

**SPECIAL MEETING
OF THE BOARD OF TRUSTEES
HOUSTON COMMUNITY COLLEGE**

March 10, 2015

Minutes

The Board of Trustees of Houston Community College held a Special Meeting on Tuesday, March 10, 2015, at the HCC Administration Building, Second Floor Auditorium, 3100 Main, Houston, Texas.

MEMBERS PRESENT

Zeph Capo, *Chair*
Robert Glaser, *Vice Chair*
Adriana Tamez, *Secretary*
Eva Loredo
Christopher W. Oliver
Carroll G. Robinson
Neeta Sane
David Wilson

ADMINISTRATION

Cesar Maldonado, Chancellor
Shantay Grays, Chief of Staff
E. Ashley Smith, Acting General Counsel
William Carter, Vice Chancellor, Information Technology
Kimberly Beatty, Vice Chancellor, Instructional Services, Chief Academics Officer
Teri Zamora, Vice Chancellor, Finance and Planning
Michael Edwards, Acting President, Coleman College
Fena Garza, President, Southwest College
Margaret Ford Fisher, President, Northeast College
William Harmon, President, Central College
Zachary Hodges, President, Northwest College
Irene Porcarello, President, Southeast College
Janet May, Chief Human Resources Officer
Carme Williams, Executive Director, HCC Foundation

OTHERS PRESENT

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

CALL TO ORDER

Mr. Zeph Capo, Chair, called the meeting to order at 11:38 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: Capo, Glaser, Loreda, Oliver, Robinson, Sane, Tamez, and Wilson)

UPDATE OF TRANSFORMATION PLAN FOR HCC

Dr. Maldonado provided a historical overview of the process that has been undertaken since his tenure include the following:

The Journey

- Input from stakeholders
- Data collection
- Broad engagement

What Did We Learn?

- Organizational culture
- Performance barriers
- Leadership diagnostic

The Result

- Research Findings
 - Need to leverage our size and resources
 - Need for clear vision
 - Need to eliminate inefficiencies
 - Need to align priorities across the system
 - Need to create opportunities

What We Know

- Student attendance by zip code

Moving Forward

- HCC's Business Model
- Focus
- Organizational Shift
- Achieving Excellence

Centering Excellence

- Centering Excellence and Connecting Community (Conceptual View)
- Presidential pitch results

(Mr. Capo stepped out at 11:54 a.m.)

- Determining excellence

- Expert faculty in the System
- Facilities in the System
- Equipment in the System
- Industry Corridor
- Ready to implement in Fall 2015
- Nomenclature Strategy
 - Institution: Houston Community College
 - Position: Institutes
 - Support: Centers for Excellence

(Mr. Capo returned at 11:59 a.m.)

- Sample of Institute using Coleman Health Sciences as an example
 - Coleman Health Science Institute
 - Center for Nursing Leadership at _
 - Center for Trauma Care at
 - Center for Dental Hygiene at
 - Center for
- Institutes
 - Public Safety
 - Global Energy Institute-Center for Process Technology
 - Logistics
 - Corrosion
 - Manufacturing
 - Digital & Information Technologies
 - Health Science
 - Consumer Arts & Science
 - Construction
 - Engineering
 - Media Arts & Technology
 - Business Technology
 - Transportation (future institution)
 - Maritime (future institution)
 - Aviation (future institution)
 - Robotics (planned institution)

Organizational Implications

- Organizational design
- Academic excellence
- District Reorganization (Chancellor's direct reports)
 - VC, Finance and Administration
 - VC, Instruction Services
 - VC, Student Services

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- VC, Planning, Institutional, Effectiveness & Innovation (repurpose position)

The Outcome

- Increase capacity to serve the community with technical and academic programs
- Increase faculty utilization rates
- Decrease cost of the delivery of instruction and support services
- Increase productivity of human capital
- Increase accountability at all levels of the organization
- Increase external funding opportunities through industry, grants, and other non-traditional sources
- Increase consistency and quality of student experience
- Increase student success

Fiscal Implications

- Net budget implications of institutional transformation is zero
- Savings generated from improved operational efficiency will be used for items such as:
 - Starting future institutions
 - Covering rising costs
 - Offsetting decreased funding streams

Implication

- Implementation Process
 - Board approved nomenclature
 - Budget planning begins
 - Implementation of organizational structure changes
 - State of the College
 - All College Day
 - Implement organizational communication plan
 - Commission the opening of Institutes
- Communicating the vision
- Community Engagement Strategy
- Trustee Engagement Strategy
- Trustee Engagement Samples

Dr. Maldonado presented recommendations provided by the State Comptroller from a report on HCC from 2003. He noted that the proposed transformation was not based on the report but is similar to the recommendations provided in the report.

Dr. Maldonado entertained questions.

Mrs. Sane informed that the presentation was well thought out. She apprised that she would like an executive summary regarding the net zero budget. Mrs. Sane noted that overall her concern is to make certain the transformation increases retention and student completion rates. She informed that her questions were provided to the administration.

Dr. Tamez apprised that the presentation was excellent. She noted that the college will not move from good to great without the transformation. Dr. Tamez requested that updates be provided regarding the transformation.

Mr. Glaser informed that Dr. Maldonado's resume depicted change and noted that he is looking forward to seeing the results.

Mr. Oliver apprised that the information is a lot to digest at one time. He expressed appreciation of the effort that went into putting together the presentation. He noted that his tenure has allotted for a participation of more than one transformation over the years. Mr. Oliver referenced the 2003 report and informed that the recommendations were not adopted regarding the downsizing of the presidents to three. He apprised that he is more concerned regarding buy-in by the overall body. He inquired if this is something that the majority of the people could digest and noted that the Board may have needed to be more involved in the process.

Mr. Oliver informed that he needs additional time to digest the plan. He apprised that if this is the recommendation of the Chancellor, he applauds the efforts. He requested more time to study the information.

Mr. Robinson expressed appreciation to the Chancellor. He noted that the Board should have some discussion regarding the information. He used a naming example of Southeast College and inquired if the recommendation is to drop southeast. Mr. Robinson informed that he is concerned regarding changing "college". He apprised that Coleman College is named in honor of someone and noted he would not want to cast a vote today and not be clear regarding the colleges and campuses named in honor of someone.

Mr. Robinson requested a map of all the facility locations and what is going to be placed in the buildings. He asked that the proposed names be applied to the map. Mr. Robinson informed that the presentation includes a picture that was difficult to determine the buildings. He apprised that he would like to see more details.

Mr. Robinson requested to see where the faculty is now and where they will go under the new plan to include the expertise deficiency. He noted that he has previously requested the information. Mr. Robinson informed that the assumption is that the carry cost was a part of the presidents' pitch. He apprised that he would like to see the equipment needs when transitioned to the nomenclature model.

Mr. Robinson noted that he would like to see the existing graduation rate and the projected graduation rate under the new model. He informed that he does not want to vote for making the change without any indication of how much the graduation, persistence and transfer rates will increase.

Mr. Robinson apprised that additional questions will be raised for budgeting purposes. He noted that his level of confidence in student services is minimal. Mr. Robinson informed that

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student services have been an area of concern for him since coming on board. He apprised that he has not seen an update of the results from the last student services reorganization.

Mr. Robinson noted that he is not against the plan but needs more data. He informed that more students are going to move to online delivery. He apprised that there was no data showing where the students will come from and requested data for the next quarter century on penetration rate and demographics on 25-30 year old.

Mr. Robinson noted that there is other data available but wants the data to show why the need to move to the model. He informed that he absolutely loves some of the plan presented but not certain if ready to get rid of “college”. Mr. Robinson apprised that he is not ready to approve moving from “college” without input from the community. He noted that the nomenclature is to go to college not go to an institute. He informed that he would like to see data undertaking the recommendation provided today.

Mr. Capo clarified that the presentation was a report item not requiring a vote. He expressed appreciation to the Chancellor for the update.

Mr. Capo apprised that he has some questions specifically regarding geographical of the colleges. He noted reemphasizing HCC as one system may have been overshadowed in the discussion of institutes.

Mr. Capo requested a deeper view of the budget regarding the transformation to include where the savings will be met, the connection between faculty and the classroom, and the role of the presidents if they are not geographically aligned. He noted that he would like a clearer understanding of the presidents and how is the staffing at 3100 Main changed, to include all staff not just the top administration. He inquired if the dollars will be pushed back to the colleges.

Dr. Maldonado referenced page thirty-two to elaborate on the role of the presidents. He informed that they would have an internal focus regarding the students and an external focus regarding their expertise. He apprised that a proforma and a review of 3100 Main staff to see where the changes will come from will be provided.

Ms. Loreda expressed appreciation for the presentation. She noted that changes and improvements are needed to include streamlining and accountability throughout the system. She informed that in speaking with the students they expressed that more advising is needed and she apprised that the effort is to make certain students graduate.

Ms. Loreda noted that she likes the plan but is not in favor of the usage of the word “institution”. She informed that so much work has been put into making certain students go to college. She apprised that the terminology “center” does not speak too highly.

Mr. Capo noted that the next agenda item speaks to changing to institutes and centers.

Ms. Loreda informed that is a great approach but needs more time to digest.

Mr. Wilson congratulated Mr. Capo on being elected as president of the Houston Federation of Teachers.

Mr. Wilson inquired if the transformation complies with the Southern Association of Colleges and Schools and the Texas Higher Education Coordinating Board. He apprised that the plan runs diametrically opposed to his philosophy. Mr. Wilson noted that he is not in support of administration taking over the operation of the colleges. He apprised that the plan is going 180 degrees to where he would like for it to go.

Mr. Wilson referenced page thirty-seven that states the Board approved nomenclature. He noted that it seems that the most important part the plan, the Board's approval has been bypassed. He inquired if the Board is a rubber stamp and informed that he has other concerns but did not want to see the presidents reporting to different area without approval of the Board.

Mrs. Sane apprised that she likes the concept and requested the following data:

- Current persistence rate
- Projected persistence rate
- Measurable Student Services improvements
- Budgetary data

Dr. Tamez noted that workforce demands better jobs and expressed for the chancellor to move the college into the future.

Mr. Glaser informed that the goal should be to make college more affordable for students. He apprised that he would like to see a focus on reducing the cost for students and more efficiency in delivery.

Mr. Oliver noted that his hope is that the institution would be a hundred percent behind the plan once it has been brainstormed. He informed that his concern is that the plan tells what needs to be done, but not why it needs to be done.

(Mr. Oliver stepped out at 1:06 p.m.)

Mr. Robinson inquired of the financial decisions. He apprised that there needs to be discussion regarding debt. He noted that he understands that administration structure is not in his purview but evaluating the structure and the chancellor is within the Board's purview. He informed that he did not receive necessary supportive data.

(Mr. Oliver returned at 1:09 p.m.)

Mr. Robinson apprised that enrollment, graduation, and persistence benchmarks are what he would like to see. He noted that he does not need to sign off on who the presidents report to because it is not in the purview of the Board but would like to see the standards to

show that transformation is working. He informed that he would like to see the future data to make certain there are adequate people in the pipeline.

Dr. Maldonado apprised that he agrees with accountability. He noted that there are ten thousand moving pieces to include compensation study and new buildings coming on line as it relates to net zero. Dr. Maldonado informed that identifying the baseline is important.

APPROVAL OF NOMENCLATURE STANDARD FOR COLLEGE OPERATING UNITS

Motion – Mrs. Sane moved and Ms. Loredo seconded.

Dr. Maldonado noted that the item is a nomenclature. He informed that the data is qualitative. He apprised that the proposal is not dropping the name “college” nor is it to drop or separate the offering of programs. Dr. Maldonado noted that it would remain one college and the approach is to align around one name. He informed that we are one college and when attending an event, it should just denote Houston Community College. He apprised that the proposal denotes that we are one college.

Dr. Maldonado noted that the consultant engaged showed that there is a misalignment and colleges are moving in different ways. He apprised that Houston Community College will always be first. He noted that the naming would provide better alignment with industry and allow for better communication with students.

Ms. Loredo informed that it has taken forty-two years to get here and stated that she likes the plan to keep Houston Community College but feels that she could identify without the wording of institution. She apprised that she likes the transformation but not ready for the name change.

Mr. Oliver noted that the college is Houston Community College System and informed that system normally yields a chancellor. He apprised that the colleges are part of the system. Mr. Oliver inquired about naming facilities in the future. He noted that Coleman and Willie Lee Gay are named after individuals because of their contribution. He informed that he is not ready for the name change as he is still trying to digest the roll out plan.

Mr. Robinson apprised that there are three named colleges: Coleman, Willie Lee Gay and the Fashion Program at Central. Dr. Maldonado noted that he is not proposing to change those names.

Mr. Robinson informed that some of the changes he could live with. He apprised that staff works for the chancellor and recommended to implement the standards desired. He inquired if there would be departments within the college. He noted that he is not certain institute is the appropriate designation across the board.

Mrs. Sane inquired where the academic programs will be housed. Dr. Maldonado informed that the academic programs will be managed centrally and distributed throughout the system. He apprised that the name would be for example Houston Community College at Pinemont as opposed to Houston Community College Northeast.

Mrs. Sane inquired how manufacturing would be tied to institute. Dr. Maldonado noted that it would be Houston Community College Institute of Advanced Manufacturing.

Mrs. Sane inquired if research has been conducted regarding peer institutions. Dr. Maldonado provided information regarding the research done.

Mr. Capó inquired if the naming has to be mutually exclusive and inquired if a list of naming updates could be provided.

Mr. Wilson informed that item B is not about nomenclature and apprised that the approval would give administration authority to do what they want.

(Ms. Loredó stepped out at 1:36 p.m.)

Mr. Wilson inquired when the term centers of excellence was approved.

Mr. Glaser noted that naming an institute is not naming a physical building. He clarified that the effort is to focus on instruction in a certain area with the goal of becoming the best in this area. Mr. Glaser informed that the effort is to be the best and his understanding of the named institute is to bring the goal of being the best together.

(Ms. Loredó returned at 1:39 p.m.)

Dr. Maldonado apprised that the institute of health sciences would not be located in one place but there would be multiple locations that would make up an institute.

Mr. Robinson noted that you are not able to tell people that you are the best. He informed that there is an objective standard in being the best. Mr. Robinson apprised that the best includes the best graduation and persistence rates. He noted that he is not voting for anything until he is clear on the item. He informed that changing a nomenclature does not change the silo mentality. He apprised that his only concern is not to change the name of Coleman College.

Mr. Oliver moved to call the question. The motion failed 3-4 with Capó, Oliver and Robinson in favor and Trustees Loredó, Sane, Tamez, and Wilson opposing.

Mrs. Sane inquired if a vote is needed immediately.

Ms. Loredó noted that her vote of no on the name change is not reflective of her support of the transformation plan.

Mr. Capó inquired if the name change has to come at the same time or if they could be voted on individually with a list of names. Dr. Maldonado informed that he will do whatever the Board desires.

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Mr. Robinson requested clarification if the Board vote on the name change is approved, would it then be presented to the community for input. Dr. Maldonado noted that is not the recommendation.

Mr. Capo apprised that his recommendation would be to pull the item.

Mr. Wilson noted that there are three options regarding the item to include vote on the item, table, or postpone.

Mr. Capo informed that the option would be to change the motion or table it.

Motion - Dr. Tamez motioned to table the item and Mrs. Sane seconded.

Motion Withdrawn - Dr. Tamez withdrew her motion and Mrs. Sane withdrew the second.

Motion - Dr. Tamez moved to postpone the item and Mrs. Sane seconded. The motion passed with vote of 7-1 with Mr. Wilson opposing.

ADJOURNMENT

With no further business coming before the Board, the meeting adjourned at 1:53 p.m.

Minutes recorded, transcribed & submitted by:

Sharon Wright, Manager, Board Services

Minutes Approved as Submitted: April 16, 2015