“As we launched this very important initiative for the college, the Board was committed to expanding the process to include business leaders, community leaders, and other critical stakeholders and ensure their input and unique perspectives were considered as we develop this blueprint to guide our goals and objectives over the next four years.”

—Scott A. Green
MESSAGE FROM THE PRESIDENT

In October 2016, our Board of Trustees launched a collaborative and comprehensive process to develop new strategic directions for Delaware Tech, which were derived from an in-depth review of current and future trends and will help us be responsive to external forces while continuing to fulfill our mission of connecting Delawareans with jobs. With guidance from board members, college administrators and external constituents, the Strategic Directions Task Force identified trends that will impact us in the near future, and developed strategic directions that enable us to address those trends and advance the College’s mission and vision. The strategic directions were then vetted by the college community, and feedback was considered and incorporated before being presented to President’s Council and the Board of Trustees for approval.

Strategic directions provide the framework for our future goals and objectives, and it is our collective responsibility to apply them in ways that continue to advance Delaware Tech as a strategic partner in meeting the educational and workforce needs of the state.

My thanks to the members of the Strategic Directions Development Task Force for their hard work in creating our 2017-2021 College Strategic Directions, which will guide our future planning efforts as we renew our commitment to delivering excellence in everything that we do.

Mark T. Brainard
President

STRATEGIC DIRECTIONS DEVELOPMENT TASK FORCE
Bonnie Ceban, Co-Chair and Judi Sciple, Co-Chair

Melissa Anderson  Allison Hayes  Kate Haynes  Dave Morris
Margaux Azzanesi  Kate Haynes  Courtney Hutt  Paul Morris
Kristen Bacon  Courtney Hutt  Kim Joyce  Celeste Mozeik
Rodney Bailey  John Kaminski  Angelynn King  Liz Olsen
Janelle Boyer  Rachael Knotts  Jamey O’Shea
Gail Charrier  Rick Kralevich  Cassell Parsell
Maribeth Dockey  John McDowell  Ray Parsons
Dan Ehmann  Kelly McVeigh-Stanley  Lisa Peel
Lisa Falconetti  Cindy Mitchell  Jennifer Pires
Tammy Fenimore  Bryan Rogers
Christine Gillan

Dana Sawyer  Steve Shirey
Trimika Tuckett  Hilary Valentine
Natalie Washington  Christine Wilborne
Darlene Winnington  Tim Winstead
Jacquita Wright-Henderson
MISSION

Delaware Technical Community College is a statewide multi-campus community college committed to providing affordable, open admission, post-secondary education that is relevant and responsive to labor market and community needs. The College offers comprehensive educational opportunities that contribute to the economic vitality of the State, including career, general, developmental, and transfer education; workforce development; and lifelong learning. The College respects its students as individuals and as members of diverse groups and is committed to fostering student success in higher education as a means to economic and personal advancement.

GOALS

The College will achieve its mission through the goals listed below:

1. Academic programs will prepare students with knowledge and skills needed for employment in their career field of study and/or for 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 development programs.

3. Academic and workforce development programs will prepare and support a competitive workforce across a range of occupational levels.

4. Personal enrichment programs and events will support lifelong learning in the community.

5. The College will provide an inclusive environment that promotes respect for diverse cultures, abilities, and points of view.

6. Programs, activities, and services will cultivate student learning and success.

7. Public and private resources and partnerships will be identified, obtained, and utilized to advance the College Mission and Goals.
VISION STATEMENT

Delaware Technical Community College will be:

• An institution dedicated to providing innovative instructional practices and high-impact engagement strategies to support student success.

• An institution that fuels the economic success of the State and well-being of Delawareans through programs that respond to increasingly rigorous and evolving industry requirements and workforce needs.

• An educational leader in creating and facilitating innovative pathways that advance career and transfer opportunities for students.

• An institution that cultivates and leverages industry, government, donor, and individual partnerships to advance the College’s immediate and long-term priorities.

• An institution that effectively harnesses traditional and new media to elevate its reputation for program excellence, value, and job-ready graduates.

• An institution driven by a culture of inquiry and innovative data analysis to inform decision making.

• An institution in which the organizational and governance structures support flexibility and responsiveness to adapt to changing educational and economic environments.
STRATEGIC DIRECTIONS
OVERVIEW

Strategic Directions respond to trends in the external environment that will impact accomplishment of the College mission and vision. The Strategic Directions position the College to successfully address opportunities and obstacles presented by external trends. The Strategic Directions serve as the foundation for developing strategic goals in the College and Campus Plans.

Strategic Directions Development Process

In 2015, the College updated the Mission Statement and Goals. The College’s Vision Statement was created in 2016 to provide focus for College programs and services. In fall 2016, the College embarked on a new strategic planning process to identify directions the College should take over the next four years to accomplish its mission and the vision to which it aspires.

Strategic Directions were developed through the following process:

• The Board of Trustees launched the strategic directions development process at its October 2016 workshop with a discussion on trends, which provided direction for the College’s external environmental scan.

• President's Council members, College administrators, business and community leaders and other key stakeholders participated in strategic planning workshops to provide additional guidance for the work of the Strategic Directions Development Task Force.

• The Task Force, comprised of College Planning Council members, Leadership Development Program participants, and division and campus representatives, conducted an external environmental scan and identified related trends.

• Task Force members discussed opportunities and threats presented by the trends and analyzed the College’s strengths and weaknesses for seizing the opportunities and responding to the threats.

• Overarching trends and Strategic Directions were developed and widely distributed throughout the College, and faculty, staff and administrators were given an opportunity to provide feedback through an online survey and at Campus Planning Council meetings.
1. **Advance the delivery of innovative instructional offerings**, such as pathways and stackable credentials, to meet competitive workforce needs and increase educational and career opportunities for students.

2. **Diversify and strengthen revenue streams** to address aging infrastructure, alleviate impact of rising costs for students, and achieve College priorities.

3. **Optimize strategic partnerships** to respond to employer needs, augment operational and fiscal resources, and promote mutual interests.

4. **Increase data-driven decision-making at all levels and promote transparency** by disseminating information and developing the infrastructure needed to support use of data.

5. **Transform learning spaces** to accommodate collaborative learning, incorporate advanced technology and new media, and engage the College’s diverse student population.

6. **Foster a culture of inclusion** that values, respects, recruits, and retains a diverse college community.

7. **Leverage the College’s framework of accountability** by anticipating and responding to regulatory changes, expanding use of technology, and enhancing communication of outcomes.
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Community and Industry Partnerships
Overarching Trend: Changing employer demands, limited resources, and evolving industry credentials will require colleges to expand and sustain meaningful partnerships with individuals, business and industry, educational institutions, and government to ensure value is maintained and stakeholder needs are met.

Fiscal Challenges
Overarching Trend: Limited revenues and changing public funding priorities will require institutions to support students in unprecedented ways in the areas of access, retention, and completion without compromising quality.

Transparency and Utilization of Data
Overarching Trend: The growing need to capture learner behaviors and outcomes to improve decision making will challenge higher education institutions to efficiently collect data, leverage technology, and institutionalize the communication and use of data so it is easily accessible and understandable.

Culture of Diversity and Inclusion
Overarching Trend: The generational shift and an increased awareness of the varying needs of student and employee populations will require planning and implementation of innovative recruitment, retention, and inclusion practices.

Student Success Innovations
Overarching Trend: Sophisticated advancements in predictive analytics and learning spaces will transform the strategies institutions employ to improve readiness, enhance engagement, and support completion.
TREND AREA
COMMUNITY AND INDUSTRY PARTNERSHIPS

Economic circumstances, technology advancements, global competition, and an increased focus on connecting acquired skills to future employment will continue to impact community colleges and their students:

• Higher education institutions need to leverage assets and partnerships to yield better results for students in relevant knowledge, skills, and degree attainment.

• Collaboration and agreements with K-12 and post-secondary institutions are critical to creating sustained academic and career support for students.

• Enhanced partnerships are necessary to address increased industry demand for job-ready students through work-based learning and real-life experiences.

• Building strong bonds with business and industry increases investments in academic programs and the learning environment, while optimizing innovation to meet mutual interests.

• Economic uncertainty at both the state and federal levels impacts discretionary spending for education and job training programs, necessitating new and creative ways of partnering with industry.

• Stackable and innovative credentials, such as digital badges, provide students with more opportunities and career pathways by demonstrating valued competencies and skills to employers.

• Intercultural competencies and other soft skills enable employees to succeed in an increasingly global and competitive economy.

OVERARCHING TREND

Changing employer demands, limited resources, and evolving industry credentials will require colleges to expand and sustain meaningful partnerships with individuals, business and industry, educational institutions, and government to ensure value is maintained and stakeholder needs are met.
TREND AREA
FISCAL CHALLENGES

Shrinking revenue and appropriations at the state and federal levels will directly impact community college budgets and cost of attendance:

• Critical financial challenges for community colleges include maintaining student access during times of increasing educational costs, managing enrollment during times of decreasing state funding, and lowering costs without damaging academic quality.

• As college costs continue to rise and the percentage of public funds for higher education decreases, students and their families are faced with increasing financial burdens.

• In an era when state budgets are generally tighter, higher education is losing ground to other priorities or obligations in spending such as employee health care, Medicaid, and correctional facilities.

• Students find it increasingly difficult to finance their education as colleges must increase tuition rates and fees to offset the shrinking revenue support from other sources.

• Rising costs of college are limiting access to students and can impact retention and completion, as well as student loan default rates.

• The federal government is projected to adjust current levels of funding for federal student aid and other critical areas such as job-training programs.

• Performance-based funding is becoming more commonly connected to state and federal funding as an incentive to improve outcomes and college completion.

OVERARCHING TREND

Limited revenues and changing public funding priorities will require institutions to support students in unprecedented ways in the areas of access, retention, and completion without compromising quality.
TREND AREA
TRANSPARENCY AND UTILIZATION OF DATA

The use of analytics for improving higher education services and programs will continue to provide internal and external stakeholders with important and relevant data:

- Creating a culture of continuous improvement supported by assessment, collaboration, transparency, and communication is necessary to ensure student success.

- Higher education institutions need to provide better quality data in response to student outcome mandates.

- Emerging learning management systems track and report information related to the student, the content, and the instructor, as well as enable faculty and students to effectively collect, analyze, and use data.

- Increased emphasis on data-driven decisions across all operational areas of the College creates the need to use software systems that provide data for analysis at all levels, including student learning outcomes, funding allocation, planning, scheduling, program and service alignment, retention, and completion.

- Gathering data for student populations other than those seeking a degree supports a broader definition of success for higher education institutions.

- Increased institutional focus on disseminating, using, and effectively communicating data allows for sound decision making.

OVERARCHING TREND

The growing need to capture learner behaviors and outcomes to improve decision making will challenge higher education institutions to efficiently collect data, leverage technology, and institutionalize the communication and use of data so that it is easily accessible and understandable.
TREND AREA
CULTURE OF DIVERSITY AND INCLUSION

Students and employees are more tech-savvy, globally minded, and exponentially diverse, requiring institutions to provide enhanced technology resources and services:

- Students and employees need to be engaged in advanced technology, leadership opportunities, and professional skills training.

- Millennial and Generation Z employees are more responsive to highly engaged, actively involved managers who are able to balance generational diversity.

- Anticipated mass retirements of Baby Boomers require employers to effectively manage the transfer of knowledge to upcoming leaders.

- Creating opportunities for minority students and employees to engage, network, affirm one another, and be involved in college initiatives is key to advancing a culture of diversity and inclusion.

- Disability support has transformed from providing institutional accessibility to requiring fully integrated resources, activities, and experiences.

- Increased veteran enrollment necessitates that higher education institutions strengthen programs and services that foster a welcoming campus climate to support their transition, retention, and academic persistence.

- As population demographics shift, institutions of higher education are increasingly becoming a source of hope and a means to economic and personal achievement for diverse populations; this leads to an increased need for creative solutions for attracting, retaining, including, and supporting diverse groups.

OVERARCHING TREND

The generational shift and an increased awareness of the varying needs of student and employee populations will require planning and implementation of innovative recruitment, retention, and inclusion practices.
Student success initiatives will continue to enhance student engagement, improve retention and graduation rates, and provide higher education institutions with the necessary information to optimize learning environments:

- Institutions need to reduce reliance on reactive approaches to student success (intervention after failure) and initiate proactive solutions that use real-time and predictive data to identify at-risk student populations who can be targeted for assistance before problems occur.

- Expanded availability and use of data is needed to optimize outcomes for diverse students and enable advisors, faculty, and students to initiate change in the areas of learning and completion.

- There are a variety of data-based methods and tools to evaluate, measure, and document academic readiness, learning progress, skill acquisition, and other educational needs of students.

- Strategic use of predictive data maximizes efficiency of institutional resources while matching students to the services that address their identified needs.

- Modern learning environments must be designed to support project-based interactions with attention to greater mobility, flexibility, and multiple device usage.

- Institutions of higher education must make an effort to create physical learning environments that are more conducive to incorporating digital interactive elements and accommodating more active learning in the classroom.

- Institutions are significantly increasing wireless bandwidth and installing large displays that allow for more natural collaboration on digital projects.

Sophisticated advancements in predictive analytics and learning spaces will transform the strategies institutions employ to improve readiness, enhance engagement, and support completion.
## TREND AREAS IN RELATION TO STRATEGIC DIRECTIONS

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<thead>
<tr>
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