

SAN JACINTO COLLEGE DISTRICT
Board of Trustees Strategic Planning Retreat Minutes
January 30, 2026

The Board of Trustees of the San Jacinto Community College District met for a Strategic Planning Retreat at 8:30 a.m., Friday, January 30, 2026, in Room 104 of the Administration Building located at 4624 Fairmont Parkway, Pasadena, Texas.

Attendance

Members: Chad Burke, Michelle Cantú-Wilson, Erica Davis Rouse, Judy Harrison, Dan Mims, Keith Sinor, Larry Wilson

Chancellor: Brenda Hellyer

Others Present: Carin Hutchins, Sandra Ramirez, Mandi Reiland, Laurel Williamson, Allatia Harris, Rob Stanicic

- I. Call the Meeting to Order
Chair Dan Mims called the Board strategic planning retreat to order at 8:37 am.

- II. Roll Call of Board Members
Chair Mims conducted a roll call of the Board members.

Chad Burke
Dr. Michelle Cantú-Wilson, Vice Chair
Erica Davis Rouse, Assistant Secretary
Judy Harrison
Dan Mims, Chair
Keith Sinor, Secretary
Larry Wilson

- III. 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:

It was determined after the time of posting that a closed session was not needed.
 - 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.
 - 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.

- IV. Reconvene in Open Meeting
It was determined after the time of posting that a closed session was not needed so the meeting did not need to be reconvened.

- V. Overview of Student Support Systems and Outreach Efforts
 - A. Laurel Williamson provided an overview of the resources for holistic student support. San Jacinto College has implemented a College-wide Holistic Support

Model designed to ensure that all students receive timely, personalized support aligned to their individual circumstances. The model integrates onboarding, academic advising, career planning, financial assistance, and social-emotional support to improve persistence, completion, and student well-being.

1. Group discussed and asked various clarifying questions.
 2. Trustees made recommendations for various options to reduce student barriers. Ideas discussed included exploring potential partnerships to support student transportation, subject to legal review regarding liability.
 3. Erica Davis Rouse suggested adding some of the student support resource measures and data to future reports to the community. Brenda agreed this is a good idea and will communicate this to External Relations.
- B. Laurel provided an overview of the 2025-2026 annual recruitment plan. The 2025-2026 Annual Recruitment Plan outlines a comprehensive, data-driven strategy to expand educational access and strengthen enrollment pipelines through coordinated efforts across Instruction and Student Services. Aligned with the College's developing Strategic Enrollment Management (SEM) Plan, the framework translates institutional priorities into measurable recruitment outcomes while ensuring consistent messaging and student experience across all touchpoints. The core goal is to connect students to academic and career pathways through early outreach, sustained engagement, and strong community partnerships.
1. The group discussed this presentation and asked various clarifying questions.

VI. Review Promise Program

- A. Allatia Harris reviewed updates and data related to the Promise Program. Promise @ San Jac is a last-dollar scholarship program launched in 2019 to expand college access and improve completion for students within the College's taxing district. Since scaling district-wide in 2022, the program has served 11,407 students and is helping close a long-standing college-going gap in East Harris County. Promise students consistently outperform non-Promise peers in credential and degree completion, supported by structured onboarding, advising, and proactive outreach. Long-term sustainability is supported by a \$30 million endowment goal, with approximately 90 percent raised. Background on enrollment trends and contributing factors to recent decreases in the number of students participating in the Promise @ San Jac Program was provided.
1. Trustees discussed and also remarked on marketing and messaging considerations, including feedback on flyer language and potential multilingual outreach.

VII. Review Plan for Commercial Truck Driving Program

- A. Allatia reviewed the proposed plan for the Commercial Truck Driving Program. The presentation outlined San Jacinto College's decision to transition its truck driving program to an external service provider, FleetForce, and summarized the selection process, transition activities, program status, and student cost considerations.
1. Trustees discussed the plan and expressed support for the program's direction.

- VIII. Update on Roll-out of BOLD 2030
- A. Brenda Hellyer provided an update on the implementation of BOLD 2030. She reviewed a draft document showing the structure of the plan and the pillars supporting the plan. This will continue to be reviewed in more detail as the work continues.
 1. Trustees indicated support for the strategic direction of the initiative.
- IX. Review Employee Demographic and Retention Data
- A. Sandra Ramirez reviewed employee demographic and retention information. This presentation provided a comprehensive overview of the College's workforce demographics, hiring trends, headcount, and turnover, with year-over-year comparisons and external benchmarks. The update focused on full-time employees unless otherwise noted, using year-over-year comparisons for new hires, headcount, and separations to identify workforce trends. It was noted that the Employee Referral Program shows high retention among referred hires.
 1. Trustees discussed the data presented.
- X. Review Plan for Ellucian (Banner) and Phone Systems
- A. Rob Stanicic reviewed plans for the Ellucian Banner SaaS transition and communication system modernization.
 1. Trustees discussed anticipated costs, impacts to departments, and staff capacity concerns related to concurrent implementations. The members indicated support for proceeding with the two projects.
 2. Administration noted that implementation would occur in phases and reviewed the timelines and expected deliverables for each project.
 3. In addition, administration reviewed the agenda item related to the contract for cloud enterprise resource planning software licenses the Board of Trustees will consider for approval at the February 2, 2026, Board meeting. These software licenses are a component of the Ellucian Banner SaaS project. The other costs related to this project and the phone system modernization will be brought forward at a later date.
 - B. Brenda and Carin reviewed how future capital and operating funds may be allocated and committed to keeping the Board informed as planning continues.
- XI. Review of Capital Projects Plan and Future Funding Needs
- A. Carin reviewed the capital projects plan and future funding needs.
 1. Carin provided an overview of the student engagement, student centers, and institutional priorities. The presentation outlined San Jacinto College's strategic approach to strengthening student engagement through refreshed, student-centered facilities, particularly student centers, aligned with institutional priorities and student success outcomes. It framed engagement as a critical driver of retention, belonging, and academic success.
 2. Carin provided an overview of capital renewal planning. This presentation outlined the scope of capital renewal challenges, identified facility priorities, quantified long-term funding needs, and framed policy-level funding options for Board consideration.
 3. Trustees discussed long-term flexibility of facilities and emerging concepts for student spaces.

4. Administration indicated that additional planning and recommendations would be developed and brought back to the Board as planning progresses.
- B. Carin also reviewed information from PFM Financial Advisors LLC. The presentation provided information for Board discussion to assess the potential need for a future bond election, providing historical context, current debt status, financial assumptions, bonding capacity scenarios, and illustrative election timelines.
1. The Board expressed concern about a general obligation bond referendum and questioned how facility needs will continue to change in the future.
 2. Brenda also referenced that when the needs for the 2015 Bond were presented there were approximately \$760 million of needs identified. It was ultimately determined the bond should not exceed \$425 million. This difference indicates deferred maintenance had been identified previously. This continues to be an issue for the College to address.
 3. Trustees requested polling similar to previous efforts.
 4. Administration will continue evaluating options for Board consideration.
- XII. Review Financial and Operating Comparisons to Peers
This item was tabled.
- XIII. Review Designation of Unrestricted Cash Reserves to Fund Future Capital Projects
- A. Carin reviewed the designation of unrestricted cash reserves. The administration recommends that the Board of Trustees consider and approve designating \$3 million of unrestricted cash reserves to fund future capital projects.
 1. Trustees expressed comfort with the item as presented, which will be considered for approval by the Board at the February 2, 2026, Board Meeting.
- XIV. Review Plans for Fiscal Year 2027 Unrestricted Budget and Property Tax Exemptions
- A. Brenda provided highlights of plans for the Fiscal Year 2027 unrestricted budget. This presentation outlined the FY2027 unrestricted budget framework, assumptions, revenue drivers, including tuition, property tax revenue and state appropriations, and recommended actions. The goal is to align financial planning with the College's BOLD 2030 strategic priorities while maintaining long-term fiscal sustainability.
 - B. Carin reviewed property tax exemption considerations and requested Board guidance.
 - C. Trustees discussed potential approaches, including exemptions for homesteads and seniors over age 65.
 - D. Trustees were supportive of increasing the exemptions pending a follow up presentation at the March 2026 Board workshop to review the financial impact to all stakeholders and the College.
- XV. Discuss Revisions to Board Bylaws and Ethical Conduct and Conflicts of Interest Policies and Procedures
This item was tabled.
- XVI. Wrap-up with Summary and Follow-up

Brenda conducted a summary discussion and reviewed follow-up items from today's retreat.

XVII. Adjournment

Chair Mims adjourned the Board strategic planning retreat at 3:12 pm.