

**MINUTES OF THE WORKSHOP MEETING  
DEL MAR COLLEGE DISTRICT**

November 11, 2025

The Workshop Meeting of the Board of Regents of the Del Mar College District convened on Tuesday, November 11, 2025, at 10:00 a.m., at the Center for Economic Development, 3209 S. Staples, Room 106, Corpus Christi, Texas.

**From the Board:**

Present:

Chair Carol Scott, Dr. Nicholas Adame, Ms. Libby Averyt, Dr. Anantha Babbili, Mr. Rudy Garza, Jr., Mr. Bill Kelly, and Mr. David Loeb.

Mr. Carl Crull joined the meeting in progress.

Not present:

Dr. Laurie Turner.

**From the College:**

Dr. Mark Escamilla, President and CEO; Ms. Lenora Keas, Executive Vice President and COO; Mr. Raul Garcia, Vice President and CFO; Mr. Ali Kolahdouz, Vice President and Chief Information Officer; Dr. Jonda Halcomb, Vice President and Chief Academic Officer; Ms. Tammy McDonald, Vice President of Administration and Human Resources; Dr. Patricia Benavides-Dominguez, Vice President for Student Affairs; Mr. Augustin Rivera, Jr., General Counsel; Mr. Matthew Busby, Vice President of Development and Donor Advising; Mr. Jeff Olsen, Chief of Staff and Vice President of Communication and Marketing; Ms. Delia Perez, Director of CEO Office and Board Relations, Mr. Conrado Garcia, Superintendent in Residence, and other staff and faculty.

**CALL TO ORDER/QUORUM CALL**

Chair 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).

There were no public comments.

## ITEMS OF BUSINESS:

1. Discussion and presentation of the Student Enrollment Update  
.....Dr. Patricia Benavides-Dominguez, Dr. Jonda Halcomb and Dr. Leonard Rivera  
(II: Elevate, Goal 1: Increase Completion for all Students and III: Cultivate, Goal 2: Optimize the Viking Student Experience)

Dr. Escamilla provided introductory comments emphasizing the importance of student enrollment reports and progress made with House Bill 8 (HB8). Dr. Benavides-Dominguez reported that the College is experiencing strong enrollment growth, a record number of degrees conferred, and an increase in student headcount in both credit and continuing education (CE). Continuing Education numbers have risen to over 22,581, enrollment grew to 18.6% in the past year and nearly 40% over the last five years, and more than 100% over the last decade. Preliminary data shows a 14.1% increase in credit headcount for the fall '24 to fall '25 academic year. These trends reflect the impact of the College's outreach and support strategies. Demographics are highlighted showing the majority population constitutes Hispanic/Latino students with women consistently outnumbering men in enrollment. The Coordinating Board recently revised its rules, limiting funding to one credential of value per year. The College is affected but will continue to work with students despite funding restrictions.

Student enrollment highlights include aligning the counting periods for academic years, particularly between academic and CE programs, at the state level. The state is tightening restrictions on certain short-term certificates. It is noted that full-time student numbers have increased without impacting part-time student numbers.

The number of degrees conferred over the last two years is a celebration for the '24/'25 academic year compared to the previous year. The total number of awards increased 18.1%, rising from 1,938 to 2,289. Degree completions grew by 5.9%, with notable gains in the associate applied science degrees at nearly 13%. Certificates saw an increase of almost 30% in occupational skill awards, and more than doubled up to 124%. The RN to BSN program also experienced significant growth, with an 82% increase. These trends reflect continued growth in both degree and workforce credential attainment.

Dr. Benavides-Dominguez discussed the Freedom to Dream program and the demand and transfer intent by students. The largest segment, 44%, is the high demand transfer program such as nursing, education, business administration, and criminal justice. Another 18% are in the high demand non-transfer programs including industrial instrumentation and emergency medical technician. For those non high demand programs, 24% are transfer focused, with liberal arts and biology among the top choices, while 14% are non-transfer, primarily in technical fields, like advanced welding and process technology. The breakdown helps to understand where students are concentrating and informs the College on future planning.

Dr. Jonda Halcomb reviewed the demographics and stated Hispanic/Latino population makes up the majority of the College's undergraduate population. The headcount increased to 1,202 students that are Hispanic or Latino. Headcounts increased in each race, ethnicity group except international and Black or African American. The male/female credit enrollment, women consistently outnumber men in college undergraduate enrollments. Although both genders show an increase in headcount here at Del Mar College, the ratio of percentages of male and female, are steady, 57% female to 43% male. These numbers, once again, are consistent with nationwide percentages. Nationwide it tends to be about 55 to 57% female.

Dr. Leonard Rivera provided information regarding the Continuing Education (CE) programs and dual credit information and stated our CE annual headcount one-year change is up 23% and stated the collaboration with the College's faculty and staff aligning the programs together made them more marketable for our citizens that wish to make inroads towards short term credentials of value. The headcount for fall '24 to fall '25 is up 10% in the CE programs.

Dr. Rivera discussed dual enrollment headcount numbers and stated they continue to see record increases. A five-year increase is at 40% with over 100% increase in 10 years. They have teamed up with faculty and with everyone coming together, they can deliver more to high schools than ever before. They continue to expand the reach to other independent school districts and charter schools in the area.

Dr. Rivera stated that there were 198 students that earned a college degree certificate by high school graduation which is very significant given that our Dual Enrollment programs continue to work and prepare students for the workforce. He also discussed community education awards that were conferred as of current '24/'25. The Coordinating Board recently revised its rules regarding credentials of value, in this case, ICLCs, which is Institutional Credential Leading to a Licensure or Certification. In '23/'24 when the College had over 2,500 ICLCs and 34 workforce skills awards. In '24/'25, the College increased ICLCs by almost 32%, followed by a 50% increase in workforce skills awards.

Dr. Escamilla provided closing remarks for this discussion and stated the College emphasizes the importance of shared governance and described it as a long-standing and valued practice that sets the College apart. The Continuing Education (CE) department has experienced significant progress and has had faculty members advocate for CE to join discussions to enhance instructional quality which will aim to improve short-term certificate programs. CE's inclusion makes a major milestone, reflecting a new level of unity and cooperation across the departments.

Dr. Benavides-Dominguez, Dr. Halcomb, Dr. Rivera, Dr. Escamilla and Dr. Sramek responded to questions from the Board of Regents.

2. Discussion and feedback on the Student Tuition and Fee Waiver Program (Freedom to Dream 1.5 - Building the Next Cohort)  
.....Dr. Patricia Benavides-Dominguez and Mr. Raul Garcia  
(II: Elevate, Goal 2: Maximize resources entrusted to the College)

Chair Scott began by complimenting the entire team for the development of a game-changing idea for the College.

Dr. Benavides-Dominguez reviewed some preliminary data insights from the first cohort of students. The first cohort delivered strong results, and an accelerated timeline helped foster collaboration across teams. The new CRM tool improved communication and provided valuable analytics. Outreach efforts were coordinated, resulting in numerous digital interest forms and a good yield in student enrollment. The outreach efforts were well coordinated and resulted in over 5,000 digital interest forms. From those, approximately 1,800 students were enrolled into the program, a 35% yield.

For the next cohort, they will recommend an earlier and more structured outreach plan. In January, marketing efforts will be launched along with a revised website. For February and March, the focus will be on high school visits, collecting interest forms, and a robust outreach will be dedicated to the event promotion. The continuing plan is to run an informational campaign specifically for parents and relatives to ensure they understand the program and deadlines.

The College is developing a college prep pathway for students who are not college-ready to meet requirements, success coaching and peer mentoring are also in development, as well as a contract requiring students to seek assistance before withdrawing. The program will cover 60 hours now instead of a three-year limit.

Discussion was held among the Regents and presenters regarding course pathways, college readiness, and financial stability of students.

The second annual Superintendent Symposium was announced and will be held on November 18, 2025. The Flour Bluff Superintendent is the keynote speaker.

Mr. Garcia provided financial information regarding two cohorts, 1,000 and 1,200 student cohorts. The F2D initiative is financially sustainable at a modest scale funded through the state performance dollars. Qualifying students would retain their financial aid awards. The initiatives sustainability will depend on students meeting the programs requirements, including the credit hour cap of 60, and increasing credit hours earned.

Performance funding totaled about \$5.3 million at the end of the year three. Tuition and fee waivers were about 5.10 million. The resulting net surplus would be near 200,000.

An in-depth discussion was held among the Regents and staff regarding financial viability and models as well as combining and layering cohorts for future financial projections.

Dr. Benavides-Dominguez, Ms. Hernandez, Ms. Martinez, Dr. Rivera, and Dr. Escamilla responded to questions from the Board of Regents.

At 12:21 p.m., the Chair announced that the Board was going into Closed Session pursuant to:

3. CLOSED SESSION pursuant to:

a. **TEX. GOV'T CODE § 551.071**: (Consultation with legal counsel), regarding pending or contemplated litigation, or a settlement offer, with possible discussion and action in open session; and the seeking of legal advice from counsel on pending legal or contemplated matters or claims, with possible discussion and action in open session; and,

b. **TEX. GOV'T CODE § 551.074(a)(1)**: (Personnel matters), regarding the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of a public officer or employee.

The Board of Regents reconvened in Open Session at 1:14 p.m. with no action taken.

**ADJOURNMENT:** The meeting was adjourned at 1:14 p.m.