



TRUSTEES' IMPACT ON STUDENT OUTCOMES BOTI—February 21, 2023



T.L.L. TEMPLE FOUNDATION

EST 1962

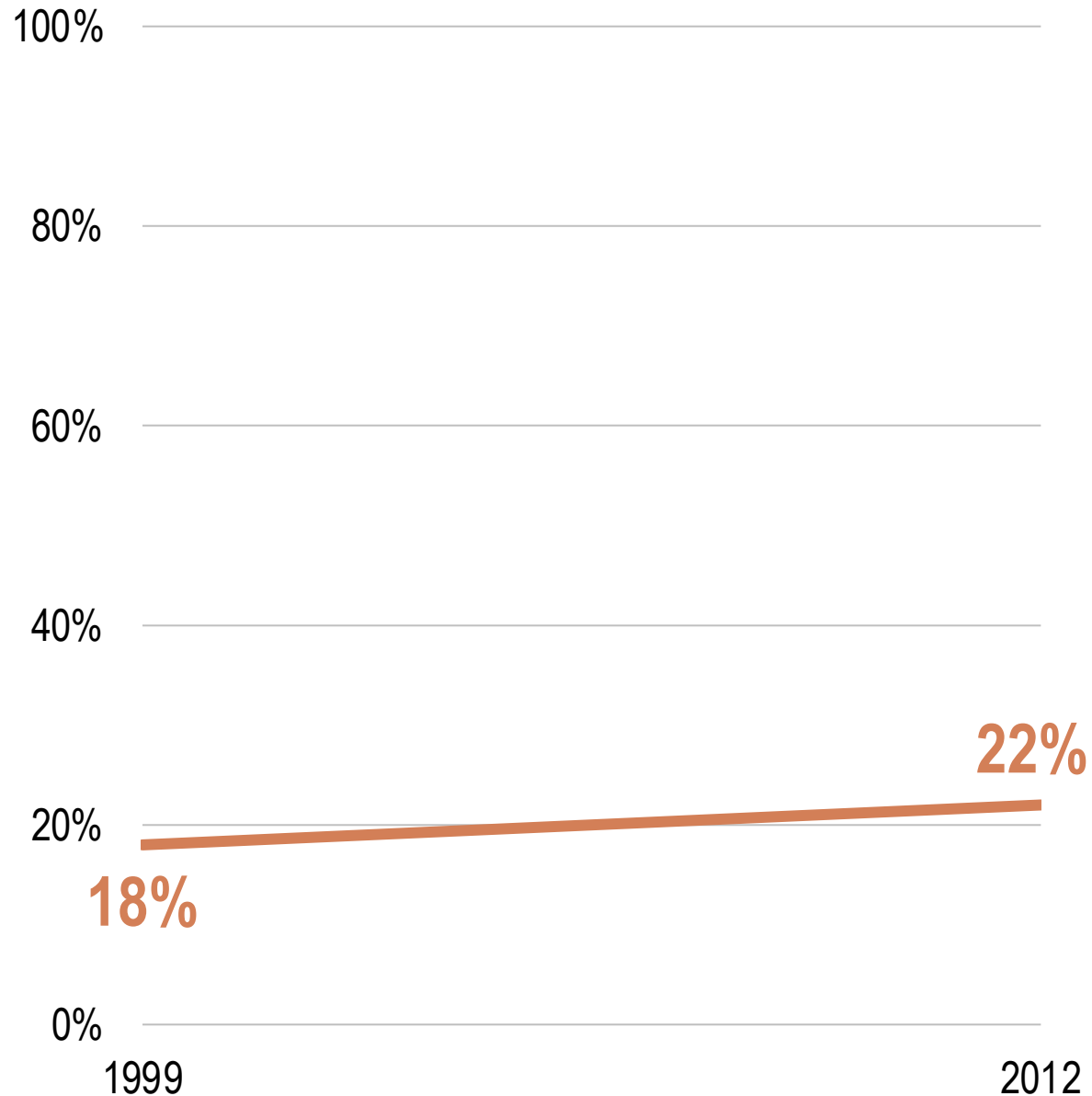
BUILDING A THRIVING RURAL EAST TEXAS

If we are to better the future,
we must ~~disturb~~ **disrupt**
the present.

—Catherine Booth



Texans who earn more than a HS diploma

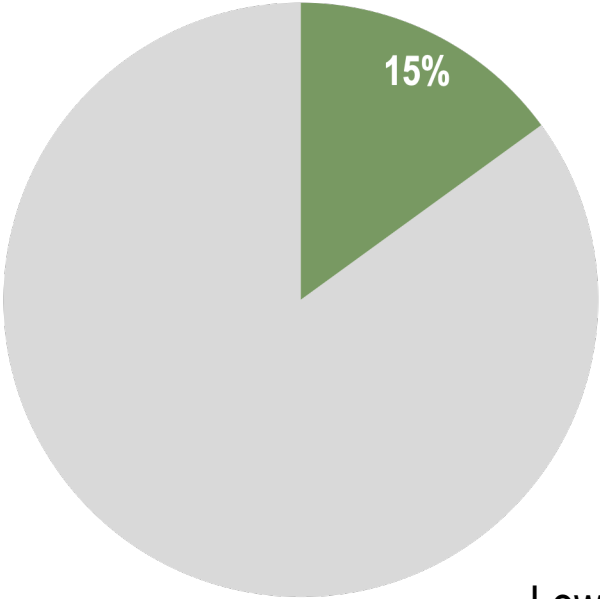


4 out of 5
Texas 8th graders
go on to earn **nothing**
beyond a high school
diploma.

Yet, over 65% of jobs
require postsecondary
credentials

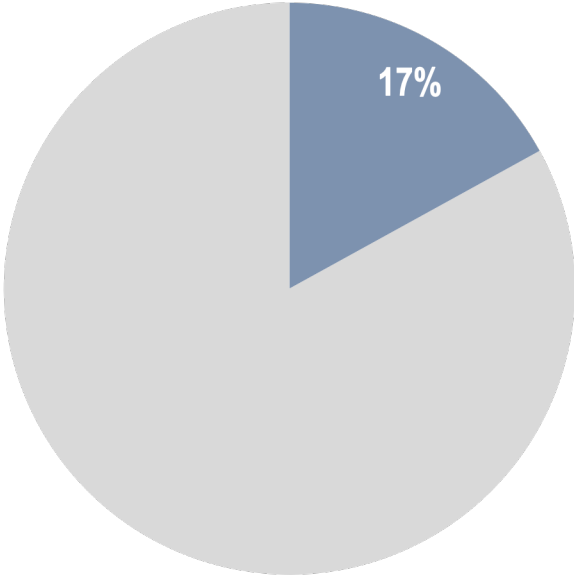
POSTSECONDARY COMPLETION REMAINS A *TEXAS* CHALLENGE

ALL BLACK 8th Graders

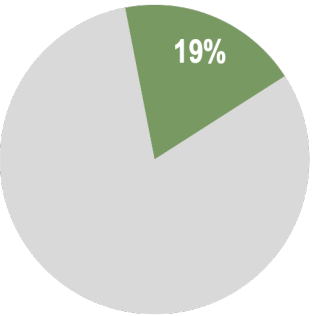


22%
of Texas 8th
graders achieve
no more than a
high school
diploma.

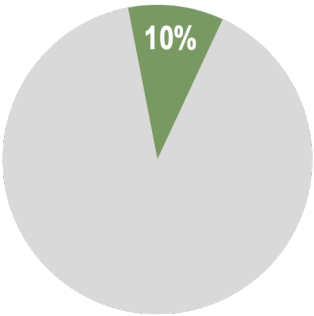
ALL HISPANIC 8th Graders



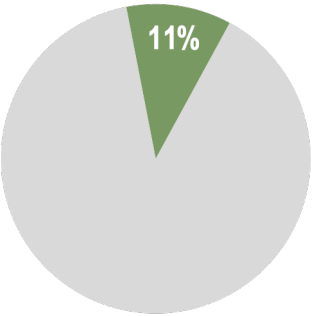
Black Females



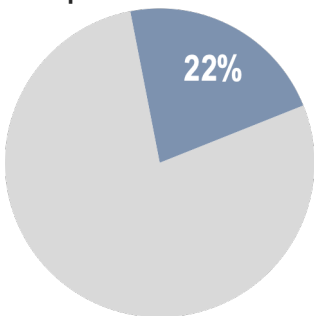
Black Males



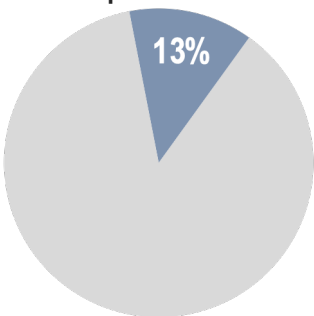
Low-income
Black Students



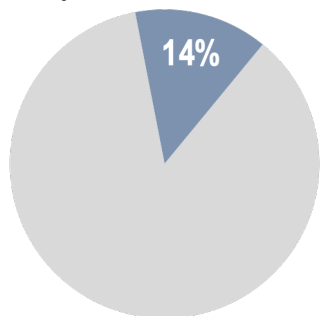
Hispanic Females



Hispanic Males



Low-income
Hispanic Students



Source: THECB 2012 8th Grade Cohort Data



The world of work is changing.

Artificial intelligence, automation, and robotics will make this shift as significant as the mechanization in prior generations of agriculture and manufacturing. While some jobs will be lost, and many others created, almost all will change.

—McKinsey & CO

THERE ARE THOUSANDS OF “GOOD” JOBS IN RURAL EAST TEXAS

High-Demand Occupations by 2021-2026 Openings

Average Wages greater than \$15.00 per hour

SOC	Description	BEAUMONT-PORT A.		LUFKIN-NACOGDOCHES		TEXARKANA		Total Openings
		Openings	Median Hourly Earnings	Openings	Median Hourly Earnings	Openings	Median Hourly Earnings	
53-3032	Heavy & Tractor-Trailer Truck Drivers	1,526	\$20.44	959	\$19.65	864	\$23.29	3,348
47-2061	Construction Laborers	1,497	\$16.29	391	\$13.83	296	\$13.64	2,183
11-1021	General & Operations Managers	1,204	\$38.68	594	\$35.41	384	\$36.16	2,182
43-6014	Secretaries & Admin. Assist., Except Legal, Medical, & Executive	1,111	\$15.92	570	\$14.77	345	\$14.32	2,026
41-1011	First-Line Supervisors of Retail Sales Workers	953	\$18.58	510	\$16.29	450	\$18.08	1,913
35-1012	First-Line Supervisors of Food Preparation & Serving Workers	973	\$14.24	425	\$16.60	491	\$15.73	1,889
53-7062	Laborers & Freight, Stock, & Material Movers, Hand	1,002	\$14.34	—	—	666	\$14.98	1,668
29-1141	Registered Nurses	710	\$33.03	405	\$32.93	476	\$31.66	1,591
43-3031	Bookkeeping, Accounting, & Auditing Clerks	829	\$18.37	431	\$16.43	304	\$15.04	1,564
49-9071	Maintenance & Repair Workers, General	838	\$18.24	390	\$14.97	289	\$15.81	1,516

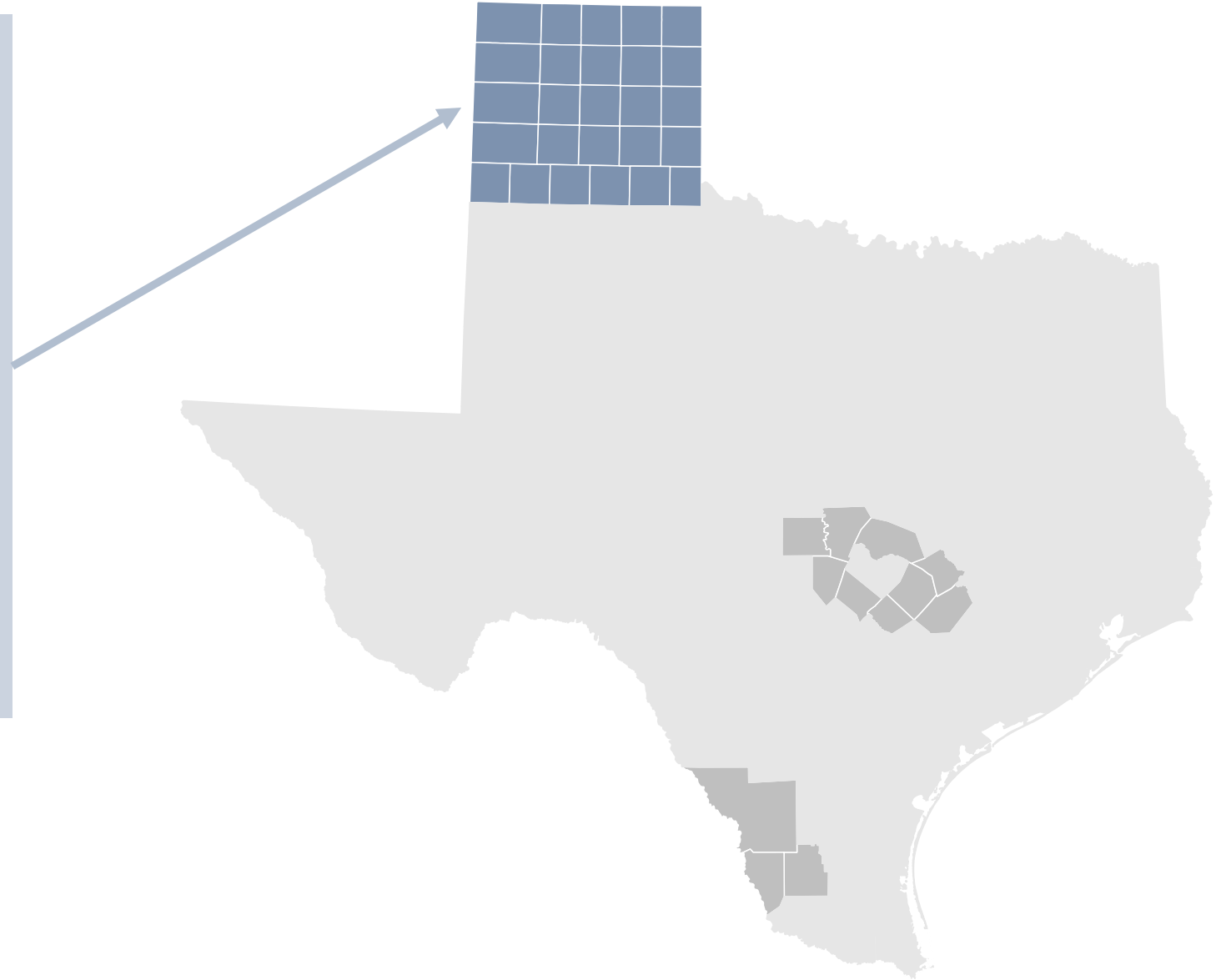
Source: Emsi 2021.2 – QCEW Employees, Non-QCEW Employees, & Self-Employed

Notes: Only the top-10 categories are shown for readability. Data include only occupations that are high-demand in more than one region. The full report is available online at the T.L.L. Temple Foundation’s website, <https://tlltemple.foundation/rural-east-texas-economic-opportunity-analysis/>.

AND, IN THE PANHANDLE

PANHANDLE REGION

- Computer User Support Specialists
- Computer Network Support Specialists
- Carpenters
- Aircraft Mechanics & Service Technicians
- Automotive Service Technicians & Mechanics
- Heating, Air Conditioning, & Refrigeration Mechanics & Installers
- Industrial Machinery Mechanics
- Chemical Equipment Operators & Tenders
- Heavy & Tractor-Trailer Truck Drivers

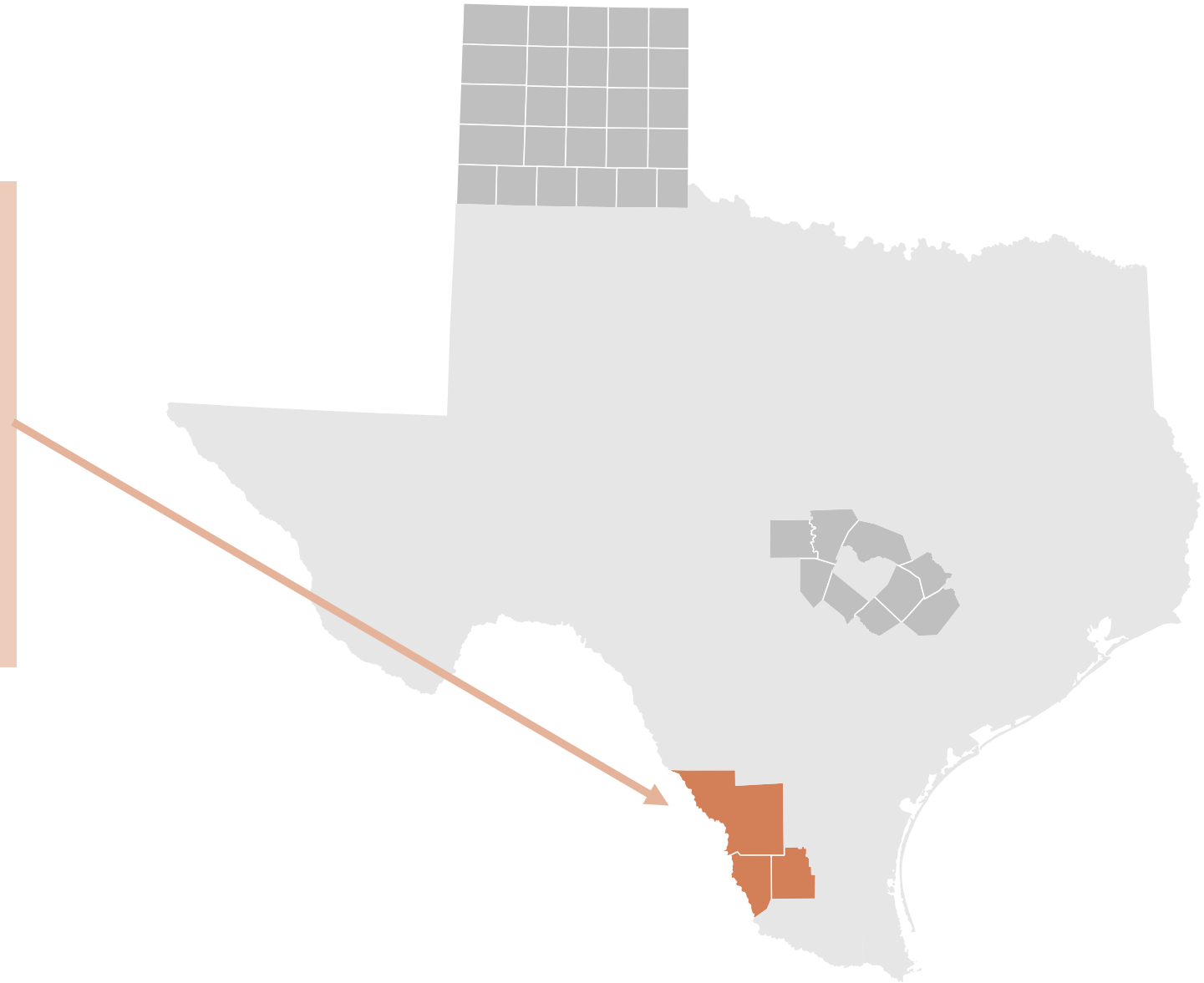


Source: Texas Workforce Development Board

AND, IN SOUTH TEXAS

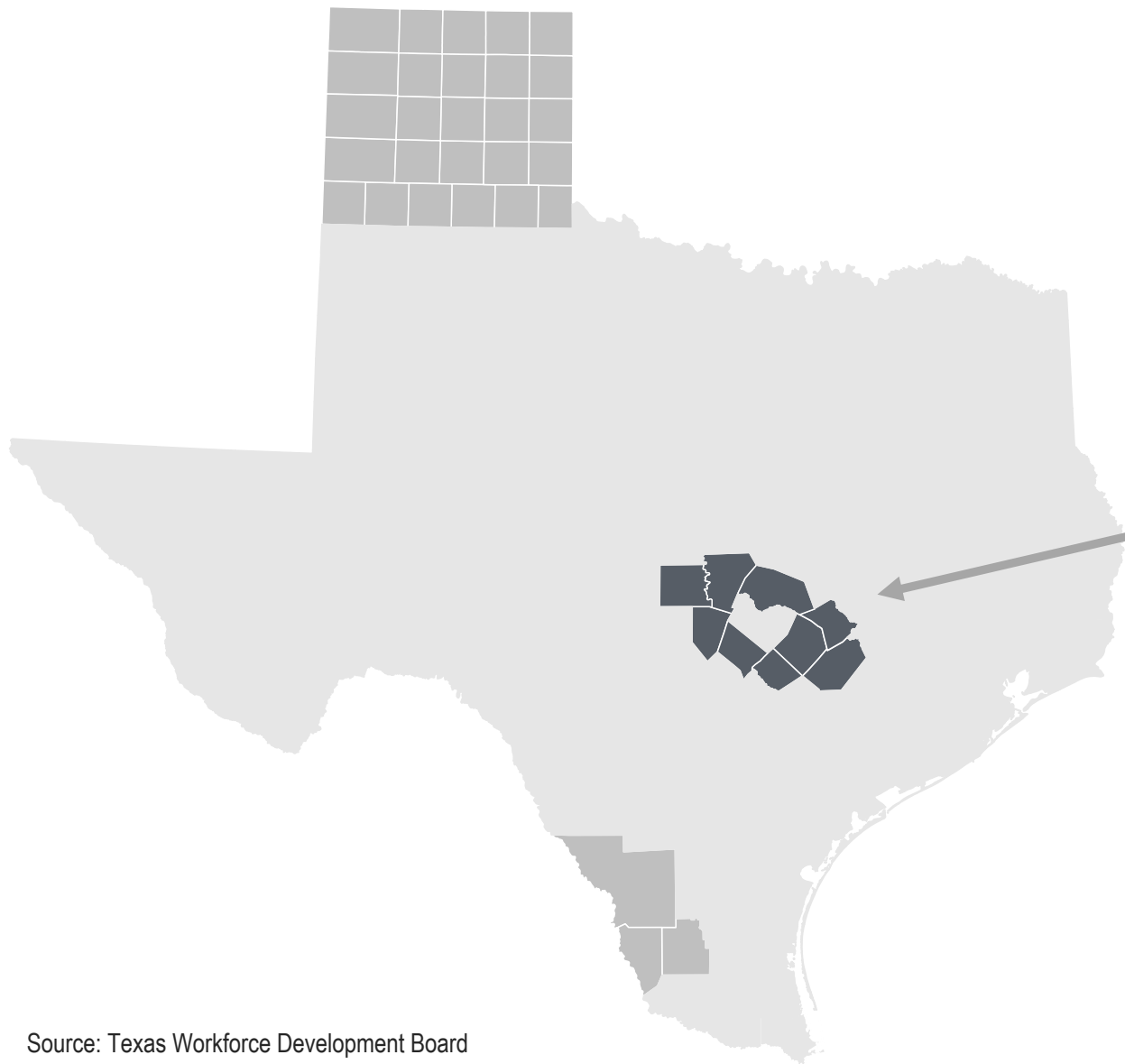
SOUTH TEXAS REGION

- Computer User Support Specialists
- Electricians
- Automotive Service Technicians & Mechanics
- Bus & Truck Mechanics & Diesel Engine Specialists
- Heating, Air Conditioning, & Refrigeration Mechanics & Installers
- Heavy & Tractor-Trailer Truck Drivers



Source: Texas Workforce Development Board

, AND IN RURAL CENTRAL TEXAS



RURAL CAPITAL AREA

- Computer User Support Specialists
- Carpenters
- Electricians
- Plumbers, Pipefitters, & Steamfitters
- Automotive Service Technicians & Mechanics
- Heating, Air Conditioning, & Refrigeration Mechanics & Installers
- Machinists
- Heavy & Tractor-Trailer Truck Drivers

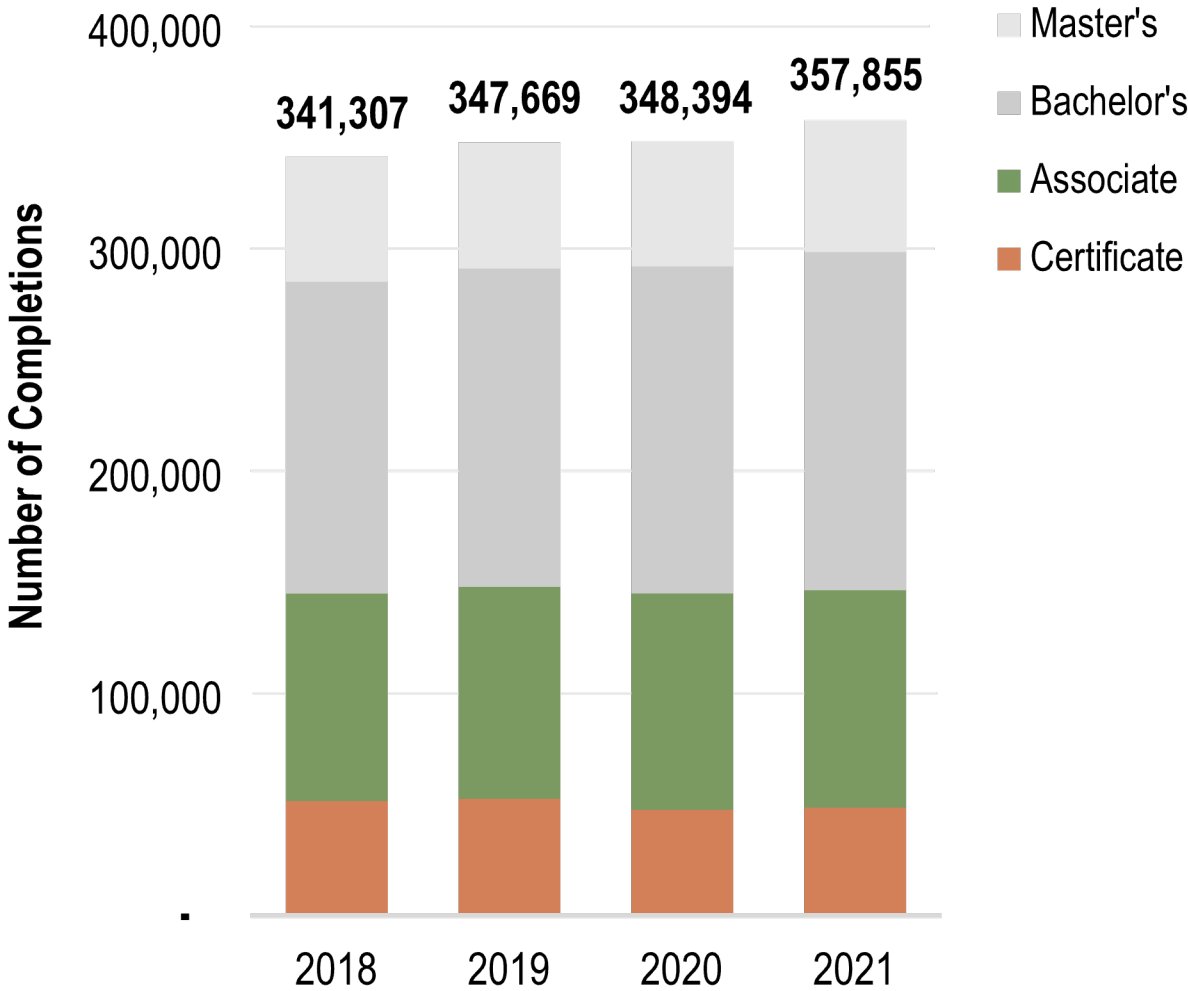
Source: Texas Workforce Development Board

THECB STRATEGIC GOAL

Postsecondary credentials of value aligned with workforce demands that will raise incomes for individual Texans while reducing debt.

Community colleges offer credentials aligned to the future of work that are in high-demand, pay middle-income or higher wages at an affordable cost—**the very definition of “*credential of value.*”**

HOW ARE WE DOING?



We under-award certificates and associates that are pathways to high-demand, middle-income, or higher-level jobs.

Source: Texas Higher Education Coordinating Board, 60x30TX Progress Report, July 27, 2022.

THE VALUE OF ASSOCIATES AND CERTIFICATES—ECONOMIC MOBILITY

“...workers with certificates and associate’s degrees earn more than those with bachelor’s degrees.”

“...liberal arts and general studies associate’s degrees—which are often geared toward transfer to the bachelor’s degree—do not place among the top five fields for earnings....”

“As viable, affordable, and relatively fast routes to economic opportunity for many students, certificates and associate’s degrees are too important to ignore.”

Source: Georgetown Center on Education and the Workforce



SO, WHAT DO WE DO?

Take a long, hard look at ourselves.

- Review our data.
- Do we truly value the sub-baccalaureate fields?
- Do we value the students whose hands get dirty for living?
- What evidence do we have that we equally value those outcomes?
- How does transfer work out for our students/former students?





We need a balance, and we need specific fields in the right number.

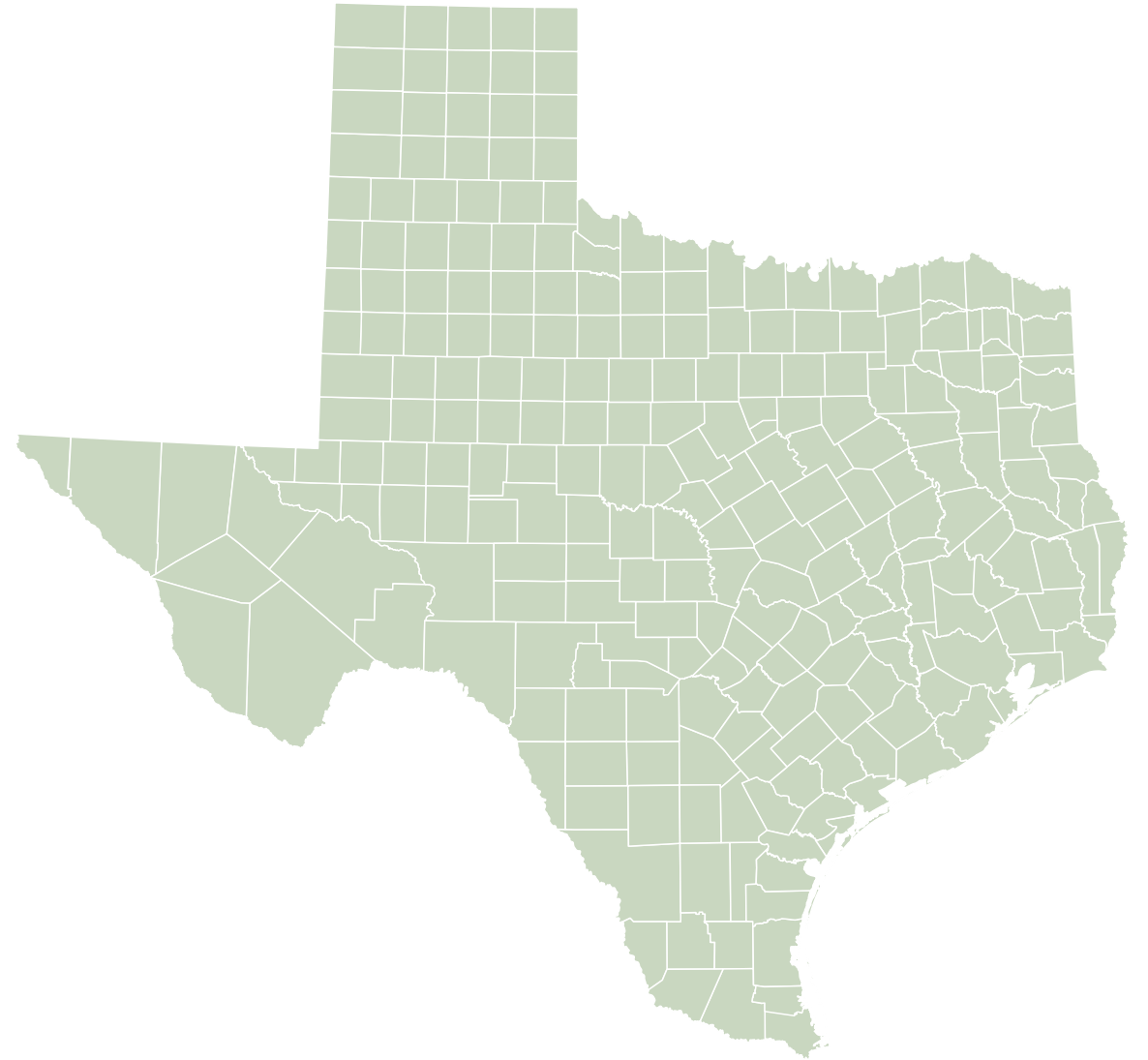
80% of Hispanic students who start higher education do so at a community college.

If we are to have more Hispanic doctors, teachers, higher education faculty, engineers...that is largely up to you

DISRUPTION DOES NOT HAVE TO BE CHAOTIC—IF IT IS PLANNED

Elevate and overemphasize certificates and associates degrees that are pathways to high demand, middle income or higher occupations **in your region.**

Who in the college's senior leadership team is immersed (nurturing, supporting, stewarding) workforce programs that are high-demand and middle-income or higher in your region?





Option 2 with animation. View in
presenter mode.

GET COMFORTABLE WITH DISRUPTION

- Remember, to improve the future,
we must disrupt the present.
- Our system got the way it is over time.
- We are out of balance...
societally and institutionally

ADAPTIVE LEADERSHIP IS REQUIRED

- Trustees must set expectations using data, trends, and targets.
- The CEO must communicate the purpose and, along with senior leadership, build the plan—balancing the tensions of growth, change, and loss.
 - Changes in beliefs, values, and approaches
 - Shifting priorities and resources
 - Changes across organizational boundaries

It is easier, in the short term,
to ignore the need for
adaptive change. But, over
the long-term, failing to do so
**leads to irrelevance and
extinction.**



T.L.L. TEMPLE FOUNDATION

— EST 1962

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THANK YOU

www.tlltemple.foundation