

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

**June 5, 2013**

**Minutes**

The Board of Trustees of Houston Community College held a Special Meeting (Budget Workshop) on Wednesday, June 5, 2013 at the HCC Administration Building, 2<sup>nd</sup> Floor, 3100 Main in Seminar Room A, Houston, Texas.

**MEMBERS PRESENT**

Bruce Austin, *Chair*  
Sandie Mullins, *Vice Chair*  
Eva Loreda, *Secretary*  
Leila Feldman  
Carroll G. Robinson  
Herlinda Garcia  
Neeta Sane

**ADMINISTRATION**

Renee Byas, Acting Chancellor  
Art Tyler, Deputy Chancellor/COO  
Destinee Waiters, Acting General Counsel  
Shantay Grays, Executive Officer to Chancellor  
William Carter, Vice Chancellor, Information Technology  
Charles Cook, Vice Chancellor, Instruction  
Margaret Ford Fisher, President, Northeast College  
Fena Garza, President, Southwest College  
William Harmon, President, Central College  
Zachary Hodges, President, Northwest College  
Michael Edwards for Betty Young, President, Coleman College  
Karen Edwards, Interim Chief Human Resources Officer

**OTHERS PRESENT**

Amanda Edwards, System Counsel, Bracewell & Giuliani  
Tod Bisch, President, Faculty Senate

**CALL TO ORDER**

Mr. Bruce Austin, Chair, called the meeting to order at 10:28 a.m. and declared the Board convened to consider matters pertaining to Houston Community College as listed on the duly posted Meeting Notice.

The Board paused for a moment of silence for the Firefighters who recently perished in the line of duty.

**BUDGET WORKSHOP REGARDING OPERATING BUDGETS (UNRESTRICTED FUNDS): REVIEW OF FISCAL YEAR 2012-2013; UPDATE ON PRIORITIES FOR 2013-2014; AND CONSIDER BUDGETS FOR FISCAL YEARS 2013-2015**

Motion – Mr. Robinson moved and Ms. Mullins seconded.

Dr. Tyler informed that recommendations would be made to the Board and apprised that action could be taken if the Board desired. He provided a two-year operating budget and informed that priorities have been updated based on input from the Board, Vice Chancellors, and Presidents. Dr. Tyler presented an overview of the operating budget to include the following:

- Linking Planning and Budgeting
- Annual Planning and Budget Development Process (Driven by planning and tied to the 2012-2015 Strategic Plan)
- Pre-Development Process – Unit Level
- Review and Reallocation – Executive Level
- Annual Unit Plan Deadline
- Budget Data Collection
- Review Process
- Operating Budget Overview
- Enrollment
- Tuition & Fee Schedule (In-District)
- Tuition & Fee Schedule (Out-of-District)
- Tuition & Fee Schedule (Out-of-State/Foreign)
- Ad Valorem Tax Rates
- Property Tax Assessed Valuation

Mr. Austin inquired if the information regarding the enrollment has been corrected with the Texas Higher Education Coordinating Board (THECB). Dr. Cook noted that there are multiple reporting mechanisms and informed that the twelfth day only reports full-time. He apprised that a committee is being appointed to study the possibility of adding a footnote reflecting the reason for the variance of the numbers.

Ms. Mullins noted that it is imperative that the actual numbers are used when speaking with legislators especially regarding the momentum point calculations and noted that the desired number should be defined.

Mr. Austin requested an assessed value of the Houston Independent School District (HISD), Fort Bend Independent School District (FBISD), North Forest Independent School District (NFISD), and Stafford Municipal School District (SMSD). He inquired as to how the assessed value was determined for the district. Dr. Tyler informed that the value is based on the previous year and noted that the current year is based on estimation. He apprised that one report is received from Harris County and a separate report from Fort Bend County. Dr. Tyler noted that a copy of the report could be obtained regarding HISD.

Ms. Mullins informed that there was an article regarding online courses and apprised that this could fall into the competitive edge. Dr. Tyler noted that online courses for HCC

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are hybrid, part is online and part is brick and mortar. Dr. Cook informed that emphasis is also being placed on enrollment management. He apprised that the students would still need to come to the campuses for advising.

Mr. Austin inquired if there is an economist on staff. He noted that even though a certain group of students may be lost, another group of students should be gained. He informed that there has been a lack in other areas to bring in students.

Mr. Robinson requested information regarding momentum points for the next two years. Mr. Austin recommended that the Achieving the Dream (AtD) data provided at the Board of Trustees Institute be distributed to the Board.

Mr. Robinson apprised that his effort is that a discussion is held in the future regarding enrollment management. Mr. Austin noted that there was a discussion regarding the Enrollment Management Plan.

Budget presentation continued with the following:

- Operating Budget Elements
- Budget Assumptions
- Changes in State Allocation
- Operating Budget – New Algorithm
- Budget Assumptions – Challenges & Issues
  - Restructuring of Debt Service (\$130 million in restructuring of debt remains, which could save \$5 million to \$8 million depending on the new rate)

Mr. Robinson inquired if RBC is still the financial advisor. Mrs. Byas apprised that they are on a month-to-month basis. She noted that the RFP is underway regarding financial advisor services.

- Tax rate adjustment may occur in 2014-15 due to bonds
- State requiring refund of \$8.1 million for benefits
- No increase in tuition and fees, except out-of-state/international students
- Projection of 0% growth for FY2013-14 and 1% growth for FY2014-15

Dr. Tyler informed that the new algorithm is requiring a change in the way the college does business.

Mr. Robinson inquired if the presidents and chancellor could review the issue regarding international insurance. He noted that with the changes with law, there should be a review.

*(Mrs. Sane joined the meeting at 11:01 a.m.)*

Mr. Austin inquired of how the penetration rate is measured. Dr. Cook informed that there has been an improvement in Texas and noted that he is unaware of the percentage for the district area.

Mr. Austin inquired as to what is being done to penetrate the communities to get the word out to the community.

Mr. Robinson inquired if there will be an effort to interact with sixth grade students who are potential customers. He informed that he wanted the new websites for the PREP programs on the back of his new business cards. He noted that if these efforts are being done to penetrate the market, it should be accessible. Mr. Robinson apprised that effort has to be to get every parent of sixth, seventh and eighth graders talking about HCC and its programs.

Dr. Cook informed that discussions are underway with HISD regarding participation with middle schools. Dr. Tyler noted that a meeting would be held shortly to discuss some of the topics that the Board and community have raised.

Mr. Austin apprised that the concept provided by Mr. Robinson regarding pre-admission is a great idea. He noted that the initiative could be embedded in the program.

Dr. Ford Fisher informed that zip code data was provided and assisted in determining the penetration rating. She apprised that targeted marketing is conducted but there is some difficulty.

Mr. Austin inquired if the communication officer is present. He noted that the outside community needs to know what is available at HCC.

Ms. Mullins informed that Dan Arguijo and the marketing consultant need to be present. She apprised that there is a divide regarding what has been decided as it relates to public relations and marketing.

Ms. Mullins noted that a specialist has been hired for athletics but there is not a middle school specialist. She informed that middle schools students should be targeted and that a middle school specialist should be hired.

Dr. Garza inquired if it would be helpful if a summary of activities regarding middle schools were provided to the Board. Mr. Austin informed that the information would be helpful.

Mrs. Sane inquired as to what efforts are being made to strengthen partnerships with various ISDs. She apprised that the partnerships are key for building bridges and that this is her focus. She noted that the outcomes should be measured regarding efforts to penetrate the market. She informed that the numbers must be measured regarding the enrollment management plan.

Dr. Cook apprised that there is an effort to capture the numbers from all the high schools. He noted that the tracking is currently being done with Spring Branch ISD; however, it is desired that it be done with other districts.

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Mrs. Feldman recommended that with the amendment to House Bill 5, the college should be reaching beyond the service area.

Mr. Austin inquired as to how you engage partnerships to stress the needs to implement synchronized systems to increase student completion. Dr. Tyler informed that the presidents and Chancellor have initiated reaching out to superintendents.

Mr. Robinson apprised that he previously suggested reviewing what high schools students come from so that there is a discussion regarding developmental education needs.

Mr. Robinson noted that he is interested in every school in the HCC service area whether it is private, public, or charter. He informed that pipeline analysis data is available and information needs to be shared. He apprised that he is aware that there are developmental education issues and the college has a moral obligation to inform the high schools of the results regarding developmental education.

Dr. Cook noted that the information could be verified; however, there are some complications such as dropout students. He informed that KIPP expressed a desire for HCC to follow their students and provide them with the information.

Mr. Robinson recommended that the Chair of the External Relations Committee and the Executive Director of Government Relations engage Houston Endowment to assist with the tracking efforts.

Ms. Loreda apprised that the number one concern discussed at the THECB meeting was the development education numbers. She noted that a way has to be identified to work with the high schools.

*(Mr. Robinson stepped out at 11:40 a.m. and returned at 11:41 a.m.)*

Dr. Tyler continued the budget presentation of revenues and expenses.

Mr. Austin recommended that the presentation be revised to display what is causing the change in revenue.

*(Mrs. Feldman stepped out at 11:45 a.m.)*

Mr. Austin inquired if there should be more participation with the presidents regarding what is happening with their campuses. Dr. Cook informed that part of the Enrollment Plan is to review factors for growing programs.

Mrs. Sane apprised that there needs to be a focus on retooling regarding extended learning. She inquired as to where does distance learning fall. She noted that there needs to be capitalization. Dr. Tyler informed that distance-learning revenues are included.

*(Mrs. Feldman returned at 11:48 a.m.)*

Mr. Austin provided a listing of Houston area high schools with corresponding letter grades.

Dr. Tyler apprised that there is a request to increase the pay for faculty. He noted that the action plan was developed to include the additional headcounts. He informed that the first priority was to make certain the commitment to increase full-time faculty kept.

Mr. Austin inquired as to how you get experienced faculty to come on board in demand areas such as engineering with the current pay scale. Dr. Tyler apprised that the Compensation Department has been asked to review professional skills. Mrs. Karen Edwards noted that the study is forthcoming.

Dr. Tyler informed that there is a \$5 million increase regarding faculty and noted that the increase is due to the new buildings scheduled to open.

Mrs. Sane inquired of base salary and inflation regarding faculty/staff salaries and asked if the college's base salary is comparable to the market. She apprised that there is no efficient means to attract faculty and staff until compensation issues are addressed.

Mrs. Byas noted that this was a discussion with the faculty senate regarding faculty salaries.

Mr. Robinson informed that there has been discussion regarding staff pay schedules. Dr. Tyler apprised that a review of salaries for professional, secretarial/clerical staff is underway.

Mr. Robinson inquired if there will be presentation regarding the request of adjusting the salary scale. He also inquired as to what does the marketing expense consists of. Dr. Tyler noted that there is a divide between Fund 1 and Fund 3.

Mr. Robinson informed that his inquiry regarding the marketing is to determine what portion of the amount is promotional items. He inquired if there was a contract approved for promotional items.

Mr. Robinson inquired if Yaffee|Deuster contract is included in the marketing number. Mr. Arguijo apprised that Fund 3 expenses for marketing consist of media buys.

Mrs. Sane noted that her concerns are that the marketing expenses tie into the enrollment plan. Mr. Arguijo informed that there are best practices that will be rolled out regarding the recruitment and retention campaign. He apprised that it will include efforts by the presidents and noted that more is being done internally. He informed that an overview of the new recruitment and retention campaign will be provided at the External Relations committee meeting scheduled for June 18, 2013.

*(Mrs. Garcia joined the meeting at 12:06 p.m.)*

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Mrs. Sane apprised that she would like to see the return on the investment. Mrs. Byas noted that there will be a measurement.

Mrs. Sane noted that marketing needs to also include branding of the institutions.

*(Mrs. Garcia stepped out at 12:06 p.m.)*

Mrs. Byas informed that those efforts are part of the enrollment management plan.

*(Mrs. Garcia returned at 12:07 p.m.)*

Ms. Mullins inquired if there is a mechanism for tracking the requests of the Board. Dr. Tyler apprised that Board Services tracks the inquiries of the Board and noted that the Chancellor assigns the appropriate person to address the inquiry and then reviews the responses for dissemination to the Board.

Mr. Austin requested the funding for the Chancellor's Innovation Grants be placed in a pool for disbursement regarding grant applications, using the catalog of domestic assistance. He informed that the quality and quantity of grants could be increased. Mr. Austin apprised that his suggestion is to revamp the Chancellor's Innovation Fund.

Dr. Tyler continued with the presentation and provided an overview of the Budget Task Force recommendations.

*(Mr. Austin stepped out at 12:14 p.m.)*

Dr. Tyler apprised part of the effort to balance the budget for this year was to reduce the spending to bring the budget down to \$285 million.

*(Mr. Austin returned at 12:15 p.m.)*

Ms. Loreda noted that there were some savings and inquired if it affects certain areas such as libraries. She inquired if the funds could be transferred to assist with keeping the libraries open. Dr. Tyler informed that the issue was a part-time hiring matter and that the decision lies with the presidents.

Dr. Karla Bender apprised that the \$4.7 million is additional savings.

Ms. Mullins inquired if the presidents have access to the funding. Dr. Bender noted that the presidents could request the funding needed.

Mr. Robinson inquired of the breakout for the colleges. He informed that he will inquire about the normalization of funding for Coleman.

Dr. Tyler apprised that when the bottom up approach was completed, the number was approximately \$31 million. He noted that upon reviewing the needs and then the wants, the result was a request of \$6.7 million in additional funding for FY 2013-14 and \$5.4

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million for FY 2014-15. He informed that the Board could approve the usage of the savings of \$4.7 million and/or approve using funding from the reserve.

Mrs. Garcia inquired if Mrs. Byas has reviewed the budget presented for approval. She apprised that division managers made requests and inquired if there is something to show where there were cuts at the various levels either college or administrative. She noted that the priorities of the presidents should be the last to be cut. Mrs. Garcia informed that something needs to be provided to the Board to show where the cuts were done.

Mrs. Garcia inquired of the funding sources for equipment and staff. Dr. Tyler apprised the equipment is funded through the operating budget but there are several funding sources.

Mrs. Garcia noted that there should be a summary provided to the Board to show where the cuts were done and noted that HISD cut a lot at the top to make certain the budget assists the students. Mrs. Garcia inquired if enrollment increased. Dr. Tyler informed that enrollment was flat.

Mrs. Garcia apprised that her recommendation would be a salary increase; however, there should also be a review of prudence to make certain elimination has been reviewed for wastes. She requested a statement to show where the elimination was done. Dr. Tyler noted that the elimination was \$12 million. He apprised that the information could be provided.

Mr. Robinson inquired if the police department has been fully funded. He apprised that the Board was informed that twenty additional officers would be added. Dr. Tyler noted that twenty new peace officers were added; however, to bring the department to the desire of the Board, it would cost another \$6.6 million.

Mr. Robinson inquired if \$1 million is allocated for the Foundation operations. He noted that he is requesting that the \$1 million be returned to the college. Mr. Robinson inquired of the discretionary budget for the college. He apprised that areas funded by the discretionary funds may need to be reprogrammed. He noted that he does not understand why the Southern Association of Colleges and Schools (SACS) requirements and Quality Enhancement Plan (QEP) funding items are not included in the base budget.

Mr. Robinson informed that he would like to see how marketing is linked to recruitment, retention and momentum points.

Mr. Austin recessed the meeting 12:37 p.m. and reconvened at 1:39 p.m.

*(Present: Trustees Austin, Feldman, Garcia, Loreda Mullins, Robinson and Sane)*

Dr. Tyler continued with the budget presentation regarding the following administrative budget priorities. He clarified that the requests presented to the Board are additional requests and apprised that the funding decisions are for the Board to approve and noted that if the items are not approved the college will continue to operate.

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1. Increase FT Faculty to maintain SACS requirements – 20 positions for FY 2013-14 (\$1.3 million) and 22 positions
2. QEP additional funding – 2013-14 (\$125,000) and for 2014-15 (\$200,000)
3. HCC salaries remain below peer colleges – need a general increase to remain competitive (\$2.75 million)

Mr. Robinson inquired if the funding for item one is discretionary. Mr. Austin noted that the Chief Executive Officer (CEO) is informing that there is a minimal level of operation and these items are an enhancement of the budget.

Mr. Robinson informed that items one and two are mandates and should be included in the operating budget. Dr. Tyler apprised that the items are included in the budget; however, the additional requests are to enhance. Dr. Cook noted that the efforts regarding the QEP are to enhance science and physics.

Mr. Robinson informed that he is unaware of the funding currently for the QEP and noted that he is unaware of the number of faculty members to be obtained with the enhanced QEP. He apprised that there needs to be a picture depicted as to why this line item is funding above and beyond the funding included in the budget.

Mr. Austin noted that he associates with Mr. Robinson and noted that the effort should be to show what will be done with the additional funding.

Dr. Tyler informed that the raises include a two-part increase.

Ms. Loreda inquired if the second half of the raises for the current fiscal year have been completed. Dr. Tyler apprised that the raises have not been completed.

Mrs. Sane inquired if the \$2.75 million is a salary increase across the board. Dr. Tyler noted that the funding allows for the step and column for faculty and secretaries/clerical movement. He informed that faculty and secretarial/clerical staff are placed on a step system where as the professional staff are on a broad band pay scale with minimum, mid-point and maximum levels.

Mrs. Sane apprised that there needs to be incentive based on career development and inquired if the base salaries start comparable to peer universities. Dr. Tyler informed that the college is currently in ninth in Texas.

Ms. Mullins inquired of the ranking from a regional standpoint. Dr. Cook noted that the college is last in comparison to local peer institutions. Dr. Tyler apprised that to move to the middle of the pack would require a six or seven percentage increase, which would be an additional \$5.5 million.

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Mrs. Garcia inquired of the increase for last year. Dr. Tyler informed that it was two percent. She inquired of the recommendation for this year. Dr. Tyler noted that it is two percent.

Mrs. Garcia inquired of the recommendation for staff and administration. Dr. Tyler apprised that it would be two percent as well. Mrs. Garcia noted that decisions need to be made regarding increase for faculty.

Mrs. Byas informed that the recommendation is two percent, which calculates to \$2.75 million.

Mrs. Garcia inquired if it is possible to review an additional increase for faculty.

Mr. Austin apprised that the normal procedure is to provide more than one option for raises and noted that there should be a corresponding cost for each percentage recommended.

Ms. Loredó informed that there was a second portion due to faculty and staff. She inquired that if faculty, staff and administration were supposed to receive an increase but did not get it, when will the increase be received.

Mr. Austin apprised that \$1.5 million was put aside for a two percent increase and once that was done, the residual amount should be put in the bottom line.

Dr. Tyler noted that raises are bifurcated annually and noted that after the two percent raise there was a residual, and he noted that the Board could approve an additional increase or send to the bottom line.

Mrs. Garcia inquired if the additional increase was provided or not. Mrs. Byas informed that the two percent increase was provided; however, there was a residual of \$1.5 million, which was put back in the bottom line.

Mr. Austin apprised that there was an amount that was estimated for increases and after the two percent increase, there was a residual that went to the bottom line.

Dr. Tyler noted that historically, there is a calculation based on the increase in salaries and once the increase is complete, there is a residual and the Board has the option of approving the additional increase or put the residual back in the bottom line.

Ms. Loredó informed that the residual should be given to the faculty and staff as a one-time stipend since it was allocated for salary increases.

Mrs. Garcia apprised that the college is nine out of nine regarding comparable colleges and recommended that there is a review of the increasing pay for faculty. She noted that the bottom line for student success is faculty. She informed that Ms. Loredó's point regarding the additional funding should not be brushed aside.

*(Mrs. Garcia stepped out at 2:05 p.m.)*

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Mr. Robinson apprised that the discussion appears that when the raise was approved, it was approved for both years. He noted that if it was a two-cycle increase, then there is a two percent increase on the new base. Dr. Tyler informed that there was a two percent increase in FY2011-12 and FY2013-14. Mrs. Edwards apprised that there was not an increase in FY2011-12.

Mr. Robinson noted that the increase was for the current fiscal year. He inquired that if a vote for a raise would be only for FY2013-14 and inquired what percentage the increase would be.

Mrs. Sane inquired if there was a two percent increase for the last two years. Dr. Tyler informed that there was an increase for step and column and faculty; professionals and administrators did not receive an increase in FY2011-2012.

*(Mrs. Garcia returned at 2:08 p.m.)*

Mrs. Sane apprised that the two percent barely touches inflation and noted that there should be at least a five percent increase on the table for consideration. She asked that the figures be presented to the Board.

Ms. Mullins informed that it was originally stated that \$11 million was cut from the budget. Dr. Tyler apprised that the cut was \$12 million. She requested a line item on memberships and noted that funding for faculty could be identified through funds utilized for travel, the Foundation, and memberships. She informed that the funding should be spent on faculty with a scale of increases.

Mr. Robinson apprised that his clarity is that the base budget is tied to momentum funding and inquired as to where is the shortage in achieving the maximum points. Dr. Tyler noted that he is not able to provide that number precisely because the THECB has not determined number.

Mr. Austin informed that he asked the Chancellor to consider the comments and concerns of the Board and apprised that it could be determined of the number. Mrs. Sane noted that the source of the funding should also be included as well as where the cuts will come from.

Mr. Robinson requested that a review is conducted regarding the needs in order to roll out items one and two regarding the other budget priorities for FY2013-15. He noted that his priorities are faculty, security, and student success.

Dr. Tyler informed that professional development is tied to travel. He apprised that the recommendation regarding police is over a 5-year period. He noted that the upgrades could come from the bond. The following priorities were provided:

- Faculty compensation committee request \$527,000

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Mrs. Garcia requested a one-page report regarding security to show what has happened over the last five years and what are the goals for making the institution secure. She informed that there needs to be review regarding the procurement card (p-card). Mrs. Garcia apprised that waste cannot be afforded. She inquired who is monitoring the use of the credit cards. She requested the expenditures for one year regarding the credit cards for lunches and a study of the usage of the p-cards. She noted that there has to be a review of the expenditures.

Mrs. Garcia inquired when was the last time a financial audit was done at the institution. Mrs. Byas noted that the financial audit was done last year, as it is required on an annual basis.

Mr. Austin informed that a distributed transaction analysis needs to be reviewed and inquired if the transaction is monitored. Mrs. Byas apprised that the review is in place.

Mrs. Garcia noted that the report needs to be provided that shows how much has been expended over the year. Mrs. Byas informed that strict guidelines were implemented.

Mrs. Garcia inquired of the daily limit of the p-card and apprised that checks and balances need to be in place. She noted that there should be a policy established for the use of the p-cards and credit cards.

Mr. Robinson inquired as to who he can meet with regarding the point distribution of the 10.25 momentum points and requested that there be a review on a five-year window. He requested to know how many students were applicable to the various breakdowns.

Ms. Loreda informed that the information should be provided at the Academic Affairs Committee.

Dr. Tyler apprised that there are three additional presentations to include the following:

- Student Retention and Completion
  - Enrollment Management Plan - Phase I (Fall 2013)
    - Expand case managed advising to 2 semesters (cost: \$459,000)
    - Establish student phone bank (cost: \$221,000)
    - Create monthly Workforce information sessions (cost: \$28,000 – one-time expense)
    - Employ financial aid advisors (cost: \$375,000)
  - Enrollment Management Plan – Phase II (Fall 2014)
    - Expand General advisors (cost: \$670,000)
    - Related costs (cost: \$770,000)

*(Mrs. Feldman left at 2:39 p.m.)*

Mrs. Garcia suggested replicating practices that have been proven at the colleges that have increased enrollment. She noted that in order for the presidents to improve, they must be given the tools to increase enrollment.

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Mr. Robison recommended utilizing the base budget for counselors, marketing, recruitment and retention. Ms. Mullins requested a discussion on marketing regarding recruitment and retention. She asked for a report showing all line items for marketing and the return on investment.

Mrs. Sane informed that retention is a concern and resources are needed to address completion. She requested data on retention efforts.

Mrs. Garcia apprised that Trustees need to follow protocol when meeting with staff and administration.

*(Ms. Loredo and Mrs. Sane stepped out 2:57 p.m.)*

The meeting recessed at 2:57 p.m. and reconvened at 3:07 p.m.

*(Trustees Austin, Garcia, Loredo, Mullins, Robinson, and Sane)*

Ms. Mullins noted that there needs to be clarification regarding counselors and advisors. Dr. Cook informed that there may need to be a one-page summary regarding the description.

Dr. Cook apprised that technology has to be leveraged as mentioned by Mr. Robinson.

Mrs. Garcia noted that the purpose of the firm should be to market and target student enrollment. She informed that there should be a review to see if the firm efforts are providing the desired results. She apprised that the bottom line is that results are needed and noted that there needs to be accountability.

- Faculty Compensation
  - Faculty/Enrollment Management
    - Workforce reorganization (cost: \$317,000)
    - Improved program coordination (cost; \$210,000)

Mr. Robinson requested the balance in Fund 5 for scholarships. He informed that his inquiry is regarding funding the marketing efforts. He apprised that he would like to ask for funding of waivers from Fund 3.

*(Mrs. Garcia left at 3:16 p.m.)*

Mr. Robinson noted that his efforts are to revisit the tuition waiver to allow supplements for the various programs such as the honors programs. He informed that the efforts are for innovation and not for dual credit.

Mr. Austin apprised that he would like to see an initiative that generates more connections. He noted that the reality is that there should be an effort of working with each other. He informed that the opportunity to collaborate is missed through the competition between the colleges.

- HCC Police Unapproved Budget Requests
  - Fund to retrofit all existing HCC facilities to the new electronic physical security standards
    - Access control
    - CCTV
    - Alarms
  
- Officer Relief Factors

Ms. Mullins inquired as to what the new retrofit does that is not currently in place. Chief Greg Cunningham apprised that it deploys cameras throughout the facilities to allow for controlled access into and out of the buildings and campuses.

Dr. Tyler noted that the recommendation would be to fund over a four-year period and noted that it would be equivalent to approximately \$1 million per year.

Ms. Mullins inquired of possibly using a portion of the \$3.5 million allocated for small business program. Mr. Robinson informed that he is acceptable to using the funding allocated for the small business program and recoup the funding later down the road.

Mrs. Sane inquired if it is possible to provide the source of funding for the various costs and apprised that the recommendations should be provided from administration.

Mr. Robinson noted that the \$3.5 million could not be used for faculty salaries because it is bond proceeds. Mrs. Byas informed that the options will be provided.

#### **ADJOURNMENT**

With no further business coming before the Board, the meeting adjourned at 3:38 p.m.

*Minutes recorded, transcribed & submitted by:*  
Sharon Wright, Manager, Board Services

Minutes Approved as Submitted: August 15, 2013