What are the unique challenges & opportunities Texas’ small, mid-sized, and rural-serving colleges face in operating and providing **academic and workforce educational opportunities** aligned with the needs of their students, communities, and the state?
College Engagement

- 45 leaders representing 42 community colleges participated in a regional listening session
- 10 leaders participated in deep dive interviews
Primary Areas of Need

• Expand high-quality, high-demand workforce education and training programs, with a focus on industry-aligned credentials

• Upgrading and maintaining facilities and equipment

• Expanded student services, particularly mental health services, counseling and tutoring

• Attracting, supporting, and retaining qualified faculty and staff talent, especially in rural areas
Shared Service Benefits

Cost savings

Learner Experience
Shared Service Solutions

- Expanded course offerings
- Holistic student supports
- Shared talent
- Operations
Expanded Course Offerings

- **Course sharing** between institutions to increase availability and diversity of offerings, including courses that support new certificates, badges, micro-credentials, and dual-credit options.

- A shared repository of curriculum materials and learning objects to support institutional course and program design aligned with industry needs and in-demand, skills-based credentials.

- **Collaborative career pathway planning** to create industry-aligned pathways that intentionally sequence attainment of in-demand, skills-based credentials, including short-term credentials.

- **Employer collaboration** to develop robust learning experiences that emphasize both hard and soft skills through models such as experiential learning, career development programs, competency-based education, credit for prior learning, work-based learning, project-based learning, and skills-based assessment opportunities.

**Cost savings:**

- Can reduce faculty salaries and benefits
- Can reduce faculty and staff indirect costs (e.g. professional development, travel, office supplies)

**Learner Experience:**

- Can increase course availability
- Can improve alignment of curriculum to industry needs
Holistic Student Supports

• Strong local **inter-institutional partnerships** (e.g., agreements between community colleges and local universities with graduate counseling programs to offer counseling services to students)

• **Joint purchasing agreements** for technology systems or third-party services for mental health, counseling, tutoring, or other student services.

**Cost savings:**
- Can reduce qualified personnel costs
- Can mitigate the need to build and maintain an extensive technology ecosystem

**Learner Experience:**
- Can increase access to remote services and flexible office hours
- Can expand opportunities for 1-1 engagements with students

Strong local inter-institutional partnerships (e.g., agreements between community colleges and local universities with graduate counseling programs to offer counseling services to students)

Joint purchasing agreements for technology systems or third-party services for mental health, counseling, tutoring, or other student services.
Shared Talent

- Shared staff, including operations personnel such as IT specialists or data analysts for course development, programming, project management, and institutional research.
- Shared faculty between institutions to expand course offerings for academic programs and other credit and non-credit offerings.

**Cost savings:**
Can reduce the number of employees that must be hired at each individual institution.

**Learner Experience:**
Can increase students' access to all available academic and non-academic resources.
Operations

- Shared technology and software, such as a student information system, customer relationship management system, enrollment management system, learning management system (LMS), enterprise resource planning system (ERP), and communication platforms

- Group purchasing agreements with vendors for goods and services such as supplies, equipment, and utilities

- Shared facilities and equipment arrangements to lower barriers to program start-up and operation

- Shared technology to improve access to and analysis of real-time labor market information to identify in-demand skills and facilitate the development of programming targets to real economic needs.

Cost savings:

Can lower the costs of goods and services through volume pricing strategies

Can decrease existing institutional costs

Learner Experience:

Can improve learner-institution interactions through more personalized attention, faster service, improved communication, and an increased variety of services
Shared Service Design and Operations

• Colleges want to maintain some *autonomy* in shared service solution decisions
• For particular approaches, shared service solutions should be *opt-in*
• Include a strategy for *colleges and universities together*, including the option to engage K-12
• Solutions should be *evaluated regularly*
A Hub for Support

• Serving as a broker and facilitator of optional inter-institutional partnerships and shared service opportunities
• Convening and coordinating college partners to spur deeper engagement
• Supporting colleges in the identification of available resources and partnerships
• Engaging colleges statewide in the design of new resources and shared service opportunities
• Facilitating cross-sector conversations and sharing of best practices
• Managing allocation of funds and incentives for partnerships and shared services
• Assessing implementation and impact of new and existing partnerships and shared services
• Providing administrative support for shared service partnerships
Questions?
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