

**SPECIAL MEETING  
OF THE BOARD OF TRUSTEES  
HOUSTON COMMUNITY COLLEGE**

**April 24, 2025**

**Minutes**

The Board of Trustees of Houston Community College held a Special Meeting on Thursday, April 24, 2025, at the HCC Administration Building, 3100 Main, Second Floor Auditorium, Houston, Texas.

**MEMBERS PRESENT**

Eva Loredó, Chair  
Laolu Davies, Vice Chair  
Sean Cheben, Secretary  
Renee Patterson  
Cynthia Lenton-Gary  
Pretta VanDible Stallworth

**CHANCELLOR COUNCIL**

Margaret Ford Fisher, Chancellor  
Andrea Burrridge, Vice Chancellor for Strategy, Planning, and Institutional Effectiveness  
Jerome Drain, President, Online College  
Michael Edwards, Office of the Ombudsman  
Betty Fortune, Interim President, Northeast College  
Frances Villagran-Glover, President, Southeast College  
Lutricia Harrison, President, Coleman College  
Sherry Hawn, Senior Vice Chancellor, Finance and Administration/Chief Finance and Building Operations  
Edmond "Butch" Herod, President, Central College  
Zachary Hodges, President, Northwest College  
Warren Hurd, Vice Chancellor, Administrative Services  
James Jackson, Interim Chief Information Officer, Information Technology  
Bob McCracken, Interim Vice Chancellor, Administration and Operations  
Nicole Montgomery, Interim General Counsel  
Rodney Nathan, Interim Vice Chancellor for Talent Engagement and Chief Human Resource Officer  
Norma Perez, Senior Vice Chancellor for Instructional Services and Chief Academic Officer  
Miguel Ramos, Interim Vice Chancellor, Instructional Services  
Karen Schmidt, Executive Director, HCC Foundation  
James Walker, Interim Chief Facilities Officer  
Michael Webster, President, Southwest College  
Morgan Yette, Staff Senate President  
Remmele Young, Vice Chancellor of External and Governmental Relations, Transfer and Alumni Relations

**CALL TO ORDER**

Trustee Laolu Davies, Vice Chair, called the meeting to order at 1:09 p.m. and declared the Board convened to consider matters of Houston Community College as listed on the duly posted Meeting Notice.

*(The following Trustees were present: Cheben, Davies, Lenton-Gary, Loreda, Patterson, and VanDible Stallworth)*

**HEARING OF THE CITIZENS**

No citizens signed up to speak before the Committee.

(Dr. VanDible Stallworth joined the meeting at 1:10 p.m.)

**TOPICS FOR DISCUSSION AND/OR ACTION**

**ACCOUNTING, FUNDS, AND CHART OF ACCOUNTS**

Dr. Ford Fisher noted that the report provides an overview of material that explains how the HCC accounting platform (PeopleSoft) cost centers are designed, including explaining the five segments and what those segments represent informationally. She noted that Dr. Sherry Hawn would provide the overview.

Dr. Hawn reported on the following:

- Chart of Accounts Structure
- Accounts Overview
- Deferred Outflows & Deferred Inflows of Resources
- Chart of Accounts Structure-Miscellaneous Income Account
- Chart of Accounts - Commonly Used Expense Accounts
- Chart of Accounts- Commonly Used Expense Accounts: Other Contracted Services
- Funds Overview

Trustee Davies inquired if any members of the Board have seen the current Chart of Accounts (COA) and if there is an example of the COA. Dr. Hawn noted that there has not been one to her knowledge. She noted that there are so many combinations of accounts and apprised that it is enormous. Dawn Stephens noted that a tree of the COA is available.

Trustee Davies inquired if it is typical to have a summary of COA. Ms. Stevens noted that it depends on the organization.

Trustee Davies noted that the request was a simple request for the COA summary to better understand the financial component.

Ms. Stevens noted that the COA will only list the accounts and will not tie back to the budget. She clarified that it only describes the line item. She noted that the summarized data could be provided on the COA.

Trustee Loredó noted that the Board has never requested the information or held an in-depth discussion on the matter because the administration does the work and provides the information to the Board.

Trustee Davies noted that it is more helpful given his background.

Dr. Ford Fisher noted that all the members of the team are conscientious about following up on the requests. She noted that if there are additional elements requested, the team will gather the information.

Trustee Davies noted that Ms. Stevens provided the clarification and noted that maybe the incremental approach should be to start big and then narrow it down.

Dr. VanDible Stallworth noted that she makes it a point to go through the budget as presented and send in specific requests independently. She requested a report on all vendor expenses by vendor, description, purchase order, and amount in Excel format for the past two years. She noted that the description would allow the Board to sort and tie back to the expense. She noted that there are vendor duplications where it may be the same vendor with different names.

Dr. Hawn noted that the information could be provided and noted that the vendor should have the same identification number in PeopleSoft.

#### **REVIEW OF INFORMATION TECHNOLOGY 5-YEAR MASTER PLAN**

Dr. Ford Fisher noted that Dr. Hawn would provide an overview of the Information Technology Strategic Plan.

Dr. Hawn apprised that James Jackson, Interim Chief Information Officer, would provide the report.

Mr. Jackson reported on the following:

- IT Department Mission and Vision
- Goals - Increased Student Learning Support and Operating Efficiency
  - Establish a 2-Year ERP Modernization Roadmap
  - Transform institutional operations and educational delivery through Artificial Intelligence (AI) integration.
  - Develop a Process for IT to Identify and Manage All Software
- Goals - Increased Security
  - Strengthen and advance the maturity of security controls that safeguard HCC's information resources and assets.
  - Access Control & Video Surveillance Upgrade (Collaboration with HCC Police & Facilities)
  - Enhance Emergency Notification System (ENS)
- Goals - Increased Customer Service

Provide responsive and effective service to meet the needs of our campus community and foster positive relationships with our campus customers through dedicated service.

- Funding Needs – IT Infrastructure
- Funding Needs – New Initiatives
- Timeline

Trustee Cheben expressed appreciation for the five-year outlook. He noted that the five-year outlook is the best practice. He apprised that it would be beneficial to get the five-year outlook for the other presentations.

Trustee Cheben noted that the numbers do not align with the proposed amount in the budget for FY2026 regarding the \$11M for IT infrastructure and \$1M for Cyber Security. He requested that the numbers be reviewed.

Trustee Cheben requested verification that the numbers sync regarding the IT Infrastructure. Mr. Jackson referenced slide 8 and noted that it aligns with the budget.

Trustee Davies noted that Trustee Cheben was referencing the budget forecast presented in the April budget workshop.

Trustee Cheben noted concerns regarding the Enterprise Resource Planning (ERP) implementation cost. He noted that ERP costs tend to be higher than what is presented. He noted that a decision to commit to more support for students or no tax increase will yield a deficit in the budget. He inquired if information will be available before we have to set the tax rate regarding the comparison with other peer community colleges. Mr. Jackson noted that research will need to be conducted regarding the estimate of ERP for peer institutions and noted that it depends on the size of the institution and student enrollment. He noted that the cost of the new Enterprise Resource Plan would be approximately \$4-6M, and the implementation would be twice the cost.

Trustee Davies noted that there is a \$2M budget item for FY2027 for ERP Implementation and inquired if the assessment is based on the three options. Mr. Jackson noted that the stakeholders have to be engaged regarding the ERP to review the options. He noted that the numbers shared are large and will take the commitment of the entire organization.

Trustee Davies requested that the IT presentation notes regarding the ERP be provided in writing to the Board.

Trustee Cheben referenced the escalating maintenance cost and noted it would be helpful to get it quantified with pros/cons. Mr. Jackson noted that the effort is to provide a range of the estimated cost.

Dr. VanDible Stallworth inquired about the inventory that gives the baseline for the projected IT budget. Mr. Jackson noted that the listing of switches is provided. He noted that there is

inventory for PC and classroom projections; however, the software is different. He noted that maintaining an accurate inventory is challenging because some software is purchased independently by various departments across the campuses.

(Trustee Davies stepped out at 2:15 p.m.)

Dr. VanDible Stallworth inquired if there was an inventory of what was recently purchased. Mr. Jackson noted that the inventory covers everything.

Dr. VanDible Stallworth noted that when the inquiry was made over 18 months ago, there was no inventory.

(Trustee Davies returned at 2:18 p.m.)

Ms. Emma Ramos, AVC, Information Technology, noted that the College is currently utilizing ServiceNow based on the licensed modules.

Dr. VanDible Stallworth inquired as to when ServiceNow was purchased and the number of modules purchased at that time. She requested a conversation regarding the IT inventory before asking additional questions. She noted that the funding needs for IT Infrastructure need more review. She noted that she will provide the inquiries regarding IT in writing. Ms. Emma Ramos noted that there are two modules and apprised that the information could be provided.

#### **FACILITIES PLAN AND DEFERRED MAINTENANCE**

Dr. Ford Fisher noted that Dr. Hawn and Bob McCracken would provide the report on Facilities Plan and Deferred Maintenance.

Mr. McCracken apprised that the item relates to Chancellor's priority goal #8 for 2024-25. He reported on the following:

- Objectives
- Situation Overview
- Deferred Maintenance Procedure for Project Selection and Prioritization
- Prioritization Score = Impact (FCA) + Urgency + Building Condition (FCI)
- Deferred Maintenance Current Deficiencies by Prioritization Score

(Trustee Patterson stepped out at 2:30 p.m.)

- Deferred Maintenance Current Deficiencies by System
- Current Deficiencies – Prioritized List

(Trustee Loredó stepped out at 2:32 p.m.)

Mr. McCracken noted that slide 15 is slightly different from what was provided in the material agenda. He noted that the updated slide includes a column for operational cost and utilization by

building compared to the capacity of the building. He noted that capacity is based on registration purposes.

(Trustee Patterson returned at 2:34 p.m.)

- Investment Scenarios Impact on Facility Condition
- Deferred Maintenance and Annual FCI by Year and Investment
- Strategies for Deferred Maintenance
  - Maximize the useful life of existing buildings/equipment
  - Prioritize deferred maintenance projects to maximize impact
  - Reduce footprint
  - Finance through bond issuance
  - Operate until building failure

Mr. McCracken noted that the strategies are examples and not recommendations. He provided an overview of the next steps. He noted that the timeline, if the Board desires, would be for October 2025.

Dr. VanDible Stallworth noted that the report aligns with the Deferred Maintenance item identified in the Top 10 Risks. She emphasized that one of the key challenges is understanding building utilization concerning student needs. She also indicated that there are several items from an internal audit perspective that warrant further review. Additionally, she recommended that the college examine the impact on the service area, particularly when the focus is on the taxpaying jurisdiction, as it relates to facilities.

Trustee Cheben noted that the presentation addressed most of the questions he had submitted. He stated that it would be helpful to receive an update on the facilities' programmatic strategy work and requested ongoing updates on its progression through WAB.

Trustee Davies noted that the presentation took into consideration the feedback provided by the Board. He inquired where we are regarding the year and investment. Mr. McCracken referenced the annual FCI by year and investment and noted that the ranking is based on critical need. He apprised that over the next 10 to 20 years, it will be average moving to below average, with some cases moving to poor.

Trustee Davies inquired about the options if the \$40 million is not sufficient. Mr. McCracken provided scenarios to include replacing buildings that would upgrade the facilities without closing classes.

Trustee Davies inquired about the steps in the long run that would provide a closer view. Mr. McCracken noted that building new facilities has other costs associated with it. Dr. Ford Fisher noted that the presidents have been working with their respective advisory committees and Mr. McCracken to review facility needs.

## **FY2026 PRIORITIZED BUDGET REQUESTS**

Dr. Ford Fisher noted that Dr. Sherry Hawn would provide a review of the full portfolio of prioritized FY2026 budget requests as reference information regarding operational needs and context for what will be presented in the recommended budget workshop at the COTW in May 2025.

Dr. Hawn noted that the report provides a summary of the known commitments and the new initiatives in preparation for the budget discussion.

Trustee Cheben referenced slide 9 and noted that the IT syncs with the previous IT Plan presentation and inquired if it is truly incremental. He inquired how it ties back to the previous budget presentation about the contingency regarding the known and unknown. He requested a reconciliation of the numbers.

Trustee Cheben noted that only the expense is shown without any revenue. He referenced the presentation provided in February regarding incremental tuition assistance options and noted that tying the needs to the goals and priorities would be helpful. Dr. Hawn noted that data with narrative and goals could be achieved, but would not be crisp dollars requested for tuition assistance. Dr. Hawn noted that the numbers are being developed and could be provided.

Trustee Davies requested an overview of the tuition assistance program options. Dr. Hawn noted that three program options will be presented and mentioned the potential use of the fund balance to support one of the programs, Houston Reconnect, or to fund credentials of value initiatives.

Trustee Davies inquired whether Coleman College parking has been factored in. Dr. Ford Fisher noted that the Coleman parking has not been factored in. She noted that a scenario could be provided, factoring in the parking cost. She noted that it was not included because of the utilization of Coleman Midtown at 3100 Main, where students would not have to pay for parking. She also noted that TMC advised that parking is limited in the medical center.

Trustee Davies noted that students attending the medical center location have to pay for parking. He recommended holding a discussion about the usage of the lot close to Coleman for student parking, and also possibly reviewing the use of shuttles. Dr. Ford Fisher noted that some students park at Central and take shuttles to Coleman. She noted that the parking options could be reviewed for discussion.

## **UPDATE TO FY2026 BUDGET WORKSHOP #4**

Dr. Ford Fisher noted that the report provides an update to Budget Workshop #4 that was held on April 2.

Dr. Hawn would provide an overview of the following:

- Tuition Assistance Initiative - Houston Reconnect
- Tuition Assistance Initiative - Hope "Last Dollar" Scholarship

- Tuition Assistance Initiative - Out-of-District Tuition Rate Reduction

Trustee Davies referenced the out-of-district tuition rate reduction and inquired how it was determined. He requested that scenarios be provided regarding the lowering of tuition for out-of-district students in comparison to our peer institutions based on cost per semester hour. Dr. Hawn noted that the information could be provided.

Trustee Cheben referenced the revenue and requested a five-year view as opposed to the two years.

Dr. Hawn continued with an overview of the following:

- Contingency for Unforeseen Revenue Loss - Contracts
- Contingency for Unforeseen Revenue Loss - Facilities

Dr. VanDible Stallworth inquired whether contracted services have been reviewed and requested to have a full review of contracted services.

Trustee Davies inquired about the lingering fear regarding a revenue loss. Dr. Hawn noted that the main concern is the unknown on the federal level, or the various degrees of loss of international students.

Dr. VanDible Stallworth requested a breakeven analysis or dual credit and Early College High School (ECHS) programs and inquired whether the college would offer Level 1 Certificates. Dr. Ford Fisher noted that they would be offered.

Dr. VanDible Stallworth noted that there is no information available or marketing efforts regarding the Level 1 Certificate programs. Dr. Ford Fisher noted that meetings with the superintendents have been held, and the presidents have also been meeting with the principals regarding the opportunities.

(Trustee Patterson left at 3:19 p.m.)

Trustee Davies inquired whether the college has access to the addresses for all 8th-grade students. Dr. Perez noted that we have an agreement with the ISDs to obtain the information.

Trustee Davies noted that we should be able to send a pre-admission notification to all 8th graders and requested that the pre-admission information be sent to every 8th grader in the service area. Dr. Perez noted that the information could be sent. Dr. Ford Fisher noted that the presidents have also initiated commitments to complete activities.

### **FY2026 BUDGET SCENARIO #3 GUIDING PRINCIPLES**

Dr. Hawn provided FY26 Budget Scenario guiding principles. She noted that we originally were scheduled to provide three scenarios; however, three additional scenarios will be provided based on the request. She noted that there will be more tax options presented as well. She noted that



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the cost-of-living increase will still be included. She noted that faculty and staff who have not benefited from the salary increase adjustment which will be presented in the budget presentation in May.

Trustee Cheben inquired if the scenarios would cover Deferred Maintenance and the entire amount for IT. Dr. Hawn noted that it would be \$15 million for IT and Deferred Maintenance.

Trustee Cheben noted that it would be helpful to highlight which one would be covered by \$15 million and if there is a scenario for the IT funding need of \$4 million for FY26. Dr. Hawn noted that there would not be enough revenue generation to cover the funding.

Trustee Davies requested an overview of the faculty and staff salary adjustments. Mr. Nathan noted that while the faculty salary minimum has been raised, the entry-level salary for faculty remains low. He apprised that the proposed scenario would present an opportunity to allocate funding to further increase faculty salaries.

**ADJOURNMENT**

With no further business coming before the Board, the meeting adjourned at 3:33 p.m.

Minutes submitted by Sharon Wright, Director, Board Services

Minutes Approved as Submitted: May 21, 2025