

CONSENT AGENDA NO. 8.1.a.

Approval of the Work Session Meeting Minutes for November 7, 2023

It is recommended that the Board approve the meeting minutes of the Work Session for November 7, 2023.

A work session of the Board of Trustees of Dallas College was held November 7, 2023, beginning at 9:01 a.m. and was broadcast via the streaming link: <http://www.dallascollege.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 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.

3. Citizens Desiring to Address the Board

There were no citizens desiring to address the Board.

4. Board Retreat (Day 1)

- 4.1. Opening Activity: Ice Breaker
Facilitator: Helen Benjamin

Trustee Compton welcomed and introduced the retreat facilitator, Dr. Helen Benjamin. Compton stated that the facilitator had served

as the Chancellor of the Contra Costa Community College District. She had also served as a board member of the Kennedy-King Scholarship Memorial College Scholarship Fund as well as chair of the Community College League of California Board of Directors, chair of the CEO Board and served on numerous accreditation teams.

In the first exercise, which was related to innovation, Dr. Benjamin asked the group if they had a magic wand, what would they change at Dallas College and why.

Trustee Boyd said to have the ability to vision the future of where the college would be in 15, 20, or 25 years. The magic wand would also be able to help policy makers instantaneously realize how valuable Dallas College was to the future of workforce development.

Trustee Mayer said he would wish for balance, if there was a lack of a balanced view, then paying attention to what's in front of us would be lost.

Trustee Flores mentioned her magic wand would be for Dallas College to reach and connect to the underserved and generational poverty residents in Dallas County. Dallas College needed to be a transformative power to change their trajectory and that of their families.

Trustee Bravo said to have a job guaranteed for every student who left Dallas College in their last term to make a living wage. It would also provide accessible childcare for students and employees at each campus.

Trustee Ritter shared that he would like every student to leave Dallas College with a set of experiences and training that enabled them to participate in civil discourse in society and to be knowledgeable and steeped in the principles of democracy, the foundations of this country. He would also like to see the investment of navigators and case management systems, integrated with ISD and upper division college partners. He also added that the integration of student support and services would be with other institutions and organizations in the community, especially for high-risk populations like foster care and justice-involved youth.

Trustee Compton wished that every student, young and mature adults, would have the opportunity to take advantage of educational opportunities that Dallas College offers and to have the experience and knowledge of how education changes lives and all barriers that are encountered would be removed so they can feel comfortable.

Trustee Garcia said that her wish involved vertical communications at every level to become one entity.

Dr. Benjamin concluded the exercise with having the trustees think and talk about how to get these wishes to materialize.

Trustee Ritter expressed that the evaluation of the chancellor and the board's expectations of his performance could be designed around some of these priorities. Also, the reserve control of the budget can impact these wishes.

Trustee Flores mentioned that her magic wand was more operational and would like Dr. Benjamin's suggestion on how board members could impact that when it comes to community events, focus groups or outreach events.

Dr. Benjamin asked the group what actions they would take between themselves regarding policy recommendations.

Trustee Boyd suggested the board continue to prepare themselves to be the contributors to solutions by attending outside events that provide educational information.

Trustee Compton stated that it was critical to communicate and listen to one another to establish direction.

Trustee Garcia stated to provide better communication the board should not be so isolated from the rest of the institution. She suggested the board become involved with different employee and administrative groups to make a connection.

Trustee Mayer encouraged the board to remain at the 40,000-foot view and to trust the leader, Dr. Lonon. The board should avoid getting into the weeds of operations.

Trustee Garcia clarified that her request was that the board get to know the employees and the employee groups, not so much of the day to day, but to engage so they know people and purposes. Her emphasis was on building a culture of oneness.

Dr. Benjamin concluded this section by asking the group to come up with an area that they think needs improvement and to make notes of ideas.

Chancellor Lonon thanked Dr. Benjamin and discussed innovation at Dallas College. He pointed out that the purpose of reinvention of Dallas College was to become more student and community centric. He shared that he was proud of the progress that the college has made to-date. He discussed how Dallas College is creating an ecosystem of innovation and on some of the academic incubator initiatives.

Trustee Flores inquired about faculty's adjustment to the college's innovations.

Dr. Lonon stated that the faculty lead the way on innovation and were making strides toward national recognition.

Trustee Flores suggested giving a presentation on the academic incubator.

Provost Shawnda Floyd added that they would make a presentation in the future. She said the innovation work at Dallas College was permeating the institution. She also highlighted some of the areas of innovation that were associated with the schools. Dr. Floyd planned to have the vice-provosts of each School highlight the innovation in their areas during the presentation.

The board discussed the possibility of shortening the definition of innovation and the idea of putting it into the strategic plan.

Chancellor Lonon replied they would seek to simplify the definition of innovation.

4.2. Dallas College Innovation Vision & Activities

Facilitator: Helen Benjamin

Presenter: Justin Lonon

Guest Speaker: Don Kilburn

Chancellor Lonon spoke about Innovation as a service. He also broke down other types of innovation and innovation practices. He concluded that innovations are imbedded in the institution. We have a responsibility to lead in this effort. He pointed out that we are highly regulated, and the private sector is not so they are able to innovate more rapidly.

Trustee Boyd stated we are one of the leading colleges in innovative ideas, policies, and programs. As an example, he pointed to our four-year programs, our counseling programs, and the mental health issues that we are addressing. He also mentioned our childcare provisions for students and staff.

Vice Chair Ritter said there are some positive things happening in the policy world that was going to improve our ability to be innovative, citing the choice we now have as to who we are going to be accredited by leaving the possibility that we could go with an accreditor that would give us more flexibility. Another one is House Bill 8 that provides us with a new funding model.

Chancellor Lonon said that tomorrow they would talk about land use policy and asked, how do we think about how to use our assets differently than we have before? He also pointed out that we have had challenges and leaned into them, creating a framework and playing field for innovation.

Trustee Flores asked how we defined social capital.

Chancellor Lonon explained on how we are defining social capital mentioning Redbird as an example of where we are engaging in places we haven't been before to get a better understanding of where social capital is needed.

Vice Chancellor Pyeper Wilkins expanded on our ability to bring in dollars that don't come from our typical streams of funding. She said through our Foundation we can capture revenue and bring more money to help Dallas College and build social capital for students that we can't necessarily use our public funds to do.

Chancellor Lonon said as an institution he does want us to have a yes culture. He closed by saying we have always been an innovative institution since our founding. What he needs from the

board is support in building that culture of innovation and providing the funding and resources to make sure we are being innovative as an institution.

Trustee Compton said in reference to reading about opportunities across the college and specifically in downtown she would like clarification on which downtown we were referencing to.

Chancellor Lonon said some of this was in the broader page report from last year, referencing downtown Dallas as it related to our El Centro project.

Next, he introduced the guest speaker Donald Kilburn, CEO for the University of Massachusetts Online, member of the UMass Global Board of Regents and prior to that president of Pearson North America, which is the largest education company in the world. He said they have engaged in conversations about what their institutions have done and felt Kilburn could bring an outside perspective.

Donald Kilburn opened by complimenting Dallas College for our innovation.

Kilburn pointed out that innovation is hard. He talked about how rapidly change comes, especially in the digital world. He mentioned Dallas College being student focused and thought it sounded “consumer friendly.” He said there was much to learn from for-profit institutions and their successes.

He also spoke about innovation in general terms saying, innovation needs strong leadership to drive the change. True change and big disruptive change are not going to be supported by a majority of the stakeholders so you must prepare for challenges because the majority are not going to want to make big change. If you want to have true big change you must go outside the organization.

Kilburn pointed out that existing organizations have a bias towards continuing what is working. The problem with that is that in an increasingly disruptive world, disruption comes fast. He also stated that there is a digital transformation going on in every industry and every sector. However, it is slower in higher education than in most sectors. He pointed out some of the reasons for that including

regulations that public institutions must follow. He noted that A.I. and robotics will accelerate that change. Kilburn said that most major universities focus is on the faculty and autonomous faculty governance, and it is not really a way to build scale or have best practices as he would demonstrate in a case study later. He said you would see some of the best practices that are not built when you do not think in terms of scale.

In general, innovation or change management should be a cultural imperative for the organization and he feels Dallas College has the right framework to encourage that. In his opinion, dramatic innovative change must happen outside of the normal course of business, it cannot emanate from the organization internally due to slow progress.

Trustee Flores asked if this was like what we did contracting with BCG (Boston Consulting Group).

Chancellor Lonon affirmed saying we engaged the external consultant to help create the framework.

Kilburn said he was a big fan of partnerships; you can go out and find a partner to go in a different direction.

Trustee Flores asked for details about how to disrupt or change the current culture.

Chancellor Lonon used the example of the dental hygiene program we acquired from Sanford Brown rather than build one from scratch, which allowed us to rapidly have a program.

Kilburn said regarding the conversation about innovation and change, there are three things you need. You need a culture of change internally. Secondly, to do something big, you need to do it outside of the normal business. Finally, you need a group that thinks about innovation or change in support of the goals of the organization.

Trustee Garcia pointed out that when people start to innovate, they often don't talk about the failures or unintended consequences.

Kilburn responded that we should encourage some failure and accept some failure using some of his own past failures as

examples. He said that many organizations killed innovation by punishing the failure. That was a good way to make sure nobody tries something different.

One of the driving factors was the need in the state for skilled workers. There were a large number in the state who had some college but had not completed and were not prepared for the workforce. One of the challenges was that during COVID the demand for online education was accelerating. A pure online institution like Southern New Hampshire had student-centric programs for adults and they were becoming the provider of choice for the state of Massachusetts. UMass campuses could not compete with those programs since they were faculty-centric, had independent governance, and were not built for scale for working adults that they wanted to serve, so a consultant was hired.

Kilburn walked the board through his UMass project and some of the challenges that he faced. He also spoke on revenue streams in response to Trustee Ritter's question on expenses and revenue for the project.

Kilburn concluded by describing the competitive landscape around online learning and citing best practices for providing online classes.

Chancellor Lonon pointed to interim steps we are taking while moving forward to track some of the things we did not track before because of House Bill 8.

Facilitator Dr. Helen Benjamin was introduced.

Dr. Benjamin broke down the word innovation and showed a slide defining innovation according to Dr. Mario Martinez.

The Dallas College Innovation Alignment Survey results indicated how trustees felt the college had done at aligning with innovation.

Dr. Benjamin reviewed the trustees' responses to the questions on the survey and the scores given by each member.

Trustees discussed what changes have been made by Dallas College to align ourselves with innovation.

Dr. Benjamin showed a slide that depicted what areas the trustees agreed on and those areas were discussed further. She asked if those that did not agree with the assessment that our college culture values risk taking, collaboration, teamwork, initiative, and innovation, would like to speak to that.

Trustee Flores stated that she did not have a comfort level that we had a systemic ongoing process for continuous improvement in these areas.

Dr. Benjamin continued to review the 28 survey question results from the trustees. Regarding the survey statement, our organization is structured to allow innovation process ownership, agile opportunity response and reporting ratios that allow sufficient time for innovation related activities, Dr. Lonon responded that we may be about halfway there, but there were pieces around it related to process ownership that we must continue to improve on.

He had a process for capturing, evaluating, managing ideas and suggestions from employees, students, vendors, suppliers, and stakeholders saying, we had spent quite a bit of time on the employee engagement feedback part, but also as it related to innovative ideas. He noted that we had an innovation budget that would give employees a place to offer innovative ideas that can then float to the top.

Dr. Benjamin finished reviewing the survey and indicated this gave trustees all the criteria by which to measure how well Dallas College was doing with innovation and as indicated, the board scored would be low because of the lack of knowledge in addition to this part of the college's innovation program just getting started.

Vice Chair Ritter asked regarding question 18, what we were doing or imagining in terms of the training and evaluation of our people.

Dr. Lonon replied that they had been building out a plan on how to start thinking about skill sets versus just job descriptions; how we matched people in the future for career opportunities. Also, challenging the status quo, always looking at a benchmark outside of your area.

Dr. Benjamin reflected on what Texas Instruments (T.I.) did to encourage innovation.

Chancellor Lonon related a story about T.I. and our collaboration for workforce training with them and asked Vice Provost for the School of Manufacturing and Industrial Technology Dr. Veronique Tran to give more details.

Vice Provost Veronique Tran came forward and elaborated on the celebration event at the Garland campus for 24 T.I. employees. They were from operations in different roles and were now upscaled to a technician role after gaining a level one certificate in electronics technology and another industrial automation. Dr. Tran also pointed out that we were doing this training at the Lancaster location and were looking at Redbird as well.

Trustee Boyd spoke about Dallas College being an agent of change and the conduit that took students to the employer that needed them today and tomorrow.

Vice Chair Ritter mentioned his time with T.I. and said one of his takeaways from Jack Kilby's career that we could think about was what level does innovation takes place.

Trustee Mayer spoke about Dr. Tran's value to the college, stating that she joined the organization because she saw us as a magnet for innovation and change.

Vice Chair Ritter stated that partnerships and relationships with employers could be complicated and require collaboration.

Dr. Tran related an issue they had with the T.I. training where employees were spending time outside work hours to complete assignments, something the employer had not anticipated and would be considered overtime. By working with the faculty adjustments were made to assignments deadlines and time allocated during class to complete those assignments. In addition, T.I. lowered their entry level academic standard from an associate degree to a level one certificate for the technician role after realizing that by partnering with us we could design certificates that focused on hands-on learning of the skills.

Trustee Flores asked if this led to higher pay for the employees.

Vice Provost Tran answered that yes it did with an overall range of the compensation package of \$70,000 to \$90,000 for a technician.

A discussion was held among trustees and Dr. Tran about the institutional barriers to procuring services and producing workforce training in a timely manner.

Chancellor Lonon pointed to procurement and the things we must do because we are so highly regulated. We are looking at our processes and the procurement structure to ensure faster processing.

Trustee Garcia asked Dr. Tran how we get accreditation for these programs.

Dr. Tran explained that this was on the non-credit side, so we could be more responsive than if we were credit. She said we started with a level one credit curriculum and reverse engineered what the CE curriculum should be. This made it a seamless transition for these students now to become credit students. Dr. Tran said that we had brought this model to our community embedded workforce centers.

Chancellor Lonon acknowledged the work that was going throughout the college and the teams of people leading in the sector work like the vice provost, the presidents, the Ascend team and others.

Dr. Benjamin concluded by using T.I. and the college as examples of creating an environment where people can get their work done without barriers and they become change artists.

Chancellor Lonon said innovation didn't happen at any level, it should be free to happen across the entire system. He closed by saying, did not let current reality get in the way of a good idea.

4.3. Board Internal Reflection, Priority Review & KPIs

Facilitator: Helen Benjamin

Presenters: Bao Huynh, Beatriz Joseph, Danielle Valle

Dr. Joseph and Danielle Valle gave a review on Board Strategic Priorities and Key Performance Indicators (KPIs). The first

strategic goal was student success, which provided instructional excellence in a supportive, inclusive, and equitable environment for student learning. The KPI was to ensure student milestone success by completion and transfer through and beyond Dallas College.

Key measures were discussed, this included total number of credentials awarded, number of students who complete a credit credential, percentage of credit students who graduate within three years, percentage of credit students who transfer within three years, and total academic year credit and continuing education headcount.

Due to Senate Bill 17 the modification of the current language of Diversity, Equity and Inclusion was presented to the board for consideration, which states Culture and Belonging – Foster a college environment of opportunity and belonging for all students and employees. There was a consensus to modify the existing language of Diversity, Equity, and Inclusion.

A highlight of the Strategic Plan review for 2022-2023 was presented regarding student success.

The number of high school students completing 15 semester credit hours will be added to the Key Performance Indicators.

An agreement was made to add to the metric of full-time employees who are diverse based on race, ethnicity and gender. The KPIs and measures will be in alignment with that language. There will be consultation with legal to review strategic plan revisions.

KPI quarterly updates i.e., community engagement, institutional effectiveness, employee success, and student success were also discussed as well as the next steps having a connection of all work on the strategic document and restating it into action and accountability across the organization.

4.4. Wrap Up Activities

Facilitator: Helen Benjamin

Trustee Compton thanked the Board for their contributions for the day.

5. Executive Session

Began at 12:35 p.m. and ended at 1:24 p.m.

6. Adjournment

The meeting adjourned at 4:27 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.