

SAN JACINTO COLLEGE DISTRICT
Board of Trustees Strategic Retreat Minutes
March 1, 2016

The Board of Trustees of the San Jacinto Community College District met at 8:00 a.m., Tuesday, March 1, 2016, in Room C23.150 of the San Jacinto College Central Campus, 8060 Spencer Hwy., Pasadena, Texas, for a Board Strategic Retreat.

Members Present: Marie Flickinger, Brad Hance, Dan Mims, John Moon, Jr., Keith Sinor, Dr. Ruede Wheeler, Larry Wilson

Others Present: Brenda Hellyer, Chet Lewis, Mandi Reiland

- I. The meeting was called to order at 8:10 a.m. by Dan Mims.
- II. Update on AACC Pathways
 - a. What is the Pathways Model?

Brenda Hellyer gave an overview of the AACC Guided Pathways Model. The attendees for the first Pathways conference were Dan Mims, Brenda Hellyer, Laurel Williamson, Bill Wolfe, Matt Lewis, Joanna Zimmermann, and Christina Potts.
 - b. College Community Day Presentation

Brenda gave an overview of the presentation she gave at College Community Day on guided pathways. This presentation was for all employees of the College. The Board discussed why we are losing students. Brenda stated that we need to dig into all areas.
 - c. Other

Several resource materials are available and will be made available to employees through a blog. One of the resources is a book entitled, Redesigning America's Community Colleges. Copies of the books are available for employees and Board members. Distribution areas are the offices of the Provosts and Chancellor.
- III. Discussion of Golf Course Activity

Reviewed financial information on the golf course for the past 11 years. The revenues continue to be inadequate to cover expenses. Expenses have been reduced over the past couple of years but revenues and play continue to decline. Discussions continued about the long-term viability of the course and how much longer the College should sustain such losses. Additionally, discussed the value of the real estate to the campus. See site planning discussion at Item V below.
- IV. Discussion of Athletic Programs

The Board reviewed the detailed presentation by athletic program.

The concern continues to be the cost of the programs to the College in comparison to how much benefit is gained. There is also concern about the number of players who are outside of the College's taxing area and the greater Houston region. Several of the teams have had very good seasons. All of the programs continue to make good progress on academic accomplishments including men's basketball and women's volleyball making the NJCAA All Academic Team. Discipline issues have continued. Discussions continued around current and long-term facility needs, annual operating cost projections, and long-term sustainability of six athletic programs.

V. Discussion of Site Planning at Central Campus

Brenda stated that Calvin Powitzky is working on the Central Campus Master Plan. Terry Phillips is working with Calvin on this from a visioning standpoint. The College has not done this at North or South, but we may want to consider this process for the other two campuses.

The first concern that Brenda has is the location of the Center for Petrochemical, Energy, and Technology. This will be a significant building, possibly the largest on the campus, and it will provide an opportunity to create an important statement for the campus and for the petrochemical industry. As the planning continues, it is evident that this facility will need to be located on the golf course.

Brenda asked the Board members for their views on several questions that would help guide the master planning work.

In summary, the Board does not see an enrollment cap being placed on Central Campus. They are interested in creating a clear front door for the campus, but have concerns that a front door on Fairmont will be too far from the heart of the campus which is near Spencer. They do see that a boulevard entrance could be created on Fairmont. They are also interested in a university center at that campus. They would also like to see the plan of what buildings need to be demolished in the future.

VI. Update on Status of 2008 Bond Program

a. The financial update report was reviewed.

b. Gym Renovation Project

Brenda gave an overview of the costs for the gyms renovations project. The current requests are \$3.7 million over the established budget. A question still continues to be does Anders Gym justify this type of an investment or would it be better demolished. The gym requests will be brought back to the Board for further discussion.

c. Contingency

The current balance is approximately \$9 million.

This amount will change based on the gym decision.

Brenda would also like to prepare a recommendation on projects that have been discussed and considered a priority but have not been funded. For example, science parks at each campus have been conceptualized and some work has begun with maintenance dollars. These project should be re-evaluated and contingency dollars could get these completed. Additionally,

the monument signs at each campus are having issues with the electronic components, so we are evaluating those and what is needed to restore. Another area under review is replacing servers and switches that are nearing their life span. Brenda also is interested in doing some upgrades in the board room. The Board had concerns about spending dollars in this area but would consider a conservative proposal.

Brenda also requested that the College's portion of the batting facility be taken out of contingency versus operating dollars. This same request will be made for the softball press box.

Brenda will bring back to the Board with a proposal for any items that are intended to come from 2008 contingency.

Marie asked about cyber security capabilities and if we have concerns that we are not adequately protected.

Brenda will ask Rob Stanicic to present on what we are doing. This type of actions come out of the operating budget and we are constantly evaluating.

VII. Update on Next Steps of 2015 Bond Program

a. Request for Qualifications

Brenda explained that an RFQ will go out for architectural services for 2015 Bond Program. This RFQ will be for new construction and large renovation projects. The intent is to award for a five to eight year term with a pool of three to four architects. Another RFQ will go out later to select architects to assist with projects up to \$3 million. The RFQ for Program Management for the 2015 Bond Program will be prepared with the intent to select one firm to serve a term of seven to eight years. Finally, an RFQ will go out for a variety of engineering services including civil, MEP, and geotechnical. It is anticipated that one or two firms will be selected per discipline. These processes will occur over the next few months.

b. Underwriting

Chet gave an overview of the underwriting firms for the upcoming bond issuances. This item will go to the Board for approval at the March 7, 2016 meeting. This allows Chet to negotiate for the first bond sale which is targeted for March 22, 2016. Not all will participate in this sale, but this will provide a strong pool for this sale and future sales.

c. Generation Park – Tap Fee

Brenda also presented a document from Brooks & Sparks regarding the proposed tap fee rate change regarding the land purchase at Generation Park. The College was notified that these fees will be increasing and Brooks was asked to analyze the impact of the increase. Based on the analysis, it is recommended that the College lock in the current tap fee structure. Brenda is anticipating a recommendation for the next board meeting including that the amount be funded from either the 2008 bond contingency or the 2015 bond. Both Chet and the Board had no preference for the funding source.

VIII. Discussion of Differential Tuition Model

The Board received several handouts including:

- a. Texas Association of Community Colleges Spring 2016 Tuition and Fees
Texas Public Community Colleges
- b. Gulf Coast College Tuition Comparison
- c. Differential Tuition Task Force Summary prepared by a team of San Jacinto College employees charged with analyzing various tuition and fee models.
- d. Gulf Coast College Fees 2015-2016
- e. Tuition and Fee Increase Options for San Jacinto College
- f. San Jacinto College continues to be at the low end for tuition and fees. It continues to be a challenge to address operational increases and still move the College's strategic goals forward. Brenda is recommending an increase for Fall 2016, but she also wants the College to consider a more strategic look at the structure over the next year. Brenda presented options for the Fall 2016 increase to the Board. The Board is comfortable with \$3, \$6, and \$11 in-district, out of district, and international/out of state, respectively. Additionally, there will be a \$10 increase in the general service fee. A new component will also add differential course fees. Brenda would like to have Chet analyze this component of the proposal more before the final recommendation is made. Additionally, she and Chet will take a look at the dual credit exemption. Based on these changes, the overall budget impact needs to be recalculated and will be brought back to the Board with the final recommendation.

IX. Update on Harris County Appraisal District (HCAD) Board Member Appointment

The letter from HCAD received February 25, 2016, was distributed to the Board. Pete Pape has been appointed to represent the school districts and community colleges on the HCAD board.

X. Wrap-up with Summary for Follow-up

Brenda asked if there are any other items the Board would like update on. Dan would like an update on the heating issue at the maritime facility. The Board did not ask for an update on any other items.

XI. Adjournment

Dan Mims adjourned the meeting at 11:30 a.m.