

**San Jacinto College District Board Workshop  
February 1, 2016  
District Administration Building, Suite 201**

**MINUTES**

	<b>Board Workshop Attendees:</b>	<b>Board Members:</b> Marie Flickinger, Brad Hance, Dan Mims, John Moon, Jr., Keith Sinor, Dr. Ruede Wheeler, Larry Wilson <b>Chancellor:</b> Brenda Hellyer <b>Others:</b> Chet Lewis, Mandi Reiland, Steve Trncak, Laurel Williamson
	<b>Agenda Item:</b>	<b>Discussion/Information</b>
<b>I.</b>	<b>Call the Meeting to Order</b>	<b>Workshop began at 5:20 p.m.</b>
<b>II.</b>	<b>Roll Call of Board Members</b>	<b>Board Members:</b> Dan Mims, Marie Flickinger, Brad Hance, John Moon, Jr., Keith Sinor, Dr. Ruede Wheeler, Larry Wilson
<b>III.</b>	<b>Review Bond Order</b>	<p>Chet Lewis gave an overview of the bond order action item. This action and parameter gives the CFO delegation of authority to issue obligation building bonds.</p> <p>The Chancellor recommends that the Board of Trustees approve the parameter order authorizing the issuance of a maximum of \$150 million of Limited Tax General Obligation Buildings Bonds and/or a maximum of \$125 million Limited Tax General Obligation Refunding Bonds and authorizing the Vice Chancellor of Fiscal Affairs to approve the amount, interest rate, price, terms and other provisions thereof.</p> <p>Chet explained that the College will not be issuing the new and refunding issues as combined bonds. The order document was prepared by the College's bond council, Andrews Kurth. Chet pointed out that there are three items that this action item allows for:</p> <p>(1) For the New Buildings Bonds - the maximum issuance is \$150 million; the price shall not be less than 90% of the aggregate original principal amount of the bonds plus accrued interest; the maximum maturity date will not exceed 40 years;</p> <p>(2) For the Refunding Bonds - the maximum issuance is \$125 million, the net present value savings in debt service resulting</p>

		<p>from any refunding of the refunded bonds shall be, in the case of any current refunding, at least 3% and, in the case of any advance refunding at least 4% of the principal amount of the refunded bonds as shown by a table of calculations prepared by the College's financial advisor and attached to the Officer's Pricing Certificate; the amount of the bonds must be sufficient to provide the amounts necessary to fund the costs and related issuance expenses of the refunded bonds; and</p> <p>(3) For Either Bond Series - the parameter sale is authorized for one year from the date of the Order; the net effective interest rate shall not exceed the maximum rate allowed by Chapter 1204, Texas Government Code, as amended; the costs of issuance shall be paid by the bonds.</p> <p>Chet explained that the options for underwriters will be brought back to the Board for approval at a future meeting.</p> <p>Dr. Wheeler asked what a refunding bond is. Chet explained that refunding bonds refinance existing series of bonds.</p> <p>Brenda Hellyer stated that updates will be provided to the Board of Trustees regarding any bond issuances of the College. The first \$150 million of the \$425 million 2015 bond will be focused on the petrochemical building, welcome center, cosmetology/culinary, engineering center, and infrastructure.</p> <p>Dr. Wheeler asked if there are dollar amounts from the total bond amount tied to specific projects. Brenda explained that there are dollar estimates that the Board approved.</p> <p>Dr. Wheeler asked what the estimate is on the Petrochemical building. Brenda responded that the estimate for the Petrochemical building is approximately \$52.4 million. We are using the budget numbers and updating them as we progress, so the amount could change as we get further into the project, but such changes will be brought to the Building Committee.</p> <p>Dr. Wheeler asked if we are required to use the \$150 million in a specified time. Chet explained that we do have a specified period of time.</p> <p>Keith asked if we have looked at the amount of bonds that are currently favorable for refunding.</p>
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<b>IV.</b>	<b>Discuss Contract for Financial Advisor</b>	<p>Chet explained that RBC began doing work on the 2015 bond during the development phase, and since the bonds were approved by the voters, that work has continued. He recommends that we renew the contract with RBC for one year. We will move forward with the bond issuance and then evaluate and make a recommendation for future financial advisor options. The terms and rates will stay the same with this renewal.</p> <p>Brenda pointed out there is a termination for convenience clause.</p> <p>RBC has served as the College's financial advisor since the 1999 bond.</p>
<b>V.</b>	<b>Review Harris County Appraisal District Notice of Board Vacancy</b>	<p>Brenda explained that we nominated Toni Trumbull and then voted on David Janda after finding out he was also on the ballot. Toni passed away so Brenda recommends nominating David again. We have 75 days to complete the process so we will bring this item back to a future board meeting to vote on.</p>
<b>VI.</b>	<b>Update on Spring Enrollment</b>	<p>Brenda covered enrollment per campus as of February 1, 2016. Overall, college-wide unduplicated headcount is up 3.5%. That is approximately 920 students, of which 437 were at North Campus. The enrollment at North increased largely because of dual credit. Each campus is up and the total contact hours has increased 2.8%. The technical side at Central is down slightly and South is down quite a bit due to the auto body program being moved to North. Cosmetology is down at South and Central due to changes in some of the class structure. Nursing is down a little also. Each Provost, Dean, and Department Chair are looking into specific program enrollment areas.</p> <p>Brad Hance asked how long we continue to have these enrollment</p>

		<p>reports. Brenda explained that we keep reporting this data until the 2<sup>nd</sup> 8 week classes begin.</p> <p>Marie pointed out that we lost a lot on technical. Brenda explained that is mostly due to auto body and cosmetology but all programs are being reviewed.</p>
<p><b>VII.</b></p>	<p><b>Discuss Comments Regarding Textbook and Course Material Cost Reduction Initiative</b></p>	<p>Brenda explained that Laurel, Steve, and Brenda met with the Faculty Organization (FO) officers on Friday. They went over a series of items but one item was on textbooks and the resolution that they presented last month at the Board Meeting. There were a few items that need to be clarified specifically based on their questions. At the last workshop, Brenda stated that there was a perception that some faculty thought the Chancellor wanted to adopt the textbooks. The FO clarified that this is not the perception of the faculty.</p> <p>Another item to clarify is regarding part time faculty. There was a comment about the number or percentage of part time faculty. We have approximately 1200 part time and full time faculty, of those 680 (55%) are part time. The essence of what we need to look at is on course delivery. Approximately 62% of our sections are taught by full time faculty, versus 38% taught by part time. From a contact hour standpoint, 63% are taught by full time faculty. A handout was provided that gave four years of history on course delivery. Brenda stated that she did not want there to be a perception that we had part time faculty teaching the majority of our sections and contact hours. There has been an increase of full time course load since 2011.</p> <p>Dr. Wheeler asked if part time faculty are a concern of full time faculty. Brenda replied that there is always a concern that there are enough full time faculty teaching classes. Also, based on her conversation with the FO, they are concerned that we are not paying the part time faculty enough. We are looking at part-time rates of pay. We do have adequate coverage, but we are looking at specific programs to ensure that we have full time coverage in all areas. Laurel said that there may be some programs that are out of sync and have too high of part time faculty coverage. Those areas are being reviewed and hard questions are being asked.</p> <p>Keith asked where other colleges are with their percentages. Brenda stated that she did a presentation at the Texas Higher</p>

	<p>Education Coordinating Board (THECB) in November, and the numbers varied. Some are at 40% and some are at 60% full time. The more rural colleges are closer to 70% full time. Lone Star is doing a lot of hiring currently because its percentage of full time was lower than 40%.</p> <p>Brenda mentioned that the petrochem advisory council has been discussing how to get more adjunct faculty in that program. They are helping with recruiting retirees.</p> <p>Another comment that was made in the last workshop was that part time faculty do not have a say in the textbook decisions. Brenda stated that after the meeting with the FO officers, they said that in some departments, part time faculty are involved in the process. We do not know how broad that is across the College, but some areas have part time contributions on textbook selection.</p> <p>Brenda said there was a comment made that faculty on the taskforce agreed with the recommendations around college-wide textbook adoptions. In the minutes from last month, we clarified that her understanding of the faculty on the task force agreed with the recommendations based on the parameters they were given. They may not agree that a college-wide adoption process needs to be implemented, but based on the parameters they were given, those faculty members thought that it was a good process.</p> <p>Another item we were asked to clarify was how many students go from campus to campus. We know that last fall, there were approximately 1500 students that were taking classes between campuses. We know that 1100 of those were taking classes between Central and South. When we had conversations with the FO, we clarified that last fall there were 1540 unique students that were repeating a class that they had taken at a different campus at some point. What we are trying to show with this information is that textbook choices do have an impact on students that take classes across multiple campuses. We will be looking into this data further to help with the review of processes on textbook selection.</p> <p>Brenda stated that a question was brought forward to her that it was her and not the Board that wanted college-wide textbook adoptions.</p> <p>Dan stated that the Board wants to clarify that the Board of Trustees directed the Chancellor and Strategic Leadership Team</p>
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		<p>to work toward the adoption of college-wide textbooks.</p> <p>Larry and Marie also stated that the Board has been discussing this for years.</p> <p>Dan said there is a written response that he will read in the Board meeting this evening. The Board is committed to student success and we know that textbooks are a big part of that. The Board still wants to move forward in decreasing the financial burden to our students, and there are several different areas related to textbooks that will be looked at for that. The impact of textbook costs on course completion and course materials are areas that the Board would like looked at and addressed. The Board's statement will address these areas which will be read at the meeting.</p> <p>Dr. Wheeler stated that a textbook can change the class. Students taking the same course should have the same textbook across the College.</p> <p>Dan agreed that it could help.</p> <p>Marie asked what we are doing about a faculty member requiring the book that the professor has written for his/her courses.</p> <p>Dan said he thinks that the task force and Laurel are looking into that. There are going to be solutions, plural, not just a solution.</p> <p>Marie said a student came to her that could not find a book for a class and had to go to a store across from the College to locate it. We need to make sure students are not having this problem.</p> <p>Brenda explained that all processes need to be looked at. We have taken the recommendations from the task force and are developing a game plan to address those recommendations. There were several items identified that are related to business process issues. We will map out processes and identify areas for enhancement, i.e. how do textbooks get adopted, what are the critical dates, what are the gaps in the processes, what are the relationships with publishers, how do we manage those relationships differently? We are also reviewing our contract with Barnes &amp; Noble. We understand the contract margin we have is the same that the University of Houston has, but we also want to know more about publisher relationships.</p> <p>There are also issues with reporting information to our Independent School Districts (ISDs). This has caused some financial burdens on our ISDs that are being addressed. We identified 62 courses that had adopted the same textbook college-</p>
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		<p>wide, but we need to review how those adoptions impacted costs of textbooks. If they are still using the same bundles that cannot be resold, then we may not be achieving our goal. Also, we are going to form a group to work on open source materials.</p> <p>Austin Community College is working on its associate of business degree with open source materials being adopted. The textbooks for this degree were costing approximately \$2600. They are looking at open source material options and reducing the costs to approximately \$200. This is an example of one of the models that are available for us to review. Valencia College is a group that we are bringing in to present on March 11 to our English faculty. We had a faculty member that started using open source materials this semester but some students still wanted a textbook and we were not prepared to handle that. We also need to review our policies and procedures. We need to review procedures on faculty authored textbooks and the conflict of interest that creates. We will be focusing on all of those components but we do not want to sacrifice quality.</p>
<p><b>VIII.</b></p>	<p><b>Review Student Services Reorganization</b></p>	<p>Laurel Williamson explained the process and goals behind the student services reorganization. She referenced the email from the Chancellor to the College community regarding the details of the student services reorganization.</p> <p>Laurel explained that over the past year, we began discussions about what was needed in student services in order to facilitate seamless pathways for our students “from front door to completion.” With the Human Resources staff and the student services leadership team, we began a series of meetings to map out our current student services structures and processes, and ask hard questions about where students encountered barriers or confusion in the application, testing, admissions, financial aid, advising, and counseling processes. We wanted to know what worked and didn’t work for students. We looked at other institutions for best practices, interviewed students, and discussed issues and barriers, with staff members. The major changes have to do with re-designing our entry processes, the review and acceptance of applications and admissions paperwork, the deployment of our shared educational planner program and their placement within the organization, the re-design of enrollment services and a change from “enrollment specialist” to “admissions advisor,” and a move from the First Year Experience concept to the idea that students need support from entry to exit.</p>

		<p>Laurel gave an overview of the major changes involved in the reorganization:</p> <ul style="list-style-type: none"> <li>• Shared educational planners: We will have one educational planner position that will serve as coordinator of the program, providing consistent oversight for all ISDs. We will have eight ed planners embedded in the high schools, and we will have three who are assigned to each of the Dual Credit offices on the campuses. That gives us 12 total. These 12 shared ed planner positions will now report into Pam Campbell's division. Under this new structure, we will have more on-site follow-up for the embedded ed planners, more liaison functions fulfilled by the coordinator, and more support in the Dual Credit offices where we have seen significant enrollment growth. The embedded personnel will be a priority, and we will analyze carefully the ongoing work in that area.</li>   <li>• Admissions Advisors (formerly enrollment specialists): This position will change into an advising position and a one-stop entry point for students. We are centralizing both the student's first interaction with the College and the "paperwork" associated with it. Staff will be moved from enrollment services into the Registrar's office where we will move all processing functions. Currently, the processing and admissions functions are located in one person or across several offices, which slowed down the processes. Now, the new Admissions Advisors will be the entry contact for a student to apply, be admitted, advised, and registered. All the paperwork functions will be moved to the new processing office. This will speed up entry for students, and they will deal with only one person upon entry, rather than bouncing from office to office.</li>   <li>• The new role of the Educational Planning, Counseling, and Completion office will be guiding the student in educational planning and completion processes beginning the student's second semester. We want to enhance our early alert system, provide mandatory advising at critical points along a student's progress, and support students more actively toward completion. In addition, this office will provide awareness campaigns and mental health activities and support in compliance with new federal regulations.</li>   <li>• In support of those new federal regulations and a need for additional support in student compliance and judicial</li> </ul>
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		<p>affairs, we will have a Dean for Compliance and Judicial Affairs. The focus of this office includes responsibilities that touch every aspect of the College and staff work closely with the college police force, health and safety, emergency management, and departments and divisions. Student discipline and appeals processes will be overseen by Compliance and Judicial Affairs.</p> <ul style="list-style-type: none"> <li>• First Year Experience Coordinators will now be Orientation and Campus Tours Coordinators. Over time, the functions of these offices had become an extension of Student Life, and those activities and events which have merit and student participation will be moved to Student Life. The Orientation and Campus Tours Coordinators will now focus on the New Student Orientation experience, and we will do more advising and actual registration during orientations.</li> </ul> <p>Laurel stated that we eliminated the language about first year experience and it is now called front door to completion. The process is no longer about just the first year, but about the whole San Jacinto College experience.</p> <p>Laurel stated that the entire student services division has stayed committed to our students and they have been willing to think differently about how we serve students and about how we build the most effective pathways for our students from entry to completion. We had many people serving in interim positions throughout student services because we did not want to do hiring until we completed the re-organization plan. Because of the outstanding work of those who remained in the positions for a year or more, we will be appointing people into those positions. In other areas that have changed or where interim staff served for a short time, we will post positions.</p> <p>Dr. Wheeler asked what we are doing differently in recruiting to get non-college going high school graduates in the door. Laurel explained that we are doing demographic studies on students who are not going on to college after high school. We want to start targeting that population when they are in tenth grade. Laurel can provide a list of the recruiting that is being done.</p> <p>Dr. Wheeler also enquired about the effect of the University of Houston Clear Lake's downward expansion on our enrollment. Brenda explained that we initially felt the impact, but the effects</p>
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		<p>have not been significant.</p>
<p><b>IX.</b></p>	<p><b>Discuss Senate Bill 1004 and Dual Credit Changes</b></p>	<p>Brenda gave an overview of Senate Bill 1004 (SB 11).</p> <p>The four community colleges in Harris County (Lee College, Lone Star, Houston Community College (HCC), and San Jacinto College) are required to service the independent school districts in Harris County with dual credit. The THECB has said that these colleges should develop agreements with all of the school districts in Harris County. Brenda stated that she does not see us doing that unless the school district is specifically interested in our dual credit programs.</p> <p>Houston Independent School District (HISD), was one of the ISDs who supported this bill, and has approached us with interest in our dual credit program. Pam Campbell has been working with them on the process. First, they want to bring a cohort of students to Central Campus from Caesar Chavez High School for afternoon classes focusing on petrochem. Their goal is to use our modified early college academy model but focusing on technical programs. Ideally, the students will begin the program as freshman, and when they are seniors, they will graduate with an associate's degree. We are currently working through the memorandum of understanding.</p> <p>Brenda explained one of the issues is the charge to students being serviced under SB 1004. HCC and Lone Star do not charge any tuition for dual credit. Lee College has put in a flat charge of \$100 for two courses. Brenda has been unable to confirm that these structures will be put in place with HISD.</p> <p>Another one of the issues we have with early college high school and dual credit students is around residency. If the student is under the age of 18, residency is determined by the parent's residency. If the parent is undocumented then the student's residency is categorized as out of state whether they were born in the United States or not. These students still receive the 70% exemption but the cost is significantly higher. This is an issue for all school districts and those in our taxing area have concerns about it.</p> <p>Currently, our out of district early college high schools and dual credit students receive a 70% exemption on tuition. Brenda recommends that we use this fee model for the students that fall under SB 1004. Brenda will bring back more details as we look</p>

		<p>further into all aspects of this bill and its requirements.</p> <p>Dr. Wheeler asked if the senate bill specifically states that we have to take out of district students or is worded saying we can. Brenda replied that the bill as she understands it, says we need to service all of the school districts. The THECB has said we need to have agreements with all of the school districts. Brenda will send the Board the senate bill to review.</p> <p>Dr. Wheeler thinks that we should charge the students so that the San Jacinto College tax payers are not paying for out of district students.</p> <p>Dan Mims agrees with the Chancellor’s recommendation to charge out of district rates with a 70% exemption.</p> <p>Brenda stated that we will move forward with the recommendation on fees. We will also follow up if there is anything we can do on the residency issue that was discussed earlier.</p>
<p><b>X.</b></p>	<p><b>General Discussion of Meeting Items</b></p>	<p>Brenda mentioned the site planning of Central Campus that was discussed at the last Building Committee meeting. As we look at the location of the new petrochem building and glycol unit, the original proposed location may not be the best fit. A new master plan will be developed and that will include looking at new uses of the golf course. This plan is currently being developed.</p> <p>Keith Sinor asked what the time frame is on the study. Brenda said the time frame is 90 days.</p> <p>Marie asked if we will have a workshop on this. Brenda responded that we will.</p> <p>Brenda would like to plan a Board strategy retreat. The Board is available March 1, 8:00 am – 12:00 pm. The location will be at Central Campus, and Mandi will send out details.</p> <p>Larry Wilson noted that it is very reasonable that we were able to work out an agreement with Shore Acres on the police coverage at the Maritime Center. Brenda explained that we are still working on the details for fire and emergency response.</p>

<b>XI.</b>	<b>Calendar</b>	Brenda reviewed the Board calendar.
<b>XII.</b>	<b>Adjournment</b>	<b>Workshop adjourned at 6:38 p.m.</b>