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## COLLEGE MISSION

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

The College will achieve its mission through these goals:

1. Academic programs will prepare students for successful employment upon completion and/or transfer to a senior institution.

2. Developmental education will prepare students in mathematics, reading, and writing to be successful in entry-level College courses and workforce training.

3. Workforce training and professional development programs will prepare and support a competitive workforce.

4. Personal enrichment programs will provide lifelong learning opportunities for the community.

5. Programs, activities, and services will create a welcoming and inclusive environment that promotes respect for diverse cultures, backgrounds, and points of view.

6. The College will provide an environment that cultivates student learning and success.

7. Public and private resources will be sought, obtained, and utilized to advance the College Mission and Goals.

## COLLEGE VISION

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Delaware Technical & Community College will be:

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

## STRATEGIC DIRECTIONS

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

**Promote Flexibility** – Promote and implement models for instruction, services, and operations that provide the flexible environment sought by increasingly diverse students, employees, and employers in how, when, and where 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, innovative solutions.

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

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

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

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

# COLLEGE AGENDA

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## College Agenda for 2010

***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.***

- Evaluate processes and practices to ensure the efficient and effective use of College resources.
- Contribute to economic growth in the State of Delaware by developing educational offerings and programs to address emerging or expanding labor market needs.
- Enhance accountability to stakeholders by providing transparent evidence of institutional effectiveness.
- Foster student success by implementing student engagement, retention, and completion strategies.
- Customize processes, programs, and instructional practices to address generational differences.
- Seek alternative funding sources and promote efforts to acquire a stable capital revenue base to advance the College mission.
- Enhance the College's sustainability efforts by implementing resource and energy conservation measures.
- Seek private and public funding sources to support students' educational needs.
- Analyze College programs, services, and operations in the context of the Middle States Commission on Higher Education accreditation standards to prepare for the 2012 self study.

## OWENS CAMPUS MISSION

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

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

## CAMPUS AGENDA

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- Goal 1      Implement College Agenda.  
***Objective 1: Implement the FY10 College Agenda.***
- Goal 2      Provide a learning environment that encourages student development and engagement.  
***Objective 2: (CA 4, CP 2775, MSS Standard 9) Implement new advisement model.***
- Goal 3      Respond to emerging economic development opportunities and workforce needs.  
***Objective 3: (CA 4, CP 2775) Establish formal structure for learning communities and implement two new learning communities.***  
  
***Objective 4: (CA 2, CP 2773) Implement first phase of Energy programs to include securing needed resources for implementation.***
- Goal 4      Foster relationships with a broad range of constituents to support college goals and augment resources.  
***Objective 5: (CA 2, CP 2773) Develop and implement initiatives that support entrepreneur/inventor opportunities in product development.***  
  
***Objective 6: (CA 8, CP 2802) Implement annual outreach/marketing strategies to increase major and planned gifts.***  
  
***Objective 7: (CA 1, CP 2824) Develop and implement initiatives that enhance revenues, contain costs and reduce financial obligations.***
- Goal 5      Improve methods and processes across the institution.  
***Objective 8: (CA 7) Implement green practices and sustainability measures at the campus.***
- Goal 6      Prepare for Middle States Self Study.  
***Objective 9: (CA 9, CP 2776) Establish committee structure, develop timeline and identify resources to support Middle States Self Study.***



# ADMINISTRATIVE SERVICES DIVISION

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## **MISSION**

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

- Goal 1      Provide construction management for campus.  
***Objective 1: (SD Promote Flexibility) (SD Promote Flexibility) Continue use of Project Management teams to coordinate scheduling of construction projects and related work (e.g., DIET) and to communicate process to appropriate divisions and departments.***
- Objective 2: Plan for three major roofing tearoffs and installations, eliminating the possibility of catastrophic structural disaster.***
- Objective 3: Provide construction management for the new Energy House and coordinate all phases of production.***
- Objective 4: Oversee construction of parking lot improvements and road overlayment.***
- Goal 2      Develop process to foster increased efficiency and effectiveness.  
***Objective 5: Oversee new task force on the impact of campus expenditures. Analyze division expenditure data and implement recommendations.***
- Objective 6: Assess building conditions; analyze and implement necessary improvements to provide a conducive learning atmosphere for students.***
- Objective 7: Develop and implement a plan to maintain new Aviation Maintenance Education Center using existing resources.***
- Goal 3      Expand initiatives to maximize campus safety and security.

**Objective 8: Provide training for constable status of Public Safety chiefs to enhance their capabilities to satisfy state requirements for arrest powers.**

**Objective 9: Determine the feasibility of using Segways as a less labor-intensive and more energy-efficient use of Public Safety personnel (interior and exterior environments) to effectively interact with students.**

Goal 4 Complete campus projects that enhance the outdoor environment.

**Objective 10: Upgrade the planting of beds to more tolerant, disease-resistant plants to beautify the campus.**

Goal 5 Work with Business Manager on projects to save budgetary funds.

**Objective 11: Implement "Energy Links" recommendations on peak management of electrical usage.**

**Objective 12: Collaborate with faculty and staff on implementation of cost-saving energy ideas.**

**Objective 13: Coordinate with students and staff on establishment of recycling programs involving paper and plastic products.**

**Objective 14: Implement sustainable energy initiatives that would reduce energy consumption and reduce the campus' carbon footprint.**

**Objective 15: Install natural gas boilers throughout the campus to achieve the energy savings and efficiency incurred by switching from fuel oil to natural gas.**

# **BUSINESS SERVICES DIVISION**

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## **MISSION**

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

- Goal 1      Provide campus administration with the financial resource information needed to sustain campus operations.  
***Objective 1: Develop and implement strategies in response to a significant reduction in FY2010 State operating and capital funds and to zero growth in FY2011 State operating and capital funds.***
- Objective 2: Oversee and track the expenditure of federal stimulus funds.***
- Goal 2      Enhance services to improve financial access to students.  
***Objective 3: Research best practices and operational procedures of Direct Lending in response to pending changes in the student loan industry.***
- Goal 3      Utilize the web as a point of access for students conducting transactions with the College.  
***Objective 4: Expand items offered for sale through the Bookstore website to include insignia apparel and other general merchandise.***
- Objective 5: Make financial aid forms on-line interactive.***
- Goal 4      Increase the availability of data for communication and decision-making through data management systems.  
***Objective 6: Implement document imaging in the Financial Aid Office to reduce reliance on paper documentation stored in filing cabinets.***
- Goal 5      Establish and implement best business practices and enhance internal controls.  
***Objective 7: Implement actions to improve certain Bookstore financial performance indicators as identified through the National Association of College Stores' annual financial***

**survey, a report which compares the Bookstore to college bookstore industry benchmarks.**

**Objective 8: As part of a collegewide Request For Proposal for banking services, review the terms of current campus checking accounts to determine if these funds should be moved to different banks.**

**Objective 9: Explore ways to increase the interest earned on the Bookstore's excess operating funds.**

**Objective 10: Upgrade the Museum's credit card terminal to comply with credit card industry security standards.**

**Objective 11: Review business processes to evaluate the transition requirements and conduct start-up training associated with the scheduled FY2011 roll-out of the First State Financials system's replacement of OMS and DFMS.**

Goal 6

Enhance customer service.

**Objective 12: Expand the use of alternative methods to effectively communicate financial aid information to students including emails and post card mailings in lieu of larger, more costly mailings.**

Goal 7

Improve financial reporting provided to campus administration.

**Objective 13: Develop a financial report that summarizes the campus budget by fund and by division.**

**Objective 14: Oversee and track the expenditure of Educational Foundation funds from the Melvin Joseph-Frank Perdue Memorial Endowment to ensure optimal use of these resources.**

**Objective 15: Implement a new accounting and reporting structure for DelDOT's Community Transportation Funds allocated for campus projects.**

Goal 8

Improve the efficiency and effectiveness of campus energy utilization.

**Objective 16: In collaboration with the campus's energy consultant and Administrative Services, develop and implement a strategic energy plan for the campus.**

# CORPORATE & COMMUNITY PROGRAMS DIVISION

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## **MISSION**

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

- Goal 1      Explore opportunities to expand non-credit course offerings.  
***Objective 1: (SD Strengthen Resources) Identify potential space on campus and/or off campus to deliver non-credit course offerings.***
- Objective 2: (SD Strengthen Resources) Work with the Division of Instruction to update existing procedures for establishing non-credit to credit pathways.***
- Objective 3: (SD Maximize Technology) Identify existing on ground non-credit courses that have the potential to be offered online.***
- Objective 4: (SD Maximize Technology) Develop and implement an electronic reporting system for non-credit course evaluations.***
- Goal 2      Develop and implement a plan to reduce CCP production costs.  
***Objective 5: (SD Embrace Accountability) Examine feedback provided by customers on course evaluations and develop in-service customer service training to improve operational efficiency.***
- Objective 6: (SD Enhance Responsiveness) Design a CCP staff development training program that includes at minimum of four workshop topics per year.***
- Objective 7: (SD Embrace Accountability) Refine the Corporate and Community Programs Operation's Manual to include***

**chapters on budgeting, customer service, emergency procedures, marketing and staffing.**

- Goal 3 Enhance labor market responsiveness in the context of rapidly changing labor market conditions.  
**Objective 8: (SD Enhance Responsiveness) Collaborate with the College administration, Division of Instruction, Entrepreneurship, and Electronics & Computer Engineering Technology departments to develop a Fabrication Lab (FAB LAB) for student/community entrepreneurial innovation for product commercialization.**
- Objective 9: (SD Enhance Responsiveness) Collaborate with the College administration and Division of Instruction to identify strategies to incorporate a new Energy House into student learning experiences.**
- Goal 4 Increase awareness of the Corporate and Community Programs Division.  
**Objective 10: (SD Strengthen Resources) Develop a CCP promotional plan that identifies dedicated space in each campus building to advertise non-credit course offerings and events.**
- Objective 11: (SD Strengthen Resources) Host one CCP informational session for campus employees including Delaware Tech, University of Delaware, Delaware State and Wilmington University.**
- Goal 5 Develop new innovative methods for creating successful non-credit programs and courses.  
**Objective 12: (SD Promote Flexibility) Design a cafeteria course menu that will enable students to craft an office skills training program in the allied health field.**
- Objective 13: (SD Maximize Technology) Develop two new hybrid courses using on ground and Blackboard instruction.**
- Objective 14: (SD Maximize Technology) Research, identify and offer two non-credit workshops delivered in a virtual learning environment using a web based application.**
- Objective 15: (SD Enhance Responsiveness) Develop and implement a plan to add Encore programming in the areas of enrichment and job skills training.**

***Objective 16: (SD Enhance Responsiveness) Research and develop two “green” related professional development and personal enrichment course offerings.***

***Objective 17: (SD Enhance Responsiveness) Research and develop two new continuing education green technology courses directed at water purification.***

***Objective 18: (SD Maximize Technology) Conduct an online survey with non-credit instructors to help identify new programming ideas.***

***Objective 19: (SD Strengthen Resources) Facilitate a brainstorming session with a volunteer group of past and current youth and adult students to help identify new programming ideas.***

***Objective 20: (SD Enhance Responsiveness) Survey Sussex County primary, middle and high school personnel to determine professional development interests.***



# Division of Information & Education Technology

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## **MISSION**

The Division of Information & Education Technology will provide administrative and educational support services for an environment conducive to student learning. The division is comprised of the following four areas:

- ◆ Classroom Technology and Media Services
- ◆ Customer Service
- ◆ E – Learning Support
- ◆ Systems

Goal 1 Provide continually expanding technical support and services in an efficient and cost effective manner.

***Objective 1: Upgrade Microsoft Internet Explorer to version 8 on all campus computers to stay current with business standards.***

***Objective 2: Upgrade computers in eleven instructional labs to accommodate increased software requirements.***

***Objective 3: Continue to enhance instructional delivery by increasing the number of multi-media classrooms through the use of symposiums.***

***Objective 4: Upgrade Bookstore server.***

***Objective 5: Develop and test an appropriate “Windows 7” deployment method to include piloting the system with faculty volunteers and evaluation of pilot experience including operation and time period to deploy the system.***

***Objective 6: Complete migration of data from local campus domain server drives onto College-wide domain server drives and begin manipulation of folders to adhere to the College-wide standard.***

Goal 2 Provide a stable and reliable infrastructure for all technology services.

***Objective 7: Install two new servers to implement VMWare’s to allow for needed system resources and further augment existing “high availability” environment.***

**Objective 8: Upgrade College-wide Active Directory from 2003 to 2008.**

**Objective 9: Create “Windows 7” install in preparation of College-wide implementation.**

**Objective 10: Upgrade Campus Legato Networker backup solution.**

**Objective 11: Continue to migrate physical servers into virtual server instances.**

**Objective 12: Implement virtual server resource sharing and load balancing.**

# HUMAN RESOURCES DIVISION

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## **MISSION**

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

- ◆ developing and supporting a quality workforce
- ◆ facilitating an efficient and effective employment process
- ◆ directing a comprehensive performance management process
- ◆ providing a continuum of learning to support professional and organizational development
- ◆ serving as an advocate for equity, diversity, and lifelong learning

Goal 1      Develop methods to encourage and sustain innovation.  
***Objective 1: Provide leadership through the Professional Development Committee to expand learning opportunities and benefit Owens campus employees. Examples may include topics related to personal budgeting, stress reduction, going “green”, etc.***

***Objective 2: Develop and deliver new workshops on Owens campus for supervisors on human resources policies.***

***Objective 3: Expand new employee orientation to include a tour of the campus facilities and grounds and provide more specific information as it pertains to the benefits of working for Delaware Tech.***

Goal 2      Improve methods and processes across the institution and benchmark practices with other similar institutions.  
***Objective 4: Explore flexible work arrangements and benefits that appeal to a diverse workforce.***

***Objective 5: Encourage employees to be fit and well through the use of Owens Campus Fitness Center. Implement a “wellness day” to inform employees of the benefits of good health practices and provide assessment of general health through screenings.***

***Objective 6: Continue to collaborate with Department Chairs to learn more about how to attract diverse applicant pools for upcoming vacancies in the Instructional Division.***

Goal 3      Promote flexibility in attracting, hiring and retaining employees.  
***Objective 7: Explore innovative ways to attract qualified candidates that are low cost and use relevant technology and websites.***

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# INSTRUCTIONAL DIVISION

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## MISSION

In response to constantly changing economic and employment realities, the Division of Instruction provides market-driven educational programs to meet students' career and life-long learning goals. The Division facilitates learning through innovative competency-based instruction. Instructional programs utilize information technology in an expanding array of delivery formats to enhance learning and promote student access and success. Problem solving, teamwork skills and effective communication competencies are among the competencies addressed in each technology program. The programs also offer clear educational pathways that connect the associate degree to secondary schools and senior institutions.

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

**Objective 1: (SD Embrace Accountability, MSS Standard 11) Conduct program review of programs, designated for FY10.**

**Objective 2: (SD Embrace Accountability, MSS Standard 11) Implement recommendations resulting from the FY09 program reviews of Biotechnology, Business Administration Technology, Construction Management Technology, Engineering Drafting Technology, and Medical Laboratory Technology.**

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

**Objective 3: (SD Enhance Responsiveness, CP 2773, MSS Standard 11) Offer COM 110, Introduction to Video Production, and COM 210, Advanced Video Production, as recommended by the Communications Advisory Committee.**

**Objective 4: (SD Enhance Responsiveness, CP 2773, MSS Standard 11) Develop a PHP programming course for Web Development and Computer Information Systems curricula as recommended by the advisory committee.**

**Objective 5: (SD Enhance Responsiveness) Explore the new version of Windows (Windows 7) and determine a timeline for implementing into the Computer Information Systems curriculum.**

**Objective 6: (SD Enhance Responsiveness, CA 2, CP 2773, MSS Standard 11) Implement newly adopted Surveying & Geomatics option under the Civil Engineering Technology program which was developed in conjunction with the Delaware Board of Professional Land Surveyors and the Collegewide engineering technology programs as a pathway to licensure for survey technicians and surveyors.**

**Objective 7: (SD Enhance Responsiveness, CP 2773, MSS Standard 11) Incorporate solar cells and photovoltaic options into ELC 230, Industrial Electronics, to focus on energy monitoring and savings principles.**

**Objective 8: (SD Enhance Responsiveness, CA 2, CP 2773, MSS Standard 11) Investigate the development of a Fabrication Lab involving Corporate & Community Programs, Entrepreneurship, Electronics, and Engineering Technologies to foster entrepreneurial innovation for students and the community.**

**Objective 9: (SD Enhance Responsiveness, CA 2, CP 2773, MSS Standard 11, MSS Standard 13) Identify strategies to incorporate the proposed Energy House into student and community learning experiences through collaboration with Corporate & Community Programs and Instruction.**

**Objective 10: (SD Enhance Responsiveness, CP 2773, MSS Standard 11, MSS Standard 13) Investigate the feasibility of the development of an Entrepreneurial Business Resource Center to support and enhance student education and the advancement of small businesses.**

**Objective 11: (SD Enhance Responsiveness, CP 2773, MSS Standard 13) Develop a community outreach plan to strengthen the awareness of the Entrepreneurship program and its related initiatives.**

**Objective 12: (SD Enhance Responsiveness, CA 2, CP 2773, MSS Standard 11) Implement the Middle School Math curriculum.**

**Objective 13: (SD Enhance Responsiveness, CA 2, CP 2773, MSS Standard 11) Implement the Diagnostic Medical Sonography Technology curriculum.**

**Objective 14: (SD Enhance Responsiveness, CA 2, CP 2773, MSS Standard 11) Research and implement certificate options relating to energy careers.**

Goal 3

Enhance the College's national recognition for excellence.

**Objective 15: (SD Enhance Responsiveness, CP 2773, MSS Standard 11) Explore opportunities for certificate development in alternative agriculture (i.e.: organic landscaping and farming).**

**Objective 16: (SD Embrace Accountability, MSS Standard 11) Explore the requirements and procedures of the National Association for the Education of Young Children (NAEYCE) accreditation for AAS-Birth to Second and AAS-Early Childhood Studies.**

**Objective 17: (SD Embrace Accountability, MSS Standard 11) Achieve national accreditation for the Diagnostic Medical Sonography program.**

**Objective 18: (SD Embrace Accountability, MSS Standard 11) Complete the NATEF/ASE recertification process for the Automotive program.**

**Objective 19: (SD Embrace Accountability, MSS Standard 11) Achieve re-accreditation for the Occupational Therapy Assistant program.**

**Objective 20: (SD Embrace Accountability, MSS Standard 11) Achieve re-accreditation for the Nursing program.**

**Objective 21: (SD Embrace Accountability, MSS Standard 11) Achieve re-accreditation for the Human Services program.**

Goal 4

Promote alternative instructional delivery strategies that meet the diverse needs of students.

**Objective 22: (SD Promote Flexibility, CP 2774, MSS Standard 11, MSS Standard 13) Offer AGS 103, Greenhouse Management, and AGS 105, Principles of Plant Growth, in a distributed learning format.**

**Objective 23: (SD Promote Flexibility, CP 2774, MSS Standard 11) Develop and implement a Criminal Justice course for the International Education Program; Honors Issues in Law Enforcement in Scotland.**

**Objective 24: (SD Promote Flexibility, CP 2774, MSS Standard 11, MSS Standard 13) Offer MAT 012, Review of Math Fundamentals, in an online format.**

**Objective 25: (SD Promote Flexibility, CP 2774, MSS Standard 11, MSS Standard 13) Offer RDG 120, Critical Reading and Thinking, in an online format.**

**Objective 26: (SD Promote Flexibility, CP 2774, MSS Standard 11, MSS Standard 13) Offer EDC 220, Parent, Family/School Interaction, in a distributed learning format and ECE 111, Childhood Nutrition & Safety, in an online format.**

**Objective 27: (SD Promote Flexibility, CP 2774, MSS Standard 11, MSS Standard 13) Investigate the feasibility of offering an introductory electronics course in a distributed learning format.**

**Objective 28: (SD Promote Flexibility, CP 2774, MSS Standard 11, MSS Standard 13) Collaborate with Collegewide Entrepreneurship department chairs to develop online and distributed learning courses while integrating WIMBA technology.**

**Objective 29: (SD Embrace Accountability, CP 2775, MSS Standard 11) Identify and offer community-based events for Entrepreneurship student participation to broaden classroom knowledge to a real-world setting.**

**Objective 30: (SD Promote Flexibility, CP 2774, MSS Standard 11, MSS Standard 13) Offer MAT 015, Elementary Algebra, MAT 120, Math for Behavioral Sciences, and MAT 153, College Math & Statistics, in an online format.**

**Objective 31: (SD Maximize Technology, SD Promote Flexibility, CP 2774, MSS Standard 11, MSS Standard 13) Offer MAT 120, Math for Behavioral Sciences and MAT 150, Business Math, in a distributed learning format.**

**Objective 32: (SD Promote Flexibility, CP 2774, MSS Standard 11, MSS Standard 13) Investigate offering BIO 120, Anatomy and Physiology I, and/or CHM 100, Basic Chemistry, in a distributed learning format.**

**Objective 33: (SD Promote Flexibility, CP 2774, MSS Standard 11, MSS Standard 13) Explore offering OAT 110, Basic**

**Keyboarding, in a distributed learning format and OAT 122, Keyboarding Applications, in an online format in the Office Administration Technology curriculum.**

**Objective 34: (SD Embrace Accountability, CP 2775, MSS Standard 11, MSS Standard 13) Develop and offer new online Office Administration Technology course focusing on the use of Google to provide an opportunity for students to survey office careers and develop an understanding of skills needed for today's job market.**

**Objective 35: (SD Maximize Technology, CP 2774, MSS Standard 11, MSS Standard 13) Investigate the use of WIMBA to enhance the virtual seminar experience for OTA 231 & OTA 232, Level II Clinical Fieldwork.**

**Objective 36: (SD Maximize Technology, CP 2774, MSS Standard 11, MSS Standard 13) Collaborate with the E-Learning center to use WIMBA and create videos for online courses offered by the Human Services Department.**

**Objective 37: (SD Embrace Accountability, SD Promote Flexibility, CP 2775, MSS Standard 11) Develop a one-credit course to be offered prior to the semester, focusing on introducing key biological concepts for anatomy and physiology courses.**

Goal 5

Enhance teaching effectiveness through promotion of the use of educational technology and delivery strategies that engage students and meet their diverse learning needs.

**Objective 38: (SD Embrace Accountability, SD Maximize Technology, CP 2775, MSS Standard 11) Incorporate the use of the interactive program Anatomy and Physiology Revealed (APR) in BIO 120, Anatomy and Physiology I.**

**Objective 39: (SD Embrace Accountability, CP 2775, MSS Standard 11) Develop and implement required collaborative learning experiences for AGS 101, Soil Science, AGS 132, Landscape Construction & Management, and AGS 203, Landscape Plans & Plant Materials.**

**Objective 40: (SD Embrace Accountability, SD Maximize Technology, CA 4, CP 2775, MSS Standard 11) Incorporate the use of podcasts and an E-resource collection in EDC 150, Issues in Elementary Education.**

**Objective 41: (SD Maximize Technology, CP 2774, MSS Standard 11) Use WIMBA and Blackboard to enhance student engagement in ELC 110, Technical Computer Application.**

**Objective 42: (SD Maximize Technology, CP 2774, MSS Standard 12, MSS Standard 13) Incorporate WIMBA in ENG 122, Technical Writing, online courses.**

**Objective 43: (SD Maximize Technology, CA 4, CP 2774, MSS Standard 11, MSS Standard 13) Offer SPA 136, Spanish Communication I, in an online format using WIMBA for practice and assessment of conversational language skills.**

**Objective 44: (SD Embrace Accountability, CP 2774, MSS Standard 11) Incorporate MyMathLab as a required component in select math courses.**

**Objective 45: (SD Embrace Accountability, SD Maximize Technology, CA 4, CP 2774, MSS Standard 11, MSS Standard 13) Investigate using Senteo in BIO 120, Anatomy and Physiology I, BIO 121, Anatomy and Physiology II, and BIO 125, Introductory Microbiology.**

**Objective 46: (SD Embrace Accountability, SD Maximize Technology, CP 2774, MSS Standard 11, MSS Standard 13) Collaborate with Bayhealth Medical Center to incorporate the Laboratory Information System (LIS) in MLT 120, Hematology I, and evaluate for continued use in additional MLT courses.**

**Objective 47: (SD Embrace Accountability, SD Maximize Technology, CA 4, CP 2774, MSS Standard 11) Integrate the Laerdal "Sim Man" into the Respiratory Care Technology curriculum.**

**Objective 48: (SD Embrace Accountability, SD Maximize Technology, CP 2775, MSS Standard 11, MSS Standard 13) Develop an online course for industry certification preparation for Refrigeration, Heating, and Air Conditioning Technology students.**

**Objective 49: (SD Embrace Accountability, SD Maximize Technology, CP 2774, MSS Standard 11, MSS Standard 13) Incorporate WIMBA, other digital delivery methods, and new workshop formats to conduct Teaching Resource Center (TRC) trainings and workshops for all faculty and counselors.**

**Objective 50: (SD Embrace Accountability, SD Maximize Technology, CA 4, CP 2774, CP 2775, MSS Standard 11) Investigate using WIMBA in the Veterinary Technology program to provide online review and study sessions.**

**Objective 51: (SD Embrace Accountability, SD Maximize Technology, CP 2774, CP 2775, MSS Standard 11) Integrate Animal Care Technology (ACT) staff training online videos into the Veterinary Technology curriculum.**

**Objective 52: (SD Maximize Technology, CP 2774, MSS Standard 11) Investigate the benefits of developing a website for The Script.**

**Objective 53: (SD Embrace Accountability, SD Promote Flexibility, CP 2774, MSS Standard 12, MSS Standard 13) Implement online testing in select online English courses.**

Goal 6

Enhance teaching effectiveness.

**Objective 54: (SD Embrace Accountability, SD Maximize Technology, CP 2774, MSS Standard 10) Offer on-ground and online demonstrations and learning opportunities for faculty through the E-Learning center to highlight best practices for online use of PowerPoint 2007.**

**Objective 55: (SD Embrace Accountability, SD Maximize Technology, CP 2774, MSS Standard 10) Develop and offer in-depth faculty training opportunities related to WIMBA Classroom, WIMBA Podcaster, WIMBA Voice Authoring, WIMBA Voice Email, and WIMBA Voice Presentation through the E-Learning center.**

**Objective 56: (SD Embrace Accountability, SD Maximize Technology, CP 2774, MSS Standard 10) Develop and offer introductory learning opportunities for WIMBA Pronto and WIMBA Create.**

**Objective 57: (SD Embrace Accountability, SD Maximize Technology, CP 2774, MSS Standard 10) Pilot on-ground workshops and trainings for adjunct faculty offered through the Teaching Resource Center (TRC) to support adjunct teaching effectiveness.**

**Objective 58: (SD Embrace Accountability, CP 2774, MSS Standard 10) Implement process of peer classroom observations facilitated by the Teaching Resource Center**

**(TRC) to assist in the improvement of classroom teaching effectiveness among faculty.**

**Objective 59: (SD Embrace Accountability, SD Maximize Technology, CP 2774, MSS Standard 10, MSS Standard 11) Collaborate with the Teaching Resource and E-Learning centers to develop trainings specific to Veterinary Technology faculty in areas of Blackboard, Microsoft Office, WIMBA, and Survey Monkey.**

**Objective 60: (SD Embrace Accountability, CP 2774, MSS Standard 10, MSS Standard 11) Promote incorporation of information literacy projects and assignments into course work through Library-sponsored training/workshops for individual instructors and/or departments.**

Goal 7: Provide a learning environment that encourages student engagement and promotes retention.

**Objective 61: Develop and implement the Advisement Team structure.**

**Objective 62: (SD Embrace Accountability, SD Foster Relationships, CP 2775) Collaborate with Marketing department to redesign the Language department website and brochures to increase student and community awareness.**

**Objective 63: (SD Embrace Accountability, CA 4, CP 2775, MSS Standard 11) Offer a one credit course, "Intro to Health Careers," to students on the Nursing and Allied Health waiting lists.**

**Objective 64: (SD Embrace Accountability, SD Foster Relationships, CP 2775) Collaborate with the Marketing department to design and distribute postcards to increase student and community awareness of the Respiratory Care Technology program.**

**Objective 65: (SD Embrace Accountability, SD Foster Relationships, CP 2775) Collaborate with Marketing to develop and distribute information brochures/postcards to recruit veterinary assistants currently practicing in Sussex County.**

**Objective 66: (SD Embrace Accountability, SD Foster Relationships, CP 2775) Collaborate with Marketing to develop a Veterinary Technology website providing prospective**

**students information regarding the program, career opportunities, and licensure information.**

**Objective 67: (SD Embrace Accountability, CA 4, CP 2775, CP 2777) Develop a retention plan for the Communications program that will foster an increase in student graduation rates.**

**Objective 68: (SD Foster Relationships, CP 2775, MSS Standard 13) Complete a Tech Prep agreement with Sussex Central High School and Sussex Technical High School for COM 110, Intro to Video Production.**

**Objective 69: (SD Embrace Accountability, CP 2775, MSS Standard 8) Revise Criminal Justice Learning Community consisting of ENG 051, Pre-Tech Writing, and CRJ 101, Introduction to Criminal Justice.**

**Objective 70: (SD Embrace Accountability, CP 2775, MSS Standard 8) Investigate learning communities that incorporate developmental and technology coursework.**

**Objective 71: (SD Embrace Accountability, CP 2775, MSS Standard 8) Integrate service learning activities into EDC 230, Children's Literature.**

**Objective 72: (SD Embrace Accountability, CA 4, CP 2775, MSS Standard 11) In collaboration with the Language Department, offer EDC 180, Community Cultural Seminar, to integrate education opportunities for ESL and Education students.**

**Objective 73: (SD Embrace Accountability, CA 4, CP 2775, MSS Standard 11) Develop a one-credit "Introduction to Education" course for prospective education students.**

**Objective 74: (SD Embrace Accountability, CP 2775, MSS Standard 11, MSS Standard 12) Collaborate with the Mathematics/Physics department to pilot the incorporation of engineering technology applications in MAT 181, Algebra and Trigonometry I, and MAT 182, Algebra and Trigonometry II.**

**Objective 75: (SD Embrace Accountability, CP 2775, MSS Standard 11, MSS Standard 8) Incorporate a service learning design project as part of the Civil Engineering Technology capstone project.**

**Objective 76: (SD Embrace Accountability, SD Enhance Responsiveness, CP 2775, MSS Standard 11) Research the development and sustainability of a campus-based student run business to enhance the "real world" experience for entrepreneurship students.**

**Objective 77: (SD Embrace Accountability, SD Foster Relationships, CP 2775, MSS Standard 8) Develop a high school visit plan to promote the Entrepreneurship program with Student Services.**

**Objective 78: (SD Embrace Accountability, SD Maximize Technology, CP 2775) Develop a Human Services Blackboard student organization to enhance communication with students.**

**Objective 79: (SD Embrace Accountability, CA 4, CP 2775, MSS Standard 11) Design and implement collaborative activities for students in SPA 136, Spanish Communication I, SPA 137, Spanish Communication II, and Spanish-speaking students in advanced ESL courses.**

**Objective 80: (SD Embrace Accountability, CP 2775, MSS Standard 12, MSS Standard 8) Investigate service learning opportunities within elementary schools to enhance math and physics students' abilities in the context of science and math instruction.**

**Objective 81: (SD Embrace Accountability, CP 2775, MSS Standard 11, MSS Standard 8) Develop a service learning activity for 2nd level medical-surgical nursing courses.**

**Objective 82: (SD Embrace Accountability, CP 2775, MSS Standard 11, MSS Standard 8) Design a service learning project to be integrated into a second year Physical Therapist Assistant course.**

**Objective 83: (SD Embrace Accountability, CP 2774, CP 2775, MSS Standard 10) Offer workshops through the Teaching Resource Center (TRC) that focus on service learning, collaborative learning, learning communities, and diversity to assist faculty and counselors to engage and retain students.**

**Objective 84: (SD Embrace Accountability, CA 4, CP 2775, MSS Standard 11, MSS Standard 8) Develop and implement a**

***schedule that will allow collaboration and communication between first and second year Veterinary Technology students both in and outside of the classroom.***

***Objective 85: (SD Embrace Accountability, CP 2775, MSS Standard 11, MSS Standard 13) Investigate offering an elective Veterinary Technology field experience course allowing students to gain college credit while working in an approved veterinary facility.***

***Objective 86: (SD Embrace Accountability, CP 2775, MSS Standard 10, MSS Standard 8) Collaborate with Student Services, Collegewide Retention Committee, and Collegewide Admissions and Advisement Implementation Team to offer Teaching Resource Center workshops to inform and educate faculty and counselors of the new admissions and advisement process.***

***Objective 87: (CA 4, CP 2774, MSS Standard 11) Pilot instructor-developed math modules for CHM 110, General Chemistry.***

***Objective 88: (SD Enhance Responsiveness, CA 4, CP 2774, MSS Standard 11) Incorporate the 2003 Honda Hybrid Powertrain in the Automotive curriculum.***

Goal 8

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

***Objective 89: (SD Embrace Accountability) Reactivate CRJ 299, Special Seminars, as an elective addressing the reinforcement of skills and abilities to enhance preparation for performance at the bachelor degree level of studies and for employment opportunities.***

***Objective 90: (SD Embrace Accountability, CP 2774, MSS Standard 11) Develop an Education (EDC and ECE) course matrix to organize instructional resources to limit duplication in education courses.***

***Objective 91: (SD Embrace Accountability, SD Enhance Responsiveness, CP 2773, MSS Standard 11) Incorporate LEED energy standards into Engineering Technology curricula.***

**Objective 92: (SD Embrace Accountability, MSS Standard 11) Collaborate with department chairs to align Spanish courses to meet the students' and departments' goals for learning Spanish and using it in their technology.**

**Objective 93: (SD Embrace Accountability, SD Enhance Responsiveness, CP 2773, MSS Standard 11) Collaborate with library staff to identify resources to support American Bar Association (ABA) recommendations for Office Administration Technology department.**

**Objective 94: (SD Embrace Accountability, MSS Standard 14) Collaborate with Collegewide Business department chairs to incorporate the Education Testing Service's business curriculum test to assess student learning outcomes.**

**Objective 95: (SD Embrace Accountability, SD Enhance Responsiveness, MSS Standard 11) Implement site visit recommendations for the Radiologic Technology program.**

**Objective 96: (SD Embrace Accountability, MSS Standard 11) Develop a capstone lab practicum for first year Refrigeration, Heating, and Air Conditioning students.**

**Objective 97: (SD Embrace Accountability, CP 2774, MSS Standard 11) Develop and implement an 8-week course focusing on exotic animal care and husbandry as recommended by the re-accreditation site visit team.**

Goal 9

Develop and implement Connected Degree programs to prepare students to transfer to a senior institution.

**Objective 98: (SD Foster Relationships) Establish a connected degree pathway with Delaware State University for Communications students.**

**Objective 99: (SD Foster Relationships) Explore the possibility of a Secondary Science Education articulation agreement with the University of Delaware.**

**Objective 100: (SD Foster Relationships) Collaborate with University of Delaware's College of Engineering to evaluate opportunities to develop connected degrees with the Collegewide Engineering Technology departments.**

**Objective 101: (SD Foster Relationships) Finalize the Social Work articulation agreement with Salisbury University.**

**Objective 102: (SD Foster Relationships) Obtain final approval for a connected degree program in Middle School Math with Wilmington University.**

**Objective 103: (SD Foster Relationships) Pursue a Biotechnology connected degree with Wesley College.**

**Objective 104: (SD Foster Relationships) Explore connected degree opportunities with colleges and universities offering a Masters degree in occupational therapy.**

**Objective 105: (SD Foster Relationships) Explore the possibility of a connected degree with Wilmington University for Web Development graduates.**

Goal 10

Foster relationships with College constituencies to support the College Mission.

**Objective 106: (SD Foster Relationships) Collaborate with local high schools to improve high school students' transition to college.**

**Objective 107: (SD Foster Relationships) Collaborate with the Department of Education and Terry Campus to host the Statewide Skills USA competitions for architectural and technical drafting within the Engineering Technologies.**

**Objective 108: (SD Foster Relationships) Collaborate with the Department of Education and Terry Campus to host the statewide workshop on engineering technology careers and applications in teaching for high school faculty.**

**Objective 109: (SD Foster Relationships) Coordinate Entrepreneurship educational and networking opportunities for the local business community.**

**Objective 110: (SD Foster Relationships) Build community relationships through the newly developed Language Advisory Board.**

**Objective 111: (SD Foster Relationships) Partner with the University of Delaware, Department of Technology and Information (DTI), and the Business and Industry Alliance (BIE) for the Computer Information Systems program to participate in a pilot program to promote responsible computing among high school students in Sussex County schools.**

***Objective 112: (SD Foster Relationships) Collaborate with authors of textbooks used for Access and Excel courses to ensure that content are sufficient and accurate for Computer Information Systems student learning.***

***Objective 113: (SD Foster Relationships) Offer personal enrichment opportunities for the Sussex County community to promote lifelong learning through the use of library resources.***

# PLANNING & ADVANCEMENT DIVISION

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## **MISSION**

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

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

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

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

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

## MISSION (continued)

The **Alumni Association** generates a sense of identity, loyalty, and commitment toward the institution, its students, graduates, and the communities it serves. The Association will work with the College to maintain the excellence of existing programs, highlight the College's achievements and achievers, and strive to continue to meet the ever-changing and expanding needs of the Owens Campus, its students, staff, alumni, and communities.

- Goal 1      Expand and enhance public and private giving strategies.
- Objective 1: Develop and implement a plan to expand awareness and attendance of the Donor Appreciation event to include e-marketing, development and dissemination of a web page and combining Legacy Society activities with the event.***
- Objective 2: Expand Fashion Show to include an historical exhibit, silent auction, shopping bazaar and use of a web site for promotional purposes.***
- Objective 3: Partner with Tidewater Utilities and the Owens Campus Alumni Association to hold a golf tournament to benefit the Owens Campus.***
- Objective 4: Identify funding opportunities and submit grant proposals to support the development of the Energy Management Technology program and expansion of the Entrepreneurship program.***
- Objective 5: Expand the range of federal agencies to which the Owens Campus applies for funding.***
- Goal 2      Foster relationships with a broad range of constituents to support College goals and augment resources.
- Objective 6: Pilot an alumni networking event for Business and Engineering Technologies graduates.***
- Objective 7: Develop and implement a plan to get alumni involved and engage them in campus activities.***
- Objective 8: In collaboration with the Development Council, develop and implement the new gift planning model and related collateral.***
- Goal 3      Expand and enhance Planning & Advancement initiatives through the use of technology.

**Objective 9: Develop and implement a plan to capture email addresses for prospective and current donors and use them to enhance communication and connections with the college.**

**Objective 10: In collaboration with the Office of the President and other campuses, develop and implement an online collegewide policy and procedures guide for creating and maintaining Raiser's Edge constituent records and gift records to ensure consistency and accurate reporting among campuses.**

**Objective 11: Expand use of social networking technology to connect and communicate with target audiences and advance marketing and institutional advancement initiatives.**

Goal 4 Support campus enrollment management and recruitment initiatives.

**Objective 12: Create and implement e-marketing campaigns to assist in communicating with target audiences of potential and current students (credit and non-credit).**

Goal 5 Improve departmental methods and processes.

**Objective 13: Establish an online project request form and/or system for Marketing and Public Relations project requests.**

**Objective 14: Develop and implement a new mascot program utilizing student workers.**

Goal 6 Prepare for Middle States Self Study.

**Objective 15: Provide leadership and support for Middle States Self-Study Co-Chairs and committees.**



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# STUDENT SERVICES DIVISION

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## **MISSION**

The mission of the Student Services Division at Delaware Technical & Community College is to provide comprehensive and diverse opportunities for students that enhance the mission of the College through student development. The division promotes the academic, personal and professional growth of students. Comprehensive Student Services cultivate opportunities, challenges, and a safe environment for diverse students to build leadership, citizenship, and interpersonal skills. Student services are provided to assist students in developing decision-making skills, which will aid them in personal and academic planning. The division has a tradition of maintaining lifelong learning relationships with the college community by creating strong alliances and partnerships.

- Goal 1      Increase student engagement and retention.  
***Objective 1: (CA 4, CA 9, CP 2813) Implement the first stages of the Educational Plan for new students in support of the electronic advisement notebook.***
- Objective 2: (CA 4, CA 9, CP 2813) Develop and implement advisement teams in conjunction with Instruction.***
- Objective 3: (CA 4, CP 2813) Identify opportunities and techniques for providing intrusive advisement to at-risk students.***
- Goal 2      Collaborate with other divisions to create or expand student learning opportunities. (Recommendation 15.)  
***Objective 4: (CA 4, CA 9, CP 2815) Implement streamlined admissions process as directed by the Collegewide Implementation Team.***
- Objective 5: (CA 4, CA 9, CP 2814) Implement the online admissions application as directed by the Collegewide Implementation Team.***
- Objective 6: (CA 4, CA 9, CP 2814) Adapt the new placement testing process to the new admissions and enrollment processes.***
- Objective 7: (CA 4, CA 9, CP 2814) Collaborate with Instruction to investigate new opportunities to develop and offer learning communities.***

**Objective 8: (CA 4, CA 9, CP 2815) Identify opportunities for Student Services to support service learning.**

Goal 3

Enhance career services and workplace readiness.

**Objective 9: (CA 4, CA 9, CP 2815) Update marketing materials to reflect the integration of career services as part of the Rody Center for Student Success.**

**Objective 10: (CA 4, CA 9, CP 2814, CP 2815) Develop streamlined process to inform students and faculty of external internship opportunities (outside of curriculum requirements).**

**Objective 11: (CA 4, CA 9, CP 2813, CP 2815) Develop and post online materials to help students execute a successful job search utilizing new features of College Central Network.**

Goal 4:

Improve methods and processes for increased efficiency.

**Objective 12: Reassign division responsibilities in light of reduced staff and new Student Services Model.**