



This Open Meeting of the Board of Trustees is authorized in accordance with the Texas Government Code, §§551.001 through 551.146. Verification of Notice of Meeting and Agenda are on file in the Office of Board Relations. Per Texas Government Code §551.1282, this meeting is being broadcast over the Internet in the manner prescribed by Texas Government Code, §551.128. In accordance with Texas Government Code §551.127 one or more members of the Board of Trustees may participate in the meeting via videoconference in accordance with the provisions thereof.

**NOTICE OF AN EDUCATION WORKFORCE COMMITTEE MEETING OF
THE BOARD OF TRUSTEES FOR DALLAS COLLEGE AND RICHLAND
COLLEGIATE HIGH SCHOOL
TUESDAY, APRIL 2, 2024 | 9:30 AM**

Administration Office
1601 Botham Jean Blvd., Room #036, Dallas, TX 75215
www.dallascollege.edu/boardmeetingslive

Persons who address the Board are reminded that the Board may not take formal action on matters that are not part of the meeting agenda and may not discuss or deliberate on any topic that is not specifically named in the agenda. For any non-agenda topic introduced during this meeting, there are three (3) permissible responses: 1) to provide a factual answer to a question; 2) to cite specific Board Policy relevant to a topic; or 3) the topic may, at a later date, be placed on a Board Agenda for a subsequent meeting.

Speakers shall direct their presentations to the Board Chair, or the Board, as a whole.

EDUCATION WORKFORCE COMMITTEE MEETING AGENDA

1. Roll Call - Announcement of Quorum

(Committee Members: Paul Mayer (Committee Chair), Catalina E. Garcia (Member), Phil Ritter (Member))

2. Certification of Notice Posted for the Meeting

3. Citizens Desiring to Address the Board

4. Committee Presentations

- 4.1. School of Education Overview
Presenters: Kelsey Clark (Boston Consulting Group (BCG)),
Robert DeHaas, Nicole De Santis (Boston Consulting Group (BCG))
- 4.2. International Engagement & Global Competitiveness
Presenters: Diana Urrutia, Shawnda Floyd
- 4.3. Student Life & Engagement: The Power of Connection
Presenter: Stephanie Hill

5. Items for Review

- 5.1. Education Workforce Committee Notes for March 5, 2024

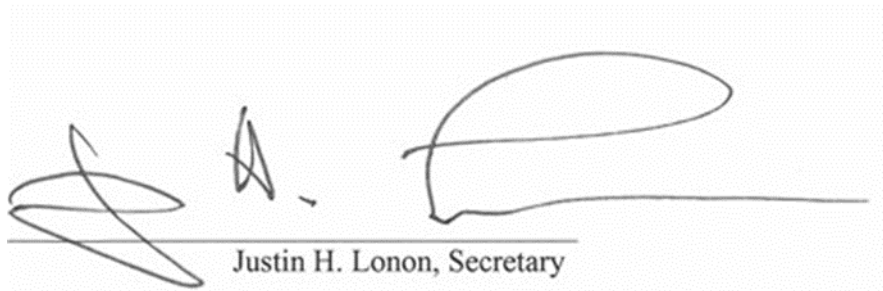
6. Executive Session (if needed)

- 6.1. Consultation with Attorney Regarding Legal Matters or Pending and/or Contemplated Litigation or Settlement Offers - Section 551.071
- 6.2. Personnel Matters Relating to Appointment, Employment, Evaluation, Assignments, Duties, Discipline, or Dismissal of Officers or Employees- Section 551.074
- 6.3. Deliberate Regarding Real Property Since Open Deliberation would have a Detrimental Effect Upon Negotiations with a Third Person - Section 551.072
- 6.4. Deliberate Regarding Security Devices or Security Audits Sections 551.076 and 551.089

7. Adjournment

***CERTIFICATION OF NOTICE POSTED FOR THE APRIL 2, 2024 EDUCATION
WORKFORCE COMMITTEE MEETING OF DALLAS COLLEGE AND
RICHLAND COLLEGIATE HIGH SCHOOL BOARD OF TRUSTEES***

I, Justin H. Lonon, Secretary of the Board of Trustees of Dallas College, do certify that a copy of the notice for this meeting was posted on the 28th day of March 2024 in compliance with the applicable provisions of the Texas Open Meetings Act.



Justin H. Lonon, Secretary

ITEMS FOR REVIEW NO. 5.1.

Education Workforce Committee Notes for March 5, 2024

The Education Workforce Committee Meeting of the Board of Trustees of Dallas College was held Thursday, March 5, 2024, beginning at 1:15 p.m. at the administrative office in room 036 and was broadcasted via the streaming link www.dallascollege.edu/boardmeetingslive. This meeting was convened by Committee Chair Paul Mayer.

Board Members and Officers Present

- Mr. Cliff Boyd
- Mrs. Monica Lira Bravo
- Ms. Charletta Rogers Compton
- Ms. Diana Flores
- * Dr. Catalina E. Garcia
- Dr. Justin H. Lonon (secretary and chancellor)
- * Mr. Paul Mayer (committee chair)
- * Mr. Philip J. Ritter

- * *Denotes a committee member*

Members Absent

None.

- 1. Roll Call - Announcement of a Quorum** was confirmed by Committee Chair Mayer.

- 2. Certification of Notice Posted for the Meeting** was confirmed by Chancellor Lonon.

- 3. Citizens Desiring to Address the Board**
There were no citizens desiring to address the Board.

- 4. Committee Presentations**
 1. Enrollment
Presenter: Beatriz Joseph

Dr. Beatriz Joseph discussed the Fall semester, enrollment trends, and projections from years 2017 to 2030. She noted that consolidation drove decreases in enrollment. She discussed the pandemic-period losses and recovery and how enrollment decreased during the pandemic but was now increasing.

Dr. Joseph then discussed Spring 2024 and said the credit growth target reached 4%, which was 101% of our target. Non-credit growth target was 5%. She noted that credit and non-credit semesters were during different weeks, and it was difficult to make a true comparison.

She compared Spring 2023 and Spring 2024 and confirmed that targets had been met and exceeded with positive trends. She said there was growth in all areas, including DC/ECHS, FTIC, Returning, Transfer-in, and Transient students. She reviewed Spring 2023 vs. Spring 2024 demographics for credit courses and explained that the number of students changed but not their proportions. She highlighted the non-credit demographics as well, showed snapshots as of February and would share an update in June.

Trustee Bravo asked what a “young learner” was vs. an “adult learner.”

Dr. Joseph explained the age groups for the two categories.

Trustee Flores said the slide showed 2017-2018 had a significant dip and asked why it would take until 2029 to get back to pre-pandemic enrollment numbers.

Dr. Joseph said it was related to a “demographic cliff.” Lower birth rates and populations would result in fewer high school graduates by 2026. The concentration point was on adult students (25 and older) for future enrollment with reasonable expectations for all types of enrollments. She noted that the adult student focus was a change in culture and teams were created to focus on recruiting adult students.

Trustee Flores asked where outreach and recruitment lands in the functional area structure.

Dr. Shawnda Floyd said Dr. Joesph oversee that area, as well as a division being overseen in the Workforce and Education area.

To recruit they send out various electronic communications, utilize phone calls, as well as information sessions for ESL and Workforce based training. Floyd stated that recruitment was through multiple means of communication, like “in-house vs. third parties.”

Trustee Flores asked about using focus groups to learn more about needs.

Vice Chancellor Brad Williams said there was a psychographic research approach and he discussed different ways to use marketing to reach different audiences.

Trustee Flores requested clarification on the numbers for the young learner vs. adult learner.

Dr. Joseph explained the percentages. Trustee Flores asked Dr. Joseph to explain it to her further later.

Trustee Garcia said she received complaints that there were no ESL classes combined with Workforce. She asked how much marketing was in Spanish on the radio stations. Trustee Mayer replied that the answer would be in Gloria Smith’s presentation.

Trustee Boyd acknowledged that projections were conservatively low. Chancellor Lonon agreed. Trustee Boyd said growth would come from adults looking for a second chance to make a better life for themselves.

Trustee Flores asked for statistics on those who don't have degrees but started as non-credit but then transferred to credit courses. Dr. Joseph confirmed they would share those numbers later.

2. Integration & Innovation for Student Success

Presenter: Karen Stills

Dr. Stills reviewed the Student Success Learner Care Model and the student-centered integrated services, which included improved student access, persistence, completion, transfer, and employment. She focused on student-centered integration services, strategic partnerships, and technology and innovation.

She recognized the Student Success leadership team and showed her appreciation for their hard work. She mentioned the transition to become one college and the improvement of teams working together across all areas.

Stills discussed the work of teams involved with Level Up Impact Planning and how they looked at barriers in the student experience. She discussed the team that handles enrollment outcomes, how they identified stopping points, and solved problems to ensure students could progress. She noted the impact of success coach visits to the classroom. For case management, she mentioned that more than 260,000 student engagements with success coaches occurred last year.

Stills discussed internal and external "Strategic Partnerships." She mentioned pathway specialists and how they served as a liaison between the schools and the student success team. She spoke of a research opportunity to explore quick placement of students into college level math and English, potentially influencing other placements.

She shared that Dallas College had outsourced contact services with Inktel and Amazon. She reviewed the staff numbers and comparisons of contact center performance before and after the transition. As a result, they increased the number of calls answered, expanded service

hours, and expanded languages provided. They were better able to reallocate time to serve students.

She noted that the service speed for answered calls improved to 3 minutes or less. She said the inbound call volume and transfer rate had improved and they were able to handle about 70% of the calls. She explained they received positive feedback for professional development and Inktel agent onboarding. They monitored quality assurance, received customer feedback, and have collected over 8,000 responses with positive trends.

Trustee Boyd asked about the investment cost. Dr. Stills said the investment was \$2.9 million. She affirmed ROI would be substantial.

Trustee Bravo asked about the difference between Tiers 1, 2 and 3. Stills explained the contact center support levels.

Stills discussed the success outcomes and reduction of the number of credit hours needed to earn a degree from 90 hours to 76 hours, and from 4 years to 3 years. Trustee Boyd commented that it may be harder to reduce the time to earn a degree with a decrease in student enrollment.

Dr. Stills acknowledged the challenge and responsibility to show full and part-time students the quickest pathway to earn a credential and gain employment.

Trustee Flores asked if pathway specialists are under Dr. Stills' operational line or academics. Dr. Stills confirmed this would be in her area partnering with academics.

Trustee Flores asked about the number of calls handled directly without being transferred.

Stills confirmed that 100% of the calls were handled.

Trustee Flores asked about the ability of students to provide feedback.

Stills confirmed that students had a means to provide feedback.

Trustee Flores asked how we served 20,000 more calls since implementing the contact center. She asked if this would directly increase enrollment.

Dr. Stills stated it should result in a 5% enrollment growth and it could include current or prospective students calling.

Trustee Flores wondered besides success coaching, what was causing the decrease in time to earn a degree.

Dr. Stills explained multiple factors that could lead to a decrease and acknowledged how personal connections were making the difference and bringing better retention.

Trustee Flores asked if they are tracking the time it takes to complete a certificate as well as a degree.

Dr. Stills said they were not, but they could gather the data and report it at a future meeting.

Trustee Flores asked if the student-to-success-coach ratio could be decreased. She asked if budget projections factored in hiring more success coaches. She asked if they could give a 3-year goal plan to find the funding to reach a 200:1 ratio.

Chancellor Lonon said that commitment continues, and they were seeing the success of that model. Trustee Boyd said there was a 300:1 ratio and their model was more robust now.

Trustee Boyd asked how and when success coaches were assigned.

Dr. Stills said students who were registration-ready get assigned a success coach and through group efforts, they have seen a 30% increase first time in college enrollment. Dallas College impressed and received a lot of praise from other colleges for their success.

3. Workforce Education Update

Presenter: Shawnda Floyd, Gloria Smith

Gloria Smith gave an update on outreach and engagement and the impact to increase enrollment. She shared information on her budget and team and noted that the Workforce Operations team was the foundational structure of their work.

She highlighted T.R.U.E., stackable credentials, workforce initiatives, and Career Connected Learning. The onboarding process with a baseline assessment to determine where a student is on their pathway to success was explained. She also shared information on job readiness, basic skills, upskilling, lifelong learners, and the various student opportunities.

Smith discussed Workforce Education Operations and aligning enrollment and completion with House Bill 8 strategies. She noted that they focused on streamlining non-credit admissions/registration processes, enhancing support for credential completion, and tracking student micro-credentials pathways.

Smith reviewed Career Connected Learning and addressing the needs of unemployed and underemployed populations. She talked about serving adults and youth special populations, the Parent Promise Program, ESL in comprehensive services, as well as overseeing public and private funded strategic initiatives. She showed a snapshot of

“WorkReadyU” and Technical Career Training (CCL) that focused on providing basic support/skills that guide students toward college readiness, which would lead to future employment.

Smith discussed the Priority Programs, including youth programs and E-learning/online learning. She reaffirmed their focus on funding adult education to provide access to all the resources for a lower-cost education. She then discussed intensive populations, including the Department of Education’s Prison Education Program, Reentry Partnership, and NCCer Construction Certificate Program. This involved pre-incarceration and post-release. Micro-credentials and non-credit training for construction was also discussed.

She explained the diversity and complexity of the customer journey. They worked with Dr. Luckett to leverage software to manage a large number of students, which involved onboarding students and collecting information to qualify them for grants/financial aid. Private donations were also included. The goal was to ensure students don’t have to worry about paying for their college experience.

Trustee Ritter asked if CE success coaches were different from engagement coordinators.

Smith said engagement coordinators are a lot more involved with students with more difficult issues. She shared that ESL and GED students need more intensive coaching and they work closely with Dr. Stills’ team.

Trustee Ritter said the ratio between student and coach would be lower for them.

Dr. Floyd discussed the nuances of all questions not being able to be addressed by a single encounter. Dr. Floyd spoke on goal setting for students and how engagement coordinators help students map a journey for their education.

Trustee Garcia asked about the number of students serviced at RedBird.

Smith explained that there are only about 60 students now because of infrastructure improvements happening. They plan to offer more classes by Summer and Fall 2024.

Trustee Garcia asked about student demographics for Redbird. Smith said she would provide that information later.

Trustee Garcia asked about the prison programs and how many students were involved. Smith said the totals would be given later.

Trustee Boyd asked about the prison program and said we should not put people in boxes that will limit their potential. With AI, we can do more aptitude testing, which could help students reach their greatest potential.

Discussion ensued.

Smith discussed the Strategic Goals and Priorities for 2023-2024. This included targeted marketing, enhanced alignment, strategic utilization of data, community-drive engagement, and resource optimization. She mentioned that funding would be assigned to each center in Fall 2024. She discussed outreach and engagement for satellite campuses.

Trustee Ritter asked if there are any capacity restraints for ESL classes, expanding ESL geographically, and using different modes of delivery.

Smith said they are leveraging the centers for more resources. They are using computers, physical classrooms, maximizing space and hybrid teaching.

Smith discussed El Civics and helping students from other countries that had skills and experience earn credentials based on experience. She showed a snapshot of the funding and staffing. She spoke of the unemployable and how to improve their quality of life.

Trustee Flores asked about staff demographics and student populations at community campuses. She shared that there were an insufficient number of staff to translate. Chancellor Lonon shared that efforts were being made to resolve that barrier. Discussion ensued surrounding translation services and the language line.

Trustee Flores asked for supplemental info on sector alignment.

Trustee Flores asked if there were new programs at all the community campuses. Smith said not at every campus, but they were identifying where programs and services were needed. She described what services would be offered at specific centers.

Trustee Flores expressed concern about kids needing summer programs. Dr. Freemon talked about the summer camps and community partners from elementary school to high schools. Smith said there were about 35 summer camp programs at this time.

Trustee Flores expressed concern about why they had not yet used a \$500,000 grant. She asked them to provide more information on that soon.

Trustee Flores inquired about TRUE Pathways funding. Smith confirmed that funds rewarded were specifically for TRUE Pathways.

Trustee Flores asked how many students were supposed to be served the funding.

Smith said she would provide the numbers at later time and confirmed that the funding was from 2021 to present. She said some are ongoing students while others completed their programs and are employed.

Trustee Flores commented that there are barriers to the most underserved and direct mail must be used along with communication through technology. Smith mentioned targeted marketing, the door-to-door knocking strategy and direct mail. She also mentioned mobile phones with voice options, not just by text alone.

Trustee Mayer thanked everyone for the presentation.

5. Overview of Regular Agenda Items

1. Resolutions
 - a. Adoption of Resolution Authorizing Certain Non-Expansion Amendments for Richland Collegiate High School
No comments or edits were made.

6. Items for Review

1. Committee Notes
 - a. Education Workforce Committee Notes for February 8, 2024
No comments or edits were made.

7. Executive Session

No executive session was called.

8. Adjournment

Meeting was adjourned at 3:19 p.m.

Captioned video and transcripts for Dallas College Board Meetings are available at our website, www.dallascollege.edu/boardmeetingslive, under the Archived Videos section.