

CONSENT AGENDA NO. 9.1.d.

Approval of the June 28, 2022, Work Session Meeting Minutes

It is recommended that the Board approve the meeting minutes of the June 28, 2022, work session.

A work session of the Board of Trustees of Dallas College was held June 28, 2022, beginning at 9:33 a.m. at the administrative building and was broadcast on the Cisco Webex platform via the streaming link:

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

Board Members and Officers Present

Mr. Cliff Boyd
Ms. Charletta Rogers Compton
Ms. Monica Lira Bravo (chair)
Ms. Diana Flores
Dr. Catalina Garcia
Dr. Justin Lonon (secretary and chancellor)
Mr. Paul Mayer
Mr. Phil Ritter (vice chair)

Members Absent

None.

- 1. Roll Call - Announcement of a Quorum** was confirmed by Chair Monica Lira Bravo.
- 2. Certification of Notice Posted** for the meeting was confirmed by Chancellor Justin Lonon.
- 3. Citizens Desiring to Address the Board**
None.
- 4. Opportunity for Members of the Board and Chancellor to Declare Conflicts of Interest Specific to this Agenda**
None were declared.
- 5. Special Presentations**
 1. Dallas College Strategic Planning: Priorities Guiding Resources & Actions

Presenters: Mary Brumbach, Danielle Valle

Chancellor Justin Lonon began the conversation by reviewing with the Board how Dallas College was going through a new strategic planning process that included associated goals, KPIs and measures. Lonon stated how they will review changes and come to a consensus with the Board to help with budget development and new evaluation measures to ground us in our Strategic Priorities.

Chief Strategy Officer Mary Brumbach summarized changes made to the 2022 – 2023 Strategic Priorities from the December 7 and March 1 Governance Committee Meeting discussions. She reiterated that the Strategic Priorities would guide the work for the Board and be reviewed and modified in an iterative process to drive the work of Dallas College. The following updates were made based on the previous discussions with the Trustees:

- 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.

Brumbach reviewed updated language under the Dallas College mission and purposes to bring the Strategic Priorities and the Strategic Plan together with the following updates:

- 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.

Chancellor Lonon reiterated that there would be quarterly updates to the Board, along with a full annual review aligned to the budget process for the next academic year.

Brumbach reviewed the reorder and updates (changes and additions to certain language) to the Strategic Priorities, including the recently added priority based on previous discussions – *Leverage college facilities, land, technology, programs, partnerships and other capabilities to*

strengthen and build our communities and workforce, now and for the future.

After a robust discussion with the Board and the presenters on updated changes to the Strategic Priorities there were additional suggested edits for consideration as it relates to language within each priority's annotations. Vice Chair Ritter asked how we were capturing the emphasis on diversity, citizenship and civic values in our priorities. Danielle Valle responded that the Trustees would see "personal and social responsibility" in key objectives and the core academic requirements of the Coordinating Board and in academic assessments. Trustee Compton requested an addition of "other governmental agencies" to the last annotation under Pipeline in the Impact Income Disparity priority. Trustee Garcia stressed the importance of English language competency for our students. Provost Floyd reviewed Dallas College's requirements for matriculation towards a degree and/or certificate while reviewing the tiered programs in place to meet objectives and skills requirements for English competency. Trustee Flores asked to add "creating **and sustaining**" under Leadership in the Create a High-Performance Work and Learning Culture priority. Trustee Flores requested an appendix for the 2022 – 2023 Strategic Priorities with shared definitions for Board and leadership use.

Senior Director, Inst Effectiveness & Accreditation Danielle Valle continued the presentation on Connecting KPIs with Resources and Action. She recapped the approaches used when the college operated with seven individual strategic plans. She then contrasted those methods with the comprehensive strategic plan for Dallas College which aligns the work and resource deployment to the Strategic Priorities. Valle presented Dallas College strategic goals (student success, employee success, community engagement and institutional effectiveness), key performance indicators (KPIs) and measures identified by senior leadership across functional areas. Valle explained how KPIs and measures (both from historical data and baseline data being gathered this year) were determined by leadership and how activities will hold people accountable over time. Trustees asked questions and commented on how KPIs and measures were determined, specifically around success points and the THECB. Chancellor Lonon shared that this plan included an overlap with success points, noting that they were not truly reflective of our students and what they wanted to accomplish at Dallas College, along with measuring our institutional health to see what we were doing well and where there were issues and challenges. Further conversations continued around available data sources and on collecting data from students on what brought them to Dallas College and why a student might leave prior to completing their educational goals. Trustee

Flores also requested to see student survey question excerpts (including student satisfaction) and a list of acronyms (rubrics) for student courses (in reference to challenges heard by students on the registration process). Joseph responded that student success coaches reference an acronym list used when assisting students with registration but would double check to see if the list was available to students on the website.

Valle commented that the strategic goal centered on student success had the most historic data available and the Institutional Effectiveness (IE) office would be sharing regular updates with strategic targets for one, three and five years out. For strategic goals two, three and four, baseline data would be compiled, and her office expected to have data to set strategic targets in Spring 2023. The IE staff was working with the Strategic Research and Analytics team for regular access to analytics through visual dashboards. They were also looking to make the department action plan a tool for action and resource deployment. The Chancellor mentioned that part of the evaluation process would be to review: *How did it go? Was it successful? Do we replace with something else?* The timing would align to building the budget and those resources as identified and aligned to the strategic plan.

Valle reviewed the department action plan that all administrative units will complete (95% completed to date) that identify the following:

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

The 2022 – 2023 planning cycle would produce a strategic plan populated with baseline data with targets that become the tool for leadership accountability. This would be partnered with the Chancellor's evaluation: to see where the data is, where we are and where we intend to be. Valle confirmed that all materials deployed to staff come with training, including individual support to ensure leaders understood and how they could make it meaningful for their teams. She also stated that this was the first iteration of the planning process with available data. It would evolve over time.

Brumbach concluded the conversation on Strategic Priorities and the Strategic Plan by asking for a consensus from the Board to move forward with these priorities including two changes: adding "governmental agencies" to priority 3 and "sustaining" to priority 5, as a framework for the leadership team, for the land use policy, for employees, and for the accreditation process. Chair Bravo confirmed a

consensus from the Board with additional endorsements from Trustee Mayer.

Finally, Valle shared accreditation updates for Dallas including:

- 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 a site visit to follow in the fall of 2024.

Trustees commented on accreditations received and on the expansion of high school dual cred locations and degree offering expansions now possible. Valle explained that the approval process for off-site location programming is determined by address and percentage of program courses taught at that site. The discussion concluded with final remarks by Chancellor Lonon.

FY 2022-2023 Budget Overview

Presenters: John Robertson, Tiska Thomas

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Tiska Thomas and John Robertson presented the Fiscal Year 2022-2023 Budget Overview. The budgeting process occurs continuously throughout the year with on-going conversations about financial needs collegewide. To assist every location and hub workgroup with their finance needs, there is a matrixed business team consisting of a budget manager along with accounts payable, accounts receivable, and procurement staff.

The budget was produced with a zero-based budget methodology. Processes and thought methodology are collaborative and forward-thinking, focusing on sustainability, affordability, market viability, and cost escalations.

Revenue was comprised of state appropriations, tuition, and taxes. There are guidelines for how those funds can be utilized. State appropriations and tuition cover instructional costs, academic support,

and student services. Taxes augmented expenditures not covered by state appropriations and tuition, such as institutional support services, physical plant maintenance, unfunded state mandates, and emergency aid for students.

State appropriations are funded on a biennium, two-year cycle, with even years being a funding year. Dallas College received a 3.6% decrease due to lower enrollment and decreased contact hour funding during the pandemic. The revenue loss was supplemented by CARES funding. Dallas College also received restricted state appropriations for specific purposes - Small Business Development Center, Starlink, and Higher Education Group Insurance.

Tuition was \$79 per credit hour for In District students and includes eLearning materials. The state average was \$99 per credit hour and does not include learning materials. Dallas College provided \$30 million in student scholarships and waivers. Taxpayers saved over \$3 million with Homestead and Over 65/Disabled Person tax exemptions.

The single largest revenue source for Dallas College was Ad Valorem Property Taxes, which was calculated based on Taxable Assessed Value (TAV). Dallas Central Appraisal District will have the certified TAV numbers late July. The operating revenue has been estimated at approximately \$542 million based on historical trends, revenue forecasting, and market trend information.

One of the biggest challenges with creating the budget was the compensation structure. Salaries and benefits make up over 70% of the budget. Other budget challenges include escalation in cost of living, costs of equipment and supplies, strategic allocation of resources to critical areas, programming decisions, ERP implementation, and the reorganization.

Through effective fiscal stewardship, Dallas College maintained a AAA GO Bond Rating, the highest rating. From bond refunding, taxpayer's savings equal \$68 million. Current outstanding debt includes GO Refunding Bonds and supplemental funding through Tax Notes for facility enhancements.

The current State of the College budget showed a budget deficit of \$30 million. Collegewide financial requests far exceed the estimated budget. Financial staff reviewed all financial requests to identify priority items that can be funded for the year. The FY23 budget proposal will be presented in August to the Board with a compensation recommendation.

Trustee Compton asked for updated organizational charts and the final number of employees from the reorganization. Trustee Flores asked for a list of Hubs/Schools Of, a copy of the economic impact study, and report of entry level data.

6. Executive Session

Executive Session began at 12:33 p.m. and the meeting resumed at 2:26 p.m.

7. Adjournment

Meeting adjourned at 3:58 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.