

SAN JACINTO COLLEGE DISTRICT
Board of Trustees Strategic Planning Retreat Minutes
January 28, 2022

The Board of Trustees of the San Jacinto Community College District met at 8:30 a.m., Friday, January 28, 2022, in room A-1.104 of the Thomas S. Sewell District Administration Building, 4624 Fairmont Pkwy., Pasadena, Texas for a strategic planning retreat.

Members Present: Erica Davis Rouse, Marie Flickinger, Dan Mims, John Moon, Jr., Keith Sinor, Dr. Ruede Wheeler, Larry Wilson

Others Present: Teri Crawford, Destry Dokes, Allatia Harris, Brenda Hellyer, Sandra Ramirez, Mandi Reiland, Laurel Williamson, Teri Zamora

I. The meeting was called to order at 8:33 a.m. by Chair Marie Flickinger.

II. Roll Call of Board Members

Erica Davis Rouse, Marie Flickinger, Dan Mims, John Moon, Jr., Keith Sinor, Dr. Ruede Wheeler, Larry Wilson

III. Review of General Obligation Bond Projects

- A. Board Members, Brenda Hellyer, Teri Zamora, and Mandi Reiland attended this portion of the meeting.
- B. Teri Zamora provided an overview of the general obligation bond projects. She reviewed the list of projects that have been completed to date. She also provided updates on the ongoing bond projects for each campus.
- C. Teri reviewed the deferred maintenance projects that are in progress. She explained that previously, the Board approved the use of \$13.6 million of accrued savings from the 2015 Bond Program to tackle some of the estimated \$125 million deferred maintenance backlog. Eighteen projects were slated for accomplishment through that authorization. She explained that approximately \$4.3 million in accumulated interest earnings from previous bonds that can only be used to fund capital projects have been identified. The thought is that this amount aligns with the anticipated cost to re-roof buildings S-7 and S-9 at the South Campus and N-7, N-8, and N-9 at the North Campus. The S-7 and S-9 projects were previously included in the 2015 Deferred Maintenance pool and are already in design; but the North Campus roofs are just coming due for replacement this year.
- D. Teri reviewed the proposed changes for the deferred maintenance from the 2015 Bond. The recommendation is to take the savings from funding two roofing projects with accumulated depreciation, plus accrued contingency, as well as some Program level contingency to add another renovation project to the deferred maintenance slate. The suggested building is C-2. The rationale for choosing this

building is simply that it is a right sized project that can be quickly executed. Most of the remaining buildings will take longer to program and execute. The rationale for beginning the process now, is to try and beat inflation.

- All members were comfortable with the plans for Items C & D.

- E. Teri explained that the final two capital projects for the 2008 Bond, both HVAC related are now in progress. The first of these is the relocation of air-cooled chillers from S-24 to C-26 to serve as back-up equipment. The chillers themselves have been made ready for transport and pads have already been poured for that project, which will likely be completed by Spring Break. The second is the replacement of air conditioning controls and ductwork at A-1. Site work on that project began January 24. We originally believed that this project would be completed this spring, but the combination of phasing and after-hours work may push the completion into the early summer.
- F. Brenda stated that she does not anticipate going out for a bond in the foreseeable future. We will work to gain efficiencies in our facilities and determine where additional modernizations need to occur.
- G. Teri added that the next steps are to go through each of the buildings that have not been touched throughout the 2015 Bond Program and assess any needs.
- Erica Davis Rouse would like for the Board to see that assessment.
 - Brenda said we plan to bring that forward when it is ready.
- H. The group discussed the topics above.

IV. Review of Procurement Methods and Level of Detailed Information Available and Desired

- A. Board Members, Brenda Hellyer, Teri Zamora, and Mandi Reiland attended this portion of the meeting.
- B. Brenda provided background on a procurement process question that was received and led to these updates on the procurement process. Teri will provide an overview on the procurement methods and then provide level of detailed information available and desired.
- C. Brenda asked that as they listen to the presentation to think about the level of information that the Board wants to understand recommendations.
- Dan thinks they need more information presented to them and have more information on evaluators. He explained that he understands the issue with the public knowing the evaluators. He also thinks that we need to go back to pre-covid processes in most areas whereby the Board abdicated to keep things going thought COVID.
 - Other Board members expressed the same thoughts.
 - Group discussed
- D. Teri provided an overview and recommendations of the procurement methods and level of detailed information available and desired.
- Members expressed desire to have the more detailed competitive sealed proposal (CSP) summary sheets provided to the BBC for review and opportunity to ask questions. Also, these items will be provided as an informational item in workshop folders.
- E. Dan asked for an update on HEERF funds. Teri replied that this information will

be presented at the Board workshop on Monday, January 31.

- F. Members expressed their thanks to Brenda, Teri, and the administration for listening to their concerns and updating processed to provide them with what they need as Board members.
- V. Review Status of Proposed Lease Agreement with Day 1 Academies and Related Communication Plan
- A. Board Members, Brenda Hellyer, Teri Crawford, Sandra Ramirez, Teri Zamora, and Mandi Reiland attended this portion of the meeting.
- B. Brenda provided an overview of the action item that will be included in the Board book for Monday's Board meeting regarding the proposed lease agreement with Day 1 Academies and the related communication plan. She reviewed the timeline for the transition. Brenda and Sandra Ramirez reviewed the severance plans.
- Group discussed.
 - Larry Wilson requested an opportunity to review the lease. Teri will send him the proposed draft lease.
 - All comfortable with plan as presented.
- VI. Update on Generation Park Campus and Surrounding Area
- A. Board Members, Brenda Hellyer, Teri Crawford, Destry Dokes, Laurel Williamson, Teri Zamora, and Mandi Reiland attended this portion of the meeting.
- B. Brenda, Teri, Destry, Laurel, and Teri provided an update on the Generation Park Campus and surrounding area. The topics reviewed with the Board are as follows:
- Construction and infrastructure
 - Campus and connections
 - Marketing and promotions
 - Headcount, enrollments, and modalities of instruction
 - Financial information
 - Overarching thoughts and discussion
- C. The group discussed and were impressed with the progress.
- VII. Update on 21Forward and Promise Programs
- A. Board Members, Brenda Hellyer, Allatia Harris, Teri Zamora, and Mandi Reiland attended this portion of the meeting.
- B. Allatia Harris provided an update on 21Forward and Promise Programs.
- C. For the Promise program, she reviewed information on the 2020 and 2021 cohorts as well as who qualified for those cohorts. She reviewed the program enrollment through Spring 2022, the expenditures for the programs, and the outreach efforts. She also reviewed data on the 2022 cohort and the future of the promise programs. She explained that as of January 14 the total Promise pledges was 3,693. The group was provided a breakdown of enrollment per high school.
- D. For 21Forward, she reviewed the program outreach, data by high school, demographics, and expenditures. She also provided an overview on the GPAs of students in the cohort as well as data on the hours attempted/earned.
- E. Allatia explained that these new scholarships impacted financial aid applications.

The number of financial aid applications received for 2021-2022 increased by 9.5% (29,631 for 2022 and 27,064 for 2021). Fall 2020 was down, despite increased applications due to the launch of Promise. The US Department of Education recently reported a 2% decrease in applications across the nation.

F. Discussion –

- After reviewing GPAs, Keith Sinor asked what the average for the entire College is. Brenda will provide that information.
- Dr. Ruede Wheeler asked if it is possible to calculate how much the promise program has increased our enrollment.
- Brenda replied that it is hard to calculate, but they suspect that if we would not have started this program, we would not have regained some of the enrollment that we lost due to pandemic.

VIII. Discuss Strategies and Challenges with Employee Hiring and Retention Efforts

A. Board Members, Brenda Hellyer, Sandra Ramirez, Teri Zamora, and Mandi Reiland attended this portion of the meeting.

B. Sandra Ramirez reviewed the strategies and challenges with employee hiring and retention efforts. She discussed nationwide trends as well as local issues impacting San Jacinto College. She also highlighted ways that San Jacinto College is staying competitive including differentiated compensation, professional development, remote work options for up to two days per week depending on the position, alternate work schedule, pension plan, and 21 holidays.

C. As an additional competitive measure, Brenda provided an overview of the proposed changes to the College holidays. She explained that the academic calendar committee recommended to administration to include the new Juneteenth federal holiday. While Congress voted in favor of making Juneteenth National Independence Day a Federal holiday in June 2021, it has been observed by the State of Texas for more than 40 years. Recognizing and observing Juneteenth is a tangible and proactive measure San Jacinto College can take to further support our goals of diversity, equity, and inclusivity (DEI). Including this holiday aligns us with most of the other community colleges serving the Houston area that will also be recognizing this Federal holiday. In fiscal year 2022, the recommendation is to observe Juneteenth on Friday, June 17, 2022. This will provide minimal changes to the current academic calendar. For fiscal year 2023 and moving forward, Juneteenth will be recognized with the Federal holiday schedule.

D. Additionally, Brenda is recommending that a floating holiday be provided for the 2022-2023 Academic Calendar. Providing employees with a floating holiday will allow all full-time employees the flexibility to designate or recognize a holiday of their choice. Employees may designate a floating holiday for religious, cultural, or other State or Federal holidays, or another day of personal choice that is not already observed by the College. A floating holiday provides further opportunity to demonstrate our commitment to embracing diverse cultures and promotes maintaining the College's competitive benefits amongst peer institutions.

E. The two additional holidays will bring the total to 23 which is more competitive with the other community colleges in the region.

- The board members were supportive of the changes described in C and D

above.

- F. Sandra provided an update on future planning considerations for staying competitive. These considerations include comprehensive review of positions grade 32 and below, continued annual review of faculty salaries, employee referral program, flexibility in assigning floating holidays to offset when employees work scheduled holidays, simplifying the application and hiring process, and reviewing positions for additional remote work capability.
 - G. The group discussed the above items.
- IX. Wrap-up with Summary for Follow-up
- A. No additional items were reviewed.
- X. Adjournment
- A. Vice Chair John Moon, Jr. adjourned the meeting at 2:14 p.m.