Engine for Opportunity: 
Access and Success

Dr. Martha Ellis
Interim President & CEO
Texas Association of Community Colleges
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

68% of all Texas Freshmen and Sophomores

93% of All Career & Technical Education Degrees & Certificates

92% of all dual credit enrollments (statewide enrollment 183,776 students)

Community Colleges Reach a diverse and under-served population

44% of Texas Credentials awarded to economically disadvantaged students

70% of All Minority Freshmen & Sophomores in Higher Education

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

Graduates finish with less debt

Texas remains accessible

For more information visit our website and follow us on twitter tacc.org @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): HLS 112, 122 (nonnative speakers); HPR 326; WRT 104, 105, 106, 201, 202, 235, 302, 303, 304(D), 305(D), 333.
  - Seminar (EC): COM 100(D), 110(D); LIB 120, PHP 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; FILM 101(D), 203(D), 204(D); HPR 105, 124, 201A, 202A. 324; LAR 203, MUS 102(D), 103(D), 111, 202(D), 204(D); SPA 320(D), TRM 100, 101, 201, 315(D), 352(D), 381, 383, 385.
  - Literature: AAF 247(D), 248(D); CLA 391(D), 393(D), 396(D), 397(D); CLS 160(D); ENG 105, 106(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), 266(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 (of one course at the 113 level) in a previously studied language through the appropriate level (all D):
    - ARB 103, 104; CHN 103, 104; FREN 103, 104; GER 103, 104; GRK 301, 302; HWB 103, 104; ITL 103, 104; JPN 103, 104; LAV 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; HWB 101, 102; ITL 101, 102; JPN 101, 102; LAN 191, 202; 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), FSIN 309(D), 310(D), 391(D), 392(D), 393(D), HS 132(D), 171(D), 172(D), 180(D), 317(D), 375(D); HPR 201(D), 202(D); LET 153(D), 155(D), 156(D); NRS 300, PHP 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), 260(D), 355(D), 356(D); FREN 341(D), 392(D), 393(D); HIS 111, 112, 113(D), 114(D), 116, 117, 118(D), 130(D), 132(D), 141(D), 142(D), 143(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), 35(D), 355(D), 356(D), 374(D), 375(D); HPR 70, 201L, 202L, 307; JOR 110(D); LAR 202(D); LET 151(D), 153(D), 154(D); MUS 201, 204, 210(D), 212(D), 215, 217(D), 235, 316, 316(D), 321, 322, 323(D), 325(D), 328(D), 331(D), 346, 355; PSC 341, 342; PSY 310; RLS 131(D), 125, 126, 131(D); WMS 220(D), 315(D), 320(D).

Mathematics(MQ): 3 credits satisfied by MTH 141


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

- AP 190, 210, 211; AGR 201(D); ASE 108, 118; AVS 101(D); BCH 190; BIO 101, 102, 105, 106, 280(D); BPS 201; CHM 100, 101, 103, 112; GEO 100, 102, 103, 110, 113, 120, HPR 109, 201N, 202N; MCB 190; NRS 207; NRS 300; OGO 110, 123, 131; PHY 109, 111, 112, 140, 141, 186, 203, 204, 205, 273, 274, 275; PHS 150, 190; TMD 113

Social Sciences(S): 6 credits

- APG 200(D), 202(D), 301(D); CPL 202(D); ECN 100(D); HPR 201, 202, 306, 381(D); EDC 102(D); EEC 105, 310, 356; GEG 101(D), 104(D), 202(D), 302(D); HED 222; HPR 110; 201, 208, 225; HPS 130; JOR 110(D); KIN 123(D); LIN 200(D); MAF 200; MAF 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
Student Experience

- Economic mobility
- Start with the end in mind
- Goal
- Relationships
- Direction
- Engagement
- Intentionality
- Student ready college

Start with the end in mind
Understanding the connection between student finances and student success is essential to supporting the 21st century student.

- While 56% of students used personal savings and 62% used current wages to pay for school, only 7% are able to solely rely on this self-help.
- 66% of students worry about having enough money to pay for school.
- 52% of students reported being housing insecure.
- 22% of students had very low food security.
- 47% of students indicated experiencing generalized anxiety disorder.
- 74% of students pay their credit card on time each month, but only 31% pay the full balance.
- 65% of students would use financial support services if offered by their school.
- 21% of students don’t know where to find financial advice.
- 63% of students would have trouble getting $500 in cash or credit in an emergency.
Guided PATHWAYS

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.

Learners From Multiple Entry Points

A Statewide Systemic Strategy that Starts with Students’ End Goals.
### Profile: Statewide

**Key Occupation:** Cardiovascular Technologists and Technicians*

<table>
<thead>
<tr>
<th><strong>4,197</strong> Job Postings</th>
<th><strong>$52,560</strong> Median Salary</th>
<th><strong>16%</strong> Projected Growth</th>
<th><strong>85%</strong> Entry Level</th>
<th><strong>10%</strong> BA+ Level</th>
<th><strong>23% (Low)</strong> Automation Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dec 1, 2019 - Nov 30, 2020</td>
<td>Based on BLS data for Texas</td>
<td>Estimated growth in employment, 2020-2030</td>
<td>Percent of job postings calling for 0-2 years of experience</td>
<td>Percent of job postings calling for a BA or higher</td>
<td>Based on Osborn and Frey’s methodology</td>
</tr>
</tbody>
</table>

#### Top 5 Specialized Skills
1. Cardiopulmonary Resuscitation
2. Patient Care
3. Electrocardiogram
4. Cardiology
5. Catheterization 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

**Cardiovascular Technologists and Technicians***
$52,560 (4,197 job posts)

**Starter Occupation**

- **Phlebotomists**
  - $33,090 (9,410 workers)

- **Pharmacy Technicians**
  - $35,110 (37,240 workers)

**Skills to Acquire**
- Electrocardiogram (EKG / ECG)
- Stress Testing
- Catheterization Laboratory (CATH LAB)

**Salary Boost for Next Occupation**
- +$19,470
- +$17,450

**Key Occupation**

- **Skills to Acquire**
  - Ultrasound Radiology
  - Patient Positioning

**Salary Boost for Next Occupation**
- +$19,520

**Next-step Occupation**

- **Diagnosis Medical Sonographers***
  - $72,080 (sub-BA)
  - 2,495 job posts
  - +$19,520

- **Magnetic Resonance Imaging Technologists***
  - $73,300 (sub-BA)
  - 2,589 job posts
  - +$20,740

- **Radiologic Technologists***
  - $60,180 (sub-BA)
  - 4,096 job posts
  - +$7,620

**TRUE Credential Example**: North Central Texas College’s EKG Technician Certification has 2 courses, can be completed in 15 weeks, and costs $1,199 for tuition, textbook, practical lab materials, and CET certificate testing fee.

*License typically required*
TRUE Pathways In Practice - Logistics Technician

**ASSOCIATE OF APPLIED SCIENCE**
Logistics and Manufacturing Technology AAS

**LEVEL 1 CERTIFICATE**
Logistics Distribution Technician Certificate

**FAST-TRACK CE**
Logistics Technician

- OSHA 1003: Forklift Operator Certification
- OSHT 1000: Basic Safety and Health
- MCO Certified Forklift Technician (CFT)
- OSHA 10 Certificate
- LMST 1011: Intro to Business Logistics
- LMST 1021: Intro to Materials Handling
- MCO Certified Logistics Associate (CLA)
- LMST 1025: Warehouse and Distribution Center Management
- MCO Certified Logistics Technician (CLT)
- LMST 1040: Contemporary Logistics Issues
- IRUS 1000: Global Logistics Management
- LMST 2004: Practical Learning

**Up to 18 Credits Articulated CEU**

**LEVEL 1 CERTIFICATE**
Logistics Distribution Technician Certificate

- LMST 1019: Intro to Business Logistics
- LMST 1021: Intro to Materials Handling
- MCO Certified Logistics Associate (CLA)
- LMST 1025: Warehouse and Distribution Center Management
- MCO Certified Logistics Technician (CLT)
- LMST 1040: Contemporary Logistics Issues
- IRUS 1000: Global Logistics Management
- LMST 2004: Practical Learning

**ASSOCIATE OF APPLIED SCIENCE**
Logistics and Manufacturing Technology AAS

- 18 Credits Articulated CEU + 3 Earned Credits + 39 Credits [Total 60 Credit Hours]
- 7 Courses Specialization
  - LMST 2050: International Logistics Management
  - ENGL 1301: Composition I
  - MATH 1301: College Algebra or Plane Trigonometry for Business & Social Sci
  - SPCH 1301: Speech of Public Speaking
  - Elective: Humanities/Fine Arts
  - ECON 2301: Principles of Microeconomics
  - or ECON 2302: Principles of Macroeconomics

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

How are students doing as measured by key performance indicators for Texas Pathways?
## Impact of Texas Pathways Strategy
More Students Are Meeting Early Momentum Milestones

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

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

**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
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