



## **AGENDA**

### **COMMITTEE OF THE WHOLE OF THE BOARD OF TRUSTEES**

**February 14, 2024  
4:00 PM**

**3100 Main Street, 2nd Floor Auditorium, Houston, Texas 77002**

**NOTICE OF A MEETING OF THE  
*Committee of the Whole*  
OF THE BOARD OF TRUSTEES**

**HOUSTON COMMUNITY COLLEGE**

**February 14, 2024**

Notice is hereby given that a Meeting of the Committee of the Whole of the Board of Trustees of Houston Community College will be held on Wednesday, February 14, 2024 at 4:00 PM, or after, and from day to day as required, at 3100 Main Street, 2nd Floor Auditorium, Houston, Texas 77002. The items listed in this Notice may be considered in any order at the discretion of the Committee Chair and items listed for closed session discussion may be discussed in open session and vice versa as permitted by law. Actions taken at this Meeting do not constitute final Board action and are only Committee recommendations to be considered by the Board at the next Regular Board meeting.

**I. Call to Order**

- A. Opportunity for Public Comments

**II. Topics For Discussion and/or Action:**

- A. Report on FY 2025 Budget Development - Board Budget Workshop #3: Overview of Budget Topics and Preliminary Forecast
- B. Approval of HCC's Schedule of Tuition and Fees Effective Fall 2024
- C. Approval to Continue to Waive All Tuition and Fees for All Early College High School (ECHS) and P-TECH Students Effective Fall 2024
- D. Approval to Continue Applying a Flat Rate and Waiver for Traditional Dual Credit Students Effective Fall 2024
- E. Approval of Optional Tuition and Fee Exemptions and Waivers Effective Fall 2024
- F. Monthly Investment Report, Financial Statement and Budget Review for December 2023
- G. Report on Metrics for Strategic Plan: Embracing Houston's Future

**III. Adjournment to closed or executive session pursuant to Texas Government Code Sections 551.071; 551.072 and 551.074, the Open Meetings Act, for the following purposes:**

**A. Legal Matters**

Consultation with legal counsel concerning pending or contemplated litigation, a settlement offer, or 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. Personnel Matters**

Deliberate the appointment, employment, evaluation, reassignment, duties, discipline or dismissal of a public officer, employee or board member to hear complaints or changes against an officer, employee or board member unless the officer, employee or board member who is the subject of the deliberation or hearing requests a public hearing.

**C. Real Estate Matters**

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 the position of the System in negotiations with a third person.

**IV. 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:

Section 551.071 - For the purpose of a private consultation with the Board's attorney about pending or contemplated litigation, a settlement offer, or 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.

Section 551.072 - For the purpose of discussing the purchase, exchange, lease or value of real property if deliberation in an open meeting would have a detrimental effect on the position of the governmental body in negotiations with a third person.

Section 551.073 - For the purpose of considering a negotiated contract for a prospective gift or donation to the System if deliberation in an open meeting would have a detrimental effect on the position of the System in negotiations with a third person.

Section 551.074 - For the purpose of considering the appointment, employment, evaluation, reassignment, duties, discipline or dismissal of a public officer, employee or board member to hear complaints or changes against an officer, employee or board member unless the officer, employee or board member who is the subject of the deliberation or hearing requests a public hearing.

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

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, unless an open hearing is requested in writing by a parent or guardian of the student or by the employee against whom the complaint is brought.

Section 551.084 - For the purpose of excluding a witness or witnesses in an investigation from a hearing during examination of another witness in the investigation. 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

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

**V. Reconvene in Open Meeting**

**VI. Adjournment**

### **CERTIFICATE OF POSTING OR GIVING NOTICE**

On this **9th day of February 2024**, 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 HCC Administration Building of the Houston Community College, 3100 Main, First Floor, Houston, Texas 77002 and (2) the Houston Community College's website: [www.hccs.edu](http://www.hccs.edu).

Posted By:

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Sharon R. Wright  
Director, Board Services

# REPORT ITEM

**Meeting Date:** February 14, 2024

**Topics For Discussion and/or Action:**

ITEM #	ITEM TITLE	PRESENTER
A.	Report on FY 2025 Budget Development - Board Budget Workshop #3: Overview of Budget Topics and Preliminary Forecast	Dr. Margaret Ford Fisher Marshall B. Heins Jacob Atkin

## DISCUSSION

Budget workshop to continue Board's planning and budget development process, review strategic plan priorities, progress towards sustainability, safety and security, IT, tuition and fees, and FY 2025 Preliminary Operating (Unrestricted) Budget forecast.

## COMPELLING REASON AND BACKGROUND

- On December 13, 2023, Board Workshop #1, the Board of Trustees received the proposed integrated planning and budget development process timeline.
- On January 10, 2024, Board Workshop #2, Administration presented and reviewed the Operating Budget Development Timeline and presented the Operating Revenue Philosophy and Operating Expense Philosophy used to manage and guide the FY2025 budgeting process.
- In Workshop #3, Administration will present the Safety and Security project update, tuition and fee strategy, and a preliminary Operating (Unrestricted) Budget forecast. With guidance from the Board, the Institutional Strategic priorities and available funding sources, a second preliminary budget will be developed and presented at the April 2024 Board Workshop. It is anticipated that a final budget consistent with the Board's priorities will be presented for adoption at the June 2024 Board Meeting.

## FISCAL IMPACT

The final budget of the college 2024-2025 will provide the funding for all college operations.

## LEGAL REQUIREMENT

Section 51.0051, Annual Operating Budgets, Texas Education Code, provides that "the governing board of each institution shall approve on or before September 1 of each year an itemized budget covering the operation of the institution for the fiscal year beginning on September 1 of each year."

## STRATEGIC ALIGNMENT

*1. Student Success, 5. College of Choice*

## ATTACHMENTS:

Description	Upload Date	Type
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**This item is applicable to the following:**

Central, Coleman, Northeast, Northwest, Southeast, Southwest, District, Online



# **HCCS Operating Budget Board**

## **Workshop #3: Budget Topics and**

### **Forecast #1 FY 2025 Budget Draft**

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Dr. Margaret Ford Fisher, Chancellor

Marshall B. Heins, Senior Vice Chancellor  
Finance & Administration and CFO/CBO

Jacob Atkin, Associate Vice Chancellor, Finance & Accounting

Robert McCracken, Associate Vice Chancellor  
Risk Management & Resilience

February 14, 2024



# Purpose of Presentation

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- Present and discuss preliminary Financial and Operating model
  - To efficiently deliver high quality education to HCCS students
  - Share budget related information
  - Continue to refine FY 2025 Budget
  - Continue Board Workshops for FY 2025 Budget Development Timeline
  - Obtain the HCCS Board of Trustees (BOT) input and feedback
- Safety and Security Project multi-year funding
- Houston Area Large Urban Peer Community College Analysis
- FY 2025 Tuition and Fees recommendation and approval discussion
- FY 2025 Budget Forecast #1 FY 2025 Budget Draft
- Obtain Board of Trustees FY 2025 Budget approval in June 2024

# Vision Statement

Houston Community College will deliver relevant, high-quality education and training, ensuring success for all students, our community, economy and beyond

The Vision Statement remains the same. How HCCS accomplishes this vision has changed and HCCS will need to continue to evolve...

# HCCS Strategic Priorities

1. **Student Success:** Achieve Student Success, Access and Affordability
  - Maximizing STUDENT SUCCESS = STATE APPROPRIATIONS
2. **Personalized Learning:** Deliver Relevant, Responsive and Personalized Learning Experience
3. **Academic Rigor and Quality:** Demonstrate institutional commitment to academic Rigor and Quality
4. **Community Investment:** Lessen the student burden and increase the **Return** on the community investment
5. **College of Choice:** Become the Community College of Choice in our region for the student, community, business and higher educational institutions

# Integrated Planning and Budget Development Timeline for BOT Review, Discussion and Comments



# SAFETY AND SECURITY PROJECTS FOR HCCS



# Regulatory Requirement



Texas Education Code 37.108 and 37.109 establishes the safety & security standards for Junior Colleges



The Texas School Safety Center has regulatory responsibility to oversee the required tri-annual safety & security audit and establish the audit criteria



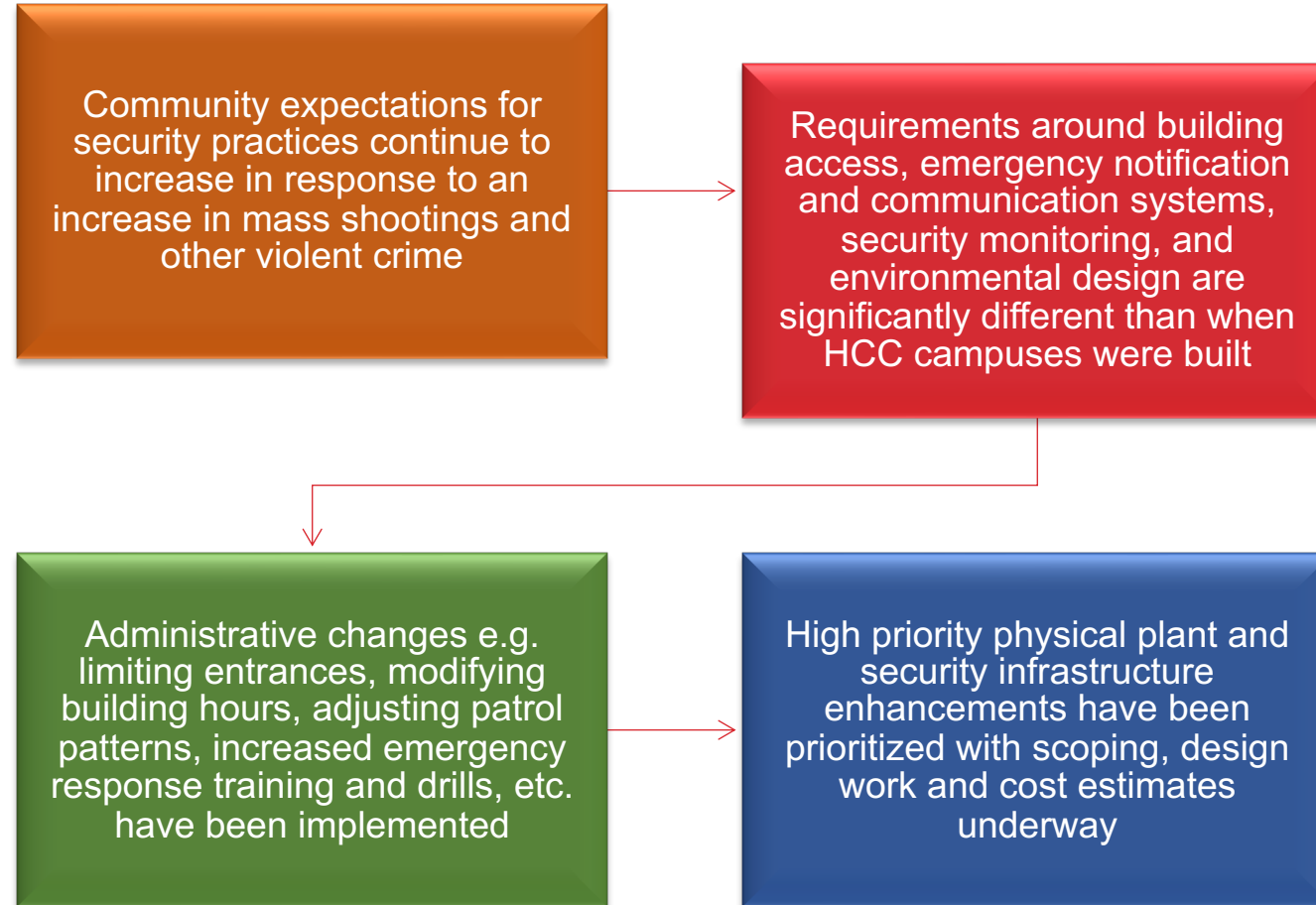
The audit tool for 2024 was revised in 2023 to differentiate between K-12 schools and junior colleges

Most of the K-12 access controls, emergency notification/communications systems, and environmental design requirements are included in the higher education standards



The 2024 tool includes 864 standards covering security related aspects of facilities, emergency & continuity planning, communications, IT, environmental health and safety, and policing

# Evolving Standards



# Ongoing Budget Need/Four Year Major Expenditure

## Priorities for enhancements reflect

- Expected impact on the physical safety everyone on campus
- Compliance with regulatory requirements
- Address lessons learned during after incident reviews from across the county.
- System inter-dependencies
- Time required to install across the system

## Budget planning ongoing to complete the enhancements over the course of several years

- Implementing upgrades across all campuses using a common set of standards
- Projects require coordination between Facilities, IT, Police, and Campus Operations staff
- Sponsorship of infrastructure projects are most commonly Facilities or IT.
- Large projects may involve multiple procurements e.g. to complete assessments, complete design work, complete installation
- The list will continue to evolve as projects are completed and additional priorities are established



# Priority Projects

Priority Project	Status
Classroom and Office lock upgrades	Assessment of office and classroom doors 99% complete with an update to the BOT expected in April
Public Address System enhancements & upgrades	Cost estimation underway with an update to the BOT expected in April
Panic Alarm enhancements and upgrades	Cost estimation underway with an update to the BOT expected in April
Expansion and upgrade of supporting security hardware/infrastructure e.g. gateways, security panels, cabling, physical devices	Design work and creation of construction documents expected to be completed in February
Enhancements and upgrades to access control systems including cameras, badge access/card readers, video monitoring systems, and alarm systems	Design work and creation of construction documents expected to be completed in February for Phase I. Phase II will be addressed in future years.
Campus lighting assessments and upgrades	Assessment planning initiated
Emergency phone, "Blue Phones," upgrades	Assessment planning initiated

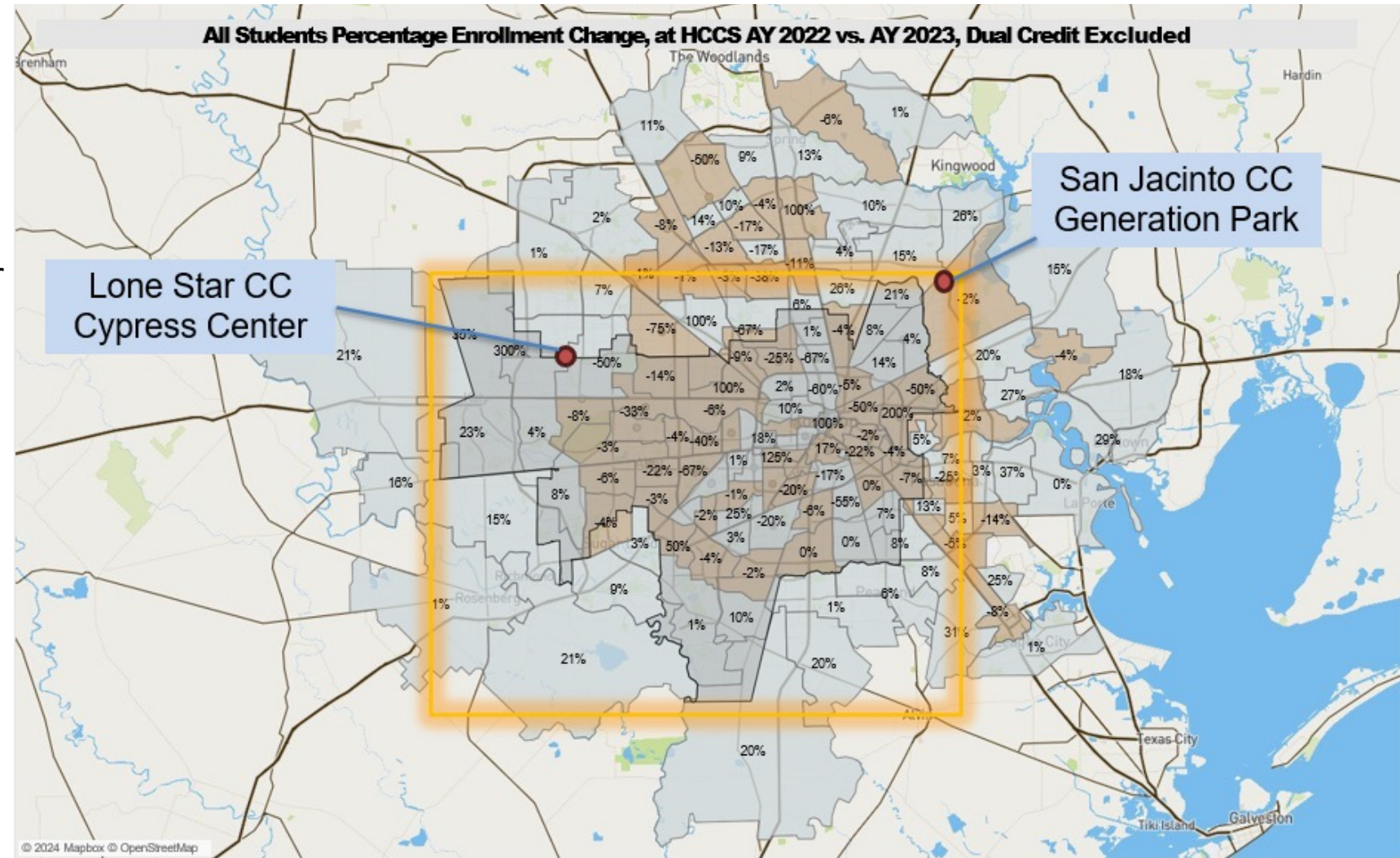
# Questions

# HOUSTON AREA LARGE URBAN PEER COMPETITION ANALYSIS





- Blue zip codes in, near, outside, HCCS district boundaries
- Lone Star CC Cypress Center
  - Close to HCCS Katy Campus
  - Has made offers to Katy ISD for Dual Credit Provider
  - Draws from Katy and Cypress areas. Both fast growth
- San Jacinto CC Generation Park
  - Closet to North Forest and Acres Homes Campuses
  - Opened Fall 2020
  - Full-service campus
  - Serves 3,000 students
  - 57 acres

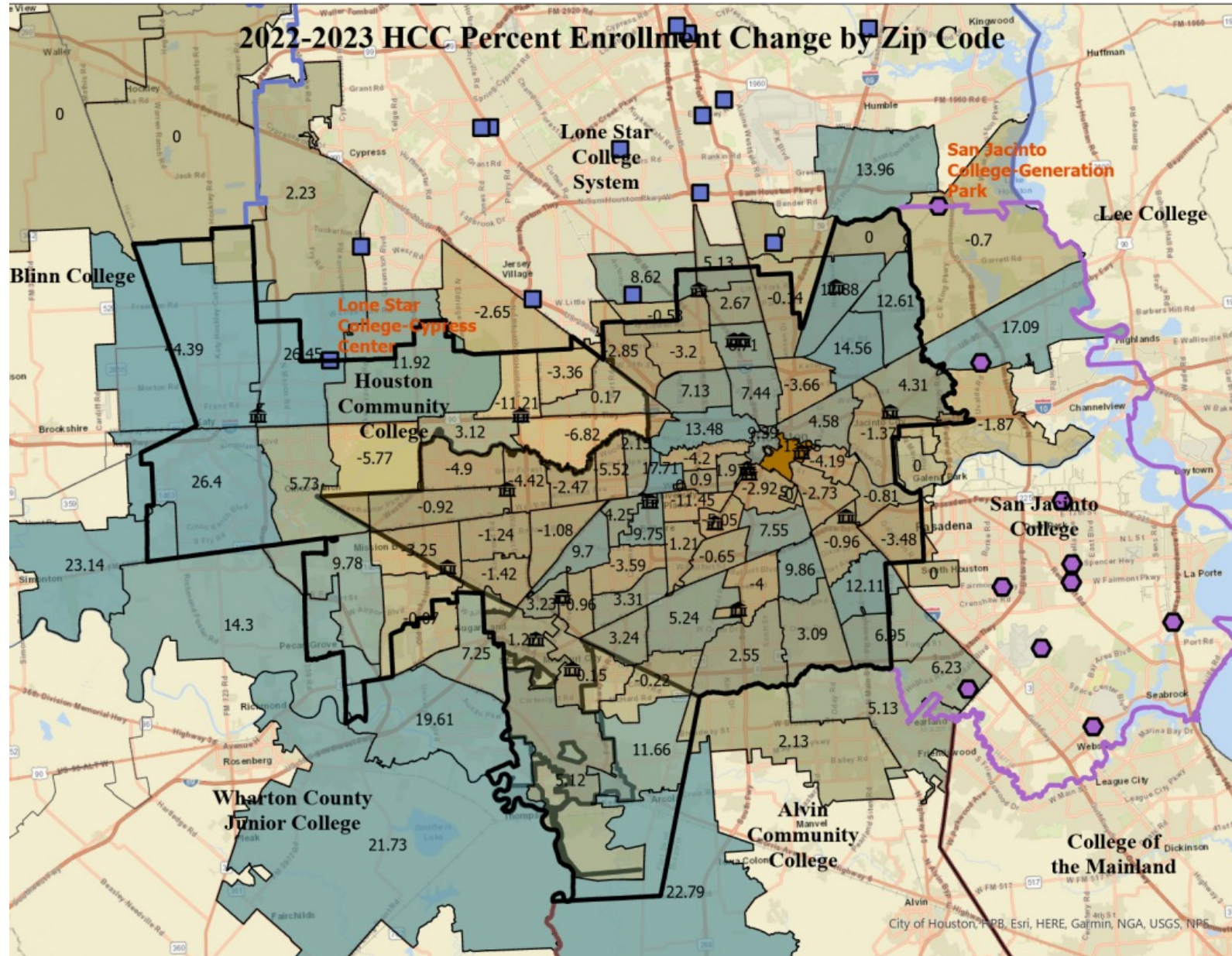


© 2024 Mapbox © OpenStreetMap

Research Analytics, and Decision Support



- Tax District
- Service Area
- Updated from 2023



# San Jacinto Community College – Generation Park

Located off Beltway 8, at the intersection of West Lake Houston Parkway and Lockwood Road, in the Humble and Sheldon area. San Jacinto College Generation Park is a 57 – acre, 55,000 sq ft. state-of-the-art facilities is a full-service, satellite campus, which opened in Fall 2020 and now serves more than 3,100 students. Students can earn an Associate of Arts (A.A.) or Associate of Science (A.S.) and easy university transfer for courses

New Master planned community with food options, healthcare, office, retail, residential, easy access





# Lone Star Community College - Cypress Center



Located at Clay Road at Fry less than three miles from the I-10 energy corridor, the Lone Star College-Cypress Center is a full-service, satellite campus, which opened in 2013 and now serves more than 2,000 students. In addition to core academic courses and transitional education courses, the center houses more than 15,000 square feet of workforce space with industrial labs for the workforce programs including: Drafting, Engineering Technology, Machining and Welding

# Competitor Strategy Analysis

HCCS must monitor:

- Competitors action outside HCCS Tax District/Service Area near HCCS boundaries
- Competitor Academic/Workforce/Dual Credit offerings vs HCCS offerings
- Tuition Rates of both In-District and Out-of-District and Dual Credit competitor tuition
- Retain HCCS In-District enrollment near/beyond boundaries
- Entice Out-of-District enrollment near boundaries

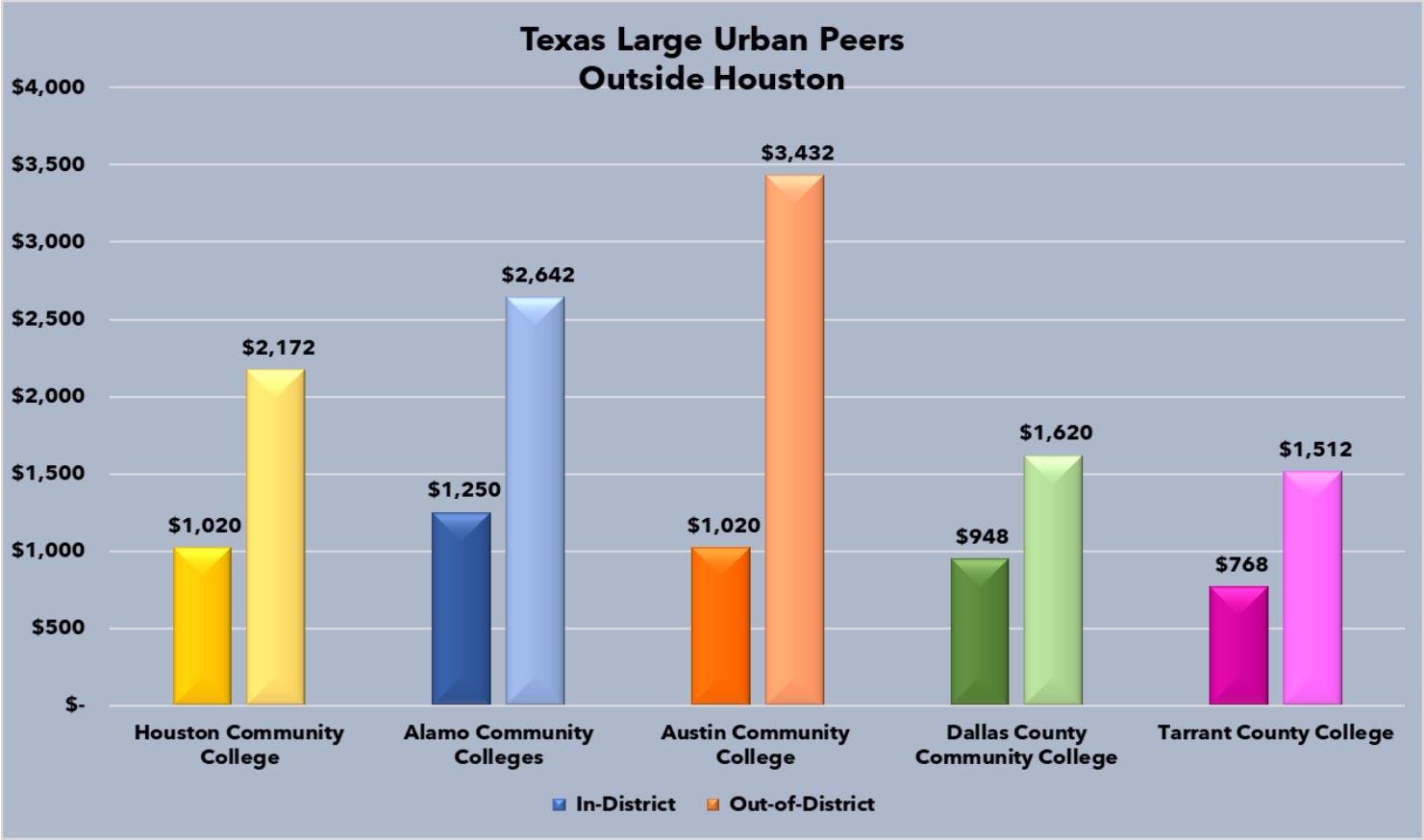


# TUITION & FEES



# Texas Large Urban Peer Comparison

## Tuition and Fee Rates

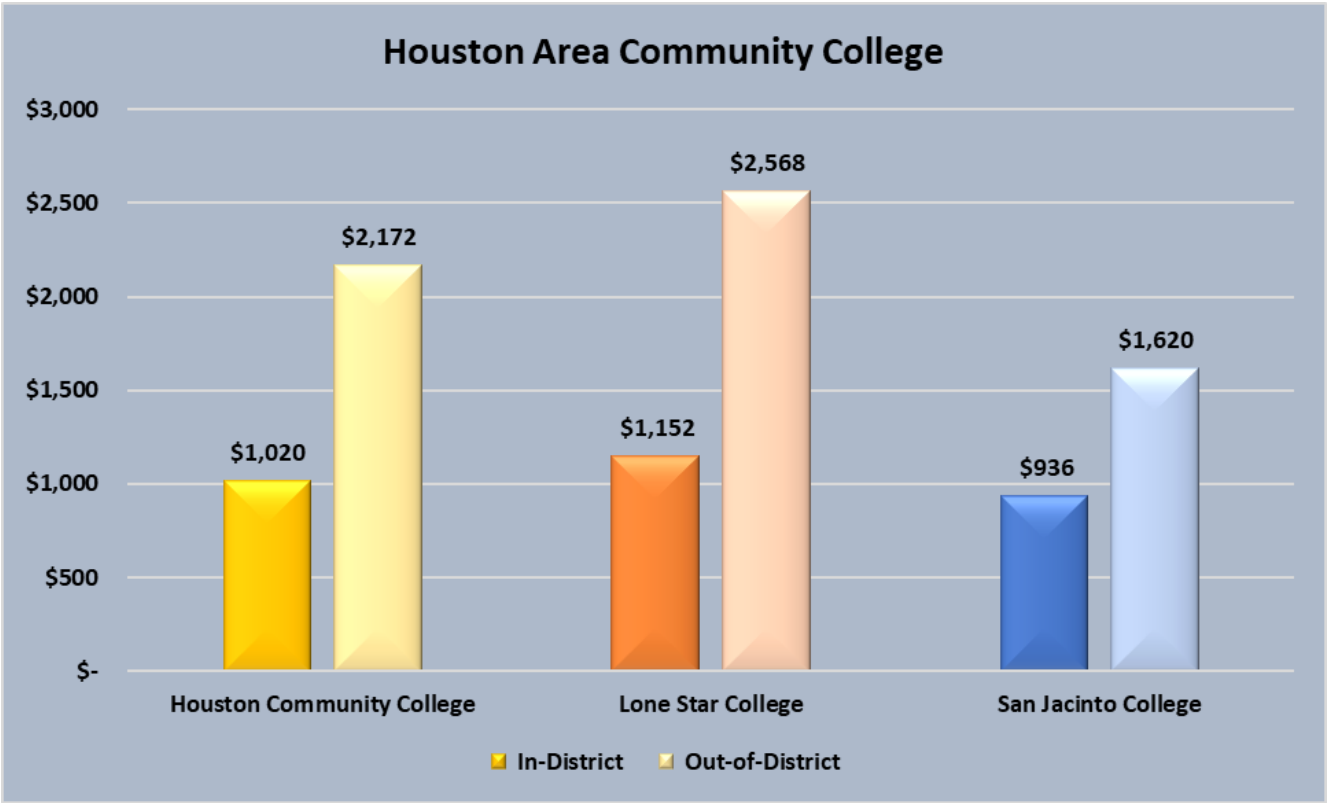


	Houston CC	Alamo CC	Austin CC	Dallas County CC	Tarrant CC
In-District vs Out-of-District % Difference	113%	111%	236%	71%	97%

# Houston Area Large Urban Peer Comparison

## Tuition and Fee Rates

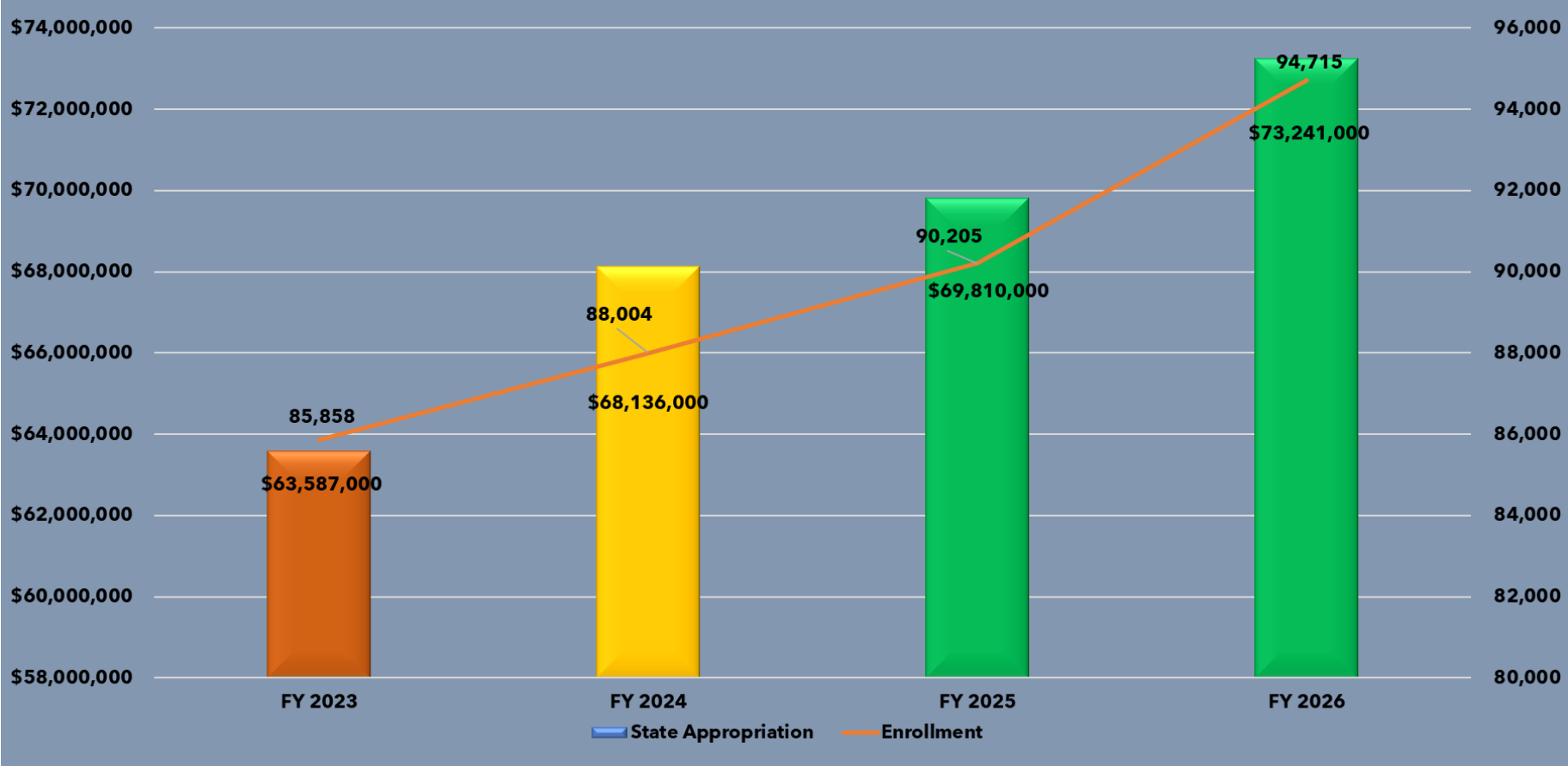
- Will reducing Out-of-District Tuition help to increase enrollment and HB8 earnings?
- Only one of the seven large peers is notably less, but, enrollment is much less
- Six large urban peers practicing higher Out-of-District Rates in parity
- HCCS to consider multiple slow Out-of-District Rate decreases after FY 2025 and HB8 fully implemented and stable



	Houston CC	Lone Star CC	San Jacinto CC
In-District vs Out-of-District % Difference	113%	123%	73%

# State Appropriations HB8 Impact – Now **Earning** vs Paying

HCCS HB8 increase from FAST Dual Credit in FY 2024 Budget \$4.3M



A Sustainable Pace

# Tuition and Fees Review/Outlook

- FY 2025 (Fall 2024) maintain current Tuition and Fee rates – In-District/Out-of-District
  - Budget surplus/optics
- FY 2026 and beyond adjust Tuition and Fee rates in line with inflationary changes, while monitoring peers
  - Small if any increase - see next page <Enrollment and Economy>
- Administration to review and create a strategy for a more affordable and aggressive Out-of-District tuition rate for students to attract even more to HCCS for FY 2026
- HB8 Dual Credit Earnings FY 2024
  - \$55 per DC hour
  - First payment FY 2024 (For Fall) \$2.2M
  - Expect balance in Spring and Summer
  - 65% of students at HCCS qualify as economically disadvantaged
  - 35% remainder for waivers – now time to review MOUs with ISDs

# HCCS In-District Tuition & Fee Rates Historical Trends Compared to Annual Inflation Rates

- No rate change/increase 2020 with inflation actual
- Tuition actual rate has decreased as HCCS Operational Expense have increased
- Since 2020, inflationary increases have totaled 19.8% with no tuition increases, effectively a cost saving of nearly 20% to our students

Fiscal Year	Fall Semester	Current In-District Rate	CPI % Change
FY 2015	2014	\$ 815	1.5%
FY 2016	2015	\$ 816	1.6%
FY 2017	2016	\$ 816	0.1%
FY 2018	2017	\$ 816	1.3%
FY 2019	2018	\$ 816	2.1%
FY 2020	2019*	\$ 924	2.4%
FY 2021	2020*	\$ 1,020	1.8%
FY 2022	2021	\$ 1,020	1.2%
FY 2023	2022	\$ 1,020	4.7%
FY 2024	2023	\$ 1,020	8.0%
FY 2025	2024	\$ 1,020	4.1%

Note: Consumer Price Index percentage change is based on annual changes as of December of each year

\*Tuition and Fee In-District Rates increase in Fall 2019 (13%) and Fall 2020 (10%)

<sup>1</sup>Hypothetical inflation adjusted rate



# BUDGET ASSUMPTIONS



# Major Operating Expenses and HB8 Initiatives New to Operating Budget

(In Thousands)

Major Operating Expenses	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
IT Network/Infrastructure	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Safety & Security	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Deferred Maintenance increase	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Website	\$ 2,000	\$ 300	\$ 300	\$ 300	\$ -
HB8 Initiatives (TBD/Estimate)	\$ -	\$ 7,998	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 2,000</b>	<b>\$ 23,298</b>	<b>\$ 15,300</b>	<b>\$ 15,300</b>	<b>\$ 15,000</b>

Historically, episodic requests for large capital projects from Fund Balance



# FY 2025 PRELIMINARY OPERATING BUDGET OUTLOOK



# FY 2025 Preliminary Unrestricted (Operating) Budget Draft #1

(In Thousands)

- Budget Input:
- State Appropriations calculated using 2.5% increase compared to prior year
  - Ad Valorem Taxes - VAR Rate, collection rate 96.5%
  - Tuition and Fees 2.5% increase enrollment (5% Target)
  - Other Local Income current interest rates expected to continue to stabilize
  - Fund Balance Usage \$12M Deferred Maintenance(\$5M increase vs FY 2024)
  - Salaries and associated benefits – 4% (merit 2%/COLA 2%) increase; 3.5% additional increase for faculty<sup>1</sup>
  - Other (Non-Payroll) included \$9M of known past commitments
  - Major Operating Expense
    - IT Network/Infrastructure, \$5M
    - Safety and Security, \$5M

	FY 2024 Approved Budget	% of Total	FY 2024 Projection @ 08/31/2024	% of Total	FY 2025 Budget Estimate	% of Total	Increase (Decrease) Compared to FY2024 Projections	% Increase (Decrease) Compared to FY 2024 Projections
<b>Revenues</b>								
State Appropriations	\$ 68,550	18%	\$ 68,136	16%	\$ 69,810	16%	\$ 1,674	2%
Ad Valorem Taxes	205,736	53%	212,079	51%	229,046	53%	16,966	8%
Tuition & Fees, Net	111,263	28%	115,334	28%	118,217	27%	2,883	3%
Other Local Income	5,650	1%	19,458	5%	15,650	4%	(3,808)	-20%
<b>Total Revenue</b>	<b>\$ 391,199</b>	<b>100%</b>	<b>\$ 415,007</b>	<b>100%</b>	<b>\$ 432,723</b>	<b>100%</b>	<b>\$ 17,716</b>	<b>4%</b>
Fund Balance Usage (Deferred Maintenance)	7,046		7,046		12,000		4,954	70%
<b>Total Revenue</b>	<b>\$ 398,245</b>		<b>\$ 422,053</b>		<b>\$ 444,723</b>		<b>22,670</b>	<b>5%</b>
<b>Expenses</b>								
	FY 2024 Approved Budget	% of Total	FY 2024 Projection @ 08/31/2024	% of Total	FY 2025 Budget Estimate	% of Total	Increase (Decrease) vs FY2024 Budget	% Increase (Decrease)
Salaries	\$ 236,332	59%	\$ 220,241	58%	\$ 250,124	56%	\$ 13,792	6%
Benefits	35,128	9%	35,128	9%	35,953	8%	825	2%
Other (Non-Payroll)	85,053	21%	82,346	22%	93,916	21%	8,863	10%
Transfers	19,415	5%	19,415	5%	24,415	5%	5,000	26%
Debt Service	21,628	5%	21,628	6%	21,628	5%	-	0%
Scholarships	690	0%	300	0%	690	0%	-	0%
<b>Subtotal Operating Expenses</b>	<b>\$ 398,245</b>	<b>100%</b>	<b>\$ 379,057</b>	<b>100%</b>	<b>\$ 426,725</b>	<b>96%</b>	<b>\$ 28,480</b>	<b>7%</b>
HB8 and Other Initiative Requests					\$ 7,998	2%	7,998	100%
Major Operating Expenses					10,000	2%	10,000	100%
<b>Total Initiatives</b>	<b>\$ -</b>		<b>\$ -</b>		<b>\$ 17,998</b>	<b>4%</b>	<b>\$ 17,998</b>	<b>5%</b>
<b>Total Operating Expenses</b>	<b>\$ 398,245</b>		<b>\$ 379,057</b>		<b>\$ 444,723</b>		<b>\$ 46,478</b>	<b>12%</b>
<b>Net Revenue</b>	<b>\$ (0)</b>		<b>\$ 42,996</b>		<b>\$ 0</b>			

<sup>1</sup>Subject to compensation consultant report presentation to BOT in April 2024  
 \*Evaluating HB8 State Appropriations for FY 2025  
 \*Possible FY 2024 Q4 Budget Amendment for Major Expenses from FY 2024 surplus

# Preparation for Next Budget Workshop (April 2024)



# Thank You

# ACTION ITEM

**Meeting Date:** February 14, 2024

**Topics For Discussion and/or Action:**

ITEM #	ITEM TITLE	PRESENTER
B.	Approval of HCC's Schedule of Tuition and Fees Effective Fall 2024	Dr. Margaret Ford Fisher Dr. Norma Perez Marshall B. Heins

## RECOMMENDATION

Approve the attached list of HCC's Schedule of Tuition and Fees effective Fall 2024.

## COMPELLING REASON AND BACKGROUND

- Annually the Board of Trustees approves HCC's Schedule of Tuition and Fees.
- The Board of Trustees is currently in the planning and development process for the fiscal year 2025 budget and has set forth the approved budget priorities upon which the administration will be basing the budget recommendations. They have also provided guidance to management on building a sustainable budget and established a revenue philosophy.
- The tuition and fees will remain the same and adhere to the Board's approved priorities, sustain the proposed FY 2025 Operating Budget, ensure the continued delivery of high-quality education and support to students and instructional programs.
- HCC's tuition and fee rate changes remain competitive among our local community college peers.
- In accordance with FD local Policy, it is the responsibility of the Board of Trustees to set and collect any amount of tuition, rentals, rates, charges, or fees it considers necessary for the efficient operation of the college district. Annually, the Board of Trustees considers and determines the forgoing year's tuition and fees.
- On May 17, 2023, the Board of Trustees approved the schedule of tuition and fees which became effective in Fall 2023. Unless the Board of Trustees takes further action to adjust the current tuition and fees, the Fall 2023 tuition and fees schedule set in May 2023 will remain in effect.

## FISCAL IMPACT

All tuition and fees will remain the same offset with related costs.

## LEGAL REQUIREMENT

Texas Education code section 130.0084(b).

## STRATEGIC ALIGNMENT

*1. Student Success, 2. Personalized Learning , 3. Academic Rigor , 5. College of Choice*

## ATTACHMENTS:

Description	Upload Date	Type
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**This item is applicable to the following:**

Central, Coleman, Northeast, Northwest, Southeast, Southwest, District, Online



**Semester Credit Tuition  
Effective Fall 2024**

**Semester Credit Tuition**

Description	Fall 2023	Proposed Fall 2024	Change
<b><i>In District</i></b>			
Tuition	\$33.00 per hour (\$50.00 minimum)	\$33.00 per hour (\$50.00 minimum)	\$0.00
General Fee	\$25.50 per hour	\$25.50 per hour	\$0.00
<b><i>Out of District</i></b>			
Tuition	\$121.00 per hour (\$138 minimum)	\$121.00 per hour (\$138 minimum)	\$0.00
General Fee	\$33.50 per hour	\$33.50 per hour	\$0.00
<b><i>Out-of-State</i></b>			
Tuition	\$151.00 per hour (\$240 minimum)	\$151.00 per hour (\$240 minimum)	\$0.00
General Fee	\$50.00 per hour	\$50.00 per hour	\$0.00

**Mandatory Fees**

Description	Fall 2023	Proposed Fall 2024	Change
Technology Fee	\$25.00 per hour	\$25.00 per hour	\$0.00
Student Activity Fee	\$1.00 per hour (\$12.00 maximum)	\$1.00 per hour (\$12.00 maximum)	\$0.00
Recreation/Athletics Fee	\$6.00 per semester	\$6.00 per semester	\$0.00

### Other Incidental Fees

Description	Fall 2023	Proposed Fall 2024	Change
Deferment/Reproduction Fee	\$50.00	\$50.00	\$0.00
Distance Education (Online) Fee	\$42 per online course	42 per online course	\$0.00
Drop/Add Fee	\$15.00	\$15.00	\$0.00
Lab Fee	\$4.00 - \$80.00	\$4.00 - \$80.00	\$0.00
International Student Application Fee	\$75.00	\$75.00	\$0.00
International Student Insurance Fee	Based on Insurance Vendor	Based on Insurance Vendor	\$0.00
International Student Orientation Fee	\$50.00	\$50.00	\$0.00
Installment Plan Enrollment Fee	\$30.00	\$30.00	\$0.00
Installment Plan Late Fee	\$10.00 per late installment	\$10.00 per late installment	\$0.00
Katy Building Use Fee	\$0.00	\$5.00 per hour	\$0.00
Reinstatement Fee	\$75.00	\$75.00	\$0.00
Repeater Fee	\$50.00 per hour	\$50.00 per hour	\$0.00
Returned Check Payment Fee	\$25.00	\$25.00	\$0.00
Schedule Change Fee	\$15.00	\$15.00	\$0.00
Stop Payment Fee	\$25.00	\$25.00	\$0.00
Transcript Fee	\$5.00	\$5.00	\$0.00
Transcript Fee through Service Provider	Based on Service Provider Price	Based on Service Provider Price	\$0.00

### Testing Fees

Description	Fall 2023	Proposed Fall 2024	Change
Advance Standing Examination for College Credit Fee	\$25.00 per course	\$25.00 per course	\$0.00
Advance Standing Credit Evaluation	\$25.00 per evaluation	\$25.00 per evaluation	\$0.00
Accuplacer College Level Math	\$10.00 per attempt	\$10.00 per attempt	\$0.00
Accuplacer ESL	\$29.00 Initial Test \$10.00 Retest	\$29.00 Initial Test \$10.00 Retest	\$0.00
CLEP Test	\$12.00	\$12.00	\$0.00
Correspondence Test - Proctoring Fee	\$25.00	\$25.00	\$0.00
EMT Testing Fee	\$29.00 - \$209.00	\$29.00 - \$209.00	\$0.00
HESI	\$45.00 - \$75.00	\$45.00 - \$75.00	\$0.00
National Registry Test Fee	\$80.00 - \$125.00	\$80.00 - \$125.00	\$0.00
NCLEX-RN Prep Fee	\$23.00 - \$45.00	\$23.00 - \$45.00	\$0.00
Medical Assistant Exam Fee	\$125.00	\$125.00	\$0.00
State Fire Fighter Exam Fee	\$85.00	\$85.00	\$0.00
Surgical Technology Exam Fee	\$190.00	\$190.00	\$0.00
TEAS	\$86.00	\$86.00	\$0.00



TSI Assessment	\$29.00 All Sections \$10.00 Per section	\$29.00 All Sections \$10.00 Per section	\$0.00
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#### Course Specific Fee

Description	Fall 2023	Proposed Fall 2024	Change
Adult High School Materials Fee	\$10.00/\$20.00 (Art, BCIS, & BIM)	\$10.00/\$20.00 (Art, BCIS, & BIM)	\$0.00
Adult High School Tuition	\$275.00	\$275.00	\$0.00
Cert Nursing Aid Liability Fee	\$12.00	\$12.00	\$0.00
Computer Science Program Fee	\$24.00-\$75.00	\$24.00-\$75.00	\$0.00
Commercial Music Fee	\$75.00	\$75.00	\$0.00
Commercial Truck Clearing Acct	\$225.00 - \$350.00	\$225.00 - \$350.00	\$0.00
EMS AHA Card Fee	\$3.00 (CPR) \$15.00 (Advanced)	\$3.00 (CPR) \$15.00 (Advanced)	\$0.00
EMS OR Fee	\$25.00 (Basic) \$40.00 (Advanced)	\$25.00 (Basic) \$40.00 (Advanced)	\$0.00
EMT Online Web Tool Fee	\$110.00	\$110.00	\$0.00
HS-Film Badge Fee	\$10.00 - \$26.00	\$10.00 - \$26.00	\$0.00
HS-Liability Insurance Fee	\$10.00 - \$34.00	\$10.00 - \$34.00	\$0.00
Music Fee	\$145.00	\$145.00	\$0.00
Phlebotomy Liability Fee	\$12.00	\$12.00	\$0.00
Phlebotomy Materials and Supplies	\$10.00 - \$60.00	\$10.00 - \$60.00	\$0.00
Police In Service Mat/Test Fee	\$50.00	\$50.00	\$0.00
AEL Registration Fee Literacy	\$20.00	\$20.00	\$0.00
AEL Registration Fee Math & Reading	\$60.00	\$60.00	\$0.00
Course Materials Fee	Varies per course	Varies per course	\$0.00

# ACTION ITEM

**Meeting Date:** February 14, 2024

**Topics For Discussion and/or Action:**

ITEM #	ITEM TITLE	PRESENTER
C.	Approval to Continue to Waive All Tuition and Fees for All Early College High School (ECHS) and P-TECH Students Effective Fall 2024	Dr. Margaret Ford Fisher Dr. Norma Perez Marshall B. Heins

## RECOMMENDATION

Approve the continued waiver of all tuition and fees for all Early College High School (ECHS) and P-TECH students, In-District and Out-of-District/State, effective Fall 2024.

## COMPELLING REASON AND BACKGROUND

- Annually the Board of Trustees approves HCC's Tuition and Fees including waivers of Tuition and Fees.
- State appropriations and the estimated allocation of tax revenue are covering the cost of providing instruction to In-District ECHS/P-Tech students.
- Administration recommends waiving the Tuition and Fees for all ECHS and P-TECH students.
- While there is a shortfall related to Out-of-District/State ECHS and P-TECH students, it is relatively small, the number of Out-of-District/State ECHS/P-TECH students are limited, and these students have a high completion and success rate.
- HCC has waived all tuition and fees for ECHS and P-TECH students since inception of the programs.
- HCC renegotiated the Memorandum of Understanding agreements (MOUs) for academic year 2023-2024 with its partner independent school districts (ISDs) and charter schools. These waivers were incorporated in the MOUs in addition to benchmarks, enrollment targets and other success goals.
- Unless the Board of Trustees takes further action to adjust the current waiver of tuition and fees, the effective Fall 2023 waiver of tuition and fees will remain in effect.

## FISCAL IMPACT

The actual amount of revenues waived for Fiscal Year 2022-2023 for the Early College High School and P-Tech exemptions was \$5M. The estimated amount of revenues to be waived for Fiscal Year 2023-2024 is \$5.8M. The estimated waiver for Fiscal Year 2024-2025 is \$6M.

## LEGAL REQUIREMENT

Texas Administrative Code section 102.1091 (d)(3) and Texas Education code section 130.0008.

## STRATEGIC ALIGNMENT

*1. Student Success, 3. Academic Rigor , 4. Community Investment , 5. College of Choice*

**This item is applicable to the following:**

Central, Coleman, Northeast, Northwest, Southeast, Southwest, District, Online

# ACTION ITEM

**Meeting Date:** February 14, 2024

**Topics For Discussion and/or Action:**

ITEM #	ITEM TITLE	PRESENTER
D.	Approval to Continue Applying a Flat Rate and Waiver for Traditional Dual Credit Students Effective Fall 2024	Dr. Margaret Ford Fisher Dr. Norma Perez Marshall B. Heins

## RECOMMENDATION

Approve the following flat rate and waiver for Traditional Dual Credit students effective Fall 2024:

- A flat rate of \$65 per course for Out-of-District/State Traditional Dual Credit students, and
- A waiver of all tuition and fees for In-District Traditional Dual Credit students.

## COMPELLING REASON AND BACKGROUND

- State appropriations and the estimated allocation of tax revenue are covering the cost of providing instruction to In-District Traditional Dual Credit students; however, there is a shortfall related to providing instruction to Out-of-District/State Traditional Dual Credit students.
- For these reasons, administration is recommending that the Board of Trustees approve the flat rate fee per course charged for Out-of-District/State Traditional Dual Credit students to recognize and partially offset the tax-free standing of these students, while remaining affordable for the students and competitive in our region.
- The administration is also recommending that the Board of Trustees continue waiving all tuition and fees for In-District Traditional Dual Credit students.
- HCC has waived all tuition and fees for Traditional Dual Credit students since September 1, 2016.
- HCC renegotiated the Memorandum of Understanding agreements (MOUs) with its partner independent school districts (ISDs) and charter schools, and fee increases are contemplated in the MOUs in addition to benchmarks, enrollment targets and other success goals.
- A program financial analysis is performed annually in conjunction with the annual review of tuition and fees and waiver and exemptions.
- While some of our Out-of-District/State Traditional Dual Credit students pay this fee directly, most of our partner ISDs pay the fee on their students' behalf.
- On May 17, 2023, the Board of Trustees approved the flat rate of \$65 per course for Out-of-District/State Traditional Dual Credit students effective Fall 2023. Unless the Board of Trustees takes further action to adjust the current waiver of tuition and fees, the effective Fall 2023 waiver of tuition and fees will remain in effect.

## FISCAL IMPACT

The actual amount of revenues waived for Fiscal Year 2022-2023 for Traditional Dual Credit exemption was \$10M. The estimated amount of revenues to be waived for Fiscal Year 2023-2023 is

\$11.8M. It is estimated that with the current level of Out-of-District/State Traditional Dual Credit students, HCC should recover an estimated \$800,000 in Fiscal year 2023-2024, for a net total waiver of \$11M.

## **LEGAL REQUIREMENT**

Texas Administrative Code section 102.1091 (d)(3) and Texas Education code section 130.0008.

## **STRATEGIC ALIGNMENT**

*1. Student Success, 2. Personalized Learning , 3. Academic Rigor , 4. Community Investment , 5. College of Choice*

### **This item is applicable to the following:**

Central, Coleman, Northeast, Northwest, Southeast, Southwest, District, Online

# ACTION ITEM

**Meeting Date:** February 14, 2024

**Topics For Discussion and/or Action:**

ITEM #	ITEM TITLE	PRESENTER
E.	Approval of Optional Tuition and Fee Exemptions and Waivers Effective Fall 2024	Dr. Margaret Ford Fisher Dr. Norma Perez Marshall B. Heins

## RECOMMENDATION

Approve the attached list of optional student tuition and fee exemptions and waivers effective Fall 2024.

## COMPELLING REASON AND BACKGROUND

- The Texas Legislature authorizes certain optional exemptions and waivers of tuition and fees. Exemptions and waivers are intended to encourage targeted populations to persist and complete college coursework.
- At the Regular Board meeting on May 17, 2023, the Board of Trustees approved optional tuition and fee exemptions and waivers for Fall 2023.
- This request is for approval to continue offering the same optional exemptions and waivers effective Fall 2024. The Administration is not proposing any additional changes to the optional exemptions and waivers offered by HCC at this time.
- Unless the Board of Trustees takes further action to approve the attached list of optional student tuition and fee exemptions and waivers, the Fall 2023 list, set in May 2023 will remain in effect.

## FISCAL IMPACT

The amount of revenues waived for the optional exemptions and waivers listed in the attached sheet was \$463,582 for Fiscal year 2022-2023. The estimated amount of revenues to be waived for Fiscal Year 2023-2024 is \$520,000. The estimated amount to be waived for Fiscal Year 2024-2025 is \$546,000.

## LEGAL REQUIREMENT

Statutory references for each exemption and/or waiver are cited on the attached worksheet.

## STRATEGIC ALIGNMENT

*1. Student Success, 3. Academic Rigor , 4. Community Investment , 5. College of Choice*

### ATTACHMENTS:

Description	Upload Date	Type
Optional Exemptions and Waivers Effective Fall 2024	1/27/2024	Attachment

**This item is applicable to the following:**

Central, Coleman, Northeast, Northwest, Southeast, Southwest, District, Online



**HOUSTON COMMUNITY COLLEGE**  
**Optional Exemptions and Waivers**  
**Effective Fall 2024**

HCC CODE	DESCRIPTION / TARGET POPULATION	CHARGES WAIVED	STATUTE & TYPE	FY2022 AMOUNT WAIVED	FY2023 AMOUNT WAIVED	FY2024 AMOUNT WAIVED (As of 12/31/2023)
W003	Highest Graduate Exemption - Valedictorians of each accredited Texas High School	Tuition	State Optional TEC 54.301	\$ 1,991	\$ 396	\$ 1,694
W004	Good Neighbor Program Exemption - Students from other nations of the Western Hemisphere (other than Cuba)	Tuition	State Optional TEC 54.331	\$ 68,870	\$ 43,101	\$ 57,423
W007	Employee Exemption - Full time employees, including spouse and children; part-time instructors, counselors and librarians actively employed	General Fees for Semester Credit Hours; 50% not to exceed \$100 for CEU and NCR courses except NCR taught thru a 3rd Party Contractor	State Optional TEC 130.0851 HCC Board Approved	\$ 40,088	\$ 46,650	\$ 24,033
W018	Competitive Scholarship Waiver - Non-resident or foreign students who receive competitive scholarships of at least \$1,000 from HCC or the HCC Foundation	Non-resident Tuition and General Fee	State Optional TEC 54.213	\$ 5,771	\$ 17,528	\$ 7,695
W020	Dept. of Corrections Exemption - Persons incarcerated in the Harris County Jail	Tuition & All Fees	Training Agreement HCC Board Approved	\$ 109,021	\$ -	\$ -
W086	ABE - NCR Class Waiver - Students who are incarcerated, homeless, cash welfare recipients, disabled veterans and refugees enrolled in traditional Adult Education courses	Registration Fee	HCC Board Approved	\$ -	\$ -	\$ -
W087	Disabled Peace Officers - Exemption for student who is permanently disabled as a result of injury suffered during the performance of duty as a peace officer	Tuition & Mandatory Fees, and course fees up to 12 semesters	State Optional TEC 54.352	\$ -	\$ -	\$ -
W088**	Senior Citizen Exemption - 55 years* and older	50% discount of tuition and mandatory fees for SCH; 50% discount of tuition for CEU/NCR. Space availability requirement applies. Effective Fall 2018	State Optional TEC 54.263 HCC Board Approved	\$ 197,865	\$ 214,372	\$ 89,576
W089**	Senior Citizen Exemption - 65 years* and older	Tuition & mandatory fees for up to six credit hours each semester or summer term if space available. Credit hours in excess of six each term will be subject to the 50% discount under HCC Waiver W088. Specific course fees, if applicable, are paid by the student.	State Optional TEC 54.365 (c) HCC Board Approved	\$ 135,268	\$ 141,535	\$ 173,863
<b>Total</b>				<b>\$ 558,874</b>	<b>\$ 463,582</b>	<b>\$ 354,284</b>

\*Age at start of term

\*\* These senior citizen exemptions were established in Fall 2018 and replaced W019, which only provided a \$10 discount. The exemptions cover tuition and mandatory fees (General Fee, Technology Fee, and Student Activity and Athletics Fees). The exemption does not apply to course and class fees such as lab fees, computer science fees, etc.



# ACTION ITEM

**Meeting Date:** February 14, 2024

**Topics For Discussion and/or Action:**

ITEM #	ITEM TITLE	PRESENTER
F.	Monthly Investment Report, Financial Statement and Budget Review for December 2023	Dr. Margaret Ford Fisher Marshall B. Heins Jacob Atkin

## RECOMMENDATION

Accept the Investment Report, Financial Statement and Budget Review for the month of December 2023.

## COMPELLING REASON AND BACKGROUND

- The monthly investment report provides the Board with a status of the investment portfolio, including book and market values, and complies with the relevant statute. This report includes the unexpended proceeds of various bond issues.
  - The portfolio is liquid and secure with 61% of the assets invested in local government pools, money market funds and interest-bearing checking accounts.
  - All pools and money market funds are rated “AAA” by Standard & Poor’s, which is the highest level. All bank deposits are secured with U.S. Treasuries/Agencies. The balance of the portfolio is invested in U.S. Treasuries and government-sponsored entities/agencies with “AAA” credit ratings.
- The monthly financial statement and budget review provides the Board with a status of the finances of the college and information related to the various funds of the college, including fund balances, comparison to previous year and comparison to budget.
- Awareness and review of financial information throughout the year helps to inform decision making, and allows for mid-year adjustments, if needed.
- No Investments were matured, sold, or purchased during December 2023.

## FISCAL IMPACT

For December, the interest income earned for the month and fiscal year to date totaled \$1,427,877 and \$5,743,809, respectively. The weighted average interest rate (WAR) on December 31, 2023, was 5.03% compared to 5.03% last month and 3.63% a year ago.

Interest expense on outstanding debt was \$1,563,940 for the month of December 2023.

## LEGAL REQUIREMENT

The investment report is required by the Public Funds Investment Act (Texas Government Code

2256.023) to be submitted to the governing body of Houston Community College no less than quarterly.

**STRATEGIC ALIGNMENT**

*1. Student Success, 5. College of Choice*

**ATTACHMENTS:**

Description	Upload Date	Type
Financial Report Presentation	1/27/2024	Presentation
Investment Report - December 2023	1/27/2024	Attachment
Financial Statement - December 2023	1/27/2024	Attachment

**This item is applicable to the following:** District



# **FY 2024 Summary of December 2023 Monthly Investment Report, Financial Statements, and Budget Review**

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Dr. Margaret Ford Fisher, Chancellor

Marshall B. Heins, Senior Vice Chancellor Finance &  
Administration and CFO/CBO

Jacob Atkin, Associate Vice Chancellor Finance & Accounting

February 14, 2024

# Executive Summary

## HCCS Financial Update As of December 31, 2023

4<sup>th</sup> month of FY 2024 = 33.3%

- MAJOR FOCUS: HCCS must develop the FY2025 budget and allocate resources to support operations and to implement Initiatives and Strategies with measurable results from all HCCS departments regarding Enrollment increases, State Appropriations Funding Model Metrics, and Student Success Improvement
  - Recruitment
  - Enrollment
  - Financial Aid
  - Retention
  - Student Success Support and Measurement
  - Marketing
  - HB8 State Appropriations documented funding success
- HCCS main revenue sources remain:
  - **Ad Valorem Taxes** - move into major collection period December 2023 - February 2024
  - **Tuition & Fees** - Enrollment is up 3.18% SCH as of December 31, 2023
  - **State Appropriations** (Performance Funding increases focus by HCCS on increasing Student Success, Enrollment Increases, and managing outcomes to new funding model) – current \$32.5M or 47.4% due to State's new funding model timing of payments
  - **Investment Earnings** – Interest earnings for December 2023 were \$1.428M and \$5.744M year-to-date. Weighted Average Return was 5.03% for December 2023. **Rates remain elevated and stable**

# Executive Summary

## HCCS Financial Update As of December 31, 2023 (Continued)

4<sup>th</sup> month of FY 2024 = 33.3%

- FY 2025 Budget Workshop #2 was conducted on January 10, 2024, Budget Workshop #3 occurs February 8, 2024
- Ad valorem tax revenue collections will peak in January/February 2024 and matches historical payment timing trends. Collections as of December 2023 total \$27.3M or 13.3% of the FY 2024 approved tax revenue budget
- HCAD Tax Base is now certified by HCAD at \$281.6B (10.2% increase) for FY 2024 vs \$255.5B for FY 2023. The Ad Valorem Tax Revenue Budget increased from FY 2023 Budget of \$238.3M to FY 2024 Budget of \$253.1M (6.2% increase). Houston/Harris County maintains a very large and growing tax base
- Tuition and fees collected to date are \$82.9M or 77.9% of the total annual budget (includes Spring early enrollment) vs December 2022 of \$78.2M – a \$4.7M increase. HCCS must continue to aggressively increase enrollment
- Tuition and fees collected for Extended Learning are \$3.8M or 77.2% of the total FY 2024 budget vs FY 2023 of \$3.4M – a 10.2% increase
- No tuition rate or fee increase recommendations were presented or approved for the FY 2024 budget. HCCS continues to evaluate differential tuition cost/revenue models
- FY 2024 State Appropriations received to date totaled \$32.5M or 47.4% of the total annual budget of \$68.6M. The first FAST payment for Dual Credit totals \$2.2M for the Fall Semester

# Executive Summary

## HCCS Financial Update As of December 31, 2023 (Continued)

4<sup>th</sup> month of FY 2024 = 33.3%

- Unduplicated enrollment as of December 31, 2023 increased by 3.18%. Targeted enrollment increase for FY2025 will be 5.00%
  - Fall 2023 49,719
  - Fall 2022 48,186
- The HCCS investment interest income for December 2023 was \$1.43M compared to \$1.42M earned in November 2023. Weighted Average Rate of Interest (WAR) for December 2023 is at 5.03%, did not change from last month and 3.63% for December 2022. Interest income of \$914K was earned for the same period last year. Returns remain strong and stable
- **FY 2024 year-to-date interest earnings are \$5.74M** compared to **\$2.90M** earned in FY 2023. The Fed's Rates hikes were neutral in the month of December, and have signaled no increase and possibly a decrease for Q1 2024
- **Actual total operating expenses are \$125.5M or 31.5% of budget, almost exactly on target.** HCCS will continue to monitor and manage operating expenses efficiently
- **Actual salaries for FY 2024 are \$76.3M or 32.3% of the total budget, almost exactly on target, and at budget for December 31, 2023.** Employee benefits are higher by 9.6% for FY 2024 compared to FY 2023 due to inflation
- **Current forecast:** Interest/Investment revenue has already exceeded 100% of FY 2024 budget, Tuition revenue will exceed FY 2024 budget due to enrollment growth, Tax revenue expected to be collected in excess of FY 2024 budget, and State Appropriations expected to be at FY 2024 Budget.

# Executive Summary

## HCCS Financial Update As of December 31, 2023 (Continued)

4<sup>th</sup> month of FY 2024 = 33.3%

- Administration will visit with the Board of Trustees regarding the forecasted FY 2024 Budget Surplus to consider funding **Major Expenditures** with the forecasted surplus:
  - Safety & Security Requirements
  - IT Infrastructure Needs
  - Additional Deferred Maintenance Funding
  - Website Replacement
  - Remainder of FY 2024 Surplus to Fund Balance
- HCCS must continue to strategically and intentionally work to reduce and manage the Deferred Maintenance outstanding balance. Pre-COVID, the balance was over \$400M spread over 10 years\*. \$41M has now been allocated/funded over 5 years. However, recent inflation has increased the balance. **HCCS has released the first \$4M for FY 2024 YTD (no change since last month)**

\*Note: Please recall the \$400M estimate was a ten (10) year needs assessment. HCCS is 5 years into the assessment plan and has funded only 10% of the \$400M estimate. (HEERF projects helped reduce other year needs)



# Executive Summary

## HCCS Financial Update As of December 31, 2023 (Continued)

4<sup>th</sup> month of FY 2024 = 33.3%

- The HCCS HEERF Grant process ended on June 30, 2023. During the recently introduced 120-day grant close-out period, all HEERF Grant obligations were closed by HCCS by October 31, 2023. A huge success and benefit for HCCS
- The West Loop Campus receives visits from over 36,500 students per fiscal year for registration and advising for West Loop and many other campuses. Approximately \$4.3M of the HEERF MSI funds was formally approved by the US Department of Education for West Loop Student Services Renovation to be completed by June 30, 2024. Procurement of a contractor was brought to the January 24<sup>th</sup> regular Board Meeting
- Development of Dual Credit Waiver strategies are in progress by HCCS and the State (HB8), in conjunction with the implementation of the FAST program, for FY 2024 and beyond are in progress including review of ISD MOUs. All will be discussed with the Board. The HISD TEA transition caused a pause in HISD discussions. The pending State Appropriations Funding model will assist and direct the New HCCS Dual Credit strategy development
- A travel moratorium has been activated, with exceptions for critical travel needs. Effective December 2023. Travel Expenses through December total \$180K, only 14.6% of the annual Travel Budget
- A hiring chill remains in place across the HCCS District
- **Reminder:** the External Auditor Procurement is in process

# Executive Summary

## State Appropriations Funding Formula Model Monthly Update

### 4<sup>th</sup> month of FY 2024 = 33.3%

- Focus remains to increase enrollment AND increase Student Success as measured by the State of Texas = Increased HCCS revenue. This is #1 Initiative and a very large and complex Team Project
- Multiple Shared Services and Campus Leadership moving forward with aligned strategies to improve Student Success/HB8
- FY 2024 budgeted State Appropriations revenue is \$68.5 million
  - Hold Harmless for FY 2024-2025 (State Appropriations not less than FY 2023)
  - Payments now received in three installments during the fiscal year
  - **New this Fiscal Year** - FAST payments calculated and paid at an estimated \$2.0+ million per semester for Dual Credit. Payments will be made to HCCS shortly after the end of each semester. HCCS is working with ISDs to further implement the FAST program for Spring Semester FY2024
- Multi-pronged approach to Greatly increase HCCS Student Success and State Appropriations Revenue is in progress
- Continuing monthly BOT reports/updated data via the BOT Financial Report and initiatives progress via Student Services
- HCCS compensation consultant Gallagher is on board and he will provide the first data at the April Board of Trustees Meeting and in Budget Workshop #4

# Executive Summary

## Economic Update / HCCS Economic Environment Impact

- The core CPI rose 0.3 percent in December 2023, the same percentage increase recorded in November 2023. The overall CPI rate increased 3.4 percent for the 12 months ending December 31st, 2023, compared to 3.1% rate increase for the 12 months ending November 30th, 2023. However, the inflation rate less food and energy index rose 3.9 percent in December 2023 after rising 4.0 percent over the 12 months ending November 2023.(Source: U.S. Bureau of Labor Statistics)
- The Feds may have achieved their soft-landing objective, without a drastic disruption of factors of production. According to the Chicago Mercantile Exchange, 160 basis points of US Fed Funds cuts are still priced into the market for CY 2024. Market optimism on rate cuts and a soft landing (no recession) prevail as we end the first month of Q1 2024. Optimism extends to the equity markets
- The data published by the Bureau of Labor Statistics indicates that the monetary policy of the Feds are having a significant impact on labor market (demand) and price pressures (inflation).
- The last interest rate hike was in July 2023
- Gold continues to trade above \$2,030 per ounce
- WTI Crude Oil was trading at \$73 per barrel at the writing of this report. A price that supports Houston and Texas oil economy

# Executive Summary

## Economic Update / HCCS Economic Environment Impact

### (Continued)

- HCCS Ad Valorem Tax Base impact: 30-year home mortgages have increased slightly to 7.44%. Houston home prices and sales remain strong, with 102K homes sold in 2023. However, homes sold has declined steadily since peaking at 131K sold in 2021. Supply inventory remains very low at 3.3 months. Home prices declined slightly in 2023. 21 months of declining home sales
- US December Unemployment Rate was 3.7%, same rate in November
- Houston Texas Unemployment Rate was 4.1% in November, same rate for October
- Social Security Administration has announced a 3.2% Cost of Living Adjustment for 2024 payments

# Thank You

Please see the Appendix for Additional Financial and  
Budget Information

# Appendix

**As of December 31, 2023**

**4<sup>th</sup> month  
of FY 2024 = 33.3%**

Investment Report Summary

Unrestricted Revenues

Unrestricted Expenses

Summary of HEERF I, II, III and MSI HEERF  
Grant Receipts

Summary of Cumulative COVID Tuition &  
Fees, Auxiliary

Revenue Losses and Expense Recovery  
funded by HEERF I, II & III

Summary of Financial Statements

# Investment Report Summary

## As of December 31, 2023

4<sup>th</sup> month of FY 2024 = 33.3%

- All investments follow Board policy and statutes with High Liquidity and High Security
  - Investment instruments are laddered to optimize safety, liquidity and yield
  - 61% of assets are invested in government pools, money market funds, and interest-bearing checking accounts
  - 39% of assets are invested in U.S. Treasuries and government sponsored AAA entities
- Management continuously monitors HCCS investment portfolio in relation to unfolding events in the national, state and local economies, banking and real estate sectors and aligning HCCS investment portfolio with investments that guarantee safety of principal
- We actively reinvest funds in Treasury bills and certificates in anticipation of slight interest rate volatility downwards in the 1<sup>st</sup> and 2<sup>nd</sup> quarter of 2024
- HCCS deposits and money market investments are held with Bank of America. The deposits are insured by FDIC to the first \$250k and any amounts above the first \$250k are fully secured by BOA with securities valued at 102 percent of our deposited amount. This collateral is held by Bank of New York on behalf of HCCS in case of a default or failure of BOA
- Texpool and LoneStar investments are highly liquid and closely monitored by the State of Texas with very strict guidelines that preserve the investments held on behalf of HCCS
- Houston's economy is still showing strong signs of robust expansion, **with employment rate still very high (close to 96%),** and increased price pressure in commodities, service and employment not yet curtailed with the interest rate hike by the Feds. HCCS Management will continuously monitor the impact of inflation and interest rate hike on HCCS revenue, operating expenses and safety of HCCS cash and investments



# Unrestricted Revenues

As of December 31, 2023

4<sup>th</sup> month  
of FY 2024 = 33.3%

FY 2024 Adjusted Budget & Actuals			
	FY 2024 Adjusted Budget	Year-to-Date Actuals Thru December 31, 2023	Actuals as a % of Budget
<b>REVENUES</b>			
State Appropriations	\$ 68,550,037	\$ 32,522,927	47.4%
Ad Valorem Taxes	205,735,996	27,277,435	13.3%
Tuition & Fees, Net	106,400,157	82,922,782	77.9%
Other Local Income <sup>2</sup>	5,000,000	7,770,697	155.4%
Tuition & Fees, Net -- Extended Learning	4,862,714	3,755,787	77.2%
Grant Revenue - HEERF Funds	-	-	0.0%
Grant Revenue - Indirect Cost	650,000	218,137	33.6%
<b>Total Revenues</b>	<b>391,198,904</b>	<b>154,467,766</b>	<b>39.5%</b>
<b>Fund Balance Transfers In<sup>1</sup></b>	<b>7,045,981</b>	<b>7,045,981</b>	<b>100.0%</b>
<b>Total Revenues and Fund Balance Transfers</b>	<b>\$ 398,244,885</b>	<b>\$ 161,513,747</b>	<b>40.6%</b>

<sup>1</sup>Deferred Maintenance

<sup>2</sup>Includes interest income and gain/loss on investments, rents, royalties, fines and penalties, and other sales.  
Investment earnings totaled \$5.74M

# Unrestricted Expenses

As of December 31, 2023

4<sup>th</sup> month  
of FY 2024 = 33.3%

FY 2024 Adjusted Budget & Actuals			
	FY 2024 Adjusted Budget	Year-to-Date Actuals Thru December 31, 2023	Actuals as a % of Budget
<b>EXPENSES</b>			
Salaries	236,331,733	76,268,599	32.3%
Employee Benefits	35,127,911	9,799,931	27.9%
Supplies & General Expense	4,950,553	1,128,509	22.8%
Travel	1,234,847	180,206	14.6%
Marketing Costs	3,758,122	491,071	13.1%
Rentals & Leases	478,341	28,239	5.9%
Insurance/Risk Mgmt.	8,146,460	3,576,401	43.9%
Contracted Services	33,849,387	7,803,759	23.1%
Utilities	8,729,257	2,624,463	30.1%
Other Departmental Expenses	4,104,905	798,007	19.4%
Instructional & Other Materials	11,521,265	5,666,798	49.2%
Maintenance & Repair	1,905,050	354,419	18.6%
Transfers\Debt <sup>1</sup>	41,569,102	15,942,727	38.4%
Contingency/Initiatives	1,232,033	-	0.0%
Capital Outlay	4,615,920	829,576	18.0%
Scholarship Distribution <sup>2</sup>	690,000	-	0.0%
<b>Total Expenses</b>	<b>\$ 398,244,885</b>	<b>\$ 125,492,704</b>	<b>31.5%</b>
<b>NET REVENUE/(EXPENSES)</b>	<b>\$ -</b>	<b>\$ 36,021,043</b>	

Note 1: Transfers/Debt are higher than last year due to resuming the large budgeted transfers for deferred maintenance and technology fees

Note 2: Scholarship Distribution available for students who may require additional financial assistance. No scholarship distributions have been made this year

Note: The first few months of any new year will have wide actual vs. budget variations due to timing of payments and invoicing of new fiscal year

# Summary of HEERF Recovery

## As of December 31, 2023

4<sup>th</sup> month of FY 2024 = 33.3%

- HEERF I, II & III institutional grants are fully closed. HEERF MSI grant funds are still available for expenditure until June 30, 2024, all invoices must be processed by July 31, 2024. **HEERF I and II Internal Audits are complete**
  - HEERF I, II and III funds for student aid have been totally disbursed. **This total disbursement of \$118.7M was funded by Student Aid, Institutional, MSI and GEER funds**
  - HEERF MSI Grant Funded project **West Loop Student Services Renovation project** with a budget of \$4.3M was approved by the Department of Education with one year extension ending on June 30, 2024. **Project in progress and on schedule**

# Summary of Cumulative COVID: Tuition & Fees, Auxiliary Revenue Losses and Expense Recovery Funded by HEERF I, II, III Grants

As of December 31, 2023

4<sup>th</sup> month  
of FY 2024 = 33.3%

Fiscal Year	Student Aid Distribution	COVID Operational	COVID Projects	Lost Revenue Recovery	Total
FY 2020	\$14,214,200	\$1,279,919	\$0	\$1,013,208	\$16,507,327
FY 2021	23,122,704	15,186,874	0	32,592,127	70,901,705
FY 2022	59,966,289	7,987,163	643,806	19,618,731	88,215,989
FY 2023	21,380,445	2,505,874	16,703,303	2,218,793	42,808,415
FY 2024	901	613	(162,071)	(336)	(160,893)
<b>Total Amount</b>	<b>\$118,684,539</b>	<b>\$26,960,443</b>	<b>\$17,185,038</b>	<b>\$55,442,523</b>	<b>\$218,272,543</b>

NOTE: The last official HEERF detailed report was presented at the September 21, 2022 Board meeting. This summary report continued through November 30, 2023

<sup>1</sup>All HEERF Institutional projects have been completed and final payments have been issued. Work on HEERF MSI funded West Loop Student Center project is in progress. HEERF MSI grant ends on June 30, 2024

New HEERF Close-Out Calculation

HCCS utilized **\$10.4M of institutional recovered funds** to pay off the HCCS defaulted student debt for **47K students** during the HEERF allowed years and **8,750 of those students returned to enroll at HCCS**.

# Summary of Financial Statements

## As of December 31, 2023

4<sup>th</sup> month of FY 2024 = 33.3%

- Actual salaries for FY 2024 are 7% higher compared to FY 2023. This is primarily due to a Board approved salary increase of 4% for full-time employees, part-time hourly staff, and an additional 3.5% for faculty leveling. The salary increases are partially offset by hiring chill, delayed hiring and reduction of positions (Faculty and Staff)
- Other line-item expenses - supplies, travel, marketing, insurance, contracted services, instructional and other materials, etc. have variances due to timing differences in recording transactions from year-to-year and the effects of employees returning from working remotely
- FY 2024 Net Revenue/ (Expenses) is \$36,021,043 as of December 31, 2023
- FY 2023 Net Revenue/ (Expenses) was \$54,019,823 as of December 31, 2022

# Thank You



# HOUSTON COMMUNITY COLLEGE SYSTEM

## MONTHLY INVESTMENT REPORT

**For the Month of December 2023**

**Prepared by  
Finance & Administration Division**

The investment portfolio of the Houston Community College System is in compliance with the Public Funds Investment Act and the College's Investment Policy and Strategies.

/s/ Marshall B. Heins

Marshall B. Heins  
Senior Vice Chancellor, Finance & Administration and CFO/CBO

/s/ Jacob Atkin

Jacob Atkin, CPA  
Associate Vice Chancellor, Finance & Accounting

/s/ Victor Onwumere

Victor Onwumere  
Executive Director, Finance & Treasury



# HOUSTON COMMUNITY COLLEGE SYSTEM

## INVESTMENT PORTFOLIO COMPOSITION

### December 31, 2023

Beginning Book Value (December 1, 2023)	\$	374,873,813
Beginning Market Value (December 1, 2023)	\$	377,102,760
Additions/Subtractions (Book Value - Net)	\$	9,140,697
Change in Market Value	\$	1,350,054
Ending Book Value (December 31, 2023)	\$	384,014,510
Ending Market Value (December 31, 2023)	\$	386,918,590
Unrealized Gain/(Loss)	\$	2,904,080
WAM (61% of Portfolio's Weighted Average Maturity )		1 day
WAM (39% of Portfolio's Weighted Average Maturity - Securities Held To Maturity)		194

* Net amount provided/(for) operations	\$	8,941,931
* Net amount provided/(for) CIP/others		198,766
	\$	<u>9,140,697</u>

### EXECUTIVE SUMMARY

### INVENTORY HOLDINGS REPORT

#### December 31, 2023

	Ending Book Value	Ending Market Value	Unrealized Gain (Loss)
US Treasuries	\$ 119,512,259	\$ 122,423,269	\$ 2,911,010
US Agencies	30,007,124	30,000,194	(6,930)
Local Government Pools	182,069,853	182,069,853	-
Money Market Funds	52,348,968	52,348,968	-
Interest Bearing Checking	76,306	76,306	-
Total	<u>\$ 384,014,510</u>	<u>\$ 386,918,590</u>	<u>\$ 2,904,079</u>

WAR (Weighted Average Interest Rate) 5.03%

**INVESTMENTS**  
**INVENTORY HOLDINGS REPORT (OPERATING AND OTHERS)**  
**December 31, 2023**

Description	Held At	Interest Rate	Purchase Date	Maturity Date	Par	Beginning Mkt. Value	Beginning Book Value	Net Change	Ending Book Value	Ending Mkt. Value	Change in Mkt. Value	Unrealized Gain/(Loss)
Fannie Mae ARM Pool 708686	Bank of America	4.07%	02/22/05	05/01/33	\$ 8,622	\$ 8,580	\$ 10,091	\$ (56)	\$ 10,035	\$ 8,547	\$ (33)	\$ (1,488)
Fannie Mae ARM Pool 805454	Bank of America	4.67%	12/23/04	12/01/34	9,506	9,484	15,417	(50)	15,367	9,468	(16)	(5,899)
Federal Home Loan BankUS Domestic Unsecured	Bank of America	4.88%	02/17/23	09/13/24	10,000,000	9,968,824	9,989,125	-	9,989,125	9,992,825	24,000	3,699
Federal Home Loan BankUS Domestic Unsecured	Bank of America	5.00%	02/16/23	02/21/24	10,000,000	9,981,247	10,000,000	-	10,000,000	9,993,666	12,419	(6,334)
Federal Home Loan BankUS Domestic Unsecured	Bank of America	5.25%	03/06/23	03/06/24	10,000,000	9,992,800	9,992,597	-	9,992,597	9,995,688	2,888	3,091
U.S. Treasury Notes US Govt National	Bank of America	2.38%	02/17/23	08/15/24	5,000,000	4,898,242	4,827,050	-	4,827,050	4,918,359	20,117	91,309
U.S. Treasury Notes US Govt Treasury	Bank of America	0.13%	03/23/22	02/15/24	10,000,000	9,893,750	9,633,910	-	9,633,910	9,937,917	44,167	304,007
U.S. Treasury Notes US Govt Treasury	Bank of America	0.25%	03/24/22	03/15/24	20,000,000	19,710,938	19,279,000	-	19,279,000	19,800,781	89,844	521,781
U.S. Treasury Notes US Govt Treasury	Bank of America	0.38%	02/10/23	04/15/24	25,000,000	24,548,828	23,744,141	-	23,744,141	24,656,250	107,422	912,109
U.S. Treasury Notes US Govt Treasury	Bank of America	0.75%	04/18/23	11/15/24	20,000,000	19,171,094	18,893,750	-	18,893,750	19,300,781	129,687	407,031
U.S. Treasury Notes US Govt Treasury	Bank of America	0.63%	04/26/23	10/15/24	10,000,000	9,611,328	9,479,695	-	9,479,695	9,671,875	60,547	192,180
U.S. Treasury Notes US Govt Treasury	Bank of America	0.75%	05/03/23	11/15/24	10,000,000	9,585,547	9,487,500	-	9,487,500	9,650,391	64,844	162,891
U.S. Treasury Notes US Govt Treasury	Bank of America	1.75%	10/19/23	03/15/25	10,000,000	9,594,531	9,511,744	-	9,511,744	9,664,453	69,922	152,709
Debt Service 2001A Bond Interest Checking	Bank of America	1.83%				1,251	1,251	3	1,254	1,254	675,027	-
HCCS Merchant Service	Bank of America	0.79%				43,400	43,400	(1,465)	41,935	41,935	-	-
LTD 2013 Tax Bond General Checking	Bank of America	1.77%				2,323	2,323	30,795	33,117	33,117	-	-
Merrill Lynch (Morgan Stanley Govt/Goldman Sachs)	Bank of America	3.70%				41,219,924	41,219,924	8,239,706	49,459,630	49,459,630	-	-
Money Market 2006 Jr. Lien Debt Reserve	Bank of America	3.70%				2,876,920	2,876,920	12,418	2,889,338	2,889,338	-	-
Lone Star (Corporate Overnight Fund)	State Street Bank	4.09%				82,951,242	82,951,242	394,475	83,345,717	83,345,717	-	-
TexPool	State Street Bank	4.03%				98,259,264	98,259,264	464,871	98,724,135	98,724,135	-	-
<b>TOTAL</b>						<b>\$ 377,102,760</b>	<b>\$ 374,873,813</b>	<b>\$ 9,140,697</b>	<b>\$ 384,014,510</b>	<b>\$ 386,918,590</b>	<b>\$ 1,350,054</b>	<b>\$ 2,904,080</b>



# Summary Operating Statements

For the Period  
September 1, 2023 - December 31, 2023

For the Meeting of the Board of Trustees - February 14, 2024

for

**Houston Community College System**



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For the Period September 1, 2023 - December 31, 2023

## **Houston Community College System**

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## Summary of Financial Statements As of December 31, 2023

On June 21, 2023, the Board of Trustees approved the FY 2024 operating budget totaling \$398.2 million. The FY 2024 budget included conservative revenue and expense estimates. Included in the FY 2024 budget is a fund balance transfer totaling \$7 million to continue addressing deferred maintenance. The HEERF Grant process ended on October 31, 2023. No additional funds will be received in FY 2024 and beyond.

The Board approved the FY 2024 Auxiliary budget, Restricted Funds budget, and the Capital and Technology Plan budget. The approved FY 2024 Auxiliary Services revenue budget totals \$7.8 million. Overall, this is a 3% increase compared to the prior year, primarily due to the rental of HCCS space for campus wide events. The Restricted budget totals \$138 million for grant activities, financial aid, and payments for employee benefits. Finally, the approved Capital and Technology Plan budget totals \$7.3 million, which is earmarked for the continuation of asset upgrades and replacement of information and instructional technology equipment.

The Unrestricted Fund as of December 31, 2023, total revenues and fund balance transfers are \$161.5 million. This represents 40.6% of the budgeted total of \$398.2 million. Expenses total \$125.5 million to date, which is 31.5% of the total expense budget of \$398.2 million. Compared with the same period last year, revenues and transfers are lower by 5.6% and expenses are higher by 7.2%. Actual net revenue is \$36 million to date. However, revenues and expenses are expected to fall within budget by year end.

Ad Valorem Tax revenue is estimated to increase by 8% for FY 2024 due to increased property tax valuations in the taxing district. The increase in property valuations has allowed HCC to decrease its overall tax rate by 3.5%. Ad Valorem tax revenue is 37.4% lower when compared to last year due to timing of collections. Timing of collections in December through March is different each year. Looking ahead tax revenue will normalize and is expected to fall within budget by year end.

State appropriations are higher by \$5.2 million when compared to this time last year. This is due to the State's new payment schedule, however, appropriations are expected to be within budget by year-end.

Tuition and fees, net, which include revenues for semester credit hour (SCH) courses, are **6.1%** higher than last year at this time. **Gross tuition and fee revenues are up 9.6%** compared to last year due to increased enrollments and increased program offerings in high demand fields (see page 9). Total waivers and exemptions increased by 36.8% primarily due to Dual Credit waivers.

Extended learning tuition and fees, net are 10.2% higher than last year at this time. **Gross tuition and fees revenues are up by 10.2%.**

Other local income is higher when compared to last year primarily due to an increase in investment interest income.

Actual salaries for FY 2024 are 7% higher compared to FY 2023; this is due primarily to a Board approved salary increase of 4% for full-time employees, part-time hourly staff, and an additional 3.5% for faculty leveling. Employee benefits are higher by 9.6% for FY 2024 compared to FY 2023.

Transfers/Debt remain high due to continuing the budgeted transfers for Deferred Maintenance and technology fees.

Several line-item expenses (supplies, travel, marketing, insurance, contracted services, instructional and other material, etc.) have variances due to timing differences in recording transactions from year-to-year and the effects of employees returning from working remotely. Expenses are expected to be within budget by year-end.

Debt interest expense for the month totaled \$1,563,940 compared to this time in FY 2023 of \$1,957,053.

**HOUSTON COMMUNITY COLLEGE SYSTEM**  
**Statement of Revenues, Expenses and Fund Balances - All Funds**  
**As of December 31, 2023**

	Unrestricted	Restricted	Auxiliary	Loans	Scholarship	Unexpended Plant	Capital and Technology	Retirement of Debt	Investment in Plant	Total
<b>Revenues</b>	\$ 154,467,766	\$ 14,498,734	\$ 3,175,012	\$ -	\$ 51,217,155	\$ 1,117,114	\$ (106,743)	\$ 8,372,245	\$ 179,268	\$ 232,920,552
<b>Expenses</b>										
Salaries	76,268,599	2,055,806	289,399	-	626,463	-	-	-	-	79,240,267
Employee Benefits	9,799,931	6,633,099	54,253	-	-	-	-	-	-	16,487,283
Supplies & General Expense	1,128,509	87,596	172,710	-	-	23,369	25,393	-	-	1,437,577
Travel	180,206	30,184	2,824	-	-	-	-	-	-	213,214
Marketing Costs	491,071	12,281	-	-	-	-	-	-	-	503,353
Rentals & Leases	28,239	2,962	-	-	-	-	-	-	-	31,201
Insurance/Risk Mgmt.	3,576,401	-	427	-	-	-	-	-	-	3,576,828
Contracted Services	7,803,759	54,439	210,587	-	-	11,829	3,010	156,150	-	8,239,773
Utilities	2,624,463	-	105,400	-	-	-	-	-	-	2,729,863
Other Departmental Expenses	798,007	206,496	108,595	-	79,651	-	-	-	-	1,192,749
Instructional & Other Materials	5,666,798	262,344	240	-	-	-	35,300	-	-	5,964,682
Maintenance & Repair	354,419	-	477	-	-	-	3,336	-	-	358,232
Transfers (In)/Out <sup>1</sup>	15,941,886	-	-	-	(423,033)	(2,242,842)	(15,594,243)	2,318,232	-	-
Debt	841	-	-	-	-	-	-	767,758	-	768,599
Capital Outlay	829,576	129,609	8,101	-	-	3,439,504	2,579,598	-	-	6,986,387
Depreciation	-	-	-	-	-	-	-	-	11,546,093	11,546,093
Scholarship Distribution	-	-	951,675	-	51,147,641	-	-	-	-	52,099,316
<b>Total Expenses</b>	<b>125,492,704</b>	<b>9,474,816</b>	<b>1,904,687</b>	<b>-</b>	<b>51,430,721</b>	<b>1,231,861</b>	<b>(12,947,606)</b>	<b>3,242,140</b>	<b>11,546,093</b>	<b>191,375,416</b>
<b>Net Revenues/(Expenses)</b>	<b>28,975,062</b>	<b>5,023,918</b>	<b>1,270,325</b>	<b>-</b>	<b>(213,566)</b>	<b>(114,747)</b>	<b>12,840,864</b>	<b>5,130,105</b>	<b>(11,366,826)</b>	<b>41,545,135</b>
<b>Other Adjustments and Transfers</b>										
Debt Principal Payments <sup>2</sup>	-	-	-	-	-	-	-	-	-	-
Debt Refinancing	-	-	-	-	-	-	-	-	-	-
Capitalization of Assets & CIP <sup>2</sup>	462,667	106,351	6,232	-	-	3,859,071	1,458,804	-	536,264	6,429,389
Transfers of Completed Projects/Assets	(462,667)	(106,351)	(6,232)	-	-	(2,802,110)	(206,289)	-	3,583,649	-
Transfers of Balances between Funds	-	-	-	-	-	-	-	-	-	-
<b>Total Other Adjustments and Transfers</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,056,961</b>	<b>1,252,515</b>	<b>-</b>	<b>4,119,913</b>	<b>6,429,389</b>
<b>Beginning Fund Balances, Audited</b>	<b>47,260,527</b>	<b>853,011</b>	<b>21,027,692</b>	<b>238,698</b>	<b>2,437,234</b>	<b>54,859,947</b>	<b>33,340,424</b>	<b>18,829,170</b>	<b>477,034,460</b>	<b>655,881,162</b>
<b>Ending Fund Balances</b>	<b>\$ 76,235,589</b>	<b>\$ 5,876,929</b>	<b>\$ 22,298,017</b>	<b>\$ 238,698</b>	<b>2,223,668</b>	<b>\$ 55,802,162</b>	<b>\$ 47,433,802</b>	<b>\$ 23,959,274</b>	<b>\$ 469,787,547</b>	<b>\$ 703,855,686</b>

<sup>1</sup>Transfers include student revenue bond payment funds, scholarship matching funds, and transfers to Unexpended Plant and Capital and Technology Funds.

<sup>2</sup>Per government accounting practices, items included in the expenses category above are subsequently deducted from YTD expenses shown above and reclassified as increases or decreases to appropriate asset and liability line items on the balance sheet (page 8). Also, includes GASB 96 SBITA.



**HOUSTON COMMUNITY COLLEGE SYSTEM**  
**Unrestricted Revenues and Expenses**  
**Comparison to Budget and Previous Fiscal Year**  
**As of December 31, 2023**  
**33.3% of Year**

	<b>Budget Comparison</b>			<b>Previous Fiscal Year Comparison</b>			
	<b>FY 2024 Adjusted Budget &amp; Actuals</b>						
	<b>FY 2024 Adjusted Budget</b>	<b>Year-to-Date Actuals Thru December 31, 2023</b>	<b>Actuals as a % of Budget</b>	<b>Year-to-Date Actuals Thru December 31, 2023</b>	<b>Year-to-Date Actuals Thru December 31, 2022</b>	<b>Increase (Decrease) FY 2024 Compared to FY 2023</b>	<b>% Increase (Decrease)</b>
<b>REVENUES</b>							
State Appropriations	\$ 68,550,037	\$ 32,522,927	47.4%	\$ 32,522,927	\$ 27,342,500	\$ 5,180,427	18.9%
Ad Valorem Taxes	205,735,996	27,277,435	13.3%	27,277,435	43,550,993	(16,273,557)	-37.4%
Tuition & Fees, Net	106,400,157	82,922,782	77.9%	82,922,782	78,191,296	4,731,486	6.1%
Other Local Income	5,000,000	7,770,697	155.4%	7,770,697	3,355,477	4,415,221	131.6%
Tuition & Fees, Net -- Extended Learning	4,862,714	3,755,787	77.2%	3,755,787	3,407,939	347,849	10.2%
Grant Revenue - HEERF Funds	-	-	0.0%	-	5,008,012	(5,008,012)	-100.0%
Grant Revenue - Indirect Cost	650,000	218,137	33.6%	218,137	224,079	(5,942)	-2.7%
<b>Total Revenues</b>	<b>391,198,904</b>	<b>154,467,766</b>	<b>39.5%</b>	<b>154,467,766</b>	<b>161,080,295</b>	<b>(6,612,529)</b>	<b>-4.1%</b>
<b>Fund Balance Transfers In</b>	<b>7,045,981</b>	<b>7,045,981</b>	<b>100.0%</b>	<b>7,045,981</b>	<b>10,000,000</b>	<b>(2,954,019)</b>	<b>-29.5%</b>
<b>Total Revenues and Fund Balance Transfers</b>	<b>\$ 398,244,885</b>	<b>\$ 161,513,747</b>	<b>40.6%</b>	<b>\$ 161,513,747</b>	<b>\$ 171,080,295</b>	<b>\$ (9,566,548)</b>	<b>-5.6%</b>
<b>EXPENSES</b>							
Salaries	236,331,733	76,268,599	32.3%	76,268,599	71,256,708	5,011,890	7.0%
Employee Benefits	35,127,911	9,799,931	27.9%	9,799,931	8,943,294	856,637	9.6%
Supplies & General Expense	4,950,553	1,128,509	22.8%	1,128,509	1,063,914	64,595	6.1%
Travel	1,234,847	180,206	14.6%	180,206	169,351	10,855	6.4%
Marketing Costs	3,758,122	491,071	13.1%	491,071	342,864	148,207	43.2%
Rentals & Leases	478,341	28,239	5.9%	28,239	134,008	(105,769)	-78.9%
Insurance/Risk Mgmt.	8,146,460	3,576,401	43.9%	3,576,401	3,151,452	424,949	13.5%
Contracted Services	33,849,387	7,803,759	23.1%	7,803,759	8,410,963	(607,204)	-7.2%
Utilities	8,729,257	2,624,463	30.1%	2,624,463	2,439,960	184,503	7.6%
Other Departmental Expenses	4,104,905	798,007	19.4%	798,007	731,856	66,151	9.0%
Instructional & Other Materials	11,521,265	5,666,798	49.2%	5,666,798	6,961,641	(1,294,843)	-18.6%
Maintenance & Repair	1,905,050	354,419	18.6%	354,419	253,501	100,918	39.8%
Transfers\Debt	41,569,102	15,942,727	38.4%	15,942,727	12,502,356	3,440,371	27.5%
Contingency/Initiatives	1,232,033	-	0.0%	-	-	-	0.0%
Capital Outlay	4,615,920	829,576	18.0%	829,576	698,603	130,973	18.7%
Scholarship Distribution	690,000	-	0.0%	-	-	-	0.0%
<b>Total Expenses</b>	<b>\$ 398,244,885</b>	<b>\$ 125,492,704</b>	<b>31.5%</b>	<b>\$ 125,492,704</b>	<b>\$ 117,060,472</b>	<b>\$ 8,432,232</b>	<b>7.2%</b>
<b>NET REVENUE/(EXPENSES)</b>	<b>\$ -</b>	<b>\$ 36,021,043</b>		<b>\$ 36,021,043</b>	<b>\$ 54,019,823</b>	<b>\$ (17,998,780)</b>	

# HOUSTON COMMUNITY COLLEGE SYSTEM

## Auxiliary Revenues and Expenses by Fund

As of December 31, 2023

### Auxiliary Funds - Uncommitted Portion

	Main Leasing	Misc. Auxiliary *	Bookstore Commission	Cafe Club NEO 3100 Main	Scholarships	Subtotal Uncommitted
<b>Revenues</b>	\$ 1,334,179	\$ 166,981	\$ 498,470	\$ 28	\$ -	\$ 1,999,658
<b>Expenses</b>						
Salaries	99,218	29,683	-	-	40,786	169,687
Employee Benefits	24,367	4,197	-	-	613	29,178
Supplies & General Expense	3,586	19,699	-	-	-	23,285
Travel	-	-	-	-	-	-
Marketing Costs	-	-	-	-	-	-
Rentals & Leases	-	-	-	-	-	-
Insurance/Risk Mgmt.	-	-	-	-	-	-
Contracted Services	199,132	5,375	-	-	-	204,507
Utilities	105,400	-	-	-	-	105,400
Other Departmental Expenses	-	97,621	-	-	-	97,621
Instructional & Other Materials	-	-	-	-	-	-
Maintenance & Repair	477	-	-	-	-	477
Transfers/Debt	-	-	-	-	-	-
Capital Outlay	1,824	6,232	-	-	-	8,057
Scholarship Distribution	-	-	-	-	941,810	941,810
<b>Total Expenses</b>	<b>434,003</b>	<b>162,808</b>	<b>-</b>	<b>-</b>	<b>983,210</b>	<b>1,580,022</b>
<b>Contribution to Fund Balance</b>	<b>\$ 900,176</b>	<b>\$ 4,172</b>	<b>\$ 498,470</b>	<b>\$ 28</b>	<b>\$ (983,210)</b>	<b>419,636</b>
<b>Beginning Fund Balance, Audited</b>						<b>16,887,134</b>
<b>Ending Fund Balance</b>						<b>\$ 17,306,770</b>

\* Expenditures in this category include Minority Male Initiative, Government Relations, Mobile Go, etc.

# HOUSTON COMMUNITY COLLEGE SYSTEM

## Auxiliary Revenues and Expenses By Fund

As of December 31, 2023

### Auxiliary Funds - International and Committed Portions

	International				Committed				Total
	Saigon Tech	Qatar	Other International Initiatives	Subtotal International	Student Vending Commission	Student Activity Fee	Student Athletic Fee	Subtotal Committed	Total Auxiliary
<b>Revenues</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 661,107	\$ 514,247	\$ 1,175,354	\$ 3,175,012
<b>Expenses</b>									
Salaries	-	-	-	-	-	9,941	109,771	119,712	289,399
Employee Benefits	-	-	-	-	-	2,575	22,500	25,075	54,253
Supplies & General Expense	-	-	-	-	-	135,259	14,166	149,425	172,710
Travel	-	-	-	-	-	2,824	-	2,824	2,824
Marketing Costs	-	-	-	-	-	-	-	-	-
Rentals & Leases	-	-	-	-	-	-	-	-	-
Insurance/Risk Mgmt.	-	-	-	-	-	350	77	427	427
Contracted Services	-	-	-	-	-	6,080	-	6,080	210,587
Utilities	-	-	-	-	-	-	-	-	105,400
Other Departmental Expenses	-	-	-	-	-	7,999	2,975	10,974	108,595
Instructional & Other Materials	-	-	-	-	-	-	240	240	240
Maintenance & Repair	-	-	-	-	-	-	-	-	477
Transfers/Debt	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	44	-	44	8,101
Scholarship Distribution	-	-	-	-	-	9,865	-	9,865	951,675
<b>Total Expenses</b>	-	-	-	-	-	174,936	149,729	324,665	1,904,687
<b>Contribution to Fund Balance</b>	-	-	-	-	-	486,171	364,518	850,689	1,270,325
<b>Beginning Fund Balance, Audited</b>				1,704,280	(1,284,080)	1,819,667	1,900,691	2,436,278	21,027,692
<b>Ending Fund Balance</b>				\$ 1,704,280	\$ (1,284,080)	\$ 2,305,838	\$ 2,265,209	\$ 3,286,967	\$ 22,298,017

**HOUSTON COMMUNITY COLLEGE SYSTEM**  
**Unrestricted Adjusted Budgets and Actuals by Division - Summary Comparison**  
**As of December 31, 2023**  
**33.3% of Year**

<b>Division</b>	<b>FY 2024 Adjusted Budget</b>	<b>Actuals as of December 31, 2023</b>	<b>% Spent</b>	<b>FY 2023 Adjusted Budget</b>	<b>Actuals as of December 31, 2022</b>	<b>% Spent</b>
Central College	\$ 13,451,402	\$ 4,296,838	31.9%	\$ 12,569,101	3,842,327	30.6%
Northwest College	16,265,313	5,170,098	31.8%	15,030,423	4,600,828	30.6%
Northeast College	14,301,298	4,714,880	33.0%	13,627,634	4,329,963	31.8%
Southwest College	14,870,787	5,036,084	33.9%	13,855,553	4,751,454	34.3%
Southeast College	15,404,244	5,047,403	32.8%	14,806,653	4,737,711	32.0%
Coleman College	19,173,062	5,888,238	30.7%	17,319,654	5,104,137	29.5%
Online College	2,607,968	713,685	27.4%	2,438,943	694,106	28.5%
Academic Instruction	76,299,482	26,436,695	34.6%	72,088,652	25,464,641	35.3%
Office of the Chancellor	10,454,742	2,662,001	25.5%	9,759,195	3,030,901	31.1%
Finance & Administration	66,339,034	22,603,676	34.1%	64,076,939	21,762,953	34.0%
Strategy, Planning & Institutional Effectiveness	6,883,148	1,773,540	25.8%	5,653,022	1,303,946	23.1%
Instructional Services	9,220,106	2,062,031	22.4%	8,453,657	2,185,412	25.9%
Student Services	11,552,684	2,551,149	22.1%	9,779,792	2,389,143	24.4%
System	93,197,702	27,956,202	30.0%	92,413,095	25,171,217	27.2%
Legal & Compliance	16,202,964	5,550,359	34.3%	14,271,379	5,047,800	35.4%
Public Information, Communication & External Affairs	8,241,711	2,058,490	25.0%	8,216,990	1,653,350	20.1%
Division of Workforce Instruction	3,779,238	971,337	25.7%	3,669,100	990,582	27.0%
<b>Grand Total</b>	<b>\$ 398,244,885</b>	<b>\$ 125,492,705</b>	<b>31.5%</b>	<b>\$ 378,029,782</b>	<b>\$ 117,060,472</b>	<b>31.0%</b>

# HOUSTON COMMUNITY COLLEGE SYSTEM

## Balance Sheet by Fund

As of December 31, 2023

	CURRENT & LOAN FUNDS <sup>1</sup>	PLANT & BOND FUNDS <sup>2</sup>	TOTAL ALL FUNDS	RESTATED PRIOR YEAR TOTAL ALL FUNDS
<b>ASSETS</b>				
Current Assets:				
Cash & cash equivalents	\$ 170,498,545	\$ 78,645,296	\$ 249,143,841	\$ 215,380,323
Short-term Investments	76,846,576	-	76,846,576	73,696,899
Accounts receivable (net)	46,687,784	837,172	47,524,956	25,237,456
Deferred charges	19,315	-	19,315	7,147,785
Prepays	6,263,671	-	6,263,671	11,347,398
Total Current Assets	300,315,891	79,482,468	379,798,359	332,809,861
Non-current Assets:				
Restricted cash & cash equivalents	-	36,466,127	36,466,127	35,805,948
Restricted long-term investments	-	18,015	18,015	18,268
Long-term investments	78,026,198	-	78,026,198	67,150,000
Long-term lease receivable	29,622,444	-	29,622,444	32,097,702
Capital assets, net	4,210,330	1,098,813,248	1,103,023,578	1,156,138,754
Total Non-current Assets	111,858,972	1,135,297,390	1,247,156,362	1,291,210,672
<b>Total Assets</b>	<b>\$ 412,174,863</b>	<b>\$ 1,214,779,858</b>	<b>\$ 1,626,954,721</b>	<b>\$ 1,624,020,533</b>
Deferred Outflows of Resources:				
OPEB	28,637,337	-	28,637,337	28,637,337
Pension	36,446,112	-	36,446,112	36,446,112
Advance Funding Valuation	-	1,826,885	1,826,885	1,826,885
Total Deferred Outflows of Resources	\$ 65,083,449	\$ 1,826,885	\$ 66,910,334	\$ 66,910,334
<b>Total Assets and Deferred Outflows of Resources</b>	<b>\$ 477,258,312</b>	<b>\$ 1,216,606,743</b>	<b>\$ 1,693,865,055</b>	<b>\$ 1,690,930,867</b>
<b>LIABILITIES</b>				
Current Liabilities:				
Accounts payable	10,694,543	39,026	10,733,569	12,570,107
Accrued Interest- SBITA	99,920	-	99,920	99,920
Accrued liabilities	733,837	715,784	1,449,621	7,805,749
Compensated absences	4,675,803	-	4,675,803	4,675,803
Funds held for others	657,784	189,208	846,992	834,820
Deferred revenue	812,601	-	812,601	36,644,040
SBITA- Current portion	2,998,203	-	2,998,203	2,998,203
Net OPEB liability-current portion	3,716,565	-	3,716,565	3,716,565
Notes payable-current portion	-	774,431	774,431	952,172
Bonds payable-current portion	-	44,005,000	44,005,000	44,005,000
Total Current Liabilities	24,389,256	45,723,449	70,112,705	114,302,379
Non-current Liabilities:				
SBITA Liability	1,017,835	-	1,017,835	1,017,835
Net OPEB liability	139,239,945	-	139,239,945	139,239,945
Net pension liability	94,677,214	-	94,677,214	94,677,214
Notes payable	-	2,252,830	2,252,830	2,252,830
Bonds payable	-	560,322,181	560,322,181	560,322,181
Total Non-current Liabilities	234,934,994	562,575,011	797,510,005	797,510,005
<b>Total Liabilities</b>	<b>\$ 259,324,250</b>	<b>\$ 608,298,460</b>	<b>\$ 867,622,710</b>	<b>\$ 911,812,384</b>
Deferred Inflows of Resources:				
Leases	30,307,447	-	30,307,447	31,158,110
OPEB	63,670,153	-	63,670,153	11,325,497
Pension	17,083,562	-	17,083,562	63,670,152
Advance Funding Valuation	-	11,325,497	11,325,497	17,083,562
Total Deferred Inflows of Resources	\$ 111,061,162	\$ 11,325,497	\$ 122,386,659	\$ 123,237,321
<b>Total Liabilities and Deferred Inflows of Resources</b>	<b>\$ 370,385,412</b>	<b>\$ 619,623,957</b>	<b>\$ 990,009,369</b>	<b>\$ 1,035,049,705</b>
<b>Beginning Fund Balances, Audited</b>	<b>71,817,161</b>	<b>584,064,001</b>	<b>655,881,162</b>	<b>576,161,614</b>
Net Revenue/(Expenses)				
Unrestricted	30,245,387	-	30,245,387	38,987,703
Restricted	4,810,352	-	4,810,352	1,032,274
Net Investment in Plant	-	12,918,786	12,918,786	39,699,571
<b>Ending Fund Balances</b>	<b>\$ 106,872,900</b>	<b>\$ 596,982,786</b>	<b>\$ 703,855,686</b>	<b>\$ 655,881,162</b>
<b>Total Liabilities &amp; Fund Balances</b>	<b>\$ 477,258,312</b>	<b>\$ 1,216,606,743</b>	<b>\$ 1,693,865,055</b>	<b>\$ 1,690,930,867</b>

<sup>1</sup> Includes Unrestricted, Restricted, Loan & Endowment, Scholarship, Agency and Auxiliary Funds.

<sup>2</sup> Includes Unexpended Plant, Retirement of Debt and Investment in Plant Funds.

# HOUSTON COMMUNITY COLLEGE SYSTEM

## Exemptions and Waivers Detail

As of December 31, 2023

	FY 2023		FY 2024	
	Prior Year Activity thru 8/31/2023	Year-to-Date Activity thru 08/31/2023	Year-to-Date Activity thru 12/31/2023	Actuals % Inc/(Dec)YTD vs. PriorYTD
<b>Tuition &amp; Fees</b>				
<b>Budget:</b>				
Adjusted Budget, Annual*	\$ 98,706,512	\$ 101,709,073	\$ 106,400,157	4.6%
<b>Revenues:</b>				
Gross Tuition & Fees	112,300,204	88,322,777	96,782,086	9.6%
<b>Waivers &amp; Exemptions:</b>				
Dual Credit & Early College HS	(11,908,933)	(9,027,116)	(12,505,594)	38.5%
Other	(1,914,551)	(1,104,365)	(1,353,710)	22.6%
Total Waivers & Exemptions	(13,823,484)	(10,131,481)	(13,859,304)	36.8%
<b>Total Tuition &amp; Fees Revenue, Net</b>	<b>\$ 98,476,720</b>	<b>\$ 78,191,296</b>	<b>\$ 82,922,782</b>	<b>6.1%</b>

<b>Tuition &amp; Fees - Extended Learning (EL)</b>				
<b>Budget:</b>				
Adjusted Budget, Annual*	\$ 3,779,257	\$ 5,758,835	\$ 4,862,714	-15.6%
<b>Revenues:</b>				
Gross Tuition & Fees	6,347,399	3,407,939	3,755,787	10.2%
<b>Waivers &amp; Exemptions:</b>				
Department of Corrections	(109,021)	-	-	0.0%
<b>Total EL Tuition &amp; Fees Revenue, Net</b>	<b>\$ 6,238,378</b>	<b>\$ 3,407,939</b>	<b>\$ 3,755,787</b>	<b>10.2%</b>

	FY 2023		FY 2024	
	Prior Year Activity thru 8/31/2023	Year-to-Date Activity thru 08/31/2023	Year-to-Date Activity thru 12/31/2023	Actuals % Inc/(Dec)YTD vs. PriorYTD
<b>Exemptions &amp; Waivers</b>				
Dept of Corrections	\$ 109,021	\$ -	\$ -	0.0%
Dual Credit & Early College HS Waiver	11,908,933	9,027,116	12,505,594	38.5%
<b>Other Exemptions:</b>				
Employee Fee Exemptions	40,808	26,012	24,033	-7.6%
Firemen	20,729	10,327	18,733	81.4%
Hazelwood	812,123	385,057	533,723	38.6%
Deaf & Blind	147,111	108,506	90,605	-16.5%
High Ranking High School Grad	1,991	396	1,694	327.8%
Good Neighbor Program	68,870	39,658	57,423	44.8%
Child of Disabled Vet	(220)	-	2,529	0.0%
Employee of State College & University	-	-	2,139	0.0%
Non-resident Teach/Research Assistant	1,995	4,973	4,418	-11.2%
Non-resident Competitive Scholarships	5,771	15,390	7,695	-50.0%
Senior Citizens	333,133	217,577	263,439	21.1%
Foster Children-Resident	200,338	130,215	169,923	30.5%
Surviving Spouse/Children	7,216	2,364	1,589	-32.8%
Peace Officer Exemption	3,333	1,947	2,475	27.1%
Adopted Student Waiver	271,353	161,943	173,292	7.0%
<b>Total Other Exemptions</b>	<b>1,914,551</b>	<b>1,104,365</b>	<b>1,353,710</b>	<b>22.6%</b>
<b>Grand Total Exemptions &amp; Waivers</b>	<b>\$ 13,932,506</b>	<b>\$ 10,131,481</b>	<b>\$ 13,859,304</b>	<b>36.8%</b>

\*Amount net of exemptions & waivers.

# REPORT ITEM

**Meeting Date:** February 14, 2024

**Topics For Discussion and/or Action:**

ITEM #	ITEM TITLE	PRESENTER
G.	Report on Metrics for Strategic Plan: Embracing Houston's Future	Dr. Margaret Ford Fisher Dr. Andrea BurrIDGE

## DISCUSSION

Presentation of proposed key performance indicators and targets for the Strategic Plan: Embracing Houston's Future.

## COMPELLING REASON AND BACKGROUND

- In December of 2019, the Board of Trustees approved Embracing Houston's Future HCC's strategic framework. In November, 2023, the Board of Trustees approved revisions of HCC's Strategic Plan, Embracing Houston's Future.
- The Strategic Plan: Embracing Houston's Future is deemed a culture framework in service of HCC's strategic priorities: (1) Student Success, (2) Personalized Learning, (3) Academic Rigor, (4) Community Investment, and (5) College of Choice.
- Strategy-based key performance indicators should be used to evaluate the success of the strategic plan's implementation. This presentation proposes a set of metrics for consideration.

## FISCAL IMPACT

Unavailable.

## STRATEGIC ALIGNMENT

*1. Student Success, 2. Personalized Learning , 3. Academic Rigor , 4. Community Investment , 5. College of Choice*

### ATTACHMENTS:

Description	Upload Date	Type
HCC's Strategic Priorities Metrics	2/7/2024	Presentation

**This item is applicable to the following:**

Central, Coleman, Northeast, Northwest, Southeast, Southwest, District, Online



# **Selection of Metrics for Embracing Houston's Future**

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**Margaret Ford Fisher, Ed.D.**

**Chancellor, Houston Community College**

**Andrea Burridge, Ph.D.**

**Interim VC, Strategy, Planning & Inst. Effectiveness**

**February 14, 2024**



# Embracing Houston's Future: Strategic Priorities

- **Student Success**
- **Personalized Learning**
- **Academic Rigor**
- **Community Investment**
- **College of Choice**

# Strategic Plan Metrics

## Proposed Metrics

	Student Success**	Personalized Learning	Academic Rigor	Community Investment	College of Choice
Fall to Fall Persistence*	X				
Fall to Fall Positive Outcomes*	X				
Transfer*	X				
Completion*	X			HD Completion	
Job Placement*			X	X	
Faculty/Staff Satisfaction*					X
Fall course completion pct		X			
CEU CoV			X	X	
Licensure Rates			X		
15 Hours completed of Dual Credit				X	
Student Satisfaction					X

\*Existing metrics

\*\*All measures, with the exception of fac/staff satisfaction and CPI, index student success.

# Proposed Metrics and Targets

- IPEDs (Integrated Post-Secondary Data System)
  - ❑ First time in college full-time students
  - ❑ Used on federal websites
  
- Achieving the Dream: All new-to-HCC students
  - ❑ Full and part time
  - ❑ First time in college and transfer-In

# Strategic Priority: 1- Student Success

## **Working Definition:**

To build and sustain the ultimate student experience – a personalized experience that helps students discover and identify a path to achieve their goals, ensures relevant student learning through interactive and engaging instruction, and provides support along the way – where success is measured by demonstrated readiness for career placement, workforce entry, and/or college transfer.

## Student Success

Metric	Cohort	Current Value	Trend	Potential Target (aggressive)
Fall – Fall Retention	Achieving the Dream	49%	Decreasing, recent high is 51%	4% over 2 years
Fall – Fall Retention + completion + Transfer	Achieving the Dream	58%	Decreasing, from 61% in Fall 2021	5% over 2 years
IPEDS Graduation Rate	IPEDS Full-time (SACSCOC) Achieving the Dream	19%	Flat at 17%; reporting will change due to BAT/BAS	5% over 3 years
Transfer Rate	Achieving the Dream	27%	Increasing 1% per year	5% over 3 years

# Strategic Priority: 2-Personalized Learning

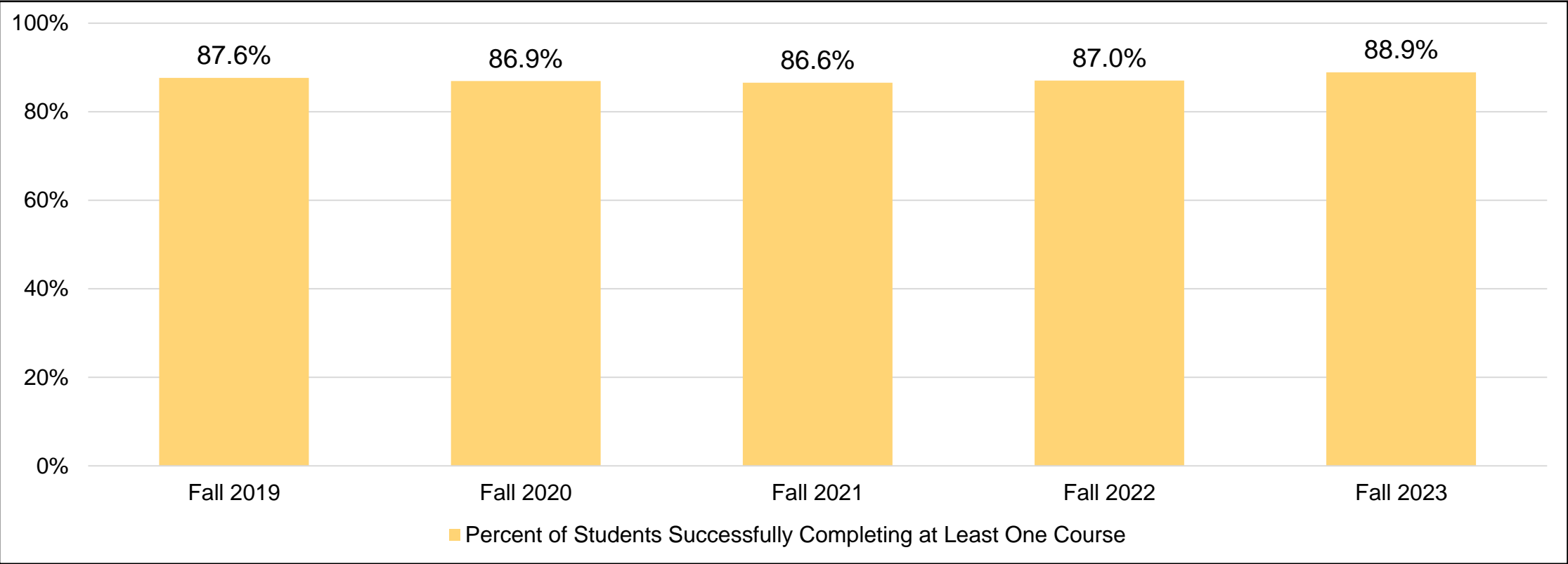
## **Working Definition:**

To provide customized instruction and assessments that support student success by understanding the students' unique needs, preferences, concerns, and aspirations. Personalized learning is student-directed, student-paced, and designed for each learner.



# Personalized Learning

Metric	Cohort	Current Value	Trend and notes	Potential Target (aggressive)
Fall Course Completion	All Enrolled Students	88.9%	Increasing	2% over 2 years



## **Strategic Priority: 3-Academic Rigor**

### **Working Definition:**

To establish a set of common, high-quality curricular and instructional standards that continually challenge all students to demonstrate achievement of proficiencies throughout their academic journey with HCC.

## Academic Rigor

Metric	Cohort	Current Value	Trend and notes	Potential Target (aggressive)
Job Placement	Completers	89.7% (Academic) 81.7% (Technical)	Decreased, likely COVID	92% (Acad) 87% (Tech) within 4 years
CEU Credential of Values	CEU students	1052 (2022, ICLCs only)	Likely to decrease in 2023	Increase 10% per year beginning 2024
Licensure Rate	All students tracked by THECB on licensing exams	86.9% (2021)	Decreasing	Maintain 95%

# Strategic Priority: 4-Community Investment

## **Working Definition:**

To serve as an economic engine for the Greater Houston Region by creating access and opportunity that leverages the collective resources of the College to support student success by partnering with key constituents to ensure the creation of economic development opportunities in all of our local communities.

Community Investment

Metric	Cohort	Current Value	Trend and notes	Potential Target (aggressive)
Dual Credit Students Reaching 15 Hours	Dual Credit Students	2015	Likely increasing	5% per year
High Demand Completion	All Students	3,505 (2022)	Likely decreasing	3% per year beginning 2024

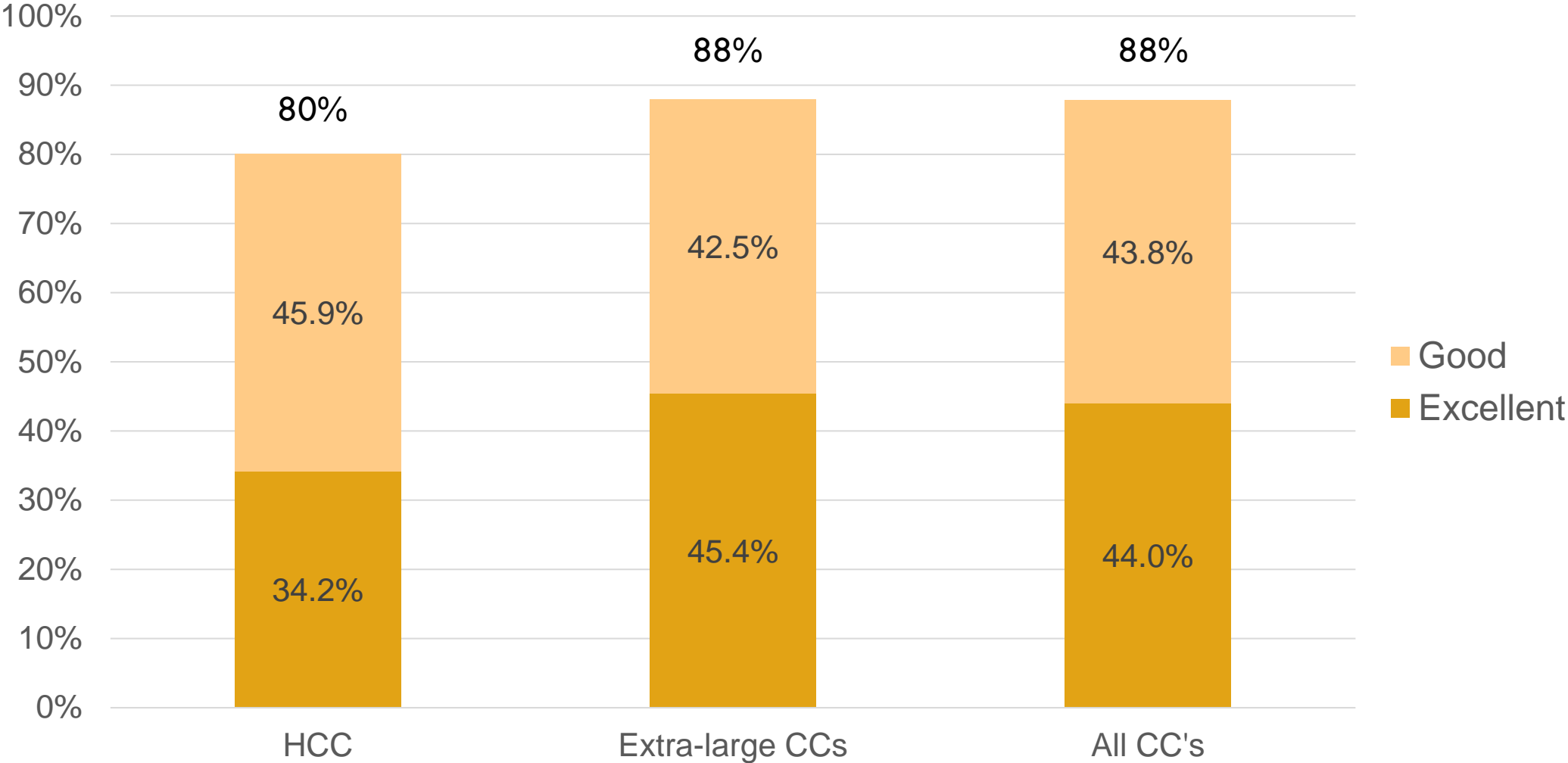
# Strategic Priority: 5-College of Choice

## **Working Definition:**

Advancing HCC as the model for the next generation of community colleges by setting the standard for quality and value in higher education; leading innovation of programs, industry partnerships and economic opportunities; and serving as a preeminent choice for students and employees.

Metric	Cohort	Current Value	Trend and notes	Potential Target (aggressive)
Faculty/Staff Satisfaction	Faculty/Staff	4.25/5	Stable	Change to instrument allowing benchmarks
Student Satisfaction	CCSSE	80%(CCSSE)	Stable	5% in 2026

CCSSE: How would you rate your overall educational experience at this college?





	Student Success**	Personalized Learning	Academic Rigor	Community Investment	College of Choice
Fall to Fall Persistence*	X				
Fall to Fall Positive Outcomes*	X				
Transfer*	X				
Completion*	X			HD Completion	
Job Placement*			X		
Faculty/Staff Satisfaction*					X
Fall course completion pct		X			
CEU CoV			X		
Licensure Rates			X		
15 Hours completed of Dual Credit				X	
Student Satisfaction					X

\*Existing metrics

\*\*All measures, with the exception of fac/staff satisfaction index student success.

# Questions?