



DMC

DEL MAR COLLEGE

2019-2024 Strategic Plan

*Approved by the Del Mar College Board of Regents
on September 10, 2019*

UPDATED AUGUST 2022

DEL MAR COLLEGE

VISION

This is what we aspire to achieve.

Del Mar College will be the premier choice for life-changing educational opportunities, provided by responsive, innovative faculty and staff who empower students to improve local and global communities.

MISSION

This defines what we are here to do.

Del Mar College is a multi-campus community college providing access to affordable degree and certificate programs, customized workforce development, and continuing education opportunities for the successful educational advancement and lifelong learning needs of our communities.

CORE VALUES

These are the characteristics that are important in how we do our work.

Student Learning and Success

Ensuring students gain the necessary knowledge, skills, and experience to achieve their goals of graduation, transfer, and/or personal enrichment.

Excellence in Instruction

Developing and delivering exceptional instruction that is tailored to a diverse student population.

Access

Providing opportunities to all persons who wish to participate and succeed in higher education through traditional and distance delivery formats.

Integrity

Demonstrating honesty, transparency, and clear communication with our stakeholders, our community, and with each other.

Accountability

Demonstrating responsible and ethical stewardship of the resources entrusted to us by our community.

Innovation

Dedicating attention to new ideas that lead to higher levels of achievement for faculty, staff, and students.

Diversity and Inclusion

Committing to a diverse and inclusive community that values, celebrates and learns from our differences and in which all people are treated with dignity and respect.

PLAN OVERVIEW

Goal One: Completion

Goal Two: Recruitment and Persistence

Goal Three: Academic Preparedness and Student Learning

Goal Four: Learning Environments

Goal Five: Workforce Development, Community Partnerships, and Advocacy

Goal Six: Financial Effectiveness and Affordability

PLAN COMPONENTS

- **Goals:** Broad, priority areas
- **Key Performance Indicators (KPIs):** Describe how we will measure progress toward meeting our goals (Thresholds and Targets included in the Operational Plan)
- **Objectives:** What we wish to accomplish
- **Institutional Strategies:** How the college will accomplish its objectives (included in Operational Plan)

Goal One: Completion

Create coherent and seamless pathways that guide students to achieve their educational goals.

KPIs

- Number of degrees and certificates awarded
- Graduation rates (3yr, 4yr, 6yr)
- Average time to complete an associate degree
- Average semester credit hours (SCH) attempted when completing an associate degree
- Percentage of students enrolled part-time and full-time
- Transfer to a four-year institution
- Dual Credit success

Objectives

- O1: **Credentials Completed.** Increase the number of students earning degrees and/or certificates each year.
- O2: **Time and Semester Credit Hours to Completion.** Decrease the amount of time and the number of excess credit hours that a student attempts in pursuit of an Associate degree or certificate.
- O3: **Full-Time Enrollment.** Increase the number of students who are enrolled full-time.
- O4: **Dual Credit Matriculation.** Increase the percentage of dual credit students who matriculate to Del Mar College after high school graduation to complete a credential.
- O5: **Continuing Education.** Strengthen pathways from continuing education programs to further learning opportunities and employment and strengthen data collection and analysis processes of students enrolled in continuing education programs. **(UPDATED)**
- O6: **Transfer.** Increase the number of students who transfer to a four-year institution.



Goal Two: Recruitment and Persistence

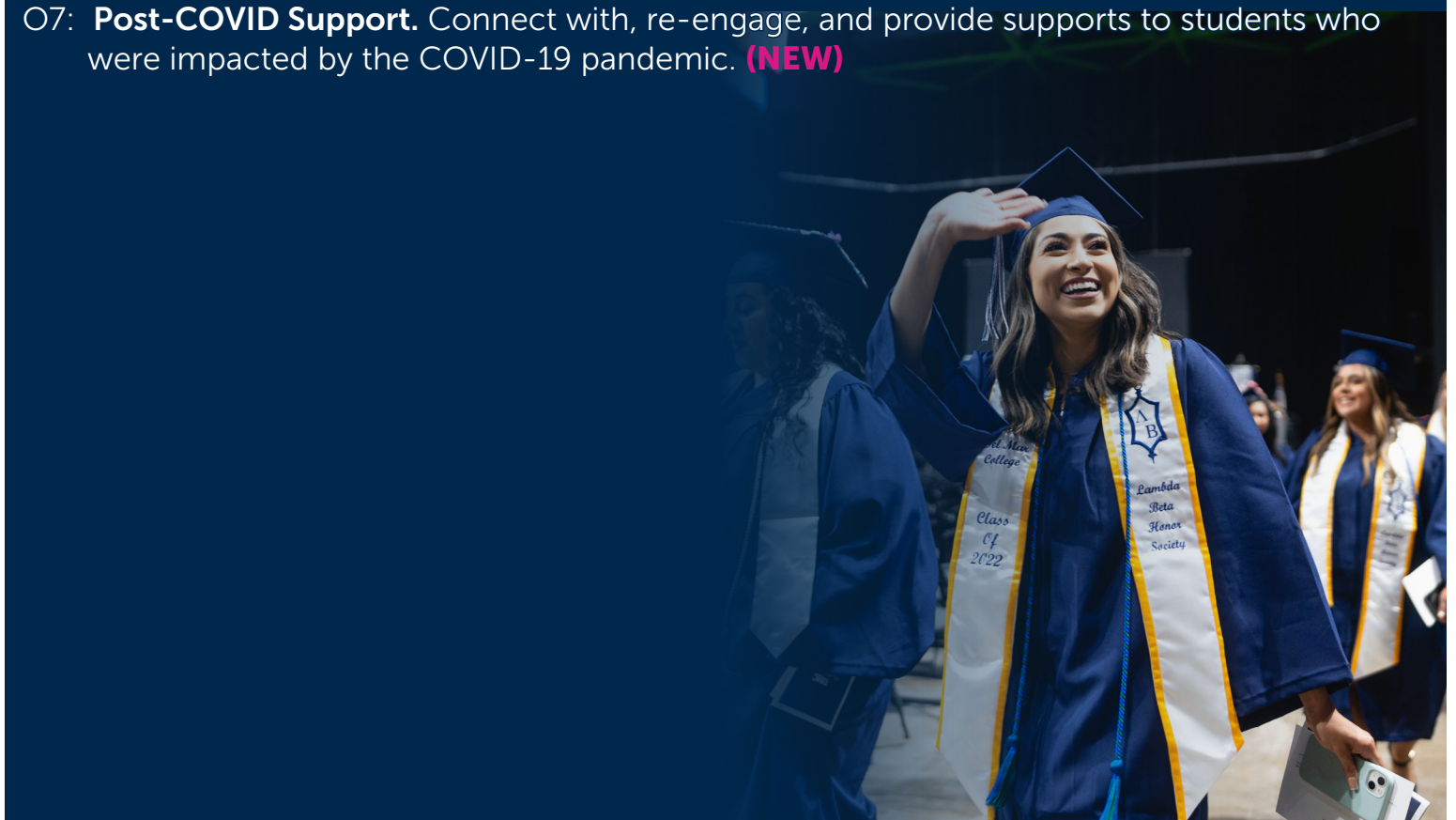
Recruit and attract students to Del Mar College and provide resources to support continuous enrollment until achievement of their educational goals.

KPIs

- Student enrollment
- Number of Pell grant recipients
- Fall-to-Fall persistence rates
- Student classification - % of sophomores

Objectives

- 1: **Educational Opportunities.** Expand and promote educational opportunities throughout the College's service area and seek to recruit both traditional and non-traditional students.
- 2: **On-Boarding.** Simplify on-boarding (enrollment, advising, and registration) processes. **(UPDATED)**
- 3: **Persistence.** Increase the percentage of students who persist from year to year and term to term.
- 4: **Student Engagement.** Keep students engaged and on-campus through co-curricular activities and support services.
- 5: **Student Communication.** Strengthen communication with students regarding available support services.
- 6: **Course Scheduling.** Improve course scheduling processes to allow students to build cohesive and efficient course schedules.
- 7: **Post-COVID Support.** Connect with, re-engage, and provide supports to students who were impacted by the COVID-19 pandemic. **(NEW)**



Goal Three: Academic Preparedness and Student Learning

Accelerate student attainment of academic preparedness and ensure optimal levels of learning in all instructional delivery formats.

KPIs

- Percentage of students who require developmental coursework
- Percentage of academically unprepared students who satisfy TSI within 2 years
- Percentage of academically unprepared students completing a college-level course in the subject they entered not ready (math, reading, writing) within 2 years
- Course completion rates (traditional, online, and hybrid formats)

Objectives

- 1: **Academic Preparedness.** Decrease the number of students who require developmental coursework.
- 2: **Acceleration of Academic Preparedness.** Provide curricular options and instructional supports for academically unprepared students to accelerate attainment of academic preparedness and completion of college-level coursework.
- 3: **General Education and Program Outcomes.** Ensure students are achieving college-level general education learning outcomes and program-level learning outcomes.
- 4: **Instructional Supports.** Provide excellent instructional supports to aid in students' successful completion of coursework in all modalities.

(UPDATED)

- 5: **Online Education.** Provide quality online programs and courses with appropriate academic and student support services. **(UPDATED)**

- 6: **Technology and Equipment.** Provide innovative, accessible technology solutions and equipment to facilitate student learning and instruction. **(UPDATED)**

- 7: **Faculty Professional Development.** Provide professional development and support in order for faculty to deliver innovative and exceptional instruction in all modalities. **(UPDATED)**



Goal Four: Learning Environments

Provide engaging, effective, and student-ready environments with accomplished and qualified personnel to facilitate learning and productivity.

KPIs

- Average state compensation rates, comparison to DMC
- Annual Safety and Security Report (Cleary Act)
- Ad Astra/Viking Scheduler - space utilization

Objectives:

- 1: **Personnel Recruitment.** Recruit and retain exceptional faculty and staff.
- 2: **Professional Growth.** Invest in professional growth and leadership development opportunities for faculty and staff.
- 3: **Internal Communication.** Foster strong lines of internal communication among all areas of the college.
- 4: **Facilities.** Develop new and renovated facilities to meet the needs of 21st century students.
- 5: **Safety.** Provide a safe and secure environment that is conducive to learning.
- 6: **Automated Processes.** Develop automated processes to increase efficiency and effectiveness in all college operations.
- 7: **Equity:** Transform college practices to target and eliminate specific barriers to student success and address students' needs by centering equity with all practices. **(NEW)**



Goal Five: Workforce Development, Community Partnerships, and Advocacy

Strengthen connections with workforce and community partners, educational agencies, and governmental bodies and officials.

KPIs

- Graduate job placement data
- Licensure and certification pass rates

Objectives:

- O1: **Educational Offerings.** Align college educational offerings with the needs of its communities and workforce partners through credit, continuing education, and corporate training programs.
- O2: **Employment.** Increase the number of graduates who attain employment in their fields.
- O3: **Collaboration.** Collaborate with key stakeholders to advance the educational and economic development goals for the region.
- O4: **Communication with Community.** Provide on-going and consistent communication with our communities regarding college successes, progress, and stewardship of resources.
- O5: **Advocacy.** Advocate for the needs of the college on local, state, and national levels.



Goal Six: Financial Effectiveness and Affordability

Ensure financial capacity, demonstrate fiscal stewardship, and maintain affordability for students.

KPIs

- Average tuition and fees for TX community colleges; comparison to DMC
- Scholarships awarded by the DMC Foundation
- Composite Financial Indicator
- Return on net position ratio
- Operating margin ratio
- Primary reserve ratio
- Viability ratio

Objectives:

- 1: **Affordability.** Maintain affordable tuition and fees to support student access and success.
- 2: **Resource Allocation.** Manage funds so that resource allocation is optimally aligned to support programs and services.
- 3: **Fundraising.** Partner with the Del Mar College Foundation to increase fundraising for scholarships and other student and college needs.
- 4: **Grants.** Increase external funding opportunities through federal, state, corporate, and local grants.
- 5: **State Funding.** Advocate on behalf of community colleges at the state and federal levels to achieve and maintain adequate levels of funding to support programs and services.



NOTES

NOTES

For more information on DMC's 2019-2024 Strategic Plan, visit

delmar.edu/offices/PIE/strategic-planning.html

