

Board of Trustees Institute

Strategic Pathways for Student Economic Mobility

MARCH 1 - 2, 2022 | SAN ANTONIO, TX



Texas Success Center



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Hotel Wifi

Hilton Honors

Password: TCCEI

Theme

Strategic Pathways for Student Economic Mobility

Objective

Trustees will commit to action that will monitor what matters, support a culture of change and set the strategic direction for pathways leading to equitable upward economic mobility for students, economic growth for the region, and drive institutional innovation and sustainability.

Purpose

The Board of Trustees Institute provides an opportunity to:

- Convene board and CEO delegates from Texas community colleges to share and elevate knowledge of how effective governance contributes to student success and completion leading to transfer and/or career with labor market value for all students;
- Develop institutional capacity to introduce, foster, and sustain a comprehensive student equity, success, and completion agenda;
- Enhance understanding of board/CEO roles and responsibilities in establishing policies;
- Contribute to a community of board members and CEOs as lifelong learners and advocates for improving student equity, success, and completion.



PROGRAM AGENDA

MARCH 1, 2022

10:00 AM

Registration Opens

OAK FOYER

12:00 - 1:00 PM

Networking Lunch

OAK FOYER &
BALLROOM

PLENARY SESSION

OAK BALLROOM

1:00 - 1:15 PM

Welcome
Overview of BOTI

Mr. Jacob Fraire
President & CEO,
Texas Association of
Community Colleges

Dr. Cynthia Ferrell
Vice President,
Texas Success Center,
Texas Association of
Community Colleges

1:15 - 2:15 PM

Leading During Uncertainty:
The Value of Diversity,
Inclusion, & Equity

Dr. Luis Ponjuan
Associate Professor,
Higher Education Administration,
College of Education and Human
Development,
Texas A&M University



Texas Success Center

BOARD OF TRUSTEES INSTITUTE | 2022

Strategic Pathways for Student Economic Mobility

2:15 - 2:40 PM

**Overview of Team Strategy Time 1
Data Dashboards**

Ms. Kristina Flores
Director of
Research and Evaluation,
Texas Success Center,
Texas Association of
Community Colleges

BREAK

2:40 - 3:00 PM

3:00 - 4:30 PM

Team Strategy Time 1:
Program Data & Student Outcomes

Please refer to your
Team Strategy Time
Room Assignment

DINNER & PANEL DISCUSSION

OAK FOYER & BALLROOM

5:00 - 5:45 PM

Reception & Cashbar

5:45 PM

Dinner

6:30 - 7:30 PM

**Commission on Community
College Finance:**
A conversation with commission
members

Dr. Brenda Hellyer
Chancellor,
San Jacinto College District

Dr. Brenda Kays
President, Kilgore College

Ms. Carol Scott
Board of Regents Chair,
Del Mar College &
Chair, Community College
Association of Texas Trustees

Moderator: Mr. Jacob Fraire

7:30 PM

Adjourn



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BOARD OF TRUSTEES INSTITUTE | 2022
Strategic Pathways for Student Economic Mobility

PROGRAM AGENDA

MARCH 2, 2022

7:00 - 8:30 AM Breakfast

OAK FOYER &
BALLROOM

PLENARY SESSION

OAK BALLROOM

8:30 - 8:35 AM Overview of the Day

Dr. Cynthia Ferrell

Vice President,
Texas Success Center,
Texas Association of
Community Colleges

8:35-9:35 AM The Next Chapter of
Community Colleges

Dr. Chauncy Lennon

Vice President,
Lumina Foundation

9:35 - 9:40 AM Overview of Team Strategy Time 2

Dr. Martha Ellis

Senior Pathways Lead &
Resident Faculty,
Texas Success Center

9:45 - 11:00 AM Team Strategy Time 2:
Postsecondary Employment
Outcomes Data

Please refer to your
Team Strategy Time
Room Assignment



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BOARD OF TRUSTEES INSTITUTE | 2022
Strategic Pathways for Student Economic Mobility

CONCURRENT SESSIONS

11:10 AM - 12:00 PM

LANTANA

Partnering with ISD Boards to Promote Education for Economic Mobility

The CEO and her team meet regularly with ISD Superintendents to strengthen educational partnerships and address any concerns that impact the smooth transition for students through dual credit into the college.

McLennan Community College Board of Trustees has expanded the partnerships by meeting with the Board of Trustees of local ISDs to promote a unified approach in building educational pathways for all students in an effort to increase economic mobility and community economic vitality.

Mr. K Paul Holt
Chair of Board of Trustees

Dr. Johnette McKown
President

McLennan Community College

NANDINA

Commitment to Guided Pathways: 2021 Texas Pathways Award Winner

Tyler Junior College (TJC) is the recipient of the 2021 Texas Pathways Award for Excellence in Helping Students identify, select, and enter a Pathway, leading to graduation followed by transfer or gainful employment.

Participants will hear first-hand of the strategies by the Board of Trustees, CEO, and key executive officers in the transformative change at TJC that is leading to improved equitable student access and success.

Ms. Peggy Smith
Chair of Board of Trustees

Dr. Juan Mejia
President

Dr. Deana Sheppard
Provost

Ms. Kim Lessner
VP Operations

Dr. Terry Peterman
VP Academic & Workforce

Tyler Junior College



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SPANISH OAK

Dramatically Reduce Students' Time to Completion

Alamo Colleges has dramatically reduced the time it takes students to earn a degree by revamping the school's advising system at scale to make sure all students have a clear path to a career or transfer to a university.

Dr. Mike Flores
Chancellor

Dr. Gene Sprague
Board Chairman

Dr. Adelina Silva
Vice Chancellor for
Student Success

Alamo Colleges

MONTEREY OAK

Partnering with Business to Develop Programs

Austin Community College has an intentional priority to engage with business and industry in developing programs, work-based learning, and community economic development. Participants will learn the strategies utilized by the Board of Trustees and senior leaders.

Dr. Nora de Hoyos Comstock
Vice Chair of Board of Trustees

Mr. Garrett Groves
Vice Chancellor of
Strategic Initiatives

Austin Community College

MEDIA ROOM

Building Continuing Education to Promote Economic Mobility

Del Mar College is a leader in the state of Texas for partnering with business and industry to develop continuing education programs to meet the needs of the local workforce. Participants will learn strategies and policies utilized by the Board of Trustees and senior leadership team to grow this program and integrate continuing education/non-credit into credit programs.

Ms. Carol Scott
Board of Regents Chair,
Del Mar College &
Chair, Community College
Association of Texas Trustees

Dr. Mark Escamilla
President

Del Mar College



LUNCH

OAK BALLROOM

12:00 - 1:00 PM

CCATT Announcements Overview of Team Strategy Time 3

Dr. Cynthia Ferrell

Vice President,
Texas Success Center,
Texas Association of
Community Colleges

Ms. Carol Scott

Board of Regents Chair,
Del Mar College &
Chair, Community
College Association of
Texas Trustees

1:15 - 2:30 PM

Team Strategy Time 3: Commitment to Action

Please refer to your
Team Strategy Time
Room Assignment

Action Planning - How will the board:

1. Monitor What Matters
2. Support a Culture of Change
3. Set the Strategic Direction for Student Success

2:30 PM

Adjourn



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Strategic Pathways for Student Economic Mobility

TEAM STRATEGY TIME

ROOM ASSIGNMENTS

EILEEN BACCUS

Amarillo College
Del Mar College
Galveston College
Houston Community College

NANDINA

MARTHA ELLIS

Grayson College
Kilgore College
McLennan Community College
North Central Texas College
Paris Junior College
Wharton County Junior College

SPANISH OAK

**MARIA
HARPER-MARINICK**

Alamo Colleges
Coastal Bend College
El Paso Community College
Laredo College
Texas Southmost College

MONTEREY OAK

**JO-CAROL
FABIANKE**

Austin Community College
Brazosport College
Lee College
San Jacinto College
Victoria College

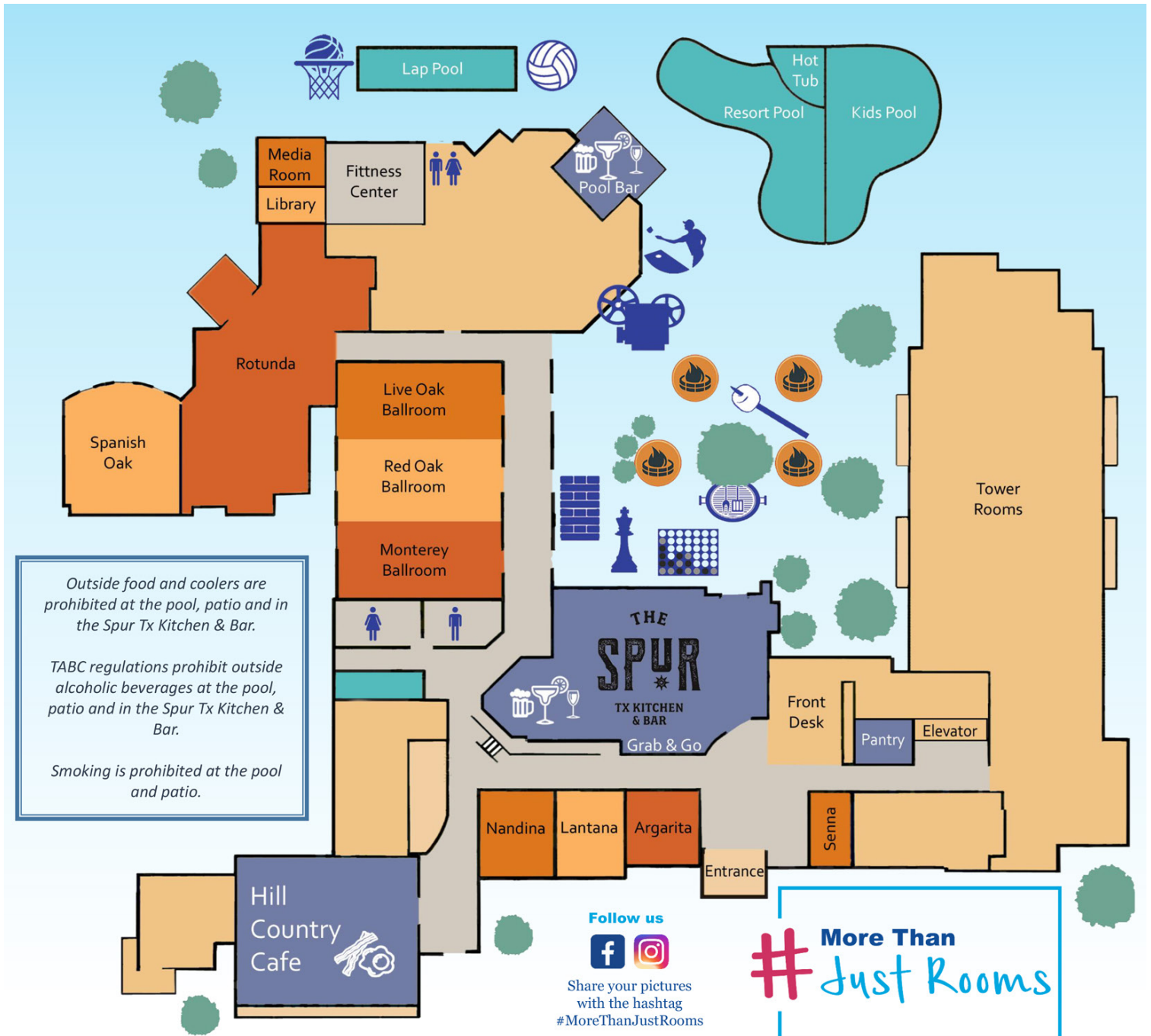
LANTANA

TED WRIGHT

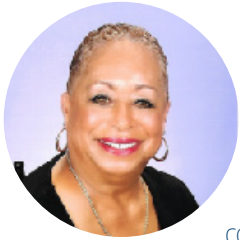
Alvin Community College
Clarendon College
South Plains College
Trinity Valley Community College
Tyler Junior College

MEDIA

HOTEL MAP



RESIDENT FACULTY



EILEEN BACCUS
Ph.D.

Eileen Baccus serves as a consultant to institutions of higher education and continues coaching a significant number of Achieving the Dream colleges in their efforts to improve the retention and graduation rates of low-income students and students of color since the initiative's inception.

Previously, Eileen was the president of Northwestern Connecticut Community College and the former Thames Valley State Technical College. She also held administrative positions at the University of Connecticut. Having served on numerous Boards, Commissions, and Advisory Committees for AACC, ACE, and the College Board, she is currently in her second term on the Board of the National Student Clearinghouse and NSC's Research Center Board of Directors.



JO-CAROL FABIANKE
Ed.D.

Jo-Carol Fabianke retired from Alamo Colleges after five years as vice chancellor for academic success. In this role, she led district-wide academic and instructional efforts and provided leadership in implementing board policy and cross-college operational procedures for academic success. Additionally, Jo-Carol guided the development and implementation of cross-college programs and services to accomplish the district's strategic goals, and led efforts to achieve academic targets, benchmarks, and outcomes. Previously, Jo-Carol served as executive assistant to the chancellor, vice president of academics at Northwest Vista College, associate vice chancellor for academic partnerships and initiatives, and professor at San Antonio College, all in the Alamo Colleges district.

Jo-Carol contributed to local, state, and national guided pathways reform strategies as the Alamo Colleges district's lead for Texas Completes and the American Association of Community Colleges Pathways Project. As a coach for AACC Pathways 2.0, Jo-Carol supports colleges that are committed to transformational work at scale to improve college completion and equity in student outcomes. Furthermore, Jo-Carol works as a coach with the Institute for Evidence-Based Change's Caring Campus Program.



MARTHA ELLIS
Ph.D.

Martha Ellis is the senior pathways lead for the Texas Success Center, Achieving the Dream Leadership Coach, leadership development consultant and professor in residence at the University of Texas at Austin bringing deep experience, substantive knowledge, and research-based innovation to leaders as they confront the challenges and opportunities facing higher education today and in the future.

Martha has 35 years of experience in a variety of leadership positions at universities and community colleges in Texas, New Mexico, and Oklahoma. Martha was Managing Director for the Charles A. Dana Center at the University of Texas at Austin and Associate Vice Chancellor of Academic Affairs for the University of Texas System. She was president of Lee College and Texas State Technical College. Ellis has won numerous teaching awards, has scholarly publications, served on national boards and is an invited presenter at national conferences. Ellis was recognized by the U. S. Congress and Texas House of Representatives for her leadership in community colleges.



MARIA HARPER-MARINICK
Ph.D.

Maria Harper-Marinick served the Maricopa Community College District in Arizona for almost 30 years in a variety of leadership roles, including nearly four years as chancellor. Maria has served on the boards of the American Council of Education, American Association of Community Colleges, Excelencia in Education, Hispanic Association of Colleges and Universities, and many other organizations. She chaired the Federal Advisory Committee on Student Financial Assistance and is an Aspen Institute Ascend fellow and a distinguished fellow of the Arizona State University Morrison Institute for Public Policy.

Diverse: Issues in Higher Education named Maria one of 25 exceptional women leaders who have made a difference in higher education.

Maria is originally from the Dominican Republic and came to the U.S. as a Fulbright Scholar.

RESIDENT FACULTY

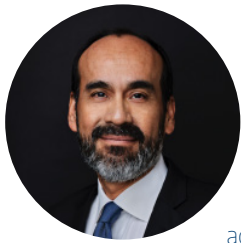


TED WRIGHT
Ed.D.

With 35 years of experience in higher education, Ted Wright currently serves as a data coach for multiple colleges and universities participating in the Achieving the Dream National Reform Network. As a data coach, Ted guides colleges in the development, analysis, and use of student outcomes data to inform improvement efforts. In over a decade of coaching Achieving the Dream institutions, Ted has helped community colleges in Texas, Massachusetts, Connecticut, Louisiana, Kansas, and Florida build capacity to incorporate evidence in planning, implementing, and evaluating reform initiatives.

Prior to his data coaching role, Ted served as director of research and planning at Broward Community College in Ft. Lauderdale, Florida for over 20 years, followed by a tenure as special assistant to the president of Broward. Previously, Ted served as a senior research associate at Miami-Dade Community College, now known as Miami Dade College. Ted also taught educational research methods in the College of Education at Florida International University in Miami. Ted earned an Ed.D. in higher education leadership from Florida International University.

PLENARY SPEAKERS



JACOB FRAIRE

Jacob Fraire serves as President & Chief Executive Officer of the Texas Association of Community Colleges (TACC). Since 2016, Mr. Fraire has provided leadership to TACC, an advocacy organization whose core mission is to advance state policy, institutional practice, and research in support of Texas community colleges. He serves as chief advocate and strategist for Texas community colleges and their unified policy agenda before the Texas Legislature and policy leaders. In addition to TACC, Mr. Fraire further provides leadership to the Texas Community College Education Initiative (TCCCEI), which operates the Texas Success Center, and the Community College Association of Texas Trustees (CCATT), an organization of locally elected trustees and regents.

Mr. Fraire serves as Board Chair of the Institute for Higher Education Policy and on the Advisory Board for the Community College Research Center. He has previously served on multiple state and national boards to include, Texas Transfer Working Group, Texas Dual Credit Task Force, Grantmakers for Education, Corporate Advisory Committee of the Council for Opportunity in Education, and the federal Advisory Committee on the Measures of Student Success. He serves as Ex-Official of the TACC Business Advisory Council.

Mr. Fraire holds a Bachelor of Science degree from St. Edward's University and a Master in Public Affairs degree from the University of Texas at Austin.



BRENDA KAYS Ph.D.

Dr. Brenda S. Kays was named the ninth president of Kilgore College (KC) in February, 2016. With a full-time faculty and staff of over 300 and over 100 adjunct instructors and part-time staff members, KC serves 5,000+ students each year at its Kilgore and Longview campuses, both located in Gregg County.

Dr. Kays has worked as a community college educator, both in the Texas System and the North Carolina System for over 30 years. Prior to joining Kilgore College, Dr. Kays served as President of Stanly Community College (SCC) in North Carolina and Vice President of Student Learning and Success at Guilford Technical Community College (GTCC). She began her community college career at Vernon College in Texas.

She earned her Doctorate Degree from the University of North Texas in Denton, in Applied Technology, Training and Development. She holds a Master's Degree in Counseling from Midwestern State University and is a Licensed Professional Counselor. She earned her Bachelor of Arts in Psychology from Midwestern State University. Leadership from Florida International University.



BRENDA HELLYER Ed.D.

In 2009 Dr. Brenda Hellyer was appointed chancellor of San Jacinto College. She began her involvement with the College in 1996 as an inaugural director for the San Jacinto College Foundation. She served in a number of executive positions at the College, including Executive Vice President for Resource Development, Vice Chancellor for Fiscal Affairs, Chief Financial Officer and Executive Vice Chancellor before being appointed chancellor.

Prior to joining San Jacinto College, Hellyer worked in the corporate world as an accountant in both the private and public arena. Her experience ranged from mom and pop businesses and Fortune 500 companies, to governmental agencies and entrepreneurial ventures in East Harris County.

She holds a Bachelor of Science in Accounting from Fort Hays State University in Hays, Kansas, a master's degree in business administration from the University of Texas at Austin and a doctorate degree in community college leadership from the University of Texas at Austin. She received the Distinguished Graduate Award from the College of Education at the University of Texas at Austin in spring 2009.



CHAUNCY LENNON Ph.D.

Chauncy Lennon, Ph.D., is the New York-based vice president for learning and work at Lumina Foundation, an independent, private foundation in Indianapolis that is committed to making opportunities for learning beyond high school available to all. He came to Lumina in 2018 after nearly five years as a managing director and leader of workforce strategy at JPMorgan Chase & Co., where he drove the firm's \$350 million investment in philanthropic initiatives. He previously led large portfolios of work at the Ford Foundation related to economic advancement and workforce development.

Since 2015, Lennon has served on the national advisory board of the College Promise Campaign, a nonpartisan national initiative to build public support for funding the first two years of higher education for working students, beginning with community colleges. He also serves on the New York City Workforce Development Board, providing oversight of the city's policies and services for youths, adults, job seekers, and employers.

Lennon is a graduate of Williams College, where he earned a bachelor's degree in anthropology. He holds a master's in social sciences from the University of Chicago and a doctorate in anthropology from Columbia University. He taught urban studies at Barnard College and Columbia's School of International and Public Affairs.

PLENARY SPEAKERS



LUIS PONJUAN
Ph.D.

Dr. Luis Ponjuan is an Associate Professor of Higher Education Administration and the Research Director of the IDEAL (Investing in Diversity, Equity, Access, and Learning) research project in the Department of Educational Administration and Human Resource Development in the College of Education and Human Development (CEHD) at Texas A&M University.

He has a comprehensive research agenda focused on Latino students, Latino male students, and faculty members of color. He is co-editor of the book, "Ensuring the Success of Latino males in Higher Education: A National Imperative" and co-author of the American Council on Education national policy brief, "The Texas Education Consortium for male students of color".

He has spoken at the White House for the White House Initiative on Educational Excellence for Hispanics, the United States Congress, and institutions across the nation to raise awareness about his research agenda. He has earned research grant funding from the Greater Texas Foundation, The Trellis Foundation, National Science Foundation, and Texas A&M University. Dr. Ponjuan has been recognized as the 2016 CEHD Faculty Climate Award, the 2014 CEHD Outstanding New Faculty member, and the 2014 CHED Commit to Transforming Lives Administrative Fellow.

He earned his Ph.D. in Higher Education from the University of Michigan, Master's degree from the Florida State University, and Bachelor's degree in Psychology from the University of New Orleans.



CAROL SCOTT

Carol A. Scott, APR, Fellow PRSA is chairman of the Community College Association of Texas Trustees.

Carol was first elected to the Del Mar College Board of Regents in November of 2014 and re-elected in 2020. She is serving her second term as DMC Board Chair. She also serves as the State Coordinator for Association of Community College Trustees.

Carol is a public affairs consultant from Corpus Christi serving a variety of business sectors including energy, manufacturing, refining, financial, retail and government. She has a long history of public service for numerous civic, social and professional associations in the region.

Carol is a graduate of Texas A&M University – Kingsville. She is past president of the Javelina Alumni Association, serves on the President's Leadership Council and is a Distinguished Alumni from the University. Previously she was elected to the Corpus Christi Independent School District Board of Trustees and served three terms as president of the board. She is a past president or chairman of the Chamber of Commerce, League of Women Voters, and the Arts Council among others. She is a graduate of Leadership Corpus Christi and Leadership Texas.

COVID PROTOCOLS



The CleanStay Guest Experience

What you can expect during your stay



PRE-ARRIVAL MESSAGING

You will receive pre-arrival communications with your reservation details and an explanation of the CleanStay program.

1

2

CONTACTLESS & ENHANCED CHECK-IN

Honors members can use Digital Check-In and Digital Key through the Hilton Honors app to bypass the front desk and go straight to your room. Non-Honors guests will notice enhanced cleaning and hygiene standards at the front desk.



LOBBY SEATING, SIGNAGE & ENHANCED CLEANING

As you walk through the lobby, you'll notice that seating has been arranged to accommodate social distancing. You will see our team members cleaning and disinfecting the lobby more frequently. Signage encouraging social distancing and explaining the CleanStay program will also be placed throughout the lobby.

3

4

ELEVATOR CLEANING & SANITATION STATION

As you approach the elevator, you will see a hand sanitizing and disinfecting station for added peace of mind. Additionally, you'll notice that elevators are being cleaned more frequently, with disinfecting wipes available for your use.



5



GESTURES OF HOSPITALITY

Along the way, you may encounter team members welcoming you and demonstrating hospitality while staying respectful of social distancing.

6

CLEANSTAY ROOM SEAL

As you approach your room, you'll see that it has been sealed by housekeeping after deep cleaning and disinfection. The seal confirms no one has accessed the room since being cleaned.



7

DEEP-CLEANED ROOM

As you move through your room, you will see a clean top of bed that has been washed at high temperature after every stay (a long established Hilton standard), messaging on mirror clings that outlines extra cleaning and disinfection for "high-touch areas," a sealed TV remote control and disinfecting wipes. You will also notice that printed collateral and materials have been removed from the room.



9



FITNESS CENTER

When you visit the fitness center, you will notice that the equipment has been arranged to accommodate social distancing. You'll also see increased availability of disinfectant wipes with signage on proper use.

8

FOOD & BEVERAGE EXPERIENCE

For meals and beverages, you will experience seating arranged to accommodate social distancing, order from sanitized (or single-use) menus, and notice special attention to cleanliness and hygiene. Certain of our hotel brands will feature to-go breakfast offerings to minimize contact. If you order room service, you will experience contactless delivery, with orders and single-use serveware placed outside your door.



10

CONTACTLESS CHECK-OUT

When it's time to check-out, you can do so either directly through the Hilton Honors app or simply by calling the front desk.



11



HOTEL SHUTTLE

If you use the hotel shuttle, you will see disinfectant wipes and communications that outline the frequency of shuttle interior hot-spot disinfection and cleaning by the driver.