

# **Texas Association of Chief Academic Officers**

**Quarterly Meeting  
June 18, 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.



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# TACAO Quarterly Meeting Agenda

- **Welcome and Agenda Overview** - Dr. Cynthia Ferrell
- **Legislative Update** - Ray Martinez
- **An interview with Dr. Kim Lowry, new Vice President & Executive Director** - Dr. Martha Ellis
- **Talent Strong Texas Pathways Update and Opportunities** - Dr. Christine Bailie and Dr. Kristina Flores
- **TACAO Business** - Dr. Cynthia Ferrell



# Legislative Update

**Ray Martinez III, J.D.**

President & CEO

Texas Association of Community Colleges



Texas Success Center

# Finalist Named for UNT's Presidency - A Message from Chancellor Williams

Friday, June 7, 2024

Dear UNT System Community,

It is my pleasure to inform you that Dr. Harrison Keller, commissioner and chief executive officer for the Texas Higher Education Coordinating Board, [has been named the sole finalist for the UNT presidency after a unanimous vote by the UNT System Board of Regents today.](#)

# 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.



# **House Bill 8 :** Key Changes from FY 24 to FY 25



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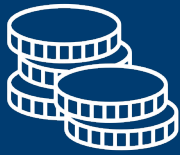
## Credentials of Value

### 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**.



# House Bill 8 : Performance Tier Outcomes



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# Dollars Per Weighted Outcome

Performance Tier Inputs	Standard Value	High-Demand Field Value
<b><i>Dollars per Weighted Outcome Completion</i></b>		
15 SCH Dual Credit	\$ 3,500	N/A
GAI Transfer with 15 SCH	\$ 3,500	N/A
GAI Co-enrollment with 15 SCH	\$ 3,500	N/A
Institutional Credential leading to Licensure or Certification (ICLC)	\$ 1,000	\$ 1,250
Occupational Skills Award Certificate	\$ 1,000	\$ 1,250
Certificate	\$ 1,750	\$ 3,500
Advanced Technical Certificate (ATC)	\$ 1,750	\$ 3,500
Certificate Credential of Value Premium	\$ 437	N/A
Associate Degree	\$ 3,500	\$ 4,500
Associate Degree Credential of Value Premium	\$ 875	N/A
Bachelor's Degree	\$ 3,500	\$ 4,500
Bachelor's Degree Credential of Value Premium	\$ 875	N/A
<b><i>Outcome Completion Weights</i></b>		
Academic Disadvantage	0.25	0.25
Economic Disadvantage	0.25	0.25
Adult Learner	0.50	0.50
<b><i>Dollars per Weighted Outcome Completion (Funded Beginning with FY25 Outcomes)</i></b>		
Opportunity High School Diploma	\$ 3,500	N/A
Third Party Credentials	\$ 1,000	\$ 1,250

# **House Bill 8 :** Transition to Forecasting Model

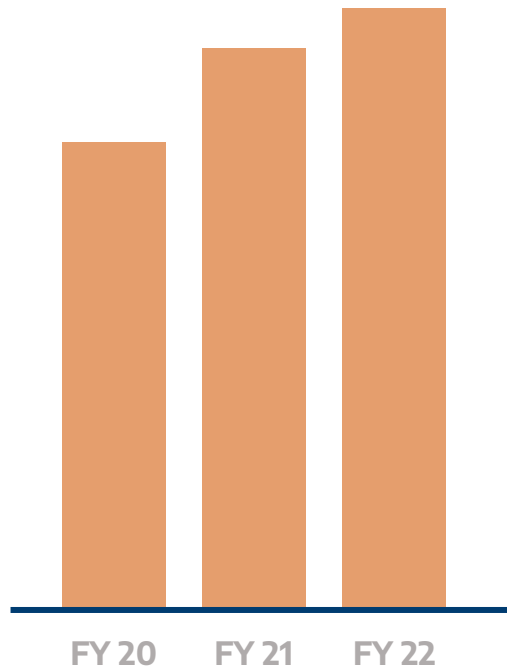


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# Framework for FY 24 Runs

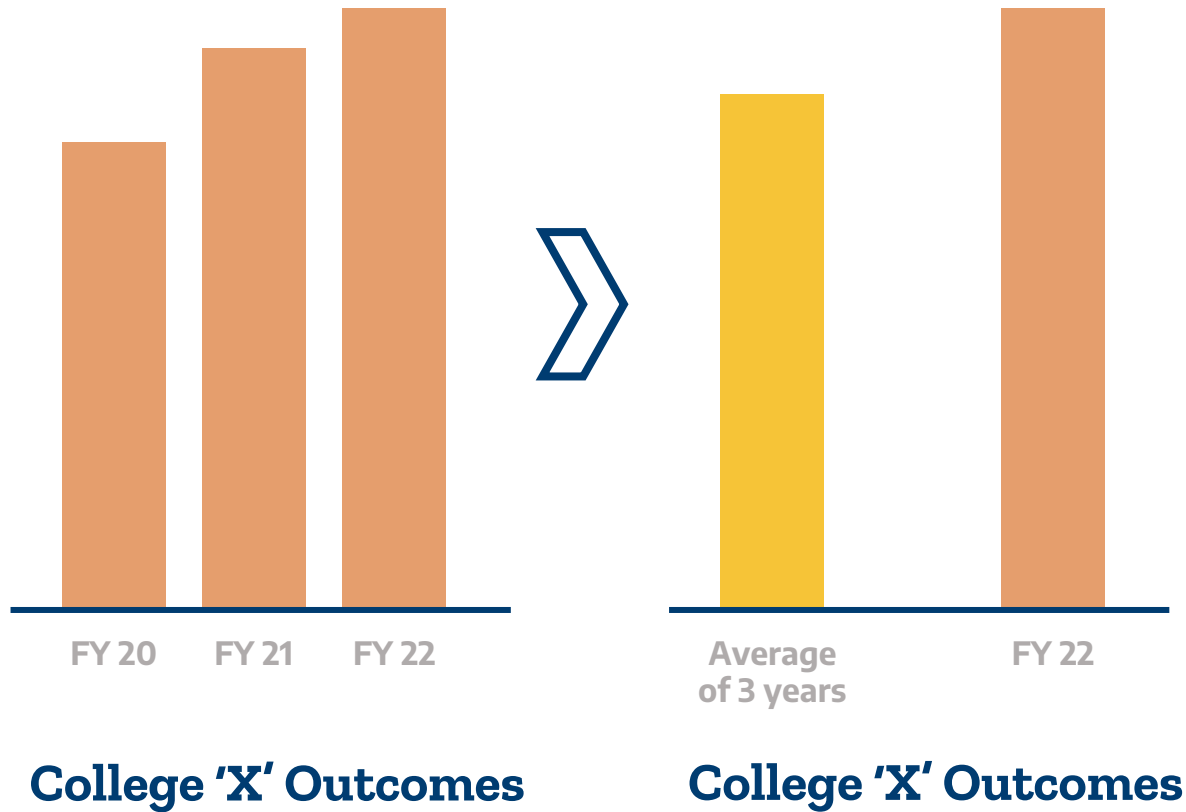
For FY 24, institutional outcomes were calculated based on **actuals** from the better of FY 22 Weighted Outcomes or a three-year average Weighted Outcome (FY 20-22).



**College 'X' Outcomes**

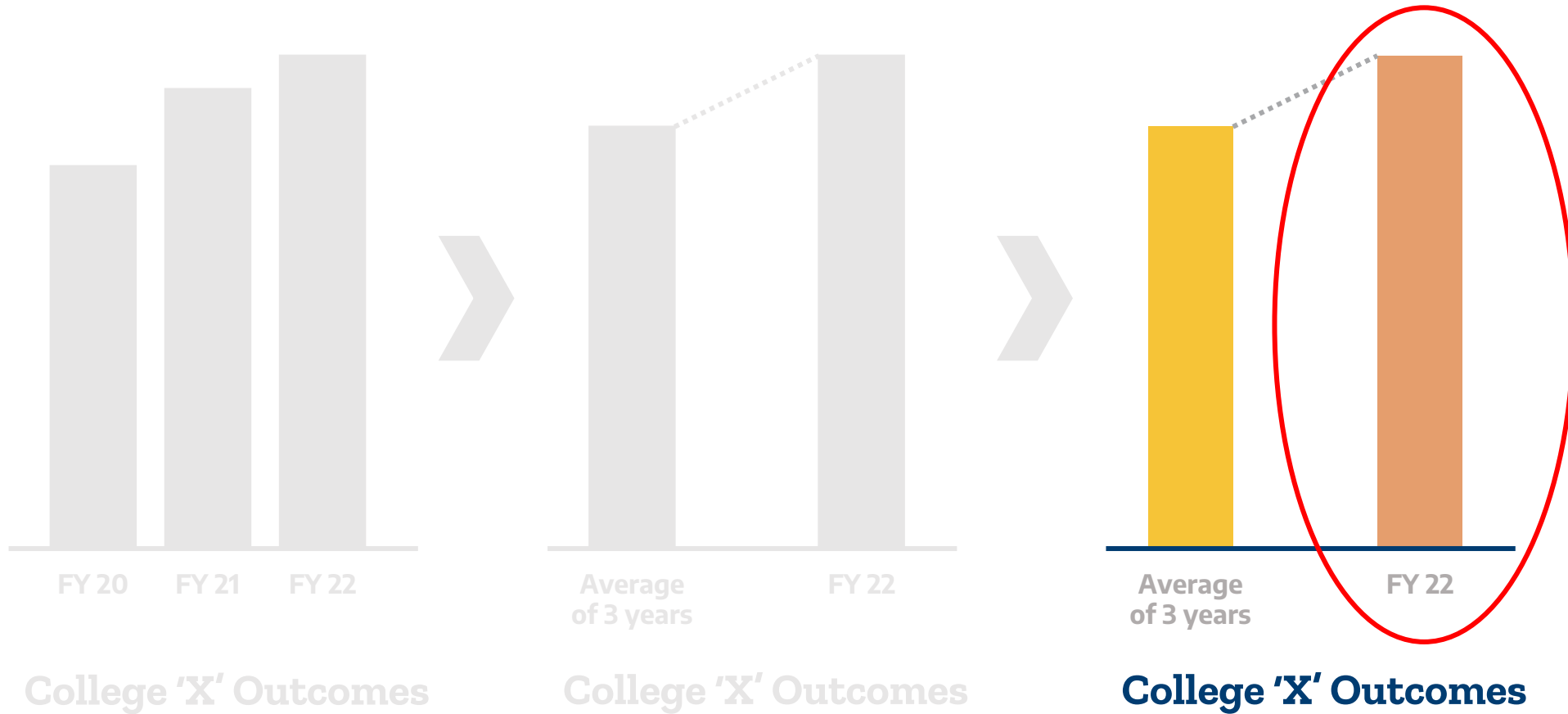
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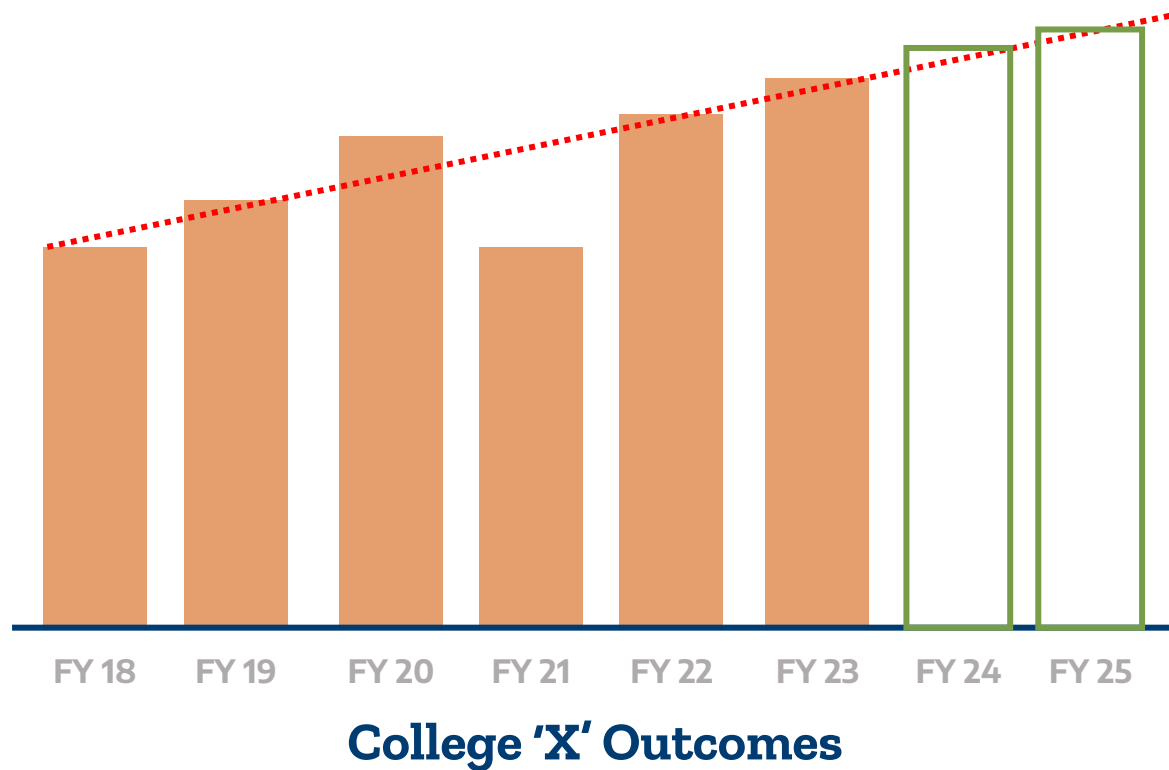
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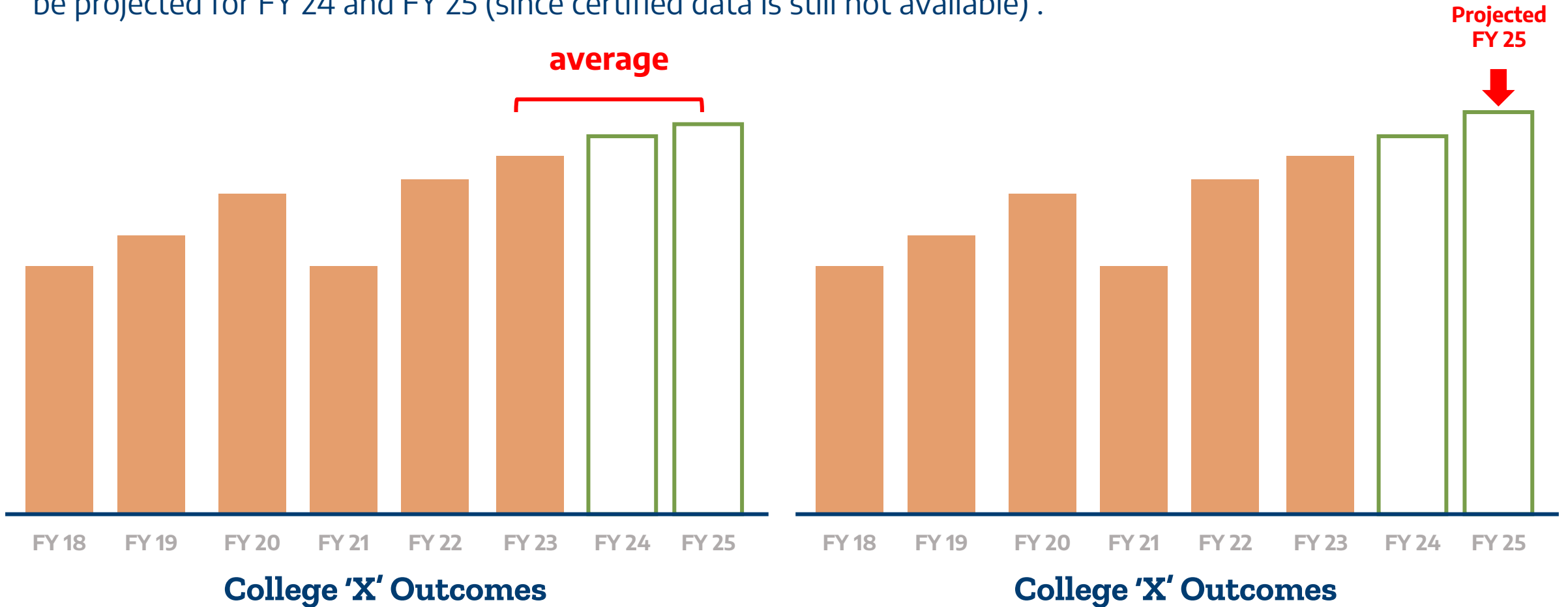
# Framework for FY 25 Runs

For FY 25, institutional outcomes will be **projected using historical data** from FY 2018 – 2023. Outcomes will be projected for FY 24 and FY 25 (since certified data is still not available) .



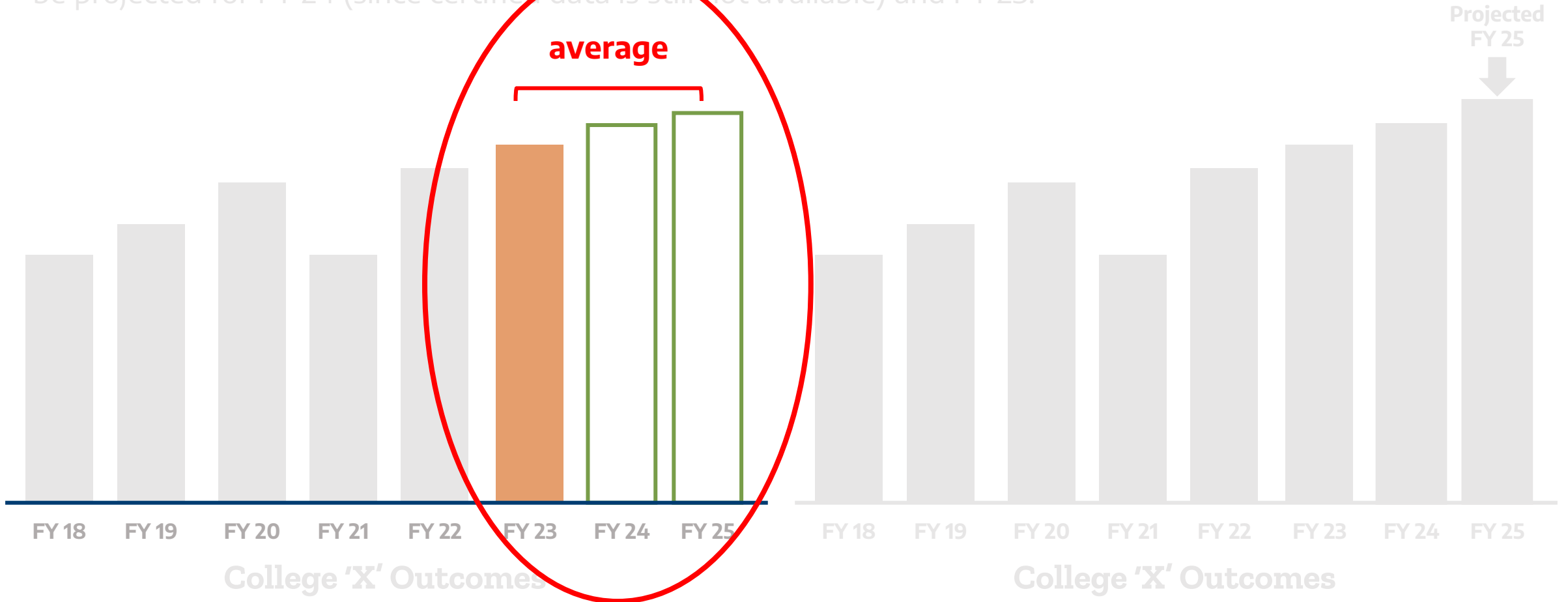
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# House Bill 8 : Guardrails

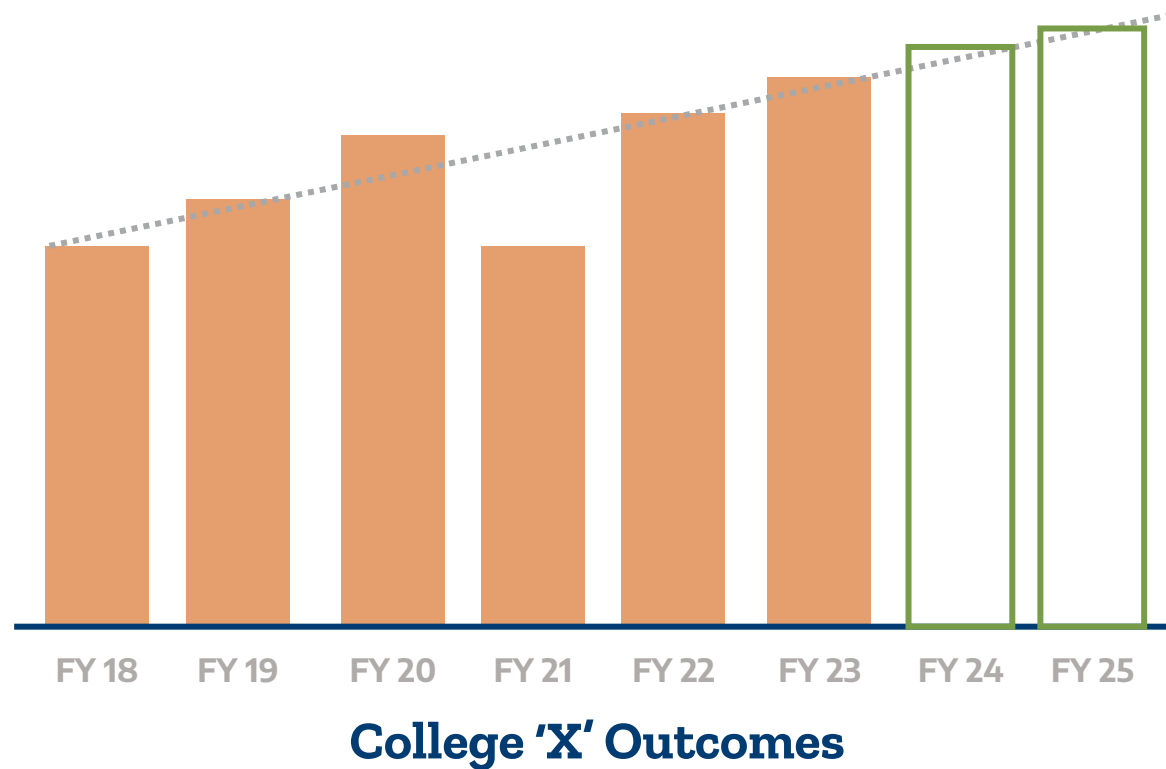


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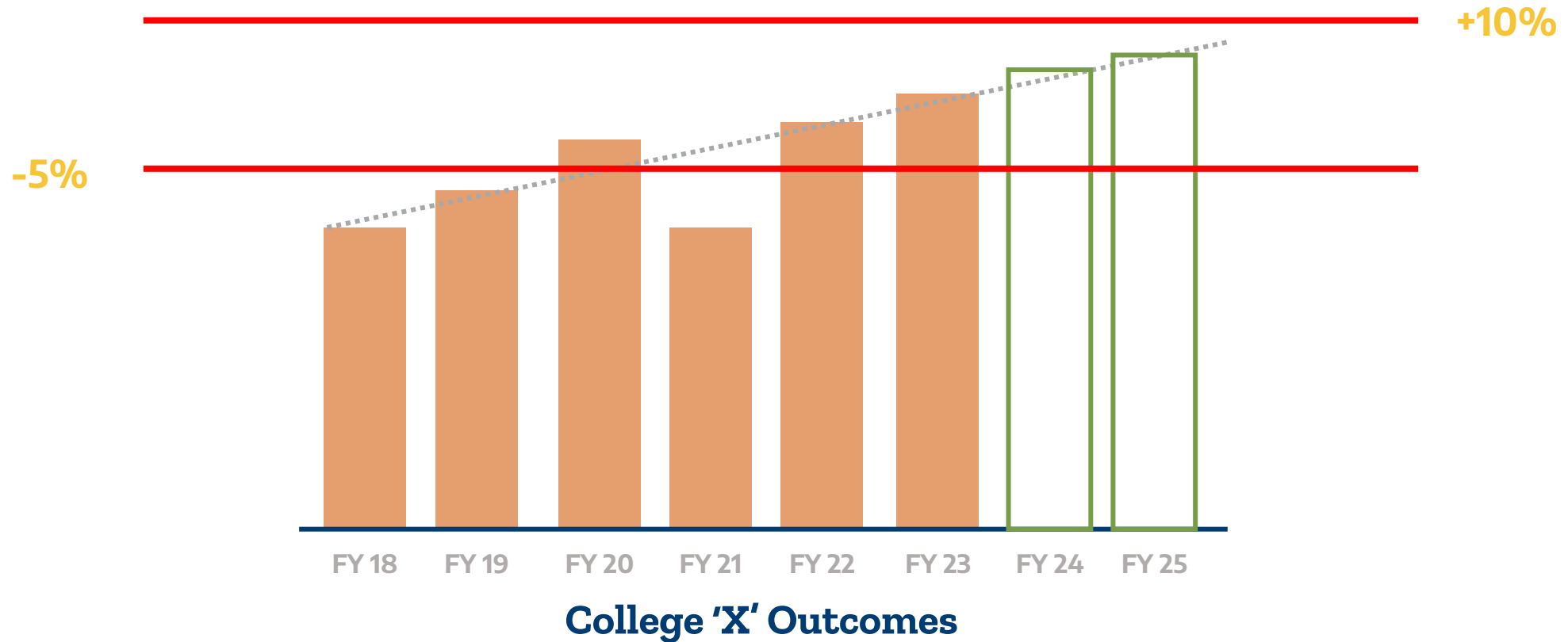
# Guardrail Framework

During projection calculations, year-to-year changes will be **limited to +10% / -5%** to ensure forecasted outcomes fall within realistic limits and to provide funding stability to colleges. Guardrails will apply per outcome.



# Guardrail Framework

During projection calculations, year-to-year changes will be **limited to +10% / -5%** to ensure forecasted outcomes fall within realistic limits and to provide funding stability to colleges. Guardrails will apply per outcome. Guardrails will be removed once certified data for outcomes becomes available.





# House Bill 8 : Dynamic Payments



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# Dynamic Payments

## TIMELINE KEY

THREE-PAY SYSTEM

DATA AVAILABILITY

FUNDING ADJUSTMENTS

CLOSE-OUT

TEXAS LEGISLATURE

### FALL PAYMENT (OCTOBER)

1 OF 3

Community colleges receive 50% of FY 25 Foundation Payment calculated on projected outcomes.

#### GENERAL ELECTION

General Election (Nov. 5, 2024) to determine legislative representation.

#### 89TH SESSION

The 89th Texas Legislature convenes on Jan. 14, 2024 at noon.

### SPRING PAYMENT (FEBRUARY)

2 OF 3

Community colleges receive 25% of FY 25 Foundation Payment.

#### FY 25 DYNAMIC ADJUSTMENT (+ ONLY)

THECB will use preliminary FY 24 data to recalculate projected outcomes and provide additional funds for colleges who outperform projections.

#### DATA

FY 24 preliminary data is used to calculate the Dynamic Adjustment payment (only plus-ups applied mid year).

THECB begins work to calculate preliminary FY 26 runs.

#### 89TH SESSION: SUPPLEMENTAL BUDGET

Deadline for the supplemental budget to be filed during the 89th Texas Legislature.

### SUMMER PAYMENT (JUNE)

3 OF 3

Community colleges receive 25% of FY 25 Foundation Payment subject to legislative appropriations.

#### DATA

THECB uses FY 24 certified outcomes and new base year contact hours to publish FY 26 runs upon General Appropriations Act ratification.

#### 89TH SESSION

The 89th Regular Session will end June 2, 2024. The two-year budget and supplemental budget must be approved by then.

FISCAL YEAR 2025

OCT. 2024

FEB. 2025

JUNE 2025

# Dynamic Payments

## FALL PAYMENT (OCTOBER)

1 OF 3

Community colleges receive 50% of FY 26 Foundation Payment calculated on projected outcomes.

### FY 25 PROJECTED SETTLE-UP ADJUSTMENT (+ OR -)

In addition to the Foundation Payment in October, certified data from FY 24 will be used to calculate the FY 25 projected settle-up (+ and -).

This settle-up will still include the guardrails for projected FY 25 data.

## SPRING PAYMENT (FEBRUARY)

2 OF 3

Community colleges receive 25% of FY 26 Foundation Payment.

### FY 26 DYNAMIC ADJUSTMENT (+ ONLY)

THECB will use preliminary FY 25 data to recalculate projected outcomes and provide additional funds for colleges who outperform projections.

### FY 25 SETTLE-UP ADJUSTMENT (+ ONLY)

The FY 25 Settle-Up is the difference between the net of all prior FY 25 payments and the recalculation of FY 25.

### DATA

FY 25 preliminary data is used to calculate the Dynamic Adjustment and Settle-Up.

THECB begins work to calculate preliminary FY 27 runs.

## SUMMER PAYMENT (JUNE)

3 OF 3

Community colleges receive 25% of FY 26 Foundation Payment.

### DATA

FY 25 certified data is used for final FY 27 runs which will determine the October Foundation Payment and FY 25 Close-Out.

## FALL PAYMENT (OCTOBER)

1 OF 3

Community colleges receive 50% of FY 27 Foundation Payment calculated on projected outcomes.

### FY 25 CLOSE-OUT

Close-out adjustments happen two years later due to data lag. **Guardrails are removed** and community colleges receive final adjustments to funding.

### DATA

FY 25 certified data is used for final adjustments.

OCT. 2025

FEB. 2026

JUNE 2026

OCT. 2026

FISCAL YEAR 2026

FY 27



# House Bill 8 : Key Terms & Definitions



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# Key Terms for House Bill 8

Term	Definition
Credentials of Value	<ul style="list-style-type: none"><li>• A positive return on investment for college completers compared to a high school graduate after 10 years.</li></ul>
Credential of Value Premium	<ul style="list-style-type: none"><li>• An incentive to complete students more quickly.</li><li>• Bonuses for individual students who complete faster than the statewide average tipping point for positive ROI in a particular program.</li></ul>
High Demand Fields	<ul style="list-style-type: none"><li>• Occupations where large numbers of employees are estimated to be needed.</li></ul>
Outcome Completion Weights	<ul style="list-style-type: none"><li>• Additional outcome “points” awarded for students who are economically disadvantaged, academically disadvantaged, or adults.</li></ul>
Projections	<ul style="list-style-type: none"><li>• The funding colleges receive in FY 25 (Fall 24-Summer 25) is based on actual data from the most recent year—2023—and projected outcomes for 2024 and 2025 based on 7 years of prior actuals.</li><li>• Maximum increase allowed is 10% and maximum decrease allowed in 5%.</li></ul>
Dynamic Funding Model	<ul style="list-style-type: none"><li>• Funding amounts will be adjusted each year based on actuals.</li></ul>

# Thank you

**Ray Martinez III, J.D.**

President & CEO

Texas Association of Community Colleges

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Interview with

# Dr. Kimberly Lowry

Executive Director, TSC, Vice President, TACC

Martha Ellis Ph. D.

Senior Pathways Lead

[tacc.org/tsc](http://tacc.org/tsc)



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# Thank you

**Martha Ellis Ph. D.**  
Senior Pathways Lead

[tacc.org/tsc](https://tacc.org/tsc)



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# Talent Strong Texas Pathways

**Kristina Flores, Ph.D.**

Senior Director of Research and Evaluation

**Christine Bailie, Ed.D.**

Senior Director of Institutional Strategy



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# Texas Success Center

## Grounding Principles

Talent Strong Texas Pathways is not the next in a long line of discrete reforms, but rather a framework that unifies a variety of career- and equity-focused reform elements around a single centralized statewide strategy.

All Texas community colleges' guided pathways redesigns systemically address the entire student experience, rather than to just one segment of it (such as developmental education or advising).

The redesign process starts with student post-completion goals and “backward maps” stacked programs and supports to ensure that students thrive in employment and education at the next level.

Success

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

Belonging  
& Wellness

Psychological,  
Basic & Safety Needs



# 2024 Scale of Adoption Assessment

## In the Field!



### Welcome, Pathways Teams!

The Texas Success Center is dedicated to evaluating our statewide student success strategy—Talent Strong Texas Pathways—and using the information to provide meaningful support to all Texas community colleges. To accomplish this, we collect information on the implementation of the essential practices of the guided pathways strategy, student outcome key performance indicators (KPIs), and the student voice.

The Scale of Adoption Assessment (SOAA) is the process by which we learn how each college is redesigning the student experience through Talent Strong Texas Pathways. The SOAA process includes a self-assessment survey and a follow-up interview. Understanding the level of implementation of each essential practice allows the Center to design supports, institutes, and coaching to be valuable partners with each college as they work to continuously improve. The SOAA is a companion tool to our KPIs and student voice data.

The 2024 SOAA has evolved to capture the growth in our collective student success strategy. Practices are still organized into four pillars, but some things have changed! There is now a section on leadership enabling conditions that research suggest are necessary to accomplish whole-college guided pathways reform. Each pillar also has practices to measure implementation of belonging and wellness strategies to support the whole student.

Our network of reform-minded and action-oriented colleges accomplished amazing growth scaling the essential practices as measured by the Texas Pathways SOAA in 2017, 2019, 2021, and 2023. The 2024 SOAA is our first measure of the Talent Strong Texas Pathways strategy. It provides an opportunity to reevaluate progress with new and evolved essential practices. Colleges should expect to be at a starting point for many of the new practices, with the understanding that we will work together to scale these over the upcoming years of the strategy.

Whether this is your team's first time participating in the SOAA process or the fifth, the Center has designed this tool to be a support to each college's ongoing action planning. The front matter contains information about the terminology and scaling options for each section of the SOAA. The next section contains the items in the SOAA instrument for your reference. When ready, each college team will submit their completed SOAA information through a Qualtrics survey link. The Center will then follow up with a team interview.

We are here to help!

As your Pathways Team works through the SOAA,  
you can reach out to your Pathways Coach, your peers,  
and anyone on the Center team.

Thank you for engaging with us and sharing your progress!

## Timeline:

May – August 2024:  
Self-Assessment

August – October  
2024:  
Interviews

November & Ongoing:  
Analysis



# Leadership Enabling Conditions

<b>L-A</b>	Pathways Team	Ai. Does the Pathways Team have an established meeting schedule throughout the year to review and report on progress made on College Action Plans?
	Work Plan	Aii. Has the Institutional Effectiveness team developed an internal continuous evaluation process for Pathways reforms?
<b>L-B</b>	Leadership	Bi. Has the college president/chancellor established a leadership priority to support Pathways efforts?
	Support	Bii. Has the college board of trustees/regents established a priority to support Pathways efforts?
<b>L-C</b>	Guided Pathways	Ci. Has guided pathways been communicated to the college community as the student success framework for the college?
		Cii. Has guided pathways been embedded into the college’s strategic planning, such as the Strategic Plan or Quality Enhancement Plan?
<b>L-D</b>	Pathways Communications	Di. Does the college regularly and systematically communicate Pathways plans, successes, and challenges to the college community, including to students?

**At Scale:**  
Yes, implementation complete and sustained

**Scaling in Progress:**  
No, but implementation plan in place

**Preparing to Scale:**  
No, but exploring options

# Leadership Enabling Conditions

<b>L-E</b>	Wellness	Ei. Has the Pathways Team established a priority to take action to systematically address each student’s wellness and support each student’s basic needs?
<b>L-F</b>	Belonging	Fi. Has the Pathways Team established a priority to take action to systematically foster each student’s sense of belonging?
<b>L-G</b>	Education Ecosystem	Gi. Has the college formalized relationships with Independent School District (ISD) partners to expand dual credit pathways aligned with college programs?
		Gii. Has the college formalized relationships with four-year partners to improve the transition and success of transfer students?
<b>L-H</b>	Workforce Ecosystem	Hi. Does the college regularly and systematically engage workforce and business partners in Pathways efforts to ensure the college contributes to a successful workforce ecosystem?

**At Scale:**  
Yes, implementation complete and sustained

**Scaling in Progress:**  
No, but implementation plan in place

**Preparing to Scale:**  
No, but exploring options



# 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

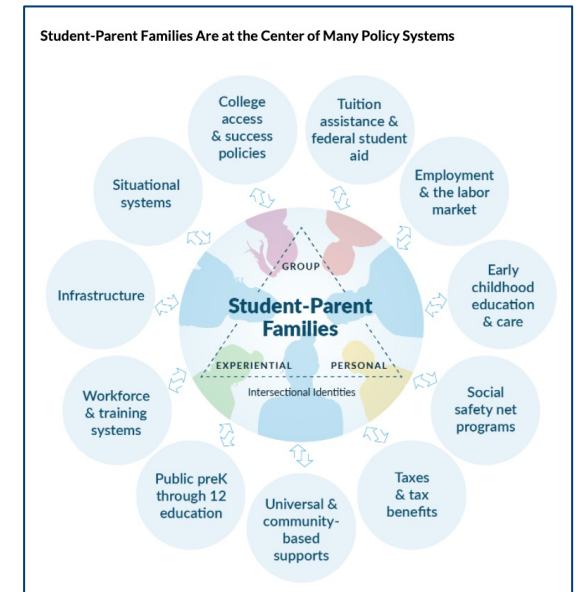
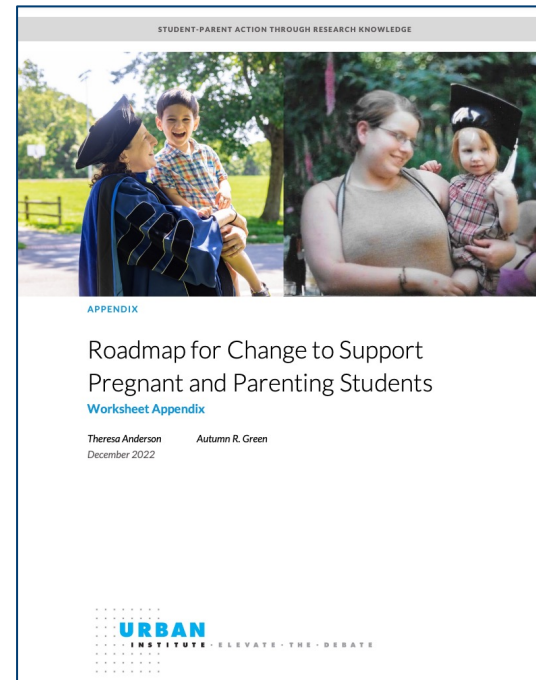
All faculty, advisors, staff, and administrators receive training to enhance students' sense of belonging in classrooms and throughout the college

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

# Data-to-Action (D2A) For Parenting Students

- All colleges should plan to attend the Summer Series with an Implementation Team composed of:
  - Parent Liaison
  - Pathways Lead or Pathways Team Member
  - IR Director or Data Team Member
  - Other members supporting parenting students
- Curriculum based on Urban Institute's:
  - [Roadmap for Change to Support Pregnant and Parenting Students](#)
  - [Student-Parent Families Framework](#)

Register by 6/20/24!



**For more information:** View the Urban Institute's [concurrent session presentation](#) from April 11, 2024

# Data-to-Action (D2A) for Parenting Students

Urban Institute will support and guide each Implementation Team through:

- An examination of your institution's data capacity; strategies for inclusive data collection practices
- Profiling resources that can be shared with students;
- Strategies for using data for action, with guidance on feasible data-informed changes to better support students;
- Visibility and stakeholder engagement to develop goals; and
- Best practices to engage students and leverage their expertise to guide change.

## Summer Series

- **June 25, 2024**  
9 AM - 12 PM CST
- **July 23, 2024**  
9 AM - 12 PM CST
- **August 13, 2024**  
9 AM - 12 PM CST



Texas Success Center



# Registered Colleges

- Alamo Colleges
- Brazosport College
- Dallas College
- Del Mar College
- Houston Community College
- Kilgore College
- Lamar State College Orange
- Laredo College
- Lee College
- McLennan Community College
- Northeast Texas Community College
- Odessa College
- Paris Junior College
- Panola College
- Tarrant County College
- Temple College
- Texas Southmost College
- Trinity Valley Community College
- Vernon College
- Victoria College
- Wharton County Junior College

Register by Thursday, 6/20/2024! <https://bit.ly/D2ARegistration>

# Minding College Minds Learning Community

## Welcome, Cohort 1!

- Alamo Colleges
- Central Texas College
- Dallas College
- Del Mar College
- Grayson College
- Kilgore College
- Laredo College
- North Central Texas College
- Northeast Texas Community College
- Paris Junior College
- San Jacinto College
- Trinity Valley Community College
- Victoria College



### 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! 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.

# 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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# Carl M. “Cheesie” Nelson Award

- Your CEOs have been invited to submit a nomination.
- The Carl M. “Cheesie” Nelson Award recognizes a Vice President or Dean from a Texas community college who demonstrates exceptional leadership, professionalism, collaboration, and commitment to students.
- Each year, the winner of the award is honored at the TACC Summer Meeting.

Please [submit nominations](#) by Friday, June 28, 2024.



**Texas Success Center**



# TACAO Business

## Next TACAO Quarterly Meetings

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

