

BOARD OF TRUSTEES INSTITUTE

Charting the Path Forward: Strategic Governance for Growth and Innovation

February 27-28, 2025 | Westin Domain Hotel, Austin, TX



Texas Success Center



Talent Strong
Texas Pathways

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Theme

Charting the Path Forward: Strategic Governance for Growth and Innovation

Objective

Trustees will commit to action for Talent Strong Texas Pathways that will lead to upward economic mobility for students through credentials of value, economic growth for the regions, and drive institutional innovation and growth in the implementation of HB 8 by:

1. Setting the strategic direction for high-value post-completion outcomes for every student;
2. Supporting a culture for change for future growth and innovation;
3. Monitoring student credentials of value completion, transfer, and post-completion outcomes.

Purpose

The Board of Trustees Institute provides an opportunity to:

- Convene board and CEO delegates from Texas community colleges to share and elevate knowledge of how effective governance contributes to a bold focus on excellence in students completing a credential of value that leads to post-completion success in transfer and/or career with family-sustaining wage for all students;
- Develop institutional capacity to introduce, foster, and sustain a comprehensive student success, completion, and post-completion agenda;
- Enhance understanding of board/CEO collaboration, roles and responsibilities;
- Contribute to a community of board members and CEOs as lifelong learners and advocates for improving post-completion success for every student.



Program Agenda

THURSDAY, FEBRUARY 27TH

REGISTRATION

FOYER

10:00 AM | Check In Opens

NETWORKING LUNCH

PRIMROSE AB

12:00 PM - 1:00 PM | Casual Light Lunch

PLENARY SESSION

PRIMROSE AB

1:00 PM - 2:00 PM

Welcome and Goals of BOTI

Dr. Kimberly Lowry

Vice President, Texas Association of Community Colleges &
Executive Director, Texas Success Center

Legislative Update

Ray Martinez, JD

President, Texas Association of Community Colleges



2:00 PM - 3:00 PM

Loving Our Students to Success Through Intentional, Courageous and Systemic Leadership

Dr. Lowery-Hart shares insights and lessons learned from his leadership journey, which is focused on **improving student success** through systemic and cultural change grounded in one word: love. Learn actionable strategies to **move beyond** bureaucratic barriers, **promote collaboration** across departments, and **drive meaningful change** at your institution.

Introduction

Presenter

Steve Jackobs

Trustee, Board of Trustees, Austin Community College

Dr. Russell Lowery-Hart

Chancellor, Austin Community College

3:00 PM - 3:15 PM

Overview of Team Strategy Time

Dr. Martha Ellis

Resident Faculty and Senior Pathways Lead, Texas Success Center

3:15 PM - 3:30 PM

Break

TEAM STRATEGY TIME 1

3:30 PM - 4:30 PM

Please refer to your Team Strategy Time Room Assignment

Colleges will bring their strategic plans/annual goals

Resident faculty and college delegates



5:00 PM - 7:30 PM

Reception & Cash Bar, Dinner

All Guests

PANEL PRESENTATION:

The Board of Trustees and CEO Partnership That Supports Strategic Growth and Innovation

No other **relationship** at a college is as consequential as that between the board and its chief executive officer (CEO). How trustees relate to each other and to the CEO—and how the CEO relates to the trustees—is of great consequence to **ensure growth and innovation** into the future.

Introduction and Moderator

Dr. Martha Ellis

Presenters

Dr. William SerrataPresident, El Paso
Community College**Judge Brian Haggerty**Chair, Board of Trustees, El
Paso Community College**Dr. Christy Ponce**

President, Temple College

Lydia Santibanez-FarrellChair, Board of Trustees,
Temple College

7:30 PM

Adjourn



FRIDAY, FEBRUARY 28TH

7:00 AM - 8:30 AM

Breakfast

FOYER/PREFUNCTION SPACE

PLENARY SESSION

PRIMROSE AB

8:30 AM - 8:45 AM

Overview of the day

Dr. Kimberly Lowry

Community College Association of Texas Trustees Update

Susan Moore-Fontenot

Chair of Community College Association of Texas Trustees and Vice Chair of Board of Regents, Lee College

PLENARY PRESENTATION:

8:45 AM - 10:15 AM

Looking to the Future: Strategic Planning and Futuring to Advance HB 8 Outcomes

The College of Eastern Idaho (CEI) President, Dr. Lori Barber, and CEI Trustee Ethan Huffman (virtually), will guide Texas community college presidents and their trustees through a forward-thinking exploration of how **HB8's** shift from enrollment to outcomes-based funding requires transformative thinking. Their presentation at the 2024 ACCT conference received rave reviews from participants.

This session will focus on leveraging trend **analysis** and **strategic foresight** to align institutional priorities with the demands of high-demand credentials and outcomes-based funding metrics. Facilitators will demonstrate how futuring serves as a vital precursor to strategic planning, equipping institutions to proactively adjust to the new funding model. By adopting a **systematic** approach to envisioning future challenges and opportunities, participants will gain tools to **reimagine** traditional frameworks and develop **sustainable pathways for success**.



As we embark on this journey, remember: “The best time to create the future is now.”

Introduction

Dr. Johnette McKown

President, McLennan
Community College

Presenters

Dr. Lori Barber

President, College of
Eastern Idaho

Ethan Huffmann

Trustee, College of Eastern
Idaho

10:15 AM - 10:30 AM

Break

CONCURRENT SESSIONS

10:30 AM - 11:30 AM

Lantana

Trustee Strategies for Future Innovation in a Changing Business Environment

The region served by Grayson College is undergoing significant change in the workforce. Hear how the trustees prepared for this change through multiple board retreats, passed a bond to and are preparing for future industry growth in the region.

Dr. Jeremy McMillen

President

John Spies

Chair, Board of Trustees

Grayson College



Camellia

Strategic Governance for Growth

Odessa College has continued significant enrollment growth while focusing on student success and post completion outcomes. They have been recognized nationally for this success. Trustees have implemented policies to support the changes needed for enrollment growth and student success after completion. This transformation is more than moving to 8-week courses.

Dr. Greg Williams

President

Gary Johnson

Chair, Board of Trustees

Odessa College

Plumeria

Trustee Strategies for Improved Completion of Credentials of Value to Prepare for Future Direction

San Jacinto College is repeatedly recognized as one of the top 10 community colleges in the nation for completion of credentials of value to meet the needs of the local workforce. Trustees have made significant changes in financial resource allocations and policies as they support the CEO and team in transformation for the future.

Dr. Brenda Hellyer

Chancellor

Dan Mims

Chair, Board of Trustees

Dr. Michelle Cantu-Wilson

Trustee, Board of Trustees

San Jacinto College



LUNCH

PRIMROSE AB

12:00 PM - 1:30 PM

Fireside Chat

Vision for Texas Community Colleges

Dr. Serrata will engage in a conversation with the Texas Commissioner of Higher Education on his vision for the future of Texas community colleges. Dr. Rosser is a long-time friend of the Texas Success Center. We are honored to have him back for his third visit to the BOTI.

**Commissioner Wynn
Rosser**

Texas Higher Education
Coordinating Board

Dr. William Serrata

President, El Paso
Community College

Moderator

Closing Remarks

Dr. Kimberly Lowry

TEAM STRATEGY TIME 2

1:45 PM - 2:30 PM

Action Planning

Delegates and resident faculty will convene to complete major action steps that delegates commit to take when they return to their home institutions as a result of institute learnings.

Please refer to your Team Strategy Time Room Assignment

College delegates with resident faculty

2:30 PM

Adjourn



Team Strategy Time

ROOM ASSIGNMENTS

EILEEN BACCUS

Alamo Colleges
Coastal Bend College
Grayson College
Houston Community College
Lee College
Midland College
Tarrant County College

PLUMERIA

MARTHA ELLIS

Amarillo College
Del Mar College
El Paso Community College
McLennan Community College
Temple College
Texarkana College
Wharton County Junior College

PRIMROSE AB

MARIA HARPER-MARINICK

Austin Community College
Dallas College
Odessa College
San Jacinto College District
South Texas College
Victoria College

CAMELLIA

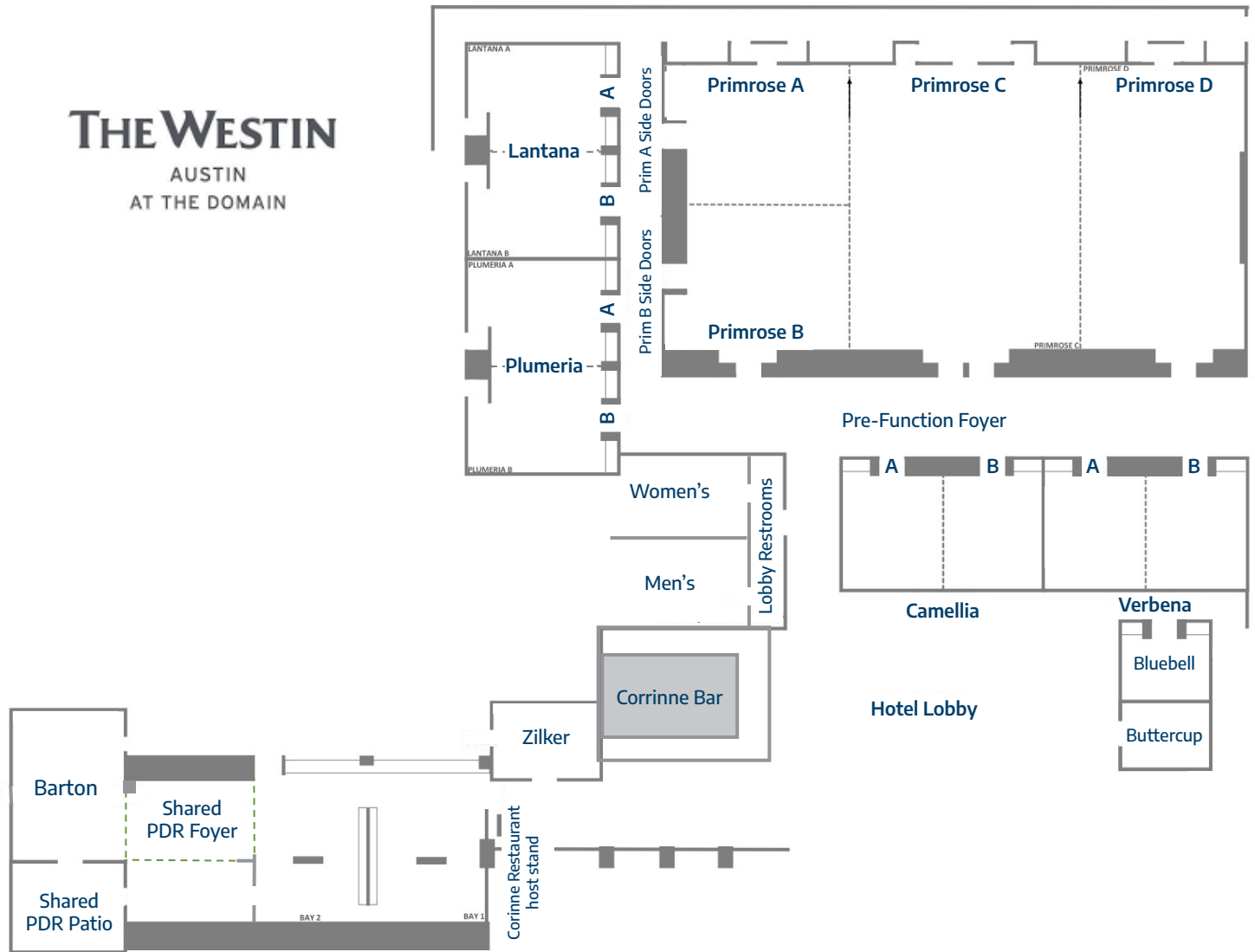
TED WRIGHT

Alvin Community College
Brazosport College
Central Texas College
Galveston College
Hill College
Trinity Valley Community College

LANTANA



Hotel Map



Staff Plenary Speakers



Ray Martinez III, J.D.

As President and CEO of the Texas Association of Community Colleges (TACC), Ray Martinez provides leadership to advance state policy, institutional practice, research – and with developing meaningful multisector partnerships – in support of Texas community colleges.

Before joining TACC, Ray served as Deputy Commissioner for Academic Affairs and Workforce Education for the Texas Higher Education Coordinating Board, where he led the agency's critical functions in academic programs, workforce education, and postsecondary readiness and success. He previously served as President of the Independent Colleges and Universities of Texas, Chancellor of Western Governors University (WGU) Texas, and he has held senior government affairs positions at Rice University and Texas A&M International University. Ray has also served as the director of the Committee on Higher Education in the Texas Senate. Ray also has extensive range of federal policy and board experiences and has served as an adjunct professor of public policy at The University of Texas School of Law and the Lyndon B. Johnson School of Public Affairs.

Ray received his baccalaureate degree from Southwestern University, his law degree from the University of Houston Law Center, and he recently completed postgraduate studies at the Institute for Educational Management at Harvard Graduate School of Education.



Kimberly M. Lowry, Ph.D.

Dr. Kimberly Lowry serves as the Vice President of the Texas Association of Community Colleges and Executive Director of the Texas Success Center. In this leadership role, Kim spearheads initiatives aimed at enhancing student success and community college leadership across Texas.

Prior to joining TACC, Kim was the Director of Leadership and Impact at The Aspen Institute's College Excellence Program. There, she played a pivotal role in developing strategies and executing initiatives that significantly advanced student success and community college leadership nationwide. Her leadership substantially contributed to the professional growth of numerous community college presidents and the overall enhancement of community college education standards.

Kim's career is distinguished by her dedication to fostering educational excellence and her ability to lead impactful programs. As a nationally recognized expert on community college student success and a published author, Dr. Lowry has made substantial contributions

to the field through her research and thought leadership. Before her tenure at The Aspen Institute, she held several key positions, including Vice President of Instruction and Student Services at Lone Star College-Houston North and Associate Vice Chancellor of Student Engagement and Success at Houston Community College. Her efforts have consistently led to significant improvements in student retention, graduation rates, and overall student engagement.

Kim remains actively involved in numerous professional associations. She has served as the Director of the Community College Division for NASPA, as well as a board member for the National Council of Instructional Administrators and the Southern Region of the National Council on Black American Affairs.

Kim graduated from Antelope Valley Community College before transferring to California State University, Long Beach, where she earned both her baccalaureate degree in Psychology and a M.S. in Counseling with an emphasis on Student Development in Higher Education. Kim received her Ph.D. in Higher Education from the University of North Texas.



Plenary Speakers



Russell Lowery-Hart, Ph.D.

Dr. Russell Lowery-Hart is the ninth Chancellor for Austin Community College District. Russell's leadership is centered around the concept of— LOVE, with a dedicated focus on enhancing student success through systemic and cultural transformation.

As he prefers to be called, Russell previously served as president of Amarillo College in Amarillo, Texas, from 2014 to 2023 before beginning his tenure as ACC Chancellor. He also served as vice president of academic affairs for Amarillo College.

Under his leadership, Amarillo College was named co-winner of the prestigious 2023 Aspen Prize, a Community College Excellence award. The award recognizes community colleges demonstrating high-quality and equitable outcomes for students. Other accolades under his leadership include the 2021 Top Five Institution and Rising Star for the Aspen Prize for Community College Excellence, Leah Meyer Austin Award for Achieving the Dream, and Bellwether Award,

Russell was selected for the inaugural class of the Aspen Institute Presidential Fellowship.

Russell received a bachelor's degree in speech communication and rhetoric from West Texas State University, a master's degree in communication studies from Texas Tech University, and a doctorate in interpersonal communication from Ohio University. He also serves on the Board of Directors for the Kody Hodge Foundation.

Russell and his wife of almost 30 years share three children.



Lori Barber, Ed.D.

Dr. Lori Barber began her tenure as President at College of Eastern Idaho (CEI) on August 1, 2024. She has held several administrative roles at CEI prior to the role of President. She started at CEI as Director of General Education and then became the inaugural Dean of General Education in 2018. Barber

became Vice President of Academic & Student Affairs in June of 2019. Her innovative strategies have been instrumental in steering the direction of institutional growth and building the framework on which CEI's current academic and student affairs structure has been built. Under Dr. Barber's leadership, CEI has experienced an unprecedented 244% growth in credit enrollments since 2017. As an innovative leader, she recently led her team to the successful establishment of CEI's first two Bachelors of Applied Science degrees.

Dr. Barber holds a Doctorate of Educational Leadership and Innovation from Arizona State University. Her Master's Degree is in Interdisciplinary Studies in History and Anthropology from Idaho State University where she researched the history and anthropology of food. She has been involved in education at the K-12 and post-secondary realms for over twenty-five years.

Dr. Barber profoundly believes in the community college mission and recognizes the power of education to create hope and transform lives. Barber endeavors to identify and remove barriers to create abundant opportunities for students. She has been married for 35 years and has two grown sons. In her spare time, she teaches yoga, hikes in the Idaho wilderness, writes, and walks many miles with her two sweet dogs.

Wynn Rosser, Ph.D.



Dr. Wynn Rosser is the Commissioner of Higher Education and CEO of the Texas Higher Education Coordinating Board (THECB), where he provides statewide leadership and oversees higher education budget and policy for the world's eighth-largest economy.

With a background in cultivating cross-sector collaboration, Dr. Rosser has extensive experience partnering with others to advance shared goals for education across Texas. Through these experiences, he brings deep knowledge and commitment to advancing Texas higher education and the goals of the state's strategic plan for higher education, Building a Talent Strong Texas.

Before joining THECB, Dr. Rosser spent almost two decades in philanthropic leadership, serving as president and CEO of the T.L.L. Temple Foundation, a family foundation focused on issues facing rural East Texas, and as chief executive of the Greater Texas Foundation, a foundation that focuses on improving postsecondary access and success. Prior to that, he worked for 14 years at Texas A&M University in faculty, staff, and senior administrative roles, including as a lecturer at the Bush School of Government and Public Service.

He holds an associate degree from Kilgore College and bachelor's, master's, and doctoral degrees from Texas A&M University. Additionally, he completed emergency medical technician (EMT) training through the School of EMS and is a nationally registered and Texas state-licensed EMT.

A native of rural Texas, Commissioner Rosser and his wife come from multigenerational rural families and are raising three children.





William Serrata, Ph.D.

Dr. William Serrata has been the President of the El Paso County Community College District since August 2012. As President of EPCC, he has become recognized for his leadership in higher education at the local, regional, and national levels.

Dr. Serrata is an active member of the El Paso community and currently serves as a Board Member for Workforce Solutions Borderplex, Board of Directors for the Greater El Paso Chamber of Commerce, Board of Directors for the El Paso Branch of the Federal Reserve Bank of Dallas and Chair of the Board for the El Paso Collaborative for Academic Excellence.

At the state level Dr. Serrata serves as the Chair for the Texas Association of Community Colleges (TACC), Co-Chair of the TACC Business Advisory Council, Chair of the TACC Texas Success Center Advisory Committee, past Chair of the Educate Texas Student Success Council and on the Board of Directors for Humanities Texas.

On the national level, Dr. Serrata serves on the Board of Directors for the Lumina Foundation, has previously served as Chair of the Board of Directors for the American Association of Community Colleges (AACC), Immediate Past-Chair of the Board of Directors of Excelencia in Education and serves as an Advisory Board Member of the Higher Education Research and Development Institute (HERDI). Dr. Serrata previously served on the National Student Clearing House Advisory Council and was a member of the 2015 class of the Aspen Institute Ascend Fellows. In 2019 Dr. Serrata was selected as the Western Region Chief Executive of the Year by the Association of Community College Trustees (ACCT) and subsequently received the Marie Y. Martin Chief Executive Officer Award during the national conference.

Under Dr. Serrata's leadership, El Paso Community College (EPCC) was named one of 10 nation-wide finalists for the 2015 Aspen Prize for community college excellence which recognizes a college's impact on student success. Hispanic Outlook in Higher Education and Community College Week magazines continue to recognize EPCC as a national leader in awarding associate degrees to Hispanic students. The College earned the Excelencia in Education Seal of Excelencia for EPCC's outcomes in accelerating Latino student success.

Dr. Serrata holds a Bachelor's Degree from Texas A&M University – College Station, a Master's Degree from the University of Texas at Brownsville, and a Doctorate of Philosophy in Educational Human Resource Development from Texas A&M University – College Station.



Judge Brian Haggerty

Brian Haggerty is a member of the El Paso Community College Board of Trustees. He was appointed to the EPCC Board of Trustees in 1995 and was later elected to the position in 1996. In 2010, Mr. Haggerty was appointed to serve as Justice of the Peace

and was elected as a judge in November 2010. Mr. Haggerty also has extensive experience in the real estate business.

As a Board member Mr. Haggerty is strongly committed to improving education and student living conditions, and as Justice of the Peace, he will dedicate himself to serving the people that visit his court. He is also continuously seeking new programs and ideas to help re-direct and challenge young people who are disoriented and often disenfranchised from their families. Mr. Haggerty has instituted innovative practices and programs that are yielding impressive results.

The El Paso native attended Cathedral High School, but left the city for a short time and graduated from Cloudcroft High School in New Mexico. He later earned an associate's degree from El Paso Community College followed by a bachelor's degree from the University of Phoenix.



Christy Ponce, Ph.D.

Dr. Christy Ponce has been President of Temple College since January 2019. Prior to that, she served as Executive Vice President at Lee College in Baytown, Texas. She also has held teaching and administrative positions at El Paso Community College.

In 2024, Dr. Ponce was selected as the Western Region Chief Executive of the Year by the Association of Community College Trustees (ACCT) and subsequently received the Marie Y. Martin Chief Executive Officer Award during the national conference.

In 2016, Dr. Ponce was selected as a part of the inaugural Aspen Presidential Fellowship for Community College Excellence among the top 40 up and coming college presidents. This enabled her to participate in a year-long executive leadership program designed by The Aspen Institute and Stanford University to develop leaders who can help community colleges achieve higher levels of student success while maintaining broad access. In 2021, she was one of 25 community college leaders selected for the 2021-22 class of the Aspen New Presidents Fellowship.

Dr. Ponce served on the Board of Directors of the American Association of Community Colleges (AACC), the primary advocacy organization for the nation's 1,200 community colleges.

Dr. Ponce earned a Ph.D. in Educational Administration from the Community College Leadership Program at The University of Texas at Austin. She also holds a bachelor's degree in education from The University of Texas at Austin and a master's degree in political science from Texas State University.





Lydia Santibanez-Farrell

Lydia Santibanez-Farrell is an active member of the community and has also been active in state and national organizations addressing complex higher education issues. The following are significant contributions made by Mrs. Santibanez-Farrell.

Lydia has served on the Temple College Board of Trustees since 1990. She is currently the Board Chair, a role she previously held from 2000 to 2002.

Chair Santibanez-Farrell is active in state-level trustee leadership. As the previous chair of the Community College Association of Texas Trustees, she has also served as a conference speaker and planning committees on trustee education for the Texas Association of Community College Trustees and Administrators. The Texas Higher Education Coordinating Board appointed Lydia to numerous prestigious committees.

Lydia is active in the Association of Community College Trustees (ACCT), including the Board of Directors, Joint Commission on Federal Relations, Western Regional Chair, conference speaker, and numerous committees. ACCT recognized Lydia with the Western Region Trustee Leadership Award, 2020, and M. Dale Ensign Trustee Leadership Award, 2020. She also received the ACCT Lifetime Membership award.

Lydia serves on the board of directors for many organizations in Temple, Texas. She was a Founding Member of National Association of Latino Community College Trustees as well as serving as their chair.

Chair Santibanez-Farrell graduated from Temple College and the American College of Real Estate and received her Master of Divinity from the George W. Truett Seminary at Baylor University. She is an ordained Baptist minister and serves as a chaplain at Scott and White Hospital.

She has two grown children and lives in Temple, Texas.



Resident Faculty



Eileen Baccus, Ph.D.

Eileen Baccus serves as a consultant to institutions of higher education and continues coaching a significant number of Achieving the Dream colleges in their efforts to improve the retention and graduation rates of low-income students and students of color since the initiative's inception.

Previously, Eileen was the president of Northwestern Connecticut Community College and the former Thames Valley State Technical College. She also held administrative positions at the University of Connecticut. Having served on numerous Boards, Commissions, and Advisory Committees for AACC, ACE, and the College Board, she is currently in her second term on the Board of the National Student Clearinghouse and NSC's Research Center Board of Directors.



Martha Ellis, Ph.D.

Dr. Martha Ellis is the senior pathways lead for the Texas Success Center, Coach for Texas Pathways and the College Excellence program at the Aspen Institute, leadership development consultant, and professor in residence at the University of Texas at Austin.

She brings deep experience, substantive knowledge, and research-based innovation to leaders as they confront the challenges and opportunities facing higher education today and in the future. She facilitates strategic planning, governance strategies, and effective collaboration workshops for community college boards of trustees and executive leadership teams.

Martha has 35 years of experience in a variety of leadership positions at universities and community colleges in Texas, New Mexico, and Oklahoma. Most recently, Martha has served as the interim CEO for the Texas Association of Community Colleges. She has also served as Managing Director for the Charles A. Dana Center at the University of Texas at Austin and Associate Vice Chancellor of Academic Affairs for the University of Texas System. She was president of Lee College and Texas State Technical College. Martha has won numerous teaching awards, has scholarly publications, served on national boards, and is an invited presenter at national conferences. Martha was recognized by the U. S. Congress and the Texas House of Representatives for her leadership in community colleges.



Maria Harper-Marinick, Ph.D.

Maria Harper-Marinick served the Maricopa Community College District in Arizona for almost 30 years in a variety of leadership roles, including nearly four years as chancellor. Maria has served on the boards of the American Council of Education,

American Association of Community Colleges, Excelencia in Education, Hispanic Association of Colleges and Universities, and many other organizations. She chaired the Federal Advisory Committee on Student Financial Assistance and is an Aspen Institute Ascend fellow and a distinguished fellow of the Arizona State University Morrison Institute for Public Policy.

Diverse: Issues in Higher Education named Maria one of 25 exceptional women leaders who have made a difference in higher education.

Maria is originally from the Dominican Republic and came to the U.S. as a Fulbright Scholar.



Ted Wright, Ed.D.

Dr. Ted Wright has accumulated 45 years of higher education experience having served as an institutional research leader and administrator at Miami-Dade College and Broward College, and as a higher education consultant.

Following his retirement from Broward College as Special Assistant to the President, Ted has worked with dozens of colleges as a consultant and coach for numerous student success initiatives including Achieving the Dream, Texas Pathways, and the Board of Trustees Institute. He holds an Ed.D. in Higher Education Leadership from Florida International University.

