



AGENDA

Public Facility Corporation Meeting of the Board of Directors

**September 19, 2013
3:45 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

Houston Community College will be the most **relevant** community college in the country. We will be the **opportunity** institution for every student we serve – **essential** to our community's success

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 MEETING
OF THE BOARD OF DIRECTORS**

HOUSTON COMMUNITY COLLEGE

PUBLIC FACILITY CORPORATION

December 10, 2015

Notice is hereby given that a meeting of the Board of Directors of the Houston Community College System Public Facility Corporation will be held Thursday, the tenth (10th) day of December, 2015 at 3:00 p.m., or after, and from day to day as required, at the Houston Community College Administration Building, 3100 Main, 2nd Floor Auditorium, Houston, Texas. The items listed in this notice may be considered in any order at the discretion of the President of the Board and items listed for closed session may be discussed and/or approved in open session and vice versa as permitted by law.

I. Call to Order

II. Topics for Discussion and/or Action

- A. Resolution Appointing Officers of the Public Facility Corporation.
- B. Resolution Authorizing the Conveyance of Public Facilities to Houston Community College.

III. Adjournment to Closed or Executive Session Pursuant to Texas Government Code Section 551.071, 551.072, and 551.074, Texas Open Meetings Act, for the Purpose of Considering Real Estate, Property and Personnel Matters.

A. Litigation and Legal Matters

- 1. Consultation with legal counsel concerning 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. Real Estate and Property 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 negotiations.

Houston Community College
Public Facility Corporation Meeting – December 10, 2015

IV. Consider Approval of Agenda Items Discussed in Closed Session

V. 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 any and all subjects and for any and all purposes permitted by Sections 551.071, inclusive, of the Open Meetings Act, including, but not limited to:

Section 551.071 – For the purpose of a private consultation with the Board’s attorney on any or all subjects or matters authorized by law.

Section 551.072 – For the purpose of discussing the purchase, exchange, lease or value of real property.

Section 551.073 – For the purpose of considering a negotiated contract for a prospective gift or donation.

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.

Section 551.076 – To consider the deployment, or specific occasions for implementation, of security personnel or devices.

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.

Section 551.084 – For the purpose of excluding a witness or witnesses from a hearing during examination of another witness.

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 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

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- B. At a subsequent public meeting of the Board upon notice thereof, as the Board shall determine.

VI. Adjournment

CERTIFICATE OF POSTING OR GIVING NOTICE

On this 7th day of December, 2015 at or before 3:00 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 Administration Building of the Houston Community College System, 3100 Main, First Floor, Houston, Texas 77002; and (2) the Houston Community College's website, www.hccs.edu.

Rose Sarzoza-Pena
Manager, Board Services

PUBLIC FACILITY CORPORATION ACTION ITEM

Meeting Date: December 10, 2015

ITEM NO.	ITEM TITLE	PRESENTER
A	Resolution Appointing Officers of the Public Facility Corporation	Dr. Cesar Maldonado Teri Zamora Andrews Kurth LLP

RECOMMENDATION

Approve the resolution appointing officers to the Public Facility Corporation (PFC).

COMPELLING REASON/RATIONALE

To comply with Section 3.1 Titles and Term of Office of the Public Finance Corporation Bylaws, which state that "officers of the Corporation shall be a president, a vice president, a secretary and a treasurer, and such other officers as the Corporation Board may from time to time elect or appoint. One person may hold more than one office, except that the president shall not hold the office of secretary. Each officer shall be appointed by a majority vote of the directors then in office and shall hold office for a term of 1 year or until his or her successor is elected or appointed."

DESCRIPTION OR BACKGROUND

The officers of the Board of Trustees have typically been appointed as the officers of the PFC. Accordingly, the attached resolution has been drafted to reflect the following:

President	Zeph Capo
Vice President	Robert Glaser
Secretary/Treasurer	Dr. Adriana Tamez
Director	Dave Wilson
Director	Dr. Carolyn Evans-Shabazz
Director	Sandie Mullins
Director	Neeta Sane
Director	Eva Loreda
Director	Christopher W. Oliver

FISCAL IMPACT

N/A

LEGAL REQUIREMENT

Texas Local Government Code, Section 303.036.

STRATEGIC GOAL ALIGNMENT

Strategic Initiative: Support Innovation

Attachment Title(s): **Board Resolution**

This item is applicable to the following:

Central Coleman Northeast Northwest Southeast Southwest 3100

12/4/2015 3:44 PM

CERTIFICATE FOR RESOLUTION

THE STATE OF TEXAS §
COUNTIES OF HARRIS AND FORT BEND §
HOUSTON COMMUNITY COLLEGE SYSTEM §
PUBLIC FACILITY CORPORATION §

I, the undersigned officer of the Board of Directors (the "Board") of the Houston Community College System Public Facility Corporation (the "Corporation"), hereby certify as follows:

1. The Board of the Corporation convened in a special meeting on December 10, 2015, in the Board Conference Room at the Houston Community College Administration Building, 3100 Main, 2nd Floor Auditorium, Houston, Texas, and the roll was called of the duly constituted officers and members of said Board, to-wit:

<u>Director</u>	<u>Office</u>
Zeph Capo	Director
Robert Glaser	Director
Dr. Adriana Tamez	Director
Dave Wilson	Director
Dr. Carolyn Evans-Shabazz	Director
Sandie Mullins	Director
Neeta Sane	Director
Eva Loredo	Director
Christopher W. Oliver	Director

and all of such persons were present, except _____, thus constituting a quorum. Whereupon, among other business, the following was transacted at said meeting: a written

RESOLUTION APPOINTING OFFICERS OF THE HOUSTON COMMUNITY COLLEGE PUBLIC FACILITY CORPORATION

was duly introduced for the consideration of the Board. It was then duly moved and seconded that such Resolution be passed; and, after due discussion, such motion, carrying with it the passage of such Resolution, prevailed and carried by the following vote:

___ Ayes ___ Noes ___ Abstentions

2. That a true, full and correct copy of such Resolution passed at the meeting described in the above and foregoing paragraph is attached to and follows this Certificate; that such Resolution has been duly recorded in such Board's minutes of such meeting; that the above and foregoing paragraph is a true, full and correct excerpt from such Board's minutes of such meeting pertaining to the passage of such Resolution; that the persons named in the above and foregoing paragraph are the duly chosen, qualified and acting officers and members of the Board as indicated therein; that each of the officers and members of the Board was duly and sufficiently notified officially and personally, in advance of the time, place and purpose of such meeting, and

that such Resolution would be introduced and considered for passage at such meeting, and each of such officers and members consented, in advance, to the holding of such meeting for such purpose; and that such meeting was open to the public, and public notice of the time, place and purpose of such meeting was given all as required by Chapter 551, Texas Government Code, as amended.

SIGNED AND SEALED this _____, 2015.

Secretary, Board of Directors

RESOLUTION APPOINTING OFFICERS OF THE HOUSTON COMMUNITY COLLEGE PUBLIC FACILITY CORPORATION

WHEREAS, Section 2.1 of the Amended and Restated Bylaws (the “Bylaws”) of the Houston Community College System Public Facility Corporation (the “Corporation”) provides that the Board of Directors of the Corporation (the “Board”) is automatically composed of the nine members of the Houston Community College System’s Board of Trustees (the “System’s Board”);

WHEREAS, since the Board last convened, the composition of the System’s Board has changed due to elections, resignations and appointments, and such actions have left the Corporation’s officer positions vacant;

WHEREAS, Section 3.1 of the Bylaws provides that the Corporation shall have the following officers: president, vice president, secretary and treasurer;

WHEREAS, Section 3.1 of the Bylaws provides that each officer of the Corporation shall be appointed by a majority vote of the directors then in office; and

WHEREAS, the Board now desires to appoint the directors set forth in Section 2 below to the officer positions set forth therein.

NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE HOUSTON COMMUNITY COLLEGE SYSTEM PUBLIC FACILITY CORPORATION:

SECTION 1. INCORPORATION OF RECITALS. The recitals of this Resolution are hereby found to be true and correct and are incorporated fully herein.

SECTION 2. APPOINTMENT OF OFFICERS. Pursuant to the authority granted to it by Section 3.1 of the Bylaws, the Board hereby appoints the following officers:

Office	Name
President	Zeph Capo
Vice President	Robert Glaser
Secretary/Treasurer	Dr. Adriana Tamez

SECTION 3. TERM OF OFFICE. In accordance with Section 3.1 of the Bylaws, each officer appointed above shall serve for a term of 1 year or until his or her successor is elected or appointed.

SECTION 4. SEVERABILITY. If any provisions of this Resolution or the application thereof to any circumstance shall be held to be invalid, the remainder of this Resolution and the application thereof to other circumstances shall nevertheless be valid and the Board hereby declares that this Resolution would have been enacted without such invalid provision.

SIGNED AND SEALED this the _____ day of _____, 2015.

President, Board of Directors

Secretary, Board of Directors

[SEAL]

PUBLIC FACILITY CORPORATION ACTION ITEM

Meeting Date: December 10, 2015

ITEM NO.	ITEM TITLE	PRESENTER
B	Resolution Authorizing the Conveyance of Public Facilities to Houston Community College System	Dr. Cesar Maldonado Teri Zamora Andrews Kurth LLP

RECOMMENDATION

Approve resolution for the conveyance of public facilities from the Houston Community College System Public Facility Corporation (PFC) to the System. Authorize the President of the Board of Directors to execute all releases of deeds of trust and any and all other documents as necessary to convey the public facilities to the System.

COMPELLING REASON/RATIONALE

The Resolution facilitates the conveyance of the properties from the PFC to the System and authorizes all necessary documents.

DESCRIPTION OR BACKGROUND

The PFC issued Lease Revenue Bonds, Series 2005A (Westgate), Lease Revenue Bonds, Series 2005C (Public Safety Institute) and Lease Revenue Bonds, Series 2006 (Alief) to finance the acquisition and construction of public facilities. On July 22, 2015 the System issued Combined Fee Revenue Bonds which defeased (retired) the PFC Series 2005C and Series 2006 Bonds. The System made a full redemption of the outstanding PFC Series 2005A Bonds on October 15, 2015. As a result of these transactions, the PFC debt for these properties has been fully retired and the System is exercising its option to purchase the properties from the PFC.

In connection with the original PFC bond and trust covenants, the PFC transferred the Westgate and Public Safety Institute properties to the System effective October 15, 2015. The PFC will transfer the Alief property to the System on April 15, 2016 pursuant to the Alief bond and trust documents.

FISCAL IMPACT

Upon completion of the conveyance of the properties, the System will become the legal owner and deeds will be recorded in the name of the System.

LEGAL REQUIREMENT

Texas Local Government Code, Section 303.041.

STRATEGIC GOAL ALIGNMENT

Strategic Initiative: Support Innovation

Attachment Title(s): **Board Resolution**

This item is applicable to the following:

Central Coleman Northeast Northwest Southeast Southwest 3100

CERTIFICATE FOR RESOLUTION

THE STATE OF TEXAS §
COUNTIES OF HARRIS AND FORT BEND §
HOUSTON COMMUNITY COLLEGE SYSTEM §
PUBLIC FACILITY CORPORATION §

I, the undersigned officer of the Board of Directors (the “Board”) of the Houston Community College System Public Facility Corporation (the “Corporation”), hereby certify as follows:

1. The Board of the Corporation convened in a special meeting on December 10, 2015, in the Board Conference Room at the Houston Community College Administration Building, 3100 Main, 2nd Floor Auditorium, Houston, Texas, and the roll was called of the duly constituted officers and members of said Board, to-wit:

<u>Director</u>	<u>Office</u>
Zeph Capo	Director
Robert Glaser	Director
Dr. Adriana Tamez	Director
Dave Wilson	Director
Dr. Carolyn Evans-Shabazz	Director
Sandie Mullins	Director
Neeta Sane	Director
Eva Loredo	Director
Christopher W. Oliver	Director

and all of such persons were present, except _____, thus constituting a quorum. Whereupon, among other business, the following was transacted at said meeting: a written

RESOLUTION AUTHORIZING THE CONVEYANCE OF PUBLIC FACILITIES TO THE HOUSTON COMMUNITY COLLEGE SYSTEM; AND CONTAINING OTHER MATTERS RELATED THERETO

was duly introduced for the consideration of the Board. It was then duly moved and seconded that such Resolution be passed; and, after due discussion, such motion, carrying with it the passage of such Resolution, prevailed and carried by the following vote:

___ Ayes ___ Noes ___ Abstentions

2. That a true, full and correct copy of such Resolution passed at the meeting described in the above and foregoing paragraph is attached to and follows this Certificate; that such Resolution has been duly recorded in such Board’s minutes of such meeting; that the above and foregoing paragraph is a true, full and correct excerpt from such Board’s minutes of such meeting pertaining to the passage of such Resolution; that the persons named in the above and foregoing paragraph are the duly chosen, qualified and acting officers and members of the Board as indicated therein; that each of the officers and members of the Board was duly and sufficiently

notified officially and personally, in advance of the time, place and purpose of such meeting, and that such Resolution would be introduced and considered for passage at such meeting, and each of such officers and members consented, in advance, to the holding of such meeting for such purpose; and that such meeting was open to the public, and public notice of the time, place and purpose of such meeting was given all as required by Chapter 551, Texas Government Code, as amended.

SIGNED AND SEALED this _____, 2015.

Secretary, Board of Directors

RESOLUTION AUTHORIZING THE CONVEYANCE OF PUBLIC FACILITIES TO THE HOUSTON COMMUNITY COLLEGE SYSTEM; AND CONTAINING OTHER MATTERS RELATED THERETO

WHEREAS, pursuant to Chapter 303, Texas Local Government Code, the Houston Community College System (the "System") created the Houston Community College System Public Facility Corporation (the "Corporation") for the purpose, among others, of assisting the System in the financing of the following public facilities: the Alief Campus (the "Alief Facility"), the Public Safety Institute (the "PSI Facility") and the Westgate Campus (the "Westgate Facility") (such facilities collectively referred to herein as the "Public Facilities");

WHEREAS, the Corporation issued its Lease Revenue Bonds (Westgate Campus Project), Series 2005A (the "Westgate Bonds"); Lease Revenue Bonds (Public Safety Institute Project), Series 2005C (the "PSI Bonds"); and Lease Revenue Bonds (Alief Campus Project), Series 2006 (the "Alief Bonds") (collectively, the "Defeased Bonds") to finance the construction of the Public Facilities;

WHEREAS, the Westgate Bonds and the PSI Bonds were fully defeased and the Westgate Facility and PSI Facility were purchased by the System on October 15, 2015, and an escrow account has been established with the trustee for the Alief Bonds that is sufficient to fully defease the Alief Bonds and to effect the purchase by the System of the Alief Facility on April 15, 2016;

WHEREAS, Board of Directors (the "Board") of the Corporation now desires to cause the release of the Public Facilities from the deeds of trust and any other liens and encumbrances held by the trustee for the Defeased Bonds and to subsequently convey the Public Facilities to the System;

WHEREAS, Section 303.041, Texas Local Government Code, permits the Corporation to convey the Public Facilities to the System; and

WHEREAS, the Board hereby finds that the conveyance of the Public Facilities to the System is in the best interests of the Corporation and is consistent with the purposes for which the Corporation was created.

NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE HOUSTON COMMUNITY COLLEGE SYSTEM PUBLIC FACILITY CORPORATION:

SECTION 1. INCORPORATION OF RECITALS. The recitals of this Resolution are hereby found to be true and correct and are incorporated fully herein.

SECTION 2. RELEASE OF TRUST COLLATERAL. The Board hereby authorizes all actions necessary and appropriate to effect the release of the Public Facilities from any and all deeds of trust, liens and other encumbrances on the Public Facilities held by the trustee for the Defeased Bonds or otherwise. Without limiting the generality of the immediately preceding sentence, the Corporation's Bond Counsel is hereby authorized to prepare the necessary and

appropriate documentation to effect such release and, if necessary, to record or file such documents with the appropriate entities after their execution.

SECTION 3. APPROVAL OF CONVEYANCE. The conveyance of the Public Facilities to the System is hereby approved and the Corporation's Bond Counsel is hereby authorized to prepare the deed(s) and all other documentation, if any, required to effect such conveyance.

SECTION 4. FURTHER ACTIONS. The Corporation hereby authorizes the President of the Board to execute all documents and to take any and all other actions necessary or appropriate in furtherance of Sections 2 and 3 above and this Resolution generally.

SECTION 5. SEVERABILITY. If any provisions of this Resolution or the application thereof to any circumstance shall be held to be invalid, the remainder of this Resolution and the application thereof to other circumstances shall nevertheless be valid and the Board hereby declares that this Resolution would have been enacted without such invalid provision.

SIGNED AND SEALED this the _____ day of _____, 2015.

President, Board of Directors

Secretary, Board of Directors

[SEAL]

APPENDIX



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 21st Century Learners

HCC must prepare our students to become citizens and workers capable of productive and meaningful participation in the 21st 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 21st 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 40th 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)."¹

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