

***Reach Forward.  
Deliver Excellence.***

**2014  
2019** **Strategic Plan**  
*Goals and Objectives*



*Approved by  
Board of Regents  
June 2014*



**Dreams. Delivered.®**

**DEL MAR COLLEGE**  
**Vision Statement**

*Del Mar College empowers student learners in our communities through comprehensive, accessible, quality education.*

**DEL MAR COLLEGE**  
**Mission Statement**

*Del Mar College provides access to quality education, workforce preparation, and lifelong learning for student and community success.*

## Message from the President

Dear Del Mar College Community,

Reach Forward. Deliver Excellence. These directives set ambitious goals for Del Mar College to achieve over the next five years. As we launch this Strategic Plan for 2014-2019, it's important to reflect on the deliberate steps the College took to reach this milestone in our progress.

Hundreds of students, faculty, staff and community members collaborated on the strategic planning process leading to this document. This plan builds on the College's Vision, Mission, Core Values and Guiding Principles, which are included in this publication. The College Board of Regents approved this Strategic Plan in June 2014.

Central to achieving these goals, the College maintains its focus on student success, access and support. We will channel the resources, technology and professional development initiatives toward providing the best possible opportunities for student success. We will strengthen partnerships and advocate for student needs.

Throughout my tenure as President of Del Mar College, I've deliberately focused on building a culture of planning and assessment. As Access to Excellence, Del Mar College Strategic Plan for 2009-2014 draws to a close, we've already celebrated more than 350 specific initiatives, projects and accomplishments outlined in that document.

I invite you to review this strategic plan and even involve yourself in achieving these goals and objectives. These are the next steps in our progress toward **Dreams. Delivered.**



Mark Escamilla, Ph.D.  
Del Mar College President

## DEL MAR COLLEGE Core Values

- **Learning:** meeting individual needs
- **Student Success:** achieving full potential
- **Excellence:** high-quality instruction
- **Integrity:** honesty and transparency
- **Access:** open to all
- **Accountability:** responsibility to stakeholders
- **Innovation:** progressive programs and services
- **Diversity:** valuing differences

# DEL MAR COLLEGE

## Guiding Principles

### *Quality Education*

Challenge students to engage in academic and occupational programs through high-quality teaching and learning.

### *Academic Excellence*

Promote the full range of intellectual achievement from basic literacy to successful academic transfer.

### *Academic Freedom and Responsibility*

Provide the foundation for a learning environment that promotes academic excellence, independent and creative thinking, and respect for the individual.

### *Workforce Preparation*

Collaborate with business and industry partners to equip students to compete in the marketplace and to augment economic development.

### *Student Success*

Empower students inside and outside of the classroom to achieve their greatest potential.

### *Educational Access*

Provide affordable educational opportunities for all, developing responsible citizens who enhance their communities.

### *Personal Enrichment*

Foster lifelong learning, citizenship, and health and wellness through educational, cultural, and recreational pursuits.

# Strategic Planning Process

## Step One

Ongoing Environmental Scan of the Present and Future: Review economic development, demographics, census data and internal/external drivers

## Step Two

Gather Input and Feedback from Stakeholders: Conduct multiple open forum meetings of groups including students, faculty, staff, community/industry leaders and educational partners

## Step Three

Gather Feedback and Process Information: Strategic Planning Advisory Committee and Executive Team meet to formulate goals and objectives

## Step Four

Edit and Format

## Step Five

Board of Regents Review and Approval

## Step Six

Communicate and Distribute

## Goals 2014-2019

### **Goal 1. Student Learning Success:**

*Ensure Exceptional Educational Opportunities for All Students*

### **Goal 2. Student Access and Support Services:**

*Maximize Affordable Access and Excellence in Student Services*

### **Goal 3. Professional Initiatives:**

*Provide Innovative, Relevant, and Meaningful Opportunities*

### **Goal 4. Technology:**

*Utilize Technology to Enhance Academic and Institutional Services and Processes*

### **Goal 5. Advocacy:**

*Advance the College Mission Through Effective Governance and Positioning*

### **Goal 6. Partnerships:**

*Expand Opportunities for Mutually-Beneficial Alliances*

### **Goal 7. Resources:**

*Ensure Strong Financial and Operational Capacity*

## **Goal 1. Student Learning Success:** *Ensure Exceptional Educational Opportunities for All Students*

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### OBJECTIVES:

- 1.1 Transferability:** Implement seamless student transfer to four-year and other institutions.
- 1.2 Critical Thinking:** Deliver content that cultivates creative, independent, and critical thinking skills.
- 1.3 High Tech and High Touch:** Utilize high-tech and high-touch instructional delivery.
- 1.4 Enriched Education:** Increase educational opportunities for community and personal enrichment.
- 1.5 Assessment:** Align assessment strategies with accreditation standards.
- 1.6 Retention:** Maximize student learning to improve retention.





## Goal 2. Student Access and Support Services:

*Maximize Affordable Access and Excellence in Student Services*

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### OBJECTIVES:

- 2.1 Affordability:** Maintain affordable tuition and fees to improve access.
- 2.2 Collegiate Experience:** Enhance the collegiate experience through campus life.
- 2.3 Financial Aid:** Refine and streamline financial aid processes.
- 2.4 Registration:** Refine and streamline student registration processes.
- 2.5 Service Area:** Expand educational opportunities throughout the College's service area.
- 2.6 Workforce:** Facilitate students' workforce success and career advancement.
- 2.7 Wellness Services:** Increase student access to wellness services.
- 2.8 Recruitment and Re-Entry:** Maximize student services to improve recruitment and re-entry.
- 2.9 Services:** Support specific student groups, including veterans, dual credit, early college and others, with appropriate services.



## Goal 3. Professional Initiatives:

*Provide Innovative, Relevant, and Meaningful Opportunities*

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### OBJECTIVES:

- 3.1 Personnel:** Recruit and retain exceptional faculty and staff.
- 3.2 Professional Improvement:** Invest in professional growth opportunities.
- 3.3 Compensation:** Ensure the effectiveness of compensation protocols.
- 3.4 Leadership:** Empower visionary leadership among all employees and volunteer groups.
- 3.5 Planning:** Sustain a culture of planning and evidence-based decision making.



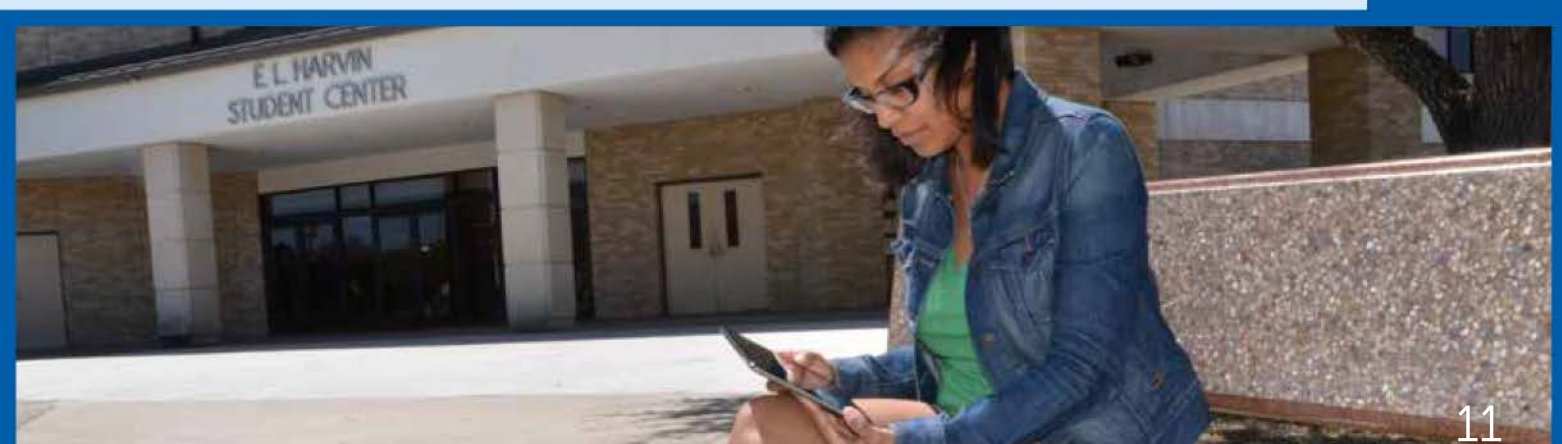
## Goal 4. Technology:

*Utilize Technology to Enhance Academic and Institutional Services and Processes*

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### OBJECTIVES:

- 4.1 Mobility:** Expand mobile access throughout service area.
- 4.2 Innovation:** Utilize new and innovative technology in instructional support services.
- 4.3 Collaboration:** Partner with business and industry to incorporate high-demand technology in instruction.
- 4.4 Resources:** Utilize appropriate technology resources.
- 4.5 Advancements:** Explore and share technology advancements.



## Goal 5. Advocacy:

### *Advance the College Mission Through Effective Governance and Positioning*

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#### OBJECTIVES:

- 5.1 Community Support:** Broaden community and corporate understanding of and support for the College.
- 5.2 Educational Needs:** Position the College to support initiatives that respond to educational needs.
- 5.3 Government:** Strengthen support from educational agencies and organizations, governmental bodies, and elected officials.
- 5.4 Communications:** Maximize the Del Mar College reputation for quality.
- 5.5 Governance:** Maintain shared governance within the College.



## Goal 6. Partnerships:

### *Expand Opportunities for Mutually-Beneficial Alliances*

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#### OBJECTIVES:

- 6.1 Alliances:** Develop local, national, and international opportunities for collaboration.
- 6.2 Educational Institutions:** Work with community and educational entities to achieve common goals.
- 6.3 Collaboration:** Cultivate mutually-beneficial business and industry linkages.
- 6.4 Economic Development:** Foster economic development opportunities.
- 6.5 Public and Private Linkages:** Maximize public and private support for community and educational initiatives.



## Goal 7. Resources:

### *Ensure Strong Financial and Operational Capacity*

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#### OBJECTIVES:

- 7.1 Financial Resources:** Expand financial resources to meet present and future needs.
- 7.2 Partnerships:** Strengthen public and private partnerships for resource development.
- 7.3 Grants:** Maximize grant opportunities.
- 7.4 Budgeting:** Increase operational efficiency through effective budgeting.
- 7.5 Capital Improvement Program:** Achieve capital improvement program to meet the student and community needs.
- 7.6 Learning Environments:** Provide appropriate environments to enhance student learning.
- 7.7 Going Green:** Implement cost-effective green and environmentally sustainable strategies.



## 2014-2019 Strategic Planning Committee

- Lenora Keas, Vice President, Workforce Development and Strategic Initiatives
- August Alfonso, Chief Information Officer
- Gilbert Becerra, Dean of Student Outreach and Enrollment Services
- Patricia Benavides-Dominguez, Director of Early College Programs
- Laura Bennett, Instructor of Architectural Drafting
- Dr. Cynthia Bridges, Chair of Music
- Tina Butler, Executive Assistant to the President
- Beverly Cage, Director of Student Leadership and Campus Life
- Rebecca Chavez, Chair of Business Administration
- Victor Davila, Director of Title V
- Elva Estrada, Regent, Del Mar College
- Cheryl Garner, Dean of Student Engagement and Retention
- Dr. Jonda Lee Halcomb, Dean of Arts and Sciences
- Claudia Jackson, Executive Director of Strategic Communication and Government Relations
- Mike Jones, Associate Professor of Speech
- Jim Klein, Associate Professor of History
- Paulette Kluge, Del Mar College Foundation Trustee
- Dan Korus, Assistant Dean of Workforce Programs
- Dr. Larry Lee, Dean of Business, Professional and Technology Education
- Bob Long, Assistant Professor of Biology
- Pollie Martinez, Chair of Non-Exempt Council
- Tammy McDonald, Executive Director of Human Resources and Administration
- Joel McKinney, Associate Professor of Biology
- Mary McQueen, Executive Director of Development
- Eric Moller, Assistant Professor of Mathematics
- Rosa Linda Reynoso, Chair of Exempt Council
- Gabe Rivas, Regent, Del Mar College
- Dr. Leonard Rivera, Director of Off-Campus Programs
- Duncan Samo, Chair of Allied Health
- Chris Tetzlaff-Belhasen, Director of Libraries
- Christin Walker, Program Director/Assistant Professor of Diagnostic Medical Sonography
- Dr. Patricia Walter, Chair of Communications, Languages and Reading
- Todd Walter, Regent, Del Mar College

