



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

April 21, 2016

2:30 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

April 21, 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 Thursday, April 21, 2016 at 2:30 PM, or after, and from day today 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. Strategic Plan 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

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

- 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 **18th day of April 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: April 21, 2016

Strategic Planning Committee

ITEM #	ITEM TITLE	PRESENTER
A.	Strategic Plan Update	Dr. Cesar Maldonado Dr. Kimberly Beatty Dr. William Carter

DISCUSSION

Update on the strategic plan (development and implementation).

DESCRIPTION OR BACKGROUND

The development, planning cycles, implementation, and management of the plan will be shared.

FISCAL IMPACT

Expenses related to the strategic plan will be included in the operational budget process.

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
Comprehensive Strategic Plan	4/15/2016	Presentation

This item is applicable to the following:

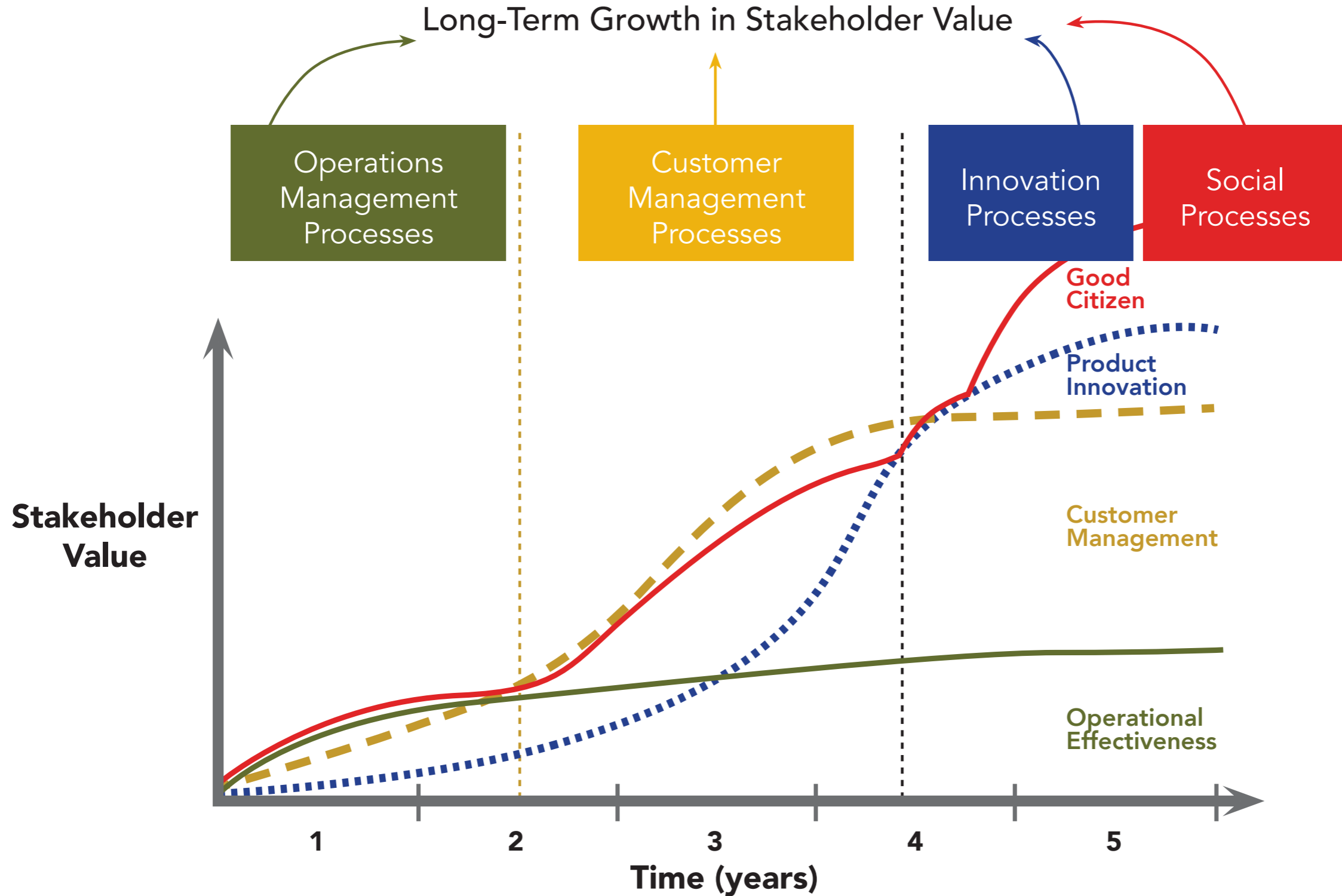
Central, Coleman, Northeast, Northwest, Southeast, Southwest, District



IMAGINE HCC 2019: COMPREHENSIVE STRATEGIC PLAN



Forming the Vision



Alignment with 60 x 30TX Plan (THECB)



By 2030,
Texas
shall have:



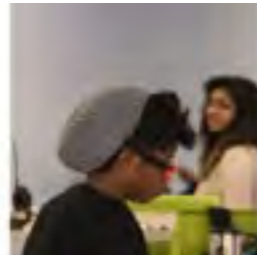
- **550,000 students** complete a certificate, associate, bachelor's, or master's from an institution of higher education in Texas.
- **All students** from Texas public institutions of higher education **graduated with completed programs** and identified marketable skills.
- Undergraduate **student loan debt that does not exceed 60 percent** of first-year wage for graduates of Texas public institutions.

Institutional Planning

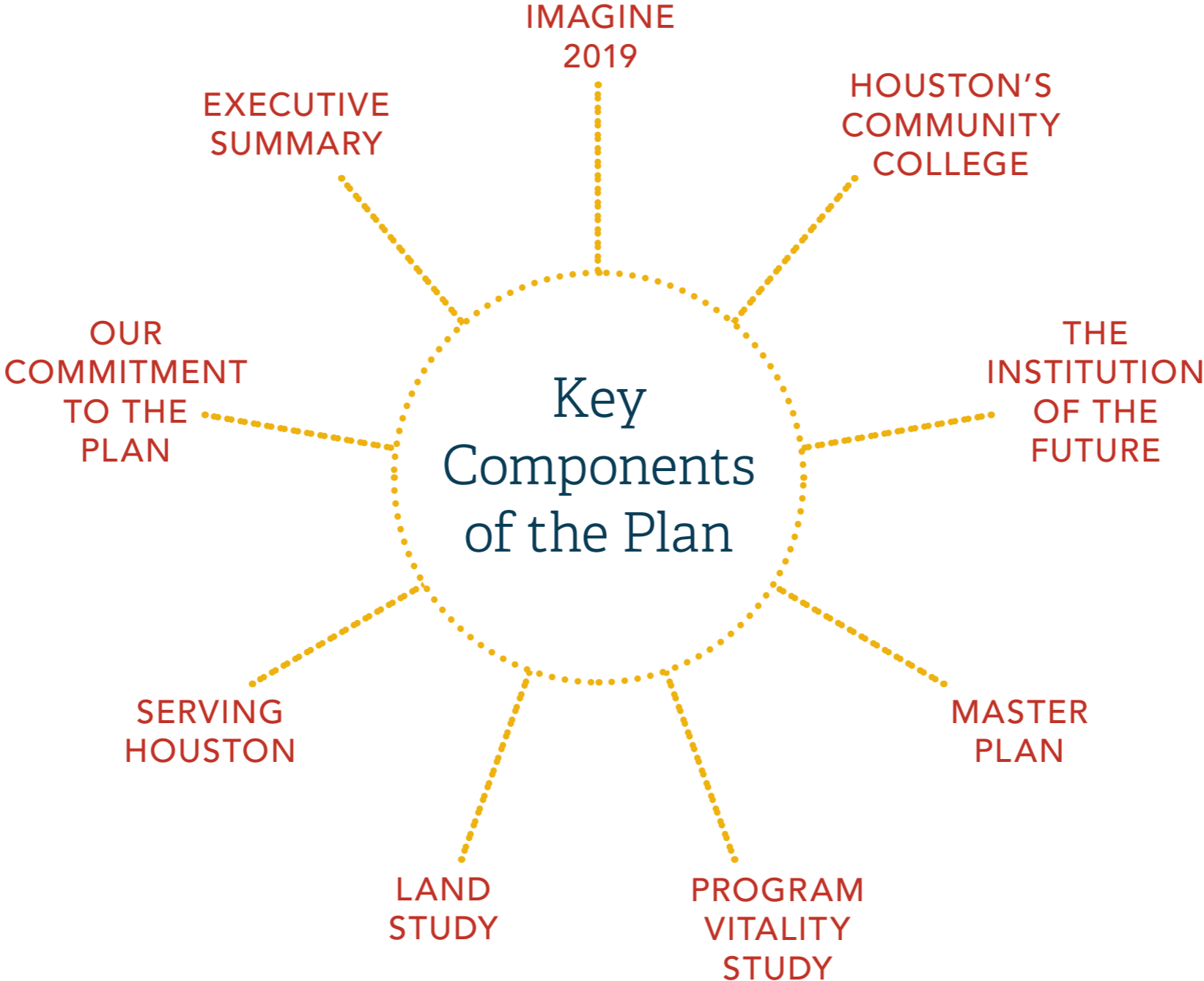




Highlights of Imagine HCC 2019



Primary Components



Our Model for Success

VISION

Houston Community College 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.

Board

Leadership Team

Strategic Planning Advisory Council

Strategic Planning Work Groups

STUDENT SUCCESS

ORGANIZATIONAL STEWARDSHIP

PERFORMANCE EXCELLENCE

INNOVATION

BEHAVIORAL COMPETENCIES

CORE VALUES

MISSION

Board

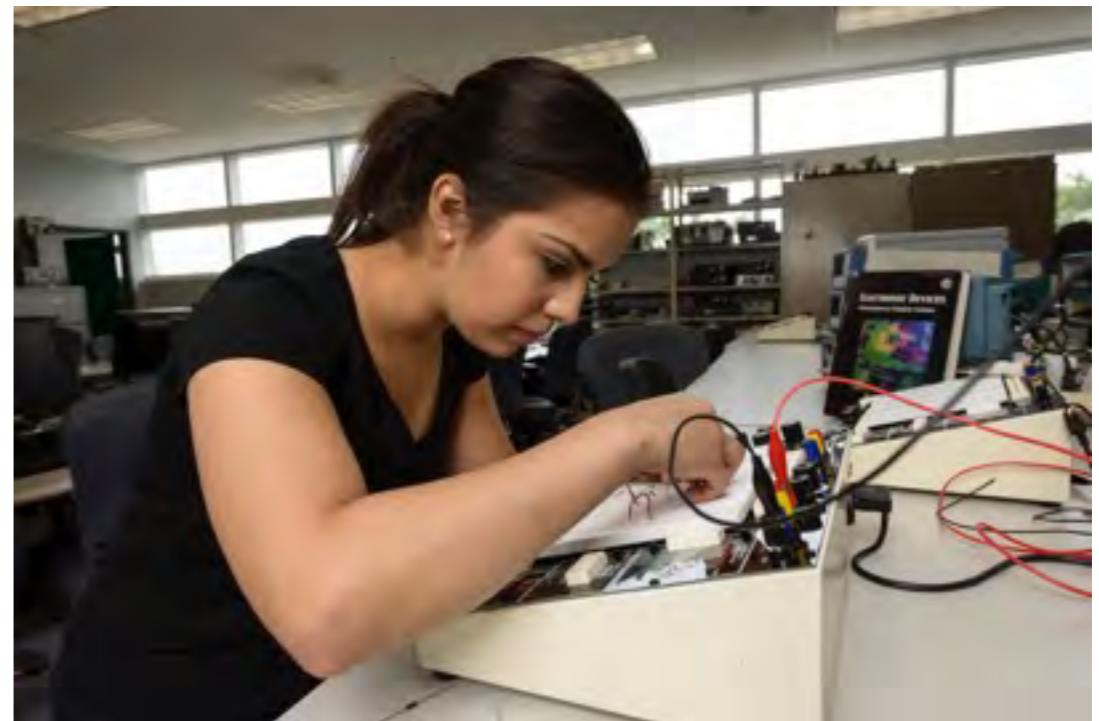
Strategic Goals and Initiatives

1. Student Success

We define Student Success as our commitment to creating an environment in which students achieve their desired goals that lead to their success in both educational and occupational pursuits.

Our objectives for Student Success are:

- A. Improve student preparedness, readiness and alignment
- B. Improve the student experience
- C. Increase student completion
- D. Ensure that instructional programs prepare students for success in current and future working environments



Strategic Goals and Initiatives

2. Organizational Stewardship

Actions that preserve and protect the allocation and monitoring of resources of transparency in decision-making, and creating processes that manage, the allocation and monitoring of resources crucial to the college's mission.

Our objectives for Organizational Stewardship include:

- A. Ensure that the strategic plan serves as the basis for funding
- B. Improve and streamline business transactions and processes
- C. Increase diversity, inclusion and engagement throughout the institution



Strategic Goals and Initiatives

3. Performance Excellence

Performance Excellence means using integrated approaches that result in the delivery of ever-improving value to customers and stakeholders.

Our objectives for Performance Excellence include:

- A. Focus on one HCC and consistency of quality experience across the campuses, departments, and facilities
- B. Foster an environment within the institution as a compelling place to work and learn
- C. Employ analytic measures to assess and guide performance excellence



Strategic Goals and Initiatives

4. Innovation

In a changing world, innovation is leadership in the creation of new ideas, methods, processes, technologies, or products to address the challenges and opportunities associated with that change.

Our objectives for Innovation include:

- A. Build a culture that champions collaboration, creativity, and innovation
- B. Increase innovation in teaching and learning
- C. Expand the use of technology throughout the institution



Institutional KPIs

Student Success

- Completion (Credentials awarded)
- Job placement

Organizational Stewardship

- THECB Composite Financial Index
- Tax rate comparison across Texas Community College peers
- Tuition rate comparison across Texas Community College peers

Program Excellence

- Instructional and administration program recognitions and awards
- Academic and workforce program accreditations

Innovation

- University Pathways (ECS to HCC to University)
- Innovative methods and environments for teaching and learning

Implementation of the Plan

Annual Division and Unit Plan Development Cycle



DEVELOPMENT TIMELINE

Steps	Annual Milestones
Annual Strategic Objectives and Initiatives Report and Outcome Evaluation	November
Assessment of Division Operational Plans and Actions	January
Alignment of Unit Actions with Strategic Objectives and Initiatives	February
Budget Development	May
Strategic Investment	August

Implementation of the Plan

Annual Division and Unit Plan Management/Maintenance Cycle

MANAGEMENT/MAINTENANCE TIMELINE

Steps	Milestones
Action Item Status and Performance Update by Units	October, January, April, July
Strategic Initiative and Action Item Review by Divisions	October, January, April, July
Strategic Objectives and Initiatives Progress Report and Outcomes Evaluation	February, August
Annual Strategic Objectives and Initiatives Report and Outcome Evaluation	August

Management of the Plan

Action Items for the Unit –Academic Instruction with Action Title, Description and Related Strategic Initiatives

581 Actions entered into the Plan Management System (TracDat)

The screenshot displays the TracDat web application interface. At the top, the 'tracdat' logo is on the left, and a dropdown menu shows 'Unit - Academic Instruction'. To the right, there is a notification bell icon with a red '0' and a user profile icon with the text 'Welcome,'. Below the header, a breadcrumb trail reads 'Unit - Academic Instruction > Unit Plan > Plan'. On the left side, a navigation menu includes 'Home', 'Unit', 'Unit Plan' (highlighted), 'Plan', 'Status Updates', and 'Mapping'. The main content area is titled 'Actions' and contains a list of items. The first item is 'Experiential Learning Advisory Committee' with a description: 'Establish an Experiential Learning Advisory Committee to serve all external and service learning needs of students and faculty (Active)'. Below this, it lists 'Associated Division(s): Instructional Services', 'Projected Start Date:', and 'Projected End Date: 08/31/2017'. Underneath, there is a section for 'Related Initiatives' which includes 'Achieving the Vision: Strategic Plan' and '1 - Student Success - 1.4.1 Expand partnerships with business, industry, and other higher education institutions'.

Management of the Plan

Action Item Mapping to Strategic Initiative Screen

The screenshot displays the Tracdat software interface. The top navigation bar includes the Tracdat logo and the text 'Unit - Academic Instruction'. Below this, a breadcrumb trail shows 'Unit - Academic Instruction > Mapping > Actions Mapping'. A left-hand navigation menu lists various options: Home, Unit, Unit Plan, Mapping (highlighted), Actions Mapping, Data Tools, Reports, and Documents. The main content area is titled 'Achieving the Vision: Strategic Plan' and is divided into two columns: 'Initiatives' and 'Actions'.

Initiatives	Actions								
completion	<table border="1"> <thead> <tr> <th>Experiential Learning Advisory Committee</th> <th>Faculty Evaluation Process</th> <th>Foundation Funding Opportunities</th> <th>GPS Model Support</th> </tr> </thead> <tbody> <tr> <td>Establish an Experiential Learning Advisory ...</td> <td>Review and potentially develop revised faculty evaluation processes an ...</td> <td>Identify funding opportunities with the Foundat ...</td> <td>Continue to develop relationships with 4 year institutions to support the Guid ...</td> </tr> </tbody> </table>	Experiential Learning Advisory Committee	Faculty Evaluation Process	Foundation Funding Opportunities	GPS Model Support	Establish an Experiential Learning Advisory ...	Review and potentially develop revised faculty evaluation processes an ...	Identify funding opportunities with the Foundat ...	Continue to develop relationships with 4 year institutions to support the Guid ...
Experiential Learning Advisory Committee	Faculty Evaluation Process	Foundation Funding Opportunities	GPS Model Support						
Establish an Experiential Learning Advisory ...	Review and potentially develop revised faculty evaluation processes an ...	Identify funding opportunities with the Foundat ...	Continue to develop relationships with 4 year institutions to support the Guid ...						
1 - Student Success 1.3.3 Provide greater resources and access to supplemental learning									
1 - Student Success 1.4.1 Expand partnerships with business, industry, and other higher education institutions	✓								
1 - Student Success 1.4.2 Align COEs with business and industry needs									
1 - Student Success 1.4.3 Establish career centers with COE's and campuses									

Management of the Plan

Action Item Quarterly Status Update Screen

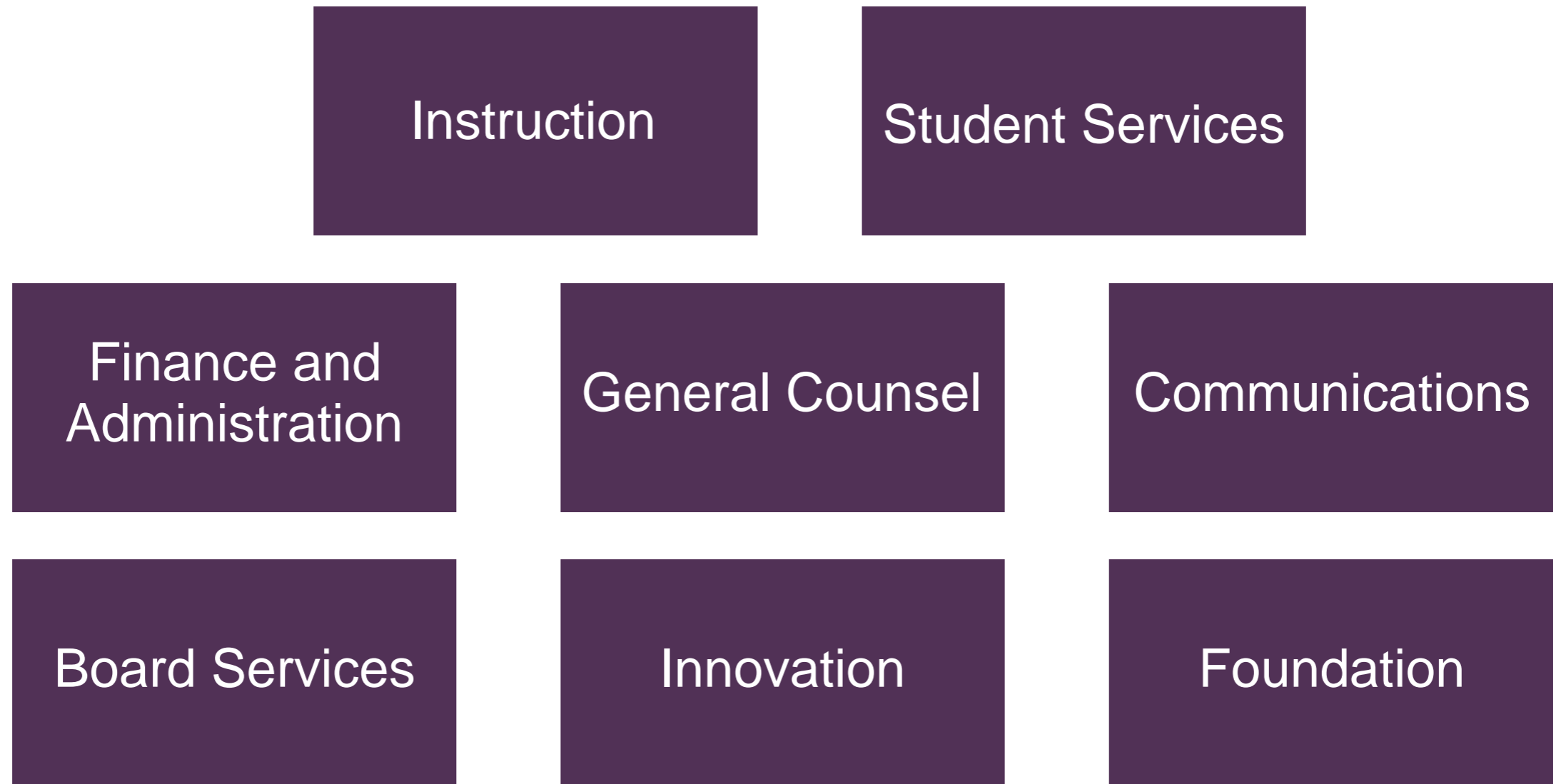
The screenshot shows the 'Add Status Update' interface in the Tracdat system. The breadcrumb trail is 'Unit - Academic Instruction > Unit Plan > Status Updates > Add Status Update'. The main content area displays the following information:

- Unit:** Unit - Academic Instruction
- Navigation:** Home, Unit, Unit Plan, Plan, Status Updates, Mapping, Data Tools, Reports, Documents.
- Form Fields:**
 - Quarterly Action Updates:** (Selected)
 - Status Update Date:** 04/15/2016
 - Status Update:** [Empty text field]
 - Reporting Period:** [Dropdown menu]
 - Progress:** [Dropdown menu]
 - Percent Complete:** [Dropdown menu] with a help icon (?)
- Buttons:** Save, Return



Comprehensive Components of the Plan

Division Plans



Division Plan Components

Board Services

Mission

The mission of the Office of Board Services is to provide efficient and professional support to the governing Board of the College.

Vision

The Office of Board Services of Houston Community College Board of Trustees will be responsive to the ever changing role of providing quality administrative support through efficiency, competence, and positive productivity.

Organization

The office provides high level function involving planning, organizing, managing, communicating coordinating, facilitating a multitude of services that are required to execute the business affairs of the college. In addition to Trustees, the Board Services Office provides support to the Chancellor in preparation and presentation of the official business of the college.

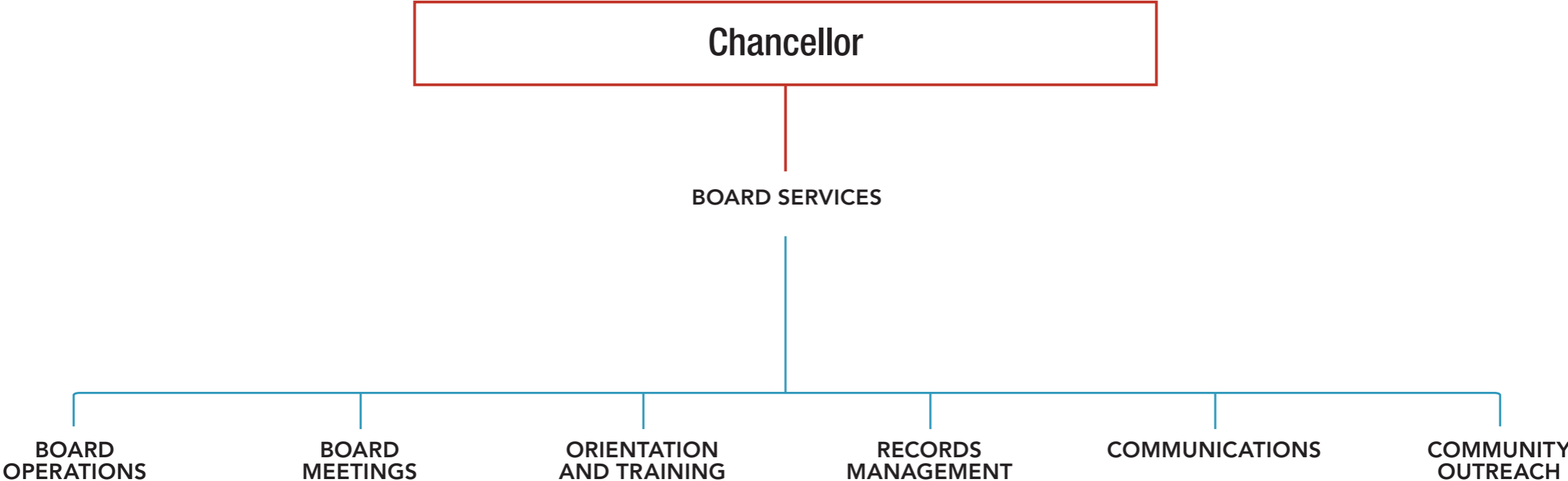
Division Goals

1. Implement efficient record management system according to the institution's policies and procedures.
2. Develop comprehensive orientation and training format for new Trustees and implement cross training program for Board Services Staff.

Strategic Goal	Strategic Objective	Division Goal
Organizational Stewardship	<ul style="list-style-type: none"> Improve and streamline business transactions and process 	<ul style="list-style-type: none"> Maintain efficient record management systems according to policies and procedures
Performance Excellence	<ul style="list-style-type: none"> Focus on one HCC and consistency of quality experience across the campuses, departments, and facilities 	<ul style="list-style-type: none"> Develop comprehensive orientation/ training for board members and cross training for Board Services staff members

Division Plan Components

Board Functional Organizational Chart for Board Services



Land Study

Page/

Houston Community College Strategic Real Estate Study Houston, Texas

Study Documentation

Project No.
415084

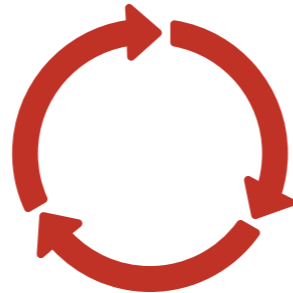
Submittal Date
22 March 2016



Program Vitality Study



**Meeting the
Educational Needs
of Houston**



Process



**Program
Assessment**



**Program
Improvement**

Master Plan

