HOUSTON CITY COLLEGE

AGENDA

COMMITTEE OF THE WHOLE

OF THE BOARD OF TRUSTEES

September 16, 2026
2:30 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

September 16, 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, September 16, 2026 at 2:30 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. Monthly Investment Report, Financial Statement and Budget Review for July 2026

B. Approve Chancellor's Annual Priorities and Performance Goals for 2026-27

C. Approve HCC Board Goals for 2026-27

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

A. Legal Matters

Consultation with legal counsel concerning pending or contemplated litigation, a settlement offer, or matters on which the attorney's duty to the System under the Texas Disciplinary Rules of Professional Conduct clearly conflicts with the Texas Open Meetings Laws.

B. Personnel Matters

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

1. Chancellor's Annual Priorities and Performance Goals for 2026-27

2. HCC Board Goals for 2026-27

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 **10th day of September 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.

Posted By:

____
Sharon R. Wright
Director, Board Services

ACTION ITEM

Meeting Date: September 16, 2026

Topics For Discussion and/or Action:

ITEM #	ITEM TITLE	PRESENTER
A.	**Monthly Investment Report, Financial Statement and Budget Review for July 2026**	**Dr. Margaret Ford Fisher Robert McCracken**

RECOMMENDATION

Accept the Investment Report, Financial Statement and Budget Review for the month of July 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 56% 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 July, the interest income earned for the month and fiscal year to date totaled $2,432,186 and $20,990,865, respectively. The weighted average interest rate (WAR) on July 31, 2026, was 3.74% compared to 3.75% last month and 4.20% a year ago.

Interest expense on outstanding debt was $1,330,266 for the month of July 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	9/9/2026	Presentation
Investment Report - July 2026	8/25/2026	Attachment
Financial Statement - July 2026	9/9/2026	Attachment

This item is applicable to the following: District

FY 2026
Summary of July 2026
Monthly Financial Statements
and Budget Review

Dr. Margaret Ford Fisher, Chancellor

Robert McCracken, Vice Chancellor, Administration & Operations

Dawn Stephens, Interim Associate Vice Chancellor, Finance & Accounting

September 16, 2026

Fund 1: Unrestricted Revenues

	Budget Comparison				Previous Fiscal Year Comparison			
	FY 2026 Adjusted Budget	Year-to-Date Actuals Thru July 31, 2026	Actuals as a % of Budget		Year-to-Date Actuals Thru July 31, 2026	Year-to-Date Actuals Thru July 31, 2025	Increase (Decrease) FY 2026 Compared to FY 2025	% Increase (Decrease)
REVENUES								
State Appropriations	$ 72,938,399	$ 80,119,183	109.8%	**A**	$ 80,119,183	$ 71,778,893	$ 8,340,289	11.6%
Ad Valorem Taxes	242,337,151	238,548,829	98.4%		238,548,829	222,640,440	15,908,389	7.1%
Tuition & Fees, Net	114,395,960	140,270,053	122.6%	**B**	140,270,053	130,634,969	9,635,084	7.4%
Other Local Income	19,406,390	18,866,720	97.2%		18,866,720	15,340,846	3,525,874	23.0%
Tuition & Fees, Net -- Extended Learning	7,609,984	9,030,586	118.7%	**C**	9,030,586	8,390,996	639,590	7.6%
Grant Revenue - Indirect Cost	650,000	709,781	109.2%	**D**	709,781	744,533	(34,751)	-4.7%
Total Revenues	457,337,884	487,545,151	106.6%		487,545,151	449,530,676	38,014,475	8.5%
Fund Balance Transfers In & Rolled POs	22,269,376	22,269,376	100.0%		22,269,376	17,809,983	4,459,393	25.0%
Total Revenues and Fund Balance Transfers	$ 479,607,260	$ 509,814,527	106.3%		$ 509,814,527	$ 467,340,659	$ 42,473,868	9.1%

Fund 1: Unrestricted Expenses

	Budget Comparison				Previous Fiscal Year Comparison			
	FY 2026 Adjusted Budget	Year-to-Date Actuals Thru July 31, 2026	Actuals as a % of Budget		Year-to-Date Actuals Thru July 31, 2026	Year-to-Date Actuals Thru July 31, 2025	Increase (Decrease) FY 2026 Compared to FY 2025	% Increase (Decrease)
EXPENSES								
Salaries	261,542,047	240,969,174	92.1%		240,969,174	230,028,951	10,940,223	4.8%
Employee Benefits	39,768,492	30,416,242	76.5%	**E**	30,416,242	28,067,212	2,349,030	8.4%
Supplies & General Expense	7,035,522	5,293,056	75.2%	**F**	5,293,056	4,920,240	372,816	7.6%
Travel	1,408,087	677,405	48.1%	**G**	677,405	720,719	(43,314)	-6.0%
Marketing Costs	4,181,285	2,777,659	66.4%	**H**	2,777,659	2,997,048	(219,389)	-7.3%
Rentals & Leases	397,346	218,395	55.0%	**I**	218,395	311,304	(92,910)	-29.8%
Insurance/Risk Mgmt.	9,512,313	8,187,986	86.1%		8,187,986	8,217,955	(29,968)	-0.4%
Contracted Services	41,178,819	31,166,979	75.7%		31,166,979	30,535,690	631,289	2.1%
Utilities	11,267,194	9,400,567	83.4%		9,400,567	8,432,710	967,857	11.5%
Other Departmental Expenses	5,679,184	3,502,434	61.7%	**J**	3,502,434	2,421,441	1,080,992	44.6%
Instructional & Other Materials	10,441,624	7,611,650	72.9%	**K**	7,611,650	8,204,173	(592,523)	-7.2%
Maintenance & Repair	3,423,213	2,164,237	63.2%	**L**	2,164,237	1,908,912	255,325	13.4%
Transfers\Debt	54,709,091	54,337,228	99.3%		54,337,228	40,285,415	14,051,812	34.9%
Contingency/Initiatives	2,030,830	-	0.0%		-	-	-	0.0%
Capital Outlay	15,133,803	9,283,399	61.3%	**M**	9,283,399	13,077,584	(3,794,185)	-29.0%
Scholarship Distribution	11,898,412	11,643,053	97.9%		11,643,053	397,808	11,245,245	100.0%
Total Expenses	$ 479,607,260	$ 417,649,463	87.1%		$ 417,649,463	$ 380,527,163	$ 37,122,300	9.8%
NET REVENUE/(EXPENSES)	-	$ 92,165,063			$ 92,165,063	$ 86,813,495	$ 5,351,568	

Explanation of Variance Amounts

A	State appropriations are higher due to increases in FAST funding as a result of an increase in Dual Credit enrollment.
B	Tuition and Fees collections have increased due to an increase in enrollment.
C	Tuition and Fees, Extended Learning collections fluctuate as course offerings fluctuate.
D	Grant Revenue - It is contingent on activity for the year.
E	Employee Benefits – GASB 68 (Pension) and GASB 75 (OPEB) expenses have not been received, creating a delay in reporting.
F	Supplies and General expenses are incurred as needed throughout the year, leading to periodic spending fluctuations.
G	Travel expenses vary due to timing differences in recording transactions from year-to-year.
H	Marketing expenses vary due to timing differences in recording transactions from year-to-year.
I	Rental expenses occur based on events during the year and vary from year-to-year.
J	Other Departmental expenditures are below budget due to reduced and efficient spending.
K	Instructional & Other Material expenses occur at irregular intervals, causing inconsistent monthly costs.
L	Maintenance & Repairs occur as needed and vary from month to month.
M	Capital Outlays occur at irregular intervals based on construction schedules and needs.

Thank You

HOUSTON CITY COLLEGE

MONTHLY INVESTMENT REPORT

For the Month of July 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

HOUSTON CITY COLLEGE
INVESTMENT PORTFOLIO COMPOSITION
July 31, 2026

Beginning Book Value (July 1, 2026)	$	549,076,505
Beginning Market Value (July 1, 2026)	$	548,117,085
Additions/Subtractions (Book Value - Net)	$	(9,092,429)
Change in Market Value	$	(530,756)
Ending Book Value (July 31, 2026)	$	539,984,076
Ending Market Value (July 31, 2026)	$	538,494,004
Unrealized Gain/(Loss)	$	(1,490,072)
WAM (56% of Portfolio's Weighted Average Maturity)		1 day
WAM (44% of Portfolio's Weighted Average Maturity - Securities Held To Maturity)		417

* Net amount provided/(for) operations	$	(9,522,732)
* Net amount provided/(for) CIP/others		430,303
	$	(9,092,429)

EXECUTIVE SUMMARY
INVENTORY HOLDINGS REPORT
July 31, 2026

	Ending Book Value	Ending Market Value	Unrealized Gain (Loss)
US Treasuries	$ 238,333,424	$ 237,414,479	$ (918,944)
US Agencies	64,995,072	64,423,945	(571,127)
Local Government Pools	124,274,699	124,274,699	-
Money Market Funds	61,885,621	61,885,621	-
Certificate of Deposit	50,000,000	50,000,000	-
Interest Bearing Checking	495,261	495,261	-
Total	$ 539,984,076	$ 538,494,004	$ (1,490,072)
WAR (Weighted Average Interest Rate)		3.74%	

INVESTMENTS

INVENTORY HOLDINGS REPORT (OPERATING AND OTHERS)

July 31, 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	4,783	$ (1,459)	$ 4,910	$ 6,242	$ (46)	$ 6,197	$ 4,859	$ (51)	$ (1,337)
Fannie Mae ARM Pool 805454	Bank of America	4.6720%	0.0000%	12/23/04	12/01/34	7,796	(5,920)	8,054	13,715	(58)	13,657	7,990	(64)	(5,667)
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	10,008,962	9,980,570	-	9,980,570	9,993,049	(15,913)	12,479
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	14,832,785.85	14,984,320.80	-	14,984,321	14,766,654	(66,132)	(217,667)
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	14,832,785.85	14,981,067.90	-	14,981,068	14,766,654	(66,132)	(214,414)
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	9,910,938	9,966,406	-	9,966,406	9,910,156	(781)	(56,250)
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	14,782,031	14,510,850	-	14,510,850	14,790,938	8,906	280,088
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	9,965,625	9,996,484	-	9,996,484	9,959,375	(6,250)	(37,109)
FARMER MAC DOMESTIC MTN UNSECURED	Bank of America	3.6300%	3.5600%	09/13/24	09/13/27	15,000,000	(27,510)	14,916,395	15,027,510	-	15,027,510	14,908,781	(7,614)	(118,729)
FARMER MAC DOMESTIC MTN UNSECURED	Bank of America	4.3500%	4.3430%	02/12/25	01/28/28	10,000,000	(1,750)	9,990,807	10,001,750	-	10,001,750	9,975,957	(14,850)	(25,793)
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	9,999,219	9,937,500	-	9,937,500	9,999,219	-	61,719
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	9,999,219	9,930,859	-	9,930,859	9,999,219	-	68,359
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	29,698,828	29,524,219	-	29,524,219	29,667,188	(31,641)	142,969
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	9,780,859	9,631,250	-	9,631,250	9,775,000	(5,859)	143,750
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	9,954,688	9,960,938	-	9,960,938	9,937,891	(16,797)	(23,047)
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	9,848,437.50	9,957,812.50	-	9,957,813	9,813,672	(34,766)	(144,141)
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	9,414,843.80	9,456,250.00	-	9,456,250	9,392,188	(22,656)	(64,063)
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	18,829,687.60	18,912,840.00	-	18,912,840	18,784,375	(45,313)	(128,465)
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	18,829,687.60	18,915,400.00	-	18,915,400	18,784,375	(45,313)	(131,025)
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	19,504,948.00	19,385,196.00	-	19,385,196	19,561,042	56,094	175,846
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	28,627,734.30	29,048,100.00	-	29,048,100	28,519,922	(107,813)	(528,178)
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	14,313,867.15	14,603,055.49	-	14,603,055	14,259,961	(53,906)	(343,095)
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	14,313,867.15	14,596,263.30	-	14,596,263	14,259,961	(53,906)	(336,302)
Debt Service 2001A Bond Interest Checking	Bank of America		1.8000%				-	1,324.60	1,324.60	(1,324)	0	0	-	-
HCCS Merchant Service	Bank of America		0.6600%				-	25,707.74	25,707.74	(25,708)	0	0	-	-
LTD 2013 Tax Bond General Checking	Bank of America		1.7900%				-	4,074.50	4,074.50	(3,904)	170	170	-	-
Merrill Lynch (Morgan Stanley Govt/Goldman Sachs)	Bank of America		3.5500%				-	3,271.51	3,271.51	10	3,281	3,281	-	-
Money Market 2006 Jr. Lien Debt Reserve	Bank of America		3.5500%				-	3,234,601	3,234,601	9,761	3,244,361	3,244,361	-	-
LTD 2013 Tax Bond General Checking	JP Morgan Chase		3.6000%				-	137,452.06	137,452.06	357,638.07	495,090.13	495,090.13	-	-
Merrill Lynch (Morgan Stanley Govt/Goldman Sachs)	JP Morgan Chase		0.0000%				-	38,504,987.11	38,504,987.11	20,132,990.75	58,637,977.86	58,637,977.86	-	-
Money Market 2006 Jr. Lien Debt Reserve	JP Morgan Chase		1.7900%				-	-	-	-	-	-	-	-
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		3.7770%				-	70,474,986.23	70,474,986.23	(14,801,118.27)	55,673,867.96	55,673,867.96	-	-
TexPool - General Funds	State Street Bank		3.6492%				-	14,279,587.73	14,279,587.73	44,247.40	14,323,835.13	14,323,835.13	-	-
TexPool - Prime	State Street Bank		3.7958%				-	69,081,913.41	69,081,913.41	(14,804,917.43)	54,276,995.98	54,276,995.98		
TOTAL								**$ 548,117,085**	**$ 549,076,505**	**$ (9,092,429)**	**$ 539,984,076**	**$ 538,494,004**	**$ (530,756)**	**$ (1,490,072)**

Summary Operating Statements

For the Period
September 1, 2025 - July 31, 2026

For the Meeting of the Board of Trustees - September 16, 2026

for

Houston City College

Table of Contents

For the Period September 1, 2025 - July 31, 2026

Houston City College

Summary of Financial Statements
As of July 31, 2026

On June 18, 2025, the Board of Trustees approved the FY 2026 operating budget totaling $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 2025, 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 bringing the total adjusted budget to $479.6 million.

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 July 31, 2026, total revenues and fund balance transfer-ins are $509.8 million. This represents 106.3% of the budgeted total of $479.6 million. Expenses total $417.6 million to date, which is 87.1% of the total expense budget of $479.6 million. Compared with the same period last year, revenues and transfers are higher by 9.1% and expenses are higher by 9.8%. Actual net revenue is $92.2 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 11.6% higher when compared to prior year primarily due to an increase in FAST funding as a result of increases in Dual Credit enrollment.

Tuition and fees, net, which include revenues for semester credit hour (SCH) courses, are 7.4% higher than last year at this time. Gross tuition and fee revenues are up 10.6% compared to last year due to increased enrollments and increased program offerings in high demand fields (see page 9). Total waivers and exemptions increased by 29.7% primarily due to Dual Credit waivers.

Continuing Education/Non-credit tuition and fees, net are 7.6% higher than last year at this time. Gross tuition and fees revenues are up by 7.6%.

Actual salaries for FY 2026 are 4.8% 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 8.4% 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 $1,330,266 compared to this time in FY 2025 of $1,550,824.

HOUSTON CITY COLLEGE
Statement of Revenues, Expenses and Fund Balances - All Funds
As of July 31, 2026

	Unrestricted	Restricted	Auxiliary	Loans	Scholarship	Unexpended Plant	Capital and Technology	Retirement of Debt	Investment in Plant	Total
Revenues	$ 487,545,151	$ 35,995,770	$ 8,300,647	$ 67,888,439	$ 148,511,498	$ (27,083,326)	$ 28,687,500	$ 42,600,139	$ 270,991	$ 792,716,809
Expenses										
Salaries	240,969,174	5,170,952	987,178	-	3,119,263	-	50,465	-	-	250,297,031
Employee Benefits	30,416,242	20,019,272	191,401	-	-	-	-	-	-	50,626,914
Supplies & General Expense	5,293,056	553,047	892,499	-	-	36,866	332,506	-	-	7,107,974
Travel	677,405	123,420	62,423	-	-	-	-	-	-	863,247
Marketing Costs	2,777,659	55,567	2,700	-	-	-	-	-	-	2,835,926
Rentals & Leases	218,395	32	18,531	-	-	1,229	-	-	-	238,186
Insurance/Risk Mgmt.	8,187,986	3,129	1,785	-	-	-	-	-	-	8,192,900
Contracted Services	31,166,979	1,328,887	1,625,345	-	-	123,372	450,377	358,349	-	35,053,309
Utilities	9,400,567	-	508,985	-	-	-	-	-	-	9,909,552
Other Departmental Expenses	3,502,434	596,942	410,952	-	256,442	-	-	-	-	4,766,770
Instructional & Other Materials	7,611,650	550,800	834	-	-	213,120	760,558	-	-	9,136,963
Maintenance & Repair	2,164,237	122,043	20,499	-	-	-	12,160	-	-	2,318,939
Transfers (In)/Out[1]	49,644,428	-	-	-	(3,445,673)	(35,728,047)	970,216	(11,440,924)	-	-
Debt	4,692,800	-	-	-	-	-	-	46,377,664	-	51,070,464
Capital Outlay	9,283,399	1,615,176	811,851	-	-	6,206,207	15,865,056	-	-	33,781,688
Amortization/Depreciation	-	-	-	-	-	(9,113)	-	-	30,519,084	30,509,971
Scholarship Distribution	11,643,053	-	1,674,465	67,888,439	148,414,333	-	-	-	-	229,620,290
Total Expenses	417,649,463	30,139,267	7,209,447	67,888,439	148,344,365	(29,156,367)	18,441,337	35,295,090	30,519,084	726,330,125
Net Revenues/(Expenses)	69,895,688	5,856,504	1,091,201	-	167,133	2,073,040	10,246,163	7,305,049	(30,248,093)	66,386,684
Other Adjustments and Transfers										
Debt Principal Payments[2]	-	-	-	-	-	-	-	-	-	-
Debt Refinancing	-	-	-	-	-	-	-	-	-	-
Capitalization of Assets & CIP[2]	2,068,759	830,064	288,821	-	-	5,392,057	7,948,507	-	37,947,166	54,475,374
Transfers of Completed Projects/Assets	(2,068,759)	(830,064)	(288,821)	-	-	(4,501,556)	(622,232)	-	8,311,433	-
Transfers of Balances between Funds	-	-	-	-	-	-	-	-	-	-
Total Other Adjustments and Transfers	-	-	-	-	-	890,501	7,326,274	-	46,258,599	54,475,374
Beginning Fund Balances, Audited	42,783,470	897,080	23,605,096	238,698	4,017,685	126,030,418	-	20,049,079	590,834,013	808,455,539
Ending Fund Balances	**$ 112,679,158**	**$ 6,753,584**	**$ 24,696,297**	**$ 238,698**	**4,184,818**	**$ 128,993,959**	**$ 17,572,437**	**$ 27,354,128**	**$ 606,844,519**	**$ 929,317,598**

[1]Transfers include student revenue bond payment funds, scholarship matching funds, and transfers to Unexpended Plant and Capital and Technology Funds.

[2]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 July 31, 2026
91.7% of Year

	Budget Comparison			Previous Fiscal Year Comparison			
	FY 2026 Adjusted Budget	Year-to-Date Actuals Thru July 31, 2026	Actuals as a % of Budget	Year-to-Date Actuals Thru July 31, 2026	Year-to-Date Actuals Thru July 31, 2025	Increase (Decrease) FY 2026 Compared to FY 2025	% Increase (Decrease)
REVENUES							
State Appropriations	$ 72,938,399	$ 80,119,183	109.8%	$ 80,119,183	$ 71,778,893	$ 8,340,289	11.6%
Ad Valorem Taxes	242,337,151	238,548,829	98.4%	238,548,829	222,640,440	15,908,389	7.1%
Tuition & Fees, Net	114,395,960	140,270,053	122.6%	140,270,053	130,634,969	9,635,084	7.4%
Other Local Income	19,406,390	18,866,720	97.2%	18,866,720	15,340,846	3,525,874	23.0%
Tuition & Fees, Net -- Extended Learning	7,609,984	9,030,586	118.7%	9,030,586	8,390,996	639,590	7.6%
Grant Revenue - Indirect Cost	650,000	709,781	109.2%	709,781	744,533	(34,751)	-4.7%
Total Revenues	457,337,884	487,545,151	106.6%	487,545,151	449,530,676	38,014,475	8.5%
Fund Balance Transfers-In	22,269,376	22,269,376	100.0%	22,269,376	17,809,983	4,459,393	25.0%
Total Revenues and Fund Balance Transfers	$ 479,607,260	$ 509,814,527	106.3%	$ 509,814,527	$ 467,340,659	$ 42,473,868	9.1%
EXPENSES							
Salaries	261,542,047	240,969,174	92.1%	240,969,174	230,028,951	10,940,223	4.8%
Employee Benefits	39,768,492	30,416,242	76.5%	30,416,242	28,067,212	2,349,030	8.4%
Supplies & General Expense	7,035,522	5,293,056	75.2%	5,293,056	4,920,240	372,816	7.6%
Travel	1,408,087	677,405	48.1%	677,405	720,719	(43,314)	-6.0%
Marketing Costs	4,181,285	2,777,659	66.4%	2,777,659	2,997,048	(219,389)	-7.3%
Rentals & Leases	397,346	218,395	55.0%	218,395	311,304	(92,910)	-29.8%
Insurance/Risk Mgmt.	9,512,313	8,187,986	86.1%	8,187,986	8,217,955	(29,968)	-0.4%
Contracted Services	41,178,819	31,166,979	75.7%	31,166,979	30,535,690	631,289	2.1%
Utilities	11,267,194	9,400,567	83.4%	9,400,567	8,432,710	967,857	11.5%
Other Departmental Expenses	5,679,184	3,502,434	61.7%	3,502,434	2,421,441	1,080,992	44.6%
Instructional & Other Materials	10,441,624	7,611,650	72.9%	7,611,650	8,204,173	(592,523)	-7.2%
Maintenance & Repair	3,423,213	2,164,237	63.2%	2,164,237	1,908,912	255,325	13.4%
Transfers\Debt	54,709,091	54,337,228	99.3%	54,337,228	40,285,415	14,051,812	34.9%
Contingency/Initiatives	2,030,830	-	-	-	-	-	-
Capital Outlay	15,133,803	9,283,399	61.3%	9,283,399	13,077,584	(3,794,185)	-29.0%
Scholarship Distribution	11,898,412	11,643,053	97.9%	11,643,053	397,808	11,245,245	2826.8%
Total Expenses	$ 479,607,260	$ 417,649,463	87.1%	$ 417,649,463	$ 380,527,163	$ 37,122,300	9.8%
NET REVENUE/(EXPENSES)	-	$ 92,165,063		$ 92,165,063	$ 86,813,495	$ 5,351,568	

HOUSTON CITY COLLEGE

Auxiliary Revenues and Expenses by Fund

As of July 31, 2026

Auxiliary Funds - Uncommitted Portion

	Main Leasing	Misc. Auxiliary*	Bookstore Commission	International Student Services	Cafe Club NEO 3100 Main	Scholarships	**Subtotal Uncommitted**
Revenues	$ 4,888,460	$ 303,859	$ 1,095,910	$ -	$ -	$ -	$ 6,288,229
Expenses							
Salaries	327,000	109,523	-	-	-	91,925	528,449
Employee Benefits	77,433	12,854	-	-	-	963	91,250
Supplies & General Expense	211,152	108,811	-	-	-	-	319,963
Travel	-	-	-	-	-	-	-
Marketing Costs	-	-	-	-	-	-	-
Rentals & Leases	-	-	-	-	-	-	-
Insurance/Risk Mgmt.	-	-	-	-	-	-	-
Contracted Services	1,940,045	18,093	-	-	-	-	1,958,138
Utilities	-	-	-	-	-	-	-
Other Departmental Expenses	833,136	326,575	-	-	-	-	1,159,711
Instructional & Other Materials	-	-	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-	-	-
Transfers/Debt	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Scholarship Distribution	-	-	-	-	-	1,629,674	1,629,674
Total Expenses	3,388,766	575,856	-	-	-	1,722,562	5,687,184
Contribution to Fund Balance	**$ 1,499,694**	**$ (271,997)**	**$ 1,095,910**	**$ -**	**$ -**	**$ (1,722,562)**	**601,045**
Beginning Fund Balance, Audited							**19,421,438**
Ending Fund Balance							**$ 20,022,483**

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

HOUSTON CITY COLLEGE

Auxiliary Revenues and Expenses By Fund

As of July 31, 2026

Auxiliary Funds - International and Committed Portions

	International		Committed				Total
	Other International Initiatives	**Subtotal International**	Student Vending Commission	Student Activity Fee	Student Athletic Fee	**Subtotal Committed**	**Total Auxiliary**
Revenues	$ -	$ -	$ -	$ 1,108,250	$ 904,169	$ 2,012,419	$ 8,300,647
Expenses							
Salaries	-	-	-	113,889	389,241	503,130	1,031,578
Employee Benefits	-	-	-	5,742	94,409	100,151	191,401
Supplies & General Expense	66,537	66,537	-	473,175	119,671	592,846	979,346
Travel	-	-	-	-	-	-	-
Marketing Costs	-	-	-	-	-	-	-
Rentals & Leases	-	-	-	-	-	-	-
Insurance/Risk Mgmt.	-	-	-	-	-	-	-
Contracted Services	-	-	-	48,094	70,025	118,119	2,076,257
Utilities	-	-	-			-	-
Other Departmental Expenses	4,989	4,989	-	80,605.70	55,886	136,492	1,301,192
Instructional & Other Materials	-	-	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-	-	-
Transfers/Debt	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Scholarship Distribution	-	-	-	-	-	-	1,629,674
Total Expenses	71,526	71,526	-	721,506	729,231	1,450,737	7,209,447
Contribution to Fund Balance	**(71,526)**	**(71,526)**	**-**	**386,744**	**174,938**	**561,682**	**1,091,201**
Beginning Fund Balance, Audited		**1,399,422**	**(1,284,080)**	**2,083,297**	**1,985,018**	**2,784,235**	**23,605,095**
Ending Fund Balance		**$ 1,327,896**	**$ (1,284,080)**	**$ 2,470,041**	**$ 2,159,956**	**$ 3,345,917**	**$ 24,696,297**

HOUSTON CITY COLLEGE

Unrestricted Adjusted Budgets and Actuals by Division - Summary Comparison

As of July 31, 2026

91.7% of Year

Division	FY 2026 Adjusted Budget	Actuals as of July 31, 2026	% Spent	FY 2025 Adjusted Budget	Actuals as of July 31, 2025	% Spent
Central College	$ 17,298,567	$ 16,154,591	93.4%	$ 15,721,992	14,191,131	90.3%
Northwest College	20,089,183	18,256,954	90.9%	18,687,475	16,478,735	88.2%
Northeast College	18,999,426	18,156,562	95.6%	17,771,352	16,363,310	92.1%
Southwest College	21,035,938	19,096,179	90.8%	17,452,670	16,483,212	94.4%
Southeast College	18,211,486	17,846,383	98.0%	17,627,378	16,591,445	94.1%
Coleman College	23,593,043	20,579,965	87.2%	22,318,475	19,973,589	89.5%
Academic Instruction	85,160,828	82,577,789	97.0%	80,997,823	78,210,649	96.6%
Office of the Chancellor	12,037,086	9,743,568	80.9%	11,278,170	9,145,667	81.1%
Instructional Services	27,008,333	25,194,029	93.3%	19,929,445	15,748,348	79.0%
Online College	3,513,050	3,116,357	88.7%	3,146,694	2,780,318	88.4%
Student Services	11,071,974	8,420,854	76.1%	11,583,922	7,831,834	67.6%
Strategy, Planning & Institutional Effectiveness	4,912,139	3,894,965	79.3%	4,993,371	3,863,385	77.4%
External & Governmental Relations, Transfers and Alumni Relations	2,218,486	1,656,038	74.6%	2,134,068	1,572,945	73.7%
Legal & Compliance	22,130,151	18,710,640	84.5%	16,967,410	14,164,777	83.5%
Finance & Accounting	69,632,899	59,146,137	84.9%	72,513,673	63,466,235	87.5%
System	114,142,139	88,914,444	77.9%	125,415,528	78,553,382	62.6%
Grand Total	**$ 479,607,260**	**$ 417,649,463**	**87.1%**	**$ 465,139,254**	**$ 380,527,163**	**81.8%**

HOUSTON CITY COLLEGE
Balance Sheet by Fund
As of July 31, 2026

	CURRENT & LOAN FUNDS[1]	PLANT & BOND FUNDS[2]	TOTAL ALL FUNDS	PRIOR YEAR TOTAL FUNDS 8-31-2025
ASSETS				
Current Assets:				
Cash & cash equivalents	$ 89,410,758	$ 126,172,132	$ 215,582,890	$ 222,525,282
Accounts receivable (net)	82,175,648	3,041,871	85,217,519	33,361,251
Deferred charges	8,168,593	-	8,168,593	12,374,580
Prepaids	8,815,294	-	8,815,294	9,098,114
Total Current Assets	188,570,293	129,214,003	317,784,296	277,359,227
Non-current Assets:				
Restricted cash & cash equivalents	-	24,523,308	24,523,308	34,810,115
Long-term investments	301,824,234	12,849	301,837,083	219,554,291
Long-term lease receivable	18,734,515	-	18,734,515	18,241,761
Capital assets, net	9,020,405	1,111,401,613	1,120,422,018	1,134,300,351
Total Non-current Assets	329,579,154	1,135,937,770	1,465,516,924	1,406,906,518
Total Assets	$ 518,149,447	$ 1,265,151,773	$ 1,783,301,220	$ 1,684,265,745
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	-	1,300,727	1,300,727	1,300,727
Total Deferred Outflows of Resources	$ 32,508,116	$ 1,300,727	$ 33,808,843	$ 33,808,843
Total Assets and Deferred Outflows of Resources	$ 550,657,563	$ 1,266,452,500	$ 1,817,110,063	$ 1,718,074,588
LIABILITIES				
Current Liabilities:				
Accounts payable	23,892,321	291,244	24,183,566	17,734,123
Accrued Interest- SBITA	466,208	-	466,208	466,208
Accrued liabilities	624,227	39,462	663,689	8,552,333
Compensated absences	15,972,276	-	15,972,276	15,972,276
Funds held for others	657,751	189,209	846,960	841,776
Deferred revenue	51,878,229	1,739,474	53,617,703	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	-	183,306	183,306	728,033
Bonds payable-current portion	-	-	-	37,570,000
Capital lease obligations-current	-	-	-	-
Total Current Liabilities	102,935,827	2,442,696	105,378,523	124,430,213
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
Capital lease obligations	-	-	-	-
Total Non-current Liabilities	232,342,056	474,888,622	707,230,678	707,230,678
Total Liabilities	$ 335,277,883	$ 477,331,318	$ 812,609,201	$ 831,660,891
Deferred Inflows of Resources:				
Leases	18,453,382	-	18,453,382	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
Total Deferred Inflows of Resources	$ 66,827,127	$ 8,356,137	$ 75,183,264	$ 77,958,157
Total Liabilities and Deferred Inflows of Resources	$ 402,105,010	$ 485,687,455	$ 887,792,465	$ 909,619,048
Beginning Fund Balances, Audited	71,542,029	736,913,510	808,455,539	734,321,025
Fund Balance Adjustment	-	-	-	
Net Revenue/(Expenses)				
Unrestricted	70,986,888	-	70,986,888	(24,597,751)
Restricted	6,023,636	-	6,023,636	674,395
Net Investment in Plant	-	43,851,535	43,851,535	98,057,870
Ending Fund Balances	$ 148,552,553	$ 780,765,045	$ 929,317,598	$ 808,455,539
Total Liabilities & Fund Balances	$ 550,657,563	$ 1,266,452,500	$ 1,817,110,063	$ 1,718,074,588

[1] *Includes Unrestricted, Restricted, Loan & Endowment, Scholarship, Agency and Auxiliary Funds.*

[2] *Includes Unexpended Plant, Retirement of Debt and Investment in Plant Funds.*

HOUSTON CITY COLLEGE

Exemptions and Waivers Detail

As of July 31, 2026

	FY 2025		FY 2026	
	Prior Year Activity thru 8/31/2025	Year-to-Date Activity thru 07/31/2025	Year-to-Date Activity thru 07/31/2026	Actuals % Increase/ (Decrease)YTD vs. Prior YTD
Tuition & Fees				
Budget:				
Adjusted Budget, Annual*	$ 126,537,802	$ 130,634,969	$ 114,395,960	-12.4%
Revenues:				
Gross Tuition & Fees	151,515,167	152,608,605	168,760,460	10.6%
Waivers & Exemptions:				
Dual Credit & Early College HS	(19,222,225)	(19,216,420)	(24,988,116)	30.0%
Other	(3,345,302)	(2,757,216)	(3,502,291)	27.0%
Total Waivers & Exemptions	(22,567,527)	(21,973,636)	(28,490,407)	29.7%
Total Tuition & Fees Revenue, Net	**$ 128,947,640**	**$ 130,634,969**	**$ 140,270,053**	**7.4%**
Tuition & Fees - Extended Learning (EL)				
Budget:				
Adjusted Budget, Annual*	$ 7,885,993	$ 8,390,995	$ 7,609,984	-9.3%
Revenues:				
Gross Tuition & Fees	8,435,498	8,390,995	9,030,586	7.6%
Waivers & Exemptions:				
Department of Corrections	-	-	-	-
Total EL Tuition & Fees Revenue, Net	**$ 8,435,498**	**$ 8,390,995**	**$ 9,030,586**	**7.6%**

	FY 2025		FY 2026	
Exemptions & Waivers	**Prior Year Activity thru 8/31/2025**	**Year-to-Date Activity thru 07/31/2025**	**Year-to-Date Activity thru 07/31/2026**	**Actuals % Increase/ (Decrease)YTD vs. PriorYTD**
Dual Credit & Early College HS Waiver	19,222,225	19,216,420	24,988,116	30.0%
Other Exemptions:				
Employee Fee Exemptions	46,164	45,533	54,381	19.4%
Firemen	43,929	43,929	26,382	-39.9%
Hazelwood	1,265,115	1,256,601	1,406,081	11.9%
Deaf & Blind	141,103	141,103	153,612	8.9%
High Ranking High School Grad	1,364	1,364	-	-100.0%
Good Neighbor Program	104,266	104,266	30,998	-70.3%
Child of Disabled Vet	2,817	2,817	3,501	24.3%
CHILDREN OF POW/PMA	397,808	-	-	-
Employee of State College & University	4,703	4,703	1,283	-72.7%
Non-resident Teach/Research Assistant	10,602	10,602	16,993	60.3%
Non-resident Competitive Scholarships	6,555	6,555	14,663	123.7%
Senior Citizens	445,900	439,300	605,754	37.9%
Misc Tuition/Fees Waivers	-	-	-	-
Concurrent Enrollment	222	222	-	-100.0%
Foster Children-Resident	301,126	304,639	351,330	15.3%
TX Tomorrow Waiver	277	279	-	-100.0%
Surviving Spouse/Children	-	-	1,146	100.0%
Peace Officer Exemption	16,211	16,211	22,325	37.7%
Adopted Student Waiver	357,878	354,365	378,070	6.7%
FAST Book & OD Fees	199,262	24,729	435,773	1662.2%
Total Other Exemptions	3,345,302	2,757,216	3,502,291	27.0%
Grand Total Exemptions & Waivers	**$ 22,567,527**	**$ 21,973,636**	**$ 28,490,407**	**29.7%**

*Amount net of exemptions & waivers.

ACTION ITEM

Meeting Date: September 16, 2026

Topics For Discussion and/or Action:

ITEM #	ITEM TITLE	PRESENTER
B.	**Approve Chancellor's Annual Priorities and Performance Goals for 2026-27**	**Trustee Eva Loredo Dr. Margaret Ford Fisher**

RECOMMENDATION
Approve Chancellor's annual priorities and performance goals for 2026-27. The proposed goals will be provided under separate cover.

COMPELLING REASON AND BACKGROUND
In accordance with Board Bylaws, Article F, Section 5.C, the Committee of the Whole shall review and recommend to the Board for approval the annual goals and objectives of the Chancellor.

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

This item is applicable to the following: District

ACTION ITEM

Meeting Date: September 16, 2026

Topics For Discussion and/or Action:

ITEM #	ITEM TITLE	PRESENTER
C.	**Approve HCC Board Goals for 2026-27**	**Trustee Eva Loredo**

RECOMMENDATION

Approve HCC Board goals for 2026-2027.

COMPELLING REASON AND BACKGROUND

In accordance with policy BCG (Local), the Board as a whole shall review the Board's goals for the current year to ensure that all Trustees are familiar with Board priorities.

The Board reviewed the proposed goals at the Board Retreat on August 21, 2026.

STRATEGIC ALIGNMENT

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

ATTACHMENTS:

Description	Upload Date	Type
Proposed 2026-2027 HCC Board Goals	9/9/2026	Attachment

This item is applicable to the following: District

2026-2027 HCC Board Goals

Internal Governance:

1. Trustees affirm that they will operate as a policy-making body, and pledge to refrain from interfering with the day-to-day administrative operations which have been delegated to the Chancellor.

2. Trustees will participate in national, state, and local activities in support of the College's mission and consistent with their duties as Board members. Trustees will strive to participate in activities in other Trustee districts.

3. Trustees will participate in at least two Board Retreats per year. Board Retreats will include opportunities to build camaraderie and relationships among Board members.

4. The Board will participate in the strategic planning process to develop a consensus vision on important issues that will position HCC to capitalize on the region's growth and population shifts into the future. This process will focus on issues including information technology updates, institutional governance on artificial intelligence, Enterprise Resource Planning upgrades, real estate and facility planning.

Support College Goals:

1. When performing its budget oversight responsibility, the Board will review and approve the Chancellor's budget recommendations to ensure alignment with HCC's strategic priorities, including partnerships and scholarships, and the Chancellor's approved goals. Board will drive and support a long-term budget view in upcoming cycle.

2. The Board will support the Chancellor's efforts to lead HCC in the implementation of board priorities and strategies to increase student success including, but not limited to Houston Reconnect, Dual Credit, Workforce Programs, Continuing Education, and Lifelong Learning Programs.

3. The Board will support the Chancellor's assessment of the workforce needs of the communities served by HCC to ensure that those needs are integrated into the curriculum and aligned with legislative requirements; and efforts to meet employers' skills needs so that students are work-ready in a manner that aligns with industry needs.

4. The Board will support the HCC Foundation and the System in its philanthropic efforts, particularly with a target of attracting larger endowed gifts.

5. The Board will speak with one voice to the Chancellor, and will leverage Board Resolutions to ensure clarity in Board direction when appropriate.