New College Infrastructure

Rationale

One of Durham Tech’s new strategic themes is to position the college as a “first choice” – for our students and the broader community – and our employees. We want employees to choose to work here because “we create and sustain a great college working environment.” Part of successful, welcoming environment involves a culture of broad participation and engagement among all employees. To support engagement, the college will adopt a new infrastructure to foster collaborative and informed decision making. The Continuous Improvement Work Team (CIWT) on Infrastructure began the work by examining our existing decision-making structure at the college and presenting ideas for possible modifications to the meetings and organizational structure. Executive Council along with members of the CIWT then came together to blend ideas and enhance the proposal. This summary provides an outline of the various components of the new infrastructure.

Objectives

Create an organizational structure that gives every member of the campus community representation via membership in an association determined by primary role at the College: Staff Association, Faculty Association, and Student Association. These associations are responsible for identifying issues relevant to its membership, recommending representatives to committees, task forces, and councils, and aiding in communication back to its membership.

Create councils designed by functions of the college, as opposed to by divisions. The college will establish five new councils: Operations and Technology, Teaching and Learning, Student Success, Community Engagement, and Enrollment Management. Each of these councils has a sphere of responsibility of particularly broad scope. Each council receives recommendations from committees whose sphere of responsibility falls within the broader scope of the council. Recommendations from each council are sent to President’s Leadership Council for review. Councils are also responsible for aiding in communication back to constituents.

Membership in each committee, council and task force will be defined and include a combination of members by virtue of role, responsibility or expertise at the College and representatives from each association, with ex-officio members appointed by the President as needed. In the case of councils, membership also includes the chairs of all related committees. All bodies must have a chair, vice-chair and coordinator of communication/recorder. Other officers and/or subcommittees may be designated as needed.

Develop and support a structured operating and reporting procedure for all meetings and groups. Associations, committees, task forces, and councils should develop a consistent meeting schedule that allows time for issues to be submitted and addressed from constituent groups. Data should be collected and reviewed to investigate implementing a dedicated, regularly scheduled meeting time during which no classes are held. Specific expectations should be set for agendas, minutes and meeting schedules to allow for consistent communication among various bodies and the campus at large.
Structure and Definitions

The new structure is designed to provide an opportunity for all employees to participate in the decision-making process of the college. Definitions of each college body are provided to facilitate understanding of the specific scope of each college body. The infographic is provided to facilitate understanding of the interconnectedness of the associations, committees, councils, and executive leadership.

Association

An association is a college body, organized by primary college role, that identifies applicable issues, acts to facilitate communication, refers issues to the appropriate committee or council, and supports members’ involvement and representation on college committees, councils, and taskforces. The three associations at the college will be the staff association, faculty association, and student association. Membership in the staff or faculty association is determined by the employee’s primary college role. Division heads and executive leadership are not members of an association, but may be invited to participate. Associations must, at a minimum, have a chair, a vice-chair, and coordinator of communication/recorder. Other officers and/or subcommittees may be designated as needed.

Committee

A committee is a college body that addresses specific issues, researches best practices, determines potential solutions, and makes recommendations to the appropriate council for action. Each committee at the college will report directly to a council. Committees must have a chair, vice-chair and coordinator of communication/recorder. Other officers and/or subcommittees may be designated as needed.

Taskforce

A taskforce is a temporary college body created either by a committee or a council with a specific task or issue to address. Task forces are designed to be temporary in nature, with work lasting no longer than an academic year if possible. Each task force at the college will report directly to a committee or council. Taskforces must have a chair, vice-chair and coordinator of communication/recorder. Other officers may be designated as needed.
Council

A council is a college body that addresses primary functions of the college, takes responsibility for implementing specific goals in the college’s strategic plan, and makes recommendations directly to the Leadership Council as appropriate. Councils have a sphere of responsibility of particularly broad scope or significance. Each council must have a chair, vice-chair and coordinator of communication/recorder. Other officers may be designated as needed. The primary functional councils will not chaired by a division head at the college, but division heads and other employees with job responsibilities that are related to the purpose of each council are expected to participate as ex-officio voting members by virtue of their specific role at the college.

Representation on Councils and Committees

Employee associations and the Student Senate appoint their own at-large representatives to committees based on the defined membership requirements of each committee. Each council will be comprised of the chairs of the committees that report to that council, ex-officio members appointed by the president, and members appointed by virtue of position, responsibilities or program area. Association and committee representatives have the responsibility to represent their constituencies’ interests and to communicate with their constituencies regarding their work on councils and committees.

New Structure

President’s Cabinet

The President’s Cabinet advises the president on all college-related matters including but not limited to policy development and clarification, college budget, and strategic planning. The President’s Cabinet considers actions recommended by Leadership Council for final adoption by the president, or, as appropriate, for action by the board of trustees. In addition, the President’s Cabinet provides leadership and establishes appropriate task forces to address all actions and recommendations related to accreditation activities. The President’s Cabinet will be comprised of all vice presidents, division heads, association chairs, council chairs, and others as appointed by the President.

Leadership Council

The Leadership Council is the penultimate council for the college. Leadership Council considers and recommends actions that have been approved in all other college councils and committees for consideration by the president’s cabinet. Matters that come before Leadership Council include but are not limited to financial and operational management of the college, continuous improvement, instruction, operations, student affairs, enrollment management, community engagement, and technology. Leadership Council addresses policy implementation, approves procedures, coordinates college-wide or other significant operations and issues, and assesses progress on the college’s strategic plan. Leadership Council will be comprised of all vice presidents, division heads, deans and department heads, council vice-chairs, association vice-chairs and those individuals with significant college-wide responsibilities designated by division heads.

Teaching and Learning Council

The Teaching and Learning Council provides leadership in instructional services and other efforts aimed at providing a high quality learning environment with a wide array of scholarly opportunities for students. The Teaching and Learning Council and its associated committees will make process and policy recommendations to the Leadership Council with respect to academic matters including, but not limited to instructional procedures and guidelines, program area review, instructional preparation and assessment, special populations, distance learning, instructional engagement, professional development of teachers, academic progression, instructional support services, work-based learning opportunities, co-curricular activities, continuing education related to economic development, and other instructional issues.
To help the college achieve its mission, the Teaching and Learning Council will provide primary leadership to specifically address three strategic goals:

Goal #3: **Students will experience excellent, consistent teaching in a variety of learning environments.**

Goal #4: **Students and employers will access relevant career and technical programs.**

Goal #6: **Students will engage in work-based learning in all career and technical programs.**

### Operations and Technology Council

The Operations Council provides leadership in financial and operational management, internal customer service, risk management and compliance, physical resource development to ensure a safe and solvent institution, human resources, data and records management, process and workflow analysis, and hardware, software and telecommunications support to ensure the efficient use of technology in instruction and service delivery. The Operations and Technology Council and its associated committees will make process and policy recommendations to the Leadership Council with respect to management matters including but not limited to budgeting and resource allocation, computing, network, data and voice services, web maintenance, learning management systems, instructional design, media services, and system security, access and maintenance, environmental health and safety, emergency and security protocols, facility and grounds maintenance, campus operations, property inventory and distribution, procurement, and mail and printing services.

To help the college achieve its mission, the Operations and Technology Council will provide leadership to specifically address one strategic goal:

Goal #9: **Employees will choose Durham Tech first because we create and sustain a great college working environment.**

### Community Engagement Council

The Community Engagement Council provides leadership in communication and community outreach for the purpose of documenting that the college is achieving its mission and goals through effective partnerships, service, resource development, employer engagement, and internal and external engagement. The Community Engagement Council and its associated committees will make process and policy recommendations to the Leadership Council with respect to institution-wide matters including, but not limited to community relations, marketing, fundraising, grant development, volunteerism, internal and external communications, cultural and campus events, student events and activities, and other community outreach initiatives.

To help the college achieve its mission, the Community Engagement Council will provide leadership to specifically address two strategic goals:

Goal #8: **Employers will choose Durham Tech first because we are a great source of workforce training and talent.**

Goal #10: **Our community will invest in Durham Tech first because we do great, innovative things.**

### Student Success Council

The Student Success Council provides leadership in student engagement to ensure the delivery of efficient services and a wide array of student development opportunities that promote student transitions, persistence, and completion. The Student Success Council and its associated committees will make process and policy recommendations to the Leadership Council with respect to student matters including, but not limited to admissions and registration, services to students with disabilities, financial aid and scholarships, strategies to increase student persistence and completion, health and counseling services,
student communications, global awareness, career and transition support, graduation, and student honors and recognition.

To help the college achieve its mission, the Student Success Council will provide leadership to specifically address two strategic goals:

Goal #1: All students will succeed.
Goal #5: Students will use career support services to excel.

Enrollment Management Council

The Enrollment Management Council provides leadership to ensure the growth and efficiency of student enrollment in programs and courses at the college. The Enrollment Management Council and its associated committees will make process and policy recommendations to the Leadership Council with respect to enrollment matters including, but not limited to new program development, program and course offerings, assessment of employer and student demand, enrollment process efficiency, customer service related to enrollment, economic trends, academic and college calendars, enrollment targets, marketing, and student recruiting.

To help the college achieve its mission, the Enrollment Management Council will provide leadership to specifically address three strategic goals:

Goal #2: Students will have clear pathways to success.
Goal #7: Students will choose Durham Tech first because we offer a great college experience and a welcoming, safe environment.
Goal #11: We will grow.

Council on Committees

The Council on Committees is charged with monitoring, overseeing, and maintaining a council and committee system for all college operating related activities, which includes ensuring the diversity of membership. This council makes recommendations directly to the Leadership Council.
New College Infrastructure: Proposed College Councils and Committees
March 30, 2015

- **Operations and Technology Council**
  - Professional Development Committee
  - Computing and Information Technology Committee
  - Safety Committee
  - IE and Planning Committee
  - Operations Standards and Policies Committee

- **Teaching and Learning Council**
  - Distance Learning Committee
  - Instructional Assessment Committee
  - Academic Standards and Policies Committee
  - TLC Advisory Committee
  - Adjunct Instructor Advisory Committee
  - Service Learning and Volunteerism Committee
  - Work-Based Learning Committee

- **Student Success Council**
  - Scholarship Committee
  - Innovations and Promising Practices Committee
  - Student Appeals Committee
  - Career Support Services Advisory Committee
  - Student Success Standards and Policies Committee
  - Key Indicators and Performance Standards Committee

- **Community Engagement Council**
  - Resource Development Committee
  - Cultural and Campus Events Committee
  - Health and Wellness Committee
  - Awards and Recognition Committee
  - Employer Engagement Committee

- **Enrollment Management Council**
  - Registration Committee
  - Calendar and Scheduling Committee
  - Marketing and Recruitment Committee
  - Career Pathways Committee
  - Catalog, Publications, and Web Presence Committee
  - Program Development Committee