

Texas Association of Chief Academic Officers

**Quarterly Meeting
April 30, 2024**



Texas Success Center

TACAO Purpose

The Texas Success Center hosts quarterly meetings of TACAO to:

1. Advance the learning network among the Texas community college chief academic officers, the Texas Association of Community Colleges, and the Texas Success Center;
2. Engage in the statewide policy agenda and Texas Pathways strategy; and
3. As needed, establish committee(s) for strategic action and communications in alignment with the Texas Association of Community Colleges committees.



Texas Success Center

TACAO Quarterly Meeting Agenda

- **Legislative Update and Discussion** – Ray Martinez III, J.D.
- **CAO Leadership** – Martha Ellis, Ph. D.
- **Talent Strong Texas Pathways** – Kristina Flores, Ph. D. & Christine Bailie, Ed. D.
- **TACAO Business** – Cynthia Ferrell, Ph. D.



Legislative Update

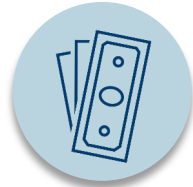
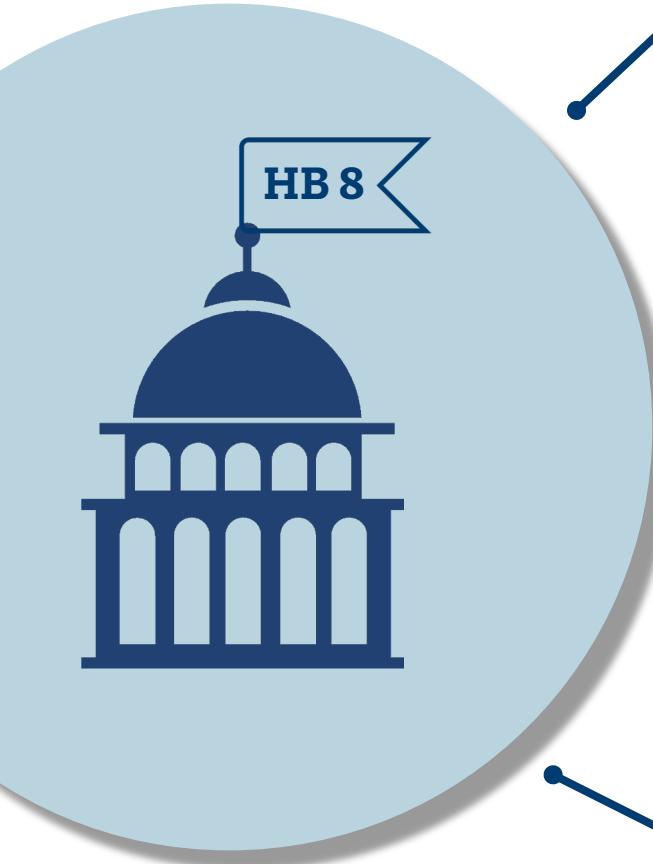
Ray Martinez III, J.D.

President & CEO
Texas Association of Community Colleges



Texas Success Center

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: Timeline for House Bill 8

September 1, 2023
Effective Date for House Bill 8
The transformative funding bill goes into effect for all colleges across the state.

April 25, 2024
Adoption of FY 25 Regular Rules
THECB approves FY 25 regular rules for the new funding formula.



August 22, 2023
FY 2024 Emergency Rules

THECB approved the first set of emergency rules for the new funding formula for Texas community colleges.



January 25, 2024
FY 2024 Regular Rules

THECB approved FY 2024 regular rules for the new funding formula.

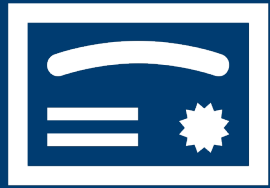


July 25, 2024
Additional FY 25 Regular Rules

THECB approves additional FY 25 regular rules for the new funding formula.

Key Changes for FY 25 Rules

Based on feedback from key stakeholders and college leaders, FY 25 will include changes in **four key areas**.



Credentials of Value



Fundable Outcomes



High-Demand Fields



Alignment of Incentives



Credentials of Value

Credentials of Value Baseline:

funded for all conferred certificates and associate and bachelor's degrees that meet the “credential of value” threshold within 10 years.

Credentials of Value Premium:

Institutions will receive **additional premium funding** for each student earning a credential of value who is projected to achieve a **positive return on investment at or before a target year** when most students in comparable programs are projected to reach a positive return on investment (ROI).



Fundable Outcomes

Funded in FY 24 + FY 25:

- 15 SCH Dual Credit
- 15 SCH Transfer/Coenrollment
- Continuing education certificate
- Occupational skills swards
- Credentials leading to licensure or certification
- Level 1 or 2 certificate
- Advanced technical certificate
- Associate degree
- Baccalaureate degree

Additions in FY 25:

- Texas Opportunity High School Diploma – five community colleges participating in pilot.
- **Third-Party** Credentials associated with **ACE** National Guide



High-Demand Fields

Statewide High-Demand Fields:

- **Top-10 growing** occupation according to 10-year projections from Texas Workforce Commission (TWC) and Bureau of Labor Statistics (BLS).

Regional High-Demand Fields:

- **Top-5 growing** occupational groups in each college region that are not on the statewide list – using Texas Comptroller regions.

Essential and Emerging Occupations

- Colleges will petition up to 5 **essential occupations** to be added to their region every biennium.
- **Emerging occupations** will be added to the statewide list by the Commissioner in coordination with State Leadership.



Alignment of Incentives

Adult Learners: Students older than 25 years for a period **prior to earning credential**.

Dual Credit : Removing double counting that previously contributed to both dual credit and transfer.

Transfer: Only **one college** is credited.

Outcomes: Payment based on **forecasted outcomes for the upcoming year** to better fund performance changes.

Data sources: Change data source for **average tuition and fees** from IPEDS to **THECB data**.

Dynamic Payments: Funding Schedule and Adjustments



FY25
OCT



Foundation Payment (50%)

50% of fiscal year's
base tier payment
+ 50% of performance tier
payment calculated based
on **projected outcomes**

FY25
FEB



Dynamic Adjustment (25% + Plus-Up)

25% of current year
funding + **mid-year
positive (+) adjustment** if
preliminary outcomes are
greater than projected

FY25
JUN



Remaining Foundation Payment (25%)

25% of current year
funding paid to colleges
in June

FY27
OCT



Close-Out Adjustments

Final adjustments (+/-)
for differences between
projected and **certified
outcomes** applied 2 years
later due to data lag

House Bill 8: Emerging Partnership



Texas Association of
Community Colleges

In the wake of House Bill 8, **we've seen an invigoration of partnerships between community colleges and local employers across the state.** These collaborations are multifaceted, tailored to address specific local workforce needs while ensuring that our educational programs are more relevant, accessible, and effective than ever before.



Co-Developed Curriculum Programs

Employers work directly with faculty at institutions to design courses and programs that directly respond to immediate industry needs. This ensures that students gain the skills and knowledge that are in high-demand, effectively bridging the gap between education and employment.



Expansion of Apprenticeship & Internship Opportunities

These opportunities enhance students' learning and increase their employability upon graduation. Moreover, they offer employers a chance to shape and benefit from a pipeline of skilled workers tailored to their specific requirements.



Increase in Shared Resources & Expertise

Businesses offer equipment, technology, and expert insights to help colleges enhance their training facilities and teaching methodologies. This collaboration ensures that students learn with the latest tools and technologies they will encounter in their professional lives, making them immediately effective in their roles.



Business Leaders in Advisory Roles

Business leaders serve on community college advisory boards, providing strategic input on program development, market trends, and new opportunities. This direct line of communication ensures that educational institutions remain agile and responsive to the evolving landscape of industry needs.

Texas Senate: Higher Education Interim Charges



Texas Association of
Community Colleges

Senate Interim Charges

House Bill 8

- Monitor the implementation of the new community college funding model as recommended by the Texas Commission on Community College Finance. **Report on whether the rulemaking process is being successfully completed** to focus on student outcomes and enhancing the role of public junior colleges in workforce training and preparation.

Innovation & Technology

- Investigate the opportunities and challenges of emerging technology on teaching and learning, focusing on artificial intelligence (AI), online education, and digital resources. Examine aspects of intellectual property as they relate to the development of AI programs and platforms by institutions of higher education and explore the ethical issues institutions of higher education should contemplate when developing AI programs and platforms. **Make recommendations to responsibly and ethically utilize emerging technology to enhance learning in higher education**

Faculty

- **Faculty Senate:** Review and analyze the structures and governance in higher education, focusing on the role of “faculty senates,” and like groups, in representing faculty interests to higher education institution administrations. Make recommendations to establish guidelines for the role and representation of faculty by “faculty senates,” and like groups, at higher education institutions in Texas.
- **Faculty Tenure:** Monitor the implementation of Senate Bill 18, 88th Legislature, relating to the tenure and employment of faculty members at certain public institutions of higher education. Review and report on each institution’s progress toward policies and procedures aligned with the provisions set forth in Senate Bill 18.

Senate Interim Charges - Continued

DEI Policies

- Examine the implementation of Senate Bill 17, 88th Legislature, which bans discriminatory “DEI” initiatives at institutions of public higher education. **Review and report on the progress each institution has made in aligning university policies and procedures with the provisions of Senate Bill 17,** ensuring Texas college campuses foster equal opportunity and reward individual merit and achievement.

Antisemitism

- Review campus policies to prevent antisemitism. Study the oversight Texas institutions of higher education have over the formation and operations of student organizations, including access to campus facilities and use of campus property. **Make recommendations to prevent antisemitism on college campuses, while protecting First Amendment rights.**

Campus Free Speech

- Examine the procedures of Texas public institutions of higher education designed to protect the First Amendment free speech rights of faculty, staff, and students. **Monitor and report on compliance Senate Bill 18, 86th Legislature, and make recommendations for any needed reforms.**

INNOVATE TO
ELEVATE

Shaping the Future of Texas Community Colleges

REGISTRATION OPEN

JULY 31 - AUGUST 2, 2024

The Westin at the Domain
Austin, TX

Bring **3 additional leaders** from your campus!

Deadline to register: June 28th



Jim Henson

Director of the Texas Politics Project
The University of Texas at Austin



David Leebron

President
Texas 2036



Harrison Keller

Commissioner
Texas Higher Education Coordinating Board



Todd McLees

Partner
Innovation Outpost



Ross Ramsey

Co-Founder and Former Executive Editor
The Texas Tribune



INNOVATE TO
ELEVATE

Shaping the Future of Texas Community Colleges

Austin, TX | July 31- August 2

WEDNESDAY

JULY 31

3:30 PM

PRE-CONFERENCE

DINNER & PLENARY

THURSDAY

AUGUST 1

7:30 AM

BREAKFAST

PLENARIES

LUNCH & PLENARY

PLENARY

CONCURRENT SESSIONS

TEAM TIME

WASHERS

FRIDAY

AUGUST 2

7:30 AM

BREAKFAST

CONCURRENT SESSIONS

PLENARY

TEAM TIME

AWARDS LUNCHEON

Thank you

Ray Martinez III, J.D.

President & CEO
Texas Association of Community Colleges

tacc.org



Texas Success Center

Strategies and Models

The CAOs Role for Recruitment into High Value Programs

Martha Ellis Ph. D.
Senior Pathways Lead



Texas Success Center

Questions

- How do you collaborate with local industries and employers to ensure that your pathways align with high value workforce needs?
- How do you understand the needs of unemployed and underemployed adults in your community?
- How do you use that information to design programs, schedules, and services?
- How do you involve faculty and staff in understanding this information and engaging in designing programs, schedules and services for students?



Students' Motivations for Enrolling

Figure 1 — Recent Students' Motivations for Enrolling



Percent indicating the factor was extremely or very important to them.

Tailor Messaging to the Audience's Needs and Goals

Underemployed

Practical reassurance:
Programs are flexible, and your goals are achievable.

- Flexibility
- Real-world skills
- Be marketable
- Financial aid
- Free tutoring
- Good jobs

Unemployed

Encouragement:
Programs help you succeed and get you on the path to a good job.

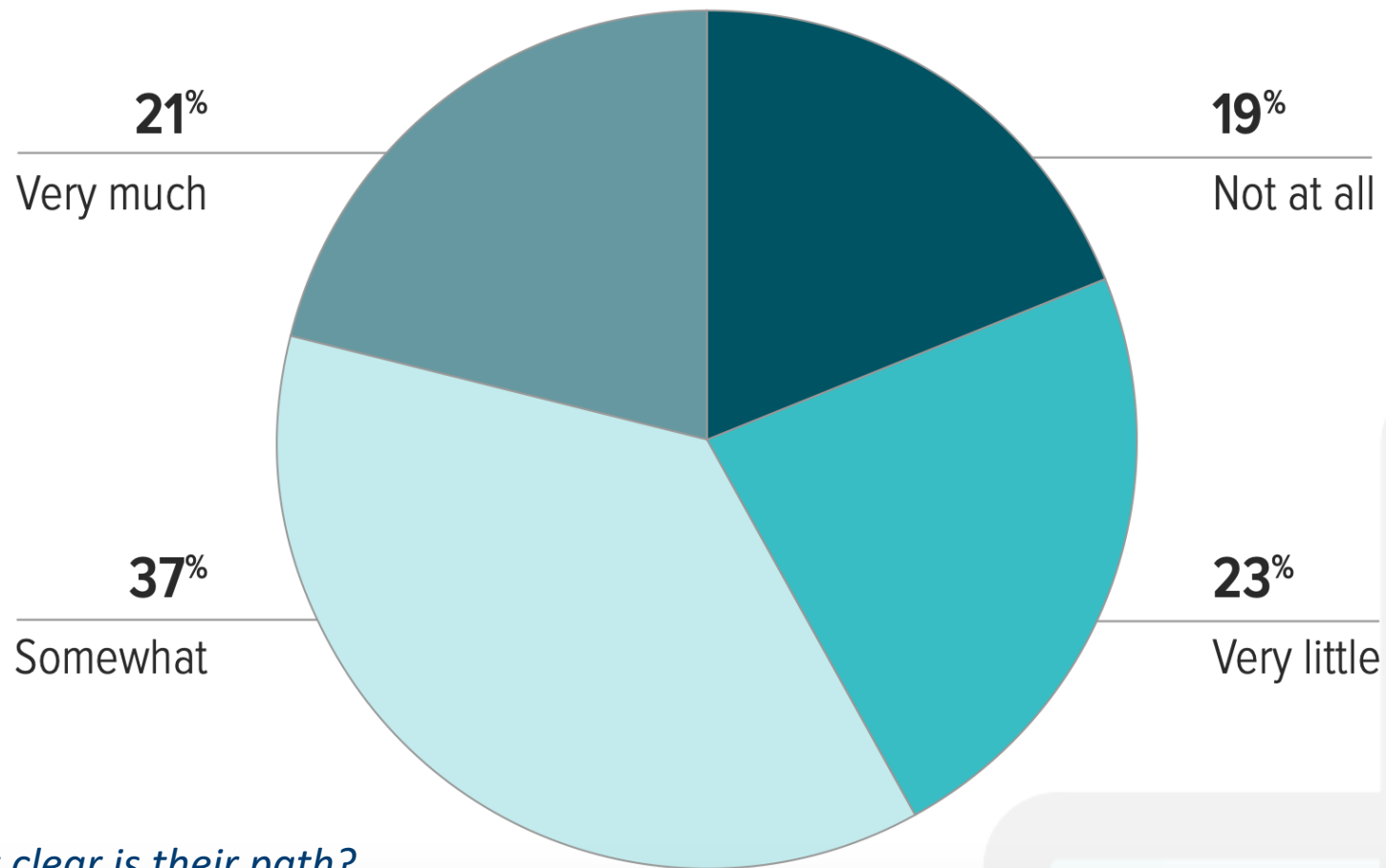
- Flexibility
- Real-world skills
- Financial aid
- Free tutoring
- Job placement

Opportunity Youth

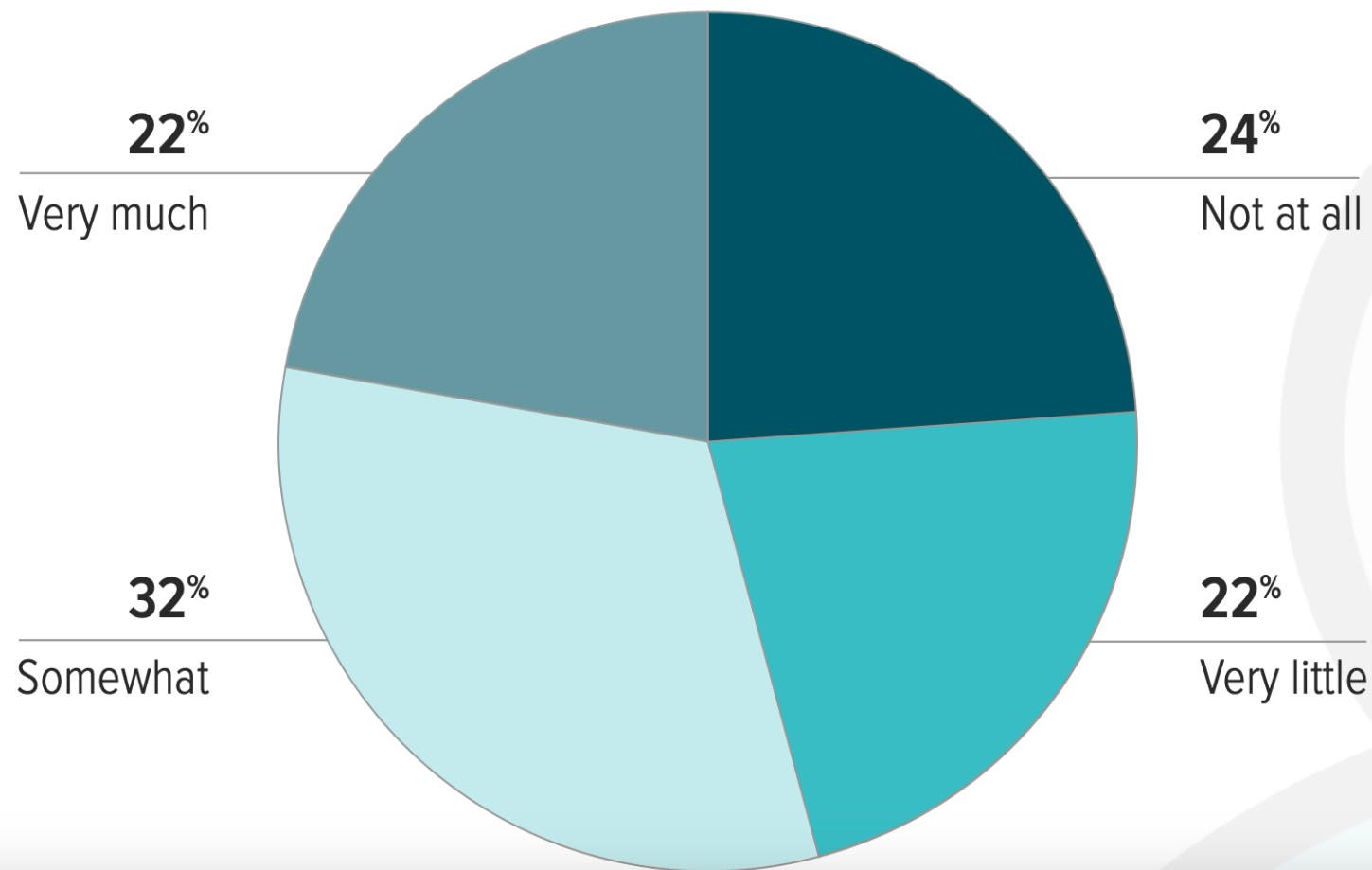
Aspiration:
Programs are flexible, you decide, and you have options for the future.

- Flexibility
- Financial aid
- Free tutoring
- Opportunities
- Your work matters

How much has your experience at this college contributed to your knowledge about which jobs are most in demand in your local labor market or area?



How much has this college helped you learn about the average earnings for your chosen career path?



Recruitment into Credentials of Value

Strengthen Program Portfolio

- Strengthen program quality and value
- Expand enrollment in existing high-value programs
- Launch new high-value programs
- Lower opportunity costs for high community need, lower wage programs
- Partnership with B/I and universities

Strengthen Support to Enter High- Value Programs

- Diversify enrollment in high-value programs through aligned recruitment and on-ramps
- Build student-centric schedules and delivery modalities
- Partnerships with B/I, K-12 and universities

Thank you

Martha Ellis Ph. D.
Senior Pathways Lead

tacc.org/tsc



Texas Success Center

Talent Strong Texas Pathways

Kristina Flores, Ph.D.

Senior Director of Research and Evaluation

Christine Bailie, Ed.D.

Senior Director of Institutional Strategy



Texas Success Center

Success

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

Belonging
& Wellness

Psychological,
Basic & Safety Needs

Mobility Strategy Success

The design and implementation of structured and supported pathways with the students' post-completion goals in mind.

Success is each student **achieving their post-completion goal** of a valuable career efficiently and effectively by progressing along a clearly defined and supported continuing education, technical education, or transfer pathway.



Mobility Strategy Belonging

The collection of individual experiences and institutional factors that contribute to students' sense of belonging.

Belonging is the extent to which each member of the college community feels **connected, valued, supported, and included.**



Mobility Strategy Wellness

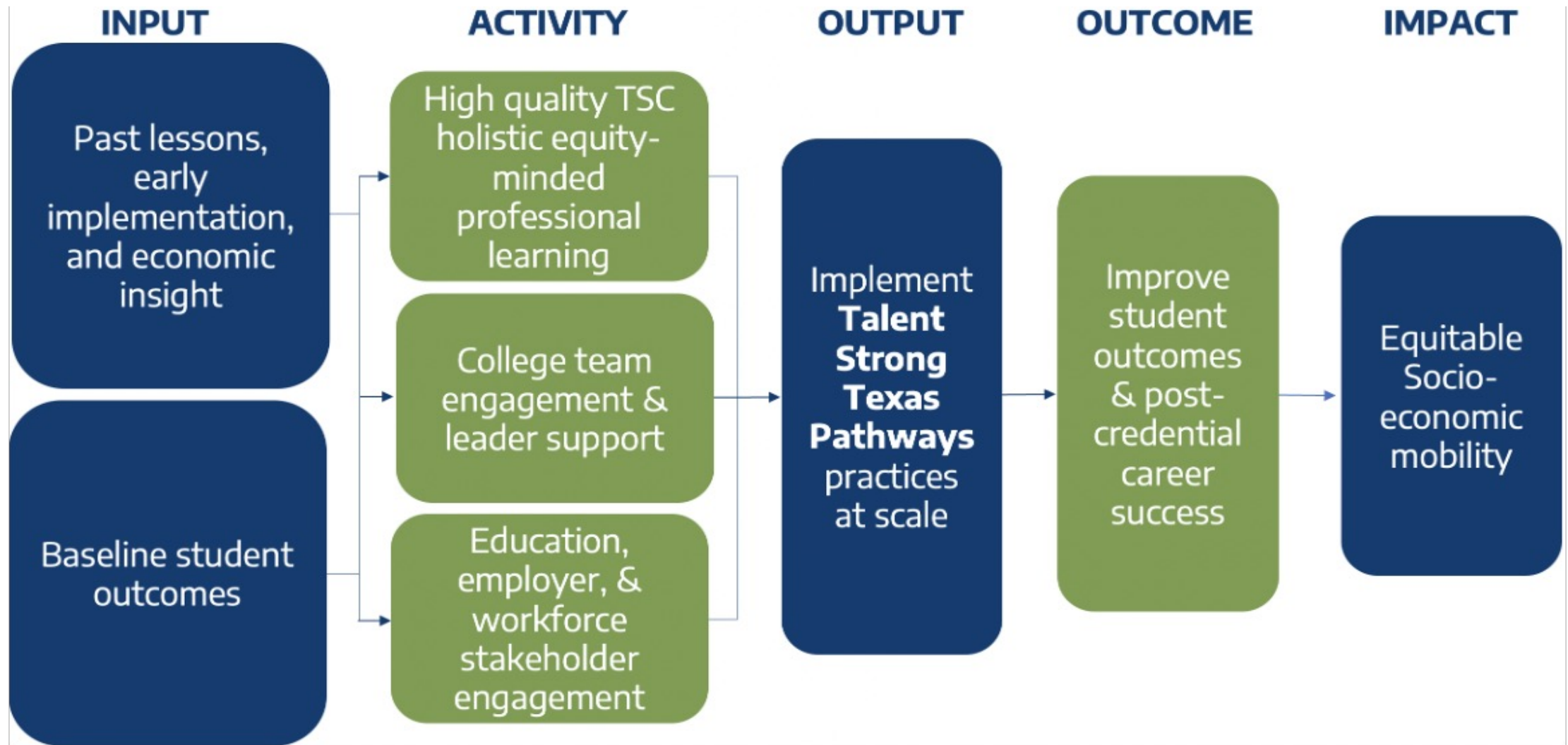
The comprehensive approach to supporting the holistic well-being of students, faculty, and staff within the college community.

Wellness is when each member of the college community thrives because their basic needs are met and barriers are removed, enabling them to **focus on success**.



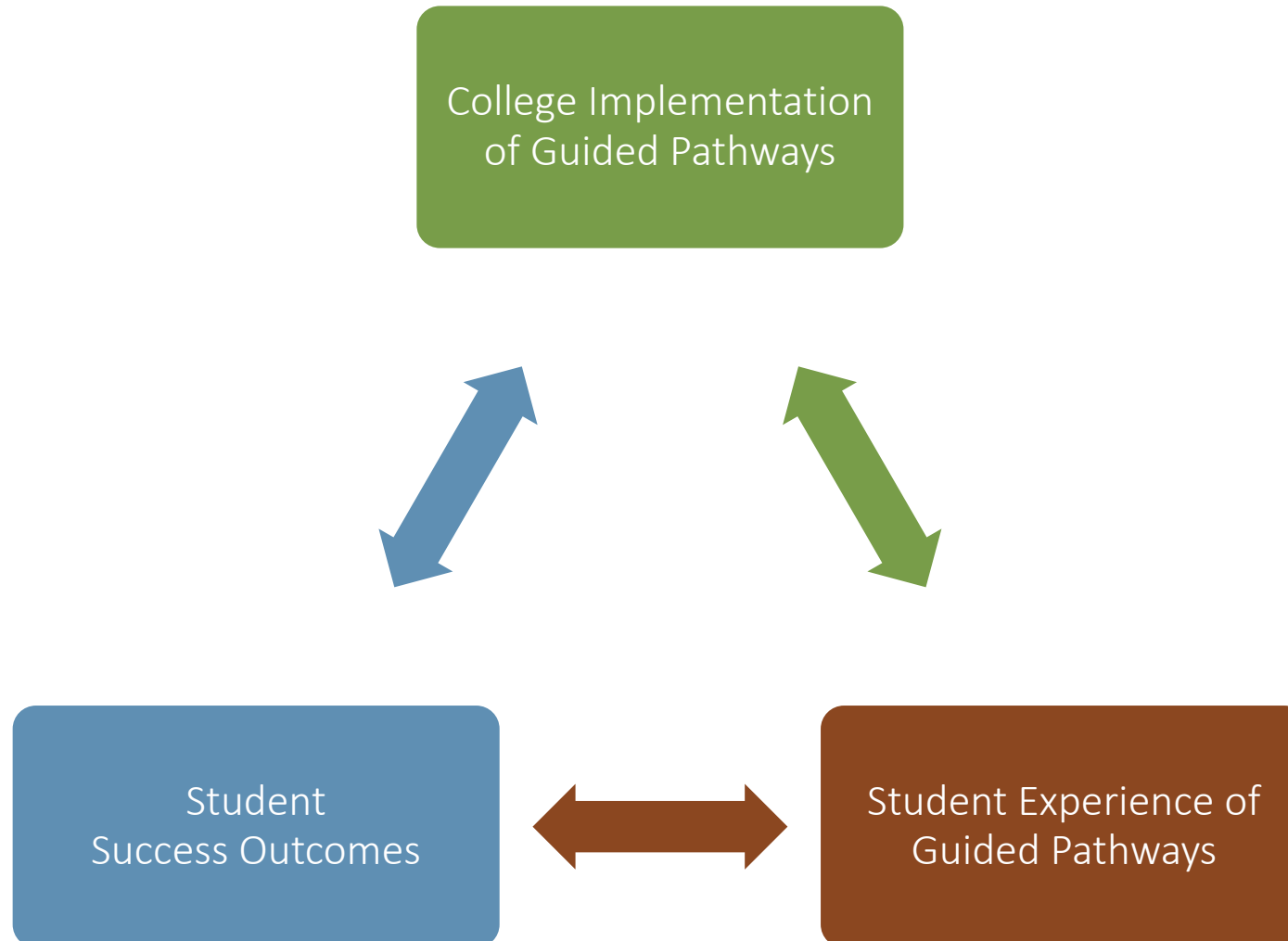
Talent Strong Texas Pathways

Logic Model



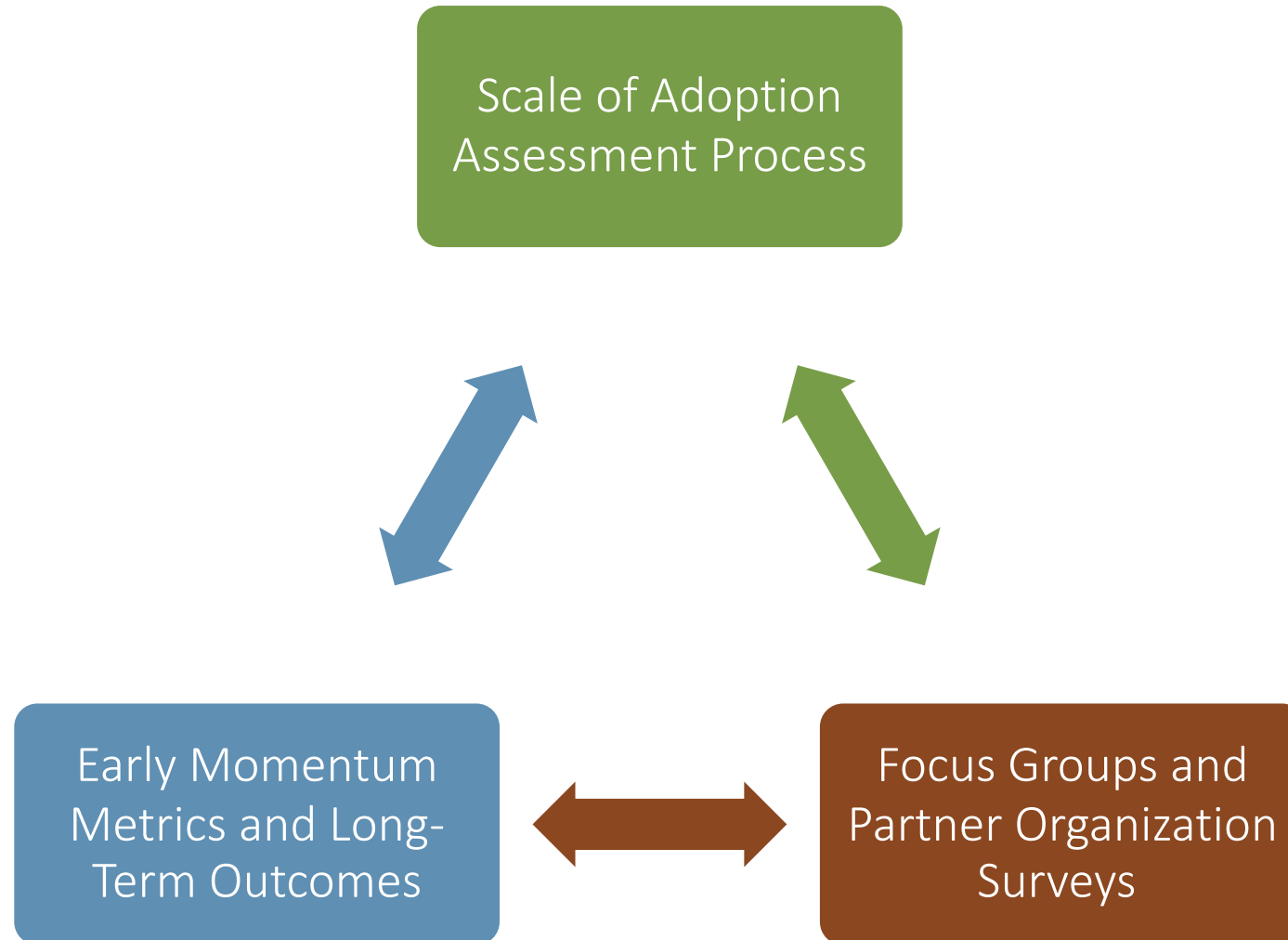
Talent Strong Texas Pathways

Evaluating the Model



Talent Strong Texas Pathways

Evaluating the Model



2024 Scale of Adoption Assessment

Evolving the Process

What Remains from Past SOAAs

- Essential practices organized by pillar:
 - Pillar 1: Mapping Pathways to Students' Post-Completion Goals
 - Pillar 2: Helping Students Choose and Enter a Pathway
 - Pillar 3: Keeping Students on Their Pathway
 - Pillar 4: Ensuring Students are Learning
- Longitudinal measures from Texas Pathways SOAA
- Scale based on proportion of students served or programs redesigned
- Context and detail provided through interviews with each Pathways Team

What is New for 2024!

- New set of Leadership Enabling Conditions
- New essential practice breakouts by student type:
 - Academic students
 - Workforce students
 - Continuing education students
 - Adult Education & Literacy students
 - Dual credit students
- New belonging and wellness practices:
 - Pillar 1: structural efforts
 - Pillar 2: onboarding efforts
 - Pillar 3: ongoing efforts
 - Pillar 4: teaching and learning efforts
- Three-point scale of adoption options:
 - At Scale
 - Scaling in Progress
 - Preparing to Scale



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

Academic and social integration & career-focused onboarding 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

Talent Strong Texas Pathways

Belonging and Wellness Practices

1

Strategies are in place to promote each student's sense of belonging and a positive college culture

There is a centralized and highly visible hub that provides multiple basic needs services with dedicated staff

2

All students participate in a planned intervention or experience aimed at promoting a sense of belonging in the first term

Each student is given a basic needs assessment during onboarding and connected to supports

3

Strategies are in place to promote ongoing student belonging efforts and continuous improvement of college culture

Basic needs services are systematically and regularly communicated to each student

4

All faculty, advisors, staff, and administrators receive training to enhance students' sense of belonging in classrooms and throughout the college

All faculty, advisors, staff, and administrators receive training to recognize student basic needs and direct students to services

Progress Scaling Texas Pathways

Progress Scaling Texas Pathways
Pillar 1: Mapping Pathways to Student End Goals

Progress Scaling Texas Pathways
Pillar 2 – Helping Students Choose and Enter a Pathway

Progress Scaling Texas Pathways
Pillar 3: Keeping Students on Path

Progress Scaling Texas Pathways
Pillar 4 – Ensuring Students are Learning

July 2022

July 2022

March 2022

July 2022

Overview

The fourth pillar of the Texas Pathways strategy outlines the essential practices that support student learning in coursework and across program plans. Upon program completion, students should be equipped with the knowledge and skills required for success in employment and further education in a given field. To ensure students are learning, Texas community colleges are defining program learning outcomes and supporting teaching strategies to create engaging courses across programs. In this brief, we report the scale of implementation of the Pillar 4 practices, examples of college practices, and recommendations for continued progress.

**Progress Scaling Texas Pathways:
Results from the 2023 Scale of
Adoption Assessment**
Pillar 1: Mapping Pathways to Student End Goals

**Progress Scaling Texas Pathways:
Results from the 2023 Scale of
Adoption Assessment**
Pillar 2: Helping Students Choose and Enter a Pathway

February 2024

Minding College Minds Learning Community

Apply Today! Application Closes May 31

- Selection of and contact information for the 6-8 members of the Implementation Team
- Completion of open response questions
- Completion of the [Minding College Minds Readiness Assessment](#)
- Submission of a signed [CEO Commitment Letter](#).

For more information: View Meadows Institute's [pre-Institute workshop presentation](#) from April 10



The **Minding College Minds** Postsecondary Mental Health Framework

The Minding College Minds Postsecondary Mental Health Framework, developed by the Meadows Mental Health Policy Institute with support from the Texas Success Center at the Texas Association of Community Colleges, is a public health model for supporting student mental health in university and community college settings. Implementation of the framework through the Talent Strong Texas Pathways strategy will enable Texas community colleges to create the infrastructure necessary to scale access to mental health resources and ensure that services are culturally relevant and responsive to each student's unique needs.

Postsecondary Mental Health as a Student Success Strategy

Mental health and wellbeing are critical to student persistence and academic success in postsecondary education. Emotional stress and personal mental health reasons are the top cited reasons why students in both two- and four-year degree programs consider stopping their coursework.¹ Developing a postsecondary mental health system is a core student success strategy that requires a comprehensive, community-connected, and implementation-focused approach.

Minding College Minds is a comprehensive approach that considers the entire system of mental health services and supports in a college setting with an

overarching goal of improving mental health at a population level. This approach encompasses the continuum of care, starting with mental health promotion and extending to the supports needed following an extended mental health-related absence—and everything in between. This community-connected model emphasizes the importance of creating regionally specific, culturally responsive supports, often by partnering with service providers within the same community or geographic region as the institutions. Finally, Minding College Minds is implementation focused. It offers not only the what and why, but has guidance on how to build and institutionalize successful postsecondary mental health systems that promote student success.

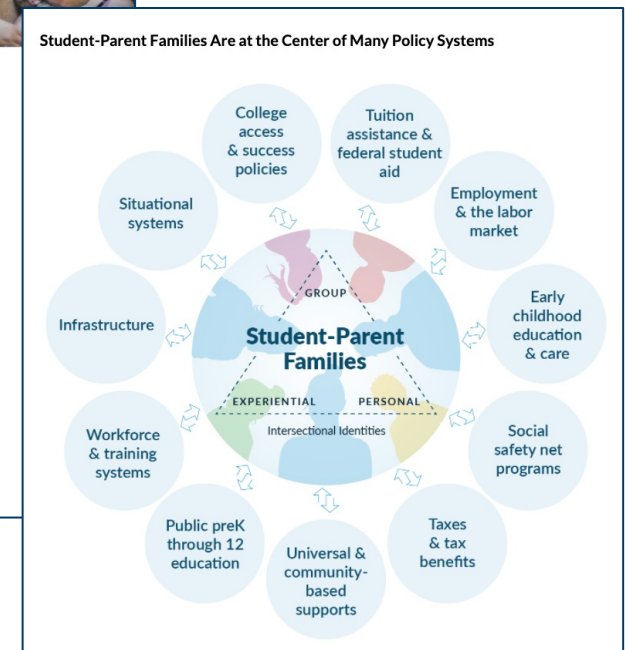
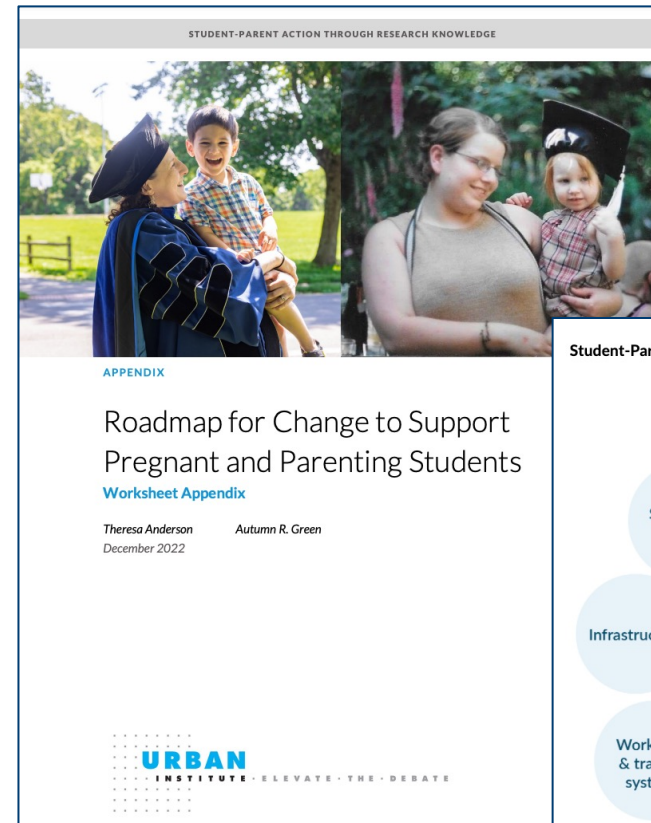
Data-to-Action (D2A) Summer Series

Coming Soon!

Parenting Students D2A Summer Series

- All colleges should plan to attend
- Implementation Team (Parent Liaison, Pathways Lead, IR Director, & others)
- Curriculum based on Urban Institute's [Roadmap for Change to Support Pregnant and Parenting Students](#) and [Framework](#)

For more information: View the Urban Institute's [concurrent session presentation](#) from April 11



Upcoming Pathways Institutes

Keep Students on Their Pathway

Talent Strong Texas Pathways Institute #4 - November 13-15, 2024

Ensure Students are Learning

Talent Strong Texas Pathways Institute #5 - April 2-4, 2025



Texas Success Center

Thank You!

Kristina Flores, Ph.D.

Senior Director of Research and Evaluation

Christine Bailie, Ed.D.

Senior Director of Institutional Strategy

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TACAO Business

Next TACAO Quarterly Meeting

- June 18, 2024, 12:00 pm – 1:00 pm (virtual)
- October 15, 2024, 12:00 pm – 1:00 pm (virtual)
- January 28, 2025, 12:00 pm – 1:00 pm (virtual)

