

# EMBRACING HOUSTON'S FUTURE

A COMPREHENSIVE STRATEGY



Real World  
Education



# HCC Chancellor Letter

Dear HCC Community,

Since its inception in 1972, Houston Community College has remained steadfast in its commitment to providing accessible and transformative education to individuals within our service area. Through the years, we have remained true to this noble goal. Today, HCC is one of the nation's largest community colleges with an annual enrollment of 85,000 students across six college campuses, 14 Centers of Excellence, and 22 learning centers. We offer certificates, associate, and baccalaureate degrees, and, through technology, have the capacity to expand our services around the globe. We have learned from a historic pandemic that we have the spirit, the resilience, and innovation to overcome any challenge.

Our mission, embraced 52 years ago, remains unchanged for us today. We introduce students to credentials of value—programs that lead to jobs that provide a livable wage—and help them complete their training. We partner with business and industry to make our programs relevant and cutting edge so students can get the training that employers—and the community—need. We expand the pipeline to those jobs and lift the aspirations and quality of life for everyone, especially for those who have not yet been able to participate in the prosperity of our region.

HCC is unique among its peer community colleges in the area:

- 42% of our students come from households with an annual income of less than \$24,000.
- Across the service area, 20% earn less than \$32,000 a year.
- Of the 984,000 adults in our service area, 61% are over age 25 and do not hold a college degree.
- From that same group of adults, 300,000 have not graduated from high school.
- Overall, 18% of adults in the HCC service area do not have a high school diploma.

While Houston and its surrounding area are still the land of opportunity for many, nearly a million of our residents do not enjoy the prosperity of this region. This, in part, is because many Houstonians lack the skills and training needed to secure a sustainable job—and many cannot obtain that training because of their economic reality. HCC can and does make a difference for these persons who need us the most.

HCC contracted Equifax to measure student wages in order to track student outcomes and we found that the median income of 22- to 34-year-olds who earned an associate degree increased from \$28,000 to \$48,000 annually (measured from exit to five years after completion). Meanwhile, the median income of 35- to 44-year-olds who earned an associate degree increased from \$39,000 to \$54,000. Certificate earners showed similar gains.

On the following pages, you will see a brief snapshot of how HCC is responding to our challenge. We are reaffirming our commitment to the mission before us and making progress toward five strategic goals: Student Success, Personalized Learning, Academic Rigor, Community Investment, and College of Choice.

As Dr. Nelson Mandela once said, "Education is the most powerful weapon you can use to change the world." With your guidance and support, HCC will continue to grow and make a difference in the world through education.

Together, let us celebrate the resilience that defines our community. Let us embrace the experiences and perspectives that enrich our college family. And let us, with unwavering optimism and determination, continue to build a future where education has no boundaries and dreams are limitless.



*Margaret Ford Fisher*

Margaret Ford Fisher, Ed.D.  
Chancellor  
Houston Community College

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# HCC Board Chair Letter

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Dear HCC Community,

It is an extraordinary time to be at and to serve Houston Community College. For the past several years, the Board of Trustees have joined in conversations with business leaders, community advocates, students, faculty, administrators, representatives from area Independent School Districts, and many higher education groups in the Greater Houston Area to develop HCC's Strategic Comprehensive Plan detailed here. The hundreds of people who played a role in the creation of our Comprehensive Plan care deeply about our city and depend on HCC to educate the community's current and future workforce, supporting the life-long learning integral to personal success as well as the growth and vibrancy of our communities. They have given generously of their time, their ideas, and their passion for learning to help HCC create the plan we call "Embracing Houston's Future."

The need for higher education and career advancement continues to grow, and HCC continues to provide courses and programs to stimulate educational advancement for our students. "Embracing Houston's Future" offers a robust framework grounded in student success, community engagement, and fairmindedness which guides decision-making and supports the success that happens every day across our college. Additionally, it allows us the necessary flexibility to adapt to our ever-changing circumstances so that we may meet the needs of our students and our community.

HCC's successes are broad and deep, and we continue to strive to fulfill our mission and reach toward our vision. According to data from the National Center for Education Statistics, among 2-year institutions nationally, we rank first for Black/African American headcount and third for awarding Associates Degrees to these students. HCC remains the top ranked for enrollment and granting awards to international students among two-year institutions. HCC continues to bear student needs and financial circumstances in mind, ranking as eighth among Texas community colleges in lowest tuition and fees according to the Texas Higher Education Coordinating Board. We are a proud minority-majority institution, with around 85% of our students identifying as non-white, and our reach is impressive and expanding.

The Trustees have been integral in identifying the Comprehensive Plan's five Strategic Priorities: Student Success, Personalized Learning, Academic Rigor, Community Investment, and College of Choice. Regular reports of our progress will be presented throughout the years ahead and will be available at [hccs.edu/trustees](https://hccs.edu/trustees). The Trustees will routinely review the Strategic Priorities, measure HCC's progress, and revise them as needed. The Board of Trustees takes seriously its role in setting the strategic course of the College.

HCC is leading the way to design a bold vision for our students' future. We are working to evolve our institution and empower our students to succeed inside and outside the classroom. On behalf of the Board of Trustees, I encourage you to review HCC's Comprehensive Strategy, "Embracing Houston's Future," that the Chancellor and his team have detailed in this report.

We are grateful, as always, for your ongoing support and your belief in our crucial work. With our new Comprehensive Strategy and in all that we do, HCC continues to demonstrate that we are Houston's community college.



Sincerely,

A handwritten signature in black ink, appearing to read "Cynthia Lenton-Gary". The signature is fluid and cursive.

Cynthia Lenton-Gary, Ph.D.  
HCC Board of Trustees  
District VII

# Mission, Vision, and Values





# About the HCC Mission, Vision, and Values

Established for more than a decade, the Mission of HCC remains steadfast. However, the landscape in which HCC operates has evolved significantly. The Greater Houston community it serves has become exceptionally diverse, surpassing even national standards. The dynamics of the workforce have shifted towards serial employment, placing greater emphasis on individual economic security. Younger generations now seek a different work-life balance, prompting the need for continuous learning and training throughout one's life.

In response to these dynamic circumstances, the approaches necessary to fulfill HCC's Mission have undergone significant changes. While the Mission remains constant, the College recognizes the imperative to adapt and innovate in delivering the highest quality education. Technological advancements in teaching and learning have become integral, necessitating an innovative mindset.

Given the fierce competition for the attention of potential students, HCC recognizes the need to play a leadership role in driving change. The College must not only respond to the community's needs but also spearhead initiatives to ensure an educated, productive, and fulfilled workforce, contributing to the vibrant economy that secures the future of the Greater Houston region.

This evolution is reflected in a Vision that has been revised to align with the demands of the times. HCC sees itself not only as a responsive institution but as a proactive force shaping the educational landscape.

The Values emphasize HCC's unwavering commitment to collaboration, both internally and with the external world. Devotion to service and the empowerment of individuals are considered essential to the institution's success. HCC's passion for learning and commitment to driving innovation underscore its recognition that learning is no longer a singular moment but a perpetual practice in the modern world. These Values constitute the expectations for faculty and staff, essential to realizing HCC's Vision and fulfilling its Mission.

In essence, HCC's Values have not changed at their core; they have evolved to better respond to a changing world, seizing opportunities, and transforming both the institution and the community it serves.

# Mission

## The HCC Mission

The College District is an open-admission, public institution of higher education offering a high-quality, affordable education for academic advancement, workforce training, career development, and lifelong learning to prepare individuals in our diverse communities for life and work in a global and technological society.



# Vision

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## The HCC Vision

The College District will deliver relevant, high-quality education and training, ensuring success for all students, our community, economy and beyond.



# WE LEAD WITH OUR SHARED VALUES

## MOSAIC & ME

**Commitment to Collaborate.** HCC works best when faculty and staff collaborate with each other, students, community, and all whom the College serves. The open sharing of resources, ideas, skills, and knowledge from diverse perspectives working towards common goals and solutions help to generate synergy to achieve HCC's goals. Those who work at HCC value differences in each other, recognizing those distinctions as assets that when brought together create better outcomes.

**Devotion to Service.** HCC faculty and staff subscribe to an unwavering commitment to serve students and community. Their willingness to adopt a "serve others first" mentality and approach to their work enables them to live up to and surpass the expectations of their constituents and each other. By putting service first, HCC ensures the best experience for those who choose to be part of HCC and those who the College serves.

**Empower to Trust.** HCC encourages and actively empowers trust individually and collectively as faculty and staff work to serve students, community, and each other. Empowering themselves and others to trust each other's motives, work, and integrity, they are able to encourage and

sustain an environment where students can most effectively learn, faculty can teach, and employees can thrive.

**Passion to Learn.** HCC as an institution believes in life-long learning, where faculty and staff are committed to the continuous pursuit of learning in all that they do. There is an inherent passion for teaching and connecting ideas, lessons, and concepts with other classrooms, colleges, and offices. HCC faculty and staff embrace and promote the never-ending pursuit of learning and bettering of themselves, their colleagues, and those they serve.

**Drive to Innovate.** HCC actively encourages intentional innovation and purposeful evolution to anticipate the changing needs of students, their current and future employers, and the Greater Houston community. In such an environment, innovation becomes an internalized way of thinking and affecting change. HCC faculty and staff commit themselves to understanding the here and now as well as the nascent trends that they must address. They also understand and accept that innovation does not always succeed; a willingness to embrace the new must be balanced with a prudent assessment of risk and reward.

# **The Comprehensive Strategy is poised to achieve HCC's 2030 vision through the following key actions:**

- ▶ Sustaining an unwavering commitment to HCC's Mission.
- ▶ Achieving the Mission and Vision by steadfastly upholding the core values.
- ▶ Prioritizing strategic focus on Student Success, Personalized Learning, Academic Rigor, Community Investment, and becoming the College of Choice.
- ▶ Monitoring and addressing Key Performance Indicators to ensure progress.
- ▶ Expanding on the knowledge gained through practical experience.
- ▶ Reinforcing HCC's dedication to the transformative progress.



# Strategic Priorities

## HCC's Five Strategic Priorities

Five Strategic Priorities emerged from the work of the Strategic Planning Team and the Board of Trustees. The Priorities guide the direction of the Houston Community College System. For each Strategic Priority, Goals and Areas of Focus were identified to further that priority. Key Performance Indicators will be identified to monitor progress annually towards the Strategic Priorities as the plan is implemented.

### Priority 1: Student Success

#### Strategic Goal

To build and sustain the ultimate student experience--a personalized experience that helps students discover and identify a path to achieve their goals, ensures relevant student learning through interactive and engaging instruction, and provides support along the way--where success is measured by demonstrated readiness for career placement, workforce entry, and/or college transfer.

#### Areas of Focus

- ▶ 1.1 Enhance Academic and Workforce Educational Pathways
- ▶ 1.2 Extend the quality and reach of community education programs (including adult and continuing education)
- ▶ 1.3 Develop and Implement a Quality Enhancement Plan
- ▶ 1.4 Support the success of HCC's International Student Population
- ▶ 1.5 Enhance the quality of our Remote Learning Modalities

### Priority 2: Personalized Learning

#### Strategic Goal

To provide customized instruction and assessments that support student success by understanding the students' unique needs, preferences, concerns, and aspirations. Personalized learning is student-directed, student-paced, and designed for each learner.

#### Areas of Focus

- ▶ 2.1 Recognize that students enter HCC at different life-stages with varying goals, and incorporate this reality into institutional decision-making
- ▶ 2.2 Integrate understanding of students' unique needs, preferences, concerns, and aspirations into student advising and teaching and learning strategies
- ▶ 2.3 Develop data collection capabilities that support the integration of the "student experience" into institutional decision-making practices

**Priority 3: Academic Rigor**

**Strategic Goal**

To establish a set of common, high-quality curricular and instructional standards that continually challenge all students to demonstrate achievement of proficiencies throughout their academic journey with HCC.

**Initial Areas of Focus**

- ▶ 3.1 Develop a vision for teaching and learning and student support of the new normal in a postpandemic educational environment
- ▶ 3.2 Enhance the use of learning outcomes assessment data to enhance program quality
- ▶ 3.3 Strengthen the role and influence of workforce program industry advisory committees to ensure alignment with industry need
- ▶ 3.4 Develop plans to maximize the utilization of instructional facilities in support of program expansion and teaching and learning excellence
- ▶ 3.5 Expand the use of co-requisite remediation teaching models in order to improve student preparedness to be successful in college-level work



### Priority 4: Community Investment

#### Strategic Goal

To serve as an economic engine for the Greater Houston Region by creating equitable access and opportunity that leverages the collective resources of the College to support student success by partnering with key constituents to ensure the creation of economic development opportunities in all of our local communities.

#### Initial Areas of Focus

- ▶ 4.1 Enhance partnership in support of K-12 educational pathway development
- ▶ 4.2 Partner with community leaders across greater Houston to identify community education programs
- ▶ 4.3 Expand our collaboration with leaders of regional colleges and universities to enhanced pathways for student success
- ▶ 4.4 Expand our collaboration with industry to enhanced pathways for student success
- ▶ 4.5 Expand our collaboration with legislative leaders and civic leaders to enhanced pathways for student success
- ▶ 4.6 Strengthen outreach and engagement efforts to local communities across greater Houston in order to align program offerings with local community needs

### Priority 5: College of Choice

#### Strategic Goal

Advancing HCC as the model for the next generation of community colleges by setting the standard for quality and value in higher education; leading innovation of programs, industry partnerships and economic opportunities; and serving as a preeminent choice for students and employees.

#### Areas of Focus

- ▶ 5.1 Enhance administrative succession planning to build a sustainable workforce
- ▶ 5.2 Develop a sustainable budget that supports a communications and marketing strategy that ensures we are seen as the college of choice

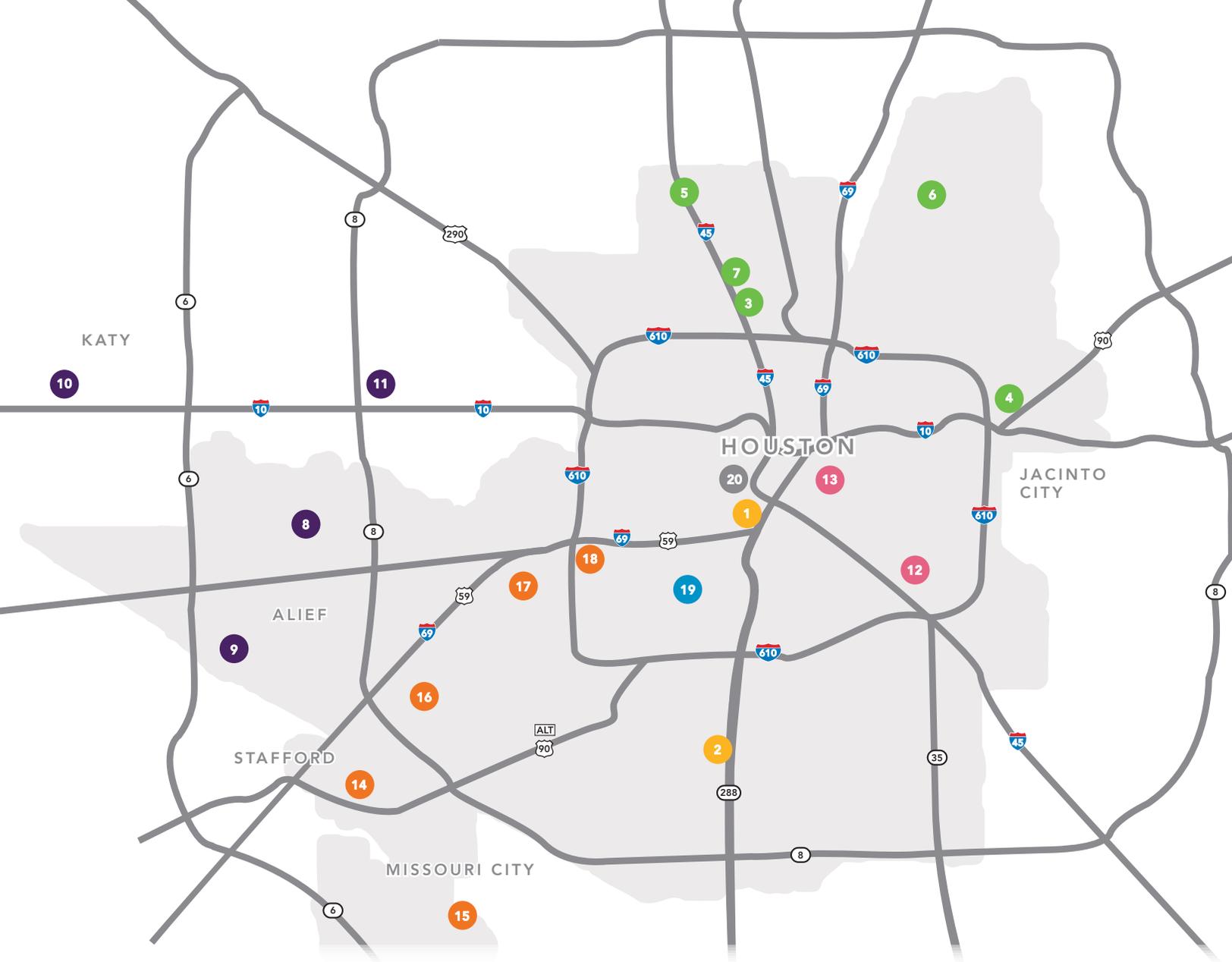


# Accreditation Compliance (SACSCOC)

Houston Community College is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award associate and baccalaureate degrees. Houston Community College also may offer credentials such as certificates and diplomas at approved degree levels. Questions about the accreditation of Houston Community College may be directed in writing to the Southern Association of Colleges and Schools Commission on Colleges at 1866 Southern Lane, Decatur, GA 30033-4097, by calling (404) 679-4500, or by using information available on SACSCOC's website [www.sacscoc.org](http://www.sacscoc.org).

The Houston Community College District was first admitted into membership in SACS on December 19, 1977. Accreditation was granted provisionally and yearly for five years until a full Self-Study was completed and reaffirmation of accreditation was received for the ten years following December 17, 1982. HCC received its last reaffirmation of accreditation in June 2022 with no recommendations. HCC's next reaffirmation will take place in 2032, and the institution's Fifth-Year Interim Report is due in 2027.

[hccs.edu/accreditation](http://hccs.edu/accreditation)



## COLLEGES

- Central
- Coleman
- Northeast
- Northwest
- Southeast
- Southwest
- Online\*

HCC Service Area

## CAMPUSES & CENTERS

- 1. Central Campus
- 2. Central South Campus
- 3. Northline Campus
- 4. Northeast Campus
- 5. Acres Homes Campus
- 6. North Forest Campus
- 7. Automotive Technology Training Center
- 8. Alief Hayes Campus
- 9. Alief Bissonnet Campus
- 10. Katy Campus
- 11. Spring Branch Campus
- 12. Eastside Campus
- 13. Felix Fraga Academic Campus
- 14. Stafford Campus
- 15. Missouri City Campus
- 16. Brays Oaks Campus
- 17. Gulfton Center
- 18. West Loop Campus
- 19. Coleman Campus
- 20. District Administration

*\*Offered throughout the colleges*

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Chancellor

Margaret Ford Fisher, Ed.D.

**HOUSTON**  
COMMUNITY COLLEGE