

## **Delta College State of the College Address**

**Dr. Jean Goodnow**

**August 2008**

Good morning and welcome to fall semester 2008. I hope that you had some quality time to refresh and reenergize this summer. We have a very exciting year ahead of us and it will take every Delta employee to make it successful. Didn't the pictures of our new Delta family members look great? Welcome aboard! You are in for an amazing trip!

We gather today in an America that is going through major changes. These changes are economic, political, and social. However, our country is not strange to such times. Since its inception, the United States has been through many times of great challenges and opportunities. It was 45 years ago this week, when thousands of Americans gathered on the mall in Washington D.C. to demonstrate a thirst for civil rights and racial equality.

And, it was 45 years ago this Thursday, August 28, 1963, that Dr. Martin Luther King, Jr., standing in the shadow of the Lincoln Memorial, captured the conscience of our nation with his eloquent **“I Have a Dream”** speech.

I am humbled to be speaking to you during a week when the words of one of America's greatest heroes still rings clear 45 years later. And, even though he is gone, we can re-read Dr. King's words and dream as he dreamed of a better America.

Today, as Delta College's President, I also have dreams, aspirations, and visions for our institution of higher learning. And, even though my thoughts today in no way can compare to the eloquence, importance, and awe inspiring words of Dr. King, I hope that they help us all to better understand where we are today as a College, and where we need to be in order to ensure that every student receives the best possible education.

One year ago, we looked at the challenges that Delta College was facing. We acknowledged the difficult job market, the troubled State and Federal economy, and we continued to support our troops in a complex war. We looked at the demographic make-up of our student body, our college, and the area workforce.

It became apparent that we needed to be armed with a responsive strategic plan in order to succeed in addressing the learning needs of our College community and area citizens.

Together we agreed that in order to succeed we must live our shared values and be clear in communicating our mission and vision.

**Delta Is The Leader In Real Life Education** is an accurate and easy way to remember Delta College's values. The slogan, created by our College's Graphic Artist, James Kinnaman from our Institutional Advancement department, not only grasps in one easy sentence the spirit of our values, but also gives us all a road map to our shared values:

**D – Diversity:** We actively promote, advocate, respect and value differences. We foster a welcoming environment of openness and appreciation for all.

**I – Integrity:** We are committed to honesty, ethical conduct and responsibility.

**T – Teamwork:** We foster communication and collaboration across boundaries, and support shared governance.

**L – Leadership:** We create and communicate inspirational visions for results. We are accountable to our communities.

**I – Innovation:** We rejoice in creating change. We are flexible, agile, and risk-taking.

**R – Respect:** We stand for trust, caring, loyalty and academic freedom.

**L – Learning-Centered Community:** We are an engaging, inclusive, diverse learning organization. We focus on academic excellence, civic responsibility and community leadership.

**E – Excellence:** We support outstanding achievement in our students, employees, and communities. We have a passion for quality and strive for continuous improvement.

Finally, in the spirit of continuous quality improvement, and following a College wide “Green” Summit on March 14, 2008, we have added to our Guiding Principles, our commitment to **“Promoting learning, actions, and practices that incorporate social, environmental, and economic sustainability in our communities”**.

With shared values like these and with practical examples demonstrating that Delta College lives these values every day, it is no wonder that “**Delta Is The Leader In Real Life Education**” and “**One of America’s Leading Community Colleges**”.

For the past two years, Delta College has continued to refine its Strategic Planning, with an eye on reviewing successes and moving forward each year. The annual planning process celebrates the prior goals achieved and then develops new Action Plans. **Delta College encourages learning for everyone** and during 2008-2011, we will focus on:

- Promoting success for all students, in the classroom and in life;
- Understanding and responding to our communities’ needs;
- Using all resources in an efficient and sustainable way; and
- Respecting and growing our people personally, professionally and organizationally.

And, as always, Delta College must strive for excellence in everything we do.

Over the past year, and continuing into this new fiscal year, many of these focus areas are being worked on in concert with other areas that are part of the AQIP process of self evaluation and continuous quality improvement.

In recent years community colleges around the country have committed themselves to collecting and analyzing data to improve student outcomes — a process known as “**building a culture of evidence.**” This initiative is extremely important and one that Delta College must implement in order to ensure that decisions that affect our students, our community, and our employees are correct ones. Our decisions that provoke change or expend tuition and taxpayers dollars must be data driven.

Through a culture of evidence, we can accurately evaluate our strategic initiatives, expand effective ones, and use data to guide budgeting and other institutional decisions.

I am pleased to report that under the leadership of Michael Wood (Institutional Research), Trevor Kubatzke (V.P. For Student Services), and Jason Stahl (OIT), we are now able to view critical operational data from the convenience of a Dashboard like the one you see on the screen. The Dashboard provides statistical information in an easy and accessible format.

In 2003, Lumina Foundation for Education launched a bold, multiyear, national initiative called Achieving the Dream: Community Colleges Count, to help students stay in school and succeed.

According to Achieving the Dream:

“Community College’s should make decisions and allocate resources based on evidence of what is working and what is not. A data-driven decision-making process is most effective when administrators, faculty, and staff across the institution examine evidence and engage in frank discussions about outcomes for different student populations. The college then sets measurable goals for improvement and uses data to assess its problems.”

The data driven decision-making process is extremely important to student and institutional success, however, we must also be sure to blend our data based decision making process with a healthy balance of creativity and risk-taking. We must be agile enough to experiment but at the same time wise enough to know when a data driven decision would be more appropriate. Let me be clear, Delta College values its talented employees and I am confident that bold, creative, and data driven decision making will stimulate innovation and ensure Delta College is a leader in the dynamic delivery of life-long-learning.

Most of you are familiar with our efforts at “going green” on campus. We have been working on environmental sustainability for years through the Facilities Management EverGreen program. Delta College’s commitment to social, economic, and environmental sustainability was formalized when I signed the American College & University Presidents Climate Commitment in 2007.

Since this signing, we convened last March the College’s first Green Summit that involved the entire Delta Community. We were chosen to participate in the Sustainability Tracking & Assessment Rating System pilot program, and we have added sustainability to Delta College’s Guiding Principles.

However, one of the most lasting and significant outcomes of our participation in the College & University Presidents Climate Commitment was the creation of Delta College’s **Sustainability Task Force**.

Co-Chaired by Mike Finelli, Assistant Professor, Residential Construction and Architectural Technology, and Linda Petee, Sustainability & Risk Management Coordinator, Facilities Management, this critical nine member Task Force took on the formidable charge:

- To engage the College in an ongoing dialogue about environmental sustainability.
- To integrate sustainability with campus programs in education, operations, and community service.
- To instill a culture of sustainable long-range planning and forward-thinking design, and
- To encourage a thorough evaluation of the broad spectrum of sustainability and to consider its implications to the triple bottom line (**environmental, social, and financial**).

On May 21<sup>st</sup> of this year, the committee submitted their report and recommendation to the Executive Council.

Sustainability was woven into nearly every facet of Delta College:

- **Governance & Finance**
- **Social Responsibility & Community Engagement**
- **Education & Research**
- **Operations, and**
- **Innovation**

The report from the Task Force is still being reviewed along with their many positive recommendations. If you would like to see a copy of their final report, it will be made available on my web page in the near future.

Folks...with the implementation of this extraordinary committee's recommendations, Delta College will truly be a leader in sustainability.

Delta College's number one priority is our students. Therefore it is impossible to discuss the state of our college without talking about our number one asset – The Student.

Last fiscal year (2007-2008) showed a small increase in degree seeking students and a slight decrease in the number of transfer degree seeking students.

Our overall part and full-time enrollment stayed at approximately 15,000 unduplicated students over the last two fiscal years.

Last fiscal year, 41% of our students came from Saginaw County, 26% came from Bay County, 15% came from Midland, and 18% came from outside our District.

Who are these students? Do we really know what they want and how best to ensure that they are learning? We do know that with the changes in generations have come distinct changes in how students look at the world around them and what their role in this world should be.

Our student's come to us with a wide variety of challenges and needs such as:

- 50% of our student body are in need of remediation in reading;
- 80% of our student body are in need of remediation in math;
- We have students working full-time;
- We have students who are parents;
- We have students who have just left high school; And,
- We have students who are returning to college to find new career opportunities after retirement or corporate downsizing.

You, our amazing and caring faculty and staff members are ready to serve those students semester after semester. No matter what their challenge or need, our students can succeed at Delta College!

Continued growth of dual enrolled students is one of my priorities for this new fiscal year. This is a critical source of new students in the future and becomes increasingly important with the predicted decline of high school graduates. The total decrease in high school graduates over the next 10 to 11 years is currently projected at 855 students.

Right now, almost 30% of our students are just out of high school. You can see why I am concerned about the declining number of high school graduates. Dual enrollment can help us to combat this decline by providing our students with an opportunity to experience Delta College and all that we have to offer before they graduate. To increase the number of dual enrollees, Delta College must increase our relationships with area Superintendents, Principals, Counselors, and Instructors.

Building these partnerships, along with the creative use of our resources, such as electronic learning, will help us to reach our goal of growing our dual enrollment student population by 10% in 2008-09.

Another major indicator of our College's health is our financial stability. I am pleased to report that in addition to a small anticipated increase in State funding, we are looking at increases in enrollment and private contributions. Of particular note is the fact that the Midland Tax Appeal is finally resolved. And, because Delta College took preventative measures over the last 10 years to allocate funds to cover the cost of any settlement, we paid our percentage and we can now move forward.

Overall we are in a good financial position to meet the current economic challenges of our State and the country. We will still, however, need to be very careful in how we manage our budgets.

We need to continue to improve on the technology in our classrooms and make sure that our college is the best place in the State for students to learn.

When I attempt to gauge the success of our college, I find that one of the best indicators is the quality of our faculty and staff.

It is easy to ascertain that we have one of the best teams in the State to meet the academic needs of our student body. Our professional development process ensures that each employee has the tools that they need to foster the excitement, experience, and dedication to excellence that is the hallmark of our college.

To support this quest for excellence, we have made great strides over the past several years in adapting successful academic **program assessment:**

Last fiscal year:

- 28 program outcome assessment results were reported in the database;

- Standards were met by students on 24 of the outcomes;
- 65 total full-time faculty were involved in Program Assessment report-outs;
- 7 Assessment database training sessions were provided this year; And,
- 40 full-time faculty participated in database training this year;

Of course these stats only refer to academic program assessment.

Faculty...

I know that each and every one you are constantly assessing and improving the ways in which you are delivering learning.

Assessment is one important component in support of a culture of evidence. As we move forward other measurements of success will need to be supported to ensure a successful AQIP process. As we mentioned last year, the Academic Quality Improvement Program has many projects that must be continually worked on in order to ensure continued accreditation.

In 2007 – 2008 fiscal year, Delta College submitted four action projects to the North Central Higher Learning Commission. These four projects are related to:

- Delta College’s Developmental Education Program;
- An Effective Employee Professional Development Planning Process;
- The CLARUS Community Input Study; and
- The Community College Survey of Student Engagement [CCSSE].

- We must continue to improve upon our already impressive **Developmental Education Program**. Since the 2005-2006 academic year, Delta College has seen a steady 3% annual increase in our Developmental Education student enrollment. As you know, this increase means the need for

increased support for these students. Led by Mary Beth Looby and Marcie Carter, our developmental education program is now a coordinated effort. We will continue to support and assess the effectiveness of our program.

- We must implement an **Effective Employee Professional Development Planning Process**.

Since the introduction of our COS (center for organizational success) three years ago, Delta College has made significant progress toward achieving this AQIP Action project. Under the leadership of Thelma Bushong, the COS brings, each month, hours of employee improvement opportunities and chances to learn at Delta College.

- Following a year long process of gathering community input, **CLARUS** presented us with many examples of what our community feels we are doing very well, and also many recommendations to enhance our learning community.

We are now working on continually improving that which we do well, while working seriously on our opportunities for improvement as demonstrated by the recent launch of our newly designed Delta College Web Site.

This measurement of our community perceptions was a successful AQIP action project, as well as an example of our commitment to building community relationships.

- And last, but certainly not least, is our need to take action on the findings of last year's **CCSSE Study**. 1,005 students and 61 faculty participated, and I am pleased to report that in the areas of Collaboration, Student Effort, Academic Challenge, Student-Faculty Interaction, and Support for Learners, Delta College scored better than all other League and Michigan Schools large and small.

Delta has successfully completed two of the four AQIP projects, the **CLARUS Report** and **CCSSE Study**, and we are making great progress on the other two.

This past academic year brought several new and exciting programs to Delta College:

- **The “50+ Just Like Gold”** program. A part of life-long-learning, this continuing education program brings learning opportunities, quality leisure time, and social interaction for Delta’s community residents 50 years old and better,
  
- **Leading and Learning Together** - This program consists of three parts:
  - **Delta 101**
  - **ED 384, Staff Ambassadors, and**
  - **ED 385, Leadership Culture**

35 AP and Support Staff have successfully completed Delta 101 and 11 Support Staff have successfully completed ED 384, Staff Ambassadors. This fall, the third phase of the program, ED 385, Leadership Culture, will be offered for the first time. This program provides staff members with important knowledge needed to foster leadership at all levels of the College.

- **Delta College’s Leadership Experience Program**: This program, designed by our own Delta leaders, responds to the expressed need for leadership skills training as defined in our Fall 2007 Staff Opinion Survey. This program supports the People Focus strategic initiative and helps to create an organizational learning culture that is committed to continuous learning.

If you are interested in participating in the Leadership Experience or the Leading and Learning Together Program, contact the Center for Organizational Success for further details.

As I mentioned in the beginning of my comments, this week marks the 45<sup>th</sup> anniversary of Reverend King's "I Have a Dream Speech" which was a clarion call for equality and mutual respect in America. The man and his words were beacons of light during the 20<sup>th</sup> Century, and will continue to glow bright into the future.

My dream and vision for Delta College is also glowing bright:

**I have a Vision** that every employee will share and demonstrate the Delta Values and realize that Delta Is The Leader In Real Life Education;

**I have a Vision** that every Delta College employee will promote learning, actions, and practices that incorporate social, environmental, and economic sustainability;

**I have a Vision** that Delta College's Strategic Plan and its Strategic Focus Areas will come alive and leap off of the planning pages and into our daily lives;

**I have a Vision** that our College embraces innovation, creativity, risk taking, and experimentation, while respecting the need to build an institution that is committed to a "Culture of Evidence";

**I have a Vision** that we will meet the challenge of declining numbers of High School graduates with innovative learning methods to serve an increasing non-traditional student body;

**I have a Vision** that our entire college lives and works on the principles of Continuous Quality Improvement;

**I have a Vision** that each student entering our halls this fall experiences what has become known as **“The Delta Difference” .....**

- **From** the first call to our College Operator **to** the critical guidance from our Counselors and Advisors;

-**From** the calm assistance of our Admission and Records Representatives **to** the understanding and encouraging Financial Aide Advisors,

-**From** the conscientious efforts of our Facilities Department and Public Safety who keep our campus clean, inviting, and secure **to** the Faculty Office Professionals and Support Staff who are the spark plugs of our institution;

-**From** our Faculty members who make the positive changes in the life of each student through learning **to** the Administrator who supports our faculty and staff and helps fuel our institutional future; And

-**From** our committed Board of Trustees **to** your President;

Each student will feel welcomed and a part of our learning community!

**And, I have a Vision** that Delta College will be our communities’ first choice **to work, to learn, and to grow.**

These are times that present incredible challenge, some of which will bring into question the very fiber of our communities. It will be of critical importance at the grassroots level of our college to be agile and to embrace change in order to respond to our communities’ future needs.

The positive imprint left by our college is evident each year, and will continue to be one of the finest works-in-progress.

This morning we looked at the bright faces of our new faculty and staff that will begin to leave their imprints on the fabric of our College this fall. However, not with us today is a lady that truly lived the mission, vision, and values of our college: Dawn Schmidt.

Dawn lost her battle with cancer earlier this summer, but her spirit lives on in the extraordinary gifts that she left behind. During her 30 years of employment at Delta College, Dawn was a faculty leader, division chair, active member of many important committees, winner of the AAUP Governance Award, and a winner of the prestigious Bergstein Award for teaching excellence. Most importantly, however, Dawn was a respected colleague, friend, wife, and mother of five.

Could we all pause for a moment of silence in her memory.....Thank you Dawn for the imprint that you left in all of our hearts.

And to all of you today, I hope that you have a wonderful and fulfilling academic year.

We now have time for questions:

**DEGREE AND TRANSFER DEGREE SEEKING STUDENTS**

7,502 – Tech/Occupational Degree Seeking.....**2006-2007**

7,603 – Tech/Occupational Degree Seeking.....**2007-2008**

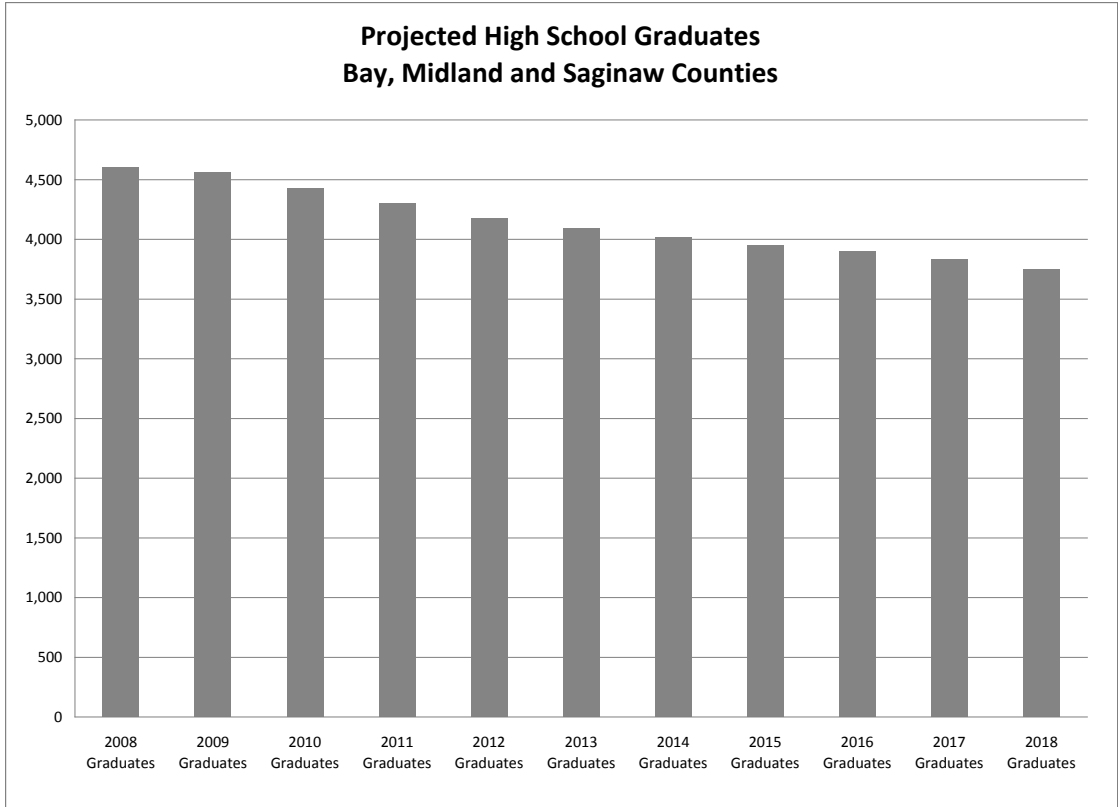
4,023 – Transfer Degree Seeking.....**2006-2007**

3,686 – Transfer Degree Seeking.....**2007-2008**

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**TOTAL NUMBER OF DUAL ENROLLED STUDENTS FY '07 & '08**

	<u>2006-07</u>	<u>2007-08</u>	<u>% Increase</u>
Fall	245	256	4.50%
Winter	262	311	18.70%
Spring	62	102	64.50%
<b>Unduplicated</b>			
<b>Annual</b>	416	483	16.10%



**Unduplicated Annual Counts of Students  
Enrolled in Development ED**

Academic Year	Dev. Ed. Enrollment	Annual Enrollment	Percent of Enrollment
2004-05	4,686	15,042	31.2%
2005-06	4,866	15,021	32.4%
2006-07	5,294	14,969	35.4%
2007-08*	5,177	13,322	38.9%

**Our overall part and full-time enrollment stayed at approximately 15,000 unduplicated students over the last two fiscal years.**

**[’06-’07.....14,779] [’07-’08.....15,067] [288 difference]**