



DEL MAR COLLEGE

**2019-2024 Strategic Plan**

***Aspire. Engage. Achieve.***

# **STUDENT ACHIEVEMENT INDICATORS PROGRESS REPORT: YEAR 3**

**December 2022**

**Office of Planning & Institutional Effectiveness**



*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

**Goal One: Completion**

**Goal Two: Recruitment and Persistence**

**Goal Three: Academic Preparedness and Student Learning**

**Goal Four: Learning Environments**

- *Not Included in Progress Report: no applicable Student Achievement Indicators*

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

**Goal Six: Financial Effectiveness and Affordability**

- *Not Included in Progress Report: no applicable Student Achievement Indicators*

## Report Components

**Goals:** Broad, priority areas. Key Performance Indicators (KPIs) have been identified for each of the Strategic Plan Goals.

**Key Performance Indicators (KPIs):** Describe how the College measures progress toward meeting its goals.

- **KPI Thresholds** are expectations set by the College to define its own acceptable level of achievement (minimum target; usually aligned with baseline data).
- **KPI Targets** are the College's expectations for improvement; aspirational targets that define what the College intends to achieve (improvement/aspirational target).

**Data Findings:** Describe how the College is performing for each KPI.

- The three most recent years of available data for each KPI is provided as part of the data findings. Change between the last two years is also indicated.
- The most recent year of KPI data is compared to the identified KPI Threshold and Target.
  - If the indicator met or exceeded the KPI Threshold and/or Target, this field was coded in **green**.
  - If the indicator did not meet or exceed the KPI Threshold and/or Target, this field was coded in **red**.

There are several KPI Targets with a projected date of attainment. In these instances, a color-coded designation was not made unless the College had already met or exceeded the KPI Target set for the projected date of attainment.

**Analysis of Results:** Describes Data Findings, including change over time and comparison to peer group.

## Goal One: Completion

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

### KPI: Number of degrees and certificates awarded

*Objectives that Support the Achievement of the KPIs*

- **O1: Credentials Completed.** Increase the number of students earning degrees and/or certificates each year.

#### Findings:

Number of Degrees and Certificates Awarded						
	2019	2020	2021	Change	KPI Threshold	KPI Target 2025
<b>All Students</b>	1,846	1,752	1,837	+ 85	2,000	2,400
<i>Disaggregated by Ethnicity</i>						
<b>African American</b>	61	57	33	- 24	40	80
<b>Hispanic</b>	1,224	1,182	1,287	+ 105	1,200	1,780
<i>Disaggregated by Socioeconomic Status</i>						
<b>Economically Disadvantaged Students</b>	867	846	985	+ 139	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:

Del Mar College did not meet its threshold for awarding credit student degrees and/or certificates. The College awarded 1,837 degrees and certificates, a 5% increase from the previous year. This is an increase in the number of degrees and certificates awarded by the College that nears numbers from 2019. While this total increased overall by 85 from 2020, the College was still 363 awards, or 16.5%, from meeting its target 2020 Key Performance Indicator. The College was also 163 awards, or 8%, from meeting its minimal acceptable threshold.

Hispanic students receiving credentials increased by almost 9%, offsetting the decrease in number of credentials awarded to African American students. The number of credentials awarded to Hispanic students exceeded the threshold by 7% but will need to increase by almost 28% to meet the 2025 target.

The 42% drop in number of credentials awarded to African American students caused this indicator to fall below the threshold and shows a steady decline in number of credentials awarded to this group. Significant increases will be needed to meet the threshold (21% increase) and 2025 target (142% increase).

Although the 985 credentials awarded to economically disadvantaged students increased by 16% over 2020 and met the threshold of 900, more increases will be needed to meet the 2025 target (10% increase).

## 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						
	2019	2020	2021	Change	KPI Threshold	KPI Target 2024
Del Mar College	17.8%	14.4%	14.9%	+ 0.5	15%	20%
TX Large Colleges Cohort	19.5%	20.4%	22.6%	+ 2.2		
4 - Year Graduation Rate						
	2019	2020	2021	Change	KPI Threshold	KPI Target 2024
Del Mar College	21.9%	24.6%	20.2%	- 4.4	20%	25%
TX Large Colleges Cohort	28.2%	30.0%	30.3%	+ 0.3		
6 - Year Graduation Rate						
	2019	2020	2021	Change	KPI Threshold	KPI Target 2024
Del Mar College	29.6%	30.3%	29.8%	- 0.5	22%	28%
TX Large Colleges Cohort	39.9%	42.7%	41.6%	+ 1.7		

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:

Del Mar College fell short of the three-year graduation rate threshold with only a 0.5 percentage point increase from the previous year. The College produced a lower three-year graduation rate (14.9%) than colleges in the Texas Large Colleges Cohort (22.6%), increasing the gap between the College and its cohort from 6 to 7.7 percentage points. To reach its 2024 target of 20%, the College will need an increase of 5.1 percentage points.

The College exceeded the four-year graduation rate threshold even with a 4.4 percentage point decrease from the previous year. The College increase the gap between its four-year rate and the Texas Large Colleges Cohort from 5.4 to 10.1 percentage points. To reach its 2024 target of 25%, the College will need an increase of 4.8 percentage points.

The College exceeded both the six-year graduation rate threshold and the 2024 target even with a drop of 0.5 percentage points from 2020. The threshold was exceeded by 7.6 percentage points and the 2024 target was exceeded by 1.8 percentage points. However, the gap between the Del Mar College rate and the Texas Large College Cohort rate is narrowing and is currently 11.8 percentage points.

**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						
	2019	2020	2021	Change	KPI Threshold	KPI Target 2024
<b>Del Mar College</b>	4.9 Years	5.1 Years	4.9 Years	- 0.2 Years	5 Years	4.5 Years
<b>TX Large Colleges Cohort</b>	3.8 years	3.8 years	3.7 Years	- 0.1 Years		

*The average length of time in years 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 time-to-completion rates decreased 0.2 years from 2020 which meets the threshold of maintaining a time to completion below 5 years. However, there is still a large gap between the College and the Texas Large Colleges Cohort (1.2 years difference). To meet the 2024 target time to completion of 4.5 years, the College must decrease the average time to completion by 0.4 years.

**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	Change	KPI	KPI

	2019				Threshold	Target 2024
<b>Del Mar College</b>	94	91	89	- 2 SCH	93	83
<b>TX Large Colleges Cohort</b>	82	86	86	+ 0 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 surpassed the minimum threshold of 93 average attempted semester credit hours (SCH) to complete an associate degree. The College’s average decreased by 2 SCH, while the Texas Large Colleges Cohort average remained the same. This narrowed the gap between the College and its peer cohort from 12 SCH in 2019 (the equivalent of one semester of full-time enrollment) to just 3 SCH (the equivalent of one course). To meet the 2024 target of 83 SCH, Del Mar College needs to create a reduction of 6 SCH.

**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						
	2019	2020	2021	Change	KPI Threshold	KPI Target 2024
<b>Del Mar College</b>	12.4%	14.2%	12.1%	- 2.1	10%	17%
<b>TX Large Colleges Cohort</b>	29.9%	32.2%	30.6%	- 1.6		

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:**

The College exceeded the threshold of 10% by 2.1 percentage points in 2021. The College’s 2021 transfer rate of 12.1% was less than half the rate of its peer cohort (30.6%). For Del Mar College to meet its 2024 Target, the transfer rate must increase by 4.9 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						
	2019	2020	2021	Change	KPI Threshold	KPI Target 2024
Del Mar College	66.3%	54.7%	58.3%	+ 3.6	60%	65%
TX Large Colleges Cohort	67%	62.2%	66%	+ 3.8		
2 Year Persistence Rate						
	2019	2020	2021	Change	KPI Threshold	KPI Target 2024
Del Mar College	45.6%	43.3%	46.6%	+ 3.3	48%	55%
TX Large Colleges Cohort	52.8%	52.0%	49.5%	- 2.5		

*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; labelled as FTIC after they graduate high school. Data Source: THECB Accountability System.*

### Analysis of Results:

Del Mar College did not meet the threshold of 60% for its 1-year persistence rate. The 2021 1-year persistence rate of 58.3% is a 3.6 percentage point increase from 2020. The College fell behind the Texas Large Colleges Cohort by 7.7 percentage points. The College needs to increase its 1-year persistence rates by 6.7 percentage points to reach its 2024 Target of 65%.

Del Mar College did not meet the threshold of 48% for its 2-year persistence rate even with a 3.3 percentage point increase from 2020. This increase was greater at Del Mar College than the 2.5 percentage point decrease experienced by the Texas Large Colleges Cohort. The 2-year rate of persistence must improve by 8.4 percentage points in order for the College to achieve its 2024 target of 55%.

## 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: Percentage of academically unprepared students who satisfy TSI 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.
- **O4: Instructional Supports.** Provide excellent instructional supports to aid in students' successful completion of coursework.

#### Findings:

Math						
	2019	2020	2021	Change	KPI Threshold	KPI Target 2024
Del Mar College	23.7%	23.7%	16.3%	- 7.4	25%	30%
TX Large Colleges Cohort	37.8%	41.2%	31.6%	- 9.6		
Reading						
	2019	2020	2021	Change	KPI Threshold	KPI Target 2024
Del Mar College	44.3%	51.1%	49.5%	- 1.6	48%	55%
TX Large Colleges Cohort	54.1%	55.6%	43.3%	- 12.3		
Writing						
	2019	2020	2021	Change	KPI Threshold	KPI Target 2024
Del Mar College	38.8%	63.8%	27.3%	- 36.5	57%	65%
TX Large Colleges Cohort	51.1%	54.7%	25.9%	- 28.8		

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

#### Analysis of Results:

Del Mar College did not meet the threshold for academically unprepared students who satisfy college readiness requirements in Math in two years. The College decreased by 7.4 percentage points for students satisfying college readiness requirements in Math. The College's peer cohort experienced a sharper decrease of 9.6 percentage points, decreasing the gap between the College and the Texas Large Colleges Cohort to 5.3 percentage points. To reach its 2024 target of 30% of academically underprepared students who satisfy Math TSI requirements in two years, the College will need to improve by 13.7 percentage points.

Even with a 1.6 percentage point decrease from 2020, Del Mar College exceeded the threshold by 1.5 percentage points for academically unprepared students who satisfy college readiness requirements in Reading in two years. When compared to its peer cohort, Del Mar College students met college readiness requirements in Reading at a rate that was 6.2 percentage points higher than the average. To reach its 2024 target of 55%, the College will need to improve its Reading TSI satisfaction rate by 5.5 percentage points.

Del Mar College did not meet the threshold for academically unprepared students who satisfy college readiness requirements in Writing in 2 years, experiencing a sharp decrease of 36.5 percentage points from 2020. The Texas Large Colleges Cohort also experienced a large drop of 28.8 percentage points from 2020. These decreases may be related to changes in the Texas Success Initiative (TSI) test. To reach its 2024 target of 65%, the College will need to improve its Writing TSI satisfaction rate by 37.7 percentage points.

## 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						
	2019	2020	2021	Change	KPI Threshold	KPI Target 2024
Del Mar College	13.9%	12.7%	17.1%	+ 4.4	15%	20%
TX Large Colleges Cohort	21.5%	26.2%	30.5%	+ 4.3		
Reading						
	2019	2020	2021	Change	KPI Threshold	KPI Target 2024
Del Mar College	18.6%	26.8%	28.8%	+ 2.0	24%	30%
TX Large Colleges Cohort	41.7%	43.9%	44.4%	+ 0.5		
Writing						
	2019	2020	2021	Change	KPI Threshold	KPI Target 2024
Del Mar College	24.7%	44.8%	26.6%	- 18.2	32%	37%
TX Large Colleges Cohort	33.1%	36.4%	31.5%	- 4.9		

Unprepared first-time summer/fall entering (non-flex entry) degree-seeking students 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. Dual credit students not included. Data Source: THECB Accountability system.

### Analysis of Results:

Del Mar College met the threshold for academically unprepared students who complete a college-level course in Math in two years. The College experienced a 4.4 percentage point increase in the rate of unprepared students completing a college-level Math course. When compared to the Texas Large Colleges Cohort, Del Mar College students met college readiness requirements in Math at a rate that is 13.4 percentage points lower than the average. To reach its 2024 target of 20%, the College will need to improve its rate in Math by 2.9 percentage points.

Del Mar College surpassed the threshold by 4.4 percentage points for academically unprepared students who complete a college-level course in Reading in two years. The College experienced an 2.0 percentage point increase in the rate of unprepared students completing a college-level course Reading. When compared to the Texas Large Colleges Cohort, Del Mar College students met college readiness requirements in Reading at a rate that is 15.6 percentage points lower than the peer cohort average. To reach its 2024 target of 30%, the College will need to improve its rate in Reading by 1.2 percentage points.

Del Mar College did not meet the threshold for academically unprepared students who complete a college-level course in Writing in two years, experiencing a drop of 18.2 percentage points from 2020. When compared to the Texas Large Colleges Cohort, Del Mar College students met this achievement in Writing at a rate that is 4.9 percentage points lower than the peer cohort average. The College will need to increase this rate by 18.8 percentage points to meet the 2024 target of 37%.

# 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						
	2018	2019	2020	Change	KPI Threshold	KPI Target 2024
<b>Del Mar College</b>	89.7%	89.4%	85.1%	- 4.3 pts.	87%	91%
<b>TX Large Colleges Cohort</b>	87.9%	86.6%	87%	+ 0.4 pts.		

*Students found working or enrolled in Texas within one year after earning a degree or certificate (credit programs). Data Source: THECB Accountability System.*

### Analysis of Results:

The College did not meet the threshold of 87% of students working or enrolled in other higher education courses, falling 4.3 percentage points from 2019 to 2020, and needing to increase by 1.9 percentage points to meet the threshold and 5.9 percentage points to meet the 2024 target of 91%. The College is 1.9 percentage points lower than the average for the Texas Large Colleges Cohort.