NOTICE OF A GOVERNANCE COMMITTEE MEETING OF THE
BOARD OF TRUSTEES FOR DALLAS COLLEGE AND
RICHLAND COLLEGIATE HIGH SCHOOL
Tuesday, March 1, 2022 | 10:00 AM

Administrative Office
1601 Botham Jean Blvd. | Lower Level, Room #036
Dallas, Texas 75215
www.dallascollege.edu/boardmeetingslive

Governance Committee Meeting Agenda

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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**

5. **Items for Review**

6. **Executive Session**

   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
           AuditsSections 551.076 and 551.089

7. **Adjournment**

CERTIFICATION OF NOTICE POSTED FOR THE MARCH 1, 2022 GOVERNANCE 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 25th day of February 2022 in compliance with the applicable provisions of the Texas Open Meetings Act.
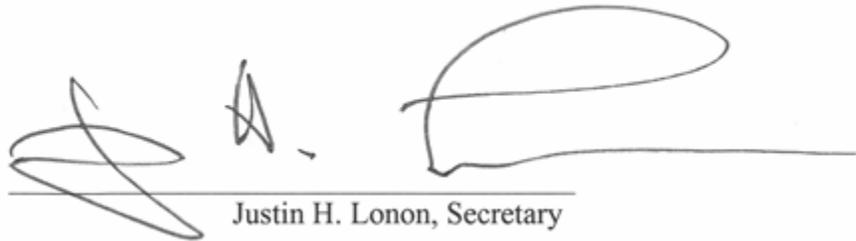
Justin H. Lonon, Secretary

Strategic Overview

Board of Trustees Governance Committee
March 1, 2022

Dallas College Mission and Strategic Priorities: 2022-2023

Dr. Mary A. Brumbach

Chief Strategy Officer

Continuation from December 7 Governance Committee Meeting

- **Reviewed results of V2MOM with 2533 responses to Vision, Values, Methods, Obstacles and Measures.**
  - Process was chosen to provide opportunities to engage individuals at all levels, *leadership to frontline staff*, in responding to significant questions and fostering alignment with the Mission and Strategic Priorities throughout the College.
  - Resulted in identification of obstacles in the transition period from March 1 to May 31, 2021, including connection, communication, Dallas College structure, professional development, leadership capacity, technology limitations, data use and accuracy, metrics, and student preparedness. Categorical analyses of all V2MOM templates results were shared with Vice Chancellors for use with their staff members. Many obstacles have been addressed or are being addressed at this time.

December 7 Governance Committee meeting continued

- ## Reviewed and updated 2021-2022 Strategic Priorities
    - Re-ordering was requested to shift career connected learning and streamlining and supporting navigation to the first two items on the list.
    - New priority related to land use and future planning, emphasizing innovation and development of partnerships was requested.

STRATEGIC PRIORITIES: 2022-2023

MISSION

To transform lives and communities through higher education

Overall Purposes:

> **To ensure Dallas County is vibrant, growing and economically viable for current and future generations.**
>
> **To provide a teaching and learning environment that exceeds learner expectations and meets of the needs of our community and employers.**

The Dallas College Board of Trustees' Strategic Priorities continue to guide the work of the College and in its mission to transform lives and communities through higher education and achieving 60X30TX.

Dallas College leadership and the Chancellor are committed to an annual assessment of progress and impact of the Strategic Priorities using appropriate goals, KPIs, and measures identified in the strategic plan. The Chancellor will provide a comprehensive annual strategic plan report to the Board. (Update)

~~***The Board is committed to an annual assessment of progress and impact of the Strategic Priorities using appropriate goals and metrics.**~~

* Original statement

Career Connected Learner | Streamline & Support Navigation | Impact Income Disparity | Diverse, Inclusive Environment | College Culture | Talent Supply Chain | Build Future

STRATEGIC PRIORITIES (Reordered and Updated)

- Strengthen the career connected learner network and implement the student-centric one college organization
- Streamline and support navigation to and through our college and beyond
- Impact income disparity throughout our community
- Foster an equitable, diverse, and inclusive environment for employees, students, and suppliers.
- Create a high-performance work and learning culture that develops leaders at all levels, increases skill proficiency, and supports collaboration and equity.
- Serve as the primary provider in the talent supply chain in the region.

Requested new priority:

*Leverage college facilities, land, technology, programs, partnerships, and other capabilities to strengthen and build our communities and workforce, now and for the future.

STRATEGIC PRIORITIES 2022-2023 WITH BOARD OF TRUSTEES ANNOTATIONS

STRENGTHEN THE CAREER CONNECTED LEARNER NETWORK AND IMPLEMENT THE STUDENT-CENTRIC ONE COLLEGE ORGANIZATION

- **New Structure:** Complete the new Dallas College organizational structure.
- **Technology Improvements**: Invest in technology and software to support consolidation into one college
- **Discipline-based schools:** Continue implementation of the discipline-aligned schools' plan
- **Capital Improvements**: Meet the short and long-term needs of students, employers, and communities through appropriate facilities construction, renovation, and program locations.
- **Community Engagement:** Create welcoming environments for each location through more visible front doors, enhanced wayfinding, and support services.
- **Network Development:** Assess and sustain the network, continuing to add appropriate partners to support student, employer, and community needs

STREAMLINE AND SUPPORT NAVIGATION TO AND THROUGH OUR COLLEGE AND BEYOND

- **Technology and Training:** Continue targeted training for success and career coaches and providing technology solutions for students for guided pathways, availability of learning materials and centralized course scheduling.
- **Supportive environment:** Demonstrate sensitivity and respect for individual needs, meeting, and exceeding expectations for timely and accurate responses to inquiries.
- **Career Resources:** Continue to increase support services for employment in high value jobs.
- **Advanced Degrees:** Explore and pilot new models for baccalaureate program offerings and transfers.
- **Student Experience Quality:** Continuously monitor quality and changes in learner expectations through rigorous research.

*Revised and updated from 2021-2022 version.

BOARD OF TRUSTEES ANNOTATIONS cont.

IMPACT INCOME DISPARITY THROUGHOUT OUR COMMUNITY

- **Careers:** Increase awareness of Career-Connected Learning leading to living wages and sustainable careers.
- **Underserved:** In partnership with other providers, target underserved communities and individuals to support skills development for youth and adults.
- **Scholarships:** Provide scholarship support for skills development in high demand jobs leading to careers.
- **Life Issues:** Increase support for student life issues that impact completion such as housing, food, health care, mental health, childcare, emergency aid and transportation.
- **Pipeline:** Strengthen the education pipeline through engagement with parents and students and partnering with school districts, community organizations, universities and employers.

FOSTER AN EQUITABLE, DIVERSE, AND INCLUSIVE ENVIRONMENT FOR EMPLOYEES, STUDENTS, AND SUPPLIERS.

- **Employees:** Support diversity, inclusion and belonging through facilitation of employee resource groups and other programming linked to affiliations (race/ethnicity/other categories), roles, responsibilities, and interests.
- **Student Programming:** Encourage student programming designed to increase awareness of the rich diversity of cultures in the College and to address inequities and increase inclusion and engagement of all individuals in the life of the college and the community.
- **Supplier Engagement:** Develop, maintain and enhance participation with diverse suppliers by providing equal access to business opportunities and strengthening resources for MBE, WBE, SBE, VEBE and LBGTQ+ business enterprises.

BOARD OF TRUSTEES ANNOTATIONS cont.

CREATE A HIGH-PERFORMANCE WORK AND LEARNING CULTURE THAT DEVELOPS LEADERS AT ALL LEVELS, INCREASES SKILL PROFICIENCY, AND SUPPORTS COLLABORATION AND EQUITY.

- **Leadership:** Support leadership development with succession planning and career development, targeted programming to build skills in management of instruction, student support and operations as well as creating an environment of professional growth, recognition and accountability.
- **Learning Culture:** Promote opportunities for collaboration across the College for creating new opportunities and solving problems, for understanding and adapting to new learning environments and expectations for a complex mix of students, and for encouraging growth and increased value for our employees.
- **Systems:** Continue aligning job descriptions and positions with the work of Dallas College and incorporate best practices for position aligned expectations and evaluation of performance.

SERVE AS THE PRIMARY PROVIDER IN THE TALENT SUPPLY CHAIN IN THE REGION.

- **Employer Needs:** Adapt rapidly and nimbly to changing skills gaps and the environment of employer-driven education models.
- **Apprenticeships:** Expand Youth and Registered and Industry Recognized apprenticeship programs and industry recognized certifications across employer spectrum.
- **Non-traditional Accountability Measures:** In collaboration with major Texas community college districts, TEA, THECB and TWC, support acceptance of new models of success and funding that measure post-secondary results incorporating apprenticeships, certifications, degrees and certificates as well as addressing critical labor market shortages.
- **Innovation Hub:** Develop and implement an innovation hub supporting small business development, entrepreneurship, technology applications, and access to capital in collaboration with higher education and other partners.
- **Business Support:** Support development, expansion and relocation of small, medium and large businesses.

BOARD OF TRUSTEES ANNOTATIONS, cont. (New Priority)

LEVERAGE COLLEGE FACILITIES, LAND, TECHNOLOGY, PROGRAMS, PARTNERSHIPS, AND OTHER CAPABILITIES TO STRENGTHEN AND BUILD OUR COMMUNITIES AND WORKFORCE, NOW AND FOR THE FUTURE.

- **One College approach:** View assets as an opportunity to achieve strategic priorities with attention to unique and innovative possibilities and partnerships and stewardship of resources entrusted to the College by constituents to enhance quality of life and economic success in the present and for the future for residents, employers, and other vital entities within the region.
- **Build communities and the workforce:** Develop a strategic vision for the active role of Dallas College in the future of the region's economy, educational achievement, and community development.

Dallas College Strategic Plan Update: Goals, KPIs, and Measures

Dr. Danielle Valle

Senior Director of Institutional Effectiveness & Accreditation

Strategic Plan

Provides the college with common language and common focus for action

Provides clear direction for short- and long-term planning

A selection of critical information (key performance indicators/KPIs) to show if we are tracking toward the achievement of our mission

It is not a comprehensive list of important activity or an exhaustive list of data that will be monitored

Career Connected Learner | Streamline & Support Navigation | Impact Income Disparity | Diverse, Inclusive Environment | College Culture | Talent Supply Chain | Build Future

Dallas College goals, key performance indicators (KPIs), and measures identified by senior leadership across functional areas.

- Student Success

- Employee Success

- Community Engagement

- Institutional Effectiveness

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Alignment to Board Priorities

Goal #1 Student Success
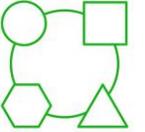
Provide instructional excellence in a supportive, inclusive, and equitable environment for student learning success.

Goal #2 Employee Success

Develop leaders at every level of th promote an equitable culture of diversity, inclusion, and high performance.

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Goal #3 Community Engagement

Leverage partnerships to strengthen communities through higher education, career-connected learning, and talent supply chain.

Goal #4 Ensure Institutional Effectiveness

Continuously improve our student, employee, financial, technological, physical, and other capabilities with a focus on effectiveness, efficiency, agility, and quality.
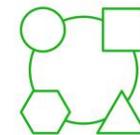
Strategic Goal #1: Student Success
Provide instructional excellence in a supportive, inclusive, and equitable environment for student learning success.

1.1 Ensure student milestone success		%
*	1.1.1 # of students who complete a credit credential	%
*	1.1.2 % of credit students who graduate within 3 years	%
*	1.1.3 # of students who are placed into jobs within first year after graduation	%
*	1.1.4 % of credit students who transfer within 3 years	%
1.2 Ensure student progress success		%
	1.2.1 % of students who successfully complete courses within the term	%
	1.2..2 % of students who persist from fall-to-spring	%
	1.2.3 % of students who persist from fall-to-fall	%
1.3 Provide a welcoming, accessible and responsive environment in which		%
	1.3.1 % of students likely to recommend Dallas College (as measured by CCSSE/NLSSI)	%
	1.3.2 % of students who rate their experience at Dallas College favorably (as measured by internal student satisfaction survey)	%
	1.3.3 % of students eligibile students who utilize services to address basic needs	%
	1.3.4 % of students who indicate they have a beneficial relationship with a Dallas College faculty member (as measured by internal student satisfaction survey)	

* indicates a measure that aligns with a Texas 60x30 goal

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Strategic Goal #2: Employee Success - Develop leaders at every level of the organization to promote an equitable culture of diversity, inclusion, and high performance	
2.1 Promote excellence in workforce performance and development	%
2.1.1 % of performance evaluations that include line-of-sight to mission, vision, values	%
2.1.2 % of full-time employees who complete required professional development	%
2.2 Recruit and retain and diverse workforce	%
2.2.1 % of full-time employees who are diverse based on race, ethnicity, and gender	%
2.2.2 rate of full-time employee turnover	%
2.3 Promote employee engagement and enhanced employee experience	%
2.3.1 benchmarking and measuring results of an employee engagement survey	%
2.3.2 benchmarking and measuring results of an employee experience survey	%

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Strategic Goal #3: Community Engagement Leverage partnerships to strengthen communities through higher education, career-connected learning, and talent supply chain		
3.1 Meet industry and workforce needs		%
	3.1.1 Increase corporate partnerships for incumbent worker training	%
*	3.1.2 Increase # of completers in high demand fields	%
3.2 Cultivate relationships for sustainable community building		%
	3.2.1 Increase partnerships with community and faith-based organizations that directly serve students	%
	3.2.2 # small businesses we engage	%
	3.2.3 Benchmark and improve external stakeholder engagement and satisfaction (stakeholder survey)	%
3.3 Expand resources for student and college success		%
	3.3.1 Increase private funding for Foundation	%
	3.3.2 Improve grant spend-down rate	%

* indicates a measure that aligns with a Texas 60x30 goal

Strategic Goal #4: Ensure Institutional Effectiveness
Continuously improve our student, employee, financial, technological, physical, and other capabilities with a focus on effectiveness, efficiency, agility, and quality

4.1 Remain fiscally responsible and sound	%
4.1.1 Maintain cash reserves according to policy	%
4.1.2 Maintain a diversified investment portfolio in accordance with Board policy and PIFA while maintaining liquidity and maturity of five years or less.	%
4.2.3 Maintain CFI Index ratio of greater than 2.0	%

4.2 Promote a responsive and agile digital ecosystem			%
	4.2.1 % of students who report having access to hardware and software commensurate with learning needs. (as measured by annual student and employee survey)		%
	4.2.2 % of employees who report having access to hardware and software commensurate with teaching and/or workplace needs. (as measured by annual student and employee survey)		%
	4.2.3 Information Technology Effectiveness Index		%
		4.2.3(a) % of students, employees, and other stakeholders who report satisfaction with the ease of access to IT information services. (as measured by annual student and employee survey)	%
		4.2.3(b) Adoption rate - unique users over the user population, all time - for core systems.	%
		4.2.3(c) Usage rate - unique users over the user population, trailing **x** months - for core systems.	%
	4.2.4 Information Technology Efficiency Index		%
		4.2.4(a) % of Planned IT projects implemented within the academic year	%
		4.2.4(b) % of manual processes transformed to automated/digital processes	%
		4.2.4(c) % of duplicated applications/systems consolidated or eliminated	%
		4.2.4(d) % of digital solutions implemented within parameters	%

		%
4.3 Build and maintain quality facilities that are effective, efficient, and sustainable		%
	4.3.1 Leverage the Facility Condition Index (FCI), which is defined as the sum of all deferred maintenance for a building divided by the total replacement cost of the building, to gauge the operational health of our facilities.	%
	4.3.2 At least 80% of total technician time should be attributed to preventative maintenance	%
4.4 Deliver quality college operations that are effective, efficient and agile		%
	4.4.1 Employee feedback on the effectiveness and efficiency of internal opertions (employee operation survey)	%
	4.4.2 (employee climate survey) - measure to be articulated to align with the tool	%
	4.4.3 Improvement in cross-departmental cooperation (employee operation survey)	

Next Steps

Area leaders will set 1-, 3-, and 5-year targets for each measure.

Administrative units will complete an action plan identifying the top initiatives/projects/interventions to be implemented over the next academic year aligned to specific KPIs and measures.

Individuals will align their goals to specific KPIs and measures in the new employee evaluation system.

Leaders will get data dashboards to monitor their area's results.

The Board will receive quarterly reports on the strategic plan data as it is updated.

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Questions?

Thank you!

<u>ITEMS FOR REVIEW NO. 5.1.a.</u>

<u>Governance Committee Notes for February 1, 2022</u>

An governance committee meeting of the Board of Trustees of Dallas College was held Tuesday, February 1, 2022 beginning at 1:48 p.m. and was broadcast via the streaming link: http://www.dcccd.edu/boardmeetingslive. The meeting was convened by Trustee Gretchen Williams. Chair Bravo attended virtually.

<u>Board Members and Officers Present</u>
Mr. Cliff Boyd
Ms. Monica Lira Bravo (Chair)-attended virtually
Ms. Charletta Rogers Compton
Ms. Diana Flores
Dr. Joe May (Secretary and Chancellor)
Mr. Phil Ritter (Vice Chair)
Ms. Gretchen Williams
Ms. Dorothy Zimmermann

<u>Members Absent</u>
None.

1. **Roll Call - Announcement of a Quorum** confirmed by Committee Member Gretchen Williams.

2. **Certification of Notice Posted for the Meeting by** Chancellor Joe May.

3. **Citizens Desiring to Address the Board**
    None.

4. **Committee Presentations**
    4.1. 2021-22 Board Assessment Review
          Presenter: Perla Molina

          Board adjourned to Executive Session at 1:50 p.m. and reconvened the Governance Committee meeting at 2:25 p.m.

5. **Items for Review**
    5.1. Committee Notes
          a. Governance Committee Notes for December 7, 2021

6. **Executive Session**
Board went into Executive Session at 1:50 p.m. and return to the meeting at 2:25 p.m.

7. **Adjournment**
Trustee Williams adjourned the committee meeting at 2:26 p.m.