



## **AGENDA**

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

**June 3, 2026  
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 CITY COLLEGE**

**June 3, 2026**

Notice is hereby given that a Meeting of the Committee of the Whole of the Board of Trustees of Houston City College will be held on Wednesday, June 3, 2026 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. Approval of the Unrestricted (Operating) Budget for Fiscal Year 2026-2027
- B. Approval of Restricted Budget for Fiscal Year 2026-2027
- C. Approval of the Auxiliary Budget for Fiscal Year 2026-2027
- D. Approval of Capital and Technology Plan Budget for Fiscal Year 2026-2027
- E. Monthly Investment Report, Financial Statement and Budget Review for April 2026
- F. Approval of FY 2026 Budget Amendment #1
- G. Approval of FY 2026 Budget Amendment #2
- H. Adopt Board Self-Assessment Instrument for 2025-2026
- I. Adopt Chancellor's Performance Evaluation Instrument for 2025-2026
- J. Strategic Plan Outlook: Program Alignment & AI Innovation

**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 **28th day of May 2026**, 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 City College, 3100 Main, First Floor, Houston, Texas 77002 and (2) the Houston City College's website: [www.hccs.edu](http://www.hccs.edu).

Posted By:

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Sharon R. Wright  
Director, Board Services

# ACTION ITEM

Meeting Date: June 3, 2026

Topics For Discussion and/or Action:

ITEM #	ITEM TITLE	PRESENTER
A.	Approval of the Unrestricted (Operating) Budget for Fiscal Year 2026-2027	Dr. Margaret Ford Fisher Robert McCracken

## RECOMMENDATION

Approve the recommended Unrestricted (Operating) Budget for Fiscal Year 2026-2027 (FY2027) in the amount of \$509.6M.

## COMPELLING REASON AND BACKGROUND

- Budget scenarios were developed and presented to the Board through annual workshops addressing projected revenue, expense, tuition and fee amounts, and exemptions and waivers with a goal of presenting combinations of key variables, encompassing various elements both certain and uncertain, that could potentially impact HCC operations in FY2027. The Board of Trustees engaged in the budget development workshops and set the direction and priorities for the final budget.
- The recommended FY2027 Operating Budget was presented to the Board of Trustees at its meeting on May 6, 2026.
- With consideration of HCC's continuous enrollment increases, program growth, tuition assistance plan, and expanding infrastructure needs, we believe the recommended budget will provide the resources needed to reinforce our strengths in a highly competitive market and evolving industry.
- This budget will enable increased investment in deferred maintenance projects that lower costs for emergency repairs, keep facilities fully accessible, and ensure the safety of students, faculty, and staff across nineteen campuses.
- This budget provides a cost-of-living adjustment of 3.5% for full-time and 2.0% for part-time staff.
- The recommended FY2027 budget also includes the use of fund balance of \$10.4M. This funding will be used for Houston Reconnect and Connect 2 Workforce scholarships.

## FISCAL IMPACT

The FY2027 Operating Budget totals \$509.6M. This is \$30M more than the FY2026 Operating Budget of \$479.6M. The FY2026 budget utilized some fund balance to address deferred maintenance projects. In FY2027 Deferred Maintenance will be funded from operational revenues. The FY2027 budget includes \$10.4M from fund balance for scholarships.

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

**ATTACHMENTS:**

Description	Upload Date	Type
Recommended FY2027 Budgets Presentation	5/26/2026	Presentation
Recommended FY2027 Unrestricted (Operating) Budget	5/26/2026	Attachment

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

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



# Recommended FY27 Budgets

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Dr. Margaret Ford Fisher, Chancellor

Robert McCracken, VC Administration & Operations

Dawn Stephens, Interim AVC, Finance & Accounting

June 3, 2026

# Agenda

- FY27 Operating (Unrestricted) Budget
- FY27 Restricted Budget
- FY27 Auxiliary Budget
- FY27 Capital & Technology Plan Budget



# **FY27 RECOMMENDED OPERATING BUDGET**

# FY27 Recommended Operating (Unrestricted) Budget

In Thousands

## Revenue:

- State Appropriations flat relative to FY26 EOY projections
- Ad Valorem Taxes
  - Tax revenue increase, 3% compared to PY
  - No change in Total Tax Rate
  - M&O tax rate would increase 1.2% (a total tax rate of \$.098802, same as prior year)
  - Assumes a 2% increase property values
- Tuition & Fees revenue
  - FY27 enrollment increase, 5% relative to EOY projections
- Other Local Income reduced in alignment with expected interest rate changes

## Expenses:

- Compensation Recommendation
  - Salaries include COLA 3.5% increase for full-time faculty and staff, 2% for part-time faculty and staff and associated benefits
  - Increase in adjunct salary budget based on enrollment increases and salary leveling for Campus Security
- Debt service reduced per debt payment schedule
- IT/Network Infrastructure, \$5.2M (\$2.6M for IT Upgrade/Replacement Plan and \$2.6M for tool kits)
- Deferred Maintenance annual request, \$15M
- Known Commitments, \$11.9M and New Funding Requests, \$5.7M

## Fund Balance Usage:

- Fund Balance Usage, includes \$9.4M for Houston Reconnect and \$1M for Connect 2 Workforce

Revenues	FY26		FY27		\$Chg	%Chg
	Adjusted Budget	% of Total	Recommended Budget	% of Total		
State Appropriations	\$ 72,938	15%	\$ 76,573	15%	\$ 3,635	5%
Ad Valorem Taxes	242,337	51%	250,157	49%	7,820	3%
Tuition & Fees, Net	122,006	25%	155,227	30%	33,221	27%
Other Local Income	20,056	4%	17,205	3%	(2,851)	-14%
<b>Total Operating Revenue</b>	<b>\$ 457,337</b>	<b>95%</b>	<b>\$ 499,162</b>	<b>98%</b>	<b>\$ 41,825</b>	<b>9%</b>
Fund Balance Use	22,270	5%	10,444	2%	(11,826)	-53%
<b>Total Revenue Plus Fund Balance Use</b>	<b>\$ 479,607</b>	<b>100%</b>	<b>\$ 509,606</b>	<b>100%</b>	<b>\$ 29,999</b>	<b>6%</b>

Expenses	FY26		FY27		\$Chg	%Chg
	Adjusted Budget	% of Total	Recommended Budget	% of Total		
Salaries	\$ 269,228	56%	\$ 289,532	57%	\$ 20,304	8%
Allowance for Vacancies	(7,000)	-1%	(7,000)	-1%	-	0%
Benefits	39,768	8%	41,025	8%	1,257	3%
Other (Non-Payroll)	122,606	26%	118,146	23%	(4,460)	-4%
Transfers	4,131	1%	4,131	1%	-	0%
Debt Service	16,775	3%	14,470	3%	(2,305)	-14%
Scholarships	1,055	0%	1,055	0%	-	0%
IT/Network Infrastructure	7,600	2%	5,231	1%	(2,369)	-31%
Deferred Maintenance	7,874	2%	15,000	3%	7,126	91%
Known Commitment	-	0%	11,900	2%	11,900	100%
New Funding Request	-	0%	5,672	1%	5,672	100%
<b>Total Operating Expenses</b>	<b>\$ 462,037</b>	<b>96%</b>	<b>\$ 499,162</b>	<b>98%</b>	<b>\$ 37,125</b>	<b>8%</b>

Fund Balance Usage	FY26		FY27		\$Chg	%Chg
	Adjusted Budget	% of Total	Recommended Budget	% of Total		
Deferred Maintenance	\$ 7,126	1%	\$ -	0%	(7,126)	-100%
Houston Reconnect	9,443	2%	9,444	2%	-	0%
Connect 2 Workforce	1,000	0%	1,000	0%	-	0%
<b>Total Fund Balance Usage</b>	<b>\$ 17,570</b>	<b>4%</b>	<b>\$ 10,444</b>	<b>2%</b>	<b>\$ (7,126)</b>	<b>-41%</b>

<b>Total Operating plus Fund Balance Usage</b>	<b>\$ 479,607</b>	<b>100%</b>	<b>\$ 509,606</b>	<b>100%</b>	<b>\$ 29,999</b>	<b>6%</b>
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<b>Net Revenue/(Expense)</b>	<b>\$ -</b>		<b>\$ -</b>			
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# **FY27 RECOMMENDED NON-OPERATING BUDGETS**

# FY27 Recommended Restricted Budget

## Revenue:

- Federal grants show a slight decrease in funding due to a net reduction in new grants replacing expiring grants
- State grants show a slight increase in Apprenticeship funding
- City/Other grants increase in funding due to new private grants received from HCC Foundation
- Student Financial Aid increased by \$22M for Pell grants due to increased enrollment
- State Funded Benefits increased in alignment with prior year actuals

## Expenses:

- Student Services expense decreased due the end of the Education Opportunity Center and College Readiness and Success Model grants
- Instruction/Workforce Development expense increase due to availability of Foundation funding
- Student Aid expenses increase due to increases in Pell, SEOG, FCWP & private scholarships
- Community Service expense decrease due to end of HCC Resiliency Initiative Program grant, City of Stafford contract, USDA Lawncare & MBDA grants
- Staff Benefit expenses increase relative to prior year actuals

In Thousands

	FY26 Adjusted Budget	FY27 Recommended Budget	\$Chg	%Chg
<b>Restricted Budget</b>				
<b>Revenue:</b>				
<b>Federal</b>	\$ 9,341	\$ 8,614	\$ (727)	-8%
<b>State</b>	541	571	30	6%
<b>City/Other</b>	2,432	2,660	228	9%
<b>Student Financial Aid</b>	116,668	138,955	22,287	19%
<b>Total Grant Revenues</b>	\$ 128,982	\$ 150,800	\$ 21,818	17%
<b>State Funded Staff Benefits:</b>				
<b>Group Insurance State Contribution</b>	\$ 18,000	\$ 22,000	4,000	22%
<b>State Retirement</b>	4,500	4,500	-	0%
<b>Total State Funded Benefits</b>	\$ 22,500	\$ 26,500	\$ 4,000	18%
<b>Total Available Funding</b>	\$ 151,482	\$ 177,300	\$ 25,818	17%
<b>Expenses:</b>				
<b>Student Services</b>	\$ 1,653	\$ 1,290	\$ (363)	-22%
<b>Instruction/Workforce Development</b>	5,107	5,351	244	5%
<b>Student Aid</b>	116,668	138,955	22,287	19%
<b>Community Service</b>	5,554	5,204	(350)	-6%
<b>Staff Benefits</b>	22,500	26,500	4,000	18%
<b>Total Restricted Expenditures</b>	\$ 151,482	\$ 177,300	\$ 25,818	17%
<b>Net Revenue/(Expenses)</b>	\$ -	\$ -	\$ -	

# FY27 Recommended Auxiliary Budget

## Revenue:

- Fees include Student Activity and Athletic Fees estimated based on a 5% enrollment increase relative to year end projections
- Leases & Rentals remains relatively flat compared to prior year
- Bookstore Commissions are projected to increase for instructional items and is adjusted relative to end of year projections
- Other local income increased due to GASB 87 implementation
- Fund Balance Usage is related to Athletic and Student services requests to improve recreational sports, expand programming, purchase furniture, and other equipment

## Expenses:

- Salaries and associated benefits include a 3.5% COLA increase for full-time staff; 2% increase for part-time staff and overall decrease due to salary savings from repurposed positions
- Non-Payroll expenses show an Increase due to changes in utilities rate and renovation of food service spaces system-wide
- Scholarship Distribution increased slightly due to the addition of the new Reading scholarship

In Thousands

Description	FY26		FY27		\$Chg	%Chg
	Adjusted Budget	Recommended Budget	Adjusted Budget	Recommended Budget		
<b>Revenue</b>						
<b>Fees</b>	\$ 1,703	\$ 2,793	\$ 1,090			64%
<b>Leases &amp; Rentals</b>	4,969	5,033	63			1%
<b>Bookstore Commission</b>	1,300	1,437	137			11%
<b>Other Local Income</b>	639	954	315			49%
<b>Fund Balance Use</b>	1,214	698	(516)			-42%
<b>Total Auxiliary Revenues</b>	\$ 9,825	\$ 10,915	\$ 1,090			11%
<b>Expenses</b>						
<b>Salaries</b>	\$ 1,327	\$ 1,277	\$ (50)			-4%
<b>Employee Benefits</b>	213	221	8			4%
<b>Non-Payroll</b>	6,475	7,603	1,128			17%
<b>Scholarship Distribution</b>	1,810	1,814	4			0%
<b>Total Auxiliary Expenditures</b>	\$ 9,825	\$ 10,915	\$ 1,090			11%
<b>Net Revenue/(Expenses)</b>	\$ -	\$ -	\$ -			

# FY27 Recommended Capital & Technology Plan Budget

In Thousands

DESCRIPTION	Fund	FY26		FY27	
		Approved Budget	Recommended Budget	\$Chg	%Chg
Upgrade/Replacement of IT Equipment	7180	\$ 3,479	\$ 4,189	\$ 710	20%
IT Upgrade/Replacement Plan Transfer from 1110	7180	7,600	5,230	(2,370)	-31%
<b>Total IT/Network Infrastructure Replacement Plan</b>		<b>\$ 11,079</b>	<b>\$ 9,419</b>	<b>(1,660)</b>	<b>-15%</b>
Upgrade/Replacement of Security Technology	7181	392	472	80	20%
Upgrade/Replacement of Instructional Equipment	7182	1,029	1,239	210	20%
<b>Total Capital and Technology Plan plus Transfer</b>		<b>\$ 12,500</b>	<b>\$ 11,130</b>	<b>\$ (1,370)</b>	<b>-11%</b>

- HCC IT Master Plan request totals \$9.4M for FY27 (See Appendix)
- Includes \$2.6M for IT Upgrade/Replacement Plan and \$2.6M for tool kits from 1110 (Operating)
- Includes a 5% increase in Tech Fees (enrollment)

**Thank You**



# APPENDIX

# FY27 IT/Technology Replacement Plan Request

In Thousands

Description	Total
<b>IT/Network Infrastructure Replacement Plan</b>	
REQ #403-ICB1-Technology Replacement Plan-Student Loaner Laptops	\$ 125
REQ #403-ICB1-Technology Replacement Plan-Classroom Technology (A/V)	515
REQ #403-ICB1-Technology Replacement Plan-Computer Replacement (5 year life)	5,843
REQ #403-ICB1-Technology Replacement Plan-Telecom (Telephones/Infrastructure)	374
REQ #403-ICB1-Technology Replacement Plan-UPS Battery Replacement (5 year max life)	150
REQ #403-ICB1-Technology Replacement Plan-Routers, Switches, Wireless Access Points, Firewalls, Security Appliances	350
REQ #403-ICB1-Technology Replacement Plan-Network Equipment	2,062
<b>\$ 9,419</b>	

# FY27 Recommended Known Commitments

(In Thousands)

Known Commitments are requests for funding due to law, existing contract, accreditation affiliations and/or prior ongoing initiatives

Division	Personnel Count	Requested Amount
Central College		\$ 26
Northwest College		206
Northeast College	2	293
Southwest College		50
Coleman College	1	214
Division of Instruction	1	67
Chancellor		142
SVC Instructional Services	30	3,641
VC Student Services		193
VC Strategy, Planning & Institutional Effectiveness		76
VC External and Governmental Relations, Transfer and Alumni Relations		15
Legal & Compliance		1,279
SVC Finance & Administration		4,497
Strategic Marketing & Communications		20
System		1,181
<b>Total Known Commitments</b>	<b>34</b>	<b>\$ 11,900</b>

Expense Type	Personnel Count	Requested Amount
Faculty FT	32	\$ 2,026
Faculty PT		104
Staff FT	2	102
Staff PT		298
Employee Benefits		25
Supplies & Gen		83
Travel		203
Marketing Costs		32
Insurance/Risk Mgmt		1,260
Contracted Services		5,769
Other Departmental Expenses		23
Instructional and Other Materials		1,781
Maintenance and Repair		24
Capital Outlay		170
<b>Total Known Commitment</b>	<b>34</b>	<b>\$ 11,900</b>

# FY27 Recommended New Funding Request

(In Thousands)

A request for new personnel and/or new operational funds to support new (or expand existing) initiatives regarding personnel and/or operational cost increases. This type of request includes activities which may have been discussed administratively, but for which dedicated funding does not exist.

Division	Personnel Count	Requested Amount
Northeast College	1	\$ 88
Southwest College	5	597
Southeast College	8	987
Coleman College	1	107
Chancellor*		2,000
Online College	9	914
VC Student Services	3	350
System		629
<b>Grand Total</b>	<b>27</b>	<b>\$ 5,672</b>

\*Chancellor - \$1M for AI Budget & \$1M for Program realignment

Expense Type	Personnel Count	Requested Amount
Faculty FT	6	\$ 589
Staff FT	21	1,396
Staff PT		188
Employee Benefits		466
Supplies & Gen		8
Travel		20
Marketing Costs		20
Contracted Services		630
Other Departmental Expenses		1,233
Instructional and Other Materials		1,122
<b>Total New Funding</b>	<b>27</b>	<b>\$ 5,672</b>

New Faculty - 4 BAT Programs, 1 Anesthesia Tech & 1 Paramedic  
 New Staff - Student Services for BAT Programs, Global Online & Student Support (3 Virtual Admission Specialists)

# FY27 Recommended Known Commitments and New Funding Requests by Category

(In Thousands)

## Known Commitments

Category	Personnel Count	Requested Amount
New Faculty	32	\$ 2,131
New Staff	2	392
Contract Increase		2,317
Employee Benefits		25
Student Support		259
Program Expansion		1,645
Supplies/Equipment		1,875
Travel		197
Risk Management		1,501
Marketing & Communication		53
Law/Manadate/Accreditation		24
Preventive Maintenance		298
Institutional Experience		1,183
<b>Total Known Commitment</b>	<b>34</b>	<b>\$ 11,900</b>

## New Funding

Category	Personnel Count	Requested Amount
New Faculty	6	\$ 661
New Staff	18	1,395
Student Support	3	124
Employee Benefits		466
Student Experience/Instruction		1,233
Supplies/Equipment		122
Travel		20
Marketing & Communication		20
Institutional Experience		1,631
<b>Total New Funding</b>	<b>27</b>	<b>\$ 5,672</b>

New Faculty - 4 BAT Programs, 1 Anesthesia Tech & 1 Paramedic  
 New Staff - Student Services for BAT Programs & Global Online  
 Student Support - Virtual Admission Specialists

# Deferred Maintenance Current Deficiencies by System

<b>Construction Systems</b>	<b>Current Need</b>	<b>Unfunded Need</b>	<b>Funded Need</b>	<b>Other Items for Katy Mills, Gulfton</b>
1 Fire and Life Safety	\$ 6,294	\$ 3,896	\$ 2,322	\$ 76
2 Mechanical	\$ 18,563	\$ 4,517	\$ 13,861	\$ 184
3 Conveyances	\$ 5,291	\$ 1,367	\$ 3,924	\$ -
4 Electrical	\$ 7,239	\$ 1,397	\$ 5,810	\$ 32
5 Plumbing	\$ 2,341	\$ 1,060	\$ 1,181	\$ 100
6 Roofing	\$ 2,927	\$ 296	\$ 2,487	\$ 144
7 Exterior	\$ 12,434	\$ 10,103	\$ 2,287	\$ 44
8 Structural	\$ 3,570	\$ 2,550	\$ 1,020	\$ -
8 Site	\$ 9,294	\$ 5,854	\$ 3,412	\$ 28
9 Interior	\$ 10,919	\$ 10,644	\$ 65	\$ 210
10 Specialties	\$ 1,424	\$ 1,391	\$ -	\$ 32
<b>Grand Total</b>	<b>\$ 80,295</b>	<b>\$ 43,076</b>	<b>\$ 36,368</b>	<b>\$ 851</b>
<b>Total Deficiencies</b>	<b>\$</b>	<b>\$ 43,076</b>	<b>\$ 36,368</b>	<b>\$ 79,444</b>

# FY27 Recommended Operating (Unrestricted) Budget

In Thousands

## Revenue:

- State Appropriations flat relative to FY26 EOY projections
- Ad Valorem Taxes
  - Tax revenue increase, 3% compared to PY
  - No change in Total Tax Rate
  - M&O tax rate would increase 1.2% (a total tax rate of \$.098802, same as prior year)
  - Assumes a 2% increase property values
- Tuition & Fees revenue
  - FY27 enrollment increase, 5% relative to EOY projections
- Other Local Income reduced in alignment with expected interest rate changes

## Expenses:

- Compensation Recommendation
  - Salaries include COLA 3.5% increase for full-time faculty and staff, 2% for part-time faculty and staff and associated benefits
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- Deferred Maintenance annual request, \$15M
- Known Commitments, \$11.9M and New Funding Requests, \$5.7M

## Fund Balance Usage:

- Fund Balance Usage, includes \$9.4M for Houston Reconnect and \$1M for Connect 2 Workforce

Revenues	FY26		FY27		\$Chg	%Chg
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<b>Total Revenue Plus Fund Balance Use</b>	<b>\$ 479,607</b>	<b>100%</b>	<b>\$ 509,606</b>	<b>100%</b>	<b>\$ 29,999</b>	<b>6%</b>

Expenses	FY26		FY27		\$Chg	%Chg
	Adjusted Budget	% of Total	Recommended Budget	% of Total		
Salaries	\$ 269,228	56%	\$ 289,532	57%	\$ 20,304	8%
Allowance for Vacancies	(7,000)	-1%	(7,000)	-1%	-	0%
Benefits	39,768	8%	41,025	8%	1,257	3%
Other (Non-Payroll)	122,606	26%	118,146	23%	(4,460)	-4%
Transfers	4,131	1%	4,131	1%	-	0%
Debt Service	16,775	3%	14,470	3%	(2,305)	-14%
Scholarships	1,055	0%	1,055	0%	-	0%
IT/Network Infrastructure	7,600	2%	5,231	1%	(2,369)	-31%
Deferred Maintenance	7,874	2%	15,000	3%	7,126	91%
Known Commitment	-	0%	11,900	2%	11,900	100%
New Funding Request	-	0%	5,672	1%	5,672	100%
<b>Total Operating Expenses</b>	<b>\$ 462,037</b>	<b>96%</b>	<b>\$ 499,162</b>	<b>98%</b>	<b>\$ 37,125</b>	<b>8%</b>

Fund Balance Usage	FY26		FY27		\$Chg	%Chg
	Adjusted Budget	% of Total	Recommended Budget	% of Total		
Deferred Maintenance	\$ 7,126	1%	\$ -	0%	(7,126)	-100%
Houston Reconnect	9,443	2%	9,444	2%	-	0%
Connect 2 Workforce	1,000	0%	1,000	0%	-	0%
<b>Total Fund Balance Usage</b>	<b>\$ 17,570</b>	<b>4%</b>	<b>\$ 10,444</b>	<b>2%</b>	<b>\$ (7,126)</b>	<b>-41%</b>

<b>Total Operating plus Fund Balance Usage</b>	<b>\$ 479,607</b>	<b>100%</b>	<b>\$ 509,606</b>	<b>100%</b>	<b>\$ 29,999</b>	<b>6%</b>
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<b>Net Revenue/(Expense)</b>	<b>\$ -</b>	<b>\$ -</b>
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# ACTION ITEM

Meeting Date: June 3, 2026

Topics For Discussion and/or Action:

ITEM #	ITEM TITLE	PRESENTER
B.	Approval of Restricted Budget for Fiscal Year 2026-2027	Dr. Margaret Ford Fisher Robert McCracken

## RECOMMENDATION

Approve the recommended Restricted Budget for Fiscal Year 2026-2027 (FY2027) in the amount of \$177.3M and allow the Chancellor or her designee to increase the Restricted Budget amount as funding sources provide additional support for programs.

## COMPELLING REASON AND BACKGROUND

- Budget scenarios were developed and presented to the Board through annual workshops addressing projected revenue, expense, tuition and fee amounts, and exemptions and waivers with a goal of presenting combinations of key variables, encompassing various elements both certain and uncertain, that could potentially impact HCC operations in FY2027. The Board of Trustees engaged in the budget development workshops and set the direction and priorities for the final budget.
- The recommended FY2027 Restricted Budget was presented to the Board of Trustees at its meeting on May 6, 2026.
- Restricted funds can be received from federal, state, and other sources. They are restricted because each grantor may specify how their grant can be used. These grants supplement HCC's other resources and typically enable us to increase program services. Examples of these include financial aid, employee benefits, and other restricted uses.
- Under HCC's local policy (CAM) we can apply for grants and contracts that align with our mission and strategic plan by reaching out to governmental and non-governmental organizations.

## FISCAL IMPACT

The recommended FY2027 Restricted Budget includes total expenses of \$177.3M and may increase as additional grants are awarded to HCC.

## 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

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

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

# FY27 Recommended Restricted Budget

## Revenue:

- Federal grants show a slight decrease in funding due to a net reduction in new grants replacing expiring grants
- State grants show a slight increase in Apprenticeship funding
- City/Other grants increase in funding due to new private grants received from HCC Foundation
- Student Financial Aid increased by \$22M for Pell grants due to increased enrollment
- State Funded Benefits increased in alignment with prior year actuals

## Expenses:

- Student Services expense decreased due the end of the Education Opportunity Center and College Readiness and Success Model grants
- Instruction/Workforce Development expense increase due to availability of Foundation funding
- Student Aid expenses increase due to increases in Pell, SEOG, FCWP & private scholarships
- Community Service expense decrease due to end of HCC Resiliency Initiative Program grant, City of Stafford contract, USDA Lawncare & MBDA grants
- Staff Benefit expenses increase relative to prior year actuals

In Thousands

	FY26 Adjusted Budget	FY27 Recommended Budget	\$Chg	%Chg
<b>Restricted Budget</b>				
<b>Revenue:</b>				
<b>Federal</b>	\$ 9,341	\$ 8,614	\$ (727)	-8%
<b>State</b>	541	571	30	6%
<b>City/Other</b>	2,432	2,660	228	9%
<b>Student Financial Aid</b>	116,668	138,955	22,287	19%
<b>Total Grant Revenues</b>	\$ 128,982	\$ 150,800	\$ 21,818	17%
<b>State Funded Staff Benefits:</b>				
<b>Group Insurance State Contribution</b>	\$ 18,000	\$ 22,000	4,000	22%
<b>State Retirement</b>	4,500	4,500	-	0%
<b>Total State Funded Benefits</b>	\$ 22,500	\$ 26,500	\$ 4,000	18%
<b>Total Available Funding</b>	\$ 151,482	\$ 177,300	\$ 25,818	17%
<b>Expenses:</b>				
<b>Student Services</b>	\$ 1,653	\$ 1,290	\$ (363)	-22%
<b>Instruction/Workforce Development</b>	5,107	5,351	244	5%
<b>Student Aid</b>	116,668	138,955	22,287	19%
<b>Community Service</b>	5,554	5,204	(350)	-6%
<b>Staff Benefits</b>	22,500	26,500	4,000	18%
<b>Total Restricted Expenditures</b>	\$ 151,482	\$ 177,300	\$ 25,818	17%
<b>Net Revenue/(Expenses)</b>	\$ -	\$ -	\$ -	

# ACTION ITEM

Meeting Date: June 3, 2026

Topics For Discussion and/or Action:

ITEM #	ITEM TITLE	PRESENTER
C.	Approval of the Auxiliary Budget for Fiscal Year 2026-2027	Dr. Margaret Ford Fisher Robert McCracken

## RECOMMENDATION

Approve the recommended Auxiliary Budget for Fiscal Year 2026-2027 (FY2027) in the amount of \$10.9M.

## COMPELLING REASON AND BACKGROUND

- Budget scenarios were developed and presented to the Board through annual workshops addressing projected revenue, expense, tuition and fee amounts, and exemptions and waivers with a goal of presenting combinations of key variables, encompassing various elements both certain and uncertain, that could potentially impact HCC operations in FY2027. The Board of Trustees engaged in the budget development workshops and set the direction and priorities for the final budget.
- The recommended FY2027 Auxiliary Budget was presented to the Board of Trustees at its meeting on May 6, 2026.
- Auxiliary revenue refers to revenue generated by non-academic departments for goods and services provided to students, faculty, or staff. Common higher education examples of auxiliary revenue sources include athletics, residence halls, dining services, and bookstore operations.
- The recommended FY2027 HCC Auxiliary Budget revenue encompasses student activity and athletic fees, leases and rentals, bookstore commission, and other local income supplemented by fund surplus dollars that, when taken together, provide for student scholarships, and student services requests for athletic equipment, plus personnel costs.
- Fees and commissions have projected increases due to increased enrollment.

## FISCAL IMPACT

The recommended FY2027 Auxiliary Expense Budget of \$10.9M is dependent upon actual receipt of auxiliary revenues.

## 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
Recommended FY2027 Auxiliary Budget	5/26/2026	Attachment

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

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

# FY27 Recommended Auxiliary Budget

## Revenue:

- Fees include Student Activity and Athletic Fees estimated based on a 5% enrollment increase relative to year end projections
- Leases & Rentals remains relatively flat compared to prior year
- Bookstore Commissions are projected to increase for instructional items and is adjusted relative to end of year projections
- Other local income increased due to GASB 87 implementation
- Fund Balance Usage is related to Athletic and Student services requests to improve recreational sports, expand programming, purchase furniture, and other equipment

## Expenses:

- Salaries and associated benefits include a 3.5% COLA increase for full-time staff; 2% increase for part-time staff and overall decrease due to salary savings from repurposed positions
- Non-Payroll expenses show an Increase due to changes in utilities rate and renovation of food service spaces system-wide
- Scholarship Distribution increased slightly due to the addition of the new Reading scholarship

In Thousands

Description	FY26		FY27		\$Chg	%Chg
	Adjusted Budget	Recommended Budget	Adjusted Budget	Recommended Budget		
<b>Revenue</b>						
<b>Fees</b>	\$ 1,703	\$ 2,793	\$ 1,090		64%	
<b>Leases &amp; Rentals</b>	4,969	5,033	63		1%	
<b>Bookstore Commission</b>	1,300	1,437	137		11%	
<b>Other Local Income</b>	639	954	315		49%	
<b>Fund Balance Use</b>	1,214	698	(516)		-42%	
<b>Total Auxiliary Revenues</b>	\$ 9,825	\$ 10,915	\$ 1,090		11%	
<b>Expenses</b>						
<b>Salaries</b>	\$ 1,327	\$ 1,277	\$ (50)		-4%	
<b>Employee Benefits</b>	213	221	8		4%	
<b>Non-Payroll</b>	6,475	7,603	1,128		17%	
<b>Scholarship Distribution</b>	1,810	1,814	4		0%	
<b>Total Auxiliary Expenditures</b>	\$ 9,825	\$ 10,915	\$ 1,090		11%	
<b>Net Revenue/(Expenses)</b>	\$ -	\$ -	\$ -			

# ACTION ITEM

Meeting Date: June 3, 2026

Topics For Discussion and/or Action:

ITEM #	ITEM TITLE	PRESENTER
D.	Approval of Capital and Technology Plan Budget for Fiscal Year 2026-2027	Dr. Margaret Ford Fisher Robert McCracken

## RECOMMENDATION

Approve the proposed Capital and Technology Budget for Fiscal Year 2026-2027 (FY2027) in the amount of \$11.1M.

## COMPELLING REASON AND BACKGROUND

- Budget scenarios were developed and presented to the Board through annual workshops addressing projected revenue, expense, tuition and fee amounts, and exemptions and waivers with a goal of presenting combinations of key variables, encompassing various elements both certain and uncertain, that could potentially impact HCC operations in FY2027. The Board of Trustees engaged in the budget development workshops and set the direction and priorities for the final budget.
- The recommended FY2027 Capital & Technology Plan Budget was presented to the Board of Trustees at its meeting on May 6, 2026.
- IT plays a vital role in supporting effective operations and keeping HCC competitive. IT impacts the following areas, although this list is not exhaustive:
  - Enhances **teaching & learning** – LMS, hybrid-remote classes, digital libraries
  - Improves **administrative efficiency** – Student information systems, finance & human resource management, scheduling assignments/rooms/courses
  - Boosts **communication & collaboration** – Email, SharePoint
  - Bolsters **security** – Protects from breaches, fraud; manages building access, emergency responses
  - Supports **student success** – Academic advising, mobile apps, portals
  - Enables **data-driven decisions** – Strategic planning, resource allocation, budgeting

## FISCAL IMPACT

- The estimated total cost for capital and technology in FY2027 is \$11.1M.
- This is funded in part by student technology fees; approval for these fees is not requested in this document. This fee contributes to a portion of the cost for maintenance and replacement of end-of-life administrative and academic information technology (IT) equipment. We estimate this fee portion to be \$5.9M in FY2027, contingent upon enrollment.
- The additional \$5.2M needed for FY2027 comes from operating revenues; \$2.6M comes from ongoing Board-approved support, and \$2.6M is requested for FY2027 as part of the operating budget request (Fund 1). We seek approval for this portion, valued at \$5.2M. If approved, \$5.2M in Fund 1 will be transferred to Fund 7 (capital projects) for use by HCC's information technology departments.

## **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, 2. Personalized Learning , 5. College of Choice*

### **ATTACHMENTS:**

Description	Upload Date	Type
Recommended FY2027 Capital and Technology Budget	5/26/2026	Attachment

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

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

# FY27 Recommended Capital & Technology Plan Budget

In Thousands

DESCRIPTION	Fund	FY26		FY27	
		Approved Budget	Recommended Budget	\$Chg	%Chg
Upgrade/Replacement of IT Equipment	7180	\$ 3,479	\$ 4,189	\$ 710	20%
IT Upgrade/Replacement Plan Transfer from 1110	7180	7,600	5,230	(2,370)	-31%
<b>Total IT/Network Infrastructure Replacement Plan</b>		<b>\$ 11,079</b>	<b>\$ 9,419</b>	<b>(1,660)</b>	<b>-15%</b>
Upgrade/Replacement of Security Technology	7181	392	472	80	20%
Upgrade/Replacement of Instructional Equipment	7182	1,029	1,239	210	20%
<b>Total Capital and Technology Plan plus Transfer</b>		<b>\$ 12,500</b>	<b>\$ 11,130</b>	<b>\$ (1,370)</b>	<b>-11%</b>

- HCC IT Master Plan request totals \$9.4M for FY27 (See Appendix)
- Includes \$2.6M for IT Upgrade/Replacement Plan and \$2.6M for tool kits from 1110 (Operating)
- Includes a 5% increase in Tech Fees (enrollment)

# ACTION ITEM

**Meeting Date:** June 3, 2026

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

ITEM #	ITEM TITLE	PRESENTER
<b>E.</b>	<b>Monthly Investment Report, Financial Statement and Budget Review for April 2026</b>	<b>Dr. Margaret Ford Fisher Robert McCracken</b>

## RECOMMENDATION

Accept the Investment Report, Financial Statement and Budget Review for the month of April 2026.

## 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 48% 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 analysis 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.

## FISCAL IMPACT

For April, the interest income earned for the month and fiscal year to date totaled \$1,323,737 and \$15,795,137, respectively. The weighted average interest rate (WAR) on April 30, 2026, was 3.74% compared to 3.72% last month and 4.22% a year ago.

Interest expense on outstanding debt was \$1,287,355 for the month of April 2026.

## 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 City College no less than quarterly.

## STRATEGIC ALIGNMENT

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

**ATTACHMENTS:**

Description	Upload Date	Type
Financial Report Presentation - April 2026	5/26/2026	Presentation
Investment Report - April 2026	5/26/2026	Attachment
Financial Statement - April 2026	5/26/2026	Attachment

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



# **FY 2026**

## **Summary of April 2026**

### **Monthly Financial Statements**

### **and Budget Review**

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Dr. Margaret Ford Fisher, Chancellor

Robert McCracken, Vice Chancellor, Administration & Operations

Dawn Stephens, Interim Associate Vice Chancellor, Finance & Accounting

June 3, 2026

# Fund 1: Unrestricted Revenues

	Budget Comparison			Previous Fiscal Year Comparison			
	FY 2026 Adjusted Budget	Year-to-Date Actuals Thru April 30, 2026	Actuals as a % of Budget	Year-to-Date Actuals Thru April 30, 2026	Year-to-Date Actuals Thru April 30, 2025	Increase (Decrease) FY 2026 Compared to FY 2025	% Increase (Decrease)
<b>REVENUES</b>							
State Appropriations	\$ 72,938,399	\$ 59,311,523	81.3% <b>A</b>	\$ 59,311,523	\$ 53,724,309	\$ 5,587,214	10.4%
Ad Valorem Taxes	242,337,151	236,494,259	97.6% <b>B</b>	236,494,259	220,325,611	16,168,648	7.3%
Tuition & Fees, Net	114,395,960	131,830,561	115.2% <b>C</b>	131,830,561	123,530,655	8,299,906	6.7%
Other Local Income	19,406,390	14,835,644	76.4%	14,835,644	12,247,983	2,587,662	21.1%
Tuition & Fees, Net -- Extended Learning	7,609,984	7,557,515	99.3% <b>D</b>	7,557,515	6,964,413	593,102	8.5%
Grant Revenue - Indirect Cost	650,000	531,724	81.8% <b>E</b>	531,724	539,589	(7,864)	-1.5%
<b>Total Revenues</b>	<b>457,337,884</b>	<b>450,561,227</b>	<b>98.5%</b>	<b>450,561,227</b>	<b>417,332,559</b>	<b>33,228,667</b>	<b>8.0%</b>
<b>Fund Balance Transfers In &amp; Rolled POs</b>	<b>22,269,376</b>	<b>22,269,376</b>	<b>100.0%</b>	<b>22,269,376</b>	<b>17,809,983</b>	<b>4,459,393</b>	<b>25.0%</b>
<b>Total Revenues and Fund Balance Transfers</b>	<b>\$ 479,607,260</b>	<b>\$ 472,830,603</b>	<b>98.6%</b>	<b>\$ 472,830,603</b>	<b>\$ 435,142,542</b>	<b>\$ 37,688,060</b>	<b>8.7%</b>

# Fund 1: Unrestricted Expenses

	Budget Comparison			Previous Fiscal Year Comparison			
	FY 2026 Adjusted Budget	Year-to-Date Actuals Thru April 30, 2026	Actuals as a % of Budget	Year-to-Date Actuals Thru April 30, 2026	Year-to-Date Actuals Thru April 30, 2025	Increase (Decrease) FY 2026 Compared to FY 2025	% Increase (Decrease)
<b>EXPENSES</b>							
Salaries	262,227,836	177,318,402	67.6%	177,318,402	168,825,325	8,493,077	5.0%
Employee Benefits	39,768,492	22,269,024	56.0%	22,269,024	20,484,244	1,784,781	8.7%
Supplies & General Expense	6,357,538	3,519,819	55.4% <b>F</b>	3,519,819	3,424,282	95,537	2.8%
Travel	1,482,468	366,546	24.7% <b>G</b>	366,546	444,823	(78,277)	-17.6%
Marketing Costs	4,200,134	1,701,486	40.5% <b>H</b>	1,701,486	1,917,688	(216,202)	-11.3%
Rentals & Leases	433,328	101,615	23.4% <b>I</b>	101,615	267,964	(166,349)	-62.1%
Insurance/Risk Mgmt.	10,642,471	8,161,247	76.7%	8,161,247	8,175,411	(14,164)	-0.2%
Contracted Services	40,298,768	20,929,921	51.9% <b>J</b>	20,929,921	20,174,667	755,254	3.7%
Utilities	11,287,281	6,623,821	58.7%	6,623,821	6,205,007	418,814	6.7%
Other Departmental Expenses	5,860,114	2,636,659	45.0% <b>K</b>	2,636,659	1,602,727	1,033,932	64.5%
Instructional & Other Materials	12,267,589	5,784,369	47.2% <b>L</b>	5,784,369	5,810,643	(26,274)	-0.5%
Maintenance & Repair	2,985,688	1,358,363	45.5% <b>M</b>	1,358,363	1,835,963	(477,599)	-26.0%
Transfers\Debt	48,246,760	47,562,331	98.6% <b>N</b>	47,562,331	39,724,942	7,837,389	19.7%
Contingency/Initiatives	6,805,147	-	0.0%	-	-	-	0.0%
Capital Outlay	14,844,864	7,418,155	50.0% <b>O</b>	7,418,155	11,452,856	(4,034,701)	-35.2%
Scholarship Distribution	11,898,782	4,515,668	38.0% <b>P</b>	4,515,668	-	4,515,668	100.0%
<b>Total Expenses</b>	<b>\$ 479,607,260</b>	<b>\$ 310,267,428</b>	<b>64.7%</b>	<b>\$ 310,267,428</b>	<b>\$ 290,346,542</b>	<b>\$ 19,920,886</b>	<b>6.9%</b>
<b>NET REVENUE/(EXPENSES)</b>		<b>\$ 162,563,174</b>		<b>\$ 162,563,174</b>	<b>\$ 144,796,000</b>	<b>\$ 17,767,174</b>	

# Explanation of Variance Amounts

Variance Code	Notes
A	State appropriations are higher due to increases in HCC's performance tier allotment.
B	Ad Valorem Taxes are higher as expected, due to increases in property valuations.
C	Tuition and Fees collections have increased due an increase in enrollment.
D	Tuition and Fees, Extended Learning collections fluctuate as course offerings fluctuate.
E	Grant Revenue - It is contingent on activity for the year.
F	Supplies and General expenses are incurred as needed throughout the year, leading to periodic spending fluctuations.
G	Travel expenses varies due to timing differences in recording transactions from year-to-year.
H	Marketing expenses primarily occur based on timing of marketing campaigns.
I	Rental expenses are based on events during the year and vary from year-to-year.
J	Contracted Services is trending down but is expected to be with in budget at year-end.
K	Other Departmental expenditures are below budget due to reduced and efficient spending.
L	Instructional & Other Material expenses are based on instructional needs, causing inconsistent monthly costs.
M	Maintenance & Repairs vary from month to month based on need.
N	Transfers occur at irregular intervals, debt payments occur twice per year. Transfer/Debt will be within budget by year-end.
O	Capital Outlays expenditures are based on construction schedules and needs and vary monthly
P	Scholarships are are distributed based on needs. Criterias are continuously being reviewed to ensure maximum distribution.

**Thank You**



# HOUSTON CITY COLLEGE

## MONTHLY INVESTMENT REPORT

For the Month of April 2026

Prepared by  
Finance and Administration Division

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

*/s/ Robert McCracken*

Robert McCracken  
Vice Chancellor, Administration & Operations

*/s/ Dawn Stephens*

Dawn Stephens  
Interim Associate Vice Chancellor, Finance & Accounting

*/s/ Victor Onwumere*

Victor Onwumere  
Executive Director, Finance & Treasury

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**HOUSTON CITY COLLEGE**  
**INVESTMENT PORTFOLIO COMPOSITION**  
**April 30, 2026**

Beginning Book Value (April 1, 2026)	\$	624,035,313
Beginning Market Value (April 1, 2026)	\$	624,647,145
Additions/Subtractions (Book Value - Net)	\$	(26,060,403)
Change in Market Value	\$	(106,191)
Ending Book Value (April 30, 2026)	\$	597,974,910
Ending Market Value (April 30, 2026)	\$	598,365,190
Unrealized Gain/(Loss)	\$	390,280
WAM (48% of Portfolio's Weighted Average Maturity )		1 day
WAM (52% of Portfolio's Weighted Average Maturity - Securities Held To Maturity)		432

* Net amount provided/(for) operations	\$	(26,171,530)
* Net amount provided/(for) CIP/others		111,127
	\$	<u>(26,060,403)</u>

**EXECUTIVE SUMMARY**  
**INVENTORY HOLDINGS REPORT**  
**April 30, 2026**

	Ending Book Value	Ending Market Value	Unrealized Gain (Loss)
US Treasuries	\$ 247,839,674	\$ 248,311,657	\$ 471,983
US Agencies	64,995,382	64,913,679	(81,703)
Local Government Pools	152,873,336	152,873,336	-
Money Market Funds	82,191,834	82,191,834	-
Certificate of Deposit	50,000,000	50,000,000	-
Interest Bearing Checking	74,684	74,684	-
<b>Total</b>	<u>\$ 597,974,910</u>	<u>\$ 598,365,190</u>	<u>\$ 390,280</u>
WAR (Weighted Average Interest Rate)		<u>3.74%</u>	

**INVESTMENTS**  
**INVENTORY HOLDINGS REPORT (OPERATING AND OTHERS)**  
**April 30, 2026**

Description	Held At	Coupon Rate	Yield Rate	Purchase Date	Maturity Date	Par	Discount AMT	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	4.0690%	0.0000%	02/22/05	05/01/33	4,920	\$ (1,458)	\$ 5,058	\$ 6,378	\$ (45)	\$ 6,333	\$ 5,012	\$ (46)	\$ (1,321)
Fannie Mae ARM Pool 805454	Bank of America	4.6720%	0.0000%	12/23/04	12/01/34	7,969	(5,939)	8,264	13,908	(78)	13,831	8,184	(80)	(5,647)
Federal Farm Credit Bank US Domestic Unsecured	Bank of America	4.2500%	4.3200%	02/12/25	01/28/28	10,000,000	19,430	10,087,158	9,980,570	-	9,980,570	10,071,325	(15,833)	90,755
Federal Farm Credit Bank US Domestic Unsecured	Bank of America	3.7500%	3.7872%	04/10/26	04/09/29	15,000,000	15,679	-	-	14,984,321	14,984,321	14,924,953	-	(59,368)
Federal Farm Credit Bank US Domestic Unsecured	Bank of America	3.7500%	3.7950%	04/10/26	04/09/29	15,000,000	18,932	-	-	14,981,068	14,981,068	14,924,953	-	(56,115)
U.S. Treasury Note US Govt Treasury	Bank of America	3.3800%	3.4940%	09/16/24	09/15/27	10,000,000	33,594	9,933,203	9,966,406	-	9,966,406	9,935,938	2,734	(30,469)
U.S. Treasury Note US Govt Treasury	Bank of America	2.7500%	4.0060%	10/25/24	07/31/27	15,000,000	489,150	14,787,891	14,510,850	-	14,510,850	14,800,781	12,891	289,931
U.S. Treasury Note US Govt Treasury	Bank of America	3.8800%	3.8800%	10/15/24	10/15/27	10,000,000	3,516	10,005,469	9,996,484	-	9,996,484	10,000,000	(5,469)	3,516
FARMER MAC DOMESTIC MTN UNSECURED	Bank of America	3.6300%	3.5600%	09/13/24	09/13/27	15,000,000	(27,510)	14,960,681	15,027,510	-	15,027,510	14,951,212	(9,469)	(76,298)
FARMER MAC DOMESTIC MTN UNSECURED	Bank of America	4.3500%	4.3430%	02/12/25	01/28/28	10,000,000	(1,750)	10,041,786	10,001,750	-	10,001,750	10,028,039	(13,747)	26,289
U.S. Treasury Note US Govt Treasury	Bank of America	3.7500%	4.1240%	12/5/2024	8/31/2026	10,000,000	62,500	9,999,531	9,937,500	-	9,937,500	9,999,844	313	62,344
U.S. Treasury Note US Govt Treasury	Bank of America	3.7500%	4.1640%	12/5/2024	8/31/2026	10,000,000	69,141	9,999,531	9,930,859	-	9,930,859	9,999,844	313	68,984
U.S. Treasury Note US Govt Treasury	Bank of America	0.8800%	4.1540%	12/5/2024	6/30/2026	10,000,000	493,750	9,929,453	9,506,250	-	9,506,250	9,952,969	23,516	446,719
U.S. Treasury Note US Govt Treasury	Bank of America	3.5000%	4.0790%	2/26/2025	1/31/2028	30,000,000	475,781	29,826,563	29,524,219	-	29,524,219	29,804,297	(22,266)	280,078
U.S. Treasury Note US Govt Treasury	Bank of America	2.7500%	4.0810%	2/26/2025	2/15/2028	10,000,000	368,750	9,807,422	9,631,250	-	9,631,250	9,803,516	(3,906)	172,266
U.S. Treasury Note US Govt Treasury	Bank of America	3.8800%	4.0150%	3/19/2025	3/15/2028	10,000,000	39,063	10,010,547	9,960,938	-	9,960,938	9,997,266	(13,281)	36,328
U.S. Treasury Note US Govt Treasury	Bank of America	3.5000%	3.6574%	1/22/2026	3/16/2028	10,000,000	42,188	9,916,406.30	9,957,812.50	-	9,957,813	9,900,000	(16,406)	(57,813)
U.S. Treasury Note US Govt Treasury	Bank of America	1.7500%	3.6656%	1/22/2026	3/17/2028	10,000,000	543,750	9,446,093.80	9,456,250.00	-	9,456,250	9,440,234	(5,859)	(16,016)
U.S. Treasury Note US Govt Treasury	Bank of America	1.7500%	3.6700%	1/22/2026	3/18/2028	20,000,000	1,087,160	18,892,187.60	18,912,840.00	-	18,912,840	18,880,469	(11,719)	(32,371)
U.S. Treasury Note US Govt Treasury	Bank of America	1.7500%	3.6700%	1/22/2026	3/19/2028	20,000,000	1,084,600	18,892,187.60	18,915,400.00	-	18,915,400	18,880,469	(11,719)	(34,931)
U.S. Treasury Note US Govt Treasury	Bank of America	0.6250%	3.4790%	2/20/2026	3/31/2027	20,000,000	614,804	19,393,125.00	19,385,196.00	-	19,385,196	19,442,594	49,469	57,398
U.S. Treasury Note US Govt Treasury	Bank of America	2.3750%	3.4603%	2/20/2026	3/31/2029	30,000,000	951,900	28,769,531.40	29,048,100.00	-	29,048,100	28,736,719	(32,813)	(311,381)
U.S. Treasury Note US Govt Treasury	Bank of America	2.3800%	3.6950%	3/19/2026	3/31/2029	15,000,000	396,945	14,384,765.70	14,603,055.49	-	14,603,055	14,368,359	(16,406)	(234,696)
U.S. Treasury Note US Govt Treasury	Bank of America	2.3800%	3.7110%	3/19/2026	3/31/2029	15,000,000	403,737	14,384,765.70	14,596,263.30	-	14,596,263	14,368,359	(16,406)	(227,904)
Debt Service 2001A Bond Interest Checking	Bank of America		1.8000%				-	1,318.73	1,318.73	2	1,321	1,321	-	-
HCCS Merchant Service	Bank of America		0.6600%				-	25,787.51	25,787.51	(23)	25,764	25,764	-	-
LTD 2013 Tax Bond General Checking	Bank of America		1.8000%				-	3,525.77	3,525.77	195	3,721	3,721	-	-
Merrill Lynch (Morgan Stanley Govt/Goldman Sachs)	Bank of America		3.5700%				-	3,236.61	3,236.61	16	3,252	3,252	-	-
Money Market 2006 Jr. Lien Debt Reserve	Bank of America		3.5700%				-	3,200,215	3,200,215	15,355	3,215,570	3,215,570	-	-
LTD 2013 Tax Bond General Checking	JP Morgan Chase		3.6000%				-	13,535.72	13,535.72	30,342.56	43,878.28	43,878.28	-	-
Merrill Lynch (Morgan Stanley Govt/Goldman Sachs)	JP Morgan Chase		0.0000%				-	135,517,451.37	135,517,451.37	(56,544,439.49)	78,973,011.88	78,973,011.88	-	-
Money Market 2006 Jr. Lien Debt Reserve	JP Morgan Chase		1.8000%				-	-	-	-	-	-	-	-
Chase Certificate of Deposit	JP Morgan Chase		3.4200%				-	50,000,000.00	50,000,000.00	-	50,000,000.00	50,000,000.00	-	-
Lone Star (Corporate Overnight Fund)	State Street Bank		3.7845%				-	69,816,779.12	69,816,779.12	216,608.54	70,033,387.66	70,033,387.66	-	-
TexPool - General Funds	State Street Bank		3.6662%				-	13,615,366.78	13,615,366.78	278,494.02	13,893,860.80	13,893,860.80	-	-
TexPool - Prime	State Street Bank		3.8086%				-	68,968,306.69	68,968,306.69	(22,219.25)	68,946,087.44	68,946,087.44	-	-
<b>TOTAL</b>								<b>\$ 624,647,145</b>	<b>\$ 624,035,313</b>	<b>\$ (26,060,403)</b>	<b>\$ 597,974,910</b>	<b>\$ 598,365,190</b>	<b>\$ (106,191)</b>	<b>\$ 390,280</b>



# **Summary Operating Statements**

**For the Period  
September 1, 2025 - April 30, 2026**

**For the Meeting of the Board of Trustees - June 3, 2026**

**for  
Houston City College**

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For the Period September 1, 2025 - April 30, 2026

## Houston City College

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## **Summary of Financial Statements As of April 30, 2026**

On June 18, 2025, the Board of Trustees approved the FY 2026 operating budget totaling \$474 million. An additional \$1 million was approved at the August meeting, bringing the total approved budget to \$475 million. The FY 2026 budget included conservative revenue and expense estimates. Included in the FY 2026 budget are fund balance transfers totaling \$17.6 million; \$7.6 million to continue addressing deferred maintenance, and \$9 million for Houston Reconnect scholarships. At the August Board meeting the Board approved an additional \$1M for Connect 2 workforce scholarships. Also, in April 2026 a budget adjustment of \$4.7 million was completed for a previously approved legal obligation.

The Board approved the FY 2026 Auxiliary budget, Restricted Funds budget, and the Capital and Technology Plan budget. The approved FY 2026 Auxiliary Services budget totals \$9.8 million. Overall, this is a 14% increase compared to the prior year, primarily due to annual salary increases, and overhead cost increases for non-payroll expenses. The Restricted budget totals \$151 million for grant activities, financial aid, and payments for employee benefits. Finally, the approved Capital and Technology Plan budget totals \$7.5 million, which is earmarked for the continuation of asset upgrades and replacement of information and instructional technology equipment.

The Unrestricted Fund as of April 30, 2026, total revenues and fund balance transfer-ins are \$472.8 million. This represents 98.6% of the budgeted total of \$479.6 million. Expenses total \$310.3 million to date, which is 64.7% of the total expense budget of \$479.6 million. Compared with the same period last year, revenues and transfers are higher by 8.7 % and expenses are higher by 6.9%. Actual net revenue is \$162.6 million to date.

Ad Valorem tax revenue collections are higher when compared to last year mainly due to increases in property valuations. Tax revenue will normalize and fall within budget by year end.

State appropriations are 10.4% higher when compared to prior year due to an increase in HCC's performance tier allotment.

Tuition and fees, net, which include revenues for semester credit hour (SCH) courses, are 6.7% higher than last year at this time. Gross tuition and fee revenues are up 10.3% 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 31.8% primarily due to Dual Credit waivers.

Continuing Education/Non-credit tuition and fees, net are 8.5% higher than last year at this time. Gross tuition and fees revenues are up by 8.5%.

Actual salaries for FY 2026 are 5% higher compared to FY 2025; this is due primarily to a Board approved salary increase of 2% for faculty and full-time employees. Part-time hourly staff

received a 1.5% increase. An increase in PT faculty, due to enrollment growth, also contributed to the increase. Employee benefits are higher by 8.7% for FY 2026 compared to FY 2025.

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.

Debt interest expense for the month totaled 1,287,355 compared to this time in FY 2025 of \$1,500,797.

**HOUSTON CITY COLLEGE**  
**Statement of Revenues, Expenses and Fund Balances - All Funds**  
**As of April 30, 2026**

	Unrestricted	Restricted	Auxiliary	Loans	Scholarship	Unexpended Plant	Capital and Technology	Retirement of Debt	Investment in Plant	Total
<b>Revenues</b>	\$ 450,561,227	\$ 26,363,943	\$ 6,267,176	\$ 63,096,013	\$ 126,679,873	\$ (27,373,041)	\$ 28,687,500	\$ 41,899,043	\$ 268,707	\$ 716,450,441
<b>Expenses</b>										
Salaries	177,318,402	3,512,970	694,614	-	2,772,733	-	32,887	-	-	184,331,606
Employee Benefits	22,269,024	14,536,055	135,159	-	-	-	-	-	-	36,940,238
Supplies & General Expense	3,519,819	256,693	526,504	-	-	36,866	171,938	-	-	4,511,821
Travel	366,546	63,820	22,181	-	-	-	-	-	-	452,546
Marketing Costs	1,701,486	36,880	1,564	-	-	-	-	-	-	1,739,930
Rentals & Leases	101,615	-	8,968	-	-	1,229	-	-	-	111,812
Insurance/Risk Mgmt.	8,161,247	875	1,393	-	-	-	-	-	-	8,163,515
Contracted Services	20,929,921	323,515	889,746	-	-	90,937	226,353	280,747	-	22,741,218
Utilities	6,623,821	-	356,066	-	-	-	-	-	-	6,979,886
Other Departmental Expenses	2,636,659	379,996	260,165	-	239,974	-	-	-	-	3,516,794
Instructional & Other Materials	5,784,369	202,790	834	-	-	71,401	534,902	-	-	6,594,296
Maintenance & Repair	1,358,363	57,073	11,645	-	-	-	9,131	-	-	1,436,212
Transfers (In)/Out <sup>1</sup>	42,873,656	-	-	-	(3,322,986)	(29,265,716)	970,216	(11,255,170)	-	-
Debt	4,688,675	-	-	-	-	-	-	46,191,910	-	50,880,586
Capital Outlay	7,418,155	580,096	296,962	-	-	3,944,748	7,871,333	-	-	20,111,294
Amortization/Depreciation	-	-	-	-	-	-	-	-	23,702,061	23,702,061
Scholarship Distribution	4,515,668	-	1,566,149	63,096,013	127,133,255	-	-	-	-	196,311,085
<b>Total Expenses</b>	<b>310,267,428</b>	<b>19,950,762</b>	<b>4,771,948</b>	<b>63,096,013</b>	<b>126,822,976</b>	<b>(25,120,534)</b>	<b>9,816,758</b>	<b>35,217,487</b>	<b>23,702,061</b>	<b>568,524,901</b>
<b>Net Revenues/(Expenses)</b>	<b>140,293,799</b>	<b>6,413,181</b>	<b>1,495,229</b>	<b>-</b>	<b>(143,104)</b>	<b>(2,252,507)</b>	<b>18,870,742</b>	<b>6,681,556</b>	<b>(23,433,354)</b>	<b>147,925,541</b>
<b>Other Adjustments and Transfers</b>										
Debt Principal Payments <sup>2</sup>	-	-	-	-	-	-	-	-	-	-
Debt Refinancing	-	-	-	-	-	-	-	-	-	-
Capitalization of Assets & CIP <sup>2</sup>	-	-	-	-	-	475,201	4,828,771	-	43,485,065	48,789,037
Transfers of Completed Projects/Assets	-	-	-	-	-	-	-	-	-	-
Transfers of Balances between Funds	-	-	-	-	-	-	-	-	-	-
<b>Total Other Adjustments and Transfers</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>475,201</b>	<b>4,828,771</b>	<b>-</b>	<b>43,485,065</b>	<b>48,789,037</b>
<b>Beginning Fund Balances, Audited</b>	<b>42,783,470</b>	<b>897,080</b>	<b>23,605,096</b>	<b>238,698</b>	<b>4,017,685</b>	<b>126,030,418</b>	<b>-</b>	<b>20,049,079</b>	<b>590,834,013</b>	<b>808,455,539</b>
<b>Ending Fund Balances</b>	<b>\$ 183,077,269</b>	<b>\$ 7,310,261</b>	<b>\$ 25,100,325</b>	<b>\$ 238,698</b>	<b>3,874,581</b>	<b>\$ 124,253,112</b>	<b>\$ 23,699,513</b>	<b>\$ 26,730,635</b>	<b>\$ 610,885,724</b>	<b>\$ 1,005,170,118</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 CITY COLLEGE**  
**Unrestricted Revenues and Expenses**  
**Comparison to Budget and Previous Fiscal Year**  
**As of April 30, 2026**  
**67.8% of Year**

	<b>Budget Comparison</b>			<b>Previous Fiscal Year Comparison</b>			
	FY 2026 Adjusted Budget	Year-to-Date Actuals Thru April 30, 2026	Actuals as a % of Budget	Year-to-Date Actuals Thru April 30, 2026	Year-to-Date Actuals Thru April 30, 2025	Increase (Decrease) FY 2026 Compared to FY 2025	% Increase (Decrease)
<b>REVENUES</b>							
State Appropriations	\$ 72,938,399	\$ 59,311,523	81.3%	\$ 59,311,523	\$ 53,724,309	\$ 5,587,214	10.4%
Ad Valorem Taxes	242,337,151	236,494,259	97.6%	236,494,259	220,325,611	16,168,648	7.3%
Tuition & Fees, Net	114,395,960	131,830,561	115.2%	131,830,561	123,530,655	8,299,906	6.7%
Other Local Income	19,406,390	14,835,644	76.4%	14,835,644	12,247,983	2,587,662	21.1%
Tuition & Fees, Net -- Extended Learning	7,609,984	7,557,515	99.3%	7,557,515	6,964,413	593,102	8.5%
Grant Revenue - Indirect Cost	650,000	531,724	81.8%	531,724	539,589	(7,864)	-1.5%
<b>Total Revenues</b>	<b>457,337,884</b>	<b>450,561,227</b>	<b>98.5%</b>	<b>450,561,227</b>	<b>417,332,559</b>	<b>33,228,667</b>	<b>8.0%</b>
<b>Fund Balance Transfers-In</b>	<b>22,269,376</b>	<b>22,269,376</b>	<b>100.0%</b>	<b>22,269,376</b>	<b>17,809,983</b>	<b>4,459,393</b>	<b>25.0%</b>
<b>Total Revenues and Fund Balance Transfers</b>	<b>\$ 479,607,260</b>	<b>\$ 472,830,603</b>	<b>98.6%</b>	<b>\$ 472,830,603</b>	<b>\$ 435,142,542</b>	<b>\$ 37,688,060</b>	<b>8.7%</b>
 <b>EXPENSES</b>							
Salaries	262,227,836	177,318,402	67.6%	177,318,402	168,825,325	8,493,077	5.0%
Employee Benefits	39,768,492	22,269,024	56.0%	22,269,024	20,484,244	1,784,781	8.7%
Supplies & General Expense	6,357,538	3,519,819	55.4%	3,519,819	3,424,282	95,537	2.8%
Travel	1,482,468	366,546	24.7%	366,546	444,823	(78,277)	-17.6%
Marketing Costs	4,200,134	1,701,486	40.5%	1,701,486	1,917,688	(216,202)	-11.3%
Rentals & Leases	433,328	101,615	23.4%	101,615	267,964	(166,349)	-62.1%
Insurance/Risk Mgmt.	10,642,471	8,161,247	76.7%	8,161,247	8,175,411	(14,164)	-0.2%
Contracted Services	40,298,768	20,929,921	51.9%	20,929,921	20,174,667	755,254	3.7%
Utilities	11,287,281	6,623,821	58.7%	6,623,821	6,205,007	418,814	6.7%
Other Departmental Expenses	5,860,114	2,636,659	45.0%	2,636,659	1,602,727	1,033,932	64.5%
Instructional & Other Materials	12,267,589	5,784,369	47.2%	5,784,369	5,810,643	(26,274)	-0.5%
Maintenance & Repair	2,985,688	1,358,363	45.5%	1,358,363	1,835,963	(477,599)	-26.0%
Transfers\Debt	48,246,760	47,562,331	98.6%	47,562,331	39,724,942	7,837,389	19.7%
Contingency/Initiatives	6,805,147	-	100.0%	-	-	-	0.0%
Capital Outlay	14,844,864	7,418,155	50.0%	7,418,155	11,452,856	(4,034,701)	-35.2%
Scholarship Distribution	11,898,782	4,515,668	38.0%	4,515,668	-	4,515,668	100.0%
<b>Total Expenses</b>	<b>\$ 479,607,260</b>	<b>\$ 310,267,428</b>	<b>64.7%</b>	<b>\$ 310,267,428</b>	<b>\$ 290,346,542</b>	<b>\$ 19,920,886</b>	<b>6.9%</b>
<b>NET REVENUE/(EXPENSES)</b>	<b>-</b>	<b>\$ 162,563,174</b>		<b>\$ 162,563,174</b>	<b>\$ 144,796,000</b>	<b>\$ 17,767,174</b>	

**HOUSTON CITY COLLEGE**  
**Auxiliary Revenues and Expenses by Fund**  
**As of April 30, 2026**

**Auxiliary Funds - Uncommitted Portion**

	Main Leasing	Misc. Auxiliary*	Bookstore Commission	Scholarships	<b>Subtotal Uncommitted</b>
<b>Revenues</b>	\$ 3,586,313	\$ 181,127	\$ 619,850	\$ -	<u>\$ 4,387,290</u>
<b>Expenses</b>					
Salaries	225,905	73,286	-	60,101	359,292
Employee Benefits	52,756	9,355	-	623	62,734
Supplies & General Expense	55,335	68,290	-		123,625
Travel			-		-
Marketing Costs			-		-
Rentals & Leases			-		-
Insurance/Risk Mgmt.			-		-
Contracted Services	936,559.95	13,065.24	-		949,625
Utilities			-		-
Other Departmental Expenses	460,659	213,869.28	-		674,528
Instructional & Other Materials			-		-
Maintenance & Repair			-		-
Transfers/Debt			-		-
Capital Outlay			-		-
Scholarship Distribution			-	1,544,122	1,544,122
<b>Total Expenses</b>	<u>1,731,216</u>	<u>377,866</u>	<u>-</u>	<u>1,604,846</u>	<u>3,713,927</u>
<b>Contribution to Fund Balance</b>	<u>\$ 1,855,098</u>	<u>\$ (196,739)</u>	<u>\$ 619,850</u>	<u>\$ (1,604,846)</u>	<u>673,362</u>
<b>Beginning Fund Balance, Audited</b>					<u>19,421,438</u>
<b>Ending Fund Balance</b>					<u>\$ 20,094,801</u>

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

**HOUSTON CITY COLLEGE**  
**Auxiliary Revenues and Expenses By Fund**  
**As of April 30, 2026**

**Auxiliary Funds - International and Committed Portions**

	<u>International</u>		<u>Committed</u>				<u>Total</u>
	Other International Initiatives	<b>Subtotal International</b>	Student Vending Commission	Student Activity Fee	Student Athletic Fee	<b>Subtotal Committed</b>	<b>Total Auxiliary</b>
<b>Revenues</b>	\$ -	\$ -	\$ -	\$ 1,043,634	\$ 836,252	\$ 1,879,886	\$ 6,267,176
<b>Expenses</b>							
Salaries	-	-	-	75,580	281,377	356,957	716,249
Employee Benefits	-	-	-	4,223	68,201	72,425	135,159
Supplies & General Expense	34,014	34,014	-	321,590	83,890	405,480	563,120
Travel	-	-	-	-	-	-	-
Marketing Costs	-	-	-	-	-	-	-
Rentals & Leases	-	-	-	-	-	-	-
Insurance/Risk Mgmt.	-	-	-	-	-	-	-
Contracted Services	-	-	-	35,794	49,461	85,255	1,034,881
Utilities	-	-	-	-	-	-	-
Other Departmental Expenses	3,146	3,146	-	49,685.75	51,057	100,743	778,417
Instructional & Other Materials	-	-	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-	-	-
Transfers/Debt	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Scholarship Distribution	-	-	-	-	-	-	1,544,122
<b>Total Expenses</b>	<b>37,160</b>	<b>37,160</b>	<b>-</b>	<b>486,872</b>	<b>533,987</b>	<b>1,020,860</b>	<b>4,771,948</b>
<b>Contribution to Fund Balance</b>	<b>(37,160)</b>	<b>(37,160)</b>	<b>-</b>	<b>556,762</b>	<b>302,265</b>	<b>859,026</b>	<b>1,495,229</b>
<b>Beginning Fund Balance, Audited</b>		<b>1,399,422</b>	<b>(1,284,080)</b>	<b>2,083,297</b>	<b>1,985,018</b>	<b>2,784,235</b>	<b>23,605,095</b>
<b>Ending Fund Balance</b>	<b>\$ 1,362,262</b>		<b>\$ (1,284,080)</b>	<b>\$ 2,640,059</b>	<b>\$ 2,287,282</b>	<b>\$ 3,643,261</b>	<b>\$ 25,100,325</b>

**HOUSTON CITY COLLEGE**  
**Unrestricted Adjusted Budgets and Actuals by Division - Summary Comparison**  
**As of April 30, 2026**  
**67.8% of Year**

<b>Division</b>	<b>FY 2026 Adjusted Budget</b>	<b>Actuals as of April 30, 2026</b>	<b>% Spent</b>	<b>FY 2025 Adjusted Budget</b>	<b>Actuals as of April 30, 2025</b>	<b>% Spent</b>
Central College	\$ 16,552,423	\$ 11,173,596	67.5%	\$ 15,730,242	10,138,408	64.5%
Northwest College	19,990,283	13,283,594	66.5%	18,909,596	11,818,972	62.5%
Northeast College	18,809,452	12,735,585	67.7%	17,621,224	11,517,727	65.4%
Southwest College	19,819,558	12,946,542	65.3%	17,236,957	11,819,277	68.6%
Southeast College	17,879,201	12,699,655	71.0%	17,514,358	12,296,083	70.2%
Coleman College	23,860,596	15,127,051	63.4%	22,389,092	14,412,314	64.4%
Academic Instruction	84,366,745	61,797,389	73.2%	83,749,018	58,531,984	69.9%
Office of the Chancellor	12,174,011	7,172,035	58.9%	11,281,981	6,605,323	58.5%
Instructional Services	26,866,646	11,986,517	44.6%	18,821,001	9,513,148	50.5%
Online College	3,516,050	2,247,150	63.9%	3,202,011	2,018,485	63.0%
Student Services	11,093,310	6,049,261	54.5%	11,713,410	5,344,800	45.6%
Strategy, Planning & Institutional Effectiveness	5,102,492	2,808,918	55.0%	5,283,818	2,795,214	52.9%
External & Governmental Relations, Transfers and Alumni Relations	2,281,288	1,203,639	52.8%	2,198,301	1,092,873	49.7%
Legal & Compliance	23,608,374	17,187,195	72.8%	17,348,438	12,164,752	70.1%
Finance & Accounting	70,652,006	42,621,424	60.3%	73,537,414	49,225,474	66.9%
System	114,520,183	75,208,436	65.7%	121,959,529	67,493,752	55.3%
<b>Grand Total</b>	<b>\$ 479,607,260</b>	<b>\$ 310,267,428</b>	<b>64.7%</b>	<b>\$ 465,139,254</b>	<b>\$ 290,346,542</b>	<b>62.4%</b>

# HOUSTON CITY COLLEGE

## Balance Sheet by Fund

As of April 30, 2026

	CURRENT & LOAN FUNDS <sup>1</sup>	PLANT & BOND FUNDS <sup>2</sup>	TOTAL ALL FUNDS	PRIOR YEAR TOTAL FUNDS 8-31-2025
<b>ASSETS</b>				
Current Assets:				
Cash & cash equivalents	\$ 135,478,260	\$ 128,316,441	\$ 263,794,701	\$ 222,525,282
Accounts receivable (net)	57,671,152	3,128,464	60,799,616	33,361,251
Deferred charges	121,180	-	121,180	12,374,580
Prepays	8,754,776	-	8,754,776	9,098,114
<b>Total Current Assets</b>	<b>202,025,368</b>	<b>131,444,905</b>	<b>333,470,273</b>	<b>277,359,227</b>
Non-current Assets:				
Restricted cash & cash equivalents	-	24,306,460	24,306,460	34,810,115
Long-term investments	313,210,799	-	313,210,799	219,554,291
Long-term lease receivable	18,734,515	-	18,734,515	18,241,761
Capital assets, net	9,020,405	1,112,703,137	1,121,723,543	1,134,300,351
<b>Total Non-current Assets</b>	<b>340,965,720</b>	<b>1,137,009,597</b>	<b>1,477,975,317</b>	<b>1,406,906,518</b>
<b>Total Assets</b>	<b>\$ 542,991,088</b>	<b>\$ 1,268,454,502</b>	<b>\$ 1,811,445,590</b>	<b>\$ 1,684,265,745</b>
Deferred Outflows of Resources:				
OPEB	12,647,768	-	12,647,768	12,647,768
Pension	19,860,348	-	19,860,348	19,860,348
Advance Funding Valuation	-	1,300,726	1,300,726	1,300,727
<b>Total Deferred Outflows of Resources</b>	<b>\$ 32,508,116</b>	<b>\$ 1,300,726</b>	<b>\$ 33,808,842</b>	<b>\$ 33,808,843</b>
<b>Total Assets and Deferred Outflows of Resources</b>	<b>\$ 575,499,203</b>	<b>\$ 1,269,755,229</b>	<b>\$ 1,845,254,432</b>	<b>\$ 1,718,074,587</b>
<b>LIABILITIES</b>				
Current Liabilities:				
Accounts payable	19,781,542	144,120	19,925,662	17,734,123
Accrued Interest- SBITA	466,208	-	466,208	466,208
Accrued liabilities	646,530	39,462	685,992	8,552,333
Compensated absences	15,972,276	-	15,972,276	15,972,276
Funds held for others	2,791,891	189,209	2,981,100	841,776
Deferred revenue	6,813,489	203,154	7,016,643	33,120,650
SBITA- Current portion	5,435,692	-	5,435,692	5,435,692
Net OPEB liability-current portion	4,009,122	-	4,009,122	4,009,122
Notes payable-current portion	-	365,541	365,541	728,033
Bonds payable-current portion	-	-	-	37,570,000
<b>Total Current Liabilities</b>	<b>55,916,750</b>	<b>941,486</b>	<b>56,858,236</b>	<b>124,430,213</b>
Non-current Liabilities:				
SBITA Liability	3,120,956	-	3,120,956	3,120,956
Net OPEB liability	137,226,159	-	137,226,159	137,226,159
Net pension liability	91,994,941	-	91,994,941	91,994,941
Notes payable	-	1,042,536	1,042,536	1,042,536
Bonds payable	-	473,846,086	473,846,086	473,846,086
<b>Total Non-current Liabilities</b>	<b>232,342,056</b>	<b>474,888,622</b>	<b>707,230,678</b>	<b>707,230,678</b>
<b>Total Liabilities</b>	<b>\$ 288,258,806</b>	<b>\$ 475,830,108</b>	<b>\$ 764,088,914</b>	<b>\$ 831,660,891</b>
Deferred Inflows of Resources:				
Leases	19,265,518	-	19,265,518	21,228,275
OPEB	41,352,953	-	41,352,953	41,352,953
Pension	7,020,792	-	7,020,792	7,020,792
Advance Funding Valuation	-	8,356,137	8,356,137	8,356,137
<b>Total Deferred Inflows of Resources</b>	<b>\$ 67,639,263</b>	<b>\$ 8,356,137</b>	<b>\$ 75,995,400</b>	<b>\$ 77,958,157</b>
<b>Total Liabilities and Deferred Inflows of Resources</b>	<b>\$ 355,898,069</b>	<b>\$ 484,186,245</b>	<b>\$ 840,084,314</b>	<b>\$ 909,619,048</b>
<b>Beginning Fund Balances, Audited</b>	<b>71,542,029</b>	<b>736,913,510</b>	<b>808,455,539</b>	<b>734,321,025</b>
Net Revenue/(Expenses)				
Unrestricted	141,789,027	-	141,789,027	(24,597,751)
Restricted	6,270,078	-	6,270,078	674,395
Net Investment in Plant	-	48,655,473	48,655,473	98,057,870
<b>Ending Fund Balances</b>	<b>\$ 219,601,134</b>	<b>\$ 785,568,983</b>	<b>\$ 1,005,170,118</b>	<b>\$ 808,455,539</b>
<b>Total Liabilities &amp; Fund Balances</b>	<b>\$ 575,499,203</b>	<b>\$ 1,269,755,229</b>	<b>\$ 1,845,254,432</b>	<b>\$ 1,718,074,587</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 CITY COLLEGE**  
**Exemptions and Waivers Detail**  
As of April 30, 2026

	FY 2025		FY 2026		Actuals % Increase/ (Decrease)YTD vs. Prior YTD
	Prior Year Activity thru 8/31/2025	Year-to-Date Activity thru 04/30/2025	Year-to-Date Activity thru 04/30/2026	Year-to-Date Activity thru 04/30/2026	
<b>Tuition &amp; Fees</b>					
<b>Budget:</b>					
Adjusted Budget, Annual*	\$ 126,237,802	\$ 123,530,655	\$ 114,395,960		-7.4%
<b>Revenues:</b>					
Gross Tuition & Fees	151,515,167	144,256,369	159,156,315		10.3%
<b>Waivers &amp; Exemptions:</b>					
Dual Credit & Early College HS	(19,222,225)	(17,905,561)	(24,205,372)		35.2%
Other	(3,345,302)	(2,820,153)	(3,120,382)		10.6%
Total Waivers & Exemptions	(22,567,527)	(20,725,714)	(27,325,754)		31.8%
<b>Total Tuition &amp; Fees Revenue, Net</b>	<b>\$ 128,947,640</b>	<b>\$ 123,530,655</b>	<b>\$ 131,830,561</b>		<b>6.7%</b>

<b>Tuition &amp; Fees - Extended Learning (EL)</b>					
<b>Budget:</b>					
Adjusted Budget, Annual*	\$ 7,885,993	\$ 6,964,413	\$ 7,609,984		9.3%
<b>Revenues:</b>					
Gross Tuition & Fees	8,435,498	6,964,413	7,557,515		8.5%
<b>Waivers &amp; Exemptions:</b>					
Department of Corrections	-	-	-		0.0%
<b>Total EL Tuition &amp; Fees Revenue, Net</b>	<b>\$ 8,435,498</b>	<b>\$ 6,964,413</b>	<b>\$ 7,557,515</b>		<b>8.5%</b>

	FY 2025		FY 2026		Actuals % Increase/ (Decrease)YTD vs. PriorYTD
	Prior Year Activity thru 8/31/2025	Year-to-Date Activity thru 04/30/2025	Year-to-Date Activity thru 04/30/2026	Year-to-Date Activity thru 04/30/2026	
<b>Exemptions &amp; Waivers</b>					
Dual Credit & Early College HS Waiver	19,222,225	17,905,561	24,205,372		35.2%
<b>Other Exemptions:</b>					
Employee Fee Exemptions	46,164	37,295	48,662		30.5%
Firemen	43,929	36,348	21,191		-41.7%
Hazelwood	1,265,115	1,116,051	1,226,402		9.9%
Deaf & Blind	141,103	126,819	134,663		6.2%
High Ranking High School Grad	1,364	1,364	-		-100.0%
Good Neighbor Program	104,266	67,527	30,998		-54.1%
Child of Disabled Vet	2,817	2,642	3,501		32.5%
CHILDREN OF POW/PMA	397,808	397,808	-		100.0%
Employee of State College & University	4,703	4,275	1,282		-70.0%
Non-resident Teach/Research Assistant	10,602	8,322	15,711		88.8%
Non-resident Competitive Scholarships	6,555	6,555	12,526		91.1%
Senior Citizens	445,900	390,600	529,334		35.5%
Misc Tuition/Fees Waivers	-	3,705	-		100.0%
Concurrent Enrollment	222	-	-		0.0%
Foster Children-Resident	301,126	264,204	305,549		15.6%
TX Tomorrow Waiver	277	280	-		100.0%
Surviving Spouse/Children	-	-	1,146		100.0%
Peace Officer Exemption	16,211	11,583	17,771		53.4%
Adopted Student Waiver	357,878	320,046	337,139		5.3%
FAST Book & OD Fees	199,262	24,729	434,507		1657.1%
<b>Total Other Exemptions</b>	<b>3,345,302</b>	<b>2,820,153</b>	<b>3,120,382</b>		<b>10.6%</b>
<b>Grand Total Exemptions &amp; Waivers</b>	<b>\$ 22,567,527</b>	<b>\$ 20,725,714</b>	<b>\$ 27,325,754</b>		<b>31.8%</b>

\*Amount net of exemptions & waivers.

# ACTION ITEM

Meeting Date: June 3, 2026

Topics For Discussion and/or Action:

ITEM #	ITEM TITLE	PRESENTER
F.	Approval of FY 2026 Budget Amendment #1	Dr. Margaret Ford Fisher Robert McCracken

## RECOMMENDATION

Approve the request to amend the FY2026 budget and allocate \$16.4M for the following HCC needs:

- \$1.20M Student Services
- \$0.51M Biology Lab
- \$0.67M Instructional Equipment (Aviation)
- \$1.00M Parking lot & Garage Repairs (multiple campuses)
- \$7.00M Deferred Maintenance
- \$3.07M Year-end GASB Benefits Allocation
- \$2.97M Classroom/Lab Improvements & Contingency

## COMPELLING REASON AND BACKGROUND

- Current financial projections as of April 30, 2026, indicate we will have a year-end budget surplus of approximately \$26.4M driven primarily by tuition and fees exceeding budget by 21%.
- The budget amendment invests available funding in one-time items that benefit students (classroom/lab enhancements, instructional equipment, and student services) and support critical infrastructure (deferred maintenance & parking repairs).

## FISCAL IMPACT

The budget amendment transfers \$16.4M of operating revenue to the operating and capital budgets.

## LEGAL REQUIREMENT

None.

## STRATEGIC ALIGNMENT

1. Student Success, 5. College of Choice

### ATTACHMENTS:

Description	Upload Date	Type
FY2026 Budget Proposed Budget Amendment #1	5/26/2026	Presentation

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

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



# FY26 Proposed Budget Amendment #1

---

Dr. Margaret Ford Fisher, Chancellor

Robert McCracken, VC Administration & Operations

Dawn Stephens, Interim AVC, Finance & Accounting

June 3, 2026

# FY26 Forecast & Proposed Budget Amendment #1

In Thousands

	FY26 Adjusted Budget	FY26 EOY Projections	\$ Change Compared to Budget	% Change Compared to Budget
<b>Revenues</b>				
State Appropriations	\$ 72,938	\$ 74,542	\$ 1,604	2%
Ad Valorem Taxes	242,337	242,337	-	0%
Tuition & Fees, Net	122,006	147,619	25,613	21%
Other Local Income	20,057	19,257	(800)	-4%
<b>Total Operating Revenue</b>	<b>\$ 457,338</b>	<b>\$ 483,755</b>	<b>\$ 26,417</b>	<b>6%</b>
<b>Expenses</b>				
Salaries	\$ 260,548	\$ 260,548	\$ -	0%
Benefits	39,768	39,768	-	0%
Other (Non-Payroll)	119,207	119,207	-	0%
Transfers	19,985	19,985	-	0%
Debt Service	16,775	16,775	-	0%
Scholarships	1,055	1,055	-	0%
<b>Total Operating Expenses</b>	<b>\$ 457,338</b>	<b>\$ 457,338</b>	<b>\$ -</b>	<b>0%</b>
<b>Net Operating Revenue/Expense</b>	<b>\$ -</b>	<b>\$ 26,417</b>	<b>\$ -</b>	<b>0%</b>
<b>Proposed FY26 Budget Amendment #1</b>		<b>\$ (16,417)</b>		
<b>Net Operating Revenue/Expense less Proposed FY26 Budget Amendment</b>	<b>\$ -</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>0%</b>
<b>Fund Balance Use</b>	<b>22,269</b>	<b>17,244</b>	<b>5,025</b>	<b>23%</b>
<b>Net Operating Revenue/Expense/Fund Balance Use and Proposed FY26 Budget Amendment</b>	<b>\$ 479,607</b>	<b>\$ 474,582</b>	<b>\$ 5,025</b>	<b>1%</b>

Note: Expense projections and remaining budget balance amounts are estimates as of 04/30/2026 and are subject to change based on actual spending.

# FY26 Proposed Budget Amendment #1 Detail

In Thousands

				FY26 Proposed Budget Amendment
OFPB Expense Category/Bucket	Sponsoring Division	Unit Level 2	Request	
Facility Enhancement/Experience	05 Southeast College	Campus Operations, SE	Student Services	\$ 1,200
Facility Enhancement/Experience	03 Northeast College	Campus Operations, NE	Biology Lab Expansion	510
Supplies/Equipment	03 Northeast College	COE Transportation	Aviation Maintenance Technology Equipment	672
Preventive Maintenance	16 SVC Finance & Administration	Facilities	Parking Lot and Garage Repairs (Spring Branch, Bissonnet, Hayes Rd & Central)	1,000
Preventive Maintenance	18 System	System	Deferred Maintenance	7,000
Benefits	18 System	System	Year-end GASB Benefit Allocation	3,065
Institutional Experience	18 System	System	Class/Lab Improvements & Contingency	2,970
<b>Total FY26 Proposed Budget Amendment #1</b>				<b>\$ 16,417</b>

Note: Expense projections and remaining budget balance amounts are estimates as of 04/30/2026 and are subject to change based on actual spending.

**Thank You**

# ACTION ITEM

Meeting Date: June 3, 2026

Topics For Discussion and/or Action:

ITEM #	ITEM TITLE	PRESENTER
G.	Approval of FY 2026 Budget Amendment #2	Dr. Margaret Ford Fisher Robert McCracken

## RECOMMENDATION

Approve the request to amend the FY2026 budget and reallocate \$10M for the following HCC needs:

- \$10.00M Enterprise Resource Planning System Transition

## COMPELLING REASON AND BACKGROUND

- Current financial projections as of April 30, 2026, indicate we will have a year-end budget surplus of approximately \$26.4M driven primarily by tuition and fees exceeding budget by 21%.
- The budget amendment invests available funding for the implementation of a modern Enterprise Resource Planning system.

## FISCAL IMPACT

The budget amendment transfers \$10M of operating revenue to the capital budget.

## LEGAL REQUIREMENT

None.

## STRATEGIC ALIGNMENT

1. Student Success, 5. College of Choice

### ATTACHMENTS:

Description	Upload Date	Type
FY2026 Budget Proposed Budget Amendment #2	5/26/2026	Presentation

### This item is applicable to the following:

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



# FY26 Proposed Budget Amendment #2

---

Dr. Margaret Ford Fisher, Chancellor

Robert McCracken, VC Administration & Operations

Dawn Stephens, Interim AVC, Finance & Accounting

June 3, 2026

# FY26 Forecast & Proposed Budget Amendment #2

In Thousands

	FY26 Adjusted Budget	FY26 EOY Projections	\$ Change Compared to Budget	% Change Compared to Budget
<b>Revenues</b>				
State Appropriations	\$ 72,938	\$ 74,542	\$ 1,604	2%
Ad Valorem Taxes	242,337	242,337	-	0%
Tuition & Fees, Net	122,006	147,619	25,613	21%
Other Local Income	20,057	19,257	(800)	-4%
<b>Total Operating Revenue</b>	<b>\$ 457,338</b>	<b>\$ 483,755</b>	<b>\$ 26,417</b>	<b>6%</b>
<b>Expenses</b>				
Salaries	\$ 260,548	\$ 260,548	\$ -	0%
Benefits	39,768	39,768	-	0%
Other (Non-Payroll)	119,207	119,207	-	0%
Transfers	19,985	19,985	-	0%
Debt Service	16,775	16,775	-	0%
Scholarships	1,055	1,055	-	0%
<b>Total Operating Expenses</b>	<b>\$ 457,338</b>	<b>\$ 457,338</b>	<b>\$ -</b>	<b>0%</b>
<b>Net Operating Revenue/Expense</b>	<b>\$ -</b>	<b>\$ 26,417</b>	<b>\$ -</b>	<b>0%</b>
Proposed FY26 Budget Amendment #1		\$ (16,417)		
<b>Proposed FY26 Budget Amendment #2</b>		<b>\$ (10,000)</b>		
<b>Net Operating Revenue/Expense less Proposed FY26 Budget Amendment</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
<b>Fund Balance Use</b>	<b>22,269</b>	<b>17,244</b>	<b>5,025</b>	<b>23%</b>
<b>Net Operating Revenue/Expense/Fund Balance Use and Proposed FY26 Budget Amendment</b>	<b>\$ 479,607</b>	<b>\$ 474,582</b>	<b>\$ 5,025</b>	<b>1%</b>

Note: Expense projections and remaining budget balance amounts are estimates as of 04/30/2026 and are subject to change based on actual spending.

# FY26 Proposed Budget Amendment#2 Detail

In Thousands

				FY26 Proposed Budget Amendment
OFPB Expense Category/Bucket	Sponsoring Division	Unit Level 2	Request	
IT Enhancement/Experience	18 System	System	Enterprise Resource Plan System Transition	10,000
<b>Total FY26 Proposed Budget Amendment #2</b>				<b>\$ 10,000</b>

Note: Expense projections and remaining budget balance amounts are estimates as of 04/30/2026 and are subject to change based on actual spending.

**Thank You**

# ACTION ITEM

Meeting Date: June 3, 2026

Topics For Discussion and/or Action:

ITEM #	ITEM TITLE	PRESENTER
H.	Adopt Board Self-Assessment Instrument for 2025-2026	Trustee Eva Loredó

## RECOMMENDATION

Adopt the Board Self-Assessment instrument for 2025-2026.

## COMPELLING REASON AND BACKGROUND

In accordance with Policy BCG (Local) and Board Bylaws Article H, the Board shall plan and conduct, at least annually, a thorough self-evaluation. This evaluation may be conducted in a regular meeting, a special meeting, or in a workshop setting.

## FISCAL IMPACT

The Board Self-Assessment is a budgeted expense for FY 2026.

## LEGAL REQUIREMENT

In accordance to Policy BCG (Local) and Board Bylaws Article H.

## STRATEGIC ALIGNMENT

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

## ATTACHMENTS:

Description	Upload Date	Type
Board Self-Assessment Instrument for 2025-2026 (Draft)	5/27/2026	Attachment

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



## OVERVIEW

The [Association of Community College Trustees](#) (ACCT) is coordinating the 2026 Houston City College Board of Trustees self-assessment process. Please complete the assessment by **11:59 PM by July 24, 2026**. If you are unable to complete the assessment in one sitting, please use the same computer to complete it.

Please rate the board's performance on a scale of 1 to 5 with 1 being the lowest rating and 5 being the highest. The scale reads left to right. Please provide comments as appropriate and for any item rated 1 or 2. Your responses are confidential.

Thank you for taking the time to complete the assessment. Your input is very important.

If you have any questions, you can contact Colleen Allen, Director, Retreat and Evaluation Services, at 202-558-8682 or [callen@acct.org](mailto:callen@acct.org).

**BOARD ORGANIZATION**

Please rate the Board in key functional areas using the following scale:

1=strongly disagree; 2=somewhat disagree; 3=somewhat agree; 4=agree; 5=strongly agree; You may also select Don't Know

Please provide comments or suggestions. If no comment please indicate.

**Board Organization**

	1	2	3	4	5	Don't Know
1. Board members are given timely and adequate information on agenda items.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Board meetings are conducted in an orderly, efficient manner that allows for open and sufficient discussion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Confidentiality regarding executive session items is maintained.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments/suggestions

## Policy Role & Direction

Please rate the Board in key functional areas using the following scale:

1=strongly disagree; 2=somewhat disagree; 3=somewhat agree; 4=agree; 5=strongly agree; You may also select Don't Know

Please provide comments or suggestions. If no comment please indicate.

### Policy Role & Direction

	1	2	3	4	5	Don't Know
4. The board spends sufficient time discussing the future direction of the College and the strategic plan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. The Board focuses on policy in Board discussions, not administrative matters.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. The Board has clarified the difference between its policy role and the roles of the Chancellor and staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments/suggestions

### Board-Chancellor Relations

Please rate the Board in key functional areas using the following scale:

1=strongly disagree; 2=somewhat disagree; 3=somewhat agree; 4=agree; 5=strongly agree; You may also select Don't Know

Please provide comments or suggestions. If no comment please indicate.

#### Board-Chancellor Relations

	1	2	3	4	5	Don't Know
7. The Board clearly delegates the administration of the College to the Chancellor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. The Board is adequately informed about the important issues facing the College.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. The Board is satisfied with the current Chancellor evaluation process.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. The Board is sensitive to the concerns of students and employees while maintaining impartiality and support for the Chancellor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments/suggestions

## Community Relations

Please rate the Board in key functional areas using the following scale:

1=strongly disagree; 2=somewhat disagree; 3=somewhat agree; 4=agree; 5=strongly agree; You may also select Don't Know

Please provide comments or suggestions. If no comment please indicate.

### Community Relations

	1	2	3	4	5	Don't Know
11. The Board is knowledgeable about community and regional needs and expectations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. The Board supports the Chancellor's initiatives to develop educational partnerships with K-12 school districts, colleges/universities, community agencies, business and local government, where appropriate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments/suggestions

### Standards for College Operations

Please rate the Board in key functional areas using the following scale:

1=strongly disagree; 2=somewhat disagree; 3=somewhat agree; 4=agree; 5=strongly agree; You may also select Don't Know

Please provide comments or suggestions. If no comment please indicate.

#### Standards for College Operations

	1	2	3	4	5	Don't Know
13. The Board is knowledgeable about the System's educational programs/services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. The Board assures that the budget reflects college priorities in the mission and goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. The Board provides sufficient oversight to assure proper execution of capital projects.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. The Board provides proper oversight for projects included in the Bond.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. The Board is aware of the System's funding structure and budget.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments/suggestions

## Board Leadership

Please rate the Board in key functional areas using the following scale:

1=strongly disagree; 2=somewhat disagree; 3=somewhat agree; 4=agree; 5=strongly agree; You may also select Don't Know

Please provide comments or suggestions. If no comment please indicate.

### Board Leadership

	1	2	3	4	5	Don't Know
18. The Board understands and adheres to its roles and responsibilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. The Board is willing to take a stand for what it believes is right for students and the community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. Through its behavior, the Board has set a positive example for the Chancellor and other employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21. Board members treat one another with respect.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22. There is a climate of mutual trust between Board members.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. Once a decision is made, Board members uphold the decision of the Board.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments/suggestions

## Advocating for the College

Please rate the Board in key functional areas using the following scale:

1=strongly disagree; 2=somewhat disagree; 3=somewhat agree; 4=agree; 5=strongly agree; You may also select Don't Know

Please provide comments or suggestions. If no comment please indicate.

### Advocating for the College

	1	2	3	4	5	Don't Know
24. The Board helps educate the local community about the System's needs and issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25. The Board advocates the System's interests to state and national agencies and legislators.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. The Board actively supports the System's Foundation and fundraising efforts.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments/suggestions

**Board Education**

Please rate the Board in key functional areas using the following scale:

1=strongly disagree; 2=somewhat disagree; 3=somewhat agree; 4=agree; 5=strongly agree; You may also select Don't Know

Please provide comments or suggestions. If no comment please indicate.

**Board Education**

	1	2	3	4	5	Don't Know
27. Requests by individual trustees do not place an undue burden on staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28. Board members are engaged in a continuous process of training and development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
29. New Board members receive an orientation to the Board and the institution.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments/suggestions

**Institutional Readiness for Student Success**

Please rate the Board in key functional areas using the following scale:

1=strongly disagree; 2=somewhat disagree; 3=somewhat agree; 4=agree; 5=strongly agree; You may also select Don't Know

Please provide comments or suggestions. If no comment please indicate.

**Institutional Readiness for Student Success**

	1	2	3	4	5
30. The Board expects, and the Chancellor provides, regular reports on disaggregated student outcomes and uses the results to modify policy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
31. Decisions about budget allocations are directly linked to increasing rates of student success.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32. The College has established a strategic planning process that relies on data to set goals for student success and to measure goal attainment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments/suggestions

### Individual Trustee Self-Assessment

Please rate the Board in key functional areas using the following scale:

1=strongly disagree; 2=somewhat disagree; 3=somewhat agree; 4=agree; 5=strongly agree; You may also select Don't Know

Please provide comments or suggestions. If no comment please indicate.

#### Individual Trustee Self-Assessment

	1	2	3	4	5	Don't Know
33. Board Organization: I have read materials in advance and am prepared adequately to participate in board discussions and meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
34. Policy Role & Direction: I understand my role as a trustee and address policy matters rather than management issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
35. College and Student Relations: As a trustee, I defer to the Chancellor regarding issues or concerns related to students or employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
36. Community Relations: I use my influence and relationships to develop partnerships with local and statewide constituents.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
37. Standards for Institutional Operations: I have an understanding of the System's funding structure and am able to make informed decisions about College operations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
38. Board Leadership: I am comfortable expressing my own opinions during Board meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
39. Board Leadership: Once a vote is taken, I support the decision of the Board.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
40. Advocating for the College: I advocate for the College at the local, state and national level.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments/suggestions



**Open Ended Questions**

Please provide comments or suggestions. If no comment please indicate.

**What are the major accomplishments of the Board in the past year?**

**What are the Board's greatest strengths?**

**What are areas in which the Board could improve?**

**I recommend that the Board have the following priorities or goals for the coming year.**



**2026 Houston City College BSA**

Thank you for taking the time to complete and return your candid responses for this assessment. All responses will remain anonymous and the confidential final report is for board use only. Please click "Done" to submit your responses.

Meeting Date: June 3, 2026

Topics For Discussion and/or Action:

ITEM #	ITEM TITLE	PRESENTER
I.	Adopt Chancellor's Performance Evaluation Instrument for 2025-2026	Trustee Eva Loredro Dr. Margaret Ford Fisher

**RECOMMENDATION**

Adopt the Chancellor's Performance Evaluation instrument for 2025-2026.

**COMPELLING REASON AND BACKGROUND**

In accordance with Policy BFE (Local), 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.

**FISCAL IMPACT**

The Chancellor's evaluation is a budgeted expense for FY 2026.

**LEGAL REQUIREMENT**

In accordance with Policy BFE (Local)

**STRATEGIC ALIGNMENT**

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

**ATTACHMENTS:**

Description	Upload Date	Type
Chancellor Performance Evaluation Instrument for 2025-2026 (Draft)	5/27/2026	Attachment

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



## OVERVIEW

The [Association of Community College Trustees](#) (ACCT) is assisting the Houston City College Board of Trustees with its 2026 Chancellor's Evaluation Process. All trustees should complete the evaluation survey by **11:59 PM on July 31, 2026**. Your participation is very important.

ACCT will collect your responses and prepare a summary report for the Board of Trustees to review on or about August 21, 2026. Your responses are anonymous and will not be shared with anyone other than the Houston City College Board of Trustees.

This survey asks you to evaluate the Chancellor's performance on typical leadership competencies. Please rate the performance of the Chancellor in part 1 using the following scale: 1 = does not meet expectations; 2 = meets some expectations; 3 = meets expectations; 4 = exceeds expectations; 5 = significantly exceeds expectations; and DK = Don't Know. In part 2, use this scale to evaluate progress: 1=Not meeting expectations/No progress; 2=Partially meeting expectations; 3=Meeting expectations (on track or in progress); 4=Exceeding expectations (Achieved 75-89% of goal); 5=Exceptional/far exceeded expectations (Goal completed) ; DK=Don't Know. **The scale reads left to right, with 1 being the lowest rating and 5 being the highest rating.**

If you cannot complete the evaluation in one sitting, please use the same computer to reopen the survey and complete the evaluation.

If you have any problems with the online survey, please contact Colleen Allen, Director, Retreats and Evaluations, ACCT, [callen@acct.org](mailto:callen@acct.org) or 202-558-8682.

**Institutional Performance**

Instructions: Please rate the Chancellor's performance using the following scale: 5=Significantly exceeds expectations; 4=Exceeds expectations; 3=Meets expectations; 2=Meets some expectations; 1=Does not meet expectations; You may also select Don't Know if you do not have enough information to respond. Please provide comments or suggestions.

**Institutional Performance**

	1	2	3	4	5	Don't Know
1. Provides effective leadership in establishing and maintaining excellent student services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Provides effective leadership for maintenance and upgrade of the physical plant.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Is creative and innovative in solving problems and dealing with crisis.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Stays current with trends, information, legislation, and other movements pertinent to the System's future.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Handles public and media relations appropriately and constructively.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Develops and executes sound personnel policies and procedures.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Gives recognition due to staff, faculty, and administrators for accomplishments.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Programs are relevant, and accountability measures are presented to ensure excellence and quality.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Technology is continuously upgraded and used as a tool to promote greater student access, learning options, service, efficiencies and productivity.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

**Committed Leadership focused on Student Success**

Instructions: Please rate the Chancellor's performance using the following scale: 5=Significantly exceeds expectations; 4=Exceeds expectations; 3=Meets expectations; 2=Meets some expectations; 1=Does not meet expectations; You may also select Don't Know if you do not have enough information to respond. Please provide comments or suggestions.

**Committed Leadership Focused on Student Success**

	1	2	3	4	5	DK
10. Chancellor actively supports efforts to improve student learning and completion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. Chancellor provides board regular reports on student outcomes and the impact of efforts to improve student success rates.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. Chancellor demonstrates willingness to support changes in policy, procedures and resource allocation to improve student success.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. Chancellor establishes urgency for improvement and motivates entire college to accelerate the pace of improving student outcomes via events, budget priorities, planning documents, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

## Organizational Strategy

Instructions: Please rate the Chancellor's performance using the following scale: 5=Significantly exceeds expectations; 4=Exceeds expectations; 3=Meets expectations; 2=Meets some expectations; 1=Does not meet expectations; You may also select Don't Know if you do not have enough information to respond. Please provide comments or suggestions.

### Organizational Strategy

	1	2	3	4	5	DK
14. Strategically plans for the college based on data and measured student success goal attainment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. Strategically leads inclusive planning processes that result in focused, concrete college-wide plans to significantly improve student access and success.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. Ensures alignment and extensive collaboration among colleges and departments (college leadership, instruction, student services, finance, human resources, facilities, etc.) to improve student success.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. Develops a culture of inquiry and evidence to support a results-oriented approach across the Institution (i.e. implementation of routine assessment of progress, and continuous data-informed improvement).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments



## **Institutional Leadership**

Instructions: Please rate the Chancellor's performance using the following scale: 5=Significantly exceeds expectations; 4=Exceeds expectations; 3=Meets expectations; 2=Meets some expectations; 1=Does not meet expectations; You may also select Don't Know if you do not have enough information to respond. Please provide comments or suggestions.

## Institutional Leadership

	1	2	3	4	5	Don't Know
18. Is informed about developments in education, and particularly community colleges.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. Provides leadership for the professional development of staff, and maintains her own professional development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. Implements College operations pursuant to policy, statutes, regulations, and policy governance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21. Possesses a vision, assists the board in establishing goals, and provides leadership for others to progress toward vision and goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22. Identifies and analyzes problems and issues confronting the college and recommends and implements appropriate changes and directions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. Maintains and supports the value of excellence and quality within the institution.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24. Develops the technology resources of the College to promote greater efficiencies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25. Relates the budget priorities to the HCC mission, goals, and long range planning.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. Creates an atmosphere which contributes to positive morale.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27. Develops leadership team focused on improving student access and success goal attainment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28. Takes data-informed strategic risks (reallocating resources, making changes, etc.) to advance commitment to advance student success.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
29. Achieves significantly improved results in student outcomes by implementing well-designed institutional changes at scale and ensuring they are sustained over the long term.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

**External Relations**

Instructions: Please rate the Chancellor's performance using the following scale: 5=Significantly exceeds expectations; 4=Exceeds expectations; 3=Meets expectations; 2=Meets some expectations; 1=Does not meet expectations; You may also select Don't Know if you do not have enough information to respond. Please provide comments or suggestions.

**External Relations**

	1	2	3	4	5	Don't Know
30. Works to develop positive relationships with the news media and other public relations vehicles within the community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
31. Encourages involvement from and respects all constituencies and gives their issues fair consideration.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32. Presents a positive image for HCC.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
33. Develops useful strategies for building community partners and forms new partnerships as a result	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
34. Understands state and federal trends and decisions and keeps others informed of their impact on the HCC.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
35. Is visible at and takes part in campus and community activities and functions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
36. Secures input from both internal and external stakeholders to identify causes of achievement gaps and informs the development of strategies for improving student success.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
37. Build effective relationships with HCC Foundation and prospective donors to maximize support for student goal attainment and resources.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

**Communication**

Instructions: Please rate the Chancellor's performance using the following scale: 5=Significantly exceeds expectations; 4=Exceeds expectations; 3=Meets expectations; 2=Meets some expectations; 1=Does not meet expectations; You may also select Don't Know if you do not have enough information to respond. Please provide comments or suggestions.

**Communication**

	1	2	3	4	5	Don't Know
38. Articulates a strong, broad strategic vision for the college and its students throughout the institution and the community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
39. Communicates effectively by listening in ways that foster strong relationships, develop shared priorities and inspire trust and action.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
40. Assures institutional communications emphasize a student success agenda, including website, news releases, public meetings, advertisements, social media, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

**Budgetary/Fiscal Management**

Instructions: Please rate the Chancellor's performance using the following scale: 5=Significantly exceeds expectations; 4=Exceeds expectations; 3=Meets expectations; 2=Meets some expectations; 1=Does not meet expectations; You may also select Don't Know if you do not have enough information to respond. Please provide comments or suggestions.

**Budgetary/Fiscal Management**

	1	2	3	4	5	Don't Know
41. Provides sound fiscal management, including the ability address budgetary matters in a way that achieves more efficient and effective use of resources.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
42. Possesses a good understanding of the HCC financial needs and communicates them clearly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
43. Ensures the fiscal strength and sound operation of the college by securing sufficient resources to fund operations, providing adequate controls to prevent fiscal mismanagement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
44. Delivers a sound budget and ensures budget compliance throughout the institution.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
45. Aligns expenditures institution-wide with strategies to improve student access and success.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
46. Links college operations and resource allocation to improving student success outcomes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
47. Raises substantial resources from multiple sources and allocates resources in ways aligned to student access and success goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment

**Personal Qualities**

Instructions: Please rate the Chancellor's performance using the following scale: 5=Significantly exceeds expectations; 4=Exceeds expectations; 3=Meets expectations; 2=Meets some expectations; 1=Does not meet expectations; You may also select Don't Know if you do not have enough information to respond. Please provide comments or suggestions.

**Personal Qualities**

	1	2	3	4	5	Don't Know
48. Exercises good judgment in dealing with sensitive issues between people and groups.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
49. Is well-organized and efficient in accomplishment of objectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
50. Is willing to re-evaluate and remake decisions, if necessary.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
51. Encourages the development of and exhibits respect for all groups in the decision-making process.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
52. Confronts and manages conflict with ease.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
53. Maintains high standards for ethics, honesty and integrity in all personal and professional matters .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
54. Presents a professional demeanor in all situations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
55. Undertakes tasks with enthusiasm and sees them through to completion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
56. Is creative and innovative in solving problems and dealing with crisis.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments



requirements.

69. Works to ensure that the culture of the college is built around continuous improvement in learning and the completion of valuable credentials for all students.

70. Works and communicates with the Board in ways that ensure shared goals, an understanding of strategic objectives, and common understanding of the college's progress toward achieving student access and success objectives.

71. Develops and maintains effective relationship and partnership with the board.

Comments



HCC are upgraded to current supported software and hardware versions. Develop a comprehensive Technology Master Plan that: (i) plans and documents the implementation and integration of enterprise software with emphasis on Enterprise Resource Planning systems (PeopleSoft or replacement platform), (ii) outlines future infrastructure improvements and replacement schedules, and (iii) ensures strategic alignment with institutional goals.

8. Update HCC Facilities Master Plan and continue to execute the Deferred Maintenance Plan

**Objective: Update the Facilities Master Plan and present to the Board of Trustees for review and approval in July 2026 and continue to execute the Deferred Maintenance Plan and maintain exigent spending below 15% of the Facilities Budget.**

9. Develop a strategy and timeline to address all statutory provisions of and compliance with SB 37, including adherence to applicable dates.

**Objective: Ensure HCC's governance structure and Board Policies meet the compliance requirements of SB37. Provide updates on a regular basis in the Weekly Administrative Briefing (WAB) and/or Board Governance Committee meeting.**

Other (please specify)



## Open-Ended Question

### Open-Ended Question

What initiatives/projects should the Chancellor focus on over the next year?



**HCC Chancellor Evaluation**

Thank you for taking the time to complete and return your candid responses for this evaluation. All survey response information will remain anonymous and the confidential final report is for board use only. Please click "Done" to submit your responses.

# REPORT ITEM

Meeting Date: June 3, 2026

Topics For Discussion and/or Action:

ITEM #	ITEM TITLE	PRESENTER
J.	Strategic Plan Outlook: Program Alignment & AI Innovation	Dr. Margaret Ford Fisher Dr. Norma Perez Dr. Andrea Burrige Dr. Miguel A. Ramos Mr. Warren Hurd Ms. Elizabeth McGee

## DISCUSSION

As Houston City College continues its environmental scan for the next strategic plan, programmatic alignment and the development of an institutional AI strategy are emerging key actions to ensure academic offerings remain responsive to workforce needs and emerging trends. Both efforts reflect a coordinated approach to strengthening program relevance, innovation, and student success.

## COMPELLING REASON AND BACKGROUND

Building on insights from its ongoing environmental scan to inform the next strategic plan, Houston City College is prioritizing programmatic alignment and the development of an institutional AI strategy as critical strategic initiatives. Programmatic alignment is designed to enhance student access to courses, certificates, and degrees that support both transfer and workforce pathways across Houston City College's service area, while the institutional AI strategy will align curriculum and operations with emerging technologies to better support student success and prepare students for an evolving, innovation-driven workforce.

## FISCAL IMPACT

Any potential fiscal impact will be tied to the strategy that is selected for implementation.

## STRATEGIC ALIGNMENT

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

### ATTACHMENTS:

Description	Upload Date	Type
Strategic Plan Outlook	5/27/2026	Attachment

### This item is applicable to the following:

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



# Strategic Plan Outlook: Program Alignment and AI Innovation

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

**Norma Perez, Ph.D.**, Vice Chancellor, Instructional and Student Services & CAO

**Andrea Burridge, Ph.D.**, Vice Chancellor, Strategic Planning and Institutional Effectiveness

**Elizabeth McGee**, Chief AI Transformation Officer

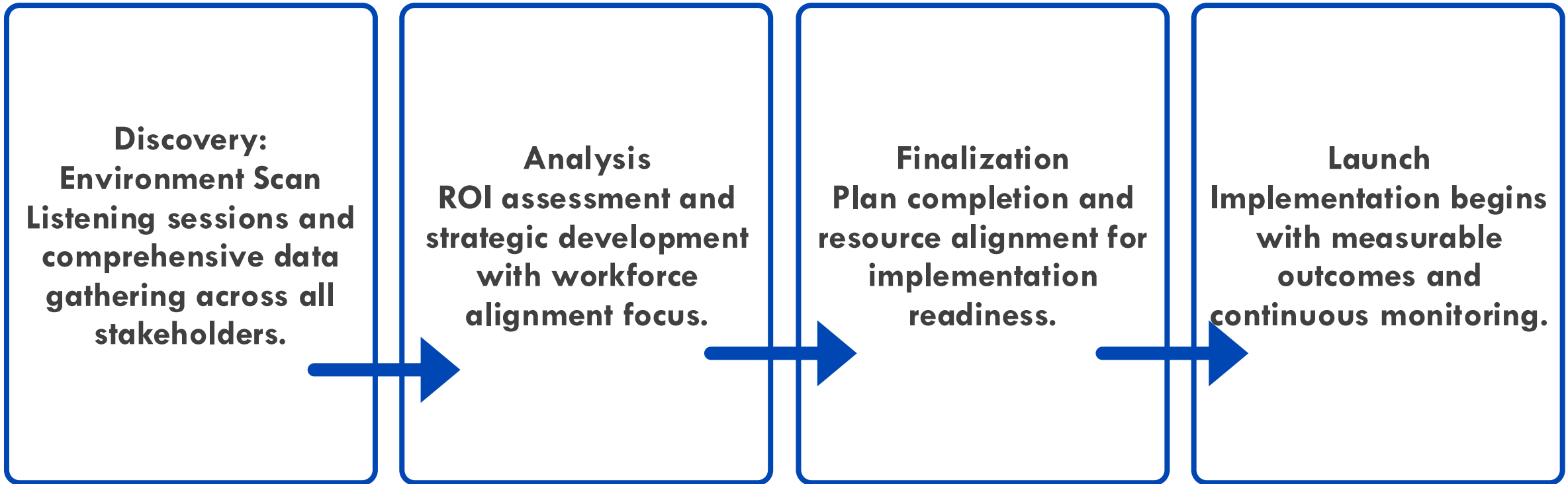
**Miguel A. Ramos, Ph.D.**, Vice Chancellor, Instructional Services

June 3, 2026



# Strategic Planning

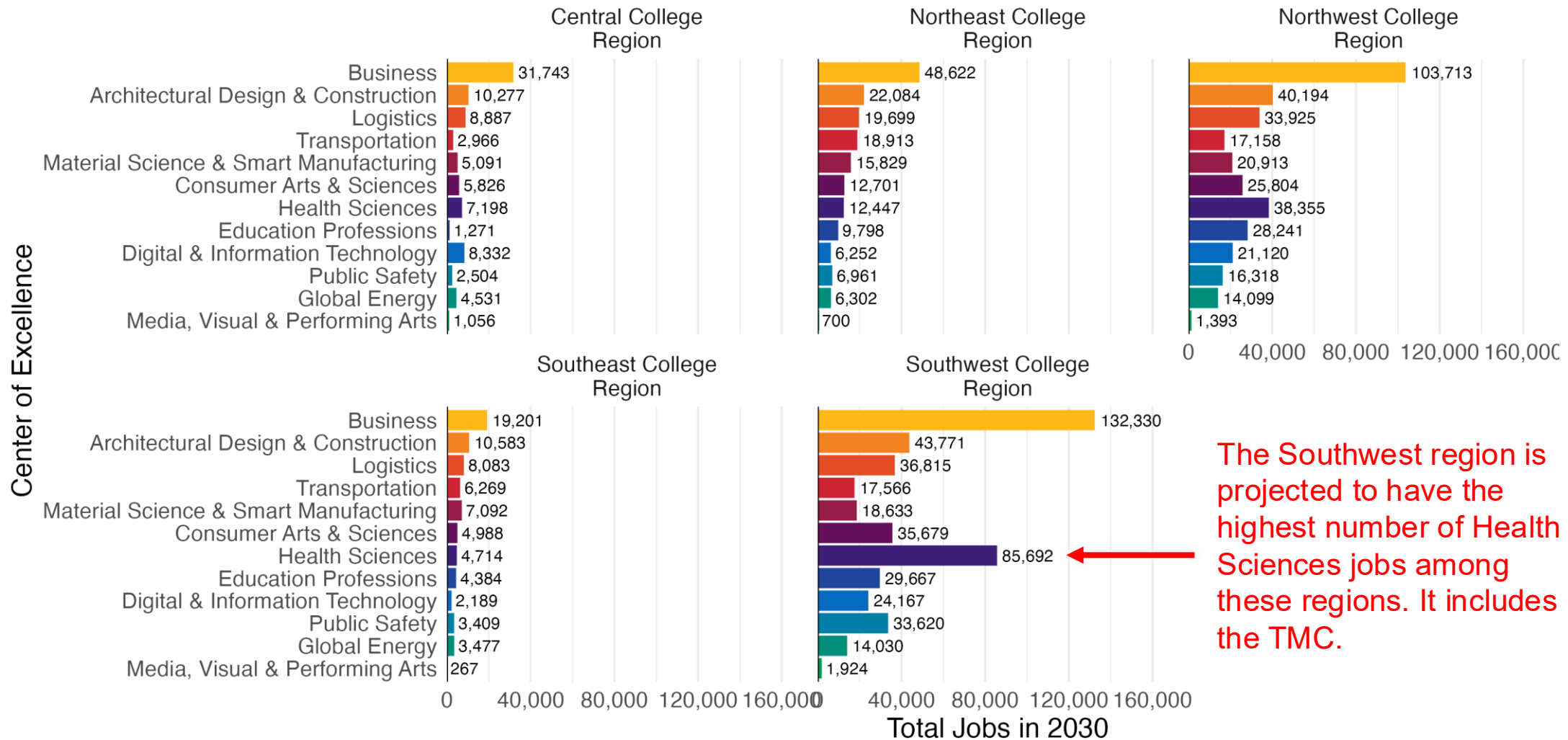
# Towards a New Strategic Plan



# Environmental Scan

- ~50% of students have stopped out by their second Fall. Subsequently attrition is typically under 5%. This suggests that intervention in the first year should be prioritized
- Adult students show a 14% gap in first year momentum (15 credits) and an 18% gap in fall-to-fall retention
- Part-time students show a 9% percent gap in fall-fall retention

# Total Jobs In 2030 by Region and COE



The Southwest region is projected to have the highest number of Health Sciences jobs among these regions. It includes the TMC.

Source: SR10452. Lightcast employment by occupation and ZIP code. Regions based on ZIP codes assigned to each physical college. COE determined by using the primary occupation for each program offered by the COE. An occupation can be included in multiple COEs.

# Moving Forward with Focus and Intent

---

**We cannot pause progress while designing the next strategic plan**

→ Students, communities, and workforce needs continue to evolve

---

**Current work directly informs future strategy**

→ Program expansion, faculty alignment, and student experience improvements are foundational

---

**Momentum matters**

→ Advancing priority actions now accelerates impact later

---

**Early implementation reduces transition time**

→ Positions HCC to move quickly once the new plan is finalized

# Houston City College Strategic Priorities

Leading with Excellence. Serving with Care.

(Proposed for Board Review)



## Student Success

Ensuring every student has the tools and pathways to achieve their goals



## Academic & Workforce Innovation

Driving Houston's future through innovative learning and career-aligned programs



## Community Investment

Advancing strategic partnerships to shape Houston's workforce and translate education into economic mobility and shared success



## AI Leadership

Leading Houston into the AI era by preparing students, transforming instruction, and optimizing operations



## College of Choice

Achieving top-tier performance in student outcomes, affordability, and operational effectiveness

# From Strategic Priorities to Institutional Impact



Strategic Priorities



Strategic Actions



Institutional Impact

# Environmental Scan

Action 1. Strategic Realignment

Action 2. AI Innovation

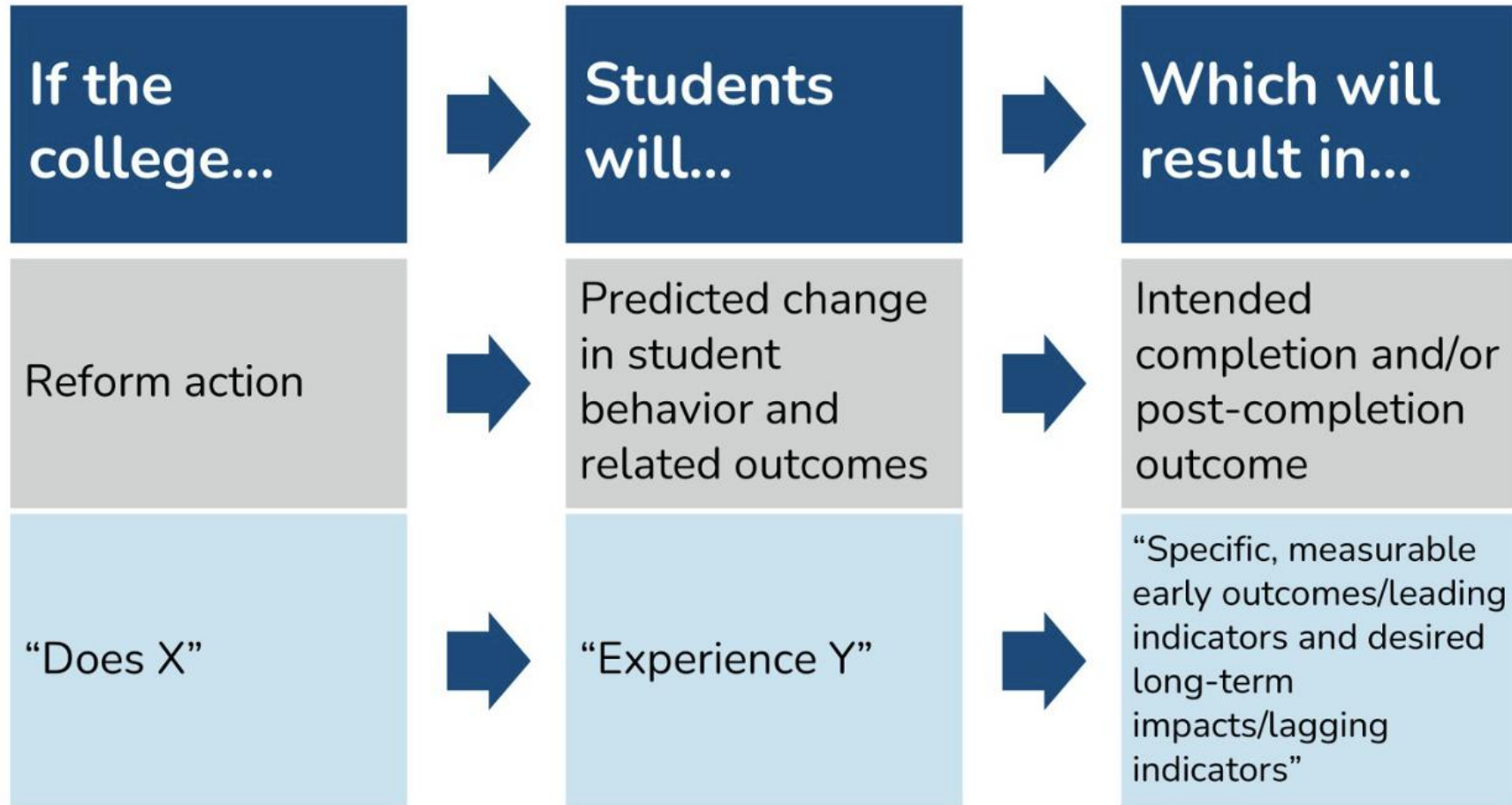
# Action 1 Overview

The goal of strategic alignment is to enhance student outcomes and institutional effectiveness in line with strategic planning. This approach involves comprehensive environmental scans, program reviews, and cross-college collaboration to ensure alignment with workforce and community needs.

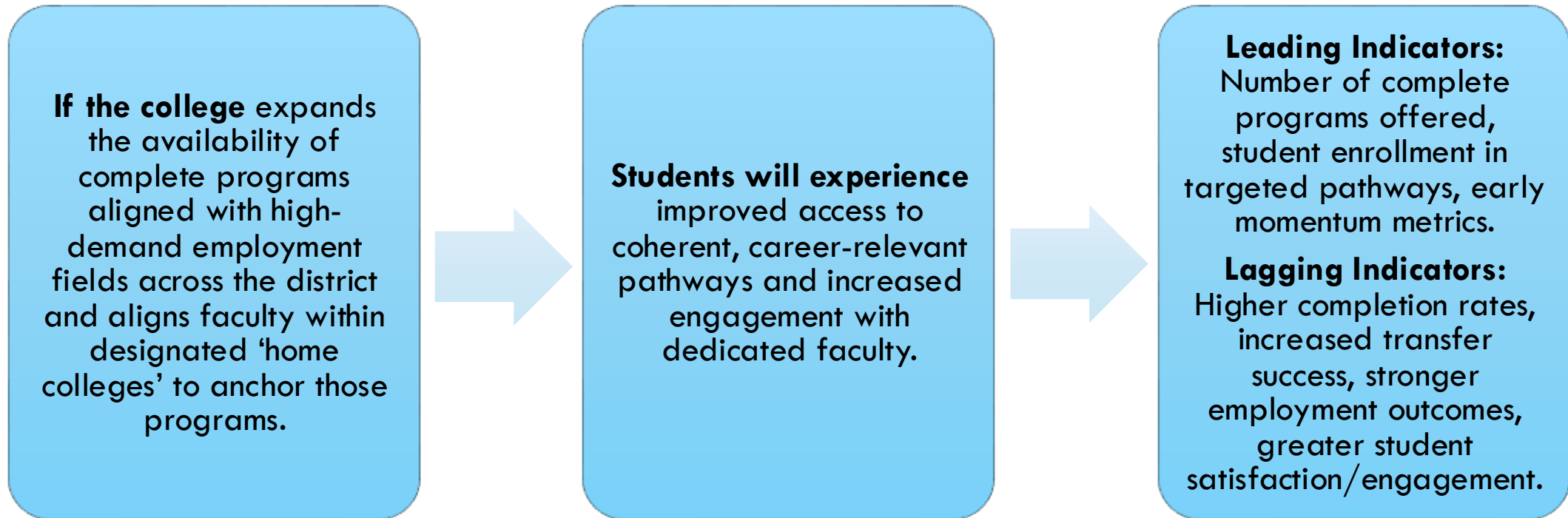
# The Aspen Priorities Serve as Strategic Actions. Program realignment advances two of these actions.

- **Personalized Pathways: Advance access to family-sustaining career pathways**
- Advising Redesign
- Smoothing Transfer Pathways
- **Creating Connections**
- Instructional Excellence

# Aspen Logic Model for Student Success Reforms



# Logic Model for Strategic Realignment





# Strategic Alignment Components

# Environmental Scan

- ▶ College program and course needs assessments
- ▶ Scheduling data
- ▶ Labor market demands
- ▶ Faculty assignment information

# Program Viability Review

- ▶ The program viability review evaluates geographic distribution of programs against regional labor-market demand to identify locations across the districts where specific awards may be successfully expanded.

# Academic Discipline and Workforce Program

- ▶ Based on environmental scan and viability review, program expansion opportunities are identified across the district.
- ▶ The following four slides provide a sample of potential new awards at each location that can be achieved solely through allocation of course offerings and faculty.
- ▶ Each award is in a high demand field or a transfer pathway.

# Potential New Award Offerings

## Central College

- ▶ Business Technology - General Office Administration, C1
- ▶ Business Management - Entrepreneurship, C1
- ▶ Cloud Computing, C2
- ▶ Computer Programming - Web Application Developer, C2
- ▶ Computer Programming - Database Administrator, C2
- ▶ Computer Systems Networking - Information Technology Core, C1

## Coleman College

- ▶ Emergency Medical Services - Advanced Technician, C1
- ▶ Logistics & Global Supply Chain Management - General, A.A.S.

# Potential New Award Offerings (continued)

## **Northeast College**

- ▶ AutoCad Drafter, O.S.A.
- ▶ Piping Drafter, O.S.A.
- ▶ Real Estate - Residential, C1
- ▶ Architectural Drafter, O.S.A.
- ▶ Civil/Structural Drafter, O.S.A.
- ▶ Electrical Drafter, O.S.A.
- ▶ Mechanical Drafter, O.S.A.
- ▶ Property Management, C1
- ▶ Computer Systems Networking - Cybersecurity, C1

## **Northwest College**

- ▶ Communications, A.A.
- ▶ English, A.A.
- ▶ History, Academic Track, A.A.
- ▶ History, Teacher Certification Track, A.A.
- ▶ Multidisciplinary Studies – General, A.A.
- ▶ World Languages, A.A.
- ▶ Geology, A.S.
- ▶ Mathematics, A.S.

# Potential New Award Offerings (continued)

## Online College

- ▶ Cloud Computing-Application Development - Specialization, A.A.S.
- ▶ Cloud Computing, C2
- ▶ Artificial Intelligence, A.A.S.
- ▶ Smart Building Technology, C1
- ▶ History, Teacher Certification Track, A.A.

## Southeast College

- ▶ Heating, Air Conditioning & Refrigeration - Basic, C1
- ▶ Computer Systems Networking - Cybersecurity, C1
- ▶ Electrical Drafter, O.S.A.
- ▶ Pharmacy Technician - Retail, C1
- ▶ Piping Drafter, O.S.A.
- ▶ Electrical Technology, C1
- ▶ Chemical Dependency Counselor, C1
- ▶ Cloud Computing, C2
- ▶ Drafting & Design Engineering Technology - Architectural, C1
- ▶ Drafting & Design Engineering Technology - General, C1

# Potential New Award Offerings (continued)

## Southwest College

- ▶ Child Development - Administration, C1
- ▶ Allied Health - Vocational Nursing - Specialization, A.A.S.
- ▶ Business Management - Human Resource Management Specialization, C1
- ▶ Welding Automation, C1
- ▶ Health Information Technology - Analysis, C1 (PT/FT)
- ▶ Business Management - General Business, C1
- ▶ Early Childhood, C2
- ▶ Business Management - Entrepreneurship, C1
- ▶ Business Technology - Microsoft Office Technology Specialization, C1

# Cross College Engagement with Internal Stakeholders and Governance

- ▶ Implementation of new awards and allocation of faculty will be informed by input from internal stakeholders and college leadership.
- ▶ Implementation planning includes evaluation of scheduling and faculty assignments to focus on local completion opportunities and eliminate the need for cross-district travel.

## Stage I Implementation – Fall 2026

- ▶ The focus of stage one is to create new award opportunities across the district that require faculty and optimal scheduling to achieve.
- ▶ Assignment of all academic faculty to a home college to increase completion opportunities and student outcomes

## Stage II Implementation – Fall 2027

- ▶ Stage II encompasses long-term development where programs require more intensive resource supports such as new equipment and/or facilities.

# Continuous Evaluation/Improvement

- ▶ Alignment is dynamic and subject to modification based on changing demands and needs

# Financial Forecast for Strategic Alignment

- ▶ Include full-time budgeted salaries, regular and partial overload, part-time faculty costs, and partial release time.

- ▶ TFT Faculty for Growth (FTE), stipends, other departmental release time, partial workload, lab fees, and recreation fees are not included.

Academic Disciplines (Based on Teaching Location)	# of Sections (AY 2025)	# of Faculty (AY 2025)	# of Deans (AY 2026)	Instructional Costs		Revenue (Tuition & Fees, Net) (Based on AY 2026 Rates)
				(Based on AY 2026 Rates)	Deans Costs (AY 2026)	
Central College	904	49	1	\$ 5,465,646	\$ 129,000	\$ 5,909,723
Coleman College	129	3	-	509,681	-	524,807
HCC Online	5,066	217	-	26,798,565	-	3,188,919
Northeast College	636	20	1	3,044,838	149,800	19,885,047
Northwest College	2,390	96	-	12,240,094	-	53,404,065
Southeast College	620	24	2	2,933,595	280,365	3,353,285
Southwest College	1,680	60	1	8,177,801	138,096	11,778,066
Workforce Programs (Based on Teaching Location)	# of Sections (AY 2025)	# of Faculty (AY 2025)	# of Deans (AY 2026)	Workforce Instructor Costs		Revenue (Tuition & Fees, Net) (Based on AY 2026 Rates)
				(Based on AY 2026 Rates)	Deans Costs (AY 2026)	
Central College	996	56	2	\$ 5,520,946	\$ 251,360	\$ 3,465,144
Coleman College	774	69	2	7,411,487	264,425	3,060,458
HCC Online	2,267	123	-	14,710,139	-	3,589,556
Northeast College	756	48	3	5,090,850	362,826	3,581,153
Northwest College	758	39	2	3,970,863	240,578	16,826,643
Southeast College	355	16	2	1,771,665	273,287	1,348,317
Southwest College	622	23	3	2,762,652	380,413	2,419,789
Other	92	14	-	\$ 1,040,866	\$ -	\$ 4,227
<b>Total</b>	<b>18,045</b>	<b>857</b>	<b>19</b>	<b>\$ 101,449,689</b>	<b>\$ 2,470,150</b>	<b>\$ 132,339,199</b>

## Conclusion

The approach to strategic alignment of programs is intended to create opportunities for students to successfully complete awards where they are by mitigating obstacles to completion.

## Action 2 Overview

The Chief AI Transformation Officer has conducted a SWOT analysis as part of Phase I of the AI Innovation Strategy.

# AI Innovation at HCC

- ▶ Phase 1:
  - ▶ SWOT Analysis
- ▶ Phase 2:
  - ▶ Deep dive planning with Advisory Committees
  - ▶ Program tools assessments and cost analysis
- ▶ Phase 3:
  - ▶ Budgetary review and implementation
  - ▶ Ongoing assessment and evaluations
  - ▶ Recommendations

# Phase 1: AI Strategy SWOT

**Purpose:** Support Staff in evaluating the intersection of AI adoption, readiness, and risk with their college or functional area goals. This will aid our long-term planning to:

- ▶ Provide a college wide view of current and future plans to reduce risk/duplication and support collaboration
- ▶ Build HCC wide and College specific strategic plans for AI integration
- ▶ Aid in prioritizing AI investments and building budget requests
- ▶ Plan for and acquire the appropriate assets, resources, capabilities, training and change management support needed to execute
- ▶ Set a baseline for our AI Integration journey and help inform an HCC operational strategy
- ▶ Ensure alignment to our Strategic Pillars

Theme	Strategic Alignment
Faculty & Staff Institutional Governance & Policy	College of Choice AI Leadership
Infrastructure & Solutions	College of Choice AI Leadership Student Success
Tools & Platforms	College of Choice AI Leadership Student Success
Training for Faculty & Staff	College of Choice AI Leadership Student Success
External & Competitive Positioning	College of Choice AI Leadership Academic & Workforce Innovation
Curriculum & Academics	Community Investment College of Choice AI Leadership Academic & Workforce Innovation Student Success
Workforce & Employer Engagement	Community Investment College of Choice AI Leadership Academic & Workforce Innovation Student Success
Empowering Faculty & Staff Innovation	Community Investment AI Leadership Student Success



## AI Strategy SWOT Summary - Initial Review

### STRENGTHS

- Strong leadership support for AI modernization
- Experienced faculty, industry partnerships, and established AI degree programs
- First-mover advantage with national AI reputation and NAAIC leadership
- Abundant free training resources and growing staff interest in AI upskilling
- Existing enterprise systems have AI integration offerings.

### OPPORTUNITIES

- Leverage vendor partnerships and free AI tools
- Improve student recruitment, retention, and 24/7 support via AI-powered services
- Expand AI-enhanced workforce credentials and curriculum across all disciplines
- Pursue grants, federal/state funding, and corporate training revenue streams
- Position HCC as a national model for community college AI adoption

### WEAKNESSES

- IT inefficiencies, shadow AI, and tool sprawl
- Uneven AI literacy and readiness across faculty, staff, and departments
- Lack of finalized AI governance policies and decision frameworks
- Legacy systems and fragmented data hampering integration

### THREATS

- Cybersecurity, data privacy, and regulatory compliance risks intensified by AI
- Rapidly evolving AI landscape causing tool obsolescence and shifting skill demands
- Competing institutions and private providers advancing in AI programs
- Academic integrity risks from student misuse of AI tools
- Equity gaps widening if AI access and training remain uneven across populations

# Think Big, Start Small, Scale Quickly

*This is not a technology initiative — it is an organizational innovation journey for an AI-driven world.*

## Where We Lead Today

- ✓ Academic AI program offerings
- ✓ Partnerships with leading tech providers
- ✓ National Recognition and Collaboration (NAAIC)
- ✓ Early mover advantage in higher-ed AI
- ✓ Leadership in adjacent domains (enr., cybersecurity, etc.)

## Where We Must Grow

- Faculty Led Innovation
- Technology infrastructure (HW, SW, services)
- AI Upskilling
- Market perception and brand reach
- Scaling up Employer Partnerships

**Leadership requires significant investment in our people • external partnerships • intrapreneurship • the right culture**

*Our ambition is AI leadership — anything less is falling behind*

# Recommendations

## Chief AI Transformation Officer (CAITO)

Elizabeth McGee



# Faculty & Staff Institutional AI Governance & Policy

## Recommendations

- Establish a Technology Governance Council.
- Commit to a set of AI Policy Deliverables and timelines. Support with internal/external communication plan.
- Publish public facing documentation on where AI is and is not used at HCC, ethical principles, approved use, etc.
- Explore endpoint monitoring solutions to support alignment to policies and approved use.
- Evolve advisory groups to expand insight into impacts of AI– faculty/staff/students, leadership, and external.
- Define Board Ready dashboard on AI Success Metrics.
- Include AI Policy watch items in Vice Chancellor of External and Government Relations report.

# Infrastructure & Solutions

## Recommendations

- Establish guardrails, provide tools / AI sandbox, and training to empower individuals and workgroups to explore applications of AI to improve processes / productivity / expand offerings.
- Implement initial institution wide deployments (Ex: Enrollment Management and Advising)
- Evaluate creation and staffing of an AI COE or AI “rAIIngers” to support colleges/district in building an AI roadmap and guide Third Party Vendor or internal development efforts. Led by IT and CAITO staff with opportunities for faculty and students.
- Conduct an IT staff audit and guide long term technology master plan.



# Tools & Platforms



## Recommendations

- **Landscape Assessment**
  - Review/procure IT tools/services for IT inventory and rationalization and conduct survey of 'shadow' AI use to inform decision making. Augment with focus group insights, review of peer institution's practices, and guidance from regulatory agencies, DIR, Educause, etc.
- **Provide and support a portfolio of AI tools aligned to institutional needs**
  - Utilize landscape assessment to build, evolve and prune a published HCC approved set of AI tools and establish/evolve governance/policies and procurement guidance with escalation paths that allow for agility to adapt to market shifts.
- **Develop SOP for tool requests and funding.**
  - Support faculty and staff with a forum to seek support for tools relevant to KPI attainment.
  - Evaluate creation of a fund administered by the Technology Governance Council for AI tool experimentation and pilots.
- **Support Teaching and Learning Innovation**
  - Share insight on tools/best practices from industry and peers
  - Ensure TLI engaged (and identify leadership positions) in NAAIC
  - Promote current TLI team leadership externally to invite opportunities
  - Cultivate a culture of Responsible AI use to enable human flourishing

# Training for Faculty & Staff



## Recommendations

- **Build Community AI Champions** to drive comprehensive strategy by campus for students, faculty, and staff
- **Define Pathways and Support Upskilling**
  - Approve proposed required AI Awareness Course
  - Offer no cost AI Level 1 Certificate credential + tools training for faculty. Run in multiple cohorts through the year.
  - Generate a series of learning journeys by job function which can be incorporated into role responsibilities/competencies and performance evaluations.
  - Lean into AI Tool provider content and communities.
  - Explore training modalities to meet learner needs (online, in person training, community gatherings, practical workshops for entry use cases using approved AI Tools).
  - Identify appropriate/effective incentives and recognitions. Consider stipends, course release, or additional faculty training funds for individual pursuit of AI skills relevant to their role.



# External & Competitive Positioning

## Recommendations

### Secure an outbound communication leader for AI marketing collating material district wide.

- Website: Create prominent external landing page for AI news, insights, successes, showcase of students/faculty, and academic and community offerings and events.
- Social Media: Identify key voices and develop a posting roadmap/calendar.
- Develop Calendar for Events – key sponsorships, speaking opportunities, attendance at event mtgs/partner marketing

### Thought Leadership Strategy development

- Lean into and enhance our visibility within NAAIC and externally as a founding member
- Identify leadership roles in AI informed pedagogy
- Develop Strategy for Memberships in key thought leadership organizations
  - Educause, ISTE, vendor Faculty cohorts, Aspen Institute, Governmental bodies (THECB, TWC, TEA, DIR, Texas Cyber Command)
- Secure position as State Required AI Training provider of choice

### Gain visibility with leading technology and ecosystem partners.

- Develop External Advisory Council with national thought leadership representation.
- Pursue HCC representation on State of Texas AI advisory boards and commissions

### Develop Strategy for Key Corporate or Community Partners

- Create Stakeholder Owners for AI vendors/thought partners to stay current on trends and opportunities.
- Secure position as AI Training / Internship / Apprenticeship school of choice for high profile organizations.
- Develop multi-year strategy for engagement. Align across programs, academics, grant collaboration, and marketing and thought leadership.



# Curriculum & Academics

## Workforce Offerings and Integration of AI into Existing Curriculum

### Recommendations

#### Evolve Existing Courses for modification to include relevant AI content

Each College to lead development and execution of a multi-year strategic plan for AI integration into curriculum, AI tools and training, designated employer partners, and community outreach with respect to AI.

- Deans to host industry boards in the Fall to collect insights into how AI is transforming industry and expected skills of graduates. Explicitly document the changing landscape to inform learning outcomes and ensure students have marketable skills.
- Identify and include local AI champions in quarterly review and refinement of strategy.
- Host ‘lunch and learn’ sessions for faculty, staff, and students.

#### Create ‘Instructional Services Center of Excellence’ to support each College in navigating the journey

- Facilitates evolving industry insights for college deans, including identifying and engaging peers in NAAIC.
- Facilitates best practice sharing and provides recommendations on where to evolve a current course vs. seek new accreditation
- Maintains project workflow for course evolution and accreditation
- Hosts a process for continual improvement, evergreen content best practices

#### Continue expansion of AI specific Credentials of Value

- Add domain specific content to Level 1 Certificate program (healthcare, construction, other).
- Pursue Dual Credit options with local high schools
- Evaluate AI + Cyber program expansions and coordinate with Texas Cyber Command

#### Address Academic Integrity Issues

- Identify state guidelines regarding assessments and synchronous learning vs. asynchronous.
- Curate best practices / guidelines for real-time assessments.
- Disseminate best practices for incorporating AI into T&L – redesigning for collaborating with AI as an assistant vs. competing with it.



# Workforce and Employer Engagement

## Recommendations

**Evolve workforce offerings to incorporate AI use cases with AI use skillsets** specific to domain. (AI skillsets critical for HVAC, Plumbing, etc.)

**Create a One College Strategy Council and Strategic Plan for engaging in Critical Industries with named current partners and targeted future partners.**

Include:

- Defining KPIs for expansion with employers that support HCC strategic plan.
- Create relationship management plan to curate critical partnerships
- Conduct a grant landscape review (public and private) and opportunities for unsolicited proposal development. Stack rank opportunities and pursue engagements with one voice.
- Define industry or employer specific credential and skill requirements to incorporate in course and credential offerings.

**Recruit market influencers as ambassadors for HCC.**

- EDOs, Influential Industry Trade Organizations, and Corporate Relocation specialists to supporting industry expansion/relocation efforts, etc..
- Create persona specific collateral that's comprehensive in showcasing the breadth of HCC offerings and is easily consumable.
- Build recognition or incentive structures for partners to engage HCC.
- Develop 'roadshow' content for repeatable business development meetings tailored to each industry. (Lunch and Learn in a Box)

**Complete a benchmark analysis of best practices across peer institutions** to inform program evolution.



Student  
Success



Community  
Investment



AI Leadership

# Empowering Faculty and Staff Innovation

## Recommendations

**Engage our Organizational Change Specialists to curate a culture shift strategy**

### **Build Professional Development Opportunities**

- Faculty AI Fellows program
- Staff use-case showcases
- Incentives for AI-enabled teaching
- Encourage / Recruit faculty to pursue an Innovation Fellowship to explore innovative tool use and applied AI use cases

### **Showcase AI use cases and best practices for responsible use**

Event speakerships, marketing campaigns

### **Tie AI directly to skills that increase job placement**

Co-brand programs with employers, “AI for Healthcare” or “AI in Logistics & Supply Chain” with certificates and employer testimonials.

### **Promote AI as a helper throughout the Student Journey**

- Showcase embedded AI in Advising and Learning, etc.
- Promote “AI in Action” demos/videos/success stories of student scenarios.
- Get student testimonials, ‘AI helped me get a Job’, “AI Tutor helped me with math”

### **Run Community Outreach events**

- “AI 101 and AI for Life” programming at Libraries, Churches, and Workforce centers (budgeting, resume building, navigating government paperwork). Create fun and engaging opportunities for multi-generational attendees.
- Host AI forums for elected officials and regional leaders.
- Houston AI for Good Initiative. Cross-sector partnerships pursuing the public good. Example: Healthcare, Disaster Response
- AI Training Day or AI Literacy Week Community wide training events with demos and employer panels (adjacent to a career fair)

## Conclusion

The environmental scan identifies critical actions that must begin immediately while also establishing a clear direction for long-term strategic planning. These insights provide a foundation for aligning priorities, informing decision-making, and ensuring the institution is positioned to respond effectively to emerging needs and opportunities. Moving forward, this work will serve as a guiding framework for deliberate, data-informed action in support of the strategic plan.

**Thank You**