Delgado Community College

Strategic Plan
FY 2011-2012 through FY 2015-2016
In Compliance with ACT 1465 of 1997

July 2010
Vision Statement:
Delgado Community College is a diverse, dynamic, comprehensive community college committed to student success through innovative leadership, to excellence in teaching and learning, and to the cultural enrichment of the community it serves.

Mission Statement:
Delgado Community College provides a learning centered environment in which students from diverse backgrounds are prepared to attain their educational, career, and personal goals, to think critically, to demonstrate leadership, and to be productive and responsible citizens.

Philosophy Statement:
Delgado’s mission, vision, core values and learning centered principles continue to direct the College’s commitment to economic development and the improvement of the quality of life for the people of Louisiana.

Goals and Objectives:

I. Goal: Increase Opportunities for Student Access and Success.

Objective I.1: Increase fall headcount enrollment for Delgado Community college by 12.62% from the Fall 2009 baseline level of 19,119 to 21,531 by Fall 2015.

Delgado Community College Objectives I.1 advances the state outcome goals 1 (Youth Education), 2 (Diversified Economy), and 6 (Safe and Thriving Children and Families) listed above.

Louisiana: Vision 2020 Link:

Strategy I.1.1: Strengthen programs to meet students’ educational, career, and personal goals.

Strategy I.1.2: Help students meet or exceed competency levels

Strategy I.1.3: Provide varied teaching and learning systems

Strategy I.1.4: Attract and develop highly prepared faculty and staff

Performance Indicators:

Output: Programs and services administered by qualified faculty and staff designed to help students meet their educational, career, and personal goals.

Outcome:
1. Increased number of students applying to Delgado
2. Increased number of students developing marketable job skills
3. Increased number of students with transferrable college credit
4. Increased student satisfaction

Note:

Objective I.2: Increase fall minority enrollment for Delgado Community college by 15.97% from the Fall 2009 baseline level of 9,976 to 11,569 by Fall 2015.
Delgado Community College Objectives I.1 advances the state outcome goals 1 (Youth Education), 2 (Diversified Economy), and 6 (Safe and Thriving Children and Families) listed above.

Louisiana: Vision 2020 Link:

**Strategy I.2.1:** Utilize recruitment strategies that target neighborhoods and schools with large concentrations of minorities

**Strategy I.2.2:** Utilize retention efforts that focus on issues affecting minority attrition

**Strategy I.2.3:** Utilize programs and services that encourage positive interactions between the institution and minorities.

**Performance Indicators:**

**Output:** Increased number of minority students attending Delgado

**Outcome:**
1. Increased educational access for minority students
2. Increase in minority retention rates
3. Increased number of minority students matriculating.

II. Goal: Ensure Quality and Accountability

**Objective II.1:** Increase the annual number of postsecondary awards by 17.67% from the 2008 - 2009 baseline level of 1,173 to 1,380 by 2014 - 2015.

Delgado Community College Objectives II.1 advances the state outcome goal 1 (Youth Education) and 9 (Transparent, Accountable, and Effective Government).

Louisiana: Vision 2020 Link:

**Strategy II.1.1:** Increase overall student retention.

**Strategy II.1.2:** Increase number of student receiving certifications

**Performance Indicators:**

**Output:** Increasing student retention will result in increased numbers of student matriculating.

**Outcome:** Increased number of available Delgado graduates transferring to four year institutions and/or entering the workforce.

**Output:** Increased number of students passing program certifications
Outcome: Increased number of Delgado students with demonstrable skills available for the workforce.

Objective II.2: Increase the number of students who transfer to a four-year institution by 19.97% from the 2008 – 2009 baseline level of 742 to 890 by 2014 - 2015.

LCTC System Objectives II.2 advances the state outcome goal 1 (Youth Education) and 9 (Transparent, Accountable, and Effective Government).

Louisiana: Vision 2020 Link:

   **Strategy II.2.1:** Increase articulation agreements with four year institutions.

**Performance Indicators:**

**Output:** Increasing the number of articulation agreements between Delgado and four year institutions increases the number of four year schools accepting transfer credit and awarding Delgado graduates with junior level status.

**Outcome:** Increased number of Delgado graduates transferring to four year institutions

*In Compliance with Act 1465 of 1997, each strategic plan must include the following process:*

I. A brief statement identifying the principal clients and users of each program and the specific service or benefit derived by such persons or organizations:
The principal clients for Delgado educational/training programs and services are the people of the Greater New Orleans Metropolitan area and Southeastern Louisiana. The benefits received by these constituencies are improved employment opportunities and potentially higher wages, greater access to higher levels of education, and overall improvement in the quality of life.

II. An identification of potential external factors that are beyond the control of the entity and that could significantly affect the achievement of its goals or objectives:
The allocation of appropriate budgetary resources remains Delgado’s single most significant challenge to achieving its goals and objectives. Continued double-digit enrollment growth without the commensurate financial resources will severely impact Delgado, particularly in the areas of: quality of instruction, availability of courses, student support services and maintenance of the college’s physical infrastructure.

III. The statutory requirement or other authority for each goal of the plan.

   I. Goal: Increase Opportunities for Student Access and Success.

   II. Goal: Ensure Quality and Accountability.

Delgado Community College, a member of the Louisiana Community and Technical College System, is an approved multi-campus, two year college by the actions of the Louisiana State Legislature, the City Council of New Orleans, the Board of Supervisors for the Louisiana
Community and Technical Colleges System, the Louisiana Board of Regents, and the U.S. Office of Education.

The college is a member of the Conference of Louisiana Colleges and Universities, American Association of Community Colleges, Association of Universities Evening Colleges, and American Technical Education Association.

Delgado Community College is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award associate degrees, diplomas, and certificates. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097, or call 404-679-4500 for questions about the accreditation of Delgado Community College.

IV. A description of any program evaluation used to develop objectives and strategies.
Delgado routinely reviews programs for adherence to the mission of the College, maintenance of the appropriate accreditation credentials, viability in meeting student needs and effective use of College resources.

V. Identification of the primary persons who will benefit from or be significantly affected by each objective within the plan.
The people of the Greater New Orleans Metropolitan area and Southeastern Louisiana are the primary beneficiaries affected by each objectives within the plan.

VI. An explanation of how duplication of effort will be avoided when the operations of more than one program are directed at achieving a single goal, objective, or strategy.
Duplication of effort is avoided by an ongoing review of Delgado programs and services. Where duplication occurs, the College implements strategies to leverage existing resources, reallocates resources and/or implements organizational re-design to affect a more effective and efficient utilization.

VII. Documentation as to the validity, reliability, and appropriateness of each performance indicator, as well as the method used to verify and validate the performance indicators as relevant measures of each program's performance.
The relevance, validity, reliability and appropriateness of each performance indicator is primarily based upon information compiled each term by the Office of Institutional Research from data acquired from the institution’s 14th day enrollment reports.

VIII. A description of how each performance indicator is used in management decision making and other agency processes.
Performance indicators are used to ensure that:
1. Delgado program and budget decisions both short-term and long-term areas well informed as practically possible.
2. Support efficient and effective use of College resources, including those dedicated to performance measurement itself.
3. Meet requirements for regional and national accreditations.
4. Address the information needs of the College’s internal and external stakeholders, including senior management, operations managers, LCTCS, and the state of Louisiana.
IX. A statement regarding the Human Resource policies benefiting women and families.

Delgado Community College assures equal opportunity for all qualified persons without regard to race, color, religious or political affiliation, gender, sexual orientation, citizenship, national origin, age, disability/handicap or marital status or veteran’s status, pregnancy, childbirth and related medical conditions, and the sickle cell trait in the admission to, participation in or employment in programs and activities of the College.

Delgado Community College does not discriminate on the basis of race, color, gender, religion, national origin, age, or disability
PERFORMANCE INDICATOR DOCUMENTATION

Program:19A - 641 Delgado Community College

Objective: Increase fall headcount enrollment for Delgado Community college by 12.62% from the Fall 2009 baseline level of 19,119 to 21,531 by Fall 2015.

Indicator Name: Change in the number of students enrolled in the fall term at Delgado Community College.

Indicator: Outcome

LaPAS PI Code: 15072

Type and Level: K

Rationale: Recognition of importance of Louisiana having educated citizens.

Calculation Methodology: The standard method practiced statewide uses the Regents’ SSPS unit record system where each enrolled student, regardless of course load, is counted.

Clarity: Headcount enrollment refers to the actual number of students enrolled (as opposed to fulltime equivalent enrollment (FTE) which is calculated from the number of student credit hours enrolled divided by a fixed number).

Scope: This data has no real weaknesses. The reader must understand that this indicator reflects headcount enrollment and is not the enrollment calculation used for funding or reimbursement calculations.

Validity, Reliability and Accuracy: Both Delgado and Board of Regents perform numerous edits to insure the accuracy of this data.

Caveats:

Use: Enrollment drives many management decisions. The size of an institution’s enrollment impacts scheduling, hiring, future planning, program demands, facilities management, etc.

Responsible Person: Delgado submits the SSPS data electronically to the Board of Regents. The Board of Regents performs numerous edits and works with the campuses/systems to correct errors. When all campus submissions are complete, the Regents’ staff builds a master file for SSPS.
PERFORMANCE INDICATOR DOCUMENTATION

Program:19A - 641 Delgado Community College

Objective: Increase fall minority enrollment for Delgado Community college by 15.97% from the Fall 2009 baseline level of 9,976 to 11,569 by Fall 2015.

Indicator Name: Percent change in the number of minority students enrolled in a fall term at Delgado.

Indicator: Outcome

LaPAS PI Code: 15072

Type and Level: S

Rationale: Recognition of importance of Louisiana having educated citizens from all backgrounds.

Calculation Methodology: The standard method practiced statewide uses the Regents’ SSPS unit record system where each enrolled student, regardless of course load, is counted.

Clarity: Although not jargon, for purposes of this document, minority is defined as non-white and excludes non-resident aliens and students that refused to indicate a race. Headcount enrollment refers to the actual number of students enrolled (as opposed to fulltime equivalent enrollment (FTE) which is calculated from the number of student credit hours enrolled divided by a fixed number).

Scope: This data has no real weaknesses. The reader must understand that this indicator reflects headcount enrollment and is not the enrollment calculation used for funding or reimbursement calculations.

Validity, Reliability and Accuracy:

Caveats:

Use: Enrollment drives many management decisions. The size of an institution’s enrollment impacts scheduling, hiring, future planning, program demands, facilities management, etc.

Responsible Person: Each institution submits the SSPS data electronically to the Board of Regents. The Board of Regents performs numerous edits and works with the campuses/systems to correct errors. When all campus submissions are complete, the Regents’ staff builds a master file for SSPS.
PERFORMANCE INDICATOR DOCUMENTATION

Program: 19A - 641 Delgado Community College

Objective: Increase the annual number of postsecondary awards by 17.67% from the 2008 - 2009 baseline level of 1,173 to 1,380 by 2014 - 2015.

Indicator Name: Percent change in the number of postsecondary awards conferred by Delgado

Indicator: Outcome

LaPAS PI Code: 15073

Type and Level: K

Rationale: Recognition of importance of Louisiana having educated citizens from all backgrounds.

Calculation Methodology: The standard method practiced statewide uses the Regents’ Completer File in which each award is counted, recorded, and submitted.

Clarity: There is no jargon contained in this measure. Although not jargon, postsecondary award is defined as any recognized award approved by the Board of Supervisors of the LCTCS and conferred by an LCTCS college.

Scope: Data is submitted by Delgado to the Board of Regents Statewide Completer File from their respective student data systems. This system has been in existence for over 25 years.

Validity, Reliability and Accuracy: No real weaknesses. The reader must understand that this indicator reflects awards conferred and is not a graduation rate.

Caveats:

Use: Awards conferred is one of the primary measures of productivity for institutions of higher education.

Responsible Person: Delgado submits the Completer File data electronically to the Board of Regents. The Board of Regents performs numerous edits and works with Delgado to correct errors. When all campus submissions are complete, the Regents’ staff builds a master file for Completers.
PERFORMANCE INDICATOR DOCUMENTATION

Program: 19A - 641 Delgado Community College

Objective: Increase the number of students who transfer to a four-year institution by 19.97% from the 2008 – 2009 baseline level of 742 to 890 by 2014 - 2015.

Indicator Name: Percent change in the number of students transferring from an LCTCS college to a four-year institution.

Indicator: Outcome

LaPAS PI Code:

Type and Level:

Rationale: Recognition of importance of Louisiana having educated citizens from all backgrounds.

Calculation Methodology: The standard method practiced statewide uses the Regents’ SSPS unit record system where each enrolled student, regardless of course load, is counted. Students enrolled in a given year at Delgado will be matched with enrollments from the SSPS unit record of four-year institutions for a subsequent two year period to identify matches. These matches will represent students who attended an LCTCS college and transferred to a four-year institution.

Clarity: Although not jargon, a transfer student will be defined as a student who attended Delgado and subsequently enrolls in a four-year institution.

Scope: This indicator is the aggregate of all students enrolled in the colleges of LCTCS and subsequently transferred to a four-year institution within a two year period.

Validity, Reliability and Accuracy:

Caveats: Data is submitted by the system colleges to the Board of Regents Statewide Student Profile System (SSPS) from their respective student data systems. The LCTCS retrieves this information from the SSPS. This system has been in existence for over 25 years. Transfer students are matched using unique identifiers to determine if students who were enrolled in an LCTCS institution are subsequently enrolled in a four-year institution.

Use: Transfer is a significant part of the community and technical college mission. Improving the transfer environment and increasing the number of transfer students will require efforts of coordination among higher education institutions and a focus on services that provide the appropriate information and guidance to students to maximize the transfer experience.

Responsible Person: Delgado submits the SSPS data electronically to the Board of Regents. The Board of Regents performs numerous edits and works with the campuses/systems to correct errors. When all campus submissions are complete, the Regents’ staff builds a master file for SSPS. The transfer data is then generated annually by the Regents’ staff.

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