

Delta College

Innovations Report | January 2023





Back row: Dr. Michael H. Gavin, Dr. Peter D. Boyse; front row: Donald Carlyon, Dr. Jean Goodnow

Presidential Leadership



Innovation

What makes Delta College special? We often point to the fact that Delta College has been a member of the League for Innovation in the Community College since its founding in 1968 and remains a Charter Member of the leadership board. That membership demonstrates a commitment not only to innovation but to leadership. As a single campus, multiple outreach center institution, Delta has weathered many changes in higher education over the decades through the leadership of its long-serving presidents.

At a recent gathering, four of Delta College's five presidents were in attendance. All have served on the League board and their continuing support and involvement with Delta College has been extraordinary.

However, each of Delta's presidents would be quick to explain that the contents of this publication reflect the work of hundreds of employees who have been a part of Delta College and its continuing commitment to innovative practices. We are proud of our work, our team, our community, and most importantly, of our students and our graduates.

Delta College Presidential Leadership

Delta College opened in 1961 and has a history of long-term leadership by its presidents, who were recently reunited. Their longevity individually is unusual in today's short-term tenures nationwide, but it is also unusual to have each one continue to support the college personally and financially. They remain connected to our mission.



President Emeritus Don Carlyon, who has attended every commencement ceremony since Delta College opened in 1961.

Donald J. Carlyon – 1964 to 1992

As Delta College's second president, Carlyon focused on building a strong academic institution with new ideas, new innovations and new ways of doing things. Under his leadership, Delta was constantly modifying its offerings and expanding its buildings to best serve the ever-growing number of Baby Boomer students. A couple of innovations include:

- 1960s – New construction at Delta adds roughly 117,000 square feet of classroom, laboratory and office space.
- 1969 – Delta College and 11 other colleges organize the League for Innovation in the Community College.
- 1979 – The Delta College Foundation is established to raise funds from private sources.
- 1992 – Delta hands out degrees to 1,383 graduates, the largest class in its history.



Dr. Peter D. Boyse at groundbreaking in 1997, for Science and Learning Technology construction project, along with trustees and supporters.

Dr. Peter D. Boyse – 1993 to 2005

When Dr. Boyse took the reins, Delta was 30 years old and in need of several upgrades. During his tenure, the Delta campus was completely transformed, undergoing nearly \$70 million in upgrades during two renovation projects. He also led efforts to respond to digital needs by supplying computers and Internet access for students, staff and instructors. Other key innovations include:

- 1996 – Delta offers its first Internet class, an English composition class that had 15 students.
- 1997 – Delta dedicates its Planetarium and Learning Center in Downtown Bay City.
- 1997 – The Delta College Foundation raises a record \$7.5 million of private funding.
- 2003 – WDCQ-TV, Delta's PBS station, becomes the first in Michigan to convert to a 100 percent digital format.

Dr. Jean Goodnow – 2005 to 2021

Dr. Goodnow positioned the college as a leader in teaching excellence, innovation and sustainability. From launching new programs to align with a changing economy to introducing new technology on campus and adapting to a worldwide pandemic, Goodnow guided the college through many successes, changes and challenges. A couple of innovations include:

- 2010 – Delta sees its biggest fall enrollment of 11,529 students.
- 2010 – U.S. Vice President Joe Biden visits Delta College's main campus.
- 2019 – Construction of a new Downtown Saginaw Center.
- 2019 – Delta ranks sixth nationally in the community college category for sustainability.
- 2019 – Delta places sixth in the nation in private fundraising among community colleges.
- 2021 – Construction of a new Downtown Midland Center.



Dr. Jean Goodnow receiving the Delta College medallion from Trustee R. Earl Selby at her Inauguration in 2006.

Dr. Michael H. Gavin – 2021 to present

Dr. Gavin was aware of Delta College's outstanding reputation and status as one of the original members of the League for Innovation, an organization dedicated to the community college movement. It was a key factor in his decision to pursue the presidency when there was a vacancy at the college.

Delta College has a great reputation for attracting quality faculty and staff. But as with his predecessors, Dr. Gavin has some challenges on the horizon, which he is addressing. Some of the topics, which will lead to future innovations, include:

- Addressing declining enrollment patterns, while also opening doors for underserved populations.
- Closing achievement gaps between all student groups, by demographics and socio-economic categories.
- Infusing Belonging, Equity, Diversity and Inclusion into all hiring, student services and activities campus-wide.
- Increasing the level of certificate and degree completion, while eliminating equity gaps.
- Exploring standardization of competency-based education and career credentialing.



President Michael H. Gavin, PhD

As has been the case since 1969, Delta College will strive for success in addressing problems and then share the best practices with other community colleges nationwide. We do so from our position as a Charter Board member on the League for Innovation in the Community College and strive to continue that honor under our new president.



Table of Contents

College Overview

Delta College Presidential Leadership.....	3-5
Who Is Delta College?	8-9
Student Demographics	8-9
Strategic Planning.....	10
Accreditations	11

Leadership

Letter from the President	12
Letter from the Board Chair.....	13
Delta College Board of Trustees.....	14-15
Administrative Officers.....	16-17
Delta College Foundation Board of Directors.....	18-19

Innovations and Accomplishments

Program and Teaching Excellence

Cyber Security	20
Engineering Remote Teaching.....	21
Digital Dissection	22-23
Medical Simulations.....	24

Showcase on Excellence.....	25-27
-----------------------------	-------

- Medieval History Conference
- Online Degree Offerings
- GM ASEP Program
- Welding

Community and Business Engagement

Downtown Centers	28-29
Saginaw Academy of Excellence, STARS.....	30
Census Survey Involvement.....	31
Agriculture program with Michigan State University.	32-33
COVID – Vaccination Partnerships	34-35
Showcase on Engagement.....	36-37
• Chemical Processing and Instrumentation	
• Water Environmental Technician (WET) program	
• Police Academy	
• Saginaw Correctional Facility	

Student Engagement

Democracy and Voting	38
Political Forum Series	39
Veteran Friendly College	40
Honors Students and Phi Theta Kappa	41

Team Engagement

Shared Governance Model.....	42-43
Professional Development Focus.....	44-45

Challenges and Risk Taking

Introduction to Challenges and Responses.....	46-47
Belonging, Equity, Diversity and Inclusion	48-51
Developmental Education and Michigan Scholarship Programs.....	52-53
Enrollment Challenges	54
Dual Enrollment.....	55
Career Credentials.....	56
Michigan Works and Fast Start.....	57
Transfer and Articulation Challenges.....	58-59
Experimental Practices.....	60-61

Institutional Stability

Introduction and Financial Stability	62-64
Millage Renewals.....	65
Advisory Committees	66
Delta College Foundation and Fundraising.....	67
Scholarship Impact.....	68-69
Endowed Teaching Chairs and Awards	70
Sustainability and Climate	71-73
Partnerships with the University of Michigan.....	74-75

Unique Community Offerings

Planetarium	76-77
A Focus on STEM – Science, Technology, Engineering and Math.....	78-79
Possible Dream Program and Chocolate Affair	80-81
Delta College Public Media and Student Newspaper.....	82-84
President's Speaker Series.....	85
Celebrating the Arts - on Campus.....	86
Community Murals and Sculptures	87

National and State Recognition

Delta College Awards and Recognition	88-89
Innovative Faculty and Projects.....	90-91
Participation with the League for Innovation in the Community College	
League Student Art and Literature Awards	92-94
Innovation of the Year Awards	95
Contributions to League Publications	96
Work on Grants through the League	97
Delta College at a Glance	98





Who Is Delta College?

Delta College (one of 28 community colleges in Michigan), serves the Great Lakes Bay Region, including Bay, Midland, and Saginaw counties with a total population of 376,033. Delta College's 640-acre main campus is located at University Center and is equidistant between the three major population centers of Bay City (32,404), Midland (42,472) and Saginaw (43,854).

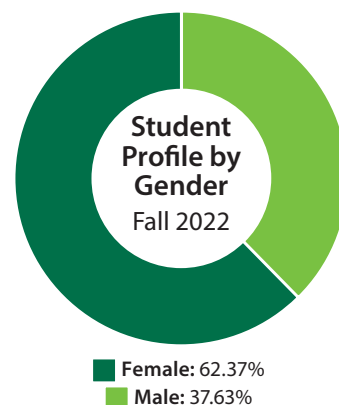
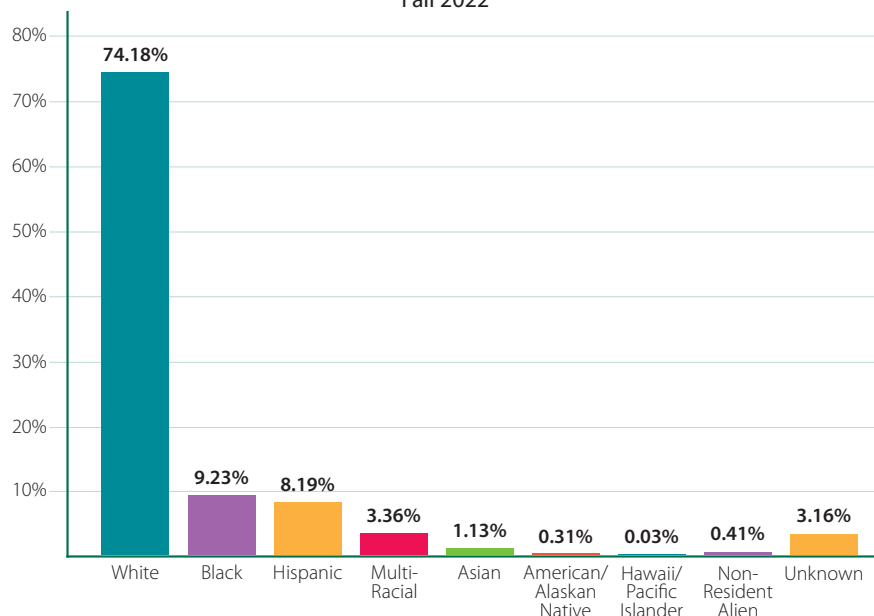
Additionally, Delta College has a Downtown Center within the middle of each of the urban areas. Offering an accessible education is important and we have seen an average of 1,000 students attend each semester at our Downtown locations.

The Great Lakes Bay Region (GLBR) is a mid-sized industrial area that saw population and economic decline in the later 20th century. Since the Great Recession (2008-2010), the region experienced significant downsizing in domestic manufacturing

and chemical processing industries. In the decade since, the economy shifted toward a strong healthcare and advanced manufacturing base, however, jobs in those industries require a post-secondary education.

We have an annual enrollment of 9,360 in credit seeking students, which makes us the ninth largest of Michigan's 28 community colleges. Of our student body, 35 percent indicate they plan to transfer on to a four-year institution and four of the top ten universities they select are within a 75-mile radius from campus.

Ethnicity Fall 2022



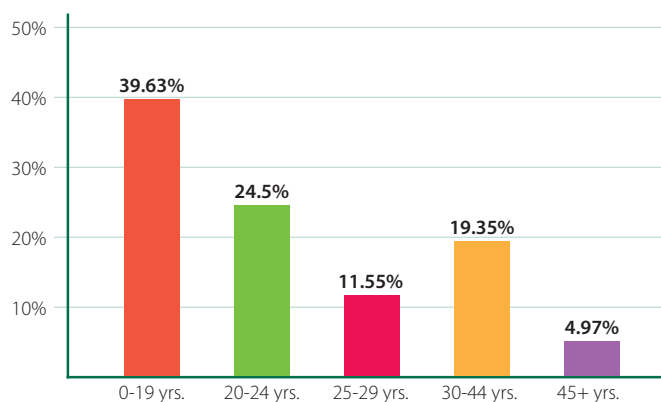


Our student body are financially challenged, with 56 percent receiving some type of financial aid, totaling \$23 million annually. Although our average student age is 25 years old, we were also selected by one of every three high school graduates as their first choice for college attendance. Last year, the college awarded 93 certificates and 875 associate degrees to students who completed.

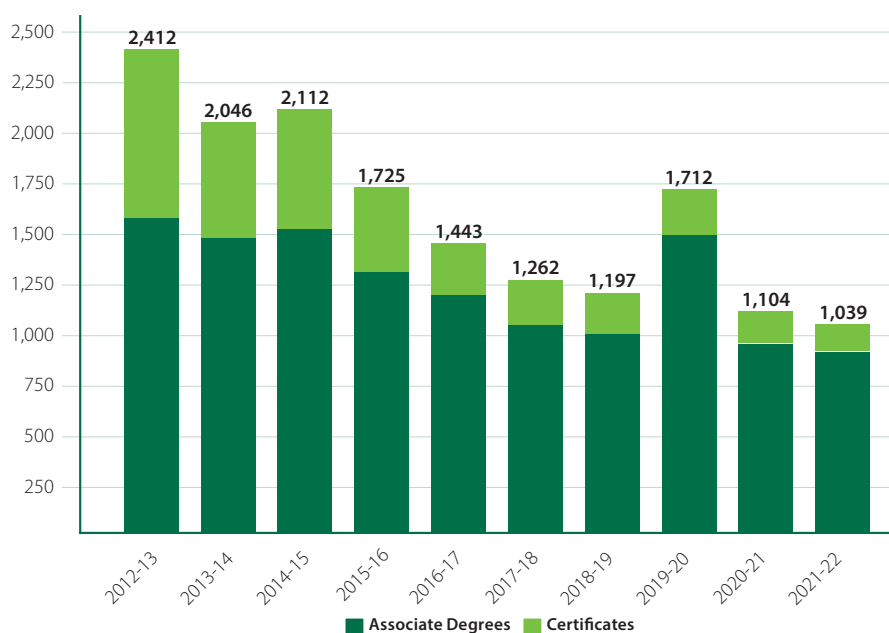
Delta's impact on the local economy is \$406.6 million and we know 1 in 8 people in the region has taken a class at Delta. Additionally, 83 percent of graduates in the past five years stayed in the Great Lakes Bay Region, 97 percent stayed in Michigan.

Student Profile by Age

Fall 2022



Degrees and Certificates Awarded





President Mike Gavin, at the employee Winter Learning Day in January 2022, where the college's BEDI initiative was formalized.

Strategic Planning

Upon his arrival at Delta College in 2021, Dr. Gavin led the college campus through a transitional strategic planning process, to begin weaving in a new focus on completion and equity. Throughout 2022, and while employees activated a change in direction, efforts were also to develop a process for initiation of a new strategic plan, which will be in effect for 2023-2027.

Delta held a campus-wide summit in mid-October 2022 to review and revise Delta College's Mission, Vision and Values statements, seeking the input and involvement of our stakeholders. Over 200 people were involved, with a cross-section of Delta College faculty, staff, students, Board of Trustees, and Foundation Board members at each table.

Mission, Vision, Values

Below are the revised statements, which were presented to the full board of Trustees for their endorsement in December 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 honesty and authenticity.

Excellence: We encourage outstanding achievement.

Accreditation

Delta College is accredited by the Higher Learning Commission. Initial accreditation was granted to Delta in October 1962 by the Michigan Commission on College Accreditation.

In addition, a variety of individual academic programs at Delta College have received accreditation from their corresponding professional boards, councils or regulatory groups. Here's a list of those programs and their agencies:

- National Automotive Technicians Education Foundation (NATEF)
 - Automotive Service Educational Program (GM ASEP)
 - Automotive Service Technology
- Michigan Board of Nursing, Bureau of Health Services
 - Certified Nursing Assistant
- Michigan Department of Licensing and Regulatory Affairs (LARA), Bureau of Community and Health Systems
 - Health Facilities Division
- National Association for the Education of Young Children (NAEYC)
 - Child Development
- Michigan Commission Law Enforcement Standards (MCOLES)
 - Criminal Justice
- Commission On Dental Accreditation (CODA)
 - Dental Assisting and Dental Hygiene
- Commission on Accreditation of Allied Health Educational Programs (CAAHEP)
 - Diagnostic Medical Sonography
- National Strength and Conditioning Association
 - Health Fitness Specialist
- Commission on Accreditation in Physical Therapy Education (CAPTE)
 - Physical Therapist Assistant
- American Physical Therapy Association
 - Physical Therapist Assistant
- Michigan Board of Nursing, Bureau of Health Services
 - PN Nursing
- Accreditation Commission for Education in Nursing (ACEN) (candidate status)
 - RN Nursing
- Joint Review Committee On Education In Radiologic Technology
 - Radiography
- Commission on Accreditation For Respiratory Care (CoARC)
 - Respiratory Care
- Michigan Board of Nursing, Bureau of Health Services
 - RN Nursing
- Accreditation Review Council on Education in Surgical Technology and Surgical Assisting (ARC/STSA)
 - Surgical First Assistant
- Accreditation Review Council on Education in Surgical Technology and Surgical Assisting (ARC/STSA)
 - Surgical Technology
- MDEQ-Office of Drinking Water and Municipal Assistance (ODWMA) Advisory Board of Examiners (ABE) for Drinking Water
- MDEQ-Water Resources Division (WRD) Board of Certification (for Municipal Wastewater)
 - Water Environmental Technology

Leadership



12

From the President

I am pleased to share the following institutional assessment with the League for Innovation. Delta College has a national, state and local reputation as a leader in education and community involvement, and we maintain that stature through the efforts of a strong team of faculty and staff.

Delta College has served in a leadership role within the League for Innovation since its inception 54 years ago, and we are excited about the opportunity to continue sharing our success stories with other member institutions. Prior to being named president of Delta College, I held positions at Anne Arundel Community College, which is also a League member. It was my knowledge of Delta's membership in the League that helped make this leadership position so attractive.

As we look to the future, we are committed to enhancing what is already an excellent college by focusing on student success, equity, completion and our institutional culture. The current moment is one of great possibility and great threat for higher education. The national, regional and local context is one that questions the value of education, while students and employees also work to overcome the disruption resulting from the pandemic.

We are at a pivotal moment where we can define our path forward by focusing on education's transformative potential. But we know we must work differently. To that end, we are engaging community partners from the region – especially a number of non-profit organizations – in order to build a model that would remove the manifold non-academic barriers our students face, such as: mental health, child care, food, transportation and other needs.

Our current data-informed work is to ensure Delta remains the region's first choice for education, and a national example for student success and equity. We are unafraid of looking at problems and seeking new solutions. I look forward to the challenge of taking this college, together with our outstanding faculty and staff, to the next level of excellence.

Graduates from Delta College are everywhere – in business, in health care, in law enforcement, in education and in skilled trades. They come to Delta with a dream to succeed in life. Their success impacts the entire community and moves it forward. Throughout this book, you will read and see our stories and learn about our successes. League representation is important to me, as it allows Delta College to evolve. I look forward to sharing more of our history and our future during the site visit for continued membership.

Sincerely,

A handwritten signature in black ink that reads "Michael Gavin". The signature is written in a cursive, flowing style.

Michael H. Gavin, Ph.D.
President



From the Board Chair

On behalf of my fellow Trustees, I am writing to endorse Delta College's application for reaffirmation as a League for Innovation in the Community College board member. The college has been a Charter Member since 1968 and we fully embrace the organization's mission to cultivate innovation in the community college environment.

At our August 9, 2022 meeting, the Board of Trustees voted to approve a resolution in support of "all efforts dedicated to the reaffirmation process for continued membership in the League for Innovation in the Community College" (Board Action 5460).

We believe our membership in the League provides significant recognition that we are devoted to the exploration of essential topics based upon transformational innovation, increased student success and institutional excellence. Our membership enables Delta College to adapt and adopt those innovative practices that have proved effective elsewhere, while sharing the results of our own innovations with colleges across the country.

Delta College has a history of long-term tenure within our presidential leadership position, providing a great deal of stability. As we began the search process last year, which led to the hiring of Dr. Michael Gavin, we were again reminded of how important our involvement with the League for Innovation was. Many candidates were aware of this aspect of Delta College and we understand pursuit of innovation brought us the best possible candidate to lead us through the challenging times ahead.

Again, the Delta College Board of Trustees strongly believe in encouraging innovation in pursuit of the college's goals. And, we wholeheartedly support all efforts of Dr. Michael Gavin, our President, in applying for continued membership in the League for Innovation in the Community College.

Sincerely,

A handwritten signature in black ink, appearing to read "M. P. Nash". The signature is fluid and cursive, with a long horizontal line extending from the end.

Michael P. Nash, Chair
Delta College Board of Trustees

Delta College Board of Trustees

One of the unique features of Delta is that its service area consists of three counties – Bay, Midland and Saginaw. Three representatives from each county make up the nine-member board. Each nominee is elected by ballots cast in all three counties at the November election and serves a six-year term. Trustees serve as volunteers and are not paid for their services.



Arshen R. Baldwin

Saginaw County
Term expires December 2028
Appointed February 2021



Mary Lou Benecke

Bay County
Term expires December 2022
Elected November 2016 (1st term)



The Rev. Dr. Robert L. Emrich

Saginaw County
Term expires December 2022
Elected November 1992 (1st term)



Stacey L. Gannon

Midland County
Term expires December 2024
Elected November 2018 (1st term)
2020 graduate of Delta College



Diane M. Middleton

Bay County
Term expires December 2026
Elected November 2014 (1st term)
1988 graduate of Delta College



Michael P. Nash - Board Chair

Midland County
Term expires December 2026
Elected November 2014 (1st term)
Appointed September 2013
2014 graduate of Delta College



Michael D. Rowley

Bay County

Term expires December 2024

Elected November 2012 (1st term)

Appointed November 2012

1990 graduate of Delta College



Marcia L. Thomas - Board Vice Chair

Saginaw County

Term expires December 2024

Elected November 2018 (1st term)



Wm. Michael Wood

Midland County

Term expires December 2028

Appointed August 2021



Delta College President & Board Officers



Dr. Michael H. Gavin

Delta College President

2021 - Present



Sarah DuFresne

Treasurer, Board of Trustees

Vice President of Business & Finance

1991 graduate of Delta College



Andrea Ursuy

Secretary, Board of Trustees

Executive Director of Administrative

Services and Institutional Effectiveness

2000 graduate of Delta College

Update: Delta College had Trustee candidates running on the recent November 8, 2022 ballot. At the time of this writing, two new members will be sworn in on January 10, 2023. They are: Alex Clark from Saginaw County (replacing Robert Emrich) and Barb Handley-Miller from Bay County (replacing Mary Lou Benecke).

Delta College Administrative Officers

Dr. Michael H. Gavin - President



Dr. Gavin joined Delta College, as its fifth president, in 2021. He is committed to the notion that community colleges have the capacity to reshape the inequities in society through open access education and teaching excellence. Prior to joining Delta, he was the Vice President of

Learning at Anne Arundel Community College in Maryland, where he led all strategic planning efforts. Known nationally for administrative leadership that focuses on academic excellence and equity, Dr. Gavin has more than 20 years of experience at large community colleges. Prior to becoming an administrator, Dr. Gavin was a tenured professor of English at Prince George's Community College in Maryland.

Dr. Gavin is one of 26 leaders selected for the Aspen Institute College Excellence Program in the 2022-23 class of the Aspen New Presidents Fellowship, which supports community college presidents as they work to achieve higher and more equitable levels of student success.

An author, Gavin's second book, "The New White Nationalism in Politics and Higher Education: The Nostalgia Spectrum" focuses on race and its relationship to political and educational spheres. Released in 2021, it follows his "Sports in the Aftermath of Tragedy", which was published in 2012.

Dr. Gavin has a doctorate in American studies from the University of Maryland in College Park, a master's degree in literature from American University in Washington, D.C., and a bachelor's degree in literature from Dickinson College in Carlisle, Pennsylvania.

President's Cabinet

Dr. Reva Curry

Vice President of Instruction and Learning Services



Dr. Curry is the Chief Academic Officer for 170 full-time and 200 adjunct faculty, in over 140 programs. She supervises five academic divisions and learning support services including e-learning, the library, and tutoring. She was a full-time faculty member before transitioning into administration. Over the

past 25 years, she has worked at Delta College, at Stockton College and at Salem Community College, both in New Jersey, as well as Harrisburg Area Community College in Pennsylvania. She represents Delta as its Institutional Representative to the League of Innovation in Community Colleges, and is a member of the MI-ACE Women's Network Executive Board. Dr. Curry believes in the power of team building to address critical issues in higher education, and the importance of community colleges in accelerating students to achieve their career and education goals. Dr. Curry received her Ph.D. in Educational Leadership from the University of Pennsylvania, a Masters of Education degree from Augusta College, and a Bachelor of Science in Radiologic Technologies from the Medical College of Georgia.

Sarah DuFresne

Vice President of Business and Finance



Ms. DuFresne has been with Delta College since 2017, when she joined as the college Controller, quickly moving up to the position of Vice President of Business and Finance. Previously, she was the Finance Director for the Bay City Public Schools, where she worked for 21 years. She serves on the Executive Board of the

Michigan Community College Risk Management Authority and is on the Bay Area Community Foundation Stewardship Committee. She currently serves as the Treasurer for both the Delta College Board of Trustees and the Delta College Foundation Board. Ms. DuFresne has a Masters in Educational Leadership from Saginaw Valley State University, a Bachelor of Science in Business Administration from Aquinas College and an Associate of Arts from Delta College, where she played college basketball, earning academic NJCAA All American, MCCA All Conference and All-State awards. She began her career in public accounting and earned her CPA license.

Chad Inabinet*Vice President of Student Empowerment and Success*

Mr. Inabinet worked in student services area for 13 years at Michigan's West Shore Community College prior to joining to Delta College. He provides leadership in admissions, financial aid, counseling, advising, registration, disability resources, career advising and testing services. Additionally, he

works to build partnerships with community agencies to expand access to resources, while also guiding the skills of his internal team, following the stressful period of serving students during the pandemic. He also is building the model of how best to utilize technology to communicate with and guide students on their educational journey. He has a Master of Arts in Counseling, LLPC from Spring Arbor University and a Bachelor of Science degree in Biology from Lake Superior State University. Mr. Inabinet is also pursuing a Ph.D. in Higher Educational Leadership (ABD) at Western Michigan University, where he is studying community college students who are successfully completing their degree utilizing Place-Based Promise Zone funding and programming.

Pamela N. Clark*Executive Director of Institutional Advancement*

Ms. Clark has been with Delta College since 1992 and is responsible for marketing, foundation fundraising, millage campaigns, public broadcasting stations, legislative relations and public sector grants. She has helped raise more than \$50 million from the private sector to support College

projects, including several capital building and renovation projects. The Delta College Foundation has ranked among the top 20 community colleges multiple times over the past 20 years. She holds a Master of Business Administration degree from Saginaw Valley State University, a Bachelor of Arts degree from the University of Michigan, and an Associate of Arts degree from Delta College. She previously worked in commercial broadcasting, an advertising agency, and a TV production facility.

Dr. Pamela Ross McClain*Chief Officer of Culture, Belonging and Community Building*

Dr. Ross McClain has worked in education for the past 26 years. She came to Delta College from the University of Michigan-Flint where she was an Associate Professor in the School of Education and Human Services. She also worked for the Saginaw Public School District and

Saginaw Valley State University. Dr. Ross McClain is focused on developing transformational change with belonging, equity, diversity and inclusion at its core, to ensure Delta is woven into the fabric of the communities we serve. She received her Ph.D. in the Department of Teacher Education from Michigan State University; a Master of Professional Studies in Afro-American Studies from Cornell University; a Bachelor of Arts in English & Afro-American and African Studies from the University of Michigan; and a Secondary Teaching Certificate from Saginaw Valley State University.

Andrea Ursuy*Executive Director of Administrative Services and Institutional Effectiveness*

Ms. Ursuy has worked in higher education for more than 20 years. She directs strategic planning, coordinates organizational development initiatives, and oversees Human Resources, Institutional Research and the Faculty Center for Teaching Excellence. She serves as the Accreditation Liaison

Officer (ALO) for the college with the Higher Learning Commission. In addition, she serves as the Secretary to the Board of Trustees, the legal/policy liaison and the college's Freedom of Information Act (FOIA) Coordinator. Andrea is an alumna of Delta College earning an Associate in Arts and an Associate in Business Studies. She also holds a Master of Science in Human Resources and Organizational Development degree from Eastern Michigan University and a Bachelor of Business Administration degree from Northwood University.

Delta College Foundation Board of Directors

Community Directors



Herbert A. Spence, III
Chair
2014 – present
Spence Brothers
Saginaw County



Paul J. Barbeau
Vice Chair
2018 – present
Dow
Midland County



Octavia Walters Cabey
2022 – present
Community Leader
Midland County



Dr. Richard J. Dolinski
1997 – 2002, 2008 – 2013,
2020 – present
Community Leader
Midland County



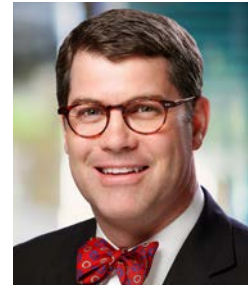
Mark S. Flegenheimer
2018 – present
Michigan Sugar Company
Bay County



Heather L. Gallegos
2022 – present
Dow
Bay County



Karl leuter
2022 – present
leuter Insurance
Midland County



Jonathan E. Lauderbach
2022 – present
Warner Norcross Judd
Midland County



Edward M. Lesniak
2022 – present
Fifth Third Bank
Bay County



David H. Morley
Immediate Past Chair
2013 – present
Morley Family Foundation
Saginaw County



Guy C. Moulthrop
2020 – present
Moulthrop-Clift, Inc.
Bay County



Lisa M. Rechsteiner
2017 – present
Graff Chevrolet
Bay County



Dr. Annette M. Rummel
2017 – present
Great Lakes Bay Regional
Convention & Visitors Bureau
Saginaw County



Patricia A. Shaheen
2020 – present
Community Leader
Saginaw County



Lisa M. Ungerleider
2020 – present
Community Leader
Midland County



Catherine Washabaugh
2020 – present
Community Leader
Bay County

Trustee Directors



Mary Lou Benecke
2013 – 2016, 2017 – present
Community Leader
Bay County
Delta College
Board of Trustees



Stacey L. Gannon
2019 – present
Huntington National Bank
Midland County
Delta College
Board of Trustees



Marcia L. Thomas
2019 – present
Aptar
Saginaw County
Delta College
Board of Trustees

Delta College Representatives



Dr. Michael Gavin
Secretary
2021 – present
President Delta College



Pamela N. Clark
Executive Director
2007 – present
Delta College
1977 Graduate
of Delta College



Sarah DuFresne
Treasurer
2018 – present
Delta College
1991 Graduate
of Delta College



Innovations and Accomplishments



Program and Teaching Excellence

Delta College was designated as a National Center of Academic Excellence in Cyber Defense Education, jointly sponsored by the U.S. National Security Agency (NSA) and the U.S. Department of Homeland Security (DHS). Delta is one of only 15 colleges and universities in Michigan, and the only one in the Great Lakes Bay Region, to have earned the designation.

Cyber Security Curriculum

Delta's Cybersecurity Associate in Applied Science degree is offered in person and online. The prestigious designation recognizes the quality of the college's cybersecurity program, but also provides excellent employment and transfer opportunities. Graduates will be positioned to meet the growing demand for cybersecurity specialists in Michigan.

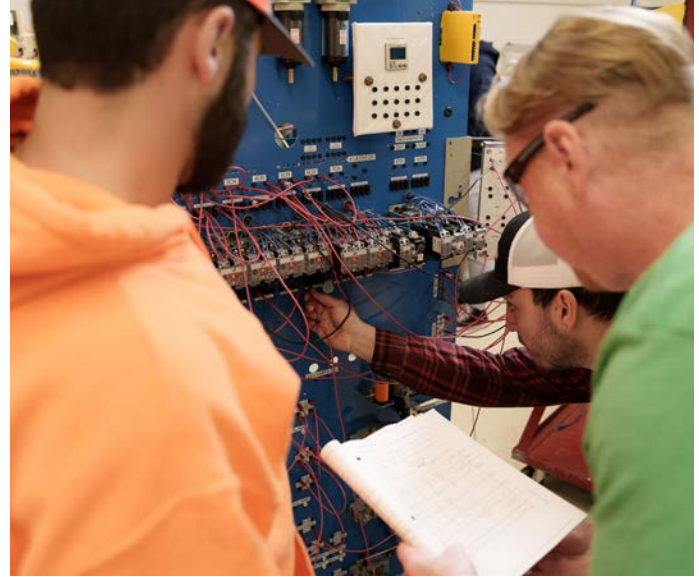
Delta also offers a Digital Forensics Post Associate Certificate to prepare students for a career in computer crimes. Classes provide the skills needed to recover, analyze and investigate evidence found in digital devices such as computers and digital storage media. The program is designed to serve the criminal justice sector, as well as the military, corporate world and private security. There are only a handful of accredited programs like Delta's, designed to teach the students the specialized digital forensics skills they need to advance their career.



Engineering professor finds success in remote teaching

During the recent pandemic, faculty members like Diane Lobsiger-Braden, associate professor of engineering, found success in using various tools and methods to teach remotely. She serves as the coordinator and sole faculty member of the Electrician and Mechatronics program and was initially worried her Electrician and Mechatronics program would see declining enrollments before making it through the pandemic.

She reinvented how her classes were taught, allowing students to learn and practice a traditionally hands-on field of study from a distance. Delta purchased equipment for students to set up their own “mini lab” at home for circuit classes, allowing them to follow along with their instructors. Students performed the same lab exercises as in a face-to-face course, allowing for a better understanding of the material.



In her Introduction to Programmable Logic Controller (PLC) course, she used Powerpoint, a whiteboard and other visual tools to teach. She also incorporated a simulation software program – Logics Pro – for her students to design programs that they would generally create in class.

She taught all her classes synchronously, live via Zoom, while interacting with students. This allowed them to go back and watch videos of the lecture if they missed notes or had trouble understanding something. Her story is just one example of how Delta’s top-notch professors successfully adapted their teaching style.





Simulator Educator Lori Kloc giving instruction to nursing students on the Anatomage table.

Digital Dissection

Delta College incorporates technology to improve curriculum delivery and service across its programs. Following this tradition, its surgical first assistant and surgical technology programs were the first in the state of Michigan to use the Anatomage Table to support advanced anatomy courses in a highly interactive and engaging manner.

The Anatomage Table is a \$75,000+ piece of equipment with a surface that looks like a giant iPad and displays life-size images of cadavers that students can dissect virtually. The table measures 86 inches by 28 inches by 33 inches, about the size of an operating table, and is in the surgical technology classroom.

Real human cadavers and their individual systems and structures are reconstructed into accurate three-dimensional (3D) images. Students can cut and view these images on any plane and rotate, flip and enlarge them on any axis to show detail. The Anatomage Table comes with a male and a female cadaver and hundreds of pathology cases showing both normal anatomy and abnormal pathologies.

Using the Anatomage Table, each student can peel away layers down to the viscera, vessels, lymph nodes, and nerves of the body. Students have the opportunity to have hands-on, multi-dimensional experience in dissecting a digital cadaver to observe structures highlighted in each lecture and course objective and can observe physiological functions in action, like watching the heart pump blood throughout the body or watching food travel through the gastrointestinal tract. Seeing how cardiac and other vital functions are carried out helps students conceptualize and better understand these physiological functions.

Delta College faculty have found that the Anatomage Table has helped students embrace learning not only surgical anatomy but also new technologies, both of which are critical to their future success in the Operating Room. The Anatomage Table serves various students on campus, including those studying anatomy and physiology, nursing, surgical technology, radiography, respiratory therapy, physical therapy assistance and dental technology.

In 2018, Lori Kloc, Simulation Educator in the Health & Wellness Division, was one of six invited speakers at the Anatomage Conference. Her presentation, "Integrating Anatomage into Health Professions Simulation Programs," highlighted the innovative use of the Anatomage Table in programs at Delta College. Lori also led two workshops designed to familiarize attendees with advanced services for the Anatomage Table beyond Anatomy & Physiology courses.

The Anatomage company requested that Delta's Lori Kloc to be one of the lead instructors for a session at its annual conference because they were impressed with her knowledge. The company also noted, "Delta College is the leading community college in the United States using this technology right now and is more advanced than many medical schools."



Delta moved all surgical assisting courses online due to COVID-19 and took the initiative to create a "virtual anatomy lab" for students using the iPad and Anatomage app, which allowed for seamless continuity of instruction for anatomy lessons.





Medical Simulations

Delta's Lori Kloc, Healthcare Simulation Educator, has the professional designation of certified healthcare simulation educator (CHSE), joining only 600 educators from 17 countries who have successfully completed the exam. Kloc is responsible for the health simulation labs used five days a week by students and faculty from all disciplines.

Simulation is a teaching technique in which the learner practices a situation that mimics a real-life event. Healthcare simulations provide opportunities for learners to practice and hone the clinical skills and critical thinking they will face in a real clinical setting. Students can practice skills without placing actual patients at risk or discomfort.

Delta College health students, faculty and staff, collaborated each year in inter-professional mentoring simulation scenarios, mimicking a realistic healthcare situation. For instance, in 2019 (prior to COVID), 66 Delta College students and 16 faculty/staff facilitators participated in a 5-hour health scenario and debriefing.

Interdisciplinary simulations provide team training that is necessary to promote a safe and high-quality patient care environment. Students take an active learning

role, make decisions based on assessment, plan and implement care. During simulations, facilitators guide the experience and identify expectations for participant behaviors.

Based upon the feedback of area hospitals and medical providers, the training technology helps students understand what the workplace will be like upon their graduation and subsequent employment.

Students Exceed State and National Test Scores

Delta College health students must take the National Council Licensure Exam (NCLEX) after completing their studies. Delta graduates of the associate degree in nursing program have consistently earned pass rates at or near 100 percent and typically perform well above the national and state averages.

Graduates perform well on the NCLEX because Delta's rigorous nursing program and faculty hold students to high standards. Committed faculty and consistent simulations give students the greatest opportunity to succeed.



Delta College hosts conference on Medievalism

Delta College hosted the International Society for the Study of Medievalism's 36th Annual International Conference in November 2021. Delta was the first two-year college to host this conference, which focused on studying post-medieval views of the Middle Ages and how the medieval past affects today's culture, society and politics.

Dr. Michael Evans of the Delta College history faculty organized and showcased the conference via Zoom. Conference speakers addressed topics as diverse as King Arthur in video games, Robin Hood in nineteenth-century burlesque, and Gwyneth Paltrow's advocacy of medieval Chinese medicine!

Attended by over 150 delegates from 24 countries across five continents, the conference reflected the global presence in the diversity of the presenters and the subject matter covered.

Dr. Michael Evans has impacted Delta internationally since becoming an External Examiner for the History Master of Arts research degree at the University of Huddersfield in Huddersfield, West Yorkshire, England. This position gives him a unique opportunity to view students' work at a master's level, keeping him in the know of the nuances in his field.

Dr. Evans also recently published a chapter in a book. His chapter, titled "Queering Isabella: The She-Wolf of France in Film and Television," was published in a book focusing on how modern gender ideologies influence representations of premodern historical figures in today's media.

Dr. Evans brings back what he has learned from his experiences as an external examiner, going to international conferences and publishing papers for his classes and students at Delta College.



Online degree offerings

In response to a growing interest in the flexibility and convenience of online classes, Delta College expanded its online degree and certificate programs. Delta currently offers 17 fully online programs and hundreds of online classes, so students can learn when and where they want. Delta's online options are designed to be accessible, convenient and easy to fit into a busy schedule.

Online learning is essential and has grown significantly over the last decade, and since the pandemic, it has grown exponentially. Online programs are designed for individuals who are self-motivated, self-disciplined, and committed to learning.

Online program in plant nutrition

Offering education online can be for reasons other than just convenience. Sometimes it is to meet a growing trend like increased interest in plant nutrition, which responds to vegan and plant-based lifestyles that are part of a national movement. Delta's new Plant-Based Nutrition Certificate of Achievement was developed to address an increasing interest in the overall health and environmental impact of plant-based lifestyles.

Students explore facts, myths and research behind various diets while gaining the knowledge needed to become plant-based experts. The certificate also offers research and evidence on plant-based diets. The program provides valuable professional development for current health coaches, personal trainers, nurses, physicians and dietitians.

General Motors ASEP and vehicle donations

General Motors (GM) is well known throughout the Great Lakes Bay Region. Over the decades, GM has also been one of Delta's major supporters, with donations of vehicles, motors and equipment providing an outstanding learning environment for students training in automotive service technology.

GM's relationship with Delta College began in 1979 when the two organizations formed the Automotive Service Education Program (ASEP). This unique training program, the first of its kind in the nation, came along as cars began relying more on electronics. GM needed well-trained technicians to work in its dealerships to service and maintain those vehicles.

General Motors (GM) Automotive Services Educational Program (ASEP) is a strategic alliance between students, GM, GM dealers, ACDelco Total Service Support (TSS) service centers and selected colleges and universities. Delta's GM-ASEP training is an associate degree program designed to upgrade the technical competence of the incoming GM dealership technician.

The program includes classroom and laboratory sessions. Delta students who enroll in ASEP learn exclusively on current GM products, with the automaker donating automobiles and other equipment to the college to allow students to be exposed to the latest technology.

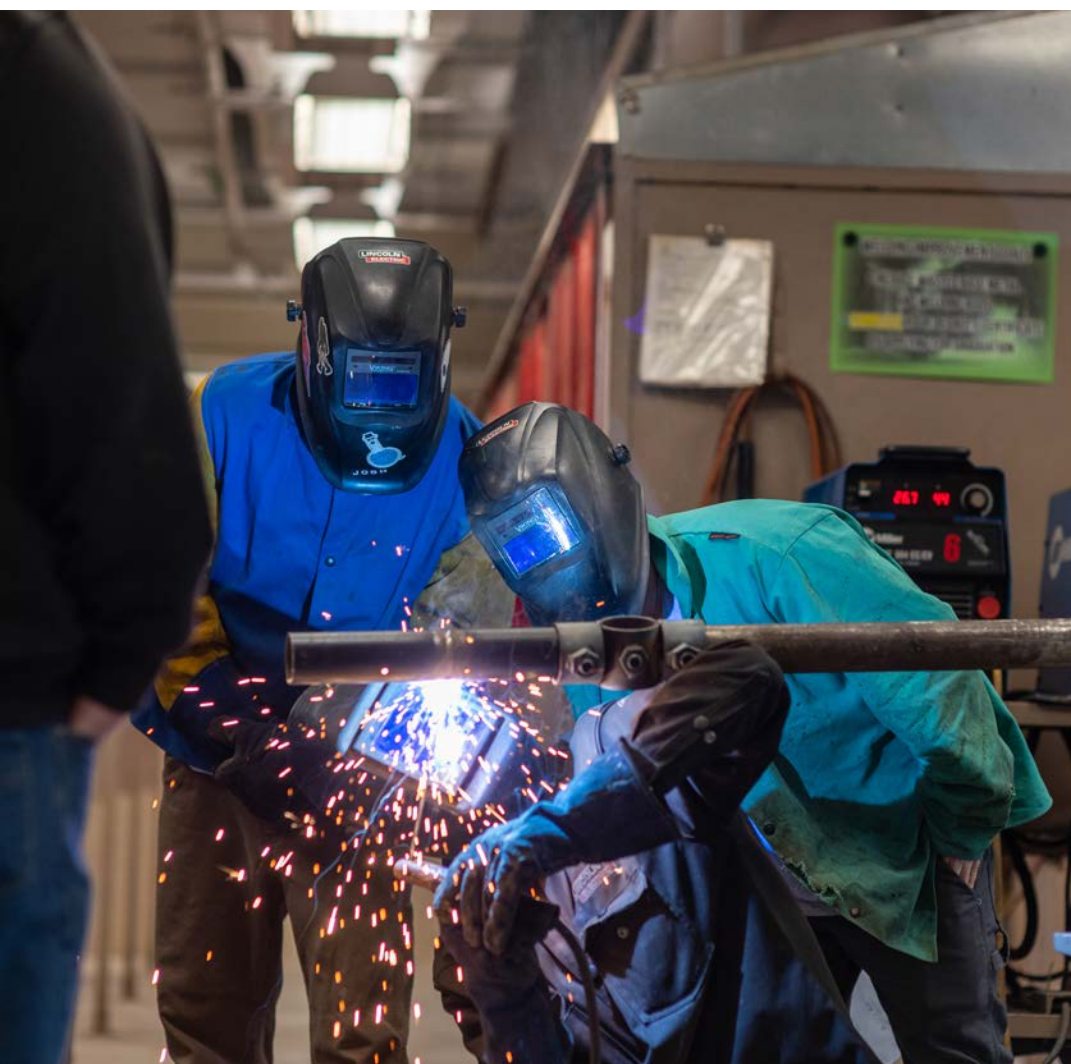
General Motors and some of their area dealerships have donated 170 vehicles worth over \$2 million. To date Delta College also received \$491,487 worth of parts and equipment in support of the automotive education program.

Delta College Welding

Welders are in high demand by area employers, which is good for Delta College students in the program. Instructors receive many phone calls from local employers looking for applicants and want to hire welders with a broad mix of skills.

The need for welders spans from manufacturing and pipeline work to machinists and ironworkers. Job prospects are strong and the transfer options lead to even more opportunities after completion. In particular, Delta College has a strong 2+2 welding engineering technology transfer program with Ferris State University, which results in a bachelor's degree in welding engineering.

Experienced instructors and state-of-the-art learning spaces help draw student interest. In 2020, the welding laboratory received several upgrades. The lighting and exhaust systems were updated, and a dedicated grinding room was created, which lessens the noise level so instructors can teach in the lab space while students practice.



3

full-time instructors who are certified welding inspectors and educators by the American Welding Society.

7

adjunct instructors

45

welding booths

10

grinding stations



Community and Business Engagement



Downtown Centers

Delta's centralized main campus location was chosen to be easily accessible for students from each county in our three-county district – Bay, Midland and Saginaw counties. However, about a decade ago, Delta prioritized improving local access by building Saginaw and Midland centers to strengthen the ability to deliver the highest caliber of college instruction.



Downtown Saginaw

Delta secured state of Michigan funding for constructing a new center in Saginaw. Following the 2018 groundbreaking, the building opened in 2019 for classes. The Saginaw staff works with the community, which has a significant under-served or under-represented population. It's an urban area where many adult residents have less than a high school degree or little college attainment. The Downtown Saginaw Center opened in the fall of 2019 to 624 students. Following the pandemic, Delta saw fall 2022 enrollments rebound with 547 students.



Downtown Midland

Once the Saginaw building was underway, Delta College identified its Midland Center as its next capital construction project and was able to secure over \$9.15 million from the private sector for construction. The ground breaking took place in 2019, with the dedication and opening in 2021. Delta's offerings in the new location gives students in the region an opportunity to achieve higher levels of education. The Downtown Midland Center opened in the fall of 2021, which was during the ongoing pandemic. At that time, 395 students enrolled, which grew to 453 students in the fall of 2022.



Downtown Bay City

In 1997, Delta College opened the Planetarium & Learning Center in Downtown Bay City. Facility construction was made possible by an \$8.75 million federal grant from the National Aeronautics and Space Administration (NASA). The uniquely-shaped building was designed to represent space and space exploration. More than 500,000 people have visited the Planetarium & Learning Center since its doors opened. And, although it has seen success as a Planetarium, the facility also contains classrooms to hold Delta College course delivery.



Responding to Needs in Saginaw



Saginaw Academy of Excellence

Delta College launched the Saginaw Academy for Excellence, in partnership with the Saginaw Public School District (SPSD). The new 2-year dual enrollment program is for students from three city high schools, who are able to earn up to 32 college credits while completing high school, putting them in a position to earn an associate's degree after one additional year at Delta College.

Delta and SPSP have worked together to offer dual enrollment and early college options in career programs. The intent is to provide seamless education and training to increase the opportunity for employment in high demand jobs in the Great Lakes Bay region. The Saginaw Public School District provides transportation and covers the full cost of classes, materials and books for students.

The college classes are held at Delta's Downtown Saginaw Center, a new facility built to bring postsecondary education closer to the urban core of the city of Saginaw. The Saginaw Academy of Excellence is one approach to eliminating opportunity gaps through the creation of an environment of access, completion, and equity.

STARS Transportation

Delta College partnered with Saginaw Transit Authority Regional Services (STARS) to offer a new, free bus route for students, faculty and staff. Transportation to and from campus now provides better access for those who wish to pursue a college education. Many of Delta College's laboratory section classes, especially in the health professions and skilled trades, are offered only on its main campus. The run times each day were chosen to coincide with common class times, so students have greater access and choice.

Census 2020 Outreach

Delta College joined regional efforts with numerous non-profits and organizations to help boost Census 2020 response levels. Census data is used for 10 years to decide local funding for vital programs and services, and a 52,000 person undercount in Michigan could cost the state \$1 billion. We worked to overcome challenges, such as:

- A 50 percent reduction in regional and local census offices
- Door-to-door outreach efforts scaled back
- Increasingly older, more diverse, lower income population in the region
- Many residents with limited access to technology and computers

Delta College included an article in a publication sent to 55,000 graduates and supporters. It also publicized the importance of the survey on its public TV and public radio stations, which have a very broad reach, especially through:

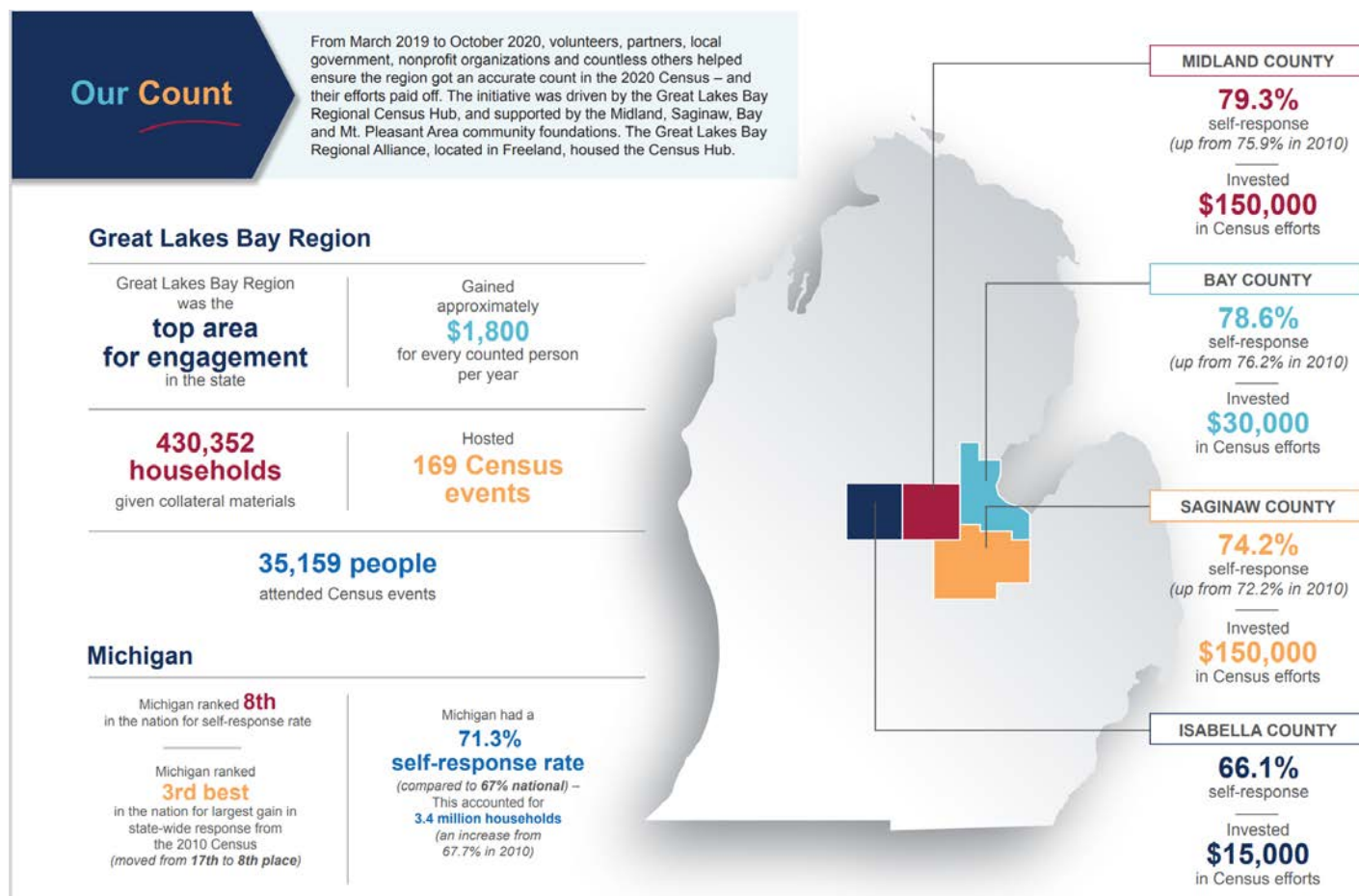
- Interviews on local shows such as: Somos Hispanos, Soul Issue, and Second Act: Life at 50+
- Airing spots on both public stations

The Great Lakes Bay Region wrapped up its census survey work very strongly. Self-response rates to the survey showed:

- 67 percent response nationally
- 71.3 percent response statewide
- 74.2 percent response in Saginaw County

All three of Delta College's taxpaying counties were above both the state and national response rates. Delta College's Public Broadcasting stations – TV and radio – were given kudos for helping to get the word out to the entire region about the importance of responding to the census.

All of the initiatives created connections to the communities we serve, which assisted us in knowing the local population during a Delta College millage election year.





Agriculture and Michigan State University program

Delta teamed up with Michigan State University's (MSU) Institute of Agricultural Technology (IAT), to provide a two-year degree program. Students acquire professional experience through a required internship and take classes that coincide with plant and soil sciences, precision agriculture, pest management, and more, as they work with the latest equipment.



With hands-on training, the chance to work with professionals in the field, Delta's extraordinary instructors, and MSU's education and agricultural history, the agricultural program is one of a kind and an opportunity to earn a career in agriculture or farming.

The job outlook in the agriculture field is promising. A degree opens the door to many career opportunities, such as an agricultural equipment operator, a farm equipment purchasing agent, equipment retail sales and service, farm operations, crop production management, production service companies, or at crop processing facilities.

There is a dual enrollment option, and for those who want a four-year degree, the program awards 21 credits of Delta coursework toward completing a certificate from MSU. The unique partnership allows students to earn a certificate from Michigan State University Institute of Agricultural Technology and an associate's degree from Delta College.

Delta College and Michigan State University Institute of Agricultural Technology partnered to offer presentations, interviewing skills, educational programs, and dual enrollment options with in-district career centers (Bay-Arenac Career Center & Saginaw Career Center) and in other agri-science classrooms from Midland, Saginaw, Bay, Gratiot, Isabella, Arenac, Ogemaw, Huron, and Sanilac Counties.

Delta and Michigan State University expanded into a Food Processing, Technology and Safety program in 2020. MSU's mobile food processing lab visits locally to offer hands-on experience and mirrors what students will see in the industry, on a smaller scale. Demonstrations highlight the unit operations of pasteurization and food safety procedures.

Upon completing the 60-credit program, graduates earn both an associate's degree from Delta and a certificate from Michigan State University. Online and in-person courses focus on facilities management, microbiology, chemistry, and safety principles and regulations. Students learn about the entire food system, from what food is made of on a molecular level to how to properly design and manage food processing facilities.

The program was created to address the growing need for skilled professionals by area food processing companies. Students learn about the methods and technologies used to turn basic goods – fruits, vegetables, dairy and grains – into consumable food products. Graduates prepare for a wide range of employment and career choices, such as food technicians, food safety managers, and machinery and equipment maintenance employees.

Michigan Farm Bureau, Delta College, and MSU Institute of Agricultural Technology partnered to host the collegiate Farm Bureau club for students. Students attend monthly meetings and state-wide conferences focusing on leadership, policy, development, and communication in the agricultural industry, with over 150 participants in the past year.

Delta College annually hosts the Michigan FFA Association (formally known as Future Farmers of America) Region III events, consisting of leadership and skills competitions, meetings, student interviews, and discussion meets. These events include more than 400 students, parents, and teachers. Due to the ongoing pandemic in 2020-2022, Michigan FFA events and meetings were held virtually.





Delta College's COVID-19 efforts

Delta College partnered to host outdoor vaccination efforts on its campus during 2021. The clinic was operated by the Bay County Health Department with assistance from Delta faculty, staff, alumni and students. Initially, Bay County residents were required to register through the county to receive the vaccine at Delta, however as time went on, drop in community members were welcome to visit the drive through clinic.

The college set up a two-lane, drive-through clinic that will be widely remembered for its local effectiveness in addressing the pandemic. On the announced days of service, community members could visit for their shot without leaving their vehicles.

Daisy McQuiston, associate professor of nursing, coordinated on-site logistics and volunteers, many of which were students enrolled in Delta's nursing and respiratory care programs. The students administered the vaccine, educated people about the vaccine and reviewed medical records. Despite cold temperatures, people received their vaccines and students were able to fulfill the required clinical experience.

In March 2021, Delta worked with the Michigan National Guard to host a two-day event that saw 2,960 tri-county residents vaccinated. It was one of the largest vaccination clinics in the region and was followed a month later by a Guard effort to give the community their second dose.



The Michigan National Guard also organized a clinic at Delta in March, where more than

2,960

people received the vaccine over a two-day period.



Delta College donated medical supplies to area hospitals

Early in the pandemic, Delta College acted quickly to help the many health professionals and hospitals in our community facing resource shortages as they treated COVID-19 patients. Delta donated much-needed medical supplies, including 1,440 surgical masks, 24,000 gloves and 525 gowns, as well as oxygen concentrators, flowmeters and safety goggles. Five ventilators used in Delta's respiratory care program were delivered on loan to hospitals.

Alumnus works with foundation to supply computers to students

As happened nationally, Delta College closed in March 2020 to decrease the spread of COVID-19. The college transitioned to online course delivery, which left some Delta College students needing access to a computer. Thanks to a partnership with an alumnus, we were able to equip students so they could complete their classes.

Delta College graduate, Wesley Peterman, provided restored computers from his company, Resourceful Recycling. Each laptop was given to a student who could keep the unit. Peterman established Resourceful Recycling in an entrepreneurship class at Delta, where he was tasked with building a business and creating a business model. He graduated with an associate's degree in business management and said of this effort, "Seeing how Delta is helping their students makes me proud to be a graduate."



Chemical Processing

Delta College built a Chemical Processing laboratory facility with equipment similar to what is seen in many chemical manufacturing sites in the Great Lakes Bay Region (GLBR). The program trained production operators and was initially developed as a non-credit training option, with an academic program to follow. Fast Start non-credit sessions offer just-in-time training when there is a significant need for hiring in the industry.

Since its launch, Delta College hosted former Governor Jennifer Granholm and Vice President Joe Biden, who both came to celebrate the training program success. During his visit, Vice President Biden toured the chemical processing simulation lab at Delta College.

Great Lakes Bay Michigan Works (GLBMW) works with Delta College to recruit individuals for the Fast Start Program to meet the region's chemical industry needs for frontline process operators. The partnership led to a national award recognizing the creation of this innovative training program.

Equipment Upgrades

Employers such as Dow and Hemlock Semiconductor sit on the Program Advisory Committee and give guidance to the program curriculum to ensure the training provided meets their needs. In 2015, Delta College received Michigan Economic Development Corporation (MEDC) grant dollars to purchase digital instrumentation equipment to upgrade the control systems for its Process Simulation Laboratory.

The Chemical Process Technology program at Delta College provides the skills, knowledge and experience needed to obtain a career in Chemical Processing, which can lead to work in fields such as chemical manufacturing, oil refining, food production, power generation, and wastewater treatment.

Delta College added a new instrumentation technician skilled trades degree, which is the first program of its kind to be offered in the Great Lakes Bay Region and one that is in high demand by area companies. The program addresses the needs of local companies, including Dow Chemical Company, Dow Silicones

Company, Hemlock Semiconductor Operations and Michigan Sugar Company, where instrumentation technicians control reactions and monitor equipment at its plants and other facilities.

WET Program – EPA partnership in Flint

Delta is one of only two colleges in Michigan that offer a water environmental technology (WET) two-year degree program. It was established in the mid 1990s with the goal of providing the education and training necessary to work at a public water or wastewater treatment facility. Core courses are taught by local engineers, superintendents, lab analysts, and managers with up-to-date experience.

In 2020, Delta College announced a new partnership that allows Flint-area high school students to attend and receive training in public water systems. This is an effort to increase the workforce in support of an industry that lacks skilled workers across the country.

The partnership includes Flint Public Schools, the City of Flint and the U.S. Environmental Protection Agency and introduces students to a rewarding career opportunity. High school students can attend through dual enrollment. The program provides a clear path to earning an associate's degree and pursuing a career at the Flint Public Water System.

Delta College's training prepares students for the Michigan Department of Environmental Quality (MDEQ) licensing exams. This area of work is currently projected to experience a four percent job growth over the next 10 years.



Police Academy Training

Delta offers police academy training for students in compliance with the training standards set by the Michigan Commission on Law Enforcement Standards (MCOLES). The college also offers continuing education to sworn officers from throughout the State of Michigan.

In 2022, the college held its 100th Police Training Academy graduation ceremony. The graduates were the first students to take a new course developed by Delta College faculty, which included information about the history of race in the United States.

The sociology course was designed for cadets in Delta College's Police Academy to provide training on diversity, equity and inclusion. The online course "Race: A Social Construction" features information from health disparities and public education to biology and immigration laws.

Faculty member Dr. Angela Guy-Lee, Sociology Instructor, published an article in the January 2021 League Connections. Her article was titled "Collaborating for Change: How Leadership Transformed Police Academy Curriculum." It detailed the change to the Police Academy curriculum and the addition of this new course to educate the recruits about race and structural inequality.

The very first Delta College Police Academy class graduated in 1967. Since then, more than 2,600 cadets have graduated from the academy and become law enforcement officers in Michigan and beyond.



2019 graduates from the Saginaw Correctional Facility.

Saginaw Correctional Facility

Delta College was selected in 2015 to receive federal funding through the U.S. Education Department's Second Chance Pell program. The project allowed 65 colleges across the country to experiment with awarding Pell grants to qualified incarcerated students and Delta was one of three community colleges in Michigan selected.

Delta College and the Saginaw Correctional Facility in Freeland, Michigan, held a graduation ceremony in 2019 for ten students who completed their associate's degree in Small Business Management/Entrepreneurship. These men were the first group to graduate after taking Delta courses.

Warden Tom Winn, a Delta College graduate, said at the time that the partnership was important because, as a society, we must equip incarcerated people with the skills to build a life for themselves upon release from prison. The second graduation wasn't accomplished until 2022 due to the pandemic.

There are 1.5 million people in state and federal prisons in the United States. Very few of them have had the chance to earn a higher education degree due to the decades-old ban on using federal money to help people in prison. But, starting with the 2023-2024 school year, people in prison will be eligible to receive Pell grants, giving hundreds of thousands who are academically eligible the chance at higher education.



Student Engagement

Democracy and Voting

Delta College was a founding member and has embraced The Democracy Commitment, a national community college initiative designed to develop and expand programs, projects and curricula that engage students in civic learning and democratic practice.

The college prepares students to become agents for positive change on the issues impacting their daily lives. The Democracy Commitment moves students into the role of active citizen, an individual for whom community is a priority in values and life choices. Delta has demonstrated a commitment to continuously evaluating how we create a culture of civic engagement.

Delta's measure of success was a campus-wide voter turnout rate of 58.6 percent in 2020, three percentage points above the national average and an 8 percent increase from the 2016 election. Delta's efforts were acknowledged through a series of award recognitions:

- Michigan Collegiate Voting Challenge - highest voter registration for a two-year institution, from the Michigan Secretary of State (2020)
- Highest Voter Registration Award for Two-Year Colleges, from All In Campus Democracy (2020, 2018)
- Voter-Friendly Campus Designation (2021, 2019)

The recognition sets Delta apart as a leader in civic learning and engagement among two-year institutions. Our students have a sense of empowerment once they realize their voice matters, and they are gaining the knowledge and skills to make it heard.

Delta College's Democracy Commitment effort has sought ways to creatively engage students in elections. The Voter-Friendly Campus designation process inspired us to think strategically about how we could take those efforts to the next level.



DELTA VOTES!
FALL 2022 ENGAGEMENT EVENTS

Voter Registration/Absentee Ballot Application Drive • September 12-16
Located in the library at the main campus, as well as Downtown Midland and Saginaw Centers.
Contact lisalawrason@delta.edu • Visit library.delta.edu/vote for more

Post Roe v. Wade: Implications for the Supreme Court Decision in Michigan • September 27, 7-8:30pm
In-person viewing on main campus and remote viewing at downtown centers; virtual option available through Zoom.
Contact lisalawrason@delta.edu

Election Engagement Week • October 24-28
Take advantage of games and activities around main, Downtown Midland and Saginaw Centers.
Contact alisonjinter@delta.edu

Diversity Garden • October 26, 10am-1pm • Founder's Hall
Contact kathiemarchlewski@delta.edu

Change Your World Week • November 14-18
Visit awareness displays, both in person and at library.delta.edu/cyww.
Contact christinamillerbello@delta.edu

Meeting With Lawmakers in Lansing • November 30 • Bus leaves at 8am
Contact lisalawrason@delta.edu


Election Central Display in the Library all semester long
Find out how to register, how to vote, what the ballot looks like and more.

delta.edu/library 22-005 (8/22)



Since 2007, the Delta Political Forum Series assembles panels of experts to speak on issues of public concern, featuring panels of lawmakers, academics, lawyers, or activists on both sides of the issues. It provides a unique opportunity for audience members to hear a civil dialogue on heated political issues.

In September 2022, the topic of the Political Forum was “Post Roe v. Wade: Implications for the Supreme Court Decision in Michigan,” organized to address the Constitutional context of the Court’s decision in Dobbs vs. Jackson Women’s Health Organization. One of the panelists included was Dana Nessel, Michigan’s Attorney General.



The Delta Political Forum Series presents

Lessons of Title IX:

The challenge of gender equality
in public school athletics

Tuesday, March 22 | 7 to 8:30pm | Zoom

This political forum event will invite a two-way discussion between a panel of experts and audience members on their experiences with and promise of Title IX as it relates to public school athletics.


The distinguished panel leading the discussion will include:

- Penny Allen-Cook, commissioner of the Michigan Intercollegiate Athletic Association
- Mike Guswiler, head of the West Michigan Sports Commission
- Barbara Klimaszewski, attorney at law

The panel will be moderated by Charissa Urbano, retired Delta College professor and former collegiate athlete. This event will be interpreted in American Sign Language (ASL).

Register at delta.edu/womeninsports
A link to the Zoom event will be emailed to you.

For more information contact Mark Balawender at 989-750-1537 or markbalawender@delta.edu

 Delta College

PRESSURING DECISION-MAKERS: YOUR CONSTITUTIONAL RIGHT TO PROTEST

7-8PM • TUESDAY, OCT. 20 • ON ZOOM


This event will include discussion between a panel of experts and audience members on the meaning and purpose behind protesting and how to do it safely and effectively. It will explore the line between lawful and unlawful protest and whether it is ever appropriate to disregard the law as a statement of political speech, as well as how media coverage influences protests.

The distinguished panel leading the discussion will include:

- Neil Phelps, Community Organizer
- Karl Mankie, owner of Karl Mankie's Barber & Beauty
- Vanessa Guerra, Representative of Michigan's 95th State House District
- A representative from the Michigan State Police

Moderated by Delta College Professors Mark Balawender and Lisa Lawrance.

This event is free and open to the public. Registration is required. delta.edu/rightstoprotest.
For more information contact Lisa Lawrance, 989-686-9259, lbalawance@delta.edu.

 Delta College

Other recent topics addressing current events included:

- “Lessons of Title IX: The Challenge and Hope of Gender Equality in Public School Athletics”
- “Mandatory Vaccination and the Workplace: Legality, Labor and Liberty”
- “Recognizing Enemies Among Us and Combatting the Threat of Homegrown Violent Extremism”
- “Citizen Activism in the Flint Water Crisis”
- “Clearing the Haze: Marijuana Ballot Proposal Forum: Listening, Asking, Learning”
- “Beyond #MeToo: Personal and Public Responsibility”
- “Beyond the Dream: Perspectives on DACA and Immigration Reform”

Such “deliberative dialogues” are intended to help attendees develop better-informed opinions, practice civil dialogue and find common ground. The political forums help audiences develop better informed opinions and a greater understanding of the range of solutions and their consequences. Organizers hope to provide the audience with tools to make informed decisions in our democracy.



Supporting student veterans

Delta College appreciates the sacrifice of military personnel, and we have a long history of helping veterans meet their academic goals and enter the civilian workforce. We are a Military Friendly School from the Michigan Veterans Affairs Agency with Gold Status. The Delta College Veteran Services Office, staffed by many who are veterans themselves, helps students secure financial aid, academic support, family assistance, and more.

Delta College strongly supports its veteran students and works with about 275 military-connected students each semester, including veterans and their dependents. Through the Veterans Services Office, the staff offers a one-stop shop that provides a direct, streamlined support system. Delta also offers in-district tuition rates for all Michigan residents who possess a Certificate of Eligibility and are using educational assistance, regardless of where they live.

Delta College has been recognized multiple times by the Michigan Veterans Affairs Agency as a Gold-Status Veteran-Friendly School. The college has also been designed as a Military Friendly School by Victory Media since 2012. Finally, Delta joined colleges across the country that support ArmyIgnitED, a federal tuition assistance program for active-duty soldiers and reservists in the U.S. Army or Army National Guard.



Brittany Hodges, Coordinator of Veteran Services.

Honors Program

The Honors program creates a community of students who enjoy learning and are encouraged to participate actively in their learning process. For many students, their Delta College instructors become lifelong mentors.

The flexible program provides community service, leadership opportunities, and flexibility allowing students to take as many or as few honors classes as they would like. To be eligible for the Honors Program, students must meet academic test scores or grade point averages. Acknowledgment for the Honors Certificate and President's Award for Excellence in Honors will appear on students' official college transcripts.

There are two student organizations specifically geared toward Honors students. The first is the Honors Leadership Board, a student organization formed to give students more opportunities to get involved in Delta's Honors program outside the classroom.

Phi Theta Kappa

The second organization for honors students is Phi Theta Kappa (PTK). PTK recognizes the academic achievement of college students and provides opportunities for its members to grow as scholars and leaders. PTK students stay active in various scholarly and fun activities, help raise money for various charitable groups within the community, and have a chance to meet other Phi Theta Kappa students.

President's Honors Scholarship

The President's Honors Scholarship is a full-ride scholarship that covers two years of tuition, fees and books for incoming Delta College students. The academic-based scholarship is for exceptional high school students in Bay, Midland and Saginaw counties who are graduating high school seniors.

It gives opportunities like internships, hands-on learning, national leadership options and dedicated mentors to help guide a student's path. As many as 20 President's Honors Scholarships are awarded each year.



Team Engagement

Launch of the Delta College Faculty Association (DCFA)

In December 2018, Delta College faculty members voted to be represented by the Michigan Education Association. Delta was the last of Michigan's 28 community colleges that did not have a faculty union in place. A contract was approved in July of 2021 between the Delta College Faculty Association (DCFA) and the college on behalf of all full-time faculty.

During the three-year negotiations, the ongoing structure of Delta College's Senate was discussed. The group represented more than faculty and had, over the years, included Administrative/Professional (A/P) staff and Support Staff. Over time, those two groups voted to leave the Senate.

Senate Policies

Many senate policies were related to the work rules of one of the three work groups that were members. Faculty work rules were negotiated into the Collective Bargaining Agreement (CBA). And the A/P and Support Staff voted to have their work rules moved out separately and placed into personnel handbooks.

The remaining high-level senate policies, which governed much of the work of the college, such as student policies, were voted on by the Board of Trustees and brought into the Board Approved Policies. There were a few other policies that were student and/or staff centered that were moved to the Student Handbook.

During the Delta Senate meeting in April 2022, a motion was made: "The Delta Senate should be dissolved and that any pertinent and necessary Senate policies and committees will be subsumed into other parts of the college as outlined by the Senate Transition ad hoc committee." Voting took place for a week and 91.6 percent supported the motion to dissolve the Delta Senate.

New Governance Structure Developed Council on Innovation, Belonging and Equity (CIBE)

The Council on Innovation, Belonging and Equity was developed in early 2022 to serve as a new shared governance body. The purpose is to address Delta College's activities and culture and to assist in the assurance that the Belonging, Equity, Diversity and Inclusion (BEDI) framework adopted in Fall 2021 is fully implemented.

The CIBE committee structure fosters collaboration and creativity to reduce opportunity gaps across the college body. It is not intended to replace existing College committees but instead provide an equity lens for the work the groups accomplish.

The CIBE meets monthly during the academic year to provide updates to the college body and consists of subcommittee members, the Advisory Board (AB), and the Equity Review Committee (ERC). The work of this body honors existing contracts and will not impact work rules for any employee group.





Delta College employees gather monthly to share reports and progress at the Council on Innovation, Belonging and Equity (CIBE) meetings.

Definitions by the Delta College Board of Trustees

Shared governance

Delta College has a system of shared governance that supports collaborative decision-making with open communication and mutual respect among stakeholders. Delta College shared governance fosters the principle that, in many situations, drawing from diverse backgrounds of expertise from our internal stakeholders will result in decisions that are most advantageous to Delta College, its students, and its employees. Shared governance is a deliberative process that allows the Delta College community a voice and the ability to actively and professionally provide input to reach decisions on many issues related to the college. Shared governance ensures accountability in the success of our institution.

Although shared governance is an important Delta policy that the Board of Trustees champions, the concept is not without limitation. The Delta College Board of Trustees retains final authority to make and/or approve any final decisions impacting our institution. Similarly, the President of Delta College is charged with responsibility over certain subject areas that cannot responsibly be delegated to the shared governance decision-making process. While input and recommendation from other stakeholders will be sought in appropriate cases, these immutable responsibilities and rights are best characterized as vested within the Board of Trustees and, by direct delegation, the President.

Delta College Administration is responsible for drafting, updating, interpreting, and applying robust policies and procedures on shared governance that will be applied to the day-to-day operations of Delta College.



Employee professional development sessions elicit enthusiasm from those in attendance, including Associate Professor of Physics Kevin Dehne.



Professional Development in Support of Innovation

Inspiring and developing an innovative spirit among all faculty and staff members is a key challenge for any community college. Solving the issue is important since the best source of innovation across campus comes from the employee ranks. The most successful community colleges – certainly those who are on the League for Innovation in the Community College Board – are the ones who capitalize on this asset to the greatest extent possible. And Delta College is a leader in its professional development culture.

Center for Organizational Success and the Faculty Center for Teaching Excellence

Delta College's Center for Organizational Success (COS) provides full-time and part-time professional, program and organizational development support for ALL employees.. The COS serves as a centralized location for development programs and initiatives through workshops and retreats, instructional support, coaching and mentoring.

The Faculty Center for Teaching Excellence (FCTE) supports Delta College faculty by providing high-quality professional development that leads to student success. The FCTE serves both full-time and adjunct faculty and is an integral part of the Center for Organizational Success (COS). The FCTE encourages and sponsors faculty innovation and professional development opportunities and coordinates activities related to teaching excellence. FCTE provides opportunities for faculty to share ideas and concerns and serves as a liaison between faculty and administration on teaching, learning, and professional development matters.

Professional Development Allowance (PDA)

The college recognizes that it should encourage employees to develop professionally; therefore, it makes an annual professional development allowance (PDA) available for each faculty (\$1,000/year), full-time A/P (\$500/year) and full-time support staff employees (\$275). Examples of expenditures include professionally related travel (lodging, meals, transportation and

mileage); annual professional dues, licensing fees, certifications, tests/exams; coursework tuition, fees at Delta College or other institutions, conferences, webinars, and clinic fees; or materials, including books, subscriptions, DVDs, periodicals, etc.

Great College Retreat

Great College is an overnight retreat opportunity to network with Delta colleagues from all departments, celebrating successes, examining common problems and finding realistic, creative approaches to their solutions. Discussions also explore new ideas to carry Delta College forward as a Great College. The Great College philosophy embraces the idea that the “experts” needed to become “great” is right here at Delta.

Learning Days

Learning Days are the academic kick-off to the fall and winter semesters that provides all Delta College employees with new and upcoming college information and professional development. Of particular interest in fall 2022 was a session called “Charting Our Course for the Future.” The discussion explored the characteristics of our student population

and the best practices staff are using to support student engagement and achievement. New ideas and strategies laid the foundation for the college-wide summit on Mission, Vision and Values, held in October 2022.

New Employee Orientation and Staff Development Plans

Delta College’s New Employee Orientation (NEO) introduces Delta’s mission, vision, values and culture. Each module advances employee knowledge and increases skills in our processes and systems. All new employees are expected to complete this program within the first year of employment.

Current employees establish professional development plans as a part of the annual appraisal process. Putting a plan in place at that time allows employees and supervisors to establish guidelines for the upcoming year, with goals and outcomes written down and measured. Working in this manner allows all employees opportunities to expand their capabilities by pursuing new skill sets developed through professional activities such as conferences or coursework.

Director of Human Resources, Loyce Brown, welcomes all employees to the 2022 Fall Learning Days, where new employees are welcomed and professional development sessions span three days.





Challenges and Risk Taking

President Mike Gavin greets students and awards degrees during Delta College's annual Commencement ceremony.

Responding to Challenges

Delta College has remained a strong member of the League for Innovation for the Community College due to the quality and longevity of its faculty and staff ranks. Many members of our team work at the college for decades and bring their passion to campus each and every day in service to our students and community. Also, our student instruction is built on the strength of full-time tenured faculty members.

But we also recognize that the world does not stay the same. Today's successes can quickly be eroded if we do not vigilantly watch for issues that may crop up and need to be addressed. Michigan and our region suffered more than the nation did following the 2008 economic downturn. What followed was an enrollment boom and the addition of some new programs.

Now, we are all struggling to recover from the effects of the pandemic, learning loss, student disengagement and mental health struggles, as well as enrollment the decline due to shifting demographics. We could throw up our hands in frustration. But, as is more in line with the "Delta way," we roll up our sleeves, acknowledge the problem and work to find solutions. Along with the many

successful programs we've highlighted, we also include in this section some of the challenges we are struggling with, and for which we are confident we will eventually find the best solution for the students in our region.

Achieving the Dream Leader College

Delta College has been involved with Achieving the Dream for over a decade and earned its Leader College distinction, which is awarded to community colleges that commit to improving student success and closing achievement gaps. With this recognition, Delta College has shown how data can inform policy and practice to help our students achieve their goals, resulting in improved skills, better employability and economic growth for families and communities.

Faculty and leadership on campus have developed a number of projects over the years, to address identified issues our students faced. A number of those included:

- Success rates for students in gateway math courses and how to improve the outcomes.
- Implementation of mandatory advising for new students.
- Increased focus on student engagement and civic engagement.
- Exploration of an Early Alert system for students with academic or personal challenges.
- Face-to-face orientations for all new first time students.
- Accelerated math sequence known as Math Express/Math Cubed.

Caring Campus

Delta College participated in Caring Campus which is an initiative of the Institute for Evidence-Based Change. The initiative was part of the Delta College Strategic Plan as an initiative to impact the retention of enrolled students. As part of the program, Delta's professional staff reaffirmed its fundamentals of what can be done to increase student connectedness to the college.

Students go where they feel welcome and stay where they feel cared for. Delta's adoption of intentional behaviors campus-wide helped ensure students would feel connected to their college and, in turn, successfully persist and complete their educational goals.

Professor of Mathematics Jim Ham, providing instruction in a crucial course required for graduation.



Changing the Organizational Culture

As part of its push to refocus its culture, Delta College hired its first Chief Officer of Culture, Belonging and Community Building. The position will support transformational change with belonging, equity, diversity and inclusion at its core. The effort aims to ensure Delta is woven into the fabric of the communities we serve.

The Delta College Foundation holds the Peter D. Boyse President's Scholar Program endowment, which is dedicated to supporting diversity needs. With annual distributions of about \$85,000, funding from this endowment supports training activities for faculty and staff or multicultural student activities and services. This funding source provides an advantage for Delta as it addresses its campus culture related to belonging and diversity.

Addressing our campus culture will enhance our ability to meet the needs of our students and employees, allowing them to achieve their full and authentic selves. But the work is not just the goal of one person or a small group of people. Diversity must be embedded in the goals of all employees, which is how the Chief Officer of Culture, Belonging and Community Building will steer our efforts over the months and years ahead.

Focus on Belonging, Equity, Diversity and Inclusion (BEDI)

As it develops a new strategic plan, Delta College is focused on achieving the overall goals of increasing degree completion and eliminating opportunity gaps that may exist among student demographics across campus. In a nutshell, we will know we are on track when there are no equity gaps in our student enrollment while we retain more students who complete a certificate or degree. All data comparisons will be against that of our county demographics.

Structurally, employees are now enhancing Belonging, Equity, Diversity, and Inclusion (BEDI) at Delta College. Although hard work at times, the efforts will make sure that everyone feels seen and valued in our learning community. Following the pandemic, our work to be sure students have a nurturing and supportive learning experience will contribute to the successful completion of their educational journey at Delta College.

Adding the work on BEDI was in concert with the college's existing strategic plan. Action projects that support Delta's new focus on belonging initiatives are not easily achieved due to the severely decreasing enrollments being experienced in Michigan.



BEDI definitions, approved by the Delta College Board of Trustees in February 2022

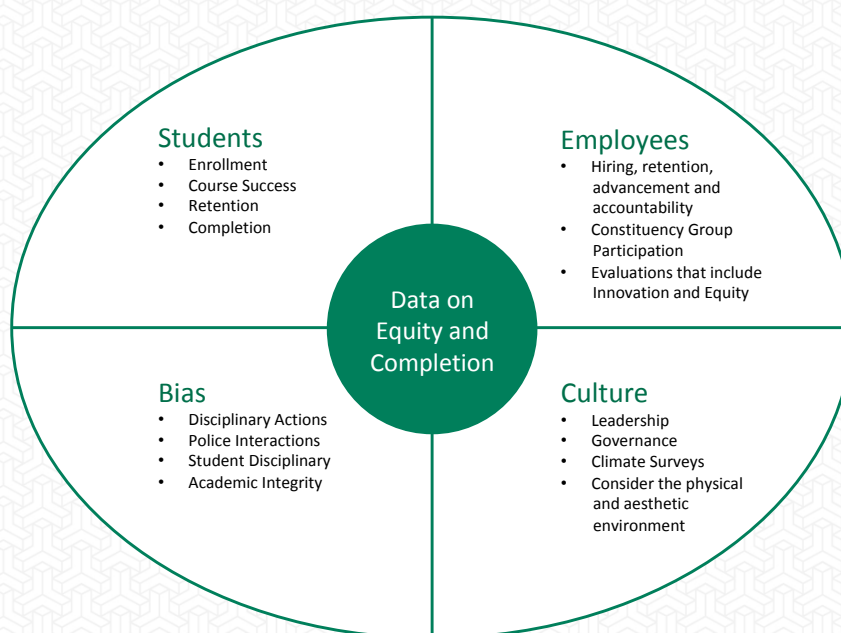
Belonging - A sense of belonging is the result of continuously embodying socio-cultural support, integration, empathy, acceptance, and respect for all. This creates a safe space that invites individuals to experience an increasing awareness of and appreciation for their individuality and connectedness within the community.

Equity - Equity is the progressive practice of recognizing and eliminating barriers to opportunities for students, employees, and community members. Equity involves recognizing and eliminating both conscious and unconscious biases within institutional and organizational policies, procedures, and processes so all stakeholders may thrive.

Diversity - Diversity encompasses the full range of differences and uniqueness that embody the lived human experience, including, but not limited to ability, age, education, ethnicity, experiences, family status, gender identity/expression, geographic location, heritage/history, immigration status, income, indigenous status, language, occupation, race, religion, sexual orientation, and thoughts.

Inclusion - Inclusion welcomes all people's contributions, experiences, ideas, and perspectives by proactively addressing obstacles that impede equitable access to opportunities, resources, and decision-making, thereby creating and sustaining a culture of belonging, compassion, respect, appreciation, and recognition.

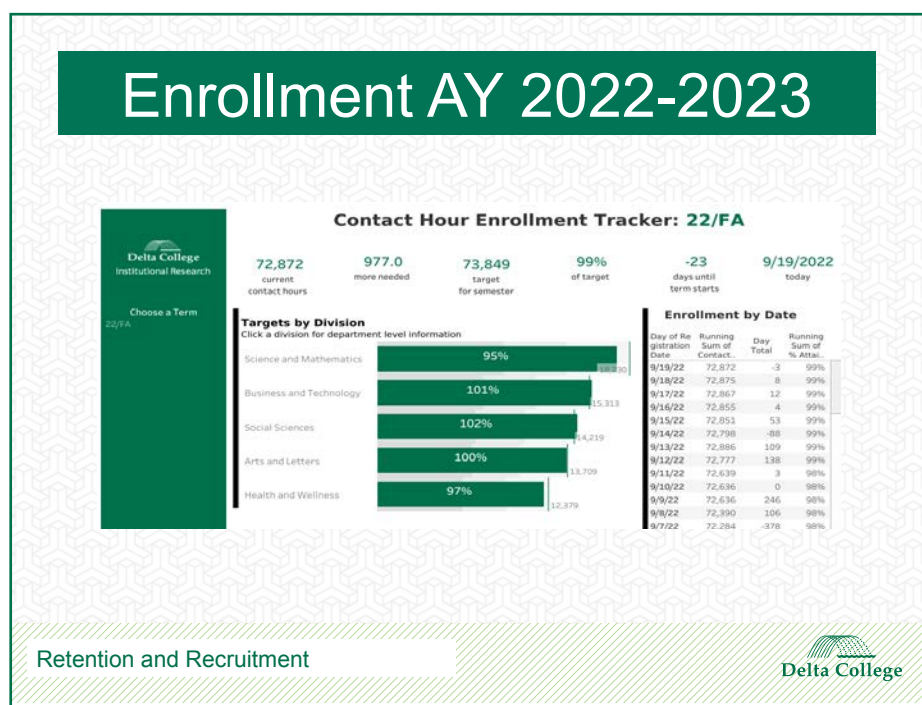
Belonging, Equity, Diversity, and Inclusion (BEDI) Framework



Use of Data

Delta College is working to resolve challenges by deploying innovative solutions. Defining our best direction forward has required an expanded use of data campus-wide. We are examining the impact of our work by measuring a multitude of information, especially related to enrollment, retention and completion. And we are doing so through a lens of equity to ensure that our student and employee demographics mirror the counties we serve and that we are able to retain those who are pursuing a promising education and career with Delta College.

We understand, of course, that data is not the answer, but rather a tool that points out areas in need of further examination. And data can further be a point of celebration when it is evident Delta has been able to deliver on its mission. It moves our work from the theoretical to concrete actions, while also supporting our ongoing enrollment goals.



Delta College faculty and courses are organized within five different academic divisions as reflected on the chart above. Although division enrollment information has been displayed in the past, the college has done so more as a historical exercise. Now, each division has established enrollment goals for each semester and can measure its success daily through the Contact Hour Enrollment Tracker. This allows for changes to be made in section offerings and day/time scheduling, to best meet the needs of students still in the registration pipeline.

Admissions

Delta College Applicant Registration Report

Prospects Applied and Registered Headcount by Application Student Type and Admit Status

33 Days into the Term

	22/FA			21/FA			20/FA		
	Applied	Registered	% Registered	Applied	Registered	% Registered	Applied	Registered	% Registered
Delta Student	4,411	1,452	32.9%	4,511	1,275	28.3%	4,503	1,397	31.0%
New Academic	3,703	1,191	32.2%	3,532	982	27.8%	3,804	1,196	31.4%
Not Listed	1	0	100.0%	2	0	0.0%	0	0	N/A
Readmit/No Credits Earned	0	0	N/A	1	0	0.0%	124	22	17.7%
Returning Student	707	260	36.8%	976	293	30.0%	575	179	31.1%
Dual Enrolled HS Student	1,445	1,161	80.3%	1,393	975	70.0%	1,301	908	69.8%
High School (Dual Enroll)	1,444	1,160	80.3%	1,393	975	70.0%	1,301	908	69.8%
Not Listed	1	1	100.0%	0	0	N/A	0	0	N/A
Guest Student	185	74	40.0%	140	69	49.3%	126	78	61.9%
Other College (Guest)	185	74	40.0%	140	69	49.3%	126	78	61.9%
Middle College	21	21	100.0%	0	0	N/A	0	0	N/A
High School (Dual Enroll)	21	21	100.0%	0	0	N/A	0	0	N/A
Non-Academic Student	46	1	2.2%	104	0	0.0%	80	4	5.0%
Continuing Education	46	1	2.2%	103	0	0.0%	80	4	5.0%
New Academic	0	0	N/A	1	0	0.0%	0	0	N/A
Not Listed	7	6	85.7%	1	0	0.0%	3	3	100.0%
New Academic	1	0	0.0%	1	0	0.0%	2	2	100.0%
Not Listed	6	6	100.0%	0	0	N/A	0	0	N/A
Readmit/No Credits Earned	0	0	N/A	0	0	N/A	1	1	100.0%
Transfer Student	978	331	33.8%	1,276	348	27.3%	958	269	28.1%
New Academic	728	246	33.8%	927	250	26.9%	623	185	29.7%
Readmit/No Credits Earned	0	0	N/A	3	0	0.0%	65	16	24.6%
Returning Student	250	85	34.0%	346	98	28.3%	270	68	25.2%
Total	7,093	3,04	42.9%	7,25	2,047	28.3%	6,771	2,659	39.3%

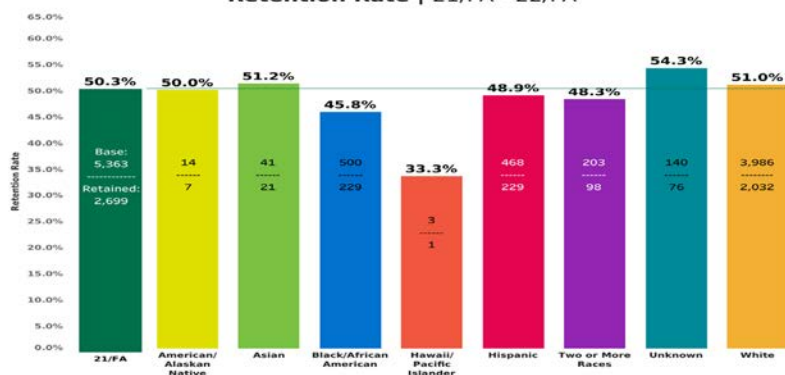
Retention and Recruitment

Delta College

One large area of data examination is that of the Admissions funnel as shown above. Exploration of the columns allows for a comparison of progress from year to year, but also shows activities from application to registration, and does so within sectors the college is tracking such as new students, dual enrolled students, transfer students, etc. Although the data figures prominently in the work of the admissions team, most employees on campus understand of the information contained on this visual dashboard.

Fall to Fall Retention

Retention Rate | 21/FA - 22/FA



Retention and Recruitment

Delta College

As with every educational institution nationwide, Delta is focused on new admissions in order to stop its enrollment decline. But, we also recognize there is a great deal of work to do to increase our retention rate from semester to semester and from year to year. Delta is exploring the hurdles stopping students from returning and building community partnerships to overcome the problems. But within our retention review, we also acknowledge that equity gaps across ethnic groups exist and must also be overcome.



New State of Michigan Scholarship Programs

In spring 2020, Governor Whitmer launched a scholarship program called Michigan's Futures for Frontliners, which aimed to provide a tuition-free educational pathway for individuals who worked in vital industries during the height of the COVID pandemic.

Residents had to apply by December 31, 2020, to be included in the last-dollar scholarship. It provided tuition-free access to public community college for essential industry workers to help them earn an associate degree or an industry-recognized certificate.

Essential industries included grocery, pharmacy, healthcare, law enforcement, child care, sanitation and social services among others. The last-dollar scholarship used the federal Pell grant program as its funding source.

Then in 2021, the state announced the Michigan Reconnect last-dollar scholarship program. The statewide scholarship program provides free access to community college for Michigan residents 25 years or older and covers in-district tuition, fees and contact hours.

Both of these programs are part of the state's 60 by 30 initiative to increase the percentage of Michigan residents with post-secondary degrees or certificates to 60 percent by 2030. Delta College saw an enrollment of 2,332 students enrolled in both programs as of the fall of 2022.

Revisions to eliminate the need for developmental courses

With the state of Michigan's scholarship dollars came some additional legislative requirements to be met by each community college. The biggest hurdle to address was the area of developmental education.

Delta College began working on its developmental education course sequences to address the assessment and placement of our students. And the Michigan Community College Association (MCCA) established a work group to help address the issue, which required that community colleges:

- Identify placement policies and practices that ensure students know when remediation is required.
- Identify the types of academic and nonacademic supports that would be available during remediation.
- Tell students when they could expect to complete credit-bearing English and mathematics courses.
- All of the changes that were needed had to be in place within one year.

Delta College decided that whatever changes were needed in developmental English and math would be done for all students, not just those who were part of the Michigan Reconnect program. This meant that the revisions would impact our entire course schedule, as follows:

- The Delta English Pathway now requires one 4 contact hour course, which is a reduction from two semesters of reading and two semesters of writing (16 contact hours).
- The Delta Math Pathway now requires one 3 contact hour course, which is a reduction from up to two semesters of work (9 contact hours).

Sharing with colleagues statewide

Key Delta math faculty members presented the college's Delta Pathways at the 2022 MichMATYC Annual Fall conference. Delta College worked hard to redesign the mathematics curriculum to meet the legislation requirements. The Delta math team shared their experiences creating 6 new corequisite courses, establishing new initial placement criteria for all math courses, and developing a new guided self-placement (GSP) tool.

Here are the facts our faculty garnered from the concurrent session:

- Delta College is ahead of all other Michigan community colleges. Most colleges have created new corequisite courses, but few have done much work on creating a GSP process, and no other college has begun to gather data.
- Colleagues across the state are starving for information to help them advance their work on Michigan Reconnect.
- Comments by others indicated a misunderstanding of the legislation, leading many colleges to still mandatorily place students into developmental math courses.
- The concept of self-placement will take a while to adopt for many colleges.

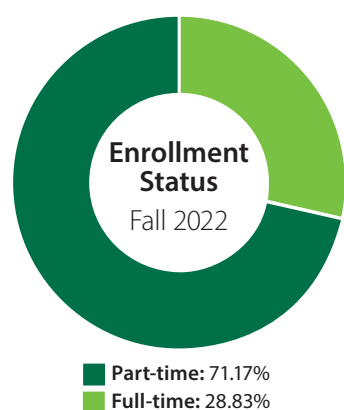
Delta College, again, is Michigan in corequisite course implementation, institutionalizing a GSP process, and early attempts at assessing data.

We anticipated that the outcome of these changes would be a loss of contact hours in math and English as we removed sections. However, we grew by 0.66 percent by directing students into the appropriate college credit-bearing courses. We will review students' resulting academic achievement as soon as we have enough data for the examination.



Enrollment Challenges

The college's enrollment levels have been on a decline over the past decade. Prior to the pandemic, Delta College was experiencing an enrollment loss in contact hours at an average of approximately 4.5 percent annually. In addition, the region's K-12 graduating class sizes are declining due to population losses over the decade. It is projected that the total number of 15-19 year-old residents in our three-county region will decrease another 10.5 percent between 2020 and 2030. Finally, competition for students among institutions has also intensified.



The state launched the Michigan Reconnect initiative, focused on adults 25+ who haven't yet obtained a degree, with "last dollar" scholarship support toward an associate degree. The goal is to increase college completion,

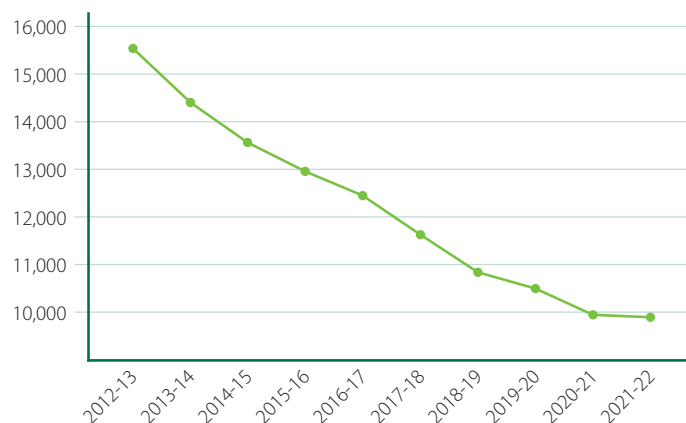
particularly among low-income students, first-generation students, and students of color. The program addresses an ongoing issue since only 23.4 percent of residents in our service district age 25 and above have earned a bachelor's degree (Bay County 19.0 percent; Midland County 34.1 percent; and Saginaw County 21.1 percent) compared to the state average of 28.1 percent and the national average of 30.9 percent.

Additional efforts over the past year have focused on analyzing Delta College's "Top 10 Programs" and our "Top 30 Courses." By doing so, we have made decisions on offering additional sections of the offerings in the highest demand, increasing students' opportunities to complete a certificate or degree. Other efforts to meet student demand have included adding multiple modalities, late starting sections and more accelerated sections.

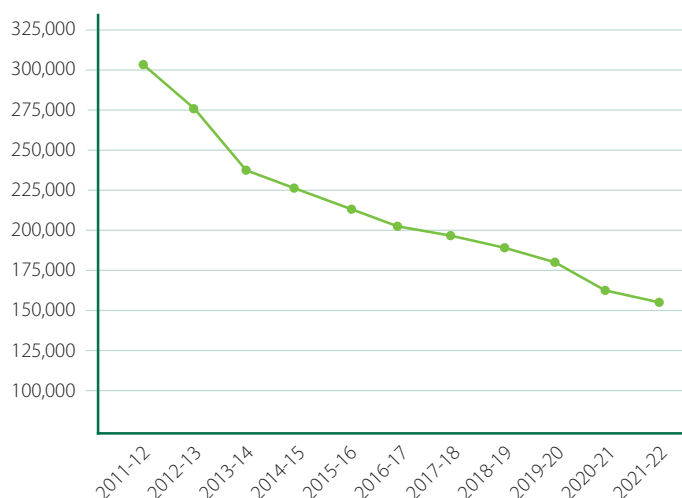
The college has also reorganized the Student and Educational Services (SES) division to provide more support for our students outside of the classroom. It has moved from a traditional transactional model of student service to a highly relational model of student success. Each student now works with a student success team beginning with first contact during the admissions process and will receive highly intentional advising and student support services.

Data on these efforts is being gathered, analyzed, and utilized to hone in on the best way to move forward in staffing and course offerings. We can no longer replicate semester models from one year to the next without addressing student issues, student demands for courses and ensuring we have the best-motivated faculty and staff to provide excellence for each student on their educational journey. Each element of our work greatly affects our enrollments and we are not afraid to try new programs and structures to meet the moment.

Student Headcount
by Academic Year



Total Contact Hours
by Academic Year



Dual Enrollment and Early Middle College

Each year, over 1,100 students in our region experience college life through the Dual Enrollment program at Delta College. Over the years, tens of thousands of students have taken college courses towards both their high school and college degree.

Delta College has partnerships to provide a variety of dual enrollment opportunities to students from over 55 schools in the area through classes on main campus, downtown centers, and online. Qualified high school students can earn “dual” college credits to fulfill high school graduation requirements. These same credits can be used toward an associate degree, advanced certificate, the Michigan Transfer Agreement, or one of our many occupational programs at Delta College. All of these options save time and money for students.

By the numbers:

- Over 1,000 high school students are dual enrolled in courses.
- 8 Early/Middle College partnerships with local high schools.
- 2 regional Early/Middle College partnerships with Intermediate School Districts.
- 1 Early/Middle College consortium partnership involving 13 local school districts.

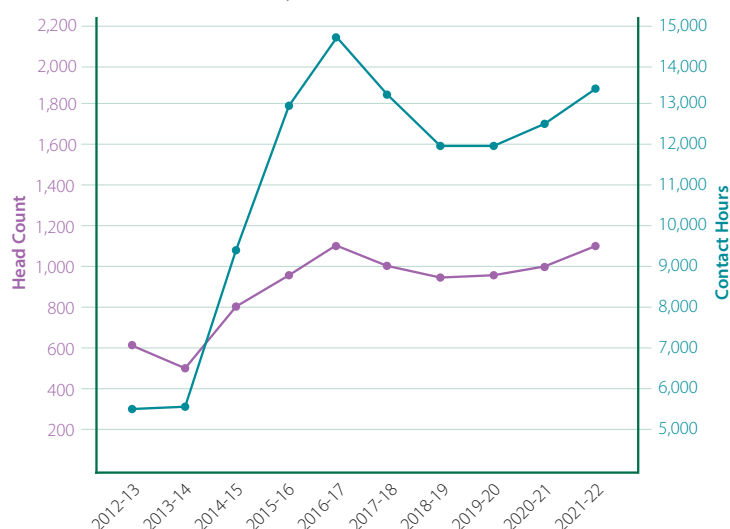
- 162 signed articulation agreements with 36 high schools/ISD Career Centers.
- 553 students applied to attend Delta with articulated credit.

Early Middle College

An Early Middle College (EMC) is designed to offer students the opportunity to earn a high school diploma and an associate degree (or 60 transferable college credits) at the same time. Delta College is a proud post-secondary partner and provider to many types of EMCs in our region.

- Great Lakes Bay Early College (GLBEC)
- Meridian Early College High School
- Bullock Creek Early College Program
- Coleman Early College Program
- Hemlock High School Early Middle College
- Merrill Early College
- Midland Public Schools Early Middle College
- Ogemaw Heights Career Tech Early College
- BAISD EDGE Early Middle College

Dual Enrollment
by Academic Year



Career Credentials

Delta College has worked to align career credential (industry certifications) offerings designed to give adults and working students the skills they need to secure a high wage, high-demand job in the region. Staff has connected with local business and industry leaders to learn what specific knowledge, skills and abilities they need their employees to possess, which led to the alignment of certification to courses. The college has used its existing infrastructure of advisory meetings, employer engagement activities, and direct relationships to shape its continuing work on expansion of its career credential options.



Delta College Career Certificates

Recognizing a need to provide flexible access to high-demand computer training, Delta College collaborated with Google to offer Career Certificates in Data Analytics, IT Support and Project Management. The work was completed in the IT field, with career credentials aligned with top offerings such as CompTIA Network+, A+, Security+, and Cisco CCNA. The impetus for this effort was the need for upskilling workers in IT knowledge and gaining the desired credentials in the industry.

Presently, four courses embedded in the Cybersecurity Associate of Applied Science (AAS) and IT Support Associate of Applied Science (AAS), align with national industry credentials. Upon completing these courses, students can sit for the associated industry certification exam. The work done by the faculty to align course outcomes to industry certifications was designed to ladder into existing academic degrees and certificates.

Delta offers these non-credit certificates free to students aiming to gain credentials desired in the industry. The programs are 100 percent online, self-paced with guided instruction, and are designed to ladder into existing academic degree and certificate programs offered at Delta College. After successfully taking these certificates, individuals can earn 3 to 14 academic credits, depending on the certificate they complete.

Competency Based Education (CBE)

Faculty and staff work in this realm to allow students to earn certifications through non-credit training (i.e., boot camp, micro-credential platforms, etc.) and then receive 100 percent college credit through a robust credit for the prior learning process.

The college is preparing to submit to the Higher Learning Commission for approval of competency-based education (CBE) delivery in IT and Manufacturing. These programs of study provide the best starting point as many industry credentials are available, with most of them developed on the competency framework. Our work in this area should inform the accreditation process for pathways with traditional academic courses.

Work to develop accreditation pathways for these career certificates will have a tremendous impact on students since many of the short-term learning options are currently not eligible for student loans or financial aid. Delta College has worked with Michigan Works to find financial resources, but developing a reliable credit pathway approved by our accreditation agency is the ultimate success goal. It will require continued work to align competencies and streamline course outcomes before we can scale the options for a greater number of students and classes.

Delta College is currently part of the League for Innovation grant effort, funded by the ECMC Foundation and led by Workcred, with partners the National Student Clearinghouse and the Higher Learning Commission. Our aim is be to develop an affordable, scalable approach to align degrees with industry needs through C+D (credentials and degrees) pathways.

Great Lakes Bay Michigan Works partnership

Delta College has an active partnership with the Great Lakes Bay Michigan Works (GLBMW) agency. Both entities work together with the region's economic development agencies to create and attract new jobs and create innovative solutions for community workforce issues. Delta continues to participate in site selector visits with Saginaw Future, Bay Future and Great Lakes Bay Regional Alliance.

The college provides free consultation to new and expanding businesses in collaboration with workforce development agencies. Employers can take advantage of Michigan New Jobs Training Program (MNJTP), an economic development incentive that can be used for employee training. Delta holds multiple MNJTP training agreements, including with SK Siltron, Advanced Total Wound Care, and Freudenburg Battery Power Systems.

In the past year, close collaboration with Great Lakes Bay Michigan Works! workforce development agency and eight regional employers resulted in over \$220,000 in training funding from the Michigan's Going Pro Talent Fund. Delta was able to offer new technical courses and upskill the regional workforce in the areas of PLC, GD&T, blueprint reading and robotics operations.

Fast Start™ Job Training Opportunities



Delta College partners to retrain dislocated workers and Great Lakes Bay Michigan Works sponsors students in academic and Fast Start™ career credential job training programs for Chemical Process Operators and Manufacturing Warehouse & Logistics.

In collaboration with employers, Dow, DuPont, Corteva and Hemlock Semiconductor have an expressed need for Fast Start™ training, and have committed to recruit, interview, and hire successful completers of the program. More than 1,110 people have been trained through the programs with full-time job placement rates at more than 90 percent, making the program effective at addressing talent needs.



In 2010, Joe Biden, then Vice President, visited Delta College's chemical processing simulation lab at Delta College. This is a unique facility that trains workers for area chemical and semiconductor employers. In 2022, Delta's President Gavin was invited to a local business when now President Biden returned to promote expansion of the area's semiconductor industry.



Transfer and Articulation Challenges

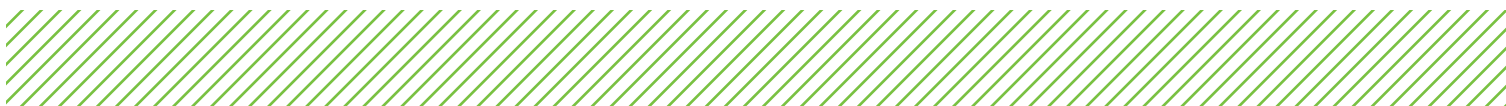
Higher education in Michigan is unique in that all 28 community colleges and 15 public universities are governed independently without a statewide oversight system to coordinate programs of study or to determine the transferability of credits. The Michigan Community College Association (MCCA) and the Michigan Association of State Universities (MASU) does advocate as a collective for their members, but cannot dictate what members adopt or implement.

Each college can award transfer credits differently. So, beginning a decade ago, Michigan began to focus on improving the transferability of core college courses by revising the current Michigan Association of Collegiate Registrars & Admissions Officers (MACRAO) agreement. By 2014, it implemented the Michigan Transfer Agreement (MTA), which certified a 30-credit block of core college courses as long as students earn at least a 2.0 GPA in each course.

Although the MTA is a good first step to seamlessly transfer college credits, Michigan higher education has not been able to make it to the next step of ensuring the full transfer of an associate's degree. This lack of predictability requires each institution to coordinate with every other institution to ensure its students can depend upon the credit transfer process.

Articulation Agreements

In addition to the Michigan Transfer Agreement, Delta College has over 100 postsecondary transfer agreements and guides with 24 baccalaureate institutions. And, in addition to 2+2 articulation agreements, Delta College also has 3+1 agreements with 11 colleges or universities. These agreements are reviewed bi-annually by Delta's associate director of strategic partnerships and the applicable faculty to ensure accuracy.



Delta College continues to partner with around 60 different Michigan colleges and universities to provide ten Statewide MiTransfer Pathways multi-institutional articulation agreements. These agreements allow students to complete and transfer their entire associate degree into a similar bachelor's degree program at the participating universities.

The MiTransfer Agreement is a statewide initiative created by the Michigan Community College Association, in partnership with 25 Michigan colleges and universities, but not all. It includes the following areas of study: biology, business, criminal justice, psychology, communication, mechanical engineering, social work, art, exercise science and public health. Although helpful, they are not broad enough to impact the majority of our students.



Experimental Practices

Addressing innovation means that Delta College is exploring new and better ways of remaining relevant in a time of unprecedented change. We acknowledge that what may have made Delta successful in the past may not be what is needed in the future. Colleges need to adapt and evolve to meet the ever-changing needs of our students. And they must do so without fear of what the internal examination may bring to light. Below are a few examples of some of the actions and partnerships we feel will help us excel as one of America's community colleges.

Community Partnerships

Delta College's student body has changed dramatically over the past couple of decades to a majority part-time enrollment, majority female composition. As the pandemic subsides, we realize our students' challenges have grown exponentially. And with declining enrollments, our ability to address those needs is financially hampered, so we need to be creative in our pursuit of solutions.

Numerous meetings have been held with community partners from the region – especially many non-profit organizations. We are now building a new model allowing us to partner with area groups to remove the manifold non-academic barriers our students face. Engaged partners include those in mental health, child care, food, transportation and other areas. We are forging partnerships to help address problems to ensure our students' success.

Open Educational Resources (OER)

Another area of struggle for many students is the cost of textbooks. Delta College has been expanding its Open Educational Resources (OER) initiative, which has saved students over \$1 million in textbook costs since 2016. OER are textbooks and other course materials that are freely available online to use, share and modify. Having course materials housed online allows faculty from across the country the freedom to adapt the course readings and textbooks from year to year, making it more relevant and timelier for students.

Delta is a member of the Open Education Network and coordinates efforts with Michigan Colleges Online. It hosted the Michigan Colleges Online (MCO) OER Summit in 2019 for 135 faculty, administrators, instructional designers, and librarians from colleges across the state. Delta College faculty gave four of the fifteen breakout presentations and new discipline connections were made between the colleges.

Some of the advantages of OER are that the instructor can customize the content and students have access to the course materials from the first day of class. Of appeal to faculty is the ability to modify textbook content to meet students' interests.



Reinventing Introduction to Psychology to address Belonging, Equity, Diversity and Inclusion

Introduction to Psychology (PSY 211) has always been a paradoxical course in that it is a difficult class to take and to teach, yet is offered as an introductory course. Nationwide, between 1.2 and 1.6 million undergraduate students take introductory psychology each year, second only to English Composition.

To ensure Delta College is addressing any possible barriers, the entire Psychology Department is taking a deep dive into this class which is also used as a transfer class for so many students. The project is examining and refining the teaching and grading practices to ensure that students of all backgrounds will experience equal opportunity and a sense of belongingness in PSY 211.

Once completed, the department will then continue to examine the non-success rates of non-white students and seek to eliminate any disparities that exist among ethnic groups. This type of course review,



through a lens of belonging, equity, diversity and inclusion, will continue across campus as the college addresses any inherent barriers existing that impede all students' educational success.

Research and review of the curriculum on this project was funded by an Endowed Teaching Chair award from the Dr. Bob Zimmerman fund. The late Dr. Bob was a colleague within the department many years ago and the department knows him by his reputation and mission to treat everyone with equity and respect.

Professor of Psychology Ralph Worthing (pictured) is a lead member of the team awarded an Endowed Teaching Chair. Delta's Psychology faculty are conducting an examination of "PSY 211: Introduction to Psychology" to review teaching and grading practices, to implement changes making the class more equitable and inclusive.





Institutional Stability

Institutional Excellence and Effectiveness

Delta College has a strong foundation of financial stability and resources that allow it to maintain excellence, which it has done for decades. Even in the face of declining enrollments, the college continues to offer a quality education in support of all residents in its region. In addition to a strong elected board of trustees, an effective budgeting process, and award winning foundation fundraising, Delta College is able to continually pursue avenues of excellence.

Financial Stability and Long-term Sustainability

Delta College's leadership and the Board of Trustees have a long history of fiscal policies that focus on long-term stability. Important decisions include having designated savings for the future and setting aside reserves for unexpected contingencies, revenue shortfalls or emergencies.

The Board of Trustees established the goal of having 10 percent of its General Fund budget set aside as a Fund Balance reserve. Those funds are not to be used for operating expenses, but to help cover three possibilities: catastrophic, operational, and for liquidity. In addition, the fund balance will allow the college sufficient working capital and cash flow for daily financial needs.

The college also transfers \$2 million annually from its General Fund operating budget to the Plant Fund reserves. This has allowed the college to accomplish renovations and capital projects without bonding.

The college's policy has been to issue debt only when a very compelling case can be made. Delta College remains one of the only community colleges in Michigan to remain debt free with no bond obligations for its construction projects.

Strict adherence to its Fund Balance and Plant Fund Reserves policies over the decades has allowed the college to have enough funds on hand to provide the required 50 percent match for capital projects. Recently, the State of Michigan approved \$6.5 million to build a new Downtown Saginaw Center and Delta College could immediately match with its \$6.5 million share. Additionally, when the Delta College Foundation raised \$9.1 million from private funders, the college was able to provide the remaining \$3.4 million in order to build a new Downtown Midland Center. Those two facilities opened in 2019 and 2021.

Delta College – General Fund

Revenue Sources

Five Year Actual History

Revenues	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Tuition and Fees	\$28,012,692	\$28,428,625	\$29,016,685	\$25,899,541	\$25,796,214
State Appropriations	\$25,810,915	\$18,533,182	\$17,351,392	\$19,174,383	\$20,067,797
Property Taxes	\$21,942,601	\$22,613,280	\$22,917,823	\$23,420,558	\$23,915,994
Other	\$989,419	\$1,488,737	\$1,102,727	\$373,491	\$143,709
Total	\$76,755,627	\$71,063,824	\$70,388,627	\$68,867,973	\$69,923,714

Delta College – General Fund

Expenditures by Activity

Five Year Actual History

Revenues	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Instruction	\$32,129,444	\$31,777,670	\$30,479,673	\$30,173,054	\$30,488,273
Instructional Support	\$7,312,909	\$5,833,060	\$5,390,169	\$5,164,535	\$5,550,903
Total Instruction	\$39,442,353	\$37,610,730	\$35,869,842	\$35,337,589	\$36,039,176
Public Service	\$1,062,672	\$1,095,830	\$1,093,886	\$965,131	\$1,104,290
Information Technology	*	\$3,807,097	\$3,798,373	\$3,802,291	\$3,784,153
Student Services	\$7,418,263	\$6,812,282	\$6,311,548	\$6,303,733	\$7,099,170
Institutional Admin	\$7,327,204	\$10,500,108	\$6,475,001	\$5,516,091	\$5,465,185
Facilities Management	\$6,086,865	\$6,332,500	\$5,687,072	\$5,684,336	\$6,395,739
Total	\$61,337,357	\$66,158,547	\$59,235,722	\$57,609,171	\$59,887,713

*IT costs are incorporated in other expense budgets for 2017-2018.



Budget Process

The annual budget model is developed to align with the current Strategic Plan. Revenue factors include state appropriations, property taxes, tuition/fees, and all other revenues. Data indicates that enrollment declines have been significant at Delta College for the past ten years.

The process begins each fall when the budget model is reviewed and discussed with the President, President's Cabinet, Executive Council and Budget Cabinet. Then the budget model assumptions are discussed and updated regularly during the year as new information becomes available. Through its inclusive Budget Cabinet process, a clear picture of the college's financial health is shared with employee groups across campus.

Since his arrival in 2021, President Gavin has been in the process of developing the next institutional Strategic Plan for academic years 2023-2027. The Strategic Plan document is reviewed at the beginning of the financial process to determine what new or changing allocations need to be built in the model for the following year.





Millage Renewal Ballot Issues

In November 2020, voters in Bay, Midland and Saginaw counties passed two Delta College millage issues. The first ballot question was renewal of the current 0.4864 mills funding rate and the second was whether to restore the 0.0136 mills of funding, which was reduced by state law in 1993, overriding the voter intent. Both issues passed with a 59 percent voter support level.

Historically, the Trustees direct that millage renewals be sought during a fall presidential election due to the highest voter turnout levels. Delta passed its operational millage in 1990 and renewed it in 1996, 2004 and 2012.

The successful millage outcome allows Delta to continue supporting programs and services that have benefited local students and the community for over 61 years. Revenue from the millage provides important financial support for current and emerging instructional programs, workforce training, equipment updates and facilities maintenance.



Information shared with voters when discussing the ballot proposal, includes the following facts:

- Delta's annual impact on the local economy is \$406.6 million, which equals 2.2 percent of the total economy.
- 1 in 8 people in the region has taken a class at Delta.
- Nearly 1 in 3 area high school students chose Delta last year.
- More than 9,300 students attend annually.
- A person with an associate's degree in the Great Lakes Bay Region makes 32 percent more than someone with a high school diploma. That's an average salary of \$37,700.
- 30 percent of students plan to transfer on to get their bachelor's degrees.
- 83 percent of graduates stay in the Great Lakes Bay Region, 97 percent stay in Michigan.
- Delta offers classes at its Downtown Bay City Center and Planetarium, Downtown Saginaw Center and Downtown Midland Center.

Advisory Committees

Advisory committees provide an important link between Delta College and the working world. They assess how each academic program meets the current occupational needs of employers, make recommendations on program curriculum and equipment, and provide input to help prepare students for work in their chosen field.

Members offer their experience and knowledge and their input plays a vital role in ensuring Delta's curriculum remains relevant and valuable in today's workplace. Members serve on the committee for two years, during which they attend meetings (once or twice a year), suggest agenda items and complete surveys.

Delta College has 40 advisory committees with over 650 members to provide information and support to occupational programs.

Advisory Committees are in:

- Business & Technology (20)
- Science & Math (3)
- Arts & Letters (3)
- Social Sciences (4)
- Health & Wellness (10)

List of Curricular Advisory Committees

- Accounting
- Agriculture
- Architectural / Residential Construction
- Art + Design
- Automotive
- Automotive Service Educational Program
- Chemical Process
- Chemical Technology
- Child Development
- Computer Science
- Cooperative Education
- Corrections
- Criminal Justice / Basic Police Training
- Cyber Security/ Digital Forensics
- Dental Assisting
- Dental Hygiene
- Diagnostic Medical Sonography
- Electronic Media / EMB
- Entrepreneurship
- Environmental Technology
- Fire Science
- Health Fitness & Promotion
- HVACR
- Journalism
- Legal Support
- Management
- Manufacturing & Industrial Technology
- Mechanical Engineering
- Medical Office Professions
- Nursing
- Office Professions
- Physical Therapist Assistant
- Radiography Tech
- Respiratory Care
- Skilled Trades
- Social Science
- Surgical First Assistant
- Surgical Technology
- Water Environmental Technology
- Welding
- Wind Turbine Technology
- Youth Services



President Gavin, attending the Delta College Foundation's fundraising event, A Chocolate Affair. Proceeds from the event support the college's Possible Dream program for middle- and high-school students.

Delta College Foundation

Since it was established in 1978, the Delta College Foundation has raised over \$107 million in private sector dollars to support students and help fill critical financial needs of the college. The Foundation board consists of high-profile individuals and corporate executives who represent key areas of the college's constituency. Many of the dollars flowed through to implement capital construction or renovation projects.

The foundation has built the ongoing community relationships which allow it to secure private sector contributions for projects both large and small. The foundation has also been able to build its endowment level to holdings of \$28.2 million as of June 30, 2022.

The foundation holds endowed funds that focus on key projects. Of particular interest are the five \$100,000 Endowed Teaching Chairs utilized to support innovative projects by faculty and staff. The review of the annual applications is handled by members of the Faculty Center for Teaching Excellence.

Another fund is the \$2 million Herbert H. & Grace A. Dow Foundation Science Education endowment which supports staffing and ongoing maintenance of the STEM Explorer vehicle. A final, unique fund is the \$2.1 million Dr. Peter D. Boyse President's Scholar Program fund used to support diversity initiatives on campus.

As early as 1993, the Delta College Foundation was identified nationwide to receive recognition through the Council for Advancement and Support of Education (CASE). Delta has participated in the benchmarking Voluntary Support of Education (VSE) survey since 1997 and has been recognized multiple times with the CASE Circle of Excellence for Educational Fund Raising Award. In 2020, it was again ranked sixth in the nation by CASE, and the first in Michigan for those who submit their data for analysis.

Mission Statement:

To change lives by supporting opportunities and innovation at Delta College.

Values:

Focus, Accountability, Integrity and Respect (FAIR)

Vision Statement:

To be the primary choice for giving.



|||||

Awarding Scholarships

The Delta College Foundation awarded \$781,674 in scholarships to 690 students for the 2022-2023 academic year. The dollars come from private donors and each award is about \$1,000 per student.

Students submit applications online beginning in mid-December and the timeline compliments the calendar set by our three area community foundations. The process closes by mid-February with awards announced by mid-April. The review process includes assistance by about 75 community volunteers who read and evaluate each application.

The Delta College Foundation holds 160 scholarship endowments, up from 107 in 2012 – a 33 percent increase in a decade - and awards another 44 annual scholarships. Many individuals who begin by supporting an annual award will eventually set up an endowed scholarship fund after receiving notes of appreciation from those students who were awarded funds from their contributions.

	2022 - 2023	2021 - 2022	2020 - 2021	2019 - 2020	2018 - 2019	2017 - 2018
# of students	690	621	552	574	538	583
Total \$\$ awarded	\$781,674	\$695,500	\$668,150	\$638,685	\$598,588	\$590,222





Scholarship Impact

The Delta College Foundation follows the success of those who receive scholarships. Our data shows that even when it does not fully cover the costs of attendance, a scholarship can provide an incentive and motivation for completion!

What figures from the past ten years show:

- Recipients are 22.8 percent more likely to receive a Delta College degree or certificate, compared with students who did not receive a scholarship.
- Recipients are 20.7 percent more likely to transfer on to another institution, compared with students who did not receive a scholarship.

Profile of our 2022-2023 scholarship applicants

45%

are first generation students

25%

are a child or a grandchild of a Delta alumni

56%

do not plan on transferring to another college or university

25%

have dependents

12%

are single parents



Endowed Teaching Chairs, Faculty/Staff and Student Awards

Endowed Teaching Chairs

Delta College launched its Endowed Teaching Chair program back in 1993 to promote academic quality, recognize excellence in the classroom, and encourage activities that address educational challenges with creativity and innovation. There are five Endowed Teaching Chairs held by the Delta College Foundation, each established by an initial investment of \$100,000 and named for long-time Delta College faculty or administrator.

Applications are submitted annually and reviewed by the Faculty Center for Teaching Excellence (FCTE) Advisory Board, which includes faculty from across campus. Each \$5,000 grant can be used for expenses to provide a margin of excellence for the teaching/learning process. Awards over the years have explored academic program expansion, improved existing curricula, addressed strategic priorities, or extended our commitment to our community. Recipients have represented an array of teaching disciplines and diverse projects and activities that have had significant impact on the college.

Graduate Student Awards

Delta College honors winners of our Graduate Student Awards at a ceremony prior to graduation each spring. Eighteen awards are given out representing all of the different facets of Delta College's program offering, with 16 of the awards being endowed, allowing for permanent financial support. Students receive cash honorariums in recognition of their academic achievement, hard work and persistence. Earning a student award is a testament to the student's outstanding accomplishments, and we hope it encourages the student to achieve their future career goals.

Employee Awards

Delta College has hosted its Annual Employee Awards since 1965 to recognize the outstanding achievements of faculty and staff and also celebrate years of service. Five of the ten annual awards that are given out to both faculty and staff are the result of endowments held by the Foundation with distributions that pay stipends to the winners.

Below are recipients of the 2020 Endowed Teaching Chair (ETC) awards, funded by the Delta College Foundation. Recipients include a broad range of faculty and staff. Also included is President Emeritus Don Carlyon (middle, with cane), who is flanked on the left by President Emeritus Dr. Jean Goodnow and on the right by retiree Karen MacArthur. Carlyon and MacArthur each have an ETC established in their name.





Leadership in Sustainability and Climate

Sustainability has been part of Delta College's strategic plan since 2015 with a goal of making the college a role model in Michigan and nationally. However, its commitment to sustainability began years prior to that point. Delta College works to protect the environment by reducing waste, helping wildlife thrive, and becoming increasingly sustainable. Each year, Delta has made improvements to its campus to become more sustainable and environmentally friendly.

Delta College was named a national top performer, in the U.S. and Canada, for sustainability practices by the Association for the Advancement of Sustainability Higher Education (AASHE). Delta placed in ninth place in 2020, sixth place in 2019 and fifth place in 2018. Nationally, Delta continues to rank high in campus engagement and building categories.



Sustainability touches all areas of the college including construction, facilities care and ground maintenance. Recognition over the years has been possible through the support and participation in sustainability practices by everyone at Delta.

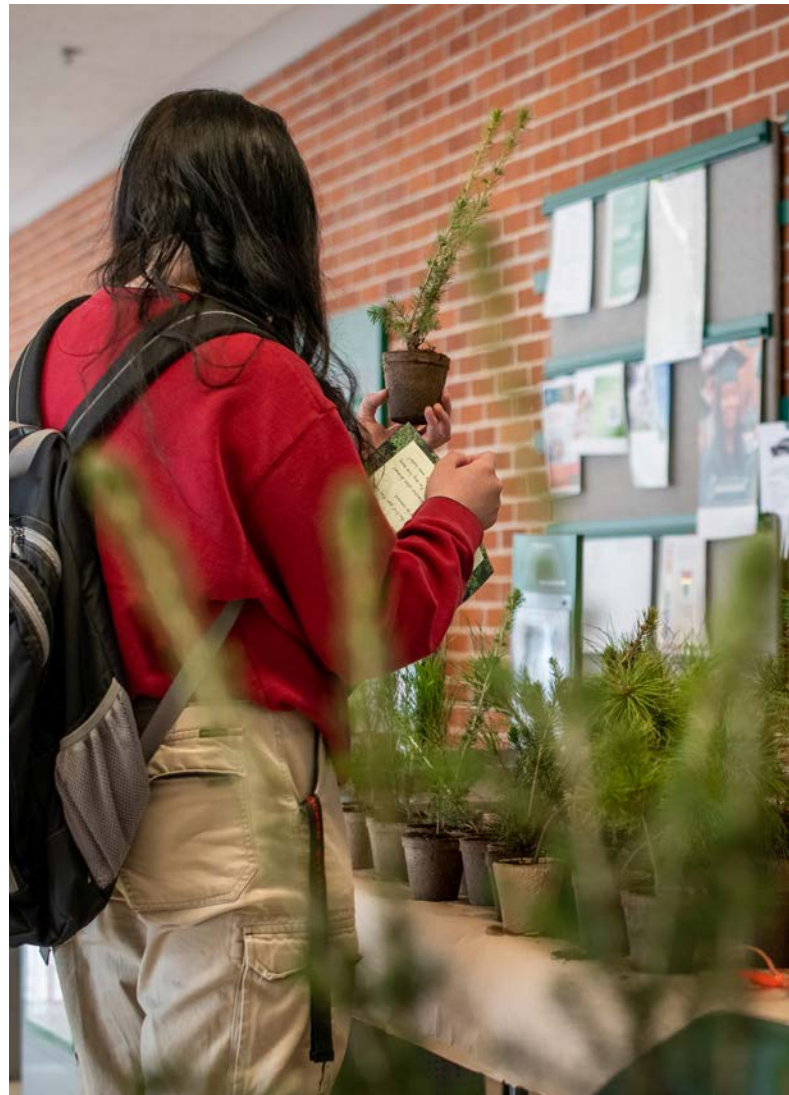
Delta College was named the winner of the ninth annual 2018 Higher Education Climate Leadership Award for two-year institutions. The recognition was given by Second Nature, a nonprofit public benefit corporation that works to accelerate climate action throughout higher education, and the U.S. Green Building Council (USGBC).





Sustainability Across the Curriculum

Many courses have been designed with sustainability in mind to prepare graduates to make a difference in the way we live and work. Every semester, dozens of courses explore in depth the three aspects of sustainability – environmental, social or economic. Students are able to search for 'Sustainability Related Course' indications in the course notes when registering for classes.



Other Sustainability and Climate Actions and Recognition

In 2018, Delta became the first college in Michigan to be certified by Bee Campus USA to become a Pollinator Campus. This means that Delta will identify spaces around campus where bees and other pollinators can germinate with the goal of improving the environment and bettering the community. The college's facility team manages insecticide and pesticide use to be more pollinator friendly.

The location of Delta's main campus, in a rural agricultural area of the district, provides a perfect setting to undertake this effort. The college is working to return to a more natural environment around campus, creating areas for students to study and explore.



During 2021, Delta served as a host institution for the Climate Action Pursuit by Second Nature, a unique effort that invites faculty and staff members to learn about issues related to climate while learning from colleagues from other community colleges. This year-long program provided the opportunity to discuss new challenges colleges may be facing and to share our past successes.

Steve Gregory, Interim Director of Facilities (second from the left), works with Delta College staff members to implement sustainability projects and practices across campus.





Retired Dow CEO Andrew Liveris and Delta College President Dr. Mike Gavin, launch the Innovation Institute, a partnership effort housed at the Delta College Downtown Midland Center.

University of Michigan and Dow partnerships

Preparing Teachers to Meet Sustainability Challenges

The University of Michigan operates the Dow Innovation Teacher Fellowship (DITF), which helps train K-12 teachers in how best to educate students in sustainability. Delta College partners on this initiative at Delta College's Downtown Midland Center.

The DITF program supports K-12 teachers across content areas in designing and engaging students in sustainability-focused, project-based and place-based learning approaches. The initiative helps K-12 school teachers working in Arenac, Bay, Gratiot, Isabella, Midland and Saginaw counties.

One of Delta College's strategic priorities is a focus on sustainability. Our work with the University of Michigan and K-12 teachers leads us to a greater insight of our future student body, which results in an expanded pipeline of sustainability knowledge within our region.

The Delta College Midland Center bears the Dow Chemical Company logo and houses the Andrew N. Liveris Innovation Institute. In 2021, retired Dow CEO Andrew Liveris addressed an event on the topic of generational change and sustainability. He stressed the need for partnerships, regional collaboration, internships and reskilling the workforce. Community leaders and teachers attended the event that took place at Delta's Downtown Midland Center.

2022 inductees into the Dow Innovation Teachers Fellowship, who gathered at Delta College's Downtown Saginaw Center. Included are area teachers, as well as University of Michigan staff and community resource partners.



Dow Sustainability Summit

In partnership with many community leaders, Dow held a virtual summit titled, “Addressing sustainability – Where do we go from here?” Delta College was a key participant in a series of events focused on creating an actionable path forward and helping drive the adoption of sustainable business practices in the region. The Regional Sustainability Coalition worked to create a framework to assist organizations who want to make sustainability a central objective of their values, actions and overall strategy.

Dow Sustainability Fellows Program

This initiative is operated by the University of Michigan, and is open to graduate students who are nominated and competitively selected from across all U of M Ann Arbor-campus schools and colleges.

This effort supports students who are committed to finding interdisciplinary, actionable, and meaningful sustainability solutions on local-to-global scales. The program prepares future sustainability leaders to make a positive difference in organizations worldwide.

Delta College played a lead role in shepherding a project through the process as the Great Lakes Bay Regional Alliance (GLBRA) explored the viability of creating a Business Sustainability Pledge. The Dow Sustainability Fellows Program team worked with the GLBRA to develop and refine a self-evaluation sustainability framework for participating businesses. Although not fully implemented, due to a COVID-19 delay, the program provided a great deal of knowledge and connections. As a matter of fact, the project director at the University of Michigan is a Delta College graduate from decades ago.

Retired Dow Chairman and CEO, Andrew Liveris, delivered a keynote speech for community leaders, then held a panel discussion with K-12 teachers who had designed sustainability-focused instructional units: Phil Schwedler, Kari Keith and Jessica Marcet.





Unique Community Offerings

Delta College Physics Professor Ron Schlaack in the lobby of the Downtown Bay City Planetarium facility. In 2022, Schlaack was selected to serve as a Space Physics Ambassador at a gathering of the NASA Heliophysics Education Activation Team. The initiative leads the development of astrophysics instruction for college and K-12 curriculum.

Planetarium

The planetarium is located in Delta College's Downtown Bay City Center and touches the community in many ways. The \$8.75 million facility was funded by NASA and since opening in 1997, nearly 500,000 people have visited. The theater provides ongoing educational programming for K-8th grade students, shows open to the public as a leisure activity, and supports and hosts community events.

The planetarium houses a 50-foot diameter dome above 146 seats, each wired with a 5-button responder system for audience interaction with the programs being presented. It is one of the largest digital dome theaters in Michigan and features Digistar 5, the world's most modern full-dome digital animation system.

Community Impact

The Delta College Planetarium was temporarily closed due to the coronavirus crisis, but that didn't stop staff from impacting students and the community, even under unusual circumstances. Virtual field trips were held for K-8 students, including a short video and information about space and events happening in the night sky. Lessons were taught from home, using visual demonstrations and interactive elements. The lessons tied in with state and national science standards and curious students loved the time lapse videos.

The Downtown Bay City Planetarium staff provided virtual presentations which attracted 1,583 members of the public who tuned in live and another 19,800 views of the recordings on the webpage. Although now open, the virtual services will become a valuable addition to outreach programming, allowing the team to engage with many more Michigan students.

Planetarium's Northern Lights Goes Viral

Hosting events for the community had become a normal occurrence during the pandemic. In late 2020, the Planetarium created a Facebook event page for a livestream event for January called, "See the Northern Lights." Within days, the number of people reached on Facebook was in the millions. By mid-January, the post reached 35 million people and 175,000 people indicated that they would be attending the event. On January 21, more than 100,000 people tuned in to the 30-minute presentation.

One of the additional benefits of all the attention was that the Planetarium's Facebook page went from 5,000 followers to over 61,000. Their YouTube subscribers went up as well and a recording of the presentation on that site has had more than 830,000 views.



PBS character Curious George was on hand to greet children and families visiting the Planetarium, in celebration of its 20th Anniversary recently.



Last year.....

Number of special presentations related to outer space occurrences?

14 with 800 attendees

Number of public shows?

291 with 8,200 general public attendees, plus another 3,100 K-12 students

Number of virtual field trips for K-12 students?

48 with 860 attendees

Number of online public presentations?

6 with 1,100 attendees



A Focus on STEM – Science, Technology, Engineering and Math

Research shows that more engaging and connected content delivery methods can increase student interest in, and enthusiasm for, STEM topics. As our region grappled with how best to engage youth in science, technology, engineering and math topics, Delta College launched a number of efforts to assist in changing the trajectory of students' interest in the topics.

STEM Explorer

Delta College received funding to build its STEM Explorer, a 38-foot mobile science laboratory that connects with middle and high school students to provide information about the vast opportunities available in STEM. The customized vehicle is outfitted with state-of-the-art equipment for project-based learning and hands-on activities.

The college received \$4 million in funding from the Herbert H. and Grace A. Dow Foundation and was the only community college to receive funding through this competitive process. The financial support was possible due to longtime relationships built with multiple community partners.

Delta's STEM Explorer visits area middle- and high schools to bring investigative learning directly to the students at a time when they are planning their post-secondary path. It helps make connections between what they are learning in school and how that learning will provide them with an educational path to STEM careers.

The STEM Explorer has visited 33,000+ students in 13 counties in and around the Great Lakes Bay Region: Bay, Saginaw, Arenac, Midland, Tuscola, Sanilac, Huron, Oscoda, Clare, Isabella, Gratiot, Iosco and Genesee.

Here is some of the data collected from the surveys students completed following their visits:

Increased interest in STEM

- 71.7% of students are more interested in STEM topics because of their visit to the STEM Explorer.

Increased awareness of STEM careers

- 81.1% of students might consider one of the STEM careers they learned as a possible career for themselves in the future.
- 64.7% of students learned about a new STEM career they had never known about beforehand.

Increased awareness of delta college

- 63.7% of students had never been to a Delta College campus before.
- 31.9% of students had not known about Delta College before their visit.

The STEM Explorer team has worked with thousands of students, teachers and community members while making hundreds of school and event visits:

2016-2017: 7,500 students (inaugural year)

2017-2018: 10,000

2018-2019: 8,500

2019-2020: 3,978 (in fall semester; pandemic began in March 2020)

2020-2021: 3,385 (pandemic continues)

Note: Many student connections were maintained in 2020-2022, through the use of virtual STEM modules

2021-2022: 2,370 (March-June, due to staff turnover)

Girls' Day Out Event

Delta College faculty and staff organized an event called "Girls' Day Out" for seventh and eighth-grade girls. The STEM focused event features hands-on activities to introduce young women to careers that are traditionally male-dominated fields. Sessions were taught by Delta faculty members and local industry leaders and focused on computer and technology activities, as well as hands-on experiences in web design, circuit boards, 3D printing, robotics, programming and tech exploration.

Annual STEM Festival

From 2013-2018, Delta College collaborated with Dow Chemical Company and Michigan Technological University to host the Dow Great Lakes Bay STEM Festival on campus. The event featured STEM initiatives for youth which impacted over 19,500 area middle school students. It provided fun, hands-on activities to excite students about STEM education and show them the possibilities and opportunities an education in STEM would bring them.



The students favorite activities included walking on water, standing inside a bubble, playing the piano with bananas for keys and other marvels of science. It featured the nationally-known Mind Trekkers, a traveling, hands-on science and engineering show from Michigan Technological University. Mind Trekkers has gained national acclaim for its high-energy demos of the science behind what looks like magic, like turning a few drops of liquid into huge foam gnomes or shooting ping-pong balls through a soda can.

Delta partners in STEM Learning Ecosystems Conference

In 2022, Delta College's region hosted the STEM Learning Ecosystems conference for international business and education leaders. Conference attendees were from a collaborative of 100 STEM Ecosystems from around the world, including the Great Lakes Bay Region. Michigan was selected as the host site through a competitive global process.

As one of the special field trips during the conference, Delta College hosted a half-day session at its Downtown Midland Center, featuring thought leaders in education and industry on the topic of sustainability. Delta's presentation focused on its sustainability in the college curriculum and sustainable practices in constructing its college buildings.





Possible Dream Program

For over 30 years, Delta College's Possible Dream Program has brought educational programs and the dream of higher education to thousands of at-risk teens in the Great Lakes Bay Region. Counting doctors, business owners and many more among its alumni, the program has proven to have a strong positive impact across Bay, Midland and Saginaw counties.

The program's mission is to make the "dream" of college a reality for bright but economically disadvantaged students in the region. Ultimately, Possible Dream participants are eligible for a \$2,000 yearly scholarship for two years at Delta College.

Attendees at the 2022 A Chocolate Affair fundraising event enjoyed the company and delicious desserts offered.



The program welcomes new students each spring, and selection is based on recommendation, academic abilities and socioeconomic criteria. Since 1992, it has helped more than 2,475 students stay on track to finish high school, with nearly 79 percent of them attending college. The majority of these have attended Delta College.

By the numbers:

1998

was the first class of Possible Dream students graduated from high school

78.9%

of graduating Possible Dream students have gone on to college

2,459

students have been part of the program

50.1%

of students have attended Delta College

Students in the program are from Bay, Midland and Saginaw counties



While in the program, they participate in various activities designed to broaden their horizons and help them reach their highest potential. All of the activities are free for participants. Students also participate in workshops to help increase their academic skills and receive guidance on the college application process, dual enrollment, financial aid and college readiness.

This program receives financial support through the Delta College Foundation and the community. It is largely funded by hundreds of community members who donate during Delta's A Chocolate Affair event, held annually in November.

A Chocolate Affair Fundraiser

The Delta College Foundation's annual fundraiser, A Chocolate Affair, supports the Possible Dream Program. All proceeds go to the program and it is one of the most popular events in the Great Lakes Bay Region. With annual attendance of 600 to 700 supporters, supporters can meet Possible Dream students, dance to live music, enjoy great food, drinks, and amazing desserts, and spend an unforgettable evening with friends and colleagues.

By the numbers:

27,132

tickets sold in 31 years

\$2,838,928

in net profit from the fundraiser

\$2.544

million set aside in an endowment to support the program into the future

Below are numerous Delta College Foundation Directors and community supporters, who enjoy meeting Possible Dream students who attend the event (center).





DELTA COLLEGE Public Media



Delta College Public Media

Delta College Public Media is part of the college's community service mission and the stations are a foundational part of local towns and cities in the Great Lakes Bay Region. The college owns and operates a public TV station (PBS WDCQ-TV) that broadcasts to 14 counties and a public radio station, WUCX-FM (in cooperation with Central Michigan University). Delta's commitment has allowed the college to impact our region for decades by offering tremendous community programming and service. WDCQ's viewership includes 45,000 households weekly, each with multiple residents.

Public TV Station

Since 1964, Delta College has been one of only a handful of junior colleges in the country to operate a public television station. WDCQ-TV is a non-commercial public television station owned and operated by Delta College, and its signal covers the Great Lakes Bay Region and Thumb area of Michigan.

The station has been producing local documentaries since 2005 that have included tributes to the heroism of war veterans, along with many historical programs that focused on the regions lumbering history, railroads and early immigrants. Over the decades, award recognition has come from the Michigan

WDCQ-TV Producer/Director Bob Przybylski (left on camera) and production assistant Ron Beacom, record interviews with flood victims for the award-winning documentary, "Breached – The Tittabawassee River Disaster."





Students working on the Collegiate student newspaper, gather for a session to discuss and layout the next edition.

Association of Broadcasters through their Broadcast Excellence Awards, and others such as the Michigan EMMY Association.

For nearly two decades, Americans have named PBS and its member stations #1 in public trust among nationally known institutions, according to a nationwide survey. Over 8 in 10 respondents (86%) agreed that local PBS member stations provide an excellent value to their communities. WDCQ-TV is a part of that strong tradition of support within our region.

Examples of WDCQ-TV regularly scheduled local programming include: The Follow Up (public affairs), Dateline Delta (information), Second Act: Life at 50+ (information), Somos Hispanos (diversity), and Soul Issue: the African-American Perspective (diversity).

Public Radio Station

In 1989, Delta College collaborated with Central Michigan University to launch a public radio station. WUCX FM-90.1 offers a clear public radio signal to everyone in Saginaw, Bay City and Midland counties, as well as the Thumb area. Within its first few years on the air, WUCX became the number one rated public radio station in the Tri-Cities area.

Examples of WUCX-FM local programming include: Audition Room (alternative music), Backstage Explorer (community arts), Beyond Broadway (Broadway musicals), Sunday Morning Coffee (variety), The MidMichigan Sound Operative (local music), La Caliente (Tejano music), PC Jazz Hour with Pat Cronley (Classic Jazz) and El Sol Latino (Latino music). Additional local segments during Morning Edition include: Backyard Astronomer (astronomy), Environment Report with Mr. Great Lakes (community and environmental issues), Lifelines with John Augustine (biographies), Our Universe (science) and Movie House (movie review).



Michigan Learning Channel

Delta College Public Media, in partnership with Michigan's public television stations, operates the Michigan Learning Channel, offering instructional content to support the education of students and to provide alternative resources for families and teachers. The channel delivers lessons in 30- and 60-minute blocks for each grade level throughout the day. All content is offered at no cost to schools, families and caregivers. The content aligns with Michigan's educational standards and is supported by the state of Michigan and the Michigan Department of Education, offering its free service for all residents.

Partnership with Electronic Media and Journalism Academic Programs

In 2022, Delta College dedicated its Public Media facilities which underwent a major \$2.8 million renovation. The newly designed facility has studios and lab spaces to offer more opportunities for students, including Delta College's electronic media and academic journalism programs. The academic programs deliver the highest caliber of college education and career training. Throughout the year, Delta College students research, write and report on stories that affect our listening community.

The Delta Collegiate

The first issue of the Collegiate hit the stands on October 27, 1961, just a few weeks into Delta's first semester. Less than a year later, the Collegiate was named the best bi-weekly student newspaper in the state by the Michigan Collegiate Press Association. The Collegiate has been recognized as #1 in General Excellence in community colleges in Michigan by the Michigan Community College Press Association (MCCPA). The Delta organization hires students for multiple different areas of journalism such as editing and photography. Over the years the Collegiate has won more than 1,100 awards from the Michigan Community College Press Association, including best newspaper overall.

Collegiate newspaper advisors gather to dedicate the newly renovated journalism space on campus. From left to right: Crystal McMorris, Associate Professor of English; Kathie Marchlewski, Associate Professor of English; Karen Randolph, Professor of English; and Delta College retiree Joan Ramm.





President's Speaker Series

The Delta College President's Speaker Series is funded by the President's Office and the Peter and Barbra Boyse Endowment Fund through the Delta College Foundation. The college brings nationally and internationally renowned speakers to talk about important issues in the world today. The series aims to help broaden knowledge and widen the classroom experience by focusing on civic engagement and challenging the college community to think deeply and to act responsibly.

The Speaker series began in 1998 and the college has hosted over 35 nationally recognized speakers. The events are free and open to the community. A few of the memorable names of those who have joined us on campus include:

- Dr. Jelani Cobb
- Mara Liasson
- Jim Lucas
- Emily Bazelon
- Temple Grandin
- Scott Dikkers
- Sarah Thomas
- Matt Taibbi
- Dr. Bertice Berry
- Ray Suarez
- Stephen Hayes
- Herman Boone
- Bob Woodward
- Sonia Manzano
- Elizabeth Kolbert and Jennifer Atkinson
- Claire Wardle
- Ben Nemtin
- Dr. Michael Burlingame
- Dr. Janna Levin
- Peter Beinart
- Jonah Goldberg
- Erin Gruwell





Celebrating the Arts - Belonging Through the Campus Environment

Over the past two to three years, Delta College increased its emphasis to create a sense of belonging on campus, as expressed through interactive spaces and colorful murals in hallways. The effort was done to provide spaces that are welcoming to make students and visitors feel connected to Delta.

The changes include digital signage, ambient learning murals and exterior entry graphics. The college has embraced the belief that it is in the students' best interest to do all we can to make Delta a place where they feel they belong – from their first visit right on through to graduation.

Campus artwork

Delta College has held a Permanent Art Collection for decades, which includes paintings and drawings reflecting many styles. Art faculty have launched an effort to refresh and increase the prominence of the art collection on campus. The artwork compliments the Delta Sculpture Walk, which features sculptures housed outside of the building, and the Galleria display space in the Fine Arts building.

The permanent collection embodies artwork that shares perspectives and reflects the lived experiences of the residents residing, working and attending school in the Great Lakes Bay Region. The goal will be to place the collection throughout Delta College's main campus, as well as its Centers in Saginaw, Bay City and Midland, in areas accessible to the general public.

Delta College's goal is to build a generation of community residents who support art, music and the humanities. Delta College makes connections with our communities, while educating students about the value of the arts, thus making a significant difference in their lives.

Tile Artwork at Downtown Midland Center

Delta College wanted to have artwork as part of its new Downtown Midland Center, so it sought a site-specific piece from professor of art Randal Crawford, who has a number of other pieces on display in the college's buildings. The Delta College Foundation commissioned Crawford's 135-piece handmade tile mural located on the second floor of the new facility. Crawford drew inspiration for the tiles from the building's architecture, colors and many textures, and things he sees on his drive to Delta, such as trees and plowing patterns on farmland. From start to finish, the mural took 26 continuous hours to install. Its title, "32° 32' 84.65' N," is named after the geographic location of Crawford's home studio in Midland where he created the tiles.

Display of African Art

The college will be adding displays of a collection of West African artifacts, donated by a local resident who served for years as a U.S. diplomat. Added to both main campus and its Downtown Centers, the display cases will provide learning and enjoyment for Delta students, faculty, staff and visitors. Included is a broad number of masks, furniture, textiles, jewelry, canes and sculptures for people to encounter and enjoy. This is a truly unique and experiential gift that will help students feel connected to their ancestry and foster an expanded sense of identity as global citizens, learners, and explorers.

Celebrating the Arts - Belonging Through Community Artwork

Saginaw and Sanford Murals

In addition to its campus buildings, Delta College faculty have also impacted the artistic look of the region. In 2015, Andrew Rieder, associate professor of Art and Design installed a mural in the Saginaw Art Museum's Artisan/Education Wing. The content in "Spirit of Saginaw" was an exploration of the cultural heritage of the Saginaw area. Each scene was done on 1/4-inch plywood panels, in a large format, oil painted landscapes, featuring spray painted stenciled figures. The 40-inch high by 126-foot long piece took more than 350 hours to create.

Andrew was tapped again six years later to create another mural in the area. "Shine-On Sanford" is a 16-foot by 72-foot building mural located in the heart of downtown Sanford, Michigan. The mural has been painted on the side of the former Bigelow Drugstore and includes images of baseball, fishing, community spirit, flag, camaraderie, togetherness, water, and a rising sun. It represents Sanford's heritage, spirit, strength and resilience as the town continues to recover from damage caused by flooding from two dam failures in 2020. From start to finish, the mural took about 200 hours to complete.

Delta Sculpture Walk

The Delta Sculpture Walk was launched in 2011 as part of the college's 50th anniversary celebration. It was commissioned by Delta College with generous private sector donations to the Delta College Foundation. It is available 365 days a year, without the need for an appointment. There are 27 permanent pieces within the collection with a broad spectrum of artists and styles. The art pieces are placed within the beautifully landscaped grounds of Delta College.

In 2020, Delta College commissioned a large-scale bronze sculpture to celebrate the opening of its newly constructed Downtown Saginaw Center. The outdoor sculpture titled, "Preparing for Success – Opportunity," stands nearly seven feet tall and features a male and female student, both moving and looking onward toward a door that symbolizes opportunity.



Gete' Ookomisan, which means "ancient grandmother" in Ojibwe, is located on Delta College's main campus.

The sculptor created the work with input from Delta students who helped shape the concept for the piece. Placement on the grassy grounds of the building includes a seating area that surrounds the public art piece.

The Delta College Foundation also commissioned a work in 2016 called, "Gete' Ookomisan." The pink granite piece is 8-foot 6-inches tall and the title means "Ancient Grandmother" in Ojibwe. It is a representation of an Anishinaabe (original people of the Great Lakes) Kwe (woman). This sculpture represents the strength, beauty, wisdom and care of not only the Anishinaabe women, but women of all backgrounds.

In addition to commissioned works, the college has also accepted sculpture donations from private citizens which have joined the collection.

Andrew Rieder, Delta College Associate Professor of Art and Design, created a large outdoor mural located in Sanford, Michigan, following the destruction of the town during a dam failure and flood.





Recognition

Awards and Recognition

Delta College's faculty and staff are stellar at serving students and the community. We are so proud of our many award winners, including our great college itself. Across the board, Delta College is an award-winning institution. The list of recognition below is a testament to our dedication to student success and providing our students with a top-notch education.

Achieving the Dream Leader College (since 2015)

A national designation awarded to community colleges that commit to improving student success and closing achievement gaps.

ALL IN Campus Democracy Challenge (2020)

Delta received the Highest Voter Registration Award for Two-Year Colleges, the Best Action Award in the community college category and a bronze seal for a campus-wide voter turnout rate of 58.6 percent.

ArmyIgnitED (2022)

Delta joined colleges across the country that support ArmyIgnitED, a federal tuition assistance program for active-duty soldiers and reservists in the U.S. Army or Army National Guard.

2nd Best Community College in Michigan (2022)

Delta was ranked on BestColleges.com list of the Best Community Colleges in Michigan. Their rankings are intended to inform and guide prospective students toward institutions that provide a quality education and a meaningful learning experience at an affordable cost.

CASE Fundraising Excellence Overall Performance Award (2020, 2021)

Given by the Council for Aid to Education, the award is based on three years of data from the Voluntary Support of Education Survey. The Delta Foundation was recognized for Sustained Excellence (2020), and Overall Performance (2016-2017). It was also ranked 13th in the nation for fundraising in 2021.

Climate Action Pursuit host institution (2021)

Delta served as a host institution for the Climate Action Pursuit by Second Nature, a unique effort that invited faculty and staff members to learn about issues related to climate.

Climate Leadership Award (2018)

Second Nature, a nonprofit public benefit corporation that works to accelerate climate action throughout higher education, and the U.S. Green Building Council (USGBC) ranked Delta fifth in North America, second in the U.S., in the community college category for sustainability programs and practices by the Sustainable Campus Index.

Collegiate Advertising Awards (2020)

Delta's marketing department received two Silver Awards and one Bronze Award for promotion of the new Downtown Saginaw Center, for recruiting ads and posters in support of the President's Speaker Series.

Gold-Status Veteran-Friendly School (2022)

Michigan Veterans Affairs Agency gave this recognition to Delta College in 2019, 2020 and 2022 for its work to include a veteran-specific website, an active student veterans club, an on-campus veteran's coordinator, and the availability of career services, resources and advising.

Higher Education Marketing Report (2020)

Delta College's marketing department was recognized for their effort in publicizing the new Downtown Saginaw Center, as well as advertising and publications, through four Gold Awards and one Silver Award.

LEED Gold Certification – Health Professions Building

Delta received Gold Certification after renovation of its Health Professions Building in 2013, for meeting high performance measures including sustainable site development, water and energy efficiency, and materials selection. The college has applied for possible Silver status for its Saginaw Center building (2019) and Midland Center (2021), but is awaiting a final response.

Michigan Association of Broadcasters Broadcast Excellence Award (2018)

Awards were given for documentaries produced by WDCQ-TV: Vietnam Voices: Mid-Michigan Remembers the Vietnam War; The Korean War: Voices From the 38th Parallel; and Breaking New Ground: Women of the Saginaw Valley.

Michigan Collegiate Voting Challenge (2020)

Delta received this award from Michigan's Secretary of State for having the highest voter registration for a two-year institution and was also honored for the "Best Action Plans" to increase student engagement on campus.

Michigan Community College Press Association (2018)

The student newspaper, the Delta Collegiate, was honored with 11 combined awards including 5 first place honors. Since 2013, the Delta Collegiate has received more than 75 recognitions for journalism and media accomplishments.

Michigan EMMY Award Winners from Delta College (2018)

Presented by the National Academy of Television Arts and Sciences – Michigan chapter in Detroit. One award for Documentary – Vietnam Voices: Mid-Michigan Remembers the Vietnam War. An additional 2010 award was for Musical Composition Arrangement – Restored to Glory: Classic Automobiles, Collectors & Their Stories.

Michigan's #1 Community College for 2023

Niche named Delta College, based on analysis of key statistics from the U.S. Department of Education and student reviews. Niche is the leading marketing website in helping students research colleges.

Military Friendly School (since 2012)

Delta College has been named a top 10 military friendly community college in the nation by Victory Media. Recognition is given to the top universities and community colleges in the country that are dedicating resources to ensure military students are successful both in the classroom and after graduation.

National Center of Academic Excellence in Cyber Defense Education (CAE-CDE) (2019)

Delta College has been designated as a National Center of Academic Excellence in Cyber Defense Education (CAE-CDE), jointly sponsored by the U.S. National Security Agency (NSA) and the U.S. Department of Homeland Security (DHS).

Pollinator Campus (2018)

Delta was the first college in Michigan to be certified by BeeCampus USA as a Pollinator Campus. This means that Delta will identify spaces around campus where bees and other pollinators can germinate with the goal of improving the environment and bettering the community.

Sustainable Campus Top Performer (2020)

Delta College was named a national top performer, in ninth place in the U.S. and Canada, for sustainability practices by the Association for the Advancement of Sustainability Higher Education (AASHE). Delta ranked in ninth place in 2020; in sixth place in 2019; and in fifth place in 2018.

Tech-Savvy College by Center for Digital Education (2013-2018)

Delta College received recognition as a tech-savvy college, by the Center for Digital Education's Digital Community Colleges Survey. Award winners demonstrated innovative uses of technology, including online courses and mobile environments, mobile apps, secure platforms and wireless networks.

Telly Awards (2010-2016)

Awards were given for the following documentaries by WDCQ-TV: New Celtic Traditions; The Korean War: Voices From the 38th Parallel; Restored to Glory: Classic Automobiles, Collectors & Their Stories; and Breaking New Ground: Women of the Saginaw Valley.

Voter-Friendly Campus by Campus Vote Project (2019, 2021)

Delta College was named a Voter-Friendly Campus by Campus Vote Project (CVP) and the NASPA for developing a campus plan to engage student voters, aiding on-campus voter engagement efforts and writing a report of plans for the future.



Innovative Faculty and Projects

Delta College faculty members achieve teaching excellence through continuous professional development, which benefits their students and their mastery of subject matter. Our faculty members are leaders in their areas of expertise and they are frequently asked to share that knowledge with others on a regional, statewide or national basis. They conduct workshops and conference sessions related to their classroom teaching and they serve as subject matter experts on matters concerning teaching and learning.

As a reflection of Delta College faculty member's depth of knowledge, a few examples of their presentation, research or national stature are included below.

NASA Workshop Selects a Delta College Faculty Member (2022)

Ron Schlaack, Delta College professor of physics, made history as one of six two-year college professors in the country selected by NASA to participate in a physics workshop in Puerto Rico. Schlaack served as a Space Physics Ambassador at a gathering of the NASA Heliophysics Education Activation Team. The initiative leads the development of astrophysics instruction for college and K-12 curriculum. The workshop was organized in partnership with the American Association of Physics Teachers (AAPT).

Unique Geology Instructional Content (2022)

Associate Professor of Geology Dr. Andrea Bair visited important outcrops of the Great Lakes region's older rocks, including the Morton Gneiss (~3.6 billion years old) and the Duluth Complex (~1.1 billion years old) in Minnesota, as well as many others in roadcuts along the way. Using newer technology available in Apple iPhones and freely available software, she piloted producing LiDAR (Light Detecting and Ranging) scans of outcrops and roadcuts. These interactive 3D scans augment traditional photography and rock samples that she will incorporate into Delta's geology courses.

Climate Change and Pedagogy Workshop (2022)

Delta College faculty presented a one-day virtual workshop, "Climate Change and People's Livelihoods" through the Midwest Institute for International/Intercultural Education (MIIE). The workshop examined how climate change impacts people's livelihoods around the world, providing insights from people and institutions that are trying to adapt and/or mitigate climate change in an effort to improve or at least maintain their livelihoods. Involved were: Adjunct Instructor of Sociology Queen Umeana, Associate Professor of Economics Paul Sander, Professor of English Lauren Smith, and Professor of Psychology Jeff Dykhuizen.

Supporting Online A&P Students (2022)

Associate Professor of Biology Aron Drake and Professor of Biology Cindy Drake are piloting the use of Anatomy Kits for students taking BIO 152 Anatomy & Physiology I to bring a hands-on learning experience to students taking the course entirely online. The Anatomy Kits contain a skeleton, mini skull, small muscle person for superficial muscles, mini torso with removable organs, mini head with muscles that can be taken apart to see brain anatomy, whiteboards, and other miscellaneous tools. Each kit costs just under \$400, and Covid Relief Funds distributed to the college were used to support their purchase.

Fulbright Scholar (2022)

Professor of Environmental Science/Biology and Environmental Technology Program Coordinator Jacob VanHouten was selected as a Fulbright Scholar, visiting Masaryk University, Brno, Czech Republic. His area of study was stream ecology and macroinvertebrates in freshwater systems, as well as environmental science. Through travel delays due to pandemic restrictions, Jay finally settled in and was assigned to teach and research at Masarykova Univerzita, Brno as part of the Fakulta of Botaniky and Zoologie main campus. His teaching duties included Stream Ecology and Professional and Academic Writing in English.

Teaching Santa Sign Language (2021)

Every October for the past seventeen years, Adjunct Instructor of American Sign Language Kelly Peckham has taught Santa Claus sign language. Midland, Michigan has the oldest Santa school in the world where over two hundred Santas arrive every fall from around the globe to learn at the Charles Howard Santa School. The Santas learn everything from toy making, riding the Polar Express, yoga/dancing, feeding reindeer, Santa business, beard care, singing, sign language, storytelling and more. What other college in the world can brag that one of their faculty teaches Santa in a program featured on CNN?

American Chemical Society Task Force (2017)

Dr. David Baker, Associate Professor in Chemistry is currently serving on a Presidential Implementation Task Force for the American Chemical Society. The focus is to examine the financial and personnel resources necessary to implement the recommendations of the initial task force on which he also served. The Implementation Task Force is working to articulate strategies needed to create stronger college-industry partnerships that will better serve workforce needs through two-year programs and opportunities with on the job training in STEM related fields.

International Entrepreneurship (2020)

Associate Professor of Management Dawn Fairchild's students in Entrepreneurship: Ideas & Innovation course (ENT131) interacted virtually with a team from Soran University in Kurdistan, Iraq where they researched problems and developed an international sustainable business solution in the arts and entertainment industry. Through the competition, students developed skills to collaborate across cultures, solve problems, develop innovative business concepts, and cultivate teamwork and leadership skills while solving global challenges at the local level.

RAD-AID International (2021)

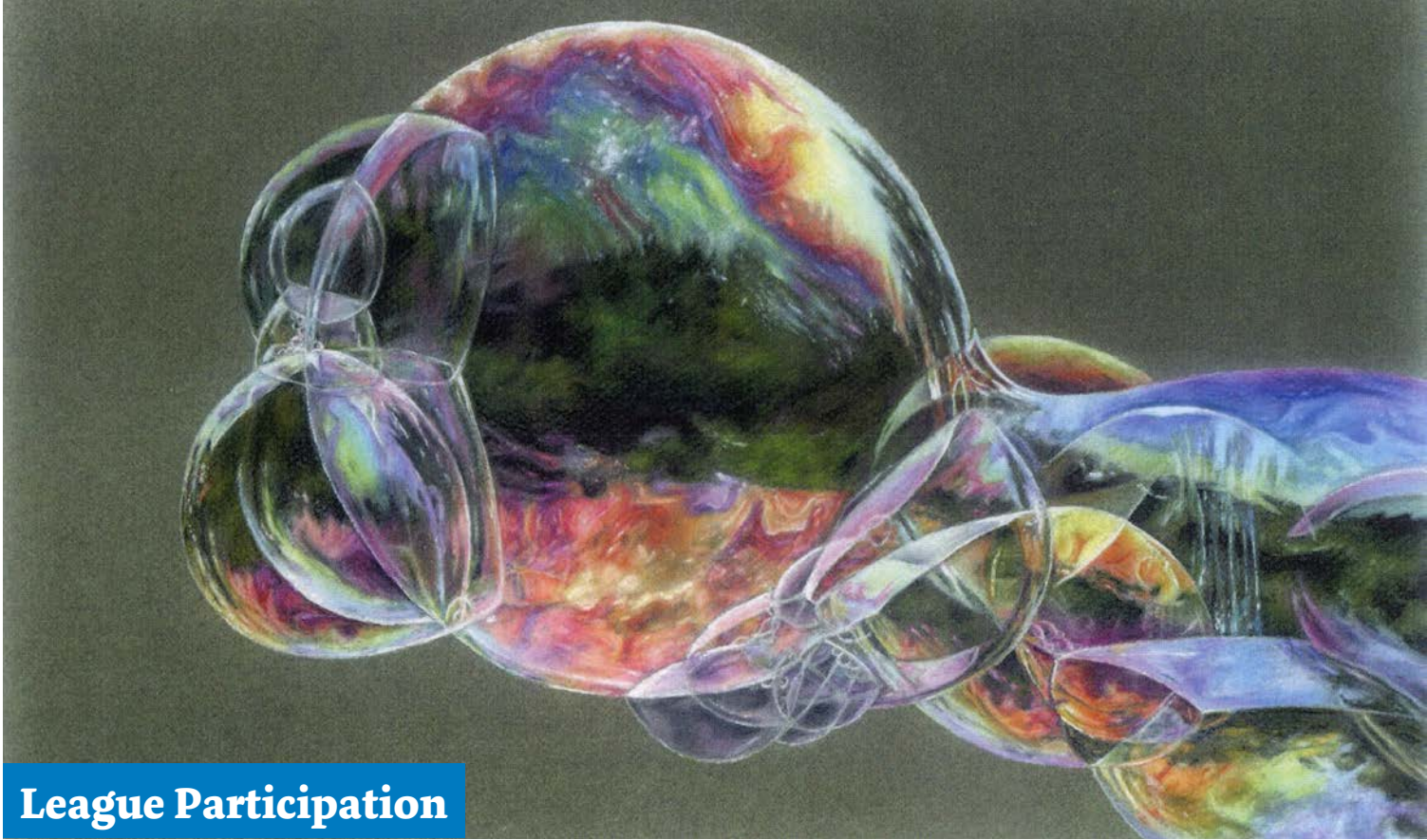
Professor of Radiology Cindy Kramer was awarded a grant through the American Society of Radiologic Technologists to work with RAD-AID International in order to help deliver education, equipment, infrastructure, and support to low-resource areas. Cindy developed informational and educational resources to share with patients so that they might better understand their radiologic examinations.

Sonography Simulation Publication (2019)

Lori Kloc, Cindy Ballor, Kim Boldt, and Dr. Reva Curry published a research article in the Journal of Diagnostic Medical Sonography examining the effectiveness of using simulation scenarios to impact confidence levels in sonography students. Discussed were how simulation improved the students' confidence in explaining, prepping and performing certain sonography exams they had described as making them feel uncomfortable. This article is important because there was minimal existing research regarding the use of simulation in Diagnostic Medical Sonography.

NSF Grant Supported Research Project (2018)

Jacob Vanhouten, Biology, and Kristopher Nitz, Biology, attended the Great Lakes Collaborative Research Summit at the Central Michigan University Biological Station located on Beaver Island, Michigan. Both biologists were co-tour leaders for macroinvertebrate sampling excursions on Iron Ore Creek and Millers Marsh located on the southern portion of Beaver Island. The Great Lakes Collaborative Research Summit was made possible due to a National Science Foundation (NSF) Grant entitled "Enhancing STEM Education with Research-Based Environmental Experiments: A Multi-Institution, Cross Curricular, and Cross-Disciplinary Initiative."



League Participation

"Distortion" by Delta College student Jessica Berlin.

Participation in the League for Innovation in the Community College

Delta College is a founding member of the League for Innovation in the Community College and has been committed to the organization over the past 53 years. Under the leadership of four college presidents, we have participated in annual student art and literature awards, submitted publications and attended annual conferences. Since 2009, from Detroit to Atlanta, to San Francisco and New York, nearly 100 Delta College faculty and staff members have attended annual League conferences with over half of those individuals serving as conference presenters.

|||||

The college makes the financial commitment to advance the professional development of its team, but also presents at conferences in order to share benchmarking and best practices information developed at Delta College. And, that information is also shared through publications submitted through the League's Innovation Showcase and other posted resources. Delta also participates in efforts to highlight our students' talents in the visual arts and the written word.

Student Literary Competition Winners Anthology

Delta College has a long tradition of participation in the League for Innovation Student Art Competition and the Literary Journal.

In addition to yearly participation in the League for Innovation in the Community College National Student Literary Competition Winners Anthology, Delta College hosted the 2015-2016 collection "Even the Dirt Keep Breathing." This was a collaboration of multiple groups, including the local museum and home of writer Theodore Roethke. This gave the students a national audience for their writing and highlighted the rich literary tradition of our region.



Following is a summary of Delta College students who have been recognized in the past few years.

Year	Competition	Name	Title of Work	Award
2019	Literature-Essay	Natasha Seaman	Slippery Slide to Chaos	National Merit
2019	Literature-Fiction	Hannah Bohlinger	Sanctify	National Merit
2019	Literature-Fiction	Samuel Philpot	Dreaming in the Rear View	National Merit
2019	Literature-Poetry	Margaret McMahon	Catching Up	National Merit
2019	Literature-Poetry	Hayley Rivera	Lost My Head	National Merit
2020	Literature-Fiction	Jacob Streeter	Escaping Tilda	National Merit
2020	Literature-Fiction	Kelsey Beckman	A Wife's Revenge	National Merit
2020	Literature-Poetry	Morgan Carter	Machine Washable	National Merit
2020	Literature-Poetry	Morgan Carter	Baby Tooth	National Merit
2021	Literature-Essay	Kristy Spakowski	Grandma's Hands	National Merit
2021	Literature-Essay	Gretchen Moore	How Writing Saved Me	National Merit
2021	Literature-Fiction	Paul Helling	Heavy Dreams	National Merit
2021	Literature-Fiction	Haeley Huggard	The Colorless	National Merit
2021	Literature-Poetry	Taylor Hart	Living with Butterflies	National Merit
2021	Literature-Poetry	Matthew Sauer	Essential	National Merit
2022	Literature-Fiction	Alaina Curry	Willowing Away	National Merit
2022	Literature-Fiction	Denton Maxson	Power of Love	National Merit
2022	Literature-Poetry	Katrenia Busch	Mystery and Wind	National Merit



"Go" by Delta College student Jennifer Stoddard.

Student Art Competition

During the 2019-2020 academic year, Delta College hosted the 34th student competition. This was an extraordinary task to accomplish since our faculty at Delta College and the participating schools were finishing the semester remotely due to COVID

pandemic closures. They had to acquire images of participating students' works under tremendous pressure and constraints. However, through hard work and perseverance, Delta College was able to publish and mail the 34th catalog to the participating colleges by the fall of 2020. The success of that year's publication was primarily due to Professor Randy Crawford's leadership.

In addition to participating in the annual League for Innovation competitions, Delta College's Arts and Letters Division celebrates our students' achievements in other ways. This includes the yearly student art exhibit and opportunities for writing students to publish their work. This internal college journal has gone through multiple iterations including the former Fusion publication and the current Pioneer Post, a literary journal of Delta College.

At Delta College and in the Arts and Letters Division, we continue to celebrate student engagement and success in the arts and writing.

Following is a summary of Delta College students who have been recognized in the past few years.

Year	Competition	Name	Title of Work	Award
2015	Art	Brandi Hall	Urban Nature	National Merit
2015	Art	Anthony Countegan	Two is Company	National Merit
2015	Art	Caitlyn Straley	Self Portrait	National Merit
2015	Art	Ann Marie Randall	Emancipation	National Merit
2015	Art	Dena Pawlicki	Eames Design and Material Portrait	National Merit
2016	Art	Nick Peruski	The Return	National Merit
2016	Art	Alli Benkert	Untitled	National Merit
2016	Art	Jessica Harvey	Self Portrait	National Merit
2016	Art	Tim Comtois	Entropy of the American Dream	National Merit
2016	Art	Megan Drake	Elegance for The Iron	National Merit
2017	Art	Kyle Story	Untitled	National Merit
2017	Art	Zizelda Moreira	Surroundings	National Merit
2017	Art	Timothy Syzmanski	Untitled	National Merit
2017	Art	Kayleigh Messner	Mind of Lines	National Merit
2017	Art	Sabine Hodges	Emerging Self	National Merit
2018	Art	Erin Hartsell	Women are to be seen, not heard	National Merit
2018	Art	Katelin Garchow	Modern Woman	National Merit
2018	Art	Cara Ferruzzi	Chaotic Family	National Merit
2022	Art	Amanda Medina	Traversing the Vivid Pinnacles	National Merit
2022	Art	Catherine Comtois	Nature's Course	National Merit
2022	Art	Jessica Berlin	Shadowplay	National Merit
2022	Art	Nikki Hughes	Jōmon	National Merit



Innovation of the Year Award

The League's Innovation of the Year Award is presented to individuals and groups responsible for creative change at Delta College, which results in significant institutional change. It can encompass significant change in areas such as organization, programming, staffing, curriculum, college procedures, governance structure, or personal growth and development of individuals or groups.



Recipients

- | | |
|---|--|
| 2022 – no award given out | 2016 – Democracy Commitment
Dr. Kim Klein & Dr. Lisa Lawrason |
| 2021 – Scientific Digital Pedagogy and Diversity Partnerships
Dr. Charissa Urbano | 2015 – Digital Film Production Certificate
Jim Gleason & Jeff Vande Zande |
| 2020 – Sustainability on Campus
Janis Kendziorski and Linda Petee | 2014 – Student Food Pantry and Delta's Closet
Dr. Amy French, Dr. Nancy Vader-McCormick & Michelle White; Lori Ziolkowski |
| 2019 – Reading Across the Disciplines (RAD)
Sharon Bernthal | 2013 – Train for Change Employee Wellness Program
Carla Murphy |
| 2018 – Associate in Applied Arts in Journalism and Integrated Media
Crystal McMorris | 2012 – Safe Space Project
Donna Giuliani, Denise Hill & Elizabeth Ullrich |
| 2017 – President's Speaker Series
Barbara Handley-Miller & Dr. Nancy Vader-McCormick | 2011 – Service Learning Team
Nancy Vader-McCormick, Teresa Stitt, Michelle White & Karen Wilson |



League for Innovation Publication Submissions

The Library of Tomorrow

Michele M. Pratt, Anne Wooden Elias, and Reva Curry
10/01/2022 Learning Abstracts

Saginaw Academy for Excellence: An Innovation Between Saginaw Public School District and Delta College

Michael Gavin, Ramont Roberts, Mit Foley, Shelly Raube, and Reva Curry
08/01/2022 Innovation Showcase

Practicing Situational Fairness to Promote Equity and Connection in the Classroom

Brian Aldrich, Dave Baskind, and Kristin Cornelius
11/01/2021 Project Highlight

Collaborating for Change: How Leadership Transformed Police Academy Curriculum

Angela Guy-Lee
01/01/2021 Leadership Abstracts

Addressing Enrollment Challenges: Recruiting the Adult Learner

Jonathan Miller
07/01/2020 Learning Abstracts

Making Accessibility Training Accessible: A Path to a More User-Friendly Approach

Jon Hoerauf
04/01/2020 Project Highlight

Professional Trades Crisis: An Opportunity for Community Colleges to Take a Leadership Role

Jeff Vande Zande
12/01/2019 Learning Abstracts

The STEM Explorer: A Mobile Outreach Approach

Nathan Elder and Scott Schultz
10/01/2018 Project Highlight

Transformational Leadership in the Community College Classroom

John Neal
04/01/2018 Learning Abstracts

Enriching Learning Through Accessible Travel

Crystal Starkey, Christine Yarocho, Lauren Smith, and Drew Colenbrander
02/01/2017 Project Highlight

Civic Assessment at Delta College: Political Attitudes and Likelihood of Future Participation

09/01/2015 Project Highlight

Sustainability at Delta College: The Green Book Project

04/01/2014 Project Highlight

Green Building Renovation Includes Rainwater Harvesting System

10/01/2013 Member Spotlight



Involvement in League for Innovation Grant Projects

When opportunities arise, Delta College has pursued involvement in League for Innovation grants to help explore curriculum revisions or to develop programs in support of students. We have done so knowing the league's goal is to disseminate the best practices from the projects to other community colleges throughout the country.

ConneC+D Pathways project (2022-2024 - \$62,500)

Delta College recently joined in a grant effort funded by the ECMC Foundation and led by Workcred. It partners with the League for Innovation in the Community College, the National Student Clearinghouse, and the Higher Learning Commission to develop and offer community colleges an affordable, scalable approach to align degrees with industry needs through C+D (credentials and degrees) pathways.

Workcred is collaborating with Delta College, the Community College of Aurora, Kirkwood Community College, and Moraine Valley Community College to develop C+D pathways in two evolving sectors: information technology (IT) and health sciences.

Delta College's work will align coursework in the IT field to align career credentials with top IT certification offerings. The results will allow students to earn certifications through non-credit training (i.e., boot camp, micro-credential platforms, etc.) to receive 100 percent college credit through credit for prior learning process.

Delta College has an interest in exploring the role these changes could have in the accreditation process. Presently, the college is preparing to submit to HLC for approval of competency-based education (CBE) delivery in IT and Manufacturing.

Walmart Better Futures (2013-2015 - \$233,333)

Delta College was one of 12 community colleges in the country selected to participate in the Walmart Brighter Futures 2.0 Project, which is supported by a grant from the Walmart Foundation to the League for Innovation in the Community College.

The project aimed to provide low-income adults and older youth the skills necessary to obtain middle-skill jobs, enabling them to become financially self-sufficient. In addition, the project was modeled to provide participants with the confidence they need to know they've acquired the skills employers want, which will empower them to document those skills and communicate them effectively to employers.

Delta at a Glance






Delta College

1961 Delta Road
University Center, MI 48710
delta.edu | 989-686-9000

Delta College

Innovation Report | January 2023

