DMC

DEL MAR COLLEGE

2019-2024 Strategic Plan
Aspire. Engage. Achieve.

STUDENT ACHIEVEMENT INDICATORS

PROGRESS REPORT: YEAR 4

December 2023

Office of Planning & Institutional Effectiveness

DEL MAR COLLEGE

Vision
This is what we aspire to achieve.

Del Mar College will be the premier choice for life-changing educational opportunities, provided by responsive, innovative faculty and staff who empower students to improve local and global communities.

Mission
This defines what we are here to do.

Del Mar College is a multi-campus community college providing access to affordable degree and certificate programs, customized workforce development, and continuing education opportunities for the successful educational advancement and lifelong learning needs of our communities.

Core Values
These are the characteristics that are important in how we do our work.

Student Learning and Success
Ensuring students gain the necessary knowledge, skills, and experience to achieve their goals of graduation, transfer, and/or personal enrichment.

Excellence in Instruction
Developing and delivering exceptional instruction that is tailored to a diverse student population.

Access
Providing opportunities to all persons who wish to participate and succeed in higher education through traditional and distance delivery formats.

Integrity
Demonstrating honesty, transparency, and clear communication with our stakeholders, our community, and with each other.

Accountability
Demonstrating responsible and ethical stewardship of the resources entrusted to us by our community.

Innovation
Dedicating attention to new ideas that lead to higher levels of achievement for students, faculty, and staff.

Diversity and Inclusion
Committing to a diverse and inclusive community that values, celebrates and learns from our differences and in which all people are treated with dignity and respect.

Plan Overview

Goal One: Completion

Goal Two: Recruitment and Persistence

Goal Three: Academic Preparedness and Student Learning

Goal Four: Learning Environments
- *Not Included in Progress Report: no applicable Student Achievement Indicators*

Goal Five: Workforce Development, Community Partnerships, and Advocacy

Goal Six: Financial Effectiveness and Affordability
- *Not Included in Progress Report: no applicable Student Achievement Indicators*

Report Components

Goals: Broad, priority areas. Key Performance Indicators (KPIs) have been identified for each of the Strategic Plan Goals.

Key Performance Indicators (KPIs): Describe how the College measures progress toward meeting its goals.
- **KPI Thresholds** are expectations set by the College to define its own acceptable level of achievement (minimum target; usually aligned with baseline data).
- **KPI Targets** are the College's expectations for improvement; aspirational targets that define what the College intends to achieve (improvement/aspirational target).

Data Findings: Describe how the College is performing for each KPI.
- The three most recent years of available data for each KPI is provided as part of the data findings. Change between the years is also indicated.
- The most recent year of KPI data is compared to the identified KPI Threshold and Target.
  - If the indicator met or exceeded the KPI Threshold and/or Target, this field was coded in **green**.
  - If the indicator did not meet or exceed the KPI Threshold and/or Target, this field was coded in **red**.

There are several KPI Targets with a projected date of attainment. In these instances, a color-coded designation was not made unless the College had already met or exceeded the KPI Target set for the projected date of attainment.

Analysis of Results: Describes Data Findings, including change over time and comparison to peer group.

Goal One: Completion

Create coherent and seamless pathways that guide students to achieve their educational goals.

KPI: Number of degrees and certificates awarded

Objectives that Support the Achievement of the KPIs
- **O1: Credentials Completed.** Increase the number of students earning degrees and/or certificates each year.

Findings:

Number of Degrees and Certificates Awarded						
	2020	**2021**	**2022**	**Change**	**KPI Threshold**	**KPI Target 2025**
All Students	1,752	1,837	1,885	+28	2,000	2,400
Disaggregated by Ethnicity						
African American	57	33	52	+19	40	80
Hispanic	1,182	1,287	1,341	+54	1,200	1,780
Disaggregated by Socioeconomic Status						
Economically Disadvantaged Students	867	985	939	-46	900	1,080

Degrees and certificates awarded (All credit students). Economically disadvantaged students are those receiving Pell at any time. Targets are aligned with DMC's 60x30TX Institutional Targets. Data Source: THECB Accountability System

Analysis of Results:

Del Mar College did not meet its threshold for awarding credit student degrees and/or certificates. The College awarded 1,885 degrees and certificates, a 1.5% increase from the previous year. While the number of degrees and certificates is increasing each year, the College is still 115 awards away from the threshold and far short of the upcoming 2025 target of 2,400 degrees and certificates awarded.

Awards to African American and Hispanic students increased, with the minimum acceptable threshold for each group met during 2022. Hispanic students made up 71% of the student population in 2021-2022, and, appropriately, earned 71% of the total awards in 2022. While neither group has yet reached the target set for 2025, awards to Hispanic students have reached the 2020 target of 1,320 and should reach the 2025 target of 1,780 if annual increases match the increase in 2022.

The population of students identified as socioeconomically disadvantaged experienced a 5% decrease in earned awards but has met both the minimal acceptable threshold of 900 awards as well as the 2020 target of 940 awards. Further, the number of earned awards from socioeconomically disadvantaged students made up almost half, or 48%, of all earned awards.

KPI: Graduation rates (3yr, 4yr, 6yr)

Objectives that Support the Achievement of the KPIs
- **O1: Credentials Completed.** Increase the number of students earning degrees and/or certificates each year.
- **O2: Time and Semester Credit Hours to Completion.** Decrease the amount of time and the number of excess credit hours that a student attempts in pursuit of an Associate degree or certificate.

Findings:

3 - Year Graduation Rate						
	2020	**2021**	**2022**	**Change**	**KPI Threshold**	**KPI Target 2024**
Del Mar College	14.4%	14.9%	15.7%	+0.8	15%	20%
TX Large Colleges Cohort	20.4%	22.6%	21.6%	-1.0		
4 - Year Graduation Rate						
	2020	**2021**	**2022**	**Change**	**KPI Threshold**	**KPI Target 2024**
Del Mar College	24.6%	20.2%	21.1%	+0.9	20%	25%
TX Large Colleges Cohort	30.0%	30.3%	32.5%	+2.2		
6 - Year Graduation Rate						
	2020	**2021**	**2022**	**Change**	**KPI Threshold**	**KPI Target 2024**
Del Mar College	30.3%	29.8%	33.8%	+4.0	22%	28%
TX Large Colleges Cohort	42.7%	41.6%	42.5%	+0.9		

First-time, full-time entering degree-seeking students who enrolled in a minimum of 12 SCH their first fall semester who graduated from the same or another Texas public or independent institution. Includes data on credit programs only. Dual credit students are not included in this data set; they are not labelled as first time in college (FTIC) until after they graduate from high school. Data Source: THECB Accountability System.

Analysis of Results:

Del Mar College reached the minimum acceptable threshold for the 2-year graduation rate. While the College produced a lower three-year graduation rate (15.7%) than colleges in the Texas Large Colleges Cohort (21.6%), that rate increased at the College while the cohort rate dropped. To reach its 2024 target of 20%, the College will need an increase of 4.3 percentage points.

The College exceeded the four-year graduation rate threshold by 1.1 percentage point and experienced a 0.9 percentage point increase from the previous year. The College did not achieve the same increase in the 4-year graduation rate as that achieved by the Texas Large Colleges Cohort. To reach its 2024 target of 25%, the College will need an increase of 3.9 percentage points.

The College exceeded both the six-year graduation rate threshold and the 2024 target. The threshold was exceeded by 11.6 percentage points and the 2024 target was exceeded by 5.8 percentage points. However, the gap between the Del Mar College rate and the Texas Large College Cohort rate is narrowing and is currently 8.7 percentage points.

KPI: Average time to complete an associate degree

Objectives that Support the Achievement of the KPI
- **O1: Credentials Completed.** Increase the number of students earning degrees and/or certificates each year.
- **O2: Time and Semester Credit Hours to Completion.** Decrease the amount of time and the number of excess credit hours that a student attempts in pursuit of an Associate degree or certificate.

Findings:

Time to Completion						
	2020	**2021**	**2022**	**Change**	**KPI Threshold**	**KPI Target 2024**
Del Mar College	5.1 Years	4.9 Years	4.8 Years	-0.1 Years	5 Years	4.5 Years
TX Large Colleges Cohort	3.8 years	3.7 Years	3.6 Years	-0.1 Years		

The average length of time in years to complete an associate degree. Includes all credit students completing an associate degree who have not earned prior associate-level or higher-level degrees in Texas. Dual credit and development education hours are excluded. The College seeks to decrease students' time to completion. Data Source: THECB Accountability System.

Analysis of Results:

Del Mar College time-to-completion rates decreased slightly. The average time to completion decreased by 0.1 years, exceeding the minimal accepted threshold. The Texas Large Colleges Cohort decreased time-to-completion rates by the same amount as the College, maintaining the gap between the College and its peer cohort. To meet the 2024 target time to completion of 4.5 years, the College must decrease the average time to completion by 0.3 years.

KPI: Average semester credit hours (SCH) attempted when completing an associate degree

Objectives that Support the Achievement of the KPI
- **O1: Credentials Completed.** Increase the number of students earning degrees and/or certificates each year.
- **O2: Time and Semester Credit Hours to Completion.** Decrease the amount of time and the number of excess credit hours that a student attempts in pursuit of an Associate degree or certificate.

Findings:

Semester Credit Hour to Degree						
	2020	**2021**	**202**	**Change**	**KPI Threshold**	**KPI Target 2024**
Del Mar College	91	89	88	-1 SCH	93	83
TX Large Colleges Cohort	86	83	81	-2 SCH		

The average attempted semester credit hours (SCH) to complete an associate degree. Includes all credit students completing an associate degree who have not earned prior associate-level or higher-level degrees in Texas. Dual credit and development education hours are excluded. The College seeks to decrease the amount of SCH that students attempt in addition to the SCH requirements of an associate degree. Data Source: THECB Accountability System.

Analysis of Results:

Del Mar College surpassed the minimum threshold of 93 average attempted semester credit hours (SCH) to complete an associate degree. The College's average decreased by 1 SCH, while the Texas Large Colleges Cohort average decreased by 2 SCH. This widened the gap between the College and its peer cohort from 5 SCH in 2020 to 7 SCH. To meet the 2024 target of 83 SCH, Del Mar College needs to create a reduction of 5 SCH.

KPI: Transfer to a four-year institution

> *Objectives that Support the Achievement of the KPIs*
> - **O6: Transfer.** Increase the number of students who transfer to a four-year institution

Findings:

Transfer Rate						
	2020	**2021**	**2022**	**Change**	**KPI Threshold**	**KPI Target 2024**
Del Mar College	14.2%	12.1%	13.0%	+0.9	10%	17%
TX Large Colleges Cohort	32.2%	30.6%	29.2%	-1.4		

Data includes students who entered college for the first time at a two-year institution and then transferred to a four-year institution within six years. This does not include students who were concurrently enrolled at a four-year institutions or students who had transferred from a two-year institution to a four-year institution in previous years. Includes data on credit programs only. Additionally, data does not include dual credit students, because they are not labelled as first time in college (FTIC) until after they graduate from high school. Source: THECB Accountability System.

Analysis of Results:

The College exceeded the threshold of 10% by 3 percentage points in 2022. While the College saw a year-to-year transfer rate decrease from 2020 to 2021, the rate began to increase again in 2022 even though the 2022 rate (13.0%) was still lower than that of 2020 (14.2%). The College's transfer rate continues to significantly lag the rate of its peer cohort with a 16.2 percentage point difference in 2022. For Del Mar College to meet its 2024 Target, the transfer rate must increase by 4 percentage points.

Goal Two: Recruitment and Persistence

Recruit and attract students to Del Mar College and provide resources to support continuous enrollment until achievement of their educational goals.

KPI: Fall-to-Fall persistence rates

Objectives that Support the Achievement of the KPI
- **O3: Persistence.** Increase the percentage of students who persist from year to year and term to term.

Findings:

1 Year Persistence Rate						
	2020	**2021**	**2022**	**Change**	**KPI Threshold**	**KPI Target 2024**
Del Mar College	54.7%	58.3%	64.3%	+6.0	60%	65%
TX Large Colleges Cohort	62.2%	66.0%	65.2%	- 0.8		
2 Year Persistence Rate						
	2020	**2021**	**2022**	**Change**	**KPI Threshold**	**KPI Target 2024**
Del Mar College	43.3%	46.6%	48.1%	+1.5	48%	55%
TX Large Colleges Cohort	52.0%	49.5%	53.0%	+3.5		

One-year and two-year persistence rates for first-time, degree-seeking undergraduates enrolled in at least 12 semester credit hours in the fall who are enrolled at the same or another Texas public or private institution. Includes students enrolled in credit programs only. Dual credit students not included; labelled as FTIC after they graduate high school. Data Source: THECB Accountability System.

Analysis of Results:

Del Mar College met the threshold of 60% for its 1-year persistence rate. The 2022 1-year persistence rate of 64.3% is a 9.6 percentage point increase from 2020. The College made significant progress in nearing the rate reached by the Texas Large Colleges Cohort. The College needs to increase its 1-year persistence rates by 0.7% to reach its 2024 Target of 65%.

Del Mar College met the threshold of 48% for its 2-year persistence rate. The College had a 4.8 percentage point increase from 2020 (43.3%) to 2022 (48.1%). This decrease was greater at Del Mar College than the 1.0 percentage point increase experienced by the Texas Large Colleges Cohort for the same time period. The 2-year rate of persistence must improve by 6.9 percentage points in order for the College to achieve its 2024 target of 55%.

Goal Three: Academic Preparedness and Student Learning

Accelerate student attainment of academic preparedness and ensure optimal levels of learning in all instructional delivery formats.

KPI: Percentage of academically unprepared students who satisfy TSI within 2 years

Objectives that Support the Achievement of the KPI
- **O1: Academic Preparedness.** Decrease the number of students who require developmental coursework.
- **O2: Acceleration of Academic Preparedness.** Provide curricular options and instructional supports for academically unprepared students to accelerate attainment of academic preparedness and completion of college-level coursework.
- **O4: Instructional Supports.** Provide excellent instructional supports to aid in students' successful completion of coursework.

Findings:

Math					KPI Threshold	KPI Target 2024
	2020	**2021**	**2022**	**Change**		
Del Mar College	23.7%	16.3%	27.4%	+11.1	25%	30%
TX Large Colleges Cohort	41.2%	31.6%	40.9%	+9.3		
Reading					KPI Threshold	KPI Target 2024
	2020	**2021**	**2022**	**Change**		
Del Mar College	51.1%	49.5%	44.9%	- 5.2	48%	55%
TX Large Colleges Cohort	55.6%	43.3%	49.8%	+6.5		
Writing					KPI Threshold	KPI Target 2024
	2020	**2021**	**2022**	**Change**		
Del Mar College	63.8%	27.3%	23.0%	-4.3	57%	65%
TX Large Colleges Cohort	54.7%	25.9%	33.9%	+8.0		

Of the first-time summer/fall entering (non-flex entry) degree-seeking students who did not meet the college readiness standard and were not TSI exempted, the percent of students who satisfied TSI requirements in 2 years. Dual credit students not included. Data Source: THECB Accountability system.

Analysis of Results:

Del Mar College met the threshold for academically unprepared students who satisfy college readiness requirements in Math in two years. After a drop from 2020 to 2021, the College increased to a 27.4% rate of students satisfying college readiness requirements in Math. However, the gap between college readiness requirements in Math between the College and its peer cohort remains with a difference of 13.5 percentage points. To reach its 2024 target of 30% of academically underprepared students who satisfy Math TSI requirements in two years, the College will need to improve by 2.6 percentage points.

Del Mar College did not meet the threshold of 48% for academically unprepared students who satisfy college readiness requirements in Reading in two years, failing to meet that threshold by 3.1 percentage points.   The College experienced a 4.6 percentage point decrease in the rate of students satisfying college readiness requirements in Reading. When compared to its peer cohort, Del Mar College students met college readiness requirements in Reading at a rate that was 4.9 percentage points lower than the average. To reach its 2024 target of 55%, the College will need to improve its Reading TSI satisfaction rate by 10.1 percentage points.

Del Mar College did not meet the threshold for academically unprepared students who satisfy college readiness requirements in Writing in 2 years, falling short by 34 percentage points.   The College experienced a 4.3 percentage point decrease in the rate of students satisfying college readiness requirements in Writing from 2021 to 2022. When compared to its peer cohort, Del Mar College students met college readiness requirements in Writing at a rate that was 10.0 percentage points lower than the average. To reach its 2024 target of 65%, the College will need to improve its Writing TSI satisfaction rate by 42 percentage points.

KPI: Percentage of academically unprepared students completing a college-level course in the subject they entered not ready (math, reading, writing) within 2 years

Objectives that Support the Achievement of the KPI
- **O1: Academic Preparedness.** Decrease the number of students who require developmental coursework.
- **O2: Acceleration of Academic Preparedness.** Provide curricular options and instructional supports for academically unprepared students to accelerate attainment of academic preparedness and completion of college-level coursework.

Findings:

Math						
	2020	**2021**	**2022**	**Change**	**KPI Threshold**	**KPI Target 2024**
Del Mar College	12.7%	17.1%	19.0%	+1.9	15%	20%
TX Large Colleges Cohort	26.2%	30.5%	32.8%	+2.3		
Reading						
	2020	**2021**	**2022**	**Change**	**KPI Threshold**	**KPI Target 2024**
Del Mar College	26.8%	28.8%	33.2%	+4.4	24%	30%
TX Large Colleges Cohort	43.9%	44.4%	46.5%	+2.1		
Writing						
	2020	**2021**	**2022**	**Change**	**KPI Threshold**	**KPI Target 2024**
Del Mar College	44.8%	26.6%	20.1%	-6.5	32%	37%
TX Large Colleges Cohort	36.4%	31.5%	35.3%	+3.8		

Unprepared first-time summer/fall entering (non-flex entry) degree-seeking students in each subject are tracked to determine whether they successfully complete a college-level course in the subject they entered not ready (math, reading, writing) within 2 years. Dual credit students not included. Data Source: THECB Accountability system.

Analysis of Results:

Del Mar College met the threshold for academically unprepared students who complete a college-level course in Math in two years. The College experienced a 1.9 percentage point increase in the rate of unprepared students completing a college-level Math course. When compared to the Texas Large Colleges Cohort, Del Mar College students met college readiness requirements in Math at a rate that is 13.8 percentage points lower than the average. To reach its 2024 target of 20%, the College will need to improve its rate in Math by 1 percentage points.

Del Mar College surpassed both the threshold and the target for academically unprepared students who complete a college-level course in Reading in two years. The College experienced an 4.4 percentage point increase in the rate of unprepared students completing a college-level course Reading. When compared to the Texas Large Colleges Cohort, Del Mar College students still met college readiness requirements in Reading at a rate that is 13.3 percentage points lower than the peer cohort average.

Del Mar College did not meet the threshold, falling 6.5 percentage points in 2022, and falling short of the threshold by 11.9 percentage points for academically unprepared students who complete a college-level course in Writing in two years. When compared to the Texas Large Colleges Cohort, Del Mar College students met college readiness requirements in Writing at a rate that is 15.2 percentage points lower than the peer cohort average. The College will need to increase by 16.9 percentage points to reach the 2024 target.

Goal Five: Workforce Development, Community Partnerships, and Advocacy

Strengthen connections with workforce and community partners, educational agencies, and governmental bodies and officials.

KPI: Graduate job placement data

Objectives that Support the Achievement of the KPI
- **O1: Educational Offerings.** Align college educational offerings with the needs of its communities and workforce partners through credit, continuing education, and corporate training programs.
- **O2: Employment.** Increase the number of graduates who attain employment in their fields.
- **O3: Collaboration.** Collaborate with key stakeholders to advance the educational and economic development goals for the region.

Findings:

Working or Enrolled Within One Year						
	2019	**2020**	**2021**	**Change**	**KPI Threshold**	**KPI Target 2024**
Del Mar College	89.4%	85.1%	89.0%	+3.9 pts.	87%	91%
TX Large Colleges Cohort	86.6%	87%	87.5%	+0.5 pts.		

Students found working or enrolled in Texas within one year after earning a degree or certificate (credit programs). Data Source: THECB Accountability System.

Analysis of Results:

Del Mar College exceeded the threshold by 2 percentage points for graduates working or enrolled in further higher education within one year of graduation. The College experienced a 3.9 percentage point increase in 2021 and exceeded the average of the Texas Large College Cohort by 1.5 percentage points. The College will need to increase by 2 percentage points to reach the 2024 target of 91% of students working or enrolled within one year.