



# Community College Shared Governance in the 21st Century

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Chair  
Houston Community College  
Board of Trustees

Cesar Maldonado, Ph.D., P.E.  
Chancellor  
Houston Community College

Darin Baskin  
Immediate Past President  
Houston Community College  
Faculty Senate

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San Francisco, CA







# Shared Governance

Shared governance is the practice through which college faculty and staff participate in major decisions concerning the operation of Houston Community College (HCC).



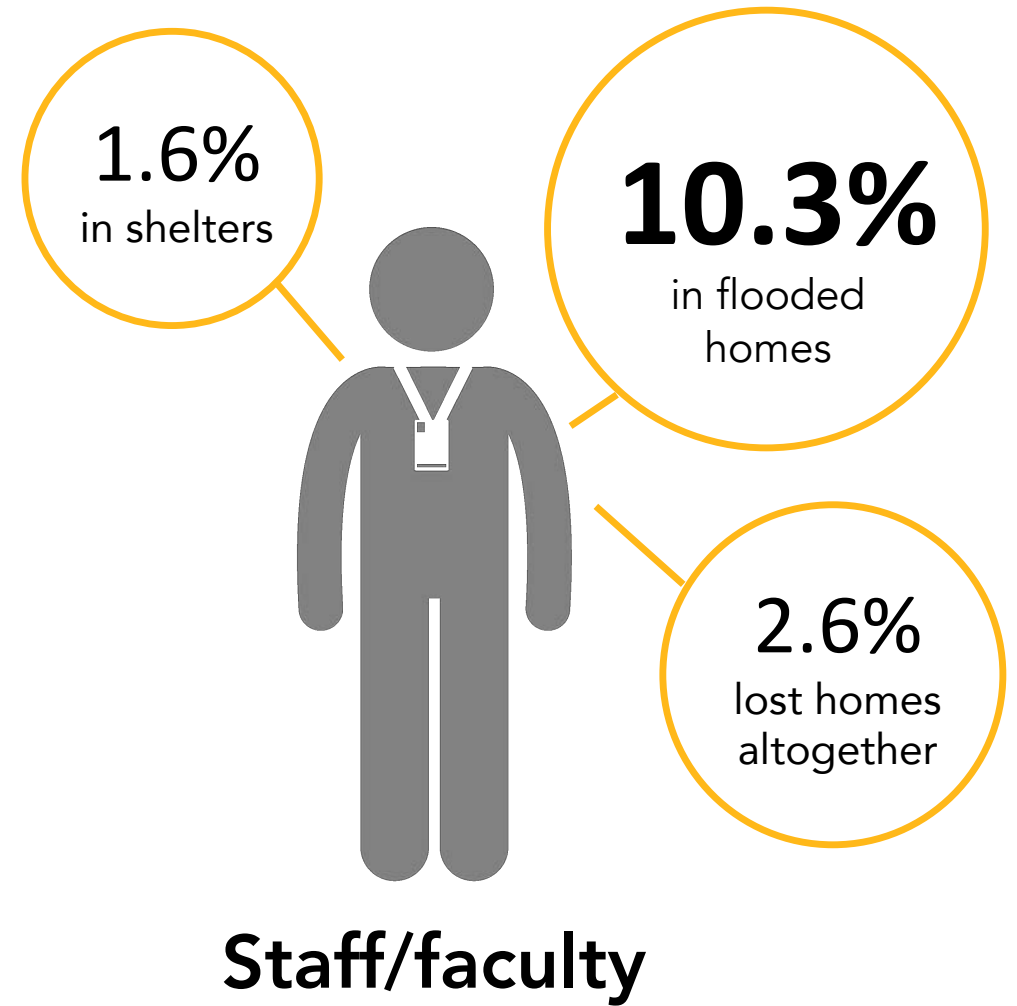
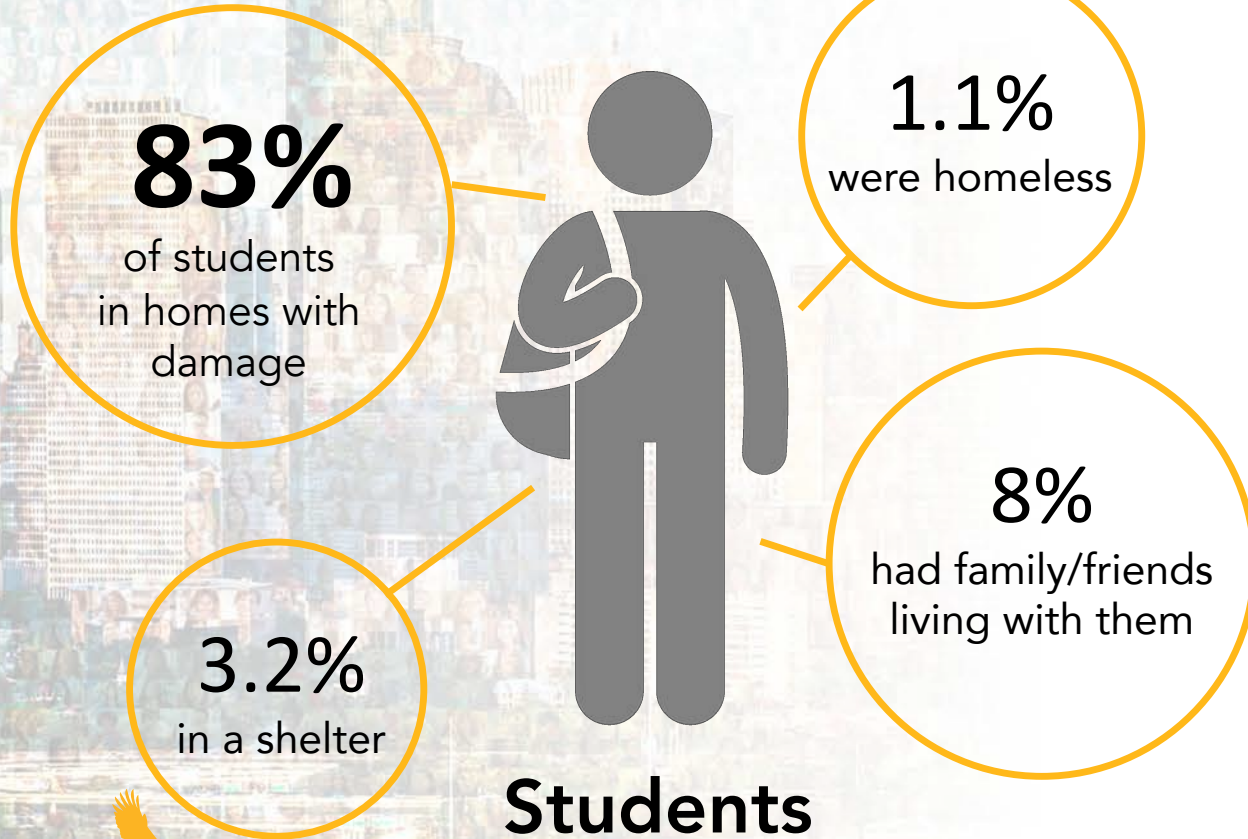




## Harvey – One for the History Books

- ▶ 130 MPH winds
- ▶ 50 inches of rain
- ▶ 68 deaths
- ▶ 300,000 structures damaged or destroyed
- ▶ 60,000+ rescues
- ▶ \$125B in damages

# The Losses



# INSTITUTIONAL SHAPE



630 SqM.

20 Sites

3.4M People





# HCC Board of Trustees



Dr. Carolyn Evans-Shabazz  
District IV  
Chair



Dr. John P. Hansen  
District VI  
Vice Chair



Zeph Capo  
District I  
Secretary



Maxine Lane-Seals  
District II



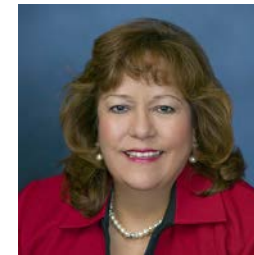
Dr. Adriana Tamez  
District III



Robert Glaser  
District V



Neeta Sane  
District VII



Eva L. Lored  
District VIII



Dr. Pretta  
VanDibleStallworth  
District IX





## Diversity

70% Students of Color

## Socio-Eco

60% Part Time

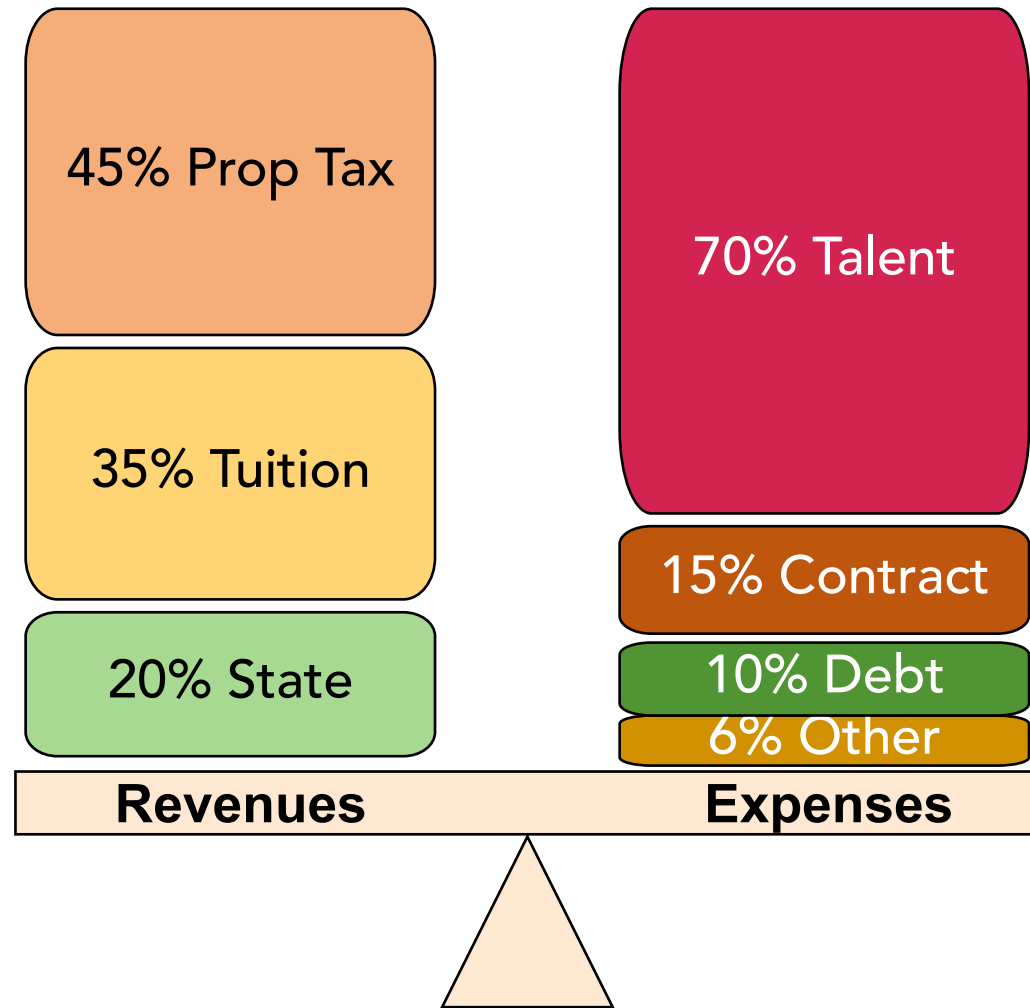
## Global

National Leader  
in International  
Students  
8,860

## Awards

#1 in Awarding  
Associate  
Degrees to all  
Minorities

\$500M  
Budget





# Centers of Excellence



**Academics**



**Adv. Manuf.**



**Automotive**



**Business**



**Construction**



**Consumer Arts & Sci.**



**Digital & IT**



**Engineering**



**Global Energy**



**Health Sci.**



**Logistics**



**Material Sci.**



**Media Arts & Tech**



**Public Safety**



**Visual & Perf. Arts**

# INSTITUTIONAL JOURNEY





# Guiding Framework for Transformation

## Theoretical

- Jackson (2003) Systems Thinking
- Senge (1990) Fifth Discipline
- Cameron & Quinn (2011) Changing Culture

## Assessing Readiness

- Burke & Litwin (1992) Org. Change
- Nadler, et.al. (1992) Changing Org.

## Framing Transformation

- Bolman & Deal (2008) Reframing Org.
- Argyris (1999) Double Loop Learning
- Labovitz & Rosansky (1997) Org. Alignment

# Opposing Objectives

## On the One Hand

Open Access  
University Prep  
Less Funding  
Retention

## On the Other Hand

Academic Excellence  
Workforce Development  
Higher Costs  
Graduation/Completion

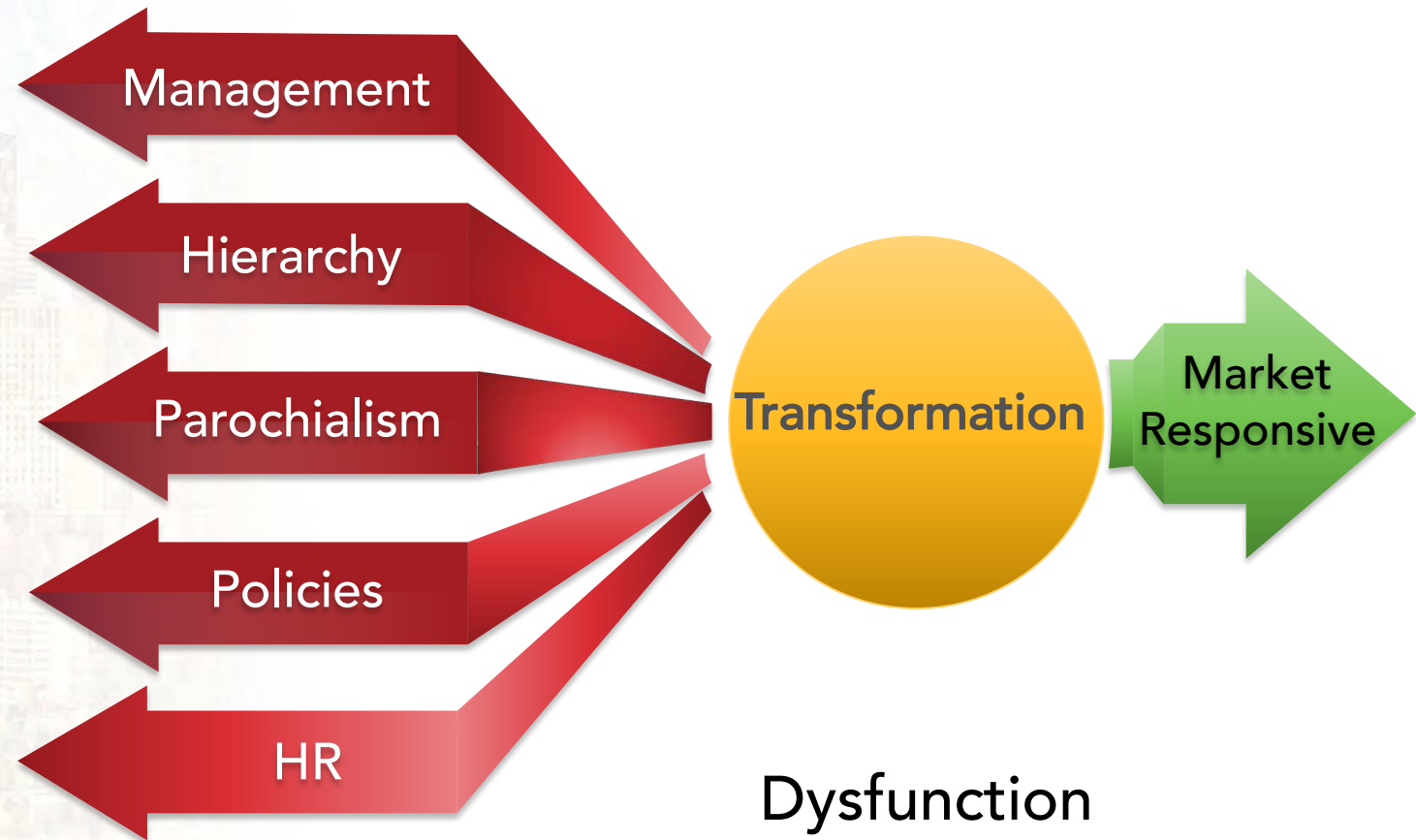
Sustained Disruption, Innovation, Budget



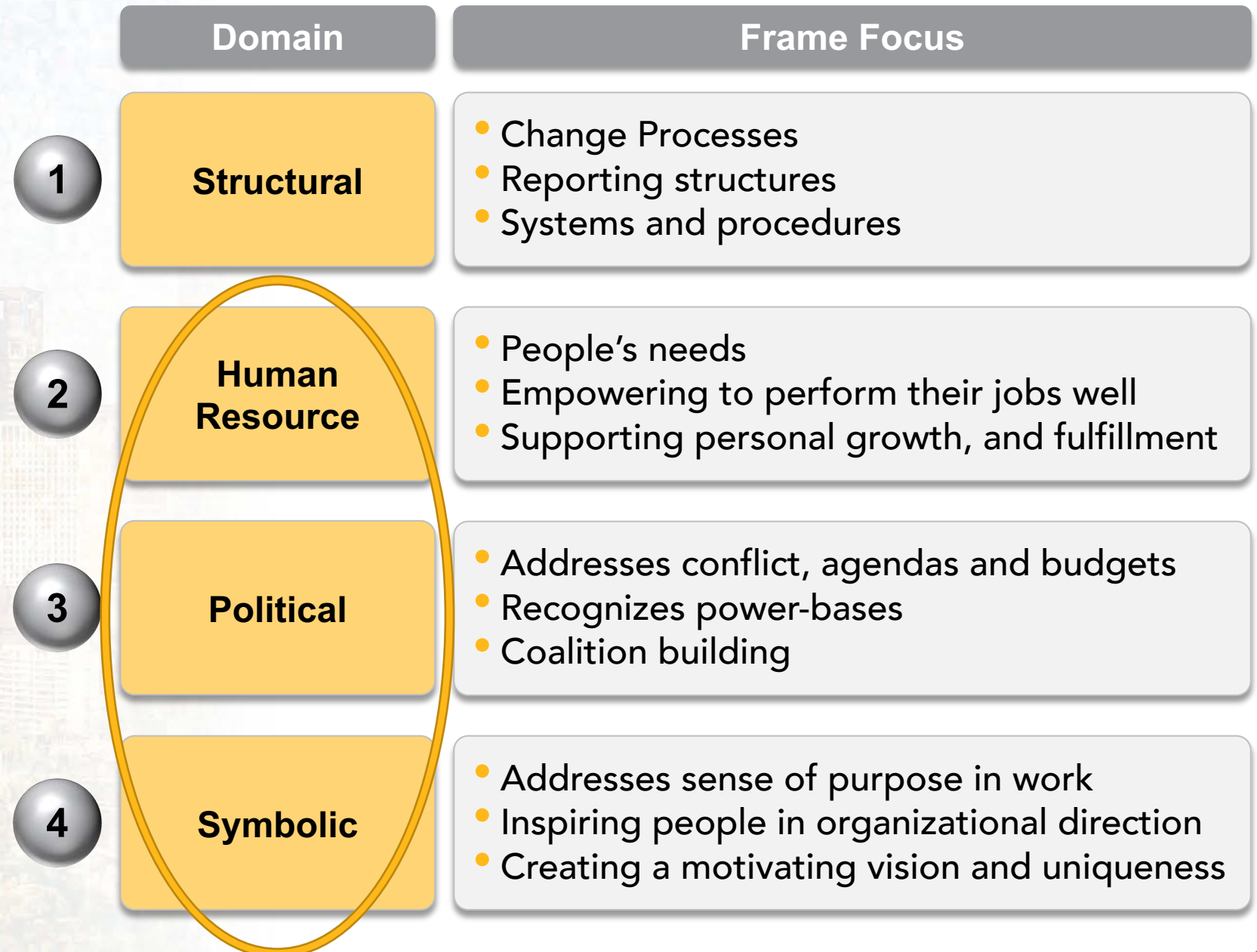
# Organizational Change Readiness Assessment

← Resistance

Support →



# Framing Organizational Transformation





# Adopt Competencies and Behaviors which Model Shared Governance

## The **HCC Way** Highlights

- Maintain high academic standards
- Unite through a common mission
- Build a Culture of Trust
- Demonstrate integrity and ethics
- Demonstrate passion
- Have mutual accountability
- Commit to Student Success
- Be consistent across the System
- Deliver high quality work
- Inspire & motivate others

# Imagine HCC 2019 - Strategic Plan 2016-2019

Board

Transformation  
Guiding Group  
(G65)

Strategic Planning  
Advisory Council  
Strategic Planning  
Work Groups  
On-Line Survey  
Listening Tour

G-65

## VISION

- Be responsive: more student success.
- Leverage our scale: more efficient.
- Align priorities: more interconnected.
- Create opportunities: more innovative

## TRANSFORMATION

I.

Student  
Success

- Preparedness
- Experience
- Completion

II.

Organizational  
Stewardship

- Align Priorities
- Streamline
- Inclusion

III.

Performance  
Excellence

- Quality
- Culture
- Analytics

IV.

Innovation

- Creativity
- Inst. Tech.
- Technology

## COMPETENCIES

Serving • Delivering • Accepting Responsibility • Supporting • Inspiring • Acting

CORE VALUES  
HCC Way



# Shared Governance Perspectives

	Perspective	Shared Governance Description
1	Equal Rights	Ensures that faculty, staff, and administration have equal say in all governance matters, based on consensus.
2	Consultation	Requires that parties responsible for decisions consult with others and consider their position.
3	Rules of Engagement	A set of rules about the various roles and authority of the Board, faculty, and administration.
4	System of Aligned Priorities	A system of open communication - aligning priorities, creating a culture of shared responsibility for the welfare of the institution, with checks and balances.

# Transformation Major Milestones

FY2014

FY2015

FY2016

FY2017

FY2018

FY2019

**FY2014**

- Chancellor hired (May)
- Organizational Assessment

**FY2015**

- Transformation
- Formed Chancellor Executive Cabinet
- Presidents Report to Student Services Vice Chancellor
- Shared Services Instruction Financial Aid Police Department
- Creation of Centers of Excellence
- FS President: Susan Goll (Phil)
- Strategic Plan

**FY2016**

- Shared Services Info Tech (Consol) Communications Shared Service Model
- Planning & Institutional Effectiveness Division Created
- FS President: David White (Hist)

**FY2017**

- Hurricane Harvey
- Ultimate Student Experience (Student Services)
- Human Resources recast Talent Engagement
- Instructional Information Technology Shared Services Model
- FS President: Dr. Melissa Miller-Waters (Engl)

**FY2018**

- Shared Services Facilities. Foundation
- Presidents Report to Chancellor
- Chancellor Council (15 members)
- FS President: Mohamad Tlass (Pharm) (workforce/COE)

**FY2019**

- Shared Services Planning & Inst. Eff. Procurement. Finance & Admin
- Chancellor Council (Presidents, Vice Chancellors & FS President)
- Customer Service Management System
- Information Technology 4.0
- Best use of resources
- FS President: Darin Baskin (Psyc)



# INSTITUTIONAL PARTICIPATION

*We must not be guided by the weather but rather by the climate of the time.*

# HCC Faculty Senate Purpose

The purposes of the Houston Community College System Faculty Association shall be to represent the interests of the faculty in their relations with the administration and the Board of Trustees of HCCS.

- To serve as a forum for the exchange of ideas and information
- To provide opportunities for professional growth and development among the faculty
- To provide for active participation in the planning, policy-making and decision-making processes of the institution.



# Faculty Senate Organization Chart

**Desmond Lewis**  
President

**Darin LaMar Baskin**  
Immediate Past  
President/Graduation  
Committee Chair

**Antrece Baggett**  
Vice-President

**Mary Lawson**  
Treasurer/Finance and  
Fundraising Committee Chair

**Stacey Higdon**  
Secretary/Instructional  
Technology Committee Chair

**Daniel Dyal**  
Incoming Senate President

**Tod Bisch**  
Compensation Committee  
Chair

**Laurel Lacrox**  
Policies & Procedures  
Committee Chair

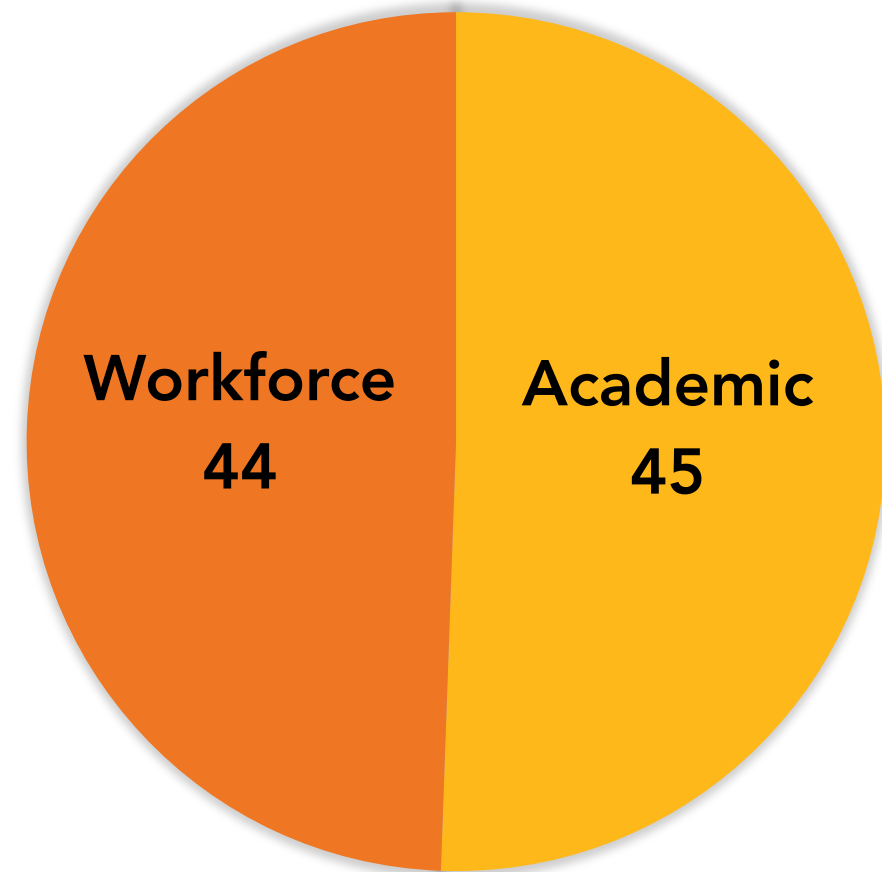
**Mia Taylor**  
Professional Development  
and Conferences Committee  
Chair

**Kathy Najafi**  
Student Success Committee  
Chair

**Nikki Boutte-Heiniluoma**  
Educational Affairs  
Committee Chair

**Helen Graham**  
Diversity and Inclusion  
Committee Chair

# Faculty Senate Membership

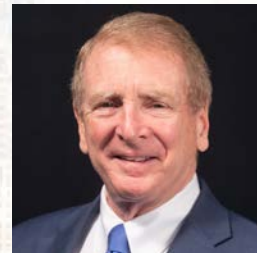




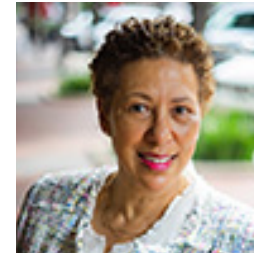
# Executive Council Organization Chart



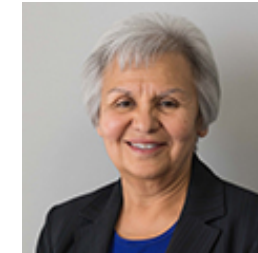
Chancellor  
Dr. Cesar Maldonado, P.E.



General Counsel  
E. Ashley Smith



Sr. Vice Chancellor for  
Finance & Administration  
Dr. Janet Wormack



Vice Chancellor for  
Instructional Services & CAO  
Dr. Norma Perez



Vice Chancellor for  
Strategy, Planning & Inst. Eff.  
Dr. Kurt Ewen



Assoc. Vice Chancellor for  
Communications & Marketing  
Dr. Megan Palsa



Vice Chancellor for  
Student Services  
Dr. Shantay Grays\*



President  
Faculty Senate  
Desmond Lewis\*\*



# Executive Council Organization Chart *Presidents*



Chancellor  
Dr. Cesar Maldonado, P.E.



President  
Central College  
Dr. Muddassir Siddiqi



President  
Coleman College  
Dr. Phillip Nicotera



President  
Northeast College  
Dr. Monique Umphrey



President  
Northwest College  
Dr. Zachary Hodges



President  
Southeast College  
Dr. Melissa Gonzalez



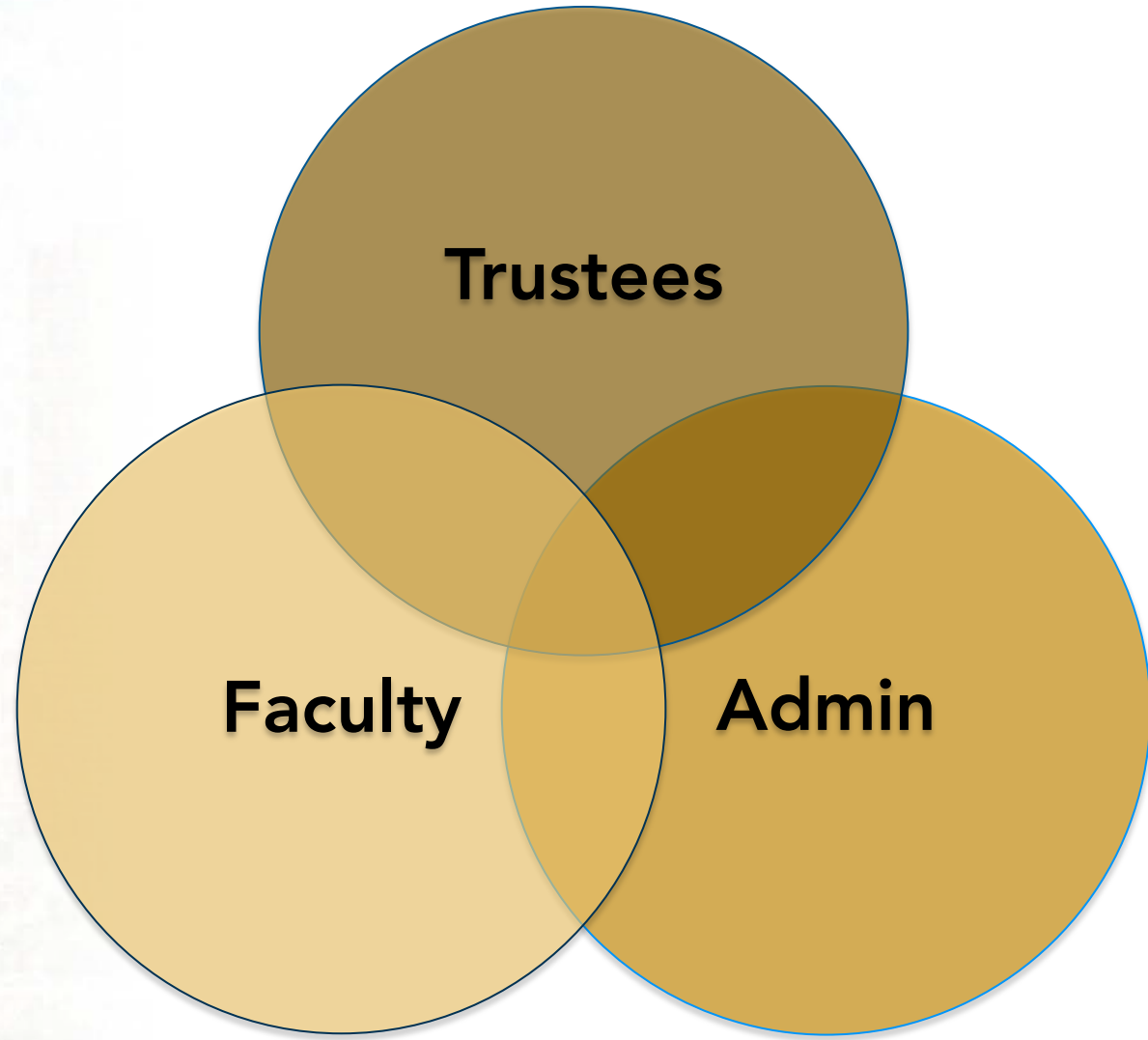
President  
Southwest College  
Dr. Madeline Burillo-Hopkins



President  
Online College  
Dr. Margaret Ford Fisher



# Faculty- Admin- Trustee Relational Model





# Focus on *climate not weather*

21<sup>st</sup> century brings rapid change with conflicting goals.

- ▶ Community colleges are charged with missions that straddle opposites:
  - ▶ academics and workforce;
  - ▶ honors curricula and college readiness;
  - ▶ university transfers and workforce preparation,
  - ▶ practical soft skills and higher ethics.

As the 21st century matures:

- ▶ We are likely to see the differences between these pairs grow at an accelerated rate, placing us on a cycle of routine “emergencies”, an existential threat driven by increased fiscal, technological, and political pressures.



# Lessons Learned from Harvey that Reinforce the Value of Shared Governance

- Consistent communication between the College stakeholders made the dissemination of information easier
- Matrix-structured enabled mobilization and deployment of staff and student notifications
- Shared Governance helped to accelerate learning and ensure rigor and curriculum design
- Emergency Resource guides were developed for students in partnership with college stakeholders

# Integrate lessons learned from crisis as we navigate the 21st century

- Typical shared governance structure provides a solid foundation from which to frame decisions.
- Significant benefits of a structured shared governance model, we know that we do our best work during crises – when collaboration includes listening with empathy and having a bias for action.
- During crisis our focus is on each other and the collective of our institution.
- These types of crises are in relative terms, short lived, and routine protocols yield to decisions that protect people first, then look to support for recovery.



Systems-thinking protects from the trap of responding to weather instead of climate.

# Systems- thinking: Prioritizes Climate Over Weather

- Integrating these behaviors into our shared governance model provides a “crisis” mentality to bear on solving challenges and arms us with smart responses to 21st century needs.
- By mapping our experiences in dealing with natural disasters to our “normal” challenges, we can enhance our ability to deal with the stress and focus on climate more than the weather.

# Integration of Faculty into Institutional Leadership

## Shared Governance between Administration and Faculty

- Faculty Senate President on Chancellor's Executive Council
- FS Compensation Committee
- Faculty represented on all Executive Hiring Committees
- Changing the climate of past Administration
- FS President monthly presentation at the Board Meeting
- Chancellor and Vice Chancellors present to Faculty Senate



# Next Steps

Codify in institutional policy

Culture of Care & Inclusion

- ▶ Inclusion Fellow
- ▶ Inclusion in the classroom creates Student Success

Implementation of Career Pathways to Leadership (Pro Develop)

- ▶ Succession Planning
- ▶ Career Development
- ▶ Career Development Fellows

HCC's Robust Budget Development Planning & Process

Redefined Shared Services Agreements

Review and Realignment of Centers of Excellence

Staffing Allocation Model

Flexible Staffing Model

# Culture of Ownership

- Strengthens the quality of leadership
- Enhances ability to achieve its vision and meet strategic goals
- Brings best thinking to decision making
- Engenders institutional culture of collective ownership
- Aligns with Strategic Plan



“I’m in the room, but I am not the expert. It’s faculty, the Board of Trustees, the Executive Council, and our business and education partners working together to make sure that we are all participating in the major decisions concerning the operation of HCC. When we realized there were things that were keeping us from what we wanted to be—we focused our attention on the practice of shared governance,” Cesar Maldonado.

## QUESTIONS?