

Delaware Technical & Community College

2010-2012 College Plan

Prepared by
Office of Collegewide Planning and Assessment

February 2009

Delaware Technical & Community College is accredited by the Middle States Commission on Higher Education, 3624 Market Street, Philadelphia, PA 19104. (267-284-5000) The Middle States Commission on Higher Education is an institutional accrediting agency recognized by the U.S. Secretary of Education and the Council for Higher Education Accreditation.

DELAWARE TECHNICAL & COMMUNITY COLLEGE
EXPANDED MISSION STATEMENT
(Expires FY 2009; FY 2010-2014 Expanded Mission Statement Pending)

Delaware Technical & Community College is a statewide multi-campus community college committed to providing open admission, post-secondary education at the associate degree level. The College offers comprehensive educational opportunities including career, general, developmental and transfer education, lifelong learning, workforce education and training, and community services. The College believes in the practical value of higher education as a means of economic and personal advancement. The College respects and cares for students as individuals and as members of diverse groups, and supports their aspirations for a better life.

The College will achieve its mission through these goals:

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

VISION STATEMENT
2005-2010

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.

STRATEGIC DIRECTIONS 2006-2010

- ❖ **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 produce timely, innovation solutions.
- ❖ **Strengthen Resources** – Strengthen the revenue structure and resources to sustain and expand comprehensive programs and services for students.
- ❖ **Foster Relationships** – Foster relationships with a broader range of constituencies to develop partnerships that serve common goals and augment resources.
- ❖ **Maximize Technology** – Maximize the application of information technology to advance student learning and operational effectiveness in an increasingly service oriented, open and collaborative environment.
- ❖ **Embrace Accountability** – Embrace accountability to promote excellence in instruction, student services and every facet of operations to embrace student learning and the learning environment.

2008-2009 College Planning Council

Owens Campus:

Ann DelNegro, Director of Corporate and Community Programs
H. Terry Johnson, Dean of Student Services
Judi Sciple, Assistant to the Campus Director
June Turansky, Dean of Instruction
Tammy Watkins, Instructor

Stanton/Wilmington Campus:

Donna Abed, Head Librarian
Dan Ehmann, Business Manager
Kathern Friel, Assistant Dean of Instruction
Kim Gregor, Instructional Coordinator
Lois Johnson, Department Chair
Jacquita Wright-Henderson, Assistant to the Campus Director

Terry Campus:

Bill Ayers, Director of Administrative Services
John Buckley, Dean of Instruction
Staci Carroll, Instructor and Campus Assessment Coordinator
Martha Hofstetter, Department Chair
Susan Looney, Assistant to the Campus Director
Jennifer Mosley, Dean of Student Services

Collegewide Positions:

Tracy Bakowski, Director of Institutional Research
Patricia DePlasco, Assistant Vice President for Human Resources
Lisa Hastings-Sheppard, Acting Assistant Vice President for Marketing and Public Relations
Robert Messner, Chief Technology Officer
Barbara Ridgely, Associate Vice President for Institutional Advancement
Stephanie Smith, Vice President for Academic Affairs
Deborah St. Jean, Coordinator for Planning & Assessment*

*Council Chair

Matrix Area Organizational Structure

Matrix Areas and Leadership		
Academic Affairs	Finance	Human Resources & College Relations
Vice President for Academic Affairs	Vice President for Finance	Vice President for Human Resources and College Relations
↓	↓	↓
Matrix Area Divisions and Functional Areas		
Articulation	Administrative Services	Human Resources
Corporate & Community Programs	Finance & Business Services	Institutional Advancement
International Education	Division of Information and Education Technology (DIET)	Legal Affairs
Institutional Research	Public Safety	Marketing & Public Relations
Instruction		
Planning & Assessment		
Student Services		

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Introduction

Delaware Technical & Community College has a comprehensive planning structure that is link to budgeting and to outcomes assessment. The College's three-year planning cycle provides for the identification of long-term goals to be addressed over a three-year period by short-term objectives. This, the FY 2010-12 College Plan, identifies the long-term goals and first year's objectives of the College's fifteen Matrix Area divisions/functional areas. Subsequent years' objectives and the goals they address will be presented in a series of annual College Plan Updates.

The College Plan is dynamic in nature. Although *objectives* are expected to be accomplished yearly, *goals* may require a year or longer to be realized. A provision of the College Plan development process, designed to ensure planning activities remain responsive to the College's needs throughout the three-year cycle, allows for the introduction of new goals as well as the retirement or amendment of those already in place. In some cases, goals in the current College Plan may be continued from the former three-year planning cycle¹.

Annual achievement reports document the College's accomplishments in completing the current year's objectives and mark progress toward the completion of the longer-term goals.

The College Plan is designed to address the College's needs and aspirations *beyond the operational level* by identifying goals relevant to accomplishing the College's Mission and Vision. The Strategic Directions,² which identify trends in the external environment that impact the accomplishment of the Mission and Vision, as well as accreditation requirements, contingency needs, and assessment results, impact the development of goals and objectives as follows:

- ❖ **Strategic Goals** stem from the College Strategic Directions.
- ❖ **Accreditation Goals** stem from the accreditation standards set by Middle States Commission on Higher Education.
- ❖ **Improvement Goals** stem from outcomes assessment results and planned improvement actions.
- ❖ **Contingency Goals** stem from specific situations related to local and State needs.

The FY 2010-12 Plan Development Process

In November 2008, the three Matrix Area Vice Presidents and their respective collegewide division leaders were provided with planning materials and resources to begin the FY 2010-12 College Plan development process. From November 2008 through January 2009, leaders for the fifteen Matrix areas/divisions reviewed the FY 2008 College Plan Achievement Report, the FY 2009 College Plan Update, and their current needs and resources to develop goals and objectives to be accomplished by their area or division in the next three years. Division leaders consulted as needed with the Collegewide Coordinator for Planning and Assessment before submitting their FY 2010-12 Plan to their respective Matrix Area Vice President for approval. At its

¹ See Appendix A for the College Planning Structure

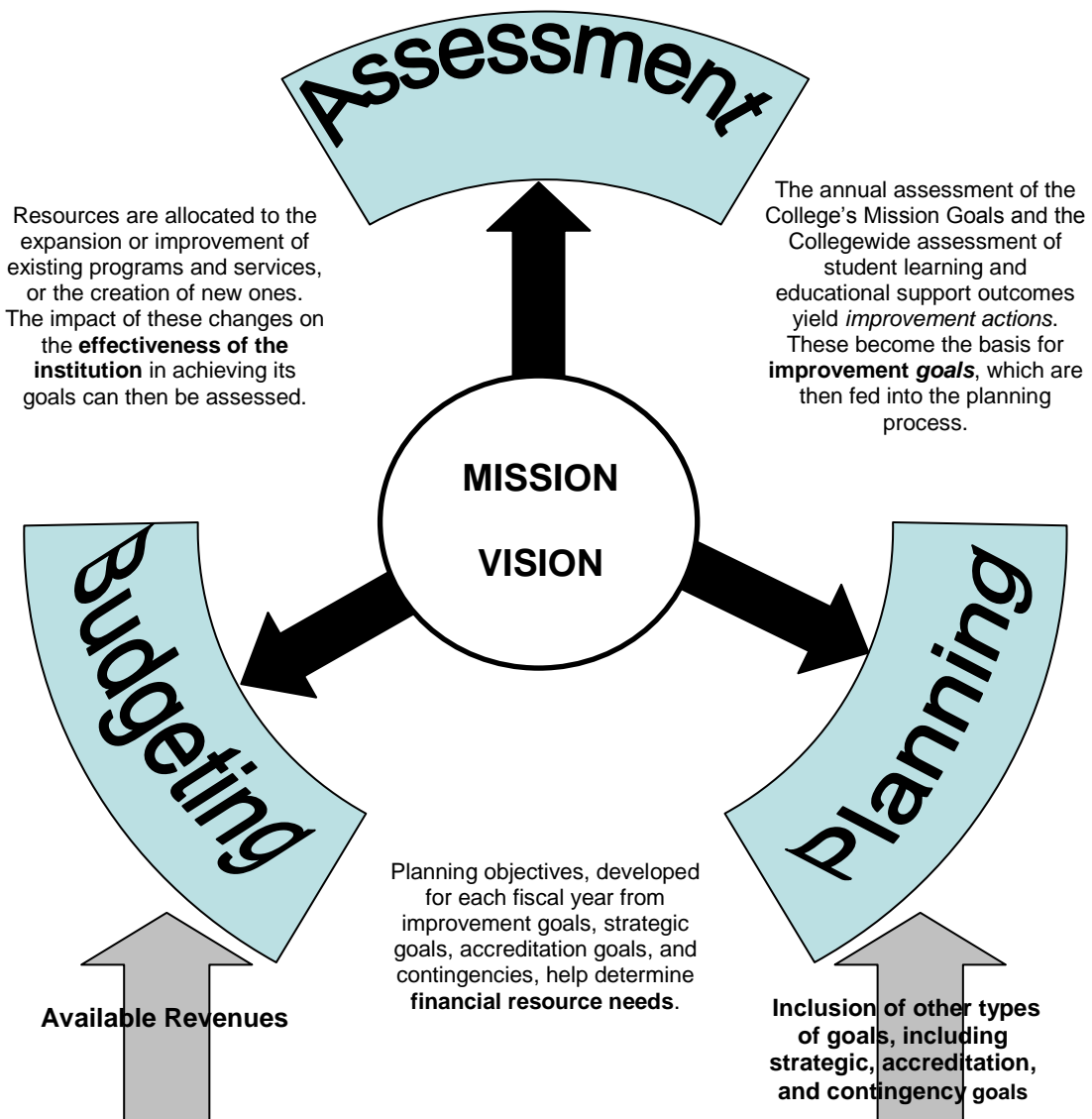
² See Appendix B for additional information on the 2006-2010 Strategic Directions

February 2009 meeting, the College Planning Council received the draft of the FY 2010-12 College Plan for review. The draft was also posted on the College Planning Council’s MyDTCC Organization as an additional opportunity for Council members to provide feedback. The final FY 2010-12 College Plan was approved by President George in March 2009.

Integration of College Planning with Assessment and Budgeting

The College Plan is a critical component of the planning, budgeting, and assessment cycle. Not only do planning goals and objectives support budgetary and funding requests, they also address improvement requirements identified as a result of the outcomes assessment process. This linkage among planning, budgeting, and assessment is critical to the effective and efficient use of resources to meet College needs. Figure 1 below illustrates the interconnectivity of these three processes.

Figure 1
The Assessment-Planning-Budgeting Cycle



Interdivisional Collaboration

Matrix Area division and functional areas may work together to address goals or objectives they have in common or to share resources and expertise. For FY 10, those Matrix areas/divisions working in collaboration with other divisions are indicated in Table 1 below.

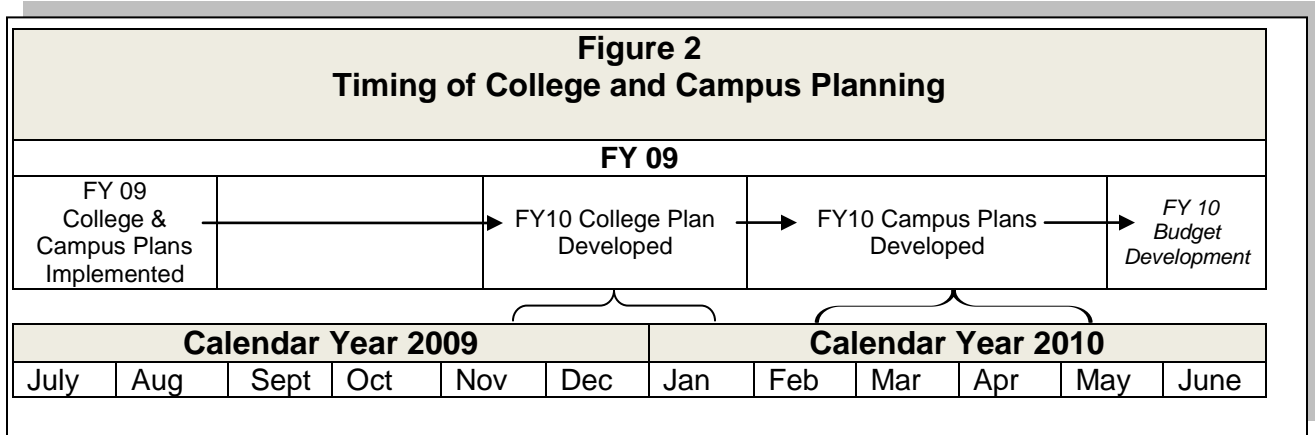
Table 1: FY 10 Interdivisional Collaboration on College Plan Objectives

Matrix Area Division	FY 10 Objectives	Collaborating Matrix Area(s) and Division(s)
Academic Affairs Matrix Area		
Articulation	2.2 , 4.1	Student Services
Corporate & Community Programs	1.1	Business Services
Institutional Research	2.2	Planning & Assessment
	4.1	DIET
Instruction	3.6	Student Services
	5.1	Institutional Research
	5.1	Student Services
Planning & Assessment	2.2	Marketing
	4.1	Institutional Research
	5.1	DIET
Student Services	1.1, 1.4, 2.3, 3.1	Instruction
Finance Matrix Area		
Business Services	1.1, 1.2, 3.2	Administrative Services
	1.2, 2.2	DIET
DIET	4.1	Marketing
	4.2	Student Services
Public Safety	1.1, 2.1	Human Services
Human Resources & College Relations Matrix Area		
Human Resources	3.1, 3.2	DIET
Institutional Advancement	1.1	DIET
	3.3	Marketing
Marketing	5.2	DIET

Relationship between the College Plan and Campus Plans

The College Planning Structure provides for a strong continuity between institutional-level planning and campus-level planning. The three-year College Plan includes college-level goals and objectives set by the three Matrix Areas – Academic Affairs, Finance, and Human Resources & College Relations – which encompass divisions and functional areas across the campuses. Developed annually, Campus Plans include campus goals and objectives that frequently dovetail with College-level goals. However Campus Plans also include goals and objectives that pertain only to actions needed at the individual campuses. The College Planning Council, which guides the development of the College Plan, includes members representing each of the functional areas

and divisions as well as members from each of the Campus Planning Councils. Figure 2 illustrates the timing of these planning processes.



The Matrix Plans

The Collegewide division Matrix plans for each Matrix Area are presented in the following pages. They are organized alphabetically within each area. Goals are numbered sequentially with objectives numbered for each goal.

Academic Affairs Matrix Area

2010-12 College Plan
FY10 Goals and Objectives
 College Matrix Area: Academic Affairs
 Matrix Division: Articulation

10-12 Goal	FY10 Objective	Assessment Results Related	MS Standards Related-Enter #	Promote Flexibility	Enhance Responsiveness	Strengthen Resources	Foster Relationships	Maximize Technology	Embrace Accountability
		Strategic Directions							
1. In collaboration with partner institutions, implement a new Transfer of Credit Matrix System.	1.1 Work with Delaware Higher Education Commission P20 Transfer Matrix Committee to implement a new, more efficient Transfer of Credit Matrix system.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Explore new opportunities to support students planning to transfer in connected degree programs (2007 CCSSE 13j).	2.1* Work with at least one senior institution to plan additional general or program specific advisement or orientation opportunities for students interested in transferring. * Success Tracking	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	2.2 Enlist the collaboration of the collegewide Deans of Student Services to develop and implement an annual "Planning to Transfer" workshop for students.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Improve the process for developing and updating connected degrees.	3.1 Analyze the current connected degree process to identify weaknesses and implement at least one potential improvement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Increase the awareness of transfer as a priority in the College's mission to faculty and staff.	4.1 Attend at least two of the campuses' Instructional or Student Services Division meetings to update faculty and/or counselors on their role in the accomplishment of Mission Goal #1 as it relates to transfer, while also updating them on current and impending agreements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**2010-12 College Plan
FY10 Goals and Objectives**
College Matrix Area: Academic Affairs
Matrix Division: Articulation

10-12 Goal	FY10 Objective	Assessment Results Related	MS Standards Related-Enter #	Promote Flexibility	Enhance Responsiveness	Strengthen Resources	Foster Relationships	Maximize Technology	Embrace Accountability
				Strategic Directions					
5. Create seamless pathways to the bachelor's degree for associate degree graduates by coordinating the faculty development and maintenance of articulation agreements.	5.1 Facilitate the update of 22 articulation agreements expiring between 2009 and 2010.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 1, 11	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	5.2 Begin negotiations for or draft at least one new connected degree in a technology program in which we currently have no connected degrees.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 1, 11	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2010-12 College Plan
FY10 Goals and Objectives
 College Matrix Area: Academic Affairs
 Matrix Division: Corporate Community Programs

10-12 Goal	FY10 Objective	Assessments Results Related	MS Standards- Related-Enter #	Promote Flexibility	Enhance Responsiveness	Strengthen Resources	Foster Relationships	Maximize Technology	Embrace Accountability
				Strategic Directions					
1. Develop mechanisms to promote access to Corporate and Community Programs (CCP).	1.1 Explore how the College's current third party revenue collection systems (i.e. PayPal and Acceptiva) could be used by CCP for online payment.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1.2 Investigate the feasibility of expanding off-site contracts and programs.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 13	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Identify statewide professional associations needing required training and/or continuing education units (CEU's).	2.1 Create a CCP Committee to coordinate statewide outreach and activities to professional organizations.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 13	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	2.2 Compile the county-based information related to professional organizations into a statewide listing.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	2.3 Meet with the Delaware Division of State Regulations to determine training opportunities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Respond to the direction and priorities set forth by the new State administration.	3.1 Establish a relationship with the new Delaware Economic Development Office director.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	3.2 Establish a relationship with the new Department of Labor director.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	3.3 Identify potential opportunities to collaborate with the Department of Education.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2010-12 College Plan
FY10 Goals and Objectives
 College Matrix Area: Academic Affairs
 Matrix Division: Institutional Research

10-12 Goal	FY10 Objective	Assessment Results Related	MS Standards-Related-Enter #	Promote Flexibility	Enhance Responsiveness	Strengthen Resources	Foster Relationships	Maximize Technology	Embrace Accountability
		_____ Strategic Directions _____							
1. Increase the availability of data requested by internal and external stakeholders.	1.1 Provide internally accessible static reports by campus on the website or portal.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	1.2 Update the college fact book and determine which information will be accessible to external audiences.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1.3 Investigate cost effective solutions to internal data accessibility and recommend alternatives to the Vice President for Academic Affairs.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 3	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Comply with new federal reporting requirements.	2.1 Revise current reporting to accommodate new race-code reporting required by IPEDS.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	2.2 In conjunction with collegewide assessment, refine and report Perkins-related data collection, specifically related to technical skill assessment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3. Establish guidelines for internal survey administration and external survey responses.	3.1 Participate in the Common Data Set Initiative.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	3.2 Compile a collegewide listing of annual survey requests and make recommendations for which to designate completion as mandatory or optional.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2010-12 College Plan
FY10 Goals and Objectives
 College Matrix Area: Academic Affairs
 Matrix Division: Instruction

10-12 Goal	FY10 Objective	Assessments Results Related	MS Standards- Results-Related	Promote Flexibility	Enhance Responsiveness	Strengthen Resources	Foster Relationships	Maximize Technology	Embrace Accountability
		Strategic Directions							
1. Enhance labor market responsiveness in the context of rapidly changing labor market conditions.	1.1 Establish a systematic procedure within the College to identify potential educational offerings that would meet new or increasing labor market needs or contribute to emerging economic development for the State.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 11	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1.2 Promote partnerships with State agencies and other public/private organizations to establish an infrastructure that integrates information, communication, decision-making, and resources for “just-in-time” program development.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 11	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Enhance teaching effectiveness through promotion of the use of instructional methodology, educational technology, and delivery strategies that engage students, meet their diverse learning needs, and leverage College resources.	2.1 Ensure that every full-time faculty member uses Blackboard’s features to provide course information and enhance learning.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	2.2 Form teams of faculty “early adopters” to develop and demonstrate expertise in the use of WIMBA to strengthen teaching and learning.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

2010-12 College Plan
FY10 Goals and Objectives
 College Matrix Area: Academic Affairs
 Matrix Division: Instruction

10-12 Goal	FY10 Objective	Assessments Results Related	MS Standards-Results-Related	Promote Flexibility	Enhance Responsiveness	Strengthen Resources	Foster Relationships	Maximize Technology	Embrace Accountability
				Strategic Directions					
3. Increase student engagement and retention.	3.1 Establish curriculum guidelines to facilitate development of service learning opportunities.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 8, 11	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	3.2 Create service learning opportunities that align with the Core Curriculum Competencies and are integrated into a variety of courses.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	3.3 Implement the new advisement-as-teaching model with counselors integrated into program advisement teams.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> 8, 9	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	3.4 Create a collegewide Master Advisor program that provides on-going training and recognition for advisor excellence.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> 9	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	3.5 Identify and implement actions to provide a “first year experience” designed to foster success for new students.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> 8, 9	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	3.6 Collaborate with Student Services and the Registrars to facilitate student transfer of credit to the College through use of the Banner	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> 8	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

2010-12 College Plan
FY10 Goals and Objectives
 College Matrix Area: Academic Affairs
 Matrix Division: Instruction

10-12 Goal	FY10 Objective	Assessments Results Related	MS Standards- Results-Related	Promote Flexibility	Enhance Responsiveness	Strengthen Resources	Foster Relationships	Maximize Technology	Embrace Accountability
				Strategic Directions					
	transfer module by providing information on external courses approved collegewide for transfer and assisting with design of procedures to streamline transfer of credit evaluation.								
4. Prepare for the decennial Middle States accreditation self-study process.	4.1 Establish a systematic procedure that integrates College and campus review of the standards relevant to the Instructional Division and use of a process to implement and track improvement actions.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Monitor the College's "dashboard" critical effectiveness indicators and implement actions to improve performance.	5.1 In collaboration with Institutional Research and Student Services, improve the Graduate Job Placement Survey to provide clear and accurate data for decision-making.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> 7, 14	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

2010-12 College Plan
FY10 Goals and Objectives
 College Matrix Area: Academic Affairs
 Matrix Division: International Education

10-12 Goal	FY10 Objective	Assessments Results Related	MS Standards- Related-Enter #	Promote Flexibility	Enhance Responsiveness	Strengthen Resources	Foster Relationships	Maximize Technology	Embrace Accountability
		Strategic Directions							
1. Increase the number of students participating in study abroad programs.	1.1 Collaborate with department chairs to identify and implement courses in technical programs for study abroad credit.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> 13	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1.2 Develop and incorporate a service-learning component into no less than three study abroad trips that have identified community needs.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 13	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1.3 Organize one large collegewide fundraiser to help fund trips and lower students' costs.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> 13	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1.4 Identify six external study abroad scholarships and publish them on the College International Education web page.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> 13	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Lead the Community Colleges for International Development (CCID) effort to create a formal 1+1 partnership between U.S. community colleges and Turkish technical colleges.	2.1 Collaborate with Turkish officials and U.S. community college representatives to develop program goals, objectives, budget, policies and procedures.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 13	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	2.2 Identify appropriate Delaware Tech programs and work with department chairs and faculty in the U.S. and in Turkey to begin curriculum alignment.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 13	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2010-12 College Plan
FY10 Goals and Objectives
 College Matrix Area: Academic Affairs
 Matrix Division: International Education

10-12 Goal	FY10 Objective	Assessments Results Related	MS Standards-Related-Enter #	Promote Flexibility	Enhance Responsiveness	Strengthen Resources	Foster Relationships	Maximize Technology	Embrace Accountability
		Strategic Directions							
3. Improve coordination among faculty and staff who are involved with International Education to include student services.	3.1 Implement a bimonthly meeting format for International Education Coordinators, International Student Services Counselors, and the International Partnerships Specialist.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 9, 13	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	3.2 Provide three cross-training professional development opportunities for the International Education Coordinators, the International Student Services Counselors, and the International Partnerships Specialist.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 9, 13	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Establish the “Delaware Center for International Technical Assistance” for all international technical assistance, training, and capacity building contracts and activities at Delaware Tech.	4.1 Develop a plan to fund, manage, and implement the new Delaware Center for International Technical Assistance.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 13	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	4.2 Develop interactive Delaware Center for International Technical Assistance web site to provide information about international opportunities, resources, past projects, and partnerships.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 13	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	4.3 Provide four training sessions (one at each location) for Delaware Tech faculty and staff who wish to participate in international technical assistance projects.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 13	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	4.4 Secure and implement two international projects.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 13	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2010-12 College Plan
FY10 Goals and Objectives
 College Matrix Area: Academic Affairs
 Matrix Division: Planning Assessment

10-12 Goal	FY10 Objective	Assessment Results Related	MS Standards Related-Enter #	Accreditation-Related	Promote Flexibility	Enhance Responsiveness	Strengthen Resources	Foster Relationships	Maximize Technology	Embrace Accountability
					Strategic Directions					
1. Implement a comprehensive assessment data management system.	1.1 Identify and recommend for administrative consideration at least two software solutions to manage assessment processes and data.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Provide transparent evidence of institutional effectiveness.	2.1 Collaborate with Mission Goal Leadership Groups to begin assessment of Critical Effectiveness Indicators.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 7, 14	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	2.2 In collaboration with Marketing, design a web page on which to provide public access to Critical Effectiveness Indicator data.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 7, 14	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	2.3 Identify a means to conduct assessment of student engagement.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> 7, 14	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3. Facilitate the review/update of College Planning Documents.	3.1 Provide leadership for review and update of the College Vision Statement.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 2	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Collaborate with Institutional Research to comply with Perkins reporting requirements.	4.1 In collaboration with Institutional Research, coordinate the collection of assessment data in accordance with the Perkins Technical Skills Reporting requirements.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 14	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	4.2 Coordinate training and assist department chairpersons in developing Perkins-qualified assessment activities.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 14	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

2010-12 College Plan
FY10 Goals and Objectives
 College Matrix Area: Academic Affairs
 Matrix Division: Planning Assessment

10-12 Goal	FY10 Objective	Assessment Results Related	MS Standards Related-Enter #	Accreditation-Related	Promote Flexibility	Enhance Responsiveness	Strengthen Resources	Foster Relationships	Maximize Technology	Embrace Accountability
					Strategic Directions					
5. Prepare for Middle States Self-Study.	5.1 In collaboration with DIET, revise the College Planning database to address Middle States Self Study information needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	5.2 Provide education and identify resources to support planning at the College and campus levels.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 2	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2010-12 College Plan
FY10 Goals and Objectives
 College Matrix Area: Academic Affairs
 Matrix Division: Student Services

10-12 Goal	FY10 Objective	Assessment Results Related	MS Standards-Related Enter #	Promote Flexibility	Enhance Responsiveness	Strengthen Resources	Foster Relationships	Maximize Technology	Embrace Accountability
				Strategic Directions					
1. Increase student engagement and retention.	1.1 Collaborate with the Instructional Division to implement a new advisement-as-teaching model, with counselors integrated into program advisement teams, which prepares students to navigate through the college experience and use strategies to attain their goals. (Student Services' Master Plan Recommendation 4)	<input type="checkbox"/>	<input checked="" type="checkbox"/> 8, 9	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1.2 In collaboration with Instruction, implement use of an electronic advisement notebook. (Student Services' Master Plan Recommendation 7)	<input type="checkbox"/>	<input checked="" type="checkbox"/> 8	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1.3 Utilize a set of decision-making steps in the delivery of student services that demonstrates and promotes student decision-making skills and independence in managing their education. (Student Services' Master Plan Recommendation 5)	<input type="checkbox"/>	<input checked="" type="checkbox"/> 8	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1.4 In addition to revisiting the CCSSE results, implement an annual survey of student needs and interests, and implement new or enhanced programs/ activities/services in response.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> 8, 9	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1.5 Utilize a social networking utility in order to connect and share collegewide programs and resources.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 8	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2010-12 College Plan
FY10 Goals and Objectives
 College Matrix Area: Academic Affairs
 Matrix Division: Student Services

10-12 Goal	FY10 Objective	Assessment Results Related	MS Standards-Related Enter #	Promote Flexibility	Enhance Responsiveness	Strengthen Resources	Foster Relationships	Maximize Technology	Embrace Accountability
				Strategic Directions					
2. Collaborate with other divisions to create or expand student learning opportunities. (Recommendation 15)	2.1 Collaborate with other divisions in order to offer workshops, seminars, and activities that reinforce the Core Curriculum Competencies. (Student Services' Master Plan Recommendation 6)	<input type="checkbox"/>	<input checked="" type="checkbox"/> 9	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	2.2 Implement redesigned admission and enrollment processes across the campuses to streamline routine functions and student access to information, enabling professional counselor resources to be focused on student engagement, development, and learning. (Student Services' Master Plan Recommendation 1)	<input type="checkbox"/>	<input checked="" type="checkbox"/> 8, 9	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	2.3 Collaborate with the Instructional Division to identify and implement actions to provide a "first year experience" designed to foster success for new students.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 8	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	2.4 Coordinate student service learning opportunities which address identified community needs.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Enhance career services and workplace readiness.	3.1 Partner with Instructional Division and local employers to develop and offer student networking opportunities.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 8	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	3.2 Develop and implement a systematic process to determine the results of graduates' educational plans and increase assistance with individual job placement and/or transfer assistance (Student Services Master Plan Recommendation 10).	<input type="checkbox"/>	<input checked="" type="checkbox"/> 8	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Finance Matrix Area

2010-12 College Plan
FY10 Goals and Objectives
 College Matrix Area: Finance
 Matrix Division: Administrative Services

10-12 Goal	FY10 Objective	Assessment Results Related	MS Standards Related-Enter #	Promote Flexibility	Enhance Responsiveness	Strengthen Resources	Foster Relationships	Maximize Technology	Embrace Accountability
		Strategic Directions							
1. Strengthen Operational Effectiveness.	1.1 Identify divisional best practices for implementation on a collegewide basis.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 3	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1.2 Complete implementation of Maintenance Direct and PM Jumpstart software for the development of an operations database.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1.3 Determine the collegewide feasibility of performance contracting.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2. Establish an Energy Conservation Plan.	2.1 Establish a collegewide task force to identify, analyze, and prioritize energy efficiency measures.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 3	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	2.2 Complete a collegewide energy audit.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	2.3 Enhance building automation systems with 21 st century technology.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Adapt and apply the Stanton/Wilmington Health Sciences Building Design and Program to address other campuses' needs.	3.1 Collaborate with Stanton/Wilmington Building Committee and project architects to complete campus-specific adaptations of the Building Program for Terry and Owens campuses.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 3	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	3.2 Review, finalize, and obtain administrative approval for the individual campus-specific Building Programs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2010-12 College Plan
FY10 Goals and Objectives
 College Matrix Area: Finance
 Matrix Division: Business Services

10-12 Goal	FY10 Objective	Assessment Results Related	MS Standards Related-Enter #	Promote Flexibility	Enhance Responsiveness	Strengthen Resources	Foster Relationships	Maximize Technology	Embrace Accountability
		Strategic Directions							
1. Evaluate existing expenditures and identify solutions to contain costs and reduce financial obligations.	1.1 The Campus Energy Task Force and Business Managers will collaborate with Energy Management Consultants to ensure the energy efficiency of existing systems and will direct architects to design renewable energy elements into all renovation and construction projects.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 2	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1.2 Review all bulk purchasing practices and agreements to negotiate discounts and maximize our purchasing power in the areas of technology, contractual services, and custodial supplies and related consumables.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 3	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1.3 Evaluate the utilization of copy centers and office photocopiers, and determine potential solutions to minimize the maintenance costs of these machines and the consumption of paper.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Improve business practices and implement internal controls to enhance operational efficiencies.	2.1 Establish fiscal operations working (“SWAT”) teams that will conduct performance review audits and internal desk audits of various Auxiliary Service Departments and will evaluate the best practices among the campuses.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	2.2 Evaluate the potential for a significant technology enhancement involving credit card processing called “GOVOLUTIONS” for Business offices, Corporate & Community Programs, and Industrial Training Divisions. If selected for implementation, it will provide greater flexibility, security, efficiency, and quicker processing times.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

2010-12 College Plan
FY10 Goals and Objectives
 College Matrix Area: Finance
 Matrix Division: Business Services

10-12 Goal	FY10 Objective	Assessment Results Related	MS Standards Related-Enter #	Promote Flexibility	Enhance Responsiveness	Strengthen Resources	Foster Relationships	Maximize Technology	Embrace Accountability
				Strategic Directions					
	2.3 Complete the business process review of transition requirements to identify the implementation strategies for the establishment of start-up training associated with the phase-in of the First State Financials fiscal database that will replace OMS and DFMS.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Seek alternative sources to expand and diversify the existing revenue base to advance the goals and mission of the College.	3.1 Support efforts to obtain approval for the Community College Infrastructure Fund.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 3	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	3.2 Solicit support from architects and the Administrative Services Divisions to identify and design “shovel ready” projects that may begin immediately upon the availability of any Federal or State economic stimulus revenue.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	3.3 The College has exclusive vending agreements that expire in July, 2010. During FY10, the Business Managers will evaluate existing and potential opportunities that may have potential to increase resources or enhance services.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 3	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2010-20 College Plan
FY10 Goals and Objectives
 College Matrix Area: Finance
 Matrix Division: DIET

10-12 Goal	FY10 Objective	Assessment Results Related	MS Standards Related-Enter #	Promote Flexibility	Enhance Responsiveness	Strengthen Resources	Foster Relationships	Maximize Technology	Embrace Accountability
				Strategic Directions					
1. Incorporate standard protocols into project management practices.	1.1 Modify project planning process to ensure a needs analysis is conducted in the initial stages of all DIET planning processes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	1.2 Ensure final costs are within 10% of the estimated costs for all DIET projects.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2. Implement methods to improve the efficiency of support services resources.	2.1 Document functional processes for the Banner student record system.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	2.2 Document integration of Banner components with other components within the enterprise system.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Develop processes consistent with the systems development life cycle methodology.	3.1 Align the use of the College's systems applications and structures to leverage existing technological resources.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Cultivate electronically facilitated communications within the College community.	4.1 Collaborate with Marketing to investigate how the College's current announcement application can be improved to better communication information to College employees and students.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	4.2 Collaborate with the Deans of Student Services to investigate how on-line chat can be used to serve new and future students.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2010-20 College Plan
FY10 Goals and Objectives
 College Matrix Area: Finance
 Matrix Division: DIET

10-12 Goal	FY10 Objective	Assessment Results Related	MS Standards Related-Enter #	Promote Flexibility	Enhance Responsiveness	Strengthen Resources	Foster Relationships	Maximize Technology	Embrace Accountability
				Strategic Directions					
5. Improve enterprise level security across College networks.	5.1 Audit current systems for security vulnerability.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	5.2 Establish interdepartmental and/or interdivisional work groups as needed to address the results of the security audit.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2010-20 College Plan
FY10 Goals and Objectives
 College Matrix Area: Finance
 Matrix Division: Public Safety

10-12 Goal	FY10 Objective	Assessment Results Related	MS Standards Related-Enter #	Promote Flexibility	Enhance Responsiveness	Strengthen Resources	Foster Relationships	Maximize Technology	Embrace Accountability
				Strategic Directions					
1. Implement a Constable Law Enforcement Program for Collegewide Public Safety to provide a critical interface between Delaware Tech Public Safety and police services.	1.1 Collaborate with Human Resources to write Job Analysis Questionnaire to establish Constable Officer positions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1.2 The Chiefs of Public Safety at each campus will meet the requirements to become the first Constable Officers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Implement a unified collegewide CPR, AED, and First Aid training program for Public Safety Officers.	2.1 Collaborate with Human Resources to revise the Public Safety Officer job specifications to include CPR, AED, and First Aid Certification.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	2.2 Develop standardized, in-house CPR, AED, and First Aid certification programs geared toward Public Safety needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Human Resources and College Relations Matrix Area

2010-12 College Plan
FY10 Goals and Objectives
 College Matrix Area: Human Resources and College Relations
 Matrix Division: Human Resources

10-12 Goal	FY10 Objective	Assessment Results Related	MS Standards Related-Enter #	Promote Flexibility	Enhance Responsiveness	Strengthen Resources	Foster Relationships	Maximize Technology	Embrace Accountability
				Strategic Directions					
1. Enhance the College's workforce quality and stability.	1.1 Generate the first annual collegewide turnover report and make recommendations based on findings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Promote flexibility in attracting, hiring, and retaining employees.	2.1 Explore innovative ways to attract qualified candidates that are low-cost and use relevant technology and websites.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	2.2 Explore flexible work arrangements and benefits that appeal to a diverse workforce.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Identify and implement low-cost strategies to reduce paper and maximize the use of technology.	3.1 Work with DIET to develop an online employment application process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	3.2 Work with DIET to develop a document imaging process for human resource records.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Identify alternative funding sources to fund strategies that enhance responsiveness, flexibility, and the effective use of technology.	4.1 Explore grants that may be available to improve Human Resource processes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	4.2 Explore other funding sources that may be available to improve Human Resource processes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2010-12 College Plan
FY10 Goals and Objectives
 College Matrix Area: Human Resources and College Relations
 Matrix Division: Institutional Advancement

10-12 Goal	FY10 Objective	Assessment Results Related	MS Standards Related-Enter #	Promote Flexibility	Enhance Responsiveness	Strengthen Resources	Foster Relationships	Maximize Technology	Embrace Accountability
				Strategic Directions					
1. Enhance institutional advancement donor, partner, and financial management information.	1.1 Work with the campuses and DIET to complete the integration of historical records into Raisers Edge.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	1.2 Investigate ways to take advantage of the communications capabilities of Raisers Edge.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	1.3 Review the end-of-the-year donor letters process to improve efficiency.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 6	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2. Institute strategies to increase private and public support.	2.1 Promote naming opportunities and giving levels required collegewide. Make this information available on the web site.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	2.2 Promote Planned Giving and the Legacy Society using print, web site information and e-blast to existing donors, and send letters to constituents over 70.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	2.3 Communicate the Charitable Gift Annuities option and its benefits to target markets.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	2.4 Continue license tag sales and promote for graduation.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	2.5 Create FAQs for scholarship donors for the web site.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> 6	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	2.6 Promote donations as gifts “given in the honor of” or “name of.”	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2010-12 College Plan
FY10 Goals and Objectives
 College Matrix Area: Human Resources and College Relations
 Matrix Division: Institutional Advancement

10-12 Goal	FY10 Objective	Assessment Results Related	MS Standards Related-Enter #	Promote Flexibility	Enhance Responsiveness	Strengthen Resources	Foster Relationships	Maximize Technology	Embrace Accountability
		Strategic Directions							
3. Promote excellent stewardship. Increase communications and personal interaction with donors.	3.1 Complete the Shaping the Future giving campaign and communicate the results to donors and the College community.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 2, 3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	3.2 Work with the collegewide Alumni Association to set goals for supporting the college.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 2, 4	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	3.3 Collaborate with Marketing to produce a web page to recognize current givers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	3.4 Write a case for support that inspires and motivates donors and includes a call for action to post on the web site.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Identify and request funding from public and private funders for specific collegewide initiatives.	4.1 Seek funding to establish learning communities and other efforts to improve retention.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> 2, 3	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	4.2 Seek funding to increase College capacity.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 2, 3	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Expand the use of technology in Institutional Advancement initiatives.	5.1 Collect email addresses of constituent groups to facilitate electronic communication and save printing costs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	5.2 Promote an electronic community of friends using blogs, YouTube and Facebook; to encourage online donations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2010-12 College Plan
FY10 Goals and Objectives
 College Matrix Area: Human Resources and College Relations
 Matrix Division: Legal Affairs

10-12 Goal	FY10 Objective	Assessments Results Related	MS Standards-Related-Enter #	Promote Flexibility	Enhance Responsiveness	Strengthen Resources	Foster Relationships	Maximize Technology	Embrace Accountability
		Strategic Directions							
1. Promote awareness and compliance with constitutional guarantees regarding speech and assembly on campus or at college functions	1.1 Research applicable state and federal laws as they relate to speech and assembly on campus or at college functions.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 6	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1.2 Determine existing practices and policies as they relate to speech and assembly on campus or at college functions.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 6	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Promote awareness and compliance with state and federal laws governing employees with disabilities.	2.1 Research applicable state and federal laws as they relate to governing employees with disabilities.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 6	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	2.2 Determine existing policies and practices as they relate to governing employees with disabilities.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 6	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Promote awareness and compliance with the Higher Education Act (HEA) Reauthorization of 2008.	3.1 Research statutes and regulations (when promulgated) for the HEA Reauthorization of 2008.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	3.2 Form a committee of relevant stakeholders to evaluate the College's current compliance with new HEA Reauthorization of 2008 requirements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2010-12 College Plan
FY10 Goals and Objectives
 College Matrix Area: Human Resources and College Relations
 Matrix Division: Marketing Public Relations

10-12 Goal	FY10 Objective	Assessment Results Related	MS Standards Related-Enter #	Promote Flexibility	Enhance Responsiveness	Strengthen Resources	Foster Relationships	Maximize Technology	Embrace Accountability
		Strategic Directions							
1. Enhance role of marketing through utilization technology.	1.1 Conduct a complete review of the College's entire website and produce a plan containing long-and short-term goals that will meet the needs of prospective and current students.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	1.2 Design a new navigational structure and eliminate old, outdated, and/or redundant web pages.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	1.3 Determine the feasibility and prioritization of web applications – especially those that related to online admissions and registration such as a searchable database of courses and online chat.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	1.4 Design and introduce a new collegewide homepage and new design standards for all second and third level web pages.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Develop marketing strategies that respond to the expectations of different generations of students.	2.1 Implement a social networking policy that will help leverage social networking sites as a tool to connect with the millennial generation.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	2.2 Align advertising initiatives with the media preferences of different generation of students.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2010-12 College Plan
FY10 Goals and Objectives
 College Matrix Area: Human Resources and College Relations
 Matrix Division: Marketing Public Relations

10-12 Goal	FY10 Objective	Assessment Results Related	MS Standards Related-Enter #	Promote Flexibility	Enhance Responsiveness	Strengthen Resources	Foster Relationships	Maximize Technology	Embrace Accountability
		Strategic Directions							
3. Enhance existing and develop new strategies to communicate the College message, image, and brand.	3.1 Conduct audit of marketing collateral and web copy to identify and alter language that is not user-friendly to prospective and current students.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4. Contribute to the College's sustainability efforts by implementing green marketing practices.	4.1 Use recycled paper for in-house printing.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	4.2 Increase Internet, email, and direct marketing initiatives that will reduce printing while increasing enrollment in low enrollment, high demand technologies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Strengthen interdepartmental, interdivisional, and intercampus collaboration to more effectively achieve marketing goals and objectives.	5.1 Regularly communicate progress on marketing initiatives to College community via campus updates and use blogs and online surveys to invite employee and student input.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	5.2 Partner with DIET to launch web redesign initiatives outlined in Objectives 1.1-1.4.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

APPENDIX A

PLANNING STRUCTURE (6/8/04Structure approved by President's Council [Timeline updated 4-18-08])					
Planning	Level	Description	Duration	Preparation Time	Due Date
College Plan	CW	<p><u>Includes:</u> Collegewide (CW) goals and objectives set by Matrix areas (e.g., Instruction, CCP, etc.) for actions that rise to a college level for attention. Contains: <u>Strategic Goals/objectives;</u> <u>Improvement Goals/objectives;</u> <u>Accreditation Goals/objectives;</u> and <u>Contingency Goals/objectives.</u></p> <p>Objectives are implemented by College VP/Coordinator/group. Matrix area goals/objectives are reflected in Campus Plans, as appropriate, for implementation by campus divisions.</p> <p><u>Guided By:</u> College Vision Statement, EMS, Strategic Directions, Mission Goal Outcomes Assessment/ SLOA / ESOA Results, Accreditation</p> <p><u>Leadership Responsibility:</u> VPs for Matrix areas, Collegewide Committees and Groups</p> <p><u>Report:</u> Annual College Achievement Report</p>	Three Years with annual review / update	Six Months	March
Campus Plan	Campus	<p><u>Includes:</u> Campus goals and objectives. Also reflects College Plan matrix area goals/objectives that apply to campus divisions for implementation. Contains:</p> <p><u>Strategic Goals/objectives</u> (from the College Plan and adopted by campus divisions related to Matrix areas); <u>Improvement Goals/objectives</u> (from the College Plan that apply to campus divisions for attention or set by the campus for improvement actions that require planning future actions, rise to the level of campus planning, etc.;</p>	One Year	Two Months	May
		<p><u>Accreditation Goals/objectives</u> (from the College Plan for Middle States' actions that apply to campus divisions for attention or set by the campus for divisional attention); <u>County Specific Goals/objectives;</u> <u>Contingency Goals/objectives.</u></p> <p><u>Guided By:</u> College Vision Statement, EMS, Strategic Directions, College Plan, Mission Goal Outcomes Assessment/ SLOA / ESOA Results, Accreditation</p> <p><u>Leadership Responsibility:</u> Campus Director, Campus Deans and Directors</p> <p><u>Report:</u> Annual Campus Achievement Report</p>			

APPENDIX B

Insert Appendix B .pdf here