DEL MAR COLLEGE

Dreams. Delivered.®

2014-2019 Strategic Plan

Reach Forward. Deliver Excellence.

Student Achievement Indicators Summative Assessment Report

December 2019

Office of Institutional Effectiveness & Assessment

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

Retention: Maximize student learning to improve retention.

- Target 1: Exceed the fall-to-fall retention rate for DMC students by 2% compared to the state average on a five-year trend.
- Target 2: The percentage of students returning for the next year of college will continue to increase by two percent per year (based on one-year persistence rate of first-time, full-time, credential seeking graduates.)

Findings**:**

One Year Persistence Rates

Persistence Total	2014	2015	2016	2017	2018
Del Mar College	63.8%	64.5%	62.3%	63.8%	59.8%
TX Large College Peer Group	65.8%	67.0%	66.4%	66.4%	65.6%

Enrolled at Same Institution	2014	2015	2016	2017	2018
Del Mar College	59.4%	61.2%	58.6%	62.2%	57.8%
TX Large College Peer Group	51.9%	52.6%	53.0%	53.0%	53.4%

Enrolled at Other Institution	2014	2015	2016	2017	2018
Del Mar College	4.4%	3.3%	3.7%	1.6%	2.0%
TX Large College Peer Group	13.9%	14.4%	13.4%	13.4%	12.2%

One-year persistence rates for first-time, degree-seeking undergraduates enrolled in at least 12 semester credit hours in the fall who are enrolled at the same or another Texas public or private institution. Source: THECB Accountability System.

Two Year Persistence Rates

Persistence Total	2014	2015	2016	2017	2018
Del Mar College	42.1%	45.8%	49.8%	44.5%	49.1%
TX Large College Peer Group	52.0%	53.5%	55.4%	54.1%	53.2%

Enrolled at Same Institution	2014	2015	2016	2017	2018
Del Mar College	35.7%	37.7%	42.1%	36.6%	43.5%
TX Large College Peer Group	25.8%	26.0%	25.3%	26.2%	25.3%

Enrolled at Other Institution	2014	2015	2016	2017	2018
Del Mar College	6.4%	8.1%	7.7%	7.9%	5.7%
TX Large College Peer Group	26.2%	27.5%	30.0%	28.0%	27.9%

Two-year persistence rates for first-time, credential-seeking undergraduates enrolled in at least 12 semester credit hours in the fall who are enrolled at the same or another Texas public or private institution. Source: THECB Accountability System.

Analysis of Results:

Del Mar College's one-year persistence rates did not increase over the 2014 to 2018 time period. Similarly, the one-year retention rate for Texas Large Colleges Peer Group did not increase during the same time period. Del Mar College's total one-year persistence rates were consistently lower than the Texas Large Colleges Peer Group average. However, the College's one-year retention rate within the same institution was consistently higher than the Texas Large Colleges Peer Group average. Conversely, the College's one-year retention rate to other institutions (transfer) was consistently lower than the Texas Large Colleges Peer Group average.

The College's two-year persistence rates did increase over time (from 42.1% in 2014 to 49.1% in 2018). During the same time period, the two-year retention rate for the Texas Large Colleges Peer Group stayed consistent. Though Del Mar College's two-year persistence rates were consistently lower than the Texas Large Colleges Peer Group average, the gap between the two decreased over time. Additionally, the College's two-year retention rate within the same institution was consistently higher than the Texas Large Colleges Peer Group average. Conversely, the College's two-year retention rate to other institutions (transfer) was consistently lower than the Texas Large College Peer Group average. Overall, the College's two-year persistence rate improved while the one-year persistence rate did not.

Use of Results for Improvement:

Del Mar College has recognized the on-going need to support student retention by including it as a goal within its new 2019-2024 Strategic Plan: *Aspire. Engage. Achieve.* Additionally, student retention has been identified as an institutional key performance indicator (KPI). The College has also recently implemented several strategies to increase retention rates. For example, by utilizing the Civitas software system, advisors and faculty members can identify students who are at-risk of not persisting and then provide them with targeted assistance and supports. To support these efforts, the college appointed a new Director of Advising Initiatives, Ms. Leticia Wilson. Under her leadership, the Civitas pilot program will be expanded and on-going training sessions will be hosted for faculty and staff members.

As another strategy to increase retention, the Office of Student Engagement and Retention recently opened the College's first Food Pantry on the East Campus in partnership with the Coastal Bend Food

Bank. The mission of the Food Pantry is to "alleviate food insecurities by providing food options to students who have limited resources and are experiencing difficulty meeting their basic needs." After completing the application process, students are able to receive up to 35 lbs. of food twice a month at no charge. Supports such as the Food Pantry are designed to assist students in need and to support their persistence and success.

The College also recognizes the importance of effective financial planning for student persistence. Financial Aid Services hosts Loan Advising Workshops (LAS) which teach financial literacy skills for new loan borrowers. The information includes: Smart Borrowing, Budget 101, and Avoiding Midnight Cravings. This information has been instrumental in helping lower the College's Peer Group Default Rates over the past three years. Default rates over the past three years are as follows: FY 14 - 15%, FY 15 - 13.1%, and FY 16 - 10.2%. Additionally, beginning in the Fall 2019 semester, Financial Aid Services will implement loan exit counseling, which will inform students of the total amount of loan debt, as well as estimated loan payment information to allow students to have a clear picture of what to expect in the future.

Graduation: Improve student graduation rates and degree attainment.

- Target: 18% of first-time, full-time students who enrolled in 2012 will graduate with a degree or certificate within 4 years.

<u>Findings</u>**:**

4 Year Graduation Rate

Institution	2016 (2012 Peer Group)	2017 (2013 Peer Group)	2018 (2014 Peer Group)	Point Change
Del Mar College	13.7%	20.7%	22.7%	9
TX Large Colleges Peer Group	24.1%	26.3%	29.1%	5

First-time, full-time entering degree-seeking students who enrolled in a minimum of 12 SCH their first fall semester who graduated from the same or another Texas public or independent institution. Source: THECB Accountability System.

<u>Analysis of Results</u>**:**

Del Mar College's 4-year graduation rates have increased steadily over time. Though the 18% graduation rate target set for the 2012 student Peer Group was not met, the target was met by the subsequent student Peer Group (2013) with 20.7% of students earning a degree or certificate within 4 years. The rate continued to increase to 22.7% for the 2014 student Peer Group. Overall, the percentage point increase from the 2012 to 2014 student Peer Groups at Del Mar College was higher than the average change for the Texas Large Colleges Peer Group (9 percentage point change as compared with a 5 percentage point change).

<u>Use of Results for Improvement:</u>

Del Mar College has recognized the on-going need to improve completion rates by including it as a goal within its new 2019-2024 Strategic Plan: *Aspire. Engage. Achieve.* Completion rates, number of degrees and certificates awarded, average time to complete an associate degree, and average semester credit hours (SCH) taken to complete an associate degree have been identified as institutional key performance indicators (KPIs).

The College has implemented several strategies to increase graduation rates. In partnership with the Texas Success Center, Del Mar College has actively participated in the Texas Pathways Project. In 2017, the College initiated a Guided Pathways Steering Committee to learn more about guided pathways and to plan how they could be implemented at DMC. Beginning in the Spring 2018 semester, open forums and professional development sessions were held for faculty and staff to learn

more about guided pathways and the need for structural changes to improve student success rates. Subsequently, the Committee developed a proposed structure for meta-majors, which are clusters of programs in similar academic and career fields that can help students and others to understand a college's offerings. The meta-major proposal was shared with faculty and staff and the proposal was refined and improved. Currently, plans are in place to fully implement the College's meta-major structure by the Fall 2020 semester.

As part of the guided pathways reform efforts, faculty and staff determined that the College's advising processes needed to be strengthened and re-structured in order to provide students with optimal support. The College chose advising as its topic for the new Quality Enhancement Plan (QEP) project. The new advising structure will be built around the College's newly designed meta-majors. Technology supports will be delivered through the use of the college's new ERP system, Campus Management, which is scheduled to be implemented by the Spring 2021 semester.

Additionally, the College has leveraged the Civitas software system to contact students who are nearing completion to encourage them to apply for graduation. These "nudge campaigns" have proven to be successful and are attributed with increasing the number of degrees and certificates awarded from 1,533 in 2016 to 2,025 in 2018.

Transferability: Implement seamless student transfer to four-year and other institutions.

- Target: 19% of first-time, full-time students will transfer to a four-year institution.

Findings**:**

Transfers to a Senior Institution

Year	2015	2016	2017	2018	Point Change
Del Mar College	14.2%	12.0%	10.5%	12.3%	-1.9
TX Large Colleges Peer Group	23.9%	22.4%	23.3%	28.3%	4.4

Non-Transfer Completers

Year	2015	2016	2017	2018	Point Change
Del Mar College	12.1%	12.6%	11.9%	11.2%	-0.9
TX Large Colleges Peer Group	12.1%	12.2%	11.3%	11.2%	-0.9

Non-Completers

Year	2015	2016	2017	2018	Point Change
Del Mar College	73.6%	75.3%	77.6%	76.5%	2.9
TX Large Colleges Peer Group	64%	65.5%	65.4%	60.5%	-3.5

Students who entered college for the first time at a two-year institution and were not concurrently enrolled at a four-year institution, and then transferred for the first time to a four-year institution within 6 years. Source: THECB Accountability System.

Analysis of Results**:**

Del Mar College's target of attaining a 19% transfer rate was not met. From 2015 to 2018, transfer rates have decreased slightly (14.2% to 12.3%). Additionally, there is a notable gap between the College's transfer rates and the average transfer rates for the Texas Large Colleges Peer Group (12.3% vs. 28.3%). The rate of non-transfer completers has remained consistent for both the College and the Texas Large Colleges Peer Group. Meanwhile, the percent of the colleges College's non-completers (who did not transfer) have increased while the percent of non-completers in the Texas Large Colleges Peer Group have decreased.

Use of Results for Improvement:
Del Mar College has recognized the on-going need to improve transfer rates by including it as an objective within its new 2019-2024 Strategic Plan: *Aspire. Engage. Achieve.* Transfer to a four-year institution has also been identified as an institutional key performance indicator (KPI).

The College has continued to create transfer degrees using the Texas Higher Education Coordinating Board (THECB) Field of Study curriculum options and to seek articulation agreements to provide

options for students to earn credit toward specific degrees at partner universities. Examples include recent revisions to the Business Administration AA degree that includes all courses listed in the Field of Study curriculum and Engineering degrees have been created as part of an articulation agreement with Texas A&M University - Kingsville. The Student Enrollment Center also hosts weekly visits from Texas A&M University - Kingsville and Texas A&M University - Corpus Christi to support students seeking seamless transfer experiences.

Additionally, in 2018 Del Mar College partnered with Texas A&M University-Corpus Christi to launch the Viking Islander Program (VIP). This unique partnership grants numerous benefits to eligible Del Mar College students who plan to transfer to the University and complete a 4-year degree and beyond. VIP participants must meet several requirements related to testing scores, grade-point averages and minimum course loads. Benefits include automatic admission to the University when completing the program, access to on-campus housing, specialized advising support and smooth transfer of credits between both institutions. The 2018-2019 VIP Peer Group enrolled 128 students. It is anticipated that this partnership will continue to grow for years to come.

Goal 2. Student Access and Support Services: Maximize Affordable Access and Excellence in Student Services.

Workforce: Facilitate students' workforce success and career advancement.

- Target: For students attaining a technical degree, increase by one percent per year students employed within one year of graduation (from 86% of 2013 graduates to 89% of 2016 graduates).

Findings:

% Total Technical & Tech Prep Students

Year of Student Graduation	Employed & Enrolled	Enrolled Only	Employed & OR Enrolled
2012-13	81.3	4.3	85.6
2013-14	82.6	4.7	87.4
2014-15	79.6	5.6	85.2
2015-16	78.5	6	84.5
2016-17	76	7.1	83.1
2017-18	79.8	5.5	85.3

Source: Automated Student and Adult Learner Follow-Up System (ASALFS) report generated by the Texas Higher Education Coordinating Board. The figures above represent employment status one year after graduation.

Tech Prep is an education initiative linking high school career and technical course curriculum and teacher credentials to college technical/workforce course curriculum and faculty credentials on a 2-year associate of applied science (AAS) degree through articulation.

Analysis of Results**:**

Del Mar College's target of attaining a continuous 1% increase in student employment was not met. From the baseline of 85.6% in 2013, student employment rates increased to 87.4% in 2014 (includes students who were enrolled only and not employed). Since 2014, the rate at which students graduating from technical programs have gained employment (and/or enrollment) has fluctuated from 83.1%-85.3%. Overall, the attainment rates remain unchanged.

Use of Results for Improvement:

Del Mar College has recognized the on-going need to support employment of graduates by including it as an objective within its new 2019-2024 Strategic Plan: *Aspire. Engage. Achieve.* Graduate job placement data has also been identified as an institutional key performance indicator (KPI). Currently, every career and technical education (CTE) program meets with its respective advisory committee at

least twice per year. Advisory committees are composed of workforce leaders and employers. They provide guidance on what program curricula should entail, how program graduates are progressing in the workplace, and they discuss what additional skills and characteristics need to be reinforced for better employability. They also support the development of student practicum/clinical/apprenticeship placements.

To support the employment placement of Del Mar College graduates, all AAS degrees incorporate work-based experience where a student can practice what they have learned under the supervision of an instructor and employer. The competency of these students is evaluated by the employer so that the instructor can address areas that are lacking. Additionally, the College communicates available job openings to students within relevant disciplines. Frequently, employers will contact the College and will request assistance in identifying recent Del Mar College graduates to hire. Programs will send information about these opportunities to students and graduates through Canvas, LinkedIn, Facebook, and classroom announcements.

Additionally, to support the career placement of students and graduates, the Career Development Center was created and opened Fall 2015. The Center offers comprehensive career planning and employment services for Del Mar College students and alumni of all majors and classifications, providing one point of contact to expedite the recruiting efforts of companies and organizations. The Center provides the following services:

- Hire Vikings: an exclusive job portal for DMC students and alumni,
- Individual appointments and weekly walk-in hours,
- Assistance with résumé, cover letter and career information,
- Workshops, job fairs, and special events,
- Online services for résumé posting and job searches,
- Mock interviews for interview practice and critique,
- Career kiosk for work on résumés, cover letters and job searches,
- Access to online resources for career searches: Career Coach, Jung's Typology, O'Net, Bureau of Labor Statistic, and
- Job fairs and employer talks.

The Career Development Center has recently begun hosting career-specific job fairs which focus on targeted career fields, such as culinary arts, STEM, nursing, and criminal justice.

Recruitment and Re-Entry: Maximize student services to improve recruitment and re-entry.

- Target**:** Achieve an enrollment of at least 11,500 students by Fall 2015.

Findings**:**

Fall Headcount Enrollment

Institution	2015	2016	2017	2018
Del Mar College	10,852	11,689	11,476	11,867
TX Large Peer Group Average	10,602	10,746	10,466	10,986

Fall headcount including dual credit students and not including fall flex students. Source: THECB Accountability System.

Analysis of Results**:**

Del Mar College did not meet the enrollment target by 2015, though it did meet the target in the subsequent year. Since the Fall of 2016, enrollment has remained near or above 11,500 students. The College's enrollment has been consistently above the average enrollment of the Texas Large Colleges Peer Group.

Use of Results for Improvement:

Del Mar College has recognized the on-going need to monitor and increase completion rates by including it as a goal within its new 2019-2024 Strategic Plan: *Aspire. Engage. Achieve.* Student enrollment has also been identified as an institutional key performance indicator (KPI).

The College has implemented several strategies to maintain and increase student enrollment, including:

- Marketing campaigns: social media messages and ads, postcard mailers, web rotator ads, and commercials;
- Recruitment events: Destination College, Discover Del Mar, and student workshops;
- Targeted calls to students; and
- Offering extended service hours for admissions and advising processes.

During the Fall 2019 semester, the Vice President for Student Affairs founded the Strategic Enrollment Management Team. This team is charged with identifying best practices in recruitment and enrollment management and in implementing new strategies. The team aims to reach a Fall 2020 enrollment target of 12,500 students and a Fall 2021 target of 13,000 students.