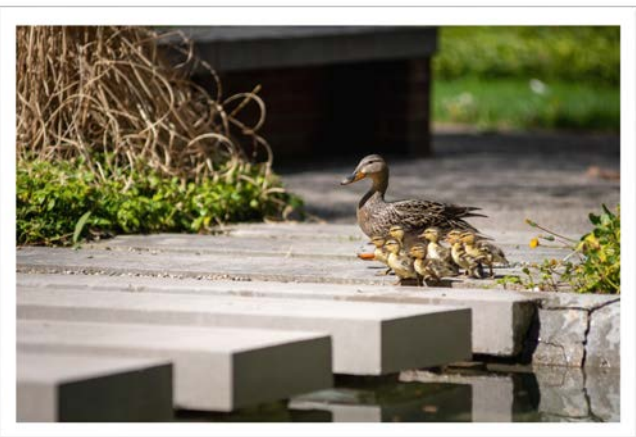




Strategic Planning

The Delta of Tomorrow



*Presented by: Dr. Mike Gavin
Town Hall
Thursday, June 23, 2022*

Year 4 – The Delta of Tomorrow



Enrollment

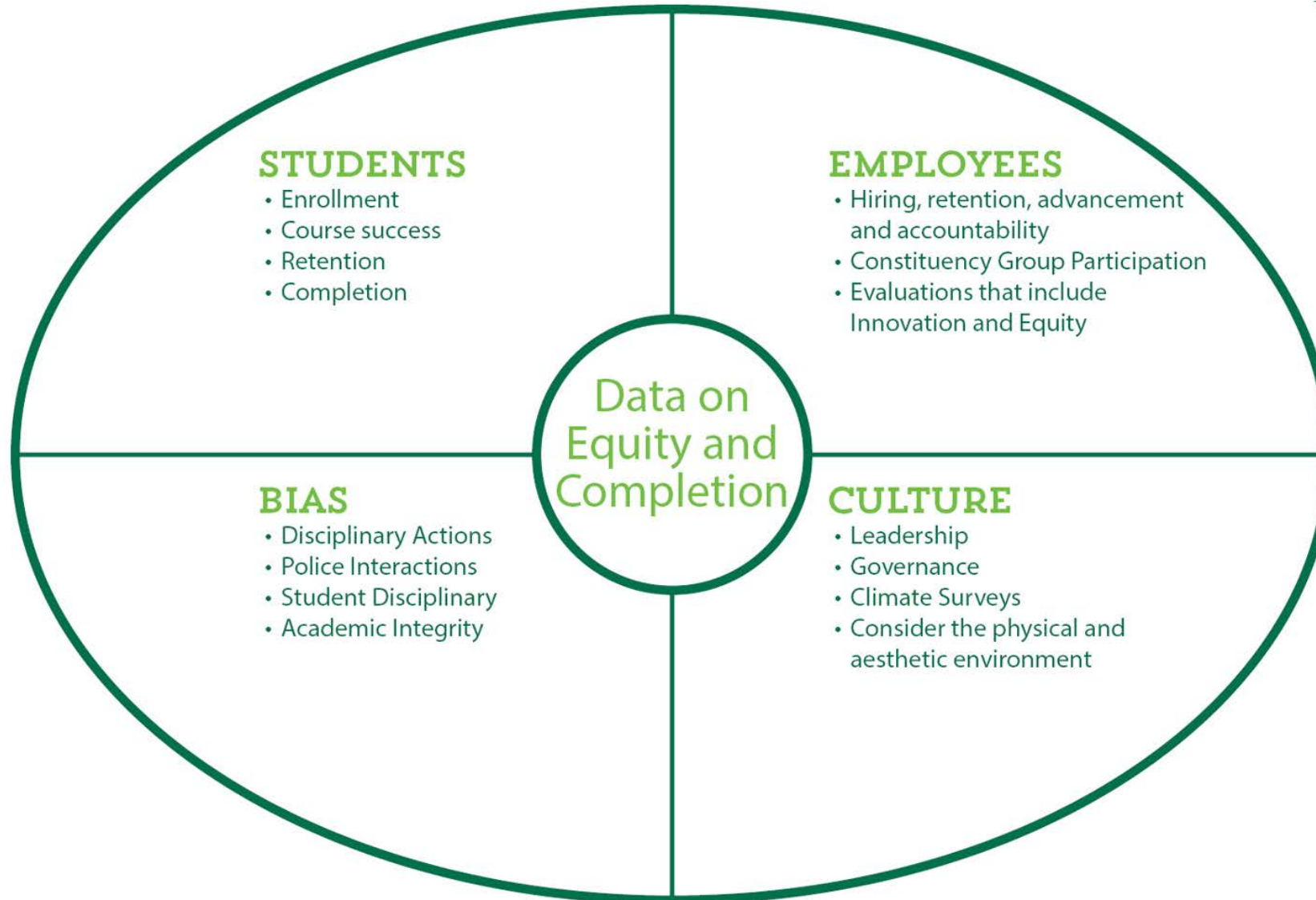
Retention and
Completion

Culture

Strategic Planning Alignment

Strategic Focus Area: People Focus										
Strategic Initiative: 4.1 Strengthen collaborative relationships and an inclusive environment with the Board, Administration, Faculty, and Staff to develop additional avenues to increase teamwork.										
Indicators of Success: Improved rate of diversity of the College to reflect the diversity of the population of the region (currently at 20% minority for the region) for our students and staff, opportunity gaps										
Action Project Description	Champions	Core Team Members (Director Level & Above)	Tasks to Accomplish Project	Person Responsible for Oversight of Tasks	Date Due for Each Task	Status	DEBI Audit Pillar	HLC Connection	Communication Strategy	Overall Project Goals/Measures
C1B Engage college stakeholders in a process for non-work-rules decision-making to focus on equity and completion (HLC)	Mike Gavin	President's Cabinet	Ensure staff is trained and begins to implement changes to policies, procedures and norms to eliminate barriers to equitable success of our students	M. Gavin, L. Brown, A. Ursuy, J. Young	1-Jul-23	In progress	Communication and Collaboration	Criterion 2. Integrity: Ethical and Responsible Conduct		1. Create CIBE and Implement; 2. Make data available; 3. Provide DEBI training

Belonging, Equity, Diversity and Inclusion (BEDI) Framework:



Enrollment Goal:

No equity gaps in student enrollment, retention, and completion for all students when compared to county demographics



- Goal #1: Increase the number of students who have accepted financial aid and registered by 10%
 - Achieved, with a focus on equity, leading to 41 more African American students accepting aid in Winter 2022 than Winter 2021.
- Goal #2: Reduce the number of students on the winter 2022 waitlist by 50%
 - Found seats for students on the waitlist, reducing the number by 49%, from 1,839 to 917 students.
 - This resulted in nearly 2% of our entire enrollment *for the year*.

Enrollment Goal:

Understanding the Student Experience in the Registration Process

- Streamline the application process, with staff follow-up
- Focusing on the student journey
- Reallocating staff - reduced advisor to student ratio down from 500:1 to nearly 300:1
- Offerings are packaged with a student focus for fall semester



Enrollment Goal:

Build online options, to be an innovative, flexible and sustainable college



- Developed a list of fully-online programs
- Context of severely decreasing enrollments and financial concern, focusing on Delta Online for 2023
- Outfitted 14 classrooms to support Hyflex courses
- Faculty created online shells for the top 20-enrolled courses
- Savings for students reached over \$1 million for those using OER (Open Educational Resources)

Enrollment Goal:

Streamline the enrollment process for Michigan Reconnect



- Developmental Math and English sequences
- Reduced number of contact hours and time to general education

English Developmental Education Track Prior to Delta Pathways	Delta Pathways English	Math Developmental Education Track Prior to Delta Pathways	Delta Pathways Math
Up to two semesters of reading and two semesters of writing (16 contact hours)	One Course, 4 contact hours	Up to two semesters (9 contact hours)	One Course, (3 contact hours)

Retention and Completion Goal:

Increase success rates of students, with no opportunity gaps



- Focus on top 30 courses and top 10 programs by January 2022
- Create a schedule that leads to higher retention
- CBA focuses on increased assessment and use of data
- Improvement course/program success
- Narrow opportunity gaps

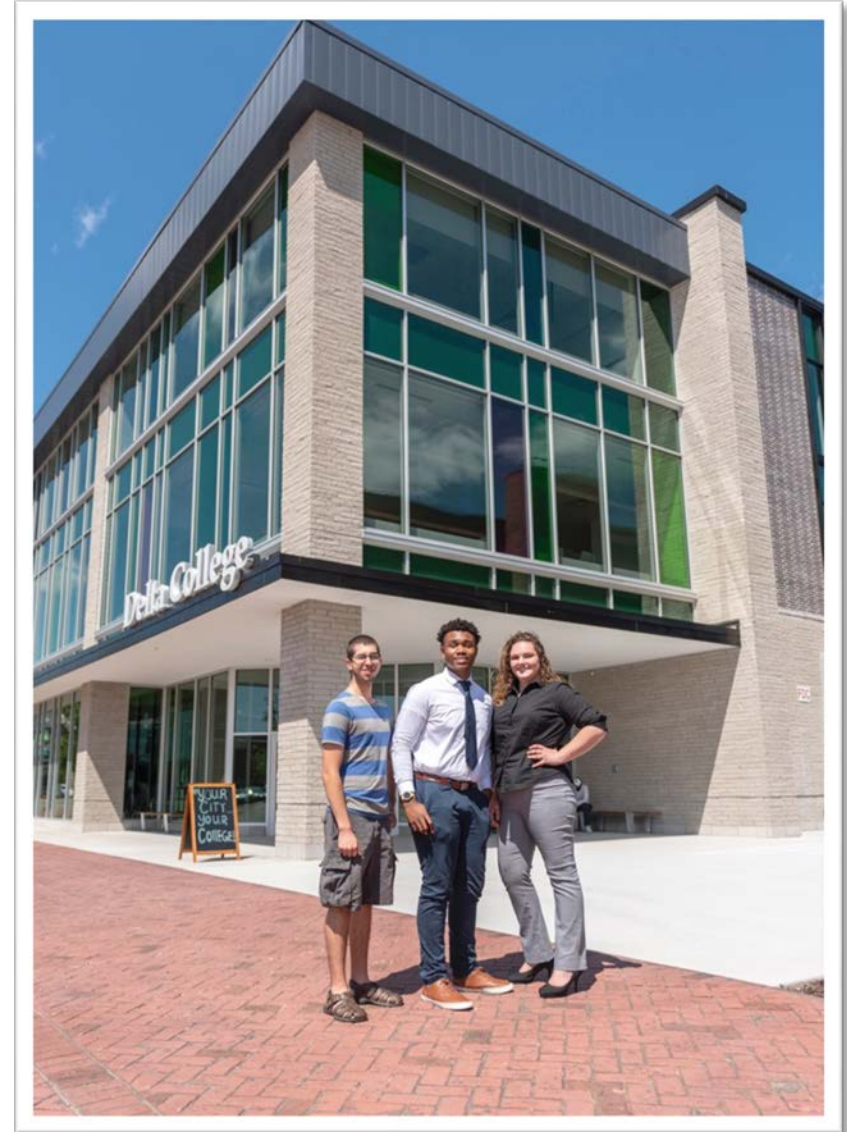
List of Online Programs and Certificates

- Business Information Technology – Associate in Business Studies
- Criminal Justice Corrections – Associate in Applied Arts
- Cybersecurity – Associate in Applied Science
- Digital Forensics – Associate in Applied Science
- Entrepreneurship/Small Business Management – Associate in Business Studies
- General Management – Associate in Business Studies
- Law Enforcement – Associate in Applied Arts
- Office Professions/Office Management – Associate in Business Studies
- Accounting – Fast Track Certificate
- Accounting Professionals – Advanced Skills Certificate
- Applied Entrepreneurship – Advanced Certificate
- Health Insurance Coding and Claims Specialist – Advanced Certificate
- Medical Scribe – Advanced Certificate
- Office Professions/Office Management – Advanced Certificate
- Office Professions/Office Assistant – Advanced Certificate
- Office/Virtual Assistant – Advanced Certificate
- Plant-Based Nutrition – Certificate of Achievement

Retention and Completion Goal:

Utilizing the Downtown Centers

- Ensure each Center has the courses, philosophy, and space-related needs to achieve its mission in an equitable fashion
- Development of Saginaw Academy of Excellence at Saginaw Center
- Development of programs at each center supported by a schedule



Culture Goal:

Listening Sessions with Administrative/Professional and Support Staff Employees



- Remote Work Procedure – in process
- Developing partnerships for student child-care
- Installation of a cellular booster at the Saginaw Center to enhance connectivity to cellular service
- Refining our multi-factor authentication (MFA) policy with approval from our auditors
- COS and FCTE continue training based on listening sessions
- Two-way texting implemented for fall 2022
- STARS bussing from Saginaw to Main campus beginning fall 2022

Culture Goal:

Develop a Culture of Belonging, Equity, Diversity and Inclusion



- Improved hiring processes, since fall 2021
 - 5% increase of racial diversity in the Administration (associate director and above)
 - 1% away from reaching benchmarks in racial diversity for administration
- Chief Officer of Culture, Belonging, and Community Building joining our team
- Acknowledgement of Dr. Martin Luther King Jr.'s Birthday as a holiday
- Facilities support BEDI: Gender-neutral bathrooms

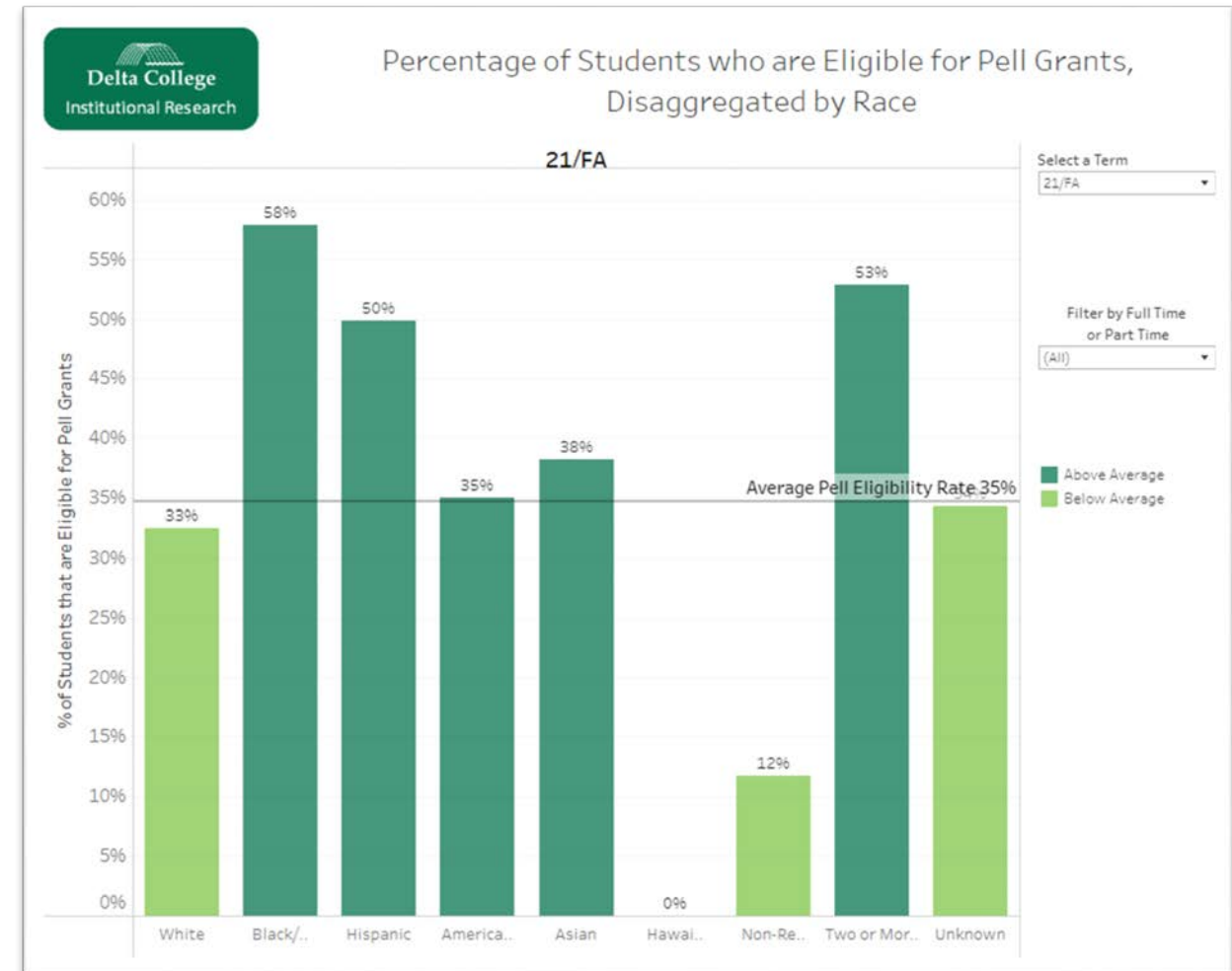
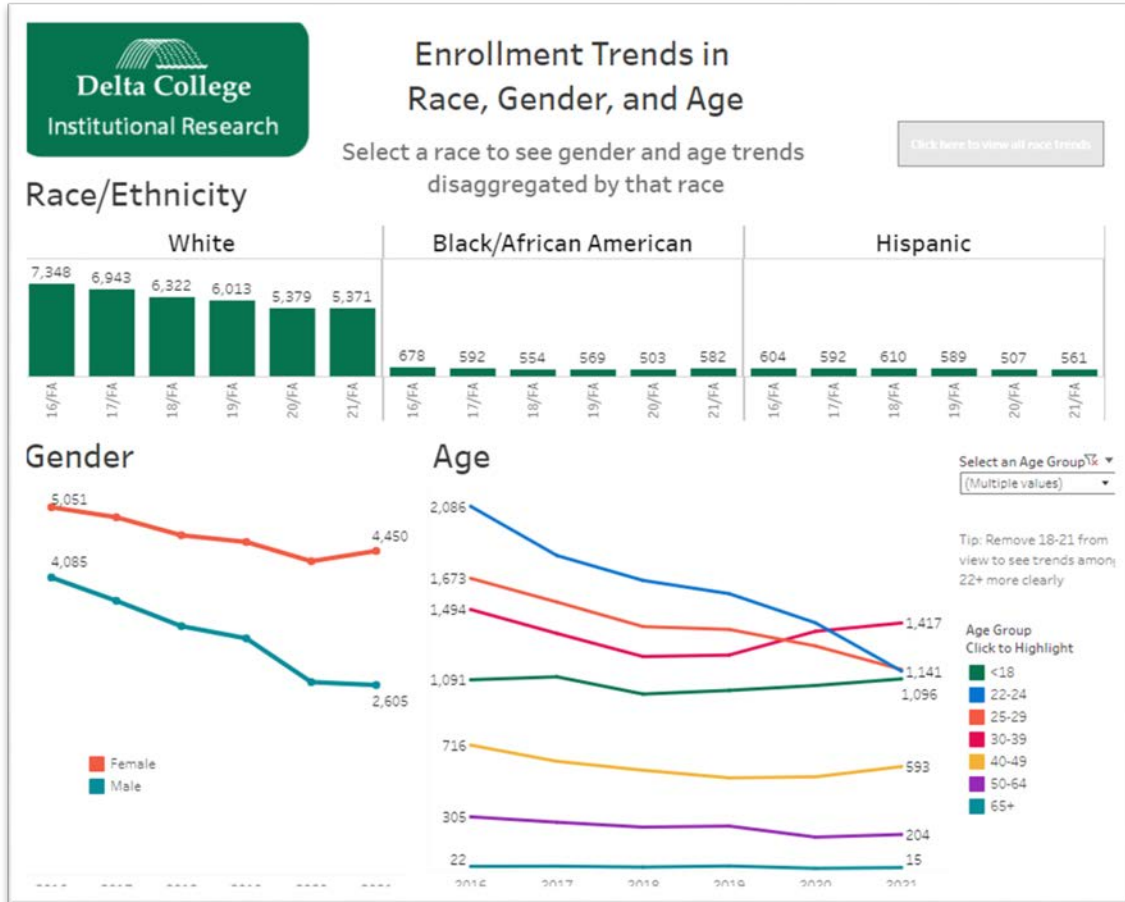
Culture Goal:

Innovate Opportunities for Shared Governance

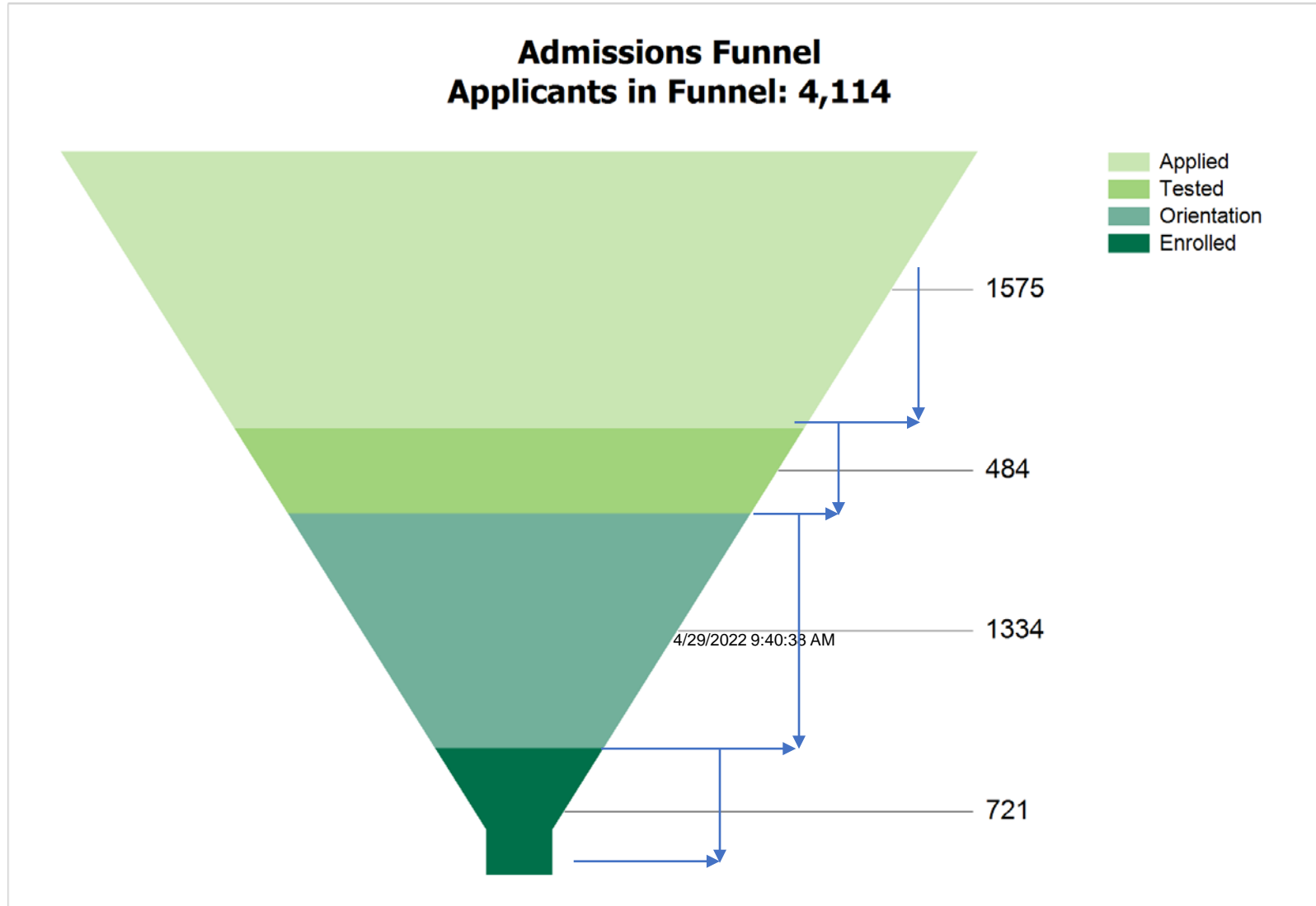
- Creation of the Council on Innovation, Belonging, and Equity (CIBE)
- Enhanced medical benefit plan to provide additional services for all full-time employees
- Will provide Delta a competitive edge in recruiting and retaining people
- Continued support of mental health programs
- Support employee well-being, including:
 - Access to our EAP for all
 - Wellness program
 - Professional development offerings



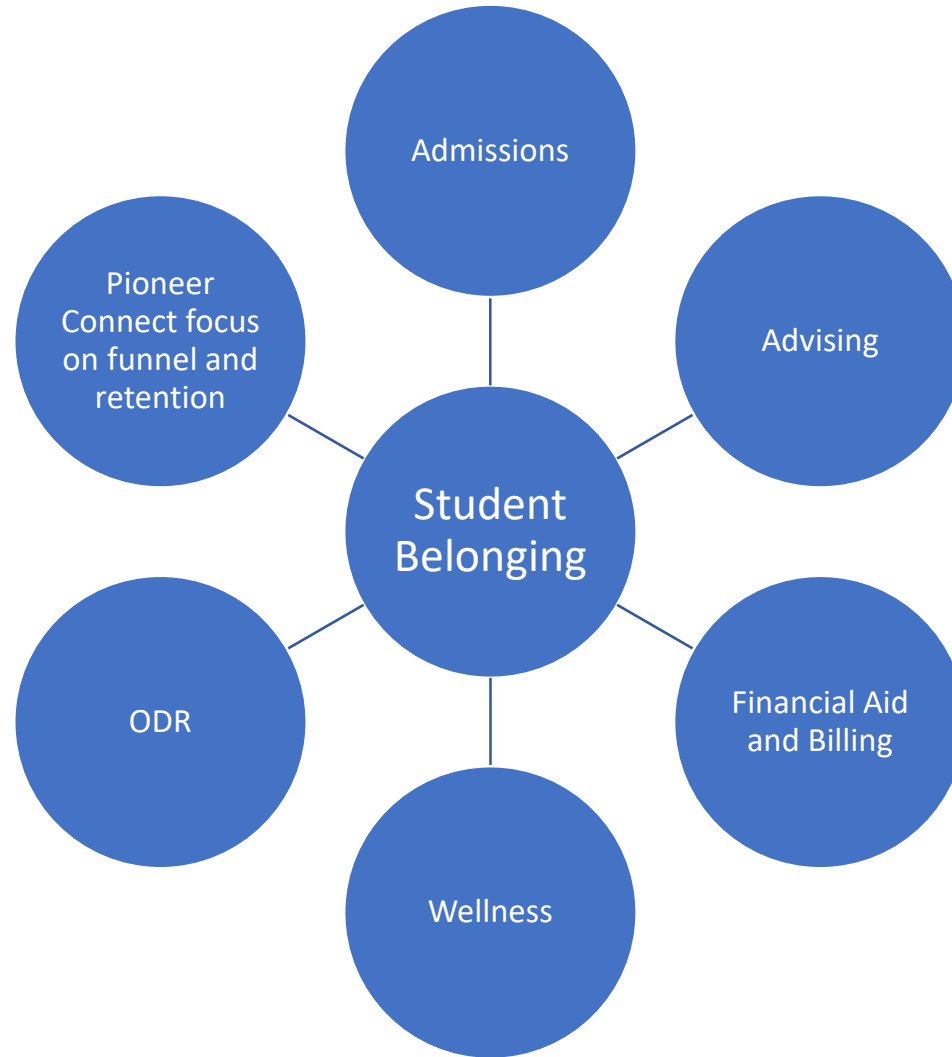
Data Visualization – Tools to Support Success



Enrollment Opportunity

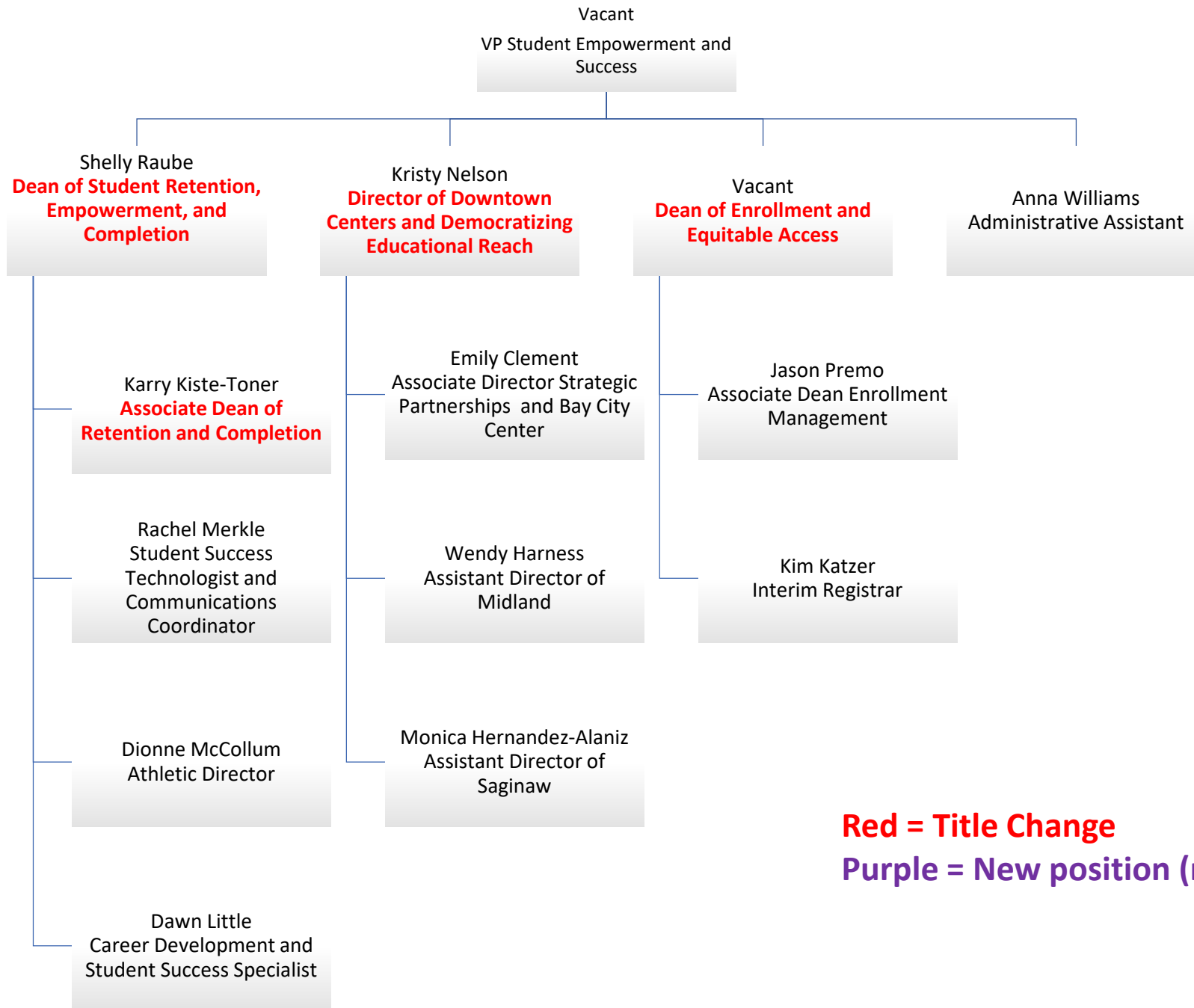


Be A Net – Not A Gate



Student & Educational Services

- Staff vacancies:
 - The search for the Vice President is underway
 - The search for the Registrar position is underway
 - Some positions are vacant and being eliminated
 - Other positions are vacant and will be filled
 - New positions are being created to respond to student needs
 - The overall impact will be nearly budget neutral
- Staff restructuring and reporting:
 - Employees within some departments have been reassigned
 - Some job descriptions and titles have been recently updated
 - All affected staff have now been notified of any changes
 - There were no layoffs or dismissals made
- All of these changes have been done to help meet the goals of our strategic plan
- The new structure will help us respond to our new reality, post-pandemic



Vacant
VP Student Empowerment and
Success

Shelly Raube
**Dean of Student Retention,
Empowerment, and
Completion**

Kristy Nelson
**Director of Downtown
Centers and Democratizing
Educational Reach**

Vacant
**Dean of Enrollment and
Equitable Access**

Anna Williams
Administrative Assistant

Karry Kiste-Toner
**Associate Dean of
Retention and Completion**

Rachel Merkle
Student Success
Technologist and
Communications
Coordinator

Dionne McCollum
Athletic Director

Dawn Little
Career Development and
Student Success Specialist

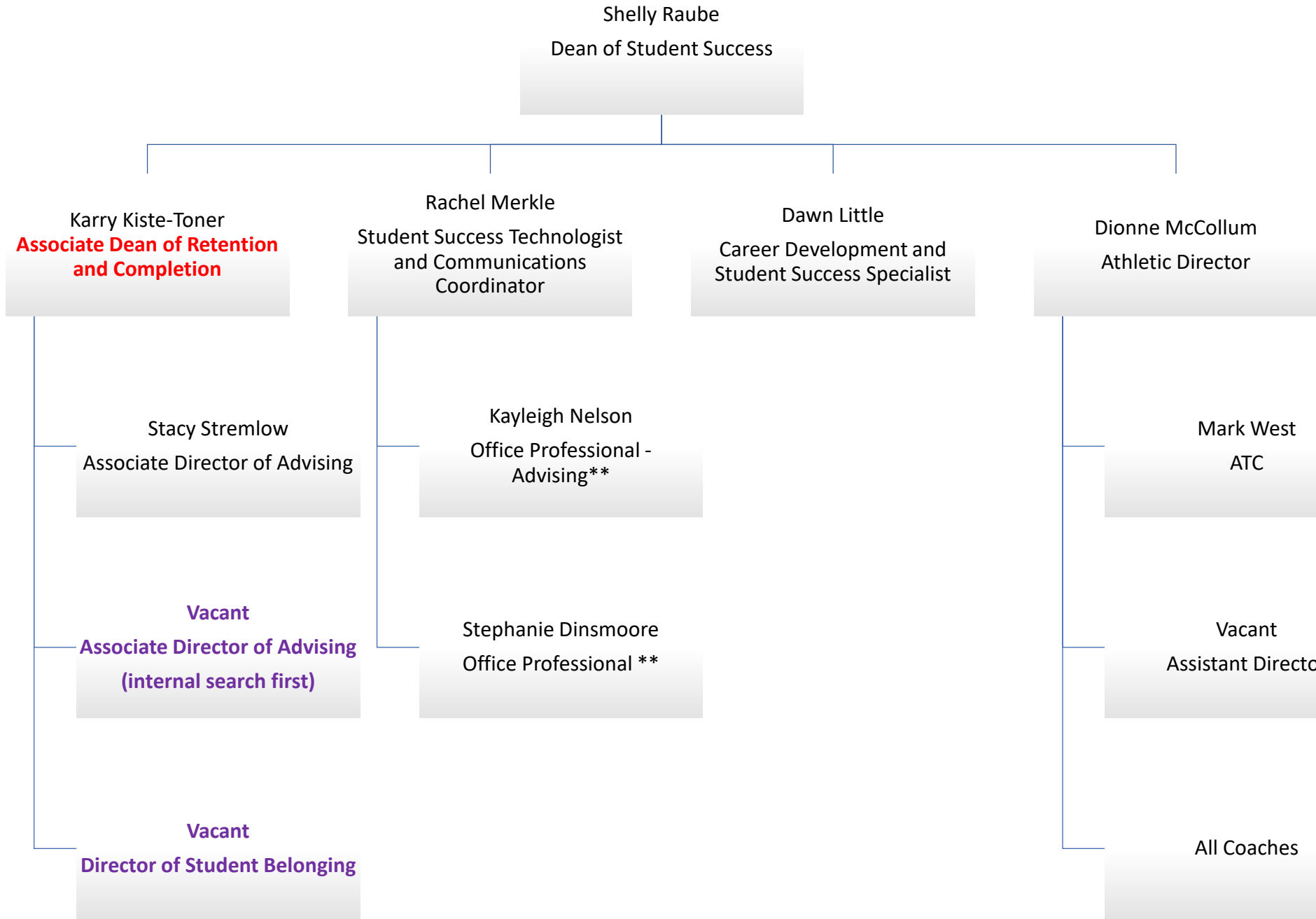
Emily Clement
Associate Director Strategic
Partnerships and Bay City
Center

Wendy Harness
Assistant Director of
Midland

Monica Hernandez-Alaniz
Assistant Director of
Saginaw

Jason Premo
Associate Dean Enrollment
Management

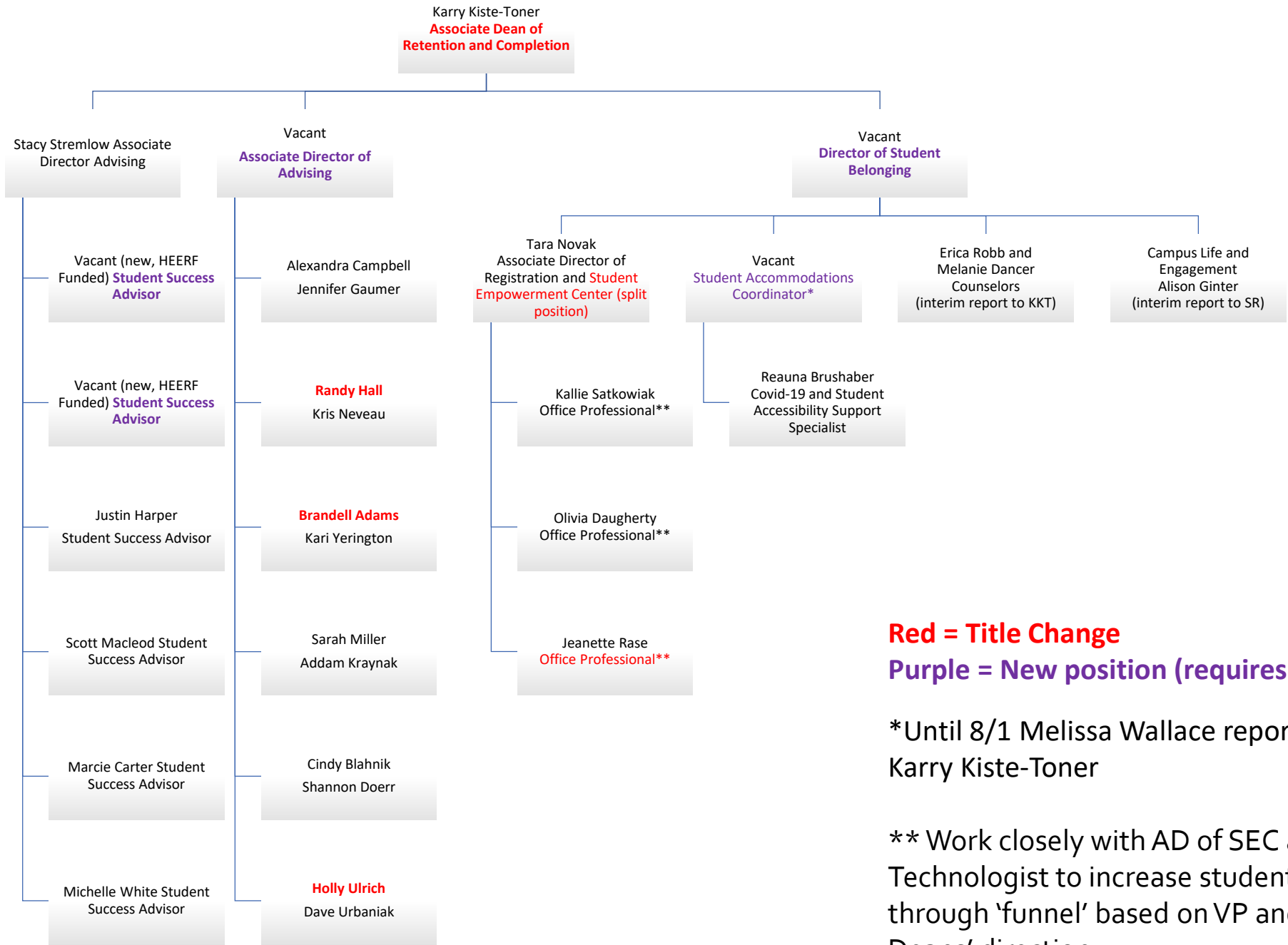
Kim Katzer
Interim Registrar



** Work closely with AD of SEC and Technologist to increase students through 'funnel' based on VP and Deans' direction

Red = Title Change
Purple = New position (requires search)

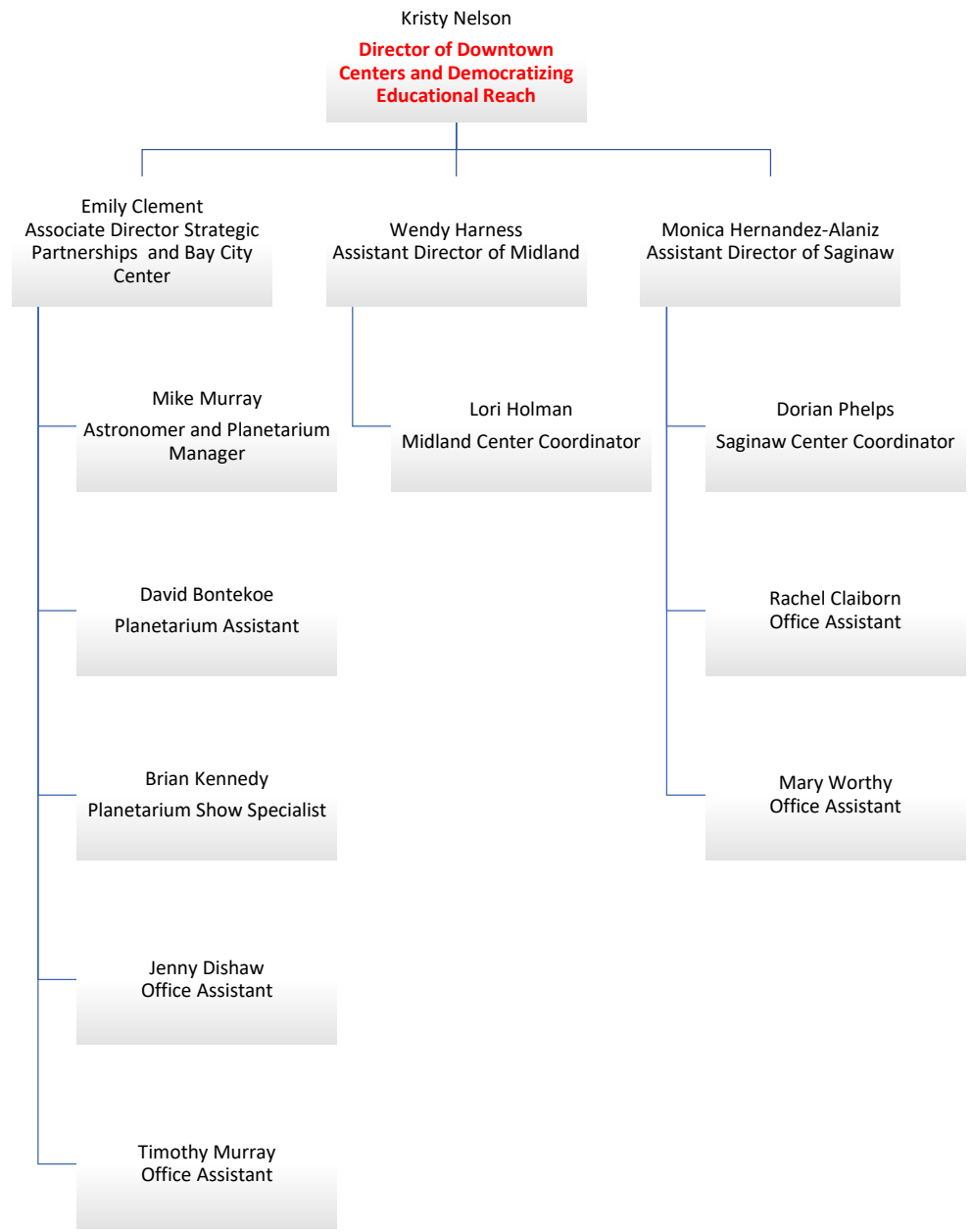
Have been able to reduce the staff to student ratios 464:1 ratio, reduced to 361:1



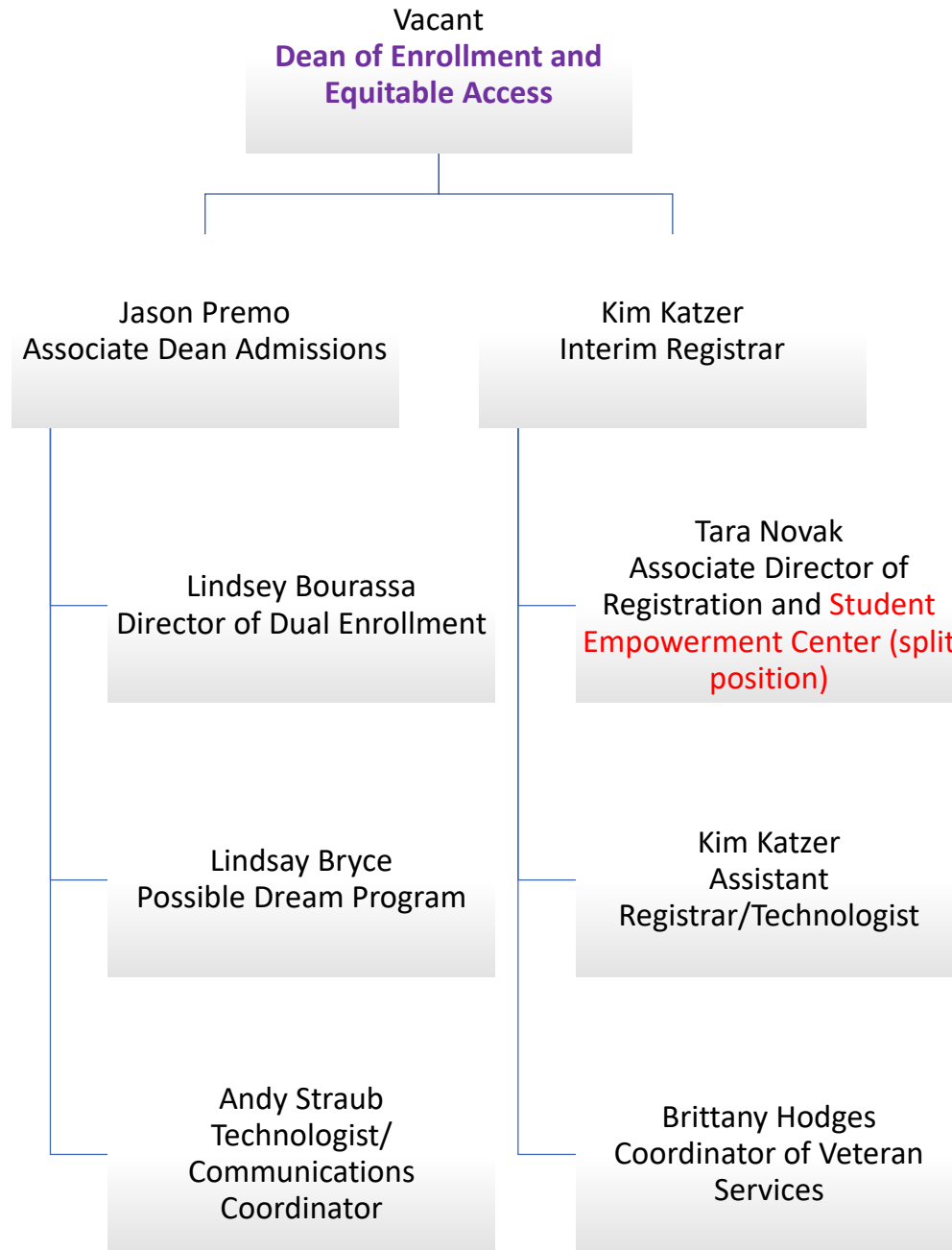
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*Until 8/1 Melissa Wallace reports to Karry Kiste-Toner

** Work closely with AD of SEC and Technologist to increase students through 'funnel' based on VP and Deans' direction



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Jason Premo
Associate Dean
Enrollment Management

Lindsey Bourassa
Director of Dual
Enrollment

Lindsay Bryce
Possible Dream Program

Elsa Olvera
Director Educational
Opportunity Center
(interim report to MG)

Andy Straub
Technologist/
Communications
Coordinator

Admissions Advisors

Office Professionals

Kayla Leonard
Dual/Early Middle College
Advising and Articulation
Coordinator

Marcia Hulett Jones
EOC Advisor

Sarah Fischer
Kaitlin Lovely (also
Enrollment Outreach
Coordinator)

Kim Mehl
Jeri Sinicki

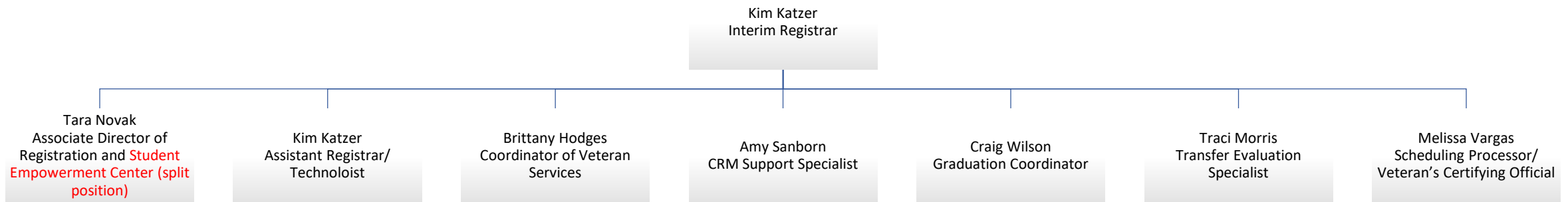
Lindsay Bryce
Possible Dream Program

Heidi Chernich
Office Professional

Talma Miller
Kyle Peraino

Shelley Slivinski
Office Professional

Cynthia Reyes
Vincent Turner
Enrollment
Reengagement Specialist



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