

*Aspire.  
Engage.  
Achieve.*

# **2019-2024 Strategic Plan**

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

Operational Strategic Plan  
(with Institutional Strategies, Assignments, Measures, and Targets):  
Under Development



# 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
- **Objectives:** What we wish to accomplish
- **Institutional Strategies:** How the college will accomplish its objectives (to be included in Operational Plan)

## Goal One: Completion

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

### KPIs

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- 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
- Dual Credit:
  - *Percentage of students enrolled in dual credit courses who enroll at DMC after high school*
  - *Number of degrees and certificate awarded*
  - *Amount of semester credit hours earned*
- Percentage of students enrolled part-time and full-time
- Transfer to a four-year institution

### Objectives

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- 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 credit programs.
- 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

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- Student enrollment (credit and non-credit; headcount, duplicated count, and contact hours; annually and by semester)
- Number of Pell grant recipients
- Fall-to-Fall persistence rates
- Student classification - % of sophomores

### Objectives

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- O1: **Educational Opportunities.** Expand and promote educational opportunities throughout the College's service area and seek to recruit both traditional and non-traditional students.
- O2: **On-Boarding.** Facilitate efficient student navigation of enrollment and onboarding experiences, including the application and awarding of financial aid.
- O3: **Persistence.** Increase the percentage of students who persist from year to year and term to term.
- O4: **Student Engagement.** Keep students engaged and on-campus through co-curricular activities and support services.
- O5: **Student Communication.** Strengthen communication with students regarding available support services.
- O6: **Course Scheduling.** Improve course scheduling processes to allow students to build cohesive and efficient course schedules.

## 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

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- 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

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- O1: **Academic Preparedness.** Decrease the number of students who require developmental coursework.
- O2: **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.
- O3: **General Education and Program Outcomes.** Ensure students are achieving college-level general education learning outcomes and program-level learning outcomes.
- O4: **Instructional Supports.** Provide excellent instructional supports to aid in students' successful completion of coursework.
- O5: **Online Education.** Provide quality online education with appropriate academic and student support services.
- O6: **Technology and Equipment.** Facilitate the use of innovative technology solutions and up-to-date equipment to support student learning and instruction.
- O7: **Faculty Professional Development.** Provide professional development and support in order for faculty to deliver innovative and exceptional instruction.

## Goal Four: Learning Environments

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

### KPIs

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

### Objectives:

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- O1: **Personnel Recruitment.** Recruit and retain exceptional faculty and staff.
- O2: **Professional Growth.** Invest in professional growth and leadership development opportunities for faculty and staff.
- O3: **Internal Communication.** Foster strong lines of internal communication among all areas of the college.
- O4: **Facilities.** Develop new and renovated facilities to meet the needs of 21st century students.
- O5: **Safety.** Provide a safe and secure environment that is conducive to learning.
- O6: **Automated Processes.** Develop automated processes to increase efficiency and effectiveness in all college operations.

## Goal Five: Workforce Development, Community Partnerships, and Advocacy

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

### KPIs

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- Graduate job placement data
- Licensure and certification pass rates
- Number of industry-supported programs

### Objectives:

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- 1: **Educational Offerings.** Align college educational offerings with the needs of its communities and workforce partners through credit, continuing education, and corporate training programs.
- 2: **Employment.** Increase the number of graduates who attain employment in their fields.
- 3: **Collaboration.** Collaborate with key stakeholders to advance the educational and economic development goals for the region.
- 4: **Communication with Community.** Provide on-going and consistent communication with our communities regarding college successes, progress, and stewardship of resources.
- 5: **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

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- 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:

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- 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

**For more information on DMC's 2019-2024 Strategic Plan, including:**

**Plan Development Process**

*(Committee meeting materials, Board of Regents retreat materials, etc.)*

**Operational Strategic Plan Draft**

**Student Achievement KPI Definitions**

**Additional Planning Resources**

***Visit the Strategic Planning DMC SharePoint website.***

