



Delgado Community College Strategic Plan (2015-19)

Introduction

Delgado Community College is a multi-campus college located in an urban area serving a diverse student population. There are close to 20,000 students enrolled in 40+ programs making it the second largest college in the state of Louisiana.

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.

Strategic Plan 2015 -2019

PLAN

Goal I: Increase Opportunities for Student Access and Success.

Objective 1.1: Increase the percentage of first-time in college, full-time, associate degree-seeking students retained to the second fall at the same institution of initial enrollment by percentage points from the Fall 2011 cohort (to Fall 2012) baseline level of 52.4% to 55% by Fall 2018 (retention of Fall 2017 cohort).

State Outcome Goals Link: Youth Education; Diversified Economic Growth; Safe and Thriving Children and Families; Better Health: Extensive research indicates a strong correlation between a citizen's education and the citizen's health, economic well-being, and positive contributions to the state and society.

Other Link: Closely linked to objective in Master Plan for Post-secondary Education and LA GRAD Act.

Strategy 1.1.1: Expand system-wide and campus-specific retention programming.

Strategy 1.1.2: Expand availability of first-time student seminars and first-year experience courses.

Strategy 1.1.3: Expand academic and training support and resource centers.

Performance Indicators:

Output: Percentage of first-time, full-time, associate degree-seeking freshmen retained to the second year at the same institution.

Outcome: Percentage point change in the percentage of first-time, full-time, associate degree-seeking freshmen retained to the second year at the same institution.

Goal II: Ensure Quality and Accountability.

Objective 2.1: Increase the graduation rate (defined and reported in the National Center for Education Statistics [NCESJ Graduation Rate Survey [GRS]) of 2.6% for the Fall 2008 cohort to 5.2% by 2015-16 (fall 2013 cohort).

State Outcome Goals Link: Youth Education; Diversified Economic Growth; Safe and Thriving Children and Families; Better Health: Extensive research indicates a strong correlation between a citizen's education and the citizen's health, economic well-being, and positive contributions to the state and society.

Other Link: Closely linked to objective in Master Plan for Post-secondary Education and LA GRAD Act.

Strategy 2.1.1: Assess admissions criteria at four-year institutions to promote better student-to-institution match.

Strategy 2.1.2: Expand system-wide and campus-specific retention programming.

Strategy 2.1.3: Expand efforts to encourage transfer from two-year colleges to four-year universities.

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Performance Indicators:

Output: Percentage of students identified in a first-time, full-time, degree-seeking cohort, graduating within three years from public postsecondary education.

Outcome: Number of students identified in a first-time, full-time, degree-seeking cohort, graduating within three years from public postsecondary education.

Objective 2.2: Increase the total number of completers for all applicable award levels in a given academic year from the baseline year number of 2,086 in 2011-12 academic year to 2,295 in academic year 2016-17. Students may only be counted once per award level.

State Outcome Goals Link: Youth Education; Diversified Economic Growth; Safe and Thriving Children and Families; Better Health: Extensive research indicates a strong correlation between a citizen's education and the citizen's health, economic well-being, and positive contributions to the state and society.

Other Link: Closely linked to objective in Master Plan for Post-secondary Education and LA GRAD Act.

Strategy 2.2.1: Assess admissions criteria at four-year institutions to promote better student-to-institution match.

Strategy 2.2.2: Expand system-wide and campus-specific retention programming.

Strategy 2.2.3: Expand availability and use of degree audits to facilitate progression toward a degree.

Strategy 2.2.4: Expand academic and training support and resource centers.

Performance Indicators:

Output: Total number of completers for all award levels.

Outcome: Percent change in the number of completers from the baseline year.

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

I. Principal clients and users of each program and the specific service or benefit derived by such persons or organizations:

Delgado Community College is comprised of sites at City Park, West Bank, Charity School of Nursing, Covington, Slidell, Jefferson, West Jefferson and Maritime, Fire & Industry Center. Delgado has facilities and/or programs strategically placed throughout Orleans, Jefferson, & St. Tammany, to ensure the citizens of our service area access to postsecondary education. The college delivers services to students enrolled in a variety of programs of study in the areas of (general education, health occupations, information technology, business occupations, manufacturing, construction, drafting, culinary, human services, public services and others. Additionally, the college's customers extend beyond students to all citizens who benefit from a healthy economy. Delgado contributes to workforce development, job training and retraining.

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:

Economy

At present, the economy of both Louisiana and the nation is significantly impacted by recession. The current economic environment results in a reduction in the state and national funds available to fund the operations of Delgado. Further, during difficult economic times, community and technical colleges realize significant enrollment increases from those persons who are returning to retool themselves to find new employment. Therefore, the difficult economic environment is a threat to college's ability to meet the proposed goals.

Federal Government

A significant amount of revenue flows from Federal programs into Louisiana public postsecondary education. A change in federal level policy could have dramatic effects on postsecondary education, including student financial aid, research and experimentation, telecommunications (distance learning), and related programs.

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

Goal I: Increase Opportunities for Student Access and Success.

1. Constitution (Article VIII, Section 5 (D) 4) - To formulate and make timely revision of a master plan. Similar statutory language appears in Title 17 of the Louisiana Revised Statutes.
2. LA GRAD Act

Goal II: Ensure Quality and Accountability.

1. Constitution (Article VIII, Section 5 (D) 4) - To formulate and make timely revision of a master plan. Similar statutory language appears in Title 17 of the Louisiana Revised Statutes.
2. Constitution (Article VIII, Section 5 (D) 1,2) - To revise or eliminate existing academic programs and to approve or disapprove new program proposals. Similar statutory language appears in Title 17 of the Louisiana Revised Statutes.
3. Constitution (Article VIII, Section 5 (D) 3) - To study the need for new institutions or change in mission of existing institutions. Similar statutory language appears in Title 17 of the Louisiana Revised Statutes.
4. LA GRAD Act

IV. A description of any program evaluation used to develop objectives and strategies.

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The goals and objectives in this *Five-year Strategic Plan* were derived in part from the *LCTC System Strategic Plan*. Several existing external and internal strategic plans were reviewed. These plans include: The Board of Regents' Master Plan for Higher Education, the LA GRAD Act, the then-current LCTCS Strategic Plan as well as the plans of the system colleges. In addition, the System identified strategic directions for its future, which would allow for efficiency and effectiveness in addressing our roles as workforce training provider and the developer of human capital. Input was incorporated from staff, faculty, and college advisory committee members.

V. Identification of the primary persons who will benefit from or be significantly affected by each objective within the plan.

See Performance Indicator Documentation attached for each objective.

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.

For the purposes of Act 1465 of 1997, the LCTC System is a single program. Duplication of effort of more than one program is thus not applicable.

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.

See Performance Indicator Documentation attached for each performance indicator.

VIII. A description of how each performance indicator is used in management decision making and other agency processes.

See Performance Indicator Documentation attached for each performance indicator.

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PERFORMANCE INDICATOR DOCUMENTATION

Program: Delgado Community College

Objective 1.1: Increase the percentage of first-time in college, full-time, associate degree-seeking students retained to the second fall at the same institution of initial enrollment by percentage points from the Fall 2011 cohort (to Fall 2012) baseline level of 52.4% to 55% by Fall 2018 (retention of Fall 2017 cohort).

Indicator Name: Percentage of first-time, full-time, associate degree-seeking freshmen retained to the second year at the same institution.

Indicator LaPAS PI Code: 24793

1. Type: Output

Level: Key

2. Rationale, Relevance, Reliability: Recognition of importance of Louisiana having educated citizens.

3. Use: Delgado Community College remains committed to retaining and graduating students. The importance of retaining students can cause many decisions to change on campus, from recruitment strategies to student services, from hiring strategies to course scheduling.

4. Clarity (Does the indicator contain jargon, acronyms, or unclear terms? If so, clarify or define them.): No

5. Data Source, Collection and Reporting: Data is submitted by the college to the LCTCS and Board of Regents' Statewide Student Profile System (SSPS). The LCTCS retrieves this information from the SSPS. This system has been in existence for over 30 years. The data is submitted three times annually, first after fall semester census date, second after the spring semester census date and third at the end of spring semester. For this indicator, fall data (the national standard) will be used. The indicator will be reported at the end of the third quarter. This will allow time for collection, aggregation, and editing of the data. The change will be measured from the baseline year to the year being examined.

6. Calculation Method: Retention rates are the percentage of an incoming class which is retained in the following fall. The change will be calculated using a standard mathematical approach, subtracting the fall first-time in college, full-time, degree-seeking students still enrolled in following fall semester from fall first-time in college, full-time, degree-seeking students and dividing the difference by the fall semester students, resulting in a percentage change.

7. Scope: This indicator is the aggregate of all students enrolled in the campuses of Delgado College in each fall term.

8. Caveats: 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.

9. Accuracy, Maintenance, Support: Yes, the Office of the Legislative Auditor has audited the SSPS file for Delgado, and gave it a 'Sufficiently Reliable' rating.

10. Responsible Person: The Registrar at 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.

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PERFORMANCE INDICATOR DOCUMENTATION

Program: Delgado Community College

Objective 2.1: Increase the graduation rate (defined and reported in the National Center for Education Statistics [NCESJ Graduation Rate Survey [GRS]) of 2.6% for the Fall 2008 cohort to 5.2% by 2015-16 (fall 2013 cohort).

Indicator Name: Percentage of students identified in a first-time, full-time, degree-seeking cohort, graduating within three years from public postsecondary education.

Indicator LaPAS PI Code: 24797

1. Type: Output

Level: Key

2. Rationale, Relevance, Reliability: Recognition of importance of Louisiana having educated citizens.

3. Use: Delgado Community College remains committed to retaining and graduating students. The importance of retaining students can cause many decisions to change on campus, from recruitment strategies to student services, from hiring strategies to course scheduling.

4. Clarity (Does the indicator contain jargon, acronyms, or unclear terms? If so, clarify or define them.): No

5. Data Source, Collection and Reporting: Data is submitted by Delgado to the LCTCS and Board of Regents' Statewide Student Profile System (SSPS) and Statewide Completer System (SCS). The BOR systems has been in existence for over 30 years.

SSPS: The data is submitted three times annually, first after fall semester census date, second after the spring semester census date and third at the end of spring semester. For this indicator, fall data (the national standard) will be used. The indicator will be reported at the end of the third quarter. This will allow time for collection, aggregation, and editing of the data. The change will be measured from the baseline year to the year being examined.

SCS: The data is submitted once annually. For this indicator, annual completers will be used. The indicator will be reported in July each year for the previous academic year. This will allow time for collection, aggregation, and editing of the data.

6. Calculation Methodology: Graduation rate is the total number of completers within 150% of normal time divided by the fall entering cohort total.

7. Scope: This indicator is the aggregate of all completers at Delgado within 150% of normal time (based on a specific fall cohort).

SCS: Delgado Community College submits the Completer File data 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 Completers.

8. Caveats: No real weaknesses. The reader must understand that this indicator reflects retention at the same campus and does not include students who transfer to other institutions.

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9. Accuracy, Maintenance, Support: Yes, the Office of the Legislative Auditor has audited both the SSPS and SCS files for Delgado, and gave it ‘Sufficiently Reliable’ ratings for both.

10. Responsible Person:

SSPS: The registrar at 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.

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PERFORMANCE INDICATOR DOCUMENTATION

Program: Delgado Community College

Objective: 2.2: Increase the total number of completers for all applicable award levels in a given academic year from the baseline year number of 2,086 in 2011-12 academic year to 2,295 in academic year 2016-17. Students may only be counted once per award level.

Indicator Name: Total number of completers for all award levels.

Indicator LaPAS PI Code: 24799

1. Type: Output **Level:** Key

2. Rationale, Relevance, Reliability: Delgado Community College recognizes the importance of Louisiana having a higher number of students earning degrees for the further development of the state's economy.

3. Use: The college must increase the number of students graduating. Additional campus resources must be allocated to programs that target increased graduates. More targeted advising, better scheduling, career counseling, and better articulation will all contribute to increased graduates.

4. Clarity (Does the indicator contain jargon, acronyms, or unclear terms? If so, clarify or define them.): 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 Delgado Community College.

5. Data Source, Collection and Reporting: Data is submitted by the college to the Board of Regents Statewide Completer File from the Student Enrollment System database. The BOR Statewide Completer File system has been in existence for over 30 years. The data is submitted once annually. For this indicator, annual completers will be used. The indicator will be reported in July each year for the previous academic year. This will allow time for collection, aggregation, and editing of the data.

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

7. Scope: This indicator is the aggregate of all postsecondary awards conferred by Delgado Community College for the previous academic year.

8. Caveats: No real weaknesses. The reader must understand that this indicator reflects awards conferred and is not a graduation rate. Also, according to the LA GRAD Act, the college reports all awards with no duplication within an award level.

9. Accuracy, Maintenance, Support: Yes, the Office of the Legislative Auditor has audited the SCS file for Delgado, and gave it a 'Sufficiently Reliable' rating.

10. Responsible Person: Delgado Community College submits the Completer File data 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 Completters.