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Delta College
Board of Trustees Dinner Meeting
Delta College Downtown Bay City Center
Tuesday, December 13, 2022
5:30 pm

Board Present: M. Benecke, R. Emrich, S. Gannon, D. Middleton, M. Rowley, M. Thomas, M. Wood

Board Absent: A. Baldwin, M. Nash

Others Present: R. Battinkoff, L. Brown, T. Brown, P. Clark, E. Clement, A. Cramer, S. DuFresne, C. Emrich, J. Foco, P. Fox, M. Gavin, J. Goodnow, L. Govitz, M. Haswell, C. Inabinet, D. McQuiston, M. Murray, K. Nelson, S. Raube, P. Ross McClain, P. Rowley, K. Schuler, E. Suniga, A. Ursuy, A. Williams, E. Yaworski, J. Young

Press Present: None

Board Vice Chair, M. Thomas called the meeting to order at 6:00 pm. She turned the meeting over to Andrea Ursuy, Executive Director of Administrative Services and Institutional Effectiveness; Mike Gavin, President; and Jason Young, Institutional Research Director to give an update on Strategic Planning.

A. Ursuy, began the presentation by reviewing Delta’s planning terminology for the mission, vision, values, strategic plan pillars, key performance indicators (KPIs), strategic initiatives and institutional action projects. She shared Delta’s Strategic Planning Process which has four phases: visioning, development, deployment and review.

The College is currently in the visioning stages of the planning process. In February of 2022, the Board heard both internal and external environmental scan data and engaged in a SWOT analysis. During Fall Learning Days, in August, our external consultant Dr. Connie Watson and Professor of Psychology, Dr. David Baskind, listened to the voices of 180 of our employees. Using a focus group process, they asked faculty and staff to describe Delta as if it was a village helping people flourish. The information gathered was reviewed and shaped into themes by C. Watson who created lists of “cultural enhancers” and “cultural diminishers.”

The College held a Mission, Vision, and Values (MVV) Summit on October 14. C. Watson and her co-facilitator, Rob Miller, began by sharing the qualitative information that we learned from the Learning Days Focus Groups. They used the cultural enhancers and diminishers to create a long list of “values terms.” Values describe how we will interact with our students, one another, and our community. Summit participants voted on the values narrowing the list down to these five values: trust, making a difference, collaboration, integrity, and kindness. Participants also reviewed the College’s mission and vision.

All of the feedback from the summit was analyzed, summarized and provided to the MVV Writing team consisting of: David Baskind, Loyce Brown, Pam Clark, JD Garn, Mike Gavin, Darrin Johnson, Pam Ross McClain, Kay Schuler, Andrea Ursuy, Jeff Vande Zande, and Donny Winter. They worked closely with President’s Cabinet to create a draft Mission, Vision and Values. The draft statements were then sent

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out in a survey for further review and input from across the College. Overwhelmingly, the majority of those individuals that completed the survey were in agreement with the draft statements.

M. Gavin restated the fact that our values describe how we will interact with our students, one another and our community. He shared the draft statements with the Board:

Vision: We are the national leader in innovative community college education.

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.

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.

M. Gavin also shared that these will not just be written down but that these will be expectations for our employees and whether or not you are a part of the Delta team. M. Gavin noted his ambition to be one of the first or best colleges to embrace this allowing our values to actually breath through the institution.

M. Gavin said that the key performance indicators will help to drive the action projects within the strategic plan. Individual employee goals will be directly associated with the strategic plan as well. We are rolling out a new process so that every unit on campus will have goals that are linked to the budget. This process will be rolled out in February. All of this will be tracked in a database created by Pat Randall, in the Institutional Research Office.

J. Young presented the Board with some very high-level targets in regards to enrollment, retention, completion and our employees. They included:

- **Enrollment** – Evaluate past 3 years of enrollment data, taking into account budgetary considerations and external data on prospective students with the goal of achieving equitable access upon completion of the strategic plan.
- **Retention** – Evaluate past 10 years of retention data. Set goals for +1/2 standard deviation increases over the 10-year average for each year of the strategic plan with the overall goal of closing opportunity gaps among student groups upon completion of the strategic plan.
- **Completion** – Evaluate past 10 years of completion data. Set goals for +1/2 standard deviation increases over the 10-year average for each year of the strategic plan with the overall goal of closing opportunity gaps among student groups upon completion of the strategic plan.

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- **Employees** – Evaluate and compare employee population to most current census data with a goal of representing community demographics.

A. Ursuy finished the presentation with the next steps. They include:

- December 2022 – Cabinet drafts strategic plan pillars
- January 2023 – Cabinet finalizes draft of pillars and strategic initiatives
- February 2023 – Cabinet, Executive Council, and other campus leaders draft action projects
- March 2023 – Strategic Plan presented to the Board for approval
- April – June 2023 – Plan aligned to the Budget
- July 1, 2023 – 2023-2027 plan implemented

There being no further business, the dinner meeting was adjourned at 6:34 pm.

Talisa Brown, Assistant Board Secretary

Andrea Ursuy, Board Secretary