Community College Shared Governance in the 21st Century

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San Francisco, CA

Carolyn Evans-Shabazz, Ed.D.
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
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

Students

- 83% of students in homes with damage
- 3.2% in a shelter
- 1.1% were homeless
- 8% had family/friends living with them

Staff/faculty

- 1.6% in shelters
- 10.3% in flooded homes
- 2.6% lost homes altogether
INSTITUTIONAL SHAPE
630 SqM.
20 Sites
3.4M People
HCC Board of Trustees

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District VI
Vice Chair

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District V

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District VII

Eva L. Loredo
District VIII

Dr. Pretta VanDible-Stallworth
District IX
Global Leader in International Students

- 8,860 Students
- 60% Part Time
- National Leader in International Students
- 8,860

70% Students of Color

#1 in Awarding Associate Degrees to all Minorities

Awards

101,000 Students
$500M Budget

<table>
<thead>
<tr>
<th>Revenues</th>
<th>Expenses</th>
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<tbody>
<tr>
<td>70% Talent</td>
<td>45% Prop Tax</td>
</tr>
<tr>
<td>15% Contract</td>
<td>35% Tuition</td>
</tr>
<tr>
<td>10% Debt</td>
<td>20% State</td>
</tr>
<tr>
<td>6% Other</td>
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Total: $500M
Centers of Excellence
INSTITUTIONAL JOURNEY
Guiding Framework for Transformation

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

Assessing Readiness

Framing Transformation
- Argyris (1999) Double Loop Learning
On the One Hand
Open Access
University Prep
Less Funding
Retention

On the Other Hand
Academic Excellence
Workforce Development
Higher Costs
Graduation/Completion

Opposing Objectives
Sustained Disruption, Innovation, Budget
Organizational Change Readiness Assessment

Resistance ➙ Support

- Management
- Hierarchy
- Parochialism
- Policies
- HR

Transformation

Market Responsive

Dysfunction
Framing Organizational Transformation

1. **Structural**
   - Change Processes
   - Reporting structures
   - Systems and procedures

2. **Human Resource**
   - People’s needs
   - Empowering to perform their jobs well
   - Supporting personal growth, and fulfillment

3. **Political**
   - Addresses conflict, agendas and budgets
   - Recognizes power-bases
   - Coalition building

4. **Symbolic**
   - Addresses sense of purpose in work
   - Inspiring people in organizational direction
   - Creating a motivating vision and uniqueness

The HCC Way

Highlights

Adopt Competencies and Behaviors which Model Shared Governance

• 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

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
- Delivery
- Accepting Responsibility
- Supporting
- Inspiring
- Acting

Core Values

HCC Way
## Shared Governance Perspectives

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

- Chancellor hired (May)
- Organizational Assessment

FY2014
- 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

FY2015
- Shared Services Info Tech (Consol) Communications
- Planning & Institutional Effectiveness Division Created
- FS President: David White (Hist)

FY2016
- 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)

FY2017
- Shared Services Facilities Foundation
- Presidents Report to Chancellor
- Chancellor Council (15 members)
- FS President: Mohamad Tlass (Pharm) (workforce/COE)

FY2018
- 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.*
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.

HCC Faculty Senate
Purpose
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

Workforce 44

Academic 45
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

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**

* Denotes Interim Post
** Denotes Rotating Post
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
21st 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.

- 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
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?