

**MINUTES OF THE WORKSHOP AND CALLED MEETING  
OF THE BOARD OF REGENTS OF THE DEL MAR COLLEGE DISTRICT**

September 8, 2020

The Workshop and Called Meeting of the Board of Regents of the Del Mar College District convened in the Isensee Board Room, Del Mar College, Corpus Christi, Texas at 9:00 a.m. on Monday, September 8, 2020, by video and/or teleconference.

Due to health and safety concerns related to the Coronavirus Pandemic Crisis, this meeting was conducted by video and/or teleconference and was conducted in accordance with guidance from the Texas Governor's Office and the Texas Attorney General's Office. Provisions were made for the public to participate in this meeting with public comments via livestream and/or telephonically.

The following were present:

**From the Board:**

Ms. Carol Scott, Dr. Nicholas Adame, Ms. Libby Averyt, Mr. Ed Bennett, Ms. Elva Estrada, Ms. Susan Hutchinson, and Dr. Mary Sherwood.

**From the College:**

Dr. Mark Escamilla, President and CEO; Mr. Raul Garcia, Vice President and CFO; Ms. Lenora Keas, Executive Vice President and COO; Ms. Tammy McDonald, Vice President of Administration and Human Resources; Mr. August Alfonso, Vice President and Chief Information Officer; Dr. Rito Silva, Vice President of Student Affairs; Mr. Augustin Rivera, Jr., General Counsel; Mr. John Strybos, Vice President and Chief Physical Facilities Officer; Ms. Lorette Williams, Executive Director of Strategic Communication and Government Relations; Dr. Natalie Villarreal, Director of External & Board Relations; Mary McQueen, Executive Director, Development; Delia Perez, Executive Administrative Assistant to the President & Board Liaison, and other staff and faculty.

**CALL TO ORDER QUORUM CALL/MOMENT OF SILENCE/PLEDGE OF ALLEGIANCE/VISION STATEMENT**

Ms. Scott called the meeting to order with a quorum present. She requested a moment of silence followed by the Pledge of Allegiance and Del Mar College Vision Statement.

**GENERAL PUBLIC COMMENTS** – The public was given the opportunity to provide public comments (both general and specific to any agenda item) by calling a toll-free phone line prior to the Board meeting and registering with their name and subject of public comment.

There were no public comments made for this meeting.

ITEMS FOR DISCUSSION AND POSSIBLE ACTION:

**1. Discussion related to Strategic Plan Key Performance Indicators for Goal 1 and Goal 2.....Dr. Kristina Wilson  
(Goal 1: Completion and Goal 2: Recruitment and Persistence)**

Dr. Escamilla provided opening comments and introduced Dr. Wilson. Dr. Wilson began her presentation stating she would discuss Key Performance Indicators (KPIs) which were established as part of the development of the new strategic plan. Dr. Wilson will discuss the first two goals out of six goals of the strategic plan: Goal 1: Completion and Goal 2: Recruitment and Persistence.

Dr. Wilson began her presentation and stated that KPI data provides a snapshot of the Del Mar College's (DMC) position at a point in time which includes the threshold which is the expectation set to define acceptable levels of achievement, and the target which is the aspirational expectation for improvement.

For each KPI, the College compares itself to other large Texas College peers. The Texas Higher Education Coordinating Board groups Colleges based on their enrollments. Fall 2019 enrollment headcount average for large Texas College cohorts was 11, 056. The highest enrollment was Blinn College at 19,183, lowest enrollment was Navarro College at 8,036, and Del Mar College Fall 2019 headcount was 12,008.

Dr. Rito Silva provided remarks regarding Goal One which is the completion to create coherent and seamless pathways that guide students to achieve their educational goals.

Dr. Wilson continued with the presentation and reviewed the seven KPIs for Goal One:

**KPI 1 Number of degrees and certificates - credit programs**

-In 2019, the threshold of 2,000 students was not met however the 61 African American students did meet the threshold as well as for the 2020 target. The 1,224 Hispanic student's threshold was met and the 2020 target is 1,320. The 867 economically disadvantaged student's threshold of 900 was not met and the target for 2020 is 940. From 2015-2019, DMC saw a 31.2% increase in certificate and associate degrees awarded while other large Colleges saw a 14.9% increase.

Degrees and certificates awarded in continuing education programs saw an increase of 1,355 from 2017-2018 to 2,046 from 2019-2020 in the health care program and 396 to 557 in the safety programs. Continuing education programs include health care, safety and NCCER/Industrial Certifications. To date, 188 students completed the Rebuild Texas Program which supports the economic recovery of Texas communities devastated by Hurricane Harvey.

KPI 2 Graduation rates

-Threshold for 2019 3-year graduation rates was 15% and was met at 17.8%; threshold for 2019 4-year graduation rates was 20% and was met at 21.9%; and the threshold for 6-year graduation rates was 22% and was met at 29.6%. These graduation rates are for Full-Time and First-Time-In College (FTIC) students. The percentage point change over the last five years is comparable to our peers.

KPI 3 Time and semester credit hours to completion

& 4 -Threshold for 2019 average time to degree of 5 years was met but did not meet the threshold for average semester credit hours of 93 to degree. The College's average time to degree in years is 4.9 years and the target for the year 2024 is 4.5 years. The College's average of semester credit hours to degree is 93 hours and the target for year 2024 is 83 hours.

KPI 5 Part-time & full-time enrollment

-The Fall 2019 threshold of 27% was met at 27.3% for full-time enrollment status. The fall 2019 threshold of 73% was not met at 72.7% for part-time enrollment status. The target for full-time 2024 enrollment status is 35% and for part-time 2024 enrollment status is 65%. These number do not include dual credit students. For enrollment status that includes dual credit students, Del Mar College is much more similar to the state average than it is to our large college peers.

KPI 6 Transfer to a four-year institution

-The threshold for the 2019 FTIC students to transfer to a four-year institution was 10% and was met at 12.4% and the target for 2024 is 17%. Non-transfer completers in 2019 included DMC at 15.4% and the large college cohort is 12%. The FTIC student transfer to four-year institution point change was -1.8 which does not look at the entire student body. For all students in credit programs transferring in the 2016-2017 year, 1,749 students transferred to a 4-year institution. There were 216 students that transferred to a community or technical college and there were 164 students that reenrolled to the College.

KPI 7 Dual credit success

-The College is tracking High School Seniors enrolled that earn a college credit certificate or degree by high school graduation, matriculate to DMC within one year of completing high school, and earn a college credit certificate or degree within one year of completing high school. In 2019-2020, out of 1,325 students 135 (10.2%) students earned a college degree or certificate at DMC by H.S. Graduation. In 2018-2019, 465 (33.3%) students matriculated to DMC within one year of completing H.S., and in 2018-2019, 164 (11.8%) students earned a college degree or certificate at DMC within one year of completing H.S.

Dr. Jonda Halcomb proceeded with her presentation regarding completion strategies with guided pathways. She stated that the College has developed a SACSCOC Quality Enhancement Plan called “GPS Goals + Planning = Success.” The QEP can empower the College’s staff advisors, faculty advisors and specialty embedded advisors to enhance current advising practices and provide a consistent student advising experience to support students in meeting their goals.

Dr. Silva discussed Project SENDA HSI Grant which is a faculty advising certification program. He further discussed the increase of new MAP advisor positions and advising holds. Dr. Silva also discussed ERP: Anthology/Campus Management which is a degree pathway tool which has a visual dashboard to keep track of progress to completion, provide course-taking suggestions, and upgrade degree audits.

Dr. Wilson discussed EMSI Career Coach Software which will be a career assessment linked to DMC College Catalog and Pathways and will provide current local labor market demand and wage information.

Dr. Halcomb provided information regarding transfers which included articulation agreements, transfer maps for advising and advising checklist that includes transfer planning.

A break was taken at 10:14 a.m.

The Board of Regents reconvened at 10:20 a.m.

Dr. Wilson went on to discuss Goal Two: Recruitment and Persistence. Recruit and attract students to Del Mar College and provide resources to support continuous enrollment until achievements of their education goals. Dr. Wilson reviewed the four KPIs for Goal Two:

**KPI 1 Student Enrollment**

-Fall 2019 headcount credit students had a threshold of 11,000 and was exceeded at 12,008 which includes dual credit students. The Fall 2020 target number is 12,500 which most likely will not be met because of the pandemic. The College increased enrollment by 10.7%, large Texas colleges increased 4.3%, and all Texas colleges increased 6.8%. Contact hours reflect the amount of time that a student spends in instructional activities as part of their enrolled coursework. Fall contact hours have increased by 7.8% since 2015. Spring contact hours have increased by 9.6% since 2016. Continuing Education programs, Corporate Services, and Texas Workforce Commission Funding and Grants have all met their thresholds and targets with the exception of Transportation Training which just missed meeting the threshold.

**KPI 2 Students Receiving Pell**

-In 2019, 4,525 students received Pell Grants and passed our threshold of 4,500 students. DMC’s target for 2024 is for 5,246 students to receive Pell Grants which

is a 3% increase in recipients each year. In Fall of 2018, 30.9% of DMC students received Pell Grants comparable to 32.1% of large Texas Colleges peer group.

**KPI 3 Fall-to-Fall Persistence Rates**

-For full-time FTIC students, the College met its threshold of 60% for the 1-year persistence rate at 66.3% in 2019. The target for 2024 is 65%. The College was not able to meet its 2-year persistence but did reach 45.6%. The College has a target of 55% for the year 2024. Fall-to-Fall persistence of all students enrolled in credit programs for Fall 2017-2018 was 60.4% and all Texas colleges were 58.2%. These numbers include program graduates.

**KPI 4 Student Classification - Sophomores**

-In Fall 2019, the student classification, including dual credit students, who have completed at least 30 semester credit hours is 18.30% and the target for 2024 is 25%. For student classification that do not include dual credit students and have completed less than 30 semester credit hours, 67% are classified as Freshman. Also, unclassified and other students make up about 10% of the College's headcount.

Dr. Silva discussed Goal 2: Recruitment and Persistence Strategies which includes ERP - Anthology/Campus Management Customer Relationship Management which will improve communication with students from prospect stage to enrollment. Civitas Learning: Nudge Campaigns and Student Outreach is used to reach out to students that were previously enrolled but not currently enrolled, apply for graduation early and to remind students of support services. The Financial Aid Outreach program, the College hired a Financial Aid Outreach individual dedicated to offering workshops at high schools and on our campus to promote and assist students to complete FAFSA. Currently, 1,135 students have benefited from CARES funding for the Fall 2020 semester.

Three recruitment and persistent strategies include a new marketing campaign - "Your Future. Your Way.", the conversion of Heldenfels Building to the Welcome Center for first time at DMC students which will assist in enrolling students, and TRIO federal grant funding for tutoring, counseling and remedial instruction will help first generation College students. Over the last thirteen months, Del Mar College has been awarded over \$4.1 million in federal grants in support of completion and persistence to reach goals and help students.

Dr. Halcomb discussed strategies which include new facilities and classroom technology (Workforce Development Center, the General Academic Music Building, Emerging Technology expansion), increase 8-week terms for Fall 2021, and Ad Astra - Strategic Course Scheduling.

QEP, Guided Pathways, and Project SENDA HSI Grant all three focus on advising and a thought-out strategy for student success and completion. The QEP will make advising

consistent across the College and Guided Pathways will get students on the right path to completion.

Dr. Wilson concluded the presentation by discussing the College's Operation Plan which is a living document and allows the College to respond to changing circumstances and environments and will be updated to incorporate adjusted strategies and priorities due to Covid-19. The additional Goals will be discussed during Board of Regents meetings in the Spring and Summer of 2021.

Dr. Wilson, Dr. Halcomb, Dr. Silva and Dr. Escamilla responded to questions from the Board of Regents.

**2. Discussion related to FY 2021 Policy Project.....Ms. Tammy McDonald  
(Supports all 6 Goals of 2019-2024 Strategic Plan: *Aspire. Engage. Achieve*)**

Ms. McDonald presented information regarding the FY21 Policy Project. Ms. McDonald discussed the project timeline, next steps for reviewing policy, and foundation/guide for the October 2020 Workshop.

Ms. McDonald reviewed previous discussions and timeline regarding the Board Policy B3.16 which will remain a working document. From 9/1/2017 to 8/31/2020, Administration presented over 36 "B" policies for Board approval/adoption.

Ms. McDonald then discussed anticipated goals and outcomes for overall project and October Policy Workshop #2 will be facilitated by Weaver using the goals and outcomes from today's workshop and also continue review of draft policy B3.16. Also, a completion date will be determined by Weaver Project Completion and the Board of Regents. Weaver will perform an internal audit/advisory engagement based on:

- conducting information gathering analysis over DMC policies and research in preparation for the October workshop
- October workshop established priorities, goals and outcomes
- Weaver may need to perform additional activities based on outcomes of October workshop
- Assist with creation of a formal schedule for policy review

Ms. McDonald continued discussion with Board Action Plan from May 2020 Board Retreat – Policy Related discussion as follows:

- ➔ Use as a source to begin discussion (items can be added or deleted)
- ➔ Review Bylaws/Board Policies
  - Where to go with Ethical Concerns
    - Need a contact person on where to go with concerns; overall and regular review of Ethics Policy; timeline review of Ethics Policy
  - Crisis policies- review for any needed changes
    - Understand authority of President at time of crisis; review the policy related to crisis operations; how to structure the policy - risk management section and how to manage during a crisis

- Board email/digital policy- records retention, security, Texas Public Information Act
  - Regents and communication with each other and constituents regarding devices used, security available on those devices are we going to require Regents use a delmar.edu email; what is required; best practice; social media practices and external communications like presentations or speaking to groups
- Board committees
  - consider revising bylaws as it relates to committees; review every 2 years; may establish committees as necessary, formal way to have committees or if not being used, delete from the policy
- Other
  - process by which Board members ask for information outside of the Board meeting; should questions and answers be sent to all Regents

Ms. McDonald further discussed the following:

- ➔ Based on our discussions and input, define desired goals and outcomes for the overall policy project and specifically the October workshop
  - Goals (final result)
    - Drafts of policies to review/first discussion; move through process fairly quickly; overall policy review schedule; policy structure - need to have some sense of content of A and B policies and what level do B policy need to be; should some items/policies be more of an operational manual; Dr. Holda grid used during May Workshop regarding who has levels of responsibility to make decisions
  - Outcomes (results/change you expect)
    - Responsibility, Board or Administration; have regular review/timeframe; organize existing policies better; be consistent; SACSCOC or state statute requirement is cited; have it in a format that can be used in Board effect, used on website for external audiences to be able to navigate and is searchable

Ms. McDonald and Dr. Escamilla responded to questions from the Board of Regents.

ADJOURNMENT: The meeting was adjourned at 11:54 a.m.

MINUTES REVIEWED BY GC: /s/ARjr