

# New Trustee Orientation

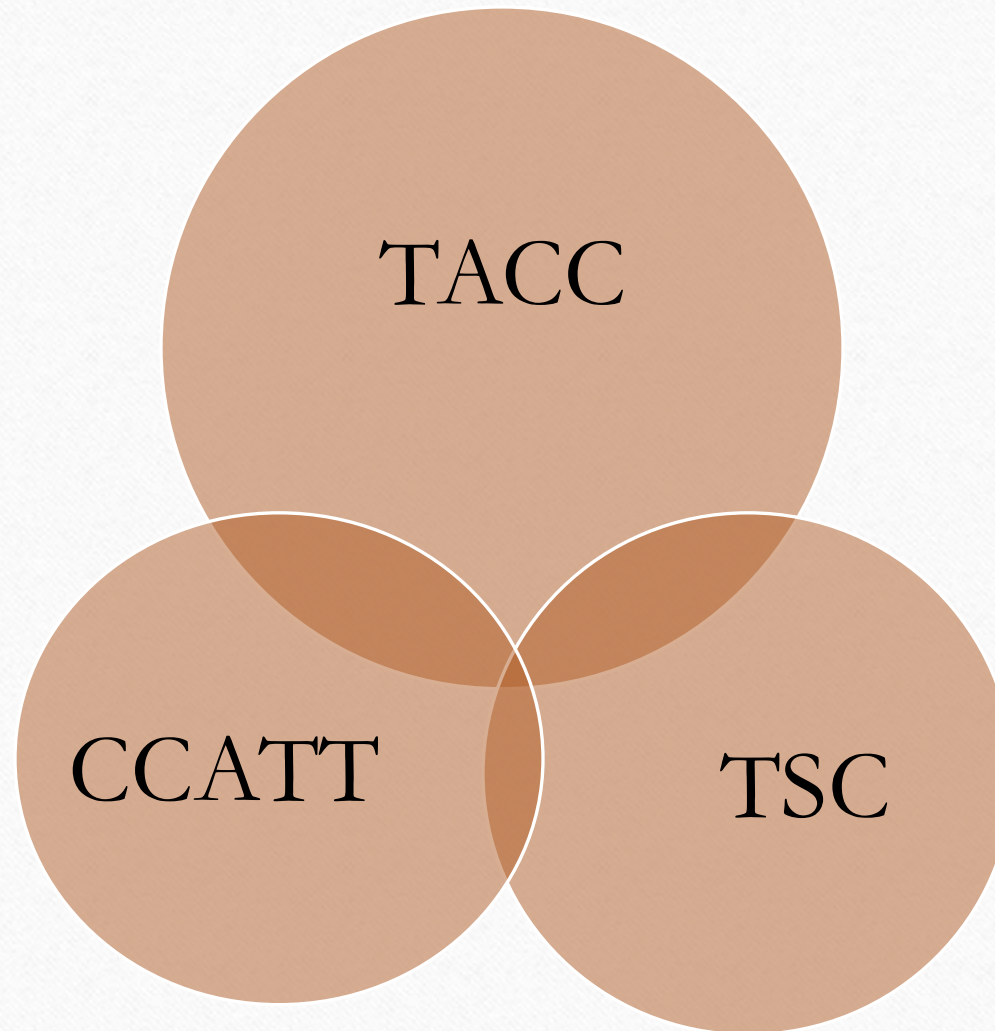
Martha Ellis, Ph.D.,  
September 11, 2025



Community College  
Association of Texas Trustees

# 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)*



# Texas Association of Community Colleges

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

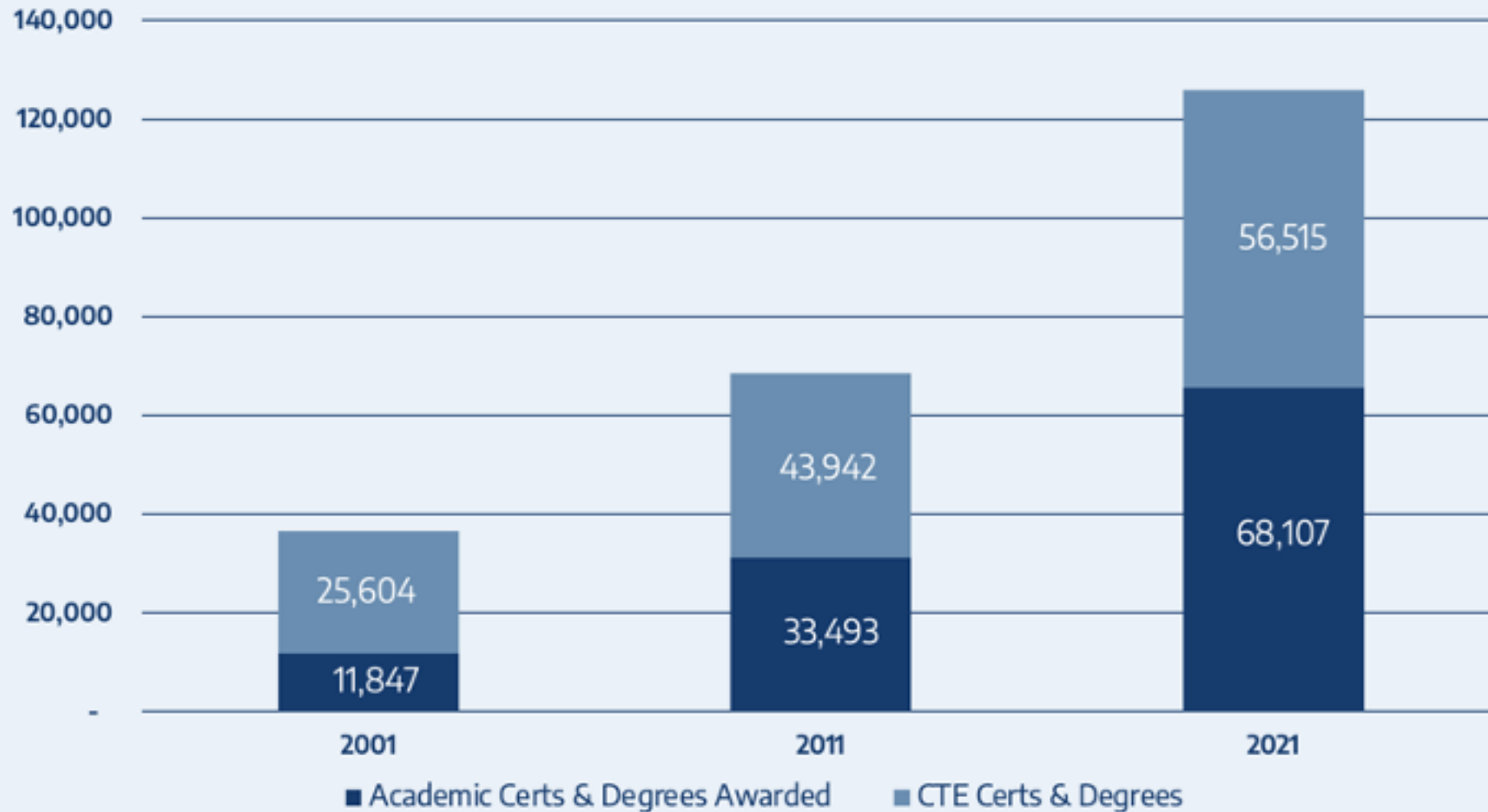
# Community College Association of Texas Trustees (CCATT)

- 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

# 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

# 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%**

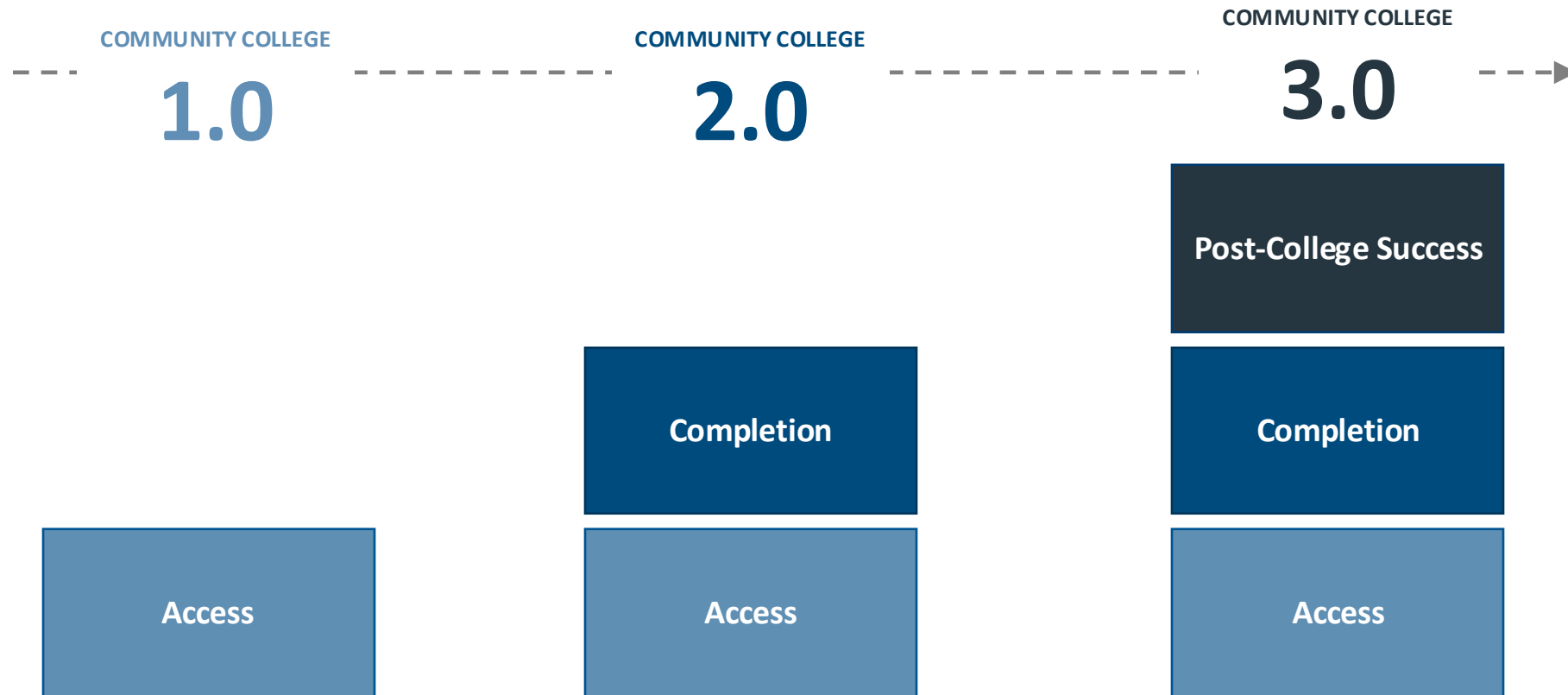
of students **IDENTIFIED AS PARENTS.**



# The Challenge

- Challenges with Texas' socioeconomic upward mobility and **economic** prosperity.
- The increasingly critical need for an educated and **trained workforce**.
- Community colleges have a strong track record of providing open access but, while improving, still have a **need to increase** their student credential/ graduation rates.
- The impact of Trustees, as the governing authority for community colleges, is **critical** to student success.

# Community Colleges



Texas Success Center



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

- 50 districts with over 95 campuses
- Districts range in enrollment from 1,400 to 72,000 (SCH) Fall 2024
- Accredited by Southern Association of Colleges and Schools Commission on Colleges
- Open door admissions
- Semester credit hour tuition and fees range from \$65 to \$164 per SCH for in-district
- On semester system with associate degrees being capped at 60 SCH
- Offer Adult Education and Literacy (AEL), Continuing Education, Certificates, Associate Degrees, and limited bachelor's degrees

# Regions of Texas Community Colleges



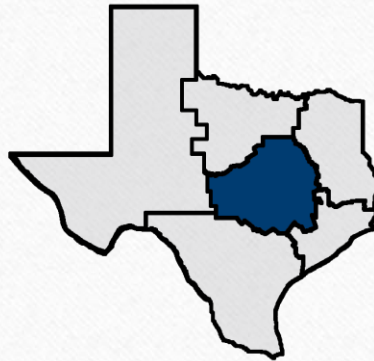
## West

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



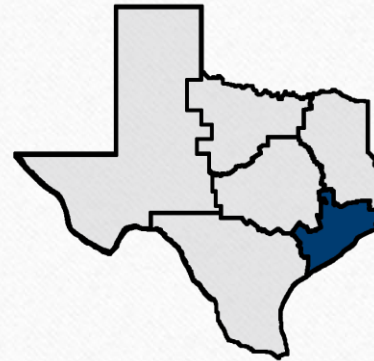
## South

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



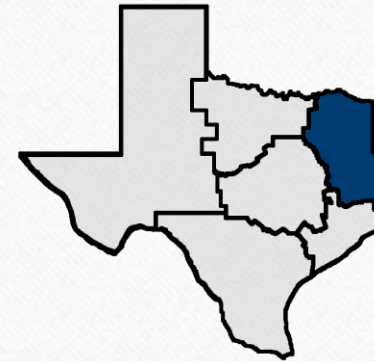
## Central

Austin  
Blinn  
Central Texas  
Hill  
McLennan  
Navarro  
Temple



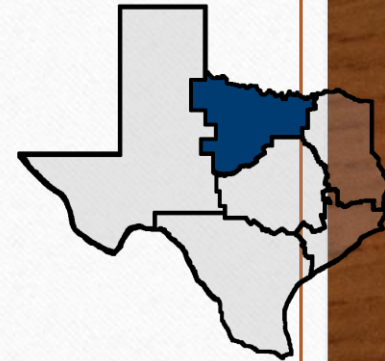
## Southeast

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 in 90 days of beginning term
  - CEO reports to the Board

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



State Appropriations



Local Property Taxes

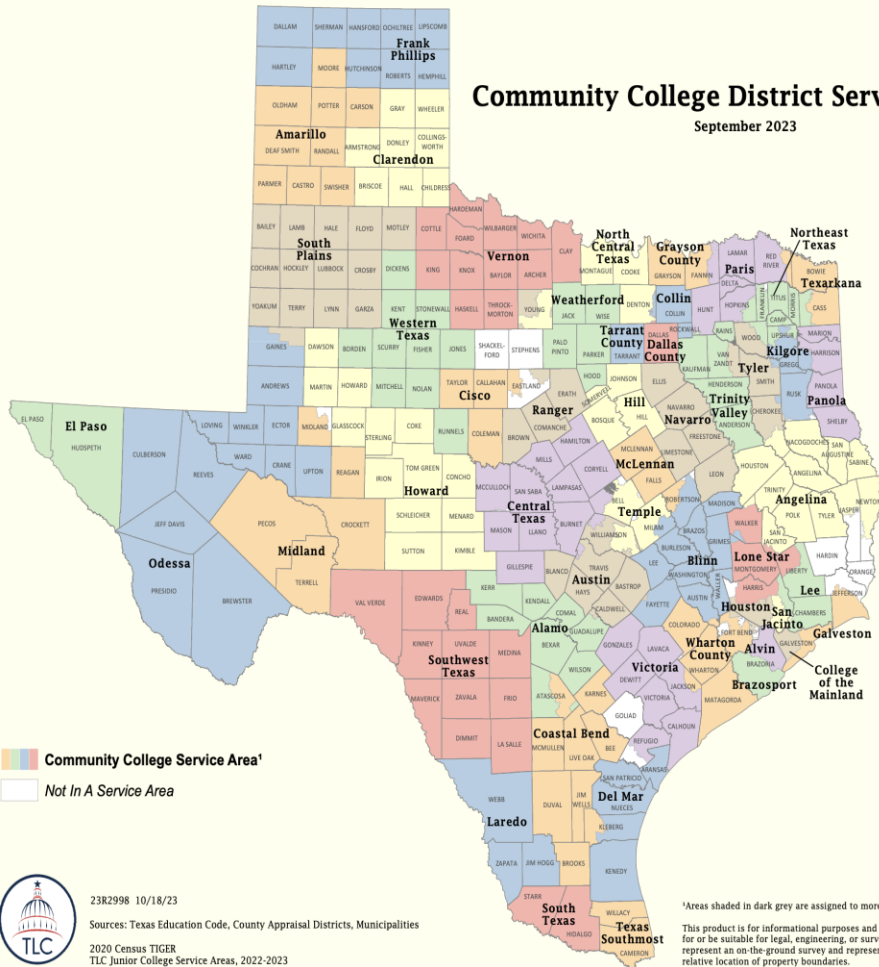


Tuition & Fees

# Service Areas & Taxing Districts



September 2023



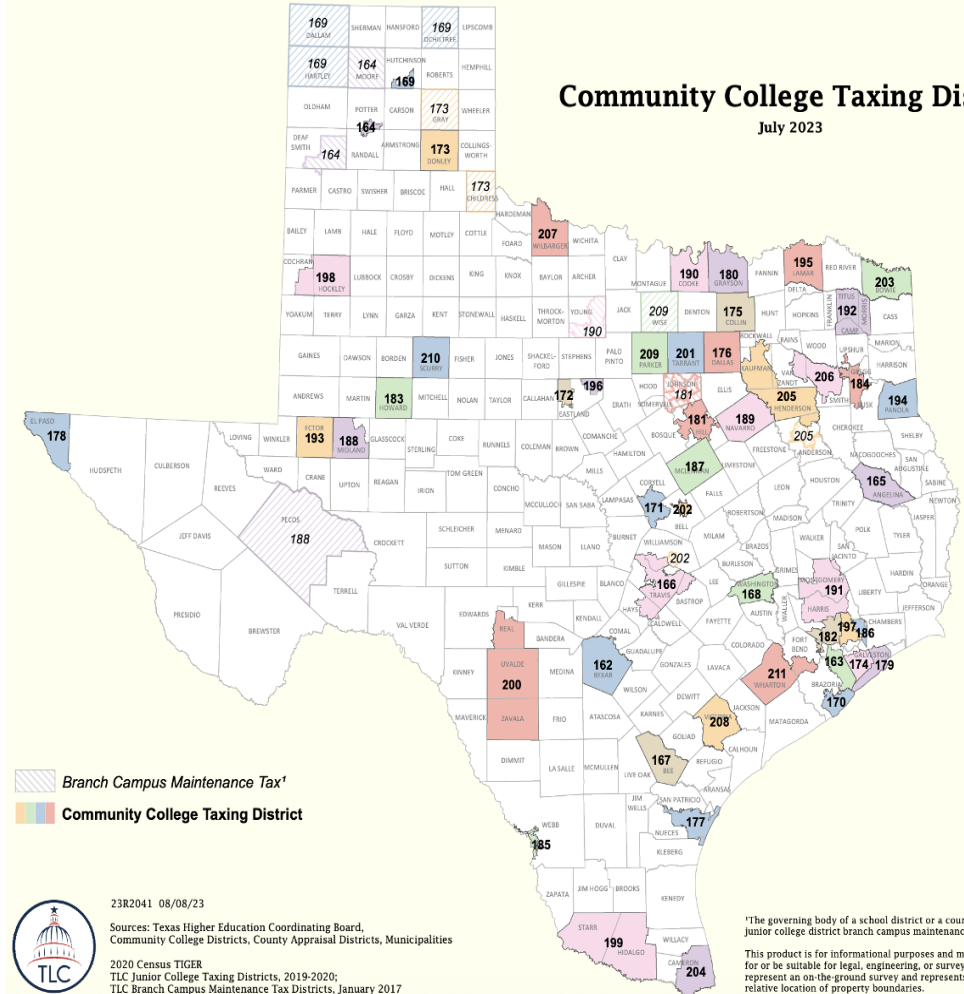
## Community College Districts\*

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

\* Community college districts are numbered as identified by Chapter 130, Texas Education Code.



July 2023



<sup>1</sup>The governing body of a school district or a county may levy a junior college district branch campus maintenance tax.

This product is for informational purposes and may not have been prepared for or be suitable for legal, engineering, or surveying purposes. It does not represent an on-the-ground survey and represents only the approximate relative location of property boundaries.

# 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.

# Texas Higher Education Coordinating Board

- 60x30 Texas and Building a Talent Strong Texas
- Coordination, data collection, and rulemaking for legislation
- Administer Financial Aid Programs, e.g. TEOG, FAST
- Academic Course Guide Manual (ACGM)

Texas Higher Education  
Coordinating Board:  
House Bill 8 Website

TOPIC BREAKDOWN



Texas Higher Education  
COORDINATING BOARD

About

Our Work

Explore our Data

Meetings & Events

Media & Government Relations

# Community College Finance

## Overview

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

LANDING PAGE

# Community College Standing Advisory Committee

Very Large Colleges	Medium Colleges
Dr. William Serrata, El Paso Community College, CEO Tiska Thomas, Dallas College, CFO Dr. Pam Anglin, Tarrant County College, CFO Dr. Kristy Veinne, Lone Star College, CFO Dr. Jenna Cullinane Hege, Austin Community College, IR	Dr. Amanda Allen, Wharton County Junior College, CEO
Large Colleges	Small Colleges
Dr. Mark Escamilla, Del Mar College, CEO Sarah Van Cleef, Tyler Junior College, CFO	Dr. Ron Clinton, Northeast Texas Community College, CEO Dr. Tex Buckhaults, Clarendon College, CEO Mr. Jeff Engbrock, Galveston College, CRO

\*Ray Martinez, Texas Association of Community Colleges, CEO

# Board Responsibility

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

# Responsibilities of the Board

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

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

# Board of Trustees' Roles

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- The Board adopts broad policies and goals to fulfill the mission of the college and directs the CEO to implement those policies or achieve those goals (but does **not** tell the CEO or staff how to implement).
- The Board operates as a unit and honors Board decisions once they are made.
- The Board ensures all board members follow board policy and intervenes when necessary.
- The Board conducts effective and efficient meetings.
- The Board strictly follows parliamentary procedure.

# Board of Trustees' Ethical Responsibility

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- The Board honors the confidentiality of all executive (closed) sessions.
- Board members do not favor or protect any one college group or community special interest group.
- Board members operate ethically and without conflict of interest and honor commitments they make to one another and to the CEO.
- Board members always treat staff and each other respectfully in all public settings.

# Board and CEO Relationship

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- The Board of Trustees supports the CEO, does not undermine her/his authority and counters misinformed public criticism.
- Board members refer all constituent concerns to the CEO.
- Individual board members do not direct the CEO on what to do on any college-related decision, understanding that direction comes only from the entire Board of Trustees.

# Board and CEO Relationship

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- CEO provides you with the information you need to govern effectively
- CEO 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