

**MEETING OF THE
CHANCELLOR EVALUATION COMMITTEE
OF THE BOARD OF TRUSTEES
HOUSTON COMMUNITY COLLEGE**

December 17, 2014

Minutes

The Chancellor Evaluation Committee of the Board of Trustees of Houston Community College held a meeting on Wednesday, December 17, 2014, at the HCC Administration Building, 2nd Floor, 3100 Main in Seminar Room B, Houston, Texas.

MEMBERS PRESENT

Adriana Tamez, *Committee Chair*
Zeph Capo, *Committee Member – via phone*
Robert Glaser, *Committee Member*
Carroll G. Robinson, *Alternate Committee Member*

ADMINISTRATION

Cesar Maldonado, Chancellor
Diana Pino, Vice Chancellor, Student Services
Teri Zamora, Vice Chancellor, Finance and Planning
Michael Edwards, Acting President, Coleman College
Margaret Ford Fisher, President, Northeast College
Fena Garza, President, Southwest College
Butch Herod, Acting President, Northwest College
Irene Porcarello, President, Southeast College
Janet May, Chief Human Resources Officer

OTHERS PRESENT

Derrick Mitchell, Board Counsel, Bracewell & Giuliani
Jodie Kahn, President, COPA
Other administrators, citizens and representatives from the news media

CALL TO ORDER

Dr. Adriana Tamez, Committee Chair, called the meeting to order at 9:30 a.m. and declared the Board convened to consider matters pertaining to Houston Community College as listed on the duly posted Meeting Notice.

(The following Trustees were present: Glaser, Robinson and Tamez)

**DISCUSS BOARD PRIORITIES AND BENCHMARK INDICATORS REGARDING
CHANCELLOR'S EVALUATION**

Motion – Mr. Robinson motioned and Mr. Glaser seconded.

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Mr. Robinson provided an overview regarding his thoughts of possible subcategories. He referenced the form, which the chancellor designed and recommended determining how the categories could be integrated onto the form.

Dr. Tamez informed that she provided samples of evaluations not just from the Board, but that include input from direct reports and others as well.

Dr. Cesar Maldonado presented the Employee Evaluation form as a sample and elaborated on the process, which he has utilized previously. He apprised that not all domains would be appropriate.

Dr. Tamez noted that the areas of assessment were selected at the Board Retreat. Mr. Robinson informed that originally there were ten indicators. He apprised that it would be good to see what comes up from the chancellor's direct reports.

Mr. Robinson noted that the strategic plan is a road map; however, the numbers do not need to be minute in terms of evaluation. He referenced the commitment to increase enrollment and informed that the conversation would be around the methods used to increase.

Mr. Robinson informed that he prefers an annual evaluation with a mid-year review. Dr. Tamez referenced the Employee Performance Appraisal Form and informed that the Board could develop the instrument in a similar format.

Dr. Maldonado apprised that the employee review would be a self-evaluation and his direct reports would complete the peer review. Dr. Tamez inquired if the policy delineates how the evaluation is completed. Mr. Derrick Mitchell noted that the policy states that an evaluation will be conducted.

Mr. Glaser informed that a measurement tool needs to be developed. Dr. Tamez informed that a report would be provided as it relates to each area. Dr. Maldonado apprised that some areas are difficult to assess quantitatively and noted that these areas will be provided in a narrative form.

(Dr. Tamez stepped out at 9:44 a.m.)

Mr. Capo apprised that some domains need standard measures such as the budget and bond initiative. Dr. Maldonado concurred with Mr. Capo and referenced the metrics as it relates to transformation. He informed that the standard will be expectations of carrying the vision forward as it relates to the domains.

Dr. Maldonado recommended looking at a trend as opposed to an absolute number and informed that beginning in 2017 numbers could be more defined.

(Dr. Tamez returned at 9:47 a.m.)

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Mr. Robinson inquired of the status of the strategic plan. He apprised that transformation should be recommended in a five-year strategic plan. Mr. Robinson noted that every six months a progress report should be provided to the Board, with the second report being the final evaluation.

Dr. Maldonado informed that initially will begin on a high level, and then the domains will feed into the strategic plan, which will drive from 2016 and forward.

Mr. Capo requested that the performance numbers and data points discussed at the retreat be provided to the Board.

Dr. Maldonado apprised that the next step would be to provide the metrics, the measurements and the strategies.

Dr. Tamez inquired if the committee is in agreement with the twice a year reporting to include mid-year review and the end-of-year evaluation. She noted that there will be an opportunity for direct reports and a self-evaluation.

Mr. Robinson informed that mid-year is a conversation. Dr. Maldonado apprised that he would provide a report as to where he believes the progress is to drive the conversation.

Mr. Capo inquired if the chancellor is okay with not having any written feedback in the mid-year review. Dr. Maldonado noted that as priorities shift, the entire Board will be involved. He informed that either with or without written feedback, he is comfortable; he apprised that feedback will be helpful for preparing his mid-year report.

Dr. Maldonado noted that the instrument he presented in August, which allows for the priorities for each Trustee, will give a starting point to prepare the strategies for each domain for the instrument. He informed that if possible, the form could be completed every six months.

Mr. Robinson apprised that he would like a group personnel discussion to help define the document in closed session.

Dr. Tamez summarized that the committee agreed on twice a year, self-evaluation and peer review. She inquired at what point does the Board provide individual feedback. Dr. Maldonado informed that a formal document is not necessary on an individual basis, he apprised that the Board could complete the form and provide to the committee chair. Dr. Maldonado noted that he would have one-on-one conversations with each Trustee.

Dr. Maldonado noted that all concerns should be brought to his attention. Dr. Tamez informed that the individual assessments could be combined into a collective report. Mr. Robinson shared that before the midpoint evaluation, individual forms would be provided to the committee chair for the chair and the chancellor to have a conversation. He apprised that at this point one-on-one conversations could be held for the mid-year report.

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Dr. Tamez inquired how often the individual feedback will be provided. Mr. Robinson clarified that the timeline refers to the individual forms and peer reviews.

Dr. Maldonado noted that the first annual is to be completed in August 2015. He informed that the process will be for fiscal year 2015-2016. Mr. Capo apprised that the remainder of the year could be used to define the baselines.

Mr. Capo noted that he needs the data pieces to determine the priorities. He inquired of the timing for the system-wide surveys. Mr. Capo noted that he would like them to be completed 60 days prior to the annual evaluation. Dr. Maldonado agreed that level of feedback is very important and apprised that he will review the surveys and the frequency and noted that he would provide a recommendation to the Board.

Dr. Tamez informed that the framework has been developed. She inquired of everyone's thoughts regarding the priorities. Mr. Robinson apprised that he was referring to the chancellor's 2014-2015 priorities, which are the nine discussed at the retreat condensed. He noted that some of the sub-headings should be reviewed as they relate to baseline trends.

Dr. Tamez reiterated to email the indicators and data points to the Trustees. Mr. Capo also requested the status of internal budget performance indicators for HCC as well as the state's measurements.

Dr. Maldonado informed that defining enrollment is a struggle and noted he will propose a number to see if the Board is agreeable. He recommended using unduplicated annual head count.

Dr. Tamez summarized the next steps:

- Data review
- Develop and create the evaluation instrument
- Draft timeline to include goals and objectives
- Meet first week in January (January 8, 2014 at 9:30 a.m.)

Dr. Maldonado apprised that he would prepare the documents and send to the Board. Dr. Tamez inquired if the chancellor will consult with an attorney to package the forms. Mr. Capo recommended that the Board Counsel review the document.

Mr. Robinson recommended that both Board Counsel and the Counsel for the Chancellor be utilized as resources in reviewing the instrument. Dr. Maldonado clarified that Mr. Greg Powers is his attorney and that Mr. Vidal Martinez works for the system.

Dr. Tamez informed that the Board and Chancellor would work together and send a draft to the appropriate attorneys.

Mr. Glaser clarified that the third party quantified data should be provided. Dr. Maldonado noted that the numbers originate at the institution. He apprised that an explanation of the numbers would be provided.

Motion – Mr. Robinson motioned that the document titled Chancellor’s Priorities for 2014-2015 be converted into the format resembling the Employees Appraisal form with the five domains to be used as the instrument for the Chancellor evaluation. Dr. Tamez seconded.

Vote – The motion passed with a vote of 3-0.

DISCUSS FOR CONSIDERATION AN INSTRUMENT FOR BOARD TO PROVIDE FEEDBACK TO CHANCELLOR

Motion – Dr. Tamez motioned and Mr. Robinson seconded to approve the protocol for the chancellor for 2015-16 evaluation to include:

- Annual summit with mid-year review
 - Chancellor will present a document that will drive the mid-year review
- Self-Evaluation (Annually)
- Opportunity for Direct Reports to Evaluate (Annualized with feedback from direct reports)
 - Dialogue with direct reports that will provide feedback and provide feedback to Direct Reports
 - Chancellor should lead the discussion with direct reports
- Board’s individual and collective feedback

Vote – The motion passed with a vote of 3-0.

DISCUSS SCHEDULE FOR MONITORING OF EXPECTED GOALS FOR CHANCELLOR

Motion – Mr. Robinson moved and Dr. Tamez seconded to authorize the Chancellor and Committee Chair to develop the official timeline for the evaluation.

Vote – The motion passed with a vote of 3-0.

ADJOURNMENT

With no further business coming before the Board, the meeting adjourned at 10:43 a.m.

Minutes recorded, transcribed & submitted by:
Sharon Wright, Manager, Board Services

Minutes Approved as Submitted: January 22, 2015