

**SAN JACINTO COLLEGE DISTRICT**  
**Board of Trustees Strategic Planning Retreat Minutes**  
**March 7, 2024**

The Board of Trustees of the San Jacinto Community College District met at 8:15 a.m., Thursday, March 7, 2027, in room A-2.203 of the Administration Building, 4620 Fairmont Parkway, Pasadena, Texas for a strategic planning retreat.

**Attendance**

**Present:**

Members: Dr. Michelle Cantú-Wilson, Marie Flickinger, John Moon, Jr., Dan Mims, Erica Davis Rouse, Keith Sinor, Larry Wilson

**Chancellor:** Brenda Hellyer

**Others Present:** Sandra Ramirez, Mandi Reiland, Laurel Williamson, Teri Zamora

I. Call the Meeting to Order

The retreat was called to order at 8:18 a.m. by Chair Marie Flickinger.

II. Roll Call of Board Members

Chair Flickinger conducted a roll call of the Board members:

Dr. Michelle Cantú-Wilson  
Erica Davis Rouse  
Marie Flickinger  
Dan Mims  
John Moon, Jr.  
Keith Sinor  
Larry Wilson

III. Review Employee Demographic Report

Sandra Ramirez provided an overview of the employee demographics report which included the affirmative action plan, recruitment sources, demographic data on new hires, retirements, and employee pool.

1. Erica Davis Rouse commented about different approaches being employed at the College in purchasing efforts. She said she has seen positive results from these efforts at the College. She inquired about changes to the College's employee recruiting efforts.
2. Sandra explained Wayne Wauters role as Manager of Talent Acquisition and the growth there, including his network, which is significant.
3. Larry Wilson asked what the legal consequences of not meeting the Affirmative Action goals are.
4. Sandra responded that the College has to show that we are making improvements. There would be fines if we were not making any improvements or putting in efforts to improve.

5. Sandra clarified that the data in the reports regarding race classification is that individuals have to self-identify the race they identify as. The College does not have a part in that.
6. Dr. Michelle Cantú-Wilson noted that the College is pushing for our students to pursue jobs in educations.
7. Erica thought that the education degree would be good for an Opportunity News. We could highlight more faculty members that started at San Jac and went through additional degrees then came back to teach here.

Sandra reviewed the data sheet on separations.

1. Group discussed.
2. Michelle asked for next year to review year to year. Sandra will provide that information to Michelle.

#### IV. Review Financial Comparison to Peers

Teri Zamora reviewed the 2023 and 2022 financial comparison to peers data. Brenda Hellyer added that last night we received an update on the College's bond rating which is "AA" now and went from stable to positive outlook. San Jacinto College has higher debt than other colleges, but the rating agencies are not looking at how we are using that to handle deferred maintenance. She also stated that we will be issuing a press release on this new rating.

#### V. Introduce 5-year Financial Model from Anaplan

Teri reviewed the summary of the 5-year financial model from Anaplan. She went into to detail on the likely, best, and worst scenarios. She also reviewed the various strategic initiatives and operating scenarios built into the plans.

#### VI. Discuss Moving Forward on Property Insurance and Liability Insurance

Teri provided an overview of a plan for obtaining the College's property insurance and liability insurance. She explained the process for how we obtain insurance coverage currently and how a Request for Proposals (RFP) for brokers will be developed over the summer in order to prepare for the solicitation for coverage effective May 1, 2025. The group discussed and is comfortable with the move forward plan. The final proposal for upcoming renewals will be brought to the Board at the April 1, 2024, Board meeting.

#### VII. Discuss Master Plan Process

Teri reviewed the master plan process which is underway. The current process will take approximately two years. An important component underway is interviewing students to understand their needs.

The group discussed the process and were comfortable.

Also, discussed the shift to a larger online population. Brenda said there will be more information coming to the Board at the next retreat on our online population.

#### VIII. Update on Signage for Board Room

Due to time limitations, this item was tabled until a future retreat or workshop.

IX. Discuss Athletic Fields

Brenda provided an overview of athletics and timing of the interim Baseball coach role and job posting.

She also provided background on the research and analysis from the architect on needs for the athletic fields. She reviewed the documentation which provided improvement packages for the Softball and Baseball facilities.

John Moon, Jr. asked about tournaments. He thinks that would help make the deferred maintenance more justifiable.

Brenda said she agreed we need to host more, but we will need to develop a plan to manage these tournaments.

Brenda explained that we are working on building relationships within our community and our local and regional school district programs.

The group discussed.

The Board members were comfortable with allocations of \$2.4 million to cover the six packages of the plan. These improvements will be funded from the deferred maintenance fund that has been designated by the Board. Brenda explained that we will continue to modify plans and timeline as needed.

X. Review Business Program Redesign

Dr. Laurel Williamson reviewed the Business Program redesign. She reviewed the proposed business pathways maps and the program closure process and timeline.

The Board members were supportive of the proposal.

XI. Discuss Strategic Planning Process

Due to time limitations, this item was tabled until a future retreat or workshop.

XII. 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:

Chair Flickinger adjourned to closed session at 10:48 a.m.

A. Legal Matters - For the purpose of a private consultation with the Board's attorney on any or all subjects or matters authorized by law.

It was determined after the time of posting that a consultation with an attorney was not needed.

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.

The Board members listed above as attending, Chancellor Brenda Hellyer, and Sandra Ramirez were present for the closed session.

XIII. Reconvene in Open Meeting

Chair Flickinger reconvened to open meeting at 11:17 a.m.

XIV. Wrap-up with Summary and Follow-up

Nothing additional was discussed.

XV. Adjournment

The retreat was adjourned at 11:18 a.m.