

**HCC FACULTY SENATE
MINUTES**

November 14 @ 1:30 pm—Central College LHSB 100

I. Call to Order – Susan Goll

1:33 PM

II. Approval of October 2014 Minutes – Nathan Smith

Moved. Seconded. Unanimous approval.

III. Treasurer’s Report – Jenn Graves

Auction monies are still to come. We will net around \$9,000 when all is said and done. As presented, the balances do not reflect payments from the foundation for income from the auction.

IV. Standing Committee Reports

A. Compensation, Benefits, Workload – Wes Anthony and David Wilcox

Wilcox thanked the senate for approving the goals for the year. Meeting with the Chancellor’s budget task force was cancelled and rescheduled. Committee decided to raise questions in the Q&A session today. Goals are presented on the screen. Here are 5 items we wish to raise with the Chancellor today: **1)**

Other issues that we would like to raise include the issue of faculty who work over 30 contact hours on their full-time pay.

Question: What was the rationale behind making a one-size-fits all for adjunct salaries?

Answer: That is the last bullet point. We are considering this for the year. This is something that is happening with our competitors. According to the data, the majority of our competitors are doing this. I don’t have a problem with this (because it is an increase for everyone). This may help us attract adjunct faculty and make us more competitive.

B. Finance –Jenn Graves

No report. Goll thanks Graves for the success with the auction.

C. Professional Development –Mikki Novak

No report.

D. Educational Affairs/IT – Ritu Raju

On Friday, November 21, we will be meeting on Dual Credit. On Wednesday, November 26, we will have our annual meeting with Dr. Hodges.

I have created a short survey that I will send out next week. We need a response on this quickly.

E. Policies and Procedures – Melissa Miller-Waters

Miller-Waters reports that they are working on a faculty handbook. They are also putting together a 360 evaluation program where faculty will be able to evaluate their superiors.

F. Student Success – Mikki Novak

Novak reports that they met and are gathering information. Waiting for data from OIR. They are still interested on getting more faculty to the meetings. If you'd like to attend, please contact michelle.novak@hccs.edu.

G. Graduation –David White, Mannie Bloeman

White reports that at the Chancellor's retreat, he spoke with Dr. Sterling who is running graduation. This year, HCC will be splitting costs with San Jacinto for Reliant center. We are looking at about \$100,000 cost savings for graduation, which guarantees that we will have a better food selection. **We will be meeting**

V. Special Committees and Caucuses

A. Faculty Conference – Linda Comte

Rosalyn Crain had no major reports. Reminder that the conference is scheduled for March 7. We are sending out save the date information to colleges, watch out for this.

B. Past Presidents – Linda Comte

To be addressed under Old Business.

VI. President's Report – Susan Goll

A. Dual Credit Update/Resolution

Met with the Chancellor on Monday and presented the resolution to him. He was very concerned that faculty were being told to change grades or follow dictates of HISD administration. If this is going on, he said that it will not be tolerated. The resolution called for an investigation and he asked what we meant by that. I said that we want to get to the bottom of the issue. The Chancellor charged Terry Zamora to create a dual

credit model for negotiating with the ISDs. Greer and HISD is on board with developing this operational model. This would provide a standard for our agreements with the ISDs about how Dual Credit will function in the high schools. The ad hoc committee will work with Terry Zamora on developing this model in order to avoid future conflicts.

Goll learned at a meeting this week that the Process Technology program at Kashmere High School will be phased out. Scott Godly reported that Dr. Hodges would like to phase this out based on regular reports from Godley. The Chancellor is about to post a position called the Associate Vice Chancellor for College Readiness – this will be a district-wide P-16 coordinator. Goll does not know who this reports to, but assumes it reports to the VCAA. This will be posted next week. She asked if he would like a separate P-16 coordinator at each college to report to this new Associate VC, and he would not like to do that. This person would preside over dual credit and adult basic ed. and maybe other things.

Question: has he discussed having HISD pay for Dual Credit?

Answer: This has not come up, but it may be a consequence of Zamora's budget task force. This was the top recommendation that came out of the budget review. This is a question that you should raise to the Chancellor today. Goll also reviewed the discrepancy between HCC faculty who go to the high schools and those instructors who are embedded in the high schools (who receive an additional stipend). Changes to dual credit should be made by next Fall.

B. Professional Development/BOT

When I spoke about professional development, Trustee Robinson asked how much we needed and I told him that we would get back to him (we think the figure is around \$1 Million). We are looking to develop some of the projects that will be program specific (something that has been proposed by Aaron Knight and others). This may happen as early as this spring and may be connected to re-org.

HR has been stonewalling on the Fox report. Janet May has made a point that she wants to share all the data with us, but this has become an excuse for not showing any data. I have to wonder if part of the reason is that the discrepancies between administrative salaries and faculty salaries are so large. Chancellor had only recently viewed the data and would like to have the Board review it before we have access to it.

Question: how many people here today feel they are qualified to do high level statistical analysis?

Answer: about 6 or so.

Comment: Perhaps, we should offer our expertise.

C. Chancellor's Retreat

Graves: we were flattered by being included in the process. In short, I feel that he came to us with the proposition that we are all waiting for him to tell us what HCC will look like, but that he turned that question to us in terms of, what do you want HCC to look like?

We are hopeful, but we remain concerned that this will be another HCC exercise where they solicit our opinions, but then proceed as if it was already decided.

White: we discussed this at the NEC representatives meeting (David asked individuals present at the retreat to raise their hands – there were about 10 faculty). I felt like there was a lot of admin-speak. If we want to know how people see us, why are we asking the administrators? I am hoping that the Chancellor will perform the same exercise with students because this is the relevant place to get information.

Comment: The Chancellor actually has a report (from a survey) of what students think of the college.

Question: Was this specific to a college?

Comment: No. This was through PTK, which is a district-wide chapter.

John Templeton: I have a feeling that what they're trying to do is to get a feeling for what we want to do and then make their decisions on the basis of that. I don't think they have an idea cast in stone. Both this event and the event in Chicago were run by professional consultants.

Question: A few months ago we did a survey about administration (climate survey). Has anything been done about that?

Answer: This was presented at the retreat. The issue of organizational alignment came out at the retreat. This might be some of what the Chancellor will present today.

White pointed out that the placards with information that we created are present in the room.

Goll discussed the fact that we had seen some videos produced by

There will be another retreat on the 24th.

Graves: If there is anything that you'd like us to present at the retreat, please give us feedback.

Nathan Smith: At the beginning of the retreat, the Chancellor did a presentation on organizational transformation. He is focused on the idea of organizational health. And the presentation was connected to the survey of faculty this passed month. So, he seemed to preparing for a discussion of re-org. But then we didn't have any of that discussion. The remainder of the time was spent working on vision and values (some of

the work you see on the placards today). This looks like it's gearing for the strategic plan. Maybe at those two things are connected, but we didn't hear anything about how.

Question: Did the Chancellor say anything about the bond issue, it's been 2 years?

Answer: There hasn't been a day that's gone by that the Chancellor doesn't say something about the bond. At the committee of the whole, Chuck Smith presented the building plan convincingly. They are reviewing the scope of the projects and making sure that we are able to meet the needs of the faculty and staff at the new sites. There was an issue about the purchase of property at Braeswood. The Board gave the Chancellor approval to negotiate about this property, but did not authorize purchase of the land using bond money.

White: The Board meeting was odd. There were only 6 trustees present and when the trustees took this vote, one of the trustees had not returned. Only 3 votes were cast in favor of the purchase.

Goll: They are going to try to clean up the bond and move forward.

VII. Old Business

A. Dual-Credit ad hoc committee—Alan Ainsworth

This committee will move forward and will include members from student services and academic affairs.

B. Formalization of Past Presidents Caucus—Melissa Miller-Waters

Daniel Dylla: Presenting the change to the bylaws that will be considered at the next meeting in order to formally include the Past President's caucus.

To clarify, Dylla highlighted the changes on screen: that the immediate past president will serve as the chair of this caucus. This is not an elected position and so we need to require that this position is a full-time faculty member. Additionally, this is a "special caucus," which is necessary because the members of this committee may not be members of the senate and indeed may not be faculty at the college. Voting members of the committee must be employees of the college.

Motion to approve. Seconded. Passes. 2 oppositions.

Question: to revise the bylaws do we need 2/3 of the members present or 2/3 of the senate?

Answer: According to our current bylaws, there is no provision so we default to Robert's New Rules, which requires a super-majority for change in the bylaws.

Question: What is the concern that you have to be a full-time faculty member to vote on the caucus chair?

Answer: You have to be a full-time faculty member to be a caucus chair, not to vote.

VIII. New Business

Question: What is going on with the VCAA permanent position? I am also concerned that faculty are adequately represented on the search committee.

Answer: Goll is on the search committee and is not the only faculty member on the committee. The search is being fast-tracked. The Chancellor would like for this position to be filled permanently by the time of re-org. Goll is very pleased with the make-up of the committee and the candidates.

Question: Are you looking at only external or internal candidates?

Answer: I can't say.

Goll: The name has been changed to Vice Chancellor for Instructional Services and Chief Academic Officer.

IX. Announcements

David Wilcox would like to announce that the Houston Marathon will be running again and we will be at the 6.5 water station. Please sign up.

Smith announces that David Wilcox has a book of historical fiction that he has published on Muir and Roosevelt ("Muir, Roosevelt, Clio and Me"). He has copies that you can purchase from him.

NEC will have a short business meeting during the recess. 15 minutes top.

X. Faculty Senate in Recess.

2:35 PM.

XI. Faculty Senate back in Session.

3:00 PM

XII. Visit from Chancellor Maldonado

The Chancellor opened with some comments about technology and being a 21st century college [we were having difficulty getting the Chacellor's phone to sync with the computer lectern and projector].

We looked at data analysis to see what is the cultural state of the organization. This was the survey that many people had participated in. We are going to share some of the data today, but we need to move through that data carefully before we present it all.

Data is quirky; at a conference in Chicago, I saw a presenter make the claim that Hispanic CEOs are paid higher, but when I looked into the data, I realized that it was really saying that Hispanic CEOs are hired at large, urban institutions.

The retreat day is a full day of work. There's a lot of intellectual activity that goes on. Around the room are some of the results of what we have been doing. We've had three retreats. The first group was basically just the Board commissioning the concept of transformation. If you think about our institution and our identity, it was constructed in a prior paradigm (things have really changed in the last 3 or 4 years). Some things are constant – critical thinking skills, communication – but the world around us is changing. We need to think about the way we do things in a new context, including using technology.

[We are having trouble getting the Chancellor's slides to be presented on the screen.] [Slides concerning the nature of transformation and the difference in the state of affairs we find ourselves in.] We can't allow students to feel like they take a step back in time when they enter our institution.

[Slide presenting the life cycle of businesses.] Organizations begin with a certain growth curve, but after a period of time, they begin to decline and unless they change at that point, they will eventually die. Many companies die, some combine to become stronger, but companies that devolve are gone. Technology is a good example. Good companies react to change when they see it on the horizon; they reinvent themselves and restructure. We hear about great companies, but these companies aren't doing anything different than good companies, they just do it at a different time. Great companies adjust when they are at the height of their growth curve (when it appears on the surface that change isn't needed).

At HCC, we're at a place where change is needed. The data show that we are on the declining end of the growth curve. Apple is an example of a great company that keeps changing at the top of their growth curve. Another great example is Southwest airlines. What gets you on that downward slope is poor leadership. Inadequate financial resources: the people around my office need to communicate with you (faculty and students) to fund things that need to be funded. Lack of policy adherence: we have pretty good rules, but nobody follows. High structural costs are also critical (overhead – costs not directly tied to instruction). Decrease in demand, increase in competition, and decrease in perceived value (if we are the best at what we do, we won't need new bricks and mortar or new technology). We won't be able to undercut everyone in our costs. We won't be able to be on every street corner. But we can innovate in the area of transportation and faculty development.

There was a rumor at the retreat a week ago, that people were expecting me to roll out the new organization chart. We're still months away from the final organization structure. I want you to be confident that it's going to happen. We're a big organization: with the current bond, we are a billion dollar organization. We need to be careful because we can ruin careers, student success, or institutional reputation. Transformation has a naive model and a more realistic model. Transformation starts with external forces that cause internal chaos, which can be very energizing because it

builds a sense of urgency and will then lead to change. The Chancellor says that he doesn't know how the transformation will turn out, but he is committed to the process. This is why he has invited a 3rd party to lead the process. The forces indicated above will ultimately lead to a structure. On December 11 we will present a framework to the Board. This will not be an organizational chart, but a framework.

We have data from all over the college. We took the data to leadership in order to craft a survey. We hired an external consultant to construct the survey. This is what we are working with right now. The team that is working on this has seen some of the data. Right now we are including our colleges and the diverse leadership group at the colleges. We have another meeting with the leadership and we have a couple of meetings with the leadership team.

The Chancellor relayed the story that his wife is looking at data from secondary education and she can trace conversations in the Board to the classroom. She has found that she can measure an effect in the classroom from discussions in the boardroom. We want to work toward a more connected culture. Another challenge is that teamwork and innovation receive low scores (this is bothersome; we need to flip that; we need to become a hotbed of innovation).

[The Chancellor presented a slide showing some data on alignment.] The data show that none of our colleges are aligned with the institutional goals from the top level of the organization. We seem to have a level of disconnectedness throughout the college. This is an assessment of how we feel about the internal alignment of what we are doing with our response to external factors.

Key issues that come from our data are: 1) no clear vision; 2) real financial pressure; 3) lack of alignment. We need to have clear goals. We are looking at taking a very diffuse organization and getting it focused so that it can better attain its goals.

The plan is to establish a sense of urgency, form a guiding coalition, create a vision, communicate the vision (December), and then a few other steps. This process is going to take time. We need to create a system where we follow through on our policies and establish a culture of working within established structures. Some of you may not know, but the Chancellor's first paycheck bounced. When he called individuals into his office, they may have been worried, but his first concern was that the other individuals on the payroll had been paid correctly. We need to have an operation that is sustaining by people doing their job and following the structures and procedures in place. But we also need to have a process of innovation so that the structures and procedures are responsive.

The Chancellor then posted several questions that were posed to individuals at the retreat. And he indicated the answers that were developed on the boards around the room. The Chancellor relayed a story from 60 minutes about the new head of Veteran's Affairs. He had a list of 1000 people that he wanted to fire and when asked about why he wanted to fire those people he answered, "They violated our values." This is so important and it is not complicated. It's not about what was or wasn't done, but

about whether the individual violated the values of the institution. We need to begin to operate this way.

The Chancellor thanked us for our time and emphasized the importance of collaboration and transparency. He received some negative feedback for having students at the retreat. But this is what he is committed to.

Open for questions:

Question: When may we have a new VCAA?

Answer: The position has been posted for about 3 months. I expect to have a shortlist by Thanksgiving. We expect to make an announcement by the end of the year. We are also looking for a President for Coleman. The timeline is out; we're looking at the end of January for making a decision. When they actually come on board will be determined by the contract negotiations.

Question: How will the transformation process impact budget decisions that are going on right now?

Answer: The budget for the next fiscal year will be organized according to the new organization.

Question: Let me give you an example: we're talking about professional development and there may be a question about where that money will be coming from.

Answer: We may have to finesse our way through some details like the one you mention. Under any scenario, I would expect the VCIN to have a significant input in the process. You should be able to pencil in your budget right now. We do expect that by January/February to have

Question: What in your opinion is a shared service or a hub/orbit?

Answer: What's your opinion?

Question: I see student services as a shared service, but I'm not sure whether public relations is a shared service?

Answer: I see public relations as a shared service, where Houston Community College is a single institution. This is a question about identity. When you talk to students or parents, they see us as one institution. But when we talk about it internally, we see us as 6 colleges.

Questions: Should we look at the branding of particular programs and names? In particular I think we should look at rebranding workforce. A second question is about the change agent that you bring on will they be separate or part of the change?

Answer: Branding is very important and we need to think of ourselves as one institution. For example, the letterhead I use needs to be the same letterhead that you use. Internally, there will be a campaign to rebrand ourselves internally. There will be a rebranding internally.

The change agent is me. I'm not bringing anyone in from the outside that will bring the change. I will be the one to lead the change.

Question: As the co-chair of the compensation, workload, and benefits committee, I'd like to present you with our goals. [David handed the Chancellor a piece of paper with the goals.] There are five goals on that sheet of paper and four of them don't cost anything.

Answer: I will have a look at this. I have been presented with a report on compensation and we are having someone look at this report carefully. I will present that to everyone by the end of the year. We need to have a plan to be competitive on our salaries and our benefits. We're not going to be the highest or the best, but we need to be competitive. Back to the point of workforce and branding: there have been different names for this – but there has been a disparity in workforce and academic salaries. We will need to address this. If we are not the lead in various technical fields, we need to compete with these industries.

Question: I've seen that you are really high on technology. Right now at HCC, we have technology centralized (it used to be at the colleges). How do you see this? In my program, we need technology very fast, but the centralized structure doesn't work for this.

Answer: Technology should be program-specific. I'm not talking about purchasing. I'm talking about the way that we design and specify technology components. This needs to be designed by the content experts. I am pretty disappointed in the way that we are providing technology resources just in terms of desktop computers. My philosophy is that we need to have the specifications for technology driven by the people who use the technology.

In the future, when we look at shared services, we can save some costs. In terms of specialized technicians, we might be able to have two centrally versus having one part-time at each of the colleges. To me, IT is one of the things that is a shared service. We need to get to the level where IT is like a utility; setting up IT in a room should be as simple as flipping on a light switch. It's not acceptable is when an IT work order is submitted and it takes two weeks to respond. The primary focus for those resources needs to be on instruction.

Goll: the past president's are hosting a reception for the Chancellor in the room next door.

XIII. Adjournment

Motion to adjourn. 4:25 PM

NEXT MEETING: December 12, 2014 @ 1:30 pm—Central College LHSB 100