

Engine for Opportunity: *Access and Success*

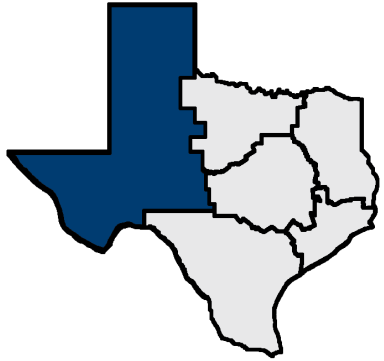
Dr. Martha Ellis

Interim President & CEO

Texas Association of Community Colleges

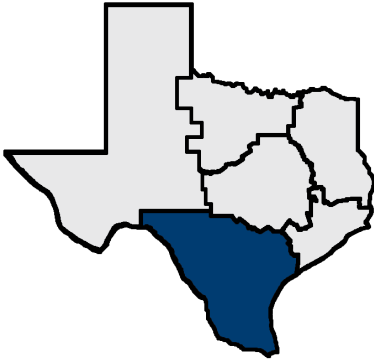


Regions of Texas Community Colleges



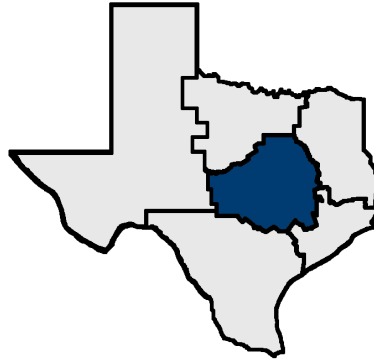
West

Amarillo
Clarendon
El Paso
Frank Phillips
Howard
Midland
Odessa
South Plains
Western Texas



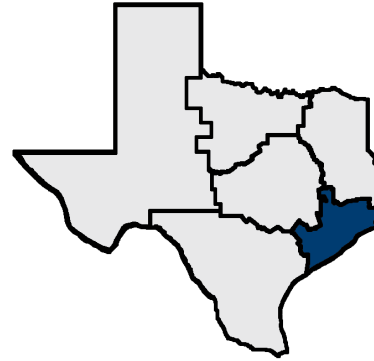
South

Alamo
Coastal Bend
Del Mar
Laredo
South Texas
Southwest Texas
Texas Southmost
Victoria



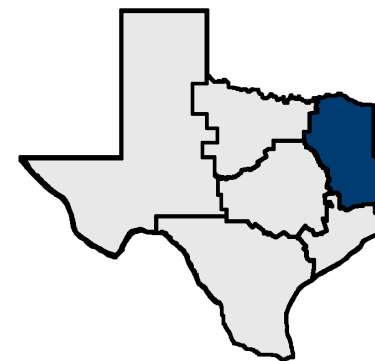
Central

Austin
Blinn
Central Texas
Hill
McLennan
Navarro
Temple



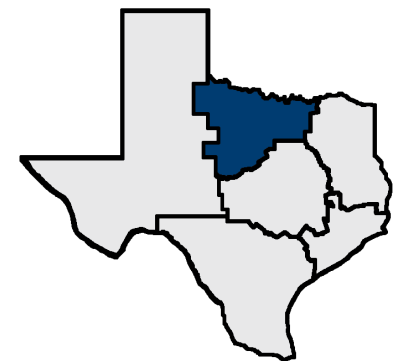
Southeast

Alvin
Brazosport
College of the Mainland
Galveston
Houston
Lee
Lone Star
San Jacinto
Wharton



East

Angelina
Kilgore
Northeast Texas
Panola
Paris
Texarkana
Trinity Valley
Tyler

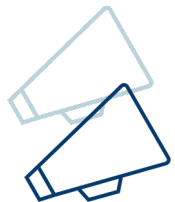


North

Cisco
Collin
Dallas
Grayson
North Central
Ranger
Tarrant County
Weatherford
Vernon

The Challenge

- Challenges with America's socioeconomic **upward mobility** and economic prosperity.
- The increasingly critical national need for an educated and **trained workforce**.
- The United States continues to lose its **global ranking** as the nation with the highest percentage of an educated populace.
- Community colleges have a strong track record of providing open access but, while improving, still have a need to increase their student credential/ graduation rates.
- The impact of Trustees, as the governing authority for community colleges, is **critical** to student success.



AACC: *The American Dream is imperiled!*

Significance

- Improved trustee training promotes achieving higher **college effectiveness**.
- More individual, institutional, and policymaker **awareness**, knowledge, and understanding of community college trustees and trusteeship will promote advocacy for our colleges.
- Ultimately, increasing credential/ graduation rates will increase individual, local community, and Texas **prosperity**.



Community College Enrollment

What percentage of Texas freshmen and Sophomores in higher education are enrolled in community colleges? (fall 2021)

- A. 33%
- B. 52%
- C. 68%
- D. 73%

Enrollment

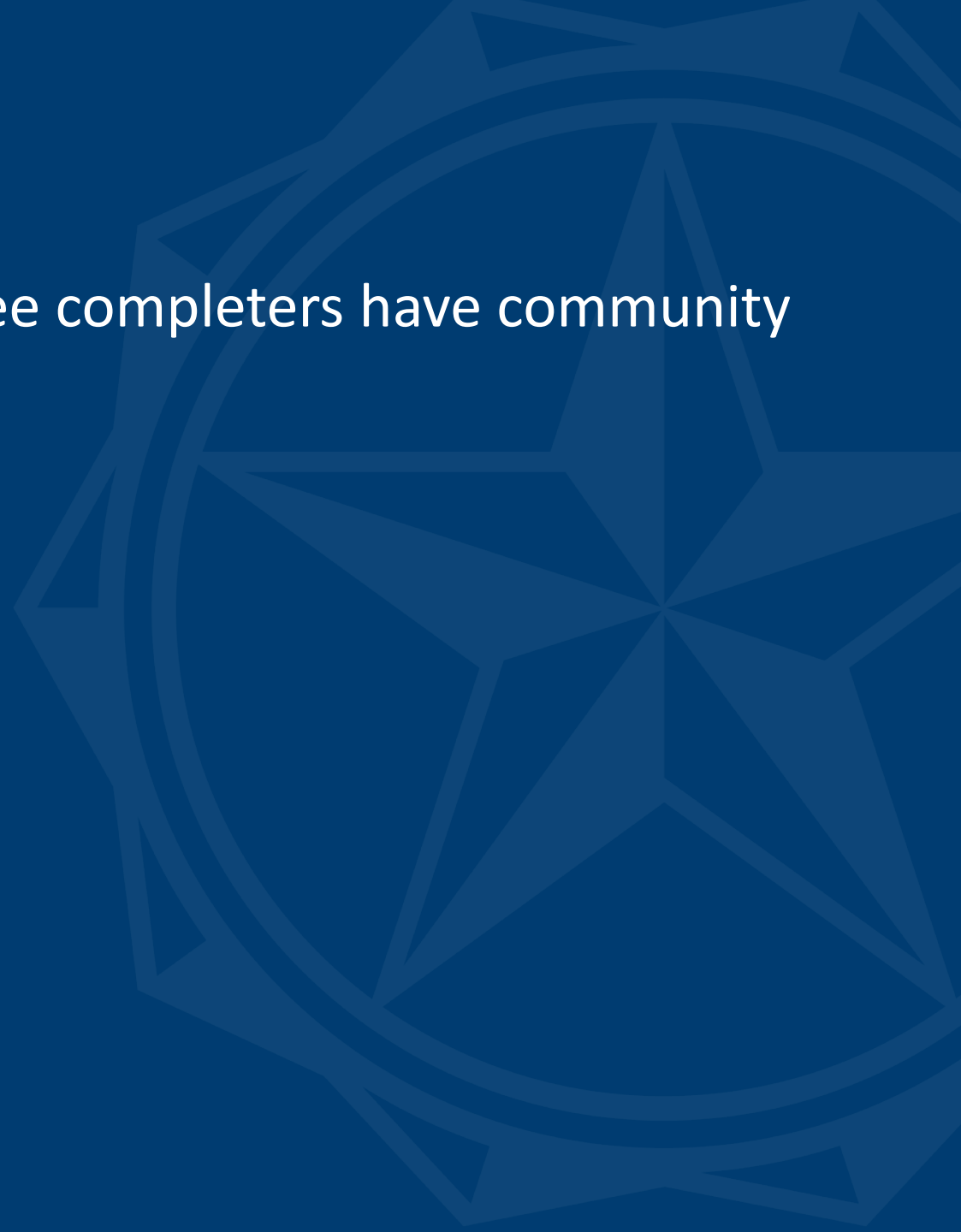
What percentage of Hispanic, Black/African American, Asian, and Indigenous freshmen and sophomores in Texas higher education are enrolled in community colleges?

- A. 32%
- B. 44%
- C. 59%
- D. 70%

Bachelor's Degrees

In Texas, what percent of bachelor's degree completers have community college hours on their transcript?

- A. 25%
- B. 37%
- C. 62%
- D. 70%





TEXAS COMMUNITY COLLEGES SERVE THE STATE AT SCALE



43%

of all Texas postsecondary students are enrolled in a community college

Institution Type	Fall 2020 Enrollment	% Of Enrollment
COMMUNITY COLLEGES	650,499	43%
Texas State Technical College	13,756	1%
Lamar State Colleges	9,350	1%
Public Universities	667,046	45%
Public Medical Institutions	27,024	2%
Private Institutions	128,877	9%

* Includes graduate students. Data will be updated when Fall 2021 enrollments are certified

68%

of all Texas Freshmen and Sophomores

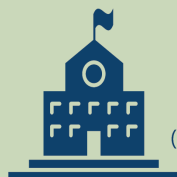


93%



Of All Career & Technical Education Degrees & Certificates

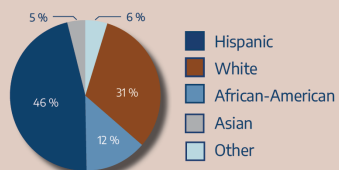
92%



Of All Dual Credit Enrollments
(statewide enrollment 183,726 students)

Community Colleges Reach a **DIVERSE** and **UNDER-SERVED** Population

Enrollments Reflect the **DIVERSITY** of Texas



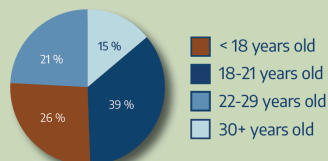
44%

Of Texas Credentials Awarded to **ECONOMICALLY DISADVANTAGED** Students

70%

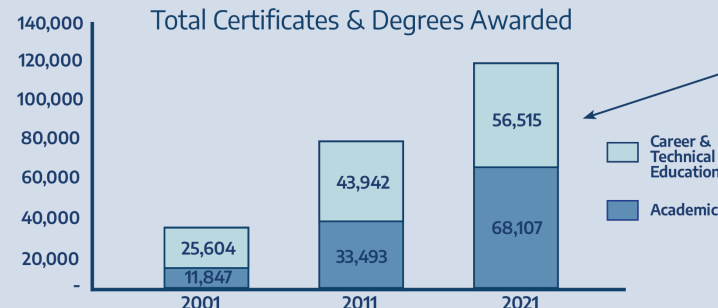
Of **ALL MINORITY** Freshmen & Sophomores in Higher Education

Community Colleges Serve Students of **ALL AGES**



Community colleges meet the needs of a **GROWING** Texas

Total Certificates & Degrees Awarded



Since 2011, **degrees and certificates earned increased by 61%**

- 29% growth in CTE credentials
- 103% growth in academic credentials

Texas Community Colleges Provide a **PATHWAY** to Universities

70%

Of All FY2019 bachelor's degree graduates had **some transfer credits** from a two-year college

34%

Of All FY2019 bachelor's degree graduates had **more than 30** transfer credit hours from a two-year college

ACCESS to Higher Education Is Our Mission

Texas ranks top 5 in **AFFORDABILITY**

Average Tuition & Fees
Public, two-year, 30 SCH

Rank	State	\$\$\$
1	California	\$1,271
2	New Mexico	\$1,705
3	Arizona	\$2,161
4	TEXAS	\$2,259
5	North Carolina	\$2,504
**National Avg.		\$3,313

Graduates finish with **LESS DEBT**

Texas Average Graduate Debt

Institution	% of students with debt	Average debt
COMMUNITY COLLEGES	28%	\$15,625
Public University	56%	\$25,101

Texas remains **ACCESSIBLE**

Debt as % of First-Year Wages for Graduates

Institution	Percent
COMMUNITY COLLEGES	37%
Public Universities	58%

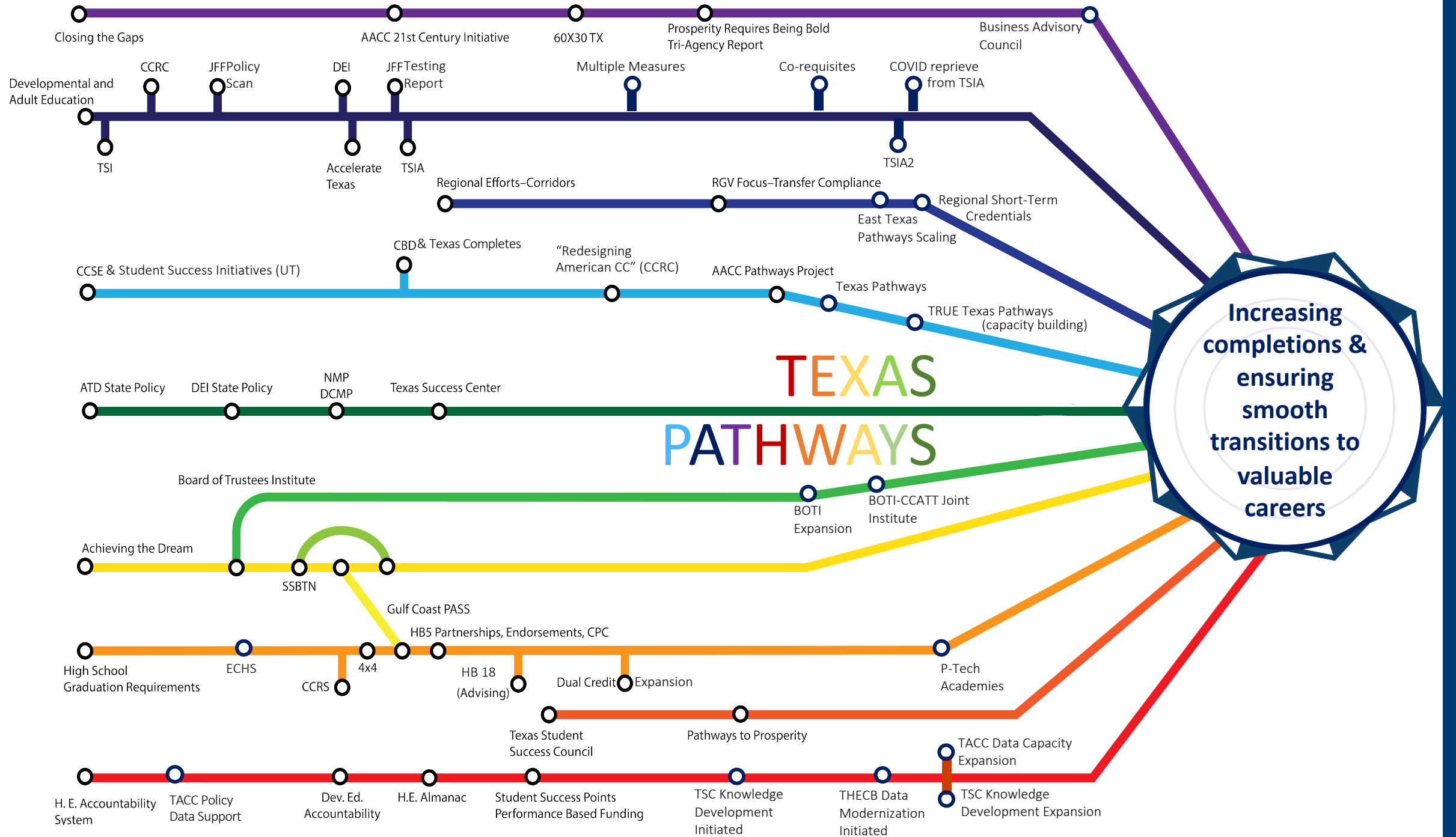
INFOGRAPHIC DATA SOURCE: Texas Higher Education Coordinating Board Almanac 2021

For more information visit our website and follow us on Twitter

tacc.org [@TACC_NEWS](https://twitter.com/TACC_NEWS)

Addressing the Problem

- There is not a lack of innovation
- There is not a lack of administrators, faculty, and staff wanting students to succeed
- There is not a lack of initiatives





GENERAL EDUCATION REQUIREMENTS

(Select 12 courses from this list of more than 300)

Basic Liberal Studies Requirements: [2 courses must include the Diversity (D) overlay]

English Communication: 6 credits; 3 credits must be in a writing course

Writing (ECw): ELS 112, 122 (nonnative speakers); HPR 326; WRT 104, 105, 106, 201, 227, 235, 302, 303, 304(D), 305(D), 333.

General (EC): COM 100(D), 110(D); LIB 120; PHL 101.

Fine Arts and Literature (A): 6 credits; 3 credits in Fine Arts and 3 credits in Literature

Fine Arts: ARH 120(D), 251(D), 252(D); ART 101, 207; FLM 101(D), 203(D), 204(D), 205(D); HPR 105, 124, 201A, 202A, 324; LAR 201; MUS 101(D), 106(D), 111, 292(D), 293(D); PLS 233; SPA 320(D); THE 100, 181, 351(D), 352(D), 381, 382, 383.

Literature: AAF 247(D), 248(D); CLA 391(D), 395(D), 396(D), 397(D); CLS 160(D); ENG 110(D), 160(D), 241(D), 242(D), 243(D), 247(D), 248(D), 251(D), 252(D), 260(D), 262(D), 263(D), 264(D), 265(D), 280(D), 300(D), 302(D), 303(D), 304(D), 317(D), 355(D), 357(D), 358(D); FRN 309(D), 310(D), 320(D), 391(D), 392(D), 393(D); HPR 105, 125, 201A, 202A; RUS 391(D), 392(D); SPA 305(D), 306(D), 307(D), 308(D); WMS 317(D).

Language/Culture (FC): 6 credits

- Demonstration of competence through the intermediate level by examination or successfully completing through 104 (living language) or 302 (classical language)
- Two-course sequence (or one course at the 113 level) in a previously studied language through at the appropriate level (all D): ARB 103, 104; CHN 103, 104; FRN 103, 104; GER 103, 104; GRK 301, 302; HBW 103, 104; ITL 103, 104, 111; JPN 103, 104; LAN 193, 194; LAT 301, 302; POR 103, 104; RUS 103, 104; SPA 103, 104, 111, 113, 210.
- Two-course sequence (or one course at the 111 level) in a language not previously studied (or studied for less than two years in high school) through the beginning level: ARB 101, 102; CHN 101, 102; FRN 101, 102; GER 101, 102; GRK 101, 102; HBW 101, 102; ITL 101, 102; JPN 101, 102; LAN 191, 192; LAT 101, 102; POR 101, 102; RUS 101, 102; SPA 101, 102.
- Study abroad in an approved program for one semester
- Major in a foreign language
- Formerly registered international students, students with recognized immigrant status, or naturalized citizens (at Dean's discretion)
- Two courses in Cross-Cultural Competence: CPL 300(D); FRN 309(D), 310(D), 320(D), 391(D), 392(D), 393(D); HIS 132(D), 171(D), 172(D), 180(D), 311(D), 327(D), 374(D), 375(D); HPR 201F, 202F; LET 151L(D), 151Q(D), 151R; NRS 300; PHL 331(D); RLS 131(D); SPA 320(D), TMD 224(D); six credits of a full-semester approved Intercultural Internship in a foreign country through the Office of Internships and Experiential Education

Letters(L): 6 credits

AAF 150(D), 201(D), 355(D), 356(D); APG 327; BGS 392(D); CLS 160(D), 235; EGR 316(D); ENG 110(D), 160(D), 243(D), 251(D), 252(D), 280(D), 355(D), 356(D); FRN 391(D), 392(D), 393(D); HIS 111, 112, 113(D), 114(D), 116, 117, 118(D), 130(D), 132(D), 141(D), 142(D), 145(D), 146(D), 150(D), 160(D), 171(D), 172(D), 180(D), 304, 305, 310(D), 311(D), 314, 323(D), 327(D), 332(D), 333(D), 340(D), 341(D), 346(D), 351(D), 355(D), 356(D), 374(D), 375(D); HPR 107, 201L, 202L, 307; JOR 110(D); LAR 202(D); LET 151L(D), 151Q(D), 151R(D); NUR 360(D); PHL 101, 103, 204, 210(D), 212(D), 215, 217(D), 235, 314, 316(D), 321, 322, 323(D), 325(D), 328(D), 331(D), 346, 355; PSC 341, 342; PSY 310; RLS 111(D), 125, 126, 131(D); WMS 220(D), 315(D), 320(D)

Mathematics(MQ): 3 credits satisfied by MTH 141

BUS 111, CSC 101, 201; HPR 108, 201M, 202M; MTH 106, 107, 108, 109, 111, 131, 141; PSC 109; STA 220.

Natural Sciences(N): 6 credits; satisfied by PHY

AFS 190, 210, 211; APG 201(D); AST 108, 118; AVS 101(D); BCH 190; BIO 101, 102, 105, 106, 286(D); BPS 201; CHM 100, 101, 103, 112; GEO 100, 102, 103, 110, 113, 120; HPR 109, 201N, 202N; MIC 190; NPS 207; NRS 190; OCG 110, 123, 131; PHY 109, 111, 112, 140, 185, 186, 203, 204, 205, 273, 274, 275; PLS 150, 190; TMD 113

Social Sciences(S): 6 credits

APG 200(D), 202, 203(D), 301(D); CPL 202(D); ECN 100(D), 201, 202, 306, 381(D); EDC 102(D); EEC 105, 310, 356; GEG 101(D), 104(D), 202(D); HDF 225; HPR 110(D), 201S, 202S; HSS 130; JOR 110(D); KIN 123(D); LIN 200(D); MAF 100; NUR 150(D); PSC 113(D), 116(D), 274(D), 288; PSY 103(D), 113(D), 232(D), 235(D), 254(D), 255(D); SOC 100(D), 212(D), 230(D), 240(D), 242(D), 274(D); TMD 224(D), WMS 150(D)



The Texas Success Center

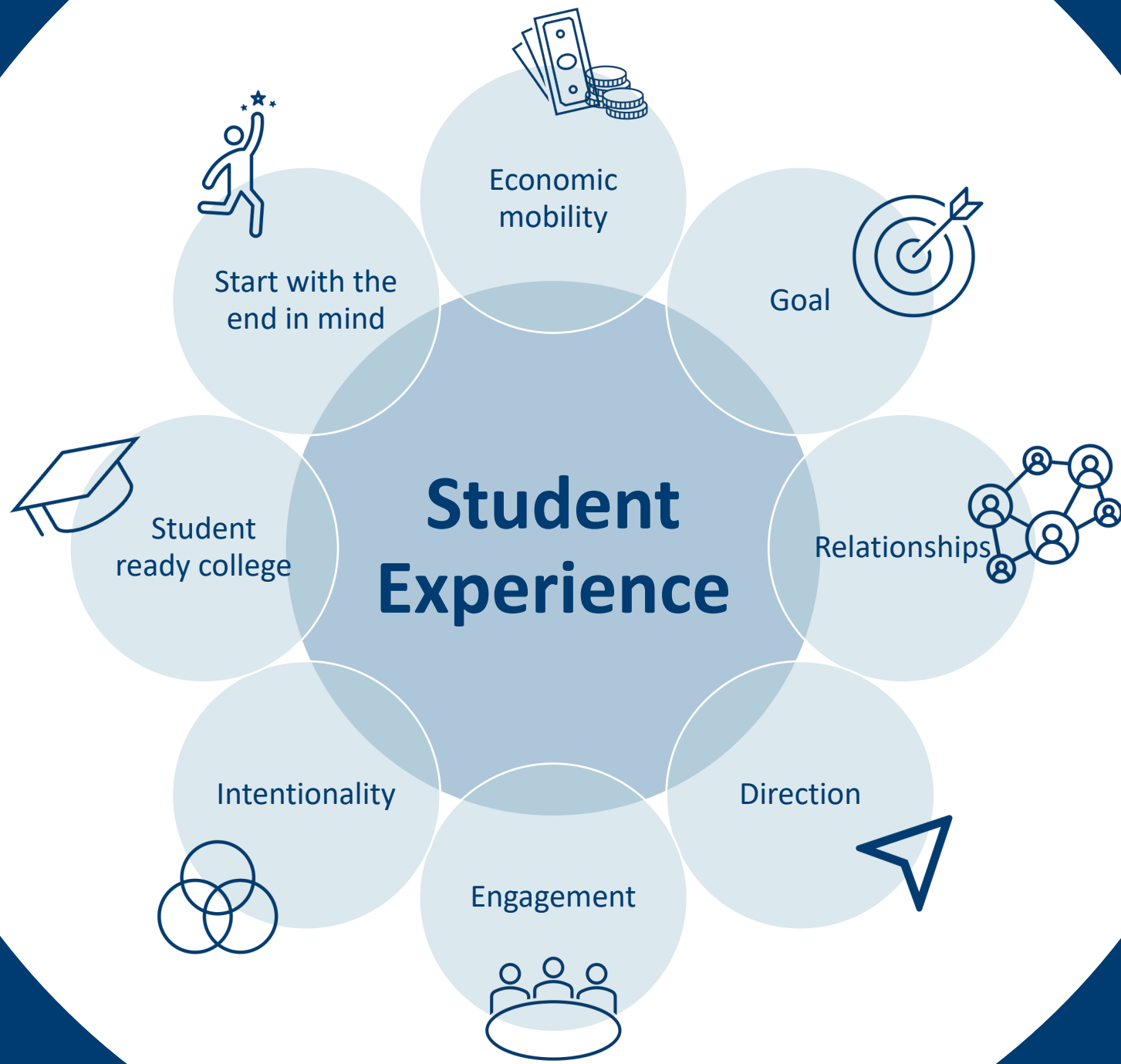
Dedicated to socio-economic mobility, we support community college strategies that will empower Texans to rise out of poverty and achieve better life outcomes.



The Texas Pathways Strategy is:

- Comprehensive
- Student-Centered
- Focused on the design and implementation of structured academic and career pathways at scale



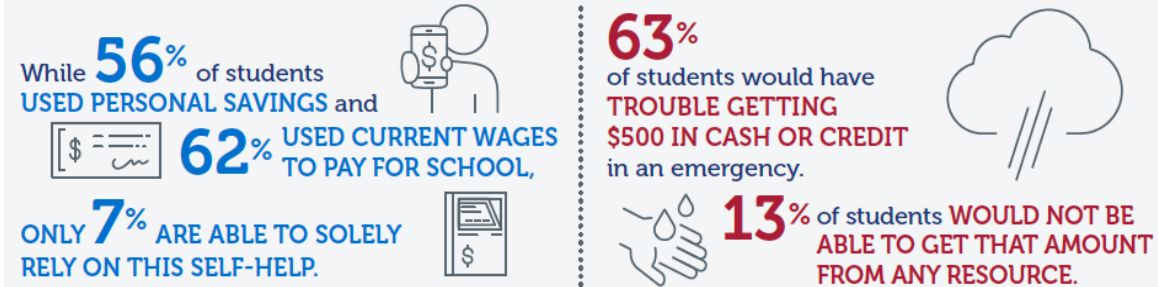


TEXAS COMMUNITY COLLEGES

STUDENT FINANCIAL WELLNESS SURVEY RESULTS

FALL 2021

Understanding the connection between student finances and student success is essential to supporting the 21st century student.



Guided PATHWAYS

Learners
From
Multiple
Entry
Points

Connect



Easily shop and select career-focused pathways that include industry-based certificates within the metamajor

Enter



Onboard with a clear initial completion plan which could span less than 6 months to a two-year degree

Progress



Gain skills and work-related experiences in all programs

Succeed



Complete credentials in high-demand occupations aligned with further education without the loss of time or credit

Enter
Good
Careers
with Living
Wages
&
Further
Education
Plan

A Statewide Systemic Strategy that Starts with Students' End Goals.

Profile: Statewide

Key Occupation: Cardiovascular Technologists and Technicians*



Texas Association of
Community Colleges

4,197

Job Postings

Dec 1, 2019 - Nov 30, 2020



\$52,560

Median Salary

Based on BLS data for
Texas

16%

Projected Growth

Estimated growth in
employment, 2020-2030

85%

Entry Level

Percent of job postings calling for 0-
2 years of experience

10%

BA+ Level

Percent of job postings
calling for a BA or higher

23% (Low)

Automation Risk

Based on Osborn and Frey's
methodology

Top 5 Specialized Skills

1. Cardiopulmonary Resuscitation
2. Patient Care
3. Electrocardiogram
4. Cardiology
5. Catherization Laboratory (Cath Lab)

Top 5 Certifications

1. First Aid CPR AED
2. Basic Life Saving (BLS)
3. Advanced Cardiac Life Support Certification
4. Basic Cardiac Life Support Certification
5. American Registry of Radiologic Technologists Certification

Top 5 Employers

1. Hospital Corporation of America
2. Christus Health
3. Baylor Scott & White Health
4. Texas Health Resources
5. Houston Methodist

This occupation is
important to the
following industries:

Health Care and Social
Assistance
Professional, Scientific,
and Technical Services
Other Services (except
Public Administration)

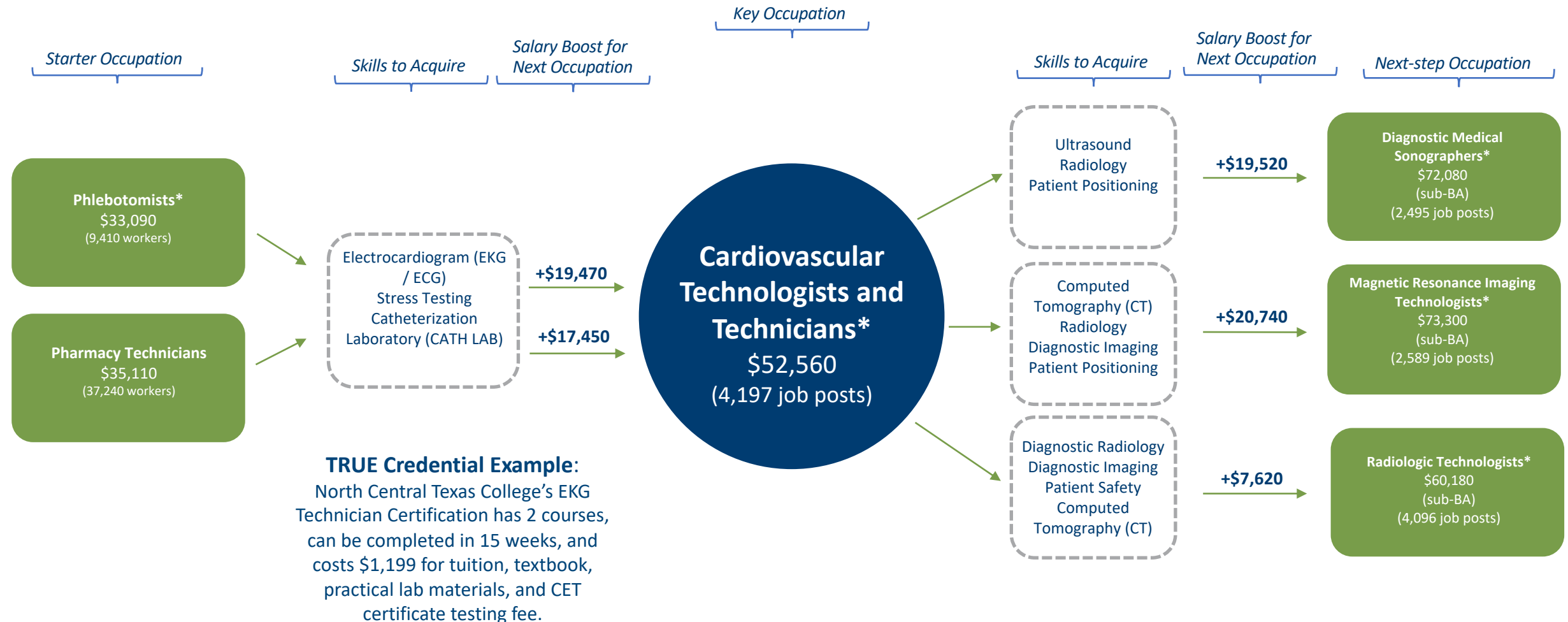
*License typically required

TRUE Pathways Map

Industry Area of Study: Health Sciences



Texas Association of
Community Colleges



*License typically required

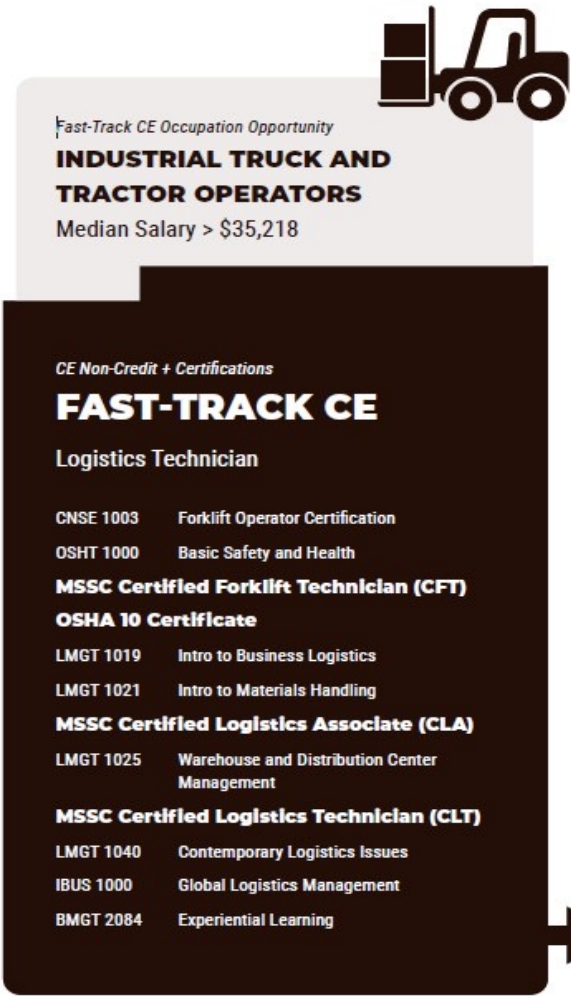
TRUE Pathways In Practice- Logistics Technician



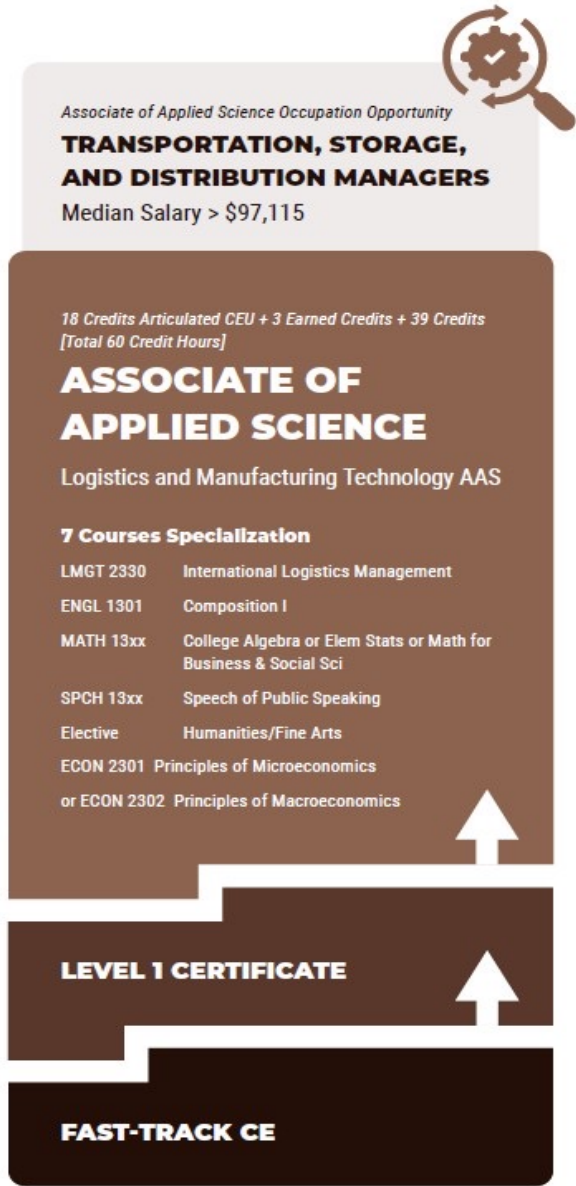
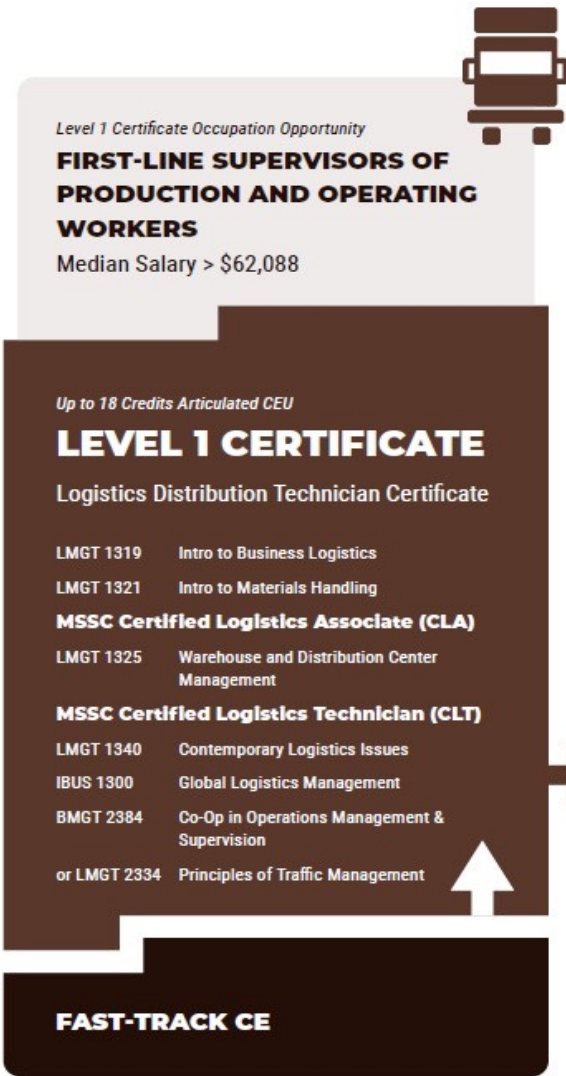
TRUE Pathway Logistics Technician



The Logistics Technician TRUE Pathway is built on stackable, workforce credentials with employment and advancement opportunities in the local economy.



MSSC Certified Forklift Technician (CFT), Certified Logistics Associate (CLA), and Technician (CLT)





Key Question:

How are students doing as measured by key performance indicators for Texas Pathways?



Key Performance Indicator Dashboards

11 Measures from 2013-2020

Legend

- Underprepared
- Prepared
- African American
- Hispanic
- White
- Other
- Female
- Male
- Part-Time
- Full-time
- Did not Receive Pell
- Received Pell
- With Dual Credit
- Without Dual Credit
- Total



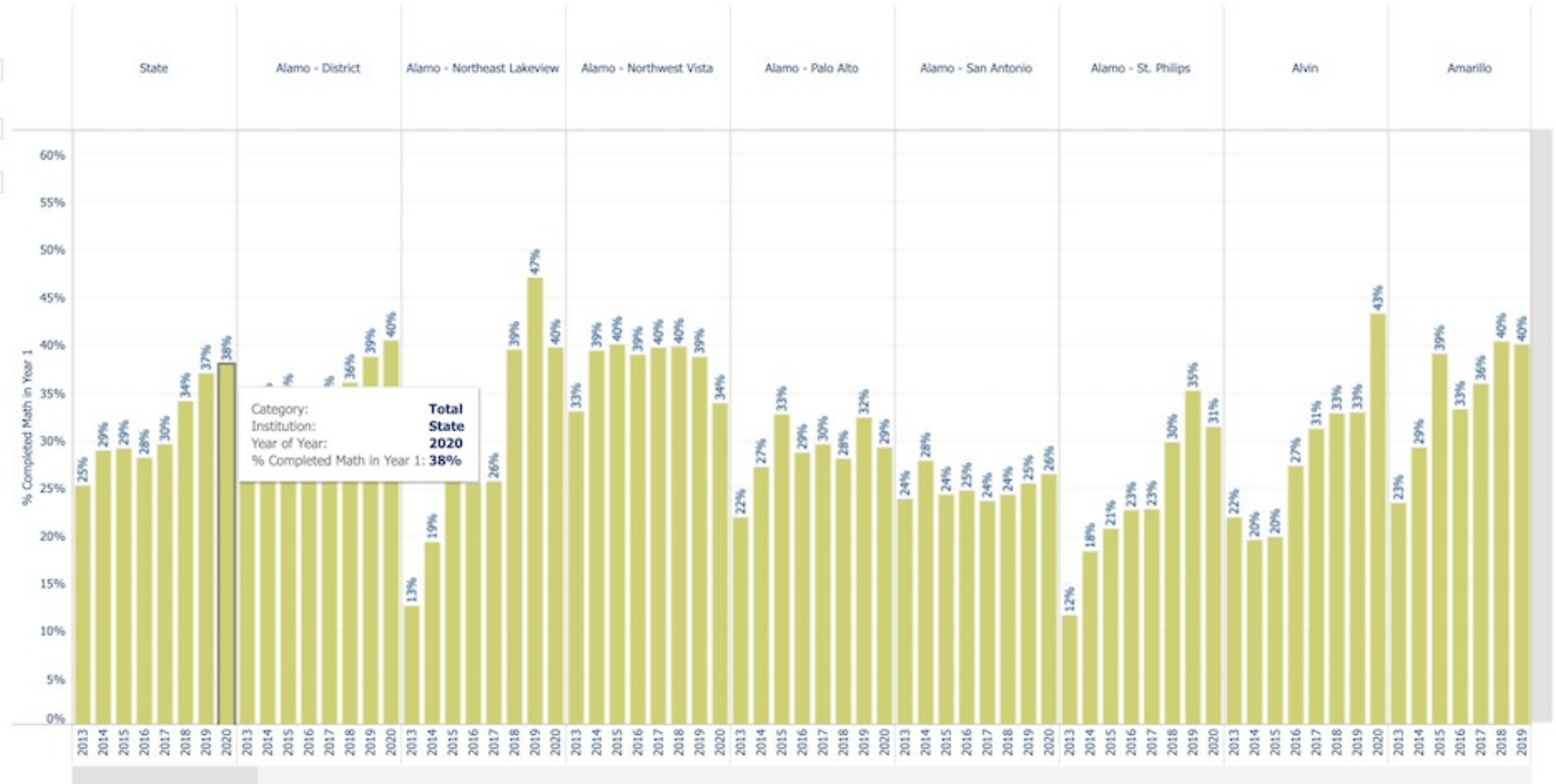
Completed College-Level Math in Year 1

Institution: (All) | Location: (All) | Size: (All) | Region: (All) | Round 1 Cadre: (All) | Round 2 Cadre: (All)



Metric: Percentage of FTIC Student...
 Student Characteristic: Total
 Type of Graph: Stacked
 Legend:
 Underprepared
 Prepared
 African American
 Hispanic
 White
 Other
 Female
 Male
 Part-Time
 Full-time
 Did not Receive Pell
 Received Pell
 With Dual Credit
 Without Dual Credit
 Total

Data Source: Texas Higher Education Coordinating Board with definitions by the Texas Success Center



Impact of Texas Pathways Strategy

More Students Are Meeting Early Momentum Milestones

Percent of FTIC Students Attaining EMMs and Change from 2015-2020

Early Momentum Metric		2015 %	2018 %	2020 %	Percentage Point Change 2015-2020	Percentage Point Difference 2015 - 2020
Enter	Earned 6+ credits in Term 1	58%	64%	65%	12%	+7%***
	Completed Math in Year 1	29%	34%	38%	30%	+9%***
	Completed Reading in Year 1	54%	59%	58%	8%	+4%***
	Completed Writing in Year 1	46%	53%	53%	15%	+7%***
	Completed All Subjects in Year 1	20%	25%	28%	39%	+8%***
Progress	Persisted from Term 1 to 2	76%	76%	72%	-5%	-4%***
	Earned 15+ credits in Year 1	44%	48%	50%	13%	+6%***
	Earned 30+ credits in Year 1	8%	9%	11%	40%	+3%***

Note. *** $p < .001$, $N = 50$ community college districts | Source: [Texas Pathways Key Performance Indicators](#)

What Happens...

Honest Conversations & Action

- The Board solidifies the College's values and develops new **vision and mission** statements as needed.
- The Board develops its own **strategic goals to support** the strategic plan developed by the college community and approved by the Board.
- The Board supports **repurposing budget** dollars for student success priorities.
- Each board meeting has a “**Student Success**” item with data.

Common Themes

Board needs time and multiple types of professional learning opportunities

- **Data**
 - Support a culture of inquiry and evidence
 - Approve a strategic plan with student success as the core
 - Monitor key performance indicators
 - Ask tough questions about progress on student success
 - Understand the data is complicated
- **Change**
 - Understand change takes time
 - Create a culture within which the CEO can engage in courageous conversations
 - Approve resource reallocations to support transformational change
- **Foster harmony among trustees and the CEO**

The Board's Awakening:

Board of Trustees Institute

Board members describe this *“as the day they moved from being in the weeds of operations to focusing on continuous improvement and long-term planning for student success.”*

Moved from enrollment to student success
Informed by data



Strategic Direction for Student Success

- Inspires and uplifts
- Helps the college to stand out from competitors
- Provides a view of the future
- Provides purpose—the “why”
- Drives the creation of goals

The Strategic Direction

Imagine you have 45 seconds to explain your Board's view of student success

Identify 3 words or phrases that you would use to describe your college's reason for student success

Share at your table

- What college do you represent?
- What is it you want to accomplish regarding student success at the college?

Student Success Statements

- ...a premier learning college that transforms lives, strengthens community, and inspires individuals to excellence.
- ...making sure students from all backgrounds succeed in reaching their goals and improving their families and communities, eliminating achievement gaps once and for all.

Texas Commission on Community College Finance

GOAL

The Texas Commission on Community College Finance will make recommendations for consideration by the 88th Texas Legislature regarding the state funding formula and funding levels for public junior colleges in Texas that would be sufficient to sustain viable junior college education and training offerings throughout the state and improve student outcomes in alignment with state postsecondary goals.

SCOPE

The Commission will **examine trend and forecast data, seek stakeholder input, and account for equity in student outcomes.**

Based on its findings the Commission will make recommendations for:

- The components of state funding for public junior colleges, including contact hour funding formulas
- The feasibility of establishing shared service agreements or interinstitutional collaborations where institutions of higher education may perform administrative services, other than direct instruction and student support services, for other institutions of higher education for a fee or other consideration

Engine for Opportunity: *Access and Success*

The year ahead: 2022-2023

