

Strategic Plan 2017-2021

Creating a Culture of Transformation



September 2017

Delgado
COMMUNITY COLLEGE



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1.0 Message from the Chancellor

It is my honor to present the Strategic Plan for Delgado Community College for 2017 through 2021, the beginning of the College's second century of operation and service. I thank the Strategic Planning Committee for yeomanly work in the development of this essential document and guide.

"To serve the present age my calling to fulfill" are the words of Charles Wesley whose hymns belong to each of us. No phrase describes more appropriately, however, the "reason" for Delgado Community College. This calling has been the single factor which has molded the College into the Institution we know today and keeps it on the cutting edge of our present age. Although history is fundamental, we cannot afford to stand still or rely solely on the past, however. As the Plan suggests, we must look for opportunities to be responsive to current and future ways of advancing the Delgado experience. Each time a strategic plan is introduced and new goals are established, forward movement should be the expected result.

This special place requires committed stakeholders to make it true to its purpose. It takes all of us, working as a team, to increase opportunities for student access and success, to ensure quality and accountability, and to promote the College's competitiveness on all levels. Ballet students learn early that, in stretching exercises, one's legs can never get over the bar unless the heart goes first. Likewise, Delgado cannot be its best unless the hearts of all involved are over the bar. With total commitment, this venerable institution will soar. The Plan to achieve it is before us!

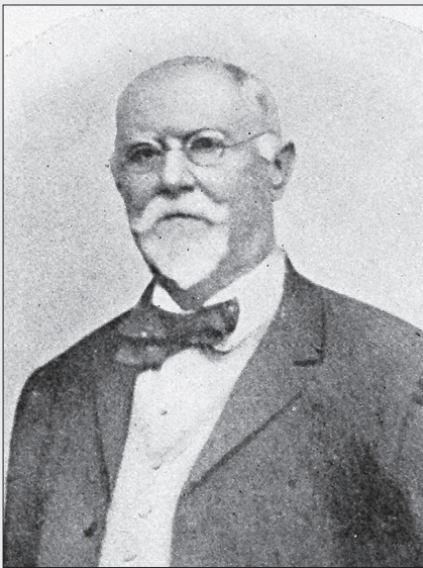


*Joan Y. Davis
Chancellor*

2.0 Introduction

2.1 Delgado Community College History

Delgado Community College is an institution of higher education managed by the Board of Supervisors for Louisiana Community and Technical Colleges. Located in the center of the metropolitan area surrounding New Orleans, the College serves approximately 15,000 credit students each semester and another 8,000 non-credit students each year. With a full-time faculty of about 400, Delgado is one of the largest institutions of higher education in Louisiana. September 2016 marked Delgado's 95th anniversary.



The original benefactor of the College was Isaac Delgado, a 19th-century Jamaican immigrant who became a wealthy New Orleans businessman and sugar planter. Among the beneficiaries of his philanthropy were the arts, medicine, and education. In a 1909 codicil to his will, Mr. Delgado bequeathed the residue of his estate to the City of New Orleans to establish a manual trade school for young boys. With funds from this bequest, land was purchased for the current 57-acre City Park

Campus adjacent to New Orleans Municipal City Park. The original building on City Park Avenue was constructed and furnished with the bulk of the bequest. In September of 1921, Delgado Central Trades School opened its doors with a program of vocational trades for 1,300 boys and young men. After thriving in the 1920s, Delgado was left without adequate funding during the years of the Great Depression. Revived during World War II by the need for technically skilled workers in aircraft construction and maintenance, and in the metal and woodworking trades, Delgado had a brief period of glory in the 1940s, only to once again fall into desperate financial straits during the 1950s.

In the mid-50s, under the leadership of Director Marvin E. Thames Sr., Delgado began to search for a new mission and adequate funding. In 1956-1957, Tulane University conducted a survey of Delgado's

role and scope in the changing local economy. Its recommendations included the following: Delgado should be expanded to a technical institute at the junior college level; its main function should be to provide post-high school educational programs for technicians; and

the school should be properly funded. The recommendations were adopted by the Delgado Board of Managers and the New Orleans City Council. As a result, the name of the institution was changed to Delgado Trades and Technical Institute, and a technical two-year college program was implemented. In 1960, the first graduates of Delgado Institute received their college degrees.

By action of the Louisiana State Legislature and the New Orleans City Council, in 1966 Delgado Institute became Isaac Delgado College and then Delgado Vocational-Technical Junior College and was recognized and approved as a model multi-campus, comprehensive community/junior college for Louisiana. Dr. Thames became its first president. Four years later, in 1970, Act 446 of the State Legislature (based on a 1969 New Orleans City Council Resolution) transferred control of Delgado College from the City of New Orleans to the Louisiana State Board of Education. Delgado was accredited by the Commission on Colleges of the Southern Association of Colleges and Schools in 1971; the accreditation was reaffirmed in 1975, 1986, 1996, 2008, and 2016. The College name was changed to Delgado Community College by Legislative act in 1980. In 1982 the central administration of the College was moved into a new building at 501 City Park Avenue, adjacent to the City Park Campus. Since the early 1970s, with state funding for students and facilities, not only has the original City Park Campus developed dramatically, but other new campuses and learning sites have brought Delgado Community College to all areas of metropolitan New Orleans.

2.2 Delgado Today

Founded in 1921, Delgado Community College is greater New Orleans' largest higher education institution and Louisiana's oldest and largest community college. Delgado provides students with the most comprehensive array of education and training services available in the greater New Orleans region. Delgado's associate degree programs, certificate, technical competency area and technical diploma programs, as well as non-credit course offerings meet the needs of every type of student, regardless of entry point or individual goal. Some of the College's largest programs include nursing, general studies and general science, business and management, accounting, radiologic technology, English as a second language, criminal justice, computer information technology, culinary arts, teaching grades 1-5,

HVAC, automotive, welding, and electrician. Delgado Community College has articulation agreements with most of the state's four-year colleges and universities that allow students wishing to pursue higher education degrees to easily transfer credits into baccalaureate programs.

Delgado's capacity to continue to deliver quality service to students and stakeholders is a direct result of internal strengths:

- Strong reputation as a leader in areas of workforce development and distance education
- Sound fiscal management
- Solid information technology infrastructure
- A recognized commitment to meeting community needs
- 2nd highest enrollment in the state
- Qualified faculty by subject area and experienced staff and administrative personnel
- Largest provider of workforce training in the state

Delgado serves the Greater New Orleans region from seven locations:

City Park Campus

Centrally located on City Park Avenue, the City Park Campus serves the urban area of the city of New Orleans. This campus is the original site of Delgado Community College and remains the largest campus, with approximately 10,000 students. Delgado offers 34 associate degree programs, and more than 84 certificate, technical diploma, and technical competency area options, and around 200 non-credit courses in areas that include professional and workforce development, intensive services, and continuing education.



The City Park Campus consists of more than 19 buildings that house classrooms, laboratories, and support areas. Two major buildings were constructed and opened in 1970: the Francis E. Cook Building, and the Moss Memorial Library Building, which was demolished following severe damage from Hurricane Katrina.

During the 1980s, many of the facilities on the City Park Campus were expanded and renovated. In 1981, the first phase of a complete renovation of Isaac Delgado Hall was completed. In this phase, a three-story structure was built to fill in the original building's central courtyard, valuable lecture and laboratory facilities were added, and the south wing was renovated to include a splendid art gallery. In late 1984, renovations were finished on the east and west wings, and in 1987 all other Delgado Hall renovations were finished.

Until 1982, Delgado's central administrative offices were in two buildings on the City Park Campus. In early 1982, a new administration building was opened on the periphery of the City Park Campus. This facility centralized the College's administrative functions and freed considerable office and classroom space on the City Park Campus.

In early 1984, the Henry S. Braden Sr. Vocational Technical Center, located adjacent to Delgado Hall, was completed. This three-story technical shop complex contains the Adam R. Haydel Sr. Automotive Lab and other buildings used for College operations and services.

In the 1990s, extensive renovations were completed on the City Park Campus. A gymnasium in the Michael L. Williamson Building allows the Delgado basketball teams to play home games on campus. Additionally, the City Park Campus is a leader in telecommunications, with a fiber optic network that connects several hundred computers across the campus.

Responding to developments in higher education across the country, the success of comprehensive community colleges in workforce education, the documented success of community college graduates, and the need to manage physical and capital resources, in 1997 the Louisiana Legislature enacted legislation merging the Louisiana Technical College-New Orleans Campus and Delgado Community College. Subsequent legislation and a constitutional amendment created a community and technical college system, which currently includes Delgado Community College and six other community colleges, four community and technical colleges, and two technical colleges. All report to a management Board of Supervisors, the Louisiana Community and Technical College System Board of Supervisors, effective July 1, 1999. The purpose of the 1997 legislation, Act 917, was to merge the "Orleans Regional Technical Institute" (LTC-NOC) with Delgado Community College effective July 1, 1997, and to transfer "the funds, property, obligations, programs, and functions" of LTC-NOC from the State Board of Elementary and Secondary Education to Delgado. The building housing the LTC-NOC and the property on Navarre and Orleans Avenues have been incorporated into the City Park Campus as Building 2. This building

is a multi-functional classroom, laboratory, administrative, and faculty office building of more than 150,000 square feet, including centralized student services offices.

In May 2015, H. Giles Martin Hall was opened to house digital media, small business, and entrepreneurship programs. Martin Hall is named for H. Giles Martin, Delgado's first director and longest-tenured leader, serving from 1920 until 1954. The building was funded by state bonds authorized through Act 391.

In September 2015, the Marvin E. Thames, Sr. Learning Resources Center was opened. Thames Hall is a 60,000-square-foot learning resources center that houses the College's Moss Memorial Library and the College's Adult Education classrooms and offices.

Delgado Charity School of Nursing

The Delgado Charity School of Nursing, which has been in continuous operation since 1894, joined with Delgado Community College in 1990 to develop a new Nursing program offering an associate of science degree. The school quickly reached full capacity enrollment of 500 students. In December 1992, 118 students graduated, the first class with an Associate of Science degree in Nursing. Upholding the proud heritage of nursing education upon which this new program was modeled, the Delgado Charity School of Nursing offers excellence in nursing education and a strong commitment to serve the citizens of the State of Louisiana.

In the 1997 merger of the Louisiana Technical College, New Orleans Campus, with Delgado Community College, the Practical Nursing Program moved to the Nursing Campus. The Delgado Charity School of Nursing is located in downtown New Orleans and is part of the city's major medical complex. The Education Building, completed in 1972, houses classrooms, an audiovisual center (including a television studio), a library, conference rooms, and faculty and administrative offices.

Jefferson Site

Act 521 of the 2010 Regular Louisiana Legislative Session authorized the transfer of all programs and courses of study offered through the former campuses of the Louisiana Technical College Region 1 to Delgado Community College, along with relative funds, facilities, property, obligations and functions in August 2010. As a result, Delgado's newly created Technical Division became the seventh academic division in Delgado Community College.

With the new division, Delgado is better positioned to offer residents of the New Orleans region a comprehensive program of transfer, technical and occupational programs, customized workforce development training, and adult and continuing education programs and services. Through the Technical Division, students have access to about 20 occupational training and apprenticeship

programs for carpenters, ironworkers, joint electricians, operating engineers, painters, glazers, plumbers, sheet metal workers, barbers, cosmetologists, and more.

The Technical Division provides innovative training through its two "Centers of Excellence" at the Jefferson Site. The Practical Nursing (PN) and Allied Health Center of Excellence features extensive classroom and laboratory space with state-of-the-art technology and equipment. The Advanced Manufacturing Center of Excellence has a fully equipped laboratory with Integrated Systems Technology (IST) that combines hands-on skills training with curriculum. Offerings at the Centers of Excellence include industry-based certifications, simulated and virtual training and online multimedia access. These Centers of Excellence are the first of their kind in Louisiana.



The Sidney Collier Site

The hurricane-damaged Sidney Collier Technical College campus in New Orleans became part of Delgado Community College in April 2010, when Louisiana Technical College Region 1 merged with Delgado. Before Hurricane Katrina, Sidney Collier's enrollment approached 1,000 students, the highest of all Region 1 schools. By opening the new Sidney Collier Site in Fall 2014, Delgado is helping to revitalize the Louisa Street neighborhood and all of New Orleans East by serving as a pathway for residents to obtain job skills and employment. Curriculum will be aligned with community needs and interests, including health care, green jobs, construction, automotive repair, and computer skills. A ground breaking ceremony for the rebuilding of the site was held April 26, 2013.

Funds to build the Delgado Sidney Collier Site total \$21 million, with \$12 million provided through the State of Louisiana and \$9 million through FEMA. The site consists of two phases, the first financed by the state and the second by the federal government. Construction of the state-funded phase of the project began in May 2013 and ended in Fall 2014. Construction of the federally financed phase began

in June 2014 and concluded in May 2015. The site is anchored by two conjoined two-story buildings with a main entrance facing the corner of Louisa Street and Higgins Boulevard. The state-funded part of the site includes 36,000 square feet of space for classrooms, offices, and support functions such as information technology. The federally funded facility offers 25,000 square feet dedicated to student services, including a library, student government offices, classrooms, workshops, and laboratories. The design includes a courtyard, dedicated space for future expansion, and approximately 100,000 square feet of landscaped grounds and parking.

A key part of the new site design is a structure and programs that will connect the Delgado Sidney Collier Site with students at nearby George Washington Carver High School. Carver students will be able to take advantage of dual enrollment at Delgado, enabling them to broaden their educational experiences and earn credits toward career credentials faster.

West Bank Campus

The West Bank Campus serves students from several adjacent parishes, including Orleans, Jefferson, Plaquemines, St. Charles, and St. John. The Campus currently serves about 3,000 students enrolled in a variety of day, evening, and Saturday classes. To accommodate the needs of a diverse community, all courses and programs are offered in several convenient formats: classroom lecture, labs, and online courses.

The Delgado West Bank Campus was established in 1967 on 13.7 acres of land acquired from the U. S. Navy Surplus Property department. During its first year of operation, approximately 500 students were enrolled. Unfortunately, in 1970, the Campus was destroyed by a fire, and as a result of limited financial resources, the Campus was closed and operations ceased.

In August 1974 a new classroom building was completed, and educational services resumed on the West Bank Campus, with an initial enrollment of 750 students. The following year, enrollment more than doubled to 1,550. Building 1 now houses Business, Technology, and Math Division programs, the Greater New Orleans Region High School Equivalency Diploma Program, a learning resource center, and labs. The Annex to Building 1 accommodates the current Student Life Center and a large multi-function room used for special events. The Vocational-Technical facility (Building 2) was completed in 1978 and expanded in 1991. Currently housed in Building 2 are several large classrooms and labs, and the library.

Constructed in 1999, Larocca Hall houses administrative offices, the Bursar's Office, the Student Affairs Department, the bookstore, classrooms, and faculty offices.

In June 2014, the Algiers Development District (ADD) sold the former Navy Chapel at Algiers' Federal City to Delgado Community College. The 10,800-square-foot building was renovated, opened in September

2015, and now serves as the West Bank Campus Student Life Center, an area for students to relax between classes. It also offers a dining area, a game room, and offices for Student Government and Campus Police. A self-assessed student fee provided the project's funding. The College intends for the West Bank Campus Student Life Center to be a community resource as well as a campus focal point. Offices providing resources for women and veterans are also included. Whether students seek an associate degree or certificate, the West Bank Campus offers access to academic and technical programs at a convenient location. In its commitment to meet the educational and technical training needs of its students, Delgado's West Bank Campus contributes to the economic and cultural growth of the entire West Bank community.

River City

Our newest site, River City, is located on the West Bank of Jefferson Parish in the Churchill Business & Technology Park. The 500-acre park-like site, the largest master planned site in the state, is being developed by the Jefferson Parish Economic Development Commission (JEDCO) and will feature office, commercial, research and development, distribution, warehouse/flex, and light manufacturing.

Maritime and Industrial Training Center

Located in New Orleans East, the Maritime and Industrial Training Center has earned a national and international reputation for providing high quality maritime and industrial firefighting, radar, safety, incident command, and U.S. Coast Guard-approved training. For over three decades, Delgado's experienced instructors have helped provide training to licensed mariners and industry personnel in the maritime, oil & gas, and safety/homeland security fields, just to name a few. The new state-of-the-art facility houses three full mission bridge simulators, and is the only site in the U.S. to offer XVR virtual reality incident command training.



3.0 Planning and Assessment

3.1 Planning Environment

As part of the College's continuous quality improvement efforts, the Executive Council charged the Strategic Planning Team to lead the effort to design Delgado's Centennial 2017-2021 Strategic Plan. In 2015, the Chair of the Strategic Planning Team (SPT) called the team together to review the components of the planning process and create a working framework for moving forward. It was determined that the 2011 – 2016 Strategic Plan "Reason, Research and Purpose - Creating a Culture of Evidence" would be reviewed and assessed and an environmental scan would be conducted. The team revisited the College's mission, vision and core values, and met with internal and external stakeholders to obtain input for development of the Centennial 2017-2021 Strategic Plan. The SPT considered the Louisiana Community and Technical College System (LCTCS) LA2020 goals as targets to strive for and used them as a framework for developing the new plan. Additionally, the SPT referred to the LCTCS Board of Supervisors' *Strategic Sustainability and Growth Plan* and the Louisiana Board of Regents Master Plan for Higher Education - *Educate, Elevate, Innovate*.

The SPT designed focus group questions that would help define current SWOT (Strength, Weaknesses, Opportunities and Threats) factors for Delgado and ultimately help frame the strategic initiatives for 2017-2021. (Results of the SWOT Analysis are provided in Appendix A). The SPT addressed goals, strategic initiatives, timeline, funding resources and a means for measuring success, as well as determined data sources and stakeholders.



The planning process at Delgado Community College involved meeting with and gaining feedback from over 300 internal and external stakeholders (see Appendix B), which culminated with the plan's final adoption by the Chancellor upon recommendation by the College Council in August 2017.

As part of the planning process, seven focus group sessions were conducted on all six of the College's campuses and sites with nearly 200 internal stakeholders. Faculty and staff participants in these sessions identified core areas of growth and opportunity for Delgado Community College. Additional feedback came from students, advisory committees, the Delgado Foundation and the Delgado Alumni Association.

College leaders then began meeting with external stakeholders to solicit their input. Among those from the Greater New Orleans community supporting the strategic planning process were the New Orleans Chamber, Jefferson Chamber, New Orleans Regional Black Chamber, Hispanic Chamber, New Orleans Business Alliance, Greater New Orleans, Inc., (GNO, Inc.), Jefferson Parish Economic Development Commission (JEDCO), Workforce Investment Boards, dual enrollment partners, and the Business Council of New Orleans and the River Region.

2015-2017 Strategic Planning Activities Timeline

<p>May 2015 - September 2016</p>	<p>The College's 2015-2017 Strategic Planning Team (SPT) was established and began to review the components of the planning process and create a working framework for moving forward. The SPT began to review the 2011-2016 Strategic Plan "Reason, Research and Purpose - Creating a Culture of Evidence" and to initiate an environmental scan.</p> <p>The SPT began to review the LCTCS LA2020 Goals and set them as targets to serve as a framework in developing the new plan. Additionally, the SPT referred to the LCTCS Board of Supervisors' <i>Strategic Sustainability and Growth Plan</i> and the Louisiana Board of Regents Master Plan for Higher Education - <i>Educate, Elevate, Innovate</i>.</p>
<p>February 2017</p>	<p>The Executive Council charged the College's Strategic Planning Team (SPT) to garner feedback from both internal and external stakeholders, complete an environmental scan, and review Delgado's mission, vision and core values. The College's Planning and Assessment Council embraced the new strategic planning efforts by working toward the completion of the 2011-2016 Strategic Plan and also by preparing for the inclusion of the forthcoming goals into the College's 2017-2018 planning and assessment process.</p>
<p>March 2017</p>	<p>The SPT evaluated its function - to ensure quality and improvement, alignment of funding with prioritized goals and strategic initiatives, a foundation for documenting a culture of evidence, and the College's ability to meet shifting circumstances and emerging opportunities in the region Delgado serves. Focus group questions were written and reviewed, a calendar was developed, and roles and responsibilities were determined.</p> <p>The process was shared with the College community and College stakeholders for feedback. These included, but were not limited to, faculty, staff, students, the College Council, Faculty Senate, Deans' Council, Academic Affairs Council, Academic Chairs Council, Student Affairs Council, Student Government Association Executive Board, campus meetings, Advisory Boards, the Delgado Foundation, the Delgado Alumni Association, Workforce Investment Boards, and business and industry partners.</p> <p>SPT members took responsibility for the logistics for stakeholder group meetings. This involved invitations (or permission to be part of an existing meeting's agenda), recruiting facilitators and scribes, handling room reservations (if needed), refreshments, and follow up. An electronic survey was also developed and provided to those unable to participate in face-to-face focus groups.</p>
<p>March - May 2017</p>	<p>The SPT members met with both internal and external stakeholders in Strategic Planning Focus Groups to solicit feedback on the College's strengths, weaknesses, opportunities, and threats.</p> <p>Qualitative Researchers were sought out to review the results of the focus groups. Two faculty members and two staff with qualitative research experience were selected.</p>
<p>June - July 2017</p>	<p>The Qualitative Research team members met to categorize feedback from internal and external stakeholders into common themes.</p> <p>Findings from the qualitative researchers were presented to the SPT and the draft of the College's 2017-2021 Centennial Strategic Goals and Objectives received a unanimous positive response. The draft plan was then moved forward for College Council review.</p>
<p>August - November 2017</p>	<p>Upon recommendation by the College Council, the Chancellor adopted the SPT's proposed 2017-2021 Centennial Strategic Goals and Objectives. These were shared with the College community upon the start of the Fall 2017 semester.</p> <p>The development and design of the final Strategic Planning document was initiated. The plan would capture the 2017-2021 Centennial Strategic Goals and Objectives and document all the efforts, data, and resources utilized throughout the strategic planning process.</p> <p>The College's Planning and Assessment Council met to provide feedback on the proposed 2017-2021 Strategic planning document and to formally complete the planning and assessment process associated with the 2011-2016 Strategic Plan. The Planning and Assessment Council and the SPT worked to determine the baseline data and key performance indicators for the new plan.</p> <p>The production of the final 2017-2021 Centennial Strategic Plan: Creating a Culture of Transformation was completed, presented to the College community (faculty, staff, and students), and shared with external stakeholders.</p> <p>Each of the College's 85 Assessment Units began to develop strategies to support Delgado's 2017-2021 Strategic Plan by aligning desired outcomes to the new Strategic Goals.</p> <p>The Strategic Plan was submitted to both the LCTCS Board of Supervisors and Louisiana Board of Regents.</p>

3.2 Assessment Framework for Strategic Plan Initiatives

Annually, by the close of the Fall Semester (typically early December for Instructional Units and mid-January for Administrative Units), Unit Assessment Plans are completed and approved. Each assessment plan will have identified at least three (3) measurable outcomes that are linked to the College's Strategic Plan's initiatives. A report will be generated identifying: 1) Unit Name and Type; 2) Outcome and Target. This report will list all outcomes as applicable to each Strategic Plan initiative. Annually, the Planning and Assessment Council will meet to review, to determine the extent each Strategic Focus is being assessed, and make suggestions, if any, for future improvements.

At the end of the Academic/Fiscal Year (typically mid-May for Instructional Units and late June for Administrative Units), all Unit Assessment Plans will: contain detailed data (findings) for each outcome identified; show budget summaries (as applicable); include evidence of data collection (artifacts); include strategies for improvement based on results. Assessment Liaisons will meet to review all Unit Assessment Plans, and to develop strategies to support those Units that may not have completed the Assessment Cycle.

Additionally, Liaisons review documentation of findings and strategies based on included information. Planning units may update data (findings) and/or implementation strategies during this time. After the close of the Academic/Fiscal Year, a report will be generated identifying: 1) Unit Name and Type; 2) Outcome and Target; 3) Findings and Use of Results. This report will list all outcomes with related Findings and Use of Results as applicable to each Strategic Plan initiative. The Planning and Assessment Council will meet annually to review, to determine the extent to which each Strategic Focus is being assessed, the findings associated with these, and will determine strategies for global impact for overarching improvement, as well as how these may best be implemented.

3.3 Assessment Statement of the 2011 - 2016 Strategic Plan

Delgado engages in ongoing, integrated, and institution-wide research-based planning and evaluation processes that incorporates a systematic review of the College's mission, goals, and outcomes. The result is continuous improvement and effective accomplishment of its mission. As a result, the Strategic Planning effort for the Centennial 2017-2021 plan began with a review and assessment of the 2011-2016 Strategic Plan.

Data were gathered from across the College to review and evaluate the level of progress made toward Delgado's 2011-2016 strategic goals. This process was in addition to the annual cycle summary report created by gathering relevant unit level assessment activities that impact each strategic objective. The Planning and Assessment Council worked to maintain a College-wide, coordinated planning and

assessment process that ensures a culture of decision making based on data and assessment activities associated with the strategic plan, vision, core values, mission, and goals of the College-wide community. As such, the Planning and Assessment Council also reviews the annual cycle summary report that correlates unit assessments and activities to both the College's Strategic Goals and the College's mission statement for the purpose of integrated continuous improvement from an institutional perspective.

Following is a summary of the assessment of Delgado's 2011-2016 Strategic Plan:

Strategic Goal 1: To increase opportunities for student access and success.

The investment in lifelong learning includes Delgado's significant role in the Louisiana Jump Start program, providing high-wage high-demand occupational training to high school students. The College had over 2,000 dual enrollments from Fall 2013 through Spring 2016. The new Student Success Center model for delivering service to students improved access for underserved students while increasing efficiency of staff resources. For the past two years, the entire College community has worked to create a plan for expanding advising that has resulted in the College's Quality Enhancement Plan, titled the *RIGHT Path: Realistic Individual Goals Happen Through Advising*.

The College has added the Louisiana Transfer degrees (AALT and ASLT), which have contributed to increased transferability; the program director has created advising templates to assist students with choosing the right concentration and courses for their intended majors and institutions upon transfer. Programs have also been developed (for example, the new Laboratory Science Technology and Industrial Maintenance programs) or enhanced (for example, Computer Aided Design and Drafting) based on workforce need and employer feedback. Delgado is taking a lead in statewide developmental education redesign efforts while researching and developing non-traditional course delivery models of hybrid and hybrid-flex.

Delgado Community College recently announced a new partnership with NOLA Motorsports Park in Avondale. The new opportunity will allow Delgado's Motor Vehicle Technology program to combine its classroom lectures with hands-on intensive training for students on the NOLA Motorsports Park campus. Students will be able to apply their Delgado-acquired skills to hands-on projects on-site while using NOLA Motorsports' state-of-the-art facilities, vehicles, and industry technology.

Through the Coca-Cola First Generation Scholarship program from The Coca-Cola Foundation, Delgado will be able to award 23 African-American women with an \$8,400 grant to attend the College beginning Fall 2017.

In the fall of 2016, Delgado was awarded \$125,000 from the Capital One Foundation to explore opportunities for bridging non-credit and credit programming. This award will be provided for up to three years, totaling \$375,000. Together with \$50,000 the College received previously, this marks a \$425,000 investment in Delgado from the Capital One Foundation.

Entergy New Orleans presented \$100,000 to the Delgado's Accelerated Career Education (ACE) program in the fall of 2016.

Delgado announced the approval of a National Science Foundation (NSF) grant of \$184,904 to support its growing Science Laboratory Technology Program in June of 2016. The NSF-funded project is entitled "Delgado Community College Biotechnology/Synthetic Biology Initiative and Biotechnology Incubator".

The U.S. Education Department announced in July 2015 the award of \$220,000 to provide students with academic and other support services they need to succeed in college. The grants are aimed at helping low-income college students, first-generation students, and students with disabilities to successfully complete a program of study at the post-secondary level.

In the fall of 2014, the GE Foundation launched a multiyear \$1.5 million grant to support the development of advanced manufacturing and water management training in New Orleans. In the fall of 2016, the GE Foundation's grant supported Delgado's ongoing efforts to train water infrastructure personnel, helping to fill critical infrastructure jobs by connecting jobseekers to opportunities at the Sewerage and Water Board (S&WB) of New Orleans. In partnership with the Network for Economic Opportunity, which is an initiative of the City of New Orleans, 269 jobseekers enrolled in foundational skills training, 170 completed training and 88 were connected to employment opportunities.

Strategic Goal 2: To ensure quality and accountability.

Significant progress has been made to restructure the budget, providing relevant financial data by campus and site for more informed decision-making. The entire culture of the College is changing to a more business-minded approach to budgeting and ensuring quality "product" in our teaching and services to students. This is underscored by self-generated budget information that is reported quarterly – again for the purpose of making better decisions and smarter strategic actions for the future health of the College as it meets the needs of students and stakeholders.

The College has a thorough Information Technology strategic plan, which is reviewed annually for progress and prioritization of implementation. The recent conversion to Canvas as the College's new Learning Management System is also aiding in effecting a shift in the teaching-learning paradigm by using data analytics for learning.

College facilities continue to expand through new buildings and locations, such as the River City Campus, and newly reconstructed sites like Sidney Collier and the Maritime Center. Also, a comprehensive online training program ensures safety training across all sites and facilities.

During the fall of 2016, Best Choice Schools, a leading online source for college information, released a new ranking of the nation's "50 Best Culinary Schools." The Culinary Arts program at Delgado Community College is ranked 15th on the list.

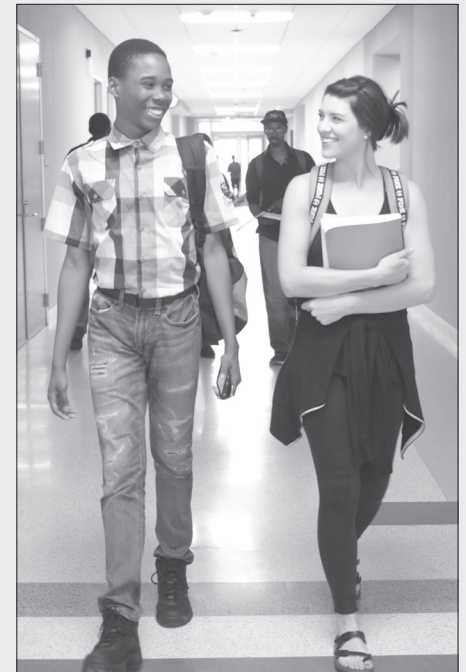
Also during the fall of 2016, a new study of national crime statistics by LendEDU, a higher education marketing company based in New Jersey, ranked Delgado as the 12th safest college or university in the United States.

Delgado Community College opened the new Maritime and Industrial Training Center in April of 2016. This state-of-the-art facility is the winner of the Associated Builders and Contractors, Merit Gold Award for Excellence in Construction and has earned a national and international reputation for providing high quality maritime and industrial firefighting, radar, safety, incident command, and U.S. Coast Guard-approved training. This center is a national and international training leader and attracts students from the Gulf Coast and around the world.

The Delgado Community College Sidney Collier site began offering courses in the fall of 2014. The newly reopened Sidney Collier site offers some of the College's most in-demand programs such as Air Conditioning and Refrigeration, Architecture Design, Barbering/Cosmetology, Carpentry, Civil and Construction Management, Computer Aided Drafting and Design (CADD), Electrical, Practical Nursing, General Studies and the Transfer Degree.

Strategic Goal 3: To promote the institution's competitiveness ensuring relevance on a regional, national, and global scale.

This goal is woven throughout almost every initiative of the College. Delgado is aligning many programs with the Louisiana STAR (Science



To Achieve Results) program, which focuses on high-wage, high-demand occupations in the state and the Delgado region. This focus has guided an increase in opportunity for industry-based credential attainment, as well as expanded programs such as Logistics and Net+ certification. The institution has been positioning itself as an institution of choice – the “Right Choice” for higher education and training in our region.



Additionally, the College has secured funding support internally through the Power of One campaign and externally through grants and other fund development partnerships. All of these efforts, and many more, are keeping Delgado moving forward on our mission of providing 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.

Delgado has been recognized as one of the best colleges offering on-campus and online learning in the nation by The Community for Accredited Online Schools. As a leading resource for campus and online learning, the site released its annual ranking for the 2017 school year, honoring Delgado for excellence in online learning.

In November 2016, Delgado and Chevron, in partnership with the Fab Foundation, celebrated the grand opening of Fab Lab NOLA, a new design and fabrication lab located on Delgado’s City Park Campus. Fab Lab NOLA provides kindergarten through 12th grade students, post-secondary students, and community members opportunities to create almost anything they can imagine using state-of-the-art equipment such as laser cutters, 3D printers, vinyl cutters and milling machines. Fab Lab is the educational outreach component of the Massachusetts Institute of Technology (MIT)’s Center for Bits and Atoms (CBA), an extension of its research into digital fabrication and computation. A Fab Lab is a technical prototyping platform for innovation and invention, providing stimulus for local entrepreneurship and also serves as a platform for learning and innovation: a place to play, to create, to learn, to mentor, and to invent.

3.4 Stakeholder Involvement

Delgado values stakeholders’ engagement and aligns college priorities and resources to support college actions and decisions. Delgado strives for a strong communication network that provides the opportunity to involve many internal and external stakeholders. Stakeholders include a variety of organizations, individuals, and entities inside and outside of the College, from both the public and private sectors. Information was shared through multiple mediums to reach specific stakeholders including: 1) presentations to both internal and external stakeholders, 2) electronic communications, 3) college faculty and staff meetings, and 4) focus group sessions. (See Appendix B).

Delgado Community College Stakeholders

- Faculty
- Staff
- Students
- Alumni
- Foundation Board
- Advisory Boards
- Public and Private Higher Education Institutions
- Business and Industry
- Economic Development Organizations
- Chambers of Commerce
- Local Schools in the Region
- Legislators
- Government Agencies
- Non-profit Organizations
- Regional Workforce Investment Boards
- Regional Community

3.5 Environmental Scan

As Louisiana’s largest community college, serving the state’s largest population concentration, Delgado has a critical role in training the region’s workforce so that the region can continue its recovery and growth. Students come to Delgado from every parish in Louisiana and from more than 30 states. Delgado’s strategic programs and the facilities that house those programs are critical in meeting the region’s workforce training needs.

In order to achieve its mission, Delgado must meet the workforce needs of the greater New Orleans region. As part of our strategic planning process, Delgado’s planning team completed an environmental scan*. The following takes a realistic look at the greater New Orleans socioeconomic landscape, future workforce needs, and Delgado’s role between them.

New Orleans Metro

New Orleans Metro Area is defined as the seven-parish Metropolitan Statistical area encompassing New Orleans, and its suburban parishes: Jefferson, Plaquemines, St. Bernard, St. Charles, St. John the Baptist, and St. Tammany.

Eleven years after Katrina, there are 20 neighborhoods that now have a larger number of active addresses than they did prior to the levee breaches. Moreover, greater than half (40 of New Orleans' 72 neighborhoods) have recovered over 90 percent of the population they had before the levees failed. The most recent population data from the U.S. Census Bureau are population estimates for 2015. According to these estimates, between 2010 and 2015, the New Orleans population grew 13 percent. Overall, New Orleans continues to grow 11 years after Hurricane Katrina.

Emerging Industries in the Greater New Orleans Region

The State of Louisiana has several economic development goals including health sciences, biotechnology, advanced manufacturing, water management, clean technology, energy, and digital. Job growth in these areas provides opportunities for Delgado to help develop the skilled workforce needed to support these economic development goals.

The Health Sciences employ over 77,000 people in the greater New Orleans region. As one of the largest industries in the region, the health sciences industry is projected to grow by 17% over the next decade. Greater New Orleans has been creating a thriving biosciences and healthcare industry. Educational institutions, including LSU Health Sciences Center, Tulane University Medical Center, and Xavier University of Louisiana continue to drive academic research. Hospitals across the region continue to expand and develop, including Children's Hospital, the creation of the St. Bernard Parish Hospital Services District, and the Ochsner Health System. New assets have also come online since Hurricane Katrina. These include the Louisiana Cancer Research Center, the New Orleans BioInnovation Center, University Medical Center, and the South East Louisiana Veterans Health Care System Hospital. Together, these new and expanding institutions will be responsible for significant investment and job growth in the region. Almost half of all job openings over the next decade will be in middle-skill positions - those that do not require a bachelor's or advanced degree.

Advanced Manufacturing employs nearly 10,000 people in the greater New Orleans region with a projection of nearly 2,000 middle skill openings over the next decade. Greater New Orleans is experiencing sustained growth in the advanced manufacturing sector, which means well-paying jobs for our region's citizens. Advanced manufacturing encompasses a wide variety of companies in this region, from food production companies to petrochemical companies to companies working with NASA to build space vehicles. This sector

is well positioned to provide good jobs for residents of our region if we can appropriately train and match people with these jobs.

The Water Management sector employs over 30,000 people in the Greater New Orleans region and is projected to grow 23% over the next ten years. As the Greater New Orleans region faces major coastal and urban water challenges including erosion, flooding, and subsidence, there is a groundswell of momentum around the productive and profitable management of water that includes building a thriving labor force. Managing both natural and manmade water events, the region has taken an unprecedented approach to tackling flood protection, coastal restoration, and urban water management. Investments in the Hurricane and Storm Damage Risk Reduction System, the implementation of the Louisiana Coastal Master Plan for a Sustainable Coast, and the adoption of the Greater New Orleans Urban Water Plan have the potential to not only safeguard and shape our region, but, also, catalyze the development of a burgeoning economic cluster.



The Energy sector employs nearly 32,000 people in the Greater New Orleans region and is projected to grow 17% over the next ten years. The Energy sector (oil & gas and petrochemical manufacturing subsectors) finds that pipefitters, machine operators and welders are crucial to keeping the energy industry thriving. Sixty billion dollars of industrial plant expansions and new construction has been announced across the state with just over \$16 billion taking place in the Greater New Orleans region. These investments in energy and petrochemical manufacturing in the region are expected to continue to fuel demand for workers over the next decade and beyond.

According to the Louisiana Workforce Commission (Department of Labor), the highest number of Annual Total Openings for jobs requiring and Associate's Degree in the New Orleans Region (region #1) will be for:

Registered Nurses, First-Line Supervisors of Office and Administrative Support Workers, Bookkeeping, Accounting, and Auditing Clerks, Chemical Plant and System Operators, Food Service Managers, Property, Real Estate, and Community Association Managers, Medical and Clinical Laboratory Technicians, Paralegals and Legal Assistants, Preschool Teachers, (except Special Education), Respiratory Therapists, Radiologic Technologists, Physical Therapist Assistants, Administrative Services Managers, Loan Officers, Web Developers and Chemical Technicians.



Retention and Completion

There is an insufficient supply of educated workers in the New Orleans region. The greatest number of job openings is in middle-skill positions, most of which require some type of higher education training or two-year degree.

While Delgado has always been focused on student retention and completion, external forces have elevated the need for strategic action at all areas of the College. It is incumbent upon the College to promote the retention of these students by developing targeted services for support as they progress through to completion of their educational goals. Knowledge of the high demand sectors is critical.

This information can be used by our workforce development and academic affairs alike to develop training/retraining programs to ensure that a quality and well-trained labor force is available to meet the current and future needs of area businesses.

Implications

*There is an insufficient supply of educated workers in the New Orleans region. The greatest number of job openings is in middle-skill positions, most of which require some type of higher education training or two-year degree.

*Public high school graduation rates, college readiness, and readiness of high school students based on ACT and SAT scores indicate there is a continued need for developmental education courses and programs as students are continuing to be less prepared for college.

*There will be a continued need for developmental studies and Adult Basic Education, especially among the growing Hispanic population in the area.

*A student services model that emphasizes enhanced recruitment and outreach to nontraditional groups and job placement will be critical. On average, non-traditional students have higher expectations regarding ease of campus access, security, and convenience of services such as food service, vending and student support services.

*The greater New Orleans region will continue to diversify. Race/ethnicity populations vary by parish and may warrant different recruitment strategies.

Delgado Majors

Top majors among Delgado students include Nursing, Business and Management, Allied Health, and General Studies, while majors with the greatest growth include Science Laboratory Technology, Fire Science Technology, Barbering, and Entrepreneurship.

Louisiana 2020

The LCTCS (Louisiana Community and Technical College System) Board of Supervisors has charged its colleges to provide the skilled workforce needed to permanently improve the economic prosperity of Louisiana. The resulting plan, Our Louisiana 2020, is outlined below:

Double Number of Graduates: Achieving this goal will require Louisiana's community and technical colleges to partner with employers across the state and continuously customize academic and training offerings to match the high value jobs available in each region. Offering credentials that deliver outstanding value to students and employers is the key to doubling the annual number of graduates.

Double Annual Earnings of Graduates: This demonstrates the real and immediate return on investment that our colleges bring to Louisiana each year. To reach this goal, our graduates must possess the academic and technical competencies relevant in today's economy to command good salaries.

Quadruple Student Transfers to Four-Year Universities: Our colleges are a great starting point for students on a path to a baccalaureate degree. We are working with Louisiana's four-year institutions to dramatically improve the transfer process.

Double Number of Students Served Annually: This will include placing a greater emphasis on serving the 1.1 million adults who lack a post-secondary or industry-based credential. We will also continue to enhance our dual enrollment offerings and improve other strategic initiatives with K-12 school districts to drive success in high school completion as a longer term workforce solution.

Quadruple Partnerships with Business and Industry: The success of our college is largely dependent upon the strength of our industry relationships. Today, businesses are making major investments in the form of equipment, financial support, internship opportunities, and professionals serving in advisory roles. Our colleges are adding and modifying certificate and degree programs and custom designed training programs to meet the needs of employers.

Double Foundation Assets: These resources provide additional student access through scholarships, professional development for faculty, innovative teaching and learning, program expansion, new facilities, and that margin of excellence that traditional funding sources cannot fully provide.

The Louisiana Board of Regents - Elevate Louisiana: Educate and Innovate

In 2011, the Louisiana Board of Regents adopted its Master Plan for Higher Education designed to raise the educational attainment of its adult citizens in order to be competitive in the 21st century global economy. More recently, in fall 2015, the Board and its stakeholder groups worked to develop an aspirational brand for Louisiana higher education. Elevate Louisiana: Educate and Innovate. The Board emphasizes the need to provide access to undergraduate education to the population and economy of Louisiana and that postsecondary resources must be targeted to respond to local/regional workforce needs.

The new fiscal reality of Louisiana requires postsecondary education to seriously re-consider how it conducts its business to insure that it invests strategically in quality programs that meet the needs of the State's citizens, business and industry, and elevates the State's priorities as a whole.



Research Sources Consulted

Emsi <http://www.economicmodeling.com>

GNO, Inc. <http://gnoinc.org/>

LCTCS <https://www.lctcs.edu/wp-content/uploads/2016/05/OurLouisiana2020.pdf>

Louisiana Board of Regents <http://regents.state.la.us/index.cfm/page/567>

Louisiana Workforce Commission (Department of Labor) <http://www.laworks.net/>

The Data Center <http://www.datacenterresearch.org/>

U.S. Census Bureau <https://www.census.gov/>

U.S. Department of Labor <https://www.bls.gov/>

4.0 Mission, Vision and Core Values

4.1 Mission / Vision of Delgado Community College

Delgado Community College Mission

Delgado Community College, a comprehensive community college, offers programs through the Associate degree. The College provides a learning-centered environment through face-to-face and distance education to students from diverse backgrounds to attain their educational, career, and personal goals, to think critically, to demonstrate leadership, and to be productive and responsible citizens.

Delgado Community College Vision

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.



4.2 Core Values

We, at Delgado Community College, value:

- The worth of each individual
- Lifelong learning and the pursuit of knowledge
- Excellence in teaching in an accessible learning centered environment
- Meeting the needs of a changing workforce
- The cultural diversity of our students, faculty, staff, and administration
- Public trust, and personal and professional integrity and accountability
- Our responsibility to community, state, nation, and world





5.0 Strategic Goals 2017-2021

STRATEGIC GOAL I: STUDENT SUCCESS

Goal I-A Create a Culture of Completion

Objectives:

- I-A.1 Reduce barriers to student access to lifelong learning
- I-A.2 Increase opportunities for concurrent and dual enrollment
- I-A.3 Utilize articulation agreements as recruiting tools
- I-A.4 Promote lifelong learning and provide career advancement strategies for students
- I-A.5 Identify and address barriers to student completion

Goal I-B Embrace Excellence in Teaching and Learning

Objectives:

- I-B.1 Become a statewide leader in innovative developmental education
- I-B.2 Enhance programs to ensure employability of graduates
- I-B.3 Enhance programs to ensure meaningful transferability to four year institutions
- I-B.4 Embrace innovative, data-driven instructional design in all educational programs
- I-B.5 Ensure professional development opportunities align with strategic priorities
- I-B.6 Expand professional development opportunities for faculty and staff
- I-B.7 Continue to strengthen access to instructional technology in all learning

Goal I-C Ensure Student Success

Objectives:

- I-C.1 Ensure that all members of the College community provide effective, quality services to our students
- I-C.2 Expand advising resources to improve student access, persistence, and completion
- I-C.3 Support the College's *RIGHT* Path Initiative

STRATEGIC GOAL II: COMMUNITY ENGAGEMENT

Goal II-A Develop the Emerging Workforce

Objectives:

- II-A.1 Be a driving force for economic and workforce development
- II-A.2 Because the College is an integral part of the community, recognize and encourage employee involvement and participation in the region
- II-A.3 Strengthen existing and develop new relationships between industry partners, academic programs, and workforce initiatives
- II-A.4 Develop innovative ways to deliver training, certification and educational programs in high demand occupations
- II-A.5 Expand capacity in programs that lead to high demand occupations

Goal II-B Create a Unified Vision

Objectives:

- II-B.1 Craft a clear identity for the College and embed it within a comprehensive branding strategy
- II-B.2 Highlight our institution's successes to showcase progress and improvements
- II-B.3 Develop a marketing and recruitment plan that includes a diverse group of both faculty and staff and develops rich relationships
- II-B.4 Ensure facilities are safe and a good reflection of the College

STRATEGIC GOAL III: ORGANIZATIONAL EFFECTIVENESS

Goal III-A Embrace Cultural Transformation

Objectives:

- III-A.1 Optimize employee engagement
- III-A.2 Develop and institute communication channels to internal stakeholders, ensuring that all are aware of activities and updates
- III-A.3 Create a positive, supportive work environment for all
- III-A.4 Promote a culture of collaboration among all members of the Delgado family

Goal III-B Ensure Transparency, Efficiency, and Accountability

Objectives:

- III-B.1 Review programs and curricula to ensure relevancy and viability
- III-B.2 Acquire and utilize a student advising tracking system and degree audit program
- III-B.3 Engage in strategic budget planning to align activities with strategic priorities
- III-B.4 Build an internal communications structure
- III-B.5 Create a communications system that allows for deeper and more meaningful relationships with external partners

Goal III-C Ensure a Sustainable College

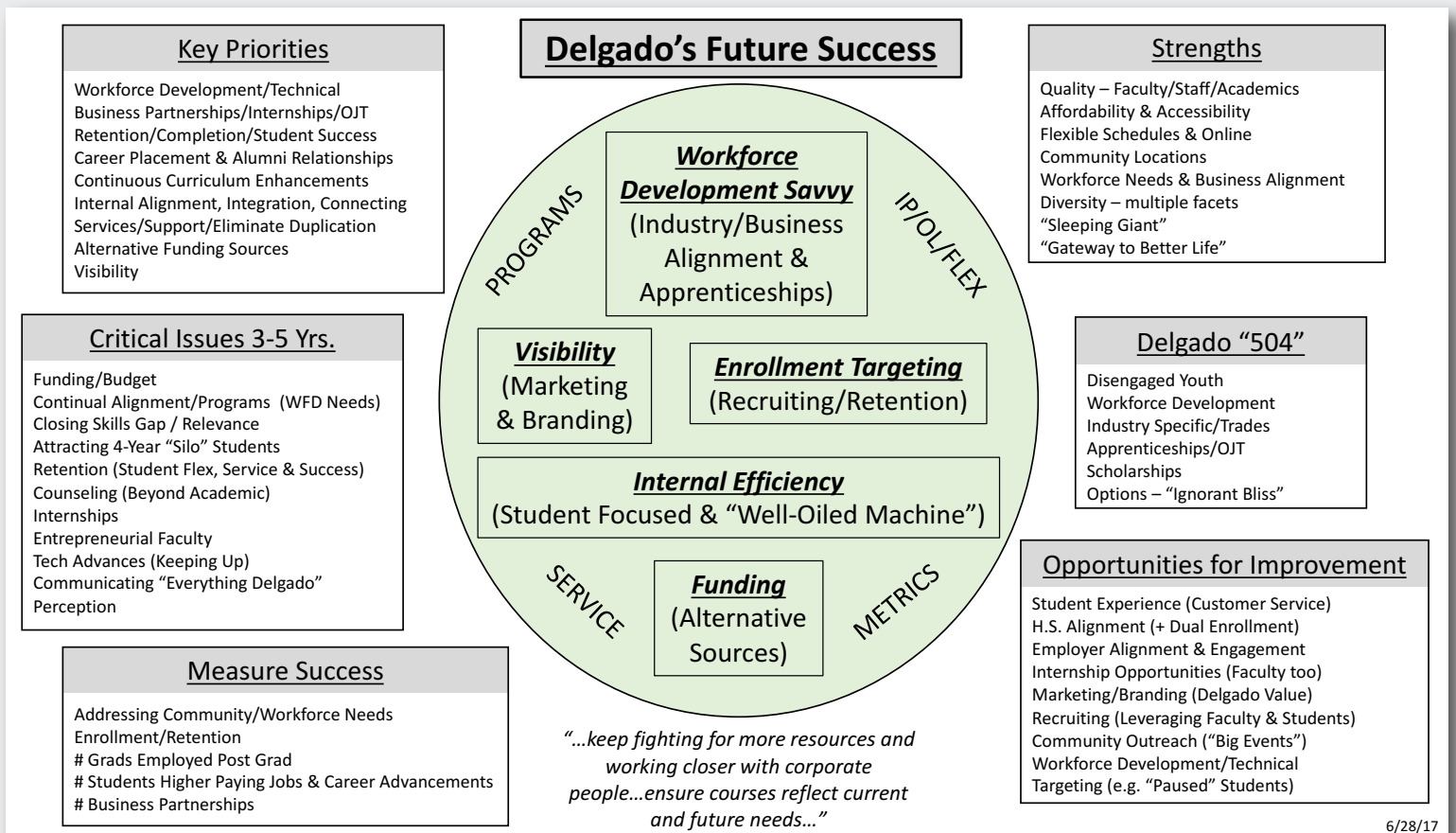
Objectives:

- III-C.1 Allocate financial resources to align activities with strategic priorities
- III-C.2 Design and implement a systematic approach to grants development and management
- III-C.3 Cultivate a financial aid process that reduces barriers to federal, state, and private student funding
- III-C.4 Create and implement a targeted fund development plan
- III-C.5 Develop and implement a capital campaign for the College
- III-C.6 Building on the comprehensive facilities utilization plan, develop a proactive facilities maintenance schedule



Supporting Documents

Appendix A: Results of the SWOT Analysis

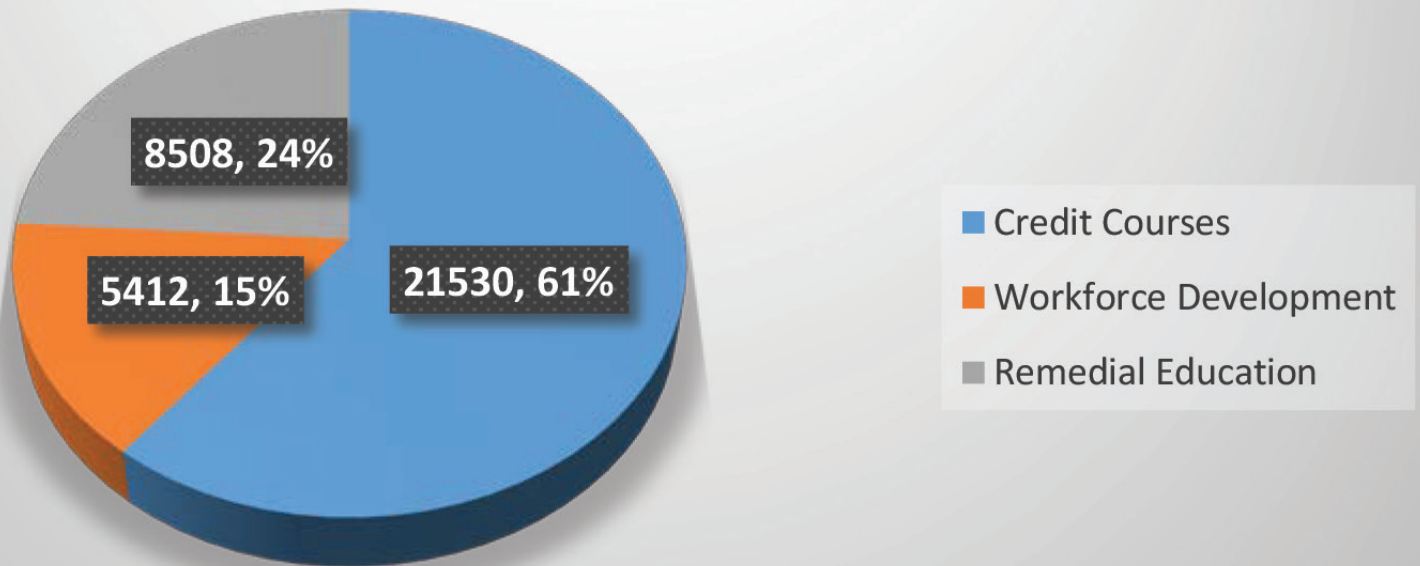


Appendix B: Stakeholder Involvement

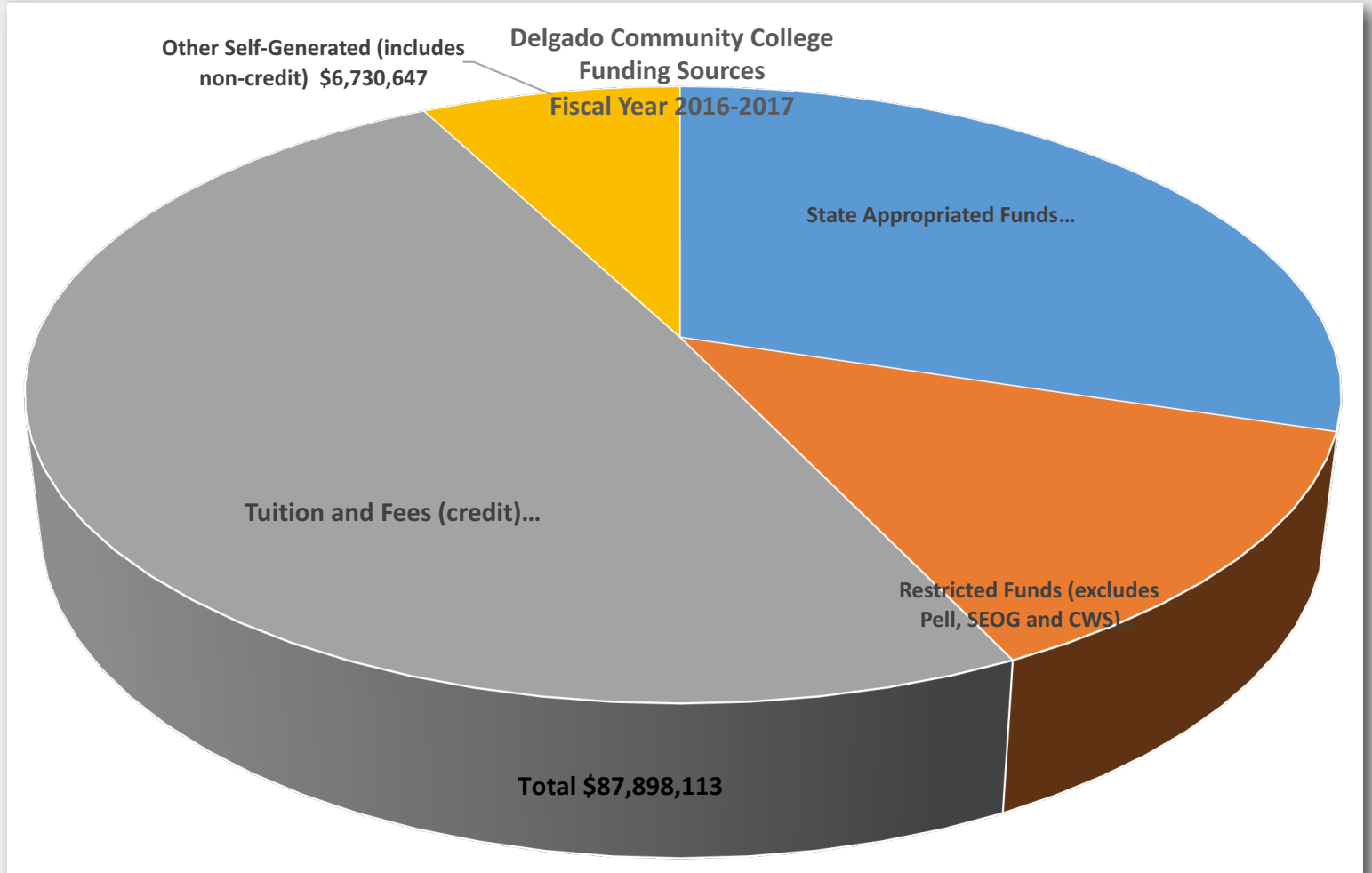
Delgado Community College Internal and External Stakeholders
Students - electronic survey through the Student Government Association
Faculty and staff <ul style="list-style-type: none"> • City Park Campus, April 18 • Charity School of Nursing, April 20 • West Bank Campus, April 25 • City Park Campus, April 26 • Sidney Collier Site, April 27 • Maritime & Industrial Training Center, April 28 • Jefferson Site, May 1
Advisory committees - faculty included as part of their spring meetings
Delgado Foundation , June 12
Alumni Association , May 17
Greater New Orleans Community <ul style="list-style-type: none"> • GNO, July 13 • JEDCO, June 29 • New Orleans Regional Black Chamber, May 15 • Hispanic Chamber, May 11 • Jefferson Chamber, June 1 • New Orleans Chamber - electronic survey, June • New Orleans Business Alliance, June 22 • Business Council of New Orleans, July • Urban League - electronic survey, June • Dual enrollment partners - electronic survey

Appendix C: Number of People Served

Delgado Enrollment, 2016-17 Total: 35,450



Appendix D: Delgado Funding Sources





Strategic Plan 2017-2021

Creating a Culture of Transformation

Delgado
COMMUNITY COLLEGE

www.dcc.edu

Delgado Community College is a member of the Louisiana Community and Technical College System

AN EQUAL OPPORTUNITY EMPLOYER

Delgado Community College does not discriminate on the basis of race, color, national origin, sex, disability, religious or political affiliation, gender identity, sexual orientation, citizenship, age, disability, marital or veteran's status, pregnancy, childbirth and related medical conditions, and the sickle cell trait in the admission to participation in, or employment in the programs and activities of this College. Title IX Coordinator can be reached at 615 City Park Ave., O'Keefe Administration Bldg., New Orleans, La. 70119, (504) 762-3004 and 504/ADA Coordinator can be reached at 615 City Park Ave., Bldg. 2, Room 102, New Orleans, La. 70119, (504) 671-5161.