methods and processes across the institution and benchmark practices with other similar institutions.

Objective 9: Define and measure performance to determine current levels of productivity in relation to other similar organizations.

Objective 10: Modify current business practices in order to meet or exceed identified benchmarks.

Objective 11: Modify the new point of sale software system in the Bookstore by adding enhancements in order to provide better customer service.

Goal 6



SG5.6 Create new ways to empower college stakeholders and encourage their interaction for effective problem solving and improvement.

Objective 12: Provide more information to the campus community regarding budgeting issues and decisions, and provide opportunities for feedback to improve the process (SST5.5, MST7.3).

Goal 7

Provide students with support beyond classroom instruction.

Objective 13: Remain competitive in an increasingly competitive marketplace using niche marketing, aggressive merchandising, and providing superior customer service in the Bookstore.

Objective 14: Continue to develop and implement a plan for a new or expanded Bookstore facility.

Objective 15: Work to obtain the additional human resources in the Bookstore needed to support growth of technology and training programs.

Objective 16: Provide financial aid training and information to faculty, staff, and administrators.

Objective 17: Monitor compliance with Title IV federal financial aid regulations by reviewing and ensuring implementation and providing deans and directors with updates of changes affecting their divisions.

Strengthen Fiscal Vitality

Goal 8



SG6.6 Establish a process that monitors the college's business practices for continual improvement and cost containment.

Objective 18: Continue to work with the campus Budget Committee to evaluate funding requests and pursue opportunities for resource allocation improvements.

Objective 19: Work closely with fellow campus Business Managers to develop a budgetary process that is similar collegewide.

Objective 20: Work with the other campus Business Managers and Bookstore Managers to improve Bookstore business practices and implement uniform collegewide practices.

Goal 9

Participate in implementation of the new collegewide outcomes assessment model.

Objective 1: Participate at the college and campus level in the implementation of Educational Support Outcomes Assessment (ESOA) initiatives (SST8.3, MST8.2).

CORPORATE & COMMUNITY PROGRAMS

MISSION

The Corporate & Community Program Division provides a broad range of education and training geared to meet specific corporate, front line, and community needs. The division serves its constituency through programs in four main areas: Conferences & Seminars, Community & Continuing Education, Corporate & Contract Training, and Workforce Training. Corporate & Community Programs is the outreach arm of the College, encompassing special projects not available through other instructional areas.

The Conferences & Seminars Unit serves the community by arranging meetings and classes in the campus Corporate Training Center and other campus facilities. This component works with the public and private sector to provide conference services, including event planning and delivery. Many classes and seminars are conducted utilizing the College's distance learning capabilities.

The Community & Continuing Education Unit serves the public by providing short-term classes in 23 learning institutes which are Arts & Crafts, Basic Skills, Business & Sales, Career Enrichment, Community, Computer Technology, Culinary, Culture & International, Environment, Family & Home, Health & Medical, Real Estate, Manufacturing, Management, Personal Enrichment, Safety, Seniors, Sports & Fitness, Travel & Transportation, Women, Youth, and Technical/Mechanical. Class offerings are based on needs and interests identified by county residents. They are advertised in the Course Schedule of credit and non-credit courses, which is published three times a year. Continuing Education programs are open to everyone and offer Continuing Education Units (CEUs) for professional development and career advancement.

The Corporate & Contract Training Unit serves Kent County businesses through designing, developing, and delivering company-specific training. This component works with individual companies to conduct needs assessments and propose training to fulfill the identified needs with the goal of increasing employee productivity. Contract training also serves as a training provider for businesses whose training is funded by another agency, such as the Delaware Economic Development Office or the State Personnel Office. Types of training include technical skills and professional development.

The Workforce Training Unit serves Kent County's unemployed and underemployed residents through developmental programs. This component offers programs that are supported primarily by State and Federal funds. Currently, the Departments of Education fund the Program for Educational Alternatives in Kent County (PEAK) and Upward Bound. The Department of Health and Social Services and the Department of Labor sponsor welfare-to-work initiatives, such as Delaware's A Better Chance welfare reform programs, occupational skills and career exploration programs, and short-term training in a variety of clerical, healthcare, and manufacturing areas (JTPA and Blue Collar). Assistance with continued education and job placement are provided.

Foster Learning

Goal 1



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

Objective 1: In partnership with World Instructor Training School, develop a training program that meets the needs of personal fitness trainers.

Objective 2: Offer after school enrichment classes to students in grades 2-6.

Objective 3: In collaboration with the Delaware Central Chamber of Commerce and The Dover Century Club, conduct four Student Leadership Conferences for high school students in the State of Delaware.

Objective 4: In conjunction with the State Personnel Office, develop and deliver an orientation to online training (E-Learning 101) to State of Delaware employees.

Objective 5: The CareerOneStop Certificate Program will be constructed and delivered as a web-based class through Blackboard.

Objective 6: In partnership with the Department of Education, offer computer classes to High School Business Professionals of America students using the WHEELS mobile classroom.

Goal 2



SG1.5 Incorporate learning outcome assessment methods within each career pathway.

Objective 7: Include portfolio assessment in Core Curriculum Plus, an early childhood program, as part of the certification process.

Objective 8: Include portfolio assessment in the Volunteer Management Certificate course.

Objective 9: Evaluate the effectiveness of the Ed Express programs for the U.S. Department of Education and the Dollar General Foundation (SST5.6, MST5.2).

Goal 3



SG1.7 Support faculty as learning facilitators through well-planned professional development.

Objective 10: Students finishing the Child Care Licensing Program and those finishing the AutoCAD Certificate Course will have the opportunity to transfer their CEU's to credits.

Objective 11: Provide a minimum of two professional development workshops for Educational Training Specialists.

Objective 12: Provide training in Delaware State Standards and academic needs of special needs students for PEAK staff.

Objective 13: Provide at least two professional development opportunities for program instructors.

Objective 14: Evaluate program offerings for the Employee Enrichment Program.

Objective 15: Offer summer and winter in-service workshops with specialized learning opportunities for personnel.

Objective 16: Incorporate individual professional development plans in annual performance evaluations (SST6.6).

Goal 4



SG1.9 Create content and delivery methods to provide students with a multidisciplinary approach to evaluation of information, critical thinking, and creative problem solving.

Objective 17: Use a multimedia approach for instruction in youth and occupational skills programs.

Objective 18: Use blended classes (ACT) to deliver instructional services to corporate customers.

Put Students First

Goal 5



SG2.2 Foster student effectiveness in managing relationships by integrating competencies from the emotional dimension of intelligence in education, training, and services to students.

Objective 19: Deliver comprehensive student advisement in soft skill areas.

Objective 20: Offer guidance in career pathway areas to secure and advance in the workplace.

Objective 21: Use a behavior modification system to improve relationship management among PEAK students.

Objective 22: Administer Myers-Briggs Type Indicator (MBTI) to occupational skills students to improve personal and workplace relationships.

Objective 23: Deliver workshops to employees and students in the areas of Hate Crimes and Conflict Resolution.

Goal 6



SG2.3 Improve student retention through a coordinated program of support and academic services.

Objective 24: Use direct marketing to attract former students.

Objective 25: To attract enrollment, on the last day of class instructors will give a preview of upcoming classes.

Objective 26: Develop a comprehensive strategy for the retention of students in the youth programs.

Target Markets

Goal 7



SG3.1 Use career cluster trend information and analysis to prioritize, develop, and implement timely education/training solutions which respond to learner needs and opportunities.

Objective 27: Faculty will have the opportunity to take the online CareerOneStop Training Course, which will help instructors locate wages and employment trends, occupational requirements, state labor market conditions, and employer contacts nationwide.

Objective 28: Evaluate the effectiveness of the new Retail Management and Skills Program in meeting business needs.

Objective 29: Continue to provide excellent service to established customers and launch a marketing program to reach new business in the tri-state area.

Objective 30: Conduct analyses that focus on the required skill levels, existing skills gaps, and workforce needs of area businesses.

Objective 31: Develop two customized/flexible programs to address work groups and new initiatives that meet a specific company goal.

Objective 32: Develop demonstration tools for hands-on Industrial Electrical and Industrial Mechanical training.

Objective 33: Explore opportunities and partnerships for training needs in Homeland Security.

Goal 8



SG3.2 Strengthen recruitment through the development of a plan for multiple contacts between the college and children, youth, and adults that highlights career exploration and other appropriate services.

Objective 34: Academic summer camps will be available to students in middle and high school grades.

Objective 35: Create a Fifty+ Advisory Board comprised of local community leaders to develop classes for senior citizens.

Goal 9



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

Objective 36: Evaluate the effectiveness of current marketing of and recruitment in Department of Labor programs.

Objective 37: Update the information on the CCP website regularly.

Objective 38: Strengthen current student training evaluation forms to include questions regarding additional training needed by the company.

Objective 39: Devise an electronic system that uses student evaluations to identify, follow-up, and track corporate training areas that may require development.

Infuse Technology

Goal 10 SG4.1 Expand course delivery methods through multiple electronic media.



Objective 40: Require that all staff in CCPF complete Banner training and demonstrate effective use of the Event Management Program.

Objective 41: Computer instruction will be offered on company sites using WHEELS and wireless technology.

Promote Organizational Synergy

Goal 11 SG5.1 Develop methods to encourage and sustain innovation.



Objective 42: Evaluate program offerings in terms of using innovative methods to increase learning.

Objective 43: Establish training clusters and online opportunities that provide a means for smaller businesses to receive training economically.

Goal 12 SG5.2 Improve methods and processes across the institution and benchmark practices with other similar institutions.



Objective 44: Meet with similar non-credit program staff at other campuses to discuss and improve processes and meet contractual goals.

Goal 13 SG5.5 Continue to form strategic alliances and partnerships to further the college's educational mission.



Objective 45: Develop relationships with a minimum of five new employers.

Objective 46: Expand and cultivate ten new business partnerships.

Goal 14 SG5.6 Create new ways to empower college stakeholders and encourage their interaction for effective problem solving and improvement.



Objective 47: Conduct bi-monthly meetings among youth program managers for improved sharing of resources and information.

Objective 48: Conduct regularly scheduled meetings with career pathway experts from major business clusters.

Strengthen Fiscal Vitality

Goal 15



SG6.1 Maintain, develop, and strengthen relationships with state government and the business community.

Objective 49: Continue to provide accurate fiscal and performance reports to state and federal contract managers.

HUMAN RESOURCES DEPARTMENT

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 and external consultants to College employees in the following areas:

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

Goal 1 Participate in implementation of the new collegewide outcomes assessment model.

Objective 1: Participate at the college and campus level in the implementation of Educational Support Outcomes Assessment (ESOA) initiatives (SST8.3, MST8.2).

Promote Organizational Synergy

Goal 2 SG5.2 Improve methods and processes across the institution and benchmark practices with other similar institutions.



Objective 2: Participate with collegewide Human Resources colleagues to review and recommend possible revisions to sections of the Personnel Policy Manual.

Objective 3: Participate with collegewide Human Resources colleagues to develop an effective performance appraisal instrument for Salary Plan B employees. Provide guidance as requested for the development of a Salary Plan A instrument (SST6.1, MST6.2).

Goal 3 Facilitate diversity in the campus workforce.

Objective 4: Facilitate diversity in the campus workforce by ensuring that knowledge of employment opportunities is disseminated to a broad cross-section of the available labor market.

Objective 5: Ensure that the employment needs of the campus are satisfied on a timely basis while complying with all applicable policies and procedures.

Goal 4



SG5.4 Recognize and reward knowledge and skill development by all employees.

Objective 6: Develop and present a different focus with regard to the general campus Employee Enrichment Program. New initiatives will support the campus Diversity Committee.

Objective 7: Update and modify the presentation for new employee orientation. In conjunction with the Office of the President Human Resources staff, develop a new format (CD-Rom) so that sessions may be offered on a more frequent basis.

Goal 5

Ensure efficiency and timeliness in all Human Resources/Payroll Office operations.

Objective 8: Expand knowledge and use of the PHRST system and continue to use available office technology in an efficient and effective manner.

Objective 9: Continue to define and refine the process for transition of the part-time new hire process from the departments into the Human Resources office.

Objective 10: Explore the expansion of office hours to offer evening coverage to meet the needs of part-time employees.

Objective 11: Support all employee constituent groups as needed with regard to accurate implementation and interpretation of college/campus policies.

Objective 12: Ensure that all eligible employees are knowledgeable of benefits programs and enrollment opportunities. Assist with the resolution of any problem, if possible, and complete all tasks related to benefit open enrollment periods on behalf of the Office of the President.

INSTRUCTIONAL DIVISION

MISSION

In response to constantly changing economic and employment realities, the Instructional Division provides market-driven educational programs to meet students' 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, and effective communication competencies are among the competencies addressed in each technology program. The programs also offer clear educational pathways that connect the associate degree to secondary schools and senior institutions.

Foster Learning

Goal 1



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

Objective 1: All (100%) technologies will utilize applied problem-solving components that require critical thinking skills in one or more technology courses.

Objective 2: Existing and/or potential service learning components will be identified as an optional course component for 30% of technologies.

Objective 3: Fifty percent (50%) of technologies will incorporate activities that teach students to understand multiple perspectives and effective functions in diverse groups.

Objective 4: Alternative course schedules (Saturday morning, late afternoon, weekend, etc.) will be utilized in all (100%) technologies.

Objective 5: Work with the other Delaware Technical & Community College campuses and with the Division of Libraries to foster collaborative relationships that maximize the use of Library resources and services across the college. (MST3.3).

Objective 6: Develop a Biotech credit option including required course and lab components.

Goal 2



SG 1.2 Implement an electronic instructional management system that is based on learner competencies and that is accessible to all faculty to facilitate program development, articulation, and student assessment.

Objective 7: All (100%) technologies will provide and/or enter data into planning and assessment databases to the extent that the databases are operational.

Goal 3



SG 1.4 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: A minimum of three instructional/non-credit pathways will be developed and approved (SST2.1, MST2.1).

Objective 9: Campus technologies will assist with a minimum of two new articulations with senior institutions and with one or more re-articulation agreements (SST2.1, MST2.1).

Goal 4



SG1.5 Incorporate learning outcome assessment methods within each career pathway.

Objective 10: All (100%) technologies will work with the SLOA coordinator and committee to conduct a minimum of one outcome assessment for every program within the technology (SST2.2, MST2.3, MST2.4).

Objective 11: Library/classroom faculty will collaborate to strengthen the outcomes assessment component of information literacy instruction (MST3.4)

Objective 12: All (100%) technology programs will develop and implement improvement plans as identified in Objective 10 above (MST8.1).

Objective 13: Pending collegewide implementation, program reviews will be reinstated with a minimum of one technology program completing this process in 2005 (SST2.3, MST6.3).

Objective 14: Pending collegewide implementation of the program review process, an information/training workshop will be conducted to inform and involve all faculty (SST2.3, MST2.2, MST6.3).

Goal 5



SG1.7 Support faculty as learning facilitators through well-planned professional development.

Objective 15: All (100%) of new faculty will complete the Basic Educational Technology Certificate (ETC) Program.

Objective 16: A minimum of six faculty will enroll in one or more advanced ETC courses and four faculty will complete the entire Advanced ETC Program.

Objective 17: Sixty percent (60%) of adjunct faculty will attend the August adjunct faculty annual in-service.

Objective 18: Eighty percent (80%) of full-time faculty will participate in at least one approved professional development activity.

Objective 19: Seventy-five percent (75%) of technologies will have a minimum of one faculty member attend a professional conference.

Objective 20: The Teaching Resource Center (TRC) and/or Instructional Division will offer a minimum of four training workshops that address best practices in instructional methodologies.

Objective 21: A plan for the evaluation of all part-time faculty will be developed (MST6.1).

Goal 6



SG1.8 Provide the facilities and equipment necessary to support a learning-centered, innovative college community.

Objective 22: A minimum of three classrooms will be renovated and refurnished.

Objective 23: All existing media carts will be evaluated to ensure that the equipment is sufficient to support current technology demands. Upgrades will be made as necessary.

Objective 24: The new science lab will be completed and equipped so that classes can be scheduled and offered no later than spring 2005.

Objective 25: The library will begin renovations to include solutions to minimize external noise distractions and to provide space for dedicated quiet study areas (MS3.1).

Objective 26: Priorities to increase the library print collection will be identified. A minimum increase of 5% per year for five years to sustain the priorities will be reflected in the annual Instructional Division budget request (SST3.1, MST3.2).

Goal 7



SG1.9 Create content and delivery methods to provide students with a multidisciplinary approach to evaluation of information, critical thinking, and creative problem solving.

Objective 27: Fifty percent (50%) of technologies will utilize the ENG 121 rubric in one or more courses that require a writing component. This will be a pilot/precursor to a future Writing Across the Curriculum initiative.

Put Students First

Goal 8



SG2.2 Foster student effectiveness in managing relationships by integrating competencies from the emotional dimension of intelligence in education, training, and services to students.

Objective 28: All (100%) technologies will include a competency from the emotional dimension of intelligence in one or more technology-specific course (e.g., ability to work effectively in a team, interpersonal skill development, etc.).

Goal 9 SG2.3 Improve student retention through a coordinated program of support and academic services.



Objective 29: Seventy-five percent (75%) of faculty advisors will attend an Instructional Division workshop on “Best Practices in Advisement to Increase Retention.”

Objective 30: Best practices for in-depth advisement for students considering distance formats for the first time will be researched and discussed in faculty focus groups (SST4.5).

Target Markets

Goal 10 SG3.1 Use career cluster trend information and analysis to prioritize, develop, and implement timely education/training solutions which respond to learner needs and opportunities.



Objective 31: All (100%) technologies will identify any/all over-subscribed and/or low enrollment programs within the technology and develop a plan to respond to learner needs and opportunities within fiscally responsible boundaries. Plans will include cross-program marketing, recruitment, instructor scheduling, and seamless pathways as appropriate.

Objective 32: With input from advisory boards, a minimum of 20% of technologies will establish certificate/diploma options.

Goal 11 SG3.2 Strengthen recruitment through the development of a plan for multiple contacts between the College and children, youth, and adults that highlights career exploration and other appropriate services.



Objective 33: All (100%) technologies will participate in a minimum of one high school recruitment effort, either on campus or on site. Video presentation and/or activity components will be utilized in each recruitment visit.

Infuse Technology

Goal 12 SG4.1 Expand course delivery methods through multiple electronic media.



Objective 34: All (100%) technologies will integrate a minimum of one type of electronic media delivery into every course (e.g., PowerPoint, Blackboard, web-based assignments, smart room, etc.).

Goal 13 SG 4.2 Increase student access by expanding electronic communication in on-site courses and increasing the number of Internet-based college offerings in education and training.



Objective 35: All (100%) full-time faculty and a minimum of 50% adjunct faculty in all technologies will utilize Blackboard as a component of every course.

Objective 36: A minimum of two distance education courses (online, CD, telecourse) will be developed; five will be reviewed and, if appropriate, will be revised; and four or more additional sections of existing distance education courses will be offered (SST4.4, MST4.2).

Objective 37: A minimum of 25% of technologies will develop one or more distributed courses.

Objective 38: The Instructional Division will identify a cohort of at least ten dedicated online adjunct instructors across technologies and train and prepare them to teach online courses based on best instruction practices methodology.

Promote Organizational Synergy

Goal 14



SG5.3 Develop processes to integrate planning, resource development, and marketing for increased effectiveness.

Objective 39: The Instructional Division will revise and communicate its internal planning, budgeting, and marketing processes so that all components are easily understood, implemented, and integrated by 50% of department chairpersons.

Objective 40: The Dean of Instruction will communicate the 2005 divisional budget and operational plan to all full-time faculty through a dedicated portion of August in-service (SST5.5).

Goal 15



SG5.4 Recognize and reward knowledge and skill development by all employees.

Objective 41: Faculty accomplishments and development will be recognized monthly through multiple sources to include campus and college publications, the instructional showcase, and individual certificates and cards of recognition.

Goal 16



SG5.6 Create new ways to empower college stakeholders and encourage their interaction for effective problem solving and improvement.

Objective 42: An evaluation tool for adjunct faculty will be developed and implemented to evaluate all adjunct faculty in spring 2005.

Objective 43: As a component of the August in-service, the Dean of Instruction will communicate to all full-time and adjunct faculty the assessment of learning outcomes and resulting strategies for improvement in learning processes, environment, and instructional strategies (SST5.3, MST5.2).

Strengthen Fiscal Vitality

Goal 17



SG6.3 Develop business plans focused on the changing methods in the way education is delivered by the college and the potential impact on revenues and expenses.

Objective 44: A minimum of three grants will be approved and submitted in an effort to secure additional revenues for instructional initiatives.

Goal 18



SG6.5 Establish a process that monitor's the college's business practices for continual improvement and cost containment.

Objective 45: The Instructional Division will utilize the results of the 2004-2005 SLOA plans to formulate its operational plan and budget for FY 06.

Goal 19



SG6.6 Develop avenues and sources of funding to facilitate professional development.

Objective 46: A minimum of one grant proposal will be approved and submitted in an effort to seek sources of funding to facilitate the professional development of adjunct faculty (SST6.7).

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.

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 to promote community. We create a friendly and accessible college environment that helps students set and train for realistic career goals, while fostering understanding of a diverse student population.

The Division is committed to providing continuous services in the following functional areas:

1. Academic Support Services
2. Admissions and Assessment
3. Adult Student Support Services
4. Athletics
5. Career Counseling
6. Counseling
7. Distance Learning and Electronic Campus Support Services
8. First-Year Student Success Courses and College Readiness Programming
9. Foreign Student Services and Support
10. Health Services
11. Peer Support
12. Placement Services
13. Recruitment
14. Registration
15. Student Activities, Clubs, and Organizations
16. Students with Special Needs Support Services
17. Transfer Counseling
18. Veterans Affairs
19. Women's Center Support Services

Put Students First

Goal 1



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

Objective 1: Implement the ESOA Assessment Model within each unit of the Student Services Division (SST5.3, MST5.2, MST1.4).

Objective 2: Increase student use of Career Center services.

Objective 3: Evaluate the current use of counseling resources for their most effective and efficient use (SST1.1)

Objective 4: Explore the possibility of converting the Student Government Association to a Student Activities Board in order to expand opportunities for students to participate in both on and off-campus activities (SST1.6).

Goal 2



SG2.3 Improve student retention through a coordinated program of support and academic services.

Objective 5: Develop components of a Student Services Outcomes Assessment Plan for Admissions and the Assessment/Career Center that will effectively evaluate programs and services in those departments (MST1.4).

Objective 6: Offer training to students on the use of Banner Web, Web Mail, and Blackboard, and utilize Blackboard as much as possible for class assignments and activities.

Goal 3



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

Objective 7: Provide increased opportunities for students to access assessment, placement, tutoring, and other online services (MST1.2).

Objective 8: Implement document imaging of student records within the Admissions and Records offices.

Goal 4



SG2.5 Develop a system to maximize the effectiveness of core Student Services.

Objective 9: Develop a tracking system to measure the impact of tutoring services (SST1.4).

Target Markets

Goal 5



SG3.2 Strengthen recruitment through the development of a plan for multiple contacts between the college and children, youth and adults that highlights career exploration and other appropriate services.

Objective 10: Conduct high school open houses at the Terry Campus.

Goal 6



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

Objective 11: Implement and utilize the Banner Recruitment Module prospective student information report programs.

Goal 7



SG3.4 Utilize the Internet to market the college's image, products, and services.

Objective 12: Provide prospective student information and admissions packet on CD-Rom.

Objective 13: The collegewide Student Services Foreign Student website will be expanded to include links such as <http://uscis.gov/graphics/index.htm>, which is for the United States Citizenship and Immigration Services. This website provides information on immigration forms, fees, and other pertinent information for foreign students in general.

Infuse Technology

Goal 8



SG4.4 Maintain a high touch focus on high tech instructional development by providing virtual instructional support and virtual interactive student services.

Objective 14: Provide an interactive online program for students and employers that enables students to post their résumés online, employers to post their jobs online, and employers and students to search jobs and résumés online.

Goal 9



SG4.5 Implement the new administrative software 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 15: Continue to explore and implement more efficient business practices and transactions for students.

Promote Organizational Synergy

Goal 10



SG5.5 Continue to form strategic alliances and partnerships to further the college's educational mission.

Objective 16: Collaborate with administration and staff collegewide to ensure best practices for services to students.