

CONSENT AGENDA NO. 8.1.c.

Approval of the June 23, 2021 Work Session Minutes

It is recommended that the Board approve the minutes of the June 23, 2021 work session meeting.

A virtual work session meeting of the Board of Trustees of Dallas College was held Wednesday, June 23, 2021, beginning at 9:01 a.m. on the Cisco Webex platform and was broadcast via the streaming link:

<http://www.dcccd.edu/boardmeetingslive>. The meeting was convened by Chair Monica Lira Bravo.

Board Members and Officers Present

Mr. Cliff Boyd
Ms. Charletta Rogers Compton
Ms. Monica Lira Bravo (chair)
Ms. Diana Flores
Dr. Joe May (secretary and chancellor)
Mr. Phil Ritter (vice-chair)
Ms. Dorothy Zimmermann

Members Absent

Mr. JL Sonny Williams

1. **Roll Call** - Announcement of a Quorum was confirmed by Perla Molina.
2. **Certification of Notice** posted for the meeting by Chancellor Joe May.
3. **Citizens Desiring to Address the Board**
None.
4. **Welcome**
Presenter: John Robertson

Chancellor May discussed the previous day's session regarding changes to the infrastructure that needed to be reflective in the budget and gave an overview of what would be discussed in this session. He then introduced John Robertson.

John Robertson began by stating that our college started with 11 early college high schools and it's now at 84. Robertson shared how the IncludED program assisted students before recapping the previous day's discussion, and giving an overview of the discussion for this session. He then introduced Sherri Enright.

5. Sherri Enright began with a recap of the operational and human capital side of the update. She shared and discussed her presentation.

Flores asked for the definition of SOC.

Sherri clarified that SOC means Span of Control, which means how many direct reports any manager has.

Trustee Flores asked whether leadership was making any plans for hiring more FT faculty and how many.

Ms. Enright will get back to her with an exact number and believed the college was currently around 800 FT employees. She stated that she had been working with Dr. Floyd to determine the number of FT faculty vs Adjunct faculty. They were in the process of recruiting 30 additional FT faculty.

Trustee Flores asked Dr. May whether the standard of 350 students per one success coach could be used as an example for how the college came up with a standard for the ratio for student to faculty.

Dr. May replied, stating that it's a little bit more straight forward for faculty because there has to be a FT faculty for each program. He went into details of how the hiring of faculty is determined. Stated that there's not an easy formula for hiring faculty and mentioned Greg Morris' discussion on the previous day regarding the idea of shutting down certain programs. He gave some examples of specialized programs and experts needed for those types of programs.

Trustee Flores gave an example of a student-to-faculty ratio and asked whether it would be an unrealistic goal.

Dr. May addressed Trustee Flores' question.

Trustee Flores asked whether there should be a work session to discuss benchmarks and goals for the college to work towards for hiring FT faculty. She then discussed the Mountain View Campus news clip and said it raised a concern for her with regard to the policy. She asked whether leadership could look at the policy regarding faculty contract length and status.

Dr. May stated that leadership would follow up on it and asked Trustee Flores what her suggestion would be with regard to that.

Trustee Flores asked if they could look at whether it's a policy that best serves the college and its students.

Trustee Ritter stated that he gets more compliments on faculty regarding the college. Ritter said he shares Dr. Flores' concerns about the news clip but does not

believe it's reflective of the school's faculty overall. He asked Dr. May to explain the role of faculty at Dallas College. He asked Dr. May to share his thoughts on everything.

Dr. May addressed his concerns by stating how Dallas College attempts to meet the needs of individuals, employers, and the community.

Trustee Boyd advised that he feels he joined the Board at a great time. Going to one campus created an appetite in him for a deeper understanding of the functionality that policies are driving but are not necessarily operational. He believes that policies definitely need to be reviewed based on the change in organizational structure. He suggested that Chair Bravo consider having quarterly sessions to review various matters more in depth as the college moved forward during the transitional period.

Dr. May thanked Dr. Boyd and all trustees for their comments and stated that he agreed with Trustee Flores that the policies need to be looked into further. Specifically policies regarding faculty contracts and how they impact everyone the college need to be reviewed. He liked the idea of meeting once a quarter.

Chair Bravo thanked Trustee Boyd for the suggestions.

Sherri Enright resumed discussion at the presentation slide on reinvestment initiatives. She mentioned that the efforts to support diversity, equity and sustainability as well as institutional effectiveness were not discussed in detail in the previous day's discussion. She reminded and explained the difference between layers and levels with regard to the design structure for clarity.

Trustee Ritter asked for clarity about campus support.

Sherri advised that they would report to campus presidents and those positions were still being fleshed out.

Trustee Flores asked how was this going to be managed so the college didn't return to how it was operating before?

In response to Trustee Flores' concern, Sherri explained how that part was done and how it would be done going forward.

Dr. May piggybacked on Sherri's response with his involvement in the process.

Trustee Flores asked whether the processes called HR Operating Guidelines.

Sherri clarified that the college was reviewing and will memorialize the procedures in case of her or her staff's departure.

Dr. May again added to the answers with regard to these policies and the impact those would have on students, which was the number one priority.

Sherri resumed her discussion on layers.

Trustee Ritter asked about the baseline full time employees as shown the circles on the slide.

Sherri clarified the previous baseline vs the new baseline.

Dr. May said a lot of investments were being made in the student support areas.

Sherri resumed her discussion on the staff and overall diversity improvement.

Trustee Flores asked how far the college was in the hiring of some of the top levels.

Sherri advised that the college had not completely hired but they would continue to add and advised some of the locations which still had openings.

Trustee Flores asked for an estimated time for when hiring would be complete due to anxiety that it's causing.

Sherri advised that a handful of jobs were still yet to post, hoping to have everything done by end of the academic year.

Dr. May advised that there would be ongoing refining for the next 30 months or so.

Sherri continued her presentation and advised that her team was in talks with a compensation consultant to ensure the college was improving and equitable.

6. ERP: Workday Update

Presenter: Pamela Luckett

Dr. Luckett provided an update on ERP: Workday. She advised that her team was hoping to conclude the planning phase in August 2021 with regard to Human Capital Management and Finance.

7. Dallas College Budget Plan 2021-2022

Presenter: Tiska Thomas

Tiska Thomas presented an overview of the Dallas College Budget Plan for fiscal year 2021-2022 that will help financially support the transition to Dallas College and its new initiatives.

The organizational structures under the Chief Financial Officer and the Deputy Chief Business Officer changed to remove layers and ensure consistent staffing collegewide. The new structure included hubs that represent physical locations for the schools and workgroups collegewide. Each hub had a matrixed business management team that included a business

manager, accounts payable specialist, accounts receivable team, and procurement analyst.

Scott Wright spoke about changes to the facilities organizational structure, which included energy management, consolidated construction management and interiors teams, centralized facilities management team, and centralized help desk. A fleet management service was in development and planned to be housed at Eastfield near the academic automotive building to provide more internships and shadowing opportunities for students.

Tiska Thomas discussed the budget build process and the new strategic budgeting approach, which included strategic direction, collaborative discussion, and forward-leaning decisions. This approach supported innovation and improvement, utilized a collective genius, and looked to the future.

Along the way, there were challenges and opportunities. The challenges included competing interests, business and finance realignment, undefined business pathways, and financial resources. With the limitations of Colleague platform, the budget build was an entirely manual process. The opportunities included comprehensive institutional awareness, partnerships, and strategic funding program, which provided funds for necessary items not already included in the budget.

Revenues were comprised of taxes, tuition, and state appropriations. State appropriations decreased about 3% due to 2020 base year reductions caused by COVID. Even though contact hours decreased, Dallas College received a larger portion of funding due to higher student success points.

Trustee Flores also asked that the board stay informed about energy management.

Trustee Ritter asked if there were internships or work study opportunities for students in facilities related fields. Scott Wright confirmed that the current program could be expanded. Facilities Management was working with Dr. John Martin in the school of manufacturing and industrial technologies to develop curriculum for a facilities management certification. Tiska Thomas also discussed setting aside funds to further expand student internship opportunities and increasing the payrate for work study students.

Trustee Flores spoke complimentary of the new strategic budgeting approach and requested a report of cost savings. Tiska Thomas responded that this year may not show cost savings, but rather a reinvestment and that efficiencies had been implemented collegewide. Trustee Boyd also spoke

complimentary of the finance team and their work with the budget. Trustee Ritter echoed the same sentiments.

Trustee Ritter asked about a zero-based budgeting approach. Tiska Thomas stated that a hybrid model was used for preparing the proposed budget. Every request that needed justifications and variances was questioned.

Trustee Ritter suggested fiscal notes, an analysis of the fiscal impact, be included in board reports. Trustee Boyd also asked for quarterly sessions, rather than an annual budget session.

8. FY22 Dallas College Capital Budget Update

Presenter: John Robertson

9. Executive Session began at 9:03 a.m. and adjourned at 9:18 a.m.

10. Adjournment

The meeting adjourned at 12:50 p.m.

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