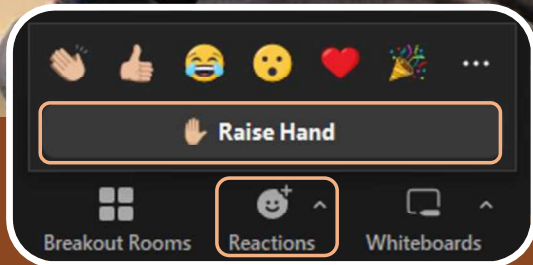
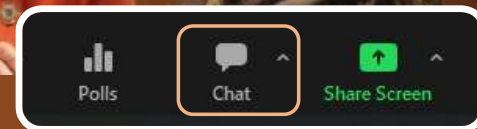


# Welcome!



If you would like to ask a question and respond to each others' comments, please use **Zoom's "Raise Hand"** function



Additionally, we encourage you to use **Zoom's Chat** function throughout the meeting.



Community College  
Association of Texas Trustees



# New Trustee Orientation

Thursday, January 25, 2024 | TACC Office in Austin, TX

# CCATT Officers 2022-2024



**Jay L. Barrett**  
Amarillo College  
Chair



**Susan Moore-Fontenot**  
Lee College  
Chair-Elect



**Carol Scott**  
Del Mar College  
Immediate Past Chair

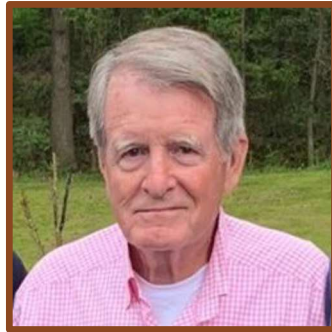


**Armin Cantini**  
Galveston College  
Secretary

# CCATT Board of Directors



**Cliff Boyd**  
Dallas College



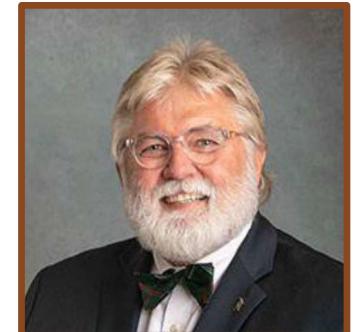
**Chuck Johns**  
Northeast Texas  
Community College



**Chris Edens**  
South Plains College



**Mike Hembree**  
Trinity Valley  
Community College



**K. Paul Holt**  
McLennan  
Community College



**Karla Metzler**  
North Central Texas College



**'Bel Sanchez**  
Alvin Community College



**Paul Rodriguez**  
South Texas College



**Bonnie Soria Najera**  
El Paso Community College

# 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



# Welcome!

---

Please share your name, college, occupation,  
& how long you have been a trustee.





- PREVIOUS WEBINARS & PRESENTATIONS
- TRUSTEE HANDBOOK
- TRUSTEE LEADERSHIP SEMINARS
- NEW TRUSTEE ORIENTATION

COMMUNITY COLLEGE ASSOCIATION OF TEXAS TRUSTEES

| Professional Development

# Trustee Handbook

The CCATT Board of Directors is excited to announce the launch of the **Trustee Handbook**, a virtual resource for community college board members!

The Handbook was developed in partnership with nationally recognized leaders, linked to the goals in the CCATT Board's current strategic plan *Focus Forward*, approved in July 2020. CCATT strives to be a premier source of community college trustee development, and we plan to highlight content from each section of the handbook as part of the **CCATT Webinar Series**.

**For your personal use, we encourage you to download the entire Handbook onto your device by clicking the word "Download"**



# Higher Education in Texas & the Role of the Trustee

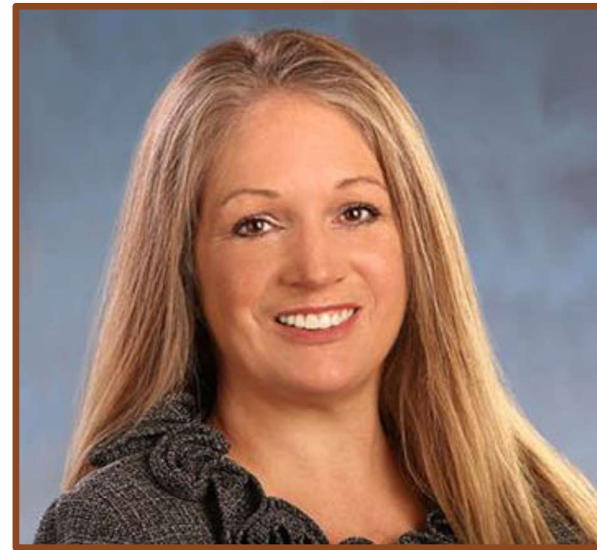
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# Speaker Introductions



**Dr. Martha Ellis**  
Senior Pathways Lead  
Texas Success Center



**Dr. Laurie Turner**  
Board of Regents  
Del Mar College

# New Trustee Orientation

Martha Ellis, Ph.D.  
January 25, 2024



Community College  
Association of Texas Trustees

# Texas Education Code

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- *Texas public junior colleges shall be two-year institutions primarily serving their local taxing districts and service areas in Texas and offering vocational, technical, and academic courses for certification or associate degrees. Continuing education, remedial and compensatory education consistent with open-admission policies, and programs of counseling and guidance shall be provided. Each institution shall insist on excellence in all academic areas--instruction, research, and public service. Faculty research, using the facilities provided for and consistent with the primary function of each institution, is encouraged. Funding for research should be from private sources, competitively acquired sources, local taxes, and other local revenue. (Texas Education code 3.g.130.0011)*

A Venn diagram consisting of three overlapping circles. The top circle is labeled 'TACC'. The bottom-left circle is labeled 'CCATT'. The bottom-right circle is labeled 'TSC'. The circles overlap in the center, and each pair of circles also overlaps. The diagram is centered on a white rectangular background with a thin black border, which is itself on a dark wood-grain background. Two dark vertical bars are positioned at the top and bottom center of the white background, appearing to hold it in place.

TACC

CCATT

TSC

Texas  
Association  
of  
Community  
Colleges  
(TACC)

- The collective voice representing the community college CEOs in Texas.
- Nongovernmental membership organization
- The primary mission is advocacy

Community  
College  
Association  
of Texas  
Trustees  
(CCATT)

- The collective voice representing the community college trustees and regents in Texas, with the mission to foster student success and ensure excellence in governance.
- Advocacy
- Professional Development

# Texas Success Center (TSC)

- Coherent, statewide framework for action and practice to increase student success leading to upward economic mobility
- Professional Development that is 100% grant-funded
- Part of national Student Success Center Network
- Texas Pathways Institutes & Board of Trustees Institute





# Community College Enrollment

What percentage of Texas freshmen and Sophomores in higher education are enrolled in community colleges? (fall 2022)

- A. 33%
- B. 52%
- C. 67%
- D. 73%

# Completion

What percentage of career and technical degrees and certificates are awarded by community colleges?

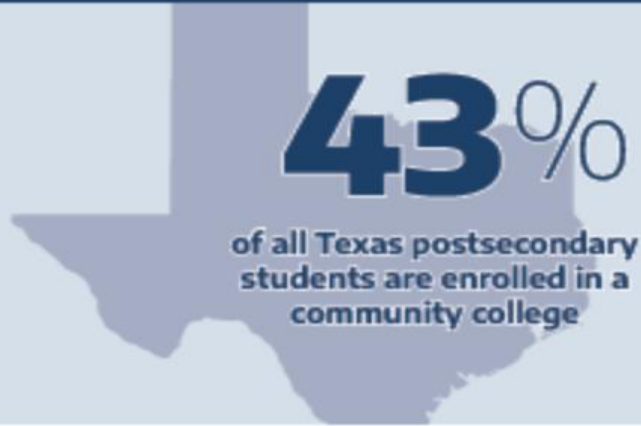
- A. 52%
- B. 64%
- C. 79%
- D. 93%

# Bachelor's Degrees

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

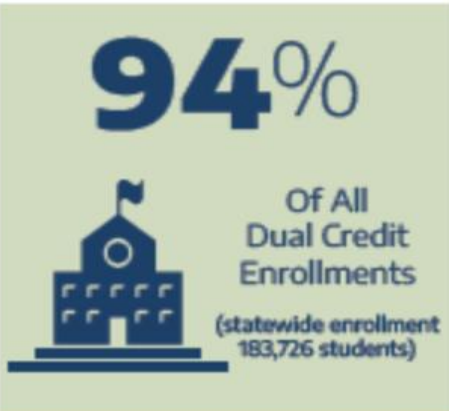
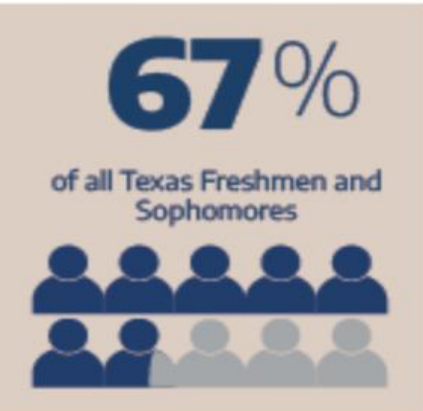
- A. 25%
- B. 37%
- C. 52%
- D. 69%

# TEXAS COMMUNITY COLLEGES SERVE THE STATE AT SCALE

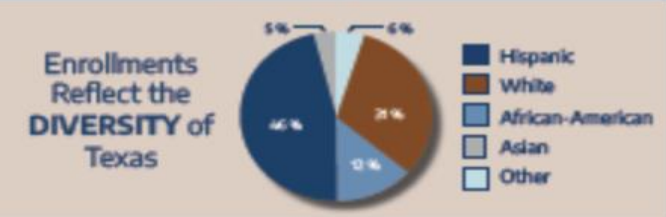


Sector	*Preliminary 2022 Enrollment	% of TX Enrollment
<b>COMMUNITY COLLEGES</b>	<b>640,882</b>	<b>43%</b>
Texas State Technical College	16,867	1%
Lamar State Colleges	9,712	1%
Public Universities	667,504	45%
Public Medical Institutions	31,869	2%
Private Institutions	128,255	9%

\*Preliminary Data presented at the THECB October 26, 2022 Committee on Innovation, Data, and Educational Analytics (IDEA)



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



Provide a pathway for transfer



**69%**

of all FY2021 bachelor's degree graduates had **some transfer** credits from a two-year college

**34%**

of all FY2021 bachelor's degree graduates had **more than 30 transfer credit hours** from a two-year college

**28%**

of students are enrolled in **DUAL CREDIT**

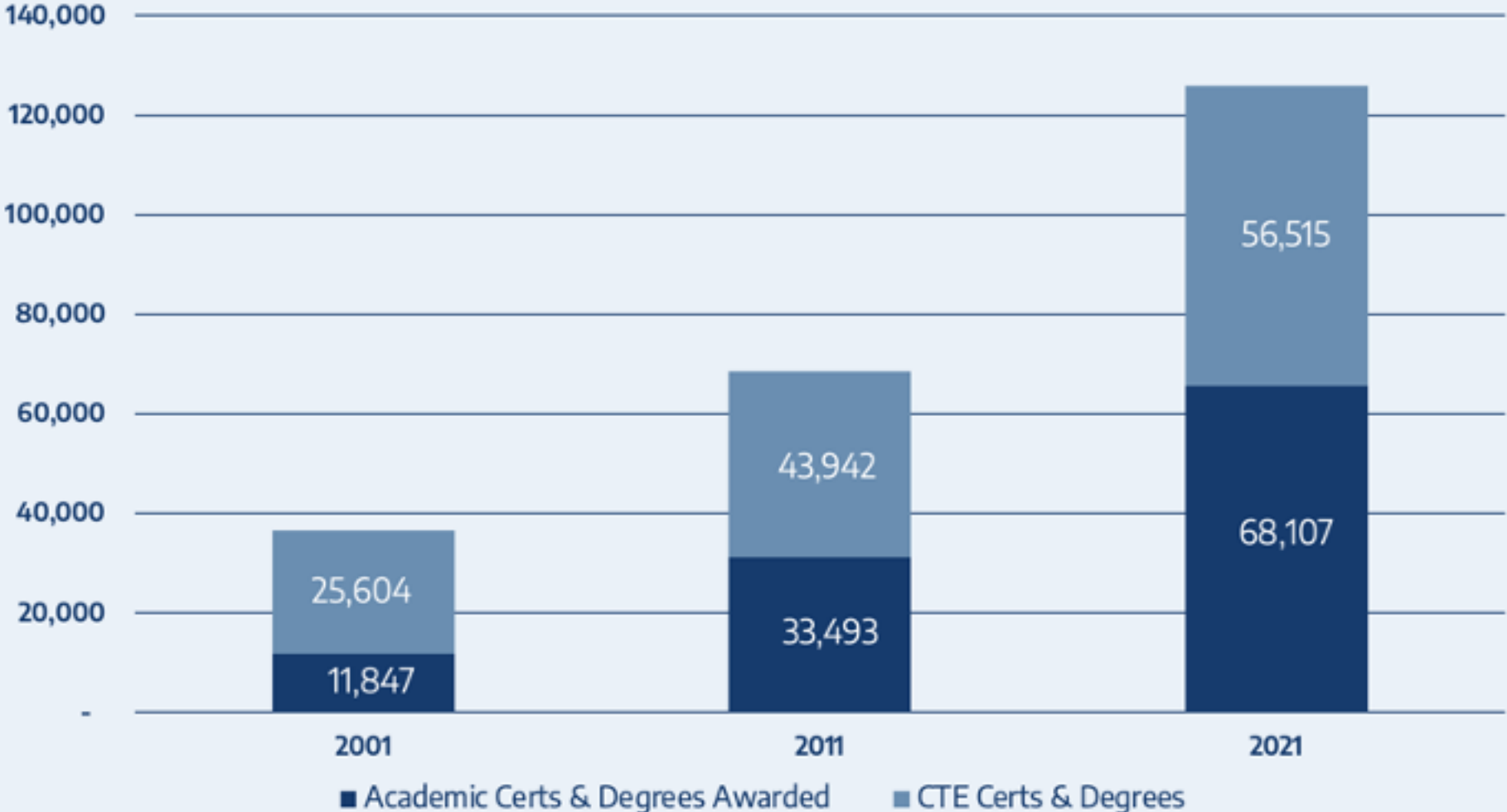
# Texas Higher Education Enrollments

Sector	Certified 2019 Enrollment	Certified 2020 Enrollment	Certified 2021 Enrollment	Certified 2022 Enrollment	Fall 2021 to Fall 2022 Percent Change	Fall 2019 to Fall 2022 Percent Change
Public Universities	657,985	667,046	665,213	666,322	0.2%	1.5%
Public Community Colleges	726,300	650,499	639,546	642,290	0.4%	-11.6%
Public State and Technical Colleges	20,810	23,106	25,818	27,064	4.8%	30.1%
Health-related Institutions	29,735	30,528	31,548	31,869*	1.0%	7.2%
Independent Colleges Universities	125,918	125,373	128,242	128,255*	0.0%	1.9%
<b>Total</b>	<b>1,560,748</b>	<b>1,496,552</b>	<b>1,490,367</b>	<b>1,495,800</b>	<b>0.4%</b>	<b>-4.2%</b>

Data Source: CBM001, CBM0C1, Accountability System , \*Preliminary Data from THECB



# Texas Community Colleges Help Meet Workforce Needs



Degrees and certificates earned **increased by 61% from 2011 to 2021** despite mostly flat enrollment:

- **28% growth** in CTE credentials
- **104% growth** in Academic certificates and degrees



TWO-YEAR INSTITUTIONS



# STUDENT FINANCIAL WELLNESS SURVEY RESULTS

FALL 2020

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

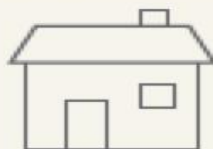


**68%** of students **WORRY ABOUT HAVING ENOUGH MONEY** to pay for school

**50%** of students have **RUN OUT OF MONEY** 3 or more times in the past year **x3**



**48%** of students show **SIGNS OF HOUSING INSECURITY** (struggling to pay rent/utilities or the need to move frequently)



**54%** of students indicate that it is important to them to **SUPPORT THEIR FAMILY FINANCIALLY** while in school



**58%** of students said their **FAMILY'S FINANCES HAVE WORSENERD** since before the COVID-19 pandemic



**23%** of students show signs of **VERY LOW FOOD SECURITY** according to the USDA scale (skipping meals, eating less or less nutritious food)



**72%** of **STUDENTS ARE LESS THAN CONFIDENT** they will be able to **pay off the debt** they acquired while in school

**84%** of students reported that the **COVID-19 PANDEMIC ADDED TO THEIR LEVELS OF STRESS, ANXIETY, OR DEPRESSION**

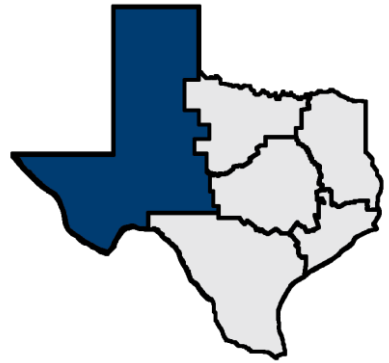




A few more  
details about  
TX  
community  
colleges...

- 50 districts with over 100 campuses
- Districts range in enrollment from 1,400 to 72,000 (SCH)
- Accredited by Southern Association of Colleges & Schools Commission on Colleges (SACSCOC)
- Open door admissions
- Semester credit hour tuition range from \$57 to \$139 per SCH for in-district
- On semester system with associate degrees being capped at 60 SCH
- Offer Adult Education and Literacy (AEL), Continuing Education, Certificates, Associate Degrees, & limited bachelor's degrees

# Regions of Texas Community Colleges



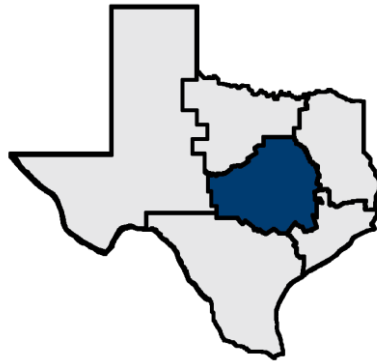
## West

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



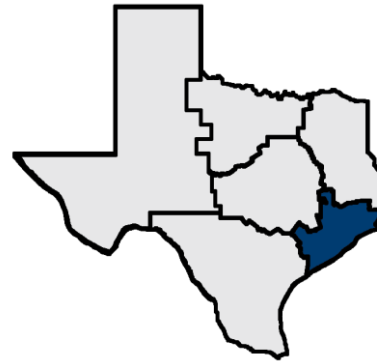
## South

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



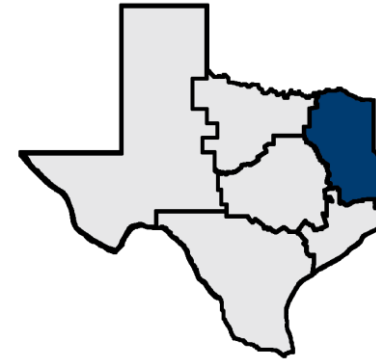
## Central

Austin  
Blinn  
Central Texas  
Hill  
McLennan  
Navarro  
Temple



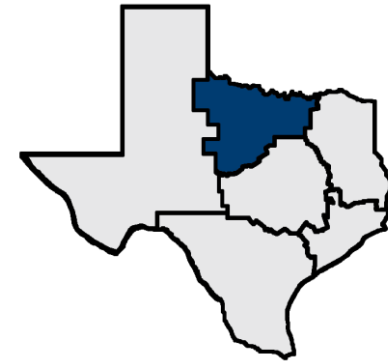
## Southeast

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

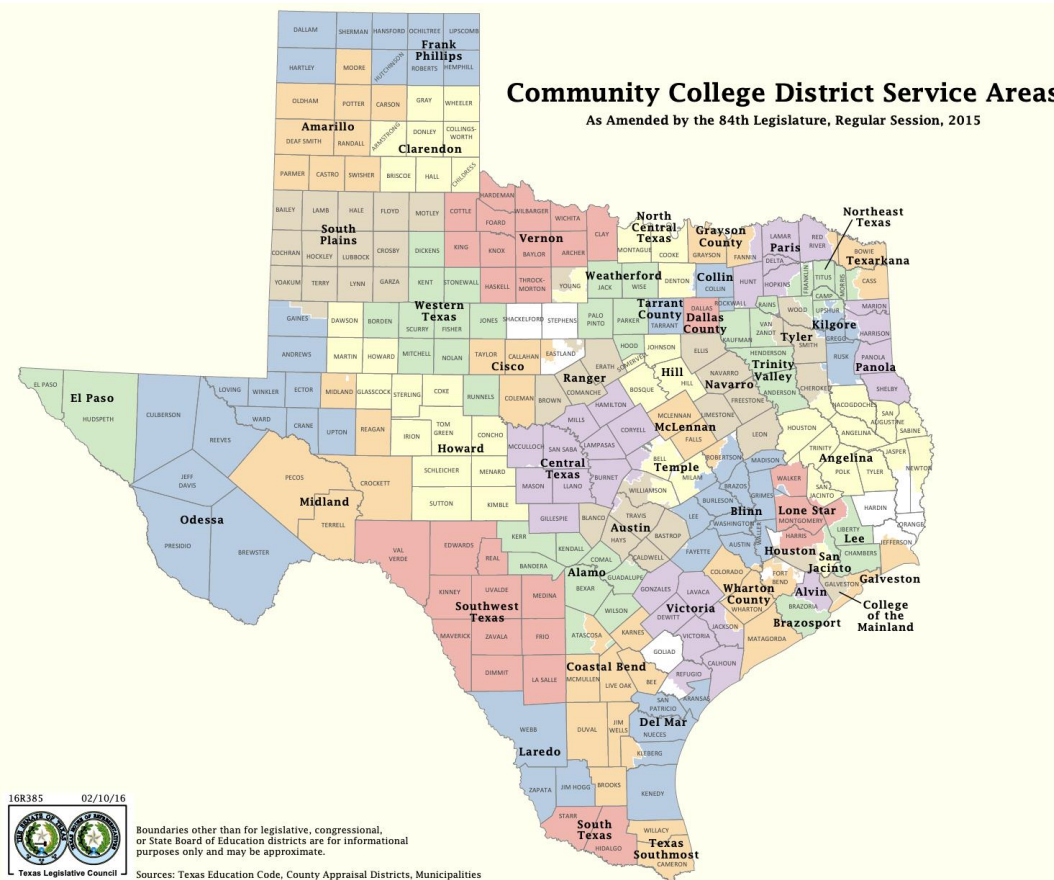
# Governance

- Fifty independent districts governed by elected Boards of Trustees
  - 7 to 14 members
  - 6-year rotating terms
  - At-large & single-member districts
  - Committees & full board executive session
  - Follow open-meetings law with required training within 90 days of term
  - CEO reports to the Board
- [Texas Education Code 3. g 130.082](#)

# Service Areas & Taxing Districts

## Community College District Service Areas

As Amended by the 84th Legislature, Regular Session, 2015

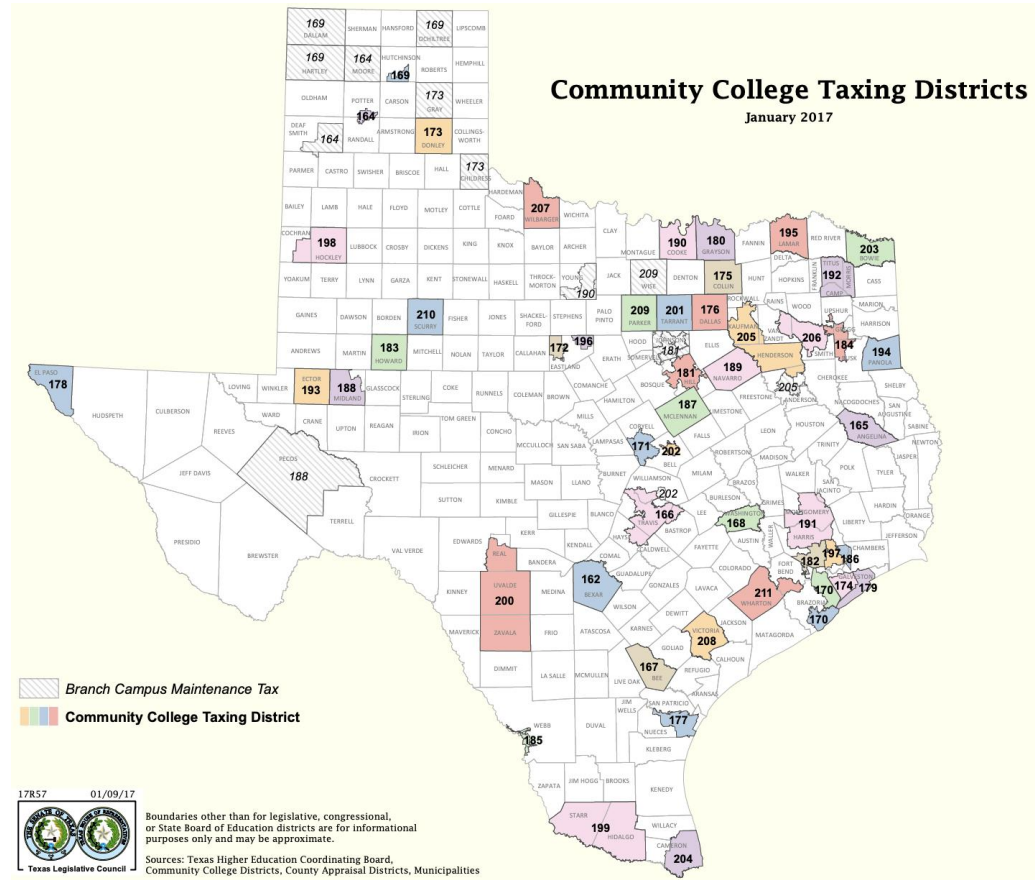


## Community College Districts\*

- 162 - Alamo Colleges
- 163 - Alvin Community College
- 164 - Amarillo College
- 165 - Angelina College
- 166 - Austin Community College District
- 167 - Coastal Bend College
- 168 - Blinn College
- 169 - Frank Phillips College
- 170 - Brazosport College
- 171 - Central Texas College
- 172 - Cisco College
- 173 - Clarendon College
- 174 - College of the Mainland
- 175 - Collin College
- 176 - Dallas County Community College District
- 177 - Del Mar College
- 178 - El Paso Community College
- 179 - Galveston College
- 180 - Grayson College
- 181 - Hill College
- 182 - Houston Community College
- 183 - Howard College
- 184 - Kilgore College
- 185 - Laredo Community College
- 186 - Lee College
- 187 - McLennan Community College
- 188 - Midland College
- 189 - Navarro College
- 190 - North Central Texas College
- 191 - Lone Star College System
- 192 - Northeast Texas Community College
- 193 - Odessa College
- 194 - Panola College
- 195 - Paris Junior College
- 196 - Ranger College
- 197 - San Jacinto College
- 198 - South Plains College
- 199 - South Texas College
- 200 - Southwest Texas Junior College
- 201 - Tarrant County College
- 202 - Temple College
- 203 - Texarkana College
- 204 - Texas Southmost College
- 205 - Trinity Valley Community College
- 206 - Tyler Junior College
- 207 - Vernon College
- 208 - Victoria College
- 209 - Weatherford College
- 210 - Western Texas College
- 211 - Wharton County Junior College

## Community College Taxing Districts

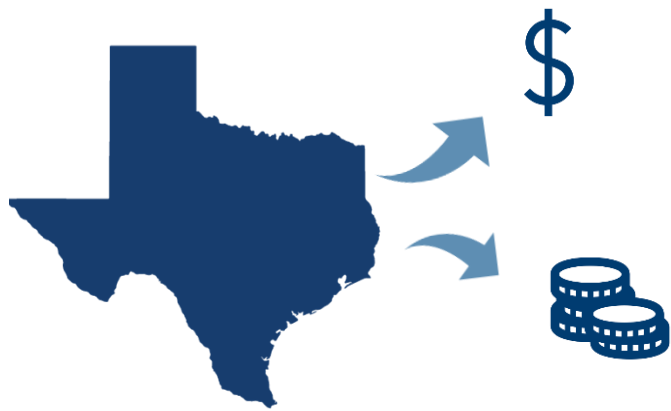
January 2017



Boundaries other than for legislative, congressional, or State Board of Education districts are for informational purposes only and may be approximate.  
Sources: Texas Education Code, County Appraisal Districts, Municipalities

Boundaries other than for legislative, congressional, or State Board of Education districts are for informational purposes only and may be approximate.  
Sources: Texas Higher Education Coordinating Board, Community College Districts, County Appraisal Districts, Municipalities

# Texas community colleges are currently funded through 3 main sources of revenue



**State Appropriations**



**Local Property Taxes**

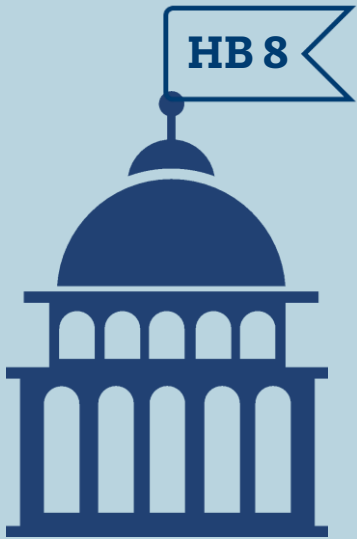


**Tuition & Fees**

# Texas Legislature

- Meets every other year from January–May
- Texas Association of Community Colleges (TACC) & Community Colleges Association of Texas Trustees (CCATT) advocacy for Texas community colleges
- Budget is on a biennium because of legislative cycle

# Key Components of House Bill 8



## Financial Aid for Swift Transfer (FAST)

A new financial aid program that would allow “educationally disadvantaged” students to enroll in dual credit classes at no cost to them.



## Shared Services

Encourages public junior colleges to participate in institutional collaborations that help students afford college, complete credentials, and transfer.



## Performance Tier

The funding level that constitutes the majority of state funding and is comprised of measurable outcomes.



## Base Tier

The funding level that ensures each public junior college has access to a defined level of funding for instruction and operations.



## Community College Standing Advisory Committee (SAC)

A group of community college leaders that will provide advice and counsel to the Texas Higher Education Coordinating Board during implementation.

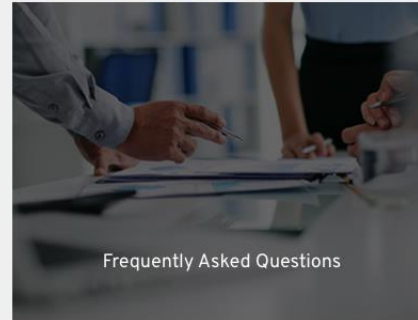
# Texas Higher Education Coordinating Board

- 60x30 Texas & Building a Talent Strong Texas
- Coordination, data collection & rulemaking for legislation
- Academic Course Guide Manual (ACGM)
- Workforce Education Course Manual (WECM)



# Texas Higher Education Coordinating Board: House Bill 8 Website

## TOPIC BREAKDOWN



Texas Higher Education  
COORDINATING BOARD

About ▾ Our Work ▾ Explore our Data ▾ Meetings & Events ▾ Media & Government Relations ▾

# Community College Finance

## Overview

With the passage of House Bill 8 in 2023, Texas is transforming the way it funds community colleges. Texas is moving away from a static system tied primarily to students' time in class to a modern and dynamic outcomes-based formula that reflects the needs of our world-class economy. For the first time, we will support community colleges based on specific goals aligned with our state's higher education strategic plan, [Building a Talent Strong Texas](#), as well as regional and state workforce needs.

## LANDING PAGE

# Community College Standing Advisory Committee

## VERY LARGE COLLEGES

- William Serrata, El Paso College, CEO (**Chairman**)
- Jennifer Mott, Lone Star College, CFO
- Teri Zamora, San Jacinto College, CFO
- Jenna Cullinane Hege, Austin Community College, IR

## MEDIUM COLLEGES

- Jeremy McMillen, Grayson College, CEO
- Chris Sullivan, Angelina College, CFO
- Pam Anglin, Paris College, CEO

## LARGE COLLEGES

- Brent Wallace, North Central Texas College, CEO
- Leonard Rivera, Del Mar College, CE
- Ray Martinez, President & CEO, TACC

## SMALL COLLEGES

- Tex Buckhaults, Clarendon College, CEO
- Brenda Claxton, Howard College, CFO

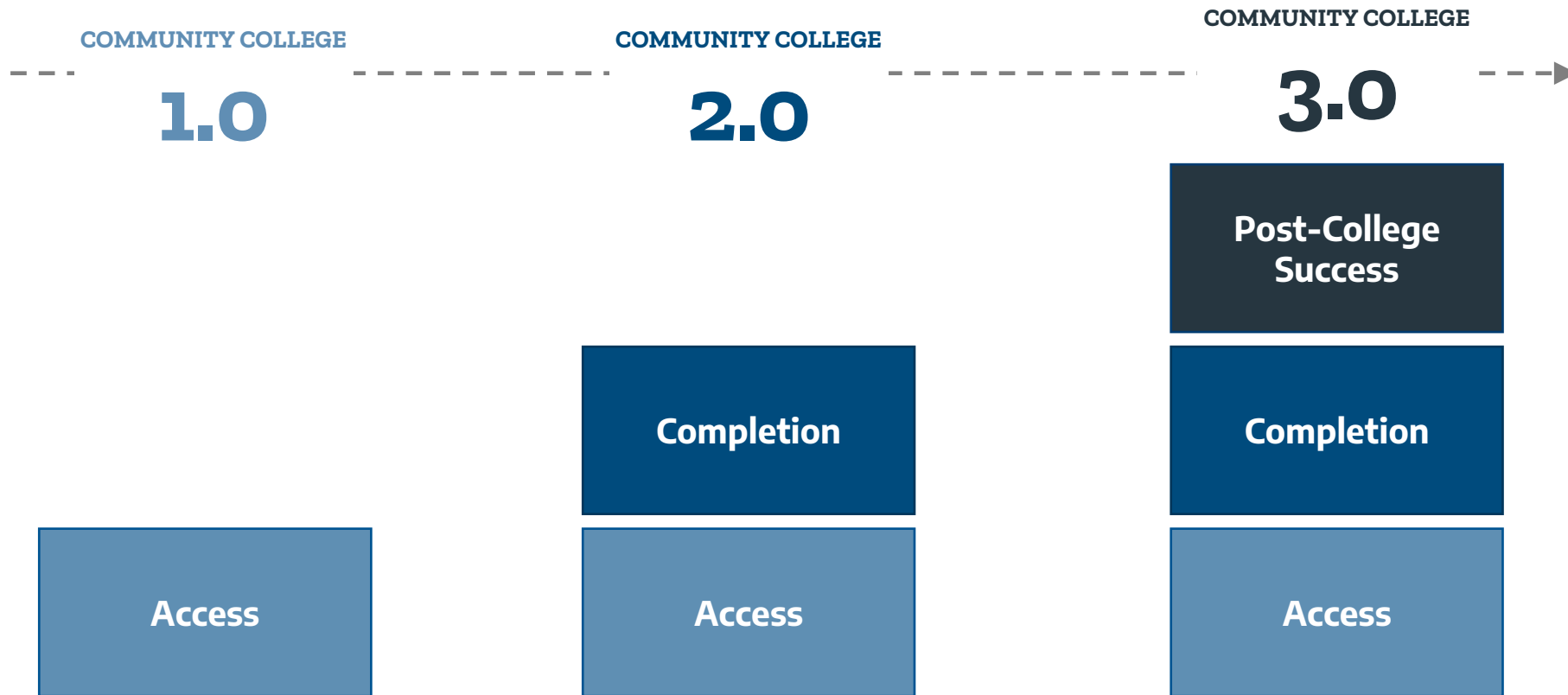
# The Challenge

- Challenges with Texas' socioeconomic **upward mobility** and economic prosperity.
- The increasingly critical need for an educated and **trained workforce**.
- 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!*

# Community Colleges



# Board Responsibility

---

- Set the Strategic Direction for Student Success
- Monitor What Matters
- Create the Culture for Transformation

# Responsibilities of the Board

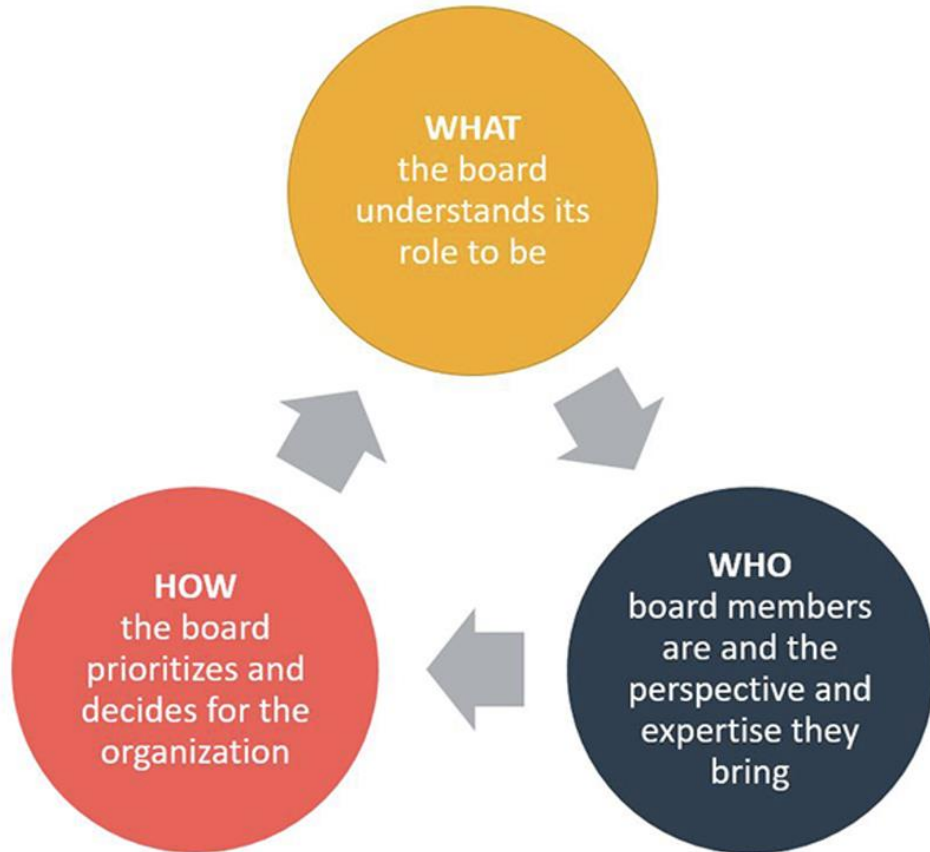
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- Promoting the college (tie #1)
- Budget/financial management review and approval (tie #1)
- Assessing institutional performance
- Policy development, review, and approval
- Strategic planning
- Assessing the effectiveness of the CEO
- Setting institutional goals
- Spend an average of 6.21 hours per week on board matters

• Kater, S. *CC Trustees: Decision-Making in Uncertain Times* Presentation ACCT conference, 2023

# Purpose Driven Governance

---



Mission of the college

Civil Servants who care about students and the community

Community has entrusted the college to the Board

Partnership with CEO

# President & CEO Relationship

---

- President provides you with the information you need to govern effectively
- President operationalizes the direction, funding, and policies that are approved by the Board
- The board hires, evaluates, and partners with the CEO to set annual priorities to accomplish the vision, mission and direction for the college



# Higher Education in Texas & the Role of the Trustee

---



## **9 Principles of Effective Trusteeship**

1. Act as a unit
2. Represent the common good
3. Set policy direction for the college
4. Employ, support, & evaluate the CEO
5. Define policy standards for college operations
6. Monitor institutional performance
7. Create a positive college climate
8. Support & advocate for the interests of the institution
9. Lead as a thoughtful, informed team



# Break

---

Thank you for joining us!  
The orientation will resume at 10:45 AM.



# **Fiscal Responsibilities**

---



## Speaker Introduction



### **Neil Vickers**

Executive Vice Chancellor, Finance & Administration  
Austin Community College District

# CCATT Finance Presentation

ACC Finance & Administration

# The Role of the CFO

- The Chief Financial Officer
  - At most CCs the CFO is also responsible multiple administrative divisions (e.g. HR, Facilities and/or IT)
- The CFO supports many of the CEO's and Trustees' primary responsibilities.
- As such, the CEO-CFO relationship is critical to the institutions success.

**Transparency & Trust**

# What Drives your Budget?

- Strategic Plan
  - Usually 3-5 years
- Long-Term Facilities Plan
  - Usually 10-20 years
- Board Policies
  - Establishes Values and Priorities



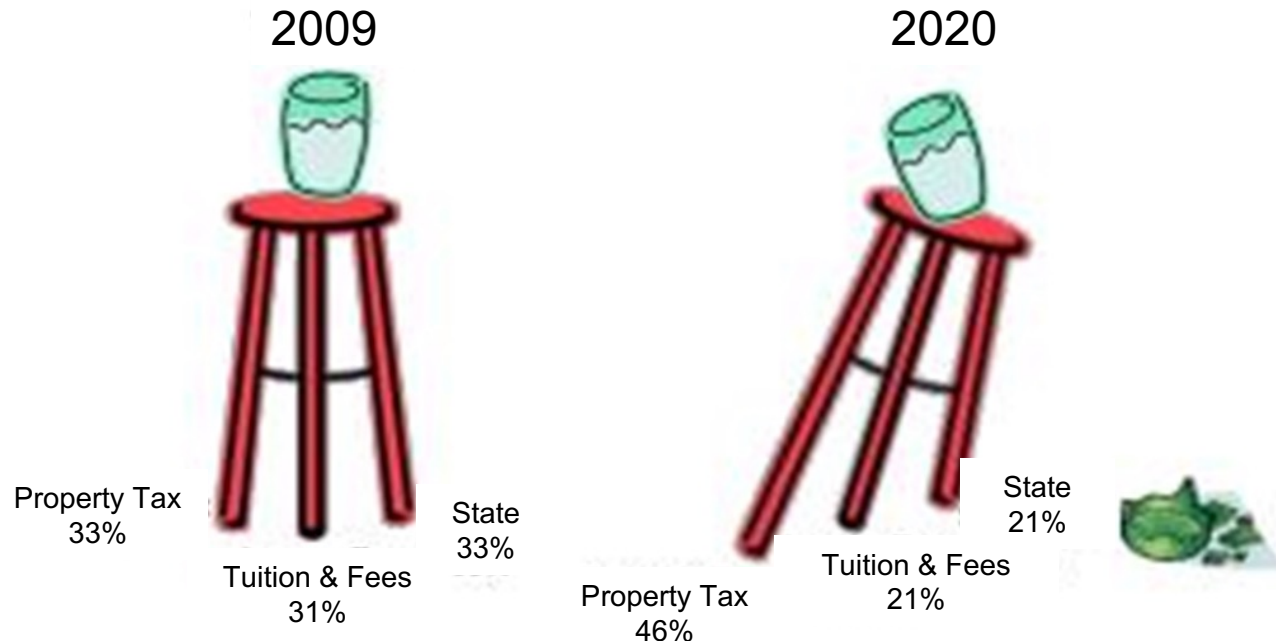
# Fiscal Policies

- Budget
- Tuition & Fees
- Property Taxes
- Compensation & Benefits
- Capital Outlay
- Cash Reserves
- Facilities Standards

**Do your policies align with your institutional values and strategic plan?**

# CC Funding Sources

## The three legged stool



# State Appropriations

- Determined biannually via General Appropriations Act
  - No constitutional requirement to fund
  - “an amount sufficient to supplement local funds”
  - “used exclusively for the purpose of paying salaries of the instructional and administrative forces of the several institutions and the purchase of supplies and materials for instructional purposes”
    - Therefore, no funding for facilities or facilities maintenance
- Types of State Funding
  - Contact Hour Formula
  - Success Points
  - Core Operations
  - ERS Health Insurance
  - TRS Retirement

# State Appropriations

- Determined biannually via General Appropriations Act
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    - Therefore, no funding for facilities or facilities maintenance
- Types of State Funding
  - HB8!
  - HB8!
  - HB8!
  - ERS Health Insurance
  - TRS Retirement

# Tuition & Fees

- Board sets tuition & fee rates
  - Board has almost complete discretion
- Different tuition rates based on residency (In-District, Out of District, Out of State)
  - Are rates formula driven by Board Policy?
- Tuition versus Fees
- Waivers/Exemptions
  - Mandated (Hazelwood, Blind/Deaf, etc)
  - Optional (Dual Credit, Seniors, etc)

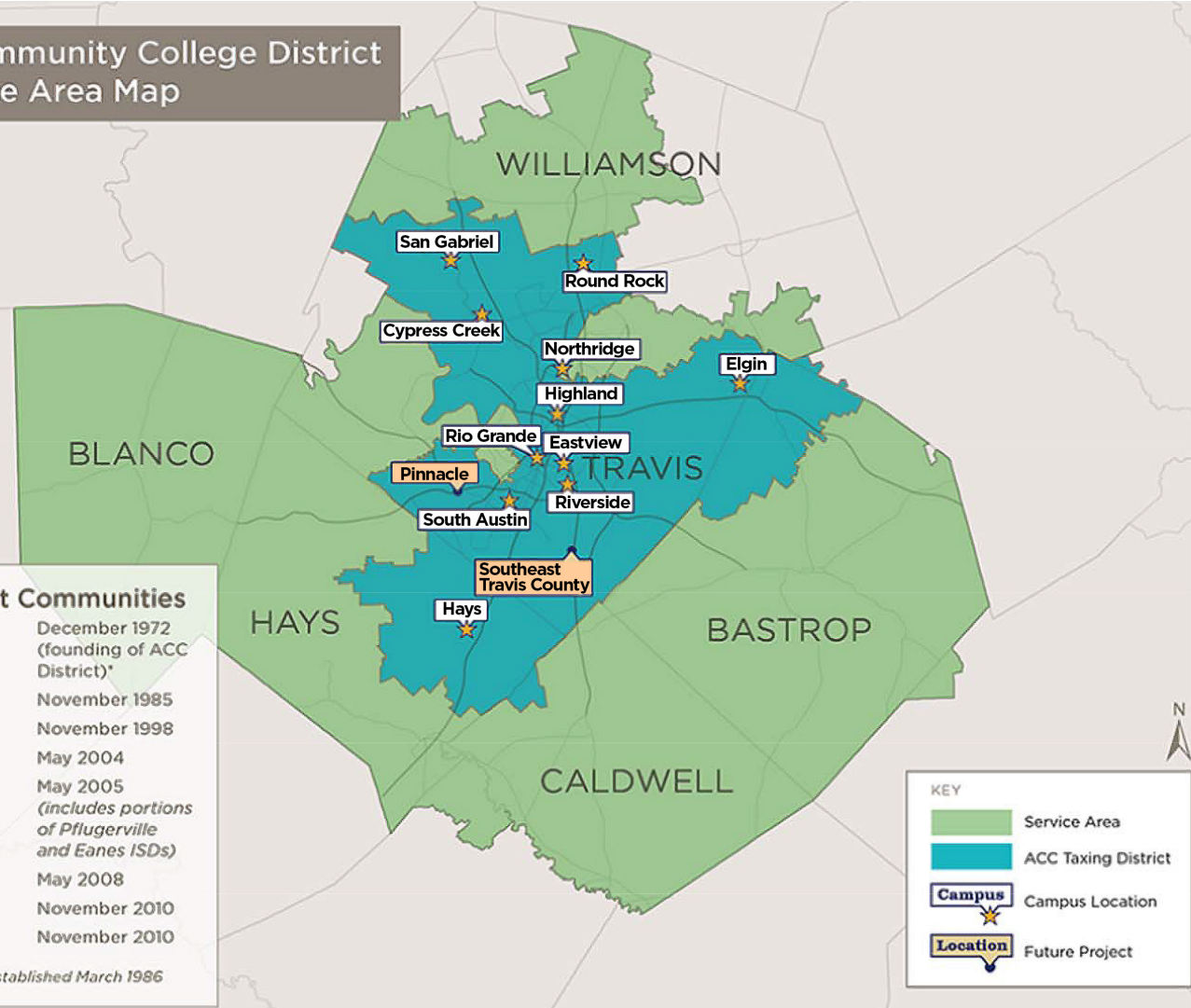
How much of our T&F is pledged to debt?

How much is waived/exempted?

# Property Taxes

- Taxing District versus Service Area
- Two components:
  - Maintenance & Operations
    - Is your M&O Rate “capped”?
  - Debt Service
    - Supports voter approved bonds
      - Have we explored Maintenance Tax Notes?

# Austin Community College District and Service Area Map



## Service Area

- 7,000 sq miles
- 6 counties

## Taxing District





- Lower tuition
- Annexation by local election
- 7 ISDs
- City of Austin

### ACC District Communities

Austin ISD	December 1972 (founding of ACC District)*
Leander ISD	November 1985
Manor ISD	November 1998
Del Valle ISD	May 2004
City of Austin	May 2005 (includes portions of Pflugerville and Eanes ISDs)
Round Rock ISD	May 2008
Elgin ISD	November 2010
Hays CISD	November 2010

\*Taxing authority established March 1986

**KEY**

-  Service Area
-  ACC Taxing District
-  Campus Location
-  Future Project

# But What about Grants?

- The vast majority of CC grants go to students (e.g. financial aid)
- Operating grants can be helpful to “pilot” to new programs or initiatives, but rarely help fund core operations.
- They can also be great for funding short-term or “one-time” expenses.
  - Perkins is very useful in this regard.
- Remember grants are restricted for specific purposes and most have a finite term.
- Be careful relying on grants to funds on-going operational costs.



# Compensation

- Does your policy establish a minimum wage?
- Does it establish compensation targets and define benchmarks?
  - How do you know if you are competitive?
- Does it define how you measure inflation/COLA?
- Are you sure your budget can support your Compensation Policy?

# Benefits - Health

Governed by State law and Board Policy

- Health Insurance is provided through the State's Employee Retirement System (ERS)
- State funds about 50% of the employer contribution with CC picking up the remainder.
- Generally, an employee must work at least 20 hours per week (half-time) to be eligible.
  - Adjuncts can participate (at their cost) if they teach at least one class each semester for more than 1 year.

Does your College pay for “optional” benefits (e.g. Dental, AD&D, Optional Life, etc)?

# Benefits - Retirement

- ACC participates in the Teachers Retirement System (TRS).
- State funds about 50% of the employer contribution with CC picking up the remainder.
- An employee must “regularly” work at least 20 hours per week to be eligible for TRS.
- Some CCs also participate in Social Security, while others opted out.

**Does your College participate in Social Security?**

# Other Expenses

- Debt Service
  - Annual payment for outstanding debt
- Capital Outlay
  - Technology and Equipment Plan
  - Facilities Maintenance/Renovations
- Institutional Expenses
  - Insurance, Tax Collections, Utilities, etc
- Departmental Expenses
  - Supplies, Travel, other departmental costs

# Cash Reserves

- Cash Reserves are important for fiscal stability. (The Rainy Day Fund)
- However, too much could imply we have under utilized resources.
- There is no statutory requirement
- Minimum reserves of 2-3 months of operating expenses is very common.

**Do we have a Cash Reserve Policy?**

# Procurement

- Regulated by state law and Board policy.
- Generally, CCs must follow the same laws as ISDs (Chapter 44 Education Code).
  - Requires an statutory procurement method for goods or services costing \$50k or more in a 12-month period.
  - There are special laws for certain types of professional services, like attorneys, accountants, engineers, etc.
- Board Policy should establish clear delegation limits for the CEO
  - Purchases above these limits should require Board approval

What are your delegation limits and does your policy have different limits or processes for different types of purchases (e.g. construction services)?

# Investments

- CC investments are governed by the Texas Public Funds Investment Act (PFIA).
  - The PFIA requires the Board to adopt an investment policy.
  - Additionally, PFIA requires the Board to appoint one or more Investment Officer(s).
  - The PFIA lists the allowable types of investments.
    - Board policy can be, and probably should be, more restrictive.
  - PFIA requires the Board receive investment reports at least quarterly.
- The Board must approve College depositories

**Do you know where the funds are and if they are safe?**

# Financial Reporting

- Annual Financial Report (AFR)
  - CCs are required by law to prepare an “audited” annual financial report.
  - The Board selects the financial auditor and the auditor reports to the Board.
- Budget to Actuals Report
  - Board should receive Budget to Actuals reports through out the year.
    - Could be monthly, quarterly or semester.

**Does your audited AFR reflects the budget performance that was reported in your Budget to Actuals reports?**



# Debt Financing Options

- All College debt requires Texas AG approval.
- General Obligation Debt
  - Supported by local ad valorem taxes
  - Voter approved (election required)
- Combined Fee Revenue Debt
  - Supported by tuition and fees
  - Board approval (no election required)
- Public Facilities Corporation Finance
  - Supported by lease payments by the District
  - Board approval (no election required)
- Maintenance Tax Notes
  - Supported by local ad valorem taxes
  - Issued for maintenance and renovation of existing capital improvements
  - Board approval (no election required)

# Networking Lunch

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Members of the TACC Advocacy Team are joining us!

What questions do you have about the Texas legislative process?

Share your previous experiences with state & federal advocacy – what stands out?



# Texas Pathways & Data-Informed Governance

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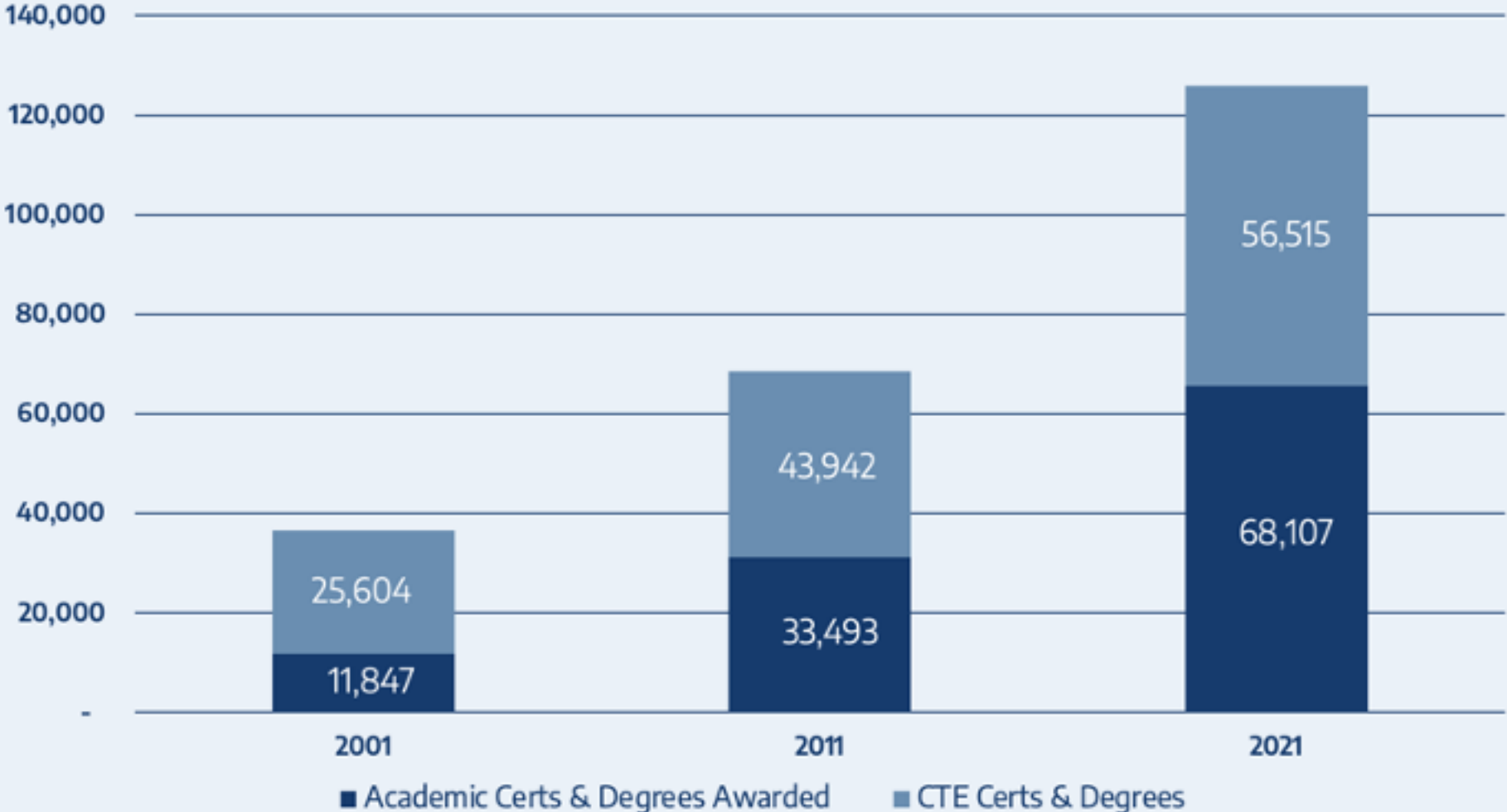
# New Trustee Orientation

Martha Ellis, Ph.D.  
January 25, 2024



Community College  
Association of Texas Trustees

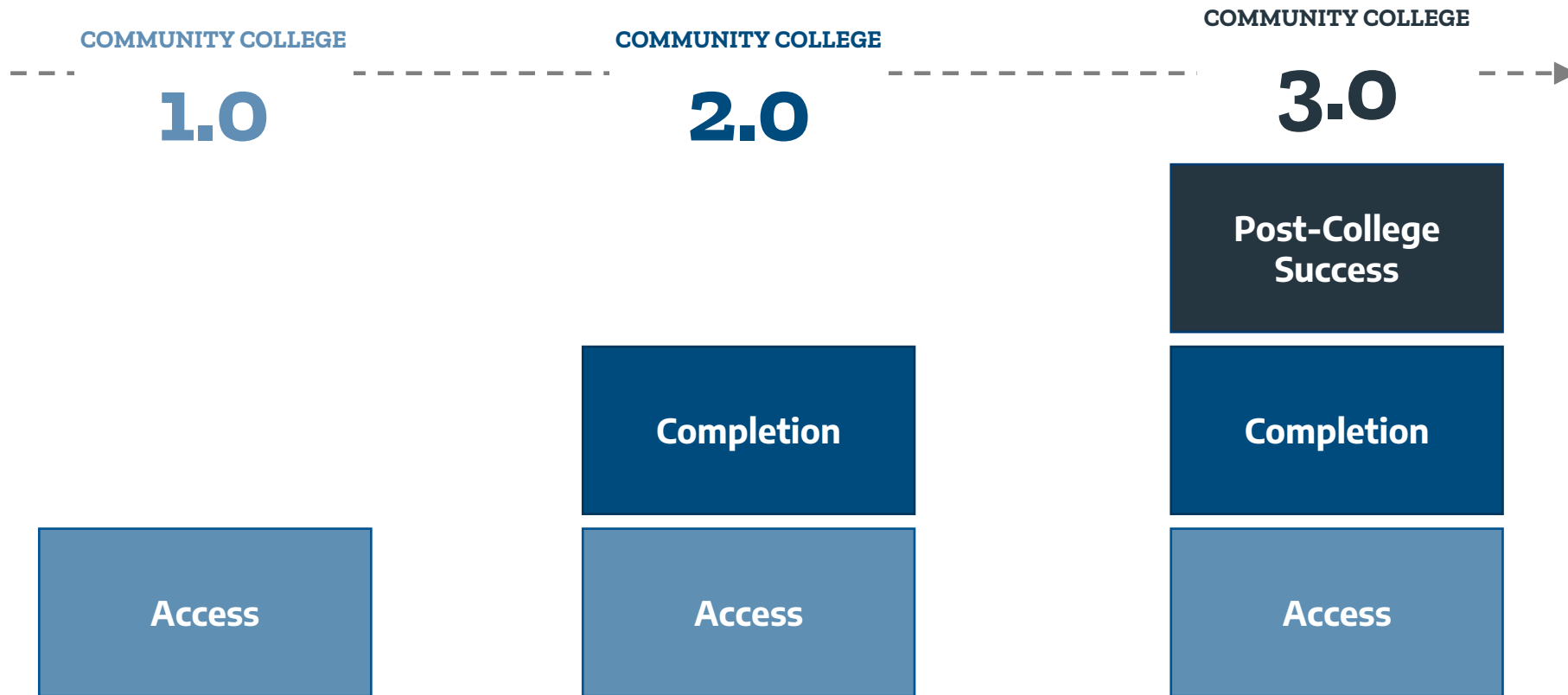
# Texas Community Colleges Help Meet Workforce Needs



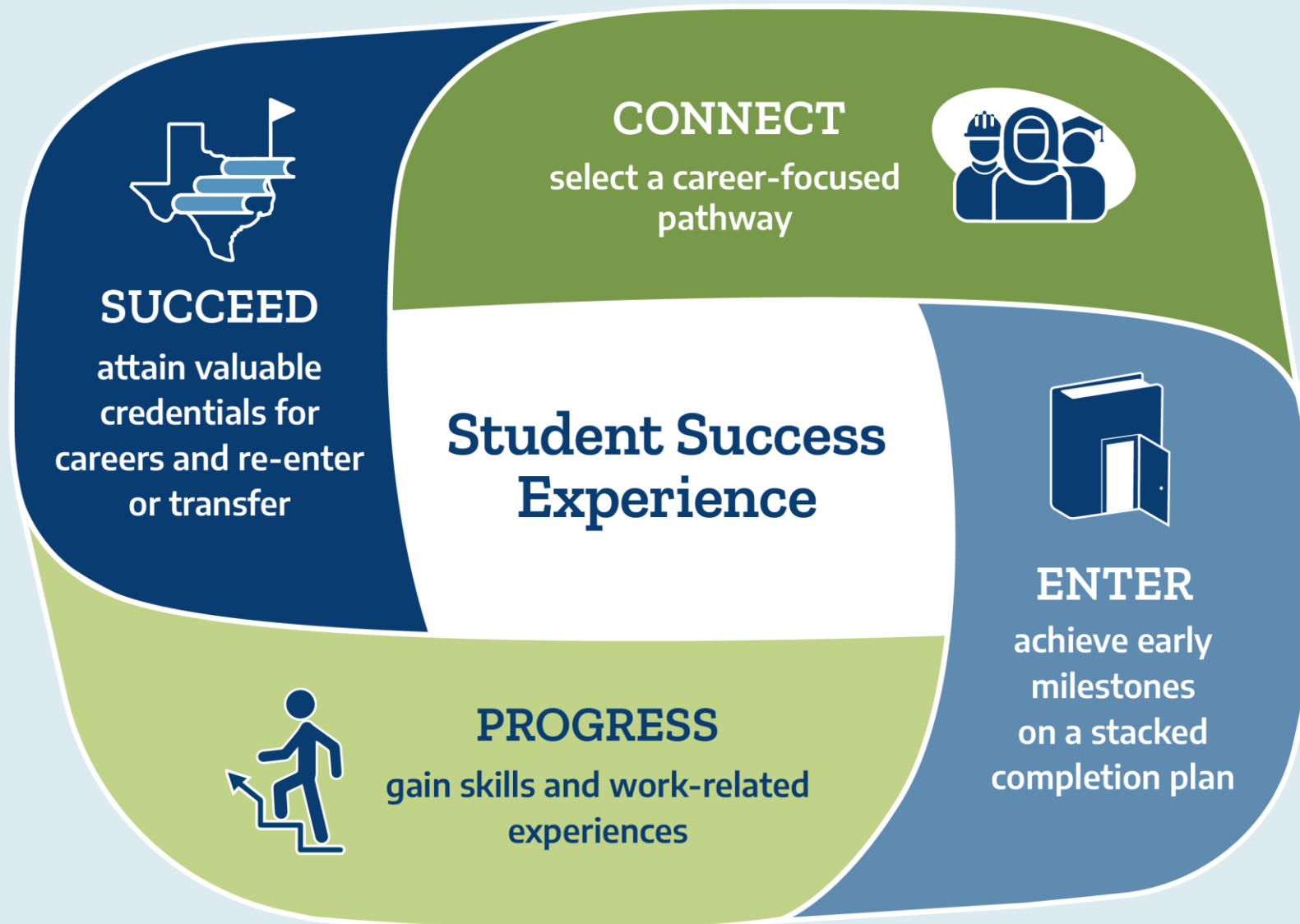
Degrees and certificates earned **increased by 61% from 2011 to 2021** despite mostly flat enrollment:

- **28% growth** in CTE credentials
- **104% growth** in Academic certificates and degrees

# Community Colleges



# Talent Strong Texas Pathways Framework



Success

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

Belonging  
& Wellness

Psychological,  
Basic & Safety Needs



# Talent Strong Texas Pathways

## Four Pillars of Essential Practices

1

**Map pathways to student end goals**

Employer-informed maps from multiple entry & reentry points to completion, transfer, & valuable careers

2

**Help students choose and enter a pathway**

Career- focused onboarding with academic & social integration to promote college-level success in the 1st year

3

**Keep students on their pathway**

Proactive supports to improve completion & transfer, enhance belongingness, & address students' basic needs

4

**Ensure students are learning**

Active & work-based learning with culturally responsive teaching aligned with careers & further education

# Board Responsibility



Set the Strategic Direction  
for Student Success



Monitor What Matters



Create the Culture for  
Transformation

# Data Informed Governance Framework

## The Board

- Defines clear objectives
- Defines goals for the identified data
- Requests CEO to collect & visual data
- Partners with CEO in Sense-Making
- Considers context & expertise

## The Board

- Makes informed governance decisions
- Takes action & evaluates
- Builds a data culture
- Insists on privacy & ethical considerations

■ Fall First Time College Students: 1,260



= 10 students

■ Completed Fall Successfully: 1,069 (85%)



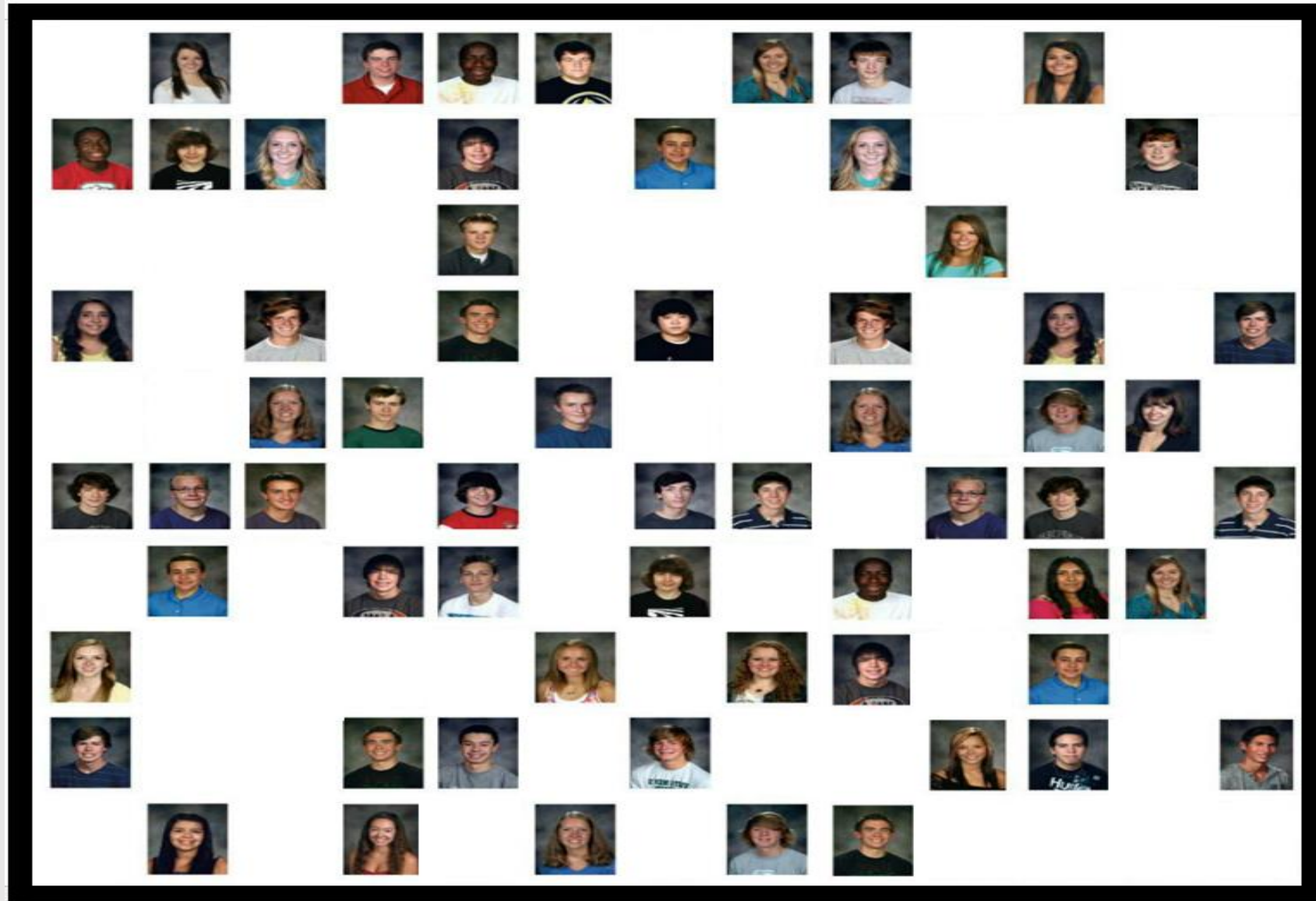
= 10 students

■ Returned Spring : 957 (76%)



= 10 students


■ Returned Fall: 614 (49%)



 = 10 students

- Graduated in 3 years: 251 (20%)



 = 10 graduates



# Dashboards

- <https://tacc.org/tsc/program-level-data-dashboards>
- <https://tacc.org/tsc/key-performance-indicator-dashboards>
- <https://dair.actx.edu/>
- [https://sites.google.com/austincc.edu/acc-strategic-plan/?\\_gl=1\\*hn4dop\\*\\_ga\\*MTUwNzg1NTM2OC4xNjE1MjMzNDM2\\*\\_ga\\_WCRFYXY5XT\\*MTcwNTUwNjk3OS4yOS4xLjE3MDU1MDcxMTcuNDkuMC4w](https://sites.google.com/austincc.edu/acc-strategic-plan/?_gl=1*hn4dop*_ga*MTUwNzg1NTM2OC4xNjE1MjMzNDM2*_ga_WCRFYXY5XT*MTcwNTUwNjk3OS4yOS4xLjE3MDU1MDcxMTcuNDkuMC4w)

# Data Informed Governance Framework

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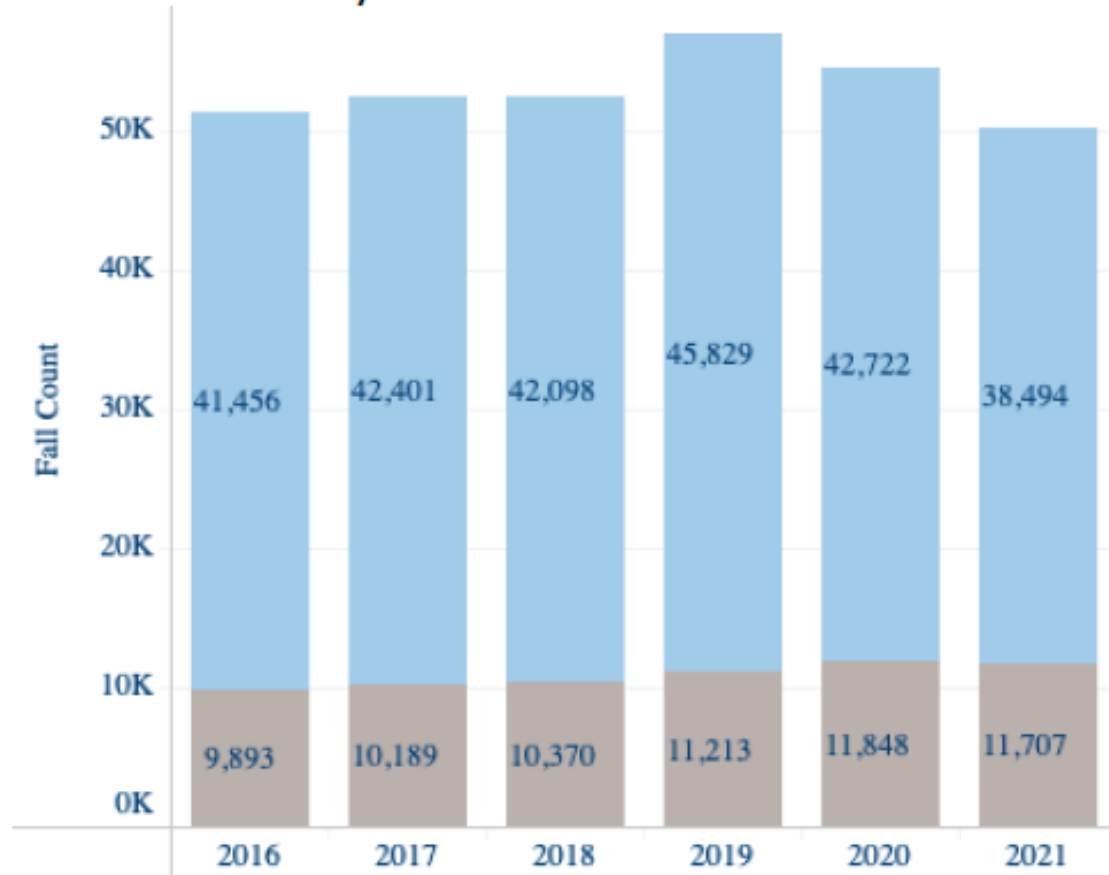
# Dynamic Process

Data-informed governance is a dynamic & iterative cycle



# College Data Set\*

Enrollment by Academic and Technical Programs (THECB data)



Blue-Academic  
Gray-Technical

# Break

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Thank you for joining us!  
The orientation will resume at 1:45 PM.



# **Purpose Driven Governance & the Board-CEO Relationship**

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# Speaker Introductions



**Dr. Johnette McKown**  
President  
McLennan Community College



**Earl Stinnett**  
Board Chair  
McLennan Community College

Purpose Driven  
Governance  
Board – CEO  
Relationship

January 25, 2024



Community College  
Association of Texas  
Trustees



# Governance as Power

The Board's general effectiveness in governance practice, combined with how the Board of Trustees and the CEO interact, sets the tone for the whole college.

Dr. Dan Phelan, President, Jackson College



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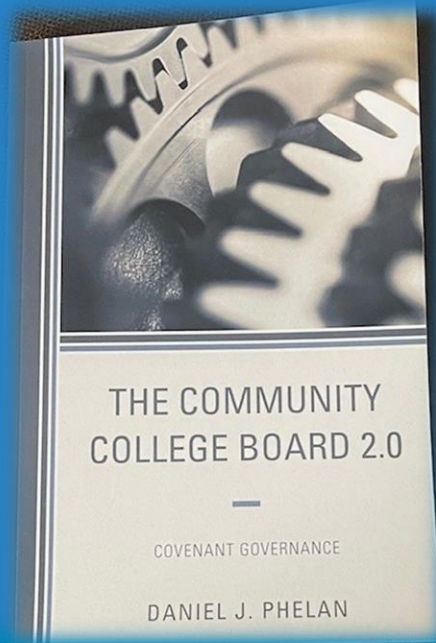
# Highly Effective Boards

- Create a culture of inclusion and partnership
- Uphold basic fiduciary principles
- Operate from a policy and strategy level, not a tactical level
- Cultivate a healthy relationship with the CEO
- Select an effective board chair
- Establish committees with appropriate decision-making authority  
*(if board has committees)*
- Focus strategically on the future
- Focus on accountability and appropriate oversight
- Become the eyes and ears of the college in the external community
- Assure that college meets the needs of the community it serves

*Spilde and Burke, Trusteeship in Community Colleges, 2020*

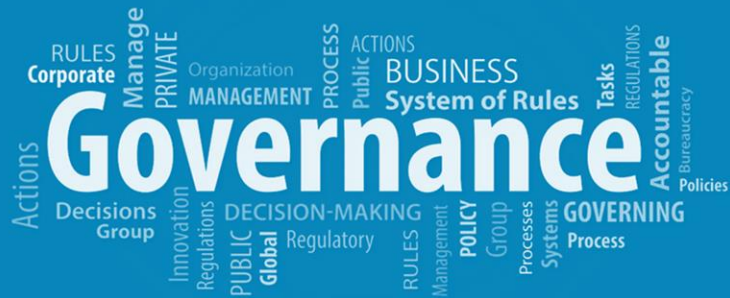


# Board/CEO Relationship:



The relationship between the board and the CEO is a delicate one that requires ongoing nurturing and development; it needs trust, commitment, and support to be effective.

*Phelan, The Community College Board 2.0, 2021*



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# Governance and Administrative Responsibilities

## BOARD

- Governance
- Policy
- Direction
- Monitoring

## CEO

- Administration
- Executive
- Implementation

*Spilde, Trusteeship in Community Colleges, 2020*



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# Board and CEO

- CEO is the only employee of the board
- Board and CEO partner to establish policy direction and priorities
- The CEO works for the board, and the board works for the public.
- Roles are different, and each should “stay in the correct lanes” of responsibility
- College boards do not “manage” unlike some other boards

*Spilde and Burke, Trusteeship in Community Colleges, 2020*



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# CEO Responsibilities

- The CEO provides day-to-day leadership and translates the community's interest into action to foster student success for students and for the community.
- The CEO partners with the board to enable students for access, completion, and transfer or immediate work toward a successful career. Students need to be able to climb to economic and social mobility.

*Spilde and Burke, Trusteeship in Community Colleges, 2020*



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# High Performing CEOs

- Listen
- Lead
- Respect the board and its role
- Manage the college
- Engage the board in policy-level discussions
- Make recommendations to include analysis and options
- Publicly support the board
- Adhere to board policy
- Facilitate trustee involvement in the community and college
- Do not ask the board to make decisions without advance preparation
- Provide all board members with the same information
- Treat all trustees equally
- Respect the time of the board members
- Stay out of board politics
- Keep the board informed of the financial condition of college
- Provide advance notice of adverse situations
- Provide each board member a copy of the CEO's contract and current compensation terms regularly

*Spilde and Burke Trusteeship in Community Colleges, 2020*



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# Questions & Discussion

Earl Stinnett, Board Chair  
estinnett@mclennan.com

Dr. Johnette McKown President  
jmckown@mclennan.edu

McLennan Community College



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Association of Texas Trustees



# New Trustee Orientation


Thursday, January 25, 2024 | TACC Office in Austin, TX

# Trustee Advocacy



- Which legislators do my college's board members have strong connections with?
- Is our board in regular contact with local chambers of commerce and other regional leaders?
- Who are underutilized advocates that support my college, and how can the board strengthen those connections?

← → ↻ tacc.org ☆ | 📄 📱 📧 Finish up

 **Texas Association of Community Colleges**

TEXAS ASSOCIATION OF COMMUNITY COLLEGES | TEXAS SUCCESS CENTER | COMMUNITY COLLEGE ASSOCIATION OF TEXAS TRUSTEES

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TESTIMONY, PRESENTATIONS & REPORTS  
COLLEGE DISTRICT MAPS  
ARCHIVES  
COLLEGE DATA  
87TH LEGISLATURE RECAP

**Community colleges are economic and cultural engines in every part of the state, vital to their communities and key to advancing the individual aspirations of students.**

**Texas Association of Community Colleges (TACC)**

## West Region Midland College

### District Representatives

Blanco S-29      Morales H-74  
Craddick H-82      Murr H-53  
Darby H-72      Sparks S-31  
Gutierrez S-19

### College Contact

Dr. Steve Thomas  
President ★  
432-685-4520  
<http://www.midland.edu/>

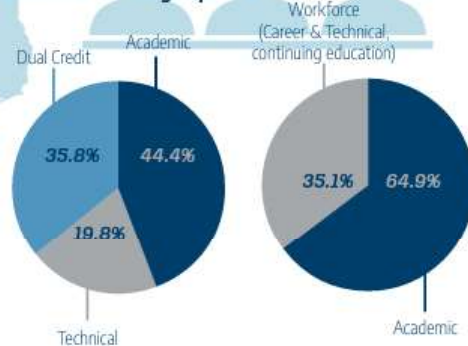
### Service Area

Crocket      Reagan  
Midland      Terrell  
Pecos

### Signature Programs

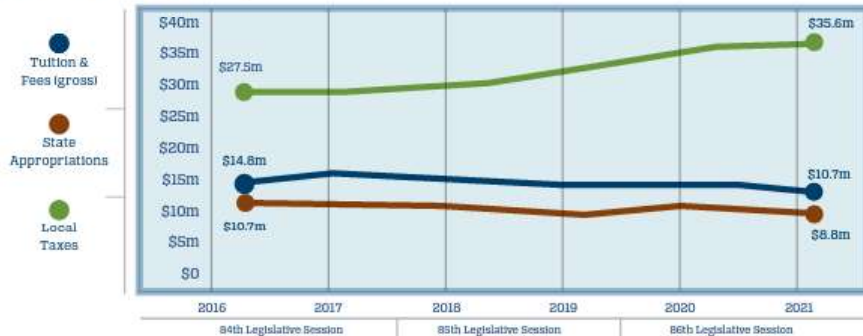
**Early Childhood Education and Teaching (B.A.S.)** Degree in Early Childhood Education to help reduce the acute shortage of Early Childhood through 3rd grade teachers in Midland and the College's Service Area.  
**Associate Degree Nursing (A.D.N.)** A.D.N. to help reduce the acute shortage of Board Certified Registered Nurses in Midland and the College's Service Area.  
**Early College High School** This program was recognized as a Blue Ribbon School by the U.S. Department of Education in 2022 for academic achievement and graduation rates with students earning both a high school diploma and an associate degree.

### Student Demographics



Fall 2021 Enrollment: 5,045

### 5-Year Trend in College Revenues



## Workforce Opportunities West Region Snapshot



Texas Association of  
Community Colleges

In 2020, the **Texas Comptroller** released a study on the state's 50 public community college districts. The study details the importance of these institutions in preparing young Texans to further their educations and begin successful careers in the state's workforce. Building on this study, comptroller and TACC regions were aligned\* to develop workforce insights.

\*In some cases, this may result in underestimating of jobs and economic impact. Key occupations and top employers may differ at the college service area level.

Community colleges in  
this region supported:

**6,999** jobs

Community colleges in  
this region reported a  
total economic impact of:

**\$705.2** million

### Regional Occupations

- Registered nurse
- Retail salesperson
- Heavy tractor-trailer truck driver

### Key Occupations

- Heavy and Tractor-Trailer Truck Drivers
- Radiologic Technologists and Technicians
- Health Information Technologists
- Electrical and Electronic Engineering Technologists
- Respiratory Therapists

### Top Employers

- Covenant Health
- Hospital Corporation of America
- State of Texas
- Pilot Flying J
- Walmart/Sam's

### In-Demand Skills

- Customer Service
- Scheduling
- Repair
- Sales
- Cleaning

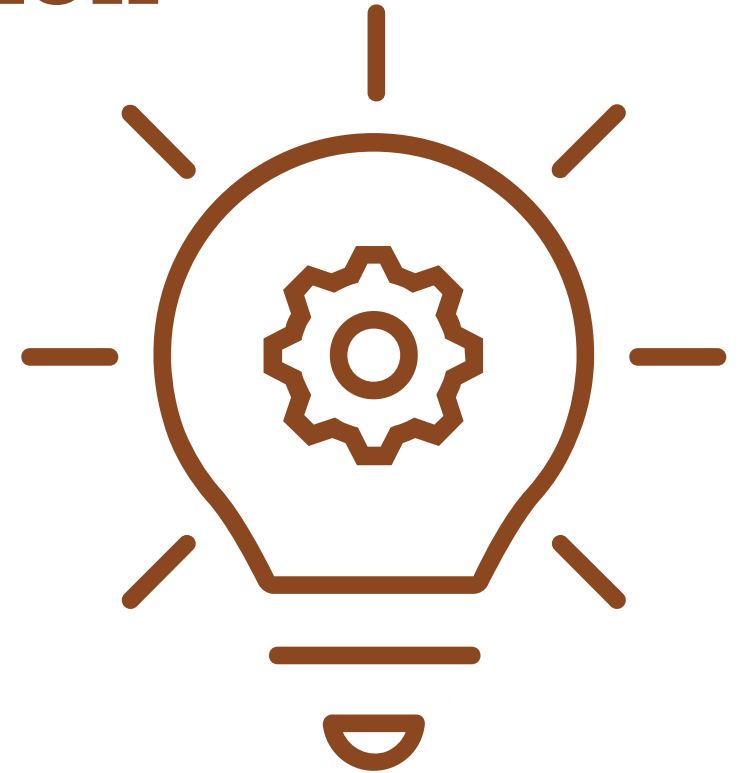
Go to [www.tacc.org](http://www.tacc.org) for more information and follow us on Twitter [@TACC\\_NEWS](https://twitter.com/TACC_NEWS)



# New Trustee Orientation

Please complete the event survey.

Your feedback is valuable to us!



# Trustee Leadership Seminars 2023 - 2024

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





**Community College  
Association of Texas Trustees**

# **SAVE** the **DATE**

**CCATT Annual Conference 2024**

*Collaborative Connections: Community College  
Governance & K-12 Partnerships*

**September 12 – 14, 2024**

**Amarillo, TX**

**Thank you!**

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