

SAN JACINTO COLLEGE DISTRICT
Board of Trustees Strategic Planning Retreat Minutes
April 12, 2019

The Board of Trustees of the San Jacinto Community College District met at 8:30 a.m., Friday, April 12, 2019, in room A-2.203 of the San Jacinto College District Annex Administration Building, 4620 Fairmont Pkwy., Pasadena, TX 77504, 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, Sandra Ramirez, Mandi Reiland, Teri Zamora

I. The meeting was called to order at 8:32 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 Strategic Planning Next Steps (Data Review; Values, Vision, and Mission; Underlying Assumptions; Strategic Goals and Strategies)

A. Brenda provided background on the development of the proposed strategic plan items. Feedback from the College community and students was collected and used. Brenda also met with the leadership of the Student Government Association. The proposed items were reviewed with the Diversity Council. She incorporated the feedback provided by the Board. The strategic plan components including the values, vision, and mission were then modified by the Strategic Leadership Team (SLT) as a group and sub-group.

B. The group reviewed current and proposed Values.

a. Discussion –

i. John Moon, Jr. asked why the Student Success value was removed. Brenda explained that student success is our overarching purpose and not a behavior. We focus on student success in everything we do. She said it was strengthened in the mission and vision, and we will continue with the student success strategic goal.

ii. Erica Davis Rouse suggested a minor wording change for the Inclusivity value. All were comfortable with the suggested change.

C. The group reviewed the mission and vision.

a. Discussion –

i. Erica asked where we include equity or closing the gap. Brenda explained it is in the underlying assumptions. The SLT also felt it was addressed with the social and economic mobility reference in the vision.

- D. The group reviewed the underlying assumptions. Brenda explained that she may change the order of these.
 - a. Discussion –
 - i. Keith Sinor thinks that equity should be moved up higher. Brenda said she will likely move this item to be first.
- E. Brenda explained that the One-College Vision statement was eliminated and incorporated in the underlying assumptions. Members agreed that although there was a bigger problem with division in the past, we do not need that statement anymore. There are still areas to improve, but overall, we have achieved this vision.
- F. Brenda asked the group for their preference on the range of years the plan should cover. All were comfortable with 2019-2024.
- G. The group reviewed the strategic goals. Brenda stated that she may change the order of these but at this time she just wanted to present the proposed goals.
 - a. Discussion –
 - i. Brenda reviewed enrollment gaps while the group discussed the proposed outreach and partnerships strategic goal.
 - ii. Dr. Ruede Wheeler asked what the average age of our students is. Brenda answered that 23 is the average age.
 - iii. John asked to remove dual credit students and then look at average. Brenda stated that she will have the research team collect this information and provide it for the Board.
 - iv. Erica asked about social and economic accessibility and upward mobility. She explained that through the College a lot of our students have been exposed to communities and activities outside of our region. This is such an important experience for students. Brenda explained that it is partly addressed in goal two, strategy six, but we can add this in another goal to make it clearer.
- H. All members were comfortable with the proposed item after including the changes discussed today. Brenda explained that the next steps are to send a draft to employees and present this to the Board in May for approval. Then we will begin annual priority development.
- I. Sandra Ramirez reviewed a presentation on employee diversity progress data as of February 2019. She explained that Wayne Wauters, Manager of Talent Acquisition conducted a work environment climate survey. Data from his research was presented. She reviewed and discussed training opportunities for hiring managers including unconscious bias. Sandra reviewed the next steps which are to expand training and diversity recruitment. She explained that Dr. Allatia Harris, Vice Chancellor of Strategic Initiatives, is launching a task force to review this data and to look for opportunities for continuous improvement.
 - a. Discussion –
 - i. Erica Davis Rouse asked if we track how candidates come to us. Sandra said we track this if the candidates provide the information.
- J. Sandra provided an update on employee diversity initiatives.
 - a. Discussion –
 - i. Erica expressed concern regarding the number of Hispanic faculty

at the College. She felt it was important for our students to feel a connection, and studies show that if students look and have similar backgrounds as their teachers, they will be more successful.

- ii. Dan Mims pointed out that we have longevity of employment and we can continue to work on this as people leave.
 - iii. Members discussed this topic.
 - iv. Brenda explained that we are changing our recruiting areas and trying to have a more diverse pool of candidates. We are moving the numbers, but it is a slow process.
 - v. Erica inquired about opportunities that the College provides for the development of part-time faculty. Brenda replied that we have training for part-time faculty and are looking on how to expand. Part-time faculty are paid hourly, so we are trying to achieve the proper balance.
 - vi. Brenda asked the Board members how often they would like to review this data. The group agreed that every two years would be beneficial.
- K. Brenda reviewed graduation rates data.
- a. Discussion –
 - i. The group discussed the percentage of graduates and enrollment headcount 4-years prior by race/ethnicity.
- L. Brenda presented the Fall 2018 College-wide unduplicated headcount by low income and/or first generation
- a. Discussion –
 - i. Dr. Ruede Wheeler asked what constitutes completion. Brenda explained that we consider associates degrees, certificates, and transfers as favorable outcomes. Credential completion is certificate and degrees.
- M. Brenda reviewed course retention and success data by Pell Award for Fall 2014 through Fall 2018.
- a. Discussion –
 - i. The group discussed outreach for applications for Pell grants and the proposed College Promise Program.
 - ii. There were questions around the role of the shared ed planners that are in the high schools. Brenda provided an overview and explained that we are continuing to evaluate the effectiveness of these positions and appropriate performance measures.
- N. Brenda presented the income and demographic data for the San Jacinto College service area.
- O. Teri Zamora reviewed the ad valorem tax data
- a. Discussion –
 - i. The group discussed the ad valorem tax data and delinquent tax collection efforts and process. All agreed that the delinquent tax collecting efforts and results were in line with similar governmental entities. One area in which the College is different from many of the other governmental entities is in the

implementation of the Texas Tax Code (TTC) 3-11 penalty which would change the delinquent collection period for personal property to April 1st versus July 1st. The group discussed moving forward in May 2019 with an action to extend the delinquent tax collection contract for two years. The contract will be clear that the College's tax work may not be sold to another collection agency. Additionally, an action will be processed to move forward with the TTC 3-11 penalty for 2020 and future collections.

- ii. John Moon, Jr. would like to know how much we are dealing with in delinquent taxes on personal property. He is interested to know if the change will impact the College significantly.

IV. Future Board Reporting and Training Considerations

A. Brenda reviewed the presentations to the Board for Annual Year (AY) 2016-2017, AY 2017-2018, and AY 2018-2019. She also reviewed the proposed Board reports for 2019-2020.

a. Discussion –

- i. The group discussed additional presentations of interest.
- ii. Members would like to review information on:
 - 1. Distance learning offerings and successes (100% and hybrid),
 - 2. Success and progress of transfer students and related programs, and
 - 3. Comparison of success and persistence and completion of students by income and financial need levels.

B. Brenda asked the Board to consider any future training they would like to participate in.

a. Members will provide feedback on training needs.

V. Update on 86th Legislative Session

A. Brenda Hellyer provided an overview of the 86th Legislative Session.

B. Letters from Lee College were distributed for the Board to review. She provided the Board time to review the items. She explained the letters and her legislative meetings on Senate Bill 2344 and House Bill 3835. She also explained that the Texas Association of Community Colleges has not taken a position on these bills.

a. Discussion –

- i. The group discussed their concerns with these bills.
- ii. The group called attorney, Micki Morris with Rogers, Morris & Grover, L.L.P. to verify if action needed to be taken for the Board to write a letter to be sent to legislators in opposition of these bills. Micki confirmed that action needed to be taken.
- iii. The members asked for a special meeting to be held on Tuesday, April 16, 2019 at 5:00 p.m. in order to take an official action on this item.

VI. Wrap-up with Summary for Follow-up

VII. Adjournment

A. Chair Marie Flickinger adjourned the meeting at 11:40 a.m.