

SAN JACINTO COLLEGE DISTRICT
Board of Trustees Strategic Planning Retreat Minutes
February 15, 2019

The Board of Trustees of the San Jacinto Community College District met at 8:00 a.m., Friday, February 15, 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, Laurel Williamson, Teri Zamora

I. The meeting was called to order at 8:07 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 and Reset 2015 Bond Program Budget

A. Teri Zamora provided an overview of the use of interest earnings on bond proceeds.

i. Currently, have approximately \$3 million on hand and expect to earn approximately \$3 million on new proceeds. She presented the recommendation to continue paying 2-3 bond construction related salaries and use the majority of the funds to enhance current projects or fund future projects. Members were comfortable going in this direction.

B. Teri provided an update on Generation Park.

i. She reviewed the floors plans, ultimate campus buildout, aesthetics, drainage outfall, and channel from topographic study, and the proposed changes to the project budget. The plan is to use interest on bond proceeds to fund the drainage needs on the full property. The next steps are to update reports to reflect these changes, and an additional report will be provided each month on Generation Park at the Building Committee meetings and in the Board books.

C. Teri reviewed the Fire Protection program relocation to the Maritime Center and the synergies this will create with the Maritime Program.

D. Teri Zamora and Brenda Hellyer reviewed the 2015 Bond budget reset.

i. Each line item that will have budget changes was reviewed.

E. Discussion

i. Erica Davis Rouse asked that since we are under budget on some of

the technology buildings, can we revisit the technology pieces that we scaled back on. Teri responded that we are looking at this.

- ii. All members were comfortable with the recommended budget and project changes. Future reports will reflect these changes.

IV. Review Generation Park Rendition

- A. Teri reviewed the proposed renditions for the first building at Generation Park.
 - i. Members were comfortable with the renditions and liked these much better than prior versions.
- B. Brenda referenced the provided article on Generation Park that was in a recent Community Impact newspaper.

V. Review of Proposed Tuition, Fee, and Exemption Model

- A. Brenda reviewed the proposed simplified tuition model.
 - i. She explained the goals, concept, advantages, and disadvantages. The simplified model will reinforce one-college concept where students are free to major in any program and are not held back due to differences in cost. The models propose a tuition with no additional registration fees; an all-inclusive tuition rate. The students could still opt in for fees related to course materials.
 - ii. The model would eliminate the significant number of fees that are associated per student and per course.
- B. Discussion
 - i. Ruede Wheeler asked about the amount of distant learning students the College has. Laurel Williamson explained what classifies a student as distance learning and provided estimated percentages of the College's distance learning populations.
- C. Teri provided background on the current model, current fees, average charges, and enrollment rates.
 - i. Erica asked about faculty use of Blackboard. Laurel answered that all faculty are required to use it. Department chairs verify that it is in use.
- D. Teri reviewed each proposed model (model 0-3) under the simplified proposal.
 - i. Keith Sinor asked how these models effect dual credit. Teri explained that the College exempts 75 percent of tuition and fees. This would end up benefitting the school districts in total by approximately \$100,000, but we are still analyzing by school district and enrollment type.
- E. Discussion
 - i. Erica asked about Open Educational Resources (OER) fees. Teri explained that those are not considered fees. It is treated as course material costs because students opt in.
 - ii. Erica expressed that she is concerned about OER for many reasons. She is especially concerned about quality in general and especially in the nursing programs. She stated that free is not always better. Laurel replied that these concerns are being addressed throughout the process for adopting OER materials. Brenda clarified that the change has been

for the College to reduce the cost of materials to students which has been more than OER.

- iii. The members discussed various concerns with a change to the current tuition model. They wanted an emphasis on how to market the change to make sure people understand. They wanted to make sure we do what is best for students.
- iv. They questioned what other colleges are doing. Brenda explained that several colleges are looking at this type of model too.

F. The group reviewed models by in district, out of district, and out of state.

G. Brenda reviewed the Gulf Coast College tuition comparisons and she explained that Teri Crawford is working on the marketing messages. She stated it is clear that we are currently low for out of district tuition. Teri Zamora explained that changing from fees to straight tuition allows freedom of how to use the dollars. Some fees restrict how dollars can be spent.

- i. Members asked for more details on who is taking the 3 hours.
- ii. Erica stated this promotes transparency.
- iii. Members asked which model the Chancellor recommends. Brenda recommends model 2.
- iv. Marie Flickinger recommended we keep it simple, and it looks like the recommended model would do that.
- v. Members asked if we are comfortable having an academic major paying the same price as a technical program major when the potential wages are differentiated.
- vi. Members recalled this is part of the differentiated structure we had put in place. Members also discussed a need to better understand courses and programs that have been eliminated.
- vii. Laurel has been looking into this and collecting data and recommendations. This will be presented to the Board in the future. The presentation will include courses that were eliminated through the pathways work and programs that were eliminated. There are requirements in place to evaluate courses and those will also be presented in detail.
- viii. Members were comfortable with going in this direction.
- ix. John Moon, Jr. asked for a comparison to UHCL and Pearland to be added to the comparison spreadsheet.
- x. Brenda explained that the plan is to bring this to the Board for approval in March with the recommendation to implement for Fall 2019.

H. Brenda reviewed the Spring 2019 tuition and fees for Texas Community Colleges.

I. Teri reviewed a trend chart on the revenue mix for San Jacinto College unrestricted revenues.

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

A. Chair Marie Flickinger adjourned to closed session at 10:13 a.m.

- a. Consultation with Attorney - For the purpose of a private consultation with the Board's attorney on any or all subjects or matters authorized by law.
A conference call was conducted with attorney Micki Morris (Rogers, Morris, and Grover).
- 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.

VII. Reconvene in Open Meeting

- A. Chair Marie Flickinger reconvened to open session at 10:57 a.m.

VIII. Review Strategic Planning Next Steps (Values, Vision, and Mission; One-College Vision; Data Review; Strategic Goals and Strategies)

- A. Brenda reviewed the awards 10-year trend line, awards vs. graduates 10-year trend; graduates by race/ethnicity 5-year trend; degree seeking population – Fall 2017; degree seeking population fall to fall persistence rates, graduation rates, and transfer rates by campus; FTIC cohort – fall 2017; and dashboard dials.

- i. Erica asked that percentage of enrollment growth be added to the awards vs. graduates 10-year trend.

- B. Discussion

- i. Laurel explained that a new process is being implemented. In order to withdrawal, a student has to provide an explanation.
 - ii. Members would like transfers added to the dashboard dials and would like for Laurel to check with George González to verify what else he thinks needs to be added. Information on part-time students may be beneficial to add.

- C. Laurel provided an overview of the Pathways work.

- i. She presented progress on lowering the costs of course materials and savings. She also provided an update on fall term academic and technical course A-C success rates. She is looking into the causes of the differences in student success between first 8-week, 16-week, and second week cohorts.
 - ii. Laurel reviewed the next steps. Faculty will work through the data and make recommendations.
 - iii. Erica would like to see percentages of total cost for a student by tuition, fees, and course materials.
 - iv. Some members expressed that the Board members made the directive for the College lower textbook costs because of the feedback they were receiving from students. They continue to be concerned about costs to students.
 - v. Laurel explained that this work is creating awareness and an understanding that faculty need to be thinking through textbook and course material selection differently.
 - vi. Erica would like data on A-C success rates for OER classes vs non OER classes.

- D. Brenda reviewed Dallas Promise, Harris County Promise Pilot, and the possibilities for San Jacinto College.
 - E. Brenda explained that the data that was presented will be used to develop the next strategic plan for the College, and additional data has been provided to the Board in their retreat documents that will be covered at the next strategic planning retreat.
- IX. Wrap-up with Summary for Follow-up
- A. Brenda discussed the upcoming Aspen Prize luncheon in Washington D.C.
 - B. She reviewed the calendar of upcoming events.
 - C. She reviewed date options for the next retreat where the plan is to continue the strategic plan discussion and development.
 - D. Teri provided an update on the recent bond sale.
- X. Adjournment
- Chair Marie Flickinger adjourned the meeting at 1:18 p.m.