

Delaware Technical & Community College

Fiscal Year 2009 Achievement Report

Prepared by

Office of Collegewide Planning and Assessment

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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 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 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. An educational leader in fields that address increased workforce needs: biotechnology, health careers, financial services, and entrepreneurship.
5. A leading partner in state, national, and international initiatives which enhance educational opportunities and improve the economic viability of Delaware.
6. The first choice of students seeking a quality education that is accessible and affordable.

COLLEGE STRATEGIC DIRECTIONS

Promote Flexibility

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

Enhance Responsiveness

Enhance responsiveness to emerging economic development opportunities and workforce needs and create streamlined processes to provide timely, innovative solutions.

Strengthen Resources

Strengthen the revenue structure and resources to sustain and expand comprehensive programs and services for students.

Foster Relationships

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

Maximize Technology

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

Embrace Accountability

Embrace accountability to promote excellence in instruction, student services and every facet of operations to enhance student learning and the learning environment.

COLLEGE AGENDA

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

- Launch the next cycle of accreditation by positioning the College at every level to demonstrate deep understanding and exceptional performance of the Characteristics of Excellence in Higher Education from the Middle States Commission on Higher Education.
- Evaluate progress and take action to achieve the College Vision.
- Foster student retention through use of the Community College Survey of Student Engagement data to implement new engagement and advisement strategies.
- Enhance learning experiences for students through new instructional approaches and expanded International Education opportunities across the world.
- Through a collaborative process, identify the institution's critical effectiveness indicators and establish the appropriate venue to provide transparency to the public.
- Promote efforts to acquire a stable capital revenue source which will allow the College to remain open access and respond to the workforce needs of business and industry with new programs.
- Communicate priorities and next steps in every division to advance the College's Strategic Directions to promote flexibility, enhance responsiveness, strengthen resources, foster relationships, maximize technology, and embrace accountability.
- Increase the availability of data for communication and decision-making through data management systems.
- Maintain public safety by vigilantly monitoring the environment and enhancing prevention and response strategies.



**ACADEMIC AFFAIRS
MATRIX AREA**

ARTICULATION DIVISION

Goal 1 Utilize College articulation agreements to strengthen enrollment in degree-granting programs.

Objective 1 (SD Enhance Responsiveness) In response to CCSSE survey results (Question #13j), develop information sheets about the Transfer of Credit Matrix and articulation agreements and present them to faculty advisors in at least two of the more highly subscribed technology areas.

Achievement A transfer guide was developed for Nursing and Criminal Justice. Basic terms and definitions, guidelines, and web addresses are included along with specific information about connected degrees for the Nursing and Criminal Justice programs. This information is available to students, academic advisors, and counselors.

Goal 2 In collaboration with the Office of Institutional Research and articulation partner institutions, develop a Student Success Tracking System.

Objective 2.1 Work with at least one additional senior institution to establish data collection and a reporting mechanism to determine connected degree graduate success after transfer.

Achievement A process to acquire data on the academic success of graduates who transfer into Connected Degree programs at Wilmington University has been established and approved. Graduates who sign a consent to release information will be matched with National Student Clearinghouse data, and academic data will be requested only for those graduates who actually transferred to Wilmington University. The data for the Class of 2009 is to be collected in 2010 after a one year adjustment period at the senior institution.

Goal 3 Establish a comprehensive dual enrollment program between the College and Delaware high schools.

Objective 3.1 (SD Foster Relationships) Pilot the dual enrollment process with at least one school district.

Achievement Expanded guidelines for dual enrollment were approved this year to facilitate more dual enrollment/dual credit opportunities for college-ready high school students, including a new alternative in which qualified high school teachers function as Delaware Tech adjuncts and teach college courses in the high school setting. School districts in all three counties are collaborating with the Deans of Instruction to offer college courses in the high school, pending budget support.

Goal 4 Expand the range of degree-granting programs for which there are articulation agreements with partner institutions.

Objective 4.1 Evaluate a new process to facilitate the development and revision of articulation agreements using a block transfer approach.

Achievement A review of the process for completing and signing the formal signature documents for articulation agreements was carried out by the College. A new block articulation agreement process with a new document template was established that retains the analysis of course competencies and learning outcomes, but streamlines the documentation. The template includes multiple agreements within one signature document, creating a more effective review and signing process for senior administrators as well as for faculty.

Goal 5 Improve the process for updating the Transfer of Credit Matrix.

Objective 5.1 (SD Maximize Technology) With input from DIET, evaluate at least one software solution for updating the Transfer Matrix on an annual basis.

Achievement In collaboration with DIET, commercial software products were considered including Academy One's Course Atlas and College Transfer. Due to expense (\$25,000 per year per partner institution), the College is exploring additional options. Toward that end, the Articulation Coordinator is

working on the development of a transfer matrix system with the P-20 Council's Transfer Matrix Subcommittee.

CORPORATE & COMMUNITY PROGRAMS DIVISION

Goal 1 Enable the College to become the “provider of choice” for professional development and personal enrichment opportunities.

Objective 1.1 (SD Enhance Responsiveness) Offer the programs/courses at new campus locations that were identified for replication in FY08.

Achievement The Division of Vocational Rehabilitation Student Support project was replicated at the Owens Campus in the fall 2008 semester. The Communities in Schools project was replicated at the Owens Campus in the spring 2009 semester. A Polysomnographer Trainee program was established at the Owens and Terry campuses and is planned for replication at the Stanton/Wilmington Campus in the fall 2009 semester. Stanton/Wilmington Campus is replicating the Math Mania Camp held previously at Terry.

Objective 1.2 (SD Strengthen Resources) Collaborate with the Assistant Vice President for Educational Support to establish a structure and approval process for international non-credit contract training projects, including budgets.

Achievement The College’s International Education Office and the Owens Campus piloted a project development and approval process for international contract training with Chemonics. The Campus submitted a proposal for part of the contract, project deliverables were clearly identified, and an operational budget for the Campus as well as the International Education Office was approved. This structure will guide future international contract training development.

Goal 2 Develop a comprehensive and integrated approach to a “continuum of lifelong learning” from youth through adulthood.

Objective 2.1 (SD Strengthen Resources) Work with Institutional Advancement to expand grants and scholarships for youth programs.

Achievement In addition to the Pepsi Scholarships, scholarship requests were made to Gannett Foundation and AstraZeneca. The Gannett and Robins Foundations did not award funds to Corporate and Community Programs (CCP) for summer 2009; however, the foundations encouraged reapplication for 2010.

Goal 3 Develop mechanisms to promote access to CCP programs.

Objective 3.1 (SD Maximize Technology) Research and compile information from other community colleges that offer web registration and payment for non-credit courses.

Achievement Information on non-credit web registration and payment systems was reviewed, including commercial applications, Learning Resource Network (LERN) recommendations, and various community college approaches such as those used by the Connecticut Community College System, Montgomery College (MD), and Catonsville Community College (MD). This information helped the CCP Division consider advantages and disadvantages of the alternative systems.

Objective 3.2 (SD Maximize Technology) In conjunction with DIET, determine viable solutions and an action plan for adding web payment as a non-credit tuition payment option for Delaware Tech.

Achievement Based on a review of DIET's adaptation of Banner for non-credit registration, it was determined that the multiple screens did not provide a user-friendly web registration and payment system for CCP students. Commercial alternatives were reviewed, and Xenegrade has been selected for implementation in FY 10.

INSTRUCTION DIVISION

Goal 1 Provide leadership for development and implementation of program review.

Objective 1.1 (SD Embrace Accountability) Identify improvements for implementation based on program review of designated programs.

Achievement Thirteen programs conducted review in accordance with the established cycle and improvement actions were identified in fall 2008 for FY 10 implementation. The following recommendations resulting from the FY 08 program reviews were implemented and/or approved for action: The Automotive program (Owens) will identify funding sources to include hybrid and new technology; Computer Network Engineering will strengthen curriculum requirements and graduate competencies; Heating Ventilation and Air Conditioning (Stanton/Wilmington Campus) will select and implement specific strategies to increase employment; Refrigeration, Heating and Air Conditioning (Owens) will select and implement specific strategies to include alternative energy content; Paralegal program will work with the advisory boards to improve student enrollment and graduation; Occupational Therapy Assistant will implement strategies to strengthen employment opportunities; and the Applied Agriculture Technology curricula was restructured for greater efficiency and implemented strategies to improve enrollment.

Goal 2 Enhance labor market responsiveness in the context of rapidly changing conditions.

Objective 2.1 (SD Enhance Responsiveness) Research and identify new strategies to increase the College's capacity to quickly create new educational offerings that respond to economic development opportunities and workforce needs.

Achievement A strategy was implemented to identify educational programs by enrollment and job demand, which included analysis of Delaware Department of Labor and national statistics, information from advisory committees, and information from other program stakeholders. A comprehensive jobs plan was created that includes existing educational programs that could be expanded and new programs that could be developed. Both would connect more Delawareans to jobs still available in the current economy and new jobs in emerging fields. In addition, the Deans of Instruction read and carefully reviewed the literature on labor market responsiveness to identify best practices and effective strategies the College could adopt. Labor market responsiveness was integrated into the revised College Mission Statement.

Goal 3 Promote alternative instructional delivery strategies that meet the diverse needs of students and leverage College resources.

Objective 3.1 **(SD Promote Flexibility) Explore alternative delivery strategies which have been successful at other community colleges in increasing student access and recommend a Delaware Tech pilot, as appropriate.**

Achievement Alternative delivery strategies implemented include expanded online courses, training for faculty to incorporate WIMBA into course delivery, and training for faculty to build service learning into courses. Terry Campus piloted a two-week course between traditional terms (May 12 to May 28) to assist students with a “S” grade in mathematics to complete the course(s). Additionally, in follow-up to the August 2008 College In-Service and September 2008 Board of Trustees’ Workshop, a Generational Task Force researched and submitted recommendations for customization of learning. These recommendations are scheduled for review/action by President’s Council and the Board of Trustees in fall 2009.

Goal 4 Enhance the College’s national recognition for excellence.

Objective 4.1 (SD Embrace Accountability) Promote faculty and program recognition for excellence through awards, approved national conference presentations, publications, and new program accreditations.

Achievement Each campus promoted faculty recognition which was exemplified by achievement in program accreditation and re-accreditation, including the Paralegal program by the American Bar Association; the Veterinary Technology program by the American Veterinary Medical Association; and the Radiologic Technology program by the Joint Review Committee on Education in Radiologic Technology. College faculty were also recognized by appointments to a variety of boards and councils, such as the Executive Board for National Association of Community Colleges in Teacher Education Preparation, the Board of Trustees for the University of Delaware, and the Governor’s Advisory Council for Hispanic Affairs.

Objective 4.2 (SD Embrace Accountability) Publicize three national awards’ criteria and application processes to encourage submissions.

Achievement The Deans of Instruction with faculty input comprehensively reviewed award possibilities and, as a result, an application was submitted for the Council for Higher Education Accreditation’s student learning outcomes assessment award. The College was selected as one of the two national award winners.

Goal 5 Enhance teaching effectiveness.

Objective 5.1 (SD Embrace Accountability) Update the guidelines and template for syllabus construction and revision and offer workshops for faculty.

Achievement Updated guidelines and a template for syllabi will be finalized in June, and faculty workshops will be provided through the New Faculty Development Program and campus Teaching Resource Centers in fall 2009.

Objective 5.2 (SD Embrace Accountability, SD Promote Flexibility) Provide workshops that strengthen faculty’s

appreciation of and ability to use instructional strategies that engage diverse learners.

Achievement A new campus diversity committee developed a website with resources for faculty and staff, sponsored diversity events during the academic year, and provided faculty/staff training on infusion of diversity within coursework to over 75 faculty/staff in attendance.

Goal 6 Establish and implement a model for the comprehensive assessment of the general education student learning goals, “Core Curriculum Competencies.”

Objective 6.1 (SD Embrace Accountability) Implement the second year of the six-year cycle of program level assessment of all the Core Curriculum Competencies.

Achievement Following the schedule established in the Integrated General Education Instruction and Assessment Model, technology faculty collaborated for a second year with general education faculty to assess one or more of the Core Curriculum Competencies. In addition, programs continued to identify opportunities to integrate general education instruction and assessment throughout their curricula.

Goal 7 Implement annual student learning outcomes assessment (SLOA) and educational support outcomes assessment (ESOA) of distance education and implement appropriate planning actions.

Objective 7.1 (SD Embrace Accountability) Implement annual assessment of e-learning outcomes across different distance and on-ground delivery modalities.

Achievement E-learning assessment was successfully conducted for the second year in accordance with the E-Learning Assessment Model and will continue annually as part of the College’s SLOA and ESOA processes. This year, E-Learning assessment continued the focus on evaluating the equity of student outcomes among courses offered in different instructional modalities (telecourse, online, and on-ground courses). A Criminal Justice Technology Chairperson collaborated with the Assessment Coordinator to assess student learning outcomes in

Juvenile Justice (CRJ 224) in online, telecourse, and on-ground instructional modalities. For the second year, a records analysis was conducted to compare prerequisite course modalities and student success in the next sequential course, and a sample of courses was selected from each format to ensure course learning goals were made available to students in all modalities. Educational support assessment was also conducted to evaluate the “down time” of electronic media and systems to ensure adequate availability and access of course materials to students.

Objective 7.2 (SD Embrace Accountability) Provide faculty workshops on the e-learning assessment model.

Achievement Faculty workshops were initially provided in FY 08 at all campuses. This year a Collegewide workshop was not provided due to the vacancy in the E-Learning Director position. However, campus review of the E-learning assessment model was done through activities such as department chairperson meetings and presentations at the annual campus learning and/or assessment expos.

Goal 8 Provide a learning environment that encourages student engagement and promotes retention.

Objective 8.1 (SD Embrace Accountability, SD Promote Flexibility) Implement recommendations from the Collegewide Retention Committee in follow-up to FY08 achievements, including development of a new model to strengthen academic advisement.

Achievement Recommendations being implemented this year include a streamlined admissions process and a new advisement model based on the philosophy that advisement is teaching. To implement these initiatives, the following actions have been taken: 1) advisement centers are being activated on each campus to provide new students with immediate help to begin their education by providing both initial information on how to navigate procedures and register for courses as well as on-going information and logistical support for all students; 2) counselors’ roles are

being revised to make use of their expertise in student development and to integrate them into program advisement teams; 3) an electronic infrastructure is being finalized to enable the development of a customized educational plan for each student, which will be routinely updated by the advisor during the student's educational process, to serve as a guide to goal completion for the student; and 4) procedures for intrusive advisement strategies for use by the advisement teams are being identified.

Objective 8.2 Increase student participation in diversity activities through coursework.

Achievement

The campuses implemented a variety of means to encourage student participation through their coursework and in activities that promote understanding of diversity. Infusion of diversity content in curricula, such as clinical and internship experiences, provided learning experiences on diverse cultures; debates and mock trials were used to expose students to diverse viewpoints; collaborative course assignments were used to promote interactions with peers of diverse backgrounds and help students develop skills in communicating and interacting with those different from themselves; and cultural activities on the campuses were included as part of course assignments. In addition, increased collaboration between English as Second Language courses and technology courses (Occupational Therapy Assistant, Physical Therapy Assistant, and Human Services) were incorporated to promote a mutual understanding about different cultures' perspectives on issues such as aging, healthcare, and death. Study abroad experiences/courses to places with diverse cultures such as Scotland, Vietnam, Turkey and Mexico were offered to students and led by faculty/administrator.

Objective 8.3 Increase collaborative learning projects in instruction.

Achievement

Collaborative learning activities were emphasized this year including: 1) a Critical Reading & Thinking collaborative career project for which students are

grouped by program major to research a career in their field and develop a presentation on the “Past, Present & Future” of that career; 2) a Student Support Services course assignment for students to form “Permanent Peer Groups” to work together to investigate and solve challenges presented by the instructor; 3) Automotive Technology program students collaborate to solve real-life scenarios in the automotive lab; and 4) Computer information Systems - Analysis and Design students work in groups to design and present a system they have developed. In addition, the Engineering Technology programs continue to expand, refine and incorporate group work and capstone team projects into numerous courses and all Engineering programs of study, and all Applied Agriculture programs now require students to complete a cooperative work experience course.

Objective 8.4 Provide workshops for department chairpersons and faculty on service learning.

Achievement The Assistant Vice President for Educational Support conducted Service Learning workshops for department chairpersons at all the campuses, as well as a faculty workshop at Owens Campus. In response to faculty interest, guidelines and procedures to expand and integrate new service learning opportunities into courses will be developed and implemented in FY 10.

Goal 9 Enhance teaching and learning through the use of educational technology.

Objective 9.1 (SD Maximize Technology) Increase the use of educational technology to support real world application and scenario-based learning.

Achievement All the campuses increased the use of educational technology to support the application of learning to real world problems and scenarios. Examples include the use of blogs, Wikis, and program-specific educational technology as follows: 1) Applied Agriculture students’ use GPS devices; 2) Automotive technology courses use real world scenarios by incorporating computer-based learning into automotive labs; 3) Computer Information Systems

students write computer programs that mirror applications from industry and apply what they have learned to real work scenarios; 4) Criminal Justice students utilize the Delaware Justice Information System (DELJIS) database and the Los Angeles Police Department Crime Mapping System; 5) all education majors must complete the Introductory Educational Technology Certificate that requires application of technology to teaching; 6) Communication students use technology to produce advertisements, web pages and video news stories; 7) Engineering Technology students use 3-D and parametric design software, CD & web-based engineering and design resources, and computerized data acquisition and fabrication equipment; 8) Radiologic Technology students use an energized lab in real world application and scenario-based learning; 9) Respiratory Care students use simulation software and a SimMan to enhance their scenario-based learning experiences; and 10) Heating, Refrigeration and Air-Conditioning students use simulation software to conduct system troubleshooting.

Objective 9.2

(SD Maximize Technology) Increase faculty instructional use of BlackBoard to 100 percent.

Achievement

The Deans of Instruction facilitated the increased use of Blackboard by full time and adjunct instructors by encouraging Department Chairpersons to incorporate its instructional use in all courses and by providing faculty with resources and workshops on Blackboard via the Teaching Resource/E-Learning Centers. However, due to the Director of E-Learning position vacancy, ensuring 100% use has been deferred until FY 10.

Objective 9.3

(SD Maximize Technology) Implement the new ETC curricula.

Achievement

Revision of the existing and creation of a new curriculum has been not been completed due to the Director of E-Learning position vacancy. This position is expected to be filled in FY 10.

Goal 10 Strengthen curricular requirements and procedures to support program development, program effectiveness, and efficiency of operations.

Objective 10.1 (SD Enhance Responsiveness) Revise the program development model to streamline and simplify.

Achievement The program development model was revised to include revisions to the data required for review, including simplification and alignment to the new annual report that provide programs with data and statistical analysis on enrollment, retention, graduation and job placement.

INSTITUTIONAL RESEARCH DIVISION

- Goal 1 Establish a long-term College data repository.
- Objective 1.1 (SD Maximize Technology) Install Phase II repository data for awards for the past ten years to coincide with enrollment data stored for repository.**
- Achievement Data for eight out of the last ten years have been extracted and stored on a central file location. Ten years of data will be available by FY11.
- Goal 2 Establish a comprehensive Collegewide information retrieval and reporting system that will be capable of providing access to key College data and responding to specialized data queries.
- Objective 2.1 (SD Maximize Technology) Enhance the web presence for Institutional Research with expanded reports and use of a web reporting tool if technology is available.**
- Achievement Web presence progress has been delayed due to budgetary constraints. However, notable advancements to increase access to reports include the implementation of a new online Collegewide report request system and the complete review and revision of current reporting databases to increase internal access to live reports.
- Objective 2.2 Publish a calendar of annual reports that identifies reporting priorities, timelines, and responsibility for College and associated campus responses to report requests.**
- Achievement A baseline calendar has been created and is continuously being updated based on new reporting demands.
- Objective 2.3 (SD Embrace Accountability) Provide annual reports on a new timeline to support the College's transparency of critical effectiveness indicators.**
- Achievement Initial retention and graduation data based on new cohort definitions have been provided to aid in the determination

of institutional research related critical effectiveness indicators.

Goal 3 Comply with new federal reporting requirements.

Objective 3.1 Collaborate with DIET, Human Resources, and Students Services to develop an approach to collect race data from employees and students under the revised race codes required by the U.S. Department of Education.

Achievement Planning took place with DIET and Student Services to prepare for the new race/ethnicity code collection. Admissions has updated the paper application to reflect the new race/ethnicity questions which will be printed July 1. Registrars have adjusted their registration forms to include the new race/ethnicity questions, which will be completed by current students during summer and fall semester 2009 registration. Human Resources is changing the Employment Data Record page of the employment application to reflect the new categories and will re-survey current employees.

Objective 3.2 Develop a new set of race codes and system changes (mapping old codes to new codes) in the College information system (Banner).

Achievement New race codes were developed and are currently active in Banner.

Objective 3.3 Develop an instrument to collect race information from current employees and students that is integrated within the College information system (Banner).

Achievement Admissions application, campus registration forms, and BannerWeb are the collection instruments. Current employees will be re-surveyed and information stored in Excel spreadsheets for future input into the Payroll/Human Resources Statewide Technology (PHRST) System once it is updated to accept the revised race codes.

Objective 3.4 **Conduct Collegewide race data collection using the revised race codes from all current employees and students.**

Achievement Current students will be prompted to update their race/ethnicity information every time they log in until they update their information. Institutional Research will evaluate how long to keep the survey open once a response rate has been calculated. New applicants will be questioned by July 1.

Goal 4 Improve College data collection and reporting.

Objective 4.1 **(SD Embrace Accountability) Revise the graduate placement survey to clarify which employed graduates seek employment in the career field and which do not to improve the accuracy of job placement assessment.**

Achievement A new survey was created and approved by the Vice President of Academic Affairs, the Deans of Instruction, and the Deans of Student Services. Every attempt was made to simplify the survey and reduce invalid responses from the students. A new database to collect this information will be developed in the summer by the Director of Institutional Research and the college data managers. The success of the new survey will be evaluated in FY10.

INTERNATIONAL EDUCATION DIVISION

Goal 1 Develop and achieve short-term faculty exchange programs.

**Objective 1.1 (SD Foster Relationships, SD Strengthen Resources)
Operate two different faculty exchange programs.**

Achievement The International Education Office hosted two international exchanges. In August 2009, four Russian faculty members (plus students) visited the Owens Campus. A second exchange program was offered in October for Turkish faculty and members of the Turkish Higher Education Commission. The visit was organized in conjunction with the State Department and representatives from Community Colleges for International Development.

Goal 2 Expand study abroad programs.

**Objective 2.1 (SD Foster Relationships, SD Promote Flexibility)
Develop and offer three new student study abroad programs.**

Achievement The International Education Coordinators developed and offered three new study abroad programs to Russia, Ecuador, and Vietnam. The Ecuador trip was canceled due to low student enrollment, but it will be offered next year. The Russia trip was changed from a study abroad trip to a student exchange opportunity. To combat the high price of the Russian study abroad trip, four students were given the opportunity to present at a student conference at the University of Moscow. In exchange for presenting, they were given scholarships and free housing. The Vietnam trip was offered in conjunction with Elizabethtown College, and one DTCC faculty and four students attended.

Goal 3 Develop and operate a study tour program for foreign visitors.

	Objective 3.1	(SD Foster Relationships) Develop a study tour program in the United States for foreign students, faculty, staff, and/or administrators.
	Achievement	The International Education Office did not pursue this goal.
Goal 4	Improve coordination among faculty, staff, and students who are involved with international activities.	
	Objective 4.1	(SD Foster Relationships, SD Strengthen Resources) Identify mutual projects to support international activities among international/diversity clubs and committees and ESL departments.
	Achievement	The Wilmington and Stanton International Education Coordinators sponsored three cultural tours. The Coordinators, in conjunction with the International and Diversity Clubs, organized fall and spring semester trips to New York City and a spring semester trip to Washington, D.C.
Goal 5	Strengthen the process to develop and secure international projects.	
	Objective 5.1	(SD Foster Relationships, SD Strengthen Resources) Develop a vision statement and selection criteria for international technical assistance provided through grants and contracts.
	Achievement	A vision statement for international technical assistance and selection criteria were drafted to strengthen the process to develop and secure international projects. This will be implemented in FY10.
	Objective 5.2	(SD Foster Relationships, SD Strengthen Resources) Develop Collegewide procedures for communicating, initiating, developing, reviewing, and securing approval for the submission of international grants and contracts.
	Achievement	Collegewide procedures for initiating, communicating, and securing approval for the submission of international contracts were drafted and successfully piloted by the

International Education Office and the Owens Campus with the Chemonics contract.

Objective 5.3 (SD Enhance Responsiveness, SD Foster Relationships, SD Strengthen Resources) Develop international contract templates for use in responding to requests for proposals.

Achievement International contract templates were developed for use in responding to requests for proposals. In order to increase the efficiency of contract delivery, the College is concentrating on forming partnerships with major international development companies and non-governmental organizations. These groups have the extensive infrastructure to support requests for proposals and monitoring requirements.

Objective 5.4 (SD Enhance Responsiveness, SD Strengthen Resources) Research, write, and submit five expressions of intent or proposals to provide international training and assistance.

Achievement To promote international training and assistance, tours of Environmental Training Center and briefings for foreign delegations were provided that included the Agricultural attaché of Turkey. A briefing was also provided for the U.S. Department of Agriculture Deputy Undersecretary for Farm and Foreign Agricultural Services and the Office of Senator Carper. The U.S. Trade Development Agency invited the College to conduct briefings on its international activities for a delegation from Jordan and Romania's General Director of the Ministry of Environment. The College has been asked to enter into a Memorandum of Understanding with Management & Training Corporation for the future delivery of international training and technical assistance.

Objective 5.5 (SD Enhance Responsiveness, SD Strengthen Resources) Secure and implement two international projects.

Achievement One international project was implemented, a three-year contract by Chemonics International-Jordan Operations,

Maintenance, and Training Program. This USAID project is assisting Jordan with establishing a system to certify and recertify water and wastewater operators and to train and retrain operators to meet these certification requirements. Training sessions on certification policy and regulatory development and Delaware Tech's model of training and curriculum development were provided for Jordanian stakeholders in Jordan including industry, academic, and government officials. An operator certification policy seminar for US and Jordan government officials and representatives of international aid and non-governmental organizations was also provided. The Jordanian government has adopted the Delaware model of water and wastewater operator certification and signed a Memo of Understanding to that effect. Jordan also is adopting the Delaware Tech model of training, including course objectives, training methods, and testing requirements.

PLANNING & ASSESSMENT DIVISION

Goal 1 Enhance the timing, functioning, and integration of the Collegewide Institutional Effectiveness (outcomes assessment) structure and system.

Objective 1.1 (SD Maximize Technology) Investigate database solutions for assessment records process management.

Achievement Both commercial and open source assessment management software was evaluated in respect to the College's and campuses' assessment data management needs. The Collegewide Assessment Coordinator met with software vendors at the Middle State's annual conference to preview software options, and a Campus Assessment Coordinator shared information on software obtained from vendors at a national conference. Demonstrations by representatives from Blackboard and from WeaveOnline were provided to the Collegewide Assessment Committee, and a second WeaveOnline demonstration was presented to the Deans of Instruction. In addition, DIET was consulted to ensure compliance with the College's Information Technology guidelines.

Objective 1.2 (SD Enhance Responsiveness) Provide leadership for review and updating of College Mission Goals.

Achievement All eight Mission Goal Leadership Groups were led through the College Expanded Mission Statement review process resulting in a number of changes, including the reduction in the number of Mission Goals from eight to seven. Each Leadership Group was provided relevant research material and worksheets to support their evaluation. At its March 2009 meeting, College Planning Council reviewed the changes and made additional recommendations. The updated Mission Statement and Goals were approved by President's Council on May 5, 2009 and by the Board of Trustees on June 2, 2009.

Objective 1.3 (SD Embrace Accountability) Investigate best practices and collaborate with College leadership to identify the College's critical accountability indicators.

Achievement From November 2008 through March 2009, College leadership groups met to identify aspects of College performance critical to effectively meeting the College Mission and Goals. Groups were provided with information on current best practices and relevant research, as well as worksheets and other review materials. For each of the seven Mission Goals, Critical Effectiveness Indicators (CEIs) and their measures were identified and will be monitored annually as part of the Mission Goal assessment process beginning in FY 2010.

Objective 1.4 (SD Embrace Accountability) Develop a template to provide transparency in accountability.

Achievement As part of the Critical Effectiveness Indicator identification process, Leadership Groups reviewed stakeholder information needs and identified relevant CEI assessment to provide transparent accountability. A review of best practices in community colleges resulted in the selection of a dashboard-like web page format with which to provide transparent access to the CEI data. Planning & Assessment will work with the Marketing Department in FY 2010 to develop the web page.

STUDENT SERVICES DIVISION

Goal 1 Improve Student Services' programs to effectively respond to the rapidly changing needs of a diverse population.

Objective 1.1 (SD Embrace Accountability) Implement Student Services Master Plan.

Achievement 1 In collaboration with Instruction and DIET, substantial progress has been made on several major recommendations in the Student Services Master Plan, including: 1) streamlined admissions and enrollment processes, which will enable students to be supported with enhanced advisement services and information sooner and enable counselors to focus on student engagement and retention; 2) implemented Advisement Centers on each campus, which will be operational by fall 2009; 3) strengthened the connection between Student Services and academic programs by integrating counselors into program advisement teams to serve as academic advisors to assigned students and provide intrusive advisement services to students at risk; and 4) developed a customized educational plan template to implement advisement as teaching.

Objective 1.2 (SD Embrace Accountability) Implement improvement strategies resulting from the 2007 CCSSE Survey.

Achievement Several improvement strategies related to CCSSE results were implemented. To improve transfer of credit services so that students can receive transfer credit decisions more efficiently, an automated articulation module was installed in the College's administrative software system, Banner, and the transfer of credit process was revised to include automated transcript evaluation for courses not previously found in the transfer matrix. To increase opportunities for student engagement, "communities" for individual student clubs/groups have been established in Banner, which provide electronic mechanisms to facilitate communication and track student participation and

membership for follow-up. To increase the opportunity for students to participate in Student Government, elections of Student Government officers were held on-line at the Terry and Owens campuses.

Objective 1.3 (SD Promote Flexibility) In response to the results of the SEED Student Needs Assessment survey, identify and implement new and/or enhanced programs and services.

Achievement In response to the Student Needs Assessment survey, several new student clubs and organizations were launched on the campuses, including the Go Green Club, Performing Arts Club, Rotaract Club, International Education Club, Student Arts Club, Student Steppers Club, Debate Club, and Student Paralegal Association.

Objective 1.4 (SD Foster Relationships, SD Promote Flexibility) Prior to the start of the semester, provide faculty with a list of campus activities that offer opportunities for students with diverse backgrounds to interact.

Achievement A comprehensive listing of lectures, seminars, and activities was distributed to faculty on all campuses by Student Services prior to the beginning of the fall semester.

Objective 1.5 Increase information about career planning provided to students by counselors.

Achievement Discussion and documentation of each student's career goals is a component of the new educational plan that students will receive as part of the advisement-as-teaching model beginning in the fall 2009. In addition, one of the recommendations in the Student Services Master Plan, to develop and implement a systematic process to actively provide assistance with job placement and/or transfer assistance to graduates, will be addressed in the next cycle of the Plan's implementation.

Goal 2 Utilize communications technology to more effectively serve students and communicate with counterparts at other campuses and divisions.

Objective 2.1 (SD Maximize Technology, SD Promote Flexibility) Develop a Collegewide format for the electronic submission of the online application.

Achievement The Collegewide Admissions group developed the initial format for an online admissions application. The fields and interface with Banner are being refined to ensure the application is user friendly and will produce accurate answers to maintain data integrity in Banner.

Objective 2.2 (SD Maximize Technology) Enhance the Collegewide Student Services web page.

Achievement Comprehensive revision to the format and content of the web pages is deferred until FY 10 when a new College Web Architect will be available to provide guidance and structure. In the interim, a Collegewide group of Student Services representatives drafted a live chat protocol and a list of 'Frequently Asked Questions' to be included on the future Student Services web page.

Goal 3 Enhance the development of student leadership.

Objective 3.1 (SD Enhance Responsiveness, SD Promote Flexibility) Develop an annual Collegewide student leadership forum.

Achievement A mission statement, program outline, and topics for a Student Leadership Forum have been drafted in preparation for grant applications to support the program.

Objective 3.2 (SD Enhance Responsiveness, SD Promote Flexibility) Evaluate the effectiveness of the newly implemented Student Leadership course.

Achievement In lieu of a credit course, workshops and seminars focusing on student leadership were offered. For example, the Collegewide parliamentary procedure workshop was presented at Terry Campus by members from the National Professional Parliamentarian Association.



**FINANCE
MATRIX AREA**

ADMINISTRATIVE SERVICES DIVISION

Goal 1 Strengthen operational effectiveness.

Objective 1.1 (SD Strengthen Resources) Identify and evaluate best practices at campuses for implementation on a Collegewide basis.

Achievement The Administrative Services Directors evaluated best practices and prioritized energy conservation. The Collegewide focus on energy conservation will be achieved through a working agreement with Energy Links for load shedding, implementation of the Energy Ranger program (recruitment of stakeholders), and energy audits as a foundation for future development in sustainable energy sources.

Objective 1.2 (SD Strengthen Resources) Implement Maintenance Direct and Preventative Maintenance software for the development of an operations database.

Achievement Maintenance Direct has been implemented on the Terry and Owens campuses and implementation on the Stanton and Wilmington campuses should be complete by December 2009.

Objective 1.3 (SD Embrace Accountability) Determine the Collegewide feasibility of performance contracting and load shedding.

Achievement Performance contracting has been evaluated Collegewide and the Directors of Administrative Services are in consultation with the State Department of Administrative Services about State contracting guidelines related to this area. Load shedding has been implemented through Energy Links.

Goal 2 Establish an energy conservation plan.

Objective 2.1	(SD Enhance Responsiveness) Establish a Collegewide task force to identify, analyze, and prioritize energy efficiency measures.
Achievement	Each campus has implemented an Energy Ranger program to address energy efficiency.
Objective 2.2	(SD Embrace Accountability) Complete a Collegewide energy audit.
Achievement	Energy audit teams are currently being established at each campus and once complete, the teams will conduct the audit within a year.

BUSINESS SERVICES DIVISION

Goal 1 Enhance and obtain College and partnership resources to advance the goals and mission of the College.

Objective 1.1 (SD Maximize Technology) Conduct a business process review to evaluate transition requirements and implement strategies to conduct start-up training associated with the roll-out of the First State Financials replacement of OMS/DFMS and integration with PHRST 8.9.

Achievement The planned implementation for the First State Financials (FSF) Government Accounting System is July 2010. Various senior fiscal staff members from the campuses and Office of the President have been attending monthly meetings and training workshops in Dover. Items discussed include IBUs and MBUs Collegewide, accessing real time expenditures 24/7, and identification and scheduling of training dates for staff members who will provide logistical support for the new system. Staff are reviewing establishing the College's user roles, reviewing chart of accounts crosswalk reports, participating in statewide user-acceptance testing as a lead agency, and participating in discussions of the development of the First State Financials Grants Module. In addition, 578 State employees, including 77 College employees have completed an Introductory Governmental Accounting Class in preparation for the roll-out. A web site exists, and periodic newsletters are distributed to provide information and updates.

Objective 1.2 (SD Strengthen Resources) Evaluate existing and review potential contracting opportunities (similar to Pepsi vending agreement) that will enhance College resources and/or enhance services.

Achievement The Business Managers collaborated with the DIET Division to coordinate a bulk purchase of computers at the beginning of the Fiscal Year, and the negotiated price with

DELL of \$942 per unit was a 7% reduction from the per unit costs that had been expended in the previous fiscal year. The Business Managers collaborated with the Directors of Administrative Services to enter into an agreement with Energy Links providing energy management services to help the college optimize energy efficiency program and goals and lower energy costs. The first stage of this relationship resulted in the execution of a PJM Demand Response program agreement that will provide the College with \$62,000 in commissions over the next three year period. The Business Offices have implemented the new Velocity credit card web-based processing system, which has streamlined the credit card process and allowed other departments to accept and process credit card payments and refunds more efficiently.

Goal 2 Accomplish a comprehensive Collegewide review of long-term capital requirements.

Objective 2.1 (SD Embrace Accountability) Work with Administrative Services to evaluate facility needs to prioritize project timelines and to review current capital requirements.

Achievement In August, the Vice President for Finance met with each Business Manager and Director of Administrative Services to discuss the expansion needs and deferred maintenance needs of each campus that were originally included in the April 2006 capital needs study. The original capital needs report was updated and provided to three different architectural firms in December. The firms subsequently developed a master plan for each campus and used industry standards to generate realistic project costs for renovation, construction, and replacement.

Goal 3 Enhance services to improve financial access for students.

Objective 3.1 (SD Embrace Accountability) Review results and data from the 2007 Community College Survey of Student Engagement (CCSSE) associated with Finance and

Business Services to develop improvement strategies as appropriate.

Achievement The Finance group conducted several activities and surveys associated with the Educational Support Outcome Assessments (ESOA) process. However, the CCSSE data has not been used to develop an improvement plan at this time. Several Business Office staff members are collaborating with the Student Services Committee tasked with reviewing/improving the student processing flow and easing student progression from registration, to counseling, to payment.

Objective 3.2 (SD Maximize Technology) Evaluate the Campus Bookstore online services Collegewide to ensure consistency of services and enhance services to students.

Achievement An evaluation of online bookstore services indicates that the campus bookstores each provide separate online information through the College’s web site. It is possible for students to see operational hours, to learn about return policies, and review related “Frequently Asked Questions”. Each campus publishes a master book list that provides the book title, the ISBN, the retail price, and other descriptive information. Currently, the Owens and Wilmington Campuses offer an online textbook purchasing solution through the store’s website.

Objective 3.3 (SD Promote Flexibility) Conduct a review of the SEED application process to determine the need for any changes in current business practices that would streamline the process and enhance operating efficiency.

Achievement The Financial Aid Officers reviewed the existing SEED scholarship application brochure and made several improvements and modifications to the document before it was re-published in December. The Financial Aid Officers created an informational PowerPoint presentation on the SEED scholarship program that is used during campus and off-site workshops to create awareness and respond

to frequently asked questions from high school students and their parents. The Vice President for Finance conducted an internal financial audit with the assistance of the Director on Institutional Research on the SEED scholarship disbursements to verify that all recipients met the minimum award selection criteria.

Goal 4 Strengthen relationships with other College units to improve financial goals and objectives.

Objective 4.1 (SD Enhance Responsiveness) Collaborate with the Pandemic Planning Committee and related matrix areas to develop the systems, operational processes, and resources to respond effectively to any disruptions associated with a pandemic influenza event.

Achievement Business Office pandemic processes, procedures, and requirements were provided to the Operations sub-committee Chair of the Pandemic Planning Committee in May 2008. Fiscal Services collaborated with the State DTI and Division of Accounting to provide critical Office of the President employees with remote web access to PeopleSoft 8 to ensure minimal payroll operations are maintained throughout a pandemic event. A designated folder was established on a DTCC server to communicate critical procedures, calendars, and forms to Human Resources personnel. In addition to the DTCC web payment system, the Govolutions Velocity payment system, a virtual terminal, was implemented for campus Business Offices and Corporate & Community Programs to process remote card transactions. In June 2009, the Pandemic Planning Committee reconvened to discuss the current H1N1 flu situation and to recommend plan changes and planning actions based on lessons learned during the H1N1 flu outbreak.

Objective 4.2 (SD Embrace Accountability) Collaborate with Institutional Advancement and DIET to coordinate processing flow and reporting interfaces of the Raiser’s Edge and Financial Edge Educational

Foundation software, and finalize written guidelines for usage.

Achievement The Raiser’s Edge and Financial Edge systems are operational, and training is in process for designated College staff, including Institutional Advancement and Accounting and Payroll staff. Currently, the vendor guidelines and College Fiscal Policy guidelines are being used to establish best practices and direct the cash and internal controls procedures during the transition from the manual and legacy MAS90 systems/procedures to the new Raiser’s Edge and Financial Edge systems. Collegewide processes are being tested and outlined and guidelines will be developed once the transition is complete.

Goal 5 Assist the College’s strategic initiatives to further diversify its funding base.

Objective 5.1 (SD Strengthen Resources) Support efforts to obtain approval for the Community College Infrastructure Fund.

Achievement In August, the Vice President for Finance met with each Business Manager and Director of Administrative Services to discuss the expansion needs and deferred maintenance needs of each campus that were originally included in the April 2006 capital needs study. The original capital needs report was updated and provided to three different architectural firms in December. The firms subsequently developed a master plan for each campus, and used industry standards to generate realistic project costs for renovation, construction, and replacement. The campus master plans provide critical financial information associated with the College’s current and future capital needs, which is necessary to communicate the justification for a Community College Infrastructure Fund. It is not anticipated, in the current economic environment, that the College will secure adequate support for a CCIF solution in the immediate future.

DIET DIVISION

Goal 1 Provide and expand anytime anywhere access to all instructional and administrative technical resources.

Objective 1.1 (SD Maximize Technology) Fully deploy Active Directory and bring all College resources onto it.

Achievement The final phase of the migration to Active Directory was completed in Summer 2008.

Objective 1.2 (SD Maximize Technology) Improve Single Sign-on to all technical resources.

Achievement The Central Authentication Services (CAS) was implemented in December 2008 to provide a new, secure single sign-on model.

Objective 1.3 (SD Maximize Technology) Introduce the use of video technologies to expand student services beyond the campus and outside of traditional business day.

Achievement Wimba Classroom, which provides personal and interactive elements including audio and video, was integrated into the Blackboard online learning system in December 2008.

Goal 2 Provide continually expanding technical support and services in an efficient and cost effective manner.

Objective 2.1 (SD Maximize Technology) Conduct an evaluation and recommend “One Card” solution for the College.

Achievement A Honeywell vendor product was demonstrated to a Collegewide audience and Advantech was presented as possible systems integrators. However, further planning is required before a recommendation can be made.

Objective 2.2 (SD Promote Flexibility) Enhance the web registration, online payment, and admission process by expanding these services through the Bannerweb products to encompass new students and non-credit students.

Achievement	The online web application process has been integrated into the Bannerweb system and activation is pending final approval. After discussions with the CCP Directors, it was determined that Bannerweb did not meet the course registration needs for non-credit courses and that Xenegrade online course registration system will better meet their needs. A detailed plan on implementation was provided.
Objective 2.3	(SD Maximize Technology) Develop a vision statement for the DIET division.
Achievement	DIET's revised mission statement, vision statement, and vision goals were approved by President's Council in October 2008.
Goal 3	Provide a stable and reliable infrastructure for all technology services.
Objective 3.1	(SD Embrace Accountability) Design and implement Change Management communication process.
Achievement	The Change Management Communication policy and processes, which govern communication during system patching, updates, and upgrades, were approved by the DIET Directors in fall 2008.
Objective 3.2	(SD Embrace Accountability) Develop written policies that govern systems configuration and operating parameters.
Achievement	The DIET Sub-Committee on Policies developed policies to govern system configuration and operating parameters, which included policies for email account creation, retention, and maintenance; online investigations; downtime scheduling and creation of maintenance windows; and backup and recovery of Banner system.
Goal 4	Develop and begin implementation of a DIET business continuity plan.
Objective 4.1	Develop a business continuity subcommittee, which is comprised of all College stakeholders.
Achievement	The Disaster Recovery/Business Continuity Committee has developed a list of shareholders for committee

membership, created a Blackboard organization for committee members to share resources, developed disaster recovery templates, and met with the division head for the Delaware's Department of Technology and Information (DTI) Disaster Recovery Division.

Objective 4.2 (SD Maximize Technology) Develop DIET business continuity plan for mission critical services.

Achievement A Continuity Plan for Banner and Bannerweb, both of which support Mission Critical Services, was developed and included a review of College servers and server room requirements, redundant virtual college application servers, load balancing; and migration to a storage area network environment.

PUBLIC SAFETY DIVISION

Goal 1 Implement an enhanced Collegewide Public Safety 800 MHz radio system to provide a critical interface between Delaware Tech Public Safety and police, fire, and ambulance services.

Objective 1,1 (SD Enhance Responsiveness) Acquire two Public Safety radio units as the first in a multi-year plan to obtain eight units.

Achievement Radio purchases are grant based. The College purchased two (2) 800 MHz hand held radio units. One is deployed at the Stanton Campus location and the second one is deployed at the Wilmington Campus location. Future grants will be sought to acquire two more for the Terry and Owens campuses.

Goal 2 Design, develop or procure, and implement a unified Collegewide incident reporting system database for use at each campus.

Objective 2.1 (SD Strengthen Resources) Collaborate with DIET to evaluate the compatibility of selected incident report software systems with the DTCC network.

Achievement Report Executive Report Writing system has been obtained by each campus. This system is now being installed, and user training will begin in FY 10.

Goal 3 Integrate identification card/smart card technology into Collegewide physical security systems.

Objective 3.1 (SD Maximize Technology) Collaborate with DIET to identify Public Safety requirements for a Collegewide standardized smart card system.

Achievement Several meetings have taken place between DIET and the Public Safety Chiefs. Each Chief submitted a plan and developed a needs-based request to DIET identifying where integrated card access and video surveillance equipment would be needed. DIET will develop a Collegewide master plan and seek funding.

◆—————◆
HUMAN RESOURCES
and
COLLEGE RELATIONS
MATRIX AREA
◆—————◆

HUMAN RESOURCES DIVISION

Goal 1 Enhance the College's workforce quality and stability.

Objective 1.1 (SD Strengthen Resources) Generate the first annual Collegewide turnover report and make recommendations based on findings.

Achievement A new exit survey was created and distributed to campus Human Resources offices with instructions for implementation. After all exit surveys have been returned to the Assistant Vice President for Human Resources, a turnover report will be created for review by President's Council. This will become an annual event with comparisons from previous years analyzed for trends and improvement measures.

Goal 2 Increase the efficiency and effectiveness of Human Resources' functional areas and processes.

Objective 2.1 (SD Enhance Responsiveness) Research and identify specifications and prepare for bidding for online applicant tracking system.

Achievement Online applicant tracking systems have been researched and demonstrations viewed with a couple of vendors identified as able to meet the College's needs; however, with the ongoing budget crisis, it is currently unknown at what point in the future the bidding process would be approved to proceed.

Objective 2.2 (SD Maximize Technology) Research and identify specifications and prepare for bidding for leave reporting system.

Achievement A vendor was identified whose product would meet the needs of the College; the product was tested by the Human Resources offices and feedback addressed; conversations and price negotiations between the vendor and the Assistant Vice President took place. Unfortunately, the ongoing budget crisis prevents going forward with the purchase process and implementation of the automated leave reporting system at

this time. It is hoped that it can be revisited in the future when the economic climate improves.

INSTITUTIONAL ADVANCEMENT DIVISION

Goal 1 Improve institutional advancement donor, partner, and financial management information.

Objective 1.1 (SD Maximize Technology) Implement the Institutional Advancement database management system, including staff training, data transfer, and full system utilization. Produce reports that can be used for increased giving strategies.

Achievement Employee giving payroll deductions are now being entered into the Raiser's Edge database through a batch system at the campuses. This process has improved accuracy and efficiency in donor records and reports.

Objective 1.2 (SD Maximize Technology) Collaborate with Business Services on Financial Edge/Raisers Edge software implementation.

Achievement Raiser's Edge and Financial Edge software systems are fully integrated and operational. Procedures are updated as different situations require.

Objective 1.3 (SD Maximize Technology) Develop and implement an Institutional Advancement organization section on Blackboard, which will keep track of all federal and state grant applications and awards.

Achievement A chart that tracks grant requests and awards was developed and is available on My DTCC, My Organizations. Instructions on accessing the information were distributed to the relevant campus personnel and the President's Council.

Goal 2 Align Campus institutional advancement initiatives by establishing uniform Collegewide policies and guidelines.

Objective 2.1 (SD Embrace Accountability) Implement approved College/Campus Institutional Advancement policies with regard to giving and spending policies, stewardship, donor reports and recordkeeping.

Achievement Year end statements were improved so that all of the contributions made by an individual donor to the foundation in 2008 were included on one form. All contributors who donated \$25 or more received a personalized mailing that was postmarked by January 27, 2009. No errors were reported by contributors.

Objective 2.2 (SD Embrace Accountability) Review “best practices” among community colleges and other comparable higher education institutions.

Achievement The Institutional Advancement office was able to obtain copies of several federal grant applications that were selected for funding from other community colleges. These applications are being used as guides to structure federal grant applications to Health, Resources, and Services Administration (HRSA) and the National Science Foundation.

Objective 2.3 Develop and implement policies and guidelines in collaboration with Business Services.

Achievement Collegewide policies/guidelines in areas related to the College Foundation; gift acceptance policies, trust fund guidelines, scholarship guidelines, Legacy Society policy, and the naming policy are being utilized. The policies are on the Institutional Advancement web site and make it easier to treat donors consistently.

Objective 2.4 Produce a procedures manual for Raisers Edge and Financial Edge.

Achievement A procedures manual is compiled and being refined as needed. Procedures will be available on My Organizations on the web.

Goal 3 Expand and enhance private and public giving opportunities.

Objective 3.1 (SD Strengthen Resources) Identify and request funding from public and private funders for Collegewide initiatives.

Achievement A Collegewide federal grant request for \$916,836 was submitted to the Health, Resources, and Services Administration (HRSA). The objective of this proposal is to

improve retention and diversity in the three Nursing programs. This submission incorporated suggestions in the readers' comments from the College's 2007 application. Seed money was requested from the Good Samaritan Foundation to start Learning Communities to improve student success. Although the request was denied, the college is moving ahead to institute Learning Communities and additional funding sources are being sought. The Terry campus is applying for an Early Reading First grant from the Federal Department of Education.

Objective 3.2 (SD Strengthen Resources) Continue "Shaping the Future" giving campaign.

Achievement Federal earmark requests for FY 2010 were submitted for the Shaping the Future Campaign, the Terry Campus Child Development Center, the Owens Campus Energy House and the Stanton Campus Health Science Building. The college was notified that \$190,000 for the Shaping the Future Campaign and \$118,750 for equipment for the Owens Campus Energy House has been earmarked from the 2009 Federal Budget. Applications to the appropriate agencies will be submitted. The "Shaping the Future" capital campaign continued. The total raised since March of 2006 is \$3,951,414; \$2,243,217 from private sources and \$1,708,197 from government grants.

Objective 3.3 (SD Strengthen Resources) Increase private and public giving by 15% from the FY2005 base.

Achievement Contributions to the Educational Foundation and the College are below; FY 2008 includes a donation of land from the Baker family that was valued at 6.5 million dollars. Total College Donations: FY05: \$1, 242,173; FY06: \$2,159,674; FY07: \$1,520,209; FY08: \$ 8,217,293; FY09: \$1,301,171.

Objective 3.4 (SD Strengthen Resources) Raise \$100,000 in the employee giving campaign.

Achievement This year 92% of Delaware Tech employees participated in the Employee Giving Campaign which raised \$91,213 in spite of the down economy and concerns about income reductions. The amount raised is a scant 1.8% less than last year.

Improvements in the distribution of forms and reporting of results were instituted resulting in the campaign process going more smoothly.

Objective 3.5 (SD Strengthen Resources) Promote naming opportunities and giving levels required Collegewide. Make this information available on the website.

Achievement The first two classrooms to be named after donors (Bayhealth and George & Marilyn Chabbott) have been approved for the Terry Campus.

Objective 3.6 (SD Strengthen Resources) Promote planned giving using print and website information.

Achievement A Guide to Charitable Gift Annuities at Delaware Technical & Community College has been written and will be posted on the web. The College received its first Charitable Gift Annuity for \$100,000 in December 2008.

Goal 4 Foster relationships with a broad range of constituents to support College goals and augment resources.

Objective 4.1 (SD Foster Relationships) Strengthen the relationship with alumni and promote a Collegewide Alumni Association.

Achievement The Delaware Tech Alumni Association, the Collegewide alliance of the three campus alumni associations, is meeting together at least once per year to discuss areas of mutual interest. A Delaware Tech License Plate program was launched with an online auction that raised over \$10,000 for the statewide Alumni Association. Supporters included students, alumni, staff, and friends, Specific license plate numbers were awarded to the winning bidder. The sale of DTCC license plates continues for numbers not yet assigned.

Objective 4.2 (SD Foster Relationships) Collaborate with Marketing to produce a newsletter and web page to promote current givers.

Achievement A newsletter that focused on the Shaping the Future campaign was developed, printed, and distributed to approximately 1,000 friends and supporters. Donors to the

campus galas are highlighted on the Delaware Tech web site. Web page development has been deferred until FY 10 to confer with the new web architect.

Objective 4.3 (SD Foster Relationships) Promote the Legacy Society.

Achievement Forty members of the Legacy Society have been identified and inducted at events held at the Owens campus.

Objective 4.4 (SD Embrace Accountability) Prepare a three-year report on all College fundraising for the Board of Trustees.

Achievement A report on all fund raising has been prepared and will be presented to the Board of Trustees in FY 10.

LEGAL AFFAIRS DIVISION

Goal 1 Ensure compliance with all relevant state and federal laws and regulations regarding students and the provision of student services.

Objective 1.1 (SD Embrace Accountability) In collaboration with the Student Services Division, guide the review of College practices and procedures regarding the provision of academic accommodations to disabled students.

Achievement A Guide to Requesting Academic Accommodations and/or Auxiliary Aids was drafted in consultation with the College wide Americans with Disabilities Act (ADA) Committee and has been adopted.

Objective 1.2 (SD Embrace Accountability) In collaboration with the Student Services Division, guide the development of a Collegewide Student Athletic Handbook.

Achievement A draft Student Athletic Handbook has been reviewed and comments and suggested revisions were provided to the Deans of Student Services.

Goal 2 Ensure compliance with all relevant state and federal laws and regulations regarding College employment.

Objective 2.1 (SD Embrace Accountability) Critically review and revise Sections 12 and 13 of the College Personnel Policy Manual.

Achievement Section 12 of the Personnel Policy Manual has been revised and presented to the Board of Trustees and approved on June 2, 2009. Section 13 review is in progress and will be completed in FY 10.

Objective 2.2 (SD Embrace Accountability) Develop recommendations for best practices in FMLA recordkeeping.

Achievement Revisions to the College's Family Medical Leave Act (FMLA) policy were approved by the Board of Trustees on June 2, 2009.

Goal 3 Collaborate with other College divisions to improve the understanding of College policies, procedures, and legal requirements.

Objective 3.1 (SD Embrace Accountability) Develop additional content for the Legal Affairs website, including student behavioral issues and intervention.

Achievement A Behavioral Intervention and Threat Assessment Policy has been adopted together with investigation guidelines. In addition, a list of Frequently Asked Questions (FAQ's) regarding the Americans with Disabilities Act (ADA) was created for students and faculty. Behavioral intervention and threat assessment FAQ's are currently in progress.

Objective 3.2 (SD Embrace Accountability) Present training regarding legal issues and College policies to relevant constituencies.

Achievement A Legal Issues in Higher Education seminar was presented to participants in the Leadership Development Program on March 6, 2009. In addition, Legal Insights for Supervisors Training occurred on May 18, 2009 (Stanton), May 21, 2009 (Terry Campus); and May 29, 2009 (Owens). Training on copyright occurred on January 8, 2009, and Sexual Harassment Review Officer training occurred on April 30, 2009.

Goal 4 Ensure compliance with state law regarding open records.

Objective 4.1 (SD Embrace Accountability) Develop and recommend a Collegewide policy for FOIA requests.

Achievement A review of Freedom of Information Act (FOIA) relevant law and case decisions, as well as the policies of other state agencies and higher education institutions is currently underway.

MARKETING & PUBLIC RELATIONS DIVISION

Goal 1 Enhance role of marketing through utilization technology.

Objective 1.1 (SD Maximize Technology) Collaborate with DIET to implement redesign of the College portal.

Achievement The Portal Committee, a subcommittee of Collegewide Marketing, has worked closely with the Chief Technology Officer to redesign the portal based on research, best practices, and internal surveys. The new design is currently being tested and will be submitted for approval in June 2009.

Objective 1.2 (SD Maximize Technology) Develop a plan to redesign College website.

Achievement The Acting Assistant Vice President for Marketing and Public Relations and the Chief Technology Officer proposed the hiring of a web architect who would lead a Collegewide team of employees to redesign and maintain the College's website. The position was approved and funded and is expected to be filled in early FY 10. The members of the web team have also been identified. In addition, website consultants were researched to determine who might best help the College in developing a comprehensive website redesign plan. The final selection of the consultant will be made with the input of the new web architect in FY 10.

Goal 2 Identify and respond to target markets.

Objective 2.1 (SD Enhance Responsiveness) Provide marketing and public relations support to Engineering Technologies and CIS Recruitment Initiatives led by Academic Affairs.

Achievement A Collegewide engineering website to support recruitment initiatives and a one-page flier to support the efforts of department chairs and faculty at events were created. Software applications that would allow the College to target potential engineering students through direct mail efforts were investigated and identified. Collegewide efforts were coordinated with campus efforts to strengthen recruitment

strategies. Computer Information Systems recruitment initiatives were deferred per Academic Affairs.

Goal 3 Develop new strategies to communicate the College message, image, and brand.

Objective 3.1 Contract with outside consultant to assist in Phase II of branding initiative—"a new look."

Achievement Phase II of the branding initiative was deferred due to State budget crisis and College guidelines regarding expenditures.

Objective 3.2 Develop a plan for and begin implementation of Phase II of branding initiative.

Achievement Phase II of the branding initiative was deferred due to the State budget crisis and College guidelines regarding expenditures.

Goal 4 Accomplish a comprehensive Collegewide review of the marketing structure.

Objective 4.1 (SD Foster Relationships) Re-establish subcommittees to lead Strategic, Public Relations, Marketing/Advertising, Publications, and Web/Emerging Technologies groups within Collegewide Marketing.

Achievement The subcommittees were re-established, but the loss of four Collegewide marketing personnel over the past year has made subcommittees less critical to efficiency.

Goal 5 Strengthen interdepartmental, interdivisional, and intercampus collaboration to more effectively achieve marketing goals and objectives.

Objective 5.1 (SD Foster Relationships) Incorporate College stakeholder groups into research process and partner with DIET to launch new portal design.

Achievement The College's Chief Technology Officer collaborated closely with Marketing in the redesign of the portal. A survey of hundreds of College employees helped shape the proposed redesign.

Objective 5.2 (SD Foster Relationships) Partner with DIET to develop a plan to redesign College website.

Achievement

The College's Chief Technology Officer and the Acting Assistant Vice President for Marketing and Public Relations worked closely together to develop the path forward for the website redesign.