DEL MAR COLLEGE

Final Report

2019-2024 Strategic Plan

Aspire. Engage. Achieve.

JUNE 2025

Compiled by the Office of Strategic Planning

Data and Narrative by the office of Institutional Research

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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 students, faculty, and staff.

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

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Strategic Plan Outcomes Summary

2025 Preliminary

This document provides a high-level overview of the key performance indicators (KPIs) from the 2019-2024 strategic plan. The data is primarily sourced from Texas Higher Education Coordinating Board (THECB) accountability reports, comparing Del Mar College's performance to its peers in the Large College Group in Texas. This data reflects the most current data available and published, which is from May 2025. One metric is currently under review with the THECB. This is noted where pertinent.

The KPIs focus on several specific metrics: annual awards, graduation rates, time and total semester credit hours to completion, and outcomes. Trends will be discussed here but more specific information is provided in the analysis for each section.

The number of degrees awarded in:

- Graduation rates
- The semester credit hours to completion
- Transfer rates to senior institutions
- Persistence rates

It should be noted that the goals and thresholds laid out in this plan were created prior to the beginning of the COVID SARS-19 pandemic. This event created a tremendous shift in college wide data and should be considered when examining the data laid out in this document.

Goal One: Completion

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

Findings:

All Students

	2020	2021	2022	2023	2024	5-Year Change	KPI Threshold	KPI Target 2024
All Students	1,752	1,837	1,885	1,633	1,872	120	2,000	2,400

Disaggregated by Ethnicity

	2020	2021	2022	2023	2024	5-Year Change	KPI Threshold	KPI Target 2024
African American	57	33	52	47	52	-5	40	80
Hispanic	1,182	1,287	1,341	1,166	1,350	168	1,200	1,780

Disaggregated by Socioeconomic Status

	2020	2021	2022	2023	2024	5-Year Change	KPI Threshold	KPI Target 2024
Economically Disadvantaged Students	846	985	939	825	945	99	900	1,080

Degrees and certificates awarded (All credit students). Economically disadvantaged students are those receiving Pell at any time. Targets are aligned with DMC's 60x30TX Institutional Targets. Data Source: THECB Accountability System

Analysis of Results:

Completions during this period have shown a moderate increase, reflecting a change of 6.8 percent over five years. This increase did not place the college above the threshold established for the performance indicator. The trend throughout the span of the plan reflects an uneven increase in the trends with a significant drop in 2023 that is corrected in 2024.

When examined by ethnicity, the two populations that were identified for analysis show a split result. While both Hispanic and African American student completions both remain above the threshold, neither approached their goals. The African American population showed a slight decrease resulting in a contraction of 8.8 percent. The Hispanic population, meanwhile, experienced 14.2 percent growth over the same period.

The final metric in this section came closest to completing its goal. Completions of economically disadvantaged students increased by a total of 11.7 percent. The absolute count remains 180 separated from the goal, but the figures are the closest to the goal while reflecting overall growth.

KPI: Graduation rates (3yr, 4yr, 6yr)

Objectives that Support the Achievement of the KPIs

- **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.

Findings:

3-Year Graduation Rate

	2020	2021	2022	2023	2024	5-Year Change	KPI Threshold	KPI Target 2024
Del Mar College	14.4%	14.9%	15.7%	18.5%	18.6%	4.2 pts	15%	20%
TX Large Colleges Cohort	20.4%	22.6%	21.6%	25.0%	25.9%	5.5 pts		

4-Year Graduation Rate

	2020	2021	2022	2023	2024	5-Year Change	KPI Threshold	KPI Target 2024
Del Mar College	24.6%	20.2%	21.1%	22.2%	25.5%	0.9 pts	20%	25%
TX Large Colleges Cohort	30.0%	30.3%	32.5%	30.2%	34.8%	4.8 pts		

6-Year Graduation Rate

	2020	2021	2022	2023	2024	5-Year Change	KPI Threshold	KPI Target 2024
Del Mar College	30.3%	29.8%	33.8%	31.8%	29.8%	-0.5 pts	22%	28%
TX Large Colleges Cohort	42.7%	41.6%	42.5%	41.7%	44.0%	1.3 pts		

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. Includes data on credit programs only. Dual credit students are not included in this *data set; they are not labelled as first time in college (FTIC) until after they graduate from high school. Data Source: THECB Accountability System.*

Analysis of Results:

Graduation rates compared to the Large College group shows a positive outcome overall. Two of the three metrics reflected growth in the period, although none of them to the same level as the peer group. With that said, outcomes show that KPI targets were achieved in two of the three goals.

The one decline was a slight overall drop in the 6-year graduation rate. The trend here actually shows that the data has been uneven, with 2022 showing the highest rate of 6-year completions. The peer group shows a similarly uneven trend.

The two-year metric was the only goal that was not met, however, it does also reflect the largest and most consistent increasing trend.

KPI: Average time to complete an associate degree

Objectives that Support the Achievement of the KPI

- **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.

Findings:

Time to Completion

	2020	2021	2022	2023	2024	5-Year Change	KPI Threshold	KPI Target 2024
Del Mar College	5.1 Years	4.9 Years	4.8 Years	5.0 Years	4.8 Years	-0.3 Years	5 Years	4.5 Years
TX Large Colleges Cohort	3.8 Years	3.7 Years	3.6 Years	3.6 Years	3.5 Years	-0.3 Years		

The average length of time to complete an associate degree. Includes all credit students completing an associate degree who have not earned prior associate-level or higher-level degrees in Texas. Dual credit and development education hours are excluded. The College seeks to decrease students' time to completion. Data Source: THECB Accountability System.

Analysis of Results:

Del Mar College's time-to-completion rate has improved consistently over the past five years. The ultimate outcome matches the figure for the peer group. The decrease in time to completion was a positive change, lowering the length of time students are broadly enrolled in before they complete their award. While the overall target was not achieved, the outcome still is the result of a largely consistent improvement.

KPI: Average semester credit hours (SCH) attempted when completing an associate degree

Objectives that Support the Achievement of the KPI

- **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.

Findings:

Semester Credit Hour to Degree

	2020	2021	2022	2023	2024	5-Year Change	KPI Threshold	KPI Target 2024
Del Mar College	91	89	88	92	89	-2 SCH	93	83
TX Large Colleges Cohort	86	83	81	81	80	-6 SCH		

The average attempted semester credit hours (SCH) to complete an associate degree. Includes all credit students completing an associate degree who have not earned prior associate-level or higher-level degrees in Texas. Dual credit and development education hours are excluded. The College seeks to decrease the amount of SCH that students attempt in addition to the SCH requirements of an associate degree. Data Source: THECB Accountability System.

Analysis of Results:

Del Mar College did not achieve its KPI target but did have an overall decrease in the number of excess semester credit hours. The typical associate's degree requires 60 semester credit hours to complete. Overall, the excess hours decreased by two hours, which remained below the threshold value of 93 but did not achieve the eight credit hour drop required to meet its target.

In contrast, the Texas Large Colleges Cohort had a larger and more consistent decline in excess hours, dropping six hours over five years

KPI: Transfer to a four-year institution

Objectives that Support the Achievement of the KPIs

- **O6: Transfer.** Increase the number of students who transfer to a four-year institution

Findings:

Transfer Rate

	2020 2014 Cohort	**2021** 2015 Cohort	**2022** 2016 Cohort	**2023** 2017 Cohort	**2024** 2018 Cohort	**5-Year Change**	**KPI Threshold**	**KPI Target 2024**
Del Mar College	14.2%	12.1%	13.0%	10.0%	11.8%	-2.4 pts	10%	17%
TX Large Colleges Cohort	32.2%	30.6%	29.2%	28.6%	29.4%	-2.8 pts		

Data includes students who entered college for the first time at a two-year institution and then transferred to a four-year institution within six years. This does not include students who were concurrently enrolled at a four-year institutions or students who had transferred from a two-year institution to a four-year institution in previous years. Includes data on credit programs only. Additionally, data does not include dual credit students, because they are not labelled as first time in college (FTIC) until after they graduate from high school. Source: THECB Accountability System.

Analysis of Results:

Del Mar College experienced a decline in the numbers of transfers of students to senior institutions. The trend was persistent and continuous throughout the period. While it remained above the threshold, it did meet it in 2023 before rebounding by 1.8 points in 2024, resulting in an ultimate negative change of 2.4 percentage points.

The data across the peer group shows that Del Mar College was not alone in its declining transfer rate. The change within the group reflects an even more substantial drop, producing a similar downward trend. Compared to the 2.4-point decline of Del Mar College, the peer group experienced a contraction of 2.8 percentage points.

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.

KPI: Fall-to-Fall persistence rates

Objectives that Support the Achievement of the KPI

- **O3: Persistence.** Increase the percentage of students who persist from year to year and term to term.

Findings:

1-Year Persistence Rate

	Fall 2019 to Fall 2020	Fall 2020 to Fall 2021	Fall 2021 to Fall 2022	Fall 2022 to Fall 2023	Fall 2023 to Fall 2024	5-Year Change	KPI Threshold	KPI Target 2024
Del Mar College	54.7%	58.3%	64.1%	59.6%	58.7%	4.0 pts	60%	65%
TX Large Colleges Cohort	62.2%	66.0%	65.2%	66.8%	65.4%	3.2 pts		

2-Year Persistence Rate

	Fall 2019 to Fall 2020	Fall 2020 to Fall 2021	Fall 2021 to Fall 2022	Fall 2022 to Fall 2023	Fall 2023 to Fall 2024	5-Year Change	KPI Threshold	KPI Target 2024
Del Mar College	43.3%	46.6%	48.1%	51.2%	42.2%	-1.1 pts	48%	55%
TX Large Colleges Cohort	52.0%	49.5%	53.0%	51.5%	52.8%	0.8 pts		

One-year and two-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. Includes students enrolled in credit programs only. Dual credit students not included; labeled as FTIC after they graduate high school. Data Source: THECB Accountability System.

Analysis of Results:

1-Year Persistence Rate:
Del Mar College did not meet the threshold of 60 percent for its 1-year persistence rate in 2024. This is in spite of experiencing growth in the persistence rate of four percentage points, rising from 54.7 percent to 58.7 percent. The peer group had a similar, although smaller growth figure.

2-Year Persistence Rate:
Del Mar College had a positive trend until the final year of the plan. By academic year 2022-23, the two-year persistence rate had increased 7.9 percent before dropping by nine percentage points. Until the final year of the plan, Del Mar College was outpacing the growth rate of the peer group.

Goal Three: Academic Preparedness and Student Learning

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

KPI: Underprepared Students Who Satisfy TSI in Two Years

Objectives that Support the Achievement of the KPI

- **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.
- **O4: Instructional Supports.** Provide excellent instructional supports to aid in students' successful completion of coursework.

Findings:

Math

2018 2016 Cohort	**2019** 2017 Cohort	**2020** 2018 Cohort	**2021** 2019 Cohort	**2022** 2020 Cohort	**5-Year Change**	**KPI Threshold**	**KPI Target 2024**
23.7%	23.7%	16.3%	27.4%	26.9%	3.2 pts	25%	30%
45.8%	41.2%	31.6%	40.9%	40.4%	-5.4 pts		

Reading

2018 2016 Cohort	**2019** 2017 Cohort	**2020** 2018 Cohort	**2021** 2019 Cohort	**2022** 2020 Cohort	**5-Year Change**	**KPI Threshold**	**KPI Target 2024**
44.3%	51.1%	49.5%	44.9%	31.5%	-12.8 pts	48%	55%
61.2%	55.6%	43.3%	49.8%	49.8%	-11.4 pts		

Writing

2018 2016 Cohort	**2019** 2017 Cohort	**2020** 2018 Cohort	**2021** 2019 Cohort	**2022** 2020 Cohort	**5-Year Change**	**KPI Threshold**	**KPI Target 2024**
38.8%	63.8%	27.3%	23.0%	24.3%	-14.5 pts	57%	65%
59.7%	54.6%	25.9%	33.9%	41.4%	-18.3 pts		

Of first-time full-time summer/fall entering (non-flex entry) degree seeking student who did not meet the college readiness standard and were not TSI exempted, the precent of students who satisfied TSI requirements in 2 years. Dual credit students not included. Data Source: THECB Accountability system.

Analysis of Results:

TSI data is under review. The figures shift in value that is outside of expected outcomes and the THECB has been asked to verify the 2023 (2021 Cohort). In lieu of using that data, dates have been shifted back one year to obtain a more consistent data set. When the review has been completed by the THECB, the figures will be updated to include that period.

KPI: Percentage of academically unprepared students completing a college-level course in the subject they entered not ready (math, reading, writing) within 2 years

Objectives that Support the Achievement of the KPI

- **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.

Findings:

Math

	2018 2016 Cohort	**2019** 2017 Cohort	**2020** 2018 Cohort	**2021** 2019 Cohort	**2022** 2020 Cohort	**5-Year Change**	**KPI Threshold**	**KPI Target 2024**
Del Mar College	12.7%	17.1%	19.0%	20.6%	18.8%	6.1 pts	15%	20%
TX Large Colleges Cohort	26.2%	30.5%	32.8%	32.4%	32.3%	6.1 pts		

Reading

	2018 2016 Cohort	**2019** 2017 Cohort	**2020** 2018 Cohort	**2021** 2019 Cohort	**2022** 2020 Cohort	**5-Year Change**	**KPI Threshold**	**KPI Target 2024**
Del Mar College	26.8%	28.8%	33.2%	32.6%	41.0%	14.2 pts	24%	30%
TX Large Colleges Cohort	43.9%	44.4%	46.5%	49.9%	50.6%	6.7 pts		

Writing

	2018 2016 Cohort	**2019** 2017 Cohort	**2020** 2018 Cohort	**2021** 2019 Cohort	**2022** 2020 Cohort	**5-Year Change**	**KPI Threshold**	**KPI Target 2024**
Del Mar College	44.8%	26.6%	20.1%	19.6%	36.5%	-8.3 pts	32%	37%

TX Large Colleges Cohort	36.4%	31.5%	35.3%	41.6%	46.0%	9.6 pts		

Underprepared first-time summer/fall entering (non-flex entry) degree-seeking undergraduates in each subject are tracked to determine whether they successfully complete a college-level course in the subject they entered not ready (math, reading, writing) within 2 years. Percentage point change is measured between two most recent years.

Analysis of Results:

The rates of students completing their first college level course within two years creates a positive picture. Two of three fields show a upward trend, approaching and exceeding the 2024 target for this goal.

Math passage rates show a largely consistent trend with a dip between 2022 and 2023. Outcomes show that the target was within 1.2 percent within the outcome. The trend within the peer group was identical to the growth of the College.

Reading outcomes show an even more positive trend. The target was not only met within the period, it was tremendously surpassed. The peer group shows a much more moderate increase, not quite experiencing half the same improvement that the College had.

Writing was the single dim spot within this period. Across five years, a dramatic drop occurred within the first four years of the plan. The final year had a tremendous rebound, jumping 15.9 percentage points, although this did not overcome the initial drop. Despite this, the target was nearly met.

Goal Four: Learning Environments

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

KPI – Average State Compensation Rates, Comparison to DMC

According to the TCCTA Faculty Salary Survey, the following shows DMC's rankings and corresponding average salaries:

Del Mar College Faculty

	2019	2020	2021	2022	2023	2024
Rank	6^{th}	5^{th}	6^{th}	6^{th}	8^{th}	7^{th}
Average Salary	$68,550	$68,660	$70,340	$72,194	$71,719	$75,559

KPI Threshold: Maintain compensation rates that are comparable with the state averages for community colleges.
KPI Target 2024: Maintain compensation rates that are in the top quartile of the state averages for community colleges.

Of the 69 benchmarked positions listed in the TASB Salary Survey, the percentages below represent the DMC positions that were above the state averages for Texas Community Colleges:

Del Mar College Staff

	2019	2020	2021	2022	2023	2024
Percentage	N/A	86%	83%	83%	75%	74%

KPI Threshold: Maintain compensation rates that are comparable with the state averages for community colleges.
KPI Target 2024: Of the benchmarked positions listed on the TASB Salary Survey, 90% of DMC positions will be above the state averages for Texas community colleges.

Data Source: Office of Human Resources.

KPI – Annual Safety and Security Report (Cleary Act)

	2020	2021	2022	2023	2024
The Annual Security and Safety report was completed and published on the College website. The report demonstrates compliance with the Cleary Act and the VAWA Act.	Published	Published	Published	Published	Published

KPI Threshold: Maintain compliance with the Cleary Act and the Violence Against Women Act (VAWA).
KPI Target 2024: Maintain compliance with the Cleary Act and the Violence Against Women Act (VAWA) and seek to improve safety of learning environment through security awareness and crime prevention activities.

Data Source: DMC Security Office.

KPI – Ad Astra/Viking Scheduler – Strategic Scheduling

	2020	2021	2022	2023	2024
Ad Astra space utilization reports are available. The College is working with Ad Astra to conduct efficiency analysis to streamline course scheduling processes.	Published	Published	Published	Published	Published

KPI Threshold: Monitor and maintain teaching space utilization levels using Ad Astra data reports.
KPI Target 2024: Monitor and improve teaching space utilization levels using Ad Astra data reports among College leaders.

Data Source: Ad Astra/Viking Scheduler.

Goal Five: Workforce Development, Community Partnerships, and Advocacy

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

KPI: Graduate job placement data

Objectives that Support the Achievement of the KPI

- **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.

Findings:

Working or Enrolled Within One Year

	2020	2021	2022	2023	2024	5-Year Change	KPI Threshold	KPI Target 2024
Del Mar College	89.6%	85.0%	89.0%	88.8%	90.4%	0.8 pts	87%	91%
TX Large Colleges Cohort	86.6%	87.0%	87.5%	87.3%	88.8%	2.2 pts		

Students found working or enrolled in Texas within one year after earning a degree or certificate. Note that this measure was revised to match the 60x30TX state strategic plan. Percentage point change is measured between two most recent years.

Analysis of Results:

The percentage of students that have continued their education or moved into the workforce post-graduation is a bright spot in the overall analysis. A target of 91 percent was within 0.6 points of being achieved. The trend shows a similar drop in 2020 before beginning a recovery that resulted in a gain. The peer group shows a largely consistent upward trend. When looked at starting from the initial drop in 2020, the growth at Del Mar College shows a much higher growth trend, with the recovery accounting for a positive change of 4.4 points since the drop, compared to 1.8 from the peer group.

Goal Six: Financial Effectiveness and Affordability

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

KPI – Tuition and Fees for 15 Semester Credit Hours

	FALL 2020	FALL 2021	FALL 2022	FALL 2023	FALL 2024
Del Mar College	$1,660	$1,660	$1,690	$1,720	$1,750
TX Large Colleges	$1,982	$2,000	$2,063	$2,112	$2,450
All TX Community Colleges	$1,662	$1,693	$1,749	$1,793	$2,072

KPI Threshold: Monitor TX peer college averages in comparison to DMC averages.

KPI Target 2024: Monitor TX peer college averages and maintain tuition and fees that are reasonable and in alignment with regional and economic contexts.

KPI – Scholarships Awarded

	2020	2021	2022	2023	2024
Del Mar College Foundation Money Awarded	$1,827,994	$1,488,878	$1,996,224	$1,789,216	$2,313,016
No. of Students receiving a DMCF Scholarship	1,598	1,448	1,449	1,156	1,166

KPI Threshold: Maintain the amount of scholarship funding provided to students annually.
KPI Target 2024: Increase the amount of scholarship funding.

KPI – Financial Capacity

Composite Financial Indicator

	2020	2021	2022	2023	2024
Del Mar College	5.5	6.7	4.5	5.0	5.4

KPI Threshold: Meet the state standard for the composite financial indicator (2.00).
KPI Target 2024: Exceed the state standard for the composite financial indicator.

Return on Net Position Ratio

	2020	2021	2022	2023	2024
Del Mar College	7.1%	11.2%	2.6%	5.7%	4.8%

KPI Threshold: Meet the state standard for the net position ratio (>0).
KPI Target 2024: Exceed the state standard for the net position ratio.

Operating Margin Ratio

	2020	2021	2022	2023	2024
Del Mar College	6.0%	7.4%	2.6%	1.5%	2.3%

KPI Threshold: Meet the state standard for the operating margin ratio (>0).
KPI Target 2024: Exceed the state standard for the operating margin ratio.

Primary Reserve Ration

	2020	2021	2022	2023	2024
Del Mar College	.45	.50	.43	.40	.42

KPI Threshold: Meet the state standard for the primary reserve ratio (0.14).
KPI Target 2024: Exceed the state standard for the primary reserve ratio.

Viability Ratio

	2020	2021	2022	2023	2024
Del Mar College	3.36	3.95	4.18	3.79	4.37

KPI Threshold: Meet the state standard for the viability ratio (0.42).
KPI Target 2024: Exceed the state standard for the viability ratio.

Data Source: THECB Financial Condition Analysis of Texas Public Community College Report.