



AGENDA

BOARD OF TRUSTEES

SPECIAL MEETING

(Board Retreat)

August 22, 2025

9:00 AM

**3100 Main Street, 9th Floor, Pacific Ocean Room, Houston,
Texas 77002**

**NOTICE OF A SPECIAL MEETING
(Board Retreat)
OF THE BOARD OF TRUSTEES**

HOUSTON COMMUNITY COLLEGE

August 22, 2025

Notice is hereby given that the Board of Trustees of Houston Community College will hold a Special Meeting (Board Retreat) on Friday, August 22, 2025 at 9:00 AM, or after, and from day to day as required, at 3100 Main Street, 9th Floor, Pacific Ocean Room, Houston, Texas 77002. The items listed in this Notice may be considered in any order at the discretion of the Chair or Board and items listed for closed session may be discussed in open session and vice versa as permitted by law. The Board may take final action with regard to items listed in this Notice without further action at a Regular Board Meeting.

I. Call to Order

- A. Opportunity for Public Comments

II. Topics For Discussion and or Action

- A. Effective Board Governance Refresher
- B. Reaffirm Mission Statement for Houston City College
- C. Review the Vision Statement and Strategic Plan
- D. Board Self-Assessment for 2024-25
- E. Chancellor's Performance Evaluation for 2024-25

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.

- 1. Board Self-Assessment for 2024-25
- 2. Chancellor's Performance Evaluation for 2024-25
- 3. Discuss Chancellor's Annual Priorities and Performance Goals for 2025-26

4. Discuss Board Goals for 2025-26

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.

1. Discuss Commercial Real Estate Market Condition and Opportunities

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 charges 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 **19th day of August 2025**, 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.

Posted By:

Sharon R. Wright
Director, Board Services

REPORT ITEM

Meeting Date: August 22, 2025

Board Retreat

ITEM #	ITEM TITLE	PRESENTER
A.	Effective Board Governance Refresher	Eva Loredo, Board Chair Dr. Debbie DiThomas, ACCT Consultant Dr. David Rutledge, ACCT Consultant

DISCUSSION

Provide an overview on effective Board governance.

COMPELLING REASON AND BACKGROUND

Review effective Board governance to include:

- Board roles and responsibilities
- Policy vs. operation
- Communications protocols

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: District

ACTION ITEM

Meeting Date: August 22, 2025

Board Retreat

ITEM #	ITEM TITLE	PRESENTER
B.	Reaffirm Mission Statement for Houston City College	Dr. Margaret Ford Fisher Dr. Andrea BurrIDGE

RECOMMENDATION

It is recommended that the Board of Trustees reaffirm the mission statement.

COMPELLING REASON AND BACKGROUND

The current mission is as follows:

The College District is an open-admission, public institution of higher education offering a high-quality, affordable education for academic advancement, workforce training, career development, and lifelong learning to prepare individuals in our diverse communities for life and work in a global and technological society.

In accordance with the principles established by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), it is the Board's responsibility to review and affirm guiding documents on a regular basis to ensure their continued relevance and alignment with the College's purpose and priorities (Standard 4.2a).

The Board of Trustees plays a critical role in setting the direction of a community college and ensuring that it remains aligned with its core purpose. Regularly reviewing and the mission is essential to fulfilling this responsibility. SACSCOC guidelines emphasize that an institution's mission must clearly define its purpose within the context of higher education, guiding decision-making and resource allocation. A periodic review ensures that the mission remains relevant and responsive to the needs of the community, workforce demands, and educational trends.

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

REPORT ITEM

Meeting Date: August 22, 2025

Board Retreat

ITEM #	ITEM TITLE	PRESENTER
C.	Review the Vision Statement and Strategic Plan	Dr. Margaret Ford Fisher Dr. Andrea BurrIDGE

DISCUSSION

The Board of Trustees will discuss the current Vision Statement and Strategic Priorities to consider potential updates.

COMPELLING REASON AND BACKGROUND

The Board is invited to reflect on the College's current Vision Statement and Strategic Priorities to determine whether they continue to reflect the institution's aspirations, values, and strategic direction.

Trustees may explore opportunities to refine the vision to better inspire long-term progress and assess whether the strategic priorities effectively support institutional excellence, student success, and community impact. Input from this discussion will help guide future planning efforts and ensure the College remains forward-focused and mission-driven.

The Board of Trustees plays a vital role in shaping the strategic direction of the College, ensuring alignment with its mission and responsiveness to changing national, state, and local contexts. Regular review of the Vision Statement and Strategic Priorities supports this responsibility. A forward-looking vision inspires progress and informs long-term goals, while the strategic plan guides institutional direction and fosters continuous improvement. Board oversight in this process affirms the College's commitment to quality, effectiveness, and meaningful service to the community.

STRATEGIC ALIGNMENT

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

ATTACHMENTS:

Description	Upload Date	Type
BOT_Retreat_Strategic_Plan	8/15/2025	Attachment

This item is applicable to the following:

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



Envisioning Houston City College's Future

Margaret Ford Fisher, Ed.D.

Chancellor

Andrea Burrige, Ph.D.

Vice Chancellor, Strategy, Planning, and Institutional Effectiveness

8/22/2025

Discuss the Vision and the Strategic Plan

- Explore future possibilities
- Reflect on our current vision
- Begin shaping a shared vision

What are Texas public junior colleges charged to do?

- Expand access to higher education
- Serve as a stepping-stone to a bachelor's degree
- Play an important role in workforce development
- Offer programs for individuals who are not academically-prepared
- Serve their communities

Source: Texas Education Code,
Texas Comptroller

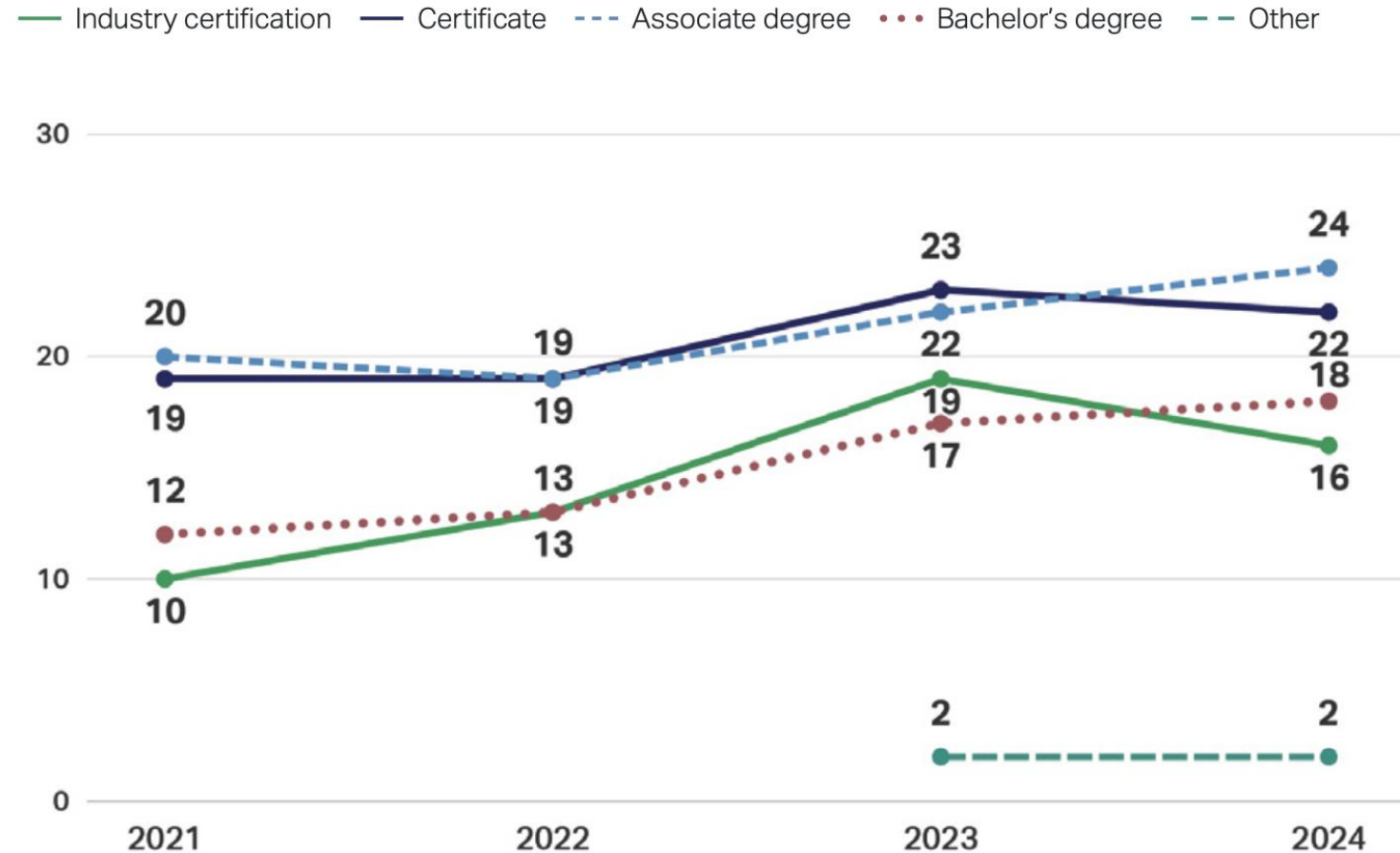
57% of adults not enrolled in degree or credential program report that they have considered enrolling in the last two years.

Financial concerns and program flexibility are the two most influential factors in the decision to enroll.

Interest in pursuing an associates or bachelor's degree continues to increase

Which of the following, if any, have you considered pursuing in the past two years?
Select all that apply.

(% Considered)



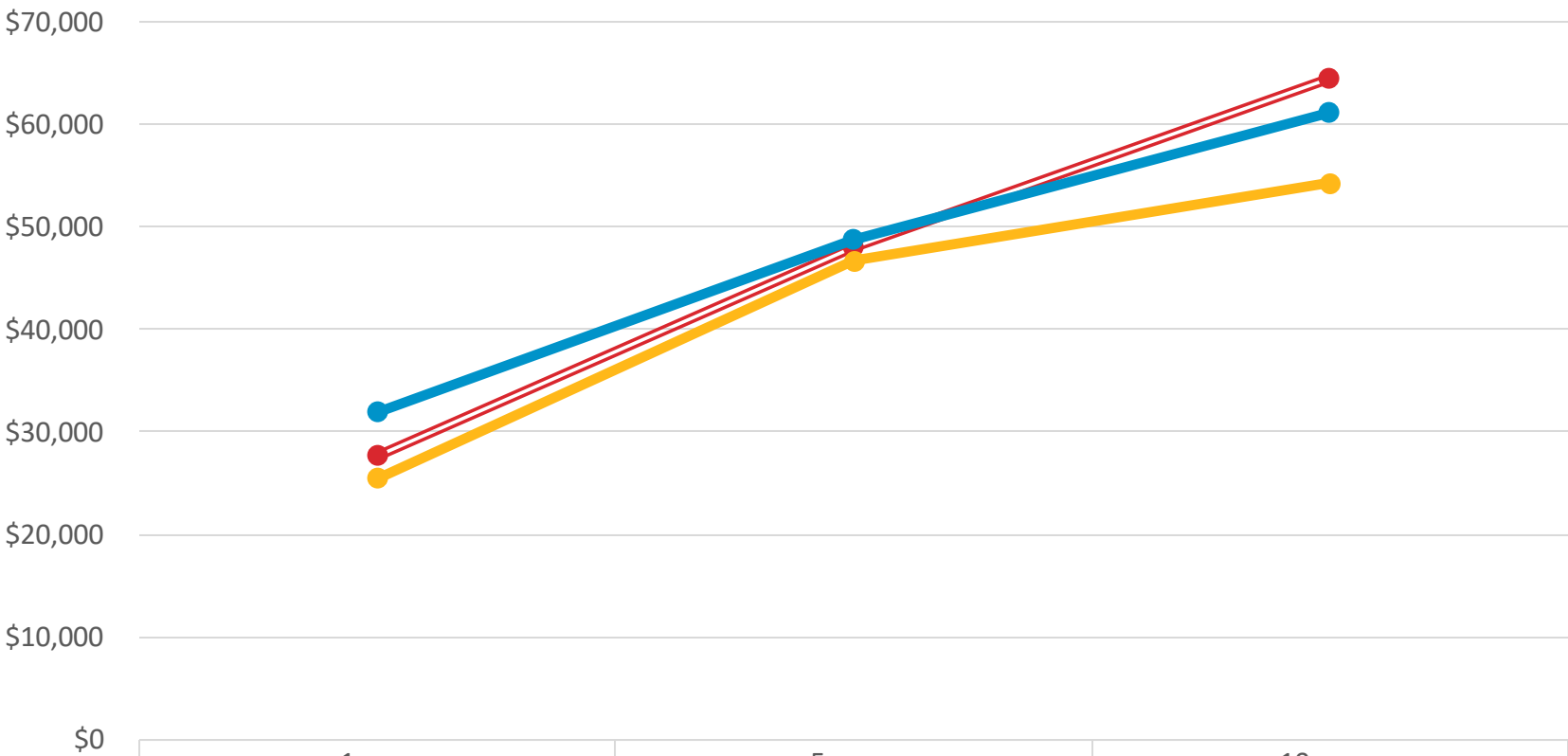
Source: State of Higher Education
Gallup, 2025

Explaining changes in Credential of Value and ROI methodology: Biology as an Example

Previously the credential of value (CoV) methodology allowed 10 years for students to see ROI. This was reduced to 5-years. Associates degrees where students see a positive ROI between 6 and 10 years are no longer CoVs.

Students completing in Biology (for example) see positive ROI at 6 years. Education, including Early Childhood Education, remains a CoV as a carve-out because these roles are important to society, even though the majority of students do not see a positive ROI until 10 years.

Expected Earnings at 1 year, 5 years, and 10 years
Texas Institutions, Associates Degree Earners



—●—Biology and Biomedical Sciences	1 year	5 years	10 years
—●—Education	\$27,597	\$48,086	\$64,517
—●—Liberal Arts and Sciences, General Studies	\$25,444	\$46,724	\$54,272
	\$31,894	\$48,786	\$61,234

Higher education trends impacting HCC



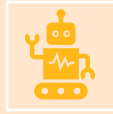
Increased competition



Rise of non-traditional learner



Decreased faith in value of a degree



Technology Integration (AI and Online learning)



Industry certifications and short-term credentials (CEU) and the need for agility



Changing financial landscape

Questions to consider

- **What makes our college truly unique, and how do we amplify that?**
- **What should we be known for, locally, nationally, and globally?**
- **How do we prepare students for jobs that do not exist yet?**
- **How can we become the most trusted partner in Houston's workforce transformation?**
- **How do we ensure our students are fully equipped to succeed in further education and in the global workforce of tomorrow?**
- **What role should we play in shaping the future of our community?**

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

This activity will open at the retreat.

HCC's Strategic Priorities - Discussion



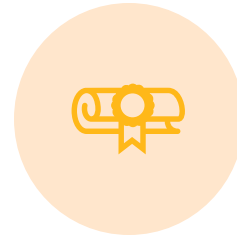
**STUDENT
SUCCESS**



**ACADEMIC
RIGOR**



**PERSONALIZED
LEARNING**



**COLLEGE OF
CHOICE**



**COMMUNITY
INVESTMENT**

Next Steps

ITEM #	ITEM TITLE	PRESENTER
D.	Board Self-Assessment for 2024-25	Board of Trustees ACCT Consultant

DISCUSSION

Discuss Board Self-Assessment for 2024-25.

COMPELLING REASON AND BACKGROUND

The Board shall evaluate its own performance and shall establish goals on a yearly basis in accordance with Article H, Section 1 of the Board bylaws and BCG (Local).

FISCAL IMPACT

The Board Self-Assessment is included in the operating budget for Fiscal Year 2025.

LEGAL REQUIREMENT

In accordance to Article H, Section 1 of the Board Bylaws and BCG (Local).

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: District

ITEM #	ITEM TITLE	PRESENTER
E.	Chancellor's Performance Evaluation for 2024-25	Board of Trustees Dr. Margaret Ford Fisher ACCT Consultant

DISCUSSION

Review and discuss the Chancellor’s Evaluation for 2024-25.

COMPELLING REASON AND BACKGROUND

According to BFE (LOCAL) policy, the Board shall prepare a written evaluation of the Chancellor at annual or more frequent intervals. The written evaluation instrument shall be based on the job description of the Chancellor and performance goals and shall be adopted by the Board.

The Board shall furnish the Chancellor with a copy of the completed evaluation and shall discuss the evaluation with the Chancellor in a closed meeting in accordance with the Texas Open Meetings Act.

FISCAL IMPACT

The Chancellor's Evaluation is included in the operating budget for Fiscal Year 2025.

LEGAL REQUIREMENT

In accordance to BFE (Local) policy and Article B, Section 1(p) of the Board Bylaws.

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: District