

**NAVARRO COLLEGE BOARD OF TRUSTEES**  
**NOVEMBER 12, 2020 MEETING**  
**MINUTES**

The Navarro College Board of Trustees gathered in the Cook Education Center on Thursday, November 12, 2020 for dinner and to conduct their regular monthly meeting. All Trustees were in attendance including: Chairman Phil Judson, Vice Chairman Billy Todd McGraw, Secretary-Treasurer Richard Aldama, Trustee A. L. "Buster" Atkeisson, Trustee Faith Holt, Trustee Loran Seely and Trustee Kim C. Wyatt.

**Others in attendance included:**

Dr. Kevin G. Fegan	District President
Ms. Sina Ruiz	Vice President, Enrollment Management and Instl. Studies
Ms. Teresa Thomas	Vice President, Finance and Administration
Ms. Marcy Ballew	Vice President, Human Resources
Dr. Carol Hanes	Vice President, Academic Affairs
Ms. Maryann Hailey	Vice President, Student Services
Dr. Harold Housley	Vice President, Operations and Instl. Advancement
Mr. Michael Landers	Athletic Director
Ms. Stacie Sipes	Director of Marketing and Public Information
Ms. Susan Womack	Senior Research Analyst
Ms. Leslie Smith	Executive Assistant to the District President
Mr. Guy Featherston	Dean, Waxahachie Campus and Health Professions
Ms. Jeanette Underwood	Dean, Midlothian Campus and Dual Credit
Ms. Monica Aldama	Head Cheer Coach
Mr. John Boswell	Corsicana/Navarro County Economic Development Director
Mr. Bill Bradley	Homeland Vinyl Products, Inc.
Ms. Victoria Alexander	Armadillo Solar Center/Orsted

Other staff and guests were also present.

**Call to Order**

Chairman Judson called the meeting to order at 7:00 p.m. and welcomed everyone present. He asked Trustee Seely to begin the meeting with a prayer.

Chairman Judson announced a Closed Session would be held following the President's Report to discuss legal and personnel matters according to Government Codes 551.071 and 551.074. No action was anticipated.

**Board Announcements**

No announcements were made.

**Open Forum Time**

There were no requests to address the Board.

**Consent Calendar –**

**a. Minutes – October 22, 2020 Board of Trustees Meeting**

Trustee Seely made a motion to approve the Consent Calendar which was seconded by Trustee Atkeisson. The Consent Calendar was approved by a unanimous vote.

**Board Recognition – Monica Aldama, Head Cheer Coach**

Chairman Judson stated although Navarro College has received national recognition in many facets (i.e. teaching, athletic and fine arts awards) never before has it experienced a phenomenon like Coach Aldama's Cheer Program which catapulted her into competing on Dancing With Our Stars. Trustee Holt made a motion to adopt a resolution recognizing Monica Aldama and Trustee Aldama seconded the motion. The decision was unanimous.

Coach Aldama was asked to step to the podium where she was joined by the Board of Trustees, Dr. Kevin Fegan, and Mr. John Boswell. A proclamation issued by Mayor Don Denbow was read aloud by Mr. Boswell and a copy presented to Coach Aldama. The proclamation stated:

**"WHEREAS, the City of Corsicana wishes to recognize Monica Aldama for her successful career as the Head Cheer Coach for Navarro College; and**

**WHEREAS, through her strong coaching ability and competitiveness, Monica Aldama has led the Cheer program to win numerous national championships; and**

**WHEREAS, Monica Aldama was inducted into the Navarro College Bulldog Hall of Fame for her achievements in intercollegiate athletics; and**

**WHEREAS, Monica Aldama's local accomplishments have taken her to greater adventures that allowed her to be seen for her leadership qualities and her personal talents, bringing notoriety that has encouraged the community to join together to support her and be proud of her success; and**

**WHEREAS, Monica Aldama is an example and inspiration to others and her contributions to the community are greatly appreciated.**

**NOW, THEREFORE, I, Don Denbow, Mayor of the City of Corsicana, Texas do hereby proclaim Thursday, November 12, 2020, as MONICA ALDAMA DAY in the City of Corsicana in recognition of her successful career with Navarro College and her contributions to the community."**

Following the presentation of the mayor's proclamation, Trustee Aldama read the resolution approved by the Board of Trustees stating:

**"WHEREAS**, Monica Aldama has served Navarro College for 25 years as Head Cheer Coach; and

**WHEREAS**, for 25 years Coach Aldama has been committed to a daily approach of excellence and pursued a vision with passion, humility, and professionalism, and

**WHEREAS**, for 25 years, Coach Aldama's commitment to students and their success has been complimented by the qualities she exhibits as a coach and mentor, and

**WHEREAS**, for 25 years, Coach Aldama has worked each day to be her very best for her family, her friends, her team, her colleagues, her community, and Navarro College, and in return she is respected and loved by her family, her friends, her team, her colleagues, her community, and Navarro College, and

**WHEREAS**, Coach Aldama has continuously led her team to new heights of success and national recognition and her talent, energy and drive has contributed to successes the College has experienced over the years;

**NOW, THEREFORE, BE IT RESOLVED THAT THE BOARD OF TRUSTEES OF NAVARRO COLLEGE** recognizes Monica Aldama for her exemplary representation of Bulldog Pride and perpetuation of Navarro College's history, tradition, legacy, and values.

**FURTHERMORE**, the Board directs that this resolution shall be placed in the minutes of this meeting, and a copy shall be provided to Coach Aldama.

**DATED** this 12<sup>h</sup> day of November 2020."

Trustees presented Coach Aldama with a framed copy of the resolution. Dr. Fegan then presented a certificate and a framed United States flag that once flew over the U.S. capitol sent by Congressman Ron Wright in honor of the Cheer Team's NJCAA championship and the continuing success and coaching of Monica Aldama.

Coach Aldama thanked the Board and expressed her appreciation for Navarro College and the City of Corsicana. She stated the support she has received from Navarro College administration, specifically Dr. Kevin Fegan and Athletic Director Michael Landers, as well as the entire community has been overwhelming and greatly appreciated. She thanked Jeri Watkins for filling her role while she was away as well as her husband and Stacie Sipes for their support.

### **Assess Results of Board of Trustees Self Evaluation**

Dr. Carol Hanes and Marcy Ballew reviewed results from the Board of Trustees self-evaluation survey that had been completed anonymously by all members. The survey was conducted in compliance with the Southern Association of Colleges and Schools, Commission on Colleges (SACSCOC) standard 4.2.g, which requires that the governing board of each institution "define and regularly evaluate its responsibilities and expectations."

After a review of the responses, Dr. Hanes stated the self-evaluation process will be conducted every even-numbered year from this point forward.

Vice Presidents Dr. Carol Hanes and Marcy Ballew continued with a brief training session on Board leadership, also mandated by SACSCOC. The topics were based on the results of self-evaluation survey and addressed the Board's high-level responsibilities and leadership including:

- It is the responsibility of the Board to set the mission and vision of the institution.
- The Board is responsible for fiduciary oversight of the institution ( i.e. approve financials statements, approve budget and set tax rate)
- The Board's authority is "high level"; it is not the Board's responsibility to deal with day-to-day operations.
- The Board cannot be presided over by the District President. The District President is the Board's "one and only" employee. It is the District President's responsibility to employ staff and oversee day-to-day operations.
- The Board is required to evaluate the District President yearly.

Dr. Hanes stated prior to the next self-assessment scheduled in 2022, a review of the training session will be scheduled as a refresher. Vice Presidents Hanes and Ballew concluded the training session. Chairman Judson thanked them and stated it is important to be in compliance with the accrediting body.

### **Consider Resolution Nominating Candidate to Fill Navarro Central Appraisal District's Board of Directors Vacancy**

Notice of a vacancy on the Navarro Central Appraisal District Board of Directors was received and each taxing entity has a right to nominate someone to fill the vacancy.

Chairman Judson made a motion to nominate Dr. James Price. Trustees Aldama and Seely jointly seconded the motion. The motion passed by a majority vote; Trustee Atkeisson abstained from voting as a current member of the Navarro Central Appraisal District Board of Directors.

### **Update on Enrollment**

Vice President Ruiz presented an update on enrollment and shared a breakdown of the decline in fall 2020 certified enrollment (-10.86% SCH). Compared to fall 2019 enrollment, the greatest decline was in face-to-face courses. Highest enrollment decline by course was in Computer

Science followed by English, History and Government. Vice President Ruiz continued with a review of the demographic breakdown of the 7,139 students enrolled in fall 2020 classes. She stated Adult Learners, Opportunity Youth and the Hispanic population are targeted groups currently being recruited and she anticipates seeing the results of these efforts. She continued stating Navarro College service area's poverty level (14%) is higher than the statewide average (13%) and the level of educational attainment in Navarro College's service area is lower than the state average, especially in the adult learner category.

Due to COVID, focus on the "whole" student has accelerated. The Bulldog Life Program was developed to focus on socioeconomic needs and holistic development of students and designing a community that empowers all students to make meaning of their lives through four focus areas: leadership, service, social justice, and spiritual health. Over \$100,000 in student assistance has been provided from the CARES Act, THEF Grant, Navarro Community Foundation Grant, Navarro College Foundation, UCF Wesley Student Support and students benefited \$50,125 from the Student Assistance Program. Vice President Ruiz stated 824 students received \$930,132 Student Emergency Aid from the CARES Act. Other Bulldog Life Program initiatives include: Daily Zoom meetings with Club COVID, "Do Something Fridays", establishment of the Bulldog Life website, and Canvas courses on leadership and social justice created. A Culture of Caring Director has also been hired.

Vice President Ruiz continued and presented data from the Pathways Institute on workforce needs. Navarro College has a high percentage (75%) of "completers" in the general studies and liberal arts fields which are lower occupation growth fields paying an average salary. Only 25% of program completers are in the higher occupation growth fields including nursing, business, and computer science which pay a higher salary. She stated an internal advisory committee and outreach team for CTE, CE, AEL, workforce training and grant development are meeting bi-weekly on meeting partnership needs and workforce training. After sharing information about student recruitment efforts being made, Vice President Ruiz continued with an update on Spring 2021 enrollment.

Nine hundred sixty-seven (967) dual credit students and 2,639 credit students had enrolled as of November 11, 2020. Validated revenue totaled \$2,528,150, 31% of the budgeted revenue goal. Vice President Ruiz stated staff continues to meet regularly to assess what can be done to increase enrollment and concluded her report.

Chairman Judson thanked Vice President Ruiz for her detailed report including the socioeconomic data. Dr. Fegan noted 49 out of 50 community colleges had a similar decrease in enrollment of approx. 10%. When students enrolled in Adult Education Literacy (AEL), Continuing Education (CE) and Career and Technical Education (CTE) programs are included with degree-seeking students, Navarro College has over 14,500 students attending. He also noted the socioeconomic data presented was skewed by Ellis County. The poverty level and low wage percentages are much greater in Navarro, Freestone, Limestone and Leon Counties.

He continued stating the focus on occupation opportunities with high wages as it pertains to the pursuit of the four year BSN degree, bringing back the Associate Degree nursing program to the Corsicana campus and other programs. He noted an apprenticeship grant has been secured to train up to 60 nursing assistants that will allow them to pursue an education while earning up to \$2,000 per month. Dr. Fegan concluded stating this is the first time since last year any type of positive enrollment numbers have been seen. He commended Vice President Ruiz's outstanding leadership and the work of advising and retention staff as well as Dr. Rebecca Tuerk, Dr. Carol Hanes, deans and academic leadership for making it possible.

**Consider Action on Homeland Vinyl Products, Inc. Tax Abatement Request**

Mr. Boswell stated Homeland Vinyl Products, Inc. is expanding their operations to Corsicana with the purchase of Freedom Fence Co. and is requesting a tax abatement agreement. He stated a similar tax abatement agreement was recently approved by the City of Corsicana. He introduced Mr. Bill Bradley from Homeland Vinyl Products, Inc. to share more information and answer any questions.

Mr. Bradley stated Homeland Vinyl Products currently operates six sites across the United States, making Corsicana their seventh (7<sup>th</sup>) facility. He stated the machines used by Freedom Fence to produce vinyl fencing are almost identical to Homeland Vinyl's and will be used to create their products. Their company plans to double the number of lines from three to six and expand the number of staff to approximately 45 within 30 – 60 days. Twenty-five employees who worked for Freedom Fence Co. will be offered positions with an average \$3-\$4 hourly wage increase as well as benefits and opportunities to advance within the company. Mr. Bradley responded to questions regarding their product line and recycling and concluded his presentation.

Trustee Aldama made a motion to adopt the resolution approving the tax abatement agreement with Homeland Vinyl Products and Trustee Wyatt seconded the motion. The abatement was approved by a unanimous vote.

Chairman Judson thanked Mr. Bradley and welcomed his company.

**Consider Action on Armadillo Solar Center, LLC Tax Abatement Request**

Mr. Boswell stated Armadillo Solar is seeking a tax abatement with terms identical to the Pisgah Ridge Solar tax abatement agreement approved by the Board during their October meeting. Victoria Alexander introduced herself as the project manager for the Armadillo Solar Center project owned by Orsted. She shared background information about the company stating Orsted is a global energy company with an onshore portfolio concentrated in Texas and has a dedicated team based in Austin with more than 10 years of operational experience.

Armadillo Solar Center's 200 MWAC project will cover 2,300 acres leased from six (6) local landowners in Navarro County. Ms. Alexander stated the local landowners will benefit from land lease income and pointed out Ms. Peggy Herod and other landowners present in the

audience in support of the project. Construction is expected to begin April 2021 and operations begin in April 2022.

Orsted understands the importance of being a good steward of the land and will ensure the protection of roads, minimize impacts on neighbors, and preserve the integrity of the soil and land. Ms. Alexander stated Orsted listens to the communities with which it works and is committed to being a good neighbor for years to come.

A tax abatement agreement has been approved by Navarro County and a 313 agreement has been executed with Mildred ISD. Ms. Alexander stated obtaining the local agreements is critical to the economic and competitive viability of this project. Agreement will allow Orsted to offer a lower power price when negotiating the long-term power purchase agreement, increasing the likelihood of the project being built, and creating a win-win for Orsted, Navarro County and Mildred ISD.

Ms. Alexander responded to questions from the Board regarding negotiations with both the land's surface owners and mineral rights owners and the benefit Mildred ISD will receive from its agreement with Armadillo Solar. She concluded by confirming Armadillo Solar's intent to fully own and operate the project.

Trustee Seely made a motion to adopt the resolution approving the tax abatement agreement with Armadillo Solar Center and Trustee Atkeisson seconded the motion. The motion passed by a unanimous vote.

Chairman Judson congratulated Armadillo Solar Center and thanked the landowners present.

#### **Public Hearing on Tax Abatement Guidelines and Criteria**

Mr. Boswell explained House Bill 3143, which became effective September 1, 2019, requires the governing board of taxing entities to hold a public hearing regarding the proposed adoption, amendment, repeal or reauthorization of guidelines and criteria "at which members of the public are given the opportunity to be heard."

Chairman Judson declared the meeting open for public hearing regarding Navarro College's participation in tax abatements and re-establishing the criteria and guidelines for granting tax abatement.

There were no requests to address the Board. Trustee Aldama made a motion to close the public hearing and Trustee Holt seconded the motion. The decision was unanimous.

Chairman Judson declared the public hearing closed.

#### **Consider Action on Navarro College's Participation in Tax Abatement Programs and Re-establishing Navarro College Criteria and Guidelines for Granting Tax Abatement (Board Policy CAF)**

Navarro College's participation in tax abatement programs and Tax Abatement Guidelines, Criteria and Policy was last adopted on November 15, 2018 with the stipulation that they remain in effect for two years from the date of adoption.

Mr. Boswell stated Section 4.05 of the Tax Abatement Guidelines, Criteria and Policy has been updated to reflect the new public notice requirement according to Chapter 312.007 of the Texas Property Tax Code.

Trustee Wyatt made a motion to approve re-establishing Navarro College's participation in tax abatement programs and re-establishing the Criteria and Guidelines for Granting Tax Abatement (Board Policy CAF) as proposed. Trustee Aldama seconded the motion and the decision was unanimous.

#### **Consider Action on October 2020 Financial Statement**

Vice President Thomas presented the October 2020 financial statement for approval.

Due to the shortfall in Fall 2020 enrollment, budget amendments were made to reduce the Educational and General Fund \$401,907 and the Auxiliary Fund -\$342,135 for a total reduction of \$744,042. A budget amendment increasing the Plant Fund \$234,102 was due to FY 2020 donations from Community National Bank & Trust of Texas and Navarro College Foundation being rolled forward to pay for items received after August 31, 2020 for the Sim Labs and E-Sports facilities. The revised 2020-2021 budget totaled \$90,705,661 as of October 31, 2020.

Educational & General resource allocations increased by \$337,726. The overall year-to-year comparison of actual net income in the General Operating fund decreased by \$21,967 compared to October 2019 and Auxiliary net income decreased \$459,844. A comparison of the month-to-date revenue budget through October 2020 to the actual-to-date revenue through October 2020 showed a shortfall of \$1,256,291, of which \$1,010,163 was in student income. The Auxiliary Fund had a shortfall of \$567,214 through October 2020.

Vice President Thomas stated the month-to-date budget for expenditures compared to actual month-to-date as of October 2020 was below budget by \$1,367,737; total net income was down by \$455,433 as of October 2020. She stated during September 2020, departmental meetings were held and resource allocations were reduced to align the budget with fall 2020 enrollment shortfall; \$744,042 of these budget adjustments were made in the October financials, and additional salary savings adjustments will be made through December once payroll has been paid for those months. Vice President Thomas concluded her report.

Trustee Aldama made a motion to approve the October 2020 Financial Statement and Trustee McGraw seconded the move. The motion passed by a unanimous vote.

#### **Update on Personnel Actions**

Vice President Ballew presented an update on personnel activity. She announced that during the past month the following appointments were made:

- Brianna Sears – Business Advisor S.B.D.C.
- Rickey Ragan – Criminal Investigator – Campus Police
- Teresa Stewart – Admissions Specialist/Recruiter
- Debbie Richardson – Culture of Caring Coordinator (11/02/2020)
- Ariel Apolinario – Head Volleyball Coach (10/26/20)

The following exits were announced:

- Shelley Benton – Assistant Deli Cook
- Michelle Smith – Marketing Specialist
- Susan Nall – Associate Professor of Licensed Vocational Nursing
- Adrienn Amaro – Assistant Volleyball Coach

Vice President Ballew concluded her report and Chairman Judson thanked her.

#### **District President's Report**

##### Upcoming Events

Dr. Fegan reviewed highlights of upcoming events including the Western Artist Roundup and Reception and upcoming graduation ceremonies. He noted attendance for the PTA Pinning and Graduation and the Police Academy Graduation ceremonies will be limited due to COVID. The December 17, 2020 Board of Trustees meeting will be held at 10:00 a.m. and the FY 2020 audit will be presented.

##### Thanksgiving Break Closure Operations for Residence Life

Dr. Fegan commended the Director of Residence Life, Charles Betts, for his efforts managing the Residence Life Program during the COVID pandemic and invited him to share plans for serving students who will be staying in Residence Life Housing during the Thanksgiving Break closure.

Mr. Betts stated Residence Life will remain fully operational during the Thanksgiving holiday closure. Residence Life housing and maintenance staff are on call 24 hours a day/7 days a week. Currently 11 students have indicated their intent to stay during the holidays but he anticipates that number to grow to as many as 20- 25 students due to the number of foster and international students currently residing in Residence Life housing. Mr. Betts shared plans for serving the residents staying during the closure.

Mr. Betts stated the addition of the Bulldog Life Program to assist in the well-being of students has been exciting. With the assistance of Bulldog Life staff, plans have been developed to provide meals and engage residents in events during the dead period. Spending the holidays away from their family and friends can create a mental strain on students. They will be provided contact information for counseling services and given access to telehealth services as well. Mr. Betts concluded by stating Campus Police is another great resource available to assist students in any way possible.

Chairman Judson thanked Mr. Betts for his extra work this year. Dr. Fegan also commended Mr. Betts and others under the direction of Vice President Teresa Thomas as well as Vice President Maryann Hailey and Leann Leonard for providing for the well-being, health and safety of students including mental health resources. He stated moving forward these services will always be made available to students, not just during the pandemic.

#### Student Accounts Receivables

Dr. Fegan stated a balance of over \$5 million in accounts receivables from uncollected student debt is expected to impact non-cash variables in the FY 2020 audit. Approximately \$4 million of this amount is over 360 days old. He stated steps are being taken to put a collection process in place and change the culture that has been created over the years that "students do not have to pay".

Thirteen companies have responded to a Request for Proposals for collection services. If possible, two very professional organizations will be contracted to work with students. Steps are also being taken to leverage meal plans when students miss making a payment on current payment plans to keep accounts receivables from increasing

#### **Next Meeting Announcement, Convene into Closed Session**

Chairman Judson announced the next Board of Trustees meeting will be held December 17, 2020 at 10 a.m. and wished everyone a wonderful and safe Thanksgiving with their families.

At 8:55 p.m., Trustee Holt made a motion to convene into Closed Session to discuss legal and personnel matters and Trustee Atkeisson seconded the motion. The decision was unanimous.

#### **Reconvene into Open Session and Adjournment**

At 9:25 p.m., Trustee Wyatt moved to reconvene into Open Session and adjourn the meeting. Trustee Seely seconded the motion and the decision was unanimous.

The meeting was immediately adjourned. No action, decision or vote was taken on matters discussed during Closed Session.

Respectfully submitted,



Richard L. Aldama, Secretary-Treasurer  
Navarro College Board of Trustees