



# **AGENDA**

## **SPECIAL MEETING OF THE BOARD OF TRUSTEES**

**February 25, 2015  
12:00 p.m.**

**HCC Administration Building  
3100 Main, 2nd Floor Auditorium  
Houston, Texas 77002**



## **Strategic Plan 2012-2015**

Creating Opportunities for Our Shared Future  
*(Approved by the HCC Board of Trustees, June 22, 2012)*

### **Mission**

Houston Community College is an open-admission, public institution of higher education offering a high-quality, affordable education for academic advancement, workforce training, career and economic development, and lifelong learning to prepare individuals in our diverse communities for life and work in a global and technological society.

### **Vision**

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.

### **Strategic Initiatives**

- Initiative #1: Increase Student Completion
- Initiative #2: Respond to Business and Industry
- Initiative #3: Develop 21st Century Learners
- Initiative #4: Support Faculty/Staff Professional Development and Student Leadership
- Initiative #5: Support Innovation
- Initiative #6: Support Entrepreneurialism
- Initiative #7: Leverage Partnerships

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

**February 25, 2015**

Notice is hereby given that the Board of Trustees of Houston Community College will hold a Special Meeting on the Wednesday, twenty-fifth (25<sup>th</sup>) day of February 2015, at 12:00 p.m., or after, and from day to day as required, at 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 Chair or Board and items listed for closed session may be discussed in open session and vice versa as permitted by law. The Board may take final action with regard to items listed in this Notice without further action at a Regular Board Meeting.

**I. Call to Order**

**II. Topics for Discussion and/or Action**

A. Amendment to Missouri City New Campus Real Estate Acquisition.

**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**

1. 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**

1. 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**

1. 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.

Houston Community College  
Special Meeting – February 25, 2015

**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

Houston Community College  
Special Meeting – February 25, 2015

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 of Notice**

On this the 20<sup>th</sup> day of February 2015, at or before 4:30 p.m., 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; (2) the Harris County's Criminal Justice Center, 1201 Franklin, Houston, Texas 77002; (3) the Fort Bend County Courthouse, 401 Jackson, Richmond, Texas 77469; and (4) the Houston Community College System's website, [www.hccs.edu](http://www.hccs.edu). The Houston Community College's Fort Bend County public meeting notices may be viewed after hours (i.e. between the hours of 5:30 p.m. and 7:30 a.m.) on the kiosk located on the west side of the new Fort Bend County Courthouse (the "William B. Travis Building"), located at 309 South Fourth Street, Richmond, Texas 77469.

---

Sharon R. Wright, Manager  
Board Services

# ACTION ITEM

Meeting Date: February 25, 2015

Committee: *Facilities and Finance*

ITEM NO.	ITEM TITLE	PRESENTER
<b>A</b>	<b>Amendment to Missouri City New Campus Real Estate Acquisition</b>	<b>Dr. Cesar Maldonado Chuck Smith</b>

## RECOMMENDATION

Revise Action Item No. 3, approved with contingencies by the Board of Trustees on January 22, 2015 to remove the contingencies and authorize the Chancellor to purchase real property located on Texas Parkway in Missouri City, comprising:

- A 21.697 acre site at the northwest corner of Texas Parkway and Lexington Boulevard owned by Missouri City Venture #19 (Hereinafter, "Tract A").
- A 19.739 acre site at the southwest corner of Texas Parkway and Lexington Boulevard owned by KSA Industries, Inc. (Hereinafter, "Tract B").

## COMPELLING REASON/RATIONALE

The new location will provide an enhanced presence for HCCS in a larger, more efficient building to be constructed with a combination of CIP funds and proceeds from the sale of the existing Missouri City campus.

College's existing campus in Missouri City is located in a quiet bedroom community well away from primary traffic corridors and has never developed to capacity. Staff has determined that the existing student population mainly comes from neighborhoods closer to the Texas Parkway site, as well as from South Houston and Stafford.

Discussions among interested parties resulted in a synergistic project to provide additional office space for Fort Bend County, relocate the HCCS campus to a more accessible location, and provide for economic re-development of the Texas Parkway corridor. This is a joint project of the County, City, and HCCS.

The administration will adhere to its commitment to the Board that the relocation of the existing Missouri City campus will not move forward unless and until HCCS is ensured that it will be made whole from all sources of revenue, such that the relocation will result in zero net cash outlay by HCCS. Sale of the existing Missouri City campus to Fort Bend County and the advertising and sale of the unimproved property adjacent to the existing campus is expected to occur in the next ninety days; however it is in the best interest of HCCS to move forward with the closing of the new sites on Texas Parkway within the next 30 days.

## DESCRIPTION OR BACKGROUND

Phase I Environmental Site Assessments of the proposed acquisition found no evidence of recognized environmental hazards.

Surveys and appraisals of all tracts have been completed.

The conceptual development plan for the new site provides for a single building (approximately

75,000 SF) to replace the original CIP project and existing facility. The proposed structure will include adequate space for 150% of the current teaching load at Sienna Plantation, plus teaching space for two University Cohorts, plus space for other needs.

The project budget for the relocation requires approximately \$1.3M more than will be realized from the sale of existing properties and CIP allocations for Missouri City. The City of Missouri City is working to procure these additional funds prior to the start of new construction.

Third party appraisals of the tracts to be purchased on Texas Parkway have determined them to have market values in excess of their agreed upon sales prices.

## **FISCAL IMPACT**

Purchase price is approximately \$3.6 million plus legal, recording, and brokerage fees. This amount is available from CIP funding.

## **LEGAL REQUIREMENT**

This transaction meets the requirements of Article III, Section 52 of the Texas Constitution.

## **STRATEGIC GOAL ALIGNMENT**

*Strategic Initiative:* Support innovation as a means to improve institutional resilience

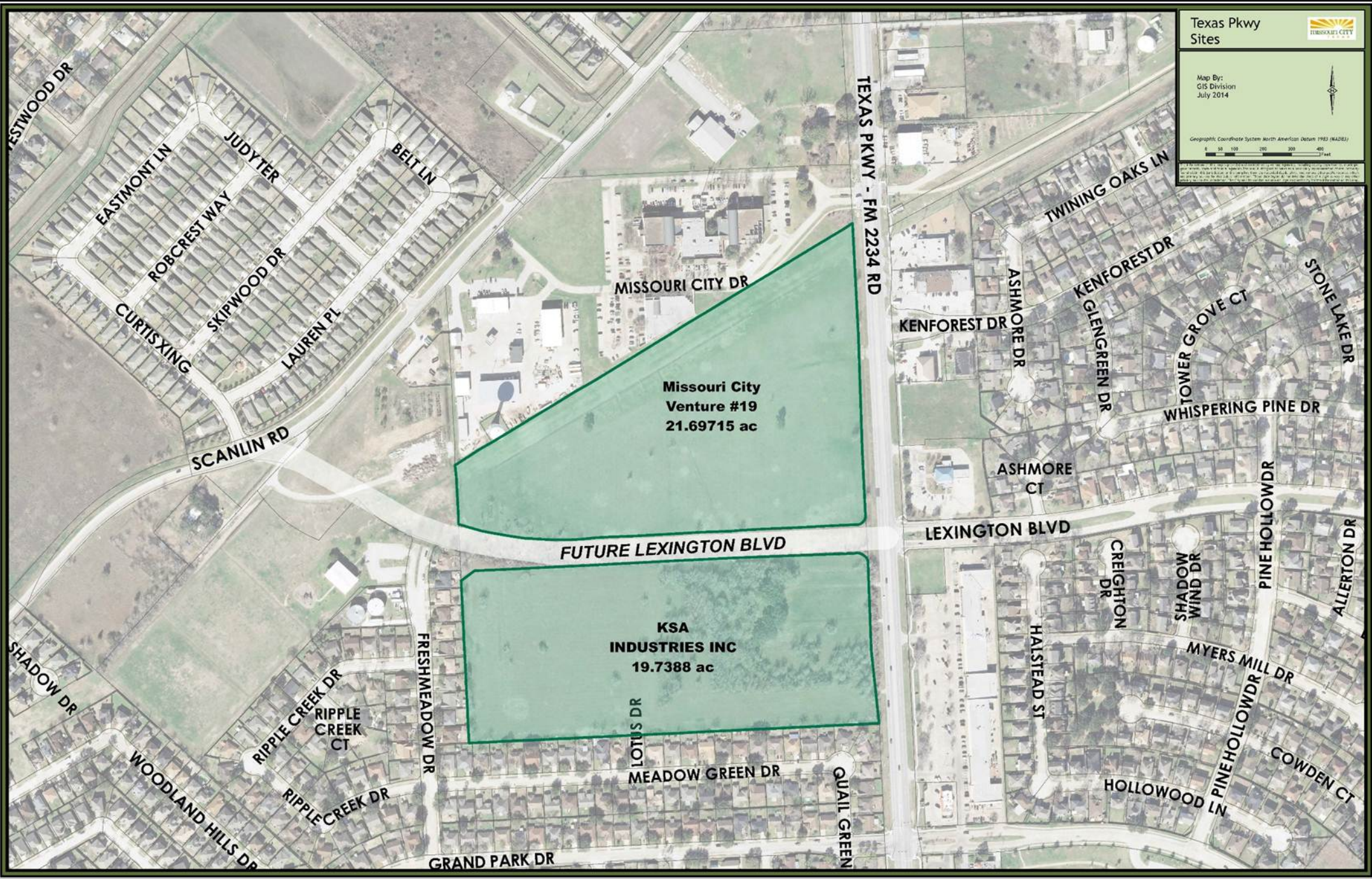
Cultivate an entrepreneurial culture across the Institution

Leverage Local and International Partnerships for institutional and Community development.

Attachment Title(s): **1. Plot of Tract**

This item is applicable to the following:

Central     Coleman     Northeast     Northwest     Southeast     Southwest     3100



MISSOURI CITY DR

**Missouri City  
Venture #19  
21.69715 ac**

**FUTURE LEXINGTON BLVD**

**KSA  
INDUSTRIES INC  
19.7388 ac**

LOTUS DR  
MEADOW GREEN DR

TEXAS PKWY - FM 2234 RD

KENFOREST DR

ASHMORE CT

LEXINGTON BLVD

HALSTEAD ST

CREIGHTON DR

SHADOW WIND DR

MYERS MILL DR

HOLLOWOOD LN

TWINING OAKS LN

KENFOREST DR

GLENGREEN DR

TOWER GROVE CT

WHISPERING PINE DR

PINE HOLLOW DR

ALLERTON DR

COWDEN CT

STONE LAKE DR

WESTWOOD DR

EASTMONT LN

JUDYTER

BELT LN

ROBCREST WAY

SKIPWOOD DR

LAUREN PL

CURTISXING

SCANLIN RD

SHADOW DR

RIPPLE CREEK DR

RIPPLE CREEK CT

RIPPLE CREEK DR

WOODLAND HILLS DR

FRESHMEADOW DR

GRAND PARK DR

QUAIL GREEN





## **Strategic Plan 2012-2015**

Creating Opportunities for Our Shared Future  
*Approved by the HCC Board of Trustees, June 2012*

### **Mission:**

Houston Community College is an open-admission, public institution of higher education offering a high-quality, affordable education for academic advancement, workforce training, career and economic development, and lifelong learning to prepare individuals in our diverse communities for life and work in a global and technological society.

### **Vision:**

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.

### **Guiding Principles:**

Our Guiding Principles direct our interactions with students, the internal and external communities we serve, and each other, giving focus to our primary purpose: devotion to the achievement of student success, defined as timely completion of certificates and degrees that drive real accomplishments in the workplace, at universities, and in society.

- **Freedom with Responsibility**  
HCC subscribes to and upholds a doctrine of freedom that follows the principle of responsibility.
- **Commitment to Excellence**  
HCC believes that a commitment to doing one's very best without regard to position is the starting point of all expressions of excellence and setting of high standards for quality and performance.
- **Respect for the Person**  
HCC holds that a principle of community mindfulness begins with respect for oneself and for others. Respect is the framework of personal integrity and provides the tie that binds us together.
- **Sound Stewardship**  
Stewardship is the path to fulfilling HCC's Mission and acknowledges our guardianship of its resources and positive impact on the lives of our students and community at large.

## **Strategic Initiative #1 - Increase Student Completion**

HCC currently leads the state and is fifth in the nation in the number of students who complete associate degrees. While we are proud of this fact, we can do better. We will strengthen our efforts and scale up those strategies that have been proven to increase the rates of students' persistence and completion.

HCC will continue to serve as a national Achieving the Dream (ATD) Leader College and work hand in hand with our high school partners to ensure more students enter our doors college-ready and leave well-prepared for successful transition to jobs, careers, and further education.

- Action 1.1:** Improve student preparation for higher education and transition to careers
- Action 1.2:** Improve academic success of students in their first semester
- Action 1.3:** Revamp developmental education to ensure greater success with more efficient delivery
- Action 1.4:** Improve students' persistence rates from one semester to the next
- Action 1.5:** Ensure students complete their programs of study and transition successfully to jobs/careers or further education

## **Strategic Initiative #2 – Respond to Business and Industry**

As the supplier of skilled workers to business and industry, we have a responsibility to build partnerships and to develop the means to respond quickly with the creation and design of programs and student-learning outcomes that meet their requirements.

The employer is our customer. Our clear responsibility to both employers and to students is to narrow the jobs gap and the skills gap for both of these stakeholders.

- Action 2.1:** Engage industry leaders in dialogue to identify present and future needs
- Action 2.2:** Improve the infrastructure of workforce programs (instruction, curriculum, facilities, and equipment) to meet the business and industry needs
- Action 2.3:** Ensure students have access to information and support services to complete career and technical education programs

## **Strategic Initiative #3 – Develop 21<sup>st</sup> Century Learners**

HCC must prepare our students to become citizens and workers capable of productive and meaningful participation in the 21<sup>st</sup> century. Core competencies of critical thinking, effective communications, quantitative reasoning, teamwork, personal responsibility, and social responsibility must be taught in all of our instructional programs.

All classrooms at HCC should meet minimum technology standards, and all faculty must be trained and supported in using effective teaching and learning strategies to promote success for students in their learning today as well as throughout their lifetime.

- Action 3.1:** Ensure adoption and commitment by HCC to 21<sup>st</sup> century core curriculum skills as defined by the Texas Higher Education Coordinating Board (THECB)
- Action 3.2:** Create new platforms and methodologies to teach and support students using effective methods of course delivery, teaching practices,
- Action 3.3:** Provide an environment conducive to optimal learning that includes consideration of facilities, technology, equipment, materials, accessibility, and concern for students

## **Strategic Initiative #4 – Support Faculty/Staff Professional Development and Student Leadership Development**

HCC has celebrated its 40<sup>th</sup> year by enrolling and graduating more students than ever before. To ensure we continue to thrive as an essential and relevant institution for the educational development of our students and the economic development of our community, we must prepare students, faculty, and staff for the leadership roles of tomorrow.

We will do this in multiple ways – through the expansion of external resources and support, purposeful mentoring of leadership candidates, infusion of opportunities for leadership development in our instructional programs, student services, extracurricular activities, and human resources.

- Action 4.1:** Develop a system-wide strategy to encourage leadership development for students
- Action 4.2:** Develop a system-wide strategy for ongoing professional and leadership development for faculty
- Action 4.3:** Develop a system-wide strategy for provision of professional and leadership development for HCC personnel at all levels and functions of the organization

## Strategic Initiative #5 - Support Innovation

HCC recognizes that in the near term there will be continuing economic turmoil to challenge the funding and stability of the institution. We also recognize that continuous technical challenges will create disruptions and opportunities in the delivery and transfer of knowledge and data.

To counter and overcome these difficulties, we must be an institution where innovation is valued and promoted. However, nothing will be accepted merely on the basis of custom, anecdote, or fad – everything we do must be proven to have long-term value in terms of strengthening our institutional resilience and capacity to serve our students and our community.

- Action 5.1:** Reduce HCC's reliance on debt to maximize the use of operating dollars for strengthening teaching and learning capabilities
- Action 5.2:** Leverage current and new grant opportunities to improve the institution's capability to respond to our teaching and learning needs
- Action 5.3:** Expand opportunities for the HCC Foundation to fund capital projects, program excellence, and faculty development
- Action 5.4:** Optimize technology and capital assets through planning for business continuity, disaster recovery, replacements, training, and environmental sustainability

## Strategic Initiative #6 – Support Entrepreneurialism

Houston is an entrepreneurial, “opportunity city” where taking a risk, failing, and starting over again are valued. HCC is the “Opportunity College” and is grassroots in its approach to serving its constituents. Therefore, HCC is committed to strategic thinking that not only respects students wherever they are, but also inspires and gives them the tools and confidence to follow their dreams.

HCC will commit to an entrepreneurial culture within the organization to serve as an example of the “spirit of Houston.” For this institution, fostering a culture that encourages inspiration and dreaming helps students actualize their potential.

- Action 6.1:** Encourage an entrepreneurial culture among all members of the HCC family
- Action 6.2:** Develop and implement promising practices that nurture and reward a spirit of entrepreneurialism throughout the institution
- Action 6.3:** Strengthen HCC assessment and institutional effectiveness (IE) processes and activities

## Strategic Initiative #7 – Leverage Partnerships

Houston is a global leader. The diversity of our economic structure and our willingness to embrace and value the partnerships encourage innovation. HCC is a principle partner for educational and economic opportunities, enhancing and advancing the community's quality of life. HCC is a catalyst for creating jobs.

Former U.S. Secretary of Defense Robert M. Gates described foreign language education, study abroad, and the recruitment of foreign students to U.S. campuses as key strategies in promoting America's national security and economic interests. While addressing the audience at the 2012 NAFSA conference in Houston, Gates stated, "Our economic future depends on Americans who can work successfully in an international setting."

According to an American Council on Higher Education Blue Ribbon Panel on Global Engagement (November, 2011), "It is important that college graduates, whatever their location, be not only globally competitive but also globally competent, understanding their roles as citizens and workers in an international context. While identifying common problems, we might also discover common solutions (p.6)."<sup>1</sup>

- Action 7.1:** Identify and secure new local partnerships capable of improving the institution's capacity, performance, and resilience
- Action 7.2:** Identify and secure new regional and state partnerships capable of improving the institution's capacity, performance, and resilience
- Action 7.3:** Identify and secure new international partnerships capable of improving the institutions' capacity, performance, and resilience