

**MEETING OF THE  
PERMANENT CHANCELLOR SEARCH COMMITTEE  
OF THE BOARD OF TRUSTEES  
HOUSTON COMMUNITY COLLEGE**

**November 14, 2013**

**Minutes**

The Permanent Chancellor Search Committee of the Board of Trustees of Houston Community College held a meeting on Thursday, November 14, 2013 at the HCC Administration Building, 3100 Main, 2nd Floor, Seminar Room A, Houston, Texas.

**MEMBERS PRESENT**

Sandie Mullins, *Committee Chair*  
Carroll G. Robinson, *Committee Member*  
Neeta Sane, *Alternate Committee Member*  
Bruce Austin  
Dianne Johnson  
Eva Loredo

**ADMINISTRATION**

Renee Byas, Acting Chancellor  
Destinee Waiters, Acting General Counsel  
Shantay Grays, Executive Officer to the Chancellor  
William Carter, Vice Chancellor, Information Technology  
Charles Cook, Vice Chancellor, Academic Affairs  
Diana Pino, Vice Chancellor, Student Success  
Fred Zeidman, Vice Chancellor, Institutional Advancement  
Fena Garza, President, Southwest College  
Margaret Ford Fisher, President, Northeast College  
Zachary Hodges, President, Northwest College  
Irene Porcarello, President, Southeast College  
Betty Young, President, Coleman College  
Remmele Young, Associate Vice Chancellor, Governmental and External Affairs  
Janet May, Chief Human Resources Officer

**OTHERS PRESENT**

Jarvis Hollingsworth, System Counsel, Bracewell & Giuliani  
Michelle Novak, President, Faculty Senate  
Narcisa Polonio, Association of Community College Trustees (via video conference)  
Richard Sanchez, Association of Community College Trustees  
Laurie Savona, Association of Community College Trustees (via video conference)  
Other administrators, citizens and representatives from the news media

**CALL TO ORDER**

Ms. Mullins, Chair called the meeting to order at 12:44 p.m. and declared the Committee convened to consider matters pertaining to Houston Community College as listed on the duly posted Meeting Notice.

**DISCUSS AND/OR CONSIDER RECOMMENDATIONS RELATING TO THE PERMANENT CHANCELLOR SEARCH PROCESS AND PROCEDURES, INCLUDING BUT NOT LIMITED TO POSTING AND ANNOUNCEMENT, JOB DESCRIPTION, PROFILE, SEARCH PROCESS, TIMELINES AND BUDGET; AND ANY OTHER RELATED AUTHORIZATIONS**

Motion – Mr. Robinson moved and Ms. Mullins seconded.

Ms. Mullins provided an overview of the material scheduled for discussion to include:

- Budget
- Draft Profile
- Handouts from the Chancellor Search Advisory Committee (CSAC) meeting held on October 25, 2013

Ms. Mullins asked Dr. Polonio to provide an overview of the budget allocations outlined. Dr. Polonio noted that the budget consists of estimates for consultant, candidate travel, advertising for the search, reference and background checks, and expense for the community forums.

Motion - Mr. Robinson moved and Mrs. Sane seconded to approve the budget to be sent to full Board for approval. The motion passed with a vote of 3-0.

Dr. Polonio provided an overview of the material that was provided at the CSAC meeting held on October 25, 2013. She informed that the advisory committee consists of twenty nine members of which twenty attended the meeting and nine members need to be orientated.

Ms. Mullins asked Dr. Polonio to proceed with the overview and apprised that a discussion will be held regarding the remaining members needing to participate in the orientation.

Dr. Polonio reviewed the timeline and noted that the profile is scheduled to be approved by the Board on November 21, 2013. She informed that January 17, 2013 is the target date. She apprised that the target date is not a closing date; however, the understanding is to have the applications submitted by the target date. She noted that not having a closing date provides options.

Dr. Polonio informed that the CSAC discussed posting the applications on a confidential portal to review the applications and provide feedback in preparation for the January 24<sup>th</sup> meeting. She apprised that the decision is up to the Board to approve. Dr. Polonio noted that the committee is scheduled to interview candidates on January 30, 2014 via video conference. She informed that based on that meeting, the CSAC will make a

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recommendation to the Board Chancellor Search Committee in February. Dr. Polonio apprised that the full Board would take over the process after February 11, 2014.

Dr. Polonio reviewed the pre-employment guidelines and informed that the Board should review the guidelines to prevent any errors. She noted that the information will be emailed to the CSAC members prior to the scheduled meeting in January 24, 2014.

Mrs. Sane referenced the draft Chancellor Profile and noted that there appears to be a gap regarding the minimum qualifications regarding #4 and 5 in accordance with the listing on pages 2, 3, and 4.

Dr. Polonio apprised that questions regarding the profile were posted on the website and noted that community forums were held to gather input prior to drafting the profile.

*(Ms. Loreda arrived at 1:05 p.m.)*

Mrs. Sane informed that the minimum requirements are not reflective of the minimum qualifications across the nation. She apprised that an experience qualification needs to be clearly defined.

Ms. Mullins noted that if the profile is too narrow, it may exclude individuals who may be qualified. Mr. Austin recommended adding possibly an example in parenthesis specifying the minimum years of experience. Mrs. Sane informed that the current profile may allow for a person to be considered who does not have domain qualifications regarding education. She inquired as to where the line will be drawn.

Dr. Polonio informed that the draft profile provided represents what has been gathered from various individuals. She apprised that the Board needs to review the draft profile for approval.

Dr. Polonio noted that higher education denotes that the individual should have a doctorate degree; however, there are instances where the individual did not have a doctorate but was capable of the position. She informed that the Board will have to set the limitations. She apprised that whatever the Board determines to be the minimum requirements will be the standard utilized by the CSAC.

Mrs. Sane noted that her concern is that best practices are taken into consideration regarding the process. She informed that the process should be similar to other higher education institutions.

Mr. Austin recommended that an example statement is crafted regarding the minimum requirement that would provide a win-win situation.

Dr. Polonio referenced page 4 and noted that there are five minimum qualifications. Dr. Sanchez informed that the effort should not be to limit the possibility of candidacy. He apprised that there are many candidates who may not have seven years of experience but

would be excellent candidates. He noted that the profile is only a guideline; however, the Board will have the option of seeking the best candidate.

Mrs. Sane informed that if the minimum requirement is the best practice then it should be noted. She apprised that there has not been a defined process to make certain the best candidate is selected. She noted that the search has to consider the entirety of the institution.

*(Mrs. Sane stepped out at 1:21 p.m.)*

Mr. Robinson informed that there have been individuals with a Doctor of Philosophy degree (PhD) historically; however, it does not mean that the individual with a PhD is the most qualified. He apprised that the PhD shuts out possible good candidates and will build a certain kind of expectation.

Dr. Polonio noted that a doctorate includes all doctoral degrees.

Ms. Mullins informed that she favors the word “preferred”. She noted that a candidate may not have the doctorate requirement and she would prefer flexibility. She apprised that the profile was presented to community and CSAC for input.

Mrs. Sane noted that there is a requirement should align with the protocol of HCC when advertising for positions.

Dr. Polonio provided the following options:

- Doctorate from a regionally accredited institution is preferred
- Doctorate from a regionally accredited institution is required
- Doctorate from a regionally accredited institution is highly preferred
- Doctorate from a regionally accredited institution is preferred or equivalent experience

Dr. Polonio informed that 95% applicants will have the doctorate. Dr. Sanchez apprised that the preference should be to stay away from required.

Mrs. Sane inquired if the faculty senate recommendations have been taken into consideration. Dr. Polonio noted that the faculty senate apprised that their recommendation indicated that the preference was to be a doctorate required.

Ms. Michelle Novak informed that the Faculty Senate would like to make certain the candidate has teaching experience and a doctorate in higher education required.

Ms. Mullins noted that the combination of the CSAC members and community provided input for the draft profile and that the Faculty Senate has representation on the CSAC.

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Mr. Robinson informed that his efforts will be to hire the best candidate. He apprised that the Chancellor is not hired for the Faculty Senate but for the institution. He noted that he is a faculty member and knows what it means to have an individual who believes in shared governance. He informed that he is able to live with the “or equivalent”.

Mrs. Johnson apprised that she associates with Mr. Robinson and noted that there may be an instance where guidelines are set aside for various reasons.

Mrs. Sane informed that the best offer is to find a middle ground. She apprised that pages 1-4 state what the person should have as qualifications but the minimum requirements do not match.

Ms. Mullins recommended “highly preferred”.

Ms. Loreda informed that the candidate needs to be a well-rounded individual.

Dr. Sanchez apprised that too much emphasis should not be placed on the minimum qualifications. He noted that the true candidate would have the characteristics as discussed in the draft profile.

Dr. Polonio inquired of the recommendation of the Board Chancellor Search committee regarding the minimum qualifications.

Mrs. Sane requested to replace “preferred” with “highly preferred”.

Dr. Polonio informed that highly preferred allows for equivalency. She apprised that the language used in the previous search profile was ten years of senior level leadership experience and a master’s degree in education administration or a closely related field was required; doctorate is highly preferred.

Dr. Polonio noted that the draft profile is a general description and gives the CSAC the opportunity to review the candidates for some level of experience regarding the various characteristics.

Mr. Robinson informed that a four-year institution desires a person with teaching experience; however, he sees the community college candidate as an individual who also has workforce and enterprise capabilities.

Ms. Mullins apprised that the profile would move to the Committee of the Whole for discussion by the full board.

Dr. Polonio noted that a webinar is scheduled to orientate the nine committee members of the CSAC who did not attend the meeting held on October 25, 2013. She recommended the following regarding the CSAC:

- Holding a meeting with the full CSAC
- Committee members need to be present to review all applications

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- Committee members need to be present for all of the interviews
- Members not attending the meetings should not remain on the committee

Ms. Mullins informed that a meeting should be scheduled for the nine remaining members and noted that they should sign confidentiality forms. She inquired of recommendations regarding the option should they are not able to attend.

Ms. Loreda apprised that they should hold the meeting and if they are not able to attend then a replacement should be identified.

Ms. Mullins informed that the members should be contacted and if they are not able to participate then they will not remain on the committee.

The Committee concluded that the remaining CSAC members who did not attend the orientation should be contacted for a meeting as soon as possible. If the members are not able to attend, they should be informed that a replacement will be identified. The Committee also denoted that all members should confirm attendance of the meetings regarding reviewing the applications and interviews and if they are unable to attend, they will not remain on the CSAC.

**ADJOURNMENT**

With no further business, the meeting adjourned at 1:57 p.m.

*Recorded, transcribed and submitted by:*  
Sharon R. Wright, Manager, Board Services

Minutes Approved: December 17, 2013