



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

REPORT ITEM

Meeting Date: May 10, 2016

Strategic Planning Committee

ITEM #	ITEM TITLE	PRESENTER
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:

Description	Upload Date	Type
Performance Scorecard	5/4/2016	Attachment

This item is applicable to the following:

Central, Coleman, Northeast, Northwest, Southeast, Southwest, District



HOUSTON COMMUNITY COLLEGE
FY2016
SCORECARD

QUARTERLY REPORT (ENDING APRIL 2016)
MAY 10, 2016



We are Houston's Community College

Learn here. **Train** here. **Improve** here. | hccs.edu | 713.718.2000

FY2016 SCORECARD

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%	<table border="1"> <tr> <td>% COMPLETED</td> <td>79.3%</td> </tr> <tr> <td>GOAL</td> <td>100%</td> </tr> </table>	% COMPLETED	79.3%	GOAL	100%
% COMPLETED	79.3%				
GOAL	100%				
1.2 INTEGRATE INTO STRATEGIC PLAN	<table border="1"> <tr> <td>COMPLETED</td> <td>12/17/15</td> </tr> <tr> <td>COMPLETION DATE</td> <td>12/31/15</td> </tr> </table> 	COMPLETED	12/17/15	COMPLETION DATE	12/31/15
COMPLETED	12/17/15				
COMPLETION DATE	12/31/15				
1.3 ESTABLISH TARGETS ACROSS INSTITUTION	<table border="1"> <tr> <td>% COMPLETED</td> <td>95%</td> </tr> <tr> <td>GOAL</td> <td>100%</td> </tr> </table>	% COMPLETED	95%	GOAL	100%
% COMPLETED	95%				
GOAL	100%				
1.4 DEVELOP AN ENROLLMENT MANAGEMENT STRATEGY	<table border="1"> <tr> <td>% COMPLETED</td> <td>50%</td> </tr> <tr> <td>GOAL</td> <td>100%</td> </tr> </table>	% COMPLETED	50%	GOAL	100%
% 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.

2.1 2% COMPLETERS	<table border="1"> <tr> <td>% COMPLETED</td> <td>30%</td> </tr> <tr> <td>GOAL</td> <td>100%</td> </tr> </table>	% COMPLETED	30%	GOAL	100%	
% COMPLETED	30%					
GOAL	100%					
2.2 3% TRANSFERS	<table border="1"> <tr> <td>% COMPLETED</td> <td>85%</td> </tr> <tr> <td>GOAL</td> <td>100%</td> </tr> </table>	% COMPLETED	85%	GOAL	100%	
% COMPLETED	85%					
GOAL	100%					
2.3 1% PERSISTENCE	<table border="1"> <tr> <td>% COMPLETED</td> <td>76.9%</td> </tr> <tr> <td>GOAL</td> <td>74.2%</td> </tr> </table>	% COMPLETED	76.9%	GOAL	74.2%	 2.7% ABOVE TARGET
% COMPLETED	76.9%					
GOAL	74.2%					
2.4 ACHIEVE STABILITY AND BUILD A STRONG STUDENT SERVICES TEAM	<table border="1"> <tr> <td>% COMPLETED</td> <td>50%</td> </tr> <tr> <td>GOAL</td> <td>100%</td> </tr> </table>	% COMPLETED	50%	GOAL	100%	
% COMPLETED	50%					
GOAL	100%					
2.5 STREAMLINE FINANCIAL AID AND REGISTRATION PROCESSES	<table border="1"> <tr> <td>% COMPLETED</td> <td>75%</td> </tr> <tr> <td>GOAL</td> <td>100%</td> </tr> </table>	% COMPLETED	75%	GOAL	100%	
% COMPLETED	75%					
GOAL	100%					
2.6 ENSURE A STUDENT FRIENDLY COURSE SCHEDULE	<table border="1"> <tr> <td>% COMPLETED</td> <td>100%</td> </tr> <tr> <td>GOAL</td> <td>100%</td> </tr> </table>	% COMPLETED	100%	GOAL	100%	
% COMPLETED	100%					
GOAL	100%					
2.7 PROVIDE WEEKEND COURSES TO ACCOMMODATE WORKING STUDENTS	<table border="1"> <tr> <td>% COMPLETED</td> <td>100%</td> </tr> <tr> <td>GOAL</td> <td>100%</td> </tr> </table>	% COMPLETED	100%	GOAL	100%	
% COMPLETED	100%					
GOAL	100%					

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

3.1.1. Obtain clean audit report for FY2015.

% COMPLETED	100%
GOAL	100%



3.1.2. Balance end of year budget for FY2016.

% COMPLETED	67%
GOAL	100%

3.2 INCREASE REVENUES DURING FISCAL YEAR 2016 BY THE AMOUNTS

3.2.1. Increase revenues from tuition and fees (net) by 2% or \$1.5M.

% COMPLETED	73%
GOAL	100%

3.2.2. Increase federal and state grants by 5%, or \$1.1M.

% COMPLETED	78%
GOAL	100%

3.2.3. Clarify naming policy and secure two donors to fund the naming of a program or physical space.

% COMPLETED	PENDING
GOAL	100%

3.2.4. Increase auxiliary lease revenues by 20%, or \$1.1M.

% COMPLETED	55%
GOAL	100%

3.3 ACHIEVE OPERATING EFFICIENCIES IN OPERATIONS

3.3.1. Decrease hiring timeline by 7 days.

% COMPLETED	75%
GOAL	100%

3.3.2. Increase internal capacity for facilities maintenance and reduce reliance on primary vendor by 10% on an annualized basis.

% COMPLETED	25%
GOAL	100%

3.3.3. Reorganize Information Technology department to more efficiently serve the needs of the college, in accordance with study underway by Berkley Research Group.

% COMPLETED	50%
GOAL	100%

3.3.4. Transition to participation in SouthEast GigaPop (SETG) for providing internet connectivity and reduce costs by \$250,000 on an annualized basis.


% COMPLETED	25%
GOAL	100%

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

% COMPLETED	75%
GOAL	100%

4. EXTERNAL RELATIONS

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.

<p>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.</p>	<table border="1"> <tr> <td>% COMPLETED</td> <td>40%</td> </tr> <tr> <td>GOAL</td> <td>100%</td> </tr> </table>	% COMPLETED	40%	GOAL	100%	
% COMPLETED	40%					
GOAL	100%					
<p>4.2 INCREASE VISIBILITY STATEWIDE THECB AND TEA COMMITTEES THAT IMPACT HCC FUNDING AND OPERATIONS AND DEMONSTRATE HOW VISIBILITY TRANSLATES TO BENEFITS FOR HCC.</p>	<table border="1"> <tr> <td>% COMPLETED</td> <td>40%</td> </tr> <tr> <td>GOAL</td> <td>100%</td> </tr> </table>	% COMPLETED	40%	GOAL	100%	
% COMPLETED	40%					
GOAL	100%					
<p>4.3 INCREASE STATE AND NATIONAL RECOGNITION OF HCC AS RELATED TO STUDENT SUCCESS AND COMPLETION</p>	<table border="1"> <tr> <td>% COMPLETED</td> <td>40%</td> </tr> <tr> <td>GOAL</td> <td>100%</td> </tr> </table>	% COMPLETED	40%	GOAL	100%	
% COMPLETED	40%					
GOAL	100%					
<p>4.4 PROMOTE THE IMAGE OF HCC AS A COLLEGE OF "FIRST CHOICE"</p>	<table border="1"> <tr> <td>% COMPLETED</td> <td>90%</td> </tr> <tr> <td>GOAL</td> <td>100%</td> </tr> </table>	% COMPLETED	90%	GOAL	100%	
% COMPLETED	90%					
GOAL	100%					
<p>4.5 CONTINUE TO EXPAND FUNDRAISING EFFORT IN PARTNERSHIP WITH HCC FOUNDATION AND ESTABLISH SPECIFIC FUNDRAISING GOALS</p>	<table border="1"> <tr> <td>% COMPLETED</td> <td>100%</td> </tr> <tr> <td>GOAL</td> <td>100%</td> </tr> </table>	% COMPLETED	100%	GOAL	100%	
% COMPLETED	100%					
GOAL	100%					
<p>4.6 WORK COLLABORATIVELY WITH THE BOARD AND INDIVIDUAL TRUSTEES TO PROMOTE HCC THROUGHOUT THE SERVICE AREA</p>	<table border="1"> <tr> <td>% COMPLETED</td> <td>70%</td> </tr> <tr> <td>GOAL</td> <td>100%</td> </tr> </table>	% COMPLETED	70%	GOAL	100%	
% COMPLETED	70%					
GOAL	100%					
<p>4.7 IMPROVE MEDIA RELATIONSHIP BY PROMOTING HCC</p>	<table border="1"> <tr> <td>% COMPLETED</td> <td>85%</td> </tr> <tr> <td>GOAL</td> <td>100%</td> </tr> </table>	% COMPLETED	85%	GOAL	100%	
% COMPLETED	85%					
GOAL	100%					



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.

<p>5.1 IMPLEMENT DASHBOARD CONTAINING RELEVANT AND ACCURATE DATA FOR BOARD ACCESS TO FACILITATE GREATER UNDERSTANDING AND AWARENESS OF INSTITUTIONAL ACCOMPLISHMENTS</p>	<table border="1"> <tr> <td>% COMPLETED</td> <td>75%</td> </tr> <tr> <td>GOAL</td> <td>100%</td> </tr> </table>	% COMPLETED	75%	GOAL	100%
% COMPLETED	75%				
GOAL	100%				
<p>5.2 IMPROVE THE PRESENTATION OF MATERIALS AND INFORMATION TO THE BOARD BY ESTABLISHING AND ADHERING TO TIMELINES AND PROVIDING APPROPRIATE TIME FOR REVIEW</p>	<table border="1"> <tr> <td>% COMPLETED</td> <td>50%</td> </tr> <tr> <td>GOAL</td> <td>100%</td> </tr> </table>	% COMPLETED	50%	GOAL	100%
% COMPLETED	50%				
GOAL	100%				
<p>5.3 IMPROVE PUBLIC RELATIONS</p>	<table border="1"> <tr> <td>% COMPLETED</td> <td>67.5%</td> </tr> <tr> <td>GOAL</td> <td>100%</td> </tr> </table>	% COMPLETED	67.5%	GOAL	100%
% COMPLETED	67.5%				
GOAL	100%				



1 in awarding Associate Degrees to all minorities



2 in awarding Associate Degrees to African American students



2 in awarding Associate Degrees to Hispanic students



4 in awarding Associate Degrees in all disciplines



5 in awarding Associate Degrees to Asian American students



HOUSTON COMMUNITY COLLEGE
BOARD OF TRUSTEES

ADRIANA TAMEZ, Ed.D., CHAIR, DISTRICT III
ROBERT GLASER, VICE CHAIR, DISTRICT V
CAROLYN EVANS-SHABAZZ, Ed.D., SECRETARY, DISTRICT IV
ZEPH CAPO, DISTRICT I
DAVE WILSON, DISTRICT II
JOHN P. HANSEN, Ph.D., DISTRICT VI
NEETA SANE, DISTRICT VII
EVA L. LOREDO, DISTRICT VIII
CHRISTOPHER W. OLIVER, DISTRICT IX



CHANCELLOR
CESAR MALDONADO, Ph.D., P.E.

ACTION ITEM

Meeting Date: May 10, 2016

Strategic Planning Committee

ITEM #	ITEM TITLE	PRESENTER
B.	Institutional Goal Alignment	Dr. Cesar Maldonado Dr. Kimberly Beatty

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:

Description	Upload Date	Type
Presentation - Institutional Goals Alignment	5/3/2016	Presentation

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



HOUSTON COMMUNITY COLLEGE
We Are Houston's Community College



HCC COMPREHENSIVE STRATEGIC PLAN

IMAGINE HCC 2019



PERFORMANCE GOALS ALIGNMENT

PERFORMANCE GOALS	STRATEGIC PILLARS			
	I. Student Success	II. Organizational Stewardship	III. Performance Excellence	IV. Innovation
1. Participation	●	●	◐	●
2. Success	●	◐	●	●
3. Fiscal & Facilities	◐	●	◐	◐
4. External Relations	●	◐	●	◐
5. Governance & Board Relations	◐	●	●	●

Symbol Key ● Significant ◐ Moderate

Institutional KPIs

Student Success

- Completion
- Placement

Organizational Stewardship

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

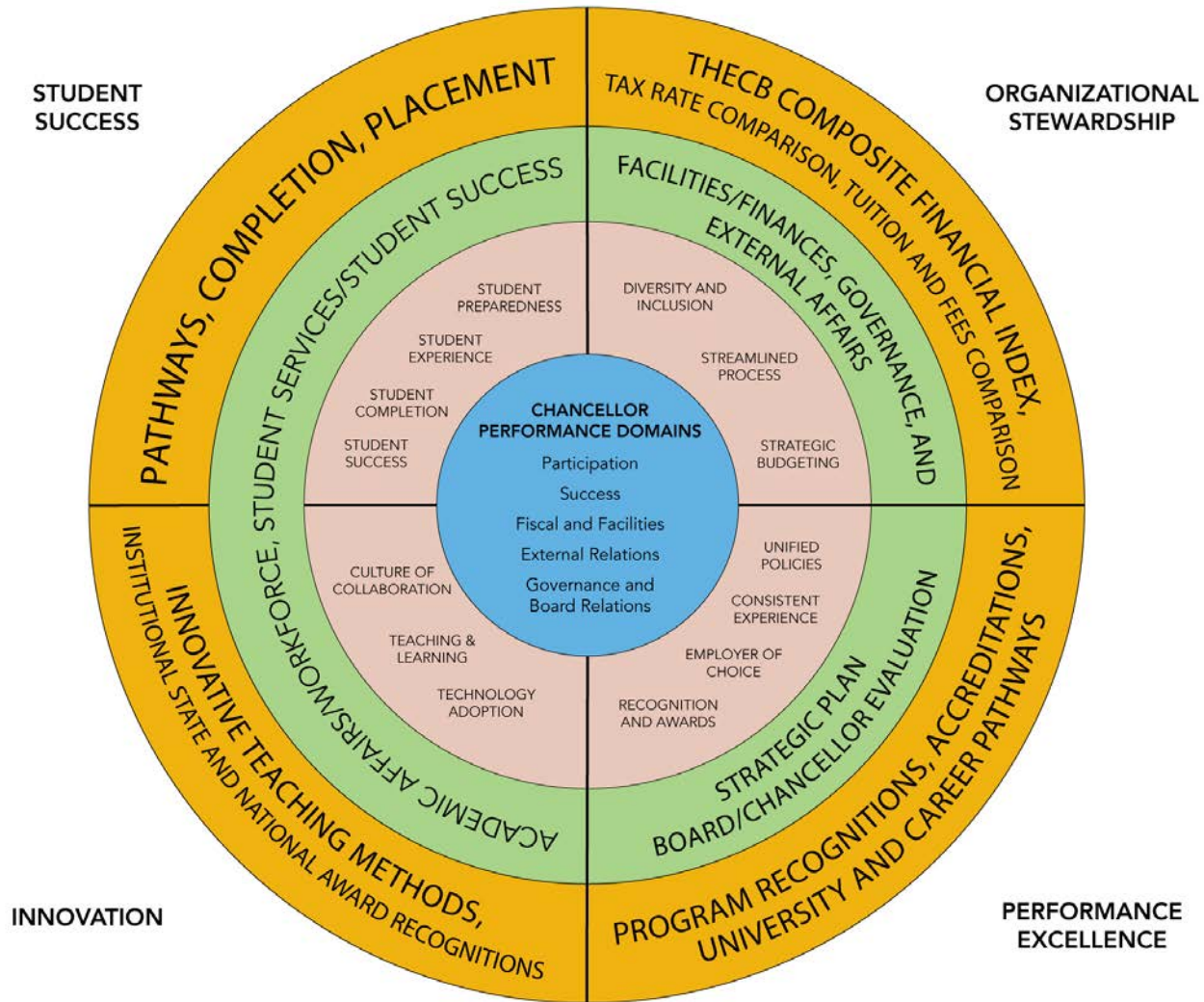
Performance Excellence

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

Innovation

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

STRATEGIC PLAN AND INSTITUTIONAL GOAL ALIGNMENT



■ Institutional KPIs
 ■ Board Committees
 ■ Strategic Plan Objectives
 ■ Chancellor Goals (Domain Areas)