

**MINUTES OF THE WORKSHOP MEETING  
OF THE BOARD OF REGENTS OF THE DEL MAR COLLEGE DISTRICT**

March 8, 2022

The Workshop Meeting of the Board of Regents of the Del Mar College District convened at the Center for Economic Development, 3209 S. Staples, Room 106, Corpus Christi, Texas, at 10:01 a.m. on Tuesday, March 8, 2022, with the following present:

**From the Board:**

Ms. Carol Scott, Dr. Nick Adame, Ms. Libby Averyt, Mr. Ed Bennett, Mr. Rudy Garza, Jr., Dr. Laurie Turner, and Dr. Linda Villarreal.

Ms. Susan Hutchinson and Mr. Bill Kelly joined the meeting in progress.

**From the College:**

Dr. Mark Escamilla, President and CEO; Mr. Raul Garcia, Vice President and CFO; Ms. Lenora Keas, Executive Vice President and COO; Dr. Jonda Halcomb, Vice President and Chief Academic Officer; Ms. Tammy McDonald, Vice President of Administration and Human Resources; Ms. Patricia Benavides-Dominguez, Interim Vice President for Student Affairs; Ms. Cheryl Sanders, Interim Associate Vice President for Student Affairs; Mr. Augustin Rivera, Jr., General Counsel; Mr. John Strybos, Vice President and Chief Physical Facilities Officer; Ms. Lorette Williams, Executive Director of Communication and Marketing; Dr. Natalie Villarreal, Executive Director of Government & Board Relations; Ms. Mary McQueen, Executive Director of Development; Ms. Delia Perez, Executive Administrative Assistant and Board Liaison, and other staff and faculty.

**CALL TO ORDER/QUORUM CALL**

Chair Scott called the meeting to order with a quorum present. She requested a moment of silence followed by the Pledge of Allegiance and Del Mar College Vision Statement.

**GENERAL PUBLIC COMMENTS** – The public was given the opportunity to provide public comments (both general and specific to any agenda item).

There were no public comments made for this meeting.

**ITEMS OF BUSINESS:**

1. Discussion and possible action related to 2022 redistricting project, including, development of proposed illustrative redistricting plan, logistics, timeline, and other related matters  
.....Mr. Augustin Rivera, Jr.  
*(Goal 5: Workforce Development, Community Partnerships, and Advocacy)*

Mr. Rivera provided a review of the constitutional principles required, Bickerstaff Heath Delgado Acosta law firm engagement, and current status of the redistricting process to date. Mr. Rivera introduced Mr. Cobby Caputo to begin the presentation that included review of proposals the Board of Regents discussed and provided feedback regarding a new proposal, Plan C.

Mr. Caputo began with a review of options previously provided and updated maps after requested changes. Mr. Caputo described the requested changes to the Plans and asked the Board for feedback. Mr. Caputo and the Board of Regents discussed the proposed changes at length. The decision was made to move forward with Plan D, place Plan D on the College’s website for public input and finish the redistricting process with a public hearing.

Mr. Caputo, Mr. Rivera and Mr. Cameron Arceneaux responded to questions from the Board of Regents.

2. Discussion related to Strategic Plan Key Performance Indicators (Goals 3 and 4)  
.....Dr. Kristina Wilson  
*(Goal 3: Academic Preparedness and Student Learning and Goal 4: Learning Environments)*

President Escamilla provided introductory comments and introduced Dr. Kristina Wilson. Dr. Wilson began her presentation by reviewing the history of the College’s Strategic Plan and stated the focus of today’s Workshop would be KPIs, thresholds, targets, trends, and strategies in place to meet the College’s goals in the context of the unprecedented times recently faced. In some cases, they will be looking at large college peer groups. Peer cohorts are determined based on credit enrollment. Fall 2019 enrollment headcount average for Large Texas College Cohort was 11,056. Highest enrollment: Blinn College (19,183); Lowest enrollment: Navarro College (8,036). Del Mar College Fall 2019 Headcount: 12,008.

Academic preparedness focuses on ensuring that students in the College’s credit programs meet college readiness standards and are eligible to earn college-level credits. Dr. Wilson reviewed the Texas Success Initiative (TSI), TSI Assessment 2 (TSIA2), KPIs, and Del Mar College’s strategies that impact goals and targets. Dr. Wilson reviewed TSIA2 preliminary State outcomes and stated that approximately 288,000 English language arts and reading (ELAR) tests and 300,000 math tests were administered and approximately 20% of students were college ready in ELAR and 22% were college ready in math.

Dr. Wilson provided information regarding First-Time-In College (FTIC) students and stated that the threshold of 66% was not met and they will aspire to meet the target of 60% by 2024. Each Fall semester, the College normally enrolls 1200 to 1300 FTICs and since the start of the pandemic, the FTIC population has decreased to approximately 800 FTICs in the Fall 2020 and another 800 for the Fall 2021 semester. Dr. Wilson provided the breakdown by

subject area stating 68.5% of the Fall 2021 FTIC students require developmental education in math, nearly 40% require developmental education in reading, and another 40% require it in writing.

Dr. Wilson provided the overall combined rates of students requiring developmental education; rates have been relatively stable before the Fall of 2021. The new TSIA assessment instrument was launched in January 2021. They seek to decrease the percentage of students requiring developmental coursework. Dr. Wilson reviewed the unprepared students who satisfy TSI requirements and stated the students can meet the state's TSI requirements by retesting or completing their required developmental coursework. The thresholds for reading and writing were met but the math threshold was not met.

Dr. Wilson provided information regarding unprepared students completing a college-level course in two years. The reading and writing thresholds were met but the math threshold was not met. The target for the writing thresholds for 2024 has already been met.

Dr. Wilson reviewed the new Texas Success Center dashboards which include leading student progressive indicators. During the 7-year time period, the average percentage of Del Mar College students completing college-level math in year one was 13%. The statewide community college average was 30%. During the 7-year time period, the average percentage of students completing college-level reading in year one was 30%. The statewide community college average was 55%. The average percentage of students completing the college-level writing course in year one was 33%, as compared to the state community college average of almost 48%. And finally, combining all of these subject areas during this period of time, on average Del Mar College students completed all three subject areas in their first year, 6.6% of our FTICs completed this coursework as compared to the state average.

Dr. Escamilla provided commentary regarding early student indicator goal changes, strategies and how to fund the strategies. He stated other colleges full-time rates are higher and the way they package their courses and processes on the front end of the student experience really prepares them for completion.

Dr. Wilson introduced Dr. Halcomb, she discussed the strategies for academic preparedness. She provided information regarding what the College offers to help students who need developmental education: INRW – Integrated Reading and Writing courses; Co-Requisite Model – co-enroll in college-level courses; NCBO – Non-Course Based Options, Pearson MyMathLab; and DEC (Developmental Education Committee). She stated that additional academic preparedness strategies for students include math lab at the Math Learning Center, reading lab, Stone Writing Center, Student Success Center, and Tutor.com which is 24/7 online tutoring.

Dr. Wilson introduced Dean Cody Gregg.

His presentation included instruction in the age of COVID-19, KPIs and institutional strategies. He provided detailed information on the following:

- The DMC Context of Distance Education;
- Distance Education Modalities;

- Unduplicated Credit Headcount for Fall 2021: 10,677 total, 81% enrolled in at least one Distance Education course
- Fall 2019 and Fall 2021 Credit Face to Face and Distance Education Unduplicated Headcount;
- 2020-2021 Credit Contact Hours Generated by DMC (4,341,686 and by Distance Education (3,275,022);
- 2020-2021 Continuing Education Contact Hours Generated by DMC (683,657) and by Distance Education (135,015);
- Percentage of Credit Contact Hours from 2018-2109 to Fall 2021;
- Credit Course Percentage Withdrawals Spring 2015-2021;
- Distance Education Persistence: Fall to Spring 2019-2020 to 2021-2022;
- Course Completion Rates; and
- Student Learning Strategies

Dr. Wilson concluded the presentation regarding learning assessments which include general education, program learning outcomes, and instructional program review.

Dr. Wilson, Ms. Benavides-Dominguez, Dr. Halcomb, Mr. Gregg and Dr. Escamilla responded to questions from the Board of Regents.

Due to the late hour it was decided to present the report on Goal 4 at the April Board of Regents meeting.

The Board recessed at 12:24 p.m.

The Board reconvened at 12:58 p.m.

3. Discussion related to review of faculty and staff compensation

.....Ms. Tammy McDonald  
*(Goal 4: Learning Environments)*

Ms. McDonald began her presentation regarding faculty and staff compensation. She reviewed compensation types, employee classifications, pay schedules, pay increase history, employer paid benefits, timeline and next steps.

Ms. McDonald stated that the College has met that goal of being ranked in the top 10% of its benchmark group. For the year 2021–2022, the average compensation of full-time faculty benchmark data, for a nine-month contract only, is \$70,340.00.

Salary schedules are structured with pay grades based on many factors related to the position responsibilities. For exempt employees who are salary, which are not eligible for overtime, the College has two schedules, an exempt and a separate schedule for information technology exempt employees.

Non-exempt, or hourly employees are eligible for overtime. There are three pay schedules. There's a non-exempt schedule, separate schedule for skilled craft like HVAC, electrician, etc., and information technology hourly.

Ms. McDonald noted that the College Administration has engaged Weaver for an advisory special project to conduct an internal review of our staff compensation structures for staff, for exempt and non-exempt.

For benefits, Ms. McDonald stated full-time employees receive estimated benefits equal to 33% of salary. For every \$1.00 of wages, employees receive an additional value of 33 cents in employer paid benefits.

Ms. McDonald reviewed the current timeline and the next steps that aligns with the fiscal year 2023 budget process. Prep work began in February for the budget and future budgets. A college-wide Compensation Committee has been created to serve in advisory capacity and will undertake short term and long-term goals.

Administration will continue to work on the special advisory project with Weaver and the staff compensation analysis. In April, the committee will meet again and have the summary analysis ready for the April Board meeting.

4. CLOSED SESSION pursuant to:

- A. **TEX. GOV'T CODE § 551.071**: (Consultation with Legal Counsel), regarding pending or contemplated litigation, or a settlement offer, and the seeking of legal advice from counsel, with possible discussion and action in open session.

The Board did not go into Closed Session.

The Workshop was adjourned at 1:16 p.m.