

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

**December 11, 2014**

**Minutes**

The Board of Trustees of Houston Community College held a Special Meeting on Thursday, December 11, 2014, at the HCC Administration Building, 2<sup>nd</sup> Floor, 3100 Main in Seminar Room B, Houston, Texas.

**MEMBERS PRESENT**

Christopher W. Oliver, *Vice Chair*  
Robert Glaser, *Secretary*  
Zeph Capo  
Eva Loreda  
Sandie Mullins  
Adriana Tamez  
David Wilson

**ADMINISTRATION**

Cesar Maldonado, Chancellor  
Zachary Hodges, Acting Vice Chancellor, Academic Affairs  
Diana Pino, Vice Chancellor, Student Services  
Teri Zamora, Vice Chancellor, Finance and Planning  
Michael Edwards, Acting President, Coleman College  
Margaret Ford Fisher, President, Northeast College  
Fena Garza, President, Southwest College  
William Harmon, President, Central College  
Butch Herod, Acting President, Northwest College  
Irene Porcarello, President, Southeast College  
Janet May, Chief Human Resources Officer  
Chuck Smith, Chief Facilities Officer

**OTHERS PRESENT**

Derrick Mitchell, System Counsel, Bracewell & Giuliani LLP  
Susan Goll, President, Faculty Senate  
Jodie Khan, President, COPA  
Jorge Rodriguez, Financial Advisor, Coastal Securities  
Other administrators, citizens and representatives from the news media

**CALL TO ORDER**

Mr. Christopher W. Oliver, Vice Chair, called the meeting to order at 11:12 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: Capo, Glaser, Loreda, Oliver, Mullins and Wilson)*

Mr. Wilson announced that he enrolled in a public speaking class at Houston Community College (HCC) and elaborated on his experience in the class. He noted that the class structure was diverse and very informative. Mr. Wilson apprised that the class gave him a better understanding of the importance of HCC and noted that he invited the instructor, Ms. Vivian Pollock to be acknowledged today. Ms. Pollack expressed appreciation to Mr. Wilson for attending the course. Mr. Wilson informed that HCC is a great institution, which he is proud to be associated with and to be on the Board.

*(Trustee Tamez joined the meeting at 11:14 a.m.)*

### **APPROVE VISION STATEMENT FOR THE INSTITUTION**

Motion – Ms. Mullins motioned to approve and Dr. Tamez seconded.

Dr. Cesar Maldonado apprised that the vision statement emerged from discussion at the Board retreat held on Saturday, December 6, 2014 and noted that the statement is being presented for formal adoption.

Vote – The motion passed with a vote of 7-0

### **OVERVIEW OF TRANSFORMATION PLAN FOR THE INSTITUTION**

Mr. Oliver informed that Dr. Maldonado would provide an overview of the Transformation Plan for the college.

Dr. Maldonado noted that the transformation plan is not a reorganization plan. He provided an overview of the following:

- The Outcome
- Research Highlights
- Research Understandings
- Transformation Process
- Transformation
- Our Vision
- Achieving the Vision (Move from “Centers of Deliveries” to “Centers of Excellence”)
- Focus (Diffusion Focused versus Laser Focused)
- Tomorrow’s HCC (Networked Centers of Excellence)
- Every Campus
  - Focus on core Academics

Houston Community College  
Special Meeting – December 11, 2014 - Page 3

- Connected to an Honors College
- Recognized with the distinction of a Center of Excellence
- Shifting Focus
- Achieving Excellence
- Centering Excellence (Centers of Excellence have not been determined)
  - Centering excellence across the district
  - Centering excellence and connecting community
- A Pathway to Excellence
- Cultural Transformation
- A Defined Strategy
- Communicating the Vision
- The Outcome

Dr. Tamez expressed that the transformation plan is great and for clarification regarding the Centers of Excellence, she inquired if each of the colleges will be transformed into one of the fields of study. Dr. Maldonado apprised that a student could enter one of the fields at any location and then the change could be made to the location with the industry cluster of interest.

*(Ms. Mullins left at 11:45 a.m.)*

Mr. Capo inquired of the Centers of Excellence regarding dynamics and equipment investments. Dr. Maldonado noted that the effort would be to recapture and reuse investments with the same equipment being used in a different way.

Mr. Capo informed that there were twelve centers of excellence and inquired if there will still be six colleges. Dr. Maldonado apprised that the move would be from centers of delivery to centers of excellence.

Mr. Wilson noted that the first thing that comes to his mind is how to get from point A to point B. He informed that duplicating efforts in the colleges is a waste of funds. Dr. Maldonado apprised that the summary documentation provided captured the essence of the research. He noted that the transformation process is sensitive to timing, culture, and budget. Dr. Maldonado informed that the budgeting process will be different with a focus on centers of excellence.

Ms. Loreda apprised that she is glad to see that there will still be a focus on academics throughout the campuses. She noted that the honors colleges are something that has been under discussion. Ms. Loreda inquired of the implementation plan for the transformation. Dr. Maldonado informed that he will meet with the leadership team collectively and individually. He apprised that the effort is to focus on increasing the

transfer numbers and noted that the current transfer rate is 18%, which needs to increase. Dr. Maldonado informed that a method will be developed to follow the students more closely to capture those who do not meet their university requirements and transfer them into technical programs.

Ms. Loredo apprised that one concern is that students are taking more hours than necessary. She noted that the anticipation is to eliminate the issue that causes student to take more hours than needed. Dr. Maldonado informed that the advisors will be working with the students and apprised that the effort is to make certain the students are taking only courses that are necessary.

Mr. Glaser noted that his question relates to articulating downstream and upstream with other universities. He also inquired as to how the plan is connecting with industry. Dr. Maldonado informed that there is a focus with industry and apprised that advisory counselors will be strengthened by clusters.

Mr. Oliver noted that he is impressed from the point of the initial presentation. He informed that this is a framework of how the vision will be expanded. Mr. Oliver apprised that the assumption is that the framework would be fluid. He noted that Dr. Maldonado mentioned that the time frame for implementation is between 18-24 months and inquired as to how a defined cultural is articulated. Dr. Maldonado informed that the culture will be articulated by aligning what is said with what is done.

Mr. Glaser apprised that the plan should increase student completion. Dr. Maldonado noted that the systems will allow for creation of a high level of expertise in subject matters to advise the students.

Ms. Loredo noted that she is excited about the plan and ready to see it come into fruition.

Mr. Wilson inquired of the time allotted for implementation. Dr. Maldonado informed that the implementation should take no more than 24 months.

Mr. Capo inquired of any foreseeable challenges and if there will be opportunities to maximize the use of bond program funds as it relates to the shift to centers of excellence. Dr. Maldonado apprised that the current bonds will be informative regarding how and where centers are built.

Dr. Tamez requested Dr. Maldonado to provide input regarding the following words:

- Buy-in - Dr. Maldonado noted that it must happen. He informed that there has to be a consensus of how to implement the plan. Dr. Maldonado apprised that not everyone will be happy with the outcome and that roles will change. He noted that the focus will be to align people with the position where they can most contribute to student success.

Houston Community College  
Special Meeting – December 11, 2014 - Page 5

- Marketing (internally or externally) - Dr. Maldonado informed that there will be an entire marketing strategy associated with the transformation process. He apprised that an identity to include theme will be attached to the process. Dr. Maldonado noted that there will be celebrations along the way and at the end will be the big ticket, student success.
- Communications - Dr. Maldonado referenced the presentation and informed that the effort would include various events and the implementation of a coordinated, comprehensive plan of engagement on a magnitude never seen before at HCC for the various constituencies.

Mr. Oliver expressed appreciation to Dr. Maldonado for the presentation.

The Board expressed happy holiday wishes to everyone.

**ADJOURNMENT**

With no further business coming before the Board, the meeting adjourned at 12:13 p.m.  
*Minutes recorded, transcribed & submitted by:*

Sharon Wright, Manager, Board Services

Minutes Approved as Submitted: January 22, 2015