



the way forward

Delta College Strategic Plan 2023–2027: Year One

Delta College Mission, Vision and Values

The mission, vision and values are the guiding principles for the college and form the foundation of the strategic plan. The Delta College Board of Trustees approved the mission, vision and values on December 13, 2022.

Mission

Delta College collaborates to deliver and sustain an enriching education that empowers our diverse and inclusive community to achieve their personal, professional and academic goals.

Vision

We are the national leader in innovative community college education.

Values (S.T.R.I.V.E.)

Delta College strives to create an atmosphere of belonging in which a diverse community can experience equitable opportunities to pursue success. From a foundation of trust, inclusion and respect, we achieve excellence by embracing the values of:

Service: We respond to the needs of others.

Teamwork: We accomplish more together.

Respect: We honor human dignity.

Innovation: We inspire creativity.

Veracity: We value honesty and authenticity.

Excellence: We encourage outstanding achievement.



Delta College's strategic initiatives provide a broad, goal-oriented description of the way in which the college will work to attain success in each of our four Strategic Plan Pillars: Student Engagement, Retention and Completion, People Focus, Community-Centered and Social Impact.

For the 2023–2027 strategic plan, the college has identified ten strategic initiatives within those four pillars. To accomplish these initiatives, 11 institutional action projects have been developed. Action projects can be short-term or long-term and as they are completed, new projects will be identified.

Strategic Plan Pillars

Delta College's four strategic pillars establish the foundation for the initiatives and action projects that are part of the Delta College Strategic Plan.



Student Engagement, Retention, and Completion

Centering the college as a place where all students belong and as a place for transformation.

People Focus

Focusing on growth, holistic well-being and empowering our employees.

Community-Centered

Collaborating with others to understand and respond to community needs, educate residents about local issues and work to improve citizens lives.

Social Impact

Establishing the institution as an instrument of positive social change.

Strategic Initiatives and Action Projects

The path for our work will provide **The Way Forward** for our community. Every Delta College employee should be able to find a reflection of their work within the ten initiatives and eleven action projects on the following pages. It provides a broad, goal-oriented description of the ways in which we will work to help students attain success.

In support of our overall goals of recruitment, retention and completion, we can think of each student's journey as a pathway toward a career or to transfer. Many action projects will strengthen our work in these areas, in order to help students complete workforce programs that lead to life-sustaining wages or to transfer as juniors or seniors, with zero equity gaps.

Career Pathway

24 credits a year

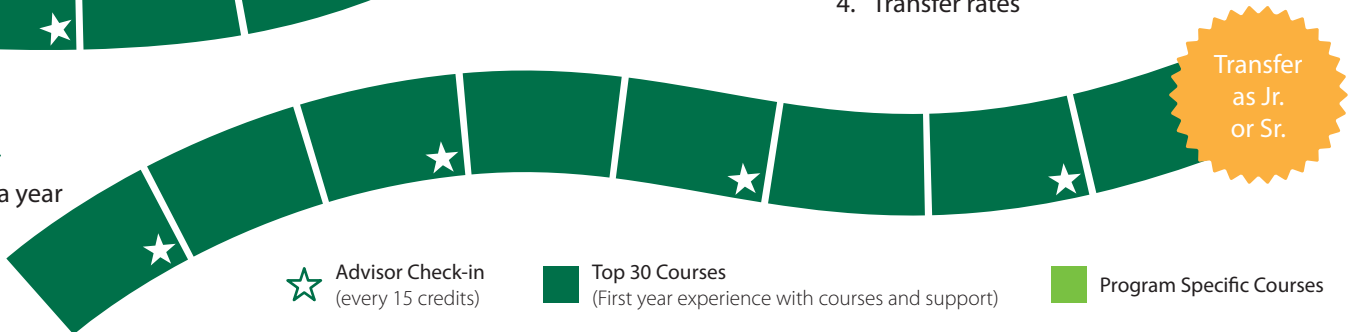


To ensure success and equity, we must constantly review dashboard data such as:

1. Course success
2. Program enrollments
3. Completion
4. Transfer rates

Transfer

24 credits a year



Student Engagement, Retention, and Completion

Centering the college as a place where all students belong and as a place for transformation.

Initiative 1.1: Strengthen the college's retention and completion rates through effective connection and belonging efforts.

Action Project: Create focused, deliberate experiences for student connection and belonging in-and-out of the classroom with a focus on the top 10 programs and top 30 courses.

Initiative 1.2: Reduce the length of time to student degree completion through innovation, challenging traditional modes of measuring credit and effective course scheduling.

Action Project: Ensure that the academic course schedule supports completion through effective course scheduling including consistent online and spring/summer schedule options with a focus on the top 10 programs and top 30 courses.

Initiative 1.3: Increase access and understanding of the value of a college degree for adults and first-generation students, by making swift efforts to demystify and simplify college processes and systems.

Action Project: Create department level projects in both Student and Educational Services and Marketing to simplify college process and systems and increase student understanding of the value of a credential through the unit review process.



People Focus

Focusing on growth, holistic well-being and empowering our employees.

Initiative 2.1: Develop and implement an ongoing, systemic approach to employee belonging, wellness and connection.

Action Project: Strengthen the employee wellness program with a goal of increasing employee well-being and retention.

Initiative 2.2: Provide employees with relevant data to innovate, collaborate and grow professionally in support of our student engagement, retention and completion goals.

Action Project: Create interactive employee learning experiences to engage employees in data available through Tableau.



Community-Centered

Collaborating with others to understand and respond to community needs, educate residents about local issues and work to improve citizens lives.

Initiative 3.1: Build a strong “college-going” culture in order to support regional employment opportunities, thus improving all residents’ economic status by reducing all levels of poverty.

Action Project: Develop coordinated efforts to connect with 1) rural Saginaw, Bay, and Midland residents, especially males; 2) areas of Bay City and Saginaw City, including adult and K-12 students to bring them to our campuses.

Initiative 3.2: Work to address barriers outside of the classroom that students face, such as mental health, housing, and food insecurity.

Action Project: Create partnerships with local non-profit organizations to support student needs outside of the classroom with a goal of eliminating barriers.

Initiative 3.3: Strengthen our work with K-12 and postsecondary partners to ensure a seamless transfer of all credits upon graduation, and with workforce industries to ensure access to well-paying jobs upon completion.

Action Project 3.3-1: Assess and revise postsecondary articulation agreements, as necessary, to ensure seamless transfer after a student completes their degree at Delta College.

Action Project 3.3-2: Enhance relationships with industry to develop new programs and revise current ones to ensure accelerated access to a living-wage job.



Social Impact

Establishing the institution as an instrument of positive social change.

Initiative 4.1: Build Delta College's reputation as a regional leader in bringing people together to understand the value of education, to explore complex issues we face as a community, and to strengthen each resident's belief in our democracy.

Action Project: Utilize college platforms to educate the community about the role of education in imagining and creating a better life.

Initiative 4.2: Ensure the long-term viability of the college, by recognizing that all students and residents deserve a system of strong social justice to overcome poverty and other social hurdles during their journey through higher education.

Action Project: Provide learning opportunities to educate the region about the value of higher education and the community college.



Delta College

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Key Performance Indicators

The key performance indicators below represent the levels of performance to be achieved by the conclusion of the 2023-2027 strategic plan.

I. Enrollment

Target: Increase student contact hour enrollment by an average of 0.7% annually with a goal of increasing student contact hour enrollment by at least 2.2% at conclusion of the plan.

II. Student Success

Target: Increase average student success rate by an average of 0.9% annually with a goal of increasing average student success by at least 2.7% at conclusion of the plan.

III. Retention

Target: Increase Fall to Fall student retention by an average of 1.3% annually with a goal of increasing student retention by at least 3.8% at conclusion of the plan.

IV. Completion

Target: Increase IPEDS student completion rate by an average of 3.8% annually with a goal of increasing IPEDS student completion rate by at least 11.9% at conclusion of the plan.

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