

CONSENT AGENDA NO. 6A-2

Approval of Minutes of the August 20, 2019 Work Session

It is recommended that the Board approve the minutes of the August 20, 2019 Work Session.

The Board of Trustees of Dallas County Community College District held a Work Session on Tuesday, August 20, 2019, beginning at 10:02 a.m. in the lower level, room 036. This meeting was convened by Chair Diana Flores.

Board Members and Officers Present

Ms. Monica Lira Bravo

Ms. Charletta Rogers Compton (arrived at 1:13 p.m., left at 2:15 p.m.)

Ms. Diana Flores (chair)

Mr. Wesley Jameson (vice chair)

Dr. Joe May (secretary and chancellor)

Mr. Phil Ritter (left at 1:03 p.m., returned at 2:35 p.m.)

Mr. JL Sonny Williams

Ms. Dorothy Zimmermann

Members Absent

None.

1. **Certification of Notice** posted for the meeting was confirmed by Chancellor Joe May.

2. **Board Workshop: Higher Ed Bonds - Fiscal Responsibility**
Facilitated by Kennon D. Briggs, ACCT Consultant

Kennon D. Briggs presented the Higher Ed Bonds – Fiscal Responsibility presentation. Briggs reviewed the following information with the committee as follows:

- Briggs began the presentation by discussing the fiduciary responsibilities that accompany being a Board of Trustee Member which include the duty of care, the duty of loyalty and the duty of obedience.
- Briggs asked the Committee to keep the following question in mind during the presentation, “How do you see yourself as a Trustee fulfilling your role as a Fiduciary?”
 - In a Shared Governance?
 - In Fiscal Accountability?
 - In utilizing the “Rainy Day Fund”?

- In determining facilities and deploying the Bonds?
 - In institutional affairs?
- Briggs went over his presentation on Fiscal Affairs: Shared Governance & Fiscal Accountability.
- Monitoring College Financial Health, includes maintaining a healthy fund balance, managing a cash flow, establishing tuition charges and setting tax rates that reflect operational needs and debt service requirements.
 - Six suggestions about monitoring college financial health:
 1. Be a thought partner with your CFO and focus on strategic priorities.
 2. Continually ask yourself, “Does this expenditure best serve students, employers and community?”
 3. Monitor all aspects of DCCCD business model.
 4. Continue to ask for periodic reports and data analytics.
 5. Ask administration to provide a risk assessment periodically.
 6. Take a long-term view of budgets, not just one year.
- Utilization of a Rainy-Day Fund.
 - Four things to think about that the Rainy-Day funds can be used for:
 1. To cover the general fund from year to year.
 2. To cover the difference in the current fiscal year between the budget and revenue expenditures.
 3. Cost imposed by a court order or administrator officer of the court.
 4. To provide relief and assistance from the effects of an emergency.

Trustee Ritter requested a set of financial parameters to guide the Board in decision making as it relates to spending.

Mr. Briggs opened the second segment of the presentation Facilities and Bonds – The Relationship Between Plans and Programs.

The following was reviewed and discussed by the Board:

- Lessons Learned in North Carolina from \$3.1 billion Higher Ed Bonds.
 - Briggs reviewed the following topics:
 - Distribution of funds and leveraging dollars
 - New construction vs. renovation/repair
 - Academic programming vs. other space needs
 - Facilities plans
 - Advanced planning funding

- Operational costs and cashflow model vs. debt issuance.
 - He suggested that the District be cognizant of new facilities vs. renovation and repair and think carefully regarding this. Resizing presented a great opportunity to put bond dollars to work and advanced planning was critical.
- Linking Academic Programs, Skills Training, & Facilities.
 - He continued that the District had a unique opportunity and had the right pathway but the job was to create optimal balance between quality academic programs, student services, and community interests. Dr. May shared about the District's master plan. Chair Flores pointed out that program review was an ongoing cycle. Mr. Briggs stated that the challenge was to think about spaces for jobs that don't exist yet and how flexible the spaces could and should be. Dr. May mentioned the replacement of some buildings with more changeable ones.
 - The group discussed apprenticeship programs that to help fill the need for healthcare workers. Efforts to increase distance learning, and the need to think about job spaces for skilled labor with the demand for construction trades were also discussed.
- "P-3" – What Public/Private Partnerships Make Sense?
 - Briggs explained the concept of P-3s and gave examples from UNC Asheville, N.C. He suggested careful thought about student housing/residence halls, as they created a learning community and although not all community colleges were traditionally housing inclusive, students stayed enrolled when connected in this way.
 - Chair Flores asked if any P-3s have failed and Briggs said no and gave an example of one that was very successful. Chair Flores, Vice Chair Jameson, Rob Wendland, Dr. May, and group discussed the institution of P-3s in the District. Chair Flores asked if this would maximize the bond dollars and Wendland answered that yes, we could leverage more effectively using P-3s. Robertson further explained the feasibility of freeing up money in other areas as needed.
 - Briggs reviewed the difference between public/public vs. public/private. Chair Flores asked if new wording regarding public/public partnerships could be added to policy and Wendland agreed. Workforce development and incubation facilities for P-3s were discussed.
- Institutional Affairs – A Case Study of a Multi-Campus District. The following was reviewed and discussed by the Board.

- Instructional Program Review
- Human Resource Purification
- Right-sizing an Institution for Optimal Effectiveness
- “Here We Grow” – What to Offer and Where do we Locate it?
- Economic Mobility
- Challenges and Opportunities – Top Policy Issues Facing Community Colleges.
 - The group reviewed slides on the case-study and Briggs related his experience. Trustee Ritter mentioned students who accumulated unnecessary credits and wasted time and asked how this fit into the analysis. Briggs suggested giving them something they really wanted to do while shortening the number of credit hours for a degree but consider what were true requisites. Dr. May stated that Guided Pathways program had helped.
 - The group discussed topics of span of control, salaries & benefits, and human capital. Briggs said that even affluent communities never stop looking for efficiencies. Chair Flores asked that the Finance Committee look at topics such as personnel. Trustee Ritter asked if there is benchmark data on span of control and Wendland answered not that he was aware of. Dr. May spoke on how we would align with many different factors when we operated as One College as opposed to seven.
- Campus Utilization.
 - Briggs asked that the Board revisit course scheduling in an effort to match demand with scheduling, and also rethink academic spaces and how and if they were being used. Dr. May pointed out that BCG was helping the District with these issues too. Single accreditation would make things easier but there was a lot to do. Space, people, student needs, and pathway needed to come together.

Briggs closed with the importance of good shared governance and public trust, and the key question of what we build, where, what we taught in it, and how it would lead to successful outcomes in our students and communities.

3. Executive Session

None.

4. Adjournment

The Work Session was adjourned at 3:35 p.m.

Captioned video and transcripts for DCCCD Board Committee Meetings, Work Session and Regular Board Meetings are available at our website, www.dcccd.edu/boardmeetingslive, under the Archived Videos section.