

**SAN JACINTO COLLEGE DISTRICT**  
**Board of Trustees Strategic Planning Retreat Minutes**  
**July 29, 2025**

The Board of Trustees of the San Jacinto Community College District met for a Strategic Planning Retreat at 3:00 p.m., Tuesday, July 29, 2025, in Room 203 of the Administration Building located at 4620 Fairmont Parkway, Pasadena, Texas.

**Attendance**

**Members:** Michelle Cantú-Wilson, Erica Davis Rouse (absent), Judy Harrison, Dan Mims (absent), Keith Sinor, Larry Wilson

**Chancellor:** Brenda Hellyer

**Others Present:** Carin Hutchins, Mandi Reiland

- I. Call the Meeting to Order  
Secretary Keith Sinor called the Board strategic planning retreat to order at 3:02 pm.
  
- II. Roll Call of Board Members  
Secretary Keith Sinor conducted a roll call of the Board members.  
  
Dr. Michelle Cantú-Wilson  
Erica Davis Rouse, Assistant Secretary (absent)  
Judy Harrison  
Dan Mims, Chair (absent)  
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. Review Fiscal Year 2026 Proposed Budget  
Brenda Hellyer introduced the item and reviewed the financial goals and strategies. Carin Hutchins provided background on the challenges and opportunities of the budget development process. She reviewed the unrestricted funds which included a multi-year comparison of the unrestricted budget.

Carin reviewed State allocations which included data on the performance tier funding model. She noted that while reviewing these calculations, it was immediately observed that there were summation errors for the credentials of values premiums, which had the impact of lowering the amount of the Fiscal Year 2025 (FY25) dynamic adjustment to approximately \$2.7 million.

Brenda and Carin reviewed the FY25 State funding analysis and the reasons for the negative FY25 projected settle-up adjustment.

Carin provided an overview of the performance funding model for Fiscal Year 2026 (FY26). She noted that the College is working to reconstruct the model and verify the funding amounts. She reviewed the funding model rule changes. Supplemental data was provided on community college formula funding FY2026 near final runs.

Brenda reviewed the credentials of value supplemental handouts which provide information on when a program qualifies as a credential of value and the broad program areas by degree level. Carin provided context to the FY26 funding model rule changes and the credentials of values as it pertains to San Jacinto College.

Carin provided an update on Financial Aid for Swift Transfer (FAST) which included data on dual credit enrollment and FAST eligible students.

Brenda and Carin presented tax information which included property tax revenue, decrease in values due to refunds, and the historical property tax rates.

Carin reviewed multi-year data on net tuition revenue and Fall 2025 enrollment. She provided an update on exemptions and waivers and non-credit tuition revenue.

The trustees present asked various clarifying questions and discussed the topics presented throughout this section.

Brenda reviewed personnel and operational costs priority initiatives in the FY26 budget. She reviewed the performance-based salary increase, minimum hourly rate increase, new positions, positions funding previously with grants, and other personnel related priority initiatives. She reviewed the property insurance premium savings, utilities cost savings, new funding requests, and other operating expense items and reductions. Brenda also reviewed preliminary recommendations for performance-based pay increases with the Board of Trustees.

Carin provided an overview of the restricted and auxiliary funds budgets. She reviewed the next steps in the budget process and explained that the final recommendation will be reviewed with the Board at the workshop on August 11. After Board approval, the budget will become effective on September 1. She explained that they will continue with the property tax adoption process. Estimated certified values were received on July 25th and final certified values will be received in late August. At the Board meeting on September 8, the Board will consider approval of the FY26 proposed tax rate, review the no-new-revenue and voter-approval tax rate calculations, and approve the date to adopt the tax rate.

It is anticipated that the tax rate hearing and approval will be at the October 6 Board meeting.

The Board members present were comfortable with the plan and timeline.

VI. Review Property Tax Rate Adoption Process

Carin reviewed the property tax rate adoption process. She explained that an action item will be included in the August 11, 2025 Board book to adopt a tax rate that is not in excess of the voter-approval tax rate. She said that action is needed to satisfy the timeline surrounding elections related to taxing entities exceeding the voter-approval tax rate and approval is required prior to August 25.

She explained that this action will allow the College time to wait for the final certified taxable values, publish the required postings, and hold the required meetings/hearings before voting on the actual tax rate for Tax Year 2025 (FY26). It is anticipated adoption of the College's official tax rate will occur at the regularly scheduled Board meeting on October 6, 2025.

Carin stated that the Truth in Taxation calculation is provided by the Harris County Tax Assessor Collector, and we anticipate receiving the calculation by August 1st. Truth in taxation annually is designed to produce the no new revenue tax rate and voter approval tax rate. The Board will approve the 2025-2026 budget on August 11, a significant portion of which is supported by tax revenues. The tax revenues were estimated based on the preliminary values provided by Harris Central Appraisal District (HCAD) in late April 2025 and supported by the most recent certified estimates received from HCAD July 25. The College is considered a Special Taxing District under the property tax code.

Carin reviewed the tax adoption process and timeline.

All were comfortable as presented.

VII. Review Continuing and Professional Development (CPD) Redesign Plan

Brenda reviewed the Continuing and Professional Development redesign plan. She mentioned that she is not going to review the presentation in detail but asked the Board to review it and let her know if there are questions. After they have an opportunity to review, she can present the plan in further detail.

She reviewed the portion of the presentation that provided definitions and descriptions pertaining to CPD that would be helpful to the Board. She explained that the goals of the redesign are to increase revenue, restructure and reduce costs, encourage innovation, improve the student experience, improve employer experience, and to advance the credit/continuing education alignment.

Brenda clarified that CPD is still in a different enrollment system, which the Board members have previously asked about. She said that this is being reviewed, and a plan is being developed to address potential issues caused by a separate system.

Brenda provided an update on the EDGE Center which included areas of study, enrollment, how classes are offered, challenges, and opportunities.

Carin reviewed the lease information on the EDGE Center.

The group discussed this item.

VIII. Discuss Change in Affiliation Agreement Approval Process

Brenda explained that the College began engaging Lisa Patterson (Patterson) directly, effective July 1, to review and process affiliation agreements. These affiliation agreements are largely in the health sciences area. Patterson has performed these services for many years under a business arrangement with Daniel J. Snooks, one of the College's attorneys who retired June 30, 2025. There are between 100 and 150 of these agreements processed annually. Historically these agreements have been approved by the Board of Trustees (included in the monthly consent agenda) and the Board Chair and Secretary sign a resolution authorizing execution of the individual agreements.

Carin explained that per review of Policy III.3007.B, Contract Authority, these agreements do not require Board approval. This has been confirmed with external legal counsel that there is no statutory requirement to send these agreements to the Board for review and approval or have the Board Chair and Secretary sign a resolution.

Brenda added that there is an extensive review process in place for these agreements in the academic divisions. These agreements are currently signed by the vendor, appropriate campus provost, and Chancellor upon Board approval. In many cases these agreements are time sensitive due to the need to place students in clinical rotations to complete their education and the limited availability of rotation slots at the health science facilities.

The plan is to stop including these agreements in the Board book consent agenda for approval as well as discontinue preparing and having the Board of Trustees sign a resolution for each agreement. Patterson will route the agreements through Purchasing and Contracts as the academic division and legal reviews are complete to obtain the Chancellor's signature. Once the agreement is executed, Purchasing and Contracts will return the agreement to the academic division and house a copy of the agreement in the contract central repository.

The Board members present were comfortable with this plan.

IX. CPD Redesign

This item was listed on the agenda twice unintentionally.

X. Wrap-up with Summary and Follow-up

Nothing additional was discussed.

XI. Adjournment

Secretary Keith Sinor adjourned the Board strategic planning retreat at 6:13 pm.