

New Trustee Orientation

Martha Ellis, Ph.D.,
January 17, 2025



Community College
Association of Texas Trustees



Congratulations!!!

As a member of the board of trustees, you are embarking on a position that will have a profound impact in your community and across the state.

Texas Education Code

- *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

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

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

- 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 and Board of Trustees Institute (Feb. 27-28, 2025, in Austin)

The Challenge



Challenges with Texas' socioeconomic **upward mobility** and economic prosperity.



The increasingly critical need for an educated and a **trained workforce**.



Community colleges have a strong track record of providing open access but, while improving, still have a need to increase their student credentials of value/ graduation rates/transfer rates.



The impact of Trustees, as the governing authority for community colleges, is **critical** to student success.



Community College Enrollment

What percentage of Texas freshmen and Sophomores in higher education are enrolled in community colleges? (fall 2023)

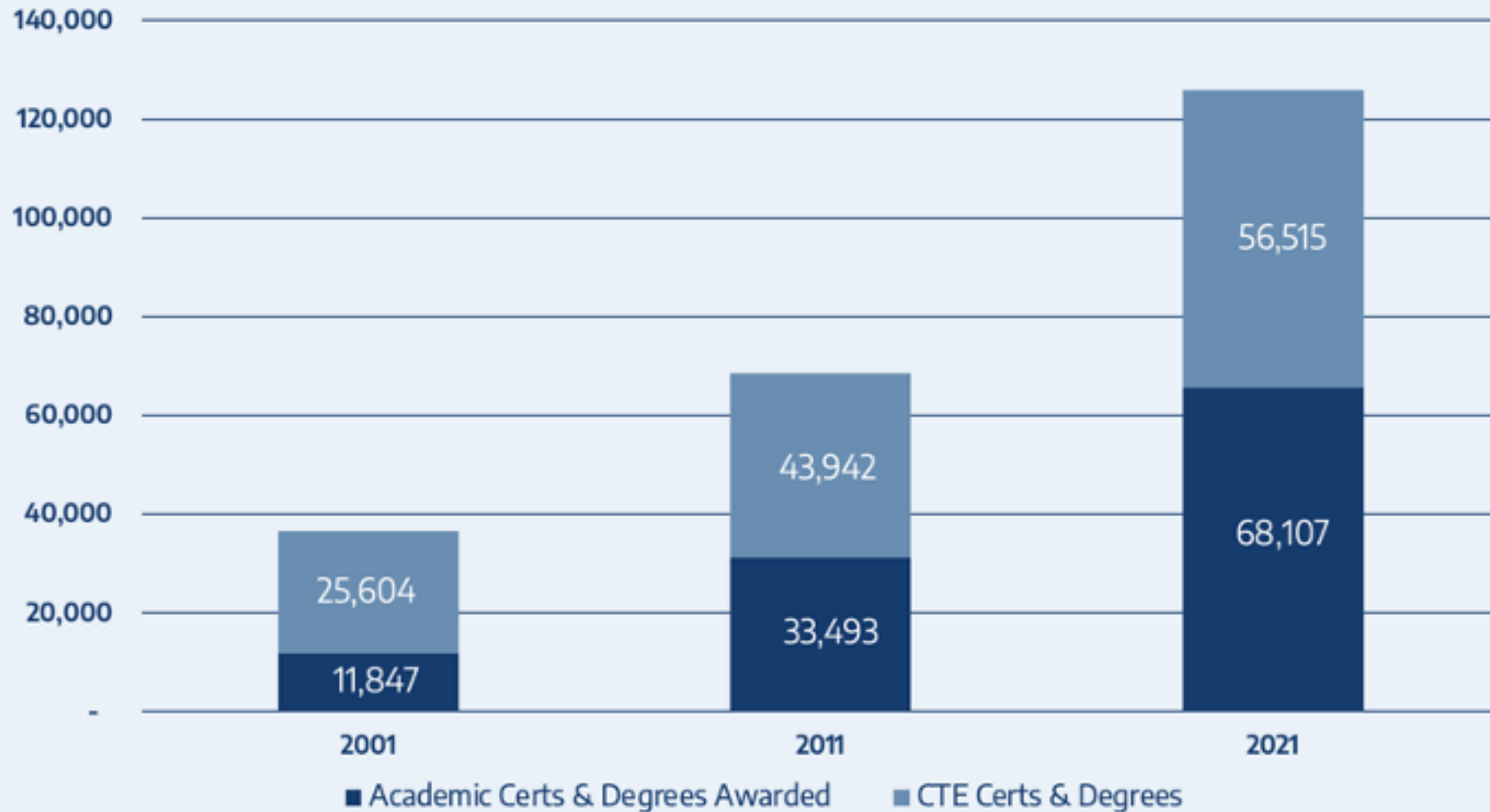
- A. 33%
- B. 52%
- C. 75%
- D. 83%

Completion

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

- A. 52%
- B. 64%
- C. 89%
- D. 96%

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

Bachelor's Degrees

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

- A. 25%
- B. 37%
- C. 62%
- D. 69%

TEXAS COMMUNITY COLLEGES
STUDENT FINANCIAL WELLNESS
SURVEY RESULTS
FALL 2023

Understanding the connection between student finances and student success is essential to supporting the modern learner.

62%

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



33%

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

64%

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



26%

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

45%

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



46%

of students consider themselves to be **WORKERS ATTENDING SCHOOL, rather than STUDENTS WHO WORK.**

50%

of students **REPORTED BEING HOUSING INSECURE.**



49%

of students were **FOOD INSECURE.**



31%

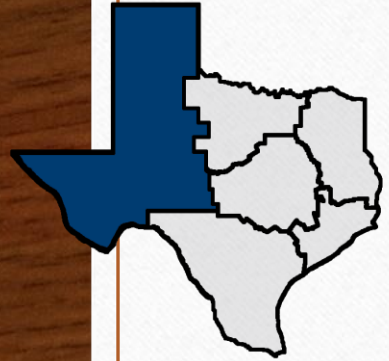
of students **IDENTIFIED AS PARENTS.**



**A few more
details about
TX
community
colleges...**

- 50 districts with over 90 campuses
- Districts range in enrollment from 1,400 to 72,000 (SCH)
- Accredited by Southern Association of Colleges and Schools Commission on Colleges
- Open door admissions
- Semester credit hour tuition and fees range from \$62 to \$161 per SCH for in-district
- On the semester system with associate degrees being capped at 60 SCH
- Offer Adult Education and Literacy (AEL), Continuing Education, Certificates, Associate Degrees, and limited bachelor's degrees

Regions of Texas Community Colleges



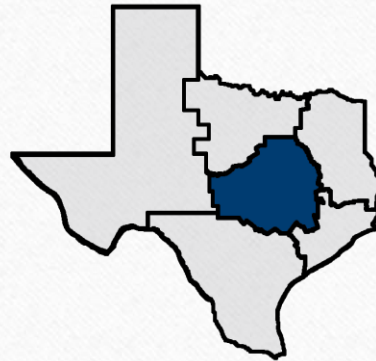
West

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



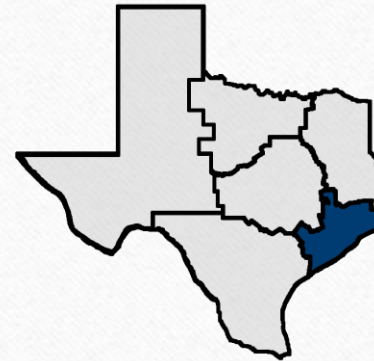
South

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



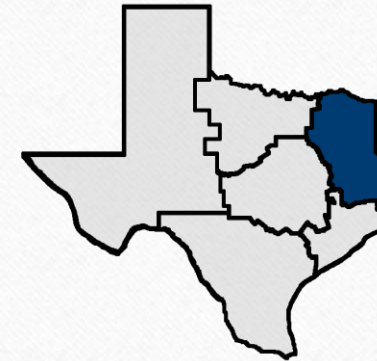
Central

Austin
Blinn
Central Texas
Hill
McLennan
Navarro
Temple



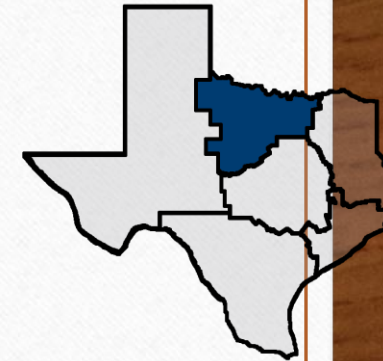
Southeast

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

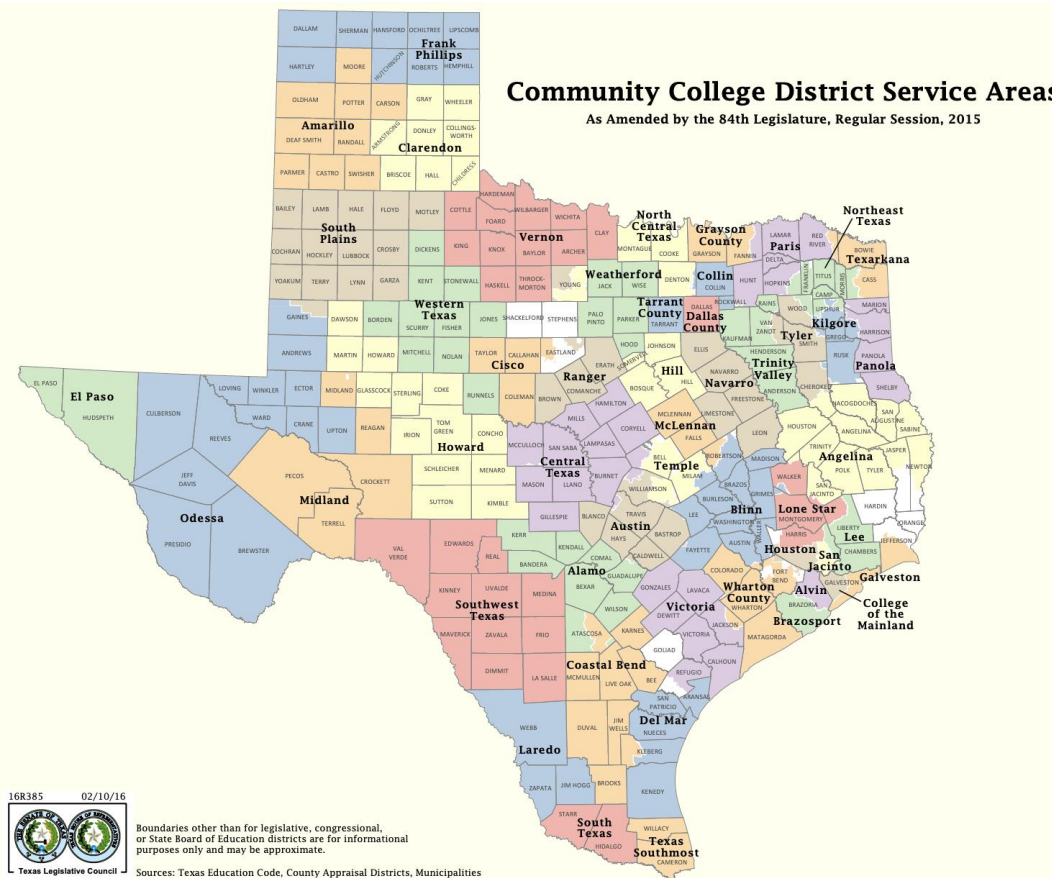
Governance

- Fifty independent districts governed by elected Boards of Trustees
 - 5 to 14 members
 - 6-year rotating terms
 - At-large and single-member districts
 - Committees and full board—executive session
 - Follow open-meetings law with required training within 90 days of starting the term
 - CEO reports to the Board

Service Areas & Taxing Districts

Community College District Service Areas

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

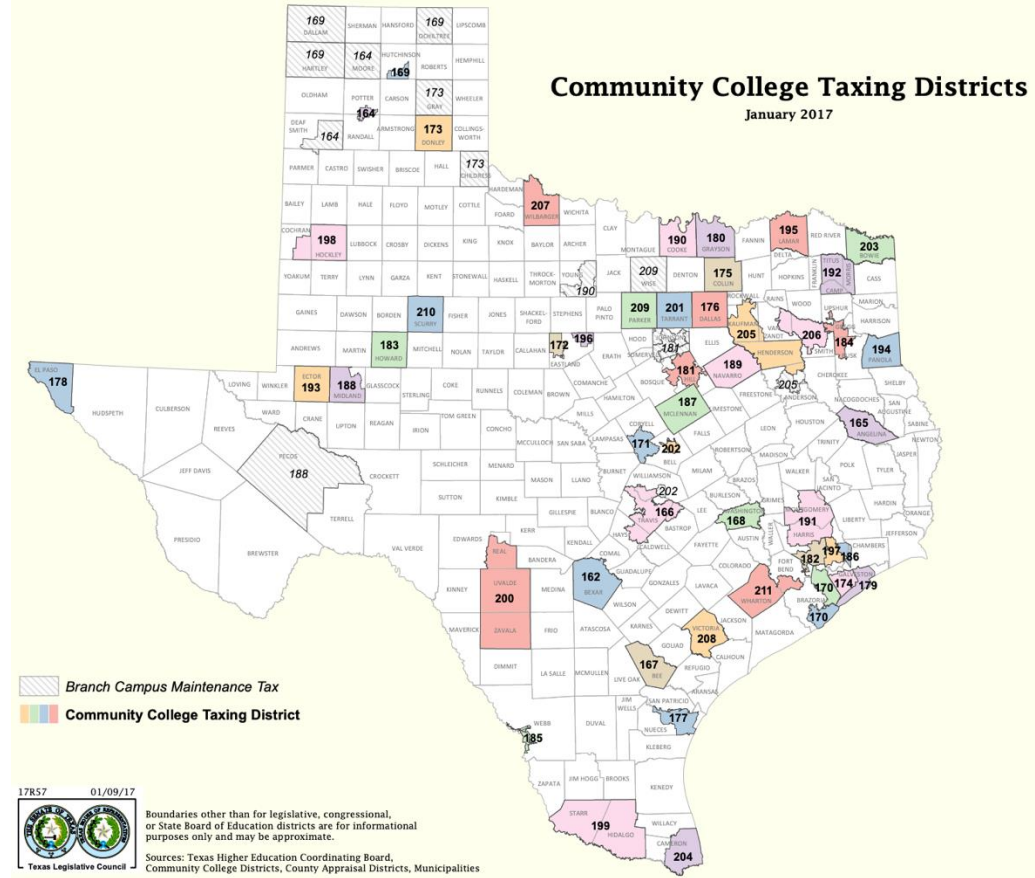


Community College Districts*

- 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 - Northwest 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



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) and Community Colleges
Association of Texas Trustees (CCATT)
advocacy for Texas community colleges

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

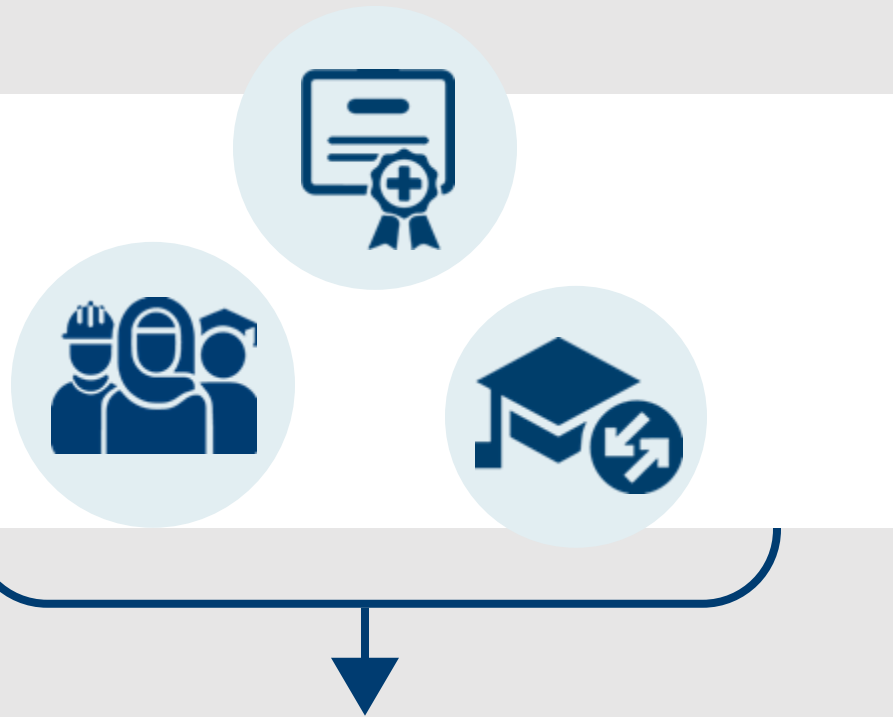
The funding level that ensures each public junior college has access to a defined level of funding for instruction and operations.



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.

HB 8 Fundable Outcomes



**Performance
Tier Funding**

Outcomes

- **Credentials of Value – credit & non-credit**
- **High Demand Credentials of Value**
- **15 SCH Transfer/Coenrollment Hours**
- **15 SCH Dual Credit Hours**

Credential of Value - A positive return on investment for college completers compared to a high school graduate after 10 years

High Demand Fields - Occupations where large numbers of employees are estimated to be needed

**Texas Higher
Education
Coordinating
Board**

60x30 Texas and Building a Talent
Strong Texas

Coordination, data collection and
rulemaking for legislation

Academic Course Guide Manual
(ACGM)

Workforce Education Course
Manual (WECM)

Texas Higher Education Coordinating Board: House Bill 8 Website

TOPIC BREAKDOWN

The screenshot shows the top portion of a website. At the top left is the logo for the Texas Higher Education Coordinating Board. To the right is a navigation menu with items: About, Our Work, Explore our Data, Meetings & Events, and Media & Government Relations, followed by a search icon. Below the navigation is a large blue banner with a faint image of a building and the text "Community College Finance" in white. Underneath the banner is a white section with the heading "Overview" and a paragraph of text.

**Texas Higher Education
COORDINATING BOARD**

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

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**)
- Teri Zamora, San Jacinto College, CFO
- Tiska Thomas, Dallas College, CFO
- Jenna Cullinane Hege, Austin Community College, IR

MEDIUM COLLEGES

- Jeremy McMillen, Grayson College, CEO

LARGE COLLEGES

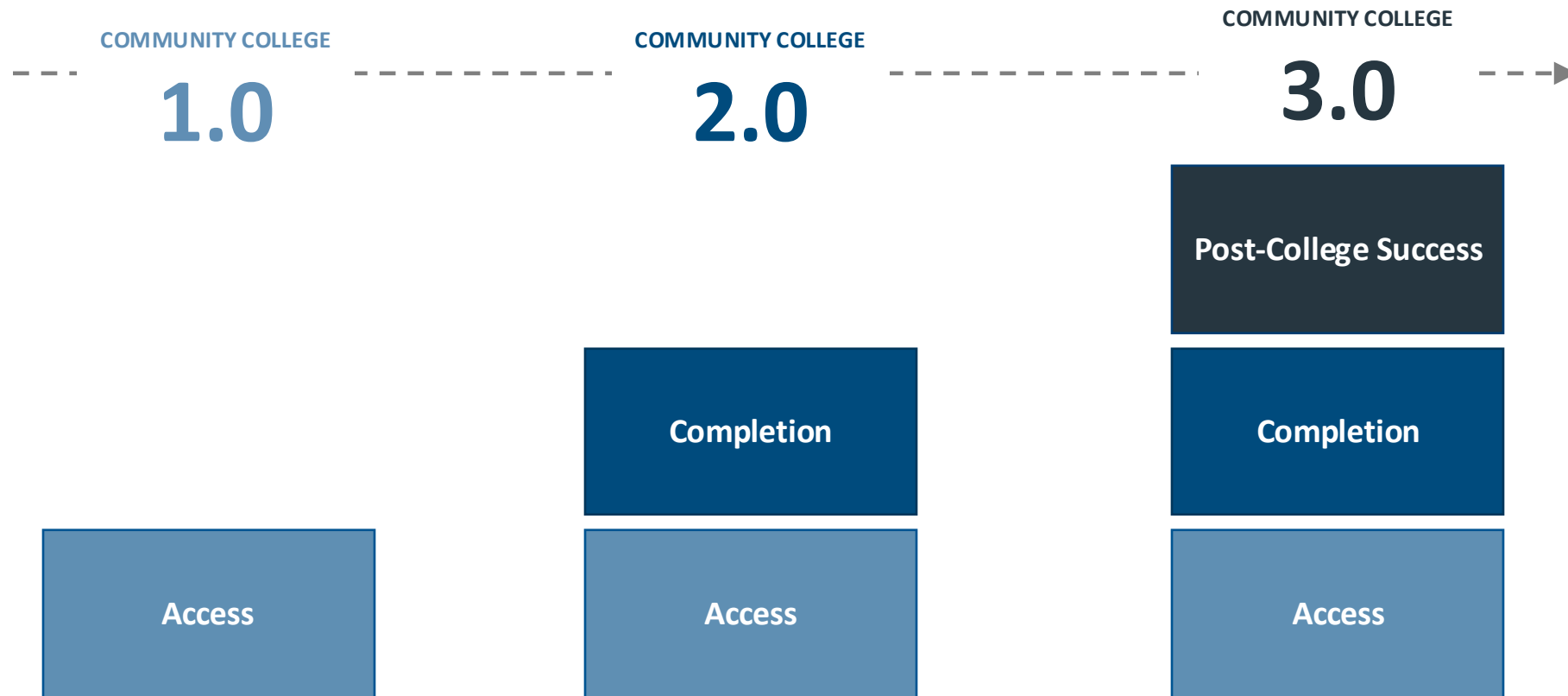
- Brent Wallace, North Central Texas College, CEO
- Leonard Rivera, Del Mar College, CE
- Sarah Van Cleef, Tyler Junior College, CFO

SMALL COLLEGES

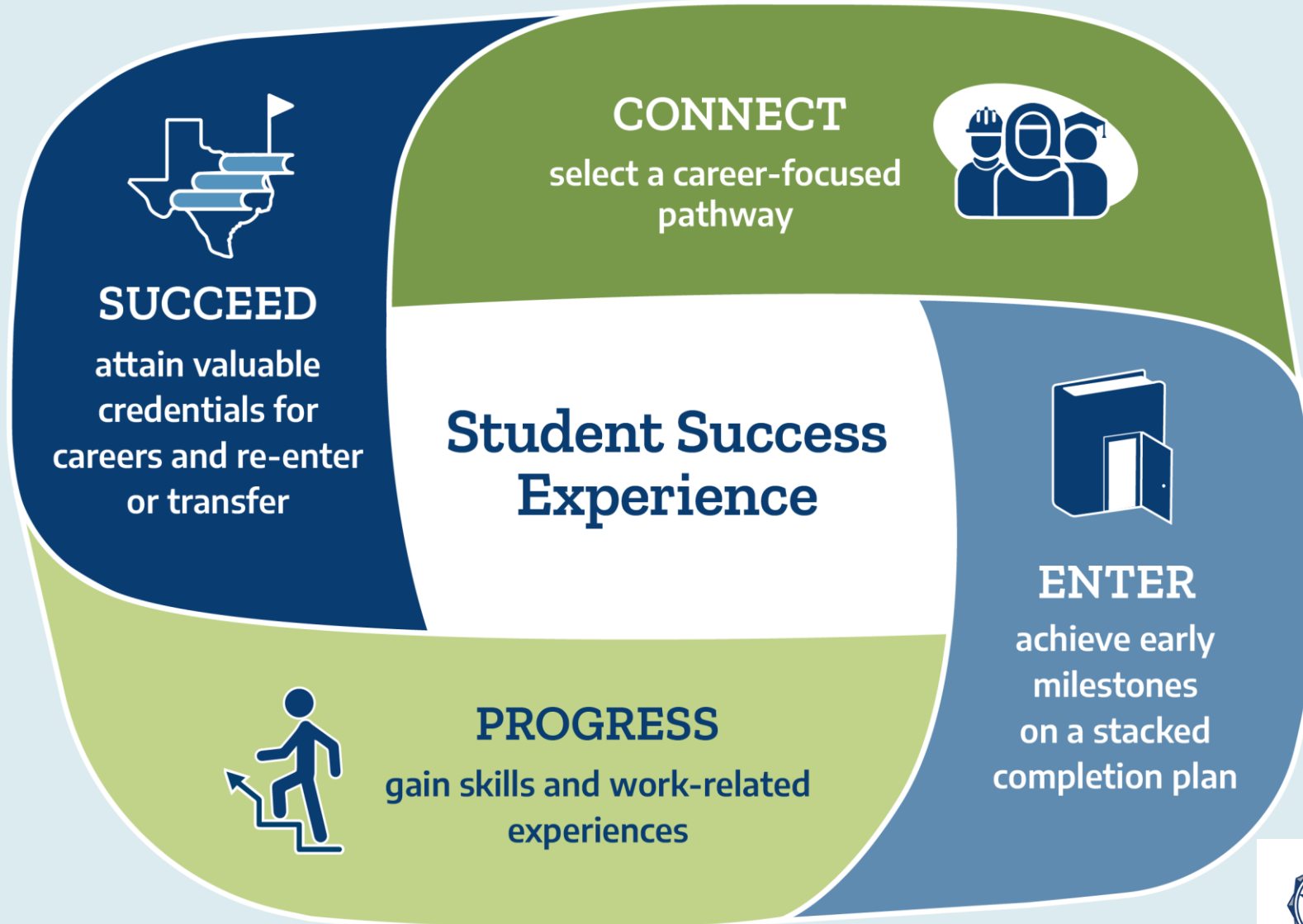
- Tex Buckhaults, Clarendon College, CEO
- Jeff Enbrock, Galveston College, CFO
- Ron Clinton, Northeast Texas College, CEO

- Ray Martinez, President & CEO, TACC

Community Colleges



Talent Strong Texas Pathways Framework





Talent Strong
Texas Pathways



Texas Success Center

Success

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

Belonging
& Wellness

Psychological,
Basic & Safety Needs

Effective 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

Board Responsibility

01

Future-oriented :
Set the Strategic
Direction for
Student Success

02

Oversight:
Monitor What
Matters

03

Problem-Solving:
Create the Culture
for Transformation

Responsibilities of the Board

- 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

Board and 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

CEO and Board

Communication and transparency between President and Board

Confidentiality balanced with transparency to stakeholders

College leadership and board understanding and staying in roles

Keep the board informed—no surprises

Keep the president informed—no surprises

Honest self-evaluation by both



Community College
Association of Texas Trustees

Trustee Handbook

