

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

December 6, 2014

Minutes

The Board of Trustees of Houston Community College held a Special Meeting on Saturday, December 6, 2014, at Hotel ZaZa, 5701 Main Street, Houston, TX 77005.

MEMBERS PRESENT

Christopher W. Oliver, *Vice Chair*
Robert Glaser, *Secretary*
Zeph Capo
Eva Loreda
Sandie Mullins
Carroll G. Robinson
Adriana Tamez
David Wilson

ADMINISTRATION

Cesar Maldonado, Chancellor

OTHERS PRESENT

Amanda Edwards, System Counsel, Bracewell & Giuliani LLP
Byron McClenney, Facilitator

CALL TO ORDER

Mr. Christopher Oliver, Chair, called the meeting to order at 9:10 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, Mullins, Robinson, and Wilson)

Mr. Oliver noted that Dr. Byron McClenney is the facilitator for the meeting and expressed appreciation to Mr. Glaser for meeting with Dr. McClenney to outline the retreat agenda.

DISCUSSION ON STRATEGIC ALIGNMENT AND ORGANIZATIONAL TRANSFORMATION

Mr. Oliver noted that a discussion would be held regarding strategic alignment and organization transformation to include leadership vision. He informed that Dr. Byron McClenney would serve as the facilitator for the retreat.

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Dr. Cesar Maldonado introduced Dr. Byron McClenney and apprised that the meeting will allow for presentation of the strategic alignment and organizational transformation for the college.

Dr. Bryon McClenney informed of his association with Houston Community College and noted that he has been engaged with the college for the past ten years.

Dr. McClenney apprised of his appointment to the Colorado State Board of Community Colleges and provided a sample of statements that he had to sign in his role as a trustee. He inquired of the Board's aspiration in one word or phrase regarding the future for HCC.

The Board provided the following feedback regarding the Board's aspiration:

- Positive
- Certificate/Graduation
- Integration/Partners
- To Be the Best in Southeast/South Central
- Aspen Institution
- Debts Paid

Dr. McClenney noted that if aspiring to the best, it cannot be achieved without being a great Board. He informed that a discussion would be held to provide insight of a great Board. He apprised that he has been working with Boards of community colleges over the last eight years and noted that he does it because he cares.

Mr. Robinson expressed concerns and informed that a Board cannot be great if there is disharmony between the Board and Administration. He noted that it should not be the chancellor's strategic plan or vision but must be a consensus of both the Board and Chancellor. Mr. Robinson noted that when the Board inquires, it should not be viewed as micro managing. He informed that there has to be a two-way conversation.

Mr. Wilson apprised that he has similar concerns regarding making decisions at the meetings when he does not have full contents. He noted that the decisions may be well meaning; however, they turn out to be a bad deal.

Mr. Capo informed that the issue also entails how much content should be provided and how to balance to safeguard when items are passed without losing focus with too much information.

Mr. Oliver apprised that the term “student success” seems to be all-inclusive. He noted that all the college does should be for student success and informed that many things are bundled into that term.

Dr. McClenney apprised that one of the things that great Boards do is to agree upon key performer indicators (KPIs), scorecards, or dashboards. He noted that once the KPIs are set, then the Board could begin to have confidence that the administration will regularly report on progress relative to the KPIs.

Mr. Robinson informed that he has been asking for the graduation rate for three years since coming on the Board; however, he has been advised that it is too difficult to calculate. He apprised that a formula should be identified regarding the graduation rate to be used.

Dr. McClenney recommended that the Board think about the group of students entering in the fall of 2011 and review all of those individuals (for example, 12,000 students), what percentage successfully completed their first term, what percentage came back in spring of 2012, fall of 2012, spring of 2013, fall of 2013, etc. He noted that graduation can now be captured and provided an overview of which students performed better than others. He informed that if there is clarity regarding the key indicators to be followed, and then the data can be provided accordingly.

Mr. Capo apprised that the dashboard needs to be revamped to allow for easy following. Mr. Oliver noted that there used to be small fact cards that the Board could have available to provide such information.

Mr. Capo apprised that this is where the difference of opinions come into play because there should be tablets used during the meetings and then the information could be readily available.

Mr. Wilson noted that the Board and administration cannot determine the accurate number for enrollment.

Dr. McClenney apprised that he has been able to follow and obtain all the information denoted by the Board and noted that the information is available.

Mr. Robinson informed that he would like to see enrollment double.

Ms. Loreda apprised that she has confidence that things will come together. She noted that there has to be an agreement that everyone will work to pull together the needed information. She informed that the data is available but apprised that she may not have the time to research for the data herself. Ms. Loreda noted that the chancellor’s team should be able to provide the necessary information.

Dr. McClenney noted that there is a priority.

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Mr. Capo informed that comparisons are received and apprised that often numbers are not shared because of uncertainty regarding other organizations.

Dr. McClenney noted that the state reported numbers are after the 12th day of class start. Dr. Maldonado informed that he started to question the current enrollment numbers upon his arrival and met with administrators regarding the number. He apprised that there will be a realignment to get the number structure regarding comparison term-to-term as well as institution-to-institution. Dr. Maldonado apprised that there is a timing issue regarding the 12th day and noted that the realignment will take place.

Dr. McClenney informed that the 12th day enrollment number should be used and apprised that a spring number incorporates what happens in mini-semesters. He noted that there could be an annualized full-time equivalent (FTE) and fall FTE, which provides a trusted number for comparison.

Mr. Capo informed that there should be a function that makes certain are standardized on all levels. Dr. Maldonado apprised that the Board has to determine the calculation formula desired. He noted that graduation rates are only calculated on groups or cohorts as they enter.

Dr. Maldonado informed that HCC does not currently count awards as some institutions do. He apprised that the Board would be advised of any revisions.

Mr. Robinson noted that he would like to see students tracked from the fall 2011 accounting to the formula. He informed that he would not want to see data withheld because a student may have fallen off.

Ms. Mullins apprised that she prefers the big picture graduation rates, graduates, certificates and transfer. She would like the Texas Higher Education Coordinating Board (THECB) and HCC to be on the same page and noted that she is concerned with moving students in and out.

Dr. McClenney informed that the Board has identified a hot button issue and provided comments regarding the discussion. He apprised that success points is the language for performance pay, which include the notion of following cohorts. He noted the following regarding success points:

- Percentage become college ready through development education
- Completion of certificates and degrees
- Completion of transfer students

Dr. McClenney noted that the Board requesting that the numbers regarding graduations are provided to the Board. He provided an overview including the following:

- Effective Boards
- Role of the Board

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- The Problems

Mr. Oliver informed that the discussion needed entails the vision for the institution to determine where the college is going. Dr. McClenney apprised the discussion today would entail an overview of the vision.

Dr. Maldonado provided the following highlights of the last six months:

- Bond Project Approvals
- Fiscal Restructuring and Budget Approval
- Talent Acquisition and Development
- Introduction and Outreach (Engagement Overview)
- Lead the Organization (Leading organization on day-to-day bases)
- Transformation Process Plan

Mr. Robinson noted that there is a need to change the language as to how the Board describes itself.

Mr. Glaser informed that a good face needs to be provided; however, there needs to be latitude provided to administration and apprised that a positive spend may be needed.

Dr. Maldonado noted that the effort is to provide the positive issues regarding the college. He informed that his aspirations are to run a great institution.

Dr. Maldonado continued the presentation with an overview of the transformation process and plan to include the vision. He apprised that surveys were conducted with the community, staff/faculty, and retreats were held with administration to discuss strategies. He noted that the effort today is to receive input from the Board regarding the vision. Dr. Maldonado provided a draft vision statement for consideration by the Board as follows:

HCC shall be the recognized college of choice (Confidence); providing innovative educational opportunities (Continuity); promoting student success; achieving collaborative learning; driving economic development (Convergence); and responding to the dynamic needs of the community (Connectedness).

Mr. Oliver informed that he likes bullet 3 on page 11 of draft vision statements. Mr. Robinson inquired how the vision statement connects to the eight statements provided as optional statements. He apprised that he is more apt to want to use bullets 3 and/or 5 on page 11 of the presentation.

Ms. Loreda noted that she appreciates that the vision statement recommended by the chancellor because connects all eight of the draft statements.

(Dr. Tamez arrived at 10:51 a.m.)

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Mr. Capo informed that he agrees with bringing all the eight draft statements together into one statement; however, he would recommend removing the semicolons.

Mr. Robinson apprised that the recommended vision statement is not as poetic as the eight draft statements.

(Mr. Capo stepped out at 10:59 a.m.)

Ms. Mullins noted that the themes listed on page 11 summarize the vision: HCC is community, leadership, innovation, and economic development.

(Mr. Capo returned at 11:00 a.m.)

Mr. Robinson and Mr. Oliver agreed with Ms. Mullins.

Mr. Capo informed that there could be some re-working to bring them all together. Mr. Robinson apprised that he is in agreement with Ms. Mullins' recommendation along with bullet 5 on page 11.

Mr. Capo noted that the effort should be to make certain statement is inclusive of all eight of the draft statements as opposed to adopting only one of the eight drafts. Mr. Robinson informed that he would rather make a decision where everyone has input.

Mr. Robinson apprised that he would like to see the draft statement to include community education, innovation, and economic development.

Mr. Oliver provided a recap of the discussion and recessed the meeting at 11:08 a.m. Mr. Oliver reconvened the meeting at 11:19 a.m.

(The following Trustees were present: Capo, Glaser, Loreda, Oliver, Mullins, Robinson, Tamez, and Wilson)

Dr. McClenney provided summary of the vision statement from another area community college. He shared that the vision and strategic goals consistent with vision and priorities. Dr. Tamez clarified if the goal is to agree on the vision.

Dr. McClenney requested the Trustees to determine a word or phrase that needs to be included in the vision statement. The following words were identified:

- Success
- Student success
- Completion
- Workforce
- Quality education
- Leadership
- Trustee Leadership

Mr. Robinson recommended to wordsmith the proposed draft. Mr. Oliver noted that vision statement #6 resonates the thoughts of the Trustees.

Ms. Mullins recommended utilizing the theme words to combine vision statements 5 & 6. Mr. Oliver informed that he prefers to include “trusted leadership”.

Dr. McClenney apprised that once the vision statement is clarified, the chancellor can develop strategic goals consistent with vision that will be the foundation of priorities for 2015-2016.

Ms. Loredo noted that the higher education goals of the State should also be considered.

Mr. Oliver recessed the meeting for lunch at 11:41 a.m. The meeting was reconvened at 12:36 p.m.

(The following Trustees were present: Capo, Glaser, Loredo, Oliver, Mullins, Robinson, Tamez, and Wilson)

Dr. Maldonado provided the following revised vision statement inclusive of the comments denoted by the Board:

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.

Mr. Oliver recommended striking high or changing to the highest quality.

The Board reached consensus regarding the vision statement.

Dr. Maldonado expressed that he is pleased with the outcome and informed that the discussion and outcome provided a great start to formalizing strategies and priorities.

Mr. Oliver noted that this is a very workable vision statement.

APPROVAL OF CHANCELLOR’S PERFORMANCE RATING INSTRUMENT

Motion – Mr. Capo motioned to approve and Ms. Loredo seconded.

Dr. McClenney apprised that multiple college samples have been reviewed. He noted that his bias regarding the Chief Executive Officer (CEO) position would be as simple as stating to the chancellor to provide an annual report to show how the established priorities were carried out. He noted that could be the essence for the evaluation.

Dr. McClenney informed that the questions regarding the instrument should be about the areas and not about the Chancellor.

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The Board discussed the recommended components regarding the areas of assessment. Mr. Oliver polled each of the Trustees regarding the following areas to get their input if the component is important and are needed as areas for assessment:

1. Community relations
2. Legislative relations
3. Educational planning
4. Budget control
5. Personnel and labor relations
6. Management fundamentals and style
7. Board relations
8. Relationships with constituents groups
9. Professional growth
10. Strategic planning

Dr. McClenney apprised that the effort should be to emerge from the discussion regarding the key components for a scaled instrument could be developed. He noted that the discussion provided is necessary for the Chancellor to hear.

Mr. Robinson informed that he would recommend reordering the assessed areas to keep the flow. Dr. McClenney apprised that there is no order to the areas listed.

Mr. Robinson noted that the matrix would be driven by what is defined as the vision.

Dr. McClenney informed that there should be a discussion regarding which should be an important component in relations to the vision. He recommended discussing each of the ten components and determining which would be most important.

Dr. Maldonado apprised that some of the components are subsets of others.

Ms. Mullins noted that the components should fall within the theme of the vision. Dr. Tamez informed that the effort is to derive which of the components are important.

Mr. Robinson apprised that he sees some of the components as being subset of others but those components are still important.

Dr. McClenney inquired if there is a census of the percentage of the budget that goes towards personnel. He inquired if there has been a review of the percentage of the budget that goes to instructions and student success. He also inquired if the Board receives a report on the percentage of funds received from ad valorem taxes. He noted that the questions are raised because they are policy issues.

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Mr. Robinson informed that he would like to see what HCC looks like in terms of faculty. He inquired if there should be an inquiry of workforce versus academic. He apprised that he inquired of the faculty ratio numbers during the budget workshop

Dr. McClenney noted that the item #8 regarding relationships with constituent groups is regarding internal relations as opposed to external.

Mr. Robinson informed that he would not want to get involved in the unofficial process because there are other means for internal groups to express concerns.

Dr. Tamez noted that items #5 and #8 correlate and noted that they could be combined. Mr. Capo noted that the students would not be a part of personnel if items 5 and 8 are combined.

Dr. McClenney apprised that there appears to be less of a consensus regarding item #8.

Mr. Oliver noted that items #5 and #8 could possibly be combined. Dr. Tamez informed that the chancellor would be responsible for managing faculty and staff.

Mr. Capo apprised that there is a difference and noted that there is a formal process that needs to be followed. He informed that there needs to be a clear understanding regarding the role of the Trustees.

Dr. Maldonado noted that some of the issues that come to the Board in some cases he can do very little about them.

Mr. Capo apprised that item #8 needs to be postponed for consideration because there needs to be a clear definition of constituent groups. Dr. Tamez noted from her perspective, it is more of a component of board relations. She informed that a lot of what has been discussed is regarding the chancellor's relationship with the Board.

Ms. Mullins apprised that the directives are provided to the chancellor as a Board and not from an individual perspective. Mr. Capo noted that the review needs to be made based on discussion as a Board as a whole and not from an individual point.

Mr. Oliver informed that the consensus of the Board is to eliminate item #8 regarding relationships with constituent group.

(Mr. Robinson left at 2:26 p.m.)

Mr. Glaser inquired of the definition of professional growth. Dr. McClenney apprised that it is relating to professional training and growth.

(Ms. Mullins stepped out at 2:29 p.m.)

Dr. McClenney commented that being the chancellor of a large complex multi-unit institution is a lonely spot and having the opportunity to sit in a room with other colleagues is imperative and not so much as attending conferences.

(Ms. Mullins returned 2:30 p.m.)

Dr. Maldonado noted that management styles will vary. He informed that his professional growth will entail innovation.

Dr. Tamez apprised that strategic planning is important to include with organizational planning as well as planning with the Board. Dr. McClenney noted that part of what has been done today includes the planning with the Board.

(Ms. Loredo stepped out at 2:33 p.m.)

Mr. Capo noted that strategic planning is very important to the Board.

Mr. Oliver informed that strategic planning is a part of the chancellor's job description. He apprised that in regards to strategic planning, the chancellor would follow the vision.

(Mr. Capo stepped out at 2:37 p.m.)

Mr. Wilson noted that since there are a lot of buildings coming on line regarding the Capital Improvement Plan (CIP), strategic planning is more important as it relates to staffing and programs for the buildings.

(Ms. Loredo returned at 2:39 p.m.)

Dr. McClenney asked the Board to ponder the question to see if they would like to see an instrument in terms of an annual report to be prepared by the chancellor giving definitions of what he has addressed or an instrument created to give dimensions of each of the ideas to rate from one to five.

Mr. Oliver recessed at 2:41 p.m. and reconvened at 2:48 p.m.

(The following Trustees were present: Capo, Glaser, Loredo, Oliver, Mullins, Tamez, and Wilson)

Dr. Maldonado informed that his preference would be an annual report and noted that the goal is an overarching report and whether it supports the vision and the mission. He apprised that the report would be broken out into four or five sections with a summative report of the high-level items.

Ms. Loredo noted that the evaluation should not mirror a teacher evaluation. She recommended an annual report along with quarterly updates.

Mr. Oliver surveyed the Board for their preference. Mr. Glaser informed that a quarterly report could serve as guidance. Ms. Loredo apprised that not all areas could be assessed quarterly.

(Dr. Tamez stepped out at 2:52 p.m.)

Mr. Capo recommended a developing a schedule for reporting. He noted that receiving Board feedback more than once a year is important to allow the opportunity to make adjustments. Mr. Capo suggested a hybrid of a high-level report with measurement metrics.

(Dr. Tamez returned at 2:53 p.m.)

Mr. Wilson informed that reports could be presented by semesters, i.e., summer, spring and fall. Ms. Mullins apprised that this would allow for a comparison.

The Board concluded that the report be presented per semester.

The Board concluded to table considering item #8 regarding relationships with constituent groups as a part of the assessment.

Mr. Wilson inquired if there are other areas that should be included.

Mr. Glaser inquired if student success is included in the assessment. Dr. Maldonado noted with the Board's guidance, administration will develop three to four key performance indicators that will be overarching.

Ms. Loredo inquired if any items are not approved, will they be considered at a later date. Mr. Oliver informed that item #8 is being tabled but not eliminated.

Mr. Oliver apprised that the vote would be to approve all of the areas for assessment presented excluding #8.

Mr. Capo expressed concern regarding the process and noted he is fine with the visioning piece. He informed that he feels that the evaluation piece was done completely backwards and that is why receiving questions regarding indicators. He apprised that the Board should have been looking at the vision and then determining the five main pieces and indicators of what does success look like and from that discussion developed the evaluation piece. Mr. Capo noted that there should have been discussion on the indicators of success and how to measure success. He informed that this will go back to someone driving rather than the Board.

Mr. Wilson informed that he would start with the big line item such as the mission statement and then have some sub-topics. Mr. Capo apprised that if the Board would have determined the five main priorities, what they look like, what the indicators were, what shows success from the Board perspective the evaluation piece would be

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completed and the chancellor would know what the expectations are. He noted that the chancellor will now come back with indicators and the Board did not set the indicators.

Mr. Glaser stated for efficiency purposes, the Board has laid out the vision and the Board should allow the chancellor to bring recommended indicators back to the Board.

Mr. Oliver agreed with Mr. Glaser in that the Board gave the chancellor a vision. Mr. Capo informed that he feels the Board did not provide a clear vision by not identifying the three to four things for the Chancellor to focus on.

Dr. Tamez recommended developing a committee to work with the chancellor to develop the evaluation instrument.

Dr. Maldonado apprised that it is the Board's decision to vote on the key performance indicators; however, the recommendation should come from the chancellor to determine how the number is going to be calculated.

Dr. Tamez noted that there should be a collaborative way of determining the instrument with the chancellor that would set the benchmarks.

Mr. Capo informed that the ten measurements need to be tied to the campuses, budget and debt. He apprised that the measurement instrument is a Board decision.

Ms. Loreda noted that sample may be helpful. She informed that her understanding was there would be a different type of evaluation.

Mr. Wilson apprised that the areas are subjective; he noted that there are certain benchmarks, such as increased enrollment, increased graduation rate, debt reduction plan, etc.

Dr. Maldonado noted that the vision statement did not state that we want to be the biggest and informed that enrollment is a metric but not certain that is a driving metric. Dr. Maldonado apprised that enrollment is influenced by the economy and other driving outside influences. He noted the graduation rate is a measurement of student success. He informed that this is a healthy discussion on what are the KPIs. Dr. Maldonado asked Dr. McClenney to elaborate on the type KPIs that he envisions.

Dr. McClenney noted that he would tie the KPIs to the vision statement. He informed that it has to be interactive and summarized the discussion was that the chancellor would come back to the Board with strategic goals and out of that will be the ability to identify priorities for the next fiscal year. Dr. McClenney apprised that the Chancellor is to come back to the Board with the KPIs. Dr. McClenney noted that is a good plan and informed that the question is whether the KPIs are broad enough to address the concerns. He informed the chancellor has heard the conversation to develop the goals, priorities and key performance indicators, which is important.

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Dr. Tamez apprised it is the Board's responsibility to set the priorities and develop strategic goals. She inquired of Dr. McClenney's thoughts of appointing a committee to prioritize and set specific goals. Dr. McClenney noted that he is not arguing against the committee.

Ms. Mullins informed that the Board has developed a vision and apprised the Board is at a point where the chancellor can develop indicators. She apprised that the sentiment is that the Board would like to review the indicators.

Mr. Capo noted the Board is creating a funnel and informed he is confident that the Chancellor will come up with the right goals. Mr. Capo apprised that the exercise is not about the chancellor but about changing the culture of the Board. He noted that the Board's view should be from a high level. He informed his concern is with the way the Board conducts business.

Ms. Mullins requested clarification on how the Board should communicate with college personnel. She apprised that historically she has reached out to staff regarding information but noted that the process now is to communicate through the chancellor. Ms. Mullins asked for clarification as to how the process should work.

Mr. Oliver informed that the discussion held today, provides transparency. He apprised the way the Board interacts with each other sets the tone as to how the Chancellor interacts with the Board.

Dr. Tamez noted that the benchmarks and expectation need to be provided by the Board. Dr. Maldonado informed that the Board agreed upon a draft proposed vision statement based on the eight draft statement presented. He apprised that he would propose some key performance indicators based on the vision statement and bring them to the Board for approval.

(Dr. Tamez stepped out 3:33 p.m.)

Ms. Mullins noted that performance is important.

(Dr. Tamez returned at 3:34 p.m.)

Dr. McClenney informed that the Board agreed on an annual report with three interim reports.

Motion - Mr. Capo motioned to amend to accept an annual appraisal with end of semester reports instrument; however, that a committee of the Board with the Chancellor will develop those indicators and priorities within the next 60 days for Board approval at the February Board meeting.

The Board discussed the timing regarding the presentation to the Board.

Ms. Amanda Edwards noted that Mr. Capo just needed to restate the amendment.

Amended Motion - Mr. Capo motioned that rating system will consist of the end of semester reports and a final annual report with the goals and indicators to be developed jointly with the Board committee and the chancellor by the February Board meeting. Ms. Mullins seconded.

Mr. Wilson inquired if the vote today was to approve the nine assessment areas and then the key indicators approved later.

Mr. Capo informed that the committee and the chancellor will come up with the goals and priorities to bring to the full Board. He apprised the goals and priorities will be discussed and will fit into the major categories but may not fit all of them.

Mr. Wilson inquired as to what instrument is being approved. Mr. Capo noted that the Board is approving a proposed instrument with annual reports to include end of semester reports that will be based on strategic goals to be develop with the Committee. He informed that once indicators are developed, then the Board will vote on the goals that will be reported on at the end of the semesters and annually.

Vote on Amendment - The amendment passed with a vote of 6-1 with Trustee Wilson opposing.

Mr. Wilson inquired of the formal performance instrument to approve. Ms. Edwards apprised that the previous vote was on the amendment.

Vote – The motion passed with a vote of 6-1 with Trustee Wilson opposing.

BOARD SELF- EVALUATION

Mr. Oliver posed to Mr. Capo as to how the Board's accomplishments are not tied to the chancellor accomplishments. Dr. Tamez noted that the Board hired a new chancellor, which is an accomplishment as well as the bond that is underway. She informed that those are accomplishments of the Board.

Dr. McClenney encouraged the Board to consider the following:

- Board accomplishments for the current fiscal year
- Identify problems, potential issues and areas of improvement
- Identify strategies to enhance board performance
- Board goals and objectives for the coming year

Mr. Oliver recommended the Chancellor Evaluation Committee should develop goals for the Board.

Mr. Oliver appointed the Chancellor Evaluation Committee members as follows: Trustees Tamez, Capo, Mullins, and Robinson as the alternate

ADJOURNMENT

With no further business coming before the Board, the meeting adjourned at 3:58 p.m.
Minutes recorded, transcribed & submitted by:

Sharon Wright, Manager, Board Services

Minutes Approved as Submitted: January 22, 2015