COMMITTEE OF THE WHOLE
OF THE BOARD OF TRUSTEES
HOUSTON CITY COLLEGE

May 6, 2026

Minutes

The Houston City College Board of Trustees held a Committee of the Whole meeting on Wednesday, May 6, 2026, at the HCC Administration Building, 3100 Main, Second Floor Auditorium, Houston, Texas.

MEMBERS PRESENT
Eva Loredo, Chair
Sean Cheben, Vice Chair
Cynthia Lenton-Gary, Secretary
Laolu Davies
Renee Patterson
Monica Richart
Adriana Tamez

CHANCELLOR COUNCIL
Margaret Ford Fisher, Chancellor
Rima Adil, Vice Chancellor, Strategic Communications and Marketing
Lisa Alcorta, Vice Chancellor, Student Services
Andrea Burridge, Vice Chancellor for Strategy, Planning, and Institutional Effectiveness
Jerome Drain, President, HCC Global Online
Michael Edwards, Office of the Ombudsman
Betty Fortune, President, HCC Northeast
Frances Villagran-Glover, President, HCC Southeast
Lutricia Harrison, President, HCC Coleman
Edmond "Butch" Herod, President, HCC Central
Zachary Hodges, President, HCC Northwest
Warren Hurd, Vice Chancellor, Administrative Services
Barry Sullivan, Chief Information Officer, Information Technology
Bob McCracken, Vice Chancellor, Administration and Operations
Elizabeth McGee, Chief Artificial Intelligence Transformation Officer
Nicole Montgomery, General Counsel
Rodney Nathan, Vice Chancellor for Talent Engagement/Chief Human Resource Officer
Norma Perez, Senior Vice Chancellor for Instructional Services/Chief Academic Officer
Nathan Smith, Faculty Senate President
Michael Webster, President, Southwest
Morgan Yette, Staff Senate President
Remmele Young, Vice Chancellor of External and Governmental Relations, Transfer and Alumni Relations

OTHERS PRESENT
Melissa Mihalick, Board Counsel, Thompson and Horton, LLP

CALL TO ORDER
Trustee Eva Loredo, Chair, called the meeting to order at 4:18 p.m. and declared the Board convened to consider matters of Houston City College as listed on the duly posted Meeting Notice.

(The following Trustees were present: Cheben, Davies, Lenton-Gary, Loredo, Patterson, Richart, and Tamez)

HEARING OF THE CITIZENS
No citizens signed up to speak before the Board.

TOPICS FOR DISCUSSION AND/OR ACTION

MONTHLY INVESTMENT REPORT, FINANCIAL STATEMENT AND BUDGET REVIEW FOR MARCH 2026
Motion – Dr. Adriana Tamez motioned, and Trustee Sean Cheben seconded.

Dr. Ford Fisher noted that the item is to accept the monthly investment report, financial statement, and budget review for March 2026. She apprised that Mr. Robert McCracken, Vice Chancellor, Administration and Operations, would provide an overview and entertain questions.

Mr. McCracken provided an overview of Fund 1: Unrestricted Revenues. He apprised that there is an increase in utility expenses, noting that no utility payment was made during the same period last year and that overall costs are slightly higher. He also reviewed the Investment Report, noting the transition to long-term holdings and provided a summary of the weighted average performance.

Vote – The motion passed with a vote of 7-0, with Trustees Loredo, Cheben, Lenton-Gary, Davies, Patterson, Richart, and Tamez in favor.

BUDGET WORKSHOP #4: OVERVIEW OF FY2027 OPERATING BUDGET
Dr. Ford Fisher noted that Budget Workshop #4 provides a preliminary overview of the FY27 Operating Budget and apprised that Robert McCracken would provide an overview.

Mr. McCracken noted that the preliminary overview provides an opportunity to discuss the proposed FY27 budget that will be presented for approval in June with minor edits. He provided an overview of the following:

- Budget Development Timeline for BOT Review, Discussion, and Approval
- Comparison of Competitors Valuations, Tax Rate and Collections
- Proposed Homestead Exemption - No Change
- Houston Peer Comparison of Annual Tax Payments

- FY27 Proposed Operating (Unrestricted) Budget
- FY27 Preliminary Operating (Unrestricted) Budget - Summary
- Compensation Recommendation
- Debt Services Reduced per Debt Payment Schedule
- FY Proposed Capital & Technology Plan Budget
- Deferred Maintenance Annual Requests

Trustee Davies referenced the $15 million allocation for deferred maintenance and requested clarification. Mr. McCracken apprised that 15% is allocated for unplanned contingencies and noted that funding generally covers priority needs. He further stated that expenditure is closely monitored to remain within established limits and that the College typically funds only essential maintenance needs at the beginning of the fiscal year.

Trustee Loredo inquired about the source of funding for such repairs. Mr. McCracken noted that the funding comes from the deferred maintenance fund and apprised that emergency breakdowns are generally more costly than planned repairs.

Trustee Cheben noted that a future discussion would be necessary regarding the projected $28 million maintenance need and the potential requirement to increase funding levels. He apprised that maintenance investments may need to be increased over the next three to five years. Mr. McCracken noted that these discussions would likely occur as part of the Facilities Master Plan process.

Trustee Davies inquired when the Facilities Master Plan was last updated. Mr. McCracken noted that a new Facilities Master Plan is currently in development. He apprised that a Facilities Master Plan was completed in 2022 but was not adopted. He further noted that the updated plan is expected to be presented to the Board.

Trustee Loredo inquired about a report on Pell Grant funding. Mr. McCracken noted that Pell Grant information is included in a separate report and could be provided.

Mr. McCracken continued the overview to include:

FY27 Proposed Non-Operating Budget

- FY27 Proposed Auxiliary Budget
- FY27 Proposed Capital & Technology Plan Budget
- HCC Financial Contingency for Unplanned Surplus

(Dr. Tamez stepped out at 4:58 p.m.)

Trustee Loredo noted that there are concerns regarding the need to fill vacant positions. She apprised the importance of ensuring that the College has the resources necessary to operate its programs effectively. Mr. McCracken noted that requests for additional staff are evaluated through the budget process to secure funding for needed positions.

Trustee Cheben referenced revenue overage and apprised that a broader discussion regarding the revenue component of the budget is warranted, noting that the College should not generate significantly more revenue than is necessary to support its operations.

Trustee Davies requested an updated organizational chart.

Mr. McCracken continued with the overview to include:

- Unrestricted (Operating) Budget Comparison
- FY27 Proposed Known Commitments
- FY 27 Proposed New Funding Requests
- FY27 Proposed Known Commitments and New Funding Requests by Category
- Deferred Maintenance Program Update Summary

Trustee Davies inquired about the funding source and expenditure levels for intramural sports. Mr. McCracken noted that intramural sports are funded through the Student Recreational Fee. r. Lisa Alcorta, Vice Chancellor of Student Services, stated that recommendations have been proposed to expand the student recreational sport programs.

REPORT ON FY2026 BUDGET AMENDMENT

Dr. Ford Fisher noted that the item is a report on the proposed budget amendment and advised that Mr. Robert McCracken would provide the report and respond to questions from the Board.

Mr. McCracken noted that the proposed FY 2026 Budget Amendment is scheduled to be presented to the Board for approval in June 2026, which includes funding requests to address specific student success initiatives and needs. He provided an overview of the proposed funding requests as follows:

- Student Services
- Biology Lab Expansion
- Aviation Maintenance Technology Equipment
- Parking Lot and Garage Repairs (Spring Branch, Bissonnet, Hayes Rd. & Central)
- Deferred Maintenance
- Enterprise Resource Planning (ERP) System Transition
- Year-end GASB Benefit Allocation Class/Lab Improvements and Contingency

Trustee Cheben inquired whether the proposed $10 million allocation was intended for the Enterprise Resource Planning (ERP) system in the upcoming fiscal year. Mr. McCracken apprised that $10 million represents a reasonable starting point for the initiative.

Trustee Davies asked whether the current budget includes funding for the ERP project, noting that discussions regarding the ERP system have been ongoing for approximately two years. Mr. McCracken stated that the project is not currently funded.

Dr. Ford Fisher acknowledged concerns regarding the ERP project and advised that a recommendation is forthcoming. She noted that progress on the ERP plan had been delayed due to administrative changes within the College.

Trustee Davies expressed concern that the College does not yet have a clearly defined understanding of its ERP needs or implementation timeline. Dr. Ford Fisher responded that Mr. Barry Sullivan, Chief Information Officer, has assessed the status of the ERP project and that a report will be presented to the Board regarding the ERP system.

Trustee Davies referenced prior discussions in 2024 regarding the development of an ERP plan and apprised that the Board requires more than a status report. He requested an update on what has changed or expired since the last ERP report was presented to the Board.

Mr. McCracken noted that there are three vendors who can provide the ERP system. He noted that the next phase of the process will involve reviewing each vendor's proposal as part of the evaluation and procurement process.

Trustees Davies requested a timeline of the various stages regarding the development of the plan and implementation.

Trustee Cheben inquired if there is a risk in allocating the funds in the FY26 budget. Dr. Nicole Montgomery, General Counsel, apprised that the amendment could be approved for the ERP in this budget year; however, it would need to be placed in Fund 7 so that the funds will roll over.

STRATEGIC PLANNING: STUDENT SUCCESS UPDATE
Dr. Ford Fisher noted that the item provides an overview of the Strategic Planning: Student Success Update to include program alignment. She noted that Dr. Andrea Burridge, Vice Chancellor for Strategy, Planning, and Institutional Effectiveness, Dr. Norma Perez, Senior Vice Chancellor for Instructional Services/Chief Academic Officer, and Dr. Miguel Ramos, Vice Chancellor, Instructional Services, would provide the update.

Dr. Burridge reported on the following:

- Strategic Plan KPI Progress (4/20/2026)
- Benchmark Data
  - THECB Full-time First-time-in-College Cohort 3-year Completion Rates
  - THECB Full-time First-time-in-College Cohort 4-year Completion Rates (Same or Other College)
  - THECB 6-year Transfer Rates
  - Fall to Fall Retention at Same or Other Institution
  - Benchmark Data: Academic Job Placement
  - Benchmark Data: Technical Job Placement

- Leading and Lagging Indicators *Connection to the Aspen Model*
  - Aspen Trustee and CEO Institute

- Aspen Logic Model for Student Success Reforms
- THECB Licensure and Certification Pass Rates
- Transfer student completion of baccalaureate within 4 years of transfer
- Percentage of 2025 graduates Earning Awards that Meet Wage Thresholds
- Level of Education and HCC Service Area Salaries
- Community College Survey of Student Engagement (CCSSE)
- CCSSE: Measurements of Student Engagement
- CCSSE: Students somewhat or very satisfied with the services
- CCSSE: Increased student satisfaction/engagement

- Leading Indicators
  - Use of student support services
  - Students with a full academic/transfer plan in first year
  - Course completion rates
  - Gateway course completion in first year
  - Credit Accumulation: Earning at Least 15 HCC credits in One and Two Years

Dr. Ramos provided an overview of the strategic alignment of programs to ensure student completion and success.

Dr. Burridge continued with the Strategic Plan update to include:

- Strategic Planning Process
  - Guiding Principles
  - Student Outcomes First
  - Community-Centered
  - Data-Informed
  - Academic Innovation and Workforce Alignment
  - Timeline and Phases
  - Discovery
  - Analysis
  - Finalization
  - Launch

Trustee Cheben noted that he would like to see a more detailed and strategic timeline for engaging industry and community partners. Dr. Burridge advised that meetings with community partners are planned for Fall 2026 and noted that Trustee participation will be critical to the success of those engagements.

ADJOURNMENT
With no further business coming before the Board, the meeting adjourned at 6:05 p.m.

Minutes submitted by Sharon Wright, Executive Director, Board Services

Minutes Approved as Submitted: May 20, 2026