HCC

2022 RODEO AWARD
(Recognition of Dedication to Educational Outcomes)
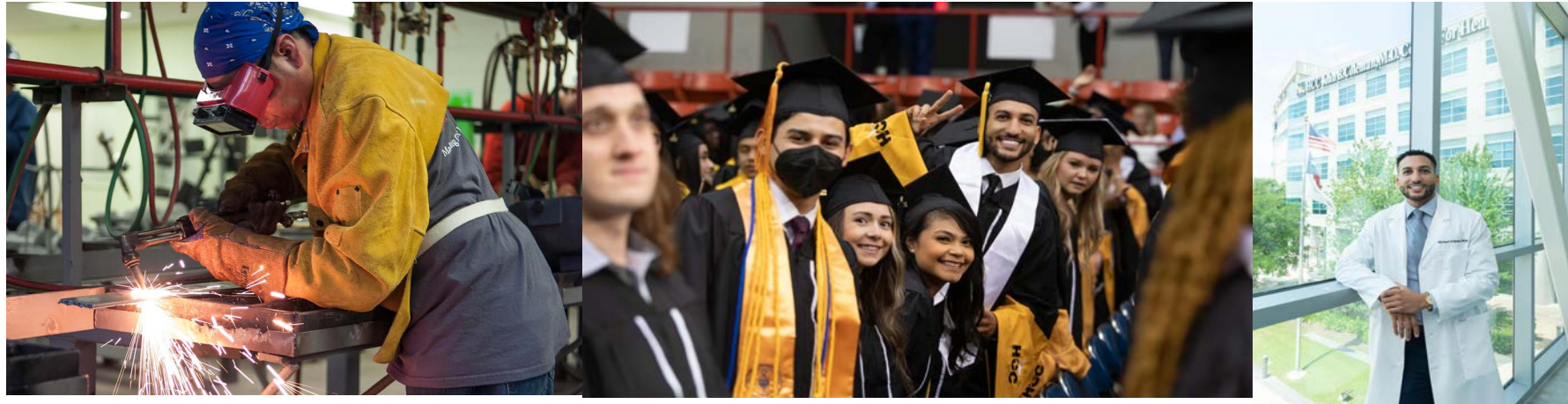## Student Experience as a North Star

Dr. Cynthia Lenton-Gary, Board Chair
Dr. Cesar Maldonado, Chancellor

Houston Community College System

Board of Trustees Institute
Lakeway, TX
February 22, 2023

HCC Gains in Key Indicators for Degree Completion

- Significant gains since 2018 in all eight key performance indicators (KPIs) for degree completion

- One of the top KPI scores in the state of Texas

Learn how the HCC Board of Trustees leveraged the strategic plan to support the achievement of student success.

Time to Degree a Year Sooner Over a 3-year Period

Time to Degree Trend by Ethnic Group

Time to Degree
(in Years)

Starting Ending ■ 2019 ■ 2020 ■ 2021
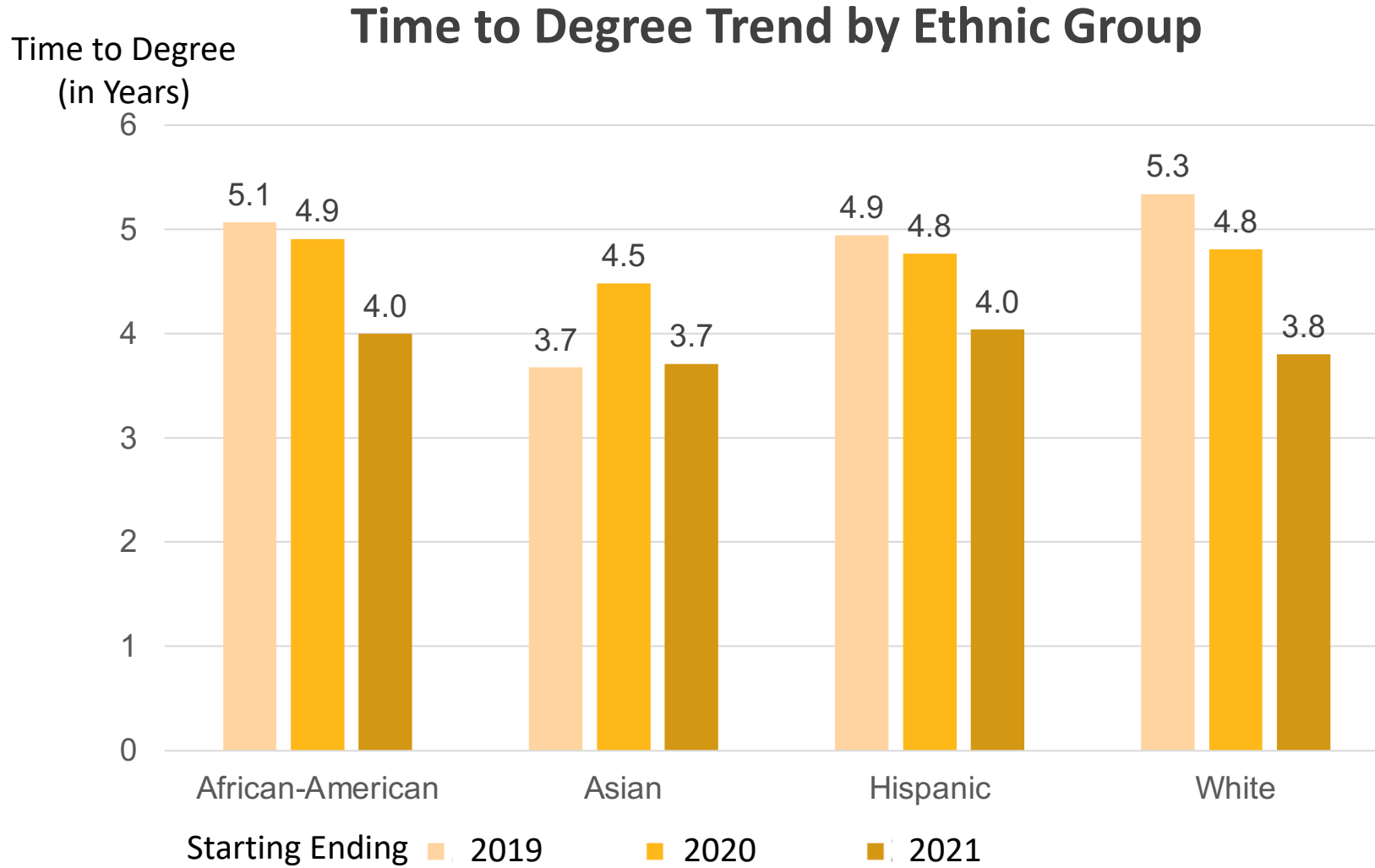
HCC Serves 3.5 Million Population

KEY FEATURES

- 9 single member districts
- 630 square miles service area
  - 67% Taxing District
  - 33% Out of Taxing District
- Serve 6 ISDs*
  - Houston ISD (197k)
  - Katy ISD (84k)
  - Ft Bend ISD (77k)
  - Alief ISD (42k)
  - Spring Branch ISD (33k)
  - Stafford MSD (4k)
  - 9 Charter Schools (37k)**
- 4th most populous city in U.S
- Most diverse city in the U.S.
- Current Strategic Plan, *Embracing Houston's Future*, adopted December 2019.
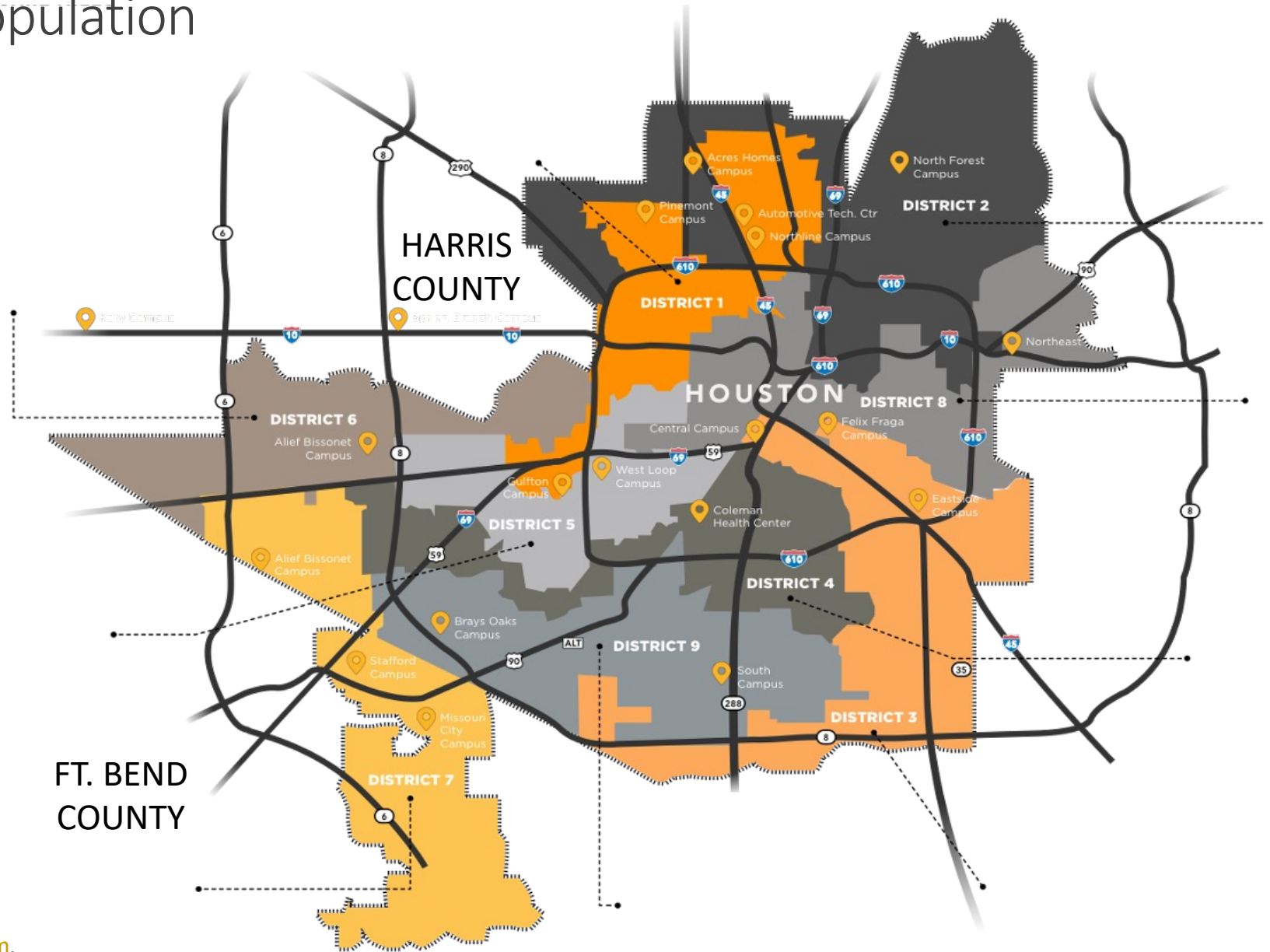
- Student enrollments are approximate. Source: www.niche.com.
** Source: TEA

HCC Board of Trustees

HOUSTON COMMUNITY COLLEGE SYSTEM

HCC Student Profile

2020-2021

2020-2021 HCC ANNUAL ENROLLMENT
81,682

Pie chart:
- 28.3% AFRICAN AMERICAN
- 5.5% OTHER
- 13.5% ASIAN
- 15.5% WHITE
- 37.6% HISPANIC
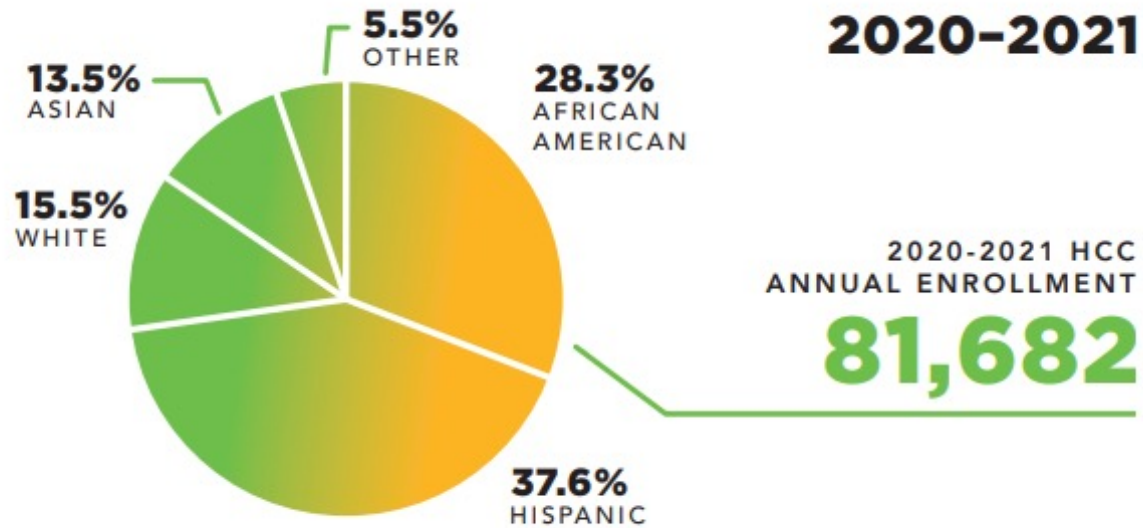
INTERNATIONAL STUDENTS ENROLLMENT
2,409

TOP 5 REPRESENTED COUNTRIES
VIETNAM NIGERIA INDIA CHINA VENEZUELA

GENDER ALL STUDENTS
- MALE 33,302
- OTHER/UNKNOWN 331
- FEMALE 48,049

AGE GROUP
- UNDER 18 — 5,665
- 18-22 — 29,763
- 23-30 — 23,402
- 31-50 — 18,941
- OVER 50 — 3,819
- UNKNOWN — 92

HCC
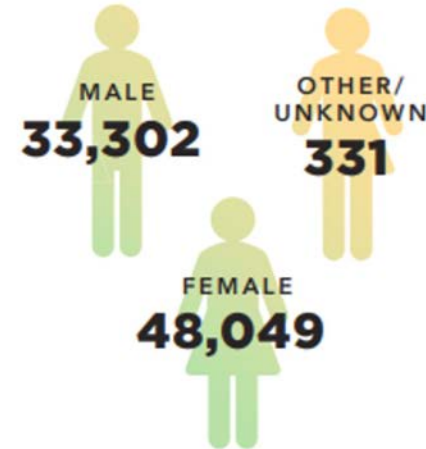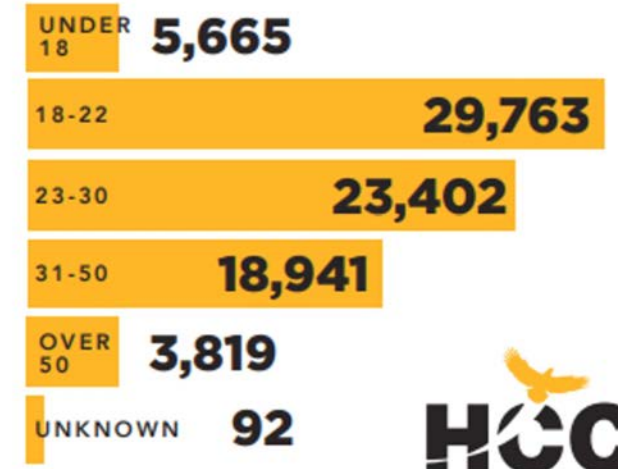
FALL 2021 STUDENTS TRANSFERRED TO 4-YEAR SCHOOLS
8,135

UH UHD A&M TEXAS TSU

UNIVERSITY PARTNERSHIPS

First Generation Students

47%

First Generation

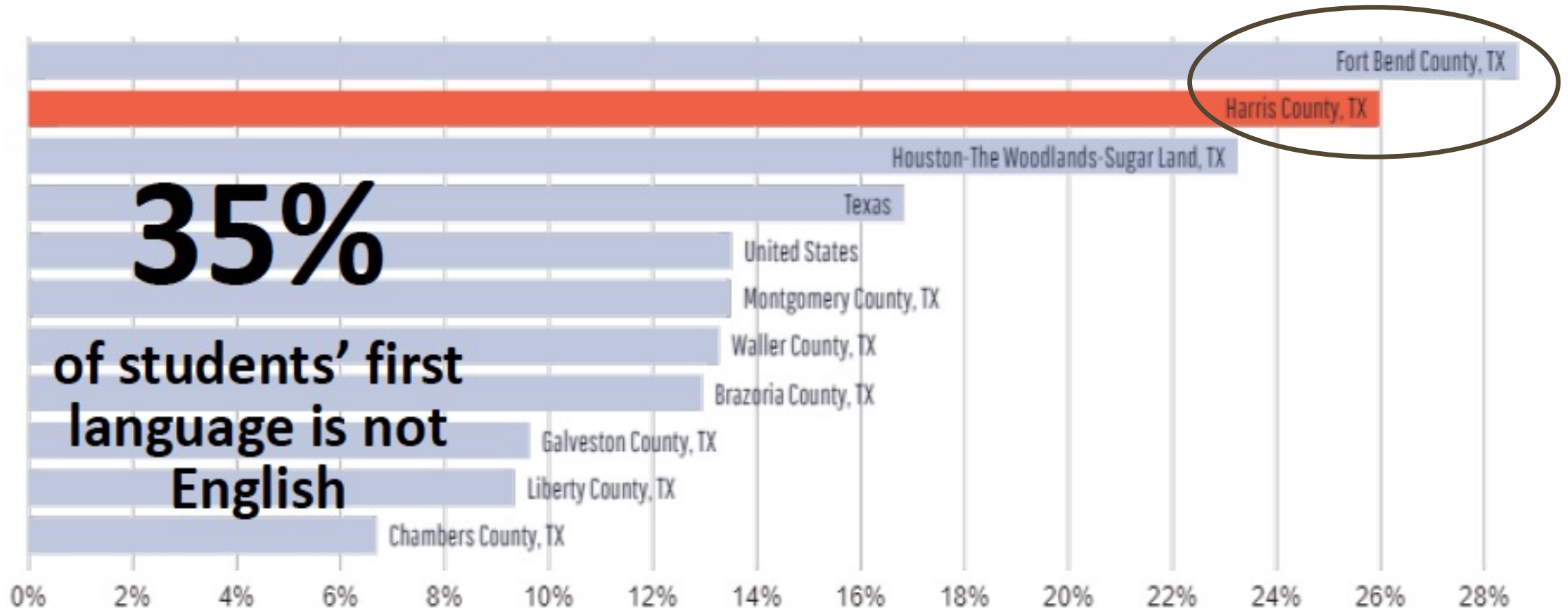HCC TRIO Federal Outreach Program, 2022.

HCC has a Large ESL Population

Percent of Foreign-Born Residents, Texas Gulf Coast Counties

A Majority Part-time Students

74%

Work while attending HCC

"It's taking me longer because I [have to] consider my work schedule … I didn't get any grants this semester so it's all loans. If I go to work at 5 AM, I don't want to be grumpy and tired where I don't want to go to class. You always want to strive for an A. But that really is the main barrier, is trying to make sure I have the time to do it." --HCC Student

HCC Student Profiles

35%
Primary Child Caregivers

64%
Dependent Caregivers

60%
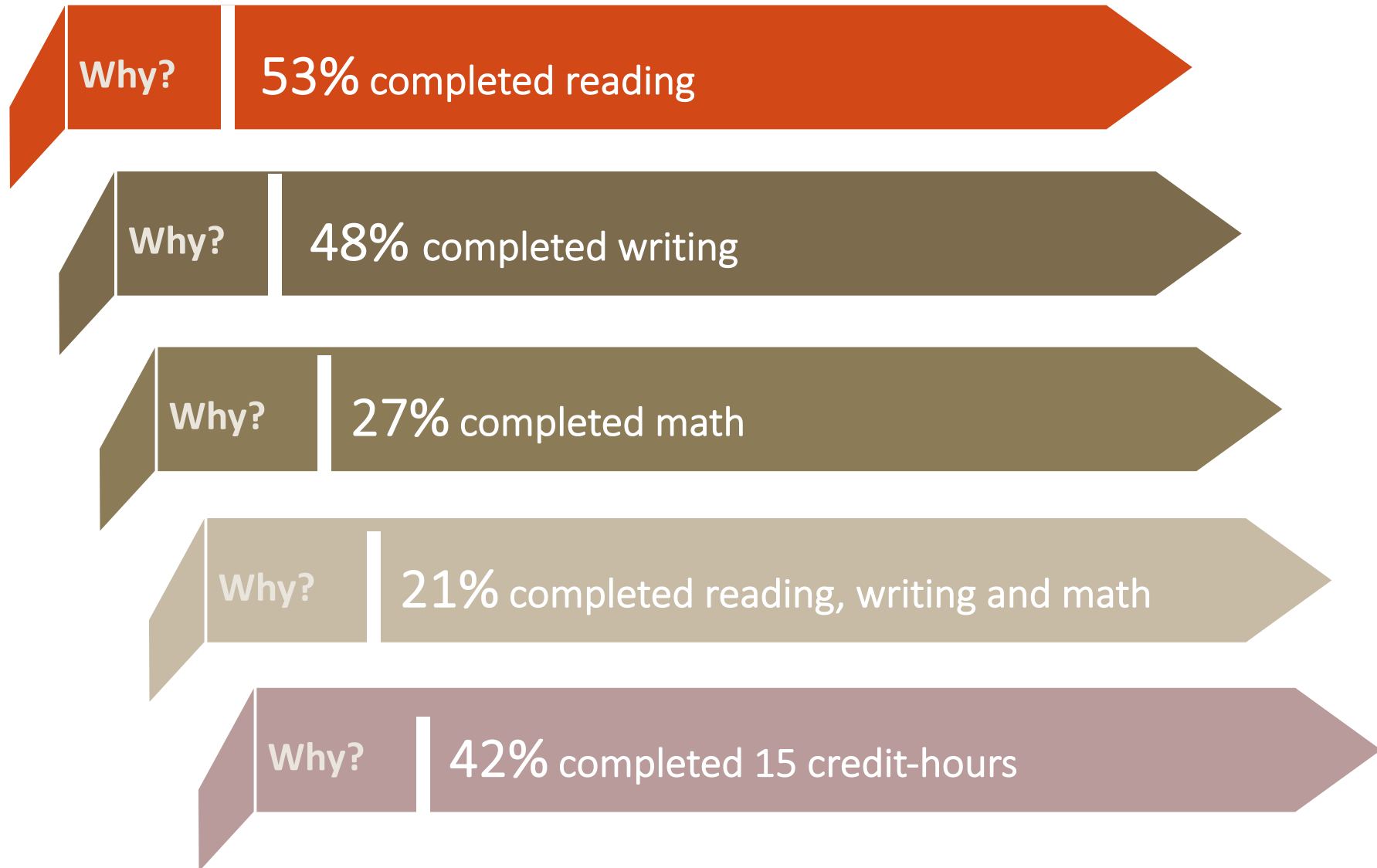Food Insecurities *

46%
Report Mental Health Issues*

* Estimated.

Student Success – from transactional to innovative culture

Today, teaching and learning can only thrive if we personalize the student experience.

Why Low Student Achievement in First Year College-level Attainment

Why? 53% completed reading

Why? 48% completed writing

Why? 27% completed math

Why? 21% completed reading, writing and math

Why? 42% completed 15 credit-hours

Personalized Learning Models are Needed to Resolve Contextual Imbalances

Student   Remote Instruction   Graduate

Student A   🧑‍💻 **+** 🏠 **=** 🎓

OR
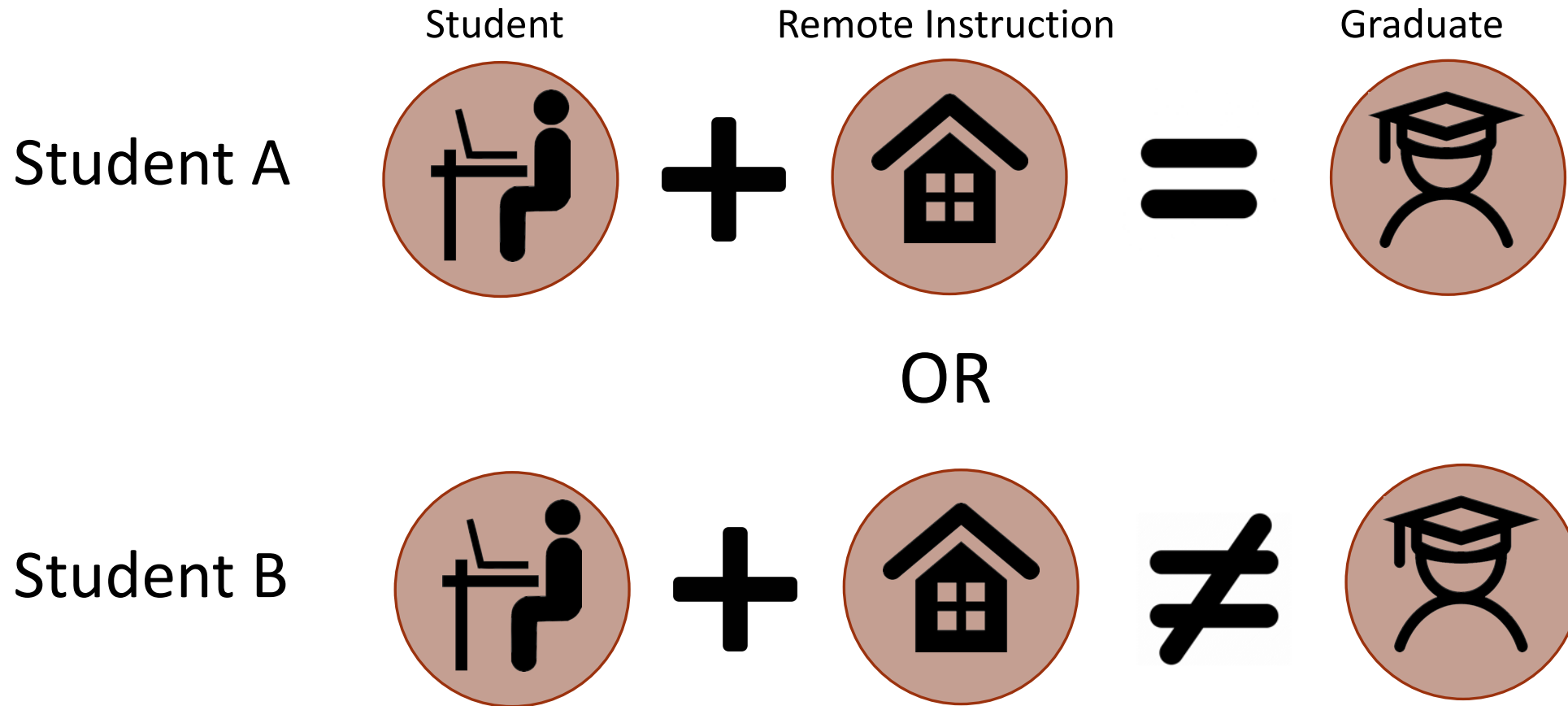
Student B   🧑‍💻 **+** 🏠 **≠** 🎓

Access profiles of large community colleges in the greater Houston area.

Houston Community College: Parent Q1 22%, Parent Q2 25%, Parent Q3 21%, Parent Q4 16%, Parent Q5 17%

Lone Star College-North Harris: Parent Q1 12%, Parent Q2 17%, Parent Q3 20%, Parent Q4 23%, Parent Q5 28%

San Jacinto Community College District: Parent Q1 12%, Parent Q2 18%, Parent Q3 21%, Parent Q4 25%, Parent Q5 23%
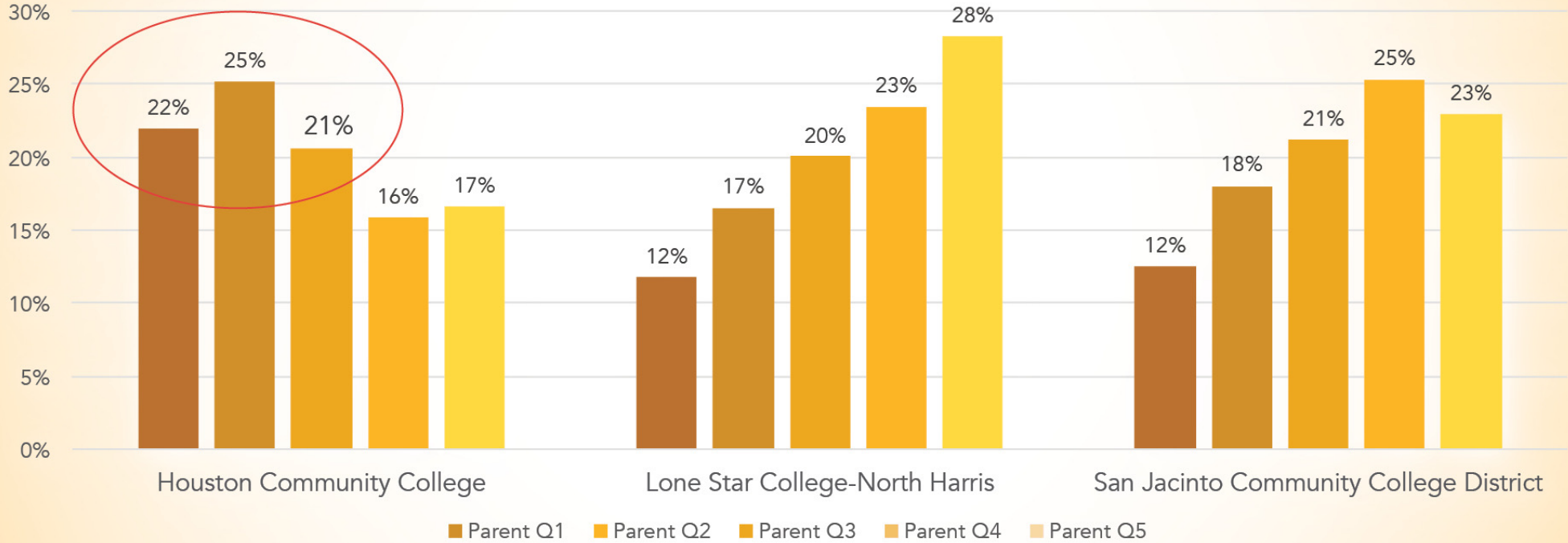
Chetty, Raj, et.al. Study on College Economic Mobility, New York Times, 2017.

Percent of college-ready graduates by minority status and economic disadvantage
2018 Texas High Schools
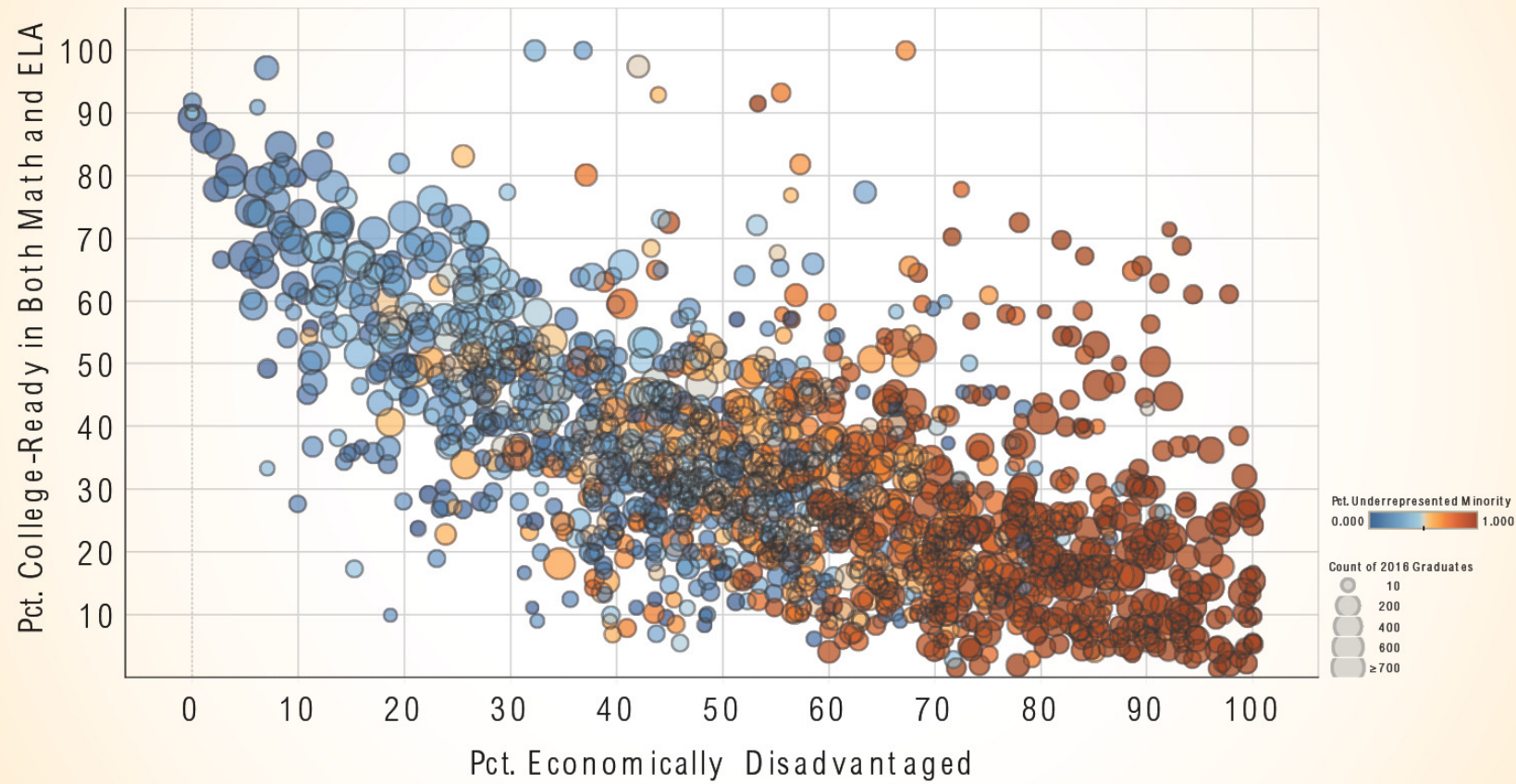
Percent of college-ready graduates by minority status and economic disadvantage
2018 Houston ISD
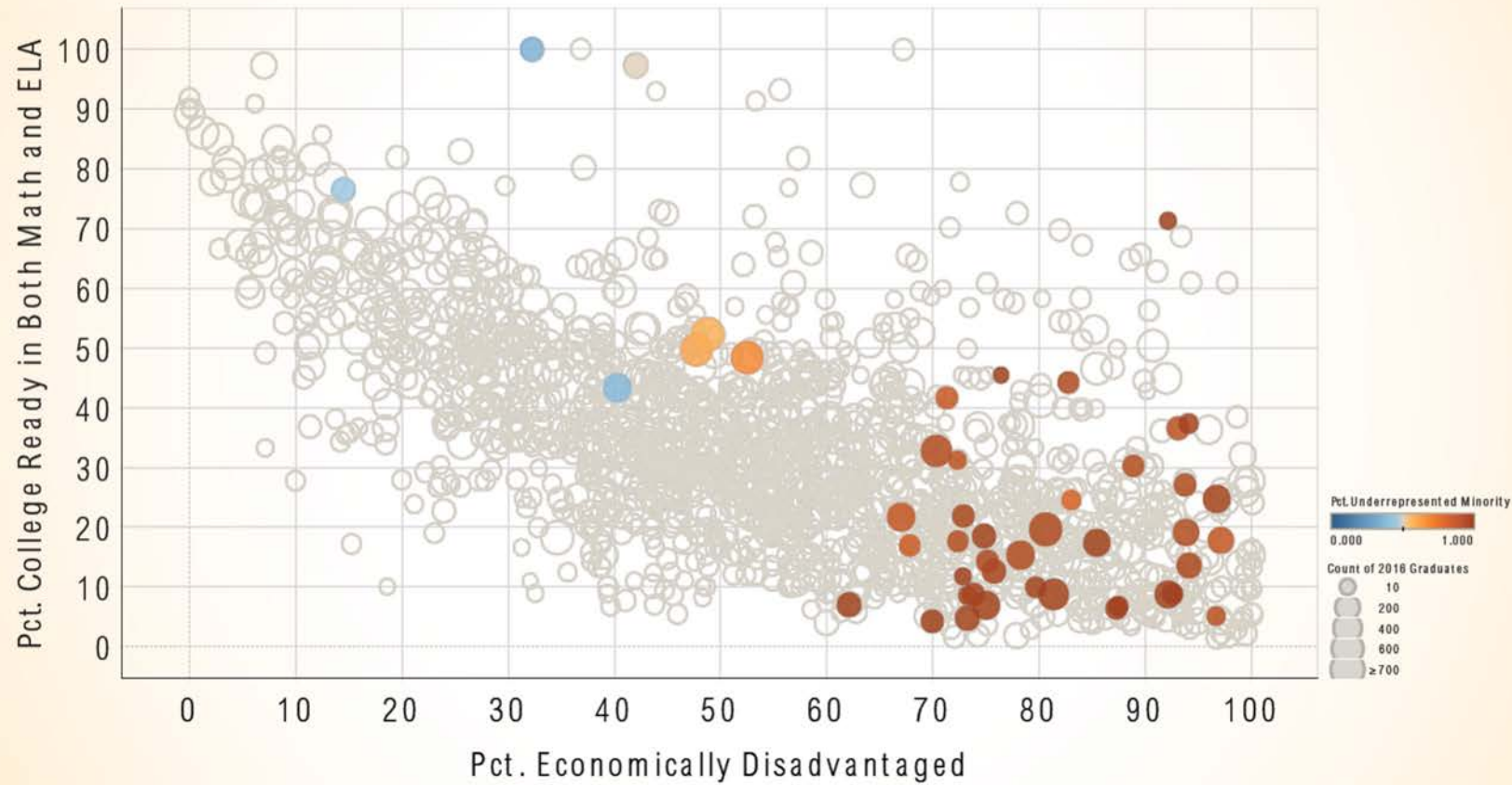
Personalized Learning Counters Contextual Imbalances

Increases Access

Creates a Sense of Belonging

Closes Equity Gaps

Improves Economic Mobility

Individualizes Student Support

Students Make Informed Choices

Holistic Pathways Planning

Success & Completion

Personalized Student Response is Hampered by Traditional Structure
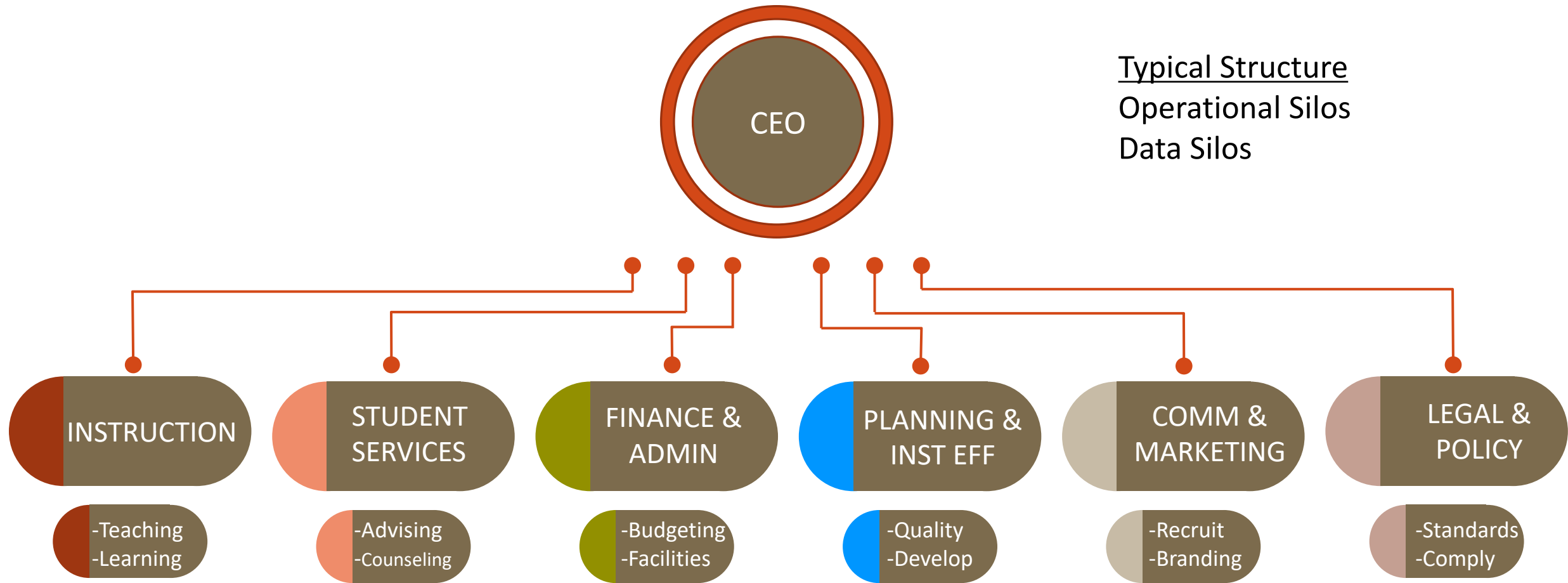
TRANSACTIONAL

- Follow strict set of rules
- Decisions are top-down
- Maintaining status quo
- Mechanize processes for equality

INNOVATIVE

- Provide standards
- Delegate decisions to student value zone
- Be responsive to every student
- Flexible process for equity

Typical 20th Century Organizational Structure

CEO

Typical Structure
Operational Silos
Data Silos

INSTRUCTION
-Teaching
-Learning

STUDENT SERVICES
-Advising
-Counseling

FINANCE & ADMIN
-Budgeting
-Facilities

PLANNING & INST EFF
-Quality
-Develop

COMM & MARKETING
-Recruit
-Branding

LEGAL & POLICY
-Standards
-Comply

A 21st Century Systems Structure (*One College*)
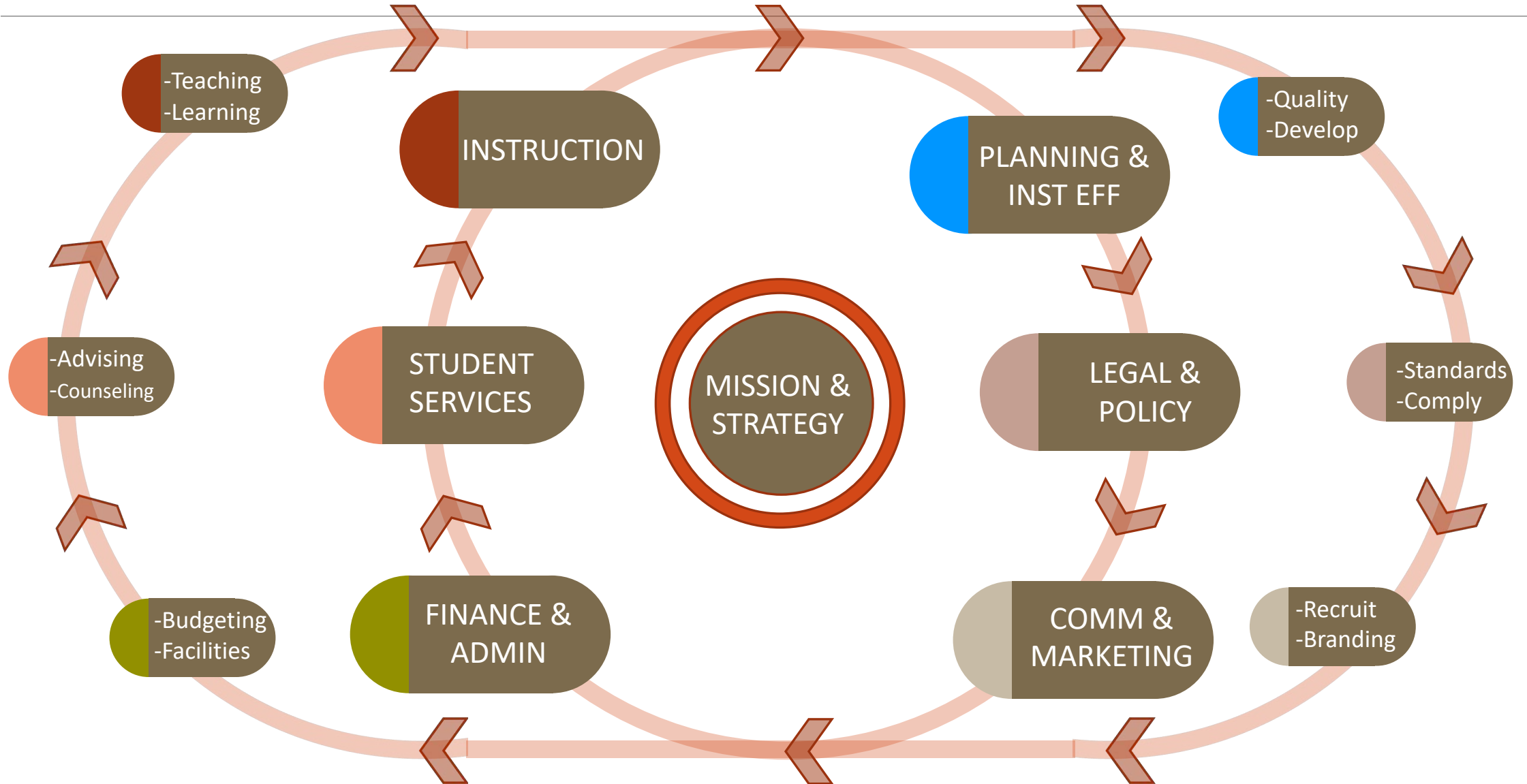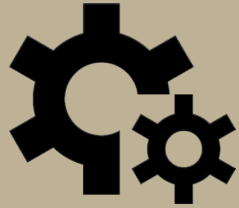
Leadership Must Drive the Teaching and Learning Strategy

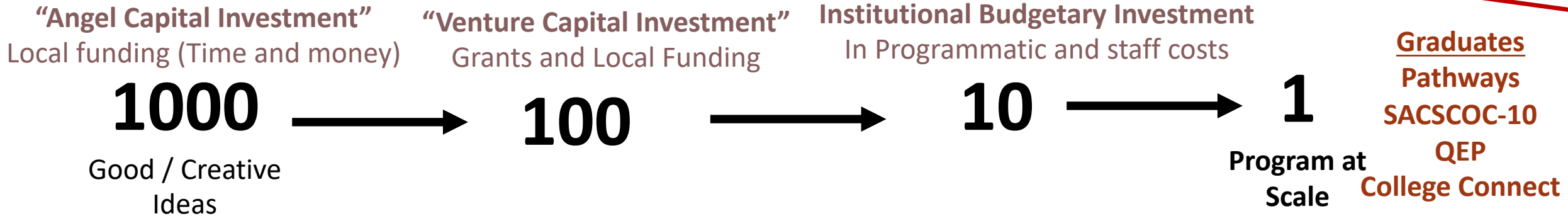| CONTEXT	INNOVATE	INSTITUTIONALIZE
Understand student, faculty, staff, governance, and the environment	Innovate to personalizing responses for each student	Codify practices for emergence (whole > sum of the parts)

Adapted from "The CEO's Role in Transformational Teaching and Learning", Josh Wyner, Aspen Institute.

Office of Planning & Institutional Effectiveness as *Internal Incubator*

HCC Innovation Fellows

Ideate Concepts & Sponsor Idea Flow

Increasing focus on design and effectiveness

Ideas & Creativity Flow

"Angel Capital Investment"
Local funding (Time and money)

"Venture Capital Investment"
Grants and Local Funding

Institutional Budgetary Investment
In Programmatic and staff costs

Graduates
Pathways
SACSCOC-10
QEP
College Connect

1000 → **100** → **10** → **1**

Good / Creative Ideas

Program at Scale

Standard of evidence increases at each level

HCC Business Council Champions

BUSINESS COUNCIL CHAMPIONS PURPOSE STATEMENT

The Chancellor's Business Champions Council serves to inform HCC's role as an innovative education leader while strengthening the linkages between the business community and HCC students to advance workforce, academic, and student success.

PARTIAL LIST OF MEMBERS

- Apple
- BP
- CenterPoint Energy
- Dell
- Economic Alliance Houston Port Region
- Fort Bend Economic Development Council
- Greater Houston Black Chamber of Commerce
- Greater Houston Partnership

- Gulf Coast Workforce Board
- Harris Health System
- Houston ISD
- Houston Hispanic Chamber
- Houston Methodist Hospital
- IBM
- Intel Corporation
- JPMorgan Chase
- Memorial Hermann Health
- Metropolitan Transit Authority
- Microsoft

- Mitsubishi Chemical Group
- NASA Johnson Space Center
- NVIDIA
- Pepsico
- Port Houston
- Precision Task Group, Inc.
- PVF Roundtable
- Shell Oil Company
- Siemens
- Texas Injection Molding
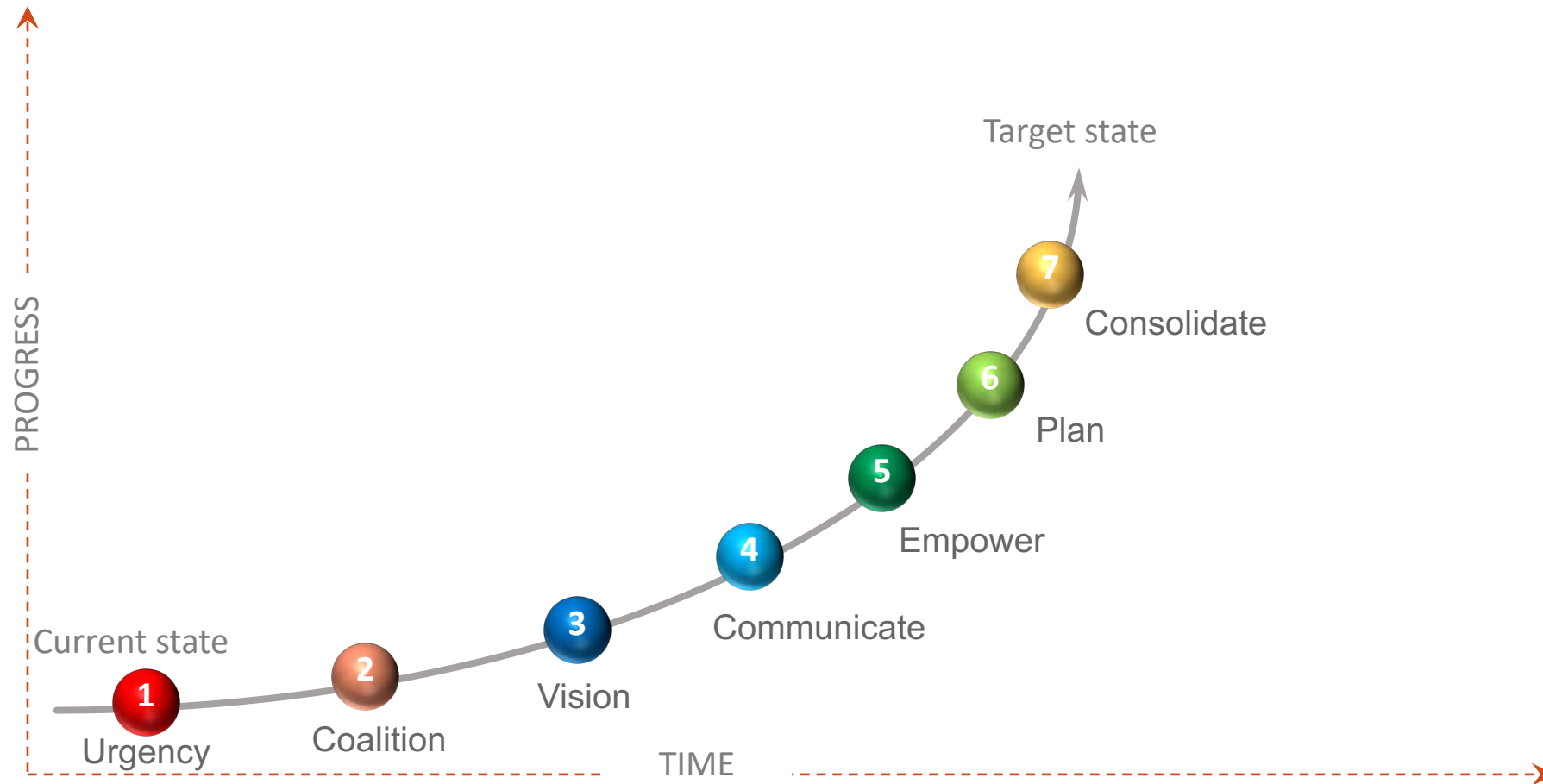- The Asian Chamber of Commerce

Organizational Transformation – from concept to strategy

"It is generally much easier to *kill an organization* than change it substantially."

Kevin Kelly, Out of Control: The New Biology of Machines, Social Systems and the Economic World

24

Transformation Steps – Take Time and Persistence

PROGRESS

Target state

7 Consolidate

6 Plan

5 Empower

4 Communicate

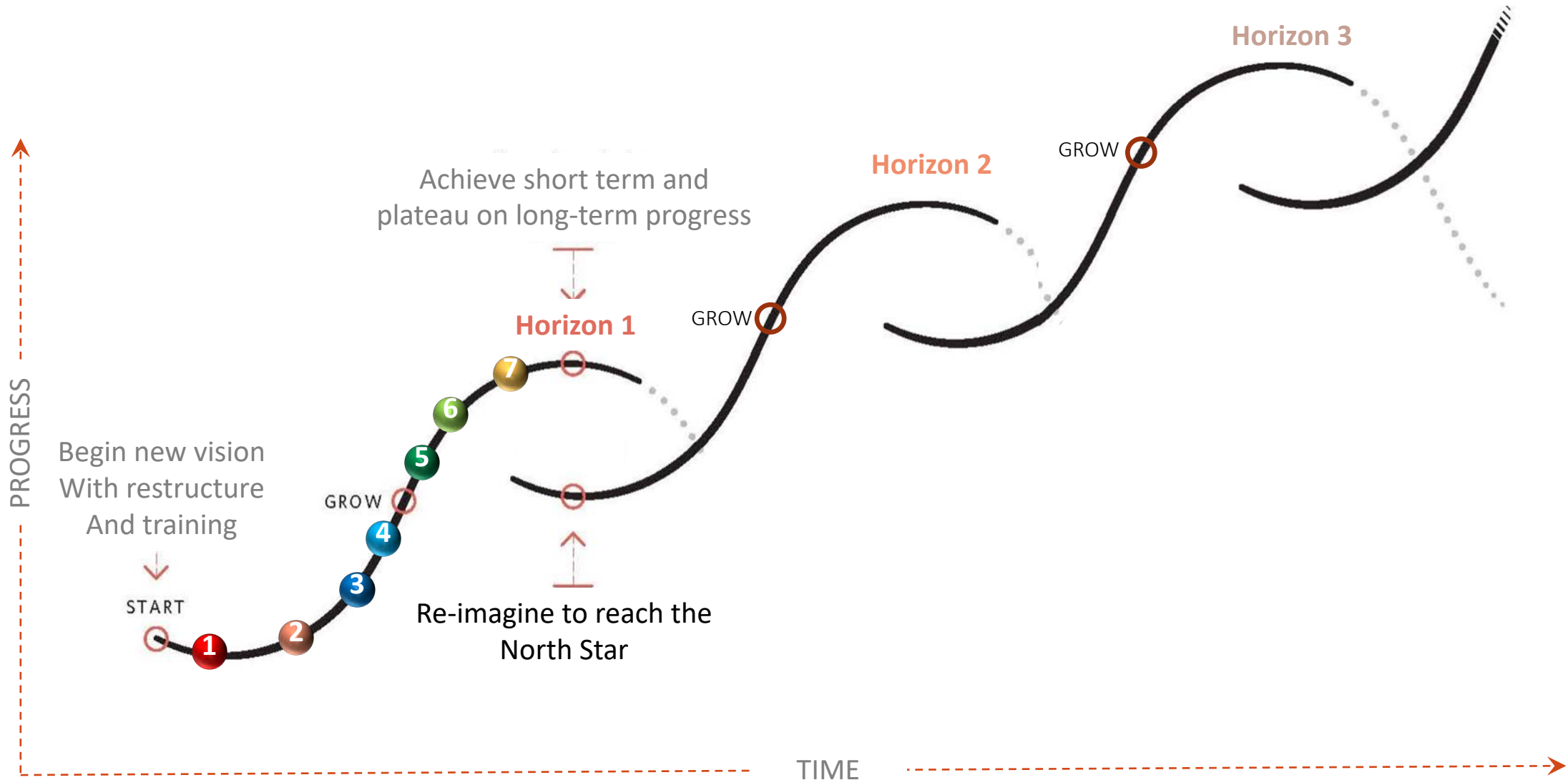Current state

3 Vision

2 Coalition

1 Urgency

TIME

Adapted from *Leading Change: Why Transformation Efforts Fail*, by J.P. Kotter, 2007, Boston, MA: Harvard Business Review Press.

Transformation Horizons (Phases) for Student Success

Horizon 1 Operational Efficiencies	Horizon 2 Student Service Excellence	Horizon 3 Innovation Effectiveness
• Built cross functional teams to improve operations • Learned Systems (wholistic) thinking • Values • Mission • Power of One • Drive Approach	• Resource Sharing • Integrated Operations • Balanced Approach • Organizational design	• Shared Services • Unified leadership • Grow Approach
Culture • Safe & private conversations • Guarded • Expect leader to fix it • HCC Way (Values)	**Culture** • Open discussions • Confront issues not people • Establish procedures	**Culture** • Mutual accountability • Think conceptually (ideate) • Self –form task-groups

Life Cycle of Transformation Horizons

Achieve short term and plateau on long-term progress

Horizon 1

Begin new vision With restructure And training

START

GROW

Horizon 2

GROW

Horizon 3

GROW

Re-imagine to reach the North Star

PROGRESS

TIME

Adapted from "The Lifecycle of Social Systems" (p. 38), in *Meaning*, by C. Havener, 2001, Minneapolis, MN: Beaver's Pond Press; and Duarte, N. & Sanchez, P. Illuminate.

Transformation Spans 2 Strategic Plans

| IMAGINE HCC 2019 2015-2019 Priorities	EMBRACING HOUSTON'S FUTURE 2020-2028 Priorities
• Student Success • Organizational Stewardship • Performance Excellence • Innovation • Values and Competencies (HCC Way)	• Student Success • Diversity & Equity • Personalized Learning • Academic Rigor • Community Investment • College of Choice
Strategy as Forecast from the Past is an institutional activity characterized by setting firm targets based on historical trends and decoupled resources	**Strategy as Learning** is an institutional activity characterized by ongoing cycles of testing and adjusting, fueled by data that can only be obtained through execution. ("Off course but on target")

Strategic Should be a Hypothesis You Constantly Adjust

Strategy as learning
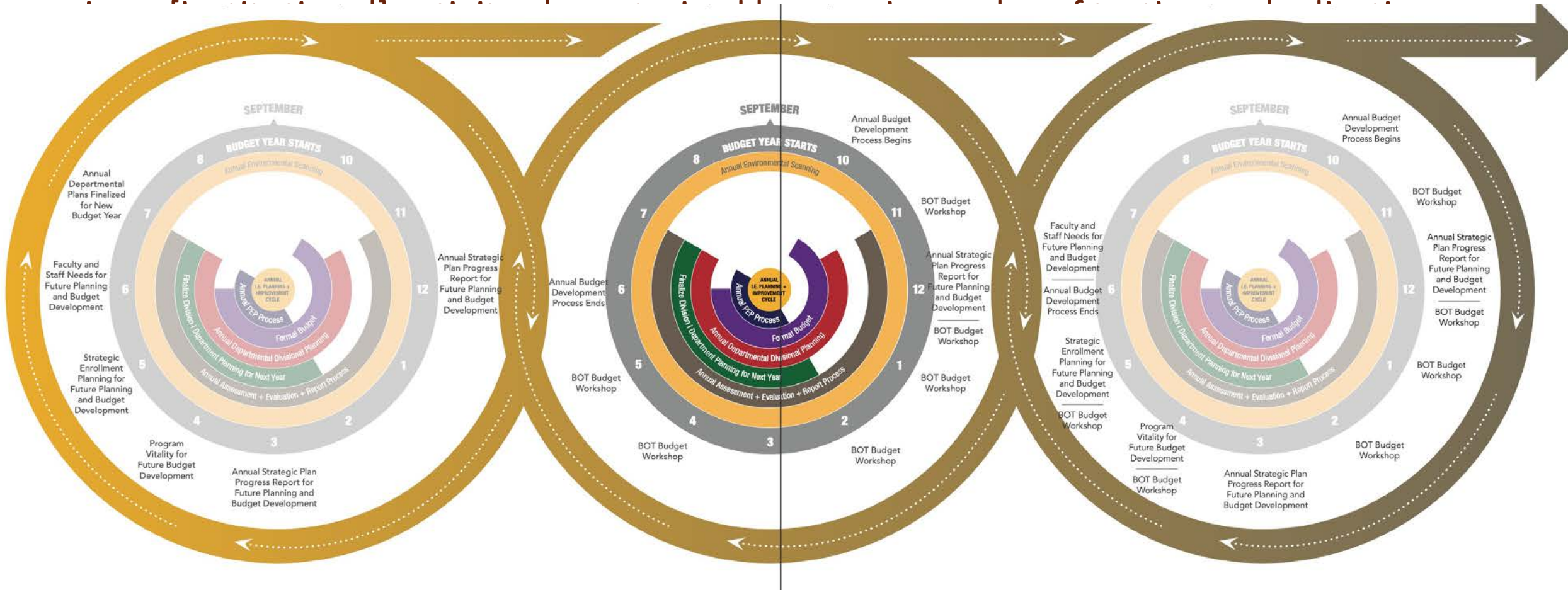
Edmondson, Amy, and Verdin, Paul. Your Strategy Should be a Hypothesis You Constantly Adjust. Harvard Business Review, Nov 9, 2017.

Student Personas and Impact – from strategy to practice

Understanding Our Students and *Personas*

To embrace Houston's future, we needed to better understand of our students in a way that can be regularly refreshed.
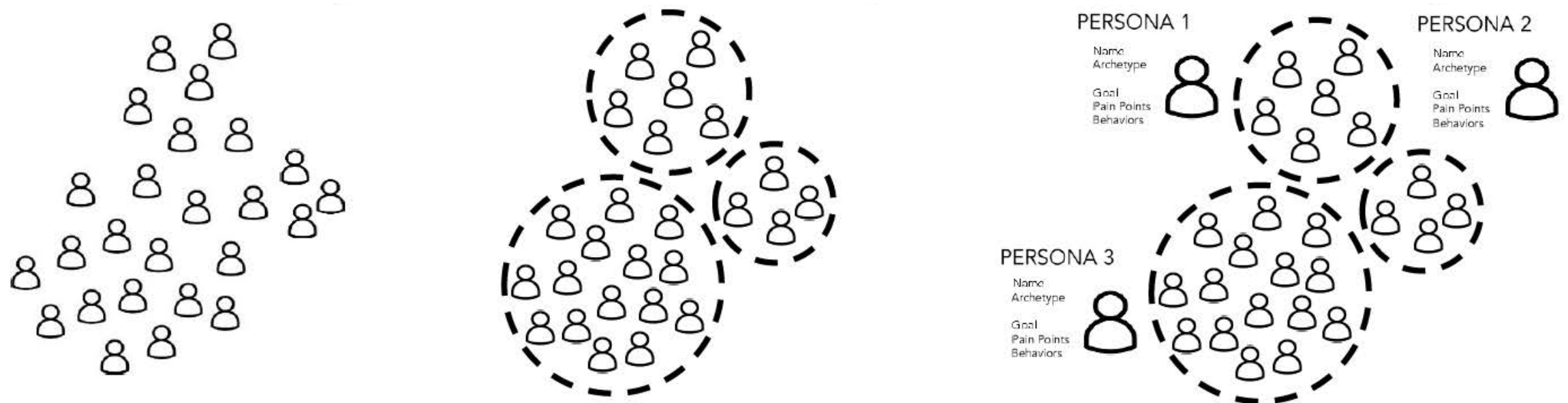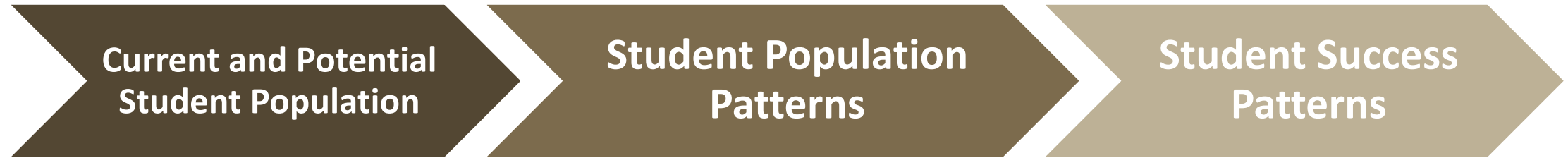
Personas:

- ◦ Composite profiles of students that capture similarities in backgrounds, goals, challenges, and assets that students share.
- ◦ archetypes, not stereotypes (Actual students are a mix of personas)
- ◦ Encourage faculty, staff, and institutional leaders to empathize with students.

We must first know our students more deeply

- Understanding Our Individual Student Characteristics
  - Who are our students?
  - Where do they come from?
  - What are our students' abilities, motivations, mindsets?

- Investigating Our Students' Goals & Needs
  - What are our students' aspirations?
  - What barriers/challenges do they face?
  - What type of instructional and student supports are of benefit across all student groups?

- Personalized Intervention and Support for
  - an equitable student experience/journey;
  - a tailor designed process for each student;
  - equity in student outcomes.

Student Persona Development

Current and Potential Student Population → Student Population Patterns → Student Success Patterns

PERSONA 1
Name
Archetype

Goal
Pain Points
Behaviors

PERSONA 2
Name
Archetype

Goal
Pain Points
Behaviors

PERSONA 3
Name
Archetype

Goal
Pain Points
Behaviors

HCC Student Personas

1. Proactive Professional
2. Certified to Succeed
3. Fast-track to the Field
4. Four-year Focus
5. Striving to Get Ahead
6. Big Dream Lacks Steam
7. Language Learner
8. Second Act Seeker
9. Between and Becoming
10. The Unnamed Persona
    - Invites the creation of additional personas over time to best reflect the plurality of student experiences, and provides response to unknown-unknowns

- ## Motivations

  The **Proactive Professional** is a sales specialist at a small company who enjoys their career but feels stalled. After ten years of working closely with customers, they feel like they could contribute more as a manager but is anxious about their credentials. The Proactive Professional sees coworkers with 4-year degrees getting prompted and decides to get *proactive*. The first step is enrolling at HCC to test full-time course load given their busy schedule, with the intention of getting their AA and continuing to the University of Houston.

- ## Goals

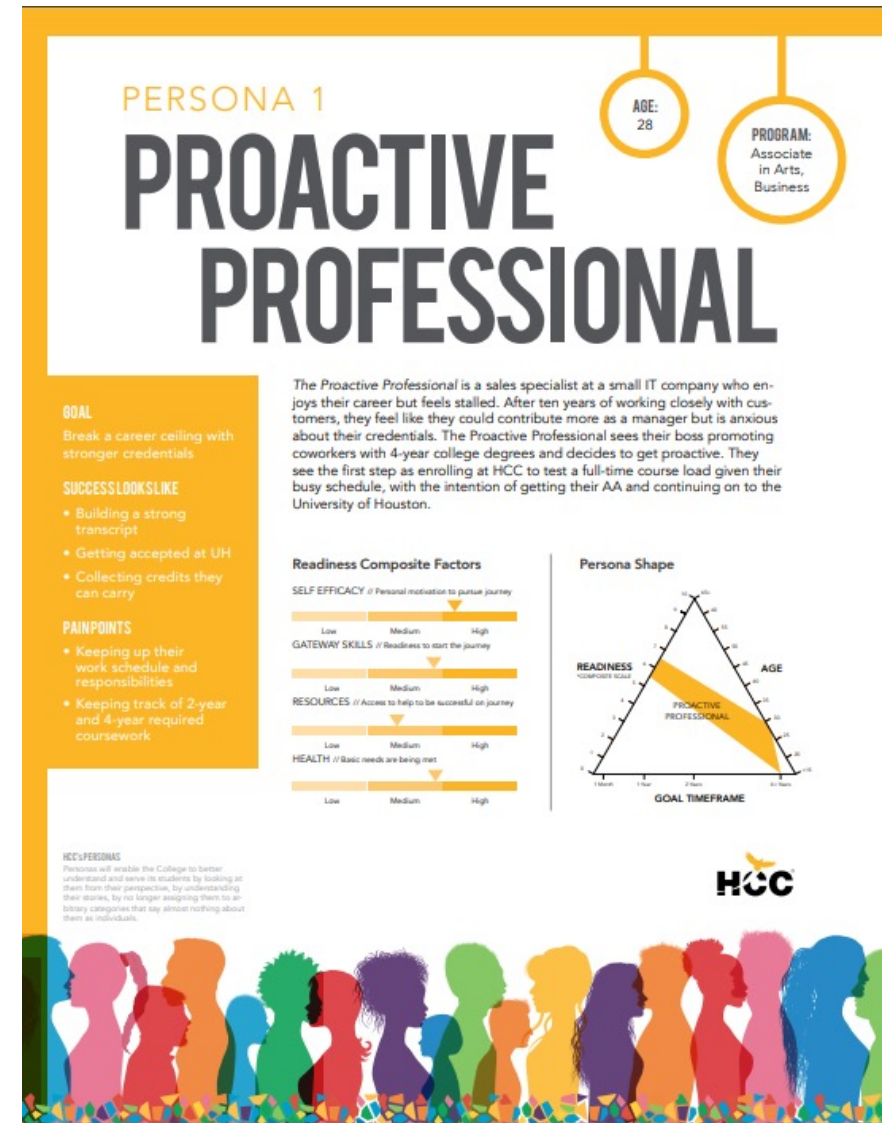 Break a career ceiling with stronger credential

- ## View of success

  Stronger transcript; acceptance to 4-year; credential stack-ability

- ## Pain points

  Work schedule conflicts

- ## Readiness factors

  Readiness is a complex consideration

Proactive Professional Student Persona – Readiness Composite and Shape
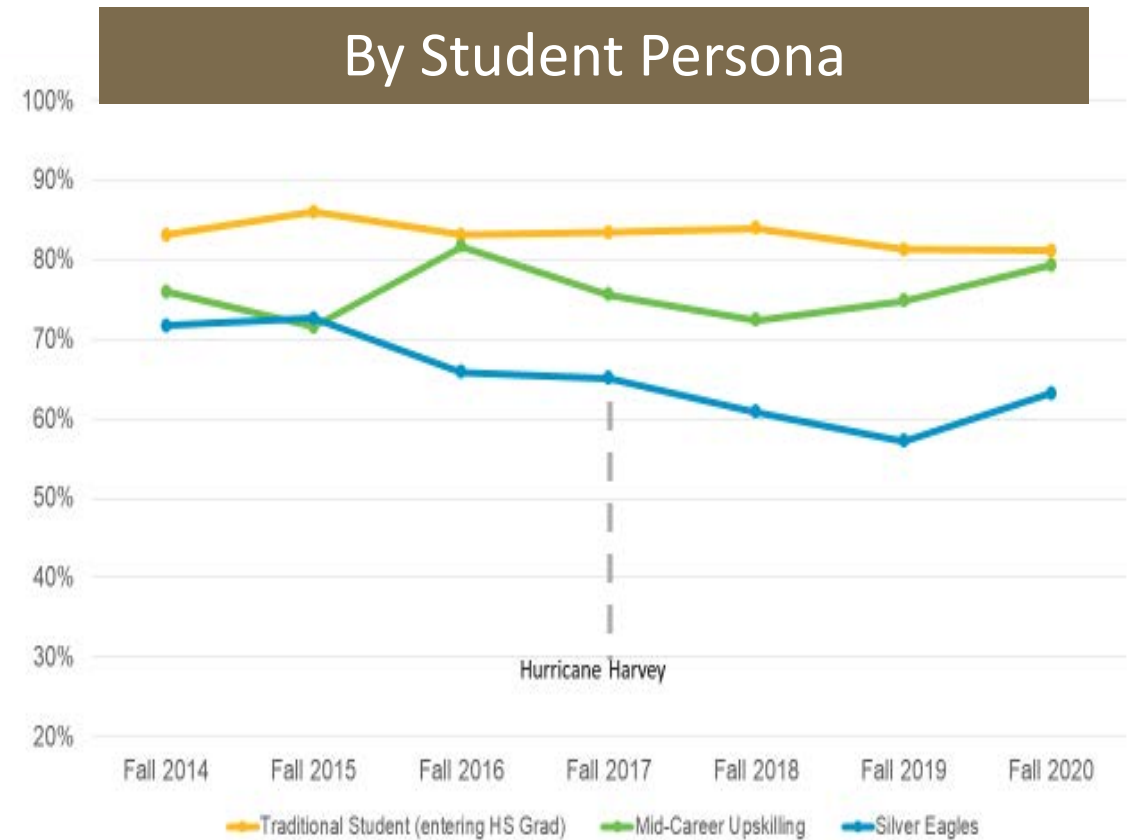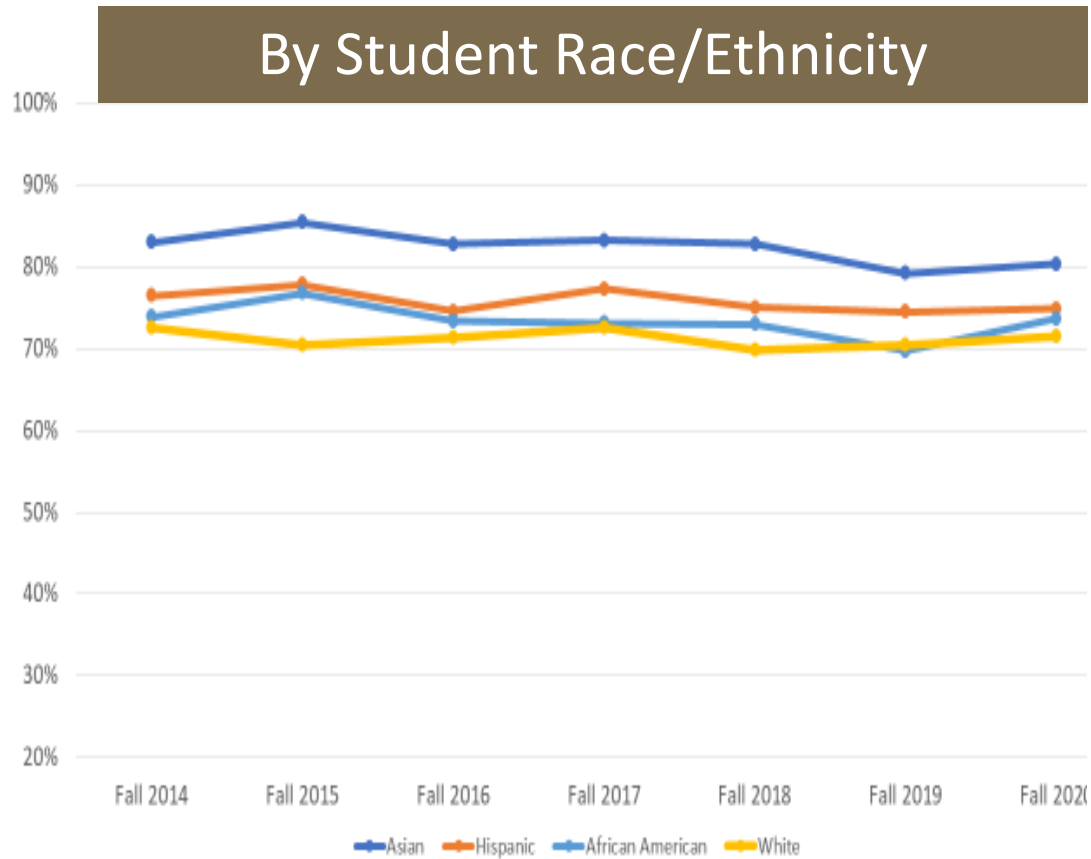
Student Personas Facilitate Assessing Impact of Strategies

2014-2020 Fall to Spring Persistence by Entry Semester

First time in college students, entering Fall cohorts
Both full-time and part-time students, and flex entry, included
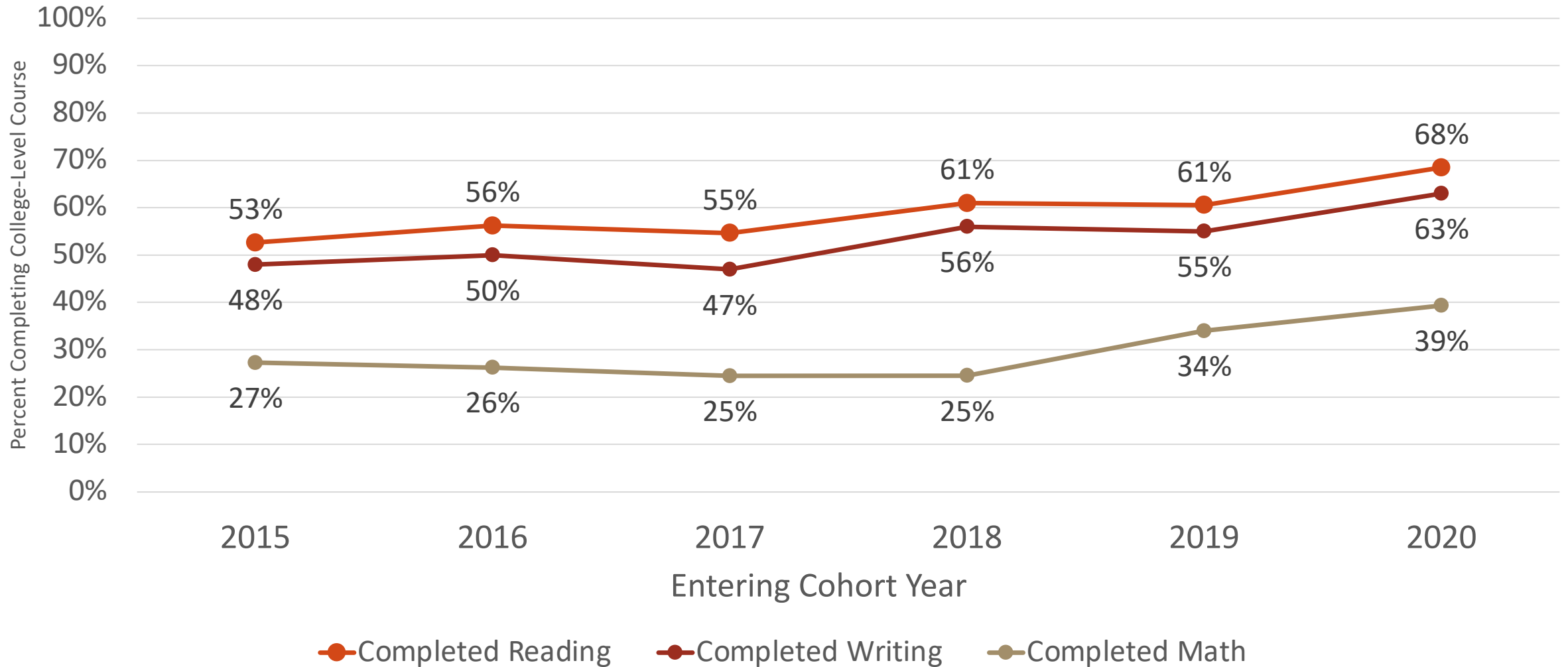
Persona Agile Cycle

- Student advising and engagement strategies
- A comprehensive professional development plan for faculty and staff
- Alignment and integration of data and information systems
- Implementation of coordinated interventions – that are designed to leverage the College's student persona matrix more effectively

Student Success – from practice to outcomes

Students Completing College-level Reading, Writing, and Math in First Year

Chart: Percent Completing College-Level Course by Entering Cohort Year

Entering Cohort Year	Completed Reading	Completed Writing	Completed Math
2015	53%	48%	27%
2016	56%	50%	26%
2017	55%	47%	25%
2018	61%	56%	25%
2019	61%	55%	34%
2020	68%	63%	39%

—●— Completed Reading   —●— Completed Writing   —●— Completed Math

First Year Completions of Reading, Writing, and Math up 15%
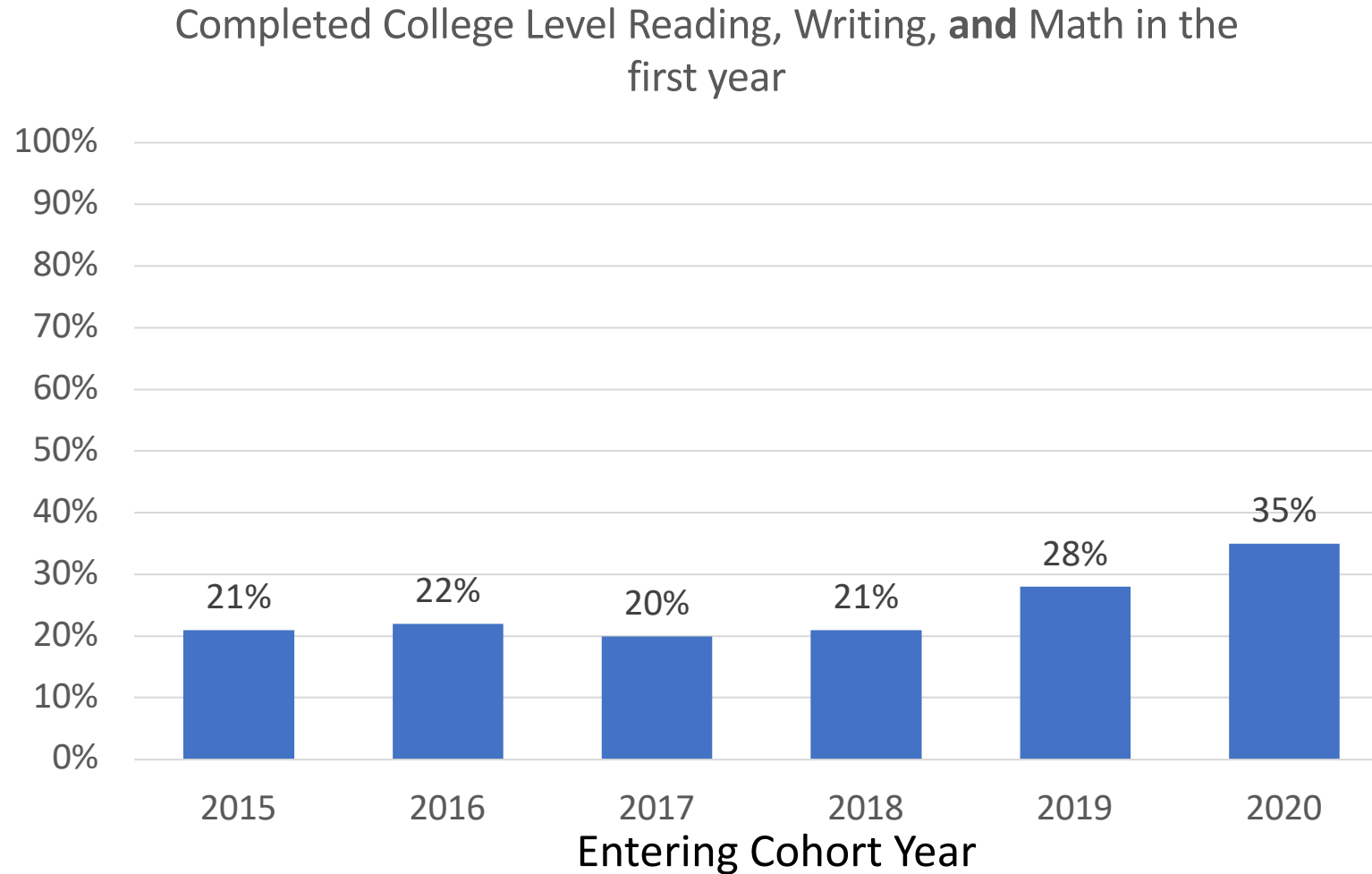
Completed College Level Reading, Writing, **and** Math in the first year

Source: Texas Success Center Texas Pathways KPI dashboards: Profile - tx.success | Tableau Public

First Year Earning 6 or More Credits in One Semester
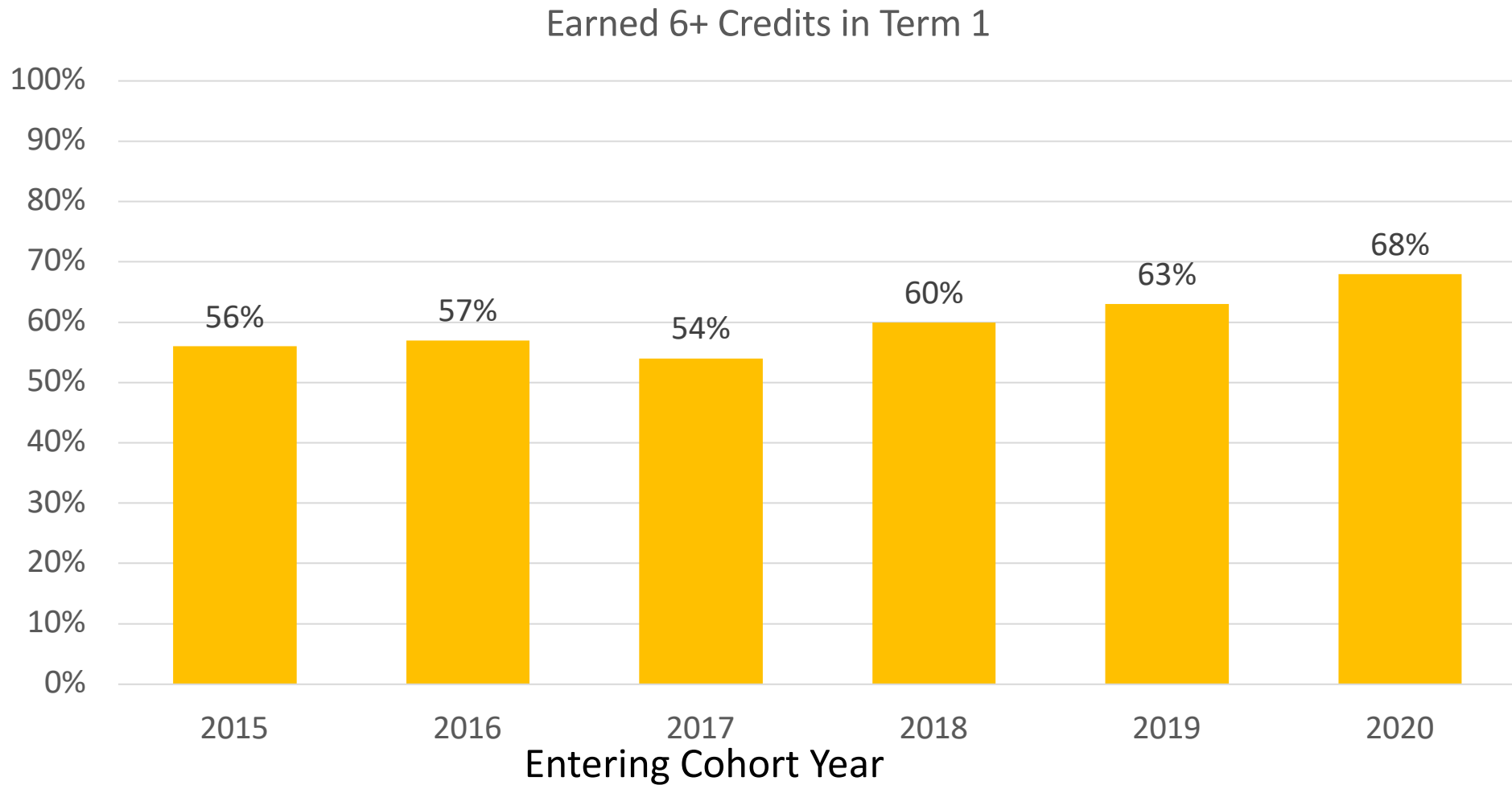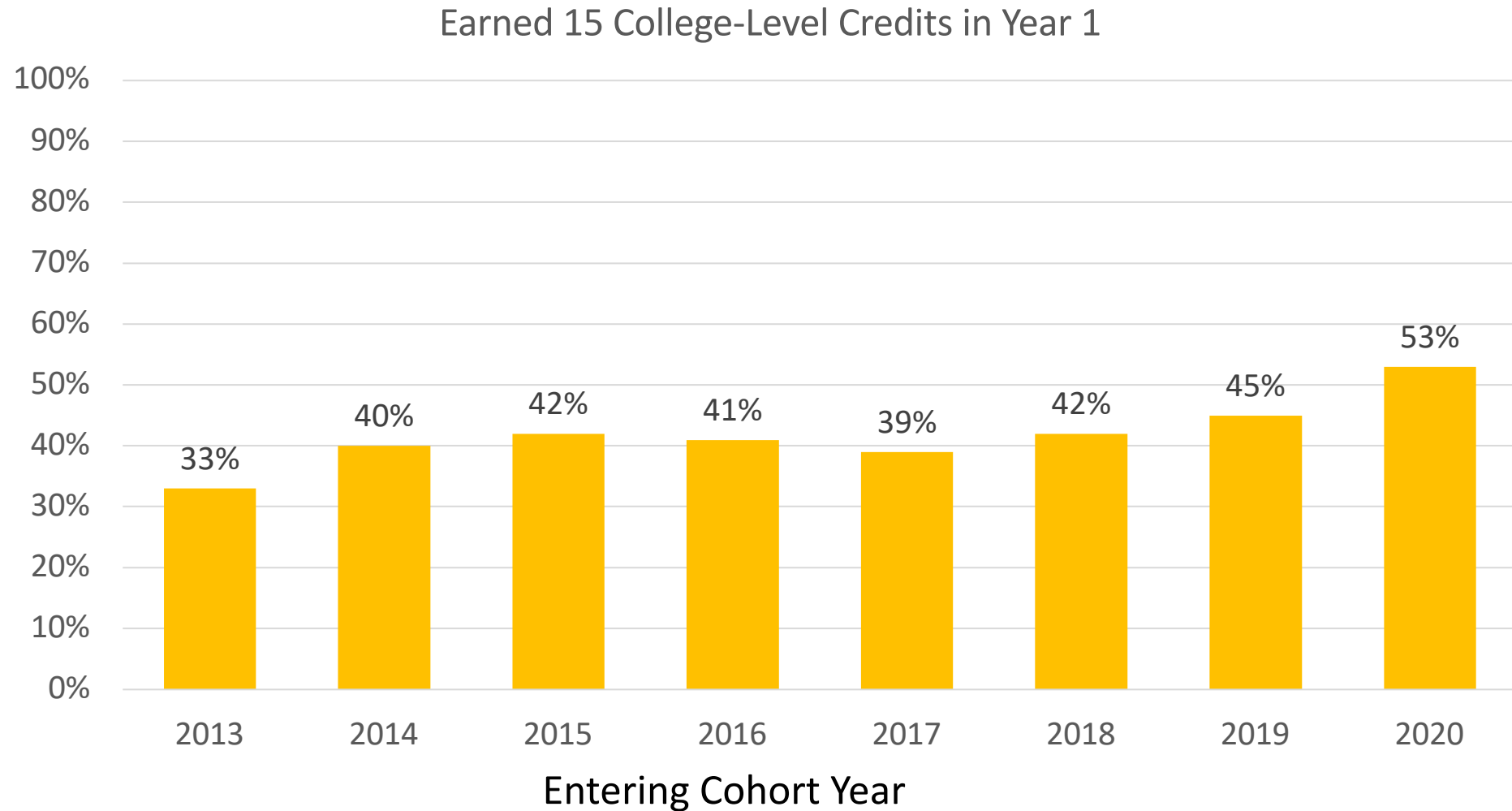
Earned 6+ Credits in Term 1

Source: Texas Success Center Texas Pathways KPI dashboards: Profile - tx.success | Tableau Public

First Year Earning 15 Credits in One Year

Earned 15 College-Level Credits in Year 1

Bar chart showing percentage of cohorts who earned 15 college-level credits in Year 1 by Entering Cohort Year:
- 2013: 33%
- 2014: 40%
- 2015: 42%
- 2016: 41%
- 2017: 39%
- 2018: 42%
- 2019: 45%
- 2020: 53%

Entering Cohort Year

Living the American Dream

Berenice

With no ability to speak or understand English, she entered HCC in the ESL program with a goal of only learning English.

She is "Living the American Dream" attending Texas A&M University.

Providing for Family

Taylor

Came to HCC with a strong desire to start college but was held back by an obligation to help support his family.

Through HCC's financial aid and student placement office, he landed a paid intern job in contracts management for a large construction company.

Civil Engineer Honors Graduate

Juan

Entered HCC not college ready with vague goals, not sure he was "college material".

Graduated with honors from UT-Tyler as civil engineer while never leaving HCC campuses.

HCC Team Wins Intel Global Competition

Dina, Needhi, & Denzel
Shown with Congressman Michael McCaul

Recent HCC graduates from HCC's Artificial Intelligence Program won the Intel Global AI competition out of 160 countries with their ***Indoor Drone-based Industrial Safety Enhancement Application.***

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(Recognition of Dedication to Educational Outcomes)
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