

CONSENT AGENDA NO. 10.1.b.

Approval of the Work Session Meeting Minutes for June 27, 2023

It is recommended that the Board approve the meeting minutes of the Work Session for June 27, 2023.

A work session of the Board of Trustees of Dallas College was held Jun 27, 2023, beginning at 9:09 a.m. and was broadcast via the streaming link: [www.dallascollege.edu/boardmeetingslive](http://www.dallascollege.edu/boardmeetingslive). The meeting was convened by Chair Bravo.

Board Members and Officers Present

Mr. Cliff Boyd  
Ms. Charletta Rogers Compton  
Ms. Monica Lira Bravo (Chair)  
Ms. Diana Flores  
Dr. Catalina E. 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 Bravo

**2. Certification of Notice Posted**

Confirmed by Chancellor Lonon in accordance with section 551.054 of the Texas Government code.

**3. Citizens Desiring to Address the Board**

No citizens addressed the Board.

**4. Special Presentations**

**4.1. Dallas College: Becoming an Institution of Innovation**

Presenters: Shawnda Floyd, Beatriz Joseph, Justin Lonon, Brad Williams, Pyeper Wilkins

Chancellor Lonon addressed the Board and asserted that today's approach would be a little different from what they had typically done. He outlined what would be discussed regarding "investing to transform lives and communities" and how slides would be utilized as a discussion guide. The session was designed to focus on challenges that our community, students, and the business industry face. Dialog on what was informing the budget recommendations would be a key component. He said it represented a change in how they approached budget development and the recommendations around it.

He discussed the agenda for the next two-day session.

Dr. Lonon said that although they have a foundation, Dallas College is only three years old. Chancellor Lonon challenged the Board members to think like a founder, saying they had all been a part of building a new institution. He spoke about 2019, asking voters to make a major investment in Dallas College and asked, 'what is the road ahead for us?' because creating a culture of innovation doesn't just happen.

Video: Student video that captures institutional impact.

Dr. Lonon spoke about the issues, challenges, and problems they never see. It's not just the services they provide but the community that comes together and makes the investment. He asked Board members to think about Edward (student in the video) over the next couple of days and think about what they were investing in and who they were investing in. Dr. Lonon also asked how they could make best use of their blank slate, saying they get to define a new innovative approach on how they deliver services. Also, what does the community need? He pointed out that was the mindset of the founders in 1965.

Dr. Lonon pointed out the role we play in supporting our students in a path to a better life. He used a recent event at the Redbird center as an example where we had two campuses represented at a community event.

Trustee Flores said that what has been created at our Redbird center must happen at our other community campuses.

Trustee Boyd said we need zero base budgeting meaning nothing in the past governs what happens in the future but, it does not mean the past does not have value. He spoke about the tremendous burden and responsibility the Board has to get things right.

Dr. Lonon acknowledged that each employee feels that pressure in different ways.

Trustee Garcia felt that the previous video stressed too much of a caretaker role and did not focus enough on the vision of the student. She also said we need to concentrate our attention on what is happening now and student trends.

Trustee Flores asked if we have a student body master plan. She also asked about Workforce Development and what role it has.

Trustee Boyd discussed the approach method that he feels should be used to solve problems and create solutions.

Dr. Lonon highlighted some of the things we will focus on for Dallas College 2030 utilizing our new decision-making framework. He pointed out the headline in the Dallas Morning News editorial, “Does Dallas College have the answer to the teacher shortage?” The article concludes with, “Dallas College understands the assignment.” Dr. Lonon highlighted what they needed to do to be the answer for students like Edward who was in the previous video. He indicated that by 2030 Dallas College was projected to have nearly 180,000 students enrolled and the traditional high school age population is declining.

Trustee Compton asked how did they arrive at that number of students.

Chancellor Lonon replied that the data team did the projections, and Dr. Joseph will go into more detail when she addresses the Board later that day. He listed some of the considerations they needed to think about when planning for growth and our future.

Trustee Boyd spoke about upscaling and the leadership we have in that area of expertise and how that should be included in promoting our institution.

Trustee Flores related a story about a student who took advantage of the Dallas Promise program who was valedictorian of Grand Prairie High School but had to drop out because he did not have transportation.

Dr. Lonon said they would award over 100,000 credentials between now and 2030. He highlighted some of the other statistics that would be talked about in more detail later. He also stated that between now and 2030 they had the opportunity to have the largest endowment of any community college in the country. He spoke about some of the barriers students face, including child care. Dr. Lonon asserted he wanted us to be positioned to be one of the best places to work.

Priorities and goals come from the engagement internally and externally to ensure that we're providing and representing what people need for employees to be successful, to do the work they do for our partners, our community partners, and then, of course, ultimately for our students. Dr. Lonon emphasized that Dallas College has amazing employees that are part of this institution, and they absolutely were on a path seeking to change the culture. Dr. Lonon acknowledged that the College has gaps that need to be addressed in order to reach our optimal place.

He addressed the employee engagement survey had how the leadership team has worked to set a foundation. From this point KPIs and metrics would be established to ensure that we can appropriately measure engagement.

Dr. Lonon spoke about the employee snapshot which included diversity by race, gender and generational age. Some discussion was held about generations and what each generation means and the populations included.

Dr. Lonon discussed with the board the state of Dallas County and those who we serve. He reviewed a demographic summary that further highlighted the community, salary averages, and employment statuses. This led to discussion of the prospects of Dallas College graduates in our community and how we were positioned to supply talent to our region and impact our economy.

Dr. Lonon explained our competitive advantages in the areas of Student Success, Employee Success, Community Engagement

and Institutional Effectiveness. In each of these areas, there was discussion regarding success and opportunities to close gaps.

Chancellor Lonon noted that Provost Floyd and the Academic Team, with input from faculty leadership, had been working to develop an academic master plan. Dr. Lonon explained this plan was a beginning framework to take Dallas College into the future regarding the needs of programming at the various locations.

Dr. Floyd explained the presentation would be about the “Institution of the Future,” which is the vision of what Dallas College could become. She then asked the academic vice-provosts to introduce themselves.

Dr. Floyd shared the background of the academic master plan. She explained that the plan was a vision of academic priorities moving toward 2030, focusing on collective priorities and an innovation effort designed to be ambitious but achievable. Dr. Floyd noted the plan would be a driver for planning and strategy across the College in all areas.

Dr. Floyd shared the plan’s timeline, acknowledging the members of faculty leadership present at the meeting who stressed the importance of including the timeline in the presentation to highlight the work that had been done and show future collaboration. Chancellor Lonon asked them to stand up and introduce themselves.

Dr. Floyd explained that the College is following the Texas Talent Strong benchmarks the state has set for higher education and shared the trend predictions for the next three years, five years, and in 2030.

Trustee Flores asked Dr. Floyd to clarify how the growth trend of digital and hybrid learning would impact the need for physical facilities. Dr. Di Paolo responded that virtual labs and simulation labs are being considered as a future investment. He also noted that online students still desire to use the campus spaces for learning support and access to stable, high-speed internet.

Trustee Flores shared the importance to understand the vision as it relates to the need for new buildings.

Trustee Garcia asked how the numbers from Talent Texas Strong were obtained. Dr. Floyd confirmed the state establishes those target numbers for institutes of higher education.

Trustee Ritter asked for clarification on the age breakdown for students aged 25-34 and 35-64. Chancellor Lonon and Dr. Floyd explained that the state added the 35-64 age group to account for adult working students.

Dr. Floyd continued by discussing plans to continue working with Achieving the Dream (ATD) to provide professional development opportunities for academic leadership. She also noted that data would be used to tackle significant differences in success between schools and disciplines within the same school.

Trustee Flores asked Dr. Floyd to specify any data or information related to workforce and continuing education throughout the remainder of the presentation.

Trustee Ritter asked for clarification regarding performance management and incentive rewards for faculty. Chief Human Resources Officer Louis Burrell confirmed that his office would partner with Dr. Floyd's team while building the new performance management system.

Trustee Compton asked Dr. Floyd to explain the statement regarding significant differences in success between schools and disciplines within the same school. Dr. Floyd responded that this was a tool to identify best practices and what programs were most successful. Trustee Compton also asked whether the dual credit programs at the school districts were held to the same academic standards and were being offered at as many schools as possible. Dr. Floyd and the vice provosts responded affirmatively.

Trustee Flores commented that this presentation demonstrated how the "Schools of" were becoming more cohesive and working collaboratively to provide the best outcomes for the students.

Trustee Ritter asked how the College was supporting and providing CTE courses to the school districts. Dr. Tran and Dr. Kirksey explained that more CTE courses and programs were being provided to our K-12 partners to fulfill the needs of students in high school and beyond.

Dr. DiPaolo explained that the core of the proposed academic master plan comprises four pillars: tailored learning, responsive curriculum, digital experience, and equity focused. Dr. DiPaolo also shared the key program priorities for year 2030 focused on student success.

Trustee Flores asked for clarification on the priorities. Dr. Floyd noted that these priorities were a vision of what can be achieved in 2030 that would build interest and commitment from young students (middle and high schoolers) to continue their educational process with Dallas College.

Trustee Ritter asked if summer camps were offered at all campuses and for an example of what a camp may entail. Dr. Floyd responded that there were at least one camp at every main campus and there were more offerings this summer than ever before. Dr. Kanakala gave examples of the STEM camps offered to area middle and high school students.

Trustee Compton asked for clarification regarding the vision of the academic master plan for the year 2030 and what the board should consider as it relates to the bond money. Chancellor Lonon responded that the presentation on day two of the Work Session will include a discussion of how the bond funds were allocated to date and future plans about facilities and programming.

The academic team continued to explain the academic master plan will focus on programs offered at the campuses and satellite locations.

Trustee Flores asked if the South Irving Center was still operational. Dr. Floyd confirmed it was but was in transition as the early college high school was in the process of vacating the premises. Trustee Flores commented that GED and Workforce programs should be offered at this location as well as the West Dallas and Pleasant Grove satellites.

Dr. Floyd continued the presentation by sharing that the academic team had been collaborating with Facilities to determine how to best utilize space within the campus and satellite buildings for students, staff, and programming purposes.

Trustee Boyd and Trustee Flores commented that future discussions of this nature should include the appropriate Board Member(s) to assist with input and communication with internal and community stakeholders.

Chancellor Lonon transitioned to the next special presentation on the agenda regarding Student Success and the investment Dallas College in the student experience. He introduced Dr. Beatriz Joseph to present “Facilitating the Student Journey: Serving Students with Diverse Needs.”

Dr. Joseph started the presentation by introducing the strategies that will reflect how to support and implement the ideology presented by Dr. Shawnda Floyd. She explained that Enrollment Management was the important component to recruit new students, retain students, and complete students with degrees/certificates and the data driven feedback from different parties along with marketing strategies that support this effort. The new efforts specifically with marketing should allow to reach new unreached populations focusing on who was served and their needs. The Redbird Center reflects this effort.

Enrollment was centered around a projection of 179,000 students by 2030. Presentation screen shows projected headcounts per academic year from 2023 to 2030. She noted the total actual headcount for 2019-2020 academic year was 150,613 students.

Trustee Compton asked what was the growth percentage needed each year to reach 170,000 count. Dr. Lonon and Dr. Joseph responded between four and five percent each year that included credit and non-credit courses but growth in the non-credit area will happen due the new investments to serve specific populations and community campuses. They also explained that marketing strategies would be tailored around opportunities to be addressed.

Trustee Compton asked a question regarding ISDs such as Dallas ISD increasing the number of guidance counselors to support their student population in relation to what Dr. Joseph has described as the student liaison. Dr. Kirksey responded that workplace coordinators and social workers have been hired to assist with some of the P-TECH programs as guidance counselors’ roles have changed. Specific numbers will be researched and shared at a later time.



The other portion of the plan was reflected around adult learners. One specific option was having the PLA programs allowing those with previous experience in specific fields credit for their experience, which helps adult students on track to completion.

Dr. Karen Stills, senior associate vice chancellor of Student Success, continued the presentation explaining opportunity, desired outcomes, 4-step strategy plan and the considerations for implementation through the process. The approach was integrated from the seven campuses becoming one and discussion with our partners as well based on what they were looking for as well as finding the pain-points and finding those solutions like antiquated payment process, website-user experience, and cumbersome application process.

Trustee Flores asked a question if this reflects the plan for 2030. It was confirmed that this was reality and items had been identified and were in process now to ensure the student experience was robust and less painful before 2030.

Dorothy Jones, Chief Officer of Marketing and Communications, provided an explanation of how the restructuring and implementation of strategies Marketing was working on in collaboration with Student Success to ensure proper content and setup of the website where students can access needs in 1-2 clicks, making the process easy and seamless.

Trustee Boyd asked a question regarding Dallas College having a system that allows for a direct response if someone is searching for a specific item and track those inquiries. The answer was that we currently did not have this on our website, but we did have specific tags that allow for easier finding of information and Google provides the opportunity to ensure when someone searches specific programming or keywords that it would lead them to the direct item on our website to find what they need. RFP was processed on the new content management system to assist with this need.

Trustee Flores asked a question regarding if the new application system will have a pop-up window after a student completes the application asking about their experience to help with constant

and consistent improvement. Dr. Floyd confirmed that this would be the case.

Dr. Carlos Cruz, associate vice chancellor of Student Wellbeing, discussed opportunity, designed outcomes (specifically retention efforts that increase from Fall to Spring to 76.25%), four-step implementation process and considerations to ensure the success of case management. The focus was the basic needs and wholistic assessments of student needs and implementing best practices. He also reiterated that no matter where a student enters Dallas College, the student would be aware of all resources available and that the action plan of students visiting with a success coach before the semester starts provides a better chance of implementing the Learner Care model and providing exactly what the student needs.

Trustee Flores questioned how many students were in case management. The presenter responded that all students were case managed.

Dr. Stills stated that case management was a tool that anyone can use to dig down into a students' life to provide the appropriate services no matter if they're military, high school, veterans, etc. It provides a clear strategy to serving exactly what students need and fill gaps. Student Success has partnered with the Foundation to ensure that the issues in the community were fully addressed. That Dallas College would serve as the hub and the liaison that the community trusts to fulfill the needs.

Trustee Flores asked at what point a student becomes engaged in the case management approach. The answer provided: At the beginning, when the student completes the application and gets assigned to a success coach. The first meeting has detailed expectations, even having items that identify risk factors that would develop a success plan to assist from start to completion.

Trustee Boyd asked if the case management program would integrate with the remote learning students that might fall behind and if it would trigger someone in case management. The answer provided was yes. There were considerations of integration of systems that also gave faculty input and what they're trying to accomplish. The instructor and case manager can work together to ensure the student success.

Trustee Flores asked if Student Success researched best practices from other institutions that could assist Dallas College with retention and completion like the Aspen Institute.

Dr. Joseph responded that it was a part of the restructuring as well as other factors. Case management could even connect with other staff members that were also assisting the student and contribute to the tracking of how the student was serviced in any resource or support items in Dallas College. Efforts to minimize the number of hours to allow for faster completion were also involved with the case management that had a specific identifier regarding their field of study and performance gaps. This would also help identify who Dallas College was not serving based on the key elements of the case management system/changes.

Dr. Cruz continued the presentation showing opportunity of growth, a five-step implementation process with desired outcome centered around 73.5% of students with passing grades in courses and retention efforts to increase Fall to Spring to 76.25% and stated as a Hispanic Serving Institution to narrow the scope of the Latino student population's specific needs and bring that across the board for all students.

Trustee Flores asked how many direct reports Dr. Joseph has and why they weren't all in attendance. Dr. Joseph stated that she has five direct reports and that all were not there as to not overload the time and space.

Trustee Garcia asked about the total number of success coaches Dallas College has to date and if there's active hiring. Dr. Stills replied that we had about 240 which was at maximum budget for the year.

Dr. Cruz continued with the presentation to go into more detail regarding retention by placing a working team that focuses specifically on poor performance and completion and reaching the stop-out students with an integrated approach as well as returning each semester. Dallas College surpassed the goal of returning students this year. Goal was 72%, but we reached 76%.

Dr. Stills and team worked to retrieve external funds of approximately \$860,000 in an MDRC grant that provided

incentives to students to connect with their success coach. Data reflects that students are more successful to complete and continue in a positive track if involved with a success coach to support them. Using this data will also support in other areas. First time in college students must meet with a success coach before enrolling in courses; this ensures that a student is going in the right direction and has support at the beginning.

Trustee Bravo questioned if students will not be able to do it online without the steps. Dr. Stills confirmed that students cannot register online unless they meet with a success coach, but they can meet with the success coach virtually if needed. It does not have to solely be in person.

Dr. Stills discussed the desired outcomes and considerations including completions with less hours but also the post-completion success. This would reflect students transferring to appropriate universities that acknowledge their degree/certificate, use of credentials in the workplace, and jobs/salaries are available to the student after completion to ensure they can live comfortably. Next year they will focus on Program of Study selection to ensure students have a clear path much earlier in their academic journey.

Trustee Boyd asked about a feature where there were notes on certifications whether or not students passed the required exam to be considered certified, such as an HVAC Tech. Dr. Stills stated that this was not yet in place on the student transcript, but it was being reviewed and considered.

Trustee Flores asked about completion statistics, stating that before it was 90 hours to complete, now it is 81; with students taking an average of 4 years to complete. Dr. Stills confirmed it was correct but that the goal was to be at 71 hours and the reduced years to complete. The target is 3.5 years. Trustee Flores reason for the question was to ensure students will not take more than what's needed and go on to the next step and be emphasized by the success coach.

Trustee Flores asked a question regarding if Dallas College still uses Estudias. The presenter stated that this software was no longer in use.

Trustee Boyd asked if Dallas College had an employment center at the campus level.

Dr. Joseph stated that there was a career function on the student success side for preparing students for interviews and updating resumes. There's a partnership with Workforce & Advancement that stays connected with external partners and getting students into the handshake platform to connect to those appropriate jobs. There was an office on each campus where the students could always receive assistance and information and events that provide job opportunities with those in Handshake system and community companies.

Trustee Boyd mentioned a hiring/job opportunity event that was successful at the Cedar Valley campus and asked if this happened at all the campuses.

The presenters confirmed all campuses have the same events for the specific areas. Trustee Boyd wanted to confirm that we were doing what was needed at every campus including events for the community.

Dr. Wilkins, vice chancellor of Workforce and Advancement, confirmed that all events do happen at all the campuses as needed and the partnership with the Career and Transfer Development helps with ensuring students were getting to the right employer and getting the credentials needed for that employer.

Trustee Compton mentioned that she attended the job opportunity events where she saw that the vendors were there but it doesn't seem to be as popular due to the need of more marketing in those areas. The individuals representing the vendors were not those that have the authority to make hiring decisions. Her question was how much effort was done by Career and Transfer group to actually result in a job.

Dr. Lonon responded to Trustee Compton stating that the intent was to get the students in front of the company/vendor to obtain a job. Exposure is first. The difficulty to be able to track those specific numbers on the specifics and formulas to assist with tracking. House Bill 8 that just passed focuses on this effort as this is a statewide issue. There may be items that the state is requiring institutions to capture specific data which this may

allow Dallas College to do more with tracking. This will allow us to know where students were going after Dallas College and jobs, positions, wages received etc.

Dr. Floyd added to Dr. Lonon's statement stating that Dallas College was offering apprenticeships and internships specifically in the School of Education where Dr. Rob DeHaas could speak more to specific to teaching. Career services was still traditional but were looking at the collaboration/provided a merged approach across campuses and provide a more flexible approach that giving student the opportunity to have hands-on skills acquisitions.

Dorothy Jones, chief officer of Marketing and Communications, transitioned to Marketing Strategy and shared that there was a brand equity study being conducted and would be tested with 1000 community leaders and parents outside of the Dallas College network. It would shed light on things known and unknown. The segmentation study would assess approximately 5,000 students from dual credit to emeritus that would develop specific pin-points needed in the marketing strategy that would focus on triggers, barriers, lifestyle and behaviors, how they view our information, etc. This would lead the targeted messaging, connected tracking from social media to the website, spotlight/tags for specific services, and reach where people are. An update on the media test pilot in progress at the time of the meeting would be provided in September.

Dorothy Jones discussed providing students with clear, non-cluttered directional signage and updated departmental identifying signage. This was a large undertaking with collaborations from other departments such as Facilities, IT, President's Offices, Learning Commons etc. Signage updates were scheduled to be completed end of August 2023. Exterior campus signage was also in process of being updated.

Dr. Lonon shared a summary of the impact of the presentations provided have on the students.

Dr. Pyeper Wilkins, vice chancellor of Workforce & Advancement opened the "Becoming Fully Integrated Community & Industry Partners" presentation explaining more about community engagement with industry partners and businesses across Dallas.

It was turned over to Ben Magill to discuss the BioTech initiative accomplishments. The next slide displayed an article by Dallas Innovates about the launch of an alliance between biotechnology and healthcare industries. 2 years after article was posted the grant was awarded and now have 15 industry partners involved with constraints, needs and other items the partners presented. This is all industry lead based on their needs.

There are three Workforce Boards that help govern how the region convenes their workforce development efforts—Dallas County, Tarrant County and North Central Texas. Dallas College is now a convening partner to ensure the leverage needed is support appropriately. A proposal was sent to TEA to request a joint effort to merge with the Texas Higher Education Coordinating Board and Texas Workforce Commission to fund this work in the support of the regions.

Trustee Ritter asked if Dallas College received the grant or applied for the grant. Dr. Wilkins confirmed that Dallas College received the grant.

First convening meeting is being held on July 12, 2023 There are many partners involved in the project. Other sector areas will be involved in the project as well such as culinary and construction.

Dr. Christa Slekjo, President of Brookhaven and North Lake campuses, spoke on Sector Development. The program overall has become larger as regional needs, community partners, overall involvement, high school partnerships etc. increase. The collaborations brought forth an opportunity with the Construction Education Foundation that assisted with the support of building a new location specific to the needs of the construction instructors, students and business partners that has all the appropriate cutting-edge equipment, funding, industry resources and technology, and many other items needed for the program's success.

Dallas College is now seen as the “solver to the problem.” The challenge is now to get more talent into industry and getting people in the pipeline. There is a small team across different departments that come together to see what efforts can be done to serve the entire county and region. There is also interest of partners outside of the construction sector where industry partners

are looking for Dallas College to assist with their needs such as identifying clear roles, industry resources etc. This is a new model will have the Presidents to be the Sector Leads similar to Dr. Slejko's leadership—assignments will come soon that won't technically have anything to do with the campus affiliation.

Trustee Garcia asked a question regarding if the faculty or academic areas that are related to this initiative involved in the planning of these programs and developments. Dr. Slejko confirmed that it was a must to ensure the success in the long extensive process. The "Schools Of" are involved in the process as our students are impacted by how these programs and opportunities progress. Campus Presidents are observers during this first launch and will be receiving professional development in understanding the process and how to appropriately work with external representation to get the sector developments started.

This leads into the community centers and community campuses to ensure areas are well equipped to provide training, skills, opportunities such as the Red Bird Center. The goal is to have all centers/campuses to be similar to Red Bird's set up. Red Bird has the collaboration of all functional areas to ensure the success.

Trustee Flores asked if the information Dr. Floyd's team presented was mostly coming from the Academic side and not from the Workforce and WorkReadyU area. Dr. Wilkins stated that some of it did speak to workforce, but it was mostly academic explaining that technically all mentioned are in alignment involving all areas to govern themselves accordingly to ensure students are receiving what is needed to be successful in the workforce.

Trustee Flores had a follow up question of when these development models will be presented to the campuses/centers. Dr. Wilkins confirmed by discussing the next slide.

Iris Freemon added that Red Bird is the desired model for all upcoming projects. A survey will be sent out asking what those needs are that will provide a better understanding to lead to how centers will be organized and developed.

Kathy Acosta continued with explaining the efforts with the community partnerships to use the same methods as other



Workforce and Advancements areas with a survey asking nonprofits what is needed to fill the gaps. The information from the surveys allowed free micro-training sessions that were steppingstones in getting people to where they needed to be to support the company. Dallas College experts were used to assist with those specific topics. Discovery meetings were held to assess how Dallas College could support the nonprofits with what is already offered with other partners established. Coalitions assigned with developments of like-minded networks for partners to connect in collaboration such as faith-based organizations. Family network will soon be launched for the needs of multigenerational families. Awaiting pulse survey responses of those needs to provide appropriate services to community families.

Dr. Wilkins transitioned back to the community campuses and introduced the new Managing Directors at the West, South Irving, Pleasant Grove, and Garland locations. The community assisted with the hiring of these managing directors to lead the needs of the community campuses and ensure leadership it provided at those locations.

Trustee Flores would like to coordinate a meeting with two recreation centers and another entity regarding collaboration with the Emeritus Program.

Trustee Garcia showed positive interest to be engaged in the program as a student in the Emeritus program.

Dr. Wilkins emphasized that innovation bridges involves everyone/every department to be more creative and supported to be innovative in how Dallas College operates.

Justin Cunningham stated that Dallas has become a place of economic development by way of companies moving to DFW and entrepreneurs growing in the area. The goal was to sit at the table with Dallas CEOs to discuss the direction their companies are going but also discuss what that would mean for their workforce needs. This will allow collaboration not reacting to the call when the heavy needs are there. Another goal was to create an entrepreneurship eco-system where creativity and collaboration with students and employees to get upcoming businesses developed, providing appropriate next steps from infancy to fully

operational with resources such as grant funding and loan support services. He also stated that there was a dashboard of tracking different stages of grant and how the money was allocated by service to support the efforts in which partners love to see.

Dr. Brad Williams explained the core enabling technologies and processes that will allow Dallas College to do what might be needed that hasn't been addressed before. "Marketing Optimization and New Capability" was the first to be presented where Dorothy Jones will discuss more in September after the first stage is finished that she mentioned previously. Marketing has been embedded in all areas to ensure consistency. Communications, outreach, and events that productivity efforts are streamlined by creating a master calendar for all campuses and not to overbook and align with the leaders' schedules—having visibility at all events. "Capability: Community Engagement" slides displayed to ensure our local areas are participating in events provided. "Capability: Speakers Bureau" slide to display how to prepare our Dallas College experts and topics are appropriate content, media trained, deliver speaking engagements across the state and nation as well as opportunities to bring Dallas College to the forefront. Working toward a team of short stops to plug and play where the needs/gaps are to provide the quick fixes.

Dr. Eddie Tealer, President of Eastfield Campus, stepped in to discuss the "Campus Leadership Teams" slide that provides the work that the Presidents are doing. These teams led by the Campus President meet each month on first and third Wednesday with cross-functional leadership located at that campus to discuss the issues impacting the campus on the student and employee side. The team was also involved with campus events and engagements and community opportunities. This improves campus morale and making Dallas College the place to work. Presidents also collaborate to ensure that what's done at one campus that is successful to also be done at the other campuses for equality and consistency.

Louis Burrell, Chief Officer of Human Resources, continued the presentation focus was Human Resources (HR) and what its restructure . The goal is to rebuild processes. The consolidation didn't allow for the centralization of the HR. 60% of HR associates have never worked in HR previously during the transition—they

are working hard but not efficiently. Regarding recruitment efforts and how it appropriately supports Dallas College, the need was leadership professional development and address leadership capacity as well as onboarding experience. Another effort was leveraging the Employee Resource Groups to contribute to the employee experience and relationships in the college as mentors/ambassadors to new employees. The current compensation study helps develop the right strategies to take to build the total rewards experience.

Talent Acquisition has been revamped with the collaboration of Alfredo Sanjuan, Senior Director of Talent Acquisition and Dr. Jasmine Parker, Senior Director of DEI, to create a 12-month recruiting strategic plan of how to leverage community partnerships and other ideas to shorten the time to fill, increase the candidate experience and much more.

Burrell shared that dive into the development of the performance management based on behaviors, leadership competencies and clear performance goals to the compensation recommendations. This will push accountability to achieve the results.

Dallas College requires alignment with the Chancellor's vision to transform the culture, reward those who have always been high performers, delivering on the promise of the Leadership Accord and creating the culture of employee recognition.

Trustee Bravo asked if any Trustee have questions or should they continue. Trustee Flores requested to go back to the slide that displayed demographic landscape. Her concern is the teams that presented is deficient in the Latino representation. She noted that there was a team that displayed Associate Vice Chancellors and Executive Directors; however, the Senior Director was Latino and believed she was placed as the "check-off". Her concern was the deficiency of Dallas College hiring to be equitable as there aren't any Latinos in the leadership and decision-making position describing it as "exclusion by design".

Dr. Lonon explained that Dallas College acknowledges that there are gaps to demonstrate that systemic items must be in place that weren't done before to address the gaps. HR transformation and other ways to put items in place to support and advance all our employees and address the gaps in the Latino population.

Trustee Garcia understands the concern but believes that there should be a directive from the top (Chancellor) on finding the Latino representation.

Dr. Lonon does agree to be in appropriate areas to recruit Latino employee in the right manner. Dallas College has not been able to do that historically and the mandate has been given last fiscal year. Unfortunately, the solution will not be overnight. Dallas College is working against years of individualizations of processes and practices that are now being revamped. Recruitment team will be responsible for addressing this direct concern.

Trustee Ritter stated that the snapshot was not the goal but its where Dallas College works from. He does not agree with “exclusion by design” but rather the Board has always been the opposite and charged the Chancellor with setting up what needs to be done while acknowledging the work that has been done to this point.

Dr. Lonon recommended adjournment and beginning with the IT special presentation the next day.

## **5. Executive Session**

None.

## **6. Adjournment**

The meeting was adjourned at 4:35pm.

*Captioned video and transcripts for Dallas College Board Meetings are available at our website, [www.dallascollege.edu/boardmeetingslive](http://www.dallascollege.edu/boardmeetingslive), under the Archived Videos section.*