



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 A FINANCE COMMITTEE MEETING OF THE BOARD OF TRUSTEES FOR DALLAS COLLEGE AND RICHLAND COLLEGIATE HIGH SCHOOL

Tuesday, November 9, 2021, 9:30 a.m.
1601 Botham Jean Blvd., Room #036, Dallas, Texas 75215
www.dcccd.edu/boardmeetingslive

THIS MEETING WILL BE CONDUCTED PURSUANT TO TEXAS GOVERNMENT CODE SECTION 551.127 BY VIDEOCONFERENCE CALL. AT LEAST A QUORUM OF THE BOARD OF TRUSTEES WILL BE PHYSICALLY PRESENT AND PARTICIPATING IN THE MEETING IN PERSON AT 1601 BOTHAM JEAN BOULEVARD, DALLAS, TEXAS 75215. ONE OR MORE MEMBERS OF THE BOARD OF TRUSTEES MAY BE PARTICIPATING FROM A REMOTE LOCATION VIA VIDEOCONFERENCE CALL AND SHALL BE VISIBLE AND AUDIBLE TO THE PUBLIC .

Finance Committee Meeting Agenda

- 1. Roll Call - Announcement of a Quorum**
- 2. Certification of Notice Posted for the Meeting**
- 3. Citizens Desiring to Address the Board**

- 4. Committee Presentations**

Page

- 4.1. Updates: Transition Recap & Strategic Human Capital Planning

4 - 87

[4.1\) 2021NOV9 Finance Cmte presentation Updates Transition Recap Strategic Human Capital Planning_final.pdf](#)



Presenter: Sherri Enright

5. Items for Review

5.1. Committee Notes

a. Finance Committee Notes for September 14, 2021

88 - 90

[5.1\) 2021SEPT14 finance committee meeting notes final.pdf](#)



6. Executive Session (if required)

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

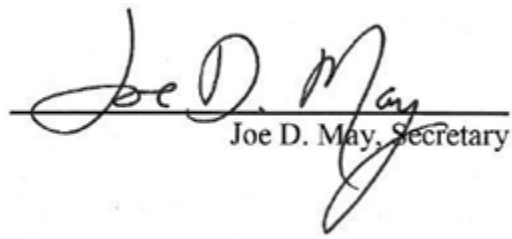
6.3. Deliberate Regarding Real Property Since Open Deliberation would have a Detrimental Effect Upon Negotiations with a Third Person - Section 551.072

6.4. Deliberate Regarding Security Devices or Security Audits Sections 551.076 and 551.089

7. Adjournment

CERTIFICATION OF NOTICE POSTED FOR THE NOVEMBER 9, 2021 FINANCE COMMITTEE MEETING 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 5th day of November 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 of Trustees **FINANCE COMMITTEE**

Updates: Transition Recap & Strategic Human Capital Planning

Ms. Sherri Enright, Chief Human Resource Officer



We are Dallas College



Beginning in August 2019, Board of Trustees initiated a ***vision for the future*** toward consolidating seven colleges into one Dallas College, with student success at the center



District designed an ***operating model*** to reflect the Dallas College vision and support a more consistent and seamless student experience across the district



Operating model approved by SACSCOC in June 2020 and Dallas College actively began implementation of new ***structure to support*** operating model



Introduced Talent Pools as a tailored and adaptable ***framework*** to internally fill roles, focused on an objective and transparent process to ensure qualified candidates



Developed robust plan to ensure impacted employees had ***meaningful resources***

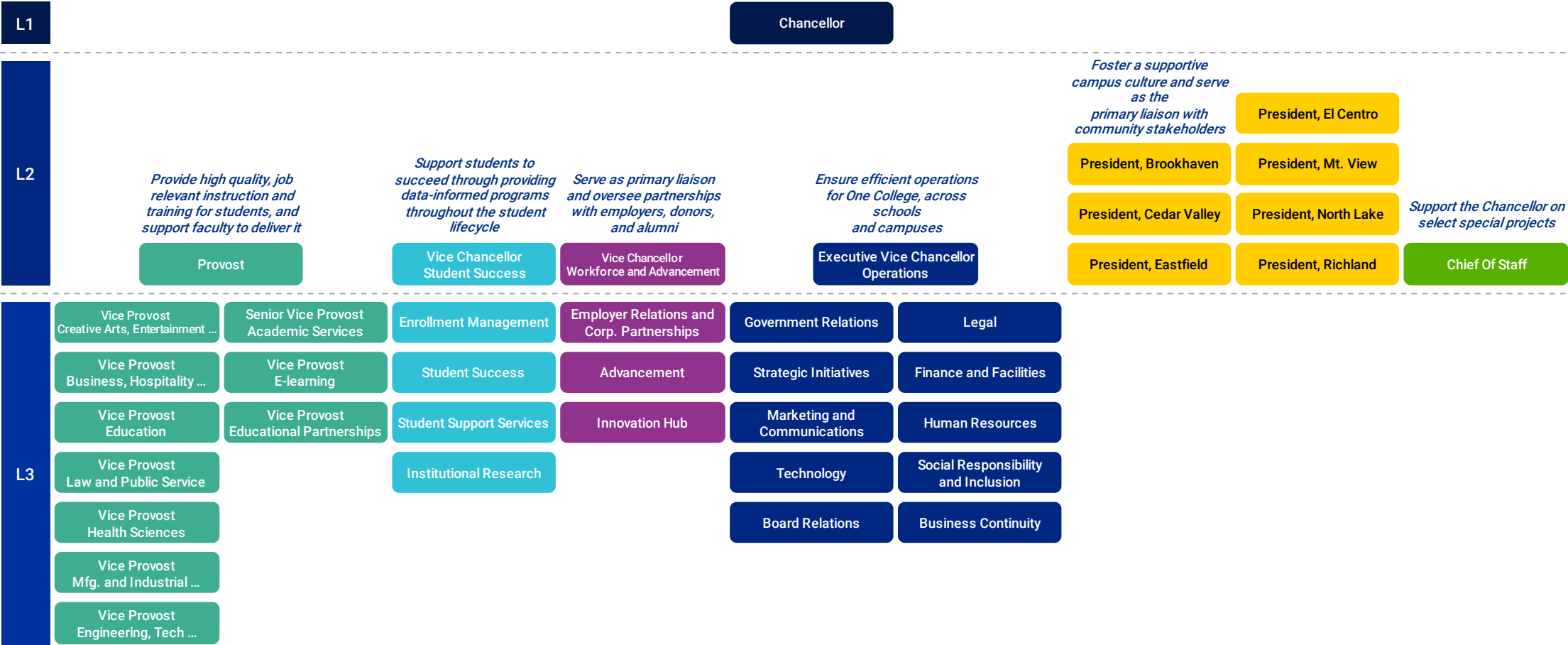


After 16 months, the initial realigned structure is in place and employee transitions are complete. As we move forward, ***continued evaluation*** of decisions made, with ***focus on accountability*** in role; anticipate further refinements as we move forward

Vision for the Future



Re-aligned Operating Model to Support Vision



Created Structure to Support Operating Model



Academic

- Academic Services
- Curriculum, Assessment & Portfolio
- Academic Incubator
- Scheduling
- Compliance
- Center for Excellence in Teaching and Learning
- Learning Commons
- Special Academic Programs
- Educational Partnerships
 - K-12 Partnerships / Dual Credit
- E-Learning
 - Online programs
 - Creative Services
 - Effectiveness and Enhancement
- Schools of
 - Business & Hospitality
 - Creative Arts, Entertainment & Design
 - Education
 - Engineering, Technology, Math and Science
 - Health Sciences
 - Law & Public Service
 - Manufacturing & Industrial Technology



Student Services

- Enrollment Management
 - Recruitment and retention
 - Admissions, Enrollment & Registrar
 - Financial Aid & Scholarships
- Student Success
 - Success Coaching
 - Pathways
 - Student Success Professional Development
- Student Wellness & support
 - Student Care Network & Basic Needs
- Student Engagement (Multicultural Affairs and Student Life)
 - Thriving Learning Communities (Accessibility, Support, Grants)
- Title IX/ADA
- Research Institute
 - Social Science/Analysis
- Strategic Analytics
 - Student Success data
 - Data Management & Reporting
- Athletics



Workforce and Advancement

- Advancement & Development
 - Sponsored Programs (Pre-Award & Post-Award)
 - Community Outreach
 - Advancement Strategy
 - Strategy and Implementation
 - Civic Design & Delivery
- Economic Opportunity
 - CRM & Relationship Management
 - Employment Resource Center
 - Labor Market Intelligence Center
- Career Connected Learning
 - Workforce, Schools of
 - Work Ready U and Grant Programs
- Experiential Learning
 - True Pathways
- Foundation
 - Board and Donor Relations
 - Strategic Partnerships
 - Development
 - Marketing
- Innovation and Business Strategy
 - Business Development and Employer Outreach
 - Solutions Development
 - Small Business Innovation Center



Operations

- Office of Social Responsibility
 - Diversity
 - Sustainability
 - Supplier Diversity
- Institutional Effectiveness & Accreditation
 - Strategic Initiatives
 - Legislative Affairs
- Board Relations
- Business Continuity
- Human Resources
- Business Services (Finance and Facilities)
- Marketing & Communications
- IT/Digital Engagement
- Business Continuity
- Legal

Created Structure to Support Operating Model



Academic

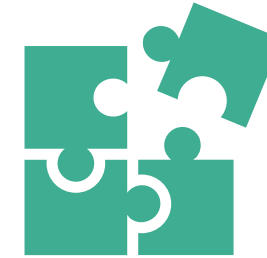
- Academic Services
 - ✓ Curriculum, Assessment & Portfolio
 - ✓ Academic Incubator
 - ✓ Scheduling
 - ✓ Compliance
 - ✓ Center for Excellence in Teaching and Learning
 - ✓ Learning Commons
 - ✓ Special Academic Programs
- Educational Partnerships
 - ✓ K-12 Partnerships / Dual Credit
- E-Learning
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 - ✓ Creative Arts, Entertainment & Design
 - ✓ Education
 - ✓ Engineering, Technology, Math and Science
 - ✓ Health Sciences
 - ✓ Law & Public Service
 - ✓ Manufacturing & Industrial Technology

Enabled Framework to Support Structure



Building the Dallas College Team

- Identification of new structure, functions and roles
- Selection through talent pool
- Review candidates for diversity and inclusion
- Those ultimately not selected, eligible for severance package



Supporting Impacted Employees

- Severance of equivalent monthly salary (max 6 months), based on years of service
- Payment of COBRA subsidy, employee-only for period of severance payment
- Education benefit in amount of \$5000
- Active Placement Benefit in amount of \$1500

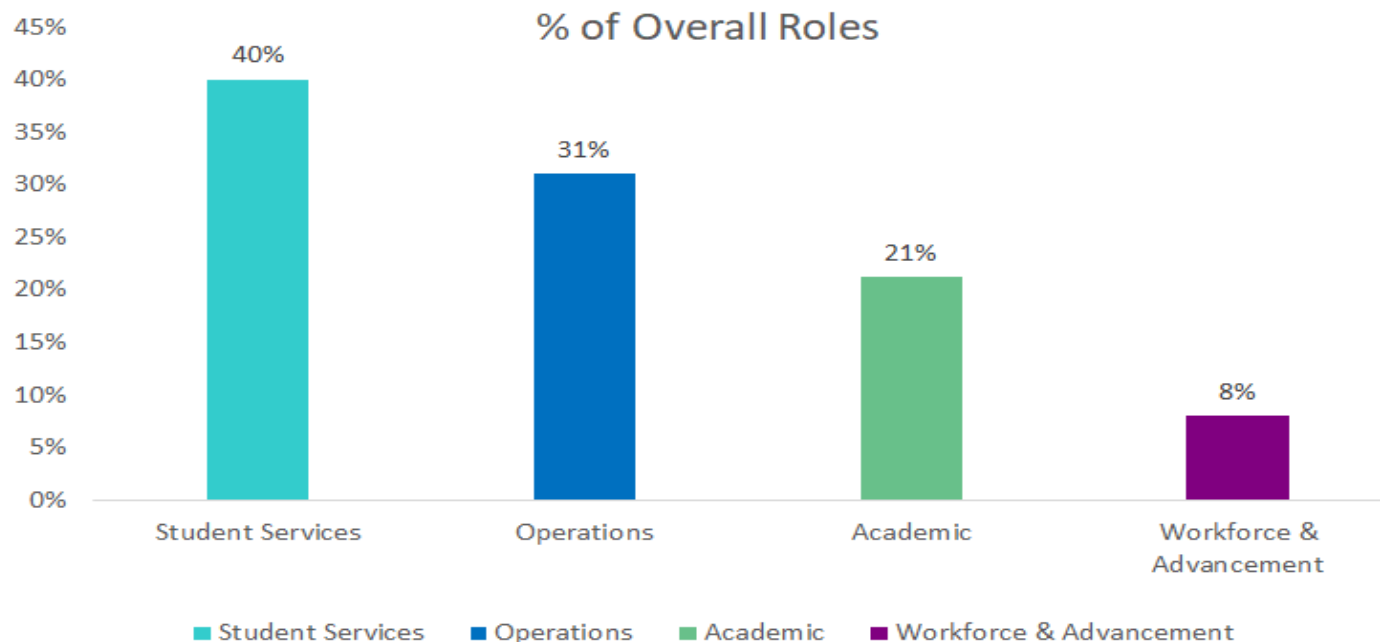
Finance Committee

Building the Team and Supporting Impacted Employees

Talent Pool & Employee Transitions

Restructure Reinforced Student Centric Focus

- Consolidation and restructure created opportunities to support the new operating model
- In total, over 1850 roles (not unique positions) created/posted
 - Significant reinvestment in new and additional student facing/supporting roles
 - Consolidation of operational areas created newly defined roles
 - To date, approximately 1500 roles (not unique positions) filled in total



Recap: Framework for Internal Talent Pool

Minimum Qualifications

Candidates screened for:

- Education
- Experience
- Certifications

Vetting for Interview Phase

Candidates reviewed for:

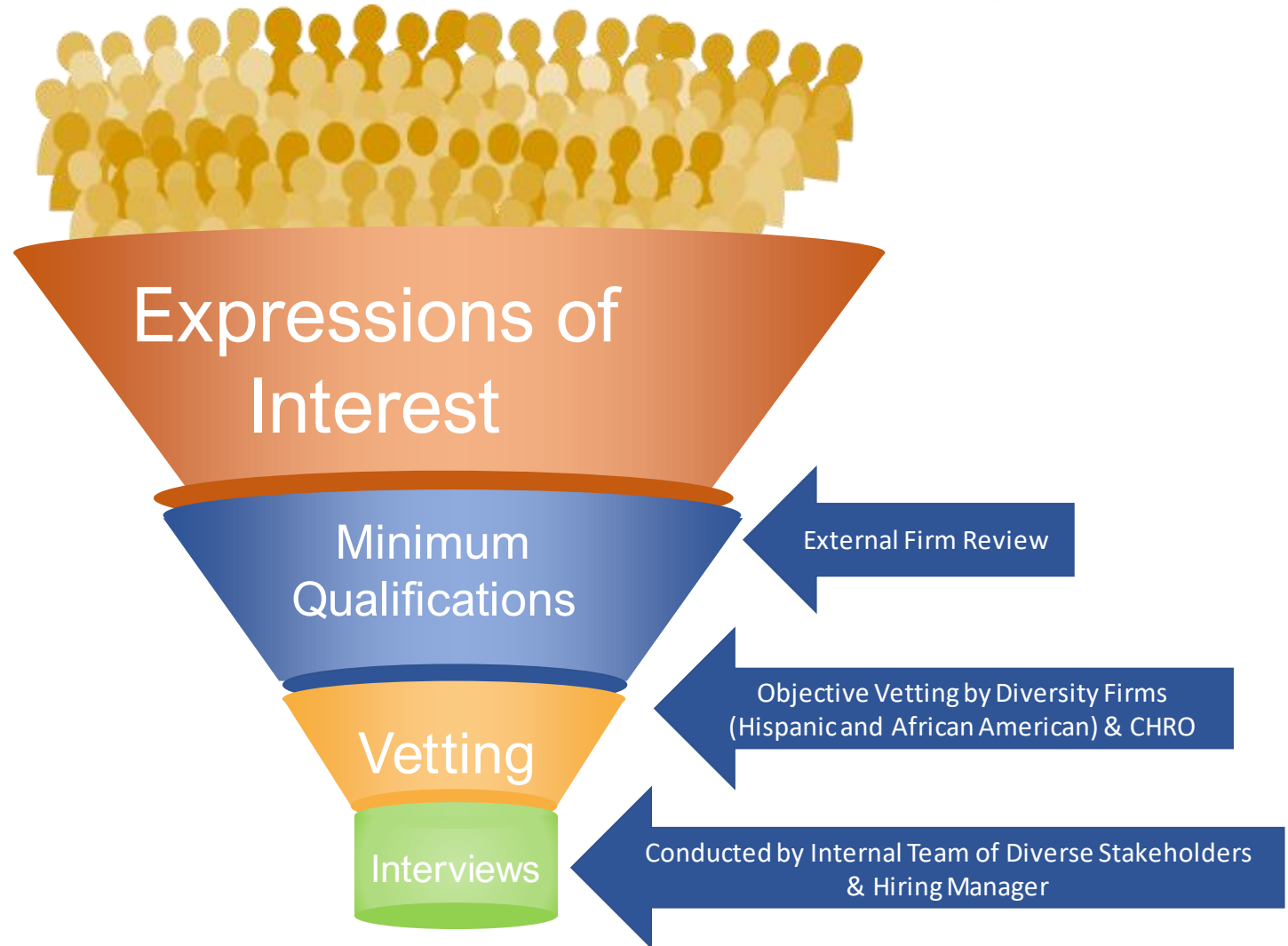
- Performance
- Potential
- Position Fit

Candidates Interviewed:

- Review Committee
- Hiring Manager

Selection and Hire:

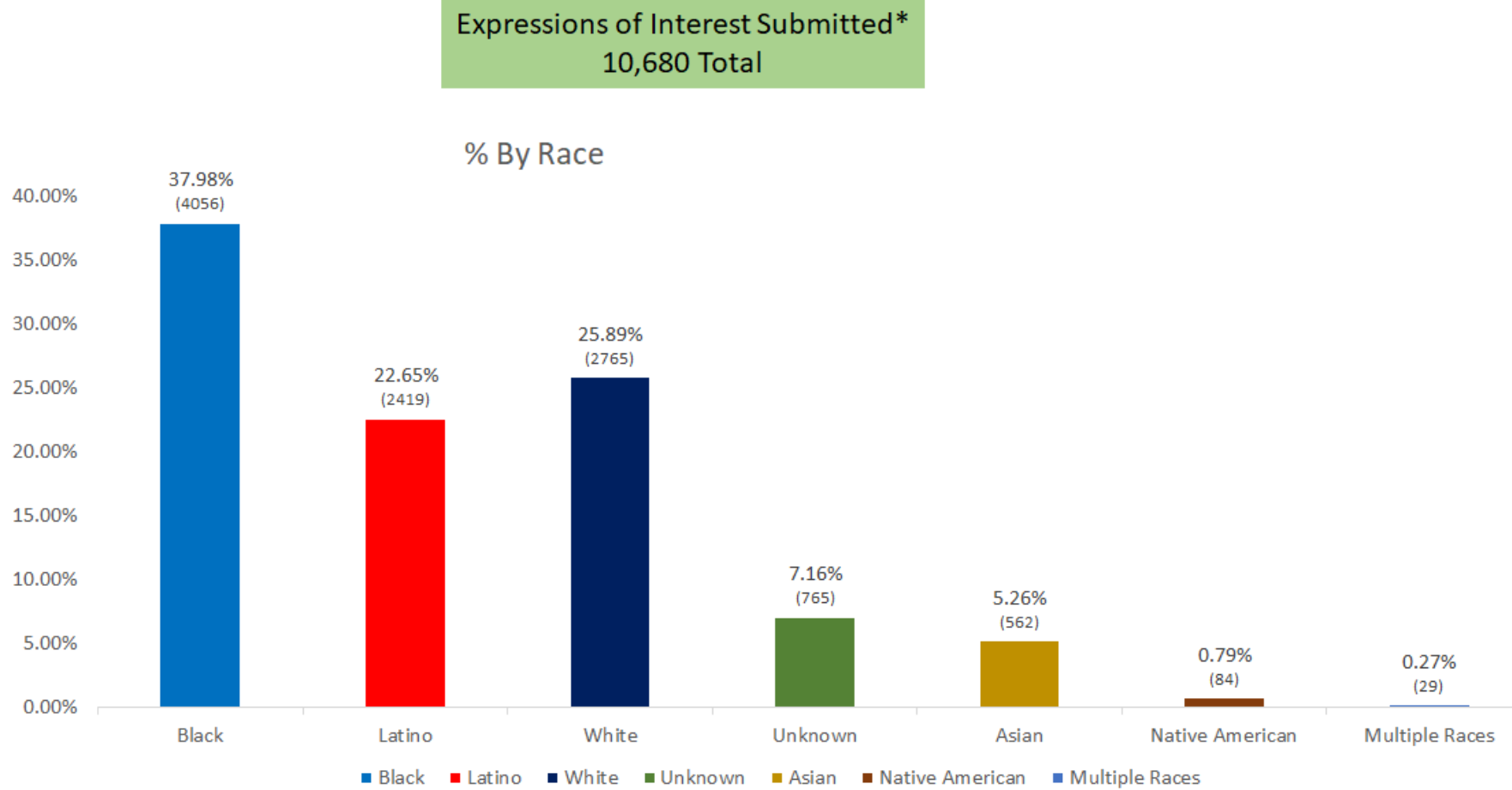
- HR/Outside Legal Counsel conduct analysis to ensure no adverse impact to a protected class
- HR Calculates Salaries per guidelines; Hiring Manager makes offer



Internal Talent Pools Generated Significant Interest

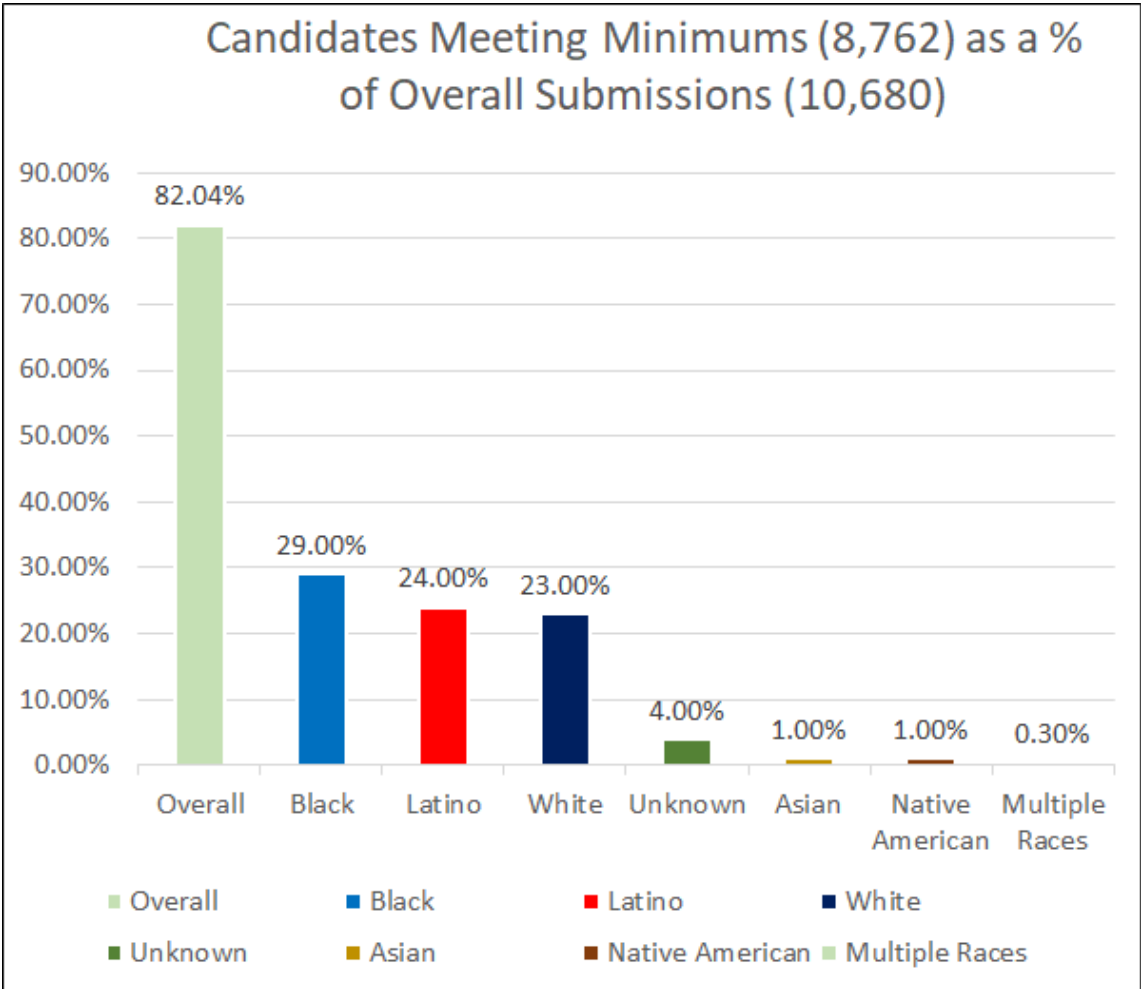
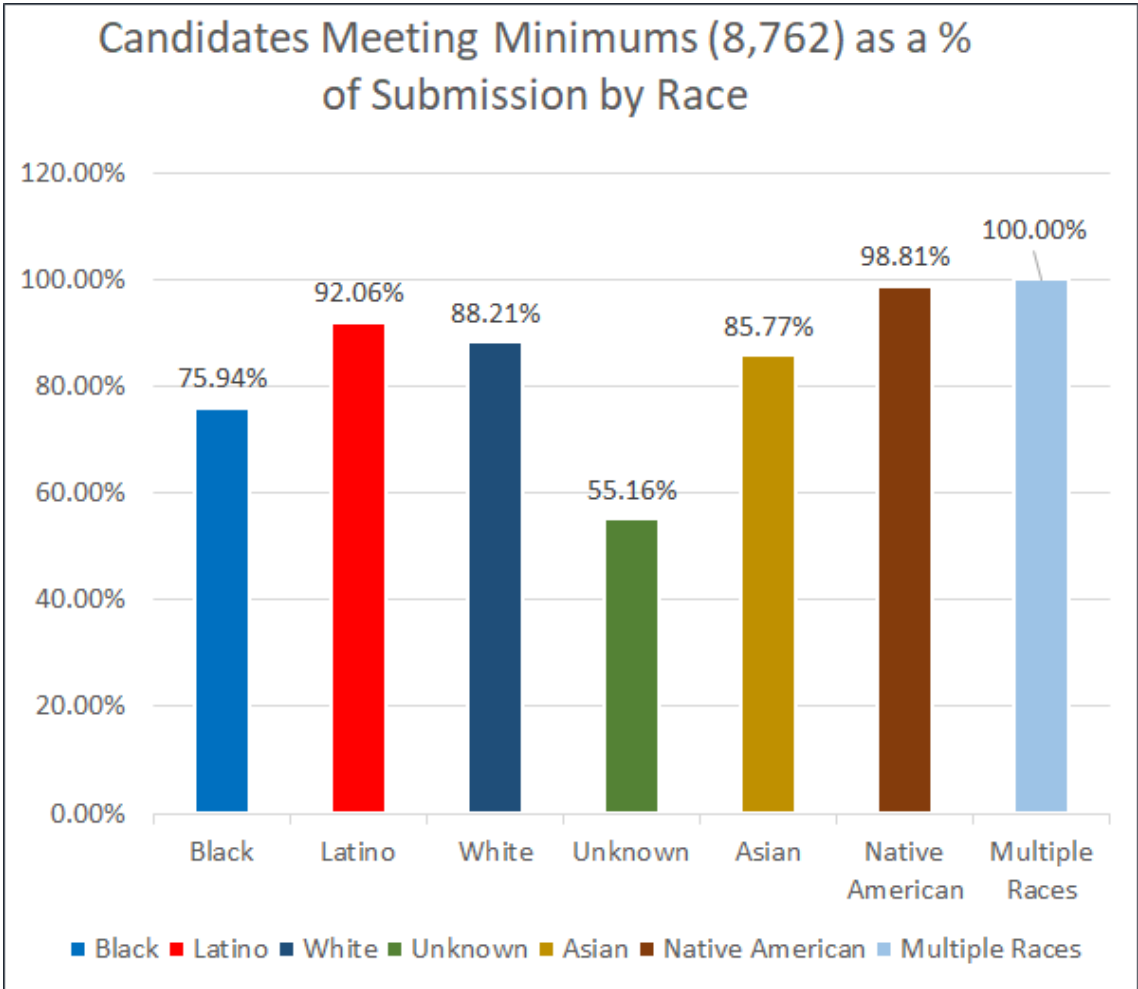
Talent Pool Participation	By the Numbers
# of Expressions of Interest Submitted	10,680
# of Candidates who Met Minimum Requirements	8,762
# of Candidates who Received an Interview	4,140
# of Candidates Hired through Talent Pool (internal only) Opportunities	924

Talent Pool Generated Opportunity

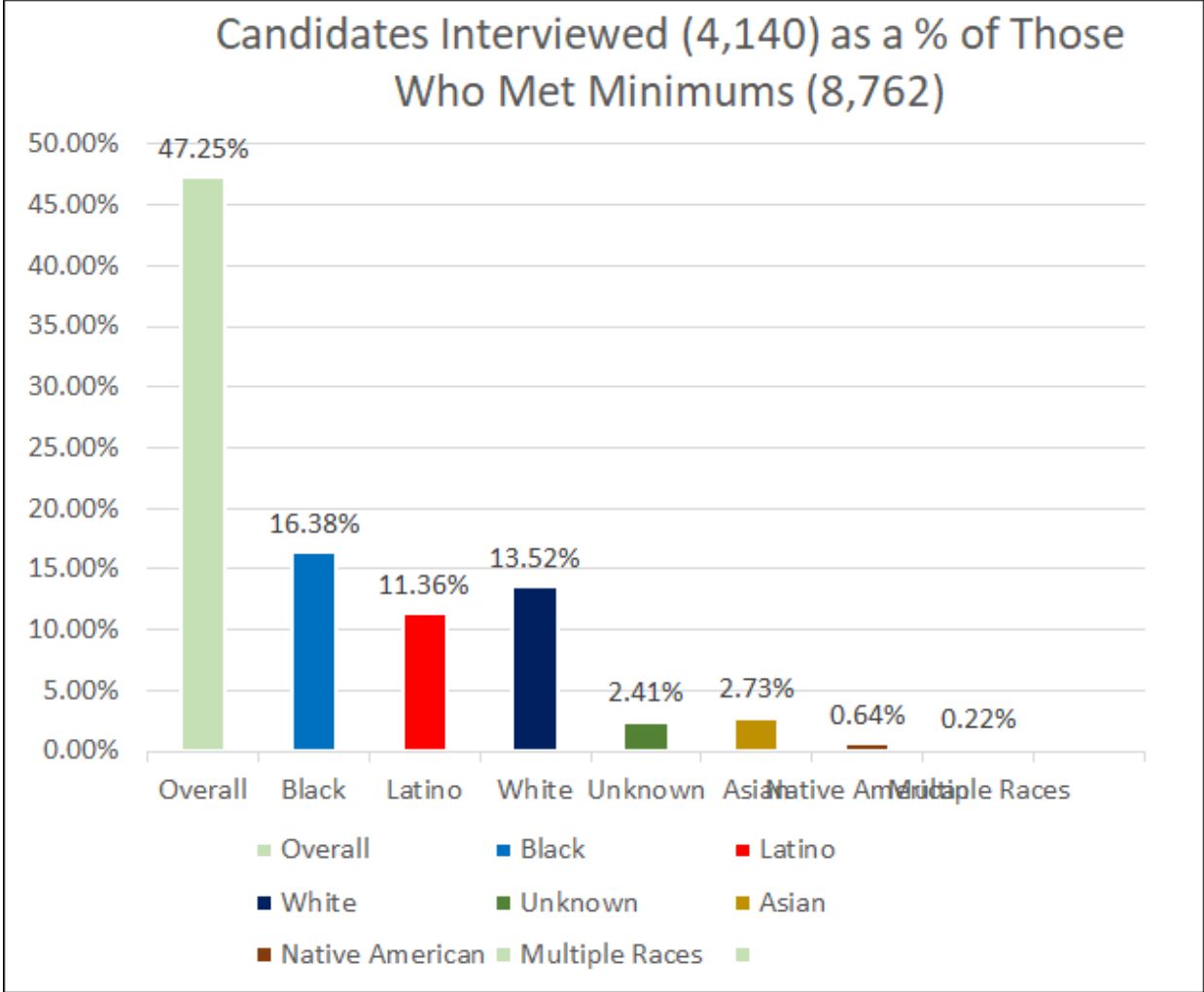
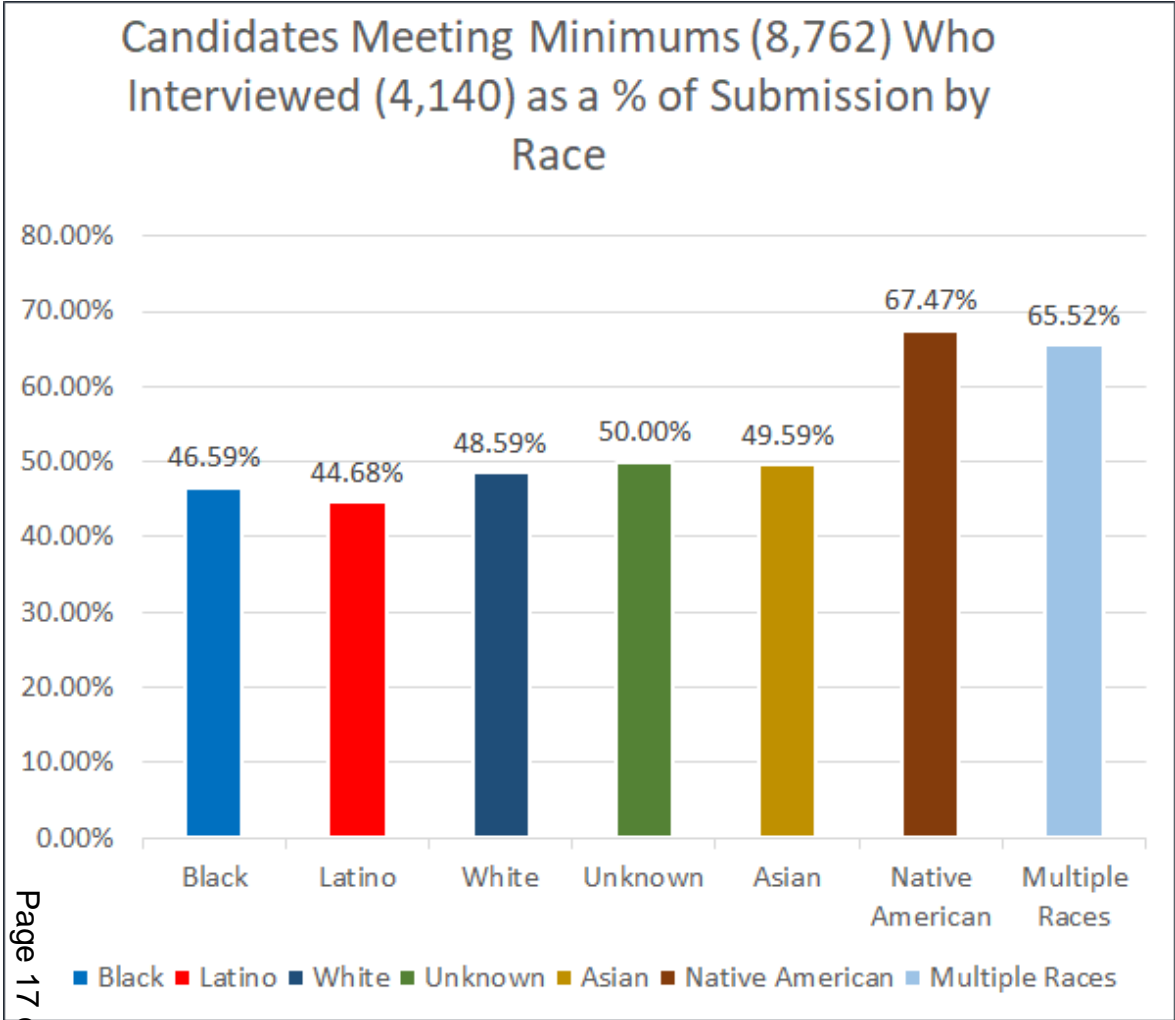


*Unique Expressions of Interest; Not unique individuals

Majority of Applicants Met Minimum Requirements

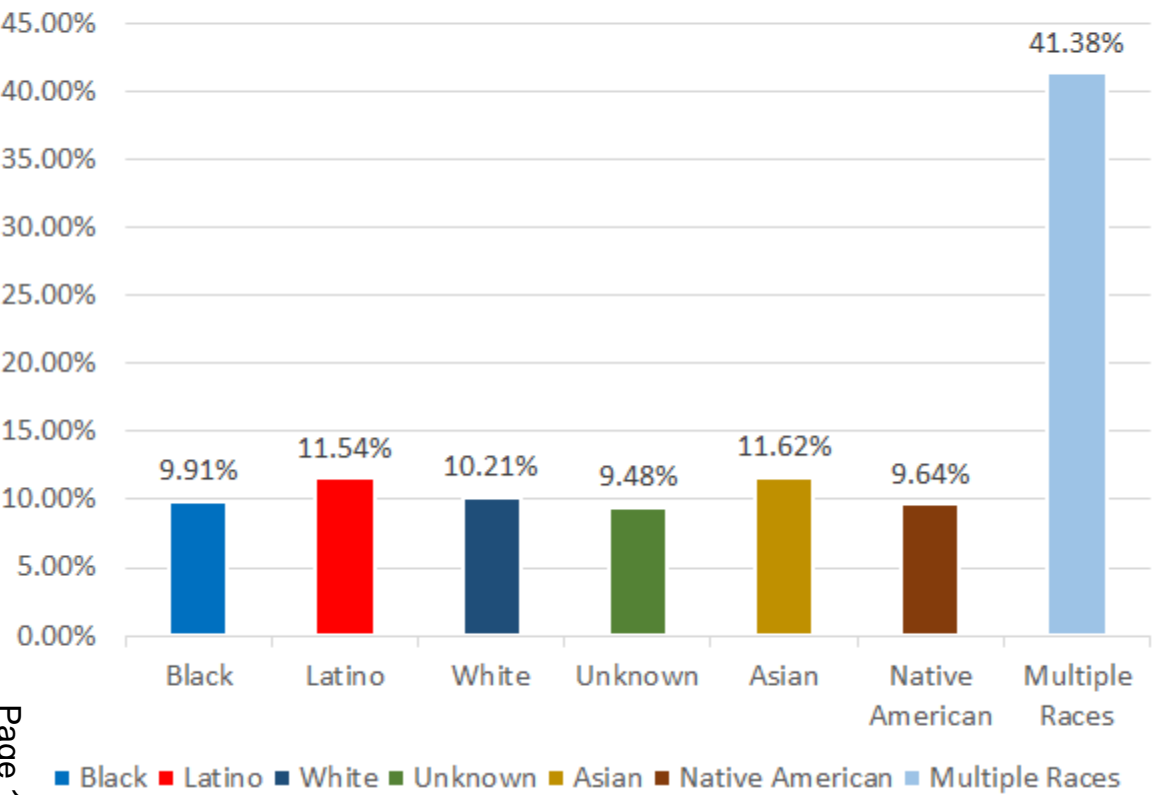


Significant # of Applicants Received Interview

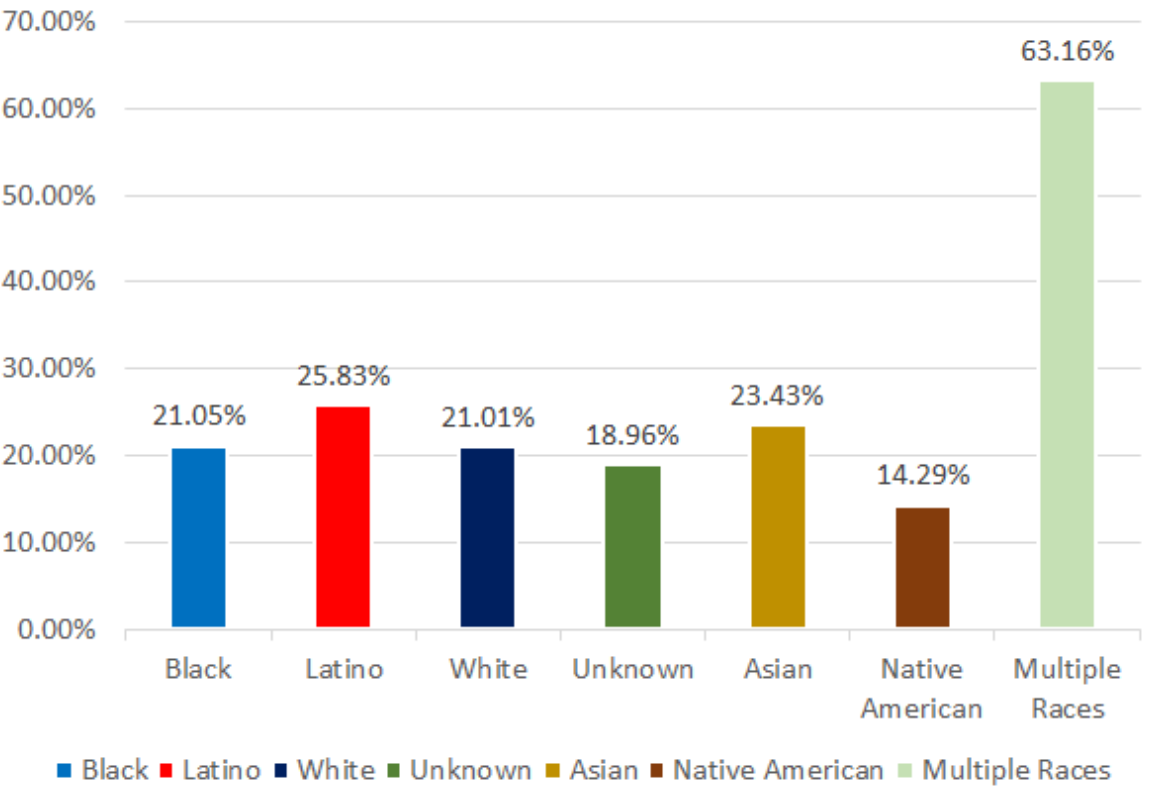


Intentionality Resulted in Diversity in All Steps of Process

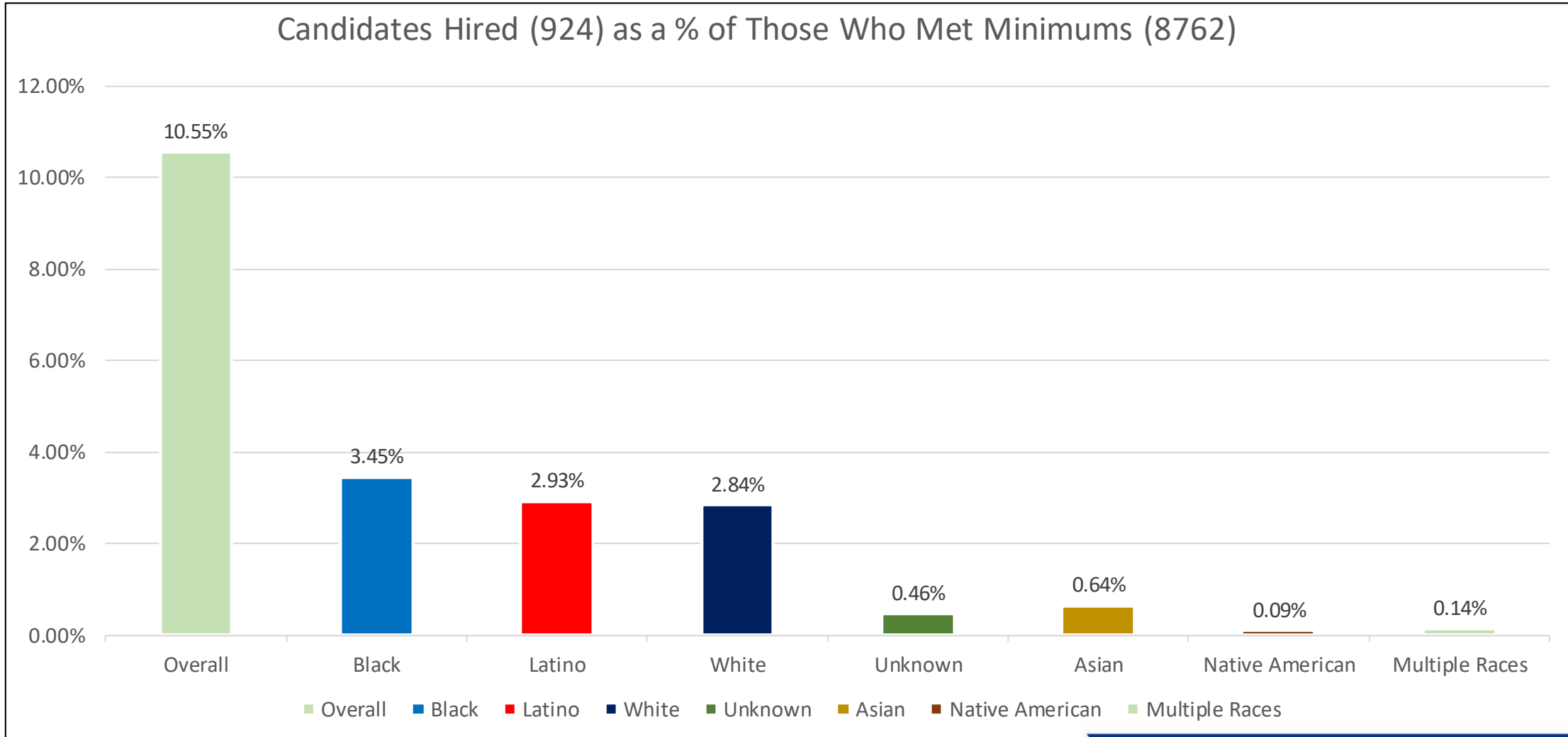
Candidates Meeting Minimums (8,762) Who Were Hired (924) as a % of Submissions by Race



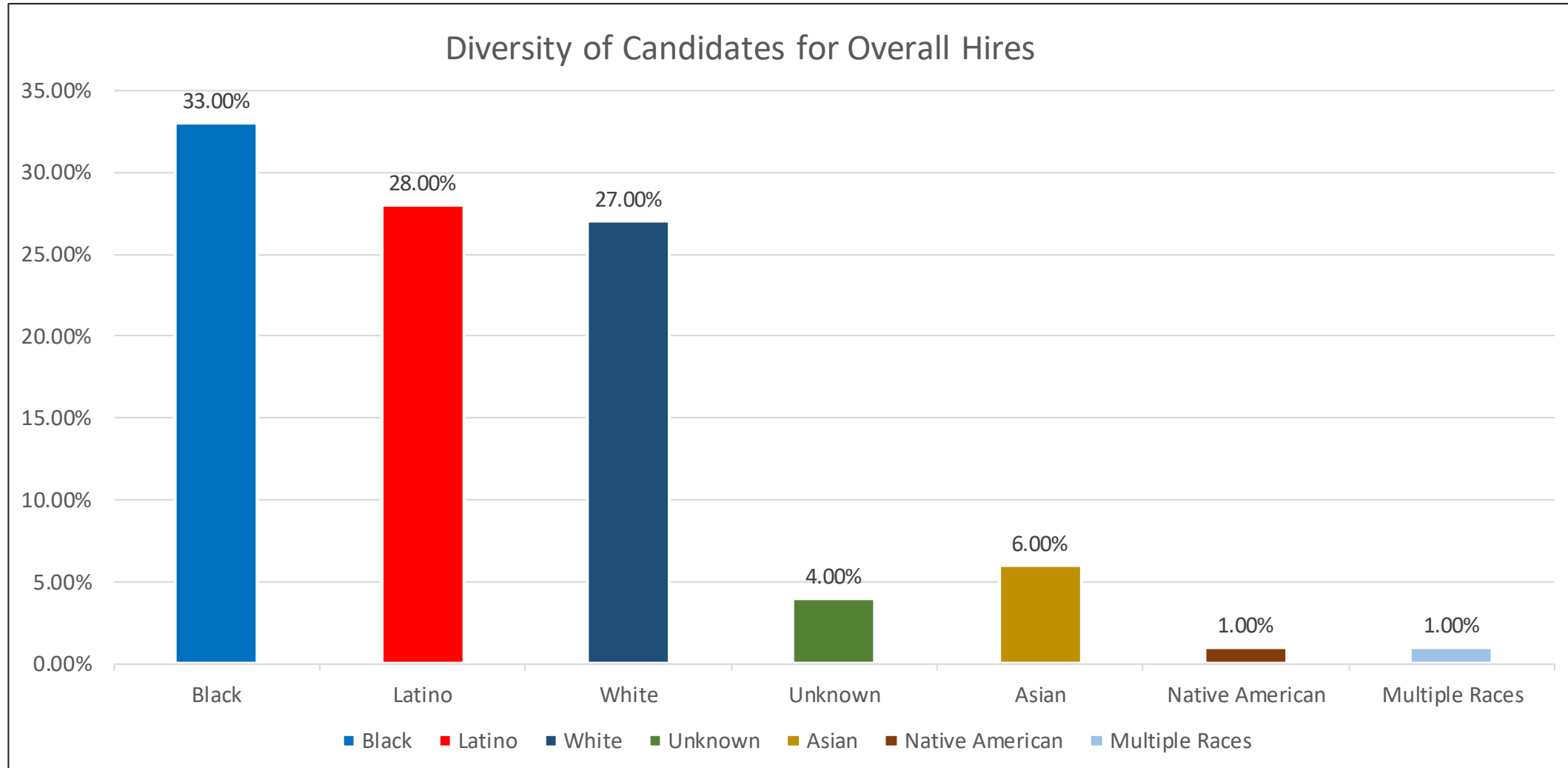
Candidates Receiving Interview (4,140) Who Were Hired (924) as a % of Submissions by Race



Hires as % Eligible Candidates Spread Relatively Evenly



Strong Diversity in Overall Hires



Consolidation Process

Identification of Impacted Individuals

Department or area outlines structure and identifies new roles to support

Human Resources coordinates talent pool and submissions of interest from candidates

Department identifies successful candidates and identifies existing employees either who were not selected or whose role will not move forward

Preparation of Materials for Impacted Individuals

HR/Outside Legal Counsel prepare analysis to ensure adherence to legal requirements and confirm eligibility under severance plan

Once identified, virtual meetings to explain decision and advise on separation process and consolidation materials

Provide severance, outplacement and educational benefit information

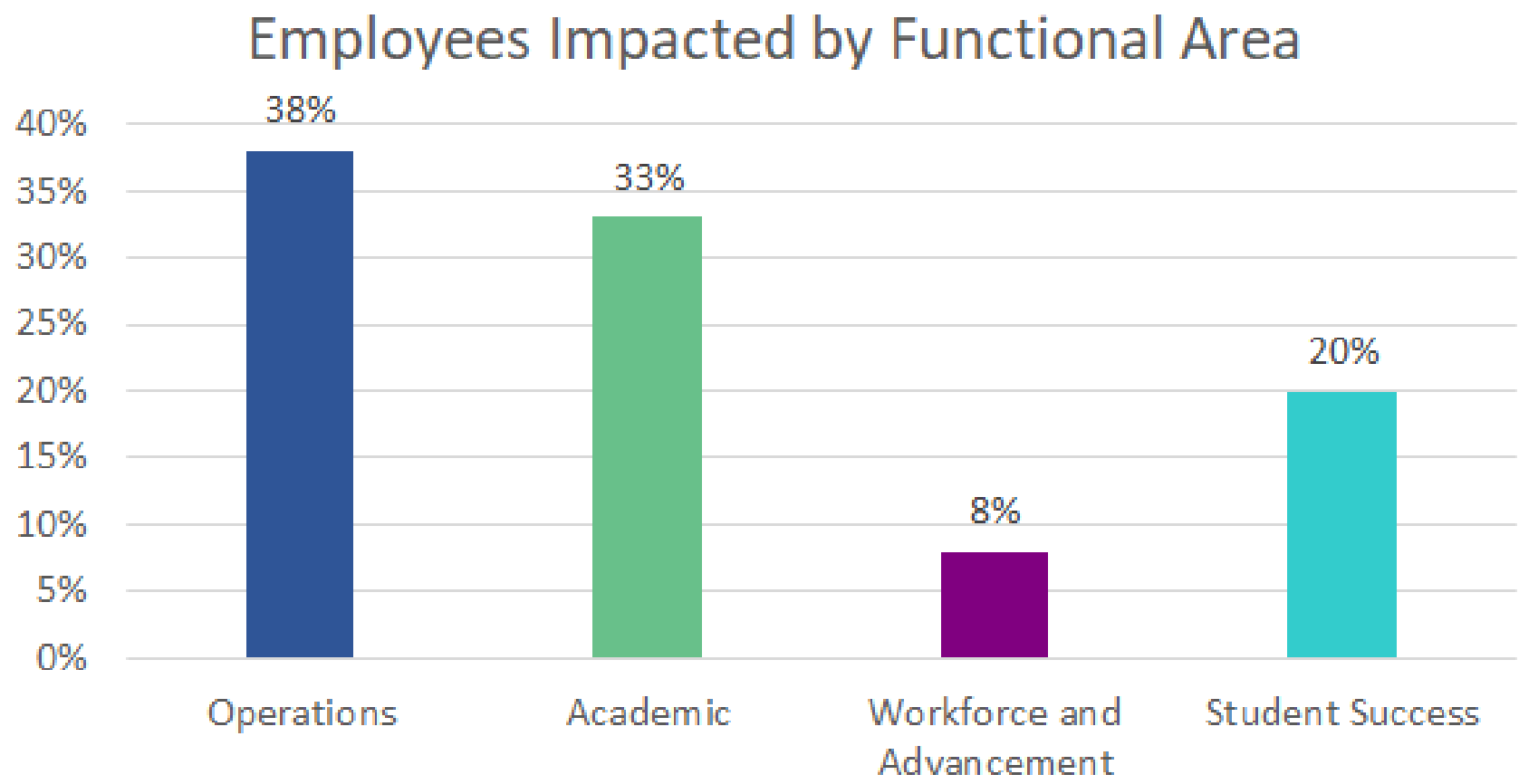
Conclude Process

Follow-up with employees on separation agreement/necessary signatures

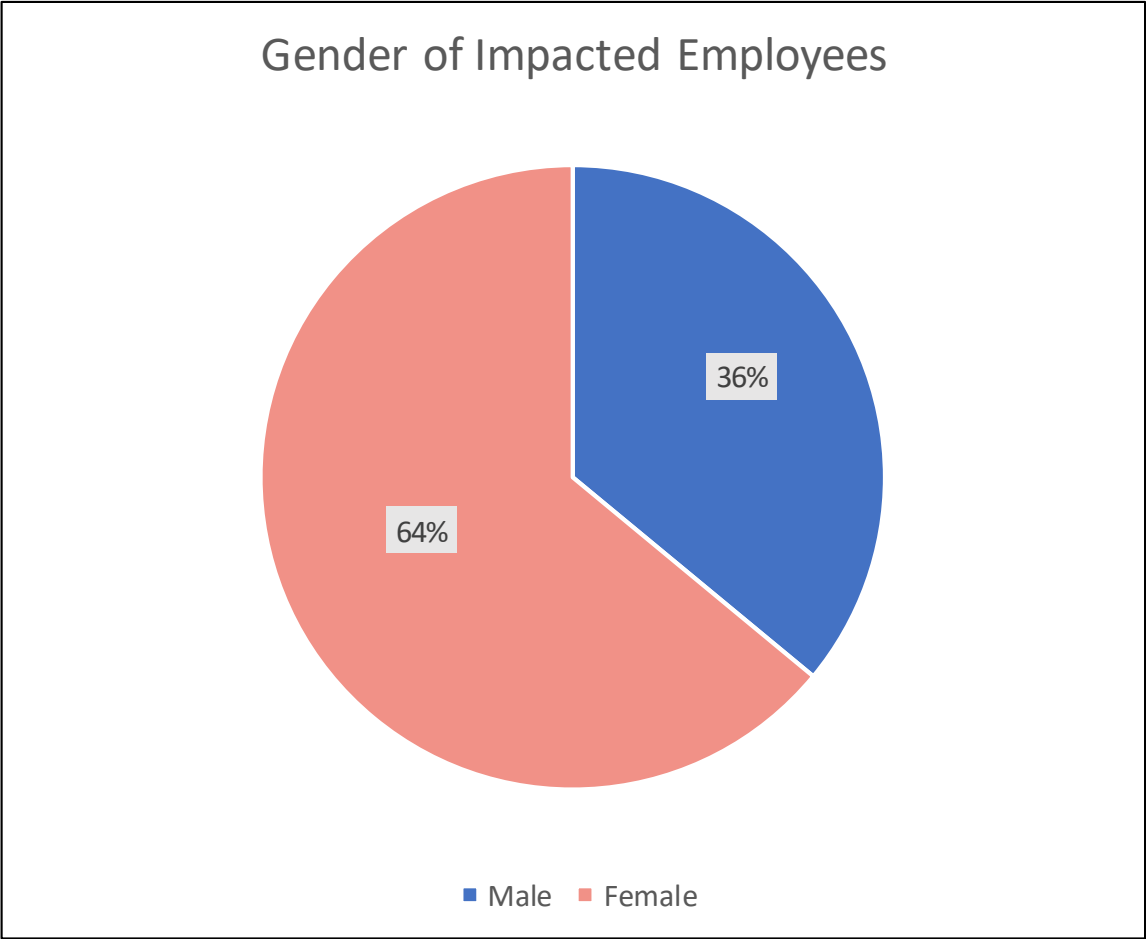
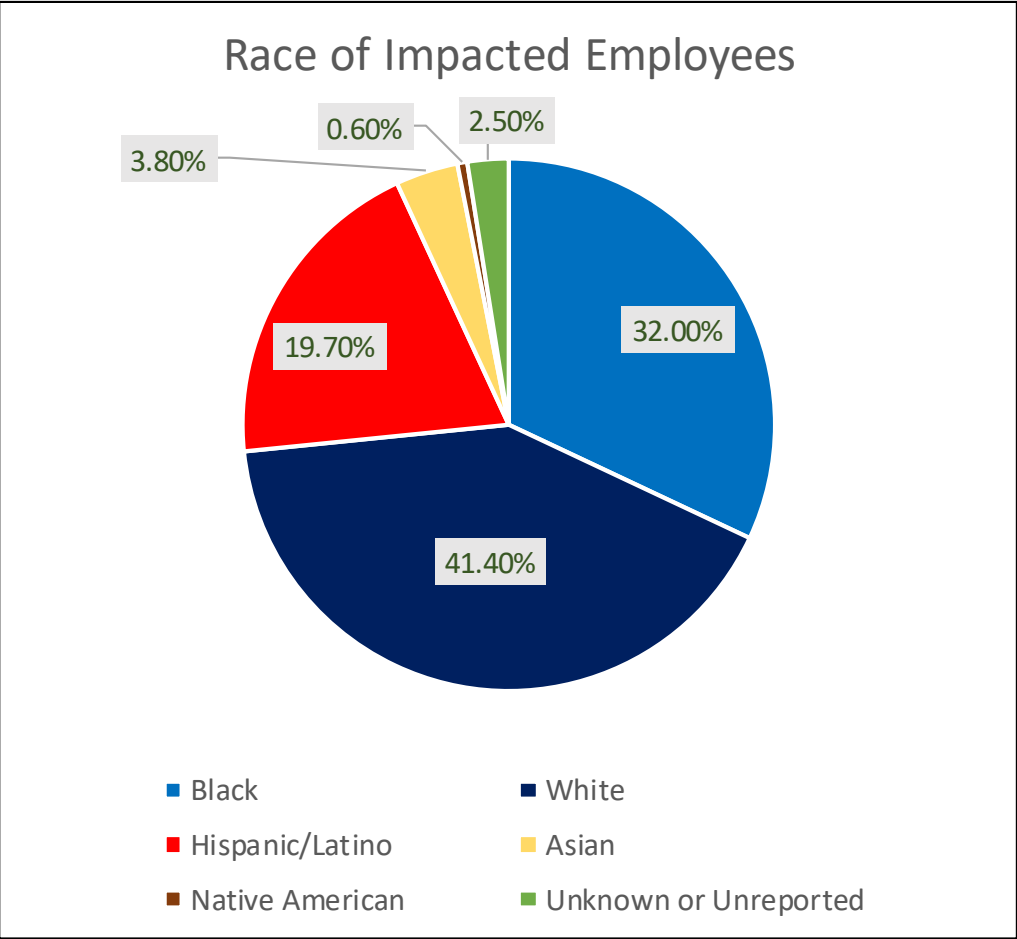
Provide continued opportunity to apply for roles in talent pools; if rehired, severance and consolidation benefits end

Ultimately 640 employees impacted

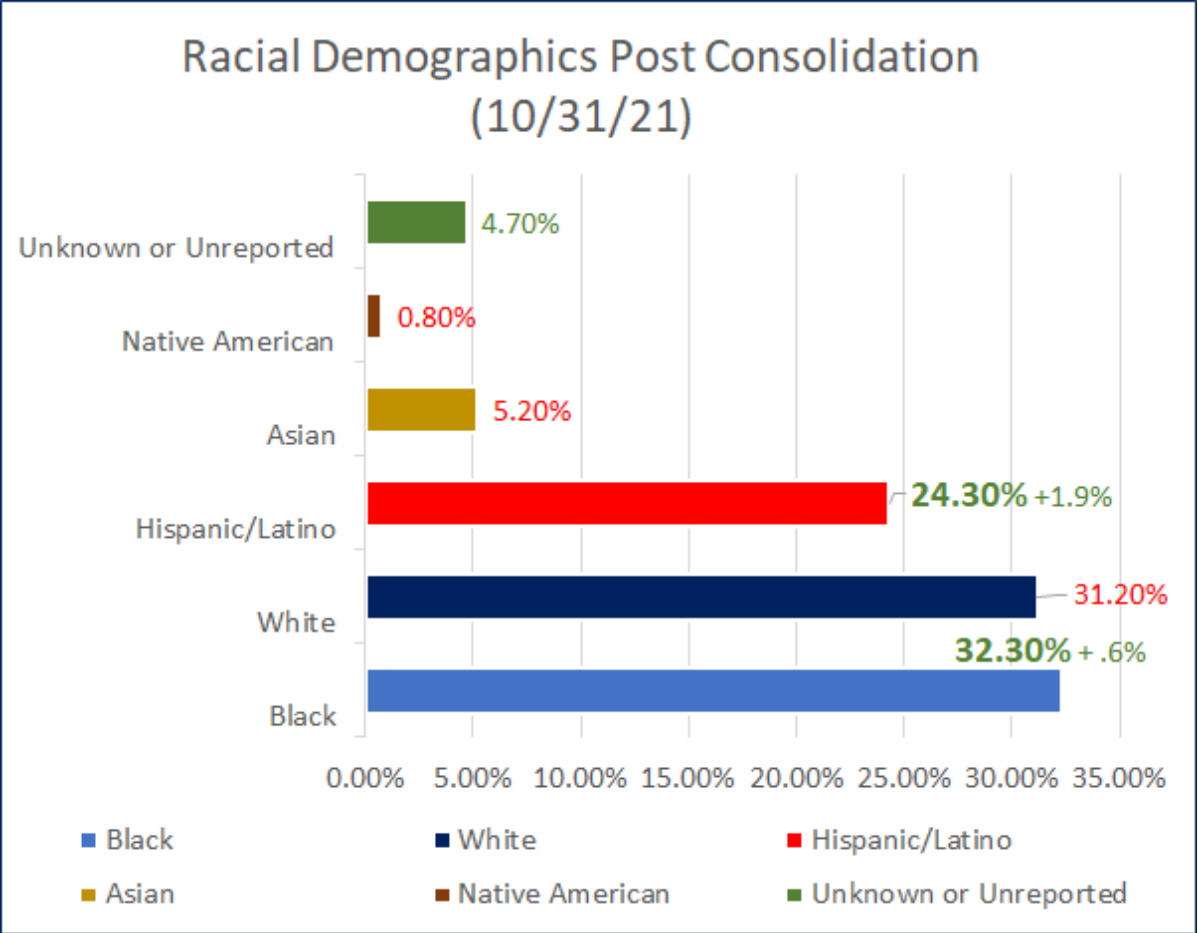
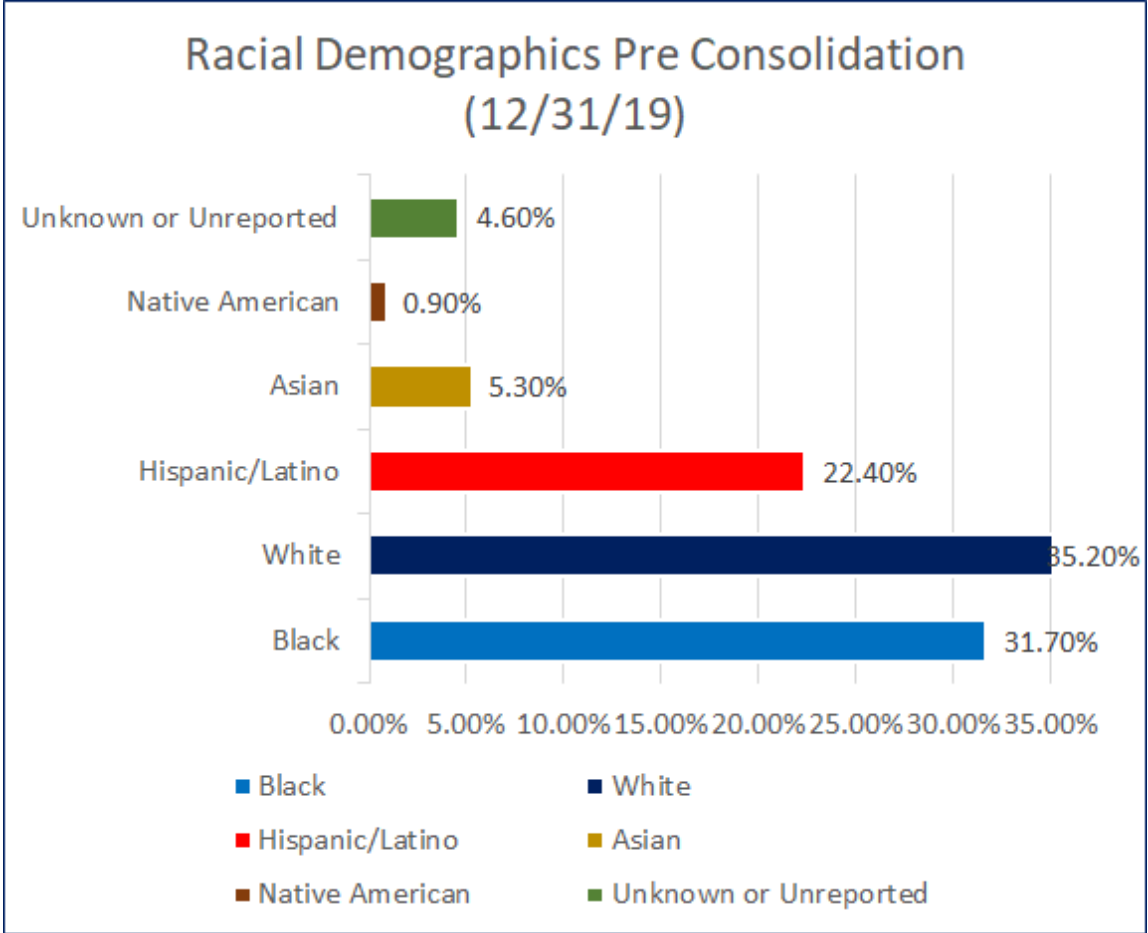
Restructure Spread Throughout Functional Areas



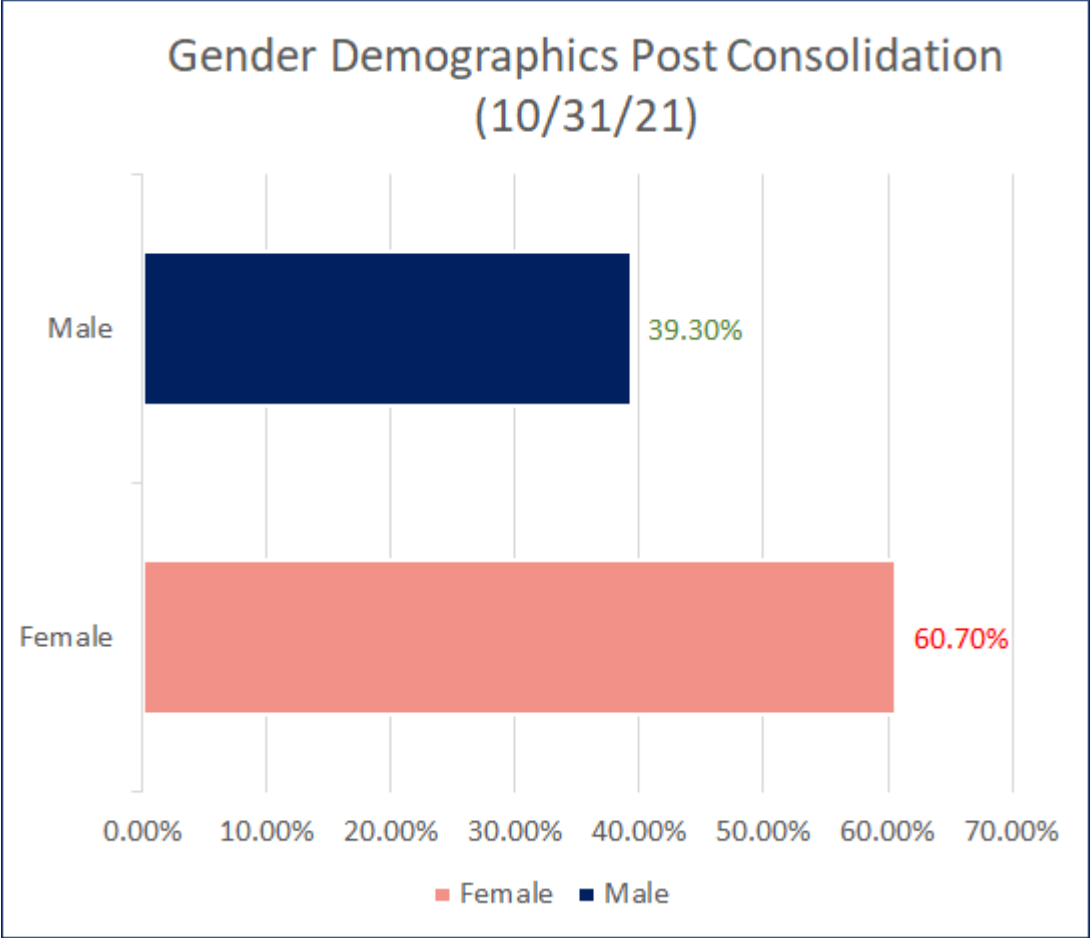
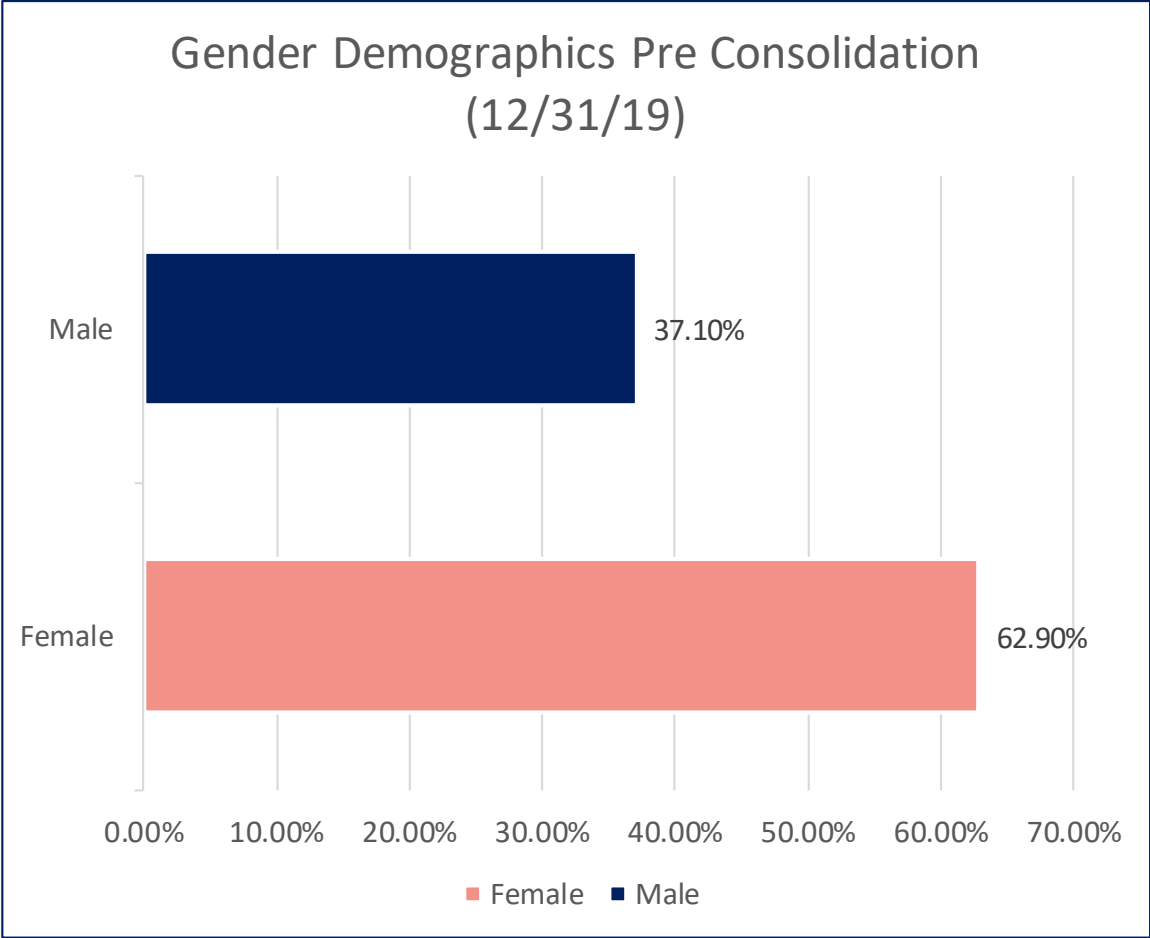
Impact by Race & Gender



Restructure Has Increased Workforce Diversity



Gender has remained relatively constant



Aligning Organizational and Workforce Needs

Programs and Desired Outcomes

Driving Organizational Excellence



Shift focus from restructuring to rebuilding



Working through change management cycles to move from loss/doubt to discomfort/discovery and ultimately understanding and integration



Requires building strong foundation & policies, programs and initiatives to support, empower and develop our employees, with intentional focus on accountability

Refresh: HR Mission, Vision & Guiding Principles



HR Vision

Deliver best-in-class service with innovative HR solutions and programs designed to develop a diverse and engaged workforce equipped to lead Dallas College in its transformation and beyond



HR Mission

Service: Create strategic partnerships & collaborate with our customers to provide efficient solution-focused results for employees and students

Solutions: Provide proactive, innovative approach to attract, develop, reward & retain a high-performing, inclusive and diverse workforce

Support: Support Dallas College's mission of providing a teaching and learning environment that meets the needs of our students and the community

Refresh: HR Strategic Focus Areas



Driving HR Excellence and Innovation

- Strategic Thought Partner & Advisor
- Ensure Consistent and Impactful Employee Experience
- Leverage Technology to Inform Decisions
- Create Performance Management Dashboards

Deploying Recruitment and Retention Strategies

- Proactive Sourcing
- Employer of Choice
- Consistent and Seamless Onboarding
- Foundation to Attract, Motivate and Retain Exceptional Employees

Investing in Our Employees Development

- Culture that Values Development, Diversity & Growth
- Development Programs and Pathways to Develop & Retain Employees
- Improve Performance Management Process
- Equip Leadership with Needed Skills & Resources

Enhancing the Employee Experience

- Culture of Engagement and Sense of Community
- Communication
- Hybrid Workplace Models
- Robust Wellness Programs

These Initiatives Have A Common Element



Right People - Recruiting

Recruiting is focused on getting the “right people” in the door using proven methodologies for assessing and selecting candidates both internally and externally

Focused approach to recruiting

Modernize Recruiting Process

- Update job postings and process
- Redefine Interview Committee Role in Process
- Develop tools and resources for effective interview techniques

Building diverse pools

- Directed advertisements
- Data driven recruiting through job specific EEO reports
- Diverse search committees

Expanding brand awareness

- Dallas College as an employer of choice
- In-person and virtual Career Fairs
- Possible Employee Referral Program

Increased digital footprint

- LinkedIn Campaigns
- Twitter
- Facebook/TikTok



Initial steps have included

- Assessing effectiveness of current recruiting process and tools (from sourcing candidates through the offer stage) to ensure applicant has ideal candidate experience
- Initiating a high-touch approach with hiring managers to understand needs and required competencies for various roles
- Revising ongoing communication (automated and “live”) with candidate throughout process to ensure consistency
- Initiating competitive total rewards program review (compensation, benefits & programs) to attract highly qualified candidates



Comprehensive program will include

- Development of methodology/strategy to attract and select employees for all position levels
- Creation of competency model(s) for assessing candidates
- Development of behavioral interview methods and tools
- Training of hiring managers to conduct interviews, complete assessments, awareness of bias, and make appropriate selection decisions
- Mechanism to ensure demographics of workforce match key external benchmarks

Right People - Onboarding

Onboarding is focused on ensuring “right fit” to develop strong connection, accelerate the learning curve, provide opportunity for successful performance and improve retention

Focused approach to Onboarding

Pre-Onboarding

- Recruiting experience is beginning of onboarding (hiring, new employee paperwork, set up in system and work location)
- Provide critical support to new hire pre-employment to reinforce decision to join Dallas College

Onboarding is a Journey

- Day One orientation is an event
- Provide organizational information to help new hires acclimate (includes culture, work practices, general training applicable to all employees, etc)

Role-Specific Training

- Most important phase of onboarding
- Provide foundation to ensure employees know what it takes to thrive

Transition from New Hire to Team Member

- Employee receives 30/60/90 day feedback
- Manager has set clear expectations



Initial steps have included

- Assessing current processes to identify gaps in specific accountabilities (Candidate, Hiring Manager, Work Location, IT, HR)
- Creating “onboarding liaison” role on HR team to coordinate with all stakeholders
- Developing prototype outline for Day One (See Appendix 1)



Comprehensive program will include

- Outline of specific accountabilities for hiring manager, team members, HR staff & identify necessary resources to support the process
- A series of interactions with the new-hire scheduled over the course of the first year, focusing on providing information, relationships and resources to support the success of the new hire
- Develop a timeline of activities designed to engage the new-hire at critical times during the course of the first year (day one, 30/60 days, one year)

Right Place – Opportunities for Development

Development opportunities ensure “right skills” with framework to build skills and behavior needed to succeed

Focused approach to Development

Define and develop strategy

- Identify products/services to be provided
- Provide multiple delivery channels
- Align development framework to connected HR initiatives (performance management, succession planning)

Identify Operating Model

- Processes and technology critical to success
- Establish governance construct and roles each functional area plays to ensure consistent, comprehensive approach

"Best places to work" employer

- Encourage and build awareness of opportunities for development
- Structure, systems and support to direct and encourage participation
- Guidance and advise on identifying and addressing needs

Robust Offerings

- Targeted offerings (general workforce, potential/emerging leader, new leader & executive)
- Mix of classroom, on-line, & external programs
- Alignment of development with organizational needs



Initial steps have included

- Identifying existing opportunities (See Appendix 2)
- Assessing current offerings, programs and processes to identify gaps
- Conducting stakeholder interviews to determine current needs and capabilities v. future state
- Identifying key themes around core values, skills, job competencies, culture and diversity (See Appendix 3)
- Ensuring HR is a partner to employees to identify, develop and progress along desired career path



Comprehensive program will include

- Develop individual and group programs that align with Dallas College's strategic priorities and meet the needs of the workforce and emerging leaders
- Include a wide array of programs to meet the needs of all levels of employees, focusing on the core values of Dallas College and meeting students' needs
- Align offerings with performance evaluation to support strategy
- Ensure the assessment and development of all leaders for preparation for future critical roles
- Ensure leadership opportunities for diverse candidates that reflect the employee and community base
- Create programs in such a way they are institutionalized and sustainable, with continuous evaluation and flexibility to meet changing needs and demands (See Appendix 4)

Right Place – Opportunities for Development



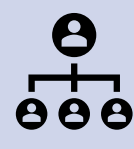
Individual Contributors

- Develop "right skills" with programs to support needs for current job and potential jobs
- Identify clearly defined career paths
- Create linkage between job competencies (behavioral, functional and technical) and other development opportunities
- Establish "playlists" for topics such as job readiness, mandated compliance, annual refreshers, position-specific training



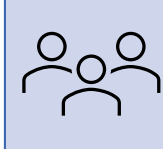
Potential Leaders

- Provide "right exposure" to individual contributors who express desire & demonstrate potential
- Continue Emerging Leadership/Supervisor Fast Track programs on leadership basics and what it means to be a leader
- Establish "playlists" focused on career development and upskilling
- Create opportunities to lead projects & experience critical elements of leadership role
- Develop high potential assessment process to identify future leaders in the organization



Supervisors and Managers

- Emphasize "right focus" on leading v. do-ing
- Create opportunities for cross-functional/rotational leadership

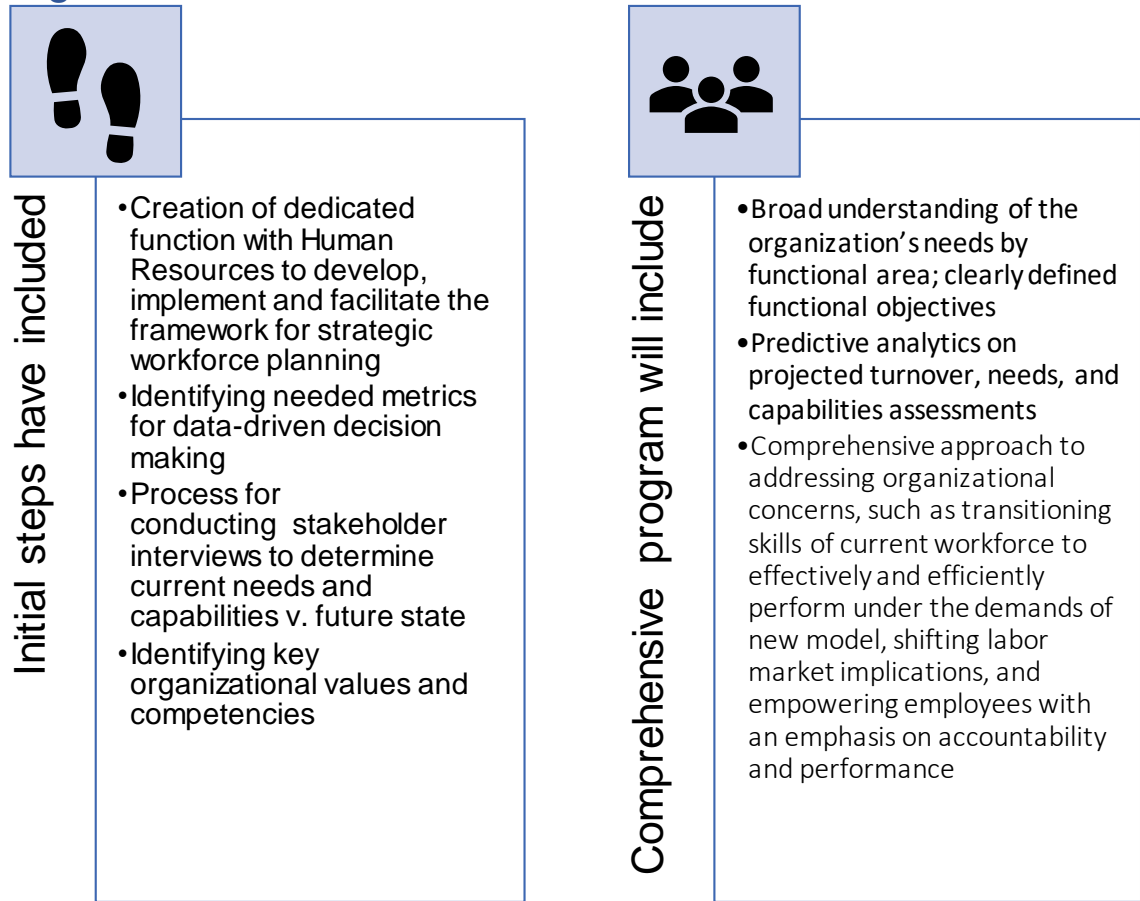
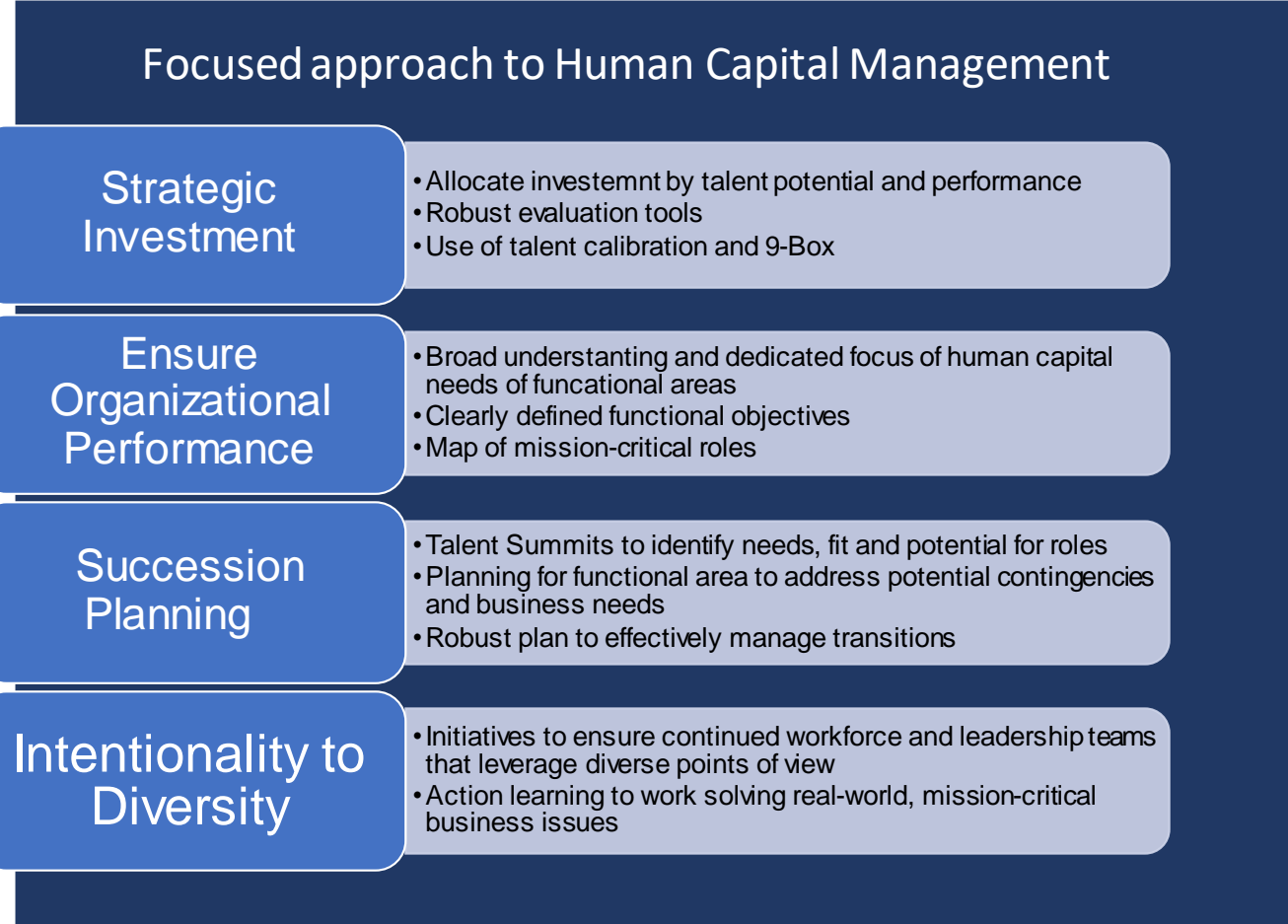


Senior Leaders

- Support "right future" by focusing on organizational outcomes rather than daily operations
- Attend programs, such as The Change Cycle (October) and The Leadership Institute (Nov-Jan)
- Provide coaching and mentoring and support community participation
- Engage in succession planning to ensure continuity in organization

Right Time – Strategic Human Capital (Workforce) Planning

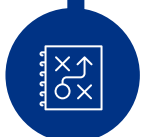
Human Capital planning is focused on ensuring readiness of organization through "right exposure" to understand current & future organizational roles; assess capabilities of current and future potential leaders/leaders to assume new roles and effectively manage transitions



Desired Outcome: Human Capital Drives Organizational Excellence



Identify strategies, programs & policies that attract, motivate and retain employees to lead to organization excellence



Maximize the value of our human capital for the organization
Intentional workforce planning to ensure that we have the right people in the right place at the right time



Engage the workforce through development and empower them to operate efficiently and productively, doing more with less & integrating into the newly transformed Dallas College



Effectively manage turnover and potential retirements while retaining base of knowledge and building bench strength



Leverage workforce diversity to enhance organizational effectiveness

Appendix 1 – Prototype Onboarding



**Unlock your potential at Dallas College
and Grow with Us**

Welcome Onboard!





Insert a Video from the CHRO/Chancellor/Board of Trustee Chair

- This is a good place to begin with a welcome from a top executive
- Vision of our journey and where we are headed....



Welcome to Dallas College

- Unlock Your Potential Here





Our Journey Celebrating 56 Years of Serving More than 3 Million Students

(Insert a Timeline here so new hires can visually see the journey/milestones that have led to Dallas College).



2021 Dallas College

(Insert a campus structure and org chart here so new hires can visually see the structure of Dallas College).



Show a Visual of the Leadership Org Chart Today

- Org Chart
- Campuses



2021 Dallas College

(Insert success stories/photos that have been monumental in building up Dallas College to the organization it is today).



Dallas College's Goals over the Next Years

1. We are Headed to Building an Organization that is Best in Class and Best Places to Work
- 2.
- 3.
- 4.
- 5.



What Makes Us Specialists in our Field

XXX Number of Majors

XXX Number of Graduates

Insert credentials that validate how Dallas College is a Specialist

We Promote Continuous Improvement



Social Responsibility, Sustainability and Equity Statement

- Enter a Social Responsibility and Equity Statement
- Share some examples if you can



Social Responsibility, Sustainability and Equity Statement

- Share some examples if you can
- Share an Org Chart with pictures of this team



Onboarding Things We will Cover

Unlock Your Potential Here



2021 Dallas College

Insert HR Org Chart as part of employee support team



Things we will Cover Today

- Where you can find your HR Information (policies, intranet, etc.)
- Compliance
- Work Standards
- Workplace Safety
- Employee Injury
- Business Ethics
- Employee Benefits



Things we will Cover Today

- Covid Safety
- Dress Code
- Work Hours
- Business Hours, Vacation, Holidays and Payday
- Build your Career Here



Compliance

- Equal Opportunity Employer
- Dallas College is part of an equal opportunity system that provides education and employment opportunities without discrimination regarding race, color, religion, national origin, sex, disability, age, sexual orientation, gender identity, or gender expression.
- Dallas College complies with the Americans and Disabilities and Veterans Act.



Title IX

- Discuss this as a proactive measure Dallas College takes to protect staff and students



Harassment

It is Dallas College's policy to create a professional work environment that is free from harassment on the basis of sex (including pregnancy), sexual orientation, gender identity, age, race, color, religion, disability, national origin, veteran status or any protected group.

If you feel like you have been harassed, please notify Human Resources immediately.

A full copy of the policy is provided at xxxx.



Drug Free Organization

State policies.....



Work Related Injuries Information

State policies.....



Work Related Injuries Information

State policies.....



Ethics Hotline

Dallas College aspires to foster a reputation that is built on operating with strong ethics, integrity for our staff, students and all stakeholders.

If you become aware of unethical behavior, please notify Human Resources immediately or call our hotline at xxxxx.



Employee Benefits

- Dallas College aspires to foster a reputation that is built on providing our employees with competitive benefits.
- List benefits xxxx



Employee Development

- Dallas College aspires to foster a reputation that is built on providing our employees with ongoing opportunities to learn and "Unlock Your Potential"
- List employee training



Security

- Dallas College aspires to provide security for our employees to feel safe while working diligently within their individual roles.
- List on campus security numbers
- Cameras are xxxx
- Everyone must wear a badge
- Parking stickers must be on cars...
- If you ever feel safe or need an escort, please call xxxx



Covid Safety

- Dallas College aspires to provide security for our employees to feel safe while working diligently within their individual roles.
- List wellness plan to prevent Covid spread



Dress Code

- Dallas College dress code is xxxxx



Business Hours, Vacation, Holidays and Payday

- Dallas College operates between the hours of 8 am to 5 pm Monday through Friday
- Vacation
- Holidays are xxxx
- Payday



Careers and Opportunities at Dallas College

- Dallas College's goal is to foster development of our employees
- Check out our Career Center xxxx
- Refer your friends



Thank You!

We are Glad you are Here!

Appendix 2 – Current Workforce Programs

Learning/Development Opportunities Extensive and

- Multiple Learning and Development Platforms
 - Cornerstone Learning Management System (772 Modules, includes in-person, on-line, and on-demand delivery)
 - LinkedIn Learning (6,462 Learning Paths, includes on-line and on-demand delivery)
 - Starlink (~400 Modules, virtual)
 - 180 Skills (~800 Modules, including Workplace & Soft Skills, Risk Mgmt. & Compliance, Quality & Continuous Improvement, and Technical Skills)
 - Salesforce Trailhead (278 Trails and 1,087 Modules)
 - Blackboard
- These platforms are utilized heavily
 - 237,742 hours logged in Cornerstone over last two years, over half by staff (136,015)
 - Starlink usage continues to grow, up 356% since 2014
- Significant opportunities for individual contributors and managers to create "Playlists" designed to meet individual needs
 - Examples included for individual contributors, potential leaders, supervisors/managers & senior leaders (slides 66-69)

Right Place – Individual Contributor

Expected Development Needs

- Job Readiness
- General business acumen
- Communications Skills/Etiquette
- Collaboration and problem solving
- Functional Skills
- Basic Interpersonal Skills
- Basic Technology Skills

Sample Existing Resources

- New Employee (Systems, Compliance, Safety & Security)
- Cornerstone suite of
 - New Employees
 - Compliance
 - Faculty Development
 - Diversity & Inclusion
 - Staff Development
 - Communication
 - Soft Skills
 - Personal Development
 - Technology
- Starlink Training
 - Communication Strategies
 - Conflict Management
- 180 Skills
 - Working with Workforce and Advancement team to make available to all employees
 - Designed to provide targeted competency-based learning to entire organization
 - Aligned to job descriptions
 - Aligned to Organizational goals

Right Place – Potential Leaders

Expected Development Needs

- Big picture thinking across the organization
- Communication and presentation skills
- Business acumen
- Problem solving and critical thinking
- Collaboration and working with cross functional teams

Sample Existing Resources

- Emerging Leaders Program
- Internal Toastmasters
- Cornerstone suite of playlists for developing leaders
 - Problem Solving Techniques
 - Communicating with Diplomacy
 - Development Cross-cultural intelligence
 - Leadership Foundations

Right Place – Supervisors and Managers

Expected Development Needs

- Getting results through other people (delegating, leadership styles, leading v. doing)
- Fostering a collaborative environment
- Feedback and Coaching techniques
- Develop cross-District relationships

Sample Existing Resources

- Fast Track Supervisor Certificate Program
- Internal Toastmasters
- Cornerstone suite of playlists for developing leaders
 - Enhancing Team Innovation
 - Leading through Relationships
 - Leading Inclusive Teams
 - Communicating across Cultures
 - Leading with Emotional Intelligence

Right Place – Senior Leaders

Expected Development Needs

- Analytical Skills (strategic v. tactical)
- Cross-functional collaboration
- Communicate cascade/disseminating information
- Influencing Peers
- Presentation Skills

Sample Existing Resources

- Executive Coaching
- The Change Cycle (October 2021)
- The Leadership Institute (beginning Nov. 30, 2021)
- Department-Specific Training
- The Aspen Institute
- “City of” Leadership Programs
- Cornerstone suite of playlists for senior leaders
 - Servant Leadership

Appendix 3 – Partnering to Identify Key Themes



L&D Strategy Project Update

November 5, 2021



What Are We Trying to Achieve?



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DALLAS BUSINESS JOURNAL



BEST PLACES TO WORK

L&D Strategy Outcomes

1. Agreed-upon definition of L&D service model
 - Products/services provided
 - What's in/out of scope (use of consistent terminology/branding)
 - Delivery channels
 - Alignment of L&D to other components of HR model (performance management, succession planning, talent acquisition)
2. Analysis of current state and desired future state (vision for success)
3. Operating Model for organizing, deploying, and managing resources
 - Processes critical to success
 - Use of technology
 - Roles each function/department plays to ensure success
 - Governance processes
 - Communication/feedback channels
 - Critical core competencies
 - Measurements/metrics
4. Recommended organizational structure
5. Assessment of organizational resources (what we have; what we need)
6. 1-3 year roadmap for delivering on the vision for success

Core Project Team

Executive Sponsor: Sherri Enright

Team Member	Organization/Department
John Perez	Talent Management
Steve Lopez	BridgeWork Partners
Dena Bartnicki	BridgeWork Partners
Greg Elkins	L&D
Keitha Shelby	L&D
Stacia Elders	L&D
Dominic Green	Strategic Workforce Planning
Dawna Horton	Employee Services
Rick Walker	STARLINK

Criteria for Building an Effective L&D Strategy



Alignment with Dallas College Strategy

- L&D strategy aligns with Dallas College strategic priorities by supporting professional development and building capabilities across the organization



Assessment of Capability Gaps

- L&D programs help assess capability gaps of employees and provide learning opportunities and tools to fill gaps



Impact Measurement

- Impact of L&D strategy is measured using agreed upon key performance indicators (KPIs)



Application of Systems and Learning Technology

- Fully leverage systems and technology platforms that enable, track and measure learning



Execution and Scalability

- L&D initiatives executed on time/on budget and reach their audiences in a timely and effective manner

Creating a Learning Culture

1. Personalize learning to the employee

Engaging experiences and learning resources aligned to employee's interests and skill development needs

2. Make learning a habit

Putting resources in place to help employees make learning a habit, not just an occasional event

3. Get social with learning

Building a community that shares learning across the organization.

4. Create effective learner-driven experiences

Accelerating learning adoption and building required skills.

5. Measure traction and take action

Ensuring that learning is effective, and that learning investment is optimized.

Source: Harvard Business Publishing



3.5 hours

are spent by employees each week learning on their own. They spend another 1.2 hours on organization-provided learning.



81%

of employees know where they have skills gaps, but only 41% believe their managers understand those gaps.



31%

of employees want credibility and trustworthiness in learning content.



45%

of employees turn to managers or peers when they want to learn something new.



61%

of employees want guidance from L&D to make learning relevant.



30%

of employees believe lack of direction is an obstacle to learning.



30%

of employees don't think companies are providing enough recognition or reward for the learning they're doing.

Key Areas of Learning & Development

Strategy
The right people with the right skills; in the right place; at the right time



Learning & Development plays a strategic role in five key areas:

- **Attract and Retain Talent:**
Opportunities for learning and development and movement in the organization are among the top criteria for joining an organization.
- **Develop People Capabilities:**
Employees' knowledge and capabilities need to be supplemented by new learning and relevant work experiences.
- **Create a Values-Based Culture:**
In a diverse workforce, Learning & Development helps to build a values-based culture and a sense of community
- **Build an Employer Brand:**
Investments in learning and development can help to enhance Dallas College's brand and boost its reputation as a Best Place to Work.
- **Motivate and Engage Employees:**
The most important way to engage employees is to provide them with opportunities to learn and develop new competencies.

Source: McKinsey & Company
Adapted from Nick van Dam, 25 Best Practices in Learning & Talent Development

Learning & Development Timeline Draft

3-6 Months *Prioritize*

Analysis of Dallas
College L&D Efforts
and Needs

L&D Service Model

L&D Team Structure

Governance

Employee
Onboarding

12 Months *Stabilize*

L&D Leadership
Cohort

Alignment with
Functional Needs

Leadership Dev
Approach

Development
Planning Framework

Technology
Assessment

Year 2 *Maximize*

Workday Implementation

HR/L&D Development
and Alignment

- Performance Mgt
- Succession Planning
- Leadership Dev
- Career Paths

Year 3 *Internalize*

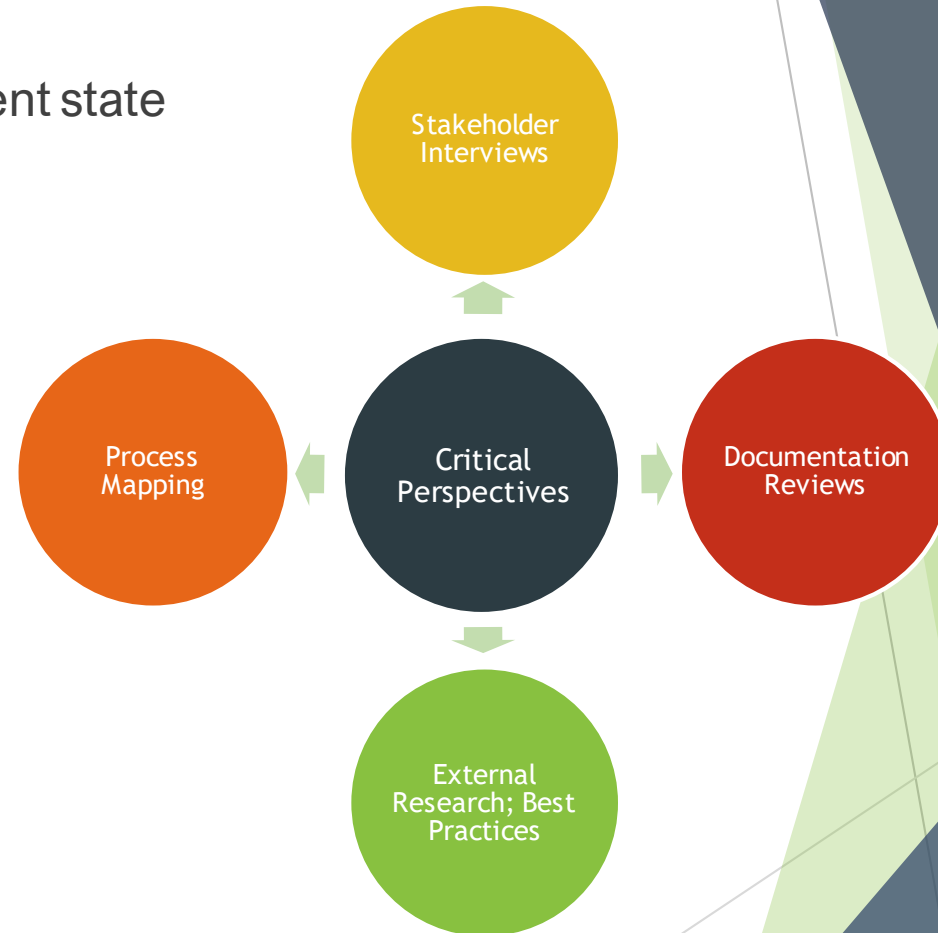
Workday Integration

HR/L&D Integration

- Performance Mgt
- Succession Planning
- Leadership Dev
- Career Paths

Work In Progress

- Understanding organization context and current state
- Gathering stakeholder perspectives
- Reviewing best practices and research
- Updating job descriptions
- Posting and interviewing for openings
- Developing the L&D Strategy and Roadmap



What We've Heard/Observed So Far

- Dallas College has a lot of offerings and tools through:
 - ▶ Linked-in Learning
 - ▶ STARLINK
 - ▶ Cornerstone
 - ▶ L&D and other Functional offerings
- Cornerstone doesn't capture the full scope of development activities
- Appetite for Learning & Development groups to work together
- Need to identify core programming that should be common across and set a standard Dallas College (leadership development, on-boarding)
- Employees are lacking direction in what programs they should take (What should be considered professional development?)
- Development Planning needs to be formalized and consistent
- On-boarding process/timeline needs to be clearly defined and leveraged to set a foundation for what it means to work at Dallas College
- Career Paths are needed
- Not a clear picture of the full resources available to learning and development and how they can be leveraged
- Restructure took away L&D resources which has led to lack of clarity on who to go to and what support can be provided

Appendix 4 – Strategic Workforce Management & Succession Planning

Sample - Map of Mission Critical Jobs

		Advisory Roles	Collaborative Roles	Operational Roles
Levels of Work	Strategic	Enterprise Leadership		- Chancellor - Chancellor-Elect
		Strategy Formation	- Chief of Staff	-Provost -Vice Chancellor Student -Vice Chancellor Workforce
		Strategic Alignment	- General Counsel - CHRO - CFO/Controller -	- EVC, Operations - CIO -
	Operational	Strategic Implemen- tation	- Director, Financial Analysis - Associate General Counsel	- CBC Officer - COO,
		Tactical Implemen- tation	- Director, Comp & Benefits - Director, Accounting	- Director, Claims - Director, Underwriting - Director, IT

▲ Ready now or within 12 months

■ Develop within position

● Too new to evaluate

Allocating investment by potential & performance

	Lowest Potential Category	Middle Potential Category	Highest Potential Category
Highest Performance			
Middle Performance			
Lowest Performance			

COMMITTEE REPORT NO. 8.1.b.

Finance Committee Notes for September 14, 2021

A Finance Committee hybrid meeting of the Board of Trustees of the Dallas College was held Tuesday, September 14, 2021, beginning at 3:55 p.m. at the administrative office and was broadcasted via the streaming link:

<http://www.dcccd.edu/boardmeetingslive>. This meeting was convened by Committee Chair Cliff Boyd.

Board Members and Officers Present

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

Board Members Absent

None.

* *Denotes a committee member*

1. **Roll Call - Announcement of a Quorum** confirmed by Committee Chair Cliff Boyd.
2. **Certification of Notice Posted** for the meeting confirmed by Chancellor Joe May.
3. **Citizens Desiring to Address the Board**
None.

4. Committee Presentations

1. Dallas College Property Tax Review
Presenter: John Robertson

Chief Financial Officer John Robertson presented an overview of the property taxes and related definitions, rules and procedures. There were two components of the tax rate reviewed:

- Maintenance & Operation (M&O) – revenue for college operations and programs

- Interest & Sinking Fund (I&S) – revenue used to pay the debt service on Board approved debt

Two years ago, the state legislature created a new program which included the No New Revenue Rate (NNR) and the Voter Approval Rate (VAR). The NNR provides the same amounts of revenue based on current certified and prior year adjusted taxable assessed value. The VAR is the NNR multiplied by 1.08 (cap).

Dallas College proposed rate that was above the NNR but below the VAR, which required only one public hearing. Next year, the board would propose the tax rate at the August board meeting and at the September board meeting, hold a hearing and adopt the tax rate.

2. Redistricting 2021: Process and Guidelines Concerning Redistricting Following Release of 2020 Census Data

Presenter: David Mendez, Bickerstaff Heath Delgado Acosta LLP

David Mendez from Bickerstaff Heath Delgado Acosta presented the redistricting process with an overview of legal changes and policies. This firm represents Dallas College with districting and redistricting matters and was in the process of developing an initial assessment for Dallas College.

For the 2021 year, the redistricting timeline was about 100 days:

- September – Written report available by the end of the month
- October – Formal presentation of the initial assessment report
- November & December – Work Sessions and Board proposed plan would be available for public comment.
- January – Final plan must be adopted by January 19, 2022

In the past decade, Texas grew at about a 14% rate of increase and Dallas County grew by about 10%. The population expanded to 2.6 million with increases in diversity of the county by Hispanic and Asian population growth. A new multi-racial category encompassed 2% of the county population.

Dallas College trustees were elected from seven single member districts within Dallas County, so each district is considered 1/7th of the total number of persons in the county. Realigning the district boundaries allowed for a balance in the number of constituents, diversity in the district, and examines the voting strength of the district as well.

Trustee Boyd asked for a list of highly referred-to state demographers. David Mendez would get references to the Board.

5. Overview of Regular Agenda Items

1. Orders

- a. Adoption of Order Adopting Guidelines for Persons Submitting Specific Redistricting Proposals and Providing Comments
- b. Adoption of Order Adopting Criteria for Use in 2021 Redistricting Process

2. Finance Item

- a. Adoption of Resolution Levying the Ad Valorem Tax Rate for Tax Year 2021

3. Policy Item - First Reading

- a. Approval of Amendment to Policy Concerning Purchasing and Acquisition - CF (LOCAL)

6. Items for Review

1. Committee Notes

- a. Finance Committee Notes for 2021

7. Executive Session was not required.

8. Adjournment was at 5:00 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.