

Del Mar College

Access to Excellence

Strategic Plan 2009-2014

MISSION STATEMENT

Del Mar College is dedicated to providing educational opportunities for students to achieve their dreams.



MESSAGE
from the
PRESIDENT

Dear Del Mar College Community,

When I had the honor of being named President of Del Mar College in October 2008, I returned to the college that gave me my start on an educational career with no preconceived ideas for this Strategic Plan. I understand that for this plan to be a living document that truly guides Del Mar College through the next decade and beyond, it has to be developed by the people who study, teach and work at the institution.

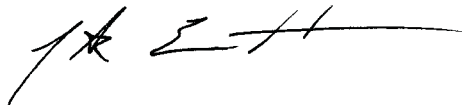
“Access to Excellence, Del Mar College’s Strategic Plan for 2009 -2014,” represents the combined efforts of hundreds of students, faculty, staff, regents, foundation trustees and community friends who donated thousands of hours to amass the data and produce the ideas incorporated in this document. With this inclusive process, the strategic plan is simple, but the successful execution will be complex.

But, this is only the beginning. As the College incorporates these goals and objectives, we will all be called upon to embrace the ideals and actions reflected in this plan. A strategic plan is a promise the College makes to the region it serves.

I plan to live by this plan and to tie the College budget to its objectives. With the approval of the DMC Board of Regents, I expect this strategic plan to provide the mile markers Del Mar College uses every day to guide us toward the goal of providing access to excellent educational opportunities for all living in South Texas with a will to learn.

I extend my heartfelt thanks to the many College students, employees and friends who devoted their time and expertise to develop this document, especially Lenora Keas, Chairperson, Department of Business Administration, August Alfonso, Chief Information Technology Officer, Jessica Alaniz, Assistant to the Vice President of Administration and Finance and our consultant, Mark Chinoy with the Regis Group for their leadership.

Please join me as we strive to provide Access to Excellence,

A handwritten signature in black ink, appearing to read 'Mark Escamilla', with a long horizontal flourish extending to the right.

Mark Escamilla, Ph.D.
Del Mar College President

VISION STATEMENT

Access to Excellence

In order to advance South Texas' unlimited potential, the Del Mar College leadership is committed to improving student success throughout the Coastal Bend by assuring access to affordable, quality higher education. All aspects of the College experience will meet the needs of the diverse student population taking courses both on campus and through distance learning.

In order to assure excellence, the technical, fiscal, and mechanical infrastructure of the College will be strengthened, including advanced technological capabilities. Special funding will be developed to meet the needs of those students who have proven their intention to succeed and yet are in need of financial assistance.

Above all else the Leadership is committed to creating an instructional environment that exceeds expectations. College faculty and staff will be recognized for their expertise and encouraged to continuously increase their intellectual capabilities through ongoing professional development. The Del Mar College brand will be universally recognized for its high academic and administrative standards.

College leaders will reinforce the impact the College has on regional businesses, industries and government. The College will foster alliances with area school systems and universities and will position itself as a driving force, serving as an engaged and willing partner with civic groups and organizations throughout the Coastal Bend.

The entire College community will work together to meet regional challenges to ensure a healthy environment, educated workforce and growing economy. Ultimately, the College leadership is committed to providing exceptional education that sets the standard for other community colleges across the nation.

GOALS 2009-2014

GOAL 1 – Student Success

Assure access and educational excellence for all students.

GOAL 2 – Operational Resources

Enhance infrastructure, funding and financial capabilities.

GOAL 3 – Professional Capabilities and Procedural Improvements

Expand knowledge, skills and abilities of personnel.

GOAL 4 – External Partnerships

Strengthen alliances.

GOAL 5 – Positioning

Strengthen the overall positive image of the College.

GOAL 6 – Governance

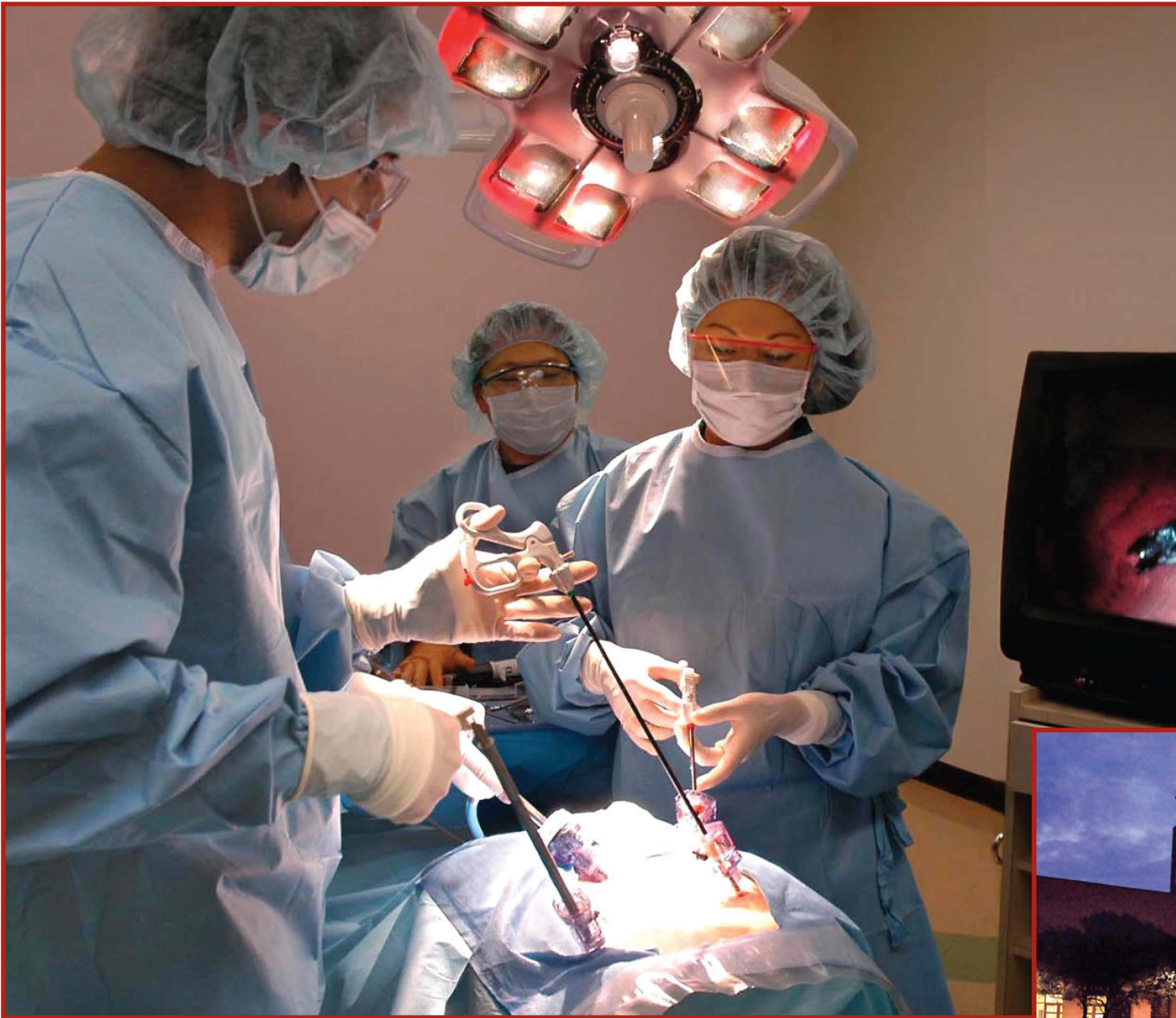
Cultivate relationships among all constituencies.

Goal 1

STUDENT SUCCESS

Assure access and educational excellence for all students.

- **Objective 1.1 Quality:** Maximize student learning
- **Objective 1.2 Access:** Enhance student access to College
- **Objective 1.3 Enrollment Management:** Streamline registration, advising, counseling, admissions and financial aid processes
- **Objective 1.4 Retention:** Maximize student retention and re-entry
- **Objective 1.5 Course Delivery:** Enhance the means by which courses are delivered
- **Objective 1.6 Programs:** Provide programs that enhance a student's ability to progress to higher levels of academic achievement
- **Objective 1.7 Workforce Development:** Provide courses that support those students seeking occupational and career advancement
- **Objective 1.8 Community Leadership:** Advance programs to focus on the development of community leadership
- **Objective 1.9 Personal Enrichment:** Provide courseware to meet the individual needs of a wide range of community interests
- **Objective 1.10 Services:** Improve quality of student support services
- **Objective 1.11 Information Management:** Enhance the management of student information



Goal 2 OPERATIONAL RESOURCES

Enhance infrastructure, funding and financial capabilities.

- **Objective 2.1 Budget:** Assure fiscal responsibility connected to the planning process
- **Objective 2.2 Facilities:** Integrate facility-wide planning process
- **Objective 2.3 Technology:** Expand web-based functions and activities
- **Objective 2.4 Data Management:** Enhance financial and personnel data management
- **Objective 2.5 Operations:** Coordinate institution-wide planning
- **Objective 2.6 Going Green:** Assure a proactive stance and constructive programs related to the protection of the environment



Goal 3
PROFESSIONAL
CAPABILITIES
and
PROCEDURAL
IMPROVEMENTS

Expand knowledge, skills and abilities of personnel.

- **Objective 3.1 Instruction:** Enhance quality of instruction
- **Objective 3.2 Leadership:** Expand leadership skills of all cadres at DMC
- **Objective 3.3 Performance:** Monitor and maximize the performance of all employees
- **Objective 3.4 Planning:** Maximize system-wide planning protocols and resulting intercommunication
- **Objective 3.5 Personnel:** Improve the hiring process to accelerate/enhance recruitment
- **Objective 3.6 Compensation:** Review the effectiveness of the compensation process
- **Objective 3.7 Professional Improvement:** Assure a high standard of capability of all personnel



Goal 4
EXTERNAL
PARTNERSHIPS

Strengthen alliances.

- **Objective 4.1 Educational Institutions:** Improve linkages with current and potential allies
- **Objective 4.2 Government:** Enhance interaction with all related government agencies
- **Objective 4.3 Communities:** Reinvigorate regional relationships
- **Objective 4.4 Workforce:** Expand relationships with business/industries/military leaders
- **Objective 4.5 Capabilities:** Influence the development of advanced skills within community leadership
- **Objective 4.6 School Relations:** Enhance the working relations with area schools



Goal 5 POSITIONING

Strengthen the overall positive image of the College.

- **Objective 5.1 Marketing Plan:** Enhance branding and marketing plan
- **Objective 5.2 Student Recruitment:** Stimulate the enrollment of new students
- **Objective 5.3 Communications:** Maximize internal/external communication efforts
- **Objective 5.4 Market Segmentation:** Differentiate marketing based on targeted client groups and programs
- **Objective 5.5 Influence:** Shift public perception as to the value of education
- **Objective 5.6 Media:** Positively champion the College throughout the media



Goal 6 GOVERNANCE

Cultivate relationships among all constituencies.

- **Objective 6.1 Mission:** Review and/or revise College Mission Statement
- **Objective 6.2 Board of Regents:** Facilitate Board level information and communication
- **Objective 6.3 Foundation:** Support the mission of the Del Mar College Foundation
- **Objective 6.4 Alumni:** Expand alumni program
- **Objective 6.5 Resources:** Optimize the range of funding sources
- **Objective 6.6 Policies:** Expand, maintain and support policy development for all College operations



NEXT STEPS

- **Phase 1: Endorse the Strategic Plan**
 - Present to College during Convocation (August 17, 2009 - completed))
 - Present to Board of Regents for final review (September)
- **Phase 2: Identify Leaders, Set Planning Calendar and Develop Strategies and Owners (Fall 2009)**
- **Phase 3: Implement Strategies (beginning Spring 2010)**
 - Monthly meetings and Quarterly Reports
- **Phase 4: Integrate Planning Cycle**
 - Annually plan, review and make adjustments (Summer 2010 - 2014)



DEL MAR COLLEGE

DIVERSITY COMMITTEE

**Unity March
Celebration**

CORE TEAM MEMBERS

- August Alfonso, Chief Information Technology Officer – Co-Chair
- Lenora Keas, Chairperson, Department of Business Administration – Co-Chair
- Jessica Alaniz, Assistant to the Vice President of Administration and Finance
- Mary Afuso, Director of Customized Training Services
- Mike Anzaldua, Interim Dean, Division of Arts and Sciences
- Dr. Haysam Dawod, Former Regent, Dentist
- Elva Estrada, Regent, Del Mar College
- Jesse Garcia, Government and Public Affairs Coordinator, CITGO
- Bennie Ray Gregory, Assistant Professor, Division of Business, Professional and Technology Education
- Dr. Jonda Lee Halcomb, Chairperson, Department of Natural Sciences
- Claudia Jackson, Assistant to the President for Community Relations
- John LaRue, Executive Director, The Port of Corpus Christi
- Eric Moller, Assistant Professor, Division of Arts and Sciences
- Gabe Rivas, Regent, Del Mar College
- Dr. Leonard Rivera, Director of Off-Campus Programs
- James Rutherford, Physical Facilities
- Dr. Lee Sloan, Dean, Division of Business, Professional and Technology Education
- Raquel Tapia, Instructor, Division of Business, Professional and Technology Education
- Chuck Tines, Director of Purchasing and Business Services
- Pat Townsend, Director of Development



PARTICIPATION *of* GROUPS

- Board of Regents Meetings
- Board Members
- External, Foundation and Alumni
- Community Leaders
- Instructional Deans
- Instructional support staff
- Faculty Council
- Chairs Council
- Faculty sessions
- Student sessions
- Student Services
- Exempt Employees Advisory Council
- Nonexempt Employees Advisory Council
- Library staff
- Center for Economic Development staff
- Vice President of Instruction Staff/Faculty Coordinators
- Information Technology staff
- Physical Facilities staff
- Individual meetings with administration
- President's staff



Del Mar College

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www.delmar.edu

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