

# Board of Trustees Institute

The Future of Funding:  
Trustees' Impact on Student Outcomes

FEBRUARY 21-22, 2023 | LAKEWAY, TX



Texas Success Center



Talent Strong  
Texas Pathways



# Welcome to Lakeway!

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**Dr. Cynthia Ferrell**

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





## TEXAS SUCCESS CENTER

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



# Objective of the 2023 BOTI: The Future of Funding

Trustees will commit to action:

- monitoring credential completion, transfer, and post-completion outcomes,
- supporting a culture of change, and
- setting the strategic direction for equitable student outcomes

for pathways leading to

upward mobility for students economic growth and institutional innovation and sustainability



# The Role of the Board in Impacting Student Outcomes

## What to Expect at BOTI

1. Disaggregated data on student completion and transfer outcomes
2. Sharing and learning from colleagues targeting important student success challenges
3. Insights and challenges from thought leaders
4. Facilitated time for critical CEO-Board discussion and planning for full board consideration





# Texas Commission on Community College Finance

Final Recommendations & Potential Future of Funding



**State Funding  
for Outcomes**



**Affordability  
for Students**



**Investments in  
College Capacity**

"includes robust incentives for **completions** and **transfers** of students who are economically or educationally disadvantaged and adult learners"



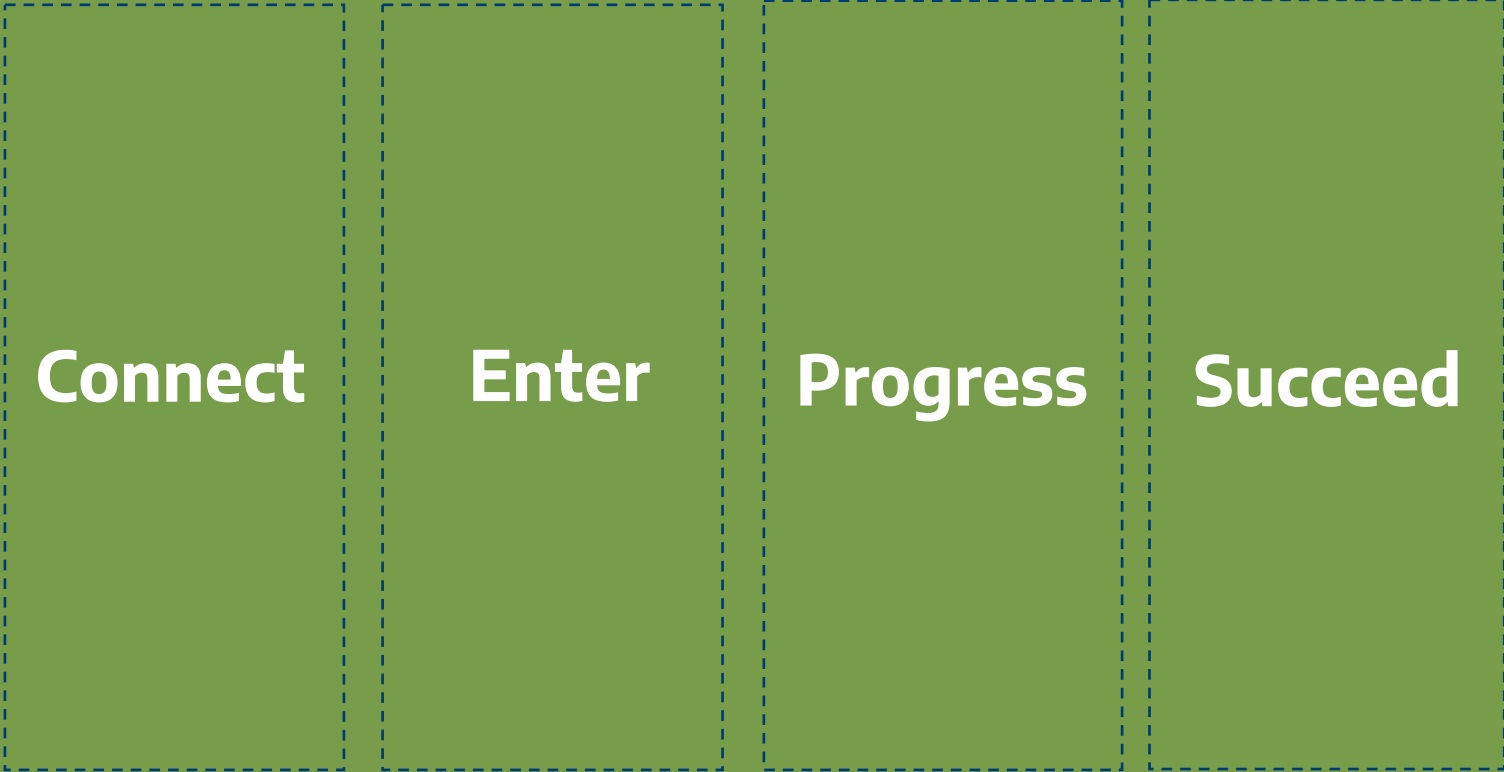
Texas Success Center

# Pathways Framework

Building a Talent Strong Texas



Learners From  
Multiple Entry Points



Enter Careers, Earn  
More Credentials, &  
Transfer to 4-Year  
Institutions

Everything we have been doing prepared us for this moment for the future of funding.



Success

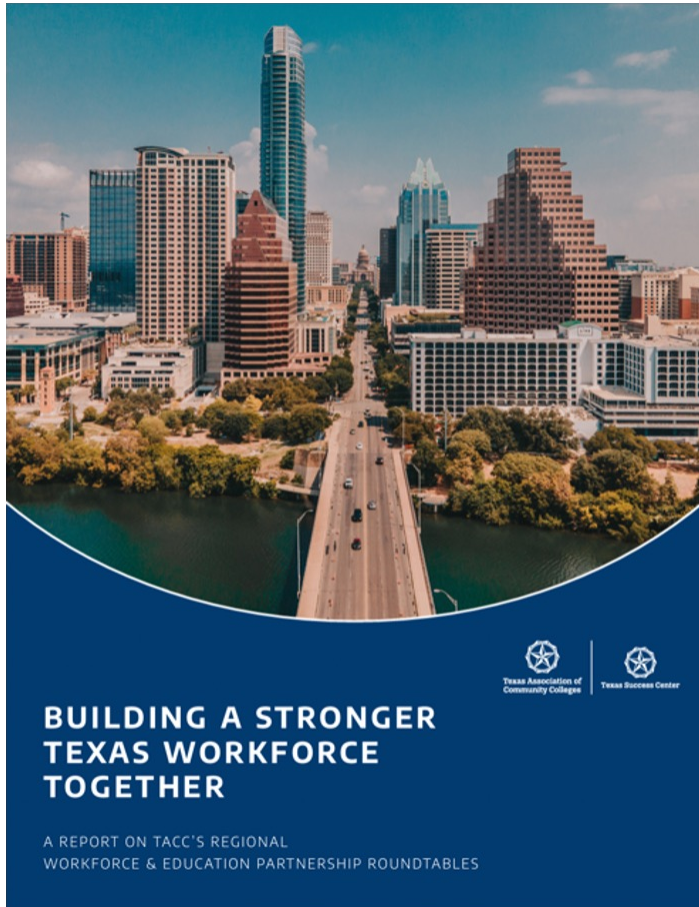
Accomplishment and  
Self-Fulfillment Needs  
**Students' Career Goals**  
**Socio-Economic**  
**Mobility**

Wellness & Belonging

Basic, Safety &  
Psychological  
Needs



# Regional Workforce and Education Partnership Recommendations



1. Build transparent career pathways & student awareness
2. Expand short-term credentials of value
3. Improve college and career/work readiness
4. Strengthen education and business partnership ecosystems
5. Improve college access and college completion

Success Center support for all colleges



**Texas Success Center**

# Workforce and Education Partnerships

A multi-sector approach to high-demand fields with partners creating regional demonstration hubs serving as best practice models

- Business lead talent development
- High demand high wage credentials of value
- Work-based learning opportunities
- Inclusive economy
- Academic and employment outcomes
- Initial partners in Finance, IT, & Healthcare



**Texas Success Center**

# Wellness

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.**



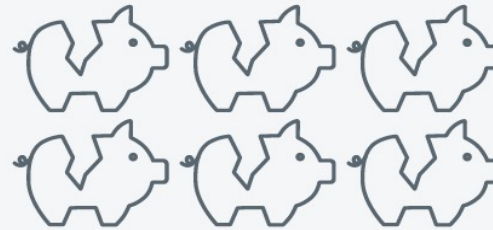
**63%**  
of students would have  
**TROUBLE GETTING  
\$500 IN CASH OR CREDIT**  
in an emergency.



**13%** of students **WOULD NOT BE  
ABLE TO GET THAT AMOUNT  
FROM ANY RESOURCE.**



**66%**  
of students **WORRY ABOUT  
HAVING ENOUGH MONEY**  
to pay for school.



**28%**  
of students **RAN OUT OF  
MONEY 6 OR MORE TIMES**  
in the past year.

**52%**  
of students  
**REPORTED BEING  
HOUSING INSECURE.**



**22%**  
of students had  
**VERY LOW  
FOOD SECURITY.**



**47%**  
of students indicated  
**EXPERIENCING  
GENERALIZED  
ANXIETY DISORDER.**



# Belonging

The extent a student feels **included, accepted, valued**, and **supported** as a member of the college.





# Community Colleges in Action

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Advancing Equity and Enhancing Economic Mobility  
Using Local Collective Impact Strategies

**Dr. Mike Flores**

Chancellor, Alamo Colleges District

# Team Strategy Time 1

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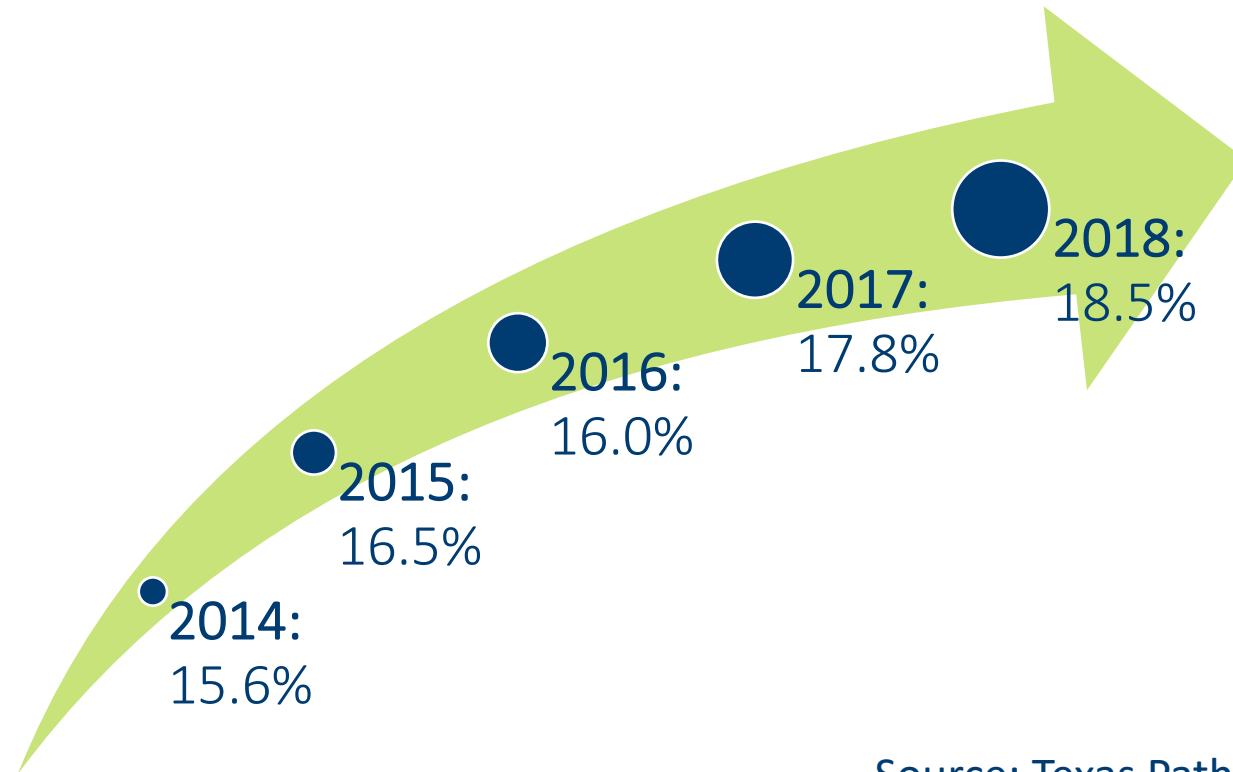
## Overview

**Dr. Kristina Flores**

Director, Research and Evaluation, Texas Success Center

# Texas Pathways Long-Term Outcomes

**COMPLETION:** What is the trend in community college students earning an associate degree or certificate after three years?



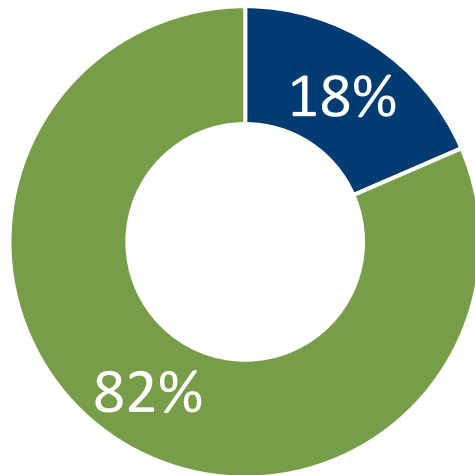
Source: Texas Pathways [Key Performance Indicators](#)

# Completion

## Identifying and Addressing Gaps

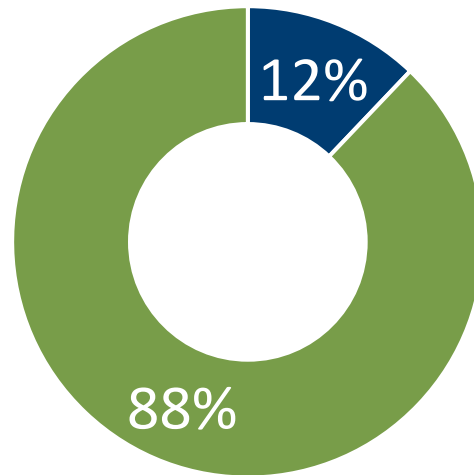
Statewide Average

■ Completed ■ Did Not Complete



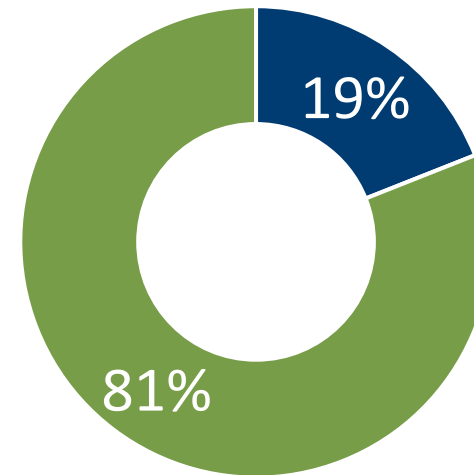
Black Students

■ Completed ■ Did Not Complete



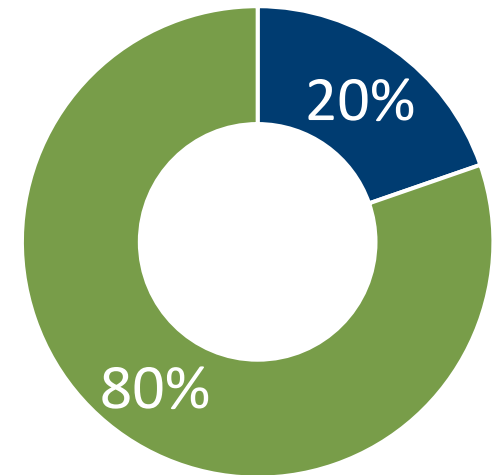
Hispanic Students

■ Completed ■ Did Not Complete



White Students

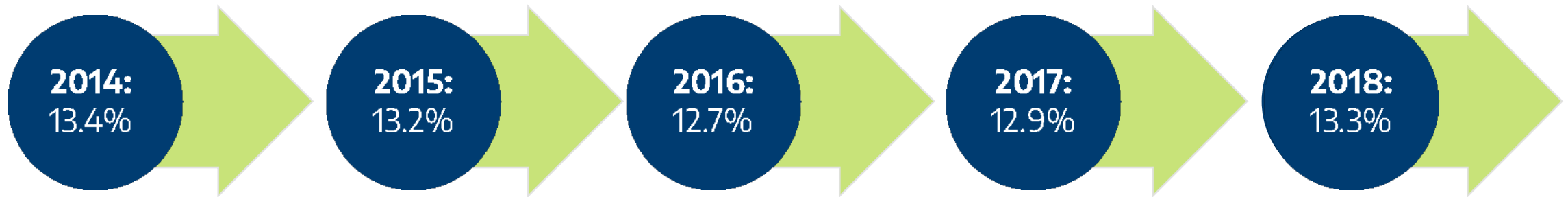
■ Completed ■ Did Not Complete





# Texas Pathways Long-Term Outcomes

TRANSFER: What is the trend in community college students transferring to a four-year college or university within three years?

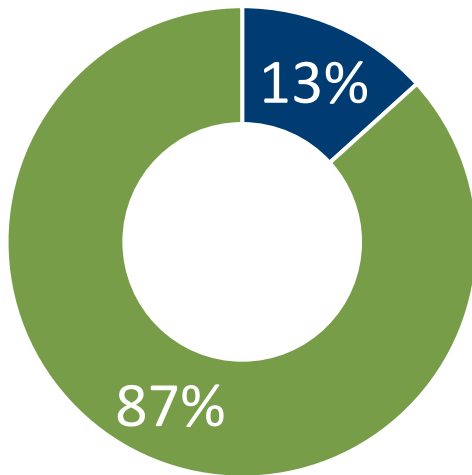


# Transfer

## Identifying and Addressing Gaps

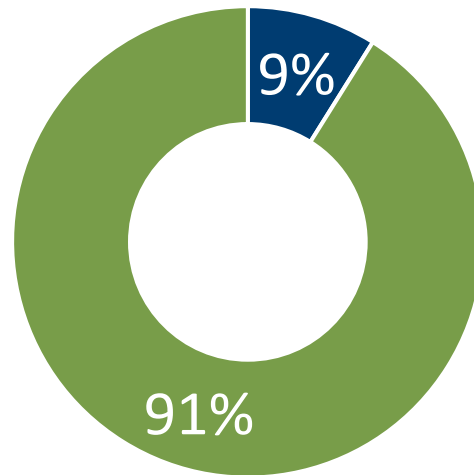
Statewide Average

■ Transferred ■ Did Not Transfer



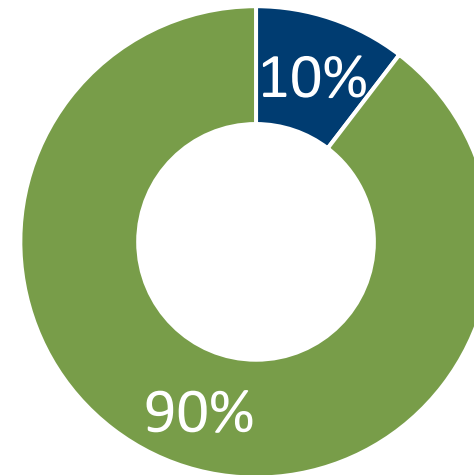
Black Students

■ Transferred ■ Did Not Transfer



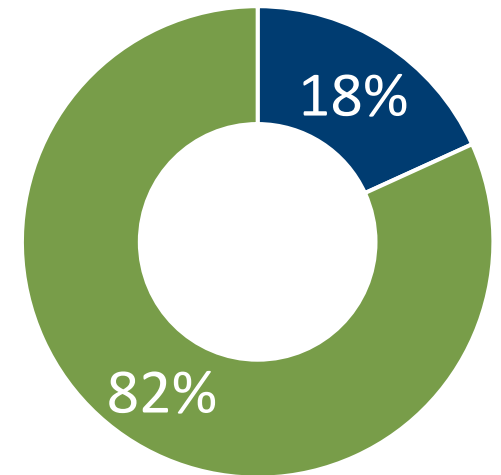
Hispanic Students

■ Transferred ■ Did Not Transfer



White Students

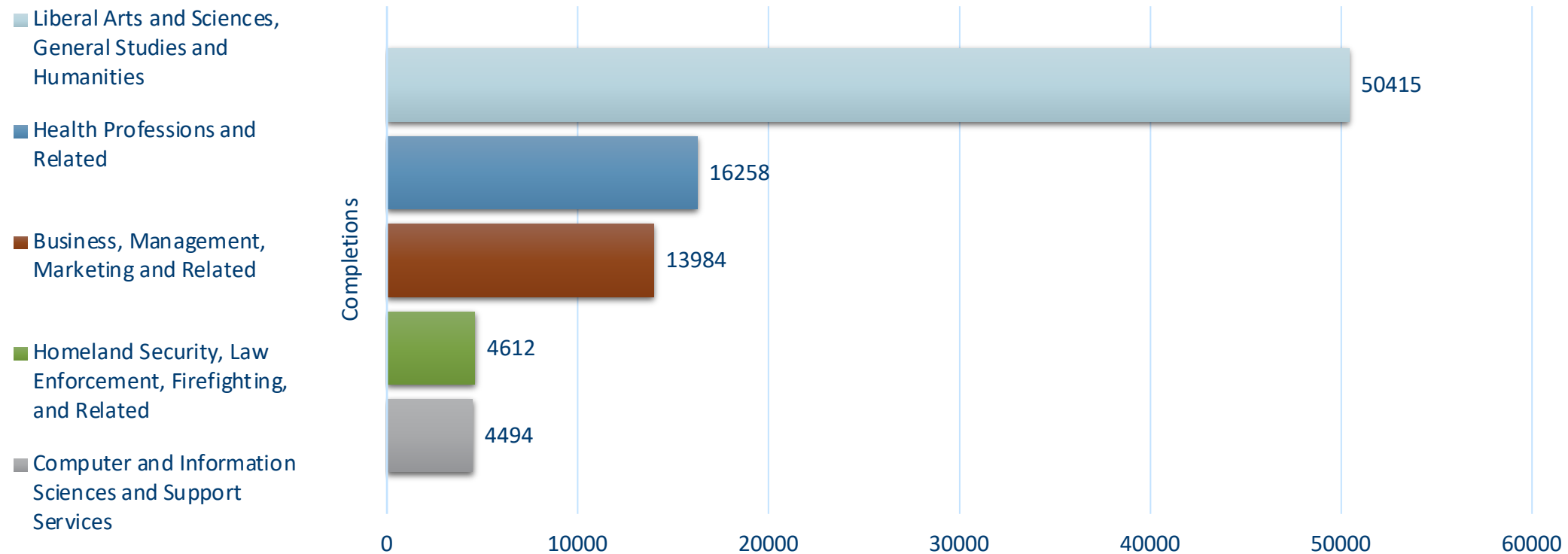
■ Transferred ■ Did Not Transfer



# Program-Level Completion

What are the trends in completion by program type?

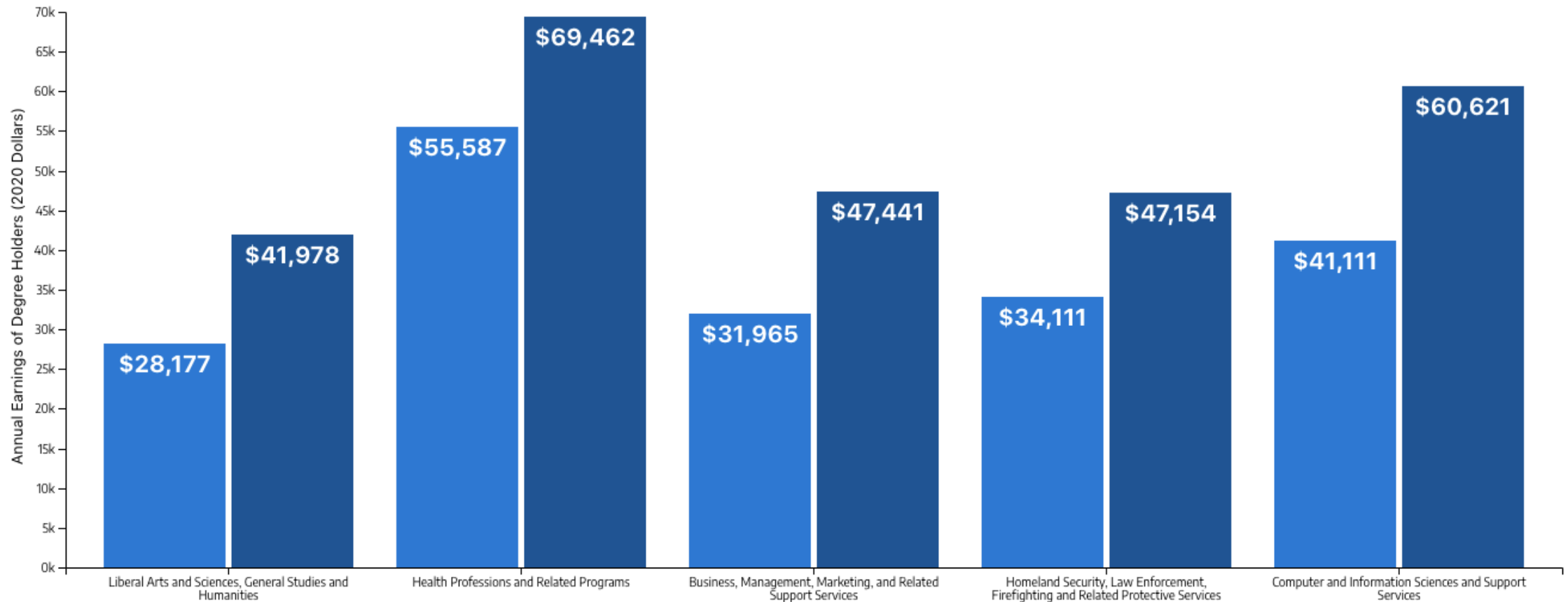
## Number of Associate Degrees and Certificates Awarded 2020-2021



Source: IPEDS Data Tools, Awards/Degrees conferred by program (2020 CIP), 2020-2021

# Program-Level Wages

What do students earn one- and five-years post-graduation?



Source: US Census Bureau, [Post-Secondary Employment Outcomes Explorer](#)



# Team Strategy Time 1

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## Room Assignments

### TRINITY

Austin  
El Paso  
San Jacinto  
Texas Southmost

### RIO GRANDE I

Amarillo  
Galveston  
Paris  
Victoria

### RIO GRANDE II

Alamo  
Houston  
Tarrant

### BRAZOS

Alvin  
Brazosport  
Midland  
Trinity Valley

### SUNSET

Grayson  
Kilgore  
McLennan  
Temple  
Del Mar, Southwest  
Texas, Texarkana

# Reception & Dinner Plenary

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Vistas Lobby & Ballroom

**5:00 – 5:45** Reception & Cash Bar

**5:45 – 6:30** Dinner Plenary

# Update on 88th Legislative Session

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**Ray Martinez**

President & CEO, Texas Association of Community Colleges

# Legislative Update

Texas Commission on Community College Finance



Texas Association of  
Community Colleges

# TEXAS — BY THE — NUMBERS

**#1 U.S. EXPORTER**  
FOR 20 YEARS IN A ROW



**\$375B**  
IN 2021

MORE THAN

**14.5** MILLION

PEOPLE IN THE  
CIVILIAN LABOR FORCE



# 9<sup>TH</sup> LARGEST ECONOMY IN THE WORLD\*

\*IF TEXAS WERE A NATION

**26** COMMERCIAL  
AIRPORTS

**19** SEA PORTS

**22** INTERSTATE  
HIGHWAYS

**34** FOREIGN  
TRADE ZONES

**58** FREIGHT  
RAILROADS

**367** MILES OF  
COASTLINE

**NO PERSONAL  
OR CORPORATE  
INCOME TAX**



TEXAS IS THE LARGEST  
ENERGY-PRODUCING  
STATE IN THE NATION

TEXAS IS THE LEADING  
DESTINATION FOR COMPANIES  
RELOCATING FROM OTHER STATES



**A LEADING  
JOBS CREATOR**

IN 2021, TEXAS ADDED  
**694,400 JOBS**

**90%**   
GRADUATION RATE

TEXAS' HIGH SCHOOL GRADUATION  
RATE IS AMONG THE TOP 5  
HIGHEST IN THE NATION, WITH A  
90% COMPLETION RATE

TEXAS LED THE NATION IN  
HIGH TECH EXPORTS FOR THE  
9TH CONSECUTIVE YEAR

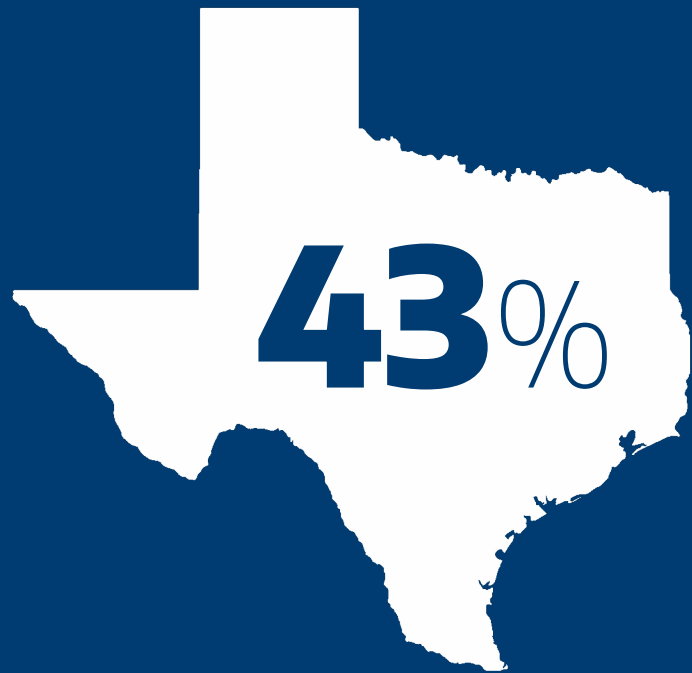


**\$50B**  
IN 2021

THE LONE STAR STATE IS HOME TO

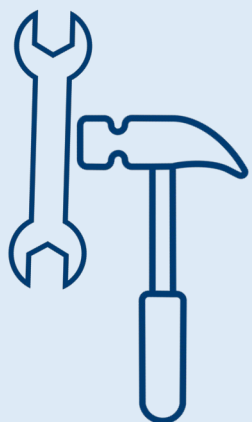
**53** FORTUNE 500  
COMPANY HQs





Texas community colleges enroll 43% of all postsecondary students in the state.

## Our colleges:



Award

**93%**

of all career and technical education degrees & certificates

Enroll

**94%**



of all dual credit enrollments in the state

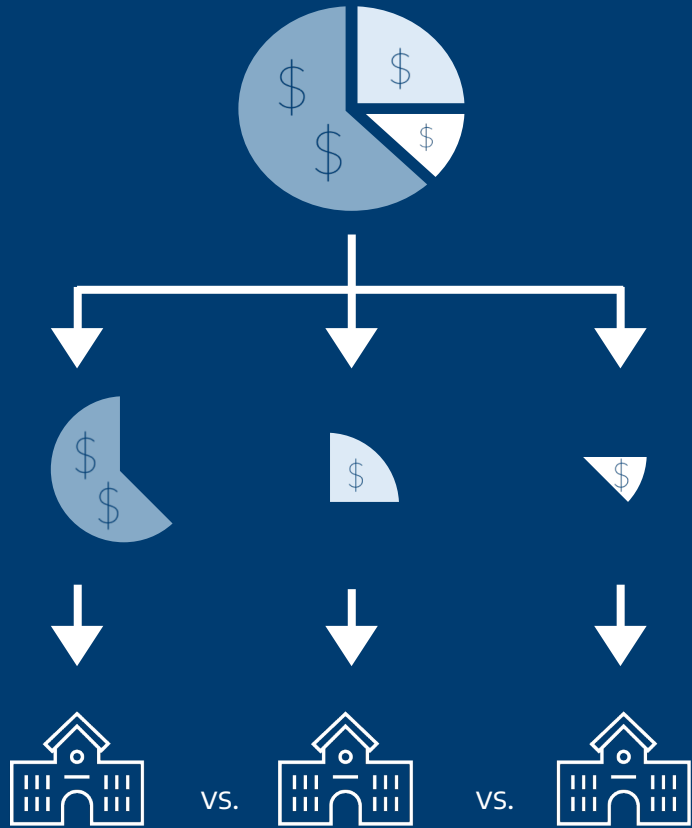
Provide a pathway for transfer



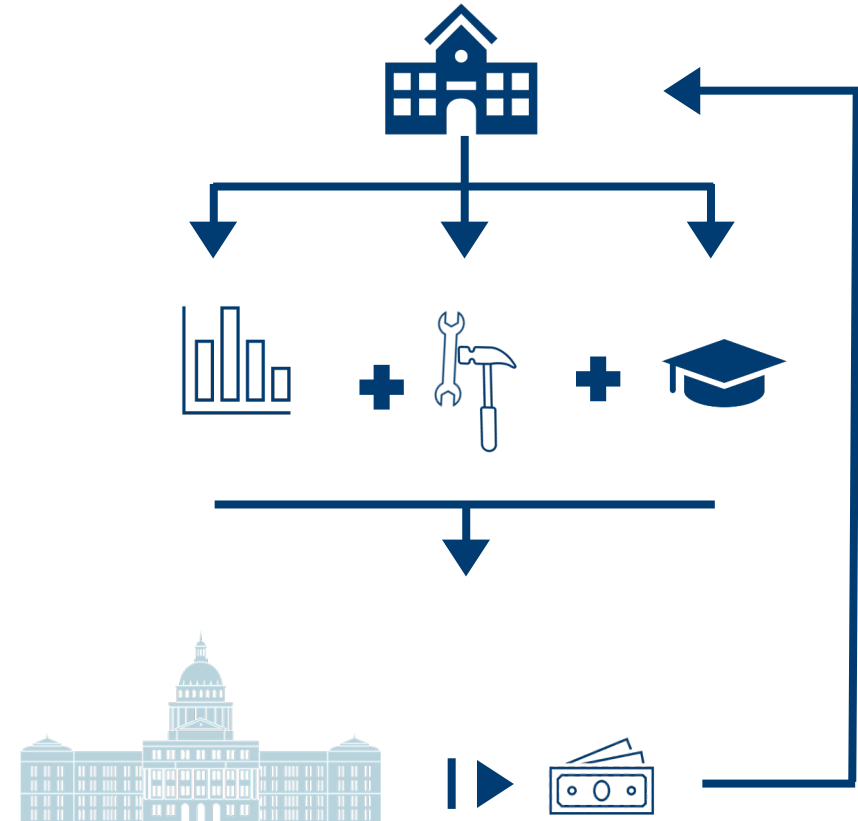
**70%**

of all FY2020 bachelor's degree graduates had some transfer credits from a two-year college

# Static Formula



# Dynamic Formula



This is a **historic opportunity** to transition from a funding model that is static and merely redivides the same pie, to one that provides colleges with predictable funding based on outcomes.



# TXCCCCF Final Recommendations

## Key three areas:



**State Funding  
for Outcomes**



**Affordability  
for Students**



**Investments in  
College Capacity**



# Upward Economic Mobility is a Life Changer For Young Texans

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**Dr. Wynn Rosser**

President & CEO, TLL Temple Foundation

**See you tomorrow!**



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# Awareness to Action

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How Boards of Trustees can lead and empower community colleges to transform students' lives and their communities

**Dr. Luis Ponjuan**

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

# Team Strategy Time 2

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## Overview

**Dr. Cynthia Ferrell**

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

# Concurrent Sessions

- A systemic transformation of the student experience resulting in improved student outcomes –Houston Community College
- Growing continuing education credentials of value –Del Mar College
- A comprehensive approach to the redesign of Pathways including 8-week terms –Kilgore College
- Belongingness and improved student outcomes –Amarillo College
- Integrating dual credit: TSC's Pathways to Success—Texas Southmost College





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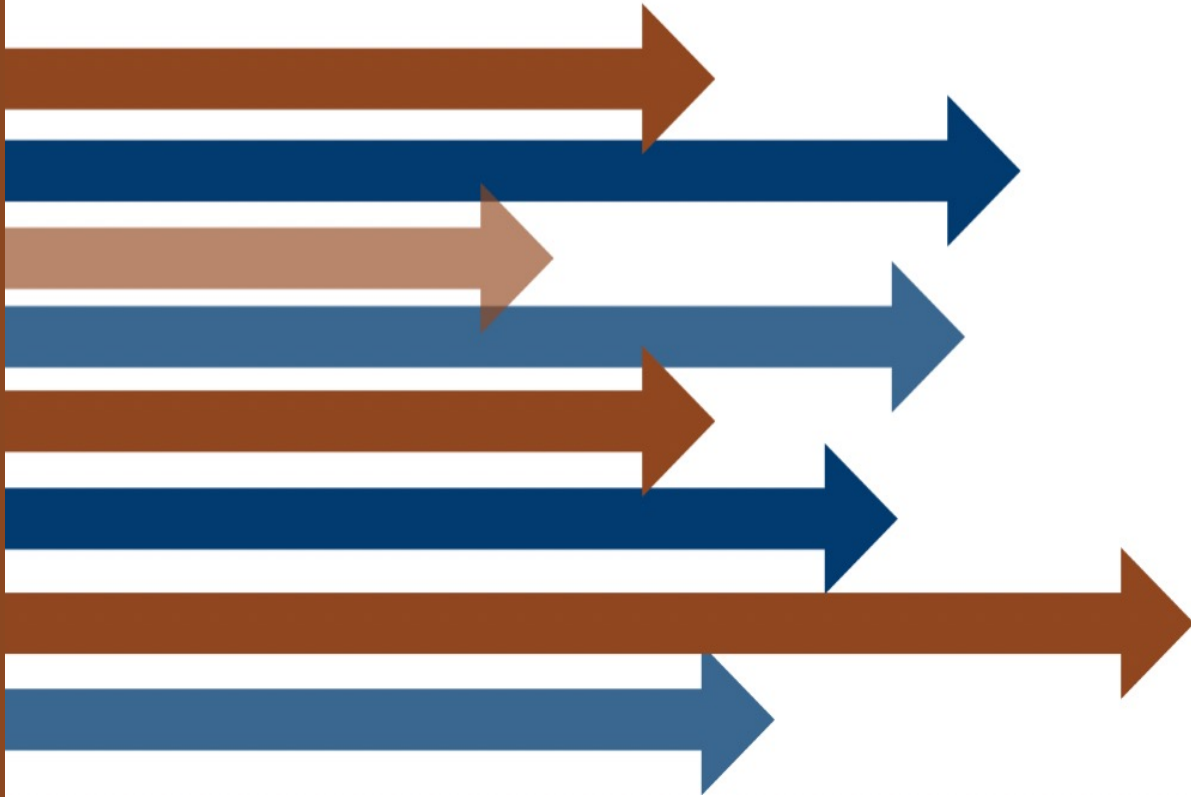
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Texas Pathways



# Focus Forward



**K. Paul Holt**

Chair, McLennan Community College Board of Trustees  
and Board of Directors, CCATT

# CCATT Mission

CCATT strives to be the collective voice representing the community college trustees and regents in Texas, with the mission to **foster student success and ensure excellence in governance.**



# CCATT Committees



- Education
- Engagement
- Legislative
- Resource





Community College  
Association of Texas Trustees

# SAVE the DATE

**CCATT Annual Conference 2023**

*Inspiring Innovation: Community  
College Governance for the Future*

**September 14 – 16, 2023**

Fort Worth, TX



# Trustee Leadership Seminars

## 2023 - 2024

Focusing on  
**data-informed**  
higher education governance





Community College  
Association of Texas Trustees

# ***Trustee Handbook***



[www.tacc.org/ccatt](http://www.tacc.org/ccatt)

[www.facebook.com/ccatt22](https://www.facebook.com/ccatt22)



**Total funds awarded  
since Texas Success Center inception**

**\$25.5M**

**23 Funding Partners**

**50 Grant Awards**

### **Major Efforts Supported**

Texas Pathways, Board of Trustees, Coaching,  
Research & Data Support, Capacity Building

## **Texas Success Center Top Funders**

Achieving the Dream	1,335,174
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Annie E. Casey Foundation	275,000
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Bill & Melinda Gates Foundation	2,125,625
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CCRC – Dual Credit Research	180,000
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Greater Texas Foundations	4,276,763
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Houston Endowment	1,195,000
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JFF	671,087
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Kresge Foundation	750,000
-------------------	---------

Lumina Foundation	500,000
-------------------	---------

Meadows Foundation	681,000
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Michael & Susan Dell Foundation	1,900,696
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Teagle Foundation	500,000
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TWC	1,420,000
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TLL Temple Foundation	3,325,231
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TLL Temple (Scaling & Student Aid)	2,533,663
------------------------------------	-----------

Trellis Foundation	2,641,264
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# Grant Supported Services for Colleges

**FY 2013-14**

**\$2M**

3 year  
Center Start Up

5 awards  
from 5 funders

**FY 2015-16**

**\$4.3 M**

Planning &  
Initiating  
Pathways

10 more awards  
from 8 funders

**FY 2017-22**

**\$12.4M**

First 5-Year  
Strategy

24 more awards  
from 13 funders

258,333 per  
college  
16.53 per student

**FY 2023-27**

**\$6.8M**

Awarded by Q1  
toward the second  
\$16M

5-year strategy

11 more awards from  
10 funders

# Grant Supported Services for Colleges

TSC FY23  
Annual Budget

**\$3.3M**

Annual Grant  
Funded Budget

TSC FY13-15  
Original three-year  
budget = \$2M

TSC Grant Funds

**93%**

College Supports

7% Fundraising and  
Grant Management

Grant Funded  
Human Resources

**7.5**

TSC staff paid  
by TSC Grants

\$166K TACC Staff  
**13** coaches  
**4** consultants  
**1** research assistant  
**11** research fellows

Free / Low-Cost  
Professional  
Development for all  
Colleges

Grant funds cover  
college teams'  
registration, hotel  
rooms, coaching  
at institutes and  
coaching site  
visits and more

# Team Strategy Time 3

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## Overview

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



# Commitment to Action

Trustees will commit to action:

- monitoring credential completion, transfer, and post-completion outcomes,
- supporting a culture of change, and
- setting the strategic direction for equitable student outcomes

Next year, trustees will reflect:

- how BOTI commitments manifested in board actions, practices, and/or policies

# BOTI TACC Team

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**Cynthia Ferrell, Ph.D.**  
Vice President



**Christine Bailie, Ed.D.**  
Director of Institutional  
Strategy



**Art Cook**  
Office Manager



**Felicia Day, CPA**  
Grants  
Accountant



**Kristina Flores, Ph.D.**  
Director of Research &  
Evaluation



**Sondra Guardado, M.A.**  
Program Coordinator



**Nour  
Hammoudeh**  
Events Planner



**Amber  
Obenhaus**  
Graphic Designer



**Ellie Rodriguez**  
Chief of Staff



**Lori Stalheber**  
Director, Finance



**Sway  
Youngston**  
Project Manager



**Stacy Ybarra, Ed.D.**  
Research Assistant,  
Texas Success Center



# Resident Faculty

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**Dr. Eileen Baccus**



**Dr. Maria Harper-  
Marinick**



**Dr. Martha Ellis**



**Dr. Jo-Carol Fabianke**



**Dr. Ted Wright**

# Registration Opens Tomorrow

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We look forward to continuing this conversation in Dallas with your college's Pathways Leadership team

## TEXAS PATHWAYS INSTITUTE #1

Leading Talent Strong Texas Pathways

**REGISTRATION OPEN**

**APRIL 12-14, 2023**

Dallas, TX



Texas Success Center



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