

CONSENT AGENDA NO. 8.1.b.

Approval of the Work Session Meeting Minutes for January 24, 2023

It is recommended that the Board approve the meeting minutes of the Work Session for January 24, 2023.

A work session of the Board of Trustees of Dallas College was held January 24, 2023, beginning at 9:11 a.m. at Pegasus Plaza and was broadcast on the Cisco Webex platform via the streaming link:

<https://dccccd.new.swagit.com/events/15156>. 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** confirmed by Chair Monica Lira Bravo.
2. **Certification of Notice Posted** for the meeting confirmed by Chancellor Justin Lonon.
3. **Citizens Desiring to Address the Board**
None.
4. **Meeting Outcomes and Agenda Review**
Facilitator: Dr. Helen Benjamin

Dr Benjamin thanked the Board for selecting her to facilitate and noted that she was a former employee of Cedar Valley.

Dr. Benjamin stated that the purpose of retreat was based upon her conversations and queries of the board members.

She stated that the purpose of the retreat was to give Trustees the opportunity to engage in conversation and activities in a relaxed, informal environment outside of their formal meeting structure encouraging them to think big thoughts and plan for the College's future.

The outcomes for the day were:

1. Renewed sense of shared community and purpose among Board members.
2. Common understanding of Board roles and responsibilities.
3. Better understanding of and relationship between and among Board members.
4. Mutual goals and priorities for 2023 between the Board and Chancellor
5. Clear understanding of the current state of the college and what remains to be done to achieve the goals of the reorganization.
6. Enhance understanding of past and current Board priorities and strategies
7. Progress on current Board priorities
8. Enhanced understanding of each other's individual motivations for Board service and perceived visions for the future of the College.
9. Plan for follow up actions for the retreat
10. Plan/ideas for improvement regarding self-assessment results

Dr. Benjamin also set ground rules for the Board for the day to enhance engagement.

5. Opening Activity: Board Member Relationship Building

Facilitator: Dr. Helen Benjamin

Dr. Benjamin gave each of the Trustees five minutes to speak about their life stories and their motivation for board service and they share what skills, interests and expertise they bring to the role.

Chair Bravo: Stated that she is the daughter of immigrants. She ran because she identifies with students who are undocumented or their parents are undocumented, as hers were. She is familiar with Dallas ISD as she was a student there for most of her early education. She attended public college, and this also helps her relate to students as it relates to financial aid and student debt. She uses this lens as a means of decision-making on this board.

Trustee Flores: Has been on the Board for over 25 years and was motivated to run for the board while she was an employee of the District. Her motivation stemmed from Latino employees wanting more representation on all levels. She has pushed for diversity, equity and inclusion in the college since her election and is finally seeing the change over the last three to four years. She talked about her educational journey and how as a single parent and employee of Dallas College formerly Dallas County Community College District (DCCCD) , she took classes during her lunch break. Her passion for higher education is based on the impact that it has on families.

Trustee Compton: Has been involved in politics since her teens and worked for Dallas College formerly DCCCD off and on for about 18 years. She worked for the Black Chamber of Commerce and that opportunity opened many doors that gave her exposure to many things. She put herself through college which made her appreciate education more. She knows that education changes life. She worked with Minority Businesses program with Dallas College. She states that if you want to affect change, you must be at the policy level and this is part of the reason that she ran. This position was a perfect fit as she was aware of the strengths and weaknesses of the Minority Business Program of Dallas College. She states that work is work and that she keeps a straight perspective of the work. She is grateful for being on the Board.

Vice Chair Ritter: His family has a background in education. He grew up in a growing community on the east coast and went to college for Law. During his time in college, he was afforded the opportunity to work in Austin, Texas. He worked in the Texas Legislature as well as in oil and gas and for Texas Instruments (TI). His time with TI led him to encountering Dallas College and sitting on the Foundation Board. He was and is impressed with the resources that we offer our students and the manner in which we can deliver education to the Dallas area. He ran for office because those on the ballot did not seem to have the interest of the college and students at heart and this concerned him. He feels privileged to serve with the Board, Chancellor and College leaders.

Trustee Boyd: He grew up in a small town in Texas and went to Temple Junior College on a basketball scholarship. He paid for his own education at Baylor, along with his wife and graduated without debt. He worked for the federal government as an auditor for 13 years and for the Defense Audit Service. His involvement in government kept him from being involved in politics. He began his finance business and attributes his

longevity to that decision. After moving to Duncanville, he ran for city council and also served as Mayor of Duncanville for two terms. He has served on the Parkland Hospital Board and their Foundation Board for more than 15 years. He ran for Dallas College Board because he wants to serve based on his experience and opportunities. He stated that Dallas College was the best kept secret in Dallas County. The burden is on the Board to leave a legacy that can work for the good of the county for many years to come.

Trustee Mayer: He is an economic developer. Following his career as an elementary teacher, he moved into working at the Garland Chamber of Commerce. His first encounter with the College was an introduction to Richland Campus and its offerings. He stated that when business, economic development and education come together, that is what builds the economy. He is motivated by the ability for students to have bright futures and people to grow to their greatest potential.

Trustee Garcia: Her family came from Mexico with a long history of education. She grew up in a poor area of El Paso, but had the understanding that education was the door to a better future. She shared how she worked through high school and college and was hired by the county coroner. She learned the concept of life and how precious it is. The coroner and his wife lent her the money to attend medical school as there were no scholarship opportunities and her mother was unable to borrow money to send her. She stated that the most valuable thing that someone can own is a good education. Her motivation is the ability to be involved in a place where students can encounter the best faculty possible. She wants to be a representative of the community and of the school. She values teamwork and the outcome of working together.

Trustee Compton: She highlighted that there were many common threads in the board such as recognizing and taking advantages of opportunities, understanding that change happens at the decision-making/policy level, and they were all here because they saw a need in different areas.

6. **Board Internal Reflection: Self-Assessment, Roles, and Responsibilities**

Facilitator: Dr. Helen Benjamin

After some discussion, the Board moved into executive session at 9:54 a.m. Executive session adjourned at 11:32 a.m.

The work session resumed after lunch break and was called to order by Chair Bravo at 12:40 p.m.

Highly Effective Boards:

Dr. Benjamin reviewed the duty of highly effective boards and how their duty impacts those they serve. She also discussed the role of a fiduciary and the responsibilities, both legally and ethically, to act in the best interest of another.

There was a discussion centered around who the Board serves. The consensus was that they represented constituents, Dallas College and the population at large.

High performing boards do the following:

- Cultivate a culture of inclusion
- Uphold basic fiduciary principles
- Cultivate a healthy relationship with the chancellor
- Select an effective board chair
- Consider strategic risk factors
- Provide appropriate oversight of academic quality
- Establish a strong governance committee
- Focus on accountability

Dr. Benjamin asked the board members to participate in an exercise by writing down a short description of the relationship they would like with the other board members and the individual actions that they were willing to take or commitments they were willing to make as an individual to achieve that relationship.

Trustee Compton: “I want to invest the time required to understand by listening, sharing, being non-judgmental and maintaining confidentiality.”

Vice Chair Ritter: “Respectful, collegial, trusting one more where we can listen to each other and be heard to each other. I’m willing to be present to make myself available, to focus my attention, to be open minded, and to speak with honesty and candor.”

Trustee Flores: “Collegial and respectful relationships with board members and with the board being results driven as regards setting and meeting strategic priorities to accomplish the mission of Dallas College and for us to think strategically and to be innovative, to stay abreast of trends that affect academic and workforce programs.”

Chair Bravo: “Board members speak to each other with respect when conducting business and will act in the best interests of Dallas college. My commitment is to do my due diligence before each board meeting and to listen effectively.”

Trustee Mayer: “To foster or create a culture of trust and mutual respect that acknowledges that we collectively have made the right decisions in the consolidation and the hiring of a chancellor and support those two decisions to the successful execution of our strategic plan. My commitment is to listen, to learn, share.”

Trustee Boyd: “I want the Board to trust that all I do is because I am dedicated to the present and future success of Dallas College. Nothing I do is for personal gain and my commitment to the board is that I’ll share my personal experiences with the board and each individual board member.”

Trustee Garcia: “I want us to be equal partners in educating all who attend college. Providing students will have knowledge and skills to self-determine their future. I have to be present, pay attention, educate myself on the facts and be cooperative and educable.”

Dr. Benjamin noted two common threads of trust and respect. She further discussed the roles and responsibilities of the board and the chancellor.

There was some discussion around adherence of law and how policies were set based upon applicable law.

Dr. Benjamin read a scenario for the Board to share their thoughts on the issue and available options. Discussion ensued and Dr. Benjamin shared the outcome of the scenario.

She then reviewed information from the Accrediting Commission on Board Roles and Responsibilities.

Dr. Benjamin reviewed the results of the survey that the Board took regarding their responsibilities. There was much discussion that surrounded the responses to the survey and whether they believed the responsibility was to the Board or the Chancellor

7. Dallas College: The Good, the Bad, the Ugly and the Road Ahead
Presenter: Chancellor Justin Lonon

Chancellor Lonon reflected on past Dallas College events giving his view and assessment of those experiences and where we stood as a college. He spoke about the change to the one college model that started 2 ½ years ago and the legacy of DCCCD that we have built on; adding that our work would never be done because improvements was always be needed.

Dr. Lonon then discussed how the Dallas College 2030 Vision aligned with the Dallas College mission and Board strategic priorities. He emphasized four areas that included Student Success, Employee Success, Community and Workforce Engagement, Operational Success. He also discussed the Barriers and Challenges that need to be addressed to ensure we reached the 2030 Vision.

Dr. Lonon shared his short-term goals that were achieved this past year through the Action' 22 that resulted from Dallas College Town Halls, internal listening sessions, and engaging with employees in small groups to find out what their concerns were. Action' 22 was the first of annual short-term response plans to improve Dallas College and address critical issues. Some of the critical issues addressed were the creation of an identifiable brand that resonates with employees, fundamentals, new initiatives, campus culture, campus leadership. Dr. Lonon mentioned some of those new initiatives including the employee survey that was implemented to address moral, the compensation review to insure employees were being compensated fairly, and the flex work program.

Trustee Flores asked for a list of the new initiatives which Chancellor Lonon agreed to share with the Board

Dr. Lonon also spoke about different communications strategies that have been implemented including Lunch and Learns, 60 seconds with the Chancellor, and the more in-depth videos 60 minutes with the Chancellor. He said that communication will always be a challenge, but the college had spent a lot of time this last year developing initiatives to engage employees especially after coming out of a remote work environment and the pandemic.

Dr. Lonon spoke about the role of the Leadership Team Accord Statement drafted this last August and why it was created. Chancellor

Lonon asked his Leadership team to sign the Leadership Accord statement and commit to it, saying it was an expectation of how we were going to work together and would guide us in the work we do. He also spoke about the efforts to include faculty in important decisions and ongoing initiatives and to that end, that we would define process and structure ensure feedback and engagement with faculty. Dr. Lonon also pointed out that we had two other employee groups as well that have a voice and were as important to this process.

Trustees discussed the perimeters of their control over decision making, especially as it relates to faculty, classroom, and students. In the discussions Trustee Flores stated that ultimately a decision has to be made based on the best available information and that was the responsibility of administrators to make those hard decisions and move forward. Other board members weighed in, not all in agreement on how much faculty consideration was being currently given.

Chancellor Lonon detailed a list of barriers including some vacancies in leadership HR positions that had hobbled Dallas College.

Chancellor Lonon then talked about the road ahead including a career planning tool called Develop U that would assist employees in seeing what the road ahead looks like for them in terms of their career options. He also explored initiatives that encouraged employee buy-in, employee recruitment and retention, expanded training, and performance management. Building a value statement and seeking input from employees through world café series events was a major initiative in the coming months.

Chancellor Lonon touched on some of the good things the college was doing which included endeavors such as a framework of stackable credentials where we were putting industry recognized credentials into courses; as well as our dual credit early college programs that we have grown by about 133 percent over the last 7 or 8 years. These initiatives in addition to many others provided students with more flexibility. Dr. Lonon also mentioned our investment with Success Coaches, where our special populations received targeted support, and new approaches to address childcare and the numerous other resources made available to our students.

Chancellor Lonon recognized our barriers, and briefly spoke about enrollment recovery, student persistence, and evolving historic

workflows and processes, saying about the latter, he could spend all day talking about what was the individual campus way and what was now the Dallas College way. The data side we have invested in I.T. and Workday noting that in the past Student Success used 22 different applications to help serve students and this would help simplify that. The effects the current economy had on the workforce and our students as well as the colleges response to were discussed. Changing state policies as we move to a performance-based model for state funding would be impactful.

Chancellor Lonon addressed the Dallas employment landscape sharing data for DFW metroplex area. Data included for current employment, job postings and in addition were broken down by major cities within the metroplex area and also by top industries and employers. Also depicted were typical entry-level jobs that were fast growing, or high-paying showed current employment numbers and 3-year growth demand in addition to hourly wages.

Trustee Compton asked if she could have this data on the area that makes up District 7. Chancellor Lonon responded that his team would get that information to the Board.

A short video showed interviews with area workforce executives, education administrators and faculty about how Dallas College workforce development is aligning with the current job landscape.

Trustee Flores asked how students find out about the program.

Chancellor Lonon asked Dr. Pyeper Wilkins to address this question. She explained that we are still in the planning phase and that this is meant to start students in in boot camp non-credit format to get them jobs in labs to be exposed and make informed career decisions.

Trustee Flores asked if the students are from high school or existing students.

Dr. Wilkins responded that some would be recent high school graduates while others may have been out of school and are in search of a career.

Dr. Lonon spoke about the Labor Market Intelligence Center (LMIC), as well as the Alumni network and the efforts that are in place to keep alumni involved.

He described some of the barriers in this area such as alignment of projects, being agile in industry development and keeping pace.

Trustee Boyd states that his frustration lies in the slothfulness of the education industry to pivot with business industry changes and decision-making. He sees this as an opportunity. Dr. Lonon agrees with his identification of this challenge and says that higher education needs to be more disruptive in the way that it does business.

Trustee Bravo mentioned that in her meeting with another accrediting body (HLC), she learned that their method to approve new programs is faster than other accrediting organizations.

More conversation ensued about our business partners and how we can connect with them by showing them future workforce and our funding streams.

Chancellor Lonon discussed the expansion of external funding and developing new network approaches to serve communities.

Chancellor Lonon discussed Operational progress that has occurred and the decision-making framework that has influenced that progress. There are some barriers that are a challenge such as responsible risk taking, cross functional teams and the new state funding model.

He discussed the bond initiatives that are coming to fruition and how we can move forward with the downtown project. We have to fully develop the space and land use plan.

Trustee Flores asked about the RFI.

Chancellor Lonon states that the RFI draft will be presented in the February board meeting.

Dr. Lonon discussed the timeline of Action '23 which highlighted High Level Planning, Fundamentals, and Valuing Employees. There was discussion surrounding employee surveys and the timeline.

He wrapped up his discussion stating that he wants Dallas College to be the answer to address the problems that exist in our community. He wants to be an answer to students, businesses, and community. We have a lot to be proud of while we are in the business of busting barriers that

exist. He requested time in Executive Session once Dr. Benjamin completes the Board Retreat and Outcomes and Wrap Up Activities.

8. Board Retreat Outcomes and Wrap Up Activities

Facilitator: Helen Benjamin

Dr. Benjamin asked the Board to share what their vision was for the College moving forward.

Trustee Garcia: “Development of student leadership that will lead to international impact.”

Trustee Boyd: “We will be the nation's leading higher education institution in workforce development and the creator of innovative opportunities. We will play a major role in solving health care, manpower, issues related to nursing and culinary services. This will be accomplished with the creating with the creation of creative revenue streams.”

Trustee Mayer: “We will have completed the bond program, implemented the bond program we are in, in conjunction with completing the bond program, we are at the cutting edge of meeting employer needs. We have a happy faculty, we have successful students, and we have systems that work.”

Chair Bravo: “I transform lives by being on the cutting edge of higher education programs, a diverse workforce, and seeing students finding jobs.”

Trustee Compton: “I want to see an increase in enrollment. I want to see progress on the projects that were left on the table in terms of the bond program. I want to assure that we go back and reevaluate that. I’d like to see a fairer distribution of the resources throughout Dallas County and not just concentrated in one area because we have a number of service areas. I want to know that we’ve solved our branding issues by using meaningful tools in the community to raise awareness of the College district. But I want us, the Dallas College, to be synonymous with fairness and equitability to out Dallas County in priorities and in decision making.”

Vice Chair Ritter: “Unlike our current mission of transforming lives through higher education, positively impacting lives of our students, I think we have a big opportunity to do that through our leadership and the creation of shared services, not only in Dallas County, but more broadly.

And then finally, I think we are on the cusp, but there's a lot of things to do in terms of innovation in our organizational process, and especially how we deliver our educational programs are use of technology, and then our design and implementation of various types of incentive and compensation rewards within the college faculty and staff.”

Trustee Flores: “Dallas College is the institution of choice for high school students, adult learners, business and industry to meet their education and workforce training needs. Dallas College is best in class in higher ed, in enrollment, retention and teaching and learning innovation.”

Chancellor Lonon: “Dallas College is the institution of choice for individuals versus industries and communities because of the outcomes we achieve on their behalf to develop additional economic mobility and prosperity.”

Dr. Benjamin asked the Board to consider six focus areas to develop goals for 2023 under the following themes:

1. Educational Quality and Student Services
2. Diversity, Equity, and Inclusion
3. Finance and Financial Initiatives
4. Board Effectiveness
5. Organizational Effectiveness
6. Workforce and Economic Development

The Board agreed to a need for this discussion be held at a future Governance Committee meeting. Board Relations Executive Perla Molina will create a document with these topics for the Board to complete this exercise at a later time. They would review the strategic plan and make any necessary adjustments and also update the definition of the Key Performance Indicators (KPIs) in future Governance Committee meetings and present necessary modifications to the Board.

9. Executive Session

The board opened executive session at 4:50 p.m. and returned at at 5:29 p.m.

10. Adjournment

This work session of the Dallas College Board of Trustees adjourned at 5:31 p.m.

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