

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

September 14, 2021

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 10:31 a.m. on Tuesday, September 14, 2021, with the following present:

From the Board:

Ms. Carol Scott, Ms. Libby Averyt, Mr. Ed Bennett, Mr. Rudy Garza, Jr., Ms. Susan Hutchinson, and Dr. Linda Villarreal.

Dr. Nicholas Adame 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; 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/MOMENT OF SILENCE/PLEDGE OF ALLEGIANCE/VISION STATEMENT

Ms. 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.

AGENDA

ITEMS OF BUSINESS:

1. Discussion related to Strategic Plan Key Performance Indicators
(*Goal 3: Academic Preparedness and Student Learning and Goal 4: Learning Environments*)

Chair Scott and Dr. Escamilla provided introductory remarks and introduced Dr. Kristina Wilson who began her presentation and provided background information on the development and

implementation of the College's Strategic Plan. The Goals for the College's Strategic Plan: Aspire. Engage. Achieve. were reviewed and include Goal 1 - Completion; Goal 2 - Recruitment and Persistence; Goal 3- Academic Preparedness and Student Learning; Goal 4 - Learning Environments; Goal 5 - Workforce Development, Community Partnerships, and Advocacy; and Goal 6 - Financial Effectiveness and Affordability. Each Goal has established Key Performance Indicators (KPIs) and objectives. The College also developed an operational plan which includes KPI thresholds, targets, trends, and strategies.

A summary of Key Performance Indicators (KPIs) was provided to the Board. Goal One: Completion - Create coherent and seamless pathways that guide students to achieve their educational goals was discussed. This information included number of degrees and certificates awarded, graduation rates, time and semester credit hours to completion, part-time and full-time enrollment, transfer to a senior institution and dual credit success.

Dr. Wilson stated that the College compares itself to the large Texas Community College Peer Group which is designated by the Texas Higher Education Coordinating Board (THECB) group of colleges based on their enrollments. The Fall 2019 enrollment headcount average for Large Texas College Cohort was 11,056. The highest enrollment was Blinn College with 19,183 and the lowest enrollment was Navarro College with 8,036. Del Mar College Fall 2019 headcount was 12,008.

Dr. Wilson introduced Dr. Jonda Halcomb who provided introductory remarks regarding Goal One: Completion which is to create coherent and seamless pathways that guide students to achieve their educational goals. Dr. Wilson continued and stated Goal 1 has seven KPIs. KPI 1 - Degrees and Certificates Awarded and targets are aligned with DMC's 60x30TX Institutional Targets. In 2020, the College did not meet most of their targets for KPI 1 and attribute the decline to the national pandemic. Over the past five years, the College has seen a 14.3% increase in the number of degrees and certificates awarded which is higher than Large College Texas peers at 14.1% and all Texas Colleges at 9.4%. Dr. Escamilla provided additional comments regarding 1500-1800 additional students that leave and continue at four-year universities.

Dr. Wilson continued and discussed degrees and certificates awarded disaggregated by gender, ethnicity, and economically disadvantaged students. Dr. Wilson reviewed some of the more popular Continuing Education Programs completion certificates issued in health care, safety, and NCCER/Industrial Certifications. CE Health Care Programs include Certified Nurse Aide, Phlebotomy, EKG, Patient Care Technician; CE Safety Programs Include: OSHA 10 & 30, HAZWOPER and Food Management. Additionally, the Rebuild Texas Program supported the economic recovery of Texas communities devastated by Hurricane Harvey and had 260 students complete the program at the College between 2019-2020.

Dr. Escamilla provided comments regarding options for students to become credentialed and to expand their education and earning potential.

Dr. Wilson continued with KPI 2 - Graduation Rates. Dr. Wilson provided information regarding full-time, first-time-in-college (FTIC) students and reviewed 3-year, 4-year, and 6-year graduation rate thresholds and targets. Dr. Wilson discussed the College's full-time FTIC 3-year, 4-year, and 6-year graduation rates in comparison to the College's Texas Large Cohort and all Texas Community

College rates. Dr. Escamilla provided comments regarding how the graduation rates information is gathered.

Dr. Wilson discussed KPIs 3 and 4 - time and semester credit hours to associates degree. This information included the average time to degree and the average semester credit hours to degree which measures the average length in time in years and average attempted semester credit hours to complete an associate degree. The average time to degree target for 2024 is 4.5 years. The target for average SCH to degree for 2024 is 83 semester credit hours.

Dr. Escamilla provided comments regarding delaying the Pathways scope of work and curriculum. Also, discussion was held regarding a co-requisite model the State of Texas mandates for developmental education.

Dr. Wilson continued her presentation regarding KPI 5 - Full-time and part-time enrollment comparison. Full-time status is defined as being enrolled in 12 or more SCH. The data discussed includes all students enrolled in credit programs in the semesters identified and does not include dual credit students. The majority of students are part-time at 81% and 19% of students are full-time. The average age of our credit students is 24 years old. Dr. Wilson discussed the percentage change of full-time students for the Fall 2020 year and attributed the decrease to COVID-19 pandemic and the hardships the students have been facing during this time. Dr. Wilson discussed the enrollment status of full-time and part-time students' percentages that included Dual Credit students and the comparison with the College's Large Texas College Cohorts and also all Texas Colleges.

Dr. Wilson began discussion regarding KPI 6 - Transfer to Four-Year Institution. Dr. Wilson stated the threshold of 10% of FTIC students was met in 2020 as 14.2% transferred to a four-year institution. An additional 14.3% completed a certificate or degree and these students are called non-transfer completers. This data includes students who entered college for the first time at a two-year institution and transferred to a four-year institution within six years. This information does not include students who are concurrently enrolled at a four-year institution or students who had transferred from a two-year institution to a four-year institution in previous years. Dr. Wilson provided data regarding the number of all students in credit programs that transfer annually to a 4-year institution. In 2018-2019, 1,979 students transferred to a 4-year institution, 262 students transferred to a community and technical college, and 212 Del Mar College graduates re-enrolled with the College. Dr. Escamilla provided additional comments regarding students that leave.

Dr. Wilson proceeded to discuss KPI 7 - Dual Credit Success. High school seniors enrolled in dual credit can earn college credit certificate or degree by high school graduation, matriculate to Del Mar College within one year of completing high school and earn college credit certificate or degree within one year of completing high school. Dr. Wilson provided the Board with information for dual credit students that earned a college degree or certificate by high school graduation, students matriculating to Del Mar College within one year of completing high school, and students earning a college degree or certificate at Del Mar College within one year of completing high school. Dr. Wilson stated that in 2018-2019, 710 students transferred to a 4-year institution, 79 students transferred to a community or technical college, and 23 students that were Del Mar College graduates re-enrolled at the College. Discussion was held regarding the numerous Memoranda of Understanding (MOUs) with numerous school districts to advance higher education. Dr. Wilson

continued her presentation and stated that in the 2020-2021 year, 863 dual credit students earned certifications in Phlebotomy Technician, Electrocardiography Technician, Patient Care Technician, and Basic Medical Assistant.

Dr. Wilson reviewed the College's Quality Enhancement Program or "Goals + Planning = Success" goals which are incorporated to assist students succeed which include 1) clarify career goals; 2) follow consistent and effective advising practices; 3) improve student engagement; 4) strengthen transfer pathways; and 5) utilize innovative technology which has been funded and supported by the College's Title V Grant: Project SENDA.

Dr. Wilson introduced Dr. Halcomb who discussed Guided Pathways. Dr. Halcomb stated Guided Pathways will help achieve Goal 1 of the Strategic Plan. Guided Pathways will help steer students to a one-time, on time completion. Dr. Halcomb provided information regarding the GPS website that helps students organize their classes. Also, the College has EMSI available to students which is a Career Coach Software that offers career assessment and provides current local labor market demand and wage information.

Dr. Halcomb provided information regarding advising practices and stated the College has 71 graduates of the Level 1 advising certification course and 22 graduates of the Level 2 advising certification course. There continues to be on-going professional development opportunities for staff and faculty-centered tools and resources for advising.

Dr. Halcomb introduced Ms. Cheryl Sanders, Interim Associate Vice President of Student Affairs, who began her presentation regarding improving student engagement. Ms. Sanders discussed advising holds which means students are required to meet with an advisor prior to registration until they have achieved 30 SCH; requirement may be increased to 45 hours in the future. Also, there are new MAP Advisor positions - 4 staff positions and the goal is to have at least one embedded staff advisor per pathway. Discussion was held regarding the possibility of additional focused advisors being needed and the current average age of 24 of the Del Mar College student.

Ms. Sanders continued with her presentation and discussed ways to strengthen transfer pathways which include transfer maps and articulation agreements (13) with neighboring institutions (TAMUCC and TAMUK); advising checklists which identify transfer plans early and discuss at each advising appointment; and monitor and participate in activities at the state level. Ms. Graciela Martinez, Dean of Outreach and Enrollment Services, serves as the Texas Transfer Advisory Committee member for the College.

Ms. Sanders continued with discussion on how to utilize innovative technology which includes a new ERP: Anthology. It is a degree pathway tool which provides a visual dashboard of progress to completion; course-taking suggestions; and upgraded degree audit. Also, Civitas Learning which includes nudge campaigns and student outreach. This tool is used to connect with students to discuss their program of study.

Dr. Wilson provided information regarding the CCSSE or Community College Survey of Student Engagement for 2021. It was reviewed regarding advising that showed 71% of Del Mar College students' experience contributed to their knowledge, skills and personal development in developing

clearer career goals; 63% of Del Mar College students were satisfied with academic advising and planning services; 78% of Del Mar College students stated the College provides the support needed to help them succeed; 43% of students have used academic advising/planning services during their academic year; and 70% of students have used transfer advising/planning services during their academic year.

Dr. Wilson stated that the College has an Operational Plan (Version 2) which is Strategic Plan: Aspire. Engage. This operational plan is a living document that allows the College to respond to changing circumstances and environments. A review of the timeline for reviewing Goals 2 - 6 was provided. An updated Operational Plan Version 3 is forthcoming and will incorporate adjusted strategies, KPI thresholds/targets, and priorities. Dr. Wilson reviewed the College's planning process that is continuous and assessed annually.

Dr. Wilson, Dr. Halcomb, Ms. Patricia Benavides-Dominguez, Ms. Lenora Keas, Ms. Sanders, and Dr. Escamilla responded to questions from the Board of Regents.

ADJOURNMENT: The meeting was adjourned at 12:13 p.m.

MINUTES REVIEWED BY GC: /s/ARjr