

**SPECIAL MEETING
(BOARD RETREAT)
OF THE BOARD OF TRUSTEES
HOUSTON COMMUNITY COLLEGE**

October 1, 2016

Minutes

The Board of Trustees of Houston Community College held a Special Meeting (Board Retreat) on Saturday, October 1, 2016 at The Houstonian, First Floor in the Pecan Room, 111 N. Post Oak Lane, Houston, Texas.

MEMBERS PRESENT

Adriana Tamez, Board Chair
Carolyn Evans-Shabazz, Secretary
Zeph Capo
John P. Hansen
Eva Loredo
Christopher W. Oliver

ADMINISTRATION

Cesar Maldonado, Chancellor
Teri Zamora, Senior Vice Chancellor, Finance and Administration

OTHERS PRESENT

Jarvis Hollingsworth, Board Counsel, Bracewell LLP
James Nowlin, Retreat Facilitator, Excel Global Partners
John Sheldon, Retreat Facilitator, Excel Global Partners
Other administrators, citizens and representatives from the news media

CALL TO ORDER

Due to a lack of a quorum, Dr. Tamez noted the reports would be received regarding the insurance alternatives, and the retreat facilitators would provide an overview of the activities scheduled for the day.

Dr. Adriana Tamez, Chair, called the meeting to order at 8:35 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: Evans-Shabazz, Loredo, Oliver, and Tamez)

TOPICS FOR DISCUSSION AND/OR ACTION

REPORT ON INSURANCE ALTERNATIVES

Mr. Joe Williams and Ms. Kelly Bell, of Pozmantier Williams Insurance Consultants, apprised the presentation would provide options of higher risk insurance to include types of deductibles and Workers' Compensation - Options to Consider.

(Dr. Hansen joined the meeting at 9:35 a.m.)

Mr. Oliver noted the largest issues the college has to deal with historically is lawsuits and hurricanes. He concurred with Dr. Tamez that it is a discussion for the full Board to consider. He noted that holding a discussion in November would provide to provide sufficient time for administration to prepare the requested material in order for the Board to make an informed decision.

Dr. Tamez informed that she would take this into consideration of holding a more detail discussion in November but she would like for the presentation to be provided in October.

ANNUAL BOARD OF TRUSTEES RETREAT (DAY2)

Mr. Nowlin kicked off Day 2 of the retreat activities with an overview to include:

- Camaraderie
- Strategy
- Fellowship
- Trust
- Power

The Board discussed the issue of long meetings. Members felt there has to be trust and administration should be contacted prior to the meetings to get clarification regarding the Trustees' various concerns. Mr. Nowlin noted that a phone call over an email could suffice in obtaining clarification.

Dr. Hansen stated when unclear about something they should be free to contact senior staff members to acquire information or ask questions to have it clarified prior to the board meeting.

Dr. Evans-Shabazz noted that there needs to be a point person in the form of the Chancellor so he can be informed and give directions to staff.

Dr. Maldonado noted that he views it as part of his job to prevent the Trustees from being blind-sided. He noted that the effort is to have the concerns routed through him to make certain to protect the integrity of the institution.

Ms. Loreda noted there are bylaws for everything and mentioned that there needs to be bylaws regarding the length of discussion and/or meetings to not lose the momentum. She noted that she will take from Mr. Oliver's practice and provide notification when she visits the campuses.

Mr. Sheldon noted that the effort should be to review options as to how information is provided and can be simplified in the form of a summary.

Mr. Oliver noted that items with lengthy discussion could be provided on the regular meeting agenda and those that are not that detailed could be on the COTW agenda.

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Dr. Evans-Shabazz noted that she attends all the committee meetings where her questions are answered.

Dr. Hansen noted that for him the more information the better, and he does not find the information an overload.

(Dr. Evans-Shabazz stepped out at 10:23 a.m.)

The Board discussed the possibility of revamping the COTW meeting so that information is not discussed at the COTW and the regular meeting. Dr. Tamez mentioned trying something different for the October and November meetings.

Dr. Maldonado noted that for policy items there may need to be two readings.

Mr. Hollingsworth noted the bylaws use to have a stipulation of two minute for discussion on an item but it was eliminated. He noted that with respect to the committees, when the item passes the committee it moves to the consent agenda. He noted the challenge is when Board members want more information on the item and pulls it from the consent agenda. He added a Board member is limited from pulling items off the consent agenda.

Dr. Tamez noted the COTW is to allow vetting of the items. Mr. Hollingsworth noted COTW is only facilities and finance and it is still considered a committee of nine.

Dr. Tamez noted that a discussion should be held to review the process. Mr. Hollingsworth noted the two-minute limit could assist when pulling an item from the consent agenda.

Mr. Sheldon noted the benefit of being at the retreat is to strengthen each other. He encouraged each to task themselves to work on developing deeper relations with those board members that can be reached.

Dr. Tamez noted that her take away from the discussion is efficiency.

(Mr. Capo joined the meeting at 11:45 a.m.)

Mr. Sheldon presented on Strategic Planning to include:

- No magic bullets
- Invest in deepening the relationship with the Trustees that can be reached
- Deepen resolution/unity
- Continue to support the Board Chair
- Understand the Cancers
- Motivation, Focus, and Background
- Identify a more constructive outline
- Okay to say "No"

(Dr. Evans-Shabazz returned at 12:40 p.m.)

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The Board discussed tangible steps to include:

- Make individual contact to missing Board members
- Follow up with emails on retreat
- Apply our talk to vote/actions
- Mid-retreat locally hosted sessions

Dr. Hansen recommended holding more budget discussions to provide the Board an opportunity to give input on available funds.

(Mr. Oliver stepped out at 12:50 p.m.)

Dr. Maldonado noted the intent is to bring recommendations forward for proposed changes in March and have the budget 90 % completed by June.

The take away regarding Budget Steps:

- BOT Priorities and Opportunities (set objectives)
- Administration develops the first pass with assumptions
- Committee review
- BOT Review
- Improve Board engagement in budget process
- Managing requests from Trustees (2-3 month review period)

Mr. Hollingsworth noted the Chair has the discretion to create a Budget Ad Hoc committee.

Dr. Tamez noted that this is the first time she has served on a Board without being included in the budget process to set priorities.

Dr. Maldonado requested the opportunity to present information regarding the Sunset Review. He added that every part of the organization will be reviewed every 5 years, and reviews will be done on an annual basis.

Mr. Sheldon noted that there needs to be a discussion regarding the management of tangible requests from various Trustees.

Mr. Capo recommended compiling the requests in a report developed by Board Services for all to review during the meeting. Dr. Maldonado noted that the WAB includes the requests from Trustees; however, it does not specify who requested and how much time is spent on the request.

Mr. Sheldon noted there are phone calls and emails where inquiries are currently being made. He noted there has to be one format. Dr. Tamez noted that it is when the inquiry becomes excessive and becomes a problem. She noted an update should be discussed in closed session.

Mr. Hollingsworth noted the question to be answered is when a request becomes

humongous. He noted the current request for a document could be revised to include information.

Dr. Tamez noted she will send an email moving forward regarding Trustees' requests and will bring the requests to the Board in closed session. Mr. Hollingsworth recommended giving discretion to the Board Chair. He noted that the document or information should be shared with everyone. He again noted the current document request instrument could be revised to include an information component.

Dr. Tamez noted that there should be a roll out from items discussed in the retreat as long as there is support of those in attendance of the retreat. She recommended placing an amendment to the document requesting policy on the Board Governance Committee's agenda.

Win, Losses, and Saves: The Power of Trust to include the following:

- **T**ogether
- **R**elation and Results Focused
- **U**nderstanding
- **S**ituation Awareness
- **T**ough it Out

The Board entered into the strategic plan discussion with Mr. Sheldon interviewing Dr. Maldonado. Dr. Maldonado was asked what he needs from the Trustees to assist him. He responded with feeling supported as well as patience and trust in the Transformation.

Mr. Sheldon asked the Trustees what they needed from the Chancellor regarding the Strategic Plan and Transformation. Dr. Maldonado noted that he could have done a better job of communicating to the Board the Transformation process along the way. He noted the communication could have been better to allow the Board to own the process.

Mr. Capo noted a scheduling date process would have helped to plan ahead to be able to attend the strategic planning meetings.

Ms. Loreda noted better communication would have helped.

Dr. Tamez noted the importance of making certain the Trustees had an opportunity to review and discuss the progress.

Mr. Sheldon inquired if there is anything that could be done now to be more comfortable.

Mr. Capo noted putting in place the Strategic Plan Committee allowed for continuous involvement. Ms. Loreda noted receiving on-going data assists with the efforts.

Dr. Tamez requested identifying a date for a continuous dialogue in December. She recommended an offsite meeting. Mr. Capo recommended the Trustees host a meeting in their respective districts.

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Dr. Maldonado apprised that hosting it out in the community would provide a larger attendance. Dr. Tamez noted the effort would set a tone for a good year, it would build camaraderie and debrief with the facilitators.

The Board concluded to set a tentative date for a mini-retreat for Tuesday, December 13, 2016 at 4:00 p.m.

Excel Global Partners expressed their appreciation to be part of the retreat.

Dr. Tamez expressed appreciation to the staff for organizing the retreat. She also thanked the facilitators for their hard work.

Dr. Tamez requested the Chancellor send a message to the Board regarding what he had gained from the retreat.

ADJOURNMENT

With no further business coming before the Board, the meeting adjourned at 2:43 p.m.

Minutes submitted by Sharon Wright, Director, Board Services

Minutes Approved as Submitted: November 17, 2016