

IMAGINE HCC 2019

A new comprehensive strategic plan

Imagination is powerful. It can serve as the engine that powers our creativity and our capacity for innovative thought. Imagination is what propels us forward and pushes us to explore new ways of working and succeeding. Imagination is at the core of our strategic planning efforts as we work to rethink the future of our college and achieve our bold vision. In December 2015, Houston Community College concluded its nearly year-long strategic planning effort.



The result is *Imagine HCC 2019*, a bold plan for transforming one of the nation's largest community college systems and improving the value it provides to students, faculty and staff, and the Houston community.

COMMUNITY INPUT

During this process, HCC brought together people from across the district and our community. We included an unprecedented number of faculty, student leaders, deans and directors, education support staff, and key administrators. We brought in leaders from the business community, local banks, nonprofits, government, and key community associations. Through numerous



internal and external meetings, workshops, and surveys, thousands of individuals took part in developing this plan and brought their unique perspective to the table.

Why is this level of inclusion and collaboration so critical now? The answer is because this is Houston's community college – it belongs to the community, both the HCC family and the broader community.

We recognize the diverse opinions and needs that require representation. Thus, to be responsive we have developed a highly imaginative plan for a very different future based on the guidance from our whole community. A future that aligns our graduates with the skilled jobs that support the growth of our economy.

THE PLAN

As Houston continues to grow and position itself as one of the nation's premier cities, HCC must answer the call to lead in education and serve as the engine to power our community's workforce and fuel our capacity for innovation. *Imagine HCC 2019* is our vision for the future of this institution and for education in this great city.

Imagine HCC 2019 is comprehensive and describes what the institution's focus will be, how we will be organized, and why we act. Put another way, it is an articulation of our strategic plan, the transformation to our Centers of Excellence model, and the HCC Way.

Our Core Values, Core Behaviors and Leadership Behaviors serve as the "cultural core" of HCC and articulate the desired culture that HCC will promote and strengthen in the years to come. In short, this defines the "HCC Way" of doing things and the expectation the institution has set for all faculty, staff, and administrators.

STRATEGIC GOALS

With the vision defined, the strategic planning team identified four distinct areas that will guide HCC's



strategic efforts and serve to reinforce the institution's vision. Operationally, the goals provide further definition for what the HCC vision describes and provide a place for each proposed objective and initiative to reside. These goals also offer a measure of accountability for leaders.

1) Student Success

Commitment to creating an environment in which students achieve their desired goals that lead to their success in both educational and occupational pursuits.

2) Organizational Stewardship

Actions that preserve and protect the use of our shared resources, transparency in decision-making, and creation of processes that manage, allocate and monitor resources crucial to the college's mission.

3) Performance Excellence

Integrated approaches that result in the delivery of ever-improving value to customers and stakeholders.

4) Innovation

Leadership in the creation of new ideas, methods, processes, technologies, or products to address the challenges and opportunities associated with that change.

ASSESSMENT OF THE PLAN

Imagine 2019 will be evaluated using a set of performance indicators to monitor progress toward HCC's Strategic Goals and Objectives. The transparent set of performance indicators consists of Key Performance Indicators (KPIs) and Secondary Performance Indicators (SPIs) selected to measure and clearly articulate the actions within the plan that will have the highest impact on HCC's Strategic Goals and Objectives and why. As such, KPIs align with institutional objectives and focus on a small number of high-level principal outcomes while SPIs are used to provide a broader picture of performance, to evaluate changes in process and to improve quality of services.

Over 150 KPIs and SPIs were evaluated in consultation by an interdisciplinary team of HCC stakeholders. Metrics were selected based on the principle that they must be:

Organized around objectives and goals to easily validate progress
Quantitatively or qualitatively measurable to provide comparative data over time

- Actionable
- Meaningful, easily understood and broadly accepted by all stakeholders
- High-level
- Replicable, reliable, and valid
- Cost-effective

FOUNDATION FOR OUR FUTURE

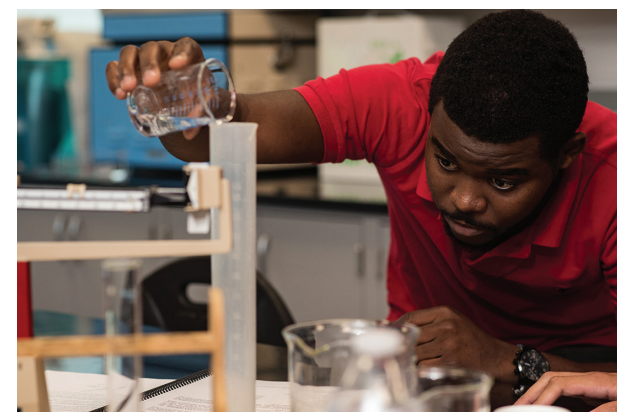
This vision and plan are important as they guide our decisions and set the direction for the College. It is about an expectation for academic leadership. It is about quality and innovative education. It is about delivering results by focusing on student success and completion of both academic and workforce programs. It is about our place in the community and our role as a responsive driver of economic development. *Imagine HCC 2019* is about big ideas that will move us forward as one powerful institution.

Across the leadership of the college, we are absolutely united on the vision of the college and our continued evolution. Over the past year, we have gone to great lengths to develop a pathway to achieve this vision. This plan provides detail for achieving the strategic goals we have set for ourselves, showing specific objectives and initiatives we will employ system-wide. As with any enduring project, these initiatives will be enhanced,



adjusted, and augmented to fit the context as the future unfolds, all aligned with the Strategic Goals of *Imagine HCC 2019*.

In four years, we imagine a changed college that is responding to a changing, vibrant community. We invite you to imagine with us what the future has in store for HCC – we are excited for what's to come.



DEAR NEIGHBORS,

DISTRICT III

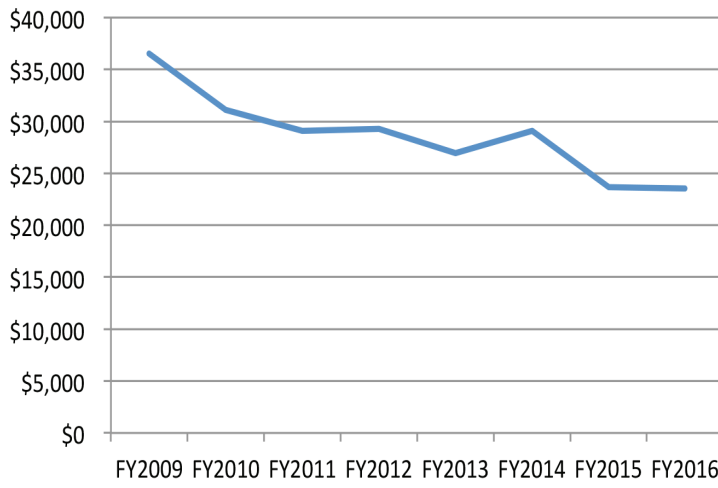
Adriana Tamez, Ed.D.



So many exciting things are happening at HCC and I am proud to share a few highlights with you.

A focus on helping students complete their awards and degrees, combined with conservative spending habits, has allowed HCC to reduce the amount that it budgets to spend per student completer by 36% from 2009 to 2016 (see chart below).

Annual Unrestricted Budget per Completer



- HCC has enacted no general tuition or fee increase since 2011.
- The HCC property tax rate is lower than the tax rate for 46 of the 50 community colleges in Texas.
- HCC has steadily grown its unrestricted fund balance, available for emergencies, since 2011.
- A compensation study to ensure market level pay for employees was finalized in 2015 and a three year plan of raises began in 2016.
- In addition to its regularly scheduled payments, HCC aggressively paid off \$12 million of debt over the past 12 months.

Since the first grand opening of the Engineering Center of Excellence at the Alief-Hayes Campus earlier this year, we have invited business, industry, and community leaders to seven additional events, showcasing the educational offerings, state-of-the-art equipment and opportunities available at HCC:

- Consumer Arts & Sciences
- Health Sciences
- Logistics
- Digital & Information Technology
- Business
- Media Arts
- Construction

The HCC Construction Center of Excellence, located right here in District III, offers programs in Construction Technology; Heating, Air Conditioning & Refrigeration; and Industrial Electricity. Young men and women are learning diverse skills that they will be able to put to use immediately in our local workforce. These students are also receiving financial support in the form of a \$20,000 gift from Manhattan Construction Company to establish a scholarship that will fund the cost of tuition, fees, and books.

The next grand opening is the Material Science Center of Excellence on August 31 at the Eastside Campus.

I am honored to represent District III and proud to report on the good work that is being done with your support.

We are Houston's Community College.

In service,

Dr. Adriana Tamez
HCC Board of Trustees
Chair, District III

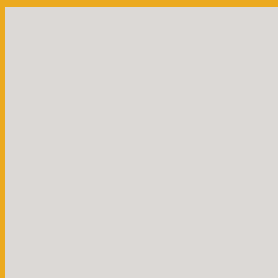
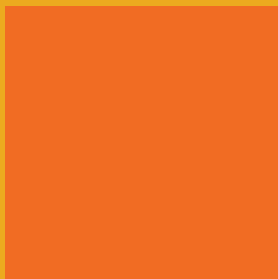
DATES TO REMEMBER

July 27
Summer 2016
8-week classes begin

Register for Fall
classes now

Aug. 22, Fall classes
begin

hccs.edu



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