

SAN JACINTO COLLEGE DISTRICT
Board of Trustees Strategic Planning Retreat Minutes
March 10, 2023

The Board of Trustees of the San Jacinto Community College District met at 8:00 a.m., Friday, March 10, 2023, in room A-1.201 of the Administration Building, 4624 Fairmont Parkway, Pasadena, Texas for a strategic planning retreat.

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

Members Absent: Dr. Ruede Wheeler

Others Present: Brenda Hellyer, Sandra Ramirez, Mandi Reiland, Laurel Williamson, Teri Zamora

I. The meeting was called to order at 8:03 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 (absent), Larry Wilson

III. Review Budget Development Timeline for Fiscal Year 2023-2024

A. Teri Zamora reviewed the budget development timeline for Fiscal Year (FY) 2023-2024. She reviewed the goals and assumptions that will be used throughout the budget development process. She also reviewed the budget plan and timing for the process.

B. Teri provided an overview of reviewed the Fiscal Year 2024 preliminary estimates. The state allocations are estimated based on the proposed Texas Community College Commission on Finance (TXCCCF) recommendations which would be an increase with the new funding model. Maintenance and Operations ad valorem tax is six percent over FY23 based on estimated growth in the tax base. There is a decrease of \$7.6 million due to the Higher Education Emergency Relief Fund (HEERF) grant ending. She explained that the estimates on tuition are based on the tuition rate increases recently approved by the Board on March 6, offset with a balancing for enrollment expectations. Teri explained that the labor line item has an increase because of the allocation of four percent performance pay and \$1.5 million for HEERF funded positions that will move from HEERF funding to College funding, less the reserves. This preliminary estimate also includes additional faculty positions approved recently by the Strategic Leadership Team (SLT).

C. Teri explained the additional initiatives approved by the SLT and items that are awaiting further action. The SLT approved ten new faculty positions and an

adjunct rate increase from \$48 to \$50 which is included in the budget draft. The items waiting further action are new funding requests, new non-faculty position requests, deferred maintenance, technology infrastructure, repairs and replacements, new programs, recommendations from the job evaluation study, and other potential strategic items.

- D. Dr. Brenda Hellyer added that she would like the Board to consider the approval of the adjunct rate increase at the April Board meeting so that recruiting and hiring can begin earlier. We need to stay competitive and not delay on hiring.
 - E. Erica Davis Rouse asked if there are any cost-of-living increases. Brenda said she will cover this in another section of the retreat today.
 - F. Members were comfortable with the plans and timelines.
 - G. Marie Flickinger asked on the status of the Promise program as of today and how long we can sustain it without additional funds. Brenda responded that the plan is to keep the program going. The Foundation has raised a significant amount of funds to help continue supporting the program as well as funds endowed and those set aside for immediate expenditure from the MacKenzie Scott donation.
 - H. Keith Sinor asked what is budgeted per cohort. Teri responded that there are approximately 50% on financial aid, so the estimates are based off of that. She said that for the fall (first large cohort) cost was approximately \$1.2 million. She said that she estimates \$5 million per cohort.
 - I. Brenda added that she will have a model prepared to show the Board the estimates and plans for sustaining the program and the funds per cohort.
 - J. Group discussed the Promise program.
- IV. Review Financial and Operating Comparisons of the Ten Largest Colleges in Texas
- A. Teri provided an overview of the financial and operating comparisons of the ten largest colleges in Texas for Fiscal Year 2022. The comparisons include data on the top ten largest colleges in Texas and include data on headcount, dual credit enrollment, academic vs technical, contact hours, size of facilities, outstanding debt, district population, assets, liabilities, net position, primary revenues, operating expenses, etc.
 - B. Teri also provided an overview of the financial and operating comparisons of the ten largest colleges in Texas for Fiscal Year 2019. The comparisons include data on the top ten largest college in Texas and include data on headcount, dual credit enrollment, academic vs technical, contact hours, square footage and type of facilities, outstanding debt, district population, assets, liabilities, net position, primary revenues, operating expenses, etc.
 - C. Brenda asked for the Board members to let her know if there is any additional information they would like to receive.
- V. Review Employee Engagement Survey
- A. Brenda provided background on the past surveys implemented at the College that assessed organizational wellness. She stated the current survey was implemented in October 2022. She explained that she presented this to the College community at College Community Day in February.
 - B. Sandra Ramirez provided an overview of the participation benchmarks and the

score calculation format for the employee engagement survey.

- C. Sandra reviewed the dimension summary that shows the metrics that will be discussed today.
- D. Marie asked why the data on San Jacinto College as a whole would be lower if the job, team, and leader portions are high. Sandra responded that those questions were very high level and strategic related. She can get the questions to the Board. Marie said she would like to see that information.
- E. Sandra also reviewed the data on overall score grouped by years of service, overall score by employee type, five highest scores, and the five lowest scores. She explained that this data includes the global and educational services benchmarks.
- F. Brenda added that there are many avenues for collecting feedback and encouraging engagement, but she said she and the SLT are having conversations to review and develop other ways to increase in this area.
- G. Sandra reviewed the calculation for the engagement index, engagement index by employee type, and the timeline of the work that is continuing with leaders and employees based on the survey results.
- H. Erica asked if they reviewed the data in more depth to identify areas that need improvement. Sandra responded that this work is ongoing. Her team is meeting with leaders to assess departments and team feedback.
- I. The process will continue every other year.
- J. Sandra reviewed ways to improve employee engagement.
- K. Marie asked if they feel that when decisions or improvements are made based on these surveys, that the updates are communicated to the employees. Brenda responded yes, but this can be improved.
- L. Group discussed the survey and options for improvement.
- M. Members agreed that the Chancellor having more chats or employee forums would be beneficial.
- N. They also noted that based on the data reviewed today, the administration needs to find a way to reduce the fear of retaliation. It is hard to fix issues when it is submitted anonymously. Some things can be addressed but most cannot.

VI. Review Employee Diversity Progress

- A. Sandra reviewed the employee diversity progress for the College. She provided an overview of background on the affirmative action plan (AAP) and the accomplished and current AAP goals.
- B. Sandra reviewed the data on workforce analytics. This included data on all full-time new hires, all full-time faculty new hires, and all full-time staff and administrator new hires. She also reviewed the information that is available on the online dashboard. In addition, she reviewed a breakdown of the headcount of all full-time employees by race/ethnicity for the last three fiscal years with this information also broken down by full-time faculty and part-time faculty. Data was presented on headcount percent by fiscal year and gender for all full-time staff/administrators and faculty.
- C. Sandra covered the data on separations by institutional category and race/ethnicity for FY 2021-2022. Brenda added that student services have had a 20% turnover,

so this is an area of concern.

- D. Sandra provided an overview of the data on full-time employee turnover, full-time faculty turnover, and full-time staff/administrators turnover.
 - E. The group discussed the employee diversity progress.
 - F. Sandra reviewed the data on separations by race, category, and type for FY 21-22 for all full-time employees.
 - G. Dan Mims said that we are not just competing with other colleges for employees; we are competing nation-wide with non-educational industries and companies.
 - H. Erica asked about the higher number of involuntary separations of Black employees as compared to the other populations. Sandra responded that they would look further into that data. After review of the data in more detail, it was determined that nine of the eleven employees who left the College under this category were from the closing of the children's center at North Campus.
 - I. Brenda added that retirements are increasing. Also, there has been an increase in performance related issues, some of which are resulting in involuntary separations.
- VII. Update on Job Evaluation Study
- A. Mandi Reiland left the retreat for the update on the job evaluation study.
 - B. Sandra provided an update on the job evaluation studies for staff and faculty which included what is in progress and the next steps.
 - C. Materials were distributed that show the list of organizations used as benchmarks for faculty and staff.
- VIII. Review Draft of Fiscal Year 2023-2024 Annual Priorities
- A. Brenda reviewed each of the draft annual priorities that are proposed for 2023-2024. The 2022-2023 annual priorities were provided for reference. She explained that she would like to take this to the Board for approval at the April meeting.
 - B. Erica suggested editing the wording for "advance a culture of resiliency and sustainability" to show it is for the region. Brenda said the wording will be updated to reflect that.
 - C. Brenda asked the members to review the information and let her know if they have any other questions or suggested changes.
 - D. Brenda added that the current strategic plan was provided for reference today, and the plan ends in 2024. Brenda asked the Board to provide her with thoughts on how they would like to develop a new plan. She said it is likely we will need to have a retreat with the Board to begin this work.
- IX. Update on Minority- and Women- Owned Business Enterprise (MWBE) Project
- A. Teri reviewed the goal, rationale, and method regarding the MWBE project and progress. She provided background on the update to data on vendors. Also, she provided the next steps leading to reporting and actions moving forward. Once established, the report will be presented to the Board semi-annually.
 - B. There were no questions on this item.
- X. Review Status of Construction Projects and Master Plan Development Process

A. Capital Projects Update

- Chuck Smith provided an overview of the capital projects. He included updates on safety metrics and the current status of various projects across the College.
- There were no questions on this item.

B. Ballpark Upgrades

- Brenda provided background on how this work developed. She explained that to continue to have successful baseball and softball programs, we need to consider improvements on the facilities. She explained that there are no funds available for this, but the needs assessment is currently happening, and funding opportunities will be assessed after a plan is developed.
- Chuck provided an overview of the plan for ballpark upgrades. Chuck explained that this work also includes transitioning to the one-college Raven mascot. He presented the rules of engagement on this project as well as the progress on the scope of work.
- Group discussed.
- The Board members were comfortable with moving forward with additional assessment on this project.
- Also, the Board approving funds with fence work this summer was discussed. This request for approval will be brought forward at a future Board meeting.

C. 2033 Master Plan Process

- This item was tabled due to time and will be presented at an upcoming workshop.

D. Solar Panel Challenges

- Chuck provided an overview of the current solar panel challenges. He reminded the Board of the approved policy on sustainable energy management. He provided updates on the solar master plan, roof replacements, and rebates. The issue is that CenterPoint has not provided approval for the utilization of the installed solar panels. He explained the path forward by continuing to meet with CenterPoint, engaging a consultant to aid in certifying College calculations, and preparing to work with the Public Utility Commission, if needed.
- Group discussed.
- Brenda asked if the Board members were supportive of the proposed next steps. Members present were comfortable with Chuck moving forward with a resolution. Brenda will bring updates back to the Board as this progresses.

XI. Adjournment to closed or executive session pursuant to Texas Government Code Section 551.071, 551.074, and 551.076 of the Texas Open Meetings Act, for the following purposes:

- a. Legal Matters - For the purpose of a private consultation with the Board's attorney on any or all subjects or matters authorized by law.
- b. Personnel Matters - For the purpose of considering the appointment, employment, evaluation, reassignment, duties, discipline or dismissal of a public officer or employee or to hear complaints or charges against a public officer or employee.
- c. Security Matters - To consider the deployment, or specific occasions for implementation, of security personnel or devices.

It was determined after the time of posting that a closed session was not needed.

XII. Wrap-up with Summary for Follow-up

A. Nothing additional was discussed.

XIII. Adjournment

A. The retreat was adjourned at 12:01 p.m.