

**MEETING OF THE
STRATEGIC PLANNING COMMITTEE
OF THE BOARD OF TRUSTEES
HOUSTON COMMUNITY COLLEGE**

September 8, 2016

Minutes

The Strategic Planning Committee of the Board of Trustees of Houston Community College held a meeting on Thursday, September 8, 2016 at the HCC Administration Building, Second Floor Auditorium, 3100 Main, Houston, Texas.

MEMBERS PRESENT

John P. Hansen, Committee Chair
Robert Glaser, Committee Member
Neeta Sane, Committee Member
Zeph Capo, Alternate Committee Member
Carolyn Evans-Shabazz
Eva Loreda
Adriana Tamez

ADMINISTRATION

Cesar Maldonado, Chancellor
Melissa Gonzalez, Vice Chancellor/Chief of Staff
Ashley Smith, General Counsel
Teri Zamora, Senior Vice Chancellor, Finance and Administration
Kimberly Beatty, Vice Chancellor, Instructional Services, Chief Academic Officer
Athos Brewer, Vice Chancellor, Student Services
William Carter, Vice Chancellor, Information Technology
Madeline Burillo, President, Southwest College
Margaret Ford Fisher, President, Northeast College
William Harmon, President, Central College
Zachary Hodges, President, Northwest College
Phillip Nicotera, President, Coleman College
Irene Porcarello, President, Southeast College
Janet May, Chief Human Resources Officer

OTHERS PRESENT

Jarvis Hollingsworth, Board Counsel, Bracewell & Giuliani
Melissa Miller-Waters, President, Faculty Senate
Other administrators, citizens and representatives from the news media

CALL TO ORDER

Mrs. Sane, Committee Member, called the meeting to order at 9:44 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, Evans-Shabazz, Glaser, Hansen, Loredo, Sane, and Tamez)

TOPICS FOR DISCUSSION AND/OR ACTION

REPORT ON STRATEGIC PLAN

Dr. Maldonado apprised that an update would be provided by Dr. Kimberly Beatty on the Imagine 2019 Strategic Plan.

Dr. Beatty provided an overview of Imagine 2016 Strategic Plan to include the following:

(Ms. Loredo stepped out at 9:45 a.m.)

- Strategic Plan Retreat
 - Team building
 - SMAART goals
 - Revised goals
- TracDat Training
 - 19 – Sessions Offered
 - 74 – Trainees Engaged
 - 49 – Directly Responsible Individuals (DRIs) Available to Receive Actions
- Operationalized the Plan
 - Divisions – 14
 - Units – 62
 - Concurrent Actions – 704
 - Independent Actions – 569
- Website Demonstration
- Strategic Plan Timeline
- Next Steps

Mr. Capo expressed appreciation for establishing the baseline.

Mrs. Sane inquired about the measureable goals to be established in the next 12 months. Dr. Beatty responded that there are 569 independent actions prioritized by each division. Dr. Maldonado noted that the targets and the progress will be encompassed as a part of the Key Performance Indicators (KPIs).

Mrs. Sane requested to focus on enrollment, the secondary KPI, and asked if there will be measurable goals for the next twelve months. Dr. Maldonado noted a target will be provided but the goal is success and completion. He added if the focus is to increase the number of graduates student success will accelerate, but there will be a drop in enrollment. He noted that enrollment by itself is not a complete indicator of progress towards contributing to the workforce student success and university transfers, which is why it is a secondary indicator and not a key indicator.

(Dr. Hansen joined the meeting at 9:58 a.m.)

Mrs. Sane responded that enrollment and completion needs to be simultaneously tackled to graduate more students but there must be more enrollment. Dr. Beatty added the Strategic Enrollment Council is creating models to develop enrollment targets that will show how enrollment projections are forecasted.

Mr. Glaser noted it is good to have targets that are in place regarding enrollment but we need to be cognizant of the enrollment numbers considering the investment that will be put in place with the bond program.

Dr. Tamez noted that the Board has been discussing enrollment and noted it needs to be a target. Dr. Maldonado noted that enrollment requires marketing, community outreach, and partnerships with ISDs. He apprised that over a period of multiple years the number will increase. He indicated there is no marketing in areas outside of the urban area. He emphasized that he does not want it to appear that enrollment is not important because it is critical to the growth of the institution.

Mr. Capo noted he does not disagree with the Chancellor on the marketing and the growth pattern of the ISD but apprised there needs to be strategic thinking outside of the box that include areas other than ISDs. Dr. Maldonado noted the student body age range of 19-35 is being reached but needs improvement.

Mrs. Sane agreed that completion and enrollment are equally important and noted COEs were opened and enrollment increases were anticipated. She expressed the goals are to make certain the Centers are at full to capacity. She asked what the enrollment growth expectation will be by next fall. Dr. Beatty reiterated that Mrs. Sane's question contained three elements and added that the student services transformation will develop stronger embedded advising models in the COEs to assist with enrollment. She explained the second component is the Strategic Enrollment Council's 3-prong approach that includes recruitment, marketing, and program vitality by prioritizing programs to be marketed based on labor markets, enrollment, etc. She concluded with the third component is conversations with the Presidents to develop long and short term operational growth plans for each of the COEs. Dr. Beatty added that part of the modeling and projections in enrollment is a target and goal for the overall institution's enrollment.

Dr. Maldonado noted the data on the dashboard or the fact book has been reviewed to make certain it is a true picture of the outlook. He noted there are more than 59 students enrolled in the COE for Manufacturing but the data provided had not been reviewed. He added that the databases were not being kept up for years and apprised that the effort is to update them, but it will take a few cycles.

Mrs. Sane noted that the number of students enrolled in any program should be available at any given time. Dr. Maldonado noted the data pool is available on the dashboard and agrees that good data is needed to make management decisions.

(Note: Mrs. Sane turned the meeting over to Dr. Hansen, Committee Chair)

Mr. Glaser apprised that the assumption was the data conveyed to the Board had been reviewed and vetted because decisions are being made based on what is provided. Dr. Maldonado noted that the data is presented on a regular basis on the dashboard and the efforts are to refer the Board to the areas where the data is available.

Dr. Tamez inquired the college's status in comparison to other institutions in reporting accurate and timely data on enrollment. Dr. Maldonado noted that generally the data presentation on the dashboard is fairly robust and timely reports are made at the same rate as other institutions. He added the awards received in recognition for performance and enrollment are based on real and accurate data, but the systems are not designed to handle real time data and neither are other higher education organizations. He noted the previous data systems were not robust.

Dr. Beatty noted that it is not that the data is not accurate. She noted the creation of COEs required re-mapping of enrollment based on students who declared majors, which shifted how data is mapped in the system. She added as transformation continues so will the data systems.

Dr. Tamez expressed that communication indicating what is the data and footnoting the source are imperative. She noted the Board needs to be educated and informed. Dr. Maldonado noted the reason for going to the TASB form policy is to make information readily available. He added that the purpose of the dashboard is to provide accurate information and noted how it is queried makes a difference. He referenced the COE for Manufacturing and explained that there are 250 students enrolled of which 48 are at SW College. He apprised that the Trustees will be directed to the dashboard as a resource for data inquiries.

Mrs. Sane expressed that at any point in time Trustees need to know the status of enrollment especially with the opening of new COEs and expect enrollment to increase. She asked what is the goal for next year that can be measured because she is not seeing the milestone. Dr. Beatty noted that next month is the annual enrollment report and targets will be included by COEs.

Mr. Glaser noted that he reviewed the dashboard and the enrollment shows 48 students for the COE for Manufacturing at SW. Dr. Maldonado explained the COE in Manufacturing has a

total enrollment of 250 that encompasses students from all of HCC and the 48 is for students at the COE at SW.

Mr. Capo recommended scheduling a workshop on the operation of the dashboard for the query and the interpretation of right data.

(Ms. Loreda returned at 10:26 a.m.)

Mrs. Sane noted that she is fine with the workshop but also recommended receiving the link to the database.

REPORT ON TRANSFORMATION

Dr. Maldonado noted Dr. Melissa Gonzalez would provide an update on Transformation Phase I closeout and the anticipation of Phase II.

Dr. Gonzalez provided an overview to include the following:

Phase I

- Timeline
- District-wide Accomplishments
- Instructional Services Accomplishments
- Awards
- Recognitions

Phase II

- Phase 2 Functional Area Restructuring
- Communications Division
- Communications Division Organizational Chart
- Planning & Institutional Effectiveness Division
- Planning & Institutional Effectiveness Division Organizational Chart
- Student Services: Designing the Ultimate Student Experience
- Information Technology Security Plan (FY 2016-2018)
- Transformation

Mrs. Sane inquired about the dual credit growth as reference in the report provided. Dr. Beatty noted the report is broken out by colleges with a summary page depicting an 8% increase over the previous year. Dr. Beatty noted the numbers referenced in the information provided for the Board was for the previous years. She noted the numbers will continue to grow with an expectant increase given the expansion in Stafford.

Mr. Glaser followed up on Mrs. Sane's statement noting he received the same data from Board Services reflecting inconsistency with the timeline presented. Dr. Beatty concurred and explained that the numbers presented included what was accomplished in 2015-2016.

ADJOURNMENT

With no further business coming before the Board, the meeting adjourned at 10:39 a.m.

Minutes submitted by Sharon Wright, Director, Board Services

Minutes Approved: October 20, 2016