

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 integrity and authenticity.*
- **Excellence:** *We encourage outstanding achievement.*

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

Delta College's strategic initiatives provide a broad, goal-oriented description of the way in which the College is working to attain success in each of our four identified strategic pillars.

To accomplish these initiatives, 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.

The Delta of Tomorrow will be the model for all community colleges seeking to support students' needs as they complete workforce programs that lead to life-sustaining wages or transfer as juniors or seniors, with zero equity gaps.

How we will get there:

Student Engagement, Retention, and Completion

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

- 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.

Champion (oversight): Chad Inabinet and Reva Curry

Coordination/Resources: Pam Ross McClain, Faculty Center for Teaching Excellence Coordinator(s) for professional development; Associate Deans, Library Learning Information Center (LLIC), Retention Services, Endowed Teaching Chair Funds

- 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.

Champion (oversight): Ed Suniga

Coordination/Resources: Associate Deans, Kristy Nelson

- 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.

Champion (oversight): Chad Inabinet and Leanne Govitz

Coordination/Resources: Student and Educational Services, Marketing Unit Managers

People Focus

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

- 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.

Champions (oversight): Andrea Ursuy and Loyce Brown

Coordination/Resources: Shannon Mehl, Health and Wellness Faculty

- 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.

Champions (oversight): Jason Young and Data Visualization Specialist

Coordination/Resources: Center for Organizational Success, Associate Deans, Coordinators, Student and Educational Services Managers

Community-Centered

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

- 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.

Champions (oversight): Pam Clark

Coordination/Resources: Foundation Office, Admissions

- 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.

Champions (oversight): Mike Gavin and Chad Inabinet

Coordination/Resources: Shelly Raube, Karry Kiste-Toner

- 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.

Champions (oversight): Dean of Transfer Programs and Emily Clement

Coordination/Resources: Associate Deans

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.

Champions (oversight): Mike Gavin and Ed Suniga

Coordination/Resources: Pete Fox, Sue Roche, Jennifer Carroll

Social Impact

Establishing the institution as an instrument of positive social change

- 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.

Champions (oversight): Pam Clark and Pam Ross McClain

Coordination/Resources: Public Media

- 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.

Champions (oversight): Pam Ross McClain

Coordination/Resources: President's Speaker Series

Key Performance Indicators

The key performance indicators 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.