



DEL MAR COLLEGE

2024-2029

Strategic Plan

OPERATIONAL GUIDE

GOALS, KEY PERFORMANCE INDICATORS, STRATEGIES



The process that brought us to *Charting the Viking Way* involved extensive participation across every part of the Del Mar College community. Through conversations, interviews and committee work, a very clear consensus emerged. There is a great desire to refine our processes, reconnect and strengthen our community, and improve our communication. This shared aspiration reaches beyond our internal community. It represents a desire to share what is so relevant and special about Del Mar College with a wider audience that is critical to our success.

While previous plans have had a stronger focus on positioning and infrastructure or programmatic elements, this moment is about defining who we are and what we do. We want to optimize the experience for the student and communicate to others about our pathways to success. As the College continues to grow new programs and campuses while navigating the changing landscape of a new funding model, this is an opportune time to prioritize these areas. *Charting the Viking Way* refines the sentiment that was shared throughout the discovery process into three guiding stars that will help Del Mar College successfully capture this moment and succeed in the years to come.

Mark Escamilla, PhD
President/CEO

STRATEGIC PLAN COMPONENTS

Vision – What we **aspire** to achieve.

Mission – The **purpose** of the College.

Values – The standards we **prioritize** when making decisions.



Guiding Stars – The **foundation** of the strategic plan.

Overarching Goals – The desired **results** that the College is committed to achieving.

Strategies - Specific **actions** that will move the goals forward.

Key Performance Indicators – The **data** used to indicate progress within each component of the plan.



Vision Statement

What we aspire to achieve

Del Mar College empowers our communities to achieve their dreams.

Mission Statement

The purpose of the College

Del Mar College provides educational pathways that transform lives, build partnerships, and enrich communities.

DMC VALUES



INTEGRITY

Operating with openness and honesty in all endeavors at the College.



COMMUNITY

The people we commit to serving through access and equity.



COURAGE

The willingness to take on challenges and overcome barriers.



EMPATHY

To respect and honor the experience of others.



RESOURCEFULNESS

Using all that we have and committing all that we are to ensure student success.



TRADITION

The shared legacy of the people at Del Mar College who have learned, taught, and charted The Viking Way.

DMC GOALS

- I. Collaborate across the College***
- II. Connect beyond the College***
- III. Increase completion for all students***
- IV. Maximize resources entrusted to the College***
- V. Nurture our employees to achieve their full potential***
- VI. Optimize the Viking Student Experience***



Guiding Star I: COMMUNICATE

This community takes great pride in the mission we serve, and we want the world to know about it. From the basic needs of the students we serve, to the current and future needs of our community partners, this star focuses on putting collaborative plans into action.



Guiding Star I: COMMUNICATE

Goal 1:

Collaborate across the College

KPI:

- 1) Increase faculty/staff satisfaction with frequency and content of internal communications to 70%. (DMC, CCSSE)
- 2) Increase participation in college-sponsored activities over the baseline year. (CCSSE)
- 3) Increase usage of student resources by 100 students every year. (DMC, SEM Goal 3)

Strategies:

- ✦ Continue the practice of shared governance.
- ✦ Engage leaders at all levels.
- ✦ Improve student-facing communication.
- ✦ Enhance internal communication pathways for faculty and staff.

Goal 2:

Connect beyond the College

KPI:

- 1) Increase the number of communications and events held jointly between the College and external partners, increasing over the baseline each year. (CRO-SMP Goal 3)
- 2) Increase community awareness of DMC and its programs over the baseline year. (CRO)
- 3) Increase student participation in community-based projects by 5% every year. (CCSSE)

Strategies:

- ✦ Prioritize enrollment marketing.
- ✦ Increase DMC brand awareness across the Coastal Bend.
- ✦ Recruit through various avenues.
- ✦ Streamline communication.
- ✦ Bring the community to campus.
- ✦ Represent the College through advocacy and volunteerism.



GUIDING STAR II: ELEVATE

The higher education landscape is changing dramatically. The growing needs of our region have given rise to new programs and now a new outcomes-based funding model for community colleges. Our programs and processes must rise to meet the new challenges while keeping focused on the outcome for the students.



GUIDING STAR II: ELEVATE

Goal 1: Increase completion for all students.

KPI:

- 1) Increase the total number of students completing a degree, certificate, or award by 5% every year for 5 years. (THECB, HB 8)
- 2) Increase total number of students completing 15 semester credit hours in Dual Enrollment by 3% each year. (THECB, HB 8)
- 3) Increase total number of faculty attending E-learning training and increase by 3% yearly for five years. (DMC E-Learning Office)

Strategies:

- ✦ Create programs in response to individual and community needs.
- ✦ Enhance instructional environments to facilitate student success.
- ✦ Facilitate transition from entry point programs to credit programs
- ✦ Create multiple pathways for students to achieve their educational intent.

Goal 2: Maximize resources entrusted to the College.

KPI:

- 1) Student tuition and fees for 15 SCH will be no greater than the Top 3 peer community colleges by comparison. (THECB)
- 2) Increase total number of high-demand institutional credentials leading to licensure by 25 the first year and 5 over the next five years. (THECB, HB8)
- 3) Increase total number of transition students matriculating to credit by 200 every year for a total of 1000 students over 5 years. (DMC)

Strategies:

- ✦ Maintain accessibility for students.
- ✦ Diversify revenue streams.
- ✦ Align institutional framework with HB8 Funding.
- ✦ Leverage financial support for student needs.
- ✦ Coordinate the use of information resources.
- ✦ Maximize effective space utilization.
- ✦ Maintain physical resources.



GUIDING STAR III: CULTIVATE

Culture and connectivity are important to the Viking community. How we welcome new students and new employees and then continue to serve their academic and professional development has profound implications on our success college wide. A great place to work and study improves retention and outcomes.



GUIDING STAR III: CULTIVATE

Goal 1: Nurture our faculty and staff to achieve their full potential.

KPIs

- 1) Of full-time faculty, maintain at least 75% of tenure or tenure track faculty. (DMC)
- 2) Maintain high percentage of faculty and staff perception of the college as a favorable place to work after established baseline. (DMC)
- 3) Increase the number of faculty and staff who attend advisory training and increase 20% in 5 years. (DMC)

Strategies

- ✦ Expand opportunities for professional development.
- ✦ Enhance opportunities for advancement.
- ✦ Prioritize campus safety.
- ✦ Provide opportunities for faculty and staff to engage in wellness initiatives.
- ✦ Establish a Culture of Belonging: The Viking Way.
- ✦ Encourage intentional connections.

Goal 2: Optimize the Viking Student Experience.

KPIs

- 1) Increase Continuing Education enrollment by 2.5% each year and Credit enrollment by 3% each year. (THECB)
- 2) Increase Fall to Fall retention from 60.8% to 70% over five years. (DMC SEM)
- 3) Increase the number of students participating in college-sponsored activities by 10% each year. (CCSSE)

Strategies

- ✦ Establish first interactions to promote DMC programs and recruit students.
- ✦ Engage with incoming students.
- ✦ Help students navigate through comprehensive educational pathways.
- ✦ Prepare all faculty and staff to properly advise all students.
- ✦ Recognize milestones.
- ✦ Prepare students for post-completion success.



Special Thanks

2024-2029 Strategic Planning Committee

Dr. Mark Escamilla

Lenora Keas

DMC Institutional Research Office

DMC College Relations Office

DMC Cabinet Members

DMC Chief Academic Office

DMC students

DMC faculty and staff