

***Board of Trustees
Special Board Meeting
August 29, 2011***

August 26, 2011

**NOTICE OF MEETING
BOARD OF TRUSTEES
SAN JACINTO COMMUNITY COLLEGE DISTRICT**

The Board of Trustees of the San Jacinto College Community District will meet at 5:00 p.m., Monday, August 29, 2011, in Room 201 of the Thomas S. Sewell District Administration Building, 4624 Fairmont Parkway, Pasadena, Texas.

**BOARD WORKSHOP
AGENDA**

- I. Budget Review**
- II. Annual Priorities**
- III. Facility Planning**
- IV. SLT Validation**
- V. Dinner**
- VI. General Discussion**

Certification as to Posting or Giving of Notice

On this day, August 26, 2011, this notice was posted on a bulletin board located at a place convenient to the public in the central administrative office of the San Jacinto Community College District, 4624 Fairmont Parkway, Pasadena, Texas, the college's website, and is readily accessible to the public upon request.

Brenda Hellyer, Ed.D.

**NOTICE OF MEETING
BOARD OF TRUSTEES
SAN JACINTO COMMUNITY COLLEGE DISTRICT**

The Board of Trustees of the San Jacinto College Community District will meet at 7:00 p.m., Monday, August 29, 2011, in Room 104 of the Thomas S. Sewell District Administration Building, 4624 Fairmont Parkway, Pasadena, Texas.

**PUBLIC BUDGET HEARING
Adjourn to Special Board Meeting**

**SPECIAL BOARD MEETING
AGENDA**

- I. Call the meeting to order**
- II. Invocation and Pledge to the Flag**

ACTION ITEMS

- III. Consideration of Approval of Proposed Budget for 2011-2012**
- IV. Consideration of Approval to Authorize Chancellor to Take Action to Effect Modifications to an Existing Wellhead in South Detention Pond**
- V. Approval of 2011-2012 Annual Priorities**
- VI. Adjournment**

CONSENT AGENDA

(Any item placed on the consent agenda shall be removed and taken up as a separate matter, if so requested by any member of the Board, otherwise all items will be voted on with one (1) motion.)

A. Approval of Personnel Recommendations

The Board of Trustees may at any time prior to adjournment, in accordance with Sections 551.001, et seq. of the Texas Government Code move into Closed Session under the following provision(s) of the ACT:

- Section 551.071 – Consultation with Attorney
- Section 551.072 – Deliberation Regarding Real Property
- Section 551.073 – Deliberation Regarding Prospective Gifts
- Section 551.074 – Personnel Matters
- Section 551.076 – Deliberation Regarding Security Devices
- Section 551.086 – Economic Development Negotiations

Certification as to Posting or Giving of Notice

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Action Item “III”
Special Board Meeting August 29, 2011
Consideration of Approval of Proposed Budget for 2011-2012

ADMINISTRATION RECOMMENDATION/REPORT

The Chancellor recommends that the Board of Trustees approve the proposed 2011-2012 budget for the San Jacinto Community College District which consists of a balanced Unrestricted Operating budget of \$135,499,797 and a balanced Restricted Funds budget of \$102,736,353.

BACKGROUND

The proposed budget provides operating funds and establishes restricted funds for 2011-2012. Restricted funds have specified requirements for expenditures and are managed accordingly. During the year, amendments will be requested based on changes to restricted sources and uses.

The College's operating budget provides the resources for daily operations. Conservative projections have been utilized for revenues and are therefore considered reasonably attainable. Revenue from the State of Texas to support instruction decreased by 2.3% or \$839,000 from last year which is in addition to \$1.9 million in earlier reductions and a 17.27% increase in contact hours. Budgeted tuition and fee revenue is up \$1.5 million reflecting a budgeted 3.5% growth in semester credit hour generation for 2011-2012. No increase in tuition and fee rates is included in the budget; thus students are paying the same rates as 2010-2011. The budget anticipates that the maintenance and operations property tax revenue will be the same as 2010-2011, reflecting an adoption in September at the effective tax rate. The interest and sinking portion of the property tax rate is expected to increase slightly but remain at or below the rate promise made to the taxpayers during the 2008 bond referendum. Tax rate calculations will be subject to final truth-in-taxation tax rate calculations prior to final adoption.

Highlights of the proposed unrestricted operating expenditure budget include:

- Salary and benefit reductions of \$6.4 million due to employee departures through the voluntary separation and severance plan and attrition, implementation of a “soft” hiring freeze, a greater reliance on part-time positions, redeployment efforts, and the elimination of unfilled positions.
- An increase in local obligation for benefits of almost \$5.0 million due to reductions in State support for benefits and retirement contributions.
- Operating budget cuts in excess of \$3.0 million.
- The establishment of a \$1.9 million differentiated compensation pool for employee raises.
- A reserve of \$1.2 million to begin implementation of results of the compensation study.
- Provision of a \$600,000 reserve for additional instructional costs related to enrollment growth for the 3.5% target.

Action Item “III”
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Consideration of Approval of Proposed Budget for 2011-2012

- The establishment of a reserve of \$500,000 to begin implementation of recommendations from the Distance Learning Task Force.
- A reserve of \$127,000 to purchase software to replace and enhance the current performance management system.
- Provision for a \$500,000 reserve for new program start-up.
- Continuation of a \$250,000 reserve for the reorganization and infrastructure support of the Human Resources Department.
- An increase in maintenance and operating costs for new facilities of \$1.0 million.

The budget is prepared in accordance with generally accepted accounting principles. The expenditure totals include a non-expense cash outlay for bond principal payments of \$12,355,000 and a non-cash expense of \$8,310,170 for depreciation.

While the proposed budget reflects the College’s commitments to teaching and learning and serving the citizens throughout the Greater Houston Area, additional initiatives and requests were not funded or were not fully funded due to limited resources.

IMPACT OF THIS ACTION

Approval of the proposed budget will establish the 2011-2012 budget for the College and comply with section 51.0051 of the Texas Education Code that requires that the governing board of each institution shall approve a budget on or before September 1 of each year.

RESOURCE PERSONNEL

Ken Lynn

281.998.6306

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Action Item “IV”
Special Board Meeting August 29, 2011
Consideration of Approval to Authorize Chancellor to Take Action to
Effect Modifications to an Existing Wellhead in South Detention Pond

ADMINISTRATION RECOMMENDATION/REPORT

The Chancellor recommends that the Board of Trustees authorize actions to effect modifications to an existing wellhead in the newly constructed detention pond at the South campus.

BACKGROUND

When the College purchased the 36 acres south of Rick Schneider Drive and east of Beamer Road on the South Campus, the environmental assessment report identified three existing wells that were believed to be on the property. Locations of the wells were not described by longitude and latitude. During excavation of the detention pond required by the Harris County Flood Control District, a well, which had been capped four feet below ground level, was encountered. Now that excavation of the detention pond is complete, the wellhead is exposed approximately ten feet above the bottom surface level of the detention pond. The well bore is filled with concrete approximately six feet below the bottom surface level of the detention pond, so there is no immediate toxicity danger.

The College is exploring methods and costs to mitigate risk posed by the exposed well bore.

IMPACT OF THIS ACTION

This situation has been reviewed with the College’s Building Committee. Approval of this authorization will allow the Chancellor to effect the repair and modification of the well bore whenever a suitable and cost effective method is determined.

BUDGET INFORMATION (INCLUDING ANY STAFFING IMPLICATIONS)

Costs of repair will be borne by the 2008 bond construction budget for the South Campus paving and drainage project.

MONITORING AND REPORTING TIMELINE

The Chancellor will inform the Board of Trustees of the repair and modification method and cost at the next regularly scheduled board meeting after repairs are completed.

ATTACHMENTS

None

RESOURCE PERSONNEL

Ken Lynn kenneth.lynn@sjcd.edu 281.998.6306

**Action Item “V”
Special Board Meeting August 29, 2011
Approval of 2011-2012 Annual Priorities**

ADMINISTRATION RECOMMENDATION/REPORT

The Chancellor recommends that the Board of Trustees approve the San Jacinto College Districts Annual Priorities for 2011-2012.

BACKGROUND

The Board of Trustees approved the College’s Strategic Plan for 2010 through 2013 on September 13, 2010. The College is in the second year of this plan and the 2011-2012 annual priorities are the actions that have been developed to continue to advance the strategies required to achieve the College’s four Strategic Goals of: Student Success, P-16 Pipeline, Workforce and Economic Development, and Our People.

IMPACT OF THIS ACTION

The College’s strategic plan sets the direction, and the Board’s approval of the annual priorities as outlined in the attached documents will allow the Strategic Leadership Team to continue with the implementation of the actions and related work plans for fiscal year 2011-2012. The annual priorities will align the work of the employees with the strategic plan and will guide the development of individual performance plans for all full-time employees.

BUDGET INFORMATION (INCLUDING ANY STAFFING IMPLICATIONS)

The 2011-2012 budget has been developed to allocate resources to advance the annual priorities and strategic plan.

MONITORING AND REPORTING TIMELINE

Regular monitoring will be presented to the Board of Trustees.

ATTACHMENTS

Attachment 1 – Annual Priorities 2011-2012

RESOURCE PERSONNEL

Brenda Hellyer

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San Jacinto College

Strategic Plan

2011 – 2012 Annual Priorities

Note: The Strategic Plan (goals and strategies) for San Jacinto College was developed on a three-year basis from 2010-11 through 2013. This supplement represents the annual priorities for 2011-2012 under the Strategic Plan.

Goal 1: Student Success

Strategy 1: Institutionalize the Achieving the Dream strategies to improve student persistence and successful completion rates and to reduce achievement gaps among student groups.

Annual Priorities

1. Redefine the Honors Program including objectives, processes, course offerings, orientations, staffing, and enrollment goals.
2. Develop a plan to introduce student success content to dual credit students including piloting the Foundations for Success course for spring 2012.
3. Convene focus groups of Student Success course faculty to discuss possible changes in curriculum, review student services support elements, and share successes and mistakes.
4. Develop plan and cost analysis and review impact of enrollment shifts for fall 2012 implementation of the mandatory requirement of a student success course for all first-time-in-college students, including methods for infusing student success course content into Level I certificate programs.
5. Strengthen the culture of evidence through review of institutional and campus structures and processes by the Institutional Effectiveness Council, with an overview report presented to the Strategic Leadership Team in December 2011, which identifies strengths and gaps in the institutional assessment framework, data collection, and reporting processes.
6. Assess impact of elimination of late registration and implementation of pay-as-you-go system.

Strategy 2: Become a recognized leader in the quality and availability of alternative delivery offerings.

Annual Priorities

1. By November 2011, finalize a three year plan, based on agreed-upon objectives to increase programs to be delivered online, online offerings to dual credit students, and identification of key milestones, with costs clearly identified.
2. Begin implementation of the approved plan no later than January 2012.
3. Assess effectiveness of faculty training and certification programs.

Strategy 3: Ensure a supportive and rigorous teaching and learning environment from the classroom experience to an effective array of student support services, including personalized academic and career planning.

Annual Priorities

1. Implement the program for academic and career learning plans, as delivered through advising, new student orientation, and the student success course; and develop plan for expanding program to all first-time-in-college students.
2. Assess the appropriateness of academic and technical degree plan structures, majors, and related requirements in conjunction with transfer and bachelor's degree requirements and recommend appropriate revisions.
3. Expand the number of faculty involved in the Quality Enhancement Plan (QEP) by developing a professional development program through the Center for Excellence in Teaching and Learning (CETL) that builds on identified successful faculty development and instructional delivery strategies from QEP work, so that all full-time faculty will be familiar with and engaged in some level of QEP strategy by 2013-14.
4. Analyze course schedule for efficiency and maximized enrollment. Revise schedule for fall 2012 based on analysis.
5. Implement the alignment plan for campus writing centers, math-tutoring centers, and other tutoring and learning support areas.
6. Review existing textbook selection guidelines and lead faculty team to revise guidelines, especially for high-enrollment courses, and to create guidelines for new books, used books, rentals, e-texts, e-rentals, and open source materials.
7. Complete a demographic analysis and profile of current service area, campus areas, and student populations, along with projections for future growth, changes, and capture rates.
8. Assess space utilization and functional adequacy in conjunction with an update of the college's academic plan.
9. Complete revalidation, prioritization, and commitment for next phases of 2008 bond program and college-wide facility needs.

Strategy 4: Align courses and curricula from college preparatory through transfer courses.

Annual Priorities

1. Implement the State's general education core curriculum changes.
2. Review reading pre-requisites for college-level courses.
3. Review Student Learning Outcomes (SLOs) in identified courses in Foundational Component Areas and the general education outcomes through college-wide discipline committees led by the vice presidents of learning.
4. Provide department chair training and create faculty teams to address discipline-specific and general education SLOs in ten highest enrollment courses and selected gateway courses.
5. Develop college-wide assessment strategies for selected core courses.
6. Assess student achievement of SLOs as demonstrated by successful advancement through the college preparatory curriculum and performance in subsequent courses.

Strategy 5: Maximize success in college preparatory courses.

Annual Priorities

1. Expand successful strategies identified through course re-design for college preparatory math.
2. Implement plan for expanding successful strategies of alternative modalities for college preparatory courses.
3. Enhance partnerships with adult basic education providers to offer instruction to students with lowest entry skills.

Goal 2: P-16 Pipeline

Strategy 1: Lead and strengthen the efforts for a regional P-16 approach.

Annual Priorities

1. Create the Monument P-16 Council and begin process to achieve recognized status by the State.
2. Ensure effective college-wide coordination of activities, partnership, and programs within P-16 framework, with specific vision and plan for each independent school district.
3. Review and recommend changes to Shared Counselor Program, based on assessment of program effectiveness and independent school district needs.
4. Develop an assessment plan for the Houston Pathways and K-16 Bridge initiatives focusing on faculty work to eliminate skills gaps for students transitioning from high school to college, on increasing the number of college-going high school students, and on career and program planning for students before entering college.

Strategy 2: Expand high school partnerships in an effort to create a college-going culture of first-time-in-college students who are academically prepared for rigorous programs of study.

Annual Priorities

1. Expand 11th and 12th grade placement testing to area high schools.
2. Develop plan to test cohort of students at the end of 8th grade year at selected (pilot) middle schools.
3. Develop plan to test cohort of students at the end of 10th grade year at selected (pilot) high schools.
4. Develop plan to provide feedback to district schools regarding college readiness of students based on test results.
5. Develop plan for refresher courses and summer bridge programs to address identified skills gaps, including plan for assessing results.
6. Evaluate and develop collaborative plan (which can be replicated) with Pasadena Independent School District for dual-enrolled technical high school.

Strategy 3: Create a robust University Center at each campus.

Annual Priorities

1. Based on market analysis, determine appropriate bachelor's and master's degree offerings for each campus.
2. Develop plan with university partners for at least one bachelor's degree to be offered on each campus.

Strategy 4: Develop and enhance seamless articulations with baccalaureate-granting institutions for associate degree graduates.

Annual Priorities

1. Increase the number of articulation agreements with baccalaureate-granting institutions.
2. Develop guaranteed admissions agreements.
3. Support and promote the college completion agenda by promoting the benefits of credential completion and transfer agreements with baccalaureate-granting institutions.

Goal 3: Workforce and Economic Development

Strategy 1: Create Centers of Excellence and develop requisite funding and timelines for implementation.

Annual Priorities

1. Evaluate through advisory groups and industry partners the effectiveness of high growth programs such as process technology, instrumentation, maritime, energy, education, and healthcare training programs.
2. Identify high growth or potential growth programs for investment.

Strategy 2: Expand regional partnerships and connections to enhance the breadth and image of workforce training programs with students and employers.

Annual Priorities

1. Implement revisions to allied health entry requirements and processes.
2. Develop and implement plans to maximize operations, assess programming changes, and revitalize existing programs.
3. In collaboration with Texas Workforce Solutions offices, work with NASA in developing skills assessment and needed training opportunities for NASA employees who must be redeployed after anticipated NASA reductions in force.

Goal 4: Our People

Strategy 1: Implement meaningful recognition, reward, and benefit programs that support the highest level of affiliation by employees to the College.

Annual Priorities

1. Utilize a common third party advisor to improve the 403(b) investment provider process including lower fee structures and paperless customer service.
2. Determine impact and implementation plan for the information obtained from the compensation study.
3. Gather and assess information surrounding current individual and team recognition programs in use at the College.

Strategy 2: Attract, select, and retain high-performing and diverse talent.

Annual Priorities

1. Form a taskforce of key stakeholders and map the entire recruitment and interview process for full-time, part-time, and temporary personnel and optimize the systems.
2. Develop a New Employee Orientation Program for staff and administrators
3. Implement the college-wide diversity and inclusivity plan.

Strategy 3: Create a culture that embraces change readiness, high performance, teamwork, and increased individual and organizational productivity.

Annual Priorities

1. Continue the policy and guideline review and update process.
2. Conduct an organizational wellness assessment and interpret and communicate the findings and the relationship with the previous assessment.
3. Continue Success at San Jac (On Course) as required professional development for all faculty, staff, and administrators in order to develop a shared philosophy and commitment to student success, high performance, teamwork, and accountability.
4. Assess use of new standard faculty key performance indicator (KPI) for analysis, discussion, and interpretation of Student Success Measures relative to teaching assignments, including how information and data will be used to improve teaching and learning.

Strategy 4: Build an agile organization to ensure successful execution of the College's strategic plan.

Annual Priorities

1. Ensure college-wide organizational structure and staff loading is aligned and optimized to support the College's mission.
2. Improve performance of the call center and improve alignment between the call center services and the needs of the College.
3. Begin prioritized improvements to Banner and its related supporting systems to improve work practice efficiencies and access to information.

Strategy 5: Create a learning organization to build competitive advantage through long-term opportunities for development and advancement within the College.

Annual Priorities

1. Assess needs and design a comprehensive leadership development program that includes training and interventions for building leadership capacity and capability.
2. Conduct training for all leaders on human resource policies and guidelines.
3. Acquire and begin implementation of a Human Resources technology platform to replace the current performance management system; with desired additional functionality of 360 reviews, individual development plans, and upward feedback.
4. Develop a plan to align the CETL, Educational Technology, Continuing and Professional Development, and Human Resources departments in order to create and develop college-wide professional development for all full-time and part-time personnel based on strategic priorities and responsibilities and duties of specific positions.