

May 6, 1998

TO: Institutional Purpose Committee

FROM: Mac Aipperspach
Chair

RE: Minutes of May 1, 1998

The first meeting of the Institutional Purpose Committee was held at 1 P.M. with Mac Aipperspach, Johanne Artman, Roel Carmona, Keith Fuhrman, and Robert Hinojosa in attendance. The SACS Steering Committee liaison, Dr. James Pierce, was in attendance and spoke to the committee explaining the duties of it.

A time-line was presented and Dr. Pierce said Stage One and State Two have already been passed and the self-study for the college has moved into Stage 3 which is to be about nine to twelve months in duration. During this time reports will be reviewed about Del Mar College as to the institutional purpose and effectiveness. Surveys are to be administered and results compiled. Eventually a first draft of the self-study is to be written at the end of Stage 3.

The Institutional Purpose Committee, Dr. Pierce told the group, is to act as “outside auditors” in doing its review. He said it is the committee’s responsibility to see if the college is meeting its requirements. The actual writing of a new college mission statement, which is what the Institutional Purpose Committee is reviewing, is not part of the responsibilities should the committee find shortcomings. Pierce pointed out that the Council of Planning and Institutional Effectiveness is already doing that work and he and the Institutional Purpose Committee chair will be in attendance at the council’s meetings.

The committee’s immediate responsibility is to review the institutional purpose statement that is in the Criteria for Accreditation booklet. The committee is to also review the Resource Manual. Looking through these handouts the next job of the committee is to decide if the college’s mission statement is being met and that will require at least some survey questions. It has already been determined by non-instructional staff members that the college mission statement has no real reference to them. With those thoughts in mind the committee is to develop some questions as to assessing college employees’ perceptions about the mission statement: are they aware of the statement; do they know where to find it; are they doing things that meet the mission’s statements; do they know where to find documentation to verify that the mission statement is effective.

The next meeting of the Institutional Purpose Committee was set for May 22nd, at 8

A.M., in the Fine Arts Building, Room 147 (TV Studio). The meeting ended at 1:55 P.M.

May 28, 1998

TO: Institutional Purpose Committee

FROM: Mac Aipperspach
Chair

RE: Minutes of May 22, 19998

The Institutional Purpose Committee met at 8 A.M. with Mac Aipperspach, Joan Allison, Johanne Artman, Robert Hinojosa, Gerard Munoz, and George Sanchez attending. SACS Steering Committee liaison, Dr. James Pierce, was also present.

The meeting's discussion centered on developing questions to be submitted to the Steering Committee for inclusion in a questionnaire that will be created to aid in the self-study for accreditation. Dr. Pierce told the committee that the questions should center around the aspect—do you, as a college, do this? He said that when an on-site team visits Del Mar College that team members will do spot checks asking the college community's perception of its institutional purpose.

The committee began to look through material that was provided in developing questions. The Handbook for Peer Evaluators had three pages of material on Institutional Purpose, listing potential individuals who might be interviewed, example questions to ask, documents to review, and other pointers. The committee also reviewed the questions included in the Institutional Purpose review from Del Mar's accreditation process in 1989. Three other colleges' Institutional Purpose summaries had been forwarded to the chair and the material from Lee College proved to be helpful to the committee in its work.

Using the materials, 11 questions were developed by the committee, which will be sent to all committee members for review. (See attachment) Any suggested changes are to be forwarded to the chair and a final review is to take place June 16th, at 3 P.M., in the Fine Arts Building, Room 147 (TV Studio). A formal vote to approve the questions and forward them to the Steering Committee is planned.

The meeting ended at 9:50 A.M.

INSTITUTIONAL PURPOSE QUESTIONS

1. Does the Del Mar College mission statement (statement of purpose) adequately reflect the College's educational role in the community?
2. DMC Mission Statement #1 - "To provide fully accredited occupational, academic, and pre-professional courses leading to certificates, associate degrees, and/or the first two years of transferable credit toward baccalaureate degrees."
 - 2a. Is this mission statement appropriate for Del Mar College?
 - 2b. Is Del Mar College fulfilling this statement?
 - 2c. Does Del Mar College have the resources to fulfill (finances, space, support services) this purpose?
 - 2d. comments
3. DMC Mission Statement #2 - "To provide students with opportunities to train for economic independence; and to prepare for job entry, occupational advancement, and career development,"
 - 3a. Is this mission statement appropriate for Del Mar College?
 - 3b. Is Del Mar College fulfilling this statement?
 - 3c. Does Del Mar College have the resources to fulfill (finances, space, support services) this purpose?
 - 3d. comments
4. DMC Mission Statement #3 - "To provide remedial work, where needed and where possible, to help entering students to perform successfully in their chosen academic or occupational fields of study,"
 - 4a. Is this mission statement appropriate for Del Mar College?
 - 4b. Is Del Mar College fulfilling this statement?
 - 4c. Does Del Mar College have the resources to fulfill (finances, space, support services) this purpose?
 - 4d. comments
5. DMC Mission Statement #4 - "To provide students the opportunity for lifelong learning in occupational and avocational pursuits, personal enrichment, and general education based on a liberal arts curriculum,"
 - 5a. Is this mission statement appropriate for Del Mar College?
 - 5b. Is Del Mar College fulfilling this statement?
 - 5c. Does Del Mar College have the resources to fulfill (finances, space, support services) this purpose?
 - 5d. comments

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6. DMC Mission Statement #5 - “To provide students with opportunities to increase intellectual capacities; to develop aesthetic awareness; to expand the dimensions of personal, social, ethical, and cultural development; and to develop qualities essential to good citizenship.”

6a. Is this mission statement appropriate for Del Mar College?

6b. Is Del Mar College fulfilling this statement?

6c. Does Del Mar College have the resources to fulfill (finances, space, support services) this purpose?

6d. comments

7. DMC Mission Statement #6 - “To provide educational activities in cooperation with area independent school districts, other institutions of higher education, area industries, and military bases; and to encourage and provide cultural activities, both independent of, and in cooperation with, organizations and groups in the community.”

7a. Is this mission statement appropriate for Del Mar College?

7b. Is Del Mar College fulfilling this statement?

7c. Does Del Mar College have the resources to fulfill (finances, space, support services) this purpose?

7d. comments

8. Is the Del Mar College mission statement (statement of purpose) clear and concise so anyone can understand it?

9. Are you familiar with the Del Mar College mission statement (statement of purpose)?

10. Have you been involved in discussions relating to the development, review, or application (program reviews, strategic plans, departmental discussions, unit plans, etc.) of the mission statement (statement of purpose)?

If yes, in what form?

11. Does the Del Mar College mission statement (statement of purpose) provide a useful framework for formulating specific goals?

June 16, 1998

TO: Institutional Purpose Committee

FROM: Mac Aipperspach
Chair

RE: Minutes of June 16, 1998

The Institutional Purpose Committee met at 3 P.M. with Mac Aipperspach, Johanne Artman, Barry Brown, Roel Carmona, Keith Fuhrman, and Robert Hinojosa attending. SACS Steering Committee liaison, Dr. James Pierce, was also present.

The committee reviewed the 11 questions that were developed at the May 22nd meeting. Minor modifications to the original questions were reviewed with the greatest change occurring in Question #10. The question had been rewritten for clarity and the committee approved the inclusion of the wording "five years" in order to cover individuals who may have been involved in program reviews during the past five years.

The committee then reviewed the questions as to which group of individuals each question should be addressed. The SACS Steering Committee had recommended that each question developed by committees be aimed specifically at either administration, faculty, staff, students, or regents. After reviewing most questions individually and discussing pros and cons per group it was recommended that all eleven questions be submitted to each of the named groups. Johanne Artman made the motion to accept the questions as revised and to forward the questions to the SACS Steering Committee with the suggestions as to who should be surveyed. Roel Carmona seconded the motion and the committee unanimously approved the motion. (The list of questions, including the section they address in the Criteria for Accreditation, and group of individuals who are to receive the questions, is attached.)

The meeting adjourned at 3:44 P.M. A time for the next meeting was not set.

INSTITUTIONAL PURPOSE QUESTIONS

Section II - Criteria for Accreditation

Administration, Faculty, Staff, Students, Regents

1. Does the Del Mar College mission statement (statement of purpose) adequately reflect the College's educational role in the community?

Section II - Criteria for Accreditation

Administration, Faculty, Staff, Students, Regents

2. DMC Mission Statement #1 - "To provide fully accredited occupational, academic, and pre-professional courses leading to certificates, associate degrees, and/or the first two years of transferable credit toward baccalaureate degrees."
 - 2a. Is this mission statement appropriate for Del Mar College?
 - 2b. Is Del Mar College fulfilling this mission?
 - 2c. Does Del Mar College have the resources (finances, space, support services) to fulfill this purpose?
 - 2d. comments

Section II - Criteria for Accreditation

Administration, Faculty, Staff, Students, Regents

3. DMC Mission Statement #2 - "To provide students with opportunities to train for economic independence; and to prepare for job entry, occupational advancement, and career development,"
 - 3a. Is this mission statement appropriate for Del Mar College?
 - 3b. Is Del Mar College fulfilling this mission?
 - 3c. Does Del Mar College have the resources (finances, space, support services) to fulfill this purpose?
 - 3d. comments

Section II - Criteria for Accreditation

Administration, Faculty, Staff, Students, Regents

4. DMC Mission Statement #3 - "To provide remedial work, where needed and where possible, to help entering students to perform successfully in their chosen academic or occupational fields of study,"
 - 4a. Is this mission statement appropriate for Del Mar College?
 - 4b. Is Del Mar College fulfilling this mission?
 - 4c. Does Del Mar College have the resources (finances, space, support services) to fulfill this purpose?
 - 4d. comments

Section II - Criteria for Accreditation

Administration, Faculty, Staff, Students, Regents

5. DMC Mission Statement #4 - "To provide students the opportunity for lifelong learning in occupational and avocational pursuits, personal enrichment, and general education based on a liberal arts curriculum,"

5a. Is this mission statement appropriate for Del Mar College?

5b. Is Del Mar College fulfilling this mission?

5c. Does Del Mar College have the resources (finances, space, support services) to fulfill this purpose?

5d. comments

Section II - Criteria for Accreditation

Administration, Faculty, Staff, Students, Regents

6. DMC Mission Statement #5 - "To provide students with opportunities to increase intellectual capacities; to develop aesthetic awareness; to expand the dimensions of personal, social, ethical, and cultural development; and to develop qualities essential to good citizenship,"

6a. Is this mission statement appropriate for Del Mar College?

6b. Is Del Mar College fulfilling this mission?

6c. Does Del Mar College have the resources (finances, space, support services) to fulfill this purpose?

6d. comments

Section II - Criteria for Accreditation

Administration, Faculty, Staff, Students, Regents

7. DMC Mission Statement #6 - "To provide educational activities in cooperation with area independent school districts, other institutions of higher education, area industries, and military bases; and to encourage and provide cultural activities, both independent of, and in cooperation with, organizations and groups in the community."

7a. Is this mission statement appropriate for Del Mar College?

7b. Is Del Mar College fulfilling this mission?

7c. Does Del Mar College have the resources (finances, space, support services) to fulfill this purpose?

7d. comments

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Section II - Criteria for Accreditation

Administration, Faculty, Staff, Students, Regents

8. Is the Del Mar College mission statement clear and concise so anyone can understand it?

Section II - Criteria for Accreditation

Administration, Faculty, Staff, Students, Regents

9. Before you answered the previous questions, were you familiar with the Del Mar College mission statement?

Section II - Criteria for Accreditation

Administration, Faculty, Staff, Students, Regents

10. In the last five years have you been involved in the development or review of the mission statement (for example, in program reviews, strategic planning, departmental discussion of unit plans, etc.)?

If yes, in what form?

Section II - Criteria for Accreditation

Administration, Faculty, Staff, Students, Regents

11. Does the Del Mar College mission statement provide a useful framework for formulating specific goals?

October 14, 1998

TO: Institutional Purpose Committee

FROM: Mac Aipperspach
Chair

RE: Minutes of October 8, 1998

The Institutional Purpose Committee met at 12:30 P.M. with Mac Aipperspach, Johanne Artman, Kay Auerbach, Barry Brown, Roel Carmona, Robert Hinojosa, Keith Fuhrman, and Gerard Munoz attending. SACS Steering Committee liaison, Dr. Jim Pierce, also attended.

The chair distributed to committee members photo copies of the Self-Study Survey Results that pertained to Del Mar College's mission statement. The survey results were for APT, clerical, full-time faculty, and adjunct faculty.

The chair also shared with the committee some outside materials that related to mission statements. A Del Mar College Chairs' Council Retreat was held August 7, 1998 and at the retreat a presentation was made about becoming a more "Learning-Centered Institution". During a workshop on the principle "the learning college engages learners as full partners in the learning process, assuming primary responsibility for their own choices" those present voted on five suggestions to make this possible and the suggestion "rewrite the mission statement to reflect the learning college concept" out polled the other four suggestions combined. Referencing a study made by a SMU faculty member on mission statements of television stations and news departments, the chair cited a quote in the 1998 study. "Effective mission statements are inspiring and easy to read; they are relatively brief and easy to remember; and they distinguish a business from other firms of its type."* Also quoted, "reading the mission statement during the initial job interview process would alert potential employees to the nature of the environment they may be entering."*

In preparation to begin the interview process for a review of the mission statement the committee suggested names of individuals to contact. Those suggested included Dr. Richard Armenta, Vice-President of Instruction; Dr. Terry Dicianna, President; Vickie Natale, Institutional Research; Cheryl Pfoff, Chairs' Council; Claudia Jackson, College Relations; and Jacob Munoz, Board of Regents' President.

Dr. Jim Pierce told the committee that a board of regent member should be invited to be a member of the committee. Two names were suggested: Mary Helen Dunnam and

Ralph Diaz. A letter is to be forwarded to Dr. Dicianna for his final decision.

Pierce also said that as the self-study continues the committee will have to review the background of Del Mar College's mission statement. That is to include what has been done since the last accreditation process and even the one done 20 years ago. Roel Carmona volunteered to look into the historical aspect.

The Institutional Purpose Committee will start meeting on a weekly basis every Thursday at 12:30 in order to meet its obligations. Each committee member was asked to think of questions to be considered for the interview process and to forward them to the chair in preparation for the next meeting. The meeting adjourned at 1:15.

*Mission Statements: Reported Use by U.S. Television Stations and News Departments. Huffman, Suzanne; Southern Methodist University 1998.

October 21, 1998

TO: Institutional Purpose Committee

FROM: Mac Aipperspach
Chair

RE: Minutes of October 15, 1998

The Institutional Purpose Committee met at 12:30 P.M. with Mac Aipperspach, Johanne Artman, Kay Auerbach, Roel Carmona, and Robert Hinojosa attending. SACS Steering Committee liaison, Dr. Jim Pierce, also attended.

The bulk of the meeting was spent reviewing proposed questions to be used for interviews about the College's mission statement. The questions were rewritten, some were combined with others, and some deleted because of duplication. (A list of the questions is attached.)

The list of individuals to be interviewed was reviewed and several names were added and one was deleted. Because of the enlarged list it was suggested by Pierce that some of the interviewees be invited as a group to answer the questions. Separate interviews are to be conducted with Dr. Terry Dicianna, President; Dr. Richard Armenta, Vice-President of Instruction; and Jacob Munoz, Board of Regents' President. The group interviews are to be with Vickie Natale, Institutional Research and Claudia Jackson, College Relations; and Dr. Gloria Ann Lopez, Dean of Arts & Sciences; Anne Matula, Dean of Business; Dr. Lee Sloan, Dean of Occupational Education and Technology; and Bud Harris.

The dates and time for the interviews were also set. The interviews are to be held in Room 147 of the Fine Arts Building at 4:00 P.M. on October 29th, November 5th, 12th, 19th, and 24th. The interviewees are to be contacted as to the times that work best for each.

The meeting adjourned at 2:00 P.M. with the next meeting to be held October 22nd.

October 26, 1998

TO: Institutional Purpose Committee

FROM: Mac Aipperspach
Chair

RE: Minutes of October 22, 1998

The SACS Institutional Purpose Committee met at 12:30 P.M. with Mac Aipperspach, Joan Allison, Johanne Artman, Kay Auerbach, Barry Brown, Roel Carmona, and Keith Fuhrman attending.

The committee was given the final version of the questions that would be asked of the interviewees. (See attachment) Discussion took place as to how the questions would be asked since follow up questions would most likely be asked. It was agreed to ask the listed questions first, as sent to each interviewee, and then follow up questions by committee members would be asked.

Committee member Brown suggested that a student studying to be a court reporter be considered in doing a transcription of the interviews. The committee agreed to the suggestion providing there were no unforeseen circumstances due to possible matters related to confidential items. The chair and Brown said they would follow through on the questions raised.

The committee was told the first interview would be October 29th with the most likely interviewee to be Dr. Dicianna. The other interviews as to specific individuals were still not set.

A 12:30 P.M. meeting for October 29th was decided to not be scheduled because of the first interview taking place at 4:00 P.M. that same day in Fine Arts 147. The meeting adjourned at 1:15 P.M.

November 4, 1998

TO: Institutional Purpose Committee

FROM: Mac Aipperspach
Chair

RE: Minutes of October 29, 1998

The SACS Institutional Purpose Committee met at 4:00 P.M. with Mac Aipperspach, Johanne Artman, Kay Auerbach, Barry Brown, Roel Carmona, and Keith Fuhrman attending. Del Mar College President Terry Dicianna attended the meeting as an invited guest to be answer questions that had been submitted to him dealing with the College's Mission Statement. Also present were student court reporters Phyllis Morris and Velma Arellano who recorded the interview.

Dr. Dicianna told the committee that the College's Mission Statement was required in two publications—the college catalog and the policy manual. The last time the Mission Statement was reviewed was for the 1997 Strategic Plan and that the statement had been slightly altered after the Texas community college organization's policy on mission statements had been reviewed. Dicianna said the Mission Statement would be reviewed every time a college strategic plan would be developed. The schedule is to do this every three years. Minutes involving the review of the Mission Statement, said Dicianna, exist for the Strategic Planning Committee and also for the Board of Regents. The President said that the Mission Statement's final approval does rest with the Board of Regents but that when the statement is reviewed there is input from the college faculty in addition to administrative and board members.

The President said the College's Mission Statement should evaluated according to the benefits for the community and not over concern about profit or loss. He admitted that the College's revenues are finite but that currently space for students is adequate. Dicianna said resources were finite due to the tax base and the number of students enrolled. He said some additional areas that Del Mar serves could be considered for annexation for additional funds but that there does not appear to be any real support for the move. The College, though, is not ADA compliant due to changing regulations and some outdated buildings. Dicianna felt support services for the College were adequate but computing services still needed more work to allow different areas that serve the student, i.e. financial aid and the Registrar's Office, to share information from one location.

Dicianna felt the Mission Statement gave enough flexibility to allow each student's needs

to be met. When questioned about the Mission Statement reading like a legal document the president said some colleges have been sued over something related to their mission statements and so there is some legal language included to avoid problems.. He admitted it should be more inspiring but there would be a need to be careful with such revisions.

When Dicianna was asked if the public had ever been surveyed as to its impression of the Mission Statement he replied that in limited surveys the response was that the Mission Statement read like a legal document. During later follow up questioning Dicianna stated that a research project-- the Galloway Research Project-- had been done by the College Relations Office and that it dealt with aspects of the public perception of Del Mar and its mission.

The meeting adjourned at 5:05. The next meeting was set for 12:30 P.M. on November 5th with an interview scheduled later in the day with Claudia Jackson of College Relations and Vickie Natalie from the college's Institutional Research Office.

November 18, 1998

TO: Institutional Purpose Committee

FROM: Mac Aipperspach
Chair

RE: Minutes of November 5, 1998
(12:30 Meeting)

The SACS Institutional Purpose Committee met at 12:30 P.M. with Mac Aipperspach, Johanne Artman, Kay Auerbach, Barry Brown, Roel Carmona, Keith Fuhrman, and Robert Hinojosa attending. Minutes of the October 29th meeting with Dr. Terry Dicianna were distributed and discussed.. Kay Auerbach raised a point about Dr. Dicianna's remark that the College's mission statement should be evaluated according to the benefits for the community and not over concern about profit or loss. Auerbach noted that the benefits for the community do cross over into the category that can be measured in terms of a profit or loss.

Also handed out to the committee was a rough outline of a working document to be used in writing the report to be turned in to the SACS Steering Committee before the end of the semester. Referring to the handout, committee members raised questions such as:

- Who says where the mission statement must be published?
- Should the class schedule be published in the College's class schedule?
- What is meant by demonstrating planning and evaluation processes—unit plans?
- Is the College seeking non-traditional financial resources?

The meeting adjourned at 1:10 P.M.

November 18, 1998

TO: Institutional Purpose Committee

FROM: Mac Aipperspach
Chair

RE: Minutes of November 5, 1998
(4:00 P.M. meeting)

The SACS Institutional Purpose Committee met at 4:00 P.M. with Mac Aipperspach, Johanne Artman, Kay Auerbach, Roel Carmona, and Keith Fuhrman attending. Del Mar's Director of College Relations, Claudia Jackson, and the Dean of Administrative Services, Vickie Natale, attended the meeting as invited guests to answer questions that had been submitted dealing with the College's Mission Statement. Also present was student court reporter Tracy Harris.

Natale told the committee that the Mission Statement is published in college publications such as the catalog, policy manual, strategic plans, Institutional Effectiveness Unit Plans, and the annual report. During follow up questioning, Jackson said no Texas organization mandated where the Mission Statement had to be published and that only SACS regulations may require its publication in certain documents. Natalie reviewed for the committee the history of the Mission Statement's development stating the process began in 1984-85 when the Board of Regents reviewed an inventory for community college goals. She said the last major process in rewriting the Mission Statement took place during the last SACS self-study in 1988-89. The Del Mar College Council on Planning and Institutional Effectiveness, Natalie said, has reviewed the Mission Statement but that no major changes have made the council had deferred to the upcoming SACS self-study for possible revisions. Natalie said that since that decision a SACS consultant advised that the SACS self-study committee assigned to the Mission Statement review not work on its revision.

Jackson told the committee that a mission statement should not be so specific that it cannot stand the test of time. Should the Mission Statement require changes, Natalie said those changes would come through the use of surveys and the Council on Planning and Institutional Effectiveness.

Financially, Natalie said there is always a perception that the College is limited but she pointed out that the budget has grown and that new programs are being funded rather than programs being cut. She said the budget grew three-percent this year. Jackson also said the College's Foundation Office was working on helping to provide more resources including finding a director to develop scholarships. Natalie said that she felt the Mission

Statement was balanced in meeting the needs of all students—remedial, academic, occupational, and avocational. She said that by Texas law the College must provide remedial classes and that we are legally tied to our Mission Statement.

Written records as to the processes used to change the Mission Statement can be found in the minutes of the Council on Planning and Institutional Effectiveness, said Natalie. She said the Board of Regents minutes should also show the process.

Jackson said that there have been surveys taken as to the perceptions of the mission and purpose of Del Mar College. She pointed out that a study showed the College strong in a reasonable cost, quality, schedule, and personal attention. She said the weaknesses, according to surveys, were in a lack of state-of-the-art equipment and classroom and lab support.

The meeting adjourned at 5:00 P.M.

December 2, 1998

TO: Institutional Purpose Committee

FROM: Mac Aipperspach
Chair

RE: Minutes of November 12, 1998
(12:30 P.M. meeting)

The SACS Institutional Purpose Committee met at 12:30 P.M. with Mac Aipperspach, Johanne Artman, Kay Auerbach, Barry Brown, Roel Carmona, Keith Fuhrman, and Gerard Munoz attending. The meeting the previous week with Claudia Jackson and Vickie Natale was discussed.

The committee members received copies of prepared materials that Natale had brought to the meeting. These included responses to the questions that had been submitted to Jackson and Natale. Natale had forwarded to the chair a copy of the 1997-98 Institutional Effectiveness Unit Plans as to how they tied to the Mission Statement Purposes and this was shared with the committee. The material listed numerals under various categories, i.e. 8 for Transfer within the Math & Natural Sciences area, and so a question was asked if that number referred to how many unit plans related to that particular area. Natale included a note that concerned the question of getting input from business and industry. She noted that advisory committees with representatives from business and industry meet regularly for all the occupational programs to give input on curriculum issues. She also wrote that the College is a representative on the Workforce Development Board—the Board that identifies target occupations for the region and updates its list annually.

The committee also looked at materials that Jackson had referred to in her remarks about surveys having been done in the community. Also looked at was the resolution in support of expanding the Community College Mission statement and the minutes of the Council on Planning and Institutional Effectiveness when the Mission Statement was discussed. Committee members expressed concern about the lack of attendance at the Council's meeting by Del Mar College Board member Jacob Munoz, who was scheduled to visit with the Institutional Purpose Committee at 4 P.M., November 12th.

The meeting adjourned at 1:15 P.M. with committee members asking to be called should Mr. Munoz cancel his appointment.

NOTE: A call was made to Mr. Munoz's office later in the day to confirm his attendance.

His secretary called back later to tell the chair that Mr. Munoz would not attend the meeting in order to prepare for a court case coming up the following week. Committee members were called and informed of the cancellation.

December 2, 1998

TO: Institutional Purpose Committee

FROM: Mac Aipperspach
Chair

RE: Minutes of November 19, 1998
(12:30 P.M. meeting)

The SACS Institutional Purpose Committee met at 12:30 P.M. with Mac Aipperspach, Johanne Artman, Kay Auerbach, Barry Brown, Roel Carmona, and Keith Fuhrman attending. The committee discussed the cancellation by Jacob Munoz to respond to questions about the College's Mission Statement. The consensus of the committee was to not try and reschedule a meeting but to rather see if Mary Helen Dunnam at some later date would meet with the committee for input. Ms. Dunnam had been suggested by Del Mar President Terry Dicianna as the Board of Regent member to work with the Institutional Purpose Committee.

The committee looked over a written update for three of the **must** statements that have to be addressed in the report to be written for the SACS Steering Committee.

The committee was informed that Dr. Richard Armenta's appointment had been moved from November 24th to after Thanksgiving. It was agreed that if possible, Dr. Armenta would be interviewed on December 1st rather than the 3rd.

The meeting adjourned at 1:10 P.M.

December 2, 1998

TO: Institutional Purpose Committee

FROM: Mac Aipperspach
Chair

RE: Minutes of November 12, 1998
(4:00 P.M. meeting)

The SACS Institutional Purpose Committee met at 4:00 P.M. with Mac Aipperspach, Kay Auerbach, Johanne Artman, Barry Brown, Roel Carmona, and Keith Fuhrman attending. Divisional deans of Del Mar College attended the meeting as invited guests to answer questions that had been submitted to them in advance. Attending were Bud Harris (Center for Business & Community Education), Dr. Gloria Ann Lopez (Arts & Sciences), Anne Matula (Business), and Dr. Lee Sloan (Occupational Education and Technology). Also present were student court reporters Phyliss Morris and Velma Arellano.

The deans told the committee that college publications that include the College's Mission Statement include the catalog, some brochures, unit plans, program review data, and Harris also speculated that some program web pages may include it. Changes to the Mission Statement, the deans felt, should occur when changes occur within the college such as when Del Mar moved from being identified as a junior college to a community college. Matula said the change should occur whenever there are internal and external forces and Sloan responded this would include economic situations. Societal trends and legislative mandates were also cited at circumstances that would cause the Mission Statement to change.

Should the College's Mission Statement require changing it was suggested that input would be needed from all levels of the college. As to cost and benefits to be included in evaluating the Mission Statement, Sloan said there had to be some assessment as to the cost and benefits because tax monies are involved and that this should be done regularly. Lopez responded that we should measure how much of an impact the College has on the community as to helping employers.

The deans stated that the Self-Study Results showing a large percentage of respondents thinking the College is limited in finances, space, and support service was accurate. Matula said that in Business there is a shortage of space because some programs now require more area due to technological changes. Sloan said his area has suffered the most and that 10 portable buildings are still in use with programs being taught in buildings for

which the buildings were not designed. A reduction in state funding for Del Mar was cited as partially to blame for a lack of finances but also a reduction in enrolling students. Lopez said the perception is real and that there is an on-going need to replace equipment and even faculty training because of technology changes. Sloan pointed out that deferred maintenance on campus that has been done the past 10 years has taken its toll and that it cannot be correct in two years. Matula said the issuance of Revenue Bonds does show that some efforts are being made to rectify the situation but as Sloan pointed out, even setting aside \$500,000 each year for technical upgrades will not meet the need. He said the move is admirable but more revenues are needed. Lopez said with a change in budget development among programs this has helped in supporting faculty. Harris said the College has done a good job of investing money to make money and this shows in the development of new programs. Sloan responded, saying Harris was modest in not stating that the Center for Business is truly a fund-raising endeavor for the College.

The question as to if the Mission Statement are balanced in regards to the needs of all students (remedial, academic, occupational, and avocational) brought about a disagreement. Matula said the Statement was not, Lopez said it was, and Harris said the Statement did not speak to economic development at all. He said a great number of colleges have responded to that in their mission statements. Matula said that legally and ethically the College is liable for what the Mission Statement says because of the use of public money. Sloan pointed out that the College's current Mission Statement really includes purposes within the Statement and that those should be listed separately. He said the Mission Statement should be only a sentence or two in length. Harris agreed that a sentence or two would be good and that we should not attempt to put into the Mission Statement everything we do. Lopez felt the Mission Statement could be more inspiring but that it reflects our reason for being.

The deans felt that there is a process to regularly evaluate the Mission Statement. Matula said this occurred within the area of the Strategic Planning process. Sloan said, at least we are forced to do it every ten years because of the SACS self-study process. As to written records of the process of review it was noted that the Strategic Planning process, the last SACS study, and the Council for Institutional Effectiveness have addressed the process.

Working with advisory committees on a regular basis, said Matula, was one of the ways the general public, local industry, and business is surveyed as to the perceptions of the mission and purpose of Del Mar College. Sloan said the Alliance has also done some surveys of the College's role in the community and the results have been mixed. He said we need to be more aware of the perceptions that are in the community. Harris, building on the comment, said the Alliance had done two surveys in workforce development and that the employers perception is that Del Mar is good but the services offered were poor in all areas.

When the Mission Statement is reviewed the consensus was there has to be a broad base of input. Sloan said this should include input from external people for our focus. The

deans said the College tends to demonstrate “team approach” already in its function and Harris, who supervises no faculty in his area, said he sees a definite team effort. He said the Center for Business depends on the library and business offices for support.

During follow up questioning, Matula felt the Mission Statement should be evaluated annually. Lopez said the evaluation should be done every other year whereas Harris said the mission of the college actually changes from day to day. Sloan noted his comment about the purposes attached to the Mission Statement and said these should be separate. He said the Mission Statement “should stand alone why we exist.” Harris said the state has mandated but not legislated what our Mission Statement should be and Matula said we must link the Mission Statement as a part of economic development and that we have not looked at it as to what is happening.

The meeting adjourned at 5:20 P.M.

January 12, 1999

TO: Institutional Purpose Committee

FROM: Mac Aipperspach
Chair

RE: Minutes of December 1, 1998
(4:00 P.M. meeting)

The SACS Institutional Purpose Committee met at 4:20 P.M. with Mac Aipperspach, Joan Allison, and Johanne Artman attending. The Vice President of Instruction and Student Services, Dr. Richard Armenta, was the invited guest. Also present was student court reporter Sarai Wiginton.

Dr. Armenta told the committee that Del Mar College's Mission Statement is formally published in two documents—the College catalog and the Institutional Planning document. Armenta said that if the Mission Statement is reviewed any state legislation that may have an impact should be included but that otherwise the criteria should be done with faculty and administration input. He felt the review should be done every five years.

The College's Mission Statement, if changes are proposed, should be sensitive to the people's needs according to Armenta. He said because the role of community colleges has been expanded by legislation the process should include students, faculty, and community members. The process to update the College's Mission Statement has no defined policy, said Armenta. He felt that perhaps a "future search" idea might be in order to bring in community citizens to work on it.

When asked if the Mission Statement should be evaluated in terms of costs and benefits Armenta said the answer was "yes" but by what method? Armenta responded to the question as to why a large percentage of the respondents think Del Mar is limited in finances, space, and support services with his own question, "Why have people said we are limited?" He said the College's Board of Regents is endeavoring to provide adequate resources to fulfill its mission. He cited examples of the Board reviewing the deferred maintenance policy, considering a bond issue, and reviewing the reasons why the College's Master Plan has not been fully implemented.

Armenta felt the Mission Statement was balanced in regards to the needs of all students but he was not sure the College's programs were balanced. He said the unit plans that departments and programs are implementing show a continued emphasis on assessment. The Vice-President said the College was morally liable for the Mission Statement. As an illustration he noted that the Texas Coordinating Board has asked that colleges subscribe to retraining a student if the individual cannot make private industry requirements. (Del

Mar College has adopted this policy by guaranteeing the competency of its graduates in the occupational fields. Page 47 of the 1998-99 Catalog.) Armenta said accreditation of the College is another way of showing the institution having a liability for its Mission Statement.

Armenta said the College does not have a process to evaluate the appropriateness of the Mission Statement but stated the Institutional Purpose Committee could recommend how often the process should be done. He also said there were no specific written records on the processes to change the mission statement.

Periodic reviews of the Mission Statement have been made of the public as to its perception according to Armenta. He said that if the Mission Statement is reviewed the persons who are responsible for the review are the regents and college president.

Armenta stated that the College is already a “team.” The different departments, he said, show the team concept in place even if there does not appear to one “team” across the campus. He doubted that there needed to be a greater awareness of stressing a team approach because that would be overkill.

The meeting adjourned at 5:00 P.M.

January 12, 1999

TO: Institutional Purpose Committee

FROM: Mac Aipperspach
Chair

RE: Minutes of December 3, 1998

The SACS Institutional Purpose Committee met at 12:30 P.M. with Mac Aipperspach, Johanne Artman, Kay Auerbach, Barry Brown, Roel Carmona, Keith Fuhrman, and Gerard Munoz attending.

The committee was given the minutes of the November 12th (12:30 P.M.) meeting, November 19th meeting, and the handout from the SACS Steering Committee on "Writing the Self-Study Report." Members were also given a preliminary copy of the minutes of the November 12th (4:00 P.M.) meeting.

An informal discussion took place as to what had been learned from the interviews with various members of the Del Mar College Administration. Fuhrman noted that the College deans stressed heavily the need for economic development to be included. It was pointed out that there is outside input available to the College through advisory committees and program reviews. Auerbach mentioned how the College faculty is being stretched to a point that as a resource the faculty is reaching a breaking point. She noted specifically Marvin Artman presently in charge of three programs in the Occupational Education and Technology Division. She said duties are being added without previous responsibilities being lessened.

Discussion concluded the meeting about meeting in the new year to work on the draft for the Self-Study Steering Committee. The meeting adjourned at 12:55 P.M.

January 26, 1999

TO: Institutional Purpose Committee

FROM: Mac Aipperspach
Chair

RE: Minutes of January 21, 1999

The SACS Institutional Purpose Committee met at 12:30 P.M. with Mac Aipperspach, Joan Allison, Roel Carmona, and Keith Fuhrman present. The committee was given an updated version of the Self-Study Report to review and it was also asked for suggested revisions.

After going through the material the committee was asked to turn in any additional changes by the following week. The meeting adjourned at 12:55 P.M.