

# College Infrastructure



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

**2018 - 2019**

## 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.

The College's infrastructure is an organizational structure governed by the Council on Committees and comprised of the Faculty Association, Staff Association, Student Government Association, and the following councils: Community Engagement Council, Leadership Council, Operations and Technology Council, Student Success Council, and Teaching and Learning Council. Each council is home to committees that support its strategic goals.

## Objectives

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

**Create councils designed by functions of the College rather than divisions.** The College's infrastructure includes five councils: Community Engagement Council, Leadership Council, Operations and Technology Council, Student Success Council, and Teaching and Learning Council. Each of these councils has a sphere of responsibility of particularly broad scope and is responsible for aiding in communication back to its constituents. Each council receives recommendations from committees whose sphere of responsibility falls within the broader scope of the council. Leadership Council receives and reviews recommendations from the other four councils.

Each council's membership includes a vice president who serves as a council liaison. Council liaisons are to work collaboratively with councils and should not mandate or otherwise dictate council activity. Council liaisons are responsible for:

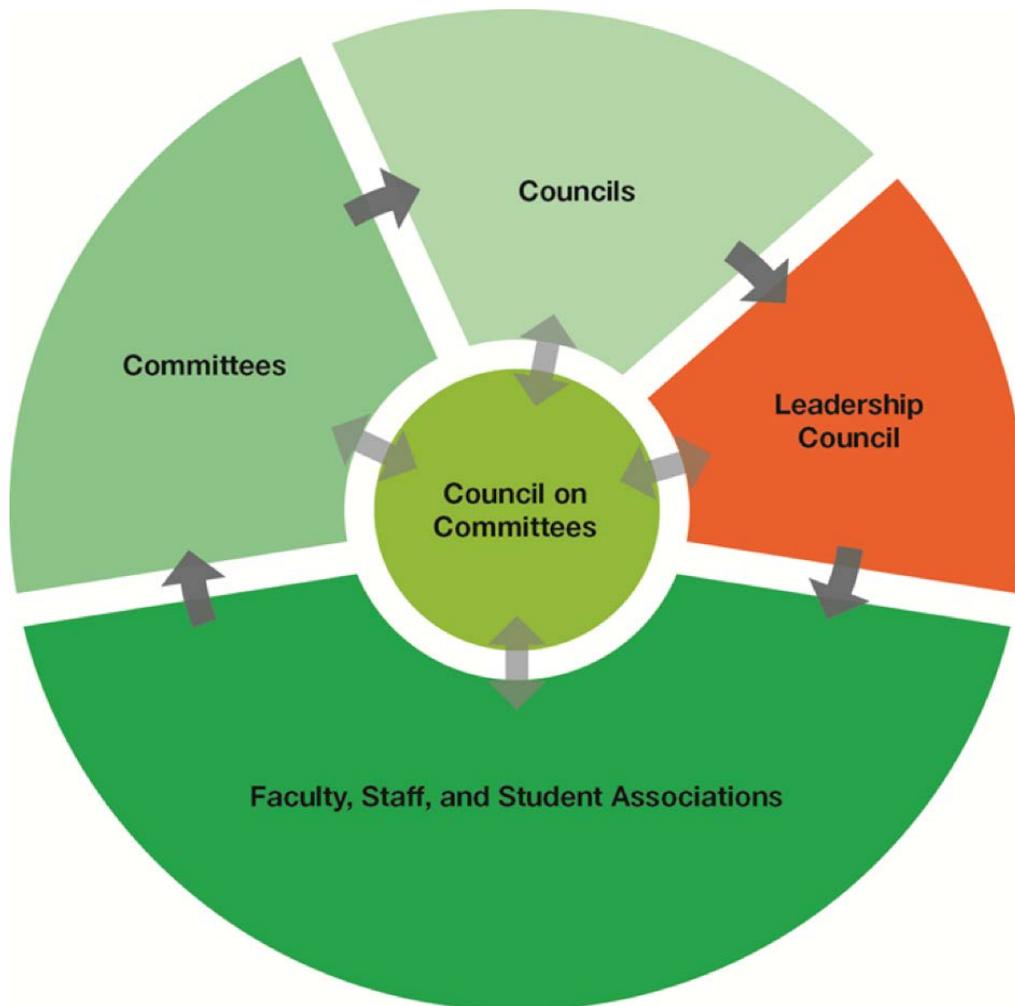
- Establishing and maintaining communication between councils and senior leadership to facilitate mutual understanding and cooperation;
- Representing senior leadership in council meetings;
- Representing councils in senior leadership meetings;
- Ensuring councils are informed and engaged in the College's decision-making process;
- Co-authoring the council's annual report; and
- Ensuring councils are working in alignment with strategic and annual goals.

**Membership in each committee, council, and task force will be defined and will include members by virtue of role/responsibility/expertise/preference, 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 and encouraged to have a vice chair and communications 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.** Councils, committees, task forces, and associations should develop and communicate 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 meeting schedules, agendas, and minutes to allow for consistent communication among various bodies and College-wide.

## Infrastructure Workflow



## Definitions

- **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, task forces, 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.
- **Task Force** – A temporary College body created to address a specific task or issue to address.

## 2018 - 2019 Councils, Committees, and Task Forces



## Charges

### ASSOCIATIONS

#### Faculty Association

The Faculty Association involves all faculty in the decision-making processes of the College. The Association serves as a way for faculty to connect and share ideas and concerns and to communicate efficiently with other parties at the College.

#### Staff Association

The Staff Association involves all staff in the decision-making processes of the College. The Association serves as a way to unify all staff to build partnerships and enhance professional connections within the College.

#### Student Government Association

The Student Government Association coordinates and regulates activities and issues of concern to community college students.

### COUNCILS

#### Community Engagement Council

The Community Engagement Council provides leadership in communication and community outreach to document 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 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, and student events and activities. To help the College achieve its mission, the Community Engagement Council provides 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.**

#### Council on Committees

The Council on Committees is a body composed of past and current council and association chairs and College leadership. The Council 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.

#### Leadership Council

The Leadership Council is the penultimate council for the College. 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 policies and procedures, coordinates College-wide or other significant operations and issues, and assesses progress on the College's strategic plan. Leadership Council is comprised of all vice presidents, division heads, deans and department heads, council chairs, association chairs and vice chairs, and those individuals with significant College-wide responsibilities designated by division heads.

#### Operations and Technology Council

The Operations and Technology 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 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.**

### **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 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.**

**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.**

### **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 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 leadership to specifically address three strategic goals:

**Goal #2: Students will have clear pathways to success.**

**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.**

## **COMMITTEES AND TASK FORCES**

### **ADA Compliance Committee**

Charge: To ensure that the College is in compliance with the Americans with Disabilities Act and to make recommendations for appropriate policies and programming.

### **Adjunct Faculty Committee**

**Charge:** To recommend professional development for adjunct instructors to help prepare them to teach our students and understand our processes.

### **Calendar and Scheduling Committee**

**Charge:** To propose academic calendar in two-year cycles for executive council and ultimately, president and BOT approval.

### **Career Pathways Task Force**

**Charge:** To support the development and implementation of career pathways as identified by the College and/or the North Carolina Community College System.

### **Career Support Services Advisory Committee**

**Charge:** To recommend a new structure for providing support to students as they make decisions about their career goals.

### **Catalog and Web Presence Committee**

**Charge:** To develop a process to update the catalog and to optimize how the College uses the web to communicate with constituents.

### **College Connections Committee**

**Charge:** To recommend new services, programs, and/or strategies to ease the transition of students from high school programs (including Gateway to College and High School Equivalency) to college.

### **Community Partnerships Committee**

**Charge:** To align communication with external organizations, coordinate strategy, and share resources in order to maintain and strengthen existing priority relationships within the community and to cultivate new partnerships.

### **Compliance Committee**

**Charge:** To provide oversight for external compliance regulations and activities on behalf of the College for agencies including, but not limited to, OSHA and the Department of Education (Title IX, Clery Act, etc.).

### **Continuing Education Scholarship Committee**

**Charge:** To review Continuing Education student applications and appropriately match student need with available scholarships.

### **Curriculum Scholarship Committee**

**Charge:** To review College student applications and appropriately match student need with available scholarships.

### **Distance Learning Committee**

**Charge:** To study and make recommendations about issues that affect the availability and quality of online course offerings.

### **Emergency Preparedness Committee**

**Charge:** To provide strategic coordination for, and advisory support to, the College's goal to conduct a series of successful professional development trainings (including, but not limited to, professional development workshops, table-top, and full-scale simulations) to increase employee understand and preparedness for various emergencies that might occur at the College.

### **First-Year Experience Advisory Committee**

**Charge:** To review current FYE practices and recommend strategies and resources to expand programming.

### **Health and Wellness Committee**

**Charge:** To facilitate and promote programs, activities, and educational resources to improve the health and wellness of the campus community.

### **Marketing and Communications Committee**

**Charge:** TBD

### **MLK Planning Committee**

**Charge:** To honor and reflect on the life and legacy of Dr. Martin Luther King, Jr. through a celebration of music, guest speakers, fellowship, and community service.

### **Meta-Majors and Guided Pathways Task Force**

**Charge:** To design, develop, and provide recommendations on the implementation of a guided pathways structure for the College.

### **Operations Standards Task Force**

**Charge:** To establish criteria used to determine the standards for the College's physical resources, operational processes, and purchasing priorities.

### **Performance Measures and Standards Committee**

**Charge:** To track the College's performance on NCCCS-wide and internal indicators of success; to recommend and evaluate strategies to improve the indicators.

### **Planning Committee**

**Charge:** To engage in a thoughtful, collaborative process to oversee the implementation of the College's strategic plan and ensure that it becomes a living, vital part of the College.

### **Professional Development Committee**

**Charge:** To conduct regular needs assessment, recommend allocation of professional development funds to appropriate departments/individuals (e.g., Human Resources, TLC, ITS, College administration), and support and evaluate professional development programming.

### **Program Management Committee**

**Charge:** To review, propose, develop, renew, or terminate College programs, and resolve program-related issues.

### **QEP Implementation Team**

**Charge:** To implement the College's five-year plan (P3Connect), assess its activities, report intervention outcomes, make adjustments, and provide the final Impact Report to SACSCOC at the conclusion of the plan.

### **Registration Committee**

**Charge:** To review/propose processes related to registration and resolve issues that impact students' ability to enroll and register in courses.

### **Safety Committee**

**Charge:** To provide input, share concerns, advise, and make recommendations in matters and procedures related to providing a healthy and safe College environment.

### **Service-Learning and Volunteerism Committee**

**Charge:** To review current service-learning and volunteerism engagement and to recommend strategies and resources to expand and improve programming.

**Student and Alumni Advancement Committee**

**Charge:** To facilitate the ability to track and communicate with alumni in order to foster greater engagement with Durham Tech.

**TLC Advisory Committee**

**Charge:** To recommend, support, and evaluate faculty development programming in the Teaching-Learning Center (TLC).

**Viva the Arts**

**Charge:** To serve in an advisory capacity for activities which expand the interests and knowledge of students and area residents through celebrating diversity, sharing the arts and varied cultures, and increasing community awareness.

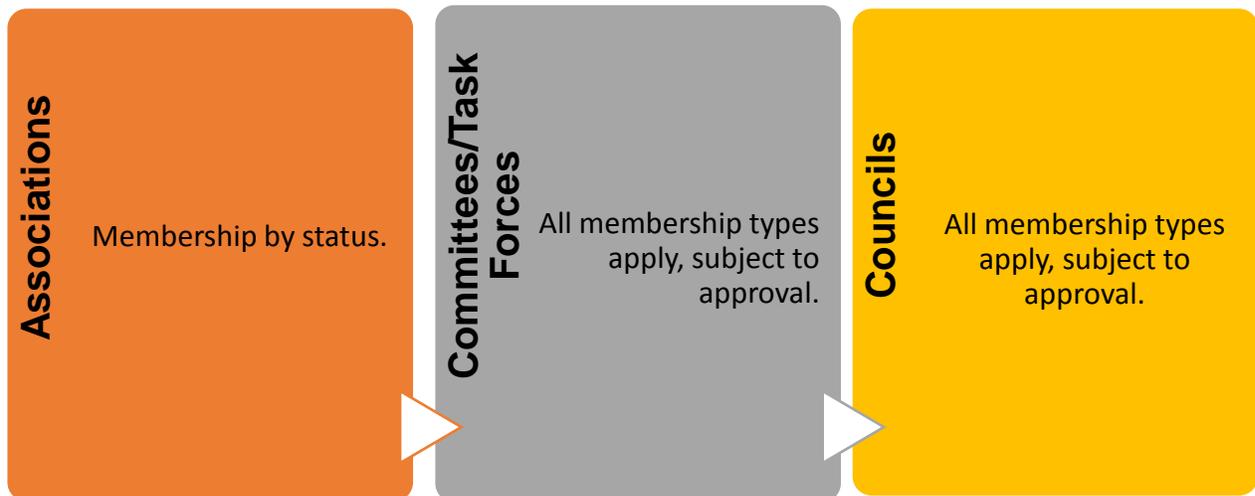
**Work-Based Learning Committee**

**Charge:** To identify opportunities to establish partnerships for hands-on-learning experiences aligned with program and student learning outcomes, which develop career discernment and workplace skills.

## Membership

### Membership Types

- Membership by Status – Membership based on primary role at the College (faculty, staff, or student)
- 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)
- Membership by Preference – Employees and students may serve on councils, committees, and task forces based on preference, subject to supervisory and other applicable approval.



### Representation

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

Each council is comprised of the chairs of its committees; ex officio members appointed by the president; members appointed by virtue of position, responsibilities, or program area; and any other members who have expressed interest and received approval.

### Recruitment

The Council on Committees coordinates an annual recruitment process to ensure councils, committees, and task forces are properly staffed and to give employees an opportunity to update their membership as needed. Recruitment is conducted according to the following timeline:

## Spring

The Council on Committees will initiate the recruitment process.

1. Division/department heads will receive a communication encouraging them to review their employees' involvement during the performance review and evaluation process and at end-of-the-year departmental meetings.
2. All employees will receive a communication announcing the membership recruitment period. Employees may volunteer with supervisory approval. Leadership may also make recommendations to the Council on Committees.

## Summer

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

The Council on Committees will make assignments, publish the membership list, and conduct leadership training for chairs, vice chairs, and communications coordinators/recorders.

## Fall

Associations, councils, committees, and task forces 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.

A Council on Committees representative will represent host an in-service to provide an infrastructure update.

# Operational Requirements and Responsibilities

## Associations, Councils, Committees, and Task Forces

- Submit meeting dates and times to the Council on Committees Communications Coordinator for posting to the website.
- Develop and distribute meeting agenda prior to each meeting.
- Submit approved minutes to the Council on Committees Communications Coordinator for College-wide dissemination within three weeks of meeting date or no later than one week after subsequent meeting.
- Submit annual report for web posting by June 1 (**required for councils only; encouraged for all bodies**).
- Councils should meet at least once each semester.
- Committees/task forces should meet as needed to fulfill their function and complete tasks.

Councils should address strategic initiatives assigned to them.

Leadership should be determined by the membership of the body during the spring semester for the following year.

## Members

- All employees may be members of councils, committees, and task forces. Employees serve on councils, committees, and task forces at their supervisors' discretion. Part-time employees should consult with their supervisor regarding membership. Employees who receive disciplinary action during their service must relinquish any leadership roles.
- Members must be consistent in their council/committee/task force attendance and/or engagement.
- Members shall update their departments/divisions on council/committee/task force activities and bring feedback/recommendations from their departments to their councils, committees, and task forces.

## **Council on Committees Operational Procedures and Guidelines**

### **Review Process**

The Council on Committees will review the College infrastructure annually to determine and implement necessary changes. These changes could include the suspension, dissolution, and/or consolidation of bodies.

### **Creation of Committees and Task Forces**

A new committee or task force 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 Chair, which will decide (possibly after soliciting input from other relevant bodies whether the committee should be formed and what its exact function and membership should be.

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

- A general description of need for the committee including whether it will be a standing committee (permanent) or a task force (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 based on job functions (e.g., deans, student information specialists, lab assistants) and College offices (e.g., REAP, Campus Police and Public Safety)
  - Representation from the employee associations and the 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 Council Evaluation**

To ensure that councils' efforts are worthwhile and contribute to the mission of the College, each council 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 council's functions, and an assessment of whether the membership is appropriate for its functions. The annual report will serve as the basis for any needed modifications, including the following:

- Modification of Function – An addition to, change of, or deletion from, the existing functions within the council'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. Modification of membership may also include changes to leadership.
- Dissolution – The termination of operations if work has been completed or its essential functions are better fulfilled by another body (except in the case of subcommittees for which all authority over modification or dissolution rests with the parent committee).