

## Tomorrow's Delta College

Delta College sits in a unique position to serve our communities with different ways to meet their substantial needs for education. Over the past decade, indeed in the past year, the landscape of higher education has shifted significantly. In order to prosper, Delta College must pivot while maintaining its tradition of academic excellence, rigor, and institutional renewal.

In the next year, Delta College will lay the foundation for an inclusive strategic plan, which will be finalized in Winter 2023. That strategic plan will ensure that Delta College is Tomorrow's College. Our initiatives will center on student success, indicated through increased degree completion and equitable outcomes for all students. The nation and region have experienced new ways of working and learning, as well as experienced a shift in racial consciousness.

*The overarching goal for our current and next strategic plan will be to become an analytical, completion-based culture where all belong.*

The first step in our work together will be to capture those changes through our work, by asking our faculty and staff how what we learned in the past 18 months can:

1. Ensure there are no equity gaps in student enrollment, retention, and completion for all students when compared to county demographics;
2. Prepare us to build toward an innovative, flexible and sustainable college in the context of severely decreasing enrollments and financial concern by:
  - a. considering what we collectively learned from the pandemic
  - b. innovating with new programs and considering new, non-credit and credit training
  - c. focusing on retention by distributing and using data widely, and
3. Enhance our ability to address the needs of our students and employees, allowing them to achieve their full and authentic selves by:
  - a. enhancing our culture
  - b. developing a robust and action-oriented diversity, equity, belonging, and inclusion plan
  - c. ensuring our employee demographics by constituency, level, and rank mirror the counties we serve

We will measure success by:

- Stabilizing enrollment
- Increasing retention by 2% fall to fall and narrowing opportunity gaps
- Increasing 6-year completion rates by 2% each year and narrowing opportunity gaps

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## Strategic Planning and Budgeting Process

12.03.21

The goals outlined above will affect the current Strategic Plan in a number of ways. They reframe some of the Action Projects that have been defined in our current Strategic Plan. But below are additional elements for our exploration and refinement.

We will do this by aligning the work of planning, budgeting, and implementation at an institutional level and in offices. Below are two graphics. Graphic 1 shows how we will align our budget and strategic planning process via the next strategic plan. Graphic #2 indicates how institutional goals will align with office and personal annual goals.

Graphic #1

<b>Mission/Vision/Values Strategic Planning and Budgeting Process</b>		
<b>AY: 2021 (FY 22)</b>	<b>AY: 2022 (FY 23)</b>	<b>AY 23: Close out current plan and Winter 2022 BOT Approval so that FY 24 budget can be created with this in mind: Example:</b>
Implementation of Strategic Plan; scanning for new strategic plan	Implementation continued; Scanning for new strategic plan	Conclusion of current plan & approval of strategic plan by January so goals for July 1 can be written

Performance Measures: The strategic plan for Academic Years 2021, 2022 and then 2023, will be integrated into departmental and individual goals, as indicated below.

Graphic #2



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## 2021-2022 Strategic Plan

### What we are doing right now for full implementation this year

M1: Develop a timeline and process for a new strategic plan in 2023 that includes:

1. Revision of mission, vision, and values to focus on completion and equity
2. Develop data visualizations connected to completion and equity relevant to offices throughout campus

M.3: Increase enrollment, retention, completion in equitable fashion by:

- a. *Create* a cross-divisional enrollment and retention *plan* to increase success rates of students with no opportunity gaps in our top 20- course and 10 programs by 1/1/22 for goals to be written for all employees for FY 23, and inclusion in new Strategic Plan)

12.03.21

- b. using program review and assessment to assist in planning for the future (HLC)
- c. Review of each center to ensure it has the courses, philosophy, and space-related needs to achieve its mission

M.4: Lay the foundation for launch of Delta Online in 2023 by ensuring

- a. Top 10 programs and 20 courses are to be offered in 3 modalities by AY 2022 through the schedule
- b. Purchase necessary equipment and professional development for faculty and staff to be excellent in an online environment
- c. Position Delta Pathways pathway completion as a cross-divisional initiative to increase retention, completion, and equity

4.1 Strengthen collaborative relationships and an inclusive environment with the Board, Admin, Faculty and Staff to develop additional avenues to increase teamwork

- a. Engage college stakeholders in a process for non-work-rules decision-making to focus on equity and completion (HLC)
- b. Review policies, procedures and norms with data to see if there are inequities
- c. Establish expectations that next year's goal-writing for all employees will include DEIB
- d. Create a report on workforce (staff and faculty) disaggregated by race, gender, Veterans
- e. Analyze hiring and promotion process for ensuring those with commitment to equity are hired to influence planning for equity
- f. Develop an administrative structure for DEIB

## **2021-23 Strategic Plan**

### **What we are planning right now for partial implementation this year and scaled implementation next year (requires goals for employees to be written next year)**

Create a new strategic plan for 2023 that includes:

- a. Revision of mission, vision, and values to focus on completion and equity
- b. Streamline the interest to registration process with flexibility for non-credit
- c. Position Delta College as the region's academically excellent college via out-of-class offerings and marketing
- d. Creation of a data-driven, fiscally-proactive approach to accomplishing our goals for students (plan due by 9/1/22 for implementation in strategic plan)
- e. Soft launch of Delta online:
  - I. Implement quality control in programming
  - II. When appropriate launch marketing of Delta online

Increase enrollment, retention, completion in equitable fashion:

- a. *Implement* a cross-divisional enrollment and retention plan to increase success rates of students with no opportunity gaps in our top 20- course and 10 programs (plan due by 1/1/22 for goals to be written for all employees for FY 23, and inclusion in new Strategic Plan)
  - I. Implement a cross-divisional plan to increase retention of students that are currently overlooked in admin structure: e.g. General Students and Nursing students who do not make it into the program
- b. Ensure each center has the courses, philosophy, and space-related needs to achieve its mission
- c. Reposition non-credit offerings to be open enrollment and completion-centered toward livable wage
- d. Create a data-driven, centralized scheduling process to ensure access to completion

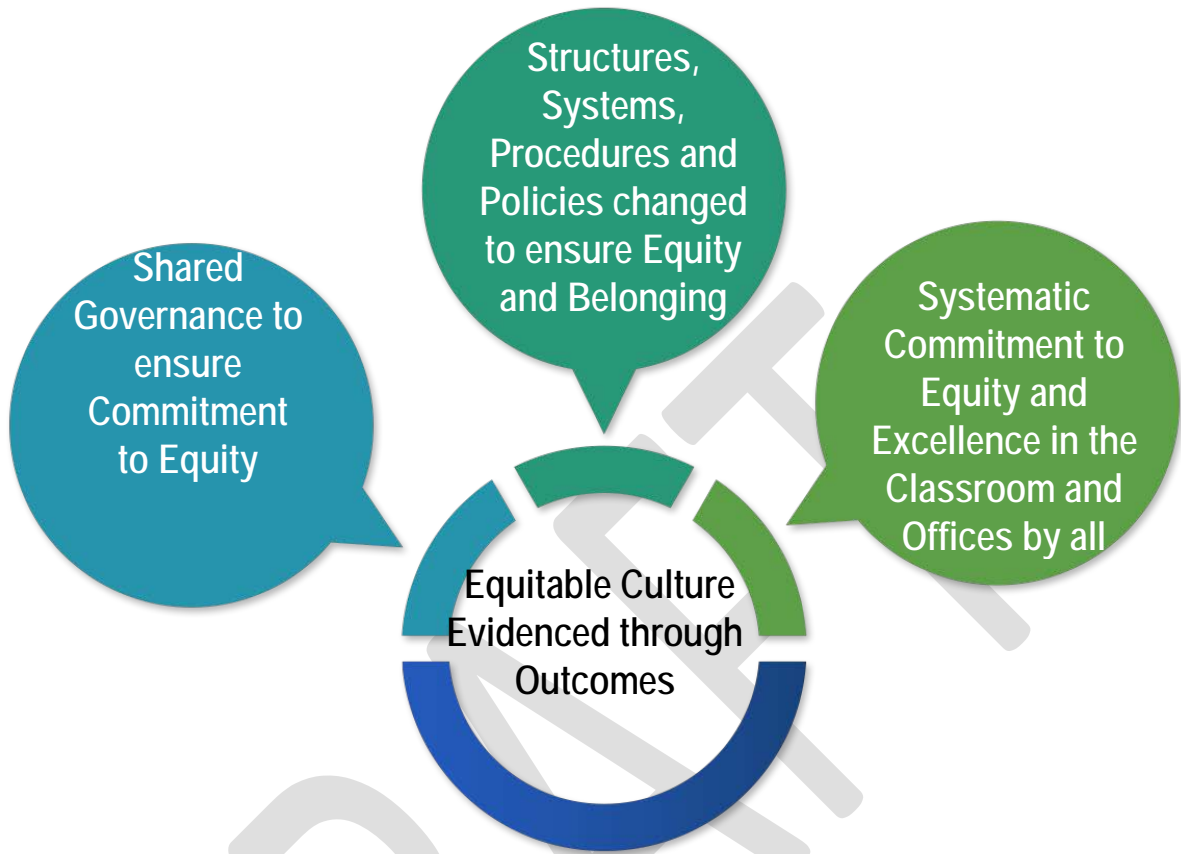
Strengthen collaborative relationships and an inclusive environment with the Board, Admin, Faculty and Staff to develop additional avenues to increase teamwork

- a. Remove all obstacles toward equity in policies, procedures, and norms
- b. Develop a facilities plan to draw attention to DEI at each location
- c. Develop leadership training one DEIB and EI to begin 7/1
- d. Develop Recruitment to retention plan from HR for all employees, specifically those of color

**2021-Forward**

**What we are planning for out years, but may include some purchasing of 'stuff' this year through Federal Relief dollars.**

- Streamline the interest to registration process with flexibility for non-credit
  - Academic and SES support of pathways credit to non-credit, Prior Learning Assessment, Competency-Based Education
- Launch of Delta Online
- Explore creation of a bachelor's degree
- Explore the viability of a Middle College of Excellence perhaps at Saginaw
- Find one program that can lead to accelerated completion online or f2f
- Create one articulation to a BA online in accelerated fashion



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