



**Legislative Appropriations  
Request for Fiscal Years  
2028 and 2029**

Submitted to the  
Office of the Governor, Budget Division,  
and the Legislative Budget Board

by

**Paris Junior College**

August 14, 2026

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## **Administrator's Statement**

## About the College

Founded in 1924, Paris Junior College (PJC) is a public two-year college serving Lamar County and the surrounding region through its main campus in Paris and centers in Greenville and Sulphur Springs. PJC is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) and is governed by a nine-member Board of Regents under the leadership of President Stephen Benson, Ed.D.

**Mission:** Through a culture of excellence and student support, Paris Junior College delivers affordable, high-quality education and workforce training that transforms lives, builds meaningful careers, and empowers students and communities to thrive.

**Vision:** Paris Junior College sets the standard for excellence in education and community impact, where every student succeeds and every partnership strengthens our region, guided by core values of integrity, mission-driven service, partnership, achievement, creativity, and trust.

**Goals and Annual Priorities:** PJC's goals are guided by IMPACT 2035: Building the Future Together, the College's ten-year strategic plan adopted in September 2025 and organized around five strategic foundations. Priorities most directly reflected in this statement include **Academic & Workforce Innovation & Expansion, Enrollment Growth & Student Success, Facilities, Technology & Safety, and Community & Industry Engagement** — spanning program alignment with regional labor-market needs, stackable credentials, promise-style scholarships such as Dragon Promise, campus modernization and public-safety partnerships, and expanded dual credit and transfer pathways.

## Board of Regents

PJC's governing board is formally titled the Board of Regents, consisting of nine members elected from eight single-member precincts and one at-large seat within the Lamar County taxing district. Current members are:

- **Curtis Fendley, Board President** — Place 9 (Precinct 1), Term Ends 2030, Paris, TX
- **Dr. Clifton Wilkerson, Vice President** — Place 3 (Precinct 3), Term Ends 2026, Paris, TX
- **Berdie Gibson, Secretary** — Place 1 (Precinct 2), Term Ends 2028, Paris, TX
- **Shannon McGuire** — Place 2 (Precinct 2), Term Ends 2028, Roxton, TX
- **Dr. Gregory Green** — Place 4 (Precinct 4), Term Ends 2026, Reno, TX
- **Taylor Slagle** — Place 5 (At Large), Term Ends 2030, Paris, TX
- **Adam Bolton** — Place 6 (Precinct 3), Term Ends 2030, Paris, TX
- **Josh Bray** — Place 8 (Precinct 4), Term Ends 2028, Paris, TX
- **Dr. Linda Kapp** — Place 7 (Precinct 1), Term Ends 2026, Paris, TX

## Significant Changes in Policy

### 1. House Bill 8 / Senate Bill 1786 — Transformative Impact: Completions and Stackable Credentials

House Bill 8's shift to outcomes-based formula funding has sharpened PJC's focus on completions with direct workforce value. Total credentials conferred reached a preliminary 1,030 in AY 2025 — the highest of the past six years — with workforce-aligned credentials making up roughly 40% of all completions. The College's Pathways Institute traced early stacking-credential gaps to degree-audit and advising processes rather than curriculum; after corrections, cert-first attainment among AAS completers in structurally-stackable programs rose to 100% in AY 2025, up from 56–62% just two years earlier.

### 2. FY26–27 Formula Funding and Outcome Growth

- **Dual Credit** — Fall 2025 census dual credit headcount reached 2,492 (of 5,219 total, up 15.1% year-over-year); preliminary Fall 2026 tracking shows dual credit headcount up 74.1% and dual credit hours up 80.8% over the same point last year.
- **Certificate** — See the stacking-credential discussion above; 5,405 total credentials were conferred institution-wide, AY 2020–2025.

### 3. Funding and Funding Policy Driving Program-Workforce Alignment

PJC’s cross-functional Pathways Institute corrected inaccurate degree-audit records in the College’s student information system (Jenzabar) — the highest-leverage step toward aligning workforce coursework with credential completion — and is now piloting an automated credential-mapping tool, targeted for Fall 2026, to scale this work across all workforce AAS programs.

### 4. Planned Institutional Changes for the Next 2–5 Years

PJC plans to expand workforce credential offerings in high-demand fields, including a new Aviation Maintenance Technician – Airframe (AMTA) program pending FAA approval, and expanded public safety training for students pursuing fire and police service careers.

### 5. Funding Shortfall Risk to New Programs and Transfer Bridges

Continued uncertainty around FY 2026–2027 performance funding threatens PJC’s ability to launch programs like AMTA, which require substantial up-front investment in equipment, facilities, and FAA-certified faculty before generating any funding return. The same pressure constrains the staff capacity PJC needs to build transfer and co-enrollment pathways alongside its workforce completion pipeline, forcing trade-offs between the two.

## Significant Changes in Provision of Services

### The Strategic Plan (IMPACT 2035)

In September 2025, PJC adopted IMPACT 2035: Building the Future Together, a ten-year strategic plan built to advance the outcomes the State rewards under House Bill 8 — credentials of value, credentials in high-demand occupations, transfer with at least 15 semester credit hours, and dual credit completion through FAST. Initiatives such as labor-market-aligned program audits, stackable and embedded credentials, a planned University Transfer and Career Services Center, and expanded dual credit partnerships translate directly into those measures; sustaining and scaling this work — particularly at the Sulphur Springs and Greenville Centers — depends on the appropriations reflected in this request.

### Student Services Reorganization

At the start of 2025, a single PJC department carried responsibility for admissions, recruiting, student records, and dual credit. Recognizing that this structure limited the College’s capacity to grow HB8-funded outcomes, PJC separated those functions into four distinct departments, adding only a few new positions. Dedicated leadership in each area — including a standalone dual credit office supporting FAST participation — has sharpened focus on the measures HB8 rewards; continued state investment is needed to fully staff and sustain this structure across all PJC locations.

### Dragon Promise — Expanded Free-Tuition and Workforce Scholarship Coverage

PJC’s Dragon Promise provides free tuition and fees for eligible recent high school graduates of Lamar and Red River counties, covering up to 60 credit hours toward a degree or certificate, contingent on a 2.5 minimum GPA and completion within five years. In May 2026, PJC and the Greenville Board of Development launched the Greenville Dragon Promise, a three-year companion scholarship providing up to \$100,000 in annual funding for Greenville students pursuing workforce fields such as advanced manufacturing, logistics, healthcare, and skilled trades — directly implementing IMPACT 2035’s call to extend Dragon Promise-style coverage across the entire service area.

## Enrollment Growth

PJC's enrollment growth is accelerating. Finalized Fall 2025 census figures show total headcount of 5,219 (up 15.1% over Fall 2024) and 43,781 total credit hours (up 16.3%), with dual credit students making up nearly half of headcount. Early Fall 2026 tracking shows total headcount up 26.5% year-over-year at the equivalent pre-census point, driven largely by continued dual credit growth even as non-dual enrollment has softened modestly.

## Pathways Institute: Advising and Registrar Process Changes

PJC's Pathways Institute changed how advising and degree-conferral services are delivered, not just what is measured. Working with Jenzabar and CampusWorks, the Registrar's Office and Academic Advising rebuilt inaccurate degree-audit records and moved away from manual, paper-based audits, driving a measurable drop in degree-conferral processing time and the stackable-certificate gains described above.

## Facilities Master Plan

In spring 2026, the PJC Board of Regents approved a comprehensive Facilities Master Plan, developed with the Plano office of Stantec, establishing a 10-year framework for growth and modernization across the Paris, Greenville, and Sulphur Springs campuses. Rather than costly renovation of aging, structurally limited buildings, the plan calls for phased replacement of several campus facilities with modern spaces supporting workforce training, health science programs, student housing, and student life. The Board concurrently authorized an initial set of capital projects — priority improvements, deferred maintenance, and demolitions — with several already beginning in summer 2026.

## Expanded Dual Credit Partnerships and Workforce Focus

PJC's dual credit program partners with school districts across its multi-county service area; a 2022 program profile counted 30 partner high schools (27 ISDs, one charter school, and two private schools). Consistent with IMPACT 2035, PJC has begun directing greater dual credit emphasis toward workforce credentials rather than academic-transfer coursework alone.

## Significant External Factors

- **Tuition & Fee Freeze** — The statewide undergraduate tuition and fee freeze directed by Governor Abbott in November 2024 has held costs down for students and reinforced PJC's affordability message, but it also removes the College's primary discretionary revenue lever at a time when personnel, insurance, utility, and construction costs continue to rise — shifting greater reliance onto state appropriations and local tax support.
- **Formula Funding Volatility** — Recent Coordinating Board refinements to the HB8 formula have reduced the weights attached to low-income and adult-learner completions, introducing year-over-year volatility in performance-tier revenue for a college serving a largely rural, high-need service area. Stable base-tier funding and the appropriations reflected in this request are essential to absorb that volatility without reducing services to students.
- PJC operates on one of the lowest maintenance and operations tax rates among Texas community college districts (a proposed \$0.069847 per \$100 of taxable value for FY 2026–27, roughly half the statewide average of approximately \$0.14); the College's taxing district also covers only part of its multi-county service area.
- **AI and LLM Tools** — The rapid maturation of large language model tools has produced a clear positive return for PJC. The College is already using Claude across administrative and academic support functions and is purchasing additional licenses so employees can apply AI to drafting, research, and process documentation — framed around expanding capacity rather than reducing headcount. PJC is also building a campus-wide AI curriculum effort so graduates enter the workforce with in-demand AI skills.

- PJC has provided value to the Lamar/Hunt/Hopkins County community beyond core instruction through the PJC Foundation scholarships, Small Business Development Center, community events such as the Emerald and Gold Alumni Gala.

## TACC Formula Funding and Supplemental Request Statement

Our college fully supports the Texas Association of Community Colleges (TACC) Formula Funding and Supplemental Request, per letter dated August 14, 2026.

In order to build momentum on the community college sector's achievement of substantial performance improvement and preserve the dynamic incentives of the funding model, Paris Junior College respectfully request the Texas Legislature fully fund a supplemental amount equal to the gap between current state appropriations and the performance funding amounts earned by colleges during Fiscal Year 2026 and Fiscal Year 2027 according to the rules, rates and weights set by the Texas Higher Education Coordinating Board (THECB).

The combination of sustained growth in student performance outcomes and the goal-oriented funding rates established under the Community College Finance Program has resulted in a level of performance funding that exceeds current Fiscal Year 2026-27 appropriations. This funding shortfall may continue to grow if current performance trends hold through the close of the biennium. THECB will determine the definitive supplemental amount as colleges finalize data submissions and report FY26 outcomes.

Additionally, colleges respectfully request that the Legislature fully fund the community college formula for Fiscal Year 2028 and Fiscal Year 2029 based on THECB's performance forecast, which will be developed in collaboration with the Standing Advisory Committee for Public Junior Colleges. Funding at these levels will provide additional certainty for colleges investing in student achievement of credentials of value, including short-term workforce credentials, dual credit attainment, and transfer. State funding supports colleges' focus on providing the most affordable paths to workforce-aligned credentials, transfer opportunities, and early momentum via dual credit that the state has requested in House Bill 8 (88R) and subsequent legislation.

*Aug. 2026*

## Organizational Chart



# Board of Regents

## President

Advancement  
& Marketing

Athletics

Campus  
Police

Human  
Resources

Institutional  
Research

Physical  
Plant

Sulphur Springs  
Center

Greenville  
Center

### Vice President of Academic Instruction

#### Dean of Fine Arts & Communications

- Art
- Drama
- English
- Journalism
- Music
- Spanish
- Speech

#### Dean of Business & Industry

- Air Conditioning & Refrigeration
- Business Management
- Computer Aided Design - 3D Printing
- Cybersecurity
- Electrician
- Horology
- Jewelry
- Mechatronics
- Networking
- Welding

#### Dean of Educational Partnerships & Community Programs

- Dual Credit
- Adult Basic Education
- Continuing Education & Industry Training
- SBDC
- RSVP

#### Dean of Health Sciences

- Allied Health
- Diagnostic Medical Sonography
- Emergency Medical Services
- Enhanced Nurse Aide
- Health Information Technology
- Nursing
- Radiology Technology
- Surgical Technology

#### Dean of Math & Science

- Agriculture
- Biology
- Chemistry
- Engineering
- Geology
- Mathematics
- Physics
- Kinesiology
- Public Health
- Sports & Recreation Management

#### Dean of Social Sciences

- Economics
- Government
- History
- Psychology
- Criminal Justice
- Education
- Sociology

#### The Learning Resource Center

### Vice President of Business Services

Business Office

Financial Aid

Bookstore

Food Services

### Vice President of Student Services

Admissions

Student Records

Advising & Counseling

#### Student Life

Residence Halls  
Student Activities

Testing

#### TRIO Programs

UB/ETS & EOC/SSS

### Vice President of Technology

Information  
Technology

## **Certificate of Dual Submission**



## CERTIFICATE

**Agency Name** \_\_\_\_\_

This is to certify that the information contained in the agency operating budget filed with the Legislative Budget Board (LBB) and the Office of the Governor, Budget and Policy Division, is accurate to the best of my knowledge and that the electronic submission to the LBB via the Automated Budget and Evaluation System of Texas (ABEST) and the PDF file submitted via the LBB Document Submission application are identical.

Additionally, should it become likely at any time that unexpended balances will accrue for any account, the LBB and the Office of the Governor will be notified in writing in accordance with Senate Bill 1, Article IX, Section 7.01, Eighty-ninth Legislature, Regular Session, 2025.

**Chief Executive Office or Presiding Judge**

Stephen Benson  
Signature

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

**Board or Commission Chair**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

**Chief Financial Officer**

Keitha Carlton  
Signature

Keitha Carlton  
Printed Name

Vice President Business Services  
Title

8.13.24  
Date

## Reports

**2.A. Summary of Base Request by Strategy**

8/13/2026 10:32:26AM

Automated Budget and Evaluation System of Texas (ABEST)

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975

**Goal / Objective / STRATEGY**

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**TOTAL, GOAL**

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**TOTAL, AGENCY STRATEGY REQUEST**

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**TOTAL, AGENCY RIDER APPROPRIATIONS REQUEST\***

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**GRAND TOTAL, AGENCY REQUEST**

METHOD OF FINANCING:

**SUBTOTAL**

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**TOTAL, METHOD OF FINANCING**

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\*Rider appropriations for the historical years are included in the strategy amounts.

**2.B. Summary of Base Request by Method of Finance**

8/13/2026 10:32:26AM

90th Regular Session, Agency Submission, Version 1  
Automated Budget and Evaluation System of Texas (ABEST)

Agency code: 975

Agency name: Paris Junior College

| METHOD OF FINANCING                                 | Exp<br>2025 | Est<br>2026 | Bud<br>2027 | Req<br>2028 | Req<br>2029 |
|-----------------------------------------------------|-------------|-------------|-------------|-------------|-------------|
| <b><u>GENERAL REVENUE</u></b>                       |             |             |             |             |             |
| 1 General Revenue Fund                              |             |             |             |             |             |
| REGULAR APPROPRIATIONS                              |             |             |             |             |             |
| Regular Appropriations from MOF Table (2024-25 GAA) | \$0         | \$0         | \$0         | \$0         | \$0         |
| Regular Appropriations from MOF Table (2026-27 GAA) | \$0         | \$0         | \$0         | \$0         | \$0         |
| <b>TOTAL, General Revenue Fund</b>                  | <b>\$0</b>  | <b>\$0</b>  | <b>\$0</b>  | <b>\$0</b>  | <b>\$0</b>  |
| <b>TOTAL, ALL GENERAL REVENUE</b>                   | <b>\$0</b>  | <b>\$0</b>  | <b>\$0</b>  | <b>\$0</b>  | <b>\$0</b>  |
| <b>GRAND TOTAL</b>                                  | <b>\$0</b>  | <b>\$0</b>  | <b>\$0</b>  | <b>\$0</b>  | <b>\$0</b>  |

**FULL-TIME-EQUIVALENT POSITIONS**

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**TOTAL, ADJUSTED FTES**

**2.B. Summary of Base Request by Method of Finance**

8/13/2026 10:32:26AM

90th Regular Session, Agency Submission, Version 1  
Automated Budget and Evaluation System of Texas (ABEST)

Agency code: 975

Agency name: Paris Junior College

|                     | Exp<br>2025 | Est<br>2026 | Bud<br>2027 | Req<br>2028 | Req<br>2029 |
|---------------------|-------------|-------------|-------------|-------------|-------------|
| METHOD OF FINANCING |             |             |             |             |             |

NUMBER OF 100% FEDERALLY  
FUNDED FTEs

DATE : 8/13/2026  
TIME : 10:32:26AM

TIME : 10:32:26AM

Agency name: **Paris Junior College**

**Total Request**

**GRAND TOTAL, AGENCY REQUEST**



**2.F. Summary of Total Request by Strategy**

DATE : 8/13/2026  
TIME : 10:32:26AM

Automated Budget and Evaluation System of Texas (ABEST)

Agency code: 975

Agency name: Paris Junior College

|                         | Base | Base | Exceptional | Exceptional | Total Request | Total Request |
|-------------------------|------|------|-------------|-------------|---------------|---------------|
| Goal/Objective/STRATEGY |      |      |             |             |               |               |

TOTAL, METHOD OF FINANCING

FULL TIME EQUIVALENT POSITIONS

**Supporting Schedules**

### 3.C. Group Insurance Data Elements

8/12/2026 12:17PM

Automated Budget and Evaluation System of Texas (ABEST)

Agency code: **975**

Agency name: **Paris Junior College**

Higher Education > HE - Group Insurance - Junior Colleges

Data as of December 2025.

#### Actives:

| Row Description                 | Total I & A Enrollment | Local Non I & A | Total Enrollment |
|---------------------------------|------------------------|-----------------|------------------|
| <b>Full Time Actives</b>        |                        |                 |                  |
| 1a Employee Only                | 92                     | 37              | 129              |
| 2a Employee and Children        | 44                     | 4               | 48               |
| 3a Employee and Spouse          | 24                     | 2               | 26               |
| 4a Employee and Family          | 27                     | 1               | 28               |
| 5a Eligible, Opt Out            | 1                      | 0               | 1                |
| 6a Eligible, Not Enrolled       | 2                      | 1               | 3                |
| <b>Total full time actives:</b> | <b>190</b>             | <b>45</b>       | <b>235</b>       |
| <b>Part Time Actives</b>        |                        |                 |                  |
| 1b Employee Only                | 0                      | 0               | 0                |
| 2b Employee and Children        | 0                      | 0               | 0                |
| 3b Employee and Spouse          | 0                      | 0               | 0                |
| 4b Employee and Family          | 0                      | 0               | 0                |
| 5b Eligible, Opt Out            | 0                      | 0               | 0                |
| 6b Eligible, Not Enrolled       | 0                      | 0               | 0                |
| <b>Total part time actives:</b> | <b>0</b>               | <b>0</b>        | <b>0</b>         |
| <b>Total actives:</b>           | <b>190</b>             | <b>45</b>       | <b>235</b>       |

#### Retirees:

| Row Description                  | Total I & A Enrollment | Local Non I & A | Total Enrollment |
|----------------------------------|------------------------|-----------------|------------------|
| <b>Full Time Retirees</b>        |                        |                 |                  |
| 1c Employee Only                 | 84                     | 19              | 103              |
| 2c Employee and Children         | 0                      | 0               | 0                |
| 3c Employee and Spouse           | 28                     | 8               | 36               |
| 4c Employee and Family           | 1                      | 0               | 1                |
| 5c Eligible, Opt Out             | 0                      | 0               | 0                |
| 6c Eligible, Not Enrolled        | 0                      | 0               | 0                |
| <b>Total full time retirees:</b> | <b>113</b>             | <b>27</b>       | <b>140</b>       |
| <b>Part Time Retirees</b>        |                        |                 |                  |
| 1d Employee Only                 | 0                      | 0               | 0                |
| 2d Employee and Children         | 0                      | 0               | 0                |
| 3d Employee and Spouse           | 0                      | 0               | 0                |
| 4d Employee and Family           | 0                      | 0               | 0                |
| 5d Eligible, Opt Out             | 0                      | 0               | 0                |
| 6d Eligible, Not Enrolled        | 0                      | 0               | 0                |
| <b>Total part time retirees:</b> | <b>0</b>               | <b>0</b>        | <b>0</b>         |
| <b>Total retirees:</b>           | <b>113</b>             | <b>27</b>       | <b>140</b>       |

**3.C. Group Insurance Data Elements**

8/12/2026 12:17PM

Automated Budget and Evaluation System of Texas (ABEST)

Agency code: **975**Agency name: **Paris Junior College****Enrollment:**

| <b>Row Description</b>             | <b>Total I &amp; A<br/>Enrollment</b> | <b>Local Non I &amp; A</b> | <b>Total Enrollment</b> |
|------------------------------------|---------------------------------------|----------------------------|-------------------------|
| <b>Full Time Enrollment</b>        |                                       |                            |                         |
| 1e Employee Only                   | 0                                     | 0                          | 0                       |
| 2e Employee and Children           | 0                                     | 0                          | 0                       |
| 3e Employee and Spouse             | 0                                     | 0                          | 0                       |
| 4e Employee and Family             | 0                                     | 0                          | 0                       |
| 5e Eligible, Opt Out               | 0                                     | 0                          | 0                       |
| 6e Eligible, Not Enrolled          | 0                                     | 0                          | 0                       |
| <b>Total full time enrollment:</b> | <b>0</b>                              | <b>0</b>                   | <b>0</b>                |
| <b>Total Enrollment</b>            |                                       |                            |                         |
| 1f Employee Only                   | 0                                     | 0                          | 0                       |
| 2f Employee and Children           | 0                                     | 0                          | 0                       |
| 3f Employee and Spouse             | 0                                     | 0                          | 0                       |
| 4f Employee and Family             | 0                                     | 0                          | 0                       |
| 5f Eligible, Opt Out               | 0                                     | 0                          | 0                       |
| 6f Eligible, Not Enrolled          | 0                                     | 0                          | 0                       |
| <b>Total enrollment:</b>           | <b>0</b>                              | <b>0</b>                   | <b>0</b>                |