

**SPECIAL MEETING
(BOARD RETREAT)
OF THE BOARD OF TRUSTEES
HOUSTON COMMUNITY COLLEGE**

December 13, 2016

Minutes

The Board of Trustees of Houston Community College held a Special Meeting (Board Retreat) on Tuesday, December 13, 2016 at Doneraki's Restaurant, 300 Gulfgate, Houston, Texas 77087.

MEMBERS PRESENT

Adriana Tamez, Board Chair
Robert Glaser, Vice Chair
Carolyn Evans-Shabazz, Secretary
Zeph Capo
Eva Loreda
Christopher W. Oliver
Neeta Sane
Dave Wilson

ADMINISTRATION

Cesar Maldonado, Chancellor

OTHERS PRESENT

Jarvis Hollingsworth, Board Counsel, Bracewell LLP
James Nowlin, Retreat Facilitator, Excel Global Partners
John Sheldon, Retreat Facilitator, Excel Global Partners

CALL TO ORDER

Dr. Adriana Tamez, Chair, called the meeting to order at 4:14 p.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, Evans-Shabazz, Glaser, Sane, Tamez and Wilson)

TOPICS FOR DISCUSSION AND/OR ACTION

BOARD OF TRUSTEES QUARTERLY RETREAT

Dr. Tamez welcomed the Board members and informed that the meeting is one of the quarterly board retreats that will be held throughout the year. Dr. Tamez informed that the meeting would be facilitated by Excel Global Partnership.

(Mr. Oliver joined the meeting at 4:17 pm.)

Houston Community College
Special Meeting – December 13, 2016 – Page 2

James Nowlin apprised that the purpose of the meeting is to continue the team building efforts initiated at the previously held Board Retreat. He noted that the Board goals and challenges will be discussed. The Board entered a discussion on the following:

- Why are we here?
- Follow up from last retreat

Dr. Evans-Shabazz made comments on the retreat.

Mr. Capo expressed that there has been some increased level of patience since the last retreat.

Mr. Nowlin recorded the following comments from the Trustees regarding goals and challenges:

- Patience
- Shorter Meetings
- Trust
- Policy vs. Operations

(Ms. Loreda joined the meeting at 4:33 pm.)

Mr. Oliver addressed the comments regarding lengthy discussions held on agenda items and noted the purpose is to ask questions to better understand the item.

Dr. Tamez noted that if information is sent prior to the meetings questions could be resolved before the meetings. Mr. Sheldon asked how the Single Point of Contact (POC) is working out, since it was discussed previously.

Dr. Tamez noted it has been working if an item needs to be facilitated. Dr. Evans- Shabazz noted she goes directly to the Chancellor.

Dr. Maldonado noted it is not an issue and noted addressing some requests has been lengthy and some are issues that would not have an effect on the current processes.

Mr. Wilson noted that his inquiry is not viewed as lengthy, and he provided an example that a contract was requested and he is still waiting for a reply.

Dr. Maldonado noted that if more information is provided about the request, then requests can be handled timely.

Mr. Nowlin noted that skill sets sometimes are not transferrable and the complexity of the Trustees roles are different at different levels based on the size of the institution.

Houston Community College
Special Meeting – December 13, 2016 – Page 3

Mr. Sheldon noted that strategic questions need to be asked as related to the Board roles.

Dr. Tamez noted there needs to be a level of trust to allow administration to make the executive decisions necessary to move forward.

Mr. Sheldon noted the difference of when to be a Trustee and when to be a community role model has to be determined. He added requests need to be phrased in a certain way and with timeline expectations.

Dr. Maldonado explained that the Weekly Administrative Brief (WAB) is a system utilized to inform all the Trustees of their requests, and noted that he wants to be responsive by having it come through the Board chair or him.

Mr. Sheldon noted that it is the Board responsibility to set policy.

Dr. Evans-Shabazz noted the Board needs to be engaged in policy and not be involved in asking for materialistic information.

Mr. Oliver noted that he reserves the right to ask a question and it needs to set well when asking and not be viewed in a negative way.

Mr. Glaser noted that as an elected board with different backgrounds, they are not experts and should be able to rely on Board Services as a resource to ask questions and get answers within the office without bogging down administration. He added that discussions and decisions can be difficult without the right information.

Mr. Nowlin inquired as to what level of detail information is needed.

Dr. Tamez mentioned that HISD trustees work with their assistants to obtain the information being requested. Dr. Maldonado noted that Board Services would still need to consult with the Chancellor or Vice Chancellor for information being requested by Trustees.

Ms. Loreda noted the Board has come a long way. She apprised that Trustees are elected and answer to the community. She associated with Mr. Glaser on the lack of information to make a sound decision.

Mr. Wilson noted if there is a lack of trust there is a need for wanting more information. He referred to the budget as an example and apprised the lack of skills in certain areas can be a deficit.

Mrs. Sane noted that requests are of operational details and answers provided should be strategically focused.

Houston Community College
Special Meeting – December 13, 2016 – Page 4

Mr. Nowlin inquired of how much information is needed to address the requests.

Mr. Capo concurred with Ms. Loredo and noted that there is a lack of caring and training for the Board on understanding how to agree or disagree with each other.

Mr. Sheldon requested Trustees name one topic that can be included in a boot camp. The Trustees listed the following:

- Mr. Wilson – Finances/ Financials
- Dr. Evans- Shabazz – Budget
- Mr. Glaser – Customer/ Integration with ISDs/ Student Upstreaming
- Mrs. Sane – Board members have dual roles- to the college and to their constituents
- Ms. Loredo – Finances/Budgeting/ Allocating more money in student services
- Mr. Capo – Bond Construction Reporting
- Dr. Tamez – Budget/ Financials
- Mr. Oliver – Faculty/ Communication with administration on a daily basis

(Ms. Loredo stepped out at 5:50 p.m.)

Mr. Nowlin discussed the contribution equation that includes commitment, capability, and capacity. Mr. Nowlin requested the Trustees share a strength and identify one thing they would like to see measured. The Trustees provided the following strengths:

(Ms. Loredo returned at 6:00 p.m.)

- Mr. Wilson - persistence
- Dr. Evans-Shabazz - student services and academics
- Mr. Glaser - finance
- Mr. Capo - personnel, HR
- Dr. Tamez - management/operations
- Ms. Loredo - academics/ instructional leadership
- Mrs. Sane - analytical skills
- Mr. Oliver - experience

(The meeting recessed at 6:01 p.m. and reconvened at 6:15 p.m.)

Mr. Nowlin resumed discussion and provided a presentation of a matrix that can be used for measurement to include the following:

- How Do We Do This?
 - Review of Doing Good Better
 - Why Are We Here: Service is Privilege, not a Sacrifice, page 116

- What Are We Doing: Look for Excuses to Celebrate, page 117
- The Rule of Fair Play
 - Why am I here? Why are they here?
 - What is my goal? What is our goal?
 - What do we need from each other?
 - Who is in charge of the success of this workshop?
 - Who is in charge of safety?
 - Who is in charge of sustainable outcomes?
 - How do we create an environment that eliminates fear?
- The Emotional Bank Account
 - Deposits and Withdrawals
 - 5-7:1 Ratio
- The Elimination of Fear
- The Power of Vulnerability

Mr. Nowlin noted that effective leadership requires that others are provided with positive feedback for every single time criticism and complaints are provided. He added that positive affirmation creates trust and negative feedback pulls from that trust.

Mr. Nowlin provided an overview of TRUST and noted that in order to achieve the mission, the mission needs to be TRUSTed.

- T = Together
- R = Relationships & Results-Focused
- U = Understanding
- S = Situational Awareness
- T = Tough it Out
- (T+R+U+S+T)

Mr. Nowlin noted the Board develops the idea and plan and the administration is responsible for the execution. He provided an overview of the power of teamwork.

Mr. Nowlin assigned a goal exercise to the Trustees called “Letter to Self”. Mr. Nowlin requested the Trustees complete the letter with their goals and noted that the letter would be sealed and mailed to the individual Trustee in 45 days.

Mr. Nowlin provided an overview of **SMART GOALS**: How to Achieve Them?

- **Specific**
- **Measurable**
- **Attainable + Accountable**
- **Relevant**

- Time-Bound

Mr. Sheldon recommended setting aside the baggage being carried for 2016 and inquired about goals to be achieved in 2017.

Mr. Oliver inquired if the EGP will continue to facilitate the meetings and asked their opinion of the Board. Mr. Sheldon noted that the Board has to get beyond their personal feelings and move forward. Mr. Nowlin noted that he has sat on a split board and noted the mission of that board could not be accomplished. He noted that working with the HCC Board is a pleasure because it revolves around people who are willing to step forward beyond vulnerability.

Trustee Glaser expressed appreciation to Mr. Nowlin and Mr. Sheldon.

ADJOURNMENT

With no further business coming before the Board, the meeting adjourned at 7:03 p.m.

Minutes submitted by Sharon Wright, Director, Board Services

Minutes Approved as Submitted: January 19, 2017