The Delta of Tomorrow:
CENTERING DEBI IN OUR STRATEGIC PLANNING

For new results, we need new structures and systems
Climate

COMMON THEMES IN AUDIT AND DR. GAVIN’S LISTENING SESSIONS
Common Themes Among all Groups from Dr. Gavin’s Listening Sessions

• Communication is necessary for us to build toward a collaborative future
• We need a vehicle to come together since the Senate changed in structure
• There is a desire to be part of the bigger picture at Delta
• Silos can be bridged for better student and employee experience
Audit Findings on Climate

• A new campus climate must include a shift to ensure marginalized communities do not feel like their role is to simply educate dominant communities or increase campus data points
• 1 in 5 students said they have considered leaving because of feeling isolated
• Most whites felt the college was welcoming and inclusive
• Some whites feel diversity is an attack on them
• Buildings, curriculum, and classrooms all lean toward white representations
• Silos are common
• Community building toward trust is paramount internally and externally
Student Success Metrics
INCREASE COMPLETION WITH NO OPPORTUNITY GAPS
Institutional Goals for the Long-Term

• Lag: Increase 3 and 6 year completion rates and numbers by x with no opportunity gaps
  • Lead: Enrollment, Retention, Completion of Developmental Education

• Lag: Faculty, administrative, and staff positions reflect the racial and gendered population of our service area
  • Lead: Hiring, Pools, Promotions
  • Lag: HR Reports

For each of the above, we will need all of the college to work together in different and new ways.
Delta College Student Completion Rates
6-Year Graduation Rate by Ethnicity (VFA – Voluntary Framework of Accountability)
Employee Metrics

ENSURE ALL SECTORS OF EMPLOYEES MATCH DEMOGRAPHICS OF OUR COUNTIES
<table>
<thead>
<tr>
<th>Categories</th>
<th>Total Employees</th>
<th>Gender</th>
<th>Racial Groups</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Total Men</td>
<td>Total Women</td>
</tr>
<tr>
<td>Faculty</td>
<td>176</td>
<td>82</td>
<td>94</td>
</tr>
<tr>
<td>Support Staff</td>
<td>59</td>
<td>9</td>
<td>50</td>
</tr>
<tr>
<td>A/P</td>
<td>139</td>
<td>58</td>
<td>81</td>
</tr>
<tr>
<td>Maintenance / Food Service</td>
<td>33</td>
<td>24</td>
<td>9</td>
</tr>
<tr>
<td>Corporate Services</td>
<td>28</td>
<td>11</td>
<td>17</td>
</tr>
<tr>
<td>Totals</td>
<td>435</td>
<td>184</td>
<td>251</td>
</tr>
</tbody>
</table>

* Contains other national origin and multi racial
DEBI Audit’s Pillars with Action Plans

ACTION PLANS ALREADY IN THE WORKS
Create a Diversity, Equity, Belonging and Inclusion Framework
• Diversity Committee creating definitions of DEBI for Board Consideration
• Data visualizations with expectations
• Data structure (see slide 13)

Improve Campus Climate
• This audit will serve as a baseline of our climate to be assessed in the future, along with PACE
• Aesthetics on campus to be reviewed and changed AY 22-24

Communication and Collaboration
• New governance structure for non-work rules (see slide 14)
Invest in Human Resources and Employee Professional Development
• New process for employee goal development being linked to strategic plan for AY 22-23
• Definitions of DEBI terms to be posted throughout campus
• Scaling of Caring Campus
• New structure for DEBI in staffing (slide 15)

Strategic Recruitment and Retention
• Review of employee recruitment and data use regarding pools underway
• Creation of annual report toward goals
• Added student success to this recommendation and created process for measurement and continuous improvement to be implemented AY 22-23

Institutionalizing DEBI Infrastructure
• See slide 15
Diversity, Equity, Belonging and Inclusion (DEBI) Framework:

STUDENTS
- Enrollment
- Course success
- Retention
- Completion

EMPLOYEES
- Hiring, retention, advancement and accountability
- Constituency Group Participation
- Evaluations that include Innovation and Equity

BIAS
- Disciplinary Actions
- Police Interactions
- Student Disciplinary
- Academic Integrity

CULTURE
- Leadership
- Governance
- Climate Surveys
- Consider the physical and aesthetic environment
- Co-chair model, each co-chair from different work-groups.
- Co-chairs report directly to president with bi-weekly meetings.
- Monthly meetings of the full body.
- Recommendations made to president from full body.
- Each sub-group has 10 members, chaired by expert in charge of that area. The majority of members of each subcommittee should come from the area in which expertise resides, where relevant.
- Subcommittees may be reporting, analysis, or action-oriented groups depending on the year.
- AY 21-22 information and plans for next year’s groups should be created.
Administrative Structure and Foci

• One cabinet member to focus on a Culture of Belonging and Community (hired first)
• One staff member to focus on Diversity, Equity, and Belonging with regard to pedagogy and curriculum (may be a faculty member)
• One staff member to focus on hiring and retention and Title IX
• One staff member to focus on a student support center focused on retention and to collaborate in retaining students of groups the institution is seeing gaps with, both online and in person
All workgroups at the college, the President’s Cabinet, Executive Council, and the Board of Trustees, in keeping with the notion of community and consensus, all agree that Delta College, will, beginning January 2022, recognize Martin Luther King’s birthday by closing the college on the day celebrated nationally. They also endorsed the below statement: To many on our campus, Martin Luther King’s birthday is an important day to reflect on one of America’s foremost thinkers and leaders in social justice. A catalyst of deep and meaningful change, his vision is much aligned with the mission of Delta College. With our explicit and action-oriented approach to use education to enact equitable educational and life outcomes for all students who come to Delta, we believe it is in keeping with our very values--indeed our reason for being--to honor Dr. King by allowing our students and employees time to honor him in their own way. Starting in 2022, the first year of Dr. Gavin’s presidency in which he has laid out an explicit and strong approach to Diversity, Equity, and Belonging for Delta College, Martin Luther King’s birthday will be recognized at Delta on the same day that it is federally.