

# College Infrastructure



**Sustaining a culture of involvement through collaborative and informed decision-making.**

**2017 - 2018**

## Rationale

One of Durham Tech's strategic themes is to position the college as a "first choice" for students, the broader community, and employees. We want employees to choose Durham Tech because "we create and sustain a great college working environment." Being a successful, welcoming environment includes fostering a culture of broad participation and engagement among all employees. To support engagement, the college adopted a new infrastructure to foster collaborative and informed decision making.

In 2014, the Continuous Improvement Infrastructure Team began the work of 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 team came together to blend ideas and enhance the proposal. This summary provides an outline of the various components of the new infrastructure.

## Objectives

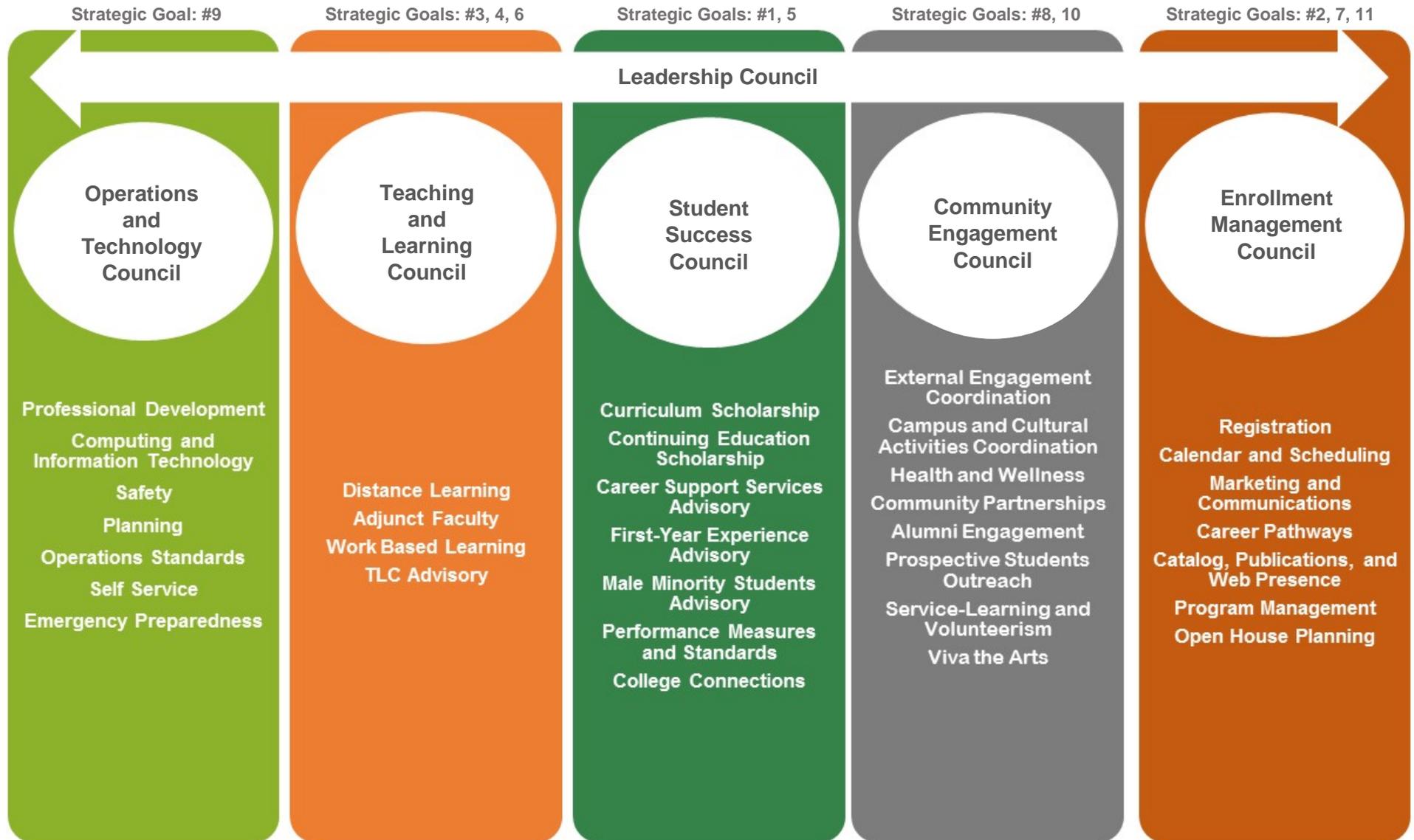
**Create an organizational structure that gives every member of the campus community representation via membership in an association determined by primary role at the college: Staff Association, Faculty Association, and Student Government Association.** These associations are responsible for identifying 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 rather than divisions.** The college will establish five new councils: Operations & 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 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 will include a combination of members by virtue of role/responsibility/expertise, association representatives, and 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 communication coordinator/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.

## College Infrastructure: 2017 - 2018 Councils and Committees



## Councils and Charges

### Council on Committees

The Council on Committees (ConC) is a body composed of past and current council chairs and college leadership. The ConC is charged with monitoring, overseeing, and maintaining the council and committee system, ultimately ensuring that the college lives out its [mission](#) and achieves its [strategic goals](#).

### 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, including the Quality Enhancement Plan (QEP). The President's Cabinet will be comprised of all vice presidents, division heads, association 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 chairs, association vice chairs, those individuals with significant college-wide responsibilities designated by division heads, and student representation.

### 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**

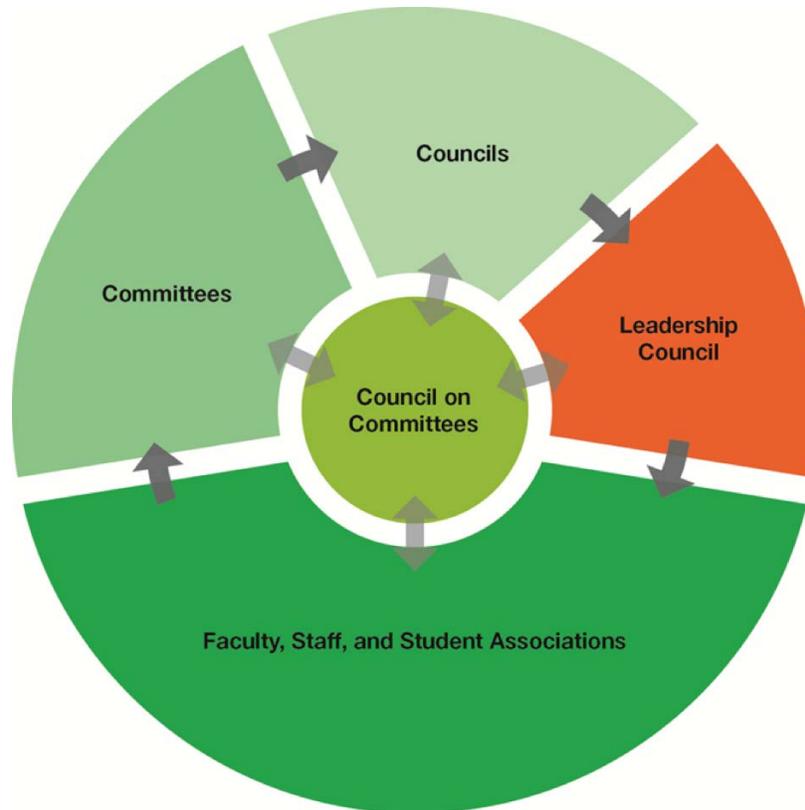
The Enrollment Management Council provides leadership to ensure the growth and efficiency of student enrollment in programs and courses at the college. The Enrollment Management Council and its associated committees will make process and policy recommendations to the Leadership Council with respect to 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.**

## Infrastructure Workflow



### Definitions of College Bodies

- **Association** -- A college body, organized by primary college role, that identifies and addresses applicable issues while supporting members' involvement and representation on college committees, councils, taskforces, and the like.
- **Committee** -- A college body that addresses issues and makes recommendations to a council and whose sphere of responsibility falls within that of the council to which it makes its recommendations.
- **Council** -- A college body that makes recommendations directly to the Leadership Council and which has a sphere of responsibility of particularly broad scope or significance.
- **Taskforce** -- A temporary college body created either by a committee or a council with a specific task or issue to address. Membership

## Membership Types

- Membership by virtue of position/responsibilities — Appointments made based on status with the college (faculty, staff, or student), position, job responsibilities, or special knowledge (e.g., Assistant Dean, Student Information and Records/Registrar serving on the Registration Committee)
- Membership by designated area — Appointments made based on the number of representatives needed for designated areas, programs, or departments (e.g., one Health Technologies representative serving on the Safety Committee)
- Ex Officio Members — Appointments of employees as deemed appropriate by the president. These members can provide input and be involved in discussions; however, they do not have voting privileges (e.g., Vice President, Finance and Administration serving on the Planning Committee)

## Representation on Councils and Committees

Employee associations and the Student Government Association may appoint their own representatives based on the defined membership requirements.

Each council will be comprised of the chairs of its committees, ex officio members appointed by the president, and members appointed by virtue of position, responsibilities, or program area.

Leadership Council is made up of division heads, chairs from each council, and those appointed by the president.

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.



## Membership Recruitment Process

### Spring

The Council on Committees initiates the committee recruitment process.

- Current council and committee chairs are asked to confirm/update current membership information.
- Division/department heads are encouraged to review committee and council involvement during the mid-year performance review and evaluation process and at end of the year departmental meetings.
- Leadership may make recommendations to ConC or employees may volunteer with supervisory approval.

### Summer

Supervisors should review council and committee involvement with employees during the annual performance review and evaluation process, and make any additional recommendations to the Council on Committees.

The Council on Committees will make council and committee assignments, post membership to website, and conduct trainings for chairs.

### Fall

Councils and committees will host their first meetings of the academic year by October.

A Council on Committees representative will attend a Student Government Association meeting to recruit student members.

## Requirements

### Councils and Committees

- Submit meeting dates and times for publication on the college's website.
- Submit approved minutes for web posting within three weeks of meeting date or no later than one week after subsequent meeting.
- Submit annual report for web posting by June 1.
- Councils should meet at least once each semester.
- Committees should meet as needed to fulfill their function and complete tasks.
- Councils should address strategic initiatives assigned to them.
- Develop and distribute meeting agenda prior to each meeting.

### Members

- Employees with a current contract may be members of college councils and committees. Employees without a current contract must relinquish their council/committee membership(s). Ultimately, employees serve on councils and committees at their supervisors' discretion.
- Members must be consistent in their council/committee attendance and/or engagement.
- Members shall update their departments on council/committee activities and bring feedback/recommendations from their departments to their councils and committees.

# Council on Committees Operational Procedures and Guidelines

## Review Process for Committees

### Creation of Committees

A new committee is created when it is determined that some sphere of responsibility needs the attention of a representative, recommending body, and that there is no currently constituted body to which the responsibility can be appropriately assigned. Any college council or association may submit a written proposal for a committee to the Council on Committees, which will decide (possibly after soliciting input from other relevant council(s) or committee(s)) whether the committee should be formed and what its exact function and membership should be.

A proposal for creating a new committee must include the following information:

- A general description of need for the committee including whether it will be a standing committee (permanent) or a taskforce (temporary)
- A specific description of the function(s) of the committee
- Identification of the council to which the committee will forward its recommendations
- A draft of a work plan for the first year
- Suggested membership of the committee
  - Ex officio members
  - Representatives of job functions (e.g., deans, student information specialists, lab assistants, etc.) and college offices (e.g., REAP, Campus Police and Public Safety, etc.)
  - Representation from the associations and Student Government Association

Note: The rules above do not apply when a committee creates a subcommittee from a subset of its membership to address an issue that falls within its current sphere of responsibility.

### Annual Evaluation

To ensure that each council's and committee's efforts are worthwhile and contribute to the mission of the college, each body will submit to the Council on Committees an annual report by June of each year. This report will include a review of functions, an assessment of whether activities have been appropriately directed to the body's functions, and an assessment of whether the membership is appropriate for council/committee functions. The annual report will serve as the basis for any needed modifications, including dissolution (except in the case of subcommittees for which all authority over modification or dissolution rests with the parent committee).

- Modification of function -- an addition to, change of, or deletion from, the existing functions within the body's sphere of responsibility
- Modification of membership -- a change in membership to ensure access to valuable expertise or to ensure that all stakeholders are appropriately represented
- Dissolution -- the termination of operations if work has been completed or its essential functions are better fulfilled by another body