

SAN JACINTO COLLEGE DISTRICT
Board of Trustees Strategic Planning Retreat Minutes
April 13, 2018

The Board of Trustees of the San Jacinto Community College District met at 8:15 a.m., Monday, April 13, 2018, in room C26.140 of the San Jacinto College Central Campus, 8060 Spencer Hwy., Pasadena, TX, for a Board Strategic Planning Retreat.

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

Others Present: Brenda Hellyer, Mandi Reiland, Teri Zamora

I. The meeting was called to order at 8:15 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. The Retreat Agenda was posted in an anticipation of an adjournment to closed or executive session pursuant to Texas Government Code Section 551.071, 551.072, 551.074, and 551.073 of the Texas Open Meetings Act, for the purposes of legal matters, real estate, personnel matters, or prospective donation. It was determined that an executive session was not required.

IV. Review 2008 Bond Program

- Brenda gave an overview of the status of the \$295 million Bond Program from 2008. She reviewed the remaining funds.
 - Softball project underway - Bleachers, walkways, electricity to pressbox complete - March 2018
Construction of practice facility upcoming – May-July 2018
 - Previous projects under development
Update College interior and exterior Wayfinding Signage
Design and Installation of Science Parks
Welcome Center Reconfigurations – North and South
 - New project for consideration
Design and renovation - District Administration Building A1
The members were supportive of the new project with the understanding that a complete plan would be brought forward through the Building Committee.

V. Review 2015 Revenue Bond

- The Board reviewed the spreadsheet with details on the remaining funds of the

2015 Revenue Bond.

VI. Review 2015 Bond Program

- Brenda provided an overview of the details on the status of the 2015 Bond Program. She explained the overall causes of cost increases. Contributing causes are passage of time since initial estimates, effects of Hurricane Harvey, update to building codes for energy efficiency and wind resistance, increase in price of steel, and increase in fulfillment of campus needs.
- Brenda reviewed the renovation philosophy and priority of work.
- Early College High Schools (ECHS) – Brenda reviewed the vision, partnerships, enrollment, graduate rates, and future growth. The relocations and future options for the ECHS programs were discussed. Teri Zamora is working through the financial analysis of the models.
Keith Sinor asked how many ECHS graduates transfer to four year colleges. Brenda did not have exact data with her but can provide that at a later date. Members explained that they believe it is beneficial to the College and community to continue these programs. They would like additional analysis and a proposal to review in the future on the viability and sustainability of the programs.
- Central Campus – Brenda provided an overview of the Central Campus projects. The stadium and track demolition is complete. The demolition of the Ball and Anderson buildings is on schedule. Minor projects including data closets, access security, DDC network, and central plant upgrades are also on schedule. Adjustments to the cost per square foot of the Davison and McCollum buildings have been made. It is also recommended that the McCollum project be phased with the second phase being delayed until later in the bond to allow a better assessment of costs. Construction of the petrochemical center is on target. Additional budget for construction on the welcome center and classroom building are needed. The site development for the new entrance related to the welcome center (on Luella) will be put on hold until later in the bond program and assessment of budget. The Frels building was originally planned to be a demolition but will now house the ECHS program. The most significant cost increase that is anticipated is the new classroom building. Much of this is due to construction occurring later in the bond (i.e. cost increases due to price inflation).
Petrochemical Center (CPET) – The location of the entrances was discussed. The consensus was to continue with the development of the entrance off of Fairmont. Marie Flickinger suggested asking Harris County for help on this endeavor.
Dr. Wheeler asked about enrollment and whether or not there are growth opportunities at Central Campus. Brenda explained that enrollment at Central is anticipated to remain flat or with slight growth. The school districts in the area that feed Central are not projecting significant growth so growth will come with capturing more of the traditional and non-traditional students. Erica Davis Rouse asked about development of the online programs. She would like to know how we compare to other community college's online

programs. Brenda stated that she would get this data and present it to the Board at a future workshop or meeting.

Erica Davis Rouse asked about the enrollment of the non-traditional population at the College. Brenda explained that the non-traditional student enrollment has not been growing, and we are looking at ways to capture more of that population. Erica asked if information on capture rates can also be provided.

- North Campus – Brenda provided an overview of the North Campus projects. The demolition of the Lehr library is complete. Minor projects on the data closets, access/security, and DDC network are on schedule. On renovations of Wheeler, Brightwell, and Spencer buildings, adjustments were made to the cost per square foot. The renovation of the underground utility tunnel is on schedule. Additional budget is needed for the renovation of the Burleson building for ECHS. This is an additional project but will allow for more campus flexibility and better utilization of facilities for the general College population. Additional budget is needed for the Cosmetology & Culinary Center. It is recommended that the Uvalde expansion be eliminated and the related budget will be moved elsewhere. Any funding for this project needs to come from the County.

Erica Davis Rouse and Larry Wilson asked about food contracts for the cafes. Brenda explained that auxiliary services handles food service and it is managed in-house. In the past, we have outsourced and operated franchises, but went to in-house a few years ago. This area reports to Teri Zamora, and that operation is continuing to look at better and more efficient options.

- South Campus – Brenda provided an overview of the South Campus projects. Minor projects including the data closets, access security, and DDC network are on target. Adjustments to the cost per square foot were made to the renovations for Longenecker and Jones buildings. The second phase of the Bruce Student Center is being deferred in order to accommodate greater instructional needs at the campus. Additional budget is needed for the renovations in Academic buildings S7 and S9 and HVAC technology building renovations. Primary electrical upgrade, hot water/chill water relocation, and domestic water renovations are on target. These projects will be managed based on the areas in greatest need. Additional budget is needed for the Engineering & Technology Center and Cosmetology Center construction. Dr. Wheeler asked about enrollment in the cosmetology programs. Brenda said that enrollment is good. The program at Central and South seem to compete for enrollment. The plan to house the cosmetology programs at South and North in new facilities will allow the College to maximize space and maintain enrollment College-wide. The issue became the sustainability of three programs with each requiring new facilities. It is difficult to anticipate how students who normally would attend the program at Central will choose between the South and North campuses. Depending on the student's location in the central area of our district, the travel could be very similar.
- Brenda explained the status of the facility security study. Budget for safety upgrades were built into renovation costs for each location. The study is still

being evaluated, and she will bring back additional information when the security report is finalized and analyzed.

- Maritime Center – Brenda provided an overview of the Maritime Center projects. There are ongoing discussions with LBC and future growth opportunities. Enrollment projections were discussed. It is not anticipated that significant expansion will be required during this bond program, and a portion of the funds should be reallocated.
- Brenda reviewed each line item of the proposed budget distribution modifications for the 2015 Bond Program. It was originally anticipated that all dollars would be spent by 2020 but now it is anticipated to be in 2023. We will need to sell some bonds between November – January. Teri explained that the budget adjustments have been modified to include estimated for construction cost increases. The members were supportive of the project budget changes. The budgets will be adjusted for the April 30th report.

VII. Discuss Demographic Study of Generation Park and Surrounding Area

- Brenda provided an overview of the demographic study.
- Marie Flickinger would like a demographic study for Central and South to compare with this study from the area around North. Marie also mentioned that it would be beneficial to get North Campus on the Metro bus route.
- Keith Sinor asked what is attracting these students who live closer to other campuses to enroll at North. Brenda is having George González analyze this data.
- The members discussed the amount of growth that North Campus can handle with its current size. There was discussion in how we should determine maximum enrollment size for a campus.
- Dan Mims asked how many students residing in our district are attending Houston Community College, Lonestar, and Lee College instead of San Jacinto College. Brenda said she was not sure how to obtain this information but would explore options.
- Keith asked what Brenda foresees at a Generation Park campus. Brenda said we would start with one building and focus on academic transfer and with a lot of flexible space.
- There was discussion regarding in-district versus out-of-district students, and the significance of enrollment growth in the State funding allocation process. Additionally, the members discussed the importance to serve both residential and business/industry taxpayers. Brenda explained that the combined business/industry tax valuation is over 70% of the College's assessed valuation.
- Marie Flickinger would like the full Board to go and tour the area around Generation Park and the northern part of the College's taxing district.
- Dr. Wheeler reminded the group that the state and future of education is changing and will continue to change. We need to continue to make sure that San Jacinto College is prepared for those changes.
- Larry Wilson stated that we need to focus on the College's taxing school districts. He is willing to review additional information and go on a tour.

- All members supported a tour. Brenda will arrange some dates.

VIII. Discuss Student Residency and Citizenship Classifications

- Brenda reviewed the terminology of US citizenship and immigration classifications. She also reviewed requirements from the State of Texas in classification between in-state and out-of-state. The classification determines the student's eligibility for federal and state financial aid eligibility. The College complies with the federal and state requirements. She also provided fall headcount data for the past few years.

IX. Discuss Board Evaluation Process

- Brenda provided an update on the new SACSCOC standard regarding a Board self-evaluation process. She presented examples of self-evaluation forms from other institutions. It was determined that the Board members would receive their self-evaluations at the next Board workshop on May 7th and have a due date assigned for completion. Keith Sinor would then compile the information and discuss at an upcoming retreat or workshop.

X. Consider Nomination for CCATT Board Position

- Brenda reviewed the request for nominations that was received from CCATT (Community College Association of Texas Trustees). Marie Flickinger expressed interest in applying for a position. Dan Mims said he would write a letter of support for her.

XI. Review Board Calendar

- Brenda reviewed the current calendar of events with the members.
- She explained the upcoming Foundation Experience. The members committed to a sponsorship level.

XII. Wrap-up with Summary for Follow-up

Brenda asked if there are any other items the Board would like an update on. The Board members did not ask for an update on any other items.

XIII. Adjournment

Chair Marie Flickinger adjourned the meeting at 12:53 p.m.