

SAN JACINTO COLLEGE DISTRICT
Board of Trustees Strategic Planning Retreat Minutes
July 21, 2020

The Board of Trustees of the San Jacinto Community College District met at 3:45 p.m., Friday, July 21, 2020, in room 104 of the San Jacinto College Thomas S. Sewell District Administration Building, 4624 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 (via videoconference), Mandi Reiland, Teri Zamora

I. The meeting was called to order at 3:45 p.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 Revenue Scenarios for Fiscal Year 2021 and Longer Term

A. Teri Zamora reviewed the revenue scenarios for Fiscal Year 2021 and the next biennium. Teri explained that the process and assumptions for revenues began with five budget scenarios. After review, one realistic, conservative scenario was chosen to guide budget development. The assumptions are as follows: flat tuition forecast, with larger exemptions and bad debt set asides; 10% reduction in state appropriation (5% of biennium); 5% reduction in property tax revenue; 4.96% estimate of growth in tax base totaling \$3.0 billion; no information regarding growth from existing vs. new properties; assume 95% collection rate; 67% decrease in interest income; and 25% decrease in other income. Teri provided an overview of the estimated 2021 tuition amounts of \$59,947,000. She stated that the chart presented has some lag in data because the spring technical courses needed to be completed throughout the summer thus many of those students couldn't enroll for fall until spring completed.

a. Discussion –

1. Larry Wilson asked about exemptions. Teri replied that there is approximately \$7 million associated with exemptions of which the majority is for dual credit. She explained that the dual credit exemption represents the most growth on the chart presented.
2. Brenda Hellyer added that biggest decline in enrollment right now is in continuing students who are still completing spring courses.
3. Brenda explained that some nursing students are receiving incompletes because hospitals are not allowing them into clinicals.

The College is going to allow them to enroll and work through what courses and clinicals can be done. We do not want these students to get behind.

4. Brenda explained that San Jac Cares calling program is working to increase enrollment and employees are currently calling those students that still have not enrolled. This initiative is an all hands-on deck approach to capture enrollment.
- B. Teri explained on July 20, 2020, the Comptroller announced that the state general revenue forecast is \$11.57 billion (9.5%) less than what the biennial budget was based on. There are some reductions from federal COVID-related funding, public school funding, and earlier rounds of budget cuts. The Governor and legislative reaction to reduction in revenues is uncertain. She added that many things are uncertain and continue to change daily.
 - C. Teri reviewed the history of taxable values which was broken down by type for the last three years and estimated for 2020. The 2020 valuations are still estimates, and we are unsure of the breakdown for new properties which will impact tax rate calculations. We also are waiting on assumed collection rate information.
 - D. Teri explained that the revenue projections collectively are at a decrease of \$10 million. The sources of funding are student, state, business, and residential. The breakdowns are nearly consistent from year to year.
 - E. She explained that there are various future dates in which we should expect to receive information regarding state appropriations and information on property taxes. She hopes to have certified values from Harris County by Friday (July 27).
 - F. Teri provided an overview of the revenues for the upcoming biennium and stated that in the 2021 draft revenue budget, approximately \$7.8 million will be held in contingency and released as warranted. She added that this allows us to prepare for reductions and if they don't occur, we can release funds to support additional needs. These funds could be used for hiring necessary positions, but the Strategic Leadership Team is being very selective on positions at this time.
 - a. Discussion –
 1. Dr. Ruede Wheeler asked how you can be sure that the estimate for tuition and fees is accurate. Teri responded that you cannot be exact, but the amount was estimated based on historical data. Brenda added that enrollment was up in the summer and now that the fall modalities have rolled out, she thinks we can bring the enrollment numbers up. Everyone throughout the College is working very hard on increasing enrollment for fall.
 2. Marie Flickinger stated that she thinks that we will pick up some of the university students that would prefer staying close to home.
 3. Brenda added that we are not capturing as many recent high school graduates as she would like but are marketing towards these students using mailing lists and geofencing.
 4. All members were comfortable with the assumptions at this point.
 5. Teri explained that we are planning for the possibility of future budget years being negatively affected as well.

- IV. Review Budget Development for Fiscal Year 2021
- A. Teri reviewed the College's current strategic goals and additional considerations that go into budget planning and focus. Teri stated that the College stays committed to the following: completion of bond-financed projects; opening of Generation Park Campus; meaningful strategic initiatives; operational and compliance necessities; maintaining selective hiring pause; reassigning employees, short and long term, as needed; prioritizing mission-critical expenditures; and following the Legislative Appropriations Request (LAR) instructions were received.
- B. Teri explained that the SLT has approached the future by making decisions based on long term resiliency and effectiveness; effectively utilizing funding sources from CARES Act and FEMA to finance COVID-related elevated expenditures; considering future fiscal years when making current decisions; and the SLT continues to cooperate, brainstorm, review, and agree to appropriate expenditure cuts.
- a. Discussion –
1. Members asked for an update on maritime. Brenda explained that the contract and credit training are still occurring at maritime and their interns are still working. She reminded the Board that fire protection is now located there also.
- C. Teri provided an overview of the data on unrestricted expenditures per completer. She also reviewed the Fiscal Year 2021 budget priority increases and decreases which net to a \$10.1 million decrease. This net decrease is designed to position the College to continue to serve new and returning students, maintain the College's fiscal resiliency, retain qualified faculty and staff, and weather the external influences caused by the pandemic.
- a. Discussion –
1. Brenda pointed out that the College is still committed to being involved in the community. We are maintaining community organizational memberships but anticipates the need to significantly decrease the luncheon and event participation.
- D. Teri explained that there are additional unrestricted fund uncertainties. There is uncertainty in reopening the childcare centers and possible further reductions in expenditures based on the length of time subsets of employees continue to work remotely. Planning for auxiliary revenues and expense is under development. We know that there will be reduction in - expenses for both softball and baseball. She also noted that the reopening timeframe for the cafeterias is unknown. Brenda explained the plan for reassigning the staff of the childcare centers and auxiliary services during the transition.
- E. Teri presented the updated Federal CARES Act funding from the Department of Education. Emergency funds for students was awarded to the College in the amount of \$4.5 million. Approximately \$3.8 million has been disbursed to 3,521 students for spring and summer. The remainder will be disbursed for fall. The College received \$4.5 million in institutional funds to cover costs associated with significant changes to the delivery of instruction due to COVID-19. The College

has also been authorized to receive \$589,000 for being a Hispanic Serving Institution. This funding is flexible and available at the College's discretion but has not yet been received. Also, we are actively pursuing to recover costs of PPE and other COVID-related costs from FEMA. The initial request for \$227,412 is under review by FEMA.

- V. Update on COVID-19 Response including Fall 2020 Plan
 - A. Brenda reviewed the phased opening approach. She explained that the current plan is for employees to return to work onsite based on the needs of students and of the College. Effective July 27, all administrators will return to work onsite at a minimum of 50 percent of the workweek to continue to plan and prepare for the fall semester, become more familiar with protocols, and to model behavior. The welcome centers will reopen with departmental staffs assigned to rotating shifts to serve students. Additional areas requiring onsite work will be in response to identified needs. Brenda explained that the payment deadline is July 30, so this will allow in person access to pay if needed. Labs will be open for students to register in person with assistance available. Additional phasing is still being developed.
 - B. Brenda explained the San Jac My Way plan and the four modalities for fall. These include: online anytime, online on a schedule, hands-on hybrid, and flex campus. We are working to ensure that faculty have the tools they need to continue with an engaging classroom and learning environment but in online modalities. The details for the flex campus option are still under development. Brenda believes the flex campus modality will have limited enrollment. Communications have been sent to off-contract faculty, so they can start thinking about how to redesign courses if necessary. Brenda provided an overview of what we know now and what we are doing to prepare for fall. She also explained what we do not know yet and how we are working to prepare for these areas. Brenda explained that College Community Week will be virtual in August and will focus on the new teaching modalities, equity, and professional development along with significant tie to prepare for fall courses.
 - C. Brenda explained that she is continuing to receive communications on decisions from NJCAA regarding athletics. She explained that athletes will return August 21 through August 23. Protocols regarding COVID will be reviewed with athletes in detail. NJCAA is permitting 60 days of practice between September 5 and November 25. There will be no overnight travel in fall. Brenda will keep the Board updated on athletics at future meetings.
 - D. Brenda provided an update on the San Jac Promise Program. She explained that the numbers are rough and still being finalized. She should have updates by the next Board meeting.

- VI. Discuss Strategic Plan and Annual Priorities Development
 - A. Brenda stated that the SLT is meeting this week to finalize annual priorities. The priorities are developed to support the strategic plan and goals. COVID recovery will be the top priority but other items from last year will likely carry over. Brenda added that the two new provosts have begun and are involved in the

annual priority development.

- B. Brenda reviewed the plan for performance management. She explained that this process is important in the strategic plan alignment and focus of the College and in the development of our people. The annual priorities will be brought to the Board for approval at the August 3 Board meeting and then leadership will be able to work with their teams on individual performance plans. The Board members agreed that performance management is important and should continue.
 - C. Brenda explained that she previously sent her statement regarding the death of George Floyd to the college community on June 15. She reviewed the message and the five commitments to equity. Members agreed that this is important work, and the commitments are a good starting point. Brenda also covered the allocation in the budget that was committed to support this priority.
- VII. Update on Construction Projects
- A. Teri provided an overview on construction projects. She explained that construction has continued throughout the altered operations period. Generation Park is scheduled to open at the beginning of August.
- VIII. Review Board Calendar
- A. Brenda reviewed the Board calendar of upcoming events.
- IX. Wrap-up with Summary for Follow-up
- A. No additional items were reviewed.
 - B. Brenda thanked the Board for its continued support during these trying times. She asked that the each continue to reach out to her with questions and ideas.
 - C. Members expressed their thanks to the College employees for their hard work and dedication through these unprecedented times. Members agreed that all have done a fantastic job on the COVID response and planning for the future.
- X. Adjournment
- A. Chair Marie Flickinger adjourned the meeting at 5:57 p.m.