

OUR FUTURE *Together*

STRATEGIC PLAN  
2023-2028



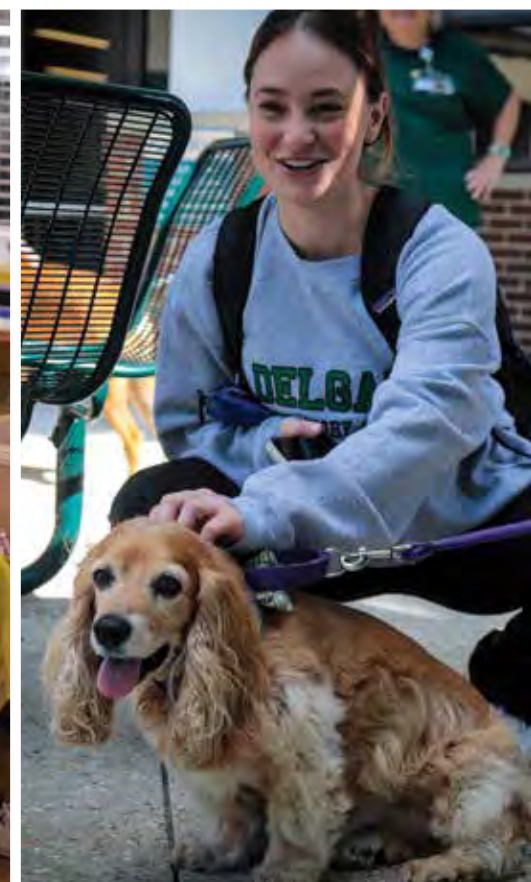
**Delgado**  
COMMUNITY COLLEGE



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# OUR MISSION

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Delgado Community College is a diverse, dynamic, open-admissions community college providing high-quality education through innovation and excellence in teaching and learning. The College offers a variety of academic and workforce programs through the Associate degree and is committed to nurturing and sustaining an inclusive culture to support student success.

## OUR VISION

Delgado Community College will be nationally recognized as an exemplary, world-class institution of higher education. Delgado aspires to cultivate lifelong learners; become the academic and workforce catalyst that empowers the communities it serves; and develop transformative partnerships that foster growth, diversity, knowledge, and sustainability.

## OUR VALUES

We, at Delgado Community College, value:

- The worth of each individual
- Lifelong learning and the pursuit of knowledge
- Excellence in teaching in an accessible learning-centered environment
- Meeting the needs of a changing workforce
- The cultural diversity of our students, faculty, staff, and administration
- Public trust, and personal and professional integrity and accountability
- Our responsibility to community, state, nation, and world





# CHANCELLOR'S MESSAGE

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**W**elcome to the second century of Delgado Community College. I am proud to be a part of this historic educational institution. We are built upon a solid foundation, and we are strong and agile and ready for the next 100 years.

As an institution, we spend quality time, every five years, on self-reflection and analysis. In doing so, we look at our past goals—those we've accomplished and those we have not. We include recent technological advancements and social changes in our calculations. We examine the state of education in our community and in the world. And, in the end, we set our sights on new goals for ourselves.

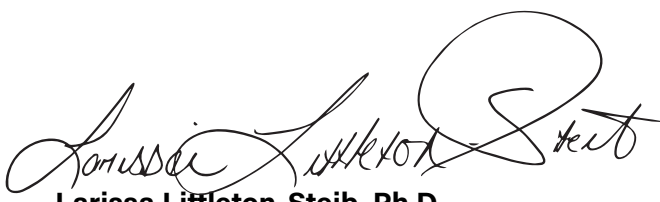
Then, we start all over again.

This is the process of creating a strategic plan. Strategic planning is an exercise. And, as with every exercise we do, the more you put into it, the more you get out of it. In fact, some would say that success is not finishing an exercise but doing it. That is when you realize that every step you take is success. Your goal becomes taking the next step with intention and with purpose. That is where we find ourselves at Delgado Community College—in a state of constant change.

The theme of this five-year Strategic Plan is "Our Future, Together." Our future is a moving target. I will continue to lead this institution toward it with intention and purpose.

*Our goal—our next step and our North Star—is to provide the finest quality education. This plan is our commitment to this charge.* 

As we move forward with our 2023-2028 plan, we will stay true to our Mission, Vision, and Values. I invite you to join us as we create opportunities for a new generation of students and plan our future, together.

A handwritten signature in black ink that reads "Larissa Littleton-Steib". The signature is fluid and cursive, with a large loop at the end.

**Larissa Littleton-Steib, Ph.D.**  
Chancellor, Delgado Community College

# OUR CENTENNIAL YEAR

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The 2023-2028 Strategic Plan is built on a rich history—100 years of success in higher education. We have grown from a manual trade school to a fully-accredited community college with multiple locations in Greater New Orleans. We are a center for professional and advanced technology career education, academic pre-baccalaureate education, and traditional occupational training.



*It should not go without saying that Delgado has served its community and will continue to provide excellence in education to all.*



With that in mind, we celebrated our Centennial year in 2022 with successful capital campaigns. The Delgado Foundation orchestrated the “Roast of the Town” event, featuring a local celebrity roast, the “Building Futures” luncheon, and the 100th Anniversary Gala Celebration. The evening celebrated Delgado’s legacy while looking forward to its bright future.

Our Foundation Board promotes the College in business and industry and solicits donations that fund student scholarships and other educational opportunities. We are grateful for their leadership and guidance in the fulfillment of our new Strategic Plan.





# SELF-ANALYSIS

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**W**e began our self-analysis in 2020, with the restrictions of COVID-19 still in effect. We re-assessed our progress toward our prior Strategic Plan, entitled “Creating a Culture of Transformation,” and we gave ourselves a passing grade.



*Delgado remained resilient and focused throughout major hurricanes and a global pandemic. We transformed the way we worked radically and quickly.*

By all accounts, our faculty and staff kept Delgado moving forward in the spirit of the prior plan.

## DIGGING DEEPER

We began to look critically at all aspects of the Delgado experience. The offices of Academic and Student Affairs, Human Resources, Business and Administrative Affairs, Information Technology, and Workforce Development and Continuing Education conducted environmental scans—collecting essential information related to direct and indirect competition for the College in enrollment trends, job markets, and admission standards.

**Our research found new, dramatic wage increases for low-skill, no-barrier job opportunities.**

Academic divisions and administrative units conducted SWOT (Strengths, Weaknesses, Opportunities, and Threats) analyses with their staff and faculty. Foundation Board members, alumni, program advisory boards, regional industry contacts, and governmental officials completed external stakeholder surveys. Faculty, staff, and students provided internal stakeholder feedback.

**The internal stakeholder surveys were positive overall with some indications concerning communication, health, and well-being. For the most part our external stakeholders indicated a need for trained employees with polished interpersonal skills.**

We gathered data on the driving forces and trends in education. Most of these trends were COVID-related. Our team analyzed the data with an eye toward current and future impacts on the College.

**Online learning trends accelerated since the COVID-19 lockdowns. The College was successful in meeting the needs of online instruction, but the transition to online course delivery altered student expectations and performance. Students have come to expect that most courses will be available online, while internal analysis suggests that student performance in online courses sometimes suffers due to lack of engagement. Fewer students coming to campus diminishes the senses of community and belonging at the College.**

Funding from the Coronavirus Aid, Relief, and Economic Security (CARES) Act enabled the College to provide students, staff, and faculty with laptops, internet hotspots, and tablets, significantly improving connectivity for completing coursework. This funding also provided the means to upgrade learning management systems, learning applications integrations, college-wide continuing education accounts, and online tutoring. We added electronic signature software and many other tools for internal process efficiencies.

The College expanded the professional development office position to address shifting trends in instruction and student needs. Faculty and staff were able to pivot and provide wraparound services to keep enrollment and retention steady through the pandemic. These advancements were vital in the moment but had a significant effect on the future of the brick-and-mortar college experience.

*How do we navigate this situation? How do we create a sense of belonging in this new environment of remote work and distance learning? These thoughts were in the minds of the strategic planning teams as we crafted this new plan.*



## KEY RESEARCH CONCLUSIONS: VICTORIES AND CHALLENGES

Our research team identified several areas of strength and weakness in the College’s communications, operations, and services. As with most things that are worthwhile, every victory comes with renewed challenges. We are committed to ongoing strategic improvement.

	VICTORIES	CHALLENGES
BRAND	<p>Delgado's brand is strong in the greater New Orleans area because it is a well-respected critical driver in the community, centered on education and workforce development.</p>	<p>Despite our excellent reputation, Delgado is not always a student's first choice for higher education. The community is not fully aware of the available programs or the potential earning power of a Delgado credential.</p> <p>Delgado experiences challenges with student onboarding. New students often report difficulty in finding information, engaging, and connecting.</p>
FACULTY AND STAFF SUPPORT	<p>The faculty and staff remain dedicated to the mission of the College and are proud of the organization, their colleagues, and the students.</p> <p>Faculty and staff salaries have been increased to approach the median of peer institutions in the region.</p>	<p>Research revealed indications of faculty and staff discontent.</p> <p>Faculty and staff surveys expressed "initiative fatigue."</p> <p>The College must be intentional in providing incentives and recognition for "above and beyond" employee performance.</p>
STUDENT SUPPORT	<p>We continue to employ innovative practices in admissions, orientation, and onboarding.</p> <p>Financial Aid audit processes and granting of awards have been streamlined to eliminate barriers and operational inefficiencies.</p>	<p>Communication and collaboration between student support services and academic support workflows must improve to meet student needs.</p> <p>Progress is slow in improving student retention and completion.</p>
TECHNOLOGY	<p>Delgado has a long history of offering online courses in many programs of study. Most programs use continuous improvement methods such as ADA compliance and staying current with best practices/professional development in online self-paced and live instructor-led course delivery.</p>	<p>Even though we have made significant strides, we must continue to improve online courses with engaging content.</p> <p>Student feedback surveys indicated a need for improved access to technology and connectivity.</p> <p>The technology infrastructure of the College is outmoded and requires extensive updating.</p>

# DELGADO DIRECTIVES

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The Strategic Planning Team gathered in numerous meetings to identify the most important areas for strategic focus. Key conclusions led us to formulation of the four planning directives that overlay everything we do at Delgado Community College.

**We have adopted these four Delgado Directives.**



## DIRECTIVE 1: BE YOURSELF

Support our culture of diversity, equity, and inclusion.

## DIRECTIVE 2: BE SMART

Place student achievement at the forefront of all College initiatives.

## DIRECTIVE 3: BE SUCCESSFUL

Continue to meet head-on the needs of a changing workforce and provide graduates who are excellently trained for career opportunities.

## DIRECTIVE 4: BE INTENTIONAL

Strengthen operations for efficiency and excellence.

## OUR COMMITMENTS

Under each Delgado Directive is a list of commitments. These are our commitments to you, our students, employees, business and industry partners, educational institutions and the New Orleans community. They are action items, goals, and aspirations that will guide us in everything we do.

New and ongoing projects will advance the College's commitment to our strategic planning goals. The following pages describe current projects supporting these commitments.



## DIRECTIVE 1: BE YOURSELF

*Support our culture of diversity, equity, and inclusion.*

We will promote the success, dignity, and worth of each individual by providing a safe and welcoming environment where open inquiry, creative ideas, and diverse experiences enrich lifelong learning.

### WE COMMIT TO:

**C1-A Expanding cultural awareness** of the Delgado family to build intellect and empathy among our students, faculty, and staff

**C1-B Improving access** to flexible course options, connectivity, professional development, and student services

**C1-C Promoting timely and targeted information delivery** for new student engagement, support services, academic pathways, and career readiness

**C1-D Fostering student connectedness and sense of belonging** through enhanced student life and co-curricular activities

### PROJECTS:

**First-Year Experience (FYE):** This project strives to deliver support, communication, programs, initiatives, and services to increase engagement and sense of belonging for new students. It is our belief that the more the student feels that Delgado is committed to them, the more successful they will be.

**Modernized New Student Orientation:** All new students must participate in orientation where, with the assistance of an advisor, they will identify educational goals, schedule courses for their first semester, and build an academic plan that includes checkpoints and milestones.

**Student-Centered Success Programs:** Understanding the unique needs of the historically underrepresented students we serve, Delgado embraces its diverse student population and invests in programs to support students in their academic pursuits.

The SMART program, **Single Moms Accessing Resources Timely**, focuses on supporting single mother learners on their journey to attainment of credentials of value and college completion.

**Bringing Adults Back** utilizes a case-management approach and wraparound services to support adult learners, particularly those coming back to college.

Delgado's work with **Complete College America** helps provide institutional support to create academic maps, especially for programs offering stackable credentials, presenting students with clear pathways to degree completion.



## DIRECTIVE 2: BE SMART

*Place student achievement at the forefront of all College initiatives.*

We will provide academic opportunity and support services that ensure the highest level of student success.

### WE COMMIT TO:

**C2-A Providing the highest quality programs and services** to reduce barriers for college completion

**C2-B Increasing communication and resources** for prior learning credit

**C2-C Fostering relationships with four-year institutions** to enhance articulation and transfer opportunities

**C2-D Coordinating and effecting positive change** through college-wide assessment and curriculum review to support the College's mission, vision, and strategic planning

**C2-E Broadening pathways** for career advancement and educational attainment for all

**C2-F Advancing instructional technology, professional development, and training** to improve teaching and learning

### PROJECTS:

**Academic Division Re-Branding:** The academic divisions were newly organized for equitable governance, structure, and logical program groupings. The divisions will now be referred to as "Schools."

**Innovative Curriculum Design:** Through extensive external and internal research, data-driven decisions will create new programs and streamline current program offerings. An expanded Curriculum and Program Development Office will organize faculty committees and task forces to ensure programmatic content and outcomes are aligned with industry trends and anticipate changes in the job market.





## DIRECTIVE 3: BE SUCCESSFUL

*Continue to meet head-on the needs of a changing workforce and provide graduates who are excellently trained for career opportunities.*

### WE COMMIT TO:

**C3-A Growing and fostering strong relationships** with industry partners, government entities, and program advisory boards

**C3-B Identifying high-growth, high-demand occupations and emerging workforce demands** to align with academic and continuing education program outcomes

**C3-C Enhancing curricula, course design, and co-curricular activities** to focus on ethics, communication, critical thinking, problem solving, and professionalism for career readiness

### PROJECTS:

**Student Affairs Reorganization:** Student Affairs services have traditionally operated in silos, causing barriers for our student populations. A student-centered design integrating cross-functional processes will enable continuous improvement, further enabling our students to achieve equitable outcomes.

**Strategic Course Scheduling:** The College's implementation of course scheduling software will foster a dynamic scheduling model responsive to students' needs with interactive curriculum mapping. This scheduling software will increase student achievement by eliminating misinformed scheduling choices and encouraging completion of courses in the right order for credential attainment.

**Integrated Credit, Non-Credit, and Dual-Earned Credit System:** Delgado anticipates the common currency of credentialing to collapse the artificial barriers between credit and non-credit credentials. We will support the integrated system for credit, non-credit, workforce, and adult basic education to provide easy access for cross-referencing dual-earned credit for academics, workforce, and industry-based certifications.







## DIRECTIVE 4: BE INTENTIONAL

*Strengthen operations for efficiency and excellence.*

### WE COMMIT TO:

**C4-A Increasing internal and external communications and marketing** to ensure a robust, engaging dialogue

**C4-B Managing our talent** through recruiting, developing, and retaining employees by promoting inclusion and belonging with engaging and rewarding practices

**C4-C Using data to drive decision-making** to improve institutional effectiveness and to respond to rapidly changing environments

**C4-D Streamlining business practices** and exploring opportunities to ensure solid revenue streams and financial stability

**C4-E Maintaining safe, accessible, aesthetically pleasing facilities** that affirm the College's commitment to innovation and sustainability

**C4-F Implementing responsive technology** that supports the educational experience and modern college processes

### PROJECTS:

**Next Generation Marketing Plan:** Responding to enrollment and retention goals, the College engaged a proven marketing firm to create a new advertising campaign that includes trackable analytics.

**Ochsner Center for Nursing and Allied Health:** A new building on our flagship campus houses the School of Health Sciences, combining the Charity School of Nursing and the Division of Allied Health. The 120,000 square foot state-of-the-art facility features a simulated hospital and has expanded capacity of the programs to serve more students and provide nursing and allied health professionals to the workforce.

**Technology Updates:** Delgado anticipates major overhauls of classroom technology, wireless infrastructure, desktop computers and computer labs, and the telephone and voicemail system.

# INVESTING IN THE FUTURE

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**D**elgado Community College is pleased to announce two new additions to our institution that will further advance our mission to become an academic and workforce catalyst in our community.

## OCHSNER CENTER FOR NURSING AND ALLIED HEALTH

Delgado is the largest educator of nurses and allied health professionals in Louisiana. In partnership with Ochsner Health, our students now have more opportunities to pursue careers in health care in the state-of-the-art Ochsner Center for Nursing and Allied Health. Together, Delgado and Ochsner will leverage the center to meet critical workforce demands, provide opportunities for local graduates in high-wage careers, and proactively pursue the career development of minority and disadvantaged students.

*“Nurses and allied health professionals educated at Delgado now and in years to come will enjoy the many benefits of meaningful careers that improve their own lives and the lives of their families while serving others in a variety of healthcare settings.” – Larissa Littleton-Steib, Chancellor*

In addition to RN and LPN programs, the building hosts Radiologic Technologist, Respiratory Therapy, Physical Therapy Assistant, Occupational Therapy Assistant, Surgical Technologist, Medical Laboratory Technologist, and Pharmacy Technologist programs.

## GAYLE AND TOM BENSON ATHLETIC COMPLEX

For nearly 50 years, we have worked on and off the field and court to build student-athletes into productive players and active members of our community. Today, we are taking the next step in building our Delgado Dolphin tradition of determination, character, commitment, and excellence as we construct the state-of-the-art Gayle and Tom Benson Athletic Complex.

*This project was made possible through generous donations including a pledge of \$1M from the Gayle and Tom Benson Charitable Foundation, and contributions from major donors, community partners, former players, parents, alumni, and friends.*

The two-story, 5,000 square foot facility sits adjacent to historic “Rags” Scheuermann Field at Kirsch-Rooney Stadium on the City Park campus. The complex will house the department’s first permanent baseball locker room, a training room to provide sports medicine and treatment for student-athletes, office and equipment storage space, an apparel store, and a study hall and event space.





# COMMITTED TO PROGRESS

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**D**elgado Community College has an ongoing commitment to the people of this community and aspirations for continuous improvement. Our four Delgado Directives are reminders of the who, what, how, and why of what we do.



*We need to embrace new approaches and initiatives to serve our students, our region, and ourselves. We welcome change. We pursue opportunity. We will provide the finest quality education for the next 100 years.*

We plan to drive the achievement of this Strategic Plan by establishing defined objectives and benchmarks to measure outcomes, review, and pivot in a timely manner.

This model of Directives, Commitments, and Projects is structured to maintain long-term ideals while responding to short-term internal and external opportunities.

We will continue to update our progress toward these goals throughout the next five years. This plan is a true “living” document. We look forward to building our future, together, for the next 100 years.

# STRATEGIC PLANNING TEAM

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**T**he College's Strategic Planning Team works to ensure quality and improvement, alignment of funding with prioritized goals and strategic initiatives, a foundation for documenting a culture of evidence, and the College's ability to meet shifting circumstances and emerging opportunities in the region Delgado serves.

## MEMBERSHIP

**Executive Officer:** Larissa Littleton-Steib, Chancellor

**Chair:** Elizabeth Duett, Dean, Business/Coordinator, Assessment and Planning

### Members:

- Peter Cho, Executive Dean, West Bank Campus
- Maria Cisneros, College Registrar
- Emily Cospser, Dean, Liberal Arts, Social Sciences, and Education
- Theresa Degruy, Assistant to the Vice Chancellor for Academic and Student Affairs/Executive Dean, Sidney Collier Site/Executive Director, Academic Success Initiatives
- Tamika Duplessis, Associate Vice Chancellor for Student Affairs
- Harold Gaspard, Associate Vice Chancellor for Academic Affairs/Dean, Allied Health
- James Hobbs III, Chief Information Officer
- Elizabeth Shaye Hope, Faculty Senate Representative
- Shawn Loht, Research Manager
- Carla Major, Chief Human Resources Officer
- Cheryl Myers, Vice Chancellor for Academic and Student Affairs/College Provost
- Ronald Russo, Vice Chancellor for Business and Administrative Affairs
- Traci Smothers, Executive Assistant to the Chancellor/EAEO
- Arthine Powers, Faculty Representative
- Arlanda Williams, Vice Chancellor for Workforce and Institutional Advancement/Executive Dean, River City Site
- SGA Representative

**Administrative:** Karen Laiche, Policy/Accreditation Specialist

STUDENT APPRECIATION WEEK

We ♥ Our  
Students!

Delgado  
COMMUNITY COLLEGE



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*Delgado is a member of the  
Louisiana Community & Technical College System*