



## **AGENDA**

### **SPECIAL MEETING OF THE BOARD OF TRUSTEES**

**October 30, 2015  
9:00 a.m.**

**HCC Administration Building  
3100 Main, 2nd Floor Auditorium  
Houston, Texas 77002**



## **Strategic Plan 2012-2015**

Creating Opportunities for Our Shared Future  
*(Approved by the HCC Board of Trustees, June 22, 2012)*

### **Mission**

Houston Community College is an open-admission, public institution of higher education offering a high-quality, affordable education for academic advancement, workforce training, career and economic development, and lifelong learning to prepare individuals in our diverse communities for life and work in a global and technological society.

### **Vision**

HCC will be a leader in providing high quality, innovative education leading to student success and completion of workforce and academic programs. We will be responsive to community needs and drive economic development in the communities we serve.

### **Strategic Initiatives**

- Initiative #1: Increase Student Completion
- Initiative #2: Respond to Business and Industry
- Initiative #3: Develop 21st Century Learners
- Initiative #4: Support Faculty/Staff Professional Development and Student Leadership
- Initiative #5: Support Innovation
- Initiative #6: Support Entrepreneurialism
- Initiative #7: Leverage Partnerships

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

**October 30, 2015**

Notice is hereby given that the Board of Trustees of Houston Community College will hold a Special Meeting on Friday, the thirtieth (30<sup>th</sup>) day of October 2015, at 9:00 a.m., or after, and from day to day as required, at HCC Administration Building, 3100 Main, 2nd Floor Auditorium, Houston, Texas, 77002. The items listed in this notice may be considered in any order at the discretion of the Chair or Board and items listed for closed session may be discussed in open session and vice versa as permitted by law. The Board may take final action with regard to items listed in this Notice without further action at a Regular Board Meeting.

**I. Call to Order**

**II. Topics for Discussion and/or Action**

- A. Presentation on International Initiatives.
- B. TASB Policy Workshop.
- C. Legislative Update.

**III. Adjournment to closed or executive session pursuant to Texas Government Code Sections 551.071; 551.072 and 551.074, the Open Meetings Act, for the following purposes:**

**A. Legal Matters**

- 1. Consultation with legal counsel concerning pending or contemplated litigation, a settlement offer, or matters on which the attorney's duty to the System under the Texas Disciplinary Rules of Professional Conduct clearly conflicts with the Texas Open Meetings Laws.

**B. Personnel Matters**

- 1. Deliberate the appointment, employment, evaluation, reassignment, duties, discipline or dismissal of a public officer or employee, or to hear complaints or charges against the chancellor, employees or board members, unless the officer, employee, or board member who is the subject of the deliberation or hearing requests a public hearing.

**C. Real Estate Matters**

- 1. Deliberate the purchase, exchange, lease, or value of real property for Agenda items if deliberation in an open meeting would have a detrimental effect on the position of the System in negotiations with a third person.

Houston Community College  
Special Meeting – October 30, 2015

**IV. Additional Closed or Executive Session Authority**

If, during the course of the meeting covered by this Notice, the Board should determine that a closed or executive meeting or session of the Board should be held or is required in relation to any items included in this Notice, then such closed or executive meeting or session as authorized by Section 551.001 et seq. of the Texas Government Code (the Open Meetings Act) will be held by the Board at that date, hour and place given in this Notice or as soon after the commencement of the meeting covered by the Notice as the Board may conveniently meet in such closed or executive meeting or session concerning:

Section 551.071 – For the purpose of a private consultation with the Board’s attorney about pending or contemplated litigation, a settlement offer, or matters on which the attorney’s duty to the System under the Texas Disciplinary Rules of Professional Conduct clearly conflicts with the Texas Open Meetings Laws.

Section 551.072 – For the purpose of discussing the purchase, exchange, lease or value of real property if deliberation in an open meeting would have a detrimental effect on the position of the governmental body in negotiations with a third person.

Section 551.073 – For the purpose of considering a negotiated contract for a prospective gift or donation to the System if deliberation in an open meeting would have a detrimental effect on the position of the System in negotiations with a third person.

Section 551.074 – For the purpose of considering the appointment, employment, evaluation, reassignment, duties, discipline or dismissal of a public officer or employee or to hear complaints or charges against a public officer or employee, unless the officer or employee who is the subject of the deliberation or hearing requests a public hearing.

Section 551.076 – To consider the deployment, or specific occasions for implementation of security personnel or devices, or a security audit.

Section 551.082 – For the purpose of considering discipline of a student or to hear a complaint by an employee against another employee if the complaint or charge directly results in a need for a hearing, unless an open hearing is requested in writing by a parent or guardian of the student or by the employee against whom the complaint is brought.

Section 551.084 – For the purpose of excluding a witness or witnesses in an investigation from a hearing during examination of another witness in the investigation.

Should any final action, final decision, or final vote be required in the opinion of the Board with regard to any matter considered in such closed or executive meeting or session, then such final action, final decision, or final vote shall be at either:

Houston Community College  
Special Meeting – October 30, 2015

- A. The open meeting covered by this Notice upon the reconvening of the public meeting, or
- B. At a subsequent public meeting of the Board upon notice thereof, as the Board shall determine.

**V. Reconvene in Open Meeting**

**VI. Adjournment**

**Certificate of Posting or Giving of Notice**

On this the 27<sup>th</sup> day of October 2015, at or before 9:00 a.m., this Notice was posted at a place convenient to the public and readily accessible at all times to the general public at the following locations: (1) the HCC Administration Building of the Houston Community College, 3100 Main, First Floor, Houston, Texas 77002; (2) the Harris County's Criminal Justice Center, 1201 Franklin, Houston, Texas 77002; (3) the Fort Bend County Courthouse, 401 Jackson, Richmond, Texas 77469; and (4) the Houston Community College System's website, [www.hccs.edu](http://www.hccs.edu). The Houston Community College's Fort Bend County public meeting notices may be viewed after hours (i.e. between the hours of 5:30 p.m. and 7:30 a.m.) on the kiosk located on the west side of the new Fort Bend County Courthouse (the "William B. Travis Building"), located at 309 South Fourth Street, Richmond, Texas 77469.

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Rose Sarzoza-Pena  
Manager, Board Services

# REPORT ITEM

Meeting Date: October 30, 2015

ITEM NO.	ITEM TITLE	PRESENTER
<b>A</b>	<b>Presentation on International Initiatives</b>	<b>Dr. Cesar Maldonado Dr. Edmund Herod</b>

## DISCUSSION

Report on past/current activities and future plans for the Office of International Initiatives.

## DESCRIPTION OR BACKGROUND

To compete in an increasingly international economic environment, Houston Community College prepares students and college employees to meet the challenges associated with global connectedness. As well as providing learning and development opportunities for faculty, staff, and students, international initiatives can provide income for the college and also bring positive attention to our institution.

In this report, the Office of International Initiatives highlights the College's past and present international initiatives and revisits the rationale for pursuing international initiatives.

## FISCAL IMPACT

N/A

## STRATEGIC INITIATIVES ALIGNMENT

*Strategic Initiative:* Respond to Business and Industry  
Support Innovation  
Increase Student Completion  
Develop 21st Century Learners

Attachment Title(s): **Presentation on International Initiatives (Will be provided under separate cover)**

This item is applicable to the following:

Central     Coleman     Northeast     Northwest     Southeast     Southwest     3100

# REPORT ITEM

Meeting Date: October 30, 2015

ITEM NO.	ITEM TITLE	PRESENTER
<b>B</b>	TASB Policy Workshop	Dr. Cesar Maldonado Ashley Smith

## DISCUSSION

TASB consultants will provide the Board with an overview of the TASB policy process, explain the difference between legal policies, local policies, administrative regulations and exhibits, and demonstrate how to use the searchable policy website, and answer any questions about specific local policy.

## DESCRIPTION OR BACKGROUND

The HCC Board of Trustees must regularly review and update its policies to ensure they conform and comply with applicable law, best practices, and the Board's vision, mission, values, and goals. Additionally, Board policies must establish clear and written guidelines for the administration to follow when carrying out operations. Where HCC is a member of the Texas Association of Community Colleges, TASB Policy Service provides members who subscribe to the Localized Policy Manual with a suite of policies designed to comply with and meet statutory demands and the college's unique local issues while also maintaining and updating the content to be consistent with current law. TASB's framework includes legal policies which restate the law and legal requirements as it applies to community colleges (TASB Legal), local policies recommended by TASB to meet the individual needs of the college on key policy issues (TASB Local), and administrative regulations designed to implement policy or describe a procedure (TASB Regulation).

Where the Board is empowered to adopt and define policy, the TASB policy manual serves to articulate a clear governance foundation for district activities and is structured to provide the legal requirements and local board mandates and guidelines where they exist for each of the major areas of operations: Basic District Foundations, Local Governance, Business and Support Services, Personnel, Instruction, Students, and Community and Governmental Relations.

## FISCAL IMPACT

Not available at this time

## STRATEGIC INITIATIVES ALIGNMENT

*Strategic Initiative:* Support Innovation

This item is applicable to the following:

Central  Coleman  Northeast  Northwest  Southeast  Southwest  3100

# REPORT ITEM

Meeting Date: October 30, 2015

ITEM NO.	ITEM TITLE	PRESENTER
<b>C</b>	<b>Legislative Update</b>	<b>Jarvis Hollingsworth</b>

## DISCUSSION

Provide an overview of relevant policy matters emerging from the Texas 84<sup>th</sup> legislative session.

## DESCRIPTION OR BACKGROUND

## FISCAL IMPACT

To be determined.

## STRATEGIC GOAL ALIGNMENT

*Strategic Initiative:* Increase Student Completion  
Respond to the Needs of Business and Industry

Attachment Title(s): **Legislative Update Presentation**

This item is applicable to the following:

Central     Coleman     Northeast     Northwest     Southeast     Southwest     3100



October 30, 2015

Jarvis V. Hollingsworth, Board Counsel

**2015 LEGISLATIVE UPDATE FOR  
HOUSTON COMMUNITY COLLEGE  
BOARD OF TRUSTEES**

## Ethics

- HB 23: Conflict Disclosure
  - Effective September 1, 2015.
  - Requires a local government officer to file a Conflict of Interest Disclosure Statement under Chapter 176 of the Texas Government Code.
  - A disclosure must include:
    - Any employment or business relationship with an officer or family member resulting in more than \$2,500 income over a 12-month period; or
    - Any gifts exceeding an aggregate of \$100 (previously \$250) accepted by the officer or a family member (related in the first degree of consanguinity or affinity) of the official during the 12-month period before the official learns that a contract has been executed or is being considered.

## Ethics

- HB 23: Conflict Disclosure (cont.)
  - “Local Government Officers” include the following individuals:
    - Board members;
    - College presidents or Chief Executive Officers; and
    - An agent for a local governmental entity who exercises any discretion in planning, recommending, selecting, or contracting with a vendor.
  - “Gift” is a benefit including food, lodging, transportation and entertainment accepted as a guest, but does not include a benefit offered on account of a family or other relationship independent of an individual’s official status.
  - “Agent” of the entity is an individual who exercises discretion in the planning, recommending, selection or contracting of a vendor. An agent includes an employee.
  - “Vendor” is a person who enters or seeks to enter into a contract with the entity, and includes an agent of a vendor.

## Ethics

- HB 23: Conflict Disclosure (cont.)
  - Although food is included in the statutory definition of a Gift, there is a limited exception to the disclosure requirement, under which Board members are not required to disclose:
    - Political contributions; or
    - Food accepted as a guest.
  - “Value” is not defined in the statute. TASB recommends basing the value of a gift on the total amount paid for the item.

## Ethics

- HB 23: Conflict Disclosure (cont.)
  - A vendor is required to file a Conflict of Interest Questionnaire if the vendor has a business relationship with the entity; and
    - Any employment or business relationship with an officer or family member of an officer resulting in more than \$2,500 income over a 12-month period;
    - Has given an officer of the entity one or more gifts with an aggregate value of \$100 in the preceding 12-month period; or
    - Has a family relationship (within third degree of affinity and second degree of consanguinity) with an officer or the entity.
  - A person who is both an officer of the entity and a vendor is required to file a disclosure if he or she enters or seeks to enter into a contract with the entity or is an agent of a vendor. Per HCC policy, this does not apply.
  - The records administrator for the entity must keep a list of officers to which this statute applies and must make the list available to the public and any vendor required to file a disclosure under the statute.

## Ethics

- HB 23: Conflict Disclosure (cont.)
  - If an individual knowingly fails to file a disclosure within seven days of the date required under the statute, the failure to do so is a Class C, B or A misdemeanor, depending on the contract amount.
  - The entity may reprimand, suspend or terminate an employee who knowingly fails to comply with the statute.
  - The governing body of the entity may, at its discretion, declare a contract void if it determines that a vendor failed to file a required disclosure.

## Ethics

- What does HB 23 mean to HCC?
  - The statute more clearly defines which employees can be included in the requirement. The new definition does not conflict with HCC's current bylaws, but minor adjustments in the language of the bylaws may be required.
  - Reportable gifts now include lodging, transportation and entertainment accepted as a guest.
  - Food accepted as a guest does not need to be reported, unless it is included in the value of an item that also includes other gifts.
  - The aggregate limit for reportable gifts was reduced from \$250 per year to \$100 per year.

## Open Government

- HB 763: Petition to a State Agency for Adoption of Rules
  - Effective June 9, 2015.
  - An interested person may petition a state agency, including an institution of higher education, to request the adoption of rules in accordance with the agency's procedures.
    - If the state agency's procedures require signatures for a petition, at least 51% of the signatures must be of residents of the state.
  - "Interested persons" include residents of the state, and business entities, public or private organizations, and governmental subdivisions located in the state.
  - HCC may be the recipient of such a petition, but the revised definition of Interested Persons also authorizes HCC to submit petitions to other agencies.



## Open Government

- **HB 1295: Disclosure of Interested Parties in Contracts and Research**
  - Effective September 1, 2015. Applies only to contracts entered into on or after January 1, 2016.
  - A business entering into a contract with a governmental entity shall submit a disclosure of interested parties to the entity at the time that it submits the signed contract according to procedures established by the Texas Ethics Commission.
  - An interested party is one who has a controlling interest in a business with whom a governmental entity contracts or actively participates in facilitating the contract or negotiating terms of the contract.
  - This statute applies only to contracts that:
    - Require action or vote of the governing body; and
    - Have a value of at least \$1 million.
  - The governmental entity must submit a copy of the disclosure to the Texas Ethics Commission within 30 days of receipt.

## Open Government

- HB 3357: Posting Methods for Board Meeting Notice
  - Effective Date: September 1, 2015.
  - Authorizes a community college district required to post notice of each board meeting to the county clerk to satisfy the requirement by posting notice on the college district website.

## Open Government

- SB 27: Online Broadcast of Meetings by Telephone Conference Call
  - Effective September 1, 2015.
  - Amends statute governing special called meetings where immediate action of the governing body is required, where the meeting is held by teleconference because a quorum is not able to meet at one location.
  - Requires that the open portion of the telephone conference be:
    - Audible to the public at the location specified in the notice of the meeting;
    - Broadcast over the Internet as required by the statute; and
    - Recorded and made available to the public in an online archive located on the entity's website.

## Purchasing and Operations

- HB 2049: Indemnification Duties of Engineers and Architects
  - Effective September 1, 2015.
  - A contract entered into by a community college district is void and unenforceable if it provides that a licensed engineer or registered architect must indemnify a party against a claim based on the negligence, fault or breach of contract by the college district or its agents.
  - The contract may require that the engineer or architect name the community college district as an additional insured on its insurance policy.
  - The contract must require that the engineer or architect perform the services with ordinary professional skill and care, and as expeditiously as is prudent. Any provision establishing a different standard of care is void and unenforceable.

## Purchasing and Operations

- **HB 2634: Construction Managers-At-Risk**
  - Effective September 1, 2015.
  - Prohibits the architect or engineer for a governmental entity project from serving as the entity's construction manager-at-risk.
  - The bill removes an exception where the vendor is hired under a separate selection process.
  - The bill also extends the prohibition to entities related to the architect or engineer, including entities subject to common ownership or control, those with any other relationship with the vendor, and those who are parties to an agreement by which they will receive any proceeds of the construction manager-at-risk payments from the governmental entity.

## Weapons on Campus

- SB 473: Possession, Transport, or Sale of Prohibited Weapons
  - Effective September 1, 2015.
  - Chapter 46 of the Texas Penal Code generally prohibits possession, manufacture, transportation, repair or sale of Prohibited Weapons.
  - Prohibited Weapons include an explosive weapon, a machine gun, a short-barrel firearm, a firearm silencer, knuckles, armor-piercing ammunition, a chemical dispensing device, a zip gun and a tire deflation device.
  - This bill excludes Prohibited Weapons registered in the National Firearms Registration and Transfer Record maintained by the Bureau of Alcohol, Tobacco, Firearms and Explosives from the statute.

## Weapons on Campus

- HB 910: Open Carry Law
  - Effective January 1, 2016.
  - It is generally no longer an offense to openly carry a handgun in Texas if the handgun is partially or wholly visible but is carried in a shoulder or belt holster by an individual who is licensed to carry a handgun.
  - Institutions of higher education, however, including any public or private driveway, street, sidewalk, walkway, parking lot, or other parking area of an institution of higher education are excluded from the open carry law. Carrying an open handgun on the premises of an institution of higher education is a Class A misdemeanor.
  - A college district may give notice that a license holder commits an offense if the license holder openly carries a handgun without consent where open carry is prohibited by law. The methods of notice are proscribed by the statute.

## Weapons on Campus

- SB 11: Campus Carry
  - Effective August 1, 2017.
  - Requires the chancellor to establish reasonable rules addressing Concealed Handgun License holders' ability to carry a concealed handgun on campus.
  - Campus is defined to include all land and buildings owned or leased by the college district.
  - The rules cannot generally prohibit or have the effect of prohibiting license holders from carrying concealed handguns on campus.
  - Prior to establishing rules under this statute, the chancellor must consult with students, faculty and staff.
  - The governing body must review the rules within 90 days of adoption, and may amend with a 2/3 vote.
  - Requires biennial report to legislature regarding the campus rules.



## Weapons on Campus

- SB 11: Campus Carry (cont.)
  - A licensed holder commits an offense if he or she intentionally carries a concealed handgun in a building or portion of a building in violation of the college district rules, so long as the college district has provided proper notice of the rules.
  - It is an offense to openly carry a handgun on college district property.
  - The college district has immunity against claims arising out of actions taken as permitted under the statute.
    - Immunity does not extend to a situation in which the action or failure to act of a college official or employee is arbitrary and capricious.
    - Immunity does not extend to situations in which a college official or employee possesses a handgun and engages in conduct relating to the handgun that serves as the basis of a personal injury or property damage claim.

## Weapons on Campus

- SB 273: Offenses Relating to Carrying Concealed Handguns and Relevant Sinage
  - Effective September 1, 2015.
  - A governmental entity may not provide notice through a sign that a concealed handgun license holder is prohibited from entering or remaining on property owned or leased by the governmental entity, unless license holders are prohibited from carrying a handgun on the premises by state law.
  - Violations may result in civil fines.
  - It is an offense to intentionally, knowingly or recklessly carry a handgun in the room or rooms where a meeting of a governmental entity subject to the Texas Open Meetings Act is held.

## Weapons on Campus

- What does this mean to HCC?
  - Open carry is not permitted on HCC premises.
  - Concealed carry is permitted on campus, subject to reasonable rules established by the administration and reviewed by the Board. HCC must provide notice of these rules as required under the Texas Penal Code.
  - No weapons are permitted in rooms in which the Board is conducting a meeting. A notice should be posted in these locations.

## Safety

- SB 386 – School Marshals
  - Effective September 1, 2015.
  - A community college district governing body may appoint one or more employees to serve as school marshals.
  - School marshals shall be empowered to make arrests and exercise authority granted to peace officers to the extent necessary to prevent or abate the commission of an offense that threatens serious bodily injury or death to individuals on the college district campus, within the bounds of regulations adopted by the board.
  - A school marshal must be licensed to carry a weapon, pass a psychological exam intended to determine the person's fitness to act in an emergency or active shooter situation, and must complete an 80-hour, specialized training program.
  - The school marshal's identity is confidential, with the exception of certain law enforcement officials.

## Safety

- HB 699: Sexual Assault on Campus
  - Effective in the Fall 2015 Semester.
  - Community college district governing body must adopt a policy on campus sexual assault to be reviewed and revised every two years.
  - The policy must:
    - Define prohibited behavior;
    - Describe sanctions for violating the policy; and
    - Detail the protocol for reporting and responding to reports of sexual assault.
  - Policy must be published in the student and employee handbooks and must be on the district's website.
  - All entering freshmen and transfer students must attend an orientation on the policy before the first semester in which the student enrolls.

## Elections

- HB 484: Eligibility to Be a Candidate or Holder of Public Office
  - Effective September 1, 2015.
  - A candidate or person appointed to serve as a community college board member must be a registered voter in the specific territory from which his or her office is elected.
  - The law currently requires that these individuals be registered voters without reference to the territory.

## Elections

- SB 1703: Deadlines for Election Procedures
  - Effective September 1, 2015.
  - Changes the deadline to order an election to the 78<sup>th</sup> day before the election, rather than the 71<sup>st</sup> day before.
  - Extends deadlines for write in candidates and removing a candidate's name from the ballot due to ineligibility.

# APPENDIX





## **Strategic Plan 2012-2015**

Creating Opportunities for Our Shared Future

*Approved by the HCC Board of Trustees, June 2012*

### **Mission:**

Houston Community College is an open-admission, public institution of higher education offering a high-quality, affordable education for academic advancement, workforce training, career and economic development, and lifelong learning to prepare individuals in our diverse communities for life and work in a global and technological society.

### **Vision:**

HCC will be a leader in providing high quality, innovative education leading to student success and completion of workforce and academic programs. We will be responsive to community needs and drive economic development in the communities we serve.

### **Guiding Principles:**

Our Guiding Principles direct our interactions with students, the internal and external communities we serve, and each other, giving focus to our primary purpose: devotion to the achievement of student success, defined as timely completion of certificates and degrees that drive real accomplishments in the workplace, at universities, and in society.

- **Freedom with Responsibility**  
HCC subscribes to and upholds a doctrine of freedom that follows the principle of responsibility.
- **Commitment to Excellence**  
HCC believes that a commitment to doing one's very best without regard to position is the starting point of all expressions of excellence and setting of high standards for quality and performance.
- **Respect for the Person**  
HCC holds that a principle of community mindfulness begins with respect for oneself and for others. Respect is the framework of personal integrity and provides the tie that binds us together.
- **Sound Stewardship**  
Stewardship is the path to fulfilling HCC's Mission and acknowledges our guardianship of its resources and positive impact on the lives of our students and community at large.

## **Strategic Initiative #1 - Increase Student Completion**

HCC currently leads the state and is fifth in the nation in the number of students who complete associate degrees. While we are proud of this fact, we can do better. We will strengthen our efforts and scale up those strategies that have been proven to increase the rates of students' persistence and completion.

HCC will continue to serve as a national Achieving the Dream (ATD) Leader College and work hand in hand with our high school partners to ensure more students enter our doors college-ready and leave well-prepared for successful transition to jobs, careers, and further education.

- Action 1.1:** Improve student preparation for higher education and transition to careers
- Action 1.2:** Improve academic success of students in their first semester
- Action 1.3:** Revamp developmental education to ensure greater success with more efficient delivery
- Action 1.4:** Improve students' persistence rates from one semester to the next
- Action 1.5:** Ensure students complete their programs of study and transition successfully to jobs/careers or further education

## **Strategic Initiative #2 – Respond to Business and Industry**

As the supplier of skilled workers to business and industry, we have a responsibility to build partnerships and to develop the means to respond quickly with the creation and design of programs and student-learning outcomes that meet their requirements.

The employer is our customer. Our clear responsibility to both employers and to students is to narrow the jobs gap and the skills gap for both of these stakeholders.

- Action 2.1:** Engage industry leaders in dialogue to identify present and future needs
- Action 2.2:** Improve the infrastructure of workforce programs (instruction, curriculum, facilities, and equipment) to meet the business and industry needs
- Action 2.3:** Ensure students have access to information and support services to complete career and technical education programs

### **Strategic Initiative #3 – Develop 21<sup>st</sup> Century Learners**

HCC must prepare our students to become citizens and workers capable of productive and meaningful participation in the 21<sup>st</sup> century. Core competencies of critical thinking, effective communications, quantitative reasoning, teamwork, personal responsibility, and social responsibility must be taught in all of our instructional programs.

All classrooms at HCC should meet minimum technology standards, and all faculty must be trained and supported in using effective teaching and learning strategies to promote success for students in their learning today as well as throughout their lifetime.

- Action 3.1:** Ensure adoption and commitment by HCC to 21<sup>st</sup> century core curriculum skills as defined by the Texas Higher Education Coordinating Board (THECB)
- Action 3.2:** Create new platforms and methodologies to teach and support students using effective methods of course delivery, teaching practices,
- Action 3.3:** Provide an environment conducive to optimal learning that includes consideration of facilities, technology, equipment, materials, accessibility, and concern for students

### **Strategic Initiative #4 – Support Faculty/Staff Professional Development and Student Leadership Development**

HCC has celebrated its 40<sup>th</sup> year by enrolling and graduating more students than ever before. To ensure we continue to thrive as an essential and relevant institution for the educational development of our students and the economic development of our community, we must prepare students, faculty, and staff for the leadership roles of tomorrow.

We will do this in multiple ways – through the expansion of external resources and support, purposeful mentoring of leadership candidates, infusion of opportunities for leadership development in our instructional programs, student services, extracurricular activities, and human resources.

- Action 4.1:** Develop a system-wide strategy to encourage leadership development for students
- Action 4.2:** Develop a system-wide strategy for ongoing professional and leadership development for faculty

- Action 4.3:** Develop a system-wide strategy for provision of professional and leadership development for HCC personnel at all levels and functions of the organization

## **Strategic Initiative #5 - Support Innovation**

HCC recognizes that in the near term there will be continuing economic turmoil to challenge the funding and stability of the institution. We also recognize that continuous technical challenges will create disruptions and opportunities in the delivery and transfer of knowledge and data.

To counter and overcome these difficulties, we must be an institution where innovation is valued and promoted. However, nothing will be accepted merely on the basis of custom, anecdote, or fad – everything we do must be proven to have long-term value in terms of strengthening our institutional resilience and capacity to serve our students and our community.

- Action 5.1:** Reduce HCC’s reliance on debt to maximize the use of operating dollars for strengthening teaching and learning capabilities
- Action 5.2:** Leverage current and new grant opportunities to improve the institution’s capability to respond to our teaching and learning needs
- Action 5.3:** Expand opportunities for the HCC Foundation to fund capital projects, program excellence, and faculty development
- Action 5.4:** Optimize technology and capital assets through planning for business continuity, disaster recovery, replacements, training, and environmental sustainability

## **Strategic Initiative #6 – Support Entrepreneurialism**

Houston is an entrepreneurial, “opportunity city” where taking a risk, failing, and starting over again are valued. HCC is the “Opportunity College” and is grassroots in its approach to serving its constituents. Therefore, HCC is committed to strategic thinking that not only respects students wherever they are, but also inspires and gives them the tools and confidence to follow their dreams.

HCC will commit to an entrepreneurial culture within the organization to serve as an example of the “spirit of Houston.” For this institution, fostering a culture that encourages inspiration and dreaming helps students actualize their potential.

- Action 6.1:** Encourage an entrepreneurial culture among all members of the HCC family
- Action 6.2:** Develop and implement promising practices that nurture and reward a spirit of entrepreneurialism throughout the institution

**Action 6.3:** Strengthen HCC assessment and institutional effectiveness (IE) processes and activities

## **Strategic Initiative #7 – Leverage Partnerships**

Houston is a global leader. The diversity of our economic structure and our willingness to embrace and value the partnerships encourage innovation. HCC is a principle partner for educational and economic opportunities, enhancing and advancing the community's quality of life. HCC is a catalyst for creating jobs.

Former U.S. Secretary of Defense Robert M. Gates described foreign language education, study abroad, and the recruitment of foreign students to U.S. campuses as key strategies in promoting America's national security and economic interests. While addressing the audience at the 2012 NAFSA conference in Houston, Gates stated, "Our economic future depends on Americans who can work successfully in an international setting."

According to an American Council on Higher Education Blue Ribbon Panel on Global Engagement (November, 2011), "It is important that college graduates, whatever their location, be not only globally competitive but also globally competent, understanding their roles as citizens and workers in an international context. While identifying common problems, we might also discover common solutions (p.6)."<sup>1</sup>

**Action 7.1:** Identify and secure new local partnerships capable of improving the institution's capacity, performance, and resilience

**Action 7.2:** Identify and secure new regional and state partnerships capable of improving the institution's capacity, performance, and resilience

**Action 7.3:** Identify and secure new international partnerships capable of improving the institutions' capacity, performance, and resilience