

**MINUTES OF THE WORKSHOP  
OF THE BOARD OF REGENTS OF THE DEL MAR COLLEGE DISTRICT**

March 16, 2021

The Workshop Meeting of the Board of Regents of the Del Mar College District convened at the Isensee Board Room, Del Mar College, Corpus Christi, Texas at 11:00 a.m. on Tuesday, March 16, 2021, by video and/or teleconference.

Due to ongoing health and safety concerns related to the Coronavirus Pandemic Crisis, this meeting was conducted by video and/or teleconference 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, Mr. Rudy Garza, and Ms. Susan Hutchinson.

Dr. Laurie Turner joined the meeting in progress.

**From the College:**

Dr. Mark Escamilla, President and CEO; Mr. Raul Garcia, Vice President and CFO; Ms. Lenora Keas, Executive Vice President and COO; Dr. Jonda Halcomb, Interim Vice President and Chief Academic Officer Designee; 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; Ms. Mary McQueen, Executive Director, Development; Ms. Delia Perez, Executive Administrative Assistant and 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.

## AGENDA

### ITEMS FOR DISCUSSION AND POSSIBLE ACTION:

1. Discussion related to Strategic Plan Key Performance Indicators.....Dr. Kristina Wilson  
(Goal 3: Academic Preparedness and Student Learning and Goal 4: Learning Environments)

Dr. Escamilla provided opening remarks and introduced Dr. Wilson. Dr. Wilson began her presentation stating that she will start the Workshop discussing your Key Performance Indicators (KPIs). The KPIs were established as part of the development of the College's 2019-2024 Strategic Plan which help measure progress to meeting the College's goals. The six goals include Completion; Academic Preparedness and Student Learning; Workforce Development, Community Partnerships, and Advocacy; Recruitment and Persistence; Learning Environments; and Financial Effectiveness and Affordability.

The KPIs being discussed for this Workshop include: Goal Three: Academic Preparedness and Student Learning which includes thresholds and targets, trends, and strategies; and Goal Four: Learning environments which also includes thresholds and targets, trends, and strategies.

KPIs provide the College with a snapshot of the College's position at a point in time. The review of KPI data has an identified threshold and target. Thresholds are the College's acceptable levels of achievement and targets are the College's aspirational expectation for improvement. The purpose of monitoring the KPIs is improvement.

For each KPI, the College will be compared to our large Texas peer group. The Texas Higher Education Coordinating Board groups colleges based on their enrollments. The Fall 2019 peer group ranges from 8,036 at Navarro College to 19,183 at Blinn College with Del Mar's enrollment headcount at 12,008.

Dr. Wilson introduced Dr. Jonda Halcomb to review Goal Three: Academic Preparedness and Student Learning. Dr. Halcomb stated that students often need help preparing for their college level courses. Developmental courses in reading, writing and mathematics are offered to assist students and reside in the English, Mathematics, and Communication, Languages & Reading Departments. Dr. Tammy Francis the Developmental Education Coordinator was in attendance and available to respond to questions by the Board of Regents.

Dr. Wilson continued with the presentation and reviewed the four KPIs for Goal Three. KPI 1 - Students requiring development coursework; KPI 2\* - Academically unprepared students who satisfy TSI requirements; KPI 3\* - Academically unprepared students completing a college-level course; and KPI 4 Course completion rates. It was noted that KPI 2\* and KPI 3\* are Texas Higher Education Coordinating Board metrics.

The TSI guides Texas public institutions of higher education in determining whether entering students are ready for entry-level college coursework in reading, writing, and mathematics

through the administration of the Texas Success Initiative Assessment (TSIA). Del Mar College offers the TSIA exam through the Testing Center and many dual credit students take the exam at their high schools which serve as testing sites.

For students that require developmental education, the following are options offered:

- Course-based programs designed to prepare students for college-level coursework
- Co-requisite model: concurrent enrollment in developmental course and college-level course in same subject area
- Non-course based options (NCBOs)
- Basic academic skills education

Dr. Wilson continued her presentation discussing KPI 1 - Students Requiring Developmental Coursework. Students are identified as needing developmental coursework based on the following factors: TSIA scores, SAT or ACT scores, College Preparation Course completion. This data also looks at First-Time-In College (FTIC) students. In the Fall 2020 enrollment, the College saw a significant drop in the enrollment of FTIC students which was contributed to the effects of COVID-19. During the Fall 2020 semester, 65.5% of FTIC students required development coursework in math, 16.0% in reading, and 30.2% in writing. The College's threshold for students requiring developmental coursework is 66% and the target for 2024 is 60%. The data source for this information is Del Mar College's Institutional Research Department as the data from College peers was not available. Dr. Escamilla provided additional comments regarding the specific set of data being analyzed.

Dr. Wilson then discussed KPI 2 - Unprepared Students Who Satisfy TSI Requirements in Two Years. Students can meet the State's TSI requirements by completing the College's Developmental Education Program or by retaking and passing the TSI Assessment. The College's Reading and Writing thresholds have been met but not the Math threshold. Dr. Wilson provided additional detailed information regarding the five-year trends for the Math, Reading, and Writing threshold and target.

Dr. Wilson reviewed graphs which represented five-year trends in Math, Reading and Writing. Dr. Wilson reviewed the details of KPI 2 and stated the rate of change describes the percentage point change over the last five years for the College, Large College peers and all Texas Colleges.

Dr. Wilson proceeded to discuss KPI 3 - Unprepared Students Completing a College-Level Course in Two Years. This KPI looks at FTIC students who are identified as unprepared based on their TSIA scores and tracks them to determine whether they successfully complete a college level course in the subject area in which they entered not ready within two years. This KPI focuses on completing a college level course. Dr. Wilson stated that College met the threshold for Reading at 26.8% and Writing at 44.8% but not Math which came in at 12.6%, under the 15% threshold. Also, the College's 2024 target of 37% has already been met. Dr. Wilson reviewed KPI 3 detailed graphs which represented five-year trends in Math, Reading and Writing.

Dr. Wilson proceeded to discuss KPI 4 - Course Completion Rates. The rates include course completion rates for all traditional (non-dual credit) students enrolled in credit coursework. Developmental education coursework is included. The rates are aggregated by the following course delivery method: Face-to-Face, Online, and Hybrid. The threshold for completion rates for all course delivery methodologies will be within twenty percentage points of each other. The target for 2024 will be for course completion rates for all course delivery methodologies and will be within five percentage points of each other. Hybrid course completion rates are consistently higher than face-to-face course completion rates which is attributed to the fact that the majority of hybrid course sections are offered as part of very structured programs. Before the pandemic, few programs offered many courses in hybrid format.

For Dual Credit Students in the Fall semester of 2019, the College met its threshold. The College did not offer hybrid course delivery format for dual credit core sections. Dr. Wilson reviewed the five-year trends for the course complete rates regarding dual credit students for face-to-face and online delivery methods. The online course rates tend to be slightly lower than the face-to-face courses.

Dr. Escamilla provided additional comments.

Dr. Wilson introduced Dr. Halcomb who began her presentation regarding Goal Three: Academic Preparedness and Student Learning Strategies.

Dr. Halcomb began by stating there are curricular strategies put in place to support students who require developmental education. We offer Integrated Reading and Writing Courses (INRW) which combines two developmental courses and is available to students at exit level of developmental education. In the Fall 2019 semester, we offered twenty-five sections of INRW courses which was nearly half of all developmental reading and writing courses offered.

Dr. Halcomb stated that the College also offers a Co-Requisite Model for Reading, Writing and Math. Students who place at the highest levels can co-enroll in entry-level college course and development support of the same subject matter in the same semester. The College provides many opportunities for enhancing the learning experience such as Math Lab, Reading Lab, Stone Writing Center, Student Success Center, and Tutor.com which is available 24/7 online for tutoring. Students can go to these labs and centers to have an additional approach of having material explained to them.

Dr. Halcomb stated that a new assessment known as TSIA2 or Texas Success Initiative Assessment 2.0 replaced the TSI in January 2021. The new instrument incorporates a new scoring scale and benchmarks. The College anticipates that the new TSIA2 will impact the number of students who require developmental mathematics. The TSIA2 has a decreased focus on Algebra content. Dr. Halcomb reviewed the final strategy for Goal Three which is the work that eLearning Professional Development and Training department leads to provide support to students and faculty for online courses.

Dr. Wilson continued with the presentation and discussed Goal Four: Learning Environments - provide engaging, effective, and student-ready environments with accomplished and qualified

personnel to facilitate learning and productivity. Goal Four KPIs include 1) Average State Compensation Rates; 2) Annual Safety and Security Report; and 3) Strategic Scheduling. Dr. Wilson stated that the environment in which students learn is so much more than brick and mortar classrooms. The College seeks to attract, develop and retain personnel in order to provide the best instruction and support services.

Dr. Wilson began with KPI 1 - Average State Compensation Rates. According to Texas Community College Teachers Association (TCCTA) Faculty Salary Survey for 2020, Del Mar College is ranked 5<sup>th</sup> with an average salary of \$68,660.00 for a nine-month term. Of the 69 benchmarked positions listed on the TASB 20/21 Salary Survey, 86% of DMC positions were above the state averages for Texas community colleges. The threshold is to maintain compensation rates that are comparable with the state averages for community colleges. The target will be to maintain compensation rates that are in the top quartile of the state averages for community colleges. Dr. Wilson reviewed the five-year trends for full-time faculty salaries for years 2016 through 2020.

Dr. Escamilla provided additional comments.

Dr. Wilson continued with KPI 2 - Annual Safety and Security Report. The 2020 Annual Security and Safety report was completed in the Fall of 2020 and is published on the College website. The report demonstrates compliance with the Clery Act and the VAWA Act. Additional prevention and awareness programs were also offered. The target for 2024 will be to maintain compliance with the Clery Act and the Violence Against Women Act (VAWA) and seek to improve safety of learning environment through security awareness and crime prevention activities. The 2020 report details the proactive measures the College has in place. Some examples of prevention and awareness programs offered include new student orientation (in-person and online), posters and brochures, files on Title IX and Campus SaVE Act, and Security/Safety awareness trainings.

Dr. Wilson continued with KPI 3 - Strategic Scheduling. The College seeks to offer our courses at times and locations that fits students personal and professional schedules and has partnered with a company named Ad Astra which specializes in analyzing course scheduling patterns to increase efficiency. The College has met their threshold to monitor and maintain building usage levels using Ad Astra data reports. The target for 2024 will be to monitor and improve strategic scheduling processes using Ad Astra data reports; increase knowledge of and systematic use of Ad Astra reports among College leaders.

Dr. Wilson stated the first step was to understand the meeting patterns. Dr. Wilson reviewed the top 10 meeting patterns for the Fall 2019 semester for the East and West campuses. Ad Astra will provide recommendations based on their analyses of the schedules.

Dr. Halcomb continued with Goal 4: Learning Environments Strategies. Dr. Halcomb stated that the College strives to recruit and retain faculty and personnel by competitive salaries and annual increases, professional development including leadership development, and strengthened internal communication. Faculty plays a critical role in student engagement and retention. Safety promotes and is conducive to the learning environment. The College's Return-to-Campus Task

Force has routinely met throughout the pandemic evaluating and recommending Covid-19 safety protocols in accordance with the CDC. The safety of all who are on the College's campus has been a priority of this task force. Also, the DMC Police Department is important for a secure college environment. New construction and renovations are facilities that serve students with advanced technology and pleasing learning environments. Recruitment of new students is often influenced by students seeing updated facilities in their major course of study.

Dr. Halcomb stated that the College has been working with Ad Astra that is an interactive web-based scheduling and monitoring system. The College will be able to get answers on how to utilize space effectively and efficiently and the ability for the student to get the courses they need when they are available to take them. In addition, this will provide clear pathways of sequencing of courses for students which will lead to efficient and structured schedule that will decrease time to completion and increase graduation rates.

Dr. Wilson stated that the College's Strategic Plan is an operational plan and is a living document that allows the College to respond to changing circumstances and environments. Dr. Wilson provided an overview of the planning process for the College's Strategic Plan. The current Plan is in effect through August 2024 and will be formally evaluated annually. The remaining Goals will be discussed in an upcoming Workshop this Summer.

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

**ADJOURNMENT:** The meeting was adjourned at 12:21 p.m.

MINUTES REVIEWED BY GC: /s/ARjr