AGENDA

STRATEGIC PLANNING COMMITTEE
OF THE BOARD OF TRUSTEES

Committee Members
Dr. John P. Hansen, Chair
Trustee Neeta Sane
Trustee Robert Glaser

Alternate Member
Trustee Zeph Capo

May 10, 2016
3:00 PM

HCC Administration Building
3100 Main, 2nd Floor Auditorium
Houston, Texas
NOTICE OF A MEETING OF THE  
Strategic Planning Committee  
OF THE BOARD OF TRUSTEES  

HOUSTON COMMUNITY COLLEGE  

May 10, 2016  

Notice is hereby given that a Meeting of the Strategic Planning Committee of the Board of Trustees of Houston Community College will be held on Tuesday, May 10, 2016 at 3:00 PM, or after, and from day to day as required, at the 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 Committee Chair and items listed for closed session discussion may be discussed in open session and vice versa as permitted bylaw. Actions taken at this Meeting do not constitute final Board action and are only Committee recommendations to be considered by the Board at the next Regular Board meeting.

I Call to Order  

II Topics For Discussion and/or Action:  

A. Report on Institutional Goals  
B. Institutional Goal Alignment  

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  
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  
Deliberate the appointment, employment, evaluation, reassignment, duties, discipline or dismissal of a public officer, employee or board member to hear complaints or changes against an officer, employee or board member unless the officer, employee or board member who is the subject of the deliberation or hearing requests a public hearing.

C. Real Estate Matters  
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.

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, employee or board member to hear complaints or changes against an officer, employee or board member unless the officer, employee or board member 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:

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 NOTICE

On this **4th Day of May 2016**, 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 and (2) the Houston Community College’s website: www.hccs.edu.

Posted By:

______________________________
Sharon R. Wright
Director, Board Services
A. Report on Institutional Goals

Dr. Cesar Maldonado
Dr. Kimberly Beatty

DISCUSSION
Update on Chancellor goals.

DESCRIPTION OR BACKGROUND
The Board of Trustees has identified and approved goals for the Chancellor. This update will demonstrate progress toward completion of goals in each domain.

FISCAL IMPACT
THECB provides funding to colleges based upon a funding model dependent upon factors to include success and completion.

STRATEGIC ALIGNMENT

1. STUDENT SUCCESS
   B. Improve the student experience

2. ORGANIZATIONAL STEWARDSHIP
   A. Ensure that the strategic plan serves as the basis for funding

ATTACHMENTS:

<table>
<thead>
<tr>
<th>Description</th>
<th>Upload Date</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance Scorecard</td>
<td>5/4/2016</td>
<td>Attachment</td>
</tr>
</tbody>
</table>

This item is applicable to the following:
Central, Coleman, Northeast, Northwest, Southeast, Southwest, District
1. PARTICIPATION
Recognizing the shifting demographics in our city, Houston Community College (HCC) will be recognized as a leader in providing access and opportunity for traditional and non-traditional learners. HCC is committed to enhancing the educational experiences of students by enrolling a larger student body.

| 1.1 INCREASE ENROLLMENT BY 2% | % COMPLETED 79.3% | GOAL 100% |
| 1.2 INTEGRATE INTO STRATEGIC PLAN | COMPLETED 12/17/15 | COMPLETION DATE 12/31/15 |
| 1.3 ESTABLISH TARGETS ACROSS INSTITUTION | % COMPLETED 95% | GOAL 100% |
| 1.4 DEVELOP AN ENROLLMENT MANAGEMENT STRATEGY | % COMPLETED 50% | GOAL 100% |
2. SUCCESS
Recognizing the opportunity to enhance retention and completion rates for students in higher education, HCC seeks to develop additional programs and services designed to encourage degree completion and insure student success in current and future work environments.

<table>
<thead>
<tr>
<th>2.1 2% Completers</th>
<th>% Completed</th>
<th>30%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2.2 3% Transfers</th>
<th>% Completed</th>
<th>85%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2.3 1% Persistence</th>
<th>% Completed</th>
<th>76.9%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal</td>
<td>74.2%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2.4 Achieve Stability and Build a Strong Student Services Team</th>
<th>% Completed</th>
<th>50%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2.5 Streamline Financial Aid and Registration Processes</th>
<th>% Completed</th>
<th>75%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2.6 Ensure a Student Friendly Course Schedule</th>
<th>% Completed</th>
<th>100%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2.7 Provide Weekend Courses to Accommodate Working Students</th>
<th>% Completed</th>
<th>100%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>
3. FISCAL & FACILITIES
Recognizing the importance of being fiscally responsible, our healthy financial profile will enable us to maximize internal and external resources using taxpayer dollars most efficiently.

### 3.1 PRESENT BALANCED END OF YEAR BUDGET AND A CLEAN AUDIT REPORT EACH YEAR

<table>
<thead>
<tr>
<th>Task Description</th>
<th>Goal</th>
<th>% Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Obtain clean audit report for FY2015.</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Balance end of year budget for FY2016.</td>
<td>67%</td>
<td>100%</td>
</tr>
</tbody>
</table>

### 3.2 INCREASE REVENUES DURING FISCAL YEAR 2016 BY THE AMOUNTS

<table>
<thead>
<tr>
<th>Task Description</th>
<th>Goal</th>
<th>% Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase revenues from tuition and fees (net) by 2% or $1.5M.</td>
<td>100%</td>
<td>73%</td>
</tr>
<tr>
<td>Increase federal and state grants by 5%, or $1.1M.</td>
<td>100%</td>
<td>78%</td>
</tr>
<tr>
<td>Clarify naming policy and secure two donors to fund the naming of a program or physical space.</td>
<td>100%</td>
<td>PENDING</td>
</tr>
<tr>
<td>Increase auxiliary lease revenues by 20%, or $1.1M.</td>
<td>100%</td>
<td>55%</td>
</tr>
</tbody>
</table>

### 3.3 ACHIEVE OPERATING EFFICIENCIES IN OPERATIONS

<table>
<thead>
<tr>
<th>Task Description</th>
<th>Goal</th>
<th>% Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decrease hiring timeline by 7 days.</td>
<td>100%</td>
<td>75%</td>
</tr>
<tr>
<td>Increase internal capacity for facilities maintenance and reduce reliance on primary vendor by 10% on an annualized basis.</td>
<td>100%</td>
<td>25%</td>
</tr>
<tr>
<td>Reorganize Information Technology department to more efficiently serve the needs of the college, in accordance with study underway by Berkley Research Group.</td>
<td>100%</td>
<td>50%</td>
</tr>
<tr>
<td>Transition to participation in SouthEast GigaPop (SETG) for providing internet connectivity and reduce costs by $250,000 on an annualized basis.</td>
<td>100%</td>
<td>25%</td>
</tr>
</tbody>
</table>

### 3.4 ENSURE APPROPRIATE FINANCIAL CHECKS AND BALANCES, SUPPORTING THE BOARD’S FIDUCIARY RESPONSIBILITIES, INTEGRITY OF PROCUREMENT PROCEDURES

<table>
<thead>
<tr>
<th>Task Description</th>
<th>Goal</th>
<th>% Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>100%</td>
<td>75%</td>
</tr>
</tbody>
</table>
Recognizing its mission of serving the community, Houston Community College works to accomplish this goal by leveraging the college’s resources to cultivate mutually beneficial partnerships that result in student success and completion.

<table>
<thead>
<tr>
<th>4.1 INCREASE EXTERNAL PARTNERSHIPS. PROVIDE ASSESSMENT OF CURRENT PARTNERSHIPS AND PROVIDE RELEVANT INFORMATION ON NEW PARTNERSHIPS BY PROVIDING SPECIFIC ASSESSMENT OF BENEFITS TO HCCS. DIFFERENTIATE PARTNERSHIPS BY CATEGORY.</th>
<th>% COMPLETED: 40%  GOAL: 100%</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.2 INCREASE VISIBILITY STATEWIDE THECB AND TEA COMMITTEES THAT IMPACT HCC FUNDING AND OPERATIONS AND DEMONSTRATE HOW VISIBILITY TRANSLATES TO BENEFITS FOR HCC.</td>
<td>% COMPLETED: 40%  GOAL: 100%</td>
</tr>
<tr>
<td>4.3 INCREASE STATE AND NATIONAL RECOGNITION OF HCC AS RELATED TO STUDENT SUCCESS AND COMPLETION</td>
<td>% COMPLETED: 40%  GOAL: 100%</td>
</tr>
<tr>
<td>4.4 PROMOTE THE IMAGE OF HCC AS A COLLEGE OF “FIRST CHOICE”</td>
<td>% COMPLETED: 90%  GOAL: 100%</td>
</tr>
<tr>
<td>4.5 CONTINUE TO EXPAND FUNDRAISING EFFORT IN PARTNERSHIP WITH HCC FOUNDATION AND ESTABLISH SPECIFIC FUNDRAISING GOALS</td>
<td>% COMPLETED: 100%  GOAL: 100%</td>
</tr>
<tr>
<td>4.6 WORK COLLABORATIVELY WITH THE BOARD AND INDIVIDUAL TRUSTEES TO PROMOTE HCC THROUGHOUT THE SERVICE AREA</td>
<td>% COMPLETED: 70%  GOAL: 100%</td>
</tr>
<tr>
<td>4.7 IMPROVE MEDIA RELATIONSHIP BY PROMOTING HCC</td>
<td>% COMPLETED: 85%  GOAL: 100%</td>
</tr>
</tbody>
</table>
5. GOVERNANCE & BOARD RELATIONS

Recognizing the significance to be transparent, Houston Community College will strengthen its board governance and open communication practices to ensure shared and timely decision-making and data-sharing in response to changes in external conditions impacting the college and higher education in general.

5.1 IMPLEMENT DASHBOARD CONTAINING RELEVANT AND ACCURATE DATA FOR BOARD ACCESS TO FACILITATE GREATER UNDERSTANDING AND AWARENESS OF INSTITUTIONAL ACCOMPLISHMENTS

<table>
<thead>
<tr>
<th>% COMPLETED</th>
<th>75%</th>
</tr>
</thead>
<tbody>
<tr>
<td>GOAL</td>
<td>100%</td>
</tr>
</tbody>
</table>

5.2 IMPROVE THE PRESENTATION OF MATERIALS AND INFORMATION TO THE BOARD BY ESTABLISHING AND ADHERING TO TIMELINES AND PROVIDING APPROPRIATE TIME FOR REVIEW

<table>
<thead>
<tr>
<th>% COMPLETED</th>
<th>50%</th>
</tr>
</thead>
<tbody>
<tr>
<td>GOAL</td>
<td>100%</td>
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5.3 IMPROVE PUBLIC RELATIONS

<table>
<thead>
<tr>
<th>% COMPLETED</th>
<th>67.5%</th>
</tr>
</thead>
<tbody>
<tr>
<td>GOAL</td>
<td>100%</td>
</tr>
</tbody>
</table>
1. in awarding Associate Degrees to all minorities

2. in awarding Associate Degrees to African American students

3. in awarding Associate Degrees to Hispanic students

4. in awarding Associate Degrees in all disciplines

5. in awarding Associate Degrees to Asian American students
**ACTION ITEM**

**Meeting Date:** May 10, 2016

**Strategic Planning Committee**

<table>
<thead>
<tr>
<th>ITEM #</th>
<th>ITEM TITLE</th>
<th>PRESENTER</th>
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</thead>
<tbody>
<tr>
<td>B.</td>
<td>Institutional Goal Alignment</td>
<td>Dr. Cesar Maldonado</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dr. Kimberly Beatty</td>
</tr>
</tbody>
</table>

**RECOMMENDATION**
Approval of aligned goals for the Chancellor, Board and Strategic Plan.

**COMPELLING REASON/RATIONALE**
Alignment of the Chancellor, Board Committee and Strategic Plan goals will create a consistent approach to achieving positive progress toward institutional success.

**DESCRIPTION OR BACKGROUND**
The Board of Trustees has identified and/or approved goals for the Strategic Plan, the Board Committees, and the Chancellor. Approval of the aligned model will ensure progress toward common completion metrics.

**FISCAL IMPACT**
THECB provides funding to colleges based upon a funding model dependent upon factors to include success and completion.

**STRATEGIC ALIGNMENT**

1. **STUDENT SUCCESS**
   - C. Increase student completion

2. **ORGANIZATIONAL STEWARDSHIP**
   - A. Ensure that the strategic plan serves as the basis for funding

**ATTACHMENTS:**

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<thead>
<tr>
<th>Description</th>
<th>Upload Date</th>
<th>Type</th>
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</thead>
<tbody>
<tr>
<td>Presentation - Institutional Goals Alignment</td>
<td>5/3/2016</td>
<td>Presentation</td>
</tr>
</tbody>
</table>

This item is applicable to the following:
Central, Coleman, Northeast, Northwest, Southeast, Southwest, District
Alignment of Committee Priorities and Institutional Goals with Strategic Plan

May 2016
HCC COMPREHENSIVE STRATEGIC PLAN

IMAGINE HCC 2019
## PERFORMANCE GOALS ALIGNMENT

<table>
<thead>
<tr>
<th>PERFORMANCE GOALS</th>
<th>I. Student Success</th>
<th>II. Organizational Stewardship</th>
<th>III. Performance Excellence</th>
<th>IV. Innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Participation</td>
<td>☺</td>
<td>☺</td>
<td>☺</td>
<td>☺</td>
</tr>
<tr>
<td>2. Success</td>
<td>☺</td>
<td>☺</td>
<td>☺</td>
<td>☺</td>
</tr>
<tr>
<td>3. Fiscal &amp; Facilities</td>
<td>☺</td>
<td>☺</td>
<td>☺</td>
<td>☺</td>
</tr>
<tr>
<td>4. External Relations</td>
<td>☺</td>
<td>☺</td>
<td>☺</td>
<td>☺</td>
</tr>
<tr>
<td>5. Governance &amp; Board Relations</td>
<td>☺</td>
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### Symbol Key
- **Significant**
- **Moderate**
Institutional KPIs

Student Success
- Completion
- Placement

Organizational Stewardship
- THECB Composite Index
- Property Tax Rate Comparison
- Tuition and Fees Rate Comparison

Performance Excellence
- Instructional and Program Recognitions and Awards
- Academic and Workforce Accreditations

Innovation
- University Pathways
- Career Pathways
- Innovative approaches to teaching and learning