



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.

NOTICE OF WORK SESSION BY VIDEOCONFERENCE OR TELEPHONE CALL OF THE BOARD OF TRUSTEES FOR DALLAS COLLEGE AND RICHLAND COLLEGIATE HIGH SCHOOL

Wednesday, June 23, 2021

9:00 a.m.

Online: www.dcccd.edu/boardmeetingslive

DUE TO HEALTH AND SAFETY CONCERNS RELATED TO THE COVID-19 CORONAVIRUS, THIS MEETING WILL BE CONDUCTED BY VIDEOCONFERENCE OR TELEPHONE CALL. AT LEAST A QUORUM OF THE BOARD OF TRUSTEES WILL BE PARTICIPATING BY VIDEOCONFERENCE OR TELEPHONE CALL IN ACCORDANCE WITH THE PROVISIONS OF SECTIONS 551.125 OR 551.127 OF THE TEXAS GOVERNMENT CODE THAT HAVE NOT BEEN TEMPORARILY SUSPENDED BY ORDER OF GOVERNOR ABBOTT ON MARCH 16, 2020.

WORK SESSION AGENDA

- 1. Roll Call - Announcement of a Quorum**
- 2. Certification of Notice Posted for the Meeting**
- 3. Citizens Desiring to Address the Board**
- 4. Welcome**
Presenter: John Robertson
- 5. Transition and Personnel Update**
Presenters: Sherri Enright
- 6. ERP: Workday Update**

Presenter: Pamela Luckett

7. Dallas College Budget Plan 2021-2022

Presenter: Tiska Thomas

8. FY22 Dallas College Capital Budget Update

Presenter: John Robertson

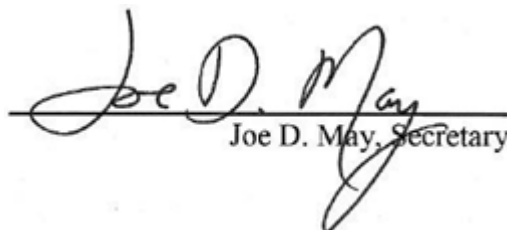
9. Executive Session

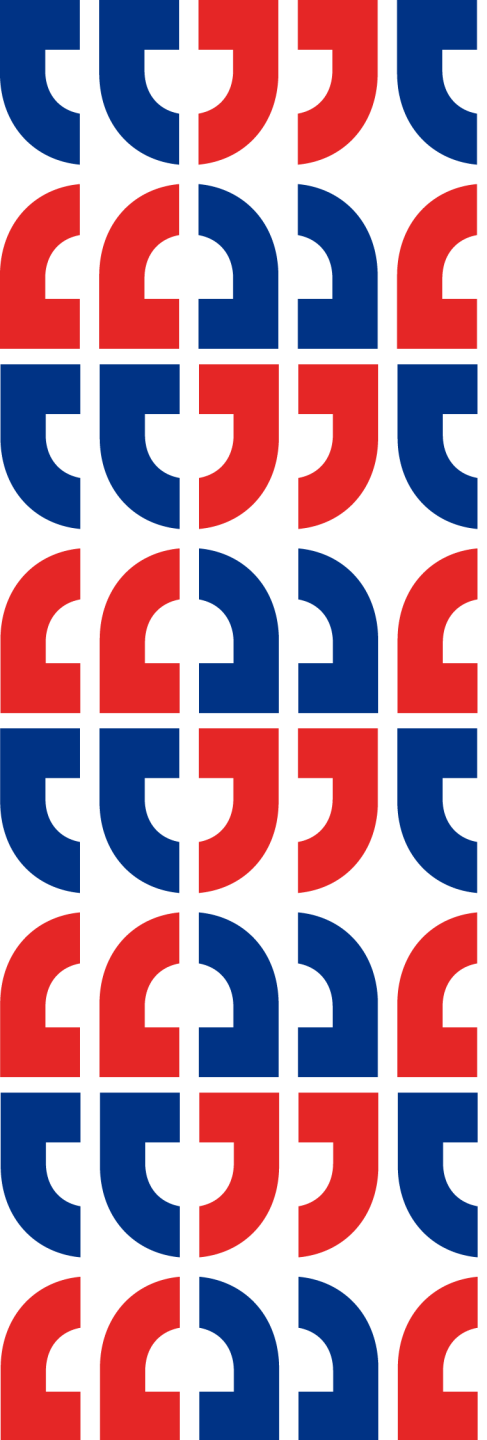
- 9.1. Consultation with Attorney Regarding Legal Matters or Pending and/or Contemplated Litigation or Settlement Offers - Section 551.071
- 9.2. Personnel Matters Relating to Appointment, Employment, Evaluation, Assignments, Duties, Discipline, or Dismissal of Officers or Employees - Section 551.074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

10. Adjournment

CERTIFICATION OF NOTICE POSTED FOR THE JUNE 22, 2021 WORK SESSION OF DALLAS COLLEGE AND RICHLAND COLLEGIATE HIGH SCHOOL BOARD OF TRUSTEES

I, Joe D. May, Secretary of the Board of Trustees of Dallas College, do certify that a copy of this notice was posted on the Dallas College website on the 18th day of June 2021 in accordance with those provisions of section 551.043 (a)-(b)(1) of the Texas Government Code, and those other provisions of the Texas Government Code that have not been temporarily suspended by order of Governor Abbott on March 16, 2020.


Joe D. May, Secretary



Board Strategy Session – Transitional Update

June 2021

Recap | Redesign focused on improving delivery of services



Significant increase in resources behind core capabilities

Consolidated functional areas to ensure operational consistency and added teams in core areas (e.g., Student Success Coaches, E-Learning, DE&I)



Thoughtful streamlining of org to reduce redundancies

Exits have happened on pace with hiring, and reduced redundancies resulted in savings to invest in other key areas; strategically deployed PT staff only where essential



Improve efficiency & reduce organizational layers

All teams in final design have 7 or fewer layers with a median SOC of 5. Centralized teams enable better coordination and clearer responsibility lines



Committed focus on diversity, equity, inclusion

Focus on diversity, equity, and inclusion within Dallas College to benefit from varied perspectives and create a safe environment both for students to learn and staff to work



All with end goal of better supporting our students

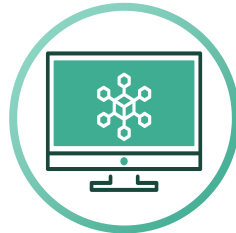
Redesigned Dallas College with a student-centric approach, increasing number of student facing staff, providing additional resources for economic mobility, and developing relevant offerings

Strategic Reinvestments Support Students and Employees:

Reinvestment Initiatives



- ✓ New Success Coach model that provides a <300:1 student ratio
- ✓ Recruiting and retention teams to enroll and retain students
- ✓ Expanded basic needs support, including overnight response
- ✓ Focus on strategic analytics, with centralized data and research teams



- ✓ E-Learning department to shape and enhance online offering
- ✓ Academic Incubator to identify new programs and innovations
- ✓ New schedule optimization tool and team



- ✓ Social Responsibility Team to support diversity, equity & sustainability efforts
- ✓ Institutional Effectiveness arm to oversee accreditation
- ✓ Business Continuity office to ensure Dallas College is prepared for future events



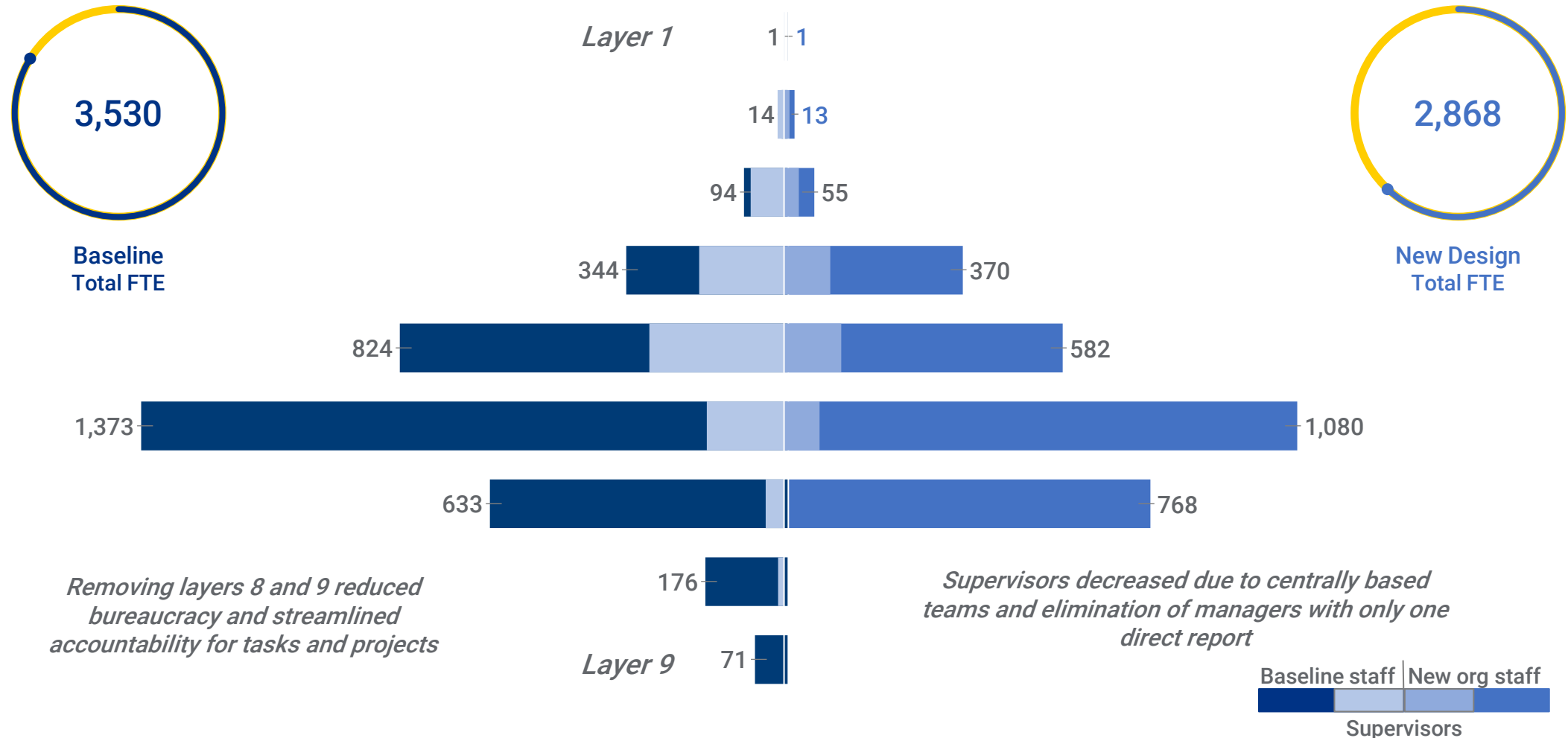
- ✓ Expanded Continuing Education support
- ✓ Broadened advancement and employer outreach teams

Recall | Dallas College Layer (L1-L7) design structure

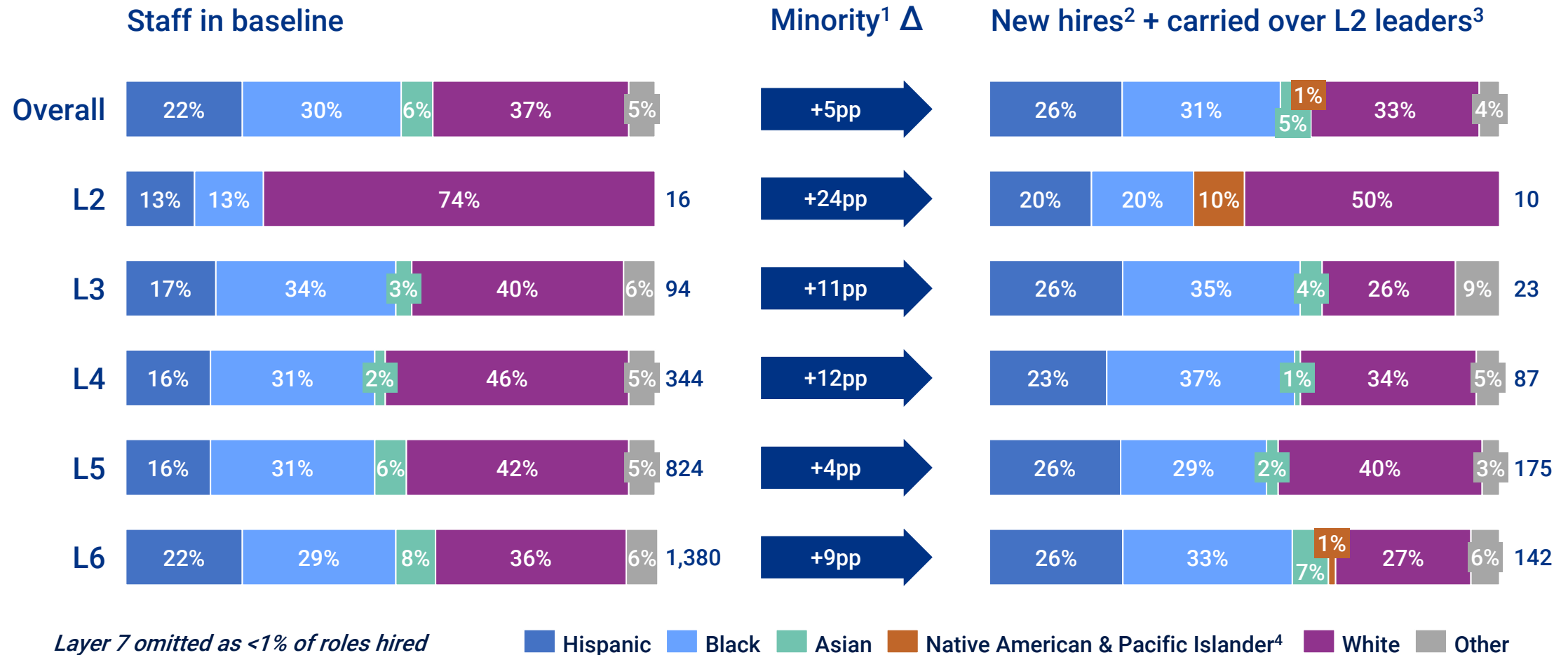
Generally, L1-L4 have managerial authority

L1	Chancellor				
L2	Provost	Vice Chancellor Student success	Vice Chancellor Workforce & advancement	Executive Vice Chancellor Operations	Campus Presidents
L3	Sr. Vice Provost/Vice Provosts, Functional Areas and Schools of	Associate Vice Chancellor, Functional Area	Associate Vice Chancellor, Functional Area	Chief, Functional Area	Campus Support
L4	Deans and/or Associate Dean, as appropriate	Deans and/or Associate Deans, as appropriate	Senior Directors and/or Directors, as appropriate	Senior Director and/or Directors, as appropriate	
L5	Assistant Dean, Senior Manager, Manager, and/or Individual Contributor	Assistant Dean, Senior Manager, Manager, and/or Individual Contributor	Assistant Director, Senior Manager, Manager, and/or Individual Contributor	Assistant Director, Senior Manager, Manager, and/or Individual Contributor	
L6	Project Manager, Project Leader, and/or Individual Contributor	Project Manager, Project Leader, and/or Individual Contributor	Project Manager, Project Leader, and/or Individual Contributor	Project Manager, Project Leader, and/or Individual Contributor	
L7	Individual Contributor	Individual Contributor	Individual Contributor	Individual Contributor	

Structure allows for better operational performance & a more efficient organization

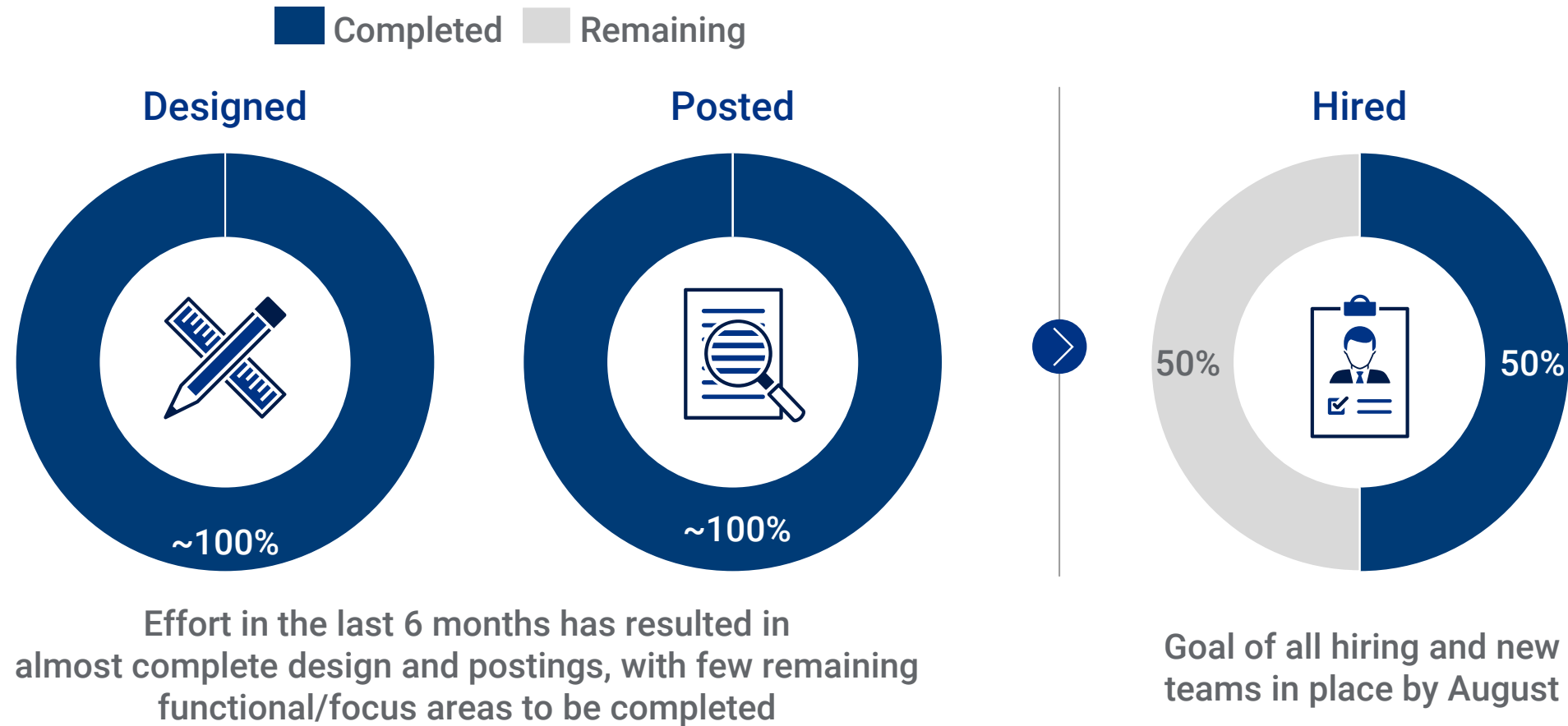


The transformation continues to improve the overall diversity of Dallas College



Minority includes Hispanic, Black, Asian, Native American & Pacific Islander 2. Hired through talent pool, mini talent pool or externally, total N as of 4/27/2021 3. Carried over L2 leaders (e.g., Presidents) included to not skew L2 numbers due to small N 4. Included in "Other" in Baseline Note: Administrative assistants included in respective layers
 Source: HR Data for staff excluding faculty

Next steps | With restructure almost complete, focus on finishing hiring and exits over summer



Looking ahead, we want to continue to look at how the new organization can be improved

Key points

*Approximate
timeline*

Total Rewards Analysis

- Establish Compensation Philosophy for Dallas College
- Analyze comparative market data and determine ranges and roles appropriate within the organization
- Pay audits to assess equity in structure
- Evaluate pay-for-performance model

Q3 2021

Strategic approach to Human Capital

- Dashboard to gain better insight into talent data
- Identify other key metrics to evaluate redesign
- Measuring full impact of move to One College across redesigning of teams, scheduling updates, and policy changes

Q4 2021

Focus on Future Organizational Needs

- Development of Workforce Planning model to allow for predictive analytics
- Implement succession planning to ensure continuity
- Expansion of leadership and development programs to support and retain our workforce

Q4 2021

Draft – for discussion only





ERP: Workday Update

Presenter: Dr. Pamela Luckett

June 22, 2021

Budget Work Session



Human Capital Management (HCM) and Finance

April 2021- August 2021: Imagine/Planning Phase

Finalized Contracts

Developed Team

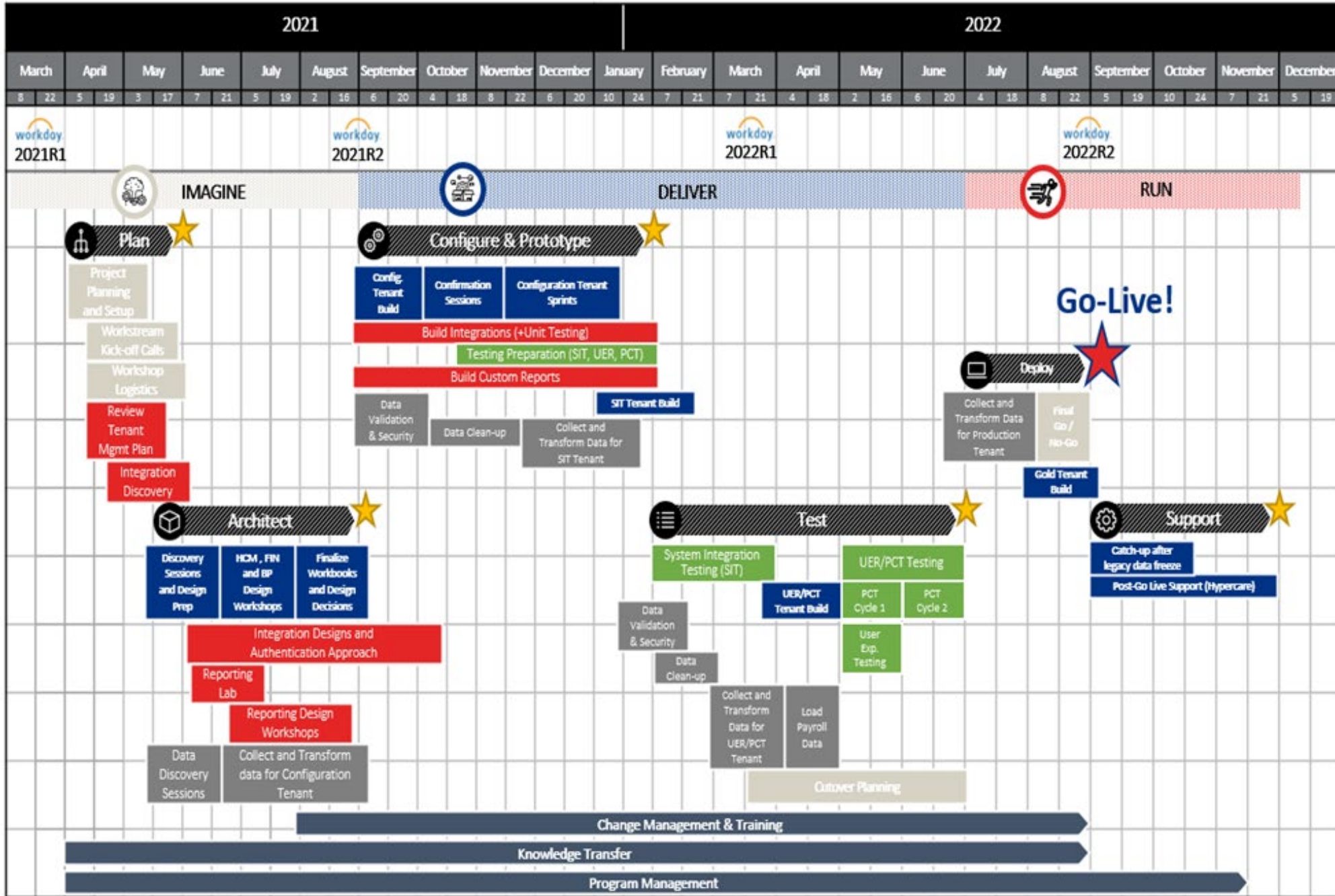
Completed Team Kick-Of

**Completed Leadership
Alignment Lab**

**Currently Engaged in
Discovery Sessions**

**September 2021-June 2022:
Delivery/Configuration Phase**

**July 2022-December 2022:
Run/Deployment Phase**



FY 2021-2022

Dallas College Budget Plan

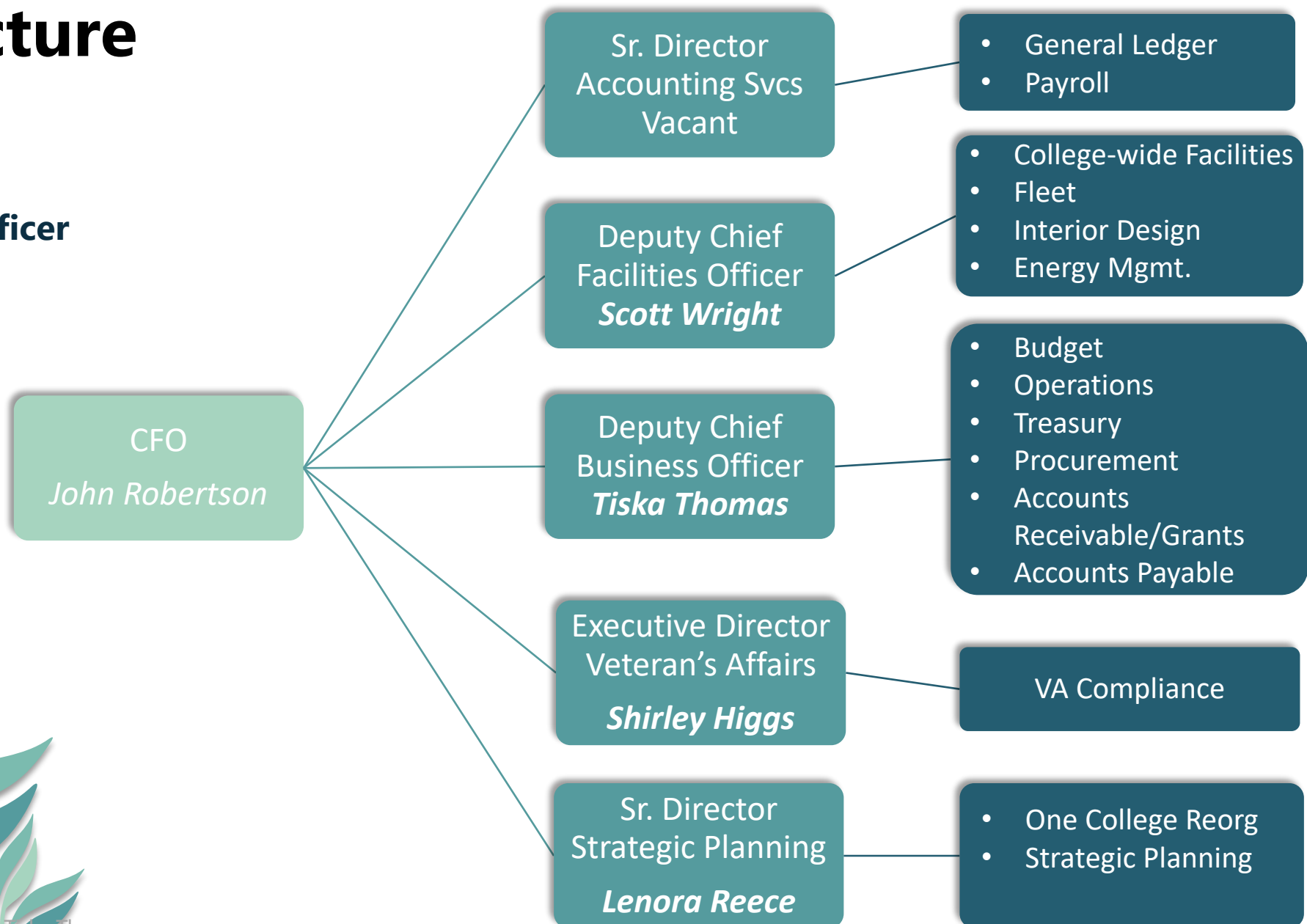
Presented by:
Tiska Thomas
Deputy Chief Business Officer
June 23, 2021



Our Structure

The new way we work

Chief Financial Officer Direct Reports



Our Structure

The new way we work

Deputy Chief Business Officer Functional Areas

Deputy Chief
Business Officer
Tiska Thomas

Budget

Operations

Treasury

Procurement

Accounts
Receivable/Grants

Accounts Payable



**Matrixed Business
Management Team**
For Each School/Workgroup

- Business Manager
- Accounts Payable Specialist
- Accounts Receivable Team
- Procurement Analyst



Our Structure

The new way we work

Deputy Chief Facilities Officer Functional Areas

Deputy Chief
Facilities Officer
Scott Wright

Energy
Management

Construction
Management &
Interiors

Work Order &
Asset Management

Facilities
Management
(RL, EV, CV & MV)

Facilities
Management
(EC, NL & BH)

Bond Program



New to the
Organization:

- Energy Management
- Consolidated Teams
- Centralized Facilities Management Team
- Centralized Help Desk



Our Approach - Strategic Budgeting

The pillars that support our spending



Strategic
Direction



Collaborative
Discussion



Forward-leaning
Decisions



Our Approach - Strategic Budgeting

The pillars that support our spending

01

Strategic Direction – *Where are we going?*

- Start with mission and goal achievement
- Innovation and improvement
- Not just copy and paste with ATB increase
- A new way of thinking for our leaders

02

Collaborative Discussion – *Did the group contribute?*

- Organizational structure - *Finance teams (collective genius)*
- Involve those who *work* the business and those who *work on* the business
- Minimize inefficiency, redundancy, island-thinking and pseudo innovation

03

Forward-leaning Decisions – *What's our goal?*

- What is our **approach and affordability?**
- Does it serve our strategy?
- Is it forward thinking?
- Is it sustainable?



Our Challenges



Competing Interests

- Who's on First?
- Limited resources
- Conflicting Priorities



Business/Finance Realignment

- Business modules built to function as eleven different locations
- Technology
- Financial assumptions



Undefined Business Pathways

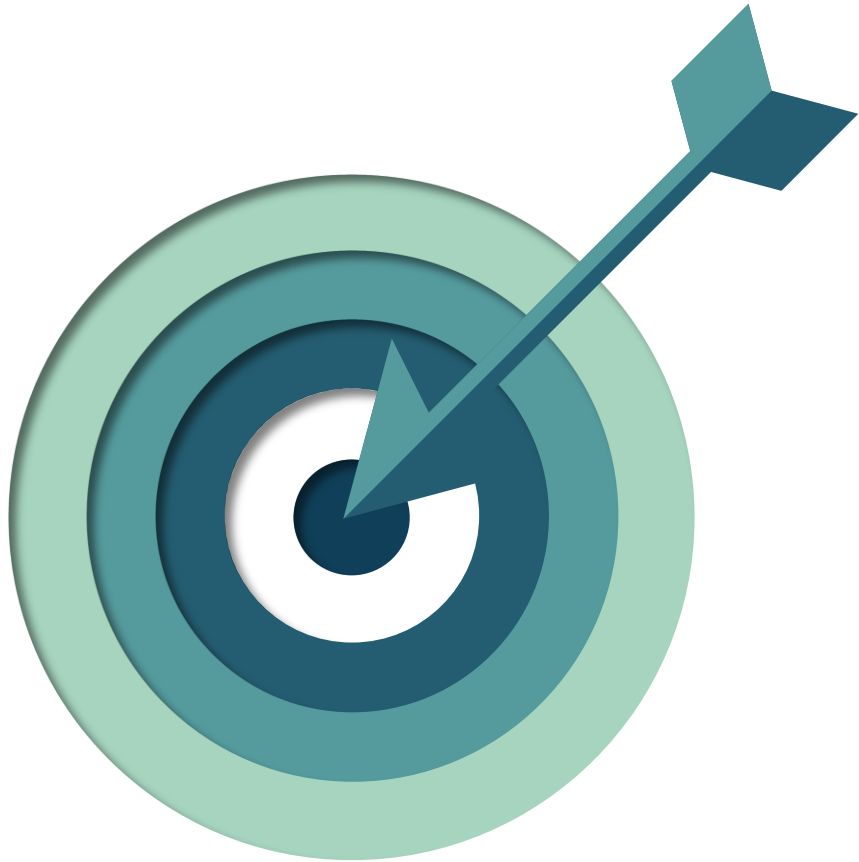
- The goal is known but how do we get there?
- Thinking through future/ongoing implications



Financial Resources

- Decrease in enrollment
- Future casting tax revenue/market fluctuations
- Organizational transition costs

Our Opportunities



Comprehensive Institutional Awareness

- Broader business understanding
- Global approach to decision-making



Strategic Funding Program

- A system to facilitate funding request through group assessment



Business Management Teams

- Meaningful collaboration
- Consistent business procedures
- Improved customer experience

Our Outcomes - Revenues



	Projected Actuals FY2020-21	Proposed FY2021-22	Change	% Change
State Appropriations	94,495,215	91,194,679	(3,300,536)	(3.6%)
Tuition	88,500,000	90,270,000	1,770,000	2.0%
Taxes	298,857,000	307,670,824	8,813,824	2.9%
Federal Workstudy	340,000	625,000	285,000	45.6%
Investment Income	500,000	575,000	75,000	13.0%
General Revenue	1,050,000	1,250,000	200,000	16.0%
Total	483,742,215	491,585,503	7,843,288	1.6%
CARES Lost Revenue Recovery	4,200,000	3,300,000	(900,000)	(27.3%)
TOTAL REVENUE	487,942,215	494,885,503	6,943,288	1.4%

Our Outcomes – Debt Service

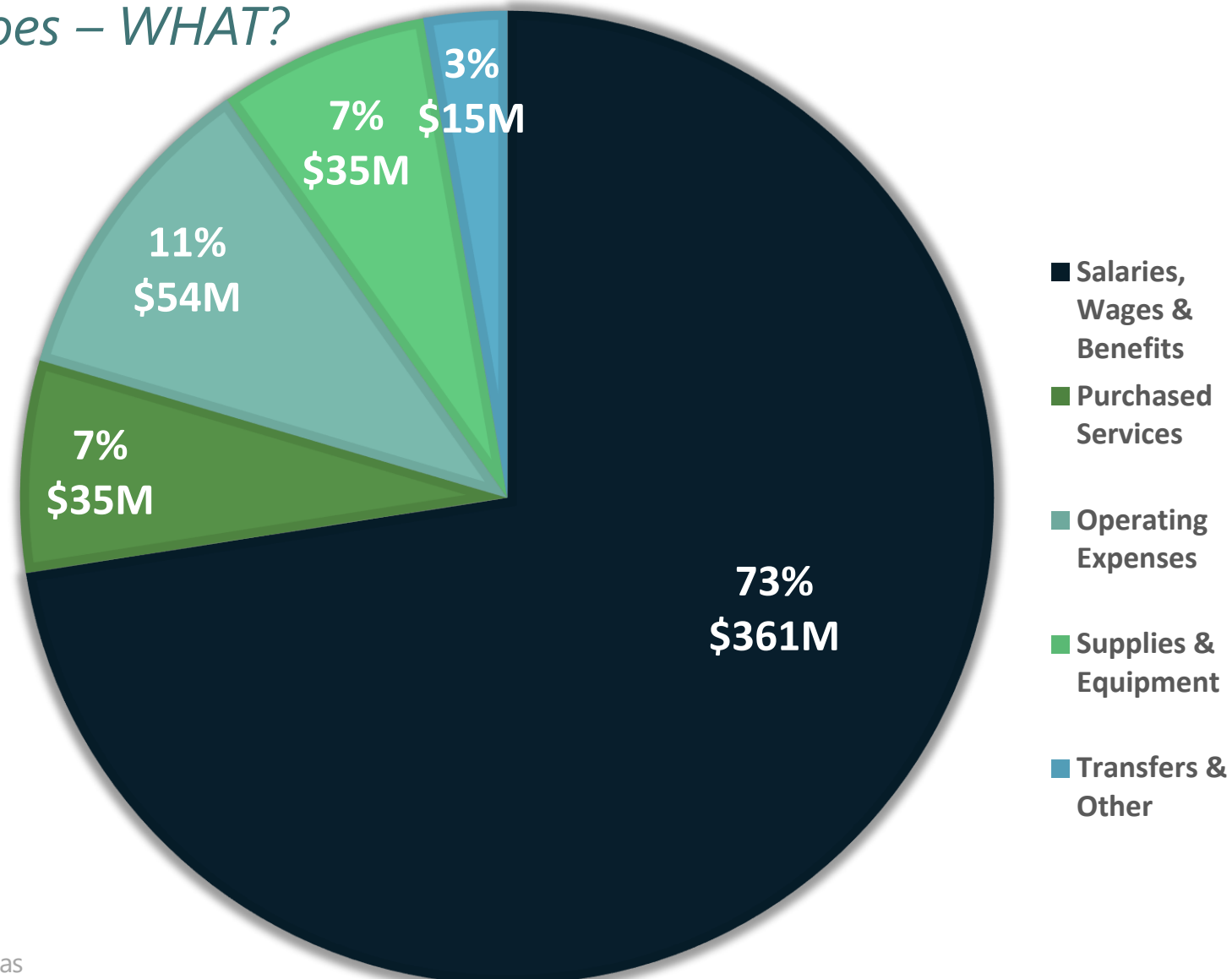


- ✓ Taxpayer savings \$57.3 Million
- ✓ GO Bond Debt - \$105.5 Million – pay off 2029
- ✓ Tax Note Debt - \$26.4 Million – pay off 2022

Our Outcomes - Resource Allocation

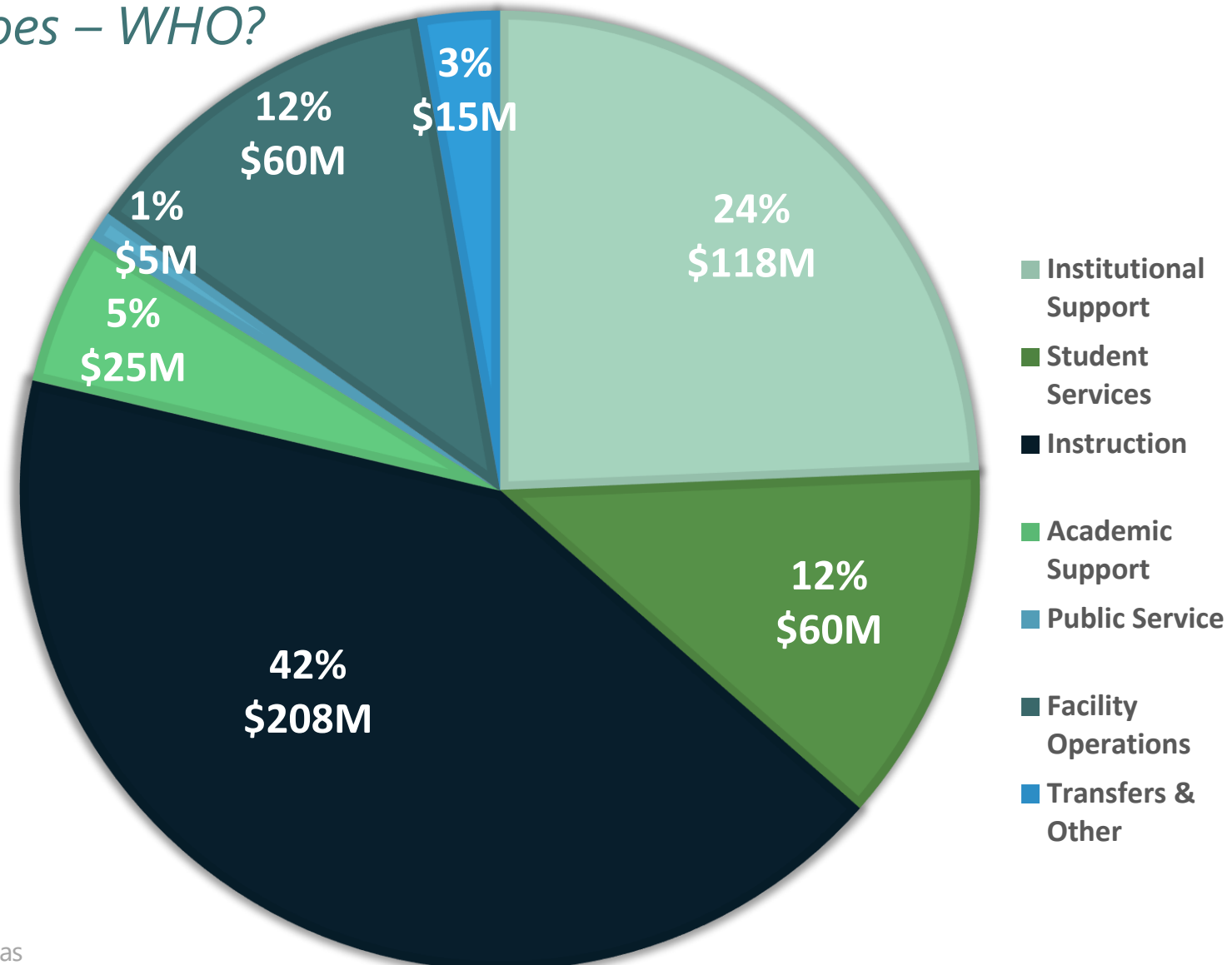
11

Where the money goes – WHAT?



Our Outcomes - Resource Allocation

Where the money goes – WHO?



Our Outcomes - Expenses

13



Budget Requests	\$451.3M
ERP: WorkDay, \$2.7M	
ERP: Deloitte, \$6.7M	
ERP: PTG, \$3.2M	
IT: Data Center, \$4.5M	
IT: Active Directory Redesign, \$1.0M	
Student Service: Call Center, \$1.0M	
Compensation	\$8.5M
Facility Improvement Projects	\$25.0M
Virtual College	\$2.0M
Instructional Equipment Refresh	\$5.0M
Property Lease	\$3.0M
Total	<u>\$494.8M</u>

Compensation includes:

- FT average increase 3%
- Adjunct/extra-service contract rate increase to \$52/hr.

Our Outcomes – Facilities Improvement Projects

14

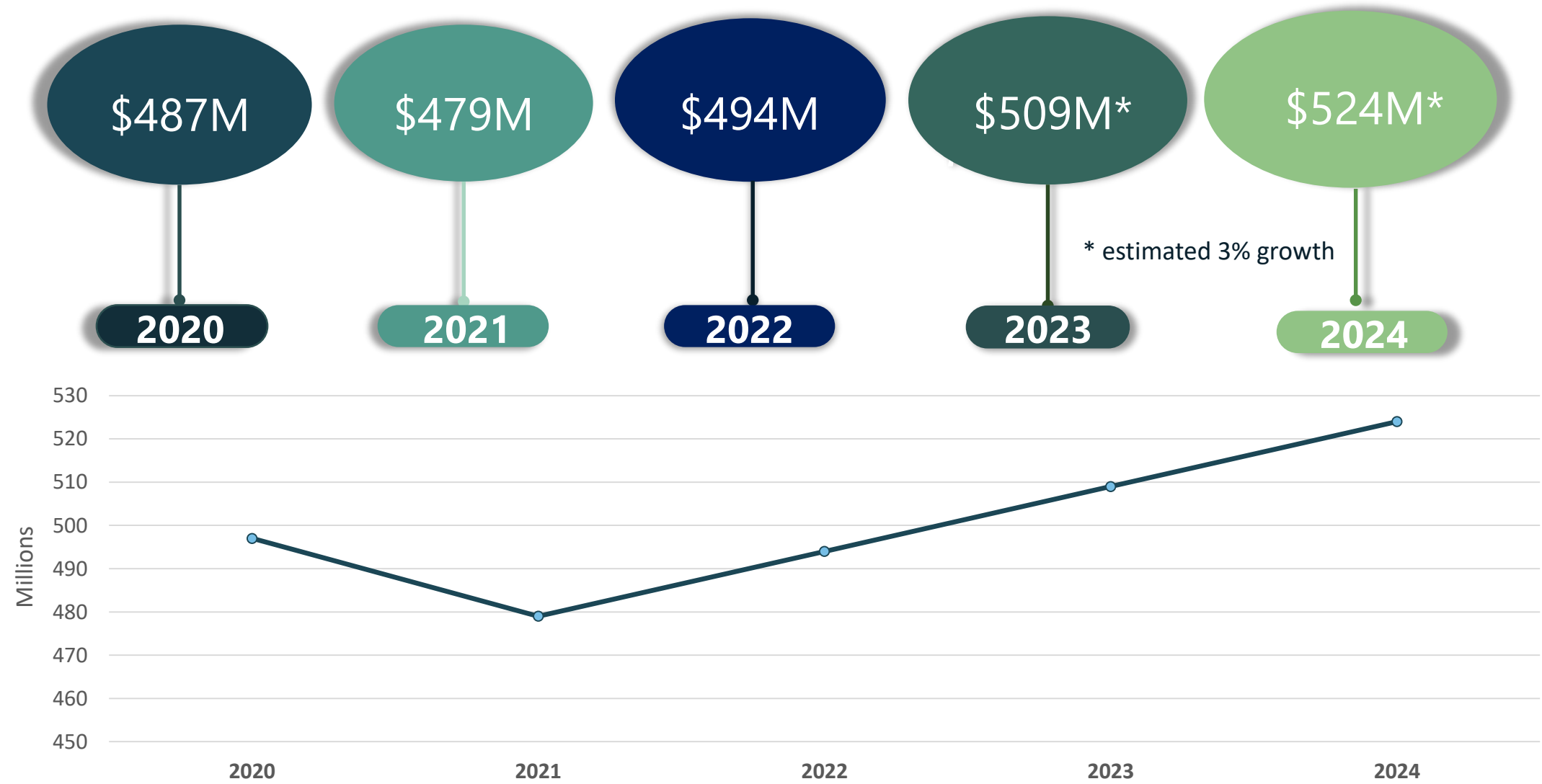


\$25 Million Allocated

Priorities:

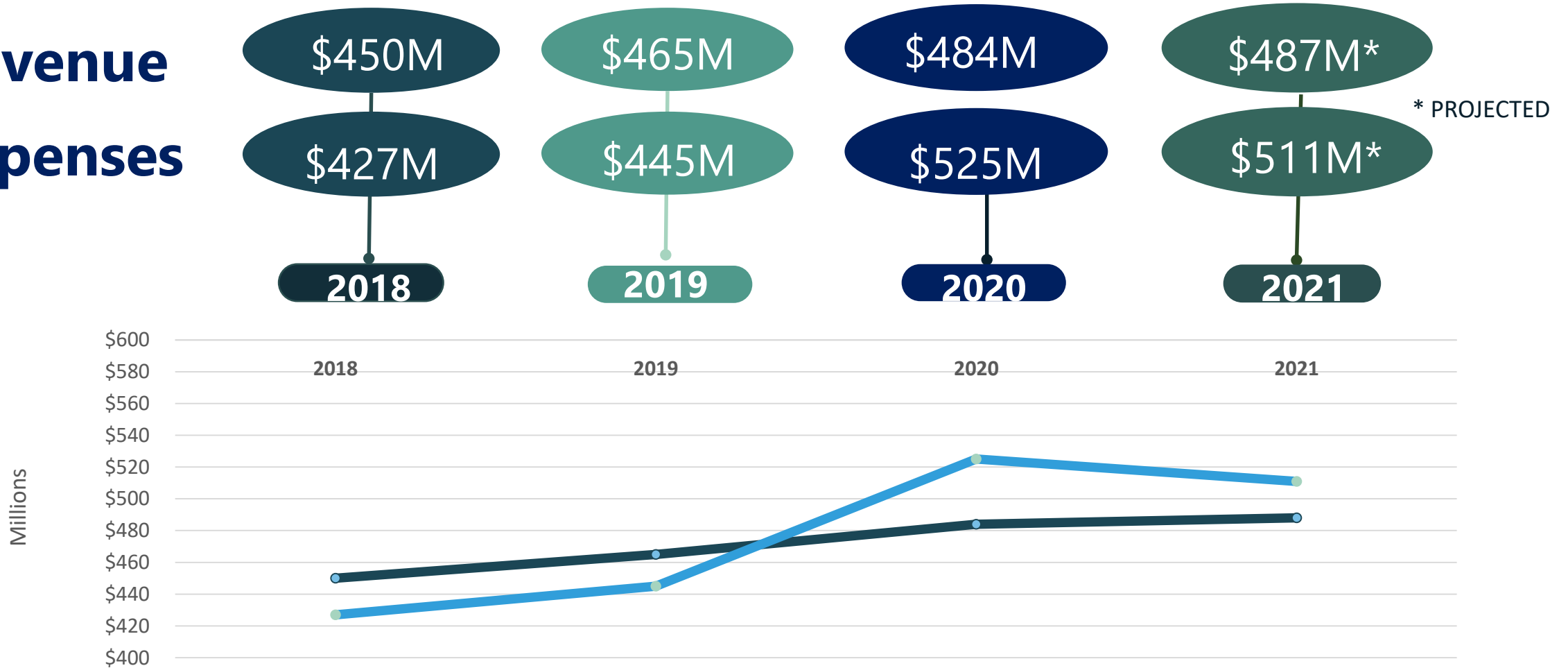
- Equipment Replacement
- Renovations
- Safety and Compliance
- Rebranding

Our Outcomes -Budget Trend



Our Outcomes – Revenue/Expenses Trend

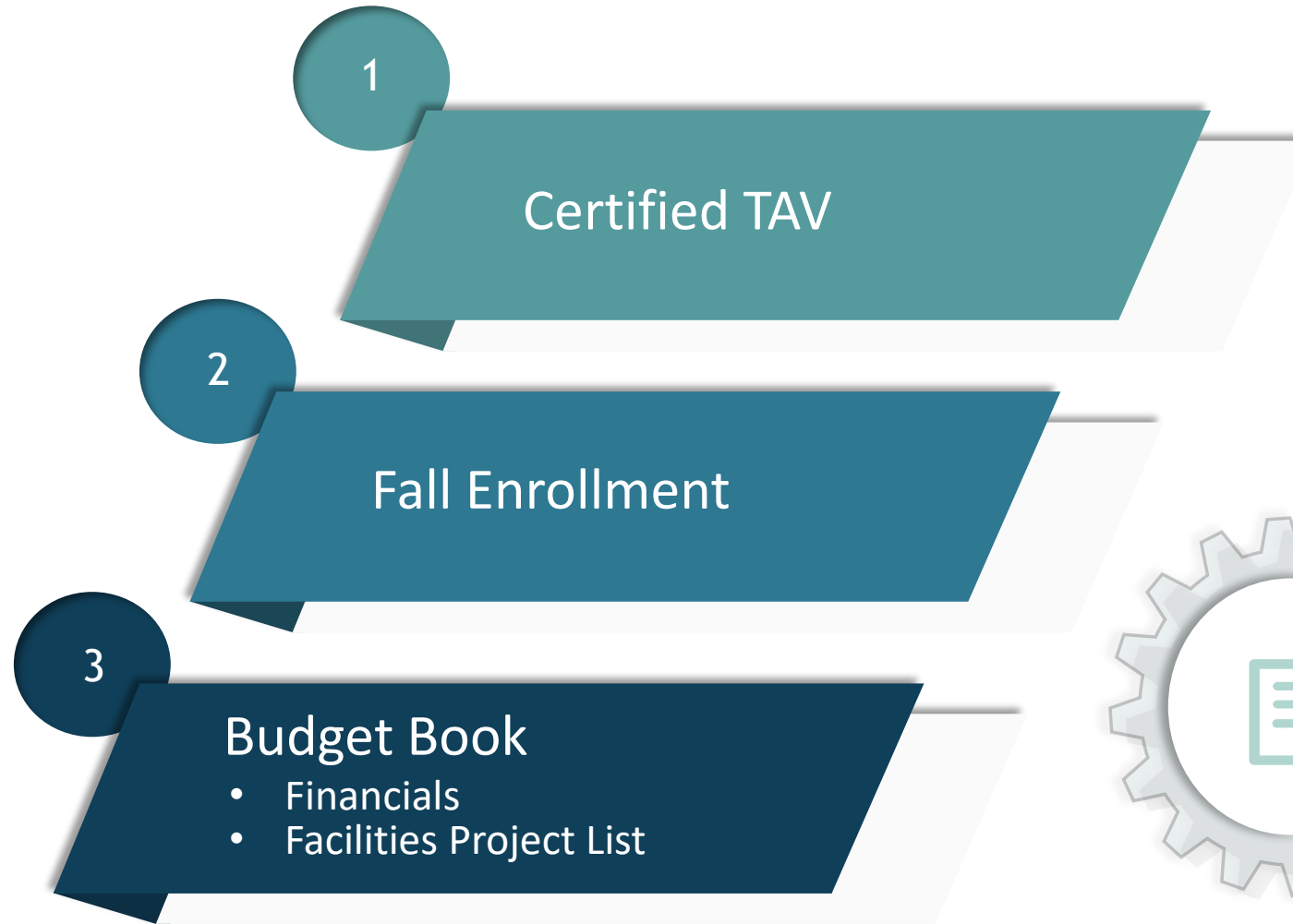
Revenue Expenses



Assumptions:

- Based on annual operating funds budget at 8/31
- Cash reserves utilized in FY20 & FY21 for self-financing

Coming Soon...



Questions/Discussion





CAPITAL BUDGET

Board Workshop
June 23, 2021
John Robertson

Agenda

- Envisioning the capital plan
- Bond projects review and updates
 - Phase 1 – in progress
 - Phase 2 – in planning
- Other current projects
- Wrap up and discussion

New Structure – New Plan

- Develop a Future One College Capital Plan
 - Use Education Plan and School structure as basis
 - Address emerging opportunities to support current and future workforce needs
 - Review existing campus master plans to align with consistent student experience across all campuses
 - Incorporate/Revise Community Integration Strategic Plans (Gateway campus plans)
 - Maximize investment with partner development (P3) and facility plan (bonds)
 - Coordinates with Land Use Policy

What we have accomplished

- Education Plan and School structure
- One college organization focused on student experience
- Internally focused individualized college master plans
- Campus gateway concepts for the existing master plans
- Overwhelmingly successful bond election
- Prioritized capital expenditures for immediate needs (Phase 1)
 - Investment for building out space for Early College High Schools
 - Expanding for known growth programs (Nursing, HVAC renovations, Construction)
- Consolidated Facilities Improvement Plan

\$1.1 Billion Bond Program

- Distribution of 2019 bond program dollars will be divided into three main categories:
 - \$235 million for **industry-aligned workforce projects and programs**;
 - \$332 million for **student-related instruction and success programs**;
 - \$535 million for the **downtown education and innovation Districts**.
- Bonds issued in three phases over 6-8 years
 - Phase 1 - \$300 million for ECHS/P-Tech space, workforce programs and student centric projects
 - Phase 2 - \$535 million for Downtown Education and Innovation Districts
 - Phase 3 - \$265 million for additional workforce and student centric projects

Phase 1 Project Overview and Updates

- Prototypes to better support students and the community
 - One Stop Shop (Cedar Valley) - supports the new success coach model
 - Welcome Center (Mountain View) - designed to remove barriers
- Early College High School (ECHS) spaces
 - Meets student's needs for meal service, academic support, and classes
 - Cedar Valley, Brookhaven, El Centro, Mountain View, and Richland
- Space to Support High Demand Industry Needs
 - Commercial HVAC program (Cedar Valley)
 - Nursing & Allied Health programs (Mountain View)
 - Construction Sciences (North Lake)
 - Workforce/Business (Richland)
- Student Success Center and Academic Building to provide new space to support student needs at Eastfield.

Phase 1 Original Budget

Phase 1 Projects	Original Project Budget	Approximate GSF
Cedar Valley - One Stop Shop Renovation	\$ 6,000,000	34,000
Cedar Valley - New ECHS Building	\$ 25,700,000	45,000
Eastfield - Student Success Center + Academic Building	\$ 62,400,000	120,000
Brookhaven - New ECHS Building + Renos to W, J, S	\$ 31,100,000	55,000
Mountain View - ECHS Building	\$ 24,300,000	45,000
Mountain View - Nursing & Allied Health Building	\$ 20,600,000	35,000
Mountain View - Welcome Center (prototype)	\$ 6,000,000	15,000
Richland - ECHS Workforce East Building	\$ 52,900,000	100,000
Cedar Valley - Commercial HVAC lab reno	\$ 4,200,000	12,000
El Centro West - Student Atrium	\$ 4,000,000	9,000
North Lake Construction Science Building	\$ 50,000,000	97,000
Contingency	\$ 10,000,000	
Total	\$ 297,200,000	

Phase 1 Project Revisions

- \$297.2 million Original Budget
- \$ -0- Net Project Adjustments
 - (\$11.2) Budget savings
 - \$3.7 Lab upgrades
 - \$3.5 Simulation and nursing equipment
 - \$4.0 Welcome Center added scope
- \$ 15.2 million Material Cost Escalation
- \$312.4 million Phase 1 Revised Total

Phase 1 Project Funding

- Issue GO bonds for \$315 million for 20 years **OR**
- Issue Tax Notes for \$315 million for 20 years
- Authorization to issue debt at August Board meeting
- Average annual debt service \$18.7 million
- No tax increase
- Use for:
 - Pay back interim financing to cash reserves
 - Proceed with construction over next 24 months

GO Bonds Phase 2



Dallas College Vision – Downtown Districts- Centerpiece of the 2019 Bond Election

- To better meet the needs of students, communities and employers for current and future generations, Dallas College desires to implement dynamic mixed-use Downtown Education and Innovation District(s). These districts will provide the nexus between business development, education and corporate collaboration, all centered around a new Innovation Hub and downtown college campus, and private development including employment, restaurants, multi-cost level housing and other use positioned to create an exciting, sustainable and engaging urban place.
- Centerpiece of bond election---to attract new and innovative businesses to Downtown Dallas.

Dallas College – Vision Downtown, Cont.

- The Districts will thrive by partnering with other institutions. This includes, but is not limited to, institutions of higher education, DISD, City of Dallas, DART, community-based organizations, chambers of commerce, Small Business Associations and major employers/industry.
- The District(s) is to be programmed and designed to activate its streets and open spaces for community vibrancy, while providing positive transit connections and memorable daytime-through the-nighttime experiences for students, employers and the community at large, ensuring the College buildings are woven into the fabric of Downtown Dallas.

THE NEW LOCALISM

HOW CITIES CAN
THRIVE IN THE AGE
OF POPULISM

BRUCE KATZ
and JEREMY NOWAK

CONCEPT

Loft Office
(3 stories -- 180k)

Walkable Streetscape

Workforce Housing
(5 stories -- 300 units)

Convertible Garages

Boutique Hotel
(10 stories -- 120 keys)

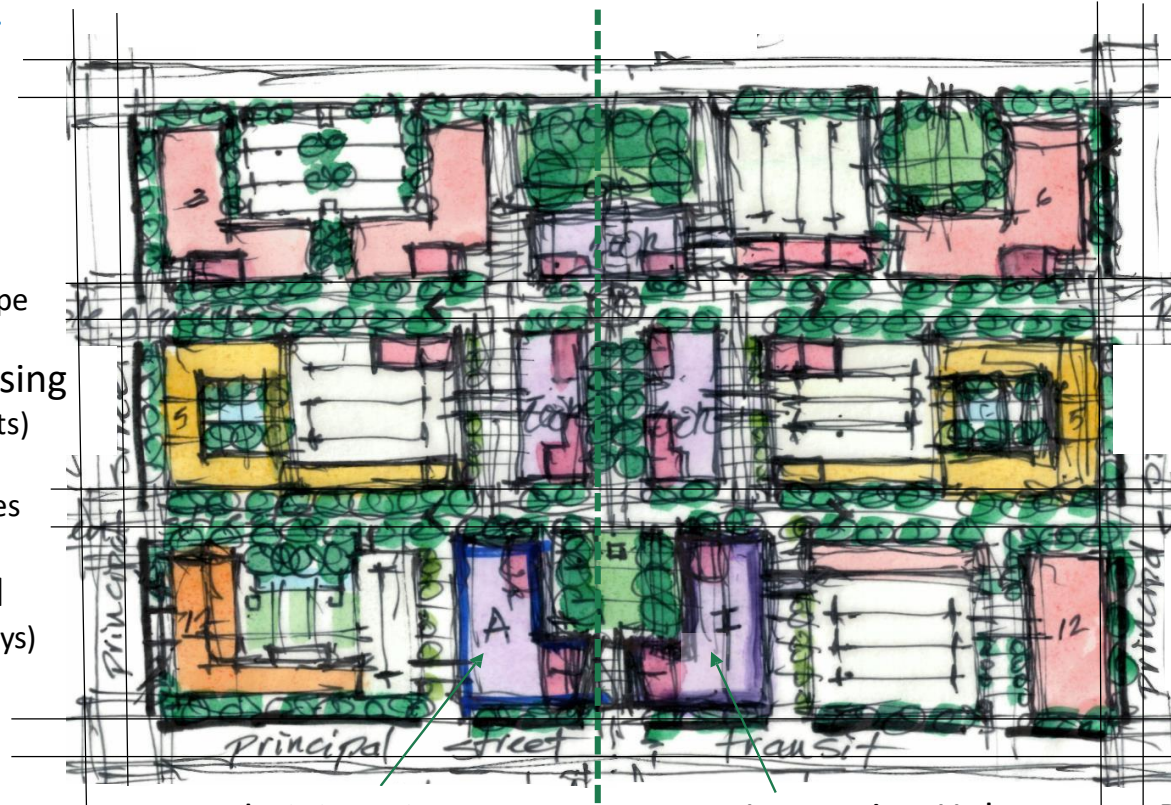
Corporate Office
(6 stories -- 180k)

Restaurants on Streets

Student Housing
(5 stories -- 300 units)

In-line Incubator Spaces

Small Tenant Office
(10 stories -- 300k)



Themes:

Sustainable Development
Green Buildings
Low Impact Site Design
Affordable Housing
Transit-Oriented
Streets can be Closed
Convertible Garages

Administration

(300k in two connected buildings:
5 stand-alone and 5 stories
above Innovation Hub -- 160k)

Innovation Hub

(2 stories -- 160k
Below Administration
with dynamic aerial connector)

Program:

Dallas College -- 900k sf
Innovation Hub -- 160k sf
Office -- 700k sf
Housing -- 600 units
Conf Hotel -- 120 keys
Restaurant -- 45k sf
Service Retail -- 15k sf

Core Campus Spine

Pocket Park
8 Story College Buildings
District Plaza
Campus Green

DALLAS COLLEGE DOWNTOWN DISTRICT

Downtown Procurement Process

- Dallas College will release a Request for Qualifications (RFQ) to seek qualified developer(s) or partnerships to provide design build services for the Education District and the Innovation District. Qualifying firms may respond to one or both projects.
- Dallas College will review for minimum qualifications.
- Respondents that meet minimum qualifications will be asked to present to the Selection Review Committee as required under the Dallas College P3 Policy (CM (LOCAL)).
- The Committee will determine which respondent(s) should be invited to participate in the Request for Proposal (RFP) Process.
- As required by CM (LOCAL) and state law, the College will engage the resources of the Texas Facilities Commission Center for Alternative Finance and Procurement, or the services of qualified professionals for independent analysis of a qualifying project.
- During the RFP process, respondents will be required to provide more detailed plans and demonstrate capability of delivery.
- Upon review, negotiations will begin with the finalist.

Examples of RFQ Considerations

- The vision for the development and alignment with Dallas College vision
- Their understanding of the opportunity
- Respondent's capability and experience with the project(s) scope
- Understanding of impact on Dallas County
- Community Approach
 - Community Engagement
 - Economic Opportunity – Supplier diversity
 - Sustainability and Connectivity

Administration Consolidation



- Based on current downtown vacancies, the opportunity is presented to lease office space instead of constructing a new building
- In the evaluation process

Other Projects



Facility Improvement Plan Tax Notes

- \$ 570,000 Athletics
- \$10,800,000 New energy plant Mountain View
- \$ 6,090,000 Move Dental Hygiene to EC Paramount
- \$ 1,530,000 Elevator upgrades
- \$ 295,000 Equipment refresh
- \$ 3,030,000 Fire prevention upgrades
- \$ 1,735,000 Ground improvements
- \$ 3,718,000 HVAC and air handler replacements
- \$ 1,732,000 Building remodeling
- \$ 500,000 Contingency
- \$30,000,000 Total

Other Projects – No Debt

IT Network Equipment Rooms and Security Upgrades

- \$72.5 million funded from cash reserves (completion July 2021)

ERP

- Total Budget of \$84 million
- Annual licenses funded from operating budget over ten years
- Implementation costs funded from cash reserves over next 3-4 years then amortized over 10 years

Data Center

- Paid from operating budget and cash reserves

Moving Forward

- Continue with plans for Phase 1 and issue bonds
- Develop RFQ/RFI for Downtown Education and Innovation Districts (Phase 2)
- Develop a One College Capital Plan for Future Projects
 - Use Education Plan and School structure as basis
 - Incorporate Community Integration Strategic Plans (Gateway campus plans)
 - Maximize investment with partner development (P3) and facility plan (bonds)
 - Stakeholder input
- Finalize Land Use Policy

Discussion

