



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

NOTICE OF A WORK SESSION OF THE BOARD OF TRUSTEES FOR DALLAS COLLEGE AND RICHLAND COLLEGIATE HIGH SCHOOL

Tuesday, June 28, 2022 | 9:30 AM

Administrative Office

1601 Botham Jean Blvd., Room #036

Dallas, Texas 75215

www.dallascollege.edu/boardmeetingslive

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

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

Work Session Agenda

Page


- 1. Roll Call - Announcement of a Quorum**
- 2. Certification of Notice Posted for the Meeting**

3. Citizens Desiring to Address the Board

4. Opportunity for Members of the Board and Chancellor to Declare Conflicts of Interest Specific to this Agenda

5. Special Presentations

- 5.1. Dallas College Strategic Planning: Priorities Guiding Resources & Actions 4 - 26

[Dallas College Strategic Planning: Priorities Guiding Resources & Actions](#) 

Presenters: Mary Brumbach, Danielle Valle

- 5.2. FY 2022-2023 Budget Overview 27 - 67

[June 28, 2022 Work Session FY 2022-2023 Budget Overview presentation](#) 

Presenters: John Robertson, Tiska Thomas

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

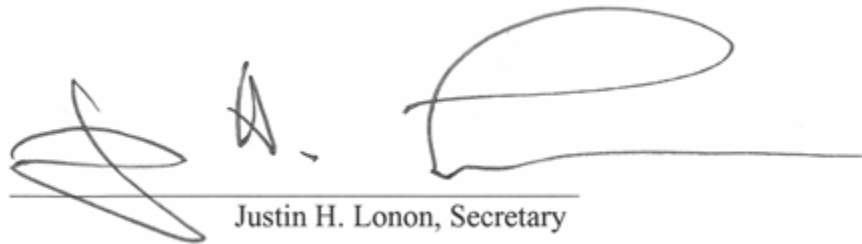
- 6.3. Deliberate Regarding Real Property Since Open Deliberation would have a Detrimental Effect Upon Negotiations with a Third Person - Section 551.072

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

7. Adjournment

*CERTIFICATION OF NOTICE POSTED FOR THE JUNE 28, 2022 WORK SESSION 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 24th day of June 2022 in compliance with the applicable provisions of the Texas Open Meetings Act.



Justin H. Lonon, Secretary



Dallas College Strategic Planning:

Strategic Priorities Guiding Resources & Actions

June 28, 2022

Dallas College Board Strategic Planning Work Session



Dallas College Mission & Strategic Priorities: 2022-2023

Dr. Mary A. Brumbach
Chief Strategy Officer



Summary of Changes for 2022-2023 Strategic Priorities

From December 7, 2021, and March 1, 2022, Governance Committee Meetings

- Final paragraph under Mission now includes an extended statement on the annual assessment of progress aligned with the goals, KPIs and measures in the four Strategic Goals from Institutional Effectiveness.
- Priorities were re-ordered to move Career Connected Learner and Navigation to the top of the list.
- A new priority was added on building for the future.
- Changes were made in the annotations under the Career Connected Learning and the High-Performance Work and Learning Culture priorities.



Final Version: 2022-2023 Strategic Priorities

(changes noted in blue)

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.

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

* Original statement



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.
- 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 determination of appropriate locations for programs and building, renovating, and maintaining high quality sustainable facilities.
- **Community Engagement:** Create welcoming environments for each location through more visible front doors, enhanced wayfinding, and support services [coupled with increased outreach to surrounding communities, partners, and employers.](#)
- **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 a culture of professional growth, accountability, recognition, and rewards for high performance.](#)
- **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.

QUESTIONS?

NEXT STEP

ACCEPTANCE OF THE 2022-2023 DALLAS COLLEGE STRATEGIC PRIORITIES BY CONSENSUS OF BOARD.



Connecting KPIs with Resources & Action

Dr. Danielle Valle

Senior Director of Institutional Effectiveness & Accreditation



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

- **Student Success**
- **Employee Success**
- **Community Engagement**
- **Institutional Effectiveness**



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 earn a passing grade for credit classes 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 students feel supported.

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 eligible 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)

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

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

Strategic Goal #4: 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 operations (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)



Administrative Unit Action Plans

 **Administrative Unit ACTION PLAN**
2021-2022 Planning Cycle

Name (submitted by)	Administrative Unit	Supervisor or Dean	Functional Area	Date of AP Discussion
			Academics	

Institutional Goal/KPI	Desired Action Plan Outcome:
	Aligned with Functional Area Strategy/KPIs:

Departmental Action Number

Describe the major steps that will be taken to achieve desired result- include projected completion date with the academic year for each step:

Describe the evaluation method(s) to measure success of the plan:

Describe any additional resources or budget needed:

Administrative Unit Action Plans

- **2-3 projects/initiatives/interventions**
- **Aligned to specific KPIs and measures in the strategic plan**
- **Identify how success will be measured**
- **Articulate resource needs**

2022-2023 Planning Cycle

- **Set targets for student success measures where historic data is available**
- **Collect baseline data for all other measure in the strategic plan**
- **Evaluate the effectiveness of the Administrative Unit Action Plan projects**
- **Connect the planning for the next academic year projects with budget build process**
- **Financial requests outside normal operations will be connected to the goals, KPIs, and measures of the strategic plan**



2022-2023 Planning Cycle

The strategic plan fully populated with baseline data and targets becomes a tool for leadership accountability and the chancellor's evaluation.

The strategic plan becomes a tool for guiding action and deploying resources across Dallas College.

Accreditation Update

- Level Change – final approval granted from the SACSCOC Board for Dallas College to award bachelor's degrees
- 11 additional high school dual credit locations were approved as off-campus instructional sites
- Quality Enhancement Plan (QEP) – Leadership team to start the process for identifying the topic in the fall.
- Reaffirmation – Compliance Certification report due in spring of 2024 with site visit to follow in the fall of 2024



Thank you!



FY2022-2023 Budget Overview

Tiska Thomas

Deputy Chief Business Officer

June 28-29, 2022

Agenda

1. Structure & Approach to Budget
2. Use of Funds
3. Revenue Forecast
4. Review of Expenses



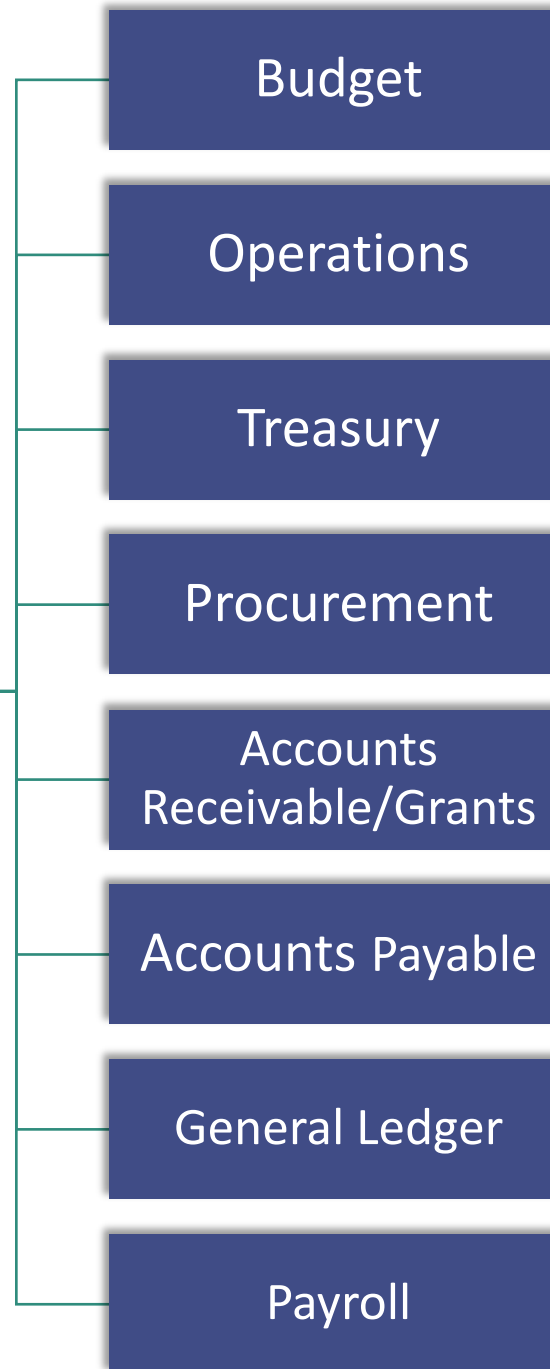
Our Structure

The Office of Finance

Deputy Chief Business Officer Functional Areas

Chief Financial
Officer
John Robertson

Deputy Chief Business
Officer
Tiska Thomas



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

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



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
- Zero-based budgeting methodology
- 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

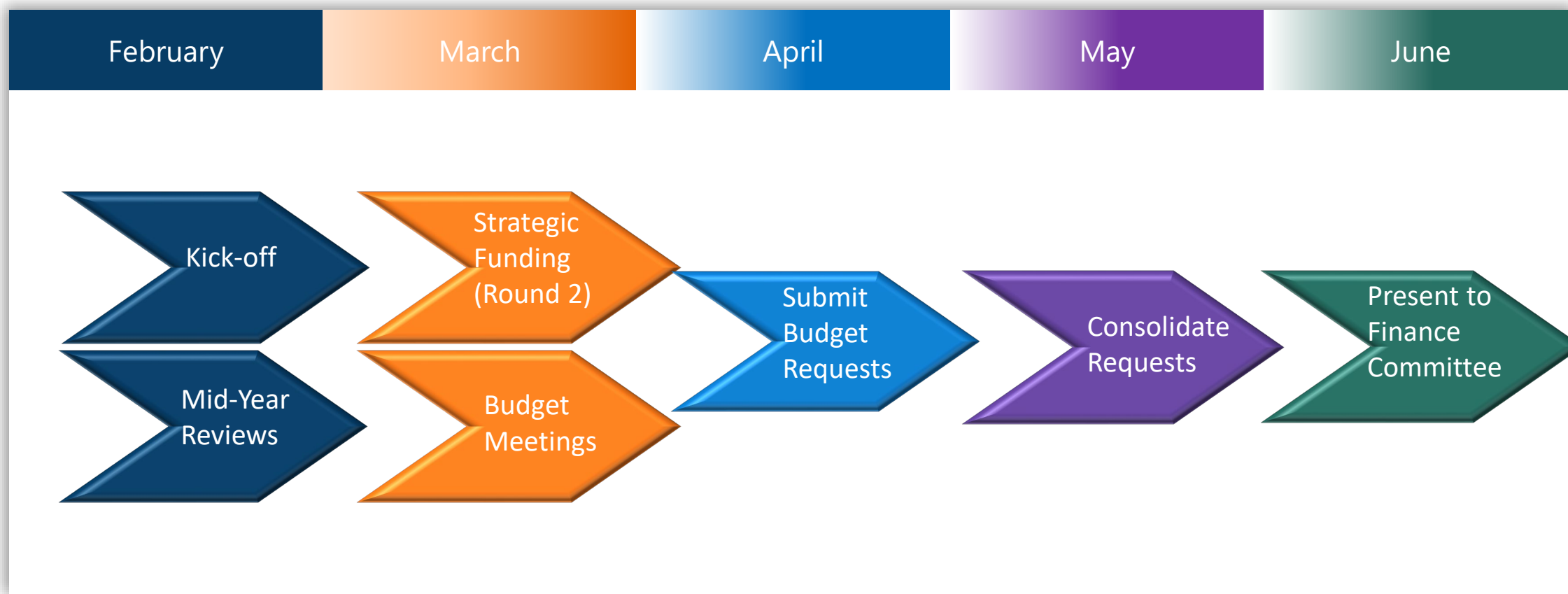
03

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?



FY2023 Budget Planning Cycle



Revenue Guidelines

State Appropriations

- Instructional Costs (*salaries, supplies and materials*)
- Academic Support
- Student Services

Tuition

- Instructional Costs (*salaries and infrastructure*)
- Academic Support
- Student Services

Taxes

- Augment expenditures not covered by state appropriations and tuition
- Institutional Support – Central Services
 - Information Technology
 - Diversity, Equity and Inclusion
 - Human Resources
 - Police
 - Finance
 - Marketing
- Physical plant maintenance and improvement
- Waivers and scholarships - Dual Credit/ECHS, TPEG, Enterprise
- Student needs
 - Emergency aid (housing, utilities, childcare)
 - Food Pantry



State Appropriations Review

- 2nd Year of Biennium
- 3.6% Decrease = \$3.3M
 - Contact hour funding based on calendar year 2020
 - Decreased enrollment due to pandemic

Core	\$	680,406
Contact Hours		75,250,292
Success Points		15,263,981
		<u>91,194,679</u>



Tuition Review

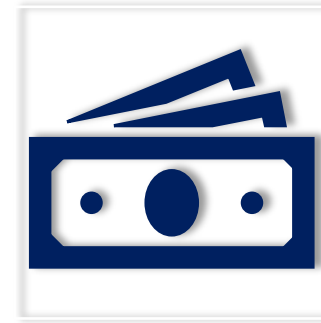


Gross tuition is the rate times the SCH
****includes learning materials***

In District \$79

Out of District \$135

Out of State/International \$200



Net tuition---money we get

Gross less waivers and scholarships

IncludEd

Tax Revenue Review

Ad Valorem Property Taxes

- Single Largest Revenue Source for Dallas College

Taxable Assessed Value (TAV)/\$100 x Rate

- Categories
 - Commercial
 - Business Personal Property
 - Residential

Exemptions

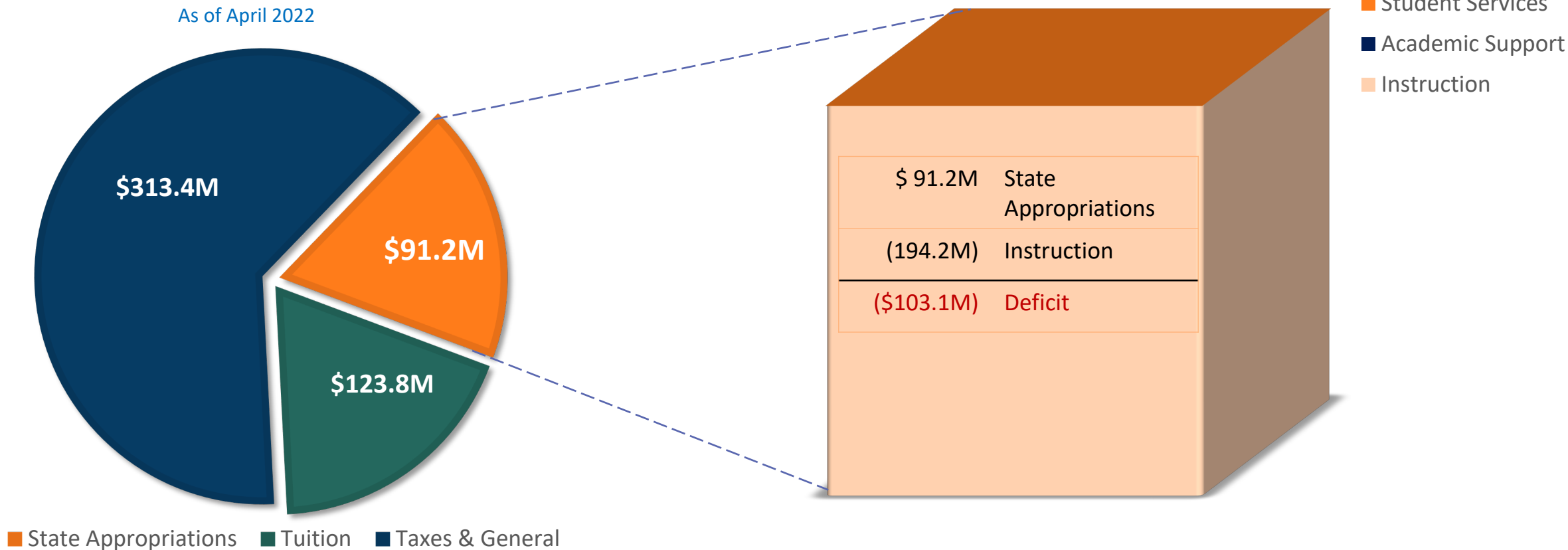
- Homestead
- Over 65 / Disabled Person, increased in FY19 to \$75,000
 - Savings to taxpayer ~\$3.3 million



Budget breakdown – State Appropriations

Where the money goes

As of April 2022



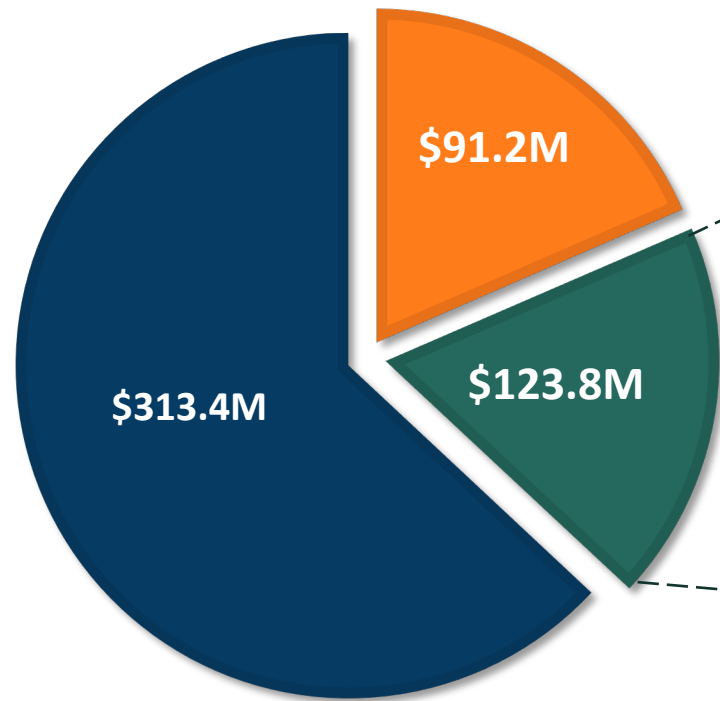
Instructional costs are prioritized and therefore account for the entire allocation from state appropriations.



Budget breakdown – Tuition

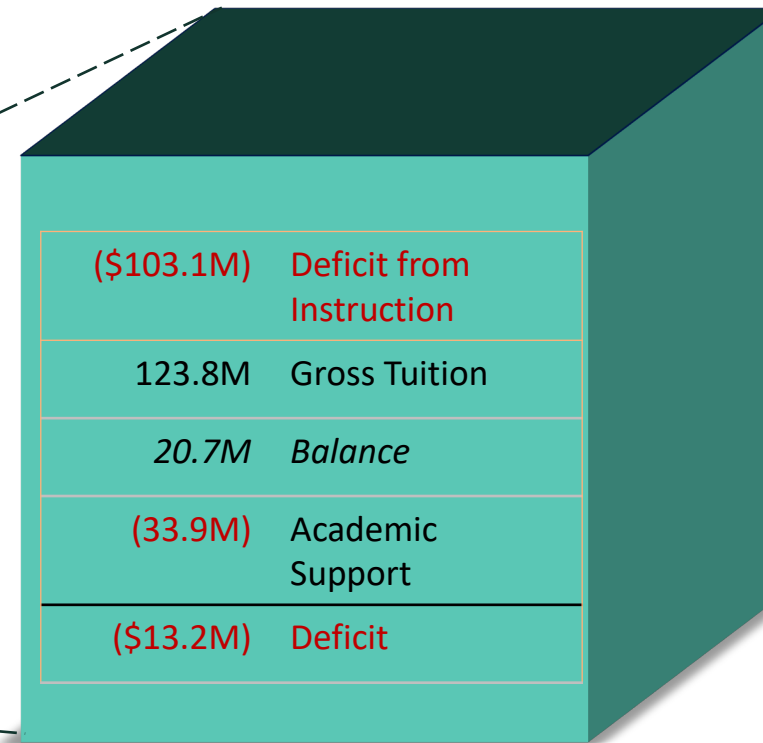
Where the money goes

As of April 2022



State Appropriations Tuition Taxes & General

Student Services
Academic Support
Instruction



Instructional costs are prioritized in tuition revenue

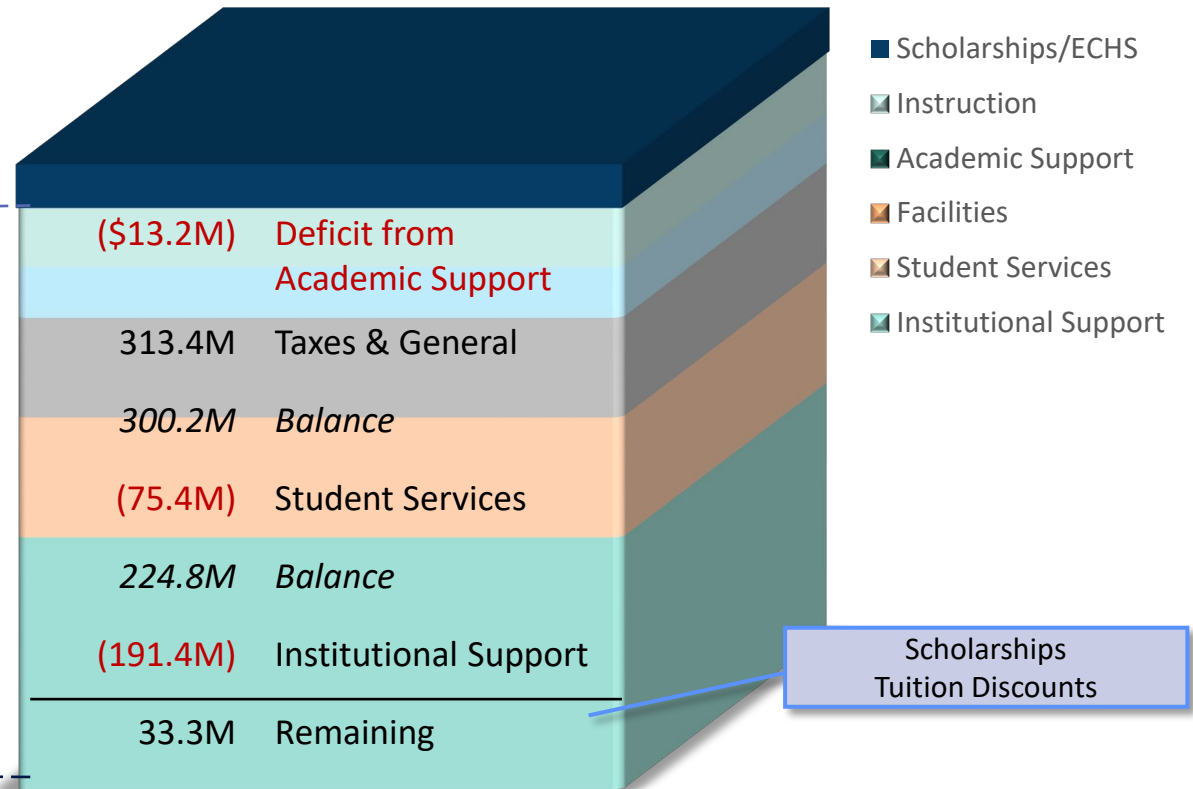
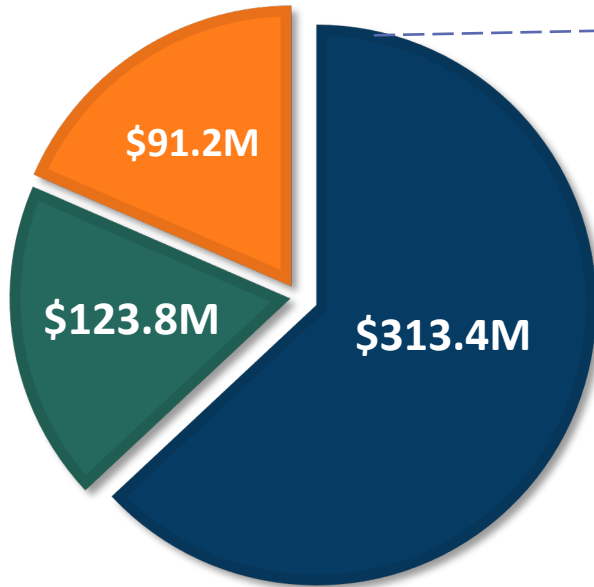


Budget breakdown - Taxes

Where the money goes

As of April 2022

■ Taxes & General ■ State Appropriations ■ Tuition



FY2022-2023 Revenue Forecast

❖ State Appropriations

- 2nd Year Biennium
- \$91.2 Million

❖ Tuition

- Gross Tuition, \$123 Million
 - Scholarships & Waivers, \$30 Million
- Net Tuition, \$93 Million

❖ Local Support (Tax Revenue)

Estimated TAV Increase, 17%

Estimated TAV Certification

DCAD Certifies Late July

Scenario A – TAV Estimate \$350B

Scenario B – TAV Estimate \$340B

\$352 Million / \$350 Million

❖ Other (General Revenue, Investment Income)

\$2.0 Million

Total Estimated Operating Revenue
\$542 Million / \$539 Million



Local Support



SCENARIO A

	FY2021-22 Actual	FY2022-23 Estimate	Difference	% Change
Taxable Assessed Value (TAV) <i>in billions</i>	\$ 299.5	\$ 350.0	\$ 50.5	16.9%
Home Values				
Average Market Value	\$ 307,301	\$ 379,824	\$ 72,523	23.6%
Average Taxable Value	\$ 232,255	\$ 257,339	\$ 25,084	10.8%
Tax Rate				
Maintenance & Operations (M&O)	0.104	0.10155	(0.002)	-2%
Interest & Sinking (I&S)	0.020	0.020	-	0%
Total Tax Rate	<u>\$ 0.124</u>	<u>\$ 0.122</u>	<u>\$ (0.002)</u>	<u>-2%</u>
College Effect To Homeowner				
Annual Taxes	\$ 288.55	\$ 313.41	\$ 24.86	8.6%
Monthly Taxes	\$ 24.05	\$ 26.12	\$ 2.07	8.6%
Weekly Taxes	\$ 5.55	\$ 6.03	\$ 0.48	8.6%



SCENARIO B

	FY2021-22 Actual	FY2022-23 Estimate	Difference	% Change
Taxable Assessed Value (TAV) <i>in billions</i>	\$ 299.5	\$ 340.0	\$ 40.5	13.5%
Home Values				
Average Market Value	\$ 307,301	\$ 379,824	\$ 72,523	23.6%
Average Taxable Value	\$ 232,255	\$ 257,339	\$ 25,084	10.8%
Tax Rate				
Maintenance & Operations (M&O)	0.104	0.103985	(0.000)	0%
Interest & Sinking (I&S)	0.020	0.020	-	0%
Total Tax Rate	<u>\$ 0.124</u>	<u>\$ 0.124</u>	<u>\$ (0.000)</u>	<u>0%</u>
College Effect To Homeowner				
Annual Taxes	\$ 288.55	\$ 319.67	\$ 31.12	10.8%
Monthly Taxes	\$ 24.05	\$ 26.64	\$ 2.59	10.8%
Weekly Taxes	\$ 5.55	\$ 6.15	\$ 0.60	10.8%

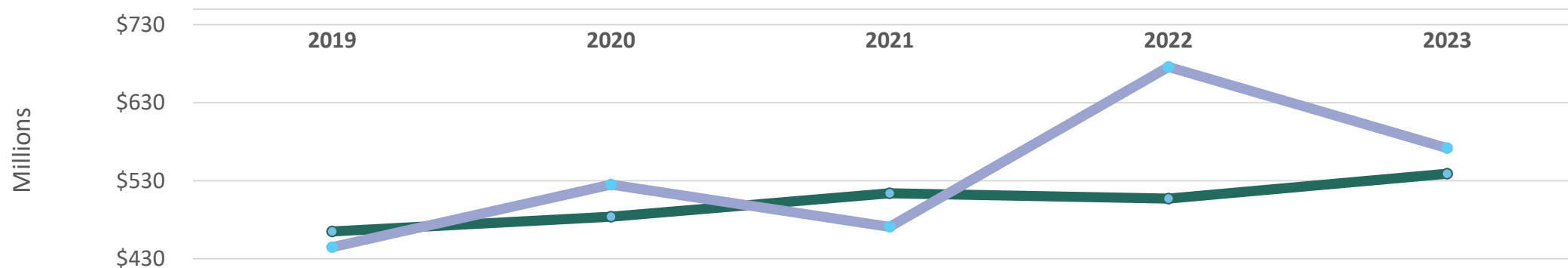
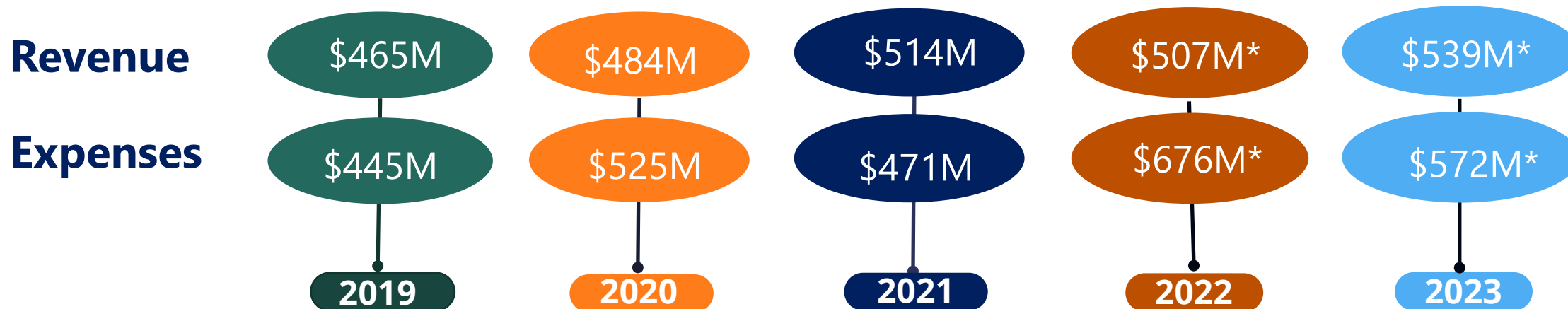


Challenges

- **Compensation Structure**
- **Current Economic Factors**
 - Escalation in Cost of Living
 - Cost of Equipment & Supplies
 - Supply Chain Interruptions
- **Strategic Allocation of Resources**
- **Decisions on Programming**
 - New Programs
 - Expanding Programs
 - Attracting Faculty
 - Student Retention
- **ERP Implementation**
 - Cost
 - Staffing
 - Transition
 - Maintenance of Current System
- **Reorganization**



Revenue/Expenses Trend



Assumptions:

- *Estimated
- Based on annual operating funds budget at 8/31
- Cash reserves utilized in FY20, FY21 & FY22 for interim financing for projects



Revenue Review

Scenario A: TAV Estimated @ \$350B

Scenario B: TAV Estimated @ \$340B

	Approved FY2021-22	ESTIMATED FY2022-23	Change	% Change		ESTIMATED FY2022-23	Change	% Change
State Appropriations	91,194,679	91,194,679	-	0.0%		91,194,679	-	0.0%
Net Tuition *	90,270,000	93,000,000	2,730,000	2.9%		93,000,000	2,730,000	2.9%
Taxes	307,670,824	352,500,000	44,829,176	12.7%		350,000,000	42,329,176	12.1%
Federal Work-study	625,000	700,000	75,000	10.7%		700,000	75,000	10.7%
Investment Income	575,000	800,000	225,000	28.1%		800,000	225,000	28.1%
General Revenue	1,250,000	500,000	(750,000)	-150.0%		500,000	(750,000)	-150.0%
Total	491,585,503	538,694,679	47,109,176	8.7%		536,194,679	44,609,176	8.3%
CARES Lost Revenue Recovery	3,300,000	3,300,000	-	0.0%		3,300,000	-	0.0%
TOTAL REVENUE	494,885,503	541,994,679	47,109,176	8.7%		539,494,679	44,609,176	8.3%

* Scholarships & Waivers planned: \$30M



Revenue Review

Scenario A: TAV Estimated @ \$350B

	Approved FY2021-22	ESTIMATED FY2022-23	Change	% Change
State Appropriations	91,194,679	91,194,679	-	0.0%
Net Tuition *	90,270,000	93,000,000	2,730,000	2.9%
Taxes	307,670,824	352,500,000	44,829,176	12.7%
Federal Work-study	625,000	700,000	75,000	10.7%
Investment Income	575,000	800,000	225,000	28.1%
General Revenue	1,250,000	500,000	(750,000)	-150.0%
Total	491,585,503	538,694,679	47,109,176	8.7%
CARES Lost Revenue Recovery	3,300,000	3,300,000	-	0.0%
TOTAL REVENUE	494,885,503	541,994,679	47,109,176	8.7%
* Scholarships & Waivers planned: \$30M				



Revenue Review

Scenario B: TAV Estimated @ \$340B

	Approved FY2021-22	ESTIMATED FY2022-23	Change	% Change
State Appropriations	91,194,679	91,194,679	-	0.0%
Net Tuition *	90,270,000	93,000,000	2,730,000	2.9%
Taxes	307,670,824	350,000,000	42,329,176	12.1%
Federal Work-study	625,000	700,000	75,000	10.7%
Investment Income	575,000	800,000	225,000	28.1%
General Revenue	1,250,000	500,000	(750,000)	-150.0%
Total	491,585,503	536,194,679	44,609,176	8.3%
CARES Lost Revenue Recovery	3,300,000	3,300,000	-	0.0%
TOTAL REVENUE	494,885,503	539,494,679	44,609,176	8.3%
* Scholarships & Waivers planned: \$30M				



Cash Reserves Review

Uncommitted Cash, Cash Equivalents, Investments	
As of 8/31/2022 - ESTIMATED	\$279.0M
LESS: Required Cash Reserves @ 2 months	(\$89.8M)
LESS: End-of-Year Commitments (Carry-Forwards)	(\$5.0M)
LESS: FY2022-2023 Budget Book Special Items	(\$15.0M)
Available Cash Reserves	\$169.2M
Estimated # of Months of Uncommitted Cash Reserves	3.8



Treasury Update

Debt Review - As of 5/31/22



GO Bond Rating – AAA, Highest Rating Available



Taxpayer Savings from Bond Refundings = \$68 million



GO Bonds Outstanding = \$89,484,850 (*principal + interest*)



2020 Tax Notes, amount borrowed =
\$30,095,000 Remaining Balance = \$0

Major Initiatives:

- The new Dental Clinic in Paramount (\$6m)
- Satellite Energy Plant at Mountain View (\$10m)

Paid Off: February 15, 2022

Reimbursed expenses: \$31,825,000.



2021 Tax Notes amount borrowed =
\$51 million

Final payment date: August 1, 2023, previously was 2/15/2026

Dallas College reimbursement for self financed projects



Outstanding Debt

Description	Principal	Interest	Total Principle & Interest
2016 GO Refunding Bonds	\$54,915,000	\$6,793,425	\$61,708,425
2017 GO Refunding Bonds	24,095,000	3,681,425	27,776,425
2021 Tax Notes	31,825,000	484,640	32,309,640
Total	\$110,835,000	\$10,959,490	\$121,794,490

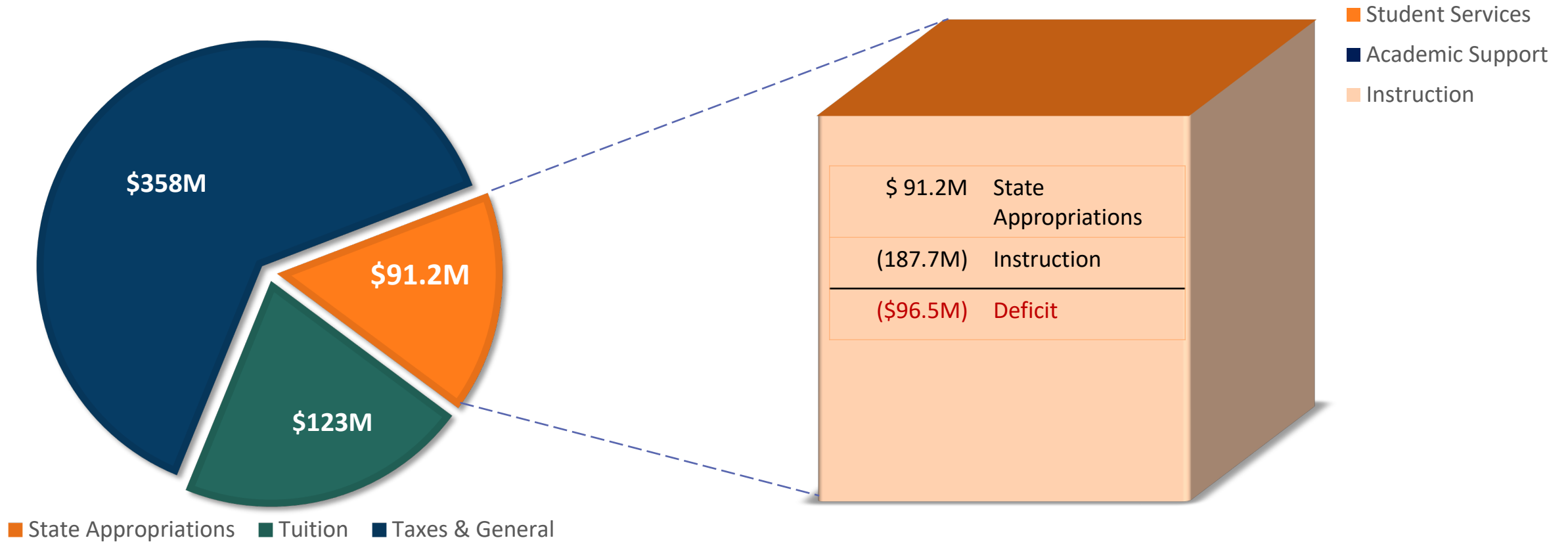


State of the College FY 23 Budget Request Summaries



Budget breakdown – State Appropriations

Where the money goes

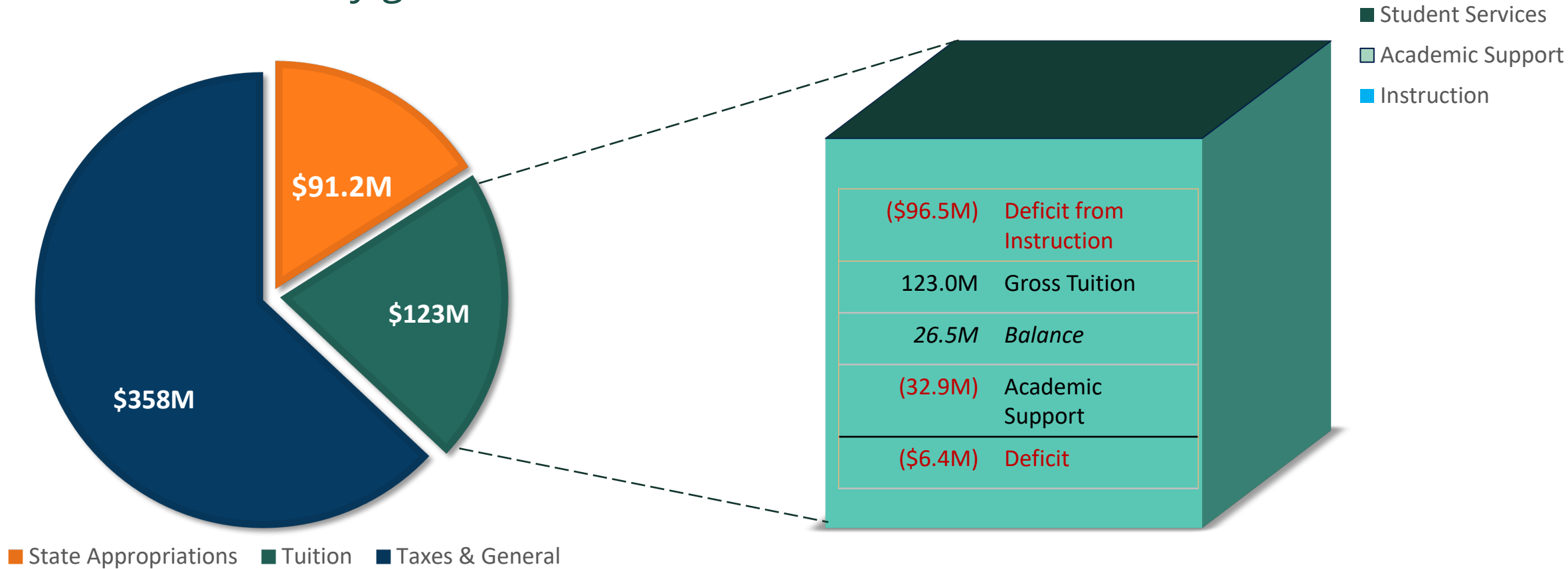


Instructional costs are prioritized and therefore account for the entire allocation from state appropriations.



Budget breakdown – Tuition

Where the money goes



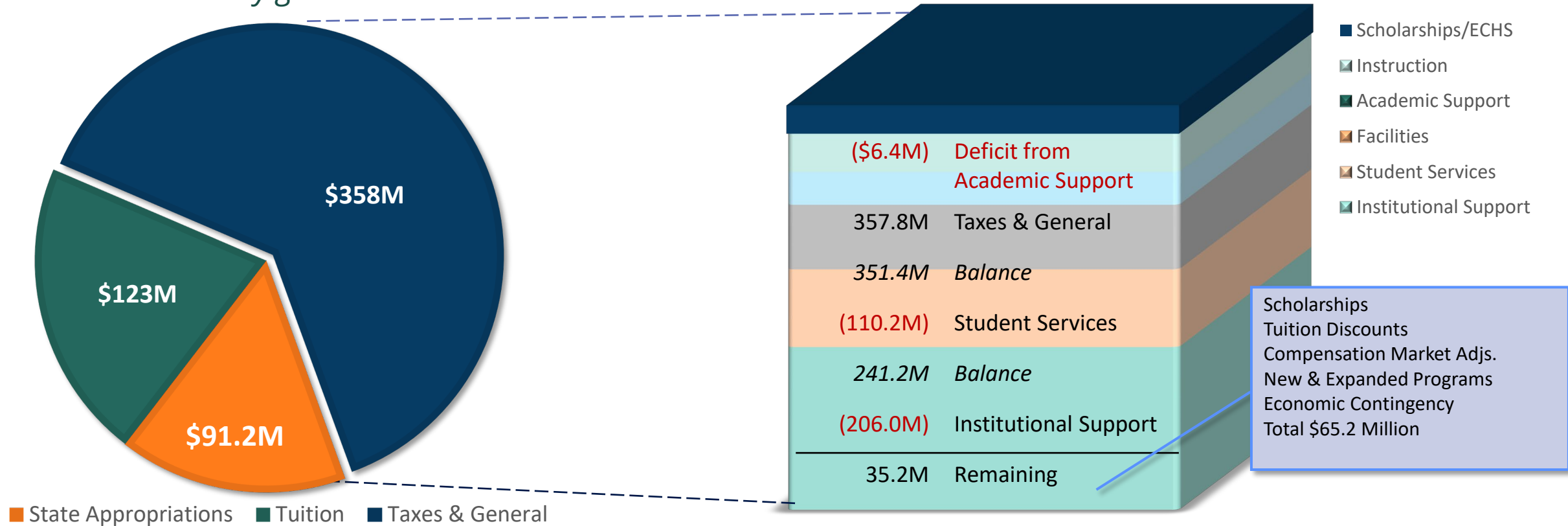
Instructional costs are prioritized in tuition revenue



Budget breakdown - Taxes

Where the money goes

28



Instruction

Academic Services

Engineering, Tech, Math
and Sciences

E-learning

School of Creative Arts,
Entertainment and
Design

School of
Law and Public Service

Educational
Partnerships

School of Business,
Hospitality and Global
Trade

School of
Health Sciences

School of Education

School of
Manufacturing and
Industrial Technology



Budget Summary – Instruction

	FY22 Original	FY23 Requested	Variance
Salaries	\$148,133,297	\$150,933,647	\$2,800,350
Purchased Services	7,173,790	6,523,968	(649,822)
Operations	4,986,668	5,260,781	274,113
Supplies & Equipment	5,263,267	6,488,042	1,224,775
Total	\$165,557,022	\$169,206,438	\$ 3,649,416



Student Success

Enrollment
Management

Student Success

Student Wellness
and Support

Strategic Analytics

Research Institute

Athletics



Budget Summary – Student Success

	FY22 Original	FY23 Requested	Variance
Salaries	\$53,879,815	\$56,575,372	\$2,695,557
Purchased Services	3,187,639	4,772,960	1,585,321
Operations	4,011,965	4,800,312	788,347
Supplies/Equipment	595,311	1,378,255	782,944
Total	\$61,674,730	\$67,526,899	\$5,852,169



Workforce & Advancement

Workforce &
Advancement

Dallas College
Foundation

Economic Opportunity

Innovation & Business
Strategy

Workforce &
Advancement
Operations

Career Connected
Learning

North Texas SBDC



Budget Summary – Workforce & Advancement

	FY22 Original	FY23 Requested	Variance
Salaries	\$15,047,095	\$16,557,092	\$1,509,997
Purchased Services	3,914,614	3,335,250	(579,364)
Operations	2,060,192	1,820,917	(239,275)
Supplies/Equipment	825,805	231,530	(594,275)
Total	\$21,847,706	\$21,944,789	\$97,083



Central Operations

Finance

Technology

Marketing
Communications

Presidents

Internal Audit

Facilities

Talent Development / Human
Resources

Legal/
Safety & Security

Board Relations

Social Responsibility

Digital Experience

Government Relations

Institutional Effectiveness

Business Continuity

Risk Management

Strategic Initiatives



Budget Summary – Central Operations

	FY22 Original	FY23 Requested	Variance
Salaries	\$71,197,461	\$71,613,452	\$415,991
Purchased Services	30,691,387	41,193,518	10,502,131
Operations	58,377,510	57,449,589	(927,921)
Supplies/Equipment	7,142,359	16,142,286	8,999,927
Total	\$167,408,717	\$186,398,845	\$18,990,128



Expenses Review

	Approved FY2021-22	REQUESTED FY2022-23	Change	% Change
Salaries and Wages	316,169,978	308,679,563	(7,490,415)	(2.4%)
Staff Benefits	38,809,593	37,500,000	(1,309,593)	(3.5%)
Purchased Services	42,663,412	91,805,696	49,142,284	53.5%
Operating Expenses	53,942,520	69,331,599	15,389,079	22.2%
Supplies and Equipment	40,500,000	29,240,113	(11,259,887)	(38.5%)
Total	492,085,503	536,556,971	44,471,468	8.3%
Contingency	-	15,000,000	15,000,000	100.0%
Compensation Study Allowance for Impact	-	15,000,000	15,000,000	100.0%
Transfers To Other Funds:				
Grant Match	2,800,000	3,500,000	700,000	25.0%
STARLINK - Supplemental Funding	-	147,376	147,376	100.0%
TOTAL REQUESTED EXPENDITURES	494,885,503	570,204,347	75,318,844	15.2%

Scenario A
Scenario B

28,209,668
30,709,668



Salaries Recommendations

Employee Type	# of Emps	One-Time Stipend \$1,500	Police Increase to New Minimum	FY22 Total	FY 23 Proposed Increase @ 5%	09/01/2022 Total Increase Midpoint	FY23 Total	Grand Total
Full-time Administrator	316	\$ 426,000	\$ -	\$ 426,600	\$ 1,898,768	\$ -	\$ 1,898,768	\$ 2,325,368
Full-time Staff	1,878	2,817,000		2,818,878	5,715,647		5,715,647	8,534,525
Full-time Faculty (Flat Rate \$3,650)	883	1,324,500		1,325,383	3,222,950		3,222,950	4,548,333
Safety/Security	120	180,000	815,004	995,124	408,030	321,000	729,030	1,724,154
Part-time	472	N/A		472	492,525		492,525	492,997
Work Study	194	N/A		194	147,537		147,537	147,731
Adjunct - from \$55.00 to \$58.00	1,045	N/A		1,045	800,000		800,000	801,045
Total	4,908	4,747,500	815,004	5,567,696	12,685,456	321,000	13,006,456	18,574,152



Compensation Study Impact



Under Consideration	Estimated Cost
Marketing: Brand Awareness & Wayfinding	\$750,000
A & D Study	\$350,000
Student Call Center	\$2,100,000
New Student Orientation	\$500,000
Contracted Security Services	\$1,500,000
Sustainability Initiatives: Resilience & Climate Action Plan	\$300,000
School of MIT Garland Expansion	\$1,500,000
Cybersecurity Vulnerability Study	\$500,000
Technology: Cloud Migration	TBD
Building Lease & Build Out Costs	\$18,000,000
Strategic Real Estate Evaluation	TBD
Staffing Requests	\$10,000,000
*Total – Known Costs	\$35,500,000



Discussion

