

June 7, 2024

BOARD OF REGENTS' WORKSHOP

The **Workshop** of the Board of Regents of the Del Mar College District will convene at **10:30 a.m. on Tuesday, June 11, 2024**, at the Center for Economic Development, 3209 S. Staples, Room 106, Corpus Christi, Texas.

AGENDA

CALL TO ORDER

QUORUM CALL

MOMENT OF SILENCE

PLEDGE OF ALLEGIANCE

DMC VISION STATEMENT: *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.*

Del Mar College is streaming live audio and video from the official Board of Regents meetings on the College's website in real-time, with the exception of portions of the meeting considered as "closed session" by statute.

GENERAL PUBLIC COMMENTS (Non-Agenda Items) – 3-minute time limit

- Specific Public Comments will be allowed on agenda items prior to action by the Board.
- General Public Comments may be moved on the agenda at the discretion of the Board Chair and as an accommodation to those in attendance.
- Pursuant to the Texas Open Meetings Act, the College is limited in responding to public comments or inquiries as follows:
 1. Provide a statement of specific factual information in response to an inquiry.
 2. Recite existing policy in response to an inquiry.
 3. Propose placing the subject of the inquiry on the agenda for a subsequent meeting.(Tex. Govt. Code Section § 551.042)

ITEMS OF BUSINESS:

1. Discussion and possible action regarding review and acceptance of the core plan of the 2024-2029 Strategic Plan: Charting the Viking Way..... Dr. Natalie Villarreal
(All Goals 1 - 6)

2. Review of Goals 5 and 6 of the 2019-2024 Strategic Plan: Aspire. Engage. Achieve.
.....Dr. Natalie Villarreal
(All Goals 1-6)

3. CLOSED SESSION pursuant to:
 - A. **TEX. GOV'T CODE § 551.071:** (Consultation with legal counsel), regarding pending or contemplated litigation or legal claims, or a settlement offer, with possible discussion and action in open session; and, the seeking of legal advice from counsel, on pending or contemplated legal matters or claims, with possible discussion and action in open session; and,

 - B. **TEX. GOV'T CODE § 551.074(a)(1):** (Personnel Matters), regarding the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of a public officer or employee, including a.) President's Evaluation and b.) Board Self-Evaluation, with possible discussion and action in open session.

CALENDAR: Discussion and possible action related to calendaring dates.

ADJOURNMENT

PUBLIC NOTICE is given that the Board may elect to go into executive session at any time during the meeting in order to discuss matters listed on the agenda, when authorized by the provisions of the Open Meetings Act, Chapter 551, of the Texas Government Code.

Item 1



CHARTING THE VIKING WAY

2024-2029 STRATEGIC PLAN

Dr. Natalie C. Villarreal

DMC DEL MAR COLLEGE



CHARTING THE VIKING WAY

Agenda

- I. Overview of the Strategic Plan process
- II. Timeline & Board Engagement
- III. Review Strategic Plan Focus
- IV. Present final draft of 2024-2029
Strategic Plan: *Charting the Viking Way*
- V. Next steps



TEAM:
Dr. Natalie Villarreal
Dr. Sydney Saumby
Dr. Lucy James
Brittany Schicker

Strategic Planning Committee
2024-2029

- | | |
|------------------------|---|
| 1. Dr. Dale Anderson | Department Chair, Communication, Language & Reading |
| 2. Rachel Benavides | Director, Adult Education Initiatives |
| 3. Crystal B. Martinez | Administrative Assistant II |
| 4. Matthew Busby | Associate VP of Development, DMC Foundation |
| 5. Belinda De La Cruz | Director, Corporate Services |
| 6. Dr. Tammy Francis | Assoc Professor/ Reading Faculty Coord, Development Education |
| 7. Dr. Angelica Gomez | Curriculum Manager |
| 8. Sara Greer | Director IT, Web Services |
| 9. Cody Gregg | Director, Learning Resources |
| 10. Jane Haas | Senior Research Associate |
| 11. Rita Hernandez | Dean, Student Engagement & Retention |
| 12. Nicole Kindzirsky | Associate Director, Early College Programs |
| 13. Jackie Landrum | Budget Analyst |
| 14. Lisa Leal-Garcia | Coordinator, Student Engagement & Retention |
| 15. Michael Stineman | Program Manager, Corporate Services |
| 16. Ana-Alyse Olivares | Human Resource Manager |
| 17. Teri Samo | Instructor, Management |
| 18. Cheryl Sanders | Associate VP, Student Affairs |
| 19. Jennifer Sramek | Dean, Business, Entrepreneurship, & Health Services |
| 20. Melissa Stuive | Public Service Chair, Associate Professor, EMT |
| 21. Kristy Urbick | Department Chair, Kinesiology & Education |
| 22. Newman Wong | Research Associate I |

PHASE II
28 FOCUS GROUPS
FACULTY, STAFF,
STUDENTS, & COMMUNITY

**OVER 1200 SURVEYS (Highest Response Rate
for any DMC Survey)**

SUMMER ACADEMY

VIKING

INFLUENCER
INNOVATER
SHARED GOALS
COMMUNITY
MULTI-GENERATIONAL
NAVIGATOR
VOYAGER
ADVENTUROUS
RISK TAKER
EXPLORER



II. Board Engagement

Spring 2023

Workshop on External Trends and Influences

Workshop on Strategic Enrollment Management (SEM)

Summer 2023

Presentation on House Bill 8-88th Legislative Session

Fall 2023

Workshop on Visioning: Mission & Vision

Spring 2024

Workshop on Draft Plan

Summer 2024

Presentation on New Strategic Plan for Review and Approval

Fall 2024

2014-2019 Strategic Plan Progress & Lessons Learned

2024-2029 Launch Charting the Viking Way

III. Review Timeline

Phase I: Planning	Phase II: Launch, Environmental Scan, Analysis		Phase III: Final Analysis, Write, Refine, Present		Phase IV: Approve, Implement
Fall 2022	Spring 2023	Summer 2023	Fall 2023	Spring 2024	Summer - Fall 2024
BOR Workshop: Launching new Plan (September 2022) ✓	Announce Plan development ✓	Summer Academy June 23 rd ✓	BOR October 2023 Plan Process Update ✓	Solicit feedback on Plan drafts; refine ✓	Present 2024-2029 Plan for BOR approval June 2024 ✓
	Onboard Steering Committee (March 6th) ✓	Data Analysis ✓	Solicit feedback on Priorities & Strategies In Progress ✓	BOR Draft plan February 2024 ✓	BOR Close 2019-2024 Plan/ Launch 2024-2029 August 2024
	Online survey ✓	BOR: 88 th Legislative Recap: Finance Commission Community Colleges Presentation August 8 th 2023 ✓	Develop initial draft of plan ✓	Revise plan ✓	
	Face-to-face focus groups (Internal & External) ✓	BOR Plan Process Update June 2023 ✓			
	BOR Workshops: Visionary Planning & External Trends April 28 th , 2023 ✓	BOR Workshop Plan Process Update August 8 th 2023 ✓			

IV: Strategic Plan Focus

- Competitive Pay
- Faculty/ Staff Development
- Academic Support
- Wayfinding
- Registration Process
- Advising
- Resource Availability
- Enhance Communication
- Re-engage Alumni
- Leverage financial support for student needs.
- Enrollment



What we aspire to achieve

**Del Mar College empowers our
communities to achieve their
dreams.**

Pg. 4- Strategic Plan



The purpose of the College

Del Mar College provides educational pathways that transform lives, build partnerships, and enrich communities.

Pg. 4- Strategic Plan

DMC VALUES

The standards we prioritize when making decisions



INTEGRITY

A commitment to making Student success above all else.



COMMUNITY

The people we commit to serving our North Star through access and equity.



COURAGE

Taking on challenges and overcoming barriers that stand in student's paths.



EMPATHY

Actively listening to where students come from and meeting them where they are.



RESOURCEFULNESS

Ongoing innovation of our faculty and staff to students.
many choose to begin their higher education journey.



TRADITION

Carrying on the legacy where so serve all of our

DMC GOALS

The results we are committed to achieving

- I. Collaborate across the College*
- II. Connect beyond the College*
- III. Increase Completion for all students*
- IV. Maximize resources entrusted to the College*
- V. Nurture our employees to achieve their full potential*
- VI. Optimize the Viking Student Experience*

Pg. 6- Strategic Plan



COMMUNICATE

Guiding Star I: COMMUNICATE

This community takes great pride in the mission we serve, and we want the world to know about it. From the basic needs of the students we serve, to the current and future needs of our community partners, this star focuses on putting collaborative plans into action.

Pg. 7 Strategic Plan

Guiding Star I: COMMUNICATE



Goal 1:

Collaborate across the College

KPI:

- 1) Increase faculty/staff satisfaction with frequency and content of internal communications by N. (DMC, CCSSE)
- 2) Increase participation in college-sponsored activities by N every year (CCSSE)
- 3) Increase usage of student resources by N every year. (DMC, SEM Goal 3)

Strategies:

- + Continue the practice of shared governance.
- + Engage leaders at all levels.
- + Improve student-facing communication.
- + Enhance internal communication pathways for faculty and staff.

Goal 2:

Connect beyond the College

KPI:

- 1) Increase the number of communications and events held jointly between the College and external partners, increasing N% over the baseline each year. (CRO-SMP Goal 3)
- 2) Increase community awareness of DMC and its programs by N% every year. (CRO)
- 3) Increase student participation in community-based projects by N% every year. (CCSSE)

Strategies:

- + Prioritize enrollment marketing.
- + Increase DMC brand awareness across the Coastal Bend.
- + Recruit through various avenues.
- + Streamline communication.
- + Bring the community to campus.
- + Represent the College through advocacy and volunteerism.

Pg. 8- Strategic Plan



ELEVATE

GUIDING STAR II: ELEVATE

The higher education landscape is changing dramatically. The growing needs of our region have given rise to new programs and now a new outcomes-based funding model for community colleges. Our programs and processes must be as dynamic and focused on the outcome for the students.

Pg. 9- Strategic Plan

GUIDING STAR II: ELEVATE



Goal 1: Increase completion for all students.

KPI:

- 1) Increase the total number of students completing a degree, certificate, or award by N% every year for 5 years. (THECB, HB 8)
- 2) Increase total number of students completing 15 semester credit hours in Dual Enrollment by N% each year. (THECB, HB 8)
- 3) Increase total number of faculty attending E-learning training and increase by N% faculty yearly for five years. (DMC E-Learning Office)

Strategies:

- + Create programs in response to individual and community needs.
- + Enhance instructional environments to facilitate student success.
- + Facilitate transition from entry point programs to credit programs
- + Create multiple pathways for students to achieve their educational intent.

Goal 2: Maximize resources entrusted to the College.

KPI:

- 1) Student tuition and fees for 15 SCH will be no greater than the Top 3 peer community colleges by comparison. (THECB)
- 2) Increase total number of high-demand institutional credentials leading to licensure by N the first year and N over the next five years. (THECB, HB8)
- 3) Increase total number of transition students matriculating to credit by N every year for a total of N increase over 5 years. (DMC)

Strategies:

- + Maintain accessibility for students.
- + Diversify revenue streams.
- + Align institutional framework with HB8 Funding.
- + Leverage financial support for student needs.
- + Coordinate the use of information resources.
- + Maximize effective space utilization.
- + Maintain physical resources.



CULTIVATE

GUIDING STAR III: CULTIVATE

Culture and connectivity are important to the Viking community. How we welcome new students and new employees and then continue to serve their academic and professional development has profound implications on our success college wide. A great place to work and study improves retention and outcomes.

Pg. 11- Strategic Plan

GUIDING STAR III: CULTIVATE



Goal 1: Nurture our faculty and staff to achieve their full potential.

KPIs

- 1) Maintain the percentage of tenure track faculty receiving tenure. (DMC)
- 2) Maintain N% of faculty and staff perception of the college as a favorable place to work. (DMC)
- 3) Increase the number of faculty and staff who attend advisory training and increase from N%-N% in 5 years. (DMC)

Strategies

- + Expand opportunities for professional development.
- + Enhance opportunities for advancement.
- + Prioritize campus safety.
- + Provide opportunities for faculty and staff to engage in wellness initiatives.
- + Establish a Culture of Belonging: The Viking Way.
- + Encourage intentional connections.

Goal 2: Optimize the Viking Student Experience.

KPIs

- 1) Increase Continuing Education enrollment by N% each year and Credit enrollment by N% each year. (THECB)
- 2) Increase Fall to Fall retention from N% to N% over five years. (DMC SEM)
- 3) Increase the number of students participating in college-sponsored activities by 10% each year. (CCSSE)

Strategies

- + Establish first interactions to promote DMC programs and recruit students.
- + Engage with incoming students.
- + Help students navigate through comprehensive educational pathways.
- + Prepare all faculty and staff to properly advise all students.
- + Recognize milestones.
- + Prepare students for post-completion success.



Example- New Plan BOR Agenda Packet

- Jennifer Sramek, Dean of Business, Entrepreneurship, and Health Sciences, successfully completed her Ed.D. in Community College Leadership from Kansas State University

.....Dr. Jonda Halcomb
(Cultivate: Goal 1: Nurture faculty & staff to achieve their full potential)

REGENT’S REPORT.....Ms. Carol Scott


- October 9-12, 2023: ACCT Leadership Congress, Las Vegas, NV
(Communicate: Goal 2: Connect beyond the College)



Next steps:

- 1. Board Review and Vote to approve.**
- 2. Work with faculty/staff to determine thresholds and targets. (New Data: THECB- HB 8, Texas Success Center).**
- 3. Launch 2024-2029 Charting the Viking Way**
- 4. Report November 2025**

Item 2



Aspire. Engage. Achieve.
2019-2024 Strategic Plan
Goals 5 & 6

Dr. Natalie C. Villarreal

Strategic Plan: *Aspire. Engage. Achieve.*



GOALS

G1: Completion

G2: Recruitment
and Persistence

G3: Academic
Preparedness and
Student Learning

G4: Learning
Environments

G5: Workforce
Development,
Community
Partnerships, and
Advocacy

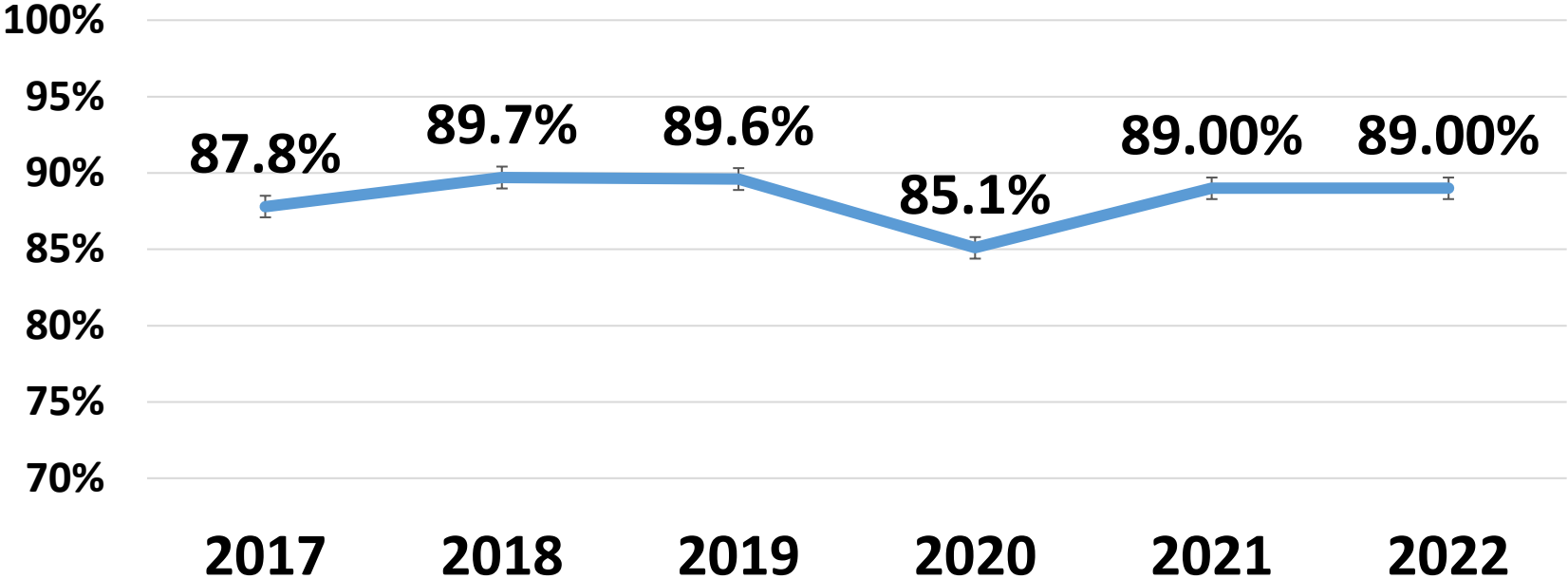
G6: Financial
Effectiveness and
Affordability

GOAL 5: Workforce Development, Community Partnerships, and Advocacy

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

KPI – Graduate Job Placement

Working or Enrolled Within 1 Year After Award (Credit Programs)

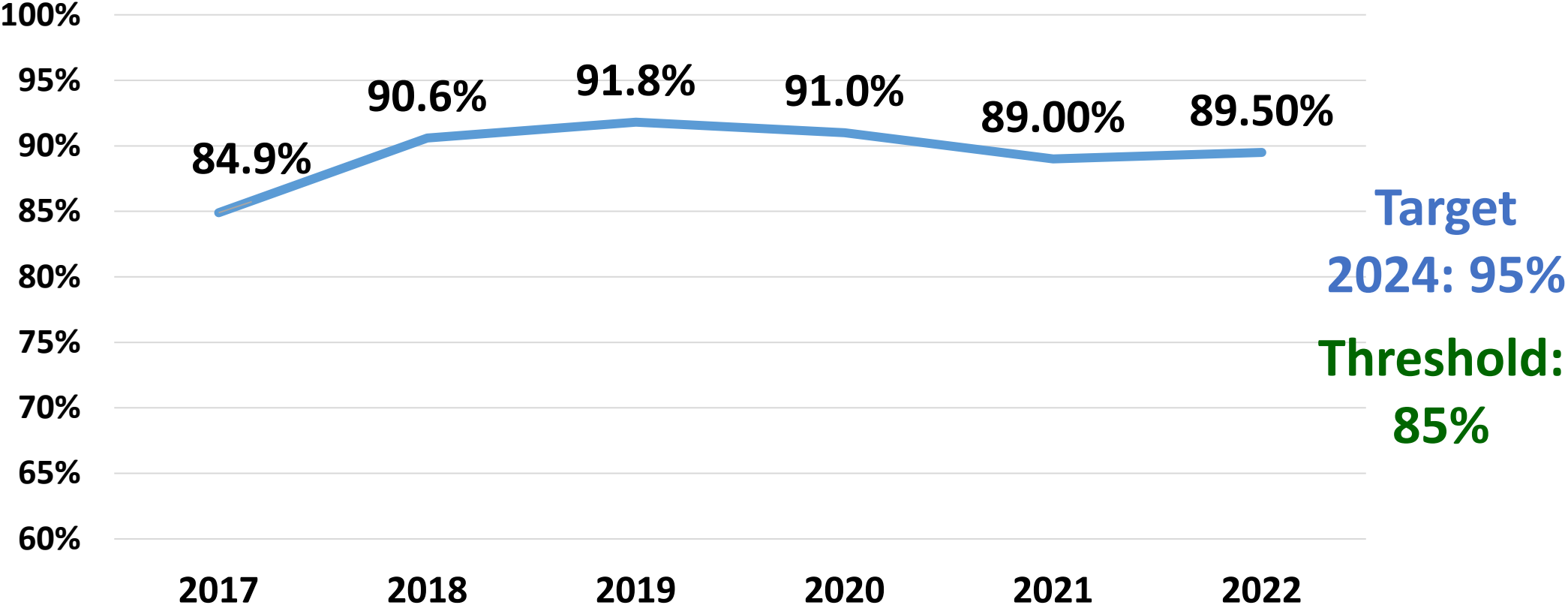


Target 2024:
91%

Threshold:
87%

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

KPI – Licensure and Certification Pass Rates



Includes DMC programs that require licensure exams for entry into the profession. Source: THECB.

GOAL 6: Financial Effectiveness and Affordability

**Ensure financial capacity,
demonstrate fiscal stewardship and
maintain affordability for students.**

KPI – Tuition and Fees

Tuition and Fees for 15 Semester Credit Hours						
	FALL 2020	FALL 2021	FALL 2022	FALL 2023	KPI Threshold	KPI Target 2024
Del Mar College	\$1,660	\$1,660	\$1,690	\$1750	Monitor TX peer college averages in comparison to DMC averages.	Monitor TX peer college averages and maintain tuition and fees that are reasonable and in alignment with regional and economic contexts.
TX Large Colleges	1,588	1,621	1,660	N/A		
All TX Community Colleges	1,380	\$1,386	1,550	N/A		

KPI – Scholarships Awarded

Scholarships Awarded						
	2020	2021	2022	2023	KPI Threshold	KPI Target 2024
Del Mar College Foundation Money Awarded	\$1,464,984	\$1,488,878	\$1,996,224	\$2,291,679	Maintain the amount of scholarship funding provided to students annually.	Increase the amount of scholarship funding.
No. of Students receiving a DMCF scholarship	1,467	1,484	1,662	1,156		

KPIs- Financial Capacity

Composite Financial Indicator						
	2020	2021	2022	2023	KPI Threshold	KPI Target
Del Mar College	5.5	6.7	4.5	5.0	Meet the state standard for the composite financial indicator (2.00).	Exceed the state standard for the composite financial indicator.

Return on Net Position Ratio						
	2020	2021	2022	2023	KPI Threshold	KPI Target
Del Mar College	7.1%	11.2%	2.6%	5.7%	Meet the state standard for the net position ratio (>0).	Exceed the state standard for the net position ratio.

Data Source: THECB Financial Condition Analysis of Texas Public Community College Report.

KPIs-Financial Capacity cont.

Operating Margin Ratio						
	2020	2021	2022	2023	KPI Threshold	KPI Target
Del Mar College	6.0%	7.4%	2.6%	1.5%	Meet the state standard for the operating margin ratio (>0).	Exceed the state standard for the operating margin ratio.

Primary Reserve Ration						
	2020	2021	2022	2023	KPI Threshold	KPI Target
Del Mar College	.45	.50	.43	.40	Meet the state standard for the primary reserve ratio (0.14).	Exceed the state standard for the primary reserve ratio.

KPIs-Financial Capacity cont.

Viability Ratio						
	2020	2021	2022	2023	KPI Threshold	KPI Target
Del Mar College	3.36	3.95	4.18	3.79	Meet the state standard for the viability ratio (0.42).	Exceed the state standard for the viability ratio.

Data Source: THECB Financial Condition Analysis of Texas Public Community College Report.

Next Steps: 2019-2024 Strategic Plan

August: Officially Close Plan and Review

Kick Off Charting the Viking Way